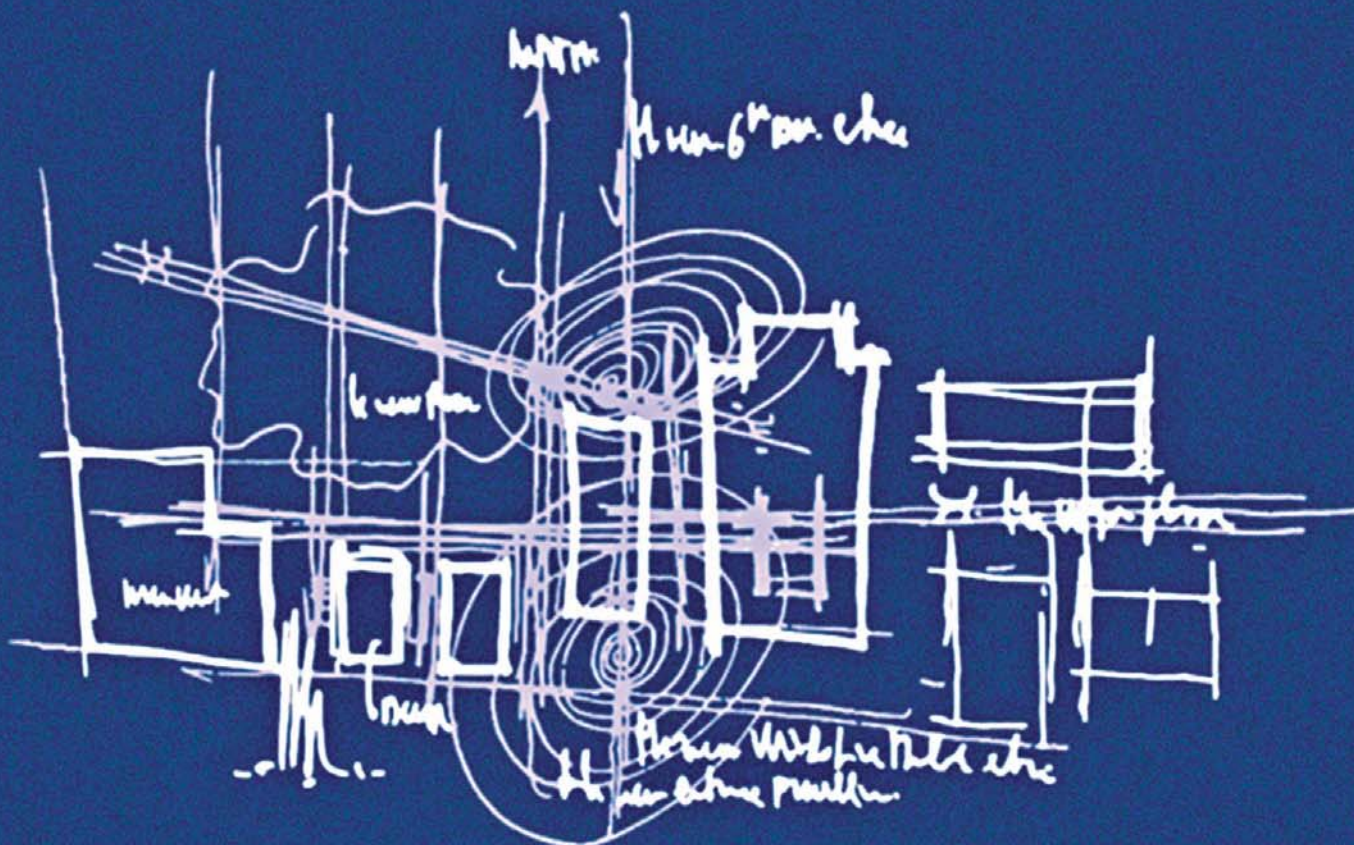


The County of Los Angeles

Annual Report 2006-2007



"Enriching Lives"



On the Cover:

World-renown architect Renzo Piano's rendering of Phase I of the master plan to transform Los Angeles County Museum of Art campus.

County Progress Report

This year's Annual Report also includes the second annual County Progress Report, which was first published in 2004 as a separate report (see page 97). The County Progress Report includes key performance measures demonstrating the impacts of programs and services largely under the County's control within the context of larger regional indicators. These measures are largely drawn from the County's common performance measurement framework, Performance Counts!, and furthers the County's commitment to accountability for achieving desired community results and outcomes with the resources we are provided.

*Public Affairs, Chief Administrative Office
County of Los Angeles
Room 358, Kenneth Hahn Hall of Administration
500 W. Temple St., Los Angeles, CA 90012
Telephone: (213) 974-1311*



Table of Contents

Chairs' Messages.....	2, 3	Public Social Services.....	47
Chief Administrative Officer's Message	4	Gridiron Gang: Good Work of Probation Officers	48
Board of Supervisors: David E. Janssen Retirement	6	Recreation and Cultural Services	
Organizational Chart of the County of Los Angeles	7	Arts Commission.....	50
County of Los Angeles Strategic Plan	8	Beaches and Harbors	51
County of Los Angeles Government.....	9	Museum of Art.....	52
Expenditures, Revenue and Debt Management	10	Museum of Natural History	53
County of Los Angeles Budget Facts.....	11	Music Center of Los Angeles County	54
County of Los Angeles Facts	12	Parks and Recreation.....	55
Map of the County of Los Angeles	13	Public Library	56
The History of Los Angeles County	14	General Government Services	
In Memoriam: Warren Dorn.....	17	Agricultural Commissioner/Weights and Measures	58
Estimated Population of the 88 Cities in the		Animal Care and Control.....	59
County of Los Angeles.....	18	Assessor	60
Unincorporated Areas within the		Consumer Affairs	61
County of Los Angeles.....	19	Public Works	62
Transforming LACMA	20	Regional Planning.....	63
Safe Surrender: Saving Babies Lives	22	Registrar-Recorder/County Clerk.....	64
Departmental Summaries		Treasurer and Tax Collector	65
Public Protection		Celebrating a Great Team	66
Alternate Public Defender	24	Animals: Part of the Team	68
Coroner	25	Community Outreach	70
District Attorney.....	26	Celebrities Add Glamour to the Team.....	72
Fire	27	It's a Family Affair.....	74
Grand Jury, Criminal and Civil	28	Central Support Services	
Ombudsman.....	29	Affirmative Action Compliance	76
Probation.....	30	Auditor-Controller	77
Public Defender.....	31	Board of Supervisors	78
Public Safety (Human Resources).....	32	Chief Administrative Office.....	79
Sheriff.....	33	Chief Information Office	80
Restoring the Sheriff's Department.....	34	County Counsel.....	81
County Employees: STAR Performers	36	Human Resources	82
Human Services		Internal Services	83
Child Support Services	38	LAC+USC Medical Center Replacement.....	84
Children and Family Services	39	Doing Our Jobs with Compassion	86
Community Development Commission/ Housing Authority.....	40	Adopted Capital Projects and Refurbishments	
Community and Senior Services.....	41	Summarized by Supervisorial District	88
Health Services.....	42	2006 County Progress Report	
Human Relations Commission.....	43	2006 County Progress Report, Special Section	98
Mental Health	44	Hello-Goodbye	132
Military and Veterans Affairs	45	Public Response Survey	135
Public Health	46		



"Enriching Lives"

Michael D. Antonovich
Mayor, County of Los Angeles Board of Supervisors
December 2005 - December 2006



2006 has been a productive year for the County of Los Angeles.

We funded 1,050 new law enforcement positions and 50 new deputy district attorneys. Jail capacity increased by over 3,300 beds, and female inmates were relocated from Twin Towers to the Century Regional Detention Center. And a successful pilot program with Immigration and Customs Enforcement is removing illegal criminal aliens from our jails.

County staff conducted 12 public-private preparedness exercises to address bio-terrorism, earthquakes, fire disasters and riots.

To further the development of a regional air transit system, the County successfully settled a lawsuit with the City of Los Angeles that limited the growth of LAX and allocated funds to Ontario and Palmdale Airports.

In foster care, nearly 2,000 adoptions were finalized by the Department of Children and Family Services, and 900 state-licensed foster homes will be inspected to ensure that children are living in safe and healthy environments.

We began the transformation of King-Drew Medical Center into a community hospital; funded the expansions of Harbor-UCLA Medical Center, Rancho Los Amigos National Rehabilitation Center and Monrovia Health Clinic; and established a public/private partnership with Shiners Hospital to construct a new hospital on the campus of LAC+USC Medical Center to serve children. We also authorized construction of a new multi-service health center for the Antelope Valley and a new emergency room and tuberculosis unit for Olive View-UCLA Medical Center.

While the state Legislature failed to require mental health treatment and drug and alcohol abuse rehabilitation for the homeless mentally ill, we successfully added new mental health care beds and a pilot program to increase transitional treatment services for the homeless mentally ill released from hospitals, jails or courts.

In addition, expanded hours and renovations were initiated for County libraries and bookmobiles, and five new libraries are being developed.

After-school programs at County parks are being expanded and parks and trail systems have been improved for equestrians and hikers.

The County's code enforcement unit and nuisance abatement teams are conducting Section 8 housing investigations and have initiated the Housing Authority toll-free fraud hotline at (877) 881-7233.

In the field of energy conservation, ongoing efforts to make County facilities and operations more "green" through solar energy, natural gas energy retrofitting, hybrid vehicles and energy efficient buildings have culminated in the development of a comprehensive conservation plan.

Zev Yaroslavsky

Chairman, County of Los Angeles Board of Supervisors

December 2006 - December 2007



This past year was a very tumultuous and challenging one, but there are many accomplishments the Board can point to with pride thanks in large measure to the skilled and dedicated employees of our County.

The County today is in the best fiscal condition in at least 25 years, and it's no accident. Our Board has maintained its basic philosophy of living within our means, treating our employees fairly and protecting the taxpayers' hard-earned dollars. Our reserves are healthy, and we have set aside sufficient resources to deal with rainy days, of which there has been no shortage. Our bond ratings are as high as they've been in years, and our chief administrative officer and the rest of our County managers are to be commended for implementing our programs efficiently and responsibly.

With the change in leadership in Congress and a new speaker in the House of Representatives from our state, hopefully, we can have a little more influence over what happens on health care finance and policy in Washington. At the state level, too, our partnership with the Legislature has to be very high on our list of priorities.

Chief among these must be a renewed focus on our probation and juvenile justice programs, two of the most serious issues we face. In addition, the infrastructure bonds which voters approved this past November offer this County a tremendous opportunity to fund significant transportation improvements through the Metropolitan Transportation Authority, the regional transportation agency on which my Board colleagues and I serve. We have new opportunities to improve and increase our housing stock, thanks to the passage of another statewide bond measure, which will complement the unprecedented \$100 million investment our Board has made toward addressing our local homeless problems and the need for expanded and improved services to assist that population.

Clean water and resource protection, too, received voter funding approval, which offers us an opportunity to make significant progress in the areas of coastal protection and water quality. These must be our top environmental priorities in the coming years.

I want to thank my Board colleagues in advance for what I know will be a year of productive accomplishment, and look forward to working with you in the months ahead.



"Enriching Lives"



David E. Janssen

Chief Administrative Officer, County of Los Angeles



(David E. Janssen, chief administrative officer for the past 10 years, will retire Jan. 16, 2007 after more than 34 years in government service. He leaves after accomplishing the two primary goals the Board of Supervisors gave him when they hired him in 1996: Restore the County's fiscal credibility and build collaboration within the organization.)

The County was in financial crisis when I became chief administrator officer in 1996. The State of California was taking \$1 billion annually in County property taxes to meet its own obligations. There was a \$90 million budget deficit due to overestimated fund balance. The Health Services Department had a \$123 million gap in finances. The Sheriff's Department didn't have enough money to open its new jail and had closed some of its stations. Libraries were closed and hours curtailed in those that remained open. Parks programs were reduced, swimming pools closed, and some parks were offered for free to cities and the State. Employees hadn't received a raise in five years. The County's bond rating had deteriorated.

To keep from making even harsher cuts, previous administrations mortgaged Marina del Rey, sold \$2.5 billion in pension bonds, froze hiring and salaries, laid off employees, and gave early retirements. Maintenance of the infrastructure and technology were neglected. Capital projects were put on the backburner. One CAO had even advocated closing LAC+USC Medical Center.

To get through the crisis, I proposed the first of many budgets that held the line on expenditures, requiring departments to absorb operational cost increases. It was not easy for them to do so, but it was necessary. This created reserves, which could then be used on one-time projects. This approach allowed improvements in the infrastructure, in technology, and new capital projects. Disney Concert Hall became a reality. Only several years earlier proposed for closure, LAC+USC Medical Center received the go-ahead to be rebuilt under a \$854.8 million plan that is the largest capital project in County history. The bond ratings were restored.

We also devised a plan to stop relying on the surplus pension earnings to pay our bills and to pay off the money borrowed against Marina del Rey. Each year the County added an additional \$30-50 million of general funds in the budget to wean its dependence on the pension revenues, and beginning in the 2007-08 fiscal year, we will rely no more on those funds. In June 2005 Marina del Rey became free of its debt.

The passage of Proposition 1A in November 2004 brought positive change for the County. The State could no longer raid the County property tax coffers, giving the County a stable source of funding and allowing it to begin restoring services. In 2006 the Board of Supervisors was able to give 15.5 percent raises to employees over three years, commit \$100 million to combat homelessness, and increase funding to public safety.

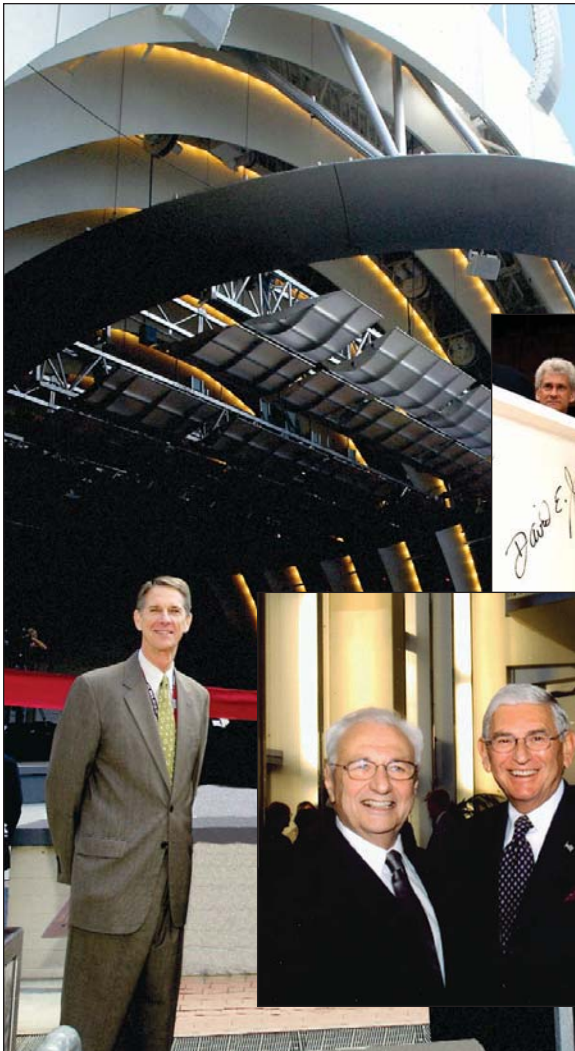
Things have not been easy the past 10 years. The financial crisis caused jails to close and early release of prisoners. The freeze on employee salaries led to a large employee strike in 2000. The Health Services Department struggled, and continues to struggle, to get adequate revenue. King-Drew Medical Center lost its battle to keep its accreditation. The Probation Department came under federal review for lapses in its treatment of its juvenile wards. MacLaren Children's Center was closed after the County was sued over the treatment of the foster children housed there. Welfare recipients lost their checks with the national restructuring of the program. There was instability in the leadership of departments, with high turnover in the troubled departments – there were three health

directors during my tenure, three directors of children and family services, four chief probation officers, and three directors of the Public Social Services Department -- as well as an above normal loss of department heads due to retirements.

A look at the headlines from the budget press releases for the past 10 years illustrate the rollercoaster ride that the County has been on:

- 1997: County Budget Balanced – But Precarious
- 1998: County Budget – No Deficit to Close
- 1999: County Budget – Second Year of Stabilization
- 2000: County Budget – Third Year of Fiscal Recovery
- 2001: County Budget Stable, But Under Pressure From Soaring Utilities
- 2002: County Feeling Sting of Recession
- 2003: County Budget: Mounting Cuts in Service
- 2004: County Budget: Third Year of Service Cuts
- 2005: County Budget: Restoration Begins
- 2006: County Budget: Restoration Continues

Strong leadership by the Board of Supervisors got us through each crisis and the financial situation is 180 degrees better than what it was 10 years ago. It is a little early to project the headline for 2007, but it should be a very positive one. Perhaps: County Budget: Strong and Healthy.



Highlights

Beam signing—new LAC+USC Medical Center.

Dedication of Disney Concert Hall.

Dedication of new Hollywood Bowl shell.



Board of Supervisors: CAO David E. Janssen's Retirement



"Without question, Los Angeles County is a better place because of David Janssen's leadership. Few people have what it takes to get the five disparate members of the Board of Supervisors to reach common ground, but David has successfully accomplished this feat—and for many years. His knowledge of the County's intricate budget system is unparalleled and his diplomatic finesse is unrivaled. I will miss him."

- Supervisor Gloria Molina



"David Janssen has had tenure as CAO that's been characterized by financial crisis within the County of Los Angeles, and meeting the challenge in a brilliant and effective manner. He has brought the County through health deficits, a statewide recession that threatened our bond rating and retirement system, labor challenges and many others. Other counties floundered, but we were able to maintain services and a strong financial picture. David has worked with what at times is a contentious Board, but he always kept his cool. The residents of the County of Los Angeles owe him a great debt of gratitude. He is a true star and one we will deeply miss."

- Supervisor Yvonne B. Burke



"David Janssen is a problem solver whose grasp of the issues facing California county government is unparalleled. He has proven himself a master of fiscal responsibility, helping to bring the County back from the financial precipice. More than just a bean counter, David appreciates the value of arts and culture in providing a quality of life for the citizens of our County. And in perhaps the most remarkable achievement of all, David has held the confidence of the department heads and of each of the five supervisors for over a decade. I salute David Janssen for his singular accomplishments and wish him all the best in his retirement!"

- Supervisor Zev Yaroslavsky



"Los Angeles County is in an incredibly strong position financially because of the leadership and vision of David Janssen. He has given our County 10 years of excellence as an outstanding public servant and given many more years of service to the people of the State of California."

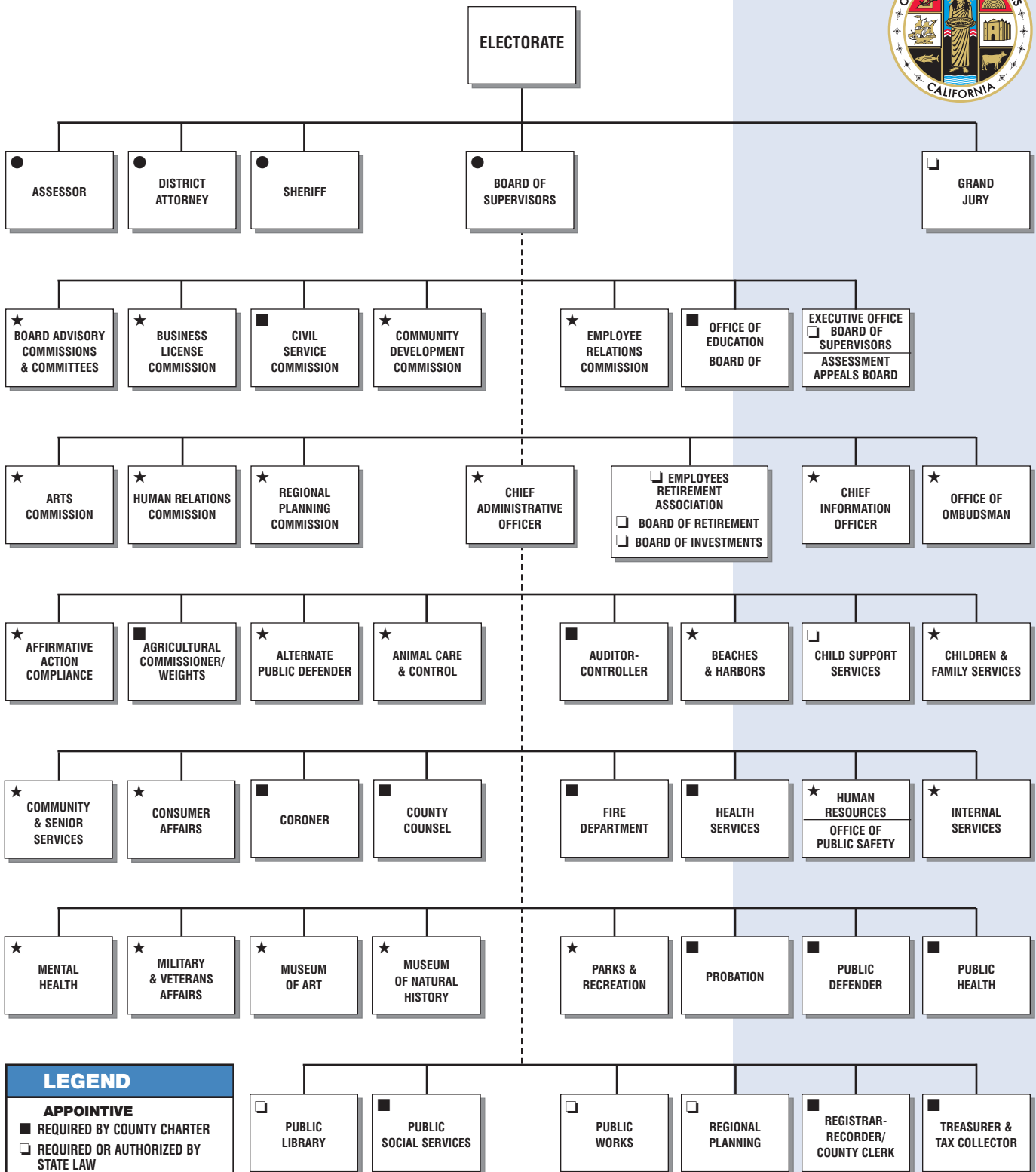
- Supervisor Don Knabe



"As our County's CAO, David was at the helm as we successfully navigated the rough waters of healthcare finance in obtaining the 1115 waiver – and I appreciated his effort to improve the efficiency of County services by developing the County's Strategic Plan and the *Performance Counts!* program. I wish David well in his retirement and thank him for his 10 years of service to Los Angeles County."

- Supervisor Michael D. Antonovich

Organizational Chart of the County of Los Angeles



LEGEND

APPOINTEE

- REQUIRED BY COUNTY CHARTER
- REQUIRED OR AUTHORIZED BY STATE LAW
- ★ ESTABLISHED BY ORDINANCE OF THE BOARD OF SUPERVISORS

ELECTIVE

- REQUIRED BY COUNTY CHARTER
- REQUIRED BY STATE LAW/STATE AGENCIES FOR WHICH COUNTY RETAINS LIMITED RESPONSIBILITY

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
2. Workforce Excellence
3. Organizational Effectiveness
4. Fiscal Responsibility
5. Children and Families' Well-Being
6. Community Services
7. Health and Mental Health
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 million—more residents than any other county in the nation, exceeded by only eight 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): Yvonne B. Burke, Second District; Zev Yaroslavsky, Third District; 2006 Mayor Michael D. Antonovich, Fifth District; Don Knabe, Fourth District; and Gloria Molina, First District.

To assist the Board of Supervisors, a chief administrative 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: 2,064,922

Square Miles: 228

Yvonne B. Burke

Supervisor, Second District

Population: 2,055,135

Square Miles: 158

Zev Yaroslavsky

Supervisor, Third District

Population: 2,007,966

Square Miles: 432

Don Knabe

Supervisor, Fourth District

Population: 1,986,314

Square Miles: 428

Michael D. Antonovich

Supervisor, Fifth District

Population: 2,060,486

Square Miles: 2,838

Population and district size data from Urban Research, Chief Administrative Office.



Expenditures, Revenue and Debt Management

Expenditures

The County budget for 2006-2007, including special districts and special funds, provides for expenditures of \$21.044 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

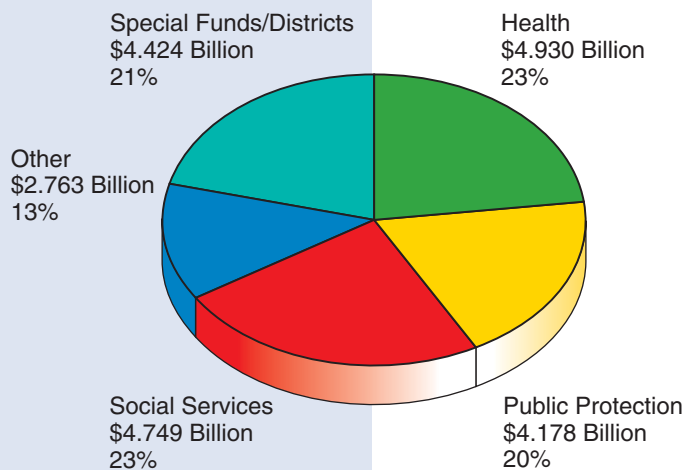
County expenditures are financed by federal, state and local revenues. In general, federal and state revenues are available primarily for specific human services, such as welfare grants, health, mental health, social and child welfare services and related administration. The County also pays a share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

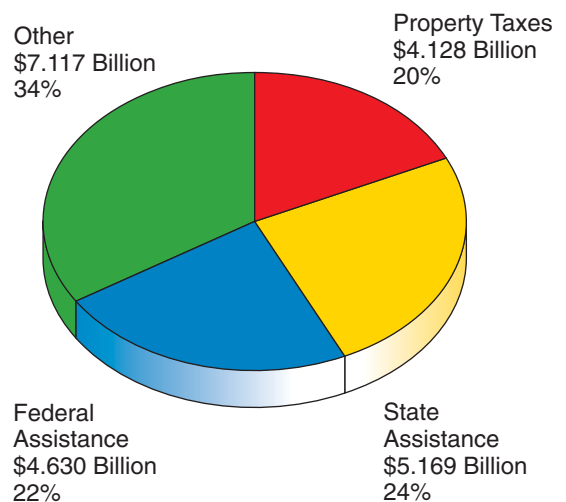
Debt Management

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 and 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
2006-2007 Final Budget
Total Expenditures
\$21.044 Billion**



**Los Angeles County
2006-2007 Final Budget
Total Revenue
\$21.044 Billion**



County of Los Angeles Budget Facts

Some of the Key Public Services that the County Budget Funds

The Adopted Budget for Fiscal Year 2006-2007 provides the following public services:

Public Protection

- Fire and emergency services provided by 2,763 firefighters to more than 4.1 million residents
- Probation-detention and residential treatment for an average daily population of 3,262 youths in camps and juvenile halls
- Patrol services provided by 5,660 law enforcement personnel
- Ocean lifeguard rescue and beach maintenance services to protect an estimated 72.2 million beach visitors

Health Services

- Nearly 3 million outpatient visits
- More than 300,000 hospital emergency room visits
- Approximately 540,000 hospital inpatient days

Mental Health

- Service to 18,000 children involved with the Department of Children and Family Services
- More than 2.3 million outpatient visits provided to 53,000 youths (17 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 provided to older residents
- Training programs for 1,413 participants, including dislocated workers, and employment placement assistance to 101,742 residents
- Child support services to approximately 500,000 families

Recreation and Cultural

- Parks and recreation services for 13 million visitors and 1.57 million rounds of golf
- Museum of Art exhibits for 1,596,581 visitors
- Natural History family of museums programs for close to 1 million community members
- Library services to 12 million visitors, with 13 million items checked out

General Government

- Issuance of 41,439 marriage licenses
- Performance of 11,089 marriage ceremonies
- Counseling, mediation and investigative services for more than 700,000 Consumer Affairs clients
- Issuance of 65,000 building permits
- Adoption or return of more than 27,000 dogs and cats





Property Valuation (2006-2007)

Local Assessed— Secured	\$903,972,201,739
Local Assessed— Unsecured	\$45,783,429,120
State Assessed	\$11,772,867,279
Total	\$961,528,498,138

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

Gross Product (\$ Billions)		
2005 GDP	Country/Economy	2005 Rank
12,485	United States	1
4,571	Japan	2
2,797	Germany	3
2,224	China (excl. Hong Kong)	4
2,201	United Kingdom	5
2,105	France	6
1,766	Italy	7
1,130	Canada	8
1,126	Spain	9
793	South Korea	10
792	Brazil	11
775	India	12
768	Mexico	13
766	Russia	14
708	Australia	15
625	Netherlands	16
424	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.

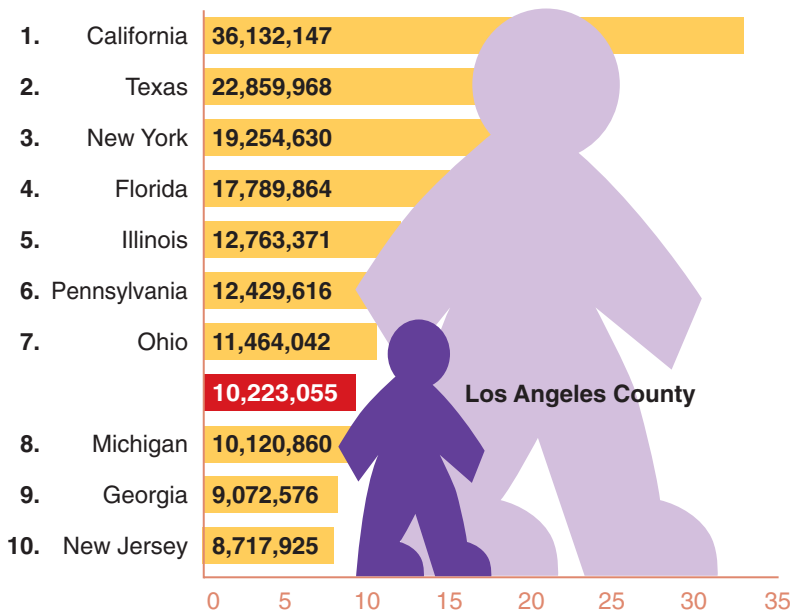
The County's January 2006 population was 10,245,572, which included 9,152,664 residents in the incorporated area and 1,092,908 residents in the unincorporated area.

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. Motorists utilize 21,253 miles of roadway, including 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.

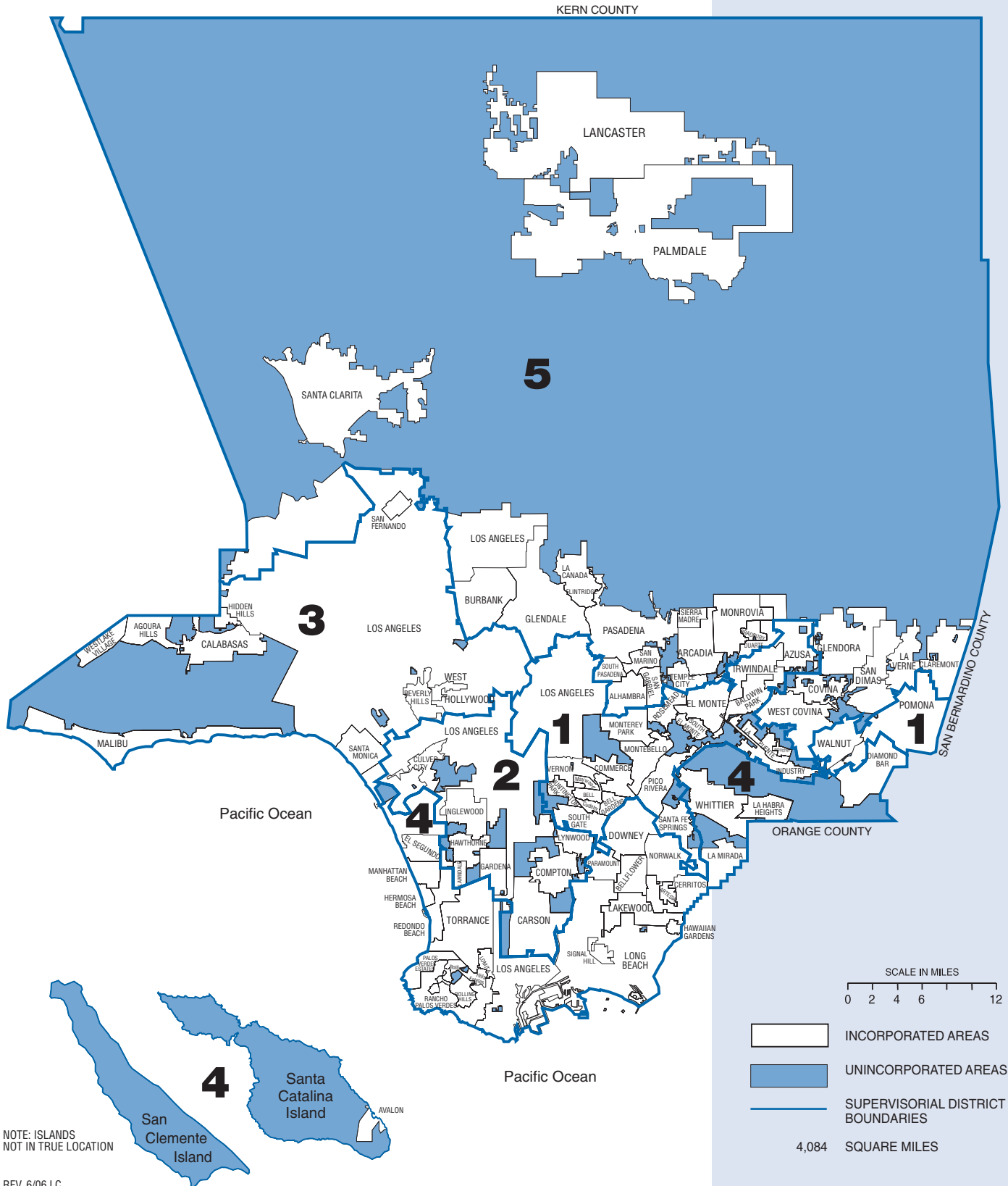
How does the population of Los Angeles County rank among the 50 states?

Population (2005)



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.

In Memoriam: Warren Dorn

County Supervisor 1956 - 1972

Sept. 19, 1918 - Jan. 10, 2006

Warren Dorn, who retired as a county supervisor in 1968 after serving four terms representing the Fifth District, died January 10, 2006 of pneumonia at age 87. Dorn is credited with pursuing strict enforcement of air pollution standards, which resulted in the County being recognized as having the most effective air pollution control program in the nation. He spearheaded the creation of the Narcotics and Dangerous Drugs Commission and the County Commission on Alcoholism; created legislation improving treatment and services for patients of county hospitals and expansion of facilities; and helped establish two new county airports, Brackett and Fox. When he retired from the Board of Supervisors, he and his wife, Phyllis, moved to Morro Bay, where he was elected mayor in 1980.



Dorn and President Dwight D. Eisenhower



Dorn and President Richard M. Nixon



Dorn and baseball great Jackie Robinson



Total Population
County of Los Angeles
10,245,572

Total Population
Unincorporated Areas
County of Los Angeles
1,092,908

Los Angeles County makes up nearly 28 percent of the state's population.

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

Cities	Population	Cities	Population
Agoura Hills	23,231	Lancaster	138,392
Alhambra	89,326	Lawndale	33,343
Arcadia	56,145	Lomita	21,064
Artesia	17,496	Long Beach	490,166
Avalon	3,488	Los Angeles	3,976,071
Azusa	48,302	Lynwood	73,044
Baldwin Park	80,986	Malibu	13,662
Bell	38,821	Manhattan Beach	36,503
Bell Gardens	46,044	Maywood	29,543
Bellflower	77,039	Monrovia	39,006
Beverly Hills	35,813	Montebello	65,423
Bradbury	940	Monterey Park	64,387
Burbank	106,879	Norwalk	109,681
Calabasas	23,387	Palmdale	141,012
Carson	97,981	Palos Verdes Estates	14,041
Cerritos	54,834	Paramount	57,805
Claremont	36,612	Pasadena	146,138
Commerce	13,439	Pico Rivera	66,980
Compton	98,948	Pomona	161,850
Covina	49,378	Rancho Palos Verdes	42,991
Cudahy	25,655	Redondo Beach	67,112
Culver City	40,669	Rolling Hills	1,966
Diamond Bar	59,722	Rolling Hills Estates	8,076
Downey	113,063	Rosemead	57,144
Duarte	23,000	San Dimas	36,864
El Monte	125,352	San Fernando	25,035
El Segundo	16,965	San Gabriel	42,320
Gardena	61,513	San Marino	13,482
Glendale	206,308	Santa Clarita	167,412
Glendora	52,199	Santa Fe Springs	17,780
Hawaiian Gardens	15,849	Santa Monica	90,750
Hawthorne	88,458	Sierra Madre	11,010
Hermosa Beach	19,435	Signal Hill	11,089
Hidden Hills	2,035	South El Monte	22,309
Huntington Park	64,607	South Gate	101,647
Industry	801	South Pasadena	25,674
Inglewood	118,112	Temple City	35,469
Irwindale	1,559	Torrance	147,108
La Canada Flintridge	21,311	Vernon	95
La Habra Heights	6,109	Walnut	32,148
La Mirada	49,793	West Covina	112,459
La Puente	43,164	West Hollywood	37,545
La Verne	33,310	Westlake Village	8,862
Lakewood	83,287	Whittier	86,841

Source: California Department of Finance, January 2006



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	
Crystalaire	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	Northeast San Dimas (islands)	5	West Pomona (islands)	5
El Dorado	5	Northeast Whittier (island)	4	West Puente Valley	1
Elizabeth Lake	5	Northwest Whittier	4	West Rancho Dominguez/ Victoria	2
Fairmont	5	Norwalk/Cerritos (islands)		West Whittier	1, 4
Firestone	1, 2	Oat Mountain	5	Westfield	4
Florence	1, 2	Pearblossom	5	Westmont	2
Forrest Park	5	Placerita Canyon	5	White Fence Farms	5
Franklin Canyon	3	Quartz Hill	5	Whittier Narrows	1
Glendora (islands)	5	Rancho Dominguez	2	Willowbrook	2
Gorman	5	Redman	5	Wilsona Gardens	5
Graham	1, 2			Windsor Hills	2
Green Valley	5			Wiseburn	2
Hacienda Heights	1, 4			Wrightwood	5
Hi Vista	5				
Juniper Hills	5				
Kagel Canyon	5				
Kinneola Mesa	5				
La Crescenta	5				



A Great Team

Transforming LACMA

Completion of Phase 1 of a building program at the Los Angeles County Art Museum is expected in early 2008 and will include the Broad Contemporary Art Museum at LACMA, a new parking garage and a grand entrance. Since 2004 staff and trustees have worked closely with world-renowned architect Renzo Piano to develop a master plan for the campus. Piano's task was to transform the museum inside and out, creating dynamic, light-filled spaces for viewing art, enjoying the surrounding park, and navigating the treasures of the encyclopedic collections. Construction began in 2005 and will dramatically transform LACMA by adding exhibition galleries, public spaces, gardens and a new building devoted to exhibiting contemporary art. The buildings and collections will be woven together along a central concourse, allowing



visitors to navigate easily through galleries featuring work from ancient times to present. A fund-raising campaign has reached \$200 million to fully fund Phase 1 and double the size of LACMA's endowment to provide a steady source of operating funds. All funds other than a \$10 million challenge grant from the County of Los Angeles have come from private donations. Phase II is in the planning, which will include renovation of LACMA West, additional special exhibition space and various art installations across the campus; followed by Phase III, involving a major renovation of all buildings and galleries in the LACMA East portion of the campus and additional art installations. LACMA remains open throughout construction and renovation.



A Great Team





A Great Team

Safe Surrender: Saving Babies Lives

As of Dec. 20, 11 babies had been turned over to Los Angeles County authorities under the Safe Surrender program that allows parents to surrender a baby to any hospital or fire station within 72 hours of birth without facing repercussions. Since the program was initiated in Los Angeles County in 2002 by Supervisor Don Knabe, there have been 47 infants surrendered. Two of the babies are shown below. One, Tessa, adopted by Rob and Donna Leavitt of Thousand Oaks, was featured right before her first birthday at a press conference to publicize the program, held at the County fire station in Whittier where she was surrendered. Another of the babies, Gus, who is being adopted by Kerry Silverstrom, chief deputy of County Beaches and Harbors Department, and her husband, Jed, has become part of the County family.



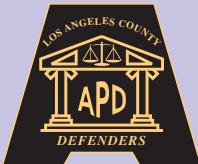
Public Protection



Public Protection



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



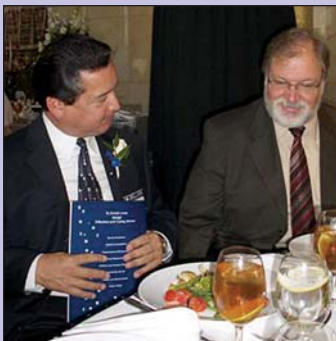
Fiscal Year 2006-2007 Budget

Gross Total	\$44,178,000
Less Intrafund	
Transfer	\$0
Net Total	\$44,178,000
Revenue	\$163,000
Net County Cost	\$44,015,000

Positions 270.0



Paralegal staff receives computer training.



Administrative Deputy Robert Meneses confers with Chief Deputy Roy Wallen at the Quality and Productivity Commission awards banquet.

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 56% ethnic minorities.

Major Accomplishments 2005-2006

- Implemented enhancements to the department's Workload Difficulty Index to include its misdemeanor and investigation units to ensure efficient and effective workload distribution.
- Created a targeted in-house training program for the investigators to improve individual skills common to the investigation of criminal defense cases.
- Implemented inmate-videoconferencing at five additional worksites, substantially reducing staff travel to outlying jail facilities and improving the quality of communication between APD attorneys and their clients.
- Redesigned the office layout of two branch offices and minimized the need for additional office space.

Major Objectives 2006-2007

- Develop and implement a felony attorney training program targeted to improve the quality and efficiency of representation provided by APD attorneys new to felony practice.
- Develop and implement a senior mentor lawyer program for capital case litigation. APD's most experienced attorneys will monitor the preparation of cases, where the prosecution seeks the death penalty, by acting as an advisor/mentor/litigation resource to the assigned attorneys to ensure highest level of expertise and quality of representation.
- Design and implement a mechanism to measure and track the quality of services provided to other agencies and departments within the criminal justice system.
- Revise and update the department's policies and procedures manual.
- Design an enterprise document management system that will allow the department to store and retrieve case files electronically.



Alternate Public Defender Janice Y. Fukai reviews charts on computer with staff.

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. In addition to forensic autopsy, the department uses state-of-the-art equipment to provide high-quality scientific evaluations of evidence to determine the cause and manner of death.

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 2005-2006

- Hosted the National Association of Medical Examiners meeting in Los Angeles.
- Obtained reaccreditation of the department by the National Association of Medical Examiners.
- Received a grant/loan funding of \$1.6 million from the Productivity Investment Board for the multi-year development of a service providing revenue-generating DNA lab.
- Collaborated with the local health registrar in signing a letter of intent for participation in the state's Electronic Death Registration System designed to improve the tracking and handling of death certificates.
- Developed a protocol for monitoring law enforcement death notification to the Coroner to help improve response times.
- Developed a replacement phone system with Voice Over Internet Protocol (VOIP) to improve efficiency in communications.
- Developed and implemented a Board-approved contract for the harvesting of tissues for the purpose of improving quality of life.
- Acquired Board funding for a crypt facility to increase decedent storage and to renovate the Coroner's autopsy floor.
- Completed business continuity planning for critical Coroner's functions.
- Participated in the formation of the Los Angeles County Elder Death Review Team.

Major Objectives 2006-2007

- Continue next phase development of revenue-generating DNA testing program to improve identification of Coroner cases and market services to public and private sector.
- Continue next phase development of the Electronic Death Certificate Registration (EDRS) system designed to improve the tracking and handling of death certificates.
- 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.
- Work with Public Health Department and the California State Coroners Association to develop a liaison and partnership with the California State Funeral Directors Association toward the collaboration, preparation, planning and training for pandemic flu and other potential disasters.
- Complete an internal review of the forensic pathology fellowship program as required for continued accreditation.
- Relocate non-biohazardous department functions to the old administration building and continue planning for the upgrade and expansion of autopsy facilities.
- Complete business continuity planning for less critical Coroner's functions.
- Procure a mobile command post and a refrigerated storage vehicle for use in disasters.



Dr. Lakshmanan Sathyavagiswaran

Chief Medical Examiner/Coroner
(Appointed 02/18/92)



Anthony T. Hernandez
Director

(Appointed 07/12/94)



Fiscal Year 2006-2007 Budget

Gross Total	\$25,991,000
Less Intrafund	
Transfer	\$543,000
Net Total	\$25,448,000
Revenue	\$2,321,000
Net County Cost	\$23,127,000

Positions 221.0



Supervisor Gloria Molina presents scroll to National Association of Medical Examiners president Dr. Fred Jordan at conference held in Los Angeles.

In background are Dr. Lakshmanan Sathyavagiswaran, chief medical examiner-coroner, and Director Anthony Hernandez.



Coroner's weapon of mass destruction vehicle.

Public Protection



Steve Cooley
District Attorney
(Elected 12/04/00)



Fiscal Year 2006-2007 Budget

Gross Total	\$306,958,000
Less Intrafund	
Transfer	<u>\$12,311,000</u>
Net Total	\$294,647,000
Revenue	<u>\$143,637,000</u>
Net County Cost	\$151,010,000

Positions 2,206.0



Murder suspects awaiting extradition to Los Angeles County to stand trial.



Lifer hearing videoconference in progress.

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 2005-2006

- Received recognition for the Juvenile Offender Intervention Network (JOIN), including the Quality and Productivity Commission's "Golden Eagle" award in 2005 for top program and the American Bar Association's prestigious Hodson Public Service Award in 2006. JOIN is a juvenile diversion program that provides swift intervention and accountability for select non-violent first-time offenders. Each JOIN case takes less than a month to process at a savings of \$6,000 by avoiding costs for courts, police, probation, prosecution and defense.
- Secured, after five-year battle, the arrest of three murder suspects who had fled to Mexico. The three, whose stories are profiled on "escapingjustice.com", are awaiting extradition to Los Angeles County to stand trial.
- Joined forces in May 2006 with the United States Marshal Service's Pacific Southwest Regional Fugitive Task Force. As a direct result of the Bureau of Investigation's assistance, the task force has apprehended 25 violent fugitives who were wanted for murder, attempted murder, rape, child molestation, robbery, assault with a deadly weapon and drug trafficking.
- Expanded, with the help of grant funding from the Quality and Productivity Commission, lifer hearing videoconferencing capabilities from two to four locations to reduce the cost of travel to remote prison locations and better serve victims and their families. This resulted in an increase in the ability of victims and witnesses to participate in parole hearings for inmates who had received life sentences, an opportunity which had not been available before the creation of this program.

Major Objectives 2006-2007

- Expand training programs to include seminars of special interest to law enforcement in Los Angeles County.
- Expand the prosecution of identity theft, particularly large-scale, multiple-defendant cases. Continue to work with law enforcement and the Department of Consumer Affairs on multi-agency responses to this rapidly growing problem.
- Develop and implement a state-of-the-art project to upgrade the radio dispatch and communications system used by District Attorney investigators, including the purchase of radios which provide interoperability with other major law enforcement agencies in Los Angeles County.
- Implement the elder abuse prevention program, a major community outreach effort aimed at educating both seniors and those close to them about how to avoid falling victim to a variety of frauds targeting elders.



District Attorney Steve Cooley and staff receive county's Golden Eagle Award.

Fire

The Fire Department protects the lives of Los Angeles County residents, the environment and property within its 2,296-square-mile jurisdiction. The department's mission is to "provide prompt, skillful and cost-effective fire protection and life-saving services" to nearly 4 million residents in 58 cities and all unincorporated areas.

Major Accomplishments 2005-2006

- Streamlined the firefighter recruitment process by creating a continual application filing system for candidate selection, saving significant expense.
- Initiated a long-term study of the fire protection and life safety needs of the growing Santa Clarita Valley, including a master plan for the construction of new fire stations.
- Won the United States Lifesaving National Championship (County ocean lifeguards) for the 20th consecutive year, for a total of 33 wins.
- Received a \$4.1 million federal grant and expanded the department's homeland security infrastructure, including development of the regional, public safety Del Valle Training Center and acquisition of several major incident response vehicles.
- Garnered two awards from the County Quality and Productivity Commission for the 12-Lead EKG Program and the Coastal Monitoring Network.
- Implemented the East County Air Squad, a 24-hour air paramedic squad to serve the San Gabriel Valley, greatly improving medical outcomes for trauma patients.
- Developed and implemented a new electronic badge tracking system and procured enterprise software, hardware and services to support the department's information technology infrastructure upgrade.
- Continued to expand the Community Emergency Response Team (CERT) program to include 28 cities, eight unincorporated communities and 7,000 volunteers, increasing community-level readiness in the event of a major disaster.
- Responded an urban search and rescue team in support of the USAID and Office of Foreign Disaster Assistance to provide humanitarian aid for victims of the Islamabad earthquake in Pakistan.
- Created an emergency management plan for the community of Topanga, in conjunction with other County agencies, the Third Supervisorial District and community groups, resulting in the publication of the Topanga Disaster Survival Guide to help local residents evacuate during wind-driven brush fires and other emergencies.
- Developed a new Internet website to improve the public's knowledge about the Fire Department and its services and programs.
- Completed the initial phase of the department's radio upgrade project, including the research, evaluation and procurement of 3,850 portable UHF and VHF radios to replace all hand-held radios.
- Developed a countywide mutual aid plan with 20 major ambulance companies to provide ambulance response to a major or catastrophic event.

Major Objectives 2006-2007

- Plan seven new fire stations in high growth areas.
- Relocate permanently the East County Air Squad to the City of Industry.
- Construct a new lifeguard paramedic station in the City of Avalon on Catalina Island.
- Break ground on the new Fire Department headquarters facility in East Los Angeles.

Supervisor Zev Yaroslavsky joins LACoFD Medical Director Dr. Franklin Pratt and Dr. Andrea Stein at the roll-out of the 12-lead EKG program, to provide paramedics with critical heart information to save lives.



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



Fiscal Year 2006-2007 Budget

<i>Fire District</i>	
Gross Total	\$850,012,000
Less Intrafund	
Transfer	\$ 0
Net Total	\$850,012,000
Revenue	\$850,012,000
Net County Cost	\$ 0
<i>Positions</i>	
	4,265.0
<i>Lifeguard Services</i>	
Gross Total	\$25,876,000
Less Intrafund	
Transfer	\$ 0
Net Total	\$25,876,000
Revenue	\$ 0
Net County Cost	\$25,876,000



Fire rages through a community.



County firefighters train the community to become emergency response team members.

Public Protection



Robert Sax
Foreperson
2006-07 Civil Grand Jury



Fiscal Year 2006-2007 Budget

Gross Total	\$1,351,000
Less Intrafund	
Transfer	\$0
Net Total	\$1,351,000
Revenue	\$15,000
Net County Cost	\$1,336,000
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 empaneled 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: 2005 - 2006 Criminal Grand Jury Workload / Output

Indictment Hearings - 25	Indictments Returned - 24
Investigative Hearings - 10	Subpoenas Issued - 855
Witnesses Called - 344	

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 2005-2006

- Processed payroll and procurement through the new electronic accounting system (eCAPS).

Major Objectives 2006-2007

- Increase the number of Civil Grand Jury applicants by increasing direct nominations from judges; and expanding on-going recruitment/outreach efforts in the media, civic and community-based organizations and senior citizen organizations.
- Enhance the nomination process.
- Automate summoning and qualifying of criminal grand jurors.

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 2005-2006

- Awarded the Quality and Productivity Commission's County Image Enhancement Award for the Students and the Police project.
- Honored with awards from the National Association of Counties (NACo) and from the California Association of Counties (CSAC) for the Students and the Police project.
- Revised and distributed the department's strategic plan.
- Hosted student interns from Dalian, China, providing them with an opportunity to learn more about the Office of Ombudsman and Los Angeles County government.
- Worked with the Department of Human Resources to complete classification studies on various Ombudsman positions.
- Conducted training session for all staff on various issues, including County policies, ergonomics, communication and customer service.
- Continued to make public presentations to groups, including Los Angeles County Civil Grand Jury.

Major Objectives 2006-2007

- Enhance the department's information technology support system.
- Explore marketing strategies to better showcase the value of Ombudsman services.
- Enhance the department's website and explore the feasibility of including Spanish-translated information.
- Promote conflict resolution services.
- Increase community outreach participation by 10%.



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



Fiscal Year 2006-2007 Budget

Gross Total	\$1,035,000
Less Intrafund	
Transfer	\$0
Net Total	\$1,035,000
Revenue	\$000
Net County Cost	\$1,035,000

Positions 9.0



Ombudsman staff take a photo with one of the interns visiting from Dalian, China.



Ombudsman staff participate in Supervisor Yvonne B. Burke's Community Career Fair.

Public Protection



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

**Fiscal Year 2006-2007 Budget**

Gross Total	\$606,845,000
Less Intrafund	
Transfer	<u>\$10,924,000</u>
Net Total	\$595,921,000
Revenue	<u>\$209,625,000</u>
Net County Cost	\$386,296,000

Positions 5,678.0



Football players at Camp Kilpatrick are interviewed by "Inside Edition" after screening of "Gridiron Gang" movie, which was true story based on the probation camp.



Press conference is held following presentation by Board of Supervisors honoring Probation Department and "Gridiron Gang" representatives.

Probation

The Probation Department promotes and enhances public safety, ensures victims rights and facilitates the positive behavior change of adult and juvenile probationers.

Major Accomplishments 2005-2006

- Developed reorganization plan to improve overall service delivery, staff accountability and pave the way for long-term structural and cultural change.
- Completed the majority of the necessary efforts to revise the department's strategic plan and align the plan with the County's goals.
- Implemented training academies for the juvenile halls and camps to provide comprehensive training to staff to build a more knowledgeable skilled workforce.
- Developed and implemented a new camp aftercare model to enhance case management and re-integrative services for the minors and their families. Trained staff and included a quality assurance component to ensure timely and comprehensive information to promote a seamless continuum of services for minors leaving camp.
- Implemented Family Resource Centers at the juvenile halls to enhance service delivery by providing community resource information to the parents of detained minors.
- Developed and implemented a court report writing evaluation process for probation officers to improve quality and provide the courts with thorough and complete reports.

Major Objectives 2006-2007

- Develop and implement a comprehensive training plan in the juvenile halls and camps, including a complete revision of the training curriculum in support of evidence-based practices.
- Continue development and implementation of an individualized evidence-based juvenile probation case plan, predicated on the department's validated assessment instrument which incorporates services/interventions that: 1) are specific to each youth's strengths and criminogenic risk factors; 2) provide risk levels scores; and 3) have demonstrated effectiveness in reducing recidivism and promoting pro-social behavior.
- Develop and implement a camp assessment unit, a collaborative effort with the Department of Mental Health, Department of Health Services and the Los Angeles County Office of Education, which will build upon the assessment instrument and provide a comprehensive evaluation to youth to determine the appropriate camp that will provide services to meet the youth's needs.
- Implement a dedicated mental health unit at Central Juvenile Hall to improve overall service delivery, providing a safe and secure environment with intensive mental health services for those minors who have the highest needs and have been unable to integrate into the regular living units within the halls.
- Implement the first phase of a five-phase security enhancement plan, the first primary focus to be facilities housing special needs youth, including the living units that house youth being tried as adults at Barry J. Nidorf Juvenile Hall and the special handling units at all three juvenile halls.

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.

Additionally, 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 programmable resources and services are successfully provided for such children in whatever placement the court selected.

The 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 leadership 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; the Client Assessment, Referral, Evaluation Program (CARE), 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 in the adult drug, juvenile drug and mental health courts.

Major Accomplishments 2005-2006

- Began working with vendors on the design and implementation of a digital file storage and retrieval system.
- Organized the efficient and coordinated transfer of more than 70,000 closed case file boxes from multiple facilities to one storage facility to protect the security of such confidential information and provide for more ready retrieval of such information for use in current cases.
- Restructured and streamlined the attorney training process, including developing a uniform but decentralized approach, in order to reduce hiring delays and more quickly prepare new attorneys to take on full caseloads.
- Identified and developed methods to increase recognition and retention of experienced staff.
- Identified staff and initiated a program to more fully train staff in DNA legal issues.

Major Objectives 2006-2007

- Begin the initial phase of implementing an electronic system to image, index, store, and retrieve all new cases closed after a set "day forward." To increase accessibility, the department will move existing closed case file boxes currently archived at diverse locations to a newly leased central warehouse facility.
- Evaluate current secretarial/clerical needs at all department locations; reassign and promote secretarial/clerical staff to fill budgeted senior legal office support assistant (LOSA) positions and meet current needs. Develop and implement a program to attract qualified LOSA I applicants. Develop and implement an assignment preference protocol for secretarial/clerical staff to include a mechanism to make staff more aware of reassignment opportunities.
- Develop and implement a plan to review and update return-to-work case files, including those for Workers' Compensation, Family Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), and non-work related illness/injury on a regular periodic basis. Additionally, a quarterly report will be provided to executive management, and direction and training will be made available to managers, supervisors and human resources/return-to-work staff.



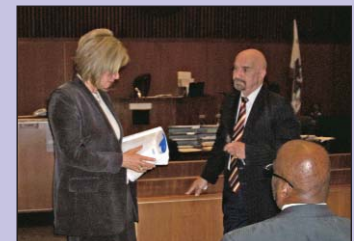
Michael Judge
Public Defender
(Appointed 05/01/94)



Fiscal Year 2006-2007 Budget

Gross Total	\$152,747,000
Less Intrafund	
Transfer	\$137,000
Net Total	\$152,610,000
Revenue	\$3,103,000
Net County Cost	\$149,507,000

Positions 1,068.0



Deputy Public Defender Ilona Peltyn and senior paralegal John Garbin consult with a client.



Kimberly Wong and Luis Rodriguez, special assistants to the public defender, discuss a community outreach project.

Public Protection



Margaret A. York
 Chief of Police
 (Appointed 12/15/03)



Fiscal Year 2006-2007 Budget

Gross Total	\$99,265,000
Less Intrafund	
Transfer	<u>\$37,278,000</u>
Net Total	\$61,987,000
Revenue	<u>\$44,984,000</u>
Net County Cost	\$17,003,000

Positions 714.0



Officer Fred Kittman and his partner "Cisco."



Deputy Chief Steve Lieberman swears in a new officer.

Public Safety (Human Resources)

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, Park Services, Facilities Services, and Administrative Services. A Special Operations Section includes the Training Unit, Background Unit, Recruitment Unit, Tactical Response Team (TRT), Weapons of Mass Destruction Response Team (WMD), and Canine Teams (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 2005-2006

- Decreased officer vacancy level through aggressive and innovative recruitment techniques.
- Instituted 24-hour patrol coverage of County parks to enhance public safety and decrease criminal activity.
- Implemented "directed patrol," focusing on gang suppression and crime prevention.
- Issued new Glock .40 cal. firearms to sworn personnel to replace the aging department-issued Berretta 9mm.
- Deployed two canine (K-9) teams on patrol to enhance public safety and crime fighting abilities.
- Renovated the headquarters radio dispatch center, incorporating state-of-art computer equipment and technology.
- Upgraded exiting radio system for communication abilities with outside law enforcement agencies.

Major Objectives 2006-2007

- Provide a safe and secure environment at County facilities.
- Enhance ability to respond to natural or other disasters.
- Ensure enjoyment of the County parks system through a partnership with Department of Parks and Recreation and community members.
- Enhance quality of service by building positive and productive relationships with other County departments.
- Continue aggressive and innovative recruitment efforts to fill all officer vacancies.
- Continue workforce development through training, professional experience and commitment to excellence.
- Maintain a focus on strategic planning with an emphasis on becoming the premier specialized police agency in the country.



Officers patrol Whittier Narrows Recreation Area on all-terrain vehicles.

Sheriff

The Los Angeles County Sheriff's Department provides law enforcement services to 40 contract cities, 90 unincorporated communities, nine community colleges, the Metropolitan Transportation Authority, and 47 Superior Courts. Additionally, the responsibility of housing, feeding, medically treating, and securing approximately 20,000 inmates in seven custody facilities is the department's obligation.

Diversity permeates the population of Los Angeles County. This requires deputies to navigate through the intricacies and customs of nearly 100 cultures and languages while answering calls for service. At any one time, deputies patrol the coastline, city streets, mountain roads, the water and the sky. Detectives from Homicide Bureau, Arson/Explosives Detail, Operation Safe Streets Bureau, Special Victims Bureau, and Major Crimes Bureau conduct investigations on complex and often notorious cases.

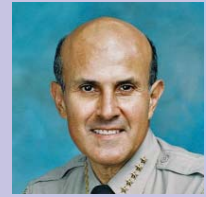
The Sheriff's Department maintains specialized search and rescue teams which deploy helicopters and rescue teams to emergencies or disasters anywhere within the county and sometimes beyond. Many of the team members are reserve deputies and volunteers who bring specialized skills or training to the department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

Major Accomplishments 2005-2006

- Relinquished the third floor in Tower II of the Twin Towers Correctional Facility to the Inmate Reception Center (IRC) solving the serious IRC overcrowding problem.
- Implemented a system at Pitchess Detention Center-East Facility that has cameras installed in all dorms and is useful in identifying suspects involved in inmate disturbances.
- Opened the new 28,000-square-foot San Dimas Station, the 47,000-square-foot Palmdale Station, and the Antelope Valley Sheriff's Academy in Lancaster.
- Continued the intensified training of personnel to combat and defeat terrorist acts within the county. Three armored response vehicles for special enforcement activities were acquired, and more than six tons of confiscated illegal weapons were destroyed.
- Created a 56-person task force in the Florence and Firestone areas in Century Station's jurisdiction, resulting during a six-month period in more than 300 arrests, seizure of 133 firearms, a 70 percent reduction in assaults, and solution of several homicides.
- Created the Sheriff's Leadership Academy to provide a safe haven for students who wanted an education, but feared gang violence at the schools in their own neighborhoods.

Major Objectives 2006-2007

- Relocate the Sheriff's Training Academy from Whittier to the new Eugene C. Biscailuz Training Center in East Los Angeles.
- Support renovation of the Hall of Justice in downtown Los Angeles for a more centrally-located Sheriff's Department headquarters.
- Continue to expand and accelerate recruitment and retention efforts to fill vacant budgeted positions.
- Improve the infrastructure of the Men's Central Jail, Pitchess Detention Center Complex, and Sybil Brand Institute, as well as the delivery of medical and psychological services for inmates.
- Expand Lakewood Station, in partnership with the City of Lakewood.
- Open the Los Angeles Regional Crime Laboratory.

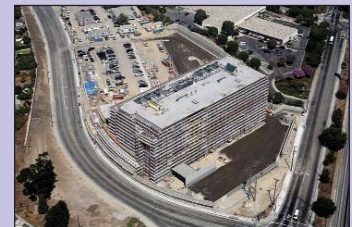


Leroy D. Baca
Sheriff
(Elected 12/07/98)



Fiscal Year 2006-2007 Budget

Gross Total	\$2,156,622,000
Less Intrafund	
Transfer	\$32,137,000
Net Total	\$2,124,485,000
Revenue	\$1,161,217,000
Net County Cost	\$963,268,000
Positions	17,211.5



Crime Lab, to be shared by LA County and City, is under construction on Cal State University Los Angeles campus.



Sheriff's Department named this vessel after Deputy Jerry Ortiz, who was killed on duty.



A Great Team

Restoring the Sheriff's Department

Improved finances have allowed the County to begin rebuilding its public safety program, hit hard by the recession and the state's confiscation of county property taxes and forced to close jails and deputy training classes. In 2006 new sheriff stations were opened in San Dimas and Palmdale, and work begun on new stations in Lakewood and Cerritos. A training academy was opened in Antelope Valley. Century Regional Detention Facility was reopened in Lynwood. Additional patrols were committed to unincorporated areas. Higher salaries and longevity bonuses were approved as part of a major recruitment effort to attract new deputies, both to fill vacancies and new positions. On Dec. 6, the department announced the hiring of its 1,000th deputy sheriff trainee. The 2006-07 County budget provided funds for 60 additional custody personnel, \$9.2 million to complete the reopening





A Great Team

of the Century Regional Detention Facility as a women's only jail, \$25 million to increase jail security, and \$10 million for 154 positions to improve medical services in jails. Other new funding for public safety included an additional \$12 million for a radio communication system between sheriff, county police and fire, bringing the total to \$52 million; and \$2.7 million for 40 positions for the new crime laboratory set to open in mid-2007. In August the Board of Supervisors approved a master plan to increase jail capacity, calling for reopening Sybil Brand Institute for Women in Los Angeles and adding a women's facility at Peter J. Pitchess Detention Center in Castaic.





A Great Team

County Employees: STAR Performers

In order to develop an enhanced countywide employee recognition system that recognizes performance based on the County mission statement and values, the Board of Supervisors has implemented the new LA COUNTY STARS! program. The program, which went into effect Dec. 1, 2006, replaces the Employee of the Month program. While the Employee of the Month program highlighted one county employee monthly and excluded higher-level managers, the STARS! program includes all employees except for department heads and chief deputies and recognizes teams of employees as well as individuals. Awards will be given weekly in different categories: Service Excellence, Workforce Excellence, Organizational Effectiveness and Fiscal Responsibility.



Jan 06 – Valerie A. Kane
(Probation)

Feb 06 – Allen Castellano
(Sheriff)

Mar 06 – Clarissa De La Torre
(Coroner)

Apr 06 – Tina R. Carwile
(Public Library)



May 06 – Carmen Gatica Sandate
(Mental Health)

Jun 06 – Steven Hamburger
(Health Services)

Jul 06 – Tracy Anderson
(District Attorney)

Aug 06 – Dr. Russell Fricano
(Regional Planning)



Sep 06 – Diana Crispi
(Health Services)

Oct 06 – Allen Fontenot
(Public Social Services)

Nov 06 – Carol Williams
(Registrar-Recorder/County Clerk)

December
First Month for STARS!

Human Services



Human Services



Philip L. Browning
Director
(Appointed 08/06/01)



Fiscal Year 2006-2007 Budget

Gross Total	\$188,383,000
Less Intrafund	
Transfer	\$0
Net Total	\$188,383,000
Revenue	<u>\$188,383,000</u>
Net County Cost	\$0
Positions	1,971.0



Director Philip Browning receives national outreach award for Employer Workshop from the National

Child Support Enforcement Association.



Special Assistant Lisa Garrett speaks at workshop for community organizations during Child Support Awareness Month.



Chief Deputy Director Steven Golightly receives department recognition from Commissioner Margot Bean of U.S. Office of Child Support Enforcement.

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 California child support caseload. CSSD was created as a new 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 and promoting the self-sufficiency of families.

Major Accomplishments 2005-2006

- Met or exceeded all federal performance measures required of local and state child support agencies.
- Received the 2005 National Child Support Enforcement Association's Award for Outstanding Community Outreach to Employers for the department's Employer Workshop.
- Honored by the federal Office of Child Support Enforcement with the Commissioner's Partnership Award for Promoting Collaboration Between Child Support Enforcement and Temporary Assistance for Needy Families for collaborative work with the Los Angeles County Department of Public Social Services.
- Achieved the successful transfer of CSSD's payment processing to the new State Disbursement Unit in preparation for the transition to California's child support automation system in 2008.
- Implemented a department-wide mentor program to assist in the natural succession of employees in critical staffing positions.
- Implemented an electronic outbound calling program for outreach to CSSD customers.
- Improved service to customers by expanding cashiering operations to collect cash payments in all department public contact offices and implementing a direct deposit program for custodial parents, reducing the time to access support payments.

Major Objectives 2006-2007

- Exceed federal performance standards in the areas of current support and arrears collections.
- Develop improved collaboration strategies with the private sector and other human services agencies within the County, state and federal governments.
- Achieve the successful transition of one CSSD division to a full-service family support center.
- Provide customers with the option to pay child support by credit card.
- Develop improved communication and outreach strategies to increase public awareness of services offered by CSSD.
- Implement training and staff development programs to achieve workforce excellence.



Director Philip Browning and Torrance Division employees at Child Support Awareness Month activity.



Employees who worked on the award-winning Employer Workshop outreach program.

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 works to ensure that all children have a connection to family, friends, schools and neighborhoods and provides services to children and their families when they are at risk due to actual or potential child abuse, abandonment, neglect or exploitation. The department has established three key outcomes:

- 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 – Reducing significantly the recurrence rate of abuse or neglect for children investigated and reducing the rate of abuse in foster care.
- Reduced Reliance on Out-of-Home Care – Reducing reliance on removing children from their homes through expansion of alternative community-based strategies to help families.

In 2005-2006, the department implemented five strategies for achieving the outcomes:

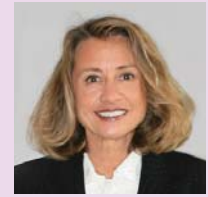
- Structured Decision-Making to give a risk-assessment tool to social workers;
- Concurrent Planning to assist in reunifying children with their families early, while working on alternate permanency plans for children who cannot return home safely;
- Point of Engagement to provide more thorough evaluations and needed services to children and families within their homes and communities;
- Team Decision Making to make an immediate decision regarding child's placement; and
- Permanency Partners Program to find more permanent placements for youth.

Major Accomplishments 2005-2006

- Decreased the abuse and/or neglect rate for children in foster care by approximately 18 percent, median length-of-stay for children in out-of-home placement by 25 percent, number of children in foster care by 7 percent and new entries in-care 6 percent.
- Worked with the state to obtain federal Title IV-E waiver to allow flexible use of funding.
- Implemented the Point of Engagement model in regional offices, including training of staff.
- Expanded the Permanency Partners Program to include all regional offices.
- Began implementation of system to provide mental health, forensic and medical screenings for children in or at risk of entering the foster care system.
- Expanded hiring of staff, including social workers, to create a greater capacity of staff to help families and find permanency for children.
- Expanded outreach to the community through a series of informative community forums and faith-based breakfasts in all Service Planning Areas.
- Created new Bureau of Information System tools to streamline paperwork and allow social workers to spend more time with children and families.
- Created the Runaway Task Force to work with community stakeholders to address the issues involving runaway youth under the department's supervision.
- Began the co-location of social workers with law enforcement to create a closer and stronger relationship.
- Developed the multi-disciplinary assessment team program as a collaborative effort with the Department of Mental Health.
- Continued a performance-based contract system.

Major Objectives 2006-2007

- Continue to reduce the rate of child abuse and/or neglect in foster care.
- Continue to reduce the length-of-stay in care of children in out-of-home placement.
- Implement a department-wide plan for use of the Title IV-E waiver funds.



Trish Ploehn
Director
(Appointed 9/20/06)



Fiscal Year 2006-2007 Budget

Gross Total	\$1,493,967,000
Less Intrafund	
Transfer	<u>\$1,941,000</u>
Net Total	\$1,492,026,000
Revenue	<u>\$1,351,410,000</u>
Net County Cost	\$140,616,000

Positions 6,850.0



DCFS employees and their families enjoy Family Fun Day.



Human Services



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



Fiscal Year 2006-2007 Budget

Gross Total	\$413,464,000
Less Intrafund	
Transfer	\$0
Net Total	\$413,464,000
Revenue	<u>\$413,464,000</u>
Net County Cost	\$0

Positions 556.9



CDC completed 90 percent of first phase of Lincoln Crossing Center, a mixed-use development in the West Altadena redevelopment area. The center consists of a fitness center, supermarket, retail space, residential loft housing, and parking structure.



Laura Lares-Hernandez (far right), a proud first-time homebuyer, is pictured in front of her home in Hacienda Heights. Through the CDC's Homeownership Program and American Dream Downpayment Initiative, her dream of owning a home came true.

**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 48 cities and the unincorporated areas of the County; and operates a countywide housing program for low-income persons, including offering Section 8 rent subsidies.

Various revenue bond financing plans are used to conserve and increase the number of affordable housing units available in the County. In addition, low-interest mortgage loan programs are used for new construction and rehabilitation of existing housing.

Major Accomplishments 2005-2006

- Constructed the Lincoln Crossing Supermarket and Fitness Center in West Altadena Redevelopment Area.
- Created new affordable housing opportunities by expending \$27 million to help construct 599 rental units, \$11 million to rehabilitate more than 552 housing units, and \$43 million to assist 176 families in purchasing their first homes.
- Completed the development agreement and received HUD Section 108 loan approval for 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.
- Continued high-level effective administration of the Community Development Block Grant (CDBG) Program by providing 360 program reviews, 216 technical assistance visits for participating agencies, and exceeding HUD's mandatory drawdown requirement.
- 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.
- Expanded partnerships with colleges and universities, which resulted in more than 310 college student volunteers providing services at the County's public housing developments and on various CDC projects.

Major Objectives 2006-2007

- Start construction of the La Alameda Shopping Center in the Florence-Firestone and Walnut Park Revitalization areas. The \$64 million shopping center will create an estimated 750 full-time jobs.
- Create new affordable housing opportunities by expending \$18.7 million to help construct 729 rental units, \$23.1 million to rehabilitate more than 811 housing units, and \$32.5 million to assist 160 families in purchasing their first homes.
- Make available \$52 million in Homeless and Housing Program funds to developers for emergency, transitional and permanent housing as well as for the establishment of new and innovative approaches to prevent and/or end homelessness in the County.
- Make resources available through the City of Industry and HOME programs for the development of housing for low-income individuals, families, and special-needs populations.
- Adopt a redevelopment plan for the unincorporated Whiteside community and adopt a joint redevelopment project area with the City of Los Angeles.
- Provide acoustical treatment to 600 dwelling units and complete acoustical treatment of 413 dwelling units within the Residential Sound Insulation Program project area.
- Continue high-level effective administration of the CDBG Program by meeting HUD's regulatory and compliance requirements.
- Achieve a 97 percent occupancy rate at the County's public housing developments while also providing services aimed at assisting residents in attaining self-sufficiency.
- Expand partnerships with colleges and universities to have student volunteers provide services at the County's public housing developments and on various CDC projects.

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 (WIB), 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 2005-2006

- Established a centralized contracts management division to ensure consistency among all contacts managed by CSS.
- Developed, in conjunction with Los Angeles City Area Agency on Aging, first countywide Senior and Caregiver Services brochure.
- Aligned funding with *Performance Counts!* information using performance data in the eCAPS financial accounting system.

Major Objectives 2006-2007

- Publish an Adult Protective Service (APS) handbook on accessible services and make it available to Los Angeles County residents.
- Establish and conduct an annual survey of stakeholders that includes commissions, boards and other advisory bodies to assess their satisfaction with CSS staff support.
- Work collaboratively with the Chief Information Office and the County Public Library to initiate a pilot project that will provide public computers at a select number of senior and service centers.
- Implement an electronically automated APS system for social workers to store and access critical information related to their clients.
- Make needed repairs at 15 senior and service centers for improved services to customers.
- Conduct *L.A. County Seniors Count!*, a countywide survey to assess the unmet needs of seniors. This will be done in partnership with the County Commission on Aging, and in collaboration with the City of Los Angeles Department of Aging.



Service centers provide services to youth.



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



Fiscal Year 2006-2007 Budget

Gross Total	\$125,628,000
Less Intrafund	
Transfer	\$41,511,000
Net Total	\$84,117,000
Revenue	\$68,967,000
Net County Cost	\$15,150,000

Positions 445.0



Service centers provide a wide range of services to seniors.



Many service centers are receiving a much-needed restoration.

Human Services



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



Fiscal Year 2006-2007 Budget

Gross Total	\$4,347,862,000
Less Intrafund	
Transfer	<u>\$36,153,000</u>
Net Total	\$4,311,709,000
Revenue	<u>\$3,542,475,000</u>
Net County Cost	\$769,234,000

Positions 21,672.1



Emergency staff move into gear.



Patient transported to surgery.



Rancho artist explores creativity.

Health Services

The Department of Health Services (DHS) leads the County 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.

Major Accomplishments 2005-2006

- Provided hospital or clinic health care to nearly 700,000 residents.
- Developed a strategic plan to improve nurse recruitment and retention across the department.
- Developed a collaborative, comprehensive memorandum of understanding with Public Health in anticipation of separation into two departments.
- Expanded Inpatient Clinical Pathways to 11 diagnoses. More than 12,000 patients have benefited from this evidence-based care model.
- Implemented the disease management program countywide. The department's chronic care approach was profiled nationally in the Public Broadcasting System documentary "Remaking American Medicine: The Stealth Epidemic."
- Developed a deficit management plan to address the department's structural deficit and maintain essential public safety-net health services.
- Filled key executive-level positions.

Major Objectives 2006-2007

- 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 initiatives that support a unified health system through the use of shared practices, technology, and resources.
- Implement the strategic plan to improve registered nurse recruitment and retention.
- Improve internal organizational performance to ensure the delivery of efficient and effective health services.

LAC+USC pediatric patient gets check-up.



Harbor-UCLA neonatal ICU van readied.



Hospital nursing station.

Human Relations Commission

The Human Relations Commission seeks to harness the strengths of culturally diverse communities by strategically engaging schools, community-based 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, promoting 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 2005-2006

- Addressed the continuing rise in campus racial violence by developing partnerships to create human relations models in five strategically selected high schools in the County as part of a two-year effort towards becoming "Distinguished Zerohour Schools."
- Produced its 24th annual report on hate crime in the county, which revealed a rise in total number of reported hate crimes in 2005 from 2004, but also a decline in hate crimes against gays and lesbians. In partnership with Harvard University's Kennedy School of Government, the commission hate crime report was promoted as a best practice to policing organizations and governmental human relations/rights commissions throughout the U.S.
- Organized a countywide youth conference in September 2005 called "L.A. Remixed: Student Symposium for Campus Action." More than 100 youths formed campus teams from schools in the ABC Unified, the Antelope Valley Union High, the Los Angeles Unified (including Jefferson High), and the Pasadena Unified School Districts. Students learned about strategies for combating discrimination on campus and created action plans for their campuses to become better allies of student-led groups on campus.
- Co-organized with the LA County Office of Education a countywide teachers and administrators summit entitled "Dialogue & Discussion: Responding to and Preventing Intergroup Conflict at LA County Schools." A capacity crowd learned about best practices in crisis response and intervention, and received resources for hate crime and violence prevention.

Major Objectives 2006-2007

- Address the continuing growth in inter-ethnic and inter-faith tensions in L.A. County, influenced by international conflict, fear of threats of terrorist attack, national immigration debate, racial appeals in electoral campaigns and other critical incidents. Convene a series of key stakeholder meetings that culminate in one or more human relations summits that identify a range of effective approaches to overcome inter-ethnic and inter-faith conflicts in these contexts.
- Demonstrate the potential of schools to be transformative institutions capable of reducing and preventing inter-group tensions and hate violence on their campuses. Implement plans at Pomona, Gardena, Taft, Artesia and Hart High Schools to advance sustainable human relations programming and support their efforts to becoming Distinguished Zerohour human relations model schools.
- Develop three new public education, outreach and distribution initiatives that significantly boost the utilization of the commission's human relations resources and materials for priority audiences, and improve public attitudes regarding inter-group relations. These will include new or enhanced video/dvd public service announcements, posters, and Human Relations Commission and Zerohour website upgrades that target schools, youth, and local governmental entities.



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



Fiscal Year 2006-2007 Budget

Gross Total	\$3,275,000
Less Intrafund	
Transfer	\$0
Net Total	\$3,275,000
Revenue	\$377,000
Net County Cost	\$2,898,000

Positions 23.0



Commissioners Adrian Dove and Mario Ceballos recognize Multi-ethnic Immigrant Workers Organizing Network at the annual John Anson Ford awards luncheon.



Pomona youth commissioners in zerohour shirts after dedicating a peace quilt to the city, which they made at a "Youth Block Party: Stitching Pomona Together."

Human Services



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

**Fiscal Year 2006-2007 Budget**

Gross Total	\$1,291,293,000
Less Intrafund	
Transfer	<u>\$45,952,000</u>
Net Total	\$1,245,341,000
Revenue	<u>\$1,085,073,000</u>
Net County Cost	\$160,268,000

Positions 3,529.2



Dr. Marvin J. Southard presents employee Georgia W. Benadom a scroll from Board of Supervisors honoring her for more than 39 years of



Staff from South Bay Mental Health Center.

Mental Health

The Department of Mental Health is the largest county mental health department in the world and 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 all ages.

The department provides mental health services in the areas of screenings and assessments, crisis intervention, case management, counseling to victims and first responders after a natural disaster or man-made event, and medication support in both residential and outpatient settings. The director of mental health is responsible for ensuring patients' rights are protected in all public and private hospitals and programs providing voluntary and involuntary mental health care and treatment, and all contracted community-based programs. The director also serves as the public guardian for individuals who are gravely disabled by mental illness and as 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. On Jan. 1, 2005, the Mental Health Services Act (MHSA) became law and since then the department has invested substantial staff and financial resources in developing and implementing its plans by working with a community stakeholders process that will allow for an historic expansion of mental health services in the County.

Major Accomplishments 2005-2006

- Implemented Phase I of the Countywide Enhanced Specialized Foster Care Mental Health Services Plan. To provide a coordinated effort with the Department of Children and Family Services (DCFS) and various foster care collaborative partners, the department created the Child Welfare Mental Health Services Division. Mental Health staff from the division has been positioned at seven DCFS offices located in Service Areas 1, 6 and 7.
- Opened an urgent care center at Augustus F. Hawkins Mental Health Center with funding provided through the MHSA CSS Plan. The center will provide intensive crisis services, including on-site assessment, intervention, and referrals for co-occurring substance abuse treatment for voluntary and involuntary individuals as well as those who have 72-hour holds who otherwise would have been brought to the Department of Health Services county hospital psychiatric emergency services.
- Launched Los Angeles County "Network of Care" website. The website offers service directory; resource library; legislate; links to other local, state and national websites; low-cost and private insurance; support and advocacy; and news archive.
- Transformed six directly operated clinics in Arcadia, Compton, Hollywood, San Fernando, South Bay and West Los Angeles in preparation for the implementation of the MHSA Full Service Partnership Programs.
- Increased the community and faith-based organizations participation, especially those which had no previous contact with the department.

Major Objectives 2006-2007

- Develop consensus recommendations for MHSA Early Intervention and Prevention by working through the department's stakeholder process.
- Open wellness centers located throughout the County. These centers will offer options to clients who are ready to take increasing responsibility for their own wellness and recovery.
- Create program linkages for the mentally ill incarcerated women being released from the Sheriff's Department Century Detention Facility program.
- Develop a system leadership team comprised of appointed stakeholder representatives who will provide oversight and assessment to the progress of the implementation of the MHSA plans and other systems of transformation efforts.
- Develop and implement an audit process at the directly-operated clinics to ensure that services provided have been documented and billed to the appropriate funding source.

Military and Veterans Affairs

The Department of Military and Veterans Affairs assists veterans, their dependents and survivors in obtaining legal claims and benefits to which they are eligible under state and federal statutes. It operates and maintains Bob Hope Patriotic Hall, which is dedicated to the use of veterans organizations and the public.

The department assists veterans, their widows and dependents obtain benefits, information and referral services to other agencies; administers the college fee waiver program for the dependents of disabled and deceased veterans; and assists with indigent burials by coordinating with local mortuaries. In addition, the department helps elderly veterans and their dependents confined in nursing home facilities to pursue claims for pensions, compensation, aid and attendant care.

Major Accomplishments 2005-2006

- Exceeded state claims workload units by 2%; the CAL-VET college tuition fee waiver participants' goal by 4% 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 excess of \$54 million.
- Assisted with 225 indigent veterans and widows burials.
- Participated in 425 civic and patriotic events, including veterans Stand Downs, community job and health fairs and "care" days.
- Helped more than 23,400 veterans obtain medical, educational, housing and other benefits.
- Provided transportation assistance to 270 veterans for medical appointments and job search.
- Completed upgrade of the existing veterans services program (VETPRO Program For Windows) into a web-based system.
- Maximized Bob Hope Patriotic Hall rental revenue of \$447,000 with 220,000 attendees at renter-sponsored events despite preparations for building renovations.
- Continued the Indigent Veteran Memorial Service program supported by the United States Army Volunteer Reserve.
- Completed installation of the camera surveillance system on all floors and automatic elevators of Bob Hope Patriotic Hall to reduce theft and graffiti.
- Completed upgrade of the entry/burglary/panic alarm system of Bob Hope Patriotic Hall and transferred the system monitoring to the County Office of Public Safety, saving the department \$900 monthly.
- Initiated and co-sponsored with Forest Lawn the V-J Day (Victory in Japan) 60th Anniversary Commemoration held to honor the sacrifices and accomplishments of the courageous men and women of the U.S. Armed Forces in defeating the Japanese.
- Sponsored quarterly meetings with state, local VA women veteran coordinators and women leaders to identify issues and improve service.

Major Objectives 2006-2007

- 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.
- Complete access to the U.S. Department of Veterans Affairs computerized "Benefits Delivery Network" to enhance customer service.
- Continue to sponsor quarterly meetings with state, local VA women veteran coordinators and women leaders to address female veterans requirements.
- Migrate to Internal Services Department's information technology shared services, which provide the essential departmental I/T systems with the goal of offering a higher degree of cost effectiveness, support and security.



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



Fiscal Year 2006-2007 Budget

Gross Total	\$2,381,000
Less Intrafund	
Transfer	\$0
Net Total	\$2,381,000
Revenue	\$370,000
Net County Cost	\$2,011,000

Positions 25.5



Supervisor Zev Yaroslavsky speaks out against proposal to commercially develop West Los Angeles Veterans Administration property.



Veterans, Sheriff Leroy Baca and Director of Military and Veterans Affairs Joseph N. Smith participate in Arcadia veterans event.



Human Services

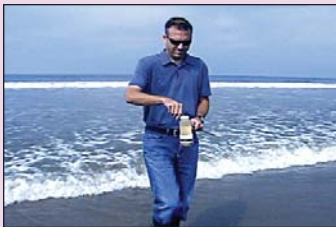


Dr. Jonathan Fielding, M.D. M.P.H.
 Director
 (Appointed 8/30/06)

Fiscal Year 2006-2007 Budget

Gross Total	\$719,649,000
Less Intrafund	
Transfer	<u>\$40,322,000</u>
Net Total	\$679,327,000
Revenue	<u>\$536,187,000</u>
Net County Cost	\$143,140,000

Positions 4,269.2



Water testing.



Food inspection.



Immunization.

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 a basic level of protection for the entire population, from the basic threats to public health, including communicable and food-borne disease outbreaks, bioterrorism, toxic exposures and preventable injury, as well as working to prevent chronic diseases, such as heart disease, cancer, and diabetes. Originally a division within the Department of Health Services, Public Health became a separate department in 2006.

Major Accomplishments 2005-2006

- Assisted more than 26,225 persons apply for Medi-Cal, Healthy Families, Healthy Kids, and other low-cost children's health insurance programs.
- Published, in partnership with the Asthma Coalition of Los Angeles County, "Controlling Asthma in Los Angeles: Asthma Call to Action", a report presenting recommendations for improving asthma outcomes countywide.
- Implemented web-based Nursing Practice Management System to 175 public health nurses serving eight Service Planning Areas to capture field client assessment data, case referrals, and community outreach activities to help measure progress towards Healthy People 2010 indicators.
- Co-hosted a pandemic influenza summit, which brought together more than 650 leaders in business, education, local government, healthcare, social services and other sectors to better prepare for an influenza pandemic.
- Co-led and participated in the Los Angeles County Operational Area Chimera series of 36 exercises that focused on emergency planning, responder coordination, critical decision-making, and integration of resources necessary to save lives and protect the public's health following an anthrax attack.

Major Objectives 2006-2007

- Protect the public against potentially devastating effects of natural or man-made disasters, such as biological, chemical, or radiological terrorism.
- Protect the public's health by minimizing the impact of serious communicable diseases, such as pandemic influenza.
- Help individuals, families, and communities prevent and reduce the effects of chronic diseases and injuries.
- Help communities redress the disproportionate health burden from diseases, such as diabetes, cancer, and heart disease, focusing especially on reducing the ethnic and racial disparities.



Under the microscope.



Public Health clinic.



Tobacco control by the City of Carson: Protecting the health of children by reducing illegal sales of cigarettes to minors.

Public Social Services

The Department of Public Social Services (DPSS) is an ethnically and culturally diverse agency just like the community it serves. Its programs 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 and employment services to low-income County families, children and adults, and pregnant women; and provides In-Home Supportive Services to aged, dependent adults, blind and disabled individuals.

Major Accomplishments 2005-2006

- Delivered quality service in a timely, respectful and caring manner. District Office surveys indicate that 98% of applicants and participants were satisfied with the service received from DPSS staff.
- Increased efforts to assist GAIN participants find employment, expanding partnerships with employers and employment services to provide the assistance needed for employable participants.
- Implemented strategies in the GAIN Sanction Action Plan to assist participants to avoid unnecessary sanctions. As of August 2006, the implementation of these strategies resulted in reducing the number of participants sanctioned by 20.3%.
- Improved the nutritional well-being of low-income families, children and adults. The number of households receiving food stamps only was increased by 15% over the previous year.
- Implemented a new restaurant meals program, contracting with more than 180 restaurants in 59 cities covering 111 zip codes in Los Angeles County. The contract allows eligible homeless, disabled and elderly participants who are unable to prepare their own meals to use their Golden State Advantage (EBT) cards to purchase cooked meals from participating restaurants.
- Developed a Permanent Housing Assistance Services (PHASE) database to allow DPSS and other County departments and agencies to enter, track and monitor services regarding homeless families and their dependents.
- Reduced the number of terminations from the Medi-Cal program at annual redetermination by assisting participants understand and timely comply with regulations.
- Developed and implemented a plan to increase public access hours in all district offices.
- Partnered and co-located staff within two of the Department of Children and Family Services' offices to assist those referrals who were screened for eligibility to DPSS-administered programs.
- Provided exemplary service to the victims of the Hurricane Katrina disaster.

Major Objectives 2006-2007

- Increase the work participation in the CalWORKs program.
- Assist at least 1,500 homeless CalWORKs families to secure permanent housing.
- Review all financial contracts in collaboration with the Auditor-Controller to ensure performance outcome measures are in accordance with the County Strategic Plan.
- Develop and monitor a child care fraud plan.
- Develop a plan to evaluate the potential of electronic document imaging across various programs in the department.
- Complete the procurement activities necessary to secure a vendor/s for the Los Angeles Automated Determination Evaluation and Reporting (LEADER) and the GAIN Employment Activity Reporting System (GEARS) and issue a request for proposal.
- Recruit, hire and train qualified line operations' staff so as to achieve staffing at 97% of allocation.
- Develop and implement a management training program to strengthen and augment department succession planning.



Bryce Yokomizo
Director
(Appointed 03/01/02)



Fiscal Year 2006-2007 Budget

Gross Total	\$3,065,957,000
Less Intrafund	
Transfer	<u>\$6,363,000</u>
Net Total	\$3,059,594,000
Revenue	<u>\$2,711,242,000</u>
Net County Cost	\$348,352,000

Positions 14,365.0



Chief Information Officer Jon Fullinwider, Supervisor Zev Yaroslavsky and Director Bryce Yokomizo at press conference to announce LACountyHelps.org website.

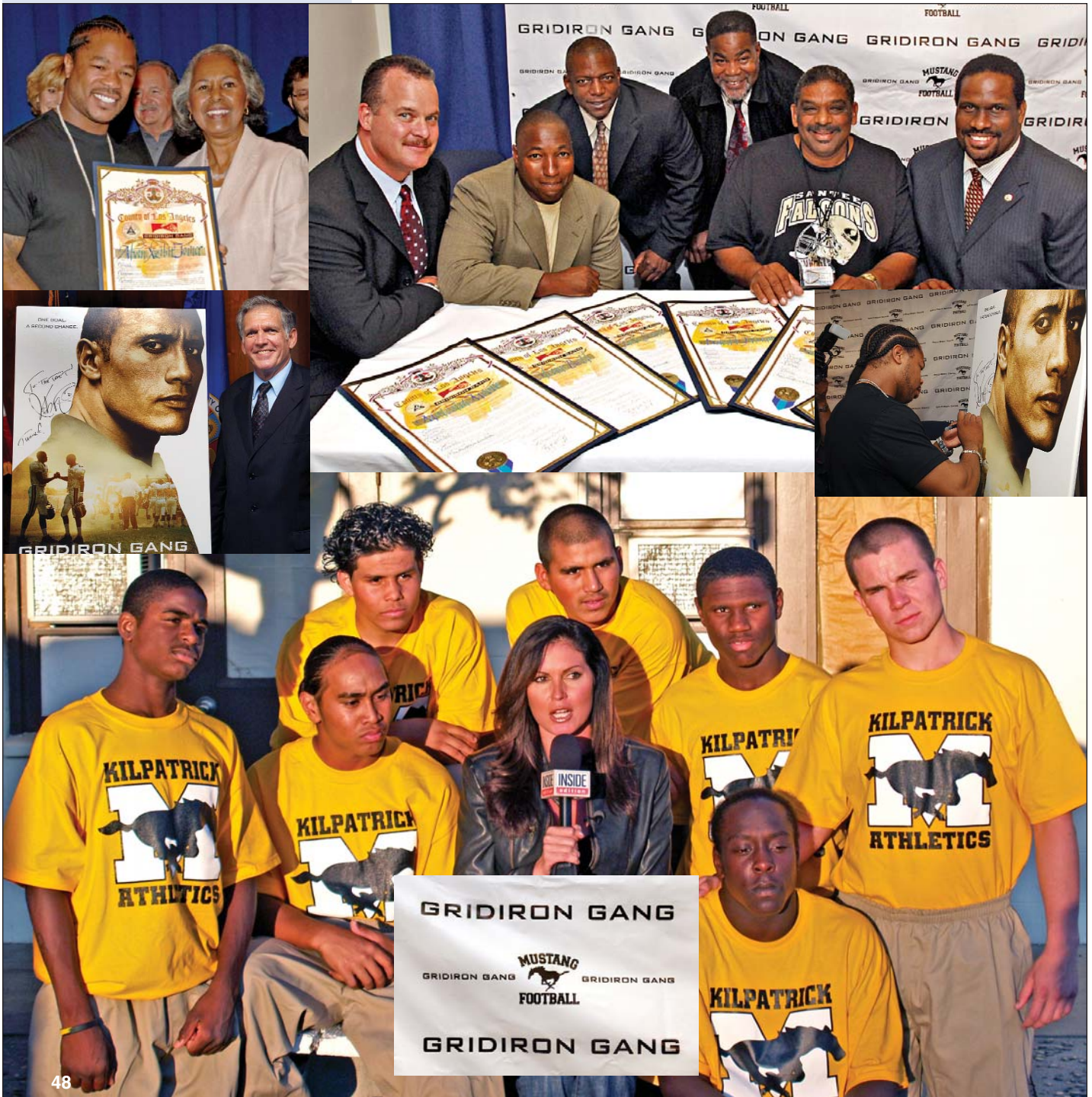


Food Stamp Outreach in Lincoln Heights. The number of low-income households receiving food stamps-only increased by 15% over the previous year.



Gridiron Gang: Highlights Good Work of Probation Officers

Gridiron Gang," starring Dwayne "The Rock" Johnson and rapper Xzibit, was a big hit when it opened in September 2006. The movie was based on the real-life efforts of county probation officers at Camp Kilpatrick in Malibu in 1985 to develop a high school football team and the rise of the Mustangs as they bonded together to play in their league's championship game. The Mustangs still regularly compete against other high school teams, and Kilpatrick is the only County probation camp with a football team. The Board of Supervisors paid tribute to the probation officers who created the team and Columbia Pictures at a ceremony and press conference. "The Rock" also attended an exclusive screening of the movie, which was shot at Kilpatrick, for the 112 wards at the camp.



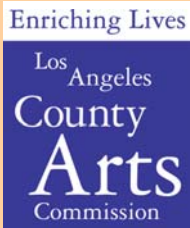
Recreation and Cultural Services



Recreation and Cultural Services



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



Fiscal Year 2006-2007 Budget

Gross Total	\$8,961,000
Less Intrafund	
Transfer	\$0
Net Total	\$8,961,000
Revenue	\$1,602,000
Net County Cost	\$7,359,000



Photo: Ed Krieger

Grandeza Mexicana Folk Ballet Company was one of 11 groups featured on the national broadcast of L.A. Holiday Celebration on PBS.



Artist Ken Gonzales-Day's photographic tile murals will be featured throughout a new County administration building in South Los Angeles.

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 \$2.2 million to 199 regional nonprofit arts organizations in 2005-2006 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 Trust; 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 48 free concerts in public sites.

Major Accomplishments 2005-2006

- Assumed primary responsibility for oversight of the County's Civic Art Program by drafting an annual civic art plan with input from all County stakeholders and establishing a pre-qualified list of 120 artists for County civic art projects. Initial allocations were made from 24 capital projects.
- Completed the fourth 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.
 - Provided technical assistance to 15 school districts and the Los Angeles County Office of Education (LACOE) to strengthen their arts education infrastructure. Eleven of the 15 and LACOE now have arts education policies, plans and budgets and nine of the 15 and LACOE have established district-level arts coordinator positions.
 - Increased the *Arts for All* Pooled Fund to implement blueprint strategies to \$1 million through increased donations from foundations and corporations.
 - Expanded professional development opportunities by training local artists in the state's education curriculum goals for dance, theater, music and the visual arts, enabling 379 artists to date to incorporate the arts into the core curriculum of County school districts.
- Raised the nationally televised Holiday Celebration broadcast to "hard feed" status within the PBS system, increasing the number of stations carrying the show.
- Implemented a new executive coaching program, funded by the National Endowment for the Arts and the Quality and Productivity Commission, for leaders of mid-size arts organizations.

Major Objectives 2006-2007

- Phase in two-year funding cycles of significantly larger grants awards for more than 250 nonprofit arts organizations.
- Launch database of all County-owned historic civic art and make it available to the public via the Internet; initiate baseline conservation assessment of select County historic civic artworks and oversee conservation of the historic artwork at the Hall of Records.
- Continue implementation of *Arts for All* by providing five additional school districts with technical assistance; launching the tools and resources component of www.LAArtsEd.org, the County's online directory of arts education resources; providing grants, in partnership with the Jewish Community Foundation and the National Endowment for the Arts, to *Arts for All* school districts to purchase artists-in-residency programs; and publishing a national compendium of best practices for teacher development in arts education.
- Increase national reach of the Holiday Celebration by leveraging additional funding to develop a PBS.org website, generate national publicity in key markets and broadcast the program for the first time in high-definition letterbox format.

Beaches and Harbors

The Department of Beaches and Harbors operates and manages 20 beaches stretching along 25 miles of pristine County coastline. Beach services provided by the department include maintenance and repair of facilities, such as volleyball courts, concession buildings, lifeguard facilities, parking lots and restrooms; and management of the only beach recreational vehicle campground in the County. The department also maintains clean beaches through an aggressive sand maintenance program.

The department also operates the largest man-made small craft harbor in the United States with more than 5,246 boat slips, 5,923 residential units, restaurants, hotels, charter and sport fishing businesses, retail establishments and office space among other amenities. The department is tasked with maintaining the public facilities located within Marina del Rey, including Marina Beach, Admiralty Park with its physical fitness course, Burton Chace Park with its transient docks, boat storage facilities, public launch ramp, and view piers. Additionally, the department supports the Marina Visitors Center and sponsors many successful public events, including the free summer music concert series, the July 4th fireworks show and the Holiday Boat Parade held during the holiday season.

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 2005-2006

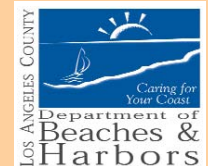
- Secured Board approval for four Marina del Rey extended leases and of terms for another three that require total developer investment of \$162 million for new visitor-serving, mixed use and residential facilities, expected to generate an additional \$3.47 million in annual County rent upon completion.
- Obtained approval of construction contracts for \$5.9 million Venice Beach refurbishment and \$12 million Will Rogers State Beach improvement projects.
- Enhanced summer transportation options in Marina del Rey with the launch of the newly redesigned Marina del Rey WaterBus in conjunction with the Playa Vista Beach Shuttle expanded to include Marina stops.
- Promoted pollution reduction and energy conservation by obtaining Board approval for installation of two new water circulators at Marina Beach and a new underground natural gas service line at Will Rogers Beach, as well as by securing a grant to assist the department in purchasing alternative fuel-powered vehicles.
- Provided opportunities for at-risk youth to learn job skills through Board approval of contracts with contractors employing at-risk youth for as-needed repair, maintenance and improvement projects in the Marina and at County beaches.
- Achieved maximum participation in Outdoor Adventures Program offering birdwatching tours and harbor and surf kayaking classes. Increased participation in Water Awareness, Training, Education, and Recreation (W.A.T.E.R.) Youth Program by 10%.

Major Objectives 2006-2007

- Achieve a complete dredging of the Marina's north entrance, placing the clean sand offshore of Dockweiler Beach to assist in beach replenishment.
- Secure Board approval of remaining new and extended Marina lease agreements for leasehold developments.
- Complete three major beach capital improvement projects at Dockweiler, Venice, and Will Rogers Beaches, begin construction of the Dockweiler Youth Center, and develop master plans for refurbishment and expansion of Marina Beach and Chace Park.
- Secure a sponsorship agreement that provides lifeguard uniforms and clothing items for W.A.T.E.R. participants and instructors.



Stan Wisniewski
Director
(Appointed 08/25/93)



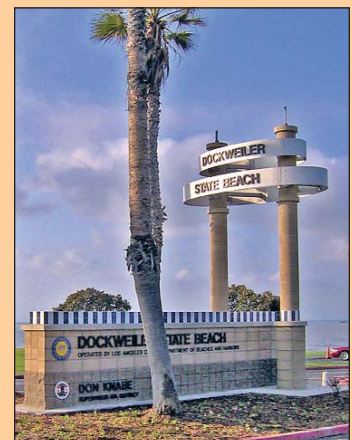
Fiscal Year 2006-2007 Budget

Gross Total	\$45,021,000
Less Intrafund	
Transfer	\$5,000
Net Total	\$45,016,000
Revenue	\$ 49,612,000
Net County Cost	(\$4,596,000)

Positions 267.0



Newly redesigned Marina del Rey WaterBus.



New entrance sign at Dockweiler Beach.

Recreation and Cultural Services



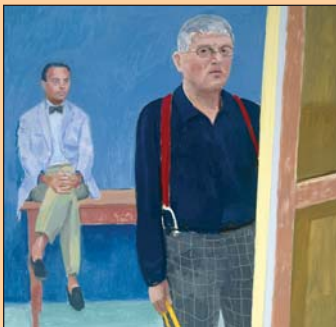
Michael Govan
President and
Chief Operating Officer
(Appointed 7/1/06)



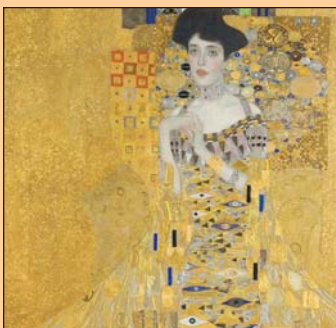
Fiscal Year 2006-2007 Budget

Gross Total	\$20,366,000
Less Intrafund	
Transfer	\$0
Net Total	\$20,366,000
Revenue	\$150,000
Net County Cost	\$20,216,000

Positions 42.0



Self Portrait with Charlie, 2005
David Hockney



Adele Bloch-Bauer I, 1907
Gustav Klimt

Museum of Art

The Los Angeles County Museum of Art (LACMA) is the premier encyclopedic art museum in the Western United States, serving 1 million visitors each year through the collection, conservation, exhibition, and interpretation of significant works of art. The museum's permanent collection includes approximately 100,000 works representing the best of human creativity from ancient times to the present and from a broad range of cultures. The museum also organizes a variety of exhibitions of the works by the foremost artists in the world. Classes, tours, lectures, symposia, film, and music programs are offered as part of the museum's community engagement efforts for an ever-growing constituency. Special exhibitions, art-making classes, and after-school and weekend programs are designed specifically for children and their families.

Major Accomplishments 2005-2006

- Recruited and selected a new director skilled in arts administration, collection building, and international exhibition organizing.
- Raised an additional \$20 million for Transformation: The LACMA Campaign.
- Initiated Phase 1 of capital improvements with demolition of parking garage and start of construction.
- Began renovations of Ahmanson Building and deinstallation of select galleries.
- Organized and presented to the public a wide variety of exhibitions, including Pioneering Modern Painting: Cézanne and Pissarro 1865-1885; Lee Mullican: An Abundant Harvest of Sun; Ettore Sottsass, Designer; Consider This ... ; LACMA at 40; Glass: Material Matters; Five Paintings by Gustav Klimt; David Hockney Portraits.
- Added prestigious works to the permanent collection, including increased holdings in contemporary art, European Old Masters, and Asian art.
- Increased adult membership to 85,000 members, ranking it third of all art museum membership programs in the country.
- Increased children's membership program Arts for NexGen LACMA to 60,000 members, including every region in the County. When compared to adult membership programs, it ranks as fifth largest membership in the country.
- Honored as one of "The 10 Best Art Museums For Kids" by Child Magazine.

Major Objectives 2006-2007

- Prepare for opening Phase I of Transforming LACMA, including the Broad Contemporary Art Museum at LACMA, new parking garage and grand entrance in 2008.
- Finalize Phase II of the museum's master plan, which will feature increased special exhibitions space that is light filled and flexible and a renovation of LACMA West, which will include retail and food service activities to accompany children's programming and gallery installation.
- Recruit additional trustees and restructure board to better serve the museum's goals.
- Commission and acquire works of art that capture the attention of the public and demonstrate the encyclopedic nature of LACMA. Work with artists on gallery installations, LACMA West and entry pavilion programs.
- Identify and schedule noteworthy exhibitions in collaboration with other institutions and increase awareness of international institutions of LACMA as an exciting venue partner for exhibitions.
- Identify and pursue historic and institution-defining acquisitions, particularly Pre-Columbian art, African art, and costumes and textiles.
- Begin developing international programmatic initiatives, particularly with Mexico, India and China.
- Develop a new installation strategy for viewing art that maximizes LACMA's Western United States location and emphasizes the development of art and cultures from a Pacific Rim point of view.

Museum of Natural History

The Natural History Museum

The Natural History Museum mission is to inspire wonder, discovery and responsibility for the natural and cultural worlds. Through its public programs, exhibits, 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 33 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 of 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. Today, Pit 91 reopens for excavation each summer, giving the public a unique opportunity to observe paleontological field work.

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 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 house Heritage Junction, with the 1887 Saugus Train Depot and other historic buildings.

Major Accomplishments 2005-2006

- Opened *Sonic Scenery: Music for Collections*, which provided visitors an opportunity to find new meaning and relevance in the museum's collections through the perspective of music.
- Began the seismic retrofitting and renovation of the historic 1913 building.
- Produced First Fridays, a discussion and evening performance series that elaborates on the issues raised by the museum mission and its collections.
- Hosted the international exhibition *The Mysterious Bog People*, in which 230,000 visitors explored rarely-displayed artifacts from the bogs of Northwestern Europe.
- Exported the *Conversations* concept, a unique collaboration between museum curators and artists, to the Naturalis, the national natural history museum of the Netherlands located in the city of Leiden.
- Opened the Dinosaur Institute, which conducts national and international research on dinosaurs and other ancient animals, and undertakes an aggressive field program aimed to substantially increase the museum's dinosaur holdings.
- Organized and participated in research expeditions to more than 25 countries, resulting in scholarship, publication of books and articles, and the acquisition of priceless collections.
- Reached 202,844 school children through the museum's school visits program, and 28,000 children and teachers through off-site educational programs.

Major Objectives 2006-2007

- Complete seismic retrofit and renovation of the historic 1913 building, with necessary gallery and collections relocations, while still maintaining programming schedules.
- Institute "Weekends at NHM" programming, which will offer unique ways for visitors to experience the permanent collections, from curator talks and tours to music and film.
- Continue gallery and special exhibition planning to ensure compelling museum visits for generations to come.
- Celebrate the museum's biennial gala, which highlights the museum's 94-year history and its mission to inspire wonder, discovery and responsibility for the natural and cultural worlds.



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

NATURAL HISTORY MUSEUM
OF LOS ANGELES COUNTY

Fiscal Year 2006-2007 Budget

Gross Total	\$13,280,000
Less Intrafund	
Transfer	\$0
Net Total	\$13,280,000
Revenue	\$0
Net County Cost	\$13,280,000

Positions 36.0



Photo by Ryan Miller

More than 10,000 bug fans enjoy annual weekend Bug Fair at Natural History Museum.



Photo by Catherine Cummings

Exterior shot of the Page Museum at the La Brea Tar Pits.

Recreation and Cultural Services



Steve Rountree
President
(Appointed 11/4/02)



Fiscal Year 2006-2007 Budget

Gross Total	\$19,282,000
Less Intrafund	
Transfer	\$0
Net Total	\$19,282,000
Revenue	\$891,000
Net County Cost	\$18,391,000

Photo by Howard Pasamanick

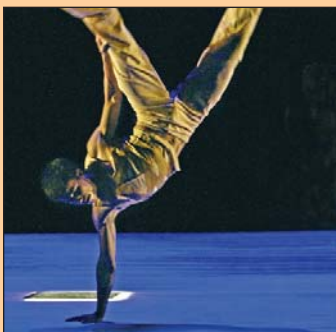


Speaker Series event at Dorothy Chandler Pavilion.



Institute for Educators.

Photo by Jesus Vallinas



Compañía Nacional de Danza 2.

Music Center of Los Angeles County

The Music Center—a public-private partnership with the County of Los Angeles—is one of the great international destinations for arts and culture. 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 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 internationally recognized resident companies—the Los Angeles Philharmonic, Center Theatre Group, Los Angeles Opera, and Los Angeles Master Chorale—by providing outstanding performing venues. The Center’s nationally recognized education program is in its 26th year and its dance program in its third. The Center contributes to the civic-cultural life of the region with its Speaker Series and other civic forums. The Active Arts program provides free or low-cost participatory art events that engage people from diverse backgrounds and experiences in recreational art-making events.

The Music Center works strategically with Los Angeles County schools to make education in the arts a fundamental part of the learning experience of every child. In 2006 the Center’s school programs served 234 public schools in 49 different school districts, 67 private schools and three independent charter schools, presenting 8,561 performances, student workshops, and teacher trainings in these schools. Thirty-five performances for children and families were hosted by the Center.

Major Accomplishments 2005-2006

- Held 4,500 events at Center, serving a total audience of more than 1.2 million.
- Completed third dance season, which brought five dance companies to the Music Center for 18 performances before an audience of 43,700.
- Promoted high profile discussion on public policy, popular culture and civic leadership at second season of Music Center Speaker Series, welcoming an audience of 20,000.
- Engaged more than 8,000 people from diverse backgrounds and experience through third year of Active Arts Program, hosting 30 low-cost or free participatory art events.
- Participated in leadership of the successful Grand Avenue Festival, a free day-long event attended by 20,000.
- Provided leadership to Los Angeles City’s Council of Education Advisors and the Cultural Affairs Commission. With Grand Avenue colleagues, assisted in securing Los Angeles Unified School District approval for new arts high school, now under construction.
- Welcomed more than 27,000 visitors for tours of Walt Disney Concert Hall.
- Received a prestigious grant for the Institute for Educators from National Endowment for the Arts for the Institute for Educators, as well as two \$1 million foundation grants.
- Embarked on systematic planning for renewal projects at Mark Taper Forum, Dorothy Chandler Pavilion and the Plaza.
- Received major grant from California State Department of Homeland Security for additional security infrastructure.

Major Objectives 2006-2007

- Expand Active Arts Program and diverse programming for children and families at Music Center, while undertaking collaborations with resident companies and REDCAT.
- Provide ongoing planning support to local school districts as they implement plans to restore arts education in grades K-12.
- Commence renovation of the Mark Taper Forum.
- Build dance program audience and expand offering of activities, including lectures, workshops and performances for K-12 students.
- Continue to advocate for public policy forums on education, civic, government and health policy, reinforcing the Music Center’s vital role in civic leadership.

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 Los Angeles County's 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 2005-2006

- Improved the condition of County parks by completing 53% of the projects in a three-year program designed to reduce a deferred maintenance backlog.
- Implemented the "Seemore" Eagle Eye Neighborhood Watch Program to increase community involvement in reducing gang activity in 20 impacted parks by having citizens alert the department and Los Angeles County Police to any suspicious activities.
- Increased participation in recreational programming at parks by 20%, offering such new programs as instruction in playing musical instruments, surfing and indoor tennis.
- Completed a reorganization of the department's Planning and Development Agency to focus on the long-term planning and sustainable development needs of the park system. Partnered with the Chief Administrative Office and the Department of Public Works to move management of capital improvement projects to the Department of Public Works and increased total projects from 125 to 250.
- Implemented the first year of the department's three-year vehicle fleet replacement program.
- Completed the comprehensive mapping of more than 170 miles of proposed new trails in the Santa Clarita and Antelope Valley areas working with the Santa Clarita Valley Trails Advisory Council, Santa Monica Mountains Conservancy, U.S. Forest Service, City of Santa Clarita, National Park Service, town councils, equestrian and trail user groups, developers and interested local residents.

Major Objectives 2006-2007

- Begin the development of a long-range plan for continued land acquisition and development of new parks.
- Expand the riding and hiking trails program throughout the County and improve trail maintenance and repair.
- Continue to improve the condition of County parks by completing up to 75% of the identified three-year deferred maintenance program projects.
- Host a countywide junior golf tournament and increase by 50% the number of youth participating in the junior golf program.



Russ Guiney
Director
(Appointed 1/12/05)



Fiscal Year 2006-2007 Budget

Gross Total	\$138,041,000
Less Intrafund	
Transfer	\$1,828,000
Net Total	\$136,213,000
Revenue	\$42,431,000
Net County Cost	\$93,782,000

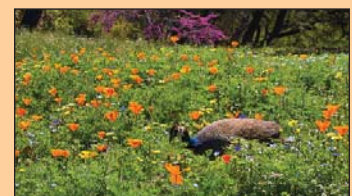
Positions 1,660.0



SCUBA class is offered at Atlantic Park Pool.



Director Russ Guiney tests new rescue boat at Castaic Lake.



Peacock strolls among beautiful flowers at Arboretum.

Recreation and Cultural Services



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



Fiscal Year 2006-2007 Budget

Gross Total	\$136,552,000
Less Intrafund	
Transfer	\$0
Net Total	\$136,552,000
Revenue (1)	\$136,552,000
Net County Cost	\$0

Positions 1,080.1

(1) Includes a \$44,829,000 County Contribution



Agoura Hills Library celebrates Dr. Seuss' birthday with a special "Cat in the Hat" storytime.



Children play with development toys in the Family Place Center at Gardena Mayme Dear Library.

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 questions seeking information answered; 600,000 children attending library programs each year; and 13 million visits to County libraries yearly.

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 virtual library online. 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 (PDA). More electronic resources include sample career and SAT tests which can be taken and scored, genealogy research tools, and the Auto Repair Reference Center with car repair information.

Major Accomplishments 2005-2006

- Completed the selection and preliminary work on the new Integrated Library System—the central automation system which supports direct public and internal operations, such as collection and customer management, acquisition of library materials, and management reporting.
- Added children's librarians and expanded hours at libraries serving unincorporated areas.
- Partnered with the LA Opera to bring programs to community libraries that introduce children and families to the world of opera.
- Increased the number of libraries with Family Place Centers, which provide special toys and books and an area for parents to play with their young children.

Major Objectives 2006-2007

- Expand awareness and use of the online tutoring service Live Homework Help.
- Increase outreach and services to young adults.
- Complete the installation of WiFi (wireless fidelity) at all County-operated libraries.
- Complete final plans for the construction of six new libraries.



Supervisor Yvonne B. Burke commends Natalie Cole, African-American Living Legends honoree.



Author Denise Hamilton signs copies of her books.

General Government Services



General Government Services

**Kurt Floren**

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

**Fiscal Year 2006-2007 Budget**

Gross Total	\$33,158,000
Less Intrafund	
Transfer	<u>\$658,000</u>
Net Total	\$32,500,000
Revenue	<u>\$24,905,000</u>
Net County Cost	\$7,595,000

Positions 388.0



At AgDayLA, students learn of honey production.



Diaprepes Root Weevil: a new pest to California.



Mediterranean Fruit Fly: beautiful but bad for agriculture.

Agricultural Commissioner/Weights and Measures

The Department of Agricultural Commissioner/Weights and Measures 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 County agricultural production statistical report, maintains and monitors more than 25,000 insect pest detection traps, and regulates agricultural businesses handling hazardous materials.

Major Accomplishments 2005-2006

- Established new association of weed abatement professionals including Southern California county, city, fire department and code enforcement experts and officials to protect public from wildfires through analyzing, sharing and promoting the most current, cost-effective and environmentally responsible methods for removal of hazardous weeds and brush.
- Initiated pilot project to address illegal trash and rubbish dumping on vacant lots in Antelope Valley, including ownership notification of abatement orders, rubbish removal, and cost recovery through property tax assessments.
- Conducted 2006 AgDayLA Program with "hands-on" farming and food production, demonstrations for elementary school students, with support from California Secretary of Food and Agriculture and Foundation for Agriculture in the Classroom.
- Trapped 22 specimens of four species of exotic insects. Prompt detection and response by the Fruit Fly Detection Unit resulted in establishment of only one quarantine and application of localized treatments in only five limited areas.
- Obtained Board of Supervisors approval of ordinance revisions implementing provisions of Assembly Bill 889, raising device registration fees to enhance inspection program protecting consumers and fair competition. Increased device inspections 34%.
- Acted as lead California county in nursery stock treatment pilot project, monitoring pesticide treatments and inspecting more than 76,000 plants to halt spread of Glassy-winged Sharpshooter (GWSS), vector of Pierce's Disease that threatens the state's grape/wine industry. Inspected more than 8 million plants for GWSS, enabling local nurseries (L.A.'s key agricultural industry), to ship stock to uninfested counties.
- Sent more than 4,000 notifications of licensing responsibilities and pesticide use safety and employee training requirements to local landscape contractors using pesticides.

Major Objectives 2006-2007

- Continue enhancement of inspection programs for packaged commodities and weighing/measuring devices through \$2.3 million in revenue increases (industry funding) authorized by AB 889 to increase staffing and conduct annual inspections of more than 80% of devices in county.
- Expand Red Imported Fire Ant (RIFA) survey and treatment operations to effect removal of Cerritos and Azusa areas from federal quarantine. Train personnel of other agencies and businesses to aid in eradicating RIFA from Los Angeles County.
- Establish Integrated Pest Management Lab to provide pest control solution recommendations to County departments and others, using the most modern, effective, and environmentally responsible methods available.
- Expand the hazardous trash and rubbish abatement program in the Antelope Valley through identification of alternate funding sources from grants or landfill fees and increased enforcement of existing County ordinances.
- Implement fully the State Pesticide Enforcement Response Policy to strengthen enforcement and improve compliance with pesticide use laws to prevent unsafe practices, protecting workers, the public, and the environment.

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 80,000 animals a year. The department serves 50 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 2005-2006

- Enacted mandatory spay/neuter and microchip ordinance for dogs kept by the more than 1 million residents of unincorporated areas. This ordinance will increase animals returned to owners and decrease the number of dogs being impounded and euthanized at County shelters. Began effort to encourage cities to adopt the ordinance.
- Created call center to centralize all service requests and dispatching activities, reducing the administrative workload at shelters and allowing for faster, more efficient call serving and response times.
- Implemented new Internet-based VOIP telephone system to improve operational efficiency, replacing an older, more problem-prone technology with a modern, more flexible and adaptable phone system.
- Automated animal licensing technology, using Treasurer-Tax Collector's system, speeding up the licensing and renewal process and ending the license handling backlog that was a persistent problem. Won the Quality and Productivity Commission's Million Dollar Club Award for the innovative program.
- Developed a community-based, low-cost spay-and-neuter network and recruited more than 70 local veterinary medical practices to participate in this effort, helping reduce the number of animals being impounded.
- Secured the addition of 20 animal control officers to improve service delivery to the unincorporated areas and increase enforcement of animal laws in these regions.

Major Objectives 2006-2007

- Integrate the department's information technology systems into a larger County program to better use and manage existing electronic information resources.
- Begin accepting major credit cards at County shelters as well as offering credit card payment for online animal license renewal.
- Respond to all Priority 1 animal service calls within the department's one- hour goal period.
- Add the department's budgeting process to the County's *Performance Counts!* goal matrix.



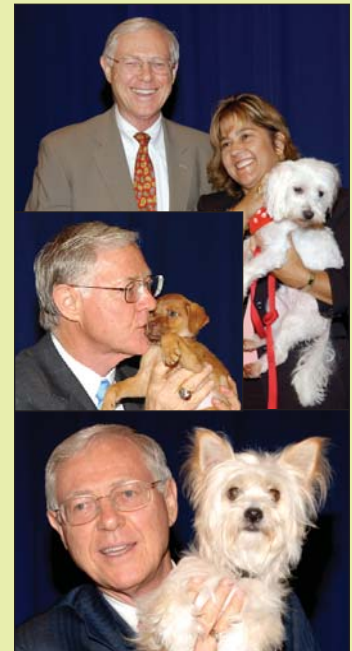
Marcia Mayeda
Director
(Appointed 07/23/01)



Fiscal Year 2006-2007 Budget

Gross Total	\$25,555,000
Less Intrafund	
Transfer	\$0
Net Total	\$25,555,000
Revenue	\$12,669,000
Net County Cost	\$12,886,000

Positions 322.0



Supervisor Michael D. Antonovich presents an animal from one of County's shelters each week at Board meeting to encourage adoption. Joining him for one of the presentations, top photo, was Kaye Michelson, of Animal Care and Control Department.

General Government Services



Rick Auerbach
Assessor
(Elected 12/04/00)



Fiscal Year 2006-2007 Budget

Gross Total	\$146,798,000
Less Intrafund	
Transfer	<u>\$105,000</u>
Net Total	\$146,693,000
Revenue	<u>\$59,823,000</u>
Net County Cost	\$86,870,000

Positions 1,515.0



Christina Sciupac is the department's new property owner's advocate, the second person to hold this post created by Assessor Auerbach in 2000 to help resolve unusual situations involving homeowners or small businesses.

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 2006 assessment roll is \$962 billion.

Major Accomplishments 2005-2006

- Improved the process for electronic filing of business property statements through a statewide program for firms located in more than one county.
- Completed phase one of an interoffice database to track potential escaped legal entity transfers of ownership.
- Created a "supplemental tax estimator" on website to help estimate the amount(s) of pending supplemental property tax bill(s).
- Developed a statewide, multi-county audit program of certificated aircraft assessments to support recently enacted legislation.
- Improved access to the most requested brochures and information by translation to various languages.

Major Objectives 2006-2007

- Complete phase two enhancements of the Legal Entity Ownership Program Tracking System by expanding data fields and providing for automatic creation of forms and reports.
- Finalize evaluations of vendors' reengineered solutions for improved business operations to assess secured property.
- Develop and implement a computer program for the paperless appraisal of residential income and commercial-industrial properties, including electronic work distribution, valuation, supervisory approval, and processing.
- Secure permanent funding for property tax administration.
- Develop and implement an electronic program for the annual personal property canvass.



Assessor Rick Auerbach meets with Realtors Advisory Committee, one of four citizen panels he appointed to provide professional suggestions about the department's procedures and policies.

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.

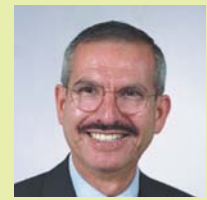
The Small Claims Advisor Program helps litigants prepare and present their cases in Small Claims Court. The Dispute Settlement Service program provides mediation services to consumers, businesses, and neighbors to resolve disputes informally and divert cases from the courts. DCA's Adult Protective Services 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 seven self-help legal access centers that operate at the Van Nuys, Inglewood, Pomona, Antelope Valley, Long Beach, San Fernando, and Santa Monica courthouses.

Major Accomplishments 2005-2006

- Named "Agency of the Year" by the National Association of Consumer Agency Administrators and received awards from the National Association of Counties (NACo) and the Quality and Productivity Commission recognizing the success of the JusticeCorps (AmeriCorps) program and the department's Plain Language Initiative.
- Developed and distributed an identity theft protection brochure to County employees and consumers.
- Secured more than \$39 million in restitutions for County residents through consumer protection and real estate fraud investigations.
- Investigated fraudulent payday lenders that had been victimizing consumers and assisted prosecuting agencies in filing a \$2 million lawsuit against one lender.
- Utilized volunteers and interns for consumer counseling and mediation services, which provided services valued at more than \$475,000.
- Counseled more than 160,000 small claims litigants through the Small Claims Advisor Program.
- Launched new website with a more user-friendly design and enhanced online consumer information and resources.

Major Objectives 2006-2007

- Provide more online information and enhanced services for consumers.
- Create new identity theft unit to identify trends in consumer fraud and develop methods for consumers to protect themselves.
- Expand the Small Claims Advisory Program to provide more assistance at branch offices, using increased revenue from court filing fees.
- Translate consumer information brochures into Spanish to increase the public's accessibility to consumer information.
- Implement staff training initiative to ensure that staff members continue to be national leaders in the area of consumer protection.
- 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 2006-2007 Budget

Gross Total	\$6,547,000
Less Intrafund	
Transfer	\$430,000
Net Total	\$6,117,000
Revenue	\$1,756,000
Net County Cost	\$4,361,000

Positions 54.0



Department participates in
*Take Our Daughters and Sons
to Work Day.*



Director Pastor Herrera, Jr., and
Chief Deputy Director Tim Bissell
motivate staff and volunteers at a
staff training event.

General Government Services



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



Fiscal Year 2006-2007 Budget

Gross Total	\$1,616,916,000
Less Intrafund	
Transfer	<u>\$449,133,000</u>
Net Total	\$1,167,783,000
Revenue	<u>\$1,159,479,000</u>
Net County Cost	\$8,304,000

Positions 4,045



Grand opening of Sun Valley Watershed Multi-Use Facility.



Employee Sterling Butler installs street name sign in Florence-Firestone area.

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 2005-2006

- Constructed five new water wells in Antelope Valley to improve water supply reliability.
- Began operating the Antelope Valley Environmental Collection Center to collect household hazardous and electronic waste.
- Removed more than 13 million square feet of graffiti; 96 percent of reported graffiti removed within 48 hours of notification.
- Created a service locator website at www.ladpw.org providing one-stop information and links regarding public agencies and services based on address.
- Created a tract/parcel map web-based application that issues subdivision map information to requestors via e-mail 24 hours a day, 7 days a week.
- Revised and published a new flood control hydrology manual for employees and outside consulting engineers.
- Completed the construction/retrofit of Sun Valley Park multi-use facility to improve water quality, recharge groundwater, reduce flooding, and provide recreation.
- Adopted the San Gabriel River Master Plan and continued implementation of the Los Angeles River Master Plan; continued developing plans for Coyote Creek, Compton Creek, and the Arroyo Seco watersheds.
- Continued repairing the 251 roadway sections closed by damage from the 2004-05 storms, with 239 sections reopened; completed a new Aliso Canyon Road Bridge, replacing a bridge destroyed by a wildfire.

Major Objectives 2006-2007

- Continue to collaborate and implement master plans to improve watersheds through reducing pollution, increasing recreation facilities and water conservation, protecting habitat, and maintaining flood protection.
- Continue activities to improve water quality in the ocean, rivers, and other bodies of water by ensuring 100 percent departmental compliance with the current National Pollution Discharge Elimination System (NPDES) and total maximum daily load (TMDL) mandates within the Los Angeles basin.
- Complete substantially the construction of the LAC+USC Medical Center Replacement Project.



LAC+USC Medical Center Replacement Project under construction.

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 of Los Angeles. 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 2005-2006

- Conducted 336 one-stop counseling sessions regarding land development; provided information and counsel to more than 15,000 people in the downtown office and more than 24,000 in the field offices.
- Handled more than 60,000 telephone inquiries and 2,000 letters, faxes and e-mail inquiries from the public.
- Processed more than 3,000 development permit applications, including business license referrals.
- Reviewed more than 7,000 zoning violation reports and 380 condition checks and conducted special enforcement activities.
- Presented 520 permit and tract cases at hearings before the department hearing officers, Regional Planning Commission, and Board of Supervisors.
- Processed Airport Land Use Commission consistency determinations for Van Nuys Airport and three heliports.
- Transmitted preliminary Santa Monica Mountains Local Coastal Program to Regional Planning Commission.
- Attended 54 meetings as part of the community outreach and education program.
- Received 220 final map/parcel map waiver approvals.
- Reviewed approximately 220 new/revised maps at 52 weekly Subdivision Committee meetings.
- Reviewed 20 projects in the Significant Ecological Areas Technical Advisory Committee.
- Processed 122 environmental documents, including 78 initial studies, 32 screen check environmental impact reports, seven drafts and five final environmental impact reports.
- Processed 696 certificates of compliance, reviewed remedial actions on 1,700 certificates of compliance, and processed 48 lot line adjustments.
- Processed 146 Revised site plan maps.

Major Objectives 2006-2007

- 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 subdivision 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.
- Conduct East Los Angeles and Hacienda Heights planning studies; complete the East Los Angeles Gold Line Transit Oriented District.
- Conduct public hearing at Board of Supervisors for Santa Monica Mountains Local Coastal Program.
- Continue to expand web-based public access to Geographical Information System and project-related data.



Bruce McClendon
Director
(Appointed 9/25/06)



Fiscal Year 2006-2007 Budget

Gross Total	\$19,452,000
Less Intrafund	
Transfer	\$120,000
Net Total	\$19,332,000
Revenue	\$6,579,000
Net County Cost	\$12,753,000

Positions 170.0



Hani Sabboubeh conducts inspection.



David Munoz does inspection.

General Government Services



Conny B. McCormack
Registrar-Recorder/County Clerk
(Appointed 12/21/95)

**Fiscal Year 2006-2007 Budget**

Gross Total	\$143,425,000
Less Intrafund	
Transfer	<u>\$513,000</u>
Net Total	\$142,912,000
Revenue	<u>\$120,020,000</u>
Net County Cost	\$22,892,000

Positions 1,018.0



Couples use the new online marriage license application system at the Norwalk headquarters.



Conny McCormack gives the media a preview of the new InkaVote Plus voting equipment.

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, RR/CC records 3.3 million real estate documents, issues 877,000 vital record certified copies and 60,000 marriage licenses, and processes more than 212,000 fictitious business name filings. The RR/CC operation services an estimated 3,000 customers daily.

Major Accomplishments 2005-2006

- Conducted the June 2006 election piloting InkaVote Plus, an enhanced voting system funded by Help America Vote Act (HAVA) funds, at selected polling locations. InkaVote Plus alerts voters if they over-vote or mistakenly submit a blank ballot and allows blind/visually impaired voters to cast ballots privately and independently.
- Implemented absent voting system enhancements that allow for electronic scanning of absentee ballot applications to significantly increase productivity and improve customer service.
- Implemented the scanning of birth/death certificates by Health Services Department with image transmission to RR/CC, which provides more efficient issuance of certified copies to the public.
- Implemented a web-based marriage license system that allows customers to complete their application using the Internet from any location or from onsite workstations, reducing license issuance time.
- Implemented a community service/educational partnership with the Department of Children and Family Services which resulted in the participation of 41 foster youth in the June 2006 election tally operation.
- Received the 20th Annual Quality and Productivity Best Innovative Use of Technology Award for the absent voting system enhancements project, Achievement Awards for the electronic interface and the Department of Health Services scanning projects, and Recognition Awards for the web-based marriage application and the Lancaster district office relocation projects.

Major Objectives 2006-2007

- Conduct the November 2006 General Election using InkaVote Plus, a HAVA- funded enhanced voting system at all 5,028 polling locations.
- Complete improvements to the newly acquired election warehouse in preparation for 2007 elections. The new complex will improve election assembly operations and house new HAVA-compliant voting systems and election materials.
- Complete staff training, documentation and initial system implementation of the real property document recording re-engineering project to improve customer service.
- Design and develop a new vital records copy issuance system to better serve the public by streamlining the process of providing certified copies of birth, death, and marriage certificates.
- Upgrade local area network at Norwalk facility for improved network capabilities and future migration to an Internet-based telephone system.
- Develop and implement a training program to provide staff opportunities to enhance their skills, knowledge and abilities to better serve the public and the department.
- Refine, develop and align *Performance Counts!* measures with annual budget reporting consistent with the countywide mission that will lead to improved departmental operations and excellent customer service.

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, 111 school districts and administers 304 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 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 2005-2006

- Implemented process to allow online payment of annual and delinquent secured property tax bills by V-check without cost, and made improvements based on customer feedback regarding formatting, verification of information and confirmation printouts. More than 50,000 payments were received during the year for approximately \$140 million.
- Expanded the use of the document imaging system to remaining programs, including Cash Management for Cash Position Worksheets, Bank Account Analysis and bank correspondence, and Finance, for the scanning of bond transcripts.
- Answered taxpayers' calls during peak time (June) at an average wait time of approximately five minutes, an improvement of more than three minutes.
- Collected approximately \$20 million in unsecured delinquent accounts, an increase of 12%, attributed to improved search tools and a focus on reviewing account cases.
- Finalized a memorandum of understanding with the Registrar-Recorder/County Clerk to allow Treasurer and Tax Collector staff to access and print real property images online, resulting in a more efficient workflow and improved customer service.
- Implemented the Fast Forward Feature to the collection process for detecting and automatically updating the addresses of debtors.
- Received Million Dollar Club and Special Merit Awards from the Quality and Productivity Commission for ACCPUPS, a streamlined billing and collection service provided for pet licenses issued by Animal Care and Control. In the last quarter of 2005-06, approximately 100,000 licenses were renewed for \$1.8 million.
- Established the frame relay line between the County and Citibank to greatly improve the security over data transmissions to and from each entity.
- Added new equipment to the Wausau remittance processing system to allow the capture of images for the entire contents of all certified mail.

Major Objectives 2006-2007

- Implement recommendations from the audit of the Public Administrator Operations.
- Develop request for proposals for replacement of decedent and conservatee case management system and personal property auctioneering services at Public Administrator.
- Implement a memorandum of understanding with the Community Development Commission to conduct and monitor a program to provide low-income housing through the sale of tax defaulted properties under the agreement sale provisions of the Revenue and Taxation Code.
- Create public interest and educational programming related to Treasurer and Tax Collector's services for the upcoming County cable channel.
- Move forward with a group banking program for County employees and employees of Treasury Pool participants.
- Expand tax collection community outreach efforts by partnering with the Office of the Assessor in speaking engagements and accepting requests online.



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

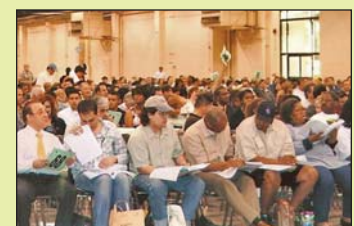


Fiscal Year 2006-2007 Budget

Gross Total	\$62,979,000
Less Intrafund	
Transfer	<u>\$9,266,000</u>
Net Total	\$53,713,000
Revenue	<u>\$30,903,000</u>
Net County Cost	\$22,810,000
Positions	558.0



County employees exchanging their coins for cash during weekly exchange hours.



Bidders at the public auction for properties that have gone to sale due to unpaid taxes.



A Great Team

Celebrating a Great Team

It was a terrific display of teamwork as professional sports teams and representatives of 23 countries joined County officials and employees to celebrate the Second Annual Los Angeles County Day at the Los Angeles County Fair on Sunday, Sept. 10. County Supervisors Zev Yaroslavsky and Don Knabe and District Attorney Steve Cooley were among those participating in the event at the Fairplex in Pomona, which included a parade, an Expo, a luncheon for department heads, and a horse race in honor of the County. The highlight of the day was the parade – themed “Los Angeles County: A Great Team” – which featured an array of employees marching and in County vehicles, as well as sports guests and 150 residents dressed in their native costumes. Thirty County department and eight professional sports team booths lined the Expo area. Discount



tickets were provided to County employees and their families. It was a fun day, enjoyed by both the participants and the fairgoers, and allowed departments to showcase services provided to the public and the great team of employees who deliver those services. The Los Angeles County Fair Board of Directors has asked the County to make this an annual activity. The 2007 event has been set for Sunday, Sept. 9.



A Great Team





A Great Team

Animals: Part of the Team

Goats, camels, birds, dogs, horses...all are part of Los Angeles County's team. Animals are vital to a number of tasks performed by County departments. Dogs are the most popular of the animal helpers, used by the Sheriff's Department to check for alcohol (pruno) in jails, explosives in subways and train stations, and to corral suspects. County Police also use dogs on patrol and to visit child patients in hospitals. The Fire Department uses canines on urban search and rescue missions; the Coroner's Office uses them to search for human remains in disaster areas and crime scenes. The Public Library uses dogs in its children's reading program, while the Registrar of Voters used a Dalmatian as a mascot to promote its "Got Dots" voting campaign. Among the more unusual animals is Deputy Bert, a camel that is a sworn deputy sheriff, used at



community events and anti-drug programs at schools. Also unusual are goats, used by the Fire Department and Descanso Gardens to control vegetation to help eliminate natural fire hazards. Descanso has an Adopt-a-Goat program for persons wishing to adopt a goat or to donate to support a goat. Horses are used for patrol by both the Sheriff's Department and the County Police for parks, trails, shopping centers and rescue missions; and birds, snakes and other animals are used by the Parks Department at its nature centers to teach the public to respect wildlife. The Parks Department also has its own eagle—Seemore—which encourages residents to report suspicious activities at parks.



A Great Team





A Great Team

Community Outreach

Community outreach is an important part of County departments' operations, allowing the departments to meet the public and share information about their programs and projects. For the second year, departments in September participated in the Expo at the County Day at the Los Angeles County Fair, with most of the departments setting up booths along Redwood Street. Thirty booths were sponsored by departments, an increase over 2005. Some, like Health and Public Health, had several booths to highlight different programs. Among those at the event, shown from left to right on page one, were employees of the County Public Information Office, Chief Administrative Office, Health Services, Public Works, California Children's Services Medical Therapy Program, Health Services, Health Services, Human Resources, Arts



Commission, Parks and Recreation, Public Health, Probation. Also, from left to right on page two, Children and Family Services, Public Social Services, Child Support Services, County Police, Office of Women's Health, Affirmative Action Compliance, Health Services, Children's Medical Services, Health Services, Consumer Affairs, Community Development Commission, Human Relations Commission, and Public Health. The theme of the day was "Los Angeles County: A Great Team," and employees wore T-shirts and sports jerseys of varying colors that featured the county seal and the words "A Great Team." In addition to providing materials about programs and answering questions, several departments recruited for new employees. The next Expo at the County Fair will be Sept. 9, 2007.



A Great Team





A Great Team

Celebrities Add Glamour to the Team

Celebrities donate generously of their time to assist in making County programs a success, emceeding programs, attending events, lending their name to get attention and support from media and public, and making financial donations. Shown on these pages are some of those who have been involved in County programs. Actress Mary Louise Parker and producer Elizabeth Cuthrell worked on anti-hate messages for the Human Resources Commission (HRC). Stefanie Powers, grand marshal of the Holiday Boat Parade sponsored by Beaches and Harbors. Actress Betty White, with CAO David Janssen, at Volunteer Awards Luncheon. CBS weathercaster John Elliott, with Emergency Survival Program manager Joyce Harris at ESP program. CNN personality Larry King, with Supervisor Gloria Molina, at press conference announcing his foundation's contribution of





A Great Team

cardiac equipment for needy patients; NBC co-anchor Funnell Chatman with John Hill, chief deputy for Supervisor Yvonne B. Burke, at event for the supervisor's aquatic foundation; Lakers' Andrew Bynum signs autographs at county event. "Sweet Lou" Johnson of Dodgers and Darrell Miller, formerly of Angels, with Supervisors Zev Yaroslavsky and Don Knabe at LA County Day at the Fair; Sheriff Lee Baca and Supervisor Yaroslavsky with actor Lou "The Hulk" Ferrigno, a new reserve deputy sheriff. HRC Director Robin Toma with actress Patricia Arquette, who brought together more than 60 celebrities to do anti-hate messages. Actors David Arquette and Paul Herman at John Anson Ford Awards program. District Attorney Steve Cooley with soccer great Alexi Lalas at County Day at the Fair; and actress Victoria Rowell at Department of Children and Family Services event.





A Great Team

It's a Family Affair

It was a family affair at the Los Angeles County Day at the Fair in September. Among the participants were Moses Ledesma, Executive Office of the Board of Supervisors, and friend Julie Valles; Fire Department Chief Deputy Lockhart and wife, Anita, with Rick Dominguez; Lari Sheehan, Chief Administrative Office, and mother, Virginia Lacey, with Public Affairs Director Judy Hammond; County Counsel Ray Fortner and grandson Drew; Supervisor Gloria Molina's Chief Deputy Miguel Santana, and wife, Sandra, and children Andrea, Amanda and Rebecca; Supervisor Zev Yaroslavsky Chief Deputy Alisa Katz and husband, Howard; Sheriff's Chief Marvin Cavanaugh and grandchildren Hannah, Madison, Jake and Ashlynn; Supervisor Don Knabe and wife, Julie; District Attorney Steve Cooley and wife, Jan; Yaroslavsky aide Liz Rangel and husband, Michael; and Supervisor Yaroslavsky and wife, Barbara.



Central Support Services



Central Support Services



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



Fiscal Year 2006-2007 Budget

Gross Total	\$9,697,000
Less Intrafund	
Transfer	<u>\$4,423,000</u>
Net Total	\$5,274,000
Revenue	<u>\$2,349,000</u>
Net County Cost	\$2,925,000

Positions 73.0



The OACC receives the Q&P Commission's 2005 Bronze Eagle Award for its Employment Discrimination Mediation Program.



OAAC investigators receive legal updates from County Counsel.

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.

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 2005-2006

- Received the Bronze Eagle Award from the Quality and Productivity Commission for the County's Employment Discrimination Mediation Program, and received a Top Ten award in conjunction with the Internal Services Department for the Local-Small Business Certification Boot Camp Project.
- Entered into a shared services agreement with the Department of Public Works to conduct employment discrimination investigations and provide ombudsman services; and continued to provide investigation services to the Health, Fire and Sheriff departments.
- Monitored 1,772 construction projects valued at \$1.3 billion for EEO compliance.
- Conducted 17 pre-apprentice, apprentice and other non-construction training informational workshops targeting local residents, emancipated and at-risk youth, and Hurricane Katrina evacuees; assessed more than 1,200 participants for job training/placement, and sponsored six outreach events through the LAC+USC Medical Center Replacement Project's Local Worker Hiring Program.
- Conducted 2,108 training sessions on diversity awareness, sexual harassment and/or employment discrimination prevention for more than 26,500 County employees.
- Conducted 34 inter-group conflict resolution focus group sessions for more than 400 County employees.
- Resolved 39 ADA Title II discrimination complaints involving public access and responded to 776 ADA information and technical assistance requests from departments and the public.
- Assessed 1,185 complaints of employment discrimination for jurisdiction; monitored more than 500 complaints; investigated 209 cases; and achieved five "no fault settlements" worth an estimated \$700,000 in County savings.
- Engaged 151 employment discrimination mediation sessions, successfully facilitated 112 "no-fault settlement" agreements, achieving a 74% success rate. Of these mediations, 31 were high-risk cases resulting in an estimated savings of \$4.5 million in potential litigation/liability costs.
- Facilitated a settlement agreement between the Department of Health Services and Hispanic community groups to resolve a systemic employment discrimination complaint filed with the U.S. Equal Employment Opportunity Commission.

Major Objectives 2006-2007

- Establish a web-enabled database for compiling and tracking all employment discrimination complaints and mediation sessions in conjunction with the Internal Services Department.
- Update and revise ADA self-evaluation and transition plans for 15 departments to ensure programs and services are accessible to persons with disabilities.
- Develop and disseminate uniform interactive process guidelines that assist County departments with managing employee requests for disability-related reasonable accommodations.

Auditor-Controller

The Auditor-Controller provides financial leadership and expert advice on fiscal matters, and advocates for financial integrity and accountability in business practices.

The Auditor-Controller is responsible for establishing fiscal and internal control policies and procedures; operating eCAPS, the integrated accounting and disbursing system; administering payroll; conducting audits and fraud investigations of departments, employees, and contractors; responding to requests by the Board of Supervisors for special reviews, investigations and analyses; providing fiscal, payroll, and procurement services for 20 client departments in a shared services environment; monitoring social service contracts; performing mandated property tax functions, including extending property tax rolls, accounting for funds allocated to community redevelopment agencies, and apportioning property taxes collected; disbursing warrants to vendors, child support recipients, judgment and damages claimants and providing system development and support to countywide financial systems. The Auditor-Controller provides state and other agencies with mandated reports, including the Comprehensive Annual Financial Report; and provides oversight of certain County, state, and federal regulations and compliance.

Major Accomplishments 2005-2006

- Implemented the eCAPS financial module by providing project administration and oversight, user training, and reporting; extensively restructured the Chart of Accounts to ensure uniform countywide usage in the new eCAPS system. Completed a full-year eCAPS operation cycle, including fiscal year-end closing.
- Implemented, in cooperation with the Chief Administrative Office, the eCAPS budget preparation module for the CAO in anticipation of the FY 2006-07 budget process.
- Implemented Phase I of the shared services processing model by assuming responsibility for all or portions of 19 departments' fiscal and payroll operations.
- Enhanced financial processing in multiple areas, including providing direct deposit options to welfare clients and other welfare-related vendors (including foster parents and board-and-care vendors).
- Launched web-based Hotline Tracking Management System, expanded accessibility and connection to fraud reporting apparatus by establishing a publicly accessible Internet portal for reporting fraud, waste, and mismanagement in County government.
- Conducted extensive training to County managers and staff on performance-based contracting, and performance and fiscal monitoring of County contractors to improve monitoring efforts and contractor performance.

Major Objectives 2006-2007

- Oversee and collaborate with departments in final implementation of the eCAPS budget preparation module; and implementation of the County's procurement, inventory, capital asset and time collection applications; and, with Board approval, begin implementing the human resources module.
- Implement Phase II of the shared services program through the addition of a new client department, performing additional functions for current client departments, and providing grant management and fiscal accounting oversight to the Chief Administrative Office's Office of Emergency Management.
- Expand efforts to develop enhanced succession planning through aggressive recruitment, training and focus on employee retention.
- Implement a multi-faceted approach for minimizing fraud in County operations.
- Begin using automated transaction monitoring tools to provide continuous monitoring of financial transactions to detect questionable transactions or transactions that do not comply with County fiscal requirements.
- Establish a multi-discipline team to provide timely assistance to departments with operational problems or attempting to implement new projects or programs.



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



Fiscal Year 2006-2007 Budget

Gross Total	\$83,843,000
Less Intrafund	
Transfer	<u>\$41,554,000</u>
Net Total	\$42,289,000
Revenue	<u>\$20,068,000</u>
Net County Cost	\$22,221,000

Positions 573.0



Auditor-Controller Tyler McCauley at the East Los Angeles Public Library during Cesar E. Chavez Community Service Week.



Auditor-Controller Tyler McCauley at the March of Dimes Campaign multi-department flag football tournament.

Central Support Services



Satchi A. Hamai
Executive Officer
(Appointed 04/17/06)

**Fiscal Year 2006-2007 Budget**

Gross Total	\$98,809,000
Less Intrafund	
Transfer	<u>\$8,991,000</u>
Net Total	\$89,818,000
Revenue	<u>\$6,020,000</u>
Net County Cost	\$83,798,000
Positions	324.0



Executive Office staff prepares the weekly agenda.



Executive Office staff meets to plan and prioritize projects.

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.

A wide variety of other services are also provided to County departments and to the public. They 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 2005-2006

- Made significant upgrades to the information technology systems infrastructure.
- Implemented a web-based Board report tracking system.
- Replaced all obsolete computers and provided staff with new computers that support County accepted software.
- Published regular meeting statement of proceedings online within four days to allow for quicker access by departments/Board offices and the general public.
- Processed, for fifth consecutive year, 99% of all valid taxpayer assessment appeals applications and scheduled appeal hearings within the first year of the two-year statute.
- Conducted customer service satisfaction surveys to track the level of overall satisfaction of the Board offices and overall satisfaction level of staff within the Executive Office.
- Recognized, along with Assessor, Auditor-Controller and Treasurer-Tax Collector, as a Top Ten Award Winner by the Quality and Productivity Commission for implementation of a property tax portal website, which included the Assessment Appeals Board.

Major Objectives 2006-2007

- Develop an organizational structure and culture that fosters teamwork, improved communication, and collaboration in the Executive Office and with other County departments.
- Implement automated systems that streamline various processes throughout the Executive Office.
- Furnish and install a new public address system in the Kenneth Hahn Hall of Administration.
- Install new emergency generator equipment for the Kenneth Hahn Hall of Administration.
- Provide training and other opportunities to staff to allow for career development.
- Implement a monthly newsletter for Executive Office staff.
- Enhance the workflow management system used to assemble agendas, minutes and statements of proceedings for Board of Supervisors meetings to a web-enabled version that will integrate the process with other County departments, and expand its usage to commission meetings.
- Establish new internal systems and procedures to fully utilize the reporting capabilities and information available through eCAPS, the County's integrated accounting and disbursing system.

Chief Administrative Office

The Chief Administrative 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, and ensures financial stability.

Major Accomplishments 2005-2006

- Provided leadership to the Guiding Coalition to guide implementation of the County Strategic Plan and its key strategic initiatives to accelerate the cultural change envisioned in the plan, with particular focus on collaboration and accountability; this included hosting two executive strategic planning conferences.
- Promoted continued progress in performance management and decision-making by aligning *Performance Counts!* and budget programs in 12 additional departments, as reflected in the 2006-07 Proposed Budget.
- Received Board approval of a plan to develop a County Channel to provide essential and important information regarding County services and programs.
- Opened the first County Hall in East Los Angeles, providing the public easy access to an array of County services in one convenient location.
- Completed both internal and external evaluations of the Florence-Firestone Community Enhancement Team (CET) initiative.
- Established a County of Los Angeles Medical Provider Network as part of the workers' compensation system to improve services and reduce costs.
- Administered more than \$37.9 million in Homeland Security grants to support the ongoing countywide effort to prepare for all types of terrorist attacks.
- Developed a countywide budget system that will be used by all departments to develop and submit budget requests to the central budget office.
- Received the Gold Medal and Best Marketing Award from the Sacramento State Fair for the "I ♥ L.A. County" exhibit and the 2005 Mega-Million Platinum Eagle Award from the Quality and Productivity Commission for the County's Volunteer Program.
- Launched the LACountyHelps.org website, a service integration initiative to assist needy families in finding health and human services for which they might qualify.
- Developed with a multi-departmental team and input from other public agencies/private providers the Board-approved County Homeless Prevention Initiative.

Major Objectives 2006-2007

- Continue the implementation of the countywide budget system by achieving development and submission of budgets by 22 County departments.
- Provide leadership to County departments in conducting the third update of the County Strategic Plan for Board approval and conduct two executive planning conferences.
- Complete integration of *Performance Counts!* with the budget process by leading all remaining departments in aligning their *Performance Counts!* and budget programs in the 2007-08 Proposed Budget.
- Launch the County Channel and work with County departments to develop programming that will ultimately be available to 1.3 million cable subscribers.
- Initiate at least one additional CET initiative in an unincorporated community, building on the successful Florence-Firestone CET.
- Continue efforts to secure additional Homeland Security and Urban Area Initiatives grants for the County and jurisdictions within Los Angeles County.
- Develop and implement, in partnership with advisory commissions, a plan for a geographic-based prevention program to promote safe and stable families in targeted communities to help alleviate the social and economic pressures on at-risk families before they require more intensive interventions.
- Implement key recommendations of the Homeless Prevention Initiative and work with public and private providers to implement five Board-ordered projects to assist the homeless as part of the Homeless and Housing Program Fund.



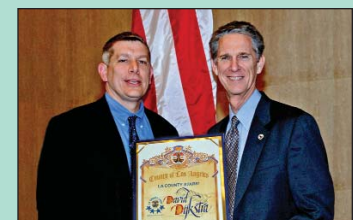
David E. Janssen
Chief Administrative Officer
(Appointed 08/25/96)



Fiscal Year 2006-2007 Budget

Gross Total	\$87,145,000
Less Intrafund	
Transfer	\$34,322,000
Net Total	\$52,823,000
Revenue	\$25,147,000
Net County Cost	\$27,676,000

Positions 512.5



CAO David Janssen presents proclamation to CAO Assistant Division Chief David Dijkstra, first recipient of new STARS! employee recognition program.



Participating in the Office of Emergency Management's program to recognize supporters of the Emergency Survival Program (ESP) were John Elliott, CBS weathercaster; Joyce Harris, ESP program manager; Dawna Finley, Irvine Police Department; and CAO David Janssen.

Central Support Services



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

**Fiscal Year 2006-2007 Budget**

Gross Total	\$4,377,000
Less Intrafund	
Transfer	\$0
Net Total	\$4,377,000
Revenue	\$17,000
Net County Cost	\$4,360,000

Positions 19.0



Retirement scroll is presented to Chief Deputy CIO Jonathan Williams by Mayor Michael D. Antonovich. CIO Jon Fullinwider is shown at left.



Supervisor Yvonne B. Burke presents retirement scroll to Associate CIO John McIntire. CIO Jon Fullinwider is at left.

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 of Los Angeles. 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 and contracts. The CIO's oversight responsibilities facilitate departments' alignment with the County's Strategic Plan and compliance with technology standards. To accomplish this objective, the CIO coordinates the departmental Business Automation Planning process, and publishes the Annual Integrated Business Automation Plan to report on major strategies and the tactical application of technology in the County.

Major Accomplishments 2005-2006

- Initiated and facilitated a consolidated computer purchase for desktops and laptops with four County departments, which achieved an estimated savings of \$1.56 million.
- Coordinated the countywide response to information security events and the deployment of the information security technology component to improve the County's ability to mitigate cyber attacks.
- Collaborated with the Chief Administrative Office/Office of Emergency Management to guide and assist departments in identifying their critical services and developing detail plans that would restore those services to the public within the identified restoration timeframe.
- Coordinated countywide compliance with the federally mandated Health Insurance Portability and Accountability Act (HIPAA) security rules.
- Coordinated the development and implementation of countywide information security architecture.
- Functioned as project manager on a joint effort with the Department of Regional Planning in developing the Los Angeles County aerial imaging program.
- Provided ongoing project management for the implementation of the electronic Development and Permit Tracking System.
- Coordinated the development of departmental Business Automation Plans.
- Published the FY 2005-06 Integrated Business Automation Plan in January 2006.
- Conducted contract review and analysis on 100+ agreements submitted to the Board of Supervisors for approval.
- Managed the Information Technology Fund accounting and disbursement of funds estimated at \$32 million for 34 grant and designated projects.

Major Objectives 2006-2007

- Establish a formal information technology governance body.
- Refine and improve the department Business Automation Planning process.
- Implement, in concert with Internal Services Department, new county portal infrastructure and Internet portal redesign.
- Gain approval for Information Security Strategic Plan and develop tactical plan for implementing key initiatives.
- Establish a Countywide geographic information system program allowing for ubiquitous departmental access of base-map data resources.
- Gain Board approval for an enterprise content management software licensing and master services agreement.
- Develop, in concert with the Internal Services Department, a solicitation(s) and gain Board approval of an agreement(s) for a Countywide carrier services (telecommunications services) contract.

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 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 2005-2006

- Revised, implemented and trained employees on new departmental policies and procedures regarding litigation management, leading to improved litigation results.
- Enhanced the department's Risk Management Information System to improve accountability, expand capabilities and increase efficiency.
- Assisted the MTA labor negotiation team in successfully negotiating new labor contracts with all major unions without work stoppage.
- Worked with the Department of Children and Family Services (DCFS), Probation Department, and Superior Court to develop protocols to provide permanence for delinquent minors who are wards of the court. This collaboration has been nominated for the Quality and Productivity Commission's Best Interagency Cooperation Award.
- Worked with DCFS to improve the Indian Child Welfare Act notice process.
- Assisted the District Attorney and DCFS to return more than 170 dependent children who were abducted by their parents in violation of court orders.
- Modified and refined Community and Senior Services' contracting process to better ensure resulting contracts and procurements conform with state and federal laws and Board directives.
- Relocated the Probate and Workers' Compensation legal divisions to the World Trade Center to accommodate departmental growth.

Major Objectives 2006-2007

- Continue to improve the process for managing County litigation to strengthen legal strategies and cost management through roundtables and early intervention.
- Strengthen code enforcement efforts to assist County departments in achieving compliance with state and County requirements designed to protect the quality of life of county residents.
- Provide additional legal support to the Chief Administrative Office and other County departments for Board-approved capital projects.
- Work with the Chief Administrative Office, Executive Office of the Board of Supervisors and the Department of Human Resources to develop and provide ethics training to all County elected officials, commissioners, and employees designated to receive such training as required by legislation enacted in 2006.
- Implement and assess a pilot project for the electronic review of outside counsel invoices to improve the billing review process and increase cost management efficiency.
- Continue to assist the Sheriff and the Chief Administrative Office in on-going efforts to address jail overcrowding.
- Improve the annual client satisfaction survey process to assess client needs and strengthen client service.
- Continue providing on-going training to DCFS social workers on best practices and procedures related to child dependency actions.
- Continue to update the department's Internet site to reflect the new organizational structure of the office.



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



Fiscal Year 2006-2007 Budget

Gross Total	\$79,318,000
Less Intrafund	
Transfer	<u>\$59,001,000</u>
Net Total	\$20,317,000
Revenue	<u>\$15,469,000</u>
Net County Cost	\$4,848,000

Positions 555.0



County Counsel's recently established Code Enforcement Team from left to right: Dusan Pavlovic, Sari Steel, Lynnise Wright and Paul Kim.



Workers' Compensation Division's legal staff Eugenia Der, Patrick Wu, and Sarah Espinoza at the World Trade Center location.

Central Support Services



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

**Fiscal Year 2006-2007 Budget**

Gross Total	\$41,560,000
Less Intrafund	
Transfer	<u>\$20,323,000</u>
Net Total	\$21,237,000
Revenue	<u>\$12,914,000</u>
Net County Cost	\$8,323,000

Positions 257.5



County employees participate in training to learn the management system.



Michael J. Henry speaks at clerical training graduation ceremony.

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. This 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 2005-2006

- Began implementation of a Countywide eLearning Suite, which will handle all training administration functions, track and maintain all training records, licenses and certifications, develop training and employee development profiles, deploy training online, provide virtual classroom and peer collaboration capability, provide tools for content development, and testing and survey functions.
- Began implementation of a new performance management system to redesign the performance evaluation system.
- Expanded community college workshops in the Learning Academy to more than 60 courses, negotiated continuation of the Los Angeles County Learning Academy’s clerical certification program, designed new staff analyst 100-hour certificate program; and began the redesign of the contracts management training programs.
- Worked, as part of the King-Drew Medical Center transition team, with the human resources operation to manage training operations to assist in correcting and meeting training issues identified by consultants and federal investigators. Planned and implemented the King-Drew Medical Center Career Day and assisted hospital with its registered nursing recruitment efforts by developing a comprehensive recruitment plan.
- Updated award-winning Strategic Workforce Planning (SWP) to assist departments in its implementation to mitigate the effect of potential retirements.
- Conducted an aggressive recruitment campaign for clerical positions by attending approximately 25 high schools, colleges, Work Source Centers, Employment Development Offices and/or job fairs.
- Developed LA COUNTY STARS!, a countywide employee recognition program implemented November 2006.
- Developed a job interest card and transfer interest card system allowing individuals to identify positions in which they would like to be hired or promoted.
- Completed annual benefits enrollment for 2006, enrolling more than 93,000 employees.

Major Objectives 2006-2007

- Continue implementation of the countywide eLearning System, expanding users within Health Services, DHR, Mental Health, and Assessor, including working with the Chief Administrative Office and County Counsel to develop and deliver new training programs online.
- Develop a prototype for a new online performance evaluation system, working collaboratively with Internal Services Department, Chief Information Office and other County departments.
- Implement the new MetLife Group Variable Universal Life Program, which includes enrollment of approximately 12,000 employees, development of online access to MetLife website, administrative procedures, and data transmission protocols.
- Maintain and evolve the Strategic Workforce Plan program by enhancing program offerings and providing continual guidance to line-department staff.

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 2005-2006

- Obtained California Public Utilities Commission approval to continue the energy efficiency partnership with Southern California Edison and the Southern California Gas Company for 2006 through 2008, including \$6 million in grants to continue the building retrocommissioning program.
- Implemented a centralized managed resource to facilitate business intelligence and data-sharing efforts among County departments and agencies.
- Established a local recovery center which greatly improved the reliability and timeliness of information technology systems recovery from any major power outage in the ISD data center.
- Entered into a contract with Link2Gov to provide an expanded ability to accept debit and credit card payments, enhancing the County's current and future Internet-based payment applications to foster the use of e-commerce to provide better customer service.
- Implemented the Board of Supervisors policy to adopt hybrid vehicles as the standard, non-emergency passenger sedan for County departments for routine business.
- Completed the development of an electronic dashboard to measure service delivery performance in each of the ISD service areas.

Major Objectives 2006-2007

- Implement e-CAPS Phase II procurement model. This is an electronic Countywide program that streamlines the purchasing and budget process for departments.
- Implement a Small Business Enterprise Prompt Payment Program on a countywide basis.
- Develop and implement a Countywide energy and green building policy approved by the Board of Supervisors.
- Increase the number of small to medium-sized County departments with reliable, available and secure information technology services through ISD's information technology shared services initiative.
- Expand Countywide business intelligence infrastructure for departments that will reduce Countywide costs for software, hardware, and support staff and better leverage technical expertise and creation of an environment that facilitates electronic information sharing.
- Advance new alternate fuels for County vehicles.



Parking attendant Ray Finley welcomes visitor.



David Lambertson
Director
(Appointed 11/17/04)



Fiscal Year 2006-2007 Budget

Gross Total	\$392,709,000
Less Intrafund	
Transfer	\$307,024,000
Net Total	\$85,685,000
Revenue	\$82,702,000
Net County Cost	\$2,983,000

Positions 2,317.0



Ronald Mohr III, Nora Hernandez, Brian Roberts, Cathy Balver, and Joann Gage are part of the award-winning building tune-up program.



Jean LaPage works at ISD's Computer Help Desk Call Center.



A Great Team

LAC+USC Medical Center Replacement

Construction of the replacement facility for LAC+USC Medical Center is expected to be completed in June 2007, with patients being moved in late 2007. The \$854.8 million project, begun in April 2003, is the largest construction project in the County's history. The 1.5 million-square-foot facility will replace the structure built in 1932 and will have a seven-floor outpatient building, eight-story inpatient tower, five-story diagnostic and treatment building, and central energy plant. The 600-bed facility will provide more intensive-care beds and faster and more efficient elevators, including one that directly links between a helipad and emergency room. Four existing hospital facilities are being consolidated into the new medical center, which covers more than three city blocks. The project included demolishing six buildings, relocating utilities, and





A Great Team

removing hazardous materials. The diagnostic and treatment tower, slated for completion in March, is base-isolated, meaning it can sway up two feet in any direction, providing the ability to continue to provide emergency services in the event of a major earthquake. Supervisor Gloria Molina, in whose district the hospital is located, recently gave a tour of the building to Los Angeles Mayor Antonio Villaraigosa and CNN television personality Larry King, whose foundation has entered into a three-year agreement with the County to provide critical cardiac devices to patients at LAC+USC.





A Great Team

Doing Our Jobs With Compassion



**Adopted Capital Projects and Refurbishments
Summarized by Supervisorial District
Fiscal Year 2006-2007**

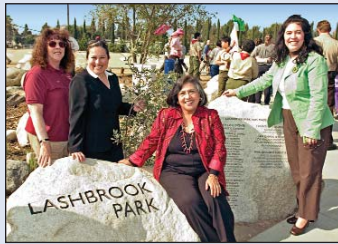




East Los Angeles Civic Center



Atlantic Avenue Park Pool



Lashbrook Park



LAC+USC Medical Center

Adopted Capital Projects and Refurbishments Summarized by Supervisorial District Fiscal Year 2006-07

	Appropriation	Revenue	Net County Cost
First District			
Affirmative Action			
Hall of Administration	114,000	0	114,000
Auditor-Controller			
Hall of Administration	2,106,000	0	2,106,000
Children & Family Services			
Edmund D. Edelman Children's Court	225,000	0	225,000
Community & Senior Services			
Various 1st District	36,000	0	36,000
Coroner			
Coroner's Building	31,354,000	0	31,354,000
County Counsel			
Hall of Administration	1,732,000	0	1,732,000
Criminal Justice Facilities Temp Const Fund			
South Gate Courthouse	420,000	420,000	0
East Los Angeles Civic Center			
East Los Angeles Civic Center	1,540,000	900,000	640,000
Fire Department ACO Fund			
Command and Control	2,000,000	2,000,000	0
Klinger Headquarters	40,000	40,000	0
Health Services			
Central Health Center	623,000	285,000	338,000
Edward R. Roybal Comp Health Ctr	122,000	0	122,000
El Monte Comp Health Ctr	400,000	0	400,000
Internal Services Department			
ISD Headquarters	600,000	0	600,000
LAC+USC Medical Center Replacement			
LAC+USC Medical Center	191,949,000	191,949,000	0
Mental Health			
Hall of Records	514,000	0	514,000
Military And Veterans Affairs			
Patriotic Hall	3,372,000	0	3,372,000
Parks and Recreation			
Allen J. Martin Park	2,032,000	1,611,000	421,000
Amelia Mayberry Park	1,183,000	183,000	1,000,000
Atlantic Avenue Park	756,000	702,000	54,000



	Appropriation	Revenue	Net County Cost
Bassett County Park	5,681,000	3,453,000	2,228,000
Belvedere Community Park	5,029,000	3,759,000	1,270,000
City Terrace Park	833,000	833,000	0
Dalton County Park	792,000	262,000	530,000
Eddie Heredia Eastside Park	8,000	8,000	0
Eugene A. Obregon Park	2,430,000	1,822,000	608,000
Franklin D. Roosevelt Park	4,293,000	2,276,000	2,017,000
Rimgrove County Park	629,000	252,000	377,000
Rio Hondo River Trail	200,000	200,000	0
Ruben F. Salazar Memorial Park	1,956,000	1,881,000	75,000
San Angelo Park	395,000	370,000	25,000
Santa Fe Dam Regional Rec Area	2,041,000	2,013,000	28,000
Saybrook Local Park	227,000	203,000	24,000
Sorensen Park	74,000	72,000	2,000
Sunshine Local Park	1,100,000	678,000	422,000
Valleydale Park	40,000	12,000	28,000
Various 1st District	2,830,000	2,830,000	0
Whittier Narrows Recreation Area	3,881,000	3,781,000	100,000
Probation Department			
Central Juvenile Hall	265,000	0	265,000
Public Library			
Huntington Park Library	116,000	0	116,000
Public Ways/Facilities			
Avocado Heights Park	200,000	0	200,000
Gage Park	1,500,000	1,500,000	0
Various 1st District	13,000,000	0	13,000,000
Public Works - Airports			
El Monte Airport	649,000	649,000	0
Public Works - Road			
Whittier Road Maintenance	500,000	500,000	0
Sheriff Department			
Biscailuz Center	17,321,000	294,000	17,027,000
Communications/Fleet Mgt Bureau	1,075,000	0	1,075,000
East Los Angeles Station	474,000	474,000	0
Industry Station	224,000	224,000	0
Men's Central Jail	0	0	0
Pico Rivera Station	10,000	0	10,000
Sybil Brand Institute	113,800,000	0	113,800,000
Treasurer And Tax Collector			
Hall of Administration	479,000	0	479,000
Trial Courts			
Clara Shortridge Foltz Crim Justice Ctr	1,318,000	1,208,000	110,000
Edmund D. Edelman Children's Court	0	0	0
Various Capital Projects			
RR/CC - Service Center	6,390,000	0	6,390,000
El Pueblo	20,001,000	7,714,000	12,287,000



Franklin D. Roosevelt Park



City Terrace Park Pool



Whittier Narrows Recreation Area



Huntington Park Library



Ladera Park



Hellen Keller Park



George Washington Carver Park



MLK, Jr./Drew Medical Center

	Appropriation	Revenue	Net County Cost
Grand Avenue	12,000	5,000	7,000
Hall of Justice	600,000	551,000	49,000
Hall of Administration	20,893,000	0	20,893,000
Patriotic Hall	1,500,000	1,500,000	0
Various 1st District	7,394,000	0	7,394,000
Subtotal - First District by Operating Budget/Program	\$ 56,790,000	\$ 9,770,000	\$ 47,020,000

Second District

Childcare Facilities			
Various 2nd District	550,000	0	550,000
Children & Family Services			
SPA VI - Compton	305,000	0	305,000
Community & Senior Services			
Various 2nd District	572,000	0	572,000
Health Facilities Cap. Improvement Fund			
Harbor-UCLA Medical Center	33,304,000	33,304,000	0
M. L. King Jr./Drew Medical Center	3,487,000	3,487,000	0
Health Services			
Humphrey Comp Health Center	485,000	0	485,000
Harbor-UCLA Medical Center	2,882,000	316,000	2,566,000
M. L. King Jr./Drew Medical Center	23,421,000	292,000	23,129,000
Museum of Natural History			
Museum of Natural History	3,679,000	2,012,000	1,667,000
Parks and Recreation			
Alondra Regional Park	15,191,000	95,000	15,096,000
Chester Washington Golf Course	2,158,000	0	2,158,000
Colonel Leon H. Washington Park	568,000	282,000	286,000
Del Aire Local Park	2,334,000	2,334,000	0
Earvin "Magic" Johnson Park	3,162,000	3,162,000	0
Enterprise Park	3,329,000	3,264,000	65,000
George Washington Carver Park	2,829,000	2,756,000	73,000
Helen Keller Park	7,078,000	775,000	6,303,000
Jesse Owens Regional Park	52,000	52,000	0
Kenneth Hahn State Rec Area	4,244,000	4,221,000	23,000
Ladera Park	4,123,000	3,903,000	220,000
Lennox Local Park	4,257,000	1,220,000	3,037,000
Maggie Hathaway Golf Course	838,000	636,000	202,000
Mary M. Bethune Park	3,660,000	415,000	3,245,000
Mona Park	3,999,000	1,081,000	,918,000
Parks & Rec Headquarters	412,000	0	412,000
Roy Campanella Park	3,600,000	574,000	3,026,000
Ruben Ingold Park	2,520,000	2,472,000	48,000



	Appropriation	Revenue	Net County Cost
Ted Watkins Memorial Park	11,477,000	8,707,000	2,770,000
Various 2nd District	8,759,000	4,755,000	4,004,000
Probation Department			
Centinela Office Building	16,027,000	0	16,027,000
Public Library			
Compton Library	2,200,000	0	2,200,000
Gardena Library	1,255,000	0	1,255,000
Lawndale Library	10,246,000	7,300,000	2,946,000
Public Ways/Facilities			
Various 2nd District	4,700,000	0	4,700,000
Public Works - Airports			
Compton Airport	550,000	550,000	0
Sheriff Department			
Athens Station	22,737,000	0	22,737,000
Carson Station	552,000	365,000	187,000
Compton Station	1,450,000	0	1,450,000
Lennox Station	1,250,000	1,250,000	0
Trial Courts			
Airport Courthouse	1,071,000	0	1,071,000
Various Capital Projects			
Various 2nd District	13,357,000	0	13,357,000
Victoria Golf Course	3,212,000	3,212,000	0
Subtotal - Second District by Operating Budget/Program	\$ 231,882,000	\$ 92,792,000	\$ 139,090,000

Third District

Beaches and Harbors			
Broad Beach	434,000	259,000	175,000
Dan Blocker Beach	1,845,000	835,000	1,010,000
Malibu Beach	951,000	138,000	813,000
Point Dume Beach	971,000	135,000	836,000
Surfrider Beach	1,438,000	327,000	1,111,000
Topanga State Beach	966,000	134,000	832,000
Various 3rd District	352,000	352,000	0
Venice Beach	1,646,000	464,000	1,182,000
Will Rogers State Beach	4,354,000	2,267,000	2,087,000
Zuma Beach	1,500,000	719,000	781,000
Childcare Facilities			
Various 3rd District	7,000	0	7,000
Children & Family Services			
SPA V - West Los Angeles	300,000	0	300,000



Tessie Cleveland Health Center



El Cariso Regional Park



Will Rogers State Beach



Sun Vally Park



Hollywood Bowl



Hollywood Bowl Entrance



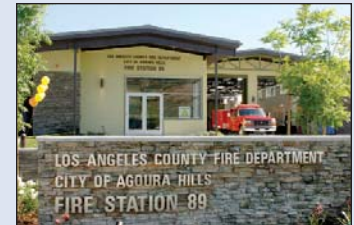
Santa Monica Courthouse



Canoga Park Health Center

	Appropriation	Revenue	Net County Cost
Fire Department ACO Fund			
Camp 13	0	0	0
Fire Station 71 - Malibu	2,005,000	2,005,000	0
Fire Station 72 - Malibu	402,000	402,000	0
Fire Station 89 - Agoura	354,000	354,000	0
Pacoima Facility	14,545,000	14,545,000	0
Health Services			
Canoga Park Health Center	26,000	0	26,000
Mid-Valley Comp Health Center	6,757,000	2,600,000	4,157,000
Sun Valley Health Center	6,077,000	100,000	5,977,000
Parks and Recreation			
Calabasas Peak	200,000	200,000	0
Cold Creek Canyon Trail	0	0	0
El Cariso Regional Park	9,350,000	6,803,000	2,547,000
Hollywood Bowl	527,000	267,000	260,000
John Anson Ford Theatre	35,000	0	35,000
La Sierra Canyon	600,000	600,000	0
Lois Ewen Outlook	73,000	73,000	0
Mission Canyon Trail	2,452,000	1,802,000	650,000
Santa Monica State Beach	2,000,000	0	2,000,000
Topanga Park	2,700,000	0	2,700,000
Various 3rd District	5,745,000	5,745,000	0
Virginia Robinson Gardens	936,000	733,000	203,000
Public Library			
Topanga Library	12,539,000	89,000	12,450,000
Public Works - Airports			
Whiteman Airport	1,633,000	1,633,000	0
Public Works - Road			
Agoura Road Maintenance Division	473,000	473,000	0
Trial Courts			
Malibu/Calabasas Courthouse	400,000	0	400,000
San Fernando Courthouse	38,000	0	38,000
Various Capital Projects			
Fire Station 88 - Malibu	229,000	0	229,000
John Anson Ford Theatre	89,000	0	89,000
Surfrider Beach	306,000	0	306,000
Van Nuys Courthouse	200,000	55,000	145,000
Various 3rd District	26,426,000	0	26,426,000
Zuma Beach	1,568,000	0	1,568,000
Subtotal - Third District by Operating Budget/Program	\$ 113,449,000	\$ 44,109,000	\$ 69,340,000

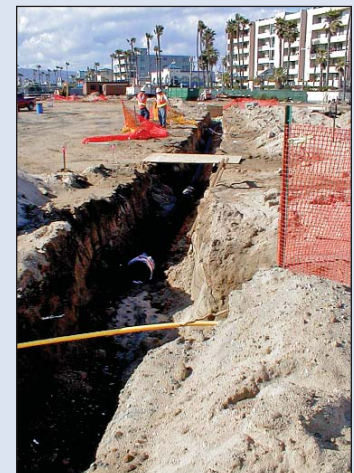
	Appropriation	Revenue	Net County Cost
Fourth District			
Beaches and Harbors			
Dockweiler State Beach	8,508,000	7,809,000	699,000
Marina del Rey Beach	2,449,000	1,542,000	907,000
Redondo Beach	2,041,000	822,000	1,219,000
Torrance Beach	487,000	418,000	69,000
Various 4th District	933,000	933,000	0
Hazardous Waste Enforcement Fund			
Paramount Office	100,000	100,000	0
Health Facilities Cap. Improvement Fund			
Rancho Los Amigos Med Ctr	2,338,000	2,338,000	0
Health Services			
Rancho Los Amigos Med Ctr	845,000	0	845,000
Human Resources			
Rancho Los Amigos South	180,000	0	180,000
Internal Services Department			
Rancho Los Amigos South	61,928,000	58,600,000	3,328,000
Marina ACO Fund			
Marina del Rey Beach	1,107,000	1,107,000	0
Parks and Recreation			
Adventure Park	355,000	0	355,000
Amigo Park	200,000	24,000	176,000
Bill Blevins Park	773,000	513,000	260,000
Carolyn Rosas Park	1,825,000	1,774,000	51,000
Cerritos Community Regional Park	12,890,000	10,522,000	2,368,000
Countrywood Park	102,000	42,000	60,000
Friendship Community Park	6,000	24,000	-18,000
Gloria Heer Park	28,000	28,000	0
La Mirada Community Park	154,000	154,000	0
Los Amigos Golf Course	2,004,000	929,000	1,075,000
Los Robles Park	242,000	208,000	34,000
Los Verdes Golf Course	2,100,000	2,100,000	0
Manzanita County Park	297,000	234,000	63,000
Pathfinder Community Park	13,737,000	37,000	13,700,000
Pepperbrook Park	642,000	28,000	614,000
Peter F. Schabarum Regional Park	3,421,000	946,000	2,475,000
Rowland Heights Park	983,000	497,000	486,000
South Coast Botanical Gardens	622,000	622,000	0
Various 4th District	5,384,000	5,384,000	0
William Steinmetz Park	615,000	566,000	49,000
Probation			
Los Padrinos Juvenile Hall	93,000	0	93,000
Rancho Los Amigos South	2,000,000	0	2,000,000
Public Library			
East San Gabriel Valley Library	25,985,000	0	25,985,000



Fire Station #89, Agoura Hills



Fire Station #89



Venice Beach



Long Beach Courthouse



Lakewood Sheriff's Station



La Mirada Aquatics Center



Brea Canyon Road

	Appropriation	Revenue	Net County Cost
Sheriff Department			
Lakewood Station	6,000	6,000	0
S T A R S Center	1,000,000	0	1,000,000
Trial Courts			
Long Beach Courthouse	9,956,000	9,944,000	12,000
Various Capital Projects			
Avalon Lifeguard/Park	1,569,000	0	1,569,000
Marina del Rey Station	5,000,000	5,000,000	0
Rancho Los Amigos North	5,000,000	5,000,000	0
Rancho Los Amigos South	14,222,000	6,500,000	7,722,000
Various 4th District	42,615,000	1,003,000	41,612,000
Subtotal - Fourth District by Operating Budget/Program	\$ 234,742,000	\$ 125,754,000	\$ 108,988,000
Fifth District			
Animal Care and Control			
5th District Location	15,000,000	3,000,000	12,000,000
Auditor-Controller			
Alhambra Office	1,900,000	0	1,900,000
Community & Senior Services			
5th District Location	72,000	0	72,000
Del Valle ACO Fund			
Del Valle Training Center	1,536,000	1,536,000	0
Federal & State Disaster Aid			
Olive View Medical Center	683,000	683,000	0
Fire Department ACO Fund			
Camp 16	172,000	172,000	0
Fire Station 104 - Santa Clarita Valley	2,170,000	2,170,000	0
Fire Station 108 - Santa Clarita Valley	3,994,000	3,994,000	0
Fire Station 124 - Stevenson Ranch	68,000	68,000	0
Fire Station 126 - Valencia	113,000	113,000	0
Fire Station 128 - Santa Clarita Valley	634,000	634,000	0
Fire Station 136 - Palmdale	5,374,000	5,374,000	0
Fire Station 139 - Palmdale	100,000	100,000	0
Fire Station 142 - South Antelope Valley	3,282,000	3,282,000	0
Fire Station 150 - Santa Clarita Valley	1,000,000	1,000,000	0
Fire Station 93 - Palmdale	5,780,000	5,780,000	0
Health Facilities Cap Improvement Fund			
High Desert Health Sys MACC	8,313,000	8,313,000	0
Olive View Medical Center	7,377,000	7,377,000	0
Health Services			
High Desert Hospital	1,260,000	0	1,260,000
Olive View Medical Center	2,064,000	0	2,064,000

	Appropriation	Revenue	Net County Cost
Museum of Natural History			
William S. Hart Ranch	54,000	54,000	0
Parks and Recreation			
96th Street Trail	87,000	87,000	0
Acton Park	716,000	716,000	0
Altadena Park	10,000	10,000	0
Arcadia Community Regional Park	5,744,000	5,441,000	303,000
Arrastre Canyon Trail	94,000	94,000	0
Butte Valley Wildflower Sanctuary	4,000	8,000	-4,000
Castaic Lake Recreation Area	14,417,000	4,043,000	10,374,000
Castaic Regional Sports Complex	1,000,000	1,000,000	0
Charter Oak Local Park	949,000	949,000	0
Copperhill Park	1,358,000	900,000	458,000
Dave March Park	500,000	0	500,000
Everett Martin Park	1,723,000	1,664,000	59,000
Frank G. Bonelli Regional Park	3,912,000	2,942,000	970,000
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
Knollwood Park	1,005,000	964,000	41,000
Loma Alta Park	5,910,000	2,594,000	3,316,000
Los Angeles County Arboretum	385,000	385,000	0
Marshall Canyon Regional Park	4,570,000	3,877,000	693,000
Michillinda Park	420,000	420,000	0
North County	98,000	98,000	0
Pacific Crest Nation	485,000	485,000	0
Pamela Park	393,000	393,000	0
Pearblossom Natural Area	2,000	5,000	-3,000
Peck Road Water Conserv Park	200,000	200,000	0
Placerita Canyon Natural Area	4,151,000	4,141,000	10,000
Richard Rioux Memorial Park	700,000	0	700,000
San Dimas Cyn Regional Park	428,000	428,000	0
Significant Ecological Area	100,000	100,000	0
Stephen Sorensen Park	10,356,000	1,554,000	8,802,000
Val Verde Regional Park	740,000	738,000	2,000
Various 5th District	3,777,000	3,777,000	0
Vasquez Rocks Regional Park	3,385,000	3,470,000	-85,000
Veteran's Memorial Regional Park	286,000	286,000	0
Walnut Creek Regional Park	237,000	237,000	0
William S. Hart Regional Park	2,333,000	1,804,000	529,000
Probation			
Barry J. Nidorf Juvenile Hall	60,000	0	60,000
Camp Holton	150,000	150,000	0
Camp Munz	152,000	150,000	2,000
Camp Scudder	104,000	0	104,000
Public Library			
Acton/Agua Dulce Library	10,987,000	4,614,000	6,373,000
Castaic Library	2,000,000	0	2,000,000
La Crescenta Library	10,689,000	1,437,000	9,252,000
Lake Los Angeles Library	115,000	0	115,000



Stephen Sorensen Park



Loma Alta Park Gymnasium



Loma Alta Park



Acton Park



San Dimas Sheriff's Station



Crime Lab



Rosemead Boulevard



Antelope Valley Courthouse cafeteria

	Appropriation	Revenue	Net County Cost
Public Works - Airports			
Brackett Field	85,000	85,000	0
WM Fox Airfield	293,000	293,000	0
Public Works - Flood			
Eaton Yard	1,545,000	1,545,000	0
Public Works Headquarters	18,652,000	18,652,000	0
Sheriff Department			
Altadena Station	1,178,000	0	1,178,000
Mira Loma Detention Center	130,000	0	130,000
P. Pitchess Honor Ranch	138,221,000	1,585,000	136,636,000
Palmdale Station	729,000	0	729,000
San Dimas Station	558,000	0	558,000
Santa Clarita Valley Station	271,000	0	271,000
Temple Station	17,224,000	5,000,000	12,224,000
Trial Courts			
Lancaster Juvenile Court	273,000	273,000	0
Santa Anita Courthouse	356,000	0	356,000
Various Capital Projects			
Public Works - Building & Safety	965,000	0	965,000
Various 5th District	30,655,000	1,103,000	29,552,000
Subtotal - Fifth District by Operating Budget/Program	\$ 368,544,000	\$ 123,820,000	\$ 244,724,000
Non-District			
Fire Department ACO Fund			
Various Fire Facilities	6,814,000	6,814,000	0
Health Services			
Various Health Facilities	3,841,000	0	3,841,000
Probation			
Various Juvenile Halls	9,000	0	9,000
Sheriff Department			
Various Sheriff Facilities	1,755,000	755,000	1,000,000
Various Capital Projects			
Various Capital Projects	52,591,000	4,250,000	48,341,000
Subtotal - Non-District	\$ 65,010,000	\$ 11,819,000	\$ 53,191,000
Grand Total	\$ 1,494,905,000	\$ 635,708,000	\$ 859,197,000

2006 County Progress Report





The County Progress Report 2006

Enriching Lives through Effective and Caring Service

Welcome to the third year of the County of Los Angeles Progress Report. This report represents the County's efforts to enhance accountability by measuring the results of services provided. This effort is consistent with the County's Strategic Plan, which was updated in March of 2005 and 2006, to continue implementation and enhancement of a countywide framework for performance measurement, which reflects the County's increasing focus on results.

This report focuses on indicators of key County services and 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. Each section includes:

- Regional indicators of conditions within the County of Los Angeles; and
- Specific performance measures which relate to services provided or funded by the County of Los Angeles that seek to impact the identified conditions.

The composite picture of the numerous indicators presented in this report provides windows into understanding the complexity of providing a broad range of services to an ethnically, economically, and culturally diverse population. The information is intended to promote awareness of how the County is performing in a number of areas. In some areas, the County is performing well; in others, there is need for improvement.

Thank you for your interest in this year's County Progress Report. We encourage you to complete the self-addressed survey card included in the back of this report.

Highlights from this year's County Progress Report

Children and Families' Well-Being

Strengths

- The number of children under six years of age with registered immunization records in the Los Angeles-Orange County Immunization Network (LINK) has increased 88 percent since August 2005.
- Both current and past due collections of child support for 2005-06 continue to exceed the federal standard of 40 percent.
- The County continues to have a lower recurrence of child abuse within 12 months from the first substantiated abuse at 11 percent than the statewide average of 13.1 percent in 2005-06.
- In 2005-06, 95.8 percent of youth who received independent living services are living in safe and affordable housing upon service termination at age 21.
- In 2005-06, 70.6 percent of younger youth (14-18) and 86.7 percent of older youth (19-21) who participated in the Workforce Investment Act Youth Program were employed, in the military, or enrolled in post-secondary education nine months after leaving the program, which exceeds the state-mandated goals for both younger and older youth retention rates.

Opportunities

- The percentage of adoptions within 24 months from removal of the home is below the national standard and the rest of the state.
- It is estimated that 217,810 children and youth 17 and younger in the County of Los



Angeles are in need of mental health services; in 2005-06, 67,702 children and youth 17 and younger were provided with mental health services, which is 31 percent of the estimated total need for service.

- Only 41 percent of children who participated in the County's Vacation Reading Program read 12 hours or more in the summer of 2006.

Community Services

Strengths

- In 2005, 88 percent of County unincorporated roads were rated as satisfactory or better as compared to 71 percent of all countywide roads.
- In 2005-06, 90 percent of all Neighborhood Enhancement Team zoning enforcement cases were brought into compliance within six months.
- Since 1999-2000, there has been a 40 percent increase in household hazardous waste collection program participants in the County.
- Response time goals for animal field services calls were met 89.9 percent of the time in 2005-06.
- Attendance at the Los Angeles County Museum of Art increased 126 percent in 2005-06.

Opportunities

- Sixty-eight percent of all County unincorporated established Zero Tolerance Zones for graffiti removal have a grade of "B" or above.

Health and Mental Health

Strengths

- Ninety-one percent of HIV positive clients returned for their HIV results in the past year.
- More than 90 percent of Los Angeles County residents were in favor of the Environmental Health food establishment grading program.

Opportunities

- Since 2001, only 70 percent of drug offenders eligible for participation to Proposition 36 entered a drug treatment program, and the completion rate has ranged from 27 to 30 percent.

Public Safety

Strengths

- The overall crime rate within the County of Los Angeles has decreased from 2000 to 2005.
- Since 2000, forcible rapes and aggravated assaults have decreased 5 and 19 percent, respectively.
- Average fire response times for urban, suburban, and rural areas improved or remained stable since 2001.

Opportunities

- Since 2000, homicides and robberies have increased 54 and 17 percent, respectively.



1 Adequate prenatal care for this report was calculated using the Kotelchuck Index which is slightly different from the method used in previous years. Therefore data presented here may not be comparable to those published in the previous Progress Reports. The Kotelchuck Index is based on the recommendations established by the American College of Obstetrics and Gynecologists and has been used as a standard across the country.

Children and Families' Well-Being

The social well-being of children and families and the community as a whole, is inextricably intertwined with other community issues and concerns addressed in this Progress Report, and can enhance or detract from the well-being of a community and its residents. The well-being of children and families is a primary concern of the County of Los Angeles, and many valuable partners work with the County to improve the well-being of children and families within the County.

A Census snapshot of households in the County of Los Angeles shows that:

- 68.2 percent of the over 3.1 million households in the County are families (2000).
- The average household size is 2.98 persons and the average family size is 3.61 persons (2000).
- The median family income is \$41,486 compared to \$48,440 for California (2003).
- Population below poverty is 17.7% compared to 13.8% for California (2003).

The specific elements of children and family well-being highlighted in this County Progress Report relate to the five outcome areas adopted by the County Board of Supervisors:

Good Health

- Healthy Babies: Prenatal Care
- Healthy Young Children: On-Time Immunization of Young Children

Economic Well-Being

- Child Support Collections

Safety and Survival

- Crisis Intervention of Child Abuse
- Adoptions
- Intensive Services
- Emancipation: Independent Living Services

Social and Emotional Well-Being

- Children's Mental Health Services

Educational and Workforce Readiness

- Greater Avenues for Independence (GAIN)
- Workforce Investment Act (WIA) Youth Program
- Public Library – Vacation Reading Program

Good Health

Healthy Babies: Prenatal Care

Countywide Condition: Countywide percentage of women who deliver babies and receive adequate prenatal care¹

87.5% Countywide percentage of women who delivered babies at all hospitals within Los Angeles County and received adequate prenatal care in 2004

32.6% Increase in the number of women countywide receiving adequate prenatal care since 1990

Indicator of County Performance: Number of births at County hospitals and risk-adjusted neonatal mortality rate:

4,059 Total number of births at County hospitals for 2005-06

1.7% Rate of risk-adjusted neonatal mortality for 2005-06

The neonatal mortality rate indicates the percent of newborns that die within the first 30 days after birth. The term "risk-adjusted" indicates that the rate is adjusted to account for the newborn's weight at birth (babies born prematurely or very small are more likely to die than those that are born at normal weight).

Why is it important?

Measures of infant mortality, including the neonatal mortality rate, are among the key indicators of health tracked worldwide to compare health between nations. These rates are also monitored closely within the United States to identify locations or groups that may need additional services. Prenatal care is a very important factor that contributes to infant survival and is necessary to make sure that babies are born healthy. Pregnant women should see a doctor several times during their pregnancy, starting during the first three months of pregnancy. The doctor checks for problems that might affect the baby, and makes sure the mother is eating the right foods to keep the baby healthy. The graph to the right shows that the percentage of mothers in the County who received adequate prenatal care is improving.

How are we doing?

The risk-adjusted neonatal mortality rate number has remained stable for the past several years. The data on prenatal care indicate that there has been an increasing number of mothers who have been receiving adequate care. Efforts continue to close this gap further.

Healthy Young Children: On-Time Immunization of Young Children

Countywide Condition: Percentage of children who have been immunized on time for the "4:3:1:3:3" series in 2005

80.8% The percentage of children (19-35 months) who were immunized on time in the United States

77.9% Percentage of children (19-35 months) who were immunized on time in California

79% The percentage of children (19-35 months) who were immunized on time in Los Angeles County

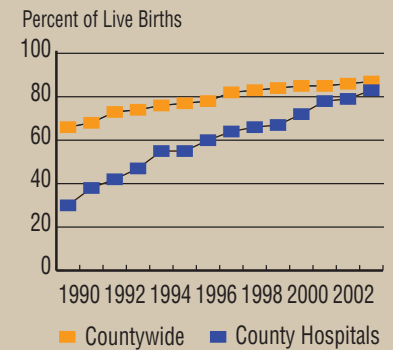
Immunizations are one of the best and lowest-cost ways to keep people healthy and prevent illnesses that can cause death. Within the last 100 years, the number of children who grew up to be adults has grown by nearly 30 percent. Childhood diseases have gone down by more than 90 percent because of immunizations.

Keeping young children up-to-date on their immunizations is the best way to prevent the spread of vaccine-preventable diseases in childhood and to control vaccine-preventable diseases among adults. The Healthy People 2010² goal is to: 1) have 90 percent of children aged 19-35 months immunized for each individual vaccine, and 2) to have 80 percent of children aged 19-35 months immunized for the 4:3:1:3:3 series, which includes the following vaccines:

- four doses of diphtheria-tetanus-pertussis vaccine
- three doses of polio vaccine
- one dose of measles/mumps/rubella vaccine
- three doses of H. influenzae type b vaccine, and
- three doses of hepatitis B vaccine

Source: Los Angeles County Department of Health Services

Percent of Mothers Who Received Enough Prenatal Care at Hospitals in Los Angeles County*



Source: County of Los Angeles Department of Health Services

* As Rated by the Adequacy Prenatal Care Utilization (APNCU) Index



2 Healthy People 2010 is a statement of health objectives designed to identify the most significant preventable threats to health and to establish goals to reduce these threats over the first decade of the new century. These objectives and goals were developed by federal agencies with the most relevant scientific expertise. For more information, visit: www.healthypeople.gov

County Progress Report



Indicator of County Performance: Children with registered immunization records in the Los Angeles-Orange Immunization Network (LINK)

197,581 Number of children under six years of age with records in LINK as of October 2006

88% Percent increase of children under six years of age with records in LINK since August 2005

The Los Angeles-Orange Immunization Network (LINK) is an Internet-based system used by providers and other approved agencies in Los Angeles and Orange Counties to track the immunizations of their clients. LINK is a partnership between the Los Angeles County Department of Health Services, 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 was started in October of 2002. As of October 2006, LINK was used by 303 providers in Los Angeles County and contained the vaccination records of 197,581 children under six years of age.

Why is it important?

Immunization registries are confidential computerized databases that keep track of all vaccines a child has received and the ones he/she will need in the future. Immunization registries can be an important part of a national immunization system. Registries help children get immunized on time because they: 1) show which vaccines the child has already received; 2) provide a permanent record that is available if the child goes to a new health care provider; and 3) show which children are due to have additional vaccine doses.

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. The Healthy People 2010 goal is to have 95 percent of children under six years of age listed in an immunization registry.

How are we doing?

Immunization levels in Los Angeles County are among the highest for large urban areas in the United States.

- In 2005, 79 percent of children aged 19-35 months in Los Angeles County were appropriately immunized for the 4:3:1:3:3 series, as compared to 61 percent in 1995.
- In 2005, Los Angeles County met the Healthy People 2010 goal for measles/mumps/rubella (93.8 percent immunized), hepatitis B (91.9 percent), H.influenzae type b (92.1 percent), and polio (91.7 percent). Finally, 84.7 percent of children were immunized with four doses of diphtheria/tetanus/pertussis.

Economic Well-Being

Child Support Collections

Countywide Condition: Poverty among children is prevalent in the County of Los Angeles.

26% Percentage of total statewide child support cases the County of Los Angeles manages

16% Percentage of child poverty rate increase between 2002 and 2004

1 Million Estimated number of children who are impoverished in the County of Los Angeles

Indicator of County Performance: Percentage of current and past due child support collected and the total support collected in 2005-06

45.4% Percentage of current court child support that is collected for children based upon the total cases with child support orders



47.0% Percentage of collections of child support arrears as compared to all cases within the caseload with past due support owed

\$494.4 Million Total child support collected in 2005-06

Why is it Important?

Child support significantly contributes to the well-being of children and assists families in becoming self-sufficient. Family economic security impacts the educational, social and mental stability of children. The United States Census Bureau’s Study on Child Support for Custodial Mothers and Fathers, published October 2000, indicated that approximately 26 percent of children under the age of 21 resided in single parent households. The 2003 State of the County Report published by the United Way of Greater Los Angeles found that in 2000, 24.2 percent of persons under the age of 18 lived below the poverty level. The 2006 Children’s ScoreCard reports that almost one million of the County’s children are impoverished. These figures make plain the importance of child support and the necessity that parents support their children according to their respective abilities.

Child support payments are comprised of payments of current support and payments on past due support (arrears). Approximately 75 percent of the monies collected are provided to families.

How are we doing?

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 percent 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.

Historically, current support collections in Los Angeles County have been low, ranging from 30 to 33 percent of the total amount of support due. The Federal Performance Standard requires collection of 40 percent of current child support. CSSD has realized and exceeded the 40 percent collection rate for the last three fiscal years. In fact, in FFY 2005-06, CSSD’s percentage of current support collections reached a record high of 45.39 percent, an increase of approximately 41 percent since the department’s creation. CSSD continues to make significant strides in the area of current support collections. For FFY 2006-07, CSSD’s stretch goal is to increase annual collections on current support to 49 percent.

Percentage of Child Support Collected and Total Amount of Collections Compared to the Federal Standard

	Federal Standard	Current Collections	Arrears Collections	Total Collections (millions)
1999-00	40%	32.1%	46.7%	\$372.3
2000-01	40%	32.1%	46.6%	\$425.3
2001-02	40%	33.3%	42.9%	\$465.3
2002-03	40%	37.3%	47.1%	\$489.5
2003-04	40%	41.9%	46.5%	\$501.0
2004-05	40%	43.0%	46.8%	\$505.3
2005-06	40%	45.4%	47.0%	\$494.9





Safety and Survival

Crisis Intervention of Child Abuse

Countywide Condition: Child abuse referrals received in Los Angeles County

143,790 Total referrals for child abuse and/or neglect received in Los Angeles County

Indicator of County Performance: Percentage of recurrence of substantiated abuse within 12 months from previous substantiated referral

11.0% Percentage of children in Los Angeles County who were victims of abuse and/or neglect who were re-abused within 12 months from the first substantiated abuse in 2005-06

Why is this important?

Families with children at-risk of abuse and/or neglect are stabilized, and children are able to remain safely in their own homes or in a home-like setting. It is a reasonable expectation that once a child is brought to the attention of the Department of Children and Family Services (DCFS) that the child will be safe from future abuse.

How are we doing?

As indicated in the table below, Los Angeles County continues to have a lower recurrence of maltreatment rate than the statewide average. DCFS is committed to reducing the incidents of maltreatment and continues to utilize structured decision-making (SDM). SDM utilizes safety and risk factor assessments to provide social workers with a simple, objective, and reliable tool with which to make the best possible decisions for individual children. DCFS has implemented Points of Engagement (POE), a collaborative public and private initiative that provides a community safety net for children and families. POE provides a faster response for the provision of services and, through the use of teams, an emphasis on shared decision-making and comprehensive case evaluation and investigations. POE utilizes a multidisciplinary approach that includes the family in the process of selecting and planning for the delivery of needed services.

Percent of Recurrence of Substantiated Maltreatment within 12 Months from Previous Substantiated Referral

	All Counties without LA County	Los Angeles County	Orange County	Riverside County	San Bernardino County	Ventura County
2004-05	13.1%	11.0%	10.1%	10.8%	11.7%	10.8%
2003-04	13.7%	11.1%	11.1%	11.0%	13.9%	10.8%
% Change	-4.4%	-0.9%	-9.0%	-1.8%	-15.8%	0.0%

Source: California Children and Family Services Review (C-CFSR) Data as of 11/20/06, Center for Social Services Research, University of California at Berkeley.

Adoptions

Countywide Condition: Number of children in out-of-home care in Los Angeles County

20,709 Number of children in out-of home care in 2005-06

Indicator of County Performance: Percentage of children exiting care within two years to adoption

15.5% Percentage of children adopted in Los Angeles County in 2004 who were adopted within two years of removal from home

14.0% Percentage increase in the number of children who were adopted within two years from 2003 to 2004

2,335 Number of children placed in an adoptive home in Los Angeles County in 2005-06

2,034 Number of finalized adoptions in Los Angeles County in 2005-06

Why is this important?

All children deserve permanency in a timely manner. A finalized adoption provides a greater sense of security for children and their new families.

How are we doing?

Los Angeles County continues to make improvement in the percentage of adoptions within two years. Los Angeles County also continues to analyze its performance and develop strategies to fully meet this standard, such as the concurrent planning redesign that will be implemented in all offices by July 2007. Concurrent planning allows for tasks to be completed concurrently, rather than sequentially. The County has also implemented the consolidated home study process, which involves assessing applicants to become resource families who can provide foster care for children and are simultaneously approved to be adoptive parents. This process has resulted in more timely adoptions.

Los Angeles County continues to make great strides in the percentage of children adopted in two years or less. The percentage of older children that move to legal permanence also continues to increase. The Permanency Partners Program (P3) addresses the population of youth ages 14 years and older who have been in long-term foster care for more than two years.

Percentage of Children Exiting Care within Two Years to Adoption

	National Standard	All CA Counties without LA County	Los Angeles County	Orange County	Riverside County	San Bernardino County	Ventura County
2005-06	32.0%	34.5%	15.5%	43.7%	38.7%	29.5%	22.6%
2004-05	32.0%	34.1%	13.6%	33.6%	45.4%	27.8%	43.9%
% Change		1.2%	14.0%	30.1%	-14.8%	6.1%	-48.5%

Source: California Children and Family Services Review (CFSR) Data as of 8/31/05, Center for Social Services Research, University of California at Berkeley.

Intensive Services

Countywide Condition: Children who returned home from out-of-home care

6,069 Number of children in out-of-home care who returned home in 2004-05

48.2% Percentage of children who returned home from relative care in 2004-05

Indicator of County Performance: Percentage of children who remained with their parent/guardian after intensive services provided by the DCFS in 2004-05

97.1% Percentage of children who remained in home of parent or guardian at least one year after the DCFS case closure in 2004-05

Why is it important?

Through intensive services, families are preserved, supported, and reunified.





How are we doing?

Los Angeles County's implementation of strength-based initiatives has improved the lives of children and families. This cultural change of focusing on family strengths instead of deficits, has been enhanced through the use of consistent risk and safety assessments (structured decision-making), thereby removing children only in the most appropriate cases. In addition, engaging parents and communities in a process where they are invested in facilitating and supporting the family's well-being through the use of team decision making and alternative response services has resulted in positive outcomes for children and families.

Emancipation: Independent Living Services

Countywide Condition: Percent of youth who have exited out-of-home care through emancipation

13.1% Youth who exited out-of-home care through emancipation in 2005-06

6,441 DCFS youth who received independent living services in 2005-06

Indicator of County Performance: Percent of youth who have received independent living services and are living in safe and affordable housing at age 21 or are employed full or part-time

95.8% Youth who received independent living services and are living in safe and affordable housing upon service termination at age 21 in 2005-06

54.2% Percent of youth who received independent living services and are employed full or part-time in 2005-06

Why is it important?

Independent living services provide current and former foster youth with needed life skills, employment, housing, and educational services to enable them to live successfully on their own.

How are we doing?

Los Angeles County is committed to providing current and former foster youth with the skills and 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 percent of their monthly income in an interest-bearing savings account. Youth receive monthly food vouchers, rent and transportation, and are able to save money to secure permanent housing.

Los Angeles County continues to improve in the percentage of independent living youth that are employed full or part-time. In addition to vocational skills contracts with nine contact providers, DCFS is participating in a joint demonstration grant with the Department of Labor for foster youth. The grant supports two community agencies in providing case management vocational skills and mentoring to foster youth.

Social and Emotional Well-Being

Children's Mental Health Services

Countywide Condition: Children and youth in need of mental health services in Los Angeles County

7.78% Prevalence rate of children and youth within Los Angeles County's general population (2,270,366) who are living with serious emotional disturbances, per the California State Department of Mental Health



2,799,613 Estimated number of children and youth ages 17 and younger who lived in Los Angeles in 2005

217,810 Conservative estimate of the number of children and youth within the County in need of mental health services in 2005

Indicator of County Performance: Percent change in number of children and youth provided with mental health services

210% Percentage increase of children and youth provided mental health services from 1998-99 (21,856) to 2005-06 (67,702)

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 provide a range of services to assist children and youth to gain the social and functional skills necessary for appropriate development and social integration. These services include: clinical assessment and evaluation, therapy, medication support, rehabilitation for common daily functioning, and plan development to coordinate other effective services that will help to sustain mental health. These 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 children and youth to continue to function and interact freely within their communities.

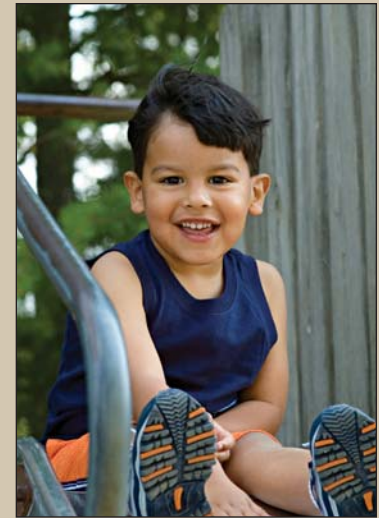
Day treatment services are designed to provide an organized and structured multi-disciplinary mental health treatment program as an alternative to hospitalization, to avoid placement in a more restrictive setting, or to maintain a child in a community setting. Services are provided within either a half or full-day program of supervised and structured mental health treatment, with the goal of helping children and youth successfully perform basic daily activities.

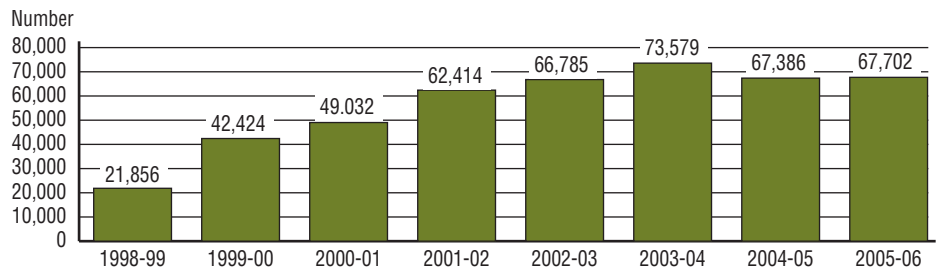
Through DMH, children and youth also receive 24-hour mental health crisis services in situations where the individual is of grave danger to herself, himself, or others, or is unable to function without close supervision due to a psychiatric condition. Twenty-four-hour crisis services include hospitalization and psychiatric residential placements and are the most restrictive of services provided through DMH. Hospitalization time ranges from 24 hours to two weeks; psychiatric residential placements generally last longer, until the child or youth demonstrates the ability to function in a less restrictive setting.

How are we doing?

Estimates provided by the California State Department of Mental Health indicate that 7.78 percent of children and youth age 17 and under in Los Angeles County experience serious emotional disturbance (SED) or severe and persistent mental illness (SPMI) and thus are in need of mental health services. According to estimates in 2005 from the 2000 Census, there were 2,799,613 children and youth age 17 and younger residing in Los Angeles County. This indicates as many as 217,810 residents in this age category are in need of the services that DMH provides. The graph on the next page demonstrates the progress that DMH has made in meeting this need.

Between 1998 and 2006, mental health services to children and youth age 17 and younger increased by 210 percent, demonstrating that DMH is committed to improving access to services for this population. During 2005-06, 31 percent of the estimated total need for service was being met, which was up from an estimated 13 percent during 1998-99.



Mental Health Services to Children and Youth 1998-99 through 2005-06

The Mental Health Services Act (MHSA) enacted by Proposition 63 in 2004 is an opportunity to further improve mental health services in Los Angeles County for children, youth, and adults. DMH, in collaboration with over 60 community mental health stakeholders and thousands of community members, continued its commitment to a structured planning process throughout 2005-06 in order to develop the first of five substantial plans, the Community Services and Supports (CSS) plan. Under the CSS plan, services to be provided include:

- Full Service Partnerships (FSP) in which people create their own plans for recovery with support from professionals and peers, and receive a wide array of services and 24/7 support to make their plan a reality;
- Peer support, peer counseling, and peer mentoring services;
- Housing and residential services, including temporary, supportive, and permanent housing;
- Counseling, assessment, and other traditional mental health services;
- A wide array of alternative crisis services to help people stay out of emergency rooms or other institutional and involuntary settings; and
- Bridging and support services to help people find the supports they need in their communities.

The CSS plan is intended to provide services to people in communities throughout Los Angeles County who are challenged by mental health issues, including adults and older adults with severe and persistent mental illness, and children and youth suffering from serious emotional disturbance. Over the next two fiscal years, the CSS plan will be funded by an estimated total of \$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, DMH projects 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.

The CSS plan is founded on several fundamental commitments, and DMH is building systems to ensure that all are held accountable to the commitments set forth. These commitments include:

- Promote recovery for all who struggle with mental health issues;
- Achieve positive outcomes;
- Deliver services in culturally appropriate ways, honoring the differences within communities; and
- Ensure that services are delivered in ways that address disparities regarding access to services and disparities affecting ethnic and cultural communities.

Educational and Workforce Readiness

Greater Avenues for Independence (GAIN)

Indicator of County Performance: Average percentage of the GAIN program registrants obtaining jobs and the monthly average percentage of participants receiving services

5.28% Monthly average percentage of GAIN registrants placed in a job in 2005-06

64.95% Percentage of persons referred to supportive services who commenced participation in 2005-06

16.28% Monthly average percentage of aided welfare-to-work participants engaged in education and training in 2005-06

The County of Los Angeles Department of Public Social Services (DPSS) both reacts to adverse economic and employment conditions and proactively works to assist the participants it serves obtain self-sufficiency through various employment and training programs. The GAIN program provides employment and training opportunities to CalWORKs participants. CalWORKs is the cash public assistance program for children and families.

Why is this important?

CalWORKs assistance is time-limited and participants must prepare themselves for gainful employment. GAIN provides CalWORKs participants with training, educational, employment, post-employment and supportive services to develop skills and self-confidence needed to secure jobs, remove barriers to employment and assist families to become economically self-sufficient. GAIN takes a "work first" approach, making employment the principal goal for every able-bodied adult participant.

How are we doing?

During 2005-06, economic conditions in Los Angeles County had a significant impact on employers' hiring practices. In spite of the challenges for this period, 5.28 percent of GAIN participants were placed in jobs, which is an average of 2,663 monthly job placements out of an average 50,398 monthly GAIN participants. In addition, 64.95 percent or 7,065 GAIN participants commenced supportive services to overcome barriers to employment, such as domestic violence, mental health, and substance abuse, out of a total number of 10,877 referrals, and an average of 16.26 percent of the welfare-to-work participants were engaged in education/training.

Workforce Investment Act (WIA) Youth Program

Indicator of Countywide Performance: Percentage of youth exiting the WIA Youth Program who are employed, in the military, or enrolled in post secondary education nine months after leaving the program

70.6% Percentage of younger youth (ages 14-18) completing the WIA Youth Program that achieved program goals and remained in a positive outcome nine months after leaving the program in 2005-06

86.7% Percentage of older youth (ages 19-21) completing the WIA Youth Program that achieved program goals and remained in a positive outcome nine months after leaving the program in 2005-06

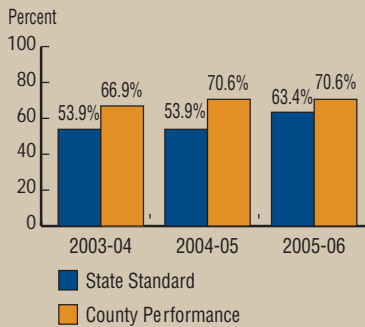
3,229 Number of youth participating in the WIA Youth Program in 2005-06

The WIA Youth Program includes a program that serves low-income youth in an effort to motivate them to stay in school and/or increase their job training skills and assist them in obtaining and maintaining work.

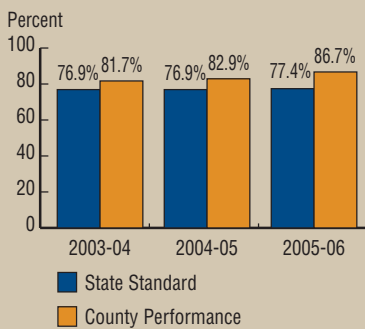


County Progress Report

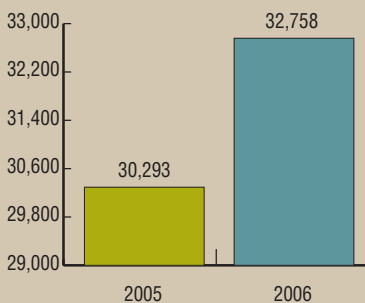
Percentage of WIA Youth (Younger Youth) Retained in a Positive Outcome 3 Quarters After Exit



Percentage of WIA Youth (Older Youth) Retained in a Positive Outcome 3 Quarters After Exit



Number of Children Participating in Library's Reading Program



3 Los Angeles County 2006 Children's ScoreCard, Los Angeles County Children's Planning Council.

Why is it 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. This indicator assesses the status of youth who participated in the WIA Youth Program who do not return to secondary education, but receive a diploma, entered post-secondary education, advanced training, military service, or employment nine months after exiting the program.

How are we doing?

For 2005-06, the WIA Youth Program provided services to over 3,229 low-income youth between the ages of 14-21 and had a 70.6 percent retention rate in the younger youth population and 86.7 percent retention with older youth. As shown in the graphs to the left, the WIA Youth Program has exceeded the state-mandated goal for both the younger and older youth retention rates for the last three years. The high rate of success can be attributed to these youth being retained in the program and provided with access to an array of services including tutoring, counseling, mentoring, leadership, alternative education, summer youth employment, internships, and support services.

Public Library - Vacation Reading Program

Countywide Condition: Reading levels of students in Los Angeles County

28% Percentage of students in Los Angeles County who are reading at or above the national average in the third grade³

Indicator of County Performance: Children who participated in the library's vacation reading program

8% Percentage increase of children who participated in the summer reading program from 2005 (30,293) to 2006 (32,758)

41% Percentage of the participants who read 12 hours or more during the summer of 2006 (11,181) compared to 38% in summer of 2005 (13,301)

Why is it important?

The Public Library offers its vacation reading program to promote reading for pleasure and practice. Studies show that children who read during their vacation periods maintain their skills and are better prepared to learn when they return to their classrooms. The County's goal is to have more children reading and children reading more.

How are we doing?

Data from the recently completed summer reading program indicate that participation increased by 8 percent over 2005. Children are encouraged to read a minimum of 12 hours in order to complete the library's program. In 2006, 41 percent of the participants read 12 hours or more, representing an increase of 3 percent over 2005.



Community Services

Los Angeles County provides services and programs that add to the quality of life for all County residents from cultural and recreational opportunities to economic development and environmental protection.

In addition, the Board of Supervisors serves as the governing body for approximately 1,092,908 persons who live in unincorporated County areas. The County operates as the "city" for these areas providing municipal services to residents and businesses. Various County departments also provide municipal services, under contract, for many of the 88 cities within the County and their 9,152,664 residents. The services the County provides benefit and enrich the lives of all County residents, businesses and communities from cultural and recreational opportunities to economic stimulus and environmental protection activities.

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

Supporting a Healthy Economy

- Quality of Infrastructure – Roadway Pavement Condition
- Traffic Mobility – Congestion at Intersections

Supporting a Healthy Environment

- Zoning Enforcement: Neighborhood Enhancement Team (NET)
- Graffiti Abatement
- Solid Waste Management/Recycling
- Pest Detection
- Animal Field Services

Supporting Recreational and Cultural Opportunities

- Circulation of Library Materials
- Adult Participation in Physical Activities and Programs
- Arts and Culture
 - Los Angeles County Arts Commission
 - Los Angeles County Museum of Art

Supporting a Healthy Economy

Quality of Infrastructure - Roadway Pavement Condition

Indicator of Countywide Condition: Roadway Pavement Surface Condition Countywide

71% Percentage of the roads countywide rated satisfactory or better for pavement condition in 2005

Indicator of County Performance: Roadway Pavement Surface Condition in Unincorporated County Areas

88% Percentage of the roads in the unincorporated County areas rated satisfactory or better for pavement condition in 2005

Why is it important?

Well-maintained roads provide a comfortable ride, improve overall public safety, and reduce vehicle maintenance costs.

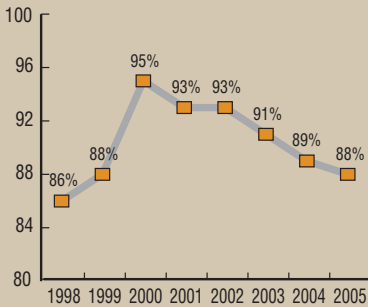
The quality of the countywide road system is the responsibility of multiple government agencies. The following chart provides a comparison between the pavement condition of the



County Progress Report

Percentage of County Unincorporated Roads Pavement Rated Satisfactory or Better

Percent of Roads Satisfactory or Better

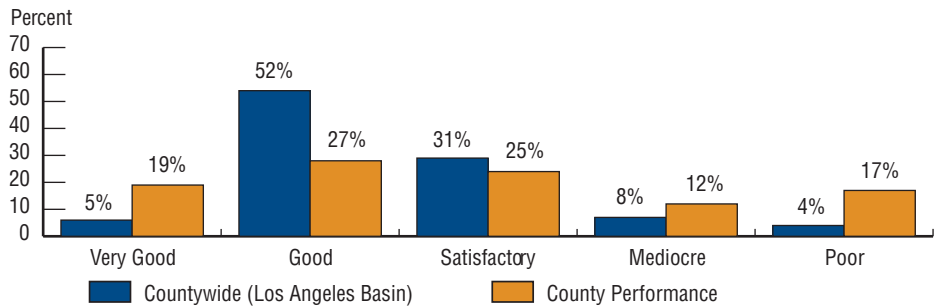


Source: Los Angeles County Department of Public Works



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).

Rating of the Condition of County Road System



How are we doing?

DPW reviews the condition of roads in unincorporated County areas every year. As shown in the chart to the left entitled, "Percentage of County Unincorporated Road Pavement Rated Satisfactory or Better," pavement conditions declined in 2005. The lower pavement condition was due to state cuts in transportation funding and the 2005 severe winter storms.

Traffic Mobility – Congestion at Intersections

Indicator of Countywide Condition: Traffic congestion at major street intersections throughout the County

- 31%** Percentage of monitored intersections countywide that were rated as severely congested during the A.M. peak hour in 2005
- 43%** Percentage of monitored intersections countywide that were rated as severely congested during the P.M. peak hour in 2005

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

- 14%** Percentage of monitored intersections in unincorporated County areas that were rated as severely congested during the A.M. peak hour in 2005
- 43%** Percentage of monitored intersections in unincorporated County areas that were rated as severely congested during the P.M. peak hour in 2005

Why is this important?

The amount of traffic that can travel along our major streets is largely controlled by the amount of congestion at intersections. If intersections are less congested, traffic can move more freely on these streets during peak hours.

The measure of congestion for major street intersections is known as the level of service (LOS). A letter grade of "A" to "F" is assigned to represent the severity of the congestion. At an intersection with LOS of "E" or "F", the most congested, motorists would likely need to wait in a long line of traffic or through several green-yellow-red cycles of a traffic signal. These delays result in lost time for the traveling public, longer commutes, and increased fuel usage and air pollution.

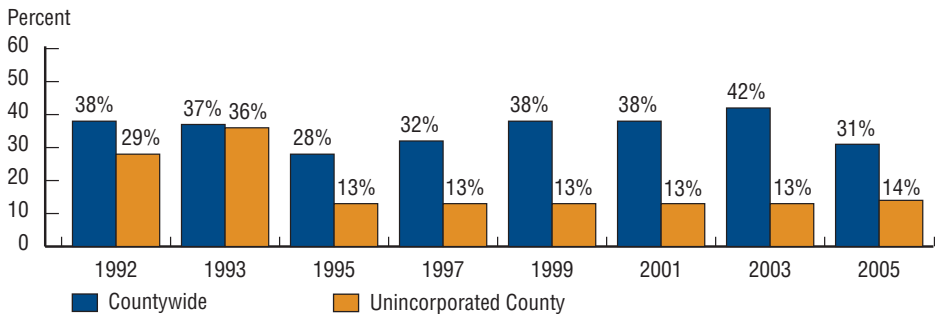
How are we doing?

Based on 164 monitored intersections selected throughout the County to represent the level of intersection congestion, the percentage of severely congested intersections has fluctuated over the last 12 years.

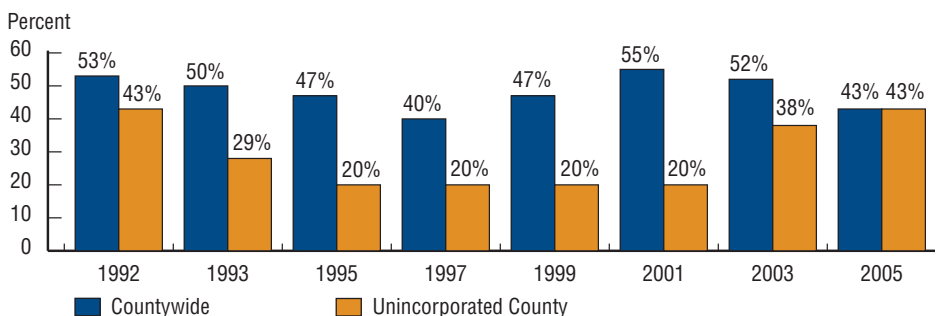
Of the 164 monitored intersections, 15 are located within unincorporated communities. In 2005, it was found that a few of these intersections became more congested. The increased congestion may be attributed to a couple of factors, a state highway project which resulted in the reduction in the number of travel lanes for one of the monitored intersections and greater traffic congestion on the freeways that resulted in increased traffic on adjacent bypassing arterials. Residential development in Riverside and San Bernardino Counties and the ensuing commutes to job centers in Los Angeles County have contributed to increased traffic on local freeways. A comparison of congestion at major street intersections in unincorporated County areas with the countywide condition is shown below.

For the majority of the intersections, increasing the capacity would require the construction of additional traffic lanes. Typically, these improvements are difficult because of funding constraints and the lack of land adjacent to roadways to build additional traffic lanes. However, capacity enhancing projects are proposed for three of the congested intersections. All of the projects are scheduled to be completed in 2008. DPW may also pursue funding for additional capacity enhancing projects through the recently passed infrastructure bond initiatives.

Percent of Major Street Intersections Congestion (LOS E/F) in the AM Peak Hour



Percent of Major Street Intersections Congestion (LOS E/F) in the PM Peak Hour



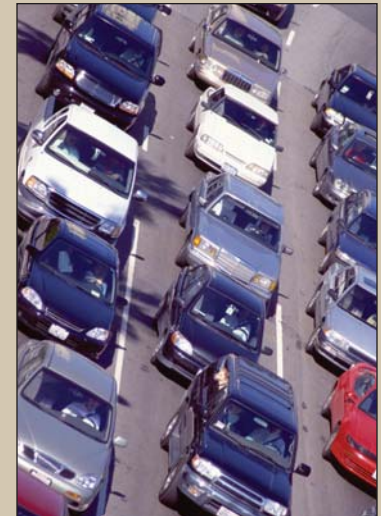
Supporting a Healthy Environment

Zoning Enforcement: Neighborhood Enhancement Team (NET)

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

90% Percentage of NET cases brought into compliance within six months in 2005-06

667 Number of NET cases completed



Why is it important?

The quality of life is improved by increasing constituents' accountability and awareness of zoning regulations.

The NET is made up of representatives from the Board of Supervisors and the Departments of Regional Planning, Public Works, Health Services, and the Sheriff, and are responsible for identifying solutions to improve services and increase accountability to residents of the unincorporated areas of Florence-Firestone and Walnut Park within the First and Second Supervisorial Districts.

The NET conducts surveys of all the properties located in the targeted area. This effort is aimed at "cleaning up" the area by addressing all code violations that can be seen from the public right-of-way. Such violations in residential areas typically include the storage of inoperable vehicles, old furniture, appliances, and other junk and salvage items. Commercial and industrial areas are also evaluated on a case by case basis, with the aim of "cleaning up" the portion of those properties that is visible from the public right-of-way.

How are we doing?

The percentage of violation complaints addressed to the Board of Supervisors and Regional Planning decreased during 2005-06. A NET is a proactive approach to code enforcement where the community is involved in the process. Concerns and/or complaints of the community are usually addressed during NET survey and follow-up efforts. As a result, a very minimal number of complaints are submitted to the Board of Supervisors and the Department of Regional Planning.

Graffiti Abatement

Countywide Condition: Estimated number of square feet of graffiti removed countywide during 2005-06

52 million Estimated number of square feet of graffiti removed countywide which includes highways and transit systems as well as 88 cities in Los Angeles County

Indicator of County Performance: Graffiti removal in County unincorporated established Zero Tolerance Zones

80% Percentage of all Zero Tolerance Zones with grade of "C" or above

68% Percentage of all Zero Tolerance Zones with grade of "B" or above

13 million Number of square feet of graffiti removed from road rights-of-way, and private properties and flood control channels

Why is it important?

Families need to feel safe in their own neighborhoods. The County's approach is two-fold: graffiti removal and community education. Prompt cleanup of graffiti is considered preventive from the standpoint that if marks do not remain for long periods of time, vandal's satisfaction from seeing the marks and having others see them is very limited. To ensure graffiti is removed in a timely manner, the County has established a goal of 48-hour graffiti removal (after notification) in all Zero Tolerance Zones.

DPW continues to conduct outreach efforts to motivate and educate children about graffiti and its consequences. Additionally our outreach program is designed to inspire children to make a difference in their own neighborhoods.

How are we doing?

The County of Los Angeles has established 24 Zero Tolerance Zones as a remedy to fight the problem areas where graffiti is prevalent. Graffiti removal sends a message to taggers



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 it. The County's Graffiti Hotline receives and responds to over 30,000 calls annually. The Totally Against Graffiti Program (TAG) has been recognized as one of the nation's best public works programs. The program is a powerful reward program that empowers kids and the community to work together to fight graffiti. Posters and fliers are distributed to schools to make students aware of awards they can win by NOT participating in graffiti, telling their friends to not participate, and by telling a responsible adult to report graffiti if they see it. The TAG Program rewards kids for reporting graffiti. TAG hopes to develop students into active community members with pride in their neighborhoods. The Kids on the Block Program (KOTB) is an interactive puppet show targeted to first and second grade students. This troupe of life-size educational puppets dress and act like real children and address the issue of the graffiti problem that plagues Los Angeles County.

In 2005-06, contractors removed more than 13 million square feet of graffiti in road right of way, private property, and flood control channels. Countywide, it is estimated that over 52 million square feet of graffiti was removed last year. In 2005-06, more than 180 schools participated in our TAG Education Program targeting third and fourth graders. Through our targeted school education programs we reached more than 180,000 teachers, parents and students during 2005-06. Additionally, as a result of our outreach efforts and our mobile marketing programs, more than 2 million residents of Los Angeles County were exposed to anti-graffiti messages.

Solid Waste Management/Recycling

Solid waste collection, recycling, and disposal are aimed at preventing pollution and contamination of our environment and conserving our natural resources. The California Integrated Waste Management Act of 1989, as amended, mandates each jurisdiction to achieve a goal of 50 percent solid waste diversion from landfill disposal by the year 2000.

Countywide Condition: Landfill conditions Countywide and in unincorporated areas

50% Countywide waste diversion rate in 2005

102 Million Tons Countywide capacity in 2005-06

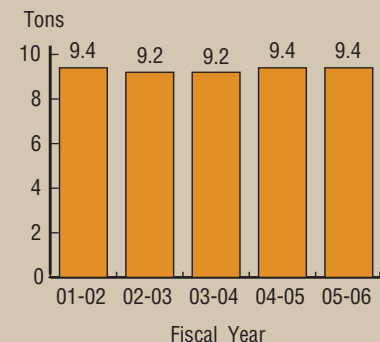
3 Million Tons Capacity in the unincorporated County areas in 2005-06

In 2005, jurisdictions in Los Angeles County collectively achieved a 50 percent diversion rate, compared to 20 percent in 1995 and 42 percent in 2000. Although good progress was made, jurisdictions still need to expand recycling efforts and implement additional programs to reduce trash generation. For example, the unincorporated County areas have not yet achieved the 50 percent goal. The County is in the process of replacing the open-market solid waste collection system that currently exists in two-thirds of the unincorporated areas with a franchise system. This action would further increase recycling, better document waste diversion activities, implement additional quality programs, and improve customer service.

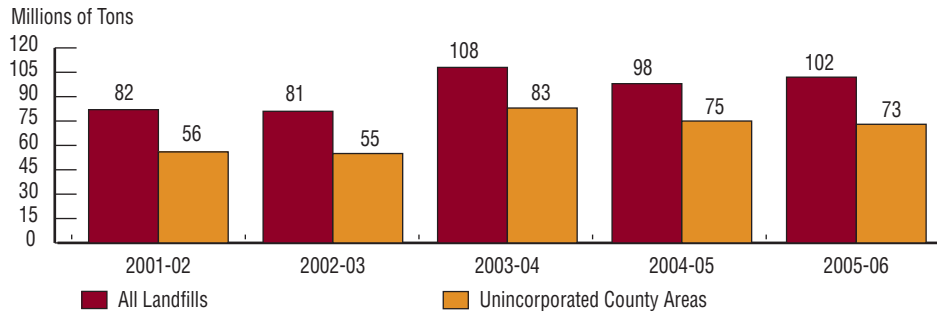
As a result of diversion efforts, the countywide disposal rate has remained fairly constant over the last five years despite strong economic growth. Although recent landfill expansions have added new disposal capacity, there is still potential for further expansions. However, limited availability of suitable sites prevents the development of new landfills. The graphs to the right and on following pages provide the status of solid waste landfills countywide, including remaining landfill capacity and the rate of depletion of that capacity. Taken together, this information provides an indication of the ability of jurisdictions in the County to meet the solid waste disposal needs of their residents and businesses, thereby protecting public health and safety and the environment. DPW monitors landfill capacity and disposal rates to ensure that disposal services are available without interruption.



Total Solid Waste Disposed in Landfills in Los Angeles County



Remaining Permitted Landfill Capacity in Los Angeles County



Indicator of County Performances: Trend in diversion of household hazardous waste⁴ (HHW) from landfills to recycling

18,100 tons Number of HHW diverted from landfills since 1999-00

40% Increase in HHW collection program participation since 1999-00

Why is it important?

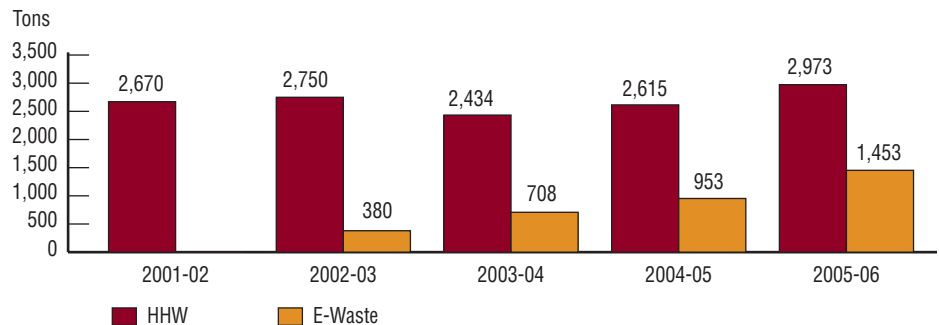
Recycling and waste reduction activities are critical as landfill space continues to diminish. To ensure the solid waste disposal needs of residents and businesses are met, all jurisdictions need to further augment their recycling efforts while at the same time support and promote the development of additional in- and out-of-County disposal capacity (and the infrastructure needed to access it, including new intermodal facilities), and advanced waste conversion technologies to reduce dependence on landfilling. Thus, the County's efforts in diverting HHW and electronic waste (E-Waste)⁵ are two important efforts in maximizing landfill capacity while at the same time protecting public health and the environment.

How are we doing?

DPW administers the largest HHW collection program in the nation. Periodic collection events are conducted countywide to provide residents with a convenient means to dispose of their HHW. Public participation in these events has increased in the last five years and exceeded 71,000 residents in 2005-06. The total volume of HHW collected at these events has also increased to nearly 3,000 tons in 2005-06.

The program was expanded in 2002-03 to include the collection of E-Waste. Since then, the amount of E-Waste collected annually has steadily increased and exceeded 1,400 tons in 2005-06. Almost all collections of HHW and E-Waste materials are recycled — 95 percent of HHW and 100 percent of E-Waste is recycled.

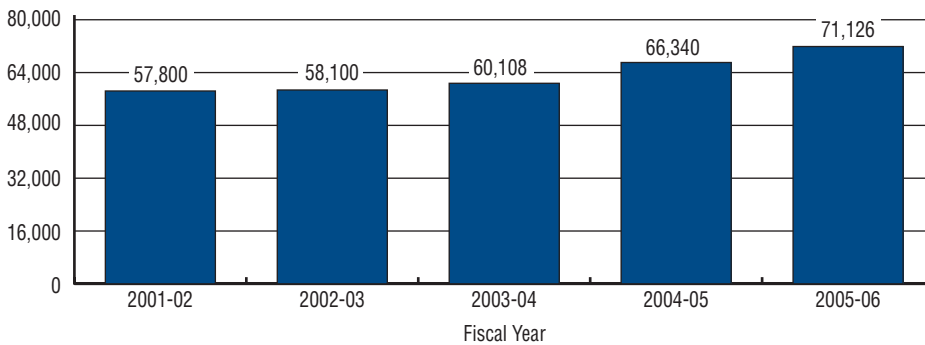
Total HHW and E-Waste Diverted from Class III Landfills in the County of Los Angeles



4 Examples of HHW include paints, used motor oil, lotions, ammonia-based cleaners, etc.

5 Examples of E-Waste include computers, printers, televisions, VCRs, cell phones, etc.

Number of Participants in HHW Collection Events



Pest Detection

Countywide Condition: Square miles placed under quarantine to prevent the establishment of exotic fruit flies

10 Number of square miles out of Los Angeles County's 4,084 square miles placed under quarantine in 2005-06

This measure tracks the square miles quarantined to prevent the establishment of invasive exotic pests within Los Angeles County. It provides an indication of the magnitude of infestations that could threaten fruit production and sales within and outside the County.

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 have varied over the past four years as well as the number of pests detected.

Detection and Management of Fruit Fly Infestations

Detection of Exotic Fruit Flies	2002-03	2003-04	2004-05	2005-06
Fruit Flies Trapped	41	21	26	22
No. of Infestations	5	1	3	4
No. of Quarantines	3	0	1	1
No. of Miles Quarantined	134	0	67	10
Percentage of infestations managed preventing establishment of the pest within the County	100	100	100	100

Indicator of County Performance: Percentage of exotic invasive fruit fly infestations managed to prevent the establishment of the pest within the County of Los Angeles

100% Percentage of exotic invasive fruit fly infestations that have been prevented from becoming established within the County in 2005-06

The mission of the pest detection program within the Department of Agricultural Commissioner/Weights and Measures is to promptly detect and react to each exotic invasive fruit fly found within the County to prevent its establishment. This indicator tracks the capture of pests such as the Mediterranean, Oriental, and Mexican fruit flies, through a countywide fruit fly detection trapping network and the percentage of infestations prevented from becoming established within the County. This program fulfills a contract with the California Department of Food and Agriculture.



Why is it important?

Allowing invasive exotic pests, such as fruit flies, to become established would threaten the ability of County residents to grow fruits free of pests and extensive damage. It would also reduce the yield of crops, increase the use of pesticides, and, most importantly, prevent California farmers from selling to customers throughout the world due to quarantine restrictions.

“Exotic” fruit flies do not naturally 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. As California has the number one agriculture industry in the nation, the establishment of just one type of exotic fruit fly in the state could inflict billions of dollars in agricultural damage annually.

How are we doing?

In 2005-06, four infestations of four different exotic fruit flies were detected in four separate localized areas. “Infestation” means that multiple flies of the same species or specimens of more than one life stage were discovered. The number of fruit flies trapped in 2005-06 was slightly less than 2004-05 and one more than 2003-04. Resulting pesticidal treatments and number of square miles quarantined follows a similar pattern. All indicate the continuing successful management of exotic pest infestations in the County. The program identified, treated, and prevented all target fruit flies from becoming established in Los Angeles County or California. Success was achieved without aerial application of pesticides, a previously used technique that was met with disapproval and concern from the general public. Eradication techniques now employ localized pesticide spot treatments and release of billions of sterile flies (in the case of the Mediterranean Fruit Fly) to interrupt the breeding process.

Animal Field Services

Countywide Condition: Requests for animal control services with the jurisdiction of the County of Los Angeles Department of Animal Care and Control

100,000 Number of requests for animal control services

32,000 Square miles the Department of Animal Care and Control serves

Indicator of Countywide Performance: Response times to service calls

89.9% Percent of time department met response time goals of calls received in 2005-06

Why is this important?

Prioritizing calls is important because it ensures that the cases needing immediate attention are handled first. Since animal control service calls range from routine matters to emergencies, the department established a priority ranking for service calls it receives. This ensures that the most urgent cases are handled first, and other calls are handled in the priority required by the type of service. The following are four levels of priority calls, with each level having a specified time frame for a response by an animal control officer or the agency:

- **Priority 1:** Animal attack or bite in progress, dangerous animal loose in the community, injured animal or assisting other law-enforcement agencies with animal-related calls.

GOAL: Respond within one hour or less.

- **Priority 2:** Stray animals confined on the property by the caller.

GOAL: Respond within four hours.

- **Priority 3:** Dead animals.
GOAL : Respond within 24 hours.
- **Priority 4:** Routine calls or services requiring property inspections or animal-business inspections.
GOAL: Respond within seven days.

If the department did not prioritize calls there would be an increased risk regarding dangerous dog attacks and injured animals' suffering, and law enforcement agencies would be less efficient since they depend on the department to handle all animal-related issues on their calls.

Service Call Response Performance: Percentage of Time Response Goals Met

Year	2003-04	2004-05	2005-06
Priority 1:	83.9%	90.5%	84.8%
Priority 2:	82.3%	87.6%	84%
Priority 3:	93.1%	93.7%	93.2%
Priority 4:	97.8%	98.5%	97.5%
Average	89.3%	92.6%	89.9%

How are we doing?

The department tracks this data on a monthly basis and uses that information to assess performance and respond to special conditions as they occur. Performance dropped slightly from an overall 92.6 percent achievement rate during 2004-05, down to 89.9 percent during 2005-06. That is attributable to an increase in the number of field service requests we received, including a sharp jump in the number of dangerous dog attacks, particularly in the Antelope Valley. To meet this problem, as part of its 2006-07 budget, the department requested, and the Board of Supervisors approved, an increase in the number of animal control officers assigned to handle the increasing workload.

Supporting Recreational and Cultural Opportunities

Circulation of Library Materials

Countywide Condition: Circulation of library materials in all public libraries in Los Angeles County

In 2004-05:

45.7 Million Number of items checked out from all public libraries in the County of Los Angeles

8.1 Average number of items checked out per capita from all public libraries in the County of Los Angeles

5.7 Average number of items checked out per capita statewide

Indicator of County Performance: Number of items checked out per capita from County of Los Angeles public libraries

In 2004-05:

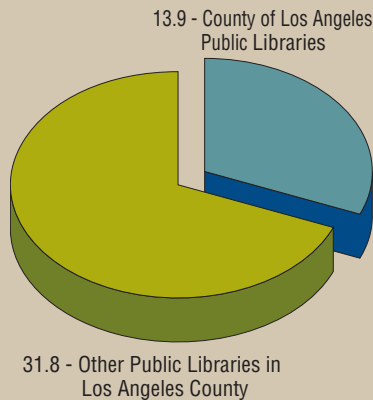
13.9 Million Number of items checked out from County of Los Angeles public libraries

5.6 Average number of items checked out per capita by registered borrowers



County Progress Report

Library Circulation in FY 2004-2005 (millions of items)



Why is it important?

Public libraries meet the informational, educational, recreational and cultural needs of the highly diverse population in Los Angeles County. Through the circulation of materials, including books, magazines, government publications and audiovisual materials, libraries offer a broad range of informational and recreational resources. The number of materials checked out from public libraries is one reflection of the quality of life and of the educational achievement of a community. There is a direct link between educational achievement in a community and the use of library materials.

The County of Los Angeles Public Library serves 51 of the 88 cities in the County and most of the unincorporated areas.

How are we doing?

Data from the California State Library indicate that public library use in Los Angeles County is high, with over 45 million items checked out of public libraries annually. The County of Los Angeles Public Library circulated 13.9 million items, over 23 percent of all library items checked out in the County. Registered borrowers of the County of Los Angeles Public Library checked out 5.6 items per capita, compared to the overall California per capita rate of 5.7.

Adult Participation in Physical Activities and Programs

Countywide Condition: Adult participation of Los Angeles County park patrons in physical activities and programs

Less than 50% Percentage of County adults who achieved recommended physical activity levels

30% National average for adults meeting recommended guidelines for physical activities

Indicator of County Performance: Adult participation in organized physical activity programs at Los Angeles County parks in unincorporated areas

568,020 Number of adult park patrons that participated in organized physical activity programs at local parks operated by the County Department of Parks and Recreation in 2005-06

Why is it important?

The Department of Parks and Recreation promotes healthy communities by providing opportunities to participate in low- or no-cost physical and health-related activities.

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.⁶

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.⁷ County local and regional parks are the most accessible and convenient facilities for providing County residents with opportunities for physical exercise.

How are we doing?

In 2005-06, approximately 71 percent of Los Angeles County's unincorporated areas' estimated adult population (72.5 percent⁸ or 801,850 adults of 1,106,000 total unincorporated area population) participated in physical activities. To provide more opportunities for physical activities, the Department continues to develop new facilities and enhance existing amenities that support sports and physical exercise. The County is removing barriers that prevent residents from engaging in physical activities by installing and upgrading security lights at parks to safely extend operating hours into nightfall.



6 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

7 Healthy People 2010 database, National Center for Health Statistics

8 2005 U.S. Census Bureau

Arts and Culture

Los Angeles County is an international center for all art forms, home to more than 150,000 working artists and 2,800 culturally diverse nonprofit arts organizations. Los Angeles County has more theatrical productions (1,500 annually) than any other region in the world and, in addition to Los Angeles County's Museum of Art and the Natural History Museum, is the home of such major museums as the Getty Center, the Japanese American National Museum, the Museum of the American West, and the Skirball Cultural Center. Los Angeles is the second major market for contemporary art (after New York) with more than 350 museums and art galleries⁹. In addition to buildings by many of the world's top architects, Los Angeles is the birthplace of innovative domestic architecture. Los Angeles County is not only known as the mural capital of the world with well over 2,000 murals¹⁰ but the festival capital of the world; more than 330 festivals and celebrations are held in Los Angeles annually representing more than 100 distinct nationalities and communities. Los Angeles is also the largest book market in the United States.

The County of Los Angeles plays a vital role in supporting these vibrant assets and is the largest supporter of arts and culture in the region. The County provides this support primarily through public-private partnerships with four major agencies: the Arts Commission, Music Center, Museum of Art and Museum of Natural History. The Music Center and museums are operated by nonprofit organizations; the Arts Commission partners with nonprofit arts organizations to provide services through its grants program. The County also provides vital support through many other County departments, including two regional performing arts parks: the Hollywood Bowl operated by the Los Angeles Philharmonic, and the John Anson Ford Theatres operated by the Arts Commission.¹¹

Los Angeles County Arts Commission

The Los Angeles County Arts Commission provides leadership in cultural services of all disciplines. The Arts Commission provides leadership and staffing to support the regional blueprint for arts education, Arts for All, oversees the County's Civic Art Program for capital projects, funds the largest arts internship program for undergraduates in the County in conjunction with the Getty Foundation, supports the Los Angeles County Cultural Calendar on ExperienceLA.com and produces free community programs, including the L.A. County Holiday Celebration. In addition, on behalf of the Board of Supervisors, the Arts Commission administers a grant program that funds more than 250 nonprofit arts organizations annually.

Indicators of County Performance: Percentage change from prior year in participation or attendance, and of admittances to free programs at County-funded arts programs

In 2005-06¹²

11% Increase in total participation from 2004-05

37% Increase in free admissions at County-funded programs from 2004-05

64% Percentage of admittances that were to free events

Why is it important?

Attendance or participation in County-funded arts programs is a gauge of the overall effectiveness of the Arts Commission's program to fund artistic and management projects of small, mid-sized, and large nonprofit arts organizations that provide cultural and educational services for geographically and culturally diverse County communities.

How are we doing?

Nonprofit arts organizations across the County are serving more residents of LA County and beyond than in previous years. More than 60 percent of the admittances in 2005-06 were at no charge to participants – representing an increase of more than a third over the previous year.



9 Source: Gallery and Museum Listings, <http://artscenecal.com/Listings.html>, Art Scene, The Guide to Art Galleries and Museums in Southern California

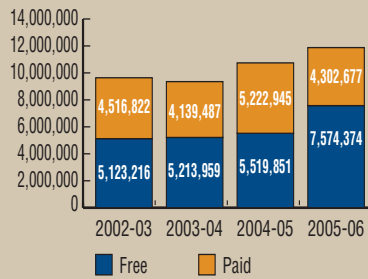
10 Source: L.A. Walls published by the City of Los Angeles Cultural Affairs Department

11 Source for all other L.A. Cultural Facts: LA Inc.

12 Data collected for 2004-05 reflects actual admittances; data for 2005-06 based on mid-year estimates.

County Progress Report

Arts Program Admittances



The graph to the left shows the change in participation or attendance, and admissions that were free, at art programs provided by County-funded arts organizations.

Los Angeles County Museum of Art

The Los Angeles County Museum of Art (LACMA) is the premier encyclopedic art museum in the western United States. The museum serves the public through the collection, conservation, exhibition, and interpretation of significant works of art from a broad range of cultures and historical periods; and translates these collections into meaningful, educational, aesthetic, intellectual, and cultural experiences for the widest array of audiences. LACMA's educational activities include classes, workshops, tours, lectures, symposia, film and music programs, many designed specifically for children and their families.

Indicator of County Performance: Percentage change from previous year in attendance/visitors to the Los Angeles County Museum of Art

In 2005-06:

126% Percentage increase in attendance/visitors to LACMA

14% Percentage increase in free admissions to LACMA

95% Percentage increase in participation in educational outreach programs for schools, families and children

Why is it important?

LACMA serves many audiences from a variety of educational and cultural backgrounds. To be accessible to all, LACMA presents artistic programs that overcome traditional barriers to attendance. Admissions are an indicator of LACMA's success in reaching out to the diverse community.

How are we doing?

The effectiveness of LACMA's mission to serve the public by presenting artistic programs to the widest array of audiences can be measured by looking at:

- Overall attendance data;
- Education program participation data; and
- The number of free admissions LACMA offers to the public.

With the inclusion of culturally diverse exhibitions such as *Tutankhamun* and the *Golden Age of the Pharaohs*, *Lords of Creation: The Origins of Maya Kingship*, *Cezanne and Pissarro*, and *Tim Hawkinson*, LACMA experienced an increase in overall attendance of 126 percent.

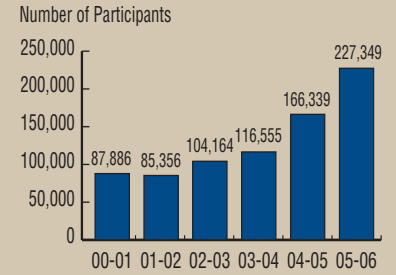
	LACMA Total Attendance	% Change
2001-02	647,766	
2002-03	764,119	18%
2003-04	799,026	5%
2004-05	654,132	-18%
2005-06	1,466,760	126%

	LACMA Free Admissions	% Change
2001-02	105,818	
2002-03	121,498	15%
2003-04	187,252	54%
2004-05	272,445	45%
2005-06	309,394	14%

NexGen, LACMA's free youth membership program, coupled with the "Free-After-Five" admission schedule, has generated a 14 percent increase in free admissions.

Over the past few years, LACMA has had a dynamic education outreach program targeting schools, families, and children across the County. As can be seen in the graph to the right, education outreach participation has increased dramatically from 2003-04 to 2005-06. Examples of LACMA's educational outreach for the past year include free or reduced admission and transportation for over 6,000 students to visit *Tutankhamun* and *the Golden Age of the Pharaohs*. The museum's two mobile classrooms, the Maya Mobile and the Ancient World Mobile, provided learning opportunities for 9,656 sixth- and seventh-grade students.

Educational Outreach



Health and Mental Health

A healthy population is critical to a thriving community today and in the future. Good health and access to good health care are basic personal needs. Government agencies provide a health care safety net for those who are unable to care for themselves.

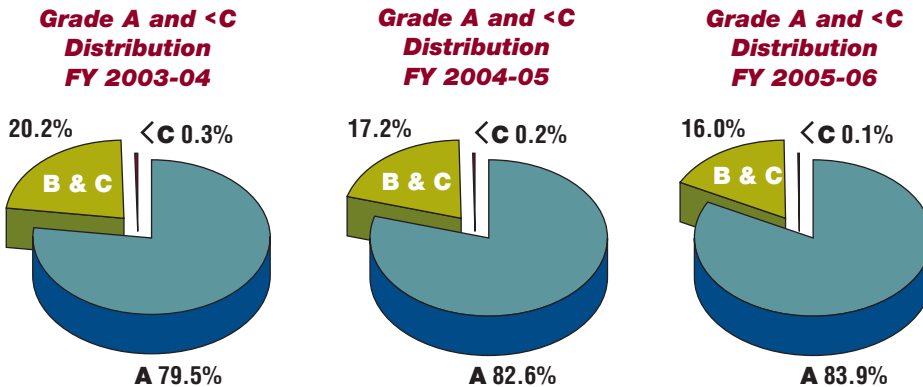
County government provides public health insurance and direct personal health care and emergency services for eligible low-income and indigent persons, as well as public health services to promote and guard public health. This section highlights the following areas:

- **Food Establishment Inspections**
- **Proposition 36 Drug Treatment Program**
- **AIDS Program and Policy**

Food Establishment Inspections

Countywide Condition: Trend of retail food establishment inspection performance

- 83.9%** Percent of "A" ratings (inspection score of higher than 90) in 2005-06
- 15.98%** Percent of "B" and "C" grade (inspection score between 70 and 89) in 2005-06
- 0.12%** Percent of ratings below a "C" grade (inspection score less than 69) in 2005-06



Source: County of Los Angeles, Department of Health Services, Environmental Health

Indicator of County Performance: Food facilities that showed an increase in inspection score after having employees participate in an inspection performance workshop

54% Percentage of food facilities that showed an increase in inspection score after their facilities received a food facility closure

Why is it important?

Assuring the proper food safety practices in the retail food service industry protects public health and safety. According to the Centers for Disease Control (CDC), factors that contribute most to food borne illness include: inadequate cooling and cold holding temperatures for potentially hazardous foods, preparing food too far ahead of planned service, inadequate hot holding of potentially hazardous foods, poor personal hygiene/infected persons, and inadequate reheating of foods. These, along with other risk factors, contribute to a national annual estimate of 76 million food borne illnesses, 325,000 food borne hospitalizations, and 5,000 food borne deaths. All CDC risk factors for food borne illness that are observed during the course of a routine inspection are duly noted by an inspector in the inspection report issued to the operator for corrective action.

How are we doing?

Environmental Health's (EH's) food establishment grading program is well liked by Los Angeles County residents. A 2001 survey revealed that 91 percent of residents liked the grading program. With an inventory of 65,535 retail sites, EH is responsible for the second largest retail food establishment inventory in the nation.

The 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 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 are issued according to the score an establishment receives at a routine inspection. 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.

Fiscal year 2005-06 the percentage of "A" grades increased to 83.9% while the percentage of scores less than a "C" grade decreased to 0.12%. These trends can be attributed to the implementation of the grading program and subsequent enhancements.

Proposition 36 Drug Treatment Program

Countywide Condition: Drug-related death, such as drug overdose among adults, is one of the leading causes of premature death in the County and can be reduced through treatment of substance abuse and related problems

8.8 Countywide rate of drug-related deaths among adults per 100,000 population in 2003

Indicator of County Performance: Number of County criminal offenders in Proposition 36 programs

9,300 Number of new offenders sentenced by the court or ordered by the California Department of Corrections and Rehabilitation to participate in Proposition 36 programs in Fiscal Year 2005-06¹³

Why is it important?

The cost to the state and County for incarcerating criminal drug offenders has decreased due to the implementation of the Proposition 36 program. According to an analysis of the Proposition 36 program's first and second year, the benefit-to-cost ratio associated with offenders completing treatment was four to one. Approximately \$4 was saved for every \$1 allocated to a person completing treatment.¹⁴

¹³ Number of offenders is based on data collected during the first six months of 2005

¹⁴ Longshore, Hawken, Urada, and Anglin, 2006

How are we doing?

The County's Proposition 36 program has made significant changes in the way drug offenders are handled by both the criminal justice and treatment delivery systems. Proposition 36 provides treatment as an alternative to incarcerating non-violent drug offenders as a means to reduce crime, drug use, and possibly drug-related deaths.

Since July 1, 2001, over 37,000 eligible drug offenders have been involved in Proposition 36. Of this total, approximately 70 percent entered a treatment program. This percentage is consistent with statewide results, which has a show rate of 72.6 percent for the third year.¹⁵

The completion percentage for Proposition 36 drug offenders has ranged from 27 to 30 percent. These Los Angeles County percentages are similar to the statewide results, which found approximately 34 percent completion rate for the first two years.¹⁶

AIDS Program and Policy

Countywide Condition: HIV/AIDS epidemic in Los Angeles County

In fiscal year 2004-05:

- 1,566** Number of new HIV-positive cases diagnosed in a two-year period
- 35** Average interval, in months, between HIV-positive diagnosis and AIDS diagnosis among those diagnosed with AIDS during the period
- 5.5** Average number of years between AIDS diagnosis and death from AIDS among those who died during the period

Indicator of County Performance: County focuses on those with or at risk for HIV/AIDS by developing effective responses in both HIV/AIDS care and prevention

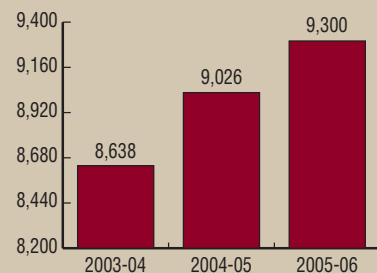
March 2005-February 2006:

- 26,505** Number of HIV tests conducted at a publicly-funded HIV testing site in Los Angeles County in the past year
- 85%** Proportion of clients who returned for their HIV test result (completed a disclosure session) in the past year
- 85%** Proportion of HIV negative clients who returned for their HIV test result (completed a disclosure session) in the past year
- 91%** Proportion of HIV positive clients who returned for their HIV test result (completed a disclosure session) in the past year
- 89%** Proportion of Ryan White Title I eligible clients enrolled in outpatient medical services who attended at least two medical visits in the past year
- 57%** Proportion of Ryan White Title I eligible clients enrolled in outpatient medical services who received at least one CD4 count every six months in the past year

Why is it important?

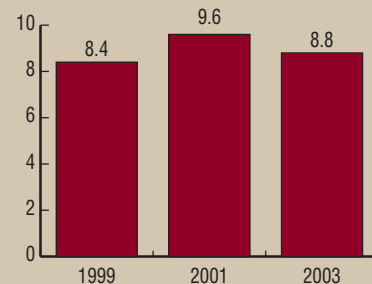
Los Angeles County is home to an estimated 60,500 people living with HIV/AIDS. It has the second largest number of living AIDS cases and estimated HIV (non-AIDS) infections among the 51 Title I Eligible Metropolitan Areas (EMAs). The challenges around delivering HIV services in this County go beyond the size and complexity of the HIV/AIDS epidemic. People of color seek HIV/AIDS care for the first time at relatively higher levels of acuity, and more frequently delay seeking care until after the onset of symptoms. AIDS surveillance data and local studies have found that feelings of stigma, discrimination, and marginalization from the community are key factors in increased incidence among minorities. In addition, it is estimated that there are approximately 13,000 to 15,000 persons living with HIV who are not aware of their status in Los Angeles County (HIV epidemiology program correspondence).

Number of New Offenders Sentenced by the Court or Ordered to Participate in Proposition 36



Source: County of Los Angeles Department of Public Health, Health Assessment Unit

Rate of Drug-Related Deaths Among Adults (Adjusted per 100,000 Population)



Source: County of Los Angeles Department of Public Health, Health Assessment Unit

15 Longshore, Urada, Evans, et al. 2005.

16 Longshore, Urada, Evans, et al. 2005.



How are we doing?

Although the number of tests reported has declined for adults and youth, the HIV positivity rate has increased in the past year. Thus, Los Angeles County's efforts to target HIV testing practices such as routine testing in high prevalence areas, incorporating PCRS activities with HIV testing, and testing events in high prevalence areas will assist in diagnosing even more individuals. Three strategies will be implemented to improve disclosure rates in Los Angeles County. The use of rapid testing will continue to be promoted for the majority of HIV counseling and testing programs. The use of rapid testing will significantly increase disclosure rates in Los Angeles County. Secondly, names-based reporting will assist counselors in conducting client follow-ups for those that do not return. In addition, new mobile testing units will be purchased. Currently, Los Angeles County is exceeding the minimum public health standards of HIV/AIDS care and treatment.

Public Safety

Personal and community safety is recognized as being one of our most basic needs. People need a high level of confidence regarding personal and community safety to feel secure in their homes as well as in surrounding areas. Personal and community safety confidence is the result of many public services including law enforcement, prosecutorial services, probation services, fire protection and emergency services. Residents of the County expect municipal and County leaders to provide for a safe environment. Personal and community safety is an ongoing focus of the County's public safety and justice departments. This section focuses on:

- Los Angeles County Sheriff: Crimes and Arrests
- Juvenile Justice Crime Prevention Act (JJCPA) School-Based Supervision Program
- Camp Community Transition Program (CCTP)
- Fire Department Emergency Response

Los Angeles County Sheriff: Crimes and Arrests

Countywide Condition: Crime rate in the County of Los Angeles for violent and property crimes (Part I Crimes) per FBI Crime Index

In 2005:

3,463 Number of violent and property crimes per 100,000 population

66,350 Total number of violent crimes:

1,068 Homicides

2,384 Forcible rapes

26,694 Robberies

36,204 Aggravated assaults

Source: California Department of Justice, Criminal Justice Statistics Center

Indicator of County Performance: The violent and property crime rate in the Los Angeles Sheriff's Department's jurisdiction

In 2005:

3,079 Number of violent and property crimes per 100,000 population

18,556 Total number of violent crimes:

381 Homicides
619 Forcible rapes
5,946 Robberies
11,610 Aggravated assaults

Source: Los Angeles County Sheriff's Department

Indicator of County Performance: Number of crimes and arrests by Los Angeles County Sheriff's Department

In 2005, per the Los Angeles County Sheriff's Department:

7% Decrease in number of violent crimes from 2001 (from 19,981 to 18,556)
8% Increase in property crimes from 2001 (from 66,308 to 71,620)
8% Increase in total arrests from 2001 (from 99,352 to 107,579)

Source: Los Angeles County Sheriff's Department

Why is this important?

There are 47 municipal law enforcement agencies within the County of Los Angeles, including the County Sheriff's Department. The sheriff is responsible for law enforcement and public safety for all unincorporated areas of the County, as well as 40 incorporated cities that contract for the sheriff's services. All law enforcement agencies report crimes within their jurisdiction consistent with the Uniform Crime Reporting Program (UCR) administered on a national level by the Federal Bureau of Investigation (FBI) and at the state level by the Department of Justice (DOJ).

A crime rate describes the number of events that occur within a given population. Typically, this is reported as the number of crimes per 100,000 population.

Law enforcement agencies throughout the state report summary information to the DOJ on "selected crimes." The crimes, selected because of seriousness, frequency of occurrence and the likelihood of being reported to the police are homicide, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft and arson. These eight offenses are known as Part I crimes. Part I crimes are further broken down by violent or property crimes:

- *Violent Crimes*, which include homicide, forcible rape, aggravated assault, and robbery.
- *Property Crimes*, which include burglary, larceny-theft, motor vehicle theft, and arson.

The Part I offenses 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 pattern of the figures alerts 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 decreased during years 2000 through 2005.

Factors contributing to crime are numerous and vary from place to place. In the Los Angeles County Sheriff's Department's jurisdiction, a population in excess of 2.9 million people, several factors affect the rate of crime, including:

- Crime reporting practices of citizens
- Economic conditions
- 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

Chart I: Crimes per FBI Crime Index for Countywide and Los Angeles County Sheriff's Department

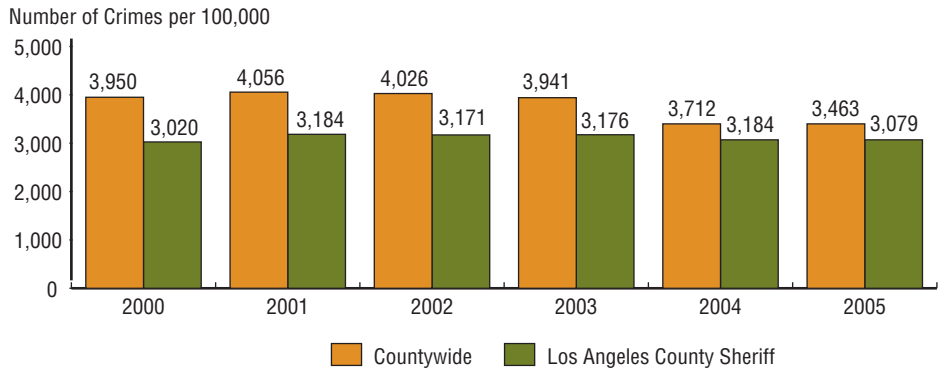


Chart II: Number of Violent Crimes for Los Angeles County per FBI Index 2000-2005

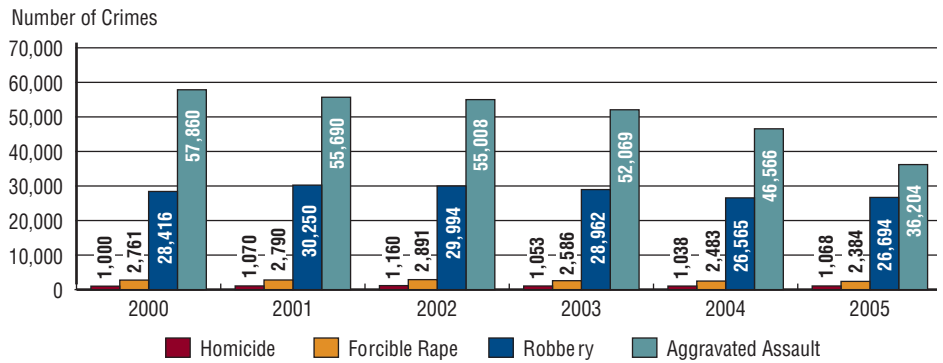
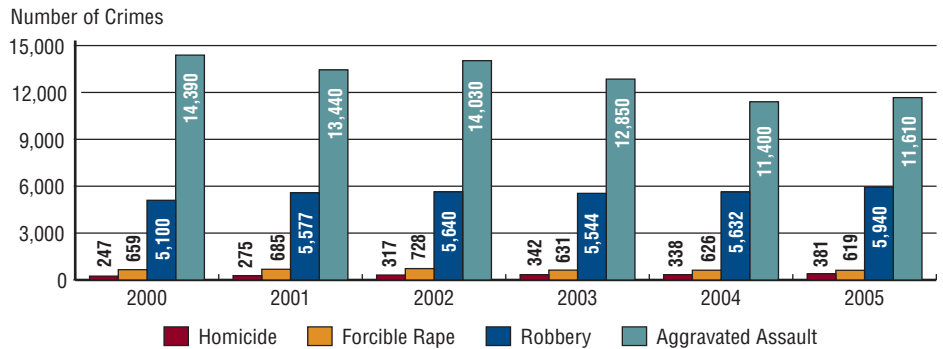


Chart III: Los Angeles County Sheriff's Department Violent Crimes 2000-2005



Juvenile Justice Crime Prevention Act (JJCPA) School-Based Supervision Program

The JJCPA School-Based Supervision Program targets schools in high crime and high need areas. This program is fundamental to the County's Local Action Plan which seeks to decrease juvenile crime. JJCPA also addresses the County's outcome measure for ensuring countywide safety and survival through effective interventions, thereby contributing to the County's effort in enhancing public safety.



Countywide Condition: Probation youth school performance

92% Percentage of high school probationers with improved school attendance

Indicator of County Performance: Probationers and high-risk youth on school campuses are provided prevention and intervention services to enhance school performance and reduce delinquency

For 2005-06:

92% Percentage of Probation youth graduating high school

90% Percentage of probationers successfully completing probation without a sustained petition

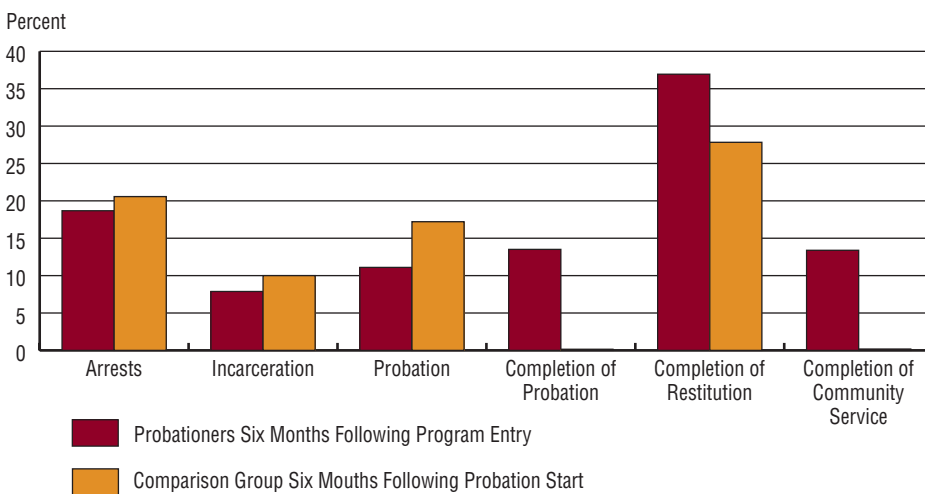
Why is this important?

Research indicates there is a link between school success and criminal behavior. Many youth, particularly in high-risk areas, perform poorly in school and are at high risk for involvement in delinquency and gang membership. Evidence suggests that academic failure is related to the onset of delinquency, as well as escalation in the frequency and seriousness of criminal behavior. The most important youth risk factors include truancy, dropouts, suspensions, lack of interest and commitment, and difficulties relating with peers and teachers. Research literature also shows that youth who attend school, who believe in the value of school, and who are involved both academically and socially are less likely to come in contact with the criminal justice system. The JJCPA School-Based Supervision program provides a much-needed service for high crime and high need areas in the County.

How are we doing?

School officials indicate that the presence of deputy probation officers (DPOs) on campuses continue to have a significant impact on the behavior of probation and non-probation youth—there have been fewer gang incidents and fights. Based on comparison group studies and the six JJCPA-mandated outcomes reflected on the graph below, program participants' arrests, incarcerations and probation violations were lower, while completion of probation, restitution and community service were higher than comparison groups. This impact is attributed to the continued and effective operation of the School-Based Supervision Program.

School-Based Supervision High School Probationers



Note: Graph covers a six month study conducted the first part of 2005-06 (July-Dec.).

Camp Community Transition Program (CCTP)

The CCTP program targets probationers transitioning from camp to the community. Many of these youth are gang-involved, drug and alcohol users, low academic performers and have multiple risk factors across multiple domains. Offenders with these types of risk profiles are known to pose a high risk for committing new crimes upon re-entry to the community. CCTP uses a specific and structured multimodal intervention approach (behavioral skills training across domains - family, peer, school, neighborhood). The program places a strong emphasis on skills training for parents and on positive role modeling by adults in the probationer's social environment.

Countywide Condition: Probation youth community transition

65% Percentage of families linked to social support network prior to youth's termination of probation services

Indicator of County Performance: Youth successfully transition back to the community through interventions that are family focused, dynamic, and designed to encourage behavioral change for youth and family

For 2005-06:

81% Percentage of youth with a school appointment to enroll within 48 hours of release from camp

85% Percentage of youth with DPO contact within 24 hours of camp release

Why is it important?

The overriding strategy of CCTP is to empower parents with the skills, resources and support needed to effectively parent their probation-involved sons/daughters and to increase the family's protective factors while decreasing risk factors. Research on the causes of delinquency and repeat offenses is correlated to negative peer groups, low school performance, and family problems. Strategically, CCTP case management interventions focus on developing and reinforcing family strengths, intervening with delinquent peer groups through the efforts of parents and reversing the cycle of poor school performance.

How are we doing?

In comparison to 2004-05, there has been a 20 percent increase in youth that have successfully completed probation without a subsequent sustained petition. Additionally, there has been a 5 percent increase in youth who have a school appointment to enroll within 48 hours of release from camp. Consequently, not only have CCTP participants encountered the juvenile justice system less frequently, but the expedited school appointment enrollment process diminishes a minor's opportunity to reoffend.

Fire Department Emergency Response

Public perception of personal and community safety is also dependent on a responsive fire department. The County Fire Department serves an area covering 2,305 square miles and serves over 4.1 million residents. The types of emergency calls received through the 911 system are an indicator of public safety trends in the County and the volume helps gauge the adequacy of the 911 system.

Countywide Condition: Number of emergency calls by service type for the Los Angeles County Fire Department coverage area and the percentage change

In 2005:

10,215 Number of fire calls

193,454 Number of emergency medical services (EMS) calls

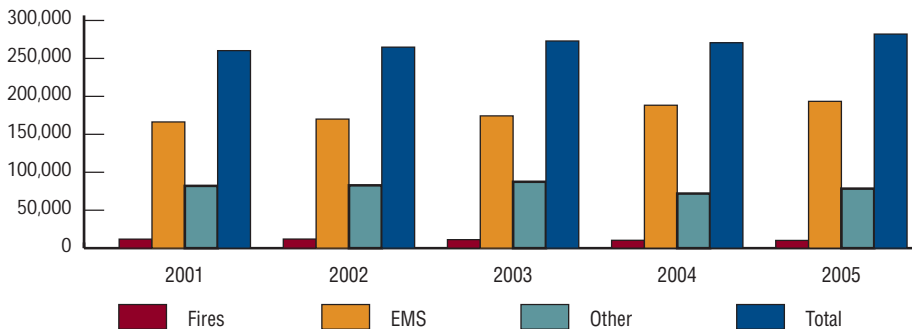


78,442 Number of other calls, including false alarms, smoke scares, vehicle accidents and miscellaneous incidents

8.3% Percentage increase in total emergency calls compared to 2001

As shown in the following figure, EMS calls have increased steadily, while fire calls have remained fairly constant. The trends are likely impacted by population increases that have occurred concurrently, a greater awareness of the 911 system, and the Fire Department's focus on fire prevention methods and building inspections.

Emergency Calls by Type



Indicator of County Performance: Trend in average response time for urban, suburban and rural emergency calls

In 2005:

4.7 minutes Median response time for urban area calls

5.3 minutes Median response time for suburban calls

7.3 minutes Median response time for rural calls

Why is it important?

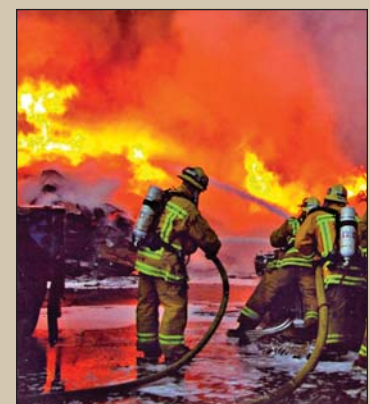
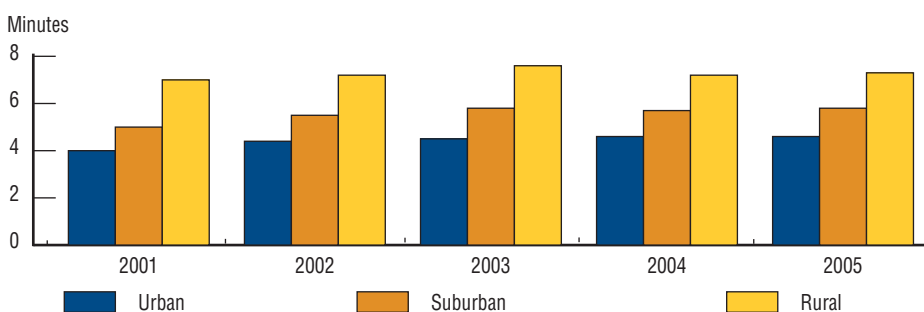
The more quickly Fire Department personnel arrive at the scene of an emergency after receipt of a 911 call, the greater the chance for a successful outcome.

How are we doing?

In 2005, County Fire personnel responded to over 282,000 emergency (911) calls. Over the past five years, it has responded to an average of nearly 270,000 calls annually.

The figure below displays the trend in response times since 2000-01, based on a three-month average (July – September). Emergency response time is affected by many factors, including traffic patterns, population and structure density, and number of business vs. residences. Response times are monitored separately for urban, suburban and rural areas which have differences in the factors cited. On average, these response times compare favorably with other fire departments of comparable size.

Emergency Calls Response Times by Type





A Great Team

Hello-Goodbye

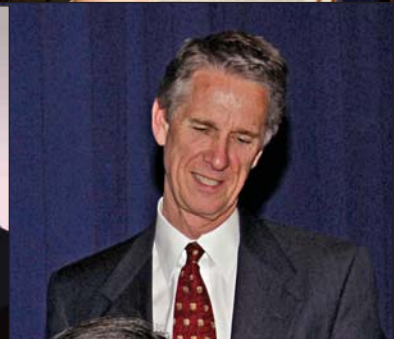
There was an unusual number of department heads leaving the County during 2006, due to retirements, other opportunities, and death. The split of Public Health from Health Services brought another department, bringing the total to 39. While Chief Administrative Officer David E. Janssen normally administers the oath to the new department head, it is the Board of Supervisors that selects the individual to head that operation. The Board hires, fires, disciplines and sets the salaries of all department heads. The CAO works with departments to ensure that Board policies are implemented, monitors and controls countywide expenditures, and prepares budget and operational recommendations for the Board. Among those coming and leaving were Trish Ploehn, director of children and family services (Sept. 20); Robert Taylor, chief probation officer





A Great Team

(May 3); Dr. Bruce Chernof, director of health services (May 9); Dr. Thomas Garthwaite, departing head of the Department of Health Services (January); Dr. Jonathan Fielding, director of public health (Aug. 30); Joanne Sturges, acting executive officer of the Board of Supervisors (Feb. 23), following retirement of Violet Varona; Bruce McClendon, director of planning (Sept. 25); John S. Fernandes, ombudsman (Dec. 1); John Mauceri, retiring conductor of the Hollywood Bowl Orchestra (September); James Hartl, retiring director of planning (September); Chief Probation Officer Paul Higa, who died in April; Cynthia Banks, director of community and senior services (April 12); and Satchi Hamai, executive officer of the Board of Supervisors (April 17).



Public Response Survey

We hope that you have found this edition of the Los Angeles County Annual Report and Progress 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. Thank you in advance for your interest and assistance.

What information/data do you believe is extraneous and should be excluded?

What information/data is missing and should be included? _____

How do you believe the report is useful to the general public? To you? _____

How might the usefulness of the report be improved? _____

What other suggestions do you have to enhance the overall quality, usefulness and relevance of the Report? _____

On a scale of 1 – 5: (1 = low, 5 = high) Progress Report

1 2 3 4 5 Rate the 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**

FOLD HERE

Stamp

Public Affairs Office
Chief Administrative Office
358 Kenneth Hahn Hall of Administration
500 W. Temple St.
Los Angeles, CA 90012

FOLD HERE



In Memoriam:
Warren Dorn, County Supervisor 1956-1972
Sept. 19, 1918 - Jan. 10, 2006

