

# The County of Los Angeles Annual Report 2003-2004



*"Enriching Lives"*



*On the Cover:*

*Opening Night of the Los Angeles Philharmonic  
at Walt Disney Concert Hall*

*Photo credit: Getty Images*

*On the Back Cover:*

*Architect Frank O. Gehry's draft sketch of the  
Walt Disney Concert Hall*

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**"To Enrich Lives Through Effective and Caring Service."**



## Table of Contents

Chairs' Messages .....	2, 3
Walt Disney Concert Hall .....	4
Chief Administrative Officer's Message .....	6
Organizational Chart of the County of Los Angeles .....	7
County of Los Angeles Vision Statement.....	8
County of Los Angeles Government .....	9
Expenditures, Revenue and Debt Management .....	10
County of Los Angeles Budget Facts.....	11
County of Los Angeles Facts .....	12
Estimated Population of the 88 Cities in the County of Los Angeles .....	13
Map of the County of Los Angeles.....	14

## Departmental Summaries

### Public Protection

Alternate Public Defender .....	16
Coroner.....	17
District Attorney .....	18
Fire .....	19
Grand Jury, Criminal and Civil.....	20
Ombudsman .....	21
Probation .....	22
Public Defender .....	23
Public Safety (Human Resources) .....	24
Sheriff .....	25

### Human Services

Child Support Services .....	28
Children and Family Services.....	29
Community Development Commission/Housing Authority .....	30
Community and Senior Services.....	31
Health Services .....	32
Human Relations Commission .....	33
Mental Health .....	34
Military and Veterans Affairs.....	35
Public Social Services.....	36

### Recreation and Cultural Services

Arts Commission .....	38
Beaches and Harbors.....	39
Museum of Art.....	40
Museum of Natural History.....	41
Music Center of Los Angeles County.....	42
Parks and Recreation .....	43
Public Library.....	44

### General Government Services

Agricultural Commissioner/Weights and Measures.....	46
Animal Care and Control .....	47
Assessor.....	48
Consumer Affairs.....	49
Public Works.....	50
Regional Planning .....	51
Registrar-Recorder/County Clerk .....	52
Treasurer and Tax Collector .....	53

### Central Support Services

Affirmative Action Compliance .....	56
Auditor-Controller .....	57
Board of Supervisors.....	58
Chief Administrative Office .....	59
Chief Information Office.....	60
County Counsel.....	61
Human Resources.....	62
Internal Services .....	63
Southern California Firestorm .....	64

### Adopted Capital Projects and Refurbishments

Summarized by Supervisorial District .....	68
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"Enriching Lives"

## **Yvonne Brathwaite Burke's Message**

*Chair, County of Los Angeles Board of Supervisors*

*December 2002 - December 2003*



Within the pages of the 2003-2004 Annual Report, you will see a vibrant County of departments, commissions and related agencies that are committed to providing outstanding public services to the nearly 10 million people who call the County of Los Angeles their home.

We are proud that the County was able to carry out its mission "to enrich lives through caring and effective service" despite a gloomy budget picture. Integrating the County's Strategic Plan, formally adopted in 2002, within the budget process has resulted in us working harder and smarter to achieve our goals. And we are quite proud of our achievements.

For the second consecutive year, a Children and Families Budget was prepared as an addendum to the County's Proposed Budget. It enabled us to look at the performance and results of programs individually and collectively.

By working across agencies, the County took positive steps towards improving the lives of children and families. We are confident that these actions will result in outcomes of good health, safety and survival, economic well-being, emotional and social well-being, education and workforce readiness for children entrusted to our care.

The County continued to invest in its infrastructure, professional development, and information technology.

Within the unincorporated areas, the County was able to enhance the services provided by nine County departments. This commitment was the result of a collaboration of various departments, commissions and Board offices.

We improved our property tax forms so that senior citizen homeowners will be better notified when they owe outstanding taxes. This will prevent them from losing the homes they worked so hard to have for their retirement years.

I am impressed with the support and cooperation the County has received from our dedicated County workforce. Despite some tough labor negotiations, we were able to compromise and reach agreement on key issues that will prevent ongoing job actions by our workers.

It is clear that the County must continue to use conservative strategies in our budgeting. State and federal funding fluctuates every year, forcing us to turn to one-time sources of revenue to bridge the gap.

With signs that the national economy is recovering, I am cautiously optimistic that we also will see improvements in locally generated revenues. An improvement in the County's business sector will mean more jobs and more revenues to carry out our mission.



## Don Knabe's Message

*Chairman, County of Los Angeles Board of Supervisors*

*December 2003 - December 2004*



The County of Los Angeles is unique. We have nearly 10 million residents, 3 million of which are uninsured. We cover 4,000 square miles, including two islands, 88 cities and 137 named unincorporated areas. We maintain 4,800 miles of roadways, 15 major dams, 2,400 miles of storm drains, 500 miles of open channel, 70,000 catch basins, and 81 miles of coastline. We are a major center for banking, manufacturing, aerospace and information technology, as well as the recording and film industries, and we are home to the third busiest seawater port complex in the world and the third largest airport in the nation.

This year we face tremendous challenges as the state budget crisis continues to affect our ability to provide critical services. Our ongoing health care crisis, rising workers compensation, and homeland security costs will require innovative and prompt solutions as we continue to defend our local revenues from state budget cuts.

Despite these challenges, the County of Los Angeles is moving full steam ahead into the future. We remain committed to ensuring the County of Los Angeles meets its core responsibilities to each and every resident. Our focus is on accountability and continuing to improve the efficiency of our service delivery.

This year we will continue working to streamline county government. In the coming months, the County will release its first "Countywide Report Card," which will provide efficiency ratings for all county departments. The Report Card will not only highlight the County's success in achieving its strategic planning goals, but will also indicate areas within the County that need improvement.

The health and economic vitality of the County directly impacts major industries. It is imperative that we maintain a viable economy with growth and expansion opportunities. New business is the key to growing our economy because it means more jobs and higher employment in the region.

Improving homeland security will also continue to be a major focus. We must first protect our hometowns if we are to successfully secure the homeland. The Ports of Long Beach and Los Angeles are international gateways to the Pacific Rim and provide us with enormous international trade opportunities, but we must make sure that they are not also a gateway for terrorists. That means supporting our public safety personnel, first responders, and health officials by providing them with the tools they need to protect our families and neighborhoods.

As incoming chairman of the Board, I am firmly committed to public safety, economic development, environmental protection, and improving the quality of life for all people. We can do more with less by using innovative budget techniques and increasing employee productivity. I firmly believe that these are achievable solutions.



*"Enriching Lives"*



## Walt Disney Concert Hall

Local and state dignitaries were among those celebrating the completion of the Walt Disney Concert Hall at a dedication ceremony October 20, 2003. More than 600 guests and 160 media outlets attended the invitation-only ceremony, marking the successful conclusion of a 16-year effort to build the world-class facility. Located on a full city block on Grand Avenue in Los Angeles, the privately-funded building is part of the County-owned Music Center complex. Designed by world-renowned architect Frank O. Gehry, the Concert Hall's provocative exterior, covered in architectural stainless steel







steel, has provided Los Angeles with a striking new landmark and has already achieved international recognition. The complex, surrounded by an extensive urban public park, features a 2,265-seat main auditorium designed to achieve both visual and acoustical intimacy. Many feel the Concert Hall will become the definitive architectural symbol, and perhaps the international cultural symbol, of Los Angeles.





## **David E. Janssen's Message**

**Chief Administrative Officer, County of Los Angeles**



**C**reative managing and tight fiscal controls have enabled the County of Los Angeles to face a new reality in local governance—doing more with less.

The ever-increasing uncertainty of state funding, coupled with a decrease in federal funds, have forced us to be conservative in our budgeting. These new realities have led to greater challenges to our efforts to maintain acceptable levels of service to the people.

Now we are facing a decline in some of the County's other revenue sources, such as user fees, special districts and community development funds. In short, our financial resources are not keeping pace with inflation, a steady growth in mandated programs and other critical needs. This year we faced substantial increases in the cost of employee benefits, including a \$57 million jump in workers compensation and a \$36.1 million increase in retiree health insurance.

For the current fiscal year, we were forced to make cuts in services and use most of the reserve fund to prevent draconian cuts in services that would negatively impact the quality of life for County residents.

Still, we had to make cuts in many areas, including law enforcement, health, and recreation services.

The threatened loss of \$575 million is an additional problem. However, the governor has recently stated that he will pay the vehicle license fees to the cities and counties to fund public protection, health and social services. Nevertheless, we are moving cautiously through this fiscal year due to the uncertainty surrounding the state budget deficit and its impact on other county programs and services.

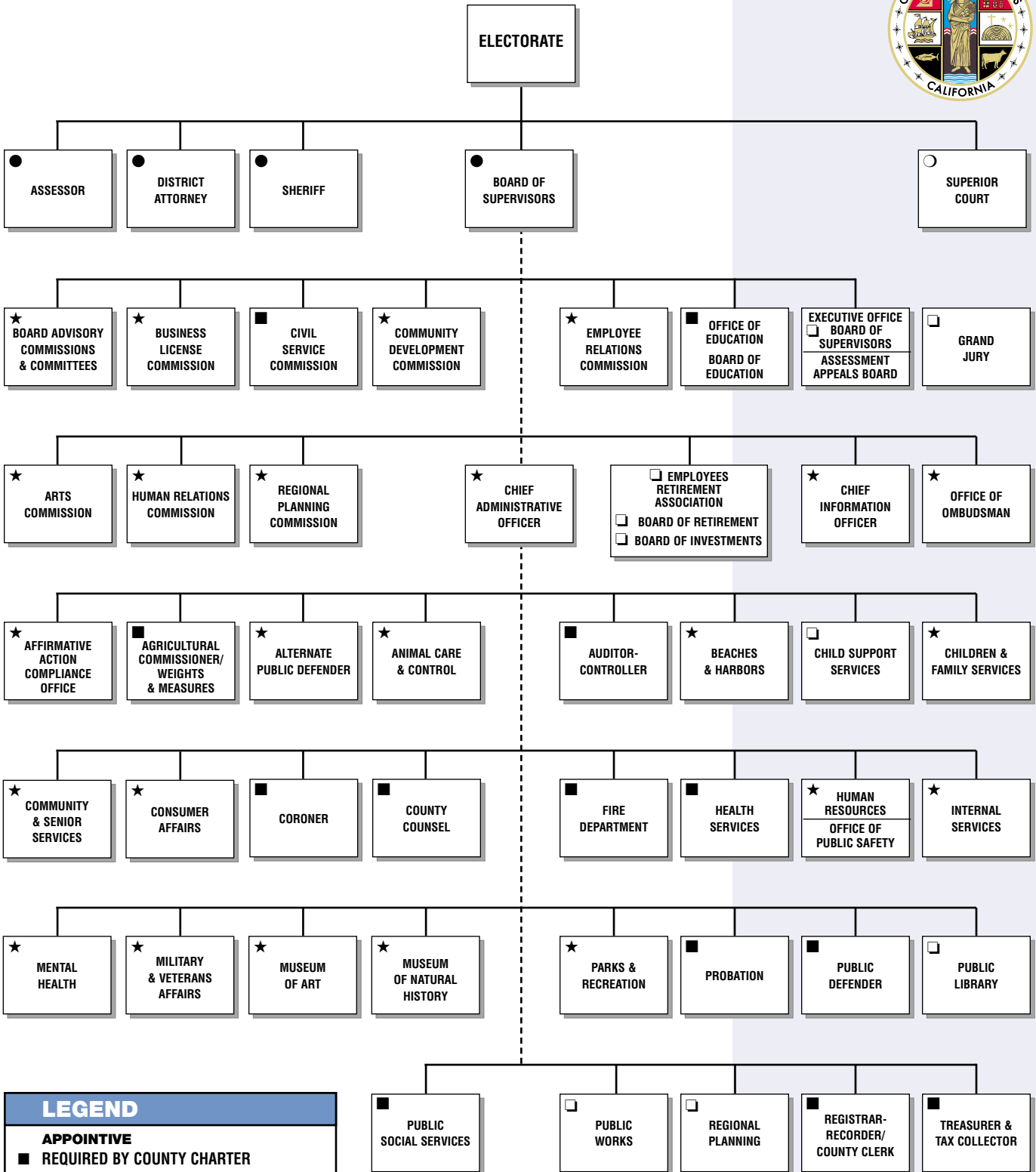
While the budget problems facing the County of Los Angeles are shared throughout the state, we clearly shoulder a greater burden. There are roughly 10 million people in the County, about one-third of the state's total population. We have weathered a very difficult budget year, due largely to strong fiscal discipline exercised by the Board of Supervisors.

We remain concerned about next year and beyond. The County must guard against the state solving its financial problems at our expense. We have done a reasonable job of managing our resources and should not be punished for doing so.

In short, we must be prepared to oppose any additional reduction in local government property taxes, seek state support of the trauma network and we must forcefully advocate for welfare funding that provides services to the entire eligible population.



# 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

# Los Angeles 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:

- ▶ responsiveness
- ▶ professionalism
- ▶ accountability
- ▶ compassion
- ▶ integrity
- ▶ commitment
- ▶ a can-do attitude
- ▶ respect for diversity

Our **position** as the premiere 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,
- ▶ a pledge to always work to earn the public trust.

Our **strategic plan goals**

- ▶ **Service Excellence:** Provide the public with easy access to quality information and services that are both beneficial and responsive.
- ▶ **Workforce Excellence:** Enhance the quality and productivity of the County workforce.
- ▶ **Organizational Effectiveness:** Ensure that service delivery systems are efficient, effective, and goal-oriented.
- ▶ **Fiscal Responsibility:** Strengthen the County's fiscal capacity.

## 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 nearly 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 Board members are (l to r): Zev Yaroslavsky (Supervisor, Third District), Michael D. Antonovich (Supervisor, Fifth District), Yvonne Brathwaite Burke (Chair and Supervisor, Second District), Gloria Molina (Supervisor, First District), Don Knabe (Supervisor, Fourth District).

**To assist the Board of Supervisors**, a chief administrative officer with a staff experienced in management provides administrative supervision to 37 departments and numerous committees, commissions and special districts of the County.



**Gloria Molina**

*Supervisor, First District*

*Population: 1,987,000*

*Square Miles: 228*

**Yvonne Brathwaite Burke**

*Supervisor, Second District*

*Population: 1,978,000*

*Square Miles: 158*

**Zev Yaroslavsky**

*Supervisor, Third District*

*Population: 2,015,000*

*Square Miles: 432*

**Don Knabe**

*Supervisor, Fourth District*

*Population: 1,949,000*

*Square Miles: 428*

**Michael D. Antonovich**

*Supervisor, Fifth District*

*Population: 1,992,000*

*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 2003-2004, including special districts and special funds, provides for expenditures of \$17.1 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

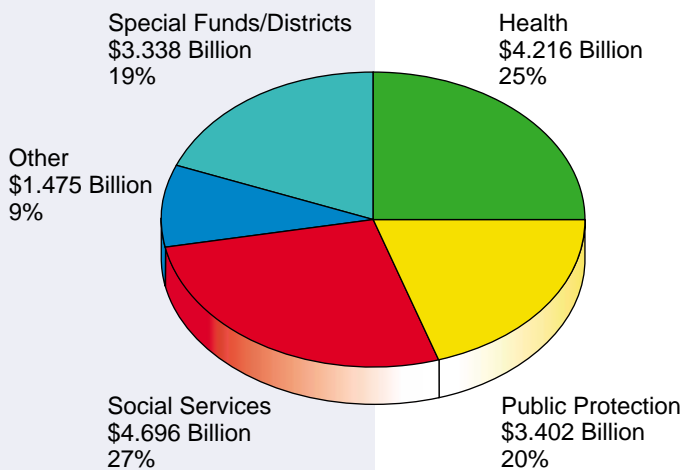
County expenditures are financed by federal, state and local revenues. In general, federal and state revenues are available primarily for specific human services, such as welfare grants, health, mental health, social and child welfare services and related administration. The County also pays a share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

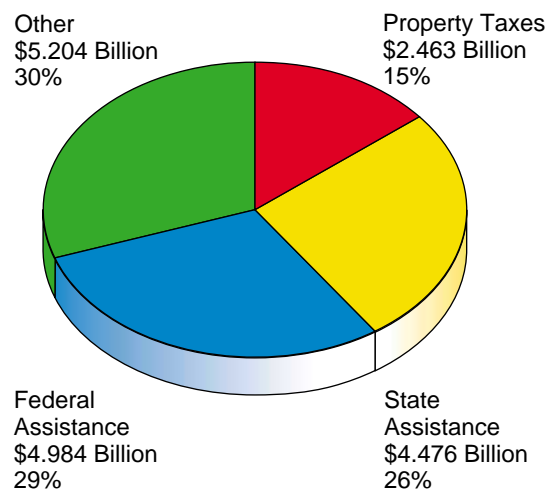
### Debt Management

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  
2003-2004 Final Budget  
Total Expenditures  
\$17.127 Billion**



**Los Angeles County  
2003-2004 Final Budget  
Total Revenue  
\$17.127 Billion**





## County of Los Angeles Budget Facts



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

The Adopted Budget for Fiscal Year 2003-2004 provides the following public services:

#### Public Protection

- Fire and emergency services provided by 2,730 firefighters to more than 3.8 million residents
- Probation-detention for an average daily population of 3,800 juveniles in camps and halls
- Patrol services provided by 4,636 law enforcement personnel
- Ocean lifeguard rescue and beach maintenance services to protect an estimated 50 million beach visitors

#### Health Services

- 3 million outpatient visits
- 302,000 hospital emergency room visits
- 651,000 hospital inpatient days

#### Mental Health

- 413,361 hours of service to 7,612 foster children
- 3,640 daytime crisis field visits
- 2,274 after-hours crisis field visits

#### Social Services

- Medi-Cal eligibility services for 2.3 million persons per month
- Child care for 21,000 children per month in the CalWORKS program whose parents are involved in employment or educational programs
- In-Home Supportive Services for 128,806 aged, blind or disabled persons (average monthly caseload)
- More than 4.1 million meals provided to older residents
- Training programs for more than 32,000 participants, including dislocated workers
- Child support services to approximately 500,000 families

#### Recreation and Cultural

- Parks and recreation services for 11.2 million visitors and 1.7 million rounds of golf
- Museum of Art exhibits for 641,583 million visitors
- Museum of Natural History exhibits for more than 1 million visitors
- Library services to 12 million visitors, with 15.7 million items checked out

#### General Government

- Issuance of 44,961 marriage licenses
- Performance of 8,451 marriage ceremonies
- Counseling, mediation and investigative services for 700,000 Consumer Affairs clients
- Issuance of 52,800 building permits
- Adoption or return of more than 26,000 dogs and cats





**Property Valuation  
(2003-2004)**

Local Assessed— Secured	\$680,977,525,247
Local Assessed— Unsecured	\$44,745,196,811
State Assessed	\$13,678,618,486
<b>Total</b>	<b>\$739,401,340,544</b>

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

2002 GDP	Country/Economy	2002 Rank
10,446	United States	1
3,996	Japan	2
1,995	Germany	3
1,560	United Kingdom	4
1,423	France	5
1,237	China (excl. Hong Kong)	6
1,188	Italy	7
727	Canada	8
655	Spain	9
636	Mexico	10
486	India	11
465	South Korea	12
447	Brazil	13
422	Netherlands	14
399	Australia	15
356	<b>Los Angeles County</b>	
347	Russia	16

**County of Los Angeles**

**History**

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. 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.

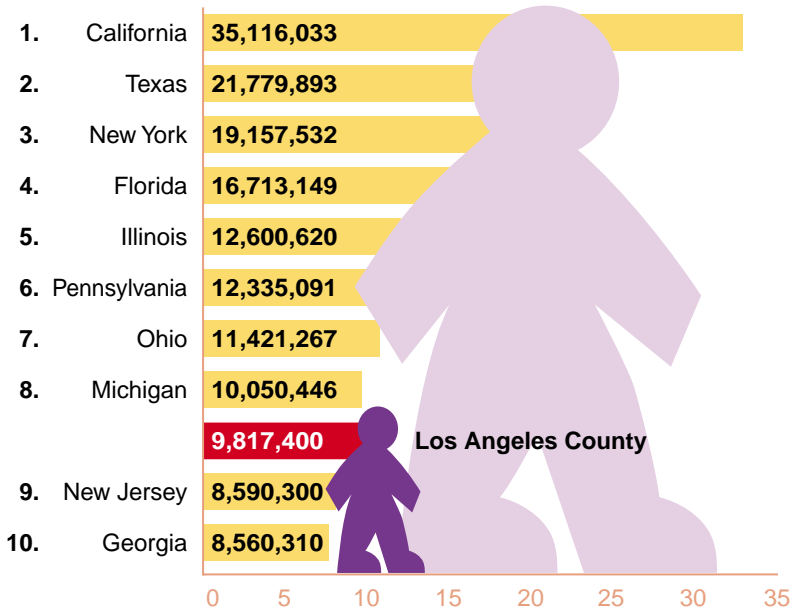
The County's January 2003 population was 9,979,618, which included 8,931,001 residents in the incorporated area and 1,048,617 residents in the unincorporated area.

**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 81 miles of beaches, which represents nearly 9 percent of California's 840-mile coastline. Motorists utilize 21,191 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 (2002)**



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

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

Cities	Population	Cities	Population
Agoura Hills	21,930	Lancaster	126,052
Alhambra	88,938	Lawndale	32,851
Arcadia	55,531	Lomita	20,836
Artesia	17,007	Long Beach	480,973
Avalon	3,317	Los Angeles	3,864,360
Azusa	47,165	Lynwood	72,605
Baldwin Park	79,573	Malibu	13,317
Bell	38,233	Manhattan Beach	36,286
Bell Gardens	45,769	Maywood	29,146
Bellflower	76,428	Monrovia	38,450
Beverly Hills	35,350	Montebello	64,695
Bradbury	921	Monterey Park	63,406
Burbank	104,497	Norwalk	108,699
Calabasas	21,077	Palmdale	127,225
Carson	94,826	Palos Verdes Estates	13,928
Cerritos	54,228	Paramount	57,314
Claremont	36,098	Pasadena	142,202
Commerce	13,175	Pico Rivera	65,926
Compton	96,996	Pomona	156,503
Covina	48,721	Rancho Palos Verdes	42,810
Cudahy	25,455	Redondo Beach	66,545
Culver City	40,256	Rolling Hills	1,937
Diamond Bar	58,963	Rolling Hills Estates	8,051
Downey	111,687	Rosemead	56,065
Duarte	22,377	San Dimas	36,435
El Monte	121,922	San Fernando	24,508
El Segundo	16,697	San Gabriel	41,567
Gardena	60,120	San Marino	13,436
Glendale	202,747	Santa Clarita	162,875
Glendora	51,470	Santa Fe Springs	17,107
Hawaiian Gardens	15,575	Santa Monica	89,333
Hawthorne	87,423	Sierra Madre	10,973
Hermosa Beach	19,365	Signal Hill	10,284
Hidden Hills	1,999	South El Monte	21,959
Huntington Park	63,970	South Gate	100,297
Industry	795	South Pasadena	25,226
Inglewood	116,979	Temple City	34,699
Irwindale	1,490	Torrance	144,415
La Canada Flintridge	21,213	Vernon	94
La Habra Heights	6,070	Walnut	31,420
La Mirada	48,921	West Covina	110,515
La Puente	42,641	West Hollywood	37,292
La Verne	32,923	Westlake Village	8,764
Lakewood	82,333	Whittier	86,449




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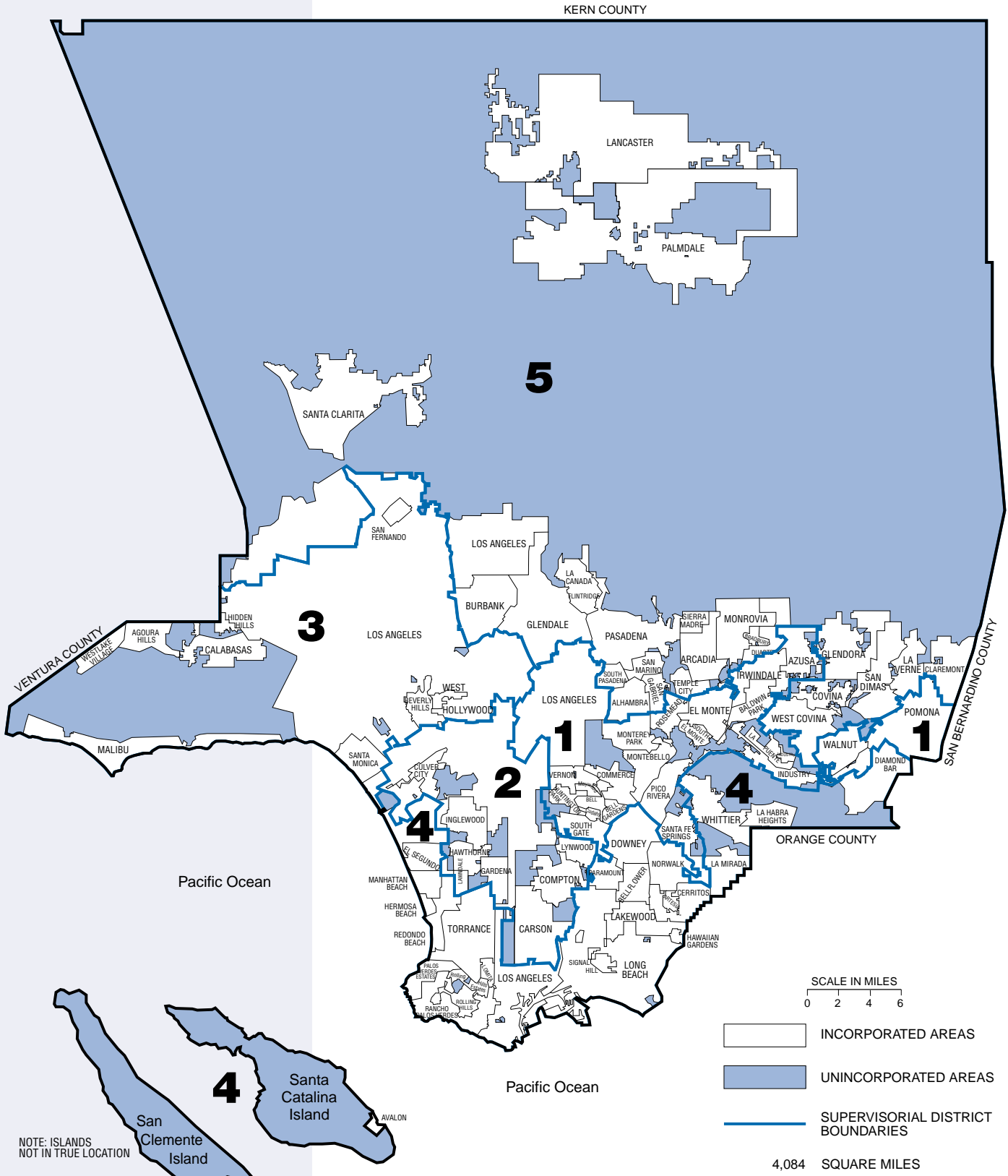
**Total Population**  
**County of Los Angeles**  
 9,979,618

**Total Population**  
**Unincorporated Areas**  
**County of Los Angeles**  
 1,048,617

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Source: California Department of Finance, January 2003

# Map of the County of Los Angeles



NOTE: ISLANDS NOT IN TRUE LOCATION

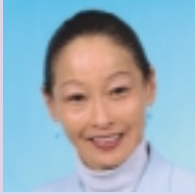
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# Public Protection



Public Protection



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$33,655,000
Less Intrafund	
Transfer	\$0
Net Total	\$33,655,000
Revenue	\$92,000
Net County Cost	\$33,563,000
Positions	238



Alternate Public Defender Janice Fukai checks computer files with staff member.



Staff of the APD confer on various cases.

**Alternate Public Defender**

**The Alternate Public Defender** for the County of Los Angeles 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 the department's success to a dedicated, diverse and highly skilled lawyer and support staff comprised of 51% women and 56% ethnic minorities.

**Major Accomplishments 2002-2003**

- Remained 100% available to represent clients despite increased workload and staffing shortages, which avoided higher costs for court-appointed private lawyers to otherwise handle these cases.
- Obtained Board approval to expand services to remaining adult court operations in Pomona, West Covina, Alhambra, Downey, South Gate and Huntington Park, which will generate additional cost savings for the County.
- Provided quality representation in the most serious and otherwise costly cases for the County, including more than 220 murders, of which 52 alleged special circumstances.
- Reorganized the department's Rampart Unit for expeditious review of cases affected by the passage of SB 1391, which broadened the scope of persons eligible for relief from fraudulent convictions.
- Provided quality representation in Juvenile Mental Health Court cases that involved minors with significant mental health issues. Prosecutors, defenders, mental health experts, social workers and probation officers worked together to tailor treatment programs and monitor progress of minors in need.

**Major Objectives 2003-2004**

- Work with the courts, Chief Administrative Office (CAO) and other internal and external customers to swiftly implement smooth transitions into expansion courthouses in Pomona, West Covina, Alhambra, Downey, South Gate and Huntington Park.
- Modify the department's case management system databases to accommodate data entry at new expansion courthouses.
- Restructure the department's Rampart Unit to include the expeditious review of cases impacted by the Stogner decision, which mandates relief in sex crimes cases litigated under Penal Code §803, a statute of limitations section recently found to be unconstitutional.
- Continue to work with the CAO, Chief Information Office and Information Systems Advisory Board (ISAB) to acquire fully funded membership in ISAB.
- Design and implement a departmental newsletter to ensure timely dissemination of information to employees servicing more than 30 geographically separate courthouses countywide.

## Coroner

**The Coroner** investigates and determines the cause and mode of all sudden, violent or unusual deaths within the County of Los Angeles. Comprehensive scientific investigations are conducted, including autopsy, toxicology, histology, and scanning electron microscopy analysis. In addition to the forensic autopsy, personnel utilize state-of-the-art equipment to provide quality scientific evaluations of physical 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 now accredited by the following organizations:

- National Association of Medical Examiners
- Accreditation Council for Graduate Medical Education (ACGME)
- California Medical Association for Continuing Medical Education
- 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 to provide POST-certified training to other agencies.

### Major Accomplishments 2002-2003

- Developed and implemented an embalming contract addressing health and safety issues related to long-term storage in the crypts.
- Developed and implemented a biennial report accessible through the department's website and on compact disc.
- Completed the update of the medical examiner procedure manual to comply with the requirements of accreditation by the National Association of Medical Examiners.
- Developed a marketing plan for the department to include expansion of marketable services such as gunshot residue testing, teleconferencing interface and "Skeletons in the Closet" gift shop.
- Expanded the department's website to include scanned images of decedent, missing persons to enhance the department's mandated mission of next-of kin notification and decedent identification.
- Developed and implemented, working with the California State Coroners Association, an advanced training curriculum for coroner investigators presented at the state coroners' yearly training seminar in September.
- Won "Silver Eagle" award from Productivity and Quality Commission for the department's electronic commerce program designed to allow credit card purchasing of Coroner memorabilia over the Internet, which will open a gateway for providing other services over the Internet throughout the County.

### Major Objectives 2003-2004

- Work with the Chief Administrative Office and consulting firm Fuller and Coe to facilitate retrofitting of the coroner's HVAC system in the 1104 biological building and facilitate relocation of appropriate staff into other areas, including the old General Hospital Administration building.
- Implement a reorganization and restructuring of the department's photo laboratory designed to secure and safeguard coroner photos, negatives, and radiographs.
- Develop and implement a strategic plan for a revenue-based DNA testing program to be implemented over a three-year period.
- Work with the Internal Services Department and the Chief Information Office to integrate the latest technology, voice-over Internet protocol (VIOP), into the department's communications system upgrade.
- Restructure the department's forensic pathology residency program and coordinate an internal review to comply with new ACGME requirements.



**Dr. Lakshmanan Sathyavagiswaran**

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



**Anthony T. Hernandez**

Director  
(Appointed 07/12/94)



### Fiscal Year 2003-2004 Budget

Gross Total	\$21,238,000
Less Intrafund	
Transfer	\$145,000
Net Total	\$21,093,000
Revenue	\$2,450,000
Net County Cost	\$18,643,000

Positions 218

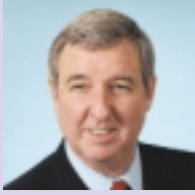


Coroner staff examine evidence.



Some items require extensive examination.

Public Protection



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$253,785,000
Less Intrafund	
Transfer	<u>\$11,143,000</u>
Net Total	\$242,642,000
Revenue	<u>\$118,677,000</u>
Net County Cost	\$123,965,000
Positions	2,094.0



The District Attorney's LEAD (Legal Enrichment and Decision-making) program brings deputy district attorneys together with County students in an effort to teach the young people how to make the right choices in life.



**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 Los Angeles County District Attorney's Office is the largest local prosecution agency in the nation.

**Major Accomplishments 2002-2003**

- Obtained grant funding from the state Office of Criminal Justice Planning for the Juvenile Offender Intervention Network (JOIN) Program. This program creates partnerships among various communities, school districts, law enforcement and other County agencies to deter juvenile crime through intervention.
- Obtained third year grant funding from the state Department of Insurance to increase investigations and prosecutions of fraudulent criminal activities involving staged auto accidents, medical treatment fraud, fraudulent processing of claims, and illegal capping.
- Increased emphasis on investigating workers compensation fraud claims involving city and County agencies.
- Obtained grant funding from the Los Angeles County Quality and Productivity Commission to develop a digital archive capability in the District Attorney's Office to replace thousands of stored criminal case files which are currently retained in a large warehouse.
- Worked closely with the newly formed Los Angeles County Prosecutor's Association, comprised of the district attorney and 11 city prosecutors within the County, to develop joint solutions to shared problems, and to develop protocols for the handling of various criminal cases.

**Major Objectives 2003-2004**

- Finalize all remaining procedural guidelines and operating manuals of departmental units that do not have such resources completed at this time.
- Develop a departmental plan of organizational adjustment to deal with the continuing trend of diminished financial resources, and develop an action plan for reallocation of staff.
- Create a policy and procedure which incorporates the County's Performance Counts program into the department, and allows for operating units to be assessed as to their operating measures and anticipated performance outcomes.
- Implement committees and policies throughout the department which will facilitate the organization and flow of permanent file documents for digital archiving, and which will enable training of departmental staff for the new method of case file retention.
- Implement regional sites throughout the department's facilities for video teleconferencing of lifer hearings and other long-distance communications needs.



The District Attorney's RESCUE program is a joint effort with the County Fire Department to mentor local youth.



## Fire

**The Fire Department** protects the lives of Los Angeles County residents, the environment and property within its 2,280-square-mile jurisdiction. The department provides prompt, skillful, and cost-effective fire protection and life-safety services to nearly 4 million residents in 57 cities and all unincorporated County areas.

### Major Accomplishments 2002-2003

- Enhanced community, local government, and media relationships through the interactions of the community services representatives, positions implemented as part of the department's reorganization.
- Replaced outdated lifeguard towers in collaboration with the Department of Beaches and Harbors. Each tower, designed and constructed to lifeguard and DBH specifications utilizing the resources of the Internal Service Division (ISD), provided a cost savings of approximately \$2 million.
- Improved lifeguard safety through the establishment of the Personal Watercraft Training Program, enhancing an ocean lifeguard's ability to effect specialized surfline rescues when conventional rescues (i.e. lifeguards swimming or using a rescue boat) would place the lifeguard crew or equipment at risk.
- Created, in partnership with the Los Angeles County Department of Beaches and Harbors and the University of Southern California Sea Grant Program, and funded through a federal grant, a network of web cameras and meteorological instruments to aid in lifeguard beach staffing, tracking rescue activity, creating public education materials, and collecting environmental data.
- Implemented the Safe Surrender Program, including a countywide public information campaign, the designation of all 157 County fire stations as Safe Surrender sites, and department-wide firefighter training.
- Expanded terrorism preparedness to include training, equipment acquisition, and community outreach, supplemented by six major federal grants.
- Became the first fire department in California to subscribe to the AMBER Alert Program, a voluntary partnership between law-enforcement agencies and broadcasters to activate an urgent bulletin in the most serious child-abduction cases.
- Launched the FEMA-based CERT program, training ordinary citizens to assist emergency responders in the event of a major disaster.
- Converted Fire Camp 17 to a forestry camp, providing the wards of the Probation Department additional opportunities to learn new job skills in a positive work environment. They are being trained for a variety of jobs and environmental projects.

### Major Objectives 2003-2004

- Develop an organizational strategy to plan for the Fire Department's future, including physical plant and facilities, financial stability addressing planned and unplanned needs, workforce development, and technology infrastructure to assure the highest level of responsiveness.
- Expand customer/stakeholder outreach through the development of a community advisory group; expand and validate service delivery performance to assure the highest service levels are achieved.
- Encourage and support succession planning through the development and implementation of a comprehensive executive management preparation program for current and prospective mid- and executive-level managers.
- Develop a comprehensive emergency operations directory for use by the Department providing updated information, guidelines, and resources for specific large-scale emergency incidents such as power outage, brushfires, earthquakes, and homeland security events.



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



### Fiscal Year 2003-2004 Budget

<i>Fire District</i>	
Gross Total	\$635,897,000
Less Intrafund	
Transfer	\$ 0
Net Total	\$635,897,000
Revenue	\$635,897,000
Net County Cost	\$ 0
Positions	4,003
<i>Lifeguard Services</i>	
Gross Total	\$18,580,000
Less Intrafund	
Transfer	\$ 0
Net Total	\$18,580,000
Revenue	\$ 0
Net County Cost	\$18,580,000



County firefighters battle an intense fire.



Firefighters assist County lifeguards on patrol.

Public Protection



**William A. Sullivan**  
Foreperson  
2003-04 Civil Grand Jury



**Fiscal Year 2003-2004 Budget**

Gross Total	\$1,272,000
Less Intrafund	
Transfer	\$0
Net Total	\$1,272,000
Revenue	\$15,000
Net County Cost	\$1,257,000
Positions	5

**Grand Jury, Criminal and Civil**

**The Los Angeles County Criminal Grand Jury** is empanelled and empowered by law to bring indictments and to perform criminal investigations in connection with these indictments. The Criminal Grand Jury consists of 23 members and a designated number of alternates.

All persons qualified for jury service have an obligation to service when summoned. The Criminal Grand Jury is selected randomly from the pool of petit jurors.

The Criminal Grand Jury attends hearings to weigh evidence brought by the District Attorney's Office to determine on the basis of this evidence whether certain persons should be charged with crimes 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 is formed monthly and the term of service is 30 calendar days, unless otherwise specified by the District Attorney's Office.

The Los Angeles County Civil Grand Jury has the main function of investigating county, city, and joint-power agencies. The Grand Jury acts in a "watch-dog" capacity by examining the operations of various government agencies within Los Angeles County. The responsibilities encompass the examination of all aspects of the county government, including 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 cannot investigate state or federal agencies, which lie outside its jurisdiction. Part of the investigation of governmental agencies includes the ability to audit operations, accounts and records of officers and departments within the agency under investigation. 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.

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. Interested citizens may also apply by calling (213) 893-1047.

Each July these 23 jurors are sworn in as grand jurors for 12-month service ending the following June. Service is a full-time job.

**Major Accomplishments 2002-2003**

- Automated Civil Grand Jury Nomination Book.

**Major Objectives 2003-2004**

- Increase number of Civil Grand Jury applicants by increasing direct nominations from judges; and expanding on-going recruitment/outreach efforts in media, civic and community-based organizations, senior citizens organizations and focus groups.
- Enhance nomination process for the Civil Grand Jury.

## Ombudsman

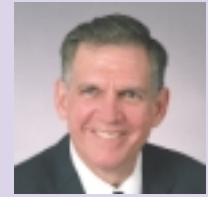
**The Department of Ombudsman** serves residents of the County of Los Angeles by monitoring the timely and thorough investigation of complaints and objectively reviewing investigations concerning the Los Angeles County Sheriff's Department, the Office of Public Safety, and other County departments and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

### Major Accomplishments 2002-2003

- Published and implemented the department's strategic plan.
- Published the department's first annual report.
- Published a regular newsletter describing the department's activities.
- Completed all necessary requests and approvals for department relocation to improve public access.
- Finalized work on a revised departmental web page that will provide greater public access.
- Expanded significantly department's community outreach and involvement.
- Continued to make improvements in case management systems.
- Completed two managerial audits on the personnel complaint process.

### Major Objectives 2003-2004

- Relocate the department's operations to improve public access.
- Develop a system for producing quarterly reports on activities.
- Develop significant performance measures.
- Publish the department's second annual report in the first quarter of 2004.
- Make further efforts to enhance the department's fiscal capability.
- Continue to improve community outreach and involvement efforts.
- Co-host the National Association for Civilian Oversight of Law Enforcement conference in Los Angeles.
- Participate in the Republic of Korea's Overseas Research Fellowship program by hosting a Korean ombudsman.



**Robert B. Taylor**  
Ombudsman  
(Appointed 04/18/02)



### Fiscal Year 2003-2004 Budget

Gross Total	\$804,000
Less Intrafund	
Transfer	\$0
Net Total	\$804,000
Revenue	\$0
Net County Cost	\$804,000

Positions 9

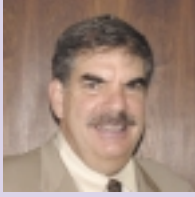


Ombudsman staff greet visitors to its display.



Ombudsman display at recent County event.

Public Protection



**Richard Shumsky**  
 Chief Probation Officer  
 (Appointed 05/04/98)



**Fiscal Year 2003-2004 Budget**

Gross Total	\$511,023,000
Less Intrafund	
Transfer	<u>\$12,494,000</u>
Net Total	\$498,529,000
Revenue	<u>\$190,214,000</u>
Net County Cost	\$308,315,000

Positions 5,097



Probation Employee Enhancement Recognition Committee honoring employees' excellence.



Youth display recent awards from JJCPA Appreciation Day in Duarte.

**Probation**

**The Probation Department** promotes public safety, ensures victims rights and facilitates a positive change in adult and juvenile probationers. The department recommends and enforces court-ordered sanctions for probationers, including the detention of juvenile offenders and the arrest of adult offenders. It supervises and monitors probationers. The department also provides probationers with educational and vocational services, and access to health and mental health services.

**Major Accomplishments 2002-2003**

- Significantly expanded the department's information technology infrastructure to improve and enhance the delivery of quality services to the public. The department maintains more than 3,500-networked desktop and notebook computers, and 3,500 Probation employees have e-mail access.
- Implemented enhancements to augment the Juvenile Caseload Management System (JCMS) to provide a more integrated and comprehensive system. These enhancements included: 1) adding a school data module; 2) adding a web-based module to support the Schiff-Cardenas Juvenile Justice Crime Prevention Act (JJCPA), which allows community-based organizations serving Probation juveniles to enter data directly; and 3) implementing interfaces to share data between JCMS and other justice systems (District Attorney's PIMS and Superior Court's JAI systems).
- Completed a number of infrastructure projects to improve safety and security and create a more positive work environment at probation halls and camps. Some of these projects included installing security screens, razor wire and panic alarms at the halls, construction of new staff living quarters and a greenhouse at Challenger Memorial Youth Center, installing new emergency generators and women's modular restrooms at various camps, and upgrading the electrical and plumbing systems at the halls.

**Major Objectives 2003-2004**

- Utilize a more strength-based case management approach to assist clients in gaining access to needed medical, social and educational services, in addition to obtaining life and vocational skills to make them employable and self-sufficient. Other programs include building family support for youths returning home by providing intensive case management to participating family members, and providing, in collaboration with Mental Health, high-end mental health services to male minors in a specialized care unit.
- Provide improved services to foster care youths by increasing the number of youths and the length-of-stay in transitional housing, implementing a process and communication network to locate missing youths, increasing visitation rates by probation officers, and ensuring that critical information is provided to parents and foster care providers.
- Develop an enterprise document management system to increase productivity and improve the quality of department court reports. The first phase will be to create a centralized repository for court reports including other justice documents, which will allow documents to be quickly retrieved and quality monitored from any location.



## Public Defender, Office of

**The Office of the Public Defender** protects the life and liberty of adults and children in matters having penal consequences. The mandate is to ensure equal treatment within the justice systems by safeguarding liberty interests and upholding the rights of individuals. The Public Defender strives to prevent injustice and provide the highest level of criminal legal representation to fully serve all indigent people who need its services.

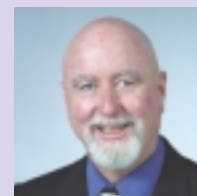
The 42 field offices handle an estimated 430,000 misdemeanor cases, 90,000 felony cases, 40,000 juvenile cases and 12,000 mental health cases annually. The office has taken a leadership role in such innovative efforts as the Early Disposition Program, which allows felony cases to be settled as early as the first court appearance; videoconferencing, which allows defendants to be interviewed while at the jail facility instead of being transported to court; the Client Assessment, Referral, Evaluation Program, which provides psycho-social assessments, treatment plans, and dispositional alternatives to juveniles in the juvenile justice system who exhibit serious mental health problems; and the adult drug, juvenile drug and mental health courts.

### Major Accomplishments 2002-2003

- Developed and conducted mandatory gender bias training for all employees.
- Continued visits of branch offices by executive management to facilitate communication between staff and executive management.
- Provided management and leadership development training for new managers through programs presented by various organizations.
- Implemented a program in the department's "Failure to Provide Unit" to assist clients in appropriately modifying child support payment orders to ensure compliance and subsequently reduce criminal appearances.
- Studied the organization structure of the department and developed and implemented changes which strengthen the department's communications and management controls.
- Reviewed all departmental reports, determined which should be prepared and forwarded through e-mail, and made revisions or eliminated reports as appropriate.

### Major Objectives 2003-2004

- Expand and strengthen the department's gender bias training program with the establishment of an advisory body to monitor gender bias issues and make appropriate proactive recommendations.
- Research the feasibility of meeting with juvenile and mental health clients through videoconferencing technology.
- Monitor the custodial housing of minors who have been certified to be tried as adults.
- Train departmental investigators on Lexus/West Law and Department of Motor Vehicles electronic records usage.
- Collaborate and cooperate in the County's effort to alleviate record storage problems; and research available funding opportunities for financing of a pilot project to electronically archive closed case files.
- Collaborate with the District Attorney and the Superior Court to identify persons wrongfully convicted pursuant to the California Supreme Court Stogner decision and facilitate proper resolution of affected cases.
- Establish relationships with local counsel general's offices to enhance case investigations in foreign countries in which the department represents their nationals.
- Assist the Superior Court in the design and implementation of its modified Juvenile Drug Treatment Court Pilot Project.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$129,976,000
Less Intrafund	
Transfer	<u>\$591,000</u>
Net Total	\$129,385,000
Revenue	<u>\$3,587,000</u>
Net County Cost	\$125,798,000

Positions 1,016



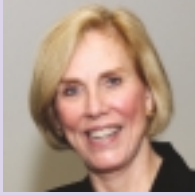
Public Defender and senior staff member discuss cases handled by the office.



Public Defender Michael Judge reviews office policies and pending cases with staff members.



Public Protection



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$72,988,000
Less Intrafund	
Transfer	<u>\$32,914,000</u>
Net Total	\$40,074,000
Revenue	<u>\$29,778,000</u>
Net County Cost	\$10,296,000

Positions 610



The color guard from the Office of Public Safety participates in ceremony.



County Public Safety officers patrolling the waters on Castaic Lake.

**Public Safety (Human Resources)**

The Office of Public Safety/Los Angeles County Police is a specialized law enforcement agency that provides police protection for the patrons, employees and properties of County departments that request its services. The County Police utilizes vehicle, bicycle, boat, and foot patrol methods within and around County facilities, including the Department of Human Resources, Department of Public Social Services, Department of Mental Health, Department of Parks and Recreation, and the Department of Public Works-Airports. Law enforcement services are also provided for the downtown Civic Center and the County hospitals, clinics and other public health facilities, which encompass the largest health care system in the nation.

The County Police, part of the Department of Human Resources, also protects one of the most extensive park and recreational systems in the United States, including regional, community and local parks, golf courses, nature centers, lakes and natural habitat areas. Many of the areas patrolled are well-known and are recognized internationally, such as the Hollywood Bowl and the Los Angeles County Arboretum and Botanic Garden. As of August 2003, the County Police began providing police services to the five regional County-owned airports maintained by the Department of Public Works.

In addition to routine patrols, the County Police also maintains a Tactical Response Force to respond to acts of civil disobedience, a Dignitary Protection Unit, a Reserve Mounted Police Unit, and the Weapons of Mass Destruction Response Force.

**Major Accomplishments 2002-2003**

- Continued the training and preparation for deployment of the Weapons of Mass Destruction Response Force. This unit was one of the first in the nation designed to support health care and medical operations during a weapons of mass destruction or hazardous materials incident. The County Police gained national recognition for this program and was featured in *Police Magazine* and on local news agencies for the work and training done by this unit.
- Raised more than \$61,000 for charity for various organizations. Continued to provide support to the community through the Pursuit-4-Kids holiday toy drive, delivering more than 2,000 toys to disadvantaged children of Los Angeles County.
- Completed its first year of providing boating enforcement on Castaic Lake, enhancing the overall safety on the lake.
- Increased security at the regional private airports by providing police services to the five County-owned airports (Brackett, Compton, El Monte, Fox, and Whiteman).

**Major Objectives 2003-2004**

- Continue to explore the regionalization of law enforcement services to the Department of Health Services, as well as other service clients; to provide services to additional County clients while continuing to provide needed services to the employees, patrons and citizens of Los Angeles County.
- Continue to partner with the Office of Security Management to present increased crime prevention and workplace violence training to the employees of Los Angeles County.
- Continue to partner with the Chief Administrative Office and Department of Human Resources in the Performance Counts! strategic planning goals and objectives. Included in these goals and objectives is a restructuring of budgetary processes.

## Sheriff

**The Sheriff's Department** provides law enforcement services to 40 contract cities, 90 unincorporated communities, nine community colleges, the Metropolitan Transit Authority, and 58 Superior Courts; and houses more than 20,000 inmates daily. In the calendar year 2002, there were more than 336,056 incidents handled by the department, resulting in more than 95,000 arrests.

Services provided by the Sheriff's Department are as diverse as the County itself. The Sheriff's Department offers the resources and expertise of specialized units, which include homicide, narcotics, organized crime, various task forces and partnerships with other law enforcement agencies on a government and local level, family/child/elder abuse crimes, fingerprint identification, criminalistics laboratory services, and fugitive warrant investigations.

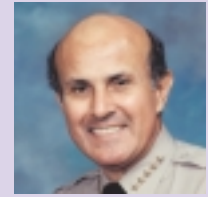
The Sheriff's Department maintains specialized search and rescue teams which are deployed by helicopter to an emergency or disaster. Many of the team members are reserve deputies and volunteers who bring specialized skills or training to the department and have received additional specialized training in mountain, swift water, and ocean rescue operations. They are prepared at a moment's notice to effect rescue operations within the County or to assist other counties or states in their rescue operations.

### Major Accomplishments 2002-2003

- Focused on making educational opportunities available to every department member, including development of the Los Angeles Sheriff's Department University (LASDU), where enrollment is steadily growing. Expanded department's on-site associate, bachelor and master degree programs. More than 1,000 employees are currently enrolled.
- Established the "Military Activation Committee" to address all the needs of the department's activated military reservists. Developed a repatriation program to welcome reservists back into County service.
- Expanded on California's Child Safety Amber Network (AMBER Alert) by fine-tuning policies and streamlining procedures, resulting in an efficient system which has led to the safe return of abducted children.
- Expanded the Office of Homeland Security to include the Terrorism Early Warning Group (TEW), which also encompasses the early and thorough (efficient communications) notifications and alerts through the Homeland Security Bulletins notification system.
- Developed the Court Services Division website <http://civil.lasd.org/> to better serve the residents of Los Angeles County with their court-related matters.

### Major Objectives 2003-2004

- Reorganize the department based on budget curtailments and maintain the integrity to provide service to the communities.
- Continue training sessions for civilian volunteers for the Community Emergency Response Team as "first responders." Community Law Enforcement Partnership Program facilitates training sessions designed to address disaster preparedness, light search and rescue, fire safety, and first aid.
- Expand multi-agency radio interoperability with local, state and federal public safety agencies and all branches of military agencies.
- Expand the regional multi-agency, multi-disciplinary Terrorism Early Warning Group within the Office of Homeland Security.
- Restore the Deputy Leadership Institute.



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

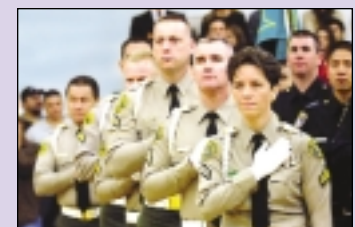


### Fiscal Year 2003-2004 Budget

Gross Total	\$1,691,834,000
Less Intrafund	
Transfer	<u>\$4,415,000</u>
Net Total	\$1,687,419,000
Revenue	<u>\$978,560,000</u>
Net County Cost	\$708,859,000
 Positions	 15,558



Sheriff Lee Baca congratulates deputy during recent graduation event.



Future sheriff's deputies participate in graduation ceremony.



# Human Services



Human Services



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$188,785,000
Less Intrafund	
Transfer	<u>\$0</u>
Net Total	\$188,785,000
Revenue	<u>\$178,276,000</u>
Net County Cost	\$10,509,000

Positions 2,008



A CSS worker provides information to the public.



The CSS Call Center responds to public inquiries.

**Child Support Services**

The mission of the **Child Support Services Department** is to improve the quality of life for children and families of Los Angeles County by providing timely, accurate and responsive child support services. The department completed its second successful year of implementing a new department culture emphasizing a social service model as opposed to law enforcement.

**Major Accomplishments 2002-2003**

- Provided child support services to more than 500,000 families and collected in excess of \$490 million in child support.
- Implemented the CSI project to improve child support collections, resulting in the modification of 25,000 support orders and cleanup of 100,000 cases to reduce debt by \$125 million annually.
- Expanded child support community outreach programs to local communities, community-based organizations and employers to educate customers and the public about child support services available in Los Angeles County.
- Passed the Data Reliability Audit, which helped California receive more than \$150 million.
- Processed 4 million telephone calls from customers regarding child support cases through the department's call center.
- Received Quality and Productivity awards for four programs dealing with customer service, performance and outreach, two of which also received the "Million Dollar Club Award", and one of which received the coveted "Commissioners' Award" (minimizing caller wait time).

**Major Objectives 2003-2004**

- Meet national federal performance standards in the areas of paternity establishment and current child support collections.
- Develop improved communication strategies with the public and enhance marketing techniques to increase public awareness of the services offered by the department.
- Implement a targeted re-engineering (BPR) of department case processing and operations.
- Implement new State Compromise of Arrears Statute provision with \$90 million increase in collections projected by the state.



Supervisor Don Knabe joins Phillip Browning, CSS director, and other officials for ribbon-cutting ceremony for Torrance office.



CSS sponsors an outreach for children.



## Children and Family Services

**The Department of Children and Family Services (DCFS)** works to ensure that all children have a connection to family, friends, schools and neighborhoods. The continuity of “connectedness” with family and other familiar and caring persons is critical to serving the best interests of children.

DCFS provides services to children and their families when they are at-risk due to actual or potential child abuse, abandonment, neglect or exploitation. To best serve children, the department strives for permanency options which incorporate, first and foremost, safety and a permanent home that best meets the children’s needs. Working collaboratively with the people who make up a child’s network of caring relationships ensures every child will have a safe, permanent home in which to live and grow.

### Major Accomplishments 2002-2003

- Began implementation of structured decision making which ensures consistency in decision making across the department and focuses on providing services to those children at highest risk.
- Continued modification of the organizational structure to promote increased community-based service delivery within each Service Planning Area.
- Began reallocation of resources to create a greater capacity of staff to spend more time with families.
- Began redesign of service delivery system to reduce the number of children in care, reduce the timelines to permanency, and improve safety for children.
- Developed an emancipation/independent living program website ([www.ilponline.org](http://www.ilponline.org)) to provide current information on services and events of interest to former foster youth.
- Secured additional housing for 158 emancipated youth with special needs.

### Major Objectives 2003-2004

- Reduce the incidence of abuse and neglect for children with whom DCFS has intervened.
- Reduce the reliance on out-of-home care for children when they can be safely served in their home.
- Continue reallocation of resources to create a greater capacity of staff to spend more time with families.
- Implement concurrent planning which promotes an immediate, collaborative venture with families and results in outlining all viable options for children.
- Develop performance-based contracts with care providers which result in reunification with the natural family or other permanent home for children.
- Implement a pilot adoptions model to begin integrating adoption work into the Service Planning Area offices to decrease the time from placement of children to adoption.
- Open the first of several community-based reception centers designed primarily for children taken into custody through the emergency response system.
- Work with the state to obtain a federal Title IV-E waiver to allow flexible use of funding to improve outcomes for children.
- Create a close and stronger relationship with law enforcement through the multi-agency response initiative to increase the safety of children.
- Develop the multi-disciplinary assessment team program as a collaborative effort with the Department of Mental Health and other community providers to ensure the immediate and comprehensive assessment of children and youth entering out-of-home placement.



**David Sanders, Ph.D.**  
Director  
(Appointed 03/24/03)



### Fiscal Year 2003-2004 Budget

Gross Total	\$1,394,421,000
Less Intrafund	
Transfer	<u>\$3,500,000</u>
Net Total	\$1,390,921,000
Revenue	<u>\$1,222,047,000</u>
Net County Cost	\$168,874,000

Positions 6,619



DCFS staff supervise an arts and crafts session.



Santa Claus comes to town bringing gifts for County foster youth.



Human Services



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$333,337,000
Less Intrafund	
Transfer	\$0
Net Total	\$333,337,000
Revenue	<u>\$333,337,000</u>
Net County Cost	\$0
Positions	552



Through loans and grants offered by the CDC, homeowners, like the family shown, are able to rehabilitate their homes.



Public housing residents receive free educational tutoring from local college students through an award-winning partnership.

## 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 2002-2003

- Used a variety of federal and state funding sources to fund more than 300 homebuyer loans with a value of approximately \$42 million.
- Completed nearly 700 affordable rental and for-sale units, with more than 300 units under construction to be completed as part of the fiscal year 2003-2004 goals.
- Provided acoustical treatment for 129 units in the amount of \$3.1 million.
- Continued high-level effective administration of the block grant program through the provision of compliance reviews and technical assistance.
- Aided area revitalization efforts by funding \$13.5 million in loans to commercial and industrial businesses.
- Completed 16 construction contracts at 25 housing sites. Closed one comprehensive improvement assistance program and one capital fund program for Lomita Manor. Closed one capital grant program and the Disaster Fund Program for Los Angeles County.
- Achieved and maintained a 99.7 percent lease-up rate for the Los Angeles County Choice Voucher Program.

### Major Objectives 2003-2004

- Continue to assist low and moderate-income residents in purchasing homes by administering a variety of federal, state and local funding sources.
- Complete approximately 1,000 affordable rental and for-sale units with CDC resources and with funds leveraged from other public and private sources.
- Provide acoustical treatment to 121 dwelling units within the residential sound insulation program project area at a cost of approximately \$3.2 million.
- Continue high-level effective administration of the block grant program by providing program reviews and technical assistance.
- Complete construction of the East Los Angeles Family Resource Center in East Los Angeles.
- Renovate facades of 70 community businesses in the First and Second Supervisorial Districts.
- Continue area revitalization efforts by issuing loans to commercial and industrial businesses.
- Complete construction activity at 23 housing sites. Close one capital grant program and two capital fund programs and ensure all target dates for the obligation and expenditure of funds are met or revisions of the deadlines are submitted timely and approved by HUD.
- Achieve and maintain a 98 percent or higher lease-up for the Los Angeles County Housing Choice Voucher Program.

## Community and Senior Services

**The Department of Community and Senior Services** provides comprehensive services to senior citizens, welfare-to-work recipients, refugees and economically disadvantaged, unemployed or dislocated workers. In partnership with community leaders, businesses and private agencies, the department assists residents to become self-sufficient; strengthen and promote the independence of older persons; provide employment and training for unemployed adults, displaced workers, seniors, young people, General Relief recipients and California Work Opportunity and Responsibility to Kids (CalWORKS) participants.

The department also works to protect and assist adult victims of abuse; assist refugees in resettlement and in becoming self-sufficient; provide safety and security for domestic violence victims; and develop services that are needed within local communities.

### Major Accomplishments 2002-2003

- Developed the first long-term-care strategic plan with a coordinating council of participating county departments and community organizations to anticipate the needs of the graying County population.
- Established the WorkSource Career Centers as one-stop, seamless, regional resource centers for employers and job seekers throughout the County.
- Developed a strategic plan for the Community Action Board and developed a Community Action Plan for Community Services Block Grant (CSBG) to assess needs, establish goals and implement programs.

### Major Objectives 2003-2004

- Develop and release manuals that standardize the contract monitoring policies and procedures for the department.
- Fully implement Results Oriented Management Accountability to ensure an established goal of a minimum of 50% growth outcome for all CSBG agencies.
- Implement policies and procedures for Adult Protective Services (APS) staff to follow when providing tangible support resources to APS clients. These resources include home health assistant devices such as audio and/or visual aids.



Senior citizens receive health information at annual Health Fair and Senior Festival.



Seniors of the African Market Place



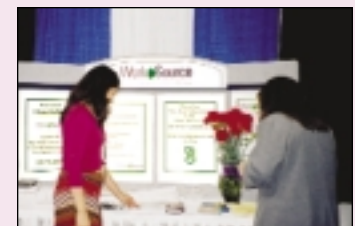
**Robert Ryans**  
Director  
(Appointed 07/31/01)



### Fiscal Year 2003-2004 Budget

Gross Total	\$171,525,000
Less Intrafund	
Transfer	<u>\$68,057,000</u>
Net Total	\$103,468,000
Revenue	<u>\$96,304,000</u>
Net County Cost	\$7,164,000

Positions 544



Seniors receive employment assistance at Los Angeles County Workforce Center.



Willowbrook hosting an Easter egg hunt.

## Human Services



**Dr. Thomas L. Garthwaite**  
Director  
(Appointed 02/01/02)

**Fiscal Year 2003-2004 Budget**

Gross Total	\$4,766,827,000
Less Intrafund	
Transfer	<u>\$94,299,000</u>
Net Total	\$4,672,528,000
Revenue	<u>\$4,049,341,000</u>
Net County Cost	\$623,187,000
Positions	23,963.3



Health inspector checks the level of bacteria in water at beach after a rainstorm.



The Public Health Mobile provides services throughout the County.

## Health Services

**The Department of Health Services (DHS)** leads the County effort to prevent disease, promote health, and provide personal health services to the residents of Los Angeles County, up to 2.5 million of whom are medically uninsured. The department's services are critical for the medically indigent, working poor, and those who are without access to health care, as well as to the maintenance of the County's trauma care network.

The department operates the nation's second largest public health system, with five hospitals, one multi-service ambulatory care center, six comprehensive health centers, a network of more than 100 public and private primary care clinics, and 11 public health centers. The department is responsible for providing a full range of health services, such as communicable disease control and treatment; preventive and investigative public health functions, including the prevention of infectious diseases; trauma and emergency medical care; primary, specialty, and hospital inpatient services; training of health care professionals; environmental management programs, such as restaurant inspections; substance abuse and treatment; HIV/AIDS prevention and treatment services; and enforcement of all state and county laws related to public health.

**Major Accomplishments 2002-2003**

- Reduced 2006-2007 projected deficit from \$709 million to \$69 million.
- Successfully obtained federal grants in the amounts of \$24.6 million from the federal Centers for Disease Control and Prevention and \$15.5 million from the federal Health Resources Services Agency to support the development and implementation of plans to prepare and respond to potential threats of bioterrorism.
- Improved the consistency and quality of care by implementing six clinical pathways for patients with chronic diseases, such as heart disease and diabetes. Began implementation of an additional six pathways.
- Implemented a successful multicultural campaign to increase awareness and screening among women at high risk of cervical cancer.
- Obtained increased Ryan White CARE Act funding for HIV/AIDS treatment and support services.
- Expanded ambulatory care services in the Antelope Valley through the conversion of High Desert Hospital to a multi-service ambulatory care center.
- Implemented Visual Communicable Morbidity Reporting System for electronic reporting of communicable disease incidents from hospitals in Los Angeles County.
- Broke ground on a state-of-the-art replacement facility for LAC+USC Medical Center.
- Achieved all-time high levels of immunization coverage among children in Los Angeles County.

**Major Objectives 2003-2004**

- Improve the value (quality and efficiency) of health care provided by the department.
- Enhance and protect the health of residents of Los Angeles County.
- Simplify and automate DHS and Los Angeles County processes for patients, partners, employees, and the public.
- Reduce disparity in care and enhance cultural sensitivity across DHS.
- Develop and deploy a comprehensive performance management system.



## Human Relations Commission

**The Human Relations Commission** works to foster harmonious and equitable intergroup relations among various ethnic and cultural groups in the County of Los Angeles with the goal of achieving an inclusive, multicultural community. The commission works with cities, schools, community-based organizations, law enforcement, faith communities, youth and major institutions to prevent and respond to intergroup tensions and conflicts and hate violence.

The commission provides assistance in building collaboratives, networks, events, programs and strategies that can prevent conflicts, promote non-violent conflict resolution, and build multicultural democracy.

### Major Accomplishments 2002-2003

- Advanced a human relations component in the County strategy for preparing for the fallout of a terrorist incident in the U.S.
- Established a toll-free telephone line to receive reports of acts of hate or discrimination during the war on Iraq, and to address rumors that could needlessly exacerbate intergroup tension (1-888-No-2-Hate).
- Created a security pledge that served as a tool to build unity and commitment to protect County residents targeted by hate crime and discrimination—signed by law enforcement, clergy, and leaders of cities and community-based organizations around the County.
- Promoted a “No Haters Here” message for youth through an outdoor advertising campaign that included more than 50,000 bus benches, 18 bus shelter ads and “wild” postings in targeted areas around the County.
- Produced a CD of the commission’s youth human relations council (Youth ACT) titled “Confessions of the Discriminated” that promotes humanist, anti-racist and homophobic themes with original hip-hop and other youth-oriented types of music, for use in Youth Public Education Campaign (can be downloaded at [www.LAHumanRelations.org](http://www.LAHumanRelations.org)).
- Organized countywide training conferences for network of city-based human relations organizations (HRMAC) on racialized youth gang violence and interfaith alliances and organizing communities.
- Convened and organized County departments to inform the Board and public of impacts of Proposition 54 on County government.
- Upgraded and redesigned hate crimes database and methodologies to expand capacity to do more quantitative and qualitative analyses.

### Major Objectives 2003-2004

- Implement a coordinated plan with human relations and youth-serving organizations to expand human relations programs in targeted schools, in conjunction with the TV and multimedia youth education campaign.
- Strengthen city-based human relations organizations’ relationship with the commission’s hate crime victim assistance partners to better prepare them for response to hate and discrimination due to civil strife or terrorist activity.
- Launch a youth-oriented interactive website [zerohour.com](http://zerohour.com) that will engage youth in human relations issues, and connect them to resources.
- Complete and publish an analysis of hate crime trends based on past eight years of hate crime data collected for Los Angeles County.
- Create additional training tools to build the capacity of city-based human relations infrastructure (HRMAC regional clusters).
- Expand the types of human relations-related information and resources available on the commission’s website.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$2,254,000
Less Intrafund	
Transfer	\$0
Net Total	\$2,254,000
Revenue	\$86,000
Net County Cost	\$2,168,000

Positions 19

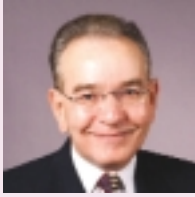


The Human Relations Commission launched a tolerance campaign targeting youth.



Aaron Sorkin and Tommy Schlamme, creators of the hit NBC-TV show “West Wing,” are congratulated for receiving the Commission’s “Courage Award” by Commission President Zedar Broadous and Executive Director Robin Toma.

## Human Services



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

**Fiscal Year 2003-2004 Budget**

Gross Total	\$1,082,009,000
Less Intrafund	
Transfer	<u>\$48,471,000</u>
Net Total	\$1,033,538,000
Revenue	<u>\$937,321,000</u>
Net County Cost	\$96,217,000
Positions	2,856.6



Mental Health workers review client cases.



A children's poster on display.

## Mental Health

**The Department of Mental Health**, with a focus on “making the community better,” strives to provide clinically competent, culturally sensitive and linguistically appropriate mental health services that are tailored to help individuals achieve their personal goals, increase their ability to achieve independence, and develop skills to support their leading the most constructive and satisfying life possible.

The department provides and administers mental health services in the County through a community-based planning process under the framework of comprehensive community care (CCC). CCC emphasizes client-centered, family-focused services that are integrated with other programs aimed at improving the lives of persons with mental illness. Primary services include targeted case management, inpatient care, outpatient services (including medication support and crisis intervention), and day treatment programs provided through a network of County-operated and contracted mental health clinics, hospitals and other facilities. Using standards established by law and regulation, the department reviews and monitors the clinical and fiscal performance of all public mental health service providers. In addition, the director of mental health acts as the public guardian and conservatorship investigation officer for the County.

### Major Accomplishments 2002-2003

- Expansion of the mental health component of Family Preservation Services for children at risk of entering or already in the child welfare system was accomplished through implementation of multi-disciplinary assessment teams on a pilot basis.
- Completed the development of a countywide plan to ensure that continuous care is provided for clients discharged from inpatient services, through linking hospitals with outpatient services in all areas of Los Angeles County. Implementation of the plan, with an initial priority focus on individuals hospitalized six or more times in a 12-month period, will occur in FY 2003-2004.
- Improved access to benefits for eligible and entitled consumers resulted in an increase in the number of new clients obtaining benefits from 18,371 for 2001-2002 to 21,059 for 2002-2003, an increase of 14.63%.
- Implemented integrated mental health and substance use assessments for adults and for children. Training was provided, in conjunction with the Department of Health Services, for staff from both mental health and substance use treatment providers.
- Implemented Health Insurance Portability and Accountability Act (HIPAA) privacy rules by the federally mandated date of April 14, 2003.
- Successfully transferred the hospital-based outpatient psychiatric services at Augustus F. Hawkins (AFH) Community Mental Health Center from the Department of Health Services to the Department of Mental Health. Integrated these services with existing DMH outpatient resources at AFH to develop a comprehensive outpatient program.

### Major Objectives 2003-2004

- Increase the number of clients with established SSI/Medi-Cal and Healthy Families benefits by 7.5% over the previous performance period.
- Increase Medicare revenue collection by 25% over the previous fiscal year.
- Establish baseline outcome measurements for intensive service recipients in the Los Angeles County public mental health system that focus on hospitalization, housing, employment and incarceration.
- Achieve a 90-minute response time (defined as the time the call reaches ACCESS until the time that the Psychiatric Mobile Response Team (PMRT) reaches the site) for at least 80% of calls to ACCESS that require dispatch of a PMRT.
- Initiate an action plan to provide mental health screening and assessment for at least 90% of children entering out-of-home placement for the foster care and juvenile justice systems.



## Military and Veterans Affairs

**The Department of Military and Veterans Affairs** works to assist veterans, their dependents and survivors in obtaining legal claims and benefits to which they are eligible under state and federal legislation. It operates and maintains Bob Hope Patriotic Hall, which is used by veterans organizations and the public.

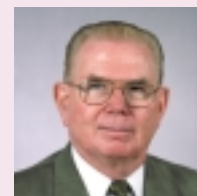
The department administers the college fee waiver for the dependents of disabled and deceased veterans; assists veterans, their widows and dependents seeking benefits, information and referral services to other agencies; and assists indigent burials by coordinating with local mortuaries. In addition, 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 2002-2003

- Increased Patriotic Hall revenue by 5% to \$497,000 and state-funded workload units by 10%. Increased rental use of the building by 7% for events with 228,248 attendees.
- Exceeded projected goal by 8% increasing the CAL-VET tuition fee waiver program participation by dependents of service disabled/deceased veterans.
- Prepared, verified and pursued veterans claims for benefits, resulting in federal payments to county veterans and survivors in excess of \$6.6 million.
- Assisted with 237 indigent veterans and widows burials.
- Participated in 321 civic and patriotic events, including veterans Stand Downs, community job and health fairs.
- Assisted more than 18,500 veterans acquire medical, educational, housing and other benefits through office visits and telephone calls.
- Completed 50% of the upgrade in the in-house computer network system for faster data interchange between veterans' files.
- Completed the installation of Bob Hope Patriotic Hall's first, second and third floor voice and data wiring by Internal Services Department. New telephones were installed and activated. Additionally, DSL Internet service was made available to building tenants.
- Solicited a 2003 Chevy Astro Van, valued at \$21,040, to support medical and other veterans services, public outreach, patriotic and civic events.
- Repaired gymnasium ceiling and roof and refinished hardwood floors in the Navy, Marine, Nimitz, Wilson Rooms and women's waiting area (2nd, 4th, 6th, 8th floors).

### Major Objectives 2003-2004

- Increase the number of veterans served by the department and increase rental revenue from Bob Hope Patriotic Hall facilities to \$510,000 (2%).
- 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.
- Improve customer service by enhancing access to the U.S. Department of Veterans Affairs computerized "Benefit Delivery Network" for veterans programs and claims.
- Complete scheduled capital improvements to Bob Hope Patriotic Hall, including installing new elevators, rebuilding the south entry ramp for ADA compliance, and resurfacing the gymnasium.
- Complete the department's network upgrade to provide all employees Inter/intranet access.
- Complete the department's strategic plan goal for online booking of reservations.
- Ensure compliance with new and existing contracts, and contract monitoring, policies, and procedures, including the prohibition against retroactive contracts.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$1,970,000
Less Intrafund	
Transfer	\$1,000
Net Total	\$1,969,000
Revenue	\$817,000
Net County Cost	\$1,152,000

Positions 25.5



Supervisor Zev Yaroslavsky thanks local veteran at Board of Supervisors meeting.



Director Joseph N. Smith addresses veterans group.

Human Services



**Bryce Yokomizo**  
 Director  
 (Appointed 03/01/02)



**Fiscal Year 2003-2004 Budget**

Gross Total	\$3,078,988,000
Less Intrafund	
Transfer	<u>\$1,213,000</u>
Net Total	\$3,077,775,000
Revenue	<u>\$2,629,043,000</u>
Net County Cost	\$448,732,000

Positions 13,330



*In-Home Supportive Services workers provide cost-effective and enhanced personal care services to elderly, blind or disabled persons which allow them to remain safely in their homes.*



*Department of Public Social Services staff outreach to the community to ensure access to services.*

**Public Social Services**

**The Department of Public Social Services** serves an ethnically and culturally diverse community through programs designed to both alleviate hardship and promote family health, personal responsibility, and economic independence. The department provides temporary financial assistance and employment services to low-income County residents and determines eligibility for free and low-cost health care programs and services for low-income families with children, pregnant women, and aged, blind, or disabled adults.

**Major Accomplishments 2002-2003**

- Reduced the Food Stamp error rate to 7.9% (5.2% agency and 2.7% participant). Worked closely with the Chief Administrative Office, County Counsel and California Department of Social Services on a strategy to reduce the FFY 2001-02 federal fiscal penalty imposed on California.
- Achieved a Welfare-to-Work GAIN job placement rate of 5.7% and increased utilization of supportive services by 5%.
- Implemented automation changes to DPSS computer systems to enhance the efficiency of departmental operations and improve services to participants.
- Strengthened the department's fiscal capabilities by maximizing funding and flexibility, and enhanced contract monitoring.
- Developed and implemented the customer service standards in partnership with other County departments/agencies and their community stakeholders.
- Retained the targeted number of Medi-Cal eligible persons in compliance with the 1115 Waiver Program. The 1115 Waiver process required the County to move from expensive acute care at inpatient facilities to preventative care at outpatient clinics.
- Piloted the use of service integration tools designed to improve access to services for children and families. Also, allocated resources to support the design and development of a fully functioning integrated family service center in the San Fernando Valley.
- Completed departmental terrorism response policies and procedures, which are now incorporated into the department's emergency response plan. Staff continues to meet with key County information technology managers to minimize the potential for cyber-terrorism.

**Major Objectives 2003-2004**

- Deliver specialized employment and supportive services designed to enhance the ability of families to achieve long-term self-sufficiency by increasing the job placement rate by 8% or higher and increasing utilization of supportive services by 6%.
- Take action to improve the nutritional well-being of families and individuals by increasing the number of households receiving Non-Assistance Food Stamps by 6% and maintaining the department's Food Stamp error rate below 10%.
- Support the State's Medi-Cal cost-control mandates and maximize receipt of state revenues by the enhanced processing of Medi-Cal applications and annual certifications.
- Take optimum outreach actions to improve the health care coverage of families and individuals, and ensure that no less than 1.1 million persons remain Medi-Cal eligible.
- Strengthen the quality and monitoring of all contracts and memoranda of understanding.
- Identify and implement further automation changes to add functionality to DPSS computer systems, within available funding, enhancing the efficiency of departmental operations and improving service to participants.

# Recreation and Cultural Services



## Recreation and Cultural Services



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$4,236,000
Less Intrafund	
Transfer	\$0
Net Total	\$4,236,000
Revenue	\$300,000
Net County Cost	\$3,936,000



*The Greater Ebenezer Missionary Baptist Church Choir was one of 10 Los Angeles-based arts groups featured on the first national broadcast of annual Holiday Celebration at the Music Center.*



*The Ford Amphitheatre had the biggest season in its history in summer 2003 with 100 performances over five months.*

## Arts Commission

**The Los Angeles County Arts Commission** fosters excellence, diversity, vitality, and accessibility of the arts in the County; provides leadership in cultural services for all artistic disciplines; and makes information and resources available to the community, artists, arts organizations, and municipalities.

Through its grant programs, the commission awarded \$2.2 million to regional nonprofit arts organizations in 2002-2003 and provided management assistance to more than 100 grantees. The commission funded the largest arts internship program in the country in conjunction with the Getty Trust, co-presented seasons at the John Anson Ford Theatres, and produced free music programs, including the L.A. County Holiday Celebration at the Music Center and 75 free concerts in public sites.

### Major Accomplishments 2002-2003

- Launched ARTS FOR ALL: Los Angeles County Regional Blueprint for Arts Education, a 10-year plan to establish sequential arts education in public school districts K-12 throughout the County with the help of 30 partners. Implementation began with professional development training of 100 arts administrators and artists in the state content standards.
- Broadcast the annual free Holiday Celebration, which has been aired locally on public television for decades, nationally for the first time through the Public Broadcasting System.
- Presented the Ford Amphitheatre's largest season in its history – 75 performances of 63 music, dance, theater, film and family events. The season included 40 performances featuring Latino artists, the result of a Latino Arts Initiative started in 2002 and funded by the James Irvine Foundation.
- Raised, through the Folk and Traditional Arts Program, awareness of the County's folk artists through the Project Grant Program—which supported performances and workshops—and the Folk Arts Forum—which brought together more than 170 artists and regional presenters. This program successfully transitioned to the Craft and Folk Arts Museum.
- Co-sponsored with the Office of Protocol and the California Arts Council, a conference on international cultural collaborations that brought together more than 110 leaders from the arts community and the consular corps.
- Implemented an electronic filing system for applicants to all commission programs, reducing the time required to fill out applications and allowing staff to download submitted information into a database for analysis.

### Major Objectives 2003-2004

- Continue implementation of ARTS FOR ALL by selecting five vanguard County school districts to receive technical assistance resulting in the adoption of an arts education policy, plan and budget; and launching an online resource directory of 40 approved arts education service providers for schools.
- Launch an online musicians roster, searchable by performer name and musical style, and accessible to the public.
- Participate as a lead partner of Experience LA, the definitive cultural information portal for the greater LA region, reaching local residents and U.S. and international visitors. The site will incorporate a comprehensive searchable calendar of events, funded by the County's Information Technology Fund.
- Implement ARTIFAX, an integrated event management database system for the Ford Theatres.



## Beaches and Harbors

**The Department of Beaches and Harbors** operates and manages 21 beaches along 31 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 Los Angeles County. In addition the department is responsible for clean beaches through implementation of 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 the 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 Tournament of Lights Boat Parade held during the holiday season.

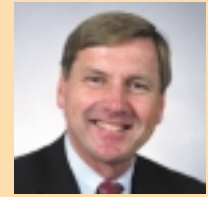
As property manager of Marina del Rey, the department is responsible for implementation of the Marina del Rey Asset Management Strategy. This comprehensive plan was prepared to serve as a guide to the harbor's next generation of important development/redevelopment projects that will transform Marina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

### Major Accomplishments 2002-2003

- Secured Board approval of lease options to extend three leases for 39 years and one lease for 20 years in exchange for developer investment of more than \$60 million for 278 new apartments, a new anchorage, new commercial/retail facilities, a waterfront promenade, a remodeled shopping center, and two new landscaped entryway park public areas, as well as an expected additional \$863,000 in annual County revenue.
- Obtained options to acquire two Marina del Rey leaseholds for intended Chace Park expansion and significant boating and visitor-serving development.
- Established a successful summer weekend water shuttle operation in Marina del Rey, serving more than 13,300 riders, funded by a Productivity Investment Fund loan.
- Negotiated a 10-year agreement with Verizon for \$6 million in cash and cost savings for sponsorship on lifeguard tower safety signs and telephone kiosks.
- Negotiated a three-year extension with Nissan, resulting in 60 donated vehicles for lifeguard and beach maintenance use for a minimum cost savings of \$770,000.
- Completed the Torrance Beach project that included construction of a new restroom, concession facility, access ramps and improvements to the parking lots and stairs.

### Major Objectives 2003-2004

- Obtain Board approval to commence exclusive negotiations with the successful proposers for the development of boat storage facilities on the Marina's eastside and of hotels and/or other uses on parcels surrounding Marina Beach.
- Implement action plans for the development of an aquatic center at and expansion of Chace Park in Marina del Rey and of Marina del Rey "gateway" parcels to identify the boundaries of and provide a sense of place to the Marina.
- Commence construction of the Venice, Will Rogers and Dockweiler projects and obtain Coastal Commission approval for the Coastline and Dan Blocker projects.
- Develop and implement an action plan for an expanded water shuttle system with the goal of increasing patronage in 2004 by 15% over the 13,000 users in 2003.



**Stan Wisniewski**  
Director  
(Appointed 08/25/93)



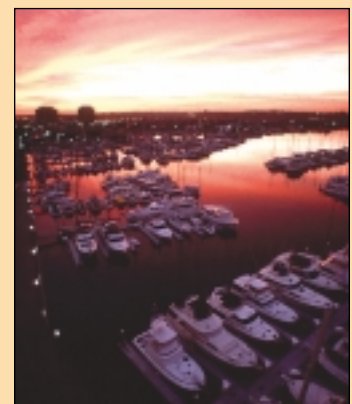
### Fiscal Year 2003-2004 Budget

Gross Total	\$29,134,000
Less Intrafund	
Transfer	\$0
Net Total	\$29,134,000
Revenue	\$24,817,000
Net County Cost	\$4,317,000

Positions 222

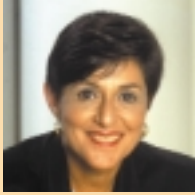


Marina del Rey Summer  
Concert Series in Burton  
Chace Park.



Overlooking Marina del Rey at  
sunrise.

Recreation and Cultural Services



**Dr. Andrea L. Rich**  
President and Director  
(Appointed 11/01/95)



**Fiscal Year 2003-2004 Budget**

Gross Total	\$18,020,000
Less Intrafund	
Transfer	\$0
Net Total	\$18,020,000
Revenue	\$150,000
Net County Cost	\$17,870,000

Positions 51



Art conservation is a priority at LACMA.



Friday Night Jazz is a very popular event at LACMA.

**Museum of Art**

**The Los Angeles County Museum of Art (LACMA)** is the premier encyclopedic art museum in the Western United States, serving between 600,000 and 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 2002-2003**

- Acquired more than 1,000 works of art through purchases and gifts, including the world-class Madina Collection of Islamic art, which provides museum visitors with a more comprehensive view of the art and culture from the Middle East and places LACMA's collection of Islamic art among the top 10 in the world.
- Launched LACMA NexGen Arts, a free youth membership program that welcomes young people to visit museum galleries for free and participate in youth-focused art, film, music events, and festivals offered throughout the museum all year long. The membership also allows for free admission for one accompanying adult.
- Presented 17 exhibitions covering a spectrum of regions and historical periods. Highlights included the two highly successful exhibitions *Sargent and Italy* and *Ansel Adams at 100*, which heightened visitors' interest in LACMA's own works by these two beloved American artists.
- Secured more than \$18 million in financial grants and gifts to support programs, exhibitions, and operating expenses, including a \$10 million endowment gift from Wallis Annenberg to support the exhibitions, education, and acquisition programs.
- Welcomed more than 250,000 children and their families, who enjoyed tours of the permanent collection, art classes, hands-on art experiences, and the participatory exhibition *Making* in the Boone Children's Gallery.

**Major Objectives 2003-2004**

- Make extraordinary art available to the broadest possible public by organizing and presenting special exhibitions such as *Old Master, Impressionists, and Moderns: French Masterworks from the State Pushkin, Museum, Moscow, Modigliani and the Artists of Montparnasse, The Circle of Bliss Buddhist Meditational Art, Diane Arbus Revelations, and Inventing Race: Casta Painting and Eighteenth Century Mexico.*
- Develop and implement free admission programs, including "free after five" six days a week and LACMA NexGen free youth membership program.
- Display to the public the most important gift of art in LACMA's history, consisting of 12 newly donated masterpieces by Mr. and Mrs. Edward W. Carter considered among the world's most important Dutch paintings.
- Launch a new Ancient Worlds Mobile, which joins LACMA's existing Maya Mobile transportable classroom in providing public school students with in-school art education and experiences.

Visitors take in LACMA's Modern and Contemporary art galleries.



## Museum of Natural History

**The Natural History Museum** mission is to inspire wonder, discovery and responsibility for the natural and cultural worlds. This is accomplished through permanent and traveling exhibits, and educational and research programs that touch more than 1 million people each year. There are three museums operated by this department.

**The Natural History Museum of Los Angeles County (NHM).** NHM is the crown jewel of Los Angeles' science, environment, and cultural museums. A national leader in collections, research, educational programs and exhibitions since 1913, the museum was the first cultural institution to be open to the public in Los Angeles. It houses the second largest natural history collection in the United States, with more than 33 million spectacular and diverse artifacts.

**The Page Museum at the La Brea Tar Pits (Page).** Established in 1977, the Page Museum is home to fossils that represent more than 650 species of animals and plants taken from the tar pits on its grounds. Less than 100 years of excavation has revealed more than 4 million fossils. Since 1969, paleontologists have excavated Pit 91 in Hancock Park, which reopens each summer, giving the public the unique opportunity to observe paleontological fieldwork. Inside the museum, visitors can watch year-round as the fossils are prepared in the paleontology laboratory.

**The William S. Hart Museum (Hart).** Home of William S. Hart, the first cowboy movie star, the Hart Museum features the personal and movie effects of the beloved actor along with Native American artifacts and Western American art. Hart Park is also home to Heritage Junction, featuring 19th Century Saugus Railroad station and other historic buildings. The park offers hiking and nature trails, picnic areas and camping. The museum is free to the public.

### Major Accomplishments 2002-2003

- Created a Guest Services division to improve the guest experience.
- Opened six major public exhibitions and selected Francios Confino as designer for the ground-breaking original exhibition "L.A.: Light, Motion, Dreams".
- Increased service to school children and teachers 67%, with nearly 230,000 school children in attendance.
- Secured more than \$10 million in public funds for Phase 1 of the New Museum Project.
- Raised \$15 million in contracted revenues, plus \$1.2 million in media value from partners that included Pedigree Food for Dogs, Los Angeles Dodgers and National Geographic Channel.
- Completed L.A. County's first comprehensive spider survey with more than a thousand specimens collected through public participation.
- Led and participated in more than 40 research expeditions, yielding critical scientific and cultural data from 20 countries in North, Central, and South America, Europe, and Asia, and Australia.
- Increased attendance by 49%.

### Major Objectives 2003-2004

- Continue to increase visibility and credibility through programming and exhibitions, festivals and promotional efforts.
- Sustain momentum of the New Museum Project: begin Phase 1, seismic retrofit and historical renovation of the 1913 building.
- Meet highly ambitious fund-raising and attendance goals.
- Continue to enhance the guest experience at all three museum locations to model New Museum objectives.
- Establish the Julian Dixon Institute for Cultural Studies.



Children and adults explore in the Natural History Museum's Discovery Center.



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

NATURAL HISTORY MUSEUM  
OF LOS ANGELES COUNTY

### Fiscal Year 2003-2004 Budget

Gross Total	\$12,035,000
Less Intrafund	
Transfer	\$0
Net Total	\$12,035,000
Revenue	\$70,000
Net County Cost	\$11,965,000

Positions 44



The William S. Hart Museum gives guests a glimpse of the Old West.



Page Museum scientists and volunteers unearth Ice Age fossils.



Recreation and Cultural Services



**Steve Rountree**  
President  
(Appointed 11/4/02)



**Fiscal Year 2003-2004 Budget**

Gross Total	\$16,505,000
Less Intrafund	
Transfer	\$0
Net Total	\$16,505,000
Revenue	\$4,201,000
Net County Cost	\$12,304,000



*Dorothy Chandler Pavilion at Music Center.*



*Mark Taper Forum at Music Center.*

**Music Center of Los Angeles County**

**The Music Center**, as a public/private partnership with the County of Los Angeles, is one of the world's premier cultural organizations and among the three largest performing arts centers in the nation. More than 1.3 million people annually attend performances of music, theater, opera and dance at the 3,200-seat Dorothy Chandler Pavilion, the 750-seat Mark Taper Forum and the 2,200-seat Ahmanson Theatre. The Music Center's newest venue, the 2,265-seat Walt Disney Concert Hall, opened in October 2003. Resident companies include the Los Angeles Philharmonic, the Center Theatre Group, the Los Angeles Opera and the Los Angeles Master Chorale. The Music Center also books and presents performances that complement the resident company seasons.

The Music Center Education Division is one of the region's most important leadership organizations for strengthening arts education in the schools. The Education Division presents more than 3,500 annual events reaching 1 million students and teachers in schools, communities and at the Music Center.

Los Angeles County provides the general maintenance, custodial services, utility costs, insurance, security and usher services at the Music Center. The private sector and earned revenue provide programming support.

**Major Accomplishments 2002-2003**

- Broke ground in March 2003 on the Grand Avenue Pedestrian Improvement Project, scheduled for completion by end of 2003.
- Undertook renovation or build-out of all restaurants at Music Center and Walt Disney Concert Hall.
- Announced first full dance season featuring six American companies in 30 performances on the stage of the Dorothy Chandler Pavilion between October and June.
- Played a leadership role in developing and implementing "Arts for All: A Regional Blueprint for Arts Education in Los Angeles County".
- Expanded in-depth arts education programming with 73 partner school districts and 56 private schools.

**Major Objectives 2003-2004**

- Expand free and low-cost programming to engage children and families at the Music Center.
- Expand use of school-wide assessment tool to gauge progress in advancing arts education.
- Initiate a tourism program with audio guide to provide greater community access to Walt Disney Concert Hall.
- Present first full season of dance at the Music Center in more than 30 years.
- Open and operate the first season of Walt Disney Concert Hall.



*Walt Disney Concert Hall exterior.*



*Auditorium of the Walt Disney Concert Hall.*



## 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 to develop broad-based knowledge and support for parks and recreation by creating community with its 88 cities and their recreational facilities and programming efforts. Its expectations include being a partner to reduce juvenile crime, increase school readiness among children, develop accessible parks and activities, establish healthy parks, influence economic well-being, and enhance the social and emotional well-being of children and their families.

The Parks and Recreation 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 satisfaction.

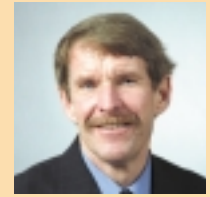
The department is responsible for its administration of more than 130 facilities, including 19 golf courses, 80 local and community regional parks, Catalina Island Interpretive Center, Los Angeles County Arboretum & Botanic Garden, Whittier Narrows Nature Center, Hollywood Bowl, John Anson Ford Amphitheatre, Descanso Gardens, Castaic Lake State Recreation Area, and South Coast Botanic Garden.

### Major Accomplishments 2002-2003

- Completed the development of the operations manual, the first living document of operations, maintenance, and facility procedures for the department.
- Conducted the First Annual Parks Summit of Los Angeles County, inviting all 88 cities to share information affecting parks and recreation within the County.
- Developed a memorandum of understanding used in conjunction with the Parks Summit to adopt the motto "creating community through people, parks, and programs". To date more than 52 agencies have signed the memo.
- Developed a comprehensive assessment of unmet capital improvement needs totaling more than \$400 million, improving the efficiency of the department with regard to prioritization of these needs.
- Developed the "Healthy Parks Program", allowing the department to create a diverse group of cooperative partnerships including the medical and business communities using parks as community service "focal points." More than 45 organizations participate as partners.
- Completed playground safety inspections at 155 sites, including plans to renovate all playgrounds.

### Major Objectives 2003-2004

- Complete and implement the department's strategic plan, establishing the course of the department over the next five years.
- Develop, plan and coordinate the department's 60th anniversary, including activities, programming, and special events during 2004.
- Expand the current Parks Summit of Los Angeles to include bi-annual symposiums within smaller circumscribed geographical areas within the County.
- Launch the department's renovated website.
- Improve organizational and physical infrastructure by having 85% of the department's park sites, linked to LA Net; and to the department's mail system and network.
- Restructure the Park and Recreation Commission's operating principles.
- Reorganize the Friends of Greater Los Angeles Parks, a 501(c) 3 organization with a direct mission of supporting the department in its parks and recreation endeavors.
- Begin renovation and rehabilitation of 20 of the department's 31 pools.



**Timothy Gallagher**  
Director  
(Appointed 03/11/02)



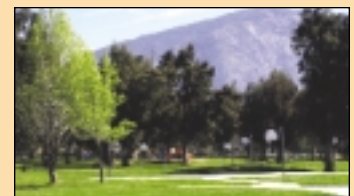
### Fiscal Year 2003-2004 Budget

Gross Total	\$98,772,000
Less Intrafund	
Transfer	\$2,698,000
Net Total	\$96,074,000
Revenue	\$34,355,000
Net County Cost	\$61,719,000

Positions 1,162.5



County residents enjoy the beauty of Frank G. Bonelli Regional Park in San Dimas.



El Cariso Park in Sylmar offers beautiful views of the mountains.



Members of the Samoa Cultural Center participate in a special celebration.

**Recreation and Cultural Services**



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$92,974,000
Less Intrafund	
Transfer	\$0
Net Total	\$92,974,000
Revenue (1)	\$92,974,000
Net County Cost	\$0

Positions 870.1

(1) Includes a \$23,485,000 County contribution



LA Sparks stars Chandra Johnson (r) and Nikki Teasley (l) promote reading at the Lennox Library.



Children get help selecting books to read during a park visit by the County Library's Urban Bookmobile.

**Public Library**

**The County of Los Angeles Public Library** is a network of community-focused libraries that meet the information, educational and recreational needs of a highly diverse public. The department supports lifelong learning and knowledge through self-education. Its staff is dedicated to providing information, quality services and public programs in a welcoming environment.

The Pubic 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: 2.5 million registered borrowers; 15 million items circulated annually; 10 million questions seeking information answered; 500,000 children attending library programs each year; and 11 million visits to County libraries annually.

Through 84 libraries and four bookmobiles, customers are able to access a full range of library information services, customer health information and resource centers for American Indian, African-American, Asian-American and Chicano communities. The community libraries also offer literacy and tutoring programs, homework centers, story times, summer reading programs and public access to the Internet.

**Major Accomplishments 2002-2003**

- Implemented an Internet management strategy that offers adult customers and parents (for their children) the choice of filtered or non-filtered access to the Internet, and that provides a computer-based reservation system for booking public computer time.
- Developed and implemented, in conjunction with the Department of Children and Family Services, a program to provide library cards to children in the County's foster care system.
- Completed and submitted two applications under the California Library Construction and Renovation Bond Act of 2000 for state matching funds to build new libraries.
- Expanded information resources available to County Library staff through the Library's intranet.

**Major Objectives 2003-2004**

- Complete and submit two additional applications under the California Library Construction and Renovation Bond Act of 2000 for state matching funds to build new libraries.
- Implement the County's Library's strategic plan.
- Implement a pilot project for a customer self-service model.



The County Library booth at the LA Times' Festival of Books promoted library services and reading.

# General Government Services



## General Government Services



**Cato R. Fiksdal**  
Agricultural Commissioner  
Director of Weights and Measures  
(Appointed 11/03/98)

**Fiscal Year 2003-2004 Budget**

Gross Total	\$25,750,000
Less Intrafund	
Transfer	<u>\$487,000</u>
Net Total	\$25,263,000
Revenue	<u>\$20,011,000</u>
Net County Cost	\$5,252,000

Positions 360



Inspector certifying accuracy of grocery market scale.



Inspecting fruit for presence of exotic fruitflies.

## Agricultural Commissioner/Weights and Measures

**The Agricultural Commissioner/Weights and Measures Department** provides environmental and consumer protection to the people of the County of Los Angeles by enforcing federal, state and County laws in the areas of health, safety and consumer affairs. Its services include ensuring the safe supply of food and water, protecting consumers and businesses from fraud, preventing the misuse of pesticides, overseeing pest management activities, preventing exotic pest infestations and enforcing apiary laws and regulations.

The department also works to minimize fire hazards from weeds and brush, and provides consumer and agricultural information to the public. It develops an annual statistical report of Los Angeles County's agricultural production, maintains more than 25,000 insect pest detection traps, and provides regulatory oversight of agricultural businesses handling hazardous materials.

### Major Accomplishments 2002-2003

- Orchestrated the creation of a Los Angeles County Urban Wildlife Management Area of stakeholders to manage wildlife interactions with County residents to improve safety and to reduce property damage. Created a memorandum of understanding which established a team approach to develop avoidance and reduction strategies for the various wildlife problems. Added an educational component to showcase "Best Management Practices."
- Brought the Buyer Beware program to full staffing, and conducted undercover scanner inspections at retail stores. Increased public awareness of stores convicted of overcharging through the monthly press releases, posting the convictions on a department web page, and posting conviction notices in store windows, which resulted in a six-fold increase in consumer complaints.
- Enhanced the accuracy and specificity of pest identifications with digital imaging and electronic transmission to expert federal, state and foreign specialists throughout the world. Improved the timeliness of pest identifications by 20%, which reduced the delays of shipments of perishable plants and produce.
- Improved compliance with pesticide laws and regulations by developing and publishing a user-friendly and bilingual English and Spanish handbook for growers and applicators.
- Created a center of excellence for integrated pest management services for County departments and other agencies, providing consultation, instruction and direct services.

### Major Objectives 2003-2004

- Develop an onsite system to centrally test and seal water sub-meters submitted by landlords, which will improve oversight and encourage compliance with accuracy standards at the greatest efficiency.
- Develop program results statements, program indicators and operational measures for each budget program and sub-program in time for the departmental budget submission.
- Review all Weights and Measures scale and meters subprograms in order to make recommendations for improving the effectiveness outcomes, by March 1, 2004. Make specific proposals to effect these changes to the state.



## 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 2002-2003

- Increased placement of shelter animals by 24%
- Recruited and tripled the number of volunteer workers at animal shelters and more than doubled the number of volunteer service hours donated to the shelters.
- Created and trained DART horse and large animal emergency rescue team in cooperation with County Fire Department's Urban Search and Rescue Team.
- Expanded the large animal disaster rescue and relocation team to the Santa Clarita Valley and Palos Verdes Peninsula areas.
- Rescued more than 600 animals from locations where large numbers of dogs and cats were being abused or neglected.
- Developed a grading system to rate licensed animal facilities, based on the successful eating establishment rating system devised by the Health Department.
- Developed and implemented a standardized animal behavior assessment test to evaluate aggressive and problem animals.

### Major Objectives 2003-2004

- Create special team to conduct animal cruelty/neglect investigations.
- Upgrade website to enable pet owners to obtain or renew animal licenses online.
- Implement a "Safe Haven" program where victims of domestic violence can obtain temporary housing for their pets as part of a family relocation program.
- Expand outplacement pet care program to house newborn puppies and kittens with foster families until the animals can be returned to shelters for placement.
- Begin surveying of pet owners who purchase animal licenses to assess customer satisfaction with field licensing program.
- Secure funding to increase animal care staff to provide upgraded care for animals housed at County shelters.
- Continue to expand partnership agreements with private animal adoption agencies and groups to increase the number of adoptable pets placed from County shelters.



**Marcia Mayeda**  
Director  
(Appointed 07/23/01)



### Fiscal Year 2003-2004 Budget

Gross Total	\$18,822,000
Less Intrafund	
Transfer	\$0
Net Total	\$18,822,000
Revenue	\$12,108,000
Net County Cost	\$6,714,000

Positions 281



Supervisor Michael D. Antonovich supports the pet adoption program by offering an animal for adoption at the weekly Board of Supervisors meeting.

General Government Services



**Rick Auerbach**  
Assessor  
(Elected 12/04/00)



**Fiscal Year 2003-2004 Budget**

Gross Total	\$128,964,000
Less Intrafund	
Transfer	<u>\$116,000</u>
Net Total	\$128,848,000
Revenue	<u>\$59,545,000</u>
Net County Cost	\$69,303,000

Positions 1,515



New construction requires an assessment by the County.



Magic Mountain, which includes Bugs Bunny and the Looney Tunes, is one amusement facility that comes under the County Assessor's purview.



Universal Studios also is reviewed by the County Assessor.

**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 is a listing that consists of more than 2.6 million assessments of real estate, personal property, and fixtures used by businesses, in addition to boats and aircraft. Each property is listed by owner, location, and assessed value. The total assessed value of all properties for the 2003 assessment roll is \$739 billion.

**Major Accomplishments 2002-2003**

- Completed the annual assessment roll.
- Provided more efficient and effective service to public and governmental agencies through the use of better-trained personnel and an expanded award-winning website. Added several public information brochures to the website.
- Completed a department video, entitled "A Matter of Value," to educate taxpayers about the assessment process.
- Met all goals required by the State-County Property Tax Administration Program.
- Received a 99% accuracy rating from a State Board of Equalization audit of the department's work.
- Improved productivity by reducing backlogs, providing training to staff, and expanding the use of automation. Enhanced the online property statement filing system for business personal property.
- Completed the consolidation of the regional offices with the opening of the East and South District Offices as well as the upgrading of some work areas in the Kenneth Hahn Hall of Administration.
- Received the 2003 Achievement Award from the National Association of Counties for development of the innovative online Property Assessment Information System.

**Major Objectives 2003-2004**

- Meet all production goals contained in the State-County Property Tax Administration Program.
- Streamline departmental operations through the expanded use of automation for the staff and the public and through continued development of one-stop public service.
- Enhance the staff's ability to serve the public by providing training not only on assessor functions, but also cross training on the various other property tax departments' operations. Provide training for State Board certification.
- Continue upgrading facilities, installing workstations and local area networks for designated sections located within the Kenneth Hahn Hall of Administration.
- Continue reengineering efforts.
- Assist with valuations by providing access for appraisal staff to additional tools such as GIS, Pictometry, and imaged documents.

## Consumer Affairs

**The Department of Consumer Affairs** provides professional and responsive services to the consumers and businesses of Los Angeles County through advocacy, empowerment and education, offering consumer counseling and information services to the public. It accepts, investigates and mediates complaints of unethical or deceptive business practices between consumers and merchants; and conducts special investigations, which are presented to appropriate prosecuting agencies for civil and criminal prosecution (15 in FY 02/03). It is the central reporting agency for real estate fraud complaints and works closely with private industry groups, government and law enforcement agencies to detect and prevent real estate fraud.

To increase the efficiency and access to the justice system, the department educates litigants about the Small Claims Court process, which relieves court overcrowding. It also promotes an alternative dispute resolution process that diverts cases from the courts by providing mediation and conciliation to potential litigants. The department also administers Self-Help Legal Access Centers at the Van Nuys, Inglewood and Pomona Courthouses.

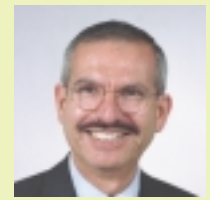
The department protects the welfare and interests of the County and cable television subscribers residing in the unincorporated area through the administration and monitoring of the County's 36 cable television franchises.

### Major Accomplishments 2002-2003

- Selected as one of the 2003 top 10 award winners by the Quality and Productivity Commission for the development and implementation of the department's Self-Help Legal Access Centers and assisting with the implementation of the Los Angeles County "Buyer Beware Program".
- Completed the assessment of the outdated telephone systems that provide recorded counseling information and efficient distribution of calls.
- Rewrote "Consumer News Alerts" and recorded consumer counseling information to make them more easily understood.
- Secured funding from the Chief Information Office to continue implementation of the web-based integrated telephone system.
- Secured approximately \$8.8 million in restitution on behalf of consumers victimized by fraudulent schemes.
- Maximized the use of volunteers and interns for consumer counseling and mediation services, which provided an in-kind contribution of approximately \$226,000 to the County.
- Distributed the Department of Consumer Affairs 2003 Edition of the Consumer Assistance Directory.
- Implemented two additional Self Help Legal Access Centers in the Pomona and Inglewood Courthouses.
- Increased computer literacy in the department by providing training opportunities to staff.

### Major Objectives 2003-2004

- Develop "Performance Counts" measures for the department.
- Continue to implement and maintain the web-integrated automated consumer information system.
- Seek funding to conduct a hispanic immigrant research project with a university professor and graduate students, who will assist with the collection and analyzing of data.
- Continue to participate with the Chief Administrative Office and the Communications Task Force to develop a cable government programming channel (County Channel).
- Migrate existing website to the county portal.
- Evaluate existing website and information technology infrastructure and provide a strategy to migrate to the County preferred standards.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$4,417,000
Less Intrafund	
Transfer	<u>\$353,000</u>
Net Total	\$4,064,000
Revenue	<u>\$1,809,000</u>
Net County Cost	\$2,255,000

Positions 45



*A consumer affairs representative goes over the various forms with a client.*



*Consumer affairs employees review some of the many cases it handles.*



General Government Services



**James A. Noyes**  
 Director  
 (Appointed 03/27/01)



**Fiscal Year 2003-2004 Budget**

Gross Total	\$1,309,757,000
Less Intrafund	
Transfer	<u>\$406,025,000</u>
Net Total	\$903,732,000
Revenue	<u>\$900,658,000</u>
Net County Cost	\$3,074,000

Positions 3,964



A view of the Hollywood Bowl today.



A view of the Bowl after project is completed.

**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, the department provides services to many cities within Los Angeles County on a contract basis.

**Major Accomplishments 2002-2003**

- Completed the initial steps to implement the Neighborhood Traffic Management Program pilot project areas. This program requires community input and consensus on measures to calm traffic and enhance vehicular and pedestrian safety. The initial steps completed include establishment of a website and a hotline and preparation of an informational manual, forms, and other materials that will be used as a resource for community outreach efforts during the implementation.
- Continued the LAC+USC Medical Center Replacement Project in accordance with the Board-approved program, schedule, and budget. On Dec. 3, 2002, the Board awarded the construction contract for the four hospital buildings to McCarthy, Clark, Hunt, a joint venture, in the amount of \$497,883,000. Following award of the construction contract, Public Works conducted an extensive value engineering process to identify options for reducing the construction cost without reducing the scope or quality of the program.
- Continued implementation activities required by the National Pollutant Discharge Elimination System permit which seeks to improve the water quality of the ocean, rivers, and other bodies of water in the County. Projects included but were not limited to: a sediment toxicity sampling event coordinated by the Southern California Coastal Waters Research Project; first year assessments of biological integrity in streams and channels at 20 countywide sites; and special studies to assess the impact of new development in Santa Clarita and the impact of peak flows due to increased urbanization.

**Major Objectives 2003-2004**

- Implement a web-based, enterprise-wide permitting system called electronic Development and Permit Tracking System (eDAPTS) to enable the public to apply for and receive various Public Works permits online.
- Continue to aggressively manage the LAC+USC Medical Center Replacement Project to maintain the Board-approved program, budget and schedule. This includes completing the erection of structural steel for all four buildings and closing in the exterior of all of the buildings except the diagnostic and treatment building.
- Continue to aggressively manage the Hollywood Bowl Shell Rehabilitation Project in order to complete construction of the new shell prior to the Summer 2004 performance season.
- Continue activities to improve water quality in the ocean, rivers, and other bodies of water in the County by ensuring 100 percent departmental compliance with the current National Pollutant Discharge Elimination System (NPDES) and total maximum daily load (TMDL) mandates within the Los Angeles basin. Finalize and begin implementation of the Lahonton Jurisdictional Region NPDES permit for Los Angeles County; and establish communication with all cities of Los Angeles County to ensure that they are fully aware of the department's NPDES/TMDL intentions and actions.



Rendering of LAC+USC Medical Center.



## 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.

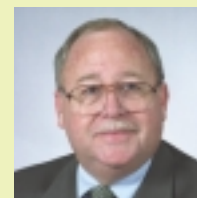
The department encourages business retention and promotes a positive business atmosphere in the unincorporated County area.

### Major Accomplishments 2002-2003

- Conducted 300 one-stop counseling sessions regarding land development, and provided information and counsel to approximately 8,200 people in the downtown office and more than 5,000 in the field offices.
- Handled more than 23,000 telephone inquiries, and 1,300 letters, faxes, and e-mail inquiries from public.
- Processed more than 2,800 development permit applications, including business license referrals.
- Reviewed 8,300 zoning violation reports and conditions checks and conducted special enforcement activities.
- Presented 518 cases at 81 hearings before hearing officers, Regional Planning Commission, and Board of Supervisors.
- Attended more than 150 meetings as part of the Community Outreach Program and other community participation efforts.
- Processed 654 certificates of compliance, reviewed 925 previously issued certificates of compliance, and 83 lot line adjustments.
- Processed 800 site plans and 165 revised conditional use permit exhibits.
- Conducted public hearings and other activities regarding major projects, including Puente Hills and Sunshine Landfills, Hasley Canyon Land Company, Presidio Partners, EPAC, Newhall Ranch, DENTEC, Aera Energy and CEMEX.
- Continued to work on the joint Santa Clarita Valley Plan (One Valley One Vision) with the City of Santa Clarita and a consultant to prepare a background report.
- Formed the Housing Advisory Committee and initiated the vacant lands study to implement the housing element.
- Presented several zoning ordinance amendments to the Regional Planning Commission.
- Completed zoning studies for several unincorporated communities.

### Major Objectives 2003-2004

- Maintain Land Development Coordinating Center, one-stop counseling, and expand 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.
- Conduct public hearings and workshops on amendment proposals of the Countywide General Plan Update, Santa Monica Mountains Local Coastal Program and Santa Monica Mountains North Area Plan.
- Continue implementation of department's 2002 strategic plan and management audit.
- Continue to manage case processing activities conforming to all County, state and federal codes, including the California Environmental Quality Act.



**James E. Hartl**  
Director  
(Appointed 05/30/89)



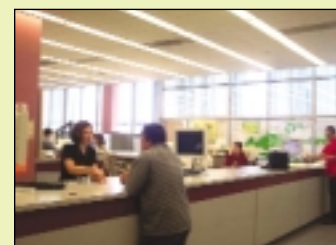
### Fiscal Year 2003-2004 Budget

Gross Total	\$13,801,000
Less Intrafund	
Transfer	\$133,000
Net Total	\$13,668,000
Revenue	\$5,149,000
Net County Cost	\$8,519,000

Positions 130

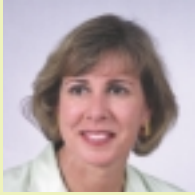


Staff member reviews map for proposed plan



Customers receive planning and zoning information.

## General Government Services



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

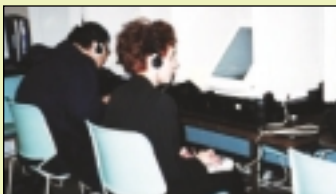
**Fiscal Year 2003-2004 Budget**

Gross Total	\$100,967,000
Less Intrafund	
Transfer	<u>\$541,000</u>
Net Total	\$100,426,000
Revenue	<u>\$78,171,000</u>
Net County Cost	\$22,255,000

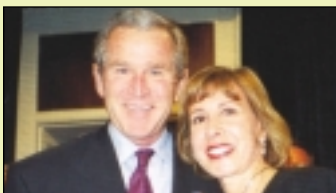
Positions 866



Real estate records are reviewed by public.



Visually impaired voter uses touchscreen device at the Braille Institute.



Conny McCormack meets President George Bush during signing of 2002 Help America Vote Act.

## Registrar-Recorder/County Clerk

**The Department of Registrar-Recorder/County Clerk** 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 4 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 Registrar-Recorder/County Clerk also records real property; maintains vital records of birth, death and marriage; issues marriage licenses; and processes business filings and other documents. Annually, the department records 3 million real estate documents, issues 700,000 vital record certified copies, issues 60,000 marriage licenses, and processes more than 100,000 fictitious business name filings. The Recorder/County Clerk operation services an estimated 3,000 customers daily.

### Major Accomplishments 2002-2003

- Obtained Secretary of State certification of InkaVote, an interim paper-based optical scan system for precinct and absentee voting, to be used beginning November 2003.
- Conducted electronic touchscreen early voting at 21 locations in conjunction with the November 2002 election.
- Implemented the inspector supply pick-up program whereby inspectors pick up voting supplies at designated locations, reducing operational costs.
- Completed the conversion of old birth certificates (1964 to current), and death and marriage certificates (1995 to current) from microfilm to digital to expand the over-the-counter provision of certified copies of vital records to the public.
- Responded to a fiscal and operations review by 1) implementing an internal compliance review unit responsible for monitoring fiscal operations and 2) installing a new security camera system throughout the department to address security issues.
- Honored with a 17th Annual Quality and Productivity Top 10 award for the Empowering Blind and Visually Impaired Voter project and special recognition awards for the Absentee Voting Enhancements; Election Zone Video; and DMV Registration Program Enhancements projects and with two National Association of Counties 2003 achievement awards for the Vital Records Imaging System and the Primary Eye Video.

### Major Objectives 2003-2004

- Continue with the implementation of new voting systems in compliance with the February 2002 federal court decision that mandates replacement of punch card voting systems by the March 2004 primary election as follows:
  - Conduct electronic touchscreen early voting at 12 locations in conjunction with the October 2003 statewide special election.
  - Implement InkaVote, an interim paper-based optical scan system for precinct and absentee voting, beginning with the November 2003 election.
  - Complete testing and implementation of the new ballot tally system, electronic tally and automatic ballot layout system, to be used in tallying the InkaVote ballots.
- Implement new marriage license system to replace the outdated mainframe system and provide enhanced functionality and public service.
- Complete the re-design phase of the property document recording system to provide enhanced service delivery by reducing document turnaround time.
- Implement electronic recording of liens with the Internal Revenue Service so that lien documents will be processed more efficiently.
- Complete a departmental feasibility study for the purchase of a new security door entry system in response to a fiscal and operations review.

## 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 of Los Angeles, other governmental agencies and entities, and private individuals as specified by law. The department provides cash management services to 18 cities, 111 school districts and 268 bank accounts for County departments and special districts. The Treasurer and Tax Collector also provides enforcement, auditing, consulting, education, estate administration, trust accounting, property management and public information services.

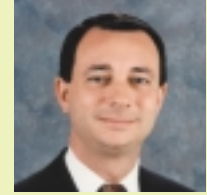
The department issues and collects approximately 9,000 business licenses, and collects transient occupancy, utility and business taxes in the unincorporated area. It also collects money from parking meters.

### Major Accomplishments 2002-2003

- Redesigned tax documents, including the supplemental, adjusted, and information property tax bills, to make them more user-friendly.
- Linked the Assessor's website to the TTC website. Both Internet applications provide taxpayers access to their secured property tax information and the Assessor's property records.
- Implemented, in cooperation with the Auditor-Controller, Coroner, County Counsel, Chief Information Office, and Internal Services Department, the Internet credit card payment service for the Coroner's Skeletons in the Closet program.
- Processed 97.2% of all payments received within 24 hours with an encoding error rate of .0004%.
- Implemented the Third Party Notification Program that allows taxpayers to designate a third party to receive a copy of delinquent notices sent after a property becomes tax defaulted or subject to sale at a public auction.
- Answered property tax phone calls during non-peak periods within nine minutes and during peak periods within 16 minutes.
- Implemented the Unsecured Automated Call Distribution System (ACD) that answers, organizes, distributes and tracks all incoming telephone calls, thereby providing taxpayers with efficient and timely responses.

### Major Objectives 2003-2004

- Develop a correspondence tracking system that will enable the Public Service Division to respond to 95% of taxpayer correspondence within 30 days.
- Install a new and upgraded automated cashiering system in the Kenneth Hahn Hall of Administration integrated with the current and delinquent property tax rolls.
- Implement an all-inclusive "Electronic Certified Mailing Service." This service will include everything from printing a letter, envelope, label, and special bar coding, as well as verifying the address, the insertion of the letter, and applying postage—saving a minimum \$100,000 annually.
- Complete renovation of the Treasurer and Tax Collector's work areas on the fourth floor of the Kenneth Hahn Hall of Administration.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$57,602,000
Less Intrafund	
Transfer	<u>\$8,944,000</u>
Net Total	\$48,658,000
Revenue	<u>\$28,787,000</u>
Net County Cost	\$19,871,000

Positions 539



Treasurer and Tax Collector staff members gather for a recent event.



County property owners wait in line to pay their property taxes.





# Central Support Services



Central Support Services



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



**Fiscal Year 2003-2004 Budget**

Gross Total	\$7,236,000
Less Intrafund	
Transfer	<u>\$2,835,000</u>
Net Total	\$4,401,000
Revenue	<u>\$1,443,000</u>
Net County Cost	\$2,958,000

Positions 61



Supervisor Yvonne Brathwaite Burke welcomes attendees to 5th Annual Multicultural Conference.



OAAC conducts EEO/AA training sessions for County employees.

**Affirmative Action Compliance**

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

The OAAC monitors County government compliance with the Americans with Disabilities Act (ADA) of 1990, and investigates complaints of County program discrimination based on disability. The OAAC monitors all construction contracts for EEO/AA compliance, and contracts covered by the Living Wage Ordinance. The OAAC coordinates the Community Business Enterprise (CBE) 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 2002-2003**

- Conducted 120 diversity awareness training sessions for 2,178 employees; 272 sessions in sexual harassment prevention for 3,720 managers, supervisors and employees; 53 sessions in employment discrimination prevention for 636 managers and supervisors; and 63 Disability Awareness sessions.
- Processed 394 Community Business Enterprise certification applications.
- Assessed 125 participants for job training and placement through the LAC+USC Medical Center Replacement Project's local worker hiring program.
- Developed an emergency evacuation plan for disabled employees and visitors.
- Monitored 1,182 construction projects valued at \$ 1.8 billion for EEO compliance.
- Web-enabled the CBE certification process for greater efficiency.
- Certified 142 eligible local small businesses, resulting in 96 contracts valued at more than \$4.6 million awarded to small businesses.
- Finalized an agreement with the Boyle Heights WorkSource Center (ACS) to provide job training services to participants of the LAC+USC Medical Center Replacement Project local worker hiring program.
- Coordinated the investigation of 897 complaints of employment discrimination filed by County employees.
- Mediated 151 complaints of employment discrimination resulting in 77 resolved complaints, saving the County an estimated \$7 million in potential litigation costs.
- Implemented strategies to enhance the investigation of employment discrimination complaints filed by Sheriff Department employees.

**Major Objectives 2003-2004**

- Conduct five EEO/AA audits of departments to ensure compliance.
- Conduct a marketing campaign to increase community awareness of the LAC+USC Medical Center Replacement Project's local worker hiring program.
- Develop in concert with the Chief Administrative Office and Public Works, a policy that ensures that new/renewed building leases comply with the ADA and state laws.
- Work jointly with the Office of Small Business to increase local small business participation in the Local Small Business Enterprise Preference Program.
- Increase county departments' efficiency/effectiveness in investigating employment discrimination complaints.
- Implement the Sheriff Department's outsourcing agreement with the OAAC to assume full responsibility for investigating complaints of employment discrimination filed by Sheriff Department employees.

## Auditor-Controller

**The Auditor-Controller** is mandated to provide the County of Los Angeles with financial leadership and expert advice on a wide range of fiscal matters, and advocates for financial integrity and accountability in all County business practices.

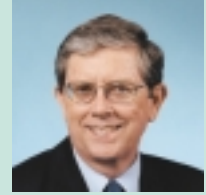
The Auditor-Controller promulgates financial policies, procedures, and internal control guidelines for County department financial operations; exercises accounting control over all financial transactions of the County, and is the controller for joint partnerships and non-profit corporations. The department acts as paymaster, issuing checks to vendors, employees, child support payments, judgments and damages, and other claims against the County. The Auditor-Controller also performs department audits, management audits, and special investigations; performs mandated property tax functions, including extending property tax rolls, accounting for funds allocated to community redevelopment agencies, and apportioning property taxes collected; and accounts for all welfare checks, including providing related banking services.

### Major Accomplishments 2002-2003

- Implemented the web-based Countywide Contract Monitoring System to assist departments in managing contracts and minimizing payments beyond contract expiration dates.
- Implemented Phase II of the data warehouse, providing departments with access to information to monitor budget performance, develop ad hoc management reports, and to provide a more efficient means to prepare third party claiming reports.
- Coordinated implementing Measure B, the direct assessment parcel tax to support emergency, trauma and bioterrorism preparedness activities in Los Angeles County.
- Implemented, in collaboration with the Department of Public Social Services, the Electronic Benefits Transfer (EBT) system in two DPSS district offices.

### Major Objectives 2003-2004

- Implement, if approved by the Board of Supervisors, a new Enterprise Resource Planning (ERP) solution to replace the County's financial applications. The comprehensive system would integrate and improve upon the County's numerous stand-alone computer systems to facilitate planning and responding to informational needs on a countywide basis.
- Implement a pilot program to provide expert oversight and monitoring of social service contracts administered by County departments to ensure program funds are properly accounted for and used to achieve program goals.
- Implement the payroll data warehouse to assist departments to monitor payroll expenditures and develop needed reports on payroll/personnel related data.
- Expand the Auditor-Controller direct deposit system to Child Support Services payments to improve customer service, provide for a more efficient disbursements process, and improve payment security.
- Study the feasibility of consolidating County departments' financial operations. Consolidating financial operations such as accounting, purchasing, disbursements, payroll, etc., would provide economies of scale, standardized processing, and improve expert oversight and processing security.
- Evaluate the feasibility of consolidating the contract databases County departments use with the Auditor-Controller's Countywide Contract Monitoring System.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$54,085,000
Less Intrafund	
Transfer	<u>\$23,335,000</u>
Net Total	\$30,750,000
Revenue	<u>\$15,112,000</u>
Net County Cost	\$15,638,000

Positions 436



*Employees of the Auditor-Controller conduct regular audits of County departments.*



## Central Support Services



**Violet Varona-Lukens**  
Executive Officer  
(Appointed 02/01/00)

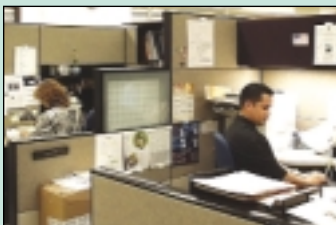
**Fiscal Year 2003-2004 Budget**

Gross Total	\$65,872,000
Less Intrafund	
Transfer	<u>\$6,739,000</u>
Net Total	\$59,133,000
Revenue	<u>\$3,631,000</u>
Net County Cost	\$55,502,000

Positions 310



Board operations staff prepares items for the Board of Supervisors weekly meeting agenda.



## Board of Supervisors

**The Board of Supervisors**, as the governing body of the County of Los Angeles, enacts ordinances, directs overall operation of County departments and districts, and oversees the delivery of services within the County.

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 Board, the county lobbyist ordinance and the County's economic disclosure programs under California's Political Reform Act.

### Major Accomplishments 2002-2003

- Reduced the processing time and improved public access to the Statement of Proceedings (SOP) of the weekly meetings of the Board of Supervisors (Board) from an average of 10 working days to five working days after the weekly Board meeting.
- Developed a multi-year plan to convert various departmental documents to electronic format for greater accessibility by the Board, County departments and the public.
- Converted Board of Supervisors' closed session minute book, written minutes, attachments and audio recordings to compact disc format for electronic storage.
- Established and implemented workshops and training, including management training and retreat and a Public Records Act workshop, to enhance cross-departmental collaboration and teamwork for Executive Office managers.
- Processed approximately 99 percent of all valid taxpayer assessment appeal applications and scheduled assessment appeal hearings within the first year of the two-year statute.
- Commenced revision to the departmental strategic plan to update strategies and objectives and realign the plan with the revised County Strategic Plan approved by the Board.
- Linked the appropriate items in the SOP to the transcript and the audio and video of each item discussed by the Board.

### Major Objectives 2003-2004

- Continue implementation of the Executive Office plan to convert documents to electronic document management system.
- Continue expanding public access to Board communications and SOPs by enhancing the availability of electronic information.
- Enhance services provided by the Executive Office to the Board and to client County departments by developing and publishing a service directory.
- Establish service enhancements offered by the Executive Office through a more streamlined and efficient procurement process.
- Conduct annual surveys to track the level of overall satisfaction in services provided to Board and client departments.
- Continue to develop and implement additional training, employee recognition programs and employee activities that enhance teamwork, well-being and personal growth of the Executive Office staff.



## Chief Administrative Office

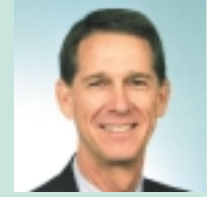
**The Chief Administrative Office** develops recommendations on fiscal and policy matters for the Board of Supervisors, provides effective leadership of the County organization in carrying out the Board's policy decisions, and ensures financial stability.

### Major Accomplishments 2002-2003

- Achieved Board of Supervisors approval of the first revision to the Countywide Strategic Plan. Provided leadership to the Guiding Coalition in developing an action plan for implementation of the plan's goals and strategies.
- Developed the Performance Counts! performance measurement reporting framework for County departments and successfully piloted the framework in the Departments of Community and Senior Services, Human Resources, Internal Services and Public Works.
- Secured homeland security grants totaling more than \$40 million and developed an online grant application system to apply for funding of homeland security requests.
- Established a website to provide 88 cities, 94 school districts, businesses, non-profits, and the public with emergency information, and access to the Emergency Survival Program public education campaign.
- Implemented the Sex Offender Locator System, a web application that allows the public to search for the general location of "high" and "serious" risk sex offender registrants. The system received "Best in Class" at the 2003 National Association of Counties (NACo) awards.
- Implemented the web-based centralized eligibility list system to primarily provide low income-eligible families with a mechanism to determine eligibility for a full range of subsidized child care services.
- Awarded the Productivity and Quality Commission "Eagle" award 2003 for the Cesar Chavez Community Service Program, in addition to a NACo award and Diversity Award 2003 presented by the Office of Affirmative Action. Received Commission Top Ten Award for "Energy Savers Club" and NACo award for "Hearts United" project.
- Continued implementation of a countywide risk management program with the hiring of a countywide risk manager to oversee program operations.

### Major Objectives 2003-2004

- Develop a plan to address budget accountability in forecasting of expenditures and fund balance.
- Continue leadership of the Guiding Coalition in providing guidance and monitoring implementation of the County Strategic Plan and fostering a countywide communications effort.
- Promote enhancement of the County's performance measurement efforts by implementing Performance Counts! countywide in the 2004-05 proposed budget and issuing the first County progress report.
- Continue implementation of the Strategic Plan for Municipal Services to Unincorporated Areas, and implementing a performance measurement program for municipal services provided by County departments.
- Continue implementation of the CAO Strategic Plan, assigning key implementation responsibilities, establishing cross-departmental action groups, and developing a reporting and tracking system to facilitate executive management monitoring.
- Lead a revenue maximization effort to coordinate the identification of programs eligible for Medi-Cal Administrative Activities/Targeted Case Management funding in order to secure new federal and state revenues and identify additional opportunities for leveraging funding.



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



### Fiscal Year 2003-2004 Budget

Gross Total	\$70,762,000
Less Intrafund	
Transfer	<u>\$29,861,000</u>
Net Total	\$40,901,000
Revenue	<u>\$21,768,000</u>
Net County Cost	\$19,133,000

Positions 429



The Office of Emergency Management conducts regular exercises to assess the County's preparedness.



The CAO Office of Workplace Giving receives a Quality and Productivity Award from Jaclyn Tilley Hill and Supervisor Zev Yaroslavsky. Accepting the award are Gladys Turner, CAO David Janssen and Evelyn Gutierrez.

## Central Support Services



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

**Fiscal Year 2003-2004 Budget**

Gross Total	\$4,043,000
Less Intrafund	
Transfer	\$0
Net Total	\$4,043,000
Revenue	\$17,000
Net County Cost	\$4,026,000

Positions 17



The CIO guided development of a website to inform County residents of the sex offenders living in their areas.



The Chief Information Office recruits potential employees at a job fair.

## Chief Information Office

**The Chief Information Office (CIO)** provides vision and strategic direction for the effective use of information technology (I/T) and guides electronic government strategies for the delivery of public services. It establishes and publishes countywide information security policies and standards to mitigate risks to computer assets and data.

The CIO supports County departments by providing business and technical analysis of I/T projects and initiatives, request-for-proposals (RFP), and contracts. The CIO facilitates departments' alignment with the County's Strategic Plan and compliance with technology standards by coordinating the departmental Business Automation Planning process and publishing the Annual Integrated Business Automation Plan to report on major strategies and tactical application of technology in the County.

### Major Accomplishments 2002-2003

- Coordinated the countywide response to information security events and the deployment of the information security technology components to improve the County's ability to mitigate cyber-attacks.
- Managed the Information Technology Fund (ITF), awarding \$6.2 million for projects designed to improve delivery of services and promote electronic government.
- Participated in the development and negotiation of a five-year Oracle software licensing agreement that provides discounted pricing on all products.
- Guided development of web-based GIS applications that leverage central GIS infrastructure and expand data set; supported development of Sex Offenders Locator project.
- Supported development of website for the District Attorney and Department of Children and Family Services that posts information and photos of missing children.
- Participated in negotiation and approval of two amendments to Telecommunications Services Agreement to extend term for Internet services and network management.
- Participated in developing the network architecture and updates to the Telecommunication Services Agreement to support the implementation of Phase II of the Enterprise Network to service the Department of Health Services.
- Developed and released RFP to replace County's administrative systems. Staffed and guided RFP evaluation process for the project.
- Coordinated the successful countywide compliance with the federally mandated Health Insurance Portability and Accountability Act Privacy Rules by April 2003.
- Assisted in implementing a pilot to test and refine standards and guidelines for the use of wireless network technology.
- Provided a senior information technology consultant to assist the Department of Health Services while it recruited a corporate chief information officer.

### Major Objectives 2003-2004

- Select a vendor and gain Board approval of a contract to replace the County's administrative and financial systems.
- Negotiate enterprise-wide software licensing agreement with Microsoft.
- Establish and publish countywide information security policies.
- Assist in the acquisition and implementation of an application to assign a unique identifier, which provides the ability to identify clients receiving services from multiple County departments and agencies (initially Health Services and Mental Health).
- Implement the use of business continuity software to the development and management of business continuity plans and the ongoing process.

## County Counsel

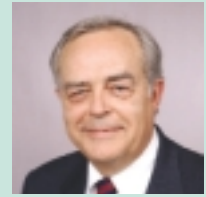
**The County Counsel** acts as the legal advisor to the Board of Supervisors, Superior Court, County departments and special districts. The office works to protect the County from loss and risk associated with its day-to-day operations. Legal assistance encompasses drafting documents, representing the County in civil actions and dependency court cases, and in funding issues.

### Major Accomplishments 2002-2003

- Produced and distributed to Board offices an updated version of the Powers and Duties Book to provide an orientation and reference source.
- Established protocols with the centralized risk management staff to address the avoidance of repetitive risk-producing activities reflected in litigated matters.
- Established a favorable accounting for the Consolidated Fire Protection District with regard to the Educational Revenue Augmentation Fund through a favorable Court of Appeal decision.

### Major Objectives 2003-2004

- Provide departments with reports of litigation expenses through the Risk Management Information System, with an aspirational goal of reducing County litigation expenses by 5%.
- Produce and distribute to the Board updates and supplements to the Powers and Duties Book as an orientation and reference source.
- Produce and distribute to Board offices a notebook on the legal requirements for County public hearings as an orientation and reference source.



**Lloyd W. Pellman**  
County Counsel  
(Appointed 08/04/98)



### Fiscal Year 2003-2004 Budget

Gross Total	\$65,892,000
Less Intrafund	
Transfer	<u>\$46,601,000</u>
Net Total	\$19,291,000
Revenue	<u>\$15,632,000</u>
Net County Cost	\$3,659,000

Positions 534



County Counsel staff members research legal issues.

## Central Support Services



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

**Fiscal Year 2003-2004 Budget**

Gross Total	\$37,050,000
Less Intrafund	
Transfer	<u>\$13,462,000</u>
Net Total	\$23,588,000
Revenue	<u>\$15,273,000</u>
Net County Cost	\$8,315,000

Positions 247.5



The Los Angeles County Training Academy offers administrative analyst/assistant class at Cal State University Dominguez Hills.



Michael J. Henry, left, director of personnel, receives Training Academy proclamation from Supervisors Yvonne Brathwaite Burke and Don Knabe.

## Human Resources

**The Department of Human Resources (DHR)** is continually adapting to the changing world and is committed to attracting, developing and retaining a skilled and diverse workforce for the citizens of the County of Los Angeles. DHR partners with line human resources operations to provide an integrated approach to human capital management with a centralized/decentralized balance.

DHR is committed to effective management by developing employees, the County's most strategic resource. DHR meets this commitment through its efforts in workplace planning, employee recruitment and retention, benefits administration, employee performance management, and training and development.

Through a change in knowledge management practices, DHR is revamping the way human resources programs are provided. The goal is to deliver the mission, vision and strategic direction of the County to employees—the individuals who make the decisions that determine the success or failure in providing County services.

### Major Accomplishments 2002-2003

- Received 2002 Outstanding Non-Credit Program Award for the Los Angeles County Training Academy from the University of Continuing Education Association.
- Received 2002 National Association of Counties Achievement Award and 2002 Productivity and Quality Awards' Certificate of Recognition for the Workforce Planning Initiative, a study of the potential impact of retirements on County job classifications.
- Distributed the Employee Educational Opportunity Interest Survey to approximately 94,000 individuals to assess how to better serve employees through degree-oriented educational opportunities.
- Implemented a performance evaluation tracking and reporting system to enhance timely completion of performance evaluations per Civil Service Rules and Board mandates.
- Continued the county class specification program, which is in its third year of a five-year review and revision. DHR has researched trends in public/private sectors in areas such as job restructuring and benchmarking to enhance the classifications process, which has resulted in the reduction in the number of class specifications from 3,342 to 2,625.
- Implemented an employee health and exercise program at the Kenneth Hahn Hall of Administration consisting of exercise classes at noontime and after working hours; and the Healthy Connections series, free monthly noontime wellness seminars.
- Oversaw the orderly and legal implementation of workforce reductions in four County departments, which included a comprehensive training program to more than 125 human resources and administrative professionals.

### Major Objectives 2003-2004

- Initiate service delivery enhancements to County employees related to cafeteria and non-cafeteria benefits plans, such as web enrollment, online employee access to flexible spending account information, a fully compliant ADA communication system and web and voice recognition for adding or deleting dependents.
- Design and implement new clerical certification training program in collaboration with the Department of Public Social Services for GAIN/GROW employees.
- Commence job listing opportunities program which will provide a consistent job information hotline 24/7 to interested individuals, inclusive of the hearing-impaired community with text teletype (TTY) capabilities.
- Implement the online appeals management system, a document imaging workstation which will eliminate the conventional paper filing and expedite processing of approximately 3,500 annual appeals cases to better serve appellants.
- Analyze employee survey data and make recommendations to county departments for interventions to enhance the development of employees and quality of work life.



## Internal Services

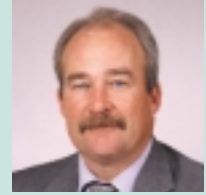
**The Internal Services Department** supports the County by providing in-house contracted and advisory services in the areas of purchasing, contracting, facilities, information technology and other essential support and administrative services. The department's strategic plan focuses on continued improvement in the areas of customer service, County leadership, infrastructure and logistics, employee excellence, fiscal responsibility and services to children. ISD uses performance measurement and customer and employee surveys to monitor and improve service delivery.

### Major Accomplishments 2002-2003

- Graduated the third class from the Youth Career Development Program.
- Implemented Phase II of the facilities automated management information system, including testing hand-held wireless devices in the field.
- Developed a program to enhance and improve project management.
- Implemented energy-saving retrofit projects that saved more than \$4 million.
- Implemented, in conjunction with the Chief Information Office (CIO) and the Chief Administrative Office (CAO), a new County web portal in September 2002.
- Developed, in conjunction with the CIO, a Countywide wireless data services deployment strategy.
- Completed implementation of the County enterprise network, adding 32 sites.
- Implemented, with the CIO's Cyber-terrorism Task Force, network intrusion detection systems and host intrusion detection systems, and acquired event correlation software to strengthen the County's response to cyber-terrorist threats.
- Worked with the Sheriff's Department and others to create interoperability capabilities for radio systems used by federal, state and local agencies.
- Developed and implemented a new automated fleet management information system.
- Developed an online contracting manual including "best practices" contract solicitation documents and checklists.
- Provided training on the Local Small Business Enterprise Preference Program and assisted in a 100-hour "Leadership through Contract Management and Administration" certification course.

### Major Objectives 2003-2004

- Implement a formalized financial diagnostic model to review ISD overhead costs.
- Develop career opportunities with contractors for Youth Career Development Program participants and determine the feasibility of partnering with County contractors for job training and placement.
- Complete a Voice Over IP project to optimize substantial savings in building wiring costs and pilot deployment at selected sites.
- Implement improvements recommended by the Cyber-terrorism Task Force, including virus protection, network management software, and remote access security standards. Fully develop the Countywide Computer Emergency Response Team.
- Implement the enterprise network for the Department of Health Services to replace the current system that will no longer be commercially available.
- Work with the Office of Small Business to increase small business outreach and establish a Board-approved facility-related support services master agreement.



**David Lambertson**  
Interim Director  
(Appointed 03/24/03)



### Fiscal Year 2003-2004 Budget

Gross Total	\$330,908,000
Less Intrafund	
Transfer	<u>\$251,439,000</u>
Net Total	\$79,469,000
Revenue	<u>\$75,775,000</u>
Net County Cost	\$3,694,000

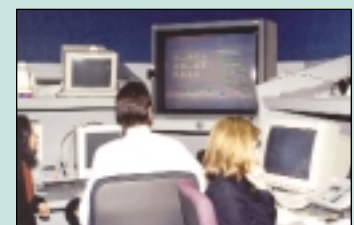
Positions 2,329



ISD employees process the mail.



Electricians search for problems.



Computer network section keeps track of countywide system.



## Southern California Firestorm

The devastating wildfires that broke out in Southern California on Oct. 21, 2003 charred 746,664 acres and destroyed 3,681 homes—the largest firestorm in California history. It took 13 days to contain the blazes and 240 firefighters were injured doing so. The Los Angeles County Fire Department spent an estimated \$4.5 million fighting the 200,000 acres of fire within its jurisdiction (Simi, Piru, Verdale and Padua fires) and another \$3.7 million assisting other area agencies. While hundreds of firefighters were on the frontlines, there were many other County employees working around-the-clock behind the scenes to make sure the firefighters had the equipment and







supplies they needed. These included members of the incident command and control staff, dispatchers, helicopter and fire equipment mechanics, and procurement staff, among others. Members of the Sheriff's Department were also available to assist. Their efforts were vital to the successful 500 aircraft water drops; operation of 90 engine companies, six bulldozers, five water tenders, 11 crew strike teams and 20 fire patrol vehicles; and the establishment of bases for food, water and sanitary services for the firefighters. They were behind the scenes, but the mission couldn't have been successful without them.







**Adopted Capital Projects and Refurbishments  
Summarized by Supervisorial District  
Fiscal Year 2003-2004**





Groundbreaking, Grand Avenue Improvement Project.



East Los Angeles Civic Center Renovation.

## Adopted Capital Projects and Refurbishments Summarized by Supervisorial District Fiscal Year 2003-04

	Appropriation	Revenue	Net County Cost
<b>First District</b>			
Auditor-Controller			
Hall of Administration	\$ 255,000	\$ 0	\$ 255,000
Hall of Records	62,000	0	62,000
Capital Projects - Various			
Grand Avenue	1,483,000	1,645,000	-162,000
Children's Planning Council			
HOA Children's Planning Council	44,000	0	44,000
Coroner			
Coroners Building	9,533,000	0	9,533,000
County Counsel			
Hahn Hall of Administration	500,000	0	500,000
Criminal Justice Facilities Temporary Construction			
South Gate Courthouse	420,000	420,000	0
East Los Angeles Civic Center			
East Los Angeles Civic Center	10,734,000	0	10,734,000
Fire Department - ACO Fund			
Fire Station 54 - South Gate	97,000	97,000	0
Klinger Headquarters	340,000	340,000	0
Health Services			
Central Health Center	1,951,000	1,303,000	648,000
Edward R. Roybal Comp Health Center	196,000	0	196,000
El Monte Comp Health Center	930,000	698,000	232,000
La Puente Health Center	129,000	0	129,000
Public Health - 313 N. Figueroa	280,000	280,000	0
LAC+USC Replacement Fund			
LAC+USC Medical Center	182,925,000	182,925,000	0
Military & Veterans Affairs			
Patriotic Hall	1,948,000	0	1,948,000
Parks & Recreation			
Atlantic Avenue Park	400,000	0	400,000
Bassett County Park	1,085,000	335,000	750,000
Belvedere Local Park	769,000	769,000	0
Dalton Park	138,000	125,000	13,000
Eddie Heredia Boxing Club	52,000	52,000	0
Mayberry Local Park	90,000	0	90,000
Rimgrove County Park	0	34,000	-34,000
Roosevelt Local Park	302,000	302,000	0
Salazar Local Park	734,000	466,000	268,000
San Angelo Park	13,000	0	13,000
Santa Fe Dam Reg. Rec. Area	1,249,000	1,249,000	0
Saybrook Local Park	215,000	211,000	4,000
Sunshine Local Park	490,000	75,000	415,000
Valleydale Park	39,000	1,000	38,000
Various Parks - 1st District	843,000	843,000	0
Whittier Narrows	\$7,468,000	\$7,397,000	\$ 71,000



	Appropriation	Revenue	Net County Cost
Probation Department			
Central Juvenile Hall	\$6,286,000	\$12,393,000	\$-6,107,000
Public Works - Road			
Whittier Road Md446a	138,000	138,000	0
Sheriff			
Communications/Fleet Mgt. Bureau	581,000	0	581,000
East Los Angeles Sheriff Station	589,000	589,000	0
Emergency Operations Bureau	89,000	89,000	0
Industry Sheriff Station	556,000	370,000	186,000
Pico Rivera Station	89,000	89,000	0
Special Enforcement Bureau	8,159,000	8,196,000	-37,000
Sybil Brand Institute	3,852,000	3,852,000	0
Treasurer & Tax Collector			
TTC Cp/Refurbishment	259,000	0	259,000
<b>Subtotal - First District by Operating Budget/Program</b>	<b>\$246,312,000</b>	<b>\$225,283,000</b>	<b>\$21,029,000</b>



*East Los Angeles Civic Center Renovation.*



*Model of East Los Angeles Civic Center Renovation.*



Construction, Jesse Owens Park.



Construction, Jesse Owens Park.

	Appropriation	Revenue	Net County Cost
<b>Second District</b>			
Children's Services			
Headquarters Building - Shatto Place	\$ 55,000	\$ 450,000	\$ -395,000
Health Services			
Florence/Firestone Health Center	316,000	0	316,000
Harbor-UCLA Medical Center	3,413,000	392,000	3,021,000
Hudson Comp Health Center	2,905,000	2,178,000	727,000
M. L. King Jr./Drew Medical Center	6,077,000	1,627,000	4,450,000
Mental Health			
A. F. Hawkins Mental Health Clinic	375,000	0	375,000
Museum of Natural History			
Natural History Museum	658,000	362,000	296,000
Parks & Recreation			
Alondra Regional Park	631,000	631,000	
Bethune Park	656,000	434,000	222,000
Campanella Park	579,000	579,000	0
Carver Park	495,000	495,000	0
Del Aire Local Park	146,000	146,000	0
Earvin Magic Johnson Rec. Area	1,430,000	1,326,000	104,000
Enterprise Park	167,000	167,000	0
Ingold Park	762,000	762,000	0
Jesse Owens Regional Park	855,000	243,000	612,000
Keller Park	583,000	583,000	0
Kenneth Hahn State Rec. Area	787,000	455,000	332,000
Ladera Park	1,295,000	732,000	563,000
Lennox Local Park	27,000	78,000	-51,000
Mona Park	636,000	636,000	0
Ted Watkins Memorial Park	1,430,000	1,430,000	0
Various Parks - 2nd District	2,014,000	2,014,000	0
Washington Park	1,794,000	7,000	1,787,000
Public Works - Sewer Maintenance ACO			
Sewer Maintenance District	2,000,000	2,000,000	0
Sheriff			
Athens Sheriff Station	3,746,000	0	3,746,000
Carson Sheriff Station	712,000	462,000	250,000
Century Sheriff Station	89,000	89,000	0
Compton Sheriff Station	89,000	89,000	0
Lennox Sheriff Station	89,000	89,000	0
<b>Subtotal - Second District by Operating Budget/Program</b>			
	<b>\$34,811,000</b>	<b>\$18,456,000</b>	<b>\$16,355,000</b>





	Appropriation	Revenue	Net County Cost
<b>Third District</b>			
Beaches & Harbors			
Dan Blocker Beach	\$ 364,000	\$ 0	\$ 364,000
Various County Beaches - 3rd District	256,000	256,000	0
Venice Beach	2,791,000	2,791,000	0
Will Rogers State Beach	7,316,000	7,316,000	0
Fire Department - ACO Fund			
Camp 13	1,080,000	1,080,000	0
Fire Station 71 - Malibu	475,000	475,000	0
Fire Station 72 - Malibu	1,711,000	1,711,000	0
Fire Station 89 - Agoura	3,815,000	3,815,000	0
Fire Station 99 - Malibu	77,000	77,000	0
Pacoima Facility	393,000	393,000	0
Hazardous Waste Enforcement Fund			
West Los Angeles Office	250,000	250,000	0
Health Services			
Hollywood Wilshire Health Center	89,000	0	89,000
Mid-Valley Comp Health Center	7,057,000	2,900,000	4,157,000
Sun Valley Health Center	1,480,000	100,000	1,380,000
Parks & Recreation			
Calabasas Peak	900,000	900,000	0
Cold Creek Canyon Trail	595,000	595,000	0
El Cariso Regional Park	2,083,000	1,379,000	704,000
Hollywood Bowl	6,052,000	52,000	6,000,000
John Anson Ford Theatre	47,000	0	47,000
La Sierra Canyon	211,000	211,000	0
Mission Canyon Trail	1,593,000	843,000	750,000
Upper Nicholas Canyon	857,000	857,000	0
Various Parks - 3rd District	2,001,000	2,001,000	0
Virginia Robinson Gardens	1,119,000	233,000	886,000
Probation Department			
Camp Miller	2,000	150,000	-148,000
Public Library			
Topanga Library	110,000	0	110,000
Public Works - Airports			
Whiteman Airport	1,787,000	1,787,000	0
Public Works - Road			
Agoura Road Division 339/539	53,000	53,000	0
Sheriff			
Lost Hills Sheriff Station	89,000	89,000	0
Malibu Station	89,000	89,000	0
West Hollywood Sheriff Station	89,000	89,000	0
<b>Subtotal - Third District by</b>			
<b>Operating Budget/Program</b>	<b>\$44,831,000</b>	<b>\$30,492,000</b>	<b>\$14,339,000</b>



Hollywood Bowl Shell Rehabilitation Project.



Construction, Santa Monica Courthouse.



Construction, Los Padrinos Juvenile Hall Housing.



Construction, Los Padrinos Juvenile Hall Housing.

	Appropriation	Revenue	Net County Cost
<b>Fourth District</b>			
Beaches & Harbors - Marina ACO Fund			
Marina Del Rey	\$ 500,000	\$ 500,000	\$ 0
Dockweiler State Beach	10,795,000	10,795,000	0
Manhattan Beach	435,000	435,000	0
Marina Del Rey	2,125,000	2,100,000	25,000
Torrance Beach	203,000	203,000	0
Various County Beaches - 4th District	933,000	933,000	0
Capital Projects - Various			
Rancho Los Amigos - South Campus	1,093,000	1,390,000	-297,000
Torrance H. C. - 2300 W. Carson	1,606,000	0	1,606,000
Children's Services			
Paramount Reception Center - DCFS	610,000	0	610,000
Criminal Justice Facilities Temporary Construction			
South Bay/Torrance Courthouse	35,000	35,000	0
Fire Department - ACO Fund			
Fire Station 110 - Marina Del Rey	296,000	296,000	0
Fire Station 46 - Southeast Basin	250,000	250,000	0
Health Services			
Public Health - 7601 E. Imperial	8,800,000	8,800,000	0
Human Resources			
OPS Headquarters	180,000	0	180,000
Internal Services Department			
Countywide Data Center	9,820,000	0	9,820,000
Parks & Recreation			
Adventure Park	3,458,000	3,101,000	357,000
Amigo Park	64,000	6,000	58,000
Bill Blevins Park	160,000	160,000	0
Carolyn Rosas Park	944,000	944,000	0
Cerritos Regional Park	5,786,000	3,246,000	2,540,000
Countrywood Local Park	142,000	42,000	100,000
Friendship Park	150,000	144,000	6,000
La Mirada Regional Park	320,000	31,000	289,000
Lakewood Golf Course	0	133,000	-133,000
Los Amigos Golf Course	2,250,000	1,125,000	1,125,000
Los Robles Park	888,000	877,000	11,000
Manzanita County Park	28,000	29,000	-1,000
Pathfinder Park	81,000	99,000	-18,000
Peter F Schabarum Reg Pk	491,000	292,000	199,000
Rowland Heights Park	639,000	589,000	50,000
South Coast Botanical Gardens	622,000	622,000	0
Steinmetz Park	1,018,000	819,000	199,000
Various Parks - 4th District	2,001,000	2,001,000	0
Probation Department			
Los Padrinos Juvenile Hall	9,166,000	15,678,000	-6,512,000
Public Library			
East San Gabriel Valley Library	40,000	0	40,000
Public Library Headquarters - Downey	150,000	150,000	0
Sheriff			
Aero Bureau	89,000	89,000	0
Avalon Sheriff Station	\$ 89,000	\$ 89,000	\$ 0



	Appropriation	Revenue	Net County Cost
Sheriff (Con't.)			
Lakewood Sheriff Station	\$ 89,000	\$ 89,000	\$ 0
Lomita Sheriff Station	89,000	89,000	0
Marina Del Rey Sheriff Station	89,000	89,000	0
Norwalk Sheriff Station	89,000	89,000	0
<b>Subtotal - Fourth District by Operating Budget/Program</b>	<b>\$66,613,000</b>	<b>\$56,359,000</b>	<b>\$10,254,000</b>

	Appropriation	Revenue	Net County Cost
<b>Fifth District</b>			
Auditor-Controller			
1000 Fremont	\$ 52,000	\$ 0	\$ 52,000
Capital Projects - Various			
Altadena Community Center	67,000	0	67,000
Del Valle ACO Fund			
Del Valle Training Center	2,387,000	2,387,000	0
Fire Department - ACO Fund			
Camp 16	84,000	84,000	0
Fire Station 100 - Santa Clarita Valley	469,000	469,000	0
Fire Station 104 - Santa Clarita Valley	799,000	799,000	0
Fire Station 108 - Santa Clarita Valley	954,000	954,000	0
Fire Station 114 - Lake Los Angeles	200,000	200,000	0
Fire Station 124 - Stevenson Ranch	176,000	176,000	0
Fire Station 126 - Valencia	471,000	471,000	0
Fire Station 128 - Santa Clarita Valley	869,000	869,000	0
Fire Station 136 - Palmdale	243,000	243,000	0
Fire Station 139 - Palmdale	500,000	500,000	0
Fire Station 142 - South Antelope Valley	3,282,000	3,282,000	0
Fire Station 37 - Palmdale	150,000	150,000	0
Fire Station 93 - Palmdale	321,000	321,000	0
Health Services			
High Desert Hospital	4,427,000	0	4,427,000
Olive View Medical Center	1,984,000	0	1,984,000
Parks & Recreation			
96th Street Trail	87,000	87,000	0
Acton Park	1,293,000	1,293,000	0
Arcadia Regional Park	350,000	0	350,000
Arrastre Canyon Trail	94,000	94,000	0
Bonelli Regional Park	720,000	720,000	0
Castaic Lake	2,795,000	2,766,000	29,000
Charter Oak Local Park	887,000	887,000	0
Dave March Park	23,000	26,000	-3,000
Del Valle Park	125,000	125,000	0
Descanso Gardens	1,065,000	862,000	203,000
Devil's Punchbowl Regional Park	54,000	54,000	0
Farnsworth Local Park	125,000	125,000	0
George Lane Park	125,000	125,000	0
Hart Regional Park	318,000	318,000	0
Hasley Canyon Park	125,000	125,000	0
LA County Arboretum	\$ 415,000	\$ 415,000	\$ 0



Michael D. Antonovich Antelope Valley Courthouse.



Groundbreaking, San Dimas Sheriff Station.



Grading, San Dimas Sheriff Station.



Construction, San Dimas Sheriff Station.

	Appropriation	Revenue	Net County Cost
<b>Parks &amp; Recreation (Con't.)</b>			
Lake Los Angeles	\$ 2,933,000	\$ 3,022,000	\$ -89,000
Loma Alta Park	3,263,000	2,671,000	592,000
Marshall Canyon Regional Park	1,553,000	1,553,000	0
Peck Road Water Conservation Park	200,000	200,000	0
Placerita Canyon Natural Area	2,551,000	2,551,000	0
Val Verde Regional Park	1,029,000	833,000	196,000
Various Parks - 5th District	2,200,000	2,200,000	0
Vasquez Rocks Regional Park	1,733,000	1,624,000	109,000
Walnut Creek Park	217,000	217,000	0
<b>Probation Department</b>			
Barry J. Nidorf Juvenile Hall	500,000	0	500,000
Camp Holton	150,000	150,000	0
Camp Munz	150,000	150,000	0
Camp Routh	73,000	0	73,000
<b>Public Library</b>			
Acton-Agua Dulce Library	1,830,000	0	1,830,000
Public Library - Charter Oak Library	150,000	0	150,000
Public Library - La Crescenta Library	3,237,000	0	3,237,000
Public Library - Lake Los Angeles Library	115,000	0	115,000
<b>Public Works - Airports</b>			
Brackett Field	589,000	589,000	0
William Fox Airfield	1,073,000	1,073,000	0
<b>Public Works - Flood</b>			
Eaton Yard	1,624,000	1,624,000	0
Headquarters Building	20,263,000	20,263,000	0
<b>Public Works - Proposition C Local Return</b>			
Traffic Management Center	1,908,000	1,908,000	0
<b>Public Works - Road</b>			
Castaic Road Md556	140,000	140,000	0
Palmdale Yard	133,000	133,000	0
Walnut Road Md417	21,000	21,000	0
<b>Sheriff</b>			
Altadena Sheriff Station	1,182,000	0	1,182,000
Altadena/Crescenta Valley Station	86,000	89,000	-3,000
Crescenta Valley Sheriff Station	89,000	89,000	0
Lancaster Sheriff Station	89,000	89,000	0
Peter Pitchess Honor Rancho	5,067,000	1,840,000	3,227,000
Palmdale Sheriff Station	19,647,000	0	19,647,000
San Dimas Station	3,282,000	390,000	2,892,000
Santa Clarita Sheriff Station	101,000	89,000	12,000
Temple Sheriff Station	339,000	89,000	250,000
Walnut Sheriff Station	89,000	89,000	0
<b>Subtotal - Fifth District by Operating Budget/Program</b>	<b>\$103,642,000</b>	<b>\$62,613,000</b>	<b>\$41,029,000</b>



	Appropriation	Revenue	Net County Cost
<b>Non-District</b>			
Beaches & Harbors			
Various County Beaches	\$ 323,000	\$ 0	\$ 323,000
Capital Projects - Various			
Trial Courts Project	20,192,000	5,711,000	14,481,000
Various Facilities	55,791,000	3,653,000	52,138,000
Child-care Facilities			
Various Child-care Facilities	2,550,000	13,000	2,537,000
Fire Department - ACO Fund			
Various Fire Department Sites	1,491,000	1,491,000	0
Health Services			
Various Health Sites	450,000	0	450,000
Public Library			
Library Facilities Services	700,000	700,000	0
Sheriff			
Various Sheriff Facilities	1,000,000	1,000,000	0
Various Sheriff Sites	11,000	8,000	3,000
<b>Subtotal - Non-District by Operating Budget/Program</b>	<b>\$82,508,000</b>	<b>\$12,576,000</b>	<b>\$69,932,000</b>
<b>Total Capital Projects and Refurbishments Operating Budget/Program</b>	<b>\$578,717,000</b>	<b>\$405,779,000</b>	<b>\$172,938,000</b>



**Signing Beams at Walt Disney Concert Hall**



*Supervisor Gloria Molina  
First District*



*Supervisor Yvonne Brathwaite  
Burke, Second District*



*Supervisor Zev Yaroslavsky  
Third District*



*Supervisor Don Knabe  
Fourth District*



*Supervisor Michael D. Antonovich  
Fifth District*



*A brief, simple flag-lowering ceremony at the Kenneth Hahn Hall of Administration marked the anniversary of September 11, 2001. Funding for terrorism-related activities—including law enforcement, fire services, health services, preparedness planning, and information technology—continued to impact the County budget.*

## The History of Los Angeles County

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The history of Los Angeles County began in the San Gabriel Valley in September 1771 when 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.

On September 4, 1781, the Pobladores, a group of 12 families—46 men, women and children from the San Gabriel Mission led by Captain Rivera y Moncada—established a community in what is now known as the City of Los Angeles. They named it El Pueblo de Nuestra Senora la Reina de Los Angeles de Porciuncula, after a nearby river. In September of 1797, the Franciscan monks established the San Fernando Mission Rey de Espana in the northern San Fernando Valley.

California was ruled by Spain until 1822 when Mexico assumed jurisdiction. After a two-year period of hostilities with Mexico beginning in 1846, the area came under U.S. control. In 1848 the Treaty of Guadalupe Hidalgo made California a United States territory.

The State of California established the County of Los Angeles on February 18, 1850 as one of the 27 counties, several months before California was admitted to the Union.

Today, Los Angeles County has 88 cities and more than 130 unincorporated communities. The first city, incorporated on April 4, 1850, was the City of Los Angeles. In 1886 Pasadena and Santa Monica were established. Monrovia became the fourth Los Angeles County city in 1887; followed by Pomona, Long Beach, South Pasadena, and Compton in 1888. Redondo Beach became a city in 1892, as did Whittier and Azusa in 1898. The latest additions to the county were Santa Clarita in 1987, Diamond Bar in 1989, and Malibu and Calabasas in 1991.

On April 1, 1850 the people of Los Angeles County 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 was 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 that gave the County greater freedom to govern itself within the framework of state law.



SWR. G.M.K.D

BRUSH KRM