

The County of Los Angeles

# Annual Report

2009-2010



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On the Cover:

**Natural History Museum Transformation**

The Natural History Museum in 2009 completed a two-year restoration of its 1913 Building—the museum’s original component—including replacement of a 6-foot terracotta eagle that was removed 89 years ago after being damaged in an earthquake. The restoration is part of a \$91 million transformation.

*(See pages 62-63 for more information and photos.)*





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## **Gloria Molina**

*Chair, County of Los Angeles Board of Supervisors*

*December 2009 - December 2010*



First, I want to thank Supervisor Don Knabe for his leadership throughout this past year. I think the entire Board of Supervisors appreciated his leadership and how he managed many of the issues before us.

I continue to get comments from various people throughout Los Angeles County—as well as up in Sacramento—as to why our County operates so differently from other municipal governments. We are not experiencing layoffs or huge deficits, and certainly we are not furloughing our employees. I think the reason we are not in such dire circumstances is because this Board of Supervisors has worked cohesively and in collaboration with each other on this and so many other issues. The prudent financial decisions we've made throughout the years are paying off—so I applaud and congratulate my colleagues.

Probably the biggest challenge we face in the coming year is the fiscal storm that is upon us—and the most difficult financial decisions are before us, not behind us. Given the huge budget deficit lawmakers are facing in Sacramento, it is likely they will pass on more responsibilities to us that formerly were handled by the state—and they probably will not pass on the appropriate dollars necessary to carry out these new duties. So our major challenge this year most likely will be resolving this transfer of responsibility without taking an axe to our budget. We have enough challenges within our framework of existing resources—especially since we know that sales taxes and property taxes have decreased. My goal is to continue working collaboratively with my colleagues on the Board of Supervisors as we have in the past in order to overcome the financial hurdles before us.

This year, as chair, I also will ensure that the Board of Supervisors has all the information needed prior to making any major decisions that impact Los Angeles County. I will be very insistent in requiring all departments to adhere to the two-week preview rule before placing any items on upcoming Board agendas. I realize there are emergencies—and we'll respect them—but for the most part, we need all information on the issues prior to making any decisions on them. It is essential to carrying out our work properly.

Also this year, the issue of risk management will continue to be significant. Every single dollar we pay out in lawsuits and liability responsibilities is a dollar that's taken away from vital public services. The majority of our employees are very solid, very effective, very caring, and interested in the area of public service. But from time to time, the misdeeds of a few paint a negative picture of all Los Angeles County employees. And their misdeeds end up costing taxpayers in the form of lawsuit settlements and payouts. As chair, I intend to compel County departments to be much more proactive in this area.

Overall, I think that if we continue in the fashion that we have had throughout the past years, we will survive this economic situation in the coming year. Tough decisions will be made—and I expect healthy debates on which courses of action are the right ones to take. Debate is always healthy. But as chair, I hope to bring my colleagues on the Board of Supervisors to consensus on the issues before us. By working collaboratively and respectfully with one another, hopefully, we will make the best decisions possible for the people of Los Angeles County.

**William T Fujioka**  
**Chief Executive Officer**  
**County of Los Angeles**



The County finds itself in the midst of what has been the worst economic downturn and recession since the Great Depression, and this regrettably has had a major impact on the County's budget. However, due to the financial leadership and prudent fiscal policies and practices of the Board of Supervisors, the County is well positioned to manage the current economic situation.

We continue to see erosion in a number of key revenue sources, including property and sales tax receipts. In addition, the countywide unemployment rate has hovered around 12 percent, swelling the ranks of those seeking public assistance. To address the significant budget gap that resulted, the County utilized a three-step approach that combined the use of ongoing budget solutions (largely departmental curtailments), one-time funding from reserves, and federal stimulus funding (mainly from the temporary increase in the Federal Medical Assistance Percentage). This approach allows the County to preserve critical services to residents, while maintaining a responsible budget. Additionally, we implemented a hard-hiring freeze, along with freezes in the purchases of non-critical services, supplies and fixed assets.

Although the budget troubles are too large to balance with consolidations and efficiencies alone, the County continues to explore both areas as a means to generate ongoing and one-time savings, while improving operations. Since launching a formal Efficiency Initiative in May 2009, we have implemented more than 400 projects that annually will save an estimated \$132 million and more than 200,000 hours in labor. This was all done without sacrificing the level of services to the public. One of these initiatives was the merger of the Office of Ombudsman and the Human Relations Commission with the Department of Community and Senior Services, which saved \$700,000 while providing greater access to resources under the umbrella of CSS.

The County's use of reserves, which were bolstered by a strong real estate market and a healthy local economy over the past years, is a responsible way to help bridge the budget gap until the economy recovers. County departments have also done their part to bridge the gap by living within their budgets while providing core services. Although the current situation is challenging, there are encouraging signs that the economy may soon hit bottom and a modest economic upswing may be on the horizon.

The best news of the year comes from the historic partnership between the County and the University of California to open a new Martin Luther King, Jr. Hospital. After 18 months of discussion, the UC Board of Regents unanimously voted to partner with the County to provide medical services at the Willowbrook site to underserved residents of South Los Angeles. The County is committed to provide the highest quality patient care in a compassionate, culturally competent manner and in a seismically compliant, state-of-the-art facility that will be run by a private non-profit agency.



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**Gloria Molina**

Supervisor, First District

Population: 2,117,389

Square Miles: 228

**Mark Ridley-Thomas**

Supervisor, Second District

Population: 2,092,018

Square Miles: 158

**Zev Yaroslavsky**

Supervisor, Third District

Population: 2,076,675

Square Miles: 432

**Don Knabe**

Supervisor, Fourth District

Population: 2,026,903

Square Miles: 428

**Michael D. Antonovich**

Supervisor, Fifth District

Population: 2,125,986

Square Miles: 2,838

2009 population and district size data from Urban Research, Internal Services Department.

**County of Los Angeles Government**

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

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

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

The jurisdiction of Los Angeles County includes the islands of San Clemente and Santa Catalina. It has a population of more than 10.4 million—more residents than any other county in the nation, exceeded by only seven states. Within its boundaries are 88 cities.

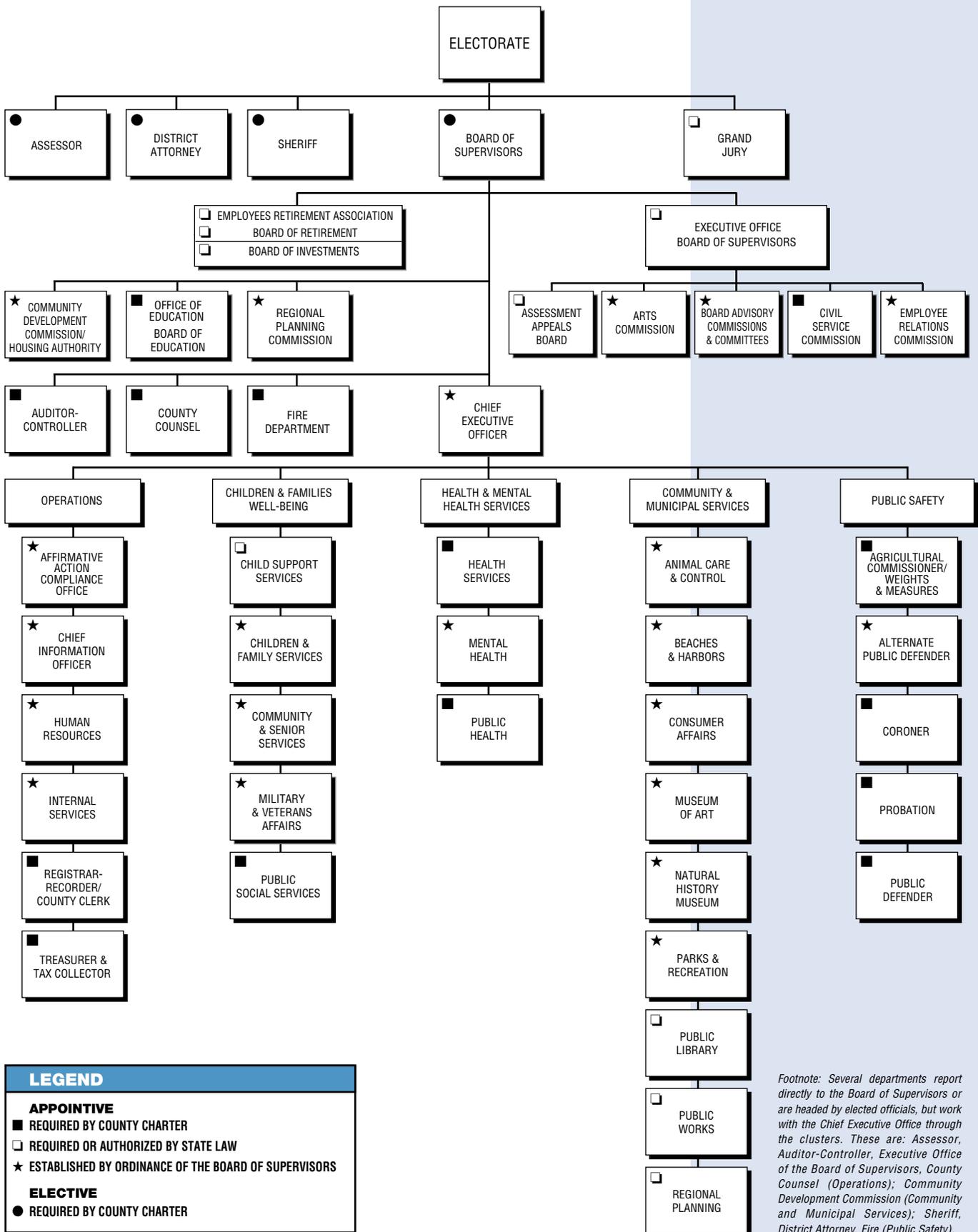
The governing body is the Board of Supervisors. The Board, created by the State Legislature in 1852, consists of five supervisors who are elected to four-year terms of office by voters within their respective districts. The Board functions as both the executive and legislative body of County government.



The current members of the Board of Supervisors are (left to right): Michael D. Antonovich, Fifth District; Don Knabe, Fourth District; Chair Gloria Molina, First District; Mark Ridley-Thomas, Second District; and Zev Yaroslavsky, Third District.

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

# Organizational Chart of the County of Los Angeles



**LEGEND**

**APPOINTIVE**

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

**ELECTIVE**

- REQUIRED BY COUNTY CHARTER

Footnote: Several departments report directly to the Board of Supervisors or are headed by elected officials, but work with the Chief Executive Office through the clusters. These are: Assessor, Auditor-Controller, Executive Office of the Board of Supervisors, County Counsel (Operations); Community Development Commission (Community and Municipal Services); Sheriff, District Attorney, Fire (Public Safety).



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## Expenditures, Revenue and Debt Management

### Expenditures

The County budget for 2009-2010, including special districts and special funds, provides for expenditures of \$23.606 billion. The Departmental Summaries section of this annual report highlights County “departmental” budgets. The expenditure categories reflected in the charts are consistent with those recognized by the state and differ somewhat from the County service program groupings reflected in the Departmental Summaries section.

### Revenue

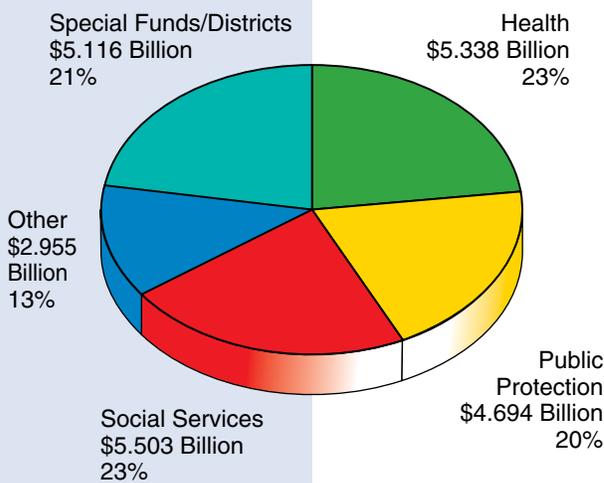
County expenditures are financed by federal, state and local revenues. In general, federal and state revenues are available primarily for specific human services, such as welfare grants, health, mental health, social and child welfare services and related administration. The County also pays a share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

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

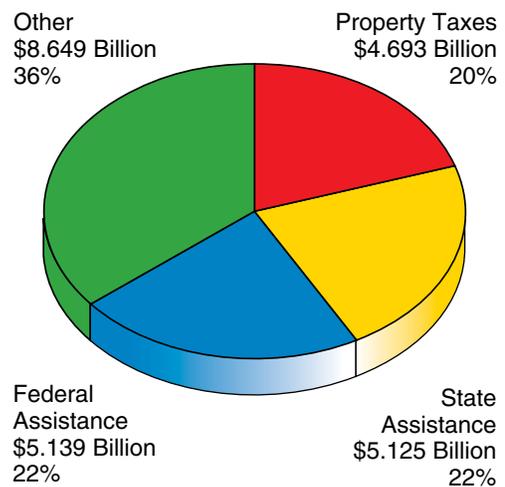
### Debt Management

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

**Los Angeles County  
2009-2010 Final Budget  
Total Expenditures  
\$23.606 Billion**



**Los Angeles County  
2009-2010 Final Budget  
Total Resources  
\$23.606 Billion**



## County of Los Angeles Budget Facts

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

The Adopted Budget for Fiscal Year 2009-2010 provides the following public services:

#### Public Protection

- Fire and emergency services by 2,973 firefighters to more than 4.2 million residents.
- Probation-detention and residential treatment for an average daily population of 3,000 youths in camps and juvenile halls.
- Law enforcement services by 10,051 deputies.
- Ocean lifeguard rescue and beach maintenance services to protect an estimated 55 million beach visitors.

#### Health Services

- Approximately 2.7 million outpatient visits.
- Approximately 260,000 emergency room visits.
- Approximately 490,000 hospital inpatient days.

#### Mental Health

- Service to 8,000 children involved with the Department of Children and Family Services.
- More than 2.9 million outpatient visits for 84,822 youths (21 and younger).

#### Social Services

- Medi-Cal eligibility services for 1.6 million persons per month.
- Child care for 14,400 children per month in the CalWORKs program whose parents are involved in employment or educational programs.
- In-Home Supportive Services for 180,000 aged, blind or disabled persons (average monthly caseload).
- 2,319,613 meals to older residents.
- Employment related services to approximately 76,000 welfare recipients monthly.
- Child support services to approximately 500,000 families.

#### Recreation and Cultural

- 144 recreational facilities—including 94 local and regional parks, 27 swimming pools, 19 public golf courses, four arboreta and botanic gardens, 14 lakes, 19 nature centers and wildlife sanctuaries, the Hollywood Bowl, the John Anson Ford Amphitheatre; and recreational programs and opportunities to more than 21 million visitors annually.
- Exhibits and programs at Los Angeles County Museum of Art, which had approximately 857,059 visitors in 2008-09.
- Natural History family of museums programs for close to 1 million community members.
- Library services to 14.2 million visitors, with 15.4 million items checked out.

#### General Government

- Issuance of marriage licenses, totaling 57,825 in 2008-09.
- Performance of marriage ceremonies, totaling 12,780 in 2008-09.
- Counseling, mediation and investigative services for more than 950,000 Consumer Affairs clients.
- Issuance of 46,000 building permits.
- Nearly 30,000 cats and dogs adopted or reunited with their owner.



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**Property Valuation  
(2009-2010)**

|                              |                            |
|------------------------------|----------------------------|
| Local Assessed—<br>Secured   | \$1,054,862,012,960        |
| Local Assessed—<br>Unsecured | \$53,193,852,719           |
| State Assessed               | \$12,231,391,124           |
| <b>Total</b>                 | <b>\$1,120,287,256,803</b> |

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

| 2008 GDP | Country/Economy         | 2008 Rank |
|----------|-------------------------|-----------|
| 14,265   | United States           | 1         |
| 4,924    | Japan                   | 2         |
| 4,402    | China (incl. Hong Kong) | 3         |
| 3,668    | Germany                 | 4         |
| 2,866    | France                  | 5         |
| 2,674    | United Kingdom          | 6         |
| 2,314    | Italy                   | 7         |
| 1,677    | Russia                  | 8         |
| 1,612    | Spain                   | 9         |
| 1,573    | Brazil                  | 10        |
| 1,511    | Canada                  | 11        |
| 1,210    | India                   | 12        |
| 1,088    | Mexico                  | 13        |
| 1,011    | Australia               | 14        |
| 947      | South Korea             | 15        |
| 869      | Netherlands             | 16        |
| 729      | Turkey                  | 17        |
| 526      | Poland                  | 18        |
| 514      | Los Angeles County      | 19        |

**County of Los Angeles**

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

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

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

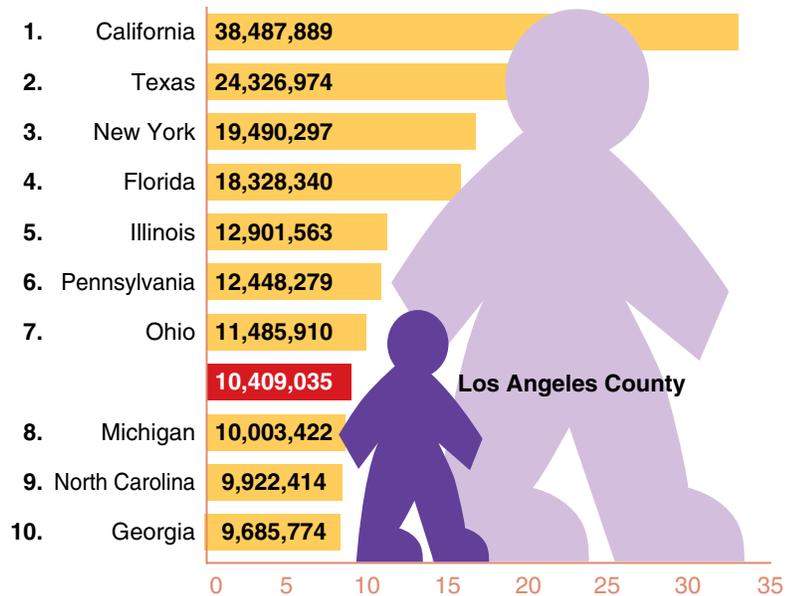
The County's July 2009 population was 10,409,035, and increased to 10,441,080 in January 2010, with more than 1 million residents living in the unincorporated area.

**Geography**

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

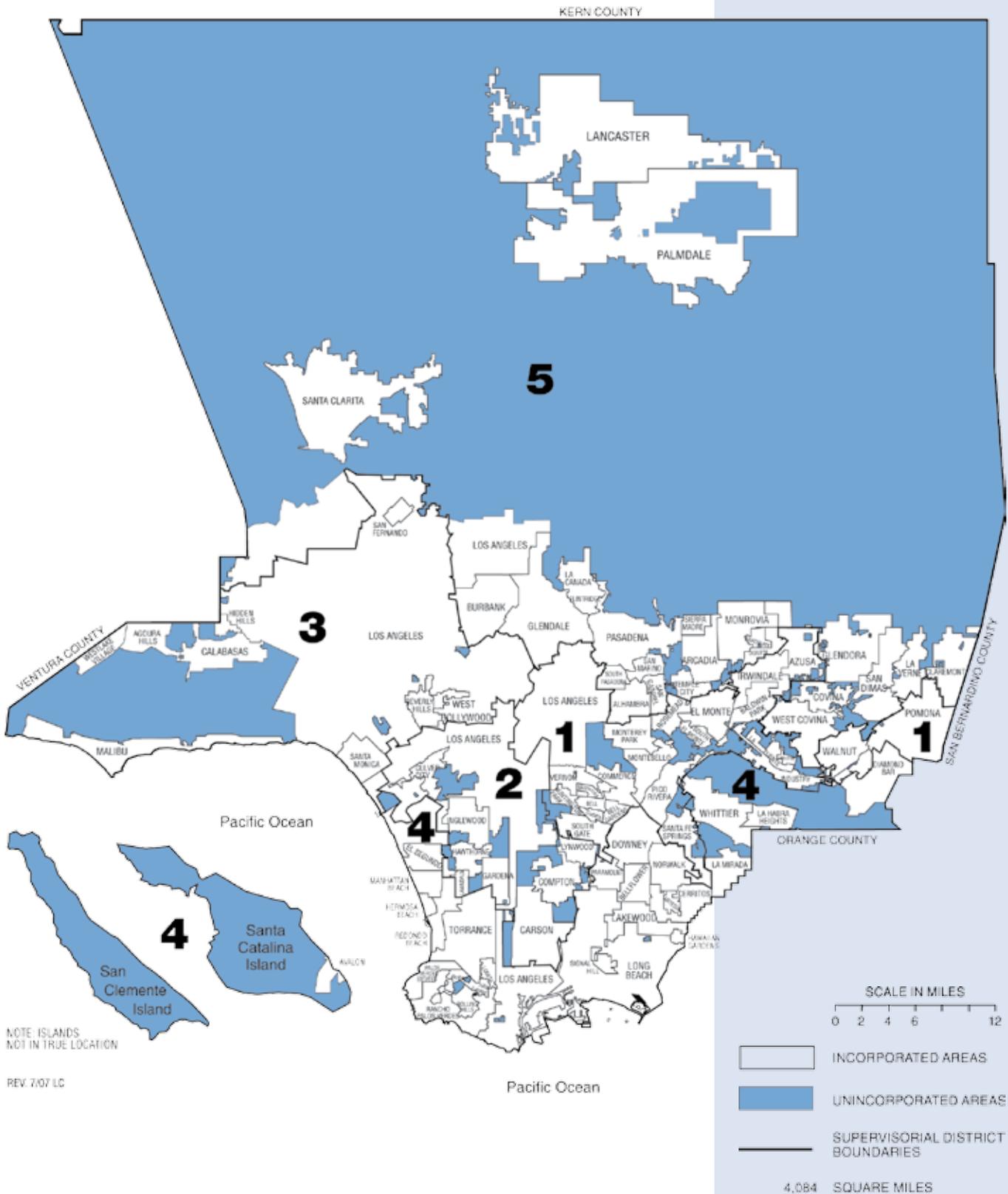
**How does the population of Los Angeles County rank among the 50 states?**

**Population (2009)**



Population and gross product data compiled by Los Angeles County Economic Development Corporation from Bureau of the Census and California Department of Finance.

# Map of the County of Los Angeles



# County of Los Angeles

# Strategic Plan



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## County Mission

- **To enrich lives through effective and caring service**

## County Values

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

- **Accountability**—We accept responsibility for the decisions we make and the actions we take.
- **Can-Do Attitude**—We approach each challenge believing that, together, a solution can be achieved.
- **Compassion**—We treat those we serve and each other in a kind and caring manner.
- **Customer Orientation**—We place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity**—We act consistent with our values and the highest ethical standards.
- **Leadership**—We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism**—We perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity**—We value the uniqueness of every individual and their perspective.
- **Responsiveness**—We take the action needed in a timely manner.

## Strategic Plan Goals

- 1. Operational Effectiveness:** Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.
- 2. Children, Family and Adult Well-Being:** Enrich lives through integrated, cost-effective and client-centered supportive services.
- 3. Community and Municipal Services:** Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.
- 4. Health and Mental Health:** Improve health and mental health outcomes and efficient use of scarce resources, by promoting proven service models and prevention principles that are population-based, client-centered and family-focused.
- 5. Public Safety:** Ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the people of Los Angeles County.

Gloria Molina  
Supervisor, First District

Mark Ridley-Thomas  
Supervisor, Second District

Zev Yaroslavsky  
Supervisor, Third District

Don Knabe  
Supervisor, Fourth District

Michael D. Antonovich  
Supervisor, Fifth District

## History of Los Angeles County

The area comprising present-day Los Angeles County was first settled by small groups of Native Americans for centuries before the first European contact in 1769 when Gaspar de Portola and a group of missionaries camped on what is now the banks of the Los Angeles River.

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

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

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

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

### Gold Rush and Growth

The annexation of California and the discovery of gold brought adventurers and immigrants alike by the thousands to the West with dreams of “hitting pay dirt.” Contrary to popular belief, California’s Gold Rush began in the hills southwest of the Antelope Valley in 1842, when Francisco Lopez, stopping for lunch while searching for stray cattle, pulled some wild onions and found flakes of gold clinging to their roots. The canyon was named Placeritas, meaning “Little Placers,” and today is called Placerita Canyon. Gold rushers soon flocked to the canyon and took an estimated \$100,000 of gold from the region before heading north to the more exciting and well-known discovery at Sutter’s Mill in 1848. A subsequent gold strike in the mountains to the north of Los Angeles provided the town with a booming market for its beef, and many prospectors settled in the area after the Gold Rush. Mining changed the region’s history in profound ways, as gold seekers settled permanently in the Antelope Valley during the 1850s and 1860s. The area further grew during the

Civil War (1860-1865), as gold, silver, and copper were extracted from the Soledad Canyon region and Fremont’s Pass was enlarged to facilitate and speed up ore shipments.

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

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

### Incorporation

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

In 1850, Los Angeles was statutorily declared to be the county seat for the County of Los Angeles. Later that year, Los Angeles was incorporated as the County’s first city; today there are 88 cities. Los Angeles had a reputation as one of the toughest towns in the West. “A murder a day” only slightly exaggerated the town’s crime problems, and suspected criminals were often hanged by vigilante groups. Lawlessness reached a peak in 1871, when, after a Chinese immigrant accidentally killed a white man, an angry mob stormed into the Chinatown district, murdering 16 people. After that, civic leaders and concerned citizens began a successful campaign to bring law and order to the town.

### Immigrants

Los Angeles and its surrounding territories were built by immigrants. The village of Los Angeles was a fairly cosmopolitan place early on. By the 1850s, the Spanish-speaking Californios and Indians, Anglo Americans and former slaves of African descent were joined by settlers who included English, French, Basques, Spaniards, Mexicans, Germans, and Chinese. During the late 1800s and early 20th Century, foreign immigration to Los Angeles County was varied but continued to be steady. The new immigrants arrived from Europe, Asia, and Central and South America. Distinctive ethnic communities of Japanese, Chinese, Russians, and East European Jews had developed throughout the county by the 1930s. These ethnic influences contributed to Los Angeles’ cultural, economic and social dynamism.

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

### **Ethnic Influences**

People of African descent were prominent in the first Spanish settlement of Los Angeles in 1781. Twenty-six of the 44 original settlers (pobladores) were black or mixed ancestry (mulattos). Most came from Sinaloa, Mexico, where two-thirds of the residents were people of mixed African and Spanish heritage. Pio Pico, the last Mexican governor of California, was of African-Mexican descent. The number of blacks was eclipsed by new immigrants in the early American years. Only about a dozen of the 1,600 county residents listed in the 1850 census were black. During the next 80 years the influx of blacks grew, and by 1930 Los Angeles was home to the largest black community on the Pacific Coast.

The first Chinese-Americans in the city were laborers recruited in China by Chinese contractors and unknowingly brought to Los Angeles in 1850. By 1870 their numbers grew to more than 4,000. The Chinese dominated the agricultural business as growers, vendors and market proprietors. Others worked swinging picks and shovels laying the tracks for the Southern Pacific railroad, including carving out the San Fernando railroad tunnel through the mountains. During this time the Chinese endured racial hatred due in part to intense economic rivalries with whites, which resulted in the Chinese Exclusionary Acts in the 1880s.

Mexican-Americans—people largely of mixed Spanish and Indian descent—came to Southern California under the flag of Spain, having been recruited from Sonora and Sinaloa in New Spain (Mexico) beginning in 1781. Although their numbers were small, their language and culture prevailed over those of the local Indian inhabitants. Mexico ruled California from 1822, when Mexican rebels overthrew Spanish rule, until the end of the Mexican-American War in 1848. The Mexicans remained in the majority after the war but lost political and social dominance. Their numbers increased markedly after the Mexican revolution in 1910.

### **Railroads and Growth**

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

In the late 1860s there was a population boom as the marketing to “Go West” caught on. Thousands of tourists and land speculators hurried to Los Angeles County. Lots were bought, sold and traded, and an almost instantly created industry of real estate agents

transacted more value in land sales than the county's entire value of only a few years before. The boom proved to be a speculative frenzy that collapsed abruptly in 1889. Many landowners went broke. People in vast numbers abandoned the Los Angeles area, sometimes as many as 3,000 a day. This flight prompted the creation of the chamber of commerce, which began a worldwide advertising campaign to attract new citizens. The county as a whole, however, benefited. The build-up had created several local irrigation districts and numerous civic improvements. In addition, the Los Angeles population had increased from about 11,000 in 1880 to about 60,000 in 1890.

### **Black Gold**

In 1850 the first salable petroleum in California was the oil found at Pico Canyon near San Fernando. But the real boom began in the 1890s, when Edward L. Doheny discovered oil at 2nd Street and Glendale Boulevard in downtown Los Angeles. His find set off a “second black gold rush” that lasted several years. Los Angeles became a center of oil production in the early 20th Century. By 1897 the area had 500 derricks, and in 1910 the area near Santa Monica Boulevard and Vermont Avenue was an unruly oil shantytown. Drilling activity in the county reached new heights in the 1920s when major finds were made in Whittier, Montebello, Compton, Torrance, and Inglewood. The largest strikes were in Huntington Beach in 1920, and Santa Fe Springs and Signal Hill in 1921. These three huge fields upset national oil prices and glutted existing storage facilities. By the turn of the century almost 1,500 oil wells operated throughout Los Angeles. Oil production has continued down to the present throughout the Los Angeles Basin; between 1952 and 1988 some 1,000 wells pumped 375 million barrels of oil from these pumps.

### **Agriculture**

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

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

Olives also flourished in the Mediterranean-like climate, and the 2,000-acre Sylmar olive grove—then the world's largest—produced 50,000 gallons of olive oil and 200,000 gallons of ripe olives. Other crops grown in the County included alfalfa, apricots, asparagus, barley, hay, beans, beets, cabbage, citrus, corn, lettuce, melons, peaches, potatoes, pumpkins, squash, tomatoes, and walnuts. The

area also had excellent dairy farms, including the world's largest Guernsey herd in the 1920s. The agricultural output led to other industries such as canning companies, a fruit growers association, and fruit preservers. The agricultural land gave way to development following World War II.

### **Harbors and Trade**

The San Pedro harbor became operational in the late 1840s and became the principal harbor for the trade in the county. The first steamer to visit San Pedro was the Goldhunter in 1849. The construction of a railroad from Los Angeles to the harbor in 1869 gave a fresh impetus to the development of agricultural resources in the county. Later in 1911 the Long Beach harbor was established and the port at San Pedro was also added to give Los Angeles a position in the international trade market.

### **Motion Pictures and Television**

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

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

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

### **Public Works Projects**

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

Sometime between 1899 and 1903, Los Angeles Times founder Harrison Gray Otis and his son-in-law successor, Harry Chandler, engaged in successful efforts at buying up cheap land on the northern outskirts of Los Angeles in the San Fernando Valley. At the same time they enlisted the help of William Mulholland, chief engineer of the Los Angeles Water Department, and J.B. Lippencott, of the United States Reclamation Service. Lippencott performed water surveys in the Owens Valley for the Reclamation Service while secretly receiving a salary from the City of Los Angeles. He succeeded in persuading Owens Valley farmers and mutual water companies to pool their interests and surrender the water rights to 200,000 acres of land to Fred Eden, Lippencott's agent and a former mayor of Los Angeles. Eden then resigned from the Reclamation Service, took a job with the Los Angeles Water Department as assistant to Mulholland, and turned over the Reclamation Service maps, field surveys and stream measurements to the city. Those studies served as the basis for designing the longest aqueduct in the world

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

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

Today more than 10.4 million people call Los Angeles County home, residing in 88 cities and approximately 140 unincorporated areas. It continues to be an industrial and financial giant, and is one of the most cultural and ethnically diverse communities in the world.



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**Total Population**  
**County of Los Angeles**  
10,441,080

**Total Population**  
**Unincorporated Areas**  
**County of Los Angeles**  
1,095,276

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

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

| Cities               | Population | Cities                | Population |
|----------------------|------------|-----------------------|------------|
| Agoura Hills         | 23,387     | Lancaster             | 145,875    |
| Alhambra             | 89,501     | Lawndale              | 33,641     |
| Arcadia              | 56,719     | Lomita                | 21,015     |
| Artesia              | 17,608     | Long Beach            | 494,709    |
| Avalon               | 3,559      | Los Angeles           | 4,094,764  |
| Azusa                | 49,207     | Lynwood               | 73,295     |
| Baldwin Park         | 81,604     | Malibu                | 13,765     |
| Bell                 | 38,867     | Manhattan Beach       | 36,773     |
| Bellflower           | 77,312     | Maywood               | 30,034     |
| Bell Gardens         | 47,002     | Monrovia              | 39,984     |
| Beverly Hills        | 36,224     | Montebello            | 65,781     |
| Bradbury             | 963        | Monterey Park         | 65,027     |
| Burbank              | 108,469    | Norwalk               | 109,817    |
| Calabasas            | 23,788     | Palmdale              | 152,622    |
| Carson               | 98,047     | Palos Verdes Estates  | 14,085     |
| Cerritos             | 54,946     | Paramount             | 57,989     |
| Claremont            | 37,608     | Pasadena              | 151,576    |
| Commerce             | 13,581     | Pico Rivera           | 66,967     |
| Compton              | 99,769     | Pomona                | 163,683    |
| Covina               | 49,622     | Rancho Palos Verdes   | 42,893     |
| Cudahy               | 26,029     | Redondo Beach         | 68,105     |
| Culver City          | 40,722     | Rolling Hills         | 1,974      |
| Diamond Bar          | 61,019     | Rolling Hills Estates | 8,157      |
| Downey               | 113,715    | Rosemead              | 57,756     |
| Duarte               | 23,124     | San Dimas             | 36,946     |
| El Monte             | 126,464    | San Fernando          | 25,366     |
| El Segundo           | 17,049     | San Gabriel           | 42,984     |
| Gardena              | 61,927     | San Marino            | 13,415     |
| Glendale             | 207,902    | Santa Clarita         | 177,641    |
| Glendora             | 52,830     | Santa Fe Springs      | 17,929     |
| Hawaiian Gardens     | 15,884     | Santa Monica          | 92,703     |
| Hawthorne            | 90,145     | Sierra Madre          | 11,099     |
| Hermosa Beach        | 19,599     | Signal Hill           | 11,465     |
| Hidden Hills         | 2,025      | South El Monte        | 22,627     |
| Huntington Park      | 64,219     | South Gate            | 101,914    |
| Industry             | 803        | South Pasadena        | 25,881     |
| Inglewood            | 119,053    | Temple City           | 35,892     |
| Irwindale            | 1,717      | Torrance              | 149,717    |
| La Canada Flintridge | 21,261     | Vernon                | 96         |
| La Habra Heights     | 6,161      | Walnut                | 32,659     |
| La Mirada            | 50,015     | West Covina           | 112,890    |
| La Puente            | 43,355     | West Hollywood        | 37,805     |
| La Verne             | 34,051     | Westlake Village      | 8,872      |
| Lakewood             | 83,636     | Whittier              | 87,128     |



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## Unincorporated Areas within the County of Los Angeles

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



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## Hello-Goodbye

It continued to be a period of adjustment in 2009 and early 2010 as department heads retired or left County service, saw their sections merged, and moved from acting positions to permanent ones. It was a big change at Disney Concert Hall and Hollywood Bowl as well, with the departure of Philharmonic music director Esa-Pekka Salonen after 17 years and the arrival of 28-year-old Venezuelan Gustavo Dudamel. Leaving the County were Assessor Rick Auerbach, Chief Probation Officer Robert Taylor, County Counsel Raymond Fortner, Consumer Affairs Director Pastor Herrera, Personnel Director Michael Henry, and Public Defender Michael Judge. New department heads are Assessor Robert Quon, Chief Information Officer Richard Sanchez, Chief Probation Officer Don Blevins, Community Development Commission Executive Director Sean Rogan, County Counsel Andrea Sheridan Ordin, Personnel Director Lisa Garrett, and Regional Planning Director Richard Bruckner.



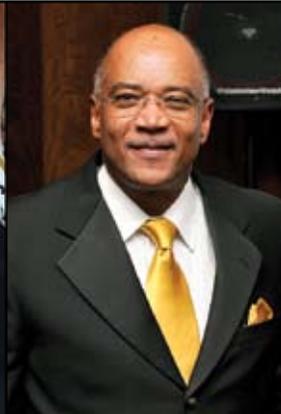
Salonen



Auerbach



Fortner



Henry



Judge



Herrera



Taylor



Quon



Blevins



Ordin



Bruckner



Sanchez



Rogan



Garrett



Dudamel

# Public Protection



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Public Protection



**Janice Y Fukai**  
 Alternate Public Defender  
 (Appointed 4/2/02)



**Fiscal Year 2009-2010 Budget**

|                 |              |
|-----------------|--------------|
| Gross Total     | \$53,578,000 |
| Less Intrafund  |              |
| Transfer        | \$0          |
| Net Total       | \$53,578,000 |
| Revenue         | \$158,000    |
| Net County Cost | \$53,420,000 |

Positions 292



APD attorney David Foley confers with deputy district attorney in early disposition program.



APD attorney Michelle Kim uses Wi-Fi computer in courtroom.

**Alternate Public Defender**

**The Alternate Public Defender (APD)** provides quality legal representation in Public Defender conflict-of-interest cases. The department was implemented by the Board of Supervisors in 1994 to control the spiraling costs of court-appointed private lawyers, particularly in cases involving multiple defendants charged with serious crimes, including capital crimes. Cost effectiveness has been documented in numerous Board-ordered studies. High quality representation is reflected in an impressive record of accomplishments. The APD attributes its success to a dedicated, diverse and highly skilled lawyer and support staff comprised of 51% women and 56% ethnic minorities.

**Major Accomplishments 2008-2009**

- Collaborated with the Public Defender and Chief Executive Office to reduce costs to the County Indigent Defense Fund associated with Public Defender “unavailability”, conflicts and related staffing expenses.
- Developed and implemented a remote access pilot project at the Criminal Courts Building in conjunction with similar pilot projects simultaneously implemented by the District Attorney and Public Defender, in collaboration with the Information Systems Advisory Body and the Internal Services Department.
- Conducted a survey to evaluate and improve APD’s performance in courts; and developed programs, resources and training in areas of need targeted by APD managers, specifically, mental health, forensic sciences, case documentation and management, emergency preparedness, legislative changes and mission critical computer applications.
- Developed internal procedures and protocols to support the APD’s electronic document management system (EDMS), including an efficient system for the organization of closed files, efficient tracking of and transportation of closed files to a designated vendor for scanning, the storage of all “non scannable” and “do not destroy” items, and the prompt retrieval of case information.

**Major Objectives 2009-2010**

- Implement remote access technology at branch offices using existing resources. Review and modify, as appropriate, APD’s remote access pilot project objectives, and identify those locations where expanded Wi-Fi access would present the best return on investment for the County.
- Develop and implement training programs in the supervision of branch operations, as well as training programs to increase the quality of representation provided by attorneys to clients.
- Refine and implement the internal procedures and protocols necessary to support APD’s electronic document management system. Begin implementation of the scanning and electronic storage of closed case files.
- Develop additional protocols designed to reduce the escalating costs of file storage with private vendors.
- Improve risk management activities, identifying and prioritizing the department’s risk management training needs and begin training staff on methodologies and practices to reduce risk exposure.



Janice Y Fukai visits with the L.A. County Economy and Efficiency Commission.



APD attorney Jana Seng uses Wi-Fi computer as she works in halls of County courthouse.

## Coroner

**The Coroner** investigates and determines the cause and manner of all sudden, violent, or unexplained deaths within Los Angeles County, including all homicides, suicides, accidental deaths, and natural deaths where the decedent has not seen a physician within 20 days prior to death. Comprehensive scientific investigations are conducted, including autopsy, toxicology, histology, and scanning electron microscopy analysis. The Coroner works proactively with law enforcement agencies and others in the criminal justice system.

The department is accredited by the National Association of Medical Examiners (NAME), the Accreditation Council for Graduate Medical Education, the California Medical Association for Continuing Medical Education, and the American Society of Crime Laboratory Directors/ Laboratory Accreditation Board. 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 2008-2009

- Completed the development and design of the 500-body capacity crypt building, and began construction in June 2009.
- Received five-year reaccreditation of the Forensic Science Laboratories by the American Society of Crime Laboratory Directors (ASCLD-LAB), meeting stringent standards in the management and operation of its Forensic Science Laboratories Bureau, critical to the determination of cause and manner of death in Coroner cases.
- Implemented a program to provide for the dignified burial of indigent veterans and avoid unwarranted delays associated with the previous private mortuary system, providing requisite paperwork, coffins, and transportation to Riverside National Cemetery.
- Received Board of Supervisors' approval of the as-needed physician contract to allow the hiring of qualified as-needed physicians in times of peak caseload without the extra expenditure associated with permanent staff, provided funding is made available.
- Received full four-year accreditation of the Forensic Pathology Residency Program by the Accreditation Council for Graduate Medical Education.
- Reaccredited for four years by California Medical Association (CMA) Continuing Medical Education (CME) Section.
- Instituted a quality assurance program for supervising physicians to review closed cases as a standard operating procedure to identify incomplete documents.

### Major Objectives 2009-2010

- Work with the Chief Executive Office, Public Works, and contractor to complete the construction of the new crypt building by June 30, 2010, which includes the transfer of all decedents to the new facility.
- Implement revised requirements to attain full compliance of the department for NAME accreditation in preparation for annual self-inspection and reinspection of the department in 2011. In order to do this, complete 90% of reports of postmortem examinations and 90% of toxicology examinations within 90 calendar days from the time of autopsy.
- Continue the next phase development of a revenue-generating DNA testing program designed to improve identification of decedents, and to market services to the public and private sector.
- Implement a fiscal cost containment plan that will address department's 2008-09 and 2009-10 fiscal year curtailments amounting to nearly \$2 million, while avoiding layoffs. Reduce overtime by 45%, establish an efficiencies committee, maximize revenue opportunities and aggressively pursue the collection of payments owed to the department.
- Pursue the feasibility of grant funding to upgrade the department's existing case-tracking database system to a web-based platform to provide greater security and better meet the technology needs of the department.
- Ensure that all reportable contagious diseases are reported to Public Health and the needs of the public are met, preserving the confidentiality of results as required by law.



**Dr. Lakshmanan Sathyavagiswaran**

Chief Medical Examiner-Coroner  
(Appointed 2/18/92)



**Anthony T. Hernandez**  
Director

(Appointed 7/12/94)



### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$28,797,000 |
| Less Intrafund  |              |
| Transfer        | \$446,000    |
| Net Total       | \$28,351,000 |
| Revenue         | \$2,918,000  |
| Net County Cost | \$25,433,000 |

Positions 209



New 500-body capacity crypt building is under construction.



A new program provides for the dignified burial of indigent veterans.

Public Protection



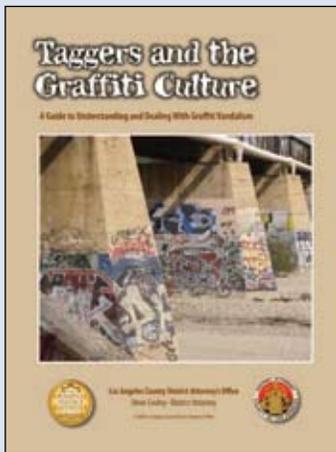
**Steve Cooley**  
District Attorney  
(Elected 2000)



**Fiscal Year 2009-2010 Budget**

|                 |                      |
|-----------------|----------------------|
| Gross Total     | \$336,600,000        |
| Less Intrafund  |                      |
| Transfer        | <u>\$12,520,000</u>  |
| Net Total       | \$324,080,000        |
| Revenue         | <u>\$130,746,000</u> |
| Net County Cost | \$193,334,000        |

Positions 2,163



The District Attorney's Criminal Justice Institute offers training sessions to law enforcement officers and prosecutors to assist them in understanding and dealing with graffiti vandalism.

**District Attorney**

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

**Major Accomplishments 2008-2009**

- Implemented a system with Los Angeles Police Department to electronically issue subpoenas. Eliminated unnecessary use of paper, reduced time for subpoena generation and service, and installed controls for accountability, improving efficiency and reducing court-related overtime costs.
- Created, trained and equipped regional task forces to respond to cyber threats and computer-based crime by retrieving and analyzing computer forensics. Developed an intensive six-week training program to be supplemented by advanced legal and forensic training, quarterly roundtables, access to updated forensic software and 24/7 support in the event of a major intrusion.
- Completed the second phase of the graffiti prosecution program. Developed a system to track and monitor graffiti cases, maximized the use of conditions of probation to obtain restitution, impose driver's license sanctions and prohibit possession of graffiti paraphernalia.
- Pursued, in collaboration with the Child Support Services Department, parents evading child support obligations even after arrest and bench warrants have been issued for failure to appear in criminal court. Resulted in increased accountability and the collection of much-needed financial support for children.

**Major Objectives 2009-2010**

- Expand the Electronic Subpoena Project to Los Angeles County Sheriff's Department and local law enforcement agencies based on the successful partnership with LAPD.
- Expand the use of the eSCARS system to all city prosecutors and all law enforcement agencies in Los Angeles County. eSCARS allows children's services and law enforcement agencies to electronically "cross-report" allegations of child abuse as well as search prior histories and consolidate case files.
- Implement IHSS Fraud Program - a collaborative effort between the Department of Public Social Services and the District Attorney's Office to identify, investigate and prevent fraudulent activity in the In-Home Supportive Services program.
- Update the EscapingJustice.com website to include new cases of fugitives who have committed serious crimes in Los Angeles County and fled the United States. The website was created in 2004 to spotlight a Mexican Supreme Court decision barring the extradition of killers facing life sentences in the United States. The Mexican Supreme Court eventually reversed its decision. All highlighted fugitives have been apprehended, convicted and sentenced.



Los Angeles Police Sgt. Christopher Chase and Carol Burke, head deputy of the District Attorney's Community Prosecution Division, were instrumental in developing the electronic subpoena system.

## Fire

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

### Major Accomplishments 2008-2009

- Reached key disaster response planning milestones, including a major air/sea drill, the preparation of catastrophic staffing and business continuity plans, and operational recommendations for challenges facing firefighters in a major earthquake as part of the statewide Golden Guardian Exercise.
- Launched the multi-year Ready! Set! Go! Wildfire Education Campaign, including fire expo events in several urban wildland interface communities to help teach residents how to prepare their homes and themselves for a major wildfire.
- Completed technical requests for proposal to engineer the infrastructure needed for the Los Angeles Regional Interoperable Communications System (LA-RICS) to improve interoperability between all public safety agencies.
- Furthered “green” vehicle initiatives by replacing 50 paramedic squads, utility, fire patrol and support vehicles with Clean Idle Certified diesels, improving fuel economy up to 50 percent over replaced vehicles, and purchased five Clean Idle Certified diesel hybrid truck chassis to replace camp crew carriers.
- Received first fire station category Leadership in Energy and Environmental Design (LEED) certifications for Fire Stations 93 (silver rating) and 136 (gold rating).
- Installed more than 700 automatic vehicle locator systems on fire engines, ladder trucks, paramedic squads, and other first responder vehicles to improve the department’s ability to deploy and reposition firefighting equipment resources to where they are needed during multiple alarm responses and major incidents.
- Completed the Mt. Wilson toll road repair project in collaboration with the Fifth Supervisorial District, Chief Executive Office, City of Pasadena Department of Water and Power, California Emergency Management Agency, and the Federal Emergency Management Administration.
- Developed a comprehensive financial plan to project the department’s financial outlook through Fiscal Year 2011-12 and outline plans to mitigate the projected funding shortfall, while maintaining stable funding for emergency services.
- Provided all fire and lifeguard captains with Firefighter Bill of Rights, AB220 and supervision and leadership training.
- Enhanced structure protection and increased defensible space by creating 200-foot brush clearance along 225 acres of Mountains Recreation Conservancy Land in the wildfire-prone communities of Malibu and Santa Clarita.

### Major Objectives 2009-2010

- Address fiscal sustainability by reviewing all beach lifeguard contracts and recommending changes for enhanced revenue; monitoring, updating and providing timely recommendations for execution of the District financial plan; and preparing the supplemental cap ballot measure for special tax.
- Position the department for alignment with LA-RICS operational parameters by providing input and guidance on joint powers authority board of directors, legislative and finance committees.
- Collaborate with Public Health, Health Services and Chief Executive Office to proactively address biological risks for departmental personnel and the public by developing a workforce protection and sustainability plan that will ensure that the department’s workforce will be able to continue its critical service delivery.



**P. Michael Freeman**  
Fire Chief  
(Appointed 2/13/89)

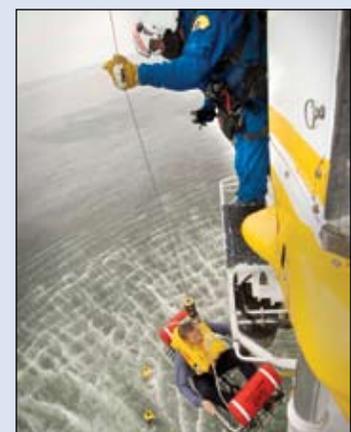


### Fiscal Year 2009-2010 Budget

|                        |                      |
|------------------------|----------------------|
| <i>Fire District</i>   |                      |
| <i>Gross Total</i>     | <i>\$939,017,000</i> |
| <i>Less Intrafund</i>  |                      |
| <i>Transfer</i>        | <i>\$ 0</i>          |
| <i>Net Total</i>       | <i>\$939,017,000</i> |
| <i>Revenue</i>         | <i>\$939,017,000</i> |
| <i>Net County Cost</i> | <i>\$ 0</i>          |
| <br>                   |                      |
| <i>Positions</i>       | <i>4,396</i>         |

### Lifeguard Services

|                        |                     |
|------------------------|---------------------|
| <i>Gross Total</i>     | <i>\$28,419,000</i> |
| <i>Less Intrafund</i>  |                     |
| <i>Transfer</i>        | <i>\$ 0</i>         |
| <i>Net Total</i>       | <i>\$28,419,000</i> |
| <i>Revenue</i>         | <i>\$ 0</i>         |
| <i>Net County Cost</i> | <i>\$28,419,000</i> |



*County firefighters drill for a major air/sea disaster in the Pacific Ocean.*

Public Protection



**Edward T. McIntyre**  
Foreperson  
2009-10 Civil Grand Jury



**Fiscal Year 2009-2010 Budget**

|                 |             |
|-----------------|-------------|
| Gross Total     | \$1,716,000 |
| Less Intrafund  |             |
| Transfer        | \$0         |
| Net Total       | \$1,716,000 |
| Revenue         | \$15,000    |
| Net County Cost | \$1,701,000 |

Positions 5

**Grand Jury, Criminal and Civil**

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

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

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

Statistics: 2007-2008 Criminal Grand Jury Workload/Output

|                             |                           |
|-----------------------------|---------------------------|
| Indictment Hearings - 22    | Indictments Returned - 22 |
| Investigative Hearings - 13 | Subpoenas Issued - 839    |
| Witnesses Called - 377      |                           |

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

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

**Major Accomplishments 2008-2009**

- Continued to refine the one-step summoning for criminal grand jurors to reduce the number of jurors summoned for service and more efficiently use their time, increasing utilization while decreasing costs.
- Upgraded secure storage of grand jury records and documents.

**Major Objectives 2009-2010**

- Continue to expand ongoing recruitment/outreach efforts in the media, retiree, and civic and community-based organizations to increase the number of civil grand juror applicants.
- Reduce safety issues in the criminal grand jury hearing room through installation of updated evidence presentation system.
- Take further steps to preserve early grand jury records, safely and securely.

## Probation

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

### Major Accomplishments 2008-2009

- Opened an adult day reporting center near Slauson Avenue and San Pedro Street in Los Angeles to provide adult probation clients a wide array of services and programs to assist them complete their probation. This is one of two fully operational community day reporting service models the department plans to implement. The other model is for juvenile offenders and is anticipated to be operational during 2010.
- Created and implemented a credit card payment option to collect court-ordered fees, fines, and restitution on adult cases.
- Completed implementation and monitoring of all provisions of a memorandum of agreement (MOA) originating from the U.S. Department of Justice's (DOJ) Constitutional Rights of Institutionalized Persons Act review of Probation's three juvenile halls. Probation is now working on the completion of provisions within an MOA resulting from the DOJ's review of Probation's 18 juvenile camps and the Dorothy Kirby Center.
- Dedicated and reopened a new Centinela area office within the Second Supervisorial District's Athens community.
- Completed the department's strategic plan and developed a data-driven strategy to implement the plan across all operational functions. The strategic plan sets operational objectives and the strategies to achieve those objectives, and serves as an action plan guiding the department's strategic direction for the next few years.
- Worked in collaboration with several other County departments and the juvenile court in developing a strategy for reducing the number of minors who cross over from the dependency system to delinquency. This project was sponsored by the Center for Juvenile Justice Reform at Georgetown University.

### Major Objectives 2009-2010

- Collaborate with the Department of Mental Health and the Chief Executive Office to develop a definitive plan for the placement of mentally ill minors in a specialty County facility. Currently, between 60 and 70 pre-adjudicated minors are supervised 1-on-1 by Probation staff in juvenile halls every day. The current staffing model for these high-need youth is costly from a staffing perspective and does not sufficiently provide the level of clinical care necessary to assist these minors with successful community reintegration.
- Complete a service realignment in the department's juvenile halls and camps that will improve the continuity of care for minors. This will be accomplished by initiating actions designed to place minors in services and programs before they are either released to group homes or placed in a juvenile camp facility.
- Achieve at least a 50% completion of the DOJ MOA items in the juvenile camps. The department is committed to working with all partners to ensure comprehensive success with all provisions of the MOA.
- Improve risk management procedures to further reduce liability and worker's compensation exposures and reduce departmental cost of risk by five percent and begin the implementation of the risk avoidance cost avoidance plan activity steps.
- Collaborate with the Casey Foundation to develop and implement a juvenile justice practice model that will incorporate the needs of Title IV-E minors and those who are at risk of crossing from dependency to delinquency.
- Complete the recommendations of the comprehensive education reform for juvenile halls and camps as approved by the County Board of Supervisors, which includes the implementation of the career technical education/vocational education program at four camp facilities in collaboration with the Los Angeles County Office of Education.
- Complete the implementation of the Probation Case Management System, which will better organize and process the probationer caseloads.



**Donald H. Blevins**  
Chief Probation Officer  
(Appointed 4/19/10)



### Fiscal Year 2009-2010 Budget

|                 |                      |
|-----------------|----------------------|
| Gross Total     | \$692,808,000        |
| Less Intrafund  |                      |
| Transfer        | <u>\$7,169,000</u>   |
| Net Total       | \$685,639,000        |
| Revenue         | <u>\$237,892,000</u> |
| Net County Cost | \$447,747,000        |

Positions 6,136



Chief Probation Officer Robert Taylor, who retired in 2010, with staff at the department recruitment booth at the 2009 L.A. County Day at the Fair.



More than 4,400 sworn officers in the Probation Department supervise approximately 80,000 adult and juvenile probationers.

Public Protection



**Michael Judge**  
Acting Public Defender  
(Appointed 4/1/10)



**Fiscal Year 2009-2010 Budget**

|                 |                    |
|-----------------|--------------------|
| Gross Total     | \$179,418,000      |
| Less Intrafund  |                    |
| Transfer        | <u>\$748,000</u>   |
| Net Total       | \$178,670,000      |
| Revenue         | <u>\$7,984,000</u> |
| Net County Cost | \$170,686,000      |

Positions 1,138



Head Deputy Public Defender Ruben Marquez reviews a risk management case with Return To Work Coordinator Lorraine Welch.



Investigators Melissa Fuentes and Mychele Hernandez discuss a case.

**Public Defender, Office of**

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

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

Thirty-eight field offices handle an estimated 420,000 misdemeanor cases, 100,000+ felony cases, 41,000 juvenile cases and 11,000 mental health cases annually. The office has taken a leadership role in such innovative efforts as the Early Disposition Program, allowing felony cases to be settled as early as the first court appearance; videoconferencing, allowing clients to be interviewed while at the jail facility instead of being transported to court; the Client Assessment, Referral, Evaluation Program (CARE), which provides psycho-social assessments, treatment plans, and alternatives to juveniles in the justice system who exhibit serious mental health, developmental disability, and cognitive and learning deficit problems.

**Major Accomplishments 2008-2009**

- Reduced the number of employees on long-term leave by returning them to work or removing them from County service through retirement, medical release, or termination of employment; and, enhanced methods of monitoring employees with existing or expected work restriction(s) or accommodation(s) to identify opportunities to meet department/County needs through cooperative efforts.
- Reduced declared unavailability by implementing an accelerated training cycle for new hire attorney staff, and implementing a system for the submission of written reports regarding factors which may have contributed to the declaration of unavailability and developing responsive remedial action plan(s); collaborated with the Alternate Public Defender (APD) to coordinate staff exits to APD in a manner which mitigated the negative impact upon this department.
- Initiated a countywide survey and submitted a comprehensive report detailing current criminal justice programs, parameters, funding source and status, number impacted, measures, issues and outcomes, and recommendations, as part of a project to promulgate a new strategic plan that melds the department's mission/vision into the collaborative public safety cluster parameters

**Major Objectives 2009-2010**

- Review and update the department's policies and procedures manual to ensure consistency with present County policies and legal requirements; and, develop and implement a comprehensive training program for identified groups of employees.
- Promulgate a strategic plan which melds the Public Defender's overall mission/vision with the values of the collaborative Public Safety Cluster Strategic Plan currently under development in support of the multi-faceted effort to improve re-entry for at-risk recidivist individuals.
- Augment existing risk management efforts, by enhancing collaborative efforts with the Chief Executive Office (CEO) risk manager and to improve the department's application of corrective action plans (CAPs) by reviewing, updating and documenting conformance with all existing CAPs, with the goal of reducing the risk of new government tort claims, civil lawsuits based on malpractice, ineffective assistance of counsel, or administrative areas, and noncompliance with Board of Supervisors mandated CAP's.

## Public Safety

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

The County Police is comprised of four bureaus: Health Services, Parks Services, Facilities Services, and Administrative Services. A Special Operations Division includes the Training Unit, Background Unit, Recruitment Unit, Tactical Response Force, Weapons of Mass Destruction Response Team, and Canine Unit, Employee Assistance Program, and Chaplain. County Police personnel are also assigned to the Joint Regional Intelligence Center in Norwalk.

### Major Accomplishments 2008-2009

- Obtained \$80,000 grant from the California Department of Boating and Waterways to purchase an additional patrol boat.
- Developed and implemented departmental-wide supervisory training course to update job knowledge skills and strengthen workforce development plan.
- Enhanced agency's technological abilities by replacing one-third of the outdated computers with new systems.

### Major Objectives 2009-2010

- Ensure agency compliance with countywide security standards.
- Facilitate successful merger into the Los Angeles County Sheriff's Department.



Andres Navarro receives award at annual employee recognition ceremony.



Annual charitable toy drive.



**Edward F. Rogner**  
Acting Chief of Police  
(Effective 12/20/09)



### Fiscal Year 2009-2010 Budget

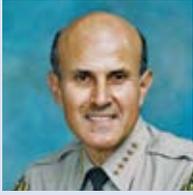
|                 |               |
|-----------------|---------------|
| Gross Total     | \$114,565,000 |
| Less Intrafund  |               |
| Transfer        | \$48,422,000  |
| Net Total       | \$66,143,000  |
| Revenue         | \$48,897,000  |
| Net County Cost | \$17,246,000  |

Positions 666



New patrol boat acquired through a grant from the state Department of Boating and Waterways.

**Baptist Protection**



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



**Fiscal Year 2009-2010 Budget**

|                 |                 |
|-----------------|-----------------|
| Gross Total     | \$2,555,453,000 |
| Less Intrafund  |                 |
| Transfer        | \$50,667,000    |
| Net Total       | \$2,504,786,000 |
| Revenue         | \$1,227,360,000 |
| Net County Cost | \$1,277,426,000 |

Positions 18,347



Sheriff's Air 5 trains for future rescue missions.



Marina del Rey Harbor deputies patrol Santa Monica Bay.

**Sheriff**

**The Los Angeles County Sheriff's Department (LASD)** is the largest sheriff's department in the world, comprising more than 18,000 budgeted personnel, including sworn and professional staff. The LASD is responsible for more than 10 million residents, providing direct law enforcement services to approximately 3 million of those residents who live in the 130 unincorporated communities and 40 contract cities. Additionally, the LASD provides law enforcement services to nine community colleges, the Metropolitan Transportation Authority, and the 48 Superior Courts of the country's largest court system. The LASD also has the responsibility of housing, feeding, medically treating, and securing approximately 19,000 inmates in eight custody facilities in the nation's largest jail system.

Deputies answering calls for service diplomatically navigate through more than 100 cultures and languages on a day-to-day basis. Deputies patrol through coastal beaches, city streets, mountain roads and even in the water and sky. Meanwhile, detectives from Narcotics Bureau, Homicide Bureau, Special Victims Bureau, Major Crimes Bureau, Arson/Explosives Detail, and Operation Safe Streets Bureau are initiating or completing other investigations.

The LASD maintains specialized search and rescue teams which often deploy from helicopters (Air-5), mounted patrol, and rescue teams to emergencies or disasters anywhere within the county and sometimes beyond. Many of the team members are reserve sheriff's deputies and volunteers who bring specialized skills or training to the LASD, including specialized training in swift water and ocean rescue operations.

**Major Accomplishments 2008-2009**

- Began construction of the new 33,750-square-foot South Los Angeles Station to replace Lennox Station, with an anticipated opening in spring 2010. The station will provide policing services for the unincorporated county areas of Lennox, El Camino Village, Athens, Del Aire, Wiseburn, and the contract city of Lawndale.
- Installed digital briefing boards in 83 Sheriff's Department facilities, allowing dissemination of training and other messages department-wide; and video conferencing in 43 Sheriff's facilities.
- Piloted a system at Lakewood Station and the Inmate Reception Center to automate and standardize complex scheduling responsibilities.
- Implemented Education-Based Discipline throughout the Sheriff's Department. It has been presented with great acclaim locally, at Harvard Law School, with the National Sheriff's Association, and the International Association of Chiefs of Police.
- Detailed the gang strategy of the Sheriff's Department in the LASD booklet *Confronting the Gang Crisis*, and contributed to the DVD entitled "Coming Together to End Gang Violence: Light at the End of the Tunnel."

**Major Objectives 2009-2010**

- Plan for the future with the Jail Master Plan, which includes the creation of a new female facility at Pitchess Detention Center and replacement of Men's Central Jail.
- Facilitate planning efforts for the relocation of Sheriff's Headquarters to a newly refurbished Hall of Justice.
- Complete construction and begin operations of the new South Los Angeles Station.
- Implement Phase II of the Automated Employee Scheduling System department-wide.
- Roll out the County TIMEI document to consolidated timekeeping units, such as custody facilities, to better meet the timekeeping needs of the department.
- Complete upgrades to the pistol range and gymnasium at the Eugene C. Biscailuz Training Center in East Los Angeles as part of renovation to return academy training to the facility.
- Redevelop the department website (www.LASD.org) to include web 2.0 technology to better serve the public and employees, allowing for greater information sharing.

## Employees Tell Residents “You Count!”

County employees waged an aggressive campaign to get residents to take part in the 2010 Census count, working in partnership with the U.S. Census Bureau and community organizations. With the slogan “You Count!” the County’s Complete Count Committee participated in Census walks, outreach to the homeless, community workshops, and events to educate and assist residents to fill out their forms. Employees posted large bright yellow posters in more than 300 bus shelters, in County facilities and Superior Court buildings. Hundreds of thousands of flyers were distributed in eight languages, and banners hung in sites around the County. Public service announcements were created, videos were displayed in waiting rooms and a website created. The goal was to achieve a complete count since population is the basis for funding for schools, jobs, hospitals, libraries, parks, roads and other important services. It is estimated that due to the undercount in the 2000 Census, the County lost \$636 million in federal funds alone over the decade.

United States<sup>®</sup>  
**Census**  
**2010**





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## County Experiences Largest Fire in Its History

2009 was the year of the disastrous Station Fire, the largest fire in L.A. County history. Sparked by an arsonist on Aug. 26, 2009, the fire burned 161,189 acres – 250 square miles – in the Angeles National Forest before it was fully contained 52 days later. It claimed 89 homes and 26 commercial properties, but more tragically, the lives of two County firefighters, Fire Captain Tedmund “Ted” Hall and Fire Fighter Specialist Arnaldo “Amie” Quinones. Local, state and federal agencies spent an estimated \$89 million to fight the fire. Additionally, the County sustained \$10.3 million in damage to its infrastructure and had to spend an estimated \$9.4 million for roadway culvert upgrades and debris basin cleanouts and modifications. The fire prompted the Los Angeles County Fire Department to urge the U.S. Forest Service to change its policies, including easing the restrictions on water-dropping flights at night and increasing brush clearance requirements.



## County Honors Two Firefighters Killed in Station Fire

U.S. Vice President Joe Biden, California Gov. Arnold Schwarzenegger, Board of Supervisors Chairman Don Knabe, and Fire Chief P. Michael Freeman were among those honoring Los Angeles County Fire Captain Tedmund “Ted” Hall and Fire Fighter Specialist Arnaldo “Arnie” Quinones at a memorial service at Dodger Stadium on Sept. 12, 2009. The two firefighters were killed in the Station Fire on Aug. 30, 2009 when their truck plunged into a canyon near Mount Gleason outside Palmdale as they were trying to find an escape route for dozens of inmate firefighters at a camp that was overrun by thick smoke and advancing flames. Approximately 5,000 uniformed firefighters from across the country also joined in the tribute to Hall, 47, and Quinones, 34. Quinones’ wife was pregnant with their first child at the time of his death and gave birth to 8 lb. 2 oz. Sophia Grace just several weeks later on Sept. 22. Members of the community made generous donations to the families of the firefighters, and a special Camp 16 memorial T-shirt raised more than \$100,000 in just 30 days, with proceeds distributed evenly to the two families. A special edition of the County Digest was published to honor Hall and Quinones.



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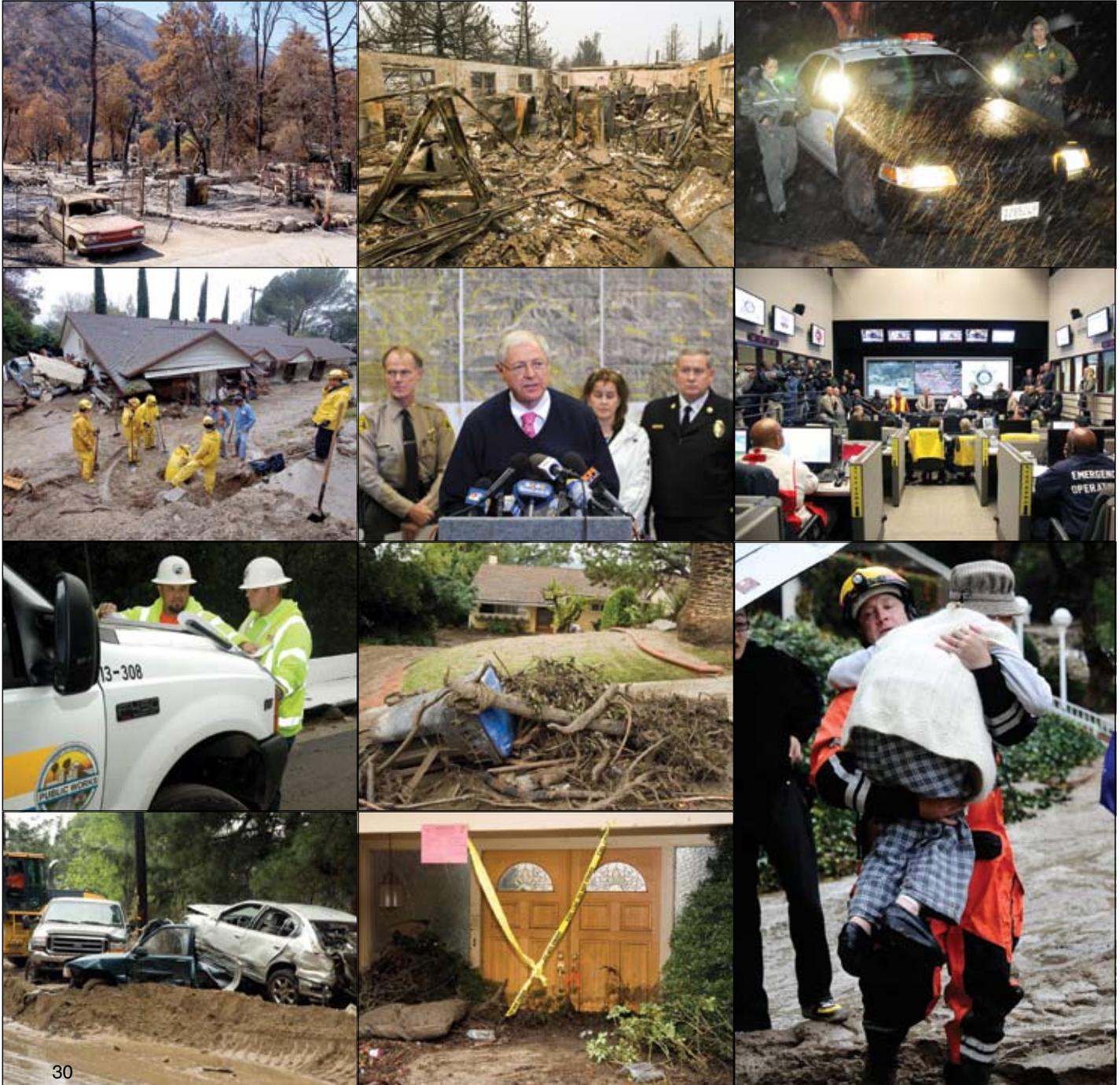




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## Departments Unify to Protect Residents

The destruction caused by the Station Fire raised the risk of potential winter season debris flows within foothill communities. Aware of this heightened risk, the County Public Works Department implemented additional protective measures as part of the routine winter season preparation of its flood control system. These measures included maximizing the capacity of 28 debris basins within the burn areas and the installation of K-Rail diversion structures on several neighborhood streets in at-risk communities. Public Works engineers also provided advice to more than 500 homeowners on how to help protect their properties from debris flows. In an unprecedented action, County Public Works, Fire and Sheriff's Departments joined forces to create the Foothills Incident Unified Command to develop contingency plans and respond in the event of debris flow incidents. At the same time, the Board of Supervisors approved establishment of the Coordinated Agency Recovery Effort, a comprehensive community and media outreach program designed to alert at-risk





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residents about the dangers of anticipated debris flows and to educate them about the flood control system and the steps being taken to protect their communities. Despite several intense storms throughout the winter season, the flood control system performed as it was designed to do. Debris basins captured more than 1 million cubic yards of material that otherwise would have inundated local communities. The only significant incident occurred Feb. 6, 2010 when a boulder, estimated to weigh four tons, blocked a debris basin in La Cañada Flintridge, causing a debris flow that destroyed two homes, damaged 19 others and destroyed or damaged 25 vehicles. Subsequent disaster declarations paved the way for federal funds to assist in storm-related recovery efforts. The effects of the fire will be felt for years. The County has spent millions of dollars preparing for storms and undertaking subsequent cleanup and recovery work and officials say it could cost millions more in preparation and cleanup efforts before the denuded watersheds recover. Additionally, the County Flood Control District will likely have to accelerate its program of removing sediment deposited behind its reservoirs.





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## County Employees Assist Victims of Haiti Earthquake

When a 7.0 earthquake hit the island of Haiti on Jan. 12, 2010, the Los Angeles County Fire Department's Urban Search and Rescue Team, California Task Force 2, was mobilized within hours and onsite within 36 hours. The 75-member team worked 14 days to rescue people trapped under collapsed structures in what has been described as one of the worst disasters in modern history. Upon their return, a second 10-member team was deployed to respond to any further collapsed structure rescue needs and to provide humanitarian aid to local orphanages. This team spent nine days building and providing large tents, sleeping cots and electrical generators for five orphanages. A trauma team from County+USC Medical Center, cited as one of the most experienced in the U.S., also spent a week in Haiti, arriving Jan. 17 to assist with medical relief efforts. Employees at home joined in the effort to assist Haiti by sponsoring a campaign to seek donations for aid organizations working to help the earthquake victims.



## Rescuers Welcomed Home from Haiti

Family and friends joined County officials in welcoming rescue team members home from Haiti Jan. 28 in an emotional ceremony at the department's Urban Search and Rescue headquarters in Pacoima. On Feb. 11, Gov. Arnold Schwarzenegger joined the Board of Supervisors and Fire Chief P. Michael Freeman in a ceremony attended by 500 fellow employees, family and friends at department headquarters to honor rescuers for their efforts. Rescuers said the assignment was difficult and overwhelming, but gratifying, with extreme emotional highs and lows. "It was the most emotional feeling I've ever felt in my life," said one, describing the rescue of a man who had been buried for days. The crowds chanted "USA! USA!" as rescuers pulled people from rubble. "We salute you," said Chief Freeman. "You worked long and hard and you saved lives. You were the face of the U.S.A. – a face of caring and kindness. Welcome home."



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## County Program Creates More Than 10,000 Jobs

A major program available through September 2010 is the 10,000 Jobs Program, created to find temporary jobs for low income individuals, using more than \$180 million in federal Stimulus funds to boost the economy. The program exceeded its goal 11 months after its introduction. Supervisor Don Knabe, who introduced the motion creating the 10,000 Jobs Program, said the County is working with federal legislators to try to extend the funding beyond its expiration in September. Under a key provision of the program, temporary subsidized jobs are created in public and private agencies, with the government paying 80 percent of the employees' costs and the employer providing a 20 percent match in cash, training or supervision costs. The Department of Public Social Services supervises the program, but contracts with the South Bay Workforce Investment Board to place participants in jobs. Though jobs are temporary, the hope is that they may lead to permanent employment.



# Human Services



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Human Services



**Steven J. Golightly**  
 Director  
 (Appointed 2/27/07)



**Fiscal Year 2009-2010 Budget**

|                 |                      |
|-----------------|----------------------|
| Gross Total     | \$173,699,000        |
| Less Intrafund  |                      |
| Transfer        | <u>\$101,000</u>     |
| Net Total       | \$173,598,000        |
| Revenue         | <u>\$172,050,000</u> |
| Net County Cost | \$1,548,000          |

Positions 1,797



Director Steven Golightly and Spanish-speaking department staff at media outreach at KMEX-TV.



Information technology Chief David Jacobson receives the highest achievement award in California child support from the California Child Support Directors Association.

**Child Support Services**

**The Child Support Services Department (CSSD)** is the largest locally operated child support agency in the nation and manages approximately 425,000 cases, comprising slightly more than 26% of the total statewide child support caseload. CSSD was created as a new County department in July 2001 and has in its short tenure, evolved from a strict law enforcement organization into a full-scale human services agency with a mission of “improving the quality of life for children and families of Los Angeles County by providing timely, accurate and responsive child support services.” CSSD is charged with promptly and effectively establishing, modifying, and enforcing child support obligations, including medical support, and determining paternity to children born out-of-wedlock. CSSD is committed to improving the well-being of children, promoting the self-sufficiency of families and providing outstanding customer service to its case participants and partners.

**Major Accomplishments 2008-2009**

- Met or exceeded all federal performance measures required of local and state child support agencies.
- Developed improved collaboration strategies with the Department of Children and Family Services, Department of Public Social Services and Department of Mental Health by establishing departmental liaisons, and interdepartmental training regarding policies and procedures.
- Converted to new statewide computer system.
- Implemented an electronic outbound calling program to cell phones for outreach to CSSD customers.
- Reduced customer call wait times to historic low of less than five minutes.
- Implemented new customer service program to research and respond daily to more than 100 participant e-mail inquiries.
- Developed program to outreach to homeless case participants through public and private sector partnerships.
- Honored with the Quality and Productivity Commission’s recognition at the annual PQA luncheon for collaboration with the District Attorney on the Child Support Arrest Warrant Project.
- Achieved successful transition of CSSD’s business process to a case ownership business model.

**Major Objectives 2009-2010**

- Continue to meet or exceed federal performance standards in the areas of current support and arrears collections.
- Increase total child support collections by 2.4%.
- Develop improved collaboration with the Superior Court and Family Law Facilitator to enhance participant access to the courts.



CSSD’s criminal prosecution unit receives L.A. County Stars! award for its arrest warrant project.

## Children and Family Services

**The Department of Children and Family Services (DCFS)**, with public, private and community partners, provides quality child welfare services and supports so children grow up safe, healthy, educated and with permanent families. The department has maintained a diligent focus on the three key outcomes for every child it serves:

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

The strategies used to achieve the outcomes include:

- Point of Engagement to provide more thorough evaluations and needed services to children and families within their homes and communities;
- Structured Decision-Making, a risk-assessment tool used by social workers;
- Team Decision Making, bringing all interested persons to the table regarding a child's placement, and other critical decisions;
- Concurrent Planning to assist in reunifying children with their families early on, while working on alternate permanency plans for those who cannot return home safely;
- Permanency Partners Program to find permanent homes for older youth.
- Prevention, offering more services to families at risk in collaboration with other County departments and community partners.
- Wraparound, an integrated, multi-agency, community-based planning process grounded in a philosophy of unconditional commitment to support families to safely and competently care for their children.

### Major Accomplishments 2008-2009

- Maintained (-.1%) percentage of children adopted within 24 months of initial placement.
- Reduced the number of children (1,371 less, 13.8%) in long-term foster care. The average length of time children spent in foster care decreased by 10 days (2%).
- Provided 33,480 children in-home and out-of-home services, including 16,710 in foster care, 8,388 of whom were living in relative/non-relative extended family member homes.
- Implemented the Prevention Initiative Demonstration Project, a community-approach program funded by Title IV-E Waiver, to keep children safe and prevent families from entering and re-entering the County's health and human services system.
- Increased use of Structured Decision-Making, a research-based tool that provides social workers and supervisors a framework to ensure consistent decision-making.
- Implemented Parents in Partnership Program, parents who have reunited with their children and are working to support newly involved parents to DCFS.
- Provided, through the Pomona Family First Unit, intensive services to families to reduce the length of time children are in foster care and reduce timelines to permanency.
- Worked jointly with the Department of Mental Health to address the needs of children and youth in the foster care system as a result of the Katie A. settlement agreement.

### Major Objectives 2009-2010

- Continue to enhance well-being of children and families by collaborating with community partners and County agencies to share and leverage resources and information.
- Reduce caseloads/workloads for social workers to spend more time with families doing quality assessments.
- Improve the quality and efficiency of the program operation to ensure compliance with public mandates and expectations.



**Trish Ploehn**  
Director  
(Appointed 9/20/06)



### Fiscal Year 2009-2010 Budget

|                 |                 |
|-----------------|-----------------|
| Gross Total     | \$1,756,632,000 |
| Less Intrafund  |                 |
| Transfer        | \$9,212,000     |
| Net Total       | \$1,747,420,000 |
| Revenue         | \$1,386,936,000 |
| Net County Cost | \$360,484,000   |

Positions 7,389



Adoption finalization on National Adoption Day.



Celebration event for graduating high school seniors.

Human Services



**Sean Rogan**  
Executive Director  
(Appointed 5/22/09)



**Fiscal Year 2009-2010 Budget**

|                 |               |
|-----------------|---------------|
| Gross Total     | \$461,493,000 |
| Less Intrafund  |               |
| Transfer        | \$0           |
| Net Total       | \$461,493,000 |
| Revenue         | \$461,493,000 |
| Net County Cost | \$0           |
| <br>            |               |
| Positions       | 622           |



Plaza Monte Vista retail center located at Cesar Chavez Avenue and Mednik Street in the Maravilla Redevelopment Area.



The CDC rehabilitated an existing apartment building into the Alexandria House Apartments, consisting of 16 studio and one-bedroom units (seven of which are reserved for homeless families).

**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, public and social service block grants, and loan programs. The CDC utilizes federal funds to create financing programs for the unincorporated areas of the County and 47 cities, and operates rental assistance programs for low-income persons, including offering Section 8 voucher rental assistance subsidies.

The Housing Authority owns and manages 2,961 public housing units throughout the County. It also offers eligible low-income households homeownership opportunities through community outreach programs, homebuyer education efforts, individual credit counseling, and deferred loans for down payment and other financial assistance.

**Major Accomplishments 2008-2009**

- Received a standard performer rating under the Section 8 Management Assessment Program (SEMAP) and worked with the U.S. Department of Housing and Urban Development (HUD) on satisfactorily closing the corrective action plan.
- Created new affordable housing opportunities by expending almost \$32 million to help construct 462 affordable and special needs housing units, \$19 million to rehabilitate 641 housing units, \$7.4 million to fund homeless services and acquire/construct homeless shelters, and almost \$9.4 million to assist 89 families in purchasing their first homes.
- Submitted the One Year Action Plan, funding the Community Development Block Grant (CDBG) at \$29.9 million, HOME Investment Partnerships (HOME) at \$12.4 million, and Emergency Shelter Grant (ESG) at \$1.3 million.
- Began construction of Phase 1 of the Florence Streetscape Project.
- Averaged an annual public housing occupancy rate of 97%.
- Submitted 18 proposals totaling more than \$114.3 million for funding made available in the American Recovery and Reinvestment Act of 2009 (ARRA). As of October 2009, the CDC had been awarded more than \$33.6 million of this funding.

**Major Objectives 2009-2010**

- Achieve a standard or high performer rating in the SEMAP and enhance the administration of the Section 8 program.
- Issue 98% of available vouchers and inspect 90% of initial contract units within seven working days.
- Create new affordable housing opportunities by expending almost \$30 million to help construct 342 affordable and special needs housing units, more than \$18.5 million to rehabilitate 714 housing units, \$13.8 million to fund homeless services and acquire/construct homeless shelters, and almost \$25.3 million to assist 150 families in purchasing their first homes.
- Implement and maintain grant compliance and accountability for projects totaling \$48.6 million in CDBG, HOME and ESG; \$37.1 million in ARRA funding and \$21 million in County Homeless Housing Program Funds, City and Community Program (HHPF-CCP) through real-time programmatic and financial monitoring.
- Complete Phase 1 of the Florence Streetscape Project from Central Avenue to the Blue Line Station.
- Apply for \$20 million in HUD funding for the South Health Center Project in the Willowbrook Redevelopment Area.
- Implement a paperless unit inspection system within Housing Management that utilizes handheld inspection tablets.
- Monitor to ensure all ARRA funds are being spent in compliance with the applicable expenditure and program requirements.

## Community and Senior Services

**Community and Senior Services (CSS)** and its community partners are committed to the delivery of quality services that promote independence, dignity, choice, and well-being to seniors, adults, and youth. By providing a wide variety of programs, CSS is able to respond to and mediate numerous issues in the community through direct services and utilization of a large collaborative network of providers and County departments. Programs include protective and supportive services to seniors and disabled persons and linkage of services between employers and potential employees, including as-needed training and placement assistance for all age groups. CSS also investigates and reviews complaints involving law enforcement and other County departments and works for the advancement of healthier intergroup relations and human rights through community support and institutional change in the diverse multi-cultural county.

### Major Accomplishments 2008-2009

- Launched the Seamless Senior Services (S3) with multiple County departments and the Los Angeles City Department of Aging as a means to identify ways to integrate services for seniors.
- Introduced the innovative “Be Well” program to provide quality services to seniors regarding nutrition, exercise and emotional health.
- Established a joint aging and disabilities website with the Area Agency on Aging (AAA) and the Los Angeles City Department of Aging to assist consumers, caregivers and providers in locating services.
- Implemented the Social Assistance Management System to allow AAA contractors to input data that can be more accurately tracked by AAA.
- Produced public service announcement for broadcast on commercial and public stations to explain the services provided by the Office of the Ombudsman.
- Implemented Phase 2 of the Ombudsman’s client tracking system, including a mail merge feature, specific management reports requested by the Sheriff’s Department and a graffiti tracking system module.
- Provided violence prevention and intergroup relations strategies and approaches for the County’s development of a plan to reduce gang violence in four demonstration sites (Florence-Firestone, Pacoima, Harbor-Gateway and Monrovia-Duarte).
- Launched the Project One: One Love. One Mic. One Song. to engage youth in music and songwriting competition to raise awareness of the zerohour: No Haters Here! youth anti-discrimination program and promote positive youth-oriented music partnering with Los Angeles’ music industry.
- Received \$33.7 million in American Recovery and Reinvestment Act (ARRA) funding to employ or train 5,000 youth and 1,500 – 1,800 adults and dislocated workers.

### Major Objectives 2009-2010

- Begin implementing, in collaboration with other County departments, 16 of the Seamless Senior Services (S3) recommendations developed by 2008-09 workgroups.
- Enhance the joint Aging and Disabilities Resource Center (ADRC) website to expand access and provide a single point of contact for seniors, caregivers and the public regarding available services.
- Explore the possibility of expanding Ombudsman services to the community and senior centers throughout the County.
- Continue the implementation of the ARRA stimulus program by expanding existing programs and developing new employment services through June 2011, with continued emphasis on serving youth.
- Continue efforts to foster harmonious and equitable intergroup relations and to empower communities and institutions by engaging key institutions such as the media, schools, law enforcement and communities in human relations programs and strategies.



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



### Fiscal Year 2009-2010 Budget

|                 |               |
|-----------------|---------------|
| Gross Total     | \$133,662,000 |
| Less Intrafund  |               |
| Transfer        | \$28,005,000  |
| Net Total       | \$105,657,000 |
| Revenue         | \$89,536,000  |
| Net County Cost | \$16,121,000  |

Positions 504



Free fans are distributed to seniors during the 2009 summer heatwave.



Youth workers participate in a home rehabilitation project.

Human Services



**John F. Schunhoff, Ph.D.**  
Interim Director  
(Appointed 5/16/08)



**Fiscal Year 2009-2010 Budget**

|                 |                        |
|-----------------|------------------------|
| Gross Total     | \$3,535,812,000        |
| Less Intrafund  |                        |
| Transfer        | <u>\$35,880,000</u>    |
| Net Total       | \$3,499,932,000        |
| Revenue         | <u>\$2,813,951,000</u> |
| Net County Cost | \$685,981,000          |

Positions 20,098



Patient is treated at burn unit at LAC+USC Medical Center.



Officials mark beginning of Harbor-UCLA expansion project with ground-breaking ceremony.

**Health Services**

**The Department of Health Services (DHS)** leads the County's effort to provide personal health services to the residents of Los Angeles County, approximately 2 million of whom are uninsured. The department's services are critical for the medically indigent, working poor, and those without access to other health care options. The department also provides high end specialty care services, such as trauma, burn and specialized medical interventions and procedures that are not available in community hospitals. Through university affiliations, County-run hospitals conduct postgraduate medical education for interns, residents and fellows, teaching nearly 42% of the graduating physician workforce.

**Major Accomplishments 2008-2009**

- Opened new LAC+USC Medical Center, a state-of-the-art level 1 trauma center and teaching hospital. During move from old to new hospital, coordinated the transfer of more than 400 patients in a single day.
- Instituted Strategic Initiative program to enhance ambulatory and urgent care services provided at the Martin Luther King, Jr. Ambulatory Care Center (MLK MACC), and provide funding to community clinics and area 911 receiving hospitals.
- Began construction of new Olive View-UCLA Medical Center Emergency Department, which will double the size of the current treatment space.
- Implemented two major emergency room decompression initiatives at Harbor-UCLA Medical Center in response to overcrowding: the Rapid Medical Screening of patients presenting to ensure quick evaluation and treatment, and the Cardiovascular Open-Access Rapid Evaluation, which expedites stabilizing treatment for patients with chest pain of a cardiac nature.
- Executed several pharmaceutical management initiatives focused on formulary management, pharmaceutical purchasing strategies, medication safety, and drug recall system standardization. As a result, DHS documented \$11 million in pharmaceutical annual cost savings.
- Developed and implemented a core competency testing program for all DHS nursing personnel to ensure nursing staff meet established standards.

**Major Objectives 2009-2010**

- Secure vital funding for County-run health services through negotiation of a new 1115 federal waiver.
- Create, in coordination with the Chief Executive Office, a non-profit entity to begin the process to open a new Martin Luther King, Jr. Hospital under a proposal ratified by the County and the University of California in November 2009.
- Establish the "Medical Home" model of care throughout DHS, including the Community Health Plan.
- Designate, through the Emergency Medical Services Agency, approved hospitals as certified stroke centers. Designated hospitals will have specialists and advanced equipment for treatment of strokes available at all times.
- Implement a core competency assessment and testing program for allied health caregivers.



Baby gets checked at pediatric emergency room at LAC+USC Medical Center.



Patient consults with doctor during primary care visit.

## Mental Health

**The Department of Mental Health (DMH)** is the largest county mental health department in the United States. It directly operates more than 75 program sites and more than 100 co-located sites with the Department of Children and Family Services, Department of Public Social Services, Probation Department, Mental Health Court, Los Angeles Police Department, County hospitals, and jails; and contracts with more than 1,000 providers, including non-governmental agencies and individual practitioners who provide a spectrum of mental health services to people of all ages to support hope, wellness, and recovery.

Mental health services provided include screenings and assessments, case management, crisis intervention, medication support, peer support and other recovery services. Services are provided in multiple settings, including residential facilities, clinics, schools, hospitals, county jails, juvenile halls and camps, mental health courts, board-and-care homes, in the field and in homes. Special emphasis is placed on addressing co-occurring mental health disorders and other health problems such as addiction. The department also provides counseling to victims of natural or manmade disasters, their families and emergency first responders; and is responsible for protecting patients' rights in all public and private hospitals and programs providing mental health care and treatment, and all contracted community-based programs. The department also serves as the public guardian for individuals gravely disabled by mental illness, and handles conservatorship investigations for the County.

The Mental Health Services Act (MHSA) has allowed for expansions of full service partnership programs, wellness centers and alternative crisis services, as well as field capable clinical services for all age groups. A total of 94,324 clients were served by one or more MHSA-funded programs. Planning for prevention and early intervention as well as workforce, education and training were completed and approved by the state and the MHSA Oversight and Accountability Commission.

### Major Accomplishments 2008-2009

- Collaborated with other private and County departments to plan, develop, and implement a seven-unit permanent supportive housing project for transitional age youth in the City of Santa Monica.
- Collaborated with Department of Public Health to address smoking by people with mental illness. Peer supporters were trained to provide stop-smoking services. Trainings educated providers on the "Ask, Advise, Refer" intervention.
- Expanded or initiated mental health crisis recovery services and prevention and early intervention services in 21 department-operated adult outpatient programs to help individuals and families who experienced a recent trauma and needed assistance.
- Collaborated with the Department of Health Services to decrease medical center emergency room wait times.
- Implemented software that safeguards against fraud in the Medi-Cal and Medicare system.
- Added seven contract providers offering field capable clinical services program.

### Major Objectives 2009-2010

- Document the outcomes of several projects that integrate mental health and primary health care and propose new models to advance this integration as part of the MHSA Innovation Plan.
- Enter into an agreement with the County's Alcohol and Drug Program Administration to create systems of integrated care.
- Implement an automated system that ensures that clients are under the care of fully credentialed and appropriately licensed clinicians.
- Complete a new strategic plan to create hope, wellness and recovery in the community.



**Marvin J. Southard, D.S.W.**  
Director  
(Appointed 8/24/98)



### Fiscal Year 2009-2010 Budget

|                 |                 |
|-----------------|-----------------|
| Gross Total     | \$1,584,061,000 |
| Less Intrafund  |                 |
| Transfer        | \$71,161,000    |
| Net Total       | \$1,512,900,000 |
| Revenue         | \$1,375,587,000 |
| Net County Cost | \$137,313,000   |

Positions 4,011



Team Southard at the 2009 National Alliance on Mental Health walk.



Employees in the Strategies for Total Accountability and Total Success unit meet.



DMH's Transitional Age Youth employees at Daniels Village in Santa Monica.

Human Services



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



**Fiscal Year 2009-2010 Budget**

|                 |             |
|-----------------|-------------|
| Gross Total     | \$2,350,000 |
| Less Intrafund  |             |
| Transfer        | \$0         |
| Net Total       | \$2,350,000 |
| Revenue         | \$370,000   |
| Net County Cost | \$1,980,000 |

Positions 24



*Veteran gets haircut at event sponsored by County.*



*Director Joseph Smith at jobs town hall meeting for veterans.*

**Military and Veterans Affairs**

**The Department of Military and Veterans Affairs** assists veterans, their dependents and survivors in pursuing legal claims for federal, state and County benefits earned by virtue of military service, liaison with the Armed Services active and reserve components and the National Guard; and operates and maintains Bob Hope Patriotic Hall for use by veterans organizations and the public.

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

**Major Accomplishments 2008-2009**

- Exceeded state claims workload unit goal by 4% from 10,963 to 11,442 and the CAL-VET college fee waiver participants goal by 8% from 985 to 1,068; and continued the veterans license plate outreach program that resulted in an increased community awareness, and earned \$58,529 in state monies for the department.
- Prepared, verified and pursued veterans claims for benefits, resulting in \$24,691,245 federal payments to county veterans and survivors. Filed 332 claims for the World War II Filipino Veterans Equity Compensation Fund, which will result in payment of more than \$4,580,000 to local residents.
- Assisted with 243 indigent veterans and widows burials, and participated in 269 veterans organizations meetings, civic and patriotic events, including veterans Stand Downs, community job and health fairs and “care” days.
- Helped more than 24,000 veterans obtain medical, educational, housing and other benefits and provided transportation assistance to 115 veterans for medical appointments, job and housing search.
- Worked with the County Department of Human Resources on veterans intern program to recruit veterans having training, education, and requisite life skills needed by County.
- Submitted proposal to California Department of Veterans Affairs (CDVA) to create the Navigator Program for returning Iraq/Afghanistan veterans and received \$60,000, renewable every year for mental health outreach on these newly discharged veterans.
- Obtained a Quality and Productivity Commission grant for \$35,000 to purchase a handicap lift vehicle for disabled veterans and to support Navigator Program.
- Obtained a CDVA contract for \$50,000 to provide veterans claim services for the CDVA Veterans Home of California, Lancaster for three years.
- Placed 25 veterans in housing through department outreach case management and issue of Section 8 housing vouchers to homeless veterans, bringing total to 75.

**Major Objectives 2009-2010**

- Increase subvention-funded veterans claims workload units by 2% and the CAL-VET college tuition fee waiver participants by 2%, and broaden publicity for the veterans license plate program.
- Work with CDVA and Department of Mental Health to fully implement the Navigator Program to transition recently separated veterans with mental health issues to federally funded treatment centers and provide assistance in obtaining benefits.
- Work with U.S. Department of Veterans, County Housing Authority and Department of Community and Senior Services to assist senior veterans obtain low income housing, HUD-VASH vouchers and supporting services.
- Expand outreach services to elderly veterans and widows confined to nursing homes and convalescent hospitals, and to senior homeless veterans.
- Pursue complete access to the U.S. Department of Veterans Affairs computerized “Benefits Delivery Network” to improve customer service.
- Expand website to increase awareness of veterans benefits, department services; scheduled veterans, military and patriotic events; and county/state/federal data.

## Public Health

**The Department of Public Health** protects health, prevents disease, and promotes the health and well-being for all persons in Los Angeles County. Public Health is prevention-focused, seeking to assure a high level of protection for the entire population from health threats. Such threats include easily transmittable and food-borne disease outbreaks, natural and man-made disasters, toxic exposures, and preventable injury. The department also works to prevent chronic diseases, including heart disease, cancer and diabetes, and their risk factors, such as poor nutrition, inadequate physical activity, and tobacco use. The department's health promotion and disease prevention efforts focus not only on individual behavior, but also target the social and physical environments in which individuals and communities live.

### Major Accomplishments 2008-2009

- Influenced the mandate of menu labeling in large chain restaurants (SB1420, to be implemented in January 2011) as well as the elimination of artificial trans fats in restaurants (AB97, to be implemented in January 2010).
- Responded to the emergence of the novel H1N1 flu virus by activating the incident command system, investigating outbreaks, providing clinical and community guidance on the severity of and appropriate response to mitigate the virus.
- Developed and operationalized emergency preparedness plans for personnel responding to emergencies and disasters, including the Continuity of Operations and the Pandemic Influenza Plan.
- Enrolled more than 28,000 uninsured individuals into health coverage programs, allowing them to receive access to medical care.
- Received and processed more than 120,000 laboratory notifications on HIV infection in a 12-month period.
- Produced a first-ever report analyzing the health of women in Los Angeles County over a decade, between 1997 and 2007, highlighting disparities among racial/ethnic groups.
- Partnered with private agencies to provide an integrated service delivery model to serve the medical, behavioral, and mental health needs of indigent individuals in the Skid Row area.
- Conducted care coordination services for more than 1,500 African American women and their infants to address birth disparities, including the development of "Are You Ready," a brochure highlighting key information on nutrition and physical activity during pregnancy.
- Improved the sewage spill notification procedure with various County, city, and state agencies, thus enhancing the early reporting system of sewage spills to the health officer so effective measures can be taken to protect the public's health.
- Improved department's organizational effectiveness by implementing more efficient reporting systems for finances, supplies, and services (including SharePoint Invoice Exception and the Online Requisition System).

### Major Objectives 2009-2010

- Enhance the readiness and response capabilities of the department and external partners to assure Los Angeles County residents are protected from the public health consequences of natural or man-made disasters.
- Improve population health and reduce disparities by addressing elements of the physical and social environments.
- Reduce the child and adult obesity epidemics in Los Angeles County through increased collaboration, education, advocacy, and policy efforts with local jurisdictions and community partners.
- Respond to the pandemic H1N1 virus, providing clinical and community guidance and establishing mass vaccination clinics for residents at high risk for flu-related complications with limited healthcare access.



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



COUNTY OF LOS ANGELES  
**Public Health**

### Fiscal Year 2009-2010 Budget

|                 |               |
|-----------------|---------------|
| Gross Total     | \$804,189,000 |
| Less Intrafund  |               |
| Transfer        | \$45,843,000  |
| Net Total       | \$758,346,000 |
| Revenue         | \$574,651,000 |
| Net County Cost | \$183,695,000 |

Positions 4,258



*Winners of the Childhood Lead Poisoning Prevention Program's art contest pose with Supervisor Don Knabe and Dr. Jonathan E. Fielding.*



*A lab worker examines a bacterium culture in a petri dish.*

Human Services



**Philip L. Browning**  
 Director  
 (Appointed 4/1/07)



**Fiscal Year 2009-2010 Budget**

|                 |                        |
|-----------------|------------------------|
| Gross Total     | \$3,553,576,000        |
| Less Intrafund  |                        |
| Transfer        | <u>\$7,867,000</u>     |
| Net Total       | \$3,545,709,000        |
| Revenue         | <u>\$3,134,903,000</u> |
| Net County Cost | \$410,806,000          |

Positions 13,866



*The Toy Loan Program is the oldest free toy lending service in the nation, serving more than 30,000 children annually at 50 locations countywide.*

**Public Social Services**

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

**Major Accomplishments 2008-2009**

- Collaborated with the Department of Community and Senior Services and community-based organizations and delivered approximately 3,500 fans to at-risk elderly and disabled low-income individuals. This project received the County’s Quality and Productivity Commission “Traditional Award.”
- Implemented the General Relief (GR) to Supplemental Security Income (SSI) project and transitioned almost 300 GR participants to SSI. As a result, the project has been extended beyond its original one-year timeframe and will result in a projected five-year County savings of more than \$7.9 million.
- Expanded the federal Linkages Project to six additional offices of the Department of Children and Family Services and corresponding DPSS Greater Avenues for Independence (GAIN) regional offices.
- Assisted more than 7,400 California Work Opportunity and Responsibility to Kids (CalWORKs) homeless families to find and obtain subsidized permanent housing.
- Placed more than 13,000 GR participants into employment.
- Expanded e-mail access to all DPSS employees to enhance communication.
- Received Productivity and Quality Awards (PQA) Personal Best Award for reducing almost \$173,000 in departmental mail services, which will continue for years to come.
- Received the 2009 PQA Certificate of Recognition for development of lobby teams that facilitated the verification process requirements mandated by the federal Deficit Reduction Act of 2005 for U.S. citizens and U.S. nationals.
- Increased the number of restaurants participating in the Restaurants Meals Program from 320 to more than 500 restaurants where eligible homeless, disabled and elderly participants are able to use their Electronic Benefits Transfer (EBT) cards to purchase meals. During 2008-2009 more than 615,000 meals were served.
- Continued aggressive Food Stamp outreach to improve the nutrition and well-being of low-income families, children and adults by increasing the number of Food Stamp Only cases from 224,000 in July 2008 to more than 267,000 cases in June 2009.

**Major Objectives 2009-2010**

- Place 425 GR youths, ages 18 to 24, in subsidized employment for 32-40 hours per week at \$10 an hour using federal Stimulus funds.
- Implement the department Transitional Subsidized Employment Project by placing 10,000 participants into subsidized employment.
- Collaborate with Department of Children and Family Services and Probation Department to ensure that all children exiting or emancipating from their respective programs are evaluated for Medi-Cal and Food Stamp benefits.
- Develop and implement three new programs (eviction prevention, housing subsidy, and moving assistance) under the Homeless Prevention and Rapid re-Housing Program for families ineligible for CalWORKs affected by the economic downturn.
- Acquire a mobile outreach van to deliver Food Stamps and Medi-Cal services to County residents in targeted locations, and also serve as an emergency response unit.
- Begin implementing data mining technology to target child care fraud.
- Achieve a 3 percent cost reduction in the department’s worker’s compensation liability by developing and implementing a risk exposure cost avoidance plan.
- Expand the customer service center to additional offices and add a second site.

## Harbor-UCLA Medical Center Expansion Underway

Construction is underway on a \$322.6 million surgery/emergency replacement project at Harbor-UCLA Medical Center near Torrance, marked by a groundbreaking ceremony Feb. 26, 2010. In September 2009 supervisors approved the final plans, using bond financing available through the federal Stimulus program, and site work began immediately. The project, expected to be completed by summer 2013, will increase the size of the emergency room from 25,000 square feet with 42 surgery bays to 75,000 square feet with 80 surgery bays, and add 190,300 square feet of new space for 16 surgery suites, adult and pediatric triage, a new entrance, lobby and waiting area. Officials say the expansion is greatly needed to reduce patient wait time at the emergency room, now averaging 14 hours. The project includes a heliport and 544-vehicle parking structure.



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## County Partners with UC to Reopen MLK Hospital

The County and the University of California (UC) are moving forward to form an independent non-profit entity to open and operate a new Martin Luther King, Jr. Hospital at the site of the hospital closed in 2007. The UC Board of Regents voted unanimously in November 2009 to provide physicians and medical oversight for the hospital, and the County agreed to pay for construction and to provide one-time and ongoing funding to help finance hospital operational costs. The non-profit agency, governed by a seven-member board of directors appointed by the County and UC, will hold the license and operate the facilities under a long-term lease agreement. The County will spend an estimated \$208.5 million to build out an existing patient tower for the replacement hospital, opting not to reopen the existing facility since it has significant seismic problems that would require extensive retrofitting. Plans call for completing construction in December 2012, opening the hospital and emergency department in 2013 and a multi-service ambulatory



care center in 2014. The County is fast-tracking design and construction plans in an attempt to qualify for federal Stimulus funding for some of the capital projects. The Board of Supervisors approached UC in the spring of 2008 with the partnership proposal, and Supervisor Mark Ridley-Thomas, in whose district the facility is located, made opening the new hospital his top priority upon taking office in December 2008. The community has been actively involved in getting the hospital reopened, including leaders of six health foundations, health plans and health care providers who urged UC to partner on the project. More than 2,000 residents and stakeholders participated in community meetings on the project. Following the Regents' vote, more than 300 residents and stakeholders celebrated at a rally; and several weeks later more than 700 persons packed the Board of Supervisors hearing room to thank supervisors for moving to restore quality medical services to underserved residents of South Los Angeles.



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## H1N1 Mass Vaccination Clinics



People began lining up in the pre-dawn hours to obtain their H1N1 flu vaccinations when the Department of Public Health offered its first two public clinics on Oct. 23, 2009. By closing time, the two clinics had administered approximately 4,600 vaccinations, at a rate of about 300 per hour. Just three days into the operation of the program, it was clear that demand for the vaccine in Los Angeles County exceeded local and national supplies. The clinics were originally intended for people without health insurance or a regular health provider, but attracted residents from all sectors and from outside the County because many doctors did not have the vaccine due to a nationwide shortage. Long lines, high demand and limited supply prompted the department to begin restricting the shots to those who were in high-risk groups most susceptible to the H1N1 virus. The mass clinics ended Dec. 8 after 1.2 million doses of the vaccine were delivered



## Largest Mobilization Ever for Public Health

to private health care providers. The department administered 188,774 doses at 109 clinics. More than half the staff in Public Health assisted in the mass vaccination clinics, which were part of the largest mobilization of Public Health ever, with the possible exception of the polio immunization campaign in the mid-50s. At the height of the frenzy, the department was holding up to four press briefings in one week to quell the panic and ensure accurate information was disseminated. The H1N1 pandemic emerged in April 2009 and quickly became a global pandemic. As of February 2010, there were 97 deaths attributed to the virus in Los Angeles County.



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## Toy Loan Program Celebrates 75th Anniversary

The Department of Public Social Services' Toy Loan Program celebrated its 75th anniversary in 2010 and marked the occasion with exhibits in libraries, the department headquarters and the Hall of Administration, featuring historical photos dating back to the time the program began during the Great Depression. The first Toy Loan Center opened in a garage near Manchester Park; now there are more than 50 centers throughout the County, located in parks, children's centers, libraries, housing projects, community service buildings and homeless shelters. Each center is different from the others, but all adhere to the basic tenets. Toys are loaned on a weekly basis, and the children are graded on returning toys on time and in good condition. After 20 good marks, children are rewarded with an honor toy of their choice. There is no charge to borrow toys, no membership dues, and no fines for late returns. All that is required is a membership application signed by a parent or responsible adult. Individuals, groups



and toy manufacturers donate all the toys used in the program; and volunteers run the Toy Loan Centers. The Toy Loan Advisory Board oversees program policies and is an organization comprised of citizens who volunteer their time to ensure program integrity and oversight. The County provides key support, including a headquarters facility and a delivery truck. Toys are sorted, cleaned and repaired, if necessary, at the headquarters, then distributed to the various centers. At any given time, there are approximately 45,000 toys in circulation and at the headquarters facility. The program is a resource for teachers, school psychologists and County personnel, who borrow toys, books and games to enhance learning and stimulate communication in therapy. More than 30,000 children are served annually by the various services offered by the program. Information --including how to donate toys, location of Toy Loan Centers, and volunteer opportunities -- is available online at [www.ladpss.org/dpss/toyloan](http://www.ladpss.org/dpss/toyloan) or by calling (213) 744-4344. Toy Loan is a non-profit c(3) agency and all donations are tax deductible.





## Fifth Annual LA County Day at the Fair

It was a day of fun and camaraderie as elected officials, department heads, employees and family members turned out for the Fifth Annual Los Angeles County Day at the Los Angeles County Fair on Sunday, Sept. 13, 2009. The day featured department booths promoting programs, a parade, a luncheon, a horse race in honor of the County, discount admissions, and for the first time a carnival game challenge. Chief Executive Officer William T Fujioka and his wife, Darlene, joined department heads and family members on floats at the head of the parade, throwing Mardi gras beads to fairgoers. Grand Marshals Supervisor Don Knabe and Sheriff Lee Baca, and their wives Julie and Carol joined in the bead-throwing from their convertibles. The County highlighted its award-winning website – lacounty.gov – in the parade and also in its display in the exhibition hall, spotlighting the many services and information available for residents and businesses online. LA County Day in 2010 will be Sunday, Sept. 11.

*(More photos: pages 64, 74-75)*



# Recreation and Cultural Services

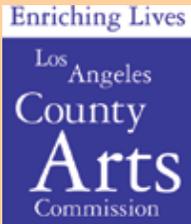


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Recreation and Cultural Services



**Laura Zucker**  
Executive Director  
(Appointed 7/15/92)



**Fiscal Year 2009-2010 Budget**

|                 |             |
|-----------------|-------------|
| Gross Total     | \$9,618,000 |
| Less Intrafund  |             |
| Transfer        | \$200,000   |
| Net Total       | \$9,418,000 |
| Revenue         | \$1,993,000 |
| Net County Cost | \$7,425,000 |

Positions 22



Anne Marie Karlsen's glass art wall, a civic art program commission, was cited as one of the best public art works in the country.



Song of Extinction by E.M. Lewis, premiered in the Ford's first season of new plays, won the most prestigious national award for a new play.

## Arts Commission

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

The Arts Commission awarded \$4.5 million to 155 regional nonprofit arts organizations in 2008-09 through its grant programs (another 159 were awarded grants in 2007-08); provided management assistance to more than 100 grantees; provided leadership for the regional blueprint for arts education, *Arts for All*; oversaw the County's Civic Art Program for capital projects; administered the largest arts internship program in the country in conjunction with the Getty Foundation; programmed the performing arts series at the John Anson Ford Theatres; produced the annual Los Angeles County Holiday Celebration and the highlights program broadcast nationally on PBS; and arranged for more than 50 free concerts in public sites.

### Major Accomplishments 2008-2009

- Received a \$1.2 million grant from The Wallace Foundation for *Arts for All*, the County's arts education initiative, to increase impact in the classroom. Five additional school districts began planning for arts education as part of the initiative, bringing the total to 34 school district partners.
- Completed a pilot program to alleviate homelessness through arts-based strategies. Arts organizations partnered with social service agencies to provide homeless individuals or families with quality arts programming. An outside evaluator measured the impact of their programs.
- Assisted three theater companies without their own performance venues to produce a season of three new plays at [Inside] the Ford. A total of 102 performances were attended by 4,000 patrons in the venue's 87-seat indoor theater. Added seven free interactive music and dance events at the Ford Amphitheatre for people of all ages and skill levels.
- Received recognition for art glass wall created for the Lawndale Library, which was named one of the Best Public Art Projects in the U.S. by Americans for the Arts.

### Major Objectives 2009-2010

- Continue implementation of *Arts for All*, the County's arts education initiative, by developing a leadership program for school district superintendents, the first of its kind in the country; train advocacy teams in five school districts; and implement a data collection system to measure quality, access and equity in arts education in classrooms.
- Establish a County cultural and recreational directory on the ExperienceLA.com website utilizing funding from the Productivity Investment Fund.
- Distribute \$250,000 of federal Stimulus funding from the National Endowment for the Arts to organizations in the region to preserve jobs in the arts sector, and implement a pilot program to train the board and executive leadership of eight arts organizations in partnership with the Riordan Volunteer Leadership Development Program.
- Install a new venue management system for the Ford Theatres that will support event and technical management; oversee the design and installation of a new signage system and launch phase one of a master plan for the Ford campus.

## Beaches and Harbors

The Department of Beaches and Harbors operates and manages 17 beaches stretching along 25 miles of County coastline in a manner that enhances public access and enjoyment in a clean and safe environment for residents and visitors. Services include providing beach maintenance (refuse removal, restroom cleaning, sand and landscaping maintenance); protecting public facilities during storm and high tide conditions; repairing facilities (volleyball courts, lifeguard facilities, parking lots and restrooms); planning and implementation of capital and infrastructure improvement programs; administering concession, parking and permit operations; and offering children's Water Awareness, Training, Education and Recreation (WATER) programs. The department also operates the only beach recreational vehicle park in the County.

The department operates Marina del Rey, the largest man-made small craft harbor in the United States with close to 4,800 boat slips, more than 6,050 apartments and 600 condos, restaurants, hotels, charter and sport fishing businesses, retail establishments and office space. Public facilities maintained include Marina Beach, Yvonne B. Burke Park with its physical fitness course, Chace Park with its transient docks, boat storage facilities, public launch ramp, parking lots, view piers, and the Parcel 47 Anchorage with more than 170 slips. Additionally, the department funds the summer WaterBus, supports the Marina Visitors Center and sponsors many popular public events, including the free summer concert series, the July 4th fireworks show and the Holiday Boat Parade.

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

### Major Accomplishments 2008-2009

- Completed construction of the Dockweiler Youth Center to serve as a public venue and partially house the department's WATER youth program.
- Facilitated the dredging of contaminated sediment from the Marina's south entrance, utilizing a sand separation technique on a pilot basis to separate contaminated material from the sand to allow for use of the clean sand to renourish the beach.
- Utilized grants to implement a beach recycling program, install water-free urinals at various beach and Marina facilities, replace septic systems and leach fields, and complete upgrades to the Chace Park community building restroom to accommodate persons with disabilities.
- Completed the ninth season of free Marina del Rey Summer Concerts, with the WaterBus offering low-cost transportation to the concerts and on holidays and weekends, with ridership reaching more than 40,000 for the 2009 summer alone.
- Performed emergency cleanup and vegetation abatement at Zuma Creek to prevent the spread of mosquitoes in the area and the possibility of West Nile virus infections.
- Issued 14 concession licenses to provide the beach-going public with amenities, such as food and beverage, bike and skate rental, and hang gliding recreation and lessons.

### Major Objectives 2009-2010

- Prepare a department response to the Coastal Commission's Marina Local Coastal Program (LCP) Periodic Review report, as well as a single aggregate LCP amendment with respect to all Phase II Marina redevelopment projects requiring an LCP amendment.
- Negotiate for development of a water-oriented commercial and visitor-serving or mixed use project plus boating on Marina Parcels 49 and 77.
- Develop a new strategic plan that recognizes the department's public safety functions, city manager role in Marina del Rey, and environmental responsibilities along the coast.
- Implement the first phase of a countywide online e-commerce facility reservation system.



**Santos Kreimann**  
Director  
(Appointed 1/27/09)



### Fiscal Year 2009-2010 Budget

|                 |                |
|-----------------|----------------|
| Gross Total     | \$42,463,000   |
| Less Intrafund  |                |
| Transfer        | \$5,000        |
| Net Total       | \$42,458,000   |
| Revenue         | \$57,476,000   |
| Net County Cost | (\$15,018,000) |

Positions 256



New Admiralty Apartments are part of the redevelopment of Marina del Rey.



Construction of Dockweiler Youth Center was completed.



**Michael Govan**  
 Chief Executive Officer and  
 Wallis Annenberg Director  
 (Appointed 4/1/06)



**Fiscal Year 2009-2010 Budget**

|                 |              |
|-----------------|--------------|
| Gross Total     | \$25,629,000 |
| Less Intrafund  |              |
| Transfer        | \$0          |
| Net Total       | \$25,629,000 |
| Revenue         | \$0          |
| Net County Cost | \$25,629,000 |

Positions 42



*Pompeii and the Roman Villa:  
 Art and Culture around the Bay  
 of Naples.*



*Your Bright Future:  
 12 Contemporary Artists  
 from Korea.*



*Lynda and Stewart Resnick  
 Exhibition Pavilion.*

**Museum of Art**

**The Los Angeles County Museum of Art (LACMA)** has assembled a permanent collection that includes more than 100,000 works spanning the history of art, making it the premier encyclopedic visual arts museum in the western United States. Centrally located in one of the most culturally diverse cities in the world, the museum provides a variety of educational and cultural experiences for the people who live in, work in, and visit Los Angeles. LACMA offers an outstanding schedule of special exhibitions, as well as lectures, classes, film programs, and musical events. In addition, Arts for NexGen LACMA provides free museum memberships for children age 17 and under, and offers a variety of family-oriented programs every weekend.

**Major Accomplishments 2008-2009**

- Launched Phase II of LACMA's campus *Transformation* with a \$55 million lead gift from Lynda and Stewart Resnick. Construction of the 45,000-square-foot Resnick Pavilion began in July 2008.
- Acquired by donation or purchase more than 1,000 objects for the permanent collection, including one of the most significant private collections of the art of the Pacific Islands assembled in the 20th century; a collection of approximately 250 examples of fashionable dress and more than 300 accessories dating from 1700 to 1915; and the Marjorie and Leonard Vernon Collection of photography—3,500 prints that form one of the finest histories of photography from the 19th and 20th centuries.
- Opened newly renovated Latin American galleries featuring recent acquisitions of ancient American, Spanish colonial, modern, and contemporary art. The pre-Columbian galleries are designed by renowned artist Jorge Pardo to create an innovative environment that encourages visitors to view works in compelling new ways.
- Sponsored major exhibitions, including *Vanity Fair Portraits: Photographs 1913–2008*, *Hearst the Collector*, *Art of Two Germanys/Cold War Cultures*, *Pompeii and the Roman Villa: Art and Culture around the Bay of Naples*, and *Your Bright Future: 12 Contemporary Artists from Korea*.
- Expanded digital presence with the initiation of a public wireless network and multimedia PDA tours. Additionally, the museum launched its award winning blog, *Unframed*, and made significant ventures into social media.
- Provided sound fiscal management, which enabled operations and programs to continue with minimal reductions in the face of a major economic downturn. Total attendance exceeded 821,000.

**Major Objectives 2009-2010**

- Continue campus expansion and reorganization, including the opening of Lynda and Stewart Resnick Exhibition Pavilion and additional parking capacity at the 6006 Wilshire property. Other projects will include Phase III needs assessment, design research addressing art storage and east campus renovation, and a comprehensive real estate plan. With the passage of Proposition R, the museum will continue to work with MTA to secure a subway station stop at Wilshire/Fairfax.
- Reinstate permanent collection galleries, including the Korean, European, and Art of the Pacific collections. The museum seeks to continue development of the permanent collection in these and other areas.
- Continue to present noteworthy exhibitions, including *Luis Meléndez: Master of the Spanish Still Life*, *Renoir in the 20th Century*, *American Stories: Paintings of Everyday Life, 1765-1915*, and *John Baldessari: Pure Beauty*.
- Expand onsite technology by using a Los Angeles County Productivity Investment Fund grant to pilot a mobile application building upon the multimedia tours developed in the prior year. Launch an online library dedicated to the digital presentation of the museum's publications.

## Music Center of Los Angeles County

**The Music Center**—a public-private partnership with the County of Los Angeles—is committed to building civic vitality by strengthening community through the arts. It accomplishes this by bringing to life one of the world’s premier performing arts centers and by providing distinctive leadership and diverse opportunities for life-long learning and engagement with arts and culture.

For more than 45 years the Music Center and Los Angeles County have maintained one of the nation’s most successful public-private partnerships to serve the region’s residents. Los Angeles County provides the funding for general maintenance, custodial services, utility costs, insurance, security, and usher services at the Music Center. Every year almost 2 million people visit its four main venues — Dorothy Chandler Pavilion, Ahmanson Theatre, Mark Taper Forum, and Walt Disney Concert Hall — along with its vibrant collection of outdoor theaters, plazas, and gardens.

The Music Center produces a variety of programming, including Glorja Kaufman Presents Dance at the Music Center, Active Arts at the Music Center, and The Blue Ribbon Presents Global Pop, along with programming for children and families throughout the year. The Music Center also provides extensive services and leadership in support of K-12 arts education, and offers tours of all four venues. The Music Center is home to four internationally acclaimed resident companies: Los Angeles Philharmonic, Center Theatre Group, LA Opera and Los Angeles Master Chorale.

### Major Accomplishments 2008-2009

- Managed operations and programs within the context of a national and regional economic recession.
- Presented the first “Ailey Week” in Los Angeles celebrating the five-performance engagement of Alvin Ailey® American Dance Theater in Dorothy Chandler Pavilion. The week included the 39th annual Blue Ribbon Children’s Festival, which welcomed more than 19,000 fifth graders and featured a performance by Ailey® II, Active Arts® “A Taste of Dance,” which featured dance styles rooted in African and African-American dance heritage; and the inaugural Ailey Camp, an innovative program for inner-city sixth through eighth grade students.
- Honored more than 75 Southern California arts educators with Bravo Awards on stage of the Walt Disney Concert Hall.
- Engaged more than 10,000 people from diverse backgrounds and experiences through Active Arts, hosting more than 40 low-cost or free participatory art events.
- Welcomed more than 2,300 Southern California high school student participants in the Music Center Spotlight Awards program. Expanded Spotlight partnerships with high schools in underserved communities: Crenshaw, Inglewood, and Manual Arts.
- Played active leadership role in “Arts for All: the Los Angeles County Regional Blueprint for Arts Education,” including production of a training program for artists from other LA County arts organizations.
- Held more than 4,800 events at the Music Center, serving a total audience of more than 1.2 million.
- Served 212 schools, totaling more than 100,000 students, teachers, and parents benefitting from the Center’s educational resources.
- Partnered with the County to take extraordinary measures to support LA Opera, which experienced financial problems due to economy.

### Major Objectives 2009-2010

- Expand free, community-based programming utilizing public spaces at the Music Center.
- Reinvigorate Music Center digital and online presence, including website, interactive and social marketing.
- Implement strategic communications plan.



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



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

### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$21,516,000 |
| Less Intrafund  |              |
| Transfer        | \$0          |
| Net Total       | \$21,516,000 |
| Revenue         | \$827,000    |
| Net County Cost | \$20,689,000 |



Active Arts' Friday Night  
Sing-Along.



High School student Hannah  
Schiller performing at the  
Spotlight Awards.

Recreation and Cultural Services



**Jane G. Pisano**  
President and Director  
(Appointed 11/1/01)



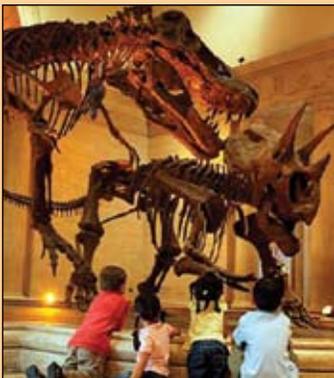
**Fiscal Year 2009-2010 Budget**

|                 |              |
|-----------------|--------------|
| Gross Total     | \$15,189,000 |
| Less Intrafund  |              |
| Transfer        | \$0          |
| Net Total       | \$15,189,000 |
| Revenue         | \$150,000    |
| Net County Cost | \$15,039,000 |

Positions 26



The museum's outdoor habitats, the Pavilion of Wings and the Spider Pavilion, give visitors a chance to interact with nature.



The Dueling Dinos in the foyer make an iconic entryway to the museum.

**Natural History Museum**

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

**Natural History Museum of Los Angeles County (NHM).** The NHM has amassed one of the world's most extensive and valuable collections of natural and cultural history — it holds in public trust more than 35 million objects. These collections allow the curatorial staff to embark on groundbreaking scientific and cultural research now and into the future. But the museum also shares them with the public today, as they form the foundation of its programs and exhibits. Armed with up-to-date biodiversity research and vast collections, the museum curates new, immersive experiences that give visitors the opportunity to explore the “big picture” of the planet.

**Page Museum at the La Brea Tar Pits (Page).** The asphalt seeps at the Page Museum at the La Brea Tar Pits represent the only consistently active and urban Ice Age excavation site in the world. This makes the Page a unique on-site museum — a place where fossils are discovered, prepared, and displayed in one place. All year long, visitors can watch paleontological excavators carefully extract fossils of animals trapped in the seeps 10,000 to 40,000 years ago.

**William S. Hart Museum (Hart).** In 1921 silent film star William S. Hart purchased a ranch house and surrounding property in Newhall. On the land Hart built a 22-room mansion, filling it with Western art, Native American artifacts, and early Hollywood memorabilia. Upon his death in 1946, he bequeathed the 265-acre estate to Los Angeles County for the enjoyment of the public at no charge.

**Major Accomplishments 2008-2009**

- Opened Visible Vault: Archaeological Treasures from Ancient Latin America, a long-term exhibition of nearly 700 objects from ancient civilizations of Mexico, Central, and South America.
- Completed restoration and seismic renovation of 1913 Building, the museum's original component, and part of 1920s addition.
- Opened Dino Lab, which lets visitors watch as preparators work on dinosaur fossils in real time.
- Upgraded three diorama halls and the Hall of Birds.
- Reached new attendance record for public programs led by First Fridays, which combine behind-the-scenes tours, discussions and music performances.
- Launched new brand and identity (including new logos for three museums, and new templates for ads and publications).
- Launched newly designed website, with content that helps teachers meet state standards and provides behind-the-scenes insights into museum research.

**Major Objectives 2009-2010**

- Open the temporary Fin Whale Passage, where visitors can walk beneath a 7,000-pound retrofitted whale skeleton.
- Open Age of Mammals, a new permanent exhibition that explores how climate and habitat change affected mammals, including humans.
- Open the Haaga Family Rotunda galleries and their first exhibition What on Earth?
- Finalize planning for the permanent exhibition Dinosaur Mysteries (opening July 2011), helping to make the museum the West Coast hub of dinosaur exhibition and research.
- Complete visitor amenities, including an expanded store, bathroom restorations, a re-designed south entrance and a temporary cafe.

## Parks and Recreation

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

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

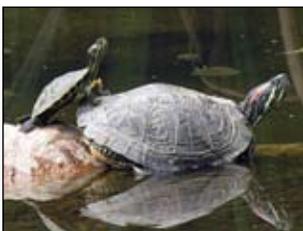
The department is responsible for administration of more than 144 facilities, including 19 golf courses making up the largest municipal golf course system in the country, 94 local and regional parks, 337 miles of riding and hiking trails, Catalina Island Interpretive Center, Los Angeles County Arboretum and Botanic Garden, Whittier Narrows Nature Center, Hollywood Bowl, John Anson Ford Amphitheatre, Descanso Gardens, Santa Fe Dam Recreation Center, Virginia Robinson Gardens, Castaic Lake State Recreation Area and South Coast Botanic Garden.

### Major Accomplishments 2008-2009

- Developed and piloted an online e-commerce facility reservation system through collaboration with the Chief Information Office, Internal Services Department and Department of Beaches and Harbors.
- Developed a two-phased conservation initiative and conducted a reclaimed water assessment that identified park facilities with the greatest cost benefit for reclaimed water. Partnered with private utilities to complete utility audits at three park facilities.
- Designed and implemented an automated long term leave case management program to reduce long term leave by 46 percent in collaboration with the Chief Executive Office, Risk Management Division and the Department of Human Resources.
- Developed a parks and recreation element and an open space and conservation element for integration into the County General Plan in consultation with the Department of Regional Planning.
- Inventoried major departmental risk management issues, developed a program to reduce the identified risks, and implemented the program on a pilot basis at the Los Angeles County Arboretum.

### Major Objectives 2009-2010

- Implement an asset management program.
- Design and implement a sustainable efficiency program and make it part of the department's culture in order to save money.
- Develop a coaching and leadership development training program for mid-level managers to transition to higher positions as top managers reach retirement age.
- Develop an inventory of the department's historic assets.



Turtles.



Devil's Punchbowl.



Arboretum Barn.



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



### Fiscal Year 2009-2010 Budget

|                 |               |
|-----------------|---------------|
| Gross Total     | \$149,369,000 |
| Less Intrafund  |               |
| Transfer        | \$1,038,000   |
| Net Total       | \$148,331,000 |
| Revenue         | \$41,379,000  |
| Net County Cost | \$106,952,000 |

Positions 1,477



Girls in pool.



Dragonflies.

Recreation and Cultural Services



**Margaret Donnellan Todd**  
 Librarian  
 (Appointed 5/1/01)



**Fiscal Year 2009-2010 Budget**

|                 |               |
|-----------------|---------------|
| Gross Total     | \$153,679,000 |
| Less Intrafund  |               |
| Transfer        | \$0           |
| Net Total       | \$153,679,000 |
| Revenue         | \$153,679,000 |
| Net County Cost | \$00          |

Positions 1,147



*"Look at my big dress-up shoes!"*  
 –parent/child workshop at  
 East Rancho Dominguez Library.



County Librarian Margaret Todd  
 and Supervisor Michael D.  
 Antonovich cut the ribbon for the  
 new Antelope Valley bookmobile.

**Public Library**

**The County of Los Angeles Public Library** is committed to providing public library service to meet the informational, educational, and recreational needs of all residents of Los Angeles County.

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

Library statistics reflect a well-used library system: 2.9 million registered borrowers, 14 million items circulated yearly, 10 million informational questions answered, 600,000 children attending library programs each year, and 13 million visits to County libraries annually.

Through 85 libraries and five bookmobiles, customers find a full range of information services. Four ethnic resource centers provide specialized historical and cultural materials: American Indian, African American, Asian Pacific, and Chicano. County community libraries offer literacy programs, homework centers, storytimes, special programs for children and adults, summer reading activities, and public access to the Internet.

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

**Major Accomplishments 2008-2009**

- Welcomed the LA Law Library collection with nearly 1 million volume equivalents (print, media, microfilm and microfiche) to the Compton Library. Through both print and online services, the partnership provides Compton Library users with access to legal information and materials and the collection serves as a resource for all users of the County Library.
- Opened the Castaic Library, which features 22 public computers, wireless connectivity, children's book collection, homework center and teen space, Internet access and dedicated reading areas.
- Partnered with StoryCorps, the largest multi-year oral history project in the United States, and 89.3 KPCC-FM radio to capture stories of Los Angeles residents at the East Los Angeles Library. The recordings are part of an archive at the American Folklife Center at the Library of Congress which will be available for future generations to enjoy.
- Conducted 72,000 live homework help tutoring sessions.
- Received a \$1 million grant from First 5 LA, a child advocacy organization to develop a Family Place Center training center for the West Coast which will offer librarians extensive training in emergent literacy and service to parents and children ages 5 and under. The grant will also fund the development of 20 additional Family Place library programs throughout Los Angeles County.

**Major Objectives 2009-2010**

- Continue to enhance outreach efforts and services to young adults.
- Complete construction of the La Crescenta, Acton-Agua Dulce, Sorensen and Topanga libraries.
- Continue collaborative efforts with other County departments, community-based agencies, schools and businesses to encourage reading, promote literacy and raise community awareness of the wide range of services offered by the County of Los Angeles Public Library.

## LACMA'S Transformation – Phase II

The second phase of Los Angeles County Art Museum's *Transformation* is underway, with completion of the Lynda and Stewart Resnick Exhibition Pavilion and Palm Garden scheduled in September 2010, opening to the public in October. The pavilion is a flexible, naturally lit structure north of the Broad Contemporary Art Museum (BCAM) dedicated to the presentation of art. When combined with BCAM, opened in 2008, LACMA has added nearly 100,000 square feet of gallery space. Outdoor artist projects, a keystone of the *Transformation* initiated in Phase I, will continue to play an integral role in Phase II with the addition of Michael Heizer's Levitated Mass 2006-2008. Additionally, the BP Grand Entrance will evolve to incorporate a glass-walled restaurant designed by Renzo Piano and a single ticketing area. Future plans include the rehabilitation of LACMA West, the 300,000-square-foot former May Company building built in 1939, which will house galleries, a restaurant, gift shop, and bookstore.



Enriching Lives  
locounty.gov



## Natural History Museum Transformation



The Natural History Museum in 2009 completed a two-year restoration of its 1913 Building—the museum’s original component—including replacing a 6-foot terracotta eagle that was removed 89 years ago after being damaged in an earthquake. The restoration is part of a \$91 million transformation marking a new philosophical and physical direction for the museum, which will celebrate its 100th anniversary in 2013. The institution is transforming 45 percent of its public space (108,000 square feet) and will add three acres of green space to its north campus with a new car park and visitor learning gardens. Five new exhibitions will change the visitor experience. Opening in July 2010 is *Age of Mammals* and the renovated Haaga Family Rotunda, which will house its first installation, *What on Earth?* In July 2011 the museum welcomes *Dinosaur Mysteries* and the outdoor learning gardens, and in late 2012, the unique Southern California-centric *Under the Sun* and a re-imagined family exhibit space.



## Natural History Museum Reimagined: North Campus

**O**n April 22, 2010 the Natural History Museum unveiled its master plan for the North Campus, which will increase the programming area of the museum by 50 percent and give visitors the opportunity to deepen their understanding of the natural world before walking into the museum's doors. The \$30 million 3.5 acre project, slated to open July 2011, will include interactive outdoor exhibits, a new main entrance to the museum and a new car park. With habitats of butterflies, birds, bugs and plants, the outdoor exhibits will be activated as a living laboratory – a place where Angelinos will partner with museum scientists on public science projects. The County is funding the \$10 million car park and the remaining \$20 million is being raised from individuals and private donors.



Aerial view of the Natural History Museum's master plan shows North Campus' new outdoor exhibit areas.



A portion of the living fence will be covered in vines that provide nectar for hummingbirds and a place for butterflies to lay their eggs.



The Entrance Plaza will be an unticketed gathering place where visitors can enjoy the urban nature experience for free.



The Stramphitheater (short for stair, ramp and amphitheater) will be a stepped landscaped seating area forming natural seating for outdoor events, classes and performances.



The pond will allow visitors and school groups to explore a habitat filled with animals ranging from a colony of western pond turtles to dragonflies.



Renderings by Mia Lehrer + Associates



## Fifth Annual LA County Day at the Fair

(More photos: pages 52, 74-75)



# General Government Services



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## General Government Services

**Kurt Floren**

*Agricultural Commissioner  
Director of Weights and Measures  
(Appointed 1/8/05)*

**Fiscal Year 2009-2010 Budget**

|                 |              |
|-----------------|--------------|
| Gross Total     | \$43,030,000 |
| Less Intrafund  |              |
| Transfer        | \$612,000    |
| Net Total       | \$42,418,000 |
| Revenue         | \$29,118,000 |
| Net County Cost | \$13,300,000 |

Positions 402



*A Striped Fruit Fly (*Bactrocera scutellata*) trapped by county staff.*



*Inspector Linda Khuu checks for exotic insect pests in cargo arriving at LAX.*

## Agricultural Commissioner/Weights and Measures

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

The department works to minimize weed and brush fire hazards, provides consumer and agricultural information, develops an annual agricultural production statistical report, maintains and monitors more than 32,200 insect pest detection traps, and regulates agricultural businesses handling hazardous materials.

### Major Accomplishments 2008-2009

- Maintained effective protection of California agriculture through interception of 4,757 "A" and "Q" rated pests at multiple high risk pathways, and servicing and monitoring more than 32,000 exotic pest detection traps throughout the County, trapping and identifying 44 dangerous foreign pests.
- Trapped two new-to-California insect pests, Striped Fruit Fly and White Striped Fruit Fly, and performed prompt and accurate species identification to facilitate swift eradication and control actions.
- Secured federal funding to obtain, train, and certify two detector dogs and handlers to perform scent identification of unmarked packages in transit through parcel delivery and mail facilities to aid in intercepting smuggled plant material, reducing pest introduction risk.
- Inspected more than 96,000 scales and meters and tested price scanners at 7,677 businesses to ensure accuracy in commercial transactions.
- Complied with State Pesticide Enforcement Response Policy to strengthen enforcement of safe pesticide use laws, increase compliance, and protect workers, the public, and the environment from unsafe practices through prompt enforcement actions.
- Conducted surveys for Red Imported Fire Ant colonies on more than 9,000 private and public properties, totaling more than 3,600 acres, and treated 860 properties to control and eliminate infestations.
- Aided in protection from wildfires of homes, structures, personal property, and natural resources through clearance of weed and brush hazards from 4,913 vacant parcels covering 3,812 acres.
- Acquired Farm and Ranch Solid Waste Cleanup and Abatement grant from the California Integrated Waste Management Board to clear illegally dumped refuse from Antelope Valley.

### Major Objectives 2009-2010

- Maintain comprehensive pest exclusion and detection programs to prevent the establishment of exotic pests in Los Angeles County.
- Fully implement Laboratory Information Management System (LIMS) in Environmental Toxicology Laboratory to facilitate comprehensive sample tracking, analysis, and result reporting to enhance efficiencies, data management, and customer service.
- Employ automated systems for reporting of countywide pesticide usage to state Department of Pesticide Regulation and management of pesticide use regulatory report data.
- Facilitate industry implementation of United States Department of Agriculture Phytosanitary Certificate Issuance and Tracking System through education and provision of assistance to agricultural industry representatives.
- Activate two detector dog teams to enhance pest exclusion efforts at parcel and mail sorting and distribution centers, including development and delivery of educational brochures and presentations to educate industry personnel on program and pest introduction risks.

## Animal Care and Control

**The Animal Care and Control Department** protects and promotes public safety and animal care through sheltering, pet placement programs, education, and animal law enforcement. It is the largest animal control agency in the nation, patrolling more than 3,200 square miles and sheltering 90,000 animals each year. The department serves 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 2008-2009

- Recruited an additional 59 employees to fill vacancies throughout the department to provide more effective services to the public and the animals in the care of the department.
- Revised and updated the department's policies and procedure manual.
- Developed and produced the department's first commercial to air on national network television.
- Revamped the Lancaster shelter during "Big Sunday," a community event where staff and volunteers came together to help beautify the Lancaster shelter.
- Implemented web-based renewal of animal licenses and an interactive voice response system to allow for renewal of animal licenses over the phone with a credit or debit card, making the renewal process easier and more efficient for the public.
- Established a Centralized Revenue Division to strategically deploy and manage animal license field enforcement staff, to enhance revenue collection in the County's unincorporated areas, and to recover appropriate costs for services rendered.
- Implemented a new cat adoption building at the Downey shelter.
- Improved the Baldwin Park Shelter through the installation of mister systems and exercise yards with paved walks and lush landscaping.
- Enhanced the department's contract city program to provide client contract cities with additional flexibility in requesting services, more timely planning tools, and streamlined monthly service statements.
- Implemented the Antelope Valley Aggressive Dog Task Force to address public safety issues related to dangerous dogs in the unincorporated communities of the Antelope Valley.

### Major Objectives 2009-2010

- Accept credit and debit payments at all County animal shelters.
- Add 15 Level III members to the Equine Response Team to enhance the department's ability to assist with equine rescues and evacuations during natural disasters.
- Open new spay and neuter clinics on time and under budget.
- Renovate horse facilities at Baldwin Park and Castaic shelters.
- Increase unincorporated license revenue by 5%.



**Marcia Mayeda**  
Director  
(Appointed 7/23/01)



### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$32,643,000 |
| Less Intrafund  |              |
| Transfer        | \$0          |
| Net Total       | \$32,643,000 |
| Revenue         | \$11,360,000 |
| Net County Cost | \$21,283,000 |

Positions 371



Animal Care and Control Department's Lt. Alonzo Real assists in horse rescue.



Staff members meet with Equine Response Team volunteers, who assist with equine rescues and evacuations during natural disasters.

General Government Services



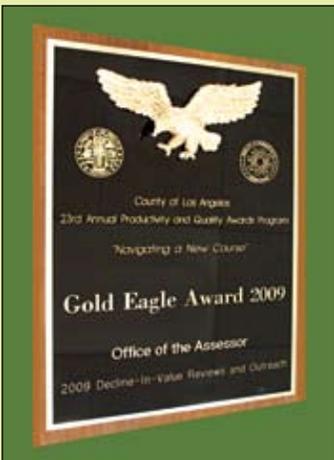
**Robert Quon**  
Assessor  
(Appointed 4/1/10)



**Fiscal Year 2009-2010 Budget**

|                 |               |
|-----------------|---------------|
| Gross Total     | \$160,329,000 |
| Less Intrafund  |               |
| Transfer        | \$167,000     |
| Net Total       | \$160,162,000 |
| Revenue         | \$70,443,000  |
| Net County Cost | \$89,719,000  |

Positions 1,489



The department won the Gold Eagle Award—given by the County Quality and Productivity Commission—for its Decline-In-Value Review and Outreach Project.

**Assessor**

The mission of the **Los Angeles County Assessor** is to create an accurate assessment roll and provide the best possible public service. The annual assessment roll consists of 2.7 million assessments of real estate and business personal property and fixtures. Each property is listed by owner, location, and assessed value. The total assessed value of all properties for the 2009 assessment roll was \$1.120 trillion, reflecting a \$2 billion decrease from 2008.

**Major Accomplishments 2008-2009**

- Reviewed, with no increase in staff, the values of nearly 473,000 homes and reduced 334,000 assessments due to the ongoing real estate recession. The average reduction in value on a single-family residence was \$126,000, for a property tax savings of about \$1,400. The average reduction on a condominium was \$96,000, for a savings of about \$1,100.
- Created a computer software package which greatly assisted the staff in making appraisals. This new system and related public service enhancements to the department website earned the coveted “Gold Eagle” (top award) from the Quality and Productivity Commission.
- Developed and implemented a paperless deed processing system to increase efficiency in assessing changes in ownership. The new system created an electronic workflow and approval system for sorting, coding, transmitting, and storage of electronic deed images from the Registrar-Recorder/County Clerk.
- Created and initiated testing of the department’s first technology-based mobile devices (hand-held PC notebooks and customized software) for field assessment of business personal property.
- Reconstructed the department’s central computer operations facility, achieving equipment consolidation, improved organization of space, enhanced security for technology assets and improved/replaced technology operations support systems.
- Implemented a voluntary 4/40 work schedule option in addition to the existing two options to enable employees to save on commuting time and gas costs while increasing the number of hours open for public service.

**Major Objectives 2009-2010**

- Design, develop and implement a system to capture electronic images of business property statements; create a workflow for assessing these properties, approving them, and then storing them. The data will then be readily accessible and portable for field audit purposes.
- Develop an online filing system for the 2010 decline-in-value applications, providing convenience for the property owner and reducing departmental expenditures by eliminating data entry, increasing workflow processing efficiency, and eliminating paper storage.
- Pursue the acquisition of building plans from cities in an electronic format, in order to save time and effort in the assessment of new construction.
- Complete development of a combination assessment appeal workflow solution and file-inventory tracking system.
- Develop and implement a new institutional exemptions database system to replace the obsolete existent system to achieve faster processing of claims, improve public service, and improve the accuracy of data.

## Consumer Affairs

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

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

### Major Accomplishments 2008-2009

- Made contact with more than 952,000 consumers, including more than 570,000 website visitors at [dca.lacounty.gov](http://dca.lacounty.gov), more than 25,000 attendees at 223 public outreach events, and 160,000 small claims litigants that received assistance in person, over the phone, or by e-mail.
- Partnered with the District Attorney and State Attorney General's Office on special investigations that led to the successful prosecution and settlements against fraudulent immigration consultants and door-to-door sales companies that victimized thousands of consumers.
- Saved 145 homes through the department's award-winning Foreclosure Prevention Project.
- Received a Los Angeles County "Top 10" Productivity and Quality Award for participation in the Task Force for Seniors and Dependent Adults Program to prevent seniors from losing their home.
- Worked in collaboration with other county agencies to obtain federal Stimulus grant funds to help reduce homelessness.
- Secured more than \$25 million in restitution for L.A. County residents through consumer protection, identity theft, and real estate fraud investigations.
- Utilized volunteers and interns for consumer counseling and mediation services, which provided services valued at more than \$385,000.

### Major Objectives 2009-2010

- Launch a new foster youth identity theft prevention project with Department of Children and Family Services and the State Office of Privacy Protection.
- Launch a new federal Stimulus-funded program in collaboration with other County agencies to reduce homelessness.
- Realign staffing resources to respond to the housing foreclosure crisis.
- Develop new partnerships with high profile local community organizations to provide special train-the-trainer consumer protection presentations that will increase the department's outreach to the public.
- Participate in the County's 10,000 Jobs program and provide meaningful work assignments subsidized by federal Stimulus dollars that benefit the workers and consumers.



**Rigoberto Reyes**  
Acting Director  
(Appointed 1/6/10)



### Fiscal Year 2009-2010 Budget

|                 |             |
|-----------------|-------------|
| Gross Total     | \$8,174,000 |
| Less Intrafund  |             |
| Transfer        | \$271,000   |
| Net Total       | \$7,903,000 |
| Revenue         | \$2,739,000 |
| Net County Cost | \$5,164,000 |

Positions 54



DCA staff members share important consumer tips with citizens at community fair.



Director Pastor Herrera, Jr. and State Attorney General Jerry Brown speak out after a DCA investigation led to a \$1.35 million settlement with a door-to-door cookware seller.

General Government Services



**Gail Farber**  
 Director  
 (Appointed 12/1/08)



**Fiscal Year 2009-2010 Budget**

|                 |                 |
|-----------------|-----------------|
| Gross Total     | \$1,932,033,000 |
| Less Intrafund  |                 |
| Transfer        | \$0             |
| Net Total       | \$1,932,033,000 |
| Revenue         | \$1,910,053,000 |
| Net County Cost | \$21,900,000    |

Positions 4,088



New surgery-emergency building planned at Harbor-UCLA Medical Center.



Workers assess condition of sewer line.

**Public Works**

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

**Major Accomplishments 2008-2009**

- Implemented the Home-Generated Sharps Management Program throughout the County to provide residents with a free, convenient means for safely disposing of medical needles, syringes, and lancets.
- Implemented a household battery collection program at 10 public libraries where residents may dispose of their used batteries in an environmentally conscientious manner.
- Launched the Single Use Bag Reduction and Recycling Program at large supermarkets and retail stores in unincorporated county areas and participating cities to reduce the environmental impacts of litter caused by plastic and paper bags.
- Broke ground on the \$22.6 million Termino Avenue Storm Drain Project in Long Beach, introducing 12,190 linear feet of underground storm drain pipe and state-of-the-art water quality improvements to the East Alamitos Business Corridor.
- Administered a \$96 million stormwater program to improve water quality. The program combines conventional pollution prevention practices like street sweeping with innovative solutions such as catch basin screens for low impact development.
- Implemented a new community shuttle service in East Valinda that provides connections to regional transit lines, shopping, parks and recreation centers, libraries, and entertainment. Since the inception, the shuttle service ridership has increased from approximately 12 passengers per hour to 21 passengers per hour.
- Completed a \$10 million seismic retrofit of 18 bridges to enhance the safety of the motoring public.
- Began construction on \$32 million Olive View-UCLA Medical Center Emergency Room Replacement and Tuberculosis project.
- Rehabilitated deteriorating roads in Antelope Valley area utilizing an asphalt surface sealer. The project saved more than \$5 million and preserved 25 centerline miles of roadway.
- Inspected 562 miles of sanitary sewer mainlines in the County's sewer maintenance districts, using closed-circuit television technology to assess the internal condition and structural integrity of the lines. The program revealed that 97% of the sewer lines are in good-to-excellent condition.
- Selected the design-building team for the \$333.6 million Harbor-UCLA Surgery/Emergency Replacement Building.

**Major Objectives 2009-2010**

- Begin construction of the \$8 million Compton/Woodley Airport pavement rehabilitation project to ensure Federal Aviation Administration compliance.
- Implement improved waste collection services in the unincorporated County areas, including rolling out seven new residential franchises serving 150,000 residents, and commence the development of a commercial franchise system that will serve two-thirds of all businesses in the unincorporated County areas.
- Complete \$29 million in improvements to the County's unincorporated area. The improvements include pavement rehabilitation, construction of curb ramps, sidewalk and median landscaping, and installation of street lights and traffic signal modifications.
- Begin site preparation construction activities for the \$353.8 million Martin Luther King, Jr., Impatient Tower Renovation and new Multi-Service Ambulatory Care Center projects.

## Regional Planning

**The Department of Regional Planning** establishes and maintains a continuing comprehensive long-range process for the physical, social, and economic development of the County; prepares and maintains area and community plans and administers the County's subdivision and zoning ordinances; develops and maintains a base of information on housing and demographic conditions in the County; and develops programs to encourage effectuation of the County's General Plan.

### Major Accomplishments 2008-2009

- Received Quality and Productivity Commission awards for SUB-NET Public and The Planner's Zone.
- Received Best Analytical Presentation award from ESRI International User Conference for Environmental Constraints and Development Suitability Map.
- Received 2008 Planning Award from American Planning Association Los Angeles Chapter for the Hacienda Heights Community Plan Update Visioning program.
- Received 2009 American Planning Association Los Angeles Chapter Public Outreach Award for the Antelope Valley Plan Update "Town and Country" Project.
- Led a successful countywide event "A Conversation on Climate Action" on 2009 Earth Day to facilitate a broad discussion on climate change, resource conservation, community involvement and environmental activism.
- Led a successful countywide GIS Day event showcasing advances and uses of the GIS-related technology throughout Los Angeles County.
- Implemented a pilot wireless automated scheduling and inspection reporting system for effective zoning enforcement.
- Completed the Los Angeles Regional Imagery Acquisition Consortium (LAR-IAC2) Program for updates of high resolution digital imagery.
- Completed state review process for certification of the Los Angeles County Housing Element, which received the 2009 American Planning Association Los Angeles Chapter Comprehensive Plan Award.
- Completed adoption of the green building ordinances, appeal procedure ordinance, mixed use ordinance, Elizabeth Lake and Lake Hughes ("The Lakes") CSD and Marina del Rey Local Coastal Program Design Control Board.
- Completed the Regional Planning Commission hearing room technology remodeling project to enhance the public's public-hearing experience.

### Major Objectives 2009-2010

- Prepare the "Citizen's Guide to Development and Permit Processing in Unincorporated Los Angeles County."
- Continue the comprehensive zoning ordinance update program and General Plan update.
- Implement first phase of Enterprise Content Management solution.
- Continue collaborating with other departments to prepare a permit and land management solution feasibility and requirements study.
- Complete a single aggregate Marina Local Coastal Plan map and text amendment with respect to all Phase II marina redevelopment projects requiring an LCP amendment.
- Complete adoption of the farmworker housing ordinance, San Francisquito Canyon CSD, wineries and tasting rooms ordinance, Topanga Canyon CSD amendment, Santa Monica Mountains CSD amendment, Agua Dulce CSD revision and Leona Valley CSD revision.
- Complete feasibility studies of the inclusionary housing policy and small lot subdivision program.
- Initiate preparation of Florence-Firestone Community Plan and complete a market feasibility analysis as the project's first phase.
- Complete the "Vision Lennox" project identifying long-term and short-term community development goals for Lennox.



**Richard Bruckner**  
Director  
(Appointed 2/1/10)



### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$23,993,000 |
| Less Intrafund  |              |
| Transfer        | \$191,000    |
| Net Total       | \$23,802,000 |
| Revenue         | \$6,761,000  |
| Net County Cost | \$17,041,000 |

Positions 188



*Regional Planning led a successful GIS Day showcasing advances and uses of the GIS-related technology throughout Los Angeles County.*



*Regional Planning held a broad discussion on climate change, resource conservation, community involvement and environmental activism on 2009 Earth Day.*

General Government Services



**Dean C. Logan**  
Registrar-Recorder/  
County Clerk  
(Appointed 7/9/08)



**Fiscal Year 2009-2010 Budget**

|                 |                     |
|-----------------|---------------------|
| Gross Total     | \$136,290,000       |
| Less Intrafund  |                     |
| Transfer        | <u>\$461,000</u>    |
| Net Total       | \$135,829,000       |
| Revenue         | <u>\$86,195,000</u> |
| Net County Cost | \$49,634,000        |

Positions 966



Department head Dean Logan receives the National Election Center Eagles Award for outstanding use of technology.



Customers apply for marriage license online at lobby of RR/CC headquarters building.

## Registrar-Recorder/County Clerk

**The Department of Registrar-Recorder/County Clerk (RR/CC)** registers voters, maintains voter files, conducts federal, state, local and special elections and verifies initiatives, referendums and recall petitions. Los Angeles County, with more than 500 political districts and more than 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 RR/CC also records real property; maintains vital records of birth, death and marriage; issues marriage licenses; and processes business filings and other documents. Annually, the RR/CC records 1.9 million real estate documents, issues 1 million vital record certified copies, issues 59,000 marriage licenses, and processes 192,000 fictitious business name filings. The RR/CC operation services an estimated 3,000 customers daily.

### Major Accomplishments 2008-2009

- Conducted the historical Nov. 4, 2008 Presidential General Election with exceptionally high voter turnout and the unscheduled May 19, 2009 Special Statewide Election.
- Set pollworker recruitment records in the Presidential Election with County pollworker recruitment up 25% and student pollworker recruitment up 10%.
- Launched the Voting Systems Assessment Project to determine current and future needs to be addressed through the modernization of the County's voting system.
- Received the Eagle's Award from the Election Center for the department's best use of technology; six National Association of Counties achievement awards, six California State Association of Counties awards and four Quality & Productivity awards for various election-related projects; and the 2008 Angel Tree children's charity project "Major Angel Award" for 15 years of participation.
- Implemented the LAVitals System to more efficiently provide the public with certified copies of birth, death and marriage records and the Social Security Number Truncation Program to protect personal information in recorded documents.
- Implemented new social media tools such as Facebook and Twitter to expand communication services to a broader audience within the County.
- Completed initial phase of the departmental emergency plan to ensure the safety and protection of lives during and/or following a disaster.

### Major Objectives 2009-2010

- Conduct the November 2009 Consolidated Elections and apply the new DIMSNet Candidate Filing Module and Election Contest Management System (ECMS) technology for the June 2010 Gubernatorial Primary Election.
- Develop and present to the Board of Supervisors and Chief Executive Office a strategic plan for the modernization of voting systems in Los Angeles County.
- Enhance and modernize the department's website to present and provide streamlined services in a more user friendly manner via Web 2.0 technologies.
- Update the department's strategic plan to forge a new foundation based on recent legislative changes and operational challenges.
- Implement credit/debit card payment system for Recorder/County Clerk services to provide payment options for the public.
- Initiate the Electronic Recording of Real Estate Documents project for more efficient document recording operations.
- Upgrade the department's telephone system from analog to digital with benefits of message access from outside locations and large call volume capabilities.
- Implement the web-based eCAPS modules for the automation and enhancement of processes related to inventory, procurement and personnel functions.
- Develop a business continuity plan to address business recovery strategies and ensure continuity of critical public services following a local or national disaster.

## Treasurer and Tax Collector

**The Treasurer and Tax Collector (TTC)** is the primary agency to bill, collect, disburse, invest, borrow and safeguard monies and properties on behalf of the County, other governmental agencies and entities, and private individuals as specified by law. TTC provides cash management services to 13 cities/agencies, 120 school districts/organizations and administers 273 bank accounts for County departments, school districts and special districts. It also provides enforcement, auditing, consulting, education, estate administration, trust accounting, property management and public information services.

The department issues and collects fees for approximately 10,000 business licenses, and collects transient occupancy, utility user and waste disposal facility taxes in the unincorporated areas.

### Major Accomplishments 2008-2009

- Implemented a quarterly business continuity program exercise with “live” financial transactions to train primary and back-up TTC personnel.
- Transitioned to a new investment model for the County’s 457 and 401(k) deferred income plans and conducted outreach to educate plan participants.
- Expanded E-commerce and V-check services, offering these options for payment of business license renewal fees, and offering an online credit card option for payment of secured property taxes.
- Expanded secure access to electronic bank financial reporting information to County departments, schools, special districts and related County entities.
- Identified approximately \$1 million in under-reported tax and associated penalties and interest during audits of hotel/motel operator compliance with the County’s transient occupancy tax.
- Completed Phase I of development of the Client and Asset Management System (CAMS), the replacement system for Public Administrator’s decedent and conservatee case management and auctioneering services.
- Expanded delinquent account collection services to include the Library and Fire Departments, and supported the Probation Department’s E-commerce initiative which allows the public to pay fines and fees by credit card.
- Participated in the first phase of the Integrated Property Tax System replacement project with the Assessor, Auditor-Controller, and Assessment Appeals Board.

### Major Objectives 2009-2010

- Relocate staff at the public counter to more effectively utilize staff in year-round operations, minimizing impact to the public by directing inquiries to the Assessor and Auditor-Controller public counters as necessary.
- Continue to collaborate with County departments and agencies to collect delinquent fees and recover reimbursable costs for public services.
- Expand remittance processing services to additional County departments and affiliated agencies to increase revenue and improve remittance processing efficiencies.
- Develop a transition plan to move from two annual defaulted property tax auctions to a single public auction or sealed bid sale.
- Document and finalize the business requirements of the Integrated Property Tax System for the purpose of preparing and publishing a request for proposal.
- Complete upgrades to the remittance processing system to enhance functionality, e.g., electronic processing of check deposits (Automated Clearing House and Image Cash Letters), workflow and optical image processing.
- Upgrade CORE cashiering system to implement the acceptance of credit/debit cards at the cashiering windows.
- Complete the development of the first group of programs and initiate testing of programs for CAMS.



**Mark J. Saladino**  
Treasurer and Tax Collector  
(Appointed 4/15/98)



### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$71,295,000 |
| Less Intrafund  |              |
| Transfer        | \$10,849,000 |
| Net Total       | \$60,446,000 |
| Revenue         | \$39,200,000 |
| Net County Cost | \$21,246,000 |

Positions 536



TTC staff member provides taxpayer with a duplicate bill.



Taxpayers pay their annual property tax bills.



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### Fifth Annual (2009)

## County Departments Expo

- Animal Care and Control
- Assessor
- Auditor-Controller
- Chief Executive Office
- Child Support Services
- Children and Family Services
- Community and Senior Services
- Consumer Affairs
- Coroner
- Fire
- Health Services



**Fifth Annual (2009)**

**County Departments Expo**

- Human Resources
  - Mental Health
  - Parks and Recreation
  - Probation
  - Public Health
  - Public Social Services
  - Public Works
  - Regional Planning
  - Registrar-Recorder/County Clerk
  - Sheriff
- Other County Groups
- African-American Employees Association
  - Employees Retirement Association



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# Central Support Services



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Central Support Services



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



**Fiscal Year 2009-2010 Budget**

|                 |                    |
|-----------------|--------------------|
| Gross Total     | \$13,455,000       |
| Less Intrafund  |                    |
| Transfer        | <u>\$7,735,000</u> |
| Net Total       | \$5,720,000        |
| Revenue         | <u>\$2,405,000</u> |
| Net County Cost | \$3,315,000        |

Positions 93



Director Dennis A. Tafoya receives the Quality & Productivity 2009 Chair Award.



American Disabilities Act compliance officer audits an access ramp.

**Affirmative Action Compliance**

**The Office of Affirmative Action Compliance (OAAC)** ensures County government compliance with the equal employment opportunity, affirmative action, and diversity policies; conducts civil rights-related training; investigates complaints of employment discrimination filed by County employees and offers mediation as a means for resolution.

The OAAC monitors County government compliance with the Americans with Disabilities Act (ADA), monitors construction contracts for equal employment opportunity/affirmative action, and monitors contracts covered by the Living Wage Ordinance. The OAAC certifies Community Business Enterprises and certifies small businesses for participation in the County's Local Small Business Program.

**Major Accomplishments 2008-2009**

- Expanded OAAC employment discrimination investigation shared services program to six new departments (Children and Family Services, Probation, Mental Health, Registrar-Recorder/County Clerk, Parks and Recreation, and Internal Services); and continued to provide contract investigation services to the Fire, Public Works, Health Services, Public Health, Public Social Services, and Sheriff's departments.
- Brought online a new employment discrimination investigations database.
- Assessed 1,433 employment discrimination complaints for jurisdiction; investigated 521 complaints; monitored 375 complaints; coordinated 19 risk-management roundtables resulting in no-fault settlements with an estimated County savings of \$623,000.
- Conducted 178 mediation sessions resolving 124 complaints, 27 identified as high-risk resulting in an estimated \$4 million in potential litigation costs.
- Implemented a strategy for converting instructor-led County commissioner diversity and sexual harassment prevention training, and County employee sexual harassment prevention training to E-learning platform.
- Conducted more than 1,000 training sessions on sexual harassment prevention, employment discrimination prevention, and/or diversity awareness for more than 28,000 employees and County commissioners.
- Provided 28 workshops for more than 900 Department of Health Services' employees on culturally responsive health care to meet certification requirements.
- Certified 863 Community Business Enterprises and 300 small businesses for participation in the County's Local Small Business Enterprise 5% Preference Program.
- Updated 24 County departments' ADA transition and self-evaluation plans, encompassing more than 800 County facilities that provide public service.

**Major Objectives 2009-2010**

- Expand the employment discrimination investigations shared services program to the remaining 19 monitored County departments.
- Implement a strategy for ensuring ADA compliance in the planning and construction of future capital projects.
- Survey the 88 cities in the County to determine their interest in using the OAAC's mediation services to resolve their employment discrimination complaints.
- Enhance existing employment discrimination risk management procedures to achieve reduction in legal exposure costs.

## Auditor-Controller

**The Auditor-Controller** provides financial leadership and expert advice on a wide range of fiscal matters and advocates for financial integrity and accountability in County government.

The Auditor-Controller establishes and monitors compliance with County fiscal and internal control policies and procedures; operates eCAPS, the County's integrated accounting and disbursing system; administers the County payroll; performs fiscal, operational and management audits of client departments and vendors; investigates criminal and administrative misconduct by County employees and contractors; responds to Board of Supervisors requests for special reviews, investigations and analyses; provides fiscal, payroll, and procurement services for 19 client departments in a shared services environment; monitors social service contracts; performs mandated property tax functions including accounting for and apportioning property taxes collected; disburses payments to vendors and claimants, and provides system development and support for countywide financial systems. The Auditor-Controller also provides the state and other agencies with mandated reports, including the Comprehensive Annual Financial Report.

### Major Accomplishments 2008-2009

- Completed the Committee of Sponsoring Organizations Internal Control Risk Assessment Project by conducting a detailed review of countywide internal controls and documenting control relationships within the organization. Ensured that fiscal controls are best-practices compliant and address key areas of risk.
- Retained a contractor to develop functional and technical requirements, cost estimates and an implementation framework for a new property tax replacement system (eTax Project). This process will culminate in 2010 with a recommended system architecture and a draft request for proposal to implement a new unsecured property tax system.
- Implemented the procurement module of the eCAPS financial system and rolled it out to 23 client departments. Implemented the inventory and grants management modules and rolled them out to the Department of Public Works.
- Integrated countywide contract monitoring system data and functionality into eCAPS. This will assist departments to eliminate retroactive contracts, obtain timely and accurate budget data and more efficiently administer existing agreements.
- Responding to Board requests, (1) developed a gang initiative inventory listing to assist in Board-directed efforts to reduce gang violence; (2) investigated the live scan review process at the former Martin Luther King, Jr. Medical Center; (3) identified fraudulent billings of more than \$200,000 by several contractors in collusion with a County employee, resulting in criminal convictions; and (4) identified a \$2 million overpayment to relief nurses during a review of payroll/personnel functions.
- Developed contract language to improve the recovery of overpayments and questioned costs from audits, and to better align contract terms with federal and state funding requirements. Fee-for-service contracts were subsequently amended to incorporate these changes.

### Major Objectives 2009-2010

- Direct and oversee Auditor-Controller information technology initiatives to ensure implementation of (1) automated data mining tools for continuous auditing and fraud detection; (2) Information Services Delivery Project (optical archive and analytic dashboards); and (3) Countywide Fraud Hotline Phase III.
- Continue implementation of the eCAPS/eHR module and provide necessary training and support to client departments through the roll-out process.
- Develop internal and countywide efficiency projects that include: virtual paperless environment, electronic direct deposit notices, and electronic vendor payments.
- Implement controls and procedures necessary to comply with new financial reporting requirements of Governmental Accounting Standards Board Statement Number 51.



**Wendy Watanabe**  
Auditor-Controller  
(Appointed 1/27/09)



### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$87,123,000 |
| Less Intrafund  |              |
| Transfer        | \$47,204,000 |
| Net Total       | \$39,919,000 |
| Revenue         | \$21,495,000 |
| Net County Cost | \$18,424,000 |

Positions 596



Auditor-Controller employees at the LA County Run for Health.



Softball tournament.

Central Support Services



**Sachi A. Hamai**  
Executive Officer  
(Appointed 4/17/06)



**Fiscal Year 2009-2010 Budget**

|                 |               |
|-----------------|---------------|
| Gross Total     | \$147,627,000 |
| Less Intrafund  |               |
| Transfer        | \$8,879,000   |
| Net Total       | \$138,748,000 |
| Revenue         | \$8,079,000   |
| Net County Cost | \$130,669,000 |

Positions 330



*Elmira Afshari, Brent Rivera, Young Jin, David Gutierrez, and Saul Garcia staff the information resource management data center.*



*Gilbert Valle, Ernestina Rhind, Tammy Johnson, Kathy Medina, and Bruce Crouchet assist the public at the one-stop customer service center.*

**Board of Supervisors**

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

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

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

**Major Accomplishments 2008-2009**

- Installed kiosks in the Board Hearing Room to allow the public to obtain information specific to the Board agendas and Board process.
- Upgraded the Board agenda system to a web-based system.
- Implemented a pilot video-conferencing of Board meeting in Lancaster.
- Established an internal training academy to encourage professional development of all staff.
- Implemented an Intranet for the Executive Office using Microsoft Office SharePoint Services to improve internal collaboration and provide real time access to documents and information.
- Developed and implemented a customer service center to have a "one stop shop" for providing services to customers.
- Introduced Microsoft Customer Relations Management (CRM), a web-based case tracking system, to replace the current legacy systems to improve methods of tracking and responding to constituents.
- Implemented an electronic Board letter filing process with the Chief Executive Office, Public Works, Internal Services, Parks and Recreation, County Counsel, Auditor-Controller and the Chief Information Office.
- Implemented the use of customer service surveys to assess how well the department is conducting business.
- Completed the final phase of the SAN (Storage Area Network) implementation, which includes the purchase and installation of SAN hardware to address immediate and future storage needs for the Board and Executive Office's automated systems.

**Major Objectives 2009-2010**

- Finalize the Executive Office Strategic Plan for 2010-2014, maintaining its current vision to "Provide Acclaimed Technology Driven Services."
- Implement the electronic Board letter filing system countywide to increase efficiency within the Executive Office, Chief Executive Office and all County departments.
- Work with the Internal Services Department to finalize all business requirements, process changes, etc. and train Executive Office staff for use of the countywide eProcurement system beginning July 1, 2010.
- Implement an online conflict of interest system to minimize the hardcopy filings for Los Angeles County filers.
- Develop a new Assessment Appeals Board system to replace an existing legacy system, which will allow property owners to electronically file assessment appeal applications.
- Expand the use of Microsoft CRM, a web-based case record management system, by replacing various legacy systems to improve methods of tracking and responding to constituent issues.

## Chief Executive Office

**The Chief Executive Office** develops recommendations on fiscal and policy matters for the Board of Supervisors, provides effective leadership of the County organization in carrying out the Board's policy decisions, oversees the operations of the County's 37 business units and departments, and ensures financial stability.

### Major Accomplishments 2008-2009

- Linked approximately 29,000 individuals and 13,500 families to housing and supportive services through the County's Homeless Prevention Initiative.
- Collaborated to create and open the Center for Community Health that consolidates medical and mental health services for the homeless and underserved on Skid Row.
- Recognized for a Top Ten award by the Quality and Productivity Commission for Project 50 and the Tort Liability Corrective Action Plan.
- Implemented a joint Katie A. staff training for the Departments of Children and Family Services (DCFS) and Mental Health (DMH) to systematically screen and refer children with mental health needs and link them to services.
- Led the County in developing the third update to the County Strategic Plan, adopted by the Board of Supervisors (Board).
- Developed a referral tracking system for DCFS and DMH staff to accurately track cases screened for mental health issues.
- Established a demonstration initiative to pioneer strategies that support families through an integrated network of County services and community-based supports.
- Developed a countywide Transition Age Youth Strategic Plan to garner improved outcomes for youth aging out of foster care and probation.
- Redesigned and published a streamlined County Progress Report providing information regarding high priority public services focusing on outcomes.
- Participated in the project development and implementation of a web-based emergency mass notification system called "Alert LA County" designed to make mass telephone calls to residents and businesses during emergencies.
- Continued to administer Homeland Security grants in excess of \$73.4 million to support the ongoing countywide effort to prepare for all types of terrorist attacks.

### Major Objectives 2009-2010

- Lead the design and implementation of an American Recovery and Investment Act reporting solution that will meet the mandated federal reporting guidelines.
- Conduct Steps to Excellence ratings of 100 additional child development programs.
- Obtain court approval of the Katie A. Strategic Plan and the Katie A. Safety and Permanency Exit Indicators to improve mental health services to foster children.
- Complete a cost-effectiveness study of Project 50, as well as similar studies of several other County programs associated with the Homeless Prevention Initiative.
- Lead the development of short-and-long-term updates to the County Strategic Plan.
- Enhance the County's Family Children's Index to allow the sharing of identifying information about families at-risk for child abuse and neglect for the purposes of identifying, preventing, managing or treating child abuse.
- Expand the Adult Linkages Project—which links records of General Relief participants receiving services from eight County departments to identify patterns of service use and costs—to other applications.
- Develop a Special Needs Awareness Planning/Mapping System for first responders to address the population during emergencies.
- Place 10,000 individuals in subsidized employment through the 10,000 Jobs Initiative.
- Launch the Efficiency Initiative to solicit and implement innovative ideas from employees to streamline processes and reduce operating costs while preserving essential constituent services. Efforts are to include a website, efficiency teams in all departments, and a committee of departmental chief deputies to review and make recommendations regarding ideas with countywide impact.



**William T. Fujioka**  
Chief Executive Officer  
(Appointed 7/20/07)



### Fiscal Year 2009-2010 Budget

|                 |               |
|-----------------|---------------|
| Gross Total     | \$103,883,000 |
| Less Intrafund  |               |
| Transfer        | \$40,805,000  |
| Net Total       | \$63,078,000  |
| Revenue         | \$20,013,000  |
| Net County Cost | \$43,065,000  |

Positions 518



Chief Executive Officer  
William T. Fujioka meets with  
his executive team.

Central Support Services



**Richard Sanchez**  
 Chief Information Officer  
 (Appointed 4/1/08)



**Fiscal Year 2009-2010 Budget**

|                 |             |
|-----------------|-------------|
| Gross Total     | \$5,212,000 |
| Less Intrafund  |             |
| Transfer        | \$0         |
| Net Total       | \$5,212,000 |
| Revenue         | \$0         |
| Net County Cost | \$5,212,000 |

Positions 20



Board honors Chief Information Office, Chief Executive Office, and Internal Services Department for receiving national award for the County's new website portal.



Mark Greninger, geographic information systems officer, accepts award for solar mapping program.

**Chief Information Office**

The Chief Information Office (CIO) provides vision and strategic direction for the effective and secure use of information technology (IT) to improve the delivery of services and achieve operational improvements and County business goals. The CIO is responsible for enterprise IT planning, addressing cross-departmental IT issues, ensuring adherence of countywide IT practices and policies, and providing recommendations to the Board of Supervisors and Chief Executive Office regarding prudent allocation of IT resources.

**Major Accomplishments 2008-2009**

- Partnered with the Chief Executive Office (CEO) and the Internal Services Department (ISD) to redesign and launch the new County Portal ([www.lacounty.gov](http://www.lacounty.gov)) with enhanced functionality. The portal provides improved access and an enhanced user experience to County information and online services. The portal's infrastructure streamlines the maintenance and support of County websites.
- Collaborated with the Sheriff, Fire, and CEO to implement Alert LA County, a countywide mass notification system to efficiently and effectively contact and alert citizens and businesses in emergencies and disasters.
- Partnered with ISD to develop and launch the Los Angeles County Solar Map (<http://solarmap.lacounty.gov>), which utilizes a combination of high resolution aerial data, 3D geographic analysis, and an easy-to-use mapping interface to provide residents and businesses with information on their property's solar power potential, energy savings, and CO2 emissions reduction.
- Strengthened the County information security program by initiating the implementation of countywide risk management program and acquiring an enterprise e-mail security solution. This will improve the County's ability to protect its critical information assets.
- Gained Board approval to establish a countywide standard for enterprise content management software which will be used to capture, store, preserve, and deliver information, content, and documents. This enables the County to achieve economies for software licenses and maintenance and support and to increase interoperability among departments.
- Completed the second round of the regional aerial imagery project, a multi-jurisdictional purchasing consortium, which provides County departments, 30 cities, and four external agencies updates to countywide high resolution aerial imagery and comparative analysis to identify areas of change.

**Major Objectives 2009-2010**

- Enhance County's enterprise content management (ECM) strategy and direction by establishing policies, guidelines and best practices for deployment of these ECM technologies and gain CEO and Board approval of centralized ECM infrastructure.
- Perform enhancements to the County's electronic government services by expanding the portfolio of online services, deploying Web 2.0 technologies (e.g., e-notification and social networking), and obtaining CEO and Board approval to initiate the redesign of the County's Intranet portal to improve organization, content, and functionality.
- Strengthen and enhance the development and adoption of information security strategies (i.e., security methods, processes, products and services) to protect critical information assets and mitigate the impact of computer security incidents.
- Collaborate with the CEO and ISD to implement a countywide geographic information systems (GIS) infrastructure to provide effective maintenance and support of GIS technologies.
- Perform, in collaboration with the CEO and County departments, an assessment of departmental data-center related assets, services, disaster recovery capabilities, and expenditures; and identify potential opportunities for optimization and savings.
- Implement the Los Angeles County Activities and Recreation Registration System in collaboration with Parks and Recreation, ISD, and Department of Beaches and Harbors. This online system will enable the public to search, reserve, register and pay for the County's facilities and programs.

## County Counsel

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

County Counsel also assists in presenting the County's position in the state Legislature and before state and federal regulatory agencies and administrative hearing boards.

### Major Accomplishments 2008-2009

- Finalized and implemented County Counsel's Litigation Severity Index and Management Protocol to strengthen litigation management and standardize litigation procedures.
- Assisted the Board of Supervisors and Department of Health Services to address legal issues leading to the opening of the new LAC+USC Medical Center.
- Obtained favorable rulings in the United States Supreme Court which broadened and affirmed the immunity granted to prosecutors, providing more latitude in prosecutorial decisions and reducing liability.
- Collaborated with the Chief Executive Office and other County departments to create a Legal Exposure Reduction Committee aimed at reducing legal exposure throughout the County by using proactive strategies emphasizing risk identification and accountability.
- Worked in collaboration with the Regional Planning and Public Works Departments to advance the Board's green building initiatives by preparing several ordinances, adopted by the Board in 2009, that impose numerous green building and sustainability requirements on new development in the unincorporated areas of the County.
- Worked with the Chief Executive Office, Chief Information Office, and the Internal Services Department to create a cross-disciplinary team of subject matter experts to assist departments in complying with federal and state E-Discovery rules.
- Assisted the Chief Executive Office in developing a new countywide record management program including retention schedules that provide for the maintenance and destruction of all County paper and electronic records and documents.
- Collaborated on the Pico Rivera Vandalism Enforcement Team Pilot Project, one of the County's 2009 top 10 productivity awards recipients, for reducing graffiti and vandalism activity and the violent crimes that often accompany such offenses.

### Major Objectives 2009-2010

- Continue working with the Chief Executive Office and the Department of Health Services to reopen Martin Luther King Jr. – Harbor Hospital.
- Reduce, under leadership of the Legal Exposure Reduction Committee, countywide indemnity and legal costs associated with the County of Los Angeles' claims and litigation by five percent.
- Implement a third party electronic billing review system to assist in the evaluation and administration of outside counsel invoices.
- Conduct bi-annual trainings of departmental risk management coordinators on government tort claim and litigation processes.
- Develop an internal website to be used as a communication and resource tool for management and staff.
- Expand the development, training, and utilization of the E-Discovery team to include its assessment and advice on litigation matters related to E-Discovery, electronically stored information, and compliance with California and federal court rules.
- Continue to assist with the further development and implementation of a countywide records management program.



**Andrea Sheridan Ordín**  
County Counsel  
(Appointed 2/1/10)



### Fiscal Year 2009-2010 Budget

|                 |              |
|-----------------|--------------|
| Gross Total     | \$91,272,000 |
| Less Intrafund  |              |
| Transfer        | \$73,563,000 |
| Net Total       | \$17,709,000 |
| Revenue         | \$12,684,000 |
| Net County Cost | \$5,025,000  |

Positions 552



County Council was presented award for its efforts in the Sunshine Canyon Landfill Expansion Project. Shown are, left to right, Frederick Pfaeffle, Richard Weiss, Judith Fries, Karen Lichtenberg and Lawrence Hafetz.



County Council participated in the award-winning Pico Rivera Vandalism Enforcement Team Pilot Project. Accepting award are Raymond G. Fortner, Jr. and Sari Steel.

Central Support Services



**Lisa Garrett**  
 Director of Personnel  
 (Appointed 3/30/10)



**Fiscal Year 2009-2010 Budget**

|                 |                     |
|-----------------|---------------------|
| Gross Total     | \$49,646,000        |
| Less Intrafund  |                     |
| Transfer        | <u>\$31,649,000</u> |
| Net Total       | \$17,997,000        |
| Revenue         | <u>\$9,712,000</u>  |
| Net County Cost | \$8,285,000         |

Positions 299



Supervisor Mark Ridley-Thomas presents DHR Acting Director Lisa Garrett with the 2009 Hermes Creative Award for the new employee benefits communication program.



Employees John Mina, Maryanne Keehn, and Helen Lee join Lisa Garrett in HomeWalk 2009.

**Human Resources**

**The Department of Human Resources (DHR)** continues to focus on strategic planning and HR excellence with an emphasis on providing innovative and efficient HR solutions to support public service by recruiting, developing, and retaining a highly qualified, diverse workforce – the individuals who make the difference in providing services for the citizens of Los Angeles County. To carry this out, DHR delivers services which include workforce planning, employee recruitment, benefits administration, employee performance management, and training and development. This office also partners with line human resources operations to provide an integrated approach to human resources management with a centralized-decentralized balance.

**Major Accomplishments 2008-2009**

- Implemented the talent management portion of eHR.
- Implemented, in cooperation with the Chief Executive Office, the Long-Term Leave Management Program.
- Identified “hard to fill” information technology and clerical vacancies and implemented focused recruitment and testing.
- Continued the implementation of the Employee Performance System.
- Expanded the Countywide wellness program with an aim to reducing healthcare costs and absenteeism.
- Introduced two new guides for the Test Preparation System: Office Practices and Customer Service.
- Developed a new benefits communications program, including a Highlights Guide and a Summary Plan Description booklet with more detailed information about benefits, resulting in receipt of the 2009 Hermes Creative Award.
- Administered several promotional exams to allow military veterans on temporary County employment to apply for permanent positions.
- Reduced processing time for both open competitive and promotional exams by 24%.
- Completed the Live Scan review of 37 County departments.
- Provided training for HR personnel in criminal history background checks.
- Provided guides to assist departments with the 2008 Strategic Values Survey results to identify and implement interventions to improve work life and performance.

**Major Objectives 2009-2010**

- Develop a Countywide succession plan to assist departments in maintaining a highly qualified, diverse, and well-trained workforce.
- Streamline the Countywide examination process to reduce the time to hire qualified candidates.
- Establish a department-wide metrics program to develop, measure, and track key departmental performance measures.
- Implement new benefits portal for annual benefits enrollment to access tools and information 24/7.
- Implement in eHR the Certification Desk Management System software, job specific questionnaire functionality and talent management.
- Explore the feasibility of broad-based testing to streamline the hiring process.
- Develop and implement risk management training for managers and supervisors.
- Upgrade and make user-friendly the DHR website to include job opportunities and relevant HR topics.
- Complete the development of exam analyst training for line departments.
- Develop and implement a customer service training program to improve internal and external customer service.

## Internal Services

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

### Major Accomplishments 2008-2009

- Upgraded existing County wireless fidelity (WiFi) networks and provided enterprise WiFi services to selected County departments.
- Developed energy-efficiency projects with an emphasis at various Sheriff and Health Services Department locations throughout the County.
- Completed Phases 1 and 2 of the new County Internet portal.
- Implemented the eCAPS (the county's integrated accounting and disbursing system) materials management module for Children and Family Services, Fire, and Sheriff to enhance the departments' purchasing and acquisition activities.
- Implemented a Countywide facility assessment program to assess buildings occupied by the Departments of Public Health, Community and Senior Services, and Children and Family Services.

### Major Objectives 2009-2010

- Design, implement and host a teleconference line of business to improve business communications and collaboration.
- Establish the Office of Sustainability to provide oversight in the implementation of the County's energy and environmental policy.
- Enhance existing water conservation policies to include reclaimed water in cooling towers.
- Certify ISD headquarters building to be LEED (Leadership in Energy and Environmental Design) by the U.S. Green Building Council.
- Establish Countywide Geographical Information Systems (eGIS), an infrastructure (computer hardware and software) to provide a central repository for GIS data for use by all County departments.
- Continue with a Countywide cost-saving measure to eliminate inactive telephone and data lines.
- Support the County's efforts in the 2010 Census.



Facilities Operations—  
Welding Shop



Telecommunications Voice &  
Video Applications



**Tom Tindall**  
Director  
(Appointed 9/24/08)



### Fiscal Year 2009-2010 Budget

|                 |                      |
|-----------------|----------------------|
| Gross Total     | \$478,110,000        |
| Less Intrafund  |                      |
| Transfer        | <u>\$344,332,000</u> |
| Net Total       | \$133,778,000        |
| Revenue         | <u>\$115,665,000</u> |
| Net County Cost | \$18,113,000         |

Positions 2,308



Information Technology—  
Help Desk



Youth Career Development



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# **Adopted Capital Projects and Refurbishments Summarized by Supervisorial District Fiscal Year 2009-2010**



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 locounty.gov



Florence-Firestone Gateway



Bassett Skate Park



Roosevelt Park Pool

## Adopted Capital Projects and Refurbishments Summarized by Supervisorial District Fiscal Year 2009-10

|   | Appropriation | Revenue    | Net County Cost |
|---|---------------|------------|-----------------|
| <b>First District</b>                   |               |            |                 |
| Affirmative Action                      |               |            |                 |
| Kenneth Hahn Hall of Administration     | 143,000       | 0          | 143,000         |
| Animal Care and Control                 |               |            |                 |
| Baldwin Park                            | 1,364,000     | 0          | 1,364,000       |
| Assessor                                |               |            |                 |
| Kenneth Hahn Hall of Administration     | 450,000       | 0          | 450,000         |
| Auditor-Controller                      |               |            |                 |
| Kenneth Hahn Hall of Administration     | 846,000       | 0          | 846,000         |
| Board of Supervisors/Executive Office   |               |            |                 |
| Kenneth Hahn Hall of Administration     | 42,000        | 0          | 42,000          |
| Consumer Affairs                        |               |            |                 |
| Various 1st District Projects           | 5,000         | 0          | 5,000           |
| Coroner                                 |               |            |                 |
| Coroner's Building                      | 27,005,000    | 23,340,000 | 3,665,000       |
| County Counsel                          |               |            |                 |
| Kenneth Hahn Hall of Administration     | 84,000        | 0          | 84,000          |
| Criminal Justice Fac. Temp. Const. Fund |               |            |                 |
| South Gate Courthouse                   | 420,000       | 420,000    | 0               |
| East Los Angeles Civic Center           |               |            |                 |
| East Los Angeles Civic Center           | 39,000        | 0          | 39,000          |
| Fire Department                         |               |            |                 |
| Fire Command and Control                | 794,000       | 794,000    | 0               |
| Fleet Management Facility               | 1,785,000     | 1,785,000  | 0               |
| Fire District Klinger Headquarters      | 150,000       | 150,000    | 0               |
| Fire Station 103 - Pico Rivera          | 526,000       | 526,000    | 0               |
| Health Services                         |               |            |                 |
| Central Health Center                   | 173,000       | 0          | 173,000         |
| Edward R. Roybal Comp. Health Center    | 300,000       | 0          | 300,000         |
| LAC+USC Medical Center                  | 7,292,000     | 0          | 7,292,000       |
| La Puente Health Center                 | 326,000       | 0          | 326,000         |
| LAC+USC Medical Center Replacement      |               |            |                 |
| LAC+USC Medical Center                  | 30,677,000    | 30,677,000 | 0               |
| Mental Health                           |               |            |                 |
| Hall of Records                         | 279,000       | 0          | 279,000         |
| Military and Veterans Affairs           |               |            |                 |
| Patriotic Hall                          | 42,959,000    | 42,924,000 | 35,000          |

|  | Appropriation        | Revenue              | Net County Cost      |
|--|----------------------|----------------------|----------------------|
| <b>Parks and Recreation</b>                                  |                      |                      |                      |
| Allen J. Martin Park   | 483,000              | 396,000              | 87,000               |
| Atlantic Avenue Park   | 829,000              | 725,000              | 104,000              |
| Avocado Heights Local Park                                   | 300,000              | 205,000              | 95,000               |
| Bassett County Park  | 15,000               | 15,000               | 0                    |
| Belvedere Community Reg. County Park                         | 2,709,000            | 2,453,000            | 256,000              |
| City Terrace Park  | 832,000              | 725,000              | 107,000              |
| Dalton County Park   | 1,013,000            | 461,000              | 552,000              |
| East Agency Headquarters                                     | 1,100,000            | 0                    | 1,100,000            |
| Eugene A. Obregon Local Park                                 | 1,286,000            | 696,000              | 590,000              |
| Franklin D. Roosevelt Park                                   | 10,000               | 10,000               | 0                    |
| Rimgrove County Park   | 1,173,000            | 494,000              | 679,000              |
| Rio Hondo River Trail  | 200,000              | 200,000              | 0                    |
| Ruben F. Salazar Memorial County Park                        | 3,062,000            | 2,649,000            | 413,000              |
| San Angelo Park  | 831,000              | 725,000              | 106,000              |
| Santa Fe Dam Regional Park                                   | 300,000              | 100,000              | 200,000              |
| Sorensen Park  | 350,000              | 141,000              | 209,000              |
| Sunshine Local Park  | 976,000              | 404,000              | 572,000              |
| Various 1st District Projects                                | 6,457,000            | 6,457,000            | 0                    |
| Whittier Narrows Recreation Area                             | 1,320,000            | 721,000              | 599,000              |
| <b>Probation</b>   |                      |                      |                      |
| Central Juvenile Hall  | 2,052,000            | 0                    | 2,052,000            |
| <b>Public Ways/Facilities</b>                                |                      |                      |                      |
| Gage Park  | 1,261,000            | 843,000              | 418,000              |
| Various 1st District Roads                                   | 508,000              | 0                    | 508,000              |
| <b>Public Works - Airports</b>                               |                      |                      |                      |
| El Monte Airport   | 869,000              | 869,000              | 0                    |
| <b>Sheriff Department</b>                                    |                      |                      |                      |
| Biscailuz Center   | 24,843,000           | 0                    | 24,843,000           |
| East Los Angeles Station                                     | 23,000               | 0                    | 23,000               |
| Men's Central Jail   | 16,000,000           | 0                    | 16,000,000           |
| Sheriff Emergency Vehicle Ops Center                         | 907,000              | 0                    | 907,000              |
| Sybil Brand Institute  | 111,409,000          | 0                    | 111,409,000          |
| <b>Treasurer and Tax Collector</b>                           |                      |                      |                      |
| Kenneth Hahn Hall of Administration                          | 331,000              | 0                    | 331,000              |
| <b>Trial Courts</b>  |                      |                      |                      |
| Clara Shortridge Foltz Crim. Justice Ctr.                    | 1,318,000            | 1,208,000            | 110,000              |
| <b>Various Capital Projects</b>                              |                      |                      |                      |
| City of Santa Fe Springs                                     | 1,286,000            | 0                    | 1,286,000            |
| Eastern Hill   | 15,396,000           | 0                    | 15,396,000           |
| El Pueblo  | 4,000,000            | 0                    | 4,000,000            |
| Hall of Justice  | 3,016,000            | 2,733,000            | 283,000              |
| Kenneth Hahn Hall of Administration                          | 84,237,000           | 0                    | 84,237,000           |
| MacLaren Children's Center                                   | 537,000              | 0                    | 537,000              |
| Patriotic Hall   | 1,500,000            | 1,500,000            | 0                    |
| Various 1st District Projects                                | 5,432,000            | 0                    | 5,432,000            |
| <b>Subtotal - First District by Operating Budget/Program</b> |                      |                      |                      |
|  | <b>\$413,830,000</b> | <b>\$125,346,000</b> | <b>\$288,484,000</b> |



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Santa Fe Dam Fireline and Transformer



Whittier Narrows Recreation Area Restroom



Whittier Narrows Recreation Area Fishing Pier



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locounty.gov



Centinela Probation



Probation and Public Works  
Offices, Downey



Lawndale Library

|  | Appropriation | Revenue    | Net County Cost |
|--|---------------|------------|-----------------|
| <b>Second District</b>                     |               |            |                 |
| Animal Care and Control                    |               |            |                 |
| Gardena/Carson Shelter                     | 1,289,000     | 0          | 1,289,000       |
| Childcare Facilities                       |               |            |                 |
| Various 2nd District Projects              | 550,000       | 0          | 550,000         |
| Health Facilities Cap. Improvement Fund    |               |            |                 |
| Harbor-UCLA Medical Center                 | 66,391,000    | 66,391,000 | 0               |
| Martin L. King Jr. - Multi-Service Center  | 6,538,000     | 6,538,000  | 0               |
| Health Services                            |               |            |                 |
| A.F. Hawkins Mental Health Center          | 2,643,000     | 0          | 2,643,000       |
| Humphrey Comp. Health Center               | 9,789,000     | 0          | 9,789,000       |
| Harbor-UCLA Medical Center                 | 6,443,000     | 0          | 6,443,000       |
| Hudson Health Center                       | 360,000       | 0          | 360,000         |
| Martin L. King, Jr. - Multi-Service Center | 2,963,000     | 292,000    | 2,671,000       |
| Human Resources                            |               |            |                 |
| 3333 Wilshire Boulevard                    | 18,000        | 0          | 18,000          |
| Mental Health                              |               |            |                 |
| Harbor-UCLA Medical Center                 | 7,851,000     | 0          | 7,851,000       |
| Museum of Natural History                  |               |            |                 |
| Museum of Natural History                  | 2,835,000     | 580,000    | 2,255,000       |
| Parks and Recreation                       |               |            |                 |
| Alondra Regional Park                      | 24,662,000    | 5,118,000  | 19,544,000      |
| Athens Local Park                          | 2,396,000     | 0          | 2,396,000       |
| Del Aire Local Park                        | 3,477,000     | 1,416,000  | 2,061,000       |
| Earvin "Magic" Johnson Rec. Area           | 2,772,000     | 2,772,000  | 0               |
| Enterprise Park                            | 508,000       | 0          | 508,000         |
| Helen Keller Park                          | 6,104,000     | 50,000     | 6,054,000       |
| Jesse Owens Community Regional Park        | 380,000       | 0          | 380,000         |
| Kenneth Hahn Recreation Area               | 9,595,000     | 9,480,000  | 115,000         |
| Ladera Park                                | 628,000       | 0          | 628,000         |
| Lennox Local Park                          | 664,000       | 0          | 664,000         |
| Mary M. Bethune Park                       | 25,000        | 0          | 25,000          |
| Mona Park                                  | 727,000       | 0          | 727,000         |
| Roy Campanella Park                        | 129,000       | 0          | 129,000         |
| Ruben Ingold Park                          | 1,000         | 0          | 1,000           |
| Ted Watkins Memorial Regional Park         | 6,755,000     | 3,619,000  | 3,136,000       |
| Various 2nd District Projects              | 1,625,000     | 1,625,000  | 0               |
| Wiseburn Park                              | 350,000       | 71,000     | 279,000         |
| Probation                                  |               |            |                 |
| Centinela Office Building                  | 3,929,000     | 0          | 3,929,000       |
| Public Health                              |               |            |                 |
| South Health Center                        | 20,144,000    | 20,000,000 | 144,000         |
| Public Library                             |               |            |                 |
| Carson Library                             | 1,000         | 1,000      | 0               |
| Culver City Julian Dixon Library           | 112,000       | 0          | 112,000         |
| East Rancho Dominguez Library              | 6,951,000     | 0          | 6,951,000       |
| Gardena Library                            | 1,000         | 0          | 1,000           |
| Lawndale Library                           | 512,000       | 8,000      | 504,000         |
| Public Ways/Facilities                     |               |            |                 |
| Various 2nd District Roads                 | 4,122,000     | 472,000    | 3,650,000       |

|   | Appropriation        | Revenue              | Net County Cost      |
|---|----------------------|----------------------|----------------------|
| <b>Public Works - Airports</b>                                |                      |                      |                      |
| Compton Airport   | 239,000              | 239,000              | 0                    |
| <b>Sheriff Department</b>                                     |                      |                      |                      |
| Athens Station  | 9,146,000            | 0                    | 9,146,000            |
| Carson Station  | 7,990,000            | 0                    | 7,990,000            |
| Lennox Station  | 1,250,000            | 1,250,000            | 0                    |
| <b>Trial Courts</b>   |                      |                      |                      |
| Compton Courthouse  | 450,000              | 0                    | 450,000              |
| <b>Various Capital Projects</b>                               |                      |                      |                      |
| Earvin "Magic" Johnson Rec. Area                              | 188,000              | 0                    | 188,000              |
| Lennox Station  | 3,867,000            | 0                    | 3,867,000            |
| South Central Area Office                                     | 191,000              | 0                    | 191,000              |
| Various 2nd District Projects                                 | 7,006,000            | 0                    | 7,006,000            |
| Victoria Golf Course  | 762,000              | 142,000              | 620,000              |
| <b>Subtotal - Second District by Operating Budget/Program</b> | <b>\$235,329,000</b> | <b>\$120,064,000</b> | <b>\$115,265,000</b> |

**Third District**

|                                      |           |           |           |
|--------------------------------------|-----------|-----------|-----------|
| <b>Beaches and Harbors</b>           |           |           |           |
| Broad Beach                          | 412,000   | 172,000   | 240,000   |
| Dan Blocker Beach                    | 4,277,000 | 700,000   | 3,577,000 |
| Malibu Beach                         | 718,000   | 100,000   | 618,000   |
| Surfrider Beach                      | 166,000   | 103,000   | 63,000    |
| Various 3rd District County Beaches  | 352,000   | 352,000   | 0         |
| Venice Beach                         | 2,868,000 | 276,000   | 2,592,000 |
| Will Rogers State Beach              | 8,571,000 | 1,394,000 | 7,177,000 |
| Zuma Beach                           | 588,000   | 58,000    | 530,000   |
| <b>Childcare Facilities</b>          |           |           |           |
| Various 3rd District Projects        | 10,000    | 0         | 10,000    |
| <b>Fire Department</b>               |           |           |           |
| Fire Camp 13                         | 3,585,000 | 3,585,000 | 0         |
| Fire Station 67 - Calabasas          | 322,000   | 322,000   | 0         |
| Fire Station 69 - Topanga            | 640,000   | 640,000   | 0         |
| Fire Station 71 - Malibu             | 5,184,000 | 5,184,000 | 0         |
| Pacoima Facility                     | 1,480,000 | 1,480,000 | 0         |
| <b>Health Services</b>               |           |           |           |
| Mid-Valley Comprehensive Health Ctr. | 6,757,000 | 2,600,000 | 4,157,000 |
| Sun Valley Health Center             | 390,000   | 0         | 390,000   |
| <b>Parks and Recreation</b>          |           |           |           |
| El Cariso Community Regional Park    | 3,415,000 | 2,083,000 | 1,332,000 |
| Hollywood Bowl                       | 332,000   | 0         | 332,000   |
| John Anson Ford Amphitheatre         | 83,000    | 0         | 83,000    |
| Mission Canyon Trail                 | 872,000   | 222,000   | 650,000   |
| Various 3rd District Projects        | 8,124,000 | 8,124,000 | 0         |
| Virginia Robinson Gardens            | 936,000   | 733,000   | 203,000   |
| <b>Public Library</b>                |           |           |           |
| Topanga Library                      | 4,122,000 | 52,000    | 4,070,000 |



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Harbor-UCLA Medical Center



El Cariso Park Pool



West L.A. Office, Department of Children and Family Services



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Catalina Hiking Trail



Dockweiler Beach Sign



Dockweiler State Beach  
W.A.T.E.R. Program Youth  
Center



Avalon Lifeguard Station

|                               | Appropriation | Revenue   | Net County Cost |
|-------------------------------|---------------|-----------|-----------------|
| Public Library ACO            |               |           |                 |
| Malibu Library                | 2,646,000     | 2,646,000 | 0               |
| Public Works - Airports       |               |           |                 |
| Whiteman Airport              | 1,523,000     | 1,523,000 | 0               |
| Trial Courts                  |               |           |                 |
| Malibu/Calabasas Courthouse   | 174,000       | 0         | 174,000         |
| San Fernando Courthouse       | 38,000        | 0         | 38,000          |
| Santa Monica Courthouse       | 246,000       | 0         | 246,000         |
| Various Capital Projects      |               |           |                 |
| Fire Station 67               | 433,000       | 0         | 433,000         |
| John Anson Ford Amphitheatre  | 89,000        | 0         | 89,000          |
| Malibu Beach                  | 439,000       | 0         | 439,000         |
| Point Dume Beach              | 4,536,000     | 0         | 4,536,000       |
| Santa Monica State Beach      | 2,000,000     | 0         | 2,000,000       |
| Surfrider Beach               | 1,377,000     | 107,000   | 1,270,000       |
| Topanga State Beach           | 224,000       | 11,000    | 213,000         |
| Various 3rd District Projects | 40,828,000    | 0         | 40,828,000      |
| Zuma Beach                    | 4,295,000     | 0         | 4,295,000       |

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**Subtotal - Third District by Operating Budget/Program**      **\$113,052,000**      **\$32,467,000**      **\$80,585,000**

**Fourth District**

|  |            |            |           |
|--|------------|------------|-----------|
| Animal Care and Control                    |            |            |           |
| Downey Shelter                             | 243,000    | 0          | 243,000   |
| Beaches and Harbors                        |            |            |           |
| Dockweiler State Beach                     | 787,000    | 0          | 787,000   |
| Manhattan Beach                            | 14,000     | 0          | 14,000    |
| Marina del Rey Beach                       | 1,141,000  | 0          | 1,141,000 |
| Redondo Beach                              | 5,525,000  | 787,000    | 4,738,000 |
| Various 4th District County Beaches        | 933,000    | 933,000    | 0         |
| Community and Senior Services              |            |            |           |
| Various 4th District Projects              | 2,123,000  | 0          | 2,123,000 |
| Health Facilities Capital Improvement Fund |            |            |           |
| Rancho Los Amigos Medical Center           | 6,644,000  | 6,644,000  | 0         |
| Health Services                            |            |            |           |
| Rancho Los Amigos Medical Center           | 525,000    | 0          | 525,000   |
| Human Resources                            |            |            |           |
| Rancho Los Amigos South Campus             | 180,000    | 0          | 180,000   |
| Internal Services Department               |            |            |           |
| Rancho Los Amigos South Campus             | 60,056,000 | 60,056,000 | 0         |
| Marina del Rey ACO                         |            |            |           |
| Marina del Rey Beach                       | 5,926,000  | 5,926,000  | 0         |

|   | Appropriation        | Revenue              | Net County Cost     |
|---|----------------------|----------------------|---------------------|
| <b>Parks and Recreation</b>                                   |                      |                      |                     |
| Adventure Park  | 59,000               | 0                    | 59,000              |
| Amigo Park  | 50,000               | 0                    | 50,000              |
| Bill Blevins Park   | 78,000               | 0                    | 78,000              |
| Cerritos Community Regional Park                              | 1,027,000            | 144,000              | 883,000             |
| Countrywood Park  | 83,000               | 0                    | 83,000              |
| Friendship Community Regional Park                            | 6,000                | 0                    | 6,000               |
| Lakewood Golf Course  | 5,604,000            | 0                    | 5,604,000           |
| Los Amigos Golf Course  | 4,563,000            | 875,000              | 3,688,000           |
| Los Robles Park   | 49,000               | 38,000               | 11,000              |
| Los Verdes Golf Course  | 985,000              | 0                    | 985,000             |
| Pepperbrook Park  | 198,000              | 0                    | 198,000             |
| Peter F. Schabarum Regional Park                              | 987,000              | 90,000               | 897,000             |
| Rowland Heights Park  | 165,000              | 0                    | 165,000             |
| South Coast Botanic Gardens                                   | 16,000               | 16,000               | 0                   |
| Various 4th District Projects                                 | 7,918,000            | 7,918,000            | 0                   |
| William Steinmetz Park  | 23,000               | 22,000               | 1,000               |
| <b>Probation</b>  |                      |                      |                     |
| Los Padrinos Juvenile Hall                                    | 1,256,000            | 0                    | 1,256,000           |
| Probation Contracts Office - Painter Ave.                     | 83,000               | 0                    | 83,000              |
| Probation Headquarters  | 120,000              | 0                    | 120,000             |
| Rancho Los Amigos South Campus                                | 2,000,000            | 0                    | 2,000,000           |
| <b>Public Defender</b>  |                      |                      |                     |
| Lomita  | 47,000               | 0                    | 47,000              |
| <b>Public Health</b>  |                      |                      |                     |
| Torrance Health Center  | 2,780,000            | 0                    | 2,780,000           |
| <b>Public Library</b>   |                      |                      |                     |
| East San Gabriel Valley Library                               | 33,977,000           | 0                    | 33,977,000          |
| Public Library Headquarters                                   | 125,000              | 0                    | 125,000             |
| <b>Public Ways/Facilities</b>                                 |                      |                      |                     |
| Various 4th District Projects                                 | 14,865,000           | 0                    | 14,865,000          |
| <b>Sheriff Department</b>                                     |                      |                      |                     |
| STARS Center  | 9,744,000            | 0                    | 9,744,000           |
| <b>Trial Courts</b>   |                      |                      |                     |
| Long Beach Courthouse   | 2,740,000            | 2,740,000            | 0                   |
| <b>Various Capital Projects</b>                               |                      |                      |                     |
| Avalon Lifeguard/Paramedic Station                            | 629,000              | 0                    | 629,000             |
| Countywide Data Center  | 5,500,000            | 5,500,000            | 0                   |
| Marina del Rey Station  | 5,236,000            | 4,999,000            | 237,000             |
| Rancho Los Amigos North Campus                                | 4,800,000            | 4,800,000            | 0                   |
| Rancho Los Amigos South Campus                                | 11,363,000           | 6,500,000            | 4,863,000           |
| Various 4th District Projects                                 | 1,013,000            | 0                    | 1,013,000           |
| <b>Subtotal - Fourth District by Operating Budget/Program</b> | <b>\$202,186,000</b> | <b>\$107,988,000</b> | <b>\$94,198,000</b> |



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Adventure Park



STARS Center



Pepperbrook Park



Rowland Heights Park



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Olive View-UCLA Medical Center  
Ground-breaking



Olive View-UCLA Medical Center  
Rendering



Fire Station 108



Pacific Crest Park

|  | Appropriation | Revenue    | Net County Cost |
|--|---------------|------------|-----------------|
| <b>Fifth District</b>                      |               |            |                 |
| Animal Care and Control                    |               |            |                 |
| East Antelope Valley                       | 14,776,000    | 14,776,000 | 0               |
| Lancaster                                  | 4,855,000     | 0          | 4,855,000       |
| Del Valle ACO Fund                         |               |            |                 |
| Del Valle Training Center                  | 377,000       | 377,000    | 0               |
| Fire Department                            |               |            |                 |
| Fire Camp 14                               | 3,188,000     | 3,188,000  | 0               |
| Fire Camp 8                                | 298,000       | 298,000    | 0               |
| Fire Station 104 - Santa Clarita Valley    | 16,857,000    | 16,857,000 | 0               |
| Fire Station 108 - Santa Clarita Valley    | 619,000       | 619,000    | 0               |
| Fire Station 111 - Saugus                  | 268,000       | 268,000    | 0               |
| Fire Station 114 - Lake Los Angeles        | 214,000       | 214,000    | 0               |
| Fire Station 128 - Santa Clarita Valley    | 8,282,000     | 8,282,000  | 0               |
| Fire Station 132 - Santa Clarita           | 8,537,000     | 8,537,000  | 0               |
| Fire Station 138                           | 876,000       | 876,000    | 0               |
| Fire Station 142 - South Antelope Valley   | 1,935,000     | 1,935,000  | 0               |
| Fire Station 143 - Santa Clarita           | 10,003,000    | 10,003,000 | 0               |
| Fire Station 150 - Santa Clarita Valley    | 18,425,000    | 18,425,000 | 0               |
| Fire Station 156 - Santa Clarita Valley    | 7,369,000     | 7,369,000  | 0               |
| Fire Station 174                           | 300,000       | 300,000    | 0               |
| Fire Station 195                           | 400,000       | 400,000    | 0               |
| Mount Wilson Toll Road                     | 112,000       | 112,000    | 0               |
| Health Facilities Capital Improvement Fund |               |            |                 |
| High Desert MACC                           | 2,500,000     | 2,500,000  | 0               |
| Olive View-UCLA Medical Center             | 26,293,000    | 26,293,000 | 0               |
| Health Services                            |               |            |                 |
| High Desert Multi-Serv. Amb. Care Ctr.     | 287,000       | 0          | 287,000         |
| Olive View-UCLA Medical Center             | 3,112,000     | 0          | 3,112,000       |
| Mental Health                              |               |            |                 |
| Olive View Medical Center                  | 9,621,000     | 2,971,000  | 6,650,000       |
| Museum of Natural History                  |               |            |                 |
| William S. Hart Regional Park              | 54,000        | 54,000     | 0               |
| Parks and Recreation                       |               |            |                 |
| 96th Street Trail                          | 87,000        | 87,000     | 0               |
| Acton Park                                 | 39,000        | 0          | 39,000          |
| Altadena Golf Course                       | 3,000,000     | 250,000    | 2,750,000       |
| Arcadia Community Regional Park            | 5,105,000     | 4,769,000  | 336,000         |
| Castaic Lake Recreation Area               | 13,874,000    | 2,654,000  | 11,220,000      |
| Charles F. Farnsworth Park                 | 45,000        | 45,000     | 0               |
| Charles White Park                         | 2,000,000     | 0          | 2,000,000       |
| Charter Oak Local Park                     | 521,000       | 521,000    | 0               |
| Copperhill Park                            | 1,133,000     | 803,000    | 330,000         |
| Crescenta Valley Community Reg. Park       | 93,000        | 93,000     | 0               |
| Dave March Park                            | 373,000       | 0          | 373,000         |
| Everett Martin Park                        | 3,397,000     | 3,326,000  | 71,000          |
| Frank G. Bonelli Regional Park             | 2,382,000     | 1,753,000  | 629,000         |
| George Lane Park                           | 1,398,000     | 1,345,000  | 53,000          |
| Hasley Canyon Park                         | 200,000       | 0          | 200,000         |
| Indian Falls Trail                         | 598,000       | 598,000    | 0               |
| Jake Kuredjian Park                        | 30,000        | 30,000     | 0               |
| Loma Alta Park                             | 2,198,000     | 0          | 2,198,000       |
| Los Angeles County Arboretum               | 30,000        | 30,000     | 0               |
| Marshall Canyon Regional Park              | 4,305,000     | 3,609,000  | 696,000         |

|  | Appropriation        | Revenue              | Net County Cost      |
|--|----------------------|----------------------|----------------------|
| North County   | 98,000               | 98,000               | 0                    |
| Pamela Park  | 184,000              | 184,000              | 0                    |
| Peck Road Water Conservation Park                            | 200,000              | 200,000              | 0                    |
| Placerita Canyon Natural Area                                | 2,002,000            | 458,000              | 1,544,000            |
| Richard Rioux Memorial Park                                  | 357,000              | 200,000              | 157,000              |
| Stephen Sorensen Park  | 9,912,000            | 809,000              | 9,103,000            |
| Various 5th District Projects                                | 9,788,000            | 4,138,000            | 5,650,000            |
| Vasquez Rocks Natural Area                                   | 5,318,000            | 2,061,000            | 3,257,000            |
| West Creek Community Reg. Park                               | 237,000              | 237,000              | 0                    |
| William S. Hart Regional Park                                | 2,102,000            | 350,000              | 1,752,000            |
| <b>Probation</b>   |                      |                      |                      |
| Barry J. Nidorf Juvenile Hall                                | 8,842,000            | 0                    | 8,842,000            |
| Camp Challenger  | 1,568,000            | 280,000              | 1,288,000            |
| Camp Rocky   | 1,193,000            | 0                    | 1,193,000            |
| Camp Scudder   | 98,000               | 0                    | 98,000               |
| <b>Public Library</b>  |                      |                      |                      |
| Acton/Agua Dulce Library                                     | 788,000              | 0                    | 788,000              |
| La Crescenta Library   | 776,000              | 9,000                | 767,000              |
| Lake Los Angeles Library                                     | 499,000              | 0                    | 499,000              |
| San Gabriel Library  | 39,000               | 0                    | 39,000               |
| <b>Public Works - Airports</b>                               |                      |                      |                      |
| Brackett Field   | 696,000              | 696,000              | 0                    |
| <b>Public Works - Flood</b>                                  |                      |                      |                      |
| Eaton Yard   | 773,000              | 773,000              | 0                    |
| <b>Sheriff Department</b>                                    |                      |                      |                      |
| Altadena/Crescenta Valley Station                            | 1,367,000            | 0                    | 1,367,000            |
| P. Pitchess Honor Rancho                                     | 134,228,000          | 0                    | 134,228,000          |
| Santa Clarita Valley Station                                 | 407,000              | 0                    | 407,000              |
| Temple Station   | 15,937,000           | 3,713,000            | 12,224,000           |
| <b>Trial Courts</b>  |                      |                      |                      |
| M. D. Antonovich Antelope Valley Court                       | 786,000              | 0                    | 786,000              |
| Santa Anita Courthouse                                       | 356,000              | 0                    | 356,000              |
| <b>Various Capital Projects</b>                              |                      |                      |                      |
| Various 5th District Projects                                | 21,000,000           | 1,103,000            | 19,897,000           |
| <b>Subtotal - Fifth District by Operating Budget/Program</b> | <b>\$399,917,000</b> | <b>\$159,876,000</b> | <b>\$240,041,000</b> |



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Everett Martin Park



La Crescenta Library



Placerita Canyon Nature Center



West Creek Park



Loma Alta Park



Jake Kuredjian Park



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|                                | Appropriation          | Revenue              | Net County Cost      |
|--------------------------------|------------------------|----------------------|----------------------|
| <b>Non-District</b>            |                        |                      |                      |
| Fire Department                |                        |                      |                      |
| Various Fire Facilities        | 8,607,000              | 8,607,000            | 0                    |
| Health Services                |                        |                      |                      |
| Various Health Facilities      | 3,984,000              | 0                    | 3,984,000            |
| Public Library                 |                        |                      |                      |
| Various Library Facilities     | 521,000                | 0                    | 521,000              |
| Sheriff Department             |                        |                      |                      |
| Various Sheriff Facilities     | 7,125,000              | 0                    | 7,125,000            |
| Various Capital Projects       |                        |                      |                      |
| Various Capital Projects       | 56,377,000             | 3,250,000            | 53,127,000           |
| <b>Subtotal - Non-District</b> | <b>\$76,614,000</b>    | <b>\$11,857,000</b>  | <b>\$64,757,000</b>  |
| <b>Grand Total</b>             | <b>\$1,440,928,000</b> | <b>\$557,598,000</b> | <b>\$883,330,000</b> |

### Public Ways and Facilities Projects

