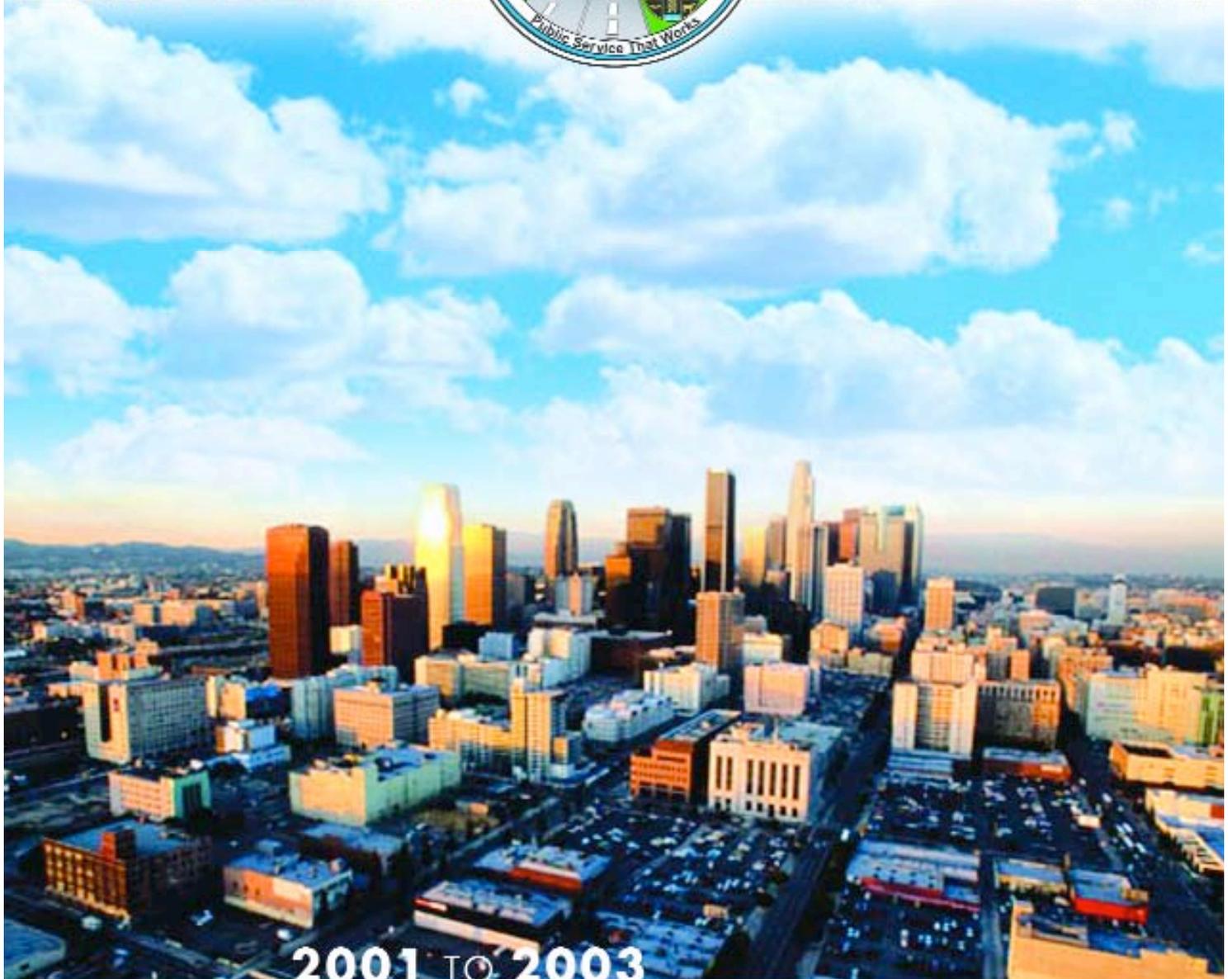
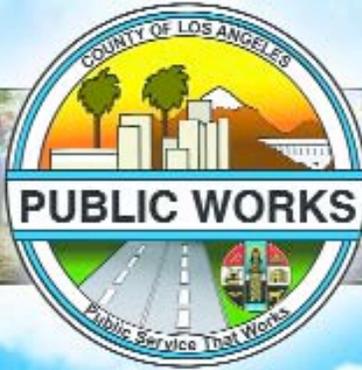


**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF PUBLIC WORKS**



**2001 TO 2003**

**BIENNIAL REPORT**

## COUNTY OF LOS ANGELES

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<b>First District</b>	Gloria Molina
<b>Second District</b>	Yvonne B. Burke
<b>Third District</b>	Zev Yaroslavsky
<b>Fourth District</b>	Don Knabe
<b>Fifth District</b>	Michael D. Antonovich
<b>Chief Administrative Officer</b>	David E. Janssen

## DEPARTMENT OF PUBLIC WORKS

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<b>Acting Director</b>	Donald L. Wolfe
<b>Assistant Director</b>	Thomas M. Alexander
<b>Deputy Directors</b>	Charles W. Adams Dean Efstathiou Gary J. Hartley Brian T. Sasaki Jacob Williams
<b>Chief Information Officer</b>	Diane Lee

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## LETTER FROM THE DIRECTOR



The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

### **COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC WORKS • 2001-2003 BIENNIAL REPORT**

Enclosed is the Department of Public Works Biennial Report for the years 2001-03. This report reviews our progress in managing the design, construction, operation, maintenance, and/or repair of roads, bridges, airports, capital projects, sewers, water supply, flood control and water conservation facilities, and regulatory and ministerial programs for the County and contract cities.

The events of September 11, 2001, changed all our lives at home, in the community, and the workplace. Homeland Security was suddenly thrust to the forefront, and our emergency response efforts held more importance than ever. While most people may automatically think of firefighters and sheriffs responding to emergency events, Public Works also plays a role by ensuring the availability of water for firefighting efforts, maintaining sewer service, clearing roads for emergency response access, repairing and reopening damaged roads, and reviewing the structural integrity of compromised buildings. Although no incidents occurred on the West Coast, our employees responded as a team, with the philosophy of our County Vision of teamwork and collaboration and our shared values of responsiveness, compassion, integrity, and a respect of diversity always in the forefront of our minds. I am proud of the way Public Works continues to meet each and every challenge presented to us.

As evidenced by the quality of our services and the satisfaction of our customers, we have succeeded in our mission to provide public works services in a responsive, efficient, and cost-effective manner during this biennium. Our goal is to continue to offer the public the highest level of service no matter what challenges we are presented with in the coming years.

Respectfully submitted,

A handwritten signature in black ink that reads "Donald L. Wolfe". The signature is written in a cursive, flowing style.

DONALD L. WOLFE  
Acting Director of Public Works

## OVERVIEW

**P**ublic Works serves approximately 10 million residents in Los Angeles County, which covers an area of 4,083 square miles. We are responsible for designing, constructing, operating, and maintaining roads and highways, flood control and water conservation facilities, and water and sewer systems; operating airports; administering local 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.



Department of Public Works Headquarters

## STRATEGIC PLANNING

In 1998, the County of Los Angeles embarked on a strategic planning effort to develop a vision, purpose, values, goals, strategies, and objectives to serve its residents. Public Works is committed to providing high quality services by striving to increase productivity and efficiency while promoting public safety. In keeping with this commitment, in June 2001, we embarked on a Departmentwide Strategic Planning effort. Public Works employees at all levels contributed to the development of the plan by participating in numerous workshops, meetings, and surveys. The project's objective was to prepare a vision that will guide yearly goal setting for Public Works for the next three to five years. The outcome was identification of critical issues our Department faces now and in the near future:

- Quality of the County's Infrastructure – Conduct a systematic assessment of Public Works' infrastructure including capital management and planning for new construction, maintenance and repair, preservation, and replacement requirements.
- Large Unfunded Mandates in Water Quality and Waste Reduction – Fund and implement programs to steadily decrease the amount of trash, debris, and chemical pollution in the County's waterways over the next ten years.
- Enhancement of DPW's Workforce Configuration and Career Opportunities – Assess the need to attract, effectively use, and retain high quality staff.



To address these issues we developed 11 Action Plans closely linked to the shared Countywide goals of Service Excellence, Organizational Effectiveness, Fiscal Responsibility, Workforce Excellence, Children and Families' Well-Being, Community Services, Health and Mental Health, and Public Safety:

- **Action Plan 1:** Infrastructure Assessment – includes assessment, capital management planning, and communication issues. It calls for regular assessment of facilities, benchmarking, and the development of systems to support infrastructure integrity.
- **Action Plan 2:** Quality of the Environment – seeks to design a DPW-wide program that can address Federal and State mandated environmental quality and safety standards that will be enforced over the coming years.
- **Action Plan 3:** External Communication – develops a program to improve our ability to understand and respond to customer needs and to present our programs to customers so that quality of life issues addressed by DPW are sensitive to the diversity of the County.
- **Action Plan 4:** Contract Cities' Services – develops a business strategy for DPW to address contract cities' needs based on customer feedback.
- **Action Plan 5:** Fund Assessment and Funding Strategies – improves our ability to project funding levels; supports our effort to prepare life-cycle costing of facilities; and develops strategies to address potential shifts in DPW funding because of recession, major disasters, diversion of revenues, and new funding priorities.
- **Action Plan 6:** Budget Simplification and Process Improvement – calls for budget simplification; alignment with the programmatic efforts undertaken in the infrastructure assessment efforts; and linkage to strategic planning, workload management, and the performance scorecard measurements.
- **Action Plan 7:** Integrated Planning – seeks to integrate various planning and measurement systems currently used at DPW and our partner departments within the County.
- **Action Plan 8:** Reengineering and Continuous Process Improvement – institutionalizes a system to continuously improve major work processes to achieve positive changes in measures of performance, such as cost, quality, service, and speed.
- **Action Plan 9:** Career Paths and Workforce Planning Strategies – calls for a complete assessment of all DPW classifications to enhance our ability to recruit and retain qualified employees.
- **Action Plan 10:** Delegation of Authority – installs improved performance accountability tools and increased delegated accountability.
- **Action Plan 11:** Internal Communication – increases the number and types of communication channels used within DPW to reach employees.

Public Works' Strategic Plan outlines the actions that we must take in the next three to five years to accomplish our mission. Once implemented, the results will be assessed in an effort to measure our progress towards achieving these goals. As such, this Plan is a "living document" which will continually be updated as implementation moves forward and new strategic issues are identified.

### EMERGENCY PREPAREDNESS

Public Works has always played a major leadership role in responding to large-scale emergencies, such as earthquakes, floods, wildfires, snowstorms, windstorms, hazardous materials spills, and widespread electrical outages. During this biennium, we also responded to the unprecedented terrorist attacks of September 11, 2001, by activating our Department Operations Center to monitor field activities and the events of the East Coast. As Homeland Security became a national priority, we began identifying critical operations that needed more security to prepare for potential terrorist attacks. Also, our Director approved the creation of a Departmentwide Homeland Security Committee, which will prepare us against acts of sabotage, terrorism, misuse, theft, and violence that may be directed at our employees, clients, customers, guests, visitors, buildings, infrastructure, resources, and services.

Public Works continues to give emergency preparedness and planning the highest priority to ensure services can be provided at all times. In April 2003, we completed our new, dedicated Department Operations Center and Dispatch Center. This state-of-the-art facility has high-tech audio/visual technology and more operational representation in the Center.



Department Emergency Operations Center

### E-GOVERNMENT

The information age presents great opportunities to offer government services in new, integrated, and innovative ways that make life easier for our customers. Public Works is a leader in Los Angeles County in utilizing technology to meet the constituent's needs.

Our Internet site, [www.ladpw.org](http://www.ladpw.org), offers the flexibility of obtaining efficient, high quality services and information at any hour. Residents can search for Public Works facilities in their communities, and contract cities are able to submit service requests and track progress online. All Public Works' contract solicitations and Board of Supervisors correspondence are posted on the Internet and we provide up-to-date information about major capital projects, including photographs, sketches, and other project details. In addition, the Stormwater Quality Best Management Practices Website offers advice to prevent pollution of urban runoff and stormwater.

Based on results of a six-month random customer satisfaction survey, we redesigned our Internet website to enable users with no knowledge of our organization to more easily locate information. A follow-up survey showed that 85 percent of the users were satisfied with the appearance, navigation, and information value of the redesigned website. By February 2003, our website was receiving nearly two million hits per month, more than double the number before the redesign. As a result, the Internet Website Survey and Redesign won a Best Application of Technology Award from the Quality and Productivity Commission in 2002.

To speed our response to public e-mail inquiries, we also developed an automatic e-mail distribution system that routes questions to designated divisions. Now over 95 percent of public e-mail inquiries receive a personal reply within two business days.

Web-based technology increased internal effectiveness as well. One example is our Project Information Website (PIW). Seven divisions worked together to develop a central Intranet repository to manage information for our infrastructure construction projects. The PIW saves time and reduces costs by eliminating inefficiencies, avoiding duplicate or conflicting efforts, and minimizing rework, garnering it a Best Application of Technology Award from the Quality and Productivity Commission in 2001.

We continue to improve services by taking advantage of e-government opportunities such as the electronic Development and Permit Tracking System (eDAPTS) project. During the next biennium, we expect to implement a wide range of e-Government, e-Commerce, and web-based applications. Through prudent use of technology, Public Works services will be as close as our customer's nearest telephone or Internet connection.

### WORKFORCE

Public Works employees are the key to providing quality services for both routine maintenance and improvement efforts as well as emergencies. We place a heavy emphasis on the health and safety of our employees and County residents and continue to integrate safety training with an assertive early return to work program to increase productivity and reduce accidents and lost time. In compliance with regulatory standards for ergonomics, we are committed to identifying operations that could be problem areas and educating our diverse workforce on body mechanics and early identification of symptoms in order to prevent repetitive motion injury. In addition, our Safety Awards Program recognizes excellent work performance for safe drivers and arduous workers with no-lost time due to industrial injuries.

Safety is not the only priority among our workforce. To achieve workforce excellence, consistent with our Strategic Plan, we must create a work environment in which employees are respected and feel valued. In doing so, we can anticipate a highly motivated, productive, and loyal workforce to better serve our residents. Therefore, this biennium marked the creation of Public Works' Cultural Diversity Program, which established a Diversity Coordinator and Cultural Diversity Committee to develop meaningful initiatives through which employees can learn more about each other and eliminate fears in which biases grow. From the onset, Public Works management recognized that a significant component of the Cultural Diversity Program must be mandatory training for all employees, including management. The Program soon grew to encompass not only training classes, but brown bag luncheons, field trips, celebrations, and participation in professional diversity organizations as well. These interactive experiences promote meaningful dialogue among our employees and raise our workforce's cultural competency in developing respectful and productive working relationships and providing the highest quality services to our customers.



Patriot Day Celebration

We, as County employees, have continued to participate at high levels in voluntary programs and activities, being recognized for our efforts in the March of Dimes WalkAmerica and Charitable Giving campaigns, and as American Red Cross blood-donors. We've also received Patriotic Service Awards from the United States Treasury Department for raising the most money through One-Time Savings Bonds purchases during the County's U.S. Savings Bonds Campaigns.

## ROADS AND TRANSPORTATION

**P**ublic Works protects the County's investment in streets and highways through regular maintenance, improvement projects, and response to natural emergencies. Pavement patching, litter and debris removal, maintenance of dirt roads and bike paths, traffic signal maintenance, bridge maintenance, tree trimming, snow removal, curb painting, pavement striping and marking, and the maintenance of about 85,000 traffic signs all fall under regular maintenance.



Street sweepers keep the roads free of debris

During this biennium we completed our Alameda Corridor project, which consolidates port-related train traffic into a 20-mile-long high-capacity rail corridor from the rail yards near downtown Los Angeles to the Ports of Long Beach and Los Angeles along an alignment which primarily runs parallel to Alameda Street. We also completed construction of the Del Amo Boulevard at Alameda Street and Alameda Street Phase III grade separation projects. The former project consists of a bridge over the Alameda Corridor Transportation Authority (ACTA) and Union Pacific Railroad rights-of-way, thus eliminating delays due to frequent train crossings at this location. The latter project, the largest transportation project ever awarded by Public Works, consists of a grade crossing under the ACTA and Union Pacific Railroad rights-of-way. The crossing and associated roadway realignment provide a continuous route along Alameda Street by linking the east and west barrels without the delays associated with numerous train crossings at this location.

We also formed the Lincoln Corridor Task Force (LCTF) during this period to address increasing traffic congestion along a five-mile stretch of Lincoln Boulevard between Manchester Avenue and the Santa Monica (I-10) Freeway and its long-term needs. Members on the LCTF include Public Works, Caltrans, and the cities of Los Angeles, Culver City, and Santa Monica. The California Coastal Commission, Los Angeles County Metropolitan Transportation Authority, and the Southern California Association of Governments are also represented.

In addition, we began work on two road projects in Marina del Rey which will allow full development in the Marina as indicated in the Marina del Rey Local Coastal Program: The Marina Expressway Connector Road to Admiralty Way Project, and the Admiralty Way Improvement Project. In September 1999, Supervisor Don Knabe approved \$330,000 for a project study report for the Marina Expressway.

Other major projects completed during this period include bridge projects such as the Valley Boulevard over San Gabriel River Bridge Replacement, and Carmenita Road over Coyote Creek Bridge Widening (which also involved seismic retrofitting); Hacienda Boulevard roadway resurfacing and reconstruction; Magic Mountain Parkway roadway reconstruction and widening; City Terrace Drive resurfacing, reconstruction, landscaping, installation of irrigation system, and a smart crosswalk; Crenshaw Boulevard roadway resurfacing and reconstruction; Old Topanga Canyon Road roadway resurfacing and guardrail upgrades; and Workman Mill Road rehabilitation, reconstruction, landscaping, and modification of traffic signals.



Paving a new road



Traffic signal maintenance

### TRAFFIC

Public Works is responsible for the operation and maintenance of over 1,500 traffic signals. Approximately 500 are located in the County unincorporated area with the remainder in the contract cities.

During this biennium, we embarked on two projects to improve County traffic signals. The first undertaken was retrofitting all signals within unincorporated areas with Light Emitting Diode (LED) vehicle displays, which will save \$600,000 annually. The second was installing battery backup systems at 61 critical traffic signal locations, which will keep the signals fully functional for a minimum of two hours in the event of a power failure.

More than 100,000 street lights are also under our administration within 20 cities and unincorporated County areas. These street lighting facilities are mapped on a Street Lighting Geographic Information System (GIS) application managed by Public Works. The Street Lighting GIS links graphically mapped street lights with tabular database information that shows light pole type, lamp type, lamp ownership, jurisdiction, file tracking numbers, lamp energized date, and other pertinent data. Work is currently underway to link the Street Lighting GIS application to Public Works' Intranet. In addition, the public will soon be able to request street lighting services through Public Works' Internet website.

We are also responsible for traffic-flow design, and traffic investigations and studies in the unincorporated areas and various contract cities within the County. With southern California's dependence on automobiles, one highly visible function in this area is coordinating County and various city efforts toward relieving traffic congestion and improving traffic flow.

Toward this effort, we implemented more than 500 congestion mitigation projects, abating traffic congestion in the County under the State-mandated Congestion Management Program (CMP). In addition, we played a leading role among the other 88 local jurisdictions in the County to bring regional traffic congestion under control through proactive efforts to maintain an effective CMP.



Speedometer set up to remind drivers that safety is first

For many years, Public Works has led the way in implementing a Countywide Traffic Signal Synchronization Program. During this biennial period we completed synchronization on an additional eight routes with 164 intersections, while twelve projects with 881 intersections are in the design or construction phases. This is just another phase in our goal to develop an advanced Countywide transportation network capable of monitoring and controlling all traffic signals and linking city halls of participating jurisdictions to a Countywide Traffic Management Center.

## ROADS AND TRANSPORTATION continued

With traffic and pedestrian safety a growing concern, several programs were launched in 2002 to encourage safe and responsible motorist and pedestrian practices. The Neighborhood Traffic Management Program facilitates community groups to collectively identify traffic concerns in their neighborhood and propose the most desirable traffic enhancement measure. The Safe Routes to School Program and Teen Pedestrian Safety Education Program are geared towards school-aged pedestrians, providing students with maps showing the safest routes to school and valuable pedestrian safety tips. The Pedestrian Safety Social Marketing Campaign involves radio announcements and distribution of textbook covers to increase pedestrian safety awareness. Motorists and pedestrians of all ages will benefit from the educational and practical components of these outreach programs.

In addition, June 1999 marked a partnership with the California Highway Patrol, in which we implemented a 36-month "Photo Red Light" pilot program at five signalized intersections. In June of 2002, we completed the program. As anticipated, it was successful in reducing the number of accidents caused by running red lights and in reducing the number of red light running incidents. Public Works continues to strengthen all aspects of the program and is moving forward with evaluating similar intersections that may benefit from such a program.

### TRANSIT

At the direction of the Board of Supervisors, Public Works provides fixed-route transit services for the general public in East Los Angeles, Los Nietos, Palos Verdes, Willowbrook, and several unincorporated areas of the Santa Clarita and Antelope Valleys. These transit services have been a great success, with ridership growing by 40 percent on both the Los Nietos Shuttle (which became a permanent service on July 1, 2001) and the East Los Angeles Shuttle "El Sol" during this biennium. In addition, in November 2002, the Antelope Valley Transit Authority broke ground for a new \$21 million operation and maintenance facility that will be able to house an ever-growing fleet through the year 2024.



El Sol shuttle bus service

During the summer season, we operate shuttle services to the Ford Theater and the Hollywood Bowl from all over the County. Recreational transit services were provided via shuttle as well as park-and-ride services for over 65 Hollywood Bowl entertainment events. Approximately 4,500 charter trips were provided to various children, seniors, or other groups needing transportation. Our Summer Beach Bus which operates from the Antelope Valley, Altadena, La Crescenta/La Cañada, Charter Oaks, and Topanga Canyon to the beaches of Santa Monica also proved a success with a ridership growth of 19 percent during this biennium.



Furthermore, we provide paratransit services to the residents of the unincorporated County areas which give the elderly and individuals with disabilities curb-to-curb transportation for routine errands, medical appointments, and recreation. Specifically, over 500,000 paratransit trips were provided by 16 contractors during this period.

Additionally, our private-public partnership program involving bus shelters in the unincorporated County areas was enhanced. This program provides for the installation of up to 800 contractor-provided advertising display bus shelters Countywide with minimum guarantees of \$100,000 per year in revenue for the County. Over 430 new shelters were

## ROADS AND TRANSPORTATION continued

installed as part of this program. In accordance with the 2001 Municipal National Pollution Discharge Elimination System Permit (NPDES), which is required under the Federal Clean Water Act, Public Works installed a total of 339 trash receptacles at bus stops to prevent trash and debris from entering into the storm drain system. We are also in the process of installing 153 illuminated bus stop shelters that use solar power.

### BIKEWAYS

Public Works currently operates and maintains over 130 miles of bicycle paths, lanes, and routes. A new addition to the system is the Dominguez Channel Bicycle Trail, which is under construction. These 1.4 miles of new bikeway utilize the easterly maintenance access road of the Dominguez Channel from Vermont Avenue to Main Street, and will include improvements such as installation of chain link fence/gates and signs, new pavement, drainage system, and painting of bikeway striping.



A newly paved bike trail

On another front, the Los Angeles River Master Plan Subcommittee issued its final report to the Board of Supervisors on the Los Angeles River Bikeway in June 2001. The report sets the framework to implement bike trails connecting the Los Angeles River Center to the Los Angeles River Trail, Union Station, and Elysian Park. In addition, Public Works worked closely with the Metropolitan Transportation Authority in developing a Countywide Bicycle Masterplan during this period.

### AVIATION

We support air transportation through operation of five general aviation airports: El Monte Airport, Whiteman Airport in Pacoima, Brackett Field in La Verne, Compton/Woodley Airport, and Fox Field in Lancaster. During this biennium, we completed construction of projects totaling over \$2.8 million, which included sewer and waterline construction and construction of phase I of the new airport access road at Whiteman Airport, total rehabilitation of runway/taxiway lighting and signage at Compton/Woodley Airport, and a total pavement rehabilitation project at El Monte Airport. Work began on the first phase of a \$3.3 million pavement rehabilitation project at Fox Field. These projects are funded through a combination of Federal/State grants and Aviation Enterprise Funds, with no cost to the County General Fund.



Fox Field in Lancaster



"Fuddy Duddy" is one of the many airplanes you can see at Fox Field

## FLOOD CONTROL AND WATER CONSERVATION

**P**ublic Works operates and maintains a complex system of flood control and water conservation facilities to address water issues for the region. This system includes 15 major dams, 301 debris retaining structures, 500 miles of channels, 2,664 miles of storm drains, 74,500 catch basins, 230 crib dams, 43 fire structures, 28 spreading grounds, 75 stream gauging stations, and 33 sediment placement sites. We also own and operate three seawater barrier projects located along the coastline which protect the area's drinking water supply from seawater intrusion and replenish the West and Central Groundwater Basins. The barrier projects consist of 291 injection wells distributed in a 17-mile alignment along the coastline.

A major highlight during this period was completion of the Los Angeles County Drainage Area (LACDA) project five years ahead of schedule and \$155 million under budget. LACDA increased the 100-year flood capacity of the lower Los Angeles River and Rio Hondo Channel to restore 133-year storm flood protection, alleviating inundation of an 82-square mile area and preventing an estimated \$2.3 billion in flood damage. The project involved construction of 21 miles of parapet walls and raised levees, modification of 22 bridges, and other related work. As a lead agency in this project we received the American Public Works Association's Southern California Chapter "Project of the Year Award" for our efforts as well as a "Top Ten" award, a "Million Dollar Club" award, and the special "Mega Million Dollar" award from the Los Angeles County Quality and Productivity Commission in 2002.



Completed LACDA

## FLOOD CONTROL AND WATER CONSERVATION continued

As residential and commercial developments continue to expand in all areas of the County, we continue to accept new flood facilities constructed by private developers as part of our inventory. Effective and efficient maintenance of the system, in a manner sensitive to environmental concerns and regulations, continues to present challenges. We have continued to work with various regulatory agencies to develop and refine satisfactory procedures. Soft-bottom channels have been cleared under the direction of a contract biologist to ensure compliance with regulatory permits. Clearing projects were also completed prior to the first major storms of each season, allowing our facilities to handle the increased storm flows without major incident. During the Williams and Curve fires of 2002, we provided post-fire mudflow protection advice to over 50 residents in the fire-affected communities, participated in the U.S. Forest Service's Burned Area Emergency Rehabilitation Executive Committee, developed action plans for protecting flood control facilities possibly impacted by post-fire mudflows, and completed four debris basin cleanouts of flood control facilities in the fire areas to ensure public safety.

Over 60 flood control/water conservation/stormwater quality enhancement construction projects valued at over \$100 million were also initiated, awarded, or constructed during this period. These include major projects of significant regional benefit, such as the Dominguez Gap Barrier Project in the Cities of Carson, Long Beach, and Los Angeles; Anaheim Street Drain and Pump Station in Wilmington; Buena Vista Channel in the City of Irwindale; Palos Verdes-Walteria Drain in the Cities of Palos Verdes Estates and Torrance; Dominguez Drain and Pump Station in the City of Carson; Hollyhills Drains Units 7 and 8A in the Cities of Los Angeles in West Hollywood; Live Oak Springs Canyon Drain Units 1 and 2 in the City of Santa Clarita; Thompson Creek Dam Seismic Retrofit Modification in the City of Claremont; installing Swiftwater Rescue Anchoring Devices in various flood control channels throughout the County to aid emergency personnel in rescues; construction of a continuous deflective separation unit for removal of trash and debris from storm runoff in the City of Santa Monica; Greenflag Drain in the City of Redondo Beach; and Alameda Street, Phases 3B and 3C, alleviating flooding problems on Alameda Street as part of the Alameda Corridor Transportation Authority project.

### **WATER CONSERVATION**

Our groundwater recharge facilities have a storage capacity of over 21,300 acre-feet to preserve stormwater runoff, imported water, and reclaimed wastewater. From October 1, 2001, through September 30, 2002, we conserved a total of 249,390 acre-feet at these facilities. To illustrate the magnitude, one acre-foot of water can provide for the needs of two families of four a year.

To improve efficiency and conservation, a telemetry system was piloted during this period to provide remote monitoring and control of operations. Pilot systems were installed and operated successfully at a number of facilities, including San Gabriel Coastal Spreading Grounds and the San Gabriel River Rubber Dams. A telemetry system was also installed at Rio Hondo Spreading Grounds with plans to extend the system over the next several years to eight additional key facilities.

In addition, 33 new injection wells were installed in 2002 to control areas of continued seawater intrusion. The water supply line and related facilities for these wells are under construction. To enhance the efficiency of barrier operations, a telemetry system is also being installed for remote data acquisition of barrier performance.

During this biennium, we used GIS technology to create a spatially distributed rainfall grid to better predict rainfall amounts across the County. We implemented a hydrologic database and analysis software to facilitate requests for data, reports, and analysis. Rainfall, runoff, reservoir levels, and well data are now available to Public Works personnel, outside agencies, and the public. Sensitive data has been safeguarded to prevent misuse.

## WATERSHED MANAGEMENT

Public Works has aggressively moved into a watershed management approach to flood control and water conservation, allowing us to integrate our efforts for improved stormwater runoff quality, innovative water conservation, management of natural resources, and increased open space and landscaping while providing adequate flood protection for the County's residents.



Our new Watershed Management Division hit its stride during the 2001-03 biennium. We continued to generate partnerships with various stakeholders to develop and implement management plans for each of the County's major watersheds. The goal is to establish sound, effective measures to protect and improve the waterways and watershed environment and its beneficial uses, while integrating a broad array of watershed interests, including flood protection, recreation, water quality, natural habitat, and water conservation.

One of our major efforts has been the ongoing development of the San Gabriel River Master Plan, a consensus-based document that will address river issues and concerns in relation to recreation, habitat, and open space, for all stakeholders. These stakeholders include cities adjacent to the river, environmental groups, regulatory agencies, and water agencies.

As the Principal Permittee under the Countywide National Pollutant Discharge Elimination System (NPDES) Permit, we have taken the lead in coordinating water quality programs for 84 cities in the County. These duties included implementing a comprehensive monitoring plan, a public outreach campaign, and a business site visit program for stormwater pollution prevention. We also took the lead in implementing extensive new treatment control requirements for new construction. These guidelines will require structural devices for pollution removal at most large-scale new construction throughout the County.

During the biennium, we continued implementing one of the most comprehensive watershed stormwater quality management monitoring programs in the country, designed to reduce storm runoff pollutants to the maximum extent practicable. The program includes monitoring of storm and dry weather flows from mass emission land-use and land-use-specific drainage areas, an illegal connection elimination program, and a critical source monitoring program. The list of constituents sampled is extensive, including metals, hydrocarbons, pesticides, solids, nutrients, semi-volatile organic, and selected minerals.

In order to reduce urban runoff pollution, we also implemented a variety of innovative techniques. We installed several trash separation units at strategic locations to retain pollutants and initiated three low-flow diversion projects to take dry weather street runoff and divert it to sanitary sewer systems for treatment. Trash excluders were also installed in catch basins in the Compton Creek watershed.



San Gabriel rubberized dam

## WATERWORKS AND SEWER MAINTENANCE

**P**ublic Works administers and maintains five Waterworks Districts and the Marina del Rey Water System, which serve 167,000 County residents. Our two Sewer Maintenance Districts serve over 2.5 million County residents in 42 cities and the unincorporated areas. During this biennium, 21 capital improvement projects valued at \$18 million were awarded to improve the waterworks infrastructure. This included construction of our North Area Headquarters facility, four wells, one reservoir, one pump station, recoating the interiors of two reservoirs, seismic retrofitting of 16 reservoirs, fencing 25 facilities, and constructing more than 26,400 feet of water pipelines. Most notable among these was the construction of the 10th Street West Transmission Pipelines Phase II Project which consisted of installing 8,000 feet of 30-inch-diameter steel water main in the City of Lancaster.



North Area Waterworks Headquarters in Lancaster

We continued our efforts to ensure that the Districts' customers received high water quality that exceeds Federal and State drinking water standards. These programs include water tank inspections, pipeline flushing, and daily water quality testing. Additionally, we prepared and distributed to each of our customers Consumer Confidence Reports which listed the concentrations of chemicals found in their drinking water.

Highlights of our continuing efforts to improve the quality of our services include adequate parking and customer service features at our new headquarters facility for our North Maintenance yard, and continuing to provide water to victims of a land-fraud scheme in the Hi Vista area of the Antelope Valley.

Sewer facilities were improved through the rehabilitation of 18 miles of deteriorated cement-pipe sewer lines at the cost of \$5.2 million. In addition, 3,751 parcels covering 18,000 acres and including 92 miles of sewer lines were annexed to the Consolidated Sewer Maintenance District. Maintaining our high level of responsive sewer service without increasing charges continues to be a foremost priority.



Malibu Mesa wastewater treatment plant facility

## ENVIRONMENTAL ISSUES

**P**ublic Works continues its role as a State leader in environmental concerns and is the designated lead agency advising the Board of Supervisors on waste management issues. We operate various programs to promote and expand recycling and waste diversion efforts in the public and private sectors to both improve the appearance of County unincorporated communities on trash collection day and increase the County's recycling rate. Public Works also provides waste permitting and inspection of over 5,600 businesses in the County unincorporated area and in 38 contract cities, and it continues to operate the nation's largest Household Hazardous Waste collection system.

The County's recycling and waste reduction programs include the Residential Recycling Public Education Program, which helps single and multi-family residences establish recycling programs, and the Business Recycling Program which helps businesses reduce the amount of trash they generate and throw away. The County also encourages recycling through its policy of purchasing 30 percent recycled-content bond paper and through its LACoMAX website <http://ladpw.org/epd/lacomax/> where consumers can list surplus items they need or would like to offer to others. Both of these programs promote markets for recyclable and recycled-content products.

The Countywide Household Hazardous Waste/E-Waste Management Program conducted 54 events in various cities and unincorporated communities in 2002. Over 56,000 residents participated and more than 615,000 pounds of Household Hazardous Waste and E-Waste were collected. The Events collected motor oil, solvents, paints, and batteries as well as e-waste such as old televisions, computers (including monitors), and cell phones. Both Household Hazardous Waste and E-Waste, when not disposed of properly, can contaminate drinking water reservoirs. Our collection events provide the public with a safe alternative to dispose of toxic items instead of dumping them down the storm drains. To further protect our environment, we also stepped up our efforts by enforcing illegal dumping of liquids (e.g. oil, chemicals) in the storm drains and coordinating with the County District Attorney's Office, and other Federal and local agencies to prosecute offenders who violate the law.



Household Hazardous Waste collection event



Belvedere Garbage Disposal District pre-automated trash collection



Belvedere Garbage Disposal District post-automated trash collection



Citizens contributing to a Waste Tire collection event

In the County of Los Angeles, approximately ten million waste tires are generated annually. The Countywide Waste Tire Management Program was created to address the growing problem of urban blight, illegal dumping, improper storage, and pest infestation associated with waste tires. In 2002, we conducted three Waste Tire Collection Events, where residents were given the opportunity to drop off their scrap tires to be recycled free-of-charge. Approximately 8,000 tires were collected and shipped to a facility that produces crumb rubber from waste tires. Crumb rubber is an ingredient for making playground matting and for rubberized asphalt concrete which the County uses on many of its street rehabilitation projects.

Notwithstanding these extensive recycling services, our landfill capacities still are diminishing, making additional waste diversion measures critical. We have developed and implemented various programs to meet this need.

In 2003, the County adopted a Construction and Demolition Debris Recycling Ordinance which will significantly increase the diversion from landfills of construction and demolition debris generated in the unincorporated areas by requiring permitted applicants to reduce or recycle a minimum of 50 percent of the debris generated by the project. The Ordinance will exempt single-family homes and duplexes, but will apply to projects that involve demolition of an existing structure and most other construction-related activities.

Public Works also operates six Garbage Disposal Districts serving a population of approximately 360,000 residents within the unincorporated areas and a portion of the City of Malibu. In 2002, upon Board direction, we formally began proceedings to form the Lennox Garbage Disposal District to improve solid waste disposal services in the Lennox unincorporated community. This formation was strongly supported by over 80 percent of the voters of the community. The improved service includes automated collection for each household using different colored bins for trash, recyclables, and yard waste. The automated system is efficient, fast, and encourages recycling while providing an orderly and cleaner community. In July 2002, the Belvedere Garbage Disposal District in the East Los Angeles unincorporated area also converted to the automated collection system to serve over 130,000 residents. As directed



Students contributing to keeping their environment clean

by the Board, and to improve solid waste collection and recycling services in the unincorporated areas that are not part of a Garbage Disposal District, the Department will work to develop a franchise system to gain full control over those services. This will enable the County to provide high quality services, set standards for residential and commercial recycling, and help control increases in customer service rates.

Another of Public Works' primary responsibilities in protecting the environment includes industrial waste and underground storage tank permitting and

## ENVIRONMENTAL ISSUES continued

inspection duties. We regulate underground storage tanks, supervise their removal, and investigate unauthorized releases of fuel and other hazardous substances at tank locations. Without proper inspection and regulation of these underground storage tanks, hazardous leaks could contaminate underground drinking water reservoirs.

Many of the County's environmental education programs are promoted on our Environmental Resources Website at [www.888CleanLA.com](http://www.888CleanLA.com). Questions received from the public via the website are answered within one business day. In 2002, the website received approximately 85,100 page views for an average of 7,100 per month. Environmental information is also available on the County's Environmental Hotline at 1(888) CLEAN LA. In 2002, the hotline received approximately 66,800 calls for an average of 5,600 per month.

Public Works' environmental programs have won numerous awards in the past, and during this biennium they were recognized with more awards from such agencies as the Environmental Protection Agency, the California Integrated Waste Management Board, and the California State Association of Counties.

### GRAFFITI ABATEMENT

Public Works has implemented at Countywide zero tolerance anti-graffiti effort on behalf of the Board of Supervisors. Working through legislation, law enforcement, judicial intervention, proactive public information and school education programs, and general abatement efforts, the fight against this form of vandalism is making a difference, removing graffiti from road and flood control channel areas as well as private property.



Totally Against Graffiti event

## BUILDING AND SAFETY

**P**ublic Works is responsible for ensuring public safety through the enforcement of County Building Codes. Building inspectors located at field offices inspect residential, commercial, and industrial construction projects on private property. Projects that meet set criteria are reviewed by a plan check staff consisting of civil, electrical, and mechanical engineers. During this biennium, development and building activity continued at an active pace. For the County's unincorporated area and 17 contract cities, over 44,000 building permits were issued having a construction value of over \$3.1 billion.



County Inspectors check to make sure buildings are safe

Our Property Rehabilitation Program continues to serve public awareness of the importance of property maintenance and code enforcement. This program addresses unsightly, unsafe, or unhealthy conditions caused by substandard properties and building and code violations. The Nuisance Abatement Teams continue to serve low-income areas in a coordinated multiagency effort to promote neighborhood preservation through code enforcement. More than 6,500 complaints were received and investigated under this combination of agencies, resulting in the cleanup or repair of more than 3,000 substandard properties and code violations.

In addition, in 2002, we began one of the County's most ambitious e-Government and e-Commerce projects, the electronic Development and Permit Tracking System (eDAPTS) to enable the public to apply for and receive permits online. eDAPTS will streamline plan review, permit issuance, and inspection activities for Public Works and other County Departments with similar functions. By consolidating permit processes, the public will begin to recognize the true benefits of a "one-stop shop."

## CAPITAL PROJECTS

**R**esponsibility for the County's capital projects continues to be both a high-profile and high-priority function since their assignment to us by the Board of Supervisors in 1995. During this biennium, we managed over 110 capital projects for various County departments and agencies who contract with us for services. The planning, design, and construction of these projects during this period were valued at more than \$1.8 billion.



Chatsworth Courthouse

Highlights of major projects completed during this biennium include:

**Chatsworth Courthouse** – Completed construction of a 300,000 square-foot courthouse. The building is three stories with an additional level below grade. Ten finished courtrooms with capacity for an additional eight are provided. A four-story

## CAPITAL PROJECTS continued

atrium runs the length of the building and is flanked on the east side by office suites on each level and a public cafeteria on the ground floor. Full detention facilities are located in the lower level. The building is faced with granite and glass and features large-scale public artwork in the entrance lobby and along the east walls of the atrium. Secured parking is provided for 32 vehicles at the lower level. There is surface parking adjacent to the building for 700 vehicles accommodating both public and staff.

**Lancaster Waterworks Headquarters** – Completed construction of a 22,000 square-foot building which included 10,500 square feet of office space with a public counter, conference rooms, locker rooms, a supply room, and meter testing area; and 11,500 square-foot warehouse with welding and electrical shops, small tool storage, and loading area connected to the office space. The project also included construction of driveways, parking lots, perimeter block wall, wrought iron fence, landscaping, and concrete material bins.

**Camp Scott Girl's Dormitory Project** – Completed construction of a new 3,200 square-foot assessment building, a new 3,600 square-foot multi-purpose building, refurbishment of a 9,600 square-foot dormitory, and a new fire suppression water system.

**Deane Dana Friendship Park Project** – Completed construction of a 4,000 square-foot nature center consisting of two classrooms, interpretive display, additional support spaces, a parking lot expansion, and general park improvements.

**Downey Animal Shelter** – Completed construction of an approximately 3,000 square-foot kennel building, a 900 square-foot cat holding facility, a 1,347 square-foot staff operations building for the animal rescue field support unit, an 1,824 square-foot utility building, and associated site improvements.

**Fire Station 124** – Completed construction of this single-story, 7,924 square-foot fire station in the unincorporated area of Stevenson Ranch. This facility houses one engine company and an emergency medical squad along with dormitory quarters for seven shift personnel.

**Jackie Robinson Gymnasium** – Completed construction of an approximately 9,500 square-foot gymnasium building with fixed seating, lobby area, restrooms, and storage rooms. The project also included expanding and renovating the restrooms in the existing Carroll Building, expanding the storage room, and constructing a 1,000 square-foot assembly room addition for senior citizen activities.

**Lancaster, Baldwin Park, and Carson/Gardena Animal Shelters** – Completed construction of an approximately 900 square-foot cat holding facility at both the Baldwin Park and Carson/Gardena Animal Shelters and a 2,800 square-foot kennel building at Lancaster Animal Shelter. The project also included relocating the existing Spay/Neuter Clinic at the Lancaster Animal Shelter to accommodate the new kennel building.

**Pamela Park Gymnasium** – Completed construction of an approximately 9,500 square-foot gymnasium building with fixed seating, lobby area, restrooms, and storage rooms. The project also included installing an intrusion alarm system, replacing the existing Recreation Building roof, and expanding the existing parking area.

**Santa Monica Juror Assembly Room** – Completed construction for this new space which includes a Business Center, Reading Room, Television Viewing Room, and Activities Room. This project received a 2002 Certificate of Recognition from the Los Angeles County Quality and Productivity Commission for its innovative approach to reform and revitalize jury service.

In addition, progress continued to be made on construction of the Walt Disney Concert Hall located in downtown Los Angeles on Grand Avenue, which will be the new home of the Los Angeles Philharmonic. The project consists mainly of a 2,265-seat concert hall and a 287-seat performance art theater, as well as the 25,835 square-foot CalArts Theater Complex, which will be a multi-purpose performance space designed to showcase music, dance, theater, film and video, and multimedia work. The next step in a long-term cooperative effort between the County and the Los Angeles Philharmonic is the Hollywood Bowl Stage/Shell Improvement Project to improve the facility and enhance the experience of visitors to the Hollywood Bowl. This project consists of reconstructing the acoustic shell, the stage, and the surrounding backstage support facilities. These improvements will enhance the acoustics and audience facilities.

We also completed design and awarded an approximately \$500 million contract for construction of the LAC+USC Medical Center Replacement Project, which will replace four existing hospital facilities on campus to provide a new tertiary-level medical center totaling approximately 1.5 million square feet. The new replacement project is composed of four distinct building components, including a 600-bed Inpatient Tower, base-isolated Diagnostic/Treatment Facility, specialty Outpatient Clinic Building, and Central Plant.



Rendering of the LAC USC Medical Center

### **EARTHQUAKE PROJECTS**

The first phase of the State-mandated SB-1953 Seismic Retrofit Program for all six of our medical centers was completed by submitting evaluation reports and compliance plans to the Office of Statewide Health Planning and Development. Construction for the second phase, which requires anchorage and bracing of nonstructural systems for all six medical centers was completed at an estimated total cost of \$4 million. We were also assigned four projects to be completed as part of a FEMA Hazard Mitigation Grant. These four projects consisted of seismic retrofit of the Hawkins Building and the Cooling Tower at Martin Luther King, Jr./Drew Medical Center and at the Central Plant and Cooling Tower at Olive View-UCLA Medical Center and were completed for a total amount of \$5.2 million.

In addition, recovery of facilities damaged by the 1994 Northridge Earthquake is nearing completion with over 97 percent of the repair projects completed. Over the past two years, 32 projects were completed, resulting in an associated 25 percent staff reduction. These projects included Probation facilities; Rio Hondo, Pomona, Inglewood, Santa Monica, and Compton courts; the new office and storage building at the Olive View Medical Center; and the repair and refurbishment of the historic LAC+USC Old Administration Building. The 29 remaining projects require extensive structural and architectural repairs, with five in the design phase, 11 in bid/award/construction phase, and 13 on hold pending resolution of insurance litigation.



## FINANCIAL PERSPECTIVES continued

REVENUES (in millions)	FY 1999 – 2000	FY 2000 – 01	FY 2001 – 02	FY 2002 – 03
<b>PER FISCAL YEAR:</b>				
TAXES	\$103	\$112	\$115	\$119
INTEREST, RENTS AND ROYALTIES	30	35	24	17
INTER-GOVERNMENTAL	210	191	196	193
CHARGES FOR SERVICES	260	280	242	291
MISCELLANEOUS	8	5	4	4
<b>TOTAL</b>	<b>\$611</b>	<b>\$623</b>	<b>\$581</b>	<b>\$624</b>
	FY 1999 – 2001		FY 2001 – 2003	
<b>PER BIENNIAL REPORT:</b>				
TAXES	\$215		\$234	
INTEREST, RENTS AND ROYALTIES	65		41	
INTER-GOVERNMENTAL	401		389	
CHARGES FOR SERVICES	540		533	
MISCELLANEOUS	13		8	
<b>TOTAL</b>	<b>\$1,234</b>		<b>\$1,205</b>	

# DURING THIS BIENNIUM

## A WORKLOAD SAMPLING

### Aviation

Aircraft based at Public Works' airports: **1,820**  
Airport takeoffs and landings: **1 million per year**  
Gallons of aviation fuel sold: **3 million per year**

### Building and Safety

Building Permits issued: **44,000**

### Fleet Operations

Automobiles and trucks required for Public Works' operation: **1,602**  
Miles traveled per year by Public Works' fleet: **12 million**  
Value of fleet: **\$115 million**

### Flood Control and Water Conservation

Main dams operated and maintained: **15**  
Crib dams operated and maintained: **230**  
Miles of open channels maintained: **500**  
Miles of storm drains maintained: **2,664**  
Spreading grounds operated and maintained: **28**  
Catch basins maintained: **74,500**  
Seawater barrier projects: **3**  
Debris retention structures: **301**  
Groundwater recharge facilities maintained: **27**  
Conserved acre-feet of stormwater: **460,526**  
Stormwater pumping plants: **46**

### Graffiti Removal

Graffiti removed on County rights-of-way: **2,686 square miles**  
Graffiti removed in flood control channels: **2.4 million square feet**

### Information Technology

Public Works website hits per month: **2,000,000**  
Number of PCs: **2800 at 65 locations**

### Mapping and Property Management

Leases or rental agreements managed: **244**  
Property interests acquired: **900 deeds**  
Lease/rental and excess property sales: **\$4 million**  
New addresses created: **3,428**

**Roads and Transportation**

Miles of major roads and local streets maintained (unincorporated areas): **3,118**  
Miles of major roads and local streets maintained (incorporated cities): **1,700**  
Approximate number of potholes repaired annually: **5,000**  
Miles of curb swept: **192,000**  
Miles of curb painted: **220**  
Miles of pavement striping maintained: **3,615**  
Square feet of pavement markings maintained: **2.5 million**  
Bridges maintained: **470**  
Traffic signs maintained: **184,000**  
Street lights maintained: **100,000**  
Highway safety light locations maintained: **1,400**  
Signalized intersections maintained: **1,496**  
Traffic investigations annually: **3,800**  
Intersections synchronized to mitigate traffic: **2,000**  
Highway tunnels for which Public Works maintains lighting: **9**  
Street name signs maintained: **45,000**  
Street name signs replaced in unincorporated territory: **100 percent**

**Waterworks and Sewer Systems**

Water storage reservoirs: **119**  
Water wells: **47**  
Booster pumps and pressure regulating stations: **161**  
Miles of water mains maintained: **1,150**  
Miles of mainline sewers maintained: **5,037**  
Sewage pumping stations: **150**

# AWARDS

## **American Public Works Association Southern California Chapter National Public Works Week Program Award**

2002 Employee Recognition Program

## **American Public Works Association Southern California Chapter Project of the Year Award**

2002 Los Angeles County Drainage Area Project (in conjunction with the U.S. Army Corps of Engineers)

## **California Alliance for Advanced Transportation Systems' Intelligent Transportation System Award of Excellence "Best California Public Innovation"**

2002 Countywide Information Exchange Network Software

## **California Integrated Waste Management Board Trash Cutters Award**

2001 Integrated Waste Tire Recycling Program  
Countywide Smart Gardening Program  
SmartBusiness Recycling Program  
Residential Recycling Public Education Program (Honorable Mention)  
Environmental Resources Website (Honorable Mention)

## **California State Association of Counties Challenge Award**

2001 SmartBusiness Recycling Program (Honorable Mention)  
Local News Environmental Education Partnership (Honorable Mention)  
2002 Second Annual Antelope Valley Environmental Pride Week (Honorable Mention)

## **Environmental Protection Agency Environmental Award**

2002 Integrated Waste Tire Recycling Program

## **International Concrete Repair Institute Project of the Year**

2002 Marina del Rey Seawall Project

## **Los Angeles County Productivity and Quality Top Ten Award**

2001 East Los Angeles Shuttle Service – "El Sol" (in conjunction with Board of Supervisors First District)  
2002 Los Angeles County Drainage Area Project (in conjunction with the U.S. Army Corps of Engineers)  
Public Works On-Site University

**Los Angeles County Productivity and Quality Million Dollar Club**

- 2001 East Los Angeles Shuttle Service – “El Sol” (in conjunction with the Board of Supervisors’ First District Street Managers’ Coordination Program (in conjunction with the City of Los Angeles)
- 2002 Los Angeles County Drainage Area Project (in conjunction with the U.S. Army Corps of Engineers)

**Los Angeles County Productivity and Quality Mega Million Dollar Award**

- 2002 Los Angeles County Drainage Area Project (in conjunction with the U.S. Army Corps of Engineers)

**Los Angeles County Productivity and Quality Best Application of Technology Award**

- 2001 Project Information Website
- 2002 Internet Survey and Redesign

**Los Angeles County Productivity and Quality Personal Best Award**

- 2001 Contractor Reimbursement for Employee Overtime
- 2002 Alameda Corridor Environmental Investigation

**Los Angeles County Productivity and Quality Enhanced Commission Plaques**

- 2002 Countywide Traffic Signal Conversion

**Los Angeles County Productivity and Quality Traditional Commission Plaque**

- 2001 Antelope Valley Environmental Pride Week (in conjunction with the City of Lancaster)  
Contracting and Capacity Building Workshops (in conjunction with Community Development Commission/Housing Authority, Affirmative Action Compliance Office, Community and Senior Services, Health Services, Internal Services, and Public Social Services)  
Secretarial Excellence Training Program  
Street Managers’ Coordination Program (in conjunction with the City of Los Angeles)
- 2002 888.CLEANLA.COM – Environmental Resources Website  
“Mixmaster” Intersection Improvement Project

**Los Angeles County Productivity and Quality Plaques**

- 2001 Cooperative Recycled-Paper Purchasing Program (in conjunction with Internal Services and the City of Los Angeles)  
Earvin “Magic” Johnson Park Waste Tire Project (in conjunction with Parks and Recreation)  
Simple Permit Application System
- 2002 Environmental Resources Website

## AWARDS continued

### **Los Angeles County Productivity and Quality Certificates of Recognition**

- 2001 Supervisorial Redistricting Public Access Plan (in conjunction with the Chief Administrative Office, Executive Office of the Board of Supervisors, County Counsel, Chief Information Office, Internal Services, Registrar-Recorder, and Regional Planning)
- 2002 New Juror Assembly Room with Business Center (in conjunction with the Superior Court)  
Traffic Noise Mitigation on Highland Avenue

### **National Association of Counties Achievement Award**

- 2002 Earvin "Magic" Johnson Recreation Area Waste Tire Project

### **Public Relations Society of America Award of Excellence**

- 2002 Household Hazardous Waste Public Education Program

### **Regional Water Quality Control Board Water Quality Award**

- 2002 Bay Days (in conjunction with *Heal the Bay*)

### **Senator Barbara Boxer Certificate of Appreciation**

- 2002 "Outstanding Accomplishments in Preserving the Environment"

### **Solid Waste Association of North America Award**

- 2001 Household Hazardous Waste Collection  
Used Oil Media Campaign Programs

### **U.S. Federal Executive Board Public Service Image Award**

- 2001 Household Hazardous Waste Education Partnership

# DPW MOTTO, MISSION, AND VALUES

## DPW MOTTO

Public Service that Works

## DPW MISSION

We provide public works services in a responsive, efficient, and cost effective manner.

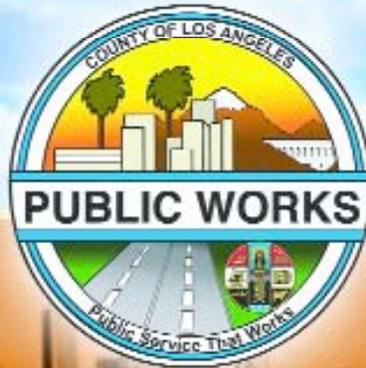
## VALUES

Public Works' mission is accomplished through demonstrating the following values in all activities:

<b>Responsiveness</b>	serve the public, the Board of Supervisors, other departments, cities, and internal partners in an accurate, informative, and timely manner.
<b>Professionalism</b>	maintain high standards of ethics and expertise and act in a manner consistent with those standards, by completing projects effectively and giving factual, complete, and accurate information in response to inquiries.
<b>Accountability</b>	assume responsibility for our actions, decisions, and outcomes in a cost-conscious manner.
<b>Respect and Sensitivity</b>	respect our customers' needs by providing quality public service; convey to each employee, through words and actions, their value and the value of the work they perform.
<b>Integrity</b>	consistently meet the highest levels of ethics, professionalism, and legal compliance in serving our customers and working with each other.
<b>Commitment</b>	be dedicated to providing high quality, needed, and timely responses for all services.
<b>A "Can-Do" Approach</b>	approach each challenge or opportunity with optimism and determination.
<b>Respect for Diversity</b>	recognize and value the opportunities provided by the differences and similarities of individuals in our workforce and customer base.
<b>DPW Pride</b>	believe in and promote DPW's positive image through the performance of our duties.
<b>Innovation</b>	look for new ways to carry out DPW's mission that will increase quality and effectiveness or reduce costs.
<b>Strategic Approach</b>	effectively target our resources to maximize the impact of everyone's efforts in the accomplishment of DPW's mission.

**COUNTY OF LOS ANGELES  
DEPARTMENT OF PUBLIC WORKS  
HEADQUARTERS**

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**2001 TO 2003  
BIENNIAL REPORT**

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