

Biennial
Report

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COUNTY OF LOS ANGELES

First District
 Second District
 Third District
 Fourth District
 Fifth District

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 Yvonne B. Burke
 Zev Yaroslavsky
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 Michael D. Antonovich

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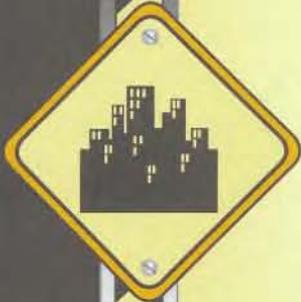
Director
 Chief Deputy Director
 Assistant Directors

Deputy Directors

Chief Information Officer

Donald L. Wolfe
 Thomas M. Alexander
 Dean D. Efstathiou
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Diane Lee



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:

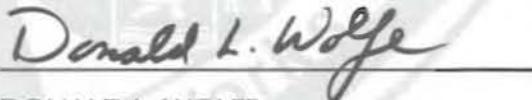
COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC WORKS 2003-05 BIENNIAL REPORT

Enclosed is the Department of Public Works Biennial Report for the years 2003-05. This report reviews our progress in managing the design, construction, operation, maintenance, and 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.

An unprecedented series of storms hit Los Angeles County during this biennium. According to the National Weather Service, 37.25 inches of rain fell in the downtown area of Los Angeles in the 2004-05 storm season, making it the second wettest season since records began in 1877, and the wettest in 121 years. In fact, we surged past Seattle in rainfall totals to become the unofficial rainiest city in America. Public Works played a major role in managing the effects of the storms, and had an opportunity to activate our revamped, state-of-the-art Department Operations Center throughout the storm season. I am proud to say that though the storm season tested our flood control and road infrastructure and employees, both were ready to meet the challenge and passed with flying colors.

This year we celebrated our 20th Anniversary as the Department of Public Works. As a Department, we met the challenges of the period just ended by providing our customers with public works services in a responsive, efficient, and cost-effective manner, even in the most difficult of circumstances. We strive to continue our tradition of being an exceptional Department serving the private and public sector needs of the County of Los Angeles.

Respectfully submitted,



DONALD L. WOLFE
Director of Public Works



Public 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.



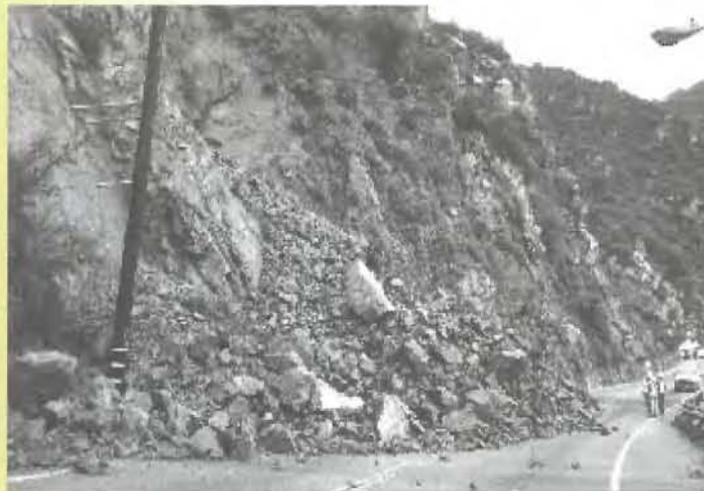
Headquarters Building

Emergency Preparedness

Public Works continues to play a major role in responding to large-scale emergencies, such as earthquakes, floods, wildfires, snowstorms, windstorms, hazardous materials spills, and widespread electrical outages. This biennium was no exception, with the storms of 2004 and 2005 necessitating the activation of our emergency response services and our Department Operations Center (DOC) in order to monitor and analyze field activities.

Winter 2005 Rainstorms

The 2004-05 rainfall season brought a total of 37.25 inches of rain to the downtown area of Los Angeles, making it the second wettest season since records began in 1877, and the wettest in 121 years. The first series of unusually heavy storms in January 2005 caused severe damage to private and public property in the County. On February 4, 2005, in response to emergency proclamations by the County and the State of California, President George W. Bush declared a Major Disaster for damages resulting from these severe storms.



Malibu Canyon Rockslide

The amount of roadway damage sustained in the County due to the January 2005 storms exceeded the roadway damage sustained during the 1994 Northridge Earthquake. A total of 138 roadway section closures resulted from these storms. A second major series of storms in February 2005 brought unusually heavy rains that also caused damage to public roads and infrastructure, as well as damage and destruction to homes and businesses. These successive storms exacerbated the damage caused by the earlier storms.

On April 15, 2005, the President declared another Major Disaster to cover the damage to public property. An additional 113 roadway section closures resulted from this series of storms. Costs to repair damage to public infrastructure resulting from both storms are estimated at \$77 million to unincorporated County roads, \$17.5 million to flood control facilities, and \$3.5 million to waterworks facilities.



Templin Highway (Castaic Area)



Hume Road (Malibu Area)

During the storms, Public Works staff worked tirelessly to clear and repair roads and clean out debris basins to ensure public safety and flood control protection. In the first two months of 2005, we procured and transported over 1,800 traffic control barricades (1,400 to the North County alone), 400,000 sandbags, and 150 pieces of construction equipment to support our road, flood, and waterworks services. Roads that were hit hardest include Angeles Forest Highway, Sierra Highway, Lake Hughes Road, Bouquet Canyon Road, and San Francisquito Canyon Road. The damage ranged from landslides (one measuring 40,000 cubic yards) to major





Las Flores Canyon Road (Malibu Area)

washouts. Crews worked quickly and for many hours to restore the roadways as soon as possible.

In the initial phases of the storm, personnel were posted around the clock at various sites to advise the public of impassable roads. Public Works personnel also attended community meetings on evenings and weekends to answer questions from the public. However, a more permanent and always available method to inform residents of road closures needed to be in place. Therefore, we used

our Geographic Information System (GIS) database to map the extent of each closed road, and created a website (www.ladpw.org/mpm/roadclosure) to allow the public to quickly and easily view closures on Thomas Guide-based maps. This not only gave the public a visual representation of the extent of the damage to our roads, but allowed them to use the maps to plan trips and find detours as well. The website was well received by the public and continues to be in use today.

Internally, we activated our DOC to track information and keep apprised of the status of our operations. Our DOC was manned 24 hours a day during each storm in order to provide a timely response to storm damage and repairs. In addition, using "Plan Bulldozer," we worked with the County Office of Emergency Management and the State Office of Emergency Services to request response equipment, and initiated contact with the Federal Emergency Management Agency (FEMA) to begin damage inspections.

Emergency repair contracts were also efficiently and quickly designed and administered for several areas, including a collapsed wall at Lindero Canyon channel (for which temporary repairs were completed in a few days) and a sinkhole on Huntington Drive in the unincorporated area between the Cities of San Marino and Arcadia which occurred as a result of a deteriorated storm drain. A contract for corrective work for this sinkhole was completed and underway less than 24 hours after the damage was discovered. We also worked to fix pipes, broken water lines, pump stations, and other connections to homes in the Malibu/Topanga areas to restore water supply. A new pump station is being designed and constructed at Topanga Yard to operate six new pumps to meet future domestic and fire demands for this area.

Roads and flood control channels are not our only concern during storms. Many County residences are located in hillside areas with slope instability issues, or low-lying areas challenged with flooding issues. During heavy storm seasons such as this, many residences become structurally damaged. It is Public Works' responsibility to inspect these private properties and determine if the structures are safe to occupy. If the structures are determined unsafe, we either "red-tag" it, restricting access completely, or "yellow-tag" the structure, only limiting access. During this storm season we responded to more than 300 requests from residents at all hours of the day to determine if their structures were safe to occupy. As a result of the storm, 14 structures were red-tagged and 26 structures were yellow-tagged.

Public Works also provides disaster relief services to certain County departments at the direction of the Chief Administrative Office. We currently have four facilities in the County system that require time to study and investigate so that damage at these facilities can be repaired and future damage prevented. The most severely damaged facility we are working to restore is the La Crescenta Sheriff's Station, which suffered the collapse of a 12-foot-tall retaining wall. Other sites under investigation are Internal Services Department's facility on Eastern Avenue and the Sheriff's Pitchess Detention Center in Castaic, with soil erosion the predominant cause of the damage to both facilities.

Overall, even with the tremendous amount of rain, and many of our reservoirs at overflow, the flood control system was well able to handle this rainy season. Although there was much localized flooding and many road closures throughout the County, no major flooding occurred. This is a testament to the excellent flood control system in Los Angeles County, which functions due to the dedicated efforts of the many employees of the Department of Public Works.

Strategic Planning

After the revised County Strategic Plan was released in December 2002, a thorough review and analysis of our Strategic Plan was conducted to ensure its alignment with the goals, strategies, and objectives of the County Plan. Identifying Public Works programs and reassessing our performance areas from the customer's perspective enabled us to make major changes in the way we look at performance and accountability. A significant accomplishment in 2003 was the establishment and implementation of the Public Works' Performance Management Framework. This Framework consists of:

- Strategically setting objectives – Performance Counts!,
- Allocating resources accordingly – Results Based Budgeting, and
- Tracking of attainment of these objectives – Performance Monitoring.

Applying the Performance Management Framework to our programs by establishing clear outcomes, indicators, and measures will ensure that the intended objectives are achieved. The use of performance management linked to performance-based budgeting is now recognized by public agencies across the nation as an effective means of improving results and performance through increased accountability. For our outstanding efforts and cost savings under this innovative management approach, we received a special award from the Los Angeles County Quality and Productivity Commission in 2004.

Another major accomplishment in the area of Strategic Planning during this biennium was the formation of the Florence-Firestone Community Enhancement Team (FFCET). Goal Six of the County's Strategic Plan aims to improve the quality of life in the unincorporated communities. Public Works led the FFCET, which is comprised of County departments who provide services to the unincorporated Florence-Firestone community.

The FFCET employed four key strategies: collaboration among numerous County departments, relationship building with community and institutional leaders, provision of enhanced/additional services through 45 defined initiatives for Fiscal Year 2005-06, and performance management to ensure accountability. After nearly two years of developing its mission, organization, and strategy, the FFCET hosted a "kick-off" town hall meeting on May 12, 2005, that was attended by Supervisors Gloria Molina and Yvonne B. Burke; Sheriff Lee Baca; 100 County staff members;



and nearly 400 community and institutional leaders, residents, business owners, and other stakeholders.

The FFCET has implemented a multitude of service enhancements such as increased street sweeping, automated trash collection, traffic studies, upgrades to street lights, and new street signs that include the Florence-Firestone name to foster community identity. Gains have also been made in code enforcement, including a Neighborhood Enhancement Team to survey the community street-by-street, block-by-block to eliminate blighting code violations,



Public Works employee installing Florence-Firestone signage

as well as a Commercial/Industrial Area Enhancement Team. Additionally, to measure aesthetic improvements to road rights-of-way, the "Right of Way Aesthetics Inventory Manual" was developed, which resulted in an overall four percent improvement in road right of way aesthetics. Improvements were made in road pavement, parkways and medians, trees, and graffiti removal. The progress to date is only the beginning, and we are considering implementing the Community Enhancement Team approach in other County unincorporated areas.

Other advances made in the Strategic Planning arena include developing a Departmentwide Values Management Plan and Program aimed at increasing awareness and adherence to a clear set of core values; rolling-out our Integrated Planning Process, which establishes a defined annual schedule aligning various Departmentwide planning activities; developing the Capital Asset Management Plan to establish processes to address infrastructure conditions, review, and cost analyses; and enhancing the procurement process which resulted in significant improvements in on-time blanket purchase order processing.

e-Government

Public Works continues to be the e-Government leader within the County. We strive to improve our online services to better meet the needs of our constituents and internal customers. During this biennium, we added numerous new services and expanded the functionality of a number of existing web-based resources through our Internet and Intranet sites.

Our Internet site (www.ladpw.org) continues to offer efficient, high-quality, interactive services to local residents 24 hours a day, and now receives over 3 million hits each month. Several new web-based services have been introduced to increase our website's level of interactivity and make it easier for residents to find the information they need. Often, making these services available online reduces the need for them to call or visit a Public Works office. This results in the realization of increased operational efficiency.

- **Road Closure Website** – This award-winning website provides users with up-to-date information about emergency road closures in unincorporated areas of the County. Users can view photos of damaged roads as well as the schedule of repair. The pictures are

updated once repairs are made. During peak storm periods, the online availability of this information resulted in a significant reduction in the number of phone calls and e-mail inquiries.



www.ladpw.org

- [Simple Permit Application and Tracking Enhancements](http://www.ladpw.org/mpm/roadclosure/) – The County’s first e-commerce permit application allows users to pay for and receive transportation permits online via credit card. Permit applications are checked automatically by the system, forwarding applications with questionable items to the appropriate division for manual review. More than 80 percent of all transportation permits are now approved instantaneously, without applicants ever having to step foot in a Public Works office. www.dpwecom01.co.la.ca.us/spats/public/index.cfm
- [Flood Zone Determination Website](http://www.ladpw.org/apps/wmd/floodzone/) – GIS technology allows users to obtain FEMA flood zone information for properties within the County. This information is needed regularly by lending and banking institutions, and making it accessible online has reduced the amount of time Public Works staff spends answering such questions. www.ladpw.org/apps/wmd/floodzone/
- [Tract and Parcel Map Recordation Data](http://www.ladpw.org/idd/DMR/) – This user-friendly website provides an application for the online issuance of a parcel map number or tract number. Customers can also use the site to check on the status of map recordation data or cross-reference recorded subdivision map numbers with map book numbers. www.ladpw.org/idd/DMR/
- [Invoice Payment Status Inquiry System](http://www.ladpw.org/FIS/IPS/Info.asp) – This system enables vendors and contractors to check the status of their payments, resulting in improved customer service and increased employee productivity. www.ladpw.org/FIS/IPS/Info.asp
- [Bid Results Website](http://www.ladpw.org/general/bids/index.cfm) - Construction bid results are posted within hours of bid closing. www.ladpw.org/general/bids/index.cfm
- [Suggested Pedestrian Routes to School Program](http://www.dpw2.co.la.ca.us/website/laco2/) – An interactive website presents electronic maps of suggested walking routes to 153 elementary schools within unincorporated areas of the County. www.dpw2.co.la.ca.us/website/laco2/
- [Freeway Traffic Maps](http://www.map.commuteview.net/CommunityView/html/es_main.html) – Real-time maps provide the public with information on freeway speeds and traffic congestion. Users can plan trips or select alternate routes, and compare travel time results. A subscription service can page users when a collision or other incident occurs along their route. www.map.commuteview.net/CommunityView/html/es_main.html
- [Groundwater Well Website](http://www.dpw2.co.la.ca.us/website/wells/viewer.asp) – This GIS application enables users to search groundwater wells by a specific address, intersection, or desired radial distance. The results yield a tabular listing with the graphic location of wells and a display of the most recent well data. www.dpw2.co.la.ca.us/website/wells/viewer.asp
- [Interactive Customer Inquiry System Enhancements](#) – The newest enhancement to our public responsiveness system now screens incoming e-mail inquiries and uses GIS to determine if Public Works provides the requested services at that customer’s location. If not, an automated response directs the user to the website of the responsible city.
- [E-mail Notification Service](#) – Customers can sign up to receive e-mail notification and reminders. Currently established for Household Hazardous Waste Roundups and events on the Small Business Outreach calendar, the E-mail Notification Service will be expanded to include road closure notifications.



- Neighborhood Traffic Management Program – Designed to raise public awareness of Public Work's Traffic Calming program, this website helps users to find information on the different traffic management tools we use. It also provides information about the program's pilot projects, and allows users to ask questions and provide comments. www.ladpw.org/TNL/NTMP/index.cfm

In addition to these interactive services, residents now have access to a whole host of helpful and informative resources online. We have put together a number of informational resources, such as the Business Services, Traffic, Public Transit, and Fire Disaster Information websites, so that local constituents can access this important information whenever it is convenient for them.

We are also actively involved in the Countywide electronic Development and Permit Tracking System (eDAPTS) project. During this period we implemented a module for processing code enforcement and property rehabilitation requests. Over 1,500 client computers now use eDAPTS. We also provide implementation and support services for the County's Environmental Health, Regional Planning, and Fire Departments.

Web-based processes have also been added and enhanced on Public Work's Intranet and other internal systems.

- ViewLA – This GIS web-based application enables internal users to retrieve spatial data using an intuitive graphic interface. This is an enterprise solution that combines the data of several disparate systems on one interactive map, increasing efficiency.
- NewsClips Website and subscription service – News items of interest to Public Works from sources throughout the County are categorized and posted on the Department's Intranet. Employees can subscribe to have news items in specific categories sent to their e-mail inbox each day.
- Personnel Database – A web-based application that allows authorized users to view and/or update personnel information and generate reports for viewing and maintenance.
- Project Information Website Enhancements – Enhancements to this system allowed us to consolidate and integrate five stand-alone legacy systems and provide a centralized location for project information, eliminating information duplication and redundant data entry, reducing maintenance requirements, and improving project logistics.
- Web Content Management – A Departmentwide web content management solution empowers Public Works staff to create and maintain web content without requiring special technical expertise.

Thanks to these many innovations, Public Works has been recognized by the Information Systems Commission and the Chief Information Office as the County's leading Department in e-Government development. We remain dedicated to expanding our e-Government offerings, and redesigning our website to better meet the needs of users. Our goal is to maximize the power of the Web to better serve our constituents, business partners, and internal users.

Workforce

Public Works employees are as diverse as their tasks. Our workforce is comprised of approximately 3,600 employees in about 500 different job classifications, including a large



professional engineering staff (22 percent) and an equally significant number of laborers/semi-skilled trade workers (29 percent). Additionally, we are uniquely diverse in that at least 58 different ethnic groups are represented in our workforce, with employees speaking 27 different languages and born in 10 world regions. As may be typical of other large governmental organizations, our workforce is also diverse in terms of age groups represented, including employees over 60 years of age and as young as 16 years old. This diversity enhances our ability to serve the public and presents many challenges in developing and maintaining a productive and cohesive work environment.

Therefore, we continued to provide cultural awareness to employees through a variety of activities to further create and maintain a culture of awareness, tolerance, and mutual respect in our work environment. During this biennium, we conducted 100 classes on Diversity in the Workplace; seven visits to the Museum of Tolerance; three "brown bag" luncheons (including a presentation by Professor Gabriella Stitton, a Holocaust survivor); and five cultural celebrations including Black History Month, Persian New Year, Latino Diversity, and Celebration of America. In addition, our Director Don Wolfe addressed participants attending



Persian New Year Celebration

the Los Angeles County 7th Annual Multicultural Conference on "Continuing the Journey: Adapting to Change in a Culturally Diverse Society" to share Public Works' efforts in this area in hopes that other agencies might benefit from our experience.



Roads AND TRANSPORTATION

Public Works protects the County's investment in streets and highways through regular maintenance, improvement projects, and emergency response. 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 107,500 traffic signs are all part of regular maintenance.

The Lincoln Corridor Task Force (LCTF), which was formed to address increasing traffic congestion along a five-mile stretch of Lincoln Boulevard between Manchester Avenue and the

Santa Monica (I-10) Freeway, continued to make progress. Members of 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 (MTA), and the Southern California Association of Governments are also represented. During this period the LCTF completed Phase I of the Lincoln Boulevard transportation corridor study. Of the several transportation improvements recommended in the study, the Rapid Bus program was implemented in the City of Santa Monica to improve transit services along the corridor. It is anticipated that a dedicated exclusive bus lane during peak hours within the City of Santa Monica and a portion of the City of Los Angeles will be a future component. The LCTF is coordinating with the MTA to conduct the Phase II study in which long term transportation improvements will be identified.

Other major projects completed during this period include the Alamitos Bay Channel Bridge retrofit project, the Chiquito Creek bridge replacement project, reconstruction of Scott Avenue, resurfacing of Avalon Boulevard, resurfacing and reconstruction of Challenger Way/10th Street East and Cornell Road, and reconstruction of roadways inside and adjacent to the Cal Poly Pomona campus.

Traffic

Public Works is responsible for the operation and maintenance of 1,600 traffic signals. Approximately 800 are wholly or partially owned by the County. More than 100,000 street lights within 20 cities and unincorporated County areas are also under our administration.

During this biennium, we completed a project to rehabilitate the aged and obsolete street light system in the unincorporated San Pasqual community near Pasadena. This project is noteworthy in that it resolved a long-running impasse with residents over the scope of the project. The residents strongly desired that the system retain its existing aesthetic qualities, while we desired a more reliable, serviceable, and cost-effective lighting system. Through close collaboration, a mutually acceptable alternative was reached. We are now using this model in other communities with similar aged street light systems, such as the Poppyfields area of Altadena.

Our street lighting facilities were mapped on a Street Lighting Geographic Information System (GIS) application managed by Public Works. The Street Lighting GIS links graphically mapped street lights with database information that shows light pole type, lamp type, lamp ownership, jurisdiction, file tracking numbers, and other pertinent data. This application is now linked to Public Works' Intranet and is available to County staff, vastly improving our street light management capabilities.



Rehabilitated streetlight in San Pasqual

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

Public Works continues to lead the way in implementing a Countywide Traffic Signal Synchronization Program. During this biennial period we completed synchronization on an additional seven routes with 195 intersections, while 52 projects with 1,145 intersections are in the design or construction phases. In July 2004, we opened the County of Los Angeles Traffic Management Center on the first floor of our Headquarters' Annex Building. This Center will enable staff to monitor and control traffic signals in the unincorporated areas in real time. Staff will receive immediate notification of signal malfunctions to facilitate more efficient maintenance response. Using roadway sensors and closed circuit television cameras to monitor traffic conditions, staff will be able to better manage congestion caused by incidents and special events. Our ultimate goal is to develop an advanced Countywide transportation network capable of monitoring and controlling all traffic signals and linking City Halls of participating jurisdictions to this Center.



New Traffic Management Center

In addition, the El Segundo Intelligent Transportation System Project was initiated. This project is a unique collaboration between public agencies and private partners for implementation of a multi-jurisdictional Advanced Traveler Information System. When completed, the project will provide freeway and arterial travel information to the public. To date, this project has deployed innovative system components including a web site, community access cable television traveler information page, personalized commuter information, and an interactive voice response cell phone-based traveler information system.

As part of our continued efforts to enhance traffic safety at signalized intersections, the Board approved our request to expand the use of Red Light Photo Enforcement in April 2004. To date, seven intersections throughout the unincorporated County areas have been equipped or retrofitted with photo enforcement camera systems. These locations include Whittier Boulevard at Atlantic Boulevard, First Street at Eastern Avenue, Hollenbeck Avenue at Cypress Street, Colima Road at Batson Avenue, Wilshire Boulevard at Sepulveda Boulevard, Carmenita Road at Leffingwell Road, and Telegraph Road at Colima Road. The County's first use of improved digital camera technology is anticipated to be operational by October 2005 at the intersection of 120th Street and La Cienega Boulevard.

We have added "rear-view" cameras at all Red Light Photo locations to improve our ability to gather violation documentation. These cameras will also make it difficult for motorists to dispute citations, as they will plainly show the phase of the traffic signal as a violator goes through the intersection. As with our Pilot Program, we anticipate continued success in reducing the number of red-light-running incidents as well as the accidents caused by them.



Transit

At the direction of the Board, 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. We commenced three pilot shuttle services, one from the Gorman area and one from the Acton and Agua Dulce areas both traveling to the City of Santa Clarita, and one in Lake Los Angeles in the Antelope Valley. The Acton-Agua Dulce Shuttle Service has demonstrated sufficient ridership to become a permanent service and we are completing the solicitation process to secure a contractor. The Lake Los Angeles Shuttle has been successful and will be continued another year while we work on modifications. In addition, in May 2004, the Antelope Valley Transit Authority completed a \$21 million operation and maintenance facility that will be able to house an ever-growing fleet through the year 2024.

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 approximately 70 Hollywood Bowl entertainment events each year. Approximately 4,500 charter trips were provided to children, seniors,

or other groups needing transportation. Our Summer Beach Bus service, which operates from the Antelope Valley, Altadena, La Crescenta/La Cañada, Charter Oaks, and Topanga Canyon to the beaches of Santa Monica, added a route from the Santa Clarita Valley in Summer 2003. The Beach Bus service proved a success with a ridership growth of 50 percent during this biennium, without counting the new route. With the new Santa Clarita route the service grew 60 percent.



Solar-Powered Bus Stop Shelter

We also provide paratransit services to residents of the unincorporated areas, which give the elderly and individuals with disabilities curb-to-curb transportation for routine errands, medical appointments, and recreation. Approximately 357,000 paratransit trips were provided by 14 contractors during this period. We expanded the bus pass subsidy program to include General and EZ transit bus passes for all eligible unincorporated County residents.

Additionally, our public/private partnership program involving bus shelters in the unincorporated areas was continued. 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 installed as part of this program. In accordance with the 2001 Municipal National Pollution Discharge Elimination System Permit (NPDES) under the Federal Clean Water Act, we installed an additional 128 trash receptacles at bus stops to prevent trash and debris from entering into the storm drain system, for a total of 468 trash receptacles since program inception. We

also installed 275 non-advertising illuminated solar-powered bus stop shelters and 90 non-advertising bus stop benches throughout the unincorporated areas. Our solar-powered bus stops won two Los Angeles County Productivity and Quality Awards in 2004.

Aviation

Public Works oversees the operation, maintenance, and development of a system of five general aviation airports: Brackett Field in La Verne, Compton/Woodley Airport, El Monte Airport, General William J. Fox Airfield in Lancaster, and Whiteman Airport in Pacoima. In this biennium we completed construction of projects totaling over \$2.9 million, which included a new airport access road and underground utility relocation at Whiteman Airport, and water system replacement and Phase I of the pavement rehabilitation at Fox Field. A total of 621,070 square feet of vacant land was also leased for approximately \$19.8 million of private development at four of the five airports. Additionally, this biennium saw major improvements to the airports' security systems, including upgrades to the closed circuit television camera and access control systems. With the exception of the private developments, these capital projects are funded through a combination of Federal and State grants and Aviation Enterprise Funds, with no cost to the County General Fund.



Fire-fighting helicopter being refueled at El Monte Airport



FLOOD CONTROL AND WATER CONSERVATION

Public 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, 398 debris retaining structures, 529 miles of open channels, 2,811 miles of storm drains, 77,917 catch basins, 232 crib dams, 27 spreading grounds, 75 stream gauging stations, 45 pump stations, and 35 sediment placement sites.

The County of Los Angeles flood control system provides a means of conveying water through dams to rivers and channels, with some going into groundwater recharge facilities and the rest to the ocean. The flood control system is also used to transport imported and reclaimed water to groundwater recharge facilities to replenish the underground aquifers.

Public Works owns and operates three seawater barrier projects located along the coastline, which protect groundwater and the area's drinking water supply from seawater infiltration. The

injection wells also contribute to the replenishment of the west and central groundwater basins.

Groundwater is a precious commodity in the County and requires protection from seawater. Expansion and improvements to the seawater barrier projects ensure the continued availability of fresh water in the groundwater aquifers. The new extension of the Dominguez Gap Barrier Project, which protects the region's major local drinking water sources, was completed in 2004.

Flood Control

Seasonal rainfall totals for the County can vary from as little as 30 percent to as much as 250 percent of normal. Addressing these extremes requires cooperation between Public Works, and the U.S. Army Corps of Engineers, and area cities to control runoff, reduce flooding, and provide groundwater recharge. The 2004-05 storm season was a very wet year with many areas of the County experiencing 240 percent or more of normal rainfall for the season.

Fires in 2002-03 burned thousands of acres in the San Gabriel Mountains, including the watersheds of Big Dalton, San Dimas, San Gabriel, and Puddingstone Diversion Reservoirs. Storms occurring between 2003 and 2005 soaked the recently burned watersheds. The increased erosion as a result of the fires brought substantial sediment deposits into the reservoirs. We immediately began working on sediment removal contracts for these dams to address the new sediment at a cost of approximately \$17 million. A 4.3 million-cubic yard sediment removal project began in 2004 at San Gabriel Reservoir and is anticipated to continue through 2008 with an estimated total cost of \$34 million.



Big Tujunga Dam

Additional fires in 2003 and 2004 created more areas of concern due to the loss of vegetation. This resulted in many residents within and below the burned areas and even some unburned areas facing significantly increased mudflow potential. Public Works personnel provided mudflow protection advice to over 160 residents in the communities of Acton, Altadena, Castaic, Claremont, La Cañada Flintridge, Montrose, Newhall, Palmer Canyon, Placerita Canyon, Santa Clarita, and Val Verde.

Several facilities were retrofitted during this biennium to improve their flood control capacity. An example is Pacoima Dam's spillway modification, part of the \$12 million Pacoima Dam Facilities Improvement Project. This modification provides additional spillway capacity to handle the runoff from a probable maximum flood. The new spillway performed well during the 2004-05 storm season.

Public Works' plan to keep its dams in top condition includes facility maintenance, improvements, and monitoring. Recent modernization of dam monitoring points and seismic sensors allows continuous evaluation of most of the dams. Should a seismic event occur, the system will alert appropriate personnel to begin the investigation and evaluation procedures in place for the dams. Installation of new monitoring instrumentation at Pacoima Dam was complete in February 2005.



San Gabriel River concrete-lined section

Over 70 flood control/water conservation/stormwater quality enhancement construction projects valued at over \$80 million were also initiated, awarded, or constructed during this period. These include major projects of significant regional benefit, such as the Hollyhills Drain in the cities of Beverly Hills, Los Angeles, and West Hollywood; Donminger Drain and Pump Station in Carson; Sun Valley Park Drain and Infiltration System in Los Angeles; Little Dalton Debris Dam Seismic



Trash Net on the San Gabriel River

Retrofit Modification in Glendora; Ninth Avenue Drain in Hacienda Heights; Dominguez Gap Spreading Grounds Pump Station Rehabilitation in Long Beach; Fairplex Drain in Pomona; Pico Canyon Channel Stabilizers in Santa Clarita; Mindora Drain in Torrance; San Gabriel Rubber Dams in El Monte and Industry; 13 Low-Flow Diversions in the North Santa Monica Bay Watershed to divert dry weather runoff away from Santa Monica Bay to the sanitary sewer system for treatment; and installation of trash excluder devices on over 3,000 catch basins within the Los Angeles River and Ballona Creek Watershed to prevent trash from entering the storm drain systems and reduce the amount of trash entering the rivers and ocean.

Water Conservation

The storage capacity of our groundwater recharge facilities exceeds 21,300 acre-feet. These facilities allow for stormwater runoff, imported water, and reclaimed water to be percolated back into the aquifers. These facilities are operated year-round to replenish groundwater basins. Groundwater recharge operations during the 2004-05 storm season included enough water to





San Gabriel River soft-bottom section

serve 4.8 million people in the County for an entire year, more than double the average amount recharged.

Rubber dams that span across rivers and channels in soft bottom reaches have assisted in increasing the amount of groundwater recharged. These rubber dams have proven extremely successful during their 17 years of service. We are expanding the system with the installation of two new rubber dams in the San Gabriel River to allow for increased storage capacity.

The County flood control system touches the lives of every County resident. Providing flood protection and year-round water conservation are integral to the system's design and purpose. Therefore we continue to embrace new technologies and improved strategies to enhance our efforts. New instrumentation and data analysis tools allow us to provide service in a more response, efficient, and cost effective manner. Through the use of GIS and web-based applications, information is managed and evaluated better. We have established a strong presence on the Internet to increase dissemination of near real-time and historic hydrologic data to serve the public and outside agencies.

Watershed Management

Using a watershed management approach continues to positively affect how we conduct business. This approach fosters integration of ideas, resources, and funds and opens communication channels that allow projects to go from a defined need, to a concept, and ultimately into implementation. Projects no longer serve a single purpose, but multiple purposes such as flood control and water conservation, storm and urban runoff water quality enhancement, recreation, habitat protection, open space, and landscaping. Due to increased regulation in the area of stormwater quality, many of our watershed efforts have also increased in this area over this biennium, and they are expected to grow in the future.

Los Angeles River

Public Works led the development of several watershed management planning efforts during this biennium. Within the Los Angeles River and Dominguez Channel watersheds, these efforts included Master Plans for the Sun Valley Watershed and the Dominguez Watershed. In addition, we partnered with other agencies and organizations in the development of the Rio Hondo and



San Gabriel Canyon Spreading Grounds

Compton Creek Watershed Management Plans. We also continued to lead the implementation of the Los Angeles River Master Plan, which seeks to improve the aesthetic, environmental, and recreational elements of the river while maintaining flood protection. Part of this implementation included the adoption of standardized guidelines for signage and landscaping for our river system.

This biennium has clearly seen the transition of watershed management from planning to implementation. Several multi-objective projects have entered or completed construction during this period, including the Sun Valley Park Multiuse Project, the Tujunga Wash Greenway and Stream Restoration Project, the Paseo del Rio at Rio Hondo, San Gabriel Coastal Spreading Grounds Phase II Project, and the Compton Creek Bike Trail Project.

We also continued to foster successful relationships with numerous stakeholders in the region during this biennium. We have maintained close relations with the U.S. Army Corps of Engineers and have cooperatively initiated several integral planning efforts for the Arroyo Seco, Tujunga Wash, and Sun Valley Watersheds. It is expected that these efforts will eventually lead to the acquisition of Federal funding to implement water resource and environmental restoration projects throughout these watersheds. We also secured numerous grants from Federal, State, and local funding sources to assist in the implementation of watershed management projects throughout the County.

Santa Monica Bay

Under the direction of a diverse stakeholder group, the Ballona Creek Watershed Management Plan was developed to set forth pollution control and habitat restoration actions to achieve ecological health in the watershed. This plan will direct future projects that improve the use of available water and land resources as well as guide further planning efforts.

The first Total Maximum Daily Load (TMDL) regulation for bacteria became effective for the Santa Monica Bay and Marina del Rey in July 2003 and March 2004, respectively. The TMDL set acceptable limits for bacteria concentrations during dry and wet weather in order to protect recreational opportunities at beaches within the County. In response, we have initiated innovative structural Best Management Practices, including 18 low-flow diversion projects, which will transport contaminated urban runoff to the sanitary sewer system during dry weather. To reduce bacteria contamination during wet weather, we have worked collaboratively with other agencies to develop long-term implementation plans that include multiple levels of commitment from increased public education to determining the feasibility of regional stormwater treatment projects.

The North Santa Monica Bay Watersheds Task Force, composed of a wide gamut of stakeholders ranging from the United States Environmental Protection Agency down to individual homeowners, was formed with the mission to bring together stakeholders with a vested interest in the water quality of the North Santa Monica Bay Watersheds. The task force continues to work collaboratively to develop and implement a Regional Watersheds Implementation Plan to comply with the National Pollutant Discharge Elimination System (NPDES) Permit, TMDLs, and Assembly Bill 885 regulatory objectives, thus improving the quality of life for area residents and visitors.



San Gabriel River

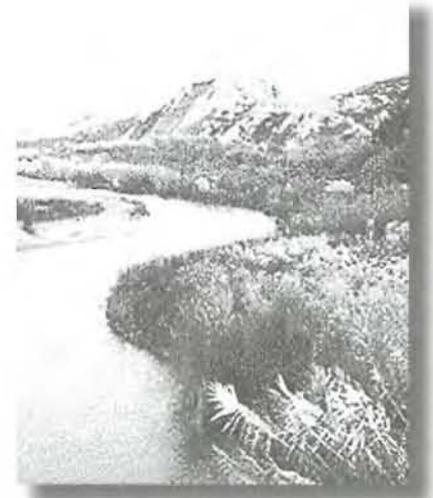
One of our major efforts during this biennium in the San Gabriel River watershed was the development of the San Gabriel River Corridor Master Plan to increase and enhance recreation, habitat, open space, flood protection, water conservation, and water quality opportunities along the river. The master plan is a multi-objective document which incorporates input from 100 stakeholders, consisting of cities, water agencies, regulatory agencies, and community and environmental groups who have met over the past six years.



San Gabriel River bike path signage

Santa Clara River

In September 2004, we participated in the signing ceremony for the Santa Clara River Watershed Feasibility Study. This project represents a collaborative partnership between the Corps of Engineers, the Ventura County Watershed Protection District, and the Los Angeles County Flood Control District (LACFCD). The intent of the project is to create hydrologic, hydraulic, and sedimentation models for the entire watershed. The models will enable us to identify watershed problems and evaluate potential multipurpose solutions.



Santa Clara River

Antelope Valley

Public Works recognizes the widespread flooding problems and water resource concerns throughout the Antelope Valley. We believe the solution is the creation of a regional flood control and water conservation agency. The first step toward formation of a new Antelope Valley Flood Control District or annexation to the existing LACFCD is to determine the support of Antelope Valley residents. To that end, we are assisting Supervisor Antonovich's office with public information efforts associated with the November 8, 2005, Advisory Vote.

WATERWORKS AND SEWER MAINTENANCE

Public Works administers and maintains five Waterworks Districts and the Marina del Rey Water System, which serve approximately 179,600 County residents. Our two Sewer Maintenance Districts serve over 2.5 million County residents in 42 cities and unincorporated areas. During this biennium, 11 capital improvement projects valued at \$10 million were awarded to improve the waterworks infrastructure. This included the drilling and construction of 10 wells, in addition to construction of a pump station, a fuel station,

and more than 9,000 feet of water pipeline. Contracts were also awarded to design disinfection conversion and water security upgrades in the Antelope Valley.

We continued our efforts to ensure that our District customers received high quality drinking water exceeding Federal and State drinking water standards through daily water quality testing, pipeline flushing, and water tank inspections. Annual consumer confidence reports listing the concentrations of chemicals found in their water supply were compiled and mailed to each of our customers. In District 40, a new tiered water rate structure was put into effect in which water rates were increased to fund rising operational costs and capital improvements within that District. Our Water Conservation Program also received two grants totaling nearly \$500,000 (Proposition 50, Chapter 7) for three of the 14 Best Management Practices we implemented.



Water storage tank

Sewer facilities were improved through the rehabilitation of 17.8 miles of deteriorated cement-pipe sewer lines at a cost of \$4.8 million. In addition, 4,767 parcels covering 1,645 acres and 73 miles of sewer lines were annexed to the Consolidated Sewer Maintenance District. In anticipation of new regulatory agency requirements to minimize sanitary sewer overflows, a Condition Assessment Unit has also been established. Under the Condition Assessment program, about 10 percent (500 miles) of the sewer lines we maintain will be inspected via closed circuit television on an annual basis to identify deficiencies and help us plan for corrective measures. Maintaining our high level of responsive sewer service without increasing charges to our customers continues to be a foremost priority.

ENVIRONMENTAL ISSUES

Public 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 recycling and waste reduction in the public and private sectors to both improve the appearance of the County and to increase the County's recycling rate. We also provide industrial waste permitting and inspection of over 5,600 businesses in County unincorporated areas and 38 contract cities, and continue to operate the largest Household Hazardous and Electronic Waste collection system in the nation.

Household Hazardous Waste (HHW)

The Countywide HHW Management Program conducted 105 free Saturday drop-off events in various cities and unincorporated communities during this biennium. Both HHW and E-Waste, when not disposed of properly, can pollute the environment and contaminate drinking water reservoirs. The Program collected motor oil, solvents, paints, and batteries as well as E-waste such as old televisions, computers and monitors, and cell phones. Over 126,000 residents



participated and more than 14.45 million pounds of HHW and 4.6 million pounds of E-Waste were collected. Our collection events provide the public with a safe alternative to dispose of toxic items instead of dumping them down the storm drains or putting them in the trash. To further protect our environment, we also investigated reports of illegal dumping of liquids (e.g. oil, chemicals) into the storm drains and coordinated with the County District Attorney's Office, and other Federal and local agencies to prosecute offenders who violated the law.

On August 20, 2005, the Antelope Valley Environmental Collection Center (AVECC) had its grand opening at the Antelope Valley Public Landfill in the City of Palmdale. The AVECC is open to the public every first and third Saturday of each month from 9 a.m. to 3 p.m. and accepts HHW and E-waste. It is anticipated the facility will service approximately 300,000 residents in the area and will collect a million pounds of HHW and a million pounds of E-waste annually.

The AVECC is a partnership between the Cities of Palmdale and Lancaster, the California Integrated Waste Management Board, the County of Los Angeles, Supervisor Michael D. Antonovich's office, and Waste Management, Inc. The AVECC will help discourage the improper disposal of household wastes that can endanger the community and the environment by giving residents an easy, free alternative that is close to their homes.



New Antelope Valley Environmental Collection Center

Reducing, Reusing, Recycling

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 (www.ladpw.org/epd/lacomax/) where consumers can list surplus material items they need or would like to offer to others. Both of these programs promote

markets for recyclable and recycled-content products.



Waste tires collected at an event in Antelope Valley

In the County of Los Angeles, approximately 10 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. During 2003-05, we conducted nine free Waste Tire Collection Events, where residents were given the opportunity to drop off their scrap tires to be recycled. Approximately 26,300 tires were collected and shipped to a facility that produces crumb rubber from waste tires. Crumb rubber is used as an ingredient in playground matting and rubberized asphalt concrete which the County uses in many of its street rehabilitation projects.

On April 5, 2005, the County implemented a Construction and Demolition Debris Recycling Ordinance which will significantly increase the recycling of construction and demolition debris generated in the unincorporated areas. The ordinance requires those granted construction permits to submit a plan demonstrating how they will reduce or recycle a minimum of 50 percent of the debris generated by the project. Fifty Recycling and Reuse Plans (RRPs) were received through the end of July 2005, documenting how debris would be diverted from disposal. Many of these RRP's were for the demolition of single-family homes.

Notwithstanding these extensive recycling services, our landfill capacity is still diminishing, making additional waste diversion measures critical. We have developed and implemented various programs to meet this need, and will continue to do so.

Solid Waste

Public Works also operates seven Garbage Disposal Districts (GDDs) serving a population of approximately 334,000 residents within the unincorporated areas and a portion of the City of Malibu. The Lennox Garbage Disposal District was formed on November 20, 2002, to improve solid waste disposal services in the Lennox community. The new district was strongly supported by over 80 percent of the voters of the community. The improved service provides each household with automated collection using different colored bins for trash, recyclables, and yard waste. The automated system is efficient, fast, and encourages recycling while providing a neater and cleaner community. Five of the seven GDDs have or will have by September 1, 2005, automated and separate collection of refuse, recyclables, and green waste for residential, multi-family, and commercial/industrial establishments. The two remaining GDDs are scheduled to have automated service on or before July 1, 2006.

As directed 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, we are working 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. The unincorporated area of South San Gabriel is the first targeted franchise area. Community meetings are scheduled for September 2005, to gather input from residents and answer questions.

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





Supervisors Yvonne B. Burke and Gloria Molina join local schoolchildren at the Community Clean Up Event in Florence-Firestone

Public Education

In December 2001, in accordance with the Clean Water Act, the Los Angeles Regional Water Quality Control Board issued a five-year NPDES permit to the County and local agencies to improve the quality of stormwater/urban runoff discharges from municipal storm drain systems to protect the receiving waters (lakes, rivers, groundwater, and the ocean). The existing permit requires programs in the area of Public Information and Participation to enhance the quality of stormwater and urban runoff, for which the County has primary responsibility. Public Works is charged with implementing this Five-Year Public Education Plan.

The Stormwater Public Education Program educates residents about what they can do to prevent pollution and keep local waterways clean. The program uses a variety of outreach efforts to remind people what happens when they don't think about the effect they have on the environment. Current program outreach activities include paid advertising, pilot community cleanup programs, media relations, corporate partnerships, community events, and an environmental hotline (1 888 CLEAN LA) to report illegal dumping. In addition, the program provides technical assistance to the County's incorporated cities to help promote cohesive pollution prevention education efforts throughout the region.

In 2003, we launched the *Can It!* advertising campaign comprised of a variety of strategies and methods to encourage residents to tackle the litter issue. *Can It!* and its Spanish counterpart *¡MantenLA Limpia!* are intended to change resident behaviors that add to stormwater pollution. Creating and sustaining a long-term community presence is critical to changing the behavior of community residents. Therefore the Program included grassroots pilot programs targeting the communities of East Los Angeles, Inglewood, and Florence-Firestone. The ad campaigns culminated in four-hour community



Can It! logo



beautification and celebration events planned and implemented by Public Works staff with participation from dedicated residents from each of these communities. During the one-day cleanup events in each of the three communities more than 1,000 residents gathered to clean-up local streets, sidewalks, and alleys. By day's end, residents had collected a phenomenal 50,000 pounds of trash.

In addition, in June 2005, we formed a partnership with the California Department of Transportation (Caltrans) to unify our previously separate stormwater pollution public education programs under Caltrans' "Don't Trash California" campaign. This innovative campaign will provide a unified message to a wider audience than either agency could reach alone, increasing the effectiveness of both efforts. The ads will be delivered to residents through radio, television, billboards, and newspapers.

We also continue to implement the Used Oil Recycling Campaign to increase County residents' knowledge of the proper disposal of used oil and filters, and to encourage the use of certified collection centers for used oil and filter recycling. Through this program, funded by grants from the California Integrated Waste Management Board, we partnered with Kragen Auto Parts in 2003, to provide consumers with free 15-quart oil containers when recycling their used oil or purchasing new motor oil at participating Kragen stores. As a result of this program we collected over 660,000 gallons of used oil and 9,100 oil filters during this biennium. In addition, outreach and used oil collection events in Rowland Heights and Monterey Park promoted in Chinese for Asian-American residents have been tremendously successful, collecting an average of 975 gallons of used oil and 225 oil filters per event in 2004.



Supervisor Michael D. Antonovich and Public Works staff at the Santa Clara River Earth Day 2005

Our Environmental Defenders elementary school program has been extremely successful in reaching young children in grades K-6 with important environmental messages and inspiring measurable, positive environmental action. An evaluative study of the program's assembly in 2003 revealed that approximately half of the children surveyed reported taking more environmental steps (recycling at home and picking up after pets, for example) as a result of the program's messages. To be relevant to children's lives and keep up with ever-changing trends, the program was revamped in 2004, resulting in the "Rock the Planet" theme. Key components of the new program included incorporating music with verses containing environmental concepts ("You are the solution to stormwater pollution") that students can learn and sing, the Super Environmental Defenders program where students can pledge to take environmental action, and ongoing technical assistance for schools and teachers. During this biennium, we reached 545 schools and approximately 304,838 students.

Public Works also hosts five Earth Day tree-planting events each year in different watersheds located throughout the County: Los Angeles River, San Gabriel River, Dominguez Channel, North Santa Monica Bay, and Santa Clara River. At these events, local elementary, middle,



and high school students and community volunteers participate and learn about their watersheds and their role in flood protection, habitat, and water conservation, while improving the quality of the environment. During this biennium over 3,300 native plants, shrubs, and trees were planted at these events.

Many of the County's environmental education programs are promoted on our Environmental Resources Website at www.888CleanLA.com. Questions received from the public via the website are answered within two business days and often within a matter of hours. During the 2003-05 period, the website received approximately 1.2 million page views for an average of 48,920 per month. Environmental information is also available on the County's Environmental Hotline at 1(888) CLEAN LA; the hotline received approximately 141,700 calls for an average of 5,900 per month, 10 percent of which were answered by a live operator.

Graffiti Abatement

Public Works has implemented a Countywide zero tolerance anti-graffiti effort on behalf of the Board. The program works with legislators, law enforcement, judicial intervention, proactive public information and school education programs, and general abatement programs to effectively fight against this form of vandalism within the communities and unincorporated areas of Los Angeles County. The program is designed to remove graffiti quickly and as often as necessary to keep the areas graffiti free. To report graffiti residents can call 1-800-675-4357 or visit www.4tagla.com.

The Totally Against Graffiti Program (TAG), initiated in 2001, provides educational programs targeted to children 8 to 11 years of age, teaching them about the costs and consequences of graffiti. Another key component of TAG is The Kids on the Block, an interactive puppet show targeted to first and second grade students in which a troupe of life-size educational puppets that dress and act like real children address the issue of graffiti, a major issue in Los Angeles County. In addition, the Mobile Classroom component visits schools and motivates, educates, and rewards children for improving their neighborhood, while the Difference Between Art and Graffiti component works with young artists to encourage creative arts that showcase an anti-graffiti message.



Kids at TAG (Totally Against Graffiti) Event

CONSTRUCTION AND DEVELOPMENT

Public Works is responsible for ensuring proper land development, issuing permits, enforcing building codes, and developing and implementing complex capital projects as well as



designing and preparing plans for small to medium-sized County capital projects. Also under our purview are the acquisition, rental, sale, and lease of County- and special district-owned property; surveys and topographic mapping for design and construction engineering activities; operation of state-of-the-art testing laboratories; and serving as Materials Engineer to other County departments and several cities.

Building Construction

A primary method in which we ensure public safety is through the enforcement of County Building Codes. Building inspectors located at field offices throughout the County 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 50,000 building permits were issued having a construction value of over \$3.3 billion.

In an ongoing effort to make permitting and plan check services more customer-friendly, we are on course to update our facilities to better serve as "One-Stop" centers representing multiple County departments. In 2005, our Calabasas District Building and Safety office was relocated and reconfigured to serve this purpose to rave reviews. Other district offices will follow in the future.



Calabasas One-Stop Center

Our Property Rehabilitation Program continues to raise 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 code violations. Nuisance Abatement Teams continue to serve low-income areas in a coordinated multi-agency effort to promote neighborhood preservation through code enforcement. Additionally, Neighborhood Enhancement Teams and Commercial/ Industrial Area Enhancement Teams provide enhanced code enforcement in targeted areas. More than 6,500 complaints were received and investigated by this combination of agencies, resulting in the cleanup or repair of more than 3,000 substandard properties and code violations during the biennium.

We continue to develop 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 and offering services online, the public will begin to enjoy the true benefits of a "one-stop shop."

Capital Projects

Responsibility 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 in 1995. During this biennium, we managed over 105 capital projects for various County departments and agencies who contract with us for services. A total of \$1.5 billion went into the planning, design, and construction of these projects during this period.



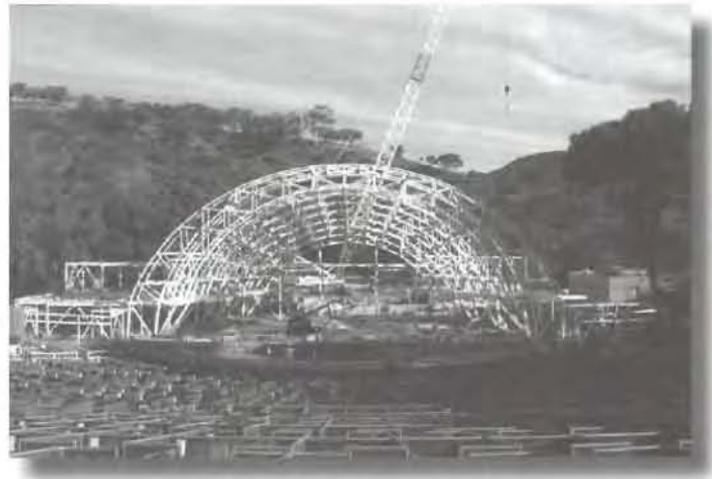
Highlights of major projects completed during this biennium include:

Adventure Park Gymnasium and Park Renovation – Completed construction of a 12,365 square-foot gymnasium building in the unincorporated area of Whittier. The project renovated the existing recreation building, including an upgraded kitchen to accommodate a Meals on Wheels program, as well as refurbishing the ball fields.

Altadena Community Center – Completed construction of a 7,200 square-foot Community Center in the unincorporated area of Altadena. This facility provides County/community office space, a warming kitchen, a historical museum, and a 1,700 square-foot community room which is used for Town Council meetings and other community events.

East Los Angeles Library – Completed construction of a 26,300 square-foot library facility with associated site and landscaping amenities. This is an element of the multi-phased renovation of the East Los Angeles Civic Center.

Hollywood Bowl Renovation – This project included demolition and replacement of the acoustic shell and stage, as well as renovation of the back-of-house facilities. Reconstruction of the shell enhanced performances by improving acoustic quality for both performers and audiences at this legendary Southern California icon. Maintaining the historic character of the shell was a key design issue. Construction began in October 2003 and was completed on time for the Summer 2004 performance season.



Hollywood Bowl Renovation

Central Juvenile Hall Housing Units – Completed construction of two 120-bed, 37,400 square-foot units, resulting in a 737-total-bed-capacity facility. This \$36.5 million project included the construction of a new 138-car parking structure. Probation Department began occupancy of the facility in July 2004.

Los Padrinos Juvenile Hall Housing Units – Completed construction of two 120-bed, 37,000 square-foot units to reduce overcrowding and replace outdated facilities. This \$37 million project included adding 85 parking stalls to the existing parking structure. Probation Department began operations in the facility in September 2004.

Alfred J. McCourtney Juvenile Justice Center – Completed renovation of this two-story courthouse to function as a Juvenile Court facility. This 38,500 square-foot renovated facility was rededicated in June 2004.

Los Angeles Superior Court, Michael D. Antonovich Antelope Valley Courthouse – Completed construction of a 380,000 square-foot courthouse. The building is four stories above grade and one level below grade. In addition to 33 judges' chambers and ancillary

spaces, the courthouse contains 15 finished courtrooms as well as capacity for an additional six courtrooms if needed. The project also provided 1,105 parking spaces, including 35 secured spaces in the lower level. This \$110 million courthouse began operations in October 2003.

Santa Monica Courthouse Replacement – Completed construction of an 11,900 square-foot, two-story replacement courthouse building. Construction of the project began in August 2004 and was dedicated on April 1, 2005. The total cost of the project was \$4.4 million.



Walt Disney Concert Hall and Grand Avenue Realignment

Fire Station 126 – Completed construction of a 16,750 square-foot fire station in the City of Santa Clarita. This facility houses an engine company and emergency medical squad, along with dormitory quarters for 12 shift personnel. Office space for an Assistant Chief, Battalion Chief, Health/Hazardous Materials Unit, and a training room are also included.

Fire Camp 13 – Completed construction of an upgraded wastewater treatment plant for the Fire Department-operated Forester and Fire Warden Camp 13, located in the unincorporated area of Malibu. The fire camp houses approximately 125 people, including fire personnel, and treats about 12,000 gallons of domestic sewage per day.

In addition, we completed construction of the Walt Disney Concert Hall located in downtown Los Angeles on Grand Avenue. The project consists mainly of a 2,293-seat concert hall and a 266-seat performance art theater. The stainless-steel clad concert hall is the new home for the Los Angeles Philharmonic and was constructed on top of the newly completed garage. The 25,835 square-foot CalArts Theater Complex was constructed in the southwest corner of the garage, and is a multipurpose performance space designed to showcase music, dance, theater, film and video. The project was completed in 2003.

We also completed the realignment of Grand Avenue from Temple Street to 2nd Street to complement the Disney Concert Hall. This realignment project in downtown Los Angeles significantly improved pedestrian access to the Music Center and the Disney Concert Hall by shifting Grand Avenue eastward approximately 25 feet to allow for wider sidewalks outside the two buildings. Other street improvements included new curb and gutter, driveways, bus pads, access ramps, bridge widening, trees, an elevator, and pedestrian and street lighting fixtures.



Progress also continued on the LAC+USC Medical Center Replacement Project, which will replace four existing hospital facilities on campus to provide a new 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, Diagnostic/Treatment Facility, specialty Outpatient Clinic Building, and Central Plant. Construction of the major hospital facilities began in January 2003 and was approximately 65 percent complete at the close of this biennium. This \$820 million project is the largest capital project in the history of the County.



LAC+USC Outpatient Clinic Building

Earthquake Projects

Progress continued on the State-mandated SB-1953 Seismic Retrofit Program for all six of our medical centers. During this biennium we completed all design work associated with the January 1, 2008, structural retrofit deadline. We submitted our designs to the State for jurisdictional approval and have begun to receive approvals. Construction will begin upon approval of funding authority. The estimated cost for design and construction of this retrofit is approximately \$114 million.

In addition, recovery of facilities damaged by the 1994 Northridge Earthquake has reached 99 percent, with the completion of ten complex projects in the last two years. Completed projects include the repair of Van Nuys Superior Court, L.A. Metropolitan Branch Court, Outpatient Clinic at LAC+USC Medical Center, and the Crematorium and the replacement of the Conference Center at Olive View Medical Center. With the settlement of one insurance lawsuit, all damaged facilities covered by that policy have been repaired, except for Van Nuys Municipal Court, which is in design. Resolution of the second lawsuit is still pending, keeping four major projects on hold. With the completion of additional projects, the number of County and consultant staff associated with the recovery effort has been reduced by approximately 50 percent. The overall status of recovery is as follows: three in design, three in construction, and 989 projects complete.

Land Development

We continued to provide solutions to problems caused by the presence of geotechnical hazards that impact our infrastructure during this biennium. We completed remedial grading and specially-designed retaining walls to keep roads open after the series of rainstorms in the 2004-05 season caused widespread damage to our roadways. Through extensive laboratory testing and analysis, we developed permanent solutions to prevent catastrophic road failures at these sites in the future. Additionally, we provided geotechnical services to other County departments to extend the useful life of their facilities, as well as make them safer and less susceptible to damage due to natural disasters.



To enhance customer service, we posted tract and parcel map information online for customer access during this period. The website, www.ladpw.org/idd/DMR/ received an average of 110 hits per day and, during its busiest period, received over 300 hits per day. We are expanding the online database to allow customers to browse hundreds of standard forms, diagrams, and details that otherwise would be faxed by Public Works staff. In addition, we computerized the process for obtaining tentative tract numbers by creating a system to assign numbers to customers after they fill out a simple online form. We anticipate a dramatic reduction in the number of calls for service in this area, which will translate to faster processing of applications.

Mapping and Property Management

Public Works is also charged with providing the County, other governmental agencies, and the public with real property services and expertise; permit review services concerning use of Flood Control District and road rights of way; investigations and response to claims and litigation against various Public Works entities; and other related activities such as title and appraisal services. This includes assuring rights of way transferred to the Flood Control District are correct and preparing appraisal reports for these rights of way for sale or lease. During this biennium, we managed 250 lease and rental agreements and acquired property interests involving approximately 1,100 documents. Most notably, our lease/rental and excess property sales programs generated a biennial revenue of \$10.2 million.

An extensive mapping operation is supported by our Computer-Aided Design and Drafting (CADD) system network which consists of over 130 work stations in nine divisions, as well as the Geographic Information System (GIS), which maintains the Land Information System. Through CADD and GIS, we are able to maintain data representing incorporations and annexations of all cities in the County, street centerlines, legal descriptions of special district boundaries, political boundaries and districts (our GIS is 99.8 percent accurate for locating registered voter addresses), house number systems, street name establishment and changes, aerial imagery, and other land information. To further these efforts, during this period we obtained the rights to utilize oblique aerial imagery, which provides higher resolution, higher quality, and more current photographs than our existing system. This enhancement has allowed our staff to better understand the makeup of the structures within the County and reduce the number of site visits required to perform our work. We plan to participate in a first-of-its-kind Countywide consortium in the next biennium to obtain current and even better quality imagery, which we anticipate will realize substantial savings for the County as a whole.

Survey

Maintaining a system of precise horizontal and vertical surveys necessary to accurately relate property and infrastructure records in our complex urban environment is an ongoing priority. Public Works' survey records library is the largest in the County, with our public counter staff consistently completing a high volume of business. During this biennium we checked over 950 Records of Survey and 2,700 Corner Records, and served over 14,000 customers at our public counter. We also continued our yearly monitoring of dams and debris basins for movement, running over 550 miles of bench mark in addition to performing over 550 preliminary surveys and 100 construction surveys. In addition, we purchased state-of-the-art Global Positioning System (GPS) equipment and reflectorless Electronic Distance Measurement instruments to more effectively and efficiently collect data.



F INANCIAL PERSPECTIVE

Public Works has an annual operating budget of approximately \$1.2 billion. This budget is composed of 128 separate funds that finance approximately 700 operating programs. Over 99.7 percent of our revenues are restricted to specific uses. This leaves approximately \$3 million annually (less than one-half of one percent) of unrestricted funding to implement Board of Supervisors' defined critical services and needs.

ANNUAL OPERATING BUDGET

EXPENDITURES & ENCUMBRANCES (in millions)	FY 2001 - 02	FY 2002 - 03	FY 2003 - 04	FY 2004 - 05
ROADS AND HIGHWAYS	\$252	\$234	\$195	\$230
FLOOD CONTROL AND DRAINAGE	222	214	211	212
WATER SYSTEMS	49	46	49	44
SEWER SYSTEMS	23	22	23	23
WASTE MANAGEMENT	28	29	30	29
TRANSIT SYSTEMS	19	21	24	25
LIGHTING DISTRICTS	20	21	21	21
DEVELOPMENT REGULATION	37	40	40	42
SERVICES FOR OTHERS	3	3	3	3
CAPITAL PROJECT MANAGEMENT	9	9	8	7
MISC - GENERAL AVIATION	4	6	7	7
MISC - BIKE PATH	1	1	1	1
TOTAL	\$667	\$646	\$612	\$644
REVENUES (in millions)	FY 2001 - 02	FY 2002 - 03	FY 2003 - 04	FY 2004 - 05
TAXES	\$115	\$119	\$127	\$125
INTEREST, RENTS, & ROYALTIES	24	17	15	17
INTER-GOVERNMENTAL	196	193	175	199
CHARGES FOR SERVICES	242	291	266	301
MISCELLANEOUS	4	4	5	5
TOTAL	\$581	\$624	\$588	\$647

BIENNIAL OPERATING BUDGET

EXPENDITURES & ENCUMBRANCES (in millions)	FY 2001 - 03	FY 2003 - 05
ROADS AND HIGHWAYS	\$486	\$425
FLOOD CONTROL AND DRAINAGE	436	423
WATER SYSTEMS	95	93
SEWER SYSTEMS	45	46
WASTE MANAGEMENT	57	59
TRANSIT SYSTEMS	40	49
LIGHTING DISTRICTS	41	42
DEVELOPMENT REGULATION	77	82
SERVICES FOR OTHERS	6	6
CAPITAL PROJECT MANAGEMENT	18	15
MISC - GENERAL AVIATION	10	14
MISC - BIKE PATH	2	2
TOTAL	\$1,313	\$1,256
REVENUES (in millions)	FY 2001 - 03	FY 2003 - 05
TAXES	\$234	\$252
INTEREST, RENTS, & ROYALTIES	41	32
INTER-GOVERNMENTAL	389	374
CHARGES FOR SERVICES	533	567
MISCELLANEOUS	8	10
TOTAL	\$1,205	\$1,235



Aviation

Aircraft based at Public Works airports to date: 1,962
Airport takeoffs and landings: 2 million
Gallons of aviation fuel sold: 2.8 million

Construction and Development

Building Permits issued: 50,000
Value of building permits issued: \$3.3 billion
Capital Projects managed: 105
Value of Capital Projects managed: \$1.5 billion
Special Districts created for lighting and sewer operations: 337
Projects involving flood control rights and/or quitclaims: 226
Road expansion projects: 85
Private drains transferred to the Flood Control District: 160
Specialty mapping projects completed: 1,400
Addresses for new subdivisions: 3,200
Change of address requests processed: 1,100
Lease and rental agreements managed: 250
Revenue generated from lease/rental property sales: \$10.2 million
Professional reviews of hydrology maps, water, storm drain, landscape, grading, road and sewer plans: 3,500
Maps recorded annually: 700
Tax bonds, subdivision agreements, and improvement securities processed: 1,000
Preliminary surveys conducted: 550
Records of Survey checked: 950
Customers served at Survey Public Counter: 14,000

Environmental Issues

Pounds of Household Hazardous Waste collected: 14.45 million
Pounds of E-Waste collected: 4.6 million
Waste tires collected: 26,300
Pounds of trash collected at community clean-up events: 50,000
Gallons of used oil collected: 660,000
Used oil filters collected: 9,100
Trees planted at Earth Day events: 3,300
Elementary school students reached through Environmental Defenders: 304,838

Flood Control and Water Conservation

Major dams operated and maintained: 15
Crib dams operated and maintained: 232
Miles of open channels maintained: 529
Miles of storm drains maintained: 2,811
Spreading grounds operated and maintained: 27
Catch basins maintained: 77,917
Debris retention structures: 398
Stormwater pumping plants: 45
Rainfall stations: 250



Information Technology

Public Works website hits per month: 3 million

Roads and Transportation

Miles of unincorporated area roads maintained: 3,170

Feet of curb paint maintained: 565,000

Miles of traffic lane striping maintained: 3,300

Square feet of pavement markings maintained: 1.4 million

Traffic signs maintained: 107,500

Street name signs maintained: 46,000

Raised traffic markers maintained: 205,000

Traffic signals maintained: 1,600

Street, bridge, and tunnel lights maintained: 1,100

Highway safety lights and illuminated street name signs maintained: 8,000

Waterworks and Sewer Systems

Water storage reservoirs: 119

Water wells: 38

Booster pumps and pressure regulating stations: 145

Miles of water mains maintained: 1,086

Miles of mainline sewers maintained: 5,100

Sewage pumping stations: 153



Tree Trimming



Snow removal



East Los Angeles Library

Environmental Programs

Household Hazardous Waste/E-Waste Collection Program

2004 Los Angeles County Productivity and Quality Top Ten Award

Plan-It Earth Times in Education Program

2003 Los Angeles County Productivity and Quality Plaque

2004 National Association of Counties Achievement Award

Smart Gardening Program

2003 California State Association of Counties Merit Award

Los Angeles County Productivity and Quality Plaque

Southern California Rubberized Asphalt Concrete Technology Center

2004 Rubber Pavements Association Market Development Award

Totally Against Graffiti (T.A.G.) Program

2003 California State Association of Counties Merit Award

Los Angeles County Productivity and Quality Top Ten Award

Los Angeles County Productivity and Quality Million Dollar Club

National Association of Counties Achievement Award

Used Motor Oil Chinese Language Outreach Program

2004 California State Association of Counties Honorable Mention

Los Angeles County Productivity and Quality Traditional Commission Plaque

National Association of Counties Achievement Award

Human Resources/Administration

Contract Monitoring

2004 Los Angeles County Productivity and Quality Traditional Commission Plaque

Department of Public Works Performance Management Framework

2004 Los Angeles County Productivity and Quality Million Dollar Club

Los Angeles County Productivity and Quality Performance Measurement Award

Public Works On-Site University

2003 California State Association of Counties Honorable Mention

National Association of Counties Achievement Award

Information Technology

Interactive Customer Inquiry System

2003 American Public Works Association Southern California Chapter - Project of the Year

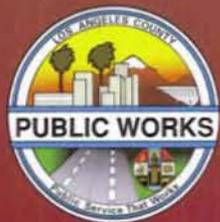
Los Angeles County Productivity and Quality Gutenberg Technology Award

2004 California State Association of Counties Honorable Mention



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