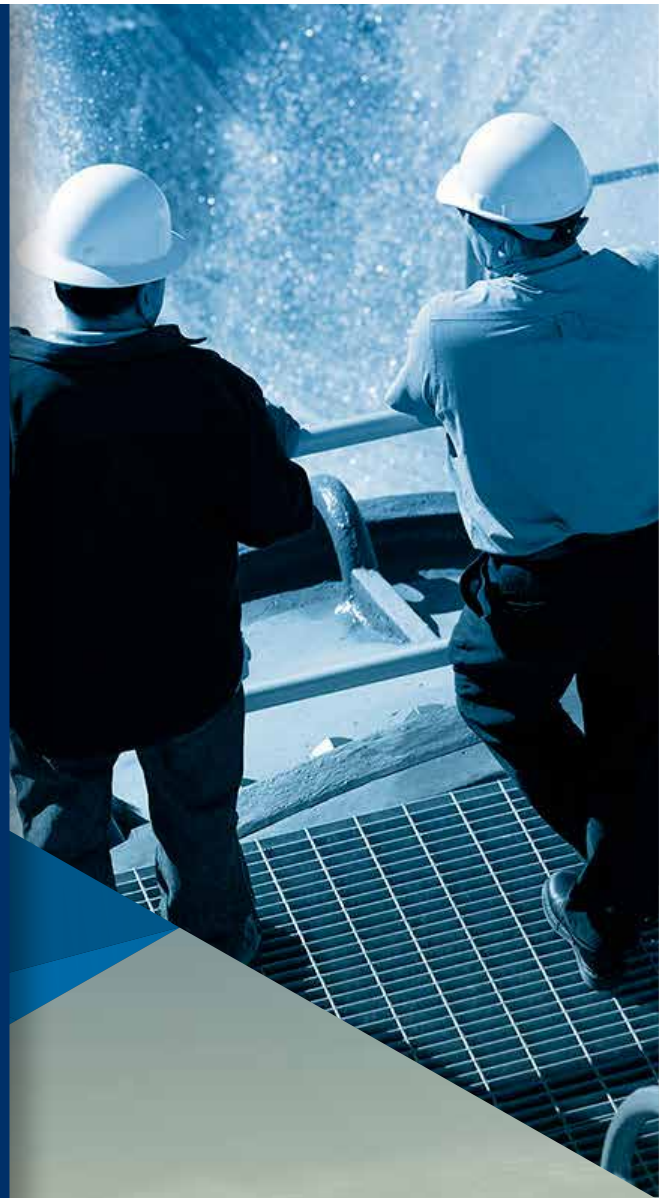


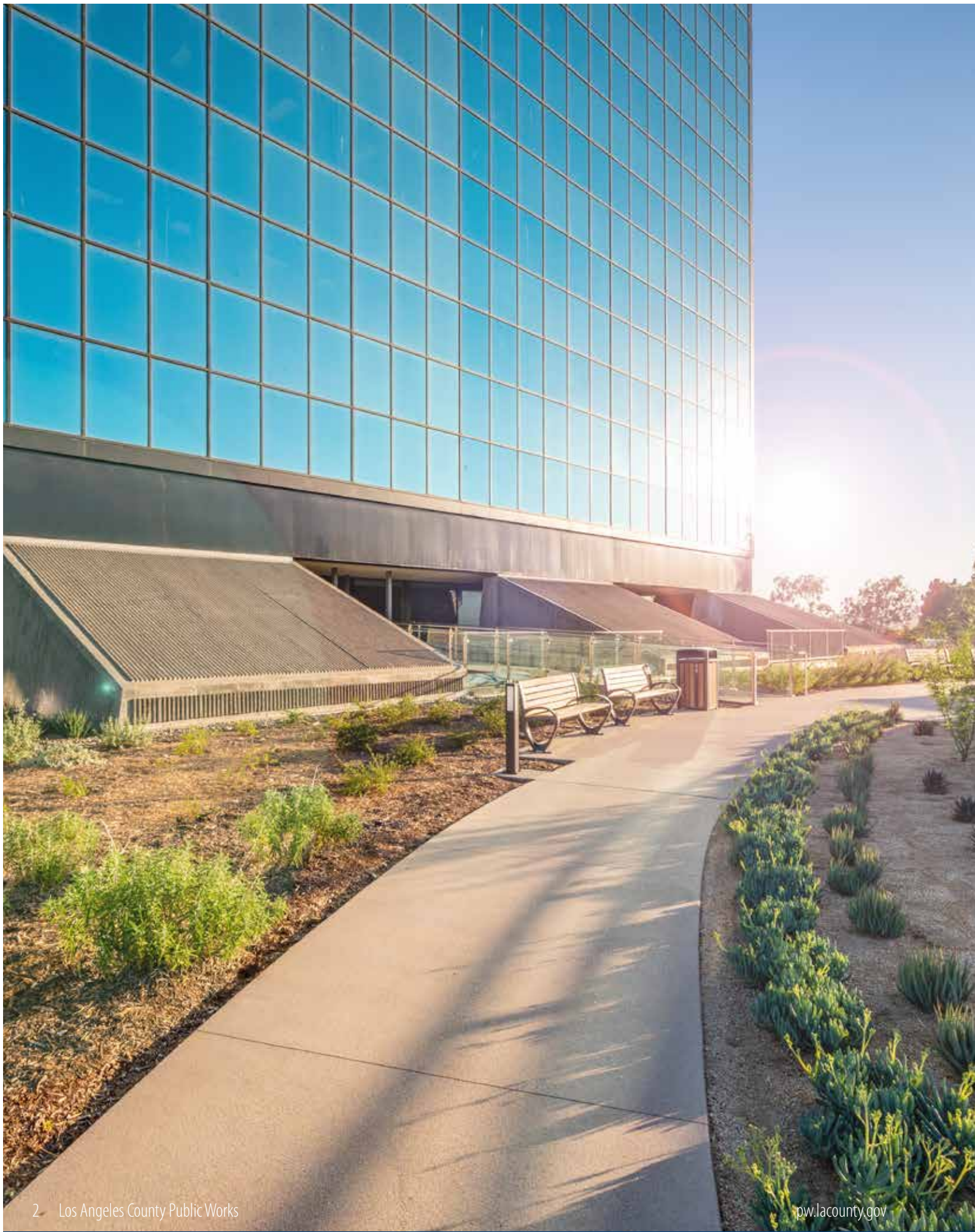


*Public Works*  
LOS ANGELES COUNTY

QUARTERLY BUSINESS  
REPORT  
Q3/2024-2025







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# Public Works Overview

*“To become the most trusted public agency in the region.”*

*“We plan, design, build, and maintain modern infrastructure that uplifts all communities of Los Angeles County.”*



**Director**  
**Mark Pestrella, PE**

Los Angeles County Public Works was formed in January 1985, consolidating the former County Road Department, the County Engineer Department, and the County Flood Control District.

With a Vision to become the most trusted public agency in the region, Public Works has been defined by its responsiveness to the public, commitment to provide excellent customer service, and drive to build great community relations. Public Works' workforce takes pride in being public servants providing essential and critical services for all residents and businesses in Los Angeles County.

Public Works' diverse operations are defined within five core service areas: Water Resources, Transportation, Environmental Services, Construction Management, and Municipal Services. Its annual budget of approximately 4.1 billion is funded by restricted revenues, such as gas excise and sales tax, benefit assessment, water and sewer sales, user fees, and contract cities revenues.

Public Works is strategically focused on supporting economic development through business-friendly contracting opportunities that will better serve the County's small businesses and local worker hiring objectives. In Fiscal Year 2023-24, Public Works awarded approximately \$1 billion worth of contracts within Los Angeles County, which helped create 13,053 jobs.

Public Works' workforce is comprised of approximately 3,660 employees in nearly 500 job classifications, including professional, technical, clerical, and skilled crafts.

Headquartered at 900 South Fremont Avenue in Alhambra, Public Works has 156 field facilities throughout Los Angeles County.

This business report highlights Public Works' high-level efforts in advancing its outcomes for the previous quarter. By acting on the strategies of each Business Area, Public Works aims to improve the quality of life for all Los Angeles County residents.

# Public Works Executive Team



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# Administrative Services

*"Public Works is the Employer of Choice in Los Angeles County."*



Public Works' recruiters attend college recruitment events

Support a  
workforce of **3,690** employees  
in more than 500 job classifications

## MAJOR PROGRAMS/SERVICES

Public Works' Administrative Services Branch (Branch) provides enterprise-wide financial management, administrative services, human resources, information technology, and risk management. Services include:

- Fiscal oversight
- Budget/fund management
- Litigation management
- Recruitment and exams administration
- Employee relations and programs
- Payroll administration
- Performance management
- Employee benefits
- Employee recognition programs
- Procurement and warehousing
- Employee training and professional development
- Compliance oversight for legally mandated programs
- Employee health and safety

Manage a  
**\$4.4 billion**  
budget for Fiscal Year  
2024-2025





2024 Public Works Engineering Assistants Forum Summer Picnic

The Branch is committed to supporting a culture of world-class public service by investing in our employees, building workforce expertise, creating permanent jobs, investing in training and technology, and promoting a diverse, inclusive, and supportive work environment for everyone.

We aim to align our workforce with Public Works' mission to uplift the well-being of all communities of Los Angeles County (County) by recruiting, retaining, and developing a highly talented workforce to support our strategic priorities and operations

We support the County's efforts to increase the number of families earning a living wage in the County by providing job opportunities to disadvantaged populations.

We support the County's Anti-Racism, Diversity, and Inclusion (ARDI) Initiative through an equity infused strategic plan and tools designed to address systemic racism.

## Cybersecurity Threats Prevented in FY 2024-25: (As of March 2025)

**2.5K**  
Spam/Phishing

**265k**  
Web-Based Attacks

## Fiscal Year 2024-2025 (As of March 2025)



**8,572**

Purchase Orders Processed  
Totaling

**\$61.4 million**

Awarded Certificate of Achievement for  
Excellence in Financial Reporting



For Los Angeles County Flood Control  
District's Annual Comprehensive  
Financial Report

7,235 Local Small Business Enterprise  
(LSBE) payments for a total of

**\$92.9 million**

**95%** of LSBE payments  
made within 15 days



## PROGRAMS/INITIATIVES

### EMPLOYEE ENGAGEMENT:

- Employee Recognition ceremonies
- New Employee Orientations
- New Managers Meetings
- Charitable Giving Campaign
- Wellness Events – Flu Clinic, Blood Drive
- Engineering Assistants Forum
- Leadership Forums
- Safety Awards ceremonies

### College Recruitment

Public Works conducts on campus recruitment at multiple accredited colleges and universities to attract qualified and diverse talent.

### PLACE Program

Public Works has partnered with the Worker Education and Resource Center (WERC) and the County Department of Human Resources to hire individuals with high barriers to employment through the Preparing Los Angeles for County Employment (PLACE) program.

### Work From Home (Telework)

Public Works' Work From Home (WFH) program is designed to provide work flexibility while continuing to deliver the highest level of service to our customers. Our WFH program follows four critical tenets:

- Collaborative Culture – promote a culture of collaboration and integration of skills, knowledge, and values to meet our mission and build the public's trust in us.
- Public Service – create an outstanding and unmatched customer experience in our industry.
- Productivity – increase employees' productivity to support population outcomes and strategies.
- Workforce Wellbeing – support a better work-life balance for our employees.

### Training

Public Works is committed to developing and retaining a highly skilled workforce prepared to address modern infrastructure needs. We support employees in furthering their education through degree and certification programs, as well as tuition reimbursement assistance. Our employees attend external training, conferences, and seminars that further enhance their learning opportunities and enable networking with industry leaders.

**\$989,000** Invested in employee training and development to date in Fiscal Year 2024-25 (As of March 2025)



Public Works STEAM Outreach Program members engage with young learners.

## KEY ISSUES/CHALLENGES

### • Strategic Issues

- Due to employee turnover resulting from retirements and interdepartmental promotions, Public Works must prepare for current and future labor market demands by developing and retaining a diverse, sustainable, and highly skilled workforce with a specific focus on trends in the engineering industry.
- Public Works must continue to develop our leaders to put them in the best position to respond to workplace challenges and prepare employees for new leadership roles and challenges.
- Public Works supports the Board of Supervisors' commitment to expanding employment opportunities for County residents through workforce development programs which focus on creating pathways to County employment for disadvantaged populations.

### • Challenges

- Baby boomer retirements have resulted in a significant loss of institutional knowledge.
- We need to be appropriately resourced with positions to fulfill high workload demands in key strategic areas.
- We must onboard talent more quickly and provide a more sustainable work-life balance for our employees.
- Some competing employers may offer more liberal telework schedules.

# STRATEGIES

The Branch established two strategies designed to help ensure we are the Employer of Choice in the County:

## **Strategy 1 – Recruit and retain a highly talented workforce.**

Public Works engages in targeted outreach and recruitment efforts to attract a diverse candidate pool and hire the most qualified candidates, with an emphasis on engineering talent to support the Business Areas' strategic priorities and operations.

- Some high-level actions involved:
  - Participation in outreach events, career and job fairs, and campus recruitment at college and universities.
  - Implementation of efficiency enhancements to reduce the time between electronic Personnel Action Request (ePAR) approval and the establishment of the start date to onboard talent more quickly.
  - Tracking employees hired with specialized degrees, licenses, and certifications.

## **Strategy 2 – Train and promote professional workforce development.**

Public Works promotes professional development opportunities to support its workforce. This strategy has a strong positive impact on job satisfaction, retention, and belonging as employees feel supported and engaged in their roles.

- Some high-level actions involved:
  - Expanding leadership training for managers.
  - Creating a baseline (reference point) of our workforce's expertise by documenting employees who possess specialized degrees, licenses, and certifications.
  - Developing an automated tool to track compliance with County-mandated training.





## STRATEGIES STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy 1: Recruit and retain a highly talented workforce

1. Recruitment and outreach – Participated in 16 job fairs at diverse colleges and universities, including Howard University, North Carolina A&T University, and local colleges. In addition, we participated in the Society of Women Engineers regional conference and the 4th Annual LA Veterans Resources and Employment community event hosted by Supervisor Hilda Solis’ Office, during which we conducted onsite job interviews.
2. This quarter, we partnered with the Probation Department and conducted STEAM presentations for youth at Dorothy Kirby Center. Public Works STEAM Outreach Program volunteers provided a mix of inspirational, fun and educational activities to 24 young women, in addition to exploring the world of STEAM careers at Public Works and the impact we have on local communities.
3. New hires – We onboarded 77 new employees this quarter; all of them submitted survey responses. Approximately 73 percent of the new hires reported that they possess a degree, license, and/or certificate. The 24.9 percent increase to the related performance measure was due to more survey responses and hiring more technical positions requiring a degree, license, and/or certification as compared to the prior quarter.
4. Onboarding – The median number of ePAR processing days went up slightly from 15 calendar days to 16 calendar days. The 6.7 percent increase over the prior quarter was primarily due to processing a greater number of ePARs requiring both live scan and medical examination.
5. PLACE - We continued working with WERC/PLACE to offer pipeline programs for people experiencing barriers to employment. We are also working with the Department of Economic Opportunity to identify Veteran Intern Program opportunities for veterans, reservists, guards, active duty, military families, and caregivers.
6. Telework – With approximately 49 percent of employees teleworking one or more days per week, our WFH program continues to offer flexibility and support work-life balance for the workforce.

## Strategy 2: Train and promote professional workforce development

1. Workforce development - This quarter, we invested over \$227,000 in professional development and safety training to support the workforce. We are expanding E-Learning capabilities to develop original, in-house trainings and presentations. Examples include Infrastructure Collaborative monthly meetings, which are recorded, edited, and posted on the intranet, and a new Artificial Intelligence Policy training video, which is in production.
2. Leadership training – Overall participation went up by approximately 7 percent over the prior quarter, despite our response to the January 2025 wildfires causing some managers to reschedule their Essential Leadership Skills Workshop training.



Public Works STEAM Outreach Program volunteers conduct inspirational presentations for youth

# RESULTS-BASED ACCOUNTABILITY: SUMMARY

## Population Accountability

Population Outcome: Public Works is the Employer of Choice in Los Angeles County				
Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Employee annual retention rate	92.2%	March 31, 2024 to March 31, 2025	92.4%	March 31, 2023 to March 31, 2024
Percentage of job offers accepted	90.6%	January to March 2025	93.5%	October to December 2024
Demographics of workforce that reflects Los Angeles County communities	See Chart on Page 16	March 2025	--	--



## Performance Accountability

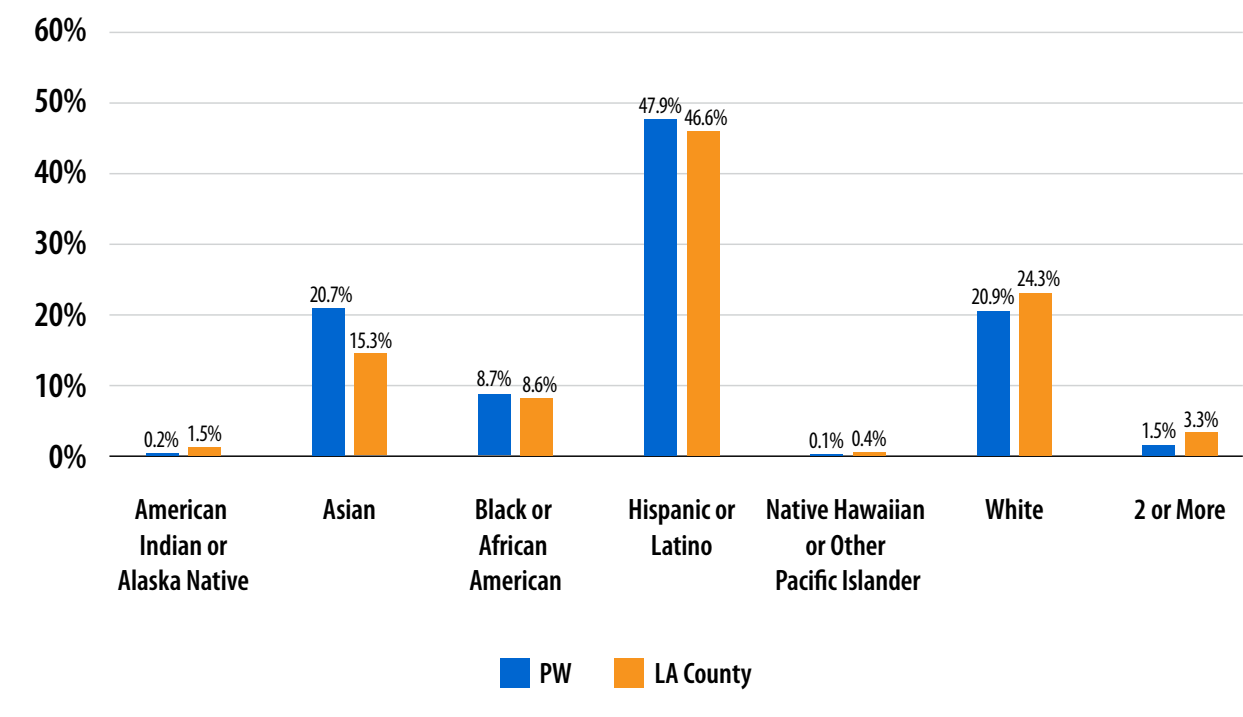
Strategy 1: Recruit and retain a highly talented workforce					
Performance Measures (January – March 2025)	Current Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Employee turnover rate	2.1%	1.1%	1.45%	↑	90.9%
Median number of days from ePAR approval to establishment of start date for more timely onboarding	16 calendar days	15 calendar days	25 calendar days	↑	6.7%
Percentage of employees hired with specialized degrees, licenses, and certifications (e.g., surveyor, structural engineering, geotechnical engineering, project management, construction inspectors)	72.7%	58.2%	100%	↑	24.9%

Strategy 2: Train and promote professional workforce development					
Performance Measures (January – March 2025)	Current Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Employee compliance rate with County mandated training	96.7%	97%	100%	↓	-0.3%
Percent of managers that completed leadership training	94%	88%	100%	↑	6.8%

# KEY TAKEAWAYS

- Public Works is the County's employer of choice. In the current 12-month period (March 2024 to March 2025), our annual employee retention rate was 92.2 percent, a minimal 0.2 percent decrease as compared to the prior 12-month period. U.S. employers strive to achieve 90 percent employee retention.
- Employee turnover increased from 1 percent to 2.1 percent this quarter mainly driven by a greater number of employees retiring in March, which is expected. With an average of 0.7 percent of employees leaving employment each month, Public Works is well below the national turnover rate for governmental employees, which averaged 1.45 percent per month.
- Job offers acceptance decreased by approximately 3.1 percent as compared to the prior quarter due to candidates accepting other job offers. With a 90.6 percent job offers acceptance rate, Public Works continues to be a highly desirable employer.
- The overall Public Works workforce is closely representative of the diverse demographics of Los Angeles County population. We continue our commitment and efforts to expanding the pool of candidates and advance equitable outcomes for all people.

Public Works Employees vs. Los Angeles County Population  
As of March 2025



County population data source: [U.S. Census Bureau Los Angeles County population estimates](#)





# Water Resources

*"All Los Angeles County residents have access to safe, clean, and reliable water resources."*



Dominguez Gap Wetlands



**14**  
dams

Providing flood protection for  
**10 million** people  
and contributing to their water supply



## MAJOR PROGRAMS/SERVICES

Through the Los Angeles County Flood Control, Unincorporated Area stormwater program, and Waterworks Districts, Public Works is responsible for Countywide water resource management, which includes flood risk management, water supply, and watershed health.

### Flood Risk Management and Stormwater Capture

The Los Angeles County Flood Control District (Flood Control District) was established under the Los Angeles County Flood Control Act in 1915. The Act empowered the Flood Control District to provide flood protection, water conservation, recreation and aesthetic enhancement within its boundaries. The Flood Control District is governed, as a separate entity, by the County of Los Angeles Board of Supervisors.

On behalf of the Flood Control District, Public Works constructs, operates, and maintains a regional system of flood control and water conservation facilities that provide flood protection and increase local water supply. The annual average budget of the Flood Control District is \$370 million, with major funding from property taxes and a property benefit assessment for flood control.

The Flood Control District's boundaries encompass 2,758 square miles. The Flood Control District operates and maintains one of the most complex systems of flood control and water conservation in the country. The Flood Control District's current infrastructure includes 14 major dams and reservoirs, 491 miles of concrete and soft-bottom channels, 3,400 miles of underground storm drain conduits, 97,466 catch basins, 61 pump stations, 189 debris basins, 181 crib dams, 37 sediment placement sites, 27 spreading grounds, 21 low-flow diversion structures, 315 seawater barrier injection wells, 1 constructed wetland, and 1 mitigation bank area.

The reservoirs assist in recharging groundwater, which helps Los Angeles retain a supply of drinking water. Water from the reservoirs is released, as needed, and moves through a system of open channels into spreading grounds, where it replenishes groundwater basins by slowly percolating, or infiltrating, into the ground. The groundwater basins are accessed by wells, providing a valuable and reliable source of local drinking water. By conserving water in reservoirs, Los Angeles County relies less on imported water from other areas of California and Colorado River Aqueduct. The flood control system ensures that the greatest amount of water is captured in

reservoirs and diverted into spreading grounds instead of being lost to the ocean.

The Flood Control District also administers the Safe Clean Water Program, which provides local, dedicated funding to increase our local water supply, improve water quality, and protect public health. Multi-benefit projects capture stormwater to supplement local water supply through reuse, potable offset, and/or groundwater recharge.

Local groundwater provides one-third of the region's water supply. The Flood Control District's spreading operations significantly help to recharge these local groundwater aquifers and are supplemented by numerous other regional entities doing both regional and distributed stormwater capture projects through the Safe Clean Water Program.

The Flood Risk Management Program includes planning; operation; maintenance; emergency storm response; storm drain rehabilitation; debris protection; floodplain management; public service; and construction of storm protection facilities, such as dams, channels, debris basins, storm drains, pumps, and removal of accumulated debris from reservoirs, debris basins, and debris retaining inlets.

The seawater barrier injection wells along Los Angeles County's coastline often go unnoticed because of their underground nature. However, these facilities serve as Los Angeles basin's fresh water sentinels. They protect a significant portion of the area's drinking water supply from ocean water, which constantly attempts to migrate into existing aquifers. Treated imported and reclaimed water is injected deep into the underground aquifers to block this inland migration of saltwater.

Another vital component of the Flood Risk Management Program is the removal of accumulated debris from the numerous reservoirs and debris basins, which protect nearby communities. Debris removal from the reservoirs also restores capacity, which the region needs for stormwater conservation.

## Integrated Regional Water Management (IRWM)

Public Works leads the Greater Los Angeles County IRWM, the largest regional water management group in the State involving 30 regional water management agencies.

The IRWM planning process successfully brings together and prioritizes water-related efforts in the region in a systematic way to ensure sustainable water uses, reliable water supplies, better water quality, environmental stewardship, efficient urban development, protection of agriculture, and a strong economy. Through IRWM, Public Works partners with regional water stakeholders and agencies to implement regional solutions through open and collaborative stakeholder processes to promote sustainable water use in the Los Angeles region.

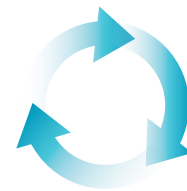
Since its inception in 2008, Greater LA County IRWM has successfully secured more than \$165 million in water resource grants for 103 projects.

# 260,000

**residents have access to recreation opportunities at Flood Control District facilities within one mile of their homes**

### Over the last 10 years, Public Works:

- **Increased the stormwater recharge capacity** at its facilities by approximately 17,680 acre-feet per year.
- **Invested more than \$193 million** in rehabilitating its dams and increasing their operational efficiency.
- **Invested more than \$58 million** in enhancing the capacity and operational efficiency of its spreading grounds and seawater barriers.



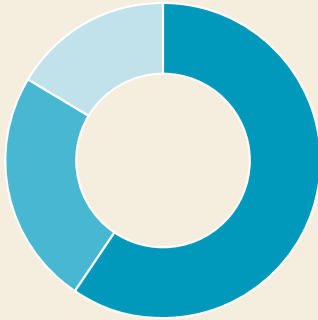
Public Works recharges enough groundwater from various sources annually to serve **2.48 million residents**



# 270,000

water customers served in  
Marina del Rey, Malibu,  
Val Verde, Acton, Kagel Canyon,  
Antelope Valley

## Average Annual Contribution to Regional Water Supply



 **200,000** acre-feet  
Stormwater

 **65,000** acre-feet  
Imported water

 **45,000** acre-feet  
Recycled water

## Water Utilities

Public Works also provides retail water service to over 270,000 residents through the management of five County Waterworks Districts, the Marina del Rey water system (SD2), and the Rancho Los Amigos Water System (SD2). The systems are comprised of 1,346 miles of water mains, 122 storage tanks, and 145 pump stations and includes the following five District areas:

- Malibu (SD3)
- Val Verde (SD5)
- Acton (SD5)
- Kagel Canyon (SD5)
- Antelope Valley (SD5)

The Los Angeles County Waterworks Districts operates out of three District offices (Alhambra, Malibu, and Lancaster) and maintains an online water account management system (MyWAM) for customers to easily access and manage their account online, anytime, anywhere and offers a “Live Chat” feature to enhance the customer service experience.

County Waterworks Districts also manages a robust water efficiency program to increase water conservation and reduce daily per capita water usage. The program includes:

- Residential Rebate Program
- Cash for Grass Program/Grass Replacement
- Online guides for Xeriscape Education
- Education and outreach programs
- Water Surveys and Audits for leak detection
- Cell phone application to report Water Waste
- Quarterly Newsletters and webinars
- Website Updates

The annual budget for these Waterworks Districts and the Marina del Rey water system is \$255 million.

The Waterworks Districts are investing in extensive capital improvement programs with over \$250 million of planned projects including water tanks, water mains, valves, pumps, and wells over the next 20 years. Additionally, the Waterworks Districts has initiated a comprehensive asset management program to assess infrastructure and prioritize repairs and upgrades.



## Watershed Health Program

Public Works is responsible for planning and implementing projects and programs to improve surface water quality in unincorporated County areas and is the lead Agency for the Los Angeles County Municipal Stormwater (MS4) Permit issued by the Regional Water Quality Control Board to the County of Los Angeles (unincorporated areas) and to the Los Angeles County Flood Control District (jurisdictional areas).

The MS4 Permit adopted in 2021 includes the County, Flood Control District, and 85 municipalities in Los Angeles County. The 2021 MS4 Permit also includes 10 cities within Ventura County and the Ventura County Watershed Protection District as permittees. The Permit requires permittees to collectively control pollutant discharges into the municipal stormwater system and to meet Total Maximum Daily Loads requirements. The permit requires a regional collaboration, and Public Works is participating in 18 Watershed groups that were formed to complete watershed management plans to collectively develop and implement projects/programs to meet MS4 permit requirements and identify opportunities for water quality projects that will also increase stormwater reuse and augment local water supply. These watershed groups have developed detailed plans approved by the Los Angeles Regional Water Quality Control Board.

To date, the County has invested over \$459 million Countywide towards the construction of stormwater quality improvement projects (\$383 million through the Safe, Clean Water Program, and \$187 million through the unincorporated County's stormwater program).

Over the last year, **21 low-flow diversions**  
have prevented around **182 million gallons** (equivalent  
to 5 million bathtubs) of polluted urban runoff from entering  
local waterways

## KEY ISSUES/CHALLENGES

- **Climate Change**
  - Our region is subject to extreme weather which includes more frequent and intense droughts coupled with less frequent but more torrential rains.
  - Climate change is expected to reduce the reliability of imported water delivered to Los Angeles County. This will require an increased emphasis on development of local sources of water to increase the sustainability of our water supply.
- **Improving Water Body Health**
  - Federal and State regulations establish water quality standards to protect the beneficial uses of water bodies, which include aquatic habitat and recreation. New regulations continue to be developed.
  - Water bodies within Los Angeles County (rivers, lakes, and the ocean) are impaired by various pollutants, which negatively impact aquatic habitat and recreation. Stormwater, urban runoff, and other discharges are a source of these pollutants.
  - Many of these rivers and lakes are part of the urban flood control infrastructure belonging to the Flood Control District, such as the Los Angeles River, Verdugo Wash, and the Arroyo Seco Channel.
  - The unincorporated areas of the County and the Flood Control District (along with other cities in the County) are required to develop and implement programs to reduce pollutants entering water bodies. These programs are costly and existing funding is limited.
  - The cost to meet water-quality standards in Los Angeles County is estimated at \$20 billion dollars over the next 20 years. Most local agencies lack a reliable source of revenue to meet the long-term challenges.



San Gabriel Dam





Ballona Creek Interceptor Event

## STRATEGIES

- **Improve Regional Water Supply Resiliency**
  - Improve regional water supply resiliency and sustainability through cultivation of strategic partnerships, coordination of integrated water management, implementation of the County Water Plan, and enabling significant increases in stormwater capture, use of recycled water, groundwater banking, and water use efficiency.
  - Develop roadmap for maximizing stormwater capture capacity and groundwater basin recharge.
  - Leverage and improve effectiveness of the Safe, Clean Water Program and create watershed plans.
- **Flood Risk Reduction/Climate Response**
  - Implement comprehensive assessment of water resources infrastructure and develop long-term plans for repair, replacement, and upgrade to optimize flood protection.
  - Develop a master asset management plan to assist in coordinating all operations and management activities and educating local communities.
  - Develop and execute an implementation roadmap to ensure fiscal health of Flood Control District funds.
- **County Waterworks Districts' Water Supply Resiliency**
  - Increase local supply resilience and water supply reliability.
  - Ensure reliable service to our customers through proactive asset management, water supply risk management, and investments in making our infrastructure more resilient.
  - Serve our customers and staff by providing programs, projects, and services in a fair and equitable way.
  - Ensure sustainable funding for all Waterworks Districts and ensure efficient investments in capital assets, operations, and services.
- **Maintain Beneficial Uses of Los Angeles' Waterbodies**
  - Prevent pollution such as trash, bacteria, and toxic metals from entering our rivers, lakes, and the ocean.
  - Educate the public on proper environmental stewardship practices.
  - Implement multi-benefit stormwater capture projects on a regional scale.

## STRATEGIES STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy: Improve Regional Water Supply Resiliency

1. Public Works continues to lead and coordinate efforts to establish a sustainable regional water supply through integrated water management as demonstrated by the following accomplishments:
  - The Los Angeles County Water Plan (CWP) is being implemented through the four Task Forces that were launched at the 2024 Water Resiliency Summit. The Water Communications; Regional Water Reliability; Small Water Systems; and Nature-Based Solutions Task Forces began meeting to start progress on the CWP 2-Year Action Plan towards regional water supply resiliency. In response to the recent Los Angeles area wildfires in the region, a CWP Wildfire Working Group has been established to conduct a thorough review of the recent events and prepare recommendations related to regional water resilience.
2. Public Works continues to lead the Safe, Clean Water (SCW) Program implementation. The SCW Program provides local, dedicated funding to increase water supply, improve water quality, enhance communities, and protect public health in Los Angeles County. Accomplishments include:
  - In November, the SCW Program released the Watershed Planning Framework, which outlines the watershed planning process, progress to date, and key elements of the upcoming Initial Watershed Plans and online Planning Tools. To further support these efforts, the Community Strengths & Needs Assessment (CSNA) Survey—along with its dashboard which was launched in March—is now live and collecting community responses. Ongoing engagement with interested parties continues to shape the SCW Program’s watershed planning, ensuring broad input and alignment with Watershed Area priorities.
  - On March 3, the SCW Program released the FY25-26 Stormwater Investment Plan (SIP) Programming Guidelines to support Watershed Area Steering Committees and interpret Flood Control District Codes to better evaluate and recommend Projects, Project Concepts, and Studies. The guidelines provided direction on SIP criteria compliance and included financial recommendations for programming funds for the current SIP year.
  - The SCW Program’s Public Education & Community Engagement Grants Program, administered in partnership with the Water Foundation, is accepting applications through April 4, 2025. This program supports public education and community engagement efforts related to stormwater and urban runoff capture within the Flood Control District. The Water Foundation evaluates proposals and awards grants in periodic batches. Round 1 applications were due on November 8, 2024, resulting in 15 recommended grant awards totaling \$3.1 million. Due to high demand, 35 new applications were submitted for Round 2 (January 31 deadline). The deadline to submit proposals for Round 3 is April 4, 2025. Funding is expected to be very limited after Round 3. All grant funds must be used by July 31, 2026.
  - For the SCWP Municipal Program, the first batches of FY24-25 annual disbursements (Year 5 local return) were completed in December 2024 and February 2025 for municipalities that met all eligibility requirements. So far, 53 cities have collectively received over \$80 million in local return funding. Disbursements will continue as additional municipalities meet the eligibility criteria.
3. Public Works continues to lead the internal County Working Group (Group) to develop and implement each annual expenditure plan and carry out MS4 Permit activities. Investment of Municipal Program (local return) funds from the SCW Program’s Regional Programs funds continue to be used to design and develop new multi-benefit projects.

### Strategy: Flood Risk Reduction/Climate Response

1. Public Works continues to restore flood protection and water storage capacity in its reservoirs:
  - Continuing post-Bobcat Fire emergency projects at the Cogswell Reservoir to remove 2,000,000 cubic yards (cy) of sediment and the San Gabriel Reservoir to remove 4,900,000 cy. The project at the Cogswell Reservoir began in April 2021 and has removed 2,200,000 cy at a cost of \$135 million. Sediment removal at Cogswell is complete, but other work with the project will continue into summer 2025. The project at the San Gabriel Reservoir began in June 2021 and has removed over 2,200,000 cy of sediment at a cost of \$129 million.

- Continuing the Santa Anita Reservoir Post Fire Emergency Restoration Project to remove up to 435,000 cy of post-Bobcat Fire sediment from the reservoir. Construction started in March 2023 and has removed 400,000 cy of sediment from the reservoir, and an additional 31,000 cy of post-Bobcat Fire sediment removed from the downstream Santa Anita Debris Dam, at a cost of \$5.5 million. Sediment removal is complete, but sediment placement and drainage work at the sediment placement site will continue through summer 2025.
  - The Eaton Fire burned the vegetation in the Eaton Wash Reservoir and the majority of its watershed. In anticipation of the high sediment laden flows, emergency sediment removal operations started on January 20, 2025. The California Governor's Office of Emergency Services and the California State Guard also prepared the reservoir for sediment removal by stockpiling sediment. Sediment removal has been conducted over extended hours and over 139,000 cy have been removed from Eaton Wash Reservoir.
  - The Eaton and Palisades Fires, along with subsequent storms, deposited a significant volume of burned debris and sediment in 20 impacted debris basins. Public Works has proactively removed over 135,000 cy of material ahead of storms and will conduct additional sediment removal operations from impacted debris basins to ensure continued storm preparedness.
  - In March 2025, the Santa Anita Debris Dam Seismic Strengthening Project was advertised for construction. The project, which will strengthen and enhance the dam to meet seismic and dam safety standards, increases flood protection for downstream communities and establishes new stormwater capacity for water supply. Construction is anticipated to start in August 2025 and be completed in December 2026 for an estimated cost of \$18.3 million.
2. Public Works continues to improve flood risk management at the dams by proactively rehabilitating and modernizing the dam's inlet/outlet works and other ancillary features. These efforts will maximize our facilities' useful service life and meet current and future operational and maintenance needs.
    - In December 2023, construction started on the Morris Dam Access Road and San Gabriel Dam Outlet Channel Rehabilitation Project to construct access improvements and other essential maintenance repairs for safe and reliable access at Morris Dam, and reconstruct the outlet channel invert at San Gabriel Dam for resilient flood control operations. The project construction was completed in February 2025 for a cost of \$4.5 million.
    - In June 2024, construction started on the Cogswell Dam Inlet – Outlet Project Phase 2 to rehabilitate three outlet and one sluice gate to extend their service life and ensure continued operation of the dam. Construction activities were completed in November 2024 for a cost of \$7.5 million. The project is expected to be completed by April 2025 after functional testing is performed.
    - In response to fire damage and significant debris flows caused by the Eaton Fire, Public Works has initiated several emergency recovery projects to restore damaged dams and debris dams, and prepare for future debris flow events. These projects include the Sierra Madre Dam Spillway Handrail Restoration, Eaton Wash Dam Inlet Works Emergency Restoration, Sierra Madre Dam Emergency Sediment Capture Expansion, and Santa Anita Dam Access Road Post-Fire Repairs.
  3. Public Works continues to update flood risk messaging for County unincorporated areas under the National Flood Insurance Program's (NFIP) Community Rating System (CRC). Public Works has maintained the County's NFIP CRC Class 6 status, which offers a 20 percent discount on unincorporated area residents' flood insurance premiums. During this quarter, Public Works accomplished the following:
    - Continued updating the County's Comprehensive Floodplain Management Plan (FMP)/Program for Public Information/Repetitive Loss Area Analysis (RLAA) for unincorporated areas with the Steering Committee. In coordination with the update Steering Committee, Public Works prepared the draft FMP and RLAA. The draft FMP is out for public review from March 17 – April 30, 2025.
  4. Online education efforts to increase community flood risk awareness are ongoing through the Water for LA website (<https://waterforla.lacounty.gov/>) and social media.
  5. Public Works continues to manage Flood Control District funds and make progress towards fiscal health milestones. In August 2024, a 20-year financial assessment of Flood Control District funds was completed detailing projected revenues, and operation and maintenance and capital improvement project expenditures. The following recommendations were advanced this quarter:



- Prioritization criteria were developed for Flood Control District projects, aligned with the Water Resources' Business Plan funding priorities. Water Resources began developing a recommended prioritized project listing to guide allocation of funding.
- Public Works applied for \$174M in federal loans through the Water Infrastructure Finance and Innovation Act (WIFIA) program for the Rory M. Shaw Wetlands Park and Big Tujunga and Pacoima Reservoir Restoration Projects. Loans are expected to be executed by the end of 2025.
- Public Works is procuring a consultant to begin development of budgeting system upgrades.

### **Strategy: County Waterworks Districts' Water Supply Resiliency**

1. Public Works continues to Increase the resilience of water supplies through continued partnerships with water agencies and identification of new water sources, reducing reliance on imported water.
2. Public Works continues to implement its Asset Management Program for all Waterworks Districts, which utilizes a Geographic Information System (GIS) to track and map infrastructure (including information on the age, type of materials, condition of infrastructure, etc.) to best manage the infrastructure to its full useful life and help inform the development of Capital Improvement Programs (CIPs) for each District.
3. Public Works continues implementation of its public education and outreach campaigns on water conservation and on reducing water waste, in addition to rebate and incentive programs.
4. Public Works continues to monitor the financial health in each Waterworks District to determine if the current rate structure supports recommended maintenance and operations of Waterworks infrastructure as well as supports implementation of CIPs. Based on an in-depth analysis conducted on the Waterworks Districts' financial health, it was concluded that additional revenues will need to be secured in order to continue normal operations of the various Districts. A Cost of Service Analysis and Rate Study have been initiated and are anticipated to be completed by early 2025.

### **Strategy: Maintain Beneficial Uses of Los Angeles' Waterbodies**

1. Public Works continues to manage the Illicit Discharge Detection and Elimination Program. The Program, which includes the inspection of all storm drain systems and the review of flood permitted connections, aims to identify and eliminate flows that may contain pollutants from being discharged into the MS4 system and ultimately into beaches and the ocean.
2. Public Works continues to manage, operate, and maintain 19 out of 21 Low Flow Diversions aimed at diverting urban and stormwater runoff from storm drains and outfalls into nearby sewer systems, preventing pollution such as trash and bacteria from being discharged into beaches and the ocean. The two Low Flow Diversions that are currently offline (Marie Canyon and Parker Mesa) are scheduled for repair and/or upgrade and are expected to be operational by late 2025.
3. Public Works continues to implement regional, multi-benefit stormwater capture projects aimed at capturing the first flush stormwater and urban runoff for groundwater infiltration, for diversion to sewers for treatment, and/or for onsite treatment and re-use.
  - Adventure Park Multi-Benefit Stormwater Capture Project, located in the unincorporated community of South Whittier, is scheduled to be completed in mid-2025.
  - Monteith Park and View Park Green Alley Stormwater Improvements Project, located in the unincorporated community of View Park is scheduled to be completed in mid-2025.
  - Alondra Park Multi-Benefit Stormwater Capture Project, located in the unincorporated community of El Camino Village, is scheduled to be completed in May 2026.

## RESULTS-BASED ACCOUNTABILITY: SUMMARY

### Population Accountability

Population Outcome: All Los Angeles County residents have access to safe, clean, and reliable water resources.				
Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Percentage of Los Angeles County's annual water demand met through local water supplies	45%	Q3 Jan - Mar 2025	45%	Q2 Oct-Dec 2024
Number of potable water quality violations for all water agencies	69	Q3 Jan - Mar 2025	69	Q2 Oct-Dec 2024
Number of flood damage incidents and lives lost due to flooding	5 incidents 0 lives lost	Q3 Jan - Mar 2025	0 incidents 0 lives lost	Q2 Oct-Dec 2024
Number of health advisory warnings and closures for lakes, rivers, and beaches annually in Los Angeles County	42 warnings 2 closures	Q3 Jan - Mar 2025	59 warnings 0 closures	Q2 Oct-Dec 2024

### Performance Accountability

Strategy 1: Improve Regional Water Supply Resiliency					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Stormwater capture capacity at Flood Control District-operated facilities for groundwater recharge	108,383 AF	108,061 AF	120,000 AF	↑	0.30%
Increase in annual stormwater capture and recharge due to regional investments (acre feet per year)	21,050	21,050	300,000 <sup>1</sup>	→	0%
Cumulative number of approved Safe, Clean Water Program projects and their tributary areas (cumulative total acres)	137 projects 276,262 acres	137 projects 276,262 acres	137 projects 275,000 acres <sup>2</sup>	→	0%

1. Current Target Value based on Board Motion goal of an additional 300,000 AFY of stormwater by 2045.

2. Current Target Value based on proposed FY2024-25 Stormwater Investment Plans from the Safe, Clean Water Program.

Strategy 2: Flood Risk Reduction/Climate Response					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Amount of sediment removed from dams and debris basins (cubic yards) <sup>1</sup>	2,247,406	1,991,856 <sup>1</sup>	1,700,000	↑	12.8%
Cumulative grant funds and/or partnership funds received by Flood Control District (per fiscal year)	\$0	\$0 <sup>2</sup>	\$10,000,000	→	0%
Number of impressions received on Water for LA website	102,724	7,484	20,000 <sup>3</sup>	↑	1,272.6%
Percentage of the annual routine maintenance program completed <sup>4</sup>	55%	25%	100%	↑	120%

1. This number reflects the total sediment removed during the previous business year.

2. This is a cumulative total per fiscal year, and the Previous Value resets to zero each July 1

3. This is a cumulative total per fiscal year with an overall annual target of 20,000 impressions. The total number of views to the website for Q2 was 3,670. The total number of views for Q3 was 95,562. This was an increase of 2,503%, which was due in large part to the intense promotion of the website and posting of water notices and shut-offs due to the January 2025 Wildfires.

4. This is calculated cumulatively since the total number of maintenance routines vary throughout the year.



### Strategy 3: County Waterworks Districts' Water Supply Resiliency

Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Amount of supply added in Los Angeles County Waterworks District 40, Antelope Valley	26,800 AF/yr	26,400 AF/yr	29,050 AF/yr <sup>1</sup>	↑	1.5%
Linear feet of old deteriorating watermain replaced in high risk areas of the Waterworks Districts	20,150 ft	14,350 ft	20,000	↑	40%
Number of District tank re-coatings/repairs/upgrades completed	5	2	6	↑	150%

1. Target based on 5-year horizon in order to achieve 80% local groundwater reliability by 2045

### Strategy 4: Maintain Beneficial Uses of Los Angeles' waterbodies<sup>1</sup>

Population Indicators (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of detected illicit discharges that are eliminated	100%	100%	100%	→	0%
Percentage of existing Low Flow Diversion (LFD) systems operating	90%	90%	100%	→	0%
Percentage of total target annual volume captured at completed multi-benefit projects (Target annual volume at each completed project = total BMP capacity multiplied by 10 85th percentile storm events)	52%	24%	100% *	↑	117%

\* Current Target Value of 100% represents the cumulative annual total of Q1-Q4 values for any given FY

## KEY TAKEAWAYS

### Strategy 1

- During 2024-25 Q1 & Q2, approximately 300 acre-feet of volume was added due to sediment removal activities at Cogswell, San Gabriel, Santa Anita, and Devil's Gate Reservoirs. The January 2025 Fires affected Eaton (100% burned) and Devil's Gate (~5% burned). Continued sediment removal from Eaton Reservoir during the recovery period will be necessary to maintain storage capacity.
- In response to the recent wildfires in our region, a CWP Wildfire Working Group has been established, and wildfire recovery has been added as a focus topic in each of the Task Forces. Water Communications is engaging on emergency response outreach and how to address miscommunication; Nature-Based Solutions is engaging on methods to enhance community wide recovery through environmental resiliency planning; and Small Water Systems is working with impacted groups to pursue funding opportunities to aid in recovery.

### Strategy 2

- We have already exceeded our sediment removal targets in the 2024-25 Fiscal Year. The target for this year was reduced to account for the completion of the Cogswell and Santa Anita Emergency Sediment Removal Projects. Therefore, the only project anticipated to be occurring in spring 2025 is San Gabriel Reservoir. We will further exceed our target for the remainder of the year as recovery from the January 2025 fires may require the removal of up to 1 million cy.
- The Flood Control District is at a critical point in pursuing funding partners and all project managers are diligently exploring opportunities. The annual goal of \$10M is expected to be surpassed by the Rory Shaw loan funds alone, once secured (anticipated in 2025).
- The Eaton and Palisades Fires, along with subsequent storms, deposited a significant volume of burned debris and sediment in 20 impacted debris basins. Public Works has proactively removed over 135,000 cy of material ahead of storms and will conduct additional sediment removal operations from impacted debris basins as needed due to burned watershed conditions resulting in increased sediment deposition. Debris removal activities were a significant unanticipated cost for the Flood Control District, which may potentially require reallocation from other projects to fund in the coming years.

### Strategy 3

- The County Waterworks Districts continue to increase water supply reliability through various means including the enhancement of financial stability. In addition to leveraging capital funds through grants, the Waterworks Districts are recommending to the Board of Supervisors, in April, a "pass-through" rate increase beginning in May 2025 to cover the increasing costs of imported water and inflation.
- Water system resiliency during fire:  
One of the most significant takeaways from the Palisade Fire was the demonstration of our water system's resiliency under extreme emergency conditions. Despite the challenging circumstances, the Waterworks District 29 (D29) was well-prepared, having pre-staged backup generators at nearly every pump station within the affected area. This proactive approach ensured minimal interruption to the water delivery and maintained water quality standards throughout the duration of the fire. The availability of emergency power meant that critical infrastructure remained operational, helping to prevent pressure losses and contamination events.

#### Strategy 4

- Our Low Flow Diversions continue to protect our local waterbodies. For example, there was a recent sewer overflow that originated in the City of Los Angeles sewer system. Because we operate an LFD downstream of the overflow location, we were able to intercept/capture the sewage discharge, which then resulted in lifting of the beach closure at Will Rogers State Beach.
- The population indicator to ensure all residents have access to safe, clean and reliable water resources was affected by the fire and subsequent storm season rain events, resulting in the Department of Public Health issuing a beach closure event for a period of 15 days.

#### Other:

- Revenue loss due to losing approximately 20% of our customers:  
The Palisade Fire had a significant financial impact on D29, primarily due to the loss of approximately 20 percent of our customer base. As homes and properties were damaged or destroyed, many customers suspended their water service indefinitely. This sudden reduction in demand led to a notable decrease in monthly revenue. The long-term financial recovery will require careful planning and may include seeking external funding sources, such as Federal Emergency Management Agency reimbursements or rate adjustments to stabilize operations and ensure continued service reliability.
- Project delays due to the fire and the fire recovery efforts:  
The Palisade Fire caused delays in projects. Construction activities were halted, and contractors' availability were limited. Even after the fire was contained, post-fire damage assessments recovery efforts from other utilities and local residents further delayed work.







# Transportation

*"Los Angeles County residents have access to state-of-the-art transportation infrastructure that is safe, resilient, sustainable, and equitable."*



# 8.9%

of residents in Los Angeles County use alternate methods of mobility as their primary form of transportation to work.



## MAJOR PROGRAMS/SERVICES

The Transportation Core Service Area (CSA) promotes Transportation Safety and Countywide multimodal transportation opportunities, managing over 3,300 centerline miles of County roads, transportation infrastructure, programs, and services including:

### Vision Zero

In collaboration with Department of Public Health (Public Health) and with the support of other County departments, Public Works established an action plan to carry out the County's Vision Zero goal, an effort to eliminate traffic-related fatalities and severe injuries on unincorporated County roadways. This multifaceted initiative focuses on human mistakes and human vulnerability to guide infrastructure designs and other safety programs to continually strive toward zero traffic fatalities.

### Community Traffic Safety

There is a need to consider each community's individual needs when it comes to safety. Rather than addressing safety issues and concerns on a case-by-case basis, Community Plans must be developed to ensure the infrastructure is optimized for safety within the context of the entire community and with the community's full input.

The work to develop these plans is extensive and will require additional resources. However, this will result in safer communities where residents feel empowered to use all modes of transportation to its fullest. Pilot plans are being developed and the lessons learned from those plans will be used to develop a path forward in achieving Community Safety Plans for all the County's diverse unincorporated communities.

### Active Transportation & Healthy Communities

Public Health identified communities throughout the County with a need for improved health outcomes. In collaboration with other County departments, Public Works' Transportation CSA has a key role in helping to address this challenge through transportation programs and improvements that promote walking, bicycling, transit use, and safety. These active transportation programs increase the public's transportation choices, provide improved connections to transit hubs and destination centers, and improve health outcomes by promoting healthy lifestyles, reducing reliance on automobile travel, and reducing greenhouse gas emissions.



# \$275+ Million

spent annually on street and road operation, maintenance, and safety programs

## Bicycles & Pedestrians

Public Works is responsible for the development and maintenance of the County's bikeway system and the implementation of the Los Angeles County Bicycle Master Plan adopted by the Board in 2012. The Master Plan is in the process of being updated to revise the list of bikeways to identify new potential bikeway locations and remove unsuitable locations; include design guidelines for all bikeway types on unincorporated roadways, including Class IV; and propose other bikeway infrastructure and improvements to support the County's goals related to transportation equity, safety, and sustainability.

The Agency is responsible for implementing transportation infrastructure in support of Step by Step Los Angeles County: Pedestrian plans for Unincorporated Communities. Improvements that support pedestrian activity such as high-visibility crosswalks, continuous sidewalks, and shade trees or structures are another component to promoting healthy communities.

## Public Transit

Public Works provides transit service to over 3.3 million riders annually including fixed route and paratransit (dial-a-ride) services in unincorporated areas to meet the needs of community residents, providing access and intermodal transportation mobility and connectivity.

During the summer season, Public Works provides transportation to the Hollywood Bowl, Ford Theatre, and Santa Monica Beach. Other activities include the operation and maintenance of park-and-ride lots and bus stop amenities. Transit services are primarily financed with the County's share of the Proposition A Local Return Program from Proposition A (1980), a local sales tax measure.

## Traffic Programs & Services

The County leads a multijurisdictional Traffic Signal Synchronization and Intelligent Transportation System effort, which has provided approximately \$275 million worth of improvements to nearly 70 agencies Countywide through Los Angeles County Metropolitan Transportation Authority's (Metro) Call for Projects biennial grant funding program. Future planned improvements are funded through Measure R Highway Subregional Program, the Measure M Multi-Year Subregional Program, and other local, State, and Federal grant funding.

Public Works also monitors and controls traffic signals Countywide from its state-of-the-art Traffic Management Center in Alhambra and manages additional traffic safety programs and services such as the following:

- County Lighting Maintenance Districts (Streetlights)
- Constituent requests regarding traffic safety, parking, and other traffic concerns
- Los Angeles County Highway Safety Commission
- Adult Crossing Guard Service for Elementary and Middle Schools

## Road Infrastructure

Public Works manages the County Transportation Improvement Program for road improvement projects and annual operations and maintenance efforts, funded primarily from gas tax funds, Proposition C, Measure R, and Measure M Local Return funds, Senate Bill 1 (SB 1) Road Maintenance and Rehabilitation Account funds, and Federal, State and regional grant programs. Projects include traffic safety and operational improvements, pavement rehabilitation, roadway drainage, active transportation, street lighting, green street, and beautification projects.

Road maintenance and operations staff operate out of field facilities located throughout the County and provide comprehensive maintenance activities and emergency response, including pavement patching and resurfacing; litter and debris removal; sidewalk, curb, and gutter repair; guardrail maintenance; snow removal; street sweeping; median landscape maintenance; street lighting; vegetation control; bike path maintenance; tree trimming and planting; traffic signing and striping; pavement marking; and, traffic signal operations and maintenance.

## Bridge Infrastructure

Public Works inspects and maintains 315 County-owned bridges and inspects 1,460 city-owned bridges under contract city services. Public Works is also responsible for safety inspections and evaluations of 1,277 highway bridges listed in the National Bridge Inventory within Los Angeles County and serves as the lead agency for the seismic retrofit of nonstate-owned bridges within Los Angeles County as part of the Statewide Seismic Safety Retrofit Program.

# 9

**Sub-regions/Councils of Government in the County (Arroyo Verdugo, Central Los Angeles, Gateway Cities, Las Virgenes/Malibu, North Los Angeles County, San Fernando Valley, San Gabriel Valley, South Bay Cities, and Westside Cities)**

## Aviation

Public Works operates, maintains, and develops the five County-owned general aviation airports:

- Brackett Field Airport in La Verne (SD1)
- San Gabriel Valley Airport in El Monte (SD1)
- Compton/Woodley Airport in Compton (SD2)
- Whiteman Airport in Pacoima (SD3)
- General William J. Fox Airfield in Lancaster (SD5)

Altogether, the County-owned airports, which encompass 1,750 acres and nearly 6 miles of runway, are home to over 1,500 general aviation aircraft and over 55 privately-owned aviation businesses. These airports accommodate approximately 400,000 aircraft takeoffs and landings each year. The airports are a critical component of the nation's integrated transportation system and play a vital role in regional and local area emergency response.

## KEY ISSUES/CHALLENGES

- **Safety**
  - It is critical that measures be taken to reduce transportation fatalities. The number of people killed and seriously injured is on the rise and programs such as Vision Zero are vital elements in bringing those numbers down.
- **Mobility**
  - Changes need to be made to our roadways to make them effective for all users. This will require innovation, robust planning, community input, and additional sources of funding.
- **Transportation Infrastructure State of Good Repair**
  - In order to achieve the vision of a transportation system that is safe, multimodal, and effective, the infrastructure must remain in good condition. This requires continual investment into preserving, rebuilding, and replacing infrastructure in a timely and efficient manner.
  - Innovation and efficiency are key to doing this with the limited funds that are available. However, with the shift towards electrification, the money available through the gas tax will continue to shrink. In addition, costs continue to escalate. Funding sources need to be identified to allow the infrastructure to not only stay in good condition, but to be further improved upon.

## STRATEGIES

- **Improve Street Safety**

The County's Vision Zero Action Plan highlights the County's effort to eliminate all traffic-related fatalities, a key measure of public safety. The actions noted below will improve roadway conditions and provide for safer means of transportation.

  - Ensure safe communities through implementation of the Vision Zero Action Plan and creation of Community Safety Plans.
  - Monitor the safety of the transportation network and deliver traffic safety projects and enhancements for all users.
- **Expand Transportation Choices**

A transportation system for the modern age requires the integration of multiple methods of transportation. Efforts to accomplish this require emphasis beyond the traditional to include not just improvements in public transit, but improved bicycle access and walkability.

  - Provide a holistic approach that incorporates various modes of transportation.
  - Improve, enhance, and maintain pavement, bridges, sidewalks, traffic control devices, street lighting, and roadway infrastructure in a state of good repair.
  - Implement sustainable transportation planning policies that promote transit use, reduce car dependency, and reduce greenhouse gas emissions.

## STRATEGIES STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy: Improve Street Safety

1. Continued working with the Federal Highway Administration (FHWA) on executing a grant agreement for the \$29.81 million award through the Bipartisan Infrastructure Law – Safe Streets and Roads for All Grant program FY 2024 for the Safer Steps for LA County Pedestrian Project. The project would install pedestrian safety enhancements at over 70 locations in several unincorporated communities. Additionally, the funding would support development of pedestrian plans for the East San Gabriel Valley and a pilot program to install street racing deterrents.
2. Continued developing projects along the Collision Concentration Corridors (CCC) identified in the Vision Zero Action Plan titled “Vision Zero Los Angeles County – A Plan for Safer Roadways, 2020 to 2025,” which was adopted by the Board on August 4, 2020.
3. Continued work on the design and scoping of traffic safety and complete street elements along City Terrace Drive, a Vision Zero CCC.
4. Continued to implement the Slow Streets Program and install Slow Street networks in collaboration with community sponsors. Installation and repair of temporary signs with “Slow Down” messaging occurred in the unincorporated communities of Athens Village, East LA, Florence-Firestone, Lennox, Long Beach, Northeast San Gabriel, Westmont, Willowbrook, Windsor Hills, and Wiseburn.

The Slow Streets Program was developed in response to the Coronavirus pandemic, and to support physical distancing and increase active recreation by providing traffic calming messaging. Information on the Slow Streets Program is available on the Vision Zero website, [www.VisionZeroLACounty.com](http://www.VisionZeroLACounty.com). With temporary signs installed at 1004 locations (as of March 27, 2025), it is estimated that the Slow Streets Program has served nearly 68,000 unincorporated County residents.

5. Coordinated with the Department of Public Health and the Department of Arts and Culture on agreements on work for the Safe Streets and Roads for All Federal Grant FY 2022 funded Florence-Firestone for All project. The Project includes a series of traffic safety measures in the unincorporated County community of Florence-Firestone, including the County’s number one Vision Zero CCC – Firestone Boulevard. Public Works also continued work on planning delivery of the infrastructure components.
6. Continued work to onboard a consultant for a Safe Routes to School Plan for the unincorporated communities. The work is funded by the California Active Transportation Program Cycle 6.
7. Continued planning for delivery of a California Active Transportation Program Cycle 6 funded quick-build pedestrian safety project in the Lennox community along Collision Concentration Corridors.
8. Continued working with a consultant to provide services to identify traffic safety improvements in East Los Angeles along Vision Zero CCCs.
9. Continued assessing the effectiveness of installations of quick-build infrastructure to combat street takeovers in the unincorporated communities and identified additional locations for implementation of measures. To assist in determining the impacts of measures implemented, engaged California Highway Patrol (CHP) and Los Angeles County Sheriff’s Department to collect data on reported incidents.
10. Continued to work with FHWA through the Federal Lands Access Program (FLAP) for a project that will include a variety of safety improvements along 5.44 miles of Mount Baldy Road in the Angeles National Forest from the city of Claremont boundary to the San Bernardino County line. The total project cost is \$17.3 million with \$10 million being awarded to Public Works. Under the FLAP program, FHWA will administer the design and construction phases with Public Works providing plan review services and contributing the County’s local share estimated at \$7.3 million. FHWA will start the design phase in Spring 2026.
11. Continued efforts to update all the County’s guidelines for recommending traffic safety enhancements, including pedestrian devices, traffic calming and other Vision Zero enhancements, and develop standard plans for the infrastructure.



12. Kicked off work to develop a Rural Roadway Safety Plan for the Antelope Valley, demonstration projects in Willowbrook/West Rancho Dominguez, and a Vision Zero Action Plan update, supported by a \$3.95 million award through the Bipartisan Infrastructure Law Safe Streets and Roads for All FY 2023 grant program.
13. Continued to collaborate with the Departments of Public Health, Regional Planning, District Attorney, County Counsel, Public Defender, Supervisorial District 2, Chief Executive Office, Los Angeles County Sheriff's Department, California Highway Patrol, and street safety advocates to determine best measures to curtail illegal street takeovers and racing, including increasing penalties and providing off street racing alternatives. As part of the infrastructure solutions component, installed "quick-build" improvements at the intersection of Atlantic Avenue and Compton Boulevard, in advance of the larger Compton Boulevard Corridor project.
14. Selected by the California Transportation Commission for a \$7.99 million Active Transportation Program Cycle 7 grant to implement pedestrian enhancements in West Rancho Dominguez.
15. Recommended by the Southern California Association of Government for \$7.99 million Active Transportation Program Cycle 7 grant funding under the Metropolitan Planning Organization component to implement pedestrian enhancements in Willowbrook.
16. Continued work to deploy Leading Pedestrian Intervals and Accessible Pedestrian Signals at over 50 locations in the unincorporated communities and install "daylighting" treatments at key locations. This work is supported by Fiscal Year 24-25 Net County Cost funding.
17. Continued working with FHWA on the grant agreement for a \$320,000 federal grant under the Fiscal Year 2024 Bridge Investment Program (BIP) for the Enhancing Safety and Mobility: Exploring the Feasibility of Slauson Ave Bridge Widening Project. The feasibility study will evaluate various safety and mobility treatments to upgrade the Slauson Avenue bridge over La Cienega Boulevard.
18. Continued evaluating the centerline delineators pilot project contained in the Corridor Traffic Safety Plan for San Francisquito Canyon. The plan will inform future safety and infrastructure investment aimed at improving safety conditions for all users of this key 18-mile roadway connecting Santa Clarita Valley and Antelope Valley.
19. Continued work with consultant to support delivery of two key actions in the Vision Zero Action Plan related to engaging the public on traffic safety projects and publicly reporting Vision Zero work. The work includes development of a community engagement strategy for traffic safety projects (Action C-1) and launching a Vision Zero website that shows progress on Vision Zero Action Plan implementation (Action E-10).
20. Issued a solicitation for on-call consultant professional services to support Vision Zero implementation and transportation planning.

## Strategy: Expand Transportation Choices

1. Continued to work with the Castaic Town Council to complete improvements associated with the Interstate 5 (I-5) Emergency Mobility Action Plan to mitigate impacts from unpredictable closures of the freeway, including those caused by natural disasters such as recent wildfires. A communications system and sensors will be installed at the intersections to enable Public Works to monitor traffic conditions and coordinate signal operations with the California Department of Transportation (Caltrans) and the city of Santa Clarita.
2. Continued development of the Rosemead Boulevard Complete Streets Project through collaboration with stakeholders. Caltrans continued work on the Project Initiation Document to implement a diverging diamond interchange along Rosemead Boulevard over State Route 60. Caltrans also proposed an alternative design for the interchange known as an “L-7” to be analyzed in the Project Initiation Document. Joint community outreach event was conducted in February 2025.
3. Continued efforts to implement various projects from the Emerald Necklace Phase 1 Implementation Plan, including a multiuse path connection from the existing San Jose Creek bike path with the Watershed Conservation Authority’s new River Park located along the San Gabriel River (Emerald Necklace Projects 10 and 11) and the Quarry Clasp/Peck Park Trail Project (Emerald Necklace Project 4).
4. Continued to administer grant funds from Metro for 38 Traffic Signal Synchronization Projects (TSSP) and Intelligent Transportation System (ITS) projects either in design or procurement/construction phase. These projects will synchronize traffic signals on 35 major corridors involving approximately 840 intersections in the unincorporated County and the cities of Arcadia, Artesia, Baldwin Park, Bellflower, Carson, Cerritos, Claremont, Commerce, Compton, Covina, Downey, El Monte, El Segundo, Gardena, Glendale, Hawthorne, Industry, Inglewood, Irwindale, Lakewood, La Canada Flintridge, La Mirada, La Verne, Lawndale, Long Beach, Los Angeles, Lynwood, Manhattan Beach, Monrovia, Montebello, Pico Rivera, Pomona, Redondo Beach, Rosemead, San Dimas, Santa Fe Springs, South El Monte, South Gate, Temple City, Walnut, and Whittier. The total funding for these active TSSP/ITS projects is approximately \$129 million.
5. Continued to administer grant funds from Metro for design of the Gateway Cities Fiber Optic Communications and Closed-Circuit Television Camera (CCTV) Project which will install fiber optic communications and 2 CCTV cameras at key intersections in the Gateway Cities area. The project will establish fiber optic communication connections with the cities of Downey, Norwalk, Santa Fe Springs, and South Gate, enabling enhanced traffic coordination. Construction is expected to be completed in spring 2027.
6. Continued collaboration with Metro and the South Bay Cities Council of Governments to add the County-maintained signalized intersections onto the South Bay Fiber Network (SBFN). The SBFN is a dedicated fiber optic network connecting the South Bay cities, Public Works, and other public agencies. Upon connecting the County signals to the SBFN, Public Works will be able to receive real-time traffic data to support monitoring and management of the County’s traffic signal systems in the South Bay. The SBFN will provide critical infrastructure to support agencies’ “Smart City” applications, as well as accommodate broadband connectivity to residences and businesses.
7. Continued working on a comprehensive update and expansion of the County’s Bicycle Master Plan. The update will include revising the existing list of bikeways; proposing a new bikeway network, including Class IV bikeways; incorporating first/last mile improvements to connect bikeways to transit stations and bus stops; and developing policies and guidelines for shared bikeway infrastructure with micromobility devices.
8. Continued procurement of an e-bike library operator for the East Los Angeles Bike Share Demonstration Project, an electric bicycle loan program for residents who commit to meet usage requirements. The request for proposal was released in November 2024 and two proposals were received. Award of the contract to a vendor is anticipated by August 2025.
9. Continued implementation of Affordable Housing and Sustainable Communities (AHSC) projects, including 3rd and Dangler and East LA Wellness Center in unincorporated East Los Angeles, Willowbrook II in unincorporated Willowbrook, Florence Neighborhood Mobility in unincorporated Florence-Firestone, to improve walking, biking, and transit access near affordable housing and key destination locations.
10. Continued evaluating proposed alternatives along Workman Mill Road to implement bicycle lanes from unincorporated Avocado Heights and North Whittier to connect to Rio Hondo College and Puente Hills Landfill Park and connect to

existing bike lanes in the city of Whittier.

11. Continued working on Measure M Multi-Year Subregional Program (MSP) projects, including Westmont/West Athens Pedestrian Improvements Phase 1 and Dominguez Channel Greenway.
12. Continued working with partner agencies and Metro on Metro Active Transport (MAT) Program funded projects along Randolph Street, Aviation/LAX Station, and Slauson Station to support walking, biking, and transit access and first/last mile routes.
13. Continued East Los Angeles Civic Center community outreach events for active transportation. Continued working with Metro on funding agreements for MAT and MSP projects for transportation improvements within the East Los Angeles Civic Center to support walking, biking, transit access and first/last mile routes.
14. Continued working on the Herbert Bridge Beautification Project to implement aesthetic and placemaking enhancements to the Herbert Ave Bridge in City Terrace.
15. Continued coordination with Department of Beaches & Harbors on the development of pedestrian and bike path improvements along the Ballona Creek jetty in Marina del Rey.
16. Completed construction of the Vincent Community Bikeways Project, which added 4.5 miles of new bikeways, including bike path, separated bike lane, and bike route segments in the Vincent community.
17. Conducted an evaluation on best practices of jurisdictions nationally that have programs that identify and prioritize treatments in their mobility plans to include in pavement and other road maintenance projects as directed in a September 24, 2024, Board motion.
18. Continued coordination with Internal Services Department and Southern California Edison in the implementation of grant-funded curbside electric vehicle charging infrastructure in East Los Angeles.

## RESULTS-BASED ACCOUNTABILITY: SUMMARY

### Population Accountability

**Population Outcome:** Los Angeles County residents have access to state-of-the-art transportation infrastructure that is safe, resilient, sustainable, and equitable.

Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Number of roadway fatalities in the County <sup>1</sup>	108	4/1/24 - 3/31/25	99	4/1/23 - 3/31/24
Percentage of County residents using alternate methods of mobility	9.1% <sup>2</sup>	1/1/23 - 12/31/23	8.9%	1/1/22 - 12/31/22



## Performance Accountability

Strategy 1: Improve Street Safety					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Number of safety improvements implemented on Collision Concentration Corridors <sup>3</sup>	345	322	250 (6/30/25)	↑	7.1%
Number of Vision Zero Infrastructure-related actions completed	23 of 63	23 of 63	63 of 63 (12/31/30)	→	0.0%
Number of Community Traffic Safety Plans completed in collaboration with stakeholders	2	2	10 (6/30/26)	→	0.0%

Strategy 2: Expand Transportation Choices					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of bikeway miles identified in the Bicycle Master Plan implemented	22.5%	22.0%	25.0% (6/30/25)	↑	2.3%
Percentage of shaded bus stops	31.0%	31.0%	33.0% (6/30/25)	→	0.0%
Percentage of streets that have appropriate trees with mature tree canopies	21.1%	21.1%	24.0% (6/30/26)	→	0.0%
Percentage of pavement in good or better condition	35.0%	35.0%	40.0% (6/30/28)	→	0.0%

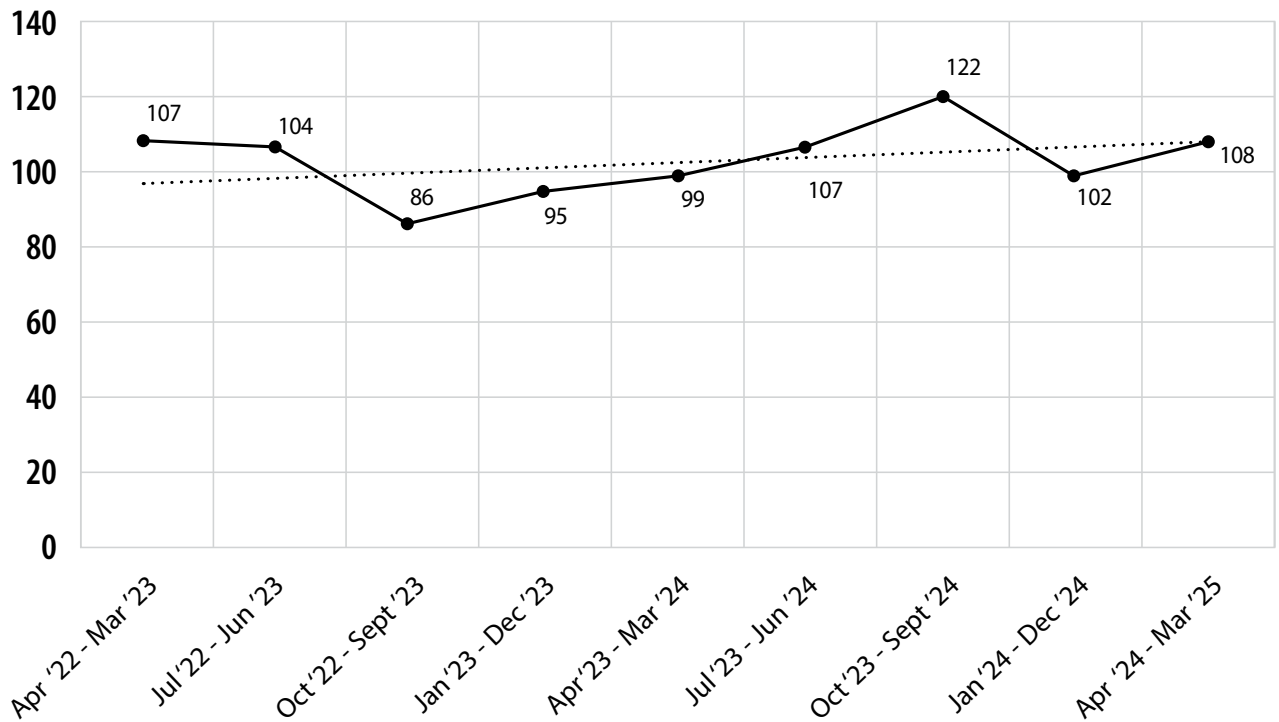
1. Value is based on Traffic Collision Report data that Public Works received from the CHP for unincorporated County roadways. Data set compiled from Los Angeles County Public Works' Collision Database, exported 3/27/25.

2. Value represents 2023 data published on 3/26/25 by American Community Survey through the United States Census Bureau, which is populated on a calendar basis (January through December) for all of Los Angeles County (not just unincorporated communities).

3. Previous values of the number of safety improvements reported may change as project completion dates are reported.

## Total Traffic Fatalities

### County-maintained Roadways



Los Angeles County Public Works Traffic Collision Database (Exported 3/27/2025)

## KEY TAKEAWAYS

- All performance measures remain neutral or positive, reflecting Transportation CSA's commitment to its priorities.
- Total traffic fatalities in 2024 exceeded those in 2023 (i.e., 102 deaths in 2024 compared with 95 in 2023).
- Funding continues to be a challenge as priorities compete for finite funds. The January 2025 wind and fire events has had significant impact on Public Works' transportation funding, requiring Public Works to continue to reassess best use of existing funds with its current portfolio.
- Transportation CSA is committed to incorporating and implementing mobility and safety improvements when pavement projects are completed.
- Net County Cost allocations approved through the supplemental budget process require significant staff time to utilize since there is less than a year to do so.
- Transportation CSA continues to work with Federal administrators to secure agreements for funding awarded through the Bipartisan Infrastructure Law.
- Continued work with various partners to develop and implement efforts to address illegal street racing and takeovers, including infrastructure deterrents to supplement diversion, education, and law enforcement efforts by others.

# Environmental Services

*"People in Los Angeles County are thriving in a safe, clean, and sustainable environment."*





## 2023 Waste Generation in Unincorporated County:

- Population: **1 million**
- Waste generation: **2.7 million tons**
- Equivalent to **15 pounds per person per day**

## 2023 Waste Disposal in Unincorporated County:

- **0.91 million tons** disposed in landfills
- Equivalent to **5 pounds per person per day**

### MAJOR PROGRAMS/SERVICES

Public Works is the lead County agency responsible for advising the Board of Supervisors on waste management issues and manages numerous Countywide, regional, and unincorporated area programs that monitor, regulate, and manage the collection, treatment, and disposal of solid and hazardous waste.

Los Angeles County has the most complex solid-waste management system in the nation, comprised of 10 municipal solid waste landfills, 9 inert-waste landfills, over 70 materials recovery, transfer/processing and organic waste management facilities, and over 100 permitted waste haulers.

Public Works also manages, operates, and maintains sewer infrastructure comprised of sewer lines, sewage pumps, and wastewater control treatment plants within the Consolidated Sewer Maintenance and the Marina Sewer Maintenance Districts, providing services to over 2 million people within the County unincorporated communities and 37 cities. The Environmental Services Core Service Area is also responsible for Public Works' fleet, which includes on- and off-road vehicles and equipment.

#### Waste Collection and Disposal

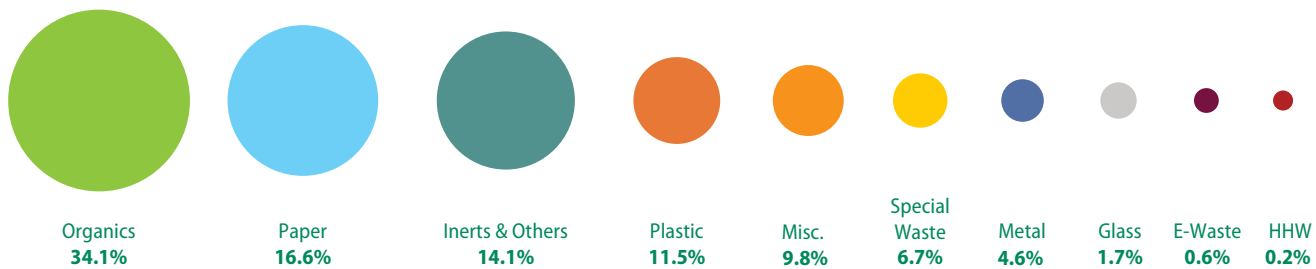
Public Works provides trash collection and recycling services for approximately 1 million unincorporated area residents and nearly 20,000 businesses through comprehensive waste collection franchises and Garbage Disposal District systems. In the Antelope Valley and Acton/Agua Dulce, residential trash collection services are provided to approximately 100,000 residents through an open-market system. Each year, Los Angeles County unincorporated area residents and businesses generate nearly 2.7 million tons of solid waste; approximately 0.9 million tons of which are disposed at landfills.

#### Waste Diversion Programs

On Sept. 13, 2022, the Board of Supervisors unanimously adopted the Los Angeles County Zero Waste Plan which is an update to the 2014 Roadmap to a Sustainable Waste Management Future. The Zero Waste Plan lays out a general framework for the strategies and initiatives that the County can implement to decrease reliance on landfills by maximizing the recovery of products, materials, and energy from waste that would otherwise be disposed. The Plan includes disposal reduction targets to achieve 95 percent waste diversion by 2045.



## Components of Waste Stream



Public Works manages numerous County unincorporated areas and Countywide solid waste reduction and recycling programs, a few of which include the Household Hazardous and Electronic Waste (HHW/E-Waste) Management, Environmental Education & School Outreach, Smart Gardening, Construction & Demolition Debris Recycling, and Food Donation Recovery and Outreach Program (Food DROP) Programs.

### Sewer Maintenance Infrastructure

The sewer infrastructure, maintained by Public Works, includes 4,630 miles of sanitary sewers, 157 pump stations, and 4 wastewater treatment plants.

Public Works' sewer maintenance staff has a goal to inspect 500 miles of sewer infrastructure each year via a Closed-Circuit Television (CCTV) program to improve system maintenance by early identification and repair of blocked/deteriorated sewer lines. The outcome of this inspection program is a reduction of overflow events and assurance of continuous uninterrupted sanitary sewer service.

### Public Works Fleet

The Public Works fleet includes nearly 3,000 pieces of on- and off-road vehicles and equipment. To support the mission of preserving sustainable and safe communities, gasoline and diesel equipment will be replaced with cleaner burning alternative fuels and zero-emission vehicles.

# 6,469 tons

Household Hazardous Waste/E-Waste Collected FY 2023-2024

## 37,951 gallons

Used-motor oil collected at  
County used-motor oil permanent centers  
FY 2023-24

## 18.5 tons

Batteries collected at  
designated County Libraries  
FY 2023-24

### 2023 Solid Waste Quantities in Los Angeles County

Generation = Diversion + Disposal



Amount of trash generated

**31.9 million  
tons per year**



Amount of trash diverted

**20.7 million  
tons per year**



Amount of trash disposed

**11.2 million  
tons per year**





## KEY ISSUES/CHALLENGES

- The sustainable management of the 31.9 million tons of solid waste generated by residents and businesses per year is a major challenge, as well as ensuring adequate disposal capacity for the waste that cannot be recycled or otherwise diverted.
- Waste disposed at landfills is also a major source of greenhouse gases that contributes to climate change.
- Increasing regulations and the communities' demand for equitable, environmentally conscious, and economical solid waste management systems challenge our ability to meet customer expectations.
- China's National Sword Policy, which was announced in 2017 and took effect in 2018, has created challenges for California's recycling markets by restricting the import of recyclable materials such as low-grade plastics, unsorted mixed paper, and scrap metals.
- Ensuring Los Angeles County has adequate organic waste management infrastructure to comply with the organic waste landfill disposal reduction requirements of Senate Bill 1383 (SB 1383).
- Industrial waste discharges and the underground storage of hazardous materials, if not properly managed, can lead to surface and groundwater contamination, which impacts health and safety and the environment.
- Ensuring the sewer system is sustainable through risk-based condition assessment of the infrastructure reduces sanitary sewer overflows and provides reliable sewer services at an affordable cost.
- Aging infrastructure and varying regional management practices have reduced the effectiveness and reliability of the sewer infrastructure.
- Implementing policies and practices to reduce our carbon fuel footprint is key to support cleaner, healthier communities.

# STRATEGIES

- **Build Infrastructure to Support Organic Waste Diversion**

- Utilize InfrastructureLA and the Solid Waste and Recycling Management Subcommittee (SWARM) to discuss regional issues related to infrastructure and engage local leaders to specifically discuss current challenges surrounding sustainable waste management in Los Angeles County.
- Leverage and secure funding to develop the required organic waste processing infrastructure for jurisdictions to comply with the requirements of SB 1383.
- Encourage, promote, and support the development of conversion technologies as alternatives to landfills.
- Prioritize recycling organic waste and developing new organic waste recycling infrastructure capacity to convert organic waste into valuable products such as renewable energy and fuels.

- **Prepare Communities to Manage Organic Waste**

- Develop and implement a comprehensive communication plan with multimedia components and robust community engagement and outreach.
- Establish strong partnerships with local officials and various community-based organizations.
- Implement organic waste collection for all residents and businesses in all County unincorporated communities.

- **Keep Unincorporated County Communities Clean**

- Implement Strategies and Initiatives in the County's Zero Waste Plan to decrease reliance on landfills and achieve zero waste by 2045.
- Continue to operate the Commercial Franchise system to require organic waste recycling and other services to increase recycling in the commercial sector.
- Expand Food DROP to assist more businesses in connecting with non-profits to distribute food to those in need.
- Reduce illegal dumping in County unincorporated area roads, streets, and alleys through collection, education and outreach campaigns, and enforcement of illegal dumping violations.
- Ensure the sanitary sewer collection system facilities are properly operated, maintained, and managed to reduce frequency and severity of sanitary sewer overflow events and their potential impacts on public health, safety, and the environment while meeting applicable regulations and laws.
- Transition the Public Works Fleet to an all-electric fleet to reduce vehicle greenhouse gas emissions.

## STRATEGIES STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy: Build Infrastructure to Support Organic Waste Diversion

Public Works is pursuing the following actions to advance the development of organic waste management infrastructure:

1. Develop a regional roadmap for the development of organic waste management infrastructure.
  - Consider supporting organic waste management facilities in development or proposed by local agencies in the region by providing feedstock and/or procuring end products.
  - Collaborate with local agencies in the region to leverage existing infrastructure and encourage the development of new organic waste management facilities.
2. Identify locations to site new infrastructure and expand existing material processing facilities' ability to incorporate organic waste processing and conversion technologies.
  - Completed preliminary feasibility analysis of 13 closed landfill sites. Identified three closed landfill sites for further analysis. A detailed evaluation of these three sites is underway.
  - Finalized Countywide siting analysis, which identified 138 stand-alone parcels for potential development. A workplan for the detailed evaluation of these parcels is being developed.

### Strategy: Prepare Communities to Manage Organic Waste

Public Works is advancing efforts to prepare communities to manage their organic waste through the following:

1. Ensure organic waste collection service is successfully implemented within all unincorporated communities.
  - Most residential customers in County unincorporated areas have organic waste collection service. New and revised waste collection contracts with organic waste service are forthcoming.
  - Monitored implementation to ensure proper source separation of waste materials.
  - Continued the roll-out of organic waste containers, site visits, and outreach for all commercial customers.
  - Taking necessary steps to develop a new waste collection system in North County.
  - Preparing the Draft Environmental Impact Report for review and certification by the Board of Supervisors.
2. Expand the Food Donation and Recovery Outreach Program (Food DROP).
  - Continued to provide educational outreach and monitored SB 1383 food recovery compliance with over 100 Tier One and Tier Two Edible Food generators. Reached out to additional 116 food recovery agencies to confirm their information and food recovery activities for updates on the countywide ArcGIS food recovery map.
  - Provided approximately 6,000 reusable bags to food recovery agencies for food distribution activities.
3. Implement a strong, comprehensive organic waste communication plan.
  - Continued to implement strategies to educate residents and local officials, and support collaboration to manage organic waste in the region.
  - Attended 10 community outreach events to provide residents education and resources on sustainability programs, including organic waste management.
  - Hosted two community specific engagement meetings to provide residents updates about their waste hauling services, which include organic waste recycling.
  - Provided educational information and resources via FightFoodWasteLA.com, CleanLA.com, social media platforms, and print materials.



- FightFoodWasteLA.com provides information and resources on food waste reduction and organic waste recycling to County residents and businesses. Since the launch of a Google Ads Campaign in August 2023 to promote FightFoodWasteLA.com, the website has attracted over 130,000 active users through the end of March 2025.
- 4. Seek feedback from the community on awareness of and participation in organic waste management.
  - Continued to distribute surveys to gather customer satisfaction feedback on current waste and recycling services, including organic waste management. Surveys were available on postcards, newsletters, and social media.
- 5. Secure funding to help prepare communities to manage organic waste.
  - Received approximately \$2.5 million in local assistance grant funds from CalRecycle to utilize by April 2026. Public Works will be utilizing the funds to procure large scale multilingual media campaigns. Funds will also be utilized to purchase equipment and enhance the Food DROP program.

### **Strategy: Keep Unincorporated County Communities Clean**

Public Works is taking action to keep Unincorporated County communities clean, provide efficient and high-quality waste collection, and advance the Zero Waste Plan. The following efforts help address the impact of greenhouse gas emissions from organic waste and the Public Works fleet, as well as mitigate sanitary sewer spills, thereby ensuring the health and safety of our customers and the environment:

1. Continued to implement the County's Single-Use Plastics Ordinance, including developing implementation guidelines and a waiver process.
  - Implementing a community outreach plan, developing a digital campaign, and updating the ordinance website to raise awareness and provide information on the ordinance to residents, businesses, sustainability-focused organizations, and policymakers.
  - Preparing outreach materials for retail facilities and gathering contact information for covered retail establishments in unincorporated Los Angeles County.
2. Established Repair Clinic events to teach residents how to repair items to help divert material from ending up in landfills.
  - Public Works, along with other local agencies and non-profit organizations, will hold Repair Clinic events at various locations throughout the County in 2025. Public Works is considering signing agreements with public entities to facilitate the scheduling and hosting of future events.
3. Educated approximately 36,882 students through the Countywide Environmental Defenders Program (K-5th grade) with approximately 120 Countywide live in-person assembly presentations focusing on the Four Rs (Reduce, Reuse, Recycle, and Rethink), Household Hazardous Waste and Electronic Waste, Stormwater Pollution Prevention, Water Conservation, and organic waste.
  - Through the Countywide Generation Earth (GE) Program (6th-12th grade) 92 environmental service-learning projects were conducted from 57 schools countywide directly impacting more than 2,991 students. GE hosted one session of the Building a Water Resilient Los Angeles County workshop which focused on addressing crucial water challenges, including stormwater pollution and drought issues in Los Angeles County. Additionally, two sessions of Taking Action for a Greener LA County workshop were held, which explored how urban forests mitigate urban heat, support mental health, and promote sustainability through the use of native plants, water conservation, and wildfire resilience. The workshops were attended by a total of nine teachers from grades 6 through 12.
4. Community Outreach and Education.
  - Public Works participated in 10 community events to provide resources about programs available to all

County residents to help properly manage and recycle material such as mattress waste (including box springs and futons), tires, organic waste, and more.

- Public Works hosted and attended community meetings to provide unincorporated residents with information on their waste and recycling services as well as additional resources.
- Public Works, in collaboration with the Dodgers Foundation and iHeart Media, launched a comprehensive multi-platform campaign to promote beverage container recycling and raise awareness of the California Redemption Value (CRV) program. The campaign includes radio spots, social media engagement, digital banners, outdoor digital billboards, and a recycling contest with the Dodgers Dreamteam, a sports-based youth development program, all designed to encourage the development of positive recycling habits. With an anticipated 37 million impressions, the campaign aims to significantly increase public awareness and participation in recycling efforts. The campaign will run throughout the Dodgers Baseball season and extend into the playoffs and World Series as an added value, if applicable, providing additional visibility and impact.

5. Reduce illegal dumping in County unincorporated areas roads, streets, and alleys.

- Continued removal of illegally dumped waste by contract haulers and Public Works crews.
- Continued outreach to promote proper disposal options, which help prevent illegal dumping.
- Held community curbside cleanups for convenient disposal of unlimited trash and bulky items.
- Held two tire collection events, collecting over 35 tons (equivalent to 3,500 passenger tires).
- Held three Mattress Recycling Collection Events, collecting 327 units of mattress waste (mattress, box springs, and futons).

6. Provide residents with convenient, safe, and legal means to properly manage their HHW/E-Waste.

- Provided 7 temporary and 11 permanent collection events.
- Encouraged source reduction, alternatives to HHW, and promoted the HHW Reuse Centers.
- Provided outreach and education, including geotargeting, about available disposal options available for used motor oil and oil filters, sharps, and household batteries.
- Continued to promote curbside collection of E-Waste and the mail-in program for sharps available to residents in County unincorporated communities.

7. Reduce frequency and severity of sanitary sewer overflow events.

- Issued Notices to Proceed for repairs in the City of El Monte, City of La Mirada, City of Lakewood, City of Lawndale, City of Malibu, City of Montebello, City of Rancho Palos Verdes, City of Rolling Hill Estates, and City of Santa Clarita.

8. Transition the Public Works Fleet to an all-electric fleet.

- Public Works currently has 56 electric vehicles in its fleet.
  - There are 8 electric trucks in the fleet.
- Public Works currently has an active purchase order with 21 out of 23 electric trucks delivered. One truck was put into active service in March 2025 and the remaining 20 electric trucks are currently being upfitted and expected to be ready for active service in April 2025.



Generation Earth 2024 Summit

## RESULTS-BASED ACCOUNTABILITY: SUMMARY

### Population Accountability

Population Outcome: People in Los Angeles County are thriving in a safe, clean, and sustainable environment.				
Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Tons of waste disposed in landfills	2,443,220	Jul – Sept 2024*	2,676,126	Oct – Dec 2023
Reports of illegal dumping in LA County	3,801*	Jan-Mar 2025	4,184	Oct-Dec 2024
Tons of greenhouse gas emissions in LA County	5.2 Million MTCO2E	Jan-Mar 2025***	5.2 Million MTCO2E	July – Sept 2023
Number of health advisory warnings and closures for lakes, rivers, and beaches annually in Los Angeles County due to sewage spills	1	Jan-Mar 2025	0	Oct-Dec 2024

\* Reports on the tons of waste disposed in landfills are generally available six months after the reporting period.

\*\* Reports of illegal dumping are for January and February with an estimate for March.

\*\*\* The 2045 Climate Action Plan estimated that GHG emissions generated by community activities in unincorporated Los Angeles County in 2018 (the most recent inventory completed) were approximately 5.2 million metric tons of carbon dioxide equivalent (MTCO2e). This indicator will be updated the next time the Climate Action Plan is updated.





Dodger's Day at Heartwell Park

**Performance Accountability**

Strategy 1: Build Infrastructure to Support Organic Waste Diversion					
Performance Measures (January – March 2025)	Current Actual Value	Previous Period	Current Target Value	Current Trend	Baseline % Change
Number of sites permitted*	2	2	3	→	0%
Facilities built/expanded	0	0	3	→	0%
Grants/funding secured	0	0	2	→	0%

\* Current Target Value is annual. Values recorded under current and previous values represent a running total.

Strategy 2: Prepare Communities to Manage Organic Waste					
Performance Measures (January – March 2025)	Current Actual Value	Previous Period	Current Target Value	Current Trend	Baseline % Change
Number of people engaged quarterly	243,671	227,437	350,000	↑	7.14%
Tons of organic waste collected quarterly	25,133*	21,616	54,528	↑	16.27%

\* Tons of organic waste collected is January 2025 with an estimate for February and March.

Strategy 3: Keep Unincorporated County Communities Clean					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
County Unincorporated Area diversion rate	67%	67%	80%	→	0%
Tons of illegal dumping collected quarterly	3,257*	3,615	4,238	↓	10%
Number of customer complaints quarterly	3,828**	4,620	7,332	↓	17.4%
Customer experience rating	3.54	3.59	3.0	↓	1.39%
Tons of GHG emissions reduced annually for waste diversion	572,802	572,802	626,607	→	0%
Tons of GHG emissions reduced annually for Public Works' fleet	223***	257	3,790	↓	13.23%
Rate of sewer spills (per 100 miles maintained)	0.92	0.23	0	↑	300%

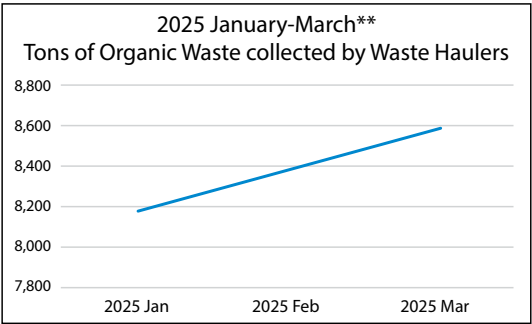
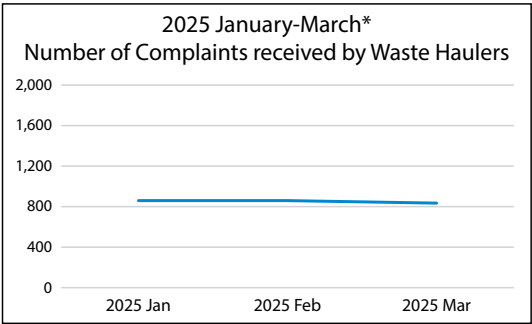
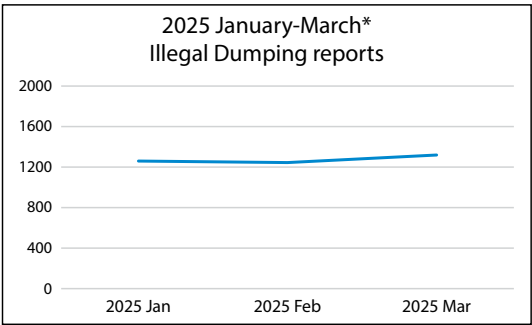
\*Illegal dumping tonnage includes actual data for January with a projection of 2,198 tons for February and March. The previous period was October with a projection of 1,174 tons for November and December.

\*\*Number of customer complaints includes actual data for January and a projection of 1,698 for February and March. The previous period was October with a projection for November and December.

\*\*\*PW Fleet GHG emissions reduced is a quarter behind. Data is for October - December 2024.

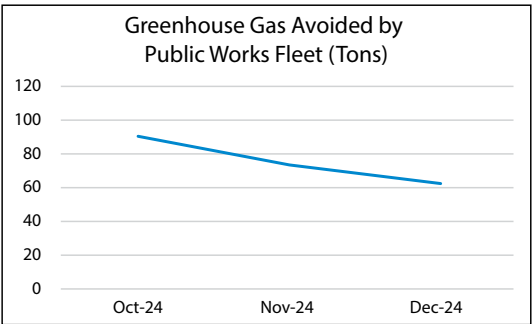
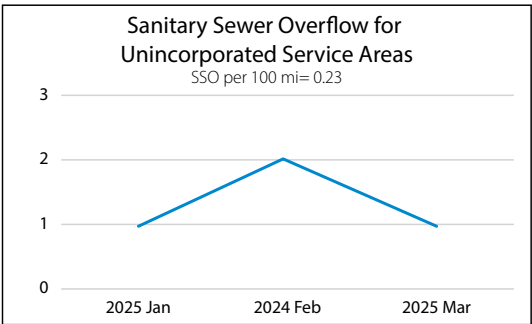
# KEY TAKEAWAYS

The following charts represent a few of the Performance Measures trends for Strategies 2 and 3.



\* This is actual data for January 2025 with projections for February and March 2025.

\*\* For January 2025, actual tonnage for Garbage Disposal Districts and Residential Franchises, and estimated tonnage for Commercial Franchises. For February and March, all tonnages are estimated.



\*\*\*The January spill was due to roots. February spills were due to roots, debris, and grease. The March spill was due to grease.







# Construction Management

*"Public Works is the Builder of Choice in Los Angeles County."*

Live Oak Library



In FY 2024–25

**10** new or renovated County building projects completed, valued at nearly \$53 million, and within budget

**10** infrastructure projects completed, valued at \$71 million



## MAJOR PROGRAMS/SERVICES

### Capital Projects Programs

Public Works' Construction Management Core Service Area provides program/project management services for the County's Capital Projects Program, typically considered vertical infrastructure. This includes the renovation of existing building facilities and the master planning, programming, and construction of new building facilities for many County departments, including Animal Care and Control; Beaches and Harbors; Chief Executive Office; Child Support Services; District Attorney; Fire; Health Services; Justice, Care, and Opportunities; Mental Health; Parks and Recreation; Probation, Public Health; Public Libraries; and Sheriff.

Currently, Public Works manages approximately 260 active capital projects with a total project value of nearly \$4 billion.

### Infrastructure Program

Construction Management also manages Public Works' annual Infrastructure Program, typically considered horizontal infrastructure. It provides internal service to Public Works divisions by providing a complete menu of professional project management and construction management services for a wide variety of infrastructure projects, each with unique requirements, schedule constraints, and impacts on the surrounding communities. These services are delivered at the highest level at the most affordable cost by delivering the individual projects in strict accordance with legal, community, and design requirements; providing for the general safety of the public and County staff; and by employing best practices from both the construction and project management industries.

Public Works continues working to be more innovative and cost-efficient for both internal customers and the public. To achieve this, we have created a new division focused on an outcome-based, integrated project delivery system that is customer-oriented, efficient, and effective. This will combine the best practices of infrastructure and capital project delivery to improve overall results.

Currently, Public Works manages 240 active infrastructure projects with a value of over \$2.3 billion.





## The County's Homeless Initiative

The Homeless Initiative is designed to generate a coordinated set of County Strategies to reduce homelessness through an intensive, inclusive planning process in six areas: prevention of homelessness, subsidized housing, increased income, case management and support services, creation of a coordinated system, and an increase in affordable housing.

As part of the Homeless Initiative Strategies, Public Works has completed construction of three Restorative Care Village (RCV) projects at the Los Angeles General Medical Center (formerly LAC+USC Medical Center) in Los Angeles, Rancho Los Amigos National Rehabilitation Center in Downey, Olive View Medical Center in Sylmar, and the Behavioral Health Center at the Martin Luther King, Jr. Medical Center. Together, these projects provide a total of 434 transitional housing beds to assist patients with medical, mental health, and substance use disorders. Public Works executed design-build project contracts for subsequent phases of the RCV at Los Angeles General Medical Center, which will provide 32 residential withdrawal management beds and 96 subacute mental health beds. A feasibility study was completed for a RCV at the Harbor-UCLA Medical Center, which recommends an additional 64 transitional beds; identification of funding for the delivery of the project is underway.

Relative to the Los Angeles County Shelter Crisis Declaration, Public Works, in association with the Board of Supervisors and Chief Executive Office, is also embarking on fast tracking projects to create new homeless shelters and safe parking sites throughout the County. From 2019 to 2020, 5 interim housing projects were completed to house up to 240 residents. In response to the COVID-19 pandemic, the Hilda L. Solis Interim Housing Project was completed in six months and began operations in April 2021 providing housing for 232 residents on a four-acre site with each bedroom unit having its own private bathroom and kitchenette. At Rancho Los Amigos National Rehabilitation Center, Buildings 601 and 602 have been repurposed to provide 78 beds for interim housing. The Glenchur Building Interim Housing Expansion at the Old High Desert Hospital has provided 70 beds. Additional interim projects in progress can provide up to 800 additional new beds and safe parking for up to 100 vehicles and recreational vehicles. Public Works also continues to support the Chief Executive Office with jurisdictional approval assistance and design and construction monitoring for Project Homekeys 1.0, 2.0, and 3.0, where the California Department of Housing and Community Development has funded County partnerships with local nonprofit organizations to acquire and convert motels into interim housing and permanent supportive housing for Los Angeles County residents experiencing homelessness. Project Homekey has delivered nearly 700 units to date, with another 1,400 units currently in development.

The County has worked with the State of California to identify six unused buildings at the Metropolitan State Hospital campus in Norwalk that will be renovated and transformed into a continuum of housing and treatment options for people with mental health challenges - the proposed Los Angeles County Care Community.

**500**  
total active capital and  
infrastructure projects  
with a project value  
of approximately  
\$6.3 billion





Ladera Park

## KEY ISSUES/CHALLENGES

- **Project Management Delivery**  
Keeping in-line with project control technology and trends allows Public Works to foster a competitive edge and collaborate more efficiently with the private industry. Utilizing technology and project delivery methods that are on-par with our contractors helps to improve process efficiencies, resulting in lower costs, time savings, and improvement in customer and stakeholder satisfaction demands.
- **Addressing Broad Scope of Client Needs**  
All County departments provide specific services and have unique needs while each Supervisorial District has different priorities that best serve their constituents. Public Works must be able to proactively respond and quickly adapt to changing customer demands.
- **Aging Buildings and Infrastructure**
  - Ensuring processes are in place to allow Public Works to carry out the evaluation and repair or replacement of buildings and infrastructure that have outlived their useful lifespan.
  - Ensuring sufficient staff and resources are available to carry out projects funded through the recently approved Federal and State legislative bills.

## STRATEGIES

- **Improve Organizational Effectiveness**
  - Prioritize streamlining processes and implementing organizational improvements to ensure that projects are delivered within scope, schedule and budget.
  - Implementing a new Project Management Information System will play a major role in process improvements.
- **Improve Client Relations**
  - Enhance customers' understanding of the infrastructure development process and the roles and responsibilities of other stakeholders, including the part of the customer.
  - Develop project delivery playbooks and capital project delivery road maps for both vertical and horizontal infrastructure projects.
  - Conduct customer experience surveys and meetings with client departments to understand their perspective of successes and challenges to improve project management practices.

## STRATEGIES STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy: Improve Organizational Effectiveness

1. Based on Public Works' review of its current project delivery approaches, a Project Controls Group was formed to provide support to infrastructure projects by providing cutting-edge project scheduling, information gathering, tracking, and reporting. This quarter, the group continued to focus on improving portfolio data accuracy and reporting available for different Enterprise users.
2. Public Works is finalizing the Request for Proposal for the new Project Management Information System (PMIS), which includes more detailed and explicit requirements for the County's business. The PMIS is to provide an integrated program and project management function for the Construction Management Branch.
3. Public Works has deployed an outcome based integrated infrastructure project delivery model that has standardized processes, procedures, tools, and technologies. This system, when fully stabilized, will optimize processes, be customer-oriented, and be more efficient, effective, and innovative. This quarter, stabilization efforts continued to improve delivery system processes, procedures, tools, and technologies deployed to all infrastructure projects within the Enterprise portfolio.

### Strategy: Improve Client Relations

1. Public Works collaborated with the Internal Services Department and the Los Angeles County Development Authority on a Project Delivery Playbook that outlines the types of projects and services each can provide to other County departments. The initial playbook was completed in June 2023 and was reviewed by the Chief Executive Office. Further review of the Playbook has expanded the information contained in it and the document will be revisited by all three departments to ensure it captures the vision of all.
2. Public Works is creating a Capital Project Delivery Roadmap, which will outline the various phases in the implementation of County Capital Projects and roles and responsibilities. A draft of the roadmap was completed in June 2023 with input by the Chief Executive Office. Public Works will continue to finalize the draft and share it with the Board offices and the various client departments for whom Public Works delivers projects.
3. Public Works issued a Customer Experience Survey for their County Department and Public Works Division customers during Fiscal Year 2024-25, Quarter 2. Surveys will be issued on an annual basis and when a major project project is completed.

## RESULTS-BASED ACCOUNTABILITY: SUMMARY

### Population Accountability

Population Outcome: Public Works is the Builder of Choice in Los Angeles County.				
Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Percentage of <b>vertical</b> infrastructure projects delivered within scope, as expressed by: A) Percent of change orders executed on new construction projects within 10%	N/A (0 of 0)	1/1/25 – 3/31/25	100% (1 of 1)	10/1/24 – 12/31/24
Percentage of <b>vertical</b> infrastructure projects delivered within scope, as expressed by: B) Percent of change orders executed on renovation/refurbishment projects within 15%	80% (4 of 5)	1/1/25 – 3/31/25	0% (0 of 1)	10/1/24 – 12/31/24
Percentage of <b>vertical</b> infrastructure projects delivered within 3 months of schedule	40% (2 of 5)	1/1/25 – 3/31/25	100% (2 of 2)	10/1/24 – 12/31/24
Percentage of <b>vertical</b> infrastructure projects delivered within budget	100% (5 of 5)	1/1/25 – 3/31/25	100% (2 of 2)	10/1/24 – 12/31/24
Percentage of <b>horizontal</b> infrastructure projects delivered within scope, as expressed by percent of change orders executed on projects within 15%	67% (2 of 3)	1/1/25 – 3/31/25	0% (0 of 2)	10/1/24 – 12/31/24
Percentage of <b>horizontal</b> infrastructure projects delivered within schedule	33% (1 of 3)	1/1/25 – 3/31/25	0% (0 of 2)	10/1/24 – 12/31/24
Percentage of <b>horizontal</b> infrastructure projects delivered within budget	67% (2 of 3)	1/1/25 – 3/31/25	0% (0 of 2)	10/1/24 – 12/31/24

\* Please refer to Key Takeaways on next page

## Performance Accountability

### Strategy 1: Improve Organizational Effectiveness

Performance Measures (January – March 2025)	Current Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of <b>vertical</b> infrastructure projects with soft cost below 30% *	100% (5 of 5)	100% (2 of 2)	80%	→	0%
Percentage of <b>vertical</b> infrastructure projects with bids/proposals within 10% of final cost estimates	67% (2 of 3)	70% (7 of 10)	80%	↓	4.3%
Percentage of <b>horizontal</b> infrastructure projects with soft cost below 30% *	100% (3 of 3)	100% (2 of 2)	80%	→	0%
Percentage of <b>horizontal</b> projects with bids/proposals within 15% of final cost estimates	86% (6 of 7)	100% (2 of 2)	80%	↓	14%

\* Please refer to Key Takeaways below

### Strategy 2: Improve Client Relations

Performance Measures (January – March 2025)	Current Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of Customer satisfaction rating above "Good" *	83%	83%	90%	→	0%*

\* Please refer to Key Takeaways below

## KEY TAKEAWAYS

- Overall, baseline data shows that our Core Service Area is excelling in some areas while other areas have opportunities for improvement.
- Vertical infrastructure projects not delivered within 3 months of schedule were delayed due to plan check and client department negotiations outside of Public Works' control.
- Soft cost data for infrastructure projects is still being refined and going through quality assurance review to ensure that data related to Transportation and Water projects is accurate. Baseline data reflected this quarter is for vertical infrastructure projects only, and two of the three projects that are not within 30% and is a small project less than \$1 million.
- Horizontal infrastructure project data reported for the Fiscal Year quarter are for projects that have completed the lifecycle within that quarter and excludes Job Order Contract and On-Call Work Orders, or projects authorized via Board Motion.
- The Customer Experience Survey was distributed to customers, and the responses were collected and reported in the previous quarter, Quarter 2. No surveys were conducted this quarter. Surveys will be issued annually and when a major project is completed.







# Public Contracting and Asset Management

*"Public Works is a center of excellence for modern infrastructure design, technical services, asset and property management, mapping services, and public contracting."*





## MAJOR PROGRAMS/SERVICES

The Public Contracting and Asset Management (PCAM) Business Area is an internal-serving group, that focuses on providing technical support services to the Enterprise. Our goal is to make Public Works a center of excellence for modern infrastructure design, technical services, asset and property management, mapping services, and public contracting.

Public Works serves the largest and most diverse county in the nation. This comes with inherent challenges as we strive to design, build, and maintain the infrastructure needed to provide essential services to the communities we serve. The PCAM Business Area views this as an opportunity to showcase the quality support services we provide, which are critical to position Public Works as the most trusted public agency in the region.

To be an industry leader and fulfill our duty to the public, the Business Area must continue to adapt and adopt emerging trends and technologies; ensure staff receives the training and support needed to refine and expand their skills; and build and strengthen relationships with other Public Works Business Areas, partner agencies, and public stakeholders.

### Optimize Service Delivery

Public Works focuses on maintaining a skilled and technical workforce capable of developing resilient and sustainable infrastructure and providing essential services that meet the needs of all Los Angeles County communities.

As such, PCAM is committed to ensuring that our internal and external customers are satisfied with the technical services we provide, and that Public Works has a highly skilled workforce capable of developing and delivering modern infrastructure. PCAM's ability to deliver services on time and on budget is critical because delays lead to higher project costs, which in turn reduce the funding available for other projects. We strive to create a culture where ongoing learning, skill development, and innovation are encouraged to retain the technical staff and expertise needed to address the current and future impacts of climate change on our infrastructure.



### Equitable Contracting Practices

Public Works manages a comprehensive, full-service contracts operation to meet service and construction-related contracting needs throughout the County. The Agency also develops and manages multiple contract-related programs designed to promote equitable opportunities for economic development, job creation, and engagement with local communities and businesses.

### Optimized Asset Management

Public Works administers real property management services for the County; supports land development and land rights activities; maintains 156 County-owned facilities; and provides specialized trades services for buildings, dams, pump stations, and other flood control and water conservation infrastructure throughout Los Angeles County.

In addition, Public Works is responsible for enhancing public safety and the quality of life for the people of Los Angeles County by providing state-of-the-art traffic operations and maintenance services, including traffic signals, streetlights, and pavement preservation.

### 3rd Quarter FY 24-25

(All Districts)

#### Contracts Awarded:



Over

**\$95M**

Over

**\$12M**

To Small Businesses

#### Jobs Created:

**1,179**

Public Works maintains

**156**

County-owned field facilities. This quarter, technical and trades staff completed over 566 work orders for maintenance, repairs, and special projects.





## KEY ISSUES/CHALLENGES

- Providing ongoing training and education opportunities to the large and diverse Public Works technical staff.
- Reducing competition with outside service providers and increasing in-house services through career development and positive customer experience.
- Recruiting and retaining licensed professional surveyors due to the statewide shortage.
- Competition with other departments and agencies to retain trained staff.
- Managing County-owned facilities that require ongoing maintenance and preservation, while addressing emerging issues related to climate change.
- Implementing mandated initiatives from the Board of Supervisors to advance equity in County contracting, support local small and underutilized businesses, and promote regional job creation that are continuously compounding and evolving.

## STRATEGIES

- **Optimized Service Delivery**
  - Provide specialized technical services and strive to cultivate a highly skilled workforce to support projects and services for Los Angeles County residents and businesses.
  - Support and/or offer certification, education, licensing, and training programs to technical staff.
  - Deliver innovative technical services on time and on budget to increase satisfaction with internal and external customers.
- **Equitable County Contracting Practices**
  - Commit to the implementation of practices and Board priorities that increase equitable opportunities in the region, while fulfilling all contracting needs for Public Works projects and services.
  - Successfully implement County programs that create opportunities for local businesses and the community workforce, while efficiently meeting all contracting needs.
- **Optimized Asset Managements**
  - Maintain optimum functionality at the Public Works Headquarters Campus and field facilities, which are critical to the delivery of services and projects throughout Los Angeles County.
  - Develop plans and programs to reinvest in Public Works facilities to improve service delivery and increase preventative maintenance projects that support the sustainability of assets and contributes to financial health.

## STRATEGIES STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy: Optimized Service Delivery

1. PCAM has created a dashboard for functional managers to track budgets, expenditures, and schedules, and allow more effective reporting on the efficiency of in-house technical services. The current report includes information on on-time service delivery and on-budget delivery.
2. During this reporting period, staff participated in conferences hosted by California State Association of Counties (CSAC). Public Works staff attended a County Engineers Association of California (CEAC) conference through CSAC in March 2025. Public Works chaired the CEAC Survey Policy Committee Meeting attended by staff from 29 of 58 counties in California.
3. During this reporting period, Public Works launched Infrastructure Collaborative, an enterprise-wide knowledge sharing program. The Program is designed to provide employees with the opportunity to learn about current best practices and explore solutions to common challenges in our work with the goal of enhancing service delivery. The monthly discussion sessions are conducted by subject matter experts within Public Works and are focused along four infrastructure service tracks: Planning, Delivery, Operations & Maintenance, and Funding/Finance. Two sessions were held this period titled Planning 101 and Project Delivery Process.

### Strategy: Equitable County Contracting Practices

1. Public Works participated in five business outreach and development events this quarter, in alignment with our commitment to creating equitable contracting opportunities for underutilized businesses. These events reached approximately 1,100 attendees, provided information and resources on how to do business with Public Works, and took place in partnership with various agencies, including Board offices, the Department of Economic Opportunity, LA Metro, US Army Corp of Engineers, City of Pasadena, and Pasadena Public Works. Advertisements for these events reached nearly 33,000 people, and businesses expressed interest in County contracting.
2. Public Works is dedicated to promoting equity in contracting by implementing key programs aimed at supporting individuals facing barriers to employment in Los Angeles County and empowering small and historically underutilized businesses with the knowledge and resources to compete for contracting opportunities. These programs include the Countywide Community Workforce Agreement, the Local and Targeted Worker Hiring Program, and the Contractor Development and Bonding Assistance Program. During this reporting period, Public Works continued to increase staffing resources to enhance support for these initiatives.
3. PCAM began collecting data from all firms interested in Public Works contracting opportunities to determine if a firm is a small business or historically underutilized business, how they learned about the opportunity, if the firm submits a proposal, and if the firm is ultimately awarded a contract. This data will help Public Works target outreach to boost the participation in County contracting.

### Strategy: Optimized Asset Management

1. Public Works continues to prioritize the safety, functionality, and sustainability of our facilities. This quarter, we successfully completed four renovation projects, including a new office in the headquarters building, a structural damage investigation in Road Maintenance District 4, a temporary generator installation at Road District 523, and a Mother's Room at Road Maintenance District 5.
2. Public Works has identified over 18,000 facility preventative maintenance work orders and projects to be completed in Fiscal Year 2024-25, with 84 percent of those work orders and projects completed in this reporting period.
3. Public Works is committed to enhancing the management of traffic control assets by holding regular meetings and engaging contract cities to share best practices in maintenance and operations. This quarter, Public Works met with the City of Whittier to discuss continuing maintenance services despite a recent annexation to the city.
4. To enhance its asset management capabilities, PCAM implemented a cutting-edge, GIS-centric asset management program called CityWorks. This innovative tool will transform how the Agency manages its facilities and infrastructure assets. This quarter, the focus has been on optimizing service delivery and facilitating the implementation of CityWorks with one process expected to launch in May. In addition, PCAM has continued to offer staff opportunities to obtain GIS certification, empowering them to fully leverage the system's functionalities.

## RESULTS-BASED ACCOUNTABILITY: SUMMARY

### Population Accountability

Population Outcome: Public Works is a center of excellence for modern infrastructure design, technical services, asset and property management, mapping services, and public contracting.				
Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Percentage of technical services delivered on time*	81%	January-March 2025	83%	October-December 2024
Percentage of technical services delivered on budget*	83	January-March 2025	N/A	N/A
Percentage of construction contracts that meet or exceed mandatory hiring goals	82%	January-March 2025	87%	October-December 2024
Percentage of scheduled and budgeted facility maintenance and renovation projects completed each Fiscal Year**	84%	January-March 2025	64%	October-December 2024

\* Values indicate entire fiscal year percentage because some projects span multiple quarters.



## Performance Accountability

Strategy 1: Optimized Service Delivery					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of customer feedback responses receiving positive rating.	98%	100%	100%	↓	2%
Number of projects submitted for recognition by industry partners	1	4	2	↓	75%
Percentage of project submissions receiving awards	33%	100%	100%	↓	67%
Vacancy rate (percentage) for technical positions in the Business Areas	11%	13%	12%	↓	15.4%
Percentage of technical staff who are eligible for a professional license or certification and actively pursuing licensure	52%	44%	100%	↑	18.2%

Strategy 2: Equitable County Contracting Practices					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of construction projects in compliance with mandatory hiring goals	81%	86%	100%	↓	5.8%

Strategy 3: Optimized Asset Management					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Percentage of scheduled and budgeted facility upgrade projects completed each Fiscal Year	48%	39%	100%	↑	23.1%
Percentage of scheduled and budgeted preventative maintenance work completed each Fiscal Year	84%	64%	100%	↑	31.3%

## KEY TAKEAWAYS

- The PCAM Business Area continues to provide services to County operations while maintaining work of the highest caliber.
- Due to the Palisades and Eaton fires, PCAM's focus was geared towards recovery and rebuilding efforts for residents. This effort was accomplished without compromising day-to-day operations.
- Customer service remained PCAM's number one priority as we maintained an above average feedback rate based on customer survey results. Functional managers continued to have quarterly meetings with their counterparts, and service delivery was rated 4.5 on a scale of 1 to 5.
- Vacancy rates went down this quarter, as divisions filled many of their vacant positions.
- Once again, PCAM saw an increase in facility upgrade projects and preventative maintenance work that ensures the longevity of Public Works' infrastructure and puts Public Works in a position to complete all budgeted projects in the fiscal year.

# Municipal Services

*"Creating vibrant communities that are safe and resilient in unincorporated Los Angeles County."*





**2,300** subdivision improvement  
plans reviewed annually

**19,666** building permits valued at  
\$2.2 billion issued annually



## MAJOR PROGRAMS/SERVICES

Public Works' Municipal Services Core Service Area (CSA) is responsible for the development of safe, sustainable, and resilient communities. As such, the CSA provides programs and services that enable sustainable and resilient developments, environmental protection, social equity, quality of life, and economic development within Los Angeles County. Services provided include efficient project entitlement, permitting, and inspection of residential, industrial, and commercial developments; code enforcement and property rehabilitation programs; graffiti abatement services; initiatives to bridge the digital divide; and administration of the Office of Oil and Gas.

Municipal Services CSA also enhances housing and community development by advancing affordable housing for low-income communities and persons experiencing homelessness. Additionally, Municipal Services CSA safeguards Los Angeles County communities by preparing for and responding to daily incidents; supporting County emergency operations during major emergencies and disasters such as January's Windstorm and Critical Fires incident; and collaborating with first responders, such as Sheriff, Fire, and Office of Emergency Management, to provide outreach on emergency preparedness and community resiliency.

### Land Development

Public Works, in partnership with the Department of Regional Planning, provides streamlined land development services on California Environmental Quality Act document reviews, entitlements, permitting, inspection services, and permit approvals for customers. This is made possible with the online enterprise plan checking system – EPIC-LA. Each year, approximately 2,300 subdivision-related plan reviews are performed, and 290 new subdivision maps are recorded. During the third quarter of Fiscal Year 2024-25, 512 subdivision-related plan reviews were performed and 19 new subdivision maps were recorded. In addition, Public Works provides land development and County Surveyor services for 42 cities through contract city services.



## Permits and Inspection

Public Works is also responsible for the enforcement of building regulations for public and private buildings and operates at ten regional permit offices providing building permit and inspection services. An estimated 19,666 building permits with a valuation of \$2.2 billion are issued annually and made available online via Public Works' interactive "Building Permit Viewer" website. At the end of the third quarter of Fiscal Year 2024-25, there were 3,466 building permits issued with a valuation of approximately \$476 million.

Of the permits issued during the third quarter of Fiscal Year 2024-25, there were 1,136 solar permits issued, which yields an estimated yearly energy production of 22,829,370 kWh. This amount of solar energy is roughly the equivalent of 3,486 passenger vehicles removed from the road per year. In addition to online permit services, Public Works provides building official services for 9 cities through contract city services.

Public Works is also responsible for providing permit and inspection services for general construction, transportation, filming, and other activities within unincorporated County public rights-of-way and other activities affecting Los Angeles County Flood Control District facilities and right-of-way, including underground confined space inspection services for storm drain facilities. Public Works also provides permit and inspection services in city public rights-of-way for three contract cities and transportation permit issuance for 21 contract cities. Approximately 4,182 road/flood encroachment and transportation permits were processed and over 7,615 inspections were performed based upon the data collected during the third quarter of Fiscal Year 2024-25.

## Homelessness and Housing

Public Works is dedicated to ensuring safe and sustainable communities for all. This is achieved in many ways, including collaboration on interim housing projects for persons experiencing homelessness (PEH), the inspection and assessment of shelters and interim housing during emergencies or severe weather events, and for projects such as Project RoomKey, which is focused on the most vulnerable populations and PEH. Public Works also provides project management services on interim and permanent supportive housing projects for PEH, such as Project HomeKey, and expediting the process for affordable housing, and the granting of certificates of occupancy. At the end of the third quarter of Fiscal Year 2024-25, there were 1,904 residential building permits finalized which enabled housing occupancy.

## County Garage Conversion Accessory Dwelling Unit Program

Adaptive reuse is a concept used as early as the 1970's for the process of repurposing existing buildings to encourage sustainable development through conversion while minimizing reconstruction and demolition waste. In response to the Board of Supervisors' (Board) Emergency Declaration to alleviate the housing crisis, Public Works is currently promoting adaptive reuse of existing garages into new Accessory Dwelling Units (ADU) through an expedited permit processing using standardized sheets, pre-construction meetings, and construction guide. During the third quarter of Fiscal Year 2024-25, there were approximately 80 garage conversion applications received for permitting and 62 building permits issued in the County Garage Conversion ADU Program.

## Express Permits

To further assist constituents needing simple permits where the project will not require a plan review, Public Works created a series of online express permits for the categories of mechanical, electrical, plumbing, sewer, and solar. This process allows hundreds of applicants to instantly receive permits 24/7, once the fees are paid, while ensuring the proposed work is inspected to ensure building code compliance.

## Code Enforcement and Property Rehabilitation Program

Public Works performs code enforcement activities related to property maintenance to improve public safety and quality of life in unincorporated communities. Program staff respond to complaints and investigate and resolve public nuisance, unsightly property conditions, or unpermitted construction issues within a community. Based upon data collected at the end of the third quarter of Fiscal Year 2024-25, there were 96 new code enforcement cases, 158 new property rehabilitation cases, and 127 Nuisance Abatement Team cases.

The Nuisance Abatement Team cases typically include County regulation violations enforced by the Departments of Regional Planning, Health Services, Fire, and Animal Care & Control and require the assistance of a multiagency Task Force, including County law enforcement and the District Attorney's Office for enforcement actions. In addition, Public Works performs code enforcement activities related to private property, on a compliant basis, to investigate and resolve unpermitted construction.

Building and Safety services to

**9 Cities**

**6.5** million square feet of graffiti removed per year by Public Works.

Land Development services to

**42 Cities**

## **Graffiti Abatement**

Public Works administers the County's Graffiti Abatement Program, which is tasked with the removal of graffiti in the unincorporated areas of the County and Flood Control District channels. The Program also includes an outreach component to encourage communities to report graffiti. At the end of the third quarter of Fiscal Year 2024-25, Public Works abated 33,718 graffiti tags throughout the County, to promote safe and sustainable communities.

## **Community Services**

Public Works engages with over 125 unincorporated communities to address specific needs and issues in the communities and improve quality of life. Public Works employs Community Liaisons who are tasked with working directly with town councils, homeowner associations, community groups, the Board office, and constituents. During the third quarter of Fiscal Year 2024-25, Public Works attended 83 community meetings within all five Supervisorial Districts, to enhance partnerships, transparency, and public trust in the diverse communities.

Public Works also provides municipal services to incorporated cities within Los Angeles County. Through a General Service Agreement, cities contract services to utilize Public Works' skilled workforce, ample resources, service convenience, and emergency response. Community Liaisons are assigned to each city to act as City Service Liaisons for contract work, capital project coordination, and to advance Public Works' regional strategic goals. During the third quarter of Fiscal Year 2024-25, Public Works completed approximately 70 City Service Requests for 35 cities in Los Angeles County.

## **Special Assessment Districts**

Public Works manages 26 Landscape Maintenance Districts Zones across the County with most of the zones in Supervisorial District 5, a few in Supervisorial District 1, and one in Supervisorial District 3. A robust community engagement plan has been prepared to collaboratively discuss maintenance levels of service and potential fee increase options with residents. The engagement plan utilizes door hangers, constituent surveys, and hybrid community meetings to achieve financial stability in each of the impacted zones. One community meeting was held with a Landscape Maintenance District Zone during the third quarter of Fiscal Year 2024-25.

Public Works manages 11 Drainage Benefit Assessment Areas (DBAA) located in the Antelope Valley. Out of the 11 DBAAs, 7 have landscaping and irrigation, and 4 have weed abatement and litter control performed.

## **County Improvement Districts**

Public Works administers the County Improvement Districts Program. The California Streets and Highway Code allows for the formation of County Improvement Districts and issuance of assessments levied upon properties with the improvement district to finance the construction or installation of public infrastructure, such as a new water or sewer line, or a conversion of a private street to a public street. The Program is currently receiving an increasing number of requests to assist residents in converting septic to public sewer projects in Altadena, an area heavily impacted by the January Eaton Fire. Public Works has prepared a primary map identifying all the properties that are on septic systems. This map has been used to guide and organize mini virtual community meetings. The County of Los Angeles Treasurer and Tax Collector has been researching financing options for these projects and the feasibility of having property owners paying the loan back to the County via their property tax bills.

## Office of Oil and Gas

The Office of Oil and Gas (Office) was created to allow the County to be informed about existing oil and gas operations and ensure coordination to promote better public and environmental health. The Office, in coordination with the California Geologic Energy Management Division (CalGEM), the Chief Sustainability Office, and the County Departments of Regional Planning, Public Health, and Fire - Health HazMat, developed a framework to plug and abandon idle oil wells, with the goal of improving environmental conditions for frontline communities. The Office also created a website (<https://oilandgas.lacounty.gov>) to provide information on pending legislation, the regulatory framework, and current events, as well as provide an electronic form for members of the community to submit their concerns related to oil or gas facilities. A new Oil and Gas Well Geographic Information System Dashboard is now available on the website to view and access data on wells located in Los Angeles County. The Office is in coordination with CalGEM to permanently plug and abandon six orphan wells in the unincorporated West Hills as part of the State's Oil and Gas Well Abandonment Expenditure Plan. The physical work to plug and abandon the wells is anticipated to begin in Spring 2026.

In response to a September 2021 motion by the Board, the Department of Regional Planning prepared an ordinance to amend Title 22 to prohibit new oil wells and production facilities in all zones, designate existing wells and production facilities as nonconforming uses in all zones, and establish regulations for existing oil wells and production facilities. The ordinance applies to unincorporated areas except for the Baldwin Hills Community Standards District, areas designated as a specific plan, and uses operating under a valid discretionary permit. On January 24, 2023, the Board adopted the Oil Well Ordinance, which became effective on February 23, 2023. On May 14, 2024, the Board approved an amendment to the Baldwin Hills Community Standards District to be consistent with the Countywide Oil Well Ordinance.

In addition, the Chief Sustainability Office responded to another September 2021 Board motion to implement the recommendations outlined in the initial Just Transition Strategy report, such as expanding the Stakeholder Taskforce to be inclusive of frontline and tribal communities, identifying and addressing key data gaps, including the demographics of fossil fuel workers and economics of the fossil fuel industry in the County, to inform a Just Transition Strategy, and report back to the Board on updates. The latest report, which presented the completed Just Transition

Strategy, was submitted to the Board on December 5, 2022. The motion also directed the Chief Executive Officer (CEO) to explore options to increase revenue dedicated to the ongoing implementation of the Just Transition Strategy, including relevant State and federal funding sources.

## Fire Recovery Efforts

In recent years, wildfires have occurred at an unprecedented scale and frequency. Public Works supports the fire response by assisting with road clearing, water sources, building assessments, and incident command. Following the fires, Public Works coordinates with County, State, and Federal agencies to expedite the removal of hazardous debris to prevent contamination of soil and surface waters. Public Works evaluates and maps debris flow hazards, provides engineering advice to residents, and participates in a unified command to protect communities during storms. Additionally, Public Works supports communities throughout their recovery. This includes emergency projects to restore infrastructure and utilities, improve flood control systems, and streamlining the permit processes for the repair and rebuilding of homes and businesses. Public Works is currently engaged in these activities in response to the January Windstorm and Critical Fires incident.

## Resilient Construction

Pursuant to Chapter 7A of the Building Code, Public Works is ensuring new buildings, and any additions, alterations or repairs made to existing buildings located within any Fire Hazard Severity Zone, are now constructed with materials and construction methods to be resilient against future fires.

## Building Code Adoption

The State of California adopts updated Building Standards Codes every three years, and pursuant to that schedule, the updated California Building Standards Codes was implemented on January 1, 2023, in the form of the 2023 Los Angeles County Building Codes. Los Angeles County conducted outreach to stakeholders and worked in concert with other regional jurisdictions to amend the State code to address construction-related concerns specific to the Southern California region. Many of the amendments establish critical structural design requirements that make buildings more resilient to wildfires and potentially severe earthquakes in Southern California. Public Works also ensured incorporation of amendments in support of the County Sustainability Plan.



## Newhall Ranch – Mission Village

The ongoing efforts by Public Works on this project include:

- Bi-weekly meetings with FivePoint's executive team to discuss high-level workflow and staffing issues.
- 63 total units have been permitted for single-family residences and multi-family buildings in the third quarter of Fiscal Year 2024-25.
- 1,143 and 1,810 total permits and units have been issued for single-family residence and multi-family buildings.
- Collaboration with the Treasurer and Tax Collector and County Counsel to acquire and transfer community facilities district (CFD) facilities, with a valuation of \$1.24 billion, financed by a CFD, to the County and Flood Control District.

## Emergency Management

Public Works assists the CEO's Office of Emergency Management with Countywide emergency planning and preparedness activities, is a member of the County Emergency Management Council, and serves as lead of the Construction and Engineering Branch of the County Emergency Operations Center. Public Works also operates and maintains a Department Operations Center (DOC) to manage local emergency responses and support County emergency operations during major emergencies and disasters. The DOC was activated on January 7 for the Particularly Dangerous Situation (PDS) Red Flag Warning that led to multiple fires in Southern California, including the Eaton and Palisades Fires. The DOC was activated five additional times for a separate PDS Red Flag Warning on January 25 and four subsequent rainstorms in February and March due to forecasted mudslide risks in the burned areas.

## Public Works Dispatch Center

Public Works operates a Dispatch Center and hotline (1-800-675-HELP) 24 hours-a-day, 7-days a week, which coordinates nearly 60,000 service and emergency calls annually. This includes reports regarding graffiti, potholes, hazmat spills, water service disruptions, illegal dumping, sewer overflows, damaged signs, and malfunctioning traffic signals. The Dispatch Center also assists in coordinating the efforts between Public Works field crews and law enforcement or other safety responders. Road closures for County-maintained roads are posted at: [pw.lacounty.gov/rmd/roadclosures](http://pw.lacounty.gov/rmd/roadclosures) and Traffic signal incidents at: [pw.lacounty.gov/OSD/TrafficSignalIncidents/](http://pw.lacounty.gov/OSD/TrafficSignalIncidents/).

### Public Works' Response Costs\* for Recent Disaster Events:

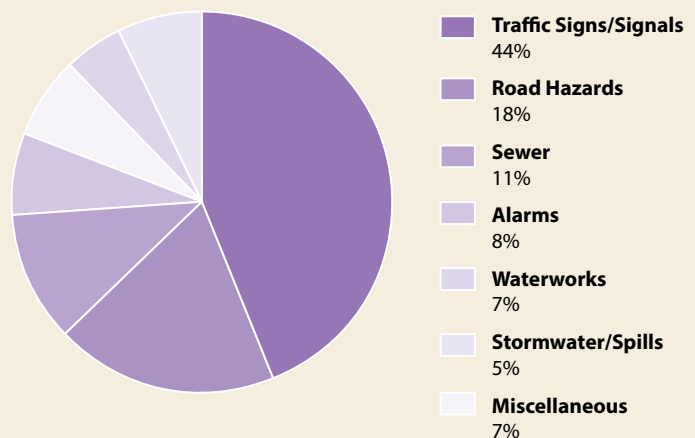
2022 Tropical Storm Kay	\$4.7M
2023 Winter Rainstorms	\$190.2M
2023 Tropical Storm Hillary	\$2.6M
2024 Early February Rainstorms	\$35.8M
2025 January Windstorm and Fires	\$176.0M

*\* Documented costs for Public Works' response phase activities for declared emergencies only. Recovery and mitigation costs are not included.*

## PUBLIC WORKS DISPATCH SERVICES



### Analysis of Fiscal Year 2023-2024 Dispatch Calls, excluding graffiti reports



**24/7**  
Hours Days  
per week

**60,000**  
Calls Per Year

**COMMUNICATION  
SYSTEMS**  
Telephone / Radio / Electronic

**ALARM SYSTEM  
MONITORING**



Public Works Department Operations Center (DOC)

### **County Building Evaluation Team (CBET)**

A comprehensive emergency response plan has been developed, in partnership with the CEO and Internal Services Department, which includes processes on the prioritization and evaluation of County buildings in the event of a major emergency, such as a major earthquake, tsunami, or extensive flooding. Public Works is tasked with evaluating the structural integrity of all County buildings. Public Works personnel conducted trainings and will continue to conduct exercises to ensure appropriate staff are familiar with the County Building Evaluation Team (CBET) Plan and further test earthquake preparedness and response.

### **Safety Assessment Program (SAP)**

Public Works is an active participant in the State of California's Safety Assessment Program (SAP) which provides professional engineers, architects, and certified building inspectors to assist local governments in safety evaluations of the built environment in the aftermath of a disaster. Managed by the California Governor's Office of Emergency Services (Cal OES), SAP brings together volunteers, professional organizations, and mutual aid resources. By training and certifying our own staff as SAP evaluators, Public Works continues to strengthen our workforce and provides the ability for SAP to respond to major disasters. Currently Public Works has 187 active SAP evaluators. In January, Public Works deployed these SAP evaluators to assess properties impacted by the Eaton and Palisades Fires.

### **Continuity of Operations (COOP) Plan**

The Continuity of Operations Plan (COOP) identifies essential functions and processes that must be continued or rapidly resumed after disruption of normal activities. Public Works analyzed over 150 processes and prioritized their value to protect critical infrastructure, life, and property. The COOP identifies the resources needed to restore essential processes and ensure that the fundamental responsibilities of Public Works are executed during responses to emergencies or disasters.



## KEY ISSUES/CHALLENGES

### **The well-being and safety of our communities and workforce**

- Provide outreach and engagement with the development community and permit applicants, to increase their understanding of the processes and best practices for sustainability, resiliency, and quality of life.
- Improve and simplify processes for permitting, to be more customer-friendly and efficient, while ensuring safety and code compliance.
- Improve collaboration among permitting departments for a concerted submittal review process to address customer needs, resiliency, and recovery after disasters.
- Adopt methods to quickly and flexibly adjust staffing levels to accommodate economic changes, customer demand, and emergency incidents.

### **Guiding and ensuring modern infrastructure that uplifts all communities**

- Ensure equity in program plans and services, particularly in underserved and unfinished communities.
- Develop and strengthen strategic relationships, including opportunities for collaboration, community input, and stakeholder engagement.
- Increase dwelling units across the unincorporated County, including affordable housing and ADUs.
- Take actions to address the crisis of PEH, such as measures focused on interim and affordable housing and safe, clean communities.
- Bridge the digital divide through initiatives to ensure broadband infrastructure development and equitable access to broadband.



## The preparedness of our Public Works community and the community at large

- Increase workforce awareness of operational authority and available resources to facilitate efficient enterprise-wide emergency responses and recovery efforts.
- Build community resilience and educate our at-risk unincorporated residents on emergency and disaster preparedness information through meaningful community outreach and engagement.
- Promote community awareness of available services and resources provided by Public Works, particularly in the context of emergency management and related municipal services.
- Develop and strengthen strategic relationships and collaborative opportunities to support situational awareness, regional preparedness, response efficiency, and recovery and resiliency efforts.
- Support preparation for emerging social, environmental, health, and technology issues, recognizing the interplay between these issues and their implications for emergency management.

## STRATEGIES

### Accelerate Housing

An essential element of vibrant, safe, and resilient communities is the availability of housing throughout the region. Increasing the number of dwelling units and housing projects awarded certificates of occupancy is an important measure of success, along with the timeliness and responsiveness of the permitting process, designed to be customer-friendly and efficient, while ensuring safety, code compliance, and equity across the County.

Actions include:

- Improving processes and workflows to enhance customer experience
- Streamlining permitting
- Targeting educational outreach for stakeholders, including communities and the industry

### Increase the State of Readiness and Community Preparedness

Public Works is responsible for a wide variety of critical infrastructure and services, which directly support the communities and economy of Los Angeles County. Any major disruptions to our critical infrastructure and services can have catastrophic impacts to our region, resulting in loss of life and property. Public Works prioritizes preparedness, response, recovery, and mitigation for all hazards. This involves comprehensive and mandated training for Public Works' personnel and collaboration with our strategic partners to help inform and educate our communities to better prepare for any hazard. Ensuring our state of readiness for Public Works and the communities we serve is fundamental to vibrant, safe, and resilient communities.

Actions include:

- Ensuring compliance with State and Federally mandated emergency management trainings.
- Participating in and hosting emergency management exercises to test readiness and preparedness.
- Participating in community workshops, educational series, and events to support engagement on emergency-related issues including climate resiliency.
- Completing After-Action Reports and assessing opportunities for improvements.

## STRATEGY STATUS (THIRD QUARTER: JANUARY–MARCH 2025)

### Strategy: Accelerate Housing

1. Public Works continues to provide expedited services for projects that have an affordable housing component or provide affordable housing stock in other ways, such as ADUs, that may positively impact PEH.
2. Public Works continues to collaborate with the Departments of Regional Planning, Fire, and Public Health to provide coordinated reviews and inspections, with a target to increase the number of permits and certificates of occupancy issued.
3. Public Works is engaged in internally examining streamlined permitting processes and workflows to improve turnaround times on customer submissions; and externally educating and engaging stakeholders to enhance customer experience.

### Strategy: Increase the State of Readiness and Community Preparedness

1. Public Works continues to participate in outreach events to educate Los Angeles County residents on emergency preparedness for all hazards, including earthquakes, fires, and floods. This quarter, Public Works attended the Alhambra Lunar New Year Festival and 4th Annual LA Veterans Expo to share preparedness resources with the communities.
2. Public Works is conducting an After Action Report (AAR) for the January Windstorm and Critical Fires Incident that included the Eaton and Palisades Fires. This report will provide critical insights into response efforts, identifying strengths and areas for improvement to enhance readiness and operational effectiveness during future wind-related emergencies.
3. Public Works continues to take proactive steps to prepare for emergencies by participating in tabletop exercises and educational seminars. By attending these tabletop exercises and educational seminars, Public Works continues to gain valuable knowledge about the efforts and resources offered by our partner agencies and helped improve our situational awareness and strengthen communication and coordination during large-scale emergencies or special events across the Los Angeles region. This quarter, Public Works did not attend any tabletop exercises and educational seminars due to the emergency response to the January Windstorm and Critical Fires Incident and subsequent rainstorms that forecasted mudslide risks in the burn areas.
4. Public Works continues to implement a social media campaign to increase public awareness by sharing emergency and preparedness information and resources regarding extreme heat preparation, wildfire prevention, and flooding.
5. Public Works continues to work with an on-call consultant to update our existing COOPs. The updated draft COOP Division Annex Plans and Base Plans were completed this quarter. Public Works and the on-call consultant are coordinating an Enterprise-wide COOP Tabletop exercise for April 2025 and will finalize the COOP Division Annex Plans and Base Plans upon completion of the Tabletop exercise. (The Tabletop exercise was originally scheduled for January but was rescheduled due to the fires LA County experienced in January.)
6. Public Works has continued participation as members of the Los Angeles County Fire Department Urban Search and Rescue (USAR) Team as California Task Force 2 (CA-TF2). There are currently seven Public Works engineers serving as Structures Specialists on the USAR Team.

## RESULTS-BASED ACCOUNTABILITY: SUMMARY

### Population Accountability

Population Outcome: Creating vibrant communities that are safe and resilient in unincorporated Los Angeles County.				
Population Indicators	Current Value	Current Reporting Period	Previous Value	Previous Reporting Period
Percent of housing demand met annually*	18%	April 1, 2024 – March 31, 2025	16%	January 1, 2024 – December 31, 2024
Number of unincorporated communities provided emergency preparedness outreach annually	1	January 1, 2025 – March 31, 2025	3	October 1, 2024 – December 31, 2024

\* Includes all housing units finalized within unincorporated LA County.

### Performance Accountability

Strategy 1: Accelerate Housing					
Performance Measures (January – March 2025)	Current Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Number of dwelling units based on building permits finalized and/or certificates of occupancy issued*	504	364	2,814	↑	38%
Average building plan check turnaround times (calendar days)	15	18	30	↓	17%
Average development improvement plan check turnaround times (calendar days)	28	24	30	↑	17%
Number of customer service feedback	542	545	200	↓	0.6%

\* Baseline established by the County's 2021-2029 Housing Element ([link](#)) to meet regional housing needs of 90,052 units within the unincorporated LA County in 8 years period broken down by 4 quarters per year  $[90,052 / (8 * 4) = 2,814]$ .



Strategy 2: Increase State of Readiness and Community Preparedness					
Performance Measures (January – March 2025)	Current Actual Value	Previous Value	Current Target Value	Current Trend	Baseline % Change
Number of community preparedness outreach events serving at-risk communities, per quarter	2	1	3	↑	100%
Number of residents engaged during community preparedness outreach events, per quarter	1,550	104	150	↑	1,390%
Number of Public Works personnel participating in Emergency Management trainings**	0	25	144	↓	100%
Number of targeted training exercises and educational seminars attended, per quarter	0	0	2	→	N/A

\*\* Minimum number of trained Public Works Personnel required to support activities in the DOC.

## KEY TAKEAWAYS

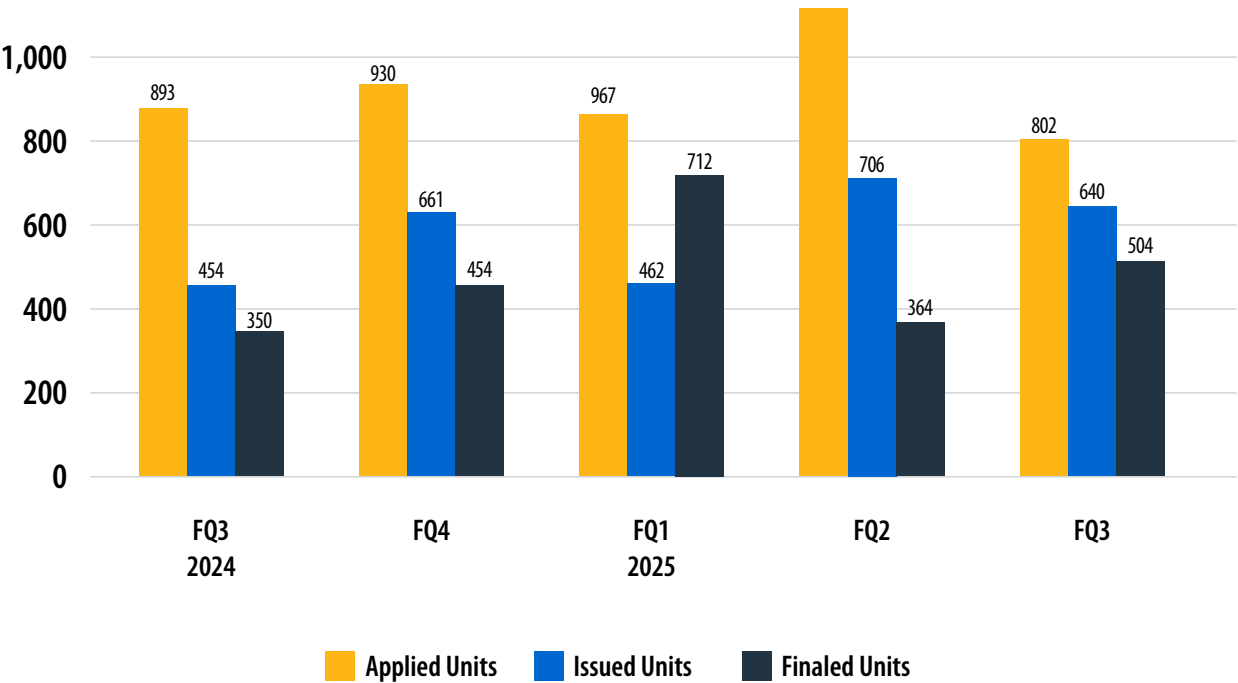
### Increase State of Readiness and Community Preparedness

- Public Works attended and will continue to attend various community outreach and engagement events and conduct meaningful engagement with our at-risk unincorporated community residents on emergency preparedness for all hazards.
- Public Works collaborated closely with our strategic partners to mitigate the adverse impacts of the Eaton and Palisades Fires. Public Works personnel will continue to participate in tabletop exercises and other educational seminars to strengthen communication, coordination, and collaboration with our strategic partners to support situational awareness, regional preparedness, and response and recovery efforts.
- Public Works is appropriately staffed in each branch under the Standardized Emergency Management System, National Incident Management System, and Incident Command System structures, and in compliance with mandated emergency management trainings.
- Public Works continues to collaborate with our strategic partners through Unified Coordination Group calls for new and ongoing incidents, such as the Portuguese Bend Landslide, the Bridge, Franklin, Eaton, and Palisades Fires, and subsequent rains that threaten mudslides from recently burned areas.
- No Public Works personnel participated in Emergency Management trainings this quarter due to the adverse impacts of the January Windstorm and Critical Fires Incident and subsequent rainstorms that forecasted mudslide risks in the burn areas.

Accelerate Housing

- To meet regional housing needs, Public Works has developed several express permits for mechanical, electrical, plumbing, sewer, and solar applications, which allows the agency to focus efforts on being responsive to developers and support the unincorporated Los Angeles County areas as being the area of choice for housing development.
- Public Works continually trains staff to maintain and improve upon quality first-round plan check turnaround times.
- Public Works has developed new processes and standard plans for garage conversions to ADUs and Junior ADUs.
- Public Works is collaborating with the Department of Regional Planning to establish a process to streamline ADU/Junior ADU standard plan approvals.
- Building permits finaled and/or certificates of occupancy issued are based on market demand which trended upward during this quarter.
- Average development improvement plan check turnaround times decreased, however current value remains well within target.
- Number of customer service feedback responses decreased minimally; however, the current value remains well within target.

EPIC-LA Housing Units Dashboard









# **Appendix 1**

## Services Provided to Cities

VIA Agreement



# Los Angeles County Public Works Services Provided To Cities (Via Agreement)

## SD1

	Bridge Inspection and/or Maintenance	Building & Safety	Storm Drain Catch Basin Clean Out	Storm Drain Catch Basin Insert Maintenance (County Flood Control Catch Basins)	City Pump Station	Street Maintenance	Industrial Waste	Permit Issuance & Inspection (Transportation)	Consolidated Sewer Maintenance District	Safe, Clean Water Program	Sewer Maintenance Contract	Street Lighting Maintenance District	Subdivision Maps: Final	Subdivision Maps: Tentative	Traffic Advisor	Traffic Operations Services	Traffic Signal Maintenance	Traffic Signal Maintenance – Shared Intersections	Underground Storage Tanks	Infrastructure Design Construction	Traffic Monitoring
Alhambra	■			■						■									■	■	
Azusa	■									■			■					■	■	■	
Baldwin Park	■								■	■								■	■	■	
Covina	■		■	■						■			■			■	■	■	■	■	■
Diamond Bar	■		■				■		■	■		■							■	■	
El Monte	■			■				■		■									■	■	
Industry	■	■	■	■	■	■		■	■	■					■	■	■	■	■	■	■
Irwindale	■	■	■				■			■	■							■	■	■	
La Puente	■						■			■						■		■	■	■	
La Verne	■		■				■			■									■	■	
Los Angeles										■								■		■	
Montebello	■			■						■	■		■			■		■	■	■	
Monterey Park	■			■						■		■						■	■	■	
Pomona	■									■									■	■	
Rosemead	■		■	■	■		■		■	■								■	■	■	
San Gabriel	■			■						■			■					■	■	■	
South El Monte			■						■	■		■							■	■	
Walnut	■		■			■	■	■	■	■		■				■	■	■	■	■	
West Covina	■		■					■		■							■	■	■	■	
<b>TOTAL</b>	<b>17</b>	<b>2</b>	<b>9</b>	<b>8</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>19</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>13</b>	<b>18</b>	<b>19</b>	<b>2</b>

# Los Angeles County Public Works Services Provided To Cities (Via Agreement)

## SD2

	Bridge Inspection and/or Maintenance	Building & Safety	Storm Drain Catch Basin Clean Out	Storm Drain Catch Basin Insert Maintenance (County Flood Control Catch Basins)	City Pump Station	Street Maintenance	Industrial Waste	Permit Issuance & Inspection (Transportation)	Consolidated Sewer Maintenance District	Safe, Clean Water Program	Sewer Maintenance Contract	Street Lighting Maintenance District	Subdivision Maps: Final	Subdivision Maps: Tentative	Traffic Advisor	Traffic Operations Services	Traffic Signal Maintenance	Traffic Signal Maintenance – Shared Intersections	Underground Storage Tanks	Infrastructure Design Construction	Traffic Monitoring
Carson	■			■			■	■	■	■		■	■	■		■	■	■	■	■	■
Compton	■			■						■						■		■	■	■	
Culver City	■			■			■			■			■						■	■	
El Segundo	■							■		■			■				■	■		■	
Gardena	■		■	■			■			■			■					■	■	■	
Hawthorne	■			■						■			■				■	■	■	■	
Hermosa Beach				■						■			■					■	■	■	
Inglewood				■						■								■	■	■	
Lawndale		■					■	■	■	■		■	■			■	■	■	■	■	
Los Angeles										■								■		■	
Lynwood	■			■						■			■					■	■	■	
Manhattan Beach										■			■				■		■	■	■
Redondo Beach	■			■						■			■			■	■	■	■	■	
<b>TOTAL</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>13</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>2</b>



# Los Angeles County Public Works Services Provided To Cities (Via Agreement)

## SD3

	Bridge Inspection and/or Maintenance	Building & Safety	Storm Drain Catch Basin Clean Out	Storm Drain Catch Basin Insert Maintenance (County Flood Control Catch Basins)	City Pump Station	Street Maintenance	Industrial Waste	Permit Issuance & Inspection (Transportation)	Consolidated Sewer Maintenance District	Safe, Clean Water Program	Sewer Maintenance Contract	Street Lighting Maintenance District	Subdivision Maps: Final	Subdivision Maps: Tentative	Traffic Advisor	Traffic Operations Services	Traffic Signal Maintenance	Traffic Signal Maintenance – Shared Intersections	Underground Storage Tanks	Infrastructure Design Construction	Traffic Monitoring
Agoura Hills	■						■		■	■		■				■	■	■	■	■	
Beverly Hills				■			■			■								■	■	■	
Calabasas	■			■			■		■	■		■						■	■	■	
Hidden Hills									■	■						■		■	■	■	
Los Angeles										■								■		■	
Malibu	■								■	■		■							■	■	
San Fernando	■			■			■			■										■	
Santa Monica	■			■						■			■							■	
West Hollywood			■	■			■			■	■		■				■		■	■	
Westlake Village	■	■	■	■			■		■	■						■	■		■	■	
<b>TOTAL</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>10</b>	<b>0</b>

# Los Angeles County Public Works Services Provided To Cities (Via Agreement)

## SD4

	Bridge Inspection and/or Maintenance	Building & Safety	Storm Drain Catch Basin Clean Out	Storm Drain Catch Basin Insert Maintenance (County Flood Control Catch Basins)	City Pump Station	Street Maintenance	Industrial Waste	Permit Issuance & Inspection (Transportation)	Consolidated Sewer Maintenance District	Safe, Clean Water Program	Sewer Maintenance Contract	Street Lighting Maintenance District	Subdivision Maps: Final	Subdivision Maps: Tentative	Traffic Advisor	Traffic Operations Services	Traffic Signal Maintenance	Traffic Signal Maintenance – Shared Intersections	Underground Storage Tanks	Infrastructure Design Construction	Traffic Monitoring
Artesia		■					■		■	■			■						■	■	
Avalon																			■	■	
Bell	■			■						■									■	■	
Bell Gardens	■			■			■		■	■		■	■						■	■	
Bellflower	■						■		■	■									■	■	
Cerritos	■	■					■	■		■								■	■	■	
Commerce	■			■			■	■	■	■			■	■		■		■	■	■	
Cudahy	■		■				■		■	■			■						■	■	
Downey	■			■						■									■	■	
Hawaiian Gardens	■		■				■		■	■								■	■	■	
Huntington Park	■									■			■					■	■	■	
La Habra Heights	■		■						■	■							■		■	■	
La Mirada	■	■	■				■	■	■	■		■	■	■		■	■	■	■	■	
Lakewood	■	■		■			■	■	■	■			■	■		■	■	■	■	■	
Lomita		■		■			■	■	■	■		■	■	■	■				■	■	■
Long Beach	■							■		■								■		■	
Los Angeles										■								■		■	
Maywood	■			■					■	■									■	■	
Norwalk	■			■			■			■									■	■	
Palos Verdes Estates	■			■					■	■			■						■	■	
<b>TOTAL</b>	<b>16</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>6</b>	<b>12</b>	<b>19</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>8</b>	<b>18</b>	<b>20</b>	<b>1</b>

# Los Angeles County Public Works Services Provided To Cities (Via Agreement)

## SD4 (Continued)

	Bridge Inspection and/or Maintenance	Building & Safety	Storm Drain Catch Basin Clean Out	Storm Drain Catch Basin Insert Maintenance (County Flood Control Catch Basins)	City Pump Station	Street Maintenance	Industrial Waste	Permit Issuance & Inspection (Transportation)	Consolidated Sewer Maintenance District	Safe, Clean Water Program	Sewer Maintenance Contract	Street Lighting Maintenance District	Subdivision Maps: Final	Subdivision Maps: Tentative	Traffic Advisor	Traffic Operations Services	Traffic Signal Maintenance	Traffic Signal Maintenance – Shared Intersections	Underground Storage Tanks	Infrastructure Design Construction	Traffic Monitoring
Paramount	■			■			■	■	■	■		■							■	■	
Pico Rivera	■			■	■		■	■	■	■			■					■	■	■	
Rancho Palos Verdes				■			■		■	■									■	■	
Rolling Hills	■	■							■	■			■	■					■	■	
Rolling Hills Estates			■	■		■	■		■	■		■	■			■			■	■	
Santa Fe Springs	■							■	■	■			■					■		■	
Signal Hill				■				■		■			■						■	■	
South Gate	■			■				■		■			■					■	■	■	
Torrance	■			■						■			■					■		■	
Vernon	■			■						■			■							■	
Whittier	■									■		■						■	■	■	
<b>TOTAL</b>	<b>24</b>	<b>6</b>	<b>5</b>	<b>17</b>	<b>1</b>	<b>1</b>	<b>15</b>	<b>11</b>	<b>18</b>	<b>30</b>	<b>0</b>	<b>6</b>	<b>17</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>13</b>	<b>26</b>	<b>31</b>	<b>1</b>

# Los Angeles County Public Works Services Provided To Cities (Via Agreement)

## SD5

	Bridge Inspection and/or Maintenance	Building and Safety	Storm Drain Catch Basin Clean Out	Storm Drain Catch Basin Insert Maintenance (County Flood Control Catch Basins)	City Pump Station	Street Maintenance	Industrial Waste	Permit Issuance & Inspection (Transportation)	Consolidated Sewer Maintenance District	Safe, Clean Water Program	Sewer Maintenance Contract	Street Lighting Maintenance District	Subdivision Maps: Final	Subdivision Maps: Tentative	Traffic Advisor	Traffic Operations Services	Traffic Signal Maintenance	Traffic Signal Maintenance-- Shared Intersections	Underground Storage Tanks	Infrastructure Design Construction	Traffic Monitoring
Arcadia	■		■							■			■					■	■	■	
Bradbury	■		■	■					■	■						■			■	■	
Burbank	■									■			■							■	
Claremont	■									■									■	■	
Duarte			■	■			■		■	■						■	■		■	■	■
Glendale	■		■							■			■					■		■	
Glendora	■		■						■	■			■				■	■	■	■	
La Cañada Flintridge	■	■	■	■		■	■		■	■		■				■	■	■	■	■	
La Verne	■		■				■			■									■	■	
Lancaster	■							■								■			■	■	
Los Angeles										■								■		■	
Monrovia	■		■	■						■								■	■	■	■
Palmdale	■							■								■			■	■	
Pasadena	■		■							■			■					■		■	
San Dimas	■						■	■	■	■			■					■	■	■	
San Marino	■									■			■					■	■	■	
Santa Clarita	■			■			■		■	■							■	■	■	■	
Sierra Madre	■									■										■	
South Pasadena	■		■	■						■			■						■	■	
Temple City	■		■			■	■		■	■							■	■	■	■	
<b>TOTAL</b>	<b>18</b>	<b>1</b>	<b>12</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>7</b>	<b>18</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>11</b>	<b>15</b>	<b>20</b>	<b>2</b>



## **Appendix 2**

### Public Works' Priority Legislation



# Public Works' Priority Legislation

As of April 7, 2025

Bill and Author	Issue Area	Status	County Position
<b><i>Environmental Programs</i></b>			
AB 473 (Wilson, D-Sacramento)	Envionmental advertising: recyclability	Asm. Nat. Resources Comm.	Watch
SB 501 (Allen, D-Santa Monica)	Household Hazardous Waste Producer Responsibility Act	Senate	Support
<b><i>Municipal Services</i></b>			
AB 301 (Schiavo, D-Santa Clarita)	Planning and zoning: housing development projects: postentitlement phase permits: state departments	Senate	Support
<b><i>Public Contracting and Asset Management</i></b>			
AB 339 (Ortega, D-Hayward)	Local public employee organizations: notice requirements	Asm. Approp. Comm. - 4/9/25	Oppose
SB 409 (Archuleta, D-Pico Rivera)	Public contracts: county-owned buildings	Sen. Local Gov. Comm. - 5/7/25	County Sponsored



*Public Works*  
LOS ANGELES COUNTY

**[pw.lacounty.gov](http://pw.lacounty.gov)**

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