

**Quality and Productivity Commission**  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*"Los Angeles County: Ahead of the Curve"*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: CITY JAILS CONTRACT MEAL PROGRAM**

**DATE OF IMPLEMENTATION/ADOPTION:** SEPTEMBER 2009  
 (Must have been implemented at least one year - on or before June 30, 2013)

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

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Los Angeles County covers over 4,084 square miles with a population of ten million residents. The Los Angeles County Sheriff's Department has twenty-three patrol stations throughout the County. Offenders arrested by law enforcement agencies may be housed in temporary holding facilities for up to 72 hours upon booking. The State of California Board of State Correctional Commission (BSCC) Title 15 requires city and county inmates to be fed three times a day with required food groups that meet standardized nutritional requirements. The Food Service Unit of the Los Angeles County Sheriff's Department developed an innovative program to ensure food is handled efficiently and safely. The service was extended to the various city jails within the County. It is a training program to train inmates how to package meals safely and effectively. The cities enter into a contract with the county and pay for the meals monthly. The rate for the meals was established by the Auditor Controller's Office to recover cost and overhead of the Department and the County. Remaining proceeds go to Inmate Welfare fund for inmate training programs. We currently have 27 contracts, and anticipate reaching 30 contracts by the end of the current fiscal year.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 0	\$0	\$494,822.50	\$494,822.50	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Los Angeles county Sheriff's Department 4700 Ramona Boulevard, Monterey Park, CA 91754 (323) 267-4800		<b>TELEPHONE NUMBER</b> (323) 881-5916
<b>PROGRAM MANAGER'S NAME</b> Benson Li, Manager Food Services Unit		<b>TELEPHONE NUMBER</b> (213) 893-5866  <b>EMAIL</b> BPLi@lasd.org
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Director Glen Joe	<b>DATE</b> 7/15/2014	<b>TELEPHONE NUMBER</b> (323) 526-5205  <b>EMAIL</b> GCJoe@lasd.org
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Sheriff John L. Scott	<b>DATE</b> 7/15/2014	<b>TELEPHONE NUMBER</b> (323) 526-5000

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**1<sup>st</sup> FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project.

**PROBLEMS:** Prior to 2008 the food for all Sheriff's twenty three patrol station's temporary holding facilities were prepared in one of the jail kitchens and delivered twice a day, seven days a week, utilizing two county trucks. Breakfast and lunch meals were delivered before 6:00 a.m. and dinner meals were delivered by 5:00 p.m. Due to the large geographical area and traffic congestion, one truck delivered to the West side of the county and one truck delivered to the east side. Each round trip was approximately 175 miles or 350 miles per day. Total mileage for both trucks per day was approximately 700 miles. Hot meals were transported in insulated carriers to maintain the required safe temperature. The insulated carrier was filled with hot food, which maintained the safe temperature for up to six hours. However, the food services unit discovered that due to the fluctuation in the station inmate population, at times as much as half of the food was wasted. Additionally, if the delivery truck got stuck in the traffic, the food for the last few stations may be out of temperature compliance. Thus, the unsafe food would be discarded and new food had to be sent to the stations at a later time.

In 2008, a cook and chill system was installed in the Century Regional Detention Center's kitchen. The food was efficiently cooked in 200 gallon pots and quickly chilled to a safe holding temperature of below 41 degrees. Delicious meals were packaged into three compartment trays and frozen for extended shelf-life. Instead of delivery twice a day, the meals were delivered to the Sheriff's Stations only once or twice a week. This efficient program resulted in tremendous savings in labor and fuel costs. It also reduced the food cost by only providing pre-portioned meals instead of large quantity of bulk food. The program saved the Department over \$1 million dollars and won a National Association of Counties (NACO) award.

In 2009, a predominant food vendor who provided meals for many of the County's municipality jails went out of business without notice. The cities were left without a food vendor. The city of Glendale approached the Sheriff's Department and inquired if the Food Services Unit could assist them with meals and as a result, a contract city jail food service program was established. The program currently provides food service to 27 municipality jails; an additional three cities are in the process of entering into contract for service.

The program is a self-funded inmate training program which uses existing equipment and resource. The revenue received from the contract city services off-set departmental costs and overhead, and the remaining monies are deposited into inmate welfare fund to help fund educational and vocational training for the inmates.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT):** If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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\$ 0	\$0	\$ 494,822.50	\$ 494,822.50	<input type="checkbox"/>

**ANNUAL= 12 MONTHS ONLY**

The Jail Contract Meal Program has provided approximately 231,225 meals. The revenue was generated by providing meals to the contract city jails @ \$2.14 per meal resulting in the total annual estimated benefit of \$494,822.50.

The cost of production and delivery was \$247,145.95. The estimated benefit less the cost of production and delivery (i.e. \$494,822.50 - \$247,145.95) resulted in revenue of \$247,676.55. This revenue was deposited into the Inmate Welfare Fund to provide additional inmate training programs for education based incarceration programs.