



**THE BOARD**  
of  
**SUPERVISORS**

**First  
District**



**Gloria  
Molina**

**Second  
District**



**Yvonne  
Brathwaite  
Burke**

**Third  
District**



**Zev  
Yaroslavsky**

**Fourth  
District**



**Don  
Knabe**

**Fifth  
District**



**Michael D.  
Antonovich**

**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**

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1                   [NOTICE OF ACTION TAKEN IN CLOSED SESSION  
2                   TUESDAY, MARCH 9, 2004, BEGINS ON PAGE 120.]

3  
4  
5  
6  
7

There is no reportable action as a result of today's closed session.

8   **SUP. MOLINA:** GOOD MORNING. WE'RE GOING TO BEGIN THIS MORNING'S  
9 MEETING WITH AN INVOCATION, LED THIS MORNING BY THE REVEREND  
10 WILLIAM MONROE CAMPBELL, SENIOR PASTOR OF MOUNT GILEAD  
11 MISSIONARY BAPTIST CHURCH HERE IN LOS ANGELES, AND OUR PLEDGE  
12 OF ALLEGIANCE WILL BE LED BY HARVEY GLASSHEIM, MEMBER OF THE  
13 SAN FERNANDO VALLEY POST 603, OF THE JEWISH WAR VETERANS OF  
14 THE UNITED STATES OF AMERICA. IF WE'D ALL PLEASE STAND.  
15 PASTOR?

16

17 **REVEREND WILLIAM MONROE CAMPBELL:** THANK YOU, SUPERVISORS. MAY  
18 I SHARE WITH YOU A TRUE STORY? WHEN I WAS A 10TH GRADE STUDENT  
19 AT CENTENNIAL SENIOR HIGH SCHOOL, MY FIRST PERIOD CLASS WAS  
20 PHYSICAL EDUCATION AND MY PHYSICAL EDUCATION TEACHER WAS AARON  
21 WAYDE. THIS WAS PRIOR TO HIM BECOMING THE FIRST AMERICAN  
22 AFRICAN REFEREE IN THE N.F.L., PRIOR TO HIM BECOMING THE  
23 PRINCIPAL OF COMPTON HIGH SCHOOL OR THE SUPERINTENDENT OF THE  
24 COMPTON UNIFIED SCHOOL DISTRICT. AND, DURING THE FIRST PERIOD  
25 CLASS, THE ANNOUNCEMENTS FOR THE DAY WERE MADE OVER THE



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1 SPEAKER SYSTEM AND, AS TENTH GRADERS FULL OF OURSELVES, WE  
2 ALWAYS MADE MORE NOISE SO NO ONE COULD HEAR ANYTHING. AND,  
3 AFTER WARNING US SEVERAL TIMES TO KEEP IT DOWN, HE THEN ONE  
4 DAY DECIDED TO TAKE US AND TO PUT US THROUGH A SERIES OF  
5 MILITARY DRILLS AND EXERCISES AND CALISTHENICS. AND, WHEN WE  
6 HAD OUR TONGUES HANGING OUT, HE THEN BROUGHT US TOGETHER IN A  
7 CLASSROOM AND HE SAID, "YOU KNOW, YOUR PROBLEM IS YOU'RE SO  
8 FULL OF YOURSELF AND YOU DON'T APPRECIATE ANYBODY ELSE, BUT  
9 YOU HAVE TO LEARN THAT LIFE IS BIGGER THAN YOU ARE AND YOU  
10 HAVE TO COME TO KNOW TRANSCENDENT REALITIES BEYOND YOURSELF."  
11 THAT HAS ALWAYS STUCK WITH ME. OBVIOUSLY, AS A PERSON OF FAITH  
12 AND GROWING UP TO DISCOVER THAT REALITY IN JESUS CHRIST FOR  
13 MYSELF, IT BROUGHT ME TO A NEW LEVEL OF UNDERSTANDING. AND AS  
14 I THINK ABOUT YOU AS SUPERVISORS WITH THE RESPONSIBILITIES FOR  
15 MAKING DECISIONS IN BEHALF OF THE COUNTY AND THE PEOPLE OF  
16 THIS COUNTY AND PARTICULARLY IN THIS TIME WHEN OUR NATION, OUR  
17 STATE AND, CORRESPONDINGLY, OUR COUNTY IS IN TROUBLE, I'M EVER  
18 CONCERNED ABOUT YOUR-- NOT WITHSTANDING ALL OF THE AUTHORITY  
19 THAT HAS BEEN GRANTED TO YOU-- YOUR BEING ABLE TO DRAW ON A  
20 POWER TO GUIDE YOU, TO UNDERGIRD YOU, AND SO I REALLY COME  
21 THESE MOMENTS TO ASSURE YOU THAT, WHEN YOU ARE TRYING TO DEAL  
22 WITH THOSE CRITICAL ISSUES, THAT THERE IS A REALITY THAT YOU  
23 CAN DRAW ON AND THAT CAN UNDERGIRD YOU AND THAT CAN GIVE YOU  
24 POWER AND, IN THE END, YOUR COMMITMENT TO GOOD WILL BE AN  
25 ESTIMATE OF BLESSING FOR US ALL. AMEN.



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1

2 **HARVEY GLASSHEIM:** PLEASE FACE THE FLAG AND PUT YOUR RIGHT HAND  
3 OVER YOUR HEART AND REPEAT AFTER ME THE PLEDGE, PLEASE.

4 [PLEDGE OF ALLEGIANCE]

5

6 **SUP. MOLINA:** LET ME CALL ON SUPERVISOR YAROSLAVSKY FOR A  
7 PRESENTATION.

8

9 **SUP. YAROSLAVSKY:** MADAM CHAIR, WE WERE LED IN THE PLEDGE OF  
10 ALLEGIANCE THIS MORNING BY HARVEY GLASSHEIM, WHO IS A RESIDENT  
11 OF WEST HILLS IN THE THIRD SUPERVISORIAL DISTRICT. HE'S  
12 REPRESENTING THE SAN FERNANDO POST NUMBER 603 OF THE JEWISH  
13 WAR VETERANS OF THE UNITED STATES. HE SERVED IN THE UNITED  
14 STATES ARMY FROM 1950 TO 1952. HE WAS IN A BATTERY, THE 424TH  
15 BATTERY OF FIELD ARTILLERY IN THE KOREAN WAR, RECEIVED A  
16 COMBAT ACTION RIBBON, ARMY GOOD CONDUCT MEDAL, NATIONAL  
17 DEFENSE SERVICE MEDAL, KOREAN SERVICE MEDAL WITH TWO BRONZE  
18 STARS, UNITED NATIONS SERVICE MEDAL. HE'S A LOGISTICS ENGINEER  
19 FOR HUGHES AIRCRAFT, IS MARRIED WITH TWO CHILDREN. HE HAS  
20 LIVED IN OUR DISTRICT FOR 38 YEARS AND, HARVEY, THANK YOU FOR  
21 BEING WITH US AGAIN AND LEADING US IN THE PLEDGE OF  
22 ALLEGIANCE. [APPLAUSE]

23

24 **SUP. MOLINA:** ON BEHALF OF SUPERVISOR BURKE, I WANT TO EXTEND  
25 OUR APPRECIATION TO REVEREND WILLIAM MONROE CAMPBELL FOR



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1 LEADING US IN OUR INVOCATION. HE IS THE SENIOR PASTOR OF THE  
2 MOUNT GILEAD MISSIONARY BAPTIST CHURCH OF LOS ANGELES. HE IS  
3 THE CHAIR OF THE POLITICAL RELATIONS AND SOCIAL JUSTICE  
4 COMMITTEE, OF THE BAPTIST MINISTER'S CONFERENCE OF LOS ANGELES  
5 AND SOUTHERN CALIFORNIA AS WELL AS THE CONVENER OF THE BACK  
6 AMERICAN BAPTIST OF LOS ANGELES. HE IS ALSO THE FIRST VICE  
7 PRESIDENT OF LOS ANGELES COUNCIL OF CHURCHES AND A MEMBER OF  
8 THE EXECUTIVE COMMITTEE OF THE LOS ANGELES BRANCH OF THE  
9 N.A.A.C.P. REVEREND CAMPBELL IS A GRADUATE OF THOMAS JEFFERSON  
10 SCHOOL IN LOS ANGELES, VIRGINIA UNION UNIVERSITY, RICHMOND,  
11 VIRGINIA, THE AMERICAN BAPTIST SEMINARY OF THE WEST IN  
12 BERKELEY, CALIFORNIA, AND THE SUMMER LEADERSHIP INSTITUTE OF  
13 HARVARD DIVINITY SCHOOL. HE IS A RECIPIENT OF THE BAPTIST  
14 MINISTERS CONFERENCE 2004, DR. MARTIN LUTHER KING, JUNIOR  
15 CIVIL RIGHTS AWARD. CONGRATULATIONS, SIR. HE IS MARRIED AND HE  
16 HAS THREE CHILDREN. AND WE WANT TO THANK HIM FOR LEADING US IN  
17 OUR INVOCATION. IT WAS VERY INSPIRING AND WE THANK YOU.

18 [APPLAUSE]

19

20 **SUP. MOLINA:** SUPERVISOR KNABE, WHO USUALLY CHAIRS OUR MEETING  
21 TODAY, IS OUT TODAY, SO I WILL BE CHAIRING AND I'M GOING TO  
22 ASK ON MY SECRETARY TO PLEASE CALL-- THE EXECUTIVE OFFICER  
23 PLEASE CALL THE AGENDA.

24



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1 **CLERK VARONA-LUKENS:** THANK YOU, MADAM CHAIR, MEMBERS OF THE  
2 BOARD. WE'LL BEGIN ON PAGE 6. AGENDA FOR THE MEETING OF THE  
3 BOARD OF DIRECTORS OF SANITATION DISTRICT NUMBERS 27 AND 35,  
4 ITEMS 1 AND 2.

5

6 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
7 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

8

9 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE COMMUNITY  
10 DEVELOPMENT COMMISSION, ITEM 1-D.

11

12 **SUP. MOLINA:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED BY  
13 SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

14

15 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE HOUSING  
16 AUTHORITY, ITEMS 1-H THROUGH 4-H.

17

18 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
19 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED ON  
20 THOSE ITEMS.

21

22 **SUP. MOLINA:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 11. I HAVE  
23 THE FOLLOWING REQUEST. ON ITEM NUMBER 2, IT INCLUDES REVISIONS  
24 AS NOTED ON THE GREEN SHEET. ON ITEM NUMBER 6, HOLD FOR



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1 SUPERVISOR YAROSLAVSKY AND SUPERVISOR ANTONOVICH. THE REST ARE  
2 BEFORE YOU.

3

4 **SUP. MOLINA:** ALL RIGHT. WITH THE EXCEPTION OF THAT REVISION  
5 AND THAT ITEM THAT IS HELD, MOVED BY SUPERVISOR YAROSLAVSKY,  
6 SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO  
7 ORDERED.

8

9 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEM 12.

10

11 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
12 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

13

14 **CLERK VARONA-LUKENS:** AUDITOR-CONTROLLER, ITEM 13.

15

16 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
17 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

18

19 **CLERK VARONA-LUKENS:** ON CHILDREN AND FAMILY SERVICES, I HAVE A  
20 REQUEST TO HOLD FOR A MEMBER OF THE PUBLIC.

21

22 **SUP. MOLINA:** THAT ITEM WILL BE HELD.

23

24 **CLERK VARONA-LUKENS:** COUNTY COUNSEL, ITEM 15.

25



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1 **SUP. MOLINA:** MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR  
2 YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

3

4 **CLERK VARONA-LUKENS:** INTERNAL SERVICES, ITEM 16.

5

6 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
7 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

8

9 **CLERK VARONA-LUKENS:** MUSEUM OF ART, ITEM 17.

10

11 **SUP. MOLINA:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED BY  
12 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

13

14 **CLERK VARONA-LUKENS:** PARKS AND RECREATION, ITEM 18.

15

16 **SUP. MOLINA:** MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR  
17 ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

18

19 **CLERK VARONA-LUKENS:** PUBLIC SOCIAL SERVICES, ON ITEM 19, AS  
20 NOTED ON THE GREEN SHEET, THE DIRECTOR REQUESTS THAT THE ITEM  
21 BE CONTINUED ONE WEEK.

22

23 **SUP. MOLINA:** ALL RIGHT. THAT ITEM WILL BE CONTINUED.

24



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1 **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 20 THROUGH 33, I HAVE  
2 THE FOLLOWING REQUEST. ON ITEM 21, THE DIRECTOR REQUESTS A  
3 ONE-WEEK CONTINUANCE. ON ITEM 22, HOLD FOR A MEMBER OF THE  
4 PUBLIC. THE REST ARE BEFORE YOU.

5

6 **SUP. MOLINA:** ALL RIGHT. ITEM 21 WILL BE CONTINUED. 22 WILL BE  
7 HELD. ON THE OTHERS THAT ARE BEFORE ME, THAT ARE MOVED BY  
8 SUPERVISOR ANTONOVICH, SECONDED BY SUPERVISOR YAROSLAVSKY. IF  
9 THERE'S NO OBJECTION, SO ORDERED.

10

11 **CLERK VARONA-LUKENS:** ON PAGE 18, SHERIFF, ITEM 34.

12

13 **SUP. MOLINA:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED BY  
14 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATION, ITEM 35.

17

18 **SUP. MOLINA:** MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR  
19 ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

20

21 **SUP. MOLINA:** ORDINANCE FOR ADOPTION, ITEM 36.

22

23 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
24 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

25



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1 **CLERK VARONA-LUKENS:** SEPARATE MATTER, ON ITEM 37, HOLD FOR THE  
2 BOARD.

3

4 **SUPERVISOR MOLINA:** THAT ITEM WILL BE HELD.

5

6 **CLERK VARONA-LUKENS:** MISCELLANEOUS ADDITIONS TO THE AGENDA  
7 REQUESTED BY BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE  
8 OFFICER, WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF  
9 THE MEETING, AS INDICATED ON THE GREEN SUPPLEMENTAL AGENDA.  
10 ITEM 38-A.

11

12 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
13 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

14

15 **CLERK VARONA-LUKENS:** ON ITEM 38-B, HOLD FOR A MEMBER OF THE  
16 PUBLIC.

17

18 **SUP. MOLINA:** OKAY. THAT ITEM WILL BE HELD.

19

20 **CLERK VARONA-LUKENS:** 38-C.

21

22 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
23 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

24

25 **CLERK VARONA-LUKENS:** 38-D, HOLD FOR A MEMBER OF THE PUBLIC.



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1

2 **SUP. MOLINA:** THAT ITEM WILL BE HELD.

3

4 **CLERK VARONA-LUKENS:** AND 38-E.

5

6 **SUPERVISOR MOLINA:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
7 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

8

9 **CLERK VARONA-LUKENS:** AND 38-F.

10

11 **SUP. MOLINA:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
12 SUPERVISOR-- THAT'S RIGHT. WE HAVE FOUR VOTES. MOVED BY  
13 SUPERVISOR ANTONOVICH, SECONDED BY SUPERVISOR BURKE. IF  
14 THERE'S NO OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** THAT COMPLETES THE READING OF THE AGENDA.  
17 BOARD OF SUPERVISORS' SPECIAL ITEMS BEGIN WITH SUPERVISORIAL  
18 DISTRICT NO. 5. [INDISTINCT VOICES]

19

20 **CLERK VARONA-LUKENS:** MADAM CHAIR, I'M SORRY, COULD I BACK UP  
21 JUST A LITTLE BIT? ON 38-B, WE DON'T HAVE A HOLD ON THAT ONE.  
22 IT SHOULD BE BEFORE YOU.

23



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1 **SUP. MOLINA:** ALL RIGHT. ON ITEM 38, MOVED BY SUPERVISOR BURKE,  
2 SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO  
3 ORDERED ON THAT ITEM.

4

5 **CLERK VARONA-LUKENS:** THANK YOU.

6

7 **SUP. MOLINA:** ALL RIGHT. IT'S MY PLEASURE THIS MORNING TO  
8 WELCOME TO LOS ANGELES COUNTY THE NEW CONSUL-GENERAL OF  
9 MEXICO, THE HONORABLE RUBEN BELTRAN. CONSUL-GENERAL BELTRAN  
10 GRADUATED FROM THE \_\_\_\_\_ -AMERICAN UNIVERSITY IN MEXICO CITY  
11 WHERE HE EARNED HIS DEGREE IN LAW. HE BEGAN HIS CAREER IN  
12 PUBLIC SERVICE AT THE DEPARTMENT OF FOREIGN INVESTMENT AT THE  
13 FORMER MINISTRY OF INDUSTRY AND COMMERCE IN 1975. IN 1981, HE  
14 BECAME A MEMBER OF THE MEXICAN FOREIGN SERVICE. PRIOR TO HIS  
15 APPOINTMENT IN JANUARY OF 2004 BY PRESIDENT VICENTE FOX AS  
16 CONSUL-GENERAL OF LOS ANGELES, HE WAS CONSUL-GENERAL IN  
17 PHOENIX FOR THREE YEARS. OTHER ASSIGNMENTS OF THE MINISTRY OF  
18 FOREIGN AFFAIRS INCLUDE THE POSITIONS OF DIRECTOR GENERAL OF  
19 LATIN AMERICA AND THE CARIBBEAN AFFAIRS, DIRECTOR GENERAL OF  
20 PROTECTION AND CONSULAR AFFAIRS, AND DIRECTOR GENERAL,  
21 INVENTIONS, TRADEMARKS AND TECHNOLOGY DEVELOPMENT IN THE  
22 MINISTRY OF COMMERCE. HE HAS PLAYED A MAJOR ROLE IN THE  
23 COORDINATION OF THE 270 CONSULAR OFFICES IN MEXICO THROUGHOUT  
24 THE WORLD, DICTATING THE PROTECTION POLICIES FOR MEXICAN  
25 NATIONALS OUTSIDE THEIR COUNTRY. HE HAS WORKED CLOSELY WITH



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1 IMMIGRATION AND NATURALIZATION AUTHORITIES IN THE UNITED  
2 STATES ON BEHALF OF HIS COUNTRY AS A MEMBER OF THE MEXICO-  
3 UNITED STATES BI-NATIONAL COMMISSION, MIGRATORY AFFAIRS GROUP.  
4 CONSUL-GENERAL BELTRAN SPENT TWO YEARS IN VIENNA AS DIRECTOR  
5 OF POLICY AT THE UNITED NATIONS INDUSTRIAL DEVELOPMENT  
6 ORGANIZATION AND FOUR YEARS IN GENEVA AS DIRECTOR FOR LATIN  
7 AMERICA AND THE CARIBBEAN AT THE WORLD INTELLECTUAL PROPERTY  
8 ORGANIZATION. THE GOVERNMENTS OF GUATEMALA, PANAMA HAVE  
9 HONORED CONSUL-GENERAL BELTRAN WITH SPECIAL AWARDS. THE STATE  
10 OF ARIZONA BESTOWED UPON HIM THE HIGHEST AWARD TO AN  
11 INDIVIDUAL, THE GOVERNOR'S AWARD OF EXCELLENCE. CONSUL-  
12 GENERAL, WE ARE PLEASED TO PRESENT THIS PLAQUE IN COMMENDATION  
13 OF YOUR BEING ASSIGNED TO LOS ANGELES AND WE WANT TO WELCOME  
14 YOU TO L.A. COUNTY. CONGRATULATIONS. [APPLAUSE]

15

16 **SUP. MOLINA:** PLEASE SHARE A FEW WORDS, SIR.

17

18 **CONSUL-GENERAL BELTRAN:** I WILL. SUPERVISOR MOLINA, THANK YOU  
19 SO MUCH. I WOULD LIKE JUST, FIRST OF ALL, TO EXPRESS MY  
20 APPRECIATION FOR THE BOARD OF SUPERVISORS TO RECEIVE ME TODAY  
21 AND I WOULD LIKE AS THE FIRST THING, I WOULD LIKE TO  
22 CONGRATULATE SUPERVISOR ANTONOVICH, SUPERVISOR BURKE, AND  
23 SUPERVISOR KNABE FOR THE RECENT REELECTION AND THE VICTORY IN  
24 THE SO-CALLED SUPER TUESDAY. SO CONGRATULATIONS TO ALL THE  
25 SUPERVISORS THAT WERE REELECTED. VERY WELL DESERVED. AND IT IS



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1 MY PLEASURE TO APPEAR BEFORE YOU TODAY TO EXPRESS THE  
2 APPRECIATION OF THE MEXICAN GOVERNMENT FOR ALL THE TERRIFIC  
3 WORK THAT THE COUNTY HAS DONE FOR THE MEXICANS LIVING HERE.  
4 YOU KNOW VERY WELL THAT, FIRST AND FOREMOST, OUR DUTY HERE AS  
5 CONSULS AND REPRESENTATIVES OF THE MEXICAN GOVERNMENT HERE, WE  
6 HAVE TO LOOK FOR THE RIGHTS AND INTERESTS OF THE MEXICANS  
7 RESIDING HERE BUT, ALSO, AND VERY IMPORTANTLY, THIS TWO-WAY  
8 STREET, WE ARE HERE UNDERSTANDING THAT THE BEST WAY TO SERVE  
9 THE MEXICANS LIVING HERE IS LOOKING FOR THE BETTERMENT OF THE  
10 COMMUNITY AS A WHOLE. SO TO THIS DISTINGUISHED BOARD OF  
11 SUPERVISORS, WITH DUE RESPECT, I WOULD LIKE TO ASK YOU TO GIVE  
12 ME YOUR KIND PERMISSION TO CALL MYSELF YOUR COLLEAGUE IN THAT  
13 SENSE AND PLEDGE MY-- THE SERVICES OF THE CONSULATE TO WORK  
14 TOGETHER WITH YOU FOR THE BETTERMENT OF THE COMMUNITY AS A  
15 WHOLE, THE COMMUNITY, THIS BEAUTIFUL COUNTY OF LOS ANGELES. SO  
16 THANK YOU VERY MUCH. CONGRATULATIONS TO THE NEWLY REELECTED  
17 SUPERVISORS AND THANK YOU, SUPERVISOR MOLINA, TO RECEIVING US  
18 TODAY AND THANK YOU FOR THIS BEAUTIFUL PLAQUE. I REALLY  
19 APPRECIATE IT. I WILL HANG IT IN MY OFFICE. SO I'M LOOKING  
20 FORWARD TO WORKING WITH THE COUNTY FOR THE BETTERMENT OF ALL  
21 THE COMMUNITIES. SO THANK YOU SO MUCH. [APPLAUSE]

22

23 **SUP. ANTONOVICH:** MEMBERS OF THE BOARD, TODAY IS AN OPPORTUNITY  
24 WHEN WE CAN RECOGNIZE SOME OF OUR OUTSTANDING STUDENTS IN LOS  
25 ANGELES COUNTY. WE HAVE WITH US DR. DAVID SANDERS, WHO IS



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1 GOING TO JOIN ME, ALONG WITH SYLVIA FOGELMAN, WHO IS THE BOARD  
2 MEMBER OF THE YOUTH OPPORTUNITIES UNITED FOR THE DEPARTMENT OF  
3 CHILDREN AND FAMILY SERVICES WHO WILL PRESENT TO EACH OF THE  
4 RECIPIENTS TODAY A 50 DOLLAR BOOK CERTIFICATE FROM BARNES AND  
5 NOBLE. THIS IS AN OPPORTUNITY WHERE WE CAN RECOGNIZE THE  
6 STUDENTS WITHIN LOS ANGELES COUNTY FOR THEIR ACADEMIC  
7 ACHIEVEMENTS DURING THE PAST QUARTER. AND TODAY WE HAVE FOR  
8 THE MOST IMPROVED ACADEMIC PERFORMANCE IS JEFFREY WORRELL, WHO  
9 IS HERE TODAY. JEFFREY. [APPLAUSE]

10

11 **SUP. ANTONOVICH:** BEST ACADEMIC PERFORMANCE IS MICHAEL MOORE.  
12 [APPLAUSE]

13

14 **SUP. ANTONOVICH:** BEST ACADEMIC PERFORMANCE IS LATELLE TURNER.  
15 [APPLAUSE]

16

17 **SUP. ANTONOVICH:** BEST ACADEMIC PERFORMANCE, KAPREIS REYNOLDS.  
18 [APPLAUSE]

19

20 **SUP. ANTONOVICH:** BEST EDUCATION ALLIANCE IS SHEBA FORGE.  
21 [APPLAUSE]

22

23 **SUP. MOLINA:** BEST EDUCATION ALLIANCE, MARIA UNKONAVICH.  
24 [APPLAUSE]

25



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1 **SYLVIA FOGELMAN:** YOUTH OPPORTUNITIES UNITED IS PROUD TO BE  
2 ABLE TO GIVE THESE GIFT CERTIFICATES TO CHILDREN WHO HAVE  
3 ACHIEVED SOME GREATER SIGNIFICANCE IN THEIR SCHOLARSHIP. WE  
4 ARE HERE TO HELP THE DEPARTMENT OF CHILDREN AND FAMILY  
5 SERVICES CHILDREN TO GET THINGS THAT THEY OTHERWISE COULD NOT  
6 GET THROUGH GOVERNMENT PROGRAMS. THANK YOU VERY MUCH.

7 [APPLAUSE]

8

9 **DR. DAVID SANDERS:** THANKS TO SYLVIA FOGELMAN AND THE Y.O.U.  
10 BOARD AND, ALSO, OBVIOUSLY TO SUPERVISOR ANTONOVICH FOR THIS  
11 EVENT AND TO THE BOARD FOR HONORING THE STUDENTS AND, MOST  
12 IMPORTANTLY, CONGRATULATIONS TO THE STUDENTS AND THE PARENTS  
13 HERE. THANKS A LOT AND CONTINUED GOOD WORK. [APPLAUSE]

14

15 **SUP. ANTONOVICH:** TODAY, OUR LITTLE DOG IS NAMED BUDDY AND HE'S  
16 A LABRADOR MIX. AND LITTLE BUDDY IS LOOKING FOR A HOME. HIGH  
17 FIVE? SO ANYBODY'D LIKE TO ADOPT BUDDY, YOU CAN CALL AREA CODE  
18 (562) 728-4644, OR ANYBODY IN THE AUDIENCE WHO WOULD LIKE TO  
19 ADOPT BUDDY. HE'S A LITTLE BOY.

20

21 **SUP. YAROSLAVSKY:** I'LL TAKE BUDDY BUT YOU'LL HAVE TO CALL  
22 BARBARA FIRST. THAT'S MY PROBLEM. SHE'S GOT THE VETO.

23

24 **SUP. MOLINA:** ARE THOSE ALL YOUR PRESENTATIONS, MR. ANTONOVICH?  
25 GOOD. THANK YOU. I'M GOING TO ASK MR. GALLAGHER, MR. HACKMAN,



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1 AND I UNDERSTAND MR. LARIMA IS GOING TO BE JOINING US. WE'RE  
2 PLEASED TODAY TO PROVIDE A RECOGNITION TO THE AMERICAN GOLF  
3 CORPORATION, THE CONCESSIONAIRE WHICH OPERATES THE COUNTY'S  
4 MOUNTAIN MEADOWS COUNTY GOLF COURSE IN POMONA. JOINING ME  
5 TODAY ARE PARKS DIRECTOR, TIM GALLAGHER, MR. CHAD HACKMAN, THE  
6 GENERAL MANAGER OF THE AMERICAN GOLF CORPORATION, ALONG WITH  
7 SOME OF HIS COLLEAGUES. THIS YEAR, OUR DEPARTMENT OF PARKS AND  
8 RECREATION HAS SELECTED MOUNTAIN MEADOWS AS THE LOS ANGELES  
9 COUNTY GOLF COURSE OF THE YEAR FOR THE OUTSTANDING SERVICES  
10 THAT IT PROVIDES TO ALL OF OUR RESIDENTS. THE MOUNTAIN MEADOWS  
11 MANAGEMENT AND STAFF CONTINUE TO DISPLAY CONSISTENT EXCELLENCE  
12 IN GOLF COURSE OPERATIONS AND MAINTENANCE PROGRAMS AND  
13 EXEMPLARY CUSTOMER SERVICE AND WE'RE PROUD TO HONOR THEM  
14 TODAY. IN ADDITION TO MANY OF THE DAY-TO-DAY FUNCTIONS THEY  
15 PROVIDE, THE GOLF COURSE GOES ABOVE AND BEYOND IN THE SERVICES  
16 THEY OFFER, INCLUDING HOSTING-- AND HOSTING CHARITY  
17 TOURNAMENTS, OPERATING A GOLF LEARNING CENTER AND COOPERATING  
18 WITH LOCAL LAW ENFORCEMENT YOUTH ACTIVITY LEAGUES, ALL OF  
19 WHICH GREATLY ENHANCES THE LOCAL COMMUNITY. GIVEN THIS  
20 EXCELLENCE AND TRACK RECORD, IT'S NO WONDER THAT THIS  
21 CONCESSIONAIRE HAS RECEIVED THIS AWARD SEVERAL TIMES OVER THE  
22 LAST DECADE AND WE CONTINUE TO BE PROUD OF THEM AND TO HONOR  
23 THEM TODAY. SO, ON BEHALF OF THE BOARD OF SUPERVISORS, MR.  
24 HACKMAN, WE CONGRATULATE YOU AND YOUR STAFF FOR THE



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1 OUTSTANDING JOB THAT YOU HAVE DONE. WE'D LIKE TO PRESENT THIS  
2 CERTIFICATE OF APPRECIATION. CONGRATULATIONS, SIR. [APPLAUSE]

3

4 **SUP. MOLINA:** BEFORE I CALL ON MR. HACKMAN TO SAY A FEW WORDS,  
5 I WOULD INVITE TIM TO SHARE A FEW WORDS, PLEASE.

6

7 **TIM GALLAGHER:** YEAH, I WANT TO MENTION THAT THIS IS AN ANNUAL  
8 EVENT THAT WE HAVE AND IT'S BASED UPON INSPECTIONS THAT STAFF  
9 DOES AT THE GOLF COURSES EACH MONTH AND THE TOP FOUR COURSES  
10 THEN ARE LOCALIZED. WE HAVE A TEAM THAT GOES OUT AND FURTHER  
11 RATES THEM AND CHOOSE THE GOLF COURSE OF THE YEAR. THIS IS THE  
12 FIRST TIME FOR MOUNTAIN MEADOWS IN ABOUT FOUR OR FIVE YEARS.  
13 THEY SEEM TO WIN IT EVERY FOUR OR FIVE YEARS BUT THIS IS THE  
14 FOURTH YEAR IN A ROW FOR AMERICAN GOLF, SO WE HAVE A PLAQUE  
15 HERE FOR MOUNTAIN MEADOWS THAT YOU GET TO KEEP FOR GOLF COURSE  
16 OF THE YEAR FOR 2003. CHAD WARREN, COME ON UP. HERE YOU GO.

17

18 **CHAD WARREN:** THANK YOU VERY MUCH. FIRST, I'D LIKE TO EXPRESS  
19 MY APPRECIATION TO THE COUNTY BOARD OF SUPERVISORS AND THE  
20 GOLF OPERATIONS STAFF, MR. STEVE DURON AND MR. GALLAGHER.  
21 THANK YOU VERY MUCH AND WE LOOK FORWARD TO DOING MORE IN THE  
22 FUTURE AND, ALSO, I'D LIKE TO RECOGNIZE MY SUPERINTENDENT,  
23 MANNY LARIMA, AND MY FOOD AND BEVERAGE DIRECTOR, JIMMY GHAUN,  
24 AND, OF COURSE, MY REGIONAL DIRECTOR, WARREN LEERY FOR



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1 SUPPORTING THE COURSE AND HELPING US MAINTAIN SERVICE AND  
2 QUALITY. THANK YOU. [APPLAUSE]

3

4 **SUP. MOLINA:** THANK YOU SO MUCH. I WANT TO CALL ON SUPERVISOR  
5 BURKE. SHE HAS SOME PRESENTATIONS THIS MORNING.

6

7 **SUP. BURKE:** WE'D LIKE TO CALL ROBERT RYANS FORWARD. I'M MAKING  
8 THIS PRESENTATION ON BEHALF OF CHAIRMAN OF THE BOARD  
9 SUPERVISOR DON KNABE, WHO COULD NOT BE HERE THIS MORNING.  
10 ROBERT RYANS HAS BEEN A DEDICATED COUNTY PUBLIC SERVICE FOR  
11 MORE THAN 35 YEARS AND, DURING THAT TIME, HE HAS SERVED AS  
12 DIRECTOR OF THE LOS ANGELES COUNTY AREA AGENCY ON AGING, WHICH  
13 IS THE SECOND LARGEST TRIPLE A (AAA) IN THE UNITED STATES. HE  
14 HAS ALSO ADMINISTERED THE ADULT PROTECTIVE SERVICES PROGRAM  
15 AND 14 COMMUNITY SERVICES AND SENIOR CENTERS. SO HE HAS HAD  
16 THE EXPERIENCE IN SUCH DIVERSE PROGRAM AREAS AS CRISIS  
17 INTERVENTION, ELDER FRAUD, AND ABUSE PREVENTION AND SENIOR  
18 EMPLOYMENT. WHILE WITH ADULT PROTECTIVE SERVICES, HE LED THE  
19 PROVISION OF LIFE-SAVING EMERGENCY SERVICES THAT PROTECT  
20 ELDERLY AND DEPENDENT ADULTS WHO ARE VICTIMS OR AT RISK OF  
21 BEING VICTIMS FROM NEGLECT, ABUSE, OR EXPLOITATION. HE ALSO  
22 IMPLEMENTED THE INTEGRATIVE CARE MANAGEMENT PROGRAM TO ENSURE  
23 AN EFFECTIVE AND COST EFFICIENT SERVICE DELIVERY SYSTEM FOR  
24 SENIORS AND FOR ADULTS WITH DISABILITIES. FOR MORE THAN 17  
25 YEARS, HE SPECIALIZED IN THE DEVELOPMENT AND OPERATION OF



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1 SENIOR PROGRAMS, ADMINISTERED BY THE COMMUNITY AND SENIOR  
2 SERVICES DEPARTMENT. SINCE 2001, HE'S BEEN DIRECTOR OF  
3 COMMUNITY AND SENIOR SERVICES. IN THIS CAPACITY, HE HAS TAKEN  
4 THE LEAD IN DIRECTING COLLABORATIVE EFFORTS WITH FEDERAL,  
5 STATE, AND LOCAL OFFICIALS AND AGENCIES, COMMUNITY  
6 ORGANIZATIONS AND THE PRIVATE SECTOR TO BRING TOGETHER AND  
7 MAXIMIZE THE USE OF RESOURCES TO BEST SERVE THE WELFARE OF THE  
8 COMMUNITY. NOW HE HAS DECIDED TO RETIRE AND, ON BEHALF OF THE  
9 BOARD OF SUPERVISORS, I WANT TO TAKE THIS OPPORTUNITY TO THANK  
10 HIM FOR HIS DEDICATED SERVICE TO THE PEOPLE OF THE COUNTY OF  
11 LOS ANGELES AND TO WISH HIM A HAPPY AND SATISFYING RETIREMENT.  
12 HE DESERVES IT AFTER 35 YEARS WITH THE COUNTY OF LOS ANGELES.  
13 [APPLAUSE]

14

15 **ROBERT RYANS:** THANK YOU, SUPERVISOR BURKE. THANK YOU, MEMBERS.  
16 I AM GREATLY HONORED BY THIS TOKEN OF YOUR RESPECT. 35 YEARS  
17 IS A LONG TIME. IT'S NOT, REALLY, WHEN YOU START AT THE AGE OF  
18 12, WHICH IS WHAT I DID AT GENERAL HOSPITAL WHEN I STARTED.  
19 AND THESE ARE MANY FRIENDS AND PARTNERSHIPS. THE THINGS THAT I  
20 WILL REMEMBER MOST IS THE STRATEGIC PLANNING EFFORTS THAT  
21 WE'VE DONE, THE PERFORMANCE MEASURES, AND I WOULD URGE YOUR  
22 BOARD TO CONTINUE IN THAT EFFORT. THE AREA I AM PARTICULARLY  
23 PROUD OF AND WOULD URGE IS THE CHARITABLE GIVING AREA. I THINK  
24 THAT AREA, TOO, IS SOMETHING THAT WE CAN BE MORE THAN JUST  
25 EMPLOYEES. WE CAN BE A COUNTY FAMILY AND OUR SUCCESS WILL BE



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1 HOW WE WILL BE, IN THE FUTURE, A COUNTY FAMILY. SO, AGAIN,  
2 THANK YOU SO VERY MUCH FOR THIS AWARD. THANK YOU.

3

4 **SUP. ANTONOVICH:** I WOULD TO ALSO LIKE THANK BOB AND MY STAFF,  
5 ALSO. WE WANT TO THANK YOU FOR YOUR LEADERSHIP IN ALTADENA,  
6 SANTA CLARITA, ALL THE ANTELOPE VALLEY, THE SAN GABRIEL  
7 VALLEY. WHAT I LIKED, BOB WAS ALWAYS THERE AND WAS OUT AT THE  
8 EVENTS AND MET WITH AND WORKED WITH THE PEOPLE IN THE  
9 COMMUNITY, WAS WELL LOVED AND RESPECTED. THANK YOU FOR ALL OF  
10 YOUR LEADERSHIP.

11

12 **ROBERT RYANS:** THANK YOU, SUPERVISOR. [INDISTINCT VOICES]

13

14 **SUP. BURKE:** AND NOW I'M GOING TO CALL CLARA AKINS FORWARD. SHE  
15 WAS BORN-- IT'S JUST PAST HER BIRTHDAY. SHE WAS BORN MARCH  
16 5TH, 1904, IN THE CITY OF DUMAS, ARKANSAS. OKAY. I'LL GO OVER  
17 HERE. OKAY. LET ME GO OVER HERE TO MAKE THIS PRESENTATION. SHE  
18 WAS BORN MARCH 5TH, 1904, IN THE CITY OF DUMAS, ARKANSAS, ONE  
19 OF SEVEN CHILDREN OF THOMAS AND SALLY RAINS. AS A CHILD, SHE  
20 WAS SENT TO LIVE WITH AN AUNT IN PINE BLUFF, ARKANSAS, WHERE  
21 SHE ATTENDED PUBLIC SCHOOLS. SHE PROVED TO BE A GOOD STUDENT,  
22 A TALENT FOR PUBLIC SPEAKING. SHE ENJOYED AN ACTIVE CHURCH  
23 LIFE AND SERVED AS CHURCH SECRETARY AT A YOUNG AGE. IN THE  
24 LATE 1930S, SHE MOVED TO CALIFORNIA AND SETTLED ON THE EAST  
25 SIDE OF LOS ANGELES. SHE ATTENDED NURSING SCHOOL AND WORKED AS



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1 A NURSE IN NUMEROUS FACILITIES, INCLUDING GOOD SAMARITAN  
2 HOSPITAL. SHE MARRIED MR. GEORGE PARKER AND HAD THREE SONS BUT  
3 ALL HAVE PASSED AWAY. SHE LATER MARRIED CLEVELAND AKINS, WHO  
4 ALSO PASSED AWAY. HOWEVER, SHE HAS CONTINUED TO BE A STEADFAST  
5 CHURCH MEMBER, A MEMBER OF VICTORY BAPTIST CHURCH AND, LATER,  
6 PROSPERITY MISSIONARY BAPTIST CHURCH, AND, AFTER MANY YEARS,  
7 SHE JOINED ONE LORD, ONE FAITH, ONE BAPTISM CHRISTIAN CHURCH  
8 IN LONG BEACH, WHERE SHE CONTINUES TO BE AN ACTIVE MEMBER  
9 UNDER THE LEADERSHIP OF BISHOP W. TODD IRVIN, SR. AT THE  
10 CHURCH, SHE'S KNOWN AS MOTHER AKINS. SHE'S AN ACTIVE MEMBER OF  
11 THE WEEKLY SENIOR BIBLE STUDY GROUP AND ATTENDS WORSHIP  
12 SERVICES REGULARLY. HER SPECIAL INTEREST IS THE FINANCIAL  
13 SUPPORT OF MISSIONARIES AT HOME AND ABROAD. SHE'S TRAVELED TO  
14 THE HOLY LAND, SHE'S TRAVELED TO AFRICA AND THROUGHOUT THE  
15 UNITED STATES, AND IT'S WITH GREAT PLEASURE WE RECOGNIZE CLARA  
16 AKINS ON THE OCCASION OF HER 100TH BIRTHDAY. [APPLAUSE]

17

18 **SUP. BURKE:** SHE'S HAD A WONDERFUL LIFE, DEVOTED ONE CENTURY TO  
19 SERVICE. [APPLAUSE]

20

21 **SUP. BURKE:** WOULD YOU LIKE TO SAY A WORD? YOU DON'T WANT TO  
22 SAY ANYTHING? LET'S GET THE MICROPHONE OVER HERE.

23



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1 **CLARA AKINS:** I THANK THE LORD FOR BEING HERE AND I'VE TRAVELED  
2 MANY DAYS AND SO RIGHT NOW I DON'T FEEL LIKE SPEAKING AND SO  
3 PLEASE EXCUSE ME.

4

5 **SUP. BURKE:** OH, THAT'S QUITE ALL RIGHT. [APPLAUSE]

6

7 **SUPERVISOR BURKE:** THAT CONCLUDES MY PRESENTATION.

8

9 **SUPERVISOR MOLINA:** VERY GOOD. THANK YOU, MS. BURKE. MR.  
10 YAROSLAVSKY, YOU HAVE A PRESENTATION? OH, YOU DO NOT? ALL  
11 RIGHT.

12

13 **SUPERVISOR YAROSLAVSKY:** CANCELLED.

14

15 **SUPERVISOR MOLINA:** I'M SORRY?

16

17 **SUPERVISOR YAROSLAVSKY:** IT'S BEEN CANCELLED.

18

19 **SUPERVISOR MOLINA:** OH, IT WAS POSTPONED. VERY GOOD. OKAY.  
20 LET'S BEGIN WITH OUR SPECIALS, I THINK, MR. ANTONOVICH, YOU'RE  
21 UP FIRST.

22

23 **SUP. ANTONOVICH:** FIRST, I WOULD LIKE TO MOVE THAT, WHEN WE  
24 ADJOURN TODAY, WE ADJOURN IN THE MEMORY OF THE FOLLOWING:  
25 SEMON KASPAROFF, WHO PASSED AWAY ON MARCH 2ND AT THE AGE OF 88



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1 AND HE IS SURVIVED BY HIS WIFE, ROSE, AND THREE CHILDREN.  
2 SEMON WAS ONE OF THOSE COMMUNITY LEADERS IN THE ARMENIAN-  
3 AMERICAN COMMUNITY BUT ALSO QUITE INSTRUMENTAL IN THE FINE  
4 SUPPORT FOR GOVERNOR GEORGE DEUKMAJIAN'S CAMPAIGN WHEN HE RAN  
5 FOR GOVERNOR IN HIS SUCCESSFUL REELECTION TO THAT GOVERNOR'S  
6 OFFICE. JUST A VERY FINE MAN. HE LIVED IN THE SAN GABRIEL  
7 VALLEY. ALSO IN MEMORY OF JAMES HORACE ADAMS, WHO SERVED 22  
8 YEARS AS LIEUTENANT WITH THE LOS ANGELES COUNTY SHERIFF'S  
9 DEPARTMENT, WAS AN ACTIVE MEMBER OF THE AMERICAN LEGION AND  
10 THE FIRST METHODIST CHURCH OF NORTHRIDGE. CHARLES "CHUCK"  
11 BLOOMFIELD. HE WAS A STOCKBROKER BUT ALSO SERVED AS AN  
12 ARBITRATION JUDGE FOR THE NEW YORK STOCK EXCHANGE AND A  
13 MEDIATOR FOR THE LOS ANGELES COUNTY COURT SYSTEM. HE PASSED  
14 AWAY ON MARCH 1ST AT THE AGE OF 60. ARNETT "CASEY" IVERSEN,  
15 WHO WAS HONORED FOR HER SERVICE OF 25 YEARS AT ST. JOSEPH'S  
16 MEDICAL CENTER IN BURBANK, AND SHE HELPED RAISE LARGE SUMS OF  
17 MONEY AND SUPPORT TO ENSURE QUALITY CARE FOR THE COMMUNITY AND  
18 SHE IS SURVIVED BY HER FIVE CHILDREN. DR. LIONEL MARGOLIN, WHO  
19 WAS A PSYCHIATRIC CONSULTANT TO THE LOS ANGELES COUNTY  
20 SUPERIOR COURT. HE SERVED AS THEIR SENIOR CONSULTANT. HE'S  
21 SURVIVED BY HIS WIFE, ANDREA, AND THEIR TWO CHILDREN AND TWO  
22 STEPCHILDREN. DR. DAVID MCANINCH, WHO SERVED ON THE STAFFS OF  
23 GLENDALE ADVENTIST MEDICAL CENTER AND GLENDALE MEMORIAL  
24 HOSPITAL FOR MORE THAN 49 YEARS, DELIVERING OVER 6,000 BABIES.  
25 AND HE IS SURVIVED BY HIS WIFE, GEORGIA, AND THEIR FOUR



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1 CHILDREN. MATTHEW NAPOLITANO, WHO WAS ONLY 19 YEARS OLD. HE  
2 WAS A FORMER BOY SCOUT MEMBER. HE PASSED AWAY ON FEBRUARY  
3 25TH. HE EARNED NUMEROUS AWARDS, INCLUDING THE ACADEMIC  
4 EXCELLENCE AWARDS FROM THE STATE OF CALIFORNIA FOR BIOLOGY,  
5 CHEMISTRY, PHYSICS, AND WRITTEN COMPOSITION FOR HIS EXCELLENT  
6 STATE TEST SCORES WHICH HAD EARNED HIM TWO STATE SCHOLARSHIPS.  
7 HE WAS CURRENTLY ATTENDING THE WESTWOOD SCHOOL OF TECHNOLOGY,  
8 MAJORING IN GRAPHIC DESIGN. AND HE IS SURVIVED BY HIS PARENTS  
9 AND A BROTHER AND A SISTER. DONALD PETERSEN, FOUNDING PARTNER,  
10 LAW FIRM OF KNAPP, PETERSEN, AND CLARKE IN GLENDALE, WHERE HE  
11 PRACTICED UNTIL HE PASSED AWAY. HE WAS ALSO A MEMBER OF THE  
12 AMERICAN BOARD OF TRIAL ADVOCATES, THE AMERICAN BOARD OF  
13 PROFESSIONAL LIABILITY ATTORNEYS. AND NANCY ALPINE WILDER, WHO  
14 WORKED AT CAL TECH, VOLUNTEERED FOR THE JUNIOR PHILHARMONIC  
15 SOCIETY IN THE ASSISTANCE LEAGUE AND THE SAN MARINO WOMEN'S  
16 CLUB. PAUL WINFIELD, THE ACTOR. PAUL WAS A CLASSMATE OF MINE  
17 AT EDISON JUNIOR HIGH SCHOOL AND WAS IN A NUMBER OF FAMOUS  
18 MOTION PICTURES BUT HE ALSO RECEIVED AN EMMY NOMINATION FOR  
19 HIS PERFORMANCE OF DR. MARTIN LUTHER KING IN THE 1978 MINI  
20 SERIES "KING" AND ANOTHER AND IN 1979 FOR "ROOTS: THE NEXT  
21 GENERATION". DANA BROCCOLI, WHO WAS A WRITER, NOVELIST AND  
22 PRODUCER AND ALSO WAS THE PRESIDENT OF THE COMPANY THAT  
23 CONTROLLED THE JAMES BOND FILMS AND FACTORING HER TENURE AS  
24 PRESIDENT, THE LAST THREE BOND FILMS STARRING PIERCE BROSNAN  
25 WERE RELEASED. THOSE FILMS NOW NUMBER 20, THE LONGEST RUNNING



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1 MOVIE SERIES OF ALL TIME. AND SHE IS SURVIVED BY HER FOUR  
2 CHILDREN. MOUNIR ATTALLA, WHO WAS AN ACCOUNTANT, RETIRED, FROM  
3 LOS ANGELES COUNTY. AND HE LEAVES HIS FAMILY, HIS WIFE AND  
4 THEIR TWO CHILDREN.

5

6 **SUP. MOLINA:** SO ORDERED ON THOSE ADJOURNMENTS.

7

8 **SUP. ANTONOVICH:** ITEM NUMBER 6.

9

10 **SUP. MOLINA:** ITEM NUMBER 6. HOW DO YOU WISH TO PROCEED?

11

12 **SUPERVISOR ANTONOVICH:** DR. GARTHWAITE?

13

14 **SUPERVISOR MOLINA:** DR. GARTHWAITE? IF YOU'D JOIN US, PLEASE.

15 DAVID, IF YOU COULD-- OH, HERE HE IS, VERY GOOD.

16

17 **SUP. ANTONOVICH:** DR. GARTHWAITE, REGARDING THE MOTION BEFORE

18 US TODAY, WHAT ARE THE STATUS-- OR IS THE STATUS OF THE

19 NEGOTIATIONS AT DREW UNIVERSITY?

20

21 **DR. THOMAS GARTHWAITE:** SUPERVISORS, IN MY REPORT TO YOUR BOARD

22 LAST FRIDAY, I DETAILED THE PROGRESS OF OUR NEGOTIATIONS WITH

23 OUR AFFILIATED MEDICAL SCHOOLS WITH SPECIAL EMPHASIS ON DREW

24 UNIVERSITY OF MEDICINE AND SCIENCE. WHILE I REMAIN HIGHLY

25 OPTIMISTIC THAT WE WILL BE ABLE TO REACH AGREEMENT WITH DREW,



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1 AND WHILE THAT IS OUR PREFERRED OPTION, WE HAVE LOOKED AT SOME  
2 OTHER POSSIBILITIES AND SCENARIOS. THE MOST PROMISING  
3 ALTERNATIVE TO THE DREW AFFILIATION IS HAVING OUR DEPARTMENT  
4 RUN THE RESIDENCY PROGRAMS. HERE IN LOS ANGELES AT CEDARS-  
5 SINAI, FOR INSTANCE, CEDARS RUNS PROGRAMS WITH A VARIED SET OF  
6 COLLABORATIVE RELATIONSHIPS WITH U.C.L.A. ALSO OF NOTE, DR.  
7 PEEKS, OUR NEW MEDICAL DIRECTOR AT KING DREW MEDICAL CENTER,  
8 HAS EXPERIENCE IN THAT MODEL FROM HIS PREVIOUS POSITION AS  
9 MEDICAL DIRECTOR AT ALMEDA COUNTY MEDICAL CENTER, WHERE THEY  
10 RAN PROGRAMS IN COLLABORATION WITH U.C.S.F. GIVEN THE URGENCY  
11 FOR CHANGE AT KING DREW AND GIVEN THE TIME FRAME FOR  
12 RENEGOTIATION, WE CANNOT WAIT TO EXPLORE SUCH AN ALTERNATIVE,  
13 IT WOULD BE TOO LATE. FOR THAT REASON, THE DEPARTMENT IS  
14 EXPLORING THE ACCREDITATION ISSUES AND FINANCIAL RAMIFICATIONS  
15 WERE D.H.S. TO ASSUME ADMINISTRATIVE OVERSIGHT OF THE  
16 RESIDENCY PROGRAMS AT KING. I'VE HAD PRELIMINARY DISCUSSIONS  
17 WITH THE A.C.G.M.E. IN CHICAGO AND BELIEVE THAT SUCH AN  
18 ARRANGEMENT CAN BE ACCOMPLISHED WITHIN OUR ESTABLISHED TIME  
19 FRAMES. OF CRITICAL IMPORTANCE, BY OPTING FOR THIS ALTERNATIVE  
20 AS OUR BACKUP, WE PROVIDE THE GREATEST POSSIBLE DEGREE OF  
21 REASSURANCE TO POTENTIAL INCOMING RESIDENTS THAT THEIR  
22 PROGRAMS WILL CONTINUE INTO THE FUTURE. I DON'T THINK THIS IS-  
23 - THIS IS NOT OUR PREFERRED OPTION. WE BELIEVE WE'RE GOING TO  
24 BE SUCCESSFUL BUT IT IS NOT PRUDENT AND WISE NOT TO HAVE A  
25 BACKUP PLAN. I ALSO WANT TO MAKE VERY CLEAR THAT THE SECTION



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1 OF KEY ELEMENTS THAT WERE PART OF MY REPORT DEVOTED TO THE  
2 VALUE OF SERVICES PROVIDED AND THE INCENTIVES FOR EDUCATION IN  
3 CLINICAL CARE IS DESIGNED TO ASSURE ACCOUNTABILITY. I DIDN'T  
4 USE THAT WORD IN THERE BUT THAT'S WHAT IT'S REALLY ALL ABOUT.  
5 SPECIFICALLY, MEASURES OF CLINICAL PRODUCTIVITY PRODUCTIVITY  
6 AND EDUCATIONAL PRODUCTIVITY AND EFFECTIVENESS WILL ASSURE  
7 YOUR BOARD THAT WE ARE GETTING WHAT WE PAID FOR IN OUR  
8 AFFILIATIONS. I WELCOME YOUR QUESTIONS.

9

10 **SUP. ANTONOVICH:** YOU REFERENCED IN YOUR MEMO ABOUT THE  
11 NUMEROUS MEETINGS THAT YOU'VE HAD. COULD YOU GIVE US SOME  
12 SPECIFIC EXPECTATIONS AND DEADLINES YOU HAVE SET FOR DREW SUCH  
13 AS A DATE BY WHICH THEIR NEW BOARD OF DIRECTORS WILL BE  
14 FORMED?

15

16 **DR. THOMAS GARTHWAITE:** THE DREW BOARD CAN PROBABLY BETTER  
17 ANSWER THAT-- ANSWER THAT QUESTION BETTER THAN I CAN. I THINK  
18 THEY PLAN TO SPEAK. I WOULD SAY, THOUGH, I KNOW THEY HAVE GONE  
19 ON A RETREAT AND, OUT OF THAT RETREAT, THEY'VE ADOPTED SOME  
20 NEW POLICIES WITH REGARDS TO CHANGE IN BOARD MEMBERSHIP. THERE  
21 HAVE BEEN SIGNIFICANT CHANGES IN BOARD MEMBERSHIP OVER THE  
22 PAST YEAR AND I DO BELIEVE THAT THEY HAVE ADDITIONAL OUTCOMES  
23 FROM THAT RETREAT AND A BOARD MEETING THAT I THINK WAS HELD AS  
24 RECENTLY AS LAST EVENING.

25



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1 **SUP. ANTONOVICH:** AND, ONCE AGAIN, ON THE RESIDENCY PROGRAM,  
2 WHAT'S THE STATUS OF THAT?

3

4 **DR. THOMAS GARTHWAITE:** CURRENTLY, THE RESIDENCY PROGRAMS ARE  
5 ALL INTACT WITH EXCEPTION OF RADIOLOGY AND SURGERY, WHICH HAVE  
6 BEEN WITHDRAWN. WE'VE PLACED VIRTUALLY ALL THE RESIDENTS.  
7 THERE ARE A COUPLE REMAINING BUT WE HAVE OPTIONS AND ARE  
8 EXPLORING THOSE WITH THOSE RESIDENTS. WE DO HAVE A PROPOSED  
9 WITHDRAWAL OF THE NEONATAL FELLOWSHIP PROGRAM. THAT'S A SMALL  
10 PROGRAM. AND THE OVERALL ACCREDITATION IS CURRENTLY ON  
11 PROBATION AND WE-- BUT WE ARE WORKING WITH THE A.C.G.M.E. TO  
12 HAVE A REEVALUATION OF THAT FAIRLY SOON. I WOULD ALSO ADD THAT  
13 DR. MICHAEL DRAKE, THE VICE-PRESIDENT FOR MEDICAL AFFAIRS AT  
14 THE UNIVERSITY OF CALIFORNIA SYSTEM, HAS STEPPED FORWARD AND  
15 BEEN VERY HELPFUL IN BRINGING ADDED EXPERTISE FROM THE  
16 UNIVERSITY OF CALIFORNIA SYSTEM TO BEAR ON THE PROGRAMS. HE'S  
17 MADE AVAILABLE A PROGRAM DIRECTOR, SOME OF THE BEST FROM THE  
18 UC SYSTEM, TO PROVIDE CONSULTATION. WE HAVE AN ADVISORY GROUP  
19 THAT HAS BEEN FORMED AND IS MEETING AND PROVIDING CONSULTATION  
20 AND ADVICE AS WELL TO THE PROGRAMS THAT REMAIN.

21

22 **SUP. ANTONOVICH:** WHAT PROGRAMS HAVE YOU REVIEWED AND WHICH  
23 PROGRAMS WILL YOU BE ELIMINATING?

24



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1 **DR. THOMAS GARTHWAITE:** WE DON'T HAVE THAT WORK COMPLETED. WE  
2 HAVE USED OUR PUBLIC HEALTH DATABASES TO PULL DATA REGARDING  
3 WHICH-- WHAT ARE THE CRITICAL HEALTH NEEDS FOR POPULATION  
4 SURROUNDING KING DREW. WE'VE HAD PRELIMINARY DISCUSSIONS IN  
5 OUR NEGOTIATION TEAM REVIEW THAT DATA AND ARE IN THE PROCESS  
6 OF MATCHING THE HEALTH NEEDS OF THE POPULATION VERSUS THE  
7 TRAINING PROGRAMS THAT CURRENTLY EXIST. WE ANTICIPATE-- OUR  
8 TIME FRAME SHOWS US MAKING THOSE DECISIONS OVER THE COURSE OF  
9 THE NEXT 30 DAYS.

10

11 **SUP. ANTONOVICH:** HAVE YOU LOOKED UPON THE FINANCIAL IMPACTS IT  
12 WOULD HAVE ON DREW UNIVERSITY IF YOU HAD THOSE REDUCTIONS?

13

14 **DR. THOMAS GARTHWAITE:** WELL, THE-- WE PAID DREW UNIVERSITY  
15 MONEY FOR TEACHING STIPENDS, FOR SOME CLINICAL WORK ITSELF,  
16 AND FOR THE ADMINISTRATION OF THOSE PROGRAMS. IF WE WERE TO  
17 NOT PAY THEM THAT MONEY AND DO THAT OURSELVES, THE RELATIVE  
18 DOLLARS WOULD BE CLOSE TO THE SAME. OBVIOUSLY, THEIR OVERALL  
19 BUDGET WOULD BE CHANGED. WITH REGARDS TO MOVING MONEY FROM AN  
20 ACADEMIC PROGRAM INTO A NON-ACADEMIC PROGRAM, SUCH AS WE'RE  
21 DOING IN RADIOLOGY AND SURGERY, OUR PRELIMINARY PLANS, OR,  
22 ACTUALLY, I'D CALL THEM MORE THAN PRELIMINARY, OUR PLAN FOR  
23 THIS JULY SHOWS THAT THE COMBINATION OF THE DOLLARS THAT WERE  
24 SPENT ON RESIDENTS' SALARY AND THE DOLLARS THAT WERE SPENT ON  
25 TEACHING STIPENDS FOR THE FACULTY, WHEN USED TO PROVIDE



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1 CLINICAL CARE BY DIRECT PAYMENT TO PHYSICIAN AND BY FILLING IN  
2 WITH PHYSICIAN ASSISTANTS AND OTHER ANCILLARY PERSONNEL TO  
3 HELP DO THE WORK, WORKS OUT ABOUT EVEN. SO, IN THIS PARTICULAR  
4 CASE, WE BELIEVE WE'LL BE ABLE TO PROVIDE THE SERVICES FOR  
5 ABOUT THE SAME TOTAL DOLLARS THAT WE'VE PROVIDED. WE WON'T GET  
6 THE RESIDENCY TRAINING OUT OF IT, THOUGH.

7

8 **SUP. ANTONOVICH:** ON PAGE 4 OF YOUR MEMO, YOU LIST FOUR  
9 DIFFERENT ALTERNATIVES OF HOSPITAL OPERATIONS. SO HOW IS THIS  
10 COUNTY-RUN MODEL DIFFERENT THAN U.C.L.A., HARBOR U.C.L.A., OR  
11 OLIVE VIEW MEDICAL CENTER?

12

13 **DR. THOMAS GARTHWAITE:** WELL, IT WOULD HAVE SOME SIMILARITIES  
14 TO THE HARBOR U.C.L.A. THERE'S A VERY TIGHT AFFILIATION  
15 BETWEEN HARBOR AND U.C.L.A., ALTHOUGH HARBOR U.C.L.A. MEDICAL  
16 CENTER IS A SPONSORING ORGANIZATION AND DOES-- HIRES AN  
17 ASSOCIATE DEAN FOR GRADUATE MEDICAL EDUCATION THEMSELVES. SO  
18 THE BALANCE, INSTEAD OF BEING TIPPED IN THE FAVOR OF THE  
19 UNIVERSITY, IS TIPPED A LITTLE MORE IN FAVOR OF THE COUNTY AND  
20 I THINK THAT'S REALLY, IN A SENSE, THE MODEL THAT I THINK WE  
21 SHOULD HAVE AS OUR BACKUP. THE AFFILIATION AND THE UNIVERSITY  
22 THAT WE WOULD BE THEN A LITTLE LESS TIGHTLY AFFILIATED WITH  
23 COULD BE DREW, IT COULD BE OTHER UNIVERSITIES AS WELL.

24



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1 **SUP. ANTONOVICH:** AND ONCE AGAIN, CAN YOU GIVE US A DEFINITIVE  
2 TIME LINE THAT WE'RE GOING TO BE PROCEEDING ON THIS?

3

4 **DR. THOMAS GARTHWAITE:** I CAN. IN FACT, WE HAD PREPARED A TIME  
5 FRAME DURING THIS PROCESS AND I'VE MADE THAT AVAILABLE TO  
6 STAFF BUT CAN ALSO MAKE IT AVAILABLE TO OTHERS.

7

8 **SUP. ANTONOVICH:** THANK YOU.

9

10 **SUP. MOLINA:** THANK YOU, DR. GARTHWAITE. SUPERVISOR  
11 YAROSLAVSKY?

12

13 **SUP. YAROSLAVSKY:** FIRST OF ALL, I'M PLEASED THAT YOU'VE COME  
14 TO THE CONCLUSION THAT YOU NEED AN ALTERNATIVE. THAT WAS THE  
15 POINT SOME OF US WERE TRYING TO MAKE 60 DAYS AGO BUT THAT'S  
16 FINE. NOW MY QUESTION FOCUSES ON, YOU SEEM TO HAVE, AND YOU  
17 JUST INDICATED THE REASONS, SOME OF THE REASONS WHY, BUT YOU  
18 SEEM TO HAVE FOCUSED AND CONCLUDED THAT THE BEST OPTION, OR  
19 MAYBE EVEN THE ONLY OPTION, IS THE OPTION OF TAKING OVER THE  
20 RESIDENCY PROGRAMS OURSELVES AS OPPOSED TO PARTNERING WITH  
21 SOME OF THE OTHER ACADEMIC INSTITUTIONS IN TOWN. IS THAT A  
22 FAIR ASSESSMENT OF YOUR POSITION? OR-- AND IF SO, WHY OR, IF  
23 NOT...

24



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1 **DR. THOMAS GARTHWAITE:** I HAVEN'T RULED OUT PARTNERSHIP BUT,  
2 BECAUSE WE CAN'T CONTROL THEIR INTEREST, I THINK THE MOST  
3 SOLID OPTION IS THAT WE WOULD EXPLORE TAKING IT OVER  
4 OURSELVES. THE OTHER OPTION, THAT ANOTHER UNIVERSITY WOULD  
5 TAKE ON RUNNING THE PROGRAMS THEN WE WOULD CONTRACT WITH THEM  
6 TO RUN THE PROGRAMS IS, IN MY MIND, ALSO A VERY VALID OPTION  
7 BUT WE WOULD NOT HAVE THE CONTROL OVER THAT WHERE THEY WOULD--  
8 AND, SO FAR, THE INTEREST DOESN'T SEEM TO HAVE BEEN THERE BUT  
9 THAT COULD CHANGE AND WE PLAN TO CONTINUE DISCUSSIONS.

10

11 **SUP. YAROSLAVSKY:** ALL RIGHT. SO, LEAVING ASIDE WHAT YOU THINK  
12 IS THE LEVEL OF INTEREST ON THE PART OF THE UNIVERSITIES, IF  
13 THERE WAS NO CONCERN ON THAT FRONT, WHAT, FROM YOUR POINT OF  
14 VIEW, WOULD BE THE BEST OPTION IF YOU COULD HAVE YOUR  
15 DRUTHERS? WOULD IT BE FOR US TO RUN THE RESIDENCY PROGRAM OR  
16 WOULD IT BE FOR US TO PARTNER WITH U.C.L.A. AND/OR USC?

17

18 **DR. THOMAS GARTHWAITE:** I THINK A MAJOR ADVANTAGE TO HAVE US  
19 PARTNER WITH ONE OF THOSE UNIVERSITIES IS THE RELATIVELY QUICK  
20 POSSIBILITY OF THEM BEING INVOLVED IN RECRUITING FACULTY AND  
21 RESIDENTS, THAT THEIR NAME RECOGNITION, THE STRENGTH OF THOSE  
22 UNIVERSITIES WOULD ALLOW US TO RELATIVELY QUICKLY-- MORE  
23 QUICKLY TURN THESE RESIDENCY PROGRAMS INTO MORE DESIRABLE  
24 PROGRAMS OVERALL.

25



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1 **SUP. YAROSLAVSKY:** ALL RIGHT. I DON'T WANT TO-- I'M NOT GOING  
2 TO BELABOR IT. I DON'T THINK THAT EITHER ONE OF THE  
3 UNIVERSITIES IS GOING TO COME AROUND VOLUNTARILY. I THINK  
4 THEY'VE MADE THAT CLEAR, BOTH PUBLICLY AND PRIVATELY. IF THEY  
5 HAD THEIR DRUTHERS, THEY WOULD STAY A THOUSAND MILES AWAY FROM  
6 THIS PROJECT. THAT DOESN'T MEAN THEY WON'T DO IT AND THAT  
7 DOESN'T MEAN THAT, IF THE COUNTY OF LOS ANGELES AND THE POWERS  
8 THAT BE DRAFT THEM INTO SERVICE FOR THEIR COMMUNITY, THEY HAVE  
9 A STAKE IN THIS COMMUNITY, EACH OF THEM HAS A STAKE IN OUR  
10 TRAUMA NETWORK, EACH OF THEM HAS A STAKE IN THIS COUNTY, EACH  
11 OF THEM NEEDS THE COUNTY FOR A VARIETY OF OTHER THINGS, AND IF  
12 IT WAS COMMUNICATED IN A VARIETY OF WAYS, UNEQUIVOCALLY, THEN,  
13 WITHOUT A WINK AND A NOD FROM US, BUT, SERIOUSLY, EYEBALL TO  
14 EYEBALL, I THINK YOU'D HAVE A DIFFERENT KIND OF SITUATION. I  
15 KNOW THAT THERE ARE STATE LEGISLATORS. I HAVEN'T TALKED TO ANY  
16 OF THEM IN THE LAST 60 DAYS BUT, PRIOR TO THE LAST MEETING WE  
17 HAD ON THIS SUBJECT, THERE HAD BEEN SOME DISCUSSION UP IN  
18 SACRAMENTO ABOUT THIS VERY ISSUE AS IT RELATED TO U.C.L.A.  
19 THERE ARE THINGS THAT THE UNIVERSITY OF SOUTHERN CALIFORNIA  
20 ENGAGES US IN. LET'S JUST LEAVE IT AT THAT. WE SHARE A COMMON  
21 VENUE FOR THE DELIVERY OF MEDICAL SERVICES AND THERE ARE  
22 THINGS THAT THEY NEED AND THEY WANT AND I THINK, IF WE TOLD  
23 THEM WE NEED THEM, IT WOULD BE SOMETHING WE COULD CRAFT. WHAT  
24 WORRIES ME IS THE SAME THING THAT WORRIED ME TWO MONTHS AGO  
25 WHICH IS, IF YOU RULED THAT OUT, STARTING TODAY, IF YOU RULE



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1 IT OUT AT THE STARTING GATE, THEN IT WON'T HAPPEN. AS THE OLD  
2 SAYING GOES, WAYNE GRETZKY DIDN'T MAKE A HUNDRED PERCENT OF  
3 THE SHOTS HE DIDN'T TAKE. IF WE DON'T TAKE THIS SHOT, WE KNOW  
4 WHAT THE RESULT WILL BE. IF YOU WANT TO TAKE THAT SHOT, IF IT  
5 IS ULTIMATELY THE MORE DESIRABLE APPROACH, ASSUMING THAT THE  
6 RENEGOTIATION DOESN'T PAN OUT, AND I AGREE WITH YOU THAT THE  
7 PREFERENCE IS THAT WE COULD WORK SOMETHING OUT THAT PROTECTS  
8 THE INTEREST, THE MEDICAL INTERESTS OF OUR CLIENTS IN MEDICAL  
9 SERVICES DELIVERY, NO QUESTION ABOUT THAT, BUT IN THE-- THIS  
10 IS ALL IN THE EVENT THAT DOESN'T HAPPEN, IF YOU BELIEVE THAT  
11 THE BEST ALTERNATIVE IS TO GO WITH TWO FINE ACADEMIC  
12 INSTITUTIONS THAT EXIST IN THIS TOWN, THEN WE'VE GOT TO WANT  
13 TO DO IT. WE'VE GOT TO FOCUS ON IT AND HAVE A STRATEGY OF HOW  
14 TO ENGAGE THEM IN THIS. AND I'M NOT SUGGESTING-- JUST THIS. I  
15 THINK YOU'RE RIGHT, YOU'RE ABSOLUTELY RIGHT AND THE ONE THING  
16 WE HAVE CONTROL OVER IS US TAKING IT OVER. I'M NOT SURE THAT  
17 LOS ANGELES COUNTY TAKING OVER A RESIDENCY PROGRAM AT ANY  
18 HOSPITAL, GIVEN OUR RECORD AT KING AT THE MOMENT, WOULD  
19 INSPIRE A LOT OF CONFIDENCE ANYWHERE. SO WHETHER WE ARE IN A  
20 POSITION TO TAKE OVER THAT ADDED RESPONSIBILITY WHEN WE  
21 HAVEN'T BEEN ABLE TO ADEQUATELY FULFILL THE RESPONSIBILITIES  
22 THAT WE HAVE HAD UP UNTIL NOW THERE, IT MAY BE MORE THAN WE  
23 CAN CHEW. BUT IT MAY BE THE ONLY ALTERNATIVE WE HAVE AND WE'LL  
24 HAVE TO EXPLORE THAT. BUT I WOULDN'T WANT THAT TO BE THE ONLY  
25 THING YOU LOOK AT BETWEEN NOW AND-- WHAT IS THE-- WHAT IS THE



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1 TIME FRAME YOU'RE ALLOWING YOURSELF ON THIS? I DON'T KNOW IF  
2 YOU'VE MENTIONED A TIME FRAME.

3

4 **DR. THOMAS GARTHWAITE:** WITH REGARDS TO EXPLORING ALTERNATIVES?

5

6 **SUP. YAROSLAVSKY:** YES.

7

8 **DR. THOMAS GARTHWAITE:** OUR PLAN IS TO, YOU KNOW, PRIORITIZE  
9 THE PROGRAMS THAT WE MIGHT RUN AND DEVELOP A FINANCIAL MODEL  
10 AND OTHER ADMINISTRATIVE MODELS BY MID-APRIL.

11

12 **SUP. YAROSLAVSKY:** MID-APRIL?

13

14 **DR. THOMAS GARTHWAITE:** MM HM.

15

16 **SUP. YAROSLAVSKY:** ALL RIGHT. WELL, WHAT I'D LIKE TO SUGGEST,  
17 AND I DID NOT KNOW YOU WERE GOING TO-- BASED ON WHAT I READ  
18 LAST NIGHT IN YOUR ORIGINAL REPORT, I WAS NOT ANTICIPATING THE  
19 STATEMENT YOU MADE THIS MORNING AND THAT'S FINE. I'M NOT GOING  
20 TO REWRITE THE AMENDMENT I HAVE TO MY OWN MOTION NUMBER 6 BUT  
21 I WANT TO INTRODUCE IT AND CIRCULATE IT AND JUST IGNORE THE  
22 PREAMBLE, WHICH IS JUST A BUNCH OF RHETORIC ANYWAY. BUT THE  
23 RESOLVE PART, I THINK, IS STILL RELEVANT, WHICH IS-- I'D LIKE  
24 TO ASK, REALLY, I THINK THIS IS COMPLEMENTARY TO WHAT YOU'VE  
25 PROPOSED HERE YOURSELF, IS THAT-- CAN WE CIRCULATE THE



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1 AMENDMENT? THANK YOU. IS THAT WE ASK YOU TO EXPLORE ALL OF THE  
2 ALTERNATIVES THAT ARE CONTAINED IN YOUR REPORT, I WOULD SAY  
3 WITH PARTICULAR FOCUS ON THE ONE YOU SUGGESTED AND ALSO ON THE  
4 PARTNERSHIP WITH THE ACADEMIC INSTITUTION. I THINK GETTING OUT  
5 OF THE BUSINESS OF HAVING THIS AS A TEACHING HOSPITAL IS NOT  
6 AN OPTION I WOULD ACTIVELY EXPLORE. IT WILL TAKE CARE OF  
7 ITSELF IF ALL THE OTHER OPTIONS FALL BY THE WAYSIDE AND I  
8 DON'T THINK THAT'S ANYTHING THAT ANY OF US WANT. I THINK  
9 THERE'S A TREMENDOUS ADVANTAGE TO OUR COMMUNITY AND TO THE  
10 COUNTY AS A WHOLE TO HAVE THIS AS A TEACHING HOSPITAL. SO WITH  
11 PARTICULAR FOCUS ON THOSE TWO AND TO HAVE A REPORT-- YOU SAY  
12 MID-APRIL. I SAID MAY 1ST. IF YOU CAN GET IT IN MID-APRIL,  
13 THAT'S...

14

15 **DR. THOMAS GARTHWAITE:** (INAUDIBLE - COUGH)

16

17 **SUPERVISOR YAROSLAVSKY:** BECAUSE WE ARE-- ESSENTIALLY, AS TIME  
18 MARCHES ON, WE ARE-- THE CALENDAR IS TAKING CARE OF OUR  
19 OPTIONS. IT'S EXHAUSTING OUR OPTIONS BEFORE WE'VE EVER HAD A  
20 CHANCE TO ENGAGE THEM. BUT, IF YOU'RE COMFORTABLE WITH THAT,  
21 THEN I CERTAINLY WOULD AGREE WITH THAT.

22

23 **DR. THOMAS GARTHWAITE:** CAN I JUST...?

24

25 **SUPERVISOR YAROSLAVSKY:** GO AHEAD.



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1

2 **DR. THOMAS GARTHWAITE:** I DON'T KNOW WHEN AN APPROPRIATE TIME  
3 IS BUT ONE IMPORTANT THING, I THINK, TO SAY IS THAT OUR  
4 ALTERNATIVES, THAT THERE ARE ALTERNATIVES. AND ONE REASON FOR  
5 PUTTING FORWARD SOMETHING THAT WE DO CONTROL IS TO SAY TO  
6 RESIDENTS WHO MATCH NEXT WEEK AND FOR THOSE WHO FELL OUTSIDE  
7 THE MATCH, THAT WE HAVE A SOLUTION, NO MATTER WHAT HAPPENS FOR  
8 THIS FALL, THAT I THINK CAN ALMOST GUARANTEE A LONGEVITY TO  
9 THE TRAINING PROGRAM SO THAT PEOPLE WOULD COMMIT TO US, THAT  
10 WE HAVE A WAY OF KEEPING THOSE PROGRAMS GOING. SO I THINK  
11 THAT'S AN IMPORTANT PIECE SO THAT WE HAVE THE MAXIMUM CHANCE  
12 TO FIND THE BEST RESIDENTS.

13

14 **SUP. YAROSLAVSKY:** I AGREE WITH THAT. I THINK EVERYBODY AGREES  
15 WITH THAT. IN A PERFECT WORLD, WE'D LIKE TO PROTECT THE  
16 INTEREST OF THE RESIDENTS, WE'D LIKE TO PROTECT THE-- HAVE AS  
17 MINIMUM AS DISLOCATION AS POSSIBLE. HOWEVER, OUR MAIN CONCERN,  
18 AND I THINK ALL OF OUR CONCERN, MAIN CONCERN, HAS TO BE OUR  
19 PATIENTS AND OUR CLIENTS, AND WHETHER THEY'RE BEING ADEQUATELY  
20 CARED FOR UNDER THE CURRENT SET OF CIRCUMSTANCES. AND I THINK  
21 THE ANSWER IS SELF-EVIDENT AND THAT IS THAT IT'S NOT ADEQUATE,  
22 OTHERWISE WE WOULDN'T BE SITTING HERE FOR THE LAST FEW MONTHS  
23 DOING WHAT WE'RE DOING. SO I APPRECIATE THAT. I THINK WE ALL  
24 WANT TO GET TO THE SAME PLACE BUT I DO THINK WE WANT TO HAVE--  
25 I KNOW WE WANT TO HAVE OPTIONS IN CASE WE CAN'T GET TO WHERE



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1 WE WANT TO GET. AND THAT WAS MY CONCERN BACK IN JANUARY IS, IF  
2 WE ABANDON THE ALTERNATIVE, IF WE ABANDON ANY KIND OF A DUAL  
3 TRACK APPROACH, THEN WE'VE BASICALLY SAID WE'RE CASTING ALL OF  
4 OUR ENTIRE LOT WITH DREW AND I KNOW THAT-- AND THEY'RE GOING  
5 TO SPEAK AND I WILL BE ANXIOUS TO HEAR WHAT THEY HAVE TO SAY  
6 AND I KNOW THEY FEEL THEY'RE MAKING PROGRESS. I DON'T SHARE  
7 THE SAME ENTHUSIASM ABOUT THE LEVEL OF PROGRESS AND THE RATE  
8 OF PROGRESS THAT HAS BEEN MADE. I MAY BE MISINFORMED, I DOUBT  
9 IT, BUT I'M WILLING TO GIVE THEM THE OPPORTUNITY. BUT, IN THE  
10 EVENT THEY-- IF WE DON'T HAVE A PARALLEL TRACK, THERE IS NO  
11 INCENTIVE, EVEN FOR, I MEAN, WE KNOW HOW A BUREAUCRACY  
12 OPERATES. WE KNOW HOW A BIG ORGANIZATION OPERATES AND DREW IS  
13 A BIG UNIVERSITY. IT'S A BIG ORGANIZATION. EVEN IF IT'S NOT A  
14 BIG UNIVERSITY, IT'S A PRETTY GOOD-SIZED ORGANIZATION AND  
15 THEY'VE GOT A BOARD AND THEY'VE GOT THEIR FIEFDOMS LIKE WE ALL  
16 DO. AND, IF THERE IS NO PRESSURE TO CHANGE, THEY WON'T CHANGE.  
17 THAT'S JUST-- THAT'S HUMAN NATURE. IT'S NOT A KNOCK ON DREW  
18 ANY MORE THAN IT WOULD BE A KNOCK ON THE COUNTY GOVERNMENT. WE  
19 ALL HAVE THE SAME PROBLEM. SO I WANT TO JUST KEEP THE PRESSURE  
20 ON AND IT'S NOT JUST TO KEEP THE PRESSURE ON. IN THE EVENT  
21 WE'RE NOT SATISFIED THAT WE'VE MADE A-- THAT WE'VE SOLVED AT  
22 LEAST A GROUP PIECE OF THIS, THE WHOLE OTHER PIECES OF THIS,  
23 AS WE ALL KNOW, OUR PIECE, BUT IF WE HAVEN'T SOLVED THE DREW  
24 PIECE OF THIS, THAT WE HAVE ANOTHER WAY TO GO AND WE WON'T BE  
25 IN A POSITION TO GO ANOTHER WAY IF WE DON'T START NOW. AND



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1 THAT'S WHY I THINK IT'S SIGNIFICANT THAT YOU'VE COME TO THAT  
2 CONCLUSION YOURSELF AND I'M PLEASED. I WISH WE'D DONE THAT IN  
3 JANUARY, MAYBE WE'D HAVE A COUPLE MONTHS AHEAD OF-- BE AHEAD  
4 OF OURSELVES A BIT BUT THAT'S FINE. I THINK YOU'RE ON THE  
5 RIGHT TRACK. AND SO I WANT TO PUT MY MOTION AS A SUBSTITUTE  
6 FOR MY ORIGINAL MOTION. IT JUST REFINES IT AND CHANGES THE  
7 DATES AND I THINK IT'S COMPATIBLE WITH YOUR RECOMMENDATION. I  
8 THINK YOUR STAFF, AT LEAST, HAS SEEN IT THIS MORNING AND I'VE  
9 CIRCULATED THAT (INDISTINCT).

10

11 **SUP. MOLINA:** ALL RIGHT. SO YOU'RE SUBMITTING THIS MOTION?

12

13 **SUP. YAROSLAVSKY:** AS A SUBSTITUTE FOR WHAT'S ON NUMBER 6.

14

15 **SUP. MOLINA:** AS A SUBSTITUTE. IS THERE A SECOND?

16

17 **SUP. ANTONOVICH:** SECOND.

18

19 **SUP. MOLINA:** ALL RIGHT. THIS MOTION IS BEFORE US. MS. BURKE?

20

21 **SUP. BURKE:** WHEN YOU SAY, IN YOUR STATEMENT, THAT YOU'RE  
22 TALKING TO A.C.G.M.E. TO POSSIBLY ENTER INTO AN ARRANGEMENT OF  
23 WHERE THE COUNTY WOULD BE THE ACCREDITING AGENCY, IS THAT  
24 SIMILAR TO WHAT THE RELATIONSHIP IS WITH HARBOR?

25



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1 **DR. THOMAS GARTHWAITE:** RIGHT. IT'S MORE SIMILAR TO THAT, WHERE  
2 WE WOULD BE THE SPONSORING ORGANIZATION AND WE WOULD DIRECTLY  
3 EMPLOY, FOR INSTANCE, THE GRADUATE MEDICAL EDUCATION CHIEF,  
4 DESIGNATED INSTITUTIONAL OFFICIAL AND SO FORTH.

5

6 **SUP. BURKE:** AND HAS IT BEEN SUCCESSFUL AT HARBOR?

7

8 **DR. THOMAS GARTHWAITE:** I THINK SO, BY MOST CRITERIA.

9

10 **SUP. BURKE:** HAVE THE ADMINISTRATORS AT DREW INDICATED THAT  
11 THEY'RE WILLING TO AGREE WITH THAT AND JOIN IN THAT?

12

13 **DR. THOMAS GARTHWAITE:** WE HAVEN'T REALLY HAD MANY DISCUSSIONS  
14 ABOUT THAT, PER SE, OTHER THAN, YOU KNOW, PUTTING THE IDEAS  
15 FORWARD ON FRIDAY AND HAVING SOME VERY PRELIMINARY  
16 DISCUSSIONS.

17

18 **SUP. BURKE:** BUT THEY'RE AWARE YOU'RE MOVING FORWARD WITH THAT  
19 APPROACH?

20

21 **DR. THOMAS GARTHWAITE:** RIGHT. I THINK PEOPLE ARE AWARE THAT  
22 THAT'S A POSSIBILITY. CERTAINLY, WE CIRCULATED MY FRIDAY MEMO  
23 SHOWING THAT AS ONE OF THE OPTIONS WIDELY. IT'S ON THE  
24 INTERNET.

25



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1 **SUP. BURKE:** AT U.S.C., IS THAT THE SAME APPROACH OR IS IT A  
2 DIFFERENT ONE THERE?

3

4 **DR. THOMAS GARTHWAITE:** U.S.C. IS A BIT DIFFERENT BECAUSE WE  
5 CONTRACT FOR BOTH EDUCATION SERVICES AND CLINICAL SERVICES SO  
6 THE NATURE OF THAT AFFILIATION IS MOST DIFFERENT AMONG OUR  
7 AFFILIATIONS.

8

9 **SUP. BURKE:** HAVE YOU HAD SOME DISCUSSION WITH THEM IN TERMS OF  
10 HOW YOU'RE MOVING FORWARD ON SURGERY AND RADIOLOGY AND HOW  
11 THEY INTEND TO TRY TO REINSTATE THOSE PROGRAMS?

12

13 **DR. THOMAS GARTHWAITE:** WITH DREW, YOU MEAN?

14

15 **SUP. BURKE:** WITH DREW.

16

17 **DR. THOMAS GARTHWAITE:** YES. WELL, THE KEY, THE FIRST THING  
18 THAT HAS TO BE ACCOMPLISHED IS TO GET FULL INSTITUTIONAL  
19 ACCREDITATION AND...

20

21 **SUP. BURKE:** WHAT ARE SOME OF THE THINGS THAT ARE HAPPENING  
22 THERE TO MOVE FORWARD TO GET THE INSTITUTIONAL AND ADDRESSING  
23 SOME OF THE ISSUES THAT WERE RAISED IN THE INSTITUTIONAL?

24



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1 **DR. THOMAS GARTHWAITE:** RIGHT. I THINK THE SIGNIFICANT THINGS  
2 ARE-- THE SPECIFIC OUTCOMES OF THE TASK FORCE THAT I HAD  
3 TALKED ABOUT THAT DR. MICHAEL DRAKE HAS BEEN HEADING. THAT HAS  
4 A GRADUATE MEDICAL EDUCATION DEAN FROM UNIVERSITY OF SAN  
5 FRANCISCO. IT HAS SEVERAL OTHER INDIVIDUALS, BOTH FROM  
6 U.C.L.A., FROM DREW. I SIT ON THAT. AND WE HAVE COME UP WITH A  
7 SERIES OF THINGS. FOR INSTANCE, WE'VE MADE RECOMMENDATIONS TO  
8 THE DEAN ON SETTING UP ROUTINE MEETINGS WITH THE RESIDENTS SO  
9 THAT THERE'S UNFETTERED FEEDBACK BEYOND THE DEPARTMENT CHAIRS.  
10 WE'VE SET UP A OPPORTUNITY FOR THE DEAN FOR GRADUATE MEDICAL  
11 EDUCATION AT DREW TO VISIT AND LEARN FROM AND CALL ON THE  
12 PHONE AS A MENTOR AN ASSOCIATE DEAN FROM ANOTHER UNIVERSITY  
13 AND SO FORTH. SO THERE'S BEEN A SERIES OF VERY TANGIBLE,  
14 SPECIFIC STEPS TO...

15

16 **SUP. BURKE:** WHAT ABOUT THE ACTUAL INSTRUCTIONAL APPROACH, THE  
17 LEVEL OF INSTRUCTION? WHAT HAS HAPPENED THERE? HAS SOMETHING  
18 BEEN INSTITUTED THERE?

19

20 **DR. THOMAS GARTHWAITE:** YEAH, KEEPING IN MIND THAT  
21 INSTITUTIONAL ACCREDITATION IS LARGELY THE STRUCTURE OF THE  
22 EDUCATIONAL PROGRAMS, WHICH I WAS KIND OF ADDRESSING. ON THE  
23 OTHER HAND, EACH RESIDENCY REVIEW FOR EACH DEPARTMENT, EACH  
24 PROGRAM ITSELF, HAS TO IMPROVE ITS EDUCATIONAL ABILITIES AND,  
25 PRIMARILY, THE CRITICISMS FROM THE A.C.G.M.E. HAVE BEEN TWO.



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1 ONE IS THAT THE FACULTY HAS NOT HAD ENOUGH ACADEMIC  
2 PRODUCTIVITY OR DOCUMENTATION OF THEIR ACADEMIC WORK AND,  
3 SECONDLY, THAT THE PASS RATES FOR THE RESIDENTS ON THE BOARD  
4 EXAMS IN SOME PROGRAMS, NOT ALL, SOME PROGRAMS HAS NOT BEEN  
5 HIGH ENOUGH. THERE'S ACTUALLY BEEN SOME GOOD PROGRESS IN  
6 IMPROVING SOME OF THE PASS RATES OF SOME PROGRAMS BUT, BECAUSE  
7 THEY-- MOST OF THE DATA IS BASED ON A ROLLING FIVE-YEAR  
8 AVERAGE, IT, YOU KNOW, DOESN'T SHOW UP QUITE AS FAST, YOU  
9 KNOW? BUT IF YOU'RE LOOK INCREMENTALLY, THERE'S BEEN  
10 IMPROVEMENT. IF YOU LOOK AT THE YEARLY EXAMINATIONS WHICH, IN  
11 A WAY, PREDICT THE BOARD EXAMINATION AT THE END OF THE  
12 PROGRAM, IF YOU LOOK AT THE YEARLY IN PROGRAMMING AND  
13 EXAMINATIONS, THERE'S BEEN SOME IMPROVEMENTS IN THOSE AS WELL  
14 AND I THINK THAT'S A REFLECTION OF THE LEADERSHIP AT DREW,  
15 HOLDING DEPARTMENT CHAIRS ACCOUNTABLE FOR THE EDUCATIONAL  
16 COMPONENT OF THEIR JOBS.

17

18 **SUP. BURKE:** WHEN I READ THE REPORTS, ONE OF THE ISSUES: WAS IT  
19 FAIR TO HAVE ACCESS TO THE PATIENT MIX THAT WAS NECESSARY.  
20 HAVE THOSE KINDS OF ARRANGEMENTS STARTED TO BE IN PLACE SO  
21 THAT THE PATIENT MIX WOULD BE AVAILABLE?

22

23 **DR. THOMAS GARTHWAITE:** RIGHT. THERE ARE SIGNIFICANT ISSUES  
24 WITH THE QUANTITY OF PATIENT WORK IN TERMS OF THE NUMBER OF  
25 RESIDENTS AND THAT'S PART OF WHAT WE'RE REVIEWING. I WOULD



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1 HOPE TO HAVE A LOT OF THAT DONE OVER THE NEXT 30 DAYS, BOTH  
2 WHICH PROGRAMS AND THE SIZE OF THOSE PROGRAMS AND...

3

4 **SUP. BURKE:** YOU KNOW, ONE OF THE THINGS I THINK THAT'S SO  
5 IMPORTANT IS THAT WE FIND OUT, AS THINGS GO ALONG, YOU KNOW,  
6 WE READ EVERYTHING THAT GOES IN THE L.A. TIMES, WHICH ARE ALL  
7 OF THE THINGS THAT ARE BAD. BUT IT WOULD BE VERY HELPFUL IF WE  
8 COULD GET SOME REPORT AS TO YOUR PROGRESS AS FAR-- OR THEIR  
9 PROGRESS AS FAR AS REPLACING PEOPLE WHO DO NOT NECESSARILY  
10 HAVE THE ACADEMIC BACKGROUND OR WHO HAVE NOT HAD THE  
11 PUBLISHING THAT'S REQUIRED, IDENTIFYING SOME PROGRAM THAT--  
12 WHERE THOSE STUDENTS OR THOSE RESIDENTS WOULD HAVE AN  
13 OPPORTUNITY TO HAVE ACCESS TO THOSE PATIENTS. AND, AS THOSE  
14 THINGS ARE ACCOMPLISHED, IT WOULD BE VERY IMPORTANT FOR US TO  
15 KNOW ABOUT EACH ONE OF THEM AS THEY GO ALONG.

16

17 **DR. THOMAS GARTHWAITE:** THAT'S A GOOD IDEA, YEAH.

18

19 **SUPERVISOR BURKE:** AND THAT WAY, WE WOULD GET SOME IDEA THAT  
20 EVERYTHING'S NOT SITTING STAGNANT UNTIL THE DAY YOU WALK IN  
21 BECAUSE IT APPEARS THAT EVERYTHING IS JUST AT A DISCUSSION  
22 LEVEL, YOU KNOW, OR A TASK FORCE LEVEL, WHERE IT REALLY IS  
23 VERY IMPORTANT THAT WE KNOW WHAT HAS BEEN ACCOMPLISHED, WHAT  
24 HAS BEEN CHANGED. NOW, THERE WAS A RETREAT. OUT OF THAT  
25 RETREAT, DID YOU GET SOME CHANGES IN TERMS OF INFORMATION THAT



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1 THE BOARD IS GOING TO HAVE OR THAT SOME OF THESE ARE THE  
2 THINGS THAT WE ABSOLUTELY NEED A PROGRESS REPORT ALMOST ON A  
3 WEEKLY LEVEL BECAUSE WE GET THAT FROM THE L.A. TIMES ON A  
4 WEEKLY BASIS. SO WE NEED, ON A WEEKLY BASIS, SOME KIND OF A  
5 PROGRESS TO KNOW EXACTLY WHAT IS HAPPENING IN A VERY POSITIVE  
6 WAY TO CORRECT THE ISSUES. IF THERE'S A NEW MEMBER OF THE  
7 BOARD THAT COMES ON, WE SHOULD KNOW ABOUT THAT PERSON AND WHAT  
8 THEIR RESUME IS. WE SHOULD KNOW IF THERE'S A NEW INSTRUCTOR  
9 WHO IS BEING BROUGHT IN TO SUBSTITUTE FOR SOMEONE, WHAT THEIR  
10 PUBLISHING BACKGROUND IS, WHAT THEIR EXPERIENCE IS, AND WHAT  
11 THEY'RE BRINGING IN. I DON'T EVEN THINK THAT WE WERE TOLD IN A  
12 FORMAL WAY THAT DRAKE WAS THERE, THAT HOPPER HAS BEEN WORKING  
13 ON THESE ISSUES, AND THESE ARE PEOPLE WHO ARE TOP IN THEIR  
14 FIELD WHO HAVE THE ABILITY TO BRING SOME KIND OF EXPERIENCE.  
15 THIS HAS NOT BEEN SHARED AS IT GOES ALONG.

16

17 **DR. THOMAS GARTHWAITE:** RIGHT. WELL, I APOLOGIZE AND I WILL  
18 WORK WITH DREW AND WE'LL GET A REGULAR REPORT FORWARD. WE'D  
19 LOVE TO DO THAT AND I THINK IT'S JUST THE NUMBER OF ISSUES  
20 WE'VE BEEN DEALING WITH. WE'VE NOT STOPPED TO THINK ABOUT THAT  
21 BUT IT'S ABSOLUTELY-- IT'S IMPORTANT.

22

23 **SUP. BURKE:** I KNOW WE LIVE ON A CRISIS BASIS. PEOPLE ASK ME,  
24 "WHY DIDN'T YOU KNOW ABOUT THIS?" WE DEAL IN A CRISIS. LAST  
25 WEEK, THE PHARMACY, YOU KNOW? THE WEEK BEFORE, SOMETHING ELSE.



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1 BUT WHILE WE'RE DOING THAT, I THINK YOU NEED TO MAYBE ASSIGN  
2 ONE PERSON WHO HAS A LIAISON AND BRINGS THE INFORMATION IN  
3 TERMS OF WHAT CHANGES ARE ACTUALLY TAKING PLACE.

4

5 **DR. THOMAS GARTHWAITE:** ABSOLUTELY. COULDN'T AGREE MORE.

6

7 **SUP. BURKE:** NOW, WHAT IS GOING TO HAPPEN JUNE 30TH IN TERMS OF  
8 SURGERY AND RADIOLOGY AS FAR AS THE HOSPITAL?

9

10 **DR. THOMAS GARTHWAITE:** WELL, WE WILL BE PROVIDING SERVICES  
11 WITHOUT THE EDUCATIONAL COMPONENT. I THINK WE HAVE A VERY  
12 STRONG PLAN IN SURGERY WITH TIMES AND DATES AND INDIVIDUALS  
13 RESPONSIBLE.

14

15 **SUP. BURKE:** THERE WERE 36 RESIDENTS AND THOSE 36 RESIDENTS ARE  
16 NO LONGER THERE, RIGHT? OR MOST OF THEM AREN'T THERE?

17

18 **DR. THOMAS GARTHWAITE:** CORRECT. 35.

19

20 **SUP. BURKE:** 35. WHAT IS HAPPENING IN TERMS OF THE SUBSTITUTE  
21 FOR THOSE PEOPLE?

22

23 **DR. THOMAS GARTHWAITE:** YEAH. WHAT WE HAVE DONE IS TO WORK OUT  
24 A SCHEDULE OF WHAT WORK HAS BEEN BEING DONE, NUMBER OF  
25 OPERATIONS, NUMBER OF DAYS IN THE I.C.U., NUMBER OF ROUNDS



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1 THAT NEED TO BE MADE, NUMBER OF CLINICS THAT NEED TO BE  
2 COVERED, THEN WE'VE ARRAYED THAT AGAINST THE TOTAL NUMBER OF  
3 FACULTY THAT WE HAVE AND THE TIME THAT THEY ARE AVAILABLE AND  
4 WE'VE ADDED IN SOME OTHER DUTIES THAT THE RESIDENTS CERTAINLY  
5 HAVE PERFORMED WHERE WE'RE GOING TO NEED OTHER ANCILLARY  
6 PERSONNEL: PHYSICIAN ASSISTANTS, CLINICAL NURSE SPECIALISTS  
7 AND SO FORTH. AND WE'VE BEEN ABLE TO, I THINK, TO COME TO A  
8 DEGREE OF BALANCE WITH THAT THAT WE THINK CAN WORK.

9

10 **SUP. BURKE:** COULD YOU KEEP US ADVISED ON THAT?

11

12 **DR. THOMAS GARTHWAITE:** ABSOLUTELY. ACTUALLY, I HAVE A VERY--  
13 RELATIVELY DETAILED DOCUMENT, IF YOU WANT A LOT OF DETAIL. BUT  
14 WE CAN ABSOLUTELY KEEP YOU-- AND A SIMILAR SORT OF THING IN  
15 RADIOLOGY.

16

17 **SUP. BURKE:** SIMILAR IN RADIOLOGY? IT'S NOT GOING TO BE  
18 CONTRACTED OUT, IT WILL BE-- ARE NEW PEOPLE BEING BROUGHT ON?

19

20 **DR. THOMAS GARTHWAITE:** WE'RE STILL-- IN RADIOLOGY, WE'RE STILL  
21 SOMEWHAT OPEN, THAT ONE IS A LITTLE LESS SETTLED, BUT WE HAVE,  
22 I THINK, ALSO A LITTLE EASIER, IN SOME RESPECTS, TO DO BECAUSE  
23 IT'S NOT QUITE AS ACUTE AS SURGERY.

24



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1 **SUP. BURKE:** DO YOU KNOW WHAT DREW IS DOING IN TERMS OF MOVING  
2 IN THE DIRECTION OF-- I UNDERSTAND YOU HAVE TO HAVE THE  
3 INSTRUCTIONAL-- I'M SORRY, THE INSTITUTIONAL ACCREDITATION  
4 BEFORE YOU-- FAVORABLE. INSTITUTION HAS TO HAVE A FAVORABLE  
5 RATING BEFORE THEY CAN APPLY FOR THE REINSTATEMENT OF THAT  
6 RESIDENCY PROGRAM?

7

8 **DR. THOMAS GARTHWAITE:** MM HM.

9

10 **SUP. BURKE:** AND YOU SAY THAT THEY'RE MOVING FORWARD ON THE  
11 INSTITUTIONAL?

12

13 **DR. THOMAS GARTHWAITE:** ABSOLUTELY.

14

15 **SUP. BURKE:** IS THERE ANY MOVEMENT IN TERMS OF BRINGING IN  
16 SOMEONE WHO WOULD HEAD UP SURGERY AND WHO HAS THE NECESSARY  
17 PUBLISHING BACKGROUND AND ABILITY TO SUPERVISE THAT  
18 DEPARTMENT? DO YOU KNOW ABOUT THAT?

19

20 **DR. THOMAS GARTHWAITE:** WELL, YEAH, I DON'T KNOW THAT ANY  
21 SPECIFIC RECRUITMENT IS UNDERWAY RIGHT AT THIS MOMENT. I WILL  
22 SAY, THOUGH, WE DID HAVE A REVIEW BY AN OUTSIDE BODY LOOK AT  
23 SURGERY AND I BELIEVE THE RECOMMENDATIONS FROM DR. OREGON'S  
24 GROUP WAS THAT THERE SHOULD BE MORE OF A STABILIZING TIME  
25 FRAME, GET THE INSTITUTIONAL ACCREDITATION FIXED AND NOT TRY



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1 TO RECRUIT A PERMANENT CHAIR OF SURGERY UNTIL THAT WAS MORE  
2 WELL DEFINED. AND HE JUST FELT THAT YOU WOULDN'T BE  
3 SUCCESSFUL.

4

5 **SUP. BURKE:** ARE THERE PEOPLE THERE WHO MIGHT BE ACTING AND WHO  
6 MIGHT BE ABLE TO TAKE THOSE POSITIONS?

7

8 **DR. THOMAS GARTHWAITE:** RIGHT. WELL, CURRENTLY ACTING IS DR.  
9 DOTTA AND DR. SCOTT, IN THE PROGRAM DIRECTOR POSITION RIGHT  
10 NOW. BUT WE-- YEAH, I-- WE JUST HIRED DR. PEEKS. I WANT TO  
11 GIVE HIM A CHANCE ALSO TO BE PART OF THE PLANNING FOR SURGERY  
12 SO I DON'T WANT TO GET TOO FAR AHEAD OF HIM. HE'S DOING A FINE  
13 JOB SO FAR.

14

15 **SUP. BURKE:** ALL RIGHT. I HAVE NO OTHER QUESTIONS OF DR.  
16 GARTHWAITE.

17

18 **DR. THOMAS GARTHWAITE:** THANK YOU.

19

20 **SUP. MOLINA:** ALL RIGHT. LET ME JUST SHARE. I OBJECT TO THIS  
21 MOTION. THE PORTION THAT I OBJECT TO IS IN THE "I THEREFORE  
22 MOVE". I DON'T HAVE A PROBLEM WITH CREATING A STRATEGIC  
23 ALTERNATIVES AND PLANS FOR THE DREW AFFILIATION BUT I HAVE A  
24 PROBLEM WITH THIS SENTENCE: "THIS REPORT SHOULD INCLUDE A  
25 RECOMMENDATION FROM THE DEPARTMENT REGARDING THE CRITERIA TO



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1 BE USED FOR A DECISION TO TERMINATE THE AGREEMENT WITH DREW  
2 UNIVERSITY AND A DETAILED DESCRIPTION OF PREFERRED ALTERNATIVE  
3 STRATEGY FOR THE OPERATION OF MARTIN LUTHER KING, JR.,  
4 INCLUDING A TIME LINE WITH KEY DECISION DATES FOR THE  
5 DEPARTMENT AND THE BOARD". I THINK WHAT WE'RE DOING HERE IS  
6 WE'RE MAKING A PREDETERMINATION. I DON'T HAVE ANY PROBLEM WITH  
7 HOLDING PEOPLE'S FEET TO THE FIRE. THAT'S A FAIR THING TO BE  
8 DOING BUT I THINK IT'S A TWO-WAY STREET AND I THINK WE HAVE TO  
9 UNDERSTAND AND RESPECT THAT. THIS DIDN'T COME ABOUT  
10 EXCLUSIVELY BY THE FAILINGS OF DREW. THIS CAME ABOUT BY THE  
11 FAILINGS AT M.L.K. AND THE DEPARTMENT OF HEALTH SERVICES IS  
12 CERTAINLY A PART OF THAT. AND IF WE LOOK AT OUR AFFILIATION  
13 AGREEMENTS OVERALL, INCLUDING WITH U.S.C., WHICH IS THE ONE  
14 I'M MOST FAMILIAR WITH, THERE ARE PROBLEMS AND THOSE  
15 AFFILIATION AGREEMENTS HAVE TO BE REDONE AND RENEGOTIATED,  
16 WHICH IS WHAT WE'RE IN THE PROCESS OF DOING. THE REALITY IS,  
17 WE HAVE BEEN FORTUNATE, AT L.A. COUNTY U.S.C., AT LEAST THE  
18 WAY I SEE IT, AS THAT YOU'VE HAD FAIRLY EFFECTIVE MANAGEMENT,  
19 WHETHER IT BE THE CHAIRS OF THE DEPARTMENTS, WHETHER IT BE THE  
20 MEDICAL DIRECTOR AND THINGS OF THAT SORT. BUT THE REALITY IS  
21 THERE'S BEEN PROBLEMS THERE, TOO. LET'S NOT FORGET THE FAMOUS  
22 PLASTIC SURGEON CASE IN WHICH WE-- OUR OWN SURGICAL FACILITIES  
23 WERE BEING USED FOR THE PRIVATE ENTERPRISE OF ONE OF OUR OWN  
24 RESIDENTS AND WE PAID A FORTUNE FOR THAT AND STILL WILL BE  
25 PAYING FOR THAT. SO THE FAILINGS ARE ALSO ON OUR SIDE OF THE



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1 STREET AND LET'S NOT JUST JUMP AND SAY ALL THE FAILINGS ARE AT  
2 DREW MEDICAL. THERE'S NO DOUBT THAT THE ACCREDITATION ISSUES,  
3 THE LACK OF CREDENTIALS, THE LACK OF OVERSIGHT, THE LACK OF  
4 MANAGEMENT OVERSIGHT ARE HUGE, AND THOSE ARE ISSUES THAT NEED  
5 TO BE ADDRESSED. BUT THERE WAS NO REASON WHY WE WERE ALLOWING,  
6 AT OUR LEVEL, AS THE DEPARTMENT OF HEALTH SERVICES, EVEN UNDER  
7 CONTRACT PROVISIONS WITH DREW, THAT WE WERE NOT GETTING THOSE  
8 ACCREDITATION REPORTS, THAT WE WERE NOT GETTING THE  
9 INFORMATION. THAT WAS OUR FAILING NOT THE FAILING EXCLUSIVELY  
10 OF DREW. SO I'M OPPOSED IN PUTTING IN A SENTENCE THAT ALREADY  
11 SAYS ALMOST AGAIN, FOR THE SAME REASON THAT I OPPOSED YOUR  
12 INITIAL MOTION...

13

14 **SUP. YAROSLAVSKY:** I CAN AMEND IT. I WOULD LIKE TO AMEND IT  
15 BECAUSE I THINK YOU'RE...

16

17 **SUP. MOLINA:** OKAY, BECAUSE I THINK THOSE ARE NEGATIVE TERMS.

18

19 **SUP. YAROSLAVSKY:** I THINK YOU'RE RIGHT AND IT WASN'T INTENDED  
20 THAT WAY AND I WILL SUGGEST THE FOLLOWING AMENDMENT, WHERE IT  
21 SAYS, "THE CRITERIA TO BE USED FOR A DECISION TO TERMINATE THE  
22 AGREEMENT WITH THE DREW UNIVERSITY, COMMA, IF THAT IS THE  
23 DEPARTMENT'S RECOMMENDED COURSE, COMMA".

24



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1 **SUP. MOLINA:** I THINK THOSE ARE STILL HEATED WORDS. WHY DON'T  
2 YOU SAY, "A CRITERIA TO BE USED FOR A DECISION IN DEALING WITH  
3 DREW UNIVERSITY OR IN A DECISION THAT WILL LEAD TO THE  
4 AFFILIATION AGREEMENT", SOMETHING THAT DOESN'T SAY THAT WE'RE  
5 GOING TO TERMINATE. WE HAVE A TERMINATION CLAUSE WITH U.S.C.  
6 RIGHT NOW. WE'VE ALREADY TERMINATED THAT AGREEMENT, THAT WAS--  
7 BUT I THINK THAT WHAT YOU'RE DOING IS FUELING WHEREAS I WANT  
8 TO GO WHERE YOU'RE GOING. IT'S NOT A PROBLEM AND DR.  
9 GARTHWAITE HAS TOLD US THAT HE'S SORT OF WORKING IN THAT  
10 DIRECTION, BUT I THINK THAT PUTTING IT IN THERE IN THAT  
11 FASHION IS JUST A HOT BUTTON THAT I DON'T WANT TO PUSH.

12

13 **SUP. YAROSLAVSKY:** NO, I DON'T INTEND IT TO BE A HOT BUTTON AND  
14 I'M JUST LOOKING FOR A WAY. I THINK THAT, IF YOU ADD THE  
15 LANGUAGE THAT I HAVE SUGGESTED, THAT IT DOES NOT CREATE THE  
16 IMPRESSION OF A PREDETERMINATION. MAYBE WE'D JUST PUT THAT  
17 FIRST. "THIS REPORT SHOULD..." WHY DON'T WE START THE SENTENCE  
18 BY SAYING, THAT SENTENCE WHERE IT NOW SAYS, "THIS REPORT  
19 SHOULD INCLUDE..." WHY DON'T WE SAY, "IF THE DEPARTMENT'S  
20 RECOMMENDATION IS TO TERMINATE, THIS REPORT SHOULD INCLUDE THE  
21 CRITERIA THE DEPARTMENT USED FOR SUCH A RECOMMENDATION."

22

23 **DR. THOMAS GARTHWAITE:** IF I COULD JUST ADD SOMETHING  
24 BECAUSE...

25



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1 **SUPERVISOR YAROSLAVSKY:** OR MAYBE YOU'VE GOT A BETTER IDEA?

2

3 **SUP. BURKE:** MAY I JUST ALSO, WHILE YOU'RE DISCUSSING THIS, I  
4 HAVE SOME OTHER THINGS I'D LIKE TO BRING IN.

5

6 **SUP. MOLINA:** WAIT. LET'S JUST GET A CLARIFICATION, TO GET A  
7 CLARIFICATION OF WHERE THE MOTION IS GOING. DID YOU HAVE A  
8 SUGGESTION, DR. GARTHWAITE?

9

10 **DR. THOMAS GARTHWAITE:** WELL, ONLY THAT, IN FACT, THERE HAS  
11 BEEN A DECISION TO TERMINATE THE AGREEMENT. THE REAL QUESTION  
12 IS, WHAT CRITERIA WOULD WE USE TO CONCLUDE THAT RENEGOTIATION  
13 WASN'T POSSIBLE?

14

15 **SUP. MOLINA:** WASN'T SUCCESSFUL.

16

17 **SUP. YAROSLAVSKY:** THAT'S FINE.

18

19 **SUP. BURKE:** THAT'S WHAT I'M TRYING TO GET AT BECAUSE  
20 EVERYTHING'S SO NEBULOUS HERE. IT'S LIKE WE SHOULD TERMINATE,  
21 WE SHOULD HAVE ALTERNATIVES, BUT IT SEEMS TO ME THAT, WHEN  
22 MOST PEOPLE ARE TERMINATING CONTRACTS, THEY HAVE A WHOLE  
23 ANALYSIS OF THE PROBLEMS WITH THE PRESENT CONTRACT AND THE  
24 THINGS THEY WANT CHANGED IN TERMS OF THE PERFORMANCE IN ORDER  
25 TO DETERMINE WHETHER OR NOT YOU SHOULD TERMINATE THE CONTRACT.



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1 ORDINARILY, THERE'S AN ANALYSIS. DO YOU WANT 10 MORE NEW BOARD  
2 MEMBERS WHO HAVE CRITERIA OF THIS, THIS, AND THIS? DO YOU WANT  
3 TWO FAVORABLE REPORTS ON DEPARTMENTS? SOMETHING HERE HAS TO BE  
4 A LITTLE BIT MORE CONCRETE OTHER THAN THIS WHOLE CONCEPT OF,  
5 "WE WANT TO TERMINATE" AND NO ONE EVEN KNOWING WHAT THE  
6 CRITERIA WOULD BE. I THINK-- I MEAN, I DON'T KNOW OF ANY  
7 CONTRACT THAT'S EVER TERMINATED WITHOUT SOMEONE DELINEATING  
8 THE CRITERIA THAT WOULD BE BASIS OF THE ANALYSIS.

9

10 **SUP. MOLINA:** ALL RIGHT. MS. BURKE, BECAUSE IT WAS ON MY  
11 TIME...

12

13 **SUP. BURKE:** I'M SORRY.

14

15 **SUP. MOLINA:** THAT'S ALL RIGHT. I JUST WANT TO MAKE SURE,  
16 THOUGH, THIS IS THE SAME CRITERIA YOU WOULD USE FOR ALL OF THE  
17 AFFILIATION AGREEMENTS, IS THAT CORRECT?

18

19 **SUPERVISOR YAROSLAVSKY:** EXACTLY. YEAH.

20

21 **SUPERVISOR MOLINA:** ALL RIGHT. NOW, WE UNDERSTAND, THOUGH,  
22 THAT, SINCE THIS ONE IS SUCH A POTENTIAL PROBLEM BECAUSE OF  
23 THE LOSS OF ACCREDITATION AND SO FORTH, THAT WE NEED TO WATCH  
24 THIS ONE MORE CAREFULLY. BUT I WOULD SAY THAT THAT CRITERIA  
25 SHOULD BE THE SAME AS USED WITH ALL AFFILIATION AGREEMENTS.



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1 BUT LET ME RAISE THE OTHER ISSUE BECAUSE IT IS A TWO-WAY  
2 STREET, MR. YAROSLAVSKY. I WANT TO KNOW, AS WELL, AND I  
3 APPRECIATE THE TIME FRAME THAT YOU SHARED WITH US, DR.  
4 GARTHWAITE, BUT I'M ALSO CONCERNED OF WHAT ARE YOU DOING TO  
5 SHORE UP THE ISSUES AT M.L.K.? I AM NOT-- I MEAN, I KNOW WHAT  
6 WE'RE DOING TEMPORARILY BECAUSE FRED PROVIDES US THOSE REPORTS  
7 ON A REGULAR BASIS AS TO WHAT'S GOING ON ON A REGULAR BASIS,  
8 BUT I THINK THAT, YOU KNOW, YOU HAVE AN EMERGENCY TEAM THERE  
9 AND YOU'VE GOT TO PULL THAT OUT SOON BECAUSE YOU'VE GOT TO  
10 BRING SOME STABILITY TO THIS FACILITY. I WOULD LIKE TO KNOW AS  
11 WELL AS TO WHAT YOU ARE DOING TO SHORE UP THAT END OF IT.  
12 PEOPLE REMIND ME FROM TIME TO TIME AND WANT TO PLACE BLAME FOR  
13 MANY OF THE FAILINGS FROM DREW OR AT KING BECAUSE THE FAILINGS  
14 OF PERSONNEL ACTIONS AT THE DEPARTMENT OF HEALTH SERVICES OR  
15 OTHER KINDS OF RELATED ISSUES. SO I THINK IT WOULD BE  
16 WORTHWHILE TO ALSO DO AN ANALYSIS OF HOW WE'RE GOING TO SHORE  
17 UP OUR END OF MONITORING CONTRACTS, OF GETTING TO GO, BECAUSE  
18 IT IS A PARTNERSHIP, IT'S A TWO-WAY STREET, AND, IF THEY NEED  
19 CERTAIN PERSONNEL ACTIONS THAT ARE NOT BEING COMPLETED, IF  
20 THEY NEED CERTAIN RESOURCES IN ORDER TO ACCOMMODATE THOSE  
21 THINGS, WE HAVE TO SHOW THAT WE ARE HOLDING UP OUR END AS  
22 WELL. AND SO IT WOULD BE WORTHWHILE THAT, ALONGSIDE THIS, AS  
23 WELL AS THE CRITERIA THAT'S THE SAME, IS THAT YOU TELL US AND  
24 GIVE US SOME IDEA OF WHAT'S GOING ON THERE TO CREATE SOME  
25 PERMANENT CHANGES. WHAT WE HAVE THERE NOW, WITH FRED



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1 REPORTING, WITH THE CAMDEN GROUP BEING THERE, WHAT ARE WE  
2 DOING TO DO TO SHORE THAT UP? AND THAT ISN'T A DREW  
3 RESPONSIBILITY. THAT IS EXCLUSIVELY OUR RESPONSIBILITY. AND  
4 THOSE ISSUES ARE STILL LACKING. I KNOW WHAT WE'RE DOING DAY TO  
5 DAY BUT I DON'T KNOW WHAT WE'RE DOING FROM THIS POINT FORWARD  
6 AND THAT'S JUST AS CRITICAL. IF YOU DON'T HAVE A WELL-TRAINED,  
7 WELL-PREPARED NURSE, YOU DO NOT HAVE QUALITY PATIENT CARE AND  
8 YOU'LL GET THE SAME PROBLEM. IT MAY NOT BE AN ACCREDITATION  
9 PROBLEM. YOU'RE GOING TO HAVE J.A.C.O. AND OTHERS THAT ARE  
10 GOING TO BE COMING DOWN ON US, L.A. COUNTY USC HAS HAD THE  
11 SAME SITUATION SO WE NEED THAT TO OPERATE AS WELL ON A  
12 PARALLEL TRACK. BECAUSE I THINK THAT THAT HAS TO BE  
13 UNDERSTOOD. THE OTHER ISSUE THAT I WANT TO RAISE IS-- AND I  
14 KNOW THAT IT'S ALSO A HOT BUTTON ISSUE, BUT WE NEED TO FIGURE  
15 OUT WHEN WE'RE GOING TO HAVE OUR MEETING OUT IN THE COMMUNITY.  
16 THAT WAS A REQUEST THAT WE SAID WE WOULD HONOR AND I HAVE NOT  
17 SEEN, TO DATE, ANYONE TRYING TO MAKE ARRANGEMENTS FOR THAT  
18 MEETING. AND I KNOW THAT THERE-- WHEN I TALKED TO MY HEALTH  
19 DEPUTY, SHE SAYS, "WELL, THERE'S A SERIES OF BEILENSEN  
20 HEARINGS THAT ARE GOING TO HAVE TO BE HELD ANYWAY, LET'S DO IT  
21 TOGETHER." I'M OPPOSED TO THAT BECAUSE BEILENSONS ARE ABOUT  
22 CUTS AND THAT'S ALREADY A A NEGATIVE MESSAGE AS IT IS. I AM  
23 MORE INTERESTED IN BRINGING SOME OF THIS REALITY BACK INTO THE  
24 COMMUNITY. AND THAT'S THE PART THAT I'M TROUBLED WITH. IN MY  
25 VISITS WITH THE LEADERSHIP, INCLUDING THE, WHAT IS IT CALLED,



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1 THE-- NOT THE ROUND TABLE, THE... THE TASK FORCE THAT OPERATES  
2 WITHIN MARTIN LUTHER KING, THAT THEY WERE SO UNINFORMED,  
3 HONESTLY UNINFORMED, OF SOME OF THESE ISSUES AND I COULD  
4 UNDERSTAND WHERE SOMETIMES YOU'RE FEELING SO PRESSURED ABOUT  
5 WHAT'S GOING ON THAT YOU DON'T EVEN REALIZE WHAT HAS COME DOWN  
6 THE PIKE, AND I-- THAT WAS VERY TROUBLING FOR ME. I GUESS IT'S  
7 LIKE ANYTHING ELSE. YOU DON'T WANT TO BLAME-- YOU WANT TO JUST  
8 LOOK AT THE ENEMY FROM OUTSIDE OF THE COMMUNITY INSTEAD OF  
9 LOOKING AT SOME OF THE ISSUES THAT ARE THERE AND I THINK WE  
10 NEED TO HAVE A STRAIGHTFORWARD MEETING IN THE COMMUNITY TO  
11 ADDRESS SOME OF THESE ISSUES. I THINK IT'LL BE CONTENTIOUS. I  
12 THINK IT'LL BE DIFFICULT. I THINK IT'LL PROBABLY, I MEAN, YOU  
13 KNOW, PUT US UP AND PEOPLE WILL BE ANGRY AND HOSTILE AND ALL  
14 OF THOSE KINDS OF THINGS. BUT I THINK THERE'S A REALITY THAT  
15 WE NEED TO CONFRONT UP THERE WITH REGARD TO THESE ISSUES.  
16 THERE ARE STILL PEOPLE THAT IT IS BELIEVED THAT IT IS THE  
17 INTENTION OF THIS BOARD TO CLOSE DOWN MARTIN LUTHER KING. I  
18 THINK WE NEED TO GO OUT THERE AND DISSUADE THE COMMUNITY THAT  
19 IS NOT THE CASE HERE, THAT WE'RE TRYING TO SHORE IT UP, THAT  
20 WE'RE TRYING TO BUILD A STRONGER PARTNERSHIP AS TO HOW WE'RE  
21 GOING TO MOVE FORWARD, BUT THAT THERE ARE SOME VERY CRITICAL  
22 ISSUES BESIDES THE BUDGET CUTS THAT HAVE BEEN GOING ON. BUT  
23 CRITICAL ISSUES OF EVEN IF WE HAD ALL THE MONEY IN THE WORLD,  
24 IS THIS A FACILITY THAT'S GOING TO CONTINUE TO OPERATE AS IS?  
25 I DON'T THINK THAT'S THE CASE. AND I THINK WE NEED TO LEVEL



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1 WITH THE COMMUNITY AND THE POLITICAL LEADERSHIP OUT THERE ON  
2 SOME OF THESE ISSUES. SO I AM PREPARED TO BRING IN A MOTION,  
3 SEPARATE FROM THE BEILENSONS, ASKING THAT THIS BOARD START  
4 SCHEDULING THAT MEETING. I DON'T KNOW IF IT'S A GOOD DAY TO DO  
5 IT ON A TUESDAY MEETING WHEN WE HAVE ALL OUR OTHER MEETINGS OR  
6 TO DO IT ON A DAY SEPARATE BUT I JUST DON'T SEE ANY ACTIVITY  
7 GOING ON TO SCHEDULE THAT MEETING AND I THINK IT'S ESSENTIAL  
8 THAT THAT HAPPEN. NOW, UNLESS YOU'RE GOING TO INFORM ME  
9 OTHERWISE THAT YOU'VE ALREADY LOOKED AT SCHEDULING THAT...

10

11 **DR. THOMAS GARTHWAITE:** WE HAVE HAD SOME PRELIMINARY  
12 DISCUSSIONS BUT I DON'T KNOW WHERE IT IS.

13

14 **SUP. BURKE:** SUPERVISOR MOLINA, LET ME TELL YOU, I HAVE BEEN TO  
15 PERHAPS FIVE COMMUNITY MEETINGS THERE. NOW, IF WHAT YOU'RE  
16 SAYING IS YOU WANT TO GO THERE AND INFORM THE COMMUNITY OF  
17 WHERE YOU ARE, THAT'S ONE THING, BUT BASICALLY I HAVE-- ALL OF  
18 THE COMMUNITY MEETINGS THAT I HAVE ATTENDED HAVE BEEN  
19 BASICALLY JUST THE COMMUNITY CASTIGATING AND TALKING ABOUT  
20 HOW, YOU KNOW, AND BASICALLY, THERE ARE SOME VERY EMOTIONAL  
21 ISSUES AND IF YOU THINK THERE'S GOING TO BE FROM-- WHEN YOU  
22 SAY A COMMUNITY MEETING, ORDINARILY, IT MEANS LISTENING TO THE  
23 COMMUNITY. NOW, WHAT YOU MEAN IS TO PROVIDE INFORMATION...

24



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1 **SUP. MOLINA:** WELL, MS. BURKE, I THINK LISTENING IS A TWO-WAY  
2 STREET. WHAT I WOULD LIKE TO SEE US DO IS THAT THERE ARE MANY  
3 IN THE COMMUNITY THAT DON'T EVEN KNOW ABOUT THE SATCHER  
4 REPORT. THEY DO NOT. AND I THINK THAT, AGAIN, WHETHER PEOPLE  
5 WANT TO LISTEN TO IT OR NOT, IT WAS A VERY CREDIBLE REPORT. IT  
6 HAD VERY CONCRETE CONCLUSIONS THAT LED TO THE ACTIONS THAT  
7 WERE-- THIS IS THE PREMISE OF WHAT STARTED MANY OF OUR  
8 ACTIONS, LET ALONE THE DEATHS AND SOME OF THE OTHER PROBLEMS  
9 THAT WERE GOING ON. SO WE WERE TAKING SOME VERY CONCRETE  
10 ACTIONS TO LOOK AT ANALYSIS. WE DIDN'T GO IN THERE AND SAY,  
11 "THIS IS WHAT WE ARE." WE DID WITH A VERY THOUGHTFUL GROUP OF  
12 PEOPLE THAT WENT IN THERE AND LOOKED AT SOME OF THESE ISSUES  
13 AND, UNFORTUNATELY, THAT ESCALATED IN BETWEEN THAT. SO I AM  
14 NOT WILLING TO GO TO A COMMUNITY MEETING THAT SOMEBODY HAS SET  
15 UP FOR ME. I HAVE HAD THAT MEETING IN MY OFFICE IN WHICH THEY  
16 TELL ME THEIR ISSUES. I THINK WE HAVE A DUTY TO GO TO THE  
17 COMMUNITY AND INFORM THEM AS TO WHERE WE ARE, INCLUDING A  
18 REPORT GETTING DR. SATCHER AND OTHERS, MAYBE, TO DO A SUMMARY  
19 REPORT OF WHAT'S GOING ON, TO LOOK AT THE REAL ISSUES THAT  
20 HAVE BEEN THERE, WHETHER THEY BE ACCREDITATION, J.A.C.O.  
21 OVERSIGHT, AND SO ON, PATIENT CARE ISSUES THAT NEED TO BE  
22 ADDRESSED. AND HAVING A VERY FRANK DISCUSSION AND PANEL  
23 PRESENTATION AS TO WHERE WE ARE AND WHAT WE ARE DOING AND I  
24 THINK THAT DREW HAS TO BE IN A COMMANDING POSITION TO ASSERT  
25 THE KIND OF POSITIVE ACTIONS THAT ARE GOING ON BY THE



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1 DEPARTMENT OF HEALTH SERVICES AND THIS BOARD. BECAUSE WHAT WE  
2 NEED, WHETHER WE LIKE IT OR NOT, IS WE NEED TO HAVE SUPPORT  
3 FROM THAT COMMUNITY TO MOVE FORWARD. THAT IS THE REALITY. YOU  
4 CAN'T JUST FORCE U.C.L.A. OR U.S.C., WHETHER YOU LIKE IT OR  
5 NOT, NO MATTER WHAT POLITICAL ARRANGEMENT YOU HAVE, TO STEP  
6 INTO THIS QUAGMIRE AND SAY, "GET IN THERE AND DO IT AS A FAVOR  
7 TO US." I THINK IT'S A MISTAKE. I THINK WHAT WE NEED TO DO IS  
8 TO FIND A WAY TO BUILD, AND IT'S NOT GOING TO BE EASY BECAUSE  
9 THEY ARE HOSTILE AND THEY'RE ANGRY AND MAYBE THEY HAVE A RIGHT  
10 TO BE, AND THEY'RE GOING TO BLAME US, I DON'T DOUBT THAT, AND  
11 CALL US A LOT OF NAMES, BUT THAT'S ALL RIGHT. THAT'S NOT A  
12 PROBLEM. I THINK THAT MY JOB AND MY DUTY IS NOT ONLY TO  
13 LISTEN, BUT TO SHARE. WE NEED TO SHARE WHERE WE'RE AT AND WHAT  
14 WE'RE DOING AND WHAT OUR PLANS ARE. THEY MAY NOT LIKE IT BUT I  
15 DID NOT GET ELECTED TO JUST DELIVER THE GOOD NEWS. I GOT  
16 ELECTED TO DEAL WITH THE REALITY OF WHAT'S GOING ON HERE AND  
17 THAT HOSPITAL, WHETHER IT'S NOT IN MY DISTRICT OR NOT, IS TO  
18 SAY THAT IT IS AN ESSENTIAL PART OF OUR TRAUMA SYSTEM. IT IS  
19 AN ESSENTIAL PART OF OUR PATIENT CARE AND SO, CONSEQUENTLY,  
20 WHETHER I SAVE IT WITH DREW OR SAVE IT WITHOUT IT, ONE WAY OR  
21 ANOTHER, THAT HOSPITAL IS GOING TO BE SAVED. BUT I'D LIKE TO  
22 DO IT IN CONCERT WITH DREW IF, IN FACT, IT CAN SHORE ITSELF UP  
23 AND PROVE TO THE COMMUNITY THAT IT'S WORTHY OF THEIR SUPPORT  
24 AND OUR SUPPORT AS BOARD MEMBERS. SO I'M NOT GOING TO PUT IN  
25 MY MOTION BUT I'M GOING TO SAY TO YOU, DR. GARTHWAITE, THAT WE



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1 NEED TO SET THAT MEETING UP. I DON'T KNOW HOW YOU'RE GOING TO  
2 DO IT AND WHEN YOU'RE GOING TO DO IT, BUT IT NEEDS TO BE DONE  
3 SOON AND I'M GOING TO SAY THAT IT HAS TO BE SEPARATE AND APART  
4 FROM BEILENSONS. DON'T GO INTO A COMMUNITY TO LISTEN AND THEN  
5 SAY, "HERE IS THE CUTS." THAT'S NOT FAIR. WE GO INTO A  
6 COMMUNITY TO LET THEM KNOW WHERE WE'RE AT AND TO LAY DOWN WHAT  
7 OUR PROPOSAL IS AND, WHETHER THEY LIKE IT OR NOT, WE HAVE THE  
8 FINAL SAY-SO ON THAT, BUT I'D LIKE TO LISTEN TO WHAT SOME OF  
9 THEIR CONCERNS ARE AND, YES, WE'RE GOING TO HAVE TO LISTEN TO  
10 ALL THE RHETORIC THAT GOES WITH IT. BUT I THINK THIS BOARD HAS  
11 A DUTY TO GO OUT THERE TO HAVE THAT MEETING. SO I HOPE YOU CAN  
12 LOOK AT SETTING SOMETHING UP IN THE NEXT 30 DAYS. I CAN ACCEPT  
13 IT IN THE NEXT 60 DAYS BUT IT HAS TO BE A STRAIGHTFORWARD  
14 COMMUNITY MEETING THAT WAS COMMITTED BY THIS BOARD WELL OVER  
15 TWO MONTHS AGO. YES, MR. YAROSLAVSKY?

16

17 **SUP. YAROSLAVSKY:** MADAM CHAIR, I WANT TO JUST-- I'M GOING TO  
18 GIVE THIS TO THE CLERK IN A SECOND. I JUST WANT TO MODIFY THE  
19 AMENDMENT THAT I HAD JUST TO ADDRESS YOUR CONCERNS AND I THINK  
20 THIS DOES AND MS. BURKE MAY WANT MORE DETAIL AND THAT'S FINE.  
21 I JUST WANT TO GET THIS ON THE RECORD. IN THE SENTENCE THAT  
22 READS, THIS IS BACK ON MY MOTION NOW, "THIS REPORT SHOULD  
23 INCLUDE," AFTER THE WORD "INCLUDE," I WOULD STRIKE EVERYTHING  
24 UP TO THE WORD "THE" JUST BEFORE "DREW UNIVERSITY," AND THEN I  
25 WOULD INSERT THE FOLLOWING: "RECOMMENDED CRITERIA TO BE



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1 CONSIDERED IN DETERMINING ANY EXTENSION OR RENEWAL OF THE  
2 AFFILIATION AGREEMENT WITH DREW UNIVERSITY," COMMA, AND THEN  
3 IT GOES ON THE WAY IT WAS, "AND A DETAILED DESCRIPTION OF  
4 PREFERRED..." MR. LEAF REMINDS ME THAT WE'VE ALREADY VOTED TO  
5 TERMINATE THE AGREEMENT.

6

7 **SUP. MOLINA:** YES, WE HAVE.

8

9 **SUP. YAROSLAVSKY:** AND SO THAT LANGUAGE, IF NOTHING ELSE, WAS  
10 SUPERFLUOUS, BUT I WANTED TO REMOVE ALL REFERENCE TO THAT.  
11 WE'VE ALREADY DONE THAT. THE ISSUE NOW IS WHAT THE  
12 RENEGOTIATION-- WHAT THE TERMS OF THE RE-AFFILIATION WOULD BE  
13 AND THAT'S WHAT YOU'RE IN THE PROCESS OF NEGOTIATING AND  
14 THAT'S WHAT THIS SAYS. SO I THINK THAT ADDRESSES YOUR SENSE...

15

16 **SUP. MOLINA:** I CAN ACCEPT THAT.

17

18 **SUP. YAROSLAVSKY:** ...AND I APPRECIATE YOUR BRINGING THAT TO MY  
19 ATTENTION.

20

21 **SUP. MOLINA:** VERY GOOD.

22

23 **SUP. BURKE:** I MIGHT HAVE JUST ONE WORD. IT SEEMS TO ME THAT  
24 IT'S EITHER DETAILED OR ITEMIZED CRITERIA. DETAILED STATEMENT  
25 OF.



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1

2 **SUP. YAROSLAVSKY:** DETAILED IS FINE.

3

4 **SUPERVISOR BURKE:** DETAINED STATEMENT OF CRITERIA.

5

6 **SUP. MOLINA:** BUT, AGAIN, THE CRITERIA SHOULD BE ACROSS THE  
7 BOARD ON ALL OF OUR AFFILIATION AGREEMENTS. IT SHOULD BE  
8 EQUAL.

9

10 **SUP. YAROSLAVSKY:** I AGREE AND I ASSUME THAT THE CRITERIA  
11 YOU'RE GOING TO USE ARE CRITERIA, AS MS. MOLINA SAID EARLIER,  
12 THAT YOU WOULD USE AT HOSPITAL, IN AN ANY AFFILIATION  
13 AGREEMENT, I SHOULD SAY.

14

15 **DR. THOMAS GARTHWAITE:** RIGHT. IN THE KEY ELEMENTS PIECE OF THE  
16 MEMO FROM FRIDAY, I DETAILED JUST A COUPLE OF THINGS I THOUGHT  
17 WERE RELATIVELY UNIQUE TO THIS ACCREDITATION BUT I DON'T THINK  
18 THAT, IN THE END, WHAT WE'RE TRYING TO ACCOMPLISH IS ANY  
19 DIFFERENT.

20

21 **SUP. MOLINA:** ALL RIGHT. WE HAVE SOME PEOPLE THAT WISH TO  
22 ADDRESS US. I'D LIKE TO CALL UP DR. CAROL JORDAN-HARRIS, DR.  
23 HARRY DOUGLAS, AND WARREN WILLIAMS, YOU SIGNED UP ON THIS ITEM  
24 AS WELL? IF YOU'D JOIN US, SIR. PLEASE PROCEED, DR. HARRIS.

25



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1 **DR. CAROLE JORDAN-HARRIS:** GOOD MORNING. I'M DR. CAROL JORDAN-  
2 HARRIS, THE RECENTLY ELECTED CHAIR OF THE BOARD OF TRUSTEES  
3 AND I THANK YOU FOR ALLOWING US TO COME THIS MORNING TO  
4 DISCUSS THE MANY POSITIVE CHANGES THAT HAVE OCCURRED SINCE THE  
5 JANUARY DISCUSSION ON THE BOARD OF TRUSTEES. AS YOU'RE AWARE,  
6 WE APPLIED FOR A PLANNING GRANT THROUGH THE CALIFORNIA  
7 ENDOWMENT AND THAT GRANT WAS GIVEN. BUT, INSTEAD OF TO JUST  
8 DREW UNIVERSITY, THE GRANT WAS GIVEN TO THE COUNTY OF LOS  
9 ANGELES, DEPARTMENT OF HEALTH SERVICES, TO BE DONE AS A  
10 COLLABORATIVE WITH THE UNIVERSITY. THE STEERING COMMITTEE  
11 SELECTED FOR THAT GRANT INCLUDES MEMBERS FROM THE DEPARTMENT  
12 OF HEALTH SERVICES, UNIVERSITY OF CALIFORNIA, DREW UNIVERSITY,  
13 AND THE COMMUNITY. AS RECENT AS ONE WEEK AGO, WE RECEIVED VERY  
14 POSITIVE NEWS THAT TWO OTHER MAJOR FOUNDATIONS HAVE FOUND OUT  
15 ABOUT THIS PLANNING GRANT AND THEY, TOO, ALSO WANT TO BECOME  
16 INVOLVED AND HAVE PROMISED FINANCES TO MAKE SURE THAT OUR  
17 GOALS IN IMPROVING DREW UNIVERSITY AND THE HOSPITAL JOINTLY  
18 ARE DONE. WE HAVE CONTINUED OUR PARTNERSHIP WITH DR.  
19 GARTHWAITE IN MAKING THESE ACTIONS COME ABOUT. ACCORDING TO  
20 THE SATCHER REPORT, WE'VE PROCEEDED WITH THE RESTRUCTURING OF  
21 OUR BOARD OF TRUSTEES. WE HAVE LOST ACTUALLY 10 MEMBERS OF THE  
22 BOARD. WE HAVE THE CAPACITY OF 21 TO 40 MEMBERS AND, AS PART  
23 OF OUR RESTRUCTURING, WE ARE NOW DOWN BY 10 MEMBERS. THOSE  
24 INCLUDE THREE MEMBERS WHO HAVE RESIGNED AND SEVEN WHO HAVE NOT  
25 BEEN REAPPOINTED. OVER THE NEXT FEW MONTHS, STARTING WITH OUR



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1 APRIL MEETING, THERE WILL BE ADDITIONAL MAJOR CHANGES IN THE  
2 MEMBERSHIP OF THE BOARD OF TRUSTEES. WE'VE HAD A VERY WELL-RUN  
3 SELF-STUDY WORKSHOP THAT WAS FACILITATED BY THE A.G.B., THAT  
4 IS, THE ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND  
5 COLLEGES. WE SOUGHT THEIR HELP IN THIS SITUATION BECAUSE THEY  
6 ARE NOTED TO BE THE HIGHEST RANKING ORGANIZATION TO DEAL WITH  
7 BOARD STRUCTURE. WE WERE FORTUNATE IN HAVING THE PRESIDENT OF  
8 THE A.G.B. COME AND TO FACILITATE OUR RETREAT. MANY OTHER  
9 CHANGES WERE MADE THROUGH THAT RETREAT, INCLUDING THE TERM  
10 LIMITS, WHICH ARE NOW VERY ACCURATELY DEFINED; MEMBERSHIP ON  
11 THE BOARD OF TRUSTEES; PERFORMANCE REVIEWS; MEETING STRUCTURE;  
12 COMMITTEE STRUCTURE; AND AS WELL AS A MORE DETAILED  
13 ORIENTATION TO ENSURE THAT FUTURE BOARD MEMBERS KNOW WELL  
14 THEIR RESPONSIBILITIES AND DUTIES WITH THE BOARD OF TRUSTEES.  
15 WE HAVE DECIDED TO IMMEDIATELY RECRUIT NEW BOARD MEMBERS WHO  
16 ARE STRONG IN AREAS OF PHILANTHROPY, BUSINESS, PUBLIC  
17 RELATIONS, REAL ESTATE, AND TECHNOLOGY. IN ORDER TO FACILITATE  
18 THESE CHANGES, WE MUST MAKE THE NECESSARY CHANGES IN OUR  
19 BYLAWS. WE HAVE ALREADY ANNOUNCED A BYLAWS CHANGE MEETING FOR  
20 APRIL 24TH SO THAT WE CAN MAKE-- FOLLOW OUR PROCESS AND DO  
21 THIS IN A LEGAL FASHION. THE BOARD IS VERY INVOLVED, VERY  
22 ANXIOUS TO MAKE THESE CHANGES. WE HAVE, SINCE THE ELECTION OF  
23 THIS NEW BOARD, MET MONTHLY INSTEAD OF QUARTERLY IN ORDER TO  
24 RUSH ALONG THE CHANGES THAT WE RECOGNIZE AS BEING VERY  
25 NECESSARY. IN ADDITION, WE ARE VERY ACTIVE NOW IN A



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1 PRESIDENTIAL SEARCH PROCESS. WE HAVE HIRED HEIMRICHS AND  
2 STRUGGLES, A PRESIDENTIAL SEARCH FIRM, SO THAT WE CAN PROCEED  
3 WITH THAT IMPORTANT ISSUE. WE HAVE CONSULTANTS MEETING TO  
4 DEVELOP A FACULTY PRACTICE PLAN, WHICH WE KNOW IS AN ABSOLUTE  
5 NECESSARY FACTOR FOR OUR UNIVERSITY TO WORK WELL WITH THE  
6 COUNTY. THIS WILL BE DEMANDED OF OUR PHYSICIANS. THE M.S.O.A.  
7 AGREEMENT. NEGOTIATIONS HAVE BEGUN AND ALL OF THESE ITEMS, WE  
8 FEEL, ARE GOING FORTH WITH THE IDEA OF EXCELLENCE AS WELL AS  
9 ACCOUNTABILITY. SO WE WILL CONTINUE WITH OUR CHANGES AND I'LL  
10 JUST PASS THIS ON TO DR. DOUGLAS NOW TO TALK ABOUT THE  
11 UNIVERSITY CHANGES.

12

13 **SUPERVISOR BURKE:** BEFORE WE GO...

14

15 **SUPERVISOR MOLINA:** MS. BURKE?

16

17 **SUPERVISOR BURKE:** ...WHAT IS A USUAL SIZE OF THE BOARD OF A  
18 MEDICAL SCHOOL? DID THEY EVEN TELL YOU WHAT THE GENERAL SIZE  
19 IS BECAUSE 41 SEEMS LIKE AN AWFUL LOT OF MEMBERS.

20

21 **DR. CAROLE JORDAN-HARRIS:** YES. WE ARE WITHIN THE USUAL RANGE  
22 BUT THE A.G.B STATES THAT THE AVERAGE UNIVERSITY SIZE OF BOARD  
23 IS 30. WE ARE NOW AT 23 AND WILL BE EVEN LOWER AND THEN WE'LL  
24 ADD BACK, AS APPROPRIATE, TOWARD THAT NUMBER.

25



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1 DR. HARRY DOUGLAS: AND DR. BOB TRENT QUATTA WAS ALSO ONE OF  
2 THE FACILITATORS ON THAT RETREAT AND HAS DONE A LOT OF WORK  
3 AND YOU PROBABLY KNOW HIM. AND HE WAS IN AGREEMENT WITH THAT  
4 RANGE THAT WE'RE TALKING ABOUT. I'M DR. HARRY DOUGLAS AND I AM  
5 THE INTERIM PRESIDENT OF CHARLES DREW UNIVERSITY OF MEDICINE  
6 AND SCIENCE AND I'M PLEASED TO BE HERE TODAY. I'VE LISTENED  
7 VERY ATTENTIVELY TO THE CONVERSATION AS IT EMERGED TODAY AND I  
8 JUST WANT TO, FIRST, TO STATE FOREMOST THAT WE HAVE TAKEN OUR  
9 ASSIGNMENT SERIOUSLY, THAT THERE IS A SENSE OF URGENCY ON OUR  
10 CAMPUS ABOUT THE NEED TO MAKE PROGRESS AND CHANGE AS RELATES  
11 TO A NUMBER OF AREAS. YOU HEARD THE CHAIR OF OUR BOARD OF  
12 TRUSTEES TALK ABOUT THE LEVEL OF INVOLVEMENT AND CHANGE AT  
13 THAT LEVEL BUT ONE OF THE THINGS, AND I THINK THAT THE-- YOU  
14 TALK ABOUT THE PARTNERSHIP THAT THE SATCHER COMMISSION TALKED  
15 ABOUT IS STRENGTHENING THE PARTNERSHIP BETWEEN THE COUNTY AND  
16 DREW UNIVERSITY. AND THAT HAS BEEN ONE OF MY PRIMARY  
17 RESPONSIBILITIES AND, AS MANY OF YOU SUPERVISORS KNOW, WE'VE  
18 BEEN TO VISIT YOU INDIVIDUALLY AND WE WILL BE BACK. I HAVE  
19 DEVELOPED A PERSONAL RELATIONSHIP WITH DR. GARTHWAITE AND HIS  
20 OFFICE AND THEN WE'VE DROPPED THAT DOWN AND WE'VE HAD  
21 CONTINUING RELATIONSHIPS WITH THE INTERIM TASK FORCE, WE'VE  
22 MET WITH THE NEW MEDICAL DIRECTOR. IN FACT, THE NEW MEDICAL  
23 DIRECTOR HAS AN ADMINISTRATIVE APPOINTMENT WITHIN THE  
24 UNIVERSITY AS THE ASSOCIATE DEAN AND THE ACADEMIC DIRECTOR FOR  
25 THE RESIDENCY PROGRAMS AND WE'VE INCLUDED THEM ON MY MONTHLY



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1 EXECUTIVE COMMITTEE MEETINGS AND SO THAT WE HAVE BEGUN TO  
2 START AT THE TOP AND WORK ALL THE WAY DOWN SO THAT WE ARE NOW  
3 HAVE A POSITIVE RELATIONSHIP. DR. GARTHWAITE DID NOT MENTION  
4 BUT, IN OUR NEGOTIATIONS, THAT WE STARTED ON RENEWAL OF THE  
5 CONTRACT, WE HAVE SPECIFICALLY, AT OUR FIRST MEETING, LAID OUT  
6 THE PARAMETERS AND THE GUIDELINES OF THE ENGAGEMENT FOR THIS  
7 RENEGOTIATING PROCESS AND WE'VE SAID THAT IT HAS TO BEGIN WITH  
8 A MOVE FROM A DISCUSSION TO A LEVEL OF DIALOGUE, WHICH IS YOU  
9 SUSPEND YOUR BELIEF SYSTEMS AND YOU LISTEN ATTENTIVELY TO THE  
10 OTHER SIDE. AND WE ALSO INDICATED THAT, AS PART OF THE  
11 NEGOTIATION PROCESS, THAT THIS HAS TO BE DONE TO MODEL THE  
12 BEHAVIOR OF HOW WE SEE THE PARTNERSHIP WORKING. SO WE THINK  
13 THAT THAT, THEN, SETS THE GROUND RULES FOR THE OTHER ISSUES  
14 THAT GO BEYOND THAT. WE'VE AGREED THAT WE HAVE TO REALIGN THE  
15 RELATIONSHIP AND HOW WE ADMINISTER THE PROGRAMS AND WE'RE  
16 MOVING IN THAT DIRECTION. WE'VE ALREADY MADE A CHANGE IN OUR  
17 STUDENT SERVICES DEPARTMENT WITHIN THE COLLEGE OF MEDICINE.  
18 AND SO THAT WE HAVE PUT A NEW ASSOCIATE DEAN FOR STUDENT  
19 SERVICES TO RELATE MORE EFFECTIVELY WITH OUR RESIDENTS AND  
20 OTHER STUDENTS. WE'VE BROUGHT IN A FULL-TIME STUDENT COUNSELOR  
21 TO WORK WITH THIS. WE HAVE ASSIGNED A PART-TIME FACULTY MEMBER  
22 TO WORK WITH OUR RESIDENTS, THE OVERALL DIRECTOR, DR. ASHLEY.  
23 AND WE'VE ALLOCATED RESOURCES TO FUND A FULL-TIME PH.D.  
24 POSITION TO WORK WITH THE RESIDENCY PROGRAM, WHO, WITH THIS  
25 PH.D., WOULD BE AN EDUCATIONAL SPECIALIST THAT DEALS WITH



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1 CURRICULUM AND LEARNING THEORY TO WORK WITH ALL OF THE  
2 RESIDENCY PROGRAMS. AND THEN I THINK, IN TERMS OF CHANGING THE  
3 ACADEMIC ENVIRONMENT, I DON'T KNOW IF WE MENTIONED THIS TO YOU  
4 BEFORE, BUT WE ALSO HAVE JUST RECENTLY HAD APPROVED BY THE  
5 WESTERN ASSOCIATION OF SCHOOLS AND COLLEGES, A MASTER OF  
6 SCIENCE PROGRAM IN CLINICAL RESEARCH. THIS IS FOR OUR DOCTORS  
7 AND PH.D. AND OTHER, YOU KNOW, MEDICAL FACULTY AND WE'RE  
8 WORKING-- THIS PROGRAM WILL START THIS SUMMER AND IT WILL  
9 STRENGTHEN THE ACADEMIC ENVIRONMENT, YOU KNOW, NOT ONLY FOR  
10 THE RESIDENCY PROGRAMS BUT FOR THE ENTIRE CAMPUS, WHICH IS A  
11 DIRECT RESPONSE TO SOME OF THE ISSUES THAT WERE BROUGHT OUT BY  
12 OUR INSTITUTIONAL ACCREDITATION. THERE'S A STRUCTURAL CHANGE  
13 ALSO THAT I WANTED TO MAKE THAT WE PUT IN PLACE. WE'VE  
14 APPOINTED-- WE'RE ACCREDITED BY THE WESTERN ASSOCIATIONS OF  
15 SCHOOLS AND COLLEGES. THEIR MODEL, THE PARADIGM FOR  
16 ACCREDITATION, AND ALL ACCREDITATIONS HAVE CHANGED, BUT WHAT  
17 WE'VE DONE. WE'VE APPOINTED A FACULTY COMMITTEE AND WE HAVE A  
18 NEW STRUCTURAL PIECE THAT WE PUT IN PLACE FOR REGIONAL  
19 ACCREDITATION, WHICH WILL BE THE UMBRELLA FOR ALL  
20 ACCREDITATIONS ON OUR CAMPUS. THE MODEL LOOKS AT TWO PIECES:  
21 ONE, ACADEMIC OR EDUCATION EFFECTIVENESS. THAT IS A KEY:  
22 EDUCATION EFFECTIVENESS BUT, MORE IMPORTANTLY, IT LOOKS AT  
23 ORGANIZATIONAL LEARNING. HOW HAVE YOU LEARNED FROM THE THINGS  
24 THAT YOU DO? AND YOU PUT IN A CONTINUOUS REVIEW PROCESS. WE  
25 HAVE SENIOR FACULTY MEMBERS WHO ARE HEADING UP THAT PROCESS.



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1 WE HAD THE WAS COMMISSION DOWN LAST WEEK TO GIVE US AN  
2 ORIENTATION TO THAT PROCESS. AND I MIGHT MENTION THAT YOU'VE  
3 HEARD ABOUT DR. DRAKE BEING HERE TO WORK WITH. IT'S MORE THAN  
4 JUST A NOTION ABOUT A TASK FORCE COMING TOGETHER. THERE ARE  
5 REAL GAINS THAT HAVE BEEN MADE IN TERMS OF WHAT HAS BEEN  
6 HAPPENING WITH DR. DRAKE'S VISIT AND THE TASK FORCE THAT HE'S  
7 PUT TOGETHER. WE HAVE HAD THREE ACCREDITATION SITE VISITS  
8 DURING THE MONTH OF FEBRUARY. EVERY ONE OF THOSE VISITS HAD AN  
9 EXTERNAL REVIEW THROUGH THE DRAKE TASK FORCE. THAT IS, OB/GYN,  
10 E.N.T., AND PSYCHIATRY, AND WE HAVE THE BEST FROM THE  
11 UNIVERSITY OF CALIFORNIA AND THROUGHOUT THE STATE OF  
12 CALIFORNIA AND THE LATEST TO REVIEW OUR PROCESSES BEFORE THE  
13 INFORMATION HAD BEEN SENT FORWARD. THE TASK FORCE ALSO  
14 RECOMMENDED THAT WE REALIGN SOME OF OUR ACTIVITIES WITHIN THE  
15 UNIVERSITY AND THE HOSPITAL. WE HAVE DONE THAT. AND, IN FACT,  
16 IN ONE INSTANCE WHERE THEY WANTED US TO STRENGTHEN THE  
17 RELATIONSHIP WITH THE RESIDENCE PHYSICIANS, WE'VE INTRODUCED A  
18 COMPUTER SYSTEM THAT PROVIDES AN AUTONOMOUS WAY FOR THE  
19 RESIDENTS TO PROVIDE INFORMATION TO OUR DIRECTOR OF THE  
20 PROGRAM SO THAT THEY WOULDN'T HAVE THIS SENSE OF RETALIATION  
21 OR FEAR OR WHAT HAVE YOU. IN FACT, THAT SYSTEM IS NOW BEING  
22 PILOTED AND THE COUNTY, AS A WHOLE, IS GOING TO USE IT FOR ALL  
23 THE OTHER CENTERS AND THAT'S A SPECIFIC THAT HAS COME OUT OF,  
24 YOU KNOW, THE ACTIVITIES THAT WE'RE DOING. I MENTIONED  
25 EARLIER, THEY WANTED US TO REALIGN THE ADMINISTRATION OF THE



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1 RESIDENCY PROGRAM. WE'VE PROVIDED ADDITIONAL ASSISTANCE AND WE  
2 NOW HAVE THE-- WE HAVEN'T HIRED IT YET, BUT WE'RE RECRUITING A  
3 PH.D. EDUCATIONALIST AND THEN, FINALLY, THE TASK FORCE, THE  
4 DRAKE TASK FORCE HAS ASKED THAT WE BECOME INVOLVED WITH OTHER  
5 RESIDENCY PROGRAMS OUTSIDE OF OUR ENVIRONMENT. THAT HAD BEEN  
6 SENT TO THE DEAN AND NOW WE HAVE DR. ASHLEY, WHO IS HEAD OF  
7 OUR C.M.E., IS NOW ATTENDING ALL OF THE U.C. ACCREDITING  
8 COMMITTEES FOR THE WHOLE U.C. CAMPUS. SO THERE ARE A NUMBER OF  
9 THINGS THAT WE'RE DOING. AND JUST ONE FINAL ISSUE. ON THE  
10 ISSUE WITH DR. KHAN HOPPER AND THE ENDOWMENT, THAT TASK FORCE  
11 HAS BEEN PUT TOGETHER. DR. HOPPER IS ON BOARD AND, AS HE'S  
12 IMMINENTLY QUALIFIED TO WORK WITH US, DR...

13

14 **SUP. BURKE:** I DON'T THINK EVERYONE IS AWARE OF WHO HE IS. HE  
15 HEADED UP THE UNIVERSITY OF CALIFORNIA HOSPITALS.

16

17 **DR. HARRY DOUGLAS:** THAT'S CORRECT.

18

19 **SUPERVISOR MOLINA:** HE WAS THE ONE WHO RAN THE HOSPITALS FOR  
20 THE UNIVERSITY OF CALIFORNIA, ALL-- WAS IT FIVE OR SIX?

21

22 **DR. HARRY DOUGLAS:** FIVE, YEAH. BUT HE WAS THE VICE-  
23 PRESIDENT...

24

25 **SUPERVISOR MOLINA:** FIVE HOSPITALS.



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1

2 **DR. HARRY DOUGLAS:** ...FOR HEALTH AFFAIRS FOR THE U.C. SYSTEM  
3 WHICH IS NOW HEADED BY DR. DRAKE. DR. WOODY MEYERS, WHO IS  
4 WITH THE WELLPOINT FOUNDATION, IS THE CO-MANAGER OF THAT  
5 PROJECT AND HE BRINGS A WEALTH OF EXPERIENCE WITH HIM. AND I  
6 MIGHT ADD THAT SYLVIA DREW IVY, WHO, YOU KNOW, THE SCHOOL WAS  
7 NAMED AFTER HER FATHER, HAS AGREED TO WORK WITH THIS GROUP AS  
8 THE PROGRAM COORDINATOR BECAUSE SHE HAS A PERSONAL INTEREST IN  
9 MAKING CERTAIN THAT THIS GOES FORWARD. SO THERE ARE A LOT OF  
10 CONCRETE THINGS THAT ARE OCCURRING. THERE IS A SENSE OF  
11 URGENCY ON ALL OF OUR PARTS AND I THINK OUR PRESENTATION IS  
12 BASICALLY TO LET YOU KNOW THAT WE HAVE NOT JUST BEEN SITTING  
13 BACK IDLY BUT WE HAVE BEEN ACTIVELY ENGAGED IN PROMOTING A  
14 POSITIVE RELATIONSHIP WITH THE COUNTY AND STRUCTURAL CHANGES  
15 AND OPERATIONAL CHANGES WITHIN OUR OPERATIONS AT DREW  
16 UNIVERSITY.

17

18 **SUP. MOLINA:** WELL, LET ME START BY THANKING DR. JORDAN- HARRIS  
19 AS WELL AS DR. DOUGLAS FOR THAT UPDATE. I THINK IT'S VERY  
20 HELPFUL. AND I APPRECIATE WHAT YOU'VE DONE ON THE BOARD AND  
21 THE RETREAT AND THE WORK THAT YOU'RE GOING TOWARD THERE. THERE  
22 HAS TO BE A LOT OF SHORING UP THERE. I THINK YOU RECOGNIZE  
23 THAT. AND I APPRECIATE, DR. DOUGLAS, WHAT YOU'VE DONE ON THE  
24 ACADEMIC ASPECT OF IT. BUT, STILL, THERE IS A MANAGEMENT-  
25 ADMINISTRATION RELATIONSHIP WITH THE DEPARTMENT OF HEALTH



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1 SERVICES. NOW, I ASKED DR. GARTHWAITE THAT HE NEEDS TO HELP US  
2 BETTER UNDERSTAND WHAT HIS END OF IT IS GOING TO BE. WHAT IS  
3 HE GOING TO DO TO STRENGTHEN THE INTERNAL MANAGEMENT OF KING  
4 DREW SO THAT WE COULD BETTER APPRECIATE THAT THERE'S GOING TO  
5 BE ACCOUNTABILITY? BUT I ALSO WOULD HOPE AND, AGAIN, MAYBE I'M  
6 NOT AS FAMILIAR AND YOU'RE DOING IT ANYWAY, THAT WE ARE GOING  
7 TO SEE-- THERE WERE SOME ISSUES OF CONTRACT MANAGEMENT THAT,  
8 ON THE SIDE OF THE UNIVERSITY, WHERE THEY WEREN'T FULFILLING  
9 THEIR END OF IT BY PROVIDING REPORTS AND INFORMATION AND DATA  
10 AND SO ON. I THINK THAT'S ESSENTIAL AND THAT HAS TO BE HONORED  
11 AND RESPECTED. BUT MORE SO I THINK YOU ALSO HAVE TO PUT ON THE  
12 TABLE, AS YOU CONTINUE TO NEGOTIATE, HOW THIS PARTNERSHIP IS  
13 GOING TO WORK, HOW IT'S GOING TO BE ADMINISTERED AND MANAGED.  
14 AND THE REASON I SAY THAT IS BECAUSE I THINK THAT'S WHERE  
15 WE'RE GOING TO HAVE A REAL GAP, BESIDES THE FACT THAT THERE  
16 WERE SOME PROBLEMS ON THE BOARD AND THERE WERE SOME PROBLEMS  
17 ON THE ACADEMIC END AND THAT HAS TO BE CORRECTED AND BROUGHT  
18 IN. I STILL SEE, POTENTIALLY, SOME REAL PROBLEMS AS TO HOW WE  
19 ADMINISTER OUR CONTRACT AND HOW WE MANAGE AND HOW YOU MANAGE  
20 WITH US. AND THAT'S NOT TRUE JUST OF THIS, OF DREW, IT'S ALSO  
21 TRUE OF U.S.C., AND I'M NOT AS FAMILIAR WITH U.C.L.A., BUT I  
22 AM FAMILIAR WITH U.S.C. WE NEED TO SHORE UP OUR END OF IT AND  
23 WE'VE BEEN LUCKY, I GUESS, FROM TIME TO TIME, BUT THERE ARE  
24 ACCOUNTABILITY MEASURES THAT HAVE TO BE HELD UP AND I THINK  
25 THAT SOMETIMES DOCTOR TO DOCTOR AND SO ON, IT GETS A LITTLE



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1 FUZZY. AND I THINK THAT YOU HAVE TO UNDERSTAND THAT WE'RE  
2 GOING TO BE MONITORING THAT MORE CLOSELY. SO I HOPE YOU CAN  
3 APPRECIATE THAT YOU'RE GOING TO HAVE TO FIND THE WAY, MAYBE  
4 IT'S BY REVIEWING THE PAST, AS TO HOW WE'RE GOING TO MOVE  
5 FORWARD, AS TO HOW THAT RELATIONSHIP IS GOING TO WORK SO WE  
6 DON'T SEE THAT THE PROBLEM WAS, WELL, THE DEPARTMENT OF HEALTH  
7 SERVICES DIDN'T IMPLEMENT THAT PERSONNEL ACTION AND SO-AND-SO  
8 DIDN'T DO THIS, BECAUSE IT HAS TO WORK TOGETHER. AND SO I  
9 APPRECIATE WHAT YOU'VE DONE UP TO NOW AND IT'S REALLY, IT'S  
10 MUCH MORE COMMANDING THAN IT WAS, LET'S SAY A MONTH AND A HALF  
11 AGO OR TWO MONTHS AGO, AND I APPRECIATE THAT. BUT I THINK WE  
12 NEED TO START MAKING SURE THAT YOU'RE PUTTING ON THE TABLE. IT  
13 MAY BE SENSITIVE AND YOU MAY FEEL AS THOUGH, I DON'T KNOW,  
14 INTIMIDATED BY THE DEPARTMENT OR SO THAT YOU SHOULDN'T PUT  
15 YOUR CONCERNS THERE. IT'S A TWO-WAY STREET AND SO IT HAS TO  
16 WORK COLLECTIVELY. IT'S NOT GOING TO WORK FORWARD IF WE DON'T  
17 UNDERSTAND WHAT WE NEED TO HOLD UP AND I THINK THAT, WHEN I  
18 LOOK BACK AT SOME OF THE FAILINGS, PARTICULARLY IN THIS LAST  
19 YEAR OF THAT RELATIONSHIP, THERE WERE FAILINGS ON OUR PART AS  
20 WELL AND WE NEED TO HAVE THAT. SO YOU NEED TO LET US KNOW.  
21 OTHERWISE, WE'RE NOT GOING TO HAVE THE KIND OF RELATIONSHIP  
22 MOVING FORWARD. I THINK THAT THIS IS A VERY SENSITIVE  
23 CONTRACT, MORE SO THAN PROBABLY WITH U.S.C. OR ANY OTHER  
24 UNIVERSITY, AND SO I THINK YOU HAVE TO UNDERSTAND THAT THE  
25 OVERSIGHT MAY BE MORE SEVERE. BUT I DO HOPE THAT YOU CAN WORK



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1 WITH US AS WELL ON THAT COMMUNITY MEETING. I KNOW IT CAN BE  
2 CONTENTIOUS, IT'LL BE DIFFICULT. IT'LL BE DIFFICULT FOR YOU  
3 ALL AS WELL. BUT THE REALITY IS, I THINK, THAT WE OWE A DUTY  
4 TO THAT COMMUNITY TO LET THEM KNOW THAT WE'RE TRYING TO WORK  
5 THIS OUT AND, MORE IMPORTANTLY, THAT WE'RE TRYING TO MAINTAIN  
6 THAT FACILITY AVAILABLE TO ALL THE RESIDENTS IN THOSE  
7 NEIGHBORHOODS AND THAT WE NEED TO MOVE FORWARD IN A POSITIVE  
8 FASHION. SO I'VE ASKED DR. GARTHWAITE TO WORK WITH YOU AND  
9 FIND A WAY AS TO WHEN WE WOULD HAVE AN EFFECTIVE TIME TO HAVE  
10 A MEETING OUT IN THE COMMUNITY AND LET THEM KNOW OF OUR  
11 PROGRESS, WHERE WE ARE, AND HOW WE'RE MOVING FORWARD.

12

13 **DR. HARRY DOUGLAS:** WOULD LOVE TO DO THAT.

14

15 **SUP. MOLINA:** THANK YOU. MR. WILLIAMS? OH, MS. BURKE? I'M  
16 SORRY.

17

18 **SUP. BURKE:** ARE YOU PROVIDING REPORTS TO THE BOARD OF ALL OF  
19 THE STATUS OF ANY OF THE ACCREDITATION VISITS AND PARTICULARLY  
20 THE A.C.G.M.E. REPORTS?

21

22 **DR. HARRY DOUGLAS:** YES. IN FACT, JUST LAST NIGHT, WE HAD A  
23 BOARD MEETING AND WE WENT OVER ALL THE A.C.G.M.E.  
24 ACCREDITATION REPORTS.

25



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1 **SUP. BURKE:** SO THAT THEY'RE NOW GOING TO BE AWARE BECAUSE, IN  
2 THE PAST, I GOT THE IMPRESSION THAT THEY WEREN'T EVEN AWARE OF  
3 SOME OF THE PROBLEMS.

4

5 **DR. CAROLE JORDAN-HARRIS:** THAT'S TRUE THAT INFORMATION  
6 TRANSFER WAS A MAJOR PROBLEM. NOW IT'S ALMOST THE OPPOSITE.  
7 THE MINUTE INFORMATION COMES IN, IT IS TRANSFERRED IMMEDIATELY  
8 TO THE FULL BOARD.

9

10 **SUP. BURKE:** NOW, SOME OF THESE DECISIONS, I ASSUME, WOULD HAVE  
11 TO BE MADE BY THE BOARD, PARTICULARLY IN TERMS OF THE  
12 RELATIONSHIP WITH A.C.G.M.E.? IS THERE A PLAN TO PRESENT THAT  
13 TO THE BOARD FOR THEM TO MAKE SOME EVALUATION AND  
14 DETERMINATION ON THAT ISSUE AND SOME OF THE OTHER NEGOTIATION  
15 ISSUES?

16

17 **DR. CAROLE JORDAN-HARRIS:** THAT'S DONE ON AN ONGOING BASIS.

18

19 **SUP. BURKE:** IT WILL BE?

20

21 **DR. CAROLE JORDAN-HARRIS:** YES.

22

23 **SUPERVISOR BURKE:** IS IT GOING TO COORDINATE WITH THE TIMETABLE  
24 THAT'S BEING PRESENTED TO US?

25



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1 **DR. HARRY DOUGLAS:** WELL, WE HAVE A BOARD MEMBER AS PART OF OUR  
2 NEGOTIATING TEAM SO THAT THERE IS CLOSE LIAISON WITH THAT AND  
3 SO THAT PERSON IS ON THE EXECUTIVE COMMITTEE OF THE BOARD AND  
4 THEY'LL BE ABLE TO HAVE INSTANT FEEDBACK AS TO HOW WE'RE GOING  
5 ALONG WITH THE PROCESS. SO WE DON'T HAVE TO WAIT FOR QUARTERLY  
6 BOARD MEETINGS.

7

8 **SUP. BURKE:** BECAUSE OBVIOUSLY ANY OF THESE CHANGES ARE GOING  
9 TO HAVE TO BE APPROVED BY YOUR BOARD AS WELL? AND HAVE THEY  
10 MADE ANY APPROVALS AT ALL IN TERMS OF SOME OF THE ISSUES THAT  
11 HAVE BEEN RAISED HERE?

12

13 **DR. CAROLE JORDAN-HARRIS:** WE'RE NOT AT THAT POINT.

14

15 **DR. HARRY DOUGLAS:** WE HAVEN'T GONE TO ANY-- THE FIRST MEETING  
16 WHERE WE START TALKING ABOUT THE DEEP STRUCTURAL CHANGES IN  
17 THE CONTRACTS WILL OCCUR TOMORROW.

18

19 **SUP. BURKE:** HAVE YOU MADE ANY CHANGE IN TERMS OF THE  
20 REQUIREMENT OF DEPARTMENT HEADS FOR PUBLICATION? I UNDERSTAND  
21 THAT, AT ONE TIME, THERE WAS A REQUIREMENT AT DREW THAT THE  
22 DEPARTMENT HEADS PUBLISH BUT THAT THERE-- THAT THAT WAS  
23 ELIMINATED.

24



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1 **DR. HARRY DOUGLAS:** NO, THAT COULD NEVER-- NO, NO, NO, NO. WE  
2 HAVE-- EXCUSE ME FOR SAYING NO, NO, NO, BUT AT THE ACADEMIC--  
3 NO.

4  
5 **SUPERVISOR BURKE:** IT WAS NOT ELIMINATED?

6  
7 **DR. CAROLE JORDAN-HARRIS:** NO.

8  
9 **DR. HARRY DOUGLAS:** THAT IS-- YOU KNOW, THERE ARE STANDARDS AND  
10 RULES FOR ACADEMIC APPOINTMENTS AND PROMOTIONS. BEFORE I  
11 BECAME, YOU KNOW, THE INTERIM PRESIDENT, I WAS THE EXECUTIVE  
12 V.P., AND ALL ACADEMIC APPOINTMENTS AND ADMINISTRATIVE  
13 APPOINTMENTS CAME THROUGH MY OFFICE. WE REVIEWED EVERY ONE OF  
14 THOSE...

15  
16 **SUP. BURKE:** I DON'T MEAN APPOINTMENTS. I MEAN ONGOING  
17 DEPARTMENT HEADS AND APPOINTMENTS OF PEOPLE WHO WERE THERE. I  
18 WAS TOLD THAT, AT ONE TIME, IT WAS REQUIRED THAT THERE BE A  
19 CERTAIN NUMBER OF PUBLISHING, OF ARTICLES PUBLISHED ON A  
20 CERTAIN LEVEL AND THESE ARE ISSUES THAT HAVE TO BE ADDRESSED.  
21 I WAS ALSO TOLD THAT THAT REQUIREMENT WAS ELIMINATED BY DREW.

22  
23 **DR. HARRY DOUGLAS:** NO, NOT TRUE.

24



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1 **SUP. BURKE:** SO ONGOING-- THERE IS A REQUIREMENT AND YOU  
2 EVALUATE ALL FACULTY ON THEIR PUBLISHING?

3

4 **DR. HARRY DOUGLAS:** THAT'S RIGHT. WE HAVE THE-- THERE IS A  
5 WHOLE SYSTEM OF EVALUATION...

6

7 **SUP. BURKE:** I DON'T KNOW THAT ALL THE FACULTY IS AWARE OF THAT  
8 BECAUSE SOME OF-- THIS IS ONE OF THE ISSUES THAT'S COME UP IS  
9 THAT THERE HAS BEEN A FAILURE OF PUBLISHING BY SOME OF THE  
10 FACULTY MEMBERS. DO YOU HAVE SOMEONE REVIEWING THAT?

11

12 **DR. HARRY DOUGLAS:** WELL, WE CAN-- I'M NOT AWARE OF THAT ISSUE  
13 BECAUSE THE BOARD HAS...

14

15 **SUP. BURKE:** YOU HAVEN'T SEEN THAT IN ANY OF THE REPORTS?

16

17 **DR. HARRY DOUGLAS:** I'M NOT AWARE THAT SOMEONE-- THAT THE  
18 FACULTY-- YOUR POINT ABOUT THAT WE HAD ELIMINATED THE IDEA OF  
19 PUBLICATION AS A REQUIREMENT, YOU KNOW, TO MAINTAIN THEIR  
20 POSITION? NO. AND SO WHAT I'M SAYING IS I'M GOING TO HAVE TO  
21 GO BACK AND LOOK AT ALL OF THIS AND CHECK IT OUT BECAUSE THIS  
22 IS THE FIRST THAT IT'S COME TO ME. BUT I DO KNOW FOR A FACT  
23 THAT WE DO HAVE A REQUIREMENT FOR FACULTY EVALUATION. THERE IS  
24 A WORK PLAN THAT'S PUT OUT FOR EVERY FACULTY MEMBER EVERY YEAR



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1 AND THERE ARE, WHAT DO YOU CALL, THE SCHOLARLY PRODUCTIVITY  
2 REQUIREMENTS FOR FACULTY.

3

4 **SUP. BURKE:** BECAUSE, CERTAINLY ON THE NEONATAL, YOU KNOW THAT  
5 THAT WAS A BIG ISSUE?

6

7 **DR. CAROLE JORDAN-HARRIS:** YES. THIS IS AN AREA THAT INVOLVED  
8 IMPROVED OVERSIGHT ON OUR PART, THAT WE ACTUALLY LOOK AT THIS  
9 NOW ON A MUCH CLOSER LEVEL TO MAKE SURE.

10

11 **SUP. BURKE:** COULD YOU REPORT BACK TO US ON WHAT THE POLICY  
12 WILL BE IN TERMS OF PUBLISHING AND WHAT-- BECAUSE, CERTAINLY,  
13 IF THERE WAS A POLICY, THEN SOME OF THE PEOPLE WERE OBVIOUSLY  
14 NOT MEETING THE POLICY AND REQUIREMENTS, IF THAT WAS, IN FACT,  
15 RAISED AS AN ISSUE.

16

17 **DR. CAROLE JORDAN-HARRIS:** BUT THAT WILL NOT BE IN THE FUTURE.

18

19 **SUP. MOLINA:** BUT YOU'RE SAYING TWO DIFFERENT THINGS, MS.  
20 BURKE. I THINK THAT WE HAVE TO BE CAREFUL IN, YOU KNOW,  
21 THERE'S PEOPLE SAYING THERE WAS THIS RULE.

22

23 **SUP. BURKE:** THAT THERE WAS NOT-- THAT IT WAS ELIMINATED. THAT  
24 THEY DID NOT HAVE A REQUIREMENT FOR PUBLISHING AND, AS A  
25 RESULT, WHAT HAPPENED IS THAT'S ONE OF THE ISSUES.



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1

2 **SUP. MOLINA:** BUT YOU'RE SAYING PUBLISHING AND HE'S SAYING  
3 SCHOLARLY WORK, SO THAT MIGHT BE A DIFFERENT...

4

5 **SUP. BURKE:** PUBLICATION OF SCHOLARLY WORK SHOULD BE THE RIGHT  
6 STATEMENT.

7

8 **DR. HARRY DOUGLAS:** YES, BECAUSE THERE IS...

9

10 **SUPERVISOR BURKE:** PUBLICATION OF SCHOLARLY WORK. I'M SORRY  
11 THAT I...

12

13 **SUP. MOLINA:** ALL RIGHT. SO IS THAT A STANDARD THAT'S HELD BY  
14 MEDICAL UNIVERSITIES OR IS THAT A STANDARD THAT IS EXCLUSIVE  
15 TO DREW?

16

17 **DR. CAROLE JORDAN-HARRIS:** YES. IT'S THE STANDARD FOR ALL.

18

19 **DR. HARRY DOUGLAS:** IT'S A STANDARD FOR ALL AND THERE IS A  
20 DISTINCTION BETWEEN, YOU KNOW, ACADEMIC FACULTY AND CLINICAL  
21 FACULTY. AND SO THOSE WHO ARE NOT IN THE ACADEMIC TRACK, THEY  
22 HAVE-- BUT THEY STILL HAVE SCHOLARLY PRODUCTIVITIES IF THEY'RE  
23 IN THE CLINICAL TRACK AND MOST-- AND...

24



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1 **SUP. MOLINA:** BUT THOSE WHO ARE IN THE CLINICAL TRACK, CAN THEY  
2 BE DEPARTMENT HEADS?

3

4 **DR. CAROLE JORDAN-HARRIS:** NO.

5

6 **SUPERVISOR MOLINA:** THEY WOULD HAVE TO BE IN THE ACADEMIC  
7 TRACK, I WOULD ASSUME, TO BE ABLE TO TEACH RESIDENTS.

8

9 **DR. HARRY DOUGLAS:** ACADEMIC TRACK, YES.

10

11 **SUPERVISOR MOLINA:** SO THAT'S THE ISSUE I WANT TO JUST REALLY  
12 HAVE CLARIFICATION ON BECAUSE IT KEEPS COMING UP AND I KEEP  
13 READING IT.

14

15 **DR. CAROLE JORDAN-HARRIS:** WELL, WE'LL BE HAPPY TO REPORT BACK  
16 TO YOU ON THIS ISSUE.

17

18 **SUP. BURKE:** BECAUSE, ULTIMATELY, THAT MAY BE AN ISSUE THAT  
19 COMES UP IN ALL OF THESE NEGOTIATIONS.

20

21 **DR. CAROLE JORDAN-HARRIS:** ALL RIGHT.

22

23 **SUP. MOLINA:** THANK YOU. MR. WILLIAMS?

24



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1 **WARREN WILLIAMS:** MY NAME IS WARREN WILLIAMS. I REPRESENT THE  
2 FOUNDATION IN INSTITUTIONAL ABUSE OF FATHERS, CHILDREN,  
3 FAMILIES, PARENTS, AND COMMUNITIES. I'M A RESIDENT OF THAT  
4 COMMUNITY AND I HAVE BEEN AT SOME OF THE BOARD MEETINGS  
5 PERTAINING TO KING HOSPITAL. THERE'S A LOT OF RELEVANT ISSUES  
6 HERE. FIRST, WE HAVE A CONFLICT OF INTEREST. AND, MOLINA, I  
7 AGREE WITH YOU ABOUT THERE SHOULD BE A MEETING AND THAT  
8 MEETING SHOULD BE BOTH SHARING TO THE COMMUNITY ALL THESE  
9 FACTS AND DETAILS IN SATCHER'S REPORT. WE DIDN'T HAVE TIME TO  
10 CLARIFY IT AND HEAR BACK FROM THE COMMUNITY OF WHAT THEY  
11 QUESTIONED ABOUT. ON THE OTHER SIDE, I AGREE WITH SUPERVISOR  
12 BURKE THAT THE COMMUNITY HAS MET SEVERAL TIMES ON THESE ISSUES  
13 AND OUTRAGE ON SEVERAL DIFFERENT ASPECTS OF THIS ISSUE. FIRST  
14 OF ALL, KING DREW WAS CREATED TO BE A TRAINING INSTITUTION AND  
15 TO CREATE JOBS. IT WAS NEVER CREATED TO BE A QUALITY TRAUMA  
16 CENTER, WHICH RAISED A LOT OF ISSUES. WE KNOW THAT IT CAME OUT  
17 OF THE WATTS RIOTS. WE HAVE THE SOCIAL ENVIRONMENT AND  
18 CONDITIONS THAT STILL NEEDS TO BE ADDRESSED. IF THOSE AREN'T  
19 CORRECTED, THAT THE HIGH UNEMPLOYMENT, THE HIGH DRUG USE, THE  
20 GUNS IN THE NEIGHBORHOOD, THEN A LOT OF PEOPLE GOING TO BE  
21 VICTIMIZED AND GOING TO NEED MEDICAL TREATMENT. THEN WE HAVE  
22 THE GREATER CONCERN OF ARE WE TALKING ABOUT MEDICINE OR ARE WE  
23 REALLY TALKING ABOUT THE MEDICAL INDUSTRY? WE HAVE A CONFLICT  
24 OF INTEREST DOMINATED BY BASICALLY A CAUCASIAN PHARMACEUTICAL  
25 MONOPOLY WHO HAVE AN INTEREST OF CONTROLLING WHO'S GOING TO



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1 GET THAT MONEY AND TREATMENT OF PHARMACEUTICALS. THEN THEY CAN  
2 DIAGNOSE AND MANIPULATE A PROCESS IN ORDER TO MAKE MORE PROFIT  
3 OUT OF THAT. SO THEN WE GO INTO THE HUMAN RELATIONS PART OF  
4 THAT AND, INDEED, WE KNOW THAT RACE DOES MATTER. AND THIS BOOK  
5 BY BRUCE JACOBS IS A VERY GOOD BOOK TO GO INTO THE DIALOGUE OF  
6 HOW MUCH RACE IS A RELEVANT ISSUE IN ALL THESE TYPE OF  
7 GOVERNMENTAL DISCUSSIONS. THEY SHOULD NOT BE IGNORED. SINCE  
8 SAYS RACE MATTERS, NOW WE HAVE THE ISSUE OF WHITE SUPREMACY  
9 AND HOW IT AFFECTS THE MEDICAL BUSINESS AT LARGE. IF BLACK  
10 PROFESSIONALS ARE STIGMATIZED BECAUSE IT IS PREDOMINANTLY A  
11 MEXICAN AND A BLACK HOSPITAL, BASICALLY SERVING THAT  
12 POPULATION, THEN ON ESTEEM AND PSYCHOLOGICAL AND OTHER  
13 IMPACTFUL AREAS, WHAT BENEFIT IS IT AT LARGE TO BRING IN A  
14 BUNCH OF WHITE PEOPLE CLAIMING THERE'S ONLY WHITES THAT HAVE  
15 THE SKILLS AND ABILITIES TO DO THIS? WHICH HAS TO BE EXAMINED,  
16 BECAUSE IT GOES INTO NOW THE HEALTH FACTORS OF PSYCHOLOGICALLY  
17 WHEN WE DEAL WITH DEPARTMENT OF CHILDREN AND FAMILY SERVICES  
18 AND HOW IT DOES RELATE. IF THOSE SAME PEOPLE ARE INVOLVED IN  
19 COURT CASES AND THOSE SAME PEOPLE ARE INVOLVED...

20

21 **SUP. MOLINA:** MR. WILLIAMS? DO YOU WANT TO SUMMARIZE YOUR  
22 DISCUSSION, PLEASE?

23

24 **WARREN WILLIAMS:** YES. WE HAVE A CONNECTION BETWEEN ALL THE  
25 RELEVANT ISSUES THAT CAN PREVENT A LOT OF PEOPLE NEEDING



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1 CERTAIN TYPE OF MEDICAL SERVICES. THE COMMUNITY NEEDS AN  
2 ACCESSIBLE QUALITY TRAUMA CENTER THAT IS FAIR TO THEM WITH  
3 PEOPLE THAT UNDERSTAND THAT NOT ONLY THEIR MEDICAL NEEDS BUT  
4 ALSO THE PSYCHOLOGICAL NEEDS AS WELL. AND IT WILL BE  
5 ACCOUNTABLE, WITHOUT A CONFLICT OF INTEREST, PROPERLY REPORT  
6 ABOUT MEDICAL NEEDS AND PROVIDE PROPER FAMILY SERVICES.

7

8 **SUP. MOLINA:** VERY GOOD. THANK YOU SO MUCH, MR. WILLIAMS.

9

10 **WARREN WILLIAMS:** I WOULD LIKE TO SAY ANOTHER VERY IMPORTANT  
11 FACTOR HERE. MY COUSIN WAS KILLED AT KING DREW HOSPITAL. HE  
12 WAS BROUGHT THERE. UNFORTUNATELY, EVERY BLOOD VESSEL WAS BLOWN  
13 OUT OF HIS HEAD FROM MEDICATION THAT HE DID NOT NEED BUT, IN  
14 SPIITE OF THAT HORRIBLE DEATH IN OUR FAMILY, I NOTICE A NEED TO  
15 HAVE A TRAUMA HOSPITAL IN KING AGAIN THAT WILL VERY  
16 PROFESSIONALLY PROVIDE QUALITY SERVICES AT OUR NEIGHBORHOOD  
17 AND SHOULD BE SUPPORTED IN EVERY WAY. AND A FINAL STATEMENT  
18 IS, IS THAT THERE'S NO REASON WHY PERSONS WHO MAY HAVE SPECIAL  
19 SKILLS CANNOT COME IN BEHIND THE SCENE AND ASSIST IF THERE  
20 NEEDS TO BE ADDITIONAL TRAINING RATHER THAN REPLACING A LOT OF  
21 OTHER PERSONS, PRETENDING THAT THE ONLY WAY TO DO IT IS TO  
22 GIVE MORE FUNDS TO A LOT OF ENTITIES LIKE CEDARS-SINAI AND  
23 U.C.L.A. AND OTHERS THAT HAVE BEEN RACIST AS WELL TOWARDS...

24

25 **SUP. MOLINA:** THANK YOU, MR. WILLIAMS.



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1

2 **WARREN WILLIAMS:** ...THE BLACK POPULATION.

3

4 **SUP. MOLINA:** THANK YOU, MR. WILLIAMS. THANK YOU VERY MUCH. ALL  
5 RIGHT. WE HAVE BEFORE US MR. YAROSLAVSKY'S MOTION AS AMENDED.  
6 MS. BURKE, DID YOU...?

7

8 **SUP. BURKE:** YOU KNOW, I REALLY HAVE NOT HAD A FULL CHANCE TO  
9 READ ALL THE DETAILS IN THE PREAMBLE TO IT. I CERTAINLY HAVE  
10 NO PROBLEM WITH THE MOVING PORTION OF IT BUT, WITH THE LONG  
11 STATEMENT IN TERMS OF SOME OF THE THINGS BEFORE, I THINK THAT  
12 I WOULD FEEL A LITTLE BIT MORE COMFORTABLE ABSTAINING FROM IT,  
13 EVEN THOUGH I WANT TO MAKE IT CLEAR AS FAR AS THE MOVING THE  
14 PORTION OF WHAT IS BEING MOVED IS FINE, BUT THERE'S SUCH A  
15 LONG PREAMBLE OF STATEMENTS THAT ARE RECITED, MANY OF WHICH I  
16 THINK CAUSE A PROBLEM AND SOME OF THE LANGUAGE-- AND I'M NOT  
17 OPPOSING IT, BUT I JUST THINK THAT I SHOULD ABSTAIN AT THIS  
18 TIME. IN FACT, I WOULD PUT THE DETAILS IN A DIFFERENT PLACE.  
19 I'M NOT GOING TO GO ON THROUGH ALL OF THIS AND REWRITING IT  
20 AND ALL THAT SORT OF THING, BUT, YOU KNOW, I THINK THE CONCEPT  
21 IS ONE EXCEPT I THINK THE EMPHASIS IS STILL NOT EXACTLY WHERE  
22 I'D LIKE TO SEE IT BECAUSE IT LOOKS LIKE WE'VE ALREADY ASSUMED  
23 WE'RE MOVING IN A CERTAIN DIRECTION. AND SO I JUST DON'T FEEL  
24 TOTALLY COMFORTABLE WITH IT. I HAVE NOT HAD-- I WISH I'D HAD A



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1 CHANCE, FOR A DAY OR SO, TO GO THROUGH THIS AND WORK OUT SOME  
2 OF THE WORDING, AND I JUST HAVE SOME PROBLEMS AND I...

3

4 **SUP. MOLINA:** ALL RIGHT. I WOULD USUALLY JOIN YOU ON THAT BUT,  
5 IN READING THE PREFACE ON IT, IT SAYS ON HERE THAT, "THESE  
6 INCLUDE INVOLVEMENT OF OTHER UNIVERSITIES, M.L.K. RESIDENCY,  
7 IMPLEMENTATION OF A COUNTY RUN ACADEMIC OR CONVERSION OF  
8 M.L.K. TO A NON-ACADEMIC HOSPITAL. WHILE THERE IS HOPE FOR  
9 SUCCESSFUL RESTRUCTURING OF DREW SCHOOL, D.H.S. SHOULD MAKE  
10 FULLY ACCESSIBLE THE FEASIBILITY OF THESE OTHER OPTIONS." I  
11 HAVE NO PROBLEM WITH THE LANGUAGE, "LOOKING AT OTHER OPTIONS"  
12 SO I DON'T HAVE A PROBLEM WITH THIS LANGUAGE AS LONG AS IT  
13 DIDN'T HAVE WHAT I INITIALLY OBJECTED TO UNDER "THEREFORE". SO  
14 IT IS BEFORE US. MOVED BY SUPERVISOR YAROSLAVSKY, IT'S  
15 SECONDED BY SUPERVISOR ANTONOVICH. COULD WE ASK TO CALL THE  
16 ROLL ON THIS ITEM?

17

18 **CLERK VARONA-LUKENS:** YES, MADAM CHAIR. SUPERVISOR BURKE?

19

20 **SUP. BURKE:** ABSTAIN.

21

22 **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

23

24 **SUP. YAROSLAVSKY:** YES.

25



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1 **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

2

3 **SUP. ANTONOVICH:** YES.

4

5 **CLERK VARONA-LUKENS:** AND SUPERVISOR MOLINA?

6

7 **SUP. MOLINA:** YES. ALL RIGHT. THAT MOTION IS MOVED FORWARD. AND  
8 I DO HOPE THAT DR. GARTHWAITE WILL TAKE TO HEART THAT WE WOULD  
9 LIKE TO SEE THOSE MEETINGS SCHEDULED SOON OUT IN THE  
10 COMMUNITY. I THINK YOU'RE GOING TO HAVE TO WORK WITH THIS  
11 BOARD TO MAKE SURE THAT THAT HAPPENS. ALL RIGHT. BACK TO YOU,  
12 MR. ANTONOVICH.

13

14 **SUP. ANTONOVICH:** I WOULD LIKE TO CALL UP TYLER MCCAULEY.  
15 TYLER.

16

17 **SUP. MOLINA:** MR. MCCAULEY? WHAT ITEM IS THIS?

18

19 **SUP. ANTONOVICH:** THIS IS ON A MOTION.

20

21 **SUP. MOLINA:** OH, OKAY.

22

23 **SUP. ANTONOVICH:** IN YOUR REPORT, TYLER, YOU INDICATED THAT THE  
24 COUNTY LOSES AN ESTIMATED A QUARTER OF A MILLION DOLLARS A  
25 YEAR TO WASTE, FRAUD, AND ABUSE. AND YOU REPORTED THAT, FOR



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1 THIS YEAR 2003, THIS PAST YEAR, THERE WAS SOME \$1.5 BILLION  
2 THAT WERE LOST. YOU POINTED OUT THAT, IN THE CHILD SUPPORT  
3 SERVICES DIVISION, AN EMPLOYEE TOOK \$220,000 IN CHILD SUPPORT  
4 PAYMENTS AND MISDIRECTED IT TO HIS PERSONAL CHECKING ACCOUNT  
5 AND THAT A GLENDALE-- TWO FORMER EMPLOYEES IN A GLENDALE JOB  
6 TRAINING SERVICES IMMIGRANT PROGRAM, THERE WAS EMBEZZLEMENT OF  
7 \$800,000. THE QUESTION IS, WHAT CAN WE DO TO ASSIST YOU TO  
8 INCREASE YOUR ABILITY TO CATCH THIS FRAUD? BECAUSE THIS HAS--  
9 THE FRAUD RATE IS UP 17,000% FROM BEFORE. SO, I MEAN, THAT'S A  
10 REMARKABLE INCREASE THAT WE'VE HAD IN FRAUD AND I KNOW, AS  
11 INITIATOR OF THE EMPLOYEE FRAUD HOTLINE, WE WERE MAKING SOME  
12 GOOD PROGRESS. BUT WHAT ARE YOUR RECOMMENDATIONS HOW WE CAN  
13 CORRECT THIS THEFT OF FUNDS?

14

15 **J. TYLER MCCAULEY:** I'M TYLER MCCAULEY, AUDITOR/CONTROLLER.  
16 FIRST OF ALL, I'D LIKE TO STATE THAT \$250 MILLION NUMBER  
17 NUMBER I HAD SPOKE WITH, MR. ANDERSON TOLD HIM, I THOUGHT IT  
18 WAS NOT AN APPROPRIATE NUMBER AT ALL. IT WAS DERIVED FROM A  
19 NUMBER EARLIER HE PRINTED OF A BILLION DOLLARS, WHICH WAS  
20 EQUALLY INAPPROPRIATE, AND THERE HAS BEEN AN INCREASE IN THE  
21 NUMBER OF CALLS AND THE SIZE OF THE FRAUDS. THAT'S JUST A  
22 FACT. WE HAVE ABOUT SIX PEOPLE WORKING ON THEM NOW. THESE ARE  
23 HARD TIMES BECAUSE OF STAFF NEEDS AND SO FORTH. COULD WE USE  
24 MORE PEOPLE? YES, WE COULD. WILL WE FIND MORE FRAUD? I ASSUME  
25 WE WOULD. THE SPECIFIC INSTANCES YOU MENTIONED DID HAPPEN AND



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1 WE ARE TRYING OUR BEST TO TRAIN STAFF IN DEPARTMENTS OVER A  
2 PERIOD OF TIME. IN ABOUT TWO YEARS, THREE YEARS, WE'VE TRAINED  
3 OVER A THOUSAND STAFF TO LOOK FOR THINGS, WHAT TO LOOK FOR, TO  
4 CALL US, TO CALL THE HOTLINE. FRAUD IS INCREASING. THE CASES  
5 ALSO INCREASE DURING PERIODS, SUPERVISOR, WHEN OUR BUDGETARY  
6 DIFFICULTIES. WE GET A LOT OF CALLS, PEOPLE TELLING ON OTHER  
7 PEOPLE WHOSE UNITS AREN'T WORKING HARD AND THEY WANT TO TELL  
8 US THAT THOSE UNITS SHOULD BE CUT BEFORE THEM. AND SO THERE'S  
9 A LOT OF REASON TO EXPLAIN THE INCREASE, BUT IT IS INCREASING,  
10 AND WE CONTINUE TO TRY TO FIND BETTER TOOLS TO TRAIN AND THEN  
11 TO USE TO FIND IT. BUT, IN THE END, WE DO NEED STAFF WHO WILL  
12 ALWAYS BE NEEDED TO DO IT.

13

14 **SUP. ANTONOVICH:** MR. JANSSEN, COULD YOU MAKE A REPORT TO THE  
15 BOARD ON SOME SUGGESTIONS IN A COUPLE WEEKS AS TO YOUR  
16 RECOMMENDATIONS? HOW WE CAN ASSIST THE AUDITOR-CONTROLLER,  
17 MAKE THAT AS A REPORT?

18

19 **C.A.O. JANSSEN:** OKAY. I'D BE HAPPY TO DO THAT.

20

21 **SUP. ANTONOVICH:** OKAY. IF WE COULD JUST HAVE A REPORT ON THAT.

22

23 **SUP. MOLINA:** THERE'S NO DOUBT WE NEED MORE ACCOUNTABILITY IN  
24 THIS AREA AND I THINK A LOT OF IT IS BECAUSE WE'RE NOT



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1 ENFORCING DISCIPLINE AND WE'RE NOT PROSECUTING SOME OF THESE  
2 PEOPLE AND WE'RE LETTING IT GO BY THE WAYSIDE SO...

3

4 **J. TYLER MCCAULEY:** I WOULD AGREE ON PROSECUTION.

5

6 **SUP. ANTONOVICH:** SO WE COULD MOVE THAT WE HAVE A REPORT IN TWO  
7 WEEKS FROM THE C.A.O.

8

9 **SUP. MOLINA:** ALL RIGHT. MR. JANSSEN, DO YOU HAVE THAT? THAT  
10 WOULD BE HELPFUL. ALL RIGHT. ARE THOSE ALL YOUR ITEMS?

11

12 **SUP. ANTONOVICH:** YES. ITEM NUMBER 22.

13

14 **SUP. MOLINA:** 22. THAT ITEM WAS HELD BY A MEMBER OF THE PUBLIC.  
15 MR. WITTENBERG, BILL WITTENBERG. PLEASE JOIN US. DO WE NEED--  
16 THE DEPARTMENT OF PUBLIC WORKS MIGHT HAVE TO COME UP AND JOIN  
17 US. PLEASE, MR. WITTENBERG, IF YOU WOULD.

18

19 **BILL WITTENBERG:** THANK YOU. MY NAME IS BILL WITTENBERG. I LIVE  
20 IN SANTA CLARITA, CALIFORNIA. THANK YOU VERY MUCH FOR TAKING  
21 THE TIME OUT TO SEE ME. I'VE BEEN WORKING WITH SUPERVISOR  
22 ANTONOVICH'S OFFICE FOR ABOUT THE PAST YEAR AND A HALF ABOUT A  
23 NEW SIGNALIZATION THAT WILL BE GOING AT THE STREETS OF COPPER  
24 HILL AND HASKELL CANYON. AT THAT TIME, SUPERVISOR ANTONOVICH'S  
25 OFFICE PUT ME IN TOUCH WITH BILL WINTERS, IN THE PUBLIC



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TRAFFIC DIVISION AND WE'VE GOTTEN TOGETHER ON A FEW MEETINGS  
2 TO DISCUSS THE IMPLEMENTATION OF THIS. MY LARGEST CONCERN IS,  
3 IS NOWHERE IN THE SANTA CLARITA VALLEY DO WE HAVE A TRANSITION  
4 FROM A 45-MILE-AN-HOUR TO A 25-MILE-AN-HOUR ZONE. AS SOON AS  
5 YOU CROSS OVER THE INTERSECTION INTO THE COUNTY PROPERTY, IT'S  
6 A 25-MILE-AN-HOUR RESIDENTIAL AREA. PAUL FROM SUPERVISOR  
7 ANTONOVICH WAS KIND ENOUGH THIS MORNING TO SHOW ME SOME  
8 DOCUMENTATION SHOWING THAT ONE CORNER OF THE PROPERTY IS ZONED  
9 UNDER A COMMERCIAL ZONE. THE ISSUE WITH IT IS, IS THE FIRST 25  
10 YARDS BETWEEN THAT COMMERCIAL ZONE AND THE ACTUAL STREET OF  
11 HASKELL IS STILL ZONED RESIDENTIAL. MY BIGGEST CONCERN IS IS  
12 THAT THE PUBLIC WORKS IS DECIDING TO DEAL WITH A 45-TO-25-  
13 MILE-AN-HOUR TRANSITION, EVEN THOUGH THE ROAD IS REGISTERED AS  
14 A RESIDENTIAL ROAD, BUT USE IT AS A COLLECTOR TO SLOW CARS  
15 DOWN BEFORE THEY MAKE IT INTO THE FIRST RESIDENTIAL HOUSE. THE  
16 FIRST RESIDENTIAL HOUSE IS ABOUT 500 FEET PAST THE  
17 INTERSECTION. MY LARGEST CONCERN IS IS WITH SUPERVISOR  
18 ANTONOVICH BEING SO PROACTIVE IN THE SAUGUS COMMUNITY, JUST  
19 LAST WEEK, I RECEIVED A LETTER OF A NEW IMPLEMENTATION OF THE  
20 SAUGUS COMMUNITY TRAFFIC PROGRAMS, WHICH JUST LEADS ME TO  
21 BELIEVE THAT WE DO HAVE A COMPOUNDING PROBLEM WITH TRAFFIC IN  
22 THE SANTA CLARITA VALLEY AREA, AND ESPECIALLY WITHIN THE NEW  
23 UNINCORPORATED AREAS THAT ARE BEING DEVELOPED. WHAT I'M ASKING  
24 IS IS THAT THE PUBLIC WORKS USE A LITTLE BIT MORE SIGNAGE. I'M  
25 NOT AGAINST THE TRAFFIC SIGNAL, I'M NOT HERE TO EXPLAIN HOW



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1 THEY NEED TO BUILD THE POLES AND ANY OF THE TECHNICAL  
2 INFORMATION THAT GOES THERE. WHAT I'M TRYING TO DO IS GET THEM  
3 TO PUT A SPEED ZONE AHEAD PRIOR TO COMING AND CROSSING THE  
4 INTERSECTION. WHEN YOU'RE DOING 45 AND YOU CROSS THE  
5 INTERSECTION AND IT TURNS 25, THE COUNTY DEEMS THAT THAT'S AN  
6 ACCEPTABLE AREA TO PUT THAT SPEED ZONE IS AHEAD. I'M ASKING TO  
7 MOVE THAT SIGN TO THE OTHER SIDE OF THE TRAFFIC LIGHT WHEN  
8 THEY'RE DOING 45 MILES AN HOUR.

9

10 **SUP. MOLINA:** LET ME STOP YOU THERE, MR. WITTENBERG. THAT'S A  
11 FAIR REQUEST. WHAT'S THE PROBLEM?

12

13 **WILLIAM WINTER:** AS MR. WITTENBERG EXPLAINED AND, FIRST OF ALL,  
14 MY NAME IS WILLIAM WINTER. I'M ASSISTANT DEPUTY DIRECTOR WITH  
15 THE DEPARTMENT OF PUBLIC WORKS. AND, AS MR. WITTENBERG HAD  
16 POINTED OUT, THE FIRST RESIDENTIAL HOUSE IS 500 FEET NORTH OF  
17 THIS INTERSECTION. THE INTERSECTION ITSELF, THREE OF THE LEGS  
18 ARE WHAT WE WOULD CONSIDER A MAJOR HIGHWAY, THE LEG LEADING UP  
19 TO THE HOMES. THE FIRST 275 FEET OF THAT, WE'RE PROPOSING  
20 USING THAT AS THAT TRANSITION DISTANCE WHERE THE SPEED IS  
21 GOING TO BE CLEARLY POSTED, THERE'S GOING TO BE A 25-MILE-AN-  
22 HOUR ZONE AHEAD SIGN USED IN THAT FIRST 275 FEET. PAVEMENT  
23 MARKINGS WILL BE PLACED ON THE ROADWAY NOTIFYING MOTORISTS  
24 BUT, BY THE TIME THEY GET TO THAT FIRST RESIDENTIAL HOME...

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 SUP. MOLINA: WHY IS IT 25?

2

3 WILLIAM WINTER: IN THE RESIDENTIAL AREA, IT'S 25. IT'S A PRIMA  
4 FACIE SPEED LIMIT OF 25 MILES AN HOUR. IN THIS CASE, WE ARE  
5 GOING TO MAKE SURE THAT IT'S RADAR ENFORCED AND IT'S PROPERLY  
6 POSTED FOR THE 25 MILES AN HOUR SO IT'S-- MR. WITTENBERG...

7

8 SUP. MOLINA: WHEN YOU HAVE A HIGHWAY, I HAVE MANY OF THEM IN  
9 MY NEIGHBORHOOD AND THERE'S HOMES THERE AND IT'S RESIDENTIAL.  
10 IT'S NOT 25. WASHINGTON BOULEVARD IN PICO RIVERA ALL THE WAY  
11 THROUGH. TELEGRAPH, RESIDENTIAL AREAS, GOES RIGHT THROUGH  
12 RESIDENTIAL AREAS. IT'S NOT 25.

13

14 WILLIAM WINTER: WELL, THE STREET SOUTH OF THIS INTERSECTION,  
15 IT'S A 45-MILE-AN-HOUR SPEED LIMIT. MANY OF THE STREETS, MAYBE  
16 AS YOU'RE THINKING, THE CURB-TO-CURB WIDTH MAY BE LARGER,  
17 THERE MAY BE OTHER FRONTING, BUSINESSES OR OTHER USES OF  
18 PROPERTY FRONTING THE STREET. BUT, BY THE TIME WE'RE IN THIS  
19 AREA HERE, IT'S A MUCH NARROWER ROAD, CHARACTERISTIC OF THE  
20 STREET AS TRULY A RESIDENTIAL STREET WITH A SPEED LIMIT THAT  
21 THE C.H.P. WOULD ENFORCE OF 25 MILES AN HOUR.

22

23 SUP. MOLINA: SO THAT ISN'T SATISFYING TO YOU, MR. WITTENBERG?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **BILL WITTENBERG:** NO, MA'AM, BECAUSE, OBVIOUSLY, AS A LETTER  
2 FROM SUPERVISOR ANTONOVICH ON THE 18TH OF '04, THERE'S BEEN A  
3 TRAFFIC STUDY AND A TRAFFIC SAFETY IMPLEMENTATION FOR THE  
4 SAUGUS COMMUNITY. WE'VE HAD A NUMBER OF TIMES WHERE THE  
5 SUPERVISOR HAS BEEN KIND ENOUGH TO OVERRIDE TRAFFIC AND PUT  
6 STOP SIGNS IN CERTAIN AREAS WHERE WE HAVE TROUBLE IN THOSE  
7 PARTICULAR AREAS...

8

9 **SUP. MOLINA:** BUT THIS ISN'T A STOP SEEN. ALL YOU WANT IS A  
10 WARNING SIGN A LOT EARLIER THAN THE 25?

11

12 **BILL WITTENBERG:** I DON'T UNDERSTAND WHY IT HAD TO BE SO  
13 DIFFICULT TO COME AND ASK FOR THESE THINGS.

14

15 **SUP. MOLINA:** IS THERE ENOUGH TRANSITION THERE? THE 500 FEET  
16 SUFFICIENT?

17

18 **WILLIAM WINTER:** WELL, THE STATE AND FEDERAL GUIDELINES NOTE  
19 THAT YOU WOULD ONLY NEED 275 FEET OR 275 FEET IS THE  
20 RECOMMENDED TRANSITION DISTANCE. WE HAVE THAT. IN FACT, THERE  
21 IS MORE, BECAUSE OF THE 500 FEET, YOU ACTUALLY COULD  
22 CONCEIVABLY CONSIDER THIS A 500-FOOT TRANSITION UNTIL YOU  
23 WOULD REACH THE RESIDENTIAL ZONE.

24

25 **SUP. MOLINA:** ALL RIGHT. THERE'S THE RUB.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **BILL WITTENBERG:** CAN I JUST MAKE ONE MORE COMMENT?

3

4 **SUP. MOLINA:** SURE.

5

6 **BILL WITTENBERG:** I'M SORRY TO DISTURB YOU.

7

8 **SUP. MOLINA:** THAT'S ALL RIGHT.

9

10 **BILL WITTENBERG:** THE LARGEST THING THAT'S HAPPENING HERE IS, I  
11 THINK, THE COMMISSIONER FOR THE HIGHWAY PATROL STATED IT, IT  
12 HAS TO DO WITH THE ADVERTISING FROM THE AUTOMOTIVE DEALERSHIPS  
13 OR THE DEALERS THEMSELVES. WHEN YOU DON'T SEE A COMMERCIAL, IT  
14 DOESN'T SAY CLOSED COURSE, PROFESSIONAL DRIVER UNDERNEATH IT,  
15 IT'S A SHOCK, AND WHAT WE HAVE IS IS IS WE HAVE PEOPLE THAT  
16 THINK THEIR VEHICLE CAN STOP ON A DIME, CAN EVADE ANY TYPE OF  
17 PROBLEM THAT GOES ON IN THAT COMMUNITY. BUT, OVER AND OVER  
18 AGAIN, THROUGH TRAFFIC STUDIES FOR TWO TO THREE YEARS, IT  
19 FINALLY CAME TO THE PART THAT SUPERVISOR ANTONOVICH  
20 IMPLEMENTED A TRAFFIC PROGRAM IN THERE. YES, GRANTED, THERE IS  
21 THAT TRANSITION PERIOD AND, AGAIN, I'M NOT AGAINST, BUT I'D  
22 LIKE SOME MORE SIGNAGE BECAUSE THE NATURE OF HUMAN BEINGS ARE,  
23 IF THAT LIGHT GOES YELLOW, I'M GOING TO GO FROM 45 TO 55 TO  
24 CROSS THAT INTERSECTION SO THAT I DON'T HAVE TO STOP THERE.  
25 RIGHT THERE, AS SOON AS THAT FIRST 275, THERE'S A...



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1

2 **SUP. MOLINA:** YEAH, BUT AT THAT POINT IN TIME, THEY DESERVE THE  
3 TICKET, SIR.

4

5 **BILL WITTENBERG:** BUT THE DIFFICULTY IS IS I'M IN  
6 UNINCORPORATED L.A. COUNTY. I HAVE THIS-- I HAVE THE C.H.P.  
7 THAT HAS TO COME FIVE MILES FROM THE OFFICE AND FROM THE  
8 FREEWAY TO COME OVER TO MY LITTLE SECTION TO DO THAT. AND THE  
9 SUPERVISOR HAS DONE THAT. HE'S STEPPED UP TO THE PLATE AND  
10 MADE SURE THAT THE DEVELOPERS AND EVERYBODY NEED TO DO THEIR  
11 PART.

12

13 **SUP. MOLINA:** SOMETIMES THAT'S THE ONLY THING WE CAN DO IS TO  
14 PROVIDE A COUPLE OF STINGS OUT THERE AND GET A COUPLE...

15

16 **BILL WITTENBERG:** CORRECT. BUT, AFTER FIVE YEARS OF LIVING IN  
17 THE COMMUNITY ISSUE AND LEARNING, NOW IS THE TIME FOR ME TO  
18 STEP UP AND MAKE MY VOICE KNOWN AND MY CONCERNS KNOWN;  
19 OTHERWISE IT PASSES BY THE WAYSIDE.

20

21 **SUP. MOLINA:** I APPRECIATE IT, MR. WITTENBERG. MR. ANTONOVICH?

22

23 **SUP. ANTONOVICH:** LET ME ASK THE CITY OF SANTA CLARITA, HAVE  
24 YOU REVIEWED, IN DETAIL, THE CITY'S PROPOSAL BEFORE US?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **IAN PERRY:** YES, WE HAVE, AND LET ME STATE MY NAME. MY NAME IS  
2 IAN PERRY, SENIOR TRAFFIC ENGINEER WITH THE CITY OF SANTA  
3 CLARITA. THE PLANS PREPARED BY THE COUNTY WERE REVIEWED BY  
4 MYSELF, BY OUR CITY TRAFFIC ENGINEER AND OUR DEPARTMENT OF  
5 PUBLIC WORKS.

6

7 **SUP. ANTONOVICH:** AND THE RECOMMENDATION RELATIVES TO THE  
8 PROPOSED SIGNAGE?

9

10 **IAN PERRY:** WE AGREE WITH THE COUNTY'S PROPOSED PLAN FOR THE  
11 SIGN LOCATIONS.

12

13 **SUP. ANTONOVICH:** HAS THE CITY OF SANTA CLARITA RECEIVED ANY  
14 COMPLAINTS RELATIVE TO THE SIGNAGE?

15

16 **IAN PERRY:** I ACTUALLY CHECKED OUR COMPLAINT FILE JUST  
17 YESTERDAY AND, WITH THE EXCEPTION OF MR. WITTENBERG, WE HAVE  
18 NO OTHER COMPLAINTS.

19

20 **SUP. ANTONOVICH:** AND TO THE COUNTY, WHAT IS THE INTEREST FROM  
21 THE COMMUNITY FOR THIS SIGNAGE?

22

23 **WILLIAM WINTER:** I HAD MET MR. WITTENBERG SIX MONTHS AGO AT A  
24 COMMUNITY MEETING AND HE AND HIS COMMUNITY EXPRESSED STRONG  
25 INTEREST IN SUPPORT OF THE TRAFFIC SIGNAL. WITH THE EXCEPTION



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 OF MR. WITTENBERG'S CONCERN ABOUT THE SIGNAGE, I'VE HEARD FROM  
2 NOBODY ELSE.

3

4 **SUP. ANTONOVICH:** IF THE BOARD WOULD NOT APPROVE THE ITEM  
5 TODAY, WOULD IT DELAY THE INSTALLATION OF THE TRAFFIC SIGNAL?

6

7 **WILLIAM WINTER:** YES, THE ITEM BEFORE YOU IS FOR THE AWARD OF A  
8 CONSTRUCTION CONTRACT AND SO WE'RE READY TO GO WITH A  
9 CONTRACTOR UPON YOUR...

10

11 **SUP. ANTONOVICH:** AND WHEN THE SIGNAL IS INSTALLED, WHERE-- IS  
12 PUBLIC WORKS PROPOSING TO INSTALL, ONCE AGAIN, THOSE  
13 REGULATORY AND WARNING SIGNS?

14

15 **WILLIAM WINTERS:** RIGHT, THE SIGNS WOULD BE INSTALLED  
16 IMMEDIATELY NORTH OF THE INTERSECTION. WE'VE GOT THE 25 ZONE  
17 AHEAD SIGN AS WELL AS THE 25-MILE-AN-HOUR RADAR ENFORCED SIGN  
18 IN THE RESIDENTIAL AREA.

19

20 **SUP. ANTONOVICH:** AND WHAT OTHER MEASURES ARE YOU TAKING TO  
21 WARN THE DRIVERS?

22

23 **WILLIAM WINTERS:** THE ADVANCE SIGNAGE FOR THE 25 ZONE AHEAD  
24 WILL BE A LARGE SIGN, A LARGER THAN ORDINARY SIGN AND WE'RE  
25 ALSO GOING TO BE USING PAVEMENT MARKINGS.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** AND YOUR OBJECTION TO PUTTING A SIGN ON  
3 HASKELL CANYON CLOSER TO THE INTERSECTION WITH COPPER HILL?

4

5 **WILLIAM WINTERS:** AT THAT LOCATION, IT WOULDN'T MEET THE STATE  
6 AND FEDERAL REQUIREMENTS THAT WE FOLLOW.

7

8 **SUP. ANTONOVICH:** SO YOU'RE BASICALLY BOUND BY THE STATE AND  
9 FEDERAL REQUIREMENTS?

10

11 **WILLIAM WINTERS:** THEY'RE LARGELY RECOMMENDATIONS TO US AND WE  
12 DO FOLLOW THOSE USING TRAFFIC ENGINEERING PRINCIPLES.

13

14 **SUP. ANTONOVICH:** DOES THE ITEM BEFORE THE BOARD TODAY IN ANY  
15 WAY PROHIBIT THE COUNTY FROM INSTALLING ADDITIONAL SIGNAGE,  
16 WARNING LIGHTS OR ANY OTHER TRAFFIC CONTROL DEVICES AT A LATER  
17 DATE?

18

19 **WILLIAM WINTERS:** NO, IT DOESN'T, AND I'D BE PLEASED TO  
20 CONTINUE TO WORK WITH MR. WITTENBERG ON THAT.

21

22 **SUP. ANTONOVICH:** SO ARE THERE ANY CHANGES IN THE SPEED LIMIT  
23 PROPOSED AS A RESULT OF THE INSTALLATION OF THE SIGNAL?

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **WILLIAM WINTERS:** THERE'S NO CHANGES IN THE SPEED LIMIT BEING  
2 PROPOSED.

3

4 **SUP. ANTONOVICH:** IS IT UNUSUAL TO HAVE A TRANSITION FROM A 45  
5 MILES PER HOUR TO A 25 MILES PER HOUR?

6

7 **WILLIAM WINTERS:** CHANGES IN SPEED ARE QUITE COMMON ON  
8 ROADWAYS. THE BEST WE CAN DO IS ADVANCE SIGN THAT TO NOTIFY  
9 MOTORISTS BEFORE THAT CHANGE OCCURS.

10

11 **SUP. ANTONOVICH:** AND IS THERE A STANDARD DISTANCE FOR THIS  
12 TRANSITION FROM ONE ZONE TO ANOTHER?

13

14 **WILLIAM WINTERS:** IN THIS CASE, THE FEDERAL AND STATE  
15 GUIDELINES INDICATE 275 FEET WOULD BE APPROPRIATE.

16

17 **SUP. ANTONOVICH:** IF WE APPROVE THIS ITEM TODAY, WOULD THE  
18 DEPARTMENT TAKE A REVIEW AS TO RECOMMENDING TO THE BOARD ANY  
19 ADDITIONAL SIGNAGE, IF REQUIRED, FROM YOUR PROFESSIONAL  
20 JUDGMENT?

21

22 **WILLIAM WINTERS:** AS I NOTE, WE'LL CONTINUE TO WORK ON THIS  
23 BECAUSE WE DO HAVE THIS RESIDENTIAL AREA AND, AS MR.  
24 WITTENBERG NOTED, WE'RE VERY INTERESTED IN DEALING WITH



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 RESIDENTIAL SPEEDING CONCERNS AND LARGELY, I BELIEVE, THAT'S  
2 WHAT WE HAVE HERE.

3

4 **SUP. ANTONOVICH:** OKAY. I WOULD MOVE THE ITEM BUT HAVE THE  
5 DEPARTMENT DO A REVIEW AND MAKE A FURTHER RECOMMENDATION IF  
6 ADDITIONAL SIGNAGE IS REQUIRED AND REPORT BACK TO-- WITH A  
7 REPORT TO THE BOARD AND WHAT WOULD YOU RECOMMEND? 90 DAYS OR  
8 180 DAYS?

9

10 **SUP. MOLINA:** AFTER THE INSTALLATION?

11

12 **WILLIAM WINTERS:** 90 DAYS AFTER THE INSTALLATION.

13

14 **SUP. ANTONOVICH:** 90 DAYS AFTER THE INSTALLATION.

15

16 **SUP. MOLINA:** ALL RIGHT. IT HAS MOVED AND SECONDED BY MS.  
17 BURKE. HEARING NO OBJECTIONS, SO ORDERED. THANK YOU, MR.  
18 WITTENBERG.

19

20 **BILL WITTENBERG:** THANK YOU.

21

22 **SUP. ANTONOVICH:** ITEM NUMBER 37, I HAVE AN AMENDMENT.

23

24 **SUP. MOLINA:** ITEM 37, YOU HAVE AN AMENDMENT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** ITEM 37, I WOULD LIKE TO MOVE ALSO THAT THE  
2 LOS ANGELES HOMELESS SERVICE AUTHORITY STRENGTHEN MONITORING  
3 CONTROLS TO ENSURE THAT FAMILIES RECEIVE ADEQUATE AND  
4 APPROPRIATE SERVICES FROM THE MOTEL OPERATORS RECEIVING THOSE  
5 VOUCHERS.

6

7 **SUP. MOLINA:** ALL RIGHT. ON THIS ONE, WE HAD A REPORT, BUT I  
8 UNDERSTAND, MR. YAROSLAVSKY, YOU HAVE A MOTION ON THIS AS  
9 WELL?

10

11 **SUP. YAROSLAVSKY:** I DO AND...

12

13 **SUP. MOLINA:** DO WE NEED A REPORT?

14

15 **SUP. YAROSLAVSKY:** I DON'T NEED A REPORT UNLESS YOU WANT...

16

17 **SUP. MOLINA:** ALL RIGHT. WHY DON'T YOU INTRODUCE YOUR MOTION?

18

19 **SUP. YAROSLAVSKY:** IN JANUARY, THE DEPARTMENT OF HEALTH  
20 SERVICES PROVIDED AN UPDATE-- NO, THAT'S THE WRONG MOTION.

21

22 **SUP. MOLINA:** PLEASE PROCEED.

23

24 **SUP. YAROSLAVSKY:** HERE IT IS, MADAM CHAIR. ON SEPTEMBER 16TH,  
25 2003, THE BOARD OF SUPERVISORS APPROVED MY MOTION TO SUPPORT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THE CONTINUUM OF CARE FOR THE HOMELESS POPULATION BY SETTING  
2 ASIDE \$2 MILLION TO FUND YEAR ROUND HOMELESS SHELTERS IN LOS  
3 ANGELES COUNTY. THE BOARD DIRECTED THE CHIEF ADMINISTRATIVE  
4 OFFICER TO FREEZE THE \$2 MILLION AND TO RELEASE SUCH FUNDS  
5 AFTER BOARD APPROVAL OF THE LOS ANGELES HOMELESS SERVICE  
6 AUTHORITY PLAN FOR YEAR ROUND SHELTERS. L.A.H.S.A. HAS  
7 SUBMITTED A REPORT WHICH IDENTIFIES PROVIDERS OF YEAR ROUND  
8 SHELTERS IN EACH SUPERVISORIAL DISTRICT WITH A TOTAL OF 241  
9 BEDS. I, THEREFORE, MOVE THAT THE BOARD OF SUPERVISORS APPROVE  
10 THE L.A.H.S.A. REPORT ON COUNTY YEAR ROUND SHELTERS AND, ONE,  
11 INSTRUCT L.A.H.S.A. TO NOTIFY THE BOARD AND THE CHIEF  
12 ADMINISTRATIVE OFFICE IN WRITING WITHIN 10 WORKING DAYS OF  
13 EXECUTION OF CONTRACTS FOR YEAR ROUND HOMELESS SHELTERS AND,  
14 TWO, INSTRUCT THE C.A.O. TO RELEASE THE TWO MILLION DOLLARS TO  
15 ALLOW COMMUNITY AND SENIOR SERVICES TO PROCESS PAYMENTS TO  
16 L.A.H.S.A. AS APPROPRIATE.

17

18 **SUP. MOLINA:** VERY GOOD. MS. BURKE?

19

20 **SUP. BURKE:** I WOULD SIMPLY LIKE TO AMEND THE ALLOCATION FOR  
21 THE SECOND DISTRICT TO PROVIDE 23,140 FOR FAMILIES AND TO  
22 REDUCE ONE OF THE ACTUAL BEDS TO ALLOCATE FOR VOUCHERS, 6,570  
23 FOR VOUCHERS, FOR SINGLE VOUCHERS, AND 23,140 FOR FAMILIES  
24 VOUCHERS.

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **MITCHELL:** WE CAN DO THAT. MITCHELL \_\_\_\_\_ EXECUTIVE  
2 DIRECTOR. THE 23,000...

3

4 **SUP. BURKE:** 140.

5

6 **MITCHELL:** 140 INCLUDES VOUCHERS FOR FAMILIES AND SINGLES. IT'S  
7 OFTEN HARD TO PREDICT...

8

9 **SUP. BURKE:** IT WAS FOR BOTH? ALL RIGHT.

10

11 **MITCHELL:** IT'S FOR SINGLES INCLUDED-- IT'S PRIMARILY FOR THOSE  
12 DISABLED SINGLES AND FRAIL SINGLES.

13

14 **SUP. BURKE:** ALL RIGHT. BUT FAMILIES AND SINGLES WOULD BE  
15 INCLUDED IN THE 23,170. THAT'S FINE.

16

17 **MITCHELL:** CORRECT. SO DO YOU WANT TO ADD THAT?

18

19 **SUP. BURKE:** NO, THAT'S OKAY.

20

21 **MITCHELL:** SO JUST LEAVE IT.

22

23 **SUPERVISOR YAROSLAVSKY:** SO LONG AS IT'S COVERED.

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **SUP. MOLINA:** THEN WE'LL LEAVE IT AS IS. VERY GOOD. WE HAVE TWO  
2 PEOPLE THAT WISH TO ADDRESS US ON THESE ITEMS, AND I'M GOING  
3 TO ASK THEM TO-- UNLESS YOU WANTED TO ADD SOMETHING TO IT AT  
4 THIS POINT.

5

6 **MITCHELL:** NO, JUST WANT TO THANK THE BOARD FOR THE SUPPORT OF  
7 THIS PROGRAM.

8

9 **SUP. MOLINA:** ALL RIGHT. LET ME CALL YVONNE MICHELE AUTRY, AND  
10 SHE HAS HELD ITEM 37 AS WELL AS 14. IF YOU'D ADDRESS BOTH OF  
11 YOUR ITEMS, MISS AUTRY, AND THE SAME THING WITH WARREN  
12 WILLIAMS. HE HAS HELD ITEM 37 AND HE'S ALSO HELD 38-D. IF  
13 YOU'D ADDRESS BOTH OF THESE ITEMS AS WELL. DID MR. WILLIAMS  
14 LEAVE? ALL RIGHT. HE DID. ALL RIGHT. MISS AUTRY?

15

16 **YVONNE MICHELE AUTRY:** THANK YOU FOR AN OPPORTUNITY TO ADDRESS  
17 THE BOARD OF SUPERVISORS, EVEN IN THE ABSENCE OF CHAIRMAN  
18 KNABE. I'D LIKE TO SAY, FIRST OF ALL, RELEVANT TO ITEM NUMBER  
19 37, I THINK THAT YOUR PRIMARY CONCERN SHOULD BE NOT JUST WITH  
20 HOUSING THE HOMELESS AND I KNOW THAT YOU HAVE OTHER MATTERS  
21 THAT CONCERN YOU, MS. MOLINA, BUT IF YOU COULD PAY ATTENTION,  
22 BECAUSE IT JUST SHOULDN'T BE TO HOUSING THE HOMELESS, BUT  
23 TRYING TO GET THEM JOBS, REHABILITATION. THE MAJORITY OF THE  
24 HOMELESS PEOPLE HERE IN LOS ANGELES ARE BLACK PEOPLE AND  
25 PEOPLE OF COLOR. I LIVE DOWNTOWN AND IT'S A DISPROPORTIONATE



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1 NUMBER. I DON'T THINK THE ANSWER IS MEDICATION BECAUSE THE  
2 SIDE EFFECTS CREATE A GREATER IMBALANCE. THEY NEED TO BE GIVEN  
3 OPPORTUNITIES TO DEVELOP THEMSELVES AND ALSO MOTIVATION SO  
4 THAT THEY KNOW THAT THEY CAN BE RECYCLED INTO-- BACK INTO  
5 SOCIETY. I SEE THEM AS BEING KIND OF A DISPOSABLE, EXPENDABLE  
6 PEOPLE. YOU KNOW, I GUESS IF THE GOVERNMENT DOESN'T HAVE TO  
7 GIVE BLACK PEOPLE REPARATIONS, THEY'RE, YOU KNOW,  
8 CLANDESTINELY CREATING SITUATIONS WHERE THEY BECOME HOMELESS  
9 AND THEN POLICE EXTERMINATE US IN THE STREET LIKE MARGARET  
10 MITCHELL AND OTHER BLACK PEOPLE THAT ARE BEING MURDERED, AND  
11 THE POLICE ARE NOT BEING PROSECUTED AND THAT'S WHAT I SEE  
12 HAPPENING. SO I THINK THAT THE PEOPLE SHOULD BE AWARE OF  
13 WHAT'S HAPPENING AND IT'S NOT JUST SOME MEMBERS OF OUR SOCIETY  
14 THAT JUST SHOULD BE WRITTEN OFF OR HOUSED FOR GOVERNMENT  
15 EXPERIMENTATION WITH THE MEDICATION THAT THEY'RE BEING GIVEN.  
16 IT'S VERY OBVIOUS TO ME THAT'S WHAT'S HAPPENING. ALSO,  
17 RELEVANT TO ITEM NUMBER 14, IF YOU'RE GETTING CONTRIBUTIONS, I  
18 HOPE THAT YOU USE THOSE CONTRIBUTIONS, NUMBER ONE, TOWARDS  
19 COVERING THE MONITORING FEES. THERE ARE A LOT OF MONITORS WHO-  
20 - I MEAN, PARENTS HAVE TO PAY FOR MONITORS. ALSO, FOR CHILD  
21 SUPPORT. YOU SHOULD USE SOME OF THAT MONEY CREATIVELY OR BY  
22 APPLYING THAT MONEY TO OFFSET THE FEES THAT PARENTS HAVE TO  
23 PAY, EVEN THOUGH WE DON'T EVEN GET TO SEE OUR CHILDREN, WE  
24 HAVE TO PAY CHILD SUPPORT AND PAY FOR MONITORS. I MEAN, TO SEE  
25 OUR CHILDREN, I THINK THAT THAT SHOULD BE SOMETHING THAT THE



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1 COUNTY IS ABLE TO PROVIDE, ESPECIALLY SINCE SOME OF OUR  
2 CHILDREN WERE ILLEGALLY AND UNLAWFULLY DETAINED IN THE FIRST  
3 PLACE. ALSO, I'D LIKE TO REFERENCE THIS ISSUE ABOUT THE  
4 MEDICATION. IT'S ALSO RELEVANT TO WHAT HAPPENED AT MARTIN  
5 LUTHER KING BECAUSE I WAS FALSELY ACCUSED OF A 5150 AND I WAS  
6 HOSPITALIZED AT AUGUSTUS HAWKINS AND I HAVE AN EXCERPT OF AN  
7 ARTICLE INCRIMINATING DEBORAH REED, WHO WAS ALSO FALSELY  
8 ACCUSED AS BEING IMBALANCED BECAUSE SHE FOUGHT THE DEPARTMENT  
9 OF CHILDREN AND FAMILY SERVICES AND WAS MISDIAGNOSED AS BEING-  
10 - I DON'T KNOW IF IT WAS BIPOLAR MANIC DEPRESSIVE  
11 SCHIZOPHRENIA, BUT WHAT HAPPENED IS SHE OVERTURNED THOSE  
12 CHARGES AND SHE WAS FALSELY ACCUSED SIMPLY BECAUSE SHE FOUGHT  
13 AGAINST THE DEPARTMENT WHEN HER CHILD, JONATHAN REED,  
14 INITIALLY WAS ILLEGALLY DETAINED. AS YOU KNOW, HE DIED IN  
15 CHILD PROTECTIVE SERVICES, AND IT'S BEEN PROVEN THAT HE DIED  
16 BECAUSE THE SEDATIVES KILLED HIM. HE WAS AN ASTHMATIC. SO I  
17 THINK YOU NEED TO DO A VERY IN-DEPTH INVESTIGATION AS TO WHY  
18 THE CHILDREN ARE BEING MEDICATED, WHAT'S HAPPENING, IS IT AN  
19 INDUSTRY AND HOW YOU CAN STOP IT, NOT JUST PERPETUATE THIS  
20 INDUSTRY, OR AS YOU PROBABLY PROFIT AS WELL, NOT JUST FOR THE  
21 DEPARTMENT OF CHILDREN AND FAMILY SERVICES BUT...

22

23 **SUP. MOLINA:** THANK YOU, MISS AUTRY.

24



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1 **YVONNE MICHELE AUTRY:** ALSO FOR MARTIN LUTHER KING AND I DON'T  
2 THINK THE ADVISORY BOARD OUGHT TO...

3

4 **SUP. MOLINA:** MISS AUTRY, YOUR TIME IS UP.

5

6 **YVONNE MICHELE AUTRY:** THANK YOU VERY MUCH BUT I'LL SUMMARIZE  
7 MY COMMENTS. I DON'T THINK THAT AN ADVISORY BOARD OF  
8 PREDOMINANTLY ANGLO PEOPLE WILL BE SYMPATHETIC...

9

10 **SUP. MOLINA:** THANK YOU, MISS AUTRY.

11

12 **YVONNE MICHELE AUTRY:** ...TO WHAT'S HAPPENING IN PREDOMINANTLY  
13 MINORITY AND BLACK NEIGHBORHOODS. MEDICATION AND DRUGS HAVE  
14 NOT...

15

16 **SUP. MOLINA:** THANK YOU, MISS AUTRY. ALL RIGHT. ON THOSE ITEMS,  
17 WE HAVE A MOTION BY SUPERVISOR YAROSLAVSKY, IT'S BEEN SECONDED  
18 BY MS. BURKE, AND A MOTION...

19

20 **SUP. ANTONOVICH:** AS AMENDED.

21

22 **SUP. MOLINA:** AS AMENDED-- YOU WANT TO AMEND INTO IT MR.  
23 ANTONOVICH'S MOTION ABOUT THE MONITORING CONTROLS. IS THERE  
24 ANY OBJECTION TO THESE TWO ITEMS? IF NOT, SO ORDERED ON THAT.  
25 WITH THAT, I'D ALSO LIKE TO MOVE ITEM NUMBER 14, MOVED BY



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1 SUPERVISOR BURKE, SECONDED BY SUPERVISOR YAROSLAVSKY. IF  
2 THERE'S NO OBJECTION, THAT ITEM IS MOVED FORWARD AND ORDERED.  
3 AND SO THAT TAKES CARE OF ITEM NUMBER 37.

4

5 **SUP. ANTONOVICH:** AND ITEM NUMBER-- THAT WAS ALL I HAVE.

6

7 **SUP. MOLINA:** ALL RIGHT. I DON'T HAVE ANY ADJOURNMENTS. MS.  
8 BURKE, DO YOU HAVE ANY ADJOURNMENTS?

9

10 **SUP. BURKE:** I HAVE TWO ADJOURNMENTS. I MOVE THAT, WHEN WE  
11 ADJOURN TODAY, WE ADJOURN IN MEMORY OF JAMES BURKES, JR.,  
12 LONG-TIME RESIDENT OF THE SECOND DISTRICT. HE WORKED FOR THE  
13 COUNTY OF LOS ANGELES FOR 25 YEARS. HE WORKED AS DEPUTY CHIEF  
14 ADMINISTRATOR OF PERSONNEL, HUMAN RELATIONS OFFICER AND A  
15 PROBATION OFFICER. HE THEN BEGAN HIS OWN BUSINESS AS A REAL  
16 ESTATE BROKER AND AUCTIONEER. HE WAS ALSO A TRUSTEE OF HIS  
17 CHURCH AND SERVED AS A SERGEANT IN THE UNITED STATES ARMY. HE  
18 HELD A DEGREE FROM SAN DIEGO UNIVERSITY, WHERE HE LATER JOINED  
19 A FRATERNITY. HE WAS DEDICATED TO COMMUNITY SERVICE AND  
20 ACADEMIC EXCELLENCE. THROUGHOUT HIS LIFE, HE SERVED ON MANY  
21 BOARDS, COMPTON COMMUNITY COLLEGE BOARD, CHARLES DREW BOARD,  
22 SOUTH BAY BANK BOARD, NEW VISION LIFE CHURCH BOARD, FRED  
23 JEFFERSON MEMORIAL BOARD AND, IN 2000, HE FOUNDED THE JEAN D.  
24 BURKES FOUNDATION IN MEMORY OF HIS LOVING WIFE WITH WHOM HE  
25 SHARED 45 YEARS OF MARRIAGE. IT WAS HIS MISSION TO FULFILL THE



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1 DESIRES OF HIS WIFE BY ASSISTING YOUNG PEOPLE IN THE ENDEAVORS  
2 TO ACHIEVE ACADEMIC AND SOCIAL EXCELLENCE. WITH THIS MISSION,  
3 HE PROVIDED SCHOLARSHIPS TO STUDENTS AT COMPTON COLLEGE AND  
4 CHARLES DREW SATURDAY SCIENCE PROGRAM. HE'S SURVIVED BY TWO  
5 DAUGHTERS, ANDRE AND MARIE. AND PAUL WINFIELD. I THINK ALL  
6 MEMBERS, PROBABLY, PROBABLY REMEMBER HIM.

7

8 **SUP. MOLINA:** YES, I DO.

9

10 **SUP. BURKE:** PAUL WINFIELD, THE AWARD-WINNING ACTOR WHO CAME TO  
11 FAME DURING THE RENAISSANCE OF AFRICAN-AMERICAN CINEMA IN  
12 1970S, IN SUCH FILMS AS "SOUNDER," " A HERO AIN'T NOTHING BUT  
13 A SANDWICH." HE GUEST STARRED ON "ROOM 222," "JULIA," "STAR  
14 TREK: WRATH OF KHAN," AND HE DID WORKS ON STAGE AND  
15 SHAKESPEARE. HE SHARED OPPOSITE DENZEL WASHINGTON IN  
16 "CHECKMATE" AND REPEATED ROLES IN THE 1988 BROADWAY  
17 PRODUCTION. IN 1990, "PRESUMED INNOCENT," "LOVE LETTERS," AND  
18 WON AN EMMY FOR "PICKET FENCES." THEN, IN 1998, HE BEGAN  
19 NARRATING A AND E CRIME DOCUMENTARY SERIES, "CITY  
20 CONFIDENTIAL." HE WAS ALSO THE POLICE OFFICER IN THE FIRST  
21 "TERMINATOR." AND MR. WINFIELD PASSED AWAY OF A HEART ATTACK  
22 AFTER A LONG BATTLE WITH DIABETES SUNDAY AT QUEEN OF ANGELS  
23 HOLLYWOOD PRESBYTERIAN MEDICAL CENTER. HE NEVER MARRIED. HE  
24 SHARED HIS HOLLYWOOD HILLS HOME WITH SEVEN PUG DOGS. HE'S  
25 SURVIVED BY HIS SISTER, PATRICIA WILSON.



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1

2 **SUP. MOLINA:** ALL RIGHT. SO ORDERED ON THOSE ADJOURNMENTS. MR.  
3 YAROSLAVSKY, DO YOU HAVE ANY ADJOURNMENTS?

4

5 **SUP. YAROSLAVSKY:** I HAVE TWO ADJOURNING MOTIONS. FIRST, I ASK  
6 THAT WE ADJOURN IN THE MEMORY OF HELEN MISCIKOWSKI, WHO IS THE  
7 MOTHER OF LOS ANGELES CITY COUNCILWOMAN, CINDY MISCIKOWSKI,  
8 WHO PASSED AWAY OVER THE WEEKEND, AND SHE WAS 78 YEARS OLD.  
9 LIVED IN VENTURA COUNTY AND I ASK ALL MEMBERS TO JOIN IN THAT.

10

11 **SUPERVISOR MOLINA:** PLEASE.

12

13 **SUPERVISOR YAROSLAVSKY:** AND ALSO THAT WE ADJOURN IN THE MEMORY  
14 OF MARTIN WITKIN, WHO IS SURVIVED BY HIS DAUGHTER, JANET  
15 WITKIN, WHO IS THE EXECUTIVE DIRECTOR OF THE SOCIAL SERVICE  
16 AGENCY, THE ALTERNATIVE LIVING FOR THE AGING AND SURVIVED BY  
17 OTHER FAMILY MEMBERS AS WELL.

18

19 **SUP. MOLINA:** SO ORDERED ON THOSE ADJOURNMENTS. WE HAVE ONE  
20 ITEM THAT WAS HELD BY THE PUBLIC, 38-D.

21

22 **SUP. BURKE:** YEAH, I'LL MOVE THAT. OH, IT'S HELD FOR A MEMBER  
23 OF THE PUBLIC.

24

25 **SUP. BURKE:** IT'S BEEN HELD FOR THE PUBLIC. GENEVIEVE CLAVREUL?



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1

2 **SUP. BURKE:** SORRY. I FORGOT ABOUT THAT. I THOUGHT IT WAS ONE  
3 OF THE OTHER MOTIONS THAT HAD ALREADY BEEN PASSED.

4

5 **GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS. I  
6 KNOW A LOT OF THE ISSUES YOU ALREADY DISCUSSED TODAY ABOUT  
7 M.L.K., BUT I THINK THERE IS A VERY MISCONCEPTION OF WHAT'S  
8 GOING ON THERE, AND IN THE MOTIONS THAT SUPERVISOR BURKE  
9 BROUGHT UP, I THINK SHE DOES NOT QUITE HAVE AN UNDERSTANDING  
10 HOW AN HOSPITAL FUNCTIONS. CONTRARY TO YOUR STATEMENT, IS NOT  
11 THE DOCTOR WHO IS RESPONSIBLE FOR THE QUALITY OF CARE  
12 PROVIDED; HE IS RESPONSIBLE FOR THE MEDICAL PART OF THE  
13 PROBLEM. NURSES ARE RESPONSIBLE FOR THE NURSING CARE. AND I  
14 THINK, BECAUSE OF THAT, YOUR MOTION IS NOT WELL, YOU KNOW,  
15 BROUGHT UP. AND CONTRARY AS TO WHAT YOU SAID, THE PHYSICIAN  
16 DOES NOT SUPERVISE THE NURSE. THOSE ARE TWO DIFFERENT  
17 PROFESSIONS WITH TWO DIFFERENT EXPECTATIONS AND, IN OUR  
18 HEALTHCARE SYSTEM, THE PHYSICIAN IS PART OF THE CARE MODEL.  
19 THE NURSE IS A PATIENT ADVOCATE. AT M.L.K., WHAT WE ARE  
20 SEEING, A LOT OF THE PROBLEM ARE NURSING ISSUE PROBLEM.  
21 PERSONALLY, I REALLY APPRECIATE SUPERVISOR MOLINA ASKING ABOUT  
22 THE PUBLIC MEETING. I THINK IT'S TIME WE KNOW WHAT'S REALLY  
23 GOING ON AT M.L.K. AND I WOULD LIKE TO KNOW HOW MANY PEOPLE  
24 HAVE BEEN ARE INVOLVED IN THE CAMDEN GROUP, WHAT'S THEIR  
25 QUALIFICATION, WHAT HAVE THEY DONE SO FAR? IN YOUR MOTION,



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1 SUPERVISOR BURKE, YOU ASKED FOR A 30-DAY REPORT. I MEAN, THE  
2 CAMDEN GROUP PLUS ONE OF YOUR OWN TEAM WAS FRED LEAF, HAVE  
3 BEEN IN M.L.K. FOR WEEKS. AT THE MOST, I THINK TWO WEEKS WILL  
4 BE THE, YOU KNOW, MAX YOU SHOULD GIVE THEM TO BRING YOU A  
5 REPORT. THAT SHOULD BE AT THEIR HAND AND I THINK THE PUBLIC  
6 HAVE A RIGHT TO SEE. THIS IS OUR DOLLAR WE ARE PAYING FOR THE  
7 CAMDEN GROUP, A GROUP WHO WAS SELECTED ON A SOLE VENDOR  
8 CONTRACT, A GROUP WHO DOES NOT EVEN GIVE THE CLIENT LIST. I  
9 THINK IT'S TIME WE HAVE SOME SAY ON WHAT'S GOING ON AND I  
10 THINK YOU NEED TO LEARN THAT A HOSPITAL, NURSES AND PHYSICIANS  
11 HAVE TWO DIFFERENT FUNCTION. AND UNTIL YOU UNDERSTAND THAT, I  
12 DON'T THINK YOU WILL SOLVE THE PROBLEM AT M.L.K. THANK YOU.

13

14 **SUP. MOLINA:** ALL RIGHT. THAT ITEM IS BEFORE US. MOVED BY  
15 SUPERVISOR BURKE, SECONDED BY SUPERVISOR YAROSLAVSKY. IF  
16 THERE'S NO OBJECTION, SO ORDERED. I THINK THAT TAKES CARE OF  
17 ALL OF THE ITEMS. AND WE HAVE A PUBLIC COMMENT. MR.  
18 WITTENBERG, I UNDERSTAND YOU WANT TO ADDRESS...

19

20 **SUP. MOLINA:** PLEASE JOIN US. MR. WITTENBERG?

21

22 **BILL WITTENBERG:** HELLO, SUPERVISORS. THANK YOU AGAIN. I  
23 FIGURED I WOULD GET TWO BIRDS IN ONE STONE ON THIS VISIT HERE.  
24 YOU'VE SEEN SOME OF MY E-MAILS FOR THE PAST FOUR YEARS NOW  
25 OVER A PROPOSED FIRE STATION 108 IN THE SANTA CLARITA VALLEY.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 I'VE COME TO YOU OVER AND OVER AGAIN ABOUT A POOR DECISION  
2 THAT WAS MADE BY THE DEVELOPERS TO CHOOSE A FIRE STATION  
3 LOCATION. BACK AFTER INVESTIGATING WITH THE L.A. COUNTY FIRE  
4 DEPARTMENT, BACK IN 1990, WHEN THEY ORIGINALLY REVIEWED THE  
5 SITE, THE ROAD WHERE THE SITE WAS LOCATED WAS A STRAIGHT ROAD  
6 ACCESS. THROUGH THE CHANGES OF PLANNING AND DEVELOPMENT  
7 CHANGES, NOW THE ACCESS FOR THE FIRE DEPARTMENT HAS TO  
8 TRAVERSE THROUGH A NEIGHBORHOOD AND TWO STREETS AND STOP SIGNS  
9 AND BLIND STREETS TO GET DOWN TO THE MAJOR ACCESS. AS I'VE  
10 COME TO YOU GUYS BEFORE AND E-MAILED YOU OVER AND OVER, THE  
11 DIFFICULTIES THAT I AM DEALING WITH IS, WHEN I DEAL WITH DOUG  
12 MEYERS, WHO USED TO BE THE ENGINEERING CHIEF THERE, AND WHEN  
13 THEY STARTED ME OFF FOUR YEARS AGO TELLING ME, QUOTE, "THAT  
14 THIS SITE STINKS BECAUSE IT HAS NO FUEL CAPABILITIES, IT HAS  
15 ONE DRIVEWAY IN AND OUT, A 12 1/2% GRADE WHEN YOU BRING YOUR  
16 ENGINE ON AND OFF OF A FLAT PROPERTY. EVEN THROUGH THE  
17 EVALUATION, THROUGH THE DEPARTMENT OF PUBLIC WORKS THAT WAS  
18 DONE ON JANUARY 10TH, 2001, FROM PROJECT MANAGEMENT DIVISION  
19 NUMBER 2, EVEN COMES BACK AND TELLS THE FIRE DEPARTMENT  
20 BECAUSE OF THE LIMITED VEHICLE MANEUVERABILITY, THE PROPOSED  
21 SITE IS CONSIDERED NON-DESIRABLE, BUT ACCEPTED FOR A LOCATION  
22 FOR FIRE STATION 108. WELL, ONE PART OF YOUR DEPARTMENT IS  
23 SAYING THAT IT'S NOT NECESSARILY THE BEST. EVEN NOW I'M  
24 DEALING WITH THE L.A. COUNTY FIRE DEPARTMENT AND WHAT THEY'RE  
25 ATTEMPTING TO DO IS TO IMPLEMENT A GOOD NEIGHBOR POLICY. WHY?



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1 BECAUSE THEY'VE NEVER BEEN IN THE MIDDLE OF THE NEIGHBORHOODS  
2 IN OUR COMMUNITY. MAYBE IN SOME OF THE OTHER DISTRICTS, IT'S  
3 POSSIBLE THAT YOU HAVE FIRE DEPARTMENTS THAT ARE PLACED IN THE  
4 MIDDLE OF RESIDENTIAL AREAS. WE DON'T HAVE THAT IN THE CITY OF  
5 SANTA CLARITA BECAUSE WE GRADE TO LAY DOWN NEW DEVELOPMENTS.  
6 IT JUST TURNS OUT THAT THE DEVELOPER CHOSE THIS SPOT. THE  
7 COUNTY EVALUATED IT BACK IN 1990 BUT THEN TOTALLY LOST CONTROL  
8 OF WHAT HAPPENED TO THE SITUATION. BASICALLY, THE POINT OF  
9 VIEW IS THAT, EVEN FROM TIM OTTMAN, WHO IS IN CHARGE OF  
10 CONSTRUCTION NOW, JUST TOLD ME A WEEK AGO THAT THEY CONSTANTLY  
11 ARE LOOKING FOR NEW SPOTS, BUT THE SPOTS THAT I PROPOSED FOUR  
12 YEARS AGO THAT WERE LESS THAN A MILLION NOW SOLD FOR \$2.5  
13 MILLION. WE KEEP ENDING UP BEHIND THE EIGHT BALL IN TRYING TO  
14 GET FIRE RESCUE TO THE COMMUNITY. RECENTLY, THE CITY OF SANTA  
15 CLARITA JUST DONATED A PIECE OF PROPERTY FOR THREE YEARS, A  
16 DOLLAR A YEAR FOR A FIRE STATION. THE BIGGEST PROBLEM THAT WE  
17 END UP HAPPENING IS, AS SOON AS WE GET A NEW STATION OR  
18 TEMPORARY LOCATION, WE START TAKING APPARATUS FROM THE  
19 EXISTING STATIONS THAT ARE THERE. BASICALLY, AGAIN, I'M ASKING  
20 YOU GUYS, PLEASE REVIEW FIRE STATION 108 FROM YOUR INDIVIDUAL  
21 DISTRICTS AND HAVE YOUR OWN DEPUTIES TAKE A LOOK AT THIS FOR  
22 US, PLEASE.

23

24 **SUPERVISOR MOLINA:** THANK YOU, MR. WITTENBERG.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUPERVISOR ANTONOVICH:** COULD WE HAVE THE DEPARTMENT MAKE A  
2 REPORT BACK ON THE COMMENTS THAT WERE MADE BY MR. WITTENBERG?

3

4 **BILL WITTENBERG:** THANK YOU.

5

6 **SUP. MOLINA:** ALL RIGHT. THAT CONCLUDES ALL OF THE ITEMS AND IF  
7 I CAN GET THE EXECUTIVE OFFICER TO READ THE MOTION TO GO INTO  
8 CLOSED SESSION, PLEASE.

9

10 **CLERK VARONA-LUKENS:** THANK YOU, MADAM CHAIR. IN ACCORDANCE  
11 WITH BROWN ACT REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE  
12 BOARD OF SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS  
13 ITEM CS-12, CONFERENCE WITH LEGAL COUNSEL REGARDING EXISTING  
14 LITIGATION, AS INDICATED ON THE POSTED SUPPLEMENTAL AGENDA.  
15 ALL OTHER CLOSED SESSION ITEMS ARE CONTINUED ONE WEEK. THANK  
16 YOU.

17

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**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 [NOTICE OF ACTION TAKEN IN CLOSED SESSION

2 TUESDAY, MARCH 9, 2004]

3

4 There is no reportable action as a result of today's closed  
5 session.

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**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 REPORTER'S CERTIFICATE

2  
3

4 I, Jennifer A. Hines, Certified Shorthand Reporter Number  
5 6029/RPR/CRR qualified in an for the State of California, do  
6 hereby certify:

7 That the foregoing transcript of recorded  
8 proceedings was taken on Tuesday, March 9, 2004, at the time  
9 and place therein set forth and recorded by the Los Angeles  
10 County Board of Supervisors, thereafter transcribed into  
11 typewriting under my direction and supervision;

12 And I hereby certify that the foregoing transcript  
13 of recorded proceedings is a full, true, and correct  
14 transcript of the recorded proceedings before the Los Angeles  
15 County Board of Supervisors.

16 I further certify that I am neither counsel for nor  
17 related to any party to said action, nor in anywise interested  
18 in the outcome thereof.

19 IN WITNESS WHEREOF, I have hereunto set my hand this  
20 11th day of March, 2004.

21  
22

23 \_\_\_\_\_(Signature on file)\_\_\_\_\_

24 JENNIFER A. HINES

25 CSR No. 6029/RPR/CRR