



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

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1 [There is no reportable action as a result of the
2 Board of Supervisors' closed session held today.]

3
4
5

6 **SUP. KNABE, CHAIR:** GOOD MORNING. ASK EVERYONE TO PLEASE RISE.
7 WE'LL BE LED IN OUR INVOCATION BY JERRY FERRSO, ASSISTANT
8 PASTOR, LANCASTER BAPTIST CHURCH, FOLLOWED BY THE PLEDGE OF
9 ALLEGIANCE, WHICH WILL BE LED BY CHARLES EICHELBERGER, MEMBER,
10 HAWAIIAN GARDENS POST NUMBER 7243, VETERANS OF FOREIGN WARS OF
11 THE UNITED STATES OF AMERICA. JERRY?

12

13 **PASTOR JERRY FERRSO:** LET'S PRAY TOGETHER. OUR HEAVENLY FATHER,
14 WE DO WANT TO THANK YOU FOR THIS DAY THAT YOU'VE GIVEN TO US
15 AND, FATHER, WE THANK YOU FOR YOUR MANY BLESSINGS THAT YOU
16 HAVE BESTOWED UPON THIS GREAT COUNTRY. WE THANK YOU FOR OUR
17 STATE, WE THANK YOU FOR THOSE THAT GIVE LEADERSHIP AND HOW WE
18 PRAY, FATHER, THAT YOU WOULD GIVE THEM WISDOM AND DIRECTION
19 AND, FATHER, I PRAY THAT THE DECISIONS THAT WOULD BE MADE IN
20 THIS ROOM WOULD ENHANCE, LORD, THE GREATNESS OF THIS COUNTRY,
21 AND WE ASK THIS NOW IN YOUR NAME. AMEN.

22

23 **CHARLES EICHELBERGER:** OKAY. FOLLOW ME IN THE PLEDGE OF
24 ALLEGIANCE TO THE FLAG. [PLEDGE OF ALLEGIANCE]

25



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1 **SUP. KNABE, CHAIR:** IT GIVES ME GREAT PLEASURE TO INTRODUCE
2 CHARLES EICHELBERGER. MR. EICHELBERGER IS RESIDENT OF A LONG
3 BEACH AND CURRENTLY A MEMBER OF THE VFW HAWAIIAN GARDENS POST
4 NUMBER 7243. HE'S A PAST COMMANDER OF THE LONG BEACH MEMORIAL
5 POST NUMBER 5217 OF THE AMERICAN LEGION. MR. EICHELBERGER
6 SERVED AS A SERGEANT IN THE UNITED STATES MARINE CORPS FROM
7 1964 TO 1972. HE RECEIVED NUMEROUS COMMENDATIONS AND
8 DECORATIONS DURING HIS YEARS OF SERVICE, INCLUDING TWO PURPLE
9 HEARTS, THE NAVY UNIT COMMENDATION, MERITORIOUS UNIT
10 COMMENDATION, THREE MARINE CORPS GOOD CONDUCT MEDALS, NATIONAL
11 DEFENSE SERVICE MEDAL, THE VIETNAM SERVICE MEDAL WITH TWO
12 STARS AND THE REPUBLIC OF VIETNAM CAMPAIGN MEDAL. HE CURRENTLY
13 IS A SERVICE REPRESENTATIVE FOR SOUTHERN CALIFORNIA GAS
14 COMPANY, HE'S A GRADUATE OF C.A. JOHNSON HIGH SCHOOL IN
15 COLUMBIA, SOUTH CAROLINA AND LONG BEACH CITY COLLEGE. HE'S
16 MARRIED AND HAS THREE CHILDREN AND WE WANT TO THANK HIM FOR
17 TAKING THE TIME OUT OF HIS BUSY SCHEDULE TO LEAD US IN THE
18 PLEDGE OF ALLEGIANCE TODAY AND SAY THANK YOU, CHARLES. [
19 APPLAUSE]

20

21 **SUP. KNABE, CHAIR:** WE'LL WAIT AND MR. ANTONOVICH WILL BE RIGHT
22 DOWN, OKAY? LET'S PROCEED WITH THE AGENDA.

23



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1 **CLERK VARONA-LUKENS:** THANK YOU, MR. CHAIRMAN, MEMBERS OF THE
2 BOARD. WE'LL BEGIN ON PAGE 7. AGENDA FOR THE MEETING OF THE
3 REGIONAL PARK AND OPEN SPACE DISTRICT, ITEM 1-P.

4
5 **SUP. KNABE, CHAIR:** EXCUSE ME, THAT WAS WHICH ITEM?

6
7 **CLERK VARONA-LUKENS:** ON PAGE 7, ITEM 1-P FOR AGENDA FOR THE
8 MEETING OF THE MEETING... [NULL]

9
10 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, THE CHAIR
11 WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

12
13 **CLERK VARONA-LUKENS:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 6.
14 NUMBER 2 INCLUDES REVISIONS AS NOTED ON THE GREEN SHEET.

15
16 **SUP. KNABE, CHAIR:** WITH THOSE REVISIONS AS NOTED ON THE GREEN
17 SHEET, THE CHAIR WILL MOVE IT, SECONDED BY SUPERVISOR BURKE.
18 WITHOUT OBJECTION, SO ORDERED.

19
20 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEMS 7 THROUGH
21 11. ON ITEM NUMBER 11, FOR THE RECORD, I'M SORRY. SUPERVISOR
22 MOLINA, IS VOTING "NO" BUT SHE'S NOT HERE.

23
24 **SUP. KNABE, CHAIR:** SHE'S NOT HERE SO SHE-- OKAY. MOVED BY
25 YAROSLAVSKY, SECONDED BY BURKE. WITHOUT OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** CHILDREN AND FAMILY SERVICES. ON ITEMS 12
3 THROUGH 14, ON ITEM NUMBER 12, HOLD FOR SUPERVISOR MOLINA AND
4 A MEMBER OF THE PUBLIC.

5

6 **SUP. KNABE, CHAIR:** SO ORDERED.

7

8 **CLERK VARONA-LUKENS:** AND ITEM 13 AND 14 ARE BEFORE YOU.

9

10 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, THE CHAIR
11 WILL SECOND. WITHOUT OBJECTION, SO ORDERED. I THINK WE'LL STOP
12 RIGHT AND ALLOW SUPERVISOR SUPERVISOR ANTONOVICH TO MAKE HIS
13 PRESENTATION.

14

15 **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS, IT'S A PLEASURE TO
16 WELCOME, FROM THE ANTELOPE VALLEY, A PASTOR TODAY WHO LED US
17 IN THE OPENING WITH OUR INVOCATION. PASTOR JERRY FERRSO HAS
18 BEEN AN ASSISTANT PASTOR AT THE LANCASTER BAPTIST CHURCH SINCE
19 1991. IN 1988, HE WAS A GRADUATE, HYLES ANDERSON COLLEGE IN
20 INDIANA AND WAS ORDAINED IN THE MINISTRY AT FIRST BAPTIST
21 CHURCH IN HAMMOND, INDIANA, IN 1989. HE HAS SERVED AS THE
22 YOUTH PASTOR AT JORDAN BAPTIST CHURCH IN BURBANK, ILLINOIS,
23 FROM '88 TO '91 AND, IN '91, HE MOVED WITH HIS FAMILY TO THE
24 ANTELOPE VALLEY IN LANCASTER, WHERE HE HAS BEEN DIRECTING THE
25 OUTREACH PROGRAMS WHICH SUPPORTS OVER 130 MISSIONARIES AND IS



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1 AN INSTRUCTOR AT THE WEST COAST BAPTIST COLLEGE. SO PASTOR,
2 THANK YOU FOR COMING DOWN AND LEADING US IN INVOCATION AND WE
3 LOOK FORWARD THAT YOU'LL HAVE A SAFE RETURN TO THE ANTELOPE
4 VALLEY AND HOPEFULLY IT WON'T BE RAINING WHEN YOU DRIVE BACK.

5 [APPLAUSE]

6

7 **SUP. KNABE, CHAIR:** OKAY. WE'LL PROCEED WITH THE AGENDA. ITEM
8 15.

9

10 **CLERK VARONA-LUKENS:** OKAY. ITEM 15, COMMISSION ON HUMAN
11 RELATIONS.

12

13 **SUP. KNABE, CHAIR:** OKAY. MOVED BY SUPERVISOR BURKE, THE CHAIR
14 WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** COMMUNITY AND SENIOR SERVICES, ITEM 16.
17 WE'LL HOLD THAT FOR A MEMBER OF THE PUBLIC. HEALTH SERVICES,
18 ITEMS 17 THROUGH 20. ON ITEM NUMBER 19, THE DIRECTOR IS
19 REQUESTING A REVISION OF THE MOTION TO READ EFFECTIVE UPON
20 EXECUTION BY ALL PARTIES THROUGH OCTOBER 31, 2005. AND THEN
21 WE'LL ALSO HOLD THAT FOR SUPERVISORS BURKE, ANTONOVICH AND
22 KNABE AND MEMBERS OF THE PUBLIC. AND THE REST ARE BEFORE YOU.

23



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1 **SUP. KNABE, CHAIR:** ON THE REMAINDER, MOVED BY SUPERVISOR
2 MOLINA, SECONDED BY SUPERVISOR YAROSLAVSKY. WITHOUT OBJECTION,
3 SO ORDERED.

4

5 **CLERK VARONA-LUKENS:** MENTAL HEALTH, ITEMS 21 AND 22.

6

7 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY
8 SUPERVISOR BURKE. WITHOUT OBJECTION, SO ORDERED.

9

10 **CLERK VARONA-LUKENS:** PARKS AND RECREATION, ITEM 23.

11

12 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR BURKE, THE CHAIR WILL
13 SECOND. WITHOUT OBJECTION, SO ORDERED.

14

15 **CLERK VARONA-LUKENS:** PROBATION, ITEMS 26 THROUGH-- 24 THROUGH
16 26. ON ITEM NUMBER 26, HOLD FOR SUPERVISOR BURKE.

17

18 **SUP. KNABE, CHAIR:** ON THE REMAINDER, MOVED BY SUPERVISOR
19 MOLINA, SECONDED BY SUPERVISOR BURKE. WITHOUT OBJECTION, SO
20 ORDERED.

21

22 **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 27 THROUGH 49.

23

24 **SUP. KNABE, CHAIR:** CHAIR WILL MOVE IT, SECONDED BY SUPERVISOR
25 ANTONOVICH. WITHOUT OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** REGISTRAR-RECORDER/COUNTY CLERK. ON ITEM
3 50, HOLD FOR A MEMBER OF THE PUBLIC. SHERIFF, ITEMS 51 THROUGH
4 55.

5

6 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY
7 SUPERVISOR YAROSLAVSKY. WITHOUT OBJECTION, SO ORDERED.

8

9 **CLERK VARONA-LUKENS:** TREASURER AND TAX COLLECTOR, ITEMS 56
10 THROUGH 58.

11

12 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR MOLINA, SECONDED BY
13 SUPERVISOR ANTONOVICH. WITHOUT OBJECTION, SO ORDERED.

14

15 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATION, ITEMS 59
16 THROUGH 64. ON ITEM 63, THE COUNTY COUNSEL REQUESTS A ONE-WEEK
17 CONTINUANCE.

18

19 **SUP. KNABE, CHAIR:** SO ORDERED. ON THE REMAINDER, MOVED...

20

21 **CLERK VARONA-LUKENS:** 63.

22

23 **SUP. KNABE, CHAIR:** 63 IS CONTINUED FOR A WEEK. ON THE
24 REMAINDER, MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR
25 YAROSLAVSKY. WITHOUT OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** MISCELLANEOUS, ADDITIONS TO THE AGENDA
3 REQUESTED BY BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE
4 OFFICER, WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF
5 THE MEETING, AS INDICATED ON THE GREEN SUPPLEMENTAL AGENDA.
6 65-A.

7

8 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY
9 SUPERVISOR MOLINA. WITHOUT OBJECTION, SO ORDERED.

10

11 **CLERK VARONA-LUKENS:** 65-B.

12

13 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED
14 BY THE CHAIR. WITHOUT OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** 65-C.

17

18 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED
19 BY SUPERVISOR BURKE. WITHOUT OBJECTION, SO ORDERED.

20

21 **CLERK VARONA-LUKENS:** AND ON ITEM 65-D, HOLD FOR A MEMBER OF
22 THE PUBLIC. AND THAT COMPLETES THE READING OF THE AGENDA.
23 BOARD OF SUPERVISORS' SPECIAL ITEMS BEGINS WITH SUPERVISORIAL
24 DISTRICT NUMBER 4.

25



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1 **SUP. KNABE, CHAIR:** THANK YOU. I'M GOING TO ASK CLARENCE SHAW
2 TO JOIN ME UP HERE AND DEPARTMENTAL FAMILY, ANYONE THAT WOULD
3 LIKE TO JOIN HIM, HE IS OUR OCTOBER 2004 EMPLOYEE OF THE
4 MONTH. AND WE HAD A NICE LITTLE RECEPTION UPSTAIRS FOR THE
5 OTHER HONORED NOMINEES AND ALL FROM D.P.S.S., AS WELL, TOO.
6 CLARENCE HAS OVER 14 YEARS OF EMPLOYMENT WITH THE COUNTY OF
7 LOS ANGELES. HE IS CURRENTLY A SOCIAL SERVICES SUPERVISOR WITH
8 THE DEPARTMENT OF PUBLIC SOCIAL SERVICES. AS A MEMBER OF THE
9 IN-HOME SUPPORTIVE SERVICES CASE REVIEW TEAM, HIS SKILL IN
10 REVIEWING AND MEASURING PRODUCTION AND IDENTIFYING TRENDS AND
11 METHODS TO IMPROVE PRODUCTIVITY RESULTED IN THOROUGH CASE
12 AUDITS. CLARENCE'S REVIEW, RECOMMENDATION AND ONGOING
13 MONITORING OF THE PERSONAL CARE SERVICES PROGRAM CONTRIBUTED
14 TO AN AVERAGE CASELOAD INCREASE FROM 78% TO 85%, NETTING
15 MILLIONS OF DOLLARS IN SAVINGS TO THE COUNTY TAXPAYERS BY WAY
16 OF HIGHER FEDERAL SUBVENTION. THROUGH OUR D.P.S.S. ACADEMY, HE
17 PROVIDED TRAINING INFORMATION AND CURRICULUM FOR NEW SOCIAL
18 WORKER TRAINEES. HE ALSO ASSISTS IN ORGANIZING THE VERY
19 SUCCESSFUL SOCIAL WORKERS CONFERENCE WHICH IS PROVIDED TO ALL
20 SOCIAL WORKERS IN D.P.S.S. AND DEPARTMENT OF COMMUNITY AND
21 SENIOR SERVICES. IN RECOGNITION OF ALL THIS, HIS CONTINUING
22 DEDICATION AND EFFORT AND HIS CONTINUING EFFORT TO IMPROVE
23 SERVICE TO THOSE IN NEED, ON BEHALF OF MYSELF AND MY
24 COLLEAGUES, WE'D LIKE TO PRESENT CLARENCE TO YOU AS THE



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1 OCTOBER 2004 EMPLOYEE OF THE MONTH AND SAY CONGRATULATIONS FOR
2 A JOB WELL DONE. [APPLAUSE]

3

4 **SUP. KNABE, CHAIR:** I'D LIKE TO LIKE TO PRESENT YOU THIS PIN IN
5 RECOGNITION OF BEING EMPLOYEE OF THE MONTH. ALL RIGHT. WOULD
6 YOU LIKE TO SAY A COUPLE WORDS?

7

8 **CLARENCE SHAW:** FIRST OF ALL, I WANT TO THANK THE BOARD FOR
9 THIS HONOR AND JUST WANT TO SEND OUT KUDOS TO MY CASE REVIEW
10 TEAM, MACAUDEY WILLIAMS AND RUDY DERILLE FOR THE JOB THAT
11 THEY'VE HELPED ME IN RECEIVING IN THIS OUTSTANDING AWARD.
12 THANK YOU VERY MUCH. [APPLAUSE]

13

14 **SPEAKER:** JUST A LITTLE SOMETHING ABOUT CLARENCE. CLARENCE IS
15 COMMITTED AND DEDICATED TO PUBLIC SERVICE. AS A MEMBER OF THE
16 IN-HOME CASE SUPPORTIVE SERVICES CASE REVIEW TEAM, HE'S HELPED
17 TO INCREASE PRODUCTIVITY AND REDUCE CASE ERRORS. BUT NOT ONLY
18 HAS HE SERVED THE COUNTY, BUT HE JUST CAME BACK RECENTLY FROM
19 A YEAR SERVING IN IRAQ. SO ON BEHALF OF THE DEPARTMENT, I
20 WOULD LIKE TO CONGRATULATE CLARENCE FOR HIS SPECIAL HONOR. [
21 APPLAUSE]

22

23 **SUP. KNABE, CHAIR:** SUPERVISOR BURKE, I'M GOING TO INTERRUPT
24 YOU HERE. YOU HAVE A SPECIAL PRESENTATION ABOUT THE...

25



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1 **SUP. BURKE:** YES, WE HAVE PEOPLE WHO HAVE TO LEAVE AND I
2 APPRECIATE YOUR TAKING THIS OUT OF ORDER. I'D LIKE TO CALL UP
3 CLEARCHANNEL RADIO, WELLS FARGO BANK AND REPRESENTATIVES FROM
4 THE COUNTY PUBLIC LIBRARY. WELL, EVERY YEAR, THE PUBLIC
5 LIBRARY CONDUCTS A SUMMER READING PROGRAM TO ENCOURAGE
6 CHILDREN TO READ THROUGHOUT THE SUMMER MONTHS. WELLS FARGO
7 BANK AND CLEARCHANNEL COMMUNICATIONS WERE THE PRIMARY SPONSORS
8 FOR THIS PROGRAM IN SUMMER 2004, WHICH WAS TITLED "RIDE A WILD
9 TALE." THEIR SUPPORT PROVIDED ENHANCED INCENTIVES AND
10 EXTENSIVE RADIO ADVERTISING TO ENCOURAGE PARENTS TO VISIT THE
11 LIBRARY WITH THEIR CHILDREN. AS A RESULT OF THIS SUPPORT,
12 NEARLY 30,000 CHILDREN PARTICIPATED IN THE PROGRAM. IN FACT,
13 THE NUMBER OF CHILDREN WHO READ ALL SUMMER LONG AND COMPLETED
14 THE PROGRAM INCREASED BY 37% OVER THE YEAR BEFORE. I'M PLEASED
15 TO ACKNOWLEDGE AND THANK MADELEINE SELL, REGIONAL MARKETING
16 DIRECTOR, L.A. METRO MARKETING OF WELLS FARGO BANK AND GREG
17 ASHLOCK, CLEARCHANNEL COMMUNICATION REGIONAL VICE PRESIDENT.
18 AND TO CLEARCHANNEL-- AND WE HAVE WITH US HERE TODAY GREG
19 ASHLOCK. GREG'S NOT HERE. WHO'S HERE? DOUG MARSHALL IS HERE.
20 THANK YOU VERY MUCH FOR BEING HERE.

21

22 **MADELEINE SELL:** THANK YOU VERY MUCH. ON BEHALF OF WELLS FARGO
23 BANK, WE ARE VERY PLEASED TO PARTICIPATE AND TO PARTNER WITH
24 THE LIBRARIES IN THE COUNTY OF LOS ANGELES. WE ARE COMMITTED



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1 TO THE LITERACY OF OUR YOUTH AND OUR COMMUNITIES AND WE WANTED
2 TO SAY THANK YOU. [APPLAUSE]

3

4 **DOUG MARSHALL:** THESE ARE THE KIND OF PROGRAMS THAT IS VERY
5 ENJOYABLE TO WORK WITH. WE HAVE HAD GREAT PLEASURE WORKING
6 WITH THE LIBRARIES, WITH WELLS FARGO. WE LOOK FORWARD TO
7 CONTINUING THIS AND WORKING WITH THE YOUTH OF L.A. COUNTY.
8 THANK YOU.

9

10 **SUP. BURKE:** THANK YOU VERY MUCH. [APPLAUSE]

11

12 **SUP. BURKE:** I ALSO WANT TO RECOGNIZE THE CONTINUING DEDICATION
13 AND COMMITMENT OF COUNTY LIBRARIAN, MARGARET TODD, AND HER
14 YOUTH SERVICES DIRECTOR, PENNY MARKEY. WOULD YOU LIKE TO SAY A
15 WORD? OKAY. ALL RIGHT.

16

17 **PENNY MARKEY:** THANK YOU SO MUCH FOR YOUR RECOGNITION OF THE
18 WORK THAT THE LIBRARY DOES AND CERTAINLY FOR OUR PARTNERS,
19 WELLS FARGO AND CLEARCHANNEL. WE WORK VERY HARD TO ASSURE THAT
20 THE CHILDREN IN LOS ANGELES COUNTY CONTINUE TO READ THROUGH
21 THE SUMMER AND ALL YEAR LONG AND IT IS THROUGH THE EFFORTS OF
22 THE BOARD OF SUPERVISORS THAT SO MANY OF OUR PROGRAMS HAVE
23 BEEN SUCCESSFUL, SO THANK YOU. [APPLAUSE]

24

25 **SUP. BURKE:** THANKS A LOT, DON. I'LL DO MY OTHER ONE LATER.



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1

2 **SUP. KNABE, CHAIR:** OKAY. NOW I'D LIKE TO CALL UP THE
3 FEDERATION OF FILIPINO-AMERICAN ASSOCIATIONS' PRESIDENT, DR.
4 LEO PANDECK, TREASURER LORRAINE BARBLE, HISTORIAN, ELOISA
5 BORA, VICE PRESIDENT ERROL PARKER, BOARD MEMBER BENITO MORANDA
6 AND PRESIDENT OF THE WEST LOS ANGELES CITY COLLEGE AND CHAIR
7 OF THE FILIPINO-AMERICAN MONTH, FRANK TIAUAMBO. THROUGH THE
8 FILIPINO-AMERICAN NATIONAL HISTORICAL SOCIETY, WE KNOW THAT
9 THIS IS THE 241ST ANNIVERSARY OF THE PERMANENT SETTLEMENT OF
10 FILIPINOS IN THE CONTINENTAL UNITED STATES. BECAUSE IT IS
11 IMPERATIVE IN OUR FILIPINO-AMERICAN YOUTH, THE RICHNESS AND TO
12 INSTILL THE RICHNESS OF THEIR ETHNICITY AND THE VALUES OF THE
13 LEGACY, THE FEDERATION IS SPONSORING THE ANNUAL OBSERVANCE AND
14 CELEBRATION OF FILIPINO-AMERICAN HISTORY MONTH TO FOCUS ON THE
15 STORY OF OUR NATION'S PAST. SO ON BEHALF OF THE BOARD OF
16 SUPERVISORS, IT'S MY HONOR TO PRESENT THIS SCROLL TO THE
17 FEDERATION OF FILIPINO-AMERICAN ASSOCIATION PROCLAIMING
18 OCTOBER AS FILIPINO-AMERICAN HISTORY MONTH AND CALL UPON ALL
19 PEOPLE OF LOS ANGELES COUNTY TO CELEBRATE AND REFLECT WITH
20 GREAT PRIDE THEIR HISTORY. SO ON BEHALF MYSELF AND MY
21 COLLEAGUES, WE'D LIKE TO MAKE THIS PRESENTATION TO YOU IN
22 CELEBRATION OF THAT. [APPLAUSE]

23

24 **LEO PANDECK:** GOOD MORNING TO YOU ALL. [SPEAKS IN FILIPINO]
25 ON BEHALF OF THE MORE THAN 260,000 FILIPINO-AMERICAN RESIDENTS



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1 OF L.A. COUNTY, WE WOULD LIKE TO THANK THE BOARD OF
2 SUPERVISORS FOR RECOGNIZING AND PROCLAIMING OCTOBER AS THE
3 FILIPINO-AMERICAN HISTORY MONTH AND IN CELEBRATING OUR ART
4 CULTURE IN L.A. COUNTY. THANK YOU SO MUCH. [SPEAKS IN
5 FILIPINO] [APPLAUSE]

6

7 **SUP. MOLINA:** CONGRATULATIONS, SIR.

8

9 **SUP. KNABE, CHAIR:** NOW IT GIVES US ALL PLEASURE TO WELCOME
10 HERE TODAY ONCE AGAIN OUR VERY OWN EMMY NOMINATED AND MOST
11 POPULAR FOX 11 NEWS ANCHOR, CHRISTINE DEVINE. [APPLAUSE]

12

13 **SUP. KNABE, CHAIR:** THERE SHE IS. IN ADDITION TO REPORTING THE
14 10 P.M. NEWS, CHRISTINE HAS TAKEN IT UPON HERSELF TO PROFILE,
15 AS PART OF SUNDAY'S CHILD AND WEDNESDAY'S CHILD SEGMENTS,
16 FOSTER YOUTH WHO ARE ANXIOUSLY AWAITING PERMANENT HOMES.
17 BECAUSE OF HER PROGRAM, MANY DESERVING CHILDREN HAVE FOUND
18 PERMANENT HOMES IN CELEBRATION OF THIS SUCCESS AND IN
19 RECOGNITION OF HER TIRELESS EFFORTS. CHRISTINE WAS PRESENTED
20 WITH THE 2004 RISING STARS AWARD LAST SATURDAY EVENING BY THE
21 TEAGUE FAMILY FOUNDATION AND DR. DAVID SANDERS AT A VERY
22 SPECIAL EVENT. HOWEVER, CHRISTINE'S CONTRIBUTIONS CANNOT BE
23 EXPRESSED BY WORDS ALONE, SO TODAY, TODAY WE HAVE SOME VERY
24 SPECIAL GUESTS. JOINING US HERE TODAY ARE DONNIE RESIDENCE,
25 MARINE AND DEAN THOMAS AND THEIR WONDERFUL SON, JARED. JARED



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1 WAS FEATURED ON CHRISTINE'S CHRISTMAS DAY SEGMENT IN 2002,
2 SEEN BY THE THOMAS FAMILY, WHICH ULTIMATELY CULMINATED WITH
3 THIS FORMAL ADOPTION ON NOVEMBER 19TH, 2003. PROUD PARENTS,
4 MAUREEN AND DEAN WHO, BY THE WAY, ARE EMPLOYEES OF THE LOS
5 ANGELES COUNTY OFFICE OF EDUCATION AND SANITATION DISTRICTS
6 RESPECTIVELY, SAYS JARED IS THE BEST CHRISTMAS PRESENT ANYONE
7 COULD RECEIVE AND JARED, WHO WAS 10 AT THE TIME'S GIFT, HAS A
8 FAMILY TO CALL HIS OWN. LOOKING AT MAUREEN AND JARED NOW
9 PROUDLY STANDING AS A FAMILY, PRIMARILY BECAUSE OF THE EFFORTS
10 OF CHRISTINE, DRIVES HOME WHAT A POSITIVE IMPACT SHE HAS AND
11 CONTINUES TO HAVE ON CHILDREN AND THEIR FAMILIES THROUGHOUT
12 SOUTHERN CALIFORNIA AND BEYOND. SO CHRISTINE, WE THANK YOU
13 VERY MUCH FROM THE BOTTOM OF OUR HEARTS FOR ALL THAT YOU
14 CONTINUE TO DO TO SUPPORT PERMANENCY IN PUTTING PEOPLE
15 TOGETHER AND I KNOW WE'VE PRESENTED YOU WITH A LOT OF AWARDS
16 BUT IT'S REALLY SPECIAL TO SEE A YOUNG MAN HERE IN CELEBRATION
17 OF THAT. HE'S A LEFT-HANDER, HE'S A CUBS FAN. I MEAN, THIS
18 KID'S GOOD! OKAY? AND SO WE HAD A NICE TIME WITH HIM UP THERE
19 THIS MORNING. SO CONGRATULATIONS, CHRISTINE, AND THE FAMILY IS
20 WELL WELCOME. [APPLAUSE]

21

22 **CHRISTINE DEVINE:** THANK YOU, SUPERVISOR, THANK YOU SO MUCH.
23 AND ALSO THANK YOU TO MAUREEN AND DEAN AND JARED. THEY'RE MY
24 FAVORITE SUCCESS STORY. I'M SO PROUD OF THEM AND SO HAPPY FOR
25 THEIR SUCCESS AND HAPPINESS. BUT AS TO THE SUPERVISORS, I



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1 WANTED TO SAY THANK YOU FOR TRUSTING ME WITH THE CHILDREN THAT
2 ARE IN YOUR CARE. IT'S NOT JUST ME, IT'S FOX 11 NEWS THAT
3 REALLY HAS A TREMENDOUS JOB BECAUSE HOW VULNERABLE IT MUST BE
4 FOR A CHILD TO COME ON T.V. AND SAY, "I DON'T HAVE A MOM AND I
5 DON'T HAVE A DAD," FOR THEIR CLASSMATES TO SEE THAT AND FOR
6 THE WORLD TO SEE. YOU REALLY HAVE TO PUT A LOT OF TRUST IN US
7 THAT WE'RE GOING TO LOVE THEM AND CARE FOR THEM AND MAKE SURE
8 THAT WE, YOU KNOW, TRY TO DO RIGHT BY THEM, SO THANK YOU VERY
9 MUCH. I ALSO WANTED TO RECOGNIZE WILL WONG, WHO HAS THE CAMERA
10 THERE. WILL IS WITH THE DEPARTMENT. [APPLAUSE]

11

12 **CHRISTINE DEVINE:** HI, WILL. [APPLAUSE CONTINUES]

13

14 **CHRISTINE DEVINE:** AND WILL HAS DONE A GREAT JOB IN
15 COORDINATING ALL THE WEDNESDAY CHILD SHOTS AND I WANTED YOU
16 ALL TO KNOW WHO HE WAS. HIS SUPERVISOR, SERI GRANT IS IN THE
17 BACK. SERI, WAVE. WE'VE BEEN DOING WEDNESDAY'S CHILD FOR TEN
18 YEARS NOW, WITH SUNDAY'S CHILD THREE AND A HALF YEARS
19 SPONSORED AND I'M SO PROUD TO SAY WE HAVE A 70 TO 80% SUCCESS
20 RATE IN FINDING CHILDREN HOMES, SO THANK YOU VERY MUCH. [
21 APPLAUSE]

22

23 **SUP. KNABE, CHAIR:** HE ALSO SAID HE WOULDN'T MIND IF-- JARED
24 ALSO SAID HE WOULDN'T MIND IF BOSTON BREAKS THE CURSE, THE
25 BAMBINO CURSE. YEAH! ALL RIGHT. NEXT, I'D LIKE TO CALL FORWARD



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1 NATALIE SALAZAR, WHO IS THE DIRECTOR OF THE LOS ANGELES COUNTY
2 SHERIFF'S DEPARTMENT OF COMMUNITY AND LAW ENFORCEMENT
3 PARTNERSHIP PROGRAMS. AND TODAY, AS PART OF OUR ACTION HERE,
4 WE ARE DECLARING OCTOBER AS CRIME PREVENTION MONTH. AND DURING
5 THIS MONTH, GOVERNMENT AGENCIES, CIVIC GROUPS, SCHOOLS,
6 BUSINESSES, AND VARIOUS YOUTH ORGANIZATIONS THROUGHOUT THE
7 COUNTY WILL SHOWCASE THEIR ACCOMPLISHMENTS AND WILL ATTEMPT TO
8 REACH OUT EVEN MORE TO EDUCATE AND EMPOWER THE PUBLIC THROUGH
9 EDUCATIONAL CAMPAIGNS. A NUMBER OF EVENTS THAT ARE HAPPENING,
10 RED RIBBON WEEK, OCTOBER 23RD TO THE 31ST, COMMUNITY PEACE
11 MARCHES, EMERGENCY PREPAREDNESS PRESENTATION, SAFETY FAIRS AND
12 NEIGHBORHOOD WATCH MEETINGS. SO ON BEHALF OF MYSELF AND MY
13 COLLEAGUES AND THE 10 MILLION RESIDENTS, WE'D LIKE TO PRESENT
14 THIS TO NATALIE BUT, AS WE ALL KNOW, NATALIE IS THE DRIVER
15 BEHIND A LOT OF THESE PROGRAMS AND SHE DOES AN INCREDIBLE JOB
16 OF ORGANIZING PEOPLE, COMMUNITY, YOUTH ORGANIZATIONS, ALL ON
17 BEHALF OF BEING ADVOCATES OF CRIME PREVENTION. SO NATALIE,
18 WE'D LIKE TO PRESENT YOU THIS AND SAY CONGRATULATIONS AGAIN
19 FOR ANOTHER JOB WELL DONE.

20

21 **NATALIE SALAZAR:** THANK YOU VERY MUCH. [APPLAUSE]

22

23 **NATALIE SALAZAR:** THANK YOU VERY MUCH, SUPERVISOR KNABE AND
24 MEMBERS OF THE BOARD. ONE OF THE MAIN GOALS OF OCTOBER BEING
25 NATIONAL CRIME PREVENTION MONTH IS TO BUILD COMMUNITY



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1 PARTNERSHIPS, NOT ONLY FOR PUBLIC SAFETY BUT ALSO FOR
2 COMMUNITY PRIDE. WE SHARE THIS MONTH WITH A NUMBER OF OTHER
3 GROUPS AND WE PROUDLY DO THAT. AS YOU MENTIONED, NOT ONLY ARE
4 WE PUSHING A LOT OF ACTIVITIES FOR RED RIBBON WEEK TO EDUCATE
5 NOT ONLY YOUNG PEOPLE BUT THEIR FAMILIES ALSO OF THE DANGERS
6 OF DRUG ABUSE BUT OCTOBER 23RD IS "MAKE A DIFFERENCE DAY"
7 THROUGHOUT THE NATION. AND SO I'D LIKE TO ENCOURAGE EACH ONE
8 OF YOU TO PERSONALLY, ALONG WITH YOUR FAMILIES, YOUR BUSINESS
9 COLLEAGUES AND YOUR COMMUNITY, DO SOMETHING THAT'S GOING TO
10 MAKE A POSITIVE DIFFERENCE. I WOULD ALSO ENCOURAGE THOSE OF
11 YOU THAT ARE INTERESTED IN BECOMING MORE AWARE OF HOW TO DEAL
12 WITH DISASTERS AND EMERGENCY, ON OCTOBER 30TH, IN COORDINATION
13 WITH L.A. COUNTY FIRE AND L.A. CITY FIRE, WE WILL BE HOSTING A
14 COMMUNITY EMERGENCY RESPONSE TEAM REFRESHER DRILL. SO 300 OF
15 OUR WELL TRAINED COMMUNITY MEMBERS WILL BE OUT WITH US
16 PRACTICING. PLEASE DO SOMETHING TO GET INVOLVED IN YOUR
17 NEIGHBORHOOD TO HELP KEEP THINGS SAFE. AGAIN, THANK YOU VERY
18 MUCH FOR THIS PROCLAMATION. [APPLAUSE]

19

20 **SUP. KNABE, CHAIR:** MIKE?

21

22 **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS OF THE BOARD, FIRST WE
23 WOULD LIKE TO RECOGNIZE ONE OF OUR GREAT DISTRICT ATTORNEYS,
24 AND THAT'S DEPUTY DISTRICT ATTORNEY PATRICK SEQUEIRA, WHO
25 RECENTLY WAS AWARDED THE 2004 ASSOCIATION OF GOVERNMENT



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1 ATTORNEYS IN CAPITAL LITIGATION TRIAL ADVOCACY AWARD AT ITS
2 ANNUAL CONFERENCE IN PORTLAND, OREGON. HE WAS SINGLED OUT FOR
3 HIS WORK ON THE CASE AGAINST A GANG MEMBER, MARCUS DORY ADAMS,
4 WHO WAS SENTENCED TO DEATH IN 2003. ADAMS WAS CONVICTED OF A
5 CAPITAL MURDER FOR THE SEPTEMBER 7TH, 1994 SHOOTING DEATHS OF
6 THREE YOUNG MEN. HE WAS ALREADY SERVING A LIFE PRISON TERM FOR
7 HIS ROLE IN THAT FATAL HOLDUP OF A CREDIT UNION IN LEMPUG.
8 THANKS FOR PATRICK AND HIS HARD WORK IN BRINGING JUSTICE TO
9 THE CITIZENS OF OUR COUNTY. HE WAS RECOGNIZED BY HIS PEERS.
10 AND WITH US TODAY ARE HIS PARENTS, GUEDO AND GLORIA SEQUEIRA,
11 HIS SISTER BERNICE WATSON AND HIS BROTHER, DARRELL AND SISTER,
12 DIANE DECKARD. SO CONGRATULATIONS, JOB WELL DONE. [APPLAUSE]

13

14 **DEPUTY DISTRICT ATTORNEY PATRICK SEQUEIRA:** THANK YOU VERY
15 MUCH, SUPERVISOR ANTONOVICH AND TO THE OTHER BOARD. I'M DEEPLY
16 HONORED BY THIS SCROLL. I ALSO WANT TO GIVE OUT A SPECIAL
17 THANKS TO STEVEN COOLEY, WHO NOMINATED ME FOR THE AWARD AND
18 ALL MY COLLEAGUES IN THE DISTRICT ATTORNEY'S OFFICE FOR THEIR
19 HELP IN THE SUCCESSFUL PROSECUTIONS AND ALSO LOS ANGELES
20 POLICE DEPARTMENT AND OTHER LAW ENFORCEMENT AGENCIES THAT WORK
21 EVERY DAY TO HELP ENSURE SUCCESSFUL PROSECUTIONS OF SERIOUS
22 CRIMES IN LOS ANGELES COUNTY. AND LASTLY, TO THE CITIZENS OF
23 LOS ANGELES COUNTY, MANY OF THEM VERY BRAVE CITIZENS WHO COME
24 FORWARD AND TESTIFY IN SERIOUS MURDER CASES AT GREAT RISK TO
25 THEIR PERIL. WITHOUT THOSE CITIZENS COMING FORWARD AND



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1 TESTIFYING, WE WOULD NOT BE ABLE TO HAVE SUCCESSFUL
2 PROSECUTIONS. AND IN PARTICULAR IN THE ADAMS CASE, THE FAMILY
3 OF THE VICTIMS WERE VERY INSTRUMENTAL IN HELPING SOLVE THE
4 CASE TO BEGIN WITH AND THEN TO COME FORWARD AND PROVIDE THE
5 SUPPORT FOR A VERY SUCCESSFUL PROSECUTION. AND TO THOSE THREE
6 FAMILIES, OF DAYLEN HICKS, TREVEN BOYD AND LAMAR ARMSTRONG, A
7 GREAT THANKS TO THEM AS WELL. [APPLAUSE]

8

9 **SUP. ANTONOVICH:** NOW WE'RE RECOGNIZING A RETIRING CHIEF OF
10 POLICE FOR A GREAT CITY, THE CITY OF ALHAMBRA AND THAT'S
11 LAWRENCE LEWIS, A 35-YEAR VETERAN OF CALIFORNIA LAW
12 ENFORCEMENT. [SCATTERED APPLAUSE]

13

14 **SUP. ANTONOVICH:** CHIEF LEWIS INSTITUTED NUMEROUS EFFECTIVE
15 POLICIES AT THEIR ALHAMBRA POLICE DEPARTMENT, INCLUDING THE
16 REVIEW PROCEDURES FOR THE USE, POLICE USE OF FORCE IN VEHICLE
17 PURSUITS, THE INTRODUCTION OF LESS LETHAL WEAPONS INTO
18 DEPARTMENT OPERATIONS AND IN-VEHICLE CAMERAS IN THOSE
19 DEPARTMENTS. IN 2002, CHIEF LEWIS SERVED AS THE PRESIDENT OF
20 L.A. COUNTY POLICE CHIEF'S ASSOCIATION, REPRESENTING OUR 46
21 MUNICIPAL LAW ENFORCEMENT AGENCIES IN OUR COUNTY. HIS ACADEMIC
22 DEGREES INCLUDE PUBLIC ADMINISTRATION AND MANAGEMENT. HE WAS
23 ALSO A GRADUATE OF THE POST-COMMAND COLLEGE, A SELECTED
24 PROGRAM THAT OFFERS LEADERSHIP DEVELOPMENT, COURSES FOR LAW
25 ENFORCEMENT. I PERSONALLY HAD THE OPPORTUNITY OF WORKING WITH



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1 THE CHIEF AS THE SUPERVISOR IN OUR DISTRICT ON COUNTYWIDE
2 ISSUES AND WE APPRECIATED HIS COOPERATION AND ALWAYS HIS
3 WILLINGNESS TO COME FORWARD AND WORK FOR THE BETTERMENT FOR
4 THE ENTIRE COUNTY OF LOS ANGELES. AND WITH HIM TODAY IS HIS
5 CAPTAIN BOB PANZA, CAPTAIN JOHN HENCHLY, CAPTAIN JOHN HUDSON
6 AND LIEUTENANT JEFF POWELL. SO, LARRY, IT'S A PLEASURE TO WORK
7 WITH YOU, SORRY YOU'RE RETIRING BUT I HOPE YOU STAY INVOLVED.
8 [APPLAUSE]

9

10 **CHIEF LAWRENCE LEWIS:** SUPERVISOR ANTONOVICH AND BOARD, THANK
11 YOU SO MUCH FOR THIS RECOGNITION. I'VE BEEN PROUD TO SERVE THE
12 CITIZENS OF L.A. COUNTY AND LAW ENFORCEMENT FOR 35 YEARS AND
13 I'VE WORKED WITH SOME VERY WONDERFUL AND DEDICATED MEN AND
14 WOMEN IN LAW ENFORCEMENT. AS I CAME UP TO THE BUILDING TODAY,
15 THERE WAS A LITTLE BOY ON THE CORNER THAT WAVED TO ME, AND I
16 THINK THAT'S WHAT I'LL MISS THE MOST ABOUT BEING A POLICE
17 OFFICER IS THE RESPECT OF CHILDREN AND THE RESPECT OF THE
18 PUBLIC FOR OUR PROFESSION AND WHAT WE DO. THANK YOU SO MUCH
19 FOR THIS RECOGNITION. [APPLAUSE]

20

21 **SUP. ANTONOVICH:** LAST WEEK, IF YOU REMEMBER, WE HAD A LITTLE
22 LABRADOR MIX. WELL, TODAY, LITTLE CHAMP IS ALSO A LABRADOR.
23 THIS ONE IS BLACK. HE'S EIGHT WEEKS OLD. LAST WEEK, WE HAD A
24 LITTLE CAMEL-COLORED ONE, SO WE ARE COLOR COORDINATED BECAUSE
25 NOW HE'S WEARING A LITTLE BLACK COAT. SO ANYWAY, CHAMP'S



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1 LOOKING FOR A HOME. ANYBODY IN THE AUDIENCE WHO WOULD LIKE TO
2 ADOPT HIM, OR THOSE AT HOME CAN CALL (562) 728-4644 AND LITTLE
3 CHAMP WILL BE YOURS FOR THE HOLIDAYS. HE LIKES TURKEY DINNERS.
4 OKAY? AW. SO HE'S EIGHT WEEKS OLD AND LOOKING FOR A HOME FOR
5 THE HOLIDAYS. AND PERMANENTLY. SUZY? NO? HUH? THE BOYS WOULD
6 LIKE HIM. NOPE? HMM? AND NOW WE WOULD LIKE TO RECOGNIZE AN
7 EDUCATOR WHO HAS DONE A LOT IN THE PASADENA AREA FOR QUALITY
8 EDUCATION. THAT'S JANICE ALLEN, WHO IS RETIRING AT PRINCIPAL
9 OF ANDREW JACKSON ELEMENTARY SCHOOL AFTER 16 YEARS OF SERVICE.
10 SHE'S NOW THE DIRECTOR OF CHILD DEVELOPMENT FOR THE PASADENA
11 UNIFIED SCHOOL DISTRICT. SHE'S BEEN INVOLVED WITH THE PASADENA
12 UNIFIED SCHOOL DISTRICT SINCE 1971, WHEN SHE BEGAN TEACHING AT
13 HALE ELEMENTARY SCHOOL. SHE WAS PROMOTED TO THE PROJECT
14 COORDINATOR AT THOMAS JEFFERSON ELEMENTARY SCHOOL IN 1977 AND
15 THEN IN 1981, WAS NAMED CURRICULUM RESOURCE COORDINATOR AT
16 THOMAS JEFFERSON ELEMENTARY SCHOOL, WHERE SHE MANAGED THE
17 FEDERAL AND STATE PROGRAMS. SHE WAS NAMED PRINCIPAL OF ANDREW
18 JACKSON IN 1988, WHERE SHE CREATED A FLEXIBLE PROGRAM WITH THE
19 SCHOOL ENVIRONMENT MOST FAVORABLE FOR LEARNING, PERSONAL
20 GROWTH AND THE FORMING OF COLLABORATIVE RELATIONSHIPS WITH
21 PARENTS AND COMMUNITY. WE'RE VERY APPRECIATIVE OF HER
22 LEADERSHIP AND SERVICE AND DEDICATION AND WE WISH HER
23 CONTINUED SUCCESS AND WITH HER TODAY IS-- WE HAVE NATALIE--
24 OR-- NATALIE EVANS, DR. MERLYN STEWART, HILLARY DIESEN, DR.
25 JACQUELINE COCHRAN, BILLY J. KEITH, MR. AND MRS. BRIDGES,



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1 WANDA BYRNES, CARLA BOYKIN AND DANE TIMPSON. SO
2 CONGRATULATIONS. AND I ALSO HAD AN OPPORTUNITY TO BE THERE AND
3 READ TO THE STUDENTS AS WELL, SO... [APPLAUSE]

4

5 **SUP. ANTONOVICH:** SAY SOMETHING AND THEN WE'LL DO A GROUP
6 PICTURE.

7

8 **JANICE ALLEN:** GOOD MORNING, EVERYONE. TO ME, NOTHING IS MORE
9 POWERFUL OR MAGICAL AS GIVING WINGS TO CHILDREN TO FLY. THESE
10 WINGS I SPEAK OF ARE TOOLS FOR THEM TO HAVE A STRONG
11 EDUCATIONAL BACKGROUND. AS AN EDUCATOR, I KNEW THAT THIS COULD
12 NOT BE ACCOMPLISHED WITHOUT COMMUNITY, PARENTS, EFFECTIVE
13 TEACHERS AND INSIGHTFUL POLITICIANS. SUPERVISOR MIKE
14 ANTONOVICH WAS THERE FOR JACKSON STUDENTS THROUGHOUT MY 16
15 YEARS OF TENURE AT THE SCHOOL. HE WAS THERE FOR COMMUNITY
16 READING DAYS, OPENING OF OUR PARENTS CENTER, GROUND BREAKING
17 AND COMPLETION OF OUR SIXTH GRADE COURTYARD PROJECT, CAREER
18 DAYS, BEATLES CAFETERIA, ROLLING READERS PROGRAM, VISITS FROM
19 NUMEROUS DIGNITARIES, INCLUDING OUR FIRST LADY, LAURA BUSH AND
20 FOR MANY OTHER OCCASIONS. MR. ANTONOVICH SUPPORTED ALL OF OUR
21 EFFORTS, INCLUDING PROVIDING CERTIFICATES OF COMPLETION FOR
22 OUR SIXTH GRADE STUDENTS IN RECOGNITION FOR JACKSON BEING A
23 CALIFORNIA DISTINGUISHED SCHOOL AND A TITLE ONE ACHIEVING
24 SCHOOL. HIS PRESENCE AND SUPPORT WAS INSPIRATION FOR OUR
25 STUDENTS AND STAFF. IT MADE THEM FEEL PART OF SOMETHING BIGGER



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1 THAN JACKSON AND PROVIDED AN OPPORTUNITY FOR THEM TO TOUCH THE
2 TRUE MEANING OF LIFE. I AM PROUD TO ACCEPT THIS COMMENDATION
3 ON BEHALF OF THE DEDICATED STAFF MEMBERS AT JACKSON AND THE
4 THOUSANDS OF STUDENTS THAT ENTERED THROUGH JACKSON'S DOORS.
5 THANK YOU, SUPERVISOR ANTONOVICH, FOR YOUR VISION AND
6 COMMITMENT.

7

8 **SUP. ANTONOVICH:** THANK YOU. [APPLAUSE]

9

10 **SUP. KNABE, CHAIR:** SUPERVISOR MOLINA, IF YOU'D ALLOW ME,
11 SUPERVISOR YAROSLAVSKY HAS A TIME SENSITIVE PRESENTATION HERE
12 THAT SOMEONE HAS TO LEAVE AS WELL, TOO.

13

14 **SUP. YAROSLAVSKY:** MR. CHAIRMAN AND MEMBERS OF THE BOARD, I'D
15 LIKE TO ASK ALEX SULLIVAN TO COME UP HERE FOR A SECOND. COME
16 ON UP HERE FOR A SECOND, ALEX. YOU WANT TO DO AN INTERVIEW
17 WITH ME? YOU'RE GOING TO GET IT UP CLOSE AND PERSONAL. IT'S
18 NONSENSE. THAT'S EXACTLY WHAT IT IS.

19

20 **SUP. KNABE, CHAIR:** HOW ABOUT THAT, ALEX? WE GOTCHA. [APPLAUSE
21]

22

23 **SUP. YAROSLAVSKY:** HEH. YOU'RE RETIRING. YOU CAN'T GET ME
24 ANYMORE, ALEX.

25



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1 **ALEX SULLIVAN:** WHAT ABOUT THAT COUNTY SEAL?

2

3 **SUP. YAROSLAVSKY:** (CHUCKLING) ALL RIGHT. MEMBERS OF THE BOARD,
4 ALEX SULLIVAN, WHO CURRENTLY SERVES WITH DISTINCTION AS THE
5 POLITICAL EDITOR FOR KNX NEWSRADIO IN LOS ANGELES, A STATION
6 WHICH HE FIRST JOINED IN 1968 WHEN I WAS A FRESHMAN IN
7 COLLEGE, I JUST THOUGHT I'D MENTION THAT, AND WHERE HE FIRST
8 ROSE TO LOCAL PROMINENCE AS THE VOICE OF KNX IN HIS ASSIGNMENT
9 AS THE MORNING ANCHOR AND WHEREAS ALEX SULLIVAN HAS BECOME
10 WIDELY KNOWN AND RESPECTED FOR HIS AUTHORITATIVE ELECTION
11 NIGHT COVERAGE OVER THE YEARS, AS WELL AS KNOWLEDGEABLE AND
12 SOPHISTICATED REPORTING FROM NATIONAL DEMOCRATIC AND
13 REPUBLICAN PARTY CONVENTIONS. ALEX HAS SET AN EXEMPLARY
14 STANDARD AND I THINK THIS CERTAINLY IS AN UNDERSTATEMENT, AN
15 EXEMPLARY STANDARD OF RELIABILITY AND PROFESSIONALISM FOR HIS
16 PEERS IN THE FIELD AND THEY HAVE REPEATEDLY RECOGNIZED HIS
17 CONTRIBUTIONS WITH NUMEROUS AWARDS, INCLUDING TWO GOLDEN MIKES
18 FROM THE SOUTHERN CALIFORNIA RADIO TELEVISION NEWS
19 ASSOCIATION, SEVERAL FIRST PLACE AWARDS IN LOS ANGELES PRESS
20 CLUB, AN INTERNATIONAL AWARD FROM THE RADIO AND T.V. NEWS
21 DIRECTORS ASSOCIATION AND A CAREER EXCELLENCE AWARD FROM THE
22 GREATER LOS ANGELES CHAPTER OF THE SOCIETY OF PROFESSIONAL
23 JOURNALISTS. WHEREAS ALEX SULLIVAN HAS NOW ELECTED TO RETIRE
24 FROM THE DAILY GRIND OF BROADCAST JOURNALISM AND WILL SOON BE
25 CONCLUDING HIS SERVICE TO KNX AND THE SOUTHERN CALIFORNIA



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1 NEWSRADIO AUDIENCE, WHICH HE HAS SERVED SO WELL FOR NEARLY
2 FOUR DECADES, NOW THEREFORE BE IT RESOLVED BY THE BOARD OF
3 SUPERVISORS OF THE COUNTY OF LOS ANGELES THAT ALEX SULLIVAN IS
4 HEREBY HIGHLY COMMENDED FOR HIS OUTSTANDING PROFESSIONAL
5 ACCOMPLISHMENTS AND HIS UNIQUE AND IRREPLACEABLE CONTRIBUTIONS
6 TO THE CIVIC AND POLITICAL LIFE OF LOS ANGELES AND HE'S
7 EXTENDED SINCERE CONGRATULATIONS ON HIS WELL-EARNED RETIREMENT
8 WITH BEST WISHES FOR CONTINUED SUCCESS AND SATISFACTION IN ALL
9 OF HIS FUTURE PERSONAL AND PROFESSIONAL ENDEAVORS. I KNOW I
10 SPEAK FOR ALL OF MY COLLEAGUES AND THEY'LL SPEAK FOR
11 THEMSELVES IF THEY CHOOSE, BUT I PUT YOU IN THE PANTHEON OF
12 THE GREAT JOURNALISTS WHO HAVE SERVED-- BROADCAST JOURNALISTS
13 WHO HAVE SERVED IN THIS COUNTY. MAURY GREEN, WHO I TOOK A
14 CLASS FROM AT U.C.L.A., CLEAT ROBERTS, SAUL HALPERT, THAT'S
15 THE CATEGORY OF PROFESSIONAL OBJECTIVE JOURNALIST THAT YOU ARE
16 AND YOU'RE A HIGHLY EDUCATED MAN, WHICH IS REALLY A PROBLEM
17 FOR MOST OF US, BECAUSE USUALLY WE TRY TO MANIPULATE THE PRESS
18 BUT YOU MANIPULATE US. SERIOUSLY. ALEX SULLIVAN HAS BEEN THE
19 FOREMOST POLITICAL REPORTER IN THIS TOWN FOR AS LONG AS I CAN
20 REMEMBER. HE'S COVERED ALL OF US FOR ALL IF NOT-- MOST IF NOT
21 ALL OF OUR CAREERS. YOU WEAR A PAIR OF SHOES THAT SIMPLY CAN'T
22 BE FILLED IN ALL OF THE ASPECTS THAT HAVE BEEN DESCRIBED IN
23 THIS RESOLUTION. SO ALEX, THE BOARD OF SUPERVISORS WANTED TO
24 TAKE THIS OPPORTUNITY TO SNOW YOU, GET YOU DOWN HERE UNDER
25 FALSE PRETENSES, BECAUSE IF WE HAD TOLD YOU THE TRUTH, YOU



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1 NEVER WOULD HAVE DONE THIS. BUT THIS IS FROM ALL OF US, ALL
2 FIVE OF US HAVE SIGNED THIS, WHICH IS IN AND OF ITSELF IS
3 NEWS, WHICH YOU MIGHT WANT TO REPORT TONIGHT AT 5:00. BUT
4 THANK YOU FOR YOUR SERVICE AND YOUR COVERAGE OVER THE YEARS.
5 CONGRATULATIONS. [APPLAUSE]

6

7 **SUP. MOLINA:** MR. CHAIRMAN?

8

9 **SUP. KNABE, CHAIR:** YES, SUPERVISOR MOLINA.

10

11 **SUP. MOLINA:** ALEX, I JUST WANT TO SAY CONGRATULATIONS TO YOU.
12 I HAVE REALLY RESPECTED THE WAY THAT YOU HAVE COVERED ALL OF
13 OUR ISSUES, LARGE OR SMALL, YOU'RE AT SO MANY OF OUR COMMUNITY
14 EVENTS AND YOU REPORT THE NEWS WITH INTEGRITY. I RESPECT YOU
15 SO VERY MUCH. I HOPE YOU HAVE A HAPPY RETIREMENT, THAT YOU
16 ENJOY YOUR TIME AND DON'T GO TOO FAR AWAY BECAUSE THERE'S A
17 LOT THAT YOU COULD TEACH A LOT OF THE YOUNG REPORTERS THAT ARE
18 OUT THERE TODAY ON HOW TO COVER MANY OF THESE ISSUES AND HOW
19 TO BRING INTEGRITY TO THE PROFESSION THAT THEY HAVE. SO I
20 CONGRATULATE YOU.

21

22 **ALEX SULLIVAN:** WELL, YOU KNOW, IT'S INTERESTING, IN COVERING
23 NEWS, YOU'RE ALWAYS TRYING TO ANTICIPATE THINGS BECAUSE YOU
24 SEE SOMETHING COMING UP THREE WEEKS FROM NOW AND MAYBE A
25 LITTLE ITEM IN THE PAPER AND THEN YOU REALIZE IT COULD LOOM



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1 LARGE. WELL, THIS MORNING, I GOT SANDBAGGED. I WAS TOLD TO
2 COME DOWN TO DO AN INTERVIEW WITH ZEV YAROSLAVSKY AT 10:00. I
3 WENT UP TO HIS OFFICE AND HE'S DOWN IN THE BOARD ROOM, AND I
4 SAID, OKAY. I SAT OVER THERE FOR 15 MINUTES AND I TALKED TO
5 HIS AIDE, JOE BELLMAN, AND HE SAID HE HAD TO DO A
6 PRESENTATION. I FIGURED I'D WAIT 'TIL I-- I GOT SANDBAGGED! [
7 APPLAUSE]

8

9 **SUP. BURKE:** YEAH, I'D JUST LIKE TO JOIN IN SAYING WE CERTAINLY
10 APPRECIATE ALL OF YOUR NEWS COVERAGE. YOU ARE EVERYWHERE.
11 YOU'RE EVERY PLACE AND I KNOW THAT IT'S GOING TO BE VERY
12 DIFFICULT TO FIND SOMEONE TO TAKE YOUR PLACE. WE WISH YOU
13 WELL. WE APPRECIATE ALL YOUR HARD WORK OVER ALL OF THESE
14 YEARS. CONGRATULATIONS AND BEST WISHES.

15

16 **SUP. ANTONOVICH:** I'VE APPRECIATED ALEX. MET HIM WHEN I WAS
17 FIRST ON THE L.A. COMMUNITY COLLEGE BOARD OF TRUSTEES, AND
18 THAT'S JUST ABOUT THE TIME YOU STARTED...

19

20 **ALEX SULLIVAN:** YOU AND JERRY BROWN GOT ELECTED BY 139
21 PEOPLE...

22

23 **SUP. ANTONOVICH:** JERRY BROWN AND I, BOB KLEIN, BILL OROSCO,
24 MARION LAFOLLET. WE APPRECIATED YOUR ENTHUSIASM AND VIGOR.
25 YOU'RE ONE OF THE MORE ENTHUSIASTIC NEWS REPORTERS. RAIN OR



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1 SHINE, YOU'RE UP. AND, ALSO, YOU WERE THERE TRACKING THE MAN
2 WHO BECAME GOVERNOR, GOVERNOR REAGAN AND THERE AS HE BECAME
3 PRESIDENT AND WE SHARED MANY INTERVIEWS ALONG THAT WAY.

4

5 **ALEX SULLIVAN:** I ENJOYED THAT.

6

7 **SUP. ANTONOVICH:** BOTH HERE AND AT THE NATIONAL CONVENTIONS AND
8 THEN YOUR ACTIVITIES WITH THE BOARD OF SUPERVISORS WITH THE
9 COUNTY ISSUES AND YOUR PROFESSIONALISM AND INTEGRITY. WE
10 APPRECIATE IT. I WISH ACROSS THE STREET THEY HAD MORE ALEX
11 SULLIVANS BUT, YOU KNOW, THE KERRY TIMES DOESN'T BELIEVE IN
12 THAT BUT ANYWAY, GOD BLESS YA.

13

14 **SUP. KNABE, CHAIR:** ALEX, I WOULD ADD AS WELL, TOO, WE'VE
15 REALLY APPRECIATED WORKING WITH YOU AND YOUR COVERAGE OF THE
16 ISSUES, AS SUPERVISOR MOLINA SAID, BOTH LARGE AND SMALL. THERE
17 WAS ONE PARTICULAR ISSUE THAT I WAS PARTICULARLY APPRECIATIVE
18 OF AND I DON'T KNOW IF YOU REMEMBER IT OR NOT BUT IT GOES BACK
19 TO 1986 IN THE CERRITOS AIR CRASH AND YOU WERE ON SITE OUT
20 THERE COVERING THAT AND YOUR COMPASSION AND UNDERSTANDING OF
21 THE SITUATION AND NOT ASKING THAT "WELL, HOW DO YOU FEEL, MR.
22 MAYOR", YOU KNOW WHAT I MEAN? THAT KIND OF A THING BUT JUST A
23 CLASS ACT AND YOUR INTEGRITY IS UNQUESTIONED AND WE WISH YOU
24 THE VERY, VERY BEST.

25



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1 **ALEX SULLIVAN:** THANK YOU. THANKS VERY MUCH.

2

3 **SUP. ANTONOVICH:** SAY A WORD?

4

5 **ALEX SULLIVAN:** WELL, I THINK IT'S ALL BEEN SAID. AND, AS I
6 SAID BEFORE, IT'S BEEN A SURPRISE BECAUSE I HAD NO IDEA THIS
7 WAS GOING TO TAKE PLACE THIS MORNING. I'M SUPPOSED TO BE A
8 PROFESSIONAL THAT'S REALLY CAN, YOU KNOW, KNOW WHAT'S COMING
9 AROUND THE CORNER AND THIS MORNING IT WAS A SURPRISE FOR ME
10 BUT I WANT TO THANK ZEV AND GLORIA AND MIKE AND DON AND YVONNE
11 FOR YOUR SUPPORT. AND IT'S BEEN A LOT OF FUN AND CHALLENGING
12 TO COVER YOU.

13

14 **SUP. KNABE, CHAIR:** ARE YOU GOING TO SAY THIS IS ONE OF THE
15 BEST INTERVIEWS YOU'VE EVER DONE WITH ZEV? [LAUGHTER]

16

17 **SUP. YAROSLAVSKY:** ONE OF THE MOST TRUTHFUL.

18

19 **SUP. KNABE, CHAIR:** CONGRATULATIONS. [APPLAUSE]

20

21 **SUP. KNABE, CHAIR:** SUPERVISOR MOLINA, YOU'RE NEXT AND THANK
22 YOU FOR YOUR PATIENCE THERE.

23

24 **SUP. MOLINA:** CERTAINLY. MR. CHAIRMAN AND MEMBERS, IT CERTAINLY
25 IS MY PLEASURE TODAY TO PAY TRIBUTE AND HONOR A TRULY



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1 EXTRAORDINARY INDIVIDUAL AND A PERSON THAT I'VE WORKED WITH
2 FOR A NUMBER OF YEARS AND THAT'S MARTHA MOLINA-AVILES. AND I'D
3 LIKE TO ASK HER TO COME UP AND JOIN ME. SHE'S GOING TO BE
4 JOINED BY HER HUSBAND, ALBERTO, HER SON, ALBERTO, HER SISTER,
5 LUZ MARIA AND THEIR CHILDREN, AS WELL AS SANDRA MORENO, YOUR
6 SISTER AND THEIR CHILDREN. IF THEY'D COME UP AND JOIN US.
7 THANK YOU. AND MR. CHAVEZ IS HERE, TOO. THANK YOU. THE
8 BROTHER-IN-LAW. THEY'RE ALL HERE AS THEY'VE BEEN WITH MARTHA
9 ALL ALONG AS BEING A SUPPORT MECHANISM FOR HER ALL THROUGHOUT
10 THE YEARS. I MET MARTHA WAY BACK IN 1980 WHEN I WAS RUNNING
11 FOR THE LEGISLATURE AND HAD THE LUCK OF CONVINCING HER TO COME
12 AND JOIN MY STAFF WHEN I WAS IN THE ASSEMBLY. MARTHA WORKED
13 DILIGENTLY AND UNDERSTOOD THE KIND OF MISSION THAT WE HAD IN
14 THE COMMUNITY, AND IT WAS THROUGH HER ORGANIZATION AND THROUGH
15 HER LEADERSHIP THAT WE WERE ABLE TO FIGHT ONE OF THE LARGEST
16 ISSUES IN OUR COMMUNITY AND THAT WAS FIGHTING BACK YET ANOTHER
17 PRISON IN EAST L.A. AND I ALWAYS WILL REMEMBER HOW PERSISTENT
18 AND DEDICATED MARTHA WAS THROUGH A VERY, VERY DIFFICULT TIME
19 IN OUR COMMUNITY. SHE WENT OFF TO JOIN THEN ASSEMBLYWOMAN
20 LUCILLE ROYBALL ALLARD, BUT THEN, BACK WHEN I RAN FOR THIS
21 BOARD AND JOINED THE BOARD IN 1991, I WAS FORTUNATE ENOUGH TO
22 HAVE MARTHA JOIN ME AGAIN AND BE PART OF MY COUNTY STAFF HERE.
23 SHE STARTED OUT AS-- OUT IN THIS EAST SIDE AS A FIELD
24 DIRECTOR. SHE WAS OUT THERE ORGANIZING COMMUNITY
25 ORGANIZATIONS, SHE WAS VERY EFFECTIVE IN DEVELOPING WHAT WE



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1 CALL A STRONGER COMPONENT OR A MORE EXTENSIVE COMPONENT OF OUR
2 NEIGHBORHOOD WATCH PROGRAM. WE CALLED THEM M.A.S.H., MORE
3 ADVOCATES FOR SAFE HOMES. SHE WAS EXCELLENT AT LOOKING AT
4 ISSUES AND TRYING TO PUT TOGETHER SOLUTIONS. WHEN WE SAW THE
5 KIND OF TRUANCY PROBLEM THAT WE WERE HAVING IN ALL OF OUR
6 SCHOOLS, IT WAS MARTHA WHO PUT TOGETHER A SOLUTION ALONG WITH
7 THE DISTRICT ATTORNEY AND HAS CREATED A VERY SUCCESSFUL
8 PROGRAM. SHE HAS BEEN VERY CREATIVE AND VERY INNOVATIVE AS TO
9 HOW SHE APPROACHES THESE ISSUES. AND AS YOU KNOW, IN WORKING
10 WITH ME, WE'RE ALWAYS LOOKING FOR SOLUTIONS TO SOME OF THE
11 TOUGHEST ISSUES. DURING OUR GANG PROBLEM IN THE CITY TERRACE
12 AREA, WE IMPLEMENTED A VERY TOUGH CURFEW PROGRAM THAT EVEN LAW
13 ENFORCEMENT DIDN'T WANT TO IMPLEMENT BUT WE WERE PERSISTENT,
14 WE WERE VERY DEDICATED TO IT AND, BECAUSE OF MARTHA PUSHING IT
15 ON A REGULAR BASIS, IT WAS VERY SUCCESSFUL. I WAS FORTUNATE TO
16 BRING HER IN EVENTUALLY TO HEAD UP AND TO BE MY HEALTH DEPUTY
17 HERE AT OUR DOWNTOWN OFFICE. AND AS MANY OF YOU KNOW WHO HAVE
18 WORKED ALONGSIDE WITH MARTHA, SHE WAS INSTRUMENTAL IN
19 PROVIDING NOT ONLY GUIDANCE AND ADVICE TO ME BUT REALLY
20 LEADERSHIP TO THE DEPARTMENT AS WELL IN MANY AREAS. EVERYBODY
21 WILL REMEMBER ALL THE STICKIES THAT WENT WITH THE WAIVER AND
22 EVERY TIME SHE WOULD REVIEW EVERY PART OF IT AND GET ME
23 PREPARED TO ASK ALL THE QUESTIONS AND MAKE SURE THAT IT WAS
24 ALL THAT WE WANTED IT TO BE. SHE PROVIDED UNBELIEVABLE
25 LEADERSHIP IN THE DEVELOPMENT OF OUR NEW HOSPITAL. WE WILL



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1 ALWAYS REGRET THAT IT'S NEVER BEEN BUILT TO WHAT IT SHOULD BE,
2 THE 750 BEDS, BUT THE REALITY IS THAT WE'RE VERY PROUD THAT WE
3 ARE BUILDING A HOSPITAL THAT HOPEFULLY IS GOING TO BE NEW AND
4 INNOVATIVE AND UP TO STATE OF ART HERE IN L.A. COUNTY. MARTHA,
5 AS SHE LOOKS AT EVERY ISSUE, WHAT'S FASCINATING ABOUT IT IS
6 SHE KNOWS HOW TO PUT A TEAM TOGETHER, BRING PEOPLE TOGETHER
7 AND GETS THEM TO WORK TO SOLVE IT. THE HALT TEAM, WHICH IS HER
8 INNOVATION, SHE CREATED IT, SHE WAS ABLE TO WORK ALONG WITH
9 SAGGI AMI IN THE DEPARTMENT OF HEALTH SERVICES AND THEY PUT
10 TOGETHER ONE OF THE MOST EFFECTIVE TEAMS AND EACH OF YOU KNOW
11 THE KIND OF WORK THAT THE HALT TEAM HAS DONE IN YOUR OWN
12 DISTRICTS IN FINDING ILLEGAL PHARMACEUTICALS THAT SHOULD NOT
13 BE AVAILABLE TO ANYONE IN THE COMMUNITY. IT WAS BECAUSE OF
14 MARTHA, WHO WAS INSTRUMENTAL IN MAKING THAT HAPPEN. SHE MOVED
15 ON TO CHILDREN'S SERVICES AND THEN PROVIDED LEADERSHIP AT THAT
16 TIME ON THE ISSUES OF WHAT WAS GOING ON AT MACLAREN HALL AS
17 WELL AS WHAT WAS GOING ON WITH OUR GROUP HOMES AND MANY OF THE
18 ISSUES THERE. SO YOU CAN TELL THAT MARTHA HAS BEEN A VERY
19 INSTRUMENTAL AND VALUABLE ASSISTANT, NOT ONLY TO MY OFFICE BUT
20 I THINK TO ALL OF L.A. COUNTY. SHE HAS DECIDED THAT SHE IS
21 GOING TO END HER CAREER WITH ME AND I THINK SHE'LL BE MOVING
22 ON TO HOPEFULLY SOME OTHER THINGS BUT DEDICATING HERSELF MORE
23 SO TO HER FAMILY AND TO ALL OF HER FRIENDS AND TO ALL OF THEM.
24 WE ARE GOING TO MISS MARTHA IN EVERY SENSE OF THE WORD, NOT
25 ONLY AS A DEDICATED STAFFER THAT I COULD RELY ON AND WHOSE



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1 COUNSEL AND ADVICE WAS INSTRUMENTAL TO ME BUT MORE
2 IMPORTANTLY, I THINK THAT ALL OF US AS COLLEAGUES OF HERS, AS
3 A FRIEND WHO WAS ALWAYS THERE IN TRYING TO DO MORE THAN SHE
4 NEEDED TO DO TO HELP US AND TO ASSIST US AND TO GET THE JOB
5 DONE. THERE'S NOT ENOUGH I CAN SAY TO APPLAUD ALL OF THE
6 EFFORTS AND THE WORK OF MARTHA BUT THE WORK THAT SHE DID HERE
7 IS GOING TO HAVE A VERY LONG LASTING IMPACT. I FORGOT TO
8 MENTION ONE PROGRAM THAT I'M STILL VERY PROUD OF. I'VE GOT TO
9 MENTION IT BECAUSE IT'S SO IMPORTANT AND THAT'S OUR MEDICAL
10 MALPRACTICE REVIEW. IT WAS MARTHA WHO PERSISTED, EVEN THOUGH
11 WITH ME CHALLENGING HER CONSTANTLY, TOOK OVER SIX YEARS TO
12 IMPLEMENT AND NOW WE HAVE THE MOST EFFECTIVE CORRECTIVE ACTION
13 PROGRAM IN PLACE. WE'VE BEEN INSTRUMENTAL IN PUTTING IT IN THE
14 SHERIFF'S DEPARTMENT AND IN THE PROBATION DEPARTMENT AS WELL.
15 ALL OF THESE CAME FROM HER DESK. SHE'S THE ONE THAT PUT THEM
16 IN PLACE AND CONTINUED TO PERFECT THEM AS THEY WENT ALONG, SO
17 YOU COULD SEE THAT SHE IS SOMEONE THAT IS TRULY VALUED. BUT
18 SHE'S ALSO VALUED BY HER FAMILY, WHO ARE HERE WITH HER, AND
19 ALL OF HER FRIENDS, ALL OF MY COLLEAGUES. ROSEMARY IS HERE,
20 ONE OF OUR MENTORS TO ALL OF US. ALL OF THEM HAVE BEEN-- SHE
21 HAS TOUCHED ALL OF US AND SO IT'S WITH SO MUCH REGRET THAT WE
22 SAY GOOD-BYE BUT WE KNOW IT'S NOT FOR LONG. SHE'LL BE BACK,
23 SHE'S GOING TO JOIN US FROM TIME TO TIME ON VARIOUS PROJECTS
24 BUT WE WANTED TO PRESENT THIS COMMENDATION TO HER BECAUSE IT'S
25 SO VERY DESERVING, SHE DID SO VERY MUCH AND WE CONGRATULATE



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1 HER FOR THE OUTSTANDING WORK AND THE DEDICATION, THE
2 FRIENDSHIP AND ALL THE PERSONAL DEDICATION THAT YOU HAD TO
3 EVERY SINGLE RESIDENT THAT WE BOTH REPRESENTED. [SPEAKS IN
4 SPANISH] [APPLAUSE]

5

6 **MARTHA MOLINA-AVILES:** 19 YEARS OF POLITICAL WORK. HEH. HARD TO
7 SUMMARIZE BUT I THINK ONE OF THE KEY THINGS THAT SUPERVISOR
8 MOLINA ALWAYS TAUGHT ME WAS HOW YOU GET AROUND THE
9 BUREAUCRATIC "NO" AND THAT THERE'S ALWAYS, YOU KNOW, SOME
10 CREATIVE WAY TO GET A "YES" OUT OF IT AND I THINK THAT IF I'M
11 GOING TO TAKE ANYTHING WITH ME IT IS THAT AND HOW TO BE
12 RESOURCEFUL AND HOW TO FIND THE CREATIVE WAYS TO MAKE THINGS
13 HAPPEN WHEN PEOPLE ARE TELLING YOU YOU CAN'T DO IT. AND I WILL
14 ALWAYS RESPECT YOU AND RESPECT YOUR MISSION. AND I'VE ALWAYS
15 LOVED MY JOB BECAUSE IT HAS BEEN A MISSION AND IT HAS JUST
16 BEEN, YOU KNOW, JUST A WONDERFUL EXPERIENCE FOR ME. IT'S BEEN
17 ALMOST HALF OF MY LIFE AND I WILL ALWAYS TREASURE IT, ALWAYS
18 REMEMBER ALL THE FUN MOMENTS WE HAD, ALL THE INTERESTING
19 MOMENTS AND, YES, YOU KNOW, THE HOSPITAL SHOULD HAVE BEEN 750
20 BEDS BUT I CAN SAY THAT NOW AND I WILL-- YEAH. AND NOW I'LL
21 COME AS AN AUDIENCE MEMBER AND COME TALK TO YOU ABOUT IT BUT--
22 AND-- BUT IT JUST-- THE EXPERIENCE THAT I HAD AND I'VE TRULY
23 HAVE GROWN IN THIS JOB. I WENT FROM BEING SINGLE TO BEING
24 MARRIED AND HAVING CHILDREN AND WE'VE ALL GONE THROUGH THAT,
25 WE'VE GONE THROUGH LOSSES AND I'VE TRULY MATURED IN THIS JOB



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1 AND I JUST, YOU KNOW, WANT YOU TO KNOW THAT I'M ALWAYS
2 AVAILABLE. I AM CHANGING. I NEED TO NOW-- PERSONALLY, I HAD
3 SOME HEALTH PROBLEMS, AS MANY OF YOU KNEW. I HAVE A REALLY BAD
4 EAR PROBLEM THAT, YOU KNOW, HAS JUST MADE ME MAKE A LOT OF
5 CHANGES IN MY LIFE, POSITIVE CHANGES BUT I WANT TO CONTINUE ON
6 THE MISSION AND WORKING AND HELPING IN ANY WAY THAT I CAN. I
7 ALSO WANT TO THANK MY FIRST DISTRICT FAMILY BECAUSE, WITHOUT
8 THE STAFF, OF COURSE, THEY COULDN'T KEEP ME SANE. AND SO I
9 JUST, YOU KNOW, EVERYBODY FROM THE FIRST DISTRICT, FROM EAST
10 LOS ANGELES WHO'S HERE, ALL THE EAST L.A. PEOPLE AND EL MONTE
11 FIELD OFFICES AND ALL THE SUPPORT STAFF AND MY DEPUTY
12 COLLEAGUES. I WANT TO THANK ALMA MARTINEZ FOR GETTING ME INTO
13 THIS MESS! [APPLAUSE]

14

15 **MARTHA MOLINA-AVILES:** BECAUSE SHE SAID THAT, "JUST COME
16 VOLUNTEER FOR GLORIA MOLINA, SHE'S RUNNING FOR OFFICE, AND
17 LET'S JUST WALK PRECINCTS AND, YOU KNOW, FIRST WOMAN TO RUN,"
18 AND BLAH, BLAH, BLAH AND, 19 YEARS LATER, YOU KNOW, AND IT'S
19 LIKE, OH, SURE, ALMA, I'LL GO VOLUNTEER AND DON'T YOU WANT TO
20 WORK WITH HER? IT'LL BE SO MUCH FUN AND YOU KNOW, YOU HAVE
21 NOTHING BETTER TO DO, YOU'RE SINGLE AND YOU HAVE A LOT OF TIME
22 ON YOUR HANDS. UMM. ANYWAY, SO THANK YOU, ALMA. [LAUGHTER]

23

24 **MARTHA MOLINA-AVILES:** MY OTHER COLLEAGUES FROM THE OTHER BOARD
25 OFFICES, THANK YOU SO TOUCH FOR YOUR SUPPORT ALWAYS. YOU'RE



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1 ALWAYS WONDERFUL AND WE DID A LOT OF GOOD WORK TOGETHER. MY
2 FAMILY, OF COURSE, THANK GOD I MET MY HUSBAND, ALBERTO, WHEN I
3 ALREADY WORKED FOR GLORIA, BECAUSE I DON'T-- YOU KNOW, I
4 CANCELED A LOT OF DATES AND I DIDN'T THINK THAT-- YOU KNOW, I
5 FIGURED IF HE STUCK AROUND, THEN MAYBE-- AND WE GOT MARRIED
6 AND 17 YEARS LATER, HE'S STILL HERE, SO THANK YOU SO MUCH FOR
7 YOUR LOVE AND SUPPORT AND COOKING FOR ALL THESE YEARS. [
8 APPLAUSE]

9

10 **MARTHA MOLINA-AVILES:** MY SON, ALBERTO, WHO I AM SO PROUD OF
11 AND HAS BECOME SUCH A WONDERFUL HUMAN BEING AND HAS BEEN
12 WILLING TO SHARE HIS MOMMY WITH OTHER PEOPLE AND ALLOWING ME
13 TO HELP OTHERS AND SO I REALLY APPRECIATE THAT BUT MOMMY WILL
14 BE HOME NOW. MY SISTERS AND MY BROTHER-IN-LAW, LUCE MARIA,
15 SANDRA AND ALEX, WHO HAVE ALWAYS BEEN THERE FOR ME. YOU KNOW,
16 COME VOLUNTEER, COME BY, COME WHATEVER. THEY'VE ALWAYS BEEN
17 THERE AND I LOVE YOU DEARLY. AND MY NEPHEWS, JAKE AND NICOLAS,
18 WHO ARE HERE WITH ME, AND MY OTHER NEPHEWS AND NIECE, DANIEL,
19 GABRIEL, ADRIANNE AND CLAUDIA. THANK YOU SO MUCH. I'M SORRY TO
20 TAKE SO MUCH TIME, BUT IT'S JUST A VERY SPECIAL MOMENT AND I
21 JUST WANTED TO THANK MY FAMILY, ALL OF MY FAMILY, MY FIRST
22 DISTRICT FAMILY. GLORIA, OF COURSE, WILL ALWAYS BE MY MENTOR
23 AND MY OTHER FAMILY. THANK YOU SO MUCH. [APPLAUSE]

24



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1 **SUP. MOLINA:** WE'RE GOING TO ASK-- MANY OF YOU HAD AN
2 OPPORTUNITY TO WORK WITH MARTHA, TO JOIN US TOMORROW. WE'RE
3 DOING A LITTLE CELEBRATION AFTER WORK, SO COME BY AND
4 HOPEFULLY YOU'LL HAVE AN OPPORTUNITY TO CEL-- THURSDAY, I'M
5 SORRY, TOMORROW-- IT'S TUESDAY. ON THURSDAY AFTER WORK. SO
6 WE'LL SEE YOU THEN.

7

8 **SUP. KNABE, CHAIR:** THANK YOU. SUPERVISOR BURKE?

9

10 **SUP. BURKE:** THANK YOU. I'D LIKE TO CALL UP THE MEMBERS OF
11 PARTNERS FOR PROGRESS TO COME FORWARD. OCTOBER 2004 HAS BEEN
12 PROCLAIMED BREAST CANCER AWARENESS MONTH IN THE COUNTY OF LOS
13 ANGELES. BREAST CANCER IS ONE OF THE MOST COMMON CANCERS AMONG
14 WOMEN. IT WILL STRIKE ABOUT 6,500 WOMEN IN THE COUNTY THIS
15 YEAR. EARLY DETECTION AND TREATMENT IS THE BEST STRATEGY IN
16 PREVENTING DEATH FROM THE DISEASE. PARTNERS FOR PROGRESS IS A
17 LOS ANGELES REGIONAL CANCER DETECTION PARTNERSHIP. IT WAS
18 FOUNDED IN 1995 AT 10 REGIONAL CANCER DETECTION PARTNERSHIPS
19 IN CALIFORNIA. ITS MISSION WAS TO PROVIDE FREE BREAST CANCER
20 SCREENING AND DIAGNOSTIC SERVICES FOR UNDERSERVED WOMEN. THIS
21 IS DONE THROUGH THE CANCER DETECTION PROGRAM, EVERY WOMAN
22 COUNTS PROGRAM. PARTNERS FOR PROGRESS HAS DEVELOPED STRATEGIES
23 TO INCREASE ACCESS TO EARLY DETECTION OF BREAST CANCER. IT
24 PROVIDES SCREENING, OUTREACH AND EDUCATION TO 7,000 LOW INCOME
25 WOMEN EVERY MONTH THROUGH ITS NETWORK OF 800 MEMBERS AND MORE



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1 THAN 250 PRIMARY CARE PROVIDERS, INCLUDING L.A. COUNTY
2 HOSPITALS AND CLINICS. PARTNERS FOR PROGRESS ALSO PROVIDES
3 PROFESSIONAL EDUCATION AND TECHNICAL ASSISTANCE TO HEALTHCARE
4 PROVIDERS AND GIVES TRAINING AT COUNTY HOSPITALS AND CLINICS.
5 THE ORGANIZATION ALSO HAS DEVELOPED A COMPREHENSIVE SYSTEM
6 THAT IS CULTURAL AND LINGUISTICALLY RESPONSIVE TO THE GROUPS
7 IT SERVES. I'M VERY PLEASED TO RECOGNIZE PARTNERS FOR PROGRESS
8 FOR ITS PROVISION OF HEALTHCARE AND BREAST CARE SCREENING FOR
9 WOMEN IN LOS ANGELES COUNTY AND FOR FACILITATING THE
10 REIMBURSEMENT OF SERVICES PROVIDED BY THE DEPARTMENT OF HEALTH
11 SERVICES AND PROVIDERS THROUGHOUT THE COUNTY AND I'D LIKE TO
12 PRESENT THIS TO BRIAN MONTANO, DIRECTOR OF PARTNERS FOR
13 PROGRESS AND FOR ALL OF THE HARD WORK THAT THEY'RE DOING AND
14 ALL OF THE WOMEN'S LIVES THAT THEY'RE SAVING. CONGRATULATIONS
15 TO YOU. [APPLAUSE]

16

17 **BRIAN MONTANO:** THANK YOU, SUPERVISOR BURKE, BOARD OF
18 SUPERVISORS, AND OFFICE OF WOMEN'S HEALTH. THIS IS A SPECIAL
19 HONOR FOR US BECAUSE OCTOBER IS BREAST CANCER AWARENESS MONTH.
20 THANK YOU VERY MUCH.

21

22 **SUP. KNABE, CHAIR:** OKAY. THERE BEING NO MORE PRESENTATIONS,
23 WE'LL MOVE BACK TO THE AGENDA. OH, I THOUGHT-- ZEV, I'M SORRY.
24 ZEV, YOU HAVE...

25



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1 **SUP. YAROSLAVSKY:** YES, I DO. THANK YOU, MR. CHAIRMAN. I'D LIKE
2 TO ASK-- WE HAVE DAVID SUTTON OF THE M.T.A. HERE AND DAVID
3 JANSSEN.

4
5 **SUP. KNABE, CHAIR:** DAVID'S OUT-- ALL RIGHT. DAVID?

6
7 **SUP. YAROSLAVSKY:** CLEAN AIR RIDE SHARE FAIR DAY IS DESIGNED TO
8 PROMOTE CLEAR AIR OPTIONS SUCH AS LIGHT RAIL, CAR POOL, VAN
9 POOL, PARK AND RIDE AND BUS TRANSPORTATION AMONG COUNTY
10 EMPLOYEES AND IT WILL BE OBSERVED ON THURSDAY, THIS THURSDAY,
11 OCTOBER 21ST IN THE MALL OF THE KENNETH HAHN HALL OF
12 ADMINISTRATION. IT WILL FEATURE EXHIBITS SUCH AS THE METRO
13 EXPERIENCE, A THREE-DIMENSIONAL MOBILE THEATRE, FLEX CARS,
14 HYBRID CARS, THE SEGUE AND VAN POOLS. IT WILL HELP FULFILL THE
15 COUNTY'S REGULATORY OBLIGATION TO ENCOURAGE EMPLOYEES TO
16 REDUCE VEHICLE EMISSIONS FROM THEIR COMMUNITIES. IT WILL BE AN
17 ALL-PURPOSE OPPORTUNITY FOR COUNTY EMPLOYEES AND THE GENERAL
18 PUBLIC TO SEE WHAT'S BEING DONE IN THE WAY OF REDUCING TRAFFIC
19 CONGESTION IN LOS ANGELES, OR AT LEAST ATTEMPTS TO DO SO. SO
20 WE WANT TO RESOLVE THAT THE BOARD OF SUPERVISORS OF LOS
21 ANGELES COUNTY HEREBY PROCLAIM THURSDAY, OCTOBER 21ST, 2004,
22 AS CLEAN AIR RIDE SHARE FAIR DAY AND ENCOURAGES ALL COUNTY
23 EMPLOYEES AND THE GENERAL PUBLIC TO ATTEND THE EVENT. AND I
24 WANT TO PRESENT THIS TO DAVID SUTTON, REPRESENTING THE



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1 METROPOLITAN TRANSIT AUTHORITY, TRANSPORTATION AUTHORITY, AND
2 DAVID JANSSEN, THE COUNTY ADMINISTRATIVE OFFICER. [APPLAUSE]
3

4 **DAVID SUTTON:** THANK YOU VERY MUCH, MEMBERS OF THE BOARD OF
5 SUPERVISORS AND THE COUNTY FOR THIS HONOR BUT MORE SO FOR
6 THEIR SUPPORT AND PROMOTION OF RIDE SHARE. THERE'S NO BETTER
7 TIME TO RIDE SHARE. I DON'T KNOW IF YOU'VE NOTICED THE GAS
8 PRICES. I KNOW I HAVE AND I SEE THEM ON MY WAY TO THE BLUE
9 LINE EVERY MORNING. AND IT REALLY DOES PAY TO RIDE SHARE. YOU
10 CAN SAVE UP TO \$2,000, MAYBE EVEN UP TO \$4,000 A YEAR BY RIDE
11 SHARING. IT MIGHT BE HARD TO BELIEVE, BUT YOU CAN. I'D LIKE TO
12 INVITE YOU ALL TO COME OUT TO THE RIDE SHARE FAIR THIS
13 THURSDAY. I'D LIKE YOU TO ALL EXPERIMENT AND TRY SHARING THE
14 RIDE. IF YOU WOULD LIKE TO TALK TO SOMEBODY ABOUT IT, CALL US
15 AT 1-800-COMMUTE, OPTION NUMBER 3, OR GO TO RIDEMATCH.INFO AND
16 WE CAN GET YOU GOING IN A VAN POOL, CAR POOL, BIKING, WALKING,
17 OR TELECOMMUTING TO WORK. THANK YOU. [APPLAUSE]

18
19 **SUP. KNABE, CHAIR:** ALL RIGHT, SIR. WE'LL GO BACK TO THE
20 AGENDA. I HAVE A FEW ADJOURNMENTS. FIRST OF ALL, THAT WE
21 ADJOURN IN MEMORY OF ANNIE DURAN, WHO PASSED AWAY ON SEPTEMBER
22 26. SHE WAS 88 YEARS OLD AND A RESIDENT OF COVINA. SHE RETIRED
23 FROM THE LONG ANGELES UNIFIED SCHOOL DISTRICT AS A SPECIAL
24 AIDE ASSISTANT. SHE WAS A VERY SPECIAL LADY WHO ALWAYS GAVE
25 TIME TO THE CHILDREN. AFTER RETIRING, SHE TOOK IN 21 FOSTER



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1 CHILDREN IN HER LATE 70S, TOOK 12 FOREIGN EXCHANGE STUDENTS
2 FROM WHITTIER COLLEGE. SHE IS SURVIVED BY NINE CHILDREN,
3 INCLUDING ONE OF MY DEAR FRIENDS, MR. JOE DURAN, AND 28
4 GRANDCHILDREN, SO ANNIE WAS A SWEETHEART AND WILL BE MISSED BY
5 ALL OF US. ALSO THAT WE ADJOURN IN THE MEMORY OF MARY LOU
6 CROCKETT, WHO WAS A PILLAR OF COMMITMENT AND DEDICATION TO THE
7 WESTCHESTER COMMUNITY FOR THE LAST THREE DECADES. SHE'S A PAST
8 PRESIDENT OF THE LOS ANGELES WORLD AIRPORT'S BOARD OF
9 COMMISSIONERS, A MEMBER OF THE L.A. CITY LIBRARY COMMISSION,
10 THE WESTCHESTER/ PLAYA DEL RAY HISTORICAL SOCIETY AND A PAST
11 HONORARY MAYOR OF WESTCHESTER. IN A PROFESSIONAL CAREER, MARY
12 LOU WAS A NATIONALLY RANKED SALES AGENT FOR RE/MAX REALTY,
13 HAVING RUN A SUCCESSFUL THREE GENERATION FAMILY REAL ESTATE
14 COMPANY. WE WILL ALL MISS MARY LOU AND WE EXTEND OUR THOUGHTS
15 AND PRAYERS TO HER LOVING FAMILY AND A GRATEFUL COMMUNITY. SHE
16 IS SURVIVED BY HER MOTHER, LORRAINE, HER BROTHERS JIM AND
17 SISTER SUSIE AND DAUGHTER PATTY AND TWO GRANDCHILDREN.

18

19 **SUP. BURKE:** MAY I JOIN IN THAT?

20

21 **SUP. KNABE, CHAIR:** SURE. SUPERVISOR BURKE WILL JOIN AS WELL,
22 TOO. ALSO THAT WE ADJOURN IN MEMORY OF ANNETTA VAN HULZEN, WHO
23 PASSED AWAY AT THE AGE OF 80. SHE WAS A VERY FAITHFUL MEMBER
24 OF THE FIRST CHRISTIAN REFORM CHURCH OF BELLFLOWER, A
25 SUPPORTER OF CHRISTIAN SCHOOLS AND THE ARTESIA CHRISTIAN HOME



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1 FOR THE AGED. SHE WAS PRECEDED IN DEATH BY HER HUSBAND,
2 GERRIT. SHE'S SURVIVED BY HER BROTHER, GERALD, TWO SONS, GARY
3 AND JIM, DAUGHTER, NANCY AND EIGHT GRANDCHILDREN-- GREAT
4 GRANDCHILDREN, EXCUSE ME. AND ALSO THAT WE ADJOURN IN MEMORY
5 OF EILEEN GALLAGHER BANKS, WHO PASSED AWAY AT THE AGE OF 66.
6 SHE WAS A RESIDENT OF LAKEWOOD. SHE OWNED HER OWN BUSINESS,
7 SCREEN CHILDREN'S CASTING, AS A BUSINESS. HER OWN CHILDREN
8 WERE INVOLVED WITH THEIR MOTHER IN PROVIDING CASTING FOR
9 MOVIES, TELEVISIONS, COMMERCIALS. HER WORK ETHICS AND
10 COMMITMENT TO EXCELLENCE WAS WELL RESPECTED IN THE
11 ENTERTAINMENT BUSINESS. SHE'S SURVIVED BY HER HUSBAND,
12 REGINALD, HER CHILDREN: ERIN, LAURA, DONALD, RONALD, JILL AND
13 DALE, 10 GRANDCHILDREN AND ONE GREAT GRANDDAUGHTER. I ALSO
14 HAVE A READ-IN MOTION FOR NEXT WEEK. ON OCTOBER 15TH, THIS
15 PAST FRIDAY, DOWNEY REGIONAL MEDICAL CENTER CANCELED ITS MEDI-
16 CAL CONTRACT WITH THE CALIFORNIA DEPARTMENT OF HEALTH
17 SERVICES, CITING NEARLY \$7 MILLION IN LOSSES FROM INVITING
18 MEDI-CAL TO PATIENTS IN 2003. CALIFORNIA RANKS 51ST IN THE
19 NATION IN MEDI-CAL REIMBURSEMENT PER ENROLLEE. HOSPITALS AND
20 PHYSICIANS HAVE REPORTED THAT THE INADEQUATE MEDI-CAL PAYMENTS
21 ARE NOT COVERING THE COSTS OF PROVIDING CARE. CONSEQUENTLY, IN
22 ORDER TO AVOID DETRIMENTAL FINANCIAL LOSSES AND POTENTIAL
23 CLOSURE, HOSPITALS AND PHYSICIANS THROUGHOUT OUR COUNTY ARE
24 OPTING OUT OF MEDI-CAL. SUCH ACTION COULD FURTHER JEOPARDIZE
25 THE ALREADY-STRAINED HEALTHCARE DELIVERY SAFETY NET. SO I



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1 THEREFORE MOVE THAT THE BOARD OF SUPERVISORS DIRECT THE
2 DEPARTMENT OF HEALTH SERVICES TO, ONE, WORK IN CONJUNCTION
3 WITH THE HOSPITAL ASSOCIATION OF SOUTHERN CALIFORNIA AND THE
4 LOS ANGELES COUNTY MEDICAL ASSOCIATION TO PRODUCE A DETAILED
5 ANALYSIS WITHIN 90 DAYS AND THE REASONS HOSPITALS AND
6 PHYSICIANS ARE OPTING OUT OF MEDI-CAL AND THE IMPACTS SUCH
7 ACTIONS ARE HAVING ON MEDI-CAL'S PATIENTS ACCESS TO CARE AS
8 WELL AS THE PUBLIC AND PRIVATE SECTOR HEALTHCARE DELIVERY
9 SYSTEM; AND, TWO, TO DIRECT THE C.A.O. AND DEPARTMENT OF
10 HEALTH SERVICES, IN CONJUNCTION WITH THE HOSPITAL ASSOCIATION
11 OF SOUTHERN CALIFORNIA, THE LOS ANGELES COUNTY MEDICAL
12 ASSOCIATION, TO PRODUCE A JOINT ADVOCACY STRATEGY WITHIN 90
13 DAYS THAT WOULD INCLUDE A FIVE-SIGNATURE LETTER FROM THIS
14 BOARD TO THE GOVERNOR, WITH COPIES TO THE COUNTY STATE
15 LEGISLATION DELEGATION, ALERTING THEM TO THE DIRE NEED FOR
16 ADEQUATE MEDI-CAL REIMBURSEMENT AND THE ADVERSE EFFECT
17 INADEQUATE RATES ARE HAVING ON THE SAFETY NET HERE IN LOS
18 ANGELES COUNTY, THE LARGEST COUNTY IN THE NATION, AND THAT'S
19 FOR NEXT WEEK. ON THE AGENDA, LET'S SEE, I'LL CALL UP ITEM
20 NUMBER 12. IT WAS HELD FOR SUPERVISOR MOLINA AND A MEMBER OF
21 THE PUBLIC, YVONNE AUTRY.

22

23 **SUP. MOLINA:** MR. CHAIRMAN, I HAVE-- YOU'RE CALLING UP MY ITEM,
24 RIGHT?

25



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1 SUP. KNABE, CHAIR: RIGHT.

2

3 SUP. MOLINA: ALL RIGHT. I HAVE AN AMENDMENT THAT I'D LIKE TO
4 INTRODUCE. I'M GOING TO HAVE MY STAFF PASS IT OUT. IT
5 BASICALLY IS ADDITIONS THAT WE NEED TO PUT INTO THE CONTRACTS
6 THAT WERE NOT PUT IN THERE BEFORE AFTER THE AUDITOR-CONTROLLER
7 AND OUR COUNTY COUNSEL HAD MADE THESE RECOMMENDATIONS. THEY'VE
8 BEEN DISCUSSED WITH THE GROUP HOME FOLKS AND I THINK IT'S
9 IMPORTANT TO MAKE SURE THAT THIS IS INCLUDED IN THESE
10 CONTRACTS. SO IT SAYS THAT WE DIRECT THE AUDITOR AND THE
11 COUNTY COUNSEL, THE C.A.O. AND THE DIRECTOR OF THE DEPARTMENT
12 OF CHILDREN AND FAMILY SERVICES TO DEVELOP PROPOSED FISCAL
13 ACCOUNTABILITY AND OTHER PROVISIONS IN THE AREAS OF PROGRAM
14 COST ALLOCATIONS AT THE COUNTY LEVEL, ADMINISTRATIVE SALARIES
15 AND COMPENSATION, EXPENDITURE OF FUNDS RECEIVED FROM THE
16 COUNTY, DETERMINATION OF REASONABLE AND ALLOWABLE
17 EXPENDITURES, FIXED ASSETS AND, NUMBER SIX, ACCOUNTABILITY FOR
18 UNEXPECTED FUNDS TO BE REVISED AND STRENGTHENED IN THE GROUP
19 HOME AND THE FFA CONTRACTS AND THE AUDITOR-CONTROLLER CONTRACT
20 ACCORDING-- CONTRACT, ACCOUNTING AND ADMINISTRATIVE HANDBOOK.
21 ALSO TO PROVIDE THE FFAS AND THE GROUP HOMES UNDER CONTRACT
22 WITH THE COUNTY THE OPPORTUNITY TO COMMENT ON THOSE PROPOSED
23 REVISIONS AND CONSIDER THOSE COMMENTS PRIOR TO FINALIZING ANY
24 REVISIONS. WE WANT TO DIRECT-- WE WANT TO DIRECTOR THE
25 DIRECTOR OF D.C.F.S. TO RECOMMEND TO THIS BOARD, BY MAY 1ST OF



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1 2005, ANY AMENDMENTS TO THE GROUP HOME CONTRACTS THAT WOULD
2 TAKE EFFECT ON NOVEMBER THE 1ST OF 2005 AND ANY AMENDMENTS TO
3 THE FFA CONTRACTS THAT WOULD TAKE EFFECT BY SEPTEMBER 1ST OF
4 2005 AND TO PROVIDE AN INTERIM REPORT TO THIS BOARD BY APRIL
5 1ST OF THE STATUS OF THE ABOVE ORDERS AND A FINAL REPORT BY
6 NOVEMBER 30TH OF 2005 ON THEIR FULL IMPLEMENTATION. SO I'D
7 LIKE TO AMEND THE CONTRACTS TO BE INCLUSIVE OF THIS LANGUAGE.

8

9 **SUP. KNABE, CHAIR:** OKAY. IT'S A JOINT AMENDMENT BY YOU AND
10 SUPERVISOR BURKE, IS THAT CORRECT?

11

12 **SUP. MOLINA:** THAT'S CORRECT.

13

14 **SUP. KNABE, CHAIR:** OKAY. MISS AUTRY?

15

16 **YVONNE MICHELLE AUTRY:** THANK YOU, SUPERVISOR MOLINA, FOR YOUR
17 CONSIDERATION.

18

19 **SUP. KNABE, CHAIR:** COULD WE TURN UP HER MIKE A TAD, PLEASE?
20 SHE'S TALKING RIGHT INTO IT.

21

22 **YVONNE MICHELLE AUTRY:** HELLO. IS IT ON? OKAY. THANK YOU. THANK
23 YOU, SUPERVISOR MOLINA, FOR YOUR CONSIDERATION. RELATIVE TO
24 ITEM 12. AGAIN, MY NAME IS YVONNE MICHELLE AUTRY, PARENT OF A
25 CHILD WHO WAS ILLEGALLY DETAINED BY THE DEPARTMENT OF CHILDREN



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1 AND FAMILY SERVICES. THANK YOU. I WOULD JUST LIKE TO STATE, ON
2 BEHALF OF THE CHILDREN, OFTEN UNDERREPRESENTED VOICE IN THIS--
3 IN THIS COUNTY, I'D LIKE TO ENCOURAGE YOU NOT JUST IN
4 FINANCING THIS GROUP HOME BUT IN EVERY GROUP HOME AND IN
5 PLACING CHILDREN IN OTHER FOSTER CARE FACILITIES, PLEASE,
6 FIRST AND FOREMOST, IF YOU COULD EXHAUST ANY POSSIBILITY OF
7 RETURNING CHILDREN TO HOMES OF MEMBERS OF THE FAMILY, TO
8 REDUCE THE TRAUMA SUFFERED BY THE CHILDREN. ALSO, IN CASE OF
9 FINANCING-- I MEAN IN LIEU OF FINANCING, REMOVAL OF CHILDREN
10 FROM HOMES AND PLACEMENT THEM IN GROUP HOMES, IF YOU COULD TRY
11 TO REUNIFY FAMILIES. THAT SHOULD BE THE GOAL. FAMILY
12 PRESERVATION AND REUNIFICATION, AGAIN, DESPITE ANY FINANCIAL
13 INCENTIVES FROM THE FEDERAL GOVERNMENT TO INCREASE OR EXPAND
14 OR ENCOURAGE CHILDREN BEING PLACED OUTSIDE THE HOME IN FOSTER
15 GROUP HOMES OR IN FOSTER HOMES. I KNOW THAT SOME PARENTS ARE
16 ABUSIVE AND YOU HAVE TO REMOVE THE CHILDREN BUT AGAIN, IF YOU
17 COULD CONTINUE TO EXPLORE AND ENCOURAGE AND FACILITATE FAMILY
18 REUNIFICATION, IF IN-HOME COUNSELING CAN BE PROVIDED, I WOULD
19 LIKE YOU TO, AGAIN, ENCOURAGE USE YOUR MONIES AND YOUR
20 AUTHORITIES TO DO THAT, ESPECIALLY SINCE I HAVE A YOUNG FRIEND
21 THAT I'M WORKING WITH WHO IS IN MACLAREN HALL. AGAIN, THIS IS
22 AN UNREPRESENTED GROUP. I'D LIKE TO GIVE VOICE TO THOSE PEOPLE
23 AS MUCH AS I CAN. HE WAS ABUSED, HE WAS OFTEN RESTRAINED. HE'S
24 BEEN EMANCIPATED BUT HE FILED A SUIT AGAINST MACLAREN HALL IN
25 THE AMOUNT OF \$10,000 AND WON. HE'S A YOUNG CHILD NOW. HE'S



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1 PURSUING A VERY, VERY LUCRATIVE AND PROFESSIONAL AND VERY
2 POSITIVE AND SUCCESSFUL CAREER IN THE MUSIC INDUSTRY. IF YOU
3 ALL COULD PLEASE JUST LOWER THE NOISE OVER THERE, PLEASE. SO,
4 AGAIN, AND ALSO, I'D LIKE TO-- THANK YOU. I'D LIKE TO ALSO
5 DRAW ATTENTION TO SOMETHING THAT'S NOT-- I'D LIKE TO SPEAK
6 ABOUT IT. ABUSED CHILDREN. SEXUALLY MOLESTED CHILDREN.
7 OFTENTIMES IT GOES OVERLOOKED. I'M CONCERNED ABOUT THIS WARM
8 GROUP, WRAPAROUND AND THE FRANKLIN REPORT. THERE WAS A REPORT
9 THAT WAS HIDDEN WHERE A LOT OF CHILDREN WERE ABUSED SEXUALLY
10 BY OFFICIALS, BY VERY PROFESSIONAL PEOPLE, MUCH LIKE MCMARTIN
11 PRESCHOOL, OKAY? AND IT WAS HIDDEN, IT WAS COVERED UP. OKAY.
12 I'D LIKE FOR THIS TO BE EXPLORED OR INVESTIGATED AND PREVENTED
13 IN THE FUTURE. A LOT OF THESE CHILDREN, AS I HAVE SAID ON MANY
14 OCCASIONS BEFORE, HAVE BEEN USED IN EXPERIMENTS, WHETHER IT
15 INVOLVES DRUGS, RITALIN, IMPLANTS, PSYCHOLOGICAL PROGRAMMING,
16 CONDITIONING, SO THAT THEY WILL BE MORE MANAGEABLE IN SOCIETY.
17 AND THE MAJORITY OF THESE CHILDREN EITHER GO INTO THE
18 MILITARY, THE PRISONS, THEY BECOME HOMELESS OR UNEMPLOYED OR
19 THEY BECOME SEXUALLY KIND OF UNHEALTHILY DESTRUCTIVE OR
20 PERVERTED. MOST OF THESE CHILDREN, LIKE I SAID, ARE FOSTER
21 CHILDREN, SO IF YOU COULD USE YOUR MONIES AND AUTHORITY TO
22 INVESTIGATE THE FRANKLIN REPORT, THE ABUSES, ESPECIALLY SEXUAL
23 MOLESTATION CONDITIONING OF OUR CHILDREN, I'D APPRECIATE IT
24 BECAUSE THIS IS A VOICE, AGAIN, THAT REALLY IS
25 UNDERREPRESENTED AND MOST OF US THAT SPEAK ON IT ARE



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1 INCRIMINATED AS BEING INCREDIBLE OR CRAZY BUT IT'S NOT, IT'S
2 JUST SOMETHING THAT NEEDS TO BE REVEALED IN A RESPECTABLE
3 MANNER. THANK YOU VERY MUCH.

4

5 **SUP. KNABE, CHAIR:** THANK YOU. THE ITEM, AS AMENDED BY
6 SUPERVISOR MOLINA, WILL BE MOVED BY SUPERVISOR MOLINA,
7 SECONDED BY SUPERVISOR BURKE. HEARING NO OBJECTIONS, SO
8 ORDERED. NEXT IS ITEM NUMBER 16. I'LL CALL THAT UP. IT'S HELD
9 FOR A MEMBER OF THE PUBLIC. RICHARD ROBINSON.

10

11 **RICHARD ROBINSON:** MR. CHAIRMAN, MEMBERS. RICHARD ARNOLD
12 ROBINSON, NEIGHBORHOOD ORGANIZER. BECAUSE I'M-- BECAUSE I'M A
13 SENIOR CITIZEN, I FEEL OBLIGATED TO SPEAK ON THIS ITEM. I WAS
14 BORN BEFORE THE SECOND WORLD WAR. SIR, I SUPPORT YOU IN YOUR
15 DECISION TO CONTRACT WITH THE STATE TO PROVIDE THESE SERVICES
16 TO THE COUNTY'S POOR SENIORS AS PRESIDENT BUSH STRUGGLES TO
17 SOLVE THE HOMELESSNESS PROBLEM AND SOCIAL SECURITY PROBLEM,
18 RECIPIENTS LIVING BELOW THE POVERTY LEVEL, ESPECIALLY. THE
19 OBVIOUS DISTRESS FACING SOCIAL SECURITY AS A TEMPORARY
20 PROBLEM, WHICH WILL BE SOLVED BY A COMPLETE OVERHAUL OF THE
21 SOCIAL SECURITY SYSTEM BUT UNTIL SECURITY IS ESTABLISHED,
22 THOSE LIVING UNDER THE PRESENT DOOMED SYSTEM AND THE POVERTY
23 LEVEL MUST BE ASSISTED. WHAT TROUBLES ME IS THE NUMBER OF POOR
24 SENIORS IN HOLLYWOOD WHO, BECAUSE OF THE INCREASE IN TOURISM,
25 ARE AFRAID TO LEAVE THEIR HOMES, OFTEN BEING TRAPPED BECAUSE



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1 OF THE INCREASE IN TRAFFIC CONGESTION AROUND THE ENTERTAINMENT
2 CENTER. BECAUSE OF THE LACK OF ADEQUATE SERVICES, I ESCORT
3 SOME OF THE SENIOR CITIZENS, FOR EXAMPLE, FROM THE CHRISTIAN
4 SCIENCE CHURCH ACROSS THE STREET FROM MY RESIDENCE TO THEIR
5 RESIDENCE. SO AS-- SO AS THE PROBLEM IS SOLVED, AND IT WILL BE
6 SOLVED, I'M AN OPTIMIST, THE GLASS IS HALF FULL, THE WORLD IS
7 PROCEEDING AS IT SHOULD, BALANCED BUDGET IS A REALITY, THE
8 NATION'S G.D.P. WILL PROBABLY BE, IN SPITE OF THE IGNORANCE OF
9 INDIVIDUALS LIKE ALAN-- THANK GOD FOR ALAN GREENSPAN, BUT I
10 HEARD SOMETHING THAT REALLY CRACKED ME UP ON TELEVISION
11 SUNDAY. ONE OF THE FORMER MEMBERS OF THE-- ONE OF MR.
12 GREENSPAN'S COLLEAGUES IS REALLY AN IDIOT. I'M NOT GOING TO
13 MENTION HIS NAME BUT LET ME SUMMARIZE BY SAYING SIMPLY THAT,
14 AS PRESIDENT BUSH PROVIDES THE OBVIOUS SOLUTION BY HELPING
15 SOCIAL SECURITY RECIPIENTS INVEST-- INVENT THEIR RETIREMENT,
16 THE COUNTY'S POOR SENIORS ARE GOING TO NEED MORE HELP. THANK
17 YOU.

18

19 **SUP. KNABE, CHAIR:** THANK YOU, RICHARD. THE ITEM IS BEFORE US.
20 MOVED BY SUPERVISOR...

21

22 **CLERK VARONA-LUKENS:** I'M SORRY, MR. CHAIRMAN. FOR THE RECORD,
23 SUPERVISOR MOLINA IS VOTING "NO" ON THIS.

24

25 **SUP. KNABE, CHAIR:** ON...



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1

2 **CLERK VARONA-LUKENS:** ITEM 16.

3

4 **SUP. KNABE, CHAIR:** OKAY. MOVED BY SUPERVISOR YAROSLAVSKY, THE
5 CHAIR WILL SECOND, WITH SUPERVISOR MOLINA VOTING "NO", SO
6 ORDERED. ITEM NUMBER 50 WAS HELD FOR A MEMBER OF THE PUBLIC.
7 MR. BAXTER. YES, MR. BAXTER, PLEASE PROCEED.

8

9 **PETER BAXTER:** GOOD MORNING, SIR. MR. CHAIR, MEMBERS OF YOUR
10 HONORABLE BOARD, MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS
11 PETER BAXTER AND I LIVE IN LOS ANGELES. IT IS RESPECTFULLY
12 SUBMITTED THAT THIS AGENDA ITEM REFERS TO THE PENDING
13 PRESIDENTIAL ELECTION ON NOVEMBER 2ND. IT IS MY RESPECTFUL
14 POSITION THAT THIS PENDING ELECTION IS TO BE CONDUCTED IN
15 VIOLATION OF THE CONSTITUTION OF THE UNITED STATES AND THAT,
16 AT THIS VERY MOMENT, YOUR HONORABLE BOARD HAS CONVENEED ABSENT
17 THE CHARTER COUNTY OFFICER WHO IS THE LEAD ATTORNEY FOR THIS
18 ACCOUNT-- FOR THIS COUNTY, THE COUNTY COUNSEL. BECAUSE OF THIS
19 FACT, THERE IS NO ONE AT THIS MEETING OF THE BOARD OF
20 SUPERVISORS WHO IS COMPETENT TO ASSERT THE PENDING ELECTION TO
21 BE A LAWFULLY CONDUCTED ELECTION UNDER THE AUTHORITY OF THE
22 CONSTITUTION OF THE UNITED STATES AS PRESENTED BY CHARTER
23 COUNTY OFFICER, THE COUNTY COUNSEL. THE LOS ANGELES TIMES
24 KNOWS THAT FACT AND NEVERTHELESS PROCEEDS AS IF THERE IS A
25 VALID PURPOSE IN COUNTING THE BALLOTS AT THIS PENDING



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1 ELECTION. THE TEST IS THE CONDUCT OF THE MEMBERS OF THE
2 ELECTORAL COLLEGE AS CREATED AND AUTHORIZED BY THE
3 CONSTITUTION OF THE UNITED STATES. THAT CLEAR AND DIRECT
4 COMMAND TO THE ELECTORAL COLLEGE HAS BEEN CHALLENGED AND
5 SUBSTITUTED WITH A POPULAR VOTE BY THE ACTION OF THIS BOARD OF
6 SUPERVISORS. I UNDERSTAND, OF COURSE, YOU'RE FOLLOWING THE
7 STATE STATUTES, BUT NEVERTHELESS, I'M SEEING WHAT YOU'RE
8 DOING. YOU'RE THE ONES WHO ARE DOING IT AND THE COUNTY
9 REGISTRAR SAID LAST WEEK OR THE WEEK BEFORE THAT SHE WAS THE
10 HEAVY LIFTER IN THIS ELECTION. THIS CITY-- THAT THE STATE
11 REALLY DIDN'T HAVE TOO MUCH TO DO WITH IT. THE CONDUCT OF THIS
12 PENDING ELECTION IS FALSE AND IT IS BEING CONDUCTED BY THIS
13 BOARD, NOT BY ANYBODY ELSE BUT BY THIS PARTICULAR BOARD IN THE
14 FULL KNOWLEDGE THAT IT IS FALSE, BEING IN A DIRECT
15 CONTRADICTION OF THE CONSTITUTION OF THE UNITED STATES, ALL OF
16 WHICH IS RESPECTFULLY SUBMITTED AND YOU DON'T HAVE ANYBODY
17 PRESENT WITH THE AUTHORITY TO CHALLENGE WHAT I'VE JUST SAID
18 BECAUSE YOU DON'T HAVE A COUNTY COUNSEL, AND THAT WAS BY YOUR
19 DECISION. YOU HAVE PUT IT OFF WEEK AFTER WEEK AFTER MONTH
20 AFTER MONTH. YOU DON'T HAVE A COUNTY COUNSEL, ALL OF WHICH IS
21 RESPECTFULLY SUBMITTED. I THANK YOU, MR. CHAIRMAN.

22

23 **SUP. KNABE, CHAIR:** THANK YOU. OKAY. MOVED BY SUPERVISOR BURKE,
24 THE CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED. ITEM 65-
25 D WAS HELD FOR A MEMBER OF THE PUBLIC. ETHEL JOHNSON.



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1

2 **ETHEL L. JOHNSON:** GOOD MORNING.

3

4 **SUP. KNABE, CHAIR:** OKAY. PLEASE PROCEED, MISS JOHNSON.

5

6 **ETHEL L. JOHNSON:** YES. GOOD MORNING. HOW ARE YOU?

7

8 **SUP. KNABE, CHAIR:** FINE.

9

10 **ETHEL L. JOHNSON:** TO THE BOARD, I'M SURPRISED THAT-- I SEE
11 THIS LIST, 45-D HERE. IT'S BEEN QUITE A FEW YEARS, BUT I'M A
12 MEMBER OF AN ORGANIZATION OF NORTHERN CALIFORNIA AS A O.E.S.
13 MY ORGANIZATION, I'M JUST REALLY SURPRISED AT THIS. IT SAYS
14 CHIEF ADMINISTRATIVE OFFICE RECOMMENDATION, APPROVED COUNTY OF
15 LOS ANGELES, ALL HAZARDS AND PLAN TO INSTRUCT THE CHIEF,
16 ADMINISTRATING OFFICE-- OFFICE OF EMERGENCY MANAGEMENT,
17 O.E.M., TO FORWARD THE PLAN TO CALIFORNIA OFFICE OF AN
18 EMERGENCY SERVICES. O.E.S. REQUESTING THAT YOU FURTHER A PLAN
19 FOR EMERGENCY HEALTH AGENCY, WHICH IS F.E.M.A. I'M A MEMBER
20 AND ALWAYS HAVE BEEN, OUR FAMILY HAS ALWAYS BEEN IN THE
21 PATRIOTIC HALL. THIS IS A MISUNDERSTANDING HERE. YOU HAVE TO
22 MAKE PROVISIONS. YOU HAVE TO GO TO A HIGHER GOVERNMENT. THOSE
23 ARE STARTS. AND THAT HIGHER GOVERNMENT IS SACRAMENTO. YOU HAVE
24 CHARTERS. MOST OF YOU MEN THAT I KNOW ARE VERY, VERY SMART,
25 SMARTER THAN THAT, YOU KNOW. YOU'VE BEEN THERE, DONE THAT. I'M



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1 65 YEARS OLD NOW. BUT I HAVE A FAMILY IN NORTHERN CALIFORNIA.
2 IN THE NATIONAL CEMETERY. THE ONLY THING I'M ASKING RIGHT NOW,
3 FOR WHAT I NEED, I GOT A LETTER FROM MR. ANTONOVICH FOR MY
4 MILITARY SERVICE. I'M VERY PROUD OF YOU, MR. ANTONOVICH. IN
5 LANCASTER, I GOT A LETTER BUT NOBODY HAS NOTIFIED ME, MISS
6 JOHNSON, THEY HAVE NOT NOTIFIED ME. I'M READY FOR RETIREMENT
7 PENSION AND COMPENSATION. THAT'S ALL. I WANT NOTHING ELSE. I'M
8 FREE. MY CHILDREN ARE FREE. THEY'VE BEEN-- IN THROUGH THE
9 SYSTEM, THE JUSTICE SYSTEM. EVERY TIME I TURN AROUND,
10 SOMEBODY'S CALLING ME FROM ONE DISTRICT TO ANOTHER. I'M IN
11 COMPTON MOST OF THE TIME. WE LOST TWO MAYORS DOWN THERE. I
12 MEAN, WHAT ARE WE RUNNING, A RACKET? TWO MAYORS STEALING MONEY
13 AND ALL THAT STUFF. I DON'T WANT TO HOLD UP YOUR TIME, BECAUSE
14 IT'S CRITICAL. WE NEED TO REALLY, REALLY LOOK INTO WHAT'S
15 GOING ON AND REALLY LOOK INTO THIS, YOU KNOW? WE CAN ONLY-- WE
16 CAN GIVE YOU-- WE CAN HELP WITH THE MONEY FOR F.E.M.A. BUT YOU
17 HAVE TO HAVE A FEDERAL LAWYER. YOU HAVE TO HAVE A FEDERAL. AND
18 HE HAS TO GIVE US THE RIGHT TO HAVE F.E.M.A. MAYBE THE WALLS
19 IS FALLING DOWN OR SOMETHING IS WRONG BUT YOU HAVE TO HAVE...

20

21 **SUP. KNABE, CHAIR:** OKAY. YOU HAVE TO WRAP IT UP, ETHEL. YOUR
22 TIME IS UP. OKAY?

23

24 **ETHEL L. JOHNSON:** OKAY. LOOK INTO IT. YOU HAVE TO HAVE
25 CREDENTIALS FOR THAT.



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1

2 **SUP. KNABE, CHAIR:** OKAY. THE ITEM IS BEFORE US. MOVED BY
3 SUPERVISOR BURKE, SECONDED BY SUPERVISOR MOLINA. WITHOUT
4 OBJECTIONS, SO ORDERED. WE HAVE A SET ITEM, ITEM S-1, WHICH IS
5 A PRESENTATION OF THE CHILDREN'S SCORE CARD AND THAT'S
6 ARRANGED BY SUPERVISOR MOLINA.

7

8 **SUP. MOLINA:** I'M GOING TO ASK YOLIE AGUILAR TO COME UP TO US
9 AND, I GUESS, MRS. MCCROSKEY. THEY'RE ALL GOING TO DO A
10 PRESENTATION ON THE CHILDREN'S SCORE CARD. WE WANT TO THANK
11 THEM FOR THEIR WORK AND THEIR PRESENTATION HERE THIS MORNING.
12 TURN IT OVER TO YOLIE.

13

14 **YOLIE FLORES AGUILAR:** GOOD MORNING.

15

16 **SUP. ANTONOVICH:** GOOD MORNING.

17

18 **SUP. KNABE, CHAIR:** GOOD MORNING.

19

20 **YOLIE FLORES AGUILAR:** THANK YOU, SUPERVISOR MOLINA, FOR ASKING
21 US TO COME TODAY AND SHARE WITH YOU THE FINDINGS OF THE 2004
22 CHILDREN'S SCORE CARD AND THANK YOU TO THE BOARD FOR HAVING US
23 HERE. FOR THE RECORD, MY NAME IS YOLIE FLORES AGUILAR AND I'M
24 THE EXECUTIVE DIRECTOR OF THE L.A. CHILDREN'S PLANNING
25 COUNCIL. ON BEHALF OF THE COUNCIL, WE'RE PLEASED TO BE HERE



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1 THIS MORNING TO PRESENT TO YOU THE FINDINGS OF THE SCORE CARD,
2 WHICH, AS YOU KNOW, GIVES US A SNAPSHOT OF HOW OUR CHILDREN
3 ARE DOING ACROSS EACH OF THE COUNTY'S FIVE OUTCOME AREAS OF
4 CHILD WELLBEING. JOINING ME THIS MORNING ARE THE CO-CHAIRS OF
5 THE C.P.C. DATA PARTNERSHIP, DR. JACQUELYN MCCROSKEY TO MY FAR
6 RIGHT AND JACK-- AND CHERYL WOLD TO MY IMMEDIATE RIGHT, BOTH
7 OF WHOM HAVE PROVIDED THE GUIDANCE AND LEADERSHIP IN THE
8 DEVELOPMENT OF THE SCORE CARD. IN A MOMENT, BOTH OF THEM WILL
9 HIGHLIGHT THE KEY FINDINGS FROM THE SCORE CARD. BEFORE THEY DO
10 THAT, LET ME JUST PROVIDE YOU WITH SOME BACKGROUND. IN THIS
11 VERSION OF THE SCORE CARD WHICH, BY THE WAY, WILL BE PUBLICLY
12 RELEASED ON OCTOBER 27TH AT THE CENTRAL LIBRARY, WE FRAME
13 CONDITIONS FOR CHILDREN AROUND OUR OVERALL COMMITMENT TO
14 SCHOOL READINESS AND SCHOOL SUCCESS. AND FOCUS ON THREE AREAS
15 THAT IMPACT THIS COMMITMENT: HEALTH ACCESS, SAFE, STABLE,
16 NURTURING FAMILIES AND FAMILY ECONOMIC SECURITY. HIGHLIGHTING
17 THESE AREAS CONTINUES TO HELP CHANGE THE SCHOOL READINESS
18 CONVERSATION IN LOS ANGELES COUNTY IN WAYS THAT MOVES US AWAY
19 FROM PERCEIVING SCHOOL READINESS AND SCHOOL SUCCESS AS ONLY
20 ABOUT ACADEMICS AND TEST SCORES AND AS ONLY THE EDUCATION
21 SYSTEM'S RESPONSIBILITY. INSTEAD, IT STRESSES THAT, FOR
22 CHILDREN TO BE READY FOR SCHOOL AND TO SUCCEED EVERY DAY
23 THEREAFTER, WE MUST PAY ATTENTION TO THEIR HEALTH, THEIR
24 SOCIAL AND EMOTIONAL WELLBEING, THEIR ECONOMIC WELLBEING AND
25 SO FORTH. AND, MOST IMPORTANT, THE REPORT STRESSES THAT



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1 SCHOOLS, FAMILIES AND COMMUNITIES, WITH GOVERNMENT AS A
2 PARTNER, MUST WORK TOGETHER TO ACHIEVE BETTER RESULTS FOR
3 KIDS. IN ADDITION, AS IN THE PAST, THE SCORE CARD PROVIDES A
4 FIVE-YEAR TREND ANALYSIS ACROSS THE FIVE OUTCOME AREAS AND IT
5 DISAGGREGATES THE DATA BY S.P.A. OR SERVICE PLANNING AREA SO
6 THAT WE MIGHT UNDERSTAND THE DISPARITIES ACROSS GEOGRAPHIC
7 COMMUNITIES. ALSO, FOR THE FIRST TIME, WE DISAGGREGATE THE
8 DATA BY RACE AND ETHNICITY, HIGHLIGHTING DISPARITIES AND
9 OVERALL WELLBEING FOR CHILDREN OF COLOR. AND WE PRESENT THE
10 SET OF RECOMMENDATIONS THAT ARE DIRECTED AT MULTIPLE
11 STAKEHOLDERS IN L.A. COUNTY. I WILL SHARE THESE
12 RECOMMENDATIONS WITH YOU IN THE FINAL PART OF OUR
13 PRESENTATION. FIRST I'D LIKE TO ASK CHERYL TO BEGIN WITH THE
14 FINDINGS.

15

16 **CHERYL WOLD:** THANK YOU AND GOOD MORNING, SUPERVISORS. MY NAME
17 IS CHERYL WOLD AND I AM THE CO-CHAIR OF THE CHILDREN'S
18 PLANNING COUNCIL'S DATA PARTNERSHIP AND ALSO THE CHIEF OF THE
19 HEALTH ASSESSMENT UNIT WITH THE DEPARTMENT OF HEALTH SERVICES.
20 FORTUNATELY, I HAVE THE ENVIABLE TASK OF SHARING WITH YOU THE
21 GOOD NEWS. THE DATA IN THIS YEAR'S SCORE CARDS SUGGESTS THAT,
22 OVERALL, WE CONTINUE TO MOVE IN THE RIGHT DIRECTION ON
23 NUMEROUS INDICATORS. MOST NOTABLY, SOME OF THOSE UNDER HEALTH,
24 SOCIAL AND EMOTIONAL WELLBEING, SAFETY AND SURVIVAL AND
25 ASPECTS OF EDUCATION AND WORKFORCE READINESS. BETWEEN 1998 AND



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1 2002, THE DATA TELL US THAT WE DID ESPECIALLY WELL IN TURNING
2 THE CURVE IN A POSITIVE DIRECTION FOR SEVERAL INDICATORS. FOR
3 EXAMPLE, THE NUMBER OF CHILDREN IN FOSTER CARE IS DOWN 27%;
4 THE NUMBER OF FAMILIES CLAIMING THE EARNED INCOME TAX CREDIT,
5 UP 6%; AND THE NUMBER OF JUVENILE ARRESTS FOR MISDEMEANOR
6 OFFENSES, DOWN 13%. OVER THAT SAME FIVE-YEAR TIME PERIOD,
7 AGAIN 1998 TO 2002, THE PERCENTAGE OF PUBLIC SCHOOL STUDENTS
8 WHO, IN THIRD GRADE, WERE READING AND DOING MATH AT OR ABOVE
9 THE NATIONAL AVERAGE INCREASED BY 41% AND 66% RESPECTIVELY.
10 THE PERCENTAGES OF BIRTHS TO MOTHERS WHO RECEIVED EARLY
11 PRENATAL CARE, THAT IS, IN THE FIRST TRIMESTER, INCREASED BY
12 5%, FROM 84% TO 88%. THE PERCENTAGE OF CHILDREN FULLY
13 IMMUNIZED BY AGE TWO INCREASED BY 16%, FROM 63% TO 73%. THE
14 RATE OF JUVENILE FELONY ARRESTS DECREASED BY 34% FROM 1,937 TO
15 1,275 PER HUNDRED THOUSAND YOUTH, AGES 10 TO 17. THE NUMBER OF
16 BIRTHS TO TEENS DECREASED BY 25% AND THE RATE OF TEEN BIRTHS
17 BY 38%. INDEED, THERE HAVE BEEN SOME IMPORTANT GAINS FOR
18 CHILDREN OVERALL, WHICH TRANSLATES TO A MUCH MORE ROSY PICTURE
19 FOR MANY OF THE COUNTY'S CHILDREN; UNFORTUNATELY, NOT FOR ALL
20 OF THE COUNTY'S CHILDREN. AND JACQUELYN WILL NOW SHARE SOME OF
21 THESE LESS ROSY FINDINGS WITH YOU.

22

23 **DR. JACQUELYN MCCROSKEY:** I GET THE GOOD JOB. GOOD MORNING. I'M
24 JACQUELYN MCCROSKEY. I'M THE OTHER CO-CHAIR OF THE DATA
25 PARTNERSHIP AND I'M ALSO A PROFESSOR AT U.S.C. AT THE SCHOOL



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1 OF SOCIAL WORK. I HAD WITH ME SOME OF MY M.S.W. STUDENTS BUT
2 THEY HAD TO LEAVE FOR ANOTHER CLASS BUT THEY ALL LEFT SAYING,
3 "OH, MY GOODNESS, THAT WAS INTERESTING. WHAT WAS GOING ON?"
4 I'LL GO BACK AND TALK TO THEM ABOUT WHAT WAS GOING ON. AS
5 CHERYL HAS INDICATED, DESPITE THE GOOD NEWS, WE ALSO HAVE SOME
6 TROUBLING FINDINGS, NOT SURPRISINGLY, IN A REPORT CARD OF THIS
7 SCOPE. AND, IN PARTICULAR, THERE'S TROUBLING NEWS AROUND
8 CHILDREN OF COLOR, PARTICULARLY LATINO AND AFRICAN-AMERICAN
9 CHILDREN, AND I'LL HIGHLIGHT JUST A COUPLE OF THE FINDINGS IN
10 THIS REGARD, AS WELL AS SOME OF THE DISPARITIES FOR GEOGRAPHIC
11 AREAS AND FOR DIFFERENT AGE GROUPS. BY THE WAY, WE ALSO, I
12 THINK, HAVE A SUMMARY SHEET FOR YOU OF SOME OF THE HIGHLIGHTS
13 OF THE FINDINGS INCLUDED IN THIS SCORE CARD. IN TERMS OF
14 AFRICAN-AMERICAN CHILDREN, AFRICAN-AMERICAN CHILDREN CONTINUE
15 TO BE DISPROPORTIONATELY AT RISK FOR FOSTER CARE. THEY ARE
16 ABOUT 45% OF THE CHILDREN IN FOSTER CARE AND ONLY 10% OF THE
17 CHILDREN IN THE POPULATION. AFRICAN-AMERICAN CHILDREN ARE ALSO
18 SIGNIFICANTLY LIVING IN POOR FAMILIES, VERY POOR AND LOW-
19 INCOME FAMILIES. THEY'RE 29%-- IS THAT BETTER? OKAY. THEY'RE
20 29% OF VERY POOR FAMILIES AND 58% OF LOW INCOME FAMILIES. THEY
21 SUFFER THE GREATEST PREVALENCE OF ASTHMA, 16% OF ASTHMA, 16%.
22 THEY HAVE THE HIGHEST FELONY ARREST RATES AND THEY ALSO HAVE
23 THE LOWEST HIGH SCHOOL GRADUATION RATES. CONDITIONS FOR LATINO
24 CHILDREN ARE EQUALLY TROUBLING, ALTHOUGH IN SOMEWHAT DIFFERENT
25 REGARDS. ALTHOUGH LATINO CHILDREN REPRESENT 59% OF THE CHILD



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1 POPULATION OF THE COUNTY OF LOS ANGELES NOW, THEY ACCOUNT FOR
2 72% OF ALL CHILDREN IN POVERTY. THIS EQUATES TO ALMOST 900,000
3 LATINO CHILDREN LIVING IN LOW-INCOME FAMILIES. LATINO CHILDREN
4 ARE ALSO LEAST LIKELY TO HAVE HEALTH INSURANCE, THEY'RE MORE
5 PRONE TO OVERWEIGHT IN GRADES 5, 7, AND 9; THEY HAVE THE
6 LOWEST PERCENTAGE OF STUDENTS READING AT OR ABOVE THE NATIONAL
7 AVERAGES; LOWEST PERCENTAGES OF STUDENTS TAKING THE S.A.T.;
8 AND AMONG THE LOWEST IN HIGH SCHOOL GRADUATION RATES. WE ALSO
9 KNOW THERE ARE DISPARITIES FOR OTHER ETHNIC GROUPS. FOR
10 EXAMPLE, AMERICAN-INDIAN CHILDREN HAVE THE SECOND HIGHEST RATE
11 OF CHILDREN IN FOSTER CARE AND AMERICAN- INDIAN AND PACIFIC
12 ISLANDER CHILDREN HAVE THE LOWEST PROPORTION OF COLLEGE-
13 PREPARED HIGH SCHOOL GRADUATES. IN TERMS OF GEOGRAPHIC
14 DISPARITIES, AS YOU KNOW, WE'VE DONE SOME ANALYSIS IN THE PAST
15 OF DIFFERENT RATES AND DIFFERENT SPAS OR DIFFERENT AREAS OF
16 THE COUNTY AND, AGAIN, YOU SEE VERY DIFFERENT RATES FOR
17 DIFFERENT INDICATORS IN DIFFERENT SPAS. I'M JUST GOING TO
18 HIGHLIGHT A COUPLE OF THINGS IN TERMS OF DISPARITIES THAT YOU
19 SEE IN DIFFERENT SPAS. IN SPA ONE, IN THE ANTELOPE VALLEY, FOR
20 EXAMPLE, SPA ONE SHOWS THE HIGHEST PROPORTION OF STUDENTS
21 FLUENT IN ENGLISH BUT IT ALSO HAS THE HIGHEST INFANT DEATH
22 RATES. IN SPA TWO, YOU HAVE THE LOWEST FELONY ARREST RATES BUT
23 YOU ALSO HAVE THE HIGHEST NUMBER AND RATE OF ACCIDENTAL INJURY
24 DEATHS. SPA THREE, INTERESTINGLY, HAS THE HIGHEST HIGH SCHOOL
25 GRADUATION RATES. SPA FOUR HAS THE LOWEST PROPORTION OF



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1 CHILDREN WHO HAVE BEEN DIAGNOSED WITH ASTHMA BUT THE HIGHEST
2 PROPORTION OF STUDENTS NOT FLUENT IN ENGLISH. SPA SIX HAS THE
3 LOWEST RATES OF FELONY ARRESTS FOR PROPERTY OFFENSE AND THE
4 HIGHEST RATES OF CHILDREN IN FOSTER CARE. I'M SKIPPING OVER A
5 COUPLE OF THEM IN THE INTEREST OF TIME AND NOT TO OVERWHELM
6 YOU WITH DATA. BUT ALSO...

7

8 **SUP. KNABE, CHAIR:** JACQUELYN, OH, COME ON, YOU LOVE TO
9 OVERWHELM US WITH DATA! I KNOW THAT! (CHUCKLING)

10

11 **DR. JACQUELYN MCCROSKEY:** I'M TRYING TO PLAY AGAINST TYPE A
12 LITTLE BIT HERE. BUT I DO WANT TO HIGHLIGHT ANOTHER THING
13 THAT'S NEW IN THE SCORE CARD THIS YEAR. IN ADDITION TO LOOKING
14 NEWLY THIS YEAR AT DIFFERENCES AMONG ETHNIC GROUPS, WE'VE ALSO
15 LOOKED AT DIFFERENCES AMONG AGE GROUPS. SO, AS YOU WELL KNOW,
16 FIRST FIVE IS FOCUSING ON THE ZERO TO FIVE AGE GROUP. THIS
17 SCORE CARD ALSO INCLUDES INDICATORS FOR OLDER CHILDREN:
18 ELEMENTARY SCHOOL AGE, MIDDLE SCHOOL AGE AND HIGH SCHOOL AGE
19 BECAUSE WE BELIEVE THAT IT'S OBVIOUSLY EXTREMELY IMPORTANT FOR
20 CHILDREN TO START OFF READY TO ENTER SCHOOL BUT THAT THEY ALSO
21 BE READY TO SUCCEED IN SCHOOL AT EVERY SUBSEQUENT GRADE. SO
22 SOME OF THE THINGS IN THIS SCORE CARD THAT ARE INTERESTING IN
23 TERMS OF THE CHANGES AS CHILDREN AGE HAVE TO DO, FOR EXAMPLE,
24 WITH INDICATORS OF ACCESS TO HEALTH. WE'RE DOING A BETTER JOB
25 FOR YOUNGER CHILDREN THAN WE ARE FOR OLDER CHILDREN IN TERMS



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1 OF ACCESS TO HEALTH INSURANCE. IN TERMS OF SAFE, STABLE AND
2 NURTURING FAMILIES, WE ALSO HAVE HIGHER RATES OF OLDER
3 CHILDREN IN FOSTER CARE THAN THE VERY YOUNG CHILDREN. AND IN
4 TERMS OF FAMILY ECONOMIC SECURITY, WE HAVE HIGHER POVERTY
5 RATES FOR THE FAMILIES OF THE VERY YOUNG CHILDREN THAN FOR
6 SOME OF THE OLDER CHILDREN. SO THERE'S A GOOD DEAL OF DATA
7 HERE, OBVIOUSLY. YOU CAN BE OVERWHELMED AT YOUR LEISURE AND
8 I'LL BE HAPPY TO OVERWHELM YOU ON A LATER PRESENTATION, IF
9 YOU'D LIKE.

10

11 **YOLIE FLORES AGUILAR:** WHAT IN THIS SCORE CARD IS IMPORTANT FOR
12 US TO RECOGNIZE IN THE FINDINGS OF THE DATA, WHICH, AS
13 JACQUELINE SAYS, CAN BE QUITE OVERWHELMING BUT WHAT IS
14 IMPORTANT FOR US TO RECOGNIZE IS THAT WE ARE MAKING PROGRESS
15 IN IMPROVING SOME AREAS OF CHILD WELLBEING AND IN HELPING
16 FAMILIES SUPPORT THEIR CHILDREN TO SUCCEED IN SCHOOL BUT, AS
17 THEY'VE SHARED WITH YOU, WHAT IS CLEAR IS THAT THIS IS NOT THE
18 CASE FOR ALL CHILDREN. THE DISPARITIES THAT WE HAVE
19 HIGHLIGHTED, OF COURSE, ARE NOT ACCEPTABLE AND WE MUST
20 CONTINUE TO WORK HARDER AND MORE EFFECTIVELY IN COLLABORATION
21 WITH SCHOOLS, WITH FAMILIES, WITH COMMUNITIES AND, OF COURSE,
22 OUR COUNTY PARTNERS. THE RECOMMENDATIONS IN THE SCORE CARD ARE
23 FRAMED AROUND THE THREE AREAS THAT WE HAVE HIGHLIGHTED: HEALTH
24 ACCESS; SAFE, STABLE NURTURING FAMILIES; AND FAMILY ECONOMIC
25 SECURITY. THESE ARE THE SAME THREE AREAS FOR WHICH YOU



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1 APPROVED BOLD GOALS THIS PAST MARCH. THE GOAL AROUND FAMILY
2 ECONOMIC SECURITY, IN FACT, WAS BROADENED FROM THE EARLIER
3 BOLD GOAL AROUND THE EARNED INCOME TAX CREDIT. SO TO CONTINUE
4 TO MAKE PROGRESS ON THESE AREAS IN THE SCORE CARD, WE
5 RECOMMEND ADDITIONAL STEPS, MANY OF WHICH WE CAN ALIGN TO GOAL
6 FIVE OF THE COUNTY STRATEGIC PLAN AND, FOR EACH OF THESE
7 AREAS, WE SHOULD PROPOSE TO DEVELOP STRATEGIES THAT ADDRESS
8 THE DISPARITIES THAT WE HIGHLIGHTED EARLIER. IN YOUR PACKET IS
9 A SUMMARY OF THESE RECOMMENDATIONS. UNDER HEALTH ACCESS-- AND
10 THEY WILL BE IN MORE DETAIL IN THE SCORE CARD, UNDER HEALTH
11 ACCESS, WE RECOMMEND FOUR ACTIVITIES: TO PROMOTE EFFORTS TO
12 MONITOR AND IMPROVE THE QUALITY OF HEALTHCARE FOR CHILDREN; TO
13 SUPPORT EFFORTS THAT PROMOTE ASTHMA MANAGEMENT, EDUCATION AND
14 PREVENTION; TO WORK WITH SCHOOL DISTRICTS TO DEVELOP HEALTHY
15 FOOD POLICIES AND PROMOTE PHYSICAL ACTIVITY; TO INCREASE THE
16 NUMBERS OF FAMILIES WITH CHILDREN, ESPECIALLY THE HARD-TO-
17 REACH FAMILIES WITH CHILDREN WHO ENROLL IN HEALTH INSURANCE
18 AND TO, OF COURSE, IMPROVE RETENTION EFFORTS. IN THE AREA OF
19 SAFE, STABLE NURTURING FAMILIES, WE RECOMMEND THAT WE INCREASE
20 OUR INVESTMENTS IN PREVENTION-ORIENTED SUPPORTS AND, OF
21 COURSE, WE CONTINUE TO WORK CLOSELY WITH DR. SAUNDERS AND
22 D.C.F.S. BUT, IN PARTICULAR, THAT WE SUPPORT EFFORTS TO
23 NEGOTIATE THE FEDERAL WAIVER AROUND TITLE 4-E; THAT WE FOCUS
24 ATTENTION ON COMMUNITY PARTNERSHIPS AND LOCAL RESOURCES FOR
25 PREVENTION, FOR REUNIFICATION AND FOR MALTREATED CHILDREN;



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1 THAT WE CONTINUE FAMILY-CENTERED, TEAM DECISION-MAKING
2 PROCESSES AND BUILD A MULTI-DISCIPLINARY TEAM ASSESSMENT
3 PROCESSES; AND THAT WE IMPROVE UNDERSTANDING OF HOW AND WHY
4 CHILDREN COME INTO THE PROTECTIVE SERVICES SYSTEM AND, IN
5 PARTICULAR, TO ANALYZE PATTERNS OF DISPARITY FOR CHILDREN OF
6 COLOR. AND, FINALLY, UNDER FAMILY ECONOMIC SECURITY, OUR
7 RECOMMENDATION IS THAT WE DEVELOP A FAMILY ECONOMIC SUCCESS
8 PLAN FOR LOS ANGELES COUNTY THAT INCLUDES THE FOLLOWING
9 STRATEGIES: THAT WE PROMOTE USING THE EARNED INCOME TAX CREDIT
10 RETURNS FOR OTHER APPRECIABLE ASSETS THAT CAN HELP FAMILIES
11 GENERATE ADDITIONAL INCOME AND ECONOMIC OPPORTUNITIES; THAT WE
12 ESTABLISH A GOAL FOR INCREASING THE NUMBER OF FAMILIES SIMILAR
13 TO THE E.I.T.C. BUT THAT CAN ACCESS THE CHILD TAX CREDIT; THAT
14 WE IMPROVE OUTREACH AND ENROLLMENT EFFORTS FOR AVAILABLE
15 FAMILY AND WORK SUPPORTS, WHETHER THAT'S FOOD STAMPS OR
16 CHILDCARE OR HEALTHY FAMILIES OR MEDI-CAL INSURANCE. WE HAVE
17 FOUND AND DOCUMENTED IN OUR REPORT THE NUMBER OF CHILDREN WHO
18 ARE ELIGIBLE BUT ARE STILL NOT ACCESSING THESE IMPORTANT
19 SUPPORTS. WE RECOMMEND THAT WE DEVELOP WORKFORCE DEVELOPMENT
20 AND WORK READINESS STRATEGIES IN THE LOS ANGELES UNIVERSAL
21 PRESCHOOL HOT ZONES, LEVERAGING THOSE RESOURCES NOW; AND THAT
22 WE INCREASE THE COUNTY'S FINANCIAL SUPPORT TO THE SYSTEM OF
23 SPA E.I.C. COUNSELS THAT CAN STRENGTHEN COMMUNITY CAPACITY TO
24 CHANGE THE SYSTEMS THAT AFFECTS FAMILIES' ECONOMIC WELL-
25 BEING. THAT IS, SUPERVISOR MOLINA, OUR PRESENTATION. FOR THOSE



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1 MEMBERS OF THE MEDIA WHO ARE HERE, WE ASK THAT YOU NOT RELEASE
2 THIS INFORMATION UNTIL THE REPORT IS RELEASED ON OCTOBER 27TH.
3 WE ASK FOR YOUR COOPERATION. THANK YOU.

4

5 **SUP. MOLINA:** THANK YOU VERY MUCH. WE WANT TO THANK THE
6 CHILDREN'S PLANNING COUNCIL AS WELL AS YOLIE FLORES AGUILAR
7 AND THE CO-CHAIRS IN PRESENTING THE CHILDREN'S SCORE CARD. WE
8 THANK YOU FOR YOUR EFFORTS AND CERTAINLY FOR YOUR DEDICATION
9 TO THIS. IT IS TRUE, THESE WILL NOT BE FORMALLY RELEASED UNTIL
10 OCTOBER THE 27TH BUT I ALSO WOULD LIKE TO THANK THEM FOR
11 FOCUSING ON PREVENTION, WHICH IS PROBABLY THE MOST ESSENTIAL
12 AND THE MOST DIFFICULT THING TO DO BUT WE THANK YOU FOR YOUR
13 REPORT.

14

15 **SUP. KNABE, CHAIR:** YEAH, I JUST WOULD MAKE A COMMENT AS WELL
16 TO THANK YOU ALL AS WELL, TOO, I MEAN, OBVIOUSLY FOR-- YOU
17 ROTATE THROUGH THESE CHAIRS HERE, YOU BECOME INVOLVED, YOU
18 KNOW, IN FIRST FIVE AND WHAT YOU ALL DO AND THE BASIS AND THE
19 GROUNDWORK THAT YOU HAVE ALL LAID FOR CHILDREN'S ACTIVITIES
20 HERE AND THE NUMBERS AND THE RESOURCES THAT YOU'VE DEVELOPED
21 ARE TO BE COMMENDED, SO WE APPRECIATE IT VERY MUCH. THANK YOU.
22 OKAY. [APPLAUSE]

23

24 **SUP. KNABE, CHAIR:** BACK TO ITEM NUMBER 26, I'LL CALL UP, HELD
25 FOR SUPERVISOR BURKE.



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1

2 **SUP. BURKE:** YES. I HAVE AN AMENDMENT THAT I'LL PASS OUT. CAN
3 WE GET THE-- SOMEONE FROM THE DEPARTMENT TO COME UP? WELL,
4 BASICALLY, I CAN JUST PASS OUT THE AMENDMENT. I WOULD LIKE TO
5 GET THE REACTION FROM THE DEPARTMENT, IF THEY-- I THINK THIS
6 IS OKAY WITH THEM. IT'S ON 26.

7

8 **SUP. KNABE, CHAIR:** 26, PROBATION.

9

10 **SUP. BURKE:** ON 26. THIS IS AN AMENDMENT TO PROPOSED CONTRACT
11 EXTENSION FOR GANG INTERVENTION SERVICES IN THE WATTS
12 INGLEWOOD AREA. THE COUNTY CURRENTLY CONTRACTS WITH VARIOUS
13 COMMUNITY-BASED ORGANIZATIONS TO PROVIDE GANG INTERVENTION
14 SERVICES TO AT-RISK AND PROBATION MALE AND FEMALE YOUTH AND
15 GENDER SPECIFIC SERVICES TO FEMALES IN THE COMMUNITY UNDER THE
16 JUVENILE JUSTICE CRIME PREVENTION ACT. THE SECOND
17 SUPERVISORIAL DISTRICT HAS NOT HAD A CONTRACT FOR GENDER-
18 SPECIFIC SERVICES SINCE NOVEMBER 14TH, 2003, DUE TO THE
19 TERMINATION OF THE AGENCY CONTRACT ORIGINALLY CONTRACTED TO
20 PROVIDE THE SERVICES. THE STOP THE VIOLENCE, INCREASE THE
21 PEACE FOUNDATION IS CURRENTLY PROVIDING GANG INTERVENTION
22 SERVICES TO YOUTH IN THE WATTS INGLEWOOD AREA. SUCH SERVICES
23 INCLUDE SERVICES TO BOTH MALE AND FEMALE. I MOVE THAT AN
24 ADDITIONAL 64,540 BE ALLOCATED TO STOP THE VIOLENCE, INCREASE
25 THE PEACE TO PROVIDE GANG INTERVENTION SERVICES WITH A GENDER-



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1 SPECIFIC FOCUS ON THE SECOND DISTRICT FOR THE PERIOD NOVEMBER
2 1ST, 2004, THROUGH JANUARY 31ST, 2005.

3

4 **SUP. YAROSLAVSKY:** CAN I JUST GET AN EXPLANATION WHERE THE
5 MONEY'S COMING FROM? IN THAT AMENDMENT?

6

7 **JITAHADI IMARA:** YES, SUPERVISOR. THAT'S COMING FROM-- JITAHADI
8 IMARA, LOS ANGELES COUNTY PROBATION DEPARTMENT BUREAU CHIEF.
9 THAT'S COMING FROM THE JUVENILE JUSTICE CRIME PREVENTION ACT
10 FUNDS AND IT WOULD BE COMING FROM THE GANG-- THE GENDER-
11 SPECIFIC PROGRAM...

12

13 **SUP. YAROSLAVSKY:** IS THAT A COUNTYWIDE POT?

14

15 **JITAHADI IMARA:** IT'S COUNTYWIDE-- YES, SUPERVISOR, IT'S A
16 COUNTYWIDE POT.

17

18 **SUP. BURKE:** BUT THIS IS TAKING THE PLACE OF A GRANT WE HAD
19 THAT NO LONGER IS PROVIDING THE SERVICES.

20

21 **JITAHADI IMARA:** YES, SUPERVISOR. CURRENTLY, THE SECOND
22 DISTRICT DOES NOT HAVE A SERVICE PROVIDER FOR GENDER-SPECIFIC
23 SERVICES AND SO WHAT THE MOTION WOULD DO WOULD BE TO UTILIZE
24 THOSE FUNDS FOR GENDER-SPECIFIC THAT WOULD BE DEDICATED TO THE



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1 SECOND DISTRICT FOR YOUTH THAT ARE IN THE GANG INTERVENTION
2 PROGRAM FOR FEMALE.

3

4 **SUP. YAROSLAVSKY:** ARE THESE FUNDS THAT HAVE BEEN EARMARKED FOR
5 THE SECOND DISTRICT?

6

7 **JITAHADI IMARA:** YES, SUPERVISOR.

8

9 **SUP. YAROSLAVSKY:** AND BECAUSE THERE WAS NO GENDER-SPECIFIC
10 RECIPIENT, WHERE IT FELL OUT, THIS IS GOING TO REPLACE IT? IS
11 THAT WHAT...

12

13 **JITAHADI IMARA:** YES, SUPERVISOR, YES. THIS WOULD-- THIS WOULD
14 REPLACE THE SERVICE AND SO RATHER-- BECAUSE THEY DO NOT HAVE A
15 GENDER-SPECIFIC PROVIDER, THEY THEN WOULD PROVIDE...

16

17 **SUP. YAROSLAVSKY:** I UNDERSTAND. IS THIS PREVIOUSLY EARMARKED
18 AS PART OF A POT FOR THAT AREA OF THE COUNTY?

19

20 **JITAHADI IMARA:** YES, YES, IT WAS. YES, IT IS.

21

22 **SUP. KNABE, CHAIR:** OKAY. ARE THERE ANY OTHER QUESTIONS? IF
23 NOT, THE ITEM'S BEFORE US AS AMENDED BY SUPERVISOR BURKE.
24 MOVED BY SUPERVISOR BURKE, THE CHAIR WILL SECOND THAT. WITHOUT
25 OBJECTION, SO ORDERED. THANK YOU.



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1

2 **JITAHADI IMARA:** THANK YOU.

3

4 **SUP. KNABE, CHAIR:** OKAY. NEXT WE'LL CALL UP ITEM NUMBER 19.

5 ASK THE DEPARTMENT TO COME FORWARD FOR PRESENTATION.

6

7 **SUP. BURKE:** OKAY. YEAH. THAT ONE, I HAD. OKAY.

8

9 **DR. THOMAS GARTHWAITE:** GOOD AFTERNOON. GOOD MORNING. MY NAME
10 IS TOM GARTHWAITE, DIRECTOR OF THE DEPARTMENT OF HEALTH
11 SERVICES. WITH ME IS FRED LEAF, CHIEF OPERATING OFFICER; LARRY
12 SCANLAN, MANAGING DIRECTOR OF NAVIGANT CONSULTING; AND KAE
13 ROBERTSON, WHO WILL BE THE PROJECT COORDINATOR IF YOU APPROVE
14 THIS CONTRACT. YOU HAVE BEFORE YOU THE CONTRACT I THINK THAT
15 THE PROCESS WE USED, ALTHOUGH RUSHED BY ALMOST ANY STANDARDS,
16 IS DETAILED IN THE MEMO WE PROVIDED TO THE BOARD AND I THINK
17 WE ARE HERE SIMPLY TO ANSWER QUESTIONS YOU MIGHT HAVE ABOUT
18 THAT.

19

20 **SUP. KNABE, CHAIR:** WELL, DO YOU HAVE ANY OVERALL PRESENTATION
21 OR, IF NOT, THEN WE DO HAVE A NUMBER OF QUESTIONS, I KNOW,
22 THAT...

23

24 **DR. THOMAS GARTHWAITE:** I DON'T HAVE ANY FORMAL PRESENTATION. I
25 THINK THAT WE TRIED TO LAY OUT, IN WRITING, WHERE THE CONTRACT



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1 WILL TAKE US, THE PROCESS WE USED TO GET THERE. I WOULD JUST--
2 I WOULD SAY THAT, YOU KNOW, THAT THERE ARE MULTIPLE
3 DELIVERABLES THAT WE TRIED TO DEFINE CAREFULLY IN THE
4 CONTRACT, THAT AN INTERIM ASSESSMENT OF 60 DAYS IS A KEY PIECE
5 TO THIS CONTRACT AND WE'VE TRIED TO BUILD IN ESCAPE CLAUSES IF
6 THINGS DON'T GO WELL BUT WE'RE PRETTY CONVINCED, FROM THE WORK
7 WE'VE DONE SO FAR, THAT THEY WILL.

8

9 **SUP. KNABE, CHAIR:** I JUST-- I MEAN, I HAVE A NUMBER OF
10 QUESTIONS, AND I'M SURE MY COLLEAGUES DO AS WELL, TOO, BUT,
11 OBVIOUSLY, FROM WHAT WE'VE BEEN ABLE TO DETERMINE, NAVIGANT
12 CONSULTING IS A REPUTABLE FIRM. I THINK THE QUESTION I HAVE,
13 YOU KNOW, HAVE WE DONE A VERY THOROUGH BACKGROUND CHECK ON
14 REFERENCES TO MAKE SURE THAT THE COMPLEXITIES OF M.L.K. AND
15 DEALING WITH PUBLIC AGENCIES AND POLITICAL ENTITIES, THAT THEY
16 HAVE THE EXPERIENCE AND WHEREWITHAL TO DEAL WITH THAT.

17

18 **DR. THOMAS GARTHWAITE:** I THINK-- I'LL LET FRED TALK ABOUT IT
19 AS WELL BUT IN ADDITION TO THE CALLS THAT WE'VE MADE AND
20 PEOPLE WE'VE TALKED TO WITH REGARD TO NAVIGANT, THE CENTERS
21 FOR MEDICARE AND MEDICAID SERVICES REGIONAL OFFICE ALSO DID
22 THEIR INDEPENDENT ASSESSMENT OF THE VARIOUS FIRMS THAT WE WERE
23 INTERVIEWING AND GAVE US THEIR SENSE AND RECOMMENDATIONS, SO
24 DO YOU WANT TO SAY ANY MORE?

25



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1 **FRED LEAF:** YEAH, THE REFERENCE CHECKS WERE ABSOLUTELY MADE AND
2 THEY WERE ALL RESPONDED TO WITH-- VERY POSITIVELY. NOT TO SAY
3 THERE WEREN'T BUMPS ALONG THE ROAD WITH THE PROJECT, THE KINDS
4 OF PROJECTS THAT NAVIGANT HAS BEEN INVOLVED IN WHICH IS
5 TURNING AROUND TROUBLED INSTITUTIONS, BUT, OVERALL, THE
6 HISTORICAL PERFORMANCE LOOKED VERY GOOD.

7

8 **SUP. KNABE, CHAIR:** SO, I MEAN, WE'VE DONE A THOROUGH RESEARCH
9 ON ALL THIS SO WE DON'T, YOU KNOW, GET SURPRISES ALONG THE WAY
10 IN ADDITION TO TRYING TO DEAL WITH...

11

12 **DR. THOMAS GARTHWAITE:** YEAH. NO, I THINK WE BELIEVE THAT WE'VE
13 DONE DUE DILIGENCE GIVEN THE TIME FRAME, YES.

14

15 **SUP. KNABE, CHAIR:** ONE OF THE CONCERNS THAT I HAVE AND I'M NOT
16 SURE HOW MY COLLEAGUES FEEL BUT ONE OF THE CONCERNS THAT I
17 HAVE IS THAT WITH NAVIGANT REPORTING DIRECTLY AND ONLY TO BOTH
18 OF YOU VERSUS, YOU KNOW, HAVING ANOTHER SET OF EYES SUCH AS
19 THE C.A.O. BE DIRECTLY INVOLVED IN THIS PROCESS TO, YOU KNOW,
20 MAXIMIZE ACCOUNTABILITY. I MEAN, THIS IS A HUGE CONTRACT, A
21 LOT OF MONEY AND EVERYONE'S GOING TO BE UNDER A LOT OF
22 PRESSURE. SO I THINK IT'S IMPORTANT THAT, AT LEAST FROM MY
23 PERSPECTIVE, THAT-- AND I WOULD PROPOSE THAT THE C.A.O. ALSO
24 BE DIRECTLY INVOLVED IN THIS PROCESS FOR AN ADDITIONAL CHECK
25 AND BALANCE.



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1

2 **DR. THOMAS GARTHWAITE:** WE'RE FINE WITH THAT. WE WELCOME THAT.
3 IN ADDITION, WE HAVE THIS OTHER OVERSIGHT PANEL THAT WE'RE
4 STILL WORKING ON THE CHARGE FOR, WE WANT TO MAKE SURE THE
5 CHARGE TO THAT PANEL, WHICH WILL BE EXTERNAL TO THE
6 DEPARTMENT, MAKE SURE THE CHARGE OF THAT PANEL WILL HELP
7 EXPEDITE THE CONTRACTOR'S WORK SO, ONCE THE DECISION IS MADE,
8 WE'LL FINISH THAT CHARGE AND WE'LL HAVE AN OUTSIDE GROUP OF
9 SIX PEOPLE WHO VOLUNTEERED TO OVERSEE THIS PROCESS WHO WILL BE
10 TOTALLY EXTERNAL TO THE DEPARTMENT AND I THINK WILL HELP TO
11 MAKE SURE PROGRESS IS MADE AND THAT THE DIRECTION IS CORRECT.

12

13 **SUP. KNABE, CHAIR:** AND THE IDENTIFICATION OF THOSE SIX?

14

15 **DR. THOMAS GARTHWAITE:** YEAH. MICHAEL DRAKE, WHO IS THE VICE
16 PRESIDENT FOR HEALTH AFFAIRS FOR THE UNIVERSITY OF CALIFORNIA
17 SYSTEM; GERALD LEVY, WHO IS THE DEAN AT U.C.L.A.; JOE
18 VANDERMEAL, A SENIOR ASSOCIATE DEAN AT U.S.C.; JIM LOTT, WHO
19 IS EXECUTIVE VICE PRESIDENT, I BELIEVE IT IS, AT THE HOSPITAL
20 ASSOCIATION OF SOUTHERN CALIFORNIA; HECTOR FLORES, WHO IS THE
21 CHAIR OF FAMILY PRACTICE AT WHITE MEMORIAL AND RESPECTED
22 THROUGHOUT THE COMMUNITY; AND DAVID SATCHER, WHO IS FORMER
23 SURGEON GENERAL, HAS AGREED TO SERVE. SO THAT'S THE SIX WE
24 HAVE AT THE PRESENT TIME AND WE'RE-- AS I SAID, I STILL WANT
25 TO MAKE-- I'M WORKING ON THE CHARGE FOR THAT GROUP BUT I THINK



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1 IT'S IMPORTANT THAT HOW IT'S SET UP IS FACILITORY TO WHOEVER
2 THE THE CHOSEN CONTRACTOR IS.

3

4 **SUP. KNABE, CHAIR:** ABSOLUTELY. THESE ARE SOME WELL RESPECTED
5 FOLKS. ALSO, YOU MADE A MENTION, JUST IN YOUR BRIEF COMMENTS,
6 ABOUT DELIVERABLES AND I THINK, YOU KNOW, IN THESE KINDS OF
7 CONTRACTS, ESPECIALLY WHAT WE WENT THROUGH HERE RECENTLY WITH
8 SOME OTHER CONSULTANTS, THAT NOT ONLY ARE MILESTONES IMPORTANT
9 BUT DELIVERABLES IN THE SENSE OF PAYMENT. I MEAN, I WOULD HOPE
10 THAT PAYMENT IS TIED TO DELIVERABLES AND WE'RE NOT JUST DOING
11 A MONTHLY CHECK TO THE CONSULTANT WITHOUT EITHER MILESTONES OR
12 DELIVERABLES BEING INVOLVED IN THEIR ABILITY TO COLLECT. I
13 MEAN, CAN YOU ELABORATE ON THAT OR...

14

15 **DR. THOMAS GARTHWAITE:** YEAH, I THINK THAT'S FAIR TO SAY. I
16 THINK FRED HAS BEEN WORKING WITH THE ATTORNEYS TO ASSURE THAT
17 WHAT WE-- THAT WE GET WHAT WE PAY FOR AND THAT THOSE ARE
18 SEQUENTIAL EVENTS.

19

20 **FRED LEAF:** THERE ARE THREE MAJOR COMPONENTS OF THIS CONTRACT.
21 THE FIRST IS, OF COURSE, THE INTERIM MANAGEMENT GROUP THAT
22 WILL BE INVOLVED IN DAY-TO-DAY MANAGEMENT OF THE INSTITUTION
23 AS WELL AS ACCOMPLISHING CERTAIN SUBDELIVERABLES INSIDE THAT
24 DAY-TO-DAY MANAGEMENT. THERE'S THE 60-DAY ASSESSMENT THAT
25 C.M.S. HAS ASKED FOR A PLAN THAT WILL BE DELIVERED BY JANUARY



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1 1ST THAT WILL INCLUDE RECOMMENDATION AND ADDITIONAL SPECIFIC
2 TASKS THAT WILL BE-- WILL NEED TO BE COMPLETED. AT THE POINT
3 WE GET THE ASSESSMENT, WE WILL BE REVISITING THE TASKS AND
4 TIME LINES FOR ACCOMPLISHING WHATEVER IT IS THAT THE COUNTY
5 ULTIMATELY APPROVES IN TERMS OF THAT ASSESSMENT AND WILL
6 ATTACH EXPECTATIONS TO THOSE. SO THAT WILL HAPPEN IN JANUARY.
7 CURRENTLY, WE HAVE A NUMBER OF TASKS THAT ARE REQUIRED,
8 THEY'RE VERY SPECIFIC AND...

9

10 **SUP. KNABE, CHAIR:** I THINK IT'S ON PAGE 3 OF THE BOARD LETTER,
11 THERE ARE SOME VERY SPECIFIC TASKS BUT THERE'S NO MENTION,
12 UNLESS IT'S IN THE CONTRACT...

13

14 **SUP. MOLINA:** IT IS, ON PAGE 2.

15

16 **SUP. KNABE, CHAIR:** ...THAT THEY'RE TIED TO PAYMENTS.

17

18 **FRED LEAF:** WELL, YEAH, THIS PARTICULAR KIND OF CONTRACT
19 GENERALLY ISN'T SPECIFICALLY DELIVERABLE-BASED, MEANING YOU
20 DON'T PAY THEM AT THE TIME OF THE DELIVERABLE, USUALLY BECAUSE
21 OF THE UP-FRONT INVESTMENT AND FEES AND EXPENSES. THEY ARE
22 PAID IN A DIFFERENT MANNER BUT THE DELIVERABLES IN THE
23 CONTRACT AND THE EXPECTATION THAT THEY BE ACCOMPLISHED IS
24 ABSOLUTE. WE HAVE A 30-DAY NO-CLAUSE CANCELLATION AND WE ALSO



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1 HAVE SANCTIONS INCLUDED OF \$100,000 PER REPORT OR ACTION THAT
2 THEY DON'T DELIVER WITHIN A PARTICULAR TIMEFRAME.

3

4 **SUP. KNABE, CHAIR:** A REPORT, OR IS THE PENALTY PER REPORT, OR
5 IS IT...

6

7 **FRED LEAF:** IT'S PER REPORT. AND, WITH RESPECT TO THE OTHER
8 ACCOMPLISHMENTS HERE, IF THEY ARE NOT ACCOMPLISHED
9 SATISFACTORY TO THE COUNTY, WE CERTAINLY WOULD THEN BE
10 DISCUSSING TERMINATION OF THE CONTRACT IF THEY FELL IN A
11 PERFORMANCE-- THEIR PERFORMANCE FELL BELOW A CERTAIN LEVEL.

12

13 **SUP. KNABE, CHAIR:** WHAT ABOUT THE ISSUE OF THE-- YOU KNOW,
14 THERE'S A SIGNIFICANT AMOUNT OF DOLLARS TIED TO THE EXPENSES,
15 YOU KNOW, LIKE 2.6 MILLION. I MEAN, IT'S SORT OF-- IS THERE A
16 SPECIFIC BREAKDOWN OF THOSE COSTS OR ANTICIPATED COSTS OR...?
17 TIED TO ANYTHING? I MEAN, YOU KNOW, TIED TO PAYOUT WITH, YOU
18 KNOW, ACCOMPLISHMENTS OR...

19

20 **FRED LEAF:** WE'VE TIED THE FIRM TO THE COUNTY STANDARDS IN
21 TERMS OF TRAVEL, MEALS, WHATEVER WOULD BE THE NORMAL CUSTOMER
22 EXPENSES INCLUDED IN A CONTRACT LIKE THIS AND WE'VE CAPPED IT
23 AT 25% OF FEES. THAT WON'T NECESSARILY BE THE COSTS BUT THAT'S
24 THE CAP ON THE EXPENSES.

25



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1 **SUP. KNABE, CHAIR:** BECAUSE, YOU KNOW, AND JUST, YOU KNOW,
2 HAVING, REVIEWING THE BOARD LETTER AND TALKING TO PEOPLE THAT
3 ARE WITHIN THE INDUSTRY THAT, YOU KNOW, THE COMMENTS THAT
4 WE'RE GETTING THAT OBVIOUSLY A LITTLE RISK SHARING GETS US A
5 LITTLE BIT BETTER RESULTS AND THAT, YOU KNOW, A COMBINATION OF
6 MAYBE PAYMENTS AS WELL AS PRODUCTIVITY PAYMENTS WILL ALSO
7 WORK. I MEAN, IT GIVES US BOTH A BETTER OPPORTUNITY TO SEE
8 SOME RESULTS INSTEAD OF JUST THE MONTHLY CHECKS.

9

10 **FRED LEAF:** WELL, THE-- THE-- AS I THINK NAVIGANT HAS INDICATED
11 IN THEIR RECENT LETTER THAT I REVIEWED THAT WAS PRESENTED BY
12 NAVIGANT, ALL OF THEIR WORK IS GOING TO BE VERY DATA-DRIVEN
13 AND BASED AND WE WILL HAVE VERY CLEAR-CUT DOCUMENTED
14 ACCOMPLISH-- I MEAN, DOCUMENTATION OF THEIR DELIVERABLES AND
15 THEIR WORK. SO I THINK THAT WE WILL BE ABLE TO-- AND THE
16 C.A.O. WOULD BE ABLE TO, ASSUMING THEY'RE GOING TO BE
17 INVOLVED, AS YOU MENTIONED, WOULD BE ABLE TO DETERMINE THE
18 PERFORMANCE ON EACH OF THE AREAS WE EXPECT THEM TO DELIVER ON.

19

20 **SUP. KNABE, CHAIR:** WELL, BUT, I MEAN, AT LEAST FROM MY
21 PERSPECTIVE, THE OUTCOME, I MEAN, I'M EXPECTING MORE THAN JUST
22 DATA, THAT THERE'S ACTIONS INVOLVED, TOO.

23

24 **FRED LEAF:** WELL, THE DATA I'M TALKING ABOUT WOULD BE
25 DOCUMENTING THE ACTIONS THEY'VE TAKEN.



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1

2 **DR. THOMAS GARTHWAITE:** I THINK WE AGREE.

3

4 **SUP. MOLINA:** MR. CHAIRMAN?

5

6 **SUP. KNABE, CHAIR:** YES.

7

8 **SUP. MOLINA:** I THINK THAT...

9

10 **SUP. BURKE:** MAY I _____ ALSO.

11

12 **SUP. MOLINA:** IN MY READING OF...

13

14 **SUP. KNABE, CHAIR:** THEN MIKE THEN YVONNE.

15

16 **SUP. MOLINA:** IN MY READING OF THIS CONTRACT AND GOING THROUGH
17 IT, I WAS IMPRESSED WITH THE DELIVERABLES BECAUSE THEY'RE
18 VERY, VERY SPECIFIC. WHAT'S NOT SPECIFIC IS THE CONTENT,
19 BECAUSE WE HAVE THE ASSESSMENTS THAT COULD BE COMING TO US AND
20 SO IF I COULD-- ARE YOU MISS ROBERTSON?

21

22 **KAE ROBERTSON:** YES, KAE ROBERTSON.

23

24 **SUP. MOLINA:** ALL RIGHT, BECAUSE I'D LIKE TO ASK YOU SOME
25 QUESTIONS, IF I COULD, IF YOU DON'T MIND. YOU'RE GOING TO BE



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1 THE DAY-TO-DAY PERSON THAT'S GOING TO BE OVERALL IN CHARGE OF
2 THE DAY-TO-DAY OPERATIONS AT M.L.K., IS THAT CORRECT?

3

4 **KAE ROBERTSON:** RIGHT. I'M OUR PROJECT EXECUTIVE.

5

6 **SUP. MOLINA:** RIGHT. AND YOU WILL BE BRINGING WITH YOU 11 OTHER
7 FOLKS THAT WILL BE THERE ON A DAY-TO-DAY BASIS, IS THAT
8 CORRECT?

9

10 **KAE ROBERTSON:** I AM, YES. I'M BRINGING C.E.O., C.O.O., C.N.O.,
11 A NUMBER OF ADVISORS, MOST OF WHOM ARE CLINICIANS, WE HAVE
12 PHYSICIANS, NURSES, PHARMACISTS, A NUMBER OF FOLKS, YES.

13

14 **SUP. MOLINA:** ALL RIGHT. AS YOU KNOW, THIS IS VERY CRITICAL FOR
15 US. I MEAN, I CERTAINLY DON'T LIKE HAVING TO PAY THIS KIND OF
16 MONEY BUT THE REALITY IS THAT WE'RE IN A SITUATION WHERE WE
17 REALLY NEED TO BRING SOME DRAMATIC CHANGES TO MARTIN LUTHER
18 KING. WE WANT THIS HOSPITAL TO SURVIVE, WE WANT THIS HOSPITAL
19 TO BE WELL ADMINISTERED AND, MORE IMPORTANTLY, WE WANT IT TO
20 PROVIDE THE QUALITY OF CARE THAT WE THINK IT CAN. AND SO,
21 CONSEQUENTLY WE ARE PUTTING ALL OF OUR HOPES, ASPIRATIONS AND
22 EXPECTATIONS, WHICH ARE QUITE HIGH, IN THIS CONTRACT. SO, AS I
23 READ IT, THE DELIVERABLES WERE QUITE GOOD. FOR EXAMPLE, THE
24 ASSESSMENT THAT IS GOING TO BE MADE IN THE FIRST 60 DAYS. SO
25 THAT WE WILL KNOW, WITHIN 60 DAYS, SOME OF THE CRITICAL ISSUES



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1 THAT YOU FEEL YOU NEED TO IMPROVE, AS I UNDERSTAND, AND
2 CERTAINLY START PUT-- TYING RESOURCES OR CHANGES OR WHATEVER
3 AT THAT TIME, YOU'LL BE MAKING A SERIES OF RECOMMENDATIONS, AS
4 I UNDERSTAND, THAT WILL GO TO THE DEPARTMENT OF HEALTH
5 SERVICES AND, HOPEFULLY, YOU'LL HAVE SOME COOPERATIVE
6 MECHANISM IN WHICH TO OPERATE FROM. BUT, AS I WAS READING IT,
7 ONE OF THE THINGS THAT CONCERNED ME, IT HAD NO MENTION OF
8 DREW. AND I'M WONDERING, BECAUSE THAT HAS BEEN SORT OF A
9 STUMBLING BLOCK, AND MAYBE YOU CAN HELP ME AS TO HOW YOU VIEW
10 THAT AND IT'S IMPORTANT THAT YOU UNDERSTAND THAT AND THAT THE
11 DEPARTMENT DOES AS WELL, BECAUSE WE HAVE AN AFFILIATION
12 AGREEMENT WITH DREW MEDICAL. AND IN THE FIRST ASSESSMENT
13 THAT'S NOT TO BE-- IT DOESN'T MAKE ANY MENTION WHATSOEVER AND
14 I'M CONCERNED.

15

16 **FRED LEAF:** IF I MIGHT FIRST SAY SOMETHING, SUPERVISOR?

17

18 **SUP. MOLINA:** SURE, YOU MIGHT SAY SOMETHING FIRST.

19

20 **FRED LEAF:** THE DREW CONTRACT WAS A MAJOR PART OF OUR
21 DISCUSSION WITH THE CONSULTANT WHEN THEY WERE REVIEWING
22 ACCEPTANCE OF THIS JOB. AND PART OF THE WORK THEY'LL BE DOING
23 THAT IS STIPULATED, WE WERE PROBABLY REMISS IN NOT MENTIONING
24 THE CONNECTION WITH DREW BUT WE'LL BE OVERSEEING THE
25 COMPLIANCE OF THE PHYSICIANS AND RESIDENT SUPERVISION AND...



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1

2 **SUP. MOLINA:** BUT THAT'S NOT UNTIL JUNE.

3

4 **FRED LEAF:** ...THE CONTRACT ITSELF.

5

6 **SUP. MOLINA:** THAT'S WHY I HAD A CONCERN. I SAW THAT, THAT THE
7 COMPLIANCE OF CREDENTIALING AND ALL OF THAT, BUT THAT'S NOT
8 GOING TO BE DONE UNTIL JUNE.

9

10 **KAE ROBERTSON:** BUT IT WILL BE A COMPONENT OF THE ASSESSMENT
11 THAT WILL BE COMPLETED IN THE FIRST 60 DAYS. IT WILL BE A PART
12 OF THE ACTION PLAN THAT'S DEVELOPED AS A RESULT OF THAT
13 ASSESSMENT, WHICH WILL HAVE BASELINE AND DELIVERABLE DATES
14 AFTER THAT.

15

16 **SUP. MOLINA:** OKAY. SO THEN THEY WILL BE A PART OF THAT
17 ASSESSMENT OVERALL. THEN ON THE OTHER ISSUE IS THAT I NOTICE
18 THAT THERE'S A LOT OF THE DELIVERABLES OF REVIEWING THE CAMDEN
19 GROUP WORK, REVIEWING THE NURSE MANAGEMENT SITUATION AND
20 THINGS OF THAT SORT. MY CONCERN, AGAIN, IS THAT-- IS TO WHAT
21 EXTENT? IT ISN'T JUST A REVIEW OF THAT, BUT I SEE YOU TAKING
22 OVER. MY EXPECTATION IS THAT YOU TAKE OVER ALL MANAGEMENT
23 RESPONSIBILITIES OR AT LEAST THAT'S WHAT WE'VE BEEN PROMISED.
24 AND WHETHER THERE BE A CONTRACT THERE, WHETHER IT BE AN
25 AFFILIATION AGREEMENT, WHETHER A DOC HAD A WAY OF HOW HE



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1 CHECKED IN EVERY SO OFTEN, THAT YOU'RE NOT GOING TO LOOK AT
2 THAT AND SAY, "WE'LL WORK AROUND IT," BUT YOU'LL SAY, "HERE IS
3 THE STANDARD THAT WE SHOULD HAVE."

4

5 **KAE ROBERTSON:** THAT'S CORRECT AND WE ARE GOING TO BE THE
6 C.E.O., THE C.O.O. WE ARE GOING TO BE THE LEADERSHIP TEAM FOR
7 THAT HOSPITAL AND WE EXPECT TO DEAL WITH THOSE DAILY ISSUES.

8

9 **SUP. MOLINA:** SO I GUESS...

10

11 **KAE ROBERTSON:** AND BE RESPONSIBLE AND ACCOUNTABLE FOR THEM.

12

13 **SUP. MOLINA:** TO A STANDARD THAT ISN'T BECAUSE OF A CONTRACT OR
14 THIS IS THE WAY THE DEPARTMENT HAS ALWAYS DONE IT OR THAT--
15 THAT'S WHAT I THINK-- I DIDN'T-- WHEN I DIDN'T SEE THAT
16 CONTENT AND WE KNOW THAT SOME OF THE CONCERNS THAT WE HAVE
17 THERE DEAL WITH THE ISSUES OF HOW PEOPLE HAVE BEEN DOING
18 BUSINESS FOR A LONG TIME. AND I'M CONCERNED THAT, IF THE
19 EMERGENCY ROOM OPERATED A CERTAIN WAY, THAT THEY'RE JUST GOING
20 TO WANT TO CONTINUE TO OPERATE IT. I AM LOOKING AT CREATING A
21 SET OF STANDARDS THAT OBVIOUSLY SHOULD BE A SET OF STANDARDS
22 THAT-- I DON'T KNOW THAT THEY'RE A NATIONAL SET OF STANDARDS,
23 I DON'T EVEN KNOW WHAT-- BUT THE UTMOST OF QUALITY. AND IF
24 THERE IS A CONTRACT, IF THERE IS A CONSULTANT, IF THERE IS A
25 DOCTOR, IF THERE'S AN AFFILIATION AGREEMENT THAT STANDS IN THE



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1 WAY OF THAT, ARE YOU GOING TO PUT THAT TOGETHER AND SAY, "THIS
2 NEEDS TO BE CHANGED?" IS IT GOING TO BE BOLD ENOUGH AND
3 ASSERTIVE ENOUGH IN THAT REGARD?

4

5 **KAE ROBERTSON:** ABSOLUTELY. WE WILL BE MAKING THOSE KINDS OF
6 TOUGH RECOMMENDATIONS. WE'RE LOOKING FOR THE COUNTY SUPPORT IN
7 FOLLOWING THROUGH WITH THOSE RECOMMENDATIONS AND CERTAINLY THE
8 BOARD OF SUPERVISORS' SUPPORT AS WELL.

9

10 **SUP. MOLINA:** THE OTHER PART OF IT...

11

12 **SUP. YAROSLAVSKY:** DON? MR. CHAIRMAN? IF I CAN JUST-- SOMEBODY
13 FAINTED AND I THINK THEY NEED A DOCTOR. SINCE YOU'RE THE
14 DOCTOR, CAN YOU TAKE A MINUTE AND GO CHECK IT OUT?

15

16 **SUP. MOLINA:** NO, NOBODY FAINTED.

17

18 **SUP. YAROSLAVSKY:** NO, NO. IT HAPPENED BEHIND YOU WHILE YOU
19 WERE ASKING QUESTIONS.

20

21 **SUP. BURKE:** WHAT HAPPENED TO HER?

22

23 **SUP. YAROSLAVSKY:** IT'S ONE OF MY STAFF MEMBERS.

24

25 **SUP. BURKE:** SHE FAINTED?



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1
2 **SUP. MOLINA:** YIKES. I APOLOGIZE. I DIDN'T REALIZE THAT. THEY
3 JUST SAID THINGS FELL OVER. AGAIN, ON THIS ISSUE OF
4 ACCOUNTABILITY, THAT'S THE PART THAT'S NOT CONTAINED IN HERE.
5 AND, YOU KNOW, I GUESS WHAT I'M SAYING IS THAT I DON'T WANT TO
6 GET TO A POINT WHERE, THE DAY THAT THE ISSUE IS TO BE
7 DELIVERED, AND I THINK THAT MR. KNABE WAS GOING TO HOW DO WE
8 WORK THAT, AND I'M CONCERNED ABOUT THAT AS WELL. I THINK THE
9 DELIVERABLES WERE WELL DEFINED AND WE ALWAYS HAVE AN
10 OPPORTUNITY TO SAY, "WELL, YOU DIDN'T DO THE JOB, SO WE'RE
11 JUST GOING TO ELIMINATE THE CONTRACT." I'M NOT INTERESTED IN
12 THAT. I WOULD RATHER TRY AND FIGURE OUT HOW WE'RE GOING TO GET
13 TO GOAL BECAUSE OUR INTEREST, IF WE'RE GOING TO SIGN ONTO THIS
14 CONTRACT, WHICH MOST OF US ARE AGREEABLE TO, WE JUST NEED TO
15 KNOW THAT THERE IS GOING TO BE CLEAR, CONCISE, EFFECTIVE
16 COOPERATION AS TO HOW WE'RE GOING TO GET AROUND THESE THINGS,
17 WHETHER IT BE A CONTRACT AFFILIATION, STANDARDS OR WHATEVER,
18 BECAUSE WHAT WE WANT TO KNOW IS THAT HOW DO WE GET THIS
19 FACILITY TO A STANDARD THAT PATIENTS CAN TRUST? ACCREDITATION
20 GROUPS CAN TRUST? MEDICAL DOCTORS CAN TRUST? EVEN NURSES.
21 THERE ARE MANY NURSES THAT AREN'T WILLING TO GO AND WORK THERE
22 BECAUSE THEY JUST DON'T FEEL IT REALLY MEETS THEIR OWN
23 PERSONAL STANDARDS OF CARE AND THAT'S A CONCERN FOR US AND SO
24 CONSEQUENTLY, I WANT THE INSURANCE-- THE ASSURANCES OR I WANT
25 YOU TO KNOW THAT THERE SHOULD BE NOTHING THAT SHOULD STAND IN



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1 YOUR WAY OF TELLING US WHAT WE NEED TO KNOW IN ORDER TO BRING
2 IT UP TO THE STANDARD THAT WE HAVE AN EXPECTATION OF, AS BAD
3 AS NEWS AS IT CAN BE. AND I THINK THAT THAT'S WHAT'S IMPORTANT
4 AND I HOPE THAT, WHEN YOU LOOK AT THE CAMDEN GROUP ISSUE AND
5 THE NURSING ISSUE, THAT, NO MATTER WHAT THEY DID, IF IT WAS
6 NOT THE STANDARD OF WHAT IT SHOULD HAVE BEEN, WE NEED TO BE
7 TOLD THAT AND WE NEED TO FIND A WAY TO CORRECT IT OR WHATEVER,
8 BECAUSE I AM CONCERNED ABOUT THE NURSING PROCESS. THEN THE
9 OTHER THING IS THAT, IN THE DELIVERABLES, YOU TELL US THAT, BY
10 JUNE, YOU SHOULD BE ABLE TO HAVE LOCATED, I THINK THAT'S
11 CORRECT, DELIVERABLE, YOUR OWN REPLACEMENTS. IS THAT CORRECT?

12

13 **KAE ROBERTSON:** I THINK THE RECRUITING PROCESS IS STARTING,
14 THEN I THINK IT'S BY SEPTEMBER 1ST, IF I RECALL, THE
15 DELIVERABLE THAT THE REPLACEMENTS WILL BE IN PLACE.

16

17 **SUP. MOLINA:** AND YOU WILL BE A PART OF LOOKING FOR PEOPLE WHO
18 ARE GOING TO COME IN-- IN THOSE AREAS.

19

20 **KAE ROBERTSON:** YES.

21

22 **SUP. MOLINA:** ALL RIGHT. AND THEN, FINALLY, ON THE ISSUE OF THE
23 ASSESSMENT. THERE IS A CONCERN, AS YOU ALL KNOW, THE ISSUE
24 THAT'S BEFORE US AS WELL IS THE ISSUE OF THE TRAUMA SYSTEM.
25 THIS BOARD IS ON ITS WAY TO ACCEPTING A RECOMMENDATION THAT IS



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1 MADE BY DR. GARTHWAITE TO US THAT THE BEST WAY IS TO DE-STRESS
2 SOME OF THE FACILITY BY MOVING TRAUMA TO OTHER FACILITIES
3 TEMPORARILY OR PERMANENTLY, DEPENDING ON WHAT NEEDS TO BE
4 DONE. AND WE'RE IN THE PROCESS OF GOING THROUGH THAT DECISION.
5 BUT IT'S MY UNDERSTANDING, AS THIS CONTRACT IS BEING SET UP
6 AND SINCE THERE WILL NOT BE THE CLOSURE DURING THE INITIAL
7 ASSESSMENT, THAT YOU WILL ALSO BE MAKING A RECOMMENDATION ON
8 THE TRAUMA SYSTEM-- ON THE TRAUMA FACILITY AT M.L.K., IS THAT
9 CORRECT?

10

11 **FRED LEAF:** SUPERVISOR, NO, THAT'S NOT.

12

13 **SUP. MOLINA:** OKAY. THEN I NEED THAT CLARIFICATION.

14

15 **FRED LEAF:** OKAY. THE SERVICES IN THE CONTRACT INCLUDE TRAUMA
16 IN THAT TRAUMA IS PART OF THE CURRENTLY-- CURRENT SERVICES OF
17 THAT HOSPITAL AND THE BOARD HAS NOT MADE A DECISION TO
18 DISCONTINUE TRAUMA.

19

20 **SUP. MOLINA:** I'M SORRY, I DON'T UNDER-- WHAT DID YOU JUST SAY?

21

22 **FRED LEAF:** THE CONTRACT CURRENTLY...

23

24 **SUP. YAROSLAVSKY:** SPEAK INTO THE MIKE. TALK INTO THE
25 MICROPHONE.



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1

2 **FRED LEAF:** OH, I'M SORRY. SORRY. THE CURRENT CONTRACT REQUIRES
3 THEM TO-- NAVIGANT TO REVIEW ALL SERVICES PROVIDED IN THE
4 HOSPITAL.

5

6 **SUP. MOLINA:** THAT'S CORRECT.

7

8 **FRED LEAF:** CURRENTLY, TRAUMA IS PART OF THOSE SERVICES. THE
9 BOARD HAS NOT OBVIOUSLY MADE A DECISION TO DISCONTINUE.

10

11 **SUP. MOLINA:** WELL, THAT'S WHY I ASKED THE QUESTION. SO WERE
12 THEY, IN THE FIRST ASSESSMENT, WHICH IS DUE IN 60 DAYS FROM,
13 WHAT, NOVEMBER THE 1ST, RIGHT? IT SHOULD BE INCLUSIVE OF THAT
14 REVIEW AS WELL, CORRECT?

15

16 **FRED LEAF:** BUT THEY WOULD NOT BE LOOKING AT TRAUMA TO MAKE A
17 DETERMINATION AS TO WHETHER DR. GARTHWAITE'S RECOMMENDATION IS
18 OR IS NOT...

19

20 **SUP. MOLINA:** I'M NOT ASKING THAT.

21

22 **FRED LEAF:** OH, OKAY.

23

24 **SUP. MOLINA:** I'M NOT ASKING THAT. THAT'S A DIFFERENT ISSUE.

25



**The Meeting Transcript of
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1 **FRED LEAF:** YES, THEY WOULD BE LOOKING AT TRAUMA, YES.

2

3 **SUP. MOLINA:** DR. GARTHWAITE HAS ALREADY MADE A RECOMMENDATION
4 TO US AND WE ARE IN THE PROCESS OF GOING THROUGH FINALIZING--
5 MOST OF US HAVE ACCEPTED THAT AS A RECOMMENDATION, WE'RE
6 MOVING FORWARD ON THE BEILENSONS THAT ARE GOING ON, WE'RE
7 MOVING FORWARD ON THAT RECOMMENDATION. MY QUESTION IS, IS
8 THAT, RIGHT NOW, AS OF NOVEMBER 1ST AND WHEN, IN FACT, THE 60-
9 DAY ASSESSMENT WILL BE COMPLETED, TRAUMA WILL STILL BE
10 FUNCTIONAL AND OPERATING AT M.L.K.

11

12 **FRED LEAF:** YES.

13

14 **SUP. MOLINA:** SO THE QUESTION IS, WILL THERE BE A REVIEW OF THE
15 TRAUMA SYSTEM BY THIS GROUP?

16

17 **FRED LEAF:** YES, THEY WILL BE REVIEWING THE TRAUMA SERVICES
18 AS...

19

20 **SUP. MOLINA:** AND MAKING RECOMMENDATIONS, WHATEVER, OR WHAT?

21

22 **KAE ROBERTSON:** WE'LL BE MAKING RECOMMENDATIONS ON ALL SERVICES
23 THAT WE REVIEW, AS WELL AS ALL OF THE OPERATIONAL AREAS, TOO,
24 AS PART OF OUR ASSESSMENT

25



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1 **SUP. MOLINA:** SO WE WILL HAVE AN OPPORTUNITY TO LOOK AT THOSE
2 FINDINGS AT THE CONCLUSION OF YOUR ASSESSMENT, WHICH IS DUE IN
3 JANUARY, IS THAT CORRECT?

4

5 **SUP. YAROSLAVSKY:** BUT THEY ARE NOT MAKING A RECOMMENDATION, AS
6 I UNDERSTAND IT, ABOUT WHETHER TO SUSPEND TRAUMA SERVICE OR
7 NOT.

8

9 **SUP. MOLINA:** NO, THAT'S NOT WHAT I'M ASKING.

10

11 **SUP. YAROSLAVSKY:** OKAY. I JUST WANT TO MAKE SURE WE'RE...

12

13 **SUP. MOLINA:** THAT IS A RECOMMENDATION...

14

15 **KAE ROBERTSON:** NO, WE'RE NOT.

16

17 **SUP. MOLINA:** THAT IS A RECOMMENDATION THAT DR. GARTHWAITE HAS
18 MADE TO US AND WE ARE IN THE PROCESS.

19

20 **SUP. BURKE:** WELL, SINCE SOMEONE INTERVENED IN THE
21 DISCUSSION...

22

23 **SUP. MOLINA:** WELL, THAT'S WHY I'M ASKING FOR CLARIFICATION.

24

25 **SUP. BURKE:** I MEAN, HE INTERVENED SO I...



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1

2 **SUP. YAROSLAVSKY:** I JUST WANTED TO CLARIFY, THAT'S ALL.

3

4 **SUP. MOLINA:** WELL, LET ME JUST GET THIS CLARIFICATION JUST SO
5 I UNDERSTAND. IT IS GOING TO BE INCLUDED...

6

7 **SUP. BURKE:** WELL, IF YOU INTERVENE, THEN EVERYONE GETS TO
8 INTERVENE. YES. I'M SORRY.

9

10 **SUP. MOLINA:** IT IS GOING TO BE INCLUDED IN THE REVIEW BY
11 VIRTUE OF THE FACT THAT IT'S A FUNCTIONAL PART OF WHAT IS
12 GOING ON TODAY?

13

14 **FRED LEAF:** EXACTLY.

15

16 **SUP. MOLINA:** ALL RIGHT. THAT'S ALL I WANT TO KNOW. IT'S NOT
17 WHETHER YOU AGREE WITH US OR DISAGREE WITH DR. GARTHWAITE'S
18 RECOMMENDATION. I'M NOT ASKING YOU TO VALIDATE IT OR
19 INVALIDATE IT. THAT'S NOT THE ISSUE. I GUESS I JUST WANTED TO
20 BE ASSURED THAT IT WAS GOING TO BE INCLUDED IN PART OF THE
21 ASSESSMENT. AGAIN, I DON'T KNOW WHAT YOUR ASSESSMENT WILL SAY
22 AT THE END OF THE DAY BUT I THINK IT'S FAIR TO SAY THAT, RIGHT
23 NOW, IT IS PART OF THE FACILITY, IT IS PART OF WHAT WOULD BE
24 UNDER REVIEW IN THE FIRST 60 DAYS OF THEIR CONTRACT AND SO, AT
25 THE END OF THE DAY, I GUESS THERE WOULD BE SOMETHING YOU'D



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1 HAVE TO SAY ABOUT IT. I'M NOT ASKING YOU TO VALIDATE OR
2 INVALIDATE DR. GARTHWAITE'S RECOMMENDATION. THAT'S NOT WHAT
3 THIS IS ABOUT. BUT I JUST WANT TO KNOW THAT IT WILL BE
4 INCLUDED IN THE ASSESSMENT.

5

6 **KAE ROBERTSON:** IT WILL BE INCLUDED IN THE ASSESSMENT

7

8 **SUP. MOLINA:** THANK YOU.

9

10 **SUP. KNABE, CHAIR:** OKAY. SUPERVISOR ANTONOVICH THEN SUPERVISOR
11 BURKE.

12

13 **SUP. ANTONOVICH:** COULD YOU ONCE AGAIN BRIEFLY TELL THE BOARD
14 SOME OF THE OTHER TROUBLED HOSPITALS YOU'VE BEEN INVOLVED
15 WITH?

16

17 **KAE ROBERTSON:** I THINK WHAT WE'VE BEEN ABLE TO SAY IS THAT,
18 BASED ON CONFIDENTIALITY, WE CANNOT GIVE YOU THE EXACT NAMES.
19 I CAN GIVE YOU SOME OF THE EXAMPLES AND LOCATIONS. SO ONE
20 WOULD BE A SOUTHWESTERN HOSPITAL WHO HAD-- ALTHOUGH NO
21 SITUATION WILL EVER BE THE SAME AS M.L.K.'S, THEY HAD...

22

23 **SUP. YAROSLAVSKY:** COULD YOU BRING THE MICROPHONE CLOSER? I'M
24 HAVING...

25



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1 **KAE ROBERTSON:** CAN YOU HEAR ME NOW? IS THAT BETTER? SO,
2 ALTHOUGH NO SITUATION WOULD BE THE SAME AS M.L.K.'S, THE
3 SOUTHWESTERN HOSPITAL I'M DESCRIBING WAS ALSO UNDER SCRUTINY
4 FROM C.M.S. AND JAYCO AND, RELATIVE TO THE SEVERITY OF
5 INSTANCES, WAS CLOSE TO LOSING ALL OF THEIR ACCREDITATION.
6 WITHIN SIX MONTHS, WE WERE ABLE TO TURN THAT AROUND AND THEY
7 RECEIVED ACCREDITATION.

8

9 **SUP. ANTONOVICH:** HOW DO YOU ENSURE THAT THE MEDICAL PROTOCOLS
10 ARE FOLLOWED?

11

12 **KAE ROBERTSON:** THERE'S A COMBINATION OF WAYS. ONE IS TRAINING
13 AND EDUCATION, ONE IS REVIEW, BOTH CONCURRENT AND
14 RETROSPECTIVE. THE OTHER IS SETTING UP THE PROTOCOLS TO BEGIN
15 WITH AND JUST A GENERAL PLAN OF CORRECTION THAT WILL BE
16 FOLLOWED.

17

18 **SUP. ANTONOVICH:** AND WHAT DO YOU DO WITH THE EMPLOYEES WHO
19 WILL NOT FOLLOW THOSE PLANS OF CORRECTION?

20

21 **KAE ROBERTSON:** THERE'S AN ABILITY TO RECOMMEND TERMINATION OF
22 THOSE EMPLOYEES TO THE COUNTY.

23

24 **SUP. ANTONOVICH:** OKAY. AND, MR. LEAF, IF THERE ARE ANY CIVIL
25 SERVICE RULES OR PROCEDURES THAT PROHIBIT THE DISMISSAL OF AN



**The Meeting Transcript of
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1 INEPT EMPLOYEE, YOU WILL BRING THAT TO THE BOARD'S ATTENTION
2 SO THOSE PROCEDURES COULD BE MODIFIED? CHANGED?

3

4 **FRED LEAF:** I CERTAINLY WILL. WE HAVE, TO DATE, ANYWAY,
5 DEVELOPED SOME PRETTY FAST TRACK PROCESSES ON DISCIPLINE AND
6 TERMINATIONS AND SUSPENSIONS AND SO ON. I THINK WE-- THAT WILL
7 NOT BE A PROBLEM.

8

9 **SUP. ANTONOVICH:** CURRENTLY, THE CAMDEN GROUP OVERSEES THE DAY-
10 TO-DAY OPERATIONS WITH THE NURSING AT KING DREW. THEY'VE
11 ATTEMPTED TO-- THEY DID BID ON THIS CONTRACT AND WERE NOT
12 SUCCESSFUL BECAUSE THEY WERE TWICE THE PRICE. HOW DOES THEIR
13 CONTRACT AND THEIR ABILITY TO FUNCTION WITH THE NURSING
14 RESPONSIBILITIES...

15

16 **DR. THOMAS GARTHWAITE:** WELL, WE WOULD ANTICIPATE THAT THIS
17 CONTRACT REPLACES THE CAMDEN CONTRACT AND WE HAVE COMMITMENT
18 FROM NAVIGANT THAT-- TO WORK THROUGH THE TRANSITION PERIOD AND
19 TO MAKE SURE THAT WHAT ALL, YOU KNOW-- ALL THE-- A LOT OF GOOD
20 THINGS HAVE HAPPENED UNDER THE CONTRACT. I KNOW THERE WERE
21 SOME PEOPLE WHO HAVE BEEN DETRACTORS OF THAT CONTRACT BUT
22 ENORMOUS NUMBER OF ASSESSMENTS HAVE DONE, AN ENORMOUS NUMBER
23 OF POLICIES HAVE BEEN IMPROVED, REWRITTEN AND A SIGNIFICANT
24 AMOUNT OF TRAINING HAS OCCURRED. SO WE DON'T WANT TO LOSE ANY
25 MOMENTUM BUT WE HAVE TO SUSTAIN AND KEEP MOVING FORWARD WITH



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1 NAVIGANT. AND WE HAVE A COMMITMENT THAT THEY WILL WORK THROUGH
2 THAT TRANSITION WELL.

3

4 **SUP. ANTONOVICH:** HOW DOES CAMDEN'S OVERSEEING DAY-TO-DAY
5 NURSING OPERATIONS DIFFER FROM NAVIGANT? OR ARE THEY BASICALLY
6 THE SAME?

7

8 **FRED LEAF:** WELL, CURRENTLY, SUPERVISOR, CURRENTLY, THE CAMDEN
9 GROUP HAS-- WE'VE ONLY CONTRACTED WITH THEM FOR A NURSING
10 DIRECTOR FOR THE INSTITUTION. THERE IS NO OTHER STAFF INVOLVED
11 IN THE OPERATION AT THIS POINT. IT'S JUST THE SERVICES OF A
12 NURSING DIRECTOR SINCE WE MADE AN ATTEMPT TO RECRUIT AND WE
13 DID NOT GET ANY QUALIFIED APPLICANTS. SO THAT WAS JUST FOR THE
14 NURSING DIRECTOR. THE CAMDEN STAFFING INCLUDES A NURSING
15 DIRECTOR AS WELL AS ATTENDANT STAFF TO ACTUALLY GO INTO THE
16 GUTS OF THE ORGANIZATION AND PERFORM MANAGEMENT OVERSIGHT AND
17 MONITORING OF CORRECTIVE ACTIONS, WHICH WERE NOT AFFORDED...

18

19 **SUP. ANTONOVICH:** AND THE CORRECTIVE ACTIONS THAT WILL BE
20 RECOMMENDED WILL GO DIRECTLY TO DR. GARTHWAITE? AND YOU HAVE
21 THE ABILITY TO MAKE THOSE INSTANT CHANGES, MODIFICATIONS?
22 THERE ARE NO BUREAUCRATIC DELAYS IN YOUR ABILITY TO TAKE
23 ACTION?

24



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1 **DR. THOMAS GARTHWAITE:** ABSOLUTELY. WE'RE COMMITTED TO MAKING
2 THE CHANGES THAT NEED TO BE MADE. IF IT'S NOT WITHIN OUR
3 AUTHORITY, WE'LL BRING IT HERE EXPEDITIOUSLY.

4
5 **SUP. ANTONOVICH:** BECAUSE THE BOARD'S CONCERN IS THAT, IN THE
6 PAST, THERE'S BEEN TOO MUCH INTERFERENCE, TOO MUCH BUREAUCRACY
7 AND YOUR ABILITY TO BE ABLE TO GO IN AND FOLLOW THE
8 RECOMMENDATIONS OF THIS TURNAROUND IS CRITICAL. I MEAN, WE
9 HAVE A SHORT TIME FRAME AND THERE OUGHT NOT TO BE ANY DELAYS
10 IN YOUR ABILITY TO IMPLEMENT THOSE CHANGES BECAUSE WHO ARE WE
11 REALLY SERVING? IT'S THE PATIENT IN THE HOSPITAL BED THAT
12 NEEDS TO HAVE THE MEDICAL TREATMENT OF HIGH QUALITY SO THAT
13 THEY CAN GET BACK ON THEIR FEET AND TO THEIR FAMILIES-- BACK
14 TO THEIR FAMILIES. AND WE DON'T WANT TO DELAY THAT, SO...

15
16 **DR. THOMAS GARTHWAITE:** WE AGREE.

17
18 **FRED LEAF:** SUPERVISOR, OVER THE PAST YEAR, WE HAVE DEVELOPED
19 SOME VERY, VERY GOOD PROCESSES WITH THE C.A.O. AND WITH OTHER
20 SISTER DEPARTMENTS WHO ASSIST US IN MAKING THINGS HAPPEN, LIKE
21 I.S.D. AND SO ON, AND I THINK WE HAVE SOME VERY, VERY
22 EFFICIENT PROCESSES TO MAKE SURE THAT THE CONSULTANT GETS ALL
23 THE SUPPORT THEY NEED TO MAKE THINGS HAPPEN.

24



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1 **SUP. ANTONOVICH:** AND YOU SAY YOU HAVE A PROVEN IN-SERVICE
2 TRAINING PROGRAM TO ENSURE THAT THE PROCESS PROTOCOLS WILL BE
3 FOLLOWED AT ALL LEVELS OF THE HOSPITAL?

4

5 **KAE ROBERTSON:** CORRECT. WE'LL DEFINITELY DO A LOT OF TRAINING.
6 WE FIRST NEED TO START WITH SOME COMPETENCY AND BASELINE
7 ASSESSMENT THAT WE'LL BE CONDUCTING OVER THE FIRST 60 DAYS IN
8 ADDITION TO TRAINING. WE'RE NOT GOING TO WAIT UNTIL THE END OF
9 60 DAYS TO START THE TRAINING BECAUSE WE UNDERSTAND SOME OF
10 THE GLARING QUALITY ISSUES THAT NEED TO BE ADDRESSED RIGHT
11 AWAY.

12

13 **SUP. ANTONOVICH:** WITH TODAY'S ACTION, WHEN DO YOU BEGIN?

14

15 **KAE ROBERTSON:** NOVEMBER 1ST.

16

17 **SUP. ANTONOVICH:** NOVEMBER 1ST? COULD YOU EXPLAIN HOW YOUR
18 STAFF WOULD INCLUDE A PHYSICIAN EXPERT TO ADDRESS PHYSICIAN
19 COMPETENCY IN THEIR PERFORMANCE?

20

21 **KAE ROBERTSON:** YES. OUR PHYSICIAN-- WE HAVE AN ADVISOR TO THE
22 V.P.M.A. WE ARE PROVIDING ON A FULL-TIME BASIS. SHE IS HARVARD
23 TRAINED. SHE'S ALSO DONE A LOT OF N.C.Q.A. WORK AND HETA SCORE
24 EVALUATION. SHE'S RUN A NUMBER OF CREDENTIALING PROGRAMS FOR
25 LARGE GROUPS OF FACULTY AS WELL AS RESIDENTS AND PHYSICIANS.



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1

2 **SUP. ANTONOVICH:** AND NURSING?

3

4 **KAE ROBERTSON:** NURSING, WE'RE PROVIDING A C.N.O. WHO HAS MANY
5 YEARS OF BACKGROUND. ADDITIONALLY, WE HAVE A NUMBER OF OTHER
6 CLINICIANS. I'M A NURSE BY BACKGROUND AS WELL AS THE CHIEF
7 OPERATING OFFICER PRIOR. WE HAVE MANY NURSES, PHYSICIANS,
8 PHARMACISTS, REGISTERED DIETICIANS WHO WILL BE A PART OF OUR
9 TEAM THAT WILL BE WORKING AT M.L.K.

10

11 **SUP. ANTONOVICH:** THANK YOU. WE LOOK FORWARD TO WORKING WITH
12 YOU TO GET THE JOB DONE.

13

14 **KAE ROBERTSON:** THANKS. WE LOOK FORWARD TO WORKING WITH YOU,
15 TOO.

16

17 **SUP. KNABE, CHAIR:** SUPERVISOR BURKE?

18

19 **SUP. BURKE:** WELL, THANK YOU VERY MUCH. YES. I CERTAINLY LOOK
20 FORWARD TO WORKING WITH YOU AND I WOULD LIKE TO ASK SOME
21 QUESTIONS AND THEN I THINK THAT SOMETIMES THE ONLY WAY THAT
22 YOU CAN REALLY QUESTION OR RESPOND TO CRITICS IS IF YOU GET
23 SOMETHING ON THE RECORD AS IT RELATES TO THOSE CRITICISMS OR
24 THOSE ISSUES THAT HAVE BEEN RAISED. SO-- BUT FIRST, ON THE



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1 ASSESSMENT, THAT WILL BE A WRITTEN ASSESSMENT THAT YOU'LL GIVE
2 US BY JANUARY 1ST, IS THAT CORRECT?

3

4 **KAE ROBERTSON:** THAT'S CORRECT. JUST TO BE CLEAR, THE ACTUAL
5 DUE DATE IS JANUARY 3RD BECAUSE THAT'S A MONDAY, JUST SINCE
6 IT'S A PUBLIC RECORD.

7

8 **SUP. BURKE:** AND SO WE WILL HAVE THAT BY JANUARY 3RD. NOW,
9 FIRST GOING TO THE NURSING MANAGER. LARRY KIDD HAS BEEN THERE
10 AND WHAT-- WILL THE PERSON YOU BRING IN TAKE LARRY KIDD'S
11 PLACE OR WILL HE REMAIN THERE? WHAT IS-- HOW IS THAT GOING TO
12 WORK?

13

14 **FRED LEAF:** THE INDIVIDUAL COMING FROM CAMDEN-- THE CAMDEN
15 C.N.O. WILL BE THE NURSING DIRECTOR-- I MEAN, WILL BE THE
16 PERSON AT THE HOSPITAL, NOT-- NOT THE CAMDEN GROUP.

17

18 **KAE ROBERTSON:** NAVIGANT.

19

20 **FRED LEAF:** NAVIGANT, I'M SORRY. NAVIGANT.

21

22 **SUP. BURKE:** THE NAVIGANT PERSON WILL BE THERE AND THEY WILL
23 TAKE LARRY KIDD'S PLACE OR WILL HE REMAIN?

24

25 **FRED LEAF:** YES. NO. SHE WILL TAKE LARRY KIDD'S PLACE.



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1

2 **SUP. BURKE:** ALL RIGHT. AND THE REASON I ASK THAT IS THAT I HAD
3 A MEETING THERE WITH THE CAMDEN GROUP AND I WAS SO IMPRESSED
4 WITH THE MEETING AS I SAT THERE. AND THEN, LATER, I FOUND OUT
5 ALL OF THESE PROBLEMS. I FOUND OUT, FOR INSTANCE, THERE HAD
6 BEEN FIVE PEOPLE WHO APPLIED FOR NURSING POSITIONS THAT WERE
7 TOLD IT WOULD TAKE TWO YEARS FOR THEM TO QUALIFY IN PSYCH
8 NURSING. NOW, I UNDERSTAND THAT PERSON IS NO LONGER THERE THAT
9 SAID THAT BUT THE POINT IS THAT IT WAS VERY OPTIMISTIC IN OUR
10 MEETINGS WITH THEM AS TO HOW THEY WERE GOING TO PROGRESS. BUT
11 WE NEVER GOT A WRITTEN REPORT FROM CAMDEN AND I WAS IMPRESSED
12 WITH LARRY KIDD. BUT WE HAVE JUST NOT RECEIVED ANY KIND OF
13 RESULTS FROM THAT AND, YOU KNOW, I KNOW THAT THIS IS NOT
14 NECESSARILY THE TIME TO GO INTO IT; HOWEVER, I WANTED TO
15 CLARIFY A NEW PERSON WILL BE COMING IN.

16

17 **FRED LEAF:** YES.

18

19 **SUP. BURKE:** EVEN THOUGH I WAS VERY IMPRESSED WITH HIM IN A
20 MEETING BUT NOT WITH THE RESULT THAT WE SAW. AND I THINK
21 THAT'S REALLY ONE OF THE-- THE REAL CHALLENGES. WHEN YOU SAY
22 YOU'LL EVALUATE, FOR INSTANCE, THE DOCTORS. WILL YOU BE
23 EVALUATING THEM IN TERMS OF THEIR POSITION AS PART OF A
24 TEACHING HOSPITAL? AS ACADEMIC PHYSICIANS? AS WELL AS



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1 ATTENDING? IS THAT THE APPROACH? OR WHAT, BASICALLY, IS THE
2 APPROACH OF WHAT WE'RE LOOKING AT IN TERMS OF EVALUATIONS?

3

4 **KAE ROBERTSON:** WE'LL BE EVALUATING COMPETENCY AS IT RELATES TO
5 QUALITY OF CARE AND CLINICAL CREDENTIALING.

6

7 **SUP. BURKE:** RATHER THAN THE ACADEMIC ISSUES?

8

9 **DR. THOMAS GARTHWAITE:** RIGHT.

10

11 **SUP. BURKE:** BECAUSE SOME OF THE ISSUES IN TERMS OF THE
12 PHYSICIANS WHO-- AND OUR PROGRAMS THAT HAVE BEEN CANCELED HAVE
13 BEEN, AS IT RELATES TO THEIR ACADEMIC AND THEIR PUBLISHING AND
14 OTHER ISSUES THAT ARE SEPARATE AND APART FROM THE ROLE AS
15 QUALITY OF CARE ISSUES.

16

17 **KAE ROBERTSON:** ONE CLARIFICATION IS THAT WE WOULD EVALUATE
18 THEIR OVERSIGHT AS IT RELATES TO TEACHING BECAUSE THAT'S A
19 QUALITY OF CARE ISSUE.

20

21 **SUP. BURKE:** I SEE.

22

23 **DR. THOMAS GARTHWAITE:** RESIDENT SUPERVISION.

24



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1 **FRED LEAF:** AND, IN ADDITION, SUPERVISOR, BECAUSE ONE OF THE
2 RESPONSIBILITIES OF HOSPITAL MANAGEMENT IS TO OVERSEE OUR
3 CONTRACT WITH DREW, WHICH MEANS...

4

5 **SUP. BURKE:** ALL RIGHT. SO THAT'S ONE OF THE RESPONSIBILITIES
6 YOU'LL BE LOOKING AT.

7

8 **FRED LEAF:** ...THEY WOULD HAVE TO DO THAT BUT THEY WOULDN'T BE
9 WORKING ON THE ACADEMIC SIDE OF IT.

10

11 **SUP. BURKE:** YOU KNOW, I HAVE TO BE VERY HONEST, WHEN I HEARD
12 THE \$13 MILLION, I WAS ABSOLUTELY ASTOUNDED BUT THEN I READ
13 LATER THAT SOMEONE SAYS YOU CAN'T DO IT FOR \$13 MILLION. NOW,
14 I WANT TO REALLY GET SOME UNDERSTANDING OF THAT. YOU FEEL THAT
15 YOU CAN BRING PEOPLE IN AND HAVE-- YOU'VE IDENTIFIED PEOPLE
16 YOU'LL BE ABLE TO BRING IN WHO ARE EXPERTS TO TAKE OVER SOME
17 OF THESE RESPONSIBILITIES AND HAVE YOU IDENTIFIED EACH PERSON?
18 AND WAS THAT PART OF THE INTERVIEW THAT WAS PRESENTED TO OUR
19 DEPARTMENT?

20

21 **FRED LEAF:** YES, IT WAS.

22

23 **SUP. BURKE:** WITH RESUMES OF THOSE PEOPLE?

24

25 **FRED LEAF:** YES. YES, THEY WERE.



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1

2 **SUP. BURKE:** AND SOME OF THOSE PEOPLE, HAVE THEY HAD EXPERIENCE
3 IN A COMMUNITY THAT IS SIMILAR TO THE ONE THAT THEY'RE GOING
4 TO HAVE TO WORK WITH AND THAT IS A HIGHLY MINORITY LOW-INCOME
5 COMMUNITY? WILL THEY BE PEOPLE WHO HAVE SOME EXPERIENCE IN
6 THAT REGARD?

7

8 **KAE ROBERTSON:** THEY WILL BE AND WE'VE ALSO WORKED IN A NUMBER
9 OF INNER CITY SITUATIONS AND HAVE A LOT OF EXPERIENCE IN THAT
10 AREA. I THINK WE PROVIDED THAT IN A LETTER THAT MENTIONED
11 DETROIT, DETROIT MEDICAL CENTER AS ONE EXAMPLE.

12

13 **SUP. BURKE:** HOW LONG HAS HUNTER BEEN PART OF THE NAVIGANT
14 GROUP?

15

16 **LARRY SCANLAN:** GOOD MORNING, LARRY SCANLAN. THE HUNTER GROUP
17 HAS BEEN PART OF NAVIGANT FOR A LITTLE BIT OVER TWO YEARS.

18

19 **SUP. BURKE:** I SEE. SO THE WHOLE TIME AT U.C.L.A. WAS NAVIGANT
20 RATHER THAN HUNTER? IT WAS A NAVIGANT GROUP THAT WAS THERE?

21

22 **LARRY SCANLAN:** THAT WAS NAVIGANT, YES.

23

24 **SUP. BURKE:** I SEE. NOW, ONE OF THE ISSUES THAT I'VE READ ABOUT
25 IN THE PAPER IS THAT THAT YOU HAVE TREMENDOUS EXPERIENCE IN



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1 TERMS OF FINANCIAL TURNAROUND. BUT, AS FAR AS MEDICAL
2 TURNAROUND, THAT THERE WAS A QUESTION IN TERMS OF THE--
3 WHETHER YOU HAVE ACCESS TO PEOPLE WHO CAN DO THAT. NOW, YOU
4 HAVE TOLD US ABOUT SOUTHWEST, WHICH IS A HOSPITAL THAT I
5 ASSUME IS A FAIRLY SMALL HOSPITAL. BUT DO YOU FEEL CONFIDENT,
6 FOR THE PRICE THAT YOU'VE QUOTED US, THAT YOU WON'T BE COMING
7 UP WITH ADDITIONAL CHARGES AND THAT YOU WILL BE ABLE TO
8 IDENTIFY PEOPLE THAT ARE READILY AVAILABLE TO COME IN TO
9 ADDRESS THE MEDICAL ISSUES AND THE QUALITY OF CARE ISSUES?

10

11 **KAE ROBERTSON:** YES, WE DO. WE ACTUALLY HAVE MOST OF THE PEOPLE
12 IDENTIFIED ALREADY AND THOSE RESUMES HAVE BEEN SHARED WITH THE
13 DEPARTMENT. WE'RE CONFIDENT THAT THE PRICE WE'VE QUOTED,
14 UNLESS WE FIND SOMETHING EXTREMELY UNUSUAL IN THE ASSESSMENT
15 THAT WE HAVEN'T ANTICIPATED, IS A GOOD PRICE. WE'VE GOT A LOT
16 OF BACKGROUND INFORMATION, SO WE HAVE A GOOD IDEA OF THE
17 SITUATION THAT WE'RE WALKING INTO AND THE KINDS OF PEOPLE AND
18 RESOURCES THAT WE'RE GOING TO NEED.

19

20 **SUP. BURKE:** YES, SOME OF US ARE CONCERNED THEY'LL, I DON'T
21 KNOW ANY OTHER PHRASE, EAT YOU ALIVE, YOU KNOW. YOU ARE GOING
22 INTO A DIFFICULT SITUATION AND A CHALLENGING SITUATION AND
23 HAVE, IN YOUR EXPERIENCE, HAVE YOU DEVELOPED MECHANISMS OF HOW
24 YOU CAN FIND OUT INFORMATION IF, IN FACT, THERE'S A CLOSING OF



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1 THE INFORMATION COMMUNICATION NETWORK? HOW DO YOU PLAN TO
2 APPROACH THAT? SUPPOSE YOU'RE CLOSED OUT BY THE DOCTORS.

3

4 **KAE ROBERTSON:** THE-- IT'S GOING TO BE IN-- IN SOME REGARDS,
5 IMPOSSIBLE TO TOTALLY CLOSE US OUT. I'M SURE IT WILL BE LIKE
6 PEELING AN ONION, THAT WE WILL CONTINUE TO GET DEEPER AND
7 DEEPER INTO THE ISSUES AND TO FIND SOME OF THE ROOT CAUSES.
8 BUT WE'RE EXPERIENCED IN ROOT CAUSE ANALYSIS. WE'RE
9 EXPERIENCED IN GOING INTO ORGANIZATIONS AS INTERIM MANAGERS
10 AND ESTABLISHING THOSE RELATIONSHIPS AND FIGURING OUT ALL OF
11 THE FORMAL, AS WELL AS INFORMAL, CHANNELS TO INFORMATION.

12

13 **SUP. BURKE:** SO YOU WILL BE MEETING WITH THE PHYSICIANS AND
14 WITH THE PEOPLE THERE TO ESTABLISH A RAPPORT AS SOON AS
15 POSSIBLE IN ORDER TO MAKE THIS ASSESSMENT?

16

17 **KAE ROBERTSON:** WE ABSOLUTELY WILL.

18

19 **SUP. KNABE, CHAIR:** CAN I JUST ASK A QUESTION ON TOP OF THAT? I
20 KNOW YOU'RE NOT FINISHED.

21

22 **SUP. BURKE:** YES.

23

24 **SUP. KNABE, CHAIR:** BUT HOW DO YOU INTEND-- OBVIOUSLY, IN
25 ADDITION TO ALL THE OPERATIONAL THINGS AND THE RECONFIGURATION



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1 AND ALL YOUR OTHER CHARGES, THE BUY-IN OF THE COMMUNITY OR AT
2 LEAST THE COMMUNITY'S ABILITY TO KNOW WHAT'S GOING ON AND
3 WORKING WITH THE UNIONS, BECAUSE THEY HAVE TO BE A PARTNER IN
4 THIS AS WELL, TOO, HOW DO YOU PLAN TO INTERFACE ALL OF THAT? I
5 MEAN, I CAN DIRECT THAT TO TOM OR TO YOU. I MEAN, I THINK
6 THAT'S AN IMPORTANT ELEMENT SO THAT WE DO HAVE BUY-IN FROM,
7 YOU KNOW-- WELL, I SAID BUY-IN. I DIDN'T NECESSARILY THAT THEY
8 HAVE TO AGREE WITH EVERYTHING BUT I MEAN AT LEAST THEY KNOW
9 WHAT'S GOING ON.

10

11 **SUP. YAROSLAVSKY:** MEET THE GLOBAL TEST.

12

13 **SUP. KNABE, CHAIR:** YEAH, THE GLOBAL TEST.

14

15 **DR. THOMAS GARTHWAITE:** I WOULD SAY THAT, IN OUR DISCUSSIONS,
16 ALTHOUGH THEY WILL TAKE OVER ON NOVEMBER 1ST, BETWEEN NOW AND
17 THEN, THERE'S STILL WORK TO DO THAT A SIGNIFICANT PART OF THE
18 PRELIMINARY WORK TO DO IS ESTABLISHING A CLEAR COMMUNICATION
19 STRATEGY. AND WE WERE TALKING ABOUT THAT BEHIND-- BEFORE WE
20 CAME OUT. THAT THAT'S CLEARLY ONE OF THE MOST IMPORTANT THINGS
21 THAT WE ALL HAVE TO DO. WE HAVE TO BE WORKING HAND-IN-GLOVE TO
22 MAKE SURE THAT HAPPENS SMOOTHLY.

23

24 **SUP. KNABE, CHAIR:** OKAY. SUPERVISOR BURKE, I'M SORRY, GO
25 AHEAD.



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1

2 **SUP. BURKE:** NO, THAT'S FINE.

3

4 **FRED LEAF:** SUPERVISOR, MAY I JUST FOLLOW UP ON THE LAST LINE
5 OF QUESTIONING YOU HAD?

6

7 **SUP. BURKE:** SURE.

8

9 **FRED LEAF:** JUST SO YOU KNOW. BECAUSE WE WERE CONCERNED THAT
10 ANY FIRM LOOKING AT THIS JOB REALLY UNDERSTOOD WHAT THEY WERE
11 COMING INTO, WE WERE, I THINK, BRUTALLY OPEN WITH THE FIRM AND
12 I THINK THEY WOULD AGREE WITH THAT.

13

14 **KAE ROBERTSON:** I THINK-- I AGREE WITH THAT. I THINK WE HAD A
15 LOT OF DETAIL.

16

17 **FRED LEAF:** THEY WERE AFFORDED ALL OF THE PLANS AND
18 CORRECTIONS, ALL OF THE JAYCO REPORTS, ALL OF THE C.M.S.
19 STUFF, SO THEY FULLY WERE AWARE OF ALL THE ISSUES THEY WOULD
20 NEED TO CONFRONT TO COME UP WITH THE PACKAGE THAT THEY THOUGHT
21 WOULD MEET THE SCOPE OF WORK. SO, I MEAN, I JUST WANT YOU TO
22 KNOW THAT.

23

24 **SUP. KNABE, CHAIR:** DR. O'LEARY'S LETTER AND EVERYTHING.

25



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1 **SUP. BURKE:** DR. O'LEARY'S LETTER. ALL RIGHT. WILL WE RECEIVE
2 REPORTS AFTER THE 60-DAY ASSESSMENT? WILL WE ALSO HAVE UPDATES
3 THAT'LL BE WRITTEN UPDATES AFTER THAT?

4

5 **FRED LEAF:** YES, SUPERVISOR. THE 60-DAY REPORT-- IN THE
6 C.M.S....

7

8 **SUP. BURKE:** THE ASSESSMENT.

9

10 **FRED LEAF:** C.M.S. M.O.U., IT REQUIRES CERTAIN FORMAL REPORTING
11 TO THE DEPARTMENT, THE BOARD, C.M.S AND THE STATE AND THOSE
12 WILL BE THE MILESTONE REPORTS. HOWEVER, THE BOARD OF
13 SUPERVISORS, BEING THE GOVERNING BODY OF THIS HEALTHCARE
14 SYSTEM, WILL, IN FACT, BE PROVIDED WITH REPORTS MUCH MORE
15 FREQUENTLY THAN THAT ON THE ACTIVITIES OF NAVIGANT AS THEY GO
16 FORWARD WITH THEIR JOB. SO, YES, YOU WILL.

17

18 **SUP. BURKE:** NOW, PEOPLE WHO HAVE RAISED QUESTIONS ABOUT THE
19 WHOLE CONTRACT AND HOW WE'RE MOVING FORWARD, ONE OF THE
20 QUESTIONS THAT HAS BEEN RAISED AS FAR AS I-- WITH ME HAS BEEN
21 THE INDEPENDENCE OF THIS ASSESSMENT AND THE INDEPENDENCE OF
22 THIS GROUP AS THEY MOVE FORWARD. THEY SAY, "WELL, YOU KNOW, IF
23 YOU WERE SELECTED BY A GROUP OF PEOPLE AND \$13 MILLION IS
24 BEING PAID TO YOU, HOW CAN WE BE SURE THAT YOU WILL NOT BE A
25 RUBBER STAMP OF OUR PRESENT HEALTH DEPARTMENT, OUR C.A.O., THE



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1 BOARD OF SUPERVISORS? HOW CAN WE BE SURE, SINCE WE ARE
2 AGREEING TO PROVIDE THIS LEVEL OF COMPENSATION, THAT YOU WILL
3 BE INDEPENDENT AND WHATEVER YOU SAY WILL NOT BE JUST
4 REPRESENTATIVE OF WHAT HAS BEEN TOLD TO US BY THE HEALTH
5 DEPARTMENT OR BY ALL OF THE BUREAUCRATS OR BY OUR STAFF AND BY
6 THE MEMBERS OF THE BOARD OF SUPERVISORS?" WELL, I THINK THEY
7 NEED TO ANSWER THIS BECAUSE PART OF IT IS THAT'S A REAL
8 CONCERN. MANY PEOPLE HAVE SAID TO ME THAT, YOU KNOW, THEY WERE
9 SELECTED BY A CERTAIN GROUP.

10

11 **FRED LEAF:** RIGHT.

12

13 **SUP. BURKE:** AND HOW ARE THEY ABLE TO THEN MOVE INTO AN
14 INDEPENDENCE SEPARATE AND APART FROM THOSE WHO SELECTED THEM
15 AND BE WILLING TO FRANKLY GIVE A STATEMENT OF WHAT HAS TO BE
16 DONE AND WHAT SHOULD BE DONE? AND I'M NOT GETTING-- I WANT TO
17 CLARIFY THIS. I'M NOT GETTING OVER INTO THE ISSUE OF ASKING
18 FOR DR. GARTHWAITE'S RESIGNATION. THAT IS-- WE'RE NOT TALKING
19 ABOUT SOMETHING LIKE THAT. WE'RE TALKING ABOUT THE MECHANISM
20 THAT IS SET UP IN TERMS OF FINANCE. THE MECHANISM THAT IS SET
21 UP IN TERMS OF PEOPLE WHO COME IN AND WHO HAVE THE
22 RESPONSIBILITY AND HOW-- WHO IS ANSWERABLE IN THE WHOLE LINE
23 OF AUTHORITY, FROM THE POLICY MAKER THROUGH THE MANAGER AND
24 MIDDLE MANAGERS, ALL THE WAY THROUGH THE INSTITUTION. I'D LIKE
25 TO HEAR THEM RESPOND.



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1

2 **LARRY SCANLAN:** THANK YOU. I THINK THE QUESTION IS EXCELLENT
3 AND I THINK ONE OF OUR PRINCIPLES, AS A COMPANY, IS
4 OBJECTIVITY AND WE WOULDN'T BE IN BUSINESS IF WE WERE NOT
5 OBJECTIVE IN OUR ANALYSIS AND I THINK, IN REFERENCE CHECKING
6 AND SO FORTH, I THINK ONE OF THE THINGS YOU HAVE FOUND OR WILL
7 FIND IS THAT NO MATTER WHO HAS HIRED US, OUR CLIENT, IN THIS
8 CASE, IS M.L.K., IS QUALITY OF CARE AND THAT'S THE OBJECTIVE,
9 THAT WE WILL BE OBJECTIVE ABOUT OUR ANALYSIS. WE RECOGNIZE
10 THAT THERE ARE VARIOUS STAKEHOLDERS AND CONSTITUENTS THAT ARE
11 EXTREMELY IMPORTANT, COMMUNICATION PROCESS IS IMPORTANT BUT
12 THE FINDINGS AND THE ASSESSMENT WILL BE OBJECTIVE. I THINK AND
13 I'M CONFIDENT THAT YOU'LL LEARN EARLY ON, THROUGH OUR
14 ASSESSMENT PROCESS AND THEREAFTER, THAT THAT OBJECTIVITY WILL
15 COME THROUGH IN TERMS OF OUR FINDINGS.

16

17 **SUP. BURKE:** AND YOU ARE GOING TO BE UNDER SO MANY PRESSURE
18 POINTS: THE DEPARTMENT, JAYCO, C.M.S., THE BOARD OF
19 SUPERVISORS AND ALL OF THE ELECTED OFFICIALS IN THE WHOLE
20 AREA. SO, WITH ALL OF THOSE PRESSURE POINTS COMING UPON YOU, I
21 THINK THAT-- I THINK IT WAS VERY IMPORTANT THAT I NEEDED TO
22 SAY THIS, THAT MY EXPECTATION IS THAT YOU'RE GOING TO BE
23 INDEPENDENT AND THAT YOU'RE GOING TO COME UP WITH AN
24 EVALUATION THAT WILL BE POSSIBLE TO PUSH THIS INSTITUTION TO
25 THE NEXT GENERATION, BECAUSE IT'S A FAIRLY NEW INSTITUTION.



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1 IT'S ONLY 25 YEARS OLD. IT'S NOT LIKE SOMETHING THAT'S BEEN
2 THERE 50 YEARS. SO THAT IT IS STILL IN A VERY FORMATIVE STAGE
3 BUT, UNFORTUNATELY, AS IT CAME TO THE FORMATIVE STAGE,
4 DEVELOPED SOME PROBLEMS IN TERMS OF RESPONSIBILITY, CULTURE
5 AND ALL OF THOSE THINGS. SO I DO HOPE THAT YOU WILL MAINTAIN
6 AN INDEPENDENCE. NOW, LET ME BRING UP ONE OTHER THING AS FAR
7 AS THE RELATIONSHIP WITH DREW. AS WE DETERMINE A STEERING
8 COMMITTEE THAT WILL BE-- AND I'M NOT SURE EXACTLY HOW THEY
9 WILL RELATE TO NAVIGANT, BUT, AS WE DETERMINE THIS GROUP THAT
10 IS CERTAINLY A VERY DISTINGUISHED GROUP, HOW WILL THE WHOLE
11 GROUP THAT-- THE DR. DRAKE HOPPER GROUP THAT'S WORKING ON
12 DREW, HOW WILL THEY INTERRELATE IN THIS WHOLE PROCESS?

13

14 **DR. THOMAS GARTHWAITE:** ALL RIGHT. I'VE HAD DISCUSSIONS WITH
15 THE STEERING COMMITTEE AND WITH THIS OTHER GROUP. IN FACT,
16 THERE'S OVERLAP OF TWO OF THE INDIVIDUALS ARE ON BOTH GROUPS.
17 SO I THINK THE KEY IS TO MAKE SURE THEY'RE COORDINATED BUT I
18 KIND OF SEE THIS NEW GROUP AS VERY CLEARLY PROVIDING A
19 DIRECTION AND PROVIDING THE SORT OF HONEST BROKER APPROACH.
20 THEY WILL NOT HAVE ANY MEMBERS FROM THE DEPARTMENT. FRED AND I
21 SIT ON THE STEERING COMMITTEE. THEY'LL HAVE NO INPUT FROM THE
22 DEPARTMENT. IN FACT, I'M TRYING TO ARRANGE IT SO THEY'RE NOT
23 EVEN STAFFED BY ANY DEPARTMENT STAFF SO THAT, WHEN THEY SIT
24 DOWN AND DELIBERATE, WHEN THEY HEAR INFORMATION FROM US BUT
25 FROM NAVIGANT OR FROM ANYWHERE ELSE, THAT THEY'RE TOTALLY



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1 INDEPENDENT AND GIVING THE BEST ADVICE TO YOU AS SUPERVISORS
2 AND TO THE DEPARTMENT IN MAKING THE BEST DECISIONS GOING
3 FORTH. I THINK IT'S IMPORTANT TO MAINTAIN THAT INDEPENDENCE. I
4 THINK IT GETS AT THE VERY QUESTION YOU WERE ASKING BEFORE. SO
5 I THINK THAT'S ANOTHER OPPORTUNITY TO MAINTAIN THAT
6 INDEPENDENCE AND ALSO HAVE, AT THE TABLE, SOME KEY LEADERS,
7 BOTH UNIVERSITIES FOR THE FIRST TIME ARE STEPPING FORWARD TO
8 BE PART OF THE ADVISORY GROUP IN A VERY POSITIVE WAY AND DR.
9 SATCHER HAS BEEN KIND ENOUGH TO DEVOTE SOME OF HIS PRECIOUS
10 TIME BACK HERE BECAUSE HE BELIEVES SO STRONGLY IN PRESERVING
11 THIS INSTITUTION. SO I THINK WE HAVE A VERY STRONG GROUP AND
12 I'M WORKING VERY HARD TO MAKE SURE IT'S ABSOLUTELY INDEPENDENT
13 AND THAT IT FACILITATES BOTH THEIR INDEPENDENCE AND THEIR
14 EFFECTIVENESS.

15

16 **SUP. BURKE:** THANK YOU VERY MUCH. YES?

17

18 **FRED LEAF:** AND, SUPERVISOR, ONE MORE THING. IN TERMS OF THE
19 OBJECTIVITY, ONE OF THE VERY, VERY-- ONE OF THE PRIMARY
20 EXPECTATIONS AND PROVISIONS OF THE M.O.U., AND IT WAS FOR THE
21 VERY REASON THAT YOU JUST BROUGHT UP FROM C.M.S., IS THAT-- IS
22 THAT THEIR WORK BE OBJECTIVE AND THAT'S WHY THEY HAVE
23 INDICATED IN THERE THAT THEY MUST PROVIDE THE MILESTONE
24 REPORTS TO ALL THE PARTIES I MENTIONED, UNREDACTED AND



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1 INDEPENDENTLY. SO I THINK THAT'S ANOTHER CHECK AND BALANCE
2 THAT'S IN THE AGREEMENT WITH C.M.S. AND EXPECTED BY C.M.S.

3

4 **SUP. BURKE:** I'D LIKE TO JUST ASK ONE QUESTION ON THE
5 RECRUITMENT. CERTAINLY, THERE'S BEEN EVERY ATTEMPT TO GET AN
6 ADMINISTRATOR THERE OVER A PERIOD OF TIME. PROBABLY A YEAR. DO
7 YOU UTILIZE RECRUITING AGENTS OR HEADHUNTERS, OR DO YOU USE
8 YOUR OWN-- DO YOU HAVE, INTERNALLY, A HEAD-HUNTING ABILITY TO
9 IDENTIFY ADMINISTRATORS AND HIGH-LEVEL STAFF PEOPLE?

10

11 **KAE ROBERTSON:** WE'RE NOT A RECRUITING COMPANY OR A HEAD HUNTER
12 FIRM. I THINK THAT'S SPELLED OUT IN THE CONTRACT. BUT WE GET
13 RESUMES FROM C.E.O.S AND HIGHLY QUALIFIED C.O.O.S, C.N.O.S
14 THROUGHOUT THE COUNTRY ON A DAILY BASIS. SO WE WILL BE ONE
15 SOURCE FOR CANDIDATES.

16

17 **SUP. BURKE:** I SEE. WOULD YOU ANTICIPATE ALSO RETAINING A
18 HEADHUNTER TO SUPPLEMENT THAT IF YOU'RE UNABLE TO GET AN
19 ADMINISTRATOR AND SOME OF THE OTHER POSITIONS HERE THAT HAVE
20 BEEN REALLY DIFFICULT TO FILL?

21

22 **KAE ROBERTSON:** I BELIEVE, IF WE'RE UNABLE TO FILL THEM, THEN
23 USING A HEADHUNTER WILL BE A REQUIREMENT.

24

25 **SUP. BURKE:** I'M SORRY, I HAD JUST ONE OTHER...



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1

2 **DR. THOMAS GARTHWAITE:** CAN I JUST-- I'D JUST LIKE TO MAKE SURE
3 TO ADD FOR EMPHASIS THAT A KEY PART OF THIS CONTRACT AND A KEY
4 PART OF THE PHILOSOPHY WITH THESE CONTRACTORS IS THAT, FROM
5 DAY ONE, WE'RE TRYING TO BUILD THE HOSPITAL FOR THE FUTURE, SO
6 IT'S NOT LIKE THAT THEY'RE GOING TO BE WORKING AND RUNNING THE
7 HOSPITAL AND THEN, A YEAR FROM NOW, WE'RE JUST GOING TO TURN
8 IT OVER AND-- IT'S IMPORTANT TO BRING ON THE PERMANENT
9 LEADERSHIP IN A STAGE FASHION OVER THE NEXT YEAR SO THEY CAN
10 BE PART OF THIS TRANSFORMATION AND THAT CAN BE TRAINED AND
11 COMFORTABLE TO TAKE OVER THE REINS AT THE END.

12

13 **SUP. BURKE:** AND, ALSO, WILL YOU HAVE ACCESS TO POTENTIAL NURSE
14 APPLICANTS OR SOME MECHANISM TO BRING IN PERMANENT NURSING
15 STAFF?

16

17 **KAE ROBERTSON:** WE'LL BE RECRUITING PERMANENT NURSING STAFF,
18 RECOMMENDING THOSE WHO ARE HIRED TO THE COUNTY. WE'LL ALSO BE
19 DOING THE SAME THING AT THE C.N.O. LEVEL AND, IF WE SHOULD
20 FIND THAT THERE'S AN ISSUE AT ANY OF THE LEVELS BETWEEN STAFF
21 AND C.N.O., WE'LL BE DOING THE SAME THING.

22

23 **SUP. BURKE:** AND YOU'RE ALSO GOING TO BE LOOKING AT THE
24 FINANCIAL ISSUES AS WELL, IS THAT CORRECT?

25



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1 **FRED LEAF:** NO.

2

3 **SUP. BURKE:** THEY WILL NOT LOOK AT ANY OF THE FINANCIAL ISSUES?

4

5 **FRED LEAF:** NO, FINANCE IS NOT INCLUDED. THIS IS A CLINICAL
6 TURNAROUND.

7

8 **SUP. BURKE:** STRICTLY CLINICAL?

9

10 **FRED LEAF:** YES. SO COST CUTTING, THAT KIND OF THING MIGHT
11 OCCUR ONLY AS A RESULT OF DEFICIENCIES THAT MIGHT BE FOUND.
12 BUT IT WON'T BE A...

13

14 **SUP. BURKE:** NO, NO. I DIDN'T MEAN THE COST CUTTING, I MEANT IN
15 TERMS OF IDENTIFYING THE FLOW OF FUNDS. ...OR THE FINANCING,
16 NO. NO, THEY WILL NOT BE LOOKING AT THAT.

17

18 **SUP. BURKE:** THEY WILL NOT BE LOOKING AT THAT AT ALL.

19

20 **FRED LEAF:** NO.

21

22 **DR. THOMAS GARTHWAITE:** NO, BUT A CONSIDERABLE ISSUE AT ALL
23 HOSPITALS THAT I'M AWARE OF IN THE UNITED STATES IS HOW DO--
24 HOW EFFICIENTLY AND EFFECTIVELY DO INDIVIDUAL PARTS OF THE
25 HOSPITAL ACTUALLY FUNCTION? THERE'S SIGNIFICANT OPPORTUNITIES



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1 TO IMPROVE FINANCIAL WELLBEING OF HOSPITAL BY IMPROVING THE
2 FUNCTIONALITY OF DIFFERENT PARTS OF THE HOSPITAL AND I THINK
3 MOST OF US HAVE EXPERIENCED THAT IN OUR OWN HEALTHCARE. WE'VE
4 SEEN INEFFICIENCIES BY THE KIND OF LACK OF A SYSTEM, LACK OF
5 INFORMATION AND SO FORTH. AND, TO THE EXTENT THAT THEY'RE
6 GOING TO BE LOOKING AT EACH PROCESS IN THE HOSPITAL, I WOULD
7 ANTICIPATE SIGNIFICANT IMPROVEMENTS IN EFFICIENCY AND
8 EFFECTIVENESS BY WHAT THEY DO.

9

10 **FRED LEAF:** YES, BECAUSE, INDIRECTLY, INDIRECT ENHANCEMENTS OF
11 REVENUE GENERATION WILL BE THE RESULT OF IMPROVED
12 DOCUMENTATION, MEDICAL RECORDS, PERFORMANCE AND SO ON. SO, IN
13 THAT SENSE, IT WOULD BE ENHANCING THE REVENUE AND BILLING.

14

15 **DR. THOMAS GARTHWAITE:** I'M SURE THERE ARE EFFICIENCIES IN OUR
16 OPERATING ROOM THERE.

17

18 **SUP. BURKE:** THERE WAS A CONTRACT THAT WAS ENTERED INTO WITH
19 CAMDEN BY THAT STEERING GROUP FOR AN AUDIT. NOW, WAS THAT AN
20 AUDIT ONLY OF THE MEDICAL SCHOOLS OR WAS AN AUDIT OF THE
21 HOSPITAL AS WELL AS THE MEDICAL SCHOOL?

22

23 **DR. THOMAS GARTHWAITE:** IT'S BOTH.

24



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1 **FRED LEAF:** IT WAS BOTH BUT IT WAS PRIMARILY THE MEDICAL SCHOOL
2 AND THEN AS IT RELATED TO THE HOSPITAL SUPPORT.

3

4 **SUP. BURKE:** HAVE WE RECEIVED THAT AUDIT YET?

5

6 **FRED LEAF:** THAT'S BEING PRESENTED TOMORROW AT OUR TASK FORCE
7 MEETING.

8

9 **SUP. BURKE:** ALL RIGHT. WILL WE GET A COPY OF THAT?

10

11 **FRED LEAF:** YES, YOU WILL.

12

13 **SUP. BURKE:** I HAVE NOTHING FURTHER.

14

15 **SUP. KNABE, CHAIR:** OKAY, ZEV?

16

17 **SUP. YAROSLAVSKY:** THANK YOU, MR. CHAIRMAN. I JUST HAD A COUPLE
18 OF COMMENTS AND PERHAPS A COUPLE OF QUESTIONS. BUT I REALLY
19 JUST KIND OF WANTED-- FIRST OF ALL, I'M FAMILIAR WITH YOUR
20 WORK IN VARIOUS PARTS OF THE COUNTRY AND I THINK WE'RE
21 FORTUNATE TO HAVE THIS KIND OF A CONTRACT BEFORE US. NOT
22 FORTUNATE THAT WE'VE HAD TO GET INTO THIS SITUATION BUT
23 FORTUNATE THAT, NOW THAT WE'RE IN IT, THAT WE HAVE-- WE HAVE
24 THIS OPPORTUNITY WITH A FIRM SUCH AS YOUR OWN. I THINK OUR
25 OBJECTIVE, AT THE END OF THE DAY, IS VERY SIMPLE AND IT'S AS



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1 COMPLICATED AS IT IS SIMPLE. AND THAT IS TO RESTORE OR PROVIDE
2 FOR THE FIRST TIME, DEPENDING ON ONE'S POINT OF VIEW, QUALITY
3 HEALTHCARE AT MARTIN LUTHER KING HOSPITAL AND TO ENSURE AND
4 INSIST ON PATIENT SAFETY AND EMPLOYEE AND PHYSICIAN
5 COMPETENCE. AND THERE SHOULD BE AND THERE CAN BE NO COMPROMISE
6 WHATSOEVER WHEN IT COMES TO EMPLOYEE AND PHYSICIAN COMPETENCE
7 IN PATIENT SAFETY. AND THAT, TO ME, MEANS, AND I HOPE IT MEANS
8 TO THE REST OF US, I THINK IT DOES, THAT NO UNION, NO
9 BUREAUCRAT, NO CIVIL SERVANT, NO NOTHING STANDS IN THE WAY OF
10 EMPLOYEE COMPETENCE. NO NEGOTIATION, NO WORKING GROUP, NO SIX-
11 MONTH STUDY. THE REASON WE'RE SPENDING \$13 MILLION TO BRING
12 YOU IN IS BECAUSE PATIENT SAFETY AND EMPLOYEE AND PHYSICIAN
13 COMPETENCE HAS BEEN A DEFERRED DREAM AT THIS FACILITY AND WE
14 CAN DEFER IT NO LONGER. SO I'M JUST HERE TO SHARE WITH YOU A
15 CERTAIN ATMOSPHERIC, WHICH IS WE'VE GOT TO FIX THIS THING AND
16 WE'VE GOT TO FIX IT YESTERDAY, NOT JUST BECAUSE THE HOSPITAL
17 MAY CLOSE IF WE DON'T FIX IT BUT BECAUSE WE OWE IT TO OUR
18 CLIENTS, WE OWE IT TO THE PATIENTS WE SERVE. AND YOU'VE GET A
19 REPUTATION FOR BEING TOUGH. I THINK THAT'S NECESSARY IN THIS
20 ENVIRONMENT. I DON'T THINK YOU KNOW WHAT YOU'RE GETTING INTO.
21 I DON'T THINK OUR OWN HEALTH DEPARTMENT KNOWS WHAT THEY GOT--
22 WHAT THEY'RE INTO AND I DON'T THINK WE KNOW WHAT WE'RE INTO.
23 EVERY DAY, TALKING ABOUT PEELING AN ONION, EVERY DAY IS A NEW
24 DAY, EVERY DAY IS A NEW BOOK OF ALLEGATIONS, OF CHARGES, OF
25 INFORMATION, OF THIS, THAT AND THE OTHER THING AND YOU'RE



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1 GOING TO HAVE YOUR HANDS FULL. I HOPE, BUT I DON'T EXPECT, AND
2 THIS IS A STUPID THING FOR ME TO SAY AS WE ARE ABOUT TO GIVE
3 YOU A \$13 MILLION CONTRACT FOR ONE YEAR'S WORTH OF WORK, IF
4 YOU CAN DO THIS IN A YEAR, WE SHOULD GIVE YOU A NICE BIG
5 BONUS. THAT'S A FACETIOUS COMMENT. DON'T HOLD ME TO THAT. [
6 LAUGHTER]

7

8 **SUP. YAROSLAVSKY:** I DON'T WANT TO RUIN MY REPUTATION. BUT THIS
9 IS A PROBLEM THAT IS AS OLD AS THE HOSPITAL ITSELF, AND I
10 THINK SOME OF THE PROBLEMS AT THE HOSPITAL, SOME OF THE
11 CORPORATE CULTURE OF THE HOSPITAL, GO BACK TO THE DAYS WHEN
12 THE CEMENT WAS STILL WET AT KING HOSPITAL. SO YOU'VE GOT A BIG
13 JOB TO DO, AND ALL THE MORE IMPORTANT THAT THE FOCUS BE ON
14 RESULTS AND RESULTS AS SOON AS POSSIBLE. I'M GLAD YOU WERE
15 ASKED AND THERE WAS SOME DISCUSSION EARLIER AND I WANT TO JUST
16 REITERATE IT, THAT THERE IS A SYSTEM THAT HAS BEEN SET UP FOR
17 THEM TO KIND OF TRIAGE THE PERSONNEL ISSUE THROUGH THE
18 APPROPRIATE COUNTY HEALTH DEPARTMENT PERSONNEL BECAUSE THEY
19 DON'T HAVE THE AUTHORITY, BY LAW, TO HIRE AND FIRE PEOPLE,
20 ONLY YOU DO, BUT YOU'RE SETTING IT UP SO THAT THERE CAN BE A
21 RED PHONE SYSTEM, IF YOU WILL, TO DO THAT, IS THAT CORRECT?

22

23 **FRED LEAF:** YES, THAT'S CORRECT.

24



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1 **SUP. YAROSLAVSKY:** ALL RIGHT. THERE'S A LOT RIDING ON THIS, AND
2 WE-- WE'RE ALL DESPERATE TO TRY TO GET TO THE BOTTOM OF THE
3 PROBLEM AT THE HOSPITAL AND TO TURN IT AROUND. AND NOBODY IS
4 MORE FRUSTRATED ABOUT IT THAN THE FIVE OF US, AND THE FIVE OF
5 US ARE THE ONLY ONES WHO ULTIMATELY HAVE THE POWER AND THE
6 RESPONSIBILITY FOR TURNING THIS HOSPITAL AROUND. NO
7 CONGRESSMAN DOES, NO STATE ASSEMBLYMAN DOES, NO LOS ANGELES
8 MAYOR DOES, NOBODY ELSE DOES EXCEPT FOR THE FIVE OF US, AND IT
9 MAY BE US AND US ALONE, ALONG WITH OUR HEALTH DEPARTMENT
10 EXECUTIVE STAFF, WHO FORGE AHEAD AND NOW, ALONG-- ASSUMING WE
11 APPROVE YOUR CONTRACT WITH YOU AS OUR PARTNER, BUT IT'S GOT TO
12 BE DONE. IF THERE'S ONE-- IF THERE'S NOTHING ELSE WE DO BEFORE
13 WE LEAVE THIS PLACE, IT SHOULD BE TO PROVIDE A QUALITY LEVEL
14 OF MEDICAL CARE AT THIS, ONE OF OUR FIVE VERY IMPORTANT
15 HOSPITALS IN OUR COUNTY HEALTH SYSTEM AND ONE OF THE IMPORTANT
16 HOSPITALS IN THE REGIONAL SYSTEM. SO THAT'S BY WAY OF
17 PONTIFICATION. I WANT TO JUST SAY, FOR THE RECORD, I KNOW THAT
18 THERE'S-- YOU KNOW, ON THE BEILENSEN HEARINGS, NONE OF US HAVE
19 MADE A DECISION YET ON WHAT WE'RE GOING TO-- THAT'S WHAT THE
20 BEILENSEN HEARING, I PRESUME, IS ALL ABOUT. AND THIS IS THE
21 FIRST DECISION, TODAY, THAT WE ARE MAKING PURSUANT TO DR.
22 GARTHWAITE'S RECOMMENDATION TO THE BOARD GIVEN TO US IN
23 SEPTEMBER. THERE WERE TWO RECOMMENDATIONS. THIS IS ONE OF
24 THEM. THE OTHER WAS THE ISSUE OF TRAUMA, WHICH, BEFORE WE CAN
25 MAKE THAT DECISION, WE NEED TO HAVE A PUBLIC HEARING, WHICH WE



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1 WILL HAVE IN THE MIDDLE OF NEXT MONTH. AND I WILL SAY FOR
2 MYSELF, IF THERE'S A BETTER IDEA, I'M ALL EARS. I'M WAITING.
3 IT'S BEEN ABOUT A MONTH NOW SINCE YOU MADE YOUR
4 RECOMMENDATION, ABOUT A MONTH, AND SO FAR I HAVEN'T HAD ANY
5 BETTER IDEAS. BUT THAT'S WHAT THE HEARING PROCESS IS ALL ABOUT
6 AND WE'LL MAKE THAT DECISION ON THE 15TH OF NOVEMBER OR
7 THEREAFTER AFTER THE HEARING. LAST THING, I WANT TO GIVE YOU
8 AN OPPORTUNITY, AGAIN, IF I CAN, TO JUST ADDRESS THE ISSUE,
9 THE NAVIGANT FOLKS, ON THE CRITICISM THAT YOU'VE BEEN-- YOU'VE
10 GOT A LOT OF FINANCIAL EXPERIENCE, FINANCIAL TURNAROUND
11 EXPERIENCE BUT LESS EXPERIENCE IN THE MEDICAL TURNAROUND
12 FIELD. CAN YOU-- OTHER THAN THAT ONE EXAMPLE, CAN YOU GIVE US
13 KIND OF A COMPREHENSIVE SUMMARY OF YOUR RESUME AS IT RELATES
14 TO MEDICAL TURNAROUND IN THIS KIND OF A SITUATION?

15

16 **KAE ROBERTSON:** IN TERMS OF NAVIGANT AND OUR STAFF, WE'VE
17 WORKED IN NUMEROUS SITUATIONS WHERE IT'S INCLUDED CLINICAL
18 TURNAROUND BEYOND THE ONE I DESCRIBED. PERSONALLY, TO JUST,
19 YOU KNOW, SPEAK FROM MY BACKGROUND AS A RESUME THAT YOU WERE
20 ASKING ABOUT, I'VE BEEN INVOLVED IN A SITUATION WHERE WE ALSO
21 ALMOST LOST OUR JOINT COMMISSION ACCREDITATION AND C.M.S.
22 FUNDING, HAD TO GO THROUGH MANY OF THE SAME PLANS OF
23 CORRECTIONS AND INTENSIVE SURVEYS THAT YOU'RE DESCRIBING. I'VE
24 ALSO BEEN INVOLVED WITH-- AND THAT WAS IN THE NORTHEAST--
25 ANOTHER HOSPITAL IN THE NORTHEAST WHERE THEY HAD MULTIPLE



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1 UNEXPECTED MATERNAL DEATHS AND HAD THE SAME SITUATION WITH
2 JAYCO AND C.M.S., HAD TO GO THROUGH AN ENTIRE PLAN OF
3 CORRECTION, TRAINING, NURSE COMPETENCY, PHYSICIAN COMPETENCY
4 AND A NEW SET OF POLICIES AND PROCEDURES IN ORDER TO ENSURE
5 THAT THEY WOULD RECEIVE THEIR ACCREDITATION AS WELL AS THEIR
6 C.M.S. FUNDING. I HAVE ANOTHER EXAMPLE, PERSONALLY, ON MY
7 RESUME OF HAVING WORKED WITH A ONCOLOGY HOSPITAL IN AN
8 INSTANCE OF IMPROPER ADMINISTRATION OF CHEMOTHERAPY RESULTING
9 IN DEATH AND HAVING BEEN ABLE TO GO THROUGH THE ENTIRE PLAN OF
10 CORRECTION AND JOINT COMMISSION ACCREDITATION, STATE AND
11 FEDERAL REVIEW.

12

13 **SUP. YAROSLAVSKY:** YOU KNOW, I-- GO AHEAD, SIR.

14

15 **LARRY SCANLAN:** I JUST WANT TO ADD TO YOUR QUESTION, WHICH I
16 THINK IS EXCELLENT, A COUPLE POINTS. WE JUST COMPLETED AN
17 ENGAGEMENT FOR A FAITH-BASED ORGANIZATION THAT HAD SOME
18 DIFFICULTIES WITH COMPLIANCE ISSUES AND SOME IMPENDING JOINT
19 COMMISSION ISSUES COMING UP AND SUCCESSFULLY WORKED THROUGH
20 THAT. I'VE JUST COME OFF AN ENGAGEMENT IN MIDWEST WHICH WAS--
21 BEGAN, ACTUALLY, AS A FINANCIAL CHALLENGE BUT ACTUALLY ENDED
22 UP BEING ONE IN WHICH THE FINANCIAL CHALLENGES WERE MODIFIED
23 OR THE FINANCIAL GOALS MODIFIED BASED ON QUALITY OF CARE
24 ISSUES AS IT WAS PURSUANT TO AN OUTSTANDING NURSING DEPARTMENT
25 THEY HAVE, AN OUTSTANDING CLINICAL THEY HAD. THEY CAN'T



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1 COMPROMISE THAT SO WE HAD TO MODIFY THEIR FINANCIAL GOALS. I
2 THINK WHAT I WOULD LIKE TO SAY IS THAT, IN OUR PROCESS, ALL OF
3 OUR RECOMMENDATIONS ARE FILTERED THROUGH A CLINICAL EYE SET OF
4 NURSES AND DOCTORS, SO EVEN A FINANCIAL TURNAROUND CAN'T BE
5 SUCCESSFUL AT THE END OF THE DAY-- UNLESS THE OBJECTIVE OF
6 THIS ENGAGEMENT IS VERY CLEAR. IT'S QUALITY OF CARE AND, IN
7 ANY ENGAGEMENT, THAT QUALITY OF CARE HAS TO BE PARAMOUNT. THE
8 PATIENTS' NEEDS HAVE TO BE PARAMOUNT AND ALL OF OUR ACTIVITY
9 AND OBJECTIVES INTERNALLY, EVEN BEFORE IT COMES TO YOU, IS
10 FILTERED THROUGH THE EYES AND THE INTELLIGENCE OF NURSES AND
11 DOCTORS THAT HAVE BEEN THROUGH THIS PROCESS BEFORE.

12

13 **SUP. YAROSLAVSKY:** I JUST WANT TO MAKE ONE COMMENT THAT YOU
14 PROMPTED ME TO MAKE WHEN YOU SPOKE ABOUT DEALING WITH JAYCO
15 AND C.M.S. AND I KNOW THAT THAT'S WHO WE HAVE TO DEAL WITH AND
16 THEY WILL BE-- THEY WILL BE OUR, YOU KNOW, FIRST TEST. BUT I
17 HAVE TO TELL YOU THAT JAYCO AND C.M.S. HAVE GIVEN THIS
18 HOSPITAL A PASS FOR MANY YEARS, DECADES, IN FACT AND,
19 OBVIOUSLY, THEY MISSED SOMETHING JUST AS WE DID. IT'S NOT SO
20 SIMPLE AS TO JUST SAY IT'S THE GOVERNING BODY OR IT'S THE
21 HEALTH DIRECTOR. EVERYBODY WHO IS IN THE CHAIN OF COMMAND
22 EITHER MISSED OR IGNORED SIGNS OF TROUBLE. SO IT'S NOT GOOD
23 ENOUGH FOR ME TO SATISFY JAYCO OR C.M.S. IT'S NECESSARY BUT
24 NOT SUFFICIENT. IT'S NECESSARY FOR US, I THINK, TO SET A
25 STANDARD-- AN OBJECTIVE OF A HIGH STANDARD FOR THE HOSPITAL



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1 THAT WE FEEL IS APPROPRIATE AND MEET IT AND IT WOULD CERTAINLY
2 BE AT LEAST WHAT JAYCO AND C.M.S. WOULD DEMAND BUT I THINK WE,
3 BECAUSE OF THE HISTORY HERE, THAT WE SHOULD DEMAND MORE AND
4 ACHIEVE MORE AND BE-- NOT BE SATISFIED JUST WITH A SIGN-OFF BY
5 JAYCO. I EXPECT THAT WE WILL MEET THEIR TEST AT SOME POINT, AS
6 WE WILL C.M.S. AT SOME POINT, BUT THAT'S NOT GOOD ENOUGH FOR
7 MARTIN LUTHER KING HOSPITAL, AS FAR AS I'M CONCERNED. SO I
8 JUST HOPE THAT THAT'S SOMETHING WE KEEP IN MIND. THANK YOU,
9 MR. CHAIRMAN, I'M DONE.

10

11 **SUP. KNABE, CHAIR:** I JUST WOULD ADD, I THINK YOU CAN HEAR AND
12 FEEL THAT THERE'S A UNANIMITY HERE THAT WE WANT TO SAVE THAT
13 HOSPITAL AND TO MAKE-- IT'S A CRITICAL PART OF OUR SAFETY NET
14 AND WE WANT YOU TO DO WHAT YOU NEED TO DO AND TO LET US KNOW
15 SHOULD THERE BE ANY IMPEDIMENTS ALONG THE WAY.

16

17 **KAE ROBERTSON:** WE CERTAINLY ARE GOING TO NEED YOUR SUPPORT,
18 APPRECIATE YOUR SUPPORT AND ALSO THE COMMENTS ABOUT BEING
19 FORTHRIGHT AND EXTREMELY OBJECTIVE AND INDEPENDENT. THAT WILL
20 MAKE OUR JOB EASIER TO DO.

21

22 **SUP. KNABE, CHAIR:** THANK YOU. WE HAVE SOME PEOPLE THAT HAVE
23 SIGNED UP FOR PUBLIC COMMENT UNDER THIS ITEM. CELES KING.
24 ANELLE GRAJEDA AND KATHY OCHOA AND ROSALIO MUNOZ.

25



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1 **KATHY OCHOA:** GOOD AFTERNOON, SUPERVISORS.

2

3 **SUP. KNABE, CHAIR:** OKAY, KATHY, IF YOU WANT TO GO AHEAD?

4

5 **KATHY OCHOA:** YES. THAT YOU. GOOD MORNING. MY NAME IS KATHY
6 OCHOA, I AM THE SENIOR HEALTH POLICY ANALYST FOR SEIU LOCAL
7 660. THANK YOU FOR THE OPPORTUNITY TO ADDRESS THIS BOARD
8 CONCERNING THE RETENTION OF NAVIGANT AS INTERIM MANAGEMENT
9 CONSULTANTS FOR THE KING DREW MEDICAL CENTER. THE KING DREW IS
10 A VITAL HEALTH RESOURCE FOR THE SOUTH LOS ANGELES COMMUNITY.
11 WE CANNOT AFFORD TO LOSE IT. MR. CHAIR, I WOULD ASK YOUR
12 INDULGENCE THAT, IF I EXCEED THE TIMEFRAME, THAT YOU BE
13 PERMISSIVE SINCE WE WERE THE OBJECT OF SO MUCH DISCUSSION
14 PRIOR TO OUR TAKING A SEAT HERE. WE APPLAUD THE INITIATIVE OF
15 THE BOARD IN UNDERTAKING THE REVITALIZATION OF HOSPITAL
16 MANAGEMENT. WE UNDERSTAND YOUR ATTEMPT TO ADDRESS AN AREA
17 WHICH, IF NOT MET, WILL POSE THE GREATEST DANGER TO CONTINUED
18 HEALTH SERVICES IN AREAS ALREADY UNDERFUNDED AND CHRONICALLY
19 UNDERSTAFFED. SUPERVISOR YAROSLAVSKY, WE AGREE THAT QUALITY
20 CANNOT BE COMPROMISED AND, AS SUCH, WE WOULD LIKE TO TAKE IT A
21 STEP FURTHER AND REMIND YOU THAT STAFFING AT KING DREW MEDICAL
22 CENTER MUST MEET PATIENTS' NEEDS FOR ALL CLINICAL AND SUPPORT
23 SERVICES AND CONFORM TO REGULATORY STANDARDS. VACANCIES MUST
24 BE IMMEDIATELY FILLED TO ADDRESS PROBLEMS CAUSED BY
25 UNDERSTAFFING, INCLUDING ACCESS TO A FULL RANGE OF TRAINING



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1 OPPORTUNITIES UNDERTAKEN THROUGH A LABOR MANAGEMENT
2 PARTNERSHIP. IN UNDERTAKING THIS WORK, SUPERVISORS, WE HOPE,
3 AS A SIDE BENEFIT, THAT THE UNINTENDED AND INADVERTENT
4 CONSEQUENCES OF SHORT-TERM ACTIONS, ESPECIALLY A PROPOSAL TO
5 CLOSE THE TRAUMA SERVICE AT KING DREW MEDICAL CENTER, WILL BE
6 REEVALUATED. THE VERY FACT THAT THE COUNTY IS SPENDING \$13
7 MILLION TO SOLICIT AND IMPLEMENT RECOMMENDATIONS FOR
8 MANAGEMENT AND MEDICAL PROGRAMS SHOULD, BY ITSELF, FORESTALL
9 MOVEMENT IN THE NEAR FUTURE TO CLOSE THE TRAUMA UNIT, THEREBY
10 AVERTING PERMANENT DAMAGE TO THE HOSPITAL AND MEDICAL CENTER.
11 WE ALSO WANT TO EXPRESS CAUTION. INTERIM MANAGEMENT CONSULTING
12 IS A FIELD WITH WHICH THE BOARD IS NOT FAMILIAR. AS COUNTIES
13 ACROSS THE NATION, NASSAU AND WESTCHESTER IN NEW YORK,
14 HENNEPIN IN MINNESOTA, OTHER MAJOR COUNTIES IN CALIFORNIA,
15 WRESTLE WITH PUBLIC HEALTHCARE AND HOSPITAL INFRASTRUCTURE,
16 INTERIM MANAGEMENT CONSULTING IS AN EXPERIMENT AS YET UNPROVEN
17 AND, IN SOME CASES, RISING FROM DESPERATION. WE KNOW ALSO THAT
18 THE FIRM NAMED IS ONLY AS GOOD AS THE PEOPLE IT OFFERS AND
19 THEIR ABILITY TO WORK WELL WITH OTHERS. OUR UNION IS
20 DETERMINED TO HELP SHAPE THE FUTURE OF KING DREW MEDICAL
21 CENTER. FOR THIS REASON, WE ARE WORKING WITH THE HOSPITAL
22 MANAGEMENT EXPERT, DR. FRED HYDE, A CLINICAL PROFESSOR WHO
23 TEACHES HOSPITAL MANAGEMENT AT COLUMBIA UNIVERSITY. HE HAS 40
24 YEARS' EXPERIENCE AS WELL AS GRADUATE DEGREES IN MEDICINE, LAW
25 AND BUSINESS. HIS JOB IS TO ADVISE US CONCERNING CHANGES THAT



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1 MAY BE PROPOSED AND IMPLEMENTED AT KING AND, IN TURN, TO BE OF
2 ASSISTANCE AS LOCAL 660 WORKS WITH COMMUNITY, MEDICAL, ELECTED
3 LEADERS AND THE COUNTY IN ADDRESSING THE CHALLENGES NOTED
4 ABOVE. DR. GARTHWAITE HAS STATED THAT HE IS OPEN TO SECOND
5 OPINIONS AND WE INTEND TO PROVIDE THEM. TO BE SPECIFIC, WE
6 WANT A SEAT ON THE ADVISORY OVERSIGHT PANEL AND AN OPPORTUNITY
7 TO PARTICIPATE IN THE SELECTION OF THE CHIEF EXECUTIVE OFFERED
8 BY NAVIGANT AND TO GAIN, IN THAT PROCESS, A COMMITMENT TO
9 TRANSPARENCY, INCLUSION AND EFFICIENCY SO THAT, 60 DAYS FROM
10 NOW, WE WILL HAVE WITH YOU A THOROUGH VIEW OF THE PLANS
11 PROPOSED AND OF THE CAPABILITIES OF THOSE WHO WOULD IMPLEMENT
12 THEM. WE WILL BE DILIGENT IN ALERTING YOU IF WE DETERMINE THAT
13 THE DOLLARS INVESTED TODAY ARE THROWN AWAY AND SUPPORTIVE IF
14 THEY ARE WISELY INVESTED. WE WILL BE INTOLERANT, HOWEVER, OF
15 ANTI-WORKER BEHAVIOR. IT IS INTERESTING TO NOTE THAT, WHEN
16 ASKED THIS MORNING ABOUT POTENTIAL OR POSSIBLE EMPLOYER
17 RESISTANCE, THE NAVIGANT CONSULTANTS RESPONDED THAT THEY WOULD
18 RECOMMEND TERMINATIONS AND FIRINGS, AS APPROPRIATE, RATHER
19 THAN AFFIRM THAT THEIR PRACTICES ARE SUCH THAT THEY RARELY
20 ENCOUNTER EMPLOYEE RESISTANCE. INsofar AS INDEPENDENCE AND
21 OBJECTIVITY ARE CONCERNED, I WOULD ARGUE THAT, IN THIS CASE,
22 AN EQUAL VALUE CAN BE ASCRIBED TO RESPONSIBILITY AND
23 ACCOUNTABILITY TO ENSURE THAT, AT THE END OF THE ENGAGEMENT,
24 THE COMMUNITY HAS THE HOSPITAL IT WAS PROMISED IN 1972.
25 FURTHER, YOU DO NOT NEED HIGHLY PAID INTERIM MANAGEMENT



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1 CONSULTANTS TO TELL YOU WHAT YOUR HEALTH DIRECTOR HAS ALREADY
2 TOLD YOU. YOU NEED TO SETTLE AN AGREEMENT WITH OUR NURSES AT
3 COMPETITIVE SALARIES. YOU CAN'T FIX THESE PROBLEMS WITHOUT
4 PERMANENT REGISTERED NURSES. WE WILL SUPPORT YOU, AS WE DO IN
5 ALL AREAS WHERE WE BELIEVE YOU ARE MOVING FORWARD, AND WE WILL
6 OPPOSE YOU WHEN YOU FAIL TO ADEQUATELY ADDRESS THE
7 EXTRAORDINARY CHALLENGES IN OUR COUNTY HEALTH SYSTEM. FINALLY,
8 WE COMMEND THE DEDICATION AND COMMITMENT OF EVERYONE AT KING
9 DREW WHO COLLECTIVELY HAVE PERFORMED IN THE FACE OF ADVERSITY
10 AND WHOSE EFFORTS ARE OFTEN OVERSHADOWED BY SENSATIONALIST
11 HEADLINES AND OUT-OF-TOUCH SUPERVISORS. ABOVE ALL, OUR
12 COMMITMENT IS TO THE COMMUNITY, OUR MEMBERS AND THE PATIENTS
13 THEY SERVE. WE LOOK FORWARD TO PROVIDING CARE WORTHY OF THE
14 DIGNITY AND RESPECT THAT DR. MARTIN LUTHER KING, JR., WOULD
15 EXPECT FROM US ALL. THANK YOU.

16

17 **SUP. KNABE, CHAIR:** THANK YOU. CELES?

18

19 **CELES KING IV:** I WAS GETTING READY TO SAY GOOD MORNING BUT
20 IT'S AFTERNOON, ISN'T IT? INITIALLY, I CAME HERE TO MAKE SOME
21 STATEMENTS THAT I REALLY AM GLAD THAT I'M TURNED AROUND ON
22 THIS MORNING BECAUSE I REALLY APPRECIATE THE POSITION THAT THE
23 SUPERVISORS HAVE TAKEN IN REGARD TO SAVING THIS HOSPITAL.
24 HOWEVER, THERE ARE A COUPLE OF THINGS THAT I WOULD LIKE TO
25 BRING OUT. ONE OF THOSE IS, IS, IN FACT, THE NURSING CONTRACT,



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1 WHICH I THINK IT IS IMPERATIVE THAT IT'S SETTLED BECAUSE THERE
2 WILL NEVER BE ANY REASONABLE KIND OF A PROGRAM BEING ABLE TO
3 BE INSTITUTED WITHOUT HAVING COMPETENT NURSES THAT KNOW THAT
4 THEY'RE GOING TO BE THERE WITH THE REASONABLE PROGRAM IN TERMS
5 OF THEIR COMPENSATION. THE OTHER THING IS, IS THAT THE
6 COMMUNITY ITSELF I THINK NEEDS TO BE INVOLVED AT AN INTEGRAL
7 LEVEL IN TERMS OF PARTICIPATION ON THE OVERSIGHT COMMITTEE
8 THAT'S CURRENTLY BEING COMPOSED OF THE SIX PEOPLE THAT DR.
9 GARTHWAITE SAID. BECAUSE, IF THE COMMUNITY DOES NOT HAVE AN
10 INPUT INTO THIS, THE COMMUNITY, AS A WHOLE, IS GOING TO
11 CONTINUE TO FEEL THAT THEY ARE DISENFRANCHISED AND NOT BEING
12 RECOGNIZED. RIGHT NOW, WHAT THEY FEEL LIKE, IN A LOT OF
13 INSTANCES, IS THAT THEY DON'T COUNT, THAT PATIENT CARE IS
14 IMPORTANT, YES, BUT IT DOESN'T REALLY MEAN ANYTHING AT DREW
15 BECAUSE, YOU KNOW, OUR GOVERNMENT PEOPLE DO NOT CARE ABOUT US.
16 THEY ARE GETTING READY TO CLOSE OUR TRAUMA CENTER, A TRAUMA
17 CENTER THAT WE NEED VITALLY, AND THEY TALK ABOUT
18 DECOMPRESSION, DECOMPRESSION OF A HOSPITAL THAT'S BUILT FOR
19 500 PEOPLE THAT'S NOW CURRENTLY ONLY SERVING SLIGHTLY OVER
20 100. SO WE THINK IN TERMS OF LOOKING FOR DECOMPRESSION, THAT
21 THE HOSPITAL HAS ALREADY BEEN DECOMPRESSED. IN FACT, IT'S
22 ALMOST BEEN DISMANTLED. THE IDEA OF HAVING THE BEILENSON
23 HEARINGS AND ALL OF THAT RIGHT NOW IS FINE AND GOOD, I GUESS,
24 BUT THE THING ABOUT IT IS, IS IF WE HAVE A GROUP THAT HAS COME
25 IN TO DO AN EVALUATION AND TO DO HANDS-ON CARE AND MANAGEMENT,



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1 AND THE TRAUMA CENTER WAS INCLUDED IN THAT, AS I'M ALSO SURE
2 IT WAS INCLUDED IN THE 13 MILLION AND, JUST AS A BY THING, I
3 COULD SAY IS, IF THE TRAUMA CENTER'S CLOSED, IS THAT GOING TO
4 TAKE SOME OF THE 13 MILLION OUT THAT WE'RE PAYING AS A COUNTY?
5 IT PROBABLY ISN'T. THEY'LL PROBABLY STILL GET THE SAME 13
6 MILLION AND DO, YOU KNOW, WHATEVER IT IS, A THIRD OF THE JOB
7 LESS OR WHATEVER. BUT, ANYWAY, IT WOULD SEEM THAT THE ONLY
8 REASONABLE THING TO DO WOULD BE TO WAIT UNTIL THAT 60-DAY
9 EVALUATION IS IN AND THEN LOOK AT WHAT IT SAYS AND THERE'S NO
10 DOUBT ABOUT THE FACT THAT, IF IT IS A GOOD RUNNING PORTION OF
11 THE HOSPITAL, THAT IT SHOULD BE INCLUDED, ESPECIALLY BECAUSE
12 OF THE IMPACT THAT IT'S GOING TO HAVE ON THAT TOTAL COMMUNITY
13 AROUND IT. THE OTHER THING IS, IS THAT, IF WE AT CORE AND KING
14 CENTRAL AND THE N.A.A. THINK THAT THERE SHOULD BE A SOONER
15 REPORT RATHER THAN 60 DAYS, WE THINK THAT THERE SHOULD BE A
16 PRELIMINARY REPORT WITHIN 30 DAYS TO THIS CONSULATE GROUP OR
17 GOVERNING BODY AND MADE AVAILABLE TO THE COMMUNITY SO THAT WE
18 KNOW AND CAN IDENTIFY ALSO WHATEVER SPECIFIC PROBLEM AREAS
19 THAT THEY'RE GOING TO BE ADDRESSING IN THIS FIRST 60-DAY AREA
20 THAT'S GOING TO SET THE TENURE FOR THE WHOLE PROGRAM. AND THEN
21 AGAIN, I'D LIKE TO THANK YOU ALL, SUPERVISORS, YOU KNOW, FOR
22 TAKING A POSITION TO REALLY SAVE THIS HOSPITAL BECAUSE WE IN
23 THIS COMMUNITY REALLY NEED IT AND WE THINK IT'S IMPERATIVE
24 THAT IT'S SAVED IN TERMS OF THE WHOLE COUNTY SYSTEM. THANK
25 YOU.



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1

2 **SUP. KNABE, CHAIR:** THANK YOU. YES, SIR.

3

4 **ROSALIO MUNOZ:** YEAH, MY NAME'S ROSALIO MUNOZ. I'M FROM LINCOLN
5 HEIGHTS IN LOS ANGELES AND I'M A PARTICIPANT IN THE COALITION
6 TO SAVE KING DREW TRAUMA CENTER AND I'VE BEEN INVOLVED-- I'M
7 PARTICULARLY HERE CONCERNED ABOUT HOW THIS TRANSACTION IMPACTS
8 ON THE BEILENSON HEARING. I'VE BEEN INVOLVED IN THE BEILENSON
9 ISSUE SINCE PETE SCHABARUM CAME ON AND STARTED ATTACKING THE
10 UNDOCUMENTED WORKERS' USE OF THE PUBLIC HEALTHCARE SYSTEM, AND
11 WHEN THE STATE LEGISLATURE THREW OUT THE BEILENSON LAWS IN THE
12 HEALTH AND SAFETY CARE AFTER THE PASSAGE OF PROPOSITIONS 13
13 AND PERSONALLY LED THE EFFORT TO RESTORE THE BEILENSON ACT TO
14 PROTECT AGAINST COUNTY CUTS IN HEALTHCARE AGAINST-- THAT WOULD
15 BE DETRIMENTAL TO THE CARE FOR INDIGENTS. IT'S NOT A STRONG--
16 WE GOT IT FULLY RESTORED THEN, I UNDERSTAND, IT'S BEEN
17 WEAKENED. BUT ONE QUESTION I HAVE HERE THAT MR. KING RAISED,
18 IF THIS CONTRACT FOR 13 MILLION INCLUDES PUTTING, RIGHT NOW,
19 INCLUDES PUTTING THE TRAUMA CENTER AS PART OF THAT
20 ARRANGEMENT, WHY GO AHEAD WITH THE BEILENSON ACT RIGHT NOW?
21 WHY NOT HAVE THEM SET THE WHOLE THING TOGETHER AND PUT IT ALL
22 TOGETHER INSTEAD OF, IN TWO OR THREE WEEKS, DECIDING TO CUT
23 THAT OUT? HAVING THEM COME IN ADMITS THAT THERE WAS SOME
24 PROBLEMS WITH THE MANAGEMENT AND THE OVERSEEING BY THE BOARD
25 OF SUPERVISORS AND THAT YOU NEED HELP. WELL, THIS IS THE HELP



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1 THAT IS THERE. SO WHY GO AHEAD, THEN, AND DENY THEM THEIR
2 ABILITY, IF THEY'RE THE ONES THAT YOU REALLY TRUST, TO GO
3 SOLVE THE WHOLE PROBLEM? BECAUSE THERE IS GOING TO BE
4 DETRIMENTAL IMPACT. THE STATEMENT IN TODAY'S L.A. TIMES OF MR.
5 O'LEARY OF THE JOINT COMMISSION THAT THERE'S ACCUSATIONS OF
6 RACISM AND EVERYTHING ELSE IMAGINABLE. THINK ABOUT THAT.
7 THAT'S ACTING LIKE RACISM DOESN'T EXIST. MAYBE THIS MAN NEEDS
8 TO HEAR THE TESTIMONY, THE REPORT CARD WE HEARD ABOUT HOW 59%
9 OF THE YOUTH IN THIS COUNTY ARE LATINOS BUT WE MAKE UP 79% OF
10 THOSE THAT ARE POOR. THERE'S RACISM STILL IN OUR SOCIETY AND
11 THE STATEMENT THAT THE PEOPLE IN THESE COMMUNITIES SERVED BY
12 THE TRAUMA CENTER CAN GO TO OTHER FACILITIES, OTHER FACILITIES
13 THAT DON'T HAVE THE CAPABILITY TO SERVE THE VOLUME THAT IS
14 GOING TO BE GENERATED THERE. NOW MAYBE THIS MAN AND THESE
15 PEOPLE KNOW ABOUT IMPROVING CARE INSIDE THE HOSPITAL BUT NOW
16 THE CRISIS IN HEALTHCARE IS MORE AND MORE ABOUT BEING ABLE TO
17 GET INSIDE THE HOSPITAL IF YOU'RE POOR OR EVEN WITH THIS
18 TRAUMA CENTER, TO GET TO THE HOSPITAL ITSELF WHILE YOU'RE
19 STILL ALIVE. AND I WOULD HOPE THAT, IN THESE STUDIES, IN THAT
20 FIRST 60 DAYS, THEY LOOK AT THESE INSTANCES OF CARE AT THE
21 TRAUMA CENTER AND GIVE US SOME STATISTICS. WHAT IF THEY HAD TO
22 GO TO COUNTY GENERAL OR TO CALIFORNIA OR TO LONG BEACH OR TO
23 ANY OF THESE OTHER PLACES? WHAT WOULD HAVE BEEN THE IMPACT? IS
24 THERE GOING TO BE A DETRIMENTAL IMPACT IF WE CLOSE DOWN THIS
25 TRAUMA CENTER? JUST IMAGINE PEOPLE THAT GO IN ON THEIR OWN,



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1 YOU KNOW, THE AMBULANCE DRIVERS MAY KNOW THIS OR THERE WHERE
2 TO GO AND GET ON TO THE INTERCOM AND FIGURE THAT OUT BUT THE
3 PEOPLE IN THE COMMUNITY AREN'T GOING TO KNOW WHERE TO GO EVEN
4 IF THERE WAS SERVICES AVAILABLE AND EVEN IF THEY SPOKE
5 ENGLISH. BUT I'M SURE THERE'S GOING TO BE DETRIMENTAL IMPACT.
6 WE HAVE THE PEOPLE THAT CAN SOLVE THE PROBLEM. LET THEM REPORT
7 ON THE DETRIMENTAL IMPACT. LET'S HAVE A-- MORE TIME TO REALLY
8 LOOK INTO THIS QUESTION OF CLOSING THE TRAUMA CENTER,
9 ESPECIALLY NOW THAT YOU'RE SPENDING THIS \$13 MILLION. THANK
10 YOU.

11

12 **SUP. KNABE, CHAIR:** THANK YOU. OKAY. THE ITEM IS BEFORE US.

13

14 **SUP. ANTONOVICH:** MOVE IT.

15

16 **SUP. KNABE, CHAIR:** IT'S BEEN MOVED. THE CHAIR WILL SECOND.

17

18 **SUP. BURKE:** MR. CHAIRMAN, I HAVE A MOTION. WE ARE PAYING THEM
19 \$13 MILLION TO LOOK AT THE WHOLE HOSPITAL, AND I'M GOING TO
20 MOVE THAT WE PUT THE BEILENSEN HEARING OVER UNTIL AFTER WE GET
21 THIS ASSESSMENT AND I'D LIKE TO POINT OUT TWO OR THREE THINGS
22 THAT HAVE HAPPENED SINCE WE INITIALLY STARTED ALONG THIS WHOLE
23 EVALUATION OF THE TRAUMA CENTER. NUMBER ONE, CALIFORNIA
24 HOSPITAL IS YET TO HAVE BEEN ABLE TO GET-- MOVE FORWARD TO
25 BECOME A TRAUMA CENTER. IN ADDITION TO THAT, A LARGE NUMBER OF



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1 PEOPLE ARE JUST DROPPED OFF, THEY AREN'T BROUGHT TO MARTIN
2 LUTHER KING HOSPITAL BY THE PARAMEDICS. THEY ARE DROPPED OFF
3 THERE, OFTEN AFTER THERE'S BEEN A GUNSHOT WOUND. SO THAT I
4 THINK THAT IT'S GOING TO BE REALISTIC THAT THIS GROUP IS GOING
5 TO HAVE TO LOOK AT WHAT HAPPENS TO THOSE PEOPLE WHO ARE DUMPED
6 ON THE DOORSTEPS OF MARTIN LUTHER KING HOSPITAL WHO ARE IN
7 NEED OF SOME KIND OF TRAUMA CARE. WHEN WE SEE THAT ASSESSMENT,
8 I THINK WE HAVE TO LOOK AT ALL OF THE THINGS THAT THEY'RE
9 GOING TO HAVE TO SAY THAT WE-- IF WE'RE GOING TO HAVE QUALITY
10 CARE, YOU'RE NOT GOING TO BE ABLE TO SAY, "OKAY, WE FIND
11 SOMEONE TO PICK UP THOSE PEOPLE WHO ARE DROPPED AT THE
12 DOORSTEP AND GET THEM SOMEWHERE ELSE." SO THERE ARE A NUMBER
13 OF ISSUES THAT ARE GOING TO HAVE TO BE FACED BY THEM IF THEY
14 MAKE AN ASSESSMENT OF THAT HOSPITAL AND IF THEY ARE INDEED
15 MOVING FORWARD TO IDENTIFY QUALITY OF CARE. THERE ARE A NUMBER
16 OF DATES THAT HAVE A TREMENDOUS IMPACT UPON THIS HEALTH
17 SYSTEM. WE KNOW THAT THERE IS AN APPEAL THAT WILL BE GOING TO
18 JAYCO THAT WILL BE PRESENTED AND I BELIEVE THE DATE IS OCTOBER
19 25TH OR THE 26TH. I DON'T KNOW WHAT DATE THOSE DETERMINATIONS
20 WILL BE MADE AS FAR AS WHAT WILL HAPPEN FROM THAT APPEAL. AND
21 WE KNOW THAT, IF THAT APPEAL IS NOT SUCCESSFUL, THAT, UNLESS
22 THERE'S SOME EXEMPTION, IT'S NOT GOING TO BE POSSIBLE TO HAVE
23 A TRAUMA CENTER AT THE HOSPITAL. BUT I THINK THAT ALSO IF
24 WE'RE SPENDING \$13 MILLION, WE NEED TO LOOK AT NOT JUST WHAT'S
25 GOING TO HAPPEN IN THE NEXT SIX MONTHS, WE NEED TO LOOK AT THE



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1 LONG-TERM VIABILITY OF THAT HOSPITAL AND QUALITY CARE ON THE
2 LONG TERM AS IT RELATES TO THIS HOSPITAL. WHEN WE GO OUT AND
3 FIND PEOPLE WHO ARE GOING TO TAKE POSITIONS AS ADMINISTRATORS,
4 PEOPLE WHO ARE GOING TO BE IN CHARGE OF DEPARTMENTS THERE, I
5 DO BELIEVE THAT THOSE PEOPLE NEED TO KNOW THE LONG-TERM
6 EXPECTATIONS OF THEM AS THEY TAKE ON THESE RESPONSIBILITIES.
7 SO WHAT I AM REALLY PROPOSING IS THAT WE PUT OFF THE ACTUAL
8 HEARINGS ON THE BEILENSEN HEARINGS, THE BEILENSEN HEARINGS,
9 UNTIL AFTER WE'VE HAD THIS ASSESSMENT OF WHERE WE ARE, WHAT
10 THE HOSPITAL LOOKS LIKE, AND THEN MANY OF THOSE ISSUES ARE
11 GOING TO HAVE TO BE DISCUSSED, PROBABLY ISSUES IN ADDITION TO
12 THE TRAUMA CENTER THAT WILL HAVE TO BE DISCUSSED AND WE'RE
13 GOING TO HAVE TO HAVE BEILENSEN HEARINGS ON. BUT CERTAINLY IT
14 SEEMS TO ME THAT, TO HAVE BEILENSEN HEARINGS BEFORE WE'VE HAD
15 THIS ASSESSMENT IS PREMATURE. [SCATTERED APPLAUSE]

16

17 **SUP. KNABE, CHAIR:** THERE'S A MOTION AND A SECOND ON THE FLOOR.
18 YOU'RE OFFERING THIS AS AN AMENDMENT. THERE'S A MOTION TO MOVE
19 THE ITEM AS RECOMMENDED ON THE FLOOR BUT THEN SUPERVISOR BURKE
20 IS OFFERING THIS AS AN AMENDMENT THAT WOULD RESCHEDULE THE
21 BEILENSEN. IS THERE A SECOND TO HER MOTION?

22

23 **SUP. MOLINA:** MR. CHAIRMAN?

24

25 **SUP. KNABE, CHAIR:** YES?



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1

2 **SUP. MOLINA:** I'M NOT GOING TO SECOND THE MOTION. YESTERDAY, I

3 GOT A CALL FROM MS-- CONGRESSWOMAN MAXINE WATERS ON THIS ISSUE

4 AND I THINK WE HAVE TO UNDERSTAND THE PROCESS HERE WHERE WE

5 ARE AND I TRIED TO EXPLAIN IT TO HER AT THAT TIME. THE ISSUE

6 OF THE PROPOSAL TO CLOSE DOWN THE TRAUMA SYSTEM DOES NOT COME

7 FROM THE C.M.S. REPORT OR FROM MR. FLICK OR ANYONE ELSE. THE

8 RECOMMENDATION COMES DIRECTLY FROM THE DIRECTOR OF THE

9 DEPARTMENT OF HEALTH SERVICES, DR. GARTHWAITE. WE HAVE BEEN

10 LOOKING AT MECHANISMS BY WHICH TO SAVE THE ENTIRE HOSPITAL.

11 THE PROPOSAL THAT DR. GARTHWAITE HAS RECOMMENDED TO US IS A

12 SEPARATE PROPOSAL, SEPARATE AND APART FROM THIS CONTRACT THAT

13 WE ARE PURSUING, AND I THINK IT'S IMPORTANT TO RECOGNIZE AND

14 UNDERSTAND THAT. THE ONLY CLARIFICATION THAT-- AND I MADE IT

15 CLEARLY WHEN THE FOLKS WERE BEFORE US, IS THAT THAT WILL BE

16 PART OF WHAT THEY WILL BE REVIEWING IN THEIR 60-DAY BUT IT'S

17 NOT INTENDED TO REVIEW IT FOR OUR PURPOSES OF ANY CONCLUSION,

18 REAFFIRMATION OR REVALIDATING OR OPPOSING DR. GARTHWAITE'S

19 RECOMMENDATION TO US. I THINK THAT IF, IN FACT, THERE WAS

20 SOMETHING THAT WAS SO MIRACULOUS IN THAT 60-DAY REVIEW, THAT

21 THERE WOULD BE AN OPPORTUNITY THAT SAID, YOU KNOW, IT'S SUCH

22 AN ESSENTIAL COMPONENT, I CAN'T IMAGINE THAT IT WOULD DO

23 ANYTHING TO CHANGE OUR POSITION. BUT THE ISSUE RIGHT NOW

24 BEFORE US IS THAT WE NEED TO PROCEED WITH THE BEILENSEN

25 HEARINGS IN ORDER TO LET PEOPLE KNOW AND LAY THE FACTS OUT



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1 THERE AS TO WHY WE'RE DOING IT. WHETHER THEY WANT TO LISTEN TO
2 THE FACTS OR NOT IS A DIFFERENT ISSUE BUT I THINK WE HAVE A
3 RESPONSIBILITY AND A DUTY TO GO OUT INTO THE COMMUNITY AND
4 OUTLINE THE RATIONALE AND THE REASON AND IT DOES NOT HAVE
5 ANYTHING TO DO WITH C.M.S. OR WITH ANYTHING ELSE. IT'S A
6 MATTER OF TRYING TO STABILIZE THE HOSPITAL AND GIVE US EVERY
7 OPPORTUNITY TO SAVE THE ENTIRE HOSPITAL. AND I THINK THE OTHER
8 ASPECT THAT IS IMPORTANT AS WELL AND THAT I MENTIONED TO THE
9 CONGRESSWOMAN, IS THAT EVEN BEFORE-- ONCE WE TAKE OUR
10 BEILENSEN HEARINGS, THEN IT IS UP TO THE DEPARTMENT, DR.
11 GARTHWAITE AND FRED, TO COME BACK TO US AND TELL US WHAT IS
12 THE PLAN. HOW ARE THOSE PATIENTS GOING TO BE ADDRESSED-- HOW
13 ARE-- WHETHER IT BE AMBULANCES, WHETHER PEOPLE WHO DROP OFF,
14 HOW ARE THOSE ISSUES GOING TO BE ADDRESSED BEFORE WE WOULD
15 EVEN PROCEED TO RATCHET DOWN OR TO BEGIN THE TRANSITION OF
16 CLOSING DOWN. SO WE HAVE A WAYS TO GO BUT THE-- OUR
17 RESPONSIBILITY TO THE BEILENSEN IS TO GO TO THE COMMUNITY, TO
18 LAY OUT THE FACTS AS WE KNOW THEM TODAY, TO ACCEPT OR REJECT
19 THE RECOMMENDATION BY DR. GARTHWAITE. BUT I DON'T SEE ANY
20 BENEFIT WHATSOEVER IN DELAYING OUR ENGAGEMENT WITH THE
21 COMMUNITY TO LET THEM KNOW CLEARLY WHAT IS BEFORE US AND THE
22 REASON AND THE RATIONALE THAT WE NEED TO MAKE THIS DECISION.
23 AGAIN, IF DR. GARTHWAITE CANNOT COME BACK TO US WITH A PROGRAM
24 OR A SET OF OPTIONS THAT WOULD TELL US THAT THERE IS
25 ASSURANCES THAT OTHER HOSPITALS CAN ABSORB THE TRAUMA



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1 PATIENTS, THAT WE HAVE A MECHANISM IN PLACE THAT IS GOING TO
2 PROVIDE THAT-- THOSE ASSURANCES, THEN THAT'S A DIFFERENT
3 DECISION. BUT THAT SHOULD NOT DELAY OUR PROCEEDING AND GOING
4 OUT TO THE COMMUNITY AND LETTING THEM KNOW OUR PROPOSALS AND
5 TO LET THEM KNOW, AS WELL, THAT THIS IS SEPARATE AND APART.
6 THIS IS NOT A RECOMMENDATION THAT ANYONE ELSE HAS MADE TO US,
7 JAYCO, ACCREDITATION, OR ANYTHING ELSE. THIS IS ASKING OUR OWN
8 DEPARTMENT OF HEALTH SERVICES DIRECTOR TO TELL US WHAT WOULD
9 BE THINGS THAT WE COULD PUT IN PLACE TODAY THAT WOULD HELP
10 STABILIZE THAT HOSPITAL AND DR. GARTHWAITE HAS MADE THAT
11 RECOMMENDATION. THIS CONTRACT, BY THE WAY, WHICH IS A VERY
12 GOOD IDEA BUT DOESN'T COME FROM A RECOMMENDATION DIRECTLY FROM
13 DR. GARTHWAITE, IT CAME AS A RECOMMENDATION FROM C.M.S., WHICH
14 IS WHY WE'RE PROCEEDING FORWARD, WHY WE ARE PAYING 13.2
15 MILLION FOR IT AND WHY WE'RE LOOKING FOR ACCOUNTABILITY AS
16 WELL. BUT I THINK WE NEED TO SEPARATE ALL THOSE ISSUES.
17 THERE'S NO REASON THAT WE SHOULD DELAY OUR PROCEEDING TO THE
18 COMMUNITY TO LET THEM KNOW CLEARLY THE DECISIONS THAT ARE
19 BEFORE THEM AND BEFORE US.

20

21 **SUP. KNABE, CHAIR:** IS THERE A SECOND?

22

23 **ROSALIO MUNOZ:** [INTERJECTIONS FROM THE FLOOR]

24

25 **SUP. KNABE, CHAIR:** PLEASE, SIR, SIR? YOU'RE OUT OF ORDER.



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1

2 **SUP. MOLINA:** IT IS AN OPPORTUNITY-- THE BEILENSEN HEARINGS ARE
3 A LAW THAT PUTS IN PLACE A MECHANISM IF WE ARE GOING TO
4 DOWNSIZE OR ELIMINATE SERVICES IN THE COMMUNITY, IT IS ON
5 OPPORTUNITY FOR US TO GO TO THE COMMUNITY TO PRESENT THE
6 INFORMATION TO THE COMMUNITY-- YOU CAN'T HEAR ME? ROSALIO,
7 COME ON!

8

9 **ROSALIO MUNOZ:** NO. YOU'RE SUPPOSED TO HEAR THE COMMUNITY.

10

11 **SUP. MOLINA:** THAT'S CORRECT. YOU DIDN'T LET ME FINISH MY
12 SENTENCE.

13

14 **ROSALIO MUNOZ:** OH, I'M SORRY. I'LL SHUT UP.

15

16 **SUP. MOLINA:** ALL RIGHT. THANK YOU. IT IS AN OPPORTUNITY TO
17 PRESENT THE INFORMATION BECAUSE THEY NEED TO KNOW WHERE WE ARE
18 AND HOW THIS CAME ABOUT AND THEN WE ARE SUPPOSED TO SIT THERE
19 AND LISTEN TO THEIR COMMENTS AND, AFTER WE LISTEN TO THEIR
20 COMMENTS, WE'RE SUPPOSED TO, HOPEFULLY, MAKE A DECISION BASED
21 ON ALL OF THAT INFORMATION. THAT IS WHAT THE BEILENSONS ARE
22 ABOUT, THAT IS OUR RESPONSIBILITY TO THE COMMUNITY. I THINK
23 THERE SHOULD BE NO FURTHER DELAY OF GOING TO THE COMMUNITY AND
24 LISTENING TO THOSE CONCERNS AND COMING BACK AND MAKING THE
25 IMPORTANT DECISIONS THAT THIS BOARD NEEDS TO MAKE BECAUSE THE



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1 BOTTOM LINE IS WE ARE RESPONSIBLE FOR THE PATIENT QUALITY
2 THERE, WE ARE RESPONSIBLE FOR THE PATIENT DEATHS THERE AND WE
3 ARE RESPONSIBLE FOR THE ASSURANCES THAT EVERY PATIENT SHOULD
4 HAVE THAT, IF M.L.K. IS GOING TO BE A HOSPITAL WHERE THEY'RE
5 GOING TO SEND THEIR CHILDREN, WHERE THEY'RE GOING TO GO TO
6 THEMSELVES, WHETHER IT'S GOING TO HAVE AN EMERGENCY ROOM OR A
7 TRAUMA SYSTEM, THAT THEY ARE GOING TO BE ASSURED OF PATIENT
8 SAFETY EVERY STEP OF THE WAY. THAT IS MY RESPONSIBILITY AND MY
9 DUTY AND THAT IS WHAT I WILL BE DOING IN MOVING FORWARD.

10

11 **SUP. KNABE, CHAIR:** OKAY. ALL RIGHT. IS THERE A SECOND TO
12 SUPERVISOR BURKE'S AMENDMENT? HEARING NO SECOND, THEN WE WILL
13 MOVE TO THE MAIN MOTION, WHICH IS ON THE FLOOR. IT HAS BEEN
14 MOVED AND SECONDED. ANY FURTHER DISCUSSION? ANY OBJECTIONS? SO
15 ORDERED. THANK YOU. OKAY. I THINK THAT CONCLUDES MOST OF THE
16 AGENDA. WE'LL GO TO ADJOURNMENTS. I ALSO HAVE AN ADDITIONAL
17 ADJOURNMENT, THAT WE ADJOURN IN THE MEMORY OF RUTH KAUFMAN,
18 WHO PASSED AWAY ON SUNDAY. SHE WAS A LONG-TIME MEMBER OF THE
19 MARINA DEL REY AREA AND MEMBER OF THE SANTA MONICA WINDJAMMERS
20 YACHT CLUB. SHE WAS A DEAR FRIEND OF MANY MEMBERS AND WILL BE
21 MISSED DEARLY. SHE IS SURVIVED BY HER CHILDREN, FAMILY AND
22 FRIENDS. SUPERVISOR ANTONOVICH?

23

24 **SUP. ANTONOVICH:** I'D LIKE TO MOVE IN MEMORY OF MARISA LUPICA,
25 A 15-YEAR-OLD LA CANADA RESIDENT, STUDENT AT SACRED HEART, WHO



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1 PASSED AWAY YESTERDAY. SISTER ADRIENNE KENNEDY, SISTER AT ST.
2 JOSEPH'S DE CARONDELET SINCE 1929, THE ORDER MY AUNT'S A
3 MEMBER OF. SHE'S SURVIVED BY HER THREE NEPHEWS AND A NIECE.
4 MARIA DEL ROSARIO ALVAREZ LOA, THE MOTHER OF COUNCILMAN
5 RICHARD LOA OF PALMDALE. SHE IS SURVIVED BY HER SEVEN
6 CHILDREN, 17 GRANDCHILDREN AND SEVEN GREAT-GRANDCHILDREN.
7 RICHARD IS ALSO A PUBLIC DEFENDER FOR THE COUNTY OF LOS
8 ANGELES. BEVERLY JEAN POLLACK, WHO IS FROM GRENADA HILLS. SHE
9 WAS ACTIVE WITH THE SAN FERNANDO VALLEY PREGNANCY RESOURCE
10 CENTER, AND ANGEL'S WAY MATERNITY HOME. ALPHONSE AND PEARL
11 BENTIVEGNA WHO WERE KILLED IN A TRAFFIC ACCIDENT IN ARIZONA ON
12 THEIR WAY HOME. HE WORKED FOR AN AMERICAN CAN COMPANY FOR MANY
13 YEARS, BELONGED TO THE BOY SCOUTS OF AMERICA, THE CATHOLIC-
14 ITALIAN FEDERATION, AMERICAN LEGION AND THE OPTIMIST'S CLUB OF
15 BURBANK. HE WORKED FOR EASTMAN KODAK FOR 20 YEARS AND WAS A
16 CAREGIVER FOR OVER 200 CHILDREN. KARL LANE, SENIOR, A RETIRED
17 POLICE OFFICER FROM THE CITY OF BURBANK, RETIRED DETECTIVE,
18 FOUNDING MEMBER OF THE BURBANK POLICE OFFICERS ASSOCIATION.
19 LAURA ANN SANDERS, EDUCATOR, OBTAINING GRANT PROGRAMS WHICH
20 SHE'S CREDITED WITH OBTAINING FOR HEALTHY KIDS AND EVEN START
21 IN SANTA CLARITA VALLEY. JAMES MERGEN, WHO WAS THE FORMER
22 GENERAL MANAGER AT KGIL, ALSO WORKED AT KLAC, KIIS RADIO
23 STATIONS. RONALD CURTIS, WHO WAS WORLD WAR II VETERAN AND ALSO
24 WAS INVOLVED IN TEACHING LANGUAGES. SENATOR ALFRED SONG, A MAN
25 I SERVED WITH IN THE CALIFORNIA STATE LEGISLATURE PASSED AWAY.



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1

2 **SUP. KNABE, CHAIR:** ALL MEMBERS.

3

4 **SUP. ANTONOVICH:** HE WAS NOTABLE FOR A NUMBER OF BILLS
5 INCLUDING THE OVERHAUL OF THE CALIFORNIA EVIDENCE CODE, GUIDE
6 TO THE RULE OF EVIDENCE ADMISSIBLE IN COURT BUT AS-- AND HE
7 WAS A WORLD WAR II VETERAN, GRADUATE OF U.S.C. SCHOOL OF LAW.
8 AND SYLVIA POLK FROM MONROVIA AND MEMBER OF THE SECOND BAPTIST
9 CHURCH THERE. SO MOVED.

10

11 **SUP. KNABE, CHAIR:** SO ORDERED.

12

13 **SUP. MOLINA:** ALL RIGHT. YOU'RE GOING TO PUT ME ON SENATOR
14 SONG'S? OKAY. GOOD.

15

16 **SUP. KNABE, CHAIR:** PUT ALL MEMBERS.

17

18 **SUP. MOLINA:** OH, OKAY. GOOD.

19

20 **SUP. KNABE, CHAIR:** SO SUPERVISOR MOLINA, DO YOU HAVE ANY
21 ADJOURNMENTS?

22

23 **SUP. MOLINA:** I DON'T HAVE ANY ADJOURNMENTS BUT I HAVE A MOTION
24 I'D LIKE TO READ IN FOR NEXT WEEK-- NOT FOR THIS WEEK, FOR
25 NOW. IT'S AN EMERGENCY MOTION AND I THINK THEY'RE GOING TO



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1 PASS IT OUT. ON SATURDAY, OCTOBER THE 16TH OF 2004, A UNION
2 PACIFIC CARGO TRAIN CRASHED INTO HOMES IN THE UNINCORPORATED
3 AREA OF LOS ANGELES. RAIL OFFICIALS CITED THAT A DEFECT IN THE
4 STEEL TRACK WAS A PROBABLE CAUSE OF THE BREAK. 25 HOMES WERE
5 IMPACTED, TWO HOMES SUFFERED IRREPARABLE DAMAGES AND TWO MORE
6 HOMES SUSTAINED MINOR DAMAGES. THIS IS A VERY DISTURBING
7 DEVELOPMENT IN THE WAKE OF LAST YEAR'S ACCIDENT IN THE CITY OF
8 COMMERCE WHEN A UNION PACIFIC DERAILMENT DAMAGED HOMES AND
9 TERRIFIED RESIDENTS. UNION PACIFIC MUST BE HELD ACCOUNTABLE
10 FOR ENSURING SAFETY OF ITS TRACKS. THESE ARE THE SAME TRACKS
11 THAT ARE UTILIZED BY METRO LINE COMMUTER LINES EACH WEEKDAY.
12 ACCORDING TO OFFICIALS, RAIL TRACKS ARE MONITORED THREE TIMES
13 A WEEK TO IDENTIFY PROBLEMS. HOWEVER, THE SAFETY OF RESIDENTS
14 SHOULD BE THE UTMOST-- OF THE UTMOST IMPORTANCE AND MEASURES
15 SHOULD BE PUT IN PLACE TO PROTECT RESIDENTS FROM FUTURE
16 DERAILMENTS. I, THEREFORE, MOVE THAT THE BOARD OF SUPERVISORS
17 INSTRUCT COUNTY COUNSEL TO WORK WITH THE OFFICE OF EMERGENCY
18 MANAGEMENT AND THE APPROPRIATE FIRST RESPONDERS FROM THE
19 COUNTY TO REVIEW AND REPORT BACK WITHIN 15 DAYS REGARDING THE
20 SAFETY ISSUES RELATED TO FATIGUE RAIL TRACK IN THE
21 UNINCORPORATED COMMUNITIES WITH RECOMMENDATIONS FOR SAFETY IN
22 THE UNINCORPORATED AREAS NEAR RAILROAD TRACKS, INCLUDING BUT
23 NOT LIMITED TO CREATING BUFFER ZONES AND IMPACTED COMMUNITIES
24 AND RECOMMENDATIONS REGARDING THE AMENDMENT OF STATE LAWS
25 RELATED TO RAILROAD SAFETY, WITH PARTICULAR EMPHASIS ON



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1 ESTABLISHING SPECIAL RAILROAD TRACK STANDARDS FOR RAIL
2 OPERATIONS AND AREA POSING LOCAL SAFETY HAZARDS, PURSUIT OF
3 LONG LEGAL REMEDIES FOR THE RESIDENTS IN THE COUNTY AND THE
4 DAMAGES CAUSED BY, IN THIS INSTANCE AND IN THE OTHERS, WHEN
5 UNION PACIFIC VIOLATES ITS DUTIES TO MAINTAIN A SAFE RIGHT-OF-
6 WAY. AND, FINALLY, TO DIRECT THE COUNTY COUNSEL TO REQUEST
7 THAT UNION PACIFIC AND THE NATIONAL TRANSPORTATION SAFETY
8 BOARD SUBMIT TO THIS BOARD A STATUS REPORT OF ITS INSPECTION
9 OF RAIL TRACKS IN L.A. COUNTY.

10

11 **SUP. KNABE, CHAIR:** I THINK WE CAN FIND URGENCY ON THAT SINCE
12 IT HAPPENED WITHIN 72 HOURS. IS THAT CORRECT?

13

14 **RAY FORTNER, COUNSEL:** MR. CHAIRMAN, SINCE THIS ESSENTIALLY IS
15 A REPORT BACK, YOU WOULD NOT NEED TO FIND AN EMERGENCY AND IT
16 CAN BE DONE TODAY.

17

18 **SUP. MOLINA:** BUT I WANT THE REPORT BACK IN 15 DAYS. NO
19 PROBLEM?

20

21 **RAY FORTNER, COUNSEL:** THAT'S NOT A PROBLEM.

22

23 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR MOLINA, THE CHAIR WILL
24 SECOND. WITHOUT OBJECTION, SO ORDERED. SUPERVISOR BURKE, YOUR
25 ADJOURNMENTS?



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1
2 **SUP. BURKE:** I ALSO HAD A MOTION ON SENATOR AL SONG. I SERVED
3 WITH HIM. WHEN HE WAS IN THE SENATE, I WAS IN THE ASSEMBLY AND
4 CERTAINLY HAVE WORKED WITH HIS DAUGHTER OVER A PERIOD OF YEARS
5 ON MANY DIFFERENT CAMPAIGNS AND OTHER THINGS AND HIS FAMILY. I
6 WANT TO JOIN IN SAYING THAT WE GIVE THEM OUR DEEPEST SYMPATHY
7 BUT ALSO SENATOR SONG, I THINK, WAS THE FIRST KOREAN-AMERICAN
8 EVER TO SERVE IN THE LEGISLATURE, AND LEFT A BIG MARK ON IT
9 AND A PERSON WHO WAS OUTSTANDING ATTORNEY AS WELL AS A
10 SENATOR. ALSO, HAROLD NEAL MARTIN, WHO PASSED AWAY ON
11 SEPTEMBER 29TH AT THE AGE OF 72, A LONG-TIME RESIDENT OF THE
12 CITY OF HAWTHORNE AND RETIRED FROM THE HAWTHORNE POLICE
13 DEPARTMENT IN 1989 AFTER 31 YEARS OF OUTSTANDING PUBLIC
14 SERVICE. HE AND HIS WIFE, PATSY, MOVED TO MARIETTA IN 2000 TO
15 BE NEAR THEIR SON AND GRANDDAUGHTER. HAROLD IS SURVIVED BY HIS
16 LOVING WIFE OF 48 YEARS, PATSY, HIS SON AND DAUGHTER, MIKE AND
17 SUSIE, HIS PRECIOUS GRANDDAUGHTER, SKYLAR ANN MARTIN, HIS
18 SISTER MILLIE ANN HELEN, NUMEROUS NIECES, NEPHEWS AND FRIENDS
19 HE CALLED HIS FAMILY. HE WILL BE SORELY MISSED. AND MRS. NORA
20 KING, LONG-TIME COMMUNITY ACTIVIST, WHO PASSED AWAY LAST WEEK
21 AT ST. FRANCES HOSPITAL. SHE WAS A RESIDENT OF NICKERSON
22 GARDENS AND WAS A LONG-TIME HOUSING AUTHORITY RESIDENT
23 COORDINATOR. SHE WAS ACTIVE IN MANY COMMUNITY PROGRAMS,
24 INCLUDING THE ANNUAL TURKEY GIVEAWAY AND TOY DRIVE PROGRAM
25 DURING THE HOLIDAY SEASON. AND FENTON KING, WHO PASSED AWAY IN



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1 SAN FRANCISCO. HE WAS THE BELOVED FATHER OF TERRY KING AND HIS
2 FORMER WIFE, LEVITA.

3

4 **SUP. KNABE, CHAIR:** SO ORDERED.

5

6 **SUP. BURKE:** I HAVE A COUPLE OF MOTIONS. ONE OF THESE MOTIONS
7 IS FOR A REWARD AND DO I HAVE TO PUT IT ON FOR NEXT WEEK? NO?
8 OKAY. WELL, ON WEDNESDAY, SEPTEMBER 8TH, 18-YEAR-OLD JO EDDIE
9 BROWN WAS SHOT AT THE CORNER OF LINDBERGH AVENUE AND CEDAR
10 STREET IN THE CITY OF LYNWOOD. HE DIED THE FOLLOWING DAY AT
11 ST. FRANCIS HOSPITAL FROM A GUNSHOT WOUND TO THE HEAD. JO LEFT
12 BEHIND HIS MOTHER, MARIA C. OSUNA AND HIS SISTER, EVA
13 ESCAVITO. THE SUSPECT, IDENTIFIED BY WITNESSES, WAS DRIVING A
14 BLACK COMPACT CAR. THEREFORE, I MOVE THAT THE BOARD OF
15 SUPERVISORS OFFER A REWARD IN THE AMOUNT OF \$10,000 FOR
16 INFORMATION LEADING TO THE ARREST AND CONVICTION OF THE PERSON
17 RESPONSIBLE FOR THE MURDER OF JO EDDIE BROWN.

18

19 **SUP. KNABE, CHAIR:** SO ORDERED. I'LL SECOND IT.

20

21 **SUP. BURKE:** ALL RIGHT. I HAVE ONE OTHER, WHICH IS A REPORT
22 BACK. WE ALL KNOW THAT LOS ANGELES COUNTY, AS WELL AS THE
23 NATION, IS SUFFERING FROM A MAJOR SHORTAGE OF THE FLU VACCINE.
24 WITH THE U.S. FLU SHOT SUPPLY CUT IN HALF, LOS ANGELES COUNTY
25 DEPARTMENT OF HEALTH SERVICES HAD TO CANCEL OUR ANNUAL FLU



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1 IMMUNIZATION PROGRAM. SINCE FEWER PEOPLE WILL BE VACCINATED,
2 THERE WILL BE AN INCREASE IN THE NUMBER OF RESIDENTS WHO WILL
3 SUFFER FROM THE FLU AND MEDICAL COMPLICATIONS STEMMING FROM
4 THE FLU. THEREFORE, WE CAN EXPECT A TEMPORARY SURGE IN THE
5 USAGE OF OUR EMERGENCY ROOMS. TO TREAT THESE RESIDENTS,
6 HOSPITALS AND CLINICS WILL BE RELYING ON ANTI-VIRAL DRUGS,
7 WHICH ARE AN IMPORTANT SECOND STEP OF DEFENSE AGAINST THE FLU
8 AND CAN HALT THE SPREAD OF THE FLU VIRUS ONCE IT INVADES THE
9 BODY. I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS INSTRUCT
10 THE DIRECTOR OF HEALTH SERVICES TO REVIEW WHAT IMPACT THIS
11 INCREASE OF PATIENTS WILL HAVE ON OUR ALREADY-OVERCROWDED
12 EMERGENCY ROOMS AND WHAT PLANS MUST BE IMPLEMENTED TO ADDRESS
13 THIS INCREASE AND TO REPORT ON WHAT STEPS THE DEPARTMENT IS
14 TAKING TO ENSURE THAT LOS ANGELES COUNTY HAS AN ADEQUATE
15 SUPPLY OF ANTI-VIRAL DRUGS OR OTHER TREATMENTS AND, THREE, TO
16 PRESENT THE FINDINGS TO THE BOARD ON NOVEMBER 3RD AT THAT
17 BOARD MEETING. I UNDERSTOOD, FROM WHAT I HEARD ON TELEVISION
18 YESTERDAY, THAT THERE ARE A NUMBER OF OTHER VACCINES OR--
19 OTHER THAN THE FLU SHOT THAT CAN VERY WELL BE TAKEN THAT WILL
20 ASSIST IN PREVENTING SOME OF THE PNEUMONIA THAT MAY FOLLOW
21 FROM THE FLU AND ALSO THE POSSIBILITY OF MENINGITIS. I'D LIKE
22 TO ALSO HAVE OUR HEALTH DEPARTMENT REPORT ON WHAT THE
23 POSSIBILITY IS OF MAKING SOME OF THESE AVAILABLE TO PEOPLE
24 WITHIN THE COUNTY FAMILY AS WELL AS OTHERS WHO UTILIZE OUR
25 FACILITIES. THAT CONCLUDES MY MOTIONS.



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1

2 SUP. KNABE, CHAIR: OKAY.

3

4 SUP. BURKE: THAT WAS A REPORT BACK.

5

6 SUP. KNABE, CHAIR: ALL RIGHT. SO ORDERED. ZEV, ANY
7 ADJOURNMENTS?

8

9 SUP. YAROSLAVSKY: I DO. I ASK THAT WE ADJOURN IN THE MEMORY OF
10 DAVID TAKISHITA-- EXCUSE ME, DAVID TAKESHTA, A LONG-TIME
11 RESIDENT OF THE SAN FERNANDO VALLEY, ASSISTANT BASKETBALL
12 COACH AT GRANADA HILLS HIGH SCHOOL, WHO UNEXPECTEDLY AND
13 TRAGICALLY PASSED AWAY LAST WEEK AT THE AGE OF 48. HE'S ALSO
14 THE BROTHER-IN-LAW OF BRYCE YOKOMIZO, OUR DIRECTOR...

15

16 SUP. KNABE, CHAIR: ALL MEMBERS.

17

18 SUP. YAROSLAVSKY: DID YOU ALREADY DO THAT? OKAY. ALL MEMBERS.

19

20 SUP. KNABE, CHAIR: ALL MEMBERS.

21

22 SUP. YAROSLAVSKY: SORRY. I DIDN'T REALIZE YOU'D DONE THAT.

23

24 SUP. KNABE, CHAIR: NO, HE DIDN'T DO IT. NO, HE JUST WANTED TO
25 BE ON IT. ALL MEMBERS.



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1

2 **SUP. YAROSLAVSKY:** OH, OKAY. SO HE IS SURVIVED BY HIS WIFE
3 JUDY, TWO DAUGHTERS, KELLEY AND TRACY, AND OTHER FAMILY
4 MEMBERS. ALSO ASK THAT WE ADJOURN IN THE MEMORY OF WILLIE
5 JAMES SUTTON, WHO RECENTLY PASSED AWAY, SURVIVED BY HIS SISTER
6 ALMA TEASELY, WHO'S A VALUED MEMBER OF THE COUNTY FAMILY AND
7 KNOWN TO MANY OF US ON THE EIGHTH FLOOR HERE IN THE HALL OF
8 ADMINISTRATION.

9

10 **SUP. KNABE, CHAIR:** ALL MEMBERS.

11

12 **SUP. YAROSLAVSKY:** ALSO MOVE THAT, WHEN WE ADJOURN TODAY, WE
13 ADJOURN IN THE MEMORY OF ALEXANDRIA LOZANO, A RESIDENT OF
14 RESEDA, WHO SUCCUMBED TO CANCER AT THE AGE OF 11 YEARS OLD,
15 BRAIN CANCER. SHE'S SURVIVED BY HER PARENTS, VINCENT AND KATHY
16 LOZANO, TWO BROTHERS, VINCENT AND ISAAC, AND GRANDPARENTS, JOE
17 AND VIRGINIA LOZANO, WHO HAVE BEEN ACTIVE IN THE PACOIMA
18 PARADE AND I'VE HAD THE PLEASURE OF MEETING THERE. I'M SURE
19 THE WHOLE BOARD WILL JOIN ME IN MOURNING ALEXANDRIA'S UNTIMELY
20 LOSS.

21

22 **SUP. KNABE, CHAIR:** ALL MEMBERS. OKAY. SO ORDERED. PUBLIC
23 COMMENT. DEBORAH RAYFORD. IS DEBORAH STILL HERE? DEBORAH IS
24 GONE. OKAY. THEN IF YOU'LL READ US INTO CLOSED SESSION,
25 PLEASE.



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1 **CLERK VARONA-LUKENS:** THANK YOU, MR. CHAIRMAN. IN ACCORDANCE
2 WITH BROWN ACT REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE
3 BOARD OF SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS
4 ITEM CS-1, CONFERENCE WITH LEGAL COUNSEL REGARDING EXISTING
5 LITIGATION; ITEM CS-2, CONFERENCE WITH LEGAL COUNSEL REGARDING
6 SIGNIFICANT EXPOSURE TO LITIGATION, ONE CASE; ITEM CS-3,
7 INTERVIEW AND CONSIDER CANDIDATES FOR APPOINTMENT TO THE
8 POSITION OF COUNTY COUNSEL; AND ITEM CS-4, CONFERENCE WITH
9 REAL PROPERTY NEGOTIATORS DAVID E. JANSSEN AND MARTHA
10 WELLBORN, AS INDICATED ON THE POSTED AGENDA. THANK YOU.

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1 REPORTER'S CERTIFICATE I, Jennifer A. Hines, Certified
2 Shorthand Reporter Number 6029/RPR/CRR qualified in and for
3 the State of California, do hereby certify:

4
5 That the foregoing transcript of recorded proceedings was
6 taken on Tuesday, October 19, 2004, at the time and place
7 therein set forth and recorded by the Los Angeles County Board
8 of Supervisors, thereafter transcribed into typewriting under
9 my direction and supervision;

10
11 And I hereby certify that the foregoing transcript of recorded
12 proceedings is a full, true, and correct transcript of the
13 recorded proceedings before the Los Angeles County Board of
14 Supervisors.

15
16 I further certify that I am neither counsel for nor related to
17 any party to said action, nor in anywise interested in the
18 outcome thereof.

19
20 IN WITNESS WHEREOF, I have hereunto set my hand this 22nd day
21 of October, 2004. _____(Signature on File)_____ JENNIFER A.
22 HINES CSR No. 6029/RPR/CRR

23