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TRANSCRIPTION OF RECORDED INTERVIEW

OF

Ted Jackson

October 9, 2012

Sacramento, California

Investigation of Department of Parks &  
Recreation - Financial Irregularities

Interviewed by: Thomas M. Patton  
Deputy Attorney General  
Office of the Attorney  
General  
State of California

Transcribed by: David Rutt,  
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TED JACKSON

1 MR. PATTON: All right. We're on  
2 the record at 10:33 a.m. Today is Tuesday,  
3 October 9, 2012. This is Thomas M. Patton,  
4 Deputy Attorney General, speaking. With me is  
5 Michael Mattson. He's an agent with the  
6 Department of Justice.

7 Here's my card. And we have with us  
8 today -- if you would, say your name and spell  
9 your last name for the record, sir.

10 MR. JACKSON: Theodore Jackson, Jr.,  
11 J-A-C-K-S-O-N.

12 MR. PATTON: And Mr. Jackson, I  
13 understand that you're retired from the State  
14 of California.

15 MR. JACKSON: That's correct.

16 MR. PATTON: And you retired from  
17 the Parks Department, right?

18 MR. JACKSON: Yes.

19 MR. PATTON: And your last position  
20 there was what?

21 MR. JACKSON: I was a sector  
22 superintendant at Folsom Lake.

23 MR. PATTON: And when did you  
24 retire?

25 MR. JACKSON: December -- it was

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1 about December 31st, 2011.

2 MR. PATTON: So the end of last  
3 year --

4 MR. JACKSON: Yeah.

5 MR. PATTON: -- the last day.

6 MR. JACKSON: It might have been  
7 December 30th.

8 MR. PATTON: Okay.

9 MR. JACKSON: I forgot how they --  
10 there's some tricky thing with it, but anyway  
11 it was -- it was one of those days.

12 MR. PATTON: So you were a sector  
13 superintendant at Folsom Lake. That was your  
14 last -- and you were -- that was full time,  
15 permanent full time, right?

16 MR. JACKSON: Yeah.

17 MR. PATTON: Okay. And how long had  
18 you been in that position?

19 MR. JACKSON: I left headquarters  
20 in -- like three years.

21 MR. PATTON: Okay.

22 MR. JACKSON: Since 2009.

23 MR. PATTON: Yeah. 2009-'10-'11?

24 MR. JACKSON: Um-hum.

25 MR. PATTON: Okay. And before that,

TED JACKSON

1 what were you doing at Parks?

2 MR. JACKSON: I was the deputy  
3 director for Park Operations.

4 MR. PATTON: So -- and before we got  
5 on the record, you were telling me you did  
6 that for about four years?

7 MR. JACKSON: I was deputy director  
8 from November of 2004 to February of 2009.

9 MR. PATTON: All right. You got a  
10 good memory. Yep, a little over four years.  
11 And before you'd been deputy director for  
12 Parks Operations, what else had you done? And  
13 maybe if you want to start at the beginning.  
14 You spent a total of how long with Parks?

15 MR. JACKSON: 28 years --

16 MR. PATTON: Um-hum.

17 MR. JACKSON: -- something like  
18 that, 27 years.

19 MR. PATTON: Do you remember what  
20 year you started?

21 MR. JACKSON: I started in '81.

22 MR. PATTON: And kind of just walk  
23 us through the various positions you held.

24 MR. JACKSON: I was a park ranger,  
25 state park ranger.

TED JACKSON

1 MR. PATTON: Where was that?

2 MR. JACKSON: Numerous locations --

3 MR. PATTON: Um-hum.

4 MR. JACKSON: -- Los Angeles,  
5 Ventura, Santa Barbara, Folsom.

6 MR. PATTON: Um-hum.

7 MR. JACKSON: I went down to  
8 headquarters and worked in the department's  
9 human rights office.

10 MR. PATTON: When was that?

11 MR. JACKSON: 1995-'6, '95-'96. I  
12 worked over at the Department of Consumer  
13 Affairs.

14 MR. PATTON: You say in headquarters  
15 Human Rights Department?

16 MR. JACKSON: Human --

17 MR. PATTON: You mean Labor  
18 Relation --

19 MR. JACKSON: No, Department of --  
20 no, as they deal with -- it's the department  
21 that deals with sexual harassmt and EEO  
22 complaints and --

23 MR. PATTON: EEO. Okay.

24 MR. JACKSON: Yeah, equal  
25 opportunity and --

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1 MR. PATTON: Okay.

2 MR. JACKSON: -- discrimination  
3 complaints.

4 MR. PATTON: Okay.

5 MR. JACKSON: Things of that nature.

6 MR. PATTON: And then you said you  
7 went where?

8 MR. JACKSON: I went and worked for  
9 the Department of Consumer Affairs in their  
10 licensing division for like three years. I  
11 was going to school.

12 MR. PATTON: Oh, okay.

13 MR. JACKSON: So I went and worked  
14 for them for three years. I came back to  
15 Parks in '99, and I worked as the assistant to  
16 the Park and Recreation Commission. And I  
17 became a district superintendant at what was  
18 then called San Joaquin District down in  
19 Fresno, and that was in 2000. In 2002, I  
20 became southern division chief, and in 2004, I  
21 became -- in 2004, I became deputy director.

22 MR. PATTON: What was your degree in  
23 that you were earning?

24 MR. JACKSON: Business, accounting.

25 MR. PATTON: Accounting?

1 MR. JACKSON: Yeah.

2 (Indiscernible).

3 MR. PATTON: Yeah, we do.

4 Appreciate it.

5 Where did you go to school?

6 MR. JACKSON: Sac State.

7 MR. PATTON: All right. Well,  
8 good -- sounds like a good career. Good  
9 effort getting a degree while you're working.

10 So you came back in '04 to HQ --

11 MR. JACKSON: That's correct.

12 MR. PATTON: -- southern division  
13 chief.

14 MR. JACKSON: It was located down in  
15 Los Angeles.

16 MR. PATTON: Yeah, yeah. Now,  
17 you've read the news report and we've talked a  
18 little bit before we went on record, and I  
19 pulled out these Finance Department  
20 spreadsheets that show -- I was showing you  
21 what the finance documents indicate as the  
22 amount underreported in the State Parks and  
23 Rec Fund, the SPRF, S-P-R-F. You're familiar  
24 with that fund, right?

25 MR. JACKSON: Yes.

1 MR. PATTON: And as -- in  
2 Operations, we understand that the majority of  
3 the monies -- this is a special fund that  
4 involves generated revenue, fee revenue,  
5 license agreement revenue, yeah?

6 MR. JACKSON: That fund?

7 MR. PATTON: Yeah.

8 MR. JACKSON: Yes. Fee revenue and  
9 concession money and ticket money, yeah.

10 MR. PATTON: So you're pretty  
11 familiar with that fund and how the monies are  
12 derived?

13 MR. JACKSON: Yeah, I mean I'm --  
14 yeah.

15 MR. PATTON: Yeah.

16 MR. JACKSON: I'm aware of it, sure.

17 MR. PATTON: Yeah. And you were the  
18 manager of Operations, so this is one of the  
19 main funding sources for Operations, right?

20 MR. JACKSON: Right.

21 MR. PATTON: And what are the other  
22 funding sources?

23 MR. JACKSON: Well, there's numerous  
24 funding sources, but the primary funding  
25 sources for Parks, and I'm not a budget geek,



1 but the primary funding sources, to my  
2 knowledge, are the SPRF fund, General Fund,  
3 and then there's a bunch of special funds. We  
4 get some oil fund money, we get some  
5 conservation money -- I mean some recycling  
6 money. There's a bunch of monies that  
7 contribute. And there's even Parks and  
8 special projects that are funded through  
9 special legislative agreements or what have  
10 you. But I think the bulk of the money for  
11 operations of the state park system comes from  
12 the General Fund and the fee revenue or the  
13 SPRF fund.

14 MR. PATTON: So General Fund and  
15 SPRF are the primary monies, yeah.

16 MR. JACKSON: I think so, yeah.

17 MR. PATTON: Do you know -- do you  
18 have an idea out of the amount of money  
19 appropriated and raised -- both appropriated  
20 through the General Fund and raised and  
21 appropriated in SPRF? Do you have any idea  
22 how much of the budget overall Operations  
23 spends as opposed to the rest of the  
24 department?

25 MR. JACKSON: Yeah. I know -- I

1 think there were some ballpark numbers that  
2 were thrown around. My guess is it's  
3 somewhere around 200 to 250 million dollar.  
4 That's pretty wide but -- you know, I think --  
5 my understanding is that the department's  
6 budget is about 400 million dollars, somewhere  
7 around there.

8 MR. PATTON: And Ops is 200 to 250  
9 million?

10 MR. JACKSON: Yeah.

11 MR. PATTON: Okay.

12 MR. JACKSON: I've never seen a hard  
13 number on that. I imagine it's in the  
14 governor's budget.

15 MR. PATTON: Yeah. And you think  
16 Park's total is around 400, ballpark.

17 MR. JACKSON: Um-hum.

18 MR. PATTON: Yeah. Tell us -- so  
19 you've seen -- in these reports you've seen  
20 the spreadsheet now where I've showed you  
21 that, and I'm primarily focusing on SPRF, and  
22 we actually didn't go all the way through the  
23 years from '93 to 2011 just to show you that  
24 there was a fairly small disparity hovering  
25 around 4 million, 4, 2.3, 5, 6.3 early on

1 between '93 and '97. And then in '98, this  
2 disparity started to grow, and 9.3 is the  
3 disparity in '98, 13.8 million in '99, just  
4 under 20 million in 2000. It keeps on growing  
5 until '03 it hit a peak of 29 million, and  
6 then it started coming down to 26.6 million in  
7 '04, 23.9 million and then -- in '05. And  
8 then in the last six years, it's been fairly  
9 consistently around 20 to 21 million.

10 When you arrived in headquarters to  
11 take over Operations, you said, was November  
12 of '04, I think, so at the end of the first  
13 fiscal year when you've been there, the number  
14 is coming down, and then it kind of hit --  
15 while you were there, sort of hit its  
16 stability point where it wasn't changing a  
17 whole lot. And what we want to know is what  
18 was ever discussed with, I assume -- so as  
19 deputy director for Ops, you're stationed at  
20 headquarters on the fourteenth floor, right?

21 MR. JACKSON: Yes.

22 MR. PATTON: Yeah. And you've got  
23 your administrative services sections down on  
24 the tenth, right?

25 MR. JACKSON: Right.

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1 MR. PATTON: And so you're part  
2 of -- we understand there's something called a  
3 large and a small executive committee.

4 MR. JACKSON: Yes.

5 MR. PATTON: And the deputy director  
6 for Ops is on both of those?

7 MR. JACKSON: Yeah.

8 MR. PATTON: So every week you're in  
9 a meeting with various management including  
10 the director, right?

11 MR. JACKSON: Correct.

12 MR. PATTON: And what we want to  
13 know is what, if anything, you ever heard  
14 about funds, a slush fund or funds being held  
15 in reserve or what -- either in those meetings  
16 or outside of those meetings.

17 MR. JACKSON: I don't really  
18 remember any conversation about slush fund  
19 ever in any direct manner that I can recall.  
20 In talking to Manuel, Manuel used to talk  
21 about what he would use for his float, but he  
22 didn't talk about the SPRF fund and the OH --

23 MR. PATTON: What he would use for  
24 his float?

25 MR. JACKSON: For his float, yeah,

1 to make the numbers work at the end of the  
2 year. But he talked about that in terms of --  
3 my recollection is he talked about it in terms  
4 of -- we had a 6 million dollar -- I think it  
5 was 6 million dollar water, waste water  
6 allowance that was given to us by Finance. So  
7 the big deal on the SPRF fund is that  
8 regardless of how much money we make, we can  
9 only spend what we have the authority -- the  
10 spending authority to spend.

11 So in any given year, if we make 100  
12 million dollars, let's say, in revenues,  
13 concessions, and tickets and so forth, but the  
14 legislature says you can only spend -- you  
15 only have spending authority for 75 million,  
16 then that's my understanding of how this fund  
17 builds up that way, is that regardless of how  
18 much money we make in any given year, when  
19 they build our budget, they tell us this is  
20 how much money you're going to be able to  
21 spend out of your fee revenue money.

22 Well, they gave us an allowance  
23 somewhere -- I want to say around maybe 2000  
24 or something which said that if we could raise  
25 the 6 million dollars additional that they

1 would allow us to use that because our -- we  
2 had such extreme issues, infrastructure issues  
3 around water and waste water, sewerage plants,  
4 treatment plants, old facilities, that kind of  
5 stuff. They said we'll just give you this 6  
6 million dollar blanket where you can --  
7 allowance where you, if you make the money,  
8 you can go ahead and spend that additional  
9 money.

10 So Manuel would talk about his float  
11 in terms of that's what his float was, that he  
12 had this extra 6 million dollars that he could  
13 play with to help make the numbers work if he  
14 had to do that. But that's all I remember. I  
15 don't ever remember being in an executive  
16 staff meeting and the conversation coming up  
17 about the SPRF fund or the OHV fund in the  
18 context of using it as a -- in the context of,  
19 A, what the balance was or, B, using it in  
20 some capacity.

21 MR. PATTON: So the only thing you  
22 recall ever hearing about was this 6 million  
23 dollars sounds like sort of conditional  
24 appropriation authority if you raise that  
25 revenue --

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1 MR. JACKSON: That's correct.

2 MR. PATTON: -- above your --  
3 whatever your regular projection and  
4 appropriation was.

5 MR. JACKSON: Yes. Our projection  
6 needed to be around 70 million.

7 MR. PATTON: Um-hum.

8 MR. JACKSON: And I think part of  
9 what was happening here, I think -- my guess  
10 is, at least the change that occurred in  
11 '00 -- in '99 -- I don't remember which it  
12 was, it was either '99 or '00, that's when  
13 Rusty and Gray Davis cut the fees. And I can  
14 see Becky putting some money away because they  
15 cut the fees, and that was our fee revenue,  
16 and we had no idea what would -- and remember,  
17 I wasn't at headquarters, so I'm -- this is  
18 total speculation on my part right now. I was  
19 assistant to the commission. But my sense is,  
20 is that if you cut your fees in half and  
21 you're the green visor person, the budget  
22 person that has to make the numbers work,  
23 you're going to start getting worried without,  
24 wow, are we going to be able to make our  
25 number? And they were awash in dotcom money,

1 so that's why they did it, right.

2 The government in general had a lot  
3 of money, so they were going to -- they  
4 basically made a promise that we'll make you  
5 whole, State Parks, if you end up losing on  
6 this, is how I think it worked. My sense is  
7 that Becky started to get a little scared  
8 about what would happen, and because this  
9 money would carry over from year to year, you  
10 could just employ it; it's fee money. So  
11 let's say in one of these years, instead of  
12 getting the 70 million, you only get to 68  
13 million, well, then you'd take 2 million of  
14 this money out of reserve and you still made  
15 your fee money for that year. You know what  
16 I'm saying?

17 MR. PATTON: Kind of. So you think  
18 that -- what you're saying in the growth years  
19 '97 and '98 going forward where you see a 3,  
20 4, 6 million dollar growth, you think that  
21 this may relate to that?

22 MR. JACKSON: Well, we were -- I  
23 mean, in the context -- if you just look at  
24 this in the context of the times, in '92 and  
25 '93, we went through Phoenix, so that's when



1 the bottom fell out of state government, in  
2 '90, '91, '92, right around there. Pete  
3 Wilson and the aero-defense -- aerospace  
4 industry or the defense industry -- because  
5 the Soviet threat went away and everything.  
6 So I don't remember if you remember, but in  
7 '92 the bottom fell out -- in '91 and '92, the  
8 bottom fell out of California, and southern  
9 California, a lot of people were losing their  
10 homes. Big companies like McDonald Douglas  
11 and stuff were losing big contracts and kind  
12 of like what we're going through now, and  
13 there is a little bit more.

14 So anyways -- so what flipped at  
15 that time was that up until that point, I  
16 think Parks had been pretty much been able to  
17 rely on General Fund to carry them through  
18 because the State was in much healthier fiscal  
19 conditions, but at that point in time, they  
20 had to cut the department. They cut the  
21 department by 30 million dollars. And the  
22 onus was switched to all of a sudden your fee  
23 revenue became really, really important  
24 because now we were making the argument that  
25 we were going to keep the park system open,

1 we'd make these severe cuts, and we would also  
2 raise fees, and we would make up this hole  
3 that we were going to get because our General  
4 Fund is going to get cut.

5 So that was the context of these  
6 times right here, and so as a budget manager,  
7 you know, I got to imagine Becky is worried  
8 because now, all of a sudden, revenue is  
9 really, really important, every dime is  
10 important, and we're jacking our fees up. So  
11 into that, all of a sudden, '98 and '99 comes  
12 around, '99 we got a brand new administration  
13 and we got a lot of money running around  
14 because of the dotcom and --

15 MR. PATTON: So what --

16 MR. JACKSON: -- Rusty and Gray cut  
17 the fees.

18 MR. PATTON: So wait, wait, wait.  
19 So all of a sudden the General Fund  
20 appropriation came back up as the economy --

21 MR. JACKSON: They didn't increase  
22 our General Fund, but they did give us one-  
23 time stuff.

24 MR. PATTON: Um-hum.

25 MR. JACKSON: So yeah, de facto our

1 general fee you could argue that our General  
2 Fund went up.

3 MR. PATTON: Okay.

4 MR. JACKSON: And so --

5 MR. PATTON: You were getting some  
6 sizable one-time --

7 MR. JACKSON: Yes.

8 MR. PATTON: -- appropriations.

9 MR. JACKSON: Yeah. Like in this  
10 case, they said you cut the fees, and at that  
11 point we were relying -- let's say we were  
12 relying on 70 million dollars in fee revenue,  
13 you cut the fees in half, which is what we  
14 did, and we got rid of a bunch of nuisance  
15 fees. I mean, it was dramatic. They made a  
16 big deal out of it.

17 MR. PATTON: '99?

18 MR. JACKSON: '99, 2000.

19 MR. PATTON: Yeah.

20 MR. JACKSON: Just go and plug it --  
21 Rusty could probably tell you all about it if  
22 you ever want to sit down and talk to him.  
23 There's quite a few things he did.

24 But anyways, so my sense is that  
25 Becky probably was freaking out a little bit

1 and said, I'm going to put a little bit of  
2 extra cushion in there because I don't know  
3 what this is going to look like when all this  
4 shakes out. And if you had been whipsawed  
5 like the department had from feast and famine,  
6 you're broke, now you're not broke, you need  
7 free revenue, now you don't need free revenue,  
8 as a budget manager, I think you're trying  
9 to -- you know, always trying to even --  
10 create kind of an even scenario and get rid of  
11 these peaks and valleys, which is what the  
12 department kind of lives on.

13 So I don't know if that's indeed the  
14 case, but I've never talked about that but --

15 MR. PATTON: No.

16 MR. JACKSON: But that is the  
17 dynamic that was in play in this period  
18 leading up to 2000 when all of a sudden we  
19 started seeing this money really jump.

20 MR. PATTON: So we were in famine up  
21 until '99, 2000, and then all of a sudden  
22 we're getting some one-time sizable  
23 appropriation. So you're thinking --

24 MR. JACKSON: And they passed a bond  
25 act there. They hadn't passed a bond act in

1 twenty years (indiscernible - simultaneous  
2 speaking).

3 MR. PATTON: Yeah, I remember -- I  
4 remember hearing about that.

5 MR. JACKSON: Yeah, '84 or  
6 (indiscernible - simultaneous speaking).

7 MR. PATTON: So you're thinking  
8 these (indiscernible - simultaneous speaking).

9 MR. JACKSON: 12 -- Prop 12 they  
10 passed.

11 MR. PATTON: And what?

12 MR. JACKSON: Prop 12 they passed --

13 MR. PATTON: Okay.

14 MR. JACKSON: -- that year.

15 MR. PATTON: So '99?

16 MR. JACKSON: They were sitting on a  
17 lot -- yeah. All of a sudden the department  
18 was doing really well, yeah.

19 MR. PATTON: So you're thinking that  
20 they could just be squirreling away a few  
21 extra million for a rainy day? I mean, you  
22 don't attribute this to a particular source  
23 other than --

24 MR. JACKSON: I'm not aware -- I'm  
25 not aware of any initiative or program or --

1 that we were -- and the thing that's --

2 MR. PATTON: I mean, what I want to  
3 be clear on is I can't necessarily equate this  
4 additional -- you said in 2000, the  
5 legislature gave you 6 million additional  
6 spending authority if you were able to raise  
7 the revenue, but you're not necessarily  
8 attributing these increased nest eggs from '99  
9 forward to that 6 million dollars --

10 MR. JACKSON: I don't know that.

11 MR. PATTON: Yeah.

12 MR. JACKSON: Yeah.

13 MR. PATTON: Just in general these  
14 were good times?

15 MR. JACKSON: Well, so okay, we cut  
16 our fees here.

17 MR. PATTON: '99, yeah.

18 MR. JACKSON: Either '99 or 2000 --

19 MR. PATTON: Okay.

20 MR. JACKSON: -- but we cut our  
21 fees. Governor made us -- I mean, the  
22 department made us -- the administration made  
23 us whole. I don't know what happened with our  
24 fees. I know that what happened was we  
25 experienced the -- what you would think would

1 be the -- well, I guess you would -- anyways,  
2 we cut our fees, and there was an uptake in  
3 attendance, massive.

4 MR. PATTON: Um-hum.

5 MR. JACKSON: So I don't know what  
6 we --

7 MR. PATTON: Do you recall --

8 MR. JACKSON: I don't know what our  
9 fee number was then.

10 MR. PATTON: Do you recall though,  
11 was the fact -- that's a pretty drastic cut.  
12 You say cut fees in half.

13 MR. JACKSON: Yeah.

14 MR. PATTON: There was a huge, you  
15 say, a drastic uptake in attendance. Do you  
16 recall what the net effect was? Was the fee  
17 generation total --

18 MR. JACKSON: That I don't know. I  
19 don't know what we ended up (indiscernible -  
20 simultaneous speaking).

21 MR. PATTON: You don't know if you  
22 lost ground or gained ground?

23 MR. JACKSON: Yeah. It wasn't --

24 MR. PATTON: Okay.

25 MR. JACKSON: I wasn't privy to that

1 at that time.

2 MR. PATTON: All right.

3 MR. JACKSON: There's -- I mean,  
4 there's spreadsheets and the budgets so --

5 MR. PATTON: Um-hum.

6 MR. JACKSON: -- from that period.  
7 But anyways, my point was that -- but then  
8 that quickly went away. I mean, as fast as we  
9 enjoyed those boom times, if you remember, we  
10 quickly went into bad times and Gray Davis was  
11 recalled as a result of it, but we were pretty  
12 much broke by '02 and back on bread crumbs.

13 MR. PATTON: Back on welfare.

14 MR. JACKSON: Yeah. And also  
15 chasing -- I mean, we immediately raised fees,  
16 I think, in '02, and we continued to raise  
17 fees throughout the rest of the early period  
18 of the new century to catch up with -- because  
19 we were back chasing that situation where we  
20 were losing General Fund, having to supplant  
21 with it revenue -- with fee revenue and other  
22 monies.

23 So I don't -- I can't -- I mean, I  
24 just never, I've never had any conversations,  
25 I never even was aware, you know. We don't



1 get -- I don't -- they didn't hand out those  
2 reports to us at those meetings, at executive  
3 staff meetings like and say, hey, here's what  
4 we're reporting to Finance (indiscernible -  
5 simultaneous speaking).

6 MR. PATTON: Yeah, yeah, yeah.

7 MR. JACKSON: You know, it wasn't  
8 just -- it wasn't part of my duties.

9 MR. PATTON: Well, you know, what's  
10 interesting is that we've had a couple of  
11 people tell us, Tony Perez, who you know --  
12 you know Tony Perez pretty well, right?

13 MR. JACKSON: Yeah.

14 MR. PATTON: Succeeded you as Parks  
15 Op.

16 MR. JACKSON: Yeah.

17 MR. PATTON: I assume you guys knew  
18 each other before he became Parks Op deputy  
19 director.

20 MR. JACKSON: Yeah, I've known Tony  
21 for twenty years.

22 MR. PATTON: Yeah. You guys worked  
23 together --

24 MR. JACKSON: I was -- when he went  
25 through the academy -- he went through the

1 academy late. He came over from the three Cs,  
2 CCC, but when he came through our department,  
3 I was at -- I was teaching -- an instructor at  
4 the academy, and I got to know him then and  
5 maintained a friendship with him and hired him  
6 as the seventh division chief when I got the  
7 division chief -- the deputy director job.

8 MR. PATTON: What was three Cs?

9 MR. JACKSON: The California  
10 Conservation Club Corp.

11 MR. PATTON: California Conservation  
12 Corp. So you've known each other for a long  
13 time. Now, he's told us that there was sort  
14 of this vague talk about there's a pot of  
15 money, but nobody was very clear -- another  
16 operations guy -- you know Kirk Sturm pretty  
17 well?

18 MR. JACKSON: Um-hum, very well.

19 MR. PATTON: He has sort of also  
20 alluded to -- there was these rumbles that it  
21 was fairly -- that the concept was fairly  
22 widely known in Ops; it just wasn't understood  
23 what -- you know, some people have described  
24 it as what was called Manny's slush fund.  
25 Others -- you know, we've heard this, well,

1 there's a pot of money -- untapped pot of  
2 money. You didn't -- you've never heard those  
3 phrases?

4 MR. JACKSON: No, but I left in '09,  
5 and Manuel got the job in, what, '05, '06,  
6 something like that.

7 MR. PATTON: Yeah.

8 MR. JACKSON: He finally got to be  
9 the deputy for admin. I mean, it wasn't that  
10 long when I got out of there, and I wasn't --  
11 I never heard -- I mean, I heard conversation  
12 like that once I got back out in the field. I  
13 heard people talking. I heard rumors and  
14 gossip about there's pots of money at  
15 headquarters.

16 And the curious thing to me always,  
17 always, always when I was the deputy was it  
18 was very hard for me to get very emotional and  
19 passionate about the numbers -- the budget  
20 numbers because I just never ever believed  
21 them because I've never -- I'd never saw the  
22 department ever experience any penalty,  
23 meaning that in all of my time from being a  
24 district superintendant managing millions of  
25 dollars to the 20 million dollar program or

1 something, being division chief managing and  
2 then twelve 20 million dollar programs or  
3 whatever it was to being the Deputy Director  
4 of Operations, I would monitor our fund  
5 balances and I would ask the district  
6 superintendants to be faithful to the  
7 allegations that they received.

8 But when we would have -- experience  
9 some sort or difficulty that we -- that was  
10 unexpected, some water system failed or some  
11 large expenditure that we had to make or some  
12 district that went overbalance because of  
13 something that was out of their control, they  
14 overspent their budget, we never, ever,  
15 ever -- there was never a scenario where  
16 somebody came in and said we're going to be --  
17 we can't make the rent this month. And so  
18 there's always been a sense -- but certainly  
19 among me and others, I think, in Operations  
20 that we don't know what the real numbers are,  
21 we just -- we're a client and we get fed  
22 information and we take -- there's a lot of  
23 skepticism or with a grain of salt about  
24 how -- the veracity of those and how real they  
25 are.

1           You know, they were -- for a good  
2 period of time when I was a deputy, there were  
3 segments of the program, admin was one,  
4 training was another, that didn't have a  
5 budget at all, never got a budget. They just  
6 spent. I mean, we get a budget, districts get  
7 a budget, but admin never got a budget train,  
8 never got a budget. Manuel, to his credit,  
9 tried to start cleaning some of that stuff up  
10 or at least address -- begin to address it,  
11 but I don't think it gave anybody any  
12 confidence about the accuracy of the numbers.

13           MR. PATTON: Interesting.

14           MR. JACKSON: And there was always a  
15 sense that at the end of the year we were  
16 always having to engage in these exercises to  
17 expend a lot of money because we hadn't  
18 managed the budget well, and some of it has to  
19 just do with kind of what you talked about  
20 which is just the vagaries of accounting and  
21 timing and systems and when things show up and  
22 that kind of stuff.

23           MR. PATTON: So was that a normal --  
24 you say it was a normal occurrence that at the  
25 end of the year there'd be -- you'd go into a

1 spending -- kind of a spending frenzy, there'd  
2 be extra dollars they're telling you we need  
3 to start spending?

4 MR. JACKSON: Pretty frequent --  
5 pretty -- I think -- I can only remember one  
6 year when that didn't occur. And like I said,  
7 some of that, I think, is just a function of  
8 just the state budget and the idiosyncratic  
9 nature of the State budget and how it works,  
10 but some of it -- you know, when you're 15  
11 million dollars, 20 million dollars over, 8  
12 million dollars over, when your big -- when,  
13 in our minds, that's a lot of money, you know,  
14 the Caltrans fund (indiscernible) when you're  
15 15 million, it seems like you should be able  
16 to land the plane a little bit within the  
17 white lines a little bit better than, you  
18 know, 15 million dollars off or something like  
19 that.

20 MR. PATTON: We've heard -- part of  
21 the dynamic is that we've heard -- we've heard  
22 that story before, and we've heard a part of  
23 the dynamic has to do with the revenue cycle  
24 ending June 30 and fee revenues, park revenues  
25 being such a big part of it, and it's all

1 based on a forecast based on prior experience,  
2 but you never know from year to year -- some  
3 years you might have a leaner year.

4 MR. JACKSON: Might have a really  
5 wet season.

6 MR. PATTON: Right.

7 MR. JACKSON: Yeah.

8 MR. PATTON: Other years, you'll  
9 have a boom year, and so we've kind can of got  
10 the impression that holding a certain amount  
11 in reserve in case there's bad weather and  
12 revenues are down is sort of the standard  
13 practice, and then when the numbers --  
14 contract crop is coming in very sound which  
15 you don't really know until May and June, you  
16 see then.

17 MR. JACKSON: Right.

18 MR. PATTON: And so all of a sudden  
19 you can have a lot more revenue and that  
20 cushion you maintained all of a sudden isn't  
21 needed is --

22 MR. JACKSON: Yeah.

23 MR. PATTON: Does that sound -- was  
24 that a discussion that was ever had?

25 MR. JACKSON: Well, I think -- no, I

1 don't remember -- I mean, I remember having  
2 conversations with Manuel -- the conversations  
3 in the room, and I think it's sound  
4 business -- I think it's a sound accounting  
5 practice, a sound budgeting practice to hold  
6 some money in abeyance right until you get  
7 some greater clarity on what the needs are  
8 going to be. So I don't remember us having  
9 any conversation about that. I think that's  
10 just something he did; I think that's  
11 something Manuel did.

12           And I do think that those pots  
13 emerged, or at least that's the rumor. But I  
14 do think that happened after -- I'm not saying  
15 it because I was gone. I just think Manuel,  
16 you know -- but when I left, Manuel had been  
17 in the job for about a year, and he was just  
18 starting to really get his sea legs and  
19 starting to implement his vision of the world  
20 and starting to do the kinds of things that he  
21 felt he needed to do, what he was going to do  
22 to be successful.

23           So I do think -- and I heard about  
24 those pots. I heard that there were people  
25 who got rewarded, that the money was -- at the



1 end of the year, if you were on his good list  
2 you rewarded, but I don't have any hard  
3 information about that. That's just a word  
4 that was out there.

5 MR. PATTON: You never got rewarded  
6 with more money?

7 MR. JACKSON: No, not quite.

8 MR. PATTON: You say you went back  
9 out in '09 to be sector superintendant after  
10 doing a little over four years as deputy  
11 director. So why did you leave the deputy  
12 director spot?

13 MR. JACKSON: I couldn't work with  
14 Ruth anymore; I needed to go.

15 You know, the -- these jobs are  
16 really hard jobs and when you're the civil  
17 servant, the guy that came up through the  
18 system -- when I started, I was a ranger and  
19 got to the top of the pyramid in the  
20 department. So there's a lot of stuff -- you  
21 deal with a lot of issues that are really --  
22 you feel very passionate about. So it's  
23 almost like a marriage, and I just think after  
24 four years we were both -- probably both  
25 really tired of each other.

1           You know, she -- I remember -- I  
2    don't remember her when I went in to tell her  
3    I was going to leave, you know, saying no,  
4    Ted, please don't go. I just think you get  
5    in -- I just think it was time. I was a field  
6    guide, and I didn't like what was happening at  
7    headquarters. There's -- I mean, a lot of the  
8    stuff that's come to light is because there  
9    just weren't good people running the  
10   department.

11           MR. PATTON: Well, so tell me a  
12    little bit more about that. What were the  
13    points of disagreement that made you sort of  
14    decide this was not the administration that  
15    you wanted to be working as Parks Operation  
16    Director for?

17           MR. JACKSON: Well, I do think part  
18    of it is just fatigue. I mean, I think you  
19    just get, I would imagine -- I mean, as I  
20    said, these are really tough issues when  
21    you're the deputy director for Operations and  
22    you're operating at a very high level, you're  
23    dealing with very sensitive issues, and you're  
24    dealing also at a very high political level,  
25    and sometimes the politics gets in the way and

1 you think you're ending up making decisions  
2 that aren't good ones.

3 In the case with Ruth, in terms of  
4 what I didn't like seeing, I think a lot of  
5 the stuff, a lot of attention to detail was  
6 missing. I think philosophically Ruth and I  
7 disagreed on some things. I think Ruth tended  
8 to be a very negative person really, glass  
9 half full. I'm not that kind of way. It's  
10 very hard to deal with her all the time. I  
11 spent a lot of time having to really defend  
12 the department.

13 I thought the department was trying  
14 to do good things. I thought that the people  
15 that we had the opportunity to -- that were  
16 out there working hard for us every day were,  
17 for to most part, really good people, and I  
18 didn't think that they -- I don't think that  
19 they were -- I mean, I spent a lot of time  
20 having to defend, I thought, what were  
21 principal positions that the department took.

22 And I'm more of a -- Ruth didn't  
23 really like the law enforcement aspect of the  
24 department, so I spent a lot of time having to  
25 defend that part of it. She had a lot of

1 negative things to say about things. We had  
2 investigations going on in the department  
3 that -- because there were bad things that  
4 were happening, and it was just hard to really  
5 kind of explain that to Ruth a lot of the  
6 time.

7 She's a really strong micromanager,  
8 and at some point it became clear to me that  
9 as opportunities for, you know, cutting  
10 edge -- as the department's situation was  
11 becoming more and more dire, opportunities to  
12 be a director -- you know, directors like to  
13 go out and cut ribbons and open things and do  
14 good things, and while those things were  
15 really got -- dry up, those opportunities. We  
16 weren't going to be open and be effective of  
17 anything, we're going to be closing stuff.

18 And so it became -- it got to a  
19 point where I think there was a real struggle  
20 between both Ruth and I on who was going to  
21 run Operations, and I'm not the kind of person  
22 that -- you know, it's kind of like you hired  
23 me to do this job, I feel like, unless I'm  
24 doing something really poorly, you got some  
25 disagreement with the way I'm pursuing this

1 thing or something, then I'd like to have the  
2 opportunity to run the -- run that part of the  
3 operation, and it just seemed like I was not  
4 being as successful as I had early on, and I  
5 think it was because the relationship started  
6 to get strained.

7 MR. PATTON: So you just -- to  
8 follow up on a couple things briefly. So you  
9 indicated you're not surprised to see some of  
10 this where numbers are coming off the rails a  
11 little bit or other things that had been in  
12 the papers. There was the story about the  
13 vacation buyout. There's been various  
14 struggles. You say that -- I guess I'm  
15 getting the impression that -- what I'm  
16 hearing is that there was -- it was a tense  
17 and kind of a negative environment.

18 I guess I'm not quite sure what you  
19 would attribute something like this where  
20 numbers are not getting accurately reported  
21 and what your gut feeling is in terms of --  
22 see, we have a hard time understanding a  
23 motive for doing this because this  
24 underreported money can't really be spent  
25 because it's not been reported to Finance so

1 there's no appropriation for it.

2 You're nodding your head yeah.

3 MR. JACKSON: Yeah.

4 MR. PATTON: So we have a hard time  
5 understanding the dynamic of why.

6 MR. JACKSON: I agree. And I don't  
7 know whether I have an answer for you. I  
8 mean, my sense was -- and I hadn't seen these  
9 numbers. My sense that Becky started it  
10 because she wanted -- she did want a little  
11 bit of float, and I can understand that. I  
12 can understand having 5 million dollars or 6  
13 million dollars here and there because I think  
14 she had been in enough similar situations  
15 where she ended up short a couple million  
16 dollars at the end of year or they had swept 5  
17 million dollars at the end of the year or  
18 whatever, and so I just think by --

19 MR. PATTON: It's like they're  
20 hiding this money in the closet though since  
21 you haven't disclosed it in your budget  
22 documents. The legislature has not been made  
23 aware of it. The governor has not been made  
24 aware. So it's not in your budget. It's not  
25 closet. It's money in the closet.

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1 MR. JACKSON: Right.

2 MR. PATTON: So what do you do then?

3 MR. JACKSON: There's no way that  
4 they could -- like the SPRF money. There's no  
5 way they could -- like I said, if one year  
6 you're supposed to make 75 million dollars and  
7 you only make 73 million dollars, there's no  
8 way that you could go and get that 2 million  
9 dollars and say we made 75 million dollars  
10 this year.

11 MR. PATTON: Well, the only thing  
12 I've heard of really is you talk about the 6  
13 million dollar conditional appropriation --

14 MR. JACKSON: Right.

15 MR. PATTON: -- that you can earn  
16 more revenue. So I suppose -- you know,  
17 you've got a 6 million dollar cushion here,  
18 appropriation --

19 MR. JACKSON: Uh-huh, right.

20 MR. PATTON: -- cushion that I  
21 suppose --

22 MR. JACKSON: And they use that.  
23 I'm pretty sure that every year the last -- I  
24 think Manuel used it every year he could use  
25 it.

1 MR. PATTON: So I suppose  
2 theoretically, even though maybe revenue  
3 didn't reach that, you could bring in some of  
4 this closeted money and say your revenue had  
5 reached it.

6 MR. JACKSON: Yeah. I mean, I'm as  
7 confused by it as anybody. My feeling -- my  
8 thought was -- not having seen these numbers  
9 was Becky started it out as, you know, you got  
10 an extra 5 million dollars and I'm going to  
11 leave it here and play with it as I need to;  
12 if I can't, I don't even know if -- like you  
13 said -- I mean, you're raising the fact that  
14 maybe there was no way for them to even use  
15 it, so then it makes it even more perplexing  
16 why they would have had that money there. I  
17 got the sense that they've been using this  
18 money these last ten years or so, but maybe  
19 I'm wrong, I mean, I got this sense.

20 But I thought at some point when it  
21 got up to this 19 million, like when Manuel  
22 got in there and all of a sudden found it,  
23 then it's like what do you do with it. I  
24 mean, you go to your boss and you go -- I  
25 mean, this is what I would do. I mean, you're



1 just walking your way through this. You go to  
2 your boss and you go, hey, we got -- I need to  
3 tell you about something, what do you want to  
4 do? But it's almost to the point where it's  
5 so big now that you don't -- it becomes a  
6 thing you don't want to tell anybody. I mean,  
7 it's this thing that what do you do with it.

8 MR. PATTON: Ted, I think you may --

9 MR. JACKSON: I don't know.

10 MR. PATTON: I think you may have  
11 described exactly what happened.

12 MR. JACKSON: What, that it got to  
13 the point where it just got to be so big that  
14 they went "holy shit, we got a problem and I  
15 don't -- what do we do?" because any way it's  
16 going to look bad.

17 MR. PATTON: That's the scenario you  
18 just put together right now sitting here, you  
19 never heard that, because I think you may have  
20 just hit that nail on the head.

21 MR. JACKSON: No, I've never heard  
22 that, no. But I just -- and I mean, I was  
23 part of these decisions, so going back to  
24 2005-2006 when Schwarzenegger people were  
25 coming to us and we're saying we're going to

1 close parks because we don't have enough  
2 money. And if you're in the Budget Officer  
3 sitting there and you know you got this money,  
4 what do you do?

5 MR. PATTON: Yeah. You mentioned --  
6 the other follow-up I wanted to ask, because  
7 you mentioned that politics -- you got tired  
8 of politics. There was -- and I guess -- and  
9 so my initial reaction was what politics, this  
10 is Parks, but I guess -- and I wanted you to  
11 describe to me what the political issues were  
12 that were confronting the department.

13 MR. JACKSON: Well, you know, first  
14 of all, the department is unbelievably  
15 political, as every entity within government  
16 or that state government is. When I left in  
17 2009, I just felt really isolated. I had been  
18 really successful obviously -- you can see my  
19 career trajectory, and I did a really good job  
20 on some parks down in Los Angeles. We had had  
21 a tough time. We had gotten some money  
22 through that bond act that they passed and  
23 bought some parks in LA that were brown  
24 fields; they were really weird. And we were  
25 having a real struggle, and so they sent me

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1 down there as the southern division chief.  
2 That's how I got that job. They sent me down  
3 there because they were having real problems,  
4 and I solved those problems down there  
5 basically and which then led to me becoming  
6 the deputy for Operations.

7           You know, there's a certain tension  
8 in that job that will always exist between the  
9 director and the Ops guy just because of the  
10 nature of the way you come to those two  
11 positions. But it just got really weird at  
12 Parks. People would tell me, like after I  
13 would go and talk to the cadets, that Ruth  
14 would call the training center and say what  
15 did Ted say to the cadets and I want to come  
16 and talk to them tomorrow. So there was just  
17 real kind of competition that was going on  
18 at -- you know, maybe I had fostered some of  
19 it. I don't believe I had.

20           But it just got to be a point where  
21 there were really -- there were people that  
22 work for Parks that are really -- you know,  
23 there's issues up on the north coast, but I  
24 had a really good superintendant up there, a  
25 guy named Steve Horowitz. We were just

1 constantly dealing with -- that's a really  
2 difficult place because so much of the land up  
3 there has been given away to public entities,  
4 and so there's a lot of hostility from the  
5 community up there because they feel like we  
6 took all this property off the  
7 (indiscernible), and basically all Humboldt  
8 County and Del Mar County, a good portion of  
9 it is national parks and state parks and so --  
10 we had a guy out there who is really doing a  
11 really good job and just -- it seemed like he  
12 couldn't do anything right. I mean, I was  
13 constantly having to defend him, and yet he  
14 was working really hard and -- but any issue  
15 that came up, Ruth really felt like it  
16 reflected poorly on her own politics. It  
17 really wasn't so much whether or not it was  
18 the right issue for Parks; it was a question  
19 of whether or not she was going to be  
20 embarrassed.

21 And you have to understand, a good  
22 portion of her -- in fact, for the vast  
23 majority of her tenure she was a democrat  
24 working in a republican, albeit it was  
25 Schwarzenegger, and he's more of a moderate

1 kind of republican, but she was always working  
2 under that administration, and she was always  
3 under a lot of pressure. I have to  
4 acknowledge that. And so politics played a  
5 huge role in pretty much every decision that  
6 we made there at Parks. We didn't make a  
7 decision without considering the political  
8 implications.

9 MR. PATTON: When you went back out  
10 in the field, you said, as -- to be sector  
11 superintendant, you said you heard some  
12 rumblings and rumors about pots of money.  
13 Tell me just -- as kind of the last question,  
14 tell me a little bit more about what you heard  
15 and are where.

16 MR. JACKSON: Well, you know, I  
17 still had a lot of contacts at headquarters,  
18 and there's a lot of people that liked me, so  
19 what I heard mostly from administrative  
20 people, people that had to deal with the tenth  
21 floor was that things were really bad on the  
22 tenth floor, that Manuel was really bad, that  
23 Dave Saxby was really bad, that the leadership  
24 there was really bad and corrupt, and that as  
25 a result a lot of decisions that were being

1 made were ones that didn't seem to be ethical  
2 or appropriate.

3 MR. PATTON: You were hearing this  
4 from people in admin services on the tenth  
5 floor?

6 MR. JACKSON: I was hearing it from  
7 people -- yeah, and from people out in the  
8 field, admin officers out in the field that --

9 MR. PATTON: What kind of  
10 unethical --

11 MR. JACKSON: People were being  
12 fired for no reason. People were being  
13 demoted for no reason. People were being --  
14 you know, it was a really -- what's the word?  
15 I mean, you know, you've seen -- anyway,  
16 that's what I was hearing was that just there  
17 were bad hires. There were hires that -- in  
18 fact, somebody told me David Saxby -- they  
19 hired Saxby's brother-in-law or brother,  
20 Manuel got a job for his brother. There's a  
21 lot of nepotism that was going on at the  
22 department at the time. I think even --

23 MR. PATTON: We've heard about Dave  
24 Saxby's son-in-law being hired. We hadn't  
25 heard about a brother of Manny, Manuel.

1           MR. JACKSON:  Manuel had -- Manuel  
2 hired -- Manuel had -- I think it's a brother,  
3 it might be an uncle, and he doesn't live here  
4 in Sacramento, and they hired him -- I think  
5 they hired him as a seasonal down in San Luis  
6 Obispo or somewhere else.  But there was a  
7 period there where it really wasn't -- you  
8 know, you had a bad -- I mean, it reflected  
9 poorly.

10           You had pretty much every one of the  
11 people in the exec staff -- Steve Lehman's son  
12 was working at the department.  He's the  
13 Deputy Director for Acquisition Department.  
14 Ronnie Clark's daughter was working at the  
15 department; I think she's still working there,  
16 Jordan.  She's the acting division chief.  
17 Tony's son was working for the department.  
18 Scott Wasserman, another tuition chief, his  
19 son is working for the department.  Alan  
20 Friedman -- so there's just -- there was just  
21 a sense that things had just gone completely  
22 off the rails and that it was just not the  
23 sorts of controls and the sort of oversight  
24 that you're used to seeing at the department  
25 that seemed to apply.

1 MR. PATTON: Did anybody look into  
2 any of those hires and confirm that it was  
3 done outside the normal competitive --

4 MR. JACKSON: I thought that that's  
5 what Finance is doing now.

6 MR. PATTON: Okay.

7 MR. JACKSON: I don't know that.

8 MR. PATTON: So you didn't get --

9 MR. JACKSON: No.

10 MR. PATTON: -- reports from admin  
11 that, yeah, we've confirmed that this was  
12 not --

13 MR. JACKSON: But the word -- you  
14 know, you asked about -- what I heard was that  
15 there were pots of money, that Manuel had  
16 these secret pots of money, that at the end of  
17 the years, like at the end of this year --  
18 Manny had been demoted at that point, but the  
19 end of 2010, it would have been, '11 -- '10-  
20 '11, that fiscal year, June of '10, we would  
21 have -- he'd call people up and say, do you  
22 need any money or do you need any -- he'd call  
23 people that were friends of his that had  
24 befriended him or that hadn't -- that were  
25 loyal to him. I don't have any of that --



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1 MR. PATTON: In Operations, on the  
2 Operations side?

3 MR. JACKSON: Yes, yeah. I don't  
4 have any of that on hand -- I don't have any  
5 evidence of that. That's just what I heard.

6 MR. PATTON: All right.

7 MR. JACKSON: And that there were  
8 these pots of money and that there was this  
9 thing called Manuel's checkbook, and I don't  
10 know what that is but --

11 MR. PATTON: Okay. Did you ever --  
12 did you have much interaction with Michael  
13 Harris?

14 MR. JACKSON: Um-hum.

15 MR. PATTON: Did -- because I  
16 understand that before Manny, he was --  
17 Michael at one point was the Budget Officer  
18 and he was the head of admin services. Did  
19 you ever talk about budgets and budget  
20 surpluses with Michael Harris?

21 MR. JACKSON: I mean, we talked  
22 budgets a lot, you know.

23 MR. PATTON: Yeah.

24 MR. JACKSON: Michael was involved  
25 and -- but we never -- this kind of stuff

1 never came up. I mean, I just wasn't aware we  
2 had that kind of money available.

3 MR. PATTON: Did you go through  
4 similar drills during the years Harris was in  
5 charge of admin services where there were  
6 surpluses to be spent at the end of the year?

7 MR. JACKSON: Well, that's a long  
8 time ago. I think we did have some surplus  
9 dollars, but I don't think it was -- it's --  
10 that wouldn't be fair for me. That's long --  
11 you're talking about 2004-2005, I would guess,  
12 before Manuel got in.

13 MR. PATTON: Um-hum.

14 MR. JACKSON: Because other than  
15 that, I was down in LA, so I wasn't really  
16 privy -- I mean, I -- Michael and I interacted  
17 but --

18 MR. PATTON: Well, when you first  
19 came up, Manny, I think became Budget Officer  
20 in '05 and did that for a couple years while  
21 Michael Harris was admin services director.  
22 So when you came up --

23 MR. JACKSON: Um-hum.

24 MR. PATTON: -- Michael was admin  
25 services director --

1 MR. JACKSON: Okay. Yeah, yeah.

2 MR. PATTON: -- although Manny was  
3 the Budget Officer.

4 MR. JACKSON: No. And you know, at  
5 that time I was really kind of getting my feet  
6 on the ground. I mean, I was really brand new  
7 to -- in '04 and '05, I was just really kind  
8 of getting to know the players and stuff. I  
9 don't remember having any kind of really  
10 extensive conversations about budget and that  
11 kind of stuff. But Michael, I mean, you know,  
12 and Finance did a drill. Michael would come  
13 over and meet with me and my team and usually  
14 we would spend a lot of time together.

15 MR. PATTON: Who do you stay in  
16 touch with from headquarters?

17 MR. JACKSON: Nobody really. Tony,  
18 Scott Nakaji.

19 MR. PATTON: Tony Perez?

20 MR. JACKSON: Yeah, Tony a little  
21 bit. Scott Nakaji, Scott's the current  
22 northern division chief, and he was my boss  
23 when I was at Folsom, and I've known Scott  
24 forever.

25 MR. PATTON: So you haven't stayed

1 in contact with Michael Harris?

2 MR. JACKSON: I haven't talked to  
3 Michael in a couple years.

4 MR. PATTON: Okay. So nobody else.  
5 That's pretty much it?

6 MR. JACKSON: No. You know, my  
7 leaving was not the most -- I mean, it wasn't  
8 ugly or anything, but people were disappointed  
9 that I left and the way I left and a lot of  
10 these people were really loyal to Ruth.  
11 Michael was and Bill Herms and guys like that.  
12 And so they felt when I left that I kind of  
13 betrayed Ruth. Well, I can't speak for them,  
14 but they weren't happy with me.

15 MR. PATTON: What was the suggestion  
16 how did you betray Ruth?

17 MR. JACKSON: Because I -- because  
18 you just don't leave in the middle of a battle  
19 and --

20 MR. PATTON: What was the battle?

21 MR. JACKSON: That parks were really  
22 in trouble. We were going to be going through  
23 a really difficult time. It was the beginning  
24 of furloughs. It was clear that we were going  
25 to have to do some major overhaul of the

1 department.

2 But I just think -- you know, that's  
3 maybe the way you look at it. Maybe the way I  
4 would look at it, my experience over there is  
5 that people tended to look at things very  
6 personally and they don't look at things from  
7 the perspective of the overall organization.  
8 And so for most of them it was just that I  
9 would do that -- how could I do that to Ruth.  
10 You know, it was more about Ruth and the  
11 personal friends of hers. And I was not shy  
12 about saying to people, because I didn't think  
13 that ethically and philosophically we were  
14 going in the right direction.

15 MR. PATTON: Well, ethically -- what  
16 was the unethical component? Were we lying?

17 MR. JACKSON: Well, the unethical  
18 component was that -- you know, that said a  
19 lot to -- Mr. Patton, that's -- I mean, the  
20 unethical part is not that there were pots of  
21 money that were -- the unethical part is just  
22 that these are really not nice people. I  
23 mean, I don't know how else to say it.

24 MR. PATTON: Well, that -- okay. In  
25 my mind, "not nice people" is more of a moral

TED JACKSON

1 issue. Ethical, in my mind, is a word used  
2 for when you're -- unethical for when you're  
3 cheating, doing something -- you know,  
4 falsifying, doing something under false  
5 pretenses, hiding things, whatever. Was there  
6 any of that -- let me ask you, like  
7 specifically we've heard about revenues from  
8 automated pay machines not being fully and  
9 properly accounted for. Did you ever hear  
10 about that?

11 MR. JACKSON: No. But, you know, I  
12 didn't put enough money in my meter.

13 MR. PATTON: Well, let's take a  
14 pause. Let's because for a minute here and  
15 let's let you put a couple more quarters in.  
16 We're almost done.

17 MR. JACKSON: Okay.

18 MR. MATTSON: Pausing at 11:28.

19 (Pause)

20 MR. PATTON: All right. We're back  
21 on the record at 11:36 with Ted Jackson.

22 So we were talking, Ted, about -- I  
23 was just curious when you use the word  
24 "unethical" -- ethical issues, and I was  
25 telling you from my mind that sort of speaks

1 to things that are going on that aren't on the  
2 up and up, completely honest. So I was trying  
3 to get you to elaborate why you felt that way.

4 MR. JACKSON: Well, for me, by the  
5 time I left headquarters, I did not have a  
6 high opinion of the people that I was working  
7 with, and from an ethical standpoint, it  
8 starts for me about caring about people and  
9 caring about the people that you work for and  
10 filtering that into how you make decisions and  
11 how you react to things so --

12 MR. PATTON: So you mentioned some  
13 questionable hires, some issues of nepotism.  
14 That certainly speaks to some ethical --

15 MR. JACKSON: Yeah. All that stuff  
16 happened after I left.

17 MR. PATTON: Yeah.

18 MR. JACKSON: I mean, I would not  
19 have -- it would not have -- you know, my  
20 issues were more -- you know, I sat in on  
21 meetings where I know how precious what I  
22 think the resources are in the department in  
23 terms of our ability to repair things and fix  
24 things and send relief to people when they  
25 need that, and I saw decisions being made that

1 I thought were purely political.

2 A good example is down in Old Town  
3 San Diego. Old Town San Diego is a tough  
4 place for us because we'd given the concession  
5 contract to a new concessionaire, and it had  
6 been held by this woman for thirty years prior  
7 to that, and she had just knocked the crap out  
8 of it. I mean, she was just kicking -- she  
9 was just hitting on all cylinders and making a  
10 ton of money.

11 And we had given it to a new  
12 organization, and they weren't doing nearly as  
13 well, and there was a lot of backlash in the  
14 community. And so we had some extra dollars  
15 that came to us one year, and instead of  
16 spending that money on repairing, again, some  
17 of our sewer systems that had broken or other  
18 stations that are broken or our restrooms or  
19 giving people more help with some seasonal  
20 park aids, we spent the money repairing roofs  
21 at Old Town San Diego because of the optics of  
22 repairing Old Town San Diego.

23 And so for me, I couldn't deal with  
24 that because you don't get to be -- I don't  
25 think you get to be a deputy director or



1 division chief if you're not savvy about  
2 politics and the harsh realities of sometimes  
3 what you may think is the more principled or  
4 the right path to go is not going to be  
5 followed for whatever reason, I get that, but  
6 it seemed to me that the frequency with which  
7 that was happening at parks was becoming more  
8 and more -- the frequency with which we were  
9 making bad decisions and doing bad things that  
10 I thought were not helpful to the department.  
11 And essentially it got to be a point where I  
12 just didn't really feel like I could support  
13 Ruth anymore, and a lot of the programs and  
14 the agenda that she was pursuing. And it's  
15 really complicated and I mean --

16 MR. PATTON: Let me ask you --

17 MR. JACKSON: -- it was four years  
18 of time together and so I'm trying to convince  
19 it but --

20 MR. PATTON: Yeah.

21 MR. JACKSON: -- I just got to a  
22 point.

23 MR. PATTON: Let me ask you a  
24 specific question about concession agreements.  
25 You just mentioned -- gave an example of

1 someone who had -- a concessionaire who had  
2 performed very well for many years in -- it's  
3 called Old San Diego?

4 MR. JACKSON: Old Town.

5 MR. MATTSON: Old Town.

6 MR. PATTON: Old Town San Diego.

7 And then a decision is made to award it to  
8 some -- to a new concessionaire. Did -- on  
9 the subject of concession agreements in  
10 general, did you -- I'm not quite sure how it  
11 works, and I wonder whether or not you had  
12 concerns about whether the appropriate  
13 processes and the selection were being  
14 followed or was there favoritism and  
15 questionable practices in awarding concession  
16 agreements.

17 MR. JACKSON: I'm not aware that  
18 there are. I mean, I think that there are  
19 certain things just within the process that  
20 tend to favor an incumbent, and so it makes it  
21 really tough. I -- as much as we try and take  
22 the subjectivity out of that process, I think  
23 it's obviously impossible because human beings  
24 ultimately are involved. But I'm not aware of  
25 any widespread -- I'm just not aware of any

1 circumstances where --

2 MR. MATTSON: Is this something of a  
3 lowest bidder type of thing and sometimes the  
4 lowest bidder isn't the best bidder?

5 MR. JACKSON: On a concession?

6 MR. MATTSON: Um-hum.

7 MR. JACKSON: You know, the with the  
8 concession -- I mean, this is -- we could  
9 spend another half a day talking about this,  
10 but the problem with a concession is that --  
11 from my standpoint, the biggest problem is you  
12 can be whatever you want to be on a piece of  
13 paper. So it's not necessarily the lowest  
14 bidder, it might be the highest bidder.

15 So in the case I was talking about  
16 with Old Town San Diego, because an incumbent  
17 has such a preferred position, and in this  
18 case it was Diane Powers. You can Google her.  
19 She was kicking butt down there. Old Town  
20 was -- she had this thing called Bizarre del  
21 Mundo or something. Anyway, it was -- you  
22 know, when we showed our graph of how much  
23 money -- when we talk about the SPRF fund --  
24 how much money -- just the pie chart of  
25 concession revenue, Old Town San Diego was

1 like half of the pie chart for our concession  
2 money.

3 So the only way that she's going  
4 to -- because she was doing a good job. She  
5 was kicking butt. She was delivering money  
6 to -- delivering satisfaction to the customer,  
7 delivering revenues to the State. The only  
8 way that you're going to beat her is you got  
9 to give a bid that's probably impossible to  
10 fulfill, and that's the way Delaware North, a  
11 huge mega company from the east, not to  
12 besmirch mega company, and it's not because of  
13 their method, that's who they are, they wanted  
14 the contract really badly, and it doesn't come  
15 up every year. And so they way overbid, and  
16 within -- they're gone now, but I mean, this  
17 was the -- one of this hot issues when I  
18 became deputy director in 2004.

19 MR. PATTON: Did Diane Powers make  
20 her way back?

21 MR. JACKSON: She did. She has the  
22 restaurant right across the street from --

23 MR. PATTON: Did she get back in as  
24 a concessionaire?

25 MR. JACKSON: She has not gotten

1 back in as a concessionaire, no.

2 MR. PATTON: Okay.

3 MR. JACKSON: We -- but Delaware  
4 finally left, they bought themselves out of  
5 the contract --

6 MR. PATTON: Okay.

7 MR. JACKSON: -- as they couldn't  
8 meet these wild -- to get back to your  
9 question of lowest bidder, I mean, the problem  
10 with the concession, Delaware North, how are  
11 you going to, you know -- I mean, they're a  
12 great example because who is going to call  
13 into question their ability to perform.  
14 They're a huge company, they have Echo Park,  
15 they have many baseball stadiums. They do a  
16 lot of work so -- but either the day they  
17 basically couldn't perform on it and bought  
18 themselves out of it.

19 MR. PATTON: So let me ask you this  
20 as a final question. I mean, like you say, we  
21 could spend half a day talking about this, but  
22 I'm not -- I don't think I'm going to be able  
23 to do that, and it's a little outside the  
24 scope. But I am interested in knowing if  
25 there's anything else that you wanted to add

1 in this interview, something -- anything else  
2 we should have touched on, should have asked  
3 you about that I've simply overlooked or am  
4 unaware of.

5 MR. JACKSON: No.

6 MR. PATTON: Okay.

7 All right. Mr. Mattson, do you have  
8 anything?

9 MR. MATTSON: Nope.

10 MR. PATTON: We're going to go off  
11 the record then at 11 --

12 MR. MATTSON: 11:45.

13 MR. PATTON: Great. Thank you.

14 (End of audio)

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[companies - dollars]

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[dollars - general]

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[general - investigation]

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