

# LITTLE HOOVER COMMISSION



*Biennial Report 1997-1998*

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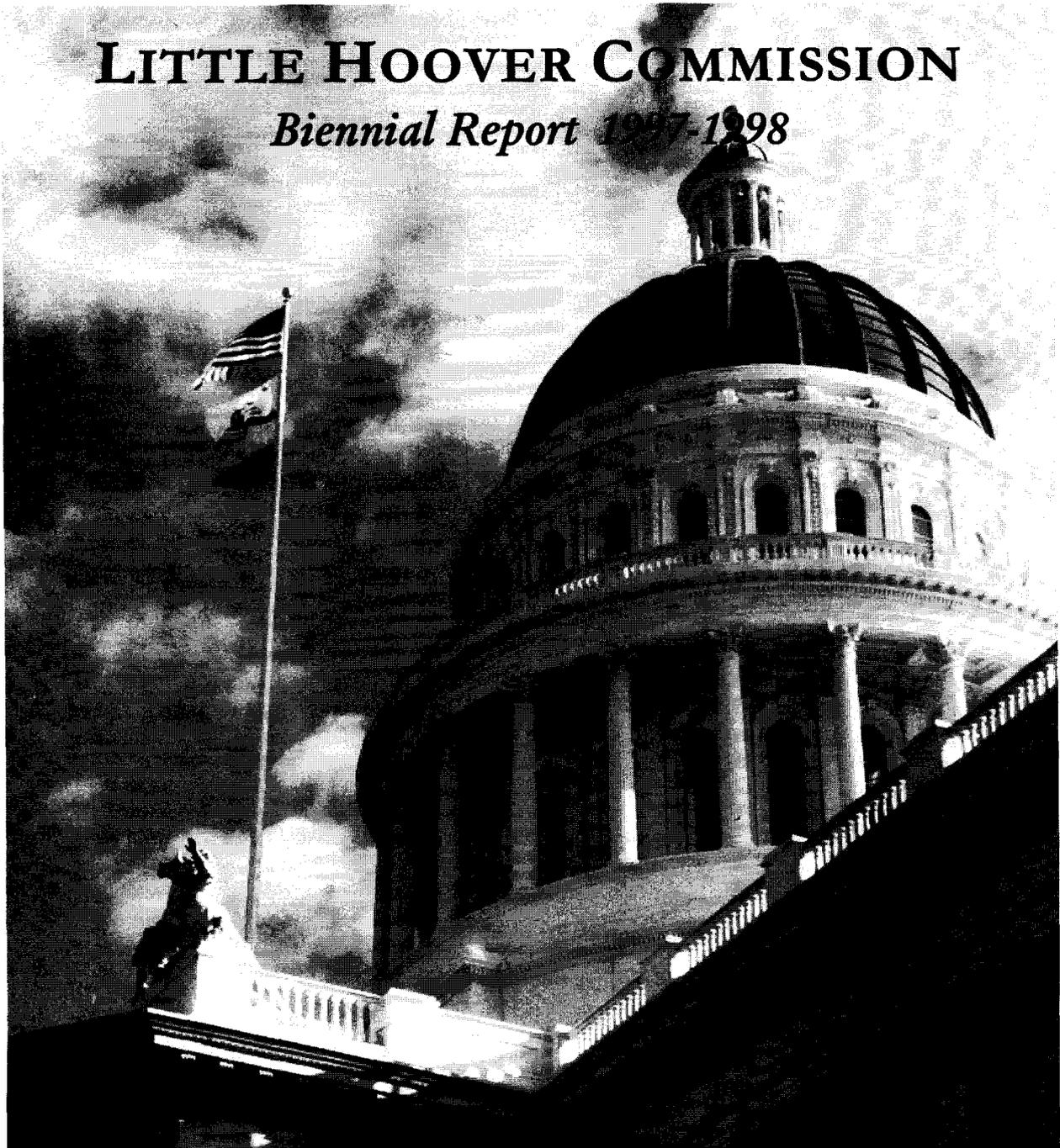
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# LITTLE HOOVER COMMISSION

*Biennial Report 1997-1998*



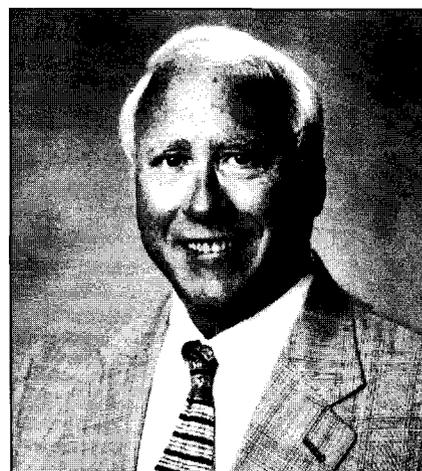
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**Chairman**  
***Richard R. Terzian***

Richard R. Terzian (R-Los Angeles) was originally appointed to the Little Hoover Commission by Governor George Deukmejian in May 1986. He was reappointed by Governor Pete Wilson in March 1994, and again in March 1998. Mr. Terzian is a partner in the law firm of LeBoeuf, Lamb, Greene & MacRae. He has served as Chairman of the Commission since March 1994. He also served as Vice Chairman from 1992 to 1994.



**Vice Chair**  
***Michael E. Alpert***

Michael E. Alpert (D-Coronado) was appointed to the Little Hoover Commission by Assembly Speaker Willie L. Brown, Jr. in May 1994, and reappointed by the Senate Rules Committee in August 1997. He is a retired partner in the law firm of Gibson, Dunn & Crutcher, where he specialized in corporate securities. Mr. Alpert is also former Chief Deputy Commissioner of the California Department of Corporations.

# LITTLE HOOVER COMMISSION

January 28, 1999

Dear Governor and Members of the Legislature:

The State of California – like most government and private organizations – is challenged by fundamental and fast-paced change. Demographic, economic and social changes are putting new demands on public programs. Advances in technology and our understanding change how the State can and should respond to these new demands. But too often, public programs, procedures and organizational structures are static – unable or unwilling to adapt.

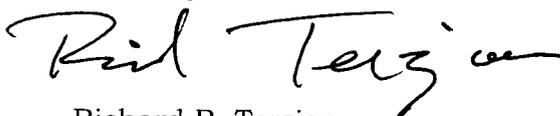
During the last two years the Little Hoover Commission has examined several policies in need of comprehensive reform: child care and child support enforcement, how schools are funded, how consumers are protected and how prisons are operated. In each of these areas, the challenges facing state agencies are growing in size, complexity and consequence. In each area, new possibilities define the horizon.

During the last two years, the Little Hoover Commission vigorously pursued bipartisan reforms in each of these areas, along with efforts to implement recommendations from earlier reports. During the 1997-98 legislative cycle, the Commission supported 81 pieces of legislation that would have implemented its recommendations. Twenty-five of these bills were signed into law, improving the State's oversight of long-term care facilities, correctional programs and other public services.

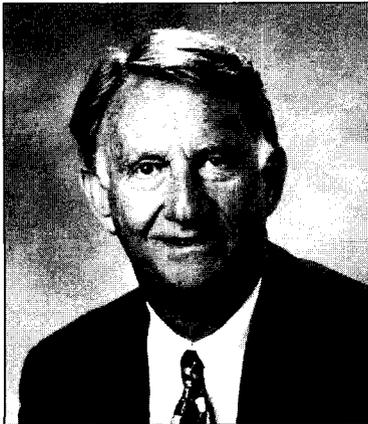
Drawing from the Commission's experience, this report also defines some common problems and universal reforms that policy makers and program managers should consider as they routinely pursue more effective government. State agencies must gather better data to understand the problems they are trying to solve and evaluate the effectiveness of their responses. The State needs to rethink its relationship with counties and other local governments in order to form more effective partnerships. And in many areas the State needs to break down the walls between its own departments to coordinate and develop more comprehensive efforts to serve citizens.

This report summarizes the Commission's efforts of the last two years and the Commission's role in improving state governance. It also re-affirms the commitment on the part of myself and my fellow Commissioners to promote the economy and efficiency of state operations.

Sincerely,

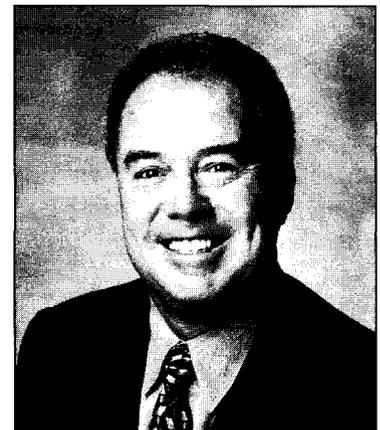


Richard R. Terzian  
Chairman



***Commissioner  
Carl D. Covitz***

Carl D. Covitz (R-Los Angeles) was appointed to the Little Hoover Commission by Governor Pete Wilson in October 1993, and reappointed in March 1996. He has been the owner and president of Landmark Capital, Inc. since 1973. Mr. Covitz served as Secretary of the California State Business, Transportation and Housing Agency from 1991 to 1993; as Chairman of the Board, Federal Home Loan Bank of San Francisco from 1989 to 1991; and as Undersecretary for the U.S. Department of Housing and Urban Development from 1987 to 1989.



***Commissioner  
Daniel W. Hancock***

Daniel W. Hancock (D-Milpitas) was appointed to the Little Hoover Commission by Assembly Speaker Cruz Bustamante in July 1997. He has been president of Shapell Industries of Northern California since 1985. Mr. Hancock is the former director and past president of the Southern Division Building Industry Association (BIA), a former member of the boards of the National Conference of Christians and Jews and the San Ramon Library Foundation, and past chairman and founding director of the San Jose Sports Authority.



# *Promoting Economy & Efficiency*

**T**he Little Hoover Commission, formally known as the Milton Marks “Little Hoover” Commission on California State Government Organization and Economy, is an independent state oversight agency.

By statute the Commission is a bipartisan board composed of five citizen members appointed by the Governor, four citizen members appointed by the Legislature, two Senators and two Assemblymembers. No more than five of the nine public members may be from the same political party and the legislators from each body must be of different parties. In creating the Commission in 1962, the Legislature declared its purpose:

*... to secure assistance for the Governor and itself in promoting economy, efficiency and improved services in the transaction of the public business in the various departments, agencies and instrumentalities of the executive branch of the state government, agencies and instrumentalities, and all expenditures of public funds more directly responsive to the wishes of the people...*

The Commission most often pursues its charge by looking beyond whether existing programs comply with the law to explore how policies could be realigned and programs redirected to meet the contemporary needs of Californians.

The Commission’s role differs from auditors and other analysts by blending factually sound analysis and an open process for gathering expert opinion from all perspectives, with the consensus-based deliberations of the bipartisan Commission. From child care programs to the regulation of nursing homes, the Commission has consistently advocated ways the State could improve service to Californians while in the long run reducing public expenditures.

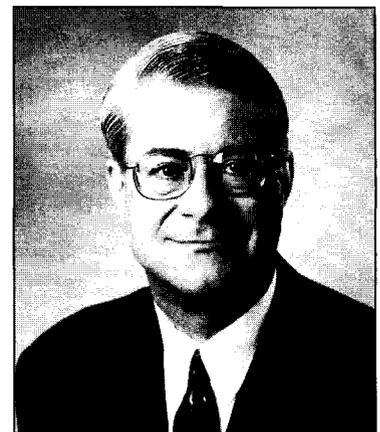
The recommendations are issued in comprehensive, informative reports. The Commission works to implement its recommendations by building coalitions, testifying at hearings and providing technical support to policy makers.

The Commission also is responsible for general oversight of the State Auditor, providing a home for this important function. The Commission also is required to review all reorganization plans proposed by the Governor.



***Assemblymember  
Sally Havice***

Assemblymember Sally Havice (D-Cerritos) was appointed to the Little Hoover Commission by Assembly Speaker Antonio Villaraigosa in April 1998. She was elected to the State Assembly for the 56<sup>th</sup> District in November 1996 and was re-elected in 1998. She serves as Chair of the Assembly Committee on International Trade and Development and Chair of the Select Committee on School Safety.



***Commissioner  
Gary H. Hunt***

Gary H. Hunt (R-Corona Del Mar) was appointed to the Little Hoover Commission by Governor Pete Wilson in March 1998. He is the executive vice president of corporate affairs and administration for The Irvine Company. He has also held appointed positions in the administrations of California Governors Pete Wilson and Ronald Reagan; the California Constitutional Revision Commission; committees and caucuses of the State Legislature; and the office of former Congressman Clair Burgener.

# *An Open and Informed Process*

**T**he Commission fulfills its charge by listening to the public, consulting with the experts and conferring with the wise. In the course of its investigations, the Commission empanels advisory committees, conducts public hearings and visits government operations. The Commission selects topics that come to its attention from citizens, legislators and other sources. A Subcommittee of the Commission is formed to identify key issues, provide direction to the staff and develop a draft report to be considered, modified and approved by the full Commission. To build a knowledgeable basis for its deliberation, the Commission typically employs a three-track study process:

- ★ ***First-hand Research.*** The first track involves reviewing previous research and interviewing those responsible for public programs and their clients. For instance, in the course of its correctional study, the Commission visited prisons and met with inmates, staff and wardens.
- ★ ***Consulting with Experts.*** The second track involves an advisory committee. Experts, stakeholders, legislative staff, public managers and others help to define issues and explore possibilities. The Subcommittee is often involved in this process. For the studies published during the 1997-98 period, the Commission conducted more than 20 advisory committee meetings, exploring such diverse issues as how the State regulates licensed professionals to how child care programs could better serve the needs of low-wage families struggling to remain financially independent.
- ★ ***A Public Venue for New Ideas.*** The third track involves public hearings, which allow the full Commission to hear testimony and discuss the issues with witnesses – including some of the nation’s foremost experts and officials directly responsible for the performance of existing programs. The hearings are frequently conducted in the state Capitol and provide an opportunity to inform lawmakers and their staff. For the reports published during the 1997-98 period, the Commission conducted 14 hearings involving testimony from more than 100 witnesses.

This process efficiently yields valuable information that is used by the Commission during their deliberations. The recommendations are the product and the responsibility of the Commissioners themselves.



***Commissioner  
Gwen Moore***

Gwen Moore (D-Los Angeles) was first appointed as a legislative member to the Little Hoover Commission by Assembly Speaker Willie L. Brown Jr. in October 1984. She was appointed as a public member by Brown in May 1995. She is the founder and Chief Executive Officer of GeM Communications Group. She was a member of the California State Assembly from 1978 to 1994.



***Commissioner  
Angie Papadakis***

Angie Papadakis (R-Rancho Palos Verdes) was appointed to the Little Hoover Commission by Governor George Deukmejian in August 1990, and has been reappointed twice by Governor Pete Wilson. She was president of Papadakis Advertising. She is an author, a lecturer, humorist, wife, mother and grandmother. She serves on the California-Nevada Super Speed Train Commission. She previously served on the California State Board of Education, the Los Angeles County Board of Education and the Los Angeles County Department of Social Services Commission.



# *Common Maladies & Prescriptions*

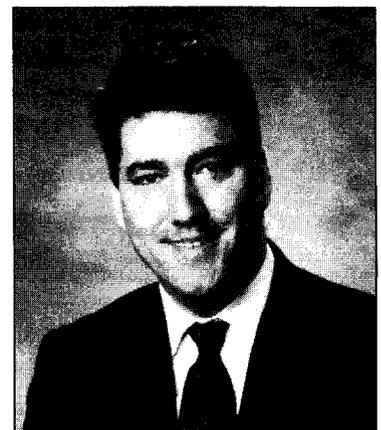
**I**n the course of its reviews, the Little Hoover Commission has come across a number of common maladies that thwart policy makers and program managers from accurately assessing the performance of current efforts, crafting reforms and assessing progress. The maladies elicit some universal prescriptions that could be valuable to programs throughout the State:

- ★ ***Gather meaningful data.*** It is difficult and even dangerous to respond to public needs that are not clearly understood. Inadequate and inaccurate information can doom public programs from the start. It also is hard to hold people accountable, hard to establish priorities, hard to allocate resources and hard to assess innovations without a quantitative basis for making those decisions. Too often fundamental public decisions are based on anecdotes, headlines or philosophical beliefs, rather than accurate and comprehensive data. Too often data are only gathered to assess regulatory compliance rather than performance.
  
- ★ ***Invest in independent evaluation.*** Meaningful data can allow – but is not a substitute for – honest evaluations of public programs. The State routinely continues or abandons old programs, initiates and expands new ones without drawing on the expertise that can provide thoughtful information for making such decisions. Rigorous and independent evaluation of public programs is too often considered an unaffordable luxury – yet millions of dollars are spent or lost because of uninformed decision-making. Moreover, reliable information can provide the common ground needed to forge compromise out of controversy and progress out of stalemate.



***Senator  
John Vasconcellos***

Senator John Vasconcellos (D-Santa Clara) was appointed to the Little Hoover Commission by the Senate Rules Committee in February 1997. He was elected to the State Senate in 1996 after representing Santa Clara County and Silicon Valley in the California State Assembly for 30 years. He chairs the Senate Public Safety Committee and the Select Committee on Economic Development. He founded the California Task Force to Promote Self Esteem and Personal and Social Responsibility, and he chaired the Assembly Democratic Economic Prosperity Team (ADEPT), designing California's economic recovery.



***Commissioner  
Sean Walsh***

Sean Walsh (R-Sacramento) was appointed to the Little Hoover Commission by Governor Pete Wilson in January 1999. He served as Deputy Chief of Staff and Press Secretary for Governor Wilson from 1995 to 1999, and as Director of Governor Wilson's Crime Summit from 1993 to 1994. He also served as Assistant Press Secretary and Director of Press Office Operations for President George Bush from 1989 to 1993.

- ★ **Coordinate State Actions.** The purpose of the agency structure of government is to coordinate efforts among state departments. State government, like other public and private organizations, should routinely realign that structure to better accomplish the public's business. But it is harder to structurally change public organizations than private ones, and for that reason, the State also needs to concentrate on meaningful and effective ways to coordinate the efforts of individual programs and departments. The State needs to develop the mechanisms to quickly assemble its best talent to assess problems and craft responses and to resolve the frequent conflicts among government agencies and between public policies.
  
- ★ **Rethink state-local relationships.** For the last two decades, California has experienced an erosion of the fiscal and functional relationships between the State and local governments. Numerous analysts have offered proposals for rebuilding the organizational structure and the fiscal relationship between state agencies and their street-level counterparts. Until fundamental reforms can be agreed upon, the State and its local partners need to concentrate on the relationship on a policy-by-policy basis. United around a shared concern for a specific population or purpose, professionals should be able to clarify their roles and responsibilities, provide for meaningful oversight and accountability, and allocate resources and align incentives to deliver desired outcomes.



***Commissioner  
Stanley R. Zax***

Stanley R. Zax (I-Beverly Hills) was appointed to the Little Hoover Commission by the Senate Rules Committee in March 1994, and reappointed in January 1998. He is the chairman and president of Zenith Insurance Company.

# Successfully Improving Government

**M**any of the Commission's recommendations take years to be implemented. In nearly all cases, the Commission is not alone in its advocacy for a given reform, and acknowledges and appreciates the efforts by those who share its ambition for efficient and effective government.

While some of the Commission's recommendations require legislation, others can be implemented administratively. The legislative section of this report provides a complete listing of bills formally supported by the Commission during the 1997-98 session. The following is a highlight of some of the Commission's successes during that time frame.

- ★ **Crime and Prisons.** As part of the 1998-99 budget, the Governor and the Legislature took a major step toward implementing some of the Commission's recommendations in its 1998 report *Beyond Bars: Correctional Reforms to Lower Prison Costs and Reduce Crime*. The capacity of the prison system was expanded in a way that increased drug treatment and educational programs proven to reduce future crimes by inmates once they are released. Similarly, cost-effective services to parolees were expanded, increasing the opportunities for felons to successfully reintegrate into society and not return to overcrowded prisons.
- ★ **Education.** The Legislature in 1998 enacted significant legislation to expand the use of charter schools and to increase their independence. In its 1996 report, *The Charter Movement: Education Reform School by School*, the Commission advocated that the experiment in locally controlled education be expanded and fortified to provide a true test of the concept in California.
- ★ **Property Management.** In a 1995 report, the Commission advised the Department of General Services to reorganize its property management units to improve the service it provides client state agencies, as well as its management of state assets. In 1998, the director of DGS testified that in response to the Commission's recommendations, the department had reorganized its real estate unit to eliminate redundancy, streamline procedures, and improve communication and planning.

***Former Commissioners Who Served During the 1997-98 Session***

**Nathan Shapell** (D-Beverly Hills) was appointed to the Commission by the Senate Rules Committee in September 1968, and served until July 1997. He is the Chairman of the Board of Directors and Chief Executive Officer of Shapell Industries, Inc. He was Chairman of the Little Hoover Commission from 1976 to 1994.

**Charles G. Bakaly, Jr.** (R-Pasadena) was appointed to the Commission by Governor Pete Wilson in July 1994, and served until January 1998. He is a retired senior partner in the law firm of O'Melveny & Myers, and is currently an attorney-mediator with the Bakaly & Friedman Mediation Dispute Resolution Group.

**Marjorie M. Berte** (R-San Francisco) was appointed to the Commission by Governor Pete Wilson in July 1998, and served until September 1998. She is Vice President for Underwriting and Policyholder Services with the California State Automobile Association (AAA), and the former director of the State Department of Consumer Affairs from January 1995 to March 1998.

**Pier A. Gherini, Jr.** (R-Santa Barbara) was appointed to the Commission by Governor Pete Wilson in July 1994, and served until March 1998. He is president of Cow Hollow Investment Company and Waterfall Communications Company, and owner of G/SB Marketing and Public Relations.

**Senator Quentin L. Kopp** (I-San Francisco) was appointed to the Commission in March 1997 by the Senate Rules Committee, and served until his Senate term ended in December 1998. He was elected to the State Senate in November 1986, and chaired the Senate Transportation Committee.

**Assemblymember Diane Martinez** (D-Los Angeles) was appointed to the Commission by Assembly Speaker Cruz Bustamante in February 1997, and served until March 1998. She was elected to the Assembly in 1992. She served as Chair of the Utilities and Commerce Committee and the Committee on Elections, Reapportionment and Constitutional Amendments.

**Assemblymember Charles Poochigian** (R-Fresno) was appointed to the Commission by Speaker Curt Pringle in March 1996, and reappointed by Assembly Speaker Cruz Bustamante in November 1997. He served until his Assembly term ended in December 1998. He was elected to the State Assembly in 1994, and served as a member of the Assembly Appropriations, Transportation, and Revenue & Taxation Committees.



- ★ **Long-Term Care.** Policy makers have become increasingly concerned about the public programs to fund and regulate the providers of long-term care. The Commission's 1996 report, *Long-Term Care: Providing Compassion Without Confusion*, was well received by policy makers and advocates and spurred a number of successful legislative reforms. Among them: stiffer penalties for violating regulations, planning for the consolidation of licensing responsibilities, and improved training for facility staff.
  
- ★ **School Facilities.** In 1992, the Commission's report, *No Room for Johnny* chronicled the complexities and additional costs of securing state funding and approval for local school facilities. The Commission advocated a streamlined, consolidated and accelerated process for state review. In 1998, as part of the Commission's ongoing work on school facilities, the Department of General Services reported that the approval and oversight process had been reengineered, reducing the number of forms necessary to receive state funding from 26 to four.
  
- ★ **Utilities and Energy.** In June 1998, the Governor signed into law a new energy policy for the State that calls for consolidating the permitting of major electrical facilities into a single state agency. The goal is consistent with the Little Hoover Commission's conclusions in the 1996 report, *When Consumers Have Choices: The State's Role in Competitive Utility Markets*. In September 1998 the Governor signed into law SB 779 (Calderon), which extends the same judicial review that exists for most state regulators to include decisions by the Public Utilities Commission. The Commission recommended that reform as an essential check on the procedural integrity of PUC decisions.



**Little Hoover Commission Staff**

# 1997-98 Commission Reports

**D**uring this time, the Little Hoover Commission published eight reports, on issues ranging from child care to consumer protection. The following pages summarize these reports, beginning with the most recent publication:

- ★ *Caring For Our Children: Our Most Precious Investment*
- ★ *Review of Governor's Reorganization Plan for Regulatory Oversight of Managed Health Care in California*
- ★ *Consumer Protection: A Quality of Life Investment*
- ★ *Review of State's Efforts to Meet Year 2000 Computer Change*
- ★ *Beyond Bars: Correctional Reforms to Lower Prison Costs and Reduce Crime*
- ★ *Dollars and Sense: A Simple Approach to School Finance*
- ★ *Enforcing Child Support: Parental Duty, Public Priority*

Each summary is followed by the World Wide Web address where the report can be found. Most reports are available in HTML and Word Perfect formats. Copies of the reports are also available from the Commission.



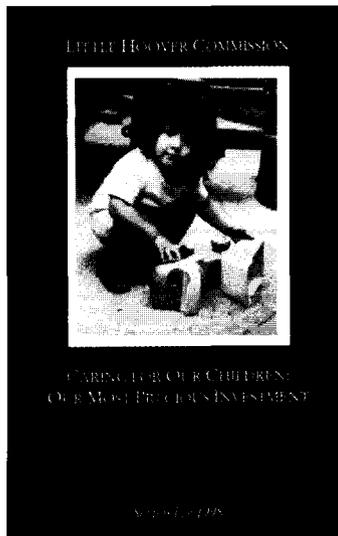
## Caring For Our Children: Our Most Precious Investment

September 1998

**F**or too long, child care policies have been haunted by a seemingly unavoidable trade off. Should available public funds be spent in ways that ensure as many children as possible have a safe place to play? Or alternatively, should public resources be focused on creating high quality, early education for those children who are lucky enough to get into impacted public programs? Neither is acceptable public policy for California. The first priority should be to meet the need for safe, supervised care. Still, we owe it to our children to generate the political will to find sufficient public funds for both quantity and quality care.

In preparing this report, the Commission concluded that California's existing programs and regulations lack the synergy necessary to maximize the opportunities at hand. There is no system there – no clear and widely held goals, no alignment of efforts, no vision for how the variety of child care providers and organizations serve the common and essential purpose of fostering the potential of young lives.

The Commission recommends that the Governor and the Legislature adopt a California child care master plan to guide the State's efforts to help families and local communities meet their child care needs. The plan should assure universal access, emphasize child development needs, address staff shortages, and give local needs priority.



*"I cannot agree more with your critique of the current system and I am hopeful that the legislature will address many of the issues that the report brings to light."*

*– John Warfel, President, Board of Child and Family Services*

Guided by this plan, state policy makers should strive to expand California's child care capacity so that all Californians have access to these services. The Governor and the Legislature should reform funding mechanisms and provide sufficient funding for subsidized child care to serve all eligible families. Finally, the State should work to improve the quality of available child care and expand early education opportunities.

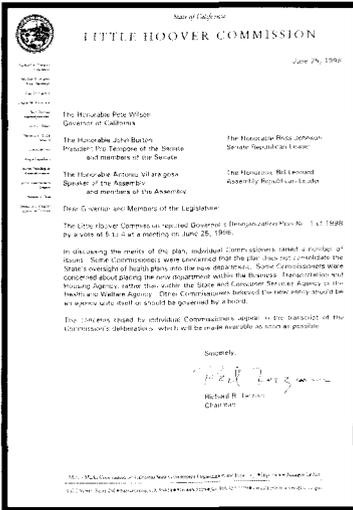
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# Review Of Governor's Reorganization Plan For Regulatory Oversight Of Managed Health Care In California

June / July 1998

**I**n late June, the Little Hoover Commission reviewed Governor's Reorganization Plan No. 1 of 1998, which would have created a new Department of Managed Health Care, and recommended rejection of the plan. In early July, the Senate rejected the plan.



The Commission, however, believes that in order to restore public confidence, the State should act now to correct the serious deficiency in the regulation of managed care providers. At the request of the Governor and using the Reorganization Plan as a basis, the Commission recommended that the State create a new managed health care regulatory entity that will be efficient, effective and accountable to the public.

This entity, whether it is an agency or a department, should be governed by a single gubernatorial appointee confirmed by the Senate Rules Committee. The Governor and the Legislature should commit to adequately funding the new entity.

*"The Little Hoover Commission urges the Legislature and the Governor to collaborate on the development of legislation that would provide unified, effective and publicly accountable regulation of managed health care. . ."*

*— Richard Terzian, Chairman, Little Hoover Commission*

The Commission also recommends that the State coordinate the data collection, complaint resolution and public education of all agencies involved in health care plan oversight. Finally, to enhance decision-making and increase legitimacy, public procedures should be established and the role of the regulator's advisory committee should be expanded to provide for meaningful public comment, review of proposed policies and scrutiny of the regulatory entity.

<http://www.lhc.ca.gov/lhcdirect/147/reorgno2.html>



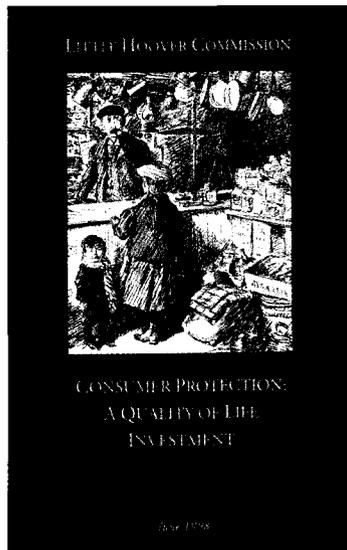
## Consumer Protection: A Quality Of Life Investment

June 1998

**E**ach year, the State invests hundreds of millions of dollars in the name of consumer protection. Each year, consumers suffer losses because of unqualified professionals and fraud, unfair and anti-competitive business practices. Sometimes the losses are measured in dollars and sometimes in tears.

As California's economy has matured, consumer protection has evolved into a government imperative. Done correctly, consumer protection efforts facilitate market efficiency, improve public decision-making and empower all consumers to make smart choices while shielding the most vulnerable from the worst abuses.

During its review the Commission found that the State has an adequate, even ambitious legal framework for giving consumers a voice in the political process that often shapes their choices in the marketplace. Yet consumer advocates, business representatives and even present and past leaders of the State's consumer protection units nearly unanimously agree that as a whole the network of consumer protections is not living up to its potential. The day-to-day exigencies of operating public agencies have somehow overwhelmed the ability of the organizations to work together and be as dynamic as the markets they monitor.



*"Consumers often feel powerless when fighting businesses, particularly large corporations. That imbalance of power, combined with the impact on one's quality of life that consumer problems often have, are important reasons why the state needs to take a strong role in assisting consumers. We hope your inquiry will help improve this situation."*

*-- Earl Lui, Consumers Union*

In this report, the Little Hoover Commission makes eight recommendations to reform the State's consumer protection apparatus. In the areas of education and interagency collaboration, the recommendations seek to make the most of existing government activities by coordinating the efforts of state and local consumer-related agencies. In the area of advocacy, the recommendations seek to creatively fortify existing but underdeveloped advocacy efforts. The recommendations on the department's structure seek to better align the regulatory boards and the department – to increase accountability, flexibility and effectiveness.

<http://www.lhc.ca.gov/lhcdir/146/TC146.html>



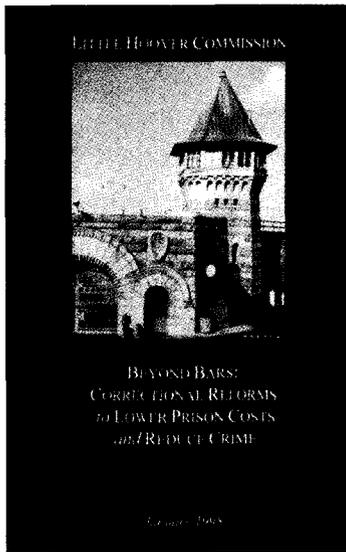




## ***Beyond Bars: Correctional Reforms To Lower Prison Costs And Reduce Crime***

***January 1998***

**A**fter more than a decade of investing in new county jails and state prisons, California faces an inmate overcrowding crisis that worsens each day. Over the last decade an increasing percentage of a growing population has been sentenced to state prison, and correctional officials see that trend continuing into the foreseeable future.



The Commission spent 10 months conducting research and analysis with the cooperation of the agencies involved and with the assistance of professional and academic experts from across the nation. In the course of its review, the Little Hoover Commission was presented with compelling evidence that prison overcrowding is not just the product of tougher sentences enacted in recent years. Overcrowding is compounded by inappropriate sanctions for low-level property criminals and a policy of incarceration instead of treatment for drug users, who because of repeated failures end up in state prisons. In addition, two out of three paroled felons in California – far more than in most other states – fail to successfully reintegrate into society. Consequently, they are returned to prison, too often having committed another crime.

*“This hard hitting report exposes the reasons for the failure of California’s ‘get tough’ prison policy . . . Prisons don’t correct and sending low-level offenders to prison squeezes out room for violent criminals.”*

*– Jerry D. Hill, Field Director for Justice Fellowship California*

The Commission believes that reforms should occur in three areas. First, it recommends that the State create an integrated system, constantly evaluating and expanding those strategies that work wherever they are best suited. Secondly, the State should maximize existing facilities by effectively sanctioning low-level offenders and reintegrating parolees into society. Lastly, the Commission recommends that the State expand its facilities through competitive procedures that allow private and public agencies to submit proposals and be held accountable for their performance.

<http://www.lhc.ca.gov/lhcdir/144/TC144.html>



## ***Dollars And Sense: A Simple Approach To School Finance***

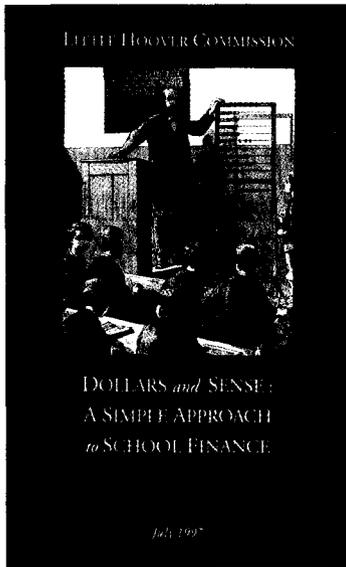
***July 1997***

**C**alifornia spent almost \$34 billion on schools and the services provided at them in the 1996-97 fiscal year. Well over a third of the State's General Fund is dedicated to elementary and secondary education. Yet despite the enormity of this commitment of public dollars, the number of people is tiny who understand – accurately and completely – how the funds are parceled out to districts, school sites and individual classrooms. The funding system for education is complex and grows more so annually with each new tweak and adjustment.

The results of this complexity undermine public confidence in and support for the State's public schools in many ways, including lack of meaningful accountability, public and parent dissatisfaction, questionable equity, lack of results-oriented leadership, and high process costs.

In this report, the Commission examines the historical context of and current problems with the State's education finance system. The Commission urges the governor and the Legislature to take several steps, including:

- ❖ Redesigning the education funding system to simplify formulas, redirect the focus to educational needs rather than process and ensure meaningful equity of educational opportunity.
- ❖ Simplifying the Special Education system to ensure equity and flexibility without diminishing protections for children with special needs.



*"The Little Hoover report lays out a series of concrete steps that could be taken to bring California's school system to some semblance of rationality."*

*– Dan Walters, The Sacramento Bee*

- ❖ Realigning fiscal accountability measures so they conform with and drive decision-making toward the statewide educational goals now being developed.
- ❖ Re-enforcing local control of schools by creating a local funding option.
- ❖ Convening a process to build consensus on what elements constitute an adequate education environment in California.

<http://www.lhc.ca.gov/lhcdir/143/TC143.html>



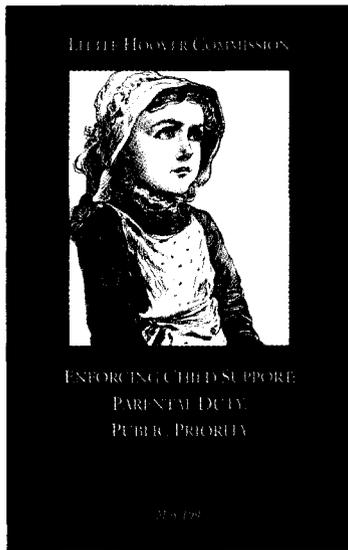
## ***Enforcing Child Support: Parental Duty, Public Priority***

May 1997

**A**fter reviewing California’s Child Support Enforcement Program, the Little Hoover Commission has concluded that the program is falling far short of its traditional expectations. Of equal importance, given welfare reform and concerns over the financial health of the State’s poorest families, the program is ill-prepared to take on a larger role in helping single-parent families meet basic human needs.

The Commission found that despite the confidence of state officials and promises that technology purchasing procedures have been reformed, the State was struggling to salvage a brand new \$300 million computer network that is barely functioning. Automation is an important tool in increasing child support collections. But today, the computer system actually increases the chances that children do not receive the financial support they deserve.

The Commission also discovered that welfare reforms create challenges for a child support program that did not live up to modest, pre-reform expectations. To successfully implement federal requirements – including creation of a centralized collections unit – state social service workers, county law enforcement officials and legislative leaders need to fundamentally put children at the center of reform efforts.



*“The Little Hoover Commission, in a critical 1997 report on the state’s collection efforts, advised the Legislature that child support should be an inescapable obligation. . . . There can be no more excuses for the lack of accountability at the state or county level, no more tolerance for a system that fails so many children.”*

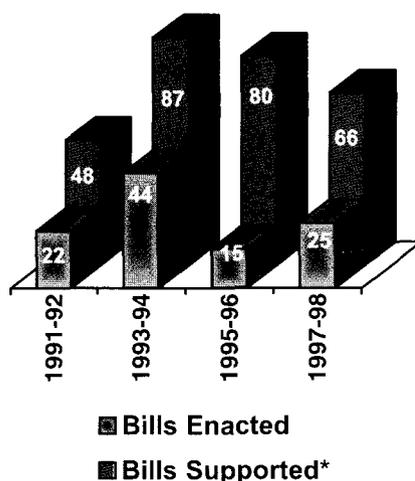
*– Los Angeles Times Editorial*

In short, State leaders need to make child support a priority. California’s counties, as the day-to-day operators of the program, have to be held accountable for meeting minimum performance standards. Reorganization efforts should be guided overwhelmingly by the imperative that children deserve the best possible service. Automation needs to be pragmatically embraced to accomplish the routine and counterweighted with a pledge to resolve problems person to person. And finally the commitment to do better must be renewed with every birth in California, because every child is entitled to financial and emotional support.

<http://www.lhc.ca.gov/lhcdir/142/TC142.html>



# Supporting Legislation: 1997 - 1998



\*Does not include bills from which the Commission withdrew its support

**B**ased on the recommendations from its reports, the Little Hoover Commission supported 81 pieces of legislation in nine different policy areas during the 1997-1998 legislative session. In some cases, the bills were outgrowths of recent studies conducted by the Commission. In other cases, the Commission supported measures based on recommendations it made as many as 10 years ago, but remain relevant today.

The Commission withdrew support from 15 bills when amendments made them no longer compatible with Commission recommendations. Of the remaining 66 bills, 37 measures passed both houses of the Legislature, and the Governor signed 25 of those measures. Twelve Commission-supported bills were vetoed.

The Commission's legislative activities during the 1997-1998 legislative session were largely focused on the areas of crime and prisons, education and long-term care. To a lesser degree, there was legislative activity in the topics of child support and general state management. Other subject matters, such as foster care, procurement, and utilities, also received the Commission's legislative attention.

The tables on the following pages describe each bill, organized by topic and in numerical order, that the Commission supported during the 1997-1998 legislative session.

*Child Support*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 123 (Wildman)	Originally would have modified the criminal penalty provisions for failing to provide child support	Support Withdrawn
AB 1334 (Caldera)	Originally would have established a pilot project to allow alternative methods of service of process in child support actions	Support Withdrawn
AB 1961 (Aroner)	Creates a dispute resolution process for child support collection disputes	Vetoed
<b>SB 936 (Burton)</b>	<b>Requires counties to collect and compile specified information on child support enforcement programs</b>	<b>Chaptered Ch. 926, Stats. 1997</b>

*Crime*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 70 (Woods)	Prohibits a juvenile court from committing a person to the Youth Authority for the commission of specified criminal offenses in a county that has adopted a plan involving community-based punishment	Died in Senate
AB 320 (Goldsmith)	Establishes a pilot program for certain non-violent juvenile offenders to attend a victim-offender reconciliation program, perform community service, and pay victim restitution	Vetoed
AB 486 (Margett)	Establishes an education and transitional support program for graduates of juvenile boot camps	Died in Senate



<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
<b>AB 640</b> <b>(Aguiar)</b>	<b>Authorizes a pilot program in San Bernardino County designed to demonstrate the effects of a collaborative and integrated approach to the apprehension, treatment, rehabilitation, education, and punishment of juvenile offenders in a community-based program</b>	<b>Chaptered Ch. 753, Stats. 1997</b>
<b>AB 963</b> <b>(Keeley)</b>	<b>Establishes a crime prevention program in specified counties for the purposes of reducing gang and criminal activity and youth violence</b>	<b>Chaptered Ch. 885, Stats. 1997</b>
AB 986 (Migden)	Originally would have revised the goals of the juvenile justice laws	Support Withdrawn
SB 483 (Schiff)	Declares the intent of the Legislature to create a Department of Juvenile Justice in state government for the purpose of coordinating juvenile justice services	Vetoed
SB 668 (Vasconcellos)	Revised the goals of the juvenile justice laws	Vetoed
SB 670 (Vasconcellos)	Establishes the California Sentencing Commission, creates a Judicial Advisory Committee to assist the commission in developing sentencing guidelines, and authorizes counties to create local sentencing commissions for the purpose of establishing sentencing guidelines for misdemeanors	Died in Senate
SB 711 (Mountjoy)	Modifies the sealed records law and the confidentiality of certain proceedings relating to juvenile offenders	Died in Senate
SB 817 (Polanco)	Creates regulations for private sector boot camps	Died in Assembly
SB 822 (Lockyer)	Creates the California Youth Violence Prevention Authority	Vetoed

## BIENNIAL REPORT 1997-98

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
SB 1136 (Kopp)	Originally would have established a deferred entry of judgment procedure in juvenile court for a minor who has committed a felony offense if specified circumstances apply	Support Withdrawn
<b>SB 1195 (Schiff)</b>	<b>Enhances the ability of victims or families of victims of juvenile offenders to participate in the justice process</b>	<b>Chaptered Ch. 910, Stats. 1997</b>
SB 1218 (Schiff)	Authorizes certain juvenile offenders convicted of a felony to be released under supervision for a maximum period of two years after the offender reaches the age of 25	Died in Senate
SB 1259 (Vasconcellos)	Establishes a crime prevention program in specified counties for the purposes of reducing gang, criminal activity, and youth violence	Died in Senate
<b>SB 1485 (Rosenthal)</b>	<b>Requires the Department of Corrections to award mentally ill offender grants to provide a continuum of sanctions for mentally ill offenders</b>	<b>Chaptered Ch. 501, Stats. 1998</b>
<b>SB 1913 (Ayala)</b>	<b>Makes the Office of the Inspector General an entity wholly independent of any other state agency</b>	<b>Chaptered Ch. 969, Stats. 1998</b>

## *Education*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 36 (Firestone)	Establishes the Alpert-Firestone Bilingual Education Reform Act of 1997 in order to provide a new program of instructional services for English learners	Died in Assembly
AB 55 (Mazzoni)	Originally would have changed the vote requirement for the approval of bond measures related to school facility construction	Support Withdrawn



<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 458 (Caldera)	Authorizes the Superintendent of Public Instruction to make apportionments for additional educational programs offered by charter schools provided the schools meet specified requirements	Died in Assembly
<b>AB 544</b> <b>(Lempert)</b>	<b>Increases the maximum number of charter schools allowed to operate in the State from 100 to 250</b>	<b>Chaptered Ch. 34, Stats. 1998</b>
AB 844 (Caldera)	Repeals the limitation on the number of charter schools operating in the State and in any school district	Died in Assembly
<b>AB 865</b> <b>(Pringle)</b>	<b>Authorizes school districts to utilize commercial buildings that do not meet the requirements of the Field Act as school buildings under specified circumstances</b>	<b>Chaptered Ch. 629, Stats. 1997</b>
AB 867 (Pringle)	Requires the State Board of Education to annually identify low-achieving elementary and high schools and permits the parents of the pupils at such schools to submit to the governing board of the school district a petition to establish a charter school	Died in Assembly
AB 1254 (Baldwin)	Makes inoperative the limitation on the number of charter schools operating in the state provided that the Senate and Assembly Education Committees make specified findings regarding charter schools and pupil performance	Died in Assembly
ACA 7 (Escutia)	Originally would have provided an exemption from the property tax limitation for property taxes to pay the interest charges on bonded indebtedness incurred by school districts for school facility construction and changes the vote requirement for the approval of bond measures related to school facility construction from two-thirds to a majority	Support Withdrawn

BIENNIAL REPORT 1997-98

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
SB 6 (Alpert)	Establishes the Alpert-Firestone Bilingual Education Reform Act of 1997 in order to provide a new program of instructional services for English learners	Vetoed
SB 222 (Lewis)	Repeals the limitation on the number of charter schools operating in the state and in any school district	Died in Senate
SB 223 (Lewis)	Permits a petition for the establishment of a charter school to be submitted by the parents, guardians, or caregivers of pupils under specified circumstances	Died in Senate
SB 224 (Lewis)	Originally would have deemed the Regents of the University of California, the Chancellor of the California State University, and the Chancellor of the California Community Colleges as a governing board for the purpose of establishing charter schools	Support Withdrawn
<b>SB 804 (Rosenthal)</b>	<b>Revises the procedure utilized by the Superintendent of Public Instruction for calculating the days of school attendance in a manner that takes into account a school district's average rate of apportionable absences</b>	<b>Chaptered Ch. 298, Stats. 1997</b>
SB 843 (Hayden)	Originally would have increased the number of charter schools allowed to operate in the State	Support Withdrawn
SB 1538 (Alpert)	Provides for a comprehensive reform of the State's education finance system	Died in Senate

## *Foster Care*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 2598 (Aroner)	Creates an Interagency Coordinating Council for Foster Care	Vetoed
<b>SB 916 (Vasconcellos)</b>	<b>Enhances preplacement and annual training of foster care parents</b>	<b>Chaptered Ch. 542, Stats. 1997</b>

## *General Government*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 697 (Davis)	Requires the Trade & Commerce Agency to meet program-specific benchmarks, goals, and objectives set by the Legislature and imposes a monetary sanction for failing to meet the established goals	Vetoed

## *Long-Term Care*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 190 (Napolitano)	Originally would have declared the intent of the Legislature to increase the penalties for fraud against adults over the age of 65 to a level commensurate with the pain or suffering inflicted on the victim	Support Withdrawn
<b>AB 560 (Perata)</b>	<b>Establishes a registered dental hygienist in alternative practice as a new category of dental auxiliary and provides that such services may be rendered as a covered benefit to Medi-Cal recipients under specified conditions</b>	<b>Chaptered Ch. 753, Stats. 1997</b>

BIENNIAL REPORT 1997-98

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
<b>AB 668 (Aroner)</b>	<b>Requires the Director of Health Services to seek amendments to existing waivers of federal Medicaid requirements in order to expand the class of persons who would be eligible to receive personal care services</b>	<b>Chaptered Ch. 896, Stats. 1998</b>
AB 779 (Woods)	Reorganizes the provisions of law creating the Office of the State Long-Term Care Ombudsman Program in the California Department of Aging and revises the powers and duties of the office	Died in Assembly
AB 789 (Cardenas)	Prohibits a person from providing direct patient care in a long-term care facility if the person has been convicted of certain crimes	Support Withdrawn
AB 846 (Knox)	Prohibits the eviction of a resident of a residential care facility for the elderly unless certain circumstances exist	Vetoed
AB 1032 (Frusetta)	Prohibits a person from providing direct patient care in a long-term care facility if the person has been convicted of certain crimes	Died in Assembly
AB 1087 (Aguiar)	Requires the Director of Health Services to conduct a pilot project to examine and contrast the Joint Commission on the Accreditation of Health Care Organization accreditation review process with the current Medicare and Medicaid certification surveys and enforcement process for long-term health care facilities, and requires the department to seek all necessary waivers from the federal government	Died in Senate
<b>AB 1133 (Gallegos)</b>	<b>Increases the civil penalties against long-term health care facilities that are in violation of laws and regulations relating to patient care and eliminates the authority of the Director of Health Services to waive the penalty for a "Class B" violation</b>	<b>Chaptered Ch. 650, Stats. 1998</b>

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 1147 (Shelley)	Provides that any civil cause of action arising from the abuse of elderly or dependent adults shall be governed by the laws applicable to professional negligence actions as well as by those relating to the abuse of elderly or dependent adults	Died in Senate
AB 1178 (Davis)	Originally would have established standards for informed consent for medical treatments in Residential Care Facilities for the Elderly	Support Withdrawn
<b>AB 1215 (Mazzoni)</b>	<b>Requires the Health and Welfare Agency to prepare a report regarding the licensing responsibilities for long-term health care facilities and to develop a plan to consolidate these responsibilities under a single administrative branch</b>	<b>Chaptered Ch. 269, Stats. 1997</b>
AB 1249 (Davis)	Requires the Department of Aging to establish a statewide respite care program and registry to provide services to individuals providing care to the elderly and the disabled	Died in Assembly
<b>AB 1380 (Ashburn)</b>	<b>Extends the sunset date for the California Partnership for Long-Term Care Pilot Program from June 30, 1998 to June 30, 2000</b>	<b>Chaptered Ch. 37, Stats. 1997</b>
AB 1440 (Woods)	Requires the Department of Social Services to conduct fingerprint checks of in-home care providers at the expense of the provider	Died in Senate
<b>AB 1483 (Gallegos)</b>	<b>Requires every policy of long-term care insurance to be identified as either federally tax qualified or federally non-tax qualified and requires insurers offering federally tax qualified insurance to also offer federally non-tax qualified coverage</b>	<b>Chaptered Ch. 700, Stats. 1997</b>
SB 140 (McPherson)	Originally would have suspended the application of the inflation factor to the senior citizen exemption credit and transfers any resulting revenues to the California Senior Special Fund	Support Withdrawn

BIENNIAL REPORT 1997-98

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
SB 253 (Burton)	Prohibits a health facility from discriminating or retaliating against a patient or employee of that facility because the patient or employee presents a grievance or complaint, or participates in an investigation or proceeding by a governmental entity, relating to the care, services, or conditions at the facility	Vetoed
<b>SB 381 (Watson)</b>	<b>Requires the Department of Social Services, in conjunction with other specified agencies, to develop or approve the curriculum content for certain training programs for licensees and staffs of adult residential facilities</b>	<b>Chaptered Ch. 555, Stats. 1997</b>
<b>SB 527 (Rosenthal)</b>	<b>Requires the provisions of tax-favorable long-term care insurance policies to be as permissive as allowed under federal law and regulations and requires specified disclosures to be made on applications for long-term care insurance</b>	<b>Chaptered Ch. 701, Stats. 1997</b>
SB 588 (Hughes)	States the intent of the Legislature to implement an omnibus elder abuse reform effort, in coordination with the Commission on Aging, for the prevention of elder abuse	Died in Senate Committee
SB 791 (Costa)	Requires adult day health care centers to provide coordination of transportation services and revises the procedures such centers must follow in emergency situations	Vetoed
SB 830 (Alpert)	Requires the Department of Social Services to ensure that direct payments made by a state or county to an in-home supportive services provider shall cover wages for all authorized IHSS services provided during the appropriate pay period	Died in Senate
SB 942 (Solis)	Increases the amount of payments made under the State Supplementary Program for the Aged, Blind and Disabled program for recipients in nonmedical out-of-home care facilities	Died in Senate

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
<b>SB 1052</b> (Vasconcellos)	<b>Requires every policy of long-term care insurance to be identified as either federally tax qualified or federally non-tax qualified and requires insurers offering federally tax qualified insurance to also offer federally non-tax qualified coverage</b>	<b>Chaptered Ch. 699, Stats. 1997</b>
<b>SB 1061</b> (Vasconcellos)	<b>Repeals requirement that long-term health care contracts of admission be submitted to the Department of Health Services for review and instead requires such facilities to utilize a standard admission agreement adopted by the department</b>	<b>Chaptered Ch. 631, Stats. 1997</b>
<b>SB 1231</b> (Watson)	<b>Authorizes a residential care facility for the elderly to obtain a waiver from the Department of Social Services for the purpose of providing incidental medical care through a home health agency under specified conditions</b>	<b>Chaptered Ch. 494, Stats. 1997</b>
<b>SB 1238</b> (Johannessen)	<b>Increases the criminal penalties for willfully causing any elder or dependent adult to suffer physical or mental pain</b>	<b>Chaptered Ch. 698, Stats. 1997</b>
SB 1674 (Alpert)	Requires the Department of Social Services to ensure that direct payments made by a state or county to an in-home supportive services provider shall cover wages for all authorized IHSS services provided during the appropriate pay period	Died in Senate
SB 1724 (Johannessen)	Originally would have required the Department of Health Services to apply for a waiver in order for residents of RCFE's to receive federal services and benefits	Support Withdrawn

*Prisons*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 1913 (Ashburn)	Declares legislative intent to require the Department of Corrections to provide inmates with assessments, treatment, aftercare, expanded drug treatment and parolee assistance programs, to create reintegration centers, and to establish a zero-tolerance policy of drugs in prisons	Died in Senate committee
<b>AB 2321 (Knox)</b>	<b>Requires the Department of Corrections to expand the Preventing Parolee Failure Program and authorizes conditionally released or paroled prisoners to be placed in the program in lieu of the suspension or revocation of parole</b>	<b>Chaptered Ch. 526, Stats. 1998</b>
<b>SB 295 (Rainey)</b>	<b>Authorizes nonviolent felons to be placed in local correctional facilities for treatment, incarceration, and supervision under specified circumstances, and authorizes the Department of Corrections to establish a Medical Detention Program for treatment of severely ill and disabled inmates</b>	<b>Chaptered Ch. 526, Stats. 1998</b>
SB 1089 (Lockyer)	Originally would have required the Department of Corrections to expand the number of beds in state institutions and community correctional facilities by 4,000 to provide intensive substance abuse treatment	Support Withdrawn
SB 1497 (Polanco)	Requires the Department of Corrections to establish inmate reintegration centers that provide programs that prepare inmates for successful reintegration into society upon release	Died in Assembly
<b>SB 2108 (Vasconcellos)</b>	<b>Requires the Department of Corrections to evaluate potential parolees for amenability for treatment and to develop an individualized treatment plan for inmates</b>	<b>Chaptered Ch. 502, Stats. 1998</b>

## *Procurement*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
SB 1132 (Polanco)	Revises the mission of the Prison Industry Authority, requires the state to purchase PIA products unless the state elicits bids from outside vendors and receives a bid lower than the PIA quote, and creates a panel to advise the PIA and the Legislature concerning recommendations to improve the competitiveness of prison industries	Died in Senate
SB 1338 (Johannessen)	Originally would have enacted the California Electronic Commerce Act of 1997 which, among other things, centralizes the management and responsibility for all procurement functions with the Department of General Services and requires the department to employ best value purchasing techniques	Support Withdrawn

## *Utilities*

<u>Bill, Author</u>	<u>Summary</u>	<u>Status</u>
AB 1096 (Martinez)	Transfers the consumer advocacy functions of the Public Utilities Commission to the Office of the Attorney General	Died in Senate
SB 653 (Calderon)	Provides for intermediate appellate review of certain types of decisions issued by the Public Utilities Commission	Vetoed





# ***Chronology of Reports***

## **1998**

- 148.** Caring for Our Children: Our Most Precious Investment
- 147.** Governor's Reorganization Plan No. 1 of 1998
- 146.** Consumer Protection: A Quality of Life Investment
- 145.** Review of State's Efforts to Meet Year 2000 Computer Change
- 144.** Beyond Bars: Correctional Reforms to Lower Prison Costs and Reduce Crime

## **1997**

- 143.** Dollars and Sense: A Simple Approach to School Finance
- 142.** Enforcing Child Support: Parental Duty, Public Priority
- 141.** Little Hoover Commission 1995-1996: Biennial Report

## **1996**

- 140.** Long-Term Care: Providing Compassion Without Confusion (December)
- 139.** When Consumers Have Choices: The State's Role in Competitive Utility Markets (December)
- 138.** The Charter Movement: Education Reform School by School (March)

## **1995**

- 137.** California's Real Property Management: A Cornerstone for Structural Reform (December)
- 136.** Making Land Use Work: Rules to Reach Our Goals (November)
- 135.** Budget Reform: Putting Performance First (October)
- 134.** Review of State Fire Marshal/Department of Forestry and Fire Protection Reorganization (June)
- 133.** Too Many Agencies, Too Many Rules: Reforming California's Civil Service (April)
- 132.** State Fiscal Condition (March)
- 131.** Review of Governor's Energy Reorganization (March)
- 130.** Review of CHP/State Police Reorganization (March)
- 129.** Little Hoover Commission 1993-1994: Biennial Report
- 128.** Boot Camps: An Evolving Alternative to Traditional Prisons (January)

## **1994**

- 127.** The Juvenile Crime Challenge: Making Prevention a Priority (September)
- 126.** Timber Harvest Plans: A Flawed Effort to Balance Economic and Environmental Needs (June)

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- 125. Beyond Bottles and Cans: Reorganizing California's Recycling Efforts (March)
- 124. Putting Violence Behind Bars: Redefining the Role of California's Prisons (January)

### 1993

- 123. Positioning California for Health Care Reform (September)
- 122. A Chance to Succeed: Providing English Learners with Supportive Education (July)
- 121. California's \$4 Billion Bottom Line: Getting Best Value Out of the Procurement Process (March)
- 120. Workers' Compensation: Containing the Costs (February)
- 119. Little Hoover Commission 1962-1992: Three Decades of Reform (January)

### 1992

- 118. Coping with Education Budget Cuts (July)
- 117. No Room for Johnny: A New Approach to the School Facilities Crisis (June)
- 116. Squeezing Revenues Out of Existing State Assets (June)
- 115. Mending Our Broken Children: Restructuring Foster Care in California (April)
- 114. Transportation: Keeping California Moving (January)

### 1991

- 113. Unsafe in Their Own Homes: State Programs Fail to Protect Elderly from Indignity, Abuse and Neglect (November)
- 112. Coordinating the Spending on Drug Prevention Programs (October)
- 111. Costs and Casualties of K-12 Education in California (June)
- 110. CAL-EPA: An Umbrella for the Environment (June)
- 109. Skilled Nursing Homes: Care Without Dignity (April) 108. The Snail's Pace of Reforming Residential Care Facilities for the Elderly (February)

### 1990

- 107. Little Hoover Commission 1989-1990: Turning Policy Recommendations Into Law (December)
- 106. A Prescription for Medi-Cal (November)
- 105. Real Property Management in California: Moving Beyond The Role of Caretaker (October)
- 104. California's Coordination of AIDS Services (May)
- 103. The Public Employment Relations Board (PERB) Costly, Slow and Unsure (April)
- 102. Little Hoover Commission, 1988 through 1989: Two Years of Progress Toward Efficient and Effective Government (April)
- 101. Runaway/Homeless Youths: California Efforts to Recycle Society's Throwaways (April)



100. K-12 Education in California: A Look At Some Policy Issues (February)
99. Report on California's Fish and Game Commission and Department of Fish and Game (January)

### **1989**

98. Follow-up Review of the Organization, Operation and Performance of the California State Lottery (December)
97. Boards and Commissions: California's Hidden Government (July)
96. Report on Solid Waste Management: The Trashing of California (July)
95. Meeting the Needs of California's Homeless: It Takes More Than a Roof (May)
94. A Review of the Organization, Operation and Performance of the California State Lottery (May)
93. The Medical Care of California's Nursing Home Residents: Inadequate Care, Inadequate Oversight (February)
92. A Report on Community Residential Care for the Elderly (January)

### **1988**

91. A Report on Crime and Violence in California's Public School System (December)
90. A Review of the Operation and Performance of the Office of the State Public Defender (October)
89. A Report on the Coordination of Funding for Drug Programs in the State of California (June)
88. Report on the Planning, Operation and Funding of California's Highway System (March)
87. A Review of the Current Problems in California's Worker's Compensation System (March)
86. Commission's 25<sup>th</sup> Anniversary - Commemorative Report (January)

### **1987**

85. A Report on the Financial Management and Accountability in the State's K-12 Public School System (November)
84. Children's Services Delivery System in California—Final Report (October)
83. A Review of the Organization and Administration of California's Overseas Trade and Investment Offices (July)
82. A Review of Crime on University of California Campuses (June)
81. Review of the State's Medi-Cal Program and the Effects of the Reforms (May)
80. New and Continuing Impediments to Improving the Quality of Life and the Quality of Care in California's Nursing Homes (May)
79. Accessibility of the Disabled Population of Substance Abuse Treatment (May)

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- 78.** Children's Services Delivery System in California Preliminary Report - Phase I (March)
- 77.** A Review of the Organization, Operation and Performance of the California State Lottery (January)

### **1986**

- 76.** A Review of the State Controller's Office Move to the Capitol Bank of Commerce Building (December)
- 75.** A Report on the Lack of Financial Accountability and Responsibility in the State's K-12 Public School System (December)
- 74.** A Report on the Liability Insurance Crisis in the State of California (July)
- 73.** A Review of Use of Lottery Funds in the State's K-12 Public School System (June) 72. Biennial Report - February 1984-86: A Summary of Activities and Status of Recommendations (May)
- 71.** Review of the Organization and Operation of the State of California's Major Revenue and Tax Collection Functions and Cash Management Activities (April) 70. California State Government's Management of Real Property (March)
- 69.** Inadequate Financial Accountability in California's Community College System (February)
- 68.** A Review of Government Competition with Private Enterprise (January)

### **1985**

- 67.** A Review of Impact Fees Used to Finance School Facilities (December)
- 66.** A Review of Selected Taxing and Enforcing Agencies' Programs to Control the Underground Economy (August)
- 65.** A Review of the Organization and Management of State Telecommunications (April)
- 64.** Control of Pesticide Residues in Food Products - A Review of the California Program of Pesticide Regulation (March)
- 63.** Follow-Up Report on Conditions in Community Residential Care Facilities in California (February)

### **1984**

- 62.** A Review of State-Owned Land Parcel in Contra Costa County (July)
- 61.** A Review of the Organization and Management of the State "Superfund" Program for Cleaning Up Hazardous Waste Sites (July)
- 60.** 1982-83 Annual Report - Summary of Activities and Status of Recommendations (March)
- 59.** A Study of the Organization and Coordination of Electric Energy Planning and Electric Utility Regulation in California (February)
- 58.** State Employee Air Travel Report (February)



## **1983**

- 57. Community Residential Care in California - Community Care as a Long Term Care Service (December)
- 56. Los Angeles County Contracting Out Report (November)
- 55. The Bureaucracy of Care - Continuing Policy Issues for Nursing Home Services and Regulation (August)
- 55a. Executive Summary of the "Bureaucracy of Care" (August)
- 54. California's K-12 Education Funding Report (June)
- 53. Review of the Department of Transportation's Highway Planning and Development Process (June)
- 52. Review of Cost Savings Associated with Conversion of Guadalupe College into a Women's Prison (March)
- 51. Office of Special Health Care Negotiations (March)

## **1982**

- 50. Century Freeway Report (December)
- 49. Horse Racing in California: Revenue and Regulation (July)
- 48. Report on the Role of the State Department of Education in California's K-12 Public Education System (June)
- 47. Report on the San Juan Unified School District (January)

## **1981**

- 46. Century Freeway Report (August)
- 45. A Report on the Los Angeles Unified School District (June)

## **1980**

- 44. Additional Funding for the Los Angeles Unified School District (November)
- 43. Health Care Delivery System Reform (May)
- 42. 1979 Summary of Activities (March)

## **1979**

- 41. Medi-Cal Reform (September)
- 40. Personnel Management in the State Service (August) 39. Administration of the Mental Health & Developmental Disabilities Programs (August)
- 38. The Tax Appeals System in California (May) 37. Administration of the Medi-Cal Program—Second Supplementary Report (February)
- 36. The Status of Health Planning in California - A Supplementary Report (February)
- 35. Comments and Recommendations Regarding Professional and Business Licensing (January)

**1978**

- 34. An Analysis of Community Hospital Medi-Cal Audits (July)
- 33. Study of the Utilization of Public School Facilities (K through 12) (July)

**1977**

- 32. Supplemental Report on Developmental Disabilities Program, Department of Health (December)
- 31. Supplemental Report on Medi-Cal Program, Department of Health (September)
- 30. Study of the California Department of Motor Vehicles (May)
- 29. Study of the California Department of Transportation (May)
- 28. Should Social Security Coverage Be Continued for California State Employees (April)
- 27. Supplemental Report on State Hospitals, Department of Health (April)
- 26. Supplemental Report on Licensing & Certification, Department of Health (March)

**1976**

- 25. A Study of the Administration of State Health Programs (January)

**1975**

- 24. A Review of California's Vehicle Emission Control Program (January)

**1974**

- 23. A Study of the California State Public Utilities Commission (December)
- 22. Administration of the HUD-701 Comprehensive Planning Assistance Grant Program by the State of California (August)
- 21. The Internal Auditing Program in the Executive Branch of California State Government (March)

**1973**

- 20. A Study of the School Building Aid Program (June)

**1972**

- 19. Preliminary Findings of Subcommittee on California Division of Highways Excess Right of Way (January)
- 18. Study of Salaries of Executive and Administrative Positions in California Government (January)

**1971**

- 17. Report on Local California Fairs Receiving State Financial Support (May)

**1970**

- 16. A Pilot Study of California State Employee Workmen's Compensation and Other Work-Related Disability Benefits (May)



15. Study of the Need for a Materials Management System (May)

**1969**

14. A Study of the Department of Industrial Relations (December)

**1968**

13. Report on California Statutory Salaries of Executive Branch of Government (December)

**1967**

12. An Examination of the Department of Professional and Vocational Standards (September)

**1966**

11. The California State Highway Commission and its Relationship to the State Transportation Agency, the Department of Public Works and Division of Highways (December)
10. Statement of the Commission's 1967 Legislative Interests, (placing top priority on unification of tax collection activities, procedural changes that will result in direct economies in the operation of the State Government, etc.) (December)
9. Program Budgeting (February)

**1965**

8. The Use of Boards and Commissions in the Resources Agency (April)
7. Engineering Costs in the Division of Highways (April)
6. Management Manpower Requirements (February)

**1964**

5. Need for Revenue Unification (December)
4. Proposals Relating to Inheritance Tax Administration (December)

**1963**

3. Findings and Recommendations Concerning Automotive Fleet Management (June)
2. Findings and Recommendations Concerning Organization for Central Staff Services (March)

**1962**

1. Findings & Recommendations Concerning Reorganization of the Executive Branch of California State Government (December)