

***IMPROVING GOVERNMENT
PERFORMANCE:
ACCOUNTABILITY, GOVERNANCE, TRANSPARENCY***



LITTLE HOOVER COMMISSION
BIENNIAL REPORT 2007 - 2008

March 2009

State of California
LITTLE HOOVER COMMISSION

February 26, 2009

Dear Governor and Members of the Legislature:

California and the nation are hurting. As you receive this biennial report, the state and country are in the middle of a crippling economic downturn, marked by the collapse of credit market confidence, a freeze in funding for state projects and the loss of resources and people in governments and private companies.

Agencies at the local, state and federal government levels are cutting staff, expenses and hours. Businesses are losing money, laying off employees. Californians are losing financial security, and many, their homes. Tax revenues have dropped even as the demand for the services they support grows, driven by an increasing number of people who previously did not have to rely on state programs.

These conditions – and the likelihood that they will continue into at least the near future – make clear the need to re-examine the way California government does business. They also present a clear opportunity for reform, for improving state operations to deliver greater value for Californians. California must capitalize on this moment to speed the transformation to a government culture based on the use of data to drive improved performance and program outcomes.

The Little Hoover Commission's studies over the past two years have assessed and made recommendations to improve outcomes in state programs involved in a wide range of activities, including corrections and juvenile justice, information technology governance, health care, alcohol and drug treatment and education accountability.

The Commission's analyses and reports begin with an open study process that includes public hearings, advisory group meetings, site visits and research. Following that, the Commission's recommendations often focus on governance, accountability, transparency and organization.

The Commission seeks to make recommendations to improve outcomes within the existing level of spending – just the approach California must take today to restore confidence in the state's ability to manage taxpayer's money responsibly and still provide the services it has promised.

During the 2007-08 legislative session, significant recommendations by the Commission were implemented, including:

- The creation of a Department of Public Health independent from the Department of Health Services;
- The creation of the Office of Chief Information Officer; and
- The merging of the Office of Emergency Services and Office of Homeland Security to form the California Emergency Management Agency.

Opportunities exist across the government to learn more from existing data about program performance. At the same time, the state can improve the ways it collects, manages and analyzes information about how state programs operate.

The Commission already is making progress in implementing recommendations from two of its most recent studies, on information technology governance and a review of the new Department of Public Health after its first year.

Recommendations on ways to strengthen the state's IT governance included using a more coordinated IT policy to buttress nascent efforts in several departments to introduce performance measures as part of a continuous improvement program.

Using data from daily operations to improve outcomes was a key recommendation in the Commission's 2007 study, *A Smarter Way to Care: Transforming Medi-Cal for the Future*, which focused in part on using data on patient care to track health outcomes in one of the state's most expensive programs.

The Commission found that the need for better data on student performance also was critical to learning how academically rigorous career technical education programs helped student achievement and graduation rates in another 2007 study, *Career Technical Education: Creating Options for High School Success*. In this arena, the Commission found that the state has established high academic standards, but needs to develop and disseminate equally rigorous curriculum based on those standards for the high school students in CTE programs around the state.

In the area of corrections and sentencing reform, the Commission is finding that its recommendations, reiterated over two decades, today are being reevaluated in light of the state's current challenges, which in addition to budget issues include court oversight of prison medical care, prison overcrowding and juvenile justice operations. Maintaining current failed criminal justice policies is incurring tremendous costs and delivering little in the way of improved public safety.

The Little Hoover Commission looks forward to working in constructive collaboration with the Legislature and administration during the 2009-10 session on key issues in this area:

- Establishing a sentencing commission to make sense of 30 years of piecemeal sentencing laws;
- Implementing parole reform to improve public safety and reduce the costs and consequences of prison overcrowding; and
- Continuing the path laid by the juvenile justice realignment legislation and turning supervision of juvenile offenders and dedicated resources over to the counties.

In the months ahead, the Commission will continue its studies of the governance of state-funded stem cell research, bond oversight and the future of planning for and funding infrastructure projects in the state.

The Commission stands ready to serve the Legislature and governor by supporting legislation that implements its recommendations, providing testimony and sharing its connections to the hundreds of experts who have generously volunteered their time to assist the Commission, and ultimately, the people of the state of California.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel W. Hancock", written in a cursive style.

Daniel W. Hancock
Chairman

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Expert Consultation

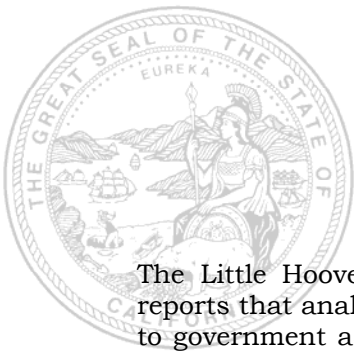
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Little Hoover Commission

An Independent Voice for Government Reform

The Little Hoover Commission informs policy-making in California through well-researched reports that analyze and evaluate public programs. The Commission functions as a consultant to government as well as a watchdog, documenting program inefficiencies and recommending improvements. It has the statutory authority to examine the organization and reorganization of government agencies and make proposals directly to the governor and Legislature.

The Commission is ...

Independent: The Commission is not part of the executive or legislative branch of state government. The Commission is not a panel of stakeholders asked to examine problems policy-makers cannot agree upon. It is not responsible for the status quo and is not afraid to challenge it.

Empowered: The Commission has the broad authority to evaluate any aspect of the executive branch of state government – to review records, call witnesses, hold hearings and issue reports. By selecting its own studies, the Commission can respond to requests for projects from the public and from public officials.

Bipartisan: Policy debates benefit from a balance of partisan ideologies and ultimately forge more meaningful outcomes. By statute, the Commission may not have more than five citizen members from the same political party.

Transparent: The Commission conducts its studies openly, relying on direct and meaningful citizen involvement to assess state government performance and explore ways to improve efficiency. The Commission holds formal public hearings, advisory committee meetings, site visits and interviews.

Informed: The Commission's work is supported by a small, paid staff that organizes meetings, conducts background research and provides full-time representation for the Commission.

Commission Leadership



Chairman
Daniel W. Hancock
(D-San Ramon)

Daniel W. Hancock was appointed to the Commission by Assembly Speaker Cruz Bustamante in July 1997 and re-appointed in January 2001, March 2006 and January 2009. He was elected chair of the Commission in March 2007. He is a retired president of Shapell Industries of Northern California and is former director and past president of the Southern Division Building Industry Association.



Vice Chairman
Eugene "Mitch" Mitchell
(R-Carlsbad)

Eugene "Mitch" Mitchell was appointed to the Commission by Governor Arnold Schwarzenegger in April 2004 and reappointed in 2008. He was elected vice chairman in March 2007. He is regional vice president of external affairs for San Diego Gas & Electric Company and the Southern California Gas Company. He was vice president of public policy and communications for the San Diego Regional Chamber of Commerce, director of government affairs with American Medical Response and assistant director of government relations for former San Diego Mayor Susan Golding.

Members



Eloise Anderson
(R-Sacramento)

Eloise Anderson was appointed to the Commission by Governor Arnold Schwarzenegger in October 2006 and reappointed in 2008. She is president of Anderson Resource Management Services and a lecturer at California State University, Sacramento. She previously served as director of the Project for the American Family at the Claremont Institute and director of the California Department of Social Services.



Marilyn C. Brewer
(R-Newport Beach)

Marilyn C. Brewer was appointed to the Commission by Governor Arnold Schwarzenegger in October 2006. Previously, she represented the 70th District in the state Assembly and was on the Orange County Transportation Authority. She also served as an executive assistant to Orange County Supervisor Thomas F. Riley and co-founded C. Brewer Company, where she worked for nearly 20 years.



Ryan L. Brooks
(D-San Francisco)

Ryan L. Brooks was appointed to the Commission by the Senate Rules Committee in March 2007. He is vice president of government affairs for CBS Outdoors' Western Region. He is a member of the California New Motor Vehicle Board, the California International Relations Foundation and the San Francisco Public Utilities Commission. Previously, he was director of administrative services for the city and county of San Francisco.



Senator Dean Florez
(D-Shafter)

Senator Dean Florez was appointed to the Commission by the Senate Rules Committee in March 2007. He was elected to represent the 16th Senate District in November 2002. He is Senate majority leader and serves as chair of the Senate Food and Agriculture Committee and serves on other committees.



Marshall Geller
(DTS-Los Angeles)

Marshall Geller was appointed to the Commission by Assembly Speaker Fabian Núñez in March 2008. He is senior managing director of St. Cloud Capital and director of many public companies, including 1st Century Bank, NA; ValueVision Media Inc.; GP Strategies Corporation; National Holdings Corporation; and SCPIE Holdings Inc. Previously, he was chairman and CEO of Geller & Friend Capital Partners and senior managing director for Bear, Stearns & Company.



Martin F. Helmke
(D-Sacramento)

Martin F. Helmke was appointed to the Commission by the Senate Rules Committee in March 2007. Previously, he was chief consultant to the California Senate Revenue and Taxation Committee for nearly 20 years. He has been a principal economist with the California Senate Office of Research and a staff analyst with the California Department of Finance. He is a member of the National Tax Association.



Loren Kaye
(R-Sacramento)

Loren Kaye was appointed to the Commission by Governor Arnold Schwarzenegger in March 2006. That year, he was appointed president of the California Foundation for Commerce and Education. He served in senior policy positions for Governors Pete Wilson and George Deukmejian, including cabinet secretary to the governor and undersecretary of the California Trade and Commerce Agency. He also has represented numerous private sector interests.



Assemblymember Pedro Nava
(D-Santa Barbara)

Assemblymember Pedro Nava was appointed to the Commission by Assembly Speaker Fabian Núñez in April 2005. He was elected to represent the 35th Assembly District in November 2004. He is chair of the Assembly Committee on Banking and Finance and on other committees.



David A. Schwarz
(R-Beverly Hills)

David A. Schwarz was appointed to the Commission by Governor Arnold Schwarzenegger in October 2007. He is a partner in the Los Angeles office of Irell & Manella LLP and a member of the firm's litigation workgroup. He is a U.S. delegate to the United Nations Human Rights Commission. Previously, he was a special assistant to the staff director of the U.S. Commission on Civil Rights and a special assistant to Morris B. Abram, permanent U.S. representative to the European Office of the United Nations and Other International Organizations.



Assemblymember Audra Strickland
(R-Moorpark)

Assemblymember Audra Strickland was appointed to the Commission by Assembly Speaker Fabian Núñez in April 2005. She was elected to represent the 37th Assembly District in November 2004 and re-elected in 2006. She is vice chair of the Assembly Accountability and Administrative Review Committee and is on other Assembly committees.

LEGISLATORS WHO ALSO SERVED ON THE COMMISSION IN 2007-2008



Senator Bob Margett
(R-Glendora)

Senator Bob Margett was appointed to the Commission by the Senate Rules Committee in January 2007 and served until November 2008, when he was termed out of the Senate. He was elected to California's 29th Senate District in November 2000.



Senator Carole Migden
(D-San Francisco)

Senator Carole Migden was appointed to the Commission by the Senate Rules Committee in January 2007 and served until March 2007. She was elected to California's 3rd Senate District in November 2004.

OTHERS WHO SERVED ON THE COMMISSION IN 2007-2008



Welton C. Mansfield
(R-Newport Beach)

Welton C. Mansfield was appointed to the Commission by Assembly Speaker Herb J. Wesson Jr. in January 2003. He is a retired executive vice president and managing director of Foote, Cone and Belding.



Leslie "Teddie" Ray
(D-Laguna Beach)

Leslie "Teddie" Ray was appointed to the Commission by Governor Gray Davis in November 2003. She is a former real estate executive and serves on the boards of directors and as event chair for several community organizations.

Why the Little Hoover Commission?

The Little Hoover Commission is modeled after the federal Commission on Organization of the Executive Branch of Government, created in 1947 by President Harry S. Truman.

The commission – commonly referred to as the "Hoover Commission" for its chairman, former President Herbert Hoover – was established to reorganize and bring efficiency to the federal bureaucracy, which had grown significantly during the Great Depression and World War II. The Commission had 12 members, six from the Democratic Party and six from the Republican Party.

In its final report to Congress in 1949, the Hoover Commission recommended the consolidation of many functions of government and recommended the creation of several new agencies, including the departments of Health, Education and Welfare and the General Services Administration. The commission was considered extremely successful and more than 70 percent of its recommendations were implemented.

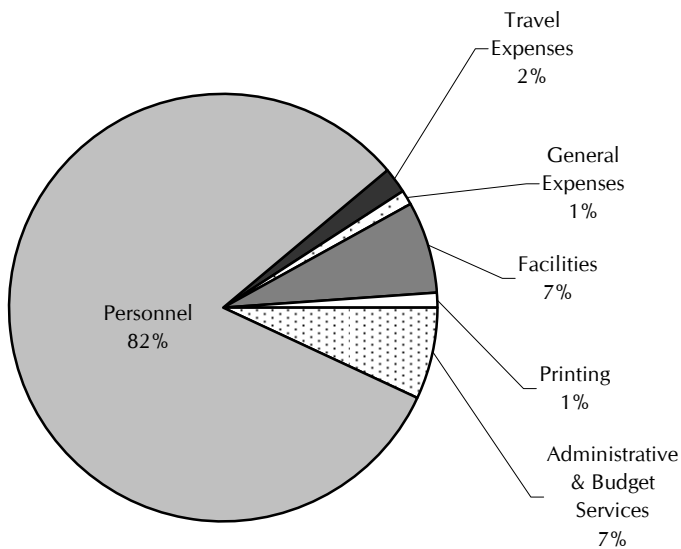
In 1961, California State Senator Milton Marks authored legislation to create the Milton Marks Commission on California State Government Organization and Economy, which came to be known as the "Little" Hoover Commission. Similar to the Hoover Commission, Senator Marks proposed that the Commission be bipartisan and independent and empowered to examine the organization of the executive branch of government. The Commission also was charged to review and make recommendations to the Legislature on governors' plans to reorganize government functions.

Sources: William E. Pemberton. 1991. "Truman and the Hoover Commission." *Whistle Stop*. Newsletter of the Harry S. Truman Library Institute. On file. Also, "Hoover Commission." 2007. *Encyclopedia Britannica*. <http://concise.britannica.com/ebc/article-9367326/Hoover-Commission>. Web site last accessed in February 2009.

Commission Resources

A modest investment in state funds allows the Little Hoover Commission to leverage the time and talent of its members, experts, researchers, practitioners, consumers and other Californians who contribute to Commission efforts. Commissioners serve as volunteers and, as such, receive no compensation for their services.

The Commission spent \$923,000 from the General Fund in the fiscal year 2007-08. The bulk of the Commission's budget supports a small professional staff. The rest is spent on printing, equipment, facilities and travel reimbursements to Commissioners and witnesses.



The Commission Web Site

The Commission maintains a Web site at www.lhc.ca.gov.

The Web site provides information about public hearings, advisory committee meetings and studies under way. Commission reports since 1990 are available on the Web. Additionally, the Web site has a feedback function that allows the public to email the Commission and request copies of reports. Hearings are recorded and frequently are Web cast through Cal Channel, www.calchannel.com.

Commission Staff...

A small staff of civil service employees arranges meetings, conduct research, draft reports, advocate for recommendations and perform related administrative functions on behalf of the Commission.

Stuart Drown
Executive Director

Carole D'Elia
Deputy Executive Director

Whitney Barazoto
Project Manager

Eric Stern
Project Manager

Beth Curda
Research Analyst

Tamar Foster
Research Analyst

Jamie Semon
Office Technician

* * *

Former staff who worked on the reports covered in this biennial:

Nancy Lyons
Deputy Executive Director

Mark Martin
Project Manager

Sherry Robyn
Legislative Coordinator

Kate Martin
Research Analyst

Joycelyn Martinez-Wade
Research Analyst

A Fair & Open Process

An essential component of the Commission's independence is its ability to select which programs, agencies and government functions to review. Although the Commission selects its own topics, it often receives and considers requests for projects from the governor, members of the Legislature and the public at large. In selecting a project, the Commission generally considers whether it can contribute to the issue; if the timing is appropriate; how the Commission's recommendations may add to an ongoing policy debate; and, how the project will fulfill the Commission's mandate to improve the efficiency and economy of state government.

“There’s great value in having an outside party to see things that you may not see ...”

Lark Park, staff consultant to the Senate Health Committee. July 7, 2008. Speaking to the Citizens Financial Accountability Oversight Committee about the Commission's research on the California Institute for Regenerative Medicine.

After the Commission selects a project, the staff conducts in-depth research and consults top experts, research organizations and federal and state officials. In the past, the Commission has tapped former governors, private think tanks and public universities for perspectives, research, ideas and data. Stakeholders and experts are invited to testify before the full Commission at public hearings generally held once a month in the State Capitol.

For most projects, the Commission forms advisory committees of experts, advocates and other stakeholders. Through a series of meetings, the committee helps the Commission understand policy issues from various perspectives and allows interested parties to communicate their concerns to the Commission. The Commission consistently seeks out those most affected by the state policies it reviews. A list of the witnesses who testified before the Commission and those who participated in subcommittee and advisory committee meetings during 2007-08 is provided on Pages 29 – 40.

Commission hearings and meetings are open to the public. Once the Commission has gathered enough testimony, research and knowledge, and deliberated the issues, the staff is directed to draft a comprehensive report that is voted on by the Commission. Reports require a majority vote of the Commission. Final reports are distributed to the governor and Legislature and are made available to the public and posted on the Commission's Web site.

Assessing Reorganization Plans: The Commission's Role

State law provides the governor with the authority to examine the organization of executive branch agencies and determine the changes necessary to promote more efficient and effective services. The reorganization process is used to consolidate, transfer or abolish programs and agencies. Sometimes the process creates new agencies, but it cannot be used to create new functions of government.

The law allows the governor to pursue those changes through an accelerated and streamlined legislative process. The process calls for the governor to propose a plan, for the Little Hoover Commission to review and make a recommendation to the Legislature regarding the plan, and for the Legislature to either allow the reorganization to go into effect or to reject it by a majority vote in either house. The legal authority for the reorganization process is established in Article 5, Section 6 of the California Constitution, and is detailed in the Government Code.

No reorganization plans were submitted in 2007-08. The Commission's action on previous plans is listed on Pages 49 – 51.

In pursuit of the Public Interest

A summary of Commission reports published in 2007 – 2008

California state government exists to represent, serve and protect the interests of all Californians. From responding to natural disasters to managing natural resources, state government is responsible for a wide array of functions and services. Over the past two years, the Commission evaluated several of these functions, including corrections and the state's sentencing structure; juvenile justice; Medi-Cal; education programs and educational accountability; substance abuse treatment programs; and, data and technology.

Public Safety

Solving California's Corrections Crisis: Time is Running Out

January 2007

California's prisons are packed beyond capacity. Few offenders have the opportunity to participate in educational, vocational, drug treatment or mental health programs that could help them turn their lives around. California has one of the highest recidivism rates in the nation. For years, policy-makers and government officials have failed to do their jobs, and this failure has robbed the state of fiscal control of the correctional system and placed it in the hands of federal courts. Despite the rhetoric, 30 years of "tough on crime" politics has not made the state safer. Quite the opposite: today thousands of hardened, violent criminals are released without regard to the danger they present to an unsuspecting public. More than 1,000 different laws have been piled on over time with no consistent or informed evaluation of the laws for their effect on public safety or the state treasury. The Commission urged policy-makers to summon the political will to immediately implement reforms to improve the corrections system to ensure public safety and eliminate federal involvement or turn the task over to an independent commission with the authority to fix this broken system.

Recommendation 1: The governor and Legislature should immediately implement a comprehensive strategy to reduce prison overcrowding and improve public safety in California communities by implementing prior reform recommendations and establishing a corrections interagency task force, or turn the job over to a board of directors with the authority to enact reforms.

Recommendation 2: The state should improve public safety and make the best use of correctional resources by implementing evidence-based policies to reduce overcrowding and holding offenders accountable for improving themselves.

Recommendation 3: California should establish a sentencing commission to guide the state's criminal justice sentencing policies to enhance public safety.

Juvenile Justice Reform: Realigning Responsibilities

July 2008

In shifting responsibility to the counties for hundreds of California's youth offenders through realignment legislation enacted in 2007, the state signaled that its juvenile justice system cannot be reformed without radical change. The state has made strides to meet reforms agreed

to as part of a court consent decree, but still lacks appropriate programs and services for youth offenders. Nearly two out of three youth offenders return to state custody upon release. State facilities, long neglected, are crumbling and new construction costs required to meet the requirements of the consent decree are unspeakably high. Buried within the adult correctional bureaucracy, the required juvenile justice reforms are not prioritized. Yet the state spends a startling \$252,000 per offender per year to house a youth population one-fifth the size of what it had been a decade ago. The Commission found that the realignment was a step in the right direction, although the state should do more to provide leadership and ensure the funding provided through the realignment was actually spent on proven programs and services for youth offenders. The Commission concluded that the state should take the next logical step and turn over supervision of all youth offenders to the counties, as well as the money to pay for proven programs and services.

Recommendation 1: To improve public safety and provide statewide leadership on juvenile justice policy, the governor and the Legislature must consolidate programs and services into a streamlined Governor's Office of Juvenile Justice outside of the California Department of Corrections and Rehabilitation, to develop a strategy for a comprehensive, statewide juvenile justice system that includes a complete and consistent continuum of evidence-based services for youth and to oversee county programs funded by state General Fund allocations.

Recommendation 2: To ensure the success of juvenile justice realignment, the governor and the Legislature must bolster the accountability and oversight of the Youthful Offender Block Grant by consolidating it with the Juvenile Justice Crime Prevention Act funding and the Juvenile Probation and Camps Funding program into one dedicated funding stream for local juvenile justice programs and services.

Recommendation 3: The governor and the Legislature should extend the sunset of the State Commission on Juvenile Justice until January 2010 and charge it with assisting counties in implementing the recommendations in its master plan and providing oversight of the realignment process.

Health and Human Services

A Smarter Way to Care: Transforming Medi-Cal for the Future

May 2007

The Medi-Cal program provides health coverage to more than six million Californians. Rising health care costs, as well as an increase in the size of the populations Medi-Cal serves, threaten the sustainability of the program as it is currently structured. As the state's largest purchaser of health care, Medi-Cal has the potential to reshape the state's health care market for all Californians by tracking care, measuring performance and using incentives to improve health outcomes. But the program lacks data and analysis to show how well it is working. The Commission found that the program should focus on prevention, coordinated care that includes better chronic disease care and demonstrating value in terms of improve health outcomes. For too long, the Commission found, California has focused on what Medi-Cal is paying for health care, not on what it is buying.

Recommendation 1: The Department of Health Care Services must transform the Medi-Cal program into a value-driven purchaser of health care by developing a strategic plan that emphasizes prevention, designating a leader and a strategic team, developing a Medi-Cal succession plan and using value-based purchasing.

Recommendation 2: To improve health outcomes and spend public resources more efficiently, the Department of Health Care Services must ensure that Medi-Cal beneficiaries have access to care, particularly prevention and coordinated care.

Recommendation 3: The Department of Health Care Services must have the data and analytical capacity to measure health outcomes, plan for the future, prevent fraud, and promote the most appropriate and cost-effective health care.

Recommendation 4: The Department of Health Care Services, working with other involved departments, local governments and community-based organizations, should ensure that qualified Californians are enrolled in programs for which they are eligible by aligning application, eligibility and renewal procedures with federal rules; making electronic applications available to the public; encouraging “one-stop” enrollment; and encouraging innovations in renewal procedures.

Addressing Addiction: Improving & Integrating California’s Substance Abuse Treatment System

March 2008

This study, a follow up to a report the Commission issued in 2003, concluded that the state, by taking a coordinated approach to substance abuse treatment, could improve public health and safety, keep families whole, reduce demand on the programs that result from addiction and reduce costs related to those programs. The Commission said that California, with a disjointed treatment system in which counties’ programs differ widely, needs a model that emphasizes screening for signs of alcohol and drug abuse and early intervention strategies; employs evidence-based strategies to treat addiction; links state funding with improved outcomes; and, improves the Substance Abuse and Crime Prevention Act by increasing the use of proven practices, such as drug court models. The report called for integrating substance abuse treatment into most health and human services and requiring counties to use performance management strategies to improve outcomes and help clients recover.

Recommendation 1: The state should transform substance abuse treatment into a performance-driven system based on a comprehensive model of care through the use of incentives and mandates to improve quality, transparency and outcomes.

Recommendation 2: The state should institutionalize understanding, leadership and oversight of substance abuse issues to provide a more cohesive, cost-effective statewide substance abuse policy by creating a substance abuse policy council, requiring annual substance abuse reports and making the Assembly Select Committee on Alcohol and Drug Abuse a permanent, joint committee.

Recommendation 3: The state should transform programs for nonviolent drug offenders by tying funding to outcomes, requiring drug court models where appropriate, and requiring counties to tailor programs to offenders’ individual risks and needs.

Education

Career Technical Education: Creating Options for High School Success

November 2007

High school curriculum aims to prepare students for whichever path – more education or work – they choose after graduation. For some, that preparation may be achieved through an alternative to the traditional core curriculum. In its report, the Commission explored how well career technical education programs operate. It found that these programs, formerly known as vocational education, can deliver an alternative approach to learning that can keep students engaged, help improve grade point averages and prepare students for success after high school.

However, the Commission concluded that opportunities for further study and improvement remained.

Recommendation 1: California must develop a strategy to, in the short term, evaluate, expand and replicate proven programs in districts that demonstrate they can support them. The state must use research results from its short-term strategy to create a long-term, evidence-based strategy to fully integrate academically rigorous career technical education into general education programs.

Recommendation 2: To remain economically viable in the global economy and to ensure that education programs match workforce needs, California must better align its education, workforce development and economic strategies.

Recommendation 3: In order to improve student outcomes, the state must implement policies and remove barriers to expand the educational workforce, including teachers, administrators and counselors.

Educational Governance & Accountability: Taking the Next Step

May 2008

The Commission predicted in 2008 that, within the next two years, the majority of California schools would be identified as failing under the federal No Child Left Behind Act. The Commission found that the intervention approach the state is using with low-performing schools cost \$1.4 billion but had produced few meaningful results. Instead, the state should use the money budgeted for intervention together with other funding as incentives for school districts to create their own strategies for improvement. In general, the report recommended combining the details of the state Public Schools Accountability Act and the No Child Left Behind Act to create a uniform, mandatory accountability system that sets a clear expectation for all students to reach proficiency or better on California's academic content standards.

Recommendation 1: The state must establish a comprehensive accountability system that combines state and federal principles.

Recommendation 2: The state must implement a new, transparent rating system for schools that aligns interventions and rewards.

Recommendation 3: The state must give districts and schools flexibility to ensure deep implementation of standards and instructional improvement.

Recommendation 4: The state must formalize and enforce the chain of accountability.

Recommendation 5: The state must champion the use of data to drive instructional improvement and policy and financial decisions.

The State Allocation Board: Improving Transparency and Structure

August 2007

Though functioning well, the California State Allocation Board has a governance structure that is an anomaly in state government, with a board majority of legislative members and a dual reporting structure that weakens transparency and accountability. For six decades, the board has benefited from the professionalism of its staff. Despite the staff's high performance, the board's weak governance structure leaves the board vulnerable to political manipulation and has impeded the resolution of problems. The Commission recommended that the governor and

Legislature strengthen the board's governance structure, equip the board with an independent staff, streamline its management and put into place measures to increase its transparency.

Recommendation 1: The State Allocation Board should be reformed to increase public and expert participation, better balance executive and legislative roles and improve accountability.

Recommendation 2: The State Allocation Board should be an independent entity.

Recommendation 3: To increase its transparency to the public and stakeholders, the board should formally adopt its own rules of order.

Information Technology

A New Legacy System: Using Technology to Drive Performance

November 2008

The Commission found in its report that California's technology governance structure was outdated, developed in reaction to a fear of failure and past scandals, with oversight dispersed across the executive branch. The Commission found that the state can improve project success and ensure accountability by consolidating offices and resources under the Office of the State Chief Information Officer. The Commission found that empowering the state chief information officer to coordinate technology activities across agencies will improve the ability to collect and report performance data about state programs in order to improve decision making and outcomes.

Recommendation 1: The Legislature must empower the state chief information officer with tools and resources to oversee a generational transformation of information technology in state government.

Recommendation 2: State agencies must use public money for technology projects responsibly and with transparency in order to rebuild the confidence of the Legislature and the public.

Recommendation 3: The state must use technology to track, measure and improve performance.

Supported Legislation 2007-08

During each legislative cycle, the Commission actively supports bills that would implement its recommendations. In 2007-08, the Commission supported several bills affecting corrections, sentencing and parole; the State Allocation Board; disaster preparedness and public health; and alcohol and drug abuse.

Corrections, Sentencing and Parole

AB 76 (Lieber) – This bill required the California Department of Corrections and Rehabilitation to create a Female Offender Reform Master Plan and develop policies and practices designed to ensure a safe and productive environment for female offenders. *(Chapter 706, Statutes of 2007)*

AB 77 (Lieber) – This bill required the Secretary of CDCR to appoint a working group to develop an action plan for reforming the parole system. *(Failed passage in Assembly Appropriations Committee)*

AB 1049 (Solario) – This bill required CDCR to establish a re-entry program for parolees between 16 and 23 years of age to assist in community reintegration upon discharge from detention. *(Vetoed)*

SB 110 (Romero) – This bill created the California Sentencing Commission to develop and implement a new sentencing system; provided for the appointment of an executive director and hiring of necessary staff. *(Held on Assembly Floor)*

Disaster Preparedness and Health

AB 1930 (Torrico) – This bill improved plans for emergency preparedness, response and recovery for populations who have limited proficiency in English. *(Held in Senate Appropriations Committee)*

SB 1058 (Alquist) – This bill established the Medical Facility Infection Control and Prevention Act, which required general acute care hospitals to implement certain procedures for screening, prevention and reporting of specified health care associated infections. *(Chapter 296, Statutes of 2008)*

California Emergency Management Agency: AB 38 (Nava)

This bill merged the Office of Emergency Services and the Office of Homeland Security to create the California Emergency Management Agency, in the Office of the Governor, responsible for overseeing and coordinating emergency preparedness, response, recovery and homeland security activities. *(Chapter 372, Statutes of 2008)*

Alcohol and Drug Abuse

AB 2124 (Beall) – This bill established the Medi-Cal Alcohol and Drug Screening and Brief Intervention Services Program, to be administered by the Department of Health Services and the State Department of Alcohol and Drug Programs. *(Held in Senate Appropriations Committee)*

AB 2129 (Beall) – This bill required the State Department of Public Health to develop, coordinate and oversee the implementation of a universal screening program for pregnant women and women of childbearing age who are suffering from alcohol and drug abuse. *(Held in Assembly Appropriations Committee)*

State Allocation Board

SB 1552 (Margett) – This bill revised and recast numerous provisions relating to the State Allocation Board, including among others, the gubernatorial appointee to the board would be required to have expertise in construction issues, preferably relating to the construction of public elementary or secondary schools. *(Held in Assembly Appropriations Committee)*

Working to Improve Outcomes

In addition to legislation, Little Hoover Commission recommendations sometimes are implemented through budget allocations, new programming, governor's reorganization plans and policy changes within departments and agencies.

Public Health and Disaster Preparedness

In the Commission's 2003 report, *To Protect and Prevent: Rebuilding California's Public Health System*, and 2005 letter, Recommendations for Emergency Preparedness and Public Health, the Commission cited deficiencies in the state's public health workforce, laboratory system capacity, disease surveillance system, and emergency preparedness.

The newly created public health department, after splitting from health care services, reorganized its internal structure to encourage more center director communication and participation in overall departmental decision-making. To provide a benchmark going forward, the Legislature asked the department to report its vacancies annually, which it did for the first time in April 2008. In July, the department initiated a Leadership and Workforce Development program to develop leadership consistency and a competent public health workforce. The public health department also conducted a comprehensive assessment of its laboratory system which resulted in findings that are the focus of a post-assessment working group established in 2008 to improve on identified weaknesses. The department also secured funding for and implemented LabAspire, a laboratory worker outreach and training program in partnership with three University of California campuses.

After the Commission's repeated recommendations for a real-time disease reporting and tracking system, the state is now poised to implement a Web-based Confidential Morbidity Reporting and Electronic Laboratory Reporting system called Web-CMR/ELR. The program has been created and is now in the testing phase, projected to go live in September 2009. The new system will allow the state to receive initial information about reportable diseases within minutes or hours of an outbreak rather than days, weeks, or sometimes months.

To strengthen state and local capacity to prepare for, respond to, and recover from catastrophic disasters, the governor by executive order created the Governor's Emergency Operations Executive Council, which consists of leaders of emergency services and homeland security (now CalEMA) and the directors of roughly two dozen state agencies and departments, including the public health department. The public health department also built its own Joint Emergency Operations Center to continuously coordinate field and program activities and emergency aid from local, state and federal agencies. The department further secured funding for a surge initiative, which allowed the department to purchase emergency medical supplies and anti-viral medications, conduct a statewide assessment of surge capacity and issue a comprehensive guide for local health departments to follow during an emergency surge on the health care system. Finally, the department collaborated with local health officers to conduct an assessment of local emergency preparedness. The results of the assessment were released in 2007, and officials from the state public health department and local jurisdictions have since met and implemented some of the reports recommendations.

Human Resources Modernization Project

The Commission's 2005 study, *Serving the Public: Managing the State Workforce to Improve Options*, examined the role and future needs of the management-level workforce in state

government departments and found that the state will be unable to respond to the challenges of the 21st century without fundamentally improving its personnel system, particularly its practices for hiring, training and retaining its managers.

At the governor's direction, the State Personnel Board and the Department of Personnel Administration embarked on collaborative Human Resources Modernization program starting in October 2007. The project has developed a strategic plan and timeline and has started addressing changes recommended by the Commission. Initial accomplishments include new training classes for developing job-related examinations, revising entry qualifications for the state's entry level position, staff services analyst, to allow college graduates to take the test online, and developing a manager training program.

Data and Technology

Following the Commission's November 2008 report, *A New Legacy System: Using Technology to Drive Performance*, the administration presented a reorganization plan to consolidate information technology functions under the Office of the State Chief Information Officer, echoing many of the Commission's recommendations. In December 2008, the executive director and staff reconvened an advisory group that had been used for the 2008 IT report to inform the Commission about the role that technology can play to drive improvement in government operations. The participants expressed interest in continuing to meet regularly to promote a data-driven approach to managing government departments and agencies and share best practices. Commission staff is coordinating meetings of the Performance Measurement Roundtable throughout 2009.

CALFED Bay-Delta Program

In 2005, Governor Schwarzenegger asked the Commission to examine governance issues in the CALFED Bay-Delta Program. The Commission found that leadership for the Bay-Delta was diffused and detached from the governor and that the state lacked a strategy for developing and implementing sustainable solutions for the Bay-Delta. Implementing Commission recommendations, the Secretary of the Resources Agency appointed a high-caliber manager to run the California Bay Delta Authority and pulled the authority into the agency, making the program directly accountable to the Secretary. The state bolstered its investment in science research into the Bay-Delta's problems. The also governor appointed a panel of experts to develop a strategic plan for the Bay Delta. The Delta Vision Blue Ribbon Task Force, relying on extensive public input, developed a strategic plan which called for stronger governance which was delivered to the Delta Vision Committee, which developed implantation recommendations through a workshop process that were submitted in late 2008 to the governor.

Public Safety

In a 2001 report, *Never Too Early, Never Too Late To Prevent Youth Crime & Violence*, the Commission recommended that the state create the organizational infrastructure to define goals, establish strategies and implement programs to make prevention the primary policy response to youth crime and violence. Specifically, the Commission recommended that the governor appoint a Secretary for Youth Development and Violence Prevention with the authority and responsibility to advance a community-focused youth crime and violence prevention strategy. In 2007, the governor established the Governor's Office of Gang and Youth Violence Policy to provide statewide policy leadership and to administer various federal grants relative to juvenile justice including street gang crime prevention.

“With over a quarter of a million dollars per ward, why can’t you build a new facility? If we’re spending that much money – which is by any measure extraordinary – why isn’t it clearer in these hearing what the impediments were? Why hasn’t there been more progress?”

The Honorable Jon Tigar, Alameda County Superior Court Judge referencing the Commission’s July 2008 report on juvenile justice reform in a July 2008 court proceeding.

The Commission has made numerous recommendations on ways to improve public safety by reforming corrections policies. In its 2003 report, *Back to the Community: Safe and Sound Parole Policies*, and again in its 2007 report, *Solving California’s Corrections Crisis: Time is Running Out*, the Commission recommended the state implement the use of risk and needs assessments of offenders in prison and on parole to improve public safety and to better allocate resources including prison education, job training and drug treatment programs, parole supervision and assistance resources and to make parole revocation decisions. The secretary of the California Department of Corrections and Rehabilitation, in testimony to the Commission, said the department has begun implementing a risk and needs assessment tool, initially with offenders paroled from prison and eventually to be expanded to assess all offenders entering prison.

In its 2004 report, *Breaking the Barriers for Women on Parole*, the Commission recommended the state develop a coherent strategy to hold female offenders accountable for their crimes and improve their ability to successfully reintegrate into their communities. As a result of the Commission’s recommendations, the state appointed an associate director of female offender programs and services and established the Gender Responsive Strategies Commission. With input and support from the Commission and national experts hired by the state, the California Department of Corrections and Rehabilitation in August 2008 approved and released The Master Plan for Female Offenders: A Blueprint for Gender Responsive Rehabilitation.

Implementation Activities

After the publication of a final report, the Commission routinely engages in follow-up interviews, site visits and meetings with key stakeholders and policy-makers to help implement its recommendations. These efforts also increase oversight and public discussion of important issues affecting government programs.

The Commission's implementation activities in 2007 – 2008 are summarized below.

Savings, Economy and Efficiency

- ***Legislative meetings.*** In October 2008, the executive director and deputy executive director met with Assemblymember Hector De La Torre, chair of the Assembly Committee on Accountability and Administrative Review who requested that the Commission compile its recommendations that could produce cost savings and other efficiencies in an effort to streamline government programs. De La Torre said the recommendations would be used for strategic discussions for the 2009-10 session. In December 2008, the executive director met with the chief of staff to Assemblymember De La Torre to present a memo on cost savings for state government and short-term opportunities for greater government efficiencies.
- ***Legislative meeting.*** In November 2008, the executive director and deputy executive director met the policy director to Assembly Speaker Karen Bass, and the chief consultant to the Joint Legislative Audit Committee, to discuss recent Commission reports, including juvenile justice, alcohol and drug programs, the Commission's 2004 report on overarching government reforms, including revenue reforms, and current and pending Commission projects, including bond oversight and infrastructure financing.
- ***Legislative meeting.*** In December 2008, the deputy executive director briefed legislative staff to Senator Lois Wolk on opportunities for short-term savings and government efficiencies.
- ***Legislative meeting.*** In December 2008, the executive director and deputy executive director briefed legislative staff to Senator Roy Ashburn on opportunities for short-term savings and government efficiencies.
- ***Legislative meeting.*** In December 2008, the executive director met with staff of the Senate Office of Oversight and Outcomes to discuss opportunities for short-term savings and government efficiencies and to discuss performance measurement and management.

Sentencing Reform

- ***Stanford Executive Sessions on Sentencing and Corrections.*** Staff continue to be invited participants in the ongoing Stanford Executive Sessions on Sentencing and Corrections, as a result of the Commission's January 2007 recommendations for sentencing reform. These included a December 2007 session on Criminal Justice Information Sharing: Enhancing Early Intervention, Measuring Results. Another was a June 2007 session titled, California Corrections Reform: State/Local Partnerships. Other participants in the executive sessions include national experts on sentencing reform, law professors, judges, district attorneys, public defenders, law enforcement, legislators and legislative staff.

- **Implementation discussions.** In January 2008, staff met with Kara Dansky, executive director, Stanford Criminal Justice Center, and Barb Tombs, senior fellow, Center on Sentencing and Corrections, Vera Institute of Justice, to discuss implementation of the Commission's recommendations from its 2007 report, *Solving California's Corrections Crisis: Time is Running Out*.
- **Judicial Summit on Sentencing.** In October 2008, the deputy executive director attended a Judicial Summit on Sentencing, Corrections and Evidence-Based Practices in Monterey, an annual event sponsored by the Judicial Council of California. The summit brought together judges and chief probation officers to discuss reforms to the state's correctional system. Recommendations and data from the Commission's January 2007 report, *Solving California's Corrections Crisis: Time is Running Out*, were used in a document sent in advance to all conference attendees.
- **Legislative meeting.** In October 2008, the executive director and deputy executive director met with Senator Mike Machado to discuss the future of sentencing reform in California.
- **Advising others.** The executive director met with a group from the Dominican Republic sponsored by U.S. AID that included a supreme court justice, a chief prosecutor, and public defenders to talk about the Commission's open process of corrections reform.
- **California Correctional Peace Officers Association.** Staff attended the annual CCPOA Issues Forum in Sacramento in 2007 and 2008. The goal of the 2007 forum was to provide policy-makers an opportunity to hear from sentencing reform experts and other stakeholders. CCPOA President Mike Jimenez and Senator Gloria Romero commended the work of the Commission on sentencing reform and invited participants' continued support as both moved legislation forward to establish a sentencing commission.
- **Stakeholder meetings.** After the Commission issued its January 2007 report, the Commission's advisory committee continued to meet to implement the Commission's recommendations to establish a sentencing commission. Staff participated in four of these meetings, led and hosted by the CCPOA.
- **Legislative testimony.** In April 2007, Chairman Daniel Hancock testified at the Senate Public Safety Committee hearing as the lead witness in support of SB 110 (Romero), a bill to create a sentencing commission. The measure was passed by the committee on a 3 – 2 vote.
- **Legislative testimony.** In July 2007, the executive director testified at the Assembly Public Safety Committee in support of SB 110 (Romero). The measure would create the California Sentencing Commission, and was a recommendation from the Commission's January 2007 report, *Solving California's Corrections Crisis: Time is Running Out*.
- **National conference presentation.** Staff participated on the "Developments in California Sentencing" panel discussion at the National Association of Sentencing Commission's annual conference held in August 2007 in Oklahoma City. Conference participants included sentencing commission officials and legislators from across the nation.
- **Research conference.** The deputy executive director participated in the International Community Corrections Association (ICCA) Annual Research Conference, "Collaborating for Community Justice," held in October 2007 in San Diego.
- **Cabinet-level meeting.** The executive director and deputy executive director met with Governor Schwarzenegger's cabinet secretary, Dan Dunmoyer, and deputy cabinet secretary, Robert Gore, to brief them on what the Commission learned about sentencing reform in its study, *Solving California's Corrections Crisis: Time is Running Out*. They were interested in the experiences of other states and wanted information about the range of forms a sentencing commission could take.

Corrections Reform

- **Implementation discussions.** In May 2007, staff met with an official from the Office of the Inspector General to provide input on the establishment of the California Rehabilitation Oversight Board, created through AB 900, to provide an assessment to the Legislature on the progress of the California Department of Corrections and Rehabilitation's efforts to expand evidence-based programs as required by the legislation.
- **Legislative testimony.** In May 2007, staff testified at the Assembly Budget Subcommittee 4 informational hearing on prison rehabilitation solutions. Staff was asked to provide an overview of the Commission's January 2007 report, *Solving California's Corrections Crisis: Time is Running Out*, and provide input on the \$50 million allocated to rehabilitation programs for offenders as part of legislation authorizing the expansion of prison beds and rehabilitation programs (AB 900).

Gender Responsive Strategies

- **Gender Responsive Strategies Commission.** Staff serve as members of the Gender Responsive Strategies Commission established as a result of the Commission's recommendations in its 2004 report, *Breaking the Barriers for Women on Parole*. Staff attended ongoing commission meetings to assess progress toward the development of community-based re-entry beds for women offenders, as well as other efforts by the Department of Corrections and Rehabilitation to advance gender-specific strategies for woman offenders.
- **Legislative testimony.** Also in April 2007, the executive director testified at the Assembly Public Safety Committee hearing as the lead witness in support of AB 76 (Lieber), relating to a correctional strategy for female offenders.

Juvenile Justice and Youth Crime Prevention

- **California City Gang Prevention Network.** The deputy executive director served on the advisory board of the 13-California City Gang Prevention Network, a Bay Area effort initiated by the National League of Cities' Institute for Youth, Education and Families and the National Council on Crime and Delinquency. At one annual meeting, the group discussed ways to advance the Commission's recommendations from its 2001 report, *Never Too Early, Never Too Late to Prevent Youth Crime and Violence*.
- **Violence and delinquency prevention.** Staff met in July 2007 with Paul Seave, chief counsel to the State Board of Education, regarding youth violence prevention issues, and with Judge Kenneth Peterson, regarding juvenile delinquency prevention issues in Sacramento County.
- **Legislative meeting.** In August 2007, the deputy executive director met with Assemblymember Anna Marie Caballero and staff from the Prevention Institute regarding ways to advance youth violence prevention policy based on the recommendations in the Commission's 2001 report, *Never Too Early, Never Too Late to Prevent Youth Crime and Violence*.
- **Conference presentation.** In September 2007, the deputy executive director participated in the Achieving Sustainable & Effective Violence Prevention: A Bay Area Regional Convening in Oakland to develop youth violence prevention strategies. The deputy executive director presented the recommendations from the Commission's 2001 report, *Never Too Early, Never Too Late to Prevent Youth Crime & Violence*.

- **Legislative meeting.** Staff attended an April 2008 Policy Summit on California’s Juvenile Justice System sponsored by the California Latino Legislative Caucus and the California Correctional Peace Officers Association.
- **Implementation discussion.** In September 2008, the executive director and staff met with senior staff from the Corrections Standards Authority to discuss the juvenile justice report recommendations, gain feedback and discuss opportunities to work together to move forward on the report recommendations.
- **Implementation discussion.** In September 2008, the executive director and staff met with the legislative staff from the California State Association of Counties (CSAC) and the chairs of CSAC’s Urban Counties Caucus and Regional Council of Rural Counties to discuss the juvenile justice report recommendations and gain feedback from the perspective of the counties.
- **Meeting presentation.** In September 2008, Chairman Dan Hancock presented the Commission’s juvenile justice report recommendations at the monthly meeting of the State Commission on Juvenile Justice. The commission is charged with overseeing implementation of SB 81, the 2007 juvenile justice realignment legislation and developing a juvenile justice master plan.
- **Meeting presentation.** In October 2008, the executive director provided a brief overview of the juvenile justice report recommendations at the monthly meeting of the American Justice Institute, an organization of current and former law enforcement and corrections executives interested in collaborating to implement the Commission’s recommendations.
- **Cabinet-level meeting.** In October 2008, the executive director and deputy executive director met with Governor Schwarzenegger’s deputy cabinet secretary, Bob Gore, Secretary of the California Department of Corrections and Rehabilitation Matthew Cate; Chief Deputy Director of Juvenile Justice Bernard Warner and CDCR Senior Policy Advisor Elizabeth Siggins. Staff discussed and answered questions on the recommendations contained in the Commission’s July 2008 report, *Juvenile Justice Reform: Realigning Responsibilities*.
- **Meeting presentation.** In October 2008, the deputy executive director provided a presentation on the Commission’s juvenile justice recommendations as part of the San Mateo County Leadership Academy at the State Capitol. The presentation was part of a daylong event designed to help San Mateo County government leaders better understand the relationship between state and local government.
- **Legislative meeting.** In November 2008, the executive director and staff briefed consultants to Senate President Pro Tem Darrell Steinberg on the Commission’s recommendations on juvenile justice reforms and substance abuse treatment.
- **California State Association of Counties meeting.** In December 2008, the executive director presented the Commission’s recommendations to the Urban Counties Caucus in San Diego at the annual meeting of the California State Association of Counties.
- **Beyond the Bench.** In December 2008, the executive director presented the Commission’s recommendations on juvenile justice realignment as part of a panel discussion at the annual Beyond the Bench convention in San Francisco, sponsored by the Judicial Council of California.
- **Corrections Standards Authority meeting.** In December 2008, the executive director and deputy executive director met with the executive director of the Corrections Standards Authority, to discuss the Commission’s work in corrections and brief him on the Commission’s recommendations on juvenile justice reform – including moving parts of the CSA into a new Office of Juvenile Justice.

Health Care

- **Cabinet-level meeting.** In June 2007, the executive director briefed Secretary Kimberly Belshé of the Health and Human Services Agency, members of her staff, and the Governor's Health Care Reform Team, including Joe Munso, Herb Shultz, Ruth Lui and John Ramey, on the Commission's report, *A Smarter Way to Care: Transforming Medi-Cal for the Future*. The executive director emphasized that the Commission's perspective is that any attempt to reform health care in California must include a transformation of the Medi-Cal program.
- **Implementation discussion.** In June 2007, the executive director presented the Commission's health care report to Director Sandra Shewry of the Department of Health Care Services and her executive management team. The executive director emphasized that the creation of a new Department of Public Health in July 2007 has allowed DHCS to focus on developing a Medi-Cal transformation strategy and putting a team in place.
- **Implementation discussion.** The executive director held a briefing on the Commission's health care report in June 2007 at the State Capitol with legislative staff, and emphasized the essential role the Medi-Cal program must play in any attempt for health care reform. Staff stated that the program may need additional funding in data collection and analysis to achieve desired health outcomes.
- **OSHPD.** In June and July 2007, the executive director met with representatives from the Office of Statewide Health Planning and Development. In June, the meeting was to discuss the Commission's report; OSHPD staff provided an overview of their use of mapping software to display California health data. The July meeting was with OSHPD Director David Carlisle and Chief Deputy Director Bob David, regarding the Commission's health care report. At that meeting, staff emphasized the need for improved use of health data in the Medi-Cal program and discussed roles OSHPD could play.
- **Conference presentation.** The executive director presented the Commission's report, *A Smarter Way To Care: Transforming Medi-Cal for the Future*, at the California Association of Health Plans Annual Conference held in October 2007, in Palm Desert, Calif. The conference was considered the premier event for health care content and networking opportunities, attracting more than 450 attendees. It pulled speakers, programs and organizations from across the nation to bring global perspectives on a variety of issues facing the health care industry.
- **Health care meeting.** In February 2008, the executive director met with California HealthCare Foundation staff and others at Los Angeles County-University of Southern California Medical Center to discuss end of life decisions and how they affect Medi-Cal populations in nursing homes and hospitals, as it relates to the Commission's 2007 study, *A Smarter Way to Care: Transforming Medi-Cal For the Future*.
- **Performance measurement.** In April 2008, the executive director participated in a working group formed by a partnership of the California HealthCare Foundation and the Department of Health Care Services, to discuss elements for a performance measurement dashboard.
- **Legislative testimony.** In May 2008, the executive director testified in support of SB 1058 (Alquist), which would create a screening system for infectious diseases in hospitals and other health care facilities to reduce the incidence of hospital-acquired illnesses, implementing a recommendation made by the Commission in 2003, and in 2005.
- **California HealthCare Foundation.** In September 2008, the executive director and staff attended a briefing on ideas for better chronic care now underway in various parts of the state. The session was sponsored by the California HealthCare Foundation. Several of

the ideas had been included in the Commission's May 2007 report, *A Smarter Way to Care: Transforming Medi-Cal for the Future*.

- **Implementation discussion.** In October 2008, the executive director met with representatives of Bull Systems to discuss business intelligence applications for the Department of Health Care Services' California Medical Management Information System, its claims payment system, which related to the data portion of the Commission's May 2006 report, *A Smarter Way to Care: Transforming Medi-Cal for the Future*.
- **Implementation discussion.** In December 2008, the executive director met with representatives of the Corporation for Supported Housing to discuss recommendations for Medi-Cal reform and improvements of the state's substance abuse treatment system.

Alcohol and Drug Treatment

- **Legislative meeting.** In April 2008, the executive director and staff met with Assemblymember Jim Beall to discuss possible legislative actions that would implement Commission recommendations in its March 2008 report, *Addressing Addiction: Improving and Integrating California's Substance Abuse Treatment System*.
- **Governor's office meeting.** In April 2008, the executive director and staff met with the Governor's staff and staff from the Health and Human Services Agency to discuss Commission recommendations.
- **Implementation discussion.** In April 2008, the executive director and staff held a teleconference with substance abuse treatment practitioners and researchers to develop specific actions that could be taken by the Department of Alcohol and Drug Programs to implement Commission recommendations.
- **Implementation discussion.** In April 2008, the executive director and staff met with Department of Alcohol and Drug Programs Director Renée Zito and senior staff to present Commission recommendations and to discuss specific actions the department could take to implement those recommendations.
- **Crosscutting recommendations.** In May 2008, the executive director and staff met with representatives of the Health and Human Services Agency, the Department of Alcohol and Drug Programs, the Department of Mental Health, the Department of Social Services and the Department of Corrections and Rehabilitation to discuss crosscutting Commission recommendations.
- **Coalition presentation.** At the May 2008, Coalition of Alcohol and Drug Associations' Public Policy Conference, staff presented the Commission's recommendations from its March 2008 report, *Addressing Addiction: Improving & Integrating California's Substance Abuse Treatment*. The presentation was an integral part of the coalition's extensive discussion of pending public policies and how they will affect the delivery of substance abuse services in California.
- **Meeting presentation.** In May 2008, the executive director and staff made a presentation at the meeting of the California Association of County Alcohol and Drug Program Administrators. The presentation included recommendations from the Commission's substance abuse treatment report.
- **Drug Policy Alliance.** In May 2008, the executive director and staff met with representatives of the Drug Policy Alliance to discuss the alliance's new ballot initiative, the Nonviolent Offender Rehabilitation Act of 2008. The Drug Policy Alliance, in partnership with the Campaign for New Drug Policies, led the successful campaign to pass Proposition 36, diverting nonviolent drug offenders from prison to treatment.

- **Meeting presentation.** In June 2008, the executive director and staff attended a function sponsored by “Join Together,” a research and advocacy group sponsored by Boston University School of Public Health, to present Commission recommendations in *Addressing Addiction: Improving & Integrating California's Substance Abuse Treatment System*.
- **Legislative meeting.** In July 2008, the executive director and staff met with Assemblymember Jim Beall, and legislative staff representing five other legislators’ offices, to present Commission recommendations.
- **Substance abuse and mental health disorders.** In July 2008, staff attended a meeting of the Co-Occurring Disorders Joint Action Council, California Institute for Mental Health, to discuss the Commission’s recommendation on co-occurring substance abuse and mental health disorders.
- **Legislative meeting.** In September 2008, staff attended a meeting held by the Assembly Select Committee on Alcohol and Drug Abuse and discussed the Commission’s report, *Addressing Addiction: Improving and Integrating California’s Substance Abuse Treatment System*.
- **California Child Welfare Council meeting.** In December 2008, staff attended a meeting of the California Child Welfare Council in San Francisco.

Foster Care

- **Reports cited.** Students in the social work program at California State University, Sacramento, this semester have been instructed by their professor to read the Little Hoover Commission reports *Now In Our Hands: Caring for California’s Abused and Neglected Children*, and *Still In Our Hands: A Review of Efforts To Reform Foster Care in California*.

Emergency Preparedness

- **Legislative testimony.** In July 2007, the executive director testified at the Senate Public Safety Committee in support of AB 38 (Nava), which would consolidate the Office of Emergency Services and the Office of Homeland Security. The new cabinet-level California Emergency Management Agency would be responsible for overseeing and coordinating emergency preparedness, response, recovery and homeland security activities.

Education Governance and Accountability

- **Legislation discussion.** In May 2008, staff met with Senator Joe Simitian’s staff to discuss SB 1298 regarding a comprehensive education data system. Staff also discussed recommendations from the Commission’s May 2008 report, *Educational Governance & Accountability: Taking the Next Step*, which relates to an education data system.
- **Implementation discussion.** In June 2008, the executive director and staff met with and briefed top California Department of Education leaders about the 2008 education report.
- **Legislative Analyst’s Office meeting.** In June 2008, the executive director and staff met with staff of the Legislative Analyst’s Office, which also released a report on interventions for low-performing schools and came to many of the same conclusions as the Commission.

- **Department of Education meeting.** In July 2008, the executive director and staff met with Rick Miller, California Department of Education (CDE) deputy superintendent of policy development, to discuss the politics of establishing a new accountability system.
- **Department of Education meeting.** In July 2008, staff met with Anthony Monreal, CDE deputy superintendent of curriculum and instruction to discuss the state's role in district turnaround efforts.
- **Accountability discussion.** In July 2008, the executive director and staff met with Scott Hill, undersecretary of the Office of the Secretary of Education, to discuss the political landscape of education reform. Mr. Hill said the Commission's report affirmed goals of the administration to push more aggressively on accountability and suggested the Commission continue drawing attention to accountability issues.
- **Legislative meeting.** In August 2008, the executive director and staff met with Assemblymember Betty Karnette to discuss the report and potential to turn recommendations into legislative proposals.

State Allocation Board

- **State Allocation Board presentation.** Chairman Dan Hancock presented the Commission's report, *The State Allocation Board: Improving Transparency and Structure*, to the State Allocation Board at a September 2007 board meeting.
- **Panel discussion.** The executive director participated in a panel discussion in January 2008, in Sacramento, sponsored by the California Schools Public Relations Association. He presented the findings and recommendations from the Commission's August 2007 report, *The State Allocation Board: Improving Transparency and Structure*.

Career Technical Education

- **Implementation discussion.** In November 2007, the executive director and project staff met with Lieutenant Governor John Garamendi, his staff and other invitees to present the Commission's recommendations from its November 2007 report, *Career Technical Education: Creating Options for High School Success*.
- **Legislative discussion.** In January 2008, the executive director and project staff met with legislative staff and consultants to present the CTE recommendations and discuss possible legislative action.
- **Panel discussion.** In the California Schools Public Relations Association panel discussion in January 2008, the executive director also presented the findings and recommendations from the Commission's November 2007 report, *Career Technical Education: Creating Options for High School Success*.
- **Legislative discussion.** In January 2008, staff spoke with consultants in Assemblymember Jean Fuller's office about career technical education legislative proposals stemming from the Commission's November 2007 report, *Career Technical Education: Creating Options for High School Success*. Discussion focused on ways to influence the spending of new CTE funds over the next several years and on options for improving CTE teacher training.
- **American River College meeting.** In December 2008, the executive director met with Jeffrey O'Neal, coordinator of the biotechnology program for American River College, to discuss Commission recommendations in its CTE report.

IT Governance and Performance Management

- ***Advising others.*** In November 2008, the executive director briefed a delegation of policy research analysts from the Chinese Academy of Social Sciences on performance measurement and data-driven decision-making recommendations from the Commission's report on IT governance. The Beijing-based academy is a national research center for the People's Republic of China.
- ***Reorganization plan meeting.*** In December 2008, the executive director and staff met with the chief deputy director of the Chief Information Officer and CIO staff to discuss recommendations in the IT governance report and possible strategies for a governor's reorganization plan.
- ***Performance Management Roundtable.*** In December 2008, staff held a Performance Measurement Roundtable to continue the conversation started during the August 2008 advisory group meeting on performance measurement and to allow key department and agency leaders to share their experiences in developing performance measurement systems. The USC State Capital Center has agreed to facilitate future performance measurement forums in 2009.

Bay-Delta Governance

- ***Panel discussion.*** In December 2008, the executive director participated in a panel discussion on Bay Delta governance at a Long Beach water conference held by the Association of California Water Users.

Government Operations

- ***Advising others.*** In January 2007, the executive director met with provincial and municipal officials from China's Yunnan Province to discuss the Commission's open hearing process and its July 2004 report, *Governing the Golden State: A Critical Path to Improve Performance*, and its June 2005 report, *Serving the Public, Managing the State Workforce to Improve Outcomes*.

Current & Recently Completed Reviews

Current Review

Bond Oversight

(To be completed in 2009)

The Little Hoover Commission is reviewing oversight mechanisms for state bond expenditures. The Commission's concerns stem from the state's sizeable bond package enacted in November 2006, which added \$43 billion in bonding capacity for infrastructure investment, and whether adequate mechanisms exist to ensure this money is spent efficiently and effectively. Since beginning the study in 2008, voters have enacted an additional \$11 billion in bonding capacity. In January 2007, the governor issued an executive order requiring the Department of Finance to expand oversight of the 2006 bond package and directed government agencies and departments administering the bonds to develop a three-part accountability structure. As part of this study, the Commission will assess whether this expanded oversight is adequate and whether additional opportunities exist to improve oversight.

California Institute for Regenerative Medicine

(To be completed in 2009)

At the request of state Senators Sheila Kuehl and George Runner, the Little Hoover Commission is reviewing the governance of the California Institute for Regenerative Medicine (CIRM), which was created in 2004 by Proposition 71, the California Stem Cell Research and Cures Initiative. The ballot measure added to the state constitution the authority to raise and spend \$3 billion through bond sales (\$6 billion in total taxpayer outlay) for basic stem cell research, with a focus on embryonic stem cell research, as well as to establish the human and physical capital to do this research. As part of its study, the Commission will explore the transparency and accountability of CIRM's existing governance structure.

Infrastructure Financing

(To be completed in 2009)

The Little Hoover Commission is reviewing California's options for financing infrastructure projects. In its infrastructure review, the Commission will explore broader policy issues, including how the state identifies, analyzes and prioritizes capital projects; how projects are initially funded and how those funds are repaid; and whether the state could expand demand management strategies to maximize the use of existing state infrastructure. This study seeks to address each of these areas in order to determine how the state can improve outcomes from its infrastructure investments. In doing so, this study not only seeks to analyze innovations about how the state plans, pays for and supplies infrastructure, but also innovations on how the state provides infrastructure and manages the demands for it.

Recently Completed Reviews

Clearer Structure, Cleaner Water: Improving Performance and Outcomes at the State Water Boards

(January 2009)

“The governance structure for water quality regulation in California is 40 years old and is ill-prepared to handle modern problems,” Commission Chairman Daniel Hancock said upon the release of *Clearer Structure, Cleaner Water: Improving Performance and Outcomes at the State Water Boards*. “Major reform is needed to help protect and improve water quality, which is a key to the state’s future.” The Commission recommended that the governor and Legislature restructure the state and regional water quality boards, improve the links among them, create more transparency and accountability and make other improvements. The Commission found that the water boards faced increasingly complex water quality problems, caused in part by hard-to-regulate sources such as urban and agricultural runoff. The Commission also found the boards had a decentralized governance structure, lacked accountability and transparency and had lost the confidence of stakeholders. The Commission recommended the state restructure the membership of the state and regional boards; improve use of scientific research, planning and data, in part through an advisory board and a water data institute; increase focus on clean-water outcomes and collaboration, creativity and problem solving; and develop a standardized means to measure the costs and benefits of regulation.

First Year Checkup: Strategies for a Stronger Public Health Department

(January 2009)

In 2007, the California Department of Public Health branched off from the Department of Health Services and became a separate agency in state government. The Commission had recommended in a 2005 report that lawmakers establish a separate public health department, elevated to the same level of government as other state public safety organizations, reporting directly to the governor, and establish an expert advisory board. This report tracks the progress of those earlier recommendations. The report shows the department has taken a key first step, but needs to follow with more independent leadership and a changed focus for its advisory board. “The governor and the Legislature should use the opportunity afforded by this still-fresh start to begin the discussion about what California’s public health system *should* look like,” the Commission wrote, going on to say that the discussion should clearly define the roles and responsibilities of state and local public health players and ensure that money is directed in a way that best allows each to fulfill its role. The Commission recommended the department be led by a surgeon general who reports directly to the governor. Its other recommendations pertain to the function of a public health board, growth of the public health workforce, laboratories and funding.

Expert Consultation

Experts who participated in the Commission's public process

The Little Hoover Commission relies on expert consultation and advice during the study process for its projects. In addition to interviews with Commission staff, experts, stakeholders, public officials and involved citizens are invited to testify before the Commission at public hearings and to participate in advisory committee meetings. The following is a list of the expert witnesses who testified before the Commission in 2007 – 2008 or participated in the advisory committee process. The list reflects their titles and positions at the time they participated in the Commission study process. Written testimony submitted by witnesses is available on the Commission's Web site and can be accessed along with the final report of each study.

Witnesses for Public Hearings on Sentencing Reform

Sheriff Leroy D. Baca, County of Los Angeles	Senator Gloria Romero, Chair, Senate Select Committee on the California Correctional System
J. Richard Couzens, Judge, Placer County Superior Court	Thomas W. Ross, Executive Director, Z. Smith Reynolds Foundation; former Chair, North Carolina Sentencing and Policy Advisory Commission; and, former Director, North Carolina Administrative Office of the Courts
Kara Dansky, Executive Director, Stanford Criminal Justice Center	Tim Silard, Assistant District Attorney, City and County of San Francisco, on behalf of Kamala Harris, District Attorney, City and County of San Francisco
Sharon J. English, Crime Victim Rights and Services Advisor	Robert Sillen, Court-appointed receiver overseeing prison medical care (<i>Plata v. Schwarzenegger</i>)
Joseph A. Gunn, Executive Director, Independent Review Panel on Corrections	Dennis Simon, Managing Principal, XRoads Solutions Group LLC
Mike Jimenez, President, California Correctional Peace Officers Association	Donald Specter, Director, Prison Law Office
Robert M. A. Johnson, Anoka County Attorney, Minnesota	Senator Jackie Speier, Chair, Senate Select Committee on Government Cost Control
Roderick Q. Hickman, Public Sector Management and Consultant, XRoads Solutions Group LLC, and former Secretary, California Department of Corrections and Rehabilitation	James E. Tilton, Secretary, California Department of Corrections and Rehabilitation

Richard P. Kern, Ph.D., Director, Virginia Criminal Sentencing Commission

Les Kleinberg, Special Assistant Attorney General, Legislative Affairs, Office of the Attorney General

James R. Milliken, Judge (Retired), San Diego Superior Court

Steven Z. Perren, Judge, California Court of Appeal, Second District

Kevin R. Reitz, Professor of Law, University of Minnesota, and Reporter, the American Law Institute, Model Penal Code Revision Project

Gregory D. Totten, Ventura County District Attorney and Member of the Board of Directors, California District Attorneys Association

Roger K. Warren, Scholar-in-Residence, Judicial Council of California, Administrative Office of the Courts and Project Director, National Sentencing Reform Project, National Center for State Courts

Joshua Weinstein, Senior Attorney, Judicial Council of California, Administrative Office of the Courts and Staff to the Criminal Law Advisory Committee

Reginald Wilkinson, Ph.D., former Director, Ohio Department of Rehabilitation and Correction, and Chair, National Institute of Corrections Advisory Board

Participants in Advisory Committee on Sentencing Reform

Barbara Bloom, Associate Professor, Criminology and Criminal Justice Department, Sonoma State University

Susan Burton, Executive Director, A New Way of Life Foundation

Marci Coglianese, Co-Chair, The Family Council

Cathy Coyne, Legislative Analyst, California State Sheriffs' Association

Kara Dansky, Executive Director, Stanford Criminal Justice Center

Pam Douglas, Director, Corrections Institute of America

Charlie Fennessey, Principal Consultant, Office of Senator Charles Pochigian

Susan Fisher, Governor's Crime Victims Advocate, Office of the Governor

Jim Lindburg, Legislative Advocate, Friends Committee on Legislation of California

John Lum, Public Policy Coordinator, Coalition for Effective Public Safety, and Californians United for a Responsible Budget

Dan Macallair, Executive Director, Center on Juvenile & Criminal Justice

Jerome McGuire, Counsel, Senate Public Safety Committee

Steven Meinrath, Counsel, Senate Public Safety Committee

Greg Pagan, Chief Counsel, Assembly Public Safety Committee

Joan Petersilia, Director, Center for Evidenced Based Corrections, University of California, Irvine

Dale Rickter, Co-Chair, The Family Council

James Fox, District Attorney, San Mateo County

Cory Salzillo, Senate Republican Policy Consultant

Mike Jimenez, President, California Correctional Peace Officers Association

Tim Silard, Assistant District Attorney, City and County of San Francisco

Greg Jolivette, Director, Criminal Justice, Legislative Analyst's Office

Norma Suzuki, Executive Director, Chief Probation Officers of California

J. Clark Kelso, Director, Capital Center for Government Law & Policy

Steve Szalay, Executive Director, California State Sheriffs' Association

Les Kleinberg, Special Assistant to the Attorney General, Office of the Attorney General, State of California

Jeffrey Thoma, Solano County Public Defender

David LaBahn, Executive Director, California District Attorneys Association

Joshua Weinstein, Senior Attorney, Judicial Council of California, Administrative Office of the Courts

Witnesses for Public Hearings on Health Care

Kimberly Belshé, Secretary, California Health and Human Services Agency

Crystal Hayling, President and Chief Executive Officer, Blue Shield of California Foundation

Andrew B. Bindman, Professor of Medicine, Health Policy, Epidemiology and Biostatistics, University of California, San Francisco; and Policy Chief, Division of General Internal Medicine, San Francisco General Hospital

Emma Hoo, Director, Value-Based Purchasing, Pacific Business Group on Health

Leona M. Butler, Chief Executive Officer, Santa Clara Family Health Plan

David Kears, Director, Alameda County Health Care Services Agency

Sophia Chang, Director, Chronic Disease Care Programs, California HealthCare Foundation

Gerald F. Kominski, Associate Director, UCLA Center for Health Policy Research

Phillip R. Crandall, Director, County of Humboldt Health and Human Services Department

Glenn Melnick, Professor and Blue Cross of California Chair in Health Care Finance; School of Policy, Planning and Development; University of Southern California

Lesley Cummings, Executive Director, Managed Risk Medical Insurance Board

Allen Miller, Chief Executive Officer, COPE Health Solutions

Lucinda "Cindy" Ehnes, Director, Department of Managed Health Care

Stan Rosenstein, Deputy Director, Medical Care Services, Department of Health Services

Jeff Flick, Regional Administrator, Centers for Medicare and Medicaid Services

Andrew M. Wiesenthal, Associate Executive Director, The Permanente Federation

Lori L. Hack, Director of Government Relations and Policy, California Regional Health Information Organization

Anthony Wright, Executive Director, Health Access California

Peter Harbage, Senior Program Associate,
Health Policy Program, New America
Foundation

Lucien Wulsin, Jr., Director, Insure the
Uninsured Project

Participants at the Advisory Panel Meetings and Site Visits on Health Care

Vicki Bermudez, Regulatory Policy Specialist,
California Nurses Association

Allen Miller, President and Chief Executive
Officer, COPE Health Solutions

Teri Boughton, Chief Consultant, California
State Assembly Committee on Health

Linda Minamoto, Assistant Regional Director,
Region IX, Centers for Medicare and Medicaid
Services

Farra Bracht, Principal Fiscal and Policy
Analyst, Legislative Analyst's Office

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Public Hospitals, California Health Care Safety
Net Institute

Kelly Brooks, Legislative Representative,
Health and Human Services, California State
Association of Counties

Peggy O'Brien-Strain, Senior Research
Associate, SPHERE Institute

Wendel Brunner, Director, Contra Costa
Public Health Department

Mary O'Dell, President, UniHealth Foundation

Elena Chavez, Policy Analyst, Consumers
Union

Chris Perrone, Senior Program Officer, Public
Financing and Policy, California HealthCare
Foundation

Lesley Cummings, Executive Director,
Managed Risk Medical Insurance Board

Hanh Kim Quach, Health Care Policy
Coordinator, Health Access

Pete Delgado, Chief Executive Officer,
LAC+USC Medical Center

Nicole Ramos, Manager, Camino de Salud
Networks, COPE Health Solutions

Roger Dunstan, Consultant, Senate Health
Committee

Christina Reich, former Head Start Mom, and
Director/Analyst, Contra Costa County Head
Start Program

Jan Emerson, Vice President, External Affairs,
California Hospital Association

Deborah Riordan, Research
Analyst/Epidemiologist, Central Valley Health
Policy Institute

Kirk Feely, Senior Fiscal and Policy Analyst,
Legislative Analyst's Office

Sarah Rodgers, Consultant, Office of Senator
Sheila Kuehl

Marti Fisher, Legislative Advocate, Workers'
Compensation, Health Care and Insurance,
California Chamber of Commerce

Stan Rosenstein, Deputy Director, Medical
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Grace Floutsis, Medical Director, Clínica Msr.
Oscar A. Romero Community Health Center

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Insure the Uninsured Project

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Elia Gallardo, Director of Governmental
Affairs, California Primary Care Association

Jane García, Chief Executive Officer, La
Clínica de la Raza

Paul Giboney, Associate Medical Director,
Clínica Msr. Oscar A. Romero, Community
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Dietmar Grellman, Vice President of Managed
Care and Legislative Counsel, California
Hospital Association

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Melissa Stafford Jones, President and Chief
Executive Officer California Association of
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Alan M. Kurz, Medical Director, Los Angeles
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Human Services, Senate Office of Research

Viola Lujan, Regional Director, La Clínica de
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Contra Costa Health Services

Nancy McCoy, Clinical Services, Manager,
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Jacque McLaughlin, Director, Solano Kids
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Diane Van Maren, Consultant, Senate Budget
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Health

Deborah Villar, Director of Public Affairs,
Clínica Msr. Oscar A. Romero, Community
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William Walker, Director and Health Officer
Contra Costa County Health Services; Chair,
California Association of Public Hospitals
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Deborah Ward, Vice President, Governmental
Affairs, Community Clinic Association of, Los
Angeles

Lucien Wulsin, Project Director, Insure the
Uninsured Project

Witnesses for Public Hearing on the State Allocation Board

Christopher Ansell, Associate Professor,
Department of Political Science, University of
California, Berkeley

Lori Morgan, Acting Executive Officer, State
Allocation Board and Office of Public School
Construction

Rob Cook, Deputy Director, Interagency Support Division, Department of General Services; and Member, State Allocation Board

Luisa M. Park, former Executive Officer, State Allocation Board and Office of Public School Construction

Mavonne Garrity, Assistant Executive Officer, State Allocation Board

Senator Jack Scott, Member, State Allocation Board

Bruce Hancock, former Assistant Executive Officer, State Allocation Board

Anne Sheehan, Chief Deputy Director of Policy, Department of Finance; and Chair, State Allocation Board

Kathleen Moore, Director, School Facilities Planning Division, Department of Education; and Member, State Allocation Board

Witnesses for Public Hearings on Career Technical Education

Laurel Adler, Superintendent, East San Gabriel Valley Regional Occupational Program and Technical Center

José Millan, Vice Chancellor, Economic and Workforce Preparation Division, California Community Colleges Chancellor's Office

Victoria L. Bradshaw, Secretary, Labor & Workforce Development Agency

Mike Patterson, Career Technical Education Teacher and Representative of the California Teachers Association, South Tahoe High School and Central Sierra Regional Occupational Program I

David N. Butler, Executive Director and Chief Executive Officer, Linking Education and Economic Development (LEED) Sacramento

Rock Pfothenhauer, Dean of Career Education and Economic Development, Cabrillo College

David W. Gordon, Sacramento County Superintendent of Schools, Sacramento County Office of Education

Jack O'Connell, State Superintendent of Public Instruction

Helen Hawley-Kelley, Education Consultant, California Commission on Teacher Credentialing

Dorothy Rothrock, Vice President, Government Relations, California Manufacturers & Technology Association

Scott Himelstein, Acting Secretary of Education

Christopher J. Walker, Legislative Advocate, Nossaman, Guthner, Knox & Elliott, LLP

Gary Hoachlander, President, ConnectEd: The California Center for College and Career

Paul Watters, President, California Association of Regional Occupational Centers and Programs

Participants in Advisory Committee on Career Technical Education

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Rebecca Baumann, Legislative Aide, Office of Assemblymember Loni Hancock

Peter McNamee, Assistant Director, California Postsecondary Education Commission

Gary Borden, Deputy Executive Director, California State Board of Education

Gil Montano, Superintendent, Southeast Regional Occupational Program

Mike Brunelle, Director, Career and Technical Preparation, Sacramento City Unified School District

Jeannie Oakes, Presidential Professor and Director, Urban Schooling, UCLA Graduate School of Education and Information Studies

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Nona Olsen, Director, (ROP) CTE, Mendocino County Office of Education

Charlsey Cartwright, Executive Director, California Career Resource Network

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Svetlana Darche, Director, Career Education, WestEd

Lee Angela Reid, Consultant, Senate Office of Research

Patricia de Cos, Senior Research Policy Analyst, California Research Bureau

Dorothy Rothrock, Vice President, Government Relations, California Manufacturers & Technology Association

Tom Gerin, Teacher, ISO Program, Foothill High School

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Paul Gussman, Administrator, Curriculum and Instruction Branch, Secondary, Postsecondary and Adult Leadership Division, High School Initiatives and Career Education, California Department of Education

Ernie Silva, Legislative Advocate, Murdoch, Walrath & Holmes

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Diane Siri, Executive Director, Alliance for Regional Collaboratives to Heighten Educational Success (ARCHES)

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John Hooper, Policy Advocate, California Chamber of Commerce

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Karen Humphrey, Program Administrator, California Postsecondary Education Commission

Paul Watters, President, California Association of Regional Occupational Centers and Programs

Fred Jones, Attorney, Law Offices of Fred Jones

Susan White, Manager, California Business Education Association

Rick Larkey, Director, Workforce Training, Northstate Building Industry Association

Chuck Wiseley, Career Technical Education Specialist, California Community Colleges Chancellor's Office

Roger Mackensen, Policy Consultant, Senate Republican Caucus

Witnesses for Public Hearings on Alcohol and Drug Treatment Programs

Peter Banys, Director, Substance Abuse Programs, Veterans Administration San Francisco Medical Center, representing the California Society of Addiction Medicine

Theshia Naidoo, Staff Attorney, Drug Policy Alliance

Lionel Chatman, Chief Probation Officer, Contra Costa County Probation Department, representing the Chief Probation Officers of California

Richard A. Rawson, Associate Director, UCLA Integrated Substance Abuse Programs

Angela Hawken, Economist and Policy Analyst, UCLA Integrated Substance Abuse Programs

Thomas Renfree, Executive Director, County Alcohol and Drug Program Administrators Association of California

Mark Iwasa, Chief Deputy, Investigative Services, Sacramento County Sheriff's Department, representing the California State Sheriffs' Association

Elizabeth Stanley-Salazar, Vice President and Director of Public Policy, Phoenix Houses of California, Inc.

Stephen V. Manley, Judge, Santa Clara County Superior Court

Darren Urada, Principal Investigator, UCLA Integrated Substance Abuse Programs

Douglas Marlowe, Director, Section on Law and Ethics, Treatment Research Institute, University of Pennsylvania

Richard Word, Chief, Vacaville Police Department, and President, California Police Chiefs Association

Lou Martinez, Proposition 36 Graduate and Counselor, The Effort, Inc.

Renée Zito, Director, Department of Alcohol and Drug Programs

Participants in Advisory Committee on Alcohol and Drug Treatment Programs

Susan Blacksher, Executive Director, California Association of Addiction Recovery Resources

The Honorable Linda Lofthus, Judge, San Joaquin County Superior Court

Cathy Coyne, Legislative Analyst, California State Sheriffs' Association

Jody Martin, Consultant, Senate of Office Research

Michael Cunningham, Chief Deputy Director, California Department of Alcohol and Drug Programs

Rhonda Messamore, Executive Director, California Association of Alcoholism and Drug Abuse Counselors

Warren Daniels, Director, California Certification Board of Alcohol and Drug Counselors & Community Recovery Resources, Grass Valley

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Dave Fratello, Political Director, Campaign for New Drug Policies

Patrick Ogawa, Director, Los Angeles County Alcohol and Drug Program Administration

Robert Garner, Director, County of Santa Clara Department of Alcohol and Drug Services

Tom Renfree, Executive Director, County Alcohol and Drug Program Administrators Association of California

Suzanne Gelber, Partner, Avisia Group

The Honorable David Richmond, Judge, Amador County Superior Court

Milicent Gomes, Deputy Director, California Department of Alcohol and Drug Programs

Albert Senella, Chief Operating Officer, Tarzana Treatment Centers

Brian Greenberg, Addiction Specialist, Shelter Network of San Mateo

Trisha Stanionis, Executive Director, Project Help

Bill Harper, President, State Coalition of Probation Organizations

Sushma Taylor, Chief Executive Officer of Center Point, Inc. and Co-Chair of California Perinatal Treatment Network

Mark Iwasa, Chief Deputy, California State Sheriffs' Association

The Honorable Richard Vlavianos, Judge, San Joaquin County Superior Court

Jeff Jeffery, Proposition 36 Graduate and Substance Abuse Counselor, Stepping Stone Residential Treatment

Joan Zweben, Director, East Bay Community Recovery Project and 14th Street Clinic

Witnesses for Public Hearings on Educational Governance and Accountability

Matt Aguilera, Principal Program Budget Analyst, California Department of Finance

Jenifer J. Harr, Senior Research Analyst, American Institutes for Research

Assemblymember Juan Arambula, 31st Assembly District

Wendy Harris, Assistant Superintendent for School Improvement, California Department of Education

Keric Ashley, Director, Data Management Division, California Department of Education

James S. Lanich, President, California Business for Education Excellence

Gary Borden, Deputy Executive Director, California State Board of Education

Susanna Loeb, Director, Institute for Research on Education Policy & Practice, Stanford University, and Coordinator, "Getting Down to Facts" Project

Richard Bray, Superintendent, Tustin Unified School District

Cecelia Mansfield, Legislative Advocate, California State PTA

Dominic J. Brewer, Professor of Economics, Education and Policy, University of Southern California

Gavin Payne, Chief Deputy Superintendent of Public Instruction, Office of the State Superintendent of Public Instruction

Susan K. Burr, Executive Director, California County Superintendents Educational Services Association

Daniel Chacon, Principal, Sanger High School

Delaine Eastin, former State Superintendent of Public Instruction, former Assemblymember

Willetta Fritz, Teacher, English Department Chairperson and English/Language Arts Curriculum Support Provider, Sanger High School

Charles A. Ratliff, former Director, Office of the Education Master Plan

Caitlin Scott, Consultant, Center on Education Policy

Jon Sonstelie, Visiting Fellow, Public Policy Institute of California

Thomas Timar, Professor of Education, University of California, Davis

Participants in Advisory Committee on Educational Governance and Accountability

Gary Borden, Deputy Executive Director, California State Board of Education

Ken Burt, Liaison Program Coordinator, California Teachers Association

Isabelle Garcia, Legislative Advocate, California Teachers Association

Steve Gardner, Assessment Coordinator, Galt Joint Union High School District

Scott Hill, Undersecretary, Office of the Secretary of Education

Linda Kaminski, Assistant Superintendent of Educational Services, Upland Unified School District

James S. Lanich, President, California Business for Education Excellence

Roger Mackensen, Policy Consultant, Senate Republican Caucus

Lee Angela Reid, Consultant, Senate Office of Research

Michael Ricketts, Deputy Executive Director, California County Superintendents Educational Services Association

Gerry Shelton, Chief Consultant, Assembly Education Committee

Deb Sigman, Director, Standards and Assessment Division, California Department of Education

Rick Simpson, Deputy Chief of Staff, Office of the Assembly Speaker

Susan Westbrook, President, Early Childhood/K-12 Council, California Federation of Teachers

Witnesses for Public Hearings on Juvenile Justice

Steve Aos, Assistant Director, Washington State Institute for Public Policy

Kim Barrett, Chief Probation Officer, San Luis Obispo County and President, Chief Probation Officers of California

Donald H. Blevins, Chief Probation Officer, County of Alameda

Rick Lewkowitz, Supervising Deputy District Attorney, Sacramento County District Attorney's Office, Juvenile Division

Dan Macallair, Executive Director, Center on Juvenile and Criminal Justice

The Honorable Kenneth G. Peterson, Presiding Juvenile Court Judge, Superior Court of California, County of Sacramento

Sue Burrell, Staff Attorney, Youth Law Center	Don Specter, Executive Director, Prison Law Office
Penelope Clarke, Administrator, Countywide Services Agency, County of Sacramento, and Tri-Chair, State Commission on Juvenile Justice	Verne Speirs, Chief Probation Officer, Sacramento County
C. Scott Harris, Executive Director, Corrections Standards Authority	David Steinhart, Director, Juvenile Justice Program, Commonwealth, and Member, State Commission on Juvenile Justice
Karen Hennigan, Director, Center for Research on Crime and Social Control, Department of Psychology, University of Southern California	Bernard Warner, Chief Deputy Secretary for Juvenile Justice, California Department of Corrections and Rehabilitation and Tri-Chair, State Commission on Juvenile Justice

Witnesses for Public Hearings on Data and Technology

Joseph Archuleta, Analyst, Government Management Accountability and Performance, State of Washington	Kenneth W. Kizer, former Undersecretary for Health, U.S. Department of Veterans Affairs and former Director, California Department of Health Services
Andrew J. Chang, former Deputy Director, California Department of General Services	Martin McGartland, President and Chief Executive Officer, Natoma Technologies, Inc.
John Thomas Flynn, former Chief Information Officer, State of California	Teresa “Teri” M. Takai, Chief Information Officer, State of California
Aneesh Paul Chopra, Secretary of Technology, Commonwealth of Virginia	Paul W. Taylor, Chief Strategy Officer, Center for Digital Government
J. Clark Kelso, California Prison Health Care Receiver and former Chief Information Officer, State of California	

Participants in Advisory and Subcommittee Meetings on Data and Technology

P.K. Agarwal, Director, Department of Technology Services	Bob Martinez, Chief of Strategic Planning and Organizational Development, Department of Motor Vehicles
Will Bush, Director, Department of General Services	Rene Mollow, Associate Director for Health Policy, Department of Health Care Services
Michael Byrne, Member, California GIS Task Force and eServices Policy Manager, Department of Public Health	Matt Paulin, Deputy Director, Administrative Services Division, Department of Motor Vehicles
Richard Callahan, Associate Dean and Director of State Capital and Leadership Programs, University of Southern California	Christopher Perrone, Senior Program Officer, California HealthCare Foundation

Cathy Cleek, Chief Information Officer,
Franchise Tax Board

Kathy Curtis, Principal Fiscal and Policy
Analyst, Legislative Analyst's Office

Tam Doduc, Chairwoman, Water Resources
Control Board

Toby Ewing, Research Director, California
Forward

Adrian Farley, Chief Deputy Director, Office of
the Chief Information Officer

Michael Harris, Deputy Director, Policy and
Strategic Planning, Department of Parks and
Recreation

Pierre Imbert, Deputy Director, Program and
Organizational Performance Management,
Department of Social Services

John Kamensky, Associate Partner and Senior
Fellow, IBM Center for the Business of
Government

Debbie Mah, Chief, Office of Strategic
Planning and Performance Measurement,
Department of Transportation

Christy Quinlan, Chief Deputy Director of
Information Technology Services, Office of the
Chief Information Officer

Calvin Rogers, Chief Information Officer,
Department of Social Services

Sandra Shewry, Director, Department of
Health Care Services

Michael Tritz, Deputy Secretary for Audits and
Improvement, Business, Transportation and
Housing Agency

Titus Toyama, Project Executive, Department
of Finance

Valerie Varzos, Project Manager, Department
of Finance

Denzil Verardo, Consultant, Department of
Toxic Substances Control and Performance
Budget Team Leader, California Performance
Review

John Wagner, Director, Department of Social
Services

Mark Weatherford, Director, Office of
Information Security and Privacy Protection

Independent Oversight

The Commission has published 195 reports recommending improvements within virtually every agency in California government. Its work is chronicled below by subject area. The Commission also routinely publishes biennial reports documenting its work as well as the Legislative responses and reviews reorganization plans submitted by governors. All Commission reports are available to the public. Those marked with an asterisk (*) can be downloaded from the Commission's Web site at www.lhc.ca.gov.

General Government

Government Organization and Reform

Historic Opportunities: Transforming California State Government (Report 176 – 2004)*

Governing the Golden State: A Critical Path to Improve Performance and Restore Trust (Report 174 – 2004)*

We The People: Helping Newcomers Become Californians (Report 166 – 2002)*

Only A Beginning: The Proposed Labor & Workforce Development Agency (Report 164 – 2002)*

Special Districts: Relics of the Past or Resources for the Future? (Report 155 – 2000)*

Boards and Commissions: California's Hidden Government (Report 97 – 1989)

Findings & Recommendations Concerning Reorganization of the Executive Branch of California State Government (Report 1 – 1962)

Consumer Protection

Regulation of Acupuncture: A Complementary Therapy Framework (Report 175 – 2004)*

Consumer Protection: A Quality of Life Investment (Report 146 – 1998)*

Comments and Recommendations Regarding Professional and Business Licensing (Report 35 – 1979)

An Examination of the Department of Professional and Vocational Standards (Report 12 – 1967)

Economic Development & Business

Workers' Compensation: Containing the Costs (Report 120 – 1993)

A Review of the Current Problems in California's Worker's Compensation System (Report 87 – 1988)

A Review of the Organization and Administration of California's Overseas Trade and Investment Offices (Report 83 – 1987)

A Report on the Liability Insurance Crisis in the State of California (Report 74 – 1986)

A Study of the Department of Industrial Relations (Report 14 – 1969)

Gaming

Card Clubs in California: A Review of Ownership Limitations (Report 163 – 2002)*

Follow-up Review of the Organization, Operation and Performance of the California State Lottery (Report 98 – 1989)

A Review of the Organization, Operation and Performance of the California State Lottery (Report 94 – 1989)

A Review of the Organization, Operation and Performance of the California State Lottery (Report 77 – 1987)

Horse Racing in California: Revenue and Regulation (Report 49 – 1982)

Personnel Issues

Serving the Public: Managing the State Workforce to Improve Outcomes (Report 181 – 2005)*

Of the People, By the People: Principles for Cooperative Civil Service Reform (Report 150 – 1999)*

Too Many Agencies, Too Many Rules: Reforming California's Civil Service (Report 133 – 1995)*

The Public Employment Relations Board (PERB) Costly, Slow and Unsure (Report 103 – 1990)

State Employee Air Travel Report (Report 58 – 1984)

Personnel Management in the State Service (Report 40 – 1979)

Should Social Security Coverage Be Continued for California State Employees (Report 28 – 1977)

Study of Salaries of Executive and Administrative Positions in California Government (Report 18 – 1972)

A Pilot Study of California State Employee Workmen's Compensation and Other Work-Related Disability Benefits (Report 16 – 1970)

Report on California Statutory Salaries of Executive Branch of Government (Report 13 – 1968)

Management Manpower Requirements (Report 6 – 1965)

Findings and Recommendations Concerning Organization for Central Staff Services (Report 2 – 1963)

Procurement

California's \$4 Billion Bottom Line: Getting the Best Value Out of the Procurement Process (Report 121 – 1993)*

A Review of Government Competition with Private Enterprise (Report 68 – 1986)

Los Angeles County Contracting Out Report (Report 56 – 1983)

Revenue, Taxation and Budgeting

Budget Reform: Putting Performance First (Report 135 – 1995)*

State Fiscal Condition (Report 132 – 1995)*

Review of the Organization and Operation of the State of California's Major Revenue and Tax Collection Functions and Cash Management Activities (Report 71 – 1986)

A Review of Selected Taxing and Enforcing Agencies' Programs to Control the Underground Economy (Report 66 – 1985)

The Tax Appeals System in California (Report 38 – 1979)

The Internal Auditing Program in the Executive Branch of California State Government (Report 21 – 1974)

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.) (Report 10 – 1966)

Program Budgeting (Report 9 – 1966)

Need for Revenue Unification (Report 5 – 1964)

Proposals Relating to Inheritance Tax Administration (Report 4 – 1964)

Education

Educational Governance and Accountability: Taking the Next Step (Report 191 – 2008)*

Career Technical Education: Creating Options for High School Success (Report 189 – 2007)*

Teach Our Children Well (Report 160 – 2001)*

Open Doors and Open Minds: Improving Access and Quality in California’s Community Colleges (Report 154 – 2000)*

The Charter Movement: Education Reform School by School (Report 138 – 1996)*

A Chance to Succeed: Providing English Learners with Supportive Education (Report 122 – 1993)*

K -12 Education in California: A Look At Some Policy Issues (Report 100 – 1990)

A Report on Crime and Violence in California’s Public School System (Report 91 – 1988)

A Review of Crime on University of California Campuses (Report 82 – 1987)

Report on the Role of the State Department of Education in California’s K -12 Public Education System (Report 48 – 1982)

School Facilities

To Build a Better School (Report 153 – 2000)*

Recommendations for Improving the School Facility Program in Los Angeles Unified School District (Report 153a – 1999)*

No Room for Johnny: A New Approach to the School Facilities Crisis (Report 117 – 1992)

Costs and Casualties of K -12 Education in California (Report 111 – 1991)

A Review of Impact Fees Used to Finance School Facilities (Report 67 – 1985)

A Report on the Los Angeles Unified School District (Report 45 – 1981)

Additional Funding for the Los Angeles Unified School District (Report 44 – 1980)

Study of the Utilization of Public School Facilities (K through 12) (Report 33 – 1978)

A Study of the School Building Aid Program (Report 20 – 1973)

School Finance

The State Allocation Board: Improving Transparency and Structure (Report 188 – 2007)*
Dollars and Sense: A Simple Approach to School Finance (Report 143 – 1997)*
Coping with Education Budget Cuts (Issue Paper) (Report 118 – 1992)
A Report on the Financial Management and Accountability in the State’s K -12 Public School System (Report 85 – 1987)
A Report on the Lack of Financial Accountability and Responsibility in the State’s K -12 Public School System (Report 75 – 1986)
A Review of Use of Lottery Funds in the State’s K -12 Public School System (Report 73 – 1986)
Inadequate Financial Accountability in California’s Community College System (Report 69 – 1986)
California’s K -12 Education Funding Report (Report 54 – 1983)
Report on the San Juan Unified School District (Report 47 – 1982)

Health & Human Services

First Year Checkup: Strategies for a Stronger Public Health Department (Report 194 – 2009)*
Real Lives, Real Reforms: Improving Health and Human Services (Report 173 – 2004)*
Recommendations for Emergency Preparedness and Public Health (Report 170a – 2003)*
To Protect & Prevent: Rebuilding California’s Public Health System (Report 170 – 2003)*
Being There: Making a Commitment to Mental Health (Report 157 – 2000)*
Governor’s Reorganization Plan No. 1 of 1998 (to Create a Department of Managed Health Care) (Report 147 – 1998)
Positioning California for Health Care Reform (Report 123 – 1993)
California’s Coordination of AIDS Services (Report 104 – 1990)
Office of Special Health Care Negotiations (Report 51 – 1983)
Health Care Delivery System Reform (Report 43 – 1980)
Administration of the Mental Health & Developmental Disabilities Programs (Report 39 – 1979)
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A Study of the Organization and Coordination of Electric Energy Planning and Electric Utility Regulation in California (Report 59 – 1984)

A Review of California’s Vehicle Emission Control Program (Report 24 – 1975)

A Study of the California State Public Utilities Commission (Report 23 – 1974)

The Use of Boards and Commissions in the Resources Agency (Report 8 – 1965)

Reorganization Plans

State law provides the governor with the authority to examine the organization of executive branch agencies and determine the changes necessary to promote more efficient and effective services. The law allows the governor to pursue those changes through an accelerated and streamlined legislative process.

The process calls for the governor to propose a plan, for the Commission to review it and make a recommendation to the Legislature and for the Legislature to either allow the reorganization to go into effect or to reject it by a majority vote in either house.

The following is a list of all reorganization plans the Commission has reviewed.

<i>Year</i>	<i>Governor</i>	<i>Reorganization Plan Objective</i>	<i>Commission Recommendation</i>	<i>Legislative Outcome</i>
2005	Schwarzenegger	Create a Department of Energy (Report 182)*	Reject. Correct legal flaws of plan	Withdrawn
		Create a Department of Technology Services (Report 180)*	Allow plan to take effect but enact reforms to mitigate risks	Plan went into effect
		Merge Youth & Adult Correctional Agency into a new Department of Corrections and Rehabilitation (Report 179)*	Allow plan to take effect	Plan went into effect
		Reform California's Boards and Commissions	Plan withdrawn	
2002	Davis	Create a Labor and Workforce Development Agency to include EDD, Department of Industrial Relations, the Workforce Investment Board and Agricultural Labor Relations Board (Report 164)*	Allow plan to take effect but establish and measure goals	Plan went into effect
1998	Wilson	Create a Department of Managed Care, abolish the Department of Corporations and expand the role and rename the Department of Financial Institutions (Report 147)*	Reject	Rejected
1995	Wilson	Merge the Office of State Fire Marshal with the Department of Forestry and Fire Protection (Report 134)*	Allow plan to take effect	Plan went into effect
		Merge the State Police with the California Highway Patrol (Report 130)*	Allow plan to take effect	Plan went into effect
		Reorganize the California Energy Commission and related governmental functions (Report 131)*	Implement the plan with two modifications	Rejected
1991	Wilson	Create an Environmental Protection Agency and transfer several departments and functions into the new agency	Implement and then modify the plan	Plan went into effect
1985	Deukmejian	Create a cabinet-level Department of Waste Management	Plan not submitted to the Commission	Rejected

		Create a Department of Waste Management, a State Waste Commission and three Regional Waste Boards	Implement the plan subject to seven amendments	Rejected
1984	Deukmejian	Transfer civil service position classification function from the State Personnel Board to the Department of Personnel Administration	Allow plan to take effect	Plan went into effect
1981	Brown	Create a Department of Personnel Administration	Allow plan to take effect	Plan went into effect
1980	Brown	Transfer licensing and regulation of mobile home industry from DMV to the Department of Housing and Community Development	Allow plan to take effect	Plan went into effect
1979	Brown	Create the Youth and Adult Correctional Agency and consolidate correctional programs into the new agency	Allow plan to take effect	Plan went into effect
		Create a central agency for personnel administration	Allow plan to take effect	Rejected
		Transfer and rename the Fair Employment Practices Commission and transfer, rename and elevate the Division of Fair Employment Practices from the Department of Industrial Relations to the State and Consumer Services Agency	Allow plan to take effect	Plan went into effect
1978	Brown	Abolish the Division of Industrial Safety and the Occupational Health Branch in the Department of Health and consolidate functions in a new Division of Occupational Safety and Health Administration in the Department of Industrial Relations	Allow plan to take effect	Plan went into effect
1977	Brown	Abolish the Office of Narcotics and Drug Abuse and transfer functions to the Health Department's Division of Substance Abuse and create an Advisory Council on Narcotics and Drug Abuse	Allow plan to take effect	Plan went into effect
1976	Brown	Merge the Office of Alcoholism with the Department of Alcoholic Beverage Control (ABC) and move the ABC into the Health and Welfare Agency	Concurred with the plan but urged extending effective date	Rejected
	Brown	Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency	Not officially submitted	Was not submitted
1975	Brown	Consolidate the Divisions of Labor Law Enforcement and Industrial Welfare into a Division of Labor Standards Enforcement	Allow plan to take effect	Plan went into effect
	Brown	Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency	Withdrawn	Was not submitted
1971	Reagan	Rename the Resources Agency to Environment and Resources Agency and create a Department of Environmental Protection within the agency	Not submitted**	Rejected
		Abolish the State Board of Dry Cleaners	Not submitted**	Rejected
		Rename water quality control boards	Not submitted**	Rejected
1970	Reagan	Rename the Department of Professional and Vocational Standards to Department of Consumer Affairs	Allow plan to take effect	Plan went into effect

		Establish a single state Department of Health within the Human Relations Agency to administer Medi-Cal and consolidate functions from numerous health-related departments	Allow plan to take effect	Plan went into effect
1969	Reagan	Change staff titles and organization names in the Department of Professional and Vocational Standards	Allow plan to take effect	Plan went into effect
		Rename the Department of Harbors & Waterways to Department of Navigation & Ocean Development and rename the Harbors and Watercraft Commission to Navigation and Ocean Development Commission	Allow plan to take effect	Plan went into effect
		Eliminate 32 boards, commissions, committees and advisory councils, transferring some functions to other departments and reconfigure the membership of several other government entities	Allow plan to take effect	Plan went into effect
1968	Reagan	Establish four agencies in the executive branch: Business & Transportation, Resources, Human Relations, Agriculture and Services	No recommendation	Plan went into effect

*Reports on these reorganization plans can be downloaded from the Commission's Web site at www.lhc.ca.gov. All other reorganization plan reviews are available by contacting the Commission.

**In 1970, legislation was passed eliminating the Commission's review of reorganization plans. Three plans were submitted directly to the Legislature in 1971 by Governor Ronald Reagan. All three plans were rejected by the Legislature. In 1972, the Legislature restored the Commission's role in reviewing reorganization plans.