



LITTLE HOOVER COMMISSION
Biennial Report 1999-2000

“Democracy itself is a process of change, and satisfaction and complacency are enemies of good government.”

Governor Edmund G. “Pat” Brown,
addressing the inaugural meeting of the Little Hoover Commission.

LITTLE HOOVER COMMISSION

January 25, 2000

Dear Governor and Members of the Legislature:

The Little Hoover Commission represents an investment of state resources, public energy, and personal concern. With state funding, volunteer Commissioners work closely with hundreds of interested Californians to explore ways to make state government operate more efficiently and effectively. Appropriately, every two years the Commission summarizes and assesses its activities.

Over the last two years, the Commission has examined two programs serving vulnerable Californians: abused and neglected children and adults suffering from mental illness.

The Commission reviewed two issues that can influence the vitality of all government operations: personnel policies and the capacity to employ advanced technologies.

Keeping with its tradition, the Commission examined three property management programs: the Capitol Area Development Authority, the State's school construction program, and the largest such local operation, the facility program of the Los Angeles Unified School District.

Finally, the Commission examined two kinds of local entities charged with fulfilling state goals - the 107 community college districts and the more than 2,200 independent special districts.

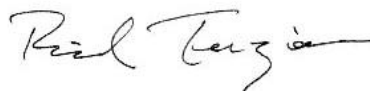
Three additional projects will be completed in the spring of 2001: a review of children's mental health programs, the State's efforts to prevent youth crime and violence, and the State's strategy to develop a high quality teacher workforce. The Commission also has scheduled reviews of state policies influencing immigrant integration and affordable housing.

In each report the Commission recommended reforms that it firmly believes would improve the effectiveness of public programs. While many reforms require additional expenditures, virtually all of the Commission's recommendations, if implemented correctly, promise to yield savings over time by reducing the need for additional costly services.

It is difficult to quantify the fiscal and other benefits of the Commission's work. The reports influence management decisions, inspire legislation, and change the public debate. It also is hard to isolate the Commission's influence on policy from that of other advocates. In this summary, the Commission offers examples of its most obvious contributions.

In addition, the Commission acknowledges that its public trust is to be an independent voice informed directly by other Californians. As Commissioners, we are proud to serve this important role and expect of the Commission the same improvements we encourage in other public agencies.

Sincerely,



Chairman



The Commission in Brief

What is the Commission?

The Little Hoover Commission is an independent and bipartisan state agency charged with making recommendations to the Governor and the Legislature on ways to make state programs more efficient and effective.

For more on the Commission see page 5.

How does the Commission work?

The Commission convenes public hearings, empanels expert advisory committees, conducts research and makes site visits to understand public issues and potential solutions. It deliberates on alternatives and provides detailed evaluations and recommendations to policy-makers through a bipartisan process.

For more on the Commission's process see page 11.

What does the Commission produce?

Since 1962, the Commission has issued 157 reports on a wide range of policy issues. Over the last two years the Commission has issued eight reports on a variety of issues, from evaluations of foster care and the adult mental health system to reviews of state policies for personnel and the use of technology.

For a complete description see page 13.

How can I receive a copy of a Commission report?

To receive copies, visit the Commission's office: 925 L St., Suite 805, in Sacramento; or call the Commission office at (916) 445-2125; or, for reports issued in the last 10 years, visit the Commission's Web site: www.lhc.ca.gov.

For a complete listing of reports see page 33.



Who We Are

What's in a Name?

The Commission is formally the Milton Marks "Little Hoover" Commission on California State Government Organization and Economy. As a member of the Assembly, state Senator Marks authored the legislation to create the Commission. The Commission was modeled after a panel created by Congress to review the organization of federal agencies that was chaired by, and informally named after, former President Herbert Hoover. Almost from its inception, the California counterpart was known as the "Little Hoover Commission."

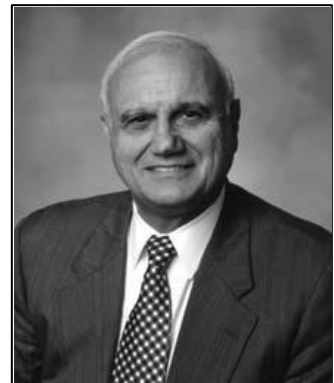
The Commission was created in 1962 to provide an independent review of state programs and policies. The Commission is comprised of nine public members and four sitting legislators. The Governor appoints five of the public members. The Speaker of the Assembly appoints two public members and two Members of the Assembly. The Senate Rules Committee appoints two public members and two Senators.

The Commission is bipartisan by statute. No more than five of the public members can be of the same political party. The two Members of the Assembly and the two Senators must be from different parties.

Public members serve staggered, four-year terms. Legislative members serve at the pleasure of the appointing authority.

RICHARD R. TERZIAN, CHAIRMAN
(R-Los Angeles)

Originally appointed to the Little Hoover Commission by Governor George Deukmejian in May 1986. Reappointed by Governor Pete Wilson in March 1994 and in March 1998. Partner in the law firm of Bannan, Green, Frank & Terzian. Chairman of the Commission since March 1994. Served as vice chairman from 1992 to 1994.



MICHAEL E. ALPERT, VICE CHAIRMAN
(D-Coronado)

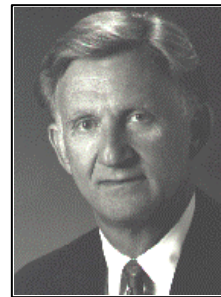


Originally appointed to the Little Hoover Commission by Assembly Speaker Willie L. Brown, Jr. in May 1994. Reappointed by the Senate Rules Committee in August 1997. Retired partner in the law firm of Gibson, Dunn & Crutcher. Former chief deputy commissioner of the California Department of Corporations. Former member of San Diego County Juvenile Justice Commission, served as chair for one year.

BIENNIAL REPORT 1999-2000

CARL COVITZ
(R-Los Angeles)

Appointed to the Little Hoover Commission by Governor Pete Wilson in October 1993. Reappointed in March 1996. Owner and president of Landmark Capital, Inc. Served as secretary of the state Business, Transportation and Housing Agency from 1991 to 1993 and undersecretary for the U.S. Department of Housing and Urban Development from 1987 to 1989.



DANIEL W. HANCOCK
(D-Milpitas)

Appointed to the Little Hoover Commission by Assembly Speaker Cruz Bustamante in July 1997. Reappointed by Assembly Speaker Robert M. Hertzberg in January 2001. President of Shapell Industries of Northern California since 1985.

ASSEMBLYMEMBER SALLY HAVICE
(D-Cerritos)

Appointed to the Little Hoover Commission by Assembly Speaker Antonio Villaraigosa in April 1998. Elected to the 56th State Assembly District in 1996. Chair of the Assembly Public Employees Retirement and Social Security Committee.



SENATOR CHARLES S. POOCHIGIAN
(R-Fresno)

Appointed to the Little Hoover Commission by Assembly Speaker Curt Pringle in March 1996. Reappointed by Speaker Antonio Villaraigosa in November 1997, and reappointed by the Senate Rules Committee in February 1999. Elected to the 14th State Senate District in 1998.

H. ERIC SCHOCKMAN
(D-Sherman Oaks)

Appointed to the Little Hoover Commission by Assembly Speaker Antonio Villaraigosa in January 2000. Associate dean and associate professor of political science at the University of Southern California. Former administrator and consultant to the California State Assembly and to the City Council of Los Angeles.





SENATOR JOHN VASCONCELLOS

(D-Santa Clara)

Appointed to the Little Hoover Commission by the Senate Rules Committee in February 1997. Elected to the 13th State Senate District in 1996 after serving in the Assembly for 30 years. Chair of the Senate Education Committee.



SEAN WALSH

(R-Oakland)



Appointed to the Little Hoover Commission by Governor Pete Wilson in January 1999. Former deputy chief of staff, communications & press, for Governor Wilson.

STANLEY R. ZAX

(I-Beverly Hills)

Appointed to the Little Hoover Commission by the Senate Rules Committee in March 1994. Reappointed in January 1998. Chairman and president of Zenith Insurance Company.



STANLEY M. ZIMMERMAN

(D-Beverly Hills)



Appointed to the Little Hoover Commission by Governor Gray Davis in January 2000. President of Home Budget Loans in Los Angeles, and involved with Mortgage Mart, Inc., a property management firm.

THE COMMISSION HAS TWO VACANCIES

Former Commissioners Who Served During the 1999-2000 Session

Assemblymember Bill Campbell (R-Villa Park) Appointed to the Little Hoover Commission by Assembly Speaker Antonio Villaraigosa in January 1999. Elected to the 71st State Assembly District in 1996.

Gary H. Hunt (R-Corona del Mar) Appointed to the Little Hoover Commission by Governor Pete Wilson in March 1998. Executive vice president of corporate affairs and administration for The Irvine Company.

Gwen Moore (D-Los Angeles) First appointed as a legislative member to the Little Hoover Commission by Assembly Speaker Willie L. Brown, Jr. in October 1984. Appointed as a public member by Brown in May 1995. Founder and chief executive officer of GeM Communications Group. Member of the State Assembly from 1978 to 1994.

Angie Papadakis (R-Rancho Palos Verdes) Originally appointed to the Little Hoover Commission by Governor George Deukmejian in August 1990. Reappointed by Governor Pete Wilson in March 1996. Former president of Papadakis Advertising. Serves on the California-Nevada Super Speed Train Commission.



Commission Resources

The Staff

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

James P. Mayer
Executive Director

Nancy Lyons
Deputy Executive Director

Peter McNamee
Project Manager

Toby Ewing
Project Manager

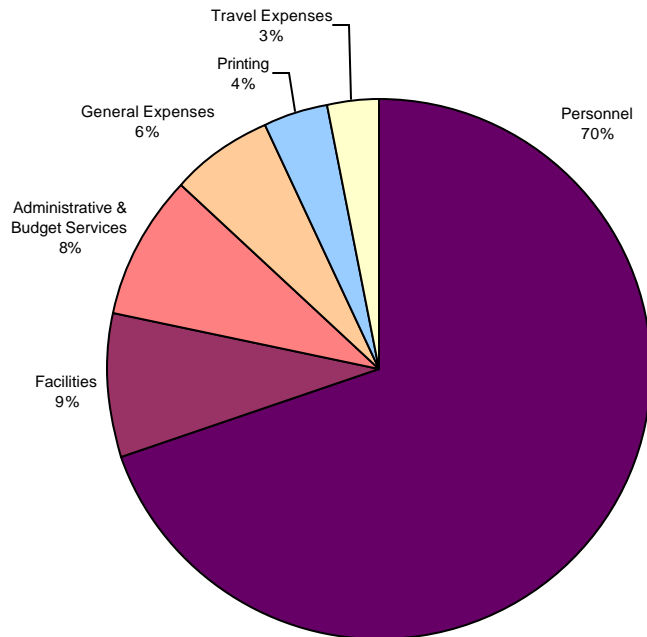
Sherry Robyn
Legislative Coordinator

Cindy Wren
Research Analyst

Marilyn Wolk
Executive Secretary

The Budget

The Commission is supported from the state General Fund. Its budget for the 2000-01 fiscal year is \$715,000. Nearly 70 percent of the budget pays for personnel costs. The balance pays for operational costs such as rent, equipment, printing, postage and travel expenses of staff and Commissioners.



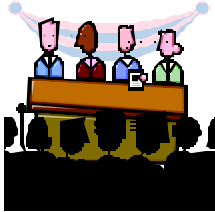
Bureau of State Audits

In 1993, when Proposition 130 required the Legislature to reduce its budget, the state Auditor General was eliminated. That same year the Bureau of State Audits was created - headed by the State Auditor and under the direction of the Little Hoover Commission.

The Commission provides minimal oversight of the bureau. The organizational alignment reflects the independence of the Bureau of State Audits and the Little Hoover Commission, which is necessary for both entities to effectively pursue their statutory missions.



A Fair and Open Process



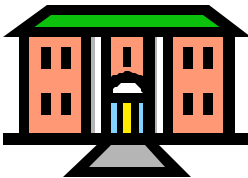
Public hearings: The Commission conducts hearings to gather testimony and discuss issues with experts and interested parties. All witnesses are encouraged to submit written testimony, which is made available to the public and is posted on the Web site.



Advisory committees: For most projects the Commission establishes an advisory committee of experts, advocates and other stakeholders. Through a series of meetings, the committee helps the Commission to understand policy issues from various perspectives and allows interested parties to communicate their concerns to the Commission. The Commission puts particular emphasis on seeking out those most affected by policies.

How The Commission Selects Topics

One aspect of the Commission's independence is its ability to select its own topics for review. The Commission encourages policy-makers and the public to suggest topics for Commission study. Over the course of a year, the Commission selects three to five issues to explore.



Site visits: The Commission frequently visits facilities to talk directly with people involved in state programs. Commissioners have visited prisons, hospitals, group homes, schools and colleges. It has conducted community forums to make it easy for Californians to be heard, and seeks out community leaders to understand the complexity of issues facing neighborhoods.



Research: While the Commission's limited budget precludes it from conducting much original research, it synthesizes the research and evaluations conducted throughout the nation that otherwise might not be used to shape public policy.

Commission on-line: The Commission's Web site provides the public with easy access to full copies of recent commission reports, descriptions of on-going studies, written testimony from witnesses and summaries of legislation supported by the Commission.

<http://www.lhc.ca.gov>



Summary of Reports

Working to help people who need help

NOW IN OUR HANDS: Caring for California’s Abused and Neglected Children Page 15

BEING THERE: Making a Commitment to Mental Health Page 16

Working to make government operate efficiently

OF THE PEOPLE, BY THE PEOPLE: Principles for Cooperative Civil Service Reform Page 17

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Working to improve how property is managed

CADA: An Opportunity to Advance and Protect the State’s Investment Page 19

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Working to advance state goals at the local level

OPEN DOORS AND OPEN MINDS: Improving Access and Quality in California’s Community Colleges Page 21

SPECIAL DISTRICTS: Relics of the Past or Resources for the Future?..... Page 22

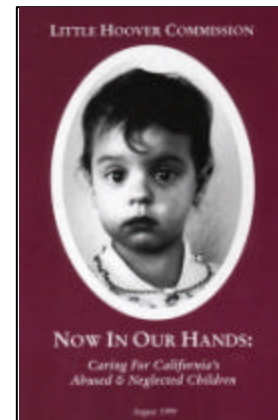


Now in Our Hands: Caring for California's Abused and Neglected Children ***August 1999***

In the shadow of California's prosperity, the plague of child abuse and neglect grows more severe. More than 100,000 children in California have been so abused that they have been taken from their parents. A growing percentage of children are flooding a foster care system that has proven incapable of healing the complex problems of traumatized children.

Four Goals Should Guide Reforms

1. When possible, children need to be spared the trauma of abuse through targeted prevention efforts.
2. When prevention fails, the State must intervene quickly to protect the child, treat the trauma and provide quality care.
3. When it is in the best interests of the child, intensive efforts should be made to safely reunify the family.
4. Otherwise, intensive efforts should be made to permanently place the child in a family-based setting. When children leave foster care, assistance should continue to ensure they are firmly on the path to adulthood.



Importantly, lawmakers and communities have been trying to improve the system, but have been frustrated as well-intended and well-crafted reforms have not improved the quality of care.

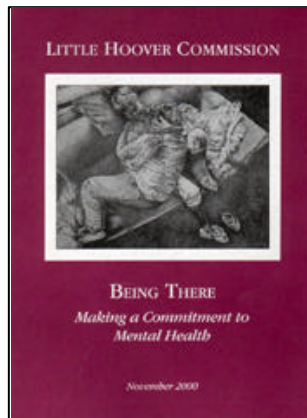
The fundamental problem is the State's lack of a coherent management system. As a result, numerous public programs operate in near isolation, often without any assessment of whether children are receiving the care and services they need.

"What ails California's foster care system? "Now in Our Hands" -- a Little Hoover Commission yearlong probe of the system designed to protect abused and neglected children -- blames a bureaucracy so complex that even the most well-meaning, best trained and dedicated social workers can't penetrate."

-- Sacramento Bee Editorial

The Commission recommended a management system guided by clear goals with mechanisms for removing barriers to progress and assessing the level of care. The Commission recommended that an assistant secretary of health and human services be created to coordinate state efforts and build strong relationships with counties and service providers.

Being There: Making a Commitment to Mental Health ***November 2000***



A generation ago, California decided that people with mental illness should live in their communities rather than locked in institutions. They had a right to a more everyday life, and it was determined they would benefit from community-based treatment. It is painfully clear that we have failed to follow through with all that was required by this noble decision.

The Commission found that unlike children in foster care, the State has not made the commitment to care for adults with mental illness. The Commission's recommendations would build a system that provides care to all who need services.

The Commission believes the first step is to increase public understanding of mental illness and the costs of a failed system in order to build support for sustainable reforms. The Commission also urged that state leadership be vested with the Department of Mental Health to strengthen its abilities to build a continuously improving system.

The Commission recommended ways to develop comprehensive and tailored services at the community level and ways to fund those programs to encourage efficiency and effectiveness of services.

"The Little Hoover Commission's work must not be wasted. The commission has provided the state with a goal – high quality mental health services for all who need them – and a well-reasoned path to reform."

-- San Jose Mercury News Editorial

Mental illness also should be decriminalized – by ensuring that no one ends up behind bars solely because their mental health needs were not met. Because thousands of people in jails and prisons suffer from mental illness, the links between incarceration and community-based treatment programs need to be strengthened.

Finally, the Commission urged the counties and the State to develop the accountability mechanisms that are needed to ensure the public and policy-makers that progress is being made, that money is well spent and to identify future ways to improve the system.



Of the People, By the People: Principles for Cooperative Civil Service Reform

January 1999

As California enters a new century, the State faces enormous public challenges: Educating our children to flourish in a future economy. Protecting our communities from the timeless enemies of violence and disease. Watching out for those who cannot watch out for themselves. Nearly all of these essential assignments are trusted to public employees.

The Commission believes that the quality of the public workforce – from managers to rank-and-file – plays a major role in determining the effectiveness of public programs.

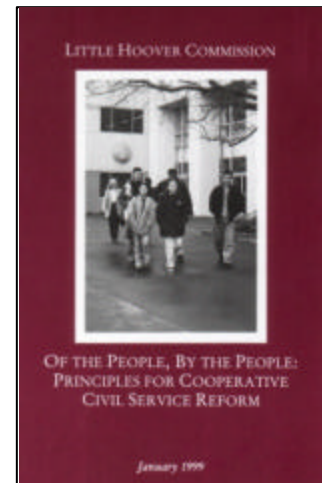
But the State's personnel system is highly dysfunctional. Complex and restrictive civil service rules, confounded by collective bargaining units frustrate prospective and veteran civil servants, line staff and managers.

Of the People, By the People... was the Commission's second examination of the state's personnel system in recent years. Responding to comments to its earlier report, the Commission sought to advise policy-makers how personnel reforms had been accomplished in other public agencies.

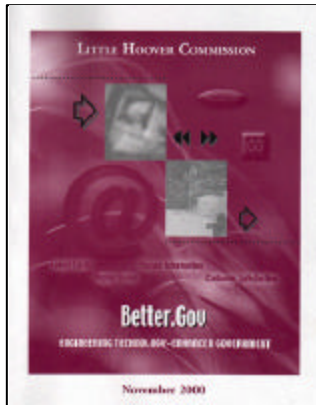
"As a new report from the Little Hoover Commission points out, California will enter the new century with a civil service system, that, especially with unionization, ill-serves the public interest."

-- Dan Walters, Sacramento Bee

The Commission found numerous examples throughout the nation – at the federal, state and local level – where labor and management had worked together to improve the quality of public services. Through this process, public employees almost invariably identified ways to streamline and make more flexible the personnel rules and practices that otherwise limit the ability of public agencies to get the right people in the right place with the right skills to get the job done. This cooperation was occasionally spawned by a financial or some other crisis, but efforts were almost always guided by a shared desire to efficiently and effectively provide public services.



Better.Gov: Engineering Technology-Enhanced Government ***November 2000***



The State of California – the birthplace of the technological revolution – is nearly last among the states in harnessing technology to better serve the public. While Californians pioneered the technologies that have captured efficiencies and created new services, Californians are not benefiting from the more efficient and responsive state government that those technologies could provide.

In a number of previous studies – examining child welfare, education, public safety and other public programs – the Commission found that the management and performance of state efforts were hindered by a lack of data and antiquated technologies. In examining the State’s policies for developing technologies, the Commission found that many previous reforms had not been fully implemented.

“Gordon Moore’s Law states that computer chips are halving in price or doubling in power every 18 months. Still it takes the State more than two years to conceive, approve, fund and develop a major technology application.”

-- The Little Hoover Commission

The Commission also reviewed the policies of public and private sector organizations that successfully use technology. The Commission found those organizations are committed to changing how they do business to meet the needs of customers, and employ technology when it can help achieve those goals.

Four Steps to Technology-enhanced Government

- The Commission recommended ways to define the State’s goals and structure state leadership and oversight to lead an enterprise-wide effort to better use technology.
- Advanced technologies provide an opportunity to rethink how the State organizes its efforts and how departments work together to serve the public. This requires an e-government director and a coordinating council.
- Public and private sector organizations that successfully use technology are committed to understanding the needs of customers, tailoring operations to meet those needs, and applying technologies to improve services.
- The State has struggled, so far unsuccessfully, to develop the enterprise-wide ability to develop technology applications.



CADA: An Opportunity to Advance and Protect the State's Investment

January 1999

The Commission has a longstanding interest in how the State manages its real property. A significant part of the State's real estate portfolio around the Capitol is managed by a joint powers authority. The Capitol Area Development Authority was created to temporarily manage state land purchased for future public uses, and then was later charged with developing housing in the neighborhood around the Capitol.

The Commission reviewed CADA's operations and its future plans. While CADA has been successful, the Commission identified ways that it believed the authority could improve its operations, and the return on the State's investment.

As CADA completes its housing goals and as the State determines its facility needs, the Commission urged that serious consideration be given to disbanding the authority.

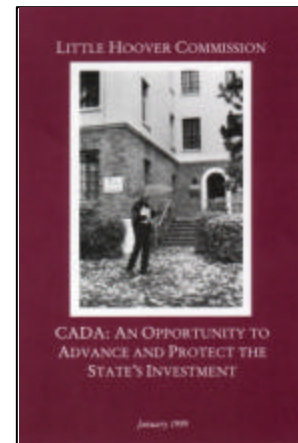
To bring greater focus on the financial return of its development projects, the Commission urged CADA to consider alternative approaches and to assess those options for the value they would bring to the State's investment.

"Nothing came to our attention in this review of the CADA that compels us to believe that the CADA has a certain role beyond a ten-year horizon."

-- Newpoint Group Editorial

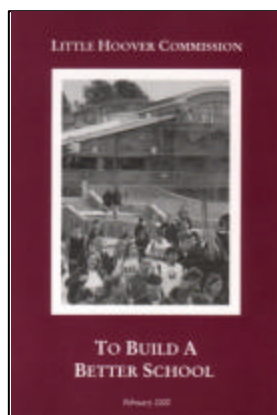
And to improve its management of existing housing projects, the Commission recommended that CADA develop a parcel-by-parcel plan for managing state properties.

The Secretary of State and Consumer Services embraced the Commission's recommendation for a detailed review of CADA by the Newpoint Group. The consultant affirmed many of the Commission's recommendations for increasing CADA's focus on the return for the State's investment. The consultant went beyond the Commission's work to identify \$1.8 million in annual state subsidies to CADA, including more than \$500 million in the form of below-market rents. The consultant, however, concluded that CADA operates on a fragile network of subsidies, and so concluded that none of CADA's \$4 million in reserves should revert to the State.



To Build a Better School

February 2000



When the public discussion turns to “building for the future,” no issue is as controversial and potentially important as the construction of K-12 school facilities.

As the State has assumed financial responsibility for school facilities, it has assumed more discretion over how funds are spent, from the design of school buildings to the method of construction and maintenance practices.

When the Commission began its review three factors were focusing public attention on facilities: aging and poorly maintained facilities, a growing student population, and the additional rooms needed to implement class-size reduction.

In approving and financing school facilities, a number of state agencies are involved. As the concern about toxic materials and local incompetence increased, greater emphasis was put on oversight of local school authorities. The State’s oversight procedures, while significantly improved, continue to be slow, fractured and difficult to navigate for local school districts.

Recommendations for Improving the School Facility Program in Los Angeles Unified School District November 1999

The Commission examined the problems of urban school districts, and LAUSD in particular. The Commission identified three specific problems at LAUSD:

- Facility personnel were not trained or skilled in facility construction and management.
- The facility program was not organized to encourage success or provide for accountability.
- The LA board of education did not have the background and had not established the policies necessary to oversee a large construction program.

While the State’s financial commitment has increased, the State has not accurately measured or forecasted the need for facilities and created clear priorities. As a result of a chronically under-funded state program, school districts compete for state resources, an unnecessary dispute that has now spilled into the courts.

Despite the growing state role, projects are managed by local school districts – whose primary function is education, not construction. Many districts have developed competent facility staffs, but many districts have not. And the State has not created adequate means for building or providing competence where it is needed.



Open Doors and Open Minds: Improving Access and Quality in California's Community Colleges ***March 2000***

The new economy and California's changing demographics present an enormous challenge for the State's system of higher education. More Californians will have to be trained and retrained for jobs that must be filled now and jobs that have not yet been created. The Commission found that the State's community colleges hold an enormous potential – if reinvigorated – to meet the dynamic needs of individual Californians, the diverse communities where they live and the regional economies in which they work.

The potential was revealed by those colleges assertively working with other educational systems, community officials, business leaders and their students to meet community needs. They provide classes that add value to their communities, that are taught at times and in ways that encourage success among students.

The greatest contribution the colleges can make is to encourage the 2.4 million Californians who pass through their doors each year to be lifelong learners. The colleges need to seize every opportunity to strengthen their ability to encourage learning among this diverse populace.

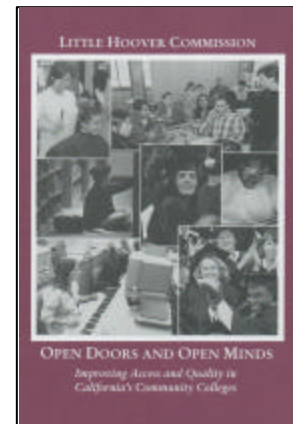
The Board of Governors and the individual colleges need to aggressively define whom they should serve, the services those Californians need, and how those services can be offered to increase the success of students.

“The Little Hoover Commission shows that state leaders are not doing enough to push local colleges to teach the courses that are in high demand for jobs in the new economy.”

-- Los Angeles Times Editorial

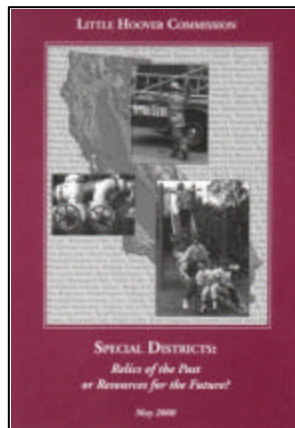
State funding needs to be aligned to encourage colleges to increase the value they bring to their communities and the achievement of individual students.

And the governance of the colleges should be strengthened – to increase their accountability to their communities for community goals and to the State for state goals.



Special Districts: Relics of the Past or Resources for the Future?

May 2000



The State relies on more than 2,200 independent special districts to provide valuable services to California communities. These districts, which operate as autonomous agencies with their own elected boards, provide many of the essential services that support the economy and provide for safe and comfortable communities.

In examining the districts, the Commission found that there was little direct oversight of the districts by the State, and that local oversight through the electoral process and public meetings was muted by the relative obscurity of many districts. The Commission also found that there is little encouragement for districts to evolve, in terms of their size and structure, as their communities evolve. And finally, it found that the resources of the districts — from fees for services and property taxes — were often not well understood by multipurpose local agencies or the State.

The Commission believes that the best oversight of special districts would come from the communities they serve, and recommended a series of steps that the districts and the State could take to increase the opportunities and strengthen the ability of the public and local officials to understand the operations of these districts.

“This report should be required reading for lawmakers and policy wonks up and down the state.”

-- Long Beach Press Telegram Editorial

Reforms would improve public involvement and scrutiny to ensure that government — and special districts in particular — provide greater value with fewer resources. Special districts need to be more visible to the public they serve and to community and business leaders who can influence decisions. Local Agency Formation Commissions can be fortified to more effectively facilitate prudent changes that would result in the efficient evolution of independent special districts. Public resources — including property taxes and reserves — can be more vigorously reviewed and incorporated into discussions about how to improve infrastructure or reduce the cost of living and doing business in California.



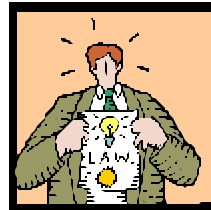
Commission Accomplishments

Measuring Results

The Commission's explicit mission is to improve the economy and efficiency of state programs. Several measures, taken together, show that the Commission is contributing to the policy-making process and influencing the administration of public programs.

Influenced Legislation

The Commission supports bills that would implement its recommendations. The Commission supported 50 bills during the 1999-2000 legislative session. Fifteen of those bills were signed into law. Of the remaining bills, 12 were vetoed, 20 failed passage and support was withdrawn from three bills that were amended significantly. Some bills are based entirely on a Commission recommendation, and for other bills the Commission's analysis shapes pending reforms. Importantly, for some bills, the Commission is one of many supporters. Sometimes bills receive overwhelming support from the Legislature, and are vetoed. But the support indicates that reforms are still possible. That is the case with SB 297 (Polanco & Vasconcellos), which called for a corrections master plan, and for SB 1845 (Polanco), which received bipartisan support for a correctional education board within the Department of Corrections to manage the educational programs in prisons. Both bills were vetoed.



Important New Laws from 1999-2000 Session

- Nursing home oversight: AB 1731 (Shelly) sought to improve conditions in nursing homes, a longstanding concern of the Commission, which saw many of its recommendations included in this significant reform bill.
- Child care funding: AB 1946 (Escutia) increased funds for state-supported child care programs, which the Commission recommended in two previous reports, including a 1997 report, as a way of ensuring child safety and preparing children for school.
- Child support enforcement: AB 196 (Kuehl) dramatically reshaped how child support laws are enforced in California. The Commission did not support this bill because the reforms went beyond the Commission's recommendations. But the Commission's analysis contributed significantly to the legislative deliberation.
- Kincare Support: SB 1946 (McPherson) increased the supports to relatives caring for abused and neglected children.

A Growing Awareness

While the Commission's report on adult mental health services was just released in November 2000, it is already elevating the discussion over mental health services. The Commission sought to define a public goal for the State to develop policies that ensure people with mental health needs receive quality care. The chorus for reform – among media and community leaders, lawmakers and advocates – is growing.

Guided Public Discussion

Some Commission reports fuel public discussions that inspire policy changes on many levels – reforms that can be more fundamental than those carved in legislation. The Commission's concerns on abused and neglected children, for example, were guided by – and have helped to encourage – collaborative and holistic reforms at the state and local level. The report was the cornerstone for the 2000 California Policymakers Institute at UC Davis, was used by officials in Del Norte County to begin a community-wide discussion on the child welfare system, and was required reading for the state Department of Social Services' Stakeholders Group.



Inspired Budget Language

The State's primary policy document is the state budget, and many Commission recommendations influence priorities – either by the executive branch or the Legislature during the budget process. The Commission's 1998 recommendations concerning prison operations built support for an expansion of drug treatment, educational and vocational services that have been proven to reduce criminal activity by state inmates when they are paroled. The report on abused and neglected children guided budget augmentations for the state program serving children in foster care.

Foster Care Funding

The 2000-01 budget for foster care programs was increased by \$139.7 million. \$72.3 million in state funding will allow the State to draw down \$67.4 million in federal funds. The funding will support additional social workers, establish a kinship and foster care emergency fund, provide stipends to assist emancipated foster youth, reduce the adoption backlog, and address other critical needs.

Encouraged Administrative Action

Agencies can implement recommendations using their existing authority and often do. For example, after three bills calling for a child care master plan failed, the Child Development Policy Advisory Committee is working to build the framework for a plan to set priorities and guide policies and resources. At the Commission's urging, the Secretary of the State and Consumer Services Agency contracted with a management consultant to review the Capitol Area Development Authority, the joint powers agency that manages some of the State's property in downtown Sacramento. The consultant affirmed many of the Commission's conclusions, including that as the authority meets its housing goals in the next few years its purpose will have been fulfilled and any remaining properties could be sold and public functions assumed by another government agency.





Supporting Legislation 1999-2000

The Commission's legislative package for the 1999-2000 session included 50 measures in the areas of Children's Services, Education, Long-Term Care, Prisons and Sentencing, Youth, and School Facilities. Of those 50 measures, 15 were signed into law, 12 were vetoed, 20 failed passage, and support was withdrawn on three.

Children's Services

| <u>Bill (Author)</u> | <u>Summary</u> | <u>Status</u> |
|---------------------------------|---|---|
| AB 105 (Alquist) | Requires the development of a state master plan for child care and development services. | <i>Died in Senate Health & Human Services</i> |
| AB 153 (Cunneen) | Authorizes the Superintendent of Public Instruction to reimburse certain providers of child care and extended day care services at a rate higher than the standard reimbursement rate. | <i>Died in Assembly</i> |
| AB 212 (Aroner) | Establishes the California CARES (Compensation and Retention to Encourage Stability) program to support local programs in their efforts to build a skilled and stable child care workforce. | <i>Signed into law Chapter 547 Statutes of 2000</i> |
| AB 434 (Aroner) | Requires Department of Social Services to annually report to the Legislature on foster youth, former foster youth and others who receive Cal Grant awards to attend college. | <i>Died in Senate Appropriations</i> |
| AB 443 (Mazzoni) | Establishes the Parent Services Project: Family Support in Child Care and Development Programs to provide services for early detection of and referral for child abuse. | <i>Died in Senate Appropriations</i> |
| AB 607 (Aroner) | Establishes a statewide health care system for children in foster care and requires coordination of health services for foster children. | <i>Vetoed 10/10/99</i> |

BIENNIAL REPORT 1999-2000

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|--------------------------|--|---|
| AB 658 (Washington) | Extends foster care eligibility to age 20 to youth that are making progress towards completion of an educational program. | <i>Signed into law Chapter 645 Statutes of 1999</i> |
| AB 1225 (Ashburn) | Requires greater effort to inform adoptive families of the availability of adoption assistance. | <i>Signed into law Chapter 905 Statutes of 1999</i> |
| AB 1923 (Cardenas) | Increases the percentage of costs for which a tax credit can be claimed for child care facilities serving low-income children. Provides a similar credit in connection with loans financing the purchase, construction, expansion, or rehabilitation of qualified child care and development facilities. | <i>Died in Assembly Appropriations</i> |
| AB 2210 (Ashburn) | Permits counties to disclose all available information about a foster child to prospective foster care providers, who are also prospective adoptive parents, prior to the child's placement. | <i>Vetoed 9/28/00</i> |
| AB 2278 (Aroner) | Requires priority be given to foster children and their families for substance abuse treatment. <i>(Amendments deleted this provision and instead restored funding to Community Treatment Facilities to serve severely emotionally disturbed foster children.)</i> | <i>Died in Assembly</i> |
| AB 2307 (Davis) | Authorizes county child welfare agencies to create training programs for relative foster caregivers. | <i>Signed into law Chapter 745 Statutes of 2000</i> |
| SB 147 (Alpert) | Extends Medi-Cal eligibility to transitioning foster youth until their 21 st birthday. <i>(Amendments deleted this provision and instead required no income or asset test be applied for establishing eligibility for Medi-Cal to independent foster care adolescents.)</i> | <i>Vetoed 9/28/00</i> |
| SB 305 (Vasconcellos) | Requires Department of Health Services to convene a summit to develop a master plan for including parenting education in the curriculum of certain schools and youth correctional centers. <i>(See SB 1348)</i> | <i>Vetoed 10/9/99</i> |



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|----------------------------|--|---|
| SB 487 (Wright) | Provides funding for the expansion of children's mental health services. | <i>Dropped by Author</i> |
| SB 543 (Bowen) | Requires the case plan for each foster child to include an updated health, mental health and education summary each time that child is placed in a new foster home. | <i>Signed into law Chapter 552 Statutes of 1999</i> |
| SB 549 (Ortiz & Rainey) | Increases the percentage of costs for which a tax credit can be claimed for child care facilities serving low-income children. Provides a similar credit in connection with loans financing the purchase, construction, expansion, or rehabilitation of qualified child care and development facilities. | <i>Died in Senate Appropriations</i> |
| SB 643 (Alpert) | Provides matching funds for counties that use Prop. 10 funds to support cost-effective early childhood programs. | <i>Died in Senate Appropriations</i> |
| SB 887 (Ortiz) | Creates a council to oversee foster care programs. | <i>Vetoed 10/10/99</i> |
| SB 903 (McPherson) | Provides services to relative caregivers through expansion of the Kinship Support Services Program beyond the current eight pilot counties. | <i>Vetoed 10/10/99</i> |
| SB 924 (Vasconcellos) | Authorizes a pilot program to implement family conferencing plans for child abuse intervention. | <i>Died in Senate Appropriations</i> |
| SB 925 (Vasconcellos) | Requires the development of a state master plan for child care and development services. | <i>Died in Senate</i> |
| SB 1238 (Hughes) | Makes more relative-placed children eligible for higher foster care rates by exempting children placed with grandparents from needing to qualify for federal AFDC-FC. | <i>Died in Senate Appropriations</i> |
| SB 1270 (Escutia) | Extends Medi-Cal coverage for interstate adoptions when the adoptive parents move to other states or are residents of another state. | <i>Signed into law Chapter 887 Statutes of 1999</i> |

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| SB 1348 (Vasconcellos) | Requires Superintendent of Public Instruction to submit a proposal to convene a summit regarding the development of a master plan for parenting education. | <i>Vetoed 9/28/00</i> |
| SB 1579 (Alpert) | Establishes a pilot program for foster care children to help maximize their chances of graduating from high school and entering college. | <i>Died in Senate Appropriations</i> |
| SB 1703 (Escutia) | Increased state funding of child care programs with a one-time appropriation of \$42,000,000 to the Department of Education. | <i>Signed into law Chapter 704 Statutes of 2000</i> |
| SB 1946 (McPherson) | Expands the availability of support programs for kinship care foster families. | <i>Signed into law Chapter 866 Statutes of 2000</i> |
| SB 1980 (Ortiz) | Creates a Foster Care Policy Council to review policies and assess methods for improving the quality of foster care services. | <i>Died in Assembly Appropriations</i> |
| SB 2091 (Ortiz) | Establishes pilot programs in certain counties to aid foster youth transitioning into adulthood. | <i>Vetoed 9/28/00</i> |

Education

| Bill (Author) | Summary | Status |
|--------------------------|--|---|
| AB 46 (Olberg) | Repeals the cap on the number of charter schools operating in the state. <i>(Subsequent amendments changed purpose of bill.)</i> | <i>Support withdrawn</i> |
| SB 267 (Lewis) | Makes the Charter School Revolving Loan Fund more accessible, and improves its ability to assist new charter schools. | <i>Signed into law Chapter 736 Statutes of 1999</i> |



Long-Term Care

| <u>Bill (Author)</u> | <u>Summary</u> | <u>Status</u> |
|---------------------------------|--|---|
| AB 16 (Honda) | Provides funding to encourage counties to form public authorities to improve delivery of services under the In-Home Supportive Services program. | <i>Died in Senate Appropriations</i> |
| AB 452 (Mazzoni) | Implements Commission recommendations on long-term care generated by AB 1215 (Chapter 322, Statutes of 1997) to integrate and/or consolidate the licensing and certification of state-administered long-term care programs. | <i>Signed into law Chapter 895 Statutes of 1999</i> |
| AB 499 (Aroner) | Creates a demonstration project to test the efficacy of providing an assisted living benefit to low-income beneficiaries under the Medi-Cal program. | <i>Signed into law Chapter 557 Statutes of 2000</i> |
| AB 1160 (Shelley) | Declares the intent of the Legislature to establish an effective enforcement system and a provisional licensing system for long-term care facilities. Sets specific standards and penalties. | <i>Vetoed 10/10/99</i> |
| AB 1731 (Shelley) | Declares the intent of the Legislature that all senior citizens live with dignity and autonomy, includes improvements to facilities and an increase in wages for nursing home workers. | <i>Signed into law Chapter 451 Statutes of 2000</i> |
| SB 97 (Burton) | Prohibits a health facility from discriminating or retaliating against a patient or employee because the patient or employee presents a grievance or complaint, or participates in an investigation or proceeding by a governmental entity, relating to the care, services, or conditions at the facility. | <i>Signed into law Chapter 155 Statutes of 1999</i> |
| SB 288 (Peace) | Requires each county to appoint an advisory committee and revise the county plan for the provision of In-Home Supportive Services benefits. | <i>Signed into law Chapter 445 Statutes of 2000</i> |

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|---------------------------|---|--|
| SB 353 (Johannessen) | Requires Dept. of Health Services to submit waiver request to federal government to obtain coverage under Medi-Cal of services provided in residential care facilities. <i>(Amendments deleted this provision and instead require DHS to test efficacy of providing an assisted living benefit to Medi-Cal recipients.)</i> | <i>Died in Assembly Appropriations</i> |
| SB 1862 (Vasconcellos) | Declares the intent of the Legislature to establish an effective enforcement system and a provisional licensing system for long-term care facilities. Sets specific standards and penalties. <i>(Some language from this measure was incorporated into AB 1731)</i> | <i>Died in Conference Committee</i> |

Prisons and Sentencing

| <u>Bill (Author)</u> | <u>Summary</u> | <u>Status</u> |
|---------------------------------|---|---|
| AB 34 (Steinberg) | Provides grants to encourage counties to expand services to the mentally ill, including those who would otherwise be placed in jail or prisons. | <i>Signed into law Chapter 617 Statutes of 1999</i> |
| AB 1255 (Wright) | Provides grants to encourage counties to establish intensive supervision programs for convicted domestic violence offenders as an alternative to imprisonment in state prison. <i>(Amendments deleted this provision and instead make changes to the CalWORKS program.)</i> | <i>Died in Assembly</i> |
| SB 126 (Polanco) | Adds additional language pertaining to vocational and drug treatment and reducing the rate of recidivism to the existing purpose of incarceration provisions of law. Makes specified changes to the Prison Industry Authority guidelines relative to their annual budget. <i>(Subsequent amendments changed purpose of bill.)</i> | <i>Support Withdrawn</i> |



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|---------------------------------------|--|------------------------------|
| SB 175 (Rainey) | Makes changes to encourage the use of community-based punishments; declares the intent of the Legislature to appropriate money in the annual Budget Act for associated contract costs. <i>(Subsequent amendments changed purpose of bill.)</i> | <i>Support Withdrawn</i> |
| SB 297 (Polanco & Vasconcellos) | Declares the intent of the Legislature to develop a master plan for prison operations. | <i>Vetoed 10/10/99</i> |
| SB 1845 (Polanco) | Establishes the Correctional Education Board within the California Department of Corrections (CDC), and requires every inmate be provided educational benefits. | <i>Vetoed 9/24/00</i> |

Youth

| Bill (Author) | <u>Summary</u> | <u>Status</u> |
|--------------------------|---|-----------------------------|
| AB 235 (Kuehl) | Creates an authority within the office of the Attorney General; gives this authority duties and responsibilities related to youth violence prevention. | <i>Died in Assembly</i> |
| AB 788 (Maldonado) | Revises the purpose of juvenile court law to include dispositions intended to accomplish public safety objectives and establishes set principles based on the "Balanced Approach to Restorative Justice" model. | <i>Vetoed 9/24/00</i> |

School Facilities

| Bill (Author) | <u>Summary</u> | <u>Status</u> |
|--------------------------|---|-----------------------|
| AB 2411 (Firebaugh) | Requires the establishment of a School Construction Authority in school districts with a pupil population of more than 500,000. | <i>Died in Senate</i> |



Chronology of Reports

***Reports available on the Commission's Web site**

2000

- 157.** Being There: Making a Commitment to Mental Health*
- 156.** Better.Gov: Engineering Technology-Enhanced Government*
- 155.** Special Districts: Relics of the Past or Resources for the Future?*
- 154.** Open Doors and Open Minds: Improving Access and Quality in California's Community Colleges*
- 153.** To Build A Better School (includes #153a)*

1999

- 153a.** Recommendations for Improving the School Facility Program in Los Angeles Unified School District*
- 152.** Now in Our Hands: Caring For California's Abused and Neglected Children*
- 151.** Little Hoover Commission 1997-1998 Biennial Report*
- 150.** Of the People, By the People: Principles for Cooperative Civil Service Reform*
- 149.** CADA: An Opportunity to Advance and Protect the State's Investment*

1998

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

1997

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

1996

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

BIENNIAL REPORT 1999-2000

1995

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

1994

- 127. The Juvenile Crime Challenge: Making Prevention a Priority*
- 126. Timber Harvest Plans: A Flawed Effort to Balance Economic and Environmental Needs*
- 125. Beyond Bottles and Cans: Reorganizing California's Recycling Efforts*
- 124. Putting Violence Behind Bars: Redefining the Role of California's Prisons*

1993

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

1992

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



1991

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

1990

- 107.** Little Hoover Commission 1989-1990: Turning Policy Recommendations Into Law*
- 106.** A Prescription for Medi-Cal
- 105.** Real Property Management in California: Moving Beyond The Role of Caretaker
- 104.** California's Coordination of AIDS Services
- 103.** The Public Employment Relations Board (PERB): Costly, Slow and Unsure
- 102.** Little Hoover Commission, 1988 through 1989: Two Years of Progress Toward Efficient and Effective Government*
- 101.** Runaway/Homeless Youths: California Efforts to Recycle Society's Throwaways
- 100.** K-12 Education in California: A Look At Some Policy Issues
- 99.** Report on California's Fish and Game Commission and Department of Fish and Game

1989

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

1988

- 91.** A Report on Crime and Violence in California's Public School System
- 90.** A Review of the Operation and Performance of the Office of the State Public Defender
- 89.** A Report on the Coordination of Funding for Drug Programs in the State of California
- 88.** Report on the Planning, Operation and Funding of California's Highway System

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- 87.** A Review of the Current Problems in California's Worker's Compensation System
- 86.** Commission's 25th Anniversary - Commemorative Report

1987

- 85.** A Report on the Financial Management and Accountability in the State's K-12 Public School System
- 84.** Children's Services Delivery System in California—Final Report
- 83.** A Review of the Organization and Administration of California's Overseas Trade and Investment Offices
- 82.** A Review of Crime on University of California Campuses
- 81.** Review of the State's Medi-Cal Program and the Effects of the Reforms
- 80.** New and Continuing Impediments to Improving the Quality of Life and the Quality of Care in California's Nursing Homes
- 79.** Accessibility of the Disabled Population to Substance Abuse Treatment
- 78.** Children's Services Delivery System in California Preliminary Report - Phase I
- 77.** A Review of the Organization, Operation and Performance of the California State Lottery

1986

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

1985

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



1984

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

1983

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

1982

- 50.** Century Freeway Report
- 49.** Horse Racing in California: Revenue and Regulation
- 48.** Report on the Role of the State Department of Education in California’s K-12 Public Education System
- 47.** Report on the San Juan Unified School District

1981

- 46.** Century Freeway Report
- 45.** A Report on the Los Angeles Unified School District

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1980

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

1979

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

1978

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

1977

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

1976

- 25. A Study of the Administration of State Health Programs

1975

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



1974

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

1973

20. A Study of the School Building Aid Program

1972

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

1971

17. Report on Local California Fairs Receiving State Financial Support

1970

16. A Pilot Study of California State Employee Workmen's Compensation and Other Work-Related Disability Benefits
15. Study of the Need for a Materials Management System

1969

14. A Study of the Department of Industrial Relations

1968

13. Report on California Statutory Salaries of Executive Branch of Government

1967

12. An Examination of the Department of Professional and Vocational Standards

1966

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

1965

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

1964

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

1963

3. Findings and Recommendations Concerning Automotive Fleet Management
2. Findings and Recommendations Concerning Organization for Central Staff Services

1962

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

Contacting the Commission and Copies of Reports

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