LITTLE HOOVER COMMISSION

OPENING THE DOORS OF GOVERNMENT

BIENNIAL REPORT 2003-2004
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The Little Hoover Commission

... provides citizen and public oversight.

The Commission is bipartisan and independent of the executive and legislative branches. The members are appointed by the Governor and the legislative leadership and are unpaid. Through a public and deliberative process these citizens scrutinize government programs and policies and make recommendations for improvement.

... drives a performance agenda.

The Commission consistently focuses on ways to accomplish more with the same or fewer resources. The Commission’s reviews are predicated on the potential for forceful leadership, clear and measurable goals, and the strategic pursuit of priorities to drive performance.

... develops practical and research-based reforms.

The Commission over the last two years completed major reviews of the public health system, parole policies, drug and alcohol programs, and how evidence-based strategies could improve public safety grants. The Commission also examined how the State could break the political logjams that prevent fundamental reforms from being developed, refined and implemented. Each report contains methodical and practical steps that research indicates would result in improved outcomes, such as lower crime and fewer premature deaths.

... gets results.

Broad agreement has been reached on refocusing public health functions and a physician public health officer has been appointed. State correctional officials have adopted the Commission’s recommendation that their agencies be held accountable for preparing inmates for release so public safety can be improved beyond the prison gate. And the California Performance Review advanced literally scores of Commission recommendations – from improving the management of state assets, to reforming personnel practices to bolstering programs for abused children. These are just a few examples of the measurable results attributable to the Commission’s efforts.

Dear Governor and Members of the Legislature:

State government is at the threshold of foundational reforms that could strengthen and restore the ability of government to serve Californians. Just as state leaders cannot step away from this challenge, they must proceed smartly with the right reforms in a meaningful way.

It has taken a deep financial crisis, high-profile failures, plummeting public confidence, and a change in leadership to bring California to this moment of opportunity. The Commission believes its work of the last two years, summarized in this report, identifies practical and research-based reforms. The specific recommendations are predicated on a common approach: Set clear goals, establish strategic priorities and focus on outcomes.

For example, drug and alcohol addiction costs the General Fund $11 billion a year. Some of those dollars are spent on prevention, law enforcement and treatment. But most of the costs – such as health care and corrections – result from demands on public services that could be reduced by allocating resources based on evidence and managing efforts based on outcomes.

Similarly, the State spends hundreds of millions of dollars on public safety grants to fund programs that have not been proven to work. The State must strategically target these resources to programs that work in communities with the greatest problems. Improving the performance of these efforts will save lives and reduce the demand on public services.

These are examples of how the Commission has strategically focused its efforts on two policy areas where the poor performance of some government programs increases demands on other programs. The resulting recommendations identify ways to save substantial public resources by better spending existing public resources.

In the area of public safety, the Commission identified an evidence-based model that should replace the now defunct Office of Criminal Justice Planning. Similarly, if the performance of the State’s parole policies were elevated to just the national average, the State would save hundreds of millions of dollars and improve the safety of virtually every community in California.

In the area of health and human services, the Commission identified ways to improve drug and alcohol treatment programs, the foster care system, acupuncture regulation, and public health programs. The Commission also proposed a fundamental redesign of the health and human service delivery system to improve the quality of services.

Finally, the Commission – believing that California is “governable” – developed a critical path, based on the lessons learned from failed reform efforts that could be used to resolve intransient problems – such as the dysfunctional state-local relationship and the complex, unreliable and obsolete revenue system. In a more focused review, the Commission examined the approach of the California Performance Review and recommended ways to refine the administration’s essential initiative to transform the bureaucracy.

The results of the Commission’s efforts – and projects that were previously completed – are documented in the report. These results represent a substantial and specific return on the State’s investment. But ultimately, the Commission is an investment in democracy. By empowering a group of citizens to evaluate government policies, the State acknowledges the imperative of disciplining government to the public interest and making it responsive to the will of the people. We faithfully and proudly execute that charge.

Sincerely,

Michael E. Alpert
Chairman

January 26, 2005
DAVID J. EPSTEIN  
(DTS-Indian Wells)  
Appointed by Governor Gray Davis in January 2002. In the practice of law for 35 years, specializing in helping state government to identify and collect abandoned financial assets.

DANIEL W. HANCOCK  
(D-Milpitas)  

WELTON C. MANSFIELD  
(R-Newport Beach)  
Appointed by Assembly Speaker Herb J. Wesson, Jr. in January 2003. Retired executive vice president and managing director of Foote, Cone and Belding.

EUGENE “MITCH” MITCHELL  
(R-Carlsbad)  
Appointed by Governor Arnold Schwarzenegger in April 2004. Vice president of public policy and communications, San Diego Regional Chamber of Commerce.

STUART G. MOLDAW  
(DTS-Atherton)  
Appointed by Governor Gray Davis in March 2002. Chairman of the Gymboree Corporation.

CHARLES S. POOCHIGIAN  
SENATOR  
(R-Fresno)  

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The Commission is...

Volunteer  
Commissioners are not paid, but dedicate hundreds of hours over the course of a year to understanding and improving public programs.

Informed  
A small staff enables these volunteers to be effective by analyzing information, organizing meetings, drafting documents and providing full-time representation for the Commission.

Public  
Through open hearings and advisory committee meetings, the Commission openly examines government operations. It invites experts, consumers, advocates, and federal, state and local officials to assess the State’s performance and explore ways to improve efficiency and effectiveness.

Independent  
The Commission, by statute, is not part of the executive branch or the legislative branch. Its members are appointed by the Governor and the Legislature.

Empowered  
The Commission has the authority to select its own topics, has access to government records and is charged with making public recommendations to the Governor and Legislature.
LESLIE “TEDDIE” RAY  
(D-Laguna Beach)  
Appointed by Governor Gray Davis in November 2003. Former real estate agent and member of the Board of Directors of Planned Parenthood of Orange and San Bernardino Counties.

JOSPEH RODOTA  
(R-Sacramento)  
Appointed by Governor Arnold Schwarzenegger in April 2004. Former cabinet secretary and deputy chief of staff for Governor Wilson. CEO of Forward Observer.

LEGSILATORS WHO SERVED ON THE COMMISSION THROUGH THE END OF THE 2003-04 LEGISLATIVE SESSION

PATRICIA BATES  
ASSEMBLYWOMAN  
(R-Laguna Niguel)  
Appointed by Assembly Speaker Herb J. Wesson, Jr. in March 2003. Elected to the 73rd State Assembly District in 1998.

CHRISTINE KEHOE  
ASSEMBLYWOMAN  
(D-San Diego)  
Appointed by Assembly Speaker Herb J. Wesson, Jr. in February 2003. Elected to the 76th State Assembly District in 1998. Served one year as Assembly Speaker pro Tempore.

JOHN VASCONCELLOS  
SENATOR  
(D-Santa Clara)  
Appointed 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.

The Commission is...

Bipartisan

Policy debates benefit from, but also are limited by, partisan perspectives. The Commission’s work balances those debates with a venue designed to forge diverse opinions into an agreed upon course of action.

Focused

Legislators are confronted by every public issue of the day and the perennial work of budget making. Executive branch agencies are confronted with the day-to-day challenges of operating bureaucracies. The Commission informs both through its focused and detailed examination of public programs.

FORMER COMMISSIONERS WHO SERVED IN THE 2003-2004 SESSION


Assemblyman Juan Vargas (D-San Diego) Served from February 2001 to March 2003.


As of December 2004, the Commission had three vacancies. In January 2005, Senator Liz Figueroa was appointed to the Commission by the Senate Rules Committee and Assemblyman Mike Gordon was appointed to the Commission by Assembly Speaker Fabian Nunez.
Commission Resources

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

The Little Hoover Commission received $907,000 from the General Fund for fiscal year 2003-04. Mid-year cuts reduced that appropriation by $117,500. At the same time, the Legislature requested the Commission to conduct a study of acupuncture regulation and earmarked $250,000 from the Acupuncture Special Fund to pay for the Commission’s study. About $91,000 of that was used to pay for technical analyses by university researchers and the balance covered most of the Commission’s direct expenses.

The 2004-05 Budget Act allocated $907,000 from the General Fund to the Commission and subsequently its budget was adjusted for increased retirement and compensation costs. The $117,500 reduction from the previous year was restored because of the Commission’s role in reorganization plans and improving performance in general.

Throughout the budget crisis, the Commission has continuously found ways to become internally efficient and has returned unspent funds at the end of the fiscal year.

Commission staff...

A staff of nine 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
Toby Ewing
Project Manager
Hattie Rees Hanley
Project Manager
Peter McNamee
Project Manager
Sherry Robyn
Legislative Coordinator
Carole D’Elia
Research Analyst
Kate Martin
Research Analyst
Linda Mata
Executive Secretary

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.
When Reform is a must

Recommendations requiring renewed consideration.

During the past two years, the Commission has made numerous recommendations that would reduce costs, increase the efficiency of public services and improve the lives of Californians. As the State enters its fifth year with a budget shortfall, many critical recommendations deserve renewed consideration. These recommendations fall within the rubric of four essential elements that should be considered in transforming government: Forceful leadership, clear goals, strategic priorities and improving performance and productivity. The most critical Commission recommendations from the past four years are highlighted below.

Leadership

- **Create a public health department and appoint a California Surgeon General.** The Commission found that the State’s public health leadership and organizational structure is ill-prepared to fulfill the primary obligation of reducing injury and death from threats that individuals cannot control. The Governor and the Legislature should create a public health department – separate from Medi-Cal and other insurance programs that serve the poor – to focus on emerging threats, with physician and science-based leadership and an advisory board linking California’s health assets and experts. The department should be led by a California Surgeon General reporting directly to the Governor.

- **Designate a leader for California’s foster care system.** California taxpayers spend billions annually to serve children in foster care. Yet despite this enormous price tag, the State continues to fail these children. At both the state and local level, there is an unwillingness to take responsibility for reforming the foster care system. The Governor and the Legislature should designate a leader with appropriate authority and guidance to reform foster care and be held accountable for improvements.

Goals

- **Use a critical path for reform to achieve public goals.** Despite numerous attempts, the State has failed to solve fundamental problems that prevent it from achieving public goals. Despite widespread agreement that California’s revenue system is overly complex, unreliable and obsolete and the dysfunctional state-local government relationship hinders the delivery of efficient public services, policy-makers have not succeeded in meaningful reforms in these areas. The Commission, with the benefit of hindsight from those who had been a part of prior reform efforts, developed a critical path that can be used to develop technically sound and politically supported improvements. State leaders should use this critical path to resolve some of the most contentious issues.
Strategic Priorities

- **Develop a unified strategy to cost-effectively reduce alcohol and drug abuse.** Some $11 billion is spent from the state General Fund responding to the problems created by abuse or addiction. Yet the State’s efforts to reduce alcohol and drug abuse through prevention, treatment and law enforcement programs are fragmented and not focused on cost-effectively curtailing the expense and misery of abuse and addiction. State and local leaders need to come together to link alcohol and drug prevention, treatment and law enforcement efforts into a statewide strategy guiding a three-pronged attack on substance abuse.

- **Develop a strategic effort to protect Californians.** California is not efficiently or effectively using available resources to help communities reduce crime and violence and the abuse of drugs and alcohol. The multitude of grant programs administered by the now-defunct Office of Criminal Justice Planning should be strategically aligned to apply evidence-based strategies to respond to community priorities. A California Public Safety Council, a reconstitution of the California Council on Criminal Justice, should be established to aggressively align state efforts for crime prevention.

Productivity and Performance

- **Transfer responsibility for parolees to communities.** California’s parole system is a billion-dollar failure. While parole policies are a challenge for all states, California is seriously out of sync with the rest of the nation. The goals for parole – public safety and successful reintegration – are undermined by the way the State supervises and assists parolees and the lack of community involvement in re-entry. To maximize public safety, communities must assume greater responsibility for reintegrating parolees, and the State should provide the leadership and funding to make those efforts successful. As a first-step, the State should transfer responsibility for non-violent female parolees to communities.

- **Improve delivery of health and human services with existing resources.** California annually spends nearly one-third of its General Fund expenditures on health and human services. But the demand for public health and human services far outpaces capacity. An overly complex organizational structure, perverse funding incentives and weak oversight undermine efforts to better serve more Californians with limited resources. The State should shift health and human services responsibilities to counties and clarify the authority for service delivery. The state bureaucracy should be reorganized to support local efforts and counties should be accountable for outcomes. Funding should be realigned so that communities can provide services more effectively and efficiently.

- **Improve the quality of services to immigrants.** California is home to some 8.6 million immigrants. The faster that newcomers are integrated into California’s communities, economy and social fabric, the sooner they prosper and the state benefits. The State invests tremendous resources helping immigrants get settled and address unmet needs. But the State has not monitored the quality of those services or their utility in moving immigrants to independence. Improving the State’s response to immigrants and their ability to achieve self-sufficiency would benefit these residents, their communities and help the State live within its means.
Assessing Reorganization

The Little Hoover Commission plays an integral role in the reorganization of government in two vital ways -- through its independent reviews of state programs and policies and through its review of reorganization plans submitted by Governors. As of December 2004, five Governors had proposed 29 reorganization plans. The Commission reviewed 26 of those plans. Those reorganization plans are listed on pages 59-60.

According to state law, the Governor has the authority to examine the organization of executive branch agencies and determine what changes may be necessary to promote more efficient and effective government services. The reorganization process can be used to consolidate, transfer or abolish programs and agencies. The process can be used to create new agencies, but the process cannot be used to create new functions.

The law requires the Governor to submit any reorganization plan to the Little Hoover Commission “at least 30 days prior” to submitting the plan to the Legislature. The Commission’s role in the reorganization process is only advisory. The Commission reviews the plan, holds one or more public hearings, and reviews written public comments.

The Commission assesses the plan based on its broad mandate to assist policy-makers in “promoting economy, efficiency and improved service in the transaction of the public business,” and makes recommendations to the Governor and the Legislature. The Commission’s recommendations must be made within 30 days of the plan being submitted to the Legislature. In other words, the Commission typically has 60 days to review a plan and complete its report.

In January 2005, the Commission received Governor’s Reorganization Plan 1, Reforming California’s Boards and Commissions and Governor’s Reorganization Plan 2, Reforming California’s Youth and Adult Correctional Agency.

Like many previous reorganization plans, some elements of these plans are based on prior Commission findings and recommendations. The 2005 reform plans were born out of the work of the Governor’s California Performance Review team, which in 2004 was tasked with developing recommendations to increase the performance and functionality of state government. The Commission expects subsequent reorganization plans based on the work of the CPR team to be submitted throughout 2005.

The California Performance Review published its findings and recommendations in August 2004 and drew from 29 Commission studies to inform its recommendations. Some of the key Commission recommendations revisited in the CPR report are detailed on the following page.
The California Performance Review relied on Commission recommendations in the following areas:

**Personnel.** In 1979, 1995 and 1999, the Commission recommended reforms in the recruitment, classification, selection and training of state employees, as well as how personnel functions are distributed across departments. Many CPR recommended reforms parallel Commission proposals.

**Technology.** In 2000, the Commission called for cabinet-level leadership and a coordinated infrastructure to make better use of technology to improve government performance. The CPR advanced those recommendations in calling for the creation of a technology division and the appointment of a chief technology officer for the State.

**Budgeting.** In 1995 the Commission urged the State to use performance metrics to set goals and monitor results and the adoption of performance budgeting to address fiscal and performance deficiencies. Consistent with these recommendations, the CPR called for the use of performance-based management and budgeting in all departments.

**Corrections.** The Independent Review Panel chaired by former Governor Deukmejian, in its review of California’s corrections system, drew upon four Commission reports and echoed its concern that correctional policies fail to protect public safety. Mirroring many of the Commission’s proposals, Governor Schwarzenegger issued Governor’s Reorganization Plan 2 to reorganize correctional functions, proposing changes in incarceration, drug treatment, inmate education, job training and parole policies to better prepare inmates for release and ensure public safety.

**Foster Care.** The CPR specifically recommends that the State designate a leader for foster care, charged with coordinating state efforts to service children and their families and enhancing accountability, a recommendation the Commission first made in 1999 after previous efforts to improve collaboration faltered.

**Public Health.** The Commission proposed that public health functions be consolidated, led by a physician who reports to the Governor, and charged with promoting science-based policies and practices. Citing the Commission’s work, the CPR made consistent recommendations calling for consolidated public health functions and a more empowered state public health officer.

**School Construction.** To address the cost and shortage of classroom space, the Commission recommended integrating the school facility approval process. The CPR advanced this proposal to streamline the approval process and reduce costs.

**Infrastructure.** The CPR cites three Commission reports on the State’s management of real property. The Commission recommended that the State develop an inventory of state owned and leased property and the creation of a public corporation to improve property management. The CPR advances the Commission’s recommendation for a public corporation and calls for improved use of technology to manage the State’s property inventory.
In pursuit of

Economy & Efficiency


The past two years have been tumultuous for California. Virtually every aspect of government has been overshadowed by an acute budget crisis that threatens the prosperity of the Golden State. The failure to resolve this crisis further eroded the trust that Californians should have in their government to provide quality services at an affordable cost.

At this critical juncture, the Commission focused its charge to promote efficiency, economy and improved service on areas of government where its recommendations, if implemented, could have the greatest impact on the most pressing problems.

Given the need for fundamental reform, the Commission explored how state leaders could go about breaking through the political gridlock: Governing the Golden State: A Critical Path to Improve Performance and Restore Trust examined why previous reform efforts failed and outlined a process that the Governor and Legislature could employ to resolve persistent problems such as the dysfunctional state-local relationship. Historic Opportunities: Transforming California State Government reviewed the potential of reforms such as those identified by the California Performance Review to improve the State’s performance.

The fiscal crisis also laid bare the debilitating defects in how the State organizes, manages and funds public efforts to keep people safe, healthy and self-sufficient. In Real Lives, Real Reforms: Improving Health and Human Services, the Commission described a strategy for redesigning more than $60 billion in services to California’s most vulnerable populations. Within the rubric of human services, the Commission published four additional reports: To Protect & Prevent: Rebuilding California’s Public Health System; For Our Health & Safety: Joining Forces to Defeat Addiction; Still in Our Hands: A Review of Efforts to Reform Foster Care in California; and, Regulation of Acupuncture: A Complementary Therapy Framework.

The fiscal crisis also raised the imperative for improving the performance of the State’s public safety policies, which are largely paid for from the General Fund. The Commission’s examination of the State’s billion-dollar parole system found that the State was releasing 125,000 parolees a year in ways that did not protect the public. In Back to the Community: Safe and Sound Parole Policies, the Commission outlined a strategy for realigning existing resources, incentives, responsibilities and programs in ways that have proven to reduce crime, violence and substance abuse. In a follow-up study on female parolees, Breaking the Barriers for Women on Parole, the Commission detailed how the State could begin this fundamental shift by relying on community-based corrections for the smaller and less violent population of female offenders.

Finally, in its report, Improving Public Safety: Beyond the Office of Criminal Justice Planning, the Commission recommended replacing the agency that has failed to strategically support local crime-fighting efforts with a new structure that would target resources to programs proven to work and to communities with the greatest problems. These 10 studies are highlighted on the following pages.
California faces critical challenges that policymakers must address for the State to regain prosperity, improve the performance of government and rebuild public trust. But efforts to solve these problems over several years – from an obsolete revenue system to a dysfunctional state-local relationship – have failed to yield necessary reforms. Governing the Golden State examines those efforts to assess how California leaders could more successfully resolve these issues.

With the benefit of hindsight, the report defined a continuum for sustainable prosperity that includes a robust economy, a reliable revenue system, a rigorous budget process, quality public services and public support. The report distilled a critical path that would enable the leadership of California government to achieve a permanently balanced budget while delivering the highest quality public services at an affordable cost.

The Little Hoover Commission report …offers a strategic plan for how to achieve reform. The governor and legislative leaders need to keep the report handy, not on the back shelf, to remind them – nag them – that this effort cannot begin soon enough.

- Los Angeles Times editorial

Historic Opportunities: Transforming California State Government
December 2004

The California Performance Review (CPR) was created to examine state operations and recommend reforms for a transformation of state government. The CPR – and the public debate it sparked – elevated a painful, undeniable truth: State government needs to be re-engineered to be more responsive and accountable to the public, to focus its priorities and to improve its performance.

Historic Opportunities identifies essential elements that should be considered in the development of formal proposals resulting from the CPR, by the Legislature in its deliberations, and by voters when weighing the merits of reforms, particularly if asked to enact them directly.
Back to the Community: Safe & Sound Parole Policies
November 2003

California’s parole policies are profoundly out of sync with those in all other states. California parolees are among the least successful nationally in completing their term of supervision. The costs and consequences are significant – the State spends $1.5 billion dealing with felons who have completed their initial prison terms and the correctional system’s focus on punishment alone does not adequately protect Californians.

The reforms detailed in Back to the Community would direct state and local agencies to fashion a cohesive system of state, county and community agencies, focused on making the best use of existing resources to reduce crime, violence and drug abuse.

The Little Hoover Commission rightly condemns the parole system as a “billion dollar failure.” ...To improve parole success and protect communities, the state must expand drug and alcohol treatment, education and vocational training behind bars.

- Sacramento Bee editorial

Breaking the Barriers for Women on Parole
December 2004

A follow-up study on women parolees, Breaking the Barriers, urged policymakers to reform the way California incarcerates women offenders and supervises them on parole to improve public safety, reduce costs and break the cycle of crime. The numbers of female inmates are increasing more rapidly than their male counterparts, a trend that has highlighted the lack of policies and procedures geared toward women.

The report recommends the State provide more opportunities for inmates to prepare for their imminent release, rely more on community corrections alternatives for non-violent drug offenders and transition responsibility for parolees to communities, beginning with female offenders, whose families are often extensively involved in public and charitable health and human service programs.

Improving Public Safety: Beyond the Office of Criminal Justice Planning - July 2003

Over the last decade, several Commission projects involved the Office of Criminal Justice Planning, particularly those related to coordinating state efforts and assisting local agencies. The Commission was struck by widespread opinion among state and community leaders that OCJP failed to provide the leadership necessary for stakeholders, public officials, researchers and others to define a common vision and manage programs to reach shared goals. Improving Public Safety recommended the State abolish OCJP and assign its grant programs to more competent departments. It also recommended establishing a Public Safety Council to help streamline, coordinate and consolidate grant programs.
There is broad agreement among local officials, the medical community and other first responders that the public health system in California is not as robust as it must be. Poor communications and obsolete procedures hobble the ability of laboratories, medical providers and public health authorities to protect the public. Experts and technologies are not tapped. Key positions are unfilled and authorities and responsibilities are unclear.

_to Protect & Prevent: Rebuilding California’s Public Health System_  
April 2003

There is broad agreement among local officials, the medical community and other first responders that the public health system in California is not as robust as it must be. Poor communications and obsolete procedures hobble the ability of laboratories, medical providers and public health authorities to protect the public. Experts and technologies are not tapped. Key positions are unfilled and authorities and responsibilities are unclear.

_to Protect & Prevent_ recommended the State develop expert leadership, establish standards, increase training, improve communications and strengthen laboratory and other capacities essential to the public health infrastructure. It recommended core public health functions be consolidated into a single state department with a surgeon general providing expert and focused leadership and reporting directly to the Governor. It also recommended that the State re-establish a volunteer public health board to provide expert involvement and public accountability to the government’s efforts.

_I commend the Commission for putting together this powerful report calling for reorganization of the California public health system. As a physician who has worked for more than 20 years in local, state and national and international public health, and who has responsibility for the health and safety of thousands of employees in the U.S. and abroad, I fully support these recommendations. If implemented, I truly believe that lives can be saved._

- T. Warner Hudson, M.D., FACOEM, FAAFP, Director, Health, Safety and Environment, DSTOutput Member, Disaster Subcommittee of American College of Occupational & Environmental Medicine
For Our Health & Safety: Joining Forces to Defeat Addiction
March 2003

The abuse of alcohol and other drugs has an enormous impact on the health and well-being of Californians, and tremendous fiscal costs on government. From prisons to emergency rooms, addiction costs billions each year. In California, existing resources could be better used if prevention, treatment and enforcement efforts were better coordinated.

For Our Health & Safety recommends how state and community leaders could employ sound science to better respond to one of the most costly and harmful problems facing California. Specifically, the State must develop a strategy that uses prevention, treatment and law enforcement where those tools have proven they can do the most to reduce the consequences of abuse and addiction.

The state Little Hoover Commission’s recent report, like a RAND Corp. study, shows that drug treatment programs mean less spending on both incarceration and social programs down the road....Treatment rather than jail is a more cost-effective and less harmful approach. The voters agree. The governor should go along.

- Orange County Register editorial

Still In Our Hands: A Review of Efforts to Reform Foster Care in California
February 2003

The Commission has a long-standing interest in ensuring that California’s most vulnerable residents receive adequate protection, nurturing and care. In 1999, the Commission detailed the perils that face children who are neglected or abused. In 2003, the Commission analyzed what progress, if any, had been made in reforming the foster care system. It found that considerable action was taken, but almost no progress was made and that the greatest obstacle to meaningful reform was the unwillingness on the part of both state and local leaders to take responsibility.

With no one in charge, the foster care system fumbles forward, and often backward, and costs children and families their happiness, their prosperity and even their lives. Still In Our Hands recommends the establishment of strong and supported leadership for the foster care system along with focused citizen oversight at both the state and county level.

Regulation of Acupuncture: A Complementary Therapy Framework - September 2004

In 2002, the Governor and the Legislature asked the Commission to assess some long-standing and contentious issues regarding the State’s regulation of the acupuncture profession. Specifically, the Commission was asked to review the scope of practice and educational requirements for acupuncturists, the process for accrediting acupuncture schools and for examining licenses.

Regulation of Acupuncture recommends ways to amend the scope of practice to resolve ambiguities in California law. The report concludes that educational requirements are adequate, the Accreditation Commission of Acupuncture and Oriental Medicine should validate the quality of acupuncture training schools but California should continue to rely on its own examination. The Commission also identified opportunities for the State’s consumer protection agencies to safeguard patients.
Measuring Results

Improving lives and making the most of existing resources.

The Commission’s goal is not simply to make recommendations, but to assist in making reforms. In the past two years, working with the public, community officials, government leaders and members of the Legislature, the Commission has played a major role in turning recommendations into results. The list below identifies measureable results in the areas of public safety, alcohol and drug treatment, public health, foster care, mental health and immigrant integration. In virtually all cases, these improvements were made possible by public or community officials who saw value in the Commission’s work. These leaders deserve credit and have the Commission’s appreciation.

Public Safety

Protecting Public Safety. After a decade of recommendations from the Commission and other blue ribbon panels, officials with the Department of Corrections acknowledged that fundamental reforms are necessary. The Commission’s finding that California’s parole system was a billion-dollar failure put California’s correctional policies in the national spotlight and required corrections officials to acknowledge their responsibility to prepare inmates for release. Nearly 100 newspapers, radio and television stations in California, as well as the New York Times and the NewsHour with Jim Lehrer featured the findings and recommendations from the Commission’s report. Legislative hearings were held. Prompted by this and other high-profile indications of failure, the Governor established the Independent Review Panel on Corrections chaired by former Governor Deukmejian. Corrections officials have acknowledged that incarceration alone does not protect public safety and that programs that treat addiction and provide education and job skills are necessary to break the cycle of crime. The Independent Review Panel endorsed many of the Commission’s recommendations.

Result: The administration is implementing reforms that have the potential to bolster offender preparation prior to release by establishing a department dedicated to preparing offenders for release.

Promoting national awareness of public safety challenges. The American Bar Association has recommended national reforms consistent with the Commission’s recommendations in California. U.S. Supreme Court Justice Anthony Kennedy challenged the legal community to improve the nation’s attention to prisons and corrections policies. In response, the American Bar Association formed the Kennedy Commission to respond to the challenge. The Little Hoover Commission was invited to advise the Kennedy Commission during its work. Ultimately, the Kennedy Commission cited the Commission in its final report and made parallel recommendations for graduated sanctions for parole violations and diversion opportunities for less serious offenses.

Result: The Kennedy Commission endorsed recommendations of the Little Hoover Commission and increased national attention on the need to improve corrections and public safety policies.
Strategic alignment of crime prevention. After issuing a report finding that the Office of Criminal Justice Planning was poorly managed and often failed to provide the leadership necessary to help communities fight crime, violence and drug abuse, the agency was abolished. As recommended by the Commission, OCJP programs were reassigned to agencies with subject matter and administrative expertise.

Result: An ineffective bureaucracy that for years had failed the critical task of protecting communities from crime was eliminated.

Balancing prevention and law enforcement efforts. As the Legislature grappled with budget cuts during the past two sessions, the Commission's analysis of youth crime and violence prevention was used to assess how best to judge the effectiveness of prevention and law enforcement strategies.

Result: Throughout the budget crisis, the State maintained most of its investment in youth crime and violence prevention programs.

Preventing youth crime and violence. Based on the Commission's work, local leaders in Alameda County developed a strategic approach to violence prevention. In developing their plan, local leaders drew from the Commission's work on youth crime and violence prevention to identify priorities and improve programs. The Commission provided assistance to the effort at the early stages of its developments.

Result: Alameda County has developed a Violence Prevention Blueprint to improve public safety and respond to the needs of community members.

Alcohol & Drug Treatment

Bringing attention to underlying drug and alcohol addiction problems. The Commission's report on alcohol and drug programs called for linking prevention, treatment and law enforcement efforts into a unified strategy to reduce the effects of drug and alcohol addiction. The Commission was asked to brief the deputy director for demand reduction of the Office of the National Drug Policy Control. In California, the Coalition of Alcohol and Drug Associations (CADA), a statewide coalition of consumers, providers, educators and advocates representing the voice for alcohol and drug abuse services called on the Governor to bring all stakeholders together to maximize California's efforts in reducing substance abuse. CADA's seven-point policy plan provided to the Governor and the Legislature encouraged the implementation of all the Commission's recommendations.

Result: The Commission's recommendations are the basis of a reform agenda that has been championed by a broad statewide coalition of alcohol and drug treatment stakeholders.
Implementing outcome-based standards for alcohol and drug treatment. The Department of Alcohol & Drug Programs established an Outcome Monitoring Program Implementation Workgroup, as recommended by the Commission to act as an advisory board for the implementation of the California Outcomes Monitoring System (CalOMS) project.

Result: Stakeholders had an improved opportunity for input on the development of the CalOMS system.

Public Health

Improving California’s public health protections. The Commission analysis of public health preparedness has increased attention on the need to bolster emergency preparedness. The Commission’s report on public health found that the State’s public health resources were in disarray, underutilized and lack the ongoing support of senior officials needed to prevent public health threats and respond to emergencies. The Commission’s report spurred changes in how the State utilizes public health resources.

Result: The Governor and Legislature have drawn from the Commission’s work to craft reform proposals, including those offered by the California Performance Review, that will save lives, reduce costs and limit unnecessary harm.

Advancing research on public health threats. The California Endowment invested $500,000 to assess California’s ability to respond to the public health threats documented by the Commission. The foundation’s investment provided California with the most comprehensive assessment to date of local preparedness for public health emergencies. The Commission’s work, bolstered by the foundation-supported research, unearthed deficiencies in planning, coordination and collaboration between federal, state and local officials.

Results: California is better informed about potential public health threats and where improvements are needed to shore up emergency preparedness.

Enhancing scrutiny of consumer protection activities. In response to the Commission’s report on the regulation of acupuncture, the Legislature’s Joint Committee on Boards, Commissions and Consumer Protection is calling for improved standards for acupuncture practices. The Commission documented that the Acupuncture Board has not required licensed acupuncturists to adhere to national guidelines to prevent the spread of disease or cross contamination. The legislative committee has increased its scrutiny of the State Acupuncture Board and called for legislative reforms to ensure consumers are adequately protected.

Result: Statewide standards to ensure the safe delivery of acupuncture will improve, preventing public health threats.

“This report is a “Code Blue” for the California Public Health system, but for much more. Thanks to dedicated staff and magnificent history, California still has arguably the strongest health department in the country, despite the neglect and subordination it has suffered. Sadly, nearly every other large health department in the nation is suffering from similar problems of diffusion of energy and lack of support. Yet, Public Health in this nation could be resuscitated with genuine political support and leadership, and the structural repairs the report identifies. The Commission’s report should be required reading at every school of public health and of government in the nation.”

Richard Jackson, MD, MPH, California Public Health Officer former director, U.S. Centers for Disease Control and Prevention
**Foster Care**

*Identifying new resources to support foster youth.* Prompted by the Commission’s work, California’s Employment Training Panel adopted new policies allowing emancipating foster youth to participate in training programs funded by the panel. The panel funds job training for workers facing multiple barriers to employment. The action creates additional opportunities for young adults leaving foster care to develop the skills needed for self-sufficiency and independence.

**Result:** Emancipating foster youth have improved access to training and employment opportunities.

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**Improving the foster care system.** The Commission helped guide California’s outcomes and accountability system for the child welfare system. AB 636, authored by Assemblymember Darrell Steinberg, required the Health and Human Services Agency to form a task force to develop an outcomes and accountability system for the child welfare system. The Commission participated in discussions leading to the strongest effort ever to improve outcomes for children in the child welfare system.

**Result:** California developed a system for monitoring quality and promoting improvements in the system that serves some 40,000 children each year.

**Enhancing oversight of foster care.** The Commission’s work led to new requirements for the California Mental Health Planning Council to ensure that children in foster care receive adequate mental health care. Under AB 376, authored by Assemblymember Judy Chu, the California Mental Health Planning Council was given specific duties to monitor the quality of mental health services for children in foster care, advocate to reduce stigma and improve advocacy. The requirements in AB 376 were drawn from the Commission’s work on health and human services and its call to make better use of existing resources to improve oversight and accountability.

**Result:** The State has bolstered its oversight of California’s foster care system, ensuring that more children will receive the services they need to succeed.

**Making child welfare information accessible.** Prompted by the Commission, the Department of Social Services has improved procedures for sharing information with the public. Prior to the change, department staff informed the public that to view licensing information they must be present in the licensing office where those materials are maintained. Family members would be required to visit multiple licensing offices around the State to view information on multiple providers. An inquiry from the Commission led to changes in regulations to make it clear that the public can request copies of public information be sent through the mail. The department also issued new training requirements for its licensing personnel to ensure public requests for information are responded to appropriately.

**Result:** Parents and family members have improved access to public information and are better able to ensure their children and family members are well served in licensed facilities.

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“I was privileged to author many important bills to improve the lives of foster children in California. I was motivated to take on these issues largely because of the Little Hoover Commission’s outstanding work and call to action. Keep doing what you are doing Little Hoover Commission. The Legislature and Governor would be wise to follow more of your recommendations.”

Darrell S. Steinberg, California State Assemblyman 1998-2004

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Mental Health

Defining a statewide agenda for children’s mental health. The Commission’s report on children’s mental health brought together children’s advocates to explore the Commission’s findings and craft a strategic effort to implement its recommendations. Meeting in San Francisco, and with the support and leadership of Assemblymember Leland Yee, Assemblymember Helen Thomson and San Francisco Mayor Willie Brown, over 100 delegates and stakeholders used the Commission’s report to define an agenda for reform.

Result: The Commission’s report broadened awareness of the challenges facing families who need mental health services for their children and guided a reform agenda.

Guiding community mental health planning and programs. The Commission helped Yolo County design a strategy to build a community mental health system that maximizes available resources, tailors care to needs and invests in prevention. Faced with a budget deficit, county officials contacted the Commission to help guide downsizing in the county’s mental health system. The Commission worked with county leaders, community organizations, mental health consumers, service providers and others to use the opportunity to redesign county services to boost prevention efforts, tailor services to needs and make better use of existing revenues.

Result: Yolo County is better prepared to address continuing budget challenges and improve its mental health system.

Improving access to mental health care. The Commission assisted the Board of Behavioral Sciences in streamlining its testing procedures to be more responsive to licensing applicants. Prior to the changes, applicants faced unnecessary delays in taking a licensing exam. The board’s streamlined administrative practices allowed it to better respond to shortages of licensed personnel in mental health fields.

Result: An artificial barrier to mental health care is removed, permitting more Californians to access quality services.
Immigrant Integration

*Shaping international dialogue on immigrant integration policies.* The Commission’s report on immigrant integration in California is informing immigration policy discussions for the European Union. The Migration Policy Group in Brussels invited the Commission to participate in an international conference on immigration policy. The Migration Policy Group was formed to advise the European Parliament on building a unified immigration policy for the member nations of the European Union. Two of five delegates invited from the United States were identified because of their contributions to the Commission’s report.

**Result:** Commission’s work supports international policies on immigration and immigrant integration.

*Supporting community efforts to bolster immigrant integration.* The San Diego Association of Governments has used the Commission’s report on immigrant integration to improve local, state and federal partnerships in serving immigrants and addressing the impacts they have on the communities around San Diego. The Commission’s report – with its emphasis on the rights and responsibilities of immigrants and communities – helped members of the San Diego Association of Governments find common ground on issues that have been divisive.

**Result:** Community leaders in the San Diego region are better equipped to address unresolved conflicts and ongoing challenges.
Change begins with

A Shared Understanding

To explain, to inspire and to guide is to initiate change.

Public understanding is essential to government accountability and improved performance. The Commission dedicates a portion of its resources to public discussion of its conclusions to help the public and policy-makers understand how public programs are functioning and can be enhanced. The Commission receives requests for presentations from public officials, civic and business leaders, the academic community and others, from foreign countries, Washington, D.C., other state governments and California’s largest cities and smallest communities. In each venue, the Commission shares strategies with individuals and organizations that can improve public programs. This chronology documents these efforts.

January 2003

Public Policy Institute of California
San Francisco

Little Hoover Commission Projects and Procedures
Discussed the Commission’s projects and efforts to measure its effectiveness. The discussion explored ways to increase the impact of projects and how to evaluate such efforts.

California Partnership for Children,
Children’s Mental Health Policy Board
San Francisco

Children’s Mental Health
Provided opening and closing remarks and participated in a day-long conference organized around the findings and recommendations in the Commission’s report. Participants included Assemblyman Leland Yee, Mayor Willie Brown and Assemblywoman Helen Thomson.

Western Stream Migrants Forum
Mesa, Arizona

Immigrant Integration
Detailed Commission recommendations to medical professionals from throughout the western United States at this federally sponsored conference on improving health care services to migrant workers.

Enhancing Democracy

By themselves, and as a precursor to actual reforms, the Commission’s projects provide these benefits:

**Build Awareness.** The Commission’s reports are easy-to-understand analyses of state and local operations. The Commission is regularly asked to speak before university classes, foundations, non-profit organizations and other entities striving to understand how government operates.

**Inspire Improvement.** The Commission’s charge is to encourage improvement in public services. The Commission dedicates considerable energy to encouraging state and local policy-makers and the public to demonstrate the leadership necessary to take on challenges and make improvements.

**Guide Reformers.** The Commission is consistently called upon to provide expert testimony and consultation before legislative hearings, policy briefings and statewide meetings focused on implementing Commission recommendations or exploring other ways to make improvements.

**Provide Accountability.** The Commission seeks to improve the performance of public agencies through accountability for how directives are fulfilled and resources are spent. Through public presentations the Commission provides public accountability for its own efforts.
### February 2003

**University of California Researchers**  
*Santa Cruz*

**Teacher Workforce**  
Reviewed draft report and met with researchers examining the impact of mentoring programs on new teachers serving schools with large numbers of immigrant children. The researchers had consulted with the Commission throughout their project because of the Commission’s work on teacher preparation.

### March 2003

**County Alcohol & Drug Program Administrators Association of California**  
*Sacramento*

**Alcohol & Drug Treatment**  
Discussed Commission findings and recommendations and identified the significance for county program administrators.

**California Welfare Outcomes and Accountability Systems Task Force**  
*Sacramento*

**Foster Care**  
Participated in a task force formed by the California Health & Human Services Agency to develop an outcome and accountability system for the child welfare system as required by AB 636 (Steinberg).

**California Foster Youth Services Training Conference**  
*Los Angeles*

**Foster Care**  
Discussed Commission findings and recommendations at an annual training conference for staff that coordinate educational services for foster youth.

**Los Angeles Community Service Providers**  
*Los Angeles*

**Prevention/Foster Care/Mental Health/Drug Treatment**  
Presented the Commission’s work on prevention, mental health, foster care and drug abuse to community service providers in the harbor area of Los Angeles. The forum was organized by the Los Angeles Unified School District to focus on how the service providers, working through the schools, could sustain or improve services despite budget cuts.

**Youth Development Network**  
*San Diego*

**Youth Crime and Violence Prevention**  
Discussed Commission recommendations aligned with the goals of the network, an outgrowth of a youth development summit sponsored by Senator Dede Alpert.

### April 2003

**California Agricultural Leadership Program**  
*Sacramento*

**Affordable Housing**  
At the request of Assemblyman Joe Canciamilla and Senator Mike Machado, outlined the Commission’s work, and its affordable housing study in particular to the 30 industry and government leaders participating in the program.

**Schwab Foundation Symposium on Youth Addiction**  
*Sacramento*

**Alcohol and Drug Abuse Treatment**  
Discussed Commission findings and recommendations and responded to questions from participants. Following the symposium, briefed the deputy director for Demand Reduction, Office of the National Drug Policy Control, on the Commission’s work.

**California Department of Alcohol and Drug Programs Meeting**  
*Sacramento*

**Alcohol and Drug Abuse Treatment**  
Discussed Commission findings and recommendations to state, local and non-profit alcohol and drug program leaders at a meeting sponsored by the Department of Alcohol and Drug Programs (ADP). Participants discussed integration of services and disparity of standards between ADP programs and prison-based programs.
California Association of Alcohol and Drug Program Executives (CAADPE)  
Sacramento

**Alcohol and Drug Abuse Treatment**  
Discussed Commission findings and recommendations with the legislative director for CAADPE, including opportunities for implementation of recommendations through the Legislature.

State Assembly  
Sacramento

**Alcohol and Drug Abuse Treatment**  
Testified before the Assembly Budget Subcommittee on Health and Human Services on the Commission’s findings and recommendations.

California Association of Alcohol and Drug Program Executives (CAADPE)  
Sacramento

**Alcohol and Drug Abuse Treatment**  
Presented Commission findings and recommendations at the annual convention of CAADPE and advocated the organization’s potential role in implementing the recommendations.

Western Regional Child Abuse and Neglect Conference  
Davis, California

**Foster Care**  
Provided the keynote address at this 22nd annual conference sponsored by the University of California, Davis on the Commission’s efforts to improve outcomes for abused and neglected children and led a workshop outlining strategies to improve accountability and enhance outcomes.

Accessing Health Services for Children in Foster Care, Northern California Task Force  
Oakland

**Foster Care**  
Discussed the Commission’s efforts to implement its recommendations and the Commission’s work on human services redesign.

California Mental Health Advocates for Children and Youth  
Asilomar, California

**Foster Care**  
Discussed the Commission’s findings and recommendations and challenged the audience to increase expectations of existing citizen review panels and to identify and partner with the Commission to remove barriers to health care, education and other services needed by foster youth.

Sacramento Unified School District  
Sacramento

**Foster Care**  
Discussed with school district staff strategies to improve opportunities for foster youth and former foster youth to obtain job training, mentors and other support services to enhance their opportunities to be self-sufficient.

Governor’s Office  
Sacramento

**Public Health**  
Discussed Commission findings and recommendations with the Governor’s staff and a chief deputy from the Department of Health Services.

California Senate  
Sacramento

**Public Health**  
Discussed Commission findings and recommendations with Senator Deborah Ortiz, chair of the Senate Health and Human Services Committee and her staff.

May 2003

California Association of Local Housing Finance Agencies  
Sacramento

**Affordable Housing**  
Participated in the spring conference focusing on housing and land use legislation under consideration, California’s changing demographics and trends in affordable housing construction.

State Senate  
Sacramento

**Alcohol and Drug Abuse Treatment**  
Testified before the Senate Budget Subcommittee on Health, Human Services, Labor and Veterans Affairs on Commission findings and recommendations regarding the targeting of resources to clients posing the greatest social and financial costs to the State.
<table>
<thead>
<tr>
<th>Nevada County Superintendent of Schools</th>
<th><strong>Foster Care</strong></th>
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<tbody>
<tr>
<td>Grass Valley</td>
<td>Discussed options for establishing a citizen’s review panel to build public support for children’s programs and improve public accountability with the Nevada County superintendent of schools.</td>
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<table>
<thead>
<tr>
<th>U.S.-European Policy Dialogue of the Migration Policy Group</th>
<th><strong>Immigrant Integration</strong></th>
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<tbody>
<tr>
<td>Brussels, Belgium</td>
<td>Discussed Commission findings and recommendations with representatives from each nation within the European Union to formulate a shared statement on immigration and to draft supporting policy proposals for the European Parliament.</td>
</tr>
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<table>
<thead>
<tr>
<th>California Task Force to implement the Eliminating Barriers Initiative</th>
<th><strong>Mental Health</strong></th>
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<tbody>
<tr>
<td>Sacramento</td>
<td>Participated in a task force to implement the federal initiative that would reduce stigma and discrimination experienced by people with mental health needs and identified opportunities to leverage the federal initiative to create a Mental Health Advocacy Commission.</td>
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<thead>
<tr>
<th>California Conference of Local Health Officers</th>
<th><strong>Public Health</strong></th>
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<tr>
<td>Sacramento</td>
<td>Discussed Commission findings and recommendations with conference participants.</td>
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<tr>
<th>State Senate and Assembly</th>
<th><strong>Public Health</strong></th>
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<tbody>
<tr>
<td>Sacramento</td>
<td>Discussed Commission recommendations with conference Assemblymembers Patricia Bates, vice chair of Assembly Appropriations Committee; Dario Frommer, chair of Assembly Health Committee; Robert Pacheco, vice chair of Assembly Health Committee; Keith Richman, and Senator Aanestad, vice chair of Senate Health Committee.</td>
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<tr>
<th>June 2003</th>
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<tbody>
<tr>
<td>Adolescent Substance Abuse Treatment Assessment</td>
<td><strong>Alcohol and Drug Abuse Treatment</strong></td>
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<tr>
<td>Sacramento</td>
<td>Invited by the Public Health Institute to participate in a panel to discuss the design of a system of care for substance abusing adolescents that would incorporate all necessary services, sustain public support and attract necessary funding.</td>
</tr>
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<thead>
<tr>
<th>Mendocino County Officials</th>
<th><strong>Children's Mental Health</strong></th>
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<tbody>
<tr>
<td>Ukiah</td>
<td>Facilitated an ad hoc meeting of officials to identify and implement strategies to improve services to children with mental health needs.</td>
</tr>
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<thead>
<tr>
<th>Sacramento City Unified School District and the Governor's Mentoring Partnership</th>
<th><strong>Foster Care</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sacramento</td>
<td>As part of a limited on-going support effort, met with representatives from the school district and the mentoring partnership to develop a strategy to recruit 100 additional mentors for foster youth in Sacramento schools.</td>
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<tr>
<th>Children’s Advocates</th>
<th><strong>Foster Care</strong></th>
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<tbody>
<tr>
<td>Sacramento</td>
<td>Facilitated a meeting of children's advocates to discuss proposals for improving public awareness and advocacy relating to outcomes for children and families.</td>
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<thead>
<tr>
<th>California Department of Alcohol and Drug Programs</th>
<th><strong>Foster Care</strong></th>
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<tbody>
<tr>
<td>Sacramento</td>
<td>Discussed a research project to examine whether children enrolled in Healthy Families are receiving adequate drug treatment and mental health services through their providers with the director and staff from the Department of Alcohol and Drug Programs.</td>
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<tr>
<td>Event Description</td>
<td>Location</td>
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<tr>
<td>Immigration Museum for New Americans</td>
<td>San Diego</td>
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<tr>
<td>Discuss Commission findings and recommendations in the keynote speech at the inaugural conference of the museum. The goal of the conference was to foster dialogue among policy-makers, foundations, business and civic leaders and representatives of immigrant organizations in the San Diego region.</td>
<td></td>
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<tr>
<td>Mental Health Summit for Law Enforcement</td>
<td>Sacramento</td>
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<tr>
<td>Discuss Commission recommendations with national experts meeting to discuss strategies for diverting mental health clients from the criminal justice system.</td>
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<tr>
<td>Council of Mentally Ill Offenders</td>
<td>Sacramento</td>
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<tr>
<td>Discussed opportunities before the council, created as a result of a Commission recommendation, to improve state and local programs serving offenders with mental health needs.</td>
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</tr>
<tr>
<td>Yolo County Officials</td>
<td>Woodland</td>
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<tr>
<td>Advised officials and a committee of community members on strategies for restructuring mental health services to address revenue shortfalls and improve outcomes for clients and community members. Agreed to participate in weekly meetings.</td>
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<tr>
<td>July 2003</td>
<td></td>
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<tr>
<td>Child Welfare Outcome and Accountability Task Force</td>
<td>Sacramento</td>
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<tr>
<td>Participated in a task force under the direction of the Health and Human Services Agency to develop a proposal to present to the Legislature to create a Child Welfare Outcome and Accountability System.</td>
<td></td>
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<tr>
<td>August 2003</td>
<td></td>
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<tr>
<td>Foster Youth</td>
<td>Tehama County</td>
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<tr>
<td>Discussed challenges facing children in foster care with foster youth to identify strategies the Commission could pursue to improve outcomes for children in out-of-home placements.</td>
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<tr>
<td>September 2003</td>
<td></td>
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<tr>
<td>Sutter Health System and Sutter Medical Foundation</td>
<td>Sacramento</td>
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<tr>
<td>Explored opportunities to improve mental health care within the primary care field with representatives from health organizations.</td>
<td></td>
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<tr>
<td>California Center for Health Improvement</td>
<td>Sacramento</td>
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<tr>
<td>Discussed with the chief executive officer the potential for private sector leadership in stemming hospital-acquired infections.</td>
<td></td>
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<tr>
<td>State Assembly</td>
<td>Sacramento</td>
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<tr>
<td>Assisted Assembly Health Committee staff in planning an interim hearing on implementing the Commission’s recommendations to create a public health department led by a surgeon general.</td>
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<tr>
<td>October 2003</td>
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<td>-------------------------------------------------------------------------------------------------------</td>
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<tr>
<td>California Partnership for Children</td>
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<tr>
<td>Sacramento</td>
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<tr>
<td><strong>Children's Mental Health</strong></td>
<td></td>
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<tr>
<td>Advocated for implementation of the Commission’s recommendations.</td>
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<tr>
<td>California Grand Jurors’ Association</td>
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<tr>
<td>Ventura</td>
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<tr>
<td><strong>Citizen Oversight</strong></td>
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<tr>
<td>Discussed Commission’s mission and work at the annual conference of an all-volunteer, educational,</td>
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<tr>
<td>not-for-profit corporation that trains new grand jurors and educates the public about the civil</td>
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<tr>
<td>oversight role of grand juries.</td>
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<tr>
<td>China State Law and Administrative Training Delegation</td>
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<tr>
<td>Sacramento</td>
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<tr>
<td><strong>Citizen Oversight</strong></td>
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<tr>
<td>Met with 25 government officials from different ministries,</td>
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<td>bureaus and other organizations in China’s central government</td>
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<td>to discuss the role of the Commission as an independent state oversight agency.</td>
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<tr>
<td>Sacramento, Placer and Yolo County Mental Health Organizations</td>
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<tr>
<td>Sacramento</td>
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<tr>
<td><strong>Mental Health</strong></td>
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<tr>
<td>Participated in the first “Walk for Mental Health,” a joint effort sponsored by multi-county mental</td>
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<tr>
<td>health organizations as a first step toward communities working to overcome the stigma of mental</td>
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<tr>
<td>health needs – a recommendation from the Commission’s report.</td>
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<tr>
<td>California Medical Association</td>
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<td>Sacramento</td>
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<tr>
<td><strong>Public Health</strong></td>
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<tr>
<td>Discussed implementation of the Commission’s recommendations with the medical association leadership.</td>
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<tr>
<td>Sixth Annual California Prevention Summit</td>
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<tr>
<td>San Jose</td>
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<tr>
<td><strong>Youth Crime and Violence Prevention</strong></td>
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<tr>
<td>Presented Commission’s prevention-related recommendations from various reports to representatives</td>
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<tr>
<td>agencies and volunteers working in partnership to advance primary prevention work concerning alcohol,</td>
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<tr>
<td>tobacco and other drug problems in California communities.</td>
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<tr>
<th>November 2003</th>
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<tbody>
<tr>
<td>California Youth Connection</td>
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<tr>
<td>Sacramento</td>
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<tr>
<td><strong>Foster Care</strong></td>
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<tr>
<td>Participated as a panelist at a policy conference organized by current and former foster youth.</td>
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<tr>
<td>The Pacific Institute for Community Organizing (PICO)</td>
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<tr>
<td>Sacramento</td>
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<tr>
<td><strong>Immigrant Integration</strong></td>
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<tr>
<td>Met with officials from PICO, a group organizing a series of focus groups in the central valley and</td>
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<tr>
<td>Los Angeles, regarding the Commission’s recommendation to link rights and responsibilities in</td>
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<tr>
<td>immigrant policies as a way to explore attitudes toward licensing undocumented immigrant drivers.</td>
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<tr>
<td>State Senate</td>
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<tr>
<td>Sacramento</td>
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<tr>
<td><strong>Special Districts</strong></td>
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<tr>
<td>Testified at a Senate Local Government Committee interim hearing on special districts examining</td>
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<tr>
<td>governance issues addressed in the Commission’s report.</td>
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<tr>
<td>Monterey County Elected Officials</td>
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<tr>
<td>Monterey</td>
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<tr>
<td><strong>Youth Crime &amp; Violence Prevention</strong></td>
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<tr>
<td>Met with elected officials at a meeting convened by the League of California Cities Latino Caucus to</td>
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<tr>
<td>address escalating problems of youth and gang violence.</td>
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<tr>
<td>2003 Violence Prevention Priority Area Convening</td>
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<tr>
<td>Costa Mesa</td>
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<tr>
<td><strong>Youth Crime &amp; Violence Prevention</strong></td>
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<tr>
<td>Presented the Commission’s work on youth violence prevention at a conference sponsored by The</td>
</tr>
<tr>
<td>California Wellness Foundation.</td>
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### December 2003

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>State Assembly</td>
<td><strong>Public Health</strong> Testified before the Assembly Veterans Affairs Committee Oversight Hearing on the California National Guard regarding the Commission’s recommendation for improving chain of command, communication and establishing coordinated practice drills to prepare for public health emergencies.</td>
</tr>
<tr>
<td>Association of California Water Agencies Annual Conference</td>
<td><strong>Special Districts</strong> Discuss with conference attendees how to increase the visibility and accountability of districts, including whether legislation is needed.</td>
</tr>
<tr>
<td>Violence Prevention Institute</td>
<td><strong>Youth Crime &amp; Violence Prevention</strong> Assisted the institute with a meeting to develop an Alameda County violence prevention plan, part of an ongoing effort spearheaded by Alameda County Supervisor Nate Miley.</td>
</tr>
</tbody>
</table>

### January 2004

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Senate</td>
<td><strong>Parole Reform</strong> Testified at an informational hearing on parole convened by the Senate Select Committee on the Correctional System.</td>
</tr>
<tr>
<td>State Assembly</td>
<td><strong>Parole Reform</strong> Discussed legislative proposals to implement the Commission’s recommendations with Assemblymembers Lori Hancock and Mark Leno.</td>
</tr>
<tr>
<td>State Senate</td>
<td><strong>Public Health</strong> Testified before the Senate Health and Human Services Committee hearing on the Commission’s recommendations for rebuilding public health.</td>
</tr>
<tr>
<td>California National Guard</td>
<td><strong>Public Health</strong> Met with a colonel from the California National Guard to discuss the Commission’s findings and recommendations focusing on chain of command and integration with strategic partners during public health emergencies.</td>
</tr>
</tbody>
</table>

### February 2004

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>State Senate and Assembly</td>
<td><strong>Parole Reform</strong> Testified at a joint legislative hearing on the children of incarcerated parents.</td>
</tr>
<tr>
<td>Association of California Cities Allied with Prisons Annual Conference</td>
<td><strong>Parole Reform</strong> Discussed the Commission’s findings and recommendations at this conference hosted by the Chamber of Commerce.</td>
</tr>
<tr>
<td>State Assembly</td>
<td><strong>Parole Reform</strong> Provided lead testimony for an Assembly Public Safety Committee informational hearing to explore potential educational reforms in prisons.</td>
</tr>
</tbody>
</table>
March 2004

California Performance Review
Sacramento

**Government Reorganization**
Discussed the Commission’s findings and recommendations with staff of the California Performance Review, with a particular emphasis on the Commission’s work on human services redesign.

California State Association of Counties (CSAC) Administration of Justice Policy Committee
Sacramento

**Parole Reform**
Discussed the Commission’s findings and recommendations with California county leaders.

State Assembly
Sacramento

**Parole Reform**
Testified at an Assembly Public Safety hearing on improving transitional educational services for prison inmates.

County Health Executives Association of California
Sacramento

**Public Health**
Discussed the Commission’s findings and recommendations with ranking health officials from California counties and three large cities.

April 2004

American Bar Association’s Kennedy Commission
Sacramento

**Parole Reform**
Chairman Michael Alpert testified before the American Bar Association’s Kennedy Commission on findings and recommendations from the Commission’s work on public safety issues, including the parole system, prison policies, juvenile justice, youth crime and violence prevention and alcohol and drug treatment.

State Senate
Sacramento

**Parole Reform**
Testified at the Senate Public Safety Committee hearing on measures authored by Senator Charles Poochigian relating to prison inmate work credits and a risk assessment process to reduce recidivism.

May 2004

Business, Transportation & Housing Agency
Sacramento

**Affordable Housing**
Met with Sunne McPeak, agency secretary, to discuss the Commission’s work and its continuing interest in advancing policies to develop an adequate supply of housing, including affordable housing.

Housing Stakeholders
Sacramento

**Affordable Housing**
Participated in meeting of housing stakeholders convened by Sunne Wright McPeak, secretary, Business, Transportation and Housing Agency.

Health & Human Services Agency
Sacramento

**Human Services Redesign**
Discussed Commission findings and recommendations with Kim Belshé, secretary, Health & Human Services Agency.

State Senate
Sacramento

**Human Services Redesign**
Discussed Commission findings and recommendations with Assemblymember Lois Wolk, chair, Assembly Committee on Human Services.
California Performance Review
Sacramento

**Human Services Redesign**
Discussed Commission findings and recommendations with Paul Miner, chief deputy cabinet secretary and other members of the California Performance Review.

California State Association of Counties (CSAC)
Sacramento

**Human Services Redesign**
Discussed Commission findings and recommendations with executives from the California State Association of Counties.

Civic Leaders
Sacramento and Yolo Counties

**Human Services Redesign**
Discussed Commission findings and recommendations and opportunities for local efforts to improve health and human services with a group of civic leaders from Yolo and Sacramento counties involved in health and human services.

State Senate
Sacramento

**Parole Reform**
Testified at the Senate Public Safety Committee on a Commission-supported bill to reform and expand education programs in prisons.

California Correctional Officials
Sacramento

**Parole Reform**
At the invitation of the California Correctional Peace Officers Association, attended a presentation by a national expert on evidence-based strategies for prisoners and parolees.

Journal of History & Economic Thought (JEHT) Foundation
Sacramento

**Parole Reform**
Advised the president and staff of the JEHT Foundation on how it could fund community-based efforts to implement the Commission’s recommendations.

Governor’s Independent Review Panel
Sacramento

**Parole Reform**
Met with Joe Gunn, executive director of the Governor’s Independent Review Panel, which developed recommendations for restructuring the State’s correctional system.

State Senate
Sacramento

**Parole Reform**
Provided an update to Senator Gloria Romero, chair, Select Committee on the California Correctional System, on the women and parole study.

**June 2004**

State Assembly
Sacramento

**Alcohol and Drug Abuse Treatment**
Testified at the Assembly Public Safety Committee hearing on a measure that would provide drug treatment, rather than confinement, for parolees of the California Youth Authority who have been charged with non-violent drug possession.

Expert Panel to Review the California Department of Aging Structure
Sacramento

**Governing the Golden State**
Participated on an expert panel chaired by Assemblymember Lynn Daucher to review and evaluate options for structural realignment for state administered programs serving older Californians.

Ventura County Board of Supervisors
Ventura County

**Human Services Redesign**
Discussed the Commission’s findings and recommendations. The board unanimously passed a resolution supporting the recommendations and wrote letters of support to the Governor and the Commission.

State Assembly
Sacramento

**Parole Reform**
Testified at the Assembly Public Safety Committee on a Commission-supported bill that would require the Department of Corrections and others to determine how to best encourage inmates to complete educational, vocational and substance abuse programs.
<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
<th>Description</th>
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<tbody>
<tr>
<td>State Assembly</td>
<td>Sacramento</td>
<td>Public Health</td>
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<tr>
<td>PolicyLink</td>
<td>Sacramento</td>
<td>Testified before the Assembly Health Committee on a measure based upon the Commission’s recommendation to create a Department of Public Health within the Health and Human Services Agency to be headed by a State Health Officer.</td>
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<tr>
<td>School Facilities</td>
<td>Sacramento</td>
<td>PolicyLink</td>
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<td>Participated in a round table discussion sponsored by the non-profit organization PolicyLink that explored ways to improve school construction. Commission recommendations were cited and endorsed.</td>
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<tr>
<td>July 2004</td>
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<td>Next Ten Project</td>
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<td></td>
<td>Monterey</td>
<td>Governing the Golden State</td>
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<tr>
<td></td>
<td></td>
<td>Presented Commission findings and recommendations to senior advisors of the Next Ten Project at the Panetta Institute. The Next Ten Project is conducting regional meetings with community leaders to build understanding and support for structural solutions to the State’s budget and revenue problems.</td>
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<tr>
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<td></td>
<td>California Council for Environmental and Economic Balance</td>
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<td></td>
<td>Lake Tahoe</td>
<td>Governing the Golden State</td>
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<tr>
<td></td>
<td></td>
<td>Presented Commission findings and recommendations and discussed the Commission’s role in a government reorganization process.</td>
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<td>Corrections Leadership Summit</td>
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<td></td>
<td>Sacramento</td>
<td>Parole Reform</td>
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<tr>
<td></td>
<td></td>
<td>Attended portions of a week-long summit convened by Rod Hickman, secretary, Youth and Adult Correctional Agency to discuss with staff and management the recommendation of the Independent Review Panel (IRP). Several key recommendations of the IRP were based on Commission recommendations.</td>
</tr>
<tr>
<td>August 2004</td>
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<td>State Council on Developmental Disabilities</td>
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<td></td>
<td>Sacramento</td>
<td>Government Reorganization</td>
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<tr>
<td></td>
<td></td>
<td>Discussed the Commission’s role in reviewing government reorganization plans.</td>
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<td>San Diego Association of Governments (SANDAG)</td>
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<td></td>
<td>San Diego</td>
<td>Immigrant Integration</td>
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<td></td>
<td>Presented Commission findings and recommendations to the SANDAG Borders Committee in a special session held to explore the impact of undocumented immigrants on the San Diego region.</td>
</tr>
<tr>
<td>September 2004</td>
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<td>James Irvine Foundation</td>
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<tr>
<td></td>
<td>San Francisco</td>
<td>Governing the Golden State</td>
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<tr>
<td></td>
<td></td>
<td>Discussed the Commission’s recommendations with representatives from the James Irvine Foundation, which is funding projects that build community support for persistent public problems.</td>
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<tr>
<td></td>
<td></td>
<td>Foundation Consortium</td>
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<td></td>
<td>San Francisco</td>
<td>Human Services Redesign</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Presented the Commission’s recommendations on improving state and county government relationships to the board of directors of the Foundation Consortium, an alliance of corporate, private, community and family foundations that share a common vision.</td>
</tr>
</tbody>
</table>
Parole Reform  
Testified at the first of a series of hearings held by the Senate Prison Oversight Committee to explore recommendations by the Independent Review Panel and the Commission regarding the structure of the Youth and Adult Correctional Agency.

October 2004

Housing Users Statistics Group  
Berkeley  
Affordable Housing  
Presented Commission findings and recommendations regarding structural barriers to the development of an adequate supply of housing at the second annual meeting of the Housing Users Statistics Group convened by the Berkeley Program on Housing and Urban Policy.

Children’s Roundtable Foster Care Task Force  
Sacramento  
Foster Care  
Discussed Commission’s work on reforms in child welfare services with task force members at a seminar sponsored by the Children’s Advocacy Institute.

December 2004

State Senate and Assembly  
Sacramento  
Acupuncture Regulation  
Testified before the Joint Committee on Boards, Commissions and Consumer Protection on the Commission’s conclusions regarding acupuncture at a hearing that is part of the sunset review process for the Acupuncture Board.

Executive Fellows  
Sacramento  
Government Reorganization  
Discussed Commission’s work on government reorganization with recent university graduates selected to work as executive fellows in the offices of department directors.

Department of Consumer Protection  
Sacramento  
Government Reorganization  
Met with the director and staff to discuss the Commission’s work on government reorganization.

State Senate  
Sacramento  
Government Reorganization  
Met with the staff of the newly formed Senate Committee on Government Modernization, Efficiency and Accountability to discuss the Commission’s work on government reorganization.

CEO Roundtable Meeting of the San Diego Chamber of Commerce  
San Diego  
Government Reorganization  
Discussed the Commission’s work on government reorganization with business leaders in the San Diego region.

Public Safety Grant Program Manager  
Sacramento  
Office of Criminal Justice Planning  
Met with the official who is managing the grant programs once administered by the Office of Criminal Justice Planning to discuss the Commission’s recommendations for reforming how those grants are managed.
Legislation 2003-04

For the purpose of assisting the Governor and Legislature.

The Commission supported 17 bills during the 2003-04 Legislative Session that would implement its recommendations. The measures were in the areas of affordable housing, children’s services, drug and alcohol abuse treatment, parole, prisons and public health. Of those 17 bills, two were signed into law, six were vetoed, one failed passage in policy committee, seven failed passage in fiscal committee, and one was amended into language unrelated to Commission recommendations.

Affordable Housing


**AB 1426 (Steinberg)** – Dedicates housing bond funds for designated communities that meet the voluntary affordable housing production standards. *Vetoed.*

**SB 493 (Cedillo)** – Reestablishes funding to the Cleanup Loans and Environmental Assistance to Neighborhoods Account (CLEAN) to make loans available for encouraging the cleanup and redevelopment of brownfields. *Failed to pass in Assembly Appropriations.*

**SB 744 (Dunn)** – Requires Department of Housing and Community Development to hear appeals on applications for the construction of affordable housing developments. *Failed to pass in Assembly.*

Children’s Services

**AB 380 (Steinberg)** – Enables counties in the Children’s System of Care program to systematically collect and maintain data that demonstrates specific outcomes of CSOC. Substantially amended to become Assemblymember Chan’s bill regarding the California Children & Families Commission. *Failed to pass in Senate.*

**SB 693 (Murray)** – Establishes an undersecretary of foster care coordination within the Health and Human Services Agency. *Failed to pass in Assembly Appropriations.*

**SB 1343 (Escutia)** – Requires Superintendent of Public Instruction to establish a task force to develop recommendations for an Infant and Toddler Care Master Plan. *Vetoed.*

Drug & Alcohol Abuse Treatment

**AB 2483 (Chan)** – Increases the coordination and availability of substance abuse treatment for adolescents by establishing pilot programs in four counties. *Failed to pass in Assembly Appropriations.*

**SB 519 (Vasconcellos)** – Provides drug treatment, rather than confinement, for parolees of the California Youth Authority who have been charged with non-violent drug possession. *Vetoed.*
Parole

**AB 854 (Koretz)** – Expands purpose of imprisonment to include education and job training strategies proven to increase public safety and reduce recidivism. *Signed by Governor, Chapter 747.*

**AB 2815 (Hancock)** – Establishes pilot programs to provide pre-release planning information to local agencies so they may target resources and enhance the work of PACT in reintegrating inmates back into the community. *Failed to pass in Assembly Appropriations.*

**SB 1660 (Poochigian)** – Requires Department of Corrections and others to determine how to best encourage inmates to complete educational, vocational, and substance abuse programs. *Failed to pass in Assembly Appropriations.*

**SB 1715 (Poochigian)** – Requires Department of Corrections to begin the recidivism risk assessment process at the time of incarceration, rather than waiting until the time of an inmate’s parole. *Failed to pass in Senate Appropriations.*

Prisons

**AB 1219 (Montañez)** – Creates an educational board within the Department of Corrections, which will appoint a superintendent of correctional education and establish standards for inmate education. *Vetoed.*

**AB 1914 (Montañez)** – Enacts the Prison Education Act; requires a newly constituted committee to develop and implement a plan for providing transitional educational services for inmates, including, but not limited to, counseling and placement services. *Vetoed.*

Public Health

**SB 858 (Ortiz)** – Creates the Department of Public Health within the Health and Human Services Agency; transfers specified programs and responsibilities from the Dept. of Health Services to DPH; establishes a 13-member Public Health Board to provide involvement of the programs administered by DPH. *Failed to pass in Assembly Appropriations.*

**SB 1487 (Speier)** – Requires hospitals to collect and provide data concerning hospital-acquired infections to the Office of Statewide Health Planning & Development and the Department of Health Services. *Vetoed.*
Consulting with Experts

Over 500 experts and consumers have advised the Commission.

The following people testified at the Commission’s public hearings, served on advisory committees, expert panels or focus groups, or advised the Commission with their expertise. The list reflects their titles and positions at the time they participated in the Commission study process. Under the Little Hoover Commission’s process, hearing witnesses and advisory committee members provide advice and information but do not vote or comment on the final product.

Witnesses for Hearings on Foster Care

Gwen Bartholomew, Co-Founder
Grandma’s Angels

Berisha Black, Emancipation Ombudsman
Los Angeles County Department of Children and Family Services

Anita M. Bock, Former Director
Los Angeles County Department of Children and Family Services

Yvonne Brathwaite Burke
Supervisor, Second District
Los Angeles County Board of Supervisors

Alice Bussiere, Staff Attorney
Youth Law Center

Charlene Chase, Director
Santa Barbara County Department of Social Services

Patricia Curry, Commissioner
Los Angeles County Commission for Children and Families

Jaci Davis, Member
California Youth Connection

Sweet Alice Harris
Founder and Executive Director
Parents of Watts

Grantland Johnson, Secretary
Health and Human Services Agency

Marjorie Kelly, Interim Director
Los Angeles County Department of Child and Family Services

Joyce R. Lewis, Vice President
National Foster Parent Association

Linda Lewis, Executive Director
Western Child Welfare Law Center

Stephen Mayberg, Ph.D., Director
CA Department of Mental Health

Dennis McFall, Director
Behavioral Health Services
Siskiyou County

Stuart Oppenheim
Northern Regional Director
Human Services Agency, San Mateo County

Sylvia Pizzini, Deputy Director
Children and Family Services
Division, CA Department of Social Services

Witnesses for Hearings on Alcohol & Drug Treatment

Richard Browne
Director of Program Development & Technical Assistance, Los Angeles County Department of Health Services

Victor Capoccia, Ph.D., Program Officer
Substance Abuse Policy Research Program

Robert Wood Johnson Foundation

Timothy P. Condon, Ph.D.
Associate Director
National Institute on Drug Abuse
National Institutes of Health

Karen S. Dalton, DrPH, CJM
Director, Correctional Services Division
Los Angeles County Sheriff’s Department

George J. Doane, Deputy Director
Division of Law Enforcement
California Department of Justice

Michael Falasco, Legislative Liaison
Wine Institute

Suzanne Gelber, Ph.D., President
SGR Health, Ltd. and The Avisa Group

Alice Gleghorn, Ph.D., Director of Research, Epidemiology and Grants
Community Substance Abuse Services
San Francisco Department of Public Health

Amalia Gonzalez del Valle
Project Director
Contra Costa Substance Abuse Services Division

James P. Gray, Judge
Orange County Superior Court

Melody Heaps, President
Treatment Alternatives for Safe Communities

Dellena Hoyer-Johnson
The Effort

C. Kathryn Icenhower, Ph.D.
Executive Director
SHIELDS for Families Project, Inc.

Martin Iguchi, Ph.D., Director
Drug Policy Research Center, RAND

Gary Jaeger, M.D., President
California Society of Addiction Medicine
Little Hoover Commission Alcohol & Drug Treatment Advisory Committee

Daniel N. Abrahamson
Director of Legal Affairs
Drug Policy Alliance

Sarah Angel, Assembly Fellow
with the office of
Assembly Member Jenny Oropeza

Gayl M. Anglin, Ph.D.
UCLA Integrated Substance Abuse Programs

Judy Appel
Deputy Director of Legal Affairs
Drug Policy Alliance

Tom Aswad, Member
Contra Costa Alcohol and Other Drugs Advisory Board

Susan Blacksher, Executive Director
California Association of Addiction Recovery Resources

Verda Bradley, Ph.D., LCSW
Dual Diagnosis Services
Department of Mental Health
Los Angeles County

Michael K. Brady, Consultant to
Senator John Burton

Andrew McGuire, Executive Director
Trauma Foundation

A. Thomas McLellan, Ph.D., Director
Treatment Research Institute
University of Pennsylvania

Joseph D. McNamara, Ph.D., Research Fellow
Hoover Institution, Stanford University

Tony J. Moore
Director, Alcohol and Drug Programs
Sacramento County Department of Health & Human Services

James Mosher, J.D.
Senior Program Director
Division of Legal Policy Analysis
Pacific Institute for Research and Evaluation

Verdia Nix

Ed Carlson
Substance Abuse Program Officer
Charles and Helen Schwab Foundation

Jennifer Cassulo
Executive Assistant
CAADPE

Alexandra Cox
Drug Policy Alliance

Michael Cunningham
Department of Alcohol and Drug Programs

Sherry Daley, Public Policy Coordinator
California Association of Alcoholism and Drug Abuse Counselors

Karen S. Dalton, DrPH, CJM, Director
Correctional Services Division
Los Angeles County Sheriff’s Department

Warren Daniels, CADC Chairman
CCBADC

David Deitch, Ph.D.
Clinical Professor of Psychiatry/
Director, Addiction Training Center
University of California, San Diego

Carmen Delgado
Assistant Deputy Director
Program Operations Division
CA Department of Alcohol and Drug Programs

Steve De Ross
Assistant Chief Probation Officer
Sacramento County

Chuck Deutschman, Director
Contra Costa County Substance Abuse Services Division

Gary Dunlap, CADC Executive Director
CAADAC

David Farabee, Ph.D.
UCLA Integrated Substance Abuse Programs

David Feinberg, Manager
Residential & Outpatient Programs
Compliance Branch
Department of Alcohol and Drug Programs

Beth Finnerty, MPH
UCLA Integrated Substance Abuse Programs

Tina Nunes Ober
Deputy District Attorney
Santa Clara County District Attorney’s Office

Rosalie Pacula, Ph.D., Economist
Drug Policy Research Center, RAND

Michael Prendergast, Ph.D.
UCLA Integrated Substance Abuse Programs
Criminal Justice Research Group

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

David W. Rinaldo, Ph.D., Partner
SGR Health, Ltd. and The Avisa Group

Gary Sanchez
Deputy Probation Officer
Santa Clara County Probation Department

Allen Sawyer, Interim Executive Director, Governor’s Office of Criminal Justice Planning
Witnesses for Hearing on Public Health

Raymond J. Baxter, Ph.D.
Senior Vice President, Community Benefit, Kaiser Permanente

Lester Breslow, M.D., M.P.H.
Member, Los Angeles County Public Health Commission
Former Dean, UCLA School of Public Health

Richard J. Burton, M.D., M.P.H.
Former Associate Director
CA Department of Health Services

David M. Carlisle, M.D., Ph.D.
Director, Office of Statewide Health Planning and Development

C. Duane Dauner, President
California Healthcare Association

Jonathan E. Fielding, M.D., M.P.H.
Director of Public Health and Health Officer, Los Angeles County Department of Health Services

George R. Flores, M.D., M.P.H.
Consultant, California Endowment

Steve Hon, President
County Health Executives Association of California

Loren Arthur Johnson, M.D.
Immediate Past President
California Chapter of the American College of Emergency Physicians (CAL/ACEP)

Philip R. Lee
Former Assistant Secretary, U.S. Health & Human Services Agency, Consulting Professor, Stanford University

Jack C. Lewin, M.D.
Chief Executive Officer
California Medical Association

Poki Stewart Namkung, M.D., M.P.H.
President, California Conference of Local Health Officers
Director of Public Health and Health Officer, City of Berkeley

Carmen R. Nevarez, M.D., M.P.H.
President, California Conference of Medical Directors and Vice President of External Relations
Public Health Institute

Roger C. On, M.D.
Practicing Cardiologist and Assistant Clinical Professor of Medicine, UCLA School of Medicine

The Honorable Keith S. Richmond, M.D., M.P.H., Member of the California State Assembly

Robert Ross, M.D., President and CEO, California Endowment

Jeffrey L. Rubin, Chief
Disaster Medical Services Division
Emergency Medical Services Authority

James B. Simpson, J.D., General Counsel, Public Health Institute

Little Hoover Commission Public Health Advisory Committee

Steve Andriese, President
Emergency Medical Services Administrator Association of California

Vicki Bermudez, R.N.
Regulatory Policy Specialist
California Nurses Association

Mike Boyd, Associate Director
U.C. Davis Medical Center

Lester Breslow, M.D., M.P.H.
Member, Los Angeles County Public Health Commission
Former Dean, UCLA School of Public Health

Kelly Brooks
Legislative Analyst, Health & Human Services, California State Association of Counties

Douglas Buchanan
Mountain Valley EMS Agency

Richard J. Burton, M.D., M.P.H.
Former Associate Director
CA Department of Health Services

Sheriff Michael S. Carona
Orange County Sheriff’s Office

Colonel Charlie Cross
California National Guard

Mark DiCamillo, Director
The Field Institute

Catherine Dower, J.D.
Center for Health Professions
U.C. San Francisco

Eileen Eastman, M.A.
Executive Secretary
California Conference of Local Health Officers, California Department of Health Services

Bob Eisenman, Ph.D.
Director, Strategy and External Relations
National Facility Services
Kaiser Permanente

Jonathan E. Fielding, M.D., M.P.H.
Director of Public Health and Health Officer, Los Angeles County Department of Health Services

George R. Flores, M.D., M.P.H.
Consultant, California Endowment

Greg Franklin, M.H.A., Deputy Director, Health Information and Strategic Planning, California Department of Health Services

Calvin Freeman, President
California Public Health Association, North

Kimberly Gates, M.P.P., Assistant Secretary, California Health & Human Services Agency

Derrick A. Green
Department of Veterans Affairs

Joseph M. Hafey, M.P.A.
President and CEO
Public Health Institute

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### Witnesses for the Hearing on the Office of Criminal Justice Planning

- Alan R. Brown, Ph. D.  
  Arizona Prevention Resource Center  
- Suzie Cohen, Consultant  
  Suzie Cohen & Associates  
- Cabell C. Cropper, Executive Director, National Criminal Justice Association  
- Patti Giggans, Executive Director  
  Los Angeles Commission on Assaults Against Women  
- Denise C. Herz, Ph.D., Associate Professor, Department of Criminal Justice and Criminalistics  
  California State University, Los Angeles  
- Elaine M. Howle  
  California State Auditor  
- The Honorable Bill Lockyer  
  California Attorney General  
- Wayne K. Strumpfer  
  Interim Executive Director  
  Office of Criminal Justice Planning  
- Arturo Venegas, Jr., Chief of Police, (Retired), Sacramento Police Department and member, California Council on Criminal Justice

### Witnesses for Hearings on Parole Reform

- Rulette Armstead, Assistant Chief  
  San Diego Police Department  
- Nina Salarno Ashford, Consultant  
  Crime Victims United of California  
- Ernest Austin, Founder  
  Ex-Offender Action Network  
- The Honorable Jerry Brown  
  Mayor, City of Oakland  
- Lance Corcoran  
  Executive Vice President  
  California Correctional Peace Officers Association  
- Susan Fisher, Executive Director  
  Doris Tate Crime Victims Bureau  
- Frances Hesselbein  
  Chair, Board of Governors  
  Leader to Leader Institute  
  (formerly the Peter F. Drucker Foundation)  
- Andy Hsia-Coron, Chair  
  Professional Educators and Librarians  
  California State Employees Association  
- Michael P. Jacobson, Ph.D., Professor  
  Department of Law and Police Science  
  John Jay College of Criminal Justice  
- Peter Jensen, Undersecretary  
  Youth and Adult Correctional Agency  
- Ron Owens, Community Liaison  
  Mayor’s Office, City of Oakland  
- The Honorable Don Perata  
  Member of the California State Senate  
- Shirley Poe, East Bay District Administrator, California Department of Corrections Parole and Community Services Division  
- The Honorable Jerry Brown  
  Mayor, City of Oakland  
- Richard Rimmer, Deputy Director  
  Department of Corrections Parole & Community Services Division  
- Harriet Salarno, Chair/President  
  Crime Victims United of California  
- Marvin Speed, Executive Officer  
  Board of Prison Terms  
- Jeremy Travis, Senior Fellow  
  Urban Institute Justice Policy Center  
- Richard L. Word, Chief of Police  
  City of Oakland

### Participants in a Meeting with Local Law Enforcement on Parole Reform

- Richard J. Barrantes, Commander  
  Los Angeles County Sheriff’s Department  
- Lou Blanas, Sheriff  
  Sacramento County  
- Bob Blankenship, Chief of Police  
  (Retired)  
  City of Redding  
- Albert Nájera, Chief of Police  
  City of Sacramento  
- Richard L. Word, Chief of Police  
  City of Oakland
**Little Hoover Commission Parole Reform Advisory Committee**

Ernest Austin, Founder
Ex-Offender Action Network

James Austin, Ph.D., Director
George Washington University
Institute on Crime, Justice and Corrections

Bob Blankenship
Representing the League of California Cities and the California Police Chiefs Association

Tim Brown, Executive Director
Loaves & Fishes

Ken Cater, Chief Deputy Commissioner
Board of Prison Terms

Bubpha Chen
Research Program Specialist III
Department of Corrections Research Branch

Arthur Chung, Chief
Department of Corrections
Offender Information Services

Karen Dalton PH, CJM, Director
Los Angeles County Sheriff
Department Correctional Services Division

Connie Erlich
Administrative Representative
Youthful Offender Parole Board

Ben Fairow, Lieutenant
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**Witnesses for Hearings on Governing the Golden State**

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<tr>
<td>Hannah Sistare</td>
<td>Executive Director, National Commission on the Public Service, Brookings Institution Fellow, National Academy of Public Administration</td>
</tr>
<tr>
<td>Peter L. Szanton</td>
<td>President, Szanton Associates, Fellow and Chair of Board of Trustees, National Academy of Public Administration</td>
</tr>
<tr>
<td>Paul Volcker</td>
<td>former Chairman, Board of Directors, Federal Reserve System, Chairman, National Commission on the Public Service</td>
</tr>
<tr>
<td>Richard D. Young</td>
<td>Director of Governmental Research, Institute for Public Service and Policy Research University of South Carolina</td>
</tr>
</tbody>
</table>
Over 40 years of
Independent Oversight

The Commission has published 177 reports recommending improvements within virtually every agency in California government. The Commission’s work is chronicled below by subject area. The Commission also routinely publishes biennial reports documenting its work as well as the Legislative responses. Additionally, five Governors have proposed 29 reorganization plans. The Commission reviewed 26 of these plans. A list of these plans follows the list of reports. 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.

**Government Organization and Reform**
Historic Opportunities: Transforming California State Government (Report 176 - 2004)*
We The People: Helping Newcomers Become Californians (Report 166 - 2002)*
Special Districts: Relics of the Past or Resources for the Future? (Report 155 - 2000)*
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 Organization and Administration of California’s Overseas Trade and Investment Offices (Report 83 - 1987)
A Study of the Department of Industrial Relations (Report 14 - 1969)
**Education**

Teach Our Children Well (Report 160 - 2001)*

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


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 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)


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**

Dollars and Sense: A Simple Approach to School Finance (Report 143 - 1997)*

Coping with Education Budget Cuts (Issue Paper) (Report 118 - 1992)


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)

**Environmental Protection & Natural Resources**

Timber Harvest Plans: A Flawed Effort to Balance Economic and Environmental Needs (Report 126 - 1994)*

Beyond Bottles and Cans: Reorganizing California’s Recycling Efforts (Report 125 - 1994)*


Control of Pesticide Residues in Food Products - A Review of the California Program of Pesticide Regulation (Report 64 - 1985)


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

**Gaming**


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

**Health & Human Services**


To Protect & Prevent: Rebuilding California’s Public Health System (Report 170 - 2003)*

Being There: Making a Commitment to Mental Health (Report 157 - 2000)*

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)

The Status of Health Planning in California - A Supplementary Report (Report 36 - 1979)


Supplemental Report on State Hospitals, Department of Health (Report 27 - 1977)


A Study of the Administration of State Health Programs (Report 25 - 1976)
Health & Human Services, continued

Alcohol & Drug Programs
For Our Health & Safety: Joining Forces to Defeat Addiction (Report 169 - 2003)*
Coordinating the Spending on Drug Prevention Programs (Report 112 - 1991)*
A Report on the Coordination of Funding for Drug Programs in the State of California (Report 89 - 1988)

Children
Still in Our Hands: A Review of Efforts to Reform Foster Care in California (Report 168 - 2003)*
Young Hearts & Minds: Making a Commitment to Children’s Mental Health (Report 161 - 2001)*
Now in Our Hands: Caring For California’s Abused & Neglected Children (Report 152 - 1999)*
Caring For Our Children: Our Most Precious Investment (Report 148 - 1998)*
Mending Our Broken Children: Restructuring Foster Care in California (Report 115 - 1992)*
Runaway/Homeless Youths: California’s Efforts to Recycle Society’s Throwaways (Report 101 - 1990)
Children’s Services Delivery System in California – Final Report (Report 84 - 1987)

Medi-Cal
A Prescription for Medi-Cal (Report 106 - November 1990)
Review of the State’s Medi-Cal Program and the Effects of the Reforms (Report 81 - 1987)
Medi-Cal Reform (Report 41 - 1979)
Administration of the Medi-Cal Program – Second Supplementary Report (Report 37 - 1979)
An Analysis of Community Hospital Medi-Cal Audits (Report 34 - 1978)

Senior Citizens
Long-Term Care: Providing Compassion Without Confusion (Report 140 - 1996)*
Unsafe in Their Own Homes: State Programs Fail to Protect Elderly from Indignity, Abuse and Neglect (Report 113 - 1991)*
Skilled Nursing Homes: Care Without Dignity (Report 109 - 1991)*
The Snail’s Pace of Reforming Residential Care Facilities for the Elderly (Report 108 - 1991)*
The Medical Care of California’s Nursing Home Residents: Inadequate Care, Inadequate Oversight (Report 93 - 1989)
New and Continuing Impediments to Improving the Quality of Life and the Quality of Care in California’s Nursing Homes (Report 80 - 1987)

Follow-Up Report on Conditions in Community Residential Care Facilities in California (Report 63 - 1985)

Community Residential Care in California – Community Care as a Long Term Care Service (Report 57 - 1983)


**Infrastructure**

**Housing & Land Use**

Rebuilding the Dream: Solving California’s Affordable Housing Crisis (Report 165 - 2002)*

Making Land Use Work: Rules to Reach Our Goals (Report 136 - 1995)*

Meeting the Needs of California’s Homeless: It Takes More Than a Roof (Report 95 - 1989)

Administration of the HUD-701 Comprehensive Planning Assistance Grant Program by the State of California (Report 22 - 1974)

**Technology**


**Transportation**

Transportation: Keeping California Moving (Report 114 - 1992)


Review of the Department of Transportation’s Highway Planning and Development Process (Report 53 - 1983)


Study of the California Department of Transportation (Report 29 - 1977)

Preliminary Findings of Subcommittee on California Division of Highways Excess Right of Way (Report 19 - 1972)

Study of the California Department of Motor Vehicles (Report 30 - 1977)

The California State Highway Commission and its Relationship to the State Transportation Agency, the Department of Public Works and Division of Highways (Report 11 - 1966)

Engineering Costs in the Division of Highways (Report 7 - 1965)
**Personnel Issues**

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)


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 Best Value Out of the Procurement Process (Report 121 - 1993)*


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

**Property and Asset Management**

Cada: An Opportunity to Advance and Protect the State’s Investment (Report 149 - 1999)*

California’s Real Property Management: A Cornerstone for Structural Reform (Report 137 - 1995)*

Squeezing Revenues Out of Existing State Assets (Report 116 - 1992)*

Real Property Management in California: Moving Beyond The Role of Caretaker (Report 105 - 1990)

A Review of the State Controller’s Office Move to the Capitol Bank of Commerce Building (Report 76 - 1986)

California State Government’s Management of Real Property (Report 70 - 1986)


Study of the Need for a Materials Management System (Report 15 - 1970)

Findings and Recommendations Concerning Automotive Fleet Management (Report 3 - 1963)
Public Safety

Breaking The Barriers for Women on Parole (Report 177 - 2004)*
Back to the Community: Safe & Sound Parole Policies (Report 172 - 2003)*
Improving Public Safety: Beyond the Office of Criminal Justice Planning (Report 171 - 2003)*
Never Too Early, Never Too Late...To Prevent Youth Crime & Violence (Report 159 - 2001)*
Beyond Bars: Correctional Reforms to Lower Prison Costs and Reduce Crime (Report 144 - 1998)*
Boot Camps: An Evolving Alternative to Traditional Prisons (Report 128 - 1995)*
Putting Violence Behind Bars: Redefining the Role of California’s Prisons (Report 124 - 1994)*
Review of Cost Savings Associated with Conversion of Guadalupe College into a Women’s Prison (Report 52 - 1983)

Resources and Energy

When Consumers Have Choices: The State’s Role in Competitive Utility Markets (Report 139 - 1996)*
Report on California’s Fish and Game Commission and Department of Fish and Game (Report 99 - 1990)
The Use of Boards and Commissions in the Resources Agency (Report 8 - 1965)

Revenue, Taxation and Budgeting

Budget Reform: Putting Performance First (Report 135 - 1995)*
State Fiscal Condition (Report 132 - 1995)*
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)
# Reorganization Plans

<table>
<thead>
<tr>
<th>Year</th>
<th>Governor</th>
<th>Reorganization Plan Objective</th>
<th>Commission Recommendation</th>
<th>Legislative Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Davis</td>
<td>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)*</td>
<td>Allow plan to take effect but establish and measure goals</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1998</td>
<td>Wilson</td>
<td>Create a Department of Managed Care, abolish the Department of Corporations and expand the role and rename the Department of Financial Institutions (Report 147)*</td>
<td>Reject</td>
<td>Rejected</td>
</tr>
<tr>
<td>1995</td>
<td>Wilson</td>
<td>Merge the Office of State Fire Marshal with the Department of Forestry and Fire Protection (Report 134)*</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Merge the State Police with the California Highway Patrol (Report 130)*</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reorganize the California Energy Commission and related governmental functions (Report 131)*</td>
<td>Implement the plan with two modifications</td>
<td>Rejected</td>
</tr>
<tr>
<td>1991</td>
<td>Wilson</td>
<td>Create an Environmental Protection Agency and transfer several departments and functions into the new agency</td>
<td>Implement and then modify the plan</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1985</td>
<td>Deukmejian</td>
<td>Create a cabinet-level Department of Waste Management</td>
<td>Plan not submitted to the Commission</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create a Department of Waste Management, a State Waste Commission and three Regional Waste Boards</td>
<td>Implement the plan subject to seven amendments</td>
<td>Rejected</td>
</tr>
<tr>
<td>1984</td>
<td>Deukmejian</td>
<td>Transfer civil service position classification function from the State Personnel Board to the Department of Personnel Administration</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1981</td>
<td>Brown</td>
<td>Create a Department of Personnel Administration</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1980</td>
<td>Brown</td>
<td>Transfer licensing and regulation of mobile home industry from DMV to the Department of Housing and Community Development</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1979</td>
<td>Brown</td>
<td>Create the Youth and Adult Correctional Agency and consolidate correctional programs into the new agency</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create a central agency for personnel administration</td>
<td>Allow plan to take effect</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1978</td>
<td>Brown</td>
<td>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</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1977</td>
<td>Brown</td>
<td>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</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>Year</td>
<td>Governor</td>
<td>Reorganization Plan Objective</td>
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<tr>
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</tr>
<tr>
<td>1976</td>
<td>Brown</td>
<td>Merge the Office of Alcoholism with the Department of Alcoholic Beverage Control (ABC) and move the ABC into the Health and Welfare Agency</td>
<td>Concurred with the plan but urged extending effective date</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td>Brown</td>
<td>Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency</td>
<td>Not officially submitted</td>
<td>Was not submitted</td>
</tr>
<tr>
<td>1975</td>
<td>Brown</td>
<td>Consolidate the Divisions of Labor Law Enforcement and Industrial Welfare into a Division of Labor Standards Enforcement</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td>Brown</td>
<td>Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency</td>
<td>Withdrawn</td>
<td>Was not submitted</td>
</tr>
<tr>
<td>1971</td>
<td>Reagan</td>
<td>Rename the Resources Agency to Environment and Resources Agency and create a Department of Environmental Protection within the agency</td>
<td>Not submitted**</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Abolish the State Board of Dry Cleaners</td>
<td>Not submitted**</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rename water quality control boards</td>
<td>Not submitted**</td>
<td>Rejected</td>
</tr>
<tr>
<td>1970</td>
<td>Reagan</td>
<td>Rename the Department of Professional and Vocational Standards to Department of Consumer Affairs</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish a single state Department of Health within the Human Relations Agency to administer Medi-Cal and consolidate functions from numerous health-related departments</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1969</td>
<td>Reagan</td>
<td>Change staff titles and organization names in the Department of Professional and Vocational Standards</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rename the Department of Harbors &amp; Waterways to Department of Navigation &amp; Ocean Development and rename the Harbors and Watercraft Commission to Navigation and Ocean Development Commission</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eliminate 32 boards, commissions, committees and advisory councils, transferring some functions to other departments and reconfigure the membership of several other government entities</td>
<td>Allow plan to take effect</td>
<td>Plan went into effect</td>
</tr>
<tr>
<td>1968</td>
<td>Reagan</td>
<td>Establish four agencies in the executive branch: Business &amp; Transportation, Resources, Human Relations, Agriculture and Services</td>
<td>No recommendation</td>
<td>Plan went into effect</td>
</tr>
</tbody>
</table>

*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 Reagan. All three plans were rejected by the Legislature. In 1972, the Legislature restored the Commission's role in reviewing reorganization plans.
Commission Information

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Where Our Name Came From
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 the U.S. Congress in 1947 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.”

How Topics are Selected
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.

Bureau of State Audits
In 1993, when Proposition 140 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 some 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.
“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, April 24, 1962, Sacramento, California