Little Hoover Commission

An Independent Voice for Government Reform

Biennial Report 2005 - 2006

February 2007

State of California

LITTLE HOOVER COMMISSION

February 22, 2007

Dear Governor and Members of the Legislature:

The quality of California's future depends on State government's ability to reform itself. From how we prepare for natural disasters to how we manage the correctional population, the State must incorporate the lessons of past experience and independent review to ensure a better quality of life for all Californians.

California has faced unprecedented challenges and unprecedented opportunities to modernize and improve government over the past two years. In some cases – such as prison health care and the juvenile justice system – change has been forced upon the State. In others, such as the public health system, policy-makers enacted important reforms that will make all Californians safer.

The Commission's recommendations over the last two years, summarized in this report, identify practical and proven reforms unified by core elements: expert leadership, strategic priorities, goals, and a focus on productivity and performance. The Commission has provided bipartisan, fact driven and timely advice to help policy-makers move the State forward in critical areas, including public safety, human resources and technology.

In its report on emergency preparedness, the Commission found that despite California's vulnerability to floods, earthquakes and fires, the State has not put in place the plans, strategies or tools needed to respond to the inevitable catastrophic event. The Commission recommended that lawmakers develop and implement a statewide strategy for planning for and responding to catastrophic events that could overwhelm the capacity of local governments.

A decade after its inception, CALFED, the state-federal plan for protecting water supplies and levees in the Sacramento-San Joaquin River Delta, was facing a crisis of confidence among key stakeholders. Responding to a request from the Governor to review the CALFED governance structure, the Commission recommended ways to improve the management of the State's most precious water resource – the Bay-Delta. The Commission recommended a strong, expert-based and accountable leadership structure to manage the resources in the fragile estuary.

Believing that successful public programs require highly-skilled leaders, the Commission reviewed the State's management workforce. The Commission recommended ways to attract and maintain the brightest and most capable public servants. To recruit better managers, the Commission urged state leaders to open California's hiring process to include more non-state employees and adopt a performance compensation strategy for top-level executives.

In recommending that the Legislature accept the Governor's plan to reorganize the California correctional system, the Commission said that lawmakers also must address long-standing problems in the juvenile justice system. The State needs a comprehensive strategy for juvenile justice that includes a continuum of facilities, stable funding for county programs and services that are evidence-based and well managed.

In reviewing the Governor's reorganization plan to create the Department of Technology Services, the Commission described the need for expert leadership and urged the Governor to create the position of chief information officer with a competitive salary to attract and retain the most experienced and qualified individual.

The results of the Commission's efforts are documented in this report. These results represent a substantial and specific return on the State's investments by strengthening democracy and empowering citizens to evaluate government policies.

Sincerely,

Michael E. Alpert

Michael E. Alpert
Chairman

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Little Hoover Commission

An Independent Voice for Government Reform

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

The Commission is …

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

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

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

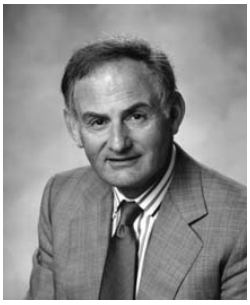
Transparent: The Commission conducts its studies openly, relying on direct and meaningful citizen involvement to assess state government performance and explore ways to improve efficiency. The Commission holds formal public hearings, advisory committee meetings, site visits and interviews.

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

Commission Leadership

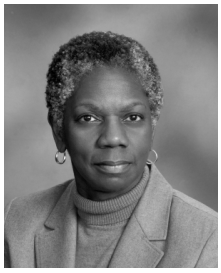
Chairman
Michael E. Alpert
(D-Rancho Santa Fe)

Michael E. Alpert was first appointed to the Commission in May 1994 by Assembly Speaker Willie L. Brown Jr. He was reappointed by the Senate Rules Committee in 1997, February 1999 and January 2003. He is a retired partner in the law firm of Gibson, Dunn & Crutcher and former chief deputy commissioner of the California Department of Corporations. He served as vice chairman of the Commission from 1995 to 2001 and was elected chairman in 2001.



Vice chairman
Stanley R. Zax
(DTS-Beverly Hills)

Stanley R. Zax was appointed to the Commission in March 1994 by the Senate Rules Committee. He was reappointed in January 1998, January 2002, and January 2006. Commissioner Zax is president and chairman of Zenith Insurance Company. He was elected vice chairman of the Commission in 2001.



Eloise Anderson
(R-Sacramento)

Eloise Anderson was appointed to the Commission by Governor Arnold Schwarzenegger in October 2006. She is president of JobWave, a free employment program designed to assist both employers and employees in job placement. Previously, Commissioner Anderson served as director of the California Department of Social Services.

Marilyn C. Brewer
(R-Newport Beach)

Marilyn C. Brewer was appointed to the Commission in October 2006 by Governor Arnold Schwarzenegger. Previously, she served in the Assembly representing California's 70th district from 1994 to 2002. She also is a former commissioner of the Orange County Transportation Authority and former executive assistant to Orange County Supervisor Thomas F. Riley.

Daniel W. Hancock
(D-San Ramon)

Daniel W. Hancock was first appointed to the Commission by Assembly Speaker Cruz Bustamante in July 1997. He was reappointed by Speaker Robert M. Hertzberg in January 2001 and by Speaker Fabian Núñez in March 2006. Commissioner Hancock is a strategic advisor and former president of Shapell Industries of Northern California.

Loren Kaye
(R-Sacramento)

Loren Kaye was appointed to the Commission in March 2006 by Governor Arnold Schwarzenegger. He is president of the California Foundation for Commerce and Education. Previously, he served as a partner at KP Public Affairs, as undersecretary for the California Trade and Commerce Agency, and cabinet secretary to Governor Pete Wilson.

Welton C. Mansfield
(R-Newport Beach)

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

Senator Bob Margett
(R-Glendora)

Senator Bob Margett was appointed to the Commission by the Senate Rules Committee in January 2007. He was elected to California's 29th senate district in November 2000. He serves as vice chair of the Senate Natural Resources and Water Committee and also serves on the Public Safety and Banking, Finance and Insurance committees.

Senator Carole Migden
(D-San Francisco)

Senator Carole Migden was appointed to the Commission by the Senate Rules Committee in January 2007. She was elected to California's 3rd senate district in November 2004. Senator Migden serves as chair of the Senate Democratic Caucus and chair of the Senate Labor and Industrial Relations Committee.

Eugene "Mitch" Mitchell
(R-Carlsbad)

Eugene "Mitch" Mitchell was appointed to the Commission by Governor Arnold Schwarzenegger in April 2004. He is regional vice president of external affairs for San Diego Gas & Electric Company, Southern California Gas Company, Sempra Energy's California regulated utilities. Previously, he served as vice president of public policy and communications at the San Diego Regional Chamber of Commerce.

Assemblymember Pedro Nava
(D-Santa Barbara)

Assemblymember Pedro Nava was appointed to the Commission by Assembly Speaker Fabian Núñez in April 2005. He was elected to California's 35th assembly district in November 2004. Assemblymember Nava serves as chair of the Assembly Transportation Committee.

Leslie "Teddie" Ray
(D-Laguna Beach)

Leslie "Teddie" Ray was appointed to the Commission by Governor Gray Davis in November 2003. She is a former real estate executive and serves on the boards of directors and as event chair for several community organizations, including the Second Harvest Food Bank, Orange County Great Park Conservancy and Planned Parenthood of Orange and San Bernardino Counties.

Assemblymember Audra Strickland
(R-Moorpark)

Assemblymember Audra Strickland was appointed to the Commission by Assembly Speaker Fabian Núñez on April 21, 2005. She was elected to California's 37th assembly district in November 2004. Assemblymember Strickland serves as vice chair of the Assembly Labor and Employment Committee.

LEGISLATORS WHO ALSO SERVED ON THE COMMISSION IN 2005 – 2006

Senator Liz Figueroa
(D-Fremont)

Senator Liz Figueroa was appointed to the Commission by the Senate Rules Committee in January 2005. She was initially elected to the 10th senatorial district in 2002.

Senator Charles S. Poochigian
(R-Fresno)

Senator Poochigian was appointed to the Commission by the Senate Rules Committee in January 2005. He was initially elected to the 14th senatorial district in 1998.

Why the *Little* Hoover Commission?

The Little Hoover Commission is modeled after the federal Commission on Organization of the Executive Branch of Government, created in 1947 by President Harry S. Truman. The commission – commonly referred to as the "Hoover Commission" for its chairman, former President Herbert Hoover – was established to reorganize and bring efficiency to the federal bureaucracy, which had grown significantly during the Great Depression and World War II. The Commission had 12 members, 6 from the Democratic Party and 6 from the Republican Party.

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

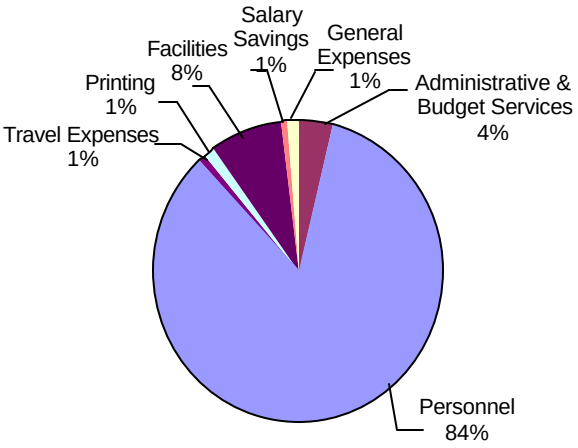
In 1961, California State Senator Milton Marks authored legislation to create the Milton Marks Commission on California State Government Organization and Economy, which came to be known as the "Little" Hoover Commission. Similar to the Hoover Commission, Senator Marks proposed that the Commission be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

Sources: William E. Pemberton. 1991. "Truman and the Hoover Commission." *Whistle Stop.* Newsletter of the Harry S. Truman Library Institute. On file. Also, "Hoover Commission." 2007. *Encyclopedia Britannica.* http://concise.britannica.com/ebc/article-9367326/Hoover-Commission > . Web site accessed on January 18, 2006.

Commission Resources

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

The Commission received $941,000 from the General Fund in the fiscal year 2005-06. The bulk of the Commission's budget supports a small professional staff. The rest is spent on printing, equipment, facilities, and travel reimbursements to Commissioners and witnesses.



The Commission On-Line

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

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

State Capitol, 1874

Commission Staff...

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

Stuart Drown
Executive Director

Nancy Lyons
Deputy Executive Director

Carole D'Elia
Project Manager

Norman Skonovd
Project Manager

Sherry Robyn
Legislative Coordinator

Kate Martin
Research Analyst

Joycelyn Martinez-Wade
Research Analyst

Alex Wagner
Research Analyst

Jamie Semon
Office Technician

* * *

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

James P. Mayer, Executive Director

Toby Ewing, Project Manager

Peter McNamee, Project Manager

Sonia Frazier, Executive Secretary

A Fair & Open Process

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

"The Little Hoover Commission is the only entity willing to tell us that an idea is anywhere from brilliant to stupid to fluffy marketing."

Senator Joe Dunn. May 25, 2005.
State Capitol Hearing.

After the Commission selects a project, the staff conducts in-depth research and consults top experts, research organizations and federal and state officials. In the past, the Commission has tapped former governors, private think tanks and public universities for perspectives, research, ideas and data. Stakeholders and experts are invited to testify before the full Commission at public hearings generally held once a month in the State Capitol. A list of the witnesses who testified before the Commission during 2005-06 is provided on Pages 25 – 30.

For most projects, the Commission forms advisory committees of experts, advocates and other stakeholders. Through a series of meetings, the committee helps the Commission understand policy issues from various perspectives and allows interested parties to communicate their concerns to the Commission. The Commission consistently seeks out those most affected by the state policies it reviews.

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

Assessing Reorganization Plans: The Commission's Role

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

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

A full list of all reorganization plans reviewed by the Commission begins on Page 37.

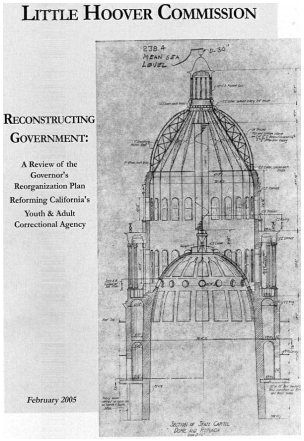
In pursuit of the Public Interest

A summary of Commission reports published in 2005 – 2006

California state government exists to represent, serve and protect the interests of all Californians. From responding to natural disasters to managing natural resources, state government is responsible for a wide array of functions and services. Over the past two years, the Commission evaluated several of these functions, including the State's ability to prepare for and respond to catastrophic emergencies, improve its management workforce and govern one of California's most important and delicate resources, the Bay-Delta estuary. The Commission reviewed and issued reports on two reorganization plans submitted by the Governor. Additionally, the Commission held two public hearings on Governor Schwarzenegger's Reorganization Plan to Reform California's Boards and Commissions. The Governor withdrew this plan prior to the release of the Commission's report.

Reconstructing Government: A Review of the Governor's Reorganization Plan Reforming California's Youth & Adult Correctional Agency

February 2005

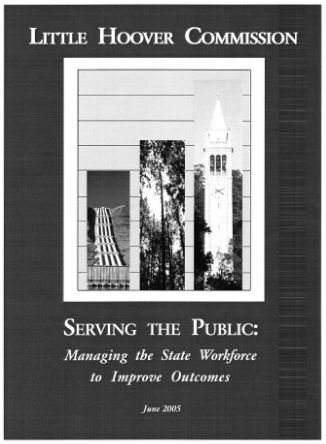


Effective prison management requires an organizational structure infused with strong leadership and accountability. The Commission recommended that the Legislature allow the Governor's plan to reorganize the Youth & Adult Correctional Agency into the California Department of Corrections and Rehabilitation (CDCR) to take effect. The recommendation was based on the plan's potential to strengthen and clarify the chain of command in corrections and refocus policy on performance and rehabilitation – critical elements to improving outcomes. The Commission also determined the plan would reduce costs and leverage spending by centralizing shared services. In supporting the plan, the Commission also urged the Governor and Legislature to establish independent expert oversight and formulate a statewide strategy for juvenile justice.

Reconstructing Government: A Review of the Governor's Reorganization Plan to Create a Department of Technology Services

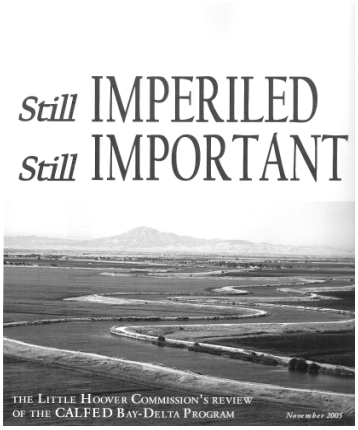
May 2005

Successful organizations – public and private – embrace technology to reduce costs, manage risk, improve services and raise outcomes. Given this, the Commission determined that the Governor's plan offered a modest but important step in improving how the State uses technology to serve Californians. The Commission supported this plan and recommended additional improvements to mitigate risks and ensure that implementation does not interrupt essential services. To that end, the Commission urged the Governor to appoint an accomplished technology leader to administer the State's technology services and establish a technology governing board with experts from the public and private sector to set technology policy, approve spending and create accountability for performance.



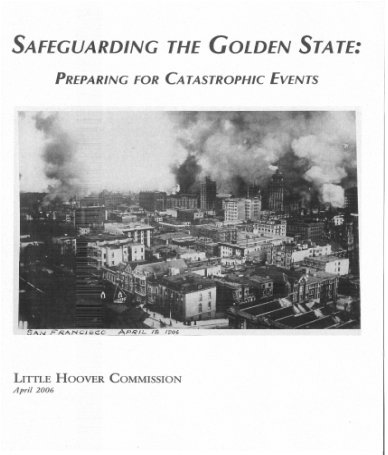
Serving the Public: Managing the State Workforce to Improve Outcomes
June 2005

Successful public programs require highly skilled leaders. In this study, the Commission examined procedures for hiring, training, managing and rewarding state employees – and found a system engineered for failure. California's hiring system is overly reliant on internal promotions and fails to recruit top graduates from public universities or experienced managers from the private sector. To correct these failures, the Commission urged state policy-makers to open the State's hiring process and establish performance measures for the personnel system.



Still Imperiled, Still Important: The Little Hoover Commission's Review of the CALFED Bay-Delta Program
November 2005

The CALFED Bay-Delta Program is an ambitious state-federal attempt to restore the Sacramento-San Joaquin River Delta – a critical but imperiled resource. To be successful, the Commission determined that CALFED needed a stronger and more accountable governance structure. To that end, the Commission urged the Governor and Legislature to restore the senior management team of state and federal department heads known as the policy group and appoint the Secretary of the California Resources Agency to lead and ultimately be responsible for the program's performance.



Safeguarding the Golden State: Preparing for Catastrophic Events
April 2006

Despite California's vulnerability to flooding, earthquakes and bioterrorism, the Commission determined the State is ill prepared to prevent or respond effectively to a catastrophic event. The State maintains that it has the authority and the capacity to assume control of emergency management when local agencies are overwhelmed, but the State has not put in place a strategy to manage catastrophic events. The Commission urged the State to establish a comprehensive strategy for responding to a catastrophic event, in consultation with independent experts. Additionally, the Commission advised the Governor and Legislature to restructure state emergency management operations into a single, cabinet-level entity under the direction of an experienced leader.

To Reform Public Programs

During the past two years the Commission made numerous recommendations that would reduce costs, increase the efficiency of public services and improve the lives of Californians. These recommendations fall within the rubric of four essential elements needed to transform government: Forceful leadership, clear goals, strategic priorities and improving performance and productivity. The most critical recommendations are highlighted below.

Leadership

- **Identify a clear chain of command for emergency response and appoint an experienced leader.** Despite its vulnerability to floods, earthquakes and bioterrorist attacks, California lacks a catastrophic response plan. In *Safeguarding the Golden State: Preparing for Catastrophic Events* (May 2005), the Commission urged lawmakers to adopt a plan that identifies a clear chain of command for catastrophic response. The Commission also urged the Governor to consolidate the offices of Emergency Services and Homeland Security and appoint an experienced leader of the reorganized department.

- **Replace the leadership structure of the Bay-Delta Authority with one that has the authority to accomplish CALFED's mission.** Leadership is given the credit for CALFED's early progress and blame for the lack of recent progress. The job will require a strong and talented leader as well as a governance structure that enables the leader to get the job done. In *Still Imperiled, Still Important: A Review of the California Bay-Delta Authority* (November 2005), the Commission recommended that the Governor ensure a high-caliber individual is in place to lead the initiative. The early days of CALFED showed that the secretary, with the assistance of an undersecretary dedicated full time to the project, can provide the necessary leadership.

- **Reform the State hiring and management structure to actively develop stellar leaders.** California's personnel system is not designed or operated to ensure that state departments have the most skilled and effective managers to meet the demands of the 21st century. In *Serving the Public: Managing the State Workforce to Improve Outcomes* (June 2005), the Commission recommended that to recruit and retain better managers, the State should open its hiring process to include more non-state employees. Additionally, the Commission urged lawmakers to adopt a performance-based compensation strategy for department managers and executives that would be competitive with the private sector.

Goals

- **To better prepare and protect California from a catastrophic event, the Governor and Legislature should contract for an independent gap analysis to assess the strengths and weaknesses of the State's emergency preparedness.** In its 2005 report on California's emergency preparedness, the Commission urged policy-makers to hire an independent consulting firm to conduct a gap analysis of the State's emergency response capacity. To undertake the gap analysis, policy-makers must be clear on what they hope to accomplish and the State must define clear goals.

- **To attract talented managers, the Governor should initiate a campaign to reinvigorate public service.** In its 2005 report on managing the State workforce, the Commission recommended the Governor conduct a public service campaign that establishes a unifying vision of public service and documents the State's contributions to a high quality of life. The Commission urged each state agency to do a better job of providing information on

the work they do and its value to Californians.

Strategic Priorities

- **Refine the strategy for developing and implementing long-term and sustainable solutions to the Bay-Delta.** Growing disagreements about the vision and mission of CALFED were jeopardizing the critical effort to meet California's water needs and restore the health of the Bay-Delta estuary. In its 2005 review of the California Bay-Delta Authority, the Commission urged lawmakers to alter California's Bay-Delta strategy in a way that more clearly defines the goals and methods of restoring the estuary. Specifically, the Commission recommended that state lawmakers adopt a comprehensive water plan and empower the right agencies to implement it.

- **Develop a comprehensive, statewide strategy for juvenile justice that provides an evidenced-based continuum of services.** In recommending that the Legislature adopt the Governor's plan to reorganize the Youth & Adult Correctional Agency, the Commission urged lawmakers to develop a plan that will ensure a continuum of juvenile justice services. In *Reconstructing Government: A Review of the Governor's Reorganization Plan Reforming California's Youth & Adult Correctional Agency* (February 2005), the Commission also suggested that lawmakers identify essential juvenile justice programs and set aside the necessary resources to keep them running.

- **The Governor and Legislature should ensure that emergency funding is adaptive, strategic and creates incentives for improvement.** In its 2006 review of the State's ability to prepare for and respond to a catastrophe, the Commission recommended that the Governor and Legislature prioritize funding needs and allocate sufficient resources. Specifically, the Commission recommended a statewide assessment of local needs based on risks and that policy-makers link support for local preparedness efforts to progress in meeting benchmarks.

Performance & Productivity

- **Establish independent, expert oversight of the reforms in the Governor's corrections reorganization plan to ensure that they are fully implemented, using evidence-based strategies and performance measures.** Based on the failed history of past correctional reform efforts, the Commission recommended that an independent body be tasked with overseeing the progress of the new Department of Corrections and Rehabilitation in implementing reforms outlined in the Governor's plan. This oversight body, the Commission urged, should recommend annually to the Governor and Legislature statutory changes, budget priorities and resource allocations to improve public safety.

- **Require the Office of Emergency Services to develop performance measures and benchmarks for preparedness.** To improve California's emergency planning and accountability, the Commission recommended that the Legislature adopt performance measures for the Office of Emergency Services modeled after the federal Office of Management and Budget. Additionally, the Commission recommended that lawmakers require the department to prepare and submit an annual emergency preparedness assessment of state and local progress toward preparedness goals.

- **The State should craft and adopt a performance compensation strategy for managers and executives.** To motivate improvements and attract a strong management team, the Commission recommended in its 2005 management review of the state workforce, that the Governor promote a tailored compensation package for top-level executives that rewards performance and aids in the recruitment of high-caliber managers.

Supported Legislation 2005-06

Recommendations to assist the Governor and Legislature

During each legislative cycle, the Commission actively supports bills that would implement its recommendations. In 2005-06, the Commission supported several bills impacting children's services, mental health, CALFED, corrections, public health and Governor's reorganization plans.

Children's Services

AB 2216 (Bass) – This bill, the Child Welfare Leadership and Performance Accountability Act of 2006, reflected the Commission's recommendations for improving outcomes for foster youth described in its report, *Still in Our Hands: A Review of Efforts to Reform Foster Care in California* (February 2003). The measure established the Child Welfare Council, responsible for improving the collaboration and processes of the multiple agencies that serve children and youth in the child welfare and foster care systems. *(Chapter 384, Statutes of 2006)*

Mental Health

AB 1356 (Lowenthal) – In its 2000 report, *Being There: Making a Commitment to Mental Health,* the Commission recommended that the Department of Mental Health become a champion for improved access to quality mental health services. AB 1356 addressed that recommendation by requiring the Department to implement a statewide suicide prevention plan. *(Vetoed)*

Public Health

AB 1956 (Horton) – In its 2003 report on the State's disaster preparedness and public health system, the Commission recommended the State install a real-time surveillance system that can quickly detect the emergence of contagious diseases, whether naturally occurring or the result of bioterrorism. This bill proposed a pilot program to test the effectiveness of such a surveillance system in California. *(Vetoed)*

AB 287 (Negrete McLeod) – This bill enacted the Rapid Disaster Response Act of 2005, requiring the director of Forestry and Fire Protection to review the current and anticipated mission of the department for the next 20 years. The bill also required the director to commission a study by an independent consultant to examine the most effective and efficient means of replacing and diversifying the department's aging helicopter fleet and replacement process. *(Chapter 290, Statutes of 2005)*

Department of Public Health: SB 162 (Ortiz)

Three years after the Commission reported that the State's public health system was ill-equipped to respond to minor threats such as the seasonal flu and even more unprepared to manage a natural or manmade disaster, the Legislature passed SB 162 (Ortiz), establishing a State Department of Public Health, to be headed, as the Commission recommended, by a physician health officer and guided by an independent Public Health Advisory Committee. *(Chapter 241, Statutes of 2006)*

SB 739 (Speier) – This bill established the Hospital Infectious Disease Control Program to conduct disease surveillance and prevent and reduce hospital acquired infections. It also requires the Department of Health Services to appoint a Health Care Associated Infection Advisory Committee to make recommendations related to methods of reporting cases of hospital acquired infections. This bill implements the Commission's recommendations from its April 2003 report, *To Protect & Prevent:*

Rebuilding California's Public Health System. (Chapter 526, Statutes of 2006)

Corrections

These bills addressed the Commission's recommendations in its 2004 report, *Breaking the Barriers for Women on Parole.*

AB 2192 (Bass) – Would have established eligibility for CalWORKs cash assistance and services for persons convicted of nonviolent drug-related felonies. *(Vetoed)*

AB 658 (Liu) – This bill would have required CDCR to develop a pilot program to expand incarceration options for nonviolent women offenders and appoint a deputy director of women's programs. (*Failed to pass in Assembly Appropriations Committee*)

AB 3064 (Committee on Public Safety) – This law requires the Secretary of the Department of Corrections and Rehabilitation to create a Reentry Advisory Committee with the goal of reducing recidivism. (*Chapter 782, Statutes of 2006*)

AB 2066 (Lieber) – This bill would have required the California Department of Corrections and Rehabilitation to create a Female Offender Reform Master Plan to address the unique gender-based issues that exist for female offenders. (*Failed in Senate Appropriations Committee*)

SB 366 (Kuehl) – This bill stated the Legislature's intent to develop a correctional strategy to address the unique gender-based issues that exist for female offenders. *(Failed in Senate)*

Governor's Reorganization Plans

SB 737 (Romero) – This bill codified the Governor's plan to reorganize the Youth and Adult Correctional Agency and included many of the Commission's recommendations to improve the correctional system through independent oversight and by ensuring a continuum of juvenile justice services. *(Chapter 10, Statutes of 2005)*

GRP 2 – The Governor's reorganization plan to create a Department of Technology Services went into effect July 9, 2005.

Government Reform

SB 796 (Figueroa) – This bill enacted the Government Modernization, Efficiency, Accountability and Transparency Act of 2005 and required state agencies to provide specified information on their Web sites to assist consumers in obtaining government services and participating in the regulatory process. *(Chapter 686, Statutes of 2005)*

Community Colleges

AB 23 (Liu) – This bill addresses some of the adult education funding issues noted in the Commission's 2000 report, *Open Doors and Open Minds: Improving Access and Quality in California's Community Colleges. (Chapter 502, Statutes of 2005)*

CALFED

AB 1244 (Wolk) – This bill would have reformed CALFED governance by establishing a CALFED Bay-Delta Executive Management Team and a Bay-Delta Public Advisory Committee. *(Failed in the Senate Natural Resources & Water Committee)*

"The Little Hoover Commission has been the lone voice in a long dark night to improve public safety."

Assemblyman Mark Leno. April 12, 2005.
Sacramento, CA.

Working to Improve Outcomes

In addition to legislation, Little Hoover Commission recommendations are sometimes implemented through budget allocations, new programming and executive orders.

Public Health Laboratory Funding

In its June 2005 and April 2006 study on disaster planning and public health, the Commission urged the state to provide greater resources for public health laboratories and for the surveillance, detection and treatment of infectious diseases. Citing the Commission's studies, the Senate Budget Subcommittee on Health and Human Services recommended and the Legislature approved allocating more than $6 million to increase laboratory surge capacity and test for infectious diseases.

> ***"Through a series of hearings and reports the Little Hoover Commission identified significant needs within California's public health system which require improvement, including the need to bolster the State's public laboratory network."***
>
> Senate Committee on Budget and Fiscal Review, April 24, 2006

CALFED Accomplishments

The 10-year Plan

Shortly after the publication of the Commission's November 2005 report on improving the governance structure of the CALFED Bay-Delta Authority, lead officials from the Authority developed a 10-year plan that included several of the Commission's recommendations, including eliminating the Authority and placing its functions under the Secretary of Resources.

Strategic Vision for the Delta

In September 2006, Governor Schwarzenegger signed legislation and issued an executive order to develop a strategic vision for the Delta. Building on the Commission's findings and recommendations in its 2005 report on the CALFED Bay-Delta Program, SB 1574 (Kuehl) created a cabinet-level committee chaired by the Secretary of Resources to develop a unifying vision for Bay-Delta. By executive order, the Governor empowered an independent task force to consider agreements with private and non-governmental organizations to fund Delta sustainability efforts.

LAO Budget Analysis, 2006-07

In her analysis of the 2006-07 budget bill, Legislative Analyst Elizabeth Hill urged state lawmakers to implement the Commission's recommendation to revise the governance structure and refocus authority and responsibility for CALFED within the administration and in a single individual with a direct line of accountability to the Governor.

California's Corrections Crisis

Since the Governor's Plan reorganizing California's corrections deparments, the Commission has monitored CDCR's progress in four critical areas – parole, juvenile justice, gender responsive strategies and performance measurements. Under increasing pressure to manage the prison population and comply with court orders, policy-makers have proposed legislation that would implement the Commission's recommendations regarding parole reform and gender responsive strategies.

Parole Reform

- ✓ **AB 76 (Lieber).** This bill would require CDCR to develop community-based correctional centers for nonviolent and non-serious female offenders as an alternative to state prison.

- ✓ **AB 77 (Lieber).** This bill would require the CDCR secretary to appoint a working group to develop an action plan for reforming the parole system.

Gender Responsive Strategies

In December 2004, the Commission recommended that the then Department of Corrections develop a strategy to improve outcomes for female offenders, including a continuum of community correctional facilities and the appointment of a director for women's programs. Shortly after, the Department established the recommended position and subsequently established the Gender Responsive Strategies Commission to help the Department develop a gender-specific strategic plan. A key element of the plan includes moving 4,500 non-violent female offenders into community-based correctional facilities. Legislation was introduced in 2006 to implement the plan and was reintroduced in the 2007-08 legislative session. The Governor has included funding for the reform in his 2007-08 proposed budget and the department has issued Requests for Proposals for the community correctional facilities.

Information Technology

In October 2006, the California Information Technology Council adopted a three-year strategic plan that advances many of the Commission's recommendations in *Reconstructing Government: A Review of the Governor's Reorganization Plan to Create a Department of Technology Services* (May 2005). In particular, the 2006 IT Strategic Plan supports the Commission's recommendations to improve the governance of information technology systems in California. The strategic plan calls for the establishment of a layered technology governance structure infused with oversight, performance evaluation and the ability to align the information technology of all state agencies and departments.

Executive Leadership Certificate Program

In its June 2005 report, *Serving the Public: Managing the State Workforce to Improve Outcomes,* the Commission recommended that policy-makers develop new ways to "attract and deploy" talented managers. To that end, California's Chief Information Officer Clark Kelso launched the Executive Leadership Certificate Program in conjunction with Sacramento State University in the fall of 2006. The program provides a forum where scholars and experienced leaders in the field of business, public management and technology share examples of best-practices and leadership lessons from the public and private sectors.

Bilingual Education

In 2005, the Commission granted permission to author Konstantine Turkalo to cite passages from the Commission's 1993 report, *A Chance to Succeed: Providing English Learners with Supportive Education,* in her book, *It's no wonder kids don't learn-Just look what they teach teachers.* Ms. Turkalo's book was published by Vantage Press in May 2006.

Implementation Activities

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

The Commission's implementation activities in 2005 – 2006 are summarized below.

Corrections

- **Association of Cities Allied with Prisons.** Staff presented Commission findings and recommendations on corrections to the 2005 winter conference of the Association of Cities Allied with Prisons.

- **Inland Peace & Justice Summit.** Staff participated in a panel discussion with local elected officials and corrections experts at the Inland Empire Peace & Justice Summit in San Bernardino in January 2006.

Juvenile Justice

- **Roundtable Discussion.** The Commission held roundtable meetings in September 2005 and November 2006 to assess CDCR's progress implementing juvenile justice reforms.

- **Ventura Youth Correctional Facility.** Commissioners and staff met with the superintendent of the Ventura Youth Correctional Facility in January 2006 to discuss programs and opportunities for youth offenders in California.

- **N.A. Chaderjian Youth Correctional Facility.** Commissioners and staff met with the superintendent of the N.A. Chaderjian Youth Correctional Facility in January 2006 to discuss the challenges facing the state's youth correctional facilities and the opportunities for reform.

- **Stanford Law School Forum.** In March 2006, staff participated in a forum at the Stanford Law School, co-sponsored by CDCR and the Stanford Criminal Justice Center, on reforming California's juvenile correctional programs and facilities.

Parole Reform

- **Roundtable Discussion.** The Commission held roundtable meetings in September 2005 and November 2006 to review CDCR's progress reforming parole.

- **Office of Senator Chuck Poochigian.** In October 2004, staff met with Senator Chuck Poochigian's chief of staff and corrections experts to discuss potential legislation that would implement recommendations from the Commission's 2003 report, *Back to the Community: Safe & Sound Parole Policies*.

- **Assembly Human Services Committee.** Staff testified in support of AB 2192 (Bass) in April 2006 at an Assembly Human Services Committee hearing. The bill addressed the Commission's recommendations in its 2004 report, *Breaking the Barriers for Women on Parole*.

- **Capitol Public Radio.** In June 2006, staff participated in a roundtable discussion on Capitol Public Radio regarding parole reform. Other participants included a law enforcement official, a victims' rights representative, and a national corrections expert from the Vera Institute.

- **Governor's Office Briefing.** Commission staff participated in a legislative briefing in the Governor's office in July 2006 regarding the CDCR-sponsored parole measure for a Female Offender Program, based on recommendations in the Commission's 2004 report on women on parole.

Gender Responsive Strategies

- **Radio Station Interviews.** In December 2004 and January 2005, Commissioner Teddie Ray and staff conducted live and taped interviews discussing the findings and recommendations in the Commission's December 2004 report, *Breaking the Barriers for Women on Parole*.

- **Senate Human Services Committee.** Staff testified before the Senate Human Services Committee in May 2005 in support of SB 366 (Kuehl), a bill that would implement the Commission's recommendation to develop a correctional strategy for women offenders.

- **Roundtable Discussion.** The Commission held a roundtable meeting in January 2006 to review CDCR's progress implementing gender responsive strategies.

- **Senate Public Safety Committee.** Commission staff testified before the Senate Public Safety Committee in June 2006 to support Assembly Bill 2066 (Bass), which required CDCR to develop a master plan to address gender-based issues that exist for female offenders in California.

- **Women's Foundation.** In 2005, staff served as a mentor to four women in the Women's Policy Institute, a Women's Foundation fellowship project to encourage and teach women to engage in the public process. The fellows obtained the support of Assemblywoman Karen Bass to author a bill to eliminate the federal ban on CalWORKs assistance for non-violent felony drug offenders. Elimination of the ban was a key recommendation of the Commission's 2004 report on women on parole.

Performance Measures

- **Roundtable Discussion.** The Commission held a roundtable discussion in January 2006 to assess CDCR's efforts to develop performance measures for the objectives outlined in the Governor's reorganization plan. Participants included CDCR Secretary Roderick Hickman, legislative consultants and criminal justice professors.

Public Health & Emergency Preparedness

- **Medicine and Public Health Initiative.** In June 2005, staff presented the Commission's 2005 *Recommendations for Public Health and Emergency Preparedness* to the executive committee of the Medicine and Public Health Initiative held in Oakland,

California. The presentation was followed by a question and answer session with the State's public health officer.

- **Joint Legislative Hearing.** In October 2005, staff attended a hearing held by the Joint Legislative Committee on Emergency Services and Homeland Security at Mather Air Force Base in Sacramento. The purpose of the hearing was to address whether California is prepared for the next major disaster.

- **Joint Informational Hearing.** Staff presented the Commission's findings and recommendations from its 2002 report, *Be Prepared: Getting Ready for New and Uncertain Dangers*, at a joint informational hearing in November 2005 at California State University, Dominguez Hills. The hearing was sponsored by the Assembly committees on Governmental Organization; Veterans Affairs; and, Budget Subcommittee No. 5 on Information Technology and Transportation.

- **Assembly Health Committee**. Staff testified in April 2006 at the Assembly Health Committee on AB 1956 (Horton), a bill to create a pilot study of real-time disease surveillance. This was a recommendation from the Commission's 2003 report, *To Protect & Prevent: Rebuilding California's Public Health System*. The measure unanimously passed out of committee.

- **Joint Hearing on Homeland Security and Public Health.** Vice Chairman Stanley Zax testified at a joint hearing held at the State Capitol in May 2006 to address homeland security, emergency preparedness and public health issues. Commissioner Zax summarized the Commission's findings and recommendations from its reports on the public health system and emergency preparedness.

- **Office of Senator Christine Kehoe.** In June 2006, staff met with officials from Senator Kehoe's office to discuss the Commission's report, *Safeguarding the Golden State: Preparing for Catastrophic Events* (April 2006).

- **Senate Governmental Organization Committee.** Staff summarized the Commission's findings and recommendations from its April 2006 report on emergency preparedness at an informational hearing in October 2006. The hearing was held by the Senate Governmental Organization Committee to address a State Auditor's report regarding federal grants for homeland security and bioterrorism preparedness.

Foster Care

- **California Coalition for Youth.** At the California Coalition for Youth's 2005 annual conference held in Sacramento, Commission staff led a workshop on the Commission's recommendations regarding foster youth and how to implement them.

- **Foster Youth.** In July 2005, staff met with representatives of group homes to discuss strategies to reform how the State organizes and manages programs that provide residential services to children and youth in the child welfare system.

Mental Health

- **California Council on Youth Relations.** In August 2005, staff participated in a panel discussion at the California Council on Youth Relations policy roundtable convened by Senator Gloria Romero. The discussion focused on prevention through improving mental health services and support to young people in the juvenile justice system.

- ***Professional Journal of Psychiatric Services.*** In conjunction with faculty at U.C. Berkeley and Columbia University, Commission staff coauthored a paper entitled, "Criminal Records of Persons Served in the Public Mental Health System." *The Professional Journal of Psychiatric Services* accepted the paper for publication in September 2006. The paper highlights some of the Commission findings in its November 2000 report, *Being There: Making a Commitment to Mental Health*.

- **Mental Health Oversight and Accountability Commission.** In August 2006, staff presented to the Mental Health Oversight and Accountability Commission recommendations included in Commission reports on mental health, such as the need to leverage public and private resources to improve mental health services and support improved outcomes for communities.

Bay-Delta Estuary

- **Legislative Meetings.** Staff met with Senators Michael Machado and Bob Margett, and Assemblymembers Lois Wolk and Mike Villines in January 2006 to discuss the Commission's findings and recommendations in its November 2005 report, *Still Imperiled, Still Important: The Little Hoover Commission's Review of the CALFED Bay-Delta Authority*. Assemblymember Wolk indicated she would introduce legislation to implement the Commission's recommendations.

- **Bay-Delta Authority**. In February 2006, staff met with Erika Sperbeck from the Department of Finance and Bill Forsythe from the California Bay-Delta Authority regarding the status of the Commission's recommendations to improve the governance of CALFED. Mr. Forsythe indicated that the administration had developed a 10-year plan which included the Commission's recommendations and that it had been forwarded to the Governor and Resources Secretary for consideration.

- **Government Organization Committee**. In May 2006, staff testified before the Senate Governmental Organization Committee on the Commission's findings and recommendations in its 2005 report on the CALFED Bay-Delta Authority.

- **Department of Water Resources**. Staff met with Department of Water Resources officials Lester Snow and Joe Grindstaff in May 2006 to review and discuss the Commission's recommendations in its 2005 report on the CALFED Bay-Delta Authority.

State Management Workforce

- **Information Technology Workers.** In December 2005, staff met with executives from the Office of the State Chief Information Officer, the State Personnel Board and the Department of Personnel Administration to review a proposal that would implement the Commission's recommendation to modify California's classification and hiring rules for information technology workers outlined in its report, *Serving the Public: Managing the State Workforce to Improve Outcomes* (2005).

- **CDCR Management Workforce.** Staff met with representatives from CDCR and the chief administrative officer of the State Personnel Board in December 2005 to discuss opportunities for implementing the Commission recommendations for improving the management of the state workforce.

- **CalSTRS.** In March 2006, staff made a presentation to the executive board of California State Teachers' Retirement System (CalSTRS) on the Commission's findings and recommendations to improve the management of the state workforce.

- **Chief Information Officer.** Staff met with Chief Information Officer Clark Kelso in April 2006 to discuss a proposal to implement the Commission's recommendation to strengthen information technology management found in the Commission's November 2000 report, *Better.Gov: Engineering Technology-Enhanced Government.*

- **Department of Justice.** In May 2006, staff presented to senior management representatives at the Department of Justice on the Commission's recommendations for improving the management of the state workforce.

Governor's Reorganization Plan – Department of Technology Services

- **Technology Advisory Peer Group.** Staff attended the first meeting of the Technology Advisory Peer Group in October 2005 hosted by CIO Clark Kelso. The group's purpose was to assist the Governor in the planning and implementation of his reorganization plan to create a Department of Technology Services in California.

Historic Opportunities

- **CEO Roundtable Meeting.** Staff presented the Commission's 2004 report, *Historic Opportunities: Transforming California State Government,* at the CEO Roundtable Meeting of the San Diego Chamber of Commerce in December 2004.

- **Arizona Prevention Resource Center.** In July 2005, staff made a presentation to the Arizona Prevention Resource Center Advisory Board, which included state officials, academic experts, and community leaders, on the Commission's work trying to improve the performance of government.

Acupuncture Regulation

- **Joint Committee on Boards, Commissions and Consumer Protection.** Staff testified before the Joint Committee on Boards, Commissions and Consumer Protection in January 2005 on the Commission's conclusions regarding acupuncture regulation as part of the sunset review process for the Board.

Long-Term Care

- **Assembly Aging and Long-term Care Committee.** Staff testified at a hearing held by the Assembly Aging and Long-term Care Committee in January 2006 about bridging the gaps in California's fractured long-term care system.

Current, Future and Completed Reviews

Health care, career technical education and correctional policy

Current Review

Publicly Funded Health Care in California
(To be completed early 2007)

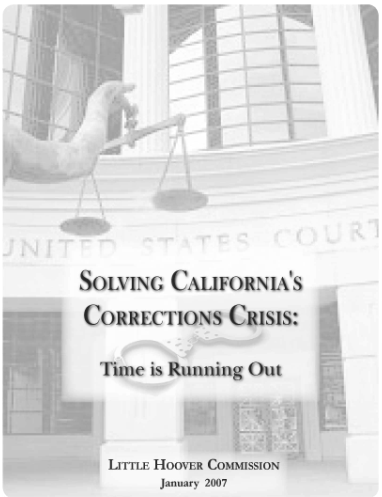
The Commission initiated this study in response to the rising number of Californians without health insurance and the growing number of Californians enrolled in publicly funded health programs. Currently, the State spends $35 billion a year on health care programs for 6 million Californians without private insurance. An additional 6.8 million people lack coverage of any kind. The goal of the Commission's review of California's publicly funded health care system is to recommend ways to improve health outcomes, control public costs and leverage private sector opportunities to increase the number of Californians with health insurance.

Future Study

Career Technical Education
(To begin March 2007)

Fueled by high dropout rates, anemic academic achievement and complaints that students emerge from high schools lacking the skills for success, the public and policy-makers want to reengineer the State's education process to improve student outcomes. Many experts argue that high schools need to use an applied education approach that balances "book learning" with career technical courses. The Commission's study on career technical education in California will focus on how to form the collaborative partnership between labor, government, employers and educators needed to reshape the relationship between education and work.

Recently Completed



Solving California's Corrections Crisis: Time is Running Out
(January 2007)

"California's correctional system is in a tailspin that threatens public safety and fiscal disaster," the Commission wrote in its most recent report on the State's correctional system. In January 2007, the Commission released recommendations to improve public safety and better manage the prison population to comply with court orders. Additionally, the Commission focused on ways the state could mitigate the financial crisis caused by severe overcrowding and the federal receivership of California's prison health care system. Among the solutions proposed by the Commission is the establishment of an independent sentencing commission to gather data, and develop guidelines for sentencing.

Expert Consultation

Witnesses who testified before the Commission, 2005 - 2006

The Little Hoover Commission relies on expert consultation and advice during the study process for its projects. In addition to interviews with Commission staff, experts, stakeholders, public officials and involved citizens are invited to testify before the full Commission at public hearings. The following is a list of the expert witnesses who testified before the Commission in 2005 - 2006. The list reflects their titles and positions at the time they participated in the Commission study process. Written testimony submitted by witnesses is available on the Commission's Web site and can be accessed along with the final report of each study.

Witnesses for Hearings on the Governor's Reorganization Plan, Reforming California's Youth and Adult Correctional Agency

Leroy Baca, Sheriff, Los Angeles County

Craig Brown, Lobbyist, Robinson & Associates

Sue Burrell, Staff Attorney Youth Law Center

Michael S. Carona, Sheriff Orange County

Matthew Cate, Inspector General, Office of the Inspector General

Cindy Fonseca, Prison Educator, California Department of Corrections, SEIU Local 1000

Joseph A. Gunn, Executive Director, Independent Review Panel

Roderick Q. Hickman Agency Secretary California Youth and Adult Correctional Agency

Curtis J. Hill Sheriff-Coroner, San Bernardino County

Elaine M. Howle California State Auditor Bureau of State Audits

Soo Kang, Executive Director, Orange County Youth & Family Services

Tim Leslie, Member of the California State Assembly

Nancy Lyerla, RN California Department of the Youth Authority, SEIU Local 1000

Calvin Remington, Chief Probation Officer, Ventura County

Gloria Romero, Member of the California State Senate

Jackie Speier, Member of the California State Senate

Don Spector, Director Prison Law Office

David Steinhart, Director Commonweal Juvenile Justice Program

Linda Mitcham, Victim-Witness Program Manager Placer County District Attorney's Office

Witnesses for Hearings on the Governor's Reorganization Plan to Create a Department of Technology Services

Carol Henton, Vice President, Western Region Information Technology Association of America

Ann Barsotti, Acting Director, Stephen P. Teale Data Center

Barry R. Hemphill Deputy Director, Telecommunications Division, Department of General Services

John Thomas Flynn Vice President, Advisory Services Center for Digital Government

Mark A. Forman, Founder and Executive Vice President, Worldwide Services Cassatt Corporation

Mark Hill, Program Budget Manager, Department of Finance

Anna Brannen, Principal Fiscal and Policy Analyst Legislative Analyst's Office

Larry Singer, Senior Vice President, Strategic Insight Officer, Sun Microsystems

Bob Austin, Interim Director, Health & Human Services Agency Data Center

J. Clark Kelso, Chief Information Officer, State of California

Margarita Maldonado Bargaining Chair Unit 1, Local 1000 California State Employees Association

Witnesses for the Public Hearings on Emergency Preparedness and Public Health Review

Peter Abbot, M.D., M.P.H., President, California Public Health Association, North

Matthew Bettenhausen Director, Office of Homeland Security, Office of the Governor

Brigadier General John E. Iffland (Rtd.) U.S. National Guard and Air Wing Commander Federal Task Force, Wildfires

Eric M. Koscove, M.D. Chief, Emergency Department Kaiser Permanente Medical Center

Henry R. Renteria, Director, Governor's Office of Emergency Services

Christopher A. Godley Emergency Services Manager, Marin County Sheriff's Office of Emergency Services

Jon H. Hamm, Chief Executive Officer, California Association of Highway Patrolmen

Senator Bill Campbell Chair, Governor's Blue Ribbon Fire Commission

Robert P. Kadlec, M.D. Staff Director, Sub-committee on Bioterrorism and Public Health, U.S. Senate

Thomas W. Eres, Adjutant General, California National Guard

Jim Rissmiller, Legislative Director, CDF Firefighters Battalion Chief, San Bernardino County

Sandra Shewry, Director, California Department of Health Services

Stephen Waterman M.D., M.P.H. Quarantine Medical Officer, U.S. Mexico Border Infections Disease Coordinator U.S. Centers for Disease Control

Richard Watson, Interim Director, Emergency Services Authority

Alan P. Zelicoff, M.D. Senior Scientific Consultant, ARES Corporation

Witnesses for Hearings on Management Workforce

J. Clark Kelso, Director of Governmental Affairs Program and Capital Center for Government, Law & Policy, University of the Pacific McGeorge School of Law

Chester A. Newland, Duggan Distinguished Professor of Public Administration School of Policy Planning and Development, Univ. of Southern California, Sacramento Center

J. Christopher Mihm Managing Director of Strategic Issues, U.S. Government Accountability Office

Denzil Verardo, Ph.D., Chief Deputy Director (Rtd.) Administrative Services, Department of Parks and Recreation

Jeffrey C. Schutt, Director of the Division of Human Resources, Colorado Department of Personnel & Administration

Chon Gutierrez Co-Executive Director California Performance Review

Carol D. Chesbrough Chief Deputy Commissioner Department of Financial Institutions

Joanne Corday Kozberg Regent, University of Calif., Former Secretary of the State and Consumer Services Agency

Stephen Rhoads, Former Executive Director California Energy Commission

Michael Navarro, Director Department of Personnel Administration

Witnesses for Hearings on the CALFED Bay-Delta Authority Governance Review

Jeffrey F. Mount, Ph.D, Director, Center for Integrated Watershed Science and Management University of California, Davis

Thomas J. Graff California Regional Director Environmental Defense

Ara Azhderian, Admin. San Luis and Delta-Mendota Water Authority

Bruce Babbit, former Secretary, U.S. Department of the Interior

David J. Guy, Executive Director, Northern Calif. Water Association

Mary Nichols, former Secretary of the California Resources Agency

Jason Peltier, Deputy Assistant Secretary for Water and Science, U.S. Department of the Interior

Martha Guzman Legislative Advocate California Rural Legal Assistance Foundation

Roger K. Patterson, former Regional Director, U.S. Bureau of Reclamation

Gary Bobker, Program Director, The Bay Institute

Stephen K. Hall, Executive Director, Association of California Water Agencies

Walter J. Bishop, General Manager, Contra Costa Water District

David A. Breninger General Manager, Placer County Water Agency

Carl Hasty, Deputy Executive Director, Tahoe Regional Planning Agency

Timothy H. Quinn, Vice President, State Water Project, Metropolitan Water District of Southern Calif.

Ryan Broddrick, Director
California Department of Fish and Game

Michael F. Burke, Associate Director, Chesapeake Bay Program Office, U.S. Environmental Protection Agency, Region III

Mike Chrisman, Secretary
Calif. Resources Agency

Jody Freeman, Professor and Director, Environ. Law Program, Harvard Law School

Zeke Grader, Executive Director, Pacific Coast Federation of Fishermen's Associations

Colonel Greg May (Rtd.)
Executive Director
South Florida Ecosystem Restoration Task Force

Gary Hayward Slaughter Mulachy, Emissary and Governmental Liaison
Winnemem Wintu Tribe

Randele Kanouse, Special Assistant to the General Manager, East Bay Municipal Utility District

Gary H. Hunt, Chair of the California Bay-Delta Authority

Cynthia Koehler, Public Interest Attorney
Environmental Advocate

Gary Livaich, Partner
Desmond, Nolan, Livaich and Cunningham

Thomas M. Zuckerman,Co-Counsel, Central Delta Water Agency

Bennett Raley, former Assistant Secretary for Water and Science, U.S. Department of the Interior

Lester A. Snow, Director
California Department of Water Resources

Pete Wilson, former
Governor, State of California

Douglas P. Wheeler, former Secretary of the California Resources Agency

Steve P. Thompson, Manager, California-Nevada Operations Office, U.S. Fish and Wildlife Service

Witnesses for Hearings on Emergency Preparedness

Barbara Ayers, CERT Program Manager, City of San Diego

Rikki Baum, Director, Welfare Policy Research Project
University of California, Office of the President

Jeff Bowman, Chief, San Diego Fire-Rescue Department

Arietta Chakos, Assistant City Manager, City of Berkeley

Him Christiansen, Chief
Alameda Fire Department

Mary C. Comerio, University of California, Berkeley

Michael Jones, Chairman of the Board, The Security Network

Maurice Suh, Deputy Mayor of Homeland Security and Public Safety, Office of Los Angeles Mayor Antonio Villaraigosa

Janie Kramer, Vice President of Clinical Services, Sharp Memorial Hospital

Jack Kyser, Senior Vice President, L.A. County, Economic Development Corp.

Tom LaTourrette, Physical Scientist, RAND Corporation

William Lansdowne, Chief
San Diego Police Department

Christine Kehoe , Member of the California State Senate

Ellis M. Stanley, Sr., General Manager Emergency Preparedness Department
City of Los Angeles

Thomas Tobin, Chief Operating Officer
GeoHazards International

Sheila Young, Mayor City of San Leandro

Harold Tuck, Deputy Chief Administrative Officer, County of San Diego

Chris Van Gorder, President and CEO, Scripps Health

Annemarie Conroy, Executive Director Office of Emergency Services and Homeland Security San Francisco

Dave Cortese, Councilmember, City of San Jose

William Petak, Professor of Policy, Planning and Development, University of Southern California

Stephen Sellers, Regional Administrator, Southern Regional Branch, Governor's Office of Emergency Services

Michael Dayton, Deputy Director, Governor's Office of Homeland Security

J. Brent Eidson, Assistant Director, Government Relations City of San Diego

Rich Eisner, Coastal Regional Administrator, Governor's Office of Emergency Services

Keith Garcia, Chair, Emergency Network of Los Angeles

Henry Gardner, Executive Director, Association of Bay Area Governments

George Cummings, Director of Homeland Security, Port of Los Angeles

John Hawkins, President and CEO, Cloud 9 Shuttle

Paul Jacks, Deputy Director of Response and Recovery, Gov. Office of Emergency Services

Leslie Luke, Emergency Planning Projects Coordinator Office of Emergency Services County of San Diego

Steve Leventhal, Director of External Relations, Fritz Institute

Issac Maya, Director of Research, Center for Risk and Economic Analysis of Terrorism Events, University of Southern California

Richard J. McCarthy, Executive Director, California Seismic Safety Commission

Scott McCormick, Program Manager, Collaborating Agencies Responding to Disaster

Nancy Miramontez Emergency Response Specialist, PG&E Corp.

Nancy Nadel, Councilmember Oakland City Council District Three

Bill Norris, Program Manager Office of Homeland Security City of San Diego

Jeanne Perkins, Principal Earthquake Program Manager Assoc. of Bay Area Gov't

Laurie A. Johnson, Vice President, Risk Management Solutions, Inc.

Beverly Johnson, Mayor, City of Alameda

Bob Welty, Director Homeland Security Projects San Diego State University Foundation

Earl Wentworth, Assistant Sheriff, County of San Diego

Jeff Wiemann, Chief Executive Officer, American Red Cross San Diego Chapter

Brent H. Woodworth Worldwide Segment Manager IBM Crisis Response Team

Janet Workman, Emergency Management Consultant Emergency Planning and Preparedness, Southern California Edison

Kim Zagaris, Fire Chief Governor's Office of Emergency Services

Lyman Shaffer, Director of Corporate Security and Emergency Prep., PG&E

Deanna Spehn, Policy Director, Office of Senator Kehoe

Mark Ghilarducci, Vice President, James Lee Witt Associates

Ed Prendergast, Lieutenant, County of San Diego

Heather Dauler, Project Manager, County of San Diego

45 years of

Independent Oversight

The Commission has published 185 reports recommending improvements within virtually every agency in California state 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, six Governors have proposed 32 reorganization plans. The Commission reviewed 29 of these plans. A list of these plans is provided following the list of Commission 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 & Reform

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

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

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

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

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

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

Consumer Protection

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

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

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

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

Economic Development & Business

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

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

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

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

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

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)*

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

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

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

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

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

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

School Facilities

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

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

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

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

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

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

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

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

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

School Finance

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

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

A Report on the Financial Management and Accountability in the State's K -12 Public School System (Report 85 - 1987)

A Report on the Lack of Financial Accountability and Responsibility in the State's K -12 Public School System (Report 75 - 1986)

A Review of Use of Lottery Funds in the State's K -12 Public School System (Report 73 - 1986)

Inadequate Financial Accountability in California's Community College System (Report 69 - 1986)

California's K -12 Education Funding Report (Report 54 - 1983)

Report on the San Juan Unified School District (Report 47 - 1982)

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)*

Report on Solid Waste Management: The Trashing of California (Report 96 - 1989)

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

A Review of the Organization and Management of the State "Superfund" Program for Cleaning Up Hazardous Waste Sites (Report 61 - 1984)

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

Gaming

Card Clubs in California: A Review of Ownership Limitations (Report 165 - 2002)*

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Statement of the Commission's 1967 Legislative Interests, (placing top priority on unification of tax collection activities - procedural changes that will result in direct economies in the operation of the State Government, etc.) (Report 10 - 1966)

Program Budgeting (Report 9 - 1966)

Need for Revenue Unification (Report 5 - 1964)

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

Reorganization Plans

Year	Governor	Reorganization Plan Objective	Commission Recommendation	Legislative Outcome
2005	Schwarzenegger	Create a Department of Energy (Report 182)	Reject. Correct legal flaws of plan	Withdrawn
		Create a Department of Technology Services (Report 180)	Allow plan to take effect but enact reforms to mitigate risks	Plan went into effect
		Merge Youth & Adult Correctional Agency into a new Department of Corrections and Rehabilitation (Report 179)	Allow plan to take effect	Plan went into effect
		Reform California's Boards and Commissions	Plan withdrawn.	
2002	Davis	Create a Labor and Workforce Development Agency to include EDD, Department of Industrial Relations, the Workforce Investment Board and Agricultural Labor Relations Board (Report 164)	Allow plan to take effect but establish and measure goals	Plan went into effect
1998	Wilson	Create a Department of Managed Care, abolish the Department of Corporations and expand the role and rename the Department of Financial Institutions (Report 147)	Reject	Rejected
1995	Wilson	Merge the Office of State Fire Marshal with the Department of Forestry and Fire Protection (Report 134)	Allow plan to take effect	Plan went into effect
		Merge the State Police with the California Highway Patrol (Report 130)	Allow plan to take effect	Plan went into effect
		Reorganize the California Energy Commission and related governmental functions (Report 131)	Implement the plan with two modifications	Rejected
1991	Wilson	Create an Environmental Protection Agency and transfer several departments and functions into the new agency	Implement and then modify the plan	Plan went into effect
1985	Deukmejian	Create a cabinet-level Department of Waste Management	Plan not submitted to the Commission	Rejected
		Create a Department of Waste Management, a State Waste Commission and three Regional Waste Boards	Implement the plan subject to seven amendments	Rejected
1984	Deukmejian	Transfer civil service position classification function from the State Personnel Board to the Department of Personnel Administration	Allow plan to take effect	Plan went into effect
1981	Brown	Create a Department of Personnel Administration	Allow plan to take effect	Plan went into effect
1980	Brown	Transfer licensing and regulation of mobile home industry from DMV to the Department of Housing and Community Development	Allow plan to take effect	Plan went into effect

Year	Governor	Reorganization Plan Objective	Commission Recommendation	Legislative Outcome
1979	Brown	Create the Youth and Adult Correctional Agency and consolidate correctional programs into the new agency	Allow plan to take effect	Plan went into effect
		Create a central agency for personnel administration	Allow plan to take effect	Rejected
1978	Brown	Abolish the Division of Industrial Safety and the Occupational Health Branch in the Department of Health and consolidate functions in a new Division of Occupational Safety and Health Administration in the Department of Industrial Relations	Allow plan to take effect	Plan went into effect
1977	Brown	Abolish the Office of Narcotics and Drug Abuse and transfer functions to the Health Department's Division of Substance Abuse and create an Advisory Council on Narcotics and Drug Abuse	Allow plan to take effect	Plan went into effect
1976	Brown	Merge the Office of Alcoholism with the Department of Alcoholic Beverage Control (ABC) and move the ABC into the Health and Welfare Agency	Concurred with the plan but urged extending effective date	Rejected
	Brown	Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency	Not officially submitted	Was not submitted
1975	Brown	Consolidate the Divisions of Labor Law Enforcement and Industrial Welfare into a Division of Labor Standards Enforcement	Allow plan to take effect	Plan went into effect
	Brown	Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency	Withdrawn	Was not submitted
1971	Reagan	Rename the Resources Agency to Environment and Resources Agency and create a Department of Environmental Protection within the agency	Not submitted*	Rejected
		Abolish the State Board of Dry Cleaners	Not submitted*	Rejected
		Rename water quality control boards	Not submitted*	Rejected
1970	Reagan	Rename the Department of Professional and Vocational Standards to Department of Consumer Affairs	Allow plan to take effect	Plan went into effect
		Establish a single state Department of Health within the Human Relations Agency to administer Medi-Cal and consolidate functions from numerous health-related departments	Allow plan to take effect	Plan went into effect
1969	Reagan	Change staff titles and organization names in the Department of Professional and Vocational Standards	Allow plan to take effect	Plan went into effect
		Rename the Department of Harbors & Waterways to Department of Navigation & Ocean Development and rename the Harbors and Watercraft Commission to Navigation and Ocean Development Commission	Allow plan to take effect	Plan went into effect
		Eliminate 32 boards, commissions, committees and advisory councils, transferring some functions to other departments and reconfigure the membership of several other government entities	Allow plan to take effect	Plan went into effect
1968	Reagan	Establish four agencies in the executive branch: Business & Transportation, Resources, Human Relations, Agriculture and Services	No recommendation	Plan went into effect

*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.