Report #235, October 2016

The Economy & Efficiency Report

2015-16

The Little Hoover Commission's Biennial Review of California State Government Operations

Little Hoover Commission

Dedicated to Promoting Economy and Efficiency in California State Government

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The Economy & Efficiency Report

Letter from the Chair

I am pleased to present you this 2016 edition of the Little Hoover Commission's biennial Economy and Efficiency Report. Here you will find a multimedia synopsis of our oversight work during the past two years and learn more about our unique citizen-led institution within state government. The Commission began as a novel idea in 1962 to independently oversee a government that had expanded greatly to serve a booming state. For 54 years the Commission's nonpartisan brand of citizen inquiry and reform has continued to assess the state's most difficult challenges and steer agencies and programs toward effective and efficient services for California's 39 million residents.

These pages introduce you to who we are and how we work. Inside you will learn briefly about our history, our study process and the role we play within the Capitol community - recommending improvements to state operations, writing support letters, testifying in support of legislation that implements our recommendations, and taking requests from the Legislature and Governor for detailed reviews of government performance. Here you also will meet our 13 appointed Commissioners who bring a wide variety of professional, business and civic perspectives to these reviews.

On April 24, 1962, Governor Edmund "Pat" Brown convened the Commission's inaugural meeting with an admonition that its new members were "properly empowered to look into almost any aspect of the operation of state government in the interests of economy and efficiency. Governor Brown said, "The possible range of study and inquiry is almost boundless." Commissioners have taken that early advice to heart in 2015 and 2016, prodding state government to develop faster, more customer-friendly approaches to services, reduce its excessive use of overtime in state health facilities and remove constraints to governing by amending open meeting laws. Commissioners have recommended immediate steps to avert an environmental and public health disaster at the Salton Sea, provide better dental care to 13 million Californians of modest means, and improve oversight of 2004 Mental Health Services Act spending. In addition, they recommended changes to shrink the underground economy and remove bureaucratic obstacles to upward mobility in licensed occupations.

The Commission has long maintained a reputation for practical, unbiased analysis by convening leading state and national experts at public hearings, building consensus for change among varied stakeholders and forging bipartisan recommendations to the Legislature and Governor with major policy differences already negotiated – outside the pressures of election years, political fund raising and partisan strife. Inside this biennial you can explore the results of this deliberative process during 2015 and 2016, as well as the Commission's outlook on the most important challenges still facing California.

On behalf of my fellow Commissioners, we hope you will take this opportunity to learn more about us, review our accomplishments over the years and consider how we can all work together to improve the daily operations of state government and build a stronger California.

Pedro Nava
Chair, Little Hoover Commission

About the Commission

The Milton Marks "Little Hoover Commission" on California State Government Organization and Economy has served as an independent voice for government reform, advising the Governor and Legislature for more than 54 years.

Role & Responsibilities

Created in 1962, the Little Hoover Commission examines state government operations and policy, and – through reports and legislative proposals – makes recommendations to the Governor and Legislature to promote economy, efficiency and improved service in state operations. In addition, the Commission has a statutory obligation to review and make recommendations on all proposed government reorganization plans.

The Commission has broad and independent authority to evaluate the structure, organization, operation and function of every department, agency and executive branch of state government, along with the policies and methods for appropriating and administering funds.

Unlike fiscal or performance audits, the Commission's studies look beyond whether programs comply with existing statutes and regulations. They instead explore how programs can and should function today and in the future.

In conducting its work, the Commission focuses on how the state may:

- Improve outcomes of its programs.
- Increase government transparency.
- Reduce spending without sacrificing services.
- Eliminate duplication or wasteful practices.
- Consolidate services or abolish, create and reorganize government to better meet the needs of Californians.

The Commission has issued hundreds of recommendations on such topics as:

- Education
- Health & Human Services
- Energy, Environment & Resources
- Infrastructure
- General Government
- Public Safety

Organization

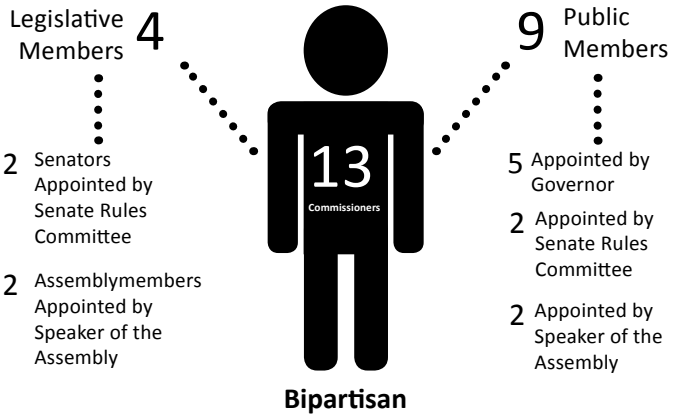
The Commission is an independent panel comprised of 13 members - nine members of the public and four legislators - and staffed by seven permanent employees and occasional student interns.

The Commission's nine public members are appointed by the Governor, the Senate Rules Committee and the Speaker of the Assembly to reflect a statutorily required balance between political parties. The public members also bring diverse experience to the Commission's study process and often represent a variety of public and private sector domains, including business, law, policy and management, government and nonprofit organizations. Public members serve staggered, four-year terms.

The remaining four members are current state legislators, two from each party and from each house. Legislative members serve at the pleasure of the appointing authority.

A full list of current Commissioners and staff is on page 12.

Though the Commission operates within the executive branch of state government, it is not subject to the control or direction of any officer or employee of the executive branch, except in connection with appropriation of its budget.



Why "Little Hoover?"

The Little Hoover Commission's name and function derive from the federal Commission on Organization of the U.S. Executive Branch, unofficially dubbed the "Hoover Commission" after its chair, former President Herbert Hoover (R).

An Act of Congress created the initial "Hoover Commission" in 1947 during the administration of President Harry S. Truman (D) and it operated through 1949. The Act charged its commission's 12 members with developing recommendations to increase government efficiency and improve the organizational structure of the federal executive branch by reducing – through consolidation or elimination – the number of departments or creating new bodies as needed. Commission members were appointed by the President and Congress to represent the legislative and executive branches, as well as the public and private sectors, in a bipartisan manner. More than 70 percent of the commission's 273 recommendations were fully or partially implemented, resulting in an extensive reorganization of the executive branch of the federal government following its years of explosive growth during the Great Depression and World War II.

California Assemblymember Milton Marks authored legislation enacted in 1961 creating the Commission on California State Government Organization and Economy.

The legislature fashioned California's Commission, like its federal predecessor, as a bipartisan panel charged with making state operations more efficient and effective. It differed in that it was established and operates with modest resources and without reference to any specific government problem.

Senator Marks served on the commission from 1962 until 1993. To honor him, the Legislature in 1993 renamed the agency the Milton Marks Little Hoover Commission on California State Government Organization and Economy.

Former President Harry S. Truman (left) and former President Herbert Hoover (right) at the White House, February 7, 1951.
Source: Truman Library. Photo by Matthew J. Connelly Papers.

Did You Know?

The Little Hoover Commission welcomes the opportunity to work with the Governor, legislators and staff and is available to:

- **SUPPORT:** Offer official support for legislation that implements our recommendations, including writing support letters or providing testimony at legislative hearings.
- **ADVISE:** Brief policymakers and staff on issues researched by the Commission and discuss policy or organizational options, past or potential reforms and ideas for legislation.
- **LISTEN & RESEARCH:** Consider letters from the Governor, members of the Legislature and others requesting future Commission study topics.

The Commission also maintains an online library of written testimony from participants of its public hearings - a valuable resource for policy analysts seeking various viewpoints of an issue from a historical perspective. For more information on how we can be of service, please contact our staff by phone at (916) 445-2125 or email at littlehoover@ lhc.ca.gov. All of the Commission's reports are available for download on our website at www.lhc.ca.gov.

Study Process

The Commission relies on a comprehensive study process to gather information and consider ways to promote economy, efficiency and improved service in state government. The Commission's open process creates an opportunity for the public to participate in the policy discourse.

1 Select Study Topic.

The Commissioners select study topics that come to their attention from citizens, legislators, their own experiences and other sources.

Over the course of a year, the Commission selects three to five issues to explore in depth, and also revisits issues raised in previous studies.

Chairman Pedro Nava and Commission staff meet with navigators of the Los Angeles County Mental Health System as part of its revisit of Proposition 63, the Mental Health Services Act of 2004 *(June 2016)*.

2 Research.

Under the direction of a subcommittee of Commissioners, staff conducts research by collecting data, reviewing research others have performed and consulting with experts and those most closely affected by the targeted topic.

The Commission seeks out successful leaders and model state, national and global programs for ideas and best practices.

Former Commissioner David Schwarz on a Commission site visit to the Salton Sea *(April 2015)*.

3 Convene.

Based on preliminary staff research, the Commission subcommittee identifies key issues and oversees the creation of **public hearings** and **advisory committee meetings** to explore all sides of the issues in an open setting.

This public setting creates a forum for dialogue, collaboration and exploration of ideas from various perspectives. The Commission receives input from public officials, experts, advocates and other stakeholders.

The Commission also makes **site visits** to talk directly with people involved in the study area.

Commissioners, staff and policymakers at an occupational licensing roundtable discussing how to help more Californians find jobs *(June 2016)*.

The Commission's May 2016 hearing on Proposition 63, the Mental Health Services Act of 2004.

4 Analyze & Deliberate.

Once the Commission has fully explored the study field and engaged in a public process, the subcommittee and staff draft potential findings and recommendations that focus on the key issues.

The draft report is then submitted to the full Commission for its consideration.

Vice Chairman Jack Flanigan, Chairman Pedro Nava and Commissioner Sean Varner talk at a business meeting *(June 2016)*.

5 Adopt Report.

The Commission, as a whole, may make changes before adopting and releasing the final report.

Once the Commission has collectively reached an agreement on the report's findings and recommendations, the Commissioners vote to adopt the report.

All Commission reports are sent to the Governor and Legislature for their consideration.

Executive Director Carole D'Elia and Mark Keppler of the Maddy Report discuss the Commission's findings and recommendations from its customer-centric report *(November 2015)*.

6 Implement.

To encourage the implementation of its reports, the Commission engages in the following activities:

- **Meetings and Presentations:** Commission staff routinely meets with legislative and executive branch officials to encourage or assist them with implementation efforts. Commissioners and senior staff make public presentations, appearing before associations, local government agencies and legislative committees.

- **Legislation:** The Commission supports a number of bills that are based on or influenced by the Commission's work. The Commission's chairman and senior staff testify at legislative hearings and work with legislative staff and interest groups to advance bills. The Commission does not oppose bills that are contrary to its recommendations.

- **Follow-up letters and hearings:** As deemed necessary, Commissioners revisit study topics to monitor progress made and consider whether additional review is needed.

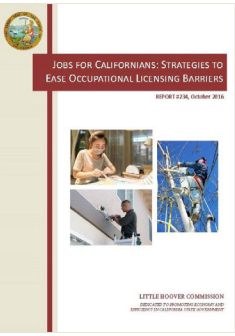
A Recap of Commission Work in 2015-16

During the past two years, the Commission's work has resulted in 64 recommendations to reduce costs, increase the efficiency of public services and improve the lives of Californians. In developing these recommendations, which are summarized below, the Commission received valuable feedback from 228 experts who volunteered their time to participate in the Commission's hearings and advisory committee meetings. Hundreds more contributed their time and expertise through conversations with Commission staff.

Jobs for Californians: Strategies to Ease Occupational Licensing Barriers

(Report #234, October 2016)

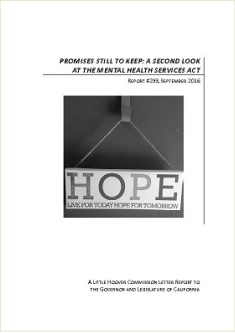
Urges a comprehensive review of occupational licensing regulations to increase upward mobility of workers in California. Finds the licensing process often bars entry to occupations and is not a thoughtful examination of how best to protect consumers. Also finds some groups – such as former offenders, military spouses, veterans and foreign-trained workers – are more vulnerable to licensing barriers. Recommends experts consider whether the current level of regulation strikes the appropriate balance between protecting consumers and limiting access to occupations and services.



Promises Still to Keep: A Second Look at the Mental Health Services Act

(Report #233, September 2016)

Renews its January 2015 call to strengthen the oversight of Proposition 63, the Mental Health Services Act (MHSA) of 2004. Finds weak financial reporting and limited oversight of Proposition 63 expenditures. Recommends the state further clarify the roles and responsibilities of the state agencies that administer, oversee and enforce the MHSA, and increase transparency of state and local spending of MHSA funds.



Letter to Governor Brown and the Legislature on the Salton Sea

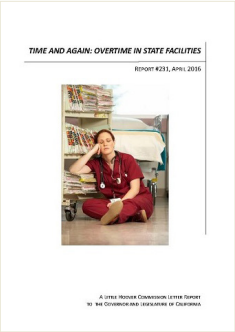
(Report #232, June 2016)

Renews its September 2015 call for urgent action at the Salton Sea to prevent a massive public health, environmental and economic disaster in Southern California. Finds the state is still not moving fast enough or allocating sufficient resources to prevent an economic, public health and environmental disaster. Recommends making the Salton Sea a top priority.

Time and Again: Overtime in State Facilities

(Report #231, April 2016)

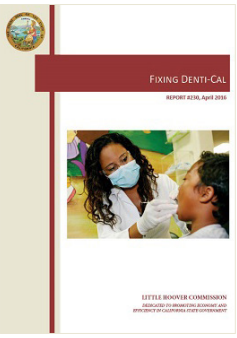
Urges the state to reduce excess overtime in state health care facilities by 50 percent by 2018. Finds that nursing staff working in state facilities clocked 3.75 million hours of overtime – at a cost of $179 million. The state's overtime is four times the national average. Also finds that working long hours in a health care setting is unsafe for patients and staff. Recommends cutting all overtime, which would reduce or possibly eliminate forced overtime and should reduce risks for errors and on-the-job injuries.



Fixing Denti-Cal

(Report #230, April 2016)

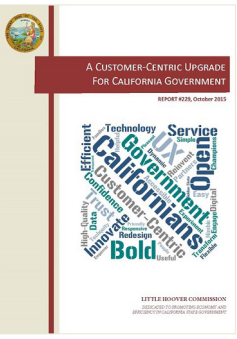
Urges reboot for troubled state Denti-Cal program, and cites its harm to beneficiaries and historic inability to reform. Finds California's Medicaid dental program ranks among state government's greatest deficiencies, falling disastrously short in providing dental care to a third of California's population and half of its children. Also finds that more than 13 million people eligible for coverage have few places to use their benefits. Recommends the Legislature set a target in which 66 percent of eligible children use their benefits to make annual dental visits. Also recommends a set of key short- and long-term goals to meet the utilization target.



A Customer-Centric Upgrade For California Government

(Report #229, October 2015)

Issues a blueprint for state government to put customers first in its daily operations and culture. Finds that by better meeting Californians' expectations, the state can improve public trust and confidence in government. Recommends a customer-centric strategy at the highest levels of agencies and departments, and the creation of a digital services team to help departments deliver services that work for Californians.



Averting Disaster: Action Now for the Salton Sea

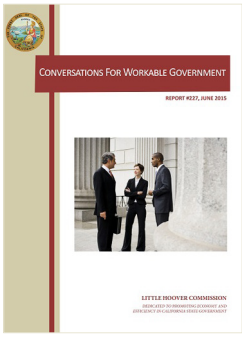
(Report #228, September 2015)

Urges immediate state action to prevent massive dust storms, wildlife losses and harm to Southern California economies from a receding Salton Sea. Finds these negative consequences can be mitigated only if the state quickly implements long-planned improvements. Recommends the Governor and Legislature immediately begin planning its next phase of Salton Sea projects while developing its long-term restoration plan.

Conversations For Workable Government

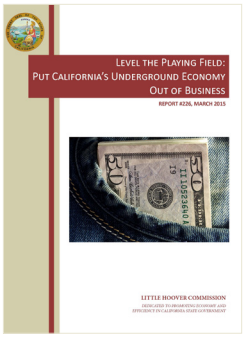
(Report #227, June 2015)

Recommends fine-tuning California's open meeting acts to improve governing. Also recommends retaining existing executive branch ex parte policies, while considering possible additional disclosure requirements and enforcement. Finds that 2008 and 2009 Legislative changes to the state's open meeting acts has hindered government decision-making processes and created less transparency instead of more. Also finds the inability of decision-makers to talk informally about general policy issues or learn from one another has isolated them, reduced their collective understanding of issues and opened them to greater manipulation out of public view.



Level the Playing Field: Put California's Underground Economy Out of Business

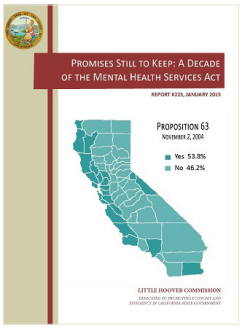
(Report #226, March 2015)



Urges leaders to wage a stronger campaign against the underground economy to protect California businesses and workers. Finds the state loses an estimated $8.5 billion or more annually in tax revenue, while efforts to combat the underground economy are disjointed and under-resourced. Provides 15 recommendations to give competitive advantage to businesses that comply with state licensing and tax laws and pay their workers fairly.

Promises Still to Keep: A Decade of the Mental Health Services Act

(Report #225, January 2015)



Calls for the state to address critical shortcomings in its implementation of 2004's Proposition 63 ballot measure, known as the Mental Health Services Act. Finds that the state can't quantifiably validate how billions generated annually by Proposition 63 have been used to help Californians with mental illness recover and thrive, and how it has prevented others from developing a serious mental illness. Finds weak oversight of expenditures and implementation, and poor transparency and fiscal accountability of funds. Recommends stronger oversight and better financial reporting to document its impact.

The Commission convenes civic technologists and California government leaders at the Code for America headquarters in San Francisco for an advisory committee meeting *(July 2015)*.

California's Top Challenges and Opportunities for Reform

The Little Hoover Commission with each new report recommends broad and specific directions for governing California to the Governor and Legislature. Many Commission recommendations are adopted through legislation, executive orders or Governor's reorganization plans. But important work remains. Over the years the Commission has identified six major governing arenas, each with related Commission recommendations that will continually require excellence in state government to assure the wellbeing of California.

General Government

Too many Californians distrust state government's ability to work on their behalf and get things done. Government must operate better, faster and more conveniently for customers accustomed to instant online service in the rest of their lives and living in a state that is home to the innovative spirit of Silicon Valley. California government, too, can become a global model for public sector technology and efficiency in delivering services. This should begin with implementing customer-centric strategies across agencies and departments and creating digital teams throughout government to modernize services (Report #229).

Health & Human Services

Health care is a critical piece of the safety net in California and consistently falls short of meeting the needs of approximately one-third of the state's population. With full implementation of the Affordable Care Act, California's health care rolls for Medi-Cal and Denti-Cal have expanded rapidly. The state needs to dramatically increase efficiencies at the Department of Health Care Services to ensure that all beneficiaries receive adequate health care (Reports #222, #230). It also is critical for state administrative entities to effectively oversee mental health spending to improve the lives of Californians and their families (Report #233, #225).

Infrastructure

California freeways are more crowded than ever. Schools, airports, bridges and roads continue to age. Homebuilders fall thousands of units short every year of meeting demand for apartments and houses. Traditional funding streams are not enough to make necessary repairs, while climate change and sea-level rise threatens to disrupt more existing infrastructure. The Governor and Legislature must find creative ways to overcome decades of infrastructure neglect while meeting vital infrastructure needs for decades of new growth (Reports #215, #212, #199).

Energy, Environment & Resources

Perhaps nothing is more important to California than keeping the lights on and supplying energy to power the state's $2 trillion annual economy. Energy is a constant challenge: how to decarbonize it, pay for it and supply enough of it during a massive transition to renewables. The complexities of energy overlap in many governing arenas, necessitating coherent coordination to prevent blackouts and unforeseen price surges for residential and commercial customers (Reports #223, #214).

Education

California's famed economic competitiveness and quality of life stands on a foundation of first-class education. Yet increasingly the state's institutions of higher education do not graduate enough highly-skilled workers to sustain the leading-edge industries that make California a global powerhouse. During the great recession, college courses were trimmed and fees were increased, creating additional challenges for student success. The economic recovery has restored some funding to support higher education, however, the state has not developed a new plan for higher education that addresses modern realities. The state's system of community colleges and universities must better coordinate and align degree programs and further embrace emerging technologies, including online courses, to substantially increase the number of students with degrees, certificates or diplomas to be able to meet future workforce needs (Report #218).

Public Safety

Safe neighborhoods are important to all of California's 39 million residents. As a result of a court ruling, California began to address its chronic overcrowding in state prisons by shifting supervision of low-level offenders from state to local law enforcement. Voters showed a willingness to support reduced incarceration for low-level offenders by enacting Proposition 47. Other significant sentencing reforms will be considered by voters on the November 2016 ballot. Policymakers in 2016, redefined the purpose of incarceration in statute to include not just punishment, but also rehabilitation and restorative justice. Going forward, the state must remain vigilant in its efforts to balance correctional resources, provide opportunities for offenders to turn their lives around and maintain and improve public safety in California communities (Reports #219, #207, #185, #144, #124).

In January 2016, the Commission held a User Experience (UX) Showcase to put the civic technologists and the ideas that the Commission learned about during its yearlong study on improving interactions with government in front of a Capitol audience. Commissioner David Beier is seen highlighting the Commission's findings and recommendations in its October 2015 report, A Customer-Centric Upgrade for California Government.

Commission Innovations in 2015-16

Letter from the Executive Director

For 15 years, it has been my privilege to work for the dedicated Californians who volunteer their time to serve on the Little Hoover Commission. Their viewpoints, ideologies and areas of inquiry may vary, but all share a passion for making state government work for California.

The last two years, under the leadership of former Assemblymember Pedro Nava, the Commission has significantly increased outreach to the Legislature with many visits to lawmakers and their staff to explain our recommendations and build support for legislation. We began the 2015-16 legislative session by briefing the Legislative staff on who we are and how we can help. Our chair provided a similar high-level overview to newly elected legislators.

During the 2015-16 session, the Commission issued eight reports and conducted three follow-up studies. Three reviews were the result of legislative requests to the Commission – to look at the state's dental insurance program for low-income Californians, assess the veterans home program and review excessive use of overtime in state healthcare facilities. The Commission responded by holding hearings, advisory meetings and issuing recommendations.

We partnered with Legislative members to develop legislation to implement Commission recommendations. We wrote dozens of support letters to the Legislature and the Governor that helped win signatures for 10 bills. We also have actively engaged leaders serving in the executive branch and sought out those willing partners who agree that government can and must do better.

Five Commissioners cycled off in the past two years, including two long-time stalwarts with a combined 19 years serving the Commission. We gained several new Commissioners with strong backgrounds, experience and enthusiasm.

The Commission made a significant effort to improve outreach and public engagement by establishing a social media presence, launching a Twitter account to announce new studies, hearings and reports, as well as highlight hearings in photos and tweets. It held a User Experience (UX) Showcase to put the civic technologists and their ideas that we learned about during a yearlong study on improving interactions with government in front of a Capitol audience. In 2017 the Commission will model what it learned in that review by striving to become more accessible and relevant to more Californians on more platforms by redesigning our website for an updated look and better and easier outreach to the public.

We will have new recommendations to introduce to the legislature early in the session on opportunities to fast track Californians into middle class jobs by improving occupational licensing. Current work in progress will provide recommendations to harness the strength of California's most common form of local government, special districts, to be a part of infrastructure solutions to adapt to climate change and to increase transparency and improve how we borrow bond money to make the most of taxpayer investments.

None of this work would be possible without the talented and highly-valued staff that I am fortunate to lead. We look forward to additional requests from legislative and administrative partners on topics where the Commission's unique public process and bipartisan reviews can best add value. I stand ready, with our Commissioners and staff to serve the people of California.

Carole D'Elia

Carole D'Elia
Executive Director, Little Hoover Commission

Meet Our Team

Commissioners

Pedro Nava, Chairman *(D–Santa Barbara)*
Reelected to third consecutive term as chair in March 2016. Government relations advisor. Former State Assemblymember. Former civil litigator, deputy district attorney and member of the California Coastal Commission. Appointed by Assembly Speaker Emeritus John Pérez in April 2013.

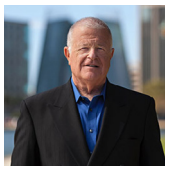
Jack Flanigan, Vice Chairman *(R–Granite Bay)*
A member of the Flanigan Law Firm, founding partner of California Strategies. Former vice president of public affairs for the Irvine Company, and executive director of the California Housing Council. Appointed by Governor Edmund G. Brown Jr. in April 2012.

Scott Barnett *(R–San Diego)*
Founder of Scott Barnett LLC. Former executive director of the San Diego County Taxpayers, and member of Del Mar City Council and San Diego Unified School District Board of Trustees. Appointed by Assembly Speaker Emeritus Toni G. Atkins in February 2016.

David Beier *(D–San Francisco)*
Managing director of Bay City Capital. Senior advisor to USC Schaeffer Center for Health Policy & Economics and Parker Institute for Cancer Immunotherapy. Former senior officer of Genentech and Amgen, chief domestic policy advisor to Vice President Al Gore. Appointed by Governor Edmund G. Brown Jr. in June 2014.

Anthony Cannella *(R–Ceres)*
State Senator. Elected in November 2010 and re-elected in 2014 to the 12th Senate District. Vice President of Northstar Engineering. Former Ceres mayor and city council member. Appointed by the Senate Rules Committee in January 2014.

Chad Mayes *(R–Yucca Valley)*
State Assemblymember. Assembly Minority Leader. Elected in November 2014 to the 42nd Assembly District. Former member of the Yucca Valley Town Council and mayor. Appointed by Assembly Speaker Emeritus Toni G. Atkins in September 2015.



Don Perata *(D–Orinda)*
Policy Director at Brownstein Hyatt Farber Schreck. Former President pro tempore of the California State Senate, State Assemblymember and member of the Alameda County Board of Supervisors. Appointed by the Senate Rules Committee in February 2014 and reappointed in January 2015.

Sebastian Ridley-Thomas *(D–Los Angeles)*
State Assemblymember. Elected in December 2013 to the 54th Assembly District. Former public policy director for State Senator Curren Price. Appointed by Assembly Speaker Emeritus Toni G. Atkins in January 2015.

Richard Roth *(D–Riverside)*
State Senator. Elected in November 2012 to the 31st Senate District. Former labor and employment attorney and major general in the U.S. Air Force Judge Advocate General's Corps. Appointed to the Commission by the Senate Rules Committee in February 2013.

Jonathan Shapiro *(D–Beverly Hills)*
Writer and producer for Amazon Studios, Fox, HBO and Warner Brothers. Former counsel to Kirkland & Ellis LLP, chief of staff to Lt. Governor Cruz Bustamante, and federal prosecutor for the U.S. Department of Justice Criminal Division and the Central District of California. Appointed by the Senate Rules Committee in April 2010 and reappointed in January 2014.

Janna Sidley *(D–Los Angeles)*
General counsel at the Port of Los Angeles. Former deputy city attorney at the Los Angeles City Attorney's Office, vice president of communications at Pallotta Teamworks, and an assistant United States attorney of the criminal and civil division at the United States Attorney's Office. Appointed by Governor Edmund G. Brown Jr. in April 2016.

Helen Iris Torres *(NPP–San Bernardino)*
Executive director of Hispanas Organized for Political Equality. Advisory board member for LA Opinion and Alliance for a Better Community. Former chair of California Volunteers and vice chair of the Zero Divide Foundation. Appointed by Governor Edmund G. Brown Jr. in April 2016.

Sean Varner *(R–Riverside)*
Managing partner at Varner & Brandt LLP. Serves on the University of California, Riverside Chancellor's Advisory Committee on Intercollegiate Athletics. Former chairman of the California Inland Empire Chapter of the Young President's Organization and vice chair of the Community Foundation of Riverside and San Bernardino Counties. Appointed by Governor Edmund G. Brown Jr. in April 2016.

Former Commissioners Who Served in 2015-16

Katcho Achadjian, Assemblymember
(R–San Luis Obispo)
July 2011 - September 2015

Loren Kaye *(R–Sacramento)*
March 2006 - April 2016

Anthony Rendon, Assemblymember
(D–Lynwood)
February 2013 - January 2015

David A. Schwarz *(R–Beverly Hills)*
March 2007 - April 2016

Sumi Sousa *(D–San Francisco)*
April 2013 - February 2016

To contact a Commissioner, please direct communications to the Commission Office:

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The Commission's September 2016 hearing on Bond Oversight.

A Decade of Commission Work: 2006-16

Education

A New Plan for a New Economy: Reimagining Higher Education
(Report #218, October 2013)

Serving Students, Serving California: Updating the California Community Colleges to Meet Evolving Demands
(Report #210, February 2012)

Smarter Choices, Better Education: Improving California Charter Schools
(Report #202, November 2010)

Educational Governance & Accountability: Taking the Next Step
(Report #191, May 2008)

Career Technical Education: Creating Options for High School Success
(Report, #189, November 2007)

The State Allocation Board: Improving Transparency and Structure
(Report #188, August 2007)

Energy, Environment & Resources

Letter to Governor Brown and the Legislature on the Salton Sea
(Report #232, June 2016)

Averting Disaster: Action Now for the Salton Sea
(Report #228, September 2015)

Letter to Governor and the Legislature on Revisiting California's Energy Future
(*Report #223, October 2014)*

Governing California Through Climate Change
(Report #221, July 2014)

Beyond Crisis: Recapturing Excellence in California's State Park System
(Report #215, March 2013)

Rewiring California: Integrating Agendas for Energy Reform
(Report #214, December 2012)

Managing for Change: Modernizing California's Water Governance
(Report #201, August 2010)

Clearer Structure, Cleaner Water: Improving Performance and Outcomes at the State Water Boards
(Report #195, January 2009)

General Government

Jobs for Californians: Strategies to Ease Occupational Licensing Barriers
(Report #234, October 2016)

Time and Again: Overtime in State Facilities
(Report #231, April 2016)

A Customer-Centric Upgrade For California Government
(Report #229, October 2015)

Conversations For Workable Government
(Report #227, June 2015)

Level the Playing Field: Put California's Underground Economy Out of Business
(Report #226, March 2015)

From Hiring to Retiring: Strategies for Modernize State Human Resources
(Report #220, February 2014)

Building Value: Modernizing Property Management
(Report #212, September 2012)

A Review of Government Reorganization Plan No. 2
(Report #211, May 2012)

Better Regulation: Improving California's Rulemaking Process
(Report #209, October 2011)

A Review of the Governor's Reorganization Plan to Unify and Streamline the California State Personnel System
(Report #206, June 2011)

Public Pensions for Retirement Security
(Report #204, February 2011)

Making up for Lost Ground: Creating a Governor's Office of Economic Development
(Report 200, February 2010)

Bond Spending: Expanding and Enhancing Oversight
(Report #197, June 2009)

Health & Human Services

Promises Still to Keep: A Second Look at the Mental Health Services Act
(Report #233, September 2016)

Fixing Denti-Cal
(Report #230, April 2016)

Promises Still to Keep: A Decade of the Mental Health Services Act
(Report #225, January 2015)

Letter to Governor Brown and the Legislature on Medi-Cal Program Update
(Report #222, August 2014)

An Agenda for Veterans: The State's Turn to Serve
(Report #217, August 2013)

A Long-Term Strategy for Long-Term Care
(Report #205, April 2011)

Stem Cell Research: Strengthening Governance to Further the Voters' Mandate
(Report #198, June 2009)

First Year Checkup: Strategies for a Stronger Public Health Department
(Report #194, January 2009)

Addressing Addiction: Improving & Integrating California's Treatment System
(Report #190, March 2008)

A Smarter Way to Care: Transforming Medi-Cal for the Future
(Report #187, May 2007)

Infrastructure

Letter to Governor Brown and the Legislature on Information Technology Governance
(Report #208, September 2011)

Building California: Infrastructure Choices and Strategy
(Report #199, January 2010)

A Review of the Governor's Reorganization Plan to consolidate Information Technology Functions
(Report #196, March 2009)

A New Legacy System: Using Technology to Drive Performance
(Report #193, November 2008)

Public Safety

Sensible Sentencing for a Safer California
(Report #219, February 2014)

Letter to Governor Brown and the Legislature on Bail and Pre-Trial Services
(Report #216, May 2013)

Letter to Governor Brown and the Legislature on Community Corrections
(Report #207, September 2011)

Juvenile Justice Reform: Realigning Responsibilities
(Report #192, July 2008)

Solving California's Corrections Crisis: Time is Running Out
(Report #185, January 2007)

Safeguarding the Golden State: Preparing for Catastrophic Events
(Report #184, April 2006)

The Commission's November 2015 hearing on Denti-Cal.

The Commission welcomes its newest Commissioners Janna Sidley, Sean Varner and Helen Torres to their first hearing *(April 2016).*

Chairman Pedro Nava welcomes Assemblymember Sebastian Ridley-Thomas to the Commission *(March 2015).*

Executive Director Carole D'Elia testifies in support of AB 2207 (Wood), which cites the Commission's April 2016 report, Fixing Denti-Cal *(June 2016).*

Commissioners and staff convene with experts in long-term care for aging veterans at the California Veterans Home, West Los Angeles *(June 2016).*

"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 on
April 24, 1962, in San Francisco, California