

LITTLE HOOVER COMMISSION

BIENNIAL REPORT

2001-2002



*“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.

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LITTLE HOOVER COMMISSION

December 2, 2002

The Honorable Gray Davis
Governor of California

The Honorable John Burton
President pro Tempore of the Senate
and members of the Senate

The Honorable Herb Wesson
Speaker of the Assembly
and members of the Assembly

The Honorable James L. Brulte
Senate Minority Leader

The Honorable Dave Cox
Assembly Minority Leader

Dear Governor and Members of the Legislature:

Under the pall of fiscal crisis, efficiency and effectiveness take on a new imperative. The Little Hoover Commission responded to this challenge by publicly focusing debate on persistent problems and new challenges. In each case, it has exercised the leadership necessary to identify needed changes and implement sound reforms. This report documents these accomplishments and demonstrates that over the last two years, the Commission has provided a positive return on the public's investment.

In recent years, the Commission has been guided by a simple principle: With the right leadership, public programs are most efficient when they are most effective. Adequate mental health care can lead to productive lives – and avoid the expense and tragedy of life on the streets. In guiding troubled teenagers away from violence and crime, communities save lives and reduce the enormous costs of the criminal justice system. By preparing for emergencies, lives can be saved.

From this perspective, the Commission has worked to advance the effectiveness of programs serving troubled children and families, programs intended to build strong schools and communities, and programs dedicated to the internal workings of government. By a number of measures, the Commission can document its effectiveness.

Looking at the bottom line, over the two-year period, the State invested \$1.5 million in the Little Hoover Commission. In one action, the Commission's work directly resulted in \$1.4 million being returned from a special district to its customers. In another case, the Commission's work resulted in an additional \$14 million in private funds going to community mental health care. These two cases alone show a healthy return on the public's investment.

Other reforms are showing larger returns, but the Commission was only part of the solution. The Los Angeles Unified School District, for example, has followed much of the Commission's advice in building competence and accountability into its previously wasteful facility construction program. And new schools are now opening their doors, state funds are being better used, and the learning environment for thousands of children is being improved.

Still other efforts show promise, but are just being implemented. At the Commission's urging, the Youth and Adult Correctional Agency has created a mentally ill offender council that with no additional resources is working to safely transition parolees back into their communities. The council is built on a Texas model that has saved millions of dollars and improved lives.

Beyond these specific contributions, the Commission is an investment in democracy. By empowering a group of citizens to evaluate government programs and policies, the State acknowledges the importance of disciplining government to the public interest and making it responsive to the will of the people.

The Commission has pursued its charge by consulting with nearly 500 experts, advocates and other Californians. The Commission has been inspired by smart and dedicated professionals working from the inside and outside of government to improve public services. Our accomplishments are intertwined with their efforts. They have our admiration and gratitude.

In all, the Commission published 10 reports over the last two years, including the studies of children's mental health, youth crime prevention and this evaluation. The Commission identified ways to accelerate the integration of immigrants into California communities, to encourage more affordable housing, and to fortify the State's emergency preparedness after the September 2001 terrorist attacks. The Commission examined the efforts to bolster the workforce of teachers and the Governor's plan for a Labor and Workforce Development Agency. At the request of the Governor and legislative leaders, the Commission reviewed the ownership rules for card clubs.

In the coming months the Commission will complete comprehensive reviews of the public health system and of drug and alcohol treatment programs. And it will continue to assess reform efforts for nearly 100,000 young and vulnerable Californians, who were traumatized first by their parents, and now by a failing foster care system.

Each report contains practical ways to increase effectiveness – some of them more important today than ever. Just as this biennial report identifies accomplishments, it identifies other recommendations that should be reconsidered given the fiscal crisis.

For example, over the last 20 years, the State has created 50 different youth “prevention” programs. All of them are trying to achieve the same goals through different means. But that does not mean that these programs must be administered by different departments, using different forms, with different administrators. The State should streamline the administration before it even considers reducing the grants.

Finally, in severe budget times, even worthy programs must be trimmed and organizations must be creative to get the job done. The Commission has done its part:

We instituted imposed cuts – and voluntarily returned more money to the state General Fund. In fiscal year 2001-02, the Commission's operating budget was cut by \$34,000 (14 percent). It returned another \$74,000 in one-time salary savings for a total savings of \$108,000 or 13 percent of its total budget.

We found strategic partners. Working with private foundations, the Commission has secured the resources necessary to ensure public and expert participation in its studies, and to distribute reports to local policy-makers, who have in turn acted on the Commission's recommendations. While the Commission is receiving more requests for help implementing its ideas, most of those partners have been able to cover the Commission's minimal travel expenses.

We sharpened our process and products. Even before the crisis, the Commission was increasing its efforts to improve its performance – by assessing and strengthening its methodologies and reports to help public leaders better understand problems and fashion reforms.

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

Sincerely,

A handwritten signature in black ink that reads "Michael E. Alpert". The signature is written in a cursive style with a large, stylized initial "M".

Michael E. Alpert
Chairman

Citizen government

The Little Hoover Commission is an investment in democracy.

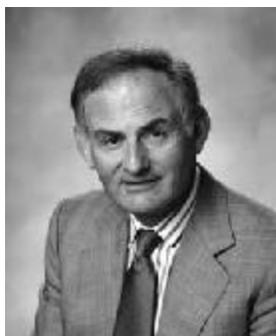
Through analyses and deliberations, the Commission develops valuable recommendations that yield measurable results. But the Commission is more than a mechanism for improvement.

The Commission provides a unique venue for members of the public – on the Commission and before the Commission – to participate in government. In hearings and advisory committees, consumers and experts can challenge how well programs are working – and suggest ways to make them better. The process encourages public officials to explain and to justify how policies have been implemented. What are public agencies trying to accomplish and how well are public agents performing?

To be legitimate and effective, democratic governments must be transparent and responsive. The Commission does not duplicate – and cannot supplant – core democratic mechanisms such as elected representation. But California has enhanced these standard institutions by entrusting the public with a citizen's commission to probe, question and comment.

MICHAEL E. ALPERT, CHAIRMAN
(D-Rancho Santa Fe)

Originally appointed by Assembly Speaker Willie L. Brown, Jr. in May 1994. Reappointed by the Senate Rules Committee in August 1997 and February 1999. Retired partner in the law firm of Gibson, Dunn & Crutcher. Former chief deputy commissioner of the California Department of Corporations. Served as vice chairman of the Commission from 1995 to 2001, elected chairman in 2001.



STANLEY R. ZAX, VICE CHAIRMAN
(DTS-Beverly Hills)

Appointed by the Senate Rules Committee in March 1994. Reappointed in January 1998 and January 2002. Chairman and president of Zenith Insurance Company. Elected vice chairman of the Commission in 2001.



DAVID J. EPSTEIN
(DTS-Indian Wells)

Appointed by Governor Gray Davis in January 2002. In the practice of law for 35 years, specializing in helping state government to identify and collect abandoned financial assets.



DANIEL W. HANCOCK
(D-Milpitas)

Appointed by Assembly Speaker Cruz Bustamante in July 1997. Reappointed by Speaker Robert M. Hertzberg in January 2001. Strategic advisor and former president of Shapell Industries of Northern California.



STUART G. MOLDAW
(DTS-Atherton)

Appointed by Governor Gray Davis in March 2002. Chairman of the Gymboree Corporation.



JENNIFER A. OPENSHAW
(D-Playa del Rey)

Appointed by Governor Gray Davis in July 2001. Founder of the Women's Financial Network.



CHARLES S. POOCHIGIAN
SENATOR
(R-Fresno)

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

The Commission is...

Volunteer

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

Informed

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

Public

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

Independent

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

Empowered

The Commission has the authority to select its own topics, has access to government records and is charged with making public recommendations to the Governor and Legislature.



H. ERIC SCHOCKMAN
(D-Sherman Oaks)

Appointed by Assembly Speaker Antonio Villaraigosa in January 2000. Associate dean and associate professor of political science at the University of Southern California. Executive director of MAZON, a non-profit hunger relief organization.



RICHARD R. TERZIAN
(R-Los Angeles)

Originally appointed by Governor George Deukmejian in May 1986. Reappointed by Governor Pete Wilson in March 1994 and in March 1998. Partner in the law firm of Bannan, Green, Frank and Terzian. Served as chairman of the Commission from 1994 to 2001.



JUAN VARGAS
ASSEMBLYMEMBER
(D-San Diego)

Appointed by Assembly Speaker Robert M. Hertzberg in February 2001. Elected to the 79th State Assembly District in November 2000.



JOHN VASCONCELLOS
SENATOR
(D-Santa Clara)

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



STANLEY M. ZIMMERMAN
(D-Beverly Hills)

Appointed by Governor Gray Davis in January 2000. President of Home Budget Loans, Los Angeles, since 1970. He also is chief executive officer of Mortgage Mart, Inc., a property management firm.

THE COMMISSION HAS ONE VACANCY

The Commission is...

Bipartisan

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

Focused

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

Former Commissioners who served in the 2001-2002 Session

Assemblyman Bill Campbell (R-Villa Park) Served from April 2001 to June 2002.

Carl Covitz (R-Los Angeles) Served from October 1993 to June 2001.

Assemblywoman Sally Havice (D-Cerritos) Served from April 1998 to February 2001.

Sean Walsh (R-Oakland) Served from January 1999 to January 2002.

Assemblyman Phil Wyman (R-Tehachapi) Served from March 2001 to April 2001.

Commission Resources

A modest investment of state funds allows the Commission to leverage the time and talent of its members, researchers, practitioners, consumers and other Californians who contribute to Commission efforts.

The 2001-02 Budget Act appropriated \$846,000 to the Commission. Mid-year budget cuts reduced its operating budget by \$34,000. To compensate, the Commission reduced travel, printing and training budgets. It also expanded use of the internet for communications with participants and the public, sought reimbursement from agencies seeking the Commission's assistance, and received a small foundation grant to support its work.

The Commission also returned

\$74,000

to the

General

Fund

in

unspent

personnel

funds. In

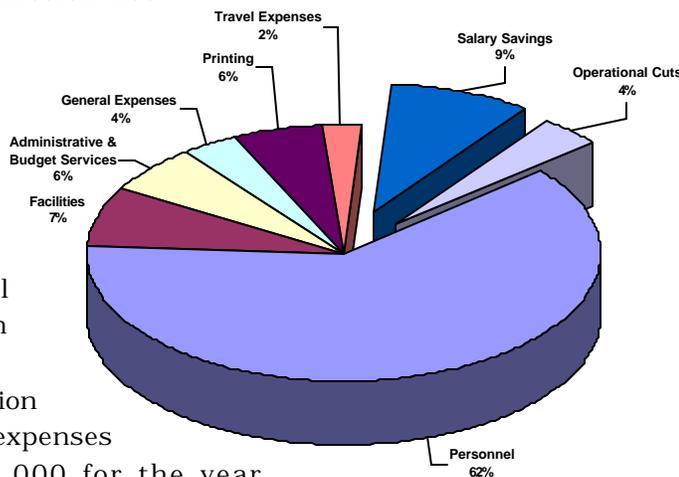
total, the

Commission

reduced expenses

by \$108,000 for the year,

nearly 13 percent of its total budget.



The Commission's 2002-03 budget is \$838,000, all of it from the General Fund. The largest portion of the budget covers personnel costs. The balance covers operational costs including rent, office supplies, equipment, printing, postage and travel expenses.

Foundation Support

The California Wellness Foundation provided \$8,000 in funds to the Commission in 2001 to help it distribute its report on youth crime and violence to a larger audience.

The Commission also received \$5,000 from the California Wellness Foundation to support its study on California's public health system in 2002-03.

Commission staff...

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

James P. Mayer
Executive Director

Nancy Lyons
Deputy Executive Director

Toby Ewing
Project Manager

Hattie Rees Hanley
Project Manager

David J. Shoemaker
Project Manager

Sherry Robyn
Legislative Coordinator

Cindy Beurtheret
Research Analyst

Carole D'Elia
Research Analyst

Linda Mata
Executive Secretary

A Fair and Open Process

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

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

In pursuit of

Economy & Efficiency

Ten Commission projects seeking improved public services.

The Commission is charged with reviewing the executive branch of the state government in pursuit of economy, efficiency and responsiveness to the people. Most of the Commission's projects in recent years build on previous efforts and can be grouped into three areas: Children and Families, Community Infrastructure, Government Operations and Special Projects.

Children and Families

Goal: The right services at the right time provided in the right way.

The vast majority of state resources are directed at children and families. And some of the highest stakes involve those children and families who are struggling to be safe, healthy and economically independent. During the last two years, the Commission published four reports focused on children and families, and worked to implement recommendations from two other reports that were previously published.



Never Too Early, Never Too Late: To Prevent Youth Crime and Violence (June 2001)

While California has invested more in programs intended to prevent crime and violence among young people, those programs are uncoordinated, not based on community priorities and do not provide the supports – political, financial and technical – that community leaders need to be effective.

The Commission concluded, *We have no one to blame but ourselves for the stacks of paperwork, duplicative forms and differing requirements. If we can't integrate the prevention programs that are entirely within the State's purview, we do not stand a chance of integrating more expensive 'downstream' programs such as foster care, mental health and youth corrections.*



Teach Our Children Well (September 2001)

Numerous programs have been launched to attract, train and retain a quality workforce of classroom teachers. But the Commission found that more could be done to ensure that universities were adequately preparing candidates, that credentialing procedures were efficiently ensuring quality, and that schools were providing production and well-managed teaching environments.

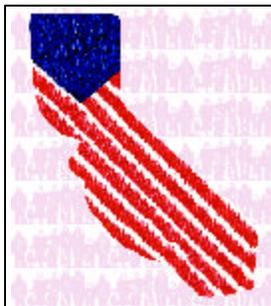
The Commission concluded, *The State needs to manage the teacher workforce as the asset that it is. Many people are trained to be teachers, but never teach. Many who plan a career in teaching give up on the classroom. Many who stay do not reach their full potential because they are not effectively mentored, managed, empowered or rewarded.*



**Young Hearts & Minds:
Making a Commitment to Children's Mental Health
(October 2001)**

Emotional health is often undervalued, even though it is critical to other public goals, such as education. A significant challenge is making children's mental health programs work with the other public attempts to serve emotionally troubled children, including those in foster care.

The Commission concluded, *More than 1 million children in California will experience an emotional or behavioral disorder this year, and more than 600,000 will not receive adequate treatment. For some of these children, their symptoms will go unnoticed; their needs will not be understood. For others, the symptoms will be obvious to parents, teachers and doctors, but they will not receive attention because of how California organizes, funds and delivers mental health care and other services.*



**We the People:
Helping Newcomers Become Californians
(June 2002)**

A deliberate policy toward immigrants would improve the effectiveness of public programs, clearly communicate public expectations for all residents, including immigrants, and remove barriers to self-sufficiency and self-governance. The Commission proposed the creation of a residency program to give priority access to existing public services to immigrants who demonstrate commitment to becoming responsible citizens. The program would reflect smart priorities, investing first in those who want to be responsible and contribute. The Commission also recommended advocating for federal reforms that would align immigration laws with California's needs and improve immigration and naturalization services.

The Commission concluded, *California has not aligned existing public and community efforts in ways that effectively integrates immigrants - and it must do so to accelerate the transition from newcomer to responsible community member.*

Previous work still being implemented

Being There: Making a Commitment to Mental Health (November 2000)

The Commission documented the consequences of the failed mental health system and identified the steps toward ensuring that everyone who needs care receives care.

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

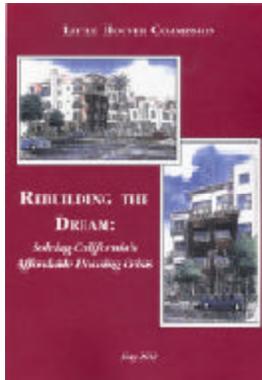
The Commission recommended comprehensive organizational and management changes to the system that inadequately cares for more than 100,000 children in the foster care system.



Community Infrastructure

Goal: Smart investments that are well managed.

A variety of state programs and policies are intended to help develop the private and public infrastructure that supports safe and prosperous communities. Because the growing housing shortage threatens so many other public goals, the Commission reviewed housing policies. In the weeks following the September 2001 terror attacks, the Commission looked at the ability of communities to respond to disasters and the State's role in assisting them.



Rebuilding the Dream: Solving California's Affordable Housing Crisis (May 2002)

California's housing shortage is not just the product of rapid population growth, but of public policies that have failed to support the construction of the homes needed by growing communities. The State should refocus housing element law on performance and it should align state funding streams to encourage local authorities to favor housing. Communities need to transform local control into local responsibility.

The Commission concluded, *The increasing housing shortage is so severe that it affects all Californians, and threatens to mute the State's economic potential. But the greatest burden for these failures is on the shoulders of the poorest Californians, those who cannot afford a home of any kind, or who live in substandard or overcrowded conditions.*



Be Prepared: Getting Ready for New and Uncertain Dangers (January 2002)

The Commission's review of the emergency response system after the terrorist attacks of September 11, 2001 identified ways the State could ensure that local communities are prepared for disasters, improve communications and coordination beyond the normal "first responders," fortify the public health system and effectively engage volunteers.

The Commission concluded, *Most importantly, California needs to institutionalize today's sense of urgency into policies that generate continuous improvements in how threats are assessed, how emergency response agencies are organized and managed, and how resources are defined and used in the name of public safety.*

Previous work still being implemented

Special Districts: Relics of the Past or Resources for the Future? (May 2000)

The Commission recommended ways for special districts to be more transparent to the public, accountable to customers and integrated into other public efforts.

To Build a Better School (February 2000)

The Commission identified ways to improve the quality of the management and construction of school facilities, with particular emphasis on the Los Angeles Unified School District.

Special Projects

The Commission is required to review reorganization plans proposed by the Governor and issue a report within 60 days of the Legislature receiving the plan. The Commission also occasionally receives requests from the Governor or the Legislative leadership to look at specific issues.

Only a Beginning: The Proposed Labor & Workforce Development Agency (April 2002)

In early 2002, the Governor proposed combining the Department of Industrial Relations, the Employment Development Department, the Workforce Investment Board and the Agricultural Labor Relations Board into a new agency. The Commission recommended that the Legislature allow the plan to go into effect and identified ways the new agency could reach its goals.

The Commission concluded, *The mission of the new Labor and Workforce Development Agency is an essential one. Other executive branch agencies and the Legislature should support it. But it also will be essential for the agency to develop a meaningful business plan with clear goals, the right priorities and a commitment to publicly measure progress based on performance as valued by the customer.*

Card Clubs in California: A Review of Ownership Limitations (April 2002)

The Governor and legislative leaders asked the Commission to review policies that have prevented card clubs from being owned by publicly traded corporations and by individuals involved in casino-style gambling in other states.

The Commission concluded, *The issue before the Commission was whether the ownership prohibitions are still necessary to protect the public against criminal activity. The answer is clearly no. The issue of expansion, which was not directly before the Commission, already is addressed in law. Therefore, the Commission has concluded that allowing card rooms to be owned by public traded companies – even those owned by out-of-state casino interests – would not be inconsistent with existing policy goals.*

Government Operations

Goal: Efficient, transparent and continuously improving public programs.

There is a bureaucracy within the bureaucracy that performs such internal functions as personnel management, asset management and procurement. While the Commission did not conduct a study in this category during the last two years, it continues to advocate for reforms based on previously published studies.

Better.Gov: Engineering Technology-Enhanced Government (November 2000)

The Commission examined how the State should adapt itself – organizationally and procedurally – to make the best use of network and other technologies.

Of the People, By the People: Principles for Cooperative Civil Service Reform (January 1999)

The Commission articulated a procedure the State could use to improve personnel policies as part of a systematic effort to improve service to the public.

Measuring Results

Recommendations are the starting gate, not the finish line.

While tailored to each policy under review, the Commission's recommendations seek the same general improvements:

1. Strong leadership that defines and strategically pursues clear goals.
2. Integrated efforts that pursue commonly held goals.
3. Strategic funding that encourages efficiency and effectiveness.
4. Management systems that continuously learn and improve outcomes.
5. Accountability mechanisms that serve the public and policy-makers.

The Commission's goal, however, is not simply to make recommendations, but to assist in making reforms. This list identifies those reforms in which the Commission played a major role and in which measurable results can be identified. In virtually all cases, these improvements were made possible by public or community officials who saw value in the Commission's work. These leaders deserve credit and have the Commission's appreciation.

1. Strong Leadership

National Crime Prevention Council Disseminates Recommendations for Youth. NCPC shared the Commission's report, *Never Too Early, Never Too Late to Prevent Youth Crime and Violence*, with state leaders nationwide and invited the Commission to present its findings to leaders from six states, including California, participating in an initiative to "embed" prevention strategies into programs for young people.

Result: Increased understanding of how preventive programs reduce long-term costs.

Attorney General Supports Commission Report. The Attorney General has urged the Governor, Chief Justice of the California Supreme Court and Superintendent of Public Instruction to work together to implement the Commission's recommendations for coordinating youth prevention programs. The Chief Deputy Attorney General for Administration and Policy has met with the Governor's staff to discuss forming a state coordinating council. A concept paper describing the rationale and structure of the council has been developed.

Result: Leadership is coalescing around the idea of coordinating efforts at the state level.

California Coalition for Mental Health. The Coalition recognized the Commission's work during its 2001 annual conference for calling attention to the need for mental health reform and for generating attention and support for mental health care.

Result: Commission's recommendations are helping to define a common agenda for change.

National Dissemination of Mental Health Recommendations. The National Association of State Mental Health Program Directors has built upon the Commission's findings on the nexus between mental health and criminal justice systems and prepared a document for distribution to a national audience on ways to improve services and lower costs.

Result: National discussion has shifted toward treatment alternatives for jail.

President's New Freedom Commission. The President's national commission on mental health requested copies of the Little Hoover Commission's reports. The reports will inform members of the President's commission as they review options for responding to their mandate from the President.

Result: Increasing awareness of potential for improving mental health services.

Workforce Investment Board. The board incorporated the Commission's recommendations regarding the New Labor and Workforce Development Agency into its strategic plan.

Result: Workforce investment dollars could be better spent.

Special District Leadership Foundation. The foundation addressed the Commission's recommendation to establish a program to ensure that special district administrators have the knowledge and skills necessary to be effective. The foundation established a voluntary certification program for special district administrators focused on competence in policy development, administration and finances.

Result: District administrators are increasing their knowledge of standards for effectiveness.

Special District Governance Academy. In response to Commission recommendations, the California Special District's Association, in cooperation with the Special District Leadership Foundation, is developing a Special District Governance Academy for special district directors. The academy will focus on the fundamentals of governance, strategic thinking and leadership, and the role of boards of directors in human resources and finances.

Result: Governance and fiscal management of special districts is improved.

LAUSD Board Improved Facility-Related Procedures and Practices. Over the last two years, the Commission has offered additional and specific recommendations to the district on ways to improve its school construction program. The district board has acted on many of the recommendations, especially efforts to develop a professional managerial team.

Result: The district is building and opening new schools for the first time in years.

2. Integrated Efforts

Commission Encourages State Leaders to Increase Efficiencies. Working through a coordinating group known as Shifting the Focus, the Commission has advocated for integrating disparate youth prevention programs. The Department of Education, which administers the largest number of programs, combined drug prevention and violence prevention programs within the same unit, eliminating five positions.

Result: Integration will reduce administrative costs and can improve effectiveness.



Council on Mentally Ill Offenders. The Commission sponsored SB 1059, which created a Council on Mentally Ill Offenders within the Youth and Adult Correctional Agency. The Council, based on a model that has saved millions of dollars in Texas, is charged with developing cost-effective approaches to addressing the mental health needs of inmates, parolees, and others at risk of incarceration to reduce reincarceration. The Commission has given the nine-member Council specific projects with the potential to produce millions in annual savings to the state General Fund.

Result: Agencies are exploring ways to improve mental health services and public safety at lower cost.

Mental Health / Criminal Justice Data Match. The Commission has partnered with the Department of Mental Health, the Department of Justice and the Center for Mental Health Services Research at UC Berkeley and UC San Francisco to answer questions about the movement of clients between the mental health and criminal justice systems. The project will assist policy-makers in understanding how to invest in programs intended to improve the delivery of mental health services, lower criminal justice costs and enhance public safety. The research project obtained a \$40,000 grant to analyze the data and explore how California could make better use of the \$60 million annual appropriation for the Integrated Services for Homeless Adults program and the Mentally Ill Crime Reduction Grant program.

Result: Research will improve multi-million-dollar policy decisions.

3. Strategic Funding

Increased Foundation Funding. The California Endowment, the state's largest health foundation, cited the Commission's report as a primary factor in its decision to increase grants to mental health service providers from \$10 million to \$24 million.

Result: \$14 million in private funds dedicated to community mental health care.

Promoting Innovation and Incentives in Funding. SB 1911 implemented a Commission recommendation by directing the Department of Mental Health to analyze the appropriateness of seeking a federal waiver to provide home and community-based services to children who otherwise would receive services in institutional settings.

Result: The State is on a path that could improve services to children at lower state cost.

Establishing Federal Disability Benefits. With the Commission's urging and support from Legislative leadership, the Board of Corrections established a working group to identify ways that counties could secure federal disability assistance for mental health clients who are released from jail. The assistance is critical in helping these Californians stay off the streets and out of jail. At least seven counties have implemented the report's recommendations or are working with local officials of the Social Security Administration to do so.

Result: Potentially hundreds of Californians will not be jailed because of homelessness, saving resources and jail space for violent criminals.

Irrigation District Suspends Fees. In response to the Commission's conclusions that many enterprise special districts have large reserves, the South San Joaquin Irrigation District waived the fees for the entire 2001 irrigation season. This resulted in \$1.4 million in savings to the ratepayers in that district, money they would have otherwise paid in fees.

Result: Ratepayers in this district saved \$1.4 million.

4. Smart Management

Council of State Governments Produces Mental Health Guide. With guidance from the Commission's mental health report, the national organization produced a report – *Criminal Justice / Mental Health Consensus Project* – that tells officials in other states how to improve public responses to mental health clients who become involved in the criminal justice system.

Result: California is inspiring, and can learn from, improvement efforts in other states.

National Technical Assistance Center for State Mental Health Planning. NTAC has released a report that draws upon the experiences of 13 state mental health commissions, including the Little Hoover Commission. The report, *State Mental Health Commissions: Recommendations for Change and Future Directions*, is intended to guide the work of other states using commissions to improve mental health care.

Result: California is inspiring, and can learn from, improvement efforts in other states.

Report Influences Community Action

The California Wellness Foundation awarded the Little Hoover Commission a grant to provide nearly 1,000 copies of its youth violence prevention report to California public health and law enforcement leaders statewide. In a follow up survey to assess the impact of the report, the Commission asked whether the report inspired them to initiate, change or expand youth violence prevention activities. The following were among the responses:

- Susanville Police Department — Yes. With proof that prevention programs exist and are working, allows us to approach the needed agencies to become involved. Also, with documented research comes more support from the agencies.
- Sacramento County District Attorney — Yes. We have initiated gun violence information for teens program. Looking at doing forums at schools where one of the topics is youth violence.
- Napa County Probation Department — Yes. Our juvenile justice coordinating council has been influenced by the report.
- Montebello Police Department — Yes. Assisted in the formation of our school resource officer program, setting goals and objectives, meeting with school officials and parents.
- Riverside County District Attorney — Yes. Riverside County DA, law enforcement and probation and 16 school districts have developed and expanded an innovative Youth Accountability Team intervention program for youth at risk.



Prevention Works Clearinghouse. Implementing a Commission recommendation, the California Attorney General's Crime and Violence Prevention Center established a Prevention Clearinghouse as a component of a new Research, Assessment and Policy Unit. The activities of the unit and the prevention clearinghouse will be initially focused on domestic violence prevention and teen dating violence strategies that communities could initiate. The center also has established a Web site, www.safestate.org, to serve as a portal for crime and violence prevention research, resources and training and funding opportunities.

Result: Communities have better access to reliable information on prevention programs.

Common Prevention Principles. The Commission assisted the Shifting the Focus coordinating group to develop a set of Common Prevention Principles based on the Commission's recommendations. Designed to guide the development of prevention-related legislation and programs, bill analyses and budget change proposals, the principles have been formally adopted by the Office of the Attorney General and Superintendent of Public Instruction and are expected to be adopted by agencies within the Health and Human Services Agency.

Result: Consistent consideration of prevention strategies.

Prevention/System Improvement Incubator. At the urging of the Commission, California's Multi-Agency Joint Committee is developing a plan for a "system improvement incubator" to develop, evaluate and replicate strategies for integrating and tailoring services to children and families. The Committee is an existing entity involving stakeholders in the social service system.

Result: The incubator will help counties diagnose and solve system failures.

Local Agency Formation Commission Guidelines. The Governor's Office of Planning and Research has prepared guidelines for Local Agency Formation Commissions when they review municipal services as required by law. The guidelines reflect the Commission's recommendations for strengthening the ability of LAFCOs to review and influence the performance of independent special districts.

Result: LAFCOs will be better equipped to assess and help improve municipal services.

5. Accountability Mechanisms

Financial Reporting Enhanced. The Commission worked with Senator Joseph Dunn, the State Controller and special districts on SB 282, which requires the Controller to report electronically specific financial information on special districts with the highest revenues. The bill, implemented in 2002, requires that the finances of special districts be more visible to the public and policy-makers.

Result: Easy access to understandable information on public dollars spent by special districts.

California Special Districts Association Publishes Reserve Guidelines. In response to the Commission's recommendations, the association convened a Local Government Finance Working Group, which included Commission staff, to address issues identified in the Commission's report. Individual districts reported that because of the Commission's report they were reviewing their fiscal and reserve policies. In 2002, CSDA published Special District Reserve Guidelines to help

district officials evaluate existing reserve policies, develop new reserve policies, and encourage reserve policies that are comprehensive and easily understood.

Result: Greater public scrutiny and improved fiscal discipline of special districts.

California Special Districts Association Provides Public Outreach Assistance. To help districts increase their visibility and understanding among customers and policy-makers, CSDA initiated a "Public Outreach Assistance Service." The program provides fee-based copy editing/writing and graphic design services.

Result: More districts are communicating better with the public.

Review of Mental Health Services in Lassen County. At the Commission's urging, the California Department of Mental Health reviewed the Lassen County mental health program to assess four concerns about services for children. The department substantiated one area of concern, asked the county to update its policies in a second and was unable to verify citizen complaints in the remaining two. The California Mental Health Planning Board reviewed the analyses performed by the state department and has sought legal guidance from the State and the county to strengthen the standing of the local mental health oversight board in Lassen County.

Result: Improved focus on services to children, and potentially improved services.

LAUSD Improves Oversight Mechanisms. The district board implemented specific recommendations for fortifying the local citizens board that oversees facility construction projects, as well as its internal auditor.

Result: Improved accountability to local voters, parents and the community at large.

Grand Juries Review Special Districts

The Commission sent copies of its special districts report to the 58 county grand juries, encouraging them to review districts for transparency and accountability. Among the results:

Kern County Grand Jury. In Kern County, jurors determined that special districts were not being reviewed unless a complaint was filed. In response, the jurors established a standing committee and conducted a survey of all special districts. The jurors identified audits that were not up-to-date and made recommendations on ways to improve the special district administration.

Marin County Grand Jury. The grand jury investigated 34 special districts and issued recommendations regarding increased visibility, board member compensation, and reserves.

Sacramento County Grand Jury. After reviewing the Commission's report, the Sacramento Grand Jury reviewed the enterprise districts in its county to assess such issues as visibility and accountability.

San Mateo County Grand Jury. The Commission's report inspired the grand jury to examine special districts rarely noticed by the media or voters. In two instances, the grand jury shed light on elected officials who were serving terms in districts where they did not reside, resulting in voter legal action. The jury's research resulted in media attention that led to more citizen involvement in special districts.

Sonoma County Grand Jury. This grand jury reviewed financial statements from 48 special districts, focusing on undesignated reserves. The grand jury found no evidence of any district having excessive undesignated financial reserves, but urged citizens to access and audit annual financial data on special districts that are available online through the State Controller's Office due to a law passed after the publication of the Commission's report.

Getting **Better** at what we do

The Commission is committed to continuous improvement.

In the past year, the Commission has initiated three new efforts to assess its performance and use that information to improve its process and products.

These efforts have revealed that the Commission can improve its performance by identifying strategic partners at the community level to better understand, assess and influence state-sponsored programs and policies.

Survey of community leaders on youth crime and violence report

With a grant from the California Wellness Foundation, the Commission distributed nearly 1,000 copies of its violence prevention report to local law enforcement, probation, district attorneys, administrators of mental health and alcohol and drug programs and other community leaders.

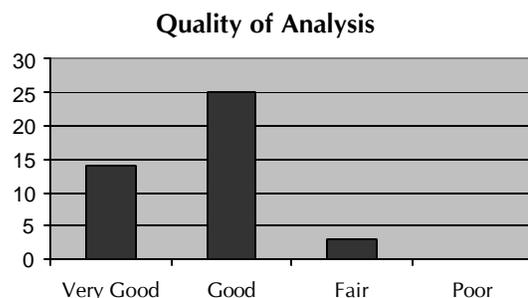
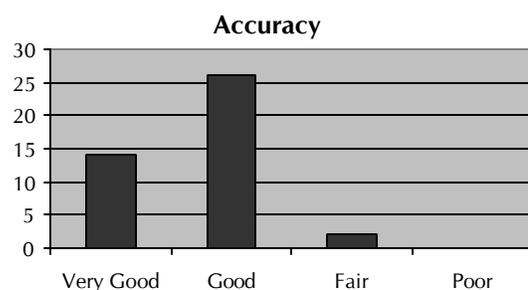
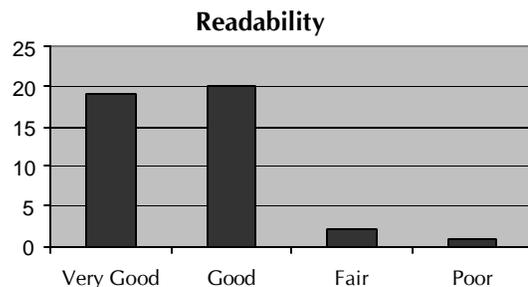
Surveys were then sent to those leaders, who were asked to assess the Commission's recommendations, as well as other attributes of the report.

Virtually all respondents indicated the report was very helpful or somewhat helpful as a primer on youth violence prevention, a resource document on State efforts, and as a tool to educate and build support for prevention among policy-makers.

Survey respondents also were asked to assess the quality, accuracy and readability of the report. The majority indicated the report was very good or good in all aspects. Several respondents indicated that the Commission could do more to provide specific action items with targeted timelines.

More than half the respondents had shared the report with colleagues and many had used the report to bolster support for their existing and planned youth violence prevention programs and strategies.

Survey Response to *Never Too Early, Never Too Late...*



Linking Commission reviews with county grand juries

The Sacramento County Grand Jury used the Commission's review of special districts to examine independent districts in its county. Inspired by that leadership, the Commission suggested other grand juries do the same, and followed up with a survey that asked the grand juries to assess how the oversight roles of the local panels can work better with the Commission's oversight role at the State.

One suggestion: Where feasible the Commission can give specific guidance to the local juries on how they can use the Commission's analysis to more effectively assess the performance of local government agencies. Another grand juror suggested the Commission annually communicate to the newly empanelled juries – making them aware of what the Commission has done and how it could shape their local oversight.

Advisory Committee evaluations

Over the course of a study, some 50 stakeholders and other experts typically participate in advisory committee meetings to help the Commission understand how programs are working and how they could be improved. Beginning with its affordable housing project, the Commission has begun an evaluation component of each advisory committee, which is intended to assess and improve how the Commission makes use of experts to review policies and bring about reforms.

Participants in the housing advisory committee said that the report accurately reflected the discussions of the advisory committee and generally rated the final report as very good, providing an accurate picture of the housing problem in California and offering "doable" solutions.

Suggestions for the advancement of the Commission's findings included ongoing advocacy by the Commission with the Governor's office, the Legislature, leadership staff, local government officials and business leaders. One survey respondent suggested the Commission publish a two-page summary of the key findings from the report to launch discussions with current policy-makers and to inform newly-elected legislative members of the Commission's work.

When Reform is a must

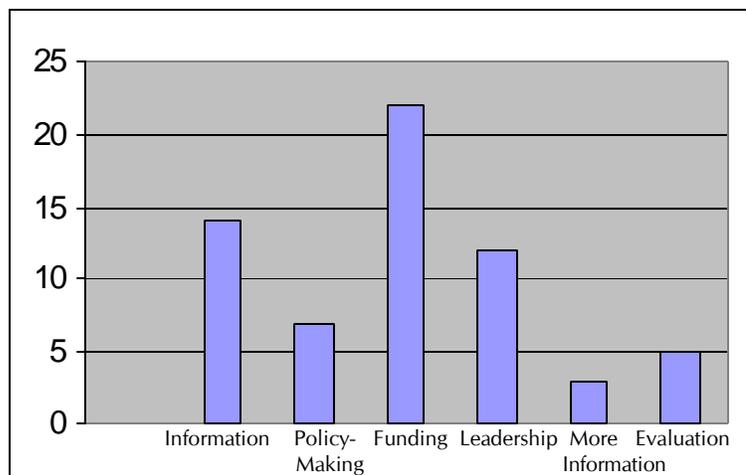
“Crisis” doesn’t mean severe problem. It means turning point.

Fiscal and other crises require hard choices to be made. Support for administrative streamlining and other internal reforms increases when the only other option is to cut services. Absent clear priorities, the wrong services may be cut. And when resources are declining, policy-makers need to look harder to make sure that all available resources have been identified. The following recommendations have been made previously by the Commission, and should be given reconsideration given the State’s budget problems:

❑ **Streamline the administration of crime and violence prevention grants.**

The Commission has identified more than 50 programs in 12 state agencies intended to prevent youth crime and violence. Many other programs are in place to address similar needs for Californians of all ages. The Commission urged that over time, the administration of these programs be integrated to more efficiently and effectively serve California’s communities. These

Community Leaders Rank Priorities



improvements could be initiated by requiring a couple of the departments to integrate the administration of the grants within their departments. This would not require consolidating the programs – just streamlining and consolidating application forms, evaluations and other requirements that demand resources of the communities and the state agencies to prepare and review. In a survey of community leaders, reforming how the grants were administered was given the highest priority among the Commission’s recommendations.

❑ **Reform funding of community colleges.** Nearly 20 percent of the community college enrollments that are funded by the State fail to result in a course completion. State costs increase when students re-enroll in a subsidized course they previously failed to complete. The Commission has recommended that the enrollment-driven funding formula be reformed to create incentives for course completion. For example, the colleges could implement a policy that charges higher fees for courses that are being repeated because the student chose to drop the class and start again.

❑ **Direct more community college resources toward English classes.** The single greatest contributor to the economic success and social integration of immigrants is the ability to speak English,

yet many communities report that immigrants have difficult getting into classes that effectively teach them the language. By redirecting resources from other parts of the college course offerings, communities could be expected to achieve both fiscal and social benefits.

- ❑ ***Provide leadership to foster care.*** More than \$3 billion a year is spent on a foster care system that the Secretary of the Health and Human Services Agency agrees is broken. Without additional resources, the State could pursue better outcomes by designating a single state official responsible for identifying and lowering barriers to better foster care, assertively resolving ambiguity between state and local responsibilities, and aligning educational, housing and mentoring resources around emancipating youth. The failure of the foster care system is contributing to billions of dollars of demand on social, health and criminal justice programs.
- ❑ ***Integrate enterprise districts into infrastructure planning.*** The Commission found that independent special districts – particularly those that charge fees for services – are an underused resource. Many of them have the capacity to finance their own improvements, but tap into limited state bond programs instead. Moreover many districts could be used to finance and solve local infrastructure problems – such as covering the expense of water and sewer hookups for low-income housing. The State could pursue both opportunities by integrating special districts and their financing mechanisms into infrastructure, housing and other policy decisions.
- ❑ ***Reform personnel practices.*** The Commission’s 2000 personnel report documented how other state and local governments had used crises to develop labor-management partnerships that focused on improving public services while reducing costs. Nationwide, public agencies are finding ways to cooperatively get the job done by building trust and reducing bureaucracy. Among the immediate benefit that could be expected would be reduced personnel time dedicated to navigating the complex, fractured and dysfunctional personnel system.
- ❑ ***Require CADA to share some of its surplus with the State.*** When the Commission reviewed the Capital Area Development Authority in 1998, the property management agency had a reserve of \$3.4 million that CADA officials asserted was precisely what was needed to bankroll the agency’s functions. When outside consultants reviewed CADA in 1999, the agency had \$4 million in reserves, and officials maintained that amount was precisely what the agency needed to bankroll its functions. The consultants also determined that CADA was charging below market rents. While clearly, the State and CADA should be sensitive to the needs of low-income renters, the current policy for raising rents does not distinguish based on a client’s ability to pay. Now that CADA is more profitable and closer to achieving its goals, a portion of its revenue and/or its reserves could accrue to the State. The consultants indicated that merely raising CADA rents to market rates (excluding units reserved for low-income tenants) would generate an additional \$532,608 a year.
- ❑ ***Enlist private insurers to cover a greater share of mental health costs.*** California faces a mental health care crisis. Too many Californians are forced into personal anguish, homelessness, and even crime by a system that rations care to only those with the most severe needs. The public sector cannot afford to erect a safety net that will serve all who need care. Nor should it. Instead, the State should help private insurers to develop effective and fiscally sound mental health insurance coverage that will be affordable.

Change begins with

A Shared Understanding

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

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

January 2001

State Senate and Assembly
Sacramento

Adult Mental Health

Testified on Commission recommendations before Joint Hearing of the Senate Select Committee on Developmental Disabilities and Mental Health and the Assembly Subcommittee on Mental Health.

Quality Improvement Committee
Sacramento

Adult Mental Health

Detailed Commission recommendations to statewide committee charged with advising the California Department of Mental Health on ways to improve quality of care and client outcomes.

Suicide Prevention Advocacy Network
Sacramento

Adult Mental Health

Outlined Commission findings and recommendations and identified immediate opportunities for non-governmental organizations to promote reforms and improve services to adults with mental health needs.

State Independent Living Commission
Sacramento

Adult Mental Health

Discussed Commission conclusions and specific strategies available to community agencies to support improved outcomes for people with disabilities.

Enhancing Democracy

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

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

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

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

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

California Department of Mental Health
Sacramento

Adult Mental Health

Briefed staff and officials from the California Department of Mental Health on Commission findings and recommendations as part of department training program.

California Coalition for Mental Health
Los Angeles

Adult Mental Health

Presented Commission's conclusions to statewide association of mental health stakeholders and outlined priorities for mental health reform.

February 2001

State Assembly
Sacramento

Abused and Neglected Children

Testified before joint hearing of the Assembly Human Services Committee and Assembly Judiciary Committee on strategies to promote accountability in foster care system.

Central Coast Local Agency Formation Commissions
Santa Barbara

Special Districts

Presented Commission findings to members of the San Luis Obispo, Santa Barbara and Ventura County LAFCOs in a meeting convened to review Commission's report and discuss concerns of LAFCO and special district officials in the three county region.

Access Unlimited
(KPFK Los Angeles/Ventura)
Los Angeles

Adult Mental Health

Discussed Commission's analysis and recommendations as part of a live radio show that explores opportunities to improve ability of people with disabilities to participate in community life.

State Assembly
Sacramento

Special Districts

Testified before the Assembly Local Government Committee on Commission's findings and recommendations with emphasis on legislative responses to issues surrounding financial reserves held by special districts.

Metropolitan State Hospital
Norwalk

Adult Mental Health

Briefed staff of state's only psychiatric hospital serving adults and children on Commission's recommendations and facilitated discussion of opportunities for the hospital to assess its effectiveness and improve services.

California Association of Health Systems
San Francisco

Adult Mental Health

Provided overview of Commission's work and discussed strategies for reform with nursing managers from public and private hospitals providing acute psychiatric services to children and adults.

Child Development Policy Advisory Committee
Sacramento

Adult Mental Health

Testified before statewide advisory body on challenges facing children and families with mental health needs and core areas needing reform.

March 2001

Older Adult Coalition
Sacramento

Adult Mental Health

Discussed Commission findings and recommendations and outlined immediate opportunities for local agencies and community organizations to improve mental health services for older adults.



San Diego State University
San Diego

Adult Mental Health

Outlined Commission findings and recommendations and discussed report with graduate students enrolled in social work program.

April 2001

National Crime Prevention Council
(NCPC)
Portland, Oregon

Youth Crime and Violence Prevention

Reviewed the Commission's study and preliminary conclusions at a meeting of six states participating in an NCPC sponsored initiative to embed prevention in state policies and practices.

State and Local Associations
Sacramento

Special Districts

Convened meeting with representatives of the Office of State Controller, California Special Districts Association, Association of California Water Agencies, California Association of Sanitation Districts and the Office of Senator Dunn that explored strategies to improve financial reporting between special districts and the state Controller.

Ventura County Call to Action
Ventura

Adult Mental Health

Participated in panel discussion before 350 business and community leaders working to improve local mental health and housing programs.

Joint Mental Health/Law Enforcement
Task Force
Contra Costa County - Concord

Adult Mental Health

Reviewed Commission findings and recommendations and discussed local opportunities for local agencies to collaboratively improve efficiency and effectiveness of programs serving people with mental health needs.

Council of State Governments/
National Association of State Mental
Health Program Directors
Washington, D.C.

Adult Mental Health

Participated in a national task force on improving services to offenders with mental health and related needs.

May 2001

Romanian Public Officials
Sacramento

Little Hoover Commission Mission

Met with delegation of Romanian public officials visiting California to explain the role of the Commission in promoting government accountability.

California Family Service Council
Sacramento

Adult Mental Health

Briefed council members on Commission's recommendations and identified strategies for community organizations to champion reform efforts.

WestED Center for Prevention and
Early Intervention
Sacramento

Adult Mental Health

Presented Commission's recommendations on mental health policy and discussed opportunities for Center to promote prevention opportunities and mental health reform.

German Public Officials
Sacramento

Little Hoover Commission Mission

Met with delegation of German public officials visiting California to explain the role of the Commission in promoting government accountability.

Central California Housing Conference
Bakersfield

Adult Mental Health

Presented Commission findings and recommendations and challenged community leaders to take the lead to reform mental health services.

California Coalition for Mental Health
Sacramento

Adult Mental Health

Provided brief overview of Commission's work on mental health policy and receive award for leadership in the field of mental health.

June 2001

Violence Prevention Coalition of
Greater Los Angeles
Los Angeles

Youth Crime and Violence Prevention

Presented Commission findings and recommendations to biennial violence prevention conference. Outlined strategies for state and local agencies to improve coordination and collaboration across programs designed to prevent violence and enhance community health.

California Partnership for Children
San Francisco

Adult Mental Health

Discussed Commission's recommendations and opportunities for local agencies to champion reform with statewide association of child advocates.

Sacramento County
Sacramento

Adult Mental Health

Outlined Commission's priorities for mental health reform and discussed opportunities for community initiatives with the county Mental Health Technical Advisory Committee on Children's Mental Health.

San Diego Law and Psychiatry Society
San Diego

Adult Mental Health

Presented Commission analysis and recommendations for reform and discussed opportunities for research to guide policy reforms.

July 2001

State Senate
Sacramento

Adult Mental Health

Testified before Senate Health and Human Services Committee on strategies to enhance mental health funding.

August 2001

League of California Cities
Los Angeles

Youth Crime and Violence Prevention

Outlined Commission priorities for crime and violence prevention and identified opportunities for prevention before committee of League members.

President, Board of Governors
California Community Colleges
San Diego

Community Colleges

Identified steps the President of the Board of Governors could pursue to improve access to the colleges and student outcomes.

Delegation of Nicaraguan and
Guatemalan Legislators
Sacramento

Commission Mission and Operations

Presented overview of Commission's mission, structure and function to Central American legislators interested in improving transparency and accountability in government.

September 2001

Childhood Injury Prevention
Conference
San Diego

Youth Crime and Violence Prevention

Presented Commission recommendations and priorities to more than 300 local officials, researchers and service providers working to improve public and private response to childhood injuries and promote increased prevention opportunities.



Northern California Children's
Summit
Mt. Shasta

Children's Mental Health

Presented plenary session to senior policy-makers and staff from northern California counties working to improve outcomes for children and families.

October 2001

California Association of Re-entry and
Employment Services
Sacramento

Adult Mental Health

Discussed Commission's work on mental health policy with statewide association working to improve services and outcomes for offenders, ex-offenders and other challenging populations.

State Assembly
Santa Ana

Consumer Affairs

Testified before the Assembly Committee on Business and Professions on Commission efforts to improve structure, function and outcomes of the state Department of Consumer Affairs.

California Supreme Court
San Francisco

Youth Crime and Violence Prevention

Presented Commission findings to Chief Justice George and court officials and discussed opportunities for the court to promote improved outcomes for youth and families through prevention programs.

California Wellness Foundation
"Choices for Youth" Regional Forum
San Diego

Youth Crime and Violence Prevention

Presented Commission's findings and discussed opportunities for local prevention leaders to influence reforms at local and state levels.

November 2001

California Coalition for Mental Health
Los Angeles

Children's Mental Health

Outlined Commission findings and conclusions before statewide association of mental health stakeholders and outlined priorities for mental health reform.

December 2001

National Association of State Mental
Health Program Directors
Washington, D.C.

Adult Mental Health and Children's Mental Health

Presented Commission reports during the annual meeting of state mental health directors. Outlined value of public review of mental health policy and Commission's work as potential roadmap for reform efforts in each state.

National Conference of State
Legislatures
Washington, D.C.

Children's Mental Health

Presented Commission's findings and recommendations to national meeting of state legislative leaders and outlined value and opportunities in promoting public review of mental health policies.

January 2002

Institute for Governmental Studies
Sacramento

Emergency Preparedness

Participated in presentation on using new technology to improve responses to terrorism and other disasters.

American Correctional Healthcare
Services Association
Costa Mesa

Adult Mental Health

Presented Commission findings to California-Nevada Chapter of national association of correctional healthcare specialists. Commission is partnering with the association to explore health needs of specific populations of offenders.

Institute for Governmental Studies
Berkeley

Adult Mental Health and Children's Mental Health

Presented Commission findings and conclusion to more than 300 medical professionals, researchers and policy experts working to improve care to children and adults with mental health needs. The forum broadcast live via the Internet between UC Berkeley and UCLA and has been rebroadcast numerous times on the UC cable television station.

National Technical Assistance
Center/National Association of State
Mental Health Program Directors
St. Petersburg, Florida

Adult Mental Health

Participated in national meeting with state mental health leaders and advocates to assess and document opportunities to promote state mental health reform efforts and public review of mental health policies.

Business and Community Leaders
Salinas

Youth Crime and Violence Prevention

Presented Commission findings and recommendations and discussed immediate opportunities for local officials and community leaders who are working together to reduce crime and violence and increase prevention opportunities.

California Judicial Council
San Francisco

**Youth Crime and Violence Prevention, Foster Care,
Children's Mental Health**

Presented Commission recommendations and priorities to Juvenile Law Subcommittee and discussed strategies to better coordinate services to children and youth under court supervision.

California Wellness Foundation
"Choices for Youth" Regional Forum
Fresno

Youth Crime and Violence Prevention

Presented Commission's findings and discussed opportunities for local prevention leaders to influence reforms at local and state levels.

February 2002

Embedding Advisory Board
Washington, D.C.

Youth Crime and Violence Prevention

Presented Commission recommendations to national board charged with creating self-supporting movements to promote and implement prevention and the primary approach to reducing crime, violence and drug abuse.

State Senate
Sacramento

Children's Mental Health

Testified before Joint Hearing of the Senate Health and Human Services Committee, Senate Committee on Business and Professions and Senate Select Committee on Developmental Disabilities and Mental Health. The purpose of the hearing was to review Commission's findings and recommendations and receive testimony from California Network of Mental Health Clients, State Department of Mental Health, County Mental Health Director's Association, California Healthcare Association, California Psychiatric Association, California Hispanic Healthcare Association and others on Commission's findings and recommendations.



Special Education Early Childhood
Administrators Project
Concord

Children’s Mental Health

Presented Commission’s findings and recommendations to early childhood educators and school district officials looking for opportunities to improve school-based services for children with mental health needs.

March 2002

County Mental Health Directors
Association
Sacramento

Children’s Mental Health

Presented proposal for children’s mental health reforms to the children’s committee of a statewide association of local mental health officials.

State Senate
Sacramento

Disaster Preparedness

Advised the Senate Select Committee on Anti-Terrorism Policy on recommendations to improve California’s ability to respond to disasters.

Commonwealth Club
San Francisco

Youth Crime and Violence Prevention

Presented recommendations to civic, business and community leaders working to understand and promote improved youth crime and violence prevention programs.

April 2002

County Mental Health Directors
Association
Sacramento

Children’s Mental Health

Presented proposal on children’s mental health reform to the executive committee of a statewide association of local mental health officials and challenged them to identify statewide barriers to local agency collaboration and promote reforms.

State Senate and Assembly
Sacramento

Information Technology

Advised Joint Legislative Audit Committee on Commission findings and recommendations as part of Committee review of State Auditor’s report on contracting practices within the Department of Information Technology.

State Assembly
Sacramento

Labor and Workforce Development

Testified before the Assembly Budget Subcommittee No. 1 on the Commission’s recommendations that the administration provide detailed plans for achieving the goals of the Governor’s proposed labor and workforce agency reorganization.

May 2002

Evidence to Policy Conference
Sacramento

Youth Crime and Violence Prevention

Presented Commission’s broad recommendations on improving public response to “at risk” youth at statewide conference sponsored by the California Attorney General on improving effectiveness of crime reduction efforts.

California Mental Health Advocates
for Children and Youth
Sacramento

Children’s Mental Health

Presented Commission’s work to 400 mental health clients, family members, local officials and professionals at a statewide conference highlighting the Commission’s findings and recommendations.

Choices for Youth
Sacramento

Youth Crime and Violence Prevention

Presented findings and recommendations and outlined core strategies for increasing effectiveness of limited crime and violence prevention resources at a capitol briefing.

June 2002

National Crime Prevention Council
San Diego

Immigrant Integration

Presented Commission findings and recommendations at national conference that reviewed strategies to prevent immigrants from becoming involved with the criminal justice system or being victimized by criminals.

California Connected
Statewide

Immigrant Integration

Participated in moderated discussion of California's policies toward immigrants as part of statewide public television program examining challenges facing California and immigrant communities.

July 2002

Employment Training Panel
San Diego

Labor and Workforce Development

Briefed the Employment Training Panel on the Commission's assessment of the Governor's Reorganization Plan and how ETP could implement recommendations.

Radio Bilingue
Statewide

Immigrant Integration

Discussed Commission recommendations to promote immigrant integration during live statewide Spanish-language radio show.

State Assembly
Sacramento

Labor and Workforce Development

Testified before the Assembly Labor and Employment Committee on the Commission's recommendations on the Governor's Reorganization Plan for California's labor and workforce development programs.

State Senate
Sacramento

Affordable Housing

Briefed members of the Housing Land Use Working Group on incentives State could pursue to encourage local agencies to meet housing goals.

August 2002

California Housing Consortium
San Francisco

Affordable Housing

Outlined Commission recommendations for statewide association of builders, finance experts and public housing officials.

September 2002

Los Angeles Immigrant Integration
Conference
Los Angeles

Immigrant Integration

Presented Commission analysis and recommendation as part of regional conference on immigrant integration sponsored by the Consulate General of Israel, the American Jewish Committee and Loyola Marymount University's Center for the Study of Los Angeles.



Department of Social Welfare,
University of California, Berkeley
Berkeley

Adult Mental Health and Children's Mental Health

Presented guest lecture on Commission's work on mental health policy to graduate students in advanced seminar on community mental health.

Japanese Technology Leaders
Sacramento

Information Technology

Presented Commission concerns and recommendation on the State's use of technology with technology experts from Japan seeking to understand opportunities to improve public-private sector contracting and procurement procedures.

Evelyn and Walter Hass, Jr. Fund
San Francisco

Immigrant Integration

Presented Commission's findings and recommendations to staff and officers of private philanthropic foundation and discussed strategies for community organizations to improve immigrant integration through local and statewide strategies.

Santa Clara County
San Jose

Immigrant Integration

Presented Commission findings and recommendations to county and community leaders and discussed strategies local agencies could adopt to improve immigrant integration.

October 2002

National GAINS Conference
San Francisco

Adult Mental Health and Children's Mental Health

Presented Commission proposals for reform to national meeting of mental health and criminal justice experts working to improve outcomes for people with mental health and substance abuse needs who become involved with the criminal justice system.

San Diego Housing Federation
San Diego

Affordable Housing

Presented Commission recommendations at an annual conference attended by builders, planners, housing advocates and others to explore ways to develop more affordable housing in San Diego.

November 2002

Colorado Mental Health Association
Denver, CO

Adult Mental Health and Children's Mental Health

Presented Commission proposals for reform to the Colorado Mental Health Association's 2002 Mental Health and Substance Abuse Summit.

Housing & Land Use Working Group
Davis

Affordable Housing

Participated in a Housing and Land Use Working Group retreat convened by Senator Tom Torlakson to explore potential legislative proposals.

December 2002

Northern California Task Force
Oakland

Foster Care

Provided update on Commission's efforts to improve health care and other services for children in foster care. Explored additional reform possibilities with the Accessing Health Services for Children in Foster Care Northern California Task Force.

California Adolescent Health Collaborative
Sacramento

Children's Mental Health

Provided overview of Commission's recommendations to improve early intervention and prevention services for children with mental health needs.

Legislation 2001-02

For the purpose of assisting the Governor and Legislature.

The Commission supported 14 bills in the 2001-2002 session that would implement its recommendations. The measures were in the areas of Children's Services, Long-Term Care, Adult Mental Health, Prisons, Special Districts and Teacher Workforce. Of those 14 measures, 7 were signed into law, 4 were vetoed, 2 were amended into other bills unrelated to Commission recommendations, and 1 failed passage.

Children's Services

ACR 12 (Cardoza) - Declares 2001 a year of heightened concern for special children, the victims of abuse and neglect. *Signed by Governor, Chapter 27.*

AB 1257 (Cardenas) - Expands the tax credit for child care facilities serving low-income families. *Died in Assembly Appropriations.*

SB 120 (Murray) - Creates an undersecretary of foster care within the Health and Human Services Agency. *Amended to become Senator Ortiz's bill regarding Medi-Cal.*

SB 308 (Escutia) - States the intent of the Legislature to provide financial assistance for all families eligible for subsidized child care within five years. *Amended to become Assemblymember Soto's bill regarding employee assistance programs.*

SB 390 (Escutia) - Seeks to develop a state master plan for child care and development services. *Vetoed.*

SB 841 (Alpert) - Increases state services targeted at older foster youth, specifically foster youth transitioning from middle to high school. *Signed by Governor, Chapter 694.*

SB 1911 (Ortiz) - Directs Department of Mental Health to explore opportunities to seek greater flexibility in the use of federal funds to improve mental health care to children. LHC sponsored this measure. *Signed by Governor, Chapter 887.*

Long-Term Care

AB 1075 (Shelley) - Seeks to improve patient care in nursing homes by establishing staffing ratios. *Signed by Governor, Chapter 684.*

Adult Mental Health

AB 1422 (Thomson) - Creates a Mental Health Advocacy Commission. *Vetoed.*

SB 30 (Chesbro) - Establishes a Mental Health Realignment Review Task Force. *Vetoed.*

SB 1059 (Perata) - Creates a Council on Mentally Ill Offenders. *Signed by Governor, Chapter 860.*

Prisons

SB 404 (Polanco) Establishes a Correctional Board of Education within the California Department of Corrections. *Vetoed.*

Special Districts

SB 282 (Dunn) - Requires the Controller to report specific financial information on special districts with the highest revenues. *Signed by Governor, Chapter 288.*

Teacher Workforce

SB 57 (Scott) - Allows teachers to earn their preliminary teaching credentials more quickly. *Signed by Governor, Chapter 269.*

Consulting with Experts

Hundreds of experts and consumers have advised the Commission.

The following people advised the Commission by participating on advisory committees or testifying at public hearings. Under the Little Hoover Commission's process, hearing witnesses and advisory committee members provide expertise and information but do not vote or comment on the final product.

Witnesses for Hearings on Youth Crime & Violence Prevention

Daniel "Nane" Alejandrez
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Santa Cruz Barrios Unidos

Lynn Alvarez, Program Officer
The California Endowment

Captain James Barrett
Chief of Police
Ojai Police Department

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Sheriff, Sacramento County

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Philliber Research Associates

Omar L. Butler, Management
Assistant, Omega Boys Club

Larry Cohen, Ph.D., Director
Prevention Institute

Patti Colston, Communications
Director, Omega Boys Club
The Communications Group

James E. Copple, Vice President
National Crime Prevention Council

Craig Cornett, Director
Criminal, Justice and
State Administration
Legislative Analyst's Office

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The David and Lucille Packard
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The Honorable Delaine Eastin
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RAND Criminal Justice Program

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Center, Attorney General's Office

Rosetta Jones
Parent

The Honorable Frances A. Kearney
Presiding Judge
Juvenile and Family Law Court
Placer County Superior Court

Michael Levy, Deputy Director of
Programs, Governor's Office of
Criminal Justice Planning

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Special Assistant for Children &
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Enid Milhous, Administrator
Alliance for Excellence
San Juan Unified School District

Penny Moore, Probation Director
San Diego County Probation
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Frederick Morawcznski
Field Representative, Board of
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Ruby Ng
Member, Attorney General's Youth
Council on Violence Prevention

Saul Niedorf, M.D.
Child and Adult Psychiatry

Rita Saenz, Director
California Department of Social
Services

Joseph A. Santoro, Chief of Police
Monrovia Police Department

The Honorable Grover Trask
District Attorney
County of Riverside

Billie P. Weiss, Executive Director
Violence Prevention Coalition of
Greater Los Angeles

Gary L. Yates, President & CEO
The California Wellness Foundation

Little Hoover Commission Youth Crime & Violence Prevention Advisory Committee

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Michael Balaoing, Program Officer The California Wellness Foundation	Rudy Haapanen, Chief Ward Information and Parole Research Bureau California Youth Authority	Larry R. Price, Chief Probation Officer, County of Fresno
Bill and Barbara Bernard	Kathryn P. Jett, Director Crime and Violence Prevention Center, Attorney General's Office	Larry Rael, Sergeant Sheriff's Central Division, Detective Bureau, Sacramento County Sheriff's Department
The Reverend Gregory J. Boyle, S.J. Director, Jobs For A Future/ Homeboy Industries	Kenneth Johnson, Lieutenant Los Angeles County Sheriff's Department	Joseph A. Santoro, Chief of Police Monrovia Police Department
Milton Braswell Assistant Deputy Director Office of Prevention and Victim Services, California Youth Authority	Alexander Kelter, M.D., Chief Epidemiology & Prevention for Injury Control, California Department of Health Services	Norman Skonovd, Chief Institutions and Camps Research Bureau
Holly Brown-Williams Associate Director California Policy Research Center University of California, Berkeley	Aaron Kipnis, President Fatherhood Coalition	Andrés Soto, Policy Director Pacific Center for Violence Prevention San Francisco General Hospital
Jane Callahan, Executive Director Vallejo Community Consortium/ Fighting Back Partnership	Dawn Kusumoto, Consultant Senate Select Committee on Juvenile Justice	Joel Tatum Vallejo Community Consortium/ Fighting Back Partnership (Youth Partnership)
Bruce Chan, Chief Counsel Assembly Committee on Public Safety	Michael Levy Deputy Director of Programs Governor's Office of Criminal Justice Planning	Mary Weaver, Assistant Superintendent and Director Education Support Systems Division California Department of Education
Larry Cohen, Director Prevention Institute	Karen Lowrey Safe Schools & Violence Prevention Office, California Department of Education	Billie Weiss, Executive Director Violence Prevention Coalition of Greater Los Angeles
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Sandra DeBourelando, Consultant Assembly Select Committee on School Safety	Edward P. Melia, M.D. Special Assistant for Children & Youth, California Health & Human Services Agency	
Margaret Ensley Mothers Against Violence in Schools		
Steve Galeria, Program Manager Criminal Justice Statistics Center California Department of Justice		

Witnesses for Hearings on Teacher Workforce

Carol A. Bartell, Dean School of Education California Lutheran University	Jonathan Brown, President Association of Independent Colleges & Universities	Elizabeth Danielson, Teacher Courtyard Private School, Sacramento
Harold Boger, Teacher Crenshaw High School, Los Angeles	Kirk Brown, Teacher Tracy Joint Union High School	Sandy Dean, Teacher Shepherd Elementary School, Hayward
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Linda Fisher, Principal
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Harvey Hunt, Executive Co-director
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Kerry Mazzoni, Secretary for
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Witnesses for Hearing on Children's Mental Health

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Witnesses for Hearings on Immigrant Integration

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Rosalinda Guillen National Vice President United Farm Workers of America, AFL-CIO	Ali Modarres, Associate Director of Institute, Director of Research Programs, Pat Brown Institute California State University, Los Angeles	Peter Skerry, Professor Claremont McKenna College and Senior Fellow, Brookings Institution
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Andrés Jiménez, Director California Policy Research Center University of California, Berkeley	Dr. Robert J. Moser Deputy Director, Catholic Charities Diocese of San Diego	Georges Vernez, Director Center for Research on Immigration Policy, RAND
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Witnesses for Hearings on Affordable Housing

Orson Aguilar Senior Program Manager The Greenlining Institute	Timothy L. Coyle, Senior Vice President for Government Affairs California Building Industry Association	Carole Galante, Executive Director BRIDGE Housing Corporation
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Mark Buckland, President The Olson Company	Tim Frank, Legislative Representative, Sierra Club	Donald Gilmore, Executive Director Community Housing Development Corporation of North Richmond
Daniel Carrigg Legislative Representative League of California Cities		Jane Graf, President Mercy Housing California



The Honorable Dee Hardison
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Jean Ross, Executive Director
California Budget Project

Stephanie Shakofski
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Fran Wagstaff, Executive Director
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Robert Wiener, Executive Director
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Witnesses for Hearings on Disaster Preparedness

Michael Amado, Director American Red Cross San Gabriel Valley Chapter	D.O. "Spike" Helmick Commissioner California Highway Patrol	Jack Riley, Director RAND Criminal Justice
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Jerry Davies Director of Communications Personal Insurance Federation	Julie Jones, Emergency Room Nurse University of California, San Francisco Medical Center at Parnassus	Angelo Salvucci, Medical Director Emergency Medical Services Agency Santa Barbara County
Frances Edwards-Winslow Director of Emergency Preparedness City of San Jose	Bill Lockyer, Attorney General Department of Justice	William T. Sams, Chief, Sheriff's Department, County of Los Angeles
James J. Gabbert, Chair California State Emergency Communications Committee	Mara Manuel, Public Health Nurse Sacramento County Department of Health and Human Services	Nora Silver, Founder and Director The Volunteerism Project
Jeffrey L. Gidley, Chief, Fiscal and Administration Division, Emergency Medical Services Authority	Jim McColm, Chapter Manager American Red Cross Greater Los Angeles Chapter	Stan Statham, President/CEO California Broadcasters Association
Michael Grossman, Captain Sheriff's Department County of Los Angeles	Major General Paul D. Monroe, Jr. Adjutant General California National Guard	Peter L. Ward, former Chairman Working Group on Natural Disaster Information Systems

Witnesses for Hearing on the Governor's Reorganization Plan No. 1 of 2002

The Honorable Richard Alarcon Member, California State Senate	Sharon Scott Dow Legislative Advocate California Teachers Association	Ron Selge, Dean of Career Development Partnerships California Community Colleges
Andrew Baron, Executive Director Workforce Investment Board	Pam Haynes, Legislative Advocate California Labor Federation	Genevieve Shiroma, Chairwoman Agricultural Labor Relations Board
Michael S. Bernick, Director Employment Development Department	Patricia Nunn, Chair California Workforce Association	Stephen J. Smith, Director Department of Industrial Relations
Nicholas P. Bollman, President California Center for Regionalism	Jean Ross, Executive Director California Budget Project	Don Vial, Chairman California Foundation on the Environment and the Economy
Allen Davenport, Director of Government Relations Service Employees International Union, California State Council	Wayne Schell, President California Association for Local Economic Development	Willie Washington Director of Human Resources California Manufacturers and Technology Association

Witnesses for Hearing on Gambling Regulation

Hugo A. Argumedo, Mayor City of Commerce	Harlan Goodson, Director Department of Justice Division of Gambling Control	Walter J. Lack, General Managing Partner, Bicycle Casino
James W. Barich Senior Vice President of Public Affairs, Pinnacle Entertainment, Inc.	John Hensley, Chairman California Gambling Control Commission	Roy Minami Assistant Executive Director California Horse Racing Board
Rodney J. Blonien Legislative Representative Commerce Club	Fred Jones, Advocate National Coalition Against Legalized Gambling	Anthony Miranda, Secretary California Nations Indian Gaming Association
Valerie Brown, Executive Director California Cities for Self-Reliance Joint Powers Authority	Haig Kelegian, General Managing Partner, Bicycle Casino	Cheryl Schmit, Director Stand Up For California

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- 166.** We The People: Helping Newcomers Become Californians*
- 165.** Rebuilding the Dream: Solving California's Affordable Housing Crisis*
- 164.** Only A Beginning: The Proposed Labor & Workforce Development Agency*
- 163.** Card Clubs in California: A Review of Ownership Limitations*
- 162.** Be Prepared: Getting Ready for New and Uncertain Dangers*

2001

- 161.** Young Hearts & Minds: Making a Commitment to Children's Mental Health*
- 160.** Teach Our Children Well*
- 159.** Never Too Early, Never Too Late... To Prevent Youth Crime & Violence*
- 158.** Little Hoover Commission 1999-00: Biennial Report*

2000

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

1999

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

1998

- 148.** Caring for Our Children: Our Most Precious Investment*
- 147.** Governor's Reorganization Plan No. 1 of 1998*

- 146. Consumer Protection: A Quality of Life Investment*
- 145. Review of State's Efforts to Meet Year 2000 Computer Change*
- 144. Beyond Bars: Correctional Reforms to Lower Prison Costs and Reduce Crime*

1997

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- 135. Budget Reform: Putting Performance First*
- 134. Review of State Fire Marshal/Department of Forestry and Fire Protection Reorganization*
- 133. Too Many Agencies, Too Many Rules: Reforming California's Civil Service*
- 132. State Fiscal Condition*
- 131. Review of Governor's Energy Reorganization*
- 130. Review of CHP/State Police Reorganization*
- 129. Little Hoover Commission 1993-1994: Biennial Report*
- 128. Boot Camps: An Evolving Alternative to Traditional Prisons*

1994

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- 122. A Chance to Succeed: Providing English Learners with Supportive Education*
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- 119. Little Hoover Commission 1962-1992: Three Decades of Reform*

1992

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

1991

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

1990

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

1989

- 98. Follow-up Review of the Organization, Operation and Performance of the California State Lottery
- 97. Boards and Commissions: California's Hidden Government
- 96. Report on Solid Waste Management: The Trashing of California
- 95. Meeting the Needs of California's Homeless: It Takes More Than a Roof
- 94. A Review of the Organization, Operation & Performance of the California State Lottery

- 93.** The Medical Care of California's Nursing Home Residents: Inadequate Care, Inadequate Oversight
- 92.** A Report on Community Residential Care for the Elderly

1988

- 91.** A Report on Crime and Violence in California's Public School System
- 90.** A Review of the Operation and Performance of the Office of the State Public Defender
- 89.** A Report on the Coordination of Funding for Drug Programs in the State of California
- 88.** Report on the Planning, Operation and Funding of California's Highway System
- 87.** A Review of the Current Problems in California's Worker's Compensation System
- 86.** Commission's 25th Anniversary - Commemorative Report

1987

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

1986

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



68. A Review of Government Competition with Private Enterprise

1985

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

1984

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

1983

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

1982

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

1981

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

1980

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

1979

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

1978

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

1977

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

1976

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

1975

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



1974

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

1973

- 20.** A Study of the School Building Aid Program

1972

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

1971

- 17.** Report on Local California Fairs Receiving State Financial Support

1970

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

1969

- 14.** A Study of the Department of Industrial Relations

1968

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

1967

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

1966

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

1965

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

1964

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

1963

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

1962

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

Commission Information

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Where Our Name Came From

The Commission is formally the Milton Marks "Little Hoover" Commission on California State Government Organization and Economy. As a member of the Assembly, state Senator Marks authored the legislation to create the Commission. The

Commission was modeled after a panel created by the U.S. Congress in 1947 to review the organization of federal agencies that was chaired by, and informally named after, former President Herbert Hoover. Almost from its inception, the California counterpart was known as the "Little Hoover Commission."

How Topics are Selected

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

Bureau of State Audits

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

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