



Legislative
Analyst's
Office

staff

guide

December 2001

Cover painting *Capitol 4*
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TABLE OF CONTENTS

Analytical Staff	7
Support Staff	31
Assignments by Section	38
Assignments by Program Area	40
Recent LAO Publications.....	42

INTRODUCTION

WHAT IS THE LAO?

The Legislative Analyst's Office—often referred to as the LAO—provides fiscal and policy information and advice to the Legislature. The office, which has been in existence for 60 years, is known for its nonpartisan analyses of the state's budget, programs and finances. The LAO serves both houses and all 120 Members.

THE LAO PERFORMS MANY ROLES:

- **Budget Analysis.** The office's main job is to advise the Legislature on fiscal matters. The LAO provides Members an extensive analysis of the Governor's annual budget proposal in February, with updates on the state's fiscal situation throughout the year.
- **Special Reports.** The LAO publishes many other documents throughout the year on a variety of state and local fiscal and policy issues.
- **Elections-Related Work.** The office also prepares analyses of statewide initiatives and all statewide ballot propositions.

HOW DOES THE OFFICE ASSIST MEMBERS?

The office can assist Members in many ways, by providing:

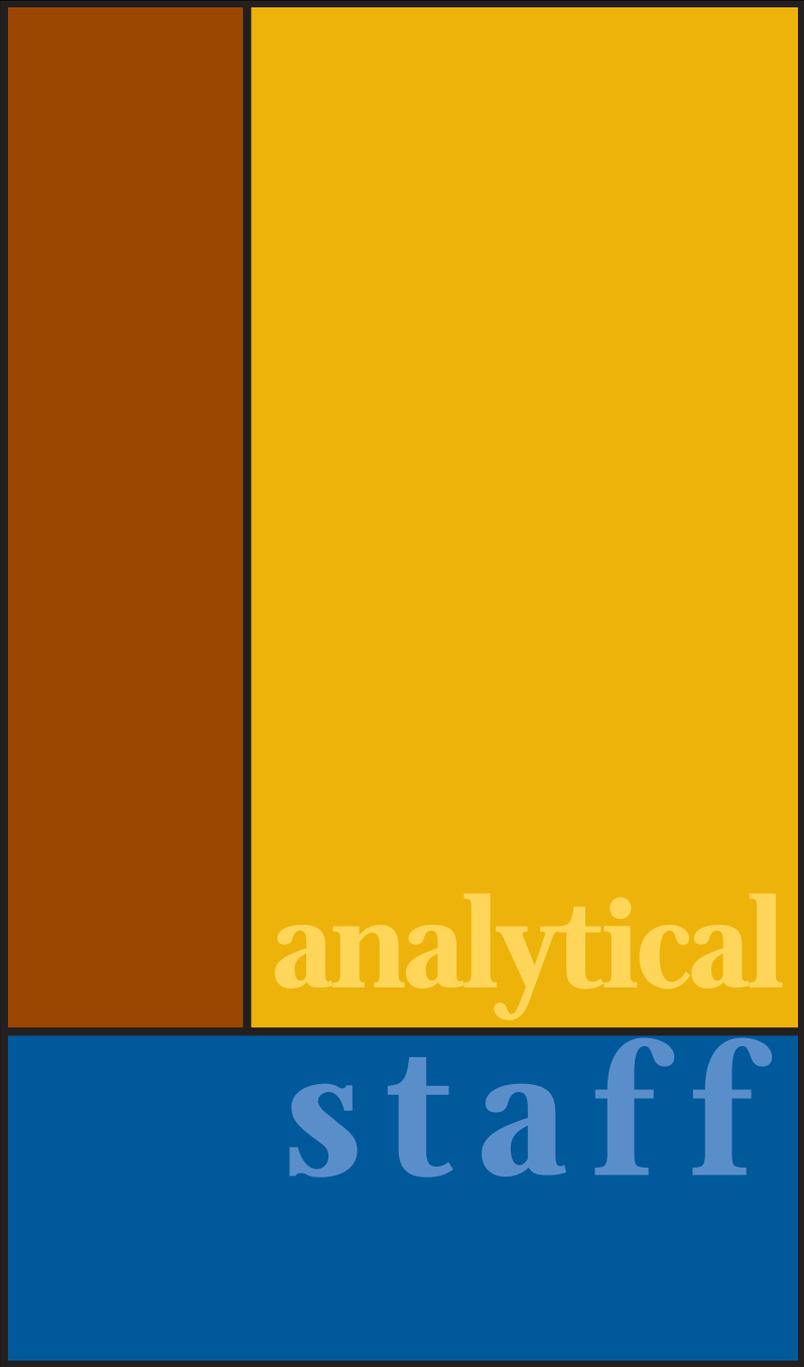
- **Basic Information.** Through its budget and other documents, the office provides information on state finances and the operation of state programs.
- **Recommendations for Action.** The office makes recommendations to the Legislature on budget matters and on program issues.
- **Confidential Responses to Questions.** The LAO provides confidential answers to Member requests for information or analysis of issues.
- **Briefings.** Staff can meet with Members to brief them on fiscal-related issues or to provide basic program information.

HOW CAN I GET ASSISTANCE FROM THE LAO?

The easiest way to get help is to call the office. Contact information, by section and program area, is available on pages 38 through 41. For any issue, Members can contact the Legislative Analyst, Elizabeth Hill, or one of her deputies, Hadley Johnson or Mac Taylor, at (916) 445-4656.

Members can make written requests to the office by:

- **E-Mail.** Send an e-mail message to liz.hill@lao.ca.gov.
- **Fax.** Our main fax number is (916) 324-4281. The Education Section fax number is (916) 324-4548.
- **Delivery.** Requests can be delivered directly to the office, which is located across from the Capitol (925 L Street, Suite 1000). Please do not send requests by U.S. mail or inter-office mail because of the time delay.



analytical

staff

ELIZABETH G. HILL

Legislative Analyst
(916) 445-4656
liz.hill@lao.ca.gov



Expertise

- Overall state budget
- Public finance
- Intergovernmental issues

Education

MPP/1975, Public Policy, University of California, Berkeley
BA/1973, Human Biology, Stanford University

MARY J. ADÈR

Senior Fiscal & Policy Analyst
(916) 319-8351
mary.ader@lao.ca.gov



Expertise

- Child welfare services
- Child support

Education

MPP/1998, Public Policy, University of California, Berkeley
MPH/1998, Public Health, University of California, Berkeley
BA/1991, Psychology, Dartmouth College



TODD BLAND

Director, Social Services
(916) 319-8353
todd.bland@lao.ca.gov

Expertise

- Overall social services issues
- Aging, SSI/SSP, IHSS
- Employment programs

Education

MPP/1989, Public Policy, Harvard University
BA/1984, History, Yale University

STEVE D. BOILARD

Director, Higher Education
(916) 319-8331
steve.boilard@lao.ca.gov



Expertise

- Overall higher education issues
- California Community Colleges
- Adult and vocational education

Education

Ph.D./1992, Political Science, University of California, Santa Barbara
MA/1988, Government, California State University, Sacramento
BA/1984, Political Science, University of California, Santa Barbara



JENNIFER BORENSTEIN

Senior Fiscal & Policy Analyst
(916) 319-8338
jennifer.borenstein@lao.ca.gov

Expertise

- Special education
- Revenue limits
- Health-related programs in schools

Education

MPP/2000, Public Policy, University of California, Berkeley
BA/1991, Economics, University of California, Berkeley

KEELY MARTIN BOSLER

Fiscal & Policy Analyst
(916) 319-8309
keely.martin@lao.ca.gov



Expertise

- Overall state budget
- State expenditures
- Demographics/economics
- Energy

Education

MS/2000, Applied Economics, Cornell University
BS/1997, Agricultural Business, California State University, Chico



FARRA C. BRACHT

Senior Fiscal & Policy Analyst
(916) 319-8355
farra.bracht@lao.ca.gov

Expertise

- Medi-Cal—families/children

Education

MPA/1996, Public Administration, New York University, New York
BA/1993, English Literature, University of Southern California

ANNA BRANNEN

Principal Fiscal & Policy Analyst
(916) 319-8344
anna.brannen@lao.ca.gov



Expertise

- State information technology
- General government and state administration

Education

BA/1980, Psychology, California State University, San Bernardino

DANIEL C. CARSON



Director, Health Services
(916) 319-8350
dan.carson@lao.ca.gov

Expertise

- Overall health issues
- Mental Health
- Substance abuse treatment services

Education

MBA/1994, Business, University of California, Davis
BA/1977, Political Science and Journalism, San Francisco State
University

YVONNE C. CHOONG

Senior Fiscal & Policy Analyst
(916) 319-8341
yvonne.choong@lao.ca.gov



Expertise

- Adult corrections
- Elections

Education

MPP/1999, Public Policy, University of Chicago
BA/1977, Economics and Public Policy, University of California,
Berkeley



TODD R. CLARK

Fiscal & Policy Analyst
(916) 319-8361
todd.clark@lao.ca.gov

Expertise

- Economic development
- Business regulation
- Public employer-employee relations and retirement

Education

MPP/1998, Public Policy, University of Southern California
BA/1995, Economics and Political Science, Ohio State University

MICHAEL COHEN

Senior Fiscal & Policy Analyst
(916) 319-8310
michael.cohen@lao.ca.gov



Expertise

- Local government finance
- Housing
- Vehicle License Fee

Education

MPA/1997, Public Affairs, University of Texas at Austin
BA/1995, Urban Studies, Stanford University



JEFF CUMMINS

Fiscal & Policy Analyst
(916) 319-8343
jeff.cummins@lao.ca.gov

Expertise

- Juvenile justice
- Local corrections
- Law enforcement

Education

ABD/2001, American Politics and Public Policy, Claremont Graduate University
MA/1999, Politics, Claremont Graduate University
BA/1997, Political Science, Westmont College

CHI-MING DANA CURRY

**Director, Transportation,
Business, and Labor**
(916) 319-8320
dana.curry@lao.ca.gov



Expertise

- Overall transportation
- Public employee-employer relations and retirement
- Economic development, business regulation and consumer issues

Education

MPA/1983, Public Administration, University of Southern California
MA/1971, Economics, University of Southern California
BA/1970, Economics, California State University, Sacramento

SAM DELSON



Fiscal & Policy Analyst
(916) 319-8324
sam.delson@lao.ca.gov

Expertise

- Public transportation financing and planning
- High-speed rail, inter-city rail and commuter rail
- Traffic enforcement, driver licensing and vehicle registration programs

Education

MPA/2000, Public Administration, Harvard University
MA/1999, Communication, Stanford University
BA/1983, Political Science, Carleton College

LISA FOLBERG

Fiscal & Policy Analyst
(916) 319-8358
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Expertise

- Public health programs
- Healthy Families
- AIDS programs

Education

MPP/2001, Public Policy, Georgetown University
BA/1993, Anthropology, San Francisco State University



CATHERINE B. FREEMAN

Fiscal & Policy Analyst
(916) 319-8365
catherine.freeman@lao.ca.gov

Expertise

- Air quality, solid waste, and hazardous waste issues
- Environmental risk assessment

Education

MS/2001, Science, Technology and Environmental Policy, University of Minnesota
BA/1994, Economics and Environmental Studies, University of California, Santa Cruz

JENNIFER S. GIAMBATTISTA

Fiscal & Policy Analyst
(916) 319-8325
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Expertise

- Fish and wildlife issues
- State parks
- Forestry and fire protection
- Recycling and conservation issues

Education

MPP/1999, Public Policy, University of California, Berkeley
BA/1993, Political Economy of Industrial Societies, University of California, Berkeley



CHRISTOPHER M. GUYER

Senior Fiscal & Policy Analyst
(916) 319-8363
chris.guyer@lao.ca.gov

Expertise

- Corrections capital outlay
- K-12 education capital outlay

Education

MS/1997, Civil Engineering, University of Colorado
BE/1995, Civil Engineering, Vanderbilt University, Nashville
Registered Civil Engineer

J. PAUL GUYER

Principal Fiscal & Policy Analyst
(916) 319-8364
paul.guyer@lao.ca.gov



Expertise

- Higher education capital outlay
- State property management

Education

BS/1962, Mechanical Engineering, Stanford University
Registered Mechanical Engineer, Civil Engineer, Fire Protection
Engineer and Architect



WILLIAM S. HERMS

Fiscal & Policy Analyst
(916) 319-8362
bill.herms@lao.ca.gov

Expertise

- California agricultural policy
- Indian gambling, state gaming
- Consumer Affairs

Education

MA/1997, Political Science, University of California, Santa Barbara
BS/1992, Political Science, Florida International University, Miami

MARK A. IBELE

Principal Fiscal & Policy Analyst
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Expertise

- State tax programs
- General tax policy/administration
- Public finance

Education

Ph.D./1997, Urban Studies and Policy, Massachusetts Institute of Technology
MPP/1982, Public Policy, University of California, Berkeley
BA/1978, History, Cornell University



HADLEY JOHNSON

Deputy Legislative Analyst
(916) 319-8303
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Expertise

- Overall state budget
- Public finance
- Intergovernmental issues

Education

MPA/1977, Public Administration, Bernard M. Baruch College at the City University of New York
MA/1972, Political Science, California State University, Long Beach
BA/1969, Political Science, University of California, Santa Barbara

GREG JOLIVETTE

**Director, Criminal Justice and
State Administration**
(916) 319-8340
greg.jolivette@lao.ca.gov



Expertise

- Overall criminal justice
- General government/state administration
- Legislature

Education

MPP/1994, Public Policy, University of Wisconsin-Madison
BA/1991, Social Welfare, University of California, Berkeley



JENNIFER C. KUHN

Senior Fiscal & Policy Analyst
(916) 319-8332
jennifer.kuhn@lao.ca.gov

Expertise

- California State University
- Teacher recruitment, training, and retention
- Education Technology

Education

Ph.D./1999, Political Science, University of California, San Diego
BA/1994, Politics and Government, University of Puget Sound

STEPHEN R. LEHMAN

Principal Fiscal & Policy Analyst
(916) 319-8322
steve.lehman@lao.ca.gov



Expertise

- Natural resources capital outlay
- Health and social services capital outlay
- Transportation-related buildings

Education

BA/1978, Sociology, California State University, Sacramento



ROBERT MANWARING

Senior Fiscal & Policy Analyst
(916) 319-8333
robert.manwaring@lao.ca.gov

Expertise

- School Accountability
- Pupil standards and assessments
- School choice/ vouchers/charters
- Class size reduction

Education

MA/1994, Economics, University of California, Davis
BA/1992, Economics, Cal Poly, San Luis Obispo

STEPHANIE AMEDEO MARQUEZ

Senior Fiscal & Policy Analyst
(916) 319-8342
stephanie.marquez@lao.ca.gov



Expertise

- Judicial and court issues

Education

Ph.D./1986, Sociology (Criminology), University of New Mexico
BA/1978, English and Sociology, University of New Mexico



SONA NAGAR

Fiscal & Policy Analyst
(916) 319-8337
sona.nagar@lao.ca.gov

Expertise

- University of California
- California Postsecondary Education Commission
- Federal funding of education

Education

MPP/2000, Public Policy, University of Michigan
BA/1992, History, Northwestern University

MARK C. NEWTON

**Director, Resources and
Environmental Protection**
(916) 319-8323
mark.newton@lao.ca.gov



Expertise

- Overall natural resources and environmental protection
- Water policy and CALFED
- Environmental funding

Education

MPA/1992, Intergovernmental Management, University of Southern California
LLB/1986, Law, Queen's University
MS/1983, Economics (Public Finance), London School of Economics and Political Science, University of London
BA/1982, Economics and Political Science, University of Toronto



MARIANNE O'MALLEY

Principal Fiscal & Policy Analyst
(916) 319-8315
marianne.o'malley@lao.ca.gov

Expertise

- Local government finance
- Property tax shift (ERAF)
- Mandates

Education

MPP/1985, Public Policy, Harvard University
BA/1982, Economics and Political Science, California State University, Chico

KASIA O'NEILL

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Expertise

- CalWORKS
- Food Stamps
- Rehabilitation

Education

MPP/1999, Public Policy, University of Wisconsin-Madison
BA/1995, Urban Development and Economics, Bryn Mawr College



TIFFANY M. REYES

Fiscal & Policy Analyst
(916) 319-8357
tiffany.reyes@lao.ca.gov

Expertise

- Developmental services
- Medi-Cal for the elderly and disabled
- Health services licensing and Medi-Cal fraud issues

Education

MPA/2000, Public Affairs, University of Texas at Austin
BSFS/1986, International Relations, Georgetown University

JOEL RIPHAGEN

Fiscal & Policy Analyst
(916) 319-8360
joel.riphagen@lao.ca.gov



Expertise

- State transportation finance and decision-making
- Highway transportation
- Traffic congestion relief

Education

MPP/1999, Public Policy, University of Chicago
BA/1996, Sociology, Rice University



REBECCA RONQUILLO

Fiscal & Policy Analyst
(916) 319-8336
rebecca.ronquillo@lao.ca.gov

Expertise

- Health/school safety program
- Categorical program reform
- Class size reduction
- Instructional materials

Education

MPA/2000, Public Affairs, University of Texas at Austin
AB/Politics, 1998, Occidental College, Los Angeles

ANTHONY SIMBOL

Senior Fiscal & Policy Analyst
(916) 319-8334
anthony.simbol@lao.ca.gov



Expertise

- Supplemental/remedial instruction
- Child care and development
- English language learners

Education

MPP/1998, Public Policy, University of California, Berkeley
BA/1995, Political Science and Economics, University of California,
Irvine

MAC TAYLOR



Deputy Legislative Analyst
(916) 319-8301
mac.taylor@lao.ca.gov

Expertise

- Overall state budget
- Public finance
- Intergovernmental issues

Education

MPA/1978, Public Affairs, Princeton University
BA/1976, Political Science, University of California, Riverside

ROBERT TURNAGE

Director, K-12 Education
(916) 319-8330
robert.turnage@lao.ca.gov



Expertise

- General K-12 education issues
- Master Plan for K-12 Education
- Proposition 98

Education

MBA/1982, Business, Yale University
BA/1979, Economics and Environmental Studies, University of California, Santa Cruz

JON DAVID VASCHE



Director, Economics, Taxation, & Fiscal Forecasting
(916) 319-8305
dave.vasche@lao.ca.gov

Expertise

- Overall state budget
- Economics/demographics
- Taxation/public finance

Education

Ph.D./1975, Economics, University of California, Berkeley
MA/1968, Economics, University of California, Berkeley
BA/1967, Economics, University of California, Riverside

JASON WELLER

Senior Fiscal & Policy Analyst
(916) 319-8321
jason.weller@lao.ca.gov



Expertise

- Habitat protection and land acquisition
- Land use regulatory and conservation issues

Education

MPP/1999, Economic and environmental policy,
University of Michigan
BA/1995, International Relations, Carleton College



BRAD WILLIAMS

Senior Economist
(916) 319-8306
brad.williams@lao.ca.gov

Expertise

- Economic/fiscal forecasting
- Overall state budget
- Economic studies

Education

MA/1978, Economics, University of California, Davis
BA/1976, Economics, University of California, Davis

support

staff

LARRY CASTRO

**Manager, Administration &
Human Resources**
(916) 319-8304
larry.castro@lao.ca.gov



Areas of Responsibility

- Office budget, finances, and administration
- Recruitment, selection, and training

Education

MBA/1986, Business, University of California, Berkeley
BA/1984, Chemistry, University of California, Santa Cruz

WIL DAVIES



Manager, Information Services
(916) 319-8311
wil.davies@lao.ca.gov

Areas of Responsibility

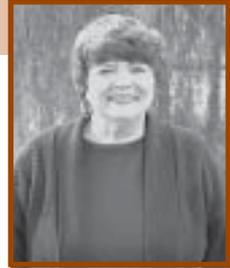
- Overall LAO information technology and publishing

Education

MPP/1977, Public Policy, University of Michigan
BA/1975, History, International Affairs, Albion College

JUDY CASHNER

Secretary
(916) 319-8329
judy.cashner@lao.ca.gov



Areas of Responsibility

- Resources and Environmental Protection
- Transportation, Business, and Labor
- Capital Outlay

KARRY DENNIS-FOWLER

Resources/Accounting Specialist
(916) 319-8316
karry.fowler@lao.ca.gov



Areas of Responsibility

- Accounting, payroll, and benefits programs
- Personnel and financial records

SANDI HARVEY

Systems Analyst
(916) 319-8312
sandi.harvey@lao.ca.gov

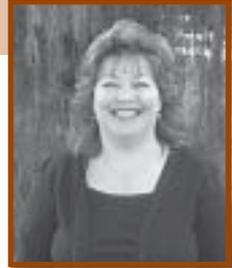


Areas of Responsibility

- PC software support and training
- PC hardware and network support

CINDI LITCHFIELD

Secretary
(916) 319-8319
cindi.litchfield@lao.ca.gov



Areas of Responsibility

- Economics, Taxation, and Fiscal Forecasting
- Local Government
- Social Services

IRINA LOBACHEVA

Senior Systems Analyst
(916) 319-8314
irina.lobacheva@lao.ca.gov



Areas of Responsibility

- Web-based programming and database design
- PC software support

ANTHONY LUCERO

Printing Trade Specialist III
(916) 319-8318
anthony.lucero@lao.ca.gov

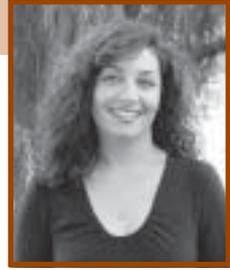


Areas of Responsibility

- Printing of LAO publications
- General office support

PAM MASH

Secretary
(916) 319-8339
pam.mash@lao.ca.gov



Areas of Responsibility

- Higher Education
- K-12 Education

TINA MCGEE



Executive Secretary
(916) 319-8302
tina.mcgee@lao.ca.gov

Areas of Responsibility

- Provide support to Executive Office
- Oversee secretarial support

DAVID RENDAHL

Publishing Coordinator
(916) 319-8313
david.rendahl@lao.ca.gov



Areas of Responsibility

- Oversee design and production of publications
- Create charts and graphics

JIM STAHLEY

Production Supervisor
(916) 319-8317
jim.stahley@lao.ca.gov



Areas of Responsibility

- Oversee print shop and business services
- General office support

SUPATRA TUTTLE



Receptionist
(916) 319-8399
supatra.tuttle@lao.ca.gov

Areas of Responsibility

- LAO switchboard
- LAO libraries and mail distribution

JIM WILL

Secretary
(916) 319-8349
jim.will@lao.ca.gov



Areas of Responsibility

- Health Services
- Criminal Justice and State Administration

ASSIGNMENTS

BY SECTION

Legislative Analyst	Elizabeth G. Hill
Deputy Legislative Analyst	Hadley Johnson, Jr.
Deputy Legislative Analyst	Mac Taylor
Executive Secretary	Tina McGee

Capital Outlay

Director	Mac Taylor
Higher education facilities	Paul Guyer
Corrections facilities	Chris Guyer
Natural resources infrastructure	Steve Lehman
Secretary	Judy Cashner

Criminal Justice and State Administration

Director	Greg Jolivette
Adult corrections	Yvonne Choong
Courts	Stephanie Marquez
Juvenile/local criminal justice	Jeff Cummins
Information technology and state administration	Anna Brannen
Secretary	Jim Will

Economics, Taxation, and Fiscal Forecasting

Director	Jon David Vasché
Economics/forecasting	Brad Williams
Budget overview/demographics/energy	Keely Martin Bosler
Taxes	Mark Ibele
Secretary	Cynthia Litchfield

Higher Education

Director	Steve Boilard
UC/financial aid	Sona Nagar
Community Colleges	Steve Boilard
CSU/Teacher training	Jennifer Kuhn
Secretary	Pam Mash

K-12 Education

Director	Robert Turnage
Proposition 98	Robert Turnage
Compensatory education/childcare	Anthony Simbol
School reform/accountability	Robert Manwaring
Revenue limits/special education	Jennifer Borenstein
Instructional materials/health-related programs	Rebecca Ronquillo
Secretary	Pam Mash

Health Services

Director **Daniel C. Carson**
 Medi-Cal—families/children Farra Bracht
 Medi-Cal—elderly/disabled Tiffany Reyes
 Public health/Healthy Families Lisa Folberg
 Mental health Daniel C. Carson
 Secretary Jim Will

Social Services

Director **Todd Bland**
 CalWORKs Kasia O’Neill
 Child welfare, child support Mary Adèr
 Aged, blind, and disabled/employment programs Todd Bland
 Secretary Cynthia Litchfield

Local Government

Director **Mac Taylor**
 County and city fiscal affairs Marianne O’Malley
 County and special district fiscal affairs Michael Cohen
 Secretary Cynthia Litchfield

Resources and Environmental Protection

Director **Mark Newton**
 Land acquisition/habitat protection Jason Weller
 Air quality/solid and hazardous waste Catherine Freeman
 Wildlife/parks/forestry Jenny Giambattista

Transportation, Business, and Labor

Director **Dana Curry**
 Gambling/consumer protection Bill Herms
 Business regulation and development Todd Clark
 Transportation financing/highways Joel Riphagen
 Public Transportation/traffic enforcement Sam Delson
 Secretary Judy Cashner

Administration and Human Resources

Manager **Larry Castro**
 Accounting Karry Dennis-Fowler

Production

Supervisor **Jim Stahley**
 Printing Trade Specialist Anthony Lucero

Information Services

Manager **Wil Davies**
 Publishing Coordinator David Rendahl
 Senior Systems Analyst Irina Lobacheva
 Systems Analyst Sandra Harvey
 Receptionist Supatra Tuttle

ASSIGNMENTS

BY PROGRAM AREA

Aging	Todd Bland	319-8353
Agricultural Labor Relations	Bill Herms	319-8362
Air Resources Board	Catherine Freeman	319-8365
Arts Council	Stephanie Marquez	319-8342
Bond Financing	Brad Williams	319-8306
Budgetary Reserve	Brad Williams	319-8306
Cal-EPA	Mark Newton	319-8323
Capital Outlay	Mac Taylor	319-8301
California Coastal Commission	Jason Weller	319-8321
California Children & Families Commission	Mary Ader	319-8351
California State University	Jennifer Kuhn	319-8332
Cash Management	Brad Williams	319-8306
Child Care	Anthony Simbol	319-8334
Child Support Services	Mary Ader	319-8351
Community Colleges	Steve Boilard	319-8331
Community Services and Development	Kasia O'Neill	319-8354
Conservation	Jennifer Giambattista	319-8325
Consumer Affairs	William Herms	319-8362
Controller	Stephanie Marquez	319-8342
Corporations	Todd Clark	319-8361
Corrections	Yvonne Choong	319-8341
Courts	Stephanie Marquez	319-8342
Data Centers	Anna Brannen	319-8344
Demographic Data and Forecasts	Keely Martin Bosler	319-8309
Developmental Disabilities	Tiffany Reyes	319-8357
Economic Data and Forecasts	Brad Williams	319-8306
Education (K-12)	Robert Turnage	319-8330
Education (Higher)	Steve Boilard	319-8331
Emergency Medical Services Authority	Lisa Folberg	319-8358
Emergency Services	Jeff Cummins	319-8343
Employer-Employee Relations	Todd Clark	319-8361
Employment Development	Todd Bland	319-8353
Energy Commission	Keely Martin Bosler	319-8309
Equalization	Mark Ibele	319-8308
Expenditure Data and Forecasts	K. Martin Bosler/B. Williams	445-4656
Fair Employment and Housing	William Herms	319-8362
Fair Political Practices Commission	Yvonne Choong	319-8341
Federal Funds	Keely Martin Bosler	319-8309
Finance	Anna Brannen	319-8344
Financial Institutions	Todd Clark	319-8361
Fish and Game	Jennifer Giambattista	319-8325
Food and Agriculture	William Herms	319-8362
Forestry and Fire Protection	Jennifer Giambattista	319-8325
Franchise Tax Board	Mark Ibele	319-8308
Gambling	William Herms	319-8362

S T A F F G U I D E

General Fund Condition	K. Martin Bosler/B. Williams	445-4656
General Services	Anna Brannen	319-8344
General Services—Property Management	Paul Guyer	319-8364
Health Services	Dan Carson	319-8350
Higher Education Facilities	Paul Guyer	319-8364
Highway Patrol	Sam Delson	319-8324
Horse Racing	William Herms	319-8362
Housing and Community Development	Michael Cohen	319-8310
Immigration	Keely Martin Bosler	319-8309
Industrial Relations	Todd Clark	319-8361
Information Technology	Anna Brannen	319-8344
Insurance	Todd Clark	319-8361
Integrated Waste Management Board	Catherine Freeman	319-8365
Justice	Jeff Cummins	319-8343
Legislature	Greg Jolivet	319-8340
Local Government	M. Cohen/M. O'Malley	445-4656
Lottery	William Herms	319-8362
Managed Care	Farra Bracht	319-8355
Managed Risk Medical Insurance Board	Lisa Folberg	319-8358
Mandates	Marianne O'Malley	319-8315
Mental Health	Daniel C. Carson	319-8350
Military	Jeff Cummins	319-8343
Motor Vehicles	Sam Delson	319-8324
Native American Heritage Commission	William Herms	319-8362
Natural Resources Infrastructure	Stephen Lehman	319-8322
Office of Statewide Health/Plan. and Dev.	Lisa Folberg	319-8358
Parks and Recreation	Jennifer Giambattista	319-8325
Public Utilities Commission	Keely Martin Bosler	319-8309
Real Estate	William Herms	319-8362
Rehabilitation	Kasia O'Neill	319-8354
Retirement Systems	Todd Clark	319-8361
Revenue Data and Forecasts	Brad Williams	319-8306
School Facilities	Chris Guyer	319-8363
Secretary of State	Yvonne Choong	319-8341
Seismic Safety Commission	Chris Guyer	319-8363
Social Services	Todd Bland	319-8353
State Appropriations Limit	K. Martin Bosler/B. Williams	445-4656
State Independent Living Council	Kasia O'Neill	319-8354
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