



Legislative  
Analyst's  
Office

staff

guide

November 2006

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# 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 over 65 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:

- ***Fiscal 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.

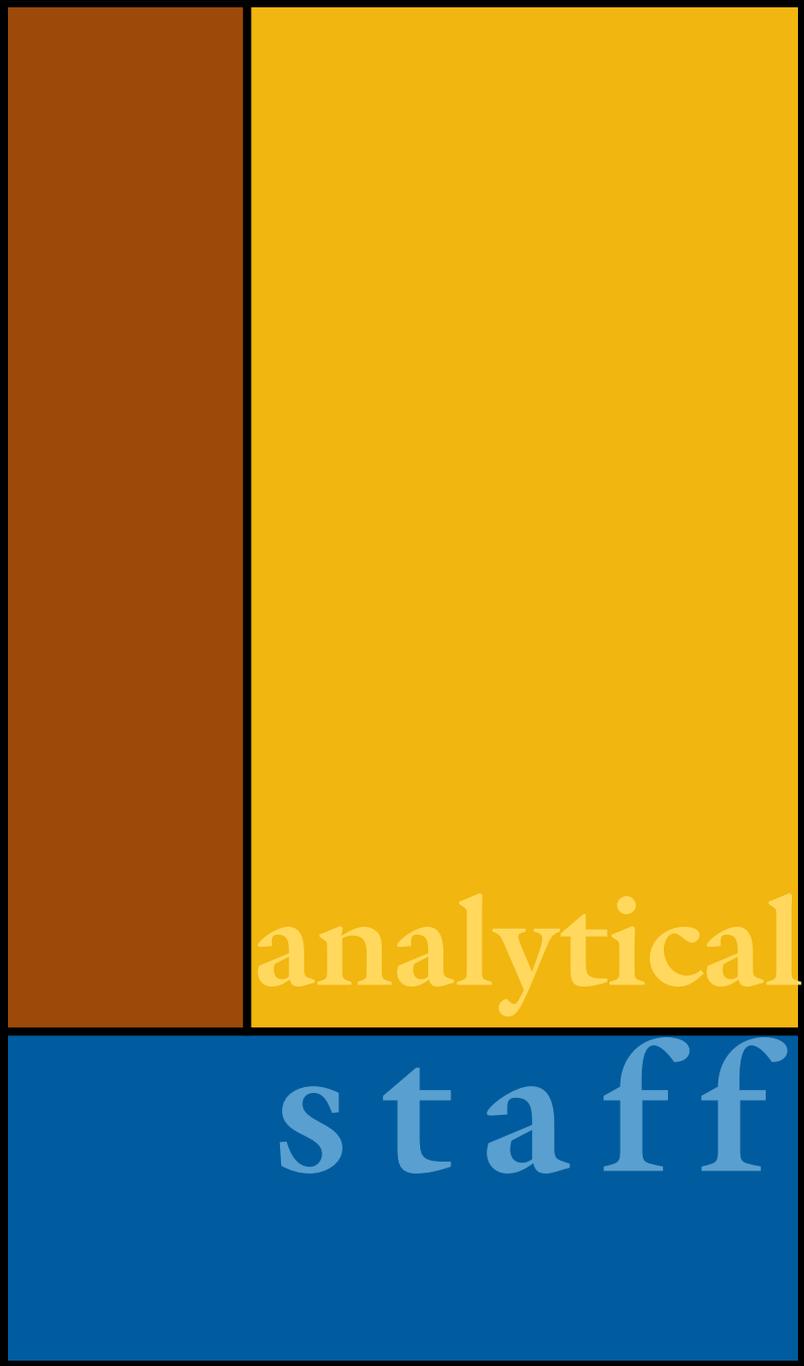
## HOW CAN I GET ASSISTANCE FROM THE LAO?

The easiest way to get help is to call the office. Contact information, by section, is available on pages 37 and 38.

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](mailto:liz.hill@lao.ca.gov).
- ***Fax.*** Our main fax numbers is (916) 324-4281. The fax number for the K-12 Education, Higher Education, and State Administration sections 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

## MICHELLE BAASS

**Senior Fiscal & Policy Analyst**  
319-8321  
Michelle.Baass@lao.ca.gov



### Expertise

- AIDS programs
- Healthy Families
- Public health programs

### Education

MPPA/2003, Public Policy and Administration, California State University, Sacramento  
BA/1996, Government and German, University of Notre Dame

## GINNI BELLA

**Fiscal & Policy Analyst**  
319-8352  
Virginia.Bella@lao.ca.gov



### Expertise

- Adult services
- Child support enforcement

### Education

MPP/2006, Public Policy, University of Southern California  
BA/2003, Political Science, University of California, San Diego

## TODD BLAND

**Director, Social Services**  
319-8353  
Todd.Bland@lao.ca.gov



### Expertise

- Overall social services issues
- Assistance payments
- Nutrition assistance
- Welfare-to-Work services

### Education

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

## STEVE D. BOILARD

**Director, Higher Education**  
319-8331  
Steve.Boilard@lao.ca.gov



### Expertise

- Overall higher education issues
- Higher education accountability
- Financial Aid

### 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

## KENDRA BREILAND

**Fiscal & Policy Analyst**  
319-8342  
Kendra.Breiland@lao.ca.gov



### Expertise

- Highway transportation
- Local streets and roads
- State transportation finance and decision-making
- Traffic congestion relief

### Education

MA/2005, Urban Planning, University of California, Los Angeles  
BS/2003, Environmental Policy Analysis and Planning, University of California, Davis

## BRIAN BROWN

**Senior Fiscal & Policy Analyst**  
319-8351  
Brian.Brown@lao.ca.gov



### Expertise

- Adult corrections
- Parole

### Education

MPP/2003, Public Policy, University of California, Berkeley  
BA/1999, Political Science and Sociology, University of California, Davis

## EDGAR CABRAL

**Fiscal & Policy Analyst**  
319-8343  
Edgar.Cabral@lao.ca.gov



### Expertise

- Judicial and court issues

### Education

MPP/2005, Public Policy, University of California, Berkeley  
BA/2003, Sociology, University of California, Irvine

## DANIEL C. CARSON

**Director, Criminal Justice**  
319-8350  
Dan.Carson@lao.ca.gov



### Expertise

- Overall criminal justice

### Education

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

## ELIZABETH CHEUNG

**Fiscal & Policy Analyst**

319-8338

Elizabeth.Cheung@lao.ca.gov



### Expertise

- Medi-Cal aged and disabled
- Medi-Cal managed care

### Education

MPP/2006, Public Policy, University of Southern California

BA/1999, East Asian Studies, Public Policy, University of California,  
Los Angeles

## MICHAEL COHEN

**Director, State Administration**

319-8310

Michael.Cohen@lao.ca.gov



### Expertise

- Overall state administration issues
- Elections issues
- Emergency services/homeland security

### Education

MPA/1997, Public Affairs, University of Texas at Austin

BA/1995, Urban Studies, Stanford University

## C. DANA CURRY

**Director, Transportation, Business, and  
Housing**  
319-8320  
Dana.Curry@lao.ca.gov



### Expertise

- Overall transportation
- Overall housing
- Overall business/occupation licensing

### Education

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

## KATHY CURTIS

**Principal Fiscal & Policy Analyst**  
319-8360  
Kathy.Curtis@lao.ca.gov



### Expertise

- State budget process
- State information technology
- State procurement

### Education

BS/1974, Business Administration, California State University,  
Sacramento

## JAY DICKENSON

**Fiscal & Policy Analyst**  
319-8354  
Jay.Dickenson@lao.ca.gov



### Expertise

- Resources land acquisition
- Air quality, solid waste, and hazardous waste issues
- Environmental risk assessment
- Recycling and conservation issues

### Education

MPPA/2005, Public Policy and Administration, California State University, Sacramento  
BA/1996, English Literature, University of California, Santa Cruz

## JASON DICKERSON

**Principal Fiscal & Policy Analyst**  
319-8361  
Jason.Dickerson@lao.ca.gov



### Expertise

- Gambling
- Industrial relations
- Public employer-employee relations
- Retirement

### Education

MPA/1997, Public Administration, Syracuse University  
BA/1995, government and Foreign Affairs, University of Virginia

## STEVE DURHAM

**Principal Fiscal and Policy Analyst**  
Steve.Durham@lao.ca.gov



### Expertise

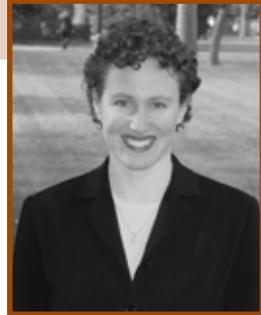
- Statewide capital outlay programs, projects, and issues
- State property management
- State office facilities

### Education

Instructor/2003-present, Construction Management Program,  
University of California, Davis  
Construction Documents Technologist, Certificate/1996,  
Construction Specifications Institute

## RACHEL EHLERS

**Senior Fiscal & Policy Analyst**  
319-8330  
Rachel.Ehlers@lao.ca.gov



### Expertise

- Education finance/Proposition 98
- Compensatory education
- English learners
- Charter schools

### Education

BA/1997, Psychology, Harvard University

## KIRK FEELY

**Senior Fiscal & Policy Analyst**  
319-8322  
Kirk.Feely@lao.ca.gov



### Expertise

- Medi-Cal families/children
- Medi-Cal hospital finances

### Education

MS/2001, Economics, London School of Economics  
BA/1996, Accounting, University of Southern California

## CATHERINE FREEMAN

**Senior Fiscal & Policy Analyst**  
319-8325  
Catherine.Freeman@lao.ca.gov



### Expertise

- Energy/electricity
- Water policy
- Water-related capital outlay, including flood control

### Education

MS/2001, Science, Technology and Environmental Policy, Humphrey  
Institute for Public Affairs, University of Minnesota  
BA/1994, Economics, Environmental Studies, University of California,  
Santa Cruz

## STEFANIE FRICANO

**Fiscal & Policy Analyst**  
319-8336  
Stefanie.Fricano@lao.ca.gov



### Expertise

- Child care/preschool
- Before and after school programs
- Interventions/accountability

### Education

MBA/1995, Marketing, California State Univeristy, Chico  
BS/1993, Business Administration, University of California, Riverside

## STEPHANIE HOCKMAN

**Fiscal & Policy Analyst**  
319-8363  
Stephanie.Hockman@lao.ca.gov



### Expertise

- High speed rail
- Housing/land use
- Mass transit/rail

### Education

MA/2006, Urban Planning, University of California, Los Angeles  
BA/2004, History, International Relations, University of California,  
Davis

## ROBERT INGENITO

**Data Specialist**

319-8365

Robert.Ingenito@lao.ca.gov



### Expertise

- Fiscal and economic data
- Demographics
- Modeling and database management

### Education

MA/1994, Economics, California State University, San Francisco

BS/1991, Economics, mathematics, and statistics, University of California, Riverside

BA/1991, Political Science, University of California, Riverside

## HADLEY JOHNSON

**Deputy Legislative Analyst**

319-8303

Hadley.Johnson@lao.ca.gov



### 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

**Principal Fiscal & Policy Analyst**  
319-8340  
Greg.Jolivet@lao.ca.gov



### Expertise

- Agriculture
- Business/occupation licensing
- California Highway Patrol
- Consumer issues

### Education

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

## HOSSEIN KHATAMI

**Principal Fiscal & Policy Analyst**  
319-8335  
Hossein.Khatami@lao.ca.gov



### Expertise

- University of California capital outlay
- California State University capital outlay
- California Community Colleges capital outlay

### Education

MS/2003, Planning and Development Studies, University of Southern California  
BS/2001, Environmental Science and Planning, University of California, Davis

## JENNIFER C. KUHN

**Director, K-12 Education**  
319-8332  
Jennifer.Kuhn@lao.ca.gov



### Expertise

- Overall K-12 education issues
- Education finance
- Education policy

### Education

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

## SHAWN MARTIN

**Director, Health**  
319-8362  
Shawn.Martin@lao.ca.gov



### Expertise

- Overall health issues

### Education

MIM/1992, International Management, American Graduate School of  
International Management  
BA/1987, History, University of California, Santa Barbara

## BRENDAN MCCARTHY

**Fiscal & Policy Analyst**  
319-8309  
Brendan.McCarthy@lao.ca.gov



### Expertise

- Fish and wildlife issues
- Forestry and fire protection, including capital outlay
- Resources land acquisition
- State parks, including capital outlay

### Education

MPP/2004, Public Policy, University of California, Berkeley  
BS/1998, Environmental Biology and Management, University of California, Davis

## LAUREN NACKMAN

**Senior Fiscal & Policy Analyst**  
319-8358  
Lauren.Nackman@lao.ca.gov



### Expertise

- Adoptions
- Child welfare
- Workforce development

### Education

MA/1997, Urban Planning, University of California, Los Angeles  
BA/1987, English and American Studies, University of Virginia

## MARK C. NEWTON

**Director, Resources and Environmental  
Protection**  
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**  
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

## ANTHONY SIMBOL

**Principal Fiscal & Policy Analyst**  
319-8334  
Anthony.Simbol@lao.ca.gov



### Expertise

- University of California
- University admissions
- K-14 Outreach Programs
- California State University

### Education

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

## MARCUS STANLEY

**Senior Fiscal & Policy Analyst**  
319-8308  
Marcus.Stanley@lao.ca.gov



### Expertise

- General economic analysis
- Public finance
- Property taxation

### Education

PH.D./2000, Public Policy, Harvard University  
MPA/1991, Public Administration, Syracuse University  
BA/1989, European Studies, Amherst College

## PAUL D. STEENHAUSEN

**Senior Fiscal & Policy Analyst**  
319-8324  
Paul.Steenhausen@lao.ca.gov



### Expertise

- California Community Colleges
- California Postsecondary Education Commission
- Nursing programs
- Workforce development

### Education

Ph.D./2003, International Relations, University of Southern California  
MA/1998, International Relations, University of Southern California  
BA/1993, Political Science, University of California, Los Angeles

## CRYSTAL TAYLOR

**Fiscal & Policy Analyst**  
319-8357  
Crystal.Taylor@lao.ca.gov



### Expertise

- Federal, state, and local tax programs
- General tax policy/administration
- Public finance

### Education

MPA/2006, Economics and Policy, Princeton University  
MA/2006, Urban & Regional Planning, Princeton University  
BA/2003, Mathematics, Lafayette College

## MAC TAYLOR

**Deputy Legislative Analyst**  
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

## JON DAVID VASCHÉ

**Director, Economics & Taxation**  
319-8305  
Dave.Vasche@lao.ca.gov



### Expertise

- Economics
- Demographics
- State and local taxation
- Public finance, including bond financing

### Education

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

## PAUL WARREN

**Principal Fiscal & Policy Analyst**  
319-8307  
Paul.Warren@lao.ca.gov



### Expertise

- Adult and vocational education
- Alternative education
- High school reform
- Special education
- Mandates

### Education

MPP/1982, Public Policy, Harvard University  
BA/1975, Economics, Skidmore College

## BRAD WILLIAMS

**Director, Fiscal Forecasting & Budget  
Overview**  
319-8306  
Brad.Williams@lao.ca.gov

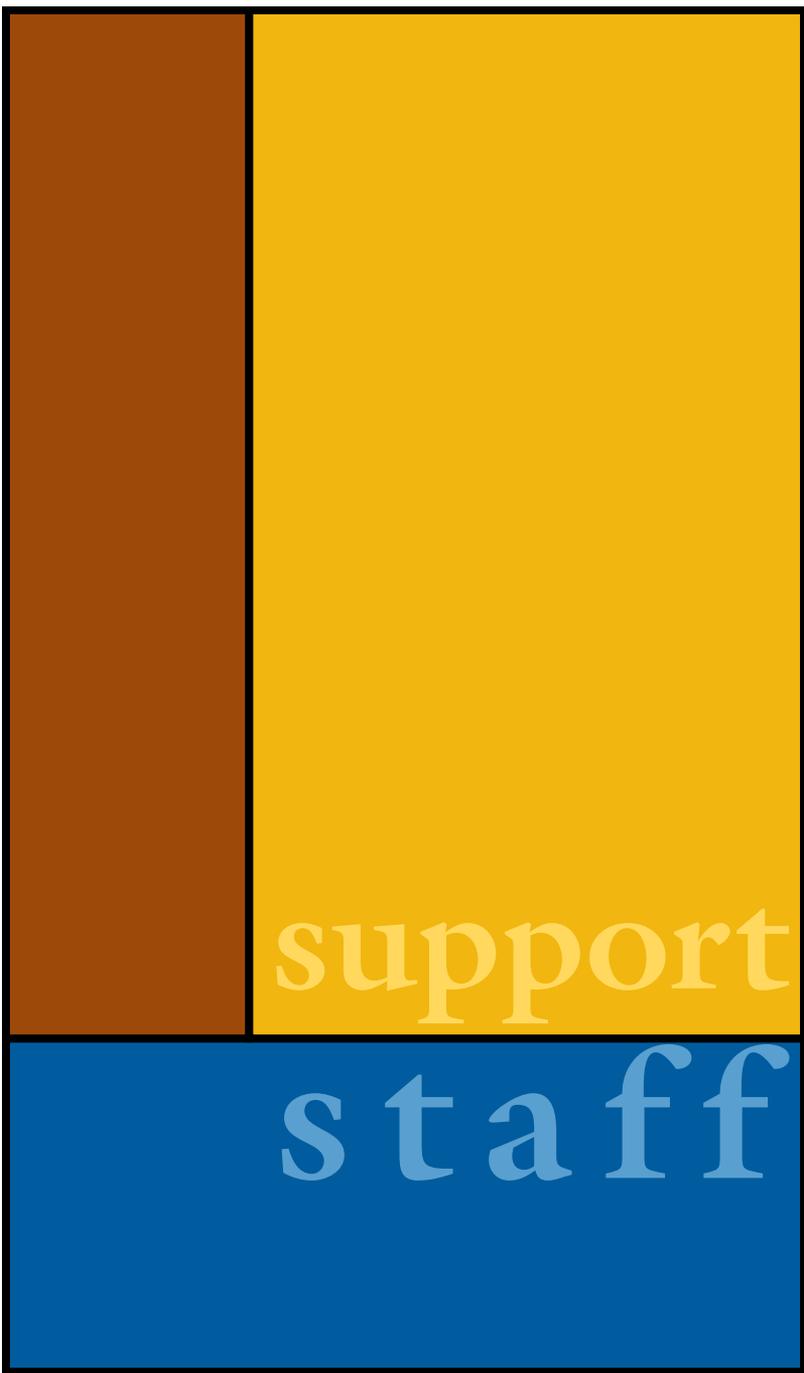


### Expertise

- Economic/fiscal forecasting
- Overall state budget
- Public finance

### Education

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



support

staff



## LARRY CASTRO

**Manager, Administration & Human  
Resources**  
319-8304  
Larry.Castro@lao.ca.gov



### Expertise

- Office finances and administration
- Recruiting, selection, and training

### Education

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

## WIL DAVIES

**Director, Information Services**  
319-8311  
Wil.Davies@lao.ca.gov



### Expertise

- Office information technology and publishing

### Education

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

## IZET ARRIAGA



**Secretary**

319-8349

Izet.Arriaga@lao.ca.gov

### Areas of Responsibility

- Resources and Environmental Protection support
- Transportation, Business, and Housing support
- Social Services support

## FARRA C. BRACHT



**Training and Outreach Coordinator**

319-8355

Farra.Bracht@lao.ca.gov

### Areas of Responsibility

- Training and outreach

### Education

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

## JESSICA F. BURDEN



**Secretary**

319-8339

Jessica.Fernandez@lao.ca.gov

### Areas of Responsibility

- Higher Education support
- K-12 Education support

### Education

- BA/2003, International Studies, Brigham Young University

## KARRY DENNIS-FOWLER

**Human Resources/Accounting Specialist**

319-8316

Karry.Fowler@lao.ca.gov



### Areas of Responsibility

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

## SANDI HARVEY

**Systems Analyst**

319-8312

Sandi.Harvey@lao.ca.gov



### Areas of Responsibility

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

### Education

- MA/1989, English, California State University, Sacramento
- BA/1982, English, California State University, Sacramento

## ROXANA ISLAM

**Systems Analyst**

319-8314

Roxana.Islam@lao.ca.gov



### Areas of Responsibility

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

### Education

- MS/2002, Software Engineering, Pennsylvania State University
- MS/1990, Chemical Engineering, Clarkson University
- BS/1987, Bangladesh University of Engineering and Technology

## ANTHONY LUCERO

**Printing Trades Specialist III**  
319-8318  
Anthony.Lucero@lao.ca.gov



### Areas of Responsibility

- Printing of LAO publications
- General office support

## TINA MCGEE

**Executive Secretary**  
319-8302  
Tina.McGee@lao.ca.gov



### Areas of Responsibility

- Executive Office support
- Secretarial support oversight

## DAVID RENDAHL

**Publishing Coordinator**  
319-8313  
David.Rendahl@lao.ca.gov



### Areas of Responsibility

- Publications design and production oversight
- Chart and graphics creation

## JIM STAHLEY

**Production Supervisor**  
319-8317  
Jim.Stahley@lao.ca.gov



### **Areas of Responsibility**

- Print shop and business services oversight
- General office support

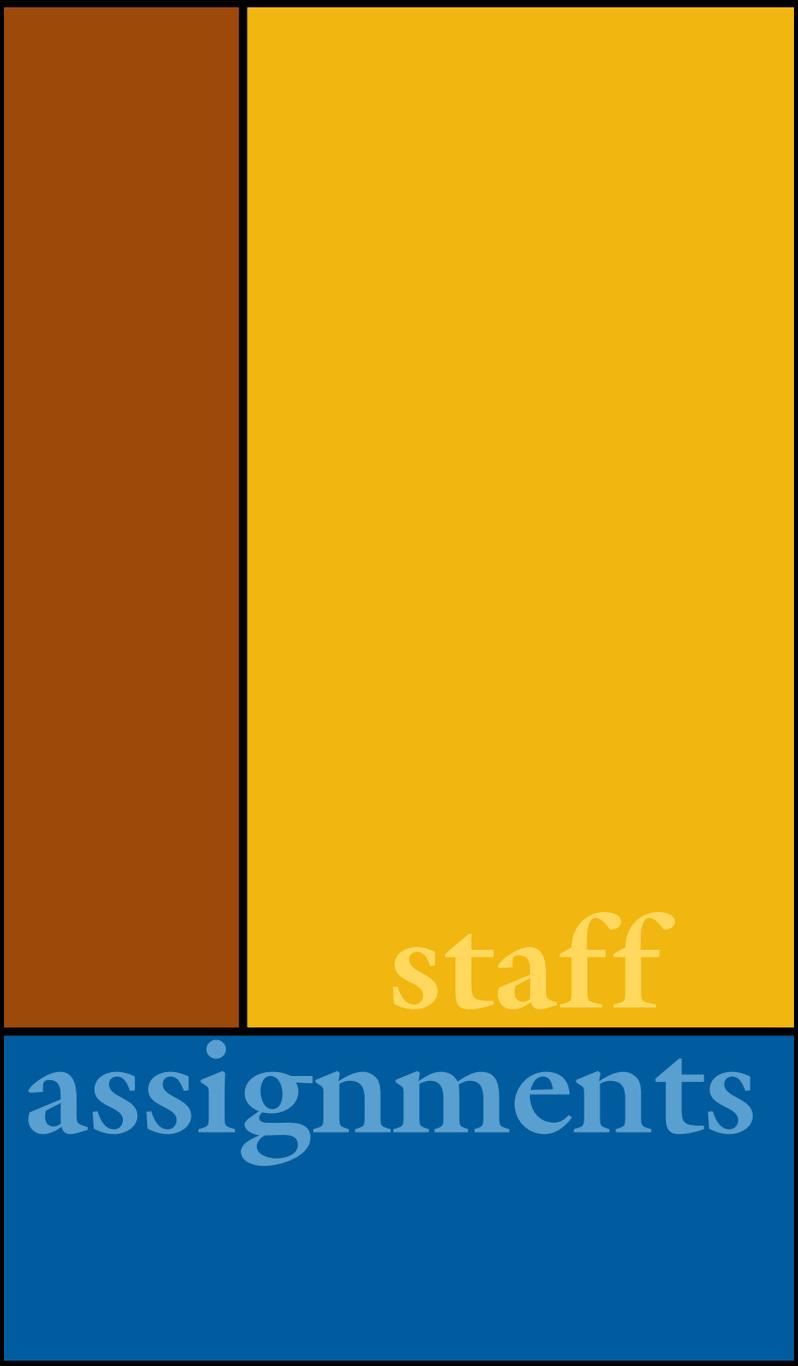
## JIM WILL

**Secretary**  
319-8329  
Jim.Will@lao.ca.gov



### **Areas of Responsibility**

- Health Services support
- Criminal Justice support
- Economics, Taxation, and Fiscal Forecasting support
- Local Government support



staff

assignments



# ASSIGNMENTS

## BY SECTION

Legislative Analyst ..... Elizabeth G. Hill  
 Deputy Legislative Analyst ..... Hadley Johnson, Jr.  
 Deputy Legislative Analyst ..... Mac Taylor

### Criminal Justice

Director ..... Daniel C. Carson  
 Adult corrections ..... Brian Brown  
 Juvenile justice/health care ..... Vacant  
 Courts ..... Edgar Cabral  
 Criminal justice capital outlay ..... Vacant

### Economics, Taxation, and Fiscal Forecasting

Director ..... Jon David Vasché  
 Director ..... Brad Williams  
 Taxes ..... Crystal Taylor  
 Economics/public finance ..... Marcus Stanley  
 Fiscal, economic, and demographic data ..... Robert Ingenito

### Higher Education

Director ..... Steve Boilard  
 Community Colleges ..... Paul Steenhausen  
 UC/CSU ..... Anthony Simbol  
 Capital outlay ..... Hoss Khatami

### K-12 Education

Director ..... Jennifer Kuhn  
 Preschool/teacher issues ..... Stefanie Fricano  
 Accountability/facilities ..... Vacant  
 K-12 finance/compensatory education ..... Rachel Ehlers  
 Special education/adult and vocational education ..... Paul Warren

### Health Services

Director ..... Shawn Martin  
 Medi-Cal—families/children ..... Kirk Feely  
 Medi-Cal—elderly/disabled ..... Elizabeth Cheung  
 Public health/Healthy Families ..... Michelle Baass  
 Developmental services/mental health ..... Vacant

### Social Services

Director ..... Todd Bland  
 CalWORKs/food stamps ..... Todd Bland  
 IHSS, SSI/SSP, child support ..... Ginni Bella  
 Child welfare/workforce development ..... Lauren Nackman

**Local Government**

**Director**..... **Mac Taylor**  
 Local government issues ..... Marianne O'Malley

**Resources and Environmental Protection**

**Director**..... **Mark Newton**  
 Energy/water ..... Catherine Freeman  
 Air quality/solid and hazardous waste ..... Jay Dickenson  
 Wildlife/parks/forestry..... Brendan McCarthy

**State Administration**

**Director**..... **Michael Cohen**  
 Information technology/procurement ..... Kathy Curtis  
 State employment/labor/gambling ..... Jason Dickerson  
 Statewide capital outlay ..... Steve Durham

**Transportation, Business, and Housing**

**Director**..... **Dana Curry**  
 Transportation financing/highways..... Kendra Breiland  
 Public transportation/housing/ports ..... Stephanie Hockman  
 Traffic enforcement/business regulation ..... Greg Jolivet

**Administration and Human Resources**

**Manager** ..... **Larry Castro**  
 Accounting/human resources ..... Karry Dennis-Fowler

**Production**

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

**Information Services**

**Manager** ..... **Wil Davies**  
 Publishing Coordinator ..... David Rendahl  
 Senior Systems Analyst..... Roxana Islam  
 Systems Analyst..... Sandra Harvey  
 Receptionist..... Vacant

**Secretarial Staff**

**Executive Secretary** ..... **Tina McGee**  
 Economics, taxation, and fiscal forecasting/local government/  
 health services/criminal justice..... Jim Will  
 Higher education/K-12 education/state administration..... Jessica Fernandez  
 Social services/resources and environmental protection/  
 transportation ..... Izet Arriaga

# LAO PUBLICATIONS

## IN 2006

- Overview of the 2006-07 Governor's Budget* (January)
- The State's Infrastructure and the use of Bonds: A Primer* (January)
- Promoting Access to Higher Education: A Review of the State's Transfer Process* (January)
- Funding for Transportation: What the New Federal Act Means for California* (January)
- Analysis of the 2006-07 Budget Bill* (February)
- The 2006-07 Budget: Perspectives and Issues* (February)
- Improving Services for Migrant Students* (February)
- Retiree Health Care: A Growing Cost for Government* (February)
- Highlights of the 2006-07 Analysis and P & I* (February)
- SANDAG: An Assessment of Its Role in the San Diego Region* (March)
- Strengthening Public Safety of Waste Facilities and Surface Mines: Financial Assurances* (April)
- Modernizing the Functions Of the Commission on Teacher Credentialing* (April)
- California's Taxation of Vessels, Vehicles, and Aircraft: Out-of-State Purchases* (April)
- Strategies for Improving Child Support Collections In California* (May)
- Overview of the 2006-07 May Revision* (May)
- Municipal Utility Districts' Use of Best Value Procurements* (May)
- Supplemental Report of the 2006 Budget Act, 2006-07 Fiscal Year* (September)
- California Spending Plan 2006-07: The Budget Act and Related Legislation* (September)
- California's Fiscal Outlook: LAO Projections, 2006-07 Through 2011-12* (November)