

**ATTACHMENT 6**

**BACKGROUND MATERIAL – LITTLE  
HOOVER COMMISSION**



# Little Hoover Commission

*Dedicated to Promoting Economy and Efficiency  
in California State Government*

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## Current Projects

[Youth Crime & Violence Prevention](#)

[Teacher Quality/Workforce](#)

[Children's Mental Health](#)

## New Reports

Download the Little Hoover Commission's latest report: [Being There: Making a Commitment to Mental Health](#)

Download the Little Hoover Commission's latest report: [Better.Gov: Engineering Technology-Enhanced Government](#)

Download the Little Hoover Commission's report: [Special Districts: Relics of the Past or Resources for the Future?](#)

Download the Little Hoover Commission's report: [Open Doors and Open Minds: Improving Access and Quality in California's Community Colleges.](#)

Download the Little Hoover Commission's report: [To Build A Better School.](#) This report includes the Commission's letter report on school facilities in Los Angeles Unified School District.

Download the Little Hoover Commission's report: [Now in Our Hands: Caring For California's Abused and Neglected Children](#)



[Download Adobe Acrobat Reader to view our latest reports](#)

## Press Releases



## *About the Commission*

The Little Hoover Commission, formally known as the Milton Marks "Little Hoover" Commission on California State Government Organization and Economy, is an independent state oversight agency that was created in 1962. The Commission's mission is to investigate state government operations and -- through reports, recommendations and legislative proposals -- promote efficiency, economy and improved service.

By statute, the Commission is a balanced bipartisan board composed of five citizen members appointed by the Governor, four citizen members appointed by the Legislature, two Senators and two Assembly members.

The full Commission selects study topics that come to its attention from citizens, legislators and other sources. In addition, it has a statutory obligation to review and make recommendations on proposed government reorganization plans.

The Commission's role differs in three distinct ways from other state and private-sector bodies that analyze state programs:

- Unlike fiscal or performance audits, the Commission's studies look beyond whether programs comply with existing requirements, instead exploring how programs could and should function in today's world.
- The Commission produces in-depth, well-documented reports that serve as a factual basis for crafting effective reform legislation.
- Based on its reports, the Commission follows through with legislation to implement its recommendations, building coalitions, testifying at hearings and providing technical support to policy makers.

Under the direction of a subcommittee of Commissioners, staff conducts research by bringing key players together for discussions, contacting experts, reviewing academic literature and interviewing those most closely affected by the targeted topic.

Based on preliminary research, the subcommittee identifies key issues and oversees the creation of public hearings to explore all sides of the issues in an open setting. The public hearings serve to inform the Commissioners and educate the legislators, the public and the media about the problem areas. The subcommittee develops findings and recommendations that focus on the key issues and forwards a draft report to the full Commission for its consideration. The Commission, as a whole, may make changes before adopting and releasing the final report.

The Commission works to implement its recommendations either through legislation or administrative changes. New hearings are held and progress reports are issued in the years following the initial report until the Commission's recommendations have been enacted or its concerns have been addressed.

If you have any questions about the Commission, contact our office, [little.hoover@lhc.ca.gov](mailto:little.hoover@lhc.ca.gov), 925 L Street, Suite 805, Sacramento, California 95814, (916) 445-2125 or (916) 322-7709(fax).

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Toby J. Ewing, Project Manager II

Toby Ewing joined the Commission staff in February 1999. Most recently he was the Executive Director of the Senate Advisory Commission on Cost Control in State Government, and Project Manager for the California Governance Consensus Project. Toby has a Bachelor of Arts degree from Grinnell College in Iowa and a Master's degree in sociology from the Maxwell School in Citizenship and Public Affairs at Syracuse University. Mr. Ewing has also studied and worked in Costa Rica and Nicaragua on international and community development issues, was a Fulbright Scholar to Central America, and is currently completing his Doctorate in sociology from the Maxwell School.

As Project Manager II, Mr. Ewing's responsibilities are:

- Conducting studies from beginning to end, including identifying issues, designing study approach, conducting research through literature reviews and interviews with experts, critically analyzing information, formulating potential findings and recommendations, and producing a report that is well documented, clearly written and logical in construction;
- Organizing and managing the public input portions of studies, including the advisory committee process (which involves identifying potential members, organizing multiple meetings and determining various perspectives) and the public hearing process (which involves identifying witnesses, alerting legislators, obtaining testimony, preparing a background statement for Commissioners and posing potential questions);
- Following up on completed studies by working with legislative staff to create bills, identifying support and opposition, building consensus and representing the Commission in meetings;
- Other miscellaneous activities at the direction of the Executive Director.