

Legislative
Analyst's
Office

staff

guide

December 2004

Cover painting *Capitol 4*
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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 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 36 through 39.

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 numbers 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

MICHELLE BAASS

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



Expertise

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

Education

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

TODD BLAND

Director, Social Services
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

319-8331

Steve.Boilard@lao.ca.gov



Expertise

- Overall higher education issues
- California Community Colleges

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

FARRA C. BRACHT

Principal Fiscal & Policy Analyst

319-8355

Farra.Bracht@lao.ca.gov



Expertise

- Medi-Cal—families/children
- Managed care

Education

MPA/1996, Public Administration, New York University, New York

BA/1993, English Literature, University of Southern California

ANNA BRANNEN

Principal Fiscal & Policy Analyst
319-8344
Anna.Brannen@lao.ca.gov



Expertise

- State information technology
- State procurement
- Homeland security

Education

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

BRIAN BROWN

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

DANIEL C. CARSON

Director, Health Services
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

TODD R. CLARK

Senior Fiscal & Policy Analyst
319-8361
Todd.Clark@lao.ca.gov



Expertise

- Economic development
- Business regulation and industrial relations
- 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

Director, State Administration
319-8310
Michael.Cohen@lao.ca.gov



Expertise

- Overall state administration issues
- Elections issues
- Housing

Education

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

C. DANA CURRY

**Director, Transportation &
Capital Outlay**
319-8320
Dana.Curry@lao.ca.gov



Expertise

- Overall transportation
- Overall capital outlay

Education

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

KIRK A. FEELY

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



Expertise

- Medi-Cal—families/children
- Managed care

Education

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

LISA FOLBERG

Fiscal & Policy Analyst
319-8358
Lisa.Folberg@lao.ca.gov



Expertise

- CalWORKs
- Food Stamps
- Rehabilitation
- Child care

Education

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

JENNIFER S. GIAMBATTISTA

Senior Fiscal & Policy Analyst
319-8325
Jennifer.Giambattista@lao.ca.gov



Expertise

- Fish and wildlife issues
- State parks
- Forestry and fire protection
- Land acquisition

Education

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

MARIAMA GRIMES

Fiscal & Policy Analyst
319-8337
Mariama.Grimes@lao.ca.gov



Expertise

- California State University
- California Postsecondary Education Commission
- Accountability in higher education

Education

MPA/2004, Public Administration, University of Southern California
BA/1999, Political Science, University of California, Los Angeles

CHRISTOPHER M. GUYER

Senior Fiscal & Policy Analyst
319-8363
Chris.Guyer@lao.ca.gov



Expertise

- Corrections capital outlay
- Courts capital outlay
- K-12 education capital outlay
- Seismic issues

Education

MS/1997, Civil Engineering, University of Colorado
BE/1995, Civil Engineering, Vanderbilt University, Nashville
PE Registration/2001, Professional Engineer, Sacramento

J. PAUL GUYER

Principal Fiscal & Policy Analyst
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

MARK A. IBELE

Principal Fiscal & Policy Analyst

319-8308

Mark.Ibele@lao.ca.gov



Expertise

- State and local 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

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

Director, Criminal Justice
319-8340
Greg.Jolivet@lao.ca.gov



Expertise

- Overall criminal justice

Education

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

JENNIFER C. KUHN

Principal Fiscal & Policy Analyst
319-8332
Jennifer.Kuhn@lao.ca.gov



Expertise

- Teacher issues
- Charter schools
- Class size reduction
- Higher education fees and financial aid

Education

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

LISA ANN MANGAT

Senior Fiscal & Policy Analyst
319-8341
Lisa.Mangat@lao.ca.gov



Expertise

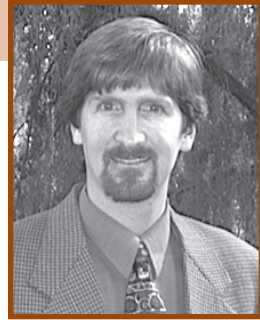
- Gambling
- State budget process

Education

MBA/1997, Business Administration, California State University,
Sacramento
BA/1992, Philosophy, University of California, Davis

ROBERT MANWARING

Director, K-12 Education
319-8333
Robert.Manwaring@lao.ca.gov



Expertise

- Overall K-12 education issues
- Master plan for education
- Federal No Child Left Behind Act
- Accountability

Education

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

SHAWN MARTIN

Senior Fiscal & Policy Analyst
319-8362
Shawn.Martin@lao.ca.gov



Expertise

- Developmental services
- Medi-Cal for the elderly and disabled
- Medi-Cal fraud 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

- Energy/electricity
- Water policy and CALFED

Education

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

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

CELIA PEDROZA

Fiscal & Policy Analyst

319-8354

Celia.Pedroza@lao.ca.gov



Expertise

- Public health programs
- AIDS programs
- Healthy Families

Education

MPP/2003, Public Policy, University of California, Berkeley

BA/1994, Public Policy, Stanford University

JOEL RIPHAGEN

Principal Fiscal & Policy Analyst
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

JULIE SALLEY-GRAY

Senior Fiscal & Policy Analyst
319-8352
Julie.Salley-Gray@lao.ca.gov



Expertise

- Child Welfare services
- Foster care
- Adoptions
- Child support

Education

MA/1994, United States History, University of California, Santa Barbara
BA/1990, United States and African History, University of California,
Davis

ANTHONY SIMBOL

Principal Fiscal & Policy Analyst

319-8334

Anthony.Simbol@lao.ca.gov



Expertise

- University of California
- Admissions and Enrollment
- K-14 Outreach Programs

Education

MPP/1998, Public Policy, University of California, Berkeley

BA/1995, Political Science and Economics, University of California, Irvine

PAUL D. STEENHAUSEN

Fiscal & Policy Analyst

319-8324

Paul.Steenhausen@lao.ca.gov



Expertise

- California Highway Patrol
- Department of Motor Vehicles
- High-speed rail
- Mass transit

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

MELISSA TANNER

Fiscal & Policy Analyst
319-8343
Melissa.Tanner@lao.ca.gov



Expertise

- Juvenile justice
- Local corrections and law enforcement

Education

MPH/2002, Public Health, New York University
BA/1999, Public Health and Social Policy, University of California,
Berkeley

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/debt 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

- K-12 Education
- Categorical programs
- Special, vocational and adult education
- Assessment

Education

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

MELISSA EILER WHITE

Fiscal & Policy Analyst
319-8336
Melissa.White@lao.ca.gov



Expertise

- Child care
- Teacher reform
- Summer and after school

Education

Ph.D./2004, Administration and Policy Analysis, Stanford University
MA/2000, Policy Analysis and Evaluation, Stanford University
BA/1994, Political Science, UC Berkeley

BRAD WILLIAMS

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



Expertise

- Economic/fiscal forecasting
- Overall state budget

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

JUDY CASHNER

Secretary

319-8329

Judy.Cashner@lao.ca.gov



Areas of Responsibility

- Resources and Environmental Protection
- Transportation
- State Administration

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

IRINA LOBACHEVA

Senior Systems Analyst
319-8314
Irina.Lobacheva@lao.ca.gov



Areas of Responsibility

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

ANTHONY LUCERO

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



Areas of Responsibility

- Printing of LAO publications
- General office support

PAMELA MASH

Secretary
319-8339
Pam.Mash@lao.ca.gov



Areas of Responsibility

- Higher Education
- K-12 Education

Education

BA/1998, English, University of California, Davis
BS/1998, Political Science, University of California, Davis

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

SUPATRA TUTTLE

Receptionist

319-8399

Supatra.Tuttle@lao.ca.gov



Areas of Responsibility

- Office switchboard
- Office libraries and mail distribution

JIM WILL

Secretary

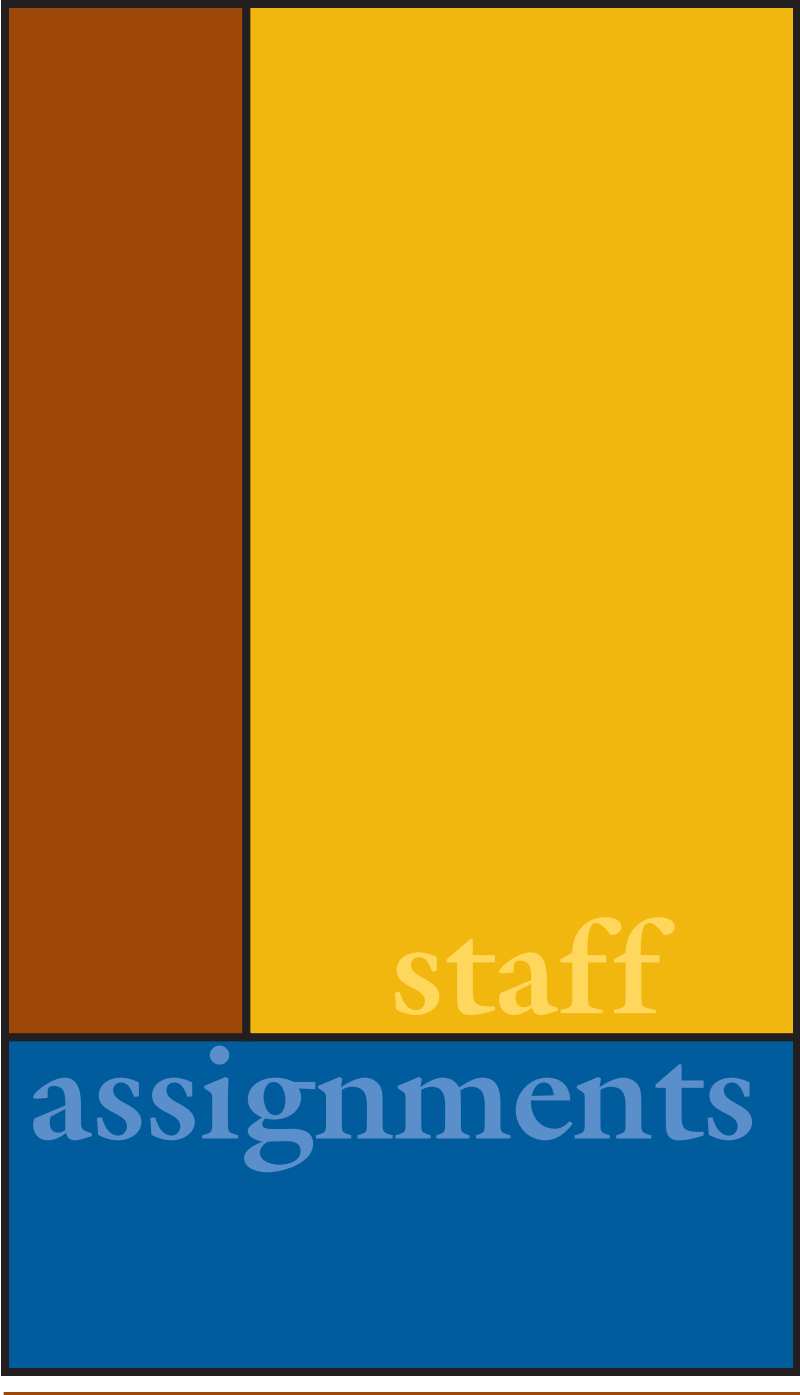
319-8349

Jim.Will@lao.ca.gov



Areas of Responsibility

- Health Services
- Criminal Justice
- Capital Outlay



ASSIGNMENTS

BY SECTION

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

Criminal Justice

Director	Greg Jolivet
Adult corrections	Brian Brown
Juvenile/local criminal justice	Melissa Tanner
Courts	Vacant

Economics and Taxation

Director	Jon David Vasché
Taxes	Mark Ibele
Demographics	Robert Ingenito

Fiscal Forecasting and Budget Overview

Director	Brad Williams
Fiscal and economic data	Robert Ingenito

Higher Education

Director	Steve Boilard
Community Colleges	Steve Boilard
California State University	Mariama Grimes
Student Aid	Jennifer Kuhn
University of California	Anthony Simbol

K-12 Education

Director	Rob Manwaring
Preschool/teacher compensation	Melissa Eiler White
Charter schools/teacher development	Jennifer Kuhn
K-12 finance/compensatory education	Vacant
Special education/adult and vocational education	Paul Warren

Health Services

Director	Daniel C. Carson
Medi-Cal—families/children	Farra Bracht/Kirk Feely
Medi-Cal—elderly/disabled	Shawn Martin
Public health/Healthy Families	Celia Pedroza

Social Services

Director	Todd Bland
CalWORKs/child care/food stamps	Lisa Folberg
Child welfare, child support	Julie Salley-Gray

Local Government

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

Resources and Environmental Protection

Director..... **Mark Newton**
 Energy/water Brendan McCarthy
 Air quality/solid and hazardous waste Michelle Baass
 Wildlife/parks/forestry.....Jenny Giambattista

State Administration

Director.....**Michael Cohen**
 Information technology/procurement Anna Brannen
 State employment/business regulation..... Todd Clark
 Gambling/state budget process Lisa Ann Mangat

Transportation and Capital Outlay

Director..... **Dana Curry**
 Transportation financing/highways..... Joel Riphagen
 Public transportation/traffic enforcement Paul Steenhausen
 Corrections facilities Chris Guyer
 Higher education facilities.....Paul Guyer

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

Secretarial Staff

Executive Secretary **Tina McGee**
 Resources and environmental protection/transportation/
 state administration..... Judy Cashner
 Economics, taxation, and fiscal forecasting/local government/
 social services..... Vacant
 Higher education/K-12 education.....Pam Mash
 Health services/criminal justice/capital outlay Jim Will
 Receptionist.....Supatra Tuttle

ASSIGNMENTS

BY PROGRAM AREA

Aging	Todd Bland	319-8353
Agricultural Labor Relations	Todd Clark	319-8361
Air Resources Board	Michelle Baass	319-8321
Arts Council	Lisa Ann Mangat	319-8341
Bond Financing	Jon David Vasché	319-8305
Budget Process	Lisa Ann Mangat	319-8341
Budgetary Reserve	Brad Williams	319-8306
Business, Transportation, and Housing Secretary	Todd Clark	319-8361
Cal-EPA	Mark Newton	319-8323
Capital Outlay	Dana Curry	319-8320
California Coastal Commission	Michelle Baass	319-8321
California Children & Families Commission	Julie Salley-Gray	319-8352
California State University	Mariama Grimes	319-8337
Cash Management	Brad Williams	319-8306
Child Care	Lisa Folberg	319-8358
Child Support Services	Julie Salley-Gray	319-8352
Community Colleges	Steve Boilard	319-8331
Community Services and Development	Lisa Folberg	319-8358
Conservation	Michelle Baass	319-8321
Consumer Affairs	Lisa Ann Mangat	319-8341
Controller	Lisa Ann Mangat	319-8341
Corporations	Todd Clark	319-8361
Corrections	Brian Brown	319-8351
Courts	Vacant	—
Data Centers	Anna Brannen	319-8344
Demographic Data	Robert Ingenito	319-8365
Developmental Disabilities	Shawn Martin	319-8362
Economic Data and Forecasts	Brad Williams	319-8306
Education (K-12)	Rob Manwaring	319-8333
Education (Higher)	Steve Boilard	319-8331
Emergency Medical Services Authority	Celia Pedroza	319-8354
Emergency Services	Anna Brannen	319-8344
Employer-Employee Relations	Todd Clark	319-8361
Employment Development	Todd Bland	319-8353
Energy Commission	Brendan McCarthy	319-8309
Equalization	Mark Ibele	319-8308
Expenditure Data and Forecasts	Brad Williams	319-8306
Fair Employment and Housing	Todd Clark	319-8361
Fair Political Practices Commission	Michael Cohen	319-8310
Federal Funds	Lisa Ann Mangat	319-8341
Finance	Lisa Ann Mangat	319-8341
Financial Institutions	Todd Clark	319-8361
Fish and Game	Jennifer Giambattista	319-8325
Food and Agriculture	Lisa Ann Mangat	319-8341
Forestry and Fire Protection	Jennifer Giambattista	319-8325
Franchise Tax Board	Mark Ibele	319-8308

Gambling	Lisa Ann Mangat	319-8341
General Fund Condition	Brad Williams	319-8306
General Services	Anna Brannen	319-8344
Health Services	Daniel C. Carson	319-8350
Higher Education Facilities	Paul Guyer	319-8364
Higher Education Operations	Steve Boilard	319-8331
Highway Patrol	Paul Steenhausen	319-8324
Horse Racing	Lisa Ann Mangat	319-8341
Housing and Community Development	Michael Cohen	319-8310
Immigration	Robert Ingenito	319-8365
Industrial Relations	Todd Clark	319-8361
Information Technology	Anna Brannen	319-8344
Insurance	Todd Clark	319-8361
Integrated Waste Management Board	Michelle Baass	319-8321
Justice	Melissa Tanner	319-8343
Legislature	Michael Cohen	319-8310
Local Government	Marianne O'Malley	319-8315
Lottery	Lisa Ann Mangat	319-8341
Managed Care	Farra Bracht/Kirk Feely	319-8355
Managed Risk Medical Insurance Board	Celia Pedroza	319-8354
Mandates	Marianne O'Malley	319-8315
Mental Health	Daniel C. Carson	319-8350
Military	Anna Brannen	319-8344
Motor Vehicles	Paul Steenhausen	319-8324
Natural Resources Infrastructure	Vacant	—
Office of Statewide Health/Plan. and Dev.	Celia Pedroza	319-8354
Parks and Recreation	Jennifer Giambattista	319-8325
Pre-school education	Melissa Eiler White	319-8336
Proposition 98	Vacant	—
Public Utilities Commission	Brendan McCarthy	319-8309
Real Estate	Lisa Ann Mangat	319-8341
Rehabilitation	Lisa Folberg	319-8358
Retirement Systems	Todd Clark	319-8361
Revenue Data and Forecasts	Brad Williams	319-8306
School Facilities	Chris Guyer	319-8363
Secretary of State	Michael Cohen	319-8310
Seismic Safety Commission	Chris Guyer	319-8363
Social Services	Todd Bland	319-8353
Special education	Paul Warren	319-8307
State Appropriations Limit	Brad Williams	319-8306
State Independent Living Council	Lisa Folberg	319-8358
Student Aid Commission	Jennifer Kuhn	319-8332
Taxation/tax expenditures	Mark Ibele	319-8308
Tax Relief	Mark Ibele	319-8308
Toxic Substances Control	Michelle Baass	319-8321
Transportation	Joel Riphagen	319-8360
Treasurer	Brad Williams	319-8306
University of California	Anthony Simbol	319-8337
Veterans Affairs	Lisa Ann Mangat	319-8341
Water Resources	Brendan McCarthy	319-8309
Water Resources Control Board	Brendan McCarthy	319-8309
Workers' Compensation	Todd Clark	319-8361
Youth Authority	Melissa Tanner	319-8343

LAO PUBLICATIONS

IN 2004

2004-05: Overview of the Governor's Budget (January)

Assessing California's Charter Schools (January)

"Remodeling" the Drug Medi-Cal Program (February)

A Look at the Progress of English Learner Students (February)

Maintaining the Master Plan's Commitment to College Access
(February)

The 2004-05 Budget: Perspectives and Issues (February)

Analysis of the 2004-05 Budget Bill (February)

Highlights of the 2004-05 Analysis and Perspectives & Issues (February)

Better Care Reduces Health Care Costs for Aged and Disabled Persons
(March)

*Proposition 50 Resources Bond: Funding Eligibility of Private
Water Companies* (May)

Overview of the 2004-05 May Revision (May)

An Assessment: Governor's Local Government Proposal (May)

A Review of the California Youth Authority's Infrastructure (May)

Funding UC Faculty Research Facilities (June)

Supplemental Report of the 2004 Budget Act: 2004-05 Fiscal Year
(August)

An Initial Assessment of the California Performance Review (August)

*California Spending Plan 2004-05: The Budget Act and Related
Legislation* (September)

California's Fiscal Outlook (November)