



Implementation of State Auditor's Recommendations

Special Report to Senate Budget Subcommittees

Reports Released From January 2018
Through December 2019

February 2020

REPORT 2020-406 S





CALIFORNIA STATE AUDITOR

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February 11, 2020
2020-406 S

Dear Members of the Senate Budget & Fiscal Review Committee:

The California State Auditor (State Auditor) presents this special report which summarizes for the legislative budget subcommittees audit and investigation reports we issued from January 2018 through December 2019. The purpose of this report is to assist the Senate Budget and Fiscal Review Committee in identifying issues it may want to explore in subcommittee hearings. It is intended to provide transparency in what actions, if any, audited and investigated entities have taken in response to our specific findings and recommendations. This report includes the status of actions taken to implement our recommendations as reported to us by the audited and investigated entities and evaluated by our office as of December 31, 2019. To better assist you, we have highlighted those recommendations that remain not fully implemented.

Our policy is to request that entities provide a written response to the audit findings and recommendations before the audit report is issued publicly. As a follow-up, state law requires entities to provide updates on their implementation of audit recommendations, and we request these updates at 60 days, six months, and one year after the report's public release. For investigations, state law requires that entities report within 60 days of receiving an investigative report and monthly thereafter until it has completed all of the actions it intends to take in response to the recommendations. Further, we follow up with every entity that we determine has not fully implemented one or more recommendations within one year of the issuance of an audit or investigative report and request an update on the entity's plans to implement the outstanding recommendations.

This report is organized by recommendations that fall within the jurisdiction of each of the individual Senate Budget and Fiscal Review Subcommittees. For example, the section for the Senate Subcommittee 3 on Health and Human Services identifies report recommendations our office made on issues ranging from oversight of skilled nursing facilities to the provision of preventative services for children in Medi-Cal. The section for Senate Subcommittee 5 on Public Safety identifies report recommendations on issues ranging from weaknesses in oversight by the Commission on Judicial Performance to the State's need to more adequately protect its most vulnerable residents from natural disasters.

Please note that some reports may involve more than one issue or cross the jurisdictions of more than one subcommittee. In Table 1, we provide the report title, recommendations, and action taken by the entity. A more detailed description of the State Auditor's assessment of the entity's actions can be accessed on our website at www.auditor.ca.gov under the "Publications" tab.

continued on next page...

Our audit efforts bring the greatest return when the entity acts upon our findings and recommendations. Table 2 summarizes the monetary value associated with certain findings from reports we issued during the period January 1, 2012, through December 31, 2019. We have indicated the nature of the monetary value in the following categories: cost recovery, cost savings, cost avoidance, increased revenue, and wasted funds. We estimate that if entities implemented our recommendations contained in these reports, they could realize approximately \$4.9 billion in monetary value either by reducing costs, increasing revenues, or avoiding wasteful spending.

For example, in our July 2019 audit of the Fallen Leaf Lake Community Services District's (district) billing practices, we found that the district overbilled the California Office of Emergency Services (Cal OES). The district paid its own personnel less than the rate it told Cal OES it would and thus improperly profited from reimbursements it received from paying agencies for providing personnel to fight wildfires. We calculated that the district improperly claimed over \$700,000 in excess personnel reimbursements from Cal OES from 2016 through 2018. We recommended the district develop and implement a plan for returning the excessive reimbursements it received.

We believe the State's budget process is a good opportunity for the Legislature to explore these issues in a public forum and, to the extent necessary, reinforce the need for corrective action. If you would like more information or assistance regarding this report, please contact Paul Navarro, Chief Deputy State Auditor, Operations, at (916) 445-0255.

Respectfully submitted,



ELAINE M. HOWLE, CPA
California State Auditor

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Senate Budget & Fiscal Review Subcommittee 1 on Education

Report Number 2017-116

Community Child Care Council of Santa Clara County: Because It Disadvantaged Some Families and Misused State Funds, It Could Benefit From Increased Monitoring by the California Department of Education (April 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that families have sufficient time to respond to notices regarding eligibility, Community Child Care Council of Santa Clara County (4Cs) should establish specific controls in its child-care data system by July 2018 to prevent staff from backdating the notification dates of the notices, and it should begin conducting periodic reviews of notification dates in the data system by October 2018 to ensure that the controls are effective.	Community Child Care Council of Santa Clara County	Fully Implemented
2. To ensure that families understand how to elevate appeals to the California Department of Education (CDE), 4Cs should amend its notice forms and its handbook by October 2018 to consistently describe additional means for contacting Education beyond a mailing address and fax number, such as a telephone number, an email address, and a link to Education's website for online information about reporting appeals.	Community Child Care Council of Santa Clara County	Fully Implemented
3. To ensure that it is processing all provider payments promptly, 4Cs should formalize policies by October 2018 that address communication between its subsidy department and fiscal department regarding provider payments. These policies should be clearly communicated to both departments and provide a way for staff to be held accountable for late communications resulting in delayed payments to providers.	Community Child Care Council of Santa Clara County	Fully Implemented
4. To make its appeal process more accessible to families who may not receive a satisfactory resolution from its contractors, CDE should, by October 2018, require that its contractors share key information in their communications with families about the process for appealing notices. The required information should include valid grounds for a family to file an appeal as well as information or documentation CDE would need in order to review the family's appeal of adverse decisions regarding their child-care services. CDE should also require contractors to incorporate this information into contractually mandated staff training and into publicly available policies and procedures.	Department of Education	Will Not Implement
5. To ensure that it can justify the costs for which it seeks reimbursement, 4Cs should, by October 2018, strengthen its controls over its approval of the expenditures it charges to the State's share of its funding. These controls should include retention of all documentation to justify appropriate approval of these expenditures.	Community Child Care Council of Santa Clara County	Fully Implemented
6. To ensure that the amount of benefits it provides to families is justifiable, 4Cs should develop formal procedures by October 2018 for its eligibility determinations, including a policy to retain in the family case files the documentation it uses to determine eligibility.	Community Child Care Council of Santa Clara County	Fully Implemented
7. To ensure that staff possess the required knowledge and skills to assist families with child-care programs, 4Cs should develop and implement procedures by October 2018 to identify staff training needs and create orientation and training plans to meet those needs.	Community Child Care Council of Santa Clara County	Fully Implemented
8. To ensure effective child-care programs, 4Cs should document separate self-evaluation and monitoring procedures for each child-care program when it prepares its future self-evaluation documents. Each of these self-evaluation processes should demonstrate how it used stakeholder feedback to improve each program and monitor each program's effectiveness.	Community Child Care Council of Santa Clara County	Fully Implemented
9. In order to rectify 4Cs' inappropriate use of state funding, CDE should, by October 2018, recalculate the amount of 4Cs' reimbursable costs based on the unallowable costs we identified and recover any funds that should be repaid.	Department of Education	Fully Implemented

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10. After completing its performance audit in September 2018, CDE should determine whether to conduct any follow-up reviews of 4Cs' administrative costs and whether it needs to expand its procedures for identifying questionable costs. In addition, CDE should determine whether the results of its audit identify any systemic issues pertaining to administrative costs for which it should consider expanding its audit procedures over administrative costs claimed by its other child-care contractors.	Department of Education	Fully Implemented
11. To ensure that its contractors can effectively make program improvements and maintain successes in ways that are meaningful to their stakeholders, CDE should adopt measures to ensure its contractors follow the terms of their contracts by demonstrating that their board members conduct a critical appraisal of each CDE program.	Department of Education	Will Not Implement
12. To strengthen the quality of its monitoring efforts, CDE should create and implement procedures by October 2018 for staff to document the evidence used to support their contract monitoring reviews. Further, CDE should use the results and evidence of compliance identified in these reviews to enhance its comparative performance measures and formulate effective training for its contractors.	Department of Education	Fully Implemented
13. To ensure that beneficiaries do not have restrictions limiting their ability to transfer their retirement funds, 4Cs should, by October 2018, move the funds for its primary and supplemental retirement plans out of the restrictive securities to the extent possible without incurring additional charges for beneficiaries. For any subsequent new participants, 4Cs should assign funds only to securities that do not have extensive charges associated with transferring or rolling over the funds.	Community Child Care Council of Santa Clara County	Pending
14. To ensure that its retirement plan participants can make appropriate financial planning decisions, 4Cs should provide the required disclosures in its retirement benefit statements, summary plan description, and annual report, and it should maintain documentation that it did so.	Community Child Care Council of Santa Clara County	Partially Implemented
15. To ensure the appropriate use of state grant funds, CDE should determine, to the extent possible, the amount of supplemental plan funds that did not comply with federal requirements, and it should require 4Cs to reimburse the State for improper payments of state funds it made to the supplemental plan.	Department of Education	Pending
16. To ensure compliance with legal requirements and to promote a safe and responsible workplace, 4Cs should, by October 2018, create an anti-retaliation policy that specifically follows federal guidance on such policies. Additionally, 4Cs should update its policy manual and include federally recommended elements in its policy addressing unlawful harassment.	Community Child Care Council of Santa Clara County	Fully Implemented
17. To ensure that it maintains the integrity and impartiality of its human resources (HR) investigations, 4Cs should implement controls by October 2018 to ensure that it consistently follows its HR investigation process for all complaints, and it should maintain proper documentation of all actions taken.	Community Child Care Council of Santa Clara County	Fully Implemented

Report Number 2017-119

California State University: It Has Not Provided Adequate Oversight of the Safety of Employees and Students Who Work With Hazardous Materials (April 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it provides effective oversight of health and safety issues on the campuses, the California State University (CSU) Chancellor's Office should, by September 2018, review and identify all recommendations issued to the CSU Chancellor's Office and the campuses from the University Auditor's systemwide audits of campus health and safety practices since 1994.	California State University	Fully Implemented
2. To ensure that it provides effective oversight of health and safety issues on the campuses, the CSU Chancellor's Office should, using the information from recommendation 1, develop and implement a plan by January 2019 to ensure that the campuses have taken appropriate actions to comply with health and safety requirements.	California State University	Fully Implemented

<p>3. To ensure that it provides effective oversight of health and safety issues on the campuses, the CSU Chancellor's Office should, by November 2018, develop a uniform health and safety reporting template and require the campuses to use it to annually report information related to campus health and safety, including data regarding employee and student training and any other areas the CSU Chancellor's Office considers critical to its oversight of health and safety compliance. In developing this reporting template, the CSU Chancellor's Office should consider the information from its own health and safety-related audits as well as the findings and recommendations of this audit.</p>	<p>California State University</p>	<p>Fully Implemented</p>
<p>4. Once it has developed the health and safety reporting template and campuses have used it to submit their reports, the CSU Chancellor's Office should assess the data and information in the reports to identify trends, risks, and best practices.</p>	<p>California State University</p>	<p>Pending</p>
<p>5. Once it has developed the health and safety reporting template and campuses have used it to submit their reports, the CSU Chancellor's Office should develop recommendations for improving campus health and safety and follow up on the campuses' implementation of any corrective actions related to these recommendations.</p>	<p>California State University</p>	<p>Pending</p>
<p>6. Once it has developed the health and safety reporting template and campuses have used it to submit their reports, the CSU Chancellor's Office should incorporate the risks identified in its assessments into the University Auditor's audit plan to ensure that the University Auditor evaluates problem areas related to campus health and safety.</p>	<p>California State University</p>	<p>Pending</p>
<p>7. Once it has developed the health and safety reporting template and campuses have used it to submit their reports, the CSU Chancellor's Office should follow up with campuses that fail to submit the required annual health and safety reports and take appropriate steps to ensure compliance with this requirement.</p>	<p>California State University</p>	<p>Pending</p>
<p>8. To ensure that it identifies systemwide trends and makes appropriate recommendations to address health and safety issues, the CSU Chancellor's Office should work with the appropriate union to form a systemwide joint committee, as agreed upon in its bargaining agreement with the union, by September 2018.</p>	<p>California State University</p>	<p>Fully Implemented</p>
<p>9. To ensure that it identifies systemwide trends and makes appropriate recommendations to address health and safety issues, the CSU Chancellor's Office should ensure that the systemwide joint committee meets and fulfills its responsibilities in accordance with the bargaining agreement by actively working with the union on an ongoing basis.</p>	<p>California State University</p>	<p>Fully Implemented</p>
<p>10. To ensure the health and safety of employees working with hazardous materials, the CSU Chancellor's Office should prescribe the frequency for which the campuses provide refresher laboratory safety training to employees.</p>	<p>California State University</p>	<p>Pending</p>
<p>11. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, CSU Channel Islands (Channel Islands) should ensure that its joint committee meets and fulfills its responsibilities in accordance with the bargaining agreement. If such committee does not exist, it should work with the union to form it by September 2018.</p>	<p>California State University, Channel Islands</p>	<p>Fully Implemented</p>
<p>12. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, CCSU Sacramento (Sacramento) should ensure that its joint committee meets and fulfills its responsibilities in accordance with the bargaining agreement. If such committee does not exist, it should work with the union to form it by September 2018.</p>	<p>California State University, Sacramento</p>	<p>Fully Implemented</p>
<p>13. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, CSU San Diego (San Diego) should ensure that its joint committee meets and fulfills its responsibilities in accordance with the bargaining agreement. If such committee does not exist, it should work with the union to form it by September 2018.</p>	<p>California State University, San Diego</p>	<p>Fully Implemented</p>
<p>14. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, Sonoma State University (Sonoma State) should ensure that its joint committee meets and fulfills its responsibilities in accordance with the bargaining agreement. If such committee does not exist, it should work with the union to form it by September 2018.</p>	<p>Sonoma State University</p>	<p>Fully Implemented</p>

15. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, Channel Islands should ensure that its joint committee records meeting minutes and provides copies of the minutes and other information to the systemwide joint committee, as requested.	California State University, Channel Islands	Fully Implemented
16. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, Sacramento should ensure that its joint committee records meeting minutes and provides copies of the minutes and other information to the systemwide joint committee, as requested.	California State University, Sacramento	Fully Implemented
17. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, San Diego should ensure that its joint committee records meeting minutes and provides copies of the minutes and other information to the systemwide joint committee, as requested.	California State University, San Diego	Fully Implemented
18. To ensure that it receives feedback from employee representatives on conditions associated with their work environments and that it develops appropriate interventions, Sonoma State should ensure that its joint committee records meeting minutes and provides copies of the minutes and other information to the systemwide joint committee, as requested.	Sonoma State University	Fully Implemented
19. To increase its oversight of chemical safety, Sacramento should establish a chemical committee consistent with its chemical plan requirements.	California State University, Sacramento	Fully Implemented
20. To increase its oversight of chemical safety, Sacramento should, by June 2018, specify how often the new chemical committee should meet and then ensure that it meets as frequently as required and that it proactively addresses issues related to chemical hygiene and safety on campus.	California State University, Sacramento	Fully Implemented
21. To increase its oversight of chemical safety, Sacramento should ensure that the new chemical committee records its meeting minutes and makes those minutes available to all employees.	California State University, Sacramento	Fully Implemented
22. To increase oversight of chemical safety, Sonoma State should, by June 2018, specify in its chemical plan how often its chemical committee should meet.	Sonoma State University	Fully Implemented
23. To increase oversight of chemical safety, Sonoma State should ensure that its chemical committee meets as frequently as required and that it proactively addresses issues related to chemical hygiene and safety on campus.	Sonoma State University	Fully Implemented
24. To increase oversight of chemical safety, Sonoma State should ensure that its chemical committee records its meeting minutes and makes those minutes available to all employees.	Sonoma State University	Fully Implemented
25. To more effectively provide oversight of its chemical plan, Channel Islands should annually evaluate its chemical plan for effectiveness and document the results of that evaluation, including its discussions of any recommended revisions.	California State University, Channel Islands	Fully Implemented
26. To more effectively provide oversight of its chemical plan, Sacramento should annually evaluate its chemical plan for effectiveness and document the results of that evaluation, including its discussions of any recommended revisions.	California State University, Sacramento	Fully Implemented
27. To more effectively provide oversight of its chemical plan, San Diego should annually evaluate its chemical plan for effectiveness and document the results of that evaluation, including its discussions of any recommended revisions.	California State University, San Diego	Fully Implemented
28. To more effectively provide oversight of its chemical plan, Sonoma State should annually evaluate its chemical plan for effectiveness and document the results of that evaluation, including its discussions of any recommended revisions.	Sonoma State University	Fully Implemented
29. To ensure that it has a chemical plan that is up to date and reflects current campus practices, Sacramento should develop and implement a revised chemical plan by January 2019.	California State University, Sacramento	Fully Implemented
30. San Diego should ensure that its chemical plan clearly defines the campus entity or individual who is responsible for reviewing and evaluating the effectiveness of its chemical plan at least annually.	California State University, San Diego	Fully Implemented

31. To ensure that its chemical plan is updated to reflect current practices and changes to how the campus may have evolved, Sonoma State should immediately update its chemical plan.	Sonoma State University	Fully Implemented
32. To ensure the health and safety of employees working with hazardous materials, Channel Islands should, by June 2018, review the training records of all employees who are required to take trainings related to laboratory safety, hazardous waste, hazard communication, or blood borne pathogens and identify those who have not taken these trainings.	California State University, Channel Islands	Fully Implemented
33. To ensure the health and safety of employees working with hazardous materials, Sacramento should, by June 2018, review the training records of all employees who are required to take trainings related to laboratory safety, hazardous waste, hazard communication, or blood borne pathogens and identify those who have not taken these trainings.	California State University, Sacramento	Fully Implemented
34. To ensure the health and safety of employees working with hazardous materials, San Diego should, by June 2018, review the training records of all employees who are required to take trainings related to laboratory safety, hazardous waste, hazard communication, or blood borne pathogens and identify those who have not taken these trainings.	California State University, San Diego	Fully Implemented
35. To ensure the health and safety of employees working with hazardous materials, Sonoma State should, by June 2018, review the training records of all employees who are required to take trainings related to laboratory safety, hazardous waste, hazard communication, or blood borne pathogens and identify those who have not taken these trainings.	Sonoma State University	Fully Implemented
36. To ensure the health and safety of employees working with hazardous materials, Channel Islands should, by December 2018, make the required trainings available to employees and establish procedures for ensuring that the employees have received all required trainings.	California State University, Channel Islands	Fully Implemented
37. To ensure the health and safety of employees working with hazardous materials, Sacramento should, by December 2018, make the required trainings available to employees and establish procedures for ensuring that the employees have received all required trainings.	California State University, Sacramento	Fully Implemented
38. To ensure the health and safety of employees working with hazardous materials, San Diego should, by December 2018, make the required trainings available to employees and establish procedures for ensuring that the employees have received all required trainings.	California State University, San Diego	Partially Implemented
39. To ensure the health and safety of employees working with hazardous materials, Sonoma State should, by December 2018, make the required trainings available to employees and establish procedures for ensuring that the employees have received all required trainings.	Sonoma State University	Fully Implemented
40. To ensure the health and safety of employees working with hazardous materials, Channel Islands should, going forward, regularly monitor employee training records to ensure that all employees have received the required trainings.	California State University, Channel Islands	Fully Implemented
41. To ensure the health and safety of employees working with hazardous materials, Sacramento should, going forward, regularly monitor employee training records to ensure that all employees have received the required trainings.	California State University, Sacramento	Fully Implemented
42. To ensure the health and safety of employees working with hazardous materials, San Diego should, going forward, regularly monitor employee training records to ensure that all employees have received the required trainings.	California State University, San Diego	Partially Implemented
43. To ensure the health and safety of employees working with hazardous materials, Sonoma State should, going forward, regularly monitor employee training records to ensure that all employees have received the required trainings.	Sonoma State University	Fully Implemented
44. To ensure that employees working in a laboratory setting receive current information regarding laboratory safety, Channel Islands should provide periodic refresher laboratory safety training to these employees beginning in the Fall 2018 semester.	California State University, Channel Islands	Fully Implemented

45. To ensure the health and safety of students in a laboratory setting, Sacramento should, by June 2018, develop campuswide policies to ensure that its departments are accountable for providing student training on laboratory safety.	California State University, Sacramento	Fully Implemented
46. To ensure the health and safety of students in a laboratory setting, Channel Islands should work with appropriate faculty to develop student safety training acknowledgement forms by June 2018.	California State University, Channel Islands	Fully Implemented
47. To ensure the health and safety of students in a laboratory setting, Sacramento should work with appropriate faculty to develop student safety training acknowledgement forms by June 2018.	California State University, Sacramento	Fully Implemented
48. To ensure the health and safety of students in a laboratory setting, Sonoma State should work with appropriate faculty to develop student safety training acknowledgement forms by June 2018.	Sonoma State University	Fully Implemented
49. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, Channel Islands should require departments to have those students required to wear PPE sign the student safety training acknowledgement forms to demonstrate that they have received proper laboratory safety training.	California State University, Channel Islands	Fully Implemented
50. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, Sacramento should require departments to have those students required to wear PPE sign the student safety training acknowledgement forms to demonstrate that they have received proper laboratory safety training.	California State University, Sacramento	Fully Implemented
51. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, San Diego should require departments to have those students required to wear PPE sign the student safety training acknowledgement forms to demonstrate that they have received proper laboratory safety training.	California State University, San Diego	Fully Implemented
52. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, Sonoma State should require departments to have those students required to wear PPE sign the student safety training acknowledgement forms to demonstrate that they have received proper laboratory safety training.	Sonoma State University	Partially Implemented
53. To ensure the health and safety of students in a laboratory setting, by May 2018, Sacramento should remind all departments to retain student training acknowledgment forms for at least three years after the end of classes.	California State University, Sacramento	Fully Implemented
54. To ensure the health and safety of students in a laboratory setting, by May 2018, San Diego should remind all departments to retain student training acknowledgment forms for at least three years after the end of classes.	California State University, San Diego	Fully Implemented
55. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, Sacramento should perform reviews at least annually to ensure that all departments are using the student training acknowledgement forms and are complying with the retention requirement.	California State University, Sacramento	Fully Implemented
56. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, San Diego should perform reviews at least annually to ensure that all departments are using the student training acknowledgement forms and are complying with the retention requirement.	California State University, San Diego	Partially Implemented
57. To ensure the health and safety of students in a laboratory setting, beginning in the Fall 2018 semester, Sonoma State should perform reviews at least annually to ensure that all departments are using the student training acknowledgement forms and are complying with the retention requirement.	Sonoma State University	Fully Implemented
58. As part of the uniform health and safety-reporting template that we recommend that it develop, the Chancellor's Office should require campuses to annually report on the timeliness of their inspections of safeguards, engineering controls, and ventilation systems and identify the reasons for any delays.	California State University	Pending
59. Based on campuses annual reports on the timeliness of their inspections of safeguards, engineering controls, and ventilation systems, the Chancellor's Office should follow up with campuses that report untimely inspections and should require that the campuses develop action plans to ensure that they complete inspections as often as state regulations require.	California State University	Pending

60. To ensure compliance with state requirements to notify employees about the presence of asbestos, the CSU Chancellor's Office should immediately remind all of its campuses that state regulations require posting signage at the entrances to mechanical rooms that contain asbestos.	California State University	Fully Implemented
61. To ensure compliance with state requirements to notify employees about the presence of asbestos, the CSU Chancellor's Office should, by September 2018, ensure that campuses are compliant with the requirement to post warning signage at the entrances to mechanical rooms that contain asbestos.	California State University	Partially Implemented
62. Sacramento should monitor the implementation of its new processes for inspecting safeguards to ensure that it completes monthly flushes of eyewashes and showers as state regulations require.	California State University, Sacramento	Pending
63. Sacramento should immediately assess the health and safety risks in its art sculpture lab and take action to ensure that safeguards are readily accessible as state regulations require.	California State University, Sacramento	Fully Implemented
64. San Diego should immediately develop and implement a plan to ensure that it consistently completes its flushes of eyewashes and showers monthly as state regulations require.	California State University, San Diego	Fully Implemented
65. Sonoma State should continue to implement and adhere to its plan to ensure that it flushes showers and eyewashes and that it inspects fire extinguishers monthly as state regulations require.	Sonoma State University	Fully Implemented
66. Sonoma State should add preventative maintenance work orders to its work order system by September 2018 to ensure that it completes fume hood and biosafety cabinet inspections annually as state regulations require.	Sonoma State University	Fully Implemented
67. San Diego should continue to implement its new policy to regularly review open work orders to ensure that it closes work orders in a timely fashion.	California State University, San Diego	Pending
68. San Diego should immediately develop and implement a plan to ensure that it consistently completes its inspections of air handler units at least annually.	California State University, San Diego	Fully Implemented
69. By September 2018, Sonoma State should begin using its work order management system to track and ensure preventative maintenance inspections of air handler units are completed at least annually.	Sonoma State University	Fully Implemented
70. Channel Islands should immediately begin following its policies to conduct departmental self-audits to identify and address safety concerns in its laboratories. Further, Channel Islands should amend its chemical plan to include specific expectations about how often departments and its Environmental Health and Safety (EH&S) office will conduct self-audits.	California State University, Channel Islands	Partially Implemented
71. Sonoma State should immediately begin following its policies to conduct departmental self-audits to identify and address safety concerns in its laboratories. Further, Sonoma should ensure that its self-audits review whether timely flushes of eyewashes and showers have occurred. As part of self-audits, Sonoma's departments should ensure that fume hoods have received annual inspections. Finally, Sonoma's EH&S department should regularly review whether departments are conducting self-audits.	Sonoma State University	Partially Implemented
72. Sacramento should immediately begin following its policies to conduct departmental self-audits to identify and address safety concerns in its laboratories. Further, Sacramento should ensure that its self-audits review whether timely flushes of eyewashes and showers have occurred.	California State University, Sacramento	Fully Implemented
73. San Diego should ensure that it documents all self-audits it conducts, including when it does not identify any violations during the audit. Further, San Diego should continue to implement and follow its new process to include reviews of safeguard inspections as a part of its self-audits.	California State University, San Diego	Partially Implemented
74. San Diego should immediately ensure that the entrances to all mechanical rooms with asbestos or material presumed to contain asbestos have signage to inform employees about the presence of the hazardous substance.	California State University, San Diego	Fully Implemented
75. Sacramento should immediately ensure that the entrances to all mechanical rooms with asbestos or material presumed to contain asbestos have signage to inform employees about the presence of the hazardous substance.	California State University, Sacramento	Fully Implemented

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Report Number 2017-032**Clery Act Requirements and Crime Reporting: Compliance Continues to Challenge California's Colleges and Universities (May 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it accurately reports Clery Act crime statistics, Berkeley City College, by working with its district, should by August 2018 enter into an updated memorandum of understanding with the Berkeley Police that outlines the process for compiling crime statistics and defines the responsibilities of both parties.	Berkeley City College	Fully Implemented
2. To ensure that its district provides it with policies and processes that the Clery Act and federal regulations require, Berkeley City College should develop and begin following a policy by August 2018 requiring that it periodically review the district's annual security reports or templates, as well as district policies. To the extent that it identifies any inaccurate information or missing policies, it should work with its district to make updates as necessary.	Berkeley City College	Fully Implemented
3. To ensure that its district provides it with policies and processes that the Clery Act and federal regulations require, West Los Angeles College (West LA) should develop and begin following a policy by August 2018 requiring that it periodically review the district's annual security reports or templates, as well as district policies. To the extent that it identifies any inaccurate information or missing policies, it should work with its district to make updates as necessary.	West Los Angeles College	Fully Implemented
4. Berkeley City College should develop and implement procedures by August 2018 that it will regularly review and adhere to applicable guidance related to the Clery Act to ensure that it develops or discloses all required policies.	Berkeley City College	Fully Implemented
5. Humboldt State University (Humboldt State) should develop and implement procedures by August 2018 that it will regularly review and adhere to applicable guidance related to the Clery Act to ensure that it develops or discloses all required policies.	Humboldt State University	Fully Implemented
6. West LA should develop and implement procedures by August 2018 that it will regularly review and adhere to applicable guidance related to the Clery Act to ensure that it develops or discloses all required policies.	West Los Angeles College	Fully Implemented
7. To ensure the completeness of its daily crime log, Berkeley City College should develop and implement a policy by August 2018 that describes its process for maintaining the log and ensuring that it is adequately maintained by its security guards.	Berkeley City College	Fully Implemented
8. To ensure that it includes all criminal incidents in its daily crime logs, West LA should by December 2018 create and follow appropriate procedures, such as requiring supervisor review of entries or programming its records management systems to create the daily crime logs automatically.	West Los Angeles College	Fully Implemented
9. Berkeley City College should create and follow procedures by August 2018 to ensure that it includes all crimes in its daily crime log as it becomes aware of those crimes, such as when it receives crime reports from local law enforcement agencies.	Berkeley City College	Fully Implemented
10. To ensure that its campuses include all necessary policy disclosures in their annual security reports, the CSU Chancellor's Office should revise its systemwide annual security report template by August 2018 so that it directs its campuses to specifically include each of the policies that the Clery Act and federal regulations require.	California State University	Fully Implemented
11. To help ensure its institutions maintain complete and accurate information about crimes that occur on their properties, the CSU Chancellor's Office should issue a policy by August 2018 to specify the information its institutions should include in their daily crime logs.	California State University	Fully Implemented
12. To ensure that it does not underreport crime statistics in its annual security reports, Humboldt State should create and begin following written procedures by August 2018 that clearly describe the Clery Act crime identification processes it will follow. These processes should include maintaining contemporaneous lists of Clery Act crimes that occur.	Humboldt State University	Fully Implemented

13. To ensure that it does not overreport or misreport its crime statistics, Humboldt State should develop and begin following procedures by August 2018 to review and adhere to applicable guidance related to the Clery Act, including the Office of Postsecondary Education (OPE) handbook, when categorizing the Clery Act crimes it reports.	Humboldt State University	Fully Implemented
14. To ensure that it does not underreport crime statistics in its annual security reports, Bakersfield college (Bakersfield) should create and begin following written procedures by August 2018 that clearly describe the Clery Act crime identification processes it will follow. These processes should include maintaining contemporaneous lists of Clery Act crimes that occur.	Bakersfield College	Partially Implemented
15. To ensure that it does not underreport crime statistics in its annual security reports, CSU San Jose (San Jose State) should create and begin following written procedures by August 2018 that clearly describe the Clery Act crime identification processes it will follow. These processes should include maintaining contemporaneous lists of Clery Act crimes that occur.	California State University, San Jose	Fully Implemented
16. To ensure that it does not overreport or misreport its crime statistics, Bakersfield should develop and begin following procedures by August 2018 to review and adhere to applicable guidance related to the Clery Act, including the OPE handbook, when categorizing the Clery Act crimes it reports.	Bakersfield College	Fully Implemented
17. To ensure that it does not overreport or misreport its crime statistics, San José State should develop and begin following procedures by August 2018 to review and adhere to applicable guidance related to the Clery Act, including the OPE handbook, when categorizing the Clery Act crimes it reports.	California State University, San Jose	Fully Implemented
18. To ensure that it does not overreport its crime statistics, Azusa Pacific University (Azusa) should strengthen its procedures by August 2018 to review and adhere to applicable guidance related to the Clery Act, including the OPE handbook, when categorizing the Clery Act crimes it reports.	Azusa Pacific University	Fully Implemented
19. To ensure Bakersfield requests and reports Clery Act crimes from local law enforcement, the institution should by August 2018 create and begin following a procedure, in conjunction with a written agreement with local law enforcement, to obtain crime statistics for the annual security report.	Bakersfield College	Partially Implemented
20. To ensure that its district provides it with policies and processes that the Clery Act and federal regulations require, Bakersfield should develop and begin following a policy by August 2018 requiring that it periodically review the district's annual security reports or templates, as well as district policies. To the extent that it identifies any inaccurate information or missing policies, it should work with its district to make updates as necessary.	Bakersfield College	Fully Implemented
21. Bakersfield should develop and implement procedures by August 2018 that it will regularly review and adhere to applicable guidance related to the Clery Act to ensure that it develops or discloses all required policies.	Bakersfield College	Fully Implemented
22. San Jose State should develop and implement procedures by August 2018 that it will regularly review and adhere to applicable guidance related to the Clery Act to ensure that it develops or discloses all required policies.	California State University, San Jose	Fully Implemented
23. To ensure that it includes all criminal incidents in its daily crime logs, Azusa should by December 2018 create and follow appropriate procedures, such as requiring supervisor review of entries or programming its records management systems to create the daily crime logs automatically.	Azusa Pacific University	Fully Implemented
24. To ensure that it includes all criminal incidents in its daily crime logs, San Jose State should by December 2018 create and follow appropriate procedures, such as requiring supervisor review of entries or programming its records management systems to create the daily crime logs automatically.	California State University, San Jose	Fully Implemented
25. Bakersfield should create and follow procedures by August 2018 to ensure that it includes all crimes in its daily crime log as it becomes aware of those crimes, such as when it receives crime reports from local law enforcement agencies.	Bakersfield College	Fully Implemented
26. San Jose State should create and follow procedures by August 2018 to ensure that it includes all crimes in its daily crime log as it becomes aware of those crimes, such as when it receives crime reports from local law enforcement agencies.	California State University, San Jose	Fully Implemented

27. To help prevent errors during the next Clery Act reporting cycle, the University of California Office of the President (UCOP) should revise its Clery Act policy by August 2018 to include details on where institutions can find the specific disclosure requirements for their annual security reports.	University of California	Fully Implemented
28. Humboldt State should properly notify students of the availability of its annual security report.	Humboldt State University	Fully Implemented
29. Berkeley City College should retain documentation of Peralta Community College District's (Peralta) notification to its students demonstrating that Peralta appropriately notified the campus's community about the availability of its annual security report.	Berkeley City College	Fully Implemented
30. To ensure it properly informs students and employees, Humboldt State should notify its students and employees and update the United States Department of Education (U.S. DOE) about the corrected Clery Act statistics as soon as possible.	Humboldt State University	Fully Implemented
31. To ensure that its annual security report's crime statistics and the statistics it submits to the U.S. DOE align, Humboldt State should reconcile these statistics before publishing its reports or submitting the data to the U.S. DOE.	Humboldt State University	Fully Implemented
32. To ensure that its campuses provide the necessary resources and information to students about campus safety, Peralta should by December 2018, develop all required policies related to campus safety in compliance with the Education Code.	Peralta Community College District	Will Not Implement
33. To ensure that its campuses provide the necessary resources and information to students about campus safety, the Los Angeles Community College District should by December 2018, develop all required policies related to campus safety in compliance with the Education Code.	Los Angeles Community College District	Fully Implemented
34. To ensure it is fully compliant with the Education Code, the CSU Chancellor's Office should create and implement a procedure by December 2018 regarding the handling of requests for information regarding sexual assault incidents.	California State University	Fully Implemented
35. To ensure it properly informs students and employees, Bakersfield should notify its students and employees and update the U.S. DOE about the corrected Clery Act statistics as soon as possible.	Bakersfield College	Partially Implemented
36. To ensure that its annual security report's crime statistics and the statistics it submits to the U.S. DOE align, Bakersfield should reconcile these statistics before publishing its reports or submitting the data to the U.S. DOE.	Bakersfield College	Pending
37. To ensure that its campuses provide the necessary resources and information to students about campus safety, the Kern Community College District should by December 2018, develop all required policies related to campus safety in compliance with the Education Code.	Kern Community College District	Fully Implemented
38. To ensure that it provides accurate and comprehensive information to its students and employees, UCOP should by December 2018 revise its intolerance form to allow for reporters to include offender characteristics and provide to the public complete information regarding the occurrences of noncriminal acts of hate violence. Additionally, UCOP should by February 2019 more clearly address both stranger and nonstranger sexual assault within its policies.	University of California	Fully Implemented

Report Number 2017-131

Hate Crimes in California: Law Enforcement Has Not Adequately Identified, Reported, or Responded to Hate Crimes (May 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
10. To ensure that they accurately identify and report hate crimes, San Francisco State University (SFSU) Police and LA Police should update their hate crime policies and procedures, and the Orange County Sheriff and Stanislaus County Sheriff should implement supplemental hate crime reports and require officers to use them.	San Francisco State University	Fully Implemented
12. To ensure accurate and complete reporting, LA Police and SFSU Police should provide sufficient guidance and oversight to their officers and staff so that they report all hate crimes to the California Department of Justice.	San Francisco State University	Fully Implemented

Report Number 2017-125

The University of California: It Must Take Additional Steps to Address Long-Standing Issues With Its Response to Sexual Harassment Complaints (June 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To achieve prompt resolution of sexual harassment complaints against faculty respondents, the University of California (UC) Board of Regents (UC Regents) should ensure that the Academic Senate further defines its bylaws with written requirements for the Privilege and Tenure Committee (tenure committee) that specify exact time frames for completing the phases of the disciplinary process. By July 2019, the bylaws should require that a hearing be scheduled to begin within 60 calendar days from the date the chancellor files charges with the tenure committee unless the committee chair extends this time frame for good cause, which the written requirements should define.	University of California Board of Regents	Fully Implemented
2. To achieve prompt resolution of sexual harassment complaints against faculty respondents, the UC Regents should ensure that the Academic Senate further defines its bylaws with written requirements for the tenure committee that specify exact time frames for completing the phases of the disciplinary process. By July 2019, the bylaws should require that the tenure committee issue a recommendation within 30 calendar days of concluding the hearing. The written requirements should define when a hearing is considered concluded.	University of California Board of Regents	Fully Implemented
3. To ensure prompt resolution of sexual harassment complaints against faculty respondents, UCOP should amend the appropriate policies to require that the chancellor or designee issue a final decision about discipline within 14 calendar days following receipt of the tenure committee's recommendation. This change should take effect by July 2019.	University of California	Fully Implemented
4. To ensure prompt resolution of sexual harassment complaints against faculty respondents, UCOP should, after the Academic Senate develops written requirements to specify exact time frames, complete an annual review of all cases involving Senate faculty to determine the length of time the adjudication process lasted. If an adjudication process takes longer than the time frames specified, UCOP should work with the UC Regents and the Academic Senate to develop further measures to enforce a more prompt adjudication process. UCOP should complete its first review by October 2020.	University of California	Pending
5. To ensure that the campuses impose appropriate disciplinary sanctions and to determine whether any additional remedies need to be provided, UCOP should modify UC policy to ensure that campus coordinators consult on the appropriateness of the discipline for respondents found to have violated UC policy. This policy change should take effect by July 2019.	University of California	Fully Implemented
6. To ensure that campuses administer the informal process correctly for complaints alleging conduct that would violate UC policy, UCOP should, by July 2019, identify required elements for capturing the agreement between a complainant and respondent to use the informal process and require the campuses to integrate these required elements into their processes.	University of California	Fully Implemented
7. To ensure that campuses administer the informal process correctly for complaints alleging conduct that would violate UC policy, UCOP should, by July 2019, identify required elements for communications that inform a complainant and respondent of the informal and formal processes available to address the complaint, as well as what to expect of each process, and that also inform the complainant of his or her right to end the informal process at any time by requesting the formal process. UCOP should require the campuses to integrate these required elements into their processes.	University of California	Fully Implemented
8. To ensure that campuses administer the informal process correctly for complaints alleging conduct that would violate UC policy, UCOP should, by July 2019, modify UC policy to require that the campus office either participate directly in the resolution with the respondent and responsible campus officials or that the campus office receive written confirmation from the responsible campus officials describing the resolution and documenting that it took place.	University of California	Fully Implemented

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9. To ensure that campuses retain adequate and consistent documentation for complaints they handle through the informal and formal processes, UCOP should determine the types of documents campuses should retain. UCOP should consider the types of complaint information, correspondence, and interview notes that would be necessary when determining a campus's response to a complaint. UCOP should modify UC policy to include these requirements, and they should take effect by July 2019.	University of California	Fully Implemented
10. To ensure timely completion of investigations, UCOP should modify UC policy to address investigation extensions. The policy changes should include, but not be limited to, defining good cause for an extension as material or unforeseen circumstances directly related to the complaint, specifying a standard extension period, requiring that an extension be requested and granted before the initial 60 business-day period expires, and specifying the time frame within which a campus must notify the parties about each approved extension. The policy should also outline examples of the material or unforeseen circumstances that could warrant an extension and specify the number of extensions available for an investigation before requiring approval from the systemwide coordinator. The changes should take effect by July 2019.	University of California	Fully Implemented
11. To ensure that the campuses send complete notifications at the start and end of an investigation, UCOP should identify required elements for the campuses to include in these notifications and require the campuses to integrate these required elements in their notifications by July 2019.	University of California	Fully Implemented
12. To ensure that the campuses are using the administratively closed classification correctly and consistently, UCOP should modify UC policy to include criteria for identifying and classifying complaints as closed. These criteria should identify the circumstances in which it is appropriate to close cases and the documents that campuses should retain. The criteria should also define what services campuses should provide to complainants and detail the type of communication campuses should provide to them. These modifications should take effect by July 2019.	University of California	Fully Implemented
13. To ensure that the systemwide Title IX office (systemwide office) has appropriate direction and the systemwide Title IX coordinator (systemwide coordinator) has the necessary authority, UCOP should work with the systemwide coordinator to develop a strategic plan for the systemwide office that delineates how it will approach achieving consistency systemwide. This plan should also ensure that the systemwide office updates UC policy to comply with federal and state requirements and best practices, that it reviews and approves local procedures for compliance with UC policy, that it oversees campus Title IX activities, and that it improves the UC's use of campus data on sexual harassment complaints. UCOP should grant the systemwide coordinator the authority needed to enforce the desired plan, and it should develop the plan by December 31, 2018.	University of California	Fully Implemented
14. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate a statement that the policy applies to third parties, in addition to the other changes that it has already agreed upon in its resolution with the U.S. DOE Office for Civil Rights (OCR).	University of California	Fully Implemented
15. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate a statement that the policy applies to online behavior or social media that may affect an individual's educational experience, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
16. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate a statement that the UC may initiate a complaint, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
17. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate the date that identifies or defines the start of an investigation, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented

18. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate the allowable length of an extension for an investigation and what constitutes good cause for an extension, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
19. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate an explanation of how a campus can protect confidentiality when implementing interim measures, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
20. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate an explanation of what information a campus can keep confidential and what information it must disclose, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
21. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate the requirement to give the complainant the right to end the informal process and begin a formal process, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
22. To ensure that UC policy complies with best practices, the systemwide office should amend that policy by July 2019 to incorporate procedures to ensure that the informal process provides prompt and equitable resolution of complaints, in addition to the other changes that it has already agreed upon in its resolution with OCR.	University of California	Fully Implemented
23. To address any patterns or systemic problems of sexual harassment, the systemwide office should, by July 2019, continue to improve and finalize the data collection process, including identifying data points that campuses should gather for each complaint and data points for tracking repeat respondents.	University of California	Fully Implemented
24. To address any patterns or systemic problems of sexual harassment, the systemwide office should, by July 2019, work with each campus to develop and implement processes and data reports to assist the campus in regularly identifying patterns and systemic problems related to sexual harassment and in instituting sexual harassment prevention education and training in those areas that need it.	University of California	Partially Implemented
25. To address any patterns or systemic problems of sexual harassment, the systemwide office should, by July 2019, work with each campus to implement ongoing data quality control processes in order to ensure sexual harassment complaints data are accurate and complete.	University of California	Partially Implemented
26. To address any patterns or systemic problems of sexual harassment, the systemwide office should, by July 2019, identify and review campuses' complaints data to identify outliers in their use of the formal, informal, and administratively closed processes.	University of California	Partially Implemented
27. To ensure that each campus hires the most qualified individuals to perform Title IX-related functions, the systemwide office should, in consultation with the campuses, develop a list of key Title IX positions and the associated minimum and desirable qualifications. The systemwide office should ensure that effective July 2019, each campus follows those qualifications when hiring new staff.	University of California	Fully Implemented
28. To ensure that all investigators and staff performing Title IX-related functions have necessary and consistent training, the systemwide office should amend UC policy to take effect July 2019 to make clear the Title IX training requirements. The policy should specify the number of training hours required of each investigator and staff member, the period within which the training must be completed, and the minimum number of training hours within each period.	University of California	Fully Implemented
29. To ensure that all investigators and staff performing Title IX-related functions have necessary and consistent training, the systemwide office should amend UC policy to take effect July 2019 to make clear the Title IX training requirements. The policy should specify the topics that the training must cover and the minimum number of training hours required on each topic.	University of California	Fully Implemented
30. To ensure that all investigators and staff performing Title IX-related functions have necessary and consistent training, the systemwide office should amend UC policy to take effect July 2019 to make clear the Title IX training requirements. The policy should set training topics and the requisite number of hours by topic that new employees must complete and the period within which the new employee must do so.	University of California	Fully Implemented

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31. To ensure that all investigators and staff performing Title IX-related functions have necessary and consistent training, the systemwide office should amend UC policy to take effect July 2019 to make clear the Title IX training requirements. The policy should require that each campus develops and implements processes to track staff training.	University of California	Fully Implemented
32. To ensure that all investigators and staff performing Title IX-related functions have necessary and consistent training, the systemwide office should amend UC policy to take effect July 2019 to make clear the Title IX training requirements. The policy should specify that the systemwide office will monitor each campus to ensure it adheres to the training requirements.	University of California	Fully Implemented

Report Number I2018-1

Investigations of Improper Activities by State Agencies and Employees: Misuse of State Time, Economically Wasteful Activities, and Misuse of State Property (July 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. Take appropriate disciplinary actions against Employee A for his continued time and attendance abuse and for his dishonesty when attempting to conceal his actions.	California State University, Fresno	Fully Implemented
2. Take appropriate disciplinary actions against Employee B for her continued time and attendance abuse and for her dishonesty when attempting to conceal her actions.	California State University, Fresno	Fully Implemented
3. Investigate Employee B's relative for potential time and attendance abuse because the relative, who also works at Fresno State, was observed leaving campus for long periods of time.	California State University, Fresno	Fully Implemented
4. Assign Employees A and B to a lead employee who is trained regarding his or her responsibility to ensure that these two employees perform their duties and report any time away from their assigned duties.	California State University, Fresno	Fully Implemented
5. Take appropriate corrective actions against the supervisor and other relevant managers for failing to adequately address these employees' substantial time and attendance abuse.	California State University, Fresno	Fully Implemented
6. Determine the amount of time Employees A and B can be charged to account for their missed work hours, reduce their leave balances accordingly, and, if applicable, seek to recover from them any wages paid to them for time they did not work.	California State University, Fresno	Resolved
23. Implement a cost-effective plan to install and use the quick charger in a campus project or develop plans to transfer it to another university or state agency.	California State University, Dominguez Hills	Fully Implemented
24. Establish a check-and-balance process regarding procurement decisions to prevent future wasteful purchases.	California State University, Dominguez Hills	Fully Implemented

Report Number I2019-2

Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision (April 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
6. The CSU campus should take immediate and appropriate disciplinary action against the police officer for failing to be fully prepared to perform her duties and for inaccurately reporting the hours she worked while in the investigation unit; consider deducting her leave balances for the hours during which she was not performing her duties.	California State University	Pending
7. The CSU campus should take immediate and appropriate disciplinary action against Sergeant I for approving and allowing the police officer to remove part of her uniform and to lie down while on duty, as well as for his failure to perform his supervisory duties.	California State University	Pending

8. The CSU campus should develop a written policy within 90 days that explains how and when the police department expects employees to check in and out of their shifts. The policy should specify where all employees should be when they check in and out—for example, it should state whether the employees should be physically on campus.	California State University	Fully Implemented
9. The CSU campus should provide training within 90 days to all police department staff that covers relevant sections of the police department policy manual, including the following requirements for all uniformed police department employees: <ul style="list-style-type: none"> • Employees should be prompt, prepared, and ready to work on assignments. • Employees should be punctual in reporting to a duty station or assignment. • Employees should not leave before the end of their scheduled hours. 	California State University	Fully Implemented
10. The CSU campus should remind supervisors immediately of their responsibility to identify and document when employees are perceived to be unable to perform their duties because of physical conditions, as outlined in applicable policies.	California State University	Fully Implemented

Report Number 2018-131

Alum Rock Union Elementary School District: The District and Its Board Must Improve Governance and Operations to Effectively Serve the Community (May 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it selects the most qualified firms at fair and reasonable prices to perform its contracted architectural services and construction management services, the Alum Rock Union Elementary District (district) Board of Trustees (board) should follow the requirements of state law and its own policies in such selections.	Alum Rock Union Elementary School District	+
2. To preclude a situation where a contractor oversees its own work, the board should enact a policy by August 2019 to prohibit contracting with the same entity for construction management and program management services.	Alum Rock Union Elementary School District	Pending
3. To strengthen its ability to oversee district expenditures, the board should require the district by August 2019 to prepare monthly summaries that report the total amounts it paid to each of its contractors, along with descriptions of the purpose of those payments, and to include the summaries with the monthly warrant lists it provides to the board.	Alum Rock Union Elementary School District	+
4. To ensure proper oversight of construction costs, the district should stop using payment terms for construction management and program management services that base fees on a percentage of construction costs or bonds issued.	Alum Rock Union Elementary School District	+
5. By November 2019, the district should develop contract monitoring procedures with defined staff roles and responsibilities, including retaining evidence of monitoring efforts. The district should also train its staff to follow these procedures.	Alum Rock Union Elementary School District	Partially Implemented
6. By November 2019, the district should develop procedures specifying a designated location for staff to retain contracts and related documentation and identifying those staff who are responsible for ensuring that these documents are stored appropriately. The district should also train staff to follow these procedures.	Alum Rock Union Elementary School District	Pending
7. By November 2019, the district should work with the county office to ensure that its new financial system includes unique identifiers for contract payment authorization documents.	Alum Rock Union Elementary School District	Pending
8. To identify its contracted personnel's potential conflicts of interest, the district should develop and implement a process by November 2019 to assess whether contracted personnel should be classified as consultants and are therefore subject to the district's code for disclosing financial interests.	Alum Rock Union Elementary School District	Pending
9. The district should immediately follow its conflict-of-interest code to ensure that all required individuals file Forms 700.	Alum Rock Union Elementary School District	Pending
10. To ensure compliance with the requirements of the Brown Act for quorums, the board should declare publicly at future board meetings whether a quorum of board members is present before it takes any action.	Alum Rock Union Elementary School District	Pending

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11. To ensure compliance with government transparency laws, the board should request training in and adhere to Brown Act requirements and other state law by August 2019. It should also ensure that the district's general counsel is sufficiently knowledgeable to properly advise the board about these requirements.	Alum Rock Union Elementary School District	Fully Implemented
12. To ensure compliance with government transparency laws in future meetings, the board should ensure that it publicly identifies all parties involved in real estate negotiations prior to entering closed sessions.	Alum Rock Union Elementary School District	Pending
13. To increase board member accountability at future meetings, the district should adhere to state law and its policies by reducing board member stipends when members fail to attend board meetings.	Alum Rock Union Elementary School District	Fully Implemented
14. To ensure compliance with government transparency laws, the district should train staff by August 2019 on the timing requirements of the Brown Act pertaining to publicizing board meeting agendas.	Alum Rock Union Elementary School District	Pending
15. To ensure that school district boards are knowledgeable about the ethical principles and laws that public officials must follow, the Legislature should amend state law to require members of school district boards who are compensated for their services to receive ethics training once every two years.	Legislature	No Action Taken
16. To comply with district policy and improve transparency, the board should work with district staff to evaluate law firm proposals against criteria when it next contracts for a general counsel. Further, the board should publicly report the results of its evaluation.	Alum Rock Union Elementary School District	Fully Implemented
17. To ensure that it provides a clear strategic direction for the district, the board should develop a vision and establish goals for the district by November 2019 and regularly monitor progress toward achieving these goals, as district policy requires.	Alum Rock Union Elementary School District	Pending
18. To provide additional transparency and ensure that its performance is meeting the needs of the district, the board should conduct an annual self-evaluation by November 2019 and publicize the results.	Alum Rock Union Elementary School District	Partially Implemented
19. To increase the board's accountability and ensure the prudent spending of district funds, the board should implement procedures by August 2019 requiring that its members document on their requests for reimbursement how their travel complies with district policy.	Alum Rock Union Elementary School District	Pending
20. To improve organizational stability and increase transparency, the board should comply with district policy pertaining to other operational practices, including appointing a new board president only during its annual organizational meeting unless otherwise required to do so by policy, and limiting extensions of board meeting ending times to the single instance allowed per meeting.	Alum Rock Union Elementary School District	Pending
21. To assess whether the superintendent's performance aligns with the board's expectations, the board should provide timely annual performance evaluations in an appropriate format. Further, the district's human resources department should maintain copies of these evaluations.	Alum Rock Union Elementary School District	†
22. To demonstrate its commitment to improving its governance over the district's operations, the board should immediately direct district staff to track and prioritize the implementation of the remaining outstanding recommendations from the FCMAT audit report. The board should also direct staff to analyze the recommendations relating to its terminated contracts with Del Terra, identify those recommendations that will continue to be relevant after the appointment of a new construction manager and a new program manager, and implement policies to strengthen the district's monitoring of those contractors. The board should then monitor the status of the recommendations to ensure their implementation.	Alum Rock Union Elementary School District	Pending
23. To ensure that the bond committee receives the assistance it requests from the district to perform its oversight duties, the board should create a policy by August 2019 requiring district staff to document the assistance they provide to the bond committee and to regularly report to the board on the nature and frequency of this assistance.	Alum Rock Union Elementary School District	Fully Implemented
24. To reinforce the ethical principles, laws, and policies that the board must follow, the district should establish a policy by July 2019 to provide biennial training to board members on ethics, applicable government transparency, conflict-of-interest requirements, and district policies.	Alum Rock Union Elementary School District	Pending

25. To ensure that the bond committee receives timely and accurate information from the annual audits of the district's bond funds, the district should immediately begin to monitor the progress of the audits and prioritize their completion within nine months after the end of each fiscal year.	Alum Rock Union Elementary School District	Pending
26. To ensure that the bond committee includes representatives from all required constituencies, the district should verify and document representation of the committee members that the board appoints.	Alum Rock Union Elementary School District	Pending
27. To fulfill requirements in state law and district policy for presenting actual cost information of bond sales, the district should ensure that the board provides this information after each future bond issuance. If the district intends to rely on its financial advisor to present this information, the district should modify its contract with the advisor to explicitly require the advisor to present this information.	Alum Rock Union Elementary School District	†
28. To ensure that district staff have appropriate guidance when awarding contracts under emergency conditions, the district should create and implement by November 2019 policies and procedures describing the protocol for awarding emergency contracts, including the use of the district's standard contracting forms. The district should also train staff to follow these policies and procedures.	Alum Rock Union Elementary School District	†
29. To reinforce the governance standards that district policy requires board members to adhere to, the board should develop a code of conduct for board members to follow and adopt it at a public meeting by July 2019. The board should review and update this code of conduct each year as needed to reaffirm its commitment to the district's governance standards.	Alum Rock Union Elementary School District	Fully Implemented

Report Number 2018-127

California State University: It Failed to Fully Disclose Its \$1.5 Billion Surplus, and It Has Not Adequately Invested in Alternatives to Costly Parking Facilities (June 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>To ensure transparency about CSU's available financial resources, the Legislature should require the CSU Chancellor's Office to do the following, effective September 1, 2019:</p> <ul style="list-style-type: none"> Beginning in 2019 and no later than November 30 each year, provide relevant parties, including the Department of Finance and the Joint Legislative Budget Committee, with the current balance of the discretionary surplus that CSU has accumulated in its outside investment account that is attributable to its operating fund and to any other funds that are relevant to CSU's budget requests; the balances of the surplus amounts in those funds at the end of the prior fiscal year; the projected balances of the surplus amounts expected to remain in those funds at the end of the current fiscal year; and the amount of, justification for, and safeguards over any funds that CSU deems a reserve for economic uncertainty. Include in the capital improvement plans it submits annually to the Legislature information about the current balance of the surplus in CSU's outside investment account that is attributable to its operating fund or other funds that hold operating revenue from tuition, as well as the projected balance of the surplus amounts expected to remain in those funds at the end of the current fiscal year. Include in its consultations with the student association the full amount of the discretionary surplus CSU has accumulated to date in its outside investment account that is attributable to its operating fund and any other funds that hold tuition revenue; the rate of growth of these surplus amounts over the last three fiscal years; an estimate of the portion of the surplus amounts that came from tuition; the dollar amount to date that CSU is obligated to spend to pay for goods and services it has already received or expenses that are tied to existing contracts; a projection of the dollar amount of the surplus that will be available for campuses to spend at their discretion at the end of the current fiscal year; and the amount of, justification for, and safeguards over any funds that CSU deems a reserve for economic uncertainty. 	Legislature	No Action Taken

<p>To improve CSU's financial transparency with students and other stakeholders, the CSU Chancellor's Office, with the approval of the trustees, should revise CSU policy by October 2019 to require that it publish information about CSU's discretionary surplus. At a minimum, the CSU Chancellor's Office should do the following:</p> <ul style="list-style-type: none"> • Identify the full amount of discretionary surplus that CSU has accumulated to date in its outside investment account that is attributable to its operating fund or other funds that hold tuition revenue, an estimate of the portion of the surplus amounts that came from tuition, and the dollar amount to date that CSU is obligated to spend to pay for goods and services it has already received or expenses that are tied to existing contracts. • Report this information to the trustees when it presents them with a summary of CSU's reserves, at least annually. • Ensure that this information is easily accessible on CSU's website and publicly available to all stakeholders, along with the information CSU provides about tuition rates and policies. 	California State University	†
<p>To improve CSU's financial transparency with students and other stakeholders, the CSU Chancellor's Office, with the approval of the trustees, should revise CSU policy by October 2019 to require that it publish information about CSU's discretionary surplus. At a minimum, the CSU Chancellor's Office should revise its reserve policy to establish and justify a minimum sufficient level of reserve for economic uncertainty and require the CSU Chancellor's Office to provide additional oversight to ensure that CSU maintains that level. This oversight should include monitoring, approving, and notifying the trustees of any uses of the reserve for economic uncertainty.</p>	California State University	†
<p>To ensure that students have equitable access to campus and that campuses provide the most cost-effective mix of parking and alternate transportation options, the Legislature should require the CSU Chancellor's Office to include the following information related to transportation, by campus, in its comprehensive five-year capital improvement plan:</p> <ul style="list-style-type: none"> • The number of parking facilities each campus intends to construct over the next five years and the alternate transportation strategies that the campus considered and implemented in determining the need for those parking facilities. • The total annual cost for each alternate transportation strategy the campuses considered and implemented compared to the annual cost of constructing, operating, and maintaining a new parking facility. • The cost per student served by those alternate transportation strategies compared to the cost per student of constructing, operating, and maintaining a new parking facility. • The number of students served by each of those alternate transportation strategies compared to the number of students to be served by a new facility. • Information on whether and to what extent alternate transportation strategies have decreased parking demand in the last three years and whether the campus has demonstrated that the parking demand justifies a new parking facility. • A cost-benefit analysis showing the appropriate mix of transportation strategies to ensure that the campus provides students with the most cost-effective access. 	Legislature	No Action Taken
<p>To ensure that campuses thoroughly investigate and consider alternate transportation strategies, the CSU Chancellor's Office should immediately enforce its policy and require campuses to submit the following information when they request to build new parking facilities:</p> <ul style="list-style-type: none"> • Up-to-date master plans and transportation management plans that include as key components their plans for implementing alternate transportation strategies. • Information on whether and to what extent their alternate transportation strategies have decreased parking demand and evidence that projected parking demand justifies building a new parking facility. 	California State University	†

<p>The CSU Chancellor’s Office should update its policy by October 2019 to require campuses to submit the following information when requesting to build a new parking facility:</p> <ul style="list-style-type: none"> • The total annual cost to implement each alternate transportation strategy compared to the annual cost of constructing, operating, and maintaining a new parking facility. • The cost per student served by those strategies compared to the cost per student of constructing, operating, and maintaining a new parking facility. • The number of students served by each of those strategies compared to the number of students served by the new facility. • Information, including participation data, on how the campuses have implemented alternate transportation strategies during the last three years. 	California State University	†
<p>The CSU Chancellor’s Office should not approve any request to build a new parking facility unless the requesting campus has submitted this information (recommendations 5 and 6) and the CSU Chancellor’s Office has reviewed and approved it.</p>	California State University	†
<p>To ensure that campuses’ alternate transportation committees are consistent systemwide, the CSU Chancellor’s Office should adopt systemwide policies, by October 2019, to detail the following:</p> <ul style="list-style-type: none"> • The frequency of required meetings. The policy should require meetings at least biennially. • The composition of committee members. The policy should require that the committees include student representatives. • The committees’ responsibilities. These responsibilities should include the assessment of alternate transportation programs based on participation data and recommendations in the campuses’ transportation studies. 	California State University	†
<p>The CSU Chancellor’s Office should require that, by October 2019, the campuses publish the names of the alternate transportation committee members, the committee meeting minutes, and the committee meeting schedule on their parking and transportation services websites.</p>	California State University	†
<p>To ensure that campuses have a stable source of funding for investing in alternate transportation programs, the CSU Chancellor’s Office should update its policy by October 2019 to require campuses to include in their master plans or transportation management plans the potential revenue streams they will explore to secure a stable source for funding these programs. Examples of such revenue streams could include parking fees that they have reprioritized for alternate transportation, a stand-alone student transportation fee, local government partnerships or grants, or surplus parking revenue.</p>	California State University	†

Report Number 2019-101

K-12 Local Control Funding: The State’s Approach Has Not Ensured That Significant Funding Is Benefiting Students as Intended to Close Achievement Gaps (November 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. To increase the transparency of Local Control and Accountability Plans (LCAPs) and ensure that stakeholders can provide an adequate level of oversight, the Legislature should amend state law to require districts and other local educational agencies (LEAs) to specify in their LCAPs the specific amounts of budgeted and estimated actual supplemental and concentration expenditures for each service that involves those funds.</p>	Legislature	*
<p>2. To ensure that intended student groups receive the maximum benefit from supplemental and concentration funds, the Legislature should amend state law to require districts and other LEAs to identify any unspent supplemental and concentration funds annually by reconciling the estimated amounts of these funds included in their LCAPs with the actual amounts of these funds CDE reports having apportioned to them.</p>	Legislature	*

3. To ensure that intended student groups receive the maximum benefit from supplemental and concentration funds, the Legislature should amend state law to specify that unspent supplemental and concentration funds at year-end must retain their designation to increase and improve services for intended student groups and be spent in a following year. The Legislature should also require districts and other LEAs to identify in their LCAPs for the following year the total amounts of any unspent supplemental and concentration funds. In addition, it should direct the State Board of Education (State Board) to update the LCAP template to require districts and other LEAs to report in their LCAPs how they intend to use any previously unspent supplemental and concentration funds to provide services that benefit intended student groups.	Legislature	*
4. To provide additional data for the State and other stakeholders and to align spending information with the dashboard indicators or other student outcomes, the Legislature should require CDE to update its accounting manual to direct districts and other LEAs to track and report to it the total amount of supplemental and concentration funds they received and spend each year.	Legislature	*
5. To provide additional data for the State and other stakeholders and to align spending information with the dashboard indicators or other student outcomes, the Legislature should require CDE to develop and implement a tracking mechanism that districts and other local education agencies must use to report to it the types of services on which they spend their supplemental and concentration funds.	Legislature	*
6. To increase the transparency of LCAPs, by February 2020, the State Board should change the LCAP template to merge the Annual Update section with the Goals, Actions, and Services section.	State Board of Education	*
7. To increase the transparency of LCAPs, by February 2020, the State Board should change the LCAP template to require districts and other LEAs to include analyses of the effectiveness of individual services, in addition to analyses of overarching goals.	State Board of Education	*
8. To ensure that districts and other LEAs produce clear and effective LCAPs and to reduce the likelihood of stakeholder complaints, by April 2020 the State Board should revise the instructions for the LCAP template to include, as best practices, key information from CDE's stakeholder complaint decisions about how districts and other LEAs can successfully demonstrate that they have principally directed districtwide spending for services toward intended student groups.	State Board of Education	*
9. To ensure that districts and other LEAs produce clear and effective LCAPs and to reduce the likelihood of stakeholder complaints, by April 2020 the State Board should revise the instructions for the LCAP template to instruct districts to ensure that their LCAPs are sufficiently clear and effective, including but not necessarily limited to ensuring that they articulate a logical connection between their needs and goals, that districts provide sufficiently detailed descriptions of services with the LCAP's Analysis subsection, and that LCAPs are written in a manner that is easily understandable.	State Board of Education	*

Report Number 2019-104

Youth Experiencing Homelessness: California's Education System for K-12 Inadequately Identifies and Supports These Youth (November 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that LEAs effectively identify and serve youth experiencing homelessness, the Legislature should require LEAs to follow best practices to distribute to all families and youth, at least annually, a housing questionnaire with content that defines homelessness in a manner consistent with the federal McKinney-Vento Education Assistance Improvement Act (McKinney-Vento Act).	Legislature	*
2. To ensure that LEAs effectively identify and serve youth experiencing homelessness, the Legislature should require LEAs to follow best practices to request all families or youth to complete and return the housing questionnaire. For example, an LEA could combine this questionnaire with the emergency contact forms, which the families or youth are strongly encouraged to complete and return each year.	Legislature	*

<p>3. To ensure that LEAs effectively identify and serve youth experiencing homelessness, the Legislature should require LEAs to follow best practices to include in the housing questionnaire the educational rights and protections afforded to youth experiencing homelessness and the purpose of the questionnaire, including that the LEA uses the requested information to determine whether youth are eligible to receive additional support and services. Specifically, the Legislature should require LEAs to inform individuals in the housing questionnaire that under federal law all children are entitled to a free public education regardless of their immigration status, and that under state law homelessness by itself is not a reason for school officials to make a report to child protective services.</p>	<p>Legislature</p>	<p>*</p>
<p>4. To ensure that LEAs effectively identify and serve youth experiencing homelessness, the Legislature should require LEAs to follow best practices to ensure that all school staff who provide services to youth experiencing homelessness receive training on the homeless education program at least annually. The Legislature should specify that staff who provide services to these youth include enrollment staff, cafeteria staff, bus drivers, social workers and counselors, teachers, and administrators.</p>	<p>Legislature</p>	<p>*</p>
<p>5. To ensure that LEAs effectively identify and serve youth experiencing homelessness, the Legislature should require LEAs to follow best practices to collaborate with other organizations that provide services to those experiencing homelessness to enhance identification and provision of the services available to such youth. The Legislature should specify that these collaborations must include working with organizations that provide counseling services, social welfare services, meal services, health care services, and housing services.</p>	<p>Legislature</p>	<p>*</p>
<p>6. To comply with federal law and best practices, Birmingham Community Charter School (Birmingham Charter) should, before academic year 2020–21, ensure that school staff who provide services to youth experiencing homelessness receive training as federal law requires. Further, as set forth in best practices, the LEA should provide this training at least annually, and the training should include the definition of homelessness, signs of homelessness, the impact of homelessness on youth, and the steps an LEA should take once school staff has identified a youth as possibly experiencing homelessness.</p>	<p>Birmingham Community Charter School</p>	<p>*</p>
<p>7. To comply with federal law and best practices, Greenfield Union School District (Greenfield) should, before academic year 2020–21, ensure that school staff who provide services to youth experiencing homelessness receive training as federal law requires. Further, as set forth in best practices, the LEA should provide this training at least annually, and the training should include the definition of homelessness, signs of homelessness, the impact of homelessness on youth, and the steps an LEA should take once school staff has identified a youth as possibly experiencing homelessness.</p>	<p>Greenfield Union School District</p>	<p>*</p>
<p>8. To comply with federal law and best practices, Gridley Unified School District (Gridley) should, before academic year 2020–21, ensure that school staff who provide services to youth experiencing homelessness receive training as federal law requires. Further, as set forth in best practices, the LEA should provide this training at least annually, and the training should include the definition of homelessness, signs of homelessness, the impact of homelessness on youth, and the steps an LEA should take once school staff has identified a youth as possibly experiencing homelessness.</p>	<p>Gridley Unified School District</p>	<p>*</p>
<p>9. To comply with federal law and best practices, Norwalk-La Mirada Unified School District (Norwalk-La Mirada) should, before academic year 2020–21, ensure that school staff who provide services to youth experiencing homelessness receive training as federal law requires. Further, as set forth in best practices, the LEA should provide this training at least annually, and the training should include the definition of homelessness, signs of homelessness, the impact of homelessness on youth, and the steps an LEA should take once school staff has identified a youth as possibly experiencing homelessness.</p>	<p>Norwalk-La Mirada Unified School District</p>	<p>*</p>

10. To comply with federal law and best practices, San Bernardino City Unified School District (San Bernardino) should, before academic year 2020–21, ensure that school staff who provide services to youth experiencing homelessness receive training as federal law requires. Further, as set forth in best practices, the LEA should provide this training at least annually, and the training should include the definition of homelessness, signs of homelessness, the impact of homelessness on youth, and the steps an LEA should take once school staff has identified a youth as possibly experiencing homelessness.	San Bernardino City Unified School District	*
11. To comply with federal law and best practices, Vallejo City Unified School District (Vallejo) should, before academic year 2020–21, ensure that school staff who provide services to youth experiencing homelessness receive training as federal law requires. Further, as set forth in best practices, the LEA should provide this training at least annually, and the training should include the definition of homelessness, signs of homelessness, the impact of homelessness on youth, and the steps an LEA should take once school staff has identified a youth as possibly experiencing homelessness.	Vallejo City Unified School District	*
12. To comply with federal law and best practices, Birmingham Charter should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.	Birmingham Community Charter School	*
13. To comply with federal law and best practices, Greenfield should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.	Greenfield Union School District	*
14. To comply with federal law and best practices, Gridley should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.	Gridley Unified School District	*
15. To comply with federal law and best practices, Norwalk-La Mirada should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.	Norwalk-La Mirada Unified School District	*
16. To comply with federal law and best practices, San Bernardino should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.	San Bernardino City Unified School District	*
17. To comply with federal law and best practices, Vallejo should, before academic year 2020–21, distribute information about the educational rights of youth experiencing homelessness in public places, including schools, shelters, public libraries, and food pantries frequented by families of such youth, as federal law requires. Further, to mitigate families' and youth's hesitance to disclosing their living situation the LEA should include the protections set forth in federal and state laws in the information it distributes.	Vallejo City Unified School District	*
18. To comply with federal law and best practices, Birmingham Charter should, before academic year 2020–21, publish information on its website about the educational rights and protections of youth experiencing homelessness.	Birmingham Community Charter School	*

19. To comply with federal law and best practices, Greenfield should, before academic year 2020–21, publish information on its website about the educational rights and protections of youth experiencing homelessness.	Greenfield Union School District	*
20. To comply with federal law and best practices, Gridley should, before academic year 2020–21, publish information on its website about the educational rights and protections of youth experiencing homelessness.	Gridley Unified School District	*
21. To comply with federal law and best practices, Norwalk-La Mirada should, before academic year 2020–21, publish information on its website about the educational rights and protections of youth experiencing homelessness.	Norwalk-La Mirada Unified School District	*
22. To comply with federal law and best practices, San Bernardino should, before academic year 2020–21, publish information on its website about the educational rights and protections of youth experiencing homelessness.	San Bernardino City Unified School District	*
23. To comply with federal law and best practices, Vallejo should, before academic year 2020–21, publish information on its website about the educational rights and protections of youth experiencing homelessness.	Vallejo City Unified School District	*
24. To ensure that families of youth experiencing homelessness can readily access information about the LEA's homeless education program as best practices recommend, Greenfield should publish its local liaison's contact information in an easy-to-find place on its website.	Greenfield Union School District	*
25. To ensure that families of youth experiencing homelessness can readily access information about the LEA's homeless education program as best practices recommend, Gridley should publish its local liaison's contact information in an easy-to-find place on its website.	Gridley Unified School District	*
26. To ensure that families of youth experiencing homelessness can readily access information about the LEA's homeless education program as best practices recommend, Vallejo should publish its local liaison's contact information in an easy-to-find place on its website.	Vallejo City Unified School District	*
27. To ensure that youth experiencing homelessness have access to the necessary services to help them succeed in school, by August 2020 CDE should establish guidance for implementing data-sharing agreements between the LEAs and other organizations that provide services to these youth.	Department of Education	*
28. To ensure that CDE provides effective oversight for the education of youth experiencing homelessness, the Legislature should require CDE to develop and implement an LEA monitoring plan that is risk-based and focuses its reviews, both onsite and desk reviews, on those LEAs that CDE determines are at the greatest risk of underidentifying youth experiencing homelessness and those LEAs whose homeless education program policies may be outdated.	Legislature	*
29. To ensure that CDE provides effective oversight for the education of youth experiencing homelessness, the Legislature should require CDE to develop and implement procedures for verifying key information that LEAs submit through the Consolidated Application and Reporting System (CARS). For example, CDE can verify the information by requesting supporting documentation for a sample of LEAs that have reported zero or few youth experiencing homelessness and have indicated in CARS that their local liaisons have received training.	Legislature	*
30. To ensure that CDE provides effective oversight for the education of youth experiencing homelessness, the Legislature should require CDE to review LEAs' information in CARS about when they last updated their homeless education policies and remind those LEAs that indicate that their board policies may be outdated to update their policies to reflect current requirements.	Legislature	*
31. To ensure that CDE provides effective oversight for the education of youth experiencing homelessness, the Legislature should require CDE to develop alternative interactive training, such as webinars in which participants can ask questions, to reach a greater number of LEAs. It should place recordings of these webinars on its website for all LEAs to review.	Legislature	*

32. To ensure that CDE provides effective oversight for the education of youth experiencing homelessness, the Legislature should require CDE to provide guidance to local liaisons regarding their responsibilities under the McKinney-Vento Act, including that they must ensure that school personnel who provide services to youth experiencing homelessness receive training on the proper identification and reporting procedures. Also, it should require CDE to develop procedures for its staff to use to verify that all LEA staff who provide services to these youth receive such training at least annually, as best practices recommend.	Legislature	*
33. To ensure that CDE provides effective oversight for the education of youth experiencing homelessness, the Legislature should require CDE to use existing LEA data, including data on the number of youth identified as experiencing homelessness and performance outcomes of those youth, to identify LEAs that may be underidentifying such youth and that may not have effective homeless education programs. It should also require CDE to assist these LEAs through appropriate means.	Legislature	*
34. To ensure that it has the resources necessary to effectively meet its responsibilities under federal law, CDE should complete a staffing analysis by May 2020 to determine the resources needed to meet its responsibilities for homeless education. This analysis should consider the resources needed to implement all of the recommendations in this report.	Department of Education	*
35. If CDE determines that it needs additional resources, it should take the necessary steps, including reallocating existing resources within the department, to secure the needed resources.	Department of Education	*
36. To effectively monitor LEAs and help them identify additional youth experiencing homelessness, CDE should develop a method for determining those LEAs that may be underidentifying youth experiencing homelessness. For example, CDE could determine which LEAs identified less than 5 percent of their economically disadvantaged youth as experiencing homelessness.	Department of Education	*
37. To effectively monitor LEAs and help them identify additional youth experiencing homelessness, for those LEAs it determines may be underidentifying youth experiencing homelessness, CDE should provide general guidance on its website or through group emails to help them increase their identification rates and, as resources permit, should provide detailed technical assistance to selected LEAs that CDE believes may be at the highest risk of missing a greater number of youth experiencing homelessness.	Department of Education	*
38. To ensure that all LEAs receive necessary guidance and training, CDE should review the guidance documents and templates, including the housing questionnaire and poster, that CDE makes available on its website for LEAs and ensure that all the documents reflect current best practices. For example, the questionnaire and the posters should include the rights and protections afforded to youth experiencing homelessness and their families to alleviate any apprehensions of identifying themselves as experiencing homelessness. CDE should then make all LEAs aware of these revised documents.	Department of Education	*
39. To ensure that all LEAs receive necessary guidance and training, CDE should inform all LEAs of the requirement to disseminate information about the educational rights of youth experiencing homelessness in locations frequented by families of such youth, including schools, shelters, public libraries, and food pantries. Further, CDE should encourage LEAs to inform families and youth about protections afforded to those experiencing homelessness. For example, it could encourage LEAs to accomplish this through their housing questionnaire.	Department of Education	*
40. To ensure that all LEAs receive necessary guidance and training, CDE should revise its training modules to ensure that they reinforce key best practices recommended by the U.S. Department of Education and other homeless education experts.	Department of Education	*
41. To ensure that all LEAs receive necessary guidance and training, CDE should develop training modules, as outlined in the state plan, for LEA staff who provide services to youth experiencing homelessness. These training modules should include the provisions of law and the definition of homelessness, procedures for identifying and enrolling youth experiencing homelessness, and the services that CDE expects LEAs to provide to these youth.	Department of Education	*

Report Number 2019-108

Sacramento City Unified School District: Because It Has Failed to Proactively Address Its Financial Challenges, It May Soon Face Insolvency (December 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. To help ensure that county office superintendents can prevent school districts under their oversight from becoming insolvent, the Legislature should consider amending state law to require school district boards to obtain approval from their county office superintendents before considering actions that would result in expenditures that exceed 200 percent of their required reserve amount. County office superintendents should disapprove any district action that they determine would cause school districts to do either of the following:</p> <ul style="list-style-type: none"> • Project insolvency within the current fiscal year or two subsequent fiscal years. • Rely on reserves or other one-time resources, such as one-time funds from the State, to remain solvent within the current fiscal year or two subsequent fiscal years. 	Legislature	*
<p>2. To help ensure that school district boards are accountable for the costs they approve, the Legislature should consider amending state law to require those boards to certify the district’s ability to meet the costs disclosed in each collective bargaining agreement.</p>	Legislature	*
<p>3. To ensure that Sacramento City Unified School District (Sacramento Unified) takes the steps necessary to address its fiscal crisis, the county office superintendent should direct Sacramento Unified to submit a corrective action plan by March 2020 that consolidates the district’s plans to resolve its fiscal crisis.</p>	Sacramento County Office of Education	*
<p>4. To ensure that Sacramento Unified takes the steps necessary to address its fiscal crisis, the county office superintendent should ensure that Sacramento Unified addresses the issues identified in this report, including its executive management turnover and lack of policies guiding its budget process.</p>	Sacramento County Office of Education	*
<p>5. To ensure that Sacramento Unified takes the steps necessary to address its fiscal crisis, the county office superintendent should ensure that Sacramento Unified implements all of the recommendations detailed below.</p>	Sacramento County Office of Education	*
<p>6. To address its current financial problems, Sacramento Unified should, by March 2020, adopt a detailed plan to resolve its fiscal crisis. The plan should estimate savings under multiple scenarios and include an analysis that quantifies the impact of reductions the district can make to ongoing expenditures. Specifically, Sacramento Unified should consider the impact of possible salary adjustments for employees in different bargaining units and include the impact those salary adjustments would have on postemployment benefits, such as pensions. It should also use the most recently available data to estimate net savings from modifying the health care benefits it provides to employees, as well as the impact those modifications would have on the total compensation of the employees. Finally, it should calculate the impact of possible changes to district and employee contributions to fund future retiree health benefits. The district should use the plan it develops as the basis for its discussions of potential solutions with its teachers union.</p>	Sacramento City Unified School District	*
<p>7. To address its current financial problems, Sacramento Unified should revise its multiyear projections and update them at least quarterly until it has taken action that would cause it to no longer project insolvency. It should disclose these projections to the board.</p>	Sacramento City Unified School District	*
<p>8. To address its current financial problems, Sacramento Unified should adopt and disclose publicly a multiyear projection methodology. This methodology should disclose the assumptions and rationale used to estimate changes in salaries, benefits, contributions, and local control funding formula revenue—including changes in enrollment and the source and reliability of the data used to make these projections.</p>	Sacramento City Unified School District	*
<p>9. To address its current financial problems, before it imposes an agreement on its teachers union or accepts state assistance, Sacramento Unified should publicly disclose the likely effects that such actions will have on the district’s students, faculty, and the community, and its plans to address these effects.</p>	Sacramento City Unified School District	*

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<p>10. To prevent a similar fiscal crisis in the future, Sacramento Unified should, by July 2020, have the board adopt a budget methodology, including guidance on the use of one-time funds, the use and maintenance of district reserves, and the maintenance of a balanced budget. The methodology should use the Government Finance Officers Association's best practices as a guide and should address the following :</p> <ul style="list-style-type: none"> • Include administrators from different divisions of Sacramento Unified into the budget development process to help ensure the accuracy of projections. • Establish criteria and measures for success in the budget process, such as whether budget decisions were made with adequate input and deliberation and whether the budget was balanced without using reserves or one-time revenues for ongoing expenditures. • Develop and adhere to a multiyear funding budget plan, with the goal of realigning resources where necessary to fund ongoing expenses with ongoing revenue. • Conduct an analysis of variances in budgeted and actual revenues and expenditures at each interim reporting period. Sacramento Unified should then use this information to inform its estimates for the upcoming fiscal year's budget. 	Sacramento City Unified School District	*
<p>11. To prevent a similar fiscal crisis in the future, Sacramento Unified should, by July 2020, develop a long-term funding plan to address its retiree health benefits liability. The plan should include appropriate action necessary to ensure the district will be able to meet its obligations to its employees and retirees.</p>	Sacramento City Unified School District	*
<p>12. To prevent a similar fiscal crisis in the future, Sacramento Unified should, by July 2020, adopt a policy that guides staff on steps they should take to ensure that special education expenditures are cost-effective. The policy should include consideration of options for offering services, including those provided by district staff or by contracted providers.</p>	Sacramento City Unified School District	*
<p>13. To prevent a similar fiscal crisis in the future, Sacramento Unified should annually apply for available state funding for its extraordinary special education costs.</p>	Sacramento City Unified School District	*
<p>14. To prevent a similar fiscal crisis in the future, Sacramento Unified should, by July 2020, develop and adopt a succession plan that ensures that it has staff who have the training and knowledge necessary to assume critical roles in the case of turnover.</p>	Sacramento City Unified School District	*
<p>15. To prevent a similar fiscal crisis in the future, Sacramento Unified should, by July 2020, develop effective employee orientation programs, including mentorship, to allow incoming leaders to better adapt to the organization's structure and culture.</p>	Sacramento City Unified School District	*

* The status of recommendations for audits issued between late October and December 2019 is based on the entities' initial response, which is included in the original audit report, available on the California State Auditor's (State Auditor) website: www.auditor.ca.gov

† As of December 31, 2019, the entity has not provided a response to the State Auditor or the State Auditor has not assessed the entity's response

Senate Budget & Fiscal Review Subcommittee 2 on Resources, Environmental Protection, Energy and Transportation

Report Number 2017-113

South Orange County Wastewater Authority: It Should Continue to Improve Its Accounting of Member Agencies' Funds and Determine Whether Members Are Responsible for Its Unfunded Liabilities (March 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. The Legislature should require new joint powers authority (JPA) agreements to hold the members responsible for the JPA's unfunded pension and other postemployment benefits obligations and to specify the manner of apportioning those liabilities.	Legislature	Legislation Enacted
2. In addition, the Legislature should require all existing JPAs to disclose annually as part of any regularly scheduled communication to their pension and other postemployment benefits plan participants whether the JPA's members are liable for the JPA's unfunded retirement obligations.	Legislature	No Action Taken
3. South Orange County Wastewater Authority (SOCWA) should finish investigating the difference in available cash balances per its audited financial statements and its accounting records, and then develop a methodology that is agreeable to its members for allocating any additional cash it identifies to the credit of its members. For example, it could allocate this money to members based on each member's existing proportion of available cash per SOCWA's accounting records.	South Orange County Wastewater Authority	Fully Implemented
4. To prevent future discrepancies in available cash balances, SOCWA should implement its improved procedures to better account for members' cash contributions and provide monthly reports of available cash balances to members.	South Orange County Wastewater Authority	Fully Implemented
5. SOCWA and its members should amend the current JPA agreement to expressly state whether members will be responsible for SOCWA's retirement benefits liabilities in the event it is not able to meet those obligations and then it should inform plan participants of that provision.	South Orange County Wastewater Authority	Fully Implemented
6. To better ensure the timely release of future financial statements, SOCWA should enhance its new procedures for preparing its financial statements by developing and following a timeline with specific deadlines for completing each of its planned year-end tasks.	South Orange County Wastewater Authority	Fully Implemented
7. To better ensure the reliability of its financial reporting, the effectiveness and efficiency of its operations, and its compliance with laws and regulations, SOCWA should establish a policy requiring it to correct within six months any future internal control deficiencies that its external auditor may identify.	South Orange County Wastewater Authority	Fully Implemented
8. To enable staff who may be unfamiliar with SOCWA's various accounting procedures to effectively complete their assigned tasks, SOCWA should further develop its accounting procedures by including step-by-step instructions.	South Orange County Wastewater Authority	Fully Implemented
9. To reduce future audit costs, SOCWA should amend its policy on professional service procurements to specify that it should enter into agreements of at least five years with its competitively procured external audit firms. It should also develop a policy to rotate its external auditor when state law requires.	South Orange County Wastewater Authority	Resolved
10. To ensure that it fully complies with the Public Records Act, SOCWA should do the following: <ul style="list-style-type: none"> Update its policy on the Public Records Act at least annually to ensure that it keeps pace with any changes in the law. Develop more detailed procedures to ensure that it responds to requests for records in full compliance with the Public Records Act. Establish a policy to retain accurate records and supporting documentation to demonstrate that it fully complies with all requirements of the Public Records Act. 	South Orange County Wastewater Authority	Fully Implemented

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Report Number 2017-118**State and Regional Water Boards: They Must Do More to Ensure That Local Jurisdictions' Costs to Reduce Storm Water Pollution Are Necessary and Appropriate (March 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To promote the establishment of appropriate pollutant limits, the Legislature should amend state law to direct the California Water Resources Control Board (State Water Board) to assess whether a study of a specific water body is justified and, if so, to require the appropriate regional water quality control board (regional board) to ensure that the study is conducted by the regional board or the applicable local jurisdictions. For example, a study could be justified if the water body's condition might warrant modifying a maximum pollutant level, if the study could be performed cost-effectively, and if the study's benefits are likely to reduce local jurisdictions' costs or improve protection of the water body's uses. The State Water Board should seek additional funding for local jurisdictions to conduct studies if it believes additional resources are needed.	Legislature	No Action Taken
2. The State Water Board should develop guidance by August 2018 for regional boards to document estimates of the costs local jurisdictions will incur in order to comply with pollutant control plans. These procedures should also address the need to use appropriate methods to develop those estimates, to document the sources they use to develop the estimates, and to document consideration of the overall cost of storm water management to local jurisdictions when completing an economic analysis as part of developing pollutant control plans. Additionally, the documentation of cost estimates should include, where applicable, the impact other pollutant control plans will have on the costs local jurisdictions are expected to incur.	Water Resources Control Board	Fully Implemented
3. Once the State Water Board has developed cost-estimation guidance, the regional boards should follow this guidance.	Central Valley Regional Water Quality Control Board	Fully Implemented
4. Once the State Water Board has developed cost-estimation guidance, the regional boards should follow this guidance.	Los Angeles Regional Water Quality Control Board	Fully Implemented
5. Once the State Water Board has developed cost-estimation guidance, the regional boards should follow this guidance.	San Francisco Bay Regional Water Quality Control Board	Fully Implemented
6. To ensure that the regional boards obtain adequate and consistent information on the storm water management costs local jurisdictions incur, the State Water Board should develop statewide guidance by August 2018 for local jurisdictions on methods for tracking the cost of storm water management. If the State Water Board believes it does not have the expertise to develop such guidance, it should hire or contract with an expert in municipal finance who can assist in developing that guidance.	Water Resources Control Board	Fully Implemented
7. If the State Water Board believes regulations are necessary to ensure that the regional boards and local jurisdictions follow its guidance regarding adequate and consistent information pertaining to their costs for storm water management, the State Water Board should adopt such regulations.	Water Resources Control Board	Pending
8. Once it has distributed its guidance, the State Water Board should work with the regional boards to develop an annual review process of the information the regional boards receive to help ensure its consistency with the guidance.	Water Resources Control Board	Fully Implemented
9. Until the Legislature amends state law, the State Water Board should provide guidance to the regional boards on when studies of specific water bodies should be conducted and assist the regional boards in obtaining funding for those studies.	Water Resources Control Board	Fully Implemented
10. The State Water Board should direct its staff and those of the regional boards to revise their storm water management requirements when staff become aware of changing circumstances that would make certain monitoring by local jurisdictions unnecessary.	Water Resources Control Board	Fully Implemented
11. The State Water Board should revise its trash policy to focus it on local jurisdictions that have water bodies that are harmed by trash, as identified by the polluted waters list. In addition, the State Water Board should review the polluted waters list at least biannually to identify any additional water bodies recently determined to be harmed by trash and impose its trash policy on the applicable jurisdictions.	Water Resources Control Board	Will Not Implement

12. To ensure that information regarding funding options available to local jurisdictions is consistent and current, the State Water Board and regional boards should work together to provide accurate information on their websites that is readily accessible, and the State Water Board and regional boards should remove outdated information by May 2018.	Water Resources Control Board	Fully Implemented
13. To ensure that information regarding funding options available to local jurisdictions is consistent and current, the State Water Board and regional boards should work together to provide accurate information on their websites that is readily accessible, and the State Water Board and regional boards should remove outdated information by May 2018.	Central Valley Regional Water Quality Control Board	Fully Implemented
14. To ensure that information regarding funding options available to local jurisdictions is consistent and current, the State Water Board and regional boards should work together to provide accurate information on their websites that is readily accessible, and the State Water Board and regional boards should remove outdated information by May 2018.	Los Angeles Regional Water Quality Control Board	Fully Implemented
15. To ensure that information regarding funding options available to local jurisdictions is consistent and current, the State Water Board and regional boards should work together to provide accurate information on their websites that is readily accessible, and the State Water Board and regional boards should remove outdated information by May 2018.	San Francisco Bay Regional Water Quality Control Board	Fully Implemented
16. To better provide comprehensive information on funding sources and storm water financial management for local jurisdictions, the State Water Board should create a committee by August 2018 to identify the informational needs of jurisdictions and create best practices for storm water financial management and financial approaches. This committee should include representatives from the State Water Board's Division of Financial Assistance, the regional boards, and various local jurisdictions.	Water Resources Control Board	Fully Implemented
17. San Francisco Bay Regional Water Quality Board should comply with federal regulations and require local jurisdictions to report annually the projected and actual costs of complying with their permits.	San Francisco Bay Regional Water Quality Control Board	Fully Implemented
18. Los Angeles Regional Water Quality Board should correct its pollutant control plan where it miscalculated two pollutant limits.	Los Angeles Regional Water Quality Control Board	Pending

Report Number 2017-126

Penalty Assessment Funds: California's Traffic Penalties and Fees Provide Inconsistent Funding for State and County Programs and Have a Significant Financial Impact on Drivers (April 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. To ensure consistent funding streams for state and county programs, the Legislature should consider whether, and to what extent, to fund the programs that currently receive penalty and fee revenue from criminal and traffic violations. The Legislature could adjust or eliminate individual penalties and fees by considering the following factors identified in our report:</p> <ul style="list-style-type: none"> • Revenue trends and the reliability of penalties and fees as funding sources • The significant financial impact of penalties and fees on low-income individuals • How well aligned the uses of the penalty and fee revenues are with the offenses that give rise to the penalty or fee • The seemingly arbitrary amount of the penalty or fee <p>To accomplish this, over the next two-year period the Legislature should review the penalties and fees and the programs that receive the penalty and fee revenue to determine the programs' needs. If the Legislature determines that a particular penalty or fee is not appropriate for generating revenue for a particular program, it should consider requiring the affected department to identify other funding sources or reduce the program's scope of services.</p>	Legislature	No Action Taken
<p>2. The Legislature should consider revising state law to direct all or part of the penalty revenue to the State Penalty Fund and using the budget process to allocate funds to align with legislative priorities.</p>	Legislature	No Action Taken

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Report Number I2018-1**Investigations of Improper Activities by State Agencies and Employees: Misuse of State Time, Economically Wasteful Activities, and Misuse of State Property (July 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
9. Take appropriate disciplinary action against the employee for sleeping on the job for hours each day and failing to adequately perform her duties.	Department of Motor Vehicles	Resolved
10. Take appropriate corrective or disciplinary actions against the supervisors for failing to adequately address the employee's consistent pattern of sleeping during work hours and failing to perform her duties.	Department of Motor Vehicles	Resolved
25. Take appropriate disciplinary action against the assistant chief.	Department of Forestry and Fire Protection	Fully Implemented
26. Modify its standard rental agreement with tenants to limit the State's potential liability by providing more specificity with regard to making improvements or alterations to its rental properties, ensuring that tenants maintain renter's insurance, clarifying that the Department of Forestry and Fire Protection is not responsible for any personal property damage or loss, and ensuring the tenants and their guests do not interfere with the convenience of other residents of rental properties.	Department of Forestry and Fire Protection	Fully Implemented

Report Number 2018-104**Toll Bridge Seismic Retrofit Program: The State Could Save Millions of Dollars Annually by Implementing Lessons Learned (August 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that large transportation infrastructure projects throughout the State benefit from appropriate oversight, the Legislature should require that all publicly funded major transportation infrastructure construction projects estimated to cost \$500 million or more have oversight committees subject to open meeting laws. When practical, each oversight committee should include individuals from at least three major agencies involved in the project, with roles that reflect financial interests as well as project execution and oversight. Further, when possible, each committee should include at least five members to support its ability to conduct day-to-day business without violating open meeting law requirements. The oversight committees should act as the authorities for critical decisions and have sufficient staff to support their decision-making roles.	Legislature	Legislation Introduced
2. To ensure that oversight committees perform their duties in a manner commensurate with the demands of large transportation infrastructure projects, the Legislature should require that the oversight committees have duties similar to those of the Toll Bridge Program Oversight Committee, including the following: providing project direction; reviewing project status, costs, schedules, and staffing levels; resolving project issues and evaluating project changes; and developing and regularly updating cost estimates, risk assessments, and cash-flow requirements.	Legislature	Legislation Introduced
3. To ensure that oversight committees effectively address both the fiscal and project management elements of large transportation infrastructure projects, the Legislature should require consolidated reporting at least annually detailing cost savings, cost overruns, and updates on project completion.	Legislature	Legislation Introduced
4. To ensure that oversight committees and the agencies involved in large transportation infrastructure projects engage in sufficient and appropriate risk management, the Legislature should require all publicly funded transportation infrastructure projects with a total estimated cost of \$500 million or more to develop risk management plans that use both qualitative and quantitative risk analyses throughout the course of the projects.	Legislature	Legislation Introduced
5. To ensure that future projects have adequate risk management, the Metropolitan Transportation Commission should formalize a scalable risk management policy by June 2019 so that the projects it directs benefit from sufficient and ongoing risk management.	Metropolitan Transportation Commission	Pending

Report Number 2018-107

California Department of Resources Recycling and Recovery: It Has Not Provided the Oversight Necessary to Ensure That the Mattress Recycling Program Fulfills Its Purpose (August 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. The Legislature should amend the Used Mattress Recovery and Recycling Act (recycling act) to require the California Department of Resources Recycling and Recovery (CalRecycle) to establish goals for the mattress recycling program (mattress program) that relate to increasing consumer convenience, encouraging source reduction, and reducing illegal mattress dumping, as well as for any other areas that CalRecycle identifies as critical to the mattress program achieving the intent of the recycling act. It should require CalRecycle to establish goals in the first three specified areas by July 2020.</p>	Legislature	Partially Implemented
<p>2. The Legislature should amend the recycling act to limit the time period for which the recycling plan is valid and to require the Mattress Recycling Council (Mattress Council) to regularly submit new plans to CalRecycle that are subject to its review and approval.</p>	Legislature	Partially Implemented
<p>3. The Legislature should amend the recycling act to require the Mattress Council to submit with its annual budget any additional details that CalRecycle determines are reasonable for its effective oversight of the mattress program. The Legislature should amend the recycling act to prohibit the Mattress Council from spending the recycling charges it collects in a year for which CalRecycle has not approved the mattress program's budget. Further, the Legislature should clarify that the Mattress Council's operating without an approved budget is a violation of the recycling act.</p>	Legislature	Legislation Enacted
<p>4. By January 1, 2020, CalRecycle should update the baseline and goals for mattress recycling to reflect the most current available information it has related to the number of mattresses disposed of statewide. In addition, it should ensure that its recycling goals are statewide in scope by including information about recycling and renovation from entities that do not contract with the Mattress Council.</p>	Department of Resources Recycling and Recovery	Pending
<p>5. In order to bring violators of the recycling act into compliance and to ensure that its enforcement activities are timely, CalRecycle should do the following:</p> <ul style="list-style-type: none"> • Assess penalties for noncompliance with the recycling act. • Publicize any penalties it assesses against violators of the recycling act as a deterrent to potential violators. • Monitor inspection cases to ensure that it does not complete them before the retailers in question have remedied any instances of noncompliance. • Execute a plan to verify compliance for all inspections in which it did not obtain evidence of compliance. • Develop and implement a timeline for the penalty phase of the enforcement process. • Regularly review the timeliness of its enforcement process and prioritize any overdue enforcement actions based on its enforcement timelines. 	Department of Resources Recycling and Recovery	Partially Implemented
<p>6. The Legislature should amend the recycling act to require the Mattress Council to maintain a reserve equal to no more than six months of the mattress program's budgeted expenses. Further, the Legislature should amend the recycling act to provide CalRecycle the ability through its budget approval process to direct the spending of any amount of funding that the Mattress Council accumulates in excess of this amount or to adjust the mattress recycling charge.</p>	Legislature	Legislation Enacted
<p>7. The Legislature should amend the recycling act to require the Mattress Council to include in its recycling plan measurable goals in the areas of consumer awareness and research on new technology. Further, the Legislature should require that the Mattress Council's annual report include information about the mattress program's progress toward meeting those goals.</p>	Legislature	Partially Implemented

Report Number 2018-108**California High-Speed Rail Authority: Its Flawed Decision Making and Poor Contract Management Have Contributed to Billions in Cost Overruns and Delays in the System's Construction (November 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that the change orders it approves are necessary and that their costs are appropriate, the California High-Speed Rail Authority (Authority) should adhere to the guidance and estimates the oversight firms provide to it. If the Authority chooses to deviate from the oversight firms' recommendations, it should clearly document why it made those deviations.	California High-Speed Rail Authority	Partially Implemented
2. Before executing its next construction contract, the Authority should establish formal prerequisites for beginning construction to prevent avoidable cost overruns and project delays. At a minimum, these prerequisites should identify specific benchmarks related to land acquisition, utility agreements and relocations, and agreements with external stakeholders, including impacted local governments and other railroad operators.	California High-Speed Rail Authority	Partially Implemented
3. To better position itself to complete the three Central Valley projects by the December 2022 federal grant deadline, the Authority should improve its monitoring and evaluation of the oversight firms' risk assessment processes and should take steps to ensure that these processes are consistent across the three projects by May 2019.	California High-Speed Rail Authority	Partially Implemented
4. To enable policymakers and the public to track the Authority's progress toward meeting the federal grant deadline of December 2022, the Authority should, by January 2019, begin providing quarterly updates to the Legislature detailing the progress of the three Central Valley construction projects using an earned value model that compares construction progress to the projected total completion cost and date. The Authority should base these updates on the most current estimates available.	California High-Speed Rail Authority	Partially Implemented
5. To ensure that it is adequately prepared if it is unable to meet the federal grant deadline of December 2022, the Authority should, by May 2019, develop a contingency plan for responding to such a scenario.	California High-Speed Rail Authority	Pending
6. To improve its contract management, increase accountability, and justify the significant amount it pays for contracted services, the Authority should, by May 2019, prioritize contract management efforts and reduce the frequency with which contract management responsibilities shift among Authority staff by establishing a formal process for hiring and assigning full-time, experienced contract managers. These contract managers should have duty statements reflecting their contract oversight responsibilities, and they should report to supervisors who understand those responsibilities and have extensive knowledge about the contracts' deliverables. In addition, those supervisors' duty statements should clearly lay out their responsibility for addressing any contract manager noncompliance with the Authority's contract management policies and procedures, whether reported by the Contract Management Support Unit (CMSU) or identified by another means.	California High-Speed Rail Authority	Fully Implemented
7. To improve its contract management, increase accountability, and justify the significant amount it pays for contracted services, the Authority should, by May 2019, require CMSU to establish a schedule to monitor individual contract manager compliance and report annually the results of this monitoring to Authority executive leadership. To help ensure the integrity of its oversight role, CMSU should be composed of state staff in place of rail delivery partner (RDP) consultants.	California High-Speed Rail Authority	Fully Implemented
8. To improve its contract management, increase accountability, and justify the significant amount it pays for contracted services, the Authority should, by May 2019, hold contract managers accountable for performing the duties that the Authority's policies assign to them. Specifically, CMSU and, to the extent necessary, contract managers' supervisors should require and review evidence from contract managers demonstrating their approval of deliverables, detection and resolution of contractor performance issues, and assessment of contract amendments for merit. The Authority should not accept observations and reports from its contractors or the RDP consultants in place of this evidence.	California High-Speed Rail Authority	Fully Implemented

9. To prevent the inappropriate use of contractors to perform state functions, the Authority should develop procedures by May 2019 for evaluating whether new and existing administrative duties should be assigned to contractors or to state employees.	California High-Speed Rail Authority	Fully Implemented
10. To ensure that contract managers' invoice reviews are complete and that invoiced costs are allowable under contract terms, the Authority should amend its applicable procedures by May 2019 to require contract managers to document their review of invoiced rates and expenses.	California High-Speed Rail Authority	Fully Implemented
11. To ensure the consistency and effectiveness of its efforts to monitor the performance of the oversight firms with which it contracts, the Authority should develop a formal methodology by May 2019 for using the performance evaluation tool it has implemented. This methodology should include procedures for assessing the sufficiency of the oversight firms' review and approval of invoices for construction contracts.	California High-Speed Rail Authority	Fully Implemented
12. To ensure that the oversight firms' spending is reasonable, the Authority should develop a formal process by May 2019 for tracking any out-of-scope work that the oversight firms perform. To reduce the likelihood that its contracts with the oversight firms run out of funds prematurely as a result of this additional work, the Authority should also develop a formal process for amending the oversight firms' contracts contemporaneously to change orders that significantly extend the timelines or increase the scope of work of the construction contracts that oversight firms oversee.	California High-Speed Rail Authority	Fully Implemented
13. To help improve the effectiveness of its sustainability policy, the Authority should revise the policy by May 2019 to more clearly differentiate between the construction and operation phases of the high-speed rail system. Further, it should ensure that each objective in each section of the policy is associated with quantifiable metrics for evaluating implementation.	California High-Speed Rail Authority	Fully Implemented
14. To allow it to evaluate the sustainability of the high-speed rail system's construction, the Authority should, by May 2019, perform and document a review of its compliance with its existing quality controls related to ensuring the validity and completeness of contractor-reported data. The Authority should also establish a formal process to perform such reviews periodically.	California High-Speed Rail Authority	Fully Implemented
15. To help ensure that it meets its sustainability goals, the Authority should comprehensively compare the three construction projects' performances to their construction contractors' original baseline estimates on a quarterly basis. It should perform the first of these comparisons no later than May 2019.	California High-Speed Rail Authority	Fully Implemented
16. To help ensure that its contractors' proposed environmental impacts are reasonable and to measure the progress of its sustainable construction efforts over time, the Authority should, by November 2019, identify and track standardized measures—such as project miles—that will allow it to compare construction impacts across the high-speed rail system's different construction projects.	California High-Speed Rail Authority	Fully Implemented
17. To increase the transparency of its reporting, the Authority should, by May 2019, expand its quarterly small business, Disabled Veteran Business Enterprise, and Disadvantaged Business Enterprise utilization reporting to account for the total value of all its contracts and to identify the reasons it has exempted specific contracts.	California High-Speed Rail Authority	Fully Implemented

Report Number 2018-118

California Public Utilities Commission: It Could Improve the Transparency of Water Rate Increases by Disclosing Its Review Process and Ensuring That Utilities Notify Customers as Required (December 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that water utility customers can access understandable information regarding why and by how much their water rates are changing as a result of general rate case proceedings, by May 2019 the California Public Utilities Commission (CPUC) should create a webpage specifically for water customers that includes a summary of water rate changes for each general rate case for Class A water utilities.	California Public Utilities Commission	Fully Implemented

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2. To ensure that water utility customers can access understandable information regarding why and by how much their water rates are changing as a result of general rate case proceedings, by May 2019 the CPUC should create a webpage specifically for water customers that includes a summary of any resolutions and decisions that give all water utilities the authority to change their rates for reasons external to the general rate case process, such as increases in the fees the CPUC charges utilities for regulating them.	California Public Utilities Commission	Fully Implemented
3. To ensure transparency and promote public understanding of its processes, by July 2019 the CPUC should create and publish information for customers regarding its general rate case and advice letter processes, including how and when water utilities are required to notify customers of increased rates and how customers can participate in both processes.	California Public Utilities Commission	Fully Implemented
4. To ensure that it informs customers that they have an opportunity to provide their input regarding general rate cases, by May 2019 the CPUC should implement a process to verify and maintain records that demonstrate that water utilities are submitting notifications to their customers of Public participation hearings in accordance with the time frames set out in regulations, any additional notification requirements the administrative law judges may impose, and any general rate case application filings in accordance with the time frames set out in regulations. To the extent that it identifies noncompliance with notification requirements, the CPUC should evaluate whether to impose a fine on the water utility.	California Public Utilities Commission	Fully Implemented
5. To ensure that all customers receive timely notification from water utilities of potential and actual rate increases, the CPUC should implement a process by May 2019 that requires water utilities to submit proof of customer notification to its Water Division, which should then review these notifications to ensure that the utilities are meeting the requirements. If the water utilities do not comply with the requirements, the CPUC should consider whether to impose a fine on the water utility.	California Public Utilities Commission	Fully Implemented
6. To ensure that the CPUC fulfills its statutory requirement for auditing all water utilities, it should immediately begin to follow its Standard Practice when auditing Class A water utilities, or develop policies and procedures by May 2019 to ensure that the reviews Public Advocates conducts of general rate cases demonstrate compliance with the legal requirement for audits of these utilities.	California Public Utilities Commission	Partially Implemented
7. To ensure that the CPUC fulfills its statutory requirement for auditing all water utilities, it should immediately develop a plan to complete audits of Class A water utilities and small water utilities in a timely manner.	California Public Utilities Commission	Partially Implemented
8. To ensure that the public can access advice letters on the CPUC's website and because it is unknown when the system it is developing will be complete, the CPUC should immediately begin developing another process to make advice letters easily available by July 2019, such as by scanning them and posting copies on the Water Division's webpage.	California Public Utilities Commission	Fully Implemented

Report Number 2018-114

Disabled Veteran Business Enterprise Program: The Departments of General Services and Veterans Affairs Have Failed to Maximize Participation and to Accurately Measure Program Success (February 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
23. To ensure that disabled veteran business enterprise (DVBE) participation data are reported accurately and consistently, the California Department of Transportation (Caltrans) should implement or strengthen a review process to ensure that DVBE participation amounts entered into its data systems or Financial Information System for California (FI\$Cal) are accurate. This review process should include verification, on a sample basis, of the amounts awarded to, and the certification status of, the DVBE contractor or subcontractor for high-value contracts that include DVBE participation.	Department of Transportation	Fully Implemented
25. To ensure that DVBE participation data are reported accurately and consistently, the Department of Motor Vehicles (DMV) should implement or strengthen a review process to ensure that DVBE participation amounts entered into its data systems or FI\$Cal are accurate. This review process should include verification, on a sample basis, of the amounts awarded to, and the certification status of, the DVBE contractor or subcontractor for high-value contracts that include DVBE participation.	Department of Motor Vehicles	Fully Implemented

Report Number I2019-2

Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision (April 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
11. The State Water Board should take appropriate disciplinary actions against Engineers A, B, and C for their misuse of state time and dishonesty during their interviews.	Water Resources Control Board	Pending
12. The State Water Board should determine the amount of time it can charge Engineers A, B, and C to account for their missed hours, reduce their leave balances accordingly, and if applicable, seek to recover from them any wages paid for time they did not work.	Water Resources Control Board	Partially Implemented
13. The State Water Board should take appropriate corrective or disciplinary actions against the three engineers' supervisor, which should include providing supervisory training to ensure that he holds the three engineers accountable for their missed work time.	Water Resources Control Board	Partially Implemented
14. The State Water Board should require this supervisor to implement policies and procedures to ensure that his subordinates account for all of their missed work hours.	Water Resources Control Board	Fully Implemented
15. The State Water Board should require Employee A's supervisor to continue to monitor and examine weekly time reports for Employee A and other subordinate employees to ensure that they account properly for all of the time worked and the leave taken.	Water Resources Control Board	Fully Implemented
16. Caltrans should ensure that it recoups all overpayments that it made to the associate.	Department of Transportation	Fully Implemented
17. Caltrans should notify all Caltrans employees of the limitations of bereavement leave and where bargaining agreements can be located for additional information specific to bereavement leave.	Department of Transportation	Fully Implemented
18. Caltrans should remind supervisors of their responsibility to ensure that employees properly charge leave, including bereavement leave, and to not exceed the allowable limits that the bargaining agreements outline.	Department of Transportation	Fully Implemented
19. Caltrans should consider revising its policy to require supervisors to request employees to submit substantiation, such as a funeral announcement, for each claim of bereavement leave.	Department of Transportation	Partially Implemented
20. Caltrans should consider conducting leave audits of the other subordinate staff that the supervisor formerly oversaw.	Department of Transportation	Fully Implemented

Report Number I2019-3

Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Travel Payments, Improper Promotion and Hiring Practices, and Misuse of State Resources (May 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. Within 30 days, Caltrans should provide a detailed training memorandum to managers and supervisors informing them of who is authorized to approve employees' travel expense claims and airline, train, and rental car reservations.	Department of Transportation	Fully Implemented
2. Within 60 days, Caltrans should provide detailed and comprehensive instructions to managers and supervisors to ensure that they understand the definition of an employee's headquarters and the state law prohibition of paying expenses related to travel from one's residence to headquarters.	Department of Transportation	Fully Implemented
3. Within 60 days, Caltrans should document the findings of this investigation in the manager's official personnel file.	Department of Transportation	Fully Implemented
4. Within 60 days, Caltrans should consult with the State Controller's Office to determine whether the manager's reimbursements should have been reported as taxable fringe benefits and, if so, amend any relevant tax documents.	Department of Transportation	Resolved

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5. Within 90 days, Caltrans should provide training to human resources staff to ensure that they follow proper procedures for changing an employee's headquarters and retaining the appropriate documentation.	Department of Transportation	Fully Implemented
6. Within 90 days, Caltrans should provide training to travel branch staff to ensure that they verify an employee's headquarters when reviewing expense claims and comply with state law when approving the claims.	Department of Transportation	Fully Implemented
7. Within 90 days, Caltrans should take appropriate corrective action against the former supervisor for approving the manager's travel to Sacramento without notifying the division chief.	Department of Transportation	Fully Implemented
8. Within 90 days, Caltrans should determine if any of the \$41,695 can be collected from the manager and, if so, attempt collection of the improper travel reimbursements.	Department of Transportation	Fully Implemented
13. The Department of Fish and Wildlife (Fish and Wildlife) should take corrective or disciplinary action against the branch chief who misrepresented his past supervisory experience for his dishonest activities.	Department of Fish and Wildlife	Fully Implemented
14. Fish and Wildlife should void any improper appointments and collect compensation received as a result of the improper appointment as allowed by state law.	Department of Fish and Wildlife	Partially Implemented
15. Fish and Wildlife should require executive management and the current HR chief to undergo CalHR training on the proper use of promotions in place and on California's merit system.	Department of Fish and Wildlife	Fully Implemented

Report Number 2018-120

San Francisco Bay Conservation and Development Commission: Its Failure to Perform Key Responsibilities Has Allowed Ongoing Harm to the San Francisco Bay (May 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To improve the efficiency of the San Francisco Bay Conservation and Development Commission's (Bay Conservation Commission) current enforcement process, the Legislature should require the commission to create and implement by fiscal year 2020–21 a procedure to ensure that managers perform documented review of staff decisions in enforcement cases.	Legislature	No Action Taken
2. To improve the efficiency of the Bay Conservation Commission's current enforcement process, the Legislature should require the Bay Conservation Commission to create and implement by fiscal year 2020–21 timelines for resolving enforcement cases.	Legislature	No Action Taken
3. To improve the efficiency of the Bay Conservation Commission's current enforcement process, the Legislature should require the Bay Conservation Commission to create and implement by fiscal year 2020–21 a penalty matrix for applying fines and civil penalties.	Legislature	No Action Taken
4. Further, the Legislature should direct the Bay Conservation Commission to begin developing regulations by fiscal year 2020–21 to define single violations and create a method of resolving minor violations through fines.	Legislature	No Action Taken
5. To ensure that the Bay Conservation Commission performs its duties under state law related to the Suisun Marsh (marsh program), the Legislature should require a report from the Bay Conservation Commission upon completion of its comprehensive review of the marsh program every five years, beginning with a review in fiscal year 2020–21.	Legislature	No Action Taken
6. To ensure that the Bay Conservation Commission uses the Bay Fill Clean-Up and Abatement Fund (abatment fund) appropriately, the Legislature should clarify that the fund's intended use is for the physical cleanup of the Bay, rather than enforcement staff salaries. The Legislature should consider fully funding enforcement staff through the General Fund to align revenue sources with the Bay Conservation Commission's responsibilities.	Legislature	No Action Taken
7. After the Bay Conservation Commission implements the changes noted below, the Legislature should provide the Bay Conservation Commission with an additional tool to address violations by amending state law to allow the Bay Conservation Commission to record notices of violations on the titles of properties that have been subject to enforcement action.	Legislature	No Action Taken

<p>8. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 develop and implement procedures to ensure that its management adequately reviews staff enforcement decisions. These procedures should include requirements detailing how staff should document and substantiate violations, case resolutions, and their rationale for imposing fines. Further, the procedures should require staff to conduct proactive enforcement, such as site visits, as resources allow.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>9. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 develop and implement procedures to ensure that staff open, investigate, and close cases in a manner that is consistent with state law and that encourages the responsible use of staff time.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Will Not Implement</p>
<p>10. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 develop guidance that enumerates the violation types that the Bay Conservation Commissioners deem worthy of swift enforcement action, those that staff can defer for a specified amount of time, and those that do not warrant enforcement action or that can be resolved through fines.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>11. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 simplify its system for prioritizing enforcement cases, to help it focus its enforcement efforts on cases with the greatest potential for harming the Bay.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>12. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 create a penalty calculation worksheet. The Bay Conservation Commission should require the worksheet's use for all enforcement actions that will result in fines or penalties, and it should create formal policies, procedures, and criteria to provide staff with guidance on applying the worksheet.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>13. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 develop a procedure to identify stale cases. After applying this procedure, the Bay Conservation Commission should seek appropriate settlements for such cases that preserve or exercise the State's legal rights to resolve violations and levy penalties.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>14. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 evaluate and update permit fees every five years in accordance with its regulations.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>15. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 conduct a comprehensive review of local agency compliance with the marsh program and issue recommendations as necessary to implement the protections outlined in the Suisun Marsh Preservation Act.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>16. To ensure that it maximizes the efficiency and effectiveness of its enforcement and permitting programs, the Bay Conservation Commission should by January 2020 appoint a new citizens' advisory committee as required by law and determine a schedule for the committee to conduct regular meetings.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>17. To ensure that it uses the abatement fund for the physical cleanup of the Bay, the Bay Conservation Commission should create a policy by January 2020 identifying the minimum amounts it will disburse and prioritizing the projects that it will support through disbursements to the appropriate entities.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>Pending</p>
<p>18. To build on prior recommendations and ensure that it maximizes the effectiveness of its enforcement program, the Bay Conservation Commission should by January 2021 conduct a workforce study of all its permit and regulatory activities and determine whether it requires additional staff, including supervisors, to support its mission.</p>	<p>San Francisco Bay Conservation and Development Commission</p>	<p>No Action Taken</p>

19. To build on prior recommendations and ensure that it maximizes the effectiveness of its enforcement program, the Bay Conservation Commission should by January 2021 implement a permit compliance position to support the efforts of enforcement staff and the implementation of process changes. If necessary, it should seek additional funding for such a position.	San Francisco Bay Conservation and Development Commission	No Action Taken
20. To build on prior recommendations and ensure that it maximizes the effectiveness of its enforcement program, the Bay Conservation Commission should by January 2021 update its existing database or create a new database to ensure that it can identify and track individual violations within each case, including the date staff initiate the standardized fines process for each violation. As part of this process, the Bay Conservation Commission should review its database and update it as necessary to ensure that it includes all necessary and accurate information, specifically whether staff initiated the standardized fines process for open case files and for those case files closed within the past five years.	San Francisco Bay Conservation and Development Commission	Pending
21. To ensure consistency in its enforcement program, the Bay Conservation Commission should by January 2021 create and implement regulations that identify required milestones and time frames for enforcement.	San Francisco Bay Conservation and Development Commission	Pending
22. To ensure consistency in its enforcement program, the Bay Conservation Commission should by January 2021 create and implement regulations that define substantial harm, provide explicit criteria for calculating the number of violations present in individual enforcement cases, and specify a process to handle any necessary exceptions to the criteria.	San Francisco Bay Conservation and Development Commission	Pending
23. To ensure consistency in its enforcement program, the Bay Conservation Commission should by January 2021 create and implement regulations to allow it to use limited monetary fines to resolve selected minor violations that do not involve substantial harm to the Bay.	San Francisco Bay Conservation and Development Commission	Pending
24. To ensure consistency in its enforcement program, the Bay Conservation Commission should by January 2021 update its regulations on permit issuance to offer greater clarity on the types of projects for which staff may issue permits without Bay Conservation Commissioners' hearings.	San Francisco Bay Conservation and Development Commission	No Action Taken

Report Number 2018-119

California Department of Fish and Wildlife: It Is Not Fulfilling Its Responsibilities Under the California Environmental Quality Act (June 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it consistently prioritizes and reviews projects with potentially significant impacts on the environment, Fish and Wildlife should establish a departmentwide policy for prioritizing California Environmental Quality Act (CEQA) documents for review and comment by December 2019 and require regional offices to adopt region-specific procedures by March 2020.	Department of Fish and Wildlife	†
2. To ensure that it consistently prioritizes and reviews projects with potentially significant impacts on the environment, Fish and Wildlife should develop policies and procedures outlining departmentwide expectations for CEQA review and comment by December 2019 and require regional offices to develop region-specific policies and procedures for CEQA review by March 2020.	Department of Fish and Wildlife	†
3. To ensure that it consistently prioritizes and reviews projects with potentially significant impacts on the environment, Fish and Wildlife should develop ongoing training for environmental scientists that covers subjects including the complexities and technical aspects of CEQA review by June 2020.	Department of Fish and Wildlife	†
4. To ensure that it consistently prioritizes and reviews projects with potentially significant impacts on the environment, Fish and Wildlife should incorporate the policies and procedures into regulations in full compliance with the Administrative Procedure Act, should it determine that the new policies and procedures create rules of general application.	Department of Fish and Wildlife	†

5. To ensure regional staff enter data into the project tracking database accurately and consistently, Fish and Wildlife should, by December 2019, develop, implement, and provide training on departmentwide written policies and procedures that outline the requirements and process for entering data related to CEQA review into Fish and Wildlife's project tracking database.	Department of Fish and Wildlife	†
6. To ensure that it complies with state law requiring it to use CEQA fees only for CEQA activities, Fish and Wildlife should immediately begin tracking and monitoring CEQA revenues and expenditures separately from other program activities within the nondedicated account in the Fish and Game Preservation Fund.	Department of Fish and Wildlife	†
7. To determine more accurately the resources that it needs to review all CEQA documents it receives, Fish and Wildlife should implement a timekeeping mechanism by December 2019 that requires staff to track the hours they spend on CEQA-related activities.	Department of Fish and Wildlife	Pending
8. To determine the costs for its CEQA review and set appropriate fees, Fish and Wildlife should complete its five-year review of program costs and revenues and report the results to the Legislature by March 2020. To provide the Legislature with a more accurate estimate of the costs of CEQA activities, Fish and Wildlife should prepare an update to this review no more than two years after it has modified its time-tracking procedures.	Department of Fish and Wildlife	†
9. To ensure it receives all CEQA revenues to which it is entitled, Fish and Wildlife should immediately begin collecting any unpaid fees it identifies in audits of counties.	Department of Fish and Wildlife	Fully Implemented
10. To reduce the risk of counties not collecting and remitting CEQA filing fees, Fish and Wildlife should begin sharing any findings from internal audits with counties and reminding county officials of their responsibilities related to CEQA fees.	Department of Fish and Wildlife	Fully Implemented
11. To maximize the amount of time that environmental scientists have to review CEQA documents, Fish and Wildlife should establish procedures for the electronic distribution of CEQA documents for review by December 2019. These procedures should include the utilization of the State Clearinghouse's electronic system when it becomes available.	Department of Fish and Wildlife	†

Report Number I2019-4

California Department of Food and Agriculture and a District Agricultural Association: Gross Mismanagement Led to the Misuse of State Resources and Multiple Violations of State Laws (August 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. The California Department of Food and Agriculture (CDFA) should ensure that its audit office conducts biannual compliance audits for all district agricultural associations and that the office prioritizes auditing district agricultural associations on the watch program.	Department of Food and Agriculture	Partially Implemented
2. CDFA should consider exercising its authority to assume any or all rights, duties, and powers of the board of the association. If CDFA agrees to implement this recommendation, it should assume responsibility for implementing our recommendations to the association.	Department of Food and Agriculture	Fully Implemented
3. CDFA should provide district agricultural associations with timely notifications from the Department of Motor Vehicles' Employer Pull Notice Program and follow up to ensure that the district agricultural associations take appropriate action.	Department of Food and Agriculture	Partially Implemented
4. To the extent that its authority allows, the CDFA should oversee implementation of our recommendations to the District Agricultural Association (association).	Department of Food and Agriculture	Partially Implemented
5. The association should take appropriate disciplinary action against the CEO, the maintenance supervisor, and all other permanent and temporary employees who engaged in the improper governmental activities that we identified.	Department of Food and Agriculture	Pending
6. The association should recoup the money from the CEO, the deputy manager, and the maintenance supervisor for their inappropriate purchases.	Department of Food and Agriculture	Partially Implemented
7. The association should recoup the actual costs from the maintenance supervisor for his personal use of a state vehicle.	Department of Food and Agriculture	Pending

8. The association should recoup all travel expenses from employees and board members who exceeded the allowable travel reimbursement amounts for lodging and meals or who improperly traveled to banned states.	Department of Food and Agriculture	Pending
9. The association should develop appropriate controls for the propane tank, including securing access to the propane tank key. The association should consider installing a meter and creating, maintaining, and auditing a propane usage log.	Department of Food and Agriculture	Resolved
10. The association should train all staff who have purchasing authority on relevant state laws and CDFA and association accounting policies. This training should specifically focus on requiring the submission of itemized receipts and preventing inappropriate or illegal purchases.	Department of Food and Agriculture	Partially Implemented
11. The association should establish an appropriate segregation of duties between credit card holders and those who reconcile the credit card statements.	Department of Food and Agriculture	Partially Implemented
12. The association should formally adopt, train staff on, and follow the Fairs and Expositions branch's accounting procedures manual, as well as CDFA's Controlled Substances and Alcohol and Incompatible Activities policies.	Department of Food and Agriculture	Partially Implemented
13. The association should implement the State Administrative Manual sections pertaining to inventory control and vehicle usage.	Department of Food and Agriculture	Partially Implemented
14. The association should require employees and board members to submit travel expense claims for their travel expenses (except airfare and car rental) and ensure that future travel-related expenses and reimbursements adhere to all applicable state laws and the Governor's Executive Order B-06-11.	Department of Food and Agriculture	Partially Implemented

† As of December 31, 2019, the entity has not provided a response to the State Auditor or the State Auditor has not assessed the entity's response

Senate Budget & Fiscal Review Subcommittee 3 on Health and Human Services

Report Number 2017-117

Mental Health Services Act: The State Could Better Ensure the Effective Use of Mental Health Services Act Funding (February 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To effectively monitor Mental Health Services Act (MHSA) spending and provide guidance to the local mental health agencies, the Department of Health Care Services (DHCS) should publish its proposed regulations in the California Regulatory Notice Register by June 2018 and subsequently develop an MHSA fiscal reversion process to ensure that the State can reallocate any MHSA funds that local mental health agencies do not spend within the statutory reversion time frames to other local mental health agencies that are better positioned to use the funds to meet the MHSA's intent.	Department of Health Care Services	Pending
2. To effectively monitor MHSA spending and provide guidance to the local mental health agencies, DHCS should publish its proposed regulations in the California Regulatory Notice Register by June 2018 and subsequently clarify that the interest the local mental health agencies earn on unspent MHSA funds is subject to the same reversion requirements as the MHSA funds they receive.	Department of Health Care Services	Resolved
3. To effectively monitor MHSA spending and provide guidance to the local mental health agencies, DHCS should publish its proposed regulations in the California Regulatory Notice Register by June 2018 and subsequently establish and enforce an MHSA reserve level that will allow local mental health agencies to maintain sufficient funds to continue providing crucial mental health services in times of economic hardship, but that will not result in them holding reserves that are excessive. DHCS should also establish controls over local mental health agencies' deposits and withdrawals to their reserves.	Department of Health Care Services	Pending
4. DHCS should complete its analysis of the \$225 million fund balance in the Mental Health Services (MHS) Fund by May 1, 2018, to determine why this balance existed, whether there is any impact on funding to the local mental health agencies and, if so, distribute those funds accordingly. Further, it should establish a process to regularly scrutinize the MHS Fund to identify any excess fund balances and the reasons for such balances.	Department of Health Care Services	Fully Implemented
5. To ensure that it provides effective oversight of local mental health agencies' reporting of MHSA funds, DHCS should publish its proposed regulations in the California Regulatory Notice Register by June 2018. DHCS should then subsequently implement a process that will enable it to withhold MHSA funds from local mental health agencies that fail to submit their annual reports on time.	Department of Health Care Services	Pending
6. To ensure that it provides effective oversight of local mental health agencies' reporting of MHSA funds, DHCS should publish its proposed regulations in the California Regulatory Notice Register by June 2018. DHCS should then subsequently implement a process that will enable it to withhold MHSA funds from local mental health agencies that fail to submit their annual reports on time.	Department of Health Care Services	Pending
7. To ensure that local mental health agencies comply with their performance contracts and MHSA requirements, DHCS should establish a process for conducting comprehensive program reviews and begin conducting those reviews by July 2018.	Department of Health Care Services	Fully Implemented

8. To ensure that local mental health agencies are able to spend Innovation program funds in a timely manner, the Mental Health Services Oversight and Accountability Commission (Oversight Commission) should continue its efforts to help local mental health agencies understand the types of Innovation projects that the commissioners believe are appropriate. These efforts should include engagement and dialogue with local mental health agencies through Innovation events and forums about the types of innovative approaches that would meet the requirements of the MHSa. The Oversight Commission should use meetings of the Innovation subcommittee or a similar mechanism to evaluate the progress of its efforts to reduce unspent Innovation funds and the need for continued engagement and dialogue with local mental health agencies.	Mental Health Services Oversight and Accountability Commission	Fully Implemented
9. To ensure proper oversight and evaluation of outcomes for the Prevention and Innovation projects, the Oversight Commission should finalize its internal processes for reviewing and analyzing the program status reports no later than July 2018. Further, in order to fulfill its statutory responsibility to provide oversight and accountability for MHSa programs, the Oversight Commission should ensure that it launches all three data tools to track local mental health agencies' funding, services, and outcomes as it intends.	Mental Health Services Oversight and Accountability Commission	Fully Implemented
10. To ensure that the MHSa-funded triage grants are effective, the Oversight Commission should require that local mental health agencies uniformly report data on their uses of triage grants. It should also establish statewide metrics to evaluate the impact of triage grants by July 2018.	Mental Health Services Oversight and Accountability Commission	Pending
11. To strengthen its monitoring of MHSa projects and ensure that it spends MHSa funds appropriately, Alameda County Behavioral Health Care Services should develop and implement MHSa program monitoring guidelines to ensure that staff appropriately perform and document their monitoring activities.	Alameda County Behavioral Health Care Services	Fully Implemented

Report Number 2017-112

Homelessness in California: State Government and the Los Angeles Homeless Services Authority Need to Strengthen Their Efforts to Address Homelessness (April 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To better serve the needs of homeless Californians, and to provide statewide leadership to agencies at all levels for better coordination of efforts to address homelessness, the Legislature should enact legislation and include funding within the Budget Act of 2018 that will allow the Homeless Coordinating and Financing Council (state homeless council) to hire permanent staff, including the appointment of an executive director.	Legislature	Legislation Enacted
2. To better serve the needs of homeless Californians, and to provide statewide leadership to agencies at all levels for better coordination of efforts to address homelessness, the Legislature should enact legislation and include funding within the Budget Act of 2018 that will allow California's Continuum of Care (CoC) areas to obtain the state funding necessary to better implement U.S. Housing and Urban Development (HUD) recommended activities, including annually counting the unsheltered homeless population, improving efforts to raise nonfederal funding, and improving their coordination with other agencies; and to more fully meet HUD requirements, including implementation and administration of the Homeless Management Information System (HMIS) and coordinated entry systems.	Legislature	Legislation Enacted
3. The Legislature should require the state homeless council to develop and implement by April 1, 2019, a statewide strategic plan for addressing homelessness in California, including goals and objectives and timelines for achieving them, and metrics for measuring their achievements. Included among the goals and objectives should be the identification of additional funding sources that state and local agencies can use to better address California's homelessness issues.	Legislature	Legislation Introduced

4. The Legislature should require the state homeless council to implement steps by January 1, 2019, to assist CoC lead agencies in better implementing HUD-recommended activities including conducting annual counts of the unsheltered homeless population, raising nonfederal funding, and coordinating with other agencies.	Legislature	Legislation Introduced
5. The Legislature should require the state homeless council to implement steps by January 1, 2019, to assist CoC lead agencies in better meeting HUD requirements, including implementation of the HMIS and entry systems. The state homeless council should include among its considerations the establishment of a balance-of-state CoC area to help alleviate the administrative burdens imposed on CoC lead agencies, especially in rural areas.	Legislature	No Action Taken
6. To ensure the consistency and transparency of its processes, the Los Angeles Homeless Authority (Authority) should implement updated written policies and procedures by July 2018.	Los Angeles Homeless Services Authority	Fully Implemented
7. To ensure the consistency and transparency of its processes, the Authority should update its written policies and procedures regularly to reflect changes in its processes.	Los Angeles Homeless Services Authority	Fully Implemented
8. To ensure that its funding recommendations are effective, consistent, and transparent, the Authority should develop and implement a process by July 2018 to ensure that staff complete evaluation tools as intended.	Los Angeles Homeless Services Authority	Fully Implemented
9. To ensure that its funding recommendations are effective, consistent, and transparent, the Authority should develop and implement a process by July 2018 to document supervisory review of its application evaluation process and of meetings in which it discusses funding decisions.	Los Angeles Homeless Services Authority	Fully Implemented
10. To ensure that its funding recommendations are effective, consistent, and transparent, the Authority should include the previously mentioned changes to its processes in its updated written policies and procedures by July 2018.	Los Angeles Homeless Services Authority	Fully Implemented
11. To expand the number of service providers through targeted technical assistance, the Authority should evaluate the use of a document management system to support the application evaluation process and implement the appropriate system by December 2018.	Los Angeles Homeless Services Authority	Fully Implemented
12. To expand the number of service providers through targeted technical assistance, the Authority should evaluate the effectiveness of the selected system within 12 months after implementation.	Los Angeles Homeless Services Authority	Partially Implemented
13. To expand the number of service providers through targeted technical assistance, the Authority should develop and implement a process by December 2018 to track aggregate application evaluation data, including the common reasons applicants fail to qualify for funding, among other information.	Los Angeles Homeless Services Authority	Partially Implemented
14. To expand the number of service providers through targeted technical assistance, the Authority should track service areas in its database management system or by another mechanism to identify accurately the results of its application evaluation process, amounts awarded, amounts funded, and amounts disbursed by service area by July 2018.	Los Angeles Homeless Services Authority	Fully Implemented
15. To expand the number of service providers through targeted technical assistance, the Authority should track HUD awards, including renewal projects, by service area by July 2018.	Los Angeles Homeless Services Authority	Fully Implemented
16. To expand the number of service providers through targeted technical assistance, the Authority should track the reasons that service providers who attend the mandatory bidders conference do not apply for funding, and address any barriers by July 2018.	Los Angeles Homeless Services Authority	Fully Implemented
17. To expand the number of service providers through targeted technical assistance, the Authority should continue its efforts to develop and implement technical assistance programs for service providers, and track and analyze the results of that assistance by April 2019.	Los Angeles Homeless Services Authority	Pending

Report Number 2017-109**Skilled Nursing Facilities: Absent Effective State Oversight, Substandard Quality of Care Has Continued (May 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that the State supports and encourages skilled nursing facilities' (SNFs) efforts to improve their quality of care, the Legislature should modify the quality assurance fee by requiring SNFs to demonstrate quality-of-care improvements to receive all or some of their quality assurance fee payments. If SNFs do not demonstrate adequate quality-of-care improvements, DHCS should redistribute their quality assurance fee payments to those SNFs that have improved. In modifying this program, the Legislature should consider the best practices we identified and the feedback that DHCS receives from stakeholders.	Legislature	No Action Taken
2. To ensure that California Department of Public Health's (CDPH) oversight results in SNFs improving their quality of care, the Legislature should require Public Health to develop by November 2018 a proposal for legislative consideration that outlines the factors it will consider when approving or denying applications from SNFs of the same class based on each applicant's ability to provide quality patient care. This proposal should outline the specific criteria—including relevant quality-of-care metrics—that CDPH will consider and the specific thresholds at which higher-level management must approve decisions. CDPH should review its proposal with its stakeholders before forwarding it to the Legislature. The Legislature should codify CDPH's proposal as appropriate.	Legislature	No Action Taken
3. To ensure that CDPH's oversight results in SNFs improving their quality of care, the Legislature should require CDPH to conduct state and federal inspections concurrently by aligning federal and state timelines. Specifically, because federal inspections must occur no later than 15 months since the last federal inspection, the Legislature should require that state inspections occur every 30 months.	Legislature	No Action Taken
4. To ensure that CDPH's oversight results in SNFs improving their quality of care, the Legislature should require that CDPH increase citation penalty amounts annually by—at a minimum—the cost of inflation.	Legislature	Legislation Introduced
5. The Legislature should require SNFs to submit annually their related-parties' profit and loss statements to DHCS when total transactions exceed a specified monetary threshold. The purpose of these statements would be to assist DHCS in its audits.	Legislature	Legislation Enacted
6. To improve coordination and efficiency among the state agencies that oversee SNFs, the Legislature should require that Office of Statewide Health Planning and Development (OSHDP), CDPH, and DHCS collaborate to assess the information that each collects from SNFs and to develop a proposal by May 2019 for any legislative changes that would be necessary to increase the efficiency of their collection and use of the information. The agencies' goals should include the collection of information by only one agency and the development of a method to share that information with each other. By May 2020, the three agencies should report to the Legislature on the results of implementing their proposal, such as the efficiencies gained through their increased coordination.	Legislature	No Action Taken
7. To more effectively communicate with consumers about SNFs' financial conditions and quality of care, the Legislature should require a state entity—such as OSHDP, CDPH, or DHCS—to develop, implement, and maintain for consumers by May 2020 an online dashboard that includes at a minimum information about SNFs' net income and quality of care.	Legislature	No Action Taken

<p>8. As the Legislature considers changes to state law, CDPH should take the steps necessary to ensure that its oversight results in SNFs improving their quality of care by amending its application licensing reviews by developing a defined process that specifies how an analyst will determine whether an applicant has demonstrated its ability to comply with state and federal requirements. This process also needs to ensure that analysts conduct complete and standardized reviews of each nursing facility application within each class of facility. Specifically, these processes should clearly outline what factors analysts will consider when determining whether an applicant is in compliance, how analysts will weigh those factors for each class of facility, and what objective thresholds will prompt analysts to elevate applications for review and approval by higher-level management. Additionally, CDPH should document the additional factors higher-level management will consider if applications are elevated for their review to ensure that CDPH conducts standardized reviews of nursing facility applications of the same class. Finally, CDPH should develop processes ensuring that it documents its decisions adequately.</p>	<p>Department of Public Health</p>	<p>Pending</p>
<p>9. As the Legislature considers changes to state law, CDPH should take the steps necessary to ensure that its oversight results in SNFs improving their quality of care by ensuring that it issues citations in a timely manner, especially for immediate jeopardy deficiencies.</p>	<p>Department of Public Health</p>	<p>Pending</p>
<p>10. To ensure that it provides the public with nursing facility information that is accurate and comprehensible, OSHPD should update its regulations to do the following:</p> <ul style="list-style-type: none"> • Append additional schedules to the template for the annual cost report to enable SNFs to fully disclose related-party transactions. • Provide a single location in the annual cost report template for SNFs to enter related-party transaction amounts next to the amounts they are claiming for Medi-Cal reimbursement. • Create an additional schedule in the cost report template that depicts how a company is investing in quality-of-care improvements. 	<p>Office of Statewide Health Planning and Development</p>	<p>Pending</p>
<p>11. To improve the availability and transparency of information, CDPH should upload all inspection findings to Cal Health Find and review ownership data by May 2019.</p>	<p>Department of Public Health</p>	<p>Pending</p>
<p>12. DHCS should use current data to revise and update the peer groups it uses to set Medi-Cal rates. In doing so, it should take into consideration the consolidation of the nursing facility industry.</p>	<p>Department of Health Care Services</p>	<p>Pending</p>

Report Number 2017-124

San Diego County's Health and Human Services Agency: It Cannot Demonstrate That It Employs the Appropriate Number of Public Health Nurses to Efficiently Serve Its Residents (July 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. To better ensure and demonstrate that it efficiently meets public health needs of at-risk county residents, and that it employs the appropriate number of Public Health Nurses (PHN) in the right locations to address those needs, the San Diego County Health and Human Services Agency (Health Agency) should measure and assess PHN efficiency. Specifically, the Health Agency should direct the chief nursing officer to begin developing and implementing PHN efficiency measures by January 1, 2019. These measures could address such factors as caseload, case complexity, and overtime.</p>	<p>San Diego County Health and Human Services Agency</p>	<p>Pending</p>
<p>2. To better ensure that its PHNs are prepared for future public health emergencies, the Health Agency should distribute its surge plan to its PHNs and train them on its protocols.</p>	<p>San Diego County Health and Human Services Agency</p>	<p>Fully Implemented</p>

Report Number 2017-129**Department of Rehabilitation: Its Inadequate Guidance and Oversight of the Grant Process Led to Inconsistencies and Perceived Bias in Its Evaluations and Awards of Some Grants (July 2018)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To comply with federal and state requirements, and to ensure consistency and fairness in its grant process, the Department of Rehabilitation (Rehabilitation) should issue regulations describing its grant process from request for applications (RFA) development through appeals. It should submit its proposed regulations to the Office of Administrative Law no later than December 2018.	Department of Rehabilitation	Fully Implemented
2. To ensure that management and staff involved in the grant process are sufficiently informed about the process and their responsibilities, Rehabilitation should require these employees to attend a kickoff meeting before the development of each RFA in which participants discuss the key stages of the grant review process, each individual's roles and responsibilities, and requirements surrounding conflicts of interest and confidentiality. Further, it should record these discussions in meeting minutes to ensure that expectations of employees are clearly defined and documented.	Department of Rehabilitation	Pending
3. To comply with state laws and regulations and help ensure that staff involved in making governmental decisions during the grant process are impartial, Rehabilitation should ensure that they receive ethics training, which includes conflict-of-interest training, at least every two years.	Department of Rehabilitation	Partially Implemented
4. To help ensure that staff involved in the grant process adequately protect confidential information, Rehabilitation should develop confidentiality procedures for each grant. Further, it should ensure that staff involved in the grant process sign the conflict-of-interest and confidentiality forms before the development of the RFA for each grant.	Department of Rehabilitation	Pending
5. To ensure that it has received sufficient input and feedback from the disability community to inform the development of RFAs, Rehabilitation should solicit and document stakeholder input and feedback before and during the development of each RFA.	Department of Rehabilitation	Pending
6. To increase transparency and ensure that applicants have the information necessary to understand the grant process, Rehabilitation should include in its RFAs clear scoring criteria and descriptions of the evaluation, award, and appeals processes, including the process it will use to address applications that receive tied scores.	Department of Rehabilitation	Pending
7. To ensure that Rehabilitation maintains all relevant grant documentation and responds fully to requests for public records, it should immediately adhere to its records retention policy and save all grant-related documents, including email correspondence and attachments, to a centralized location.	Department of Rehabilitation	Pending
8. To avoid bias or the perception of bias, the Legislature should enact legislation that prohibits state agencies from selecting as an evaluator of grant applications a representative, former member, or former staff of any organization or person that is applying to receive grant funding from the state agency.	Legislature	Legislation Enacted
9. To ensure consistency and fairness in the evaluation process, Rehabilitation should make sure that it accepts only complete applications submitted before the deadline, unless otherwise specified in the RFA. If the RFA specifies a hard deadline and applicants submit incomplete applications, Rehabilitation should not accept any portions of the applications submitted after the deadline and should assess the penalty for incomplete applications specified in the RFA.	Department of Rehabilitation	Pending
10. To help ensure that evaluators adequately protect confidential information and that the evaluation process is fair, Rehabilitation should develop standardized evaluator training for confidentiality procedures and conflicts of interest, including a discussion of bias or the appearance of bias. Rehabilitation should also ensure that the candidates receive this training and sign conflict-of-interest and confidentiality forms before it selects evaluators. Further, it should prohibit program staff who participate in the development of an RFA from acting as evaluators for the applications Rehabilitation receives in response to that RFA.	Department of Rehabilitation	Pending

<p>11. To increase the transparency of its selection process and to ensure that it receives the most qualified evaluators possible, Rehabilitation should issue a public solicitation for evaluators for each grant that includes a description of essential and desirable qualifications.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>12. To ensure that evaluators have the information necessary to sufficiently and fairly assess and score applications, Rehabilitation should develop training by December 2018 that can be tailored to each grant and includes at minimum the following topics:</p> <ul style="list-style-type: none"> • The purpose and relevant regulatory requirements for the grant. • Instructions on how to score applications, including an applicant’s financial information, and direction that they must provide comments to support their scores. <p>Rehabilitation should provide this training to evaluators before allowing them to score applications.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>13. To ensure that it provides sufficient oversight of the grant process, Rehabilitation should ensure that the technical review teams its assigns to grants provide the director and chief deputy with a memorandum summarizing the evaluation process and the evaluators’ recommended grant awardees. Rehabilitation should also designate an individual responsible for reviewing and approving the memorandum and recommended awardees before it publishes its notice of intent to award.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>14. If it finds errors in an evaluation that merit restarting the grant process, rescoring of applications, or convening a new evaluation panel, Rehabilitation should resolve any issues before it begins the rescoring process. It should also notify applicants to ensure that they are aware of any changes to the process due to the errors. Further, it should consider promulgating regulations and amending its grant manual to permit staff to request evaluators to rescore applications or convene a new evaluation panel when it finds issues with an evaluation.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>15. To ensure that it consistently and thoroughly evaluates appeals, Rehabilitation should establish in state regulations and its grant manual that staff at the appropriate level of authority are to acknowledge all appeal requests, notify intended awardees that could be affected by the appeals, and inform the appellant of the qualifications of the review committee members. Staff at the appropriate level of authority must also notify all affected parties of the review committee’s final decision within the time frame Rehabilitation establishes in regulations.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>16. To ensure that Rehabilitation has appropriate oversight of its grant process and can sufficiently demonstrate that it followed the process, it should designate staff, separate from those involved in the respective grant process, to conduct a review of each grant process for procedural errors, evaluator prejudice, and whether evaluators supported their scores with evidence from the relevant applications before it awards grants.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>17. To comply with federal and state requirements, and to ensure consistency and fairness in its grant process, Rehabilitation should revise and formalize the policies and procedures in its grant manual to incorporate the rules adopted by regulation and to address the recommendations in this report. The grant manual should specify that any deviations from the required grant process must be for good cause and be documented.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>18. To ensure that it consistently and thoroughly evaluates appeals, Rehabilitation should establish in state regulations and its grant manual a process for the review committees to request additional information from appellants or program staff. To allow time for an adequate review of any additional information, Rehabilitation should consider extending the time for review committees to issue their decision on appeals from 30 days to 45 days.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>
<p>19. To ensure that it consistently and thoroughly evaluates appeals, Rehabilitation should establish in state regulations and its grant manual that to be able to rescore applications when necessary, the review committee members should be subject-matter experts or, if they are not subject-matter experts, the review committee should have the authority to recommend a new evaluation panel instead of rescoring applications itself when it identifies a reason to invalidate previous evaluations.</p>	<p>Department of Rehabilitation</p>	<p>Pending</p>

Report Number 2018-102***Tulare Local Healthcare District: Past Poor Decisions Contributed to the Closure of the Medical Center, and Licensing Issues May Delay Its Reopening (October 2018)***

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that the Tulare Local Health Care District (district) can demonstrate that its decisions for selecting contractors are justified and are in the best interest of the district's residents, by April 2019 the district should establish formal procedures designed to ensure that it follows a rigorous and appropriate evaluation and contract awarding process.	Tulare Local Healthcare District	No Action Taken
2. To ensure that the district pays only reasonable and appropriate contract administrative costs, before the district signs any future management contract, it should prepare estimates of the costs for all proposed contract terms related to compensation.	Tulare Local Healthcare District	No Action Taken
3. To ensure that it complies with state law, by April 2019 the district should update its policy related to conflicts of interest to include procedures requiring the district to obtain and maintain copies of all designated individuals' statements of economic interests at the medical center.	Tulare Local Healthcare District	Fully Implemented
4. To ensure that the district recovers funds inappropriately used to pay for work outside the district, it should immediately take steps to seek reimbursement from Healthcare Conglomerate Associates (HCCA) for payments the district made to HCCA for time the former Chief Financial Officers and other employees spent working at Southern Inyo Healthcare District.	Tulare Local Healthcare District	Resolved
5. To ensure that the district is able to reopen by mid-October 2018, it should continue to address requirements to reinstate its license and should arrange for CDPH to verify compliance with licensing operational requirements as soon as it has completed addressing the requirements to reopen.	Tulare Local Healthcare District	Resolved
6. To ensure that the district budgets for all costs necessary to reopen, it should immediately include in its budget the costs to pay pre-petition debt for vendors with whom it must reestablish relationships before it can resume operations.	Tulare Local Healthcare District	Pending
7. To ensure that the district is able to obtain the supplies and purchased services necessary to reopen the medical center, the district should continue its efforts toward reestablishing relationships with vendors so that it can reopen the medical center by mid-October 2018.	Tulare Local Healthcare District	Resolved
8. To ensure that it uses bond proceeds for allowable purposes and improves its consistency and accountability in processing payments from bond proceeds, by April 2019 the district should formalize and document policies and procedures for verifying that it uses bond proceeds for allowable purposes and for approving expenditures paid from general obligation bond proceeds.	Tulare Local Healthcare District	Partially Implemented
9. To ensure that it maintains adequate oversight of expenditures from any future bond proceeds, by April 2019 the district should establish a formal policy to include, as part of the charter for any future bond oversight committee, a requirement that the committee review bond expenditures quarterly at a minimum. The policy should also require the committee to report the results of its reviews to the board quarterly.	Tulare Local Healthcare District	Fully Implemented
10. To ensure that any future bond oversight committee meets specified reporting requirements, by April 2019 the district should establish a written process to periodically monitor committee compliance with reporting requirements.	Tulare Local Healthcare District	Fully Implemented
11. To increase the effectiveness of its monitoring to ensure that bond proceeds are used only for the purposes that the voters intended, by April 2019 the district should establish and follow a written process to document the steps it will take to address findings and recommendations identified in any future external audits of the bond proceeds.	Tulare Local Healthcare District	Fully Implemented
12. To ensure that it can demonstrate that invoices it pays are for contracted services, by April 2019 the district should update its contract management policy to include a requirement to retain a copy of all contracts similar to the State's requirement of seven years.	Tulare Local Healthcare District	Fully Implemented

Report Number 2018-603

Department of Health Care Services: It Paid Billions in Questionable Medi-Cal Premiums and Claims Because It Failed to Follow Up on Eligibility Discrepancies (October 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that DHCS adequately monitors the counties' resolution of system discrepancies, the Legislature should require DHCS to report publicly on counties' compliance with the performance standards set forth in state law, as well as DHCS' actions taken in response to counties not complying with the standards.	Legislature	No Action Taken
To recover inappropriately spent funds, prevent future erroneous payments, and ensure eligible individuals' access to care, DHCS should resolve the discrepancies we identified and recover erroneous payments where allowable by June 30, 2019.	Department of Health Care Services	Pending
3. To prevent future erroneous payments, DHCS should implement procedures by December 31, 2018, to ensure the timely resolution of system discrepancies. These procedures should include DHCS regularly following up on recurring, unresolved system discrepancies with the responsible county.	Department of Health Care Services	Pending
4. To prevent future erroneous payments, DHCS should establish procedures by December 31, 2018, that define when it will use its authority as defined in state law to sanction unresponsive counties that do not remedy known discrepancies.	Department of Health Care Services	Pending
5. To assist counties in addressing discrepancies, DHCS should find a cost-effective method to provide its exception reports in an electronic format readable by common database and spreadsheet software products that would allow users to sort and filter the data readily by December 31, 2018.	Department of Health Care Services	Pending
6. To assist counties in addressing discrepancies, DHCS should reevaluate and update its guidance to the counties related to prioritizing Medi-Cal Eligibility Data System alerts by December 31, 2018.	Department of Health Care Services	Pending

Report Number 2018-116

San Diego's Hepatitis A Outbreak: By Acting More Quickly, the County and City of San Diego Might Have Reduced the Spread of the Disease (December 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To better ensure that local health officers can promptly respond to disease outbreaks, the Legislature should clarify existing state law to specify that the local health officer for each geographic jurisdiction may issue directives to other governmental entities within that jurisdiction to take action as the officer deems necessary to control the spread of communicable diseases.	Legislature	Legislation Enacted
2. To ensure that each local public entity has the information necessary to adequately respond and protect the public health of its residents during disease outbreaks, the Legislature should enact legislation requiring local health officers to promptly notify and update local public entities within the health officers' jurisdictions about communicable disease outbreaks that affect them. The legislation should also require health officers to make available relevant information to these local public entities, including the locations of concentrations of cases, the number of residents affected, and the measures that the local public entities should take to assist with outbreak response efforts.	Legislature	Legislation Enacted

3. To prevent delays when responding to future communicable disease outbreaks, San Diego County (county) should ensure that in the event of an outbreak, its response plans include the following critical elements: specific and achievable objectives, time frames by which it expects to achieve these objectives, and the resources necessary to achieve its objectives within the planned time frames. Furthermore, the county should update its emergency operations plan and other planning documents to reflect these changes by April 30, 2019.	San Diego County	Fully Implemented
4. To better ensure effective collaboration and cooperation with other local jurisdictions, the county should finalize its draft policy that requires it to respond to future outbreaks by promptly convening policy groups that include representatives from relevant local jurisdictions. Furthermore, to facilitate improved communication with and participation from jurisdictions potentially affected by disease outbreaks, the county should promptly share relevant data with each jurisdiction.	San Diego County	Fully Implemented
5. To ensure that it takes appropriate action to protect the public health of the residents of the city of San Diego (city), the county should enter into an agreement—such as a memorandum of understanding—with the city or should negotiate revisions in its contract with the city by March 31, 2019, to clarify each entity's roles and responsibilities over public health matters, and to include city leadership in coordinating response efforts when public health matters, such as disease outbreaks, affect the city's residents.	San Diego County	Fully Implemented
6. To ensure that the city is sufficiently aware of future disease outbreaks and other public health concerns that affect its residents and that it can take appropriate action to protect the public health of its residents, the city should enter into an agreement—such as a memorandum of understanding—with the county or should negotiate revisions in its contract with the county by March 31, 2019, to clarify each entity's roles and responsibilities over public health matters, and to include city leadership in coordinating response efforts when public health matters, such as disease outbreaks, affect the city's residents.	City of San Diego	Fully Implemented
7. To identify and address any unresolved issues that may have contributed to delays in implementing sanitation measures before the county health officer's September 2017 declaration of a local health emergency, the city should, by March 31, 2019, examine its actions related to the hepatitis A outbreak before the emergency declaration, identify any such issues, and use the results of that examination to develop a corrective action plan to address them.	City of San Diego	Resolved
8. To better enable other jurisdictions to more promptly respond to future hepatitis A outbreaks, CDPH should amend its Hepatitis A Outbreak Response Plan by February 28, 2019, to recommend that the jurisdictions set vaccination targets as soon as possible, establish dates by when they expect to achieve those targets, and determine the quantities of resources necessary to administer the vaccinations by those dates.	Department of Public Health	Fully Implemented
9. To further clarify the authority of local health officers, CDPH should finalize and issue its medical powers guide by April 30, 2019, and revise it to describe to the greatest extent possible the types of actions that local health officers can take within their jurisdictions to prevent or contain the spread of infectious disease.	Department of Public Health	Fully Implemented

Report Number 2018-114

Disabled Veteran Business Enterprise Program: The Departments of General Services and Veterans Affairs Have Failed to Maximize Participation and to Accurately Measure Program Success (February 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
27. To ensure that Disabled Veteran Business Enterprise (DVBE) participation data are reported accurately and consistently, CDPH should implement or strengthen a review process to ensure that DVBE participation amounts entered into its data systems or the Financial Information System for California are accurate. This review process should include verification, on a sample basis, of the amounts awarded to, and the certification status of, the DVBE contractor or subcontractor for high-value contracts that include DVBE participation.	Department of Public Health	Fully Implemented

Report Number 2018-111

Department of Health Care Services: Millions of Children in Medi-Cal Are Not Receiving Preventive Health Services (March 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To improve children’s access to preventive health services, the Legislature should amend state law to direct DHCS to modify its criteria for evaluating plans’ alternative access standards requests to include not only whether plans’ efforts were reasonable but also whether the resulting times and distances are reasonable to expect a Medi-Cal beneficiary to travel.	Legislature	Legislation Enacted
2. To improve children’s access to preventive health services, the Legislature should amend state law to require any plan unable to meet the criteria for time and distance access standards to allow its affected members to obtain services outside of the plan’s network.	Legislature	No Action Taken
3. To improve children’s access to preventive health services, the Legislature should amend state law to direct DHCS to require plans to inform members allowed to obtain services outside of the plan’s network that they may do so.	Legislature	No Action Taken
4. To improve children’s access to preventive health services, the Legislature should amend state law to require plans unable to meet the criteria for time and distance access standards to assist members in locating a suitable out-of-network provider.	Legislature	No Action Taken
5. To improve the health of California’s children, the Legislature should direct DHCS to implement financial incentives, such as a pay-for-performance program, designed to help ensure that plans are more consistently providing preventive services to children in Medi-Cal. To the extent DHCS can demonstrate that additional funding is necessary to operate such a program, the Legislature should increase funding specifically for that purpose.	Legislature	Legislation Proposed But Not Enacted
6. To increase access to preventive health services for children in areas where they are needed most, DHCS should identify by September 2019 where more providers who see children are needed and propose to the Legislature funding increases to recruit more providers in these areas.	Department of Health Care Services	Will Not Implement
7. To ensure that children in Medi-Cal have access to all of the preventive services for which they are eligible, DHCS should modify by May 2019 its contracts to make it clear to plans and providers that they are required to provide services according to Bright Futures.	Department of Health Care Services	Partially Implemented
8. To ensure that eligible children and their families know about all the preventive services they are entitled to through Medi-Cal, DHCS should include by May 2019 clearer and more comprehensive information about those services in its written materials and by September 2019 ensure annual follow-up with any children and their families who have not used those services.	Department of Health Care Services	Pending
9. To improve access and utilization rates, DHCS should establish by March 2020 performance measures that cover Bright Futures services through well-child visits for all age groups, and require plans to track and report the utilization rates on those measures.	Department of Health Care Services	Pending
10. To ensure that health plans and providers are adequately delivering children’s preventive services, DHCS should implement by September 2019 audit procedures through its annual medical audits that address the delivery of EPSDT services to all eligible children for all plans annually.	Department of Health Care Services	Partially Implemented
11. To ensure that plans address underutilization of children’s preventive services, DHCS should require plans by September 2019 to use their utilization management programs to identify barriers to usage specifically for these services and hold the plans accountable to address the barriers they identify.	Department of Health Care Services	Pending
12. To better ensure the accuracy of its data and ensure that California receives all available federal Medicaid funding, DHCS should require its external quality review organization (EQRO) to perform its encounter data validation studies annually using the most recent set of data available, and it should implement recommendations from its EQRO studies.	Department of Health Care Services	Pending

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13. To ensure that plan provider directories are accurate, by September 2019 DHCS should begin using a 95 percent confidence level and not more than a 10 percent margin of error on its statistical sampling tool and should require at least 95 percent accuracy before approving a plan's provider directory. In addition, DHCS should ensure that its staff adhere to its policy to retain all documentation related to its review of provider directories for at least three years.	Department of Health Care Services	Pending
14. To mitigate health disparities for children of differing ethnic backgrounds and language needs, DHCS should revise by September 2019 the methodology for its EQRO's health disparity study to enable it to better make demographic comparisons, and it should use the findings to drive targeted interventions within plan service areas. It should publish this study annually.	Department of Health Care Services	Partially Implemented
15. To ensure that plans are effectively mitigating child health disparities in their service area, DHCS should implement by September 2019 a policy to require the plans to take action on the most significant findings cited in their group needs assessment reports, and to regularly follow up with the plans to ensure they have addressed the findings.	Department of Health Care Services	Pending
16. To help increase utilization rates, DHCS should begin by September 2019 to monitor and identify effective incentive programs at the plan level and share the results with all plans.	Department of Health Care Services	Pending
17. To improve the usefulness of its Plan-Do-Study-Act process, DHCS should implement by September 2019 a process to share the results of successful strategies with all plans and require plans to share these results with providers who could benefit from them.	Department of Health Care Services	Pending
18. To improve its ability to ensure that children are receiving recommended preventive health services, DHCS should create by September 2019 an action plan to annually address the EQRO's recommendations relating to children's preventive services, including recommendations left unaddressed from the previous two years' reports.	Department of Health Care Services	Pending
19. To maximize the benefits of the studies it commissions from its EQRO, DHCS should ensure that by September 2019 the EQRO's annual reports include an assessment of the actions plans have taken to address the EQRO's prior-year recommendations.	Department of Health Care Services	Pending

Report Number 2018-115

Department of Health Care Services: Although Its Oversight of Managed Care Health Plans Is Generally Sufficient, It Needs to Ensure That Their Administrative Expenses Are Reasonable and Necessary (April 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To help identify successful improvement projects, by September 2019 DHCS should require health plans to annually report the results of those projects they plan to continue or expand to other locations.	Department of Health Care Services	Partially Implemented
2. Using the annual reports of successful improvement projects health plans plan to continue or expand to other locations, by December 2019 DHCS should compile a list of successful improvement projects to share with other health plans on a periodic basis, but at least annually.	Department of Health Care Services	Pending
3. To ensure that DHCS consistently identifies health plans that do not have required processes to detect and prevent fraud, it should immediately reevaluate its audit program for medical audits and revise it as necessary to ensure that staff follow the audit procedures regarding fraud and abuse programs.	Department of Health Care Services	Fully Implemented
4. By September 2019, and periodically thereafter, DHCS should conduct another risk assessment and ensure that it includes a comprehensive evaluation of which contract areas—including conflicts of interest—it should focus on in its annual medical audits.	Department of Health Care Services	Pending
5. Going forward, DHCS should conduct a comprehensive risk assessment and ensure that it reviews health plans' conflict-of-interest controls at least once every three years.	Department of Health Care Services	Pending
6. DHCS should develop and issue an All-Plan letter or other binding guidance by March 2020 to the health plans that specifically defines what constitutes reasonable and necessary administrative expenses.	Department of Health Care Services	Pending
7. DHCS should provide guidance to health plans on what is a reasonable bonus program. In doing so, DHCS should perform the necessary oversight to ensure health plans comply with this direction.	Department of Health Care Services	Will Not Implement

Report Number I2019-2

Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision (April 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
27. The California Department of Social Services (DSS) should require that the supervisor retake supervisory training regarding managing employee performance and the importance of following the State's progressive discipline process.	Department of Social Services	Fully Implemented
28. Within the guidelines of the relevant bargaining unit agreement, DSS should place appropriate documentation in the office technician's personnel or supervisory file to demonstrate that he failed to complete his work and wasted state time in the event that he returns to his job at DSS.	Department of Social Services	Fully Implemented

Report Number I2019-3

Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Travel Payments, Improper Promotion and Hiring Practices, and Misuse of State Resources (May 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
9. The Department of State Hospitals (State Hospitals) should thoroughly and appropriately evaluate the administrator's position and duties to determine the headquarters location that will best meet State Hospitals' business needs. It should also ensure that a valid telecommute agreement is on file.	Department of State Hospitals	Fully Implemented
10. State Hospitals should provide training to hiring managers and human resources staff to ensure that they follow proper procedures for determining work location assignments and for clearly indicating those locations in recruiting and job announcements.	Department of State Hospitals	Fully Implemented
11. State Hospitals should provide training to travel unit staff responsible for auditing travel expense claims to recognize travel patterns that may indicate improper and excessive travel expense claims.	Department of State Hospitals	Fully Implemented
12. State Hospitals should provide detailed and comprehensive instructions to managers, supervisors, and employees to ensure that they adhere to State Hospitals' telecommute policy requirements and limitations.	Department of State Hospitals	Fully Implemented

Report Number 2018-126

Los Angeles County Department of Children and Family Services: It Has Not Adequately Ensured the Health and Safety of All Children in Its Care (May 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it protects children by completing investigations, assessments, home inspections, and background checks in a timely manner, by November 2019 the Los Angeles Department of Children and Family Services (department) should require staff and supervisors to utilize tracking reports and email alerts to identify investigations and Structured Decision Making (SDM) assessments not completed on time.	Los Angeles County Department of Children and Family Services	Partially Implemented
2. To ensure that it protects children by completing investigations, assessments, home inspections, and background checks in a timely manner, by November 2019 the department should establish thresholds for the number of days that will trigger follow-up from the department's various levels of management.	Los Angeles County Department of Children and Family Services	Fully Implemented

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3. To ensure that it protects children by completing investigations, assessments, home inspections, and background checks in a timely manner, by November 2019 the department should implement a tracking mechanism to monitor and follow-up on uncompleted or undocumented initial home inspections and background checks.	Los Angeles County Department of Children and Family Services	Pending
4. To ensure that it protects children by completing investigations, assessments, home inspections, and background checks in a timely manner, by November 2019 the department should implement a tracking mechanism to monitor live scan criminal record checks.	Los Angeles County Department of Children and Family Services	Pending
5. To ensure that it protects children by completing investigations, assessments, home inspections, and background checks in a timely manner, by November 2019 the department should conduct annual reviews of community organizations that perform home environment assessments to ensure that they complete these assessments on schedule.	Los Angeles County Department of Children and Family Services	Fully Implemented
6. To ensure that its staff appropriately use SDM assessments to identify safety threats and risks, the department should incorporate SDM instructions into its policies and procedures by July 2019 and provide mandatory annual SDM training for applicable staff, supervisors, and other members of management by May 2020.	Los Angeles County Department of Children and Family Services	Partially Implemented
7. To ensure that supervisors review investigations, assessments, and other documentation on time, the department should, by November 2019, specify time frames by which each type of document should be reviewed. In doing so, the department should acknowledge the particular urgency of reviewing safety assessments and related safety plans, which are key to determining whether to leave a child in the home.	Los Angeles County Department of Children and Family Services	Fully Implemented
8. To improve the accuracy of its assessments, the department should require supervisors to regularly review and evaluate assessments against available evidence and observations. It should implement this process by July 2019.	Los Angeles County Department of Children and Family Services	Fully Implemented
9. To improve the quality of supervisors' reviews and to allow it to hold supervisors accountable, the department should, by May 2020, reduce the number of social workers assigned to each supervisor to at least the ratio specified in its union contract.	Los Angeles County Department of Children and Family Services	Pending
10. To strengthen and improve its quality control processes, by November 2019 the department should follow through on its plan to create a quality improvement division and increase the number of cases it regularly reviews.	Los Angeles County Department of Children and Family Services	Pending
11. To strengthen and improve its quality control processes, by November 2019 the department should enhance the focus of its case reviews to not only include a review of particular case outcomes, but to also determine whether critical assessments are accurate and thorough.	Los Angeles County Department of Children and Family Services	Pending
12. To strengthen and improve its quality control processes, by November 2019 the department should broaden its case reviews to include an evaluation of the quality of supervisor reviews.	Los Angeles County Department of Children and Family Services	Pending
13. To strengthen and improve its quality control processes, by November 2019 the department should establish a mechanism to identify and address case management problems that are prevalent and persistent among social workers, supervisors and regional offices.	Los Angeles County Department of Children and Family Services	Pending
14. To strengthen and improve its quality control processes, by November 2019 the department should implement a tracking system to monitor the implementation and results of recommendations resulting from child-death reviews.	Los Angeles County Department of Children and Family Services	Pending

Report Number 2018-122

Department of Health Care Services: It Has Not Ensured That Medi-Cal Beneficiaries in Some Rural Counties Have Reasonable Access to Care (August 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that beneficiaries in Regional Model counties have adequate access to care, DHCS should identify by August 2020 the locations requiring additional providers and the types of providers required. It should also develop strategies for recruiting and retaining providers in those locations. If it requires additional funding to complete this assessment or to implement actions to address its findings, DHCS should determine the amounts it needs and request that funding from the Legislature.	Department of Health Care Services	Will Not Implement
2. To obtain assurance that health plans throughout the State exhaust all of their reasonable options to meet the access requirements before requesting alternative access standards, DHCS should immediately develop written guidance that specifies the conditions under which staff should approve, deny, or contact health plans for clarification regarding their alternative access standard requests.	Department of Health Care Services	Pending
3. To obtain assurance that health plans throughout the State exhaust all of their reasonable options to meet the access requirements before requesting alternative access standards, DHCS should immediately determine a specific minimum number of providers that health plans must attempt to contract with before requesting an alternative access standard.	Department of Health Care Services	Pending
4. To obtain assurance that health plans throughout the State exhaust all of their reasonable options to meet the access requirements before requesting alternative access standards, DHCS should immediately require health plans to report on their attempts to contract with providers when submitting their alternative access standard requests, including providing evidence of their efforts, such as the contact information for each provider with which they have attempted to contract.	Department of Health Care Services	Partially Implemented
5. To obtain assurance that health plans throughout the State exhaust all of their reasonable options to meet the access requirements before requesting alternative access standards, DHCS should immediately establish a process for periodically verifying the health plans' efforts, such as contacting a sample of the listed providers and determining whether the plans attempted to contract with them.	Department of Health Care Services	Fully Implemented
6. To obtain assurance that health plans throughout the State exhaust all of their reasonable options to meet the access requirements before requesting alternative access standards, DHCS should immediately require health plans to authorize out-of-network care if they do not demonstrate they have exhausted all of their reasonable options to meet the access requirements, unless the health plans can demonstrate that closer providers are demanding unreasonably high rates or have documented deficiencies in quality of care.	Department of Health Care Services	Will Not Implement
7. To ensure that it promptly and sufficiently notifies counties and other stakeholders about health plans' quality of care deficiencies, DHCS should immediately post its medical audit reports to its website within one month after it issues the reports to the health plans.	Department of Health Care Services	Fully Implemented
8. To ensure that it promptly and sufficiently notifies counties and other stakeholders about health plans' quality of care deficiencies, DHCS should immediately include information about its recently published medical audit reports and other monitoring efforts in its communication with counties and other stakeholders on its mailing list.	Department of Health Care Services	Fully Implemented
9. To ensure that it promptly and sufficiently notifies counties and other stakeholders about health plans' quality of care deficiencies, DHCS should immediately ensure that relevant county officials are included on its mailing list.	Department of Health Care Services	Fully Implemented
10. To ensure that all counties are aware of the managed care model options available to them and of the steps necessary to implement those models, DHCS should provide by December 2019 information to all counties that clearly defines each managed care model and the steps and legal requirements needed to establish each model.	Department of Health Care Services	Partially Implemented

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11. To ensure that it makes informed decisions regarding the extension or renewal of its contracts with managed care health plans, DHCS should immediately begin the practice of requesting annual feedback from the counties that the health plans serve and of using that feedback in its decision-making process.	Department of Health Care Services	Pending
12. To ensure that beneficiaries in the Regional Model counties have reasonable access to care, DHCS should determine by June 2020 the specific causes of Anthem's and Health & Wellness's inability to provide reasonable access to care in the Regional Model counties.	Department of Health Care Services	Pending
13. To ensure that beneficiaries in the Regional Model counties have reasonable access to care, DHCS should evaluate by June 2020 whether the structural characteristics of a county organized health system (COHS) Model would be better suited to providing reasonable access to care in the Regional Model counties and notify the counties whether a COHS would improve beneficiaries' access to care. If some or all of these counties desire to transition to a COHS, DHCS should assist them in making that change after their current contracts expire.	Department of Health Care Services	Will Not Implement
14. To ensure that beneficiaries in the Regional Model counties have reasonable access to care, DHCS should evaluate by June 2020 whether it has the financial resources to provide assistance to counties interested in establishing a COHS or other managed care model after the current Regional Model contracts expire. If DHCS does not have the required financial resources, it should seek an appropriate amount of funding from the Legislature.	Department of Health Care Services	Will Not Implement
15. To ensure that beneficiaries in the Regional Model counties have reasonable access to care, DHCS should provide these counties by June 2020 with reasonable opportunities to decide whether to change their managed care models after the expiration of the Regional Model health plan contracts. DHCS should provide counties that choose to do so sufficient time to establish their new models. DHCS should also include language in its 2020 request for proposal (RFP) to allow Regional Model counties that can demonstrate their ability to implement a COHS Model in their county by 2023 to opt out of the RFP process.	Department of Health Care Services	Will Not Implement

Report Number 2018-124

Gold Coast Health Plan: Its Reimbursements to Pharmacies Are Reasonable, but Its Pharmacy Benefits Manager Did Not Always Process Claims Correctly (August 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that the public clearly understands the Ventura County Medi-Cal Managed Care Commission's (commission) decisions, the commission should report its reasoning for awarding contracts with adequate detail or the legal basis, if any, for choosing not to do so.	Gold Coast Health Plan	Pending
2. To ensure that it addresses any significant performance issues by its contractors in a timely manner, Gold Coast Health Plan (Gold Coast) should establish a process to immediately require contractors to take necessary corrective action to resolve such issues and ensure that they do not recur. This process should include deadlines for implementing the corrective action and the steps Gold Coast must take to ensure that the contractor has implemented the action as directed.	Gold Coast Health Plan	Pending

Senate Budget & Fiscal Review Subcommittee 4 on State Administration and General Government

Report Number 2018-037

California Department of Housing and Community Development: Its Oversight of Housing Bond Funds Remains Inconsistent (September 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. Given the California Department of Housing and Community Development's (HCD) long-standing history of inadequate monitoring for some of its programs and the additional funds HCD could receive for CalHome under the November 2018 ballot measure, the Legislature should require HCD to disclose information about such monitoring in its annual report, which it should submit to the Assembly Committee on Housing and Community Development and the Senate Committee on Transportation and Housing. The report should identify all of the awards that HCD monitors for the CalHome and BEGIN programs and should include performance metrics such as the amount of funds awarded but not disbursed to recipients and therefore not issued to potential homeowners. The Legislature should also require HCD to disclose in its annual report—at a minimum—the following information for all awards that HCD is responsible for monitoring in the CalHome and Building Equity and Growth in Neighborhoods (BEGIN) programs:</p> <ul style="list-style-type: none"> • The amount of the original awards to recipients, the portions not yet disbursed to recipients, and an estimate of how many individuals could benefit from the remaining balance. • Any extensions HCD granted to the standard agreement and the number of and reason for those extensions. • The total balance of all recipients' CalHome and BEGIN reuse accounts, detailing the loan repayments recipients are required to reissue for program purposes and an estimate of how many households could benefit from the balance. • A section describing HCD's monitoring efforts, including the collection of performance reports and the results of the risk assessments and on-site monitoring. 	Legislature	Legislation Proposed But Not Enacted
<p>2. The Legislature should require the Business, Consumer Services and Housing Agency to monitor HCD's efforts and to submit a report annually to the Legislature demonstrating that HCD is continuing to implement our recommendations.</p>	Legislature	Legislation Proposed But Not Enacted
<p>3. To ensure that it appropriately monitors CalHome as required by statute, regulation, and program guidelines, HCD should, by January 1, 2019, develop an annual plan for its CalHome on-site visits, which should be based on its risk assessments. The risk assessments should consider, among other things, which recipients have not submitted required performance reports.</p>	Department of Housing and Community Development	Fully Implemented
<p>4. To ensure that it appropriately monitors CalHome as required by statute, regulation, and program guidelines, HCD should perform the on-site visits it proposes in its annual plan.</p>	Department of Housing and Community Development	Fully Implemented
<p>5. To ensure that it appropriately monitors CalHome as required by statute, regulation, and program guidelines, HCD should immediately collect all required reports and follow up with recipients to obtain missing reports. Staff should withhold fund disbursements from recipients that have not submitted required reports. If the submitted reports reveal a problematic trend, such as a recipient not disbursing funds, HCD should take appropriate corrective action with the recipient.</p>	Department of Housing and Community Development	Pending
<p>6. To ensure that it appropriately monitors CalHome as required by statute, regulation, and program guidelines, HCD should immediately stop providing extensions to standard agreements to recipients if those extensions would cause HCD to not spend the full award within the 36-month term and therefore violate its regulations.</p>	Department of Housing and Community Development	Fully Implemented

7. To ensure that HCD appropriately monitors BEGIN as required by statute, regulations, and program guidelines, HCD should immediately collect and review all required reports, and it should follow up with recipients to obtain any missing reports. If the reports reveal a problematic trend, such as a recipient not disbursing funds, HCD should take appropriate corrective action with the recipient.	Department of Housing and Community Development	Fully Implemented
8. To ensure that the IIG program award funds benefit the target population, HCD should develop and use a tool by December 1, 2018, to track which awards are monitored by local jurisdictions or by other HCD programs and which are not monitored at all. HCD should then immediately obtain monitoring reports from the local jurisdictions and other HCD programs to verify monitoring and review the results of such monitoring. HCD should follow up on any noted deficiencies. Further, HCD should, by January 1, 2019, develop a plan to perform on-site visits for those recipients that do not receive adequate monitoring from another source, and it should perform the planned on-site monitoring.	Department of Housing and Community Development	Pending
9. To ensure that single-family farmworker housing program recipients continue to qualify for housing, HCD should implement policies and procedures by December 1, 2018, to ensure that the information the recipients provide in the self-certification letters is accurate and complete by requiring that they include documentation as proof. HCD should also follow up to ensure that it receives responses to its annual compliance letters from all recipients.	Department of Housing and Community Development	Fully Implemented
10. To ensure that it maximizes the benefit of the funds it has invested in the Consolidated Automated Program Enterprise System's (CAPES) development and to support its ongoing efforts to improve CAPES's usability, HCD should, by January 1, 2019, perform an assessment of those programs that do not fully use CAPES.	Department of Housing and Community Development	Fully Implemented
11. To ensure that it maximizes the benefit of the funds it has invested in CAPES's development and to support its ongoing efforts to improve CAPES's usability, HCD should, by January 1, 2019, determine to what extent the programs could be using CAPES at its current level of development to capture information.	Department of Housing and Community Development	Pending
12. To ensure that it maximizes the benefit of the funds it has invested in CAPES's development and to support its ongoing efforts to improve CAPES's usability, HCD should, by January 1, 2019, formally direct staff working on those programs to enter data into CAPES and then use those data to manage the contracts and staff workloads associated with the programs.	Department of Housing and Community Development	Fully Implemented
13. To ensure that it maximizes the benefit of the funds it has invested in CAPES's development and to support its ongoing efforts to improve CAPES's usability, HCD should, by January 1, 2019, develop a remediation plan to augment CAPES in the specific ways required by any HCD programs that are currently unable to use the system for their operational needs. Concurrent with the remediation plan, HCD should develop realistic project management plans, including project milestones, for completing the necessary system upgrades.	Department of Housing and Community Development	Fully Implemented
14. To ensure that it maximizes the benefit of the funds it has invested in CAPES's development and to support its ongoing efforts to improve CAPES's usability, HCD should, by January 1, 2019, develop a documented process to ensure that all data in CAPES are accurate and complete. This process should include all phases of contract management, including monitoring. HCD should implement a routine periodic review of this process and update the process as necessary.	Department of Housing and Community Development	Pending
15. In conjunction with the planning efforts outlined above and to ensure that it can most efficiently manage its limited resources related to information, HCD should develop a cost-benefit analysis by March 1, 2019, that addresses the costs of continuing to maintain and enhance CAPES in the long term versus the acquisition and maintenance costs of an off-the-shelf database product. At a minimum, it should include the following: <ul style="list-style-type: none"> • All costs associated with CAPES's enhancement, support, and future maintenance. • A documented methodology, including all assumptions, and thorough documentation of the sources for the underlying data. 	Department of Housing and Community Development	Fully Implemented

<p>16. To ensure that it is able to meet its administrative monitoring obligations and that it uses housing bond funds in compliance with state law, regulations, and program guidelines, HCD should develop a long-term plan by January 1, 2019, for how it will avoid exceeding the administrative cost limits of those programs in the most immediate danger of overage and for how it will address instances when it has exceeded administrative cost limits. The plan should identify the programs at risk of exceeding the limit; the actions HCD will take for each program to gain efficiencies; its plan for moving staff between programs; a request for more money or legislative changes such as modifying the statutory limit on administrative spending, if necessary; and an evaluation of the consequences of not fulfilling its monitoring obligations.</p>	<p>Department of Housing and Community Development</p>	<p>Pending</p>
<p>17. To ensure that it complies with state law, prudently uses administrative funding, and promotes transparency, HCD should obtain a legal opinion on whether it can use CalHome funding to monitor BEGIN awards. If it cannot, it should cease doing so.</p>	<p>Department of Housing and Community Development</p>	<p>Fully Implemented</p>
<p>18. To ensure that it complies with state law, prudently uses administrative funding, and promotes transparency, HCD should calculate and retain only funds equal to its actual administrative costs in instances when it does not disburse awarded funds to a recipient and subsequently grants the funds to another recipient.</p>	<p>Department of Housing and Community Development</p>	<p>Pending</p>
<p>19. To ensure that it does not exceed administrative cost restrictions and that it maximizes the funds intended to address target populations' housing needs, HCD should estimate when it will run out of administrative funds for any specific program, document its projection methodology, and provide underlying data and support for its estimates. The projections should include, but not be limited to, actual staff time spent on the program, the number of awards being monitored, and the length of monitoring. Staff should provide these projections and methodologies to management for review and approval by December 1, 2018, and then at least biannually thereafter.</p>	<p>Department of Housing and Community Development</p>	<p>Pending</p>

Report Number 2018-112

California Department of Veterans Affairs and Department of General Services: The Departments' Mismanagement of the Veterans Home Properties Has Not Served the Veterans' Best Interests and Has Been Detrimental to the State (January 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. To prevent future leases of veterans home property that obligate the property to third parties for unnecessarily extended periods of time, the Legislature should amend state law to clarify that leases of veterans home property may not exceed five years unless a statutory exception applies.</p>	<p>Legislature</p>	<p>Legislation Introduced</p>
<p>2. To ensure that future leases of veterans home property are established in accordance with state requirements, the California Department of Veterans Affairs (CalVet) should implement its property use policy when considering all proposed leases of veterans home property.</p>	<p>California Department of Veterans Affairs</p>	<p>Pending</p>
<p>3. To ensure that it protects the State and the best interests of the Yountville Veterans Home, by March 2019 CalVet should complete its review of the four entities that do not have leases and should begin either evicting the entities or obtaining lease agreements with them through the Department of General Services (DGS).</p>	<p>California Department of Veterans Affairs</p>	<p>Fully Implemented</p>
<p>4. To ensure that its employee housing lease agreements are sufficient to protect the State, by June 2019 CalVet should revise its existing employee housing leases in accordance with the guidance the California Department of Human Resources (CalHR) has provided to agencies to protect the State's interests, including making sure that they include terms that fully indemnify the State against damages and require rental insurance.</p>	<p>California Department of Veterans Affairs</p>	<p>Fully Implemented</p>
<p>5. To avoid the appearance of impropriety and ensure proper management of employee housing, CalVet should implement its new housing policy and ensure that employee housing decisions are made by its headquarters office in a clear and consistent manner.</p>	<p>California Department of Veterans Affairs</p>	<p>Fully Implemented</p>

6. To ensure that leases of veterans home property comply with state law and are consistent with the veterans homes' mission to serve the veteran residents, by June 2019 DGS should adopt, in consultation with CalVet, a definition of what constitutes the best interests of the veterans homes and begin incorporating that definition into the State Administrative Manual (SAM). DGS should deny any requests for leases that do not meet that standard. When leasing veterans home property, DGS should document its reasons for determining that the terms of the lease are in the best interests of the home.	Department of General Services	Pending
7. To ensure that all leases of veterans home property protect the interests of the State and the homes, DGS should review the current lease that is void under state law and any that do not meet its criteria for being in the best interests of the veterans homes. DGS should attempt to reach new agreements with these lessees that address any areas of noncompliance and concern.	Department of General Services	Pending
8. To remind state entities about the requirements for agreements that convey an interest in state property, by June 2019 DGS should issue guidance about its approval authority for such agreements.	Department of General Services	Pending
9. To improve the effectiveness of lease payment collection, the Legislature should amend state law beginning in fiscal year 2019–20 to require that DGS receive lease payments for all veterans home property leases, except those for employee housing and those that are required to be deposited into the morale fund.	Legislature	No Action Taken
10. To ensure that the veterans homes receive all of the funding to which they are entitled, by the May 2019 budget revision, CalVet should seek an augmentation to its appropriation for the homes equal to the lease revenues it generated from July 2015 through June 2018. If CalVet believes the state law requiring lease proceeds to augment its appropriation is outdated, it should seek a change to state law.	California Department of Veterans Affairs	Pending
11. To monitor whether lessees are current on payments, CalVet should track payment compliance for all lease payments that it receives and promptly follow up with lessees that do not pay as required. This should include collecting sufficient records from lessees that pay rent based on a percentage of sales to calculate the amount that each is required to pay to ensure that the lessees are making the correct rent payments.	California Department of Veterans Affairs	Pending
12. To better manage its employee housing, beginning in June 2019 CalVet should comply with CalHR requirements by annually reviewing the rental rates for its employee housing units to ensure their consistency with market value and adjusting the rental rates accordingly.	California Department of Veterans Affairs	Pending
13. To ensure that it can justify the rental rates it approves, DGS should document its assessment of market value and market rent for all veterans home property leases before leasing the property. It should set rental rates equivalent to fair market rent in all cases except those in which it accepts improvements to the property or services to the veterans in exchange for reduced or waived rent. In the cases of reduced or waived rent, DGS should document a calculation of the value of the property improvements or services and reduce the rent by an amount equal to the calculated values.	Department of General Services	Pending
14. To comply with state law, DGS should begin depositing lease payments from leases of veterans home property into the General Fund so that those funds may be used to augment the appropriation of the veterans homes, and it should reimburse the General Fund for the amounts it inappropriately deposited into the property acquisition law money account. DGS should also annually notify the Department of Finance and the Legislature of the amount of lease payments it collects to ensure that those proceeds are appropriately directed to the veterans homes.	Department of General Services	Pending
15. To protect the interests of the State and veterans homes, the Legislature should amend state law to require CalVet to promulgate regulations that define what types of short-term uses of veterans home property are in the best interests of the homes, including the interests of the residents of the homes, and to include in all short-term use agreements conditions that protect the State's best interests; prohibit CalVet from approving any short-term uses of the veterans home property that do not meet its definition of the best interests of the home; require CalVet to develop and implement a fee schedule for short-term third-party uses of veterans home property.	Legislature	Legislation Introduced

16. To prevent unauthorized use of its property, CalVet should regularly monitor the use of the leased properties and take action to cease any activity that is not allowed by the terms of the lease agreements. Further, it should take action to cease the balloon launches from the golf course or amend its lease with the lessee to identify balloon launches as an approved use of the property.	California Department of Veterans Affairs	Pending
17. To inform the Legislature about all sources of General Fund revenue, beginning with its May 2019 report CalVet should include lease payments in its required report until such a time as the Legislature centralizes receipt of these lease payments at DGS.	California Department of Veterans Affairs	Fully Implemented

Report Number 2018-114

Disabled Veteran Business Enterprise Program: The Departments of General Services and Veterans Affairs Have Failed to Maximize Participation and to Accurately Measure Program Success (February 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To increase the number of disabled veteran business enterprise (DVBE) firms that awarding departments can contract with when required to use Leveraged Procurement Agreements (LPAs), DGS should develop and implement a plan to encourage DVBE firms to participate in LPAs.	Department of General Services	Pending
2. To ensure that a greater number of DVBE firms benefit from the DVBE program, DGS should work with awarding departments to understand why only a few DVBE firms receive a large number of contract awards. Based on its findings, DGS should take the necessary steps to remedy this situation.	Department of General Services	Partially Implemented
3. To ensure that awarding departments can effectively identify DVBE firms that provide needed products and services, DGS should work with these departments to continue to narrow the codes available to those commonly used by awarding departments to more precisely identify what the State purchases and streamline search criteria in Cal eProcure.	Department of General Services	Pending
4. To ensure that awarding departments can effectively identify DVBE firms that provide needed products and services, DGS should ensure that by October 2019 departments identify their contracting needs and then post these needs prominently on their websites as a resource for DVBE firms.	Department of General Services	Fully Implemented
5. To ensure that awarding departments can effectively identify DVBE firms that provide needed products and services, DGS should continue to provide outreach services to DVBE firms on how to create effective keywords and choose appropriate codes.	Department of General Services	Fully Implemented
6. To ensure that awarding departments can effectively identify DVBE firms that provide needed products and services, DGS should explore other options for making the Cal eProcure search engine more effective for awarding departments.	Department of General Services	Pending
7. To ensure that awarding departments that fail to meet the 3 percent goal receive the assistance necessary to achieve the goal, the Legislature should amend state law to transfer the responsibility for monitoring and assisting underachieving departments from CalVet to DGS.	Legislature	No Action Taken
8. To minimize the occurrence of program abuse involving DVBE subcontractors, the Legislature should amend state law to require awarding departments to notify those DVBE subcontractors when they are named on an awarded contract.	Legislature	Legislation Introduced
9. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, CalVet should assess, at least annually, the effectiveness of its past outreach efforts in increasing the number of DVBE firms that become certified.	Department of Veterans Affairs	Pending
10. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, DGS should assess, at least annually, the effectiveness of its past outreach efforts in increasing the number of DVBE firms that become certified.	Department of General Services	Pending

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11. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, CalVet should work with awarding departments to identify the types of goods and services for which they struggle to find a DVBE contractor or subcontractor.	Department of Veterans Affairs	Pending
12. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, DGS should work with awarding departments to identify the types of goods and services for which they struggle to find a DVBE contractor or subcontractor.	Department of General Services	Fully Implemented
13. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, CalVet should develop an outreach plan to include outreach activities found to be effective in the past based on its assessment. This plan should also emphasize outreach to increase the number of DVBE firms that provide the types of goods and services that awarding departments struggle to obtain from DVBE firms.	Department of Veterans Affairs	Pending
14. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, DGS should develop an outreach plan to include outreach activities found to be effective in the past based on its assessment. This plan should also emphasize outreach to increase the number of DVBE firms that provide the types of goods and services that awarding departments struggle to obtain from DVBE firms.	Department of General Services	Pending
15. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, CalVet should develop better tracking of the businesses owned by disabled veterans that attend its outreach events and review certification data to determine whether these businesses obtained their certifications.	Department of Veterans Affairs	Pending
16. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, DGS should develop better tracking of the businesses owned by disabled veterans that attend its outreach events and review certification data to determine whether these businesses obtained their certifications.	Department of General Services	Fully Implemented
17. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, CalVet should conduct periodic surveys of businesses owned by disabled veterans that attended its outreach events but chose not to become DVBE certified to determine the reasons for not applying for the certification. CalVet should use this information to improve its outreach and any other areas of the program.	Department of Veterans Affairs	Pending
18. To ensure that its outreach efforts are effective and result in a greater number of DVBE firms available that can provide the necessary goods and services awarding departments are seeking, DGS should conduct periodic surveys of businesses owned by disabled veterans that attended its outreach events but chose not to become DVBE certified to determine the reasons for not applying for the certification. DGS should use this information to improve its outreach and any other areas of the program.	Department of General Services	Partially Implemented
19. Until the Legislature amends the law to transfer its responsibility for assisting underachieving departments to DGS, CalVet should develop and follow policies and procedures to identify and assist awarding departments that fail to meet, or are at risk of not meeting, the 3 percent DVBE participation goal.	Department of Veterans Affairs	Pending
20. To minimize the occurrence of program abuse and ensure that program abuse cases are handled appropriately and consistently, DGS should remind the awarding departments about preventive measures, including contract award notification to all subcontractors listed on the winning contractor's bid and providing the subcontractors with the name of the prime contractor, the role of the DVBE firm in the contract, the amount of the contract dollars designated for each subcontractor, and contact information that subcontractors can use if they encounter any issues on the project.	Department of General Services	Partially Implemented
21. To minimize the occurrence of program abuse and ensure that program abuse cases are handled appropriately and consistently, DGS should develop procedures for awarding departments to help them identify whether a complaint constitutes program abuse, document and track all complaints, and take appropriate steps when investigating program abuse complaints.	Department of General Services	Fully Implemented

22. To strengthen the enforcement of DVBE laws, regulations, and guidelines, DGS should track program abuse complaints, including the type of program abuse, how it was reported or discovered, and the dates specific actions were taken on the case. This tracking will enable the awarding departments to identify weaknesses within their processes and provide insight into how to address these issues, improving the DVBE program overall.	Department of General Services	Fully Implemented
26. To ensure that DVBE participation data are reported accurately and consistently, DGS should implement or strengthen a review process to ensure that DVBE participation amounts entered into its data systems or the Financial Information System for California (FI\$Cal) are accurate. This review process should include verification, on a sample basis, of the amounts awarded to, and the certification status of, the DVBE contractor or subcontractor for high-value contracts that include DVBE participation.	Department of General Services	Pending
28. Until it begins generating DVBE activity reports using FI\$Cal, DGS should issue a policy to require awarding departments to implement or strengthen a secondary review process to ensure that the DVBE activity reports are accurate and supported by departments' data systems.	Department of General Services	Pending
29. To ensure that it can create accurate annual DVBE participation reports, DGS should complete the programming necessary to include DVBE subcontractor information by June 30, 2019.	Department of General Services	Fully Implemented

Report Number 2018-117

City and County Contracts With U.S. Immigration and Customs Enforcement: Local Governments Must Improve Oversight to Address Health and Safety Concerns and Cost Overruns (February 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, the Legislature should consider urgency legislation amending state law to require the cities that contract with U.S. Immigration and Customs Enforcement (ICE) to house detainees implement oversight policies and practices that include reviewing all federal inspection reports and ensuring that private operators develop and implement timely corrective actions for any identified noncompliance; obtaining and reviewing the quality control plan for the detention facility and ensuring that the private operators implement and follow the plan; at least quarterly reviewing detainee complaints and any incident reports and following up with private operators on any pervasive or persistent problems; at least quarterly inspecting the services provided and conditions at the detention facility as allowed by the detention subcontract; and formally approving all invoices and maintaining copies of invoices and supporting documentation.	Legislature	No Longer Necessary
2. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include the following: Review all federal inspection reports and ensure that private operators develop and implement timely corrective actions for any identified noncompliance.	City of Adelanto	Resolved
3. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include reviewing all federal inspection reports and ensuring that private operators develop and implement timely corrective actions for any identified noncompliance.	City of Holtville	Resolved
4. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include the following: Obtain and review the quality control plan for the detention facility and ensure that the private operators implement and follow the plan.	City of Adelanto	Resolved

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5. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include obtaining and reviewing the quality control plan for the detention facility and ensuring that the private operators implement and follow the plan.	City of Holtville	Resolved
6. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include the following: At least quarterly review detainee complaints and any incident reports and follow up with private operators on any pervasive or persistent problems.	City of Adelanto	Resolved
7. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that, at least quarterly, review detainee complaints and any incident reports and follow up with private operators on any pervasive or persistent problems.	City of Holtville	Resolved
8. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include the following: At least quarterly inspect the services provided and conditions at the detention facility as allowed by the detention subcontract.	City of Adelanto	Resolved
9. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that, at least quarterly, inspect the services provided and conditions at the detention facility as allowed by the detention subcontract.	City of Holtville	Resolved
10. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include the following: Formally approve all the invoices and maintain copies of invoices and supporting documentation.	City of Adelanto	Resolved
11. To ensure that significant health and safety problems are avoided, minimized, or at the very least addressed promptly, by May 1, 2019, the cities that contract with ICE to house detainees should implement oversight policies and practices for their private operators that include formally approving all the invoices and maintaining copies of invoices and supporting documentation.	City of Holtville	Resolved

Report Number 2018-110

City of Lincoln: Financial Mismanagement, Insufficient Accountability, and Lax Oversight Threaten the City's Stability (March 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it complies with state law, the City of Lincoln (Lincoln) should immediately review all of its outstanding interfund loans to determine whether the borrowing funds can repay the loans according to the terms. For any loan that is from a restricted fund and that does not have the capacity to be repaid, Lincoln should develop a plan that ensures repayment within a reasonable time frame, including seeking possible alternative financing or revenue sources, such as the general fund, bonds, one-time revenue, or a tax increase, to address the obligation.	City of Lincoln	Pending
2. To ensure that city staff provides the city council adequate information to make its decisions regarding interfund loans and transfers, the city council should immediately collaborate with the city manager and department directors to establish formal expectations regarding the content of staff reports, and it should hold the city manager accountable for ensuring all staff reports meet those expectations.	City of Lincoln	Fully Implemented

3.	To ensure that it avoids accumulating surpluses, Lincoln should establish policies and procedures by August 2019 requiring it to review its fund balances at least annually and, if necessary, reduce its fees within a reasonable time frame.	City of Lincoln	Fully Implemented
4.	To comply with state law, Lincoln should immediately discontinue its practice of using restricted funds to subsidize other funds that have year-end deficits and that lack the ability to permanently repay the transfers within 90 days of the close of the fiscal year.	City of Lincoln	Pending
5.	To ensure that it complies with the state constitution, Lincoln should establish and adhere to procedures that account for revenue and expenditures in each landscaping and lighting zone separately, and it should discontinue its use of surplus revenue from one zone to offset a deficit in another zone. It should take these actions by June 2019.	City of Lincoln	Pending
6.	By June 2019, Lincoln should establish accounting procedures to ensure that it records all costs of city maintenance from the appropriate funds, including apportioning the general benefit costs to the general fund.	City of Lincoln	Partially Implemented
7.	Lincoln should immediately commence a fee study that ensures its fees for water capacity are commensurate with the costs of current and planned future water capacity needs. To the extent that Lincoln has previously overcharged for water capacity fees, it should develop a plan to provide equitable consideration to those who overpaid such fees, and it should eliminate any unnecessary surplus in the water connections fund.	City of Lincoln	Pending
8.	To ensure that its fees are commensurate with the cost of providing services, Lincoln should develop and follow a timeline by June 2019 for conducting periodic fee studies for each of its services, including updating its staff rates annually.	City of Lincoln	Partially Implemented
9.	To the extent allowable by law, the city council should develop a plan by August 2019 to provide equitable consideration to ratepayers for the utility costs they incurred that were higher than necessary because of Lincoln's practice of not paying for its own water, sewer, and solid waste services.	City of Lincoln	Pending
10.	To ensure transparency to the public, beginning with its fiscal year 2019–20 budget, Lincoln should specify in its annual budget the amount that it intends to spend for the use of municipal utilities—water, sewer, and solid waste—and the funds that it intends to use to pay for these costs.	City of Lincoln	Fully Implemented
11.	By August 2019, Lincoln should establish and follow policies and procedures for budgeting, preparing its financial statements at the end of each fiscal year, and approving expenditures based on the Government Finance Officers Association guidelines and other best practices.	City of Lincoln	Partially Implemented
12.	To help ensure that the city manager fully informs the city council of all relevant information before the city council approves the annual budget, Lincoln should specify by July 2019 the supporting information that it expects staff to provide with the proposed budget. Lincoln should then update its duty statements to require the city manager and department directors to provide the city council with this information as part of the city's budget process.	City of Lincoln	Fully Implemented
13.	To ensure that Lincoln complies with its purchasing policy, the city manager should immediately develop and implement procedures for staff to obtain and document the required approval from the city manager or the city council before committing city resources. Beginning immediately, the city manager should also report to the city council on a regular basis all purchases that the city manager approves.	City of Lincoln	Fully Implemented
14.	To ensure that city management holds city staff accountable for resolving deficiencies identified in its annual audits, Lincoln's city council should immediately require the city manager to track and report progress in addressing outstanding audit recommendations at least quarterly.	City of Lincoln	Partially Implemented
15.	By June 2019, Lincoln should develop and follow a process to ensure that it accurately and promptly records all year-end closing entries in its general ledger and issues its comprehensive annual financial report within the period that state law requires.	City of Lincoln	Pending

16. To ensure transparency in providing accurate fee information to the public, Lincoln should immediately update and publicly disclose its master fee schedule to reflect the fees that it actually charges. In addition, Lincoln should periodically review its fee schedule to identify outdated fees that do not accurately reflect the cost of providing services. It should revise those fees to incorporate the costs commensurate with those services and update its master fee schedule accordingly.	City of Lincoln	Pending
17. To ensure that it applies the correct fee credits to developers, Lincoln should develop policies and procedures by September 2019 for establishing fee credits and maintaining adequate documentation to justify modifications to fee credits, including credits it awards based on changes in fee schedules and updated development agreements.	City of Lincoln	Pending

Report Number I2019-1

Investigation of Improper Activities by a State Agency and Its Employees: A Director Committed Gross Misconduct When She Repeatedly Violated Merit-Based Employment Principles and Attempted to Retaliate Against Suspected Whistleblowers (March 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. Given the totality of the director's improper conduct, the oversight agency should work with the Governor's office to take appropriate steps to ensure that the director, and any other individual who may occupy her position, cannot take similar actions.	State of California	Pending
2. The oversight agency should require the director, the human resources chief, and the senior staff member to undergo California Department of Human Resources (CalHR) or State Personnel Board (SPB) training on the requirements for making good faith appointments.	State of California	Partially Implemented
3. The oversight agency should ensure that the department strengthens its nepotism policy so that it prohibits employees with personal relationships from having any involvement in the selection, appointment, promotion, retention, supervision, and discipline of one another.	State of California	Fully Implemented
4. The oversight agency should discipline the director's daughter for her improper activities and document the actions in her official personnel file.	State of California	Fully Implemented
5. The oversight agency should collect \$129,329 from the director's daughter for her fraudulent claims of time worked.	State of California	Partially Implemented
6. The oversight agency should suspend the director's daughter's telecommuting agreement.	State of California	Resolved
7. The oversight agency should require the information technology (IT) manager and the new supervisor to attend external training related to the proper supervision of staff and, in particular, of staff who work remotely.	State of California	Resolved
8. The oversight agency should require the director, IT manager, and the new supervisor to undergo training by CalHR related to the proper procedures to formalize and manage reasonable accommodations.	State of California	Partially Implemented
9. The oversight agency should ensure that all staff who are currently permitted to telecommute full time have the proper documentation and justification on file and require that telecommuting agreements be reevaluated annually.	State of California	Fully Implemented
10. Given the totality of the director's improper conduct, the oversight agency should work with the Governor's office to take appropriate steps to ensure that the director, and any other individual who may occupy her position, cannot take similar actions. (Duplicate of Recommendation 1)	State of California	Pending
11. The oversight agency should require the director, HR chief, and the senior staff member to undergo CalHR or SPB training on the requirements for making good-faith appointments, permissible reinstatements, leaves of absences, and pay differentials.	State of California	Partially Implemented
12. Given the totality of the director's improper conduct, the oversight agency should work with the Governor's office to take appropriate steps to ensure that the director, and any other individual who may occupy her position, cannot take similar actions. (Duplicate of Recommendation 1)	State of California	Pending

Report Number 2018-129

Employment Development Department: Its Practice of Mailing Documents Containing Social Security Numbers Puts Californians at Risk of Identity Theft (March 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. Because other state agencies may mail full social security numbers (SSNs) to Californians, and because this practice—regardless of the agency involved—exposes individuals to the risk of identity theft, the Legislature should amend state law to require all state agencies to develop and implement plans to stop mailing documents that contain full SSNs to individuals by no later than December 2022, unless federal law requires the inclusion of full SSNs. To ensure that state agencies sufficiently prepare to implement this new law, the Legislature should also require that, by September 2019, they submit to it a report that identifies the extent to which their departments mail any documents containing full SSNs to individuals.</p> <p>If any agency determines that it cannot reasonably meet the December 2022 deadline to stop including full SSNs on mailings to individuals, the Legislature should require that, starting in January 2023, the agency submit to it and post on the agency's website an annual corrective action plan that contains, at a minimum, the following information:</p> <ul style="list-style-type: none"> • The steps it has taken to stop including full SSNs on mailed documents. • The number of documents from which it has successfully removed full SSNs and the approximate mailing volume that corresponds to those documents. • The remaining steps that it plans to take to remove or replace full SSNs it includes on mailed documents. • The number of documents and approximate mailing volume that it has yet to address. • The expected date by which it will stop mailing documents that contain full SSNs to individuals. <p>Finally, if a state agency cannot remove or replace full SSNs that it includes on documents that it mails to individuals by January 2023, the Legislature should require the agency to provide access to and pay for identity theft monitoring for any individual to whom it mails documents containing SSNs.</p>	<p>Legislature</p>	<p>Legislation Proposed But Not Enacted</p>
<p>2. To reduce the risk of identity theft for its claimants before it completes its modernization project, the Employment Development Department (EDD) should, by December 2021, implement one or more of our proposed solutions or another viable solution to discontinue its use of full SSNs as unique identifiers on all documents that it mails to claimants. Further, it should prioritize addressing documents with the highest mail volumes, and it should make changes to these documents by March 2020. When providing us with the status of its implementation of this recommendation at 60 days, six months, and one year after the issuance of this report, and annually thereafter, EDD should note which documents it has addressed since the release of our report, how it has addressed them, and the dates by which it expects to address the remaining documents containing full SSNs that it mails to claimants.</p>	<p>Employment Development Department</p>	<p>Pending</p>
<p>3. To ensure that it eliminates any unnecessary uses of personal information in its external communications and to ensure that it fully protects its claimants' privacy, EDD should, by May 2019, implement its recently developed plan for reviewing new, revised, and existing documents. EDD should provide documents to us indicating the progress it has made to implement this recommendation at 60 days, six months, and one year following the release of this report. Finally, it should, by December 2021, complete its full review of existing documents and remove any unnecessary instances of personal information.</p>	<p>Employment Development Department</p>	<p>Pending</p>

Report Number I2019-2**Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision (April 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. The California Department of Tax and Fee Administration (CDTFA) should recover overpayments or adjust leave balances for the 25 exempt employees that this report identifies.	California Department of Tax and Fee Administration	Fully Implemented
2. CDTFA should review attendance records for these 25 exempt employees to determine whether the State owes them any holiday credits or other leave credits because the employees may have unnecessarily charged leave time on days that they were scheduled to be off.	California Department of Tax and Fee Administration	Fully Implemented
3. CDTFA should survey or otherwise determine leave use for all exempt employees who worked alternate schedules during the past three years to ascertain whether and by how much those employees were overpaid and to recover any overpayments as state law requires.	California Department of Tax and Fee Administration	Partially Implemented
21. The State Controller's Office (SCO) should immediately recover overpayments made to the employee or adjust her leave balances by 23 hours to account for her missed work time.	State Controller's Office	Fully Implemented
22. By April 2019, the SCO should review attendance for the employee for the time period that she worked an alternate schedule to determine whether she owes the State any additional hours as a result of informally switching her regular day off (RDO). If she does, the SCO should recover any overpayments or adjust her leave balances accordingly.	State Controller's Office	Partially Implemented
23. By June 2019, the SCO should review the attendance records of the manager's other staff to determine whether the other employees also failed to account for any missed work time.	State Controller's Office	Partially Implemented
24. The SCO should determine whether other managers or supervisors at the SCO also allowed employees to informally switch their RDOs. If so, the SCO should review the attendance records for the relevant employees to verify that they accurately recorded their time off and hours worked. To the extent that the SCO determines other employees improperly accounted for their time, the SCO should recover any overpayments or adjust their leave balances accordingly.	State Controller's Office	Partially Implemented
25. The Department of Industrial Relations (Industrial Relations) should provide instruction to all supervisors to maintain an accurate record of subordinate staff's daily work hours by either requiring all hourly employees to record the hours worked on their timesheet or using another reliable and consistent system to record daily hours worked by subordinate staff.	Department of Industrial Relations	Fully Implemented
26. Industrial Relations should provide training to the two supervisors regarding proper time and attendance procedures.	Department of Industrial Relations	Pending

Report Number I2019-3**Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Travel Payments, Improper Promotion and Hiring Practices, and Misuse of State Resources (May 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
16. The Department of Business Oversight (Business Oversight) should ensure that it collects the salary the employee improperly received during her unlawful tenure as an analyst.	Department of Business Oversight	Partially Implemented
17. Business Oversight should take appropriate corrective or disciplinary action against the employee for her dishonesty during her interview with investigators.	Department of Business Oversight	Fully Implemented

Report Number 2018-611

High Risk Update—Information Security: Gaps in Oversight Contribute to Weaknesses in the State’s Information Security (July 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To strengthen the information security practices of nonreporting entities, the Legislature should amend state law to require all nonreporting entities to adopt information security standards comparable to those in SAM Chapter 5300.	Legislature	No Action Taken
2. To strengthen the information security practices of nonreporting entities, the Legislature should amend state law to require all nonreporting entities to obtain or perform comprehensive information security assessments no less frequently than every three years to determine compliance with the entirety of their adopted information security standards.	Legislature	No Action Taken
3. To strengthen the information security practices of nonreporting entities, the Legislature should amend state law to require all nonreporting entities to confidentially submit certifications of their compliance with their adopted standards to the Assembly Privacy and Consumer Protection Committee and, if applicable, to confidentially submit corrective action plans to address any outstanding deficiencies.	Legislature	No Action Taken

Report Number 2018-133

Fallen Leaf Lake Community Services District: Its Billing Practices and Small Electorate Jeopardize Its Ability to Provide Services (July 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that the Fallen Leaf Lake Community Services District (Fallen Leaf Lake) has an electorate of sufficient size from which it can elect members to its board, the Legislature should enact legislation to allow landowners and holders of U.S. Forest Service permits within Fallen Leaf Lake, along with otherwise domiciled registered voters in Fallen Leaf Lake, to vote on district matters and serve on the board.	Legislature	No Action Taken
2. To help voters in special districts elect full-size boards of directors and to help special district boards avoid quorum issues and service disruptions, the Legislature should amend state law to require a local agency formation commission to assess whether an electorate is of sufficient size when it considers creating or modifying a special district.	Legislature	No Action Taken
6. To ensure that Fallen Leaf Lake complies with the reimbursement terms of the fire agreement and does not claim excessive reimbursement amounts, the Fallen Leaf Lake board, by September 15, 2019, should create and implement a policy governing the reimbursement rate the fire chief claims for paid and recruit firefighters who participate on strike team assignments under the fire agreement. Additionally, the Fallen Leaf Lake board should review and approve the annual salary form before the fire chief submits it to the California Office of Emergency Services (Cal OES).	Fallen Leaf Lake Community Services District	Resolved
7. To rectify the excessive reimbursement amounts it received for strike team assignments, Fallen Leaf Lake should, by December 31, 2019, develop and implement a plan for returning to the paying agencies the excessive reimbursements it received for 2016 through 2018.	Fallen Leaf Lake Community Services District	Pending
8. To rectify the excessive reimbursement amounts it received for strike team assignments, Fallen Leaf Lake should, by December 31, 2019, work with Cal OES to identify the amounts of excess reimbursements Fallen Leaf Lake received for 2013 through 2015 and then develop and implement a plan for returning those amounts to the paying agency.	Fallen Leaf Lake Community Services District	Pending
9. To ensure that it complies with all applicable labor and wage laws, Fallen Leaf Lake should, by September 15, 2019, seek advice from appropriate experts, such as legal counsel and tax advisors, regarding the proper characterization and compensation of its recruit firefighters. It should develop and implement a policy in this area that meets all applicable requirements.	Fallen Leaf Lake Community Services District	Fully Implemented

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8. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, Fallen Leaf Lake should, by December 31, 2019, monitor the financial risks it may face in the future, forecast their impact on its finances and budget, and plan and implement appropriate changes to its budget as necessary throughout the fiscal year.	Fallen Leaf Lake Community Services District	Pending
9. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, Fallen Leaf Lake should, by December 31, 2019, limit the extent to which it relies on volatile revenue sources to balance its budget.	Fallen Leaf Lake Community Services District	Pending
10. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, Fallen Leaf Lake should, by December 31, 2019, develop and implement a budget plan that realistically estimates changes in revenues and expenditures, and identifies approaches to address such changes.	Fallen Leaf Lake Community Services District	Pending
11. To improve its financial viability and safeguard its ability to continue providing services to the Fallen Leaf Lake community, Fallen Leaf Lake should, by December 31, 2019, develop a five-year forecast of estimated revenues and expenditures and a plan to guide its decisions and actions in the event of fluctuations.	Fallen Leaf Lake Community Services District	Pending

Report Number 2019-102

Department of Industrial Relations: Its Failure to Adequately Administer the Qualified Medical Evaluator Process May Delay Injured Workers' Access to Benefits (November 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that Division of Workers Compensation (DWC) maintains a sufficient supply of qualified medical evaluators (QMEs) and appropriately compensates these individuals, the Legislature should amend state law to specify that DWC review and, if necessary, update the medical-legal fee schedule at least every two years based on inflation. DWC's review of the medical-legal fee schedule should be separate from its review of the Official Medical Fee Schedule.	Legislature	*
2. To reduce the delays that replacement panels cause in resolving workers' compensation claims, the Legislature should revise state law to increase the number of QMEs on the panels DWC provides. Specifically, unrepresented employees should continue to choose from a panel of three QMEs, and represented employees should be provided with a panel of five QMEs, of whom the employee and the employer can each strike one, leaving both parties with the same number of QMEs to choose from as unrepresented employees. The party—the worker or the employer—that did not request the panel would select the final QME. If the selected QME is unavailable, the parties would then select from among the two remaining QMEs until they find one that is available.	Legislature	*
3. To ensure that DWC appoints enough QMEs to keep up with the demand for QME services, it should, by April 2020, develop and implement a plan to increase the number of QMEs commensurate with demand. The plan should describe how DWC will actively recruit for and increase the pool of QMEs, prioritizing specialties with the greatest shortages relative to demand. It should also use QME data trends to project the necessary QME supply to meet demand. The plan should include continuing negotiation with medical groups to allow their physicians to become QMEs, as well as establishing goals for recruiting new QMEs in specific specialties.	Department of Industrial Relations	*
4. To ensure consistency and transparency in overseeing QMEs, DWC should, by April 2020, develop and implement written policies and procedures that define and specify its internal processes for disciplining QMEs, including timelines for taking disciplinary action and for scheduling hearings or responding to settlement proposals.	Department of Industrial Relations	*
5. To ensure consistency and transparency in overseeing QMEs, DWC should, by April 2020, develop and implement written policies and procedures that define its internal process for reappointing QMEs and how that process should proceed if any disciplinary investigations are pending.	Department of Industrial Relations	*
6. To ensure that DWC monitors and reviews QME report quality and timeliness and to ensure the efficient resolution of workers' compensation claims, DWC should, by April 2020, create and implement a plan to continuously review the quality and timeliness of QME reports, including time frames for review, methodology for selecting reports to review, and the minimum number of reports to be reviewed annually.	Department of Industrial Relations	*

7. To ensure that DWC monitors and reviews QME report quality and timeliness and to ensure the efficient resolution of workers' compensation claims, DWC should, by April 2020, develop and implement a process for annually reporting to DWC's administrative director its findings on the quality and timeliness of QME reports and recommended improvements to the QME system.	Department of Industrial Relations	*
8. To ensure that DWC monitors and reviews QME report quality and timeliness and to ensure the efficient resolution of workers' compensation claims, DWC should, by April 2020, create written policies and implement a consistent process for ensuring that workers' compensation judges and the Appeals Board inform DWC of QME reports they rejected for not meeting minimum standards.	Department of Industrial Relations	*
9. To ensure that DWC monitors and reviews QME report quality and timeliness and to ensure the efficient resolution of workers' compensation claims, DWC should, by April 2020, create written policies and implement a process for tracking QME reports rejected by workers' compensation judges and the Appeals Board for not meeting minimum standards. DWC should consider and include these reports in its annual review of report quality and recommend improvements to the QME system.	Department of Industrial Relations	*

Report Number 2019-106

Workers' Compensation Insurance: Some State Agencies Are Paying Millions of Dollars More Than Necessary to Provide Benefits to Their Employees (November 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that all state agencies provide workers' compensation in the most cost-effective manner, CalHR should provide each agency that purchases workers' compensation insurance with a cost-benefit analysis every five years that compares the cost of purchasing this insurance through State Compensation Insurance Fund (SCIF) with the cost of obtaining coverage through the master agreement. It should begin providing these analyses to state agencies no later than six months after the Legislature gives it authority to request the necessary information from these agencies.	California Department of Human Resources	*
2. To ensure that state agencies have adequate time to review settlement requests and provide settlement authority, SCIF should create and follow a policy by May 2020 to provide settlement authorization requests to agencies at least 30 days before settlement conferences.	State Compensation Insurance Fund	*
3. To ensure CalHR has the data necessary to compare insurance and master agreement costs for agencies using SCIF insurance policies, the Legislature should give CalHR the authority to obtain that information.	Legislature	*

Report Number 2019-103

Emergency Planning: California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters (December 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
2. To best prepare to protect and care for people with access and functional needs, the county should revise its emergency plans by following the best practices that we included in our report. The county should begin implementing these practices as soon as possible. By no later than March 2020, the county should develop a schedule for completing updates to its emergency plans.	Butte County	*
3. To best prepare to protect and care for people with access and functional needs, the county should revise its emergency plans by following the best practices that we included in our report. The county should begin implementing these practices as soon as possible. By no later than March 2020, the county should develop a schedule for completing updates to its emergency plans.	Sonoma County	*

4. To best prepare to protect and care for people with access and functional needs, the county should revise its emergency plans by following the best practices that we included in our report. The county should begin implementing these practices as soon as possible. By no later than March 2020, the county should develop a schedule for completing updates to its emergency plans.	Ventura County	*
5. To ensure that the county maintains updated emergency plans that are consistent with current best practices, the county should adopt ordinances establishing requirements for the frequency with which the county must update its emergency plans and should set that frequency at no greater than five years.	Butte County	*
6. To ensure that the county maintains updated emergency plans that are consistent with current best practices, the county should adopt ordinances establishing requirements for the frequency with which the county must update its emergency plans and should set that frequency at no greater than five years.	Sonoma County	*
7. To ensure that the county maintains updated emergency plans that are consistent with current best practices, the county should adopt ordinances establishing requirements for the frequency with which the county must update its emergency plans and should set that frequency at no greater than five years.	Ventura County	*
8. To ensure that the county's emergency planning efforts more fully account for people with access and functional needs in the future, the county should adopt county ordinances that require the county's emergency managers to do the following during each update to the county's emergency plans: <ul style="list-style-type: none"> • When planning to protect people with access and functional needs, adhere to the best practices and guidance that the Federal Emergency Management Agency (FEMA), Cal OES, and other relevant authorities have issued. • Report publicly to the boards of supervisors during emergency planning about the steps they have taken to address access and functional needs. • Consult periodically with a committee of community groups that represent people with a variety of access and functional needs. Further, the county should require that representatives of the community group committees present to the board of supervisors their review of the adequacy of the emergency plans. 	Butte County	*
9. To ensure that the county's emergency planning efforts more fully account for people with access and functional needs in the future, the county should adopt county ordinances that require the county's emergency managers to do the following during each update to the county's emergency plans: <ul style="list-style-type: none"> • When planning to protect people with access and functional needs, adhere to the best practices and guidance that FEMA, Cal OES, and other relevant authorities have issued. • Report publicly to the boards of supervisors during emergency planning about the steps they have taken to address access and functional needs. • Consult periodically with a committee of community groups that represent people with a variety of access and functional needs. Further, the county should require that representatives of the community group committees present to the board of supervisors their review of the adequacy of the emergency plans. 	Sonoma County	*
10. To ensure that the county's emergency planning efforts more fully account for people with access and functional needs in the future, the county should adopt county ordinances that require the county's emergency managers to do the following during each update to the county's emergency plans: <ul style="list-style-type: none"> • When planning to protect people with access and functional needs, adhere to the best practices and guidance that FEMA, Cal OES, and other relevant authorities have issued. • Report publicly to the boards of supervisors during emergency planning about the steps they have taken to address access and functional needs. • Consult periodically with a committee of community groups that represent people with a variety of access and functional needs. Further, the county should require that representatives of the community group committees present to the board of supervisors their review of the adequacy of the emergency plans. 	Ventura County	*

* The status of recommendations for audits issued between late October and December 2019 is based on the entities' initial response, which is included in the original audit report, available on the California State Auditor's (State Auditor) website: www.auditor.ca.gov

Senate Budget & Fiscal Review Subcommittee 5 on Public Safety

Report Number 2017-131

Hate Crimes in California: Law Enforcement Has Not Adequately Identified, Reported, or Responded to Hate Crimes (May 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it receives complete and accurate data, the California Department of Justice (DOJ) should, by May 2019, develop and maintain a list of law enforcement agencies that it updates annually, obtain hate crime data from all law enforcement agencies, distribute additional guidance to those agencies on procedures for reporting hate crimes, and conduct periodic reviews of law enforcement agencies to ensure that the data they report are accurate. It should also seek the resources to implement these efforts, if necessary.	California Department of Justice	Partially Implemented
2. To ensure that all state law enforcement agencies are aware of the support available to help them investigate hate crimes, DOJ should engage in outreach efforts to increase awareness of its response team.	California Department of Justice	Fully Implemented
3. To increase the effectiveness of hate crime prevention and response efforts, DOJ should provide additional guidance to law enforcement agencies by adding region-specific data fields to the hate crime database, including items such as the zip code in which reported hate crimes took place and other fields that DOJ determines will support its outreach efforts.	California Department of Justice	Pending
4. To increase the effectiveness of hate crime prevention and response efforts, DOJ should provide additional guidance to law enforcement agencies by analyzing reported hate crimes in various regions in the State and send advisory notices when it detects hate crimes happening across multiple jurisdictions. It should also seek the resources to implement these efforts, if necessary.	California Department of Justice	Pending
5. To increase the effectiveness of hate crime prevention and response efforts, DOJ should provide additional guidance to law enforcement agencies by creating and disseminating outreach materials so law enforcement agencies can better engage with their communities.	California Department of Justice	Partially Implemented
6. To increase the effectiveness of hate crime prevention and response efforts, DOJ should provide additional guidance to law enforcement agencies by creating and making available training materials for law enforcement agencies on how best to identify and respond to hate crimes.	California Department of Justice	Partially Implemented
7. To ensure that law enforcement agencies effectively engage with communities regarding hate crimes, DOJ should provide guidance and best practices for law enforcement agencies to follow when conducting hate crime outreach to vulnerable communities within their jurisdictions, such as collaborating with a county human rights commission. It should make the outreach materials available to law enforcement agencies and should include in them presentation materials for various types of communities, including immigrants and Muslims, among others. It should seek the resources to implement these efforts, if necessary.	California Department of Justice	Partially Implemented
8. To ensure that they accurately identify and report hate crimes, San Francisco State University (SFSU) Police and Los Angeles Police Department (LAPD) should update their hate crime policies and procedures, and the Orange County Sheriff and Stanislaus County Sheriff should implement supplemental hate crime reports and require officers to use them.	Los Angeles Police Department	Pending
9. To ensure that they accurately identify and report hate crimes, SFSU Police and LAPD should update their hate crime policies and procedures, and the Orange County Sheriff and Stanislaus County Sheriff should implement supplemental hate crime reports and require officers to use them.	Orange County Sheriff's Department	Fully Implemented
11. To ensure that they accurately identify and report hate crimes, SFSU Police and LAPD should update their hate crime policies and procedures, and the Orange County Sheriff and Stanislaus County Sheriff should implement supplemental hate crime reports and require officers to use them.	Stanislaus County Sheriff's Department	No Action Taken

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13. To ensure accurate and complete reporting, LAPD and SFSU Police should provide sufficient guidance and oversight to their officers and staff so that they report all hate crimes to DOJ.	Los Angeles Police Department	Pending
14. To help ensure that officers can identify and document that hate crimes have occurred, the Commission on Peace Officer Standards and Training (POST) should send training materials to all POST-certified law enforcement agencies in the State for these agencies to use in refresher training for their officers.	Commission on Peace Officer Standards and Training	Fully Implemented
15. To ensure its hate crime training effectively communicates information essential to properly identifying and addressing hate crimes, POST should evaluate its hate crime courses periodically. It should also seek resources to implement these efforts, if necessary.	Commission on Peace Officer Standards and Training	Fully Implemented
16. To address the increase in hate crimes reported in California, the Legislature should require DOJ to add region-specific data fields to the hate crime database, including items such as the zip code in which the reported hate crimes took place as well as other fields that DOJ determines will support its outreach efforts.	Legislature	Legislation Introduced
17. To address the increase in hate crimes reported in California, the Legislature should require DOJ to analyze reported hate crimes in various regions in the State and send advisory notices to law enforcement agencies when it detects hate crimes happening across multiple jurisdictions.	Legislature	No Action Taken
18. To address the increase in hate crimes reported in California, the Legislature should require DOJ to create and disseminate outreach materials so law enforcement agencies can better engage with their communities.	Legislature	Legislation Introduced
19. To address the increase in hate crimes reported in California, the Legislature should require DOJ to create and make available training materials for law enforcement agencies on how best to identify and respond to hate crimes.	Legislature	Legislation Introduced
20. To address the increase in hate crimes reported in California, the Legislature should require DOJ to implement a school-based program, in conjunction with representation from local law enforcement agencies, aimed at educating communities to identify and confront issues of bias, prejudice, and harassment.	Legislature	Legislation Introduced
21. To ensure that hate crime training for law enforcement is effective, the Legislature should require POST to evaluate its hate crime training.	Legislature	No Action Taken

Report Number I2018-1

Investigations of Improper Activities by State Agencies and Employees: Misuse of State Time, Economically Wasteful Activities, and Misuse of State Property (July 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
7. Take appropriate corrective action against the employee, including documenting his attendance abuse in his personnel or supervisory file.	Department of Corrections and Rehabilitation	Fully Implemented
8. Require the supervisor to implement policies and procedures to ensure his subordinates account for all of their missed work hours.	Department of Corrections and Rehabilitation	Fully Implemented
11. Ensure that the licensed vocational nurse (LVN) begins performing duties appropriate for her classification as a nurse who provides patient care.	California Correctional Health Care Services	Resolved
12. Remove the LVN's scheduler access to the scheduling software.	California Correctional Health Care Services	Resolved
13. Utilize appropriate administrative staff to perform scheduling duties.	California Correctional Health Care Services	Fully Implemented
14. Ensure that scheduling staff use the appropriate post codes in the scheduling software for all nursing staff so their time is accurately reported.	California Correctional Health Care Services	Partially Implemented
15. Ensure that all other nursing staff assignments to ad hoc posts are appropriate, and require schedulers to enter a note in the scheduling software indicating an employee's duties while in a general ad hoc post.	California Correctional Health Care Services	Partially Implemented

16. Provide training to the nursing director regarding the requirements for temporary employee reassignments, including proper documentation.	California Correctional Health Care Services	Fully Implemented
17. Provide training to the nursing director and the LVN on California Correctional Health Care Services' (Correctional Health Care) policy on personal relationships in the employment setting.	California Correctional Health Care Services	Fully Implemented
18. Consider disciplinary action against the nursing director and the LVN for being dishonest when interviewed and for violating Correctional Health Care's policy on personal relationships in the employment setting.	California Correctional Health Care Services	Resolved
19. Seek repayment from the analyst for the \$2,925 in improper payments.	Department of Corrections and Rehabilitation	Fully Implemented
20. Fully implement and continue to follow recommendations from prior investigative reports involving similar inappropriate inmate supervision pay at other CDCR facilities, including the recommendation to train all employees who receive, approve, or issue the inmate supervision pay.	Department of Corrections and Rehabilitation	Partially Implemented
21. Provide additional training to the individuals involved in this investigation regarding the eligibility requirements for inmate supervision pay and overpayment procedures.	Department of Corrections and Rehabilitation	Fully Implemented
22. Revise the prison's inmate supervision pay approval form to include the date on which the employee received inmate supervision pay training and require signatures on each form from the employee, supervisor, and personnel staff to show that they received the training and are aware of the rules regarding inmate supervision pay.	Department of Corrections and Rehabilitation	Fully Implemented

Report Number 2018-106

Correctional Officer Health and Safety: Some State and County Correctional Facilities Could Better Protect Their Officers From the Health Risks of Certain Inmate Attacks (September 2018)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure the health and safety of its employees and hold its supervisors accountable, the California Institution for Men (CIM) should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of their right to request that the inmates involved be tested for communicable diseases.	Department of Corrections and Rehabilitation	Fully Implemented
2. To ensure the health and safety of its employees and hold its supervisors accountable, CIM should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of the counseling services available to them.	Department of Corrections and Rehabilitation	Fully Implemented
3. To make certain that victims are aware of threats to their health, CIM should follow state law and ensure that its medical personnel immediately inform victims of gassing attacks of any evidence suggesting that the inmates involved have a communicable disease. It should further document that it has provided this information to victims.	Department of Corrections and Rehabilitation	No Action Taken
4. To ensure the health and safety of its employees and hold its supervisors accountable, Los Angeles County Sheriff's Department Men's Central Jail (Men's Central) should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of their right to request that the inmates involved be tested for communicable diseases.	Los Angeles County Sheriff's Department	Fully Implemented
5. To ensure the health and safety of its employees and hold its supervisors accountable, Men's Central should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of the counseling services available to them.	Los Angeles County Sheriff's Department	Fully Implemented

6. To make certain that victims are aware of threats to their health, Men's Central should follow state law and ensure that its medical personnel immediately inform victims of gassing attacks of any evidence suggesting that the inmates involved have a communicable disease. It should further document that it has provided this information to victims.	Los Angeles County Sheriff's Department	Fully Implemented
7. To ensure the health and safety of its employees and hold its supervisors accountable, Alameda County Sheriff's Office's Santa Rita Jail (Santa Rita) should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of the medical services and workers' compensation benefits available to them.	Alameda County Sheriff's Office	Fully Implemented
8. To ensure the health and safety of its employees and hold its supervisors accountable, Santa Rita should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of their right to request that the inmates involved be tested for communicable diseases.	Alameda County Sheriff's Office	Fully Implemented
9. To ensure the health and safety of its employees and hold its supervisors accountable, Santa Rita should revise its policies and procedures to require documentation that its supervisors are notifying victims of gassing attacks in a timely manner of the counseling services available to them.	Alameda County Sheriff's Office	Fully Implemented
10. To make certain that victims are aware of threats to their health, Santa Rita should follow state law and ensure that its medical personnel immediately inform victims of gassing attacks of any evidence suggesting that the inmates involved have a communicable disease. It should further document that it has provided this information to victims.	Alameda County Sheriff's Office	Fully Implemented
11. To ensure that it properly investigates gassing attacks and refers cases for prosecution, CIM should implement procedures to ensure that it collects sufficient physical evidence and submits the gassing substance for laboratory testing, as state law requires.	Department of Corrections and Rehabilitation	Fully Implemented
12. To ensure that it properly investigates gassing attacks and refers cases for prosecution, CIM should develop goals for how long investigations should take and ensure that its officers adhere to these goals.	Department of Corrections and Rehabilitation	Fully Implemented
13. To ensure that it properly investigates gassing attacks and refers cases for prosecution, CIM should separate its evaluation of officers' use of force from the investigation process it uses to refer cases to the district attorney.	Department of Corrections and Rehabilitation	Fully Implemented
14. To ensure that it properly investigates gassing attacks and refers cases for prosecution, Men's Central should implement procedures to ensure that it collects sufficient physical evidence.	Los Angeles County Sheriff's Department	Fully Implemented
15. To ensure that it properly investigates gassing attacks and refers cases for prosecution, Men's Central should develop goals for how long investigations should take and ensure that its officers adhere to these goals.	Los Angeles County Sheriff's Department	Fully Implemented
16. To ensure that it properly investigates gassing attacks and refers cases for prosecution, Santa Rita should implement procedures to ensure that it collects sufficient physical evidence and submits the gassing substance for laboratory testing, as state law requires.	Alameda County Sheriff's Office	Fully Implemented
17. To ensure that it properly investigates gassing attacks and refers cases for prosecution, Santa Rita should develop practices to ensure that it submits all cases for prosecution when probable cause of a crime exists. Further, it should expedite its review of the four cases that we identified, and if probable cause exists, submit those cases to the district attorney for prosecution.	Alameda County Sheriff's Office	Fully Implemented
18. To better prevent gassing attacks and promote desirable changes in inmate attitude and behavior, CIM should follow its policy and pursue appropriate internal disciplinary actions—including consideration of the inmate's mental health and competency when determining whether to impose internal discipline.	Department of Corrections and Rehabilitation	Fully Implemented
19. To ensure the health and safety of its officers when interacting with inmates, CIM should maintain a sufficient supply of preventative equipment that is available to its officers and staff in all locations where gassing attacks can occur.	Department of Corrections and Rehabilitation	Fully Implemented
20. To ensure the health and safety of its officers when interacting with inmates, CIM should develop a policy regarding the placement of "gasser" tags on the cells of inmates who have committed or attempted to commit a gassing attack.	Department of Corrections and Rehabilitation	Fully Implemented

21. To ensure the health and safety of its officers when interacting with inmates, CIM should provide annual training that is specific to preventing and responding to gassing attacks.	Department of Corrections and Rehabilitation	Pending
22. To ensure that it is able to identify high-risk situations and deter repeat offenders, CIM should specifically track all gassing attacks and use the tracking data as a tool to prevent future gassing attacks.	Department of Corrections and Rehabilitation	Partially Implemented
23. To ensure the safety of its staff, Men’s Central should provide annual training that is specific to preventing and responding to gassing attacks.	Los Angeles County Sheriff’s Department	Fully Implemented
24. To better prevent gassing attacks and promote desirable changes in inmate attitude and behavior, Santa Rita should follow its policy and pursue appropriate internal disciplinary actions—including consideration of the inmate’s mental health and competency when determining whether to impose internal discipline.	Alameda County Sheriff’s Office	Fully Implemented
25. To ensure the health and safety of its officers when interacting with inmates, Santa Rita should develop a policy regarding the placement of “gasser” tags on the cells of inmates who have committed or attempted to commit a gassing attack.	Alameda County Sheriff’s Office	Fully Implemented
26. To ensure the health and safety of its officers when interacting with inmates, Santa Rita should provide annual training that is specific to preventing and responding to gassing attacks.	Alameda County Sheriff’s Office	Fully Implemented
27. To ensure that it is able to identify high risk situations and deter repeat offenders, Santa Rita should specifically track all gassing attacks and use the tracking data as a tool to prevent future gassing attacks.	Alameda County Sheriff’s Office	Partially Implemented
28. To shorten the time to submit cases of gassing attacks for prosecution, the Legislature should modify state law to provide correctional facilities the discretion to omit testing the gassing substance for the presence of a bodily fluid when the correctional facility, in consultation with its district attorney, finds that such testing is unnecessary to obtain sufficient evidence of a crime.	Legislature	No Action Taken

Report Number 2018-301

Judicial Branch Procurement: Some Superior Courts Generally Followed Requirements but Could Improve Their Procurement Practices (January 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. The County of Santa Clara Superior Court (Santa Clara court) should ensure that it supports all payments with a contract or purchase order that clearly states the terms and pricing for any goods or services received. Santa Clara court should also ensure that it competitively awards its contracts as appropriate and that it properly documents its fair and reasonable pricing determinations, including those for applicable leveraged agreements.	Superior Court of California, County of Santa Clara	Pending
2. The County of Los Angeles Superior Court (Los Angeles court) should ensure that it documents best value in its procurement files when selecting vendors from leveraged procurement agreements.	Superior Court of California, County of Los Angeles	Will Not Implement
3. The County of Monterey Superior Court (Monterey court) should ensure that it documents fair and reasonable pricing from vendors in its procurement files.	Superior Court of California, County of Monterey	Fully Implemented
4. The County of Imperial Superior Court (Imperial court) should ensure that it documents its justifications and approvals for using noncompetitive procurements.	Superior Court of California, County of Imperial	Fully Implemented
5. The County of Santa Barbara Superior Court (Santa Barbara court) should ensure that it documents its justifications and approvals for using noncompetitive procurements.	Superior Court of California, County of Santa Barbara	Fully Implemented
6. The Monterey court should revise its guidance regarding invoice approval limits to include a description of circumstances under which it will allow exceptions to such limits, and it should inform court staff of the revisions.	Superior Court of California, County of Monterey	Fully Implemented

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7. The Santa Clara court should establish and implement procedures to ensure that adequate separation of duties exists for procurement. These procedures should specifically prevent a single individual from both approving an invoice's amount and then also authorizing its payment.	Superior Court of California, County of Santa Clara	Fully Implemented
8. To ensure the appropriateness of every payment, the Imperial court should require all invoices to receive approval before it processes their payment.	Superior Court of California, County of Imperial	Fully Implemented
9. The Santa Barbara court should reinstate its previous requirement that staff submit packing slips or receipts before its payment of invoices.	Superior Court of California, County of Santa Barbara	Fully Implemented
10. The Santa Clara court should ensure that its staff abide by the judicial contracting manual's purchase card transaction limits, or it should document an alternative transaction limit in its local contracting manual.	Superior Court of California, County of Santa Clara	Fully Implemented
11. The Imperial court should document its alternative purchase card procedures regarding transaction limits in its local manual.	Superior Court of California, County of Imperial	Fully Implemented
12. The Santa Barbara court should document its alternative purchase card procedures regarding transaction limits in its local manual.	Superior Court of California, County of Santa Barbara	Fully Implemented

Report Number 2018-113

California Department of Corrections and Rehabilitation: Several Poor Administrative Practices Have Hindered Reductions in Recidivism and Denied Inmates Access to In-Prison Rehabilitation Programs (January 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that the California Department of Corrections and Rehabilitation (CDCR) has reliable tools for assessing the needs of its inmate population, it should validate the Correctional Offender Management Profiling for Alternative Sanctions assessment and California Static Risk Assessment by January 2020 and revalidate all of its assessment tools at least every five years.	Department of Corrections and Rehabilitation	Pending
2. To ensure that CDCR is able to discover and prioritize the most effective cognitive behavioral therapy (CBT) rehabilitation curricula, it should begin using its ability to record the individual CBT curricula inmates receive, and then use this information in an analysis of its rehabilitation programs in 2020.	Department of Corrections and Rehabilitation	Pending
3. To ensure that its CBT classes are effective at reducing recidivism, CDCR should amend its CBT contracts to require vendors to teach only evidence-based curricula as designated by Pew and should provide adequate oversight, including implementing UC Irvine's contract compliance recommendations, to ensure that its vendors adhere to this standard by January 2020.	Department of Corrections and Rehabilitation	Pending
4. To ensure that inmates with the highest risks and needs are wait listed, prioritized, and assigned appropriately, CDCR should require correctional counselors to place inmates onto waiting lists once they have five years or less on their sentences.	Department of Corrections and Rehabilitation	Fully Implemented
5. To ensure that inmates with the highest risks and needs are wait listed, prioritized, and assigned appropriately, CDCR should update its waiting list system to prioritize inmates with rehabilitative needs and risks in its target population.	Department of Corrections and Rehabilitation	Fully Implemented
6. To ensure that inmates with the highest risks and needs are wait listed, prioritized, and assigned appropriately, CDCR should assign inmates to rehabilitation programs in accordance with its policies.	Department of Corrections and Rehabilitation	Fully Implemented
7. To ensure that it can meet the rehabilitation needs of its inmates, CDCR should develop and begin implementing plans to meet its staffing-level goals for rehabilitative programming by January 2020 and should implement a process to continuously update and monitor these goals.	Department of Corrections and Rehabilitation	Partially Implemented

<p>8. To increase the space available for rehabilitation programs, by January 2020 CDCR should analyze and report on its current infrastructure capacity compared to its needs for the programs. The report should include the current space available and the square footage needed. If the report indicates that additional space is necessary, CDCR should work with the Legislature to address those needs.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Partially Implemented</p>
<p>9. To improve the inmate enrollment rates in the California Prison Industry Authority's (CalPIA) vocational education programs, CalPIA and CDCR should require a CalPIA representative to attend all classification committee meetings at all nine prisons where CalPIA offers vocational education. CDCR should also ensure that it enrolls eligible inmates in CalPIA's vocational programs before filling spots in its own vocational programs. In addition, if the CalPIA recidivism study indicates that CalPIA's vocational programs are better at reducing recidivism than CDCR's vocational programs, CalPIA should request funding from the Legislature to expand its vocational training program.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Pending</p>
<p>10. To improve the inmate enrollment rates in CalPIA's vocational education programs, CalPIA and CDCR should require a CalPIA representative to attend all classification committee meetings at all nine prisons where CalPIA offers vocational education. CDCR should also ensure that it enrolls eligible inmates in CalPIA's vocational programs before filling spots in its own vocational programs. In addition, if the CalPIA recidivism study indicates that CalPIA's vocational programs are better at reducing recidivism than CDCR's vocational programs, CalPIA should request funding from the Legislature to expand its vocational training program.</p>	<p>California Prison Industry Authority</p>	<p>Partially Implemented</p>
<p>11. To ensure that CDCR effectively and efficiently allocates resources and reduces recidivism, it should partner with a research organization to conduct a systematic evaluation during fiscal year 2020–21 to determine whether its rehabilitation programs are reducing recidivism and if they are cost-effective. In addition, the external researcher should provide input on the development of performance targets, including recidivism reduction. Depending upon the results of the analysis, CDCR should then eliminate or modify programs that prove ineffective.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Pending</p>
<p>12. To ensure that CDCR effectively and efficiently allocates resources and reduces recidivism, it should partner with an external researcher during fiscal year 2020–21 to help it quantify the effect volunteer programs have on inmate outcomes and consider expanding those programs if they prove effective or ceasing them if they are not effective.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Pending</p>
<p>13. To ensure that CDCR effectively and efficiently allocates resources and reduces recidivism, it should collaborate with California Rehabilitation Oversight Board (C-ROB) during fiscal year 2019–20 to establish annual targets for reducing recidivism and determining the cost-effectiveness of the programs. CDCR should also request federal grants tied to setting targets for recidivism reduction.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Pending</p>
<p>14. To ensure that it has reliable tools to measure program fidelity in its CBT programs, CDCR should implement UC Irvine's recommendation by June 2019.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Fully Implemented</p>
<p>15. To ensure that its vocational training programs are effectively preparing inmates for the workforce upon their release and reducing recidivism, CDCR should collaborate with EDD to track the employment and the industry of employment for former inmates by January 2020.</p>	<p>Department of Corrections and Rehabilitation</p>	<p>Pending</p>
<p>16. To ensure that CDCR is taking steps to reduce recidivism, C-ROB should monitor whether CDCR is developing appropriate recidivism targets and, in its annual report, should evaluate CDCR's progress toward meeting those targets.</p>	<p>California Rehabilitation Oversight Board</p>	<p>Pending</p>
<p>17. To ensure that CDCR's rehabilitation programs reduce recidivism, the Legislature should require CDCR to establish performance targets, including ones for reducing recidivism and determining the programs' cost-effectiveness.</p>	<p>Legislature</p>	<p>Legislation Introduced</p>

<p>18. To ensure that CDCR's rehabilitation programs reduce recidivism, the Legislature should require CDCR to do the following:</p> <ul style="list-style-type: none"> Partner with external researchers to evaluate the effectiveness of its rehabilitation programs and implement the three-year plan described below. <p>Year One: Fiscal Year 2019–20 CDCR drafts scope of work, selects an external researcher to conduct the analysis, defines what data elements the researchers may require, and creates targets.</p> <p>Year Two: Fiscal Year 2020–21 External researcher conducts recidivism analysis and CDCR develops and begins implementing a corrective action plan.</p> <p>Year Three: Fiscal Year 2021–22 CDCR modifies as necessary and continues implementing its corrective action plan. It also reports to the Legislature and creates new targets and policies given the results of the recidivism analysis. Depending upon the results of the analysis, CDCR eliminates or modifies programs that prove ineffective.</p>	Legislature	Legislation Introduced
<p>19. To ensure that CDCR's rehabilitation programs reduce recidivism, the Legislature should require CDCR to issue an annual report beginning in fiscal year 2021–22 that shows the percentage reduction in recidivism that can be attributed to the rehabilitation programs.</p>	Legislature	Legislation Introduced
<p>20. To ensure that CDCR and its external researcher conduct a comprehensive analysis of the rehabilitation programs' effect on recidivism, the Legislature should provide authority and funding for C-ROB to monitor the contracting process and provide progress updates to the Legislature in its annual report.</p>	Legislature	No Action Taken
<p>21. To ensure that CDCR remains on track to complete its analysis and develop performance targets, the Legislature should require C-ROB to monitor CDCR's progress in developing appropriate recidivism targets and meeting those targets, and to provide annual updates on CDCR's progress in implementing the three-year plan.</p>	Legislature	No Action Taken
<p>22. To ensure that CDCR and EDD can collaborate effectively to track whether inmates that received vocational training found work in a related field after release, the Legislature should amend state law to explicitly allow CDCR to provide inmates' Social Security numbers to the Employment Development Department.</p>	Legislature	No Action Taken

Report Number 2018-114

Disabled Veteran Business Enterprise Program: The Departments of General Services and Veterans Affairs Have Failed to Maximize Participation and to Accurately Measure Program Success (February 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>24. To ensure that disabled veteran business enterprise (DVBE) participation data are reported accurately and consistently, CDCR should implement or strengthen a review process to ensure that DVBE participation amounts entered into its data systems or the Financial Information System for California (FISCal) are accurate. This review process should include verification, on a sample basis, of the amounts awarded to, and the certification status of, the DVBE contractor or subcontractor for high-value contracts that include DVBE participation.</p>	Department of Corrections and Rehabilitation	Pending

Report Number 2018-117

City and County Contracts With U.S. Immigration and Customs Enforcement: Local Governments Must Improve Oversight to Address Health and Safety Concerns and Cost Overruns (February 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
12. To ensure that it does not unnecessarily spend county funds to house U.S. Immigration and Customs Enforcement (ICE) detainees, Orange County officials should renegotiate its contract per-diem rate with ICE as soon as possible, and at least before renewing the contract in 2020, arrive at an amount that covers all of the county's allowable costs for housing ICE detainees.	Orange County Sheriff's Department	Resolved
13. To ensure that it does not unnecessarily spend county funds to house ICE detainees, Orange County officials should annually analyze the cost of housing detainees compared with the payments it receives from ICE for doing so, and if necessary renegotiate its contract to ensure that contract revenues at least meet the county's costs.	Orange County Sheriff's Department	Resolved
14. To ensure that it receives adequate funding to pay for the costs of housing unaccompanied children for Refugee Resettlement, Yolo County should identify all allowable costs and include them in its future budget requests to Refugee Resettlement.	Yolo County Probation Department	Fully Implemented
15. To provide additional transparency regarding the use of community care facilities and juvenile detention facilities that house unaccompanied children in California, the Legislature should consider requiring Social Services to report to it by March 31 of each year the number of community care facilities, including foster family homes, that house unaccompanied children. Social Services should also report the total number of unaccompanied children and the ranges of the duration of their stays at those facilities. Additionally, it should consider requiring Yolo County to report the total number and ranges of the duration of stay of unaccompanied children at the Yolo County Juvenile Facility.	Legislature	No Longer Necessary
16. The Board of State and Community Corrections should inspect all areas of local detention facilities, including areas that are used to house ICE detainees and report any instances of noncompliance in those areas.	Board of State and Community Corrections	Fully Implemented

Report Number 2018-501

Follow-Up—Sexual Assault Evidence Kits: California Has Not Obtained the Case Outcome Information That Would More Fully Demonstrate the Benefits of Its Rapid DNA Service Program (March 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. If it amends state law to require testing of all sexual assault evidence kits, the Legislature should also require that law enforcement agencies and district attorneys report key case outcome data to DOJ for all cases associated with hits from DNA profiles obtained through those kits. Additionally, the Legislature should require DOJ to provide training and guidance to those entities on how to report that information, and follow up with entities that do not report. Further, it should require DOJ to annually publish summary information about case outcomes.	Legislature	No Action Taken
2. If it does not amend state law to require testing of all sexual assault evidence kits, the Legislature should amend the law to ensure that DOJ obtains and reports case outcome information that would demonstrate the benefits of the Rapid DNA Service (RADS) program. Specifically, the Legislature should require DOJ to do the following: <ul style="list-style-type: none"> Periodically train all RADS participants on the requirement to report and update case outcome information, and on how to properly do so. Develop guidance to inform RADS participants about how to appropriately and consistently enter case outcome information within the Combined DNA Index System Hit Outcome Project (CHOP). Periodically review the case outcome information within CHOP to identify RADS participants that are not reporting or updating case outcome information, and follow up with them to obtain the information. Annually report to the Legislature a summary of the case outcome information it has obtained, as well as its efforts to obtain the case outcome information. 	Legislature	Legislation Proposed But Not Enacted

continued on next page...

Report Number I2019-2**Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision (April 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
4. To ensure its efficient management of the Assigned Judges Program (AJP) funding and to determine the impact of its recent program changes, the Judicial Council should reassess the AJP no later than June 30, 2019, and it should examine in particular its allocation of service days and AJP funding to superior courts with surplus judges.	Judicial Council of California	Fully Implemented
5. To ensure that it has successfully implemented its recent AJP changes at the superior courts, the Judicial Council should periodically evaluate trial court compliance with the recent program changes.	Judicial Council of California	Fully Implemented

Report Number 2016-137**Commission on Judicial Performance: Weaknesses in Its Oversight Have Created Opportunities for Judicial Misconduct to Persist (April 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. The Legislature should propose and submit to voters an amendment to the California Constitution to accomplish the following: <ul style="list-style-type: none"> Establish a bicameral structure for the Commission on Judicial Performance (CJP) that includes an investigative and a disciplinary body. The proposed amendment should also require that members of the public are the majority in both bodies and that there is an odd number of members in each body. Require that the disciplinary body directly hear all cases that go to formal proceedings and that CJP make rules to avoid prejudicial activity when it hears these cases. The amendment should also require that a majority of the commissioners who hear cases be members of the public and should establish that the State will compensate commissioners for their time preparing for and hearing cases. Direct CJP to make rules for the implementation of corrective actions. Establish that such actions are discipline that should be authorized by the disciplinary body and that CJP should monitor whether judges complete the corrective actions. 	Legislature	No Action Taken
2. To make certain CJP has the resources necessary to implement our recommendations and to realize budget efficiencies, the Legislature should make a one-time appropriation to CJP of \$419,000 in the Budget Act of 2019. This appropriation should be specifically for CJP to hire a limited-term investigations manager and update its electronic case management system.	Legislature	No Action Taken
3. To better ensure that those who observe or experience judicial misconduct realize that they can report it to CJP, the Legislature should require that all courthouses publicly display information that CJP prepares and provides that clearly and concisely presents CJP's mission, its process for submitting a complaint, and the definition of judicial misconduct.	Legislature	No Action Taken
4. To ensure that it adequately investigates alleged judicial misconduct, by April 2020 CJP should implement processes to ensure that for each of its investigations, CJP's management reviews and approves an investigation strategy that includes all steps necessary to substantiate whether misconduct occurred.	Commission on Judicial Performance	Partially Implemented
5. To ensure that it adequately investigates alleged judicial misconduct, by April 2020 CJP should create and fill a new investigations manager position and task that individual with reviewing and approving investigative strategies, as well as overseeing the execution of those strategies.	Commission on Judicial Performance	Pending
6. To ensure that it adequately investigates alleged judicial misconduct, by April 2020 CJP should expand the role of its legal advisor's office to include periodic reviews of the quality of closed investigations and, as warranted, to recommend changes to CJP's investigative practices.	Commission on Judicial Performance	Pending

<p>7. To ensure that it leverages all available information to uncover misconduct, CJP should establish procedures by April 2020 for more regularly exercising its oversight authority to open investigations into patterns of potential misconduct. At a minimum, these procedures should require that intake attorneys assess complaints to identify when patterns of complaints merit recommending an investigation.</p>	<p>Commission on Judicial Performance</p>	<p>Pending</p>
<p>8. To allow it to detect potential judicial misconduct associated with legal errors, CJP should immediately direct its staff to use more appropriate allegation codes when closing complaints at intake. By October 2019, CJP should determine what data it will need to begin tracking so it can trend information—voluntarily provided by complainants—that could indicate complaints about legal error should be investigated because there is a risk that legal error is the result of underlying misconduct, such as bias. By October 2019, CJP should also develop procedures that indicate how often it will evaluate its data for such trends and establish guidelines for when trends warrant CJP staff recommending that the commission open an investigation. CJP should begin tracking that information and implement these procedures as soon as possible.</p>	<p>Commission on Judicial Performance</p>	<p>Partially Implemented</p>
<p>9. To prevent the risk that it will fail to detect chronic judicial misconduct, CJP should create and implement procedures by October 2019 that require an investigator to review all prior complaints when investigating a judge and determine whether the prior complaints are similar to the current allegations. Further, the procedures should require that if a pattern of complaints indicates the potential for chronic misconduct, the investigator must recommend that the commission expand the investigation.</p>	<p>Commission on Judicial Performance</p>	<p>Partially Implemented</p>
<p>10. To improve its transparency and accessibility to the general public, by April 2020 CJP should implement a plan to regularly engage in outreach activities that target the general public.</p>	<p>Commission on Judicial Performance</p>	<p>Pending</p>
<p>11. To improve its transparency and accessibility to the general public, by April 2020 CJP should update its website to include better resources for complainants, including examples of high-quality complaints that illustrate what CJP looks for when evaluating a complaint to decide if it will open an investigation.</p>	<p>Commission on Judicial Performance</p>	<p>Pending</p>
<p>12. To ensure that it expeditiously improves the public's ability to submit complaints, CJP should begin accepting complaints online upon updating its electronic case management system.</p>	<p>Commission on Judicial Performance</p>	<p>Pending</p>
<p>13. To improve public transparency and offer opportunities for the public to provide testimony on its proposed rules and operations, CJP should hold at least one public meeting during its biennial rulemaking process. It should ensure that it properly notifies the public about the meeting and provides the public the opportunity to comment at the meeting.</p>	<p>Commission on Judicial Performance</p>	<p>Pending</p>
<p>14. To maximize the resources available for its core functions, CJP should immediately begin exploring options for relocating its office to a less expensive location and relocate as soon as possible.</p>	<p>Commission on Judicial Performance</p>	<p>Pending</p>
<p>15. To ensure that it obtains the resources necessary to fulfill its mission, CJP should report to the Legislature by May of each of the next three years about the following:</p> <ul style="list-style-type: none"> • Its progress in implementing our recommendations and any associated effects on its workload. • The steps it has taken to realize efficiencies in its operations. • Its evaluation of whether the investigations manager is a full-time position and any funding it will need in the future to support that position. • Its progress in purchasing and implementing a new electronic case management system. • Its progress in relocating its office space to a more affordable location. • Any savings or unforeseen costs arising from the changes we identify above. 	<p>Commission on Judicial Performance</p>	<p>Pending</p>

Report Number 2018-030**State Bar of California: It Should Balance Fee Increases With Other Actions to Raise Revenue and Decrease Costs (April 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure funding of State Bar of California's (State Bar) operating costs and those costs associated with adding 19 trial counsel staff and increasing retiree health benefits, the Legislature should set the 2020 licensing fee at \$379 for active licensees and \$88 for inactive licensees.	Legislature	Partially Implemented
2. To ensure funding for State Bar's information technology (IT) projects, capital improvements, and general fund reserve, the Legislature should set a 2020 special assessment fee of \$41 for active licensees and \$11 for inactive licensees.	Legislature	Partially Implemented
3. To align the special assessment fee with State Bar's needs in the future, the Legislature should adopt the fee schedule that we present in Appendix C and as necessary, adjust the assessment related to the recommended IT projects and capital improvements each year from 2021 through 2024 to align that amount with State Bar's projected costs.	Legislature	Partially Implemented
4. To align the special assessment fee with State Bar's needs in the future, the Legislature should direct State Bar to determine the assessment amount necessary to rebuild its general fund reserve so that the reserve increases by 1 percent each year and reaches 17 percent by the end of 2024.	Legislature	No Action Taken
5. To enable State Bar to pay the Client Security Fund (security fund) claims that it is likely to approve for payment in 2020, the Legislature should set the 2020 security fund fee at \$80 for active licensees and \$20 for inactive licensees. Should the Legislature decide that it wants to control how much it increases the security fund fee, it can consider State Bar's initiatives to reduce the security fund payout cap and give licensees the option to make voluntary contributions to the security fund.	Legislature	No Action Taken
6. To ensure that State Bar spends down the Lawyer Assistance Program's (assistance program) excessive reserve, the Legislature should suspend the 2020 assistance program fee for both active and inactive licensees.	Legislature	No Action Taken
7. To provide State Bar with consistent revenue and to enable it to improve its management practices, the Legislature should adopt a multiyear fee-approval cycle for the licensing, security fund, and assistance program fees. This change should take effect before the Legislature determines the licensing fee for 2021, and the cycle should include the following components: a multiyear budget, fee justifications, and related performance data submitted by State Bar; a fee cap for the multiyear period set by the Legislature; the authority for State Bar to adjust the fee each year up to the maximum amount.	Legislature	No Action Taken
8. To simplify the fee-setting process, the Legislature should amend state law to merge the \$25 discipline fee with the licensing fee in a single statute and repeal the statute authorizing the discipline fee. This change should take effect before the Legislature determines the licensing fee for 2021.	Legislature	No Action Taken
9. To enable it to effectively determine its budget, State Bar should continue to annually prepare five-year projections.	State Bar of California	Pending
10. To ensure that it maximizes the revenue from its San Francisco building, State Bar should lease all available space and ensure that its leases reflect market rates.	State Bar of California	Partially Implemented
11. To ensure that it maximizes the revenue from its San Francisco building, in the event of any future staff growth, State Bar should avoid adding space by reducing its space allocations when practical to more closely match industry standards.	State Bar of California	Partially Implemented
12. To further its ability to operate more efficiently and reduce the backlog of discipline cases, State Bar should develop benchmarks by December 2019 delineating the duration of each step in its investigations process.	State Bar of California	Partially Implemented

13. To further its ability to operate more efficiently and reduce the backlog of discipline cases, State Bar should ensure consistency by December 2019 in the policy and guidance documents its staff follow when performing investigations work.	State Bar of California	Partially Implemented
14. To further its ability to operate more efficiently and reduce the backlog of discipline cases, State Bar should use its performance measures and collected data going forward to evaluate its case processing goals and work with the Legislature to revise the 180-day statutory goal if necessary.	State Bar of California	No Action Taken
15. To better assess the security fund's revenue needs after 2020, State Bar should develop by August 2019 a methodology for estimating the payments that it is likely to make in a particular year. This methodology should consider the average length of time it will spend processing applications that are eligible for reimbursement and estimate the number of applications anticipated to become eligible for reimbursement during the course of that year.	State Bar of California	Fully Implemented

Report Number I2019-3

Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Travel Payments, Improper Promotion and Hiring Practices, and Misuse of State Resources (May 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
18. CDCR should immediately end the practice of supervisors and managers within the program taking state vehicles home except when justified on specific occasions.	Department of Corrections and Rehabilitation	Fully Implemented
19. CDCR should immediately write and distribute a department-wide memo explaining the proper use of a state vehicle, describing what constitutes misuse, and clarifying that employees must have adequate justification for driving a state vehicle home on each occasion.	Department of Corrections and Rehabilitation	Fully Implemented
20. Within 30 days, CDCR should consider and begin legally permissible recovery efforts for the costs associated with the manager's misuse of a state vehicle for commuting purposes.	Department of Corrections and Rehabilitation	Partially Implemented
21. Within 30 days, CDCR should review mileage logs for the supervisors and managers in the program, including the five others discussed in this report, to identify state vehicle misuse and initiate legally permissible cost-recovery efforts.	Department of Corrections and Rehabilitation	Partially Implemented
22. CDCR should immediately end the practice of taking home a state vehicle for those employees who do not have an approved home storage permit on file and who store a vehicle at their home more than 72 nights over a 12-month period, or more than 36 nights over any three-month period.	Department of Corrections and Rehabilitation	Fully Implemented
23. Within 30 days, CDCR should write and distribute a department-wide memo explaining the purpose of home storage permits, describing what circumstances qualify for a home storage permit, and clarifying that an authorized official must fully approve a permit application before an employee is allowed to take a state vehicle home on a regular basis.	Department of Corrections and Rehabilitation	Fully Implemented
24. CDCR should provide training to the supervisor regarding the proper monitoring and management of subordinate staff.	Department of Corrections and Rehabilitation	Fully Implemented
25. CDCR should implement safeguards through which a supervisor would receive notifications when a subordinate employee bypasses established thresholds of access to credential-requiring Internet locations.	Department of Corrections and Rehabilitation	Fully Implemented

Report Number 2018-132**Bureau of Gambling Control and California Gambling Control Commission: Their Licensing Processes Are Inefficient and Foster Unequal Treatment of Applicants (May 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. Given that the Bureau of Gambling Control (gambling bureau) has not achieved the expected benefits from adding 32 additional positions, the Legislature should not approve any requests to make funding for these positions permanent. Instead, the Legislature should extend funding for an additional two years, during which time the gambling bureau should be able to clear its existing number of pending applications. At that point, the Legislature should reevaluate the gambling bureau's long-term staffing needs, taking into consideration the extent to which it has implemented the recommendations in this report.	Legislature	Legislation Enacted
2. To prevent delays and the unnecessary use of resources from requiring the California Gambling Control Commission (gambling commission) to hold evidentiary hearings in all cases in order to deny applicants, the Legislature should amend the Gambling Control Act (Gambling Act) to allow the gambling commission to take action at its regular licensing meetings rather than require it to hold evidentiary hearings.	Legislature	No Action Taken
3. To avoid unnecessary delays in its licensing process, the gambling bureau should, by November 2019, begin reviewing applications for completeness upon receiving them. If it determines that an application is incomplete, it should notify the applicant immediately.	California Department of Justice	Fully Implemented
4. To help it identify which portions of the background investigation process most contribute to lengthy delays, the gambling bureau should conduct an analysis of its investigation processes by November 2019 and should implement procedural changes to improve its timeliness in processing applications.	California Department of Justice	Fully Implemented
5. To ensure that it approaches its remaining backlog strategically and that it establishes accountability for its use of resources, the gambling bureau should develop and initiate a formal plan by November 2019 for completing the remaining backlogged applications. The plan should identify the license types the gambling bureau will target and the order in which it will target them, along with its rationale for the planned approach. The plan should also include clear goals that identify the numbers of applications it will complete and its time frames for doing so.	California Department of Justice	Pending
6. To ensure that its licensing process is transparent and consistent, the gambling bureau should implement formal procedures for prioritizing its completion of legal reviews of ownership applications. The procedures should specify any circumstances that justify reviewing applications out of the order in which the gambling bureau received them.	California Department of Justice	Fully Implemented
7. To minimize the degree to which its process to change its regulations may result in the disparate treatment of card room owners, the gambling bureau should temporarily approve or deny its backlogged games applications by July 2019.	California Department of Justice	Partially Implemented
8. To ensure that it has comprehensive licensing information to determine its ongoing workload and staffing needs, the gambling commission should implement procedures for tracking the number of license applications it receives from the gambling bureau each fiscal year and the outcomes of those applications, such as approvals and denials.	California Gambling Control Commission	Fully Implemented
9. To prevent unnecessary delays and use of resources and to ensure its compliance with state law, the gambling commission should, following the Legislature's amendment of the Gambling Act that we recommend, revise its regulations and policies for conducting evidentiary hearings. These revisions should specify that the gambling commission may vote at regular meetings on a final basis to approve or deny licenses, registrations, permits, findings of suitability, or other matters and that it is not required to conduct evidentiary hearings unless applicants request that it do so.	California Gambling Control Commission	Pending
10. To ensure that all fees that generate revenue for the Gambling Control Fund (Gambling Fund) have clear, stated purposes limiting their use, the Legislature should require that when updating fee amounts, the gambling commission and the gambling bureau must also update their regulations to include clear statements about the need for and appropriate use of each fee type.	Legislature	No Action Taken

<p>11. To ensure that it fairly charges applicants for the cost of its licensing activities, the gambling bureau should establish and implement policies by July 2019 requiring staff to properly and equitably report and bill time and restricting which activities staff may charge to nonbillable and noncase hours. It should also establish clear thresholds for the proportions of time staff may charge to the various categories and require the gambling bureau's management to review compliance with the pertinent restrictions.</p>	<p>California Department of Justice</p>	<p>Fully Implemented</p>
<p>12. To better align the revenue in the Gambling Fund with the costs of the activities that the fund supports, the gambling bureau and the gambling commission should conduct cost analyses of those activities by July 2020. At a minimum, these cost analyses should include the following:</p> <ul style="list-style-type: none"> • The entities' personnel costs, operating costs, and any program overhead costs. • Updated time estimates for their core and support activities, such as background investigations. • The cost of their enforcement activities. <p>Using this information, the gambling bureau and gambling commission should reset their regulatory fees to reflect their actual costs. Before conducting its fee study, the gambling bureau should implement our recommendations to improve its processes for assigning applications, ensuring the completeness of applications, and developing time-reporting protocols.</p>	<p>California Department of Justice</p>	<p>†</p>
<p>13. To better align the revenue in the Gambling Fund with the costs of the activities that the fund supports, the gambling bureau and the gambling commission should conduct cost analyses of those activities by July 2020. At a minimum, these cost analyses should include the following:</p> <ul style="list-style-type: none"> • The entities' personnel costs, operating costs, and any program overhead costs. • Updated time estimates for their core and support activities, such as background investigations. • The cost of their enforcement activities. <p>Using this information, the gambling bureau and gambling commission should reset their regulatory fees to reflect their actual costs. Before conducting its fee study, the gambling bureau should implement our recommendations to improve its processes for assigning applications, ensuring the completeness of applications, and developing time-reporting protocols.</p>	<p>California Gambling Control Commission</p>	<p>Partially Implemented</p>
<p>14. To ensure that its level of review is commensurate to license type, the gambling bureau should review and revise each of its background investigation procedures as needed by November 2019.</p>	<p>California Department of Justice</p>	<p>Fully Implemented</p>
<p>15. To ensure that it treats applicants consistently, the gambling bureau should begin conducting periodic reviews by November 2019 to determine whether staff are following procedures when conducting background investigations for applicants for all license types.</p>	<p>California Department of Justice</p>	<p>Pending</p>
<p>16. To ensure that it has the ability to justify the results of its background investigations, the gambling bureau should develop a formal record retention policy for application documentation by November 2019. This policy should include rationales for retaining types of documents and should establish a process for ensuring staff compliance.</p>	<p>California Department of Justice</p>	<p>Fully Implemented</p>
<p>17. To increase uniformity in the licensing process, the gambling commission should revise its current regulations and submit them to the Office of Administrative Law for public review by May 2020 to address the following areas of inconsistency:</p> <ul style="list-style-type: none"> • Application processes and time frames. • The ability to work during the application process. • The ability to reapply after denial. <p>In revising its regulations, the gambling commission should increase consistency across application types while minimizing risk to the public.</p>	<p>California Gambling Control Commission</p>	<p>Partially Implemented</p>

18. To ensure that it does not hold hearings that may cause applicants unnecessary harm, the gambling commission should, following the Legislature's amendment to state law that we previously recommend, establish and implement formal protocols for informing applicants how to withdraw their requests for hearings and for guiding gambling commission staff when discontinuing the hearing process at the request of applicants.	California Gambling Control Commission	Fully Implemented
19. To ensure that it compensates the Special Distribution Fund for the card room-related enforcement activities for which that fund has paid, the gambling bureau should reconcile the hours due to the Special Distribution Fund for at least the last three fiscal years by November 2019. Moving forward, the gambling bureau should ensure that it provides prompt reimbursement when employees in positions that are funded by one source perform activities that should have been funded by another source.	California Department of Justice	Fully Implemented
20. To ensure that its employees allocate their activities to the correct funding sources, the gambling bureau should by July 2019 formalize policies and procedures that provide clear guidelines to employees when reporting time spent on activities that relate to funding sources other than the funding sources for their positions.	California Department of Justice	Fully Implemented
21. To ensure that it can provide useful and accurate data on the locations where enforcement employees spend their time, the gambling bureau should equip its time-reporting system by November 2019 with the capacity to track all hours employees spend at each card room and casino	California Department of Justice	Pending

Report Number 2018-133

Fallen Leaf Lake Community Services District: Its Billing Practices and Small Electorate Jeopardize Its Ability to Provide Services (July 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
3. To better ensure that it reimburses local fire agencies appropriate amounts for responding to incidents, including the provision of strike teams for fighting wildfires, the California Office of Emergency Services (Cal OES) should complete implementation of its plan to audit a sample of salary forms and invoices that local fire agencies submit under the fire agreement. It should, by September 15, 2019, complete its negotiations to have the State Controller's Office perform these audits.	California Office of Emergency Services	Pending
4. To further ensure that local fire agencies receive proper reimbursement for responding to incidents, Cal OES should recommend to the Agreement Committee that it include the following steps in the new fire agreement, anticipated to be effective starting in 2020: <ul style="list-style-type: none"> Require local fire agencies to submit documents showing approval by their governing bodies of the average actual salary rates included on the salary form that the local fire agencies submit to Cal OES. Require local fire agencies to submit documentation to support their average actual salary rates. Revise the salary form and reimbursement invoice form so that authorized representatives of local fire agencies sign them under penalty of perjury. 	California Office of Emergency Services	Pending
5. To ensure that local fire agencies receive proper reimbursement for responding to incidents for the remainder of the current fire agreement, Cal OES should recommend that as part of the negotiations process, the Agreement Committee implement the following for the remainder of the current agreement: <ul style="list-style-type: none"> Require local fire agencies to submit documents showing approval by their governing bodies of the average actual salary rates included on the salary form that the local fire agencies submit to Cal OES. Require local fire agencies to submit documentation to support their average actual salary rates. Revise the salary form and reimbursement invoice form so that authorized representatives of local fire agencies sign them under penalty of perjury. 	California Office of Emergency Services	Pending

Report Number 2019-103

Emergency Planning: California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters (December 2019)

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
<p>1. To ensure that local jurisdictions develop emergency plans that include adequate measures to protect and assist all people in their communities, including those with access and functional needs, the Legislature should require Cal OES to do the following:</p> <ul style="list-style-type: none"> • Review each county’s emergency plans to determine whether the plans are consistent with FEMA best practices, including those practices that relate to adequately addressing access and functional needs. The Legislature should require Cal OES to review 10 county plans each year, prioritizing counties that we included as part of this audit and that are at high risk for natural disasters. • Report the results of its plan reviews to the Legislature and on its website at least once every year. • Provide technical assistance to counties in developing and revising their emergency plans to address the issues that Cal OES identifies in its review. • Include representatives of people with a variety of access and functional needs in its review of county emergency plans. 	Legislature	*
<p>11. To ensure that, as the leader of emergency response efforts in California, Cal OES meets its responsibility to provide local jurisdictions with critical support in planning to meet access and functional needs of the population during natural disasters, the Legislature should require Cal OES to do the following:</p> <ul style="list-style-type: none"> • Involve representatives of individuals with the full range of access and functional needs in the development of the state plan, the state emergency management system, and the guidance and training it provides to local jurisdictions. • Assess local jurisdictions’ emergency response and recovery efforts during natural disasters, review their after-action reports to identify lessons learned, and annually disseminate guidance summarizing those lessons. 	Legislature	*
<p>12. To ensure that it fulfills its responsibilities under state law, Cal OES should, by no later than June 2020, issue the guidance that state law requires it to produce related to access and functional needs, including guidance related to establishing disaster registries and guidance on evacuating people with access and functional needs.</p>	California Office of Emergency Services	*
<p>13. To ensure that it adequately equips local jurisdictions to send alert and warning messages in languages that their residents will easily understand, Cal OES should do the following:</p> <ul style="list-style-type: none"> • Provide clear direction to individuals who speak English so that they know which of the translated messages they should use in what specific circumstances. • Revise the messages it has provided so that local jurisdictions can more easily adapt them for use in a variety of disaster situations. • Expand its style guide to include terminology that emergency managers are likely to need to effectively modify their local messages and also to include translations for the other commonly spoken languages in the State. 	California Office of Emergency Services	*
<p>14. To improve local jurisdictions’ ability to quickly retrieve guidance and resources related to planning to meet access and functional needs during natural disasters, Cal OES should make its emergency planning guidance and resources easily available through restructuring and improving its access and functional needs library webpage by April 2020.</p>	California Office of Emergency Services	*

Report Number 2019-302**Judicial Council of California (December 2019)**

RECOMMENDATION	ENTITY	STATUS OF RECOMMENDATION
1. To ensure that it complies with state law, maintains appropriate transparency, and provides the Legislature with all legally required information regarding its contracting and procurements, the Judicial Council of California (Judicial Council) should by February 2020 develop and implement a method to include all of the non-Superior Court entities' information required by the judicial contract law when submitting semiannual reports. For instance, if the publicly available FISCAL website does not provide all the required information, the Judicial Council should implement an alternate reporting mechanism, such as providing summary information from FISCAL data not available to the public.	Judicial Council of California	*
2. To ensure that it complies with state law, maintains appropriate transparency, and provides the Legislature with all legally required information regarding its contracting and procurements, the Judicial Council should by February 2020 establish a procedure that requires procurement staff to consistently include all necessary information in FISCAL when processing contract amendments.	Judicial Council of California	*
3. To ensure that it complies with state law, maintains appropriate transparency, and provides the Legislature with all legally required information regarding its contracting and procurements, the Judicial Council should by February 2020 develop and implement a method to ensure that it includes in its reports all required contract amendment information related to the Superior Courts.	Judicial Council of California	*
4. To better limit the risk of inappropriate procurements and to ensure it procures goods and services at the best value, the Judicial Council should immediately revise its procurement process to include a final verification step to confirm that managers with appropriate signature authority approve its procurements.	Judicial Council of California	*

* The status of recommendations for audits issued between late October and December 2019 is based on the entities' initial response, which is included in the original audit report, available on the California State Auditor's (State Auditor) website: www.auditor.ca.gov

† As of December 31, 2019, the entity has not provided a response to the State Auditor or the State Auditor has not assessed the entity's response.

Table 2
Monetary Values
January 1, 2012, Through December 31, 2019

Summary of Monetary Values From January 1, 2012, Through December 31, 2019

FISCAL YEAR	ANNUALIZED BENEFITS	ONE-TIME BENEFITS
July 1, 2019—December 31, 2019	\$1,061,490,600	\$871,000
July 1, 2018—June 30, 2019	2,125,147,200	9,561,800
July 1, 2017—June 30, 2018	448,413,200	33,700
July 1, 2016—June 30, 2017	154,236,200	10,493,450
July 1, 2015—June 30, 2016	107,497,200	39,700,800
July 1, 2014—June 30, 2015	94,981,200	12,879,000
July 1, 2013—June 30, 2014	77,997,000	516,780,000
July 1, 2012—June 30, 2013	107,507,000	32,600,000
January 1, 2012—June 30, 2012	55,197,500	10,528,000
TOTALS	\$4,232,467,100	\$633,447,750
Total Monetary Values	\$4,865,914,850	

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
Total for January 1, 2012, Through December 31, 2019		\$4,865,914,850
Total for July 1, 2019, Through December 31, 2019		\$1,062,361,600
Total One-Time Benefits for July 1, 2019, Through December 31, 2019		\$871,000
2018-133 (July 2019)	<i>Fallen Leaf Lake Community Services District: Its Billing Practices and Small Electorate Jeopardize Its Ability to Provide Services</i> Cost Recovery —Because it overbilled Cal OES and paid its own personnel less than the rate it told Cal OES it would, Fallen Leaf Lake Community Services District (district) improperly profited from reimbursements it received from paying agencies to provide personnel to fight wildfires. We calculated that the district improperly claimed a total of nearly \$703,000 in excess personnel reimbursements from Cal OES for 2016 through 2018. We recommended the district develop and implement a plan for returning to the paying agencies the excessive reimbursements it received.	\$703,000
12019-4 (August 2019)	<i>Gross Mismanagement Led to the Misuse of State Resources and Multiple Violations of State Laws: California Department of Food and Agriculture and a District Agricultural Association</i> Cost Recovery —Employees and board members of a district agricultural association (association) incurred over \$30,000 in excessive and illegal travel expenses when they did not adhere to the State’s lodging and meal reimbursement rates and when they traveled out of state without approval. We recommended the association recoup all travel expenses from employees and board members who exceeded the allowable travel reimbursement amounts for lodging and meals or who improperly traveled to banned states. Cost Savings/Avoidance —In our review of the association’s credit card records from 2016 through 2018, we found nearly \$133,000 in purchases for which the association has no supporting receipts. The association’s failure to follow the accounting procedures manual led to unnecessary late fees and exposed it to potential credit card fraud. The association also paid over \$5,000 in late fees and interest because it did not pay its bills on time.	\$30,000 138,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
Annualized Carry Forward for July 1, 2019, Through December 31, 2019		\$1,061,490,600
2002-009 (April 2003)	California Energy Markets	\$14,500,000
2011-119 (June 2012)	Physical Therapy Board	14,000
2011-120 (August 2012)	California Department of Transportation	1,900,000
I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	7,500
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	18,500
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	9,500
2012-117 (March 2013)	State Athletic Commission	90,500
2012-110 (April 2013)	Department of Motor Vehicles	3,000,000
2013-501 (March 2014)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	18,000
2013-119 (August 2014)	Department of Health Care Services	635,350
2012-603 (August 2014)	Department of Human Resources and California State University	611,000
2014-301 (November 2014)	Superior Court of California, County of Alameda	24,000
2013-125 (December 2014)	Department of Health Care Services	7,000
2014-107 (January 2015)	Administrative Office of the Courts [†]	6,946,750
2015-502 (July 2015)	Department of Social Services	11,600,000
2014-130 (August 2015)	Department of Health Care Services	1,009,500
2015-119 (March 2016)	State Board of Equalization [‡]	180,000
2015-806 (August 2016)	City of Hemet	1,551,500
2015-803 (October 2016)	City of Maywood	12,500
2016-111 (November 2016)	City of Irwindale	1,760,000
2016-121 (April 2017)	Department of Motor Vehicles	95,000
2017-109 (May 2018)	Department of Health Care Services	167,500,000
2018-603 (October 2018)	Department of Health Care Services	850,000,000
Total for July 1, 2018, Through June 30, 2019		\$2,134,709,000
Total One-Time Benefits for July 1, 2018, Through June 30, 2019		\$9,561,800
I2018-1 (July 2018) (Allegations I2017-0276, I2016-1265, I2017-0414, I2015-1129, I2017-0453, I2017-0195)	<i>Investigations of Improper Activities by State Agencies and Employees: Misuse of State Time, Economically Wasteful Activities, and Misuse of State Property</i>	
	Wasted Funds —Two employees at California State University, Fresno (Fresno State) engaged in egregious and continued time and attendance abuse by taking extended breaks or leaving campus without accounting for their time. We estimate that from 2013 through 2017, the employees failed to account for more than 5,100 hours of work, costing the State more than \$111,000 in salary paid for work not performed.	\$111,000
	Wasted Funds —An employee at Kern Valley State Prison misused state time for about two years by regularly leaving work up to 45 minutes early. We estimate that the employee failed to account for 312 hours of missed work time, costing the State approximately \$9,000.	9,000
	Wasted Funds —An employee at the Department of Motor Vehicles (Motor Vehicles) slept at her desk for extended periods of time during work hours for nearly four years. We estimate that, from February 2014 through December 2017, the employee misused 2,200 hours of work time as a result of sleeping on the job, costing the State more than \$40,000.	40,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
	<p>Wasted Funds—A nursing director at a Southern California adult prison removed a licensed vocational nurse (nurse) from her assigned nursing position providing patient care and reassigned her to perform nurse scheduling duties typically done by an office technician. During this period, the nurse continued to receive her pay as a nurse causing California Correctional Health Care Services (Correctional Health Care) to waste more than \$10,500 in unnecessary salary payments. Additionally, the nursing director’s decision cost the State more than \$18,700 in unnecessary overtime payments paid to other nurses to cover the nurse’s originally assigned post. Therefore, we estimate this decision cost the State approximately \$29,000.</p>	\$29,000
	<p>Wasted Funds—A manager at California State University, Dominguez Hills directed a member of his staff to purchase an electric vehicle quick charger for over \$6,800 in March 2013. The quick charger remained unused and uninstalled for five years.</p>	6,800
2018-603 (October 2018)	<p>Department of Health Care Services: It Paid Billions in Questionable Medi-Cal Premiums and Claims Because It Failed to Follow Up on Eligibility Discrepancies</p> <p>Cost Avoidance—We questioned \$139 million in payments from the month of December 2017. Projecting that amount across the 12 months of a year, we estimate that the Department of Health Care Services (Health Care Services) could avoid about \$1.7 billion per year in questionable payments if it resolved these discrepancies.</p> <p>Cost Recovery—To recover funds spent inappropriately, prevent future erroneous payments, and ensure eligible individuals’ access to care, Health Care Services should resolve the discrepancies we identified and recover erroneous payments where allowable by June 30, 2019. For example, Health Care Services paid the managed care plan more than \$383,000 for a deceased beneficiary whom it should have known was no longer in need of services.</p>	See annualized benefits below \$383,000
2018-117 (February 2019)	<p>City and County Contracts With U.S. Immigration and Customs Enforcement: Local Governments Must Improve Oversight to Address Health and Safety Concerns and Cost Overruns</p> <p>Cost Savings/Avoidance—According to Yolo County, it expended county funds for services it was unaware could have been paid for with federal funds. We estimate that during fiscal year 2017–18, Yolo county might have spent approximately \$700,000 just to pay for contractual and indirect costs that it previously did not include in its budget and that could have been funded by Refugee Resettlement.</p> <p>Cost Savings/Avoidance—Orange County’s identified costs for detainees exceeded U.S. Immigration and Customs Enforcement (ICE) payments by approximately \$1.7 million based on the average number of detainees billed to ICE per day in fiscal year 2017–18. Orange County could be receiving more revenue from ICE. Although Orange County’s identified costs for housing detainees have exceeded the payments from ICE, Orange County has not taken any action to formally renegotiate the contract’s per diem rate with ICE.</p>	\$700,000 1,700,000
I2019-1 (March 2019)	<p>Investigation of Improper Activities by a State Agency and Its Employees: A Director Committed Gross Misconduct When She Repeatedly Violated Merit-Based Employment Principles and Attempted to Retaliate Against Suspected Whistleblowers</p> <p>Cost Recovery—From August 2015 through April 2017, a director’s daughter submitted fraudulent timesheets indicating that she regularly worked 40-hour workweeks during this time for which the State paid her more than \$102,000 in salary. Additionally, for the four months from April 2017 through early August 2017, evidence indicates that she did not perform any of the work she claimed to have engaged in as an associate information systems analyst, but she continued to submit timesheets reporting full-time work, for which the State paid her more than \$27,000. We recommended that the oversight agency collect nearly \$129,000 from her for her fraudulent claims of time worked.</p>	\$129,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2019-2 (April 2019)	<i>Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision</i>	
	Cost Recovery —The attendance records we reviewed for 25 exempt employees from three California Department of Tax and Fee Administration [†] (CDTFA) offices showed that exempt employees consistently reported working a fixed five-day schedule on their timesheets even though they worked non-standard schedules. Because they did not fully account for their time off, the 25 employees we reviewed at the three offices were overpaid more than \$72,000 from January 2016 through May 2018. We recommended that CDTFA recover overpayments or adjust leave balances for the 25 exempt employees that this report identifies.	\$72,000
	Wasted Funds —During 2017–2018, a California State University (CSU) campus police officer engaged in a pattern of time and attendance abuse and failed to perform her duties adequately. We estimated that rather than performing her duties, the police officer laid down or slept for an average of one to four hours per shift for a period of nearly nine months, resulting in a waste of state funds ranging from almost \$4,100 to nearly \$16,400. Furthermore, after the police officer transferred to an investigative position in 2018, she failed to work her full 10-hour shifts because she regularly included 30 minutes of her commute time at the start of her shift and 30 minutes at the end of her shift as part of her work days. The CSU paid her for these hours she either could not account for or did not work.	21,000
	Cost Recovery —Over the course of several years, three engineers at the State Water Resources Control Board (State Water Board), who are classified as hourly employees and are required to account for any partial-day absences, misused an estimated 1,000 hours of state time by arriving to work late, taking extended lunch breaks, and leaving work early. Their misuse cost the State more than \$47,000 in salaries paid for work the employees did not perform. We recommended that the State Water Board determine the amount of time it can charge the engineers for their missed work hours, reduce their leave balances accordingly, and if applicable, seek to recover from them any wages paid for time they did not work.	47,000
I2019-3 (May 2019)	<i>Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Travel Payments, Improper Promotion and Hiring Practices, and Misuse of State Resources</i>	
	Wasted Funds —Caltrans improperly and wastefully paid almost \$42,000 for expenses a manager incurred as a result of her travel from her home in San Diego to Sacramento, the intended headquarters location for her position. We recommended that within 90 days, Caltrans determine if any of the improper payments can be collected from the manager and, if so, attempt the collection of the improper travel reimbursements.	\$42,000
	Wasted Funds —The Department of State Hospitals (State Hospitals) wasted nearly \$48,000 in state funds from mid-November 2016 through January 2018 when it paid for an administrator to travel to its Sacramento headquarters from the administrator’s home in another location in California.	48,000
	Cost Recovery —In 2016 the Department of Fish and Wildlife’s (Fish and Wildlife) improper appointment of a branch chief resulted from an employee’s deliberate misrepresentation of his past supervisory experience. He received nearly \$235,000 in compensation from the date of his improper appointment through December 2018. We recommended Fish and Wildlife void any improper appointments and collect compensation received as a result of the improper appointment as allowed by state law.	235,000
Cost Recovery —A manager at Corrections misused a state vehicle for several years for his commute from his residence to the correctional facility where he was headquartered. From January 2016 through December 2018, his misuse included nearly 42,000 commute miles and cost the State an estimated \$22,000. We identified at least five others who routinely misused state vehicles for commuting purposes, resulting in an estimated total cost to the State of nearly \$58,000. In total, the supervisors’ and managers’ misuse of state vehicles resulted in an estimated cost to the State of more than \$80,000. We recommended Corrections consider and begin legally permissible recovery efforts for the costs associated with the managers’ misuse of a state vehicle for commuting purposes.	\$80,000	

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2018-119 (June 2019)	California Department of Fish and Wildlife: It Is Not Fulfilling Its Responsibilities Under the California Environmental Quality Act	
	Wasted Funds —From fiscal years 2012–13 through 2016–17, Fish and Wildlife did not spend about \$5.7 million in California Environmental Quality Act (CEQA) fee revenue on CEQA-related activities. Instead, that revenue helped Fish and Wildlife cover shortfalls in other programs, because although state law requires Fish and Wildlife to use CEQA filing fee revenue for CEQA activities, Fish and Wildlife does not track CEQA revenues separately from certain other program revenues. Thus, Fish and Wildlife cannot ensure that it uses restricted CEQA fee revenue only for CEQA purposes.	\$5,700,000
	Lost Revenue —In an audit of San Joaquin County, Fish and Wildlife’s auditors found that the county did not collect or remit filing fees for 81 projects from July 2016 through March 2017. Fees from these projects would have totaled about \$180,000. Further, another audit from the same year of Santa Barbara County revealed eight project applicants filed notices of determination with the county, but the county did not have proof of the applicants’ filing fee payments. If, in fact, the eight applicants did not pay, Fish and Wildlife lost another \$21,000 in fee revenue. To ensure it receives all CEQA revenues to which it is entitled, we recommend that Fish and Wildlife immediately begin collecting any unpaid fees it identifies in audits of counties.	201,000
Annualized Carry Forward for July 1, 2018, Through June 30, 2019		\$2,125,147,200
2002-009 (April 2003)	California Energy Markets	\$29,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000
2011-120 (August 2012)	California Department of Transportation	3,800,000
I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	15,000
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	37,000
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	19,000
2012-117 (March 2013)	State Athletic Commission	181,000
2012-110 (April 2013)	Department of Motor Vehicles	6,000,000
2013-501 (March 2014)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	36,000
2013-119 (August 2014)	Department of Health Care Services	1,270,700
2012-603 (August 2014)	Department of Human Resources and California State University	1,222,000
2014-301 (November 2014)	Superior Court of California, County of Alameda	48,000
2013-125 (December 2014)	Department of Health Care Services	14,000
2014-107 (January 2015)	Administrative Office of the Courts [†]	13,893,500
2015-502 (July 2015)	Department of Social Services	23,200,000
2014-130 (August 2015)	Department of Health Care Services	2,019,000
2015-119 (March 2016)	State Board of Equalization [‡]	360,000
2015-806 (August 2016)	City of Hemet	3,103,000
2015-803 (October 2016)	City of Maywood	25,000
2016-111 (November 2016)	City of Irwindale	3,520,000
2016-121 (April 2017)	Department of Motor Vehicles	\$190,000
2017-109 (May 2018)	Department of Health Care Services	335,000,000
2018-603 (October 2018)	Department of Health Care Services	1,700,000,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
Total for July 1, 2017, Through June 30, 2018		\$448,446,900
Total One-Time Benefits for July 1, 2017, Through June 30, 2018		\$33,700
I2017-2 (October 2017) (Allegations I2015-0959, I2016-0604, and I2016-0244)	<i>Investigations of Improper Activities by State Agencies and Employees: Inaccurate Attendance Records, Violation of State Laws, and Misuse of State Resources</i> Cost Savings/Avoidance —Atascadero State Hospital failed to ensure the accuracy of a psychiatric technician's attendance records resulting in about \$7,500 in improper overtime pay from July 2015 through June 2016. Cost Savings/Avoidance —Two managers at the Department of Water Resources (Water Resources) failed to ensure the accuracy of the time and attendance records of an administrative supervisor from 2008 to 2016. As a result, based on the limited data available, the administrative supervisor undercharged her leave by as many as 149 hours over a six-month period, at an estimated cost to the state almost \$5,200. However, based on the administrative supervisor's pattern of attendance and her failure to charge leave for partial-day absences during her nearly eight years of state employment, the actual cost to the State was likely much greater.	\$7,500 5,200
2017-302 (December 2017)	<i>Judicial Council of California: It Needs to Follow Competitive Bidding Processes More Consistently and Establish Clear Guidance for Invoice Processing</i> Cost Savings/Avoidance —The Judicial Council of California may have missed savings of about \$10,000 when it entered into a series of 25 contracts with the same vendor over two years instead of obtaining a master agreement with the vendor for a lower hourly rate.	\$10,000
2017-116 (April 2018)	<i>Community Child Care Council of Santa Clara County: Because It Disadvantaged Some Families and Misused State Funds, It Could Benefit From Increased Monitoring by the California Department of Education</i> Cost Recovery —The Community Child Care Council (4Cs) expended over \$11,000 in unallowable administrative reimbursements pertaining to travel, conferences, supplies, and professional services. In order to rectify 4Cs' inappropriate use of state funding, the Department of Education should recalculate the amount of 4Cs' reimbursable costs based on the unallowable costs we identified and recover any funds that should be repaid.	\$11,000
2017-109 (May 2018)	<i>Skilled Nursing Facilities: Absent Effective State Oversight, Substandard Quality of Care Has Continued</i> Cost Savings/Avoidance —The State received approximately \$521 million in annual quality assurance fees from nursing facilities as well as an equal amount of federal matching funds in fiscal year 2016–17. Health Care Services anticipated reimbursing those nursing facilities about \$335 million with no conditions. If the State instead used the \$335 million in quality assurance fees for new quality improvement incentives, the funds could help improve quality of care throughout the State.	See annualized benefits below
Annualized Carry Forward for July 1, 2017, Through June 30, 2018		\$448,413,200
2002-009 (April 2003)	California Energy Markets	\$29,000,000
2009-112 (May 2010)	Department of Health Care Services	4,700,000
2010-108 (June 2010)	Department of Public Health	3,566,000
2009-118 (August 2010)	Department of Developmental Services	15,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000
2011-120 (August 2012)	California Department of Transportation	3,800,000
I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	15,000
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	37,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	\$19,000
2012-117 (March 2013)	State Athletic Commission	181,000
2012-110 (April 2013)	Department of Motor Vehicles	6,000,000
2013-501 (March 2014)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	36,000
2013-119 (August 2014)	Department of Health Care Services	1,270,700
2012-603 (August 2014)	Department of Human Resources and California State University	1,222,000
2014-301 (November 2014)	Superior Court of California, County of Alameda	48,000
2013-125 (December 2014)	Department of Health Care Services	14,000
2014-107 (January 2015)	Administrative Office of the Courts [†]	13,893,500
2015-502 (July 2015)	Department of Social Services	23,200,000
2014-130 (August 2015)	Department of Health Care Services	2,019,000
2015-119 (March 2016)	State Board of Equalization [‡]	360,000
2015-806 (August 2016)	City of Hemet	3,103,000
2015-803 (October 2016)	City of Maywood	25,000
2016-111 (November 2016)	City of Irwindale	3,520,000
2016-121 (April 2017)	Department of Motor Vehicles	190,000
2017-109 (May 2018)	Department of Health Care Services	335,000,000
Total for July 1, 2016, Through June 30, 2017		\$164,729,650
Total One-Time Benefits for July 1, 2016, Through June 30, 2017		\$10,493,450
2015-806 (August 2016)	<i>City of Hemet: Its Ongoing Budget Deficit and Organizational Inefficiency Threaten Its Financial Stability and Delivery of Public Services</i>	
	Increased Revenue —The city of Hemet (Hemet) spent about \$1.8 million of its limited general fund resources in fiscal year 2014–15 to fund library operations and has spent similar amounts during the past several fiscal years. We found that even though it was facing ongoing budget deficits, Hemet did not have plans to make the library self-sufficient or to reduce its impact on the general fund. Nearly half of the library’s patrons do not actually live in Hemet. Hemet could generate at least \$835,000 in additional revenue annually for charging for nonresident use of the city library.	See annualized benefits below
	Cost Savings —Hemet outsourced landscape maintenance for some of its grounds. It could generate cost savings by outsourcing the remainder of the maintenance, including its parks. We determined that the annual cost of contracting with a private company to fully maintain a park ranges from 10 cents to 20 cents per square foot. We estimate that Hemet could generate annually \$183,000 in savings from outsourcing maintenance of city parks.	See annualized benefits below
	Increased Revenue —Hemet’s fire department does not charge for its services when it is the first responder to calls for emergency medical services. Although in 2015, the fire department responded to more than 13,000 emergency medical calls, representing more than 80 percent of its total calls, it did not charge for such services. We determined that the city could have generated \$1,900,000 in fiscal year 2015–16 if it had charged for emergency medical services, based on a 50 percent collection rate. Further, we estimate that Hemet could generate annually \$2,085,000 to \$2,837,000 for fiscal years 2016–17 through 2019–20.	See annualized benefits below
I2016-2 (August 2016) (Allegations I2015-0034, I2014-0934, I2015-1073)	<i>Investigations of Improper Activities by State Agencies and Employees: Conflict of Interest, Violation of Post-Employment Ethics Restrictions, Waste of State Funds, Misuse of State Resources, and Incompatible Activities</i>	
	Wasted Funds —The Department of Public Health (Public Health) wasted state funds when it failed to enforce proper policies and procedures to ensure that it reimbursed travel in accordance with the applicable state law. From July 2012 through March 2016, Public Health improperly reimbursed a total of \$74,000 in travel expense claims for an official to travel from Sonoma County to Sacramento County.	\$74,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
	<p>Wasted Funds—The Napa State Hospital (hospital) overpaid an investigator nearly \$3,000 from October 2015, through February 2016 for performing the duties of a communications operator. The hospital wasted state funds by paying her overtime wages based on her regular pay as an investigator rather than at the regular hourly rate for communications operator. Additionally, a supervisor at the Department of Parks and Recreation (State Parks) misused state resources when she used her state-issued cell phone to promote and sell beauty products and to communicate with relatives who reside outside of the State. State Parks determined the total charges incurred from the supervisor's misuse of her state-issued cell phone totaled nearly \$200.</p>	\$3,200
	<p>Cost Recovery—Caltrans failed to collect \$57,000 in rent and late fees from 16 of the 30 tenants in a mobile home park it acquired in 2010. Caltrans also failed to collect \$258,000 in utility reimbursements from tenants from October 2010 through December 2015. Caltrans' weak management cost the state \$315,000 as of December 31, 2015.</p>	315,000
2015-803 (October 2016)	<p>City of Maywood: Its Flawed Governance and Financial Mismanagement Could Compromise the Basic Services It Provides to Residents</p>	
	<p>Cost Recovery—We found that Maywood city council members used city funds inappropriately to pay for the cost of a celebration—\$2,450 for catering and \$800 for entertainment— of the new city council at the December 2015 meeting. Because these spending decisions represent a breach of the city council's fiduciary responsibility to safeguard the city's public resources, we recommended that the city council reimburse the city for the \$3,250 in costs incurred for the celebration.</p>	\$3,250
	<p>Lost Revenue—As of June 2016, Maywood failed to collect more than \$177,000 in unpaid parking tickets issued since October 2015 and associated late fees.</p>	177,000
	<p>Lost Revenue—The city of Maywood (Maywood) failed to identify eight businesses and one apartment that were operating without business licenses. Many businesses known to Maywood were delinquent in their payments of license fees. Maywood could collect up to \$19,000 in additional, one-time revenue if it collects from these businesses. Further, we found that Maywood failed to collect more than \$60,000 in rent revenue and late fees since 2012. Maywood did not begin to collect these outstanding lease payments until we brought this issue to the attention of the interim city administrator.</p>	79,000
	<p>Cost Savings/Avoidance—Maywood pays both the employer's share and the employees' share of the cost of its retirement plan for miscellaneous employees. We found that Maywood could save at least \$25,000 annually, by requiring its staff and elected officials to begin contributing to the costs of their retirement benefits.</p>	See annualized benefits below
2016-106 (November 2016)	<p>Los Angeles County: Weak Oversight of Its Lease With the Los Angeles County Fair Association Has Likely Cost Millions of Dollars in Revenue</p>	
	<p>Lost Revenue—Los Angeles County failed to actively monitor its lease with the association, potentially resulting in a loss of more than \$6 million in rent revenue related to the hotel from 2006 through 2015.</p>	\$6,000,000
	<p>Lost Revenue—The Los Angeles County Fair Association failed to pay rent related to the conference center, contradicting its representations to the county when it sought help financing the construction. Los Angeles County has lost out on roughly \$350,000 in total rent revenue related to the Los Angeles County Fair Association's conference center.</p>	350,000
2016-110 (November 2016)	<p>Trade Apprenticeship Programs: The State Needs to Better Oversee Apprenticeship Programs, Such as the Air Conditioning Trade Association's Sheet Metal Program</p>	
	<p>Cost Recovery—The Air Conditioning Trade Association (ACTA) claimed homework assignment hours for reimbursement from Central Unified, but such claims are not allowable under state law. We estimate that between fiscal years 2010–11 through 2014–15, ACTA claimed at least 10,100 hours for unallowable reimbursements, with a cost of nearly \$51,000 in apprenticeship instruction funding.</p>	\$51,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2016-111 (November 2016)	City of Irwindale: It Must Exercise More Fiscal Responsibility Over Its Spending So That It Can Continue to Provide Core Services to Residents	
	Cost Savings/Avoidance —The city of Irwindale (Irwindale) provided key management and all other full-time employees with more generous employee pensions than those offered by comparable cities. For fiscal year 2015–16, the city budgeted approximately \$476,000 for Public Agency Retirement Services (PARS). Irwindale could reduce its employee benefits cost by eliminating further city contributions to the PARS supplemental benefit plan or at least increase participant contributions to cover the full employee share of the plan’s costs.	See annualized benefits below
	Cost Savings/Avoidance —Irwindale spent \$944,000 on a prescription assistance program in fiscal year 2015–16. We recommended that Irwindale eliminate its current resident prescription drug program and replace it with the prescription discount card program offered by the League of California Cities that would provide discounts on prescriptions to residents at no cost to the city.	See annualized benefits below
	Cost Savings/Avoidance —If Irwindale were to implement a cap of \$2,500 per resident for its prescription program, two-thirds the average amount spent per participant in fiscal year 2015–16, it could save more than \$300,000 per year on prescription drug benefits.	See annualized benefits below
	Cost Savings/Avoidance —We recommended that Irwindale reevaluate the possibility of contracting policing services as an alternative to operating its own police department. In 2009 the Los Angeles County Sheriff’s Department performed a study of the Irwindale City Police Department and proposed providing policing services to the city that would reduce its annual costs by 25 percent, or \$1.8 million at the time.	See annualized benefits below
I2017-1 (March 2017) (Allegations I2016-0112, I2015-0736, I2015-0576, I2016-0015, I2016-0195, I2016-0276)	Investigations of Improper Activities by State Agencies and Employees: Misuse of Resources, Inaccurate Attendance Records, Disclosure of Confidential Information, and Improper Payments	
	Wasted Funds —A parole agent with Corrections misused a state vehicle for her personal commute between January 2016 and July 2016 at a total cost to the state of about \$3,800.	\$3,800
	Wasted Funds —An analyst at Caltrans misused state time by regularly taking excessive smoking breaks and extended lunches during her workdays, and she violated state law and a Caltrans directive regarding incompatible activities. We estimate that on average, the analyst misused 130 hours of state time from July 2015 to March 2016 at a total cost to the state of about \$4,300.	4,300
	Wasted Funds —A pharmacist at a state hospital failed to charge sufficient leave for absences and was overpaid for standby hours between January 2014 through August 2015 for a combined total of 99 hours. The combined 99 hours of undercharged leave and the overcompensated time represents a total cost to the state of \$5,000.	5,000
	Cost Recovery —The California Institution for Women improperly paid a program chief a total of \$2,520 from March 2015 through September 2015 in the form of a monthly \$360 Institutional Worker Supervision Pay differential intended for those involved in the supervision of inmate workers. In addition, Corrections paid the program chief \$1,080 in extra pay between December 2014 and February 2015 even though it did not maintain the initial approving paperwork on file to authorize these payments.	3,600
	Cost Recovery —California State University, San Diego erroneously paid a maintenance employee amounts totaling an additional \$2,100 from June 2015 to June 2016 because of an inaccurate hire date in a computer system.	2,100
	Wasted Funds —A full-time library employee at Fresno State misused a university resource by visiting more than 48,300 webpages largely related to online videos and games from May 2015 through May 2016. The library employee may have misused as many as 85 hours of Fresno State time for a representative one-month period. Over the course of the 13 months reviewed, we estimate that this misused time may have cost Fresno State as much as \$22,200.	22,200

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2016-121 (April 2017)	Department of Motor Vehicles: Administrative and Statutory Changes Will Improve Its Ability to Detect and Deter Misuse of Disabled Person Parking Placards	
	Increased Revenue —Officials at all six cities stated that they do not make use or were not aware of a provision in state law that allows local governments to pass ordinances to increase penalties for placard misuse by \$100 per citation. For example, Los Angeles Department of Transportation reported that the city issued almost 1,900 citations in 2016. If Los Angeles increased its placard misuse penalty by the additional \$100, it might have raised nearly \$190,000 in additional revenue for placard enforcement.	See annualized benefits below
	Lost Revenue —We estimate that the city of San Francisco missed out on at least \$3.4 million in annual parking revenue based on a 15 percent rate of misuse due to people parking for free with disabled placards or plates.	\$3,400,000
Annualized Carry Forward for July 1, 2016, Through June 30, 2017		\$154,236,200
2002-009 (April 2003)	California Energy Markets	\$29,000,000
2009-043 (November 2009)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	38,000
2009-030 (July 2009)	State Bar of California	285,000
2009-112 (May 2010)	Department of Health Care Services	4,700,000
2010-108 (June 2010)	Department of Public Health	3,566,000
2009-118 (August 2010)	Department of Developmental Services	15,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000
2011-120 (August 2012)	Department of Transportation	3,800,000
I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	15,000
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	37,000
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	19,000
2012-117 (March 2013)	State Athletic Commission	181,000
2012-110 (April 2013)	Department of Motor Vehicles	6,000,000
2013-501 (March 2014)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	36,000
2013-119 (August 2014)	Department of Health Care Services	1,270,700
2012-603 (August 2014)	Department of Human Resources and California State University	1,222,000
2014-301 (November 2014)	Superior Court of California, County of Alameda	48,000
2013-125 (December 2014)	Department of Health Care Services	14,000
2014-107 (January 2015)	Administrative Office of the Courts [†]	13,893,500
2014-113 (January 2015)	Department of Public Health	500,000
2015-502 (July 2015)	Department of Social Services	23,200,000
2014-130 (August 2015)	Department of Health Care Services	2,019,000
2015-119 (March 2016)	State Board of Equalization [‡]	360,000
2015-127 (April 2016)	Franchise Tax Board/ Corporate Tax Expenditures	40,000,000
2015-806 (August 2016)	City of Hemet	3,103,000
2015-803 (October 2016)	City of Maywood	25,000
2016-111 (November 2016)	City of Irwindale	3,520,000
2016-121 (April 2017)	Department of Motor Vehicles	190,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
Total for July 1, 2015, Through June 30, 2016		\$147,198,000
Total One-Time Benefits for July 1, 2015, Through June 30, 2016		\$39,700,800
2015-502 (July 2015)	<i>Follow-Up - California Department of Social Services: Although Making Progress, It Could Do More to Ensure the Protection and Appropriate Placement of Foster Children</i>	
	Cost Savings —The Department of Social Services (Social Services) has not implemented a recommendation from our 2011 audit to revise its regulations so that licensed foster homes have a higher priority than foster family agencies for children who do not have identified treatment needs. We estimate that if Social Services were to implement our recommendations, counties could save \$116 million over the next five years.	See annualized benefits below
2014-130 (August 2015)	<i>California Department of Health Care Services: It Should Improve Its Administration and Oversight of School-Based Medi-Cal Programs</i>	
	Cost Savings/Avoidance —When Health Care Services implemented a random moment time survey methodology for its administrative activities program, it missed an opportunity to implement a single statewide quarterly time survey. We estimate that the administrative activities program could save as much as \$1.3 million annually in coding costs alone if Health Care Services conducted a single statewide quarterly time survey.	See annualized benefits below
	Lost Revenue —Health Care Services has not maximized federal reimbursements applicable to the administrative activities program because it has not adequately maximized schools’ participation. We estimate that the schools that were still not participating in the program during fiscal year 2011–12 missed out on claiming \$10.2 million in federal reimbursements for that same fiscal year. Additionally, Health Care Services has not maximized the federal reimbursement amount available for translation services in a school-based setting. Health Care Services has allowed California schools to claim only a 50 percent reimbursement rate. This resulted in the loss of an estimated \$4.6 million in federal funding from February 2009 through June 2015.	\$14,800,000
	Cost Recovery —We anticipate a future annual cost recovery of \$719,000 if Health Care Services revised reimbursement rates to authorize schools to claim the full allowable 75 percent rate.	See annualized benefits below
I2015-1 (August 2015) (Allegations I2013-0440, I2014-1440, I2014-1011, I2014-1398, I2015-0384)	<i>Investigations of Improper Activities by State Agencies and Employees: Violations of State Law Including Failure to Seek Competitive Bids, Increase Rental Rates, Properly Dispose of Surplus Property, and Adequately Supervise</i>	
	Wasted Funds —Correctional Health Care failed to seek competitive bids from vendors when it sought to upgrade the electrical infrastructure within state prisons beginning in 2011. It paid the contractor \$3.2 million to do nothing more than process invoices of the subcontractor, who performed all the work.	\$3,200,000
	Lost Revenue —Caltrans failed to increase the rental rates to reflect the fair market value of state land rented by telecommunications companies in the San Francisco Bay Area, in violation of a provision in their license agreements. Caltrans’ failure to increase rates cost the State nearly \$883,000 in revenue from July 1, 2012 through September 30, 2014.	883,000
	Wasted Funds/Cost Recovery —For nearly two years, Corrections and Correctional Health Care improperly allowed three chief psychologists to receive extra compensation for being on call or for returning to work after their shifts ended to perform additional duties. As a result, the State overpaid these employees a total of \$96,000.	96,000
	Lost Revenue —A field division chief and a civil maintenance branch chief (maintenance manager) with Water Resources failed to follow the appropriate policies when disposing of accumulated surplus property. The maintenance manager recycled property, including copper wire, without making the required notification to the branch in charge of property disposal. We estimate the state lost revenue of approximately \$8,000.	8,000
	Wasted Funds —The Chula Vista Veterans Home wasted state funds when it purchased a piece of equipment for nearly \$50,000 and rarely used it during the past five years.	50,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2016-1 (February 2016) (Allegations I2015-0478, I2014-0970, I2015-0084, and I2014-1285, I2014-0948, I2014-1576, I2013-1633)	Investigations of Improper Activities by State Agencies and Employees: Misuse of State Resources, Forgery, False Time Reporting, Financial Interests Disclosure Violations, and Waste of State Funds	
	Wasted Funds —A supervisor at Public Health misused state time by leaving for several hours during his shift nearly every day without using leave and without approval. We estimate the supervisor did not account for 234 hours of his work time, valued at nearly \$4,000, from January 2015 through the end of July 2015.	\$4,000
	Wasted Funds —An employee at Fish and Wildlife misused state resources by submitting a travel expense claim for meals and incidentals, and charging a state credit card for fuel for traveling to a two-day retirement planning fair that he did not attend. We estimate the employee misused approximately \$300 of state resources.	300
	Cost Recovery —A supervising nurse at Correctional Health Care forged seven military documents regarding the dates of his reservist duties and submitted false time sheets to his supervisor at Correctional Health Care. The supervising nurse did not work for the military on 10 of the 34 days identified in the forged documents, costing the state approximately \$4,000. Further, the state paid him nearly \$2,000 for four days he inaccurately indicated performing active duty when he actually performed inactive duty. We estimate the State overpaid the nurse nearly \$6,000.	6,000
	Wasted Funds —The Department of General Services (General Services) failed to update its statewide policy since forming a rental car contract with Enterprise. By appropriately making its policies and practices consistent with the statewide policy, the Department of Resources Recycling and Recovery (CalRecycle) unnecessarily spent approximately \$4,000 from July 2014 through June 2015. We estimate the total waste resulting from General Services' policy may have been much greater, given that other state agencies in the Sacramento area are also subject to this policy.	4,000
	Wasted Funds —Four psychiatrists at Patton State Hospital regularly worked an average of 22 to 29 hours per week instead of the average of 40 hours per week required by their collective bargaining agreement. We determined that the psychiatrists' 2,254 hours of missed work between July 2014 and June 2015 had a value of nearly \$297,000.	297,000
	Wasted Funds —Water Resources wasted state funds when it improperly reimbursed three employees nearly \$4,500 in excess of the allowed amount for training as a result of its staff's inconsistent practices and failure to follow its training policies and procedures.	4,500
	Cost Avoidance/Savings —Water Resources could have saved nearly \$51,000 had its staff appropriately categorized training courses for seven employees and followed its policy of capping training reimbursements.	51,000
2015-119 (March 2016)	State Board of Equalization[‡]: Its Tobacco Tax Enforcement Efforts Are Effective and Properly Funded, but Other Funding Options and Cost Savings Are Possible	
	Cost Savings/Avoidance —Although the number of locations licensed by retailers, distributors, and wholesalers has declined, the State Board of Equalization (Equalization) did not decrease the number of inspections it conducted which resulted in an increased frequency of inspections. We believe Equalization could return to its initial frequency of inspections and continue to maintain the high level of compliance with the cigarette tax law that the three-part enforcement program has already achieved. We estimate that conducting over 800 fewer inspections each year would result in cost savings of more than \$360,000 per year.	See annualized benefits below
2015-120 (March 2016)	California Department of Transportation: Its Maintenance Division's Allocations and Spending for Field Maintenance Do Not Match Key Indicators of Need	
	Wasted Funds —Caltrans paid a consultant to develop a budget model for its maintenance division's field maintenance program in 2009. However, the maintenance division never implemented the model. Therefore, we determined Caltrans wasted the \$250,000 it paid the consultant to develop the model.	\$250,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2015-127 (April 2016)	Corporate Income Tax Expenditures: The State's Regular Evaluation of Corporate Income Tax Expenditures Would Improve Their Efficiency and Effectiveness Increased Revenue —We found that the tax expenditure—the waters edge election—may be providing corporations with unintentional benefits that reduce the state's revenue by mandating that all corporations use the water's edge election instead of allowing corporations to select between two tax structures could increase the state's tax revenue while continuing to fulfill the tax expenditure's purpose. The Franchise Tax Board (Tax Board) has estimated that including tax havens within the water's edge for California would result in additional state revenue of \$20 million for the first fiscal year and increase to \$40 million the following fiscal year.	\$20,000,000
2015-047 (May 2016)	The State Bar of California: Its Lack of Transparency Has Undermined Its Communications With Decision Makers and Stakeholders Wasted Funds —The State Bar of California (State Bar) created and used a nonprofit organization with little or no board oversight from 2013 through 2015. About two-thirds of the expenses the State Bar recorded in the foundation's fund were for unrelated purposes. Specifically, the State Bar charged to the foundation more than \$22,000 in expenses that were unrelated to the Legal Services Trust Fund or Sections Program, the foundation's ostensible beneficiaries.	\$22,000
Annualized Carry Forward for July 1, 2015, Through June 30, 2016		\$107,497,200
2002-009 (April 2003)	California Energy Markets	\$29,000,000
2007-037 (September 2007)	Department of Housing and Community Development	38,000
2008-103 (November 2008)	California Unemployment Insurance Appeals Board	61,000
2009-043 (November 2009)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	38,000
2009-030 (July 2009)	State Bar of California	285,000
2009-112 (May 2010)	Department of Health Care Services	4,700,000
2010-108 (June 2010)	Department of Public Health	3,566,000
2009-118 (August 2010)	Department of Developmental Services	15,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000
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I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	15,000
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	37,000
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	19,000
2012-117 (March 2013)	State Athletic Commission	181,000
2012-110 (April 2013)	Department of Motor Vehicles	6,000,000
2013-501 (March 2014)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	36,000
2013-119 (August 2014)	Department of Health Care Services	1,270,700
2012-603 (August 2014)	Department of Human Resources and California State University	1,222,000
2014-301 (November 2014)	Superior Court of California, County of Alameda	48,000
2013-125 (December 2014)	Department of Health Care Services	14,000
2014-107 (January 2015)	Administrative Office of the Courts [†]	13,893,500
2014-113 (January 2015)	Department of Public Health	500,000
2015-502 (July 2015)	Department of Social Services	23,200,000
2014-130 (August 2015)	Department of Health Care Services	2,019,000
2015-119 (March 2016)	State Board of Equalization [‡]	360,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
Total for July 1, 2014, Through June 30, 2015		\$107,860,200
Total One-Time Benefits for July 1, 2014, Through June 30, 2015		\$12,879,000
2013-119 (August 2014)	<i>California Department of Health Care Services: Its Failure to Properly Administer the Drug Medi-Cal Treatment Program Created Opportunities for Fraud</i>	
	Cost Recovery —Outpatient drug-free services providers in Los Angeles County and Fresno County could not locate all of the patients records we selected for testing, which amounted to over \$11,500. In addition, the patient records for all three counties we visited did not always include the documentation that state regulations require, which amounted to over \$49,600. In total, this amounted to approximately \$61,000. When providers cannot produce patient records, they cannot demonstrate that they rendered services. Thus, the State and counties can recover the reimbursements they paid to these providers because the providers cannot produce patient records to support their claims.	\$61,000
	Cost Recovery —Health Care Services and the Department of Alcohol and Drug Programs approved approximately \$953,000 in potentially improper payments to providers of outpatient drug-free services, which includes \$10,000 for purportedly deceased beneficiaries. We estimate \$317,700 in continued annual savings through cost avoidance as a result of our recommendations.	953,000
	Cost Recovery —Although Health Care Services had already suspended or terminated provider sites associated with nearly \$71 million of the \$84 million in services we identified using five high-risk indicators, the remaining provider sites account for more than \$13 million. We found that providers could not locate or provide adequate documentation to justify reimbursement claims for roughly 22 percent, or \$2.8 million of the services we reviewed. We estimate \$953,000 in continued annual savings through cost avoidance as a result of our recommendations.	2,860,000
2012-603 (August 2014)	<i>High Risk Update: California Department of Human Resources and California State University: State Agencies Credited Their Employees With Millions of Dollars Worth of Unearned Leave</i>	
	Cost Recovery —From January 2008 through December 2012, state departments, agencies, California State University campuses, and other entities credited their employees with unearned leave worth nearly \$6.4 million as of December 2013. State law allows state agencies to recover overpayments to their employees only if the agencies initiate corrective action within three years of the date of the overpayment. We estimate \$1,222,000 in continued annual savings through cost avoidance as a result of our recommendations.	\$6,357,000
2014-301 (November 2014)	<i>Judicial Branch Procurement: Superior Court of California, County of Alameda: Five Superior Courts Did Not Consistently Follow Judicial Branch Contracting Practices</i>	
	Wasted Funds/Cost Savings —The Alameda court overpaid \$2,500 for mental health assessments for participants in the Parolee Reentry Court Program. It also purchased bottled water for court staff and jurors at a cost of over \$4,000 a month. The State Administrative Manual and the State Contracting Manual generally prohibit the purchase of bottled water for staff, except in limited circumstances, such as when the building water does not meet health standards. We estimate that the court could save \$48,000 each year by discontinuing purchasing bottled water for court staff and jurors.	\$51,000
2013-125 (December 2014)	<i>California Department of Health Care Services: Weaknesses in Its Medi-Cal Dental Program Limit Children's Access to Dental Care</i>	
	Wasted Funds —Health Care Services reimbursed more than \$70,000 for dental procedures that were purportedly provided to deceased beneficiaries between 2009 and 2013. We estimate \$14,000 in continued annual savings through cost avoidance as a result of our recommendations.	\$70,000
12014-1 (December 2014) (Allegations 12010-1250, 12012-0355, 12011-0878)	<i>Investigations of Improper Activities by State Agencies and Employees: Theft of State Funds, Waste of Public Resources, Improper Headquarters Designation and Improper Travel Expenses, Dishonesty, Incompatible Activities, and Other Violations of State Law</i>	
	Wasted Funds —The California Military Department (Military Department) failed to keep an accurate inventory of state property at the Camp Roberts training facility, which led to a loss of more than \$33,000 worth of state property in June 2011.	\$33,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
	<p>Wasted Funds—General Services allowed a private security firm’s security guards to park free of charge in the building’s parking garage despite the contract with the firm specifically stating that General Services has no obligation to provide this benefit. General Services would have received almost \$13,000 in parking revenue from October 2008 through June 2012. General Services reported in November 2014 that it will amend the contract with the firm to allow security guards working evenings and weekends to park in the building’s garage without charge.</p>	\$13,000
	<p>Wasted Funds—The Employment Development Department (Employment Development) failed to accurately designate an employee’s office headquarters. Because of this inappropriate designation, the employee’s supervisors approved more than \$20,000 in improper travel payments between July 2007 and January 2010. Had Employment Development properly designated the employee’s headquarters, the State would not have incurred these travel expenses. In addition, the employee’s supervisor approved an additional approximately \$6,000 in improper travel expenses from January 2010 through July 2012.</p>	27,000
2014-107 (January 2015)	<p><i>Judicial Branch of California[†]: Because of Questionable Fiscal and Operational Decisions, the Judicial Council and the Administrative Office of the Courts Have Not Maximized the Funds Available for the Courts</i></p>	
	<p>Cost Savings—The Administrative Office of the Courts[†] (AOC) pays salaries to its employees that are higher than those in the executive branch. If the salaries of the AOC’s three executive officers and the managers of its 20 offices matched the levels of comparable California executive branch positions, we estimate it would save \$1 million annually in cost savings.</p>	See annualized benefits below
	<p>Wasted Funds/Cost Savings—The AOC provides discounted transit passes for major public transportation providers, but it pays almost double the subsidy amounts for transit passes compared to the executive branch. For July 2010 through December 2013, this excess subsidy cost the AOC approximately \$1,160,000. We estimate an annual cost savings of \$330,000 associated with this recommendation.</p>	\$1,160,000 See annualized benefits below
	<p>Cost Savings—The AOC pay the employee share of the member’s retirement contribution for certain executive and management staff hired before October 2012. We estimate the AOC will save approximately \$110,000 per fiscal year in cost savings if it ceases to pay these employees’ shares.</p>	See annualized benefits below
	<p>Wasted Funds/Cost Savings—The AOC maintains three work locations, which has resulted in:</p> <ul style="list-style-type: none"> • approximately \$25,000 spent on travel expenses for executive managers who work in different locations than the majority of their staff • a salary differential of \$47,000 annually paid to AOC’s internal audits office • an excess \$5 million annually spent on rent 	25,000 See annualized benefits below
	<p>Cost Savings/Avoidance—The AOC’s use of contractors, temporary workers, and consultants has resulted in significantly higher costs than the AOC would have incurred had it hired state employees to perform this work. If the AOC replaced 55 contractors with state employees, it could save up to \$7 million per year. If the AOC use state employees instead of 15 temporary workers, it could save about \$200,000 per year. We estimate a continued cost savings of \$7,200,000 if the AOC implemented this recommendation.</p>	See annualized benefits below
	<p>Cost Savings/Avoidance—The AOC has assigned vehicles to its top executives, but we found that, on average, the three executives use the vehicles for business purposes for only about 20 percent of the time and personal use for the remaining 80 percent. If the AOC required these three executives to instead use their personal vehicles and claim the mileage reimbursement rate for their business miles, we estimate that it would save an average of roughly \$2,500 per vehicle each year.</p>	See annualized benefits below
	<p>Cost Savings/Avoidance—The AOC pays for parking for five office directors, which it estimates costs an average of about \$1,000 each month. Executive branch policy only allows for reimbursement if there will be business-related travel on the same day. If the AOC stops providing this benefit, we estimate a continued cost savings of \$12,000 a year.</p>	See annualized benefits below
	<p>Wasted Funds/Cost Savings—The AOC caters training sessions and meetings at its work locations and has greater allowances for meal costs than the executive branch. For fiscal years 2010–11 through 2012–13, this benefit cost approximately \$560,000. We estimate that AOC could save \$187,000 a year by discontinuing this benefit.</p>	560,000 See annualized benefits below

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2014-118 (January 2015)	California Department of Developmental Services: Its Process for Assessing Fees Paid by Parents of Children Living in Residential Facilities Is Woefully Inefficient and Inconsistent Lost Revenue —The Department of Developmental Services (DDS) failed to provide timely assessments of parental fees. For the roughly 250 initial assessments DDS performs each year, we estimated that the annual amount of unbilled fees caused by assessment delays ranges from \$740,000 to \$1.1 million. Based on DDS' average collection rate of 60 percent, we calculated approximately \$552,000 in lost revenue.	\$552,000
2014-113 (January 2015)	California Department of Public Health: Even With a Recent Increase in Federal Funding, Its Efforts to Prevent Diabetes Are Focused on a Limited Number of Counties Lost Revenue —We found two federal grants related to diabetes for which Public Health could have applied. Specifically, one had an award amount of up to \$500,000 per year for up to three years. Public Health stated that it did not have the resources and capacity required to apply for this particular grant.	See annualized benefits below
2014-121 (June 2015)	University of California, Davis: It Has Not Identified Future Financing for the Strawberry Breeding Program nor Collected All Available Revenues Lost Revenue —Under the terms of the strawberry program's licensing agreements, the University of California (UC) Davis had opportunities to collect additional strawberry program revenues, but it chose not to do so. Over a three-year period, UC Davis did not collect approximately \$157,000 in interest charges from three licensed nurseries and a master licensee for late royalty payments.	\$157,000
Annualized Carry Forward for July 1, 2014, Through June 30, 2015		\$94,981,200
2002-009 (April 2003)	California Energy Markets	\$29,000,000
2007-037 (September 2007)	Department of Housing and Community Development	38,000
I2008-1 (April 2008)	Department of Corrections and Rehabilitation (Allegation I2006-0665)	50,000
I2008-1 (April 2008)	Department of Social Services (Allegation I2006-1040)	13,000
2007-122 (June 2008)	Department of Health Care Services	13,000,000
2008-103 (November 2008)	California Unemployment Insurance Appeals Board	61,000
2009-043 (November 2009)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	38,000
2009-030 (July 2009)	State Bar of California	285,000
2009-112 (May 2010)	Department of Health Care Services	4,700,000
2010-108 (June 2010)	Department of Public Health	3,566,000
2009-118 (August 2010)	Department of Developmental Services	15,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000
2011-120 (August 2012)	Department of Transportation	3,800,000
I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	15,000
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	37,000
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	19,000
2012-117 (March 2013)	State Athletic Commission	181,000
2012-110 (April 2013)	Department of Motor Vehicles	6,000,000
2013-501 (March 2014)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	36,000
2013-119 (August 2014)	Department of Health Care Services	1,270,700
2012-603 (August 2014)	Department of Human Resources and California State University	1,222,000
2014-301 (November 2014)	Superior Court of California, County of Alameda	48,000
2013-125 (December 2014)	Department of Health Care Services	14,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2014-107 (January 2015)	Administrative Office of the Courts [†]	\$13,893,500
2014-113 (January 2015)	Department of Public Health	500,000
Total for July 1, 2013, Through June 30, 2014		\$594,777,000
Total One-Time Benefits for July 1, 2013, Through June 30, 2014		\$516,780,000
2012-118 (July 2013)	<i>California Public Utilities Commission: Despite Administrative Weaknesses, It Has Generally Awarded Compensation to Intervenors in Accordance With State Law</i>	
	Cost Recovery —The California Public Utilities Commission (CPUC) failed to provide guidance to its accounting staff regarding interest computation methodology, which resulted in CPUC overpaying an estimated \$40,000 in interest payments on intervenor claims. CPUC is currently in the process of collecting the overpaid interest from the intervenors.	\$40,000
2012-121.2 (September 2013)	<i>Department of Parks and Recreation: Flaws in Its Budget Allocation Processes Hinder Its Ability to Effectively Manage the Park System</i>	
	Wasted Funds — State Parks inappropriately paid nearly \$16,400 for leave to five employees in fiscal years 2009–10 and 2010–11. These leave buyback transactions were unallowable under the employees’ relevant bargaining unit agreements.	\$16,000
I2011-0837 (October 2013)	<i>California Department of Veterans Affairs: Wastefulness, Failure to Comply With State Contracting Requirements, and Inexcusable Neglect of Duty</i>	
	Wasted Funds —The administrator of a veterans home operated by the Department of Veterans Affairs (CalVet) unwisely entered into two contracts on behalf of the home that wasted \$653,000 in state-managed funds and did not comply with state contracting requirements. CalVet wasted approximately \$424,000 during fiscal years 2009–10, 2010–11, and 2011–12 when it paid a vendor to manage the café and tavern at a veterans home when it could have arranged for another vendor to operate the café and tavern at little or no cost to the home. CalVet wasted nearly \$229,000 during fiscal years 2010–11 and 2011–12 when it entered into a contract that did not comply with state contracting requirements for the construction and operation of an adventure park and therefore had to spend funds to terminate the contract.	\$653,000
I2012-0651 (March 2014)	<i>Employment Development Department: It Failed to Participate in a Federal Program That Would Have Allowed the State to Collect Hundreds of Millions of Dollars</i>	
	Lost Revenue —Employment Development failed to take advantage of a federal program that would have allowed it to collect an estimated \$516 million owed to the State in unemployment benefit overpayments made to claimants. Several states chose to participate in the federal Treasury’s Offset Program to collect unemployment benefit overpayments from 2011 through 2013 with great success. However, Employment Development, acting on behalf of California, declined to participate in this aspect of the Offset Program, and instead persisted with its existing collection efforts.	\$516,000,000
2013-501 (March 2014)	<i>Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun</i>	
	Wasted Funds/ Cost Savings —Over the two fiscal years we reviewed, the Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun (Pilot Commissioners Board) reimbursed the San Francisco Bar Pilots approximately \$141,000 for what appear to be economy class tickets with fully refundable fares, compared to our estimate of nearly \$70,000—an amount based on the average of three airlines’ airfares for economy class tickets refundable for a small fee. This represents a potential savings of roughly \$71,000 over just a two year period. If the Pilot Commissioners Board carries out our recommendations regarding the purchase of airline tickets, we estimate \$36,000 in continuing annual savings through cost avoidance.	\$71,000
Annualized Carry Forward for July 1, 2013, Through June 30, 2014		\$77,997,000
2002-009 (April 2003)	California Energy Markets	\$29,000,000
2007-037 (September 2007)	Department of Housing and Community Development	38,000
I2008-1 (April 2008)	Department of Corrections and Rehabilitation (Allegation I2006-0665)	50,000

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REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2008-1 (April 2008)	Department of Social Services (Allegation I2006-1040)	\$13,000
2007-122 (June 2008)	Department of Health Care Services	13,000,000
2008-103 (November 2008)	California Unemployment Insurance Appeals Board	61,000
2009-043 (November 2009)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	38,000
2009-030 (July 2009)	State Bar of California	285,000
2009-112 (May 2010)	Department of Health Care Services	4,700,000
2010-108 (June 2010)	Department of Public Health	3,566,000
2009-118 (August 2010)	Department of Developmental Services	15,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000
2011-120 (August 2012)	Department of Transportation	3,800,000
I2012-1 (December 2012)	State Athletic Commission (Allegation I2009-1341)	15,000
I2012-1 (December 2012)	California Correctional Health Care Services (Allegation I2009-0689)	37,000
I2012-1 (December 2012)	California Natural Resources Agency (Allegation I2009-1321)	19,000
2012-117 (March 2013)	State Athletic Commission	181,000
2012-110 (April 2013)	Department of Motor Vehicles	6,000,000
Total for July 1, 2012, Through June 30, 2013		\$140,107,000
Total One-Time Benefits for July 1, 2012, Through June 30, 2013		\$32,600,000
2011-120 (August 2012)	<i>California Department of Transportation: Its Poor Management of State Route 710 Extension Project Properties Costs the State Millions of Dollars Annually, Yet State Law Limits the Potential Income From Selling the Properties</i>	
	Increased Revenue —Caltrans charged the majority of the State Route 710 (SR 710) property tenants rents that are, on average, 43 percent below market rate. Caltrans' rental of the SR 710 properties at below-market values constitutes a gift of public funds, which is prohibited by the California Constitution unless such rentals serve a public purpose. If it charged market rates for the 345 SR 710 properties, Caltrans could potentially generate as much as \$3.8 million more per year in rental income. We expect this benefit to begin in fiscal year 2013–14.	Benefit begins next fiscal year
2012-105 (November 2012)	<i>Departments of Public Health and of Social Services: Weaknesses in the Administration of the Child Health and Safety Fund and the State Children's Trust Fund Limit Their Effectiveness</i>	
	Cost Recovery —Public Health did not provide proper oversight of the research foundation's 2007 contract. In our review of the payroll information for 14 research foundation invoices paid under that contract, we found that Public Health may have been overcharged by roughly \$12,000 because the research foundation did not apply the allocation percentage stated in its original contract and adjust the allocation percentage for the subsequent amendments to the salaries of two individuals who were listed in the budgets.	\$12,000
2010-102 (February 2011; December 2012 Update)	<i>Administrative Office of the Courts[†]: The Statewide Case Management Project Faces Significant Challenges Due to Poor Project Management</i>	
	Cost Recovery —In February 2011 we issued a report regarding the AOC California Court Case Management System (CCMS). We found that the AOC inadequately planned the project since 2003 and has consistently failed to develop accurate cost estimates or timelines for the projects. Subsequently, the Legislature did not provide additional funds for the deployment of CCMS. The Judicial Council voted to halt deployment of CCMS in March 2012 and Deloitte Consulting agreed to repay \$16 million to compensate for delays caused by numerous quality issues.	\$16,000,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2012-1 (December 2012) (Allegation I2009-0634)	<p>Franchise Tax Board and Office of the Secretary of State: Investigations of Improper Activities by State Employees</p> <p>Cost Recovery—A Tax Board employee, an Office of the Secretary of State (secretary of state) employee, and a courier service owner engaged in an elaborate scheme that enabled the courier service owner to steal nearly a quarter of a million dollars from the State. The three individuals were convicted of bribery and ordered to pay a total of approximately \$227,000 in restitution to the secretary and Tax Board. The failure of these agencies to maintain adequate controls contributed to the individuals' ability to perpetrate fraud.</p>	\$227,000
I2012-1 (December 2012) (Allegation I2008-1217)	<p>Employment Development Department: Investigations of Improper Activities by State Employees</p> <p>Cost Recovery—A former Employment Development accounting technician and two accomplices were convicted of conspiracy to commit mail fraud for executing a scheme to redirect unemployment insurance (unemployment) benefits from the State to ineligible recipients. During the duration of their scheme, the two accomplices illicitly received nearly \$93,000 in unemployment claims for wages to which they were not entitled using U.S. mail to deliver their benefits from August 2008 through October 2010.</p>	\$93,000
I2012-1 (December 2012) (Allegation I2009-1341)	<p>California State Athletic Commission: Investigations of Improper Activities by State Employees</p> <p>Cost Recovery—The California State Athletic Commission (Athletic Commission) overpaid approximately \$119,000 to 18 of its athletic inspectors from January 2009 through December 2010, because it inappropriately paid them at an hourly overtime rate rather than an hourly straight-time rate for work they performed. However, only about \$25,000 of that amount can be collected due to the statute of limitation for recovering overpayments.</p> <p>Wasted Funds—Due to the statute of limitation for recovering overpayments, the Athletic Commission cannot recover \$94,000 of the \$119,000 the commission overpaid to 18 of its athletic inspectors from January 2009 through December 2010.</p> <p>Wasted Funds—We identified \$29,000 in costs incurred over a two-year period that could have been avoided if the Athletic Commission had not employed as athletic inspectors persons who already were employed full-time by the State in classifications that are similar to the athletic inspector classification and thus were entitled to receive compensation at an overtime rate. If the Athletic Commission carries out all of our recommendations regarding the payment and hiring of athletic inspectors, we estimate more than \$14,000 in continuing annual savings through cost avoidance.</p>	\$25,000 94,000 29,000
I2012-1 (December 2012) (Allegation I2009-1218)	<p>Department of Fish and Game^{II}: Investigations of Improper Activities by State Employees</p> <p>Wasted Funds—A supervisor with the Department of Fish and Game^{II} (Fish and Game) improperly implemented an agricultural lease agreement. He directed the lessee, in lieu of making lease payments, to purchase about \$54,000 in goods and services that did not constitute improvements and repairs to the leasehold, as required by the lease requirement.</p>	\$54,000
I2012-1 (December 2012) (Allegation I2009-0689)	<p>California Correctional Health Care Services and Department of Corrections and Rehabilitation: Investigations of Improper Activities by State Employees</p> <p>Wasted Funds—A manager with Correctional Health Care improperly allowed Corrections employees to use rental cars paid for by the state and receive mileage reimbursements for commuting, and Corrections improperly approved this. The manager also improperly authorized these employees to receive reimbursements for expenses they incurred near their homes and headquarters, and Corrections improperly approved the payments. As a result, the State paid 23 employees a total of \$55,000 in travel benefits over 18 months that they were not entitled to receive. As a result of our identifying the improper reimbursements and Corrections implementing our recommendation to end the reimbursements, we estimate \$37,000 in continued annual savings.</p>	\$55,000
I2012-1 (December 2012) (Allegation I2009-1321)	<p>Natural Resources Agency: Investigations of Improper Activities by State Employees</p> <p>Wasted Funds—From January 2009 through June 2011, an executive with the California Natural Resources Agency (Natural Resources) circumvented state travel regulations by improperly reimbursing an official and an employee about \$48,000 in state funds for commutes between their homes and headquarters and lodging and meal expenses incurred near Natural Resources headquarters. If this pattern continued to occur, we estimate \$19,000 in continued annual savings through cost avoidance as a result of our recommendations.</p>	\$48,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2012-1 (December 2012) (Allegation I2010-1151)	California Correctional Health Care Services and Department of Corrections and Rehabilitation: Investigations of Improper Activities by State Employees Cost Recovery —A supervising registered nurse at the California Training Facility in Soledad (facility) falsely claimed to have worked 183 hours of regular, overtime, and on-call hours that have resulted in overpayments and ultimately overpaid the nurse about \$9,000. Staff at the facility's personnel office reported that they have begun the process to collect the overpayments identified in this report.	\$9,000
I2012-1 (December 2012) (Allegation I2010-1022)	University of California, Office of the President: Investigations of Improper Activities by State Employees Wasted Funds/Cost Recovery —The UC reimbursed an official approximately \$4,200 for travel expenses he incurred from July 2008 through July 2011 based on wasteful travel policies and procedures. Additionally, the UC official improperly requested, and the UC improperly authorized, reimbursements for travel expenses totaling nearly \$1,800, and we recommended that the UC seek recovery of these reimbursements.	\$6,000
I2005-2 (December 2012 Update) (Allegations I2004-0649, I2004-0681, I2004-0789)	Department of Corrections and Rehabilitation: Investigations of Improper Activities by State Employees Cost Recovery —Issued in September 2005, this investigation revealed that Corrections failed to properly account for the time that employees used when released from their regular job duties to perform union-related activities. In June 2010 Corrections notified us that it had initiated litigation against the union to recover unreimbursed costs for all Corrections employees on full-time union leave. In January 2012 Corrections reached an agreement with the union that requires the union pay the State a total of \$3.5 million for all Corrections employees on full-time union leave through annual payments beginning that same month and continuing until the entire amount is paid.	\$3,500,000
2012-117 (March 2013)	State Athletic Commission: Its Ongoing Administrative Struggles Call Its Future Into Question Wasted Funds —Over the last three calendar years for administrative spending, the Athletic Commission spent a total of \$197,400 in excess of the allowable 20 percent limit of its annual contribution. Should the commission limit administrative spending to the allowable 20 percent, it could save an annual average of \$66,000. Lost Revenue —The Athletic Commission's revenues are generally derived from taxes, assessments, and fees collected from events it regulates. Our review of 12 sample events found that the Athletic Commission failed to collect \$4,600 because it inconsistently adhered to its regulations and processes. Lost Revenue —The Athletic Commission failed to maximize the money available to fund boxers' pension benefits by not transferring funds into a higher-yield investment account, potentially resulting in a loss of \$20,000 between fiscal years 2007–08 and 2010–11. This is an ongoing benefit of approximately \$5,000 per year. Lost Revenue —In 2010 and 2011, the Athletic Commission inappropriately used funds from the Athletic Commission fund to pay \$40,000 in pension plan administration fees, despite the Legislature intending the pension fund to cover the administration of the pension plan. Increased Revenue —The Athletic Commission reports that it has worked with the Legislature to raise the maximum fee it charges promoters for the sale or lease of broadcasting rights from \$25,000 to \$35,000 per event. In fiscal years 2010–11 and 2011–12, the Athletic Commission reported 22 instances where it collected a maximum broadcasting fee from promoters. Going forward, we estimate that the Athletic Commission will realize approximately \$110,000 in increased revenue annually as a result of these increased maximum fees.	\$197,000 5,000 20,000 40,000
I2009-0640 (March 2013)	California Department of Transportation: Caltrans Employees Engaged in Inexcusable Neglect of Duty, Received Overpayment for Overtime, Falsified Test Data, and Misappropriated State Property Cost Recovery —A supervisor with Caltrans improperly removed steel beams from a Caltrans facility. After discovering this, Caltrans paid \$2,000 to transport the beams back to a Caltrans facility. We recommended that Caltrans seek reimbursement for the transportation cost from the supervisor. Cost Recovery —Caltrans improperly paid two technicians \$6,834 and \$6,954, respectively, for overtime and differential work hours that they did not work. We recommended that Caltrans seek reimbursement of these payments.	\$2,000 14,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2012-110 (April 2013)	Special Interest License Plate Funds: The State Has Foregone Certain Revenues Related to Special Interest License Plates and Some Expenditures Were Unallowable or Unsupported Lost Revenue —Motor Vehicles’ policy is to collect retention fees for special license plates only when the plate owner notifies the department that he or she will again use the special plate on a vehicle. Using Motor Vehicles’ unaudited available data and the fees prescribed in statutes, we estimate that, because of this policy, it did not collect retention fees of \$12 million during fiscal years 2010–11 and 2011–12. We estimate that by implementing our recommendation to collect retention fees for all special plates retained by plate owners, Motor Vehicles could realize up to \$6 million in increased revenue annually.	\$12,000,000
12010-1045 (June 2013)	California Department of Corrections and Rehabilitation and California Correctional Health Care Services: Both Agencies Wasted State Resources by Improperly Accounting for Leave Taken by Their Employees Wasted Funds —Corrections wasted nearly \$127,000 worth of leave time during the period October 2010 through September 2011 by undercharging the leave balances of its employees at six correctional facilities we examined. If what we found at the six facilities is representative of all correctional facilities during the period we examined, the amount wasted could be around \$400,000. Wasted Funds —Correctional Health Care wasted nearly \$43,000 worth of leave time during the period October 2010 through September 2011 by undercharging the leave balances of its employees at one correctional facility we examined.	\$127,000 43,000
Annualized Carry Forward for July 1, 2012, Through June 30, 2013		\$107,507,000
2002-009 (April 2003)	California Energy Markets	\$29,000,000
2003-125 (July 2004)	Department of Corrections and Rehabilitation	20,700,000
2004-113 (July 2005)	Department of General Services	36,000
2004-134 (July 2005)	State Athletic Commission	33,000
2004-125 (August 2005)	Department of Health Services [#]	10,300,000
I2005-2 (September 2005)	Department of Corrections and Rehabilitation (Allegations I2004-0649, I2004-0681, I2004-0789)	193,000
I2006-1 (March 2006)	Department of Fish and Wildlife ^{II} (Allegation I2004-1057)	8,300,000
2007-037 (September 2007)	Department of Housing and Community Development	38,000
I2008-1 (April 2008)	Department of Corrections and Rehabilitation (Allegation I2006-0665)	50,000
I2008-1 (April 2008)	Department of Social Services (Allegation I2006-1040)	13,000
2007-122 (June 2008)	Department of Health Care Services	13,000,000
2008-103 (November 2008)	California Unemployment Insurance Appeals Board	61,000
2009-043 (November 2009)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	38,000
2009-030 (July 2009)	State Bar of California	285,000
2009-112 (May 2010)	Department of Health Care Services	4,700,000
2010-108 (June 2010)	Department of Public Health	3,566,000
2009-118 (August 2010)	Department of Developmental Services	15,000,000
I2011-1 (August 2011)	Department of Mental Health ^S (Allegation I2009-0644)	76,000
2010-124 (September 2011)	Department of Corrections and Rehabilitation	2,090,000
2011-119 (June 2012)	Physical Therapy Board	28,000

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
Total for January 1, 2012, Through June 30, 2012		\$65,725,500
Total One-Time Benefits for January 1, 2012, Through June 30, 2012		\$10,528,000
2011-111 (March 2012)	<i>Federal Workforce Investment Act: More Effective State Planning and Oversight Is Necessary to Better Help California's Job Seekers Find Employment</i> Lost Revenue —Employment Development missed opportunities to receive up to \$10.5 million from six federal grants available for workforce investment, and thus it is not availing itself of additional funds the State can use to help job seekers obtain employment. Because Employment Development does not have a grant review and approval process that documents its identification of grant opportunities and its final decisions related to such opportunities, we were unable to substantiate Employment Development's reasons for foregoing grant opportunities.	\$10,500,000
2011-119 (June 2012)	<i>Physical Therapy Board of California: Although It Can Make Improvements, It Generally Processes Complaints and Monitors Conflict-of-Interest Requirements Appropriately</i> Cost Savings —One of the Physical Therapy Board of California's (Physical Therapy Board) expert consultants has served as the in-house consultant since approximately 2003, performing cursory reviews of certain complaints before they may be referred to other expert consultants in the field. We believe that the Physical Therapy Board may be able to save approximately \$28,000 to \$35,000 annually if it can hire a state physical therapy consultant at existing state rates to perform the same work as its in-house consultant.	\$28,000
Annualized Carry Forward for January 1, 2012, Through June 30, 2012		\$55,197,500
2002-009 (April 2003)	California Energy Markets	\$14,500,000
2003-125 (July 2004)	Department of Corrections and Rehabilitation	10,350,000
2003-124 (August 2004)	Department of Health Services [#]	2,300,000
I2004-2 (September 2004)	Department of Health Services [#] (Allegation I2002-0853)	4,500
I2004-2 (September 2004)	California Military Department (Allegation I2002-1069)	32,000
2004-105 (October 2004)	Department of Corrections and Rehabilitation	145,000
I2005-1 (March 2005)	Department of Corrections and Rehabilitation (Allegation I2003-0834)	59,500
2004-113 (July 2005)	Department of General Services	18,000
2004-134 (July 2005)	State Athletic Commission	16,500
2004-125 (August 2005)	Department of Health Services [#]	5,150,000
I2005-2 (September 2005)	Department of Corrections and Rehabilitation (Allegations I2004-0649, I2004-0681, I2004-0789)	96,500
I2006-1 (March 2006)	Department of Fish and Wildlife ^{II} (Allegation I2004-1057)	4,150,000
2007-037 (September 2007)	Department of Housing and Community Development	19,000
I2008-1 (April 2008)	Department of Corrections and Rehabilitation (Allegation I2006-0665)	25,000
I2008-1 (April 2008)	Department of Social Services (Allegation I2006-1040)	6,500
2007-122 (June 2008)	Department of Health Care Services	6,500,000
2008-103 (November 2008)	California Unemployment Insurance Appeals Board	30,500
2009-043 (November 2009)	Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun	19,000
2009-030 (July 2009)	State Bar of California	142,500
2009-112 (May 2010)	Department of Health Care Services	2,350,000
2010-108 (June 2010)	Department of Public Health	1,783,000
2009-118 (August 2010)	Department of Developmental Services	7,500,000

Benefits Identified Prior to 2012, but Have Annualized Carry Forward Values

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2002-009 (April 2003)	California Energy Markets: The State's Position Has Improved, Due to Efforts by the Department of Water Resources and Other Factors, but Cost Issues and Legal Challenges Continue	
	Cost Savings —In response to an audit recommendation, Water Resources renegotiated certain energy contracts. Water Resources' consultant estimates that the present value of the potential cost savings due to contract renegotiation efforts as of December 31, 2002, by Water Resources and power suppliers, when considering replacement power costs, to be \$580 million. For the purpose of this analysis, we have computed the average annual cost savings by dividing the \$580 million over the 20-year period the savings will be realized, which results in \$29 million annually.	
2002-118 (April 2003)	Department of Health Services#: Its Efforts to Further Reduce Prescription Drug Costs Have Been Hindered by Its Inability to Hire More Pharmacists and Its Lack of Aggressiveness in Pursuing Available Cost-Saving Measures	
	Cost Savings —The Department of Health Services (Health Services) estimated that it could save \$20 million annually by placing the responsibility on the pharmacists to recover \$1 copayments they collect from each Medi-Cal beneficiary filling a prescription. We estimate the State could begin to receive these savings each year beginning in fiscal year 2003–04.	
2003-125 (July 2004)	California Department of Corrections**: More Expensive Hospital Services and Greater Use of Hospital Facilities Have Driven the Rapid Rise in Contract Payments for Inpatient and Outpatient Care	
	Cost Savings —The potential for Corrections to achieve some level of annual savings appears significant if it could negotiate cost-based reimbursement terms, such as paying Medicare rates, in its contracts with hospitals. We estimated potential savings of at least \$20.7 million in Corrections' fiscal year 2002–03 inmate hospital costs. Specifically, had Corrections been able to negotiate contracts without its typical stop-loss provisions that are based on a percent discount from the hospitals' charges rather than costs, it might have achieved potential savings of up to \$9.3 million in inpatient hospital payments in fiscal year 2002–03 for the six hospitals we reviewed that had this provision. Additionally, had Corrections been able to pay hospitals the same rates as Medicare—which bases its rates on an estimate of hospital resources used and their associated costs—it might have achieved potential savings of \$4.6 million in emergency room and \$6.8 million in nonemergency room outpatient services at all hospitals in fiscal year 2002–03. Recognizing that Corrections will need some time to negotiate cost-based reimbursement contract terms, we estimate that it could begin to realize savings of \$20.7 million annually in fiscal year 2005–06.	
2003-124 (August 2004)	Department of Health Services#: Some of Its Policies and Practices Result in Higher State Costs for the Medical Therapy Program	
	Cost Savings — Represents the savings Health Services would have achieved in fiscal year 2002–03 had it paid only the amount specifically authorized by law for the Medical Therapy Program. Of the total, \$3.6 million relates to the full funding of county positions responsible for coordinating services provided by special education programs; \$774,000 relates to Health Services' method for sharing Medi-Cal payments with counties; and \$254,000 relates to Health Services' failure to identify all Medi-Cal payments made to certain counties. This monetary cost savings value will carry forward through fiscal year 2011–12.	
I2004-2 (September 2004) (Allegation I2002-0853)	Department of Health Services#: Investigations of Improper Activities by State Employees	
	Cost Savings/Avoidance —We found that managers and employees at Health Services' Medical Review Branch office in Southern California regularly used state vehicles for their personal use. We estimate Health Services could save an average of more than \$9,000 each year because its employees no longer use state vehicles for personal use.	
I2004-2 (September 2004) (Allegation I2002-1069)	Military Department: Investigations of Improper Activities by State Employees	
	Cost Savings/Avoidance —We found that the Military Department improperly granted employees an increase in pay they were not entitled to receive. Because the Military Department has returned all the overpaid employees to their regular pay levels, it should be able to save approximately \$64,200 each year.	

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2004-105 (October 2004)	Department of Corrections**: <i>Although Addressing Deficiencies in Its Employee Disciplinary Practices, the Department Can Improve Its Efforts</i>	
	Cost Savings —Corrections could save as much as \$290,000 annually by using staff other than peace officers to fill its employment relations officer positions.	
I2005-1 (March 2005) (Allegation I2003-0834)	Department of Corrections**: <i>Investigations of Improper Activities by State Employees</i>	
	Cost Recovery/Cost Savings —In violation of state regulations and employee contract provisions, Corrections paid 25 nurses at four institutions nearly \$238,200 more than they were entitled to receive between July 1, 2001, and June 30, 2003. In addition to recovering past overpayments, Corrections can save \$119,000 annually by discontinuing this practice. Although Corrections now contends that the payments to 10 of the 25 nurses were appropriate, despite repeated requests, it has not provided us the evidence supporting its contention. Thus, we have not revised our original estimate.	
2004-033 (May 2005)	Pharmaceuticals: <i>State Departments That Purchase Prescription Drugs Can Further Refine Their Cost Savings Strategies</i>	
	Cost Savings/Avoidance —In a prior audit, we had noted that opportunities existed for General Services to increase the amount of purchases made under contract with drug companies, and we recommended in this audit that General Services continue its efforts to obtain more drug prices on contract by working with its contractor to negotiate new and renegotiate existing contracts with certain manufacturers. General Services reports that it has implemented contracts that it estimates will save the State \$5.1 million annually.	
	Cost Recovery —As we recommended, Health Services# identified and corrected all of the drug claims it paid using an incorrect pricing method. It expects to recoup the nearly \$2.5 million in net overpayments that resulted from its error.	
2004-113 (July 2005)	Department of General Services: <i>Opportunities Exist Within the Office of Fleet Administration to Reduce Costs</i>	
	Increased Revenue —General Services identified 49 parkers it was not previously charging. By charging these parkers, General Services will experience increased revenue totaling \$36,000 per year.	
	Cost Recovery —General Services reports it has recovered or established a monthly payment plan to recover \$45,000 in previously unpaid parking fees.	
2004-134 (July 2005)	State Athletic Commission: <i>The Current Boxers' Pension Plan Benefits Only a Few and Is Poorly Administered</i>	
	Increased Revenue —If the Athletic Commission raises the ticket assessment to meet targeted pension contributions as required by law, we estimate it will collect an average of \$33,300 more per year.	
2004-125 (August 2005)	Department of Health Services#: <i>Participation in the School-Based Medi-Cal Administrative Activities Program Has Increased, but School Districts Are Still Losing Millions Each Year in Federal Reimbursements</i>	
	Increased Revenue —We estimate that California school districts would have received at least \$53 million more in fiscal year 2002–03 if all school districts had participated in the program and an additional \$4 million more if certain participating schools had fully used the program. A lack of program awareness was among the reasons school districts cited for not participating. By stepping up outreach, we believe more schools will participate in the program and revenues will continue to increase. However, because participation continued to increase between fiscal years 2002–03 and 2004–05, the incremental increase in revenue will be less than it was in fiscal year 2002–03. Taking into account this growth in participation and using a trend line to estimate the resulting growth in revenues, we estimate that revenues will increase by about \$10.3 million per year beginning in fiscal year 2005–06.	
I2005-2 (September 2005) (Allegations I2004-0649, I2004-0681, I2004-0789)	Department of Corrections**: <i>Investigations of Improper Activities by State Employees</i>	
	Cost Recovery —Corrections failed to properly account for the time that employees used when released from their regular job duties to perform union-related activities. In addition to recovering past payments totaling \$365,500, Corrections can save \$192,500 annually by discontinuing this practice.	

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
I2006-1 (March 2006) (Allegation I2004-1057)	<p>Department of Fish and Game^{II}: Investigations of Improper Activities by State Employees</p> <p>Increased Revenue—Fish and Game allowed several state employees and volunteers to reside in state-owned homes without charging them rent, consequently providing gifts of public funds. A subsequent housing review conducted by the Department of Personnel Administration demonstrated that all 13 state departments that own employee housing may be underreporting or failing to report housing fringe benefits. As a result, the State could increase revenues as much as \$8.3 million by charging fair-market rents.</p>	
2007-037 (September 2007)	<p>Department of Housing and Community Development: Awards of Housing Bond Funds Have Been Timely and Complied With the Law, but Monitoring of the Use of Funds Has Been Inconsistent</p> <p>Lost Revenue—Excessive advances are provided without consideration for interest earnings the State could receive. Without corrective action, this loss could continue for the life of the program.</p>	
I2008-1 (April 2008) (Allegation I2006-0665)	<p>Department of Corrections and Rehabilitation: Investigations of Improper Activities by State Employees</p> <p>Wasted Funds—Corrections leased 29 parking spaces at a private parking facility but did not use them.</p>	
I2008-1 (April 2008) (Allegation I2006-1040)	<p>Department of Social Services: Investigations of Improper Activities by State Employees</p> <p>Cost Recovery/Cost Savings—Social Services improperly paid contractors for overhead costs that violated state policy. Social Services also will avoid these improper payments totaling about \$13,000 annually in the future.</p>	
2007-122 (June 2008)	<p>Department of Health Care Services: Although Notified of Changes in Billing Requirements, Providers of Durable Medical Equipment Frequently Overcharged Medi-Cal</p> <p>Cost Savings—If Health Care Services implements our recommendation to identify more feasible Medi-Cal reimbursement monitoring and enforcement, we estimate that it could continue to avoid \$13 million in overpayments annually.</p>	
2008-103 (November 2008)	<p>California Unemployment Insurance Appeals Board: Its Weak Policies and Practices Could Undermine Employment Opportunity and Lead to the Misuse of State Resources</p> <p>Cost Savings—We identified parking spaces maintained by the Unemployment Insurance Appeals Board (Unemployment Appeals) for which Unemployment Appeals had little assurance were being used for their intended and allowable purposes. In March 2009 Unemployment Appeals eliminated 31 of its 35 parking spaces, which will save \$61,000 annually. We are showing a benefit of \$20,000 for the remainder of fiscal year 2008–09.</p>	
2009-030 (July 2009)	<p>State Bar of California: It Can Do More to Manage Its Disciplinary System and Probation Processes Effectively and to Control Costs</p> <p>Lost Revenue/Increased Revenues—State Bar has not updated the formula it uses to bill disciplined attorneys, although the discipline costs have increased 30 percent during the last five years. We estimate that if it had updated the billing formula, it could have billed an additional \$850,000 for the past three years. Additionally, if the State Bar updates the formula, we estimate that it could increase revenue in future years by approximately \$285,000 annually.</p>	
2009-043 (November 2009)	<p>Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun: It Needs to Develop Procedures and Controls Over Its Operations and Finances to Ensure That It Complies With Legal Requirements</p> <p>Increased Revenue—The Pilot Commissioners Board did not receive all revenues for the surcharge to fund training new pilots, as required by law. By collecting these fees, we calculated that the Pilot Commissioners Board will collect an additional \$8,640 annually based on the current surcharge of \$9 per trainee.</p> <p>Cost Savings—The board offers free parking to employees, which may constitute a misuse of state resources. By cancelling its lease for parking, the board will save the total value of the lease, \$4,760 over the course of a year. Additionally, if the board ceases reimbursing pilots for business-class airfare when they fly for training, we believe that it will incur a savings in the future. We believe these future savings will be approximately \$30,000 annually.</p>	

REPORT NUMBER (DATE RELEASED)	ENTITY*/REPORT TITLE/ BASIS OF MONETARY VALUE	MONETARY VALUE
2009-118 (August 2010)	Department of Developmental Services: A More Uniform and Transparent Procurement and Rate-Setting Process Would Improve the Cost-Effectiveness of Regional Centers Cost Recovery —We found that DDS did not generally examine how regional centers established rates or selected particular vendors. Our review found that the manner in which some regional centers established payment rates and selected vendors had the appearance of favoritism or fiscal irresponsibility. Based on our review of DDS' recent fiscal audits, it has recovered roughly \$15 million as a direct result of our recommendations and findings. If DDS continues to carry out our recommendations, we estimate \$15 million in continued annual savings through a combination of cost recovery and cost avoidance.	
2009-112 (May 2010)	Department of Health Care Services: It Needs to Streamline Medi-Cal Treatment Authorizations and Respond to Authorization Requests Within Legal Time Limits Cost Avoidance —If Health Care Services performed cost-benefit analyses on treatment authorization requests (TARs) with very low denial rates, it could ascertain which TAR's administrative costs equaled or exceeded its savings. By performing this analysis, we estimate that it could save \$4.7 million annually by identifying which TARs are not cost-effective to process and remove authorization requirements for these services.	
2010-108 (June 2010)	Department of Public Health: It Reported Inaccurate Financial Information and Can Likely Increase Revenues for the State and Federal Health Facilities Citation Penalties Accounts Increased Revenue —Public Health inappropriately granted a 35 percent reduction to health facility penalties totaling \$70,000. This error was largely because the database that Public Health uses to calculate penalty reductions was not programmed to reflect the correct dates to calculate penalties. Also, Public Health could have generated \$95,000 if it had assessed interest on penalties stalled in the appeals process. It also could have increased revenue by \$3.3 million during the period of fiscal year 2003–04 through March 2010 if it had updated the monetary penalties amounts based on inflation rates. Finally, Public Health could have generated more than \$101,000 if it had included certain accounts in the Surplus Money Investment Fund as opposed to the Pooled Money Investment Account.	
I2011-1 (August 2011) (Allegation I2009-0644)	Department of Mental Health[§]: Investigations of Improper Activities by State Employees Cost Savings —A senior official with the Department of Mental Health (Mental Health) improperly was paid for activities that either were taken on behalf of a non-state organization or did not serve a state purpose. Mental Health should evaluate the need for the senior official's position.	
2010-124 (September 2011)	Department of Corrections and Rehabilitation: The Benefits of Its Correctional Offender Management Profiling for Alternative Sanctions Program Are Uncertain Cost Savings —Corrections should suspend its use of the COMPAS core and reentry assessments until it has issued regulations, updated its operations manual, and has demonstrated to the Legislature that it has a plan to measure and report COMPAS's effect on reducing recidivism.	

* This table covers an eight-year span and several departments have undergone name changes. To be consistent, we use each department's current name throughout the table.

† On July 29, 2014, the Judicial Council voted to change its name from Administrative Office of the Courts to Judicial Council.

‡ On July 1, 2017, the Taxpayer Transparency and Fairness Act of 2017 restructured the California State Board of Equalization. This act created the California Department of Tax and Fee Administration (CDTFA) to perform the statutory duties formerly assigned to the California State Board of Equalization.

§ As of July 1, 2012, the California Department of Mental Health became the Department of State Hospitals.

|| As of January 1, 2013, the Department of Fish and Game became the Department of Fish and Wildlife.

On July 7, 2007, the Department of Health Services was reorganized and became two departments—the Department of Health Care Services and the Department of Public Health.

** On July 1, 2005, the Governor reorganized all departments under the Youth and Adult Correctional Agency, including the Department of Corrections, into the California Department of Corrections and Rehabilitation.

Appendix

STATUS OF RECOMMENDATIONS AT A GLANCE

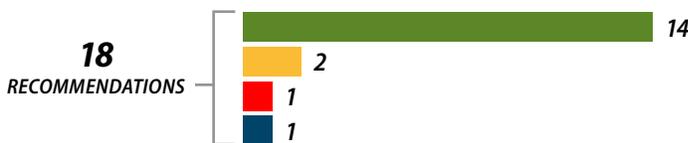
Report Number 2017-117 | Mental Health Services Act:
The State Could Better Ensure the Effective Use of Mental Health Services Act Funding (*February 2018*)



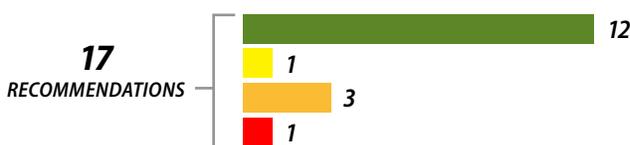
Report Number 2017-113 | South Orange County Wastewater Authority: It Should Continue to Improve Its Accounting of Member Agencies' Funds and Determine Whether Members Are Responsible for Its Unfunded Liabilities (*March 2018*)



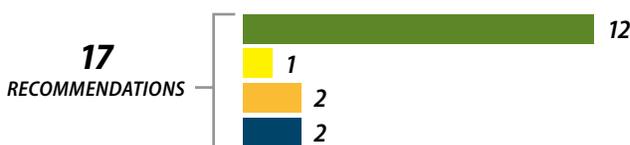
Report Number 2017-118 | State and Regional Water Boards: They Must Do More to Ensure That Local Jurisdictions' Costs to Reduce Storm Water Pollution Are Necessary and Appropriate (*March 2018*)



Report Number 2017-112 | Homelessness in California: State Government and the Los Angeles Homeless Services Authority Need to Strengthen Their Efforts to Address Homelessness (*April 2018*)



Report Number 2017-116 | Community Child Care Council of Santa Clara County: Because It Disadvantaged Some Families and Misused State Funds, It Could Benefit From Increased Monitoring by the California Department of Education (*April 2018*)



Fully Implemented
Resolved
Legislation Enacted
No Longer Necessary

Partially Implemented

Pending
Legislation Proposed
But Not Enacted
Legislation Introduced
Legislation Vetoed
Not Currently Feasible

No Action Taken

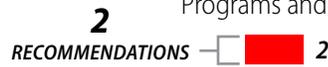
Will Not Implement

Response Not Received
In Time for Evaluation

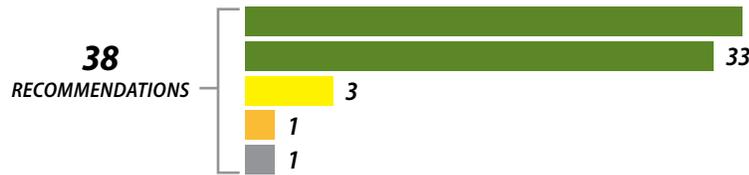
Report Number 2017-119 | California State University: It Has Not Provided Adequate Oversight of the Safety of Employees and Students Who Work With Hazardous Materials (April 2018)



Report Number 2017-126 | Penalty Assessment Funds: California's Traffic Penalties and Fees Provide Inconsistent Funding for State and County Programs and Have a Significant Financial Impact on Drivers (April 2018)



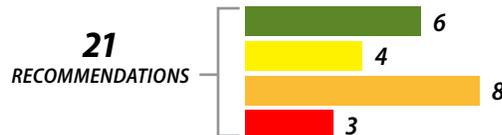
Report Number 2017-032 | Clery Act Requirements and Crime Reporting: Compliance Continues to Challenge California's Colleges and Universities (May 2018)



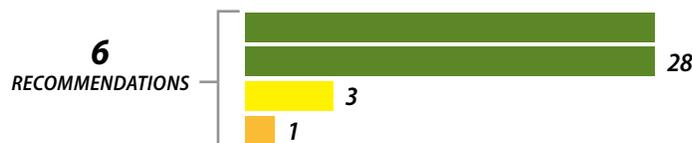
Report Number 2017-109 | Skilled Nursing Facilities: Absent Effective State Oversight, Substandard Quality of Care Has Continued (May 2018)



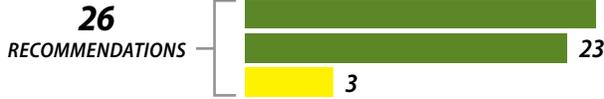
Report Number 2017-131 | Hate Crimes in California: Law Enforcement Has Not Adequately Identified, Reported, or Responded to Hate Crimes (May 2018)



Report Number 2017-125 | The University of California: It Must Take Additional Steps to Address Long-Standing Issues With Its Response to Sexual Harassment Complaints (June 2018)



Report Number I2018-1 | Investigations of Improper Activities by State Agencies and Employees: Misuse of State Time, Economically Wasteful Activities, and Misuse of State Property (July 2018)



Report Number 2017-124 | San Diego County's Health and Human Services Agency: It Cannot Demonstrate That It Employs the Appropriate Number of Public Health Nurses to Efficiently Serve Its Residents (July 2018)



Report Number 2017-129 | Department of Rehabilitation: Its Inadequate Guidance and Oversight of the Grant Process Led to Inconsistencies and Perceived Bias in Its Evaluations and Awards of Some Grants (July 2018)



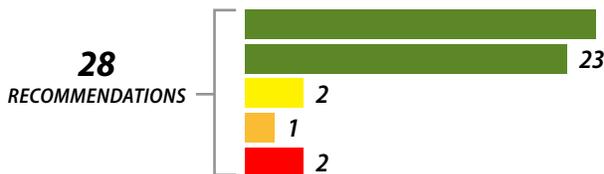
Report Number 2018-104 | Toll Bridge Seismic Retrofit Program: The State Could Save Millions of Dollars Annually by Implementing Lessons Learned (August 2018)



Report Number 2018-037 | California Department of Housing and Community Development: Its Oversight of Housing Bond Funds Remains Inconsistent (September 2018)



Report Number 2018-106 | Correctional Officer Health and Safety: Some State and County Correctional Facilities Could Better Protect Their Officers From the Health Risks of Certain Inmate Attacks (September 2018)





Fully Implemented
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No Longer Necessary



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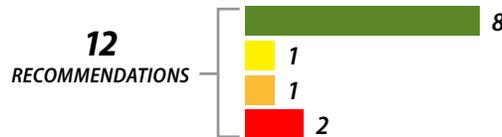


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In Time for Evaluation

Report Number 2018-107 | California Department of Resources
Recycling and Recovery: It Has Not Provided the Oversight Necessary
to Ensure That the Mattress Recycling Program Fulfills Its Purpose
(August 2018)



Report Number 2018-102 | Tulare Local Healthcare District: Past Poor
Decisions Contributed to the Closure of the Medical Center, and Licensing
Issues May Delay Its Reopening (October 2018)



Report Number 2018-603 | Department of Health Care Services:
It Paid Billions in Questionable Medi-Cal Premiums and Claims Because It
Failed to Follow Up on Eligibility Discrepancies (October 2018)



Report Number 2018-108 | California High-Speed Rail Authority:
Its Flawed Decision Making and Poor Contract Management
Have Contributed to Billions in Cost Overruns and Delays in the
System's Construction (November 2018)



Report Number 2018-116 | San Diego's Hepatitis A Outbreak: By Acting
More Quickly, the County and City of San Diego Might Have Reduced the
Spread of the Disease (December 2018)



Report Number 2018-118 | California Public Utilities Commission: It
Could Improve the Transparency of Water Rate Increases by Disclosing Its
Review Process and Ensuring That Utilities Notify Customers as Required
(December 2018)



Report Number 2018-301 | Judicial Branch Procurement: Some Superior Courts Generally Followed Requirements but Could Improve Their Procurement Practices (January 2019)



Report Number 2018-112 | California Department of Veterans Affairs and Department of General Services: The Departments' Mismanagement of the Veterans Home Properties Has Not Served the Veterans' Best Interests and Has Been Detrimental to the State (January 2019)



Report Number 2018-113 | California Department of Corrections and Rehabilitation: Several Poor Administrative Practices Have Hindered Reductions in Recidivism and Denied Inmates Access to In-Prison Rehabilitation Programs (January 2019)



Report Number 2018-114 | Disabled Veteran Business Enterprise Program: The Departments of General Services and Veterans Affairs Have Failed to Maximize Participation and to Accurately Measure Program Success (February 2019)



Report Number 2018-117 | City and County Contracts With U.S. Immigration and Customs Enforcement: Local Governments Must Improve Oversight to Address Health and Safety Concerns and Cost Overruns (February 2019)





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Resolved
Legislation Enacted
No Longer Necessary



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No Action Taken



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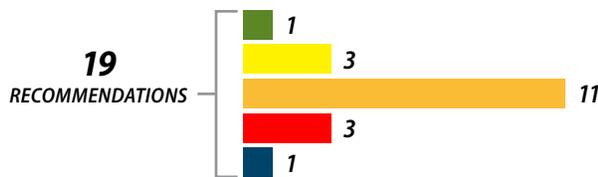


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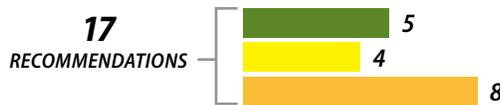
Report Number 2018-501 | Follow-Up—Sexual Assault Evidence Kits:
California Has Not Obtained the Case Outcome Information That Would
More Fully Demonstrate the Benefits of Its Rapid DNA Service Program
(March 2019)



Report Number 2018-111 | Department of Health Care Services:
Millions of Children in Medi-Cal Are Not Receiving Preventive Health
Services (March 2019)



Report Number 2018-110 | City of Lincoln: Financial Mismanagement,
Insufficient Accountability, and Lax Oversight Threaten the City’s Stability
(March 2019)



Report Number I2019-1 | Investigation of Improper Activities by
a State Agency and Its Employees: A Director Committed Gross
Misconduct When She Repeatedly Violated Merit-Based Employment
Principles and Attempted to Retaliate Against Suspected Whistleblowers
(March 2019)



Report Number 2018-129 | Employment Development Department:
Its Practice of Mailing Documents Containing Social Security Numbers
Puts Californians at Risk of Identity Theft (March 2019)



Report Number 2018-115 | Department of Health Care Services:
Although Its Oversight of Managed Care Health Plans Is Generally
Sufficient, It Needs to Ensure That Their Administrative Expenses Are
Reasonable and Necessary (April 2019)



Report Number I2019-2 | Investigations of Improper Activities by State Agencies and Employees: Inefficient Management of State Resources, Misuse of State Time and Inaccurate Attendance Records, and Inadequate Supervision (April 2019)



Report Number 2016-137 | Commission on Judicial Performance: Weaknesses in Its Oversight Have Created Opportunities for Judicial Misconduct to Persist (April 2019)



Report Number 2018-030 | State Bar of California: It Should Balance Fee Increases With Other Actions to Raise Revenue and Decrease Costs (April 2019)



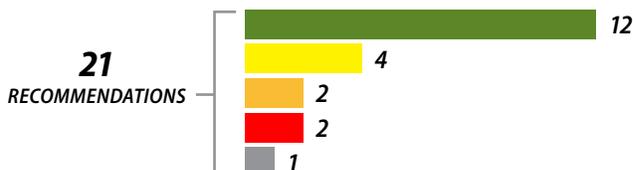
Report Number I2019-3 | Investigations of Improper Activities by State Agencies and Employees: Wasteful and Improper Travel Payments, Improper Promotion and Hiring Practices, and Misuse of State Resources (May 2019)



Report Number 2018-120 | San Francisco Bay Conservation and Development Commission: Its Failure to Perform Key Responsibilities Has Allowed Ongoing Harm to the San Francisco Bay (May 2019)



Report Number 2018-132 | Bureau of Gambling Control and California Gambling Control Commission: Their Licensing Processes Are Inefficient and Foster Unequal Treatment of Applicants (May 2019)





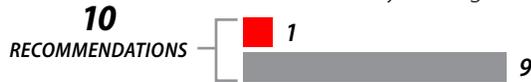
Report Number 2018-126 | Los Angeles County Department of Children and Family Services: It Has Not Adequately Ensured the Health and Safety of All Children in Its Care (May 2019)



Report 2018-131 | Alum Rock Union Elementary School District: The District and Its Board Must Improve Governance and Operations to Effectively Serve the Community (May 2019)



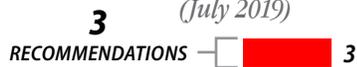
Report Number 2018-127 | California State University: It Failed to Fully Disclose Its \$1.5 Billion Surplus, and It Has Not Adequately Invested in Alternatives to Costly Parking Facilities (June 2019)



Report Number 2018-119 | California Department of Fish and Wildlife: It Is Not Fulfilling Its Responsibilities Under the California Environmental Quality Act (June 2019)



Report 2018-611 | High-Risk Update—Information Security: Gaps in Oversight Contribute to Weaknesses in the State’s Information Security (July 2019)



Report Number 2018-133 | Fallen Leaf Lake Community Services District: Its Billing Practices and Small Electorate Jeopardize Its Ability to Provide Services (July 2019)



Report Number 2018-122 | Department of Health Care Services: It Has Not Ensured That Medi-Cal Beneficiaries in Some Rural Counties Have Reasonable Access to Care (August 2019)



Report Number 2018-124 | Gold Coast Health Plan: Its Reimbursements to Pharmacies Are Reasonable, but Its Pharmacy Benefits Manager Did Not Always Process Claims Correctly (August 2019)



Report Number I2019-4 | California Department of Food and Agriculture and a District Agricultural Association: Gross Mismanagement Led to the Misuse of State Resources and Multiple Violations of State Laws (August 2019)



Report Number 2019-101 | K-12 Local Control Funding: The State's Approach Has Not Ensured That Significant Funding Is Benefiting Students as Intended to Close Achievement Gaps (November 2019)



Report Number 2019-104 | Youth Experiencing Homelessness: California's Education System for K-12 Inadequately Identifies and Supports These Youth (November 2019)



Report Number 2019-102 | Department of Industrial Relations: Its Failure to Adequately Administer the Qualified Medical Evaluator Process May Delay Injured Workers' Access to Benefits (November 2019)



Report Number 2019-106 | Workers' Compensation Insurance: Some State Agencies Are Paying Millions of Dollars More Than Necessary to Provide Benefits to Their Employees (November 2019)





Fully Implemented
Resolved
Legislation Enacted
No Longer Necessary



Partially Implemented



Pending
Legislation Proposed
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Legislation Introduced
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Not Currently Feasible



No Action Taken



Will Not Implement



Response Not Received
In Time for Evaluation

Report 2019-103 | Emergency Planning: California Is Not Adequately Prepared to Protect Its Most Vulnerable Residents From Natural Disasters
(December 2019)

14
RECOMMENDATIONS **14**

Report Number 2019-108 | Sacramento City Unified School District: Because It Has Failed to Proactively Address Its Financial Challenges, It May Soon Face Insolvency (December 2019)

15
RECOMMENDATIONS **15**

Report Number 2019-302 | Judicial Council of California
(December 2019)

4
RECOMMENDATIONS **4**