



CAFWD.ORG  
**CA**FWD:



# WHO IS CALIFORNIA FORWARD?

- We want to reform state government so it is more responsive and closer to the people it serves.
- Non-partisan, nonprofit
- Created in 2008 by five major California foundations:
  - *The California Endowment*
  - *The Evelyn and Walter Haas, Jr. Fund*
  - *The William and Flora Hewlett Foundation*
  - *The James Irvine Foundation*
  - *The David and Lucille Packard Foundation*
- Combat state dysfunction and reshape the future of CA by changing the way government operates.





## OUR WORK

Our goal is a state government that works.

We can achieve this through:

- Fiscal Reform
- Structural Reform
- Democracy Reform



# What is the California Dream?



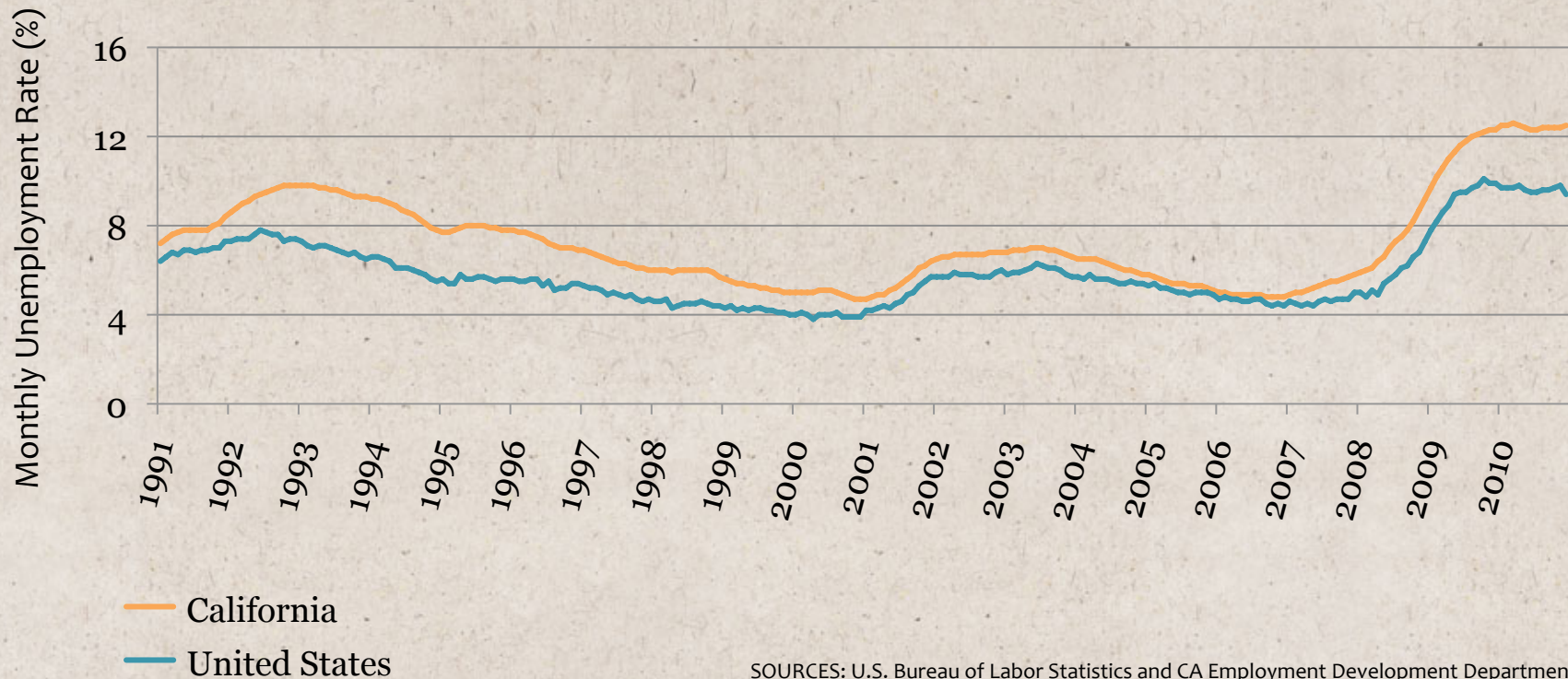
## BUT CALIFORNIA FACES SERIOUS PROBLEMS

- Struggling regional economies
- Unprepared workforce
- Outdated infrastructure
- Chronic fiscal problems
- Gridlock in state government

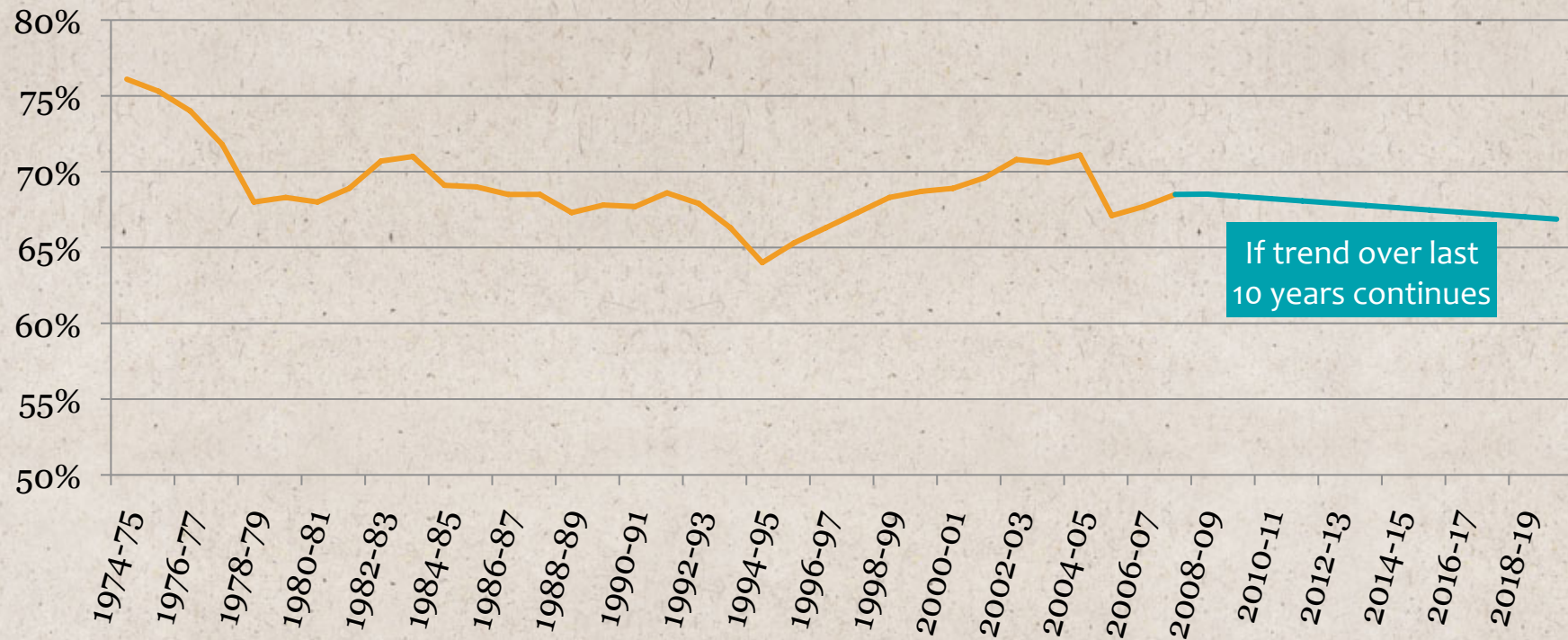




Since the 1990s, CA's unemployment rate has consistently been higher than the U.S.



# CA High School Graduation Rates 1974 - 2020



SOURCE: California Department of Education.



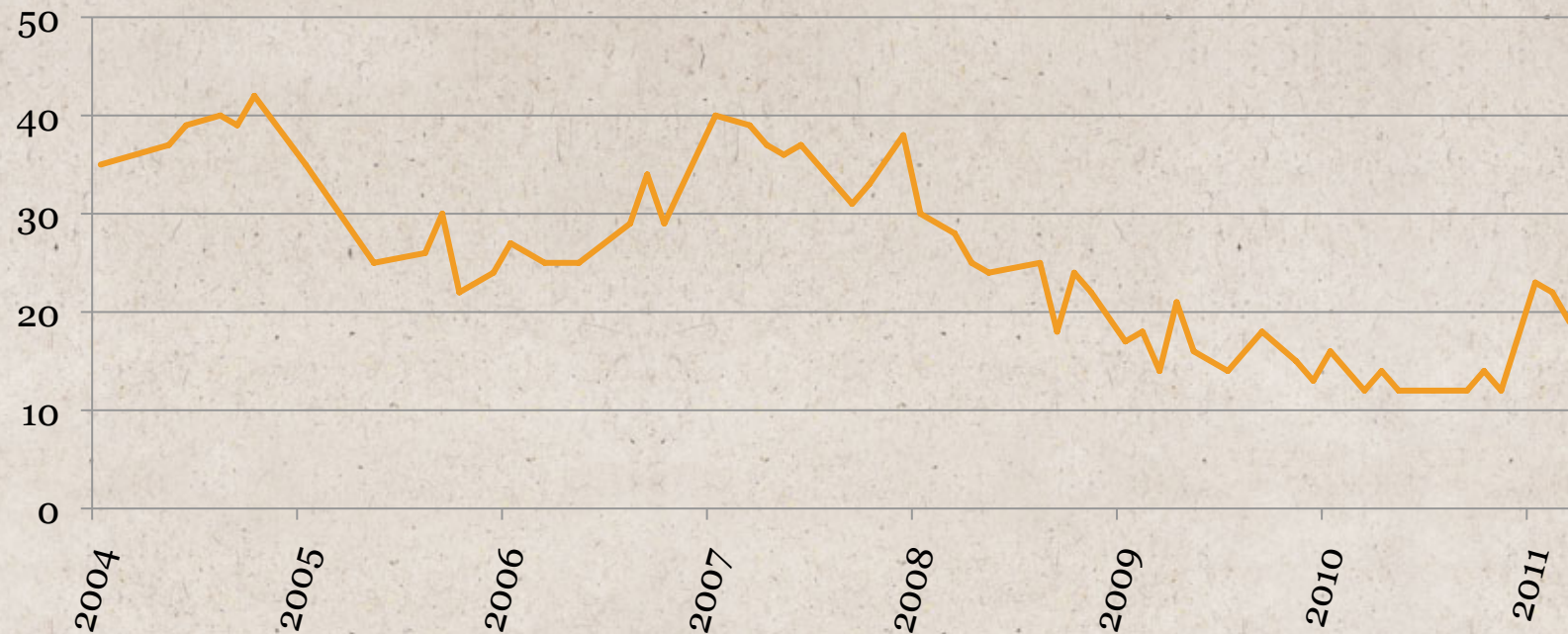
# OUR GOVERNMENT IS BROKEN

- Historic budget crisis persists
- Record low approval ratings
- Mistrust of our leaders
- Partisan gridlock





# Voter Approval of CA Legislature



SOURCE: Public Policy Institute of California.

## BUT CALIFORNIANS EXPECT MORE

- 80% believe government dysfunction affects their daily life.

But...

- 86% believe our state can be governed.
- Mistrust in leaders is the road block to reform.

SOURCE: Viewpoint Learning Survey, Jan 2011





# WHAT DO CALIFORNIANS WANT?

- Prosperous **E**conomy
- Quality **E**nvironment
- Community **E**quity



# WHAT DO WE NEED GOVERNMENT TO HELP US ACHIEVE?

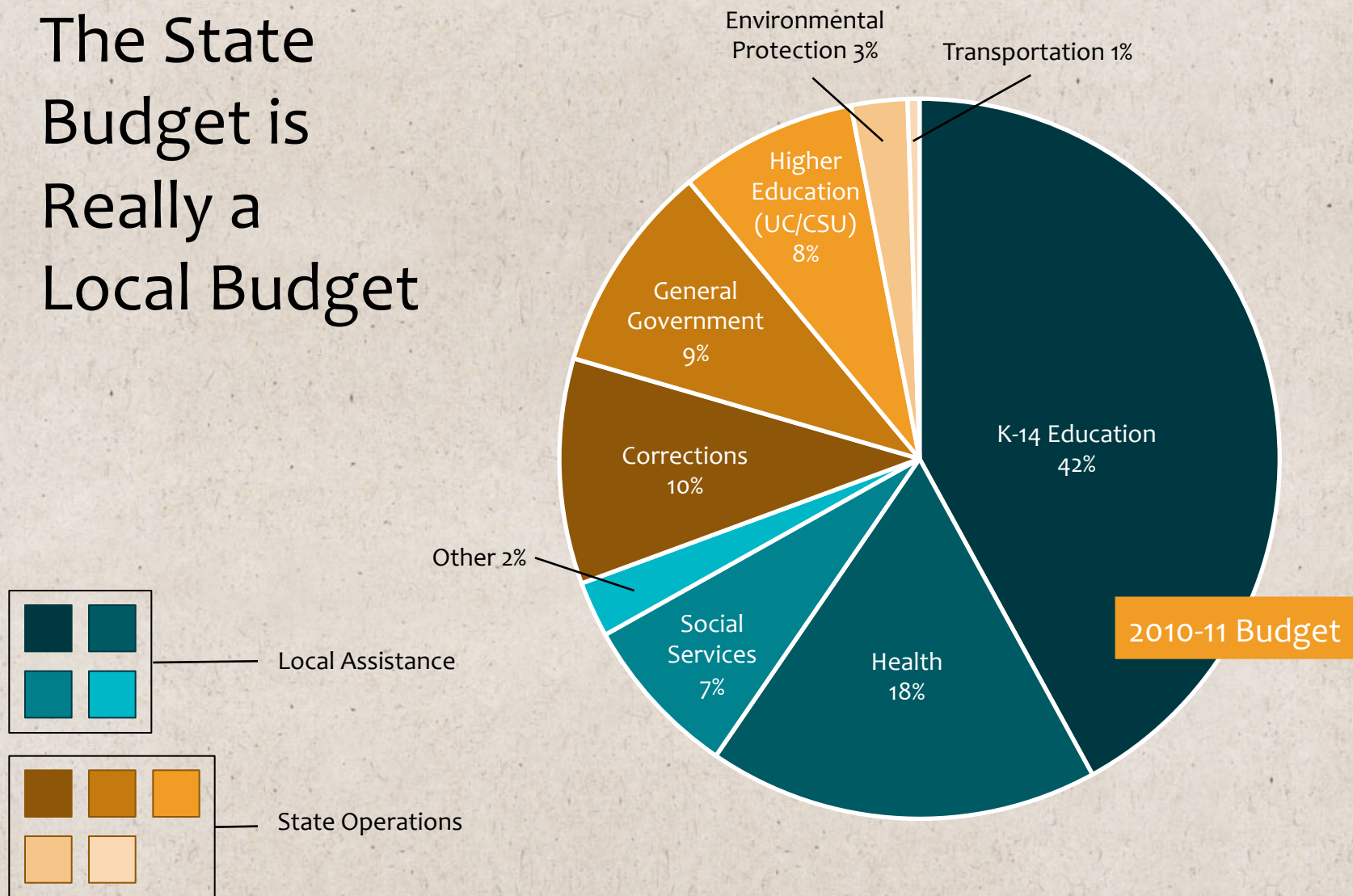
Our policies should always lead to:

- Improved Education
- Increased Employment
- Improved Health
- Decreased Poverty
- Decreased Crime





# The State Budget is Really a Local Budget



# HOW DO WE GET THERE?

- Focus on Outcomes
- Align Authority with Responsibility
- Focus State Role
- Encourage Regional Collaboration
- Examine Efficiency of Public Functions





# FOCUS ON OUTCOMES

- Taxpayers must be able to determine whether public programs are achieving their goals.
- Public programs should work collaboratively, with a focus on outcomes.
- Programs should be measured regularly.
- Outcomes should be tied to indicators like employment rates, graduation rates, obesity rates, and crime rates.



# ALIGN AUTHORITY WITH RESPONSIBILITY

- Local governments should have the authority to do what is best for their community.
- State sets standards and guidelines
- Ensure each government program is transparent so people can hold the appropriate body accountable for results.





# FOCUS STATE ROLE

The state should:

- Establish performance goals for local govt
- Tie goals to performance-based budgeting
- Assist local govts so they can meet goals
- Intervene when local government can't or won't meet goals
- Reconsider the role of state agencies



# ENCOURAGE REGIONAL COLLABORATION

- Local government agencies should work together
- Makes delivery of many services more efficient
- Allows local governments to mobilize their combined resources to meet big challenges
- The State should give incentives for regional governments to work together





# EXAMINE EFFICIENCY OF PUBLIC FUNCTIONS

- Review and improve local services
- Reduce barriers to reorganization
- Make cost and performance comparisons public
- LAFCOs should have more authority to ensure local government efficiency



# WE NEED YOU



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- Check out our *blog* – we update it daily!

[CAFWD.org/blog](http://CAFWD.org/blog)

- Are you a *Forward Thinker*?  
Do you know one?

[CAFWD.org/thinkers](http://CAFWD.org/thinkers)

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## Volunteer:

- *Sign up* by emailing [info@cafwd.org](mailto:info@cafwd.org)
- *Comment* on our policy [CAFWD.org/framework](http://CAFWD.org/framework)

# BECOME A FRIEND OF CA FWD

- We can't fix CA alone - we need your support!
- Add your name to our list of endorsers
  - I acknowledge my support for:
    1. *CA Fwd's mission*
    2. *the importance of substantial public consultation on policy formation*
    3. *nonpartisan governance reform*

