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WHO WE ARE

OUR MISSION: TO REFORM STATE GOVERNMENT AND
MOVE IT CLOSER TO THE PEOPLE.

- *Non-partisan, nonprofit organization*
- *Created in 2008 by five major California foundations:*
 - CALIFORNIA ENDOWMENT
 - EVELYN & WALTER HAAS FUND
 - WILLIAM & FLORA HEWLETT FOUNDATION
 - JAMES IRVINE FOUNDATION
 - DAVID & LUCILLE PACKARD FOUNDATION
- *Combat state dysfunction and reshape the future of California by changing the way government operates.*

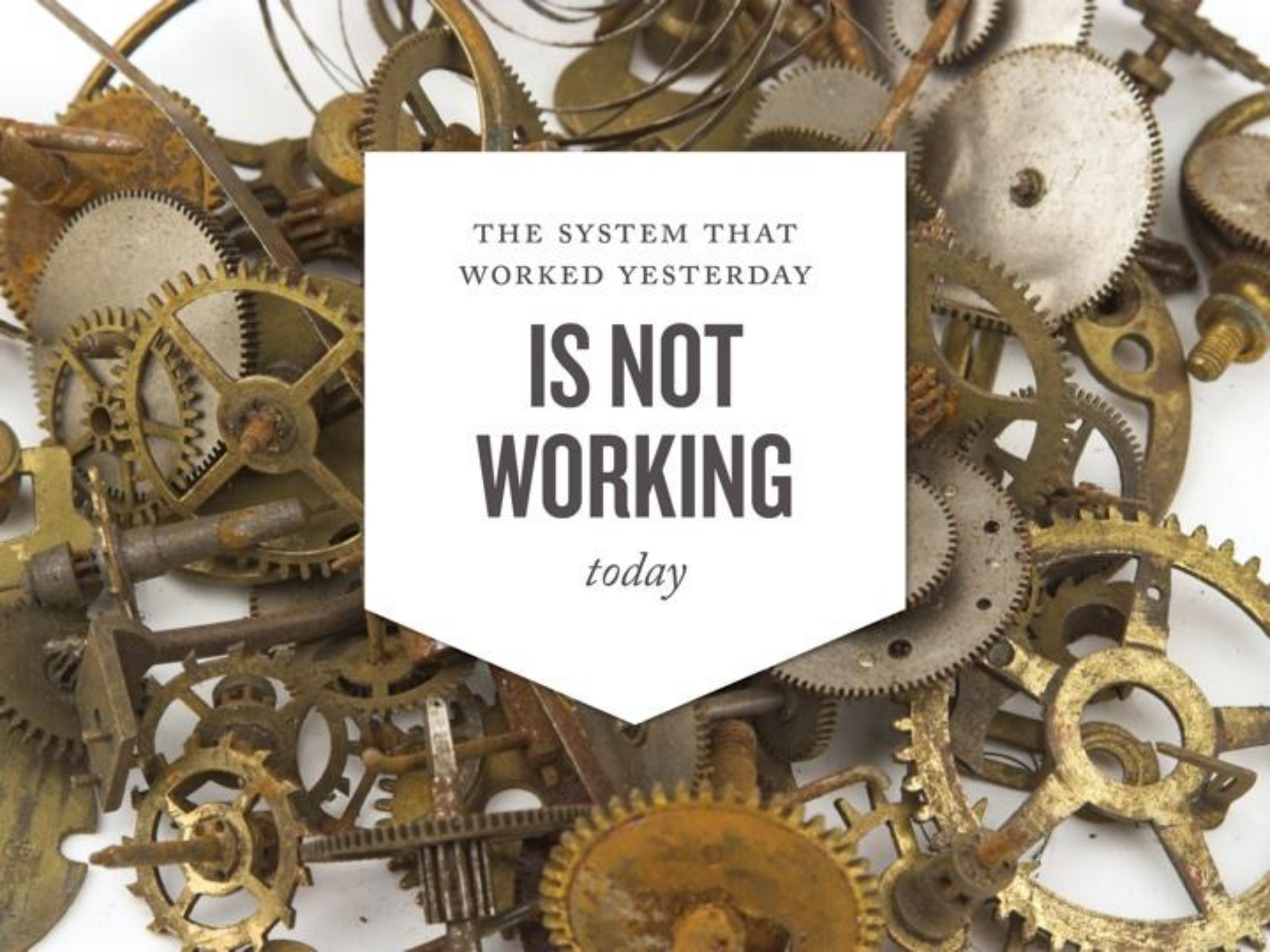
Our Plan

- Public Input into Public Policy Recommendations
- CA Fwd Action Fund:
 - Legislative Advocacy
 - Ballot Initiative (s)
- Implementation



**GOVERNMENT
IS A MEANS**

—not an end.



THE SYSTEM THAT
WORKED YESTERDAY

**IS NOT
WORKING**

today

The background of the entire image is a photograph of the California State Capitol building in Sacramento, California. The building is a grand, white neoclassical structure with a prominent central dome and a portico supported by tall columns. The sky is a clear, bright blue with a few wispy clouds. The text and banners are overlaid on the upper portion of the image.

California Forward's

PRINCIPLES OF GOOD GOVERNANCE

Improve
PERFORMANCE

Move government
**CLOSER TO
THE PEOPLE**

INVEST
in the future

Promote an inclusive
DEMOCRACY

OUR EARLY STEPS TOWARD

REFORM

STABILIZE

the fiscal mess

BUDGET REFORM

CHANGE

political incentives

**REDISTRICTING
OPEN PRIMARY**

RESTRUCTURE

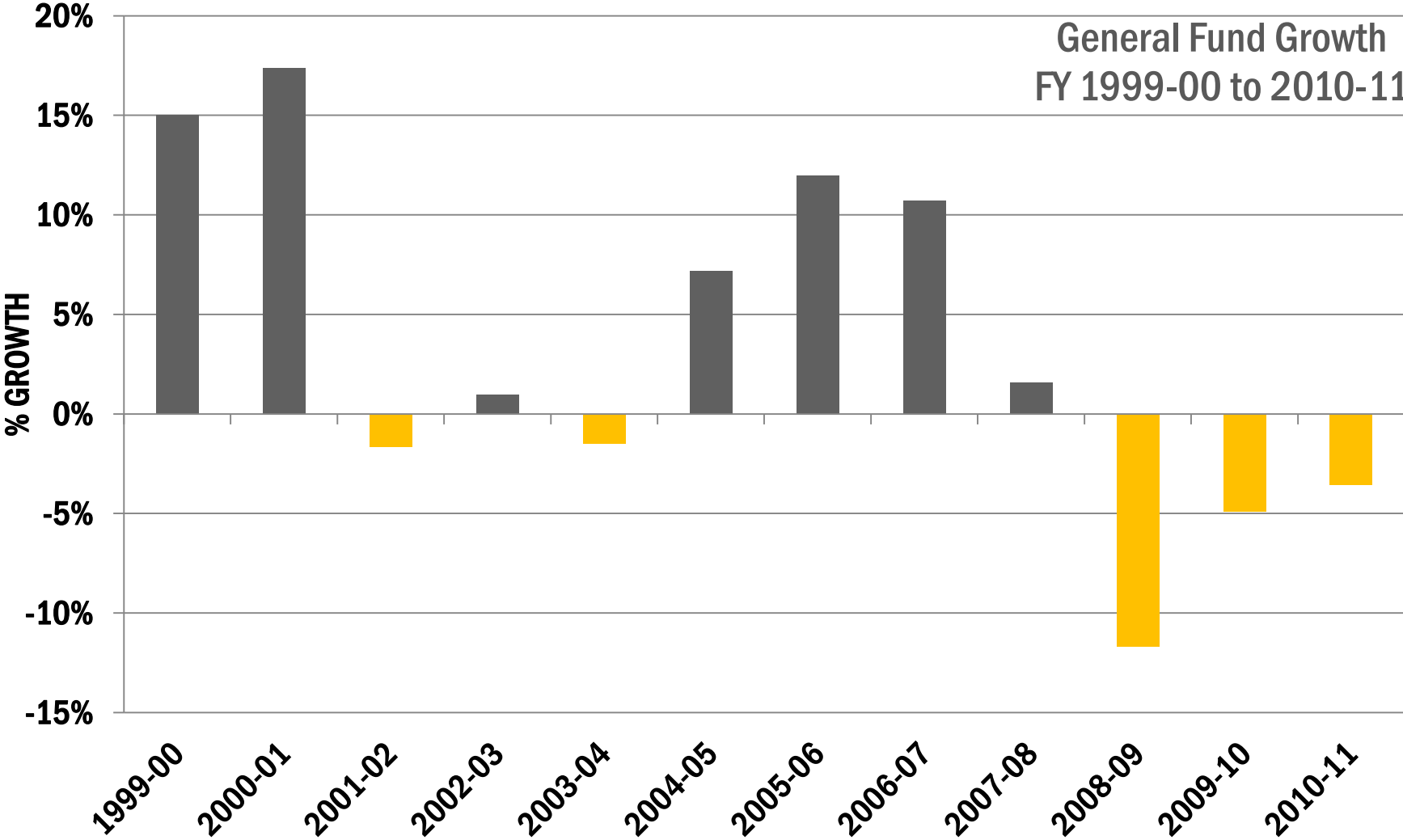
*government to drive
innovation and results*

THE BUDGET-MAKING SYSTEM

is in need of an

OVERHAUL

REVENUE VOLATILITY MEANS ERRATIC PATTERNS IN SPENDING



MISMATCHED
**EXPENDITURES
& REVENUES**

billions

\$120

\$100

\$80

\$60

\$40

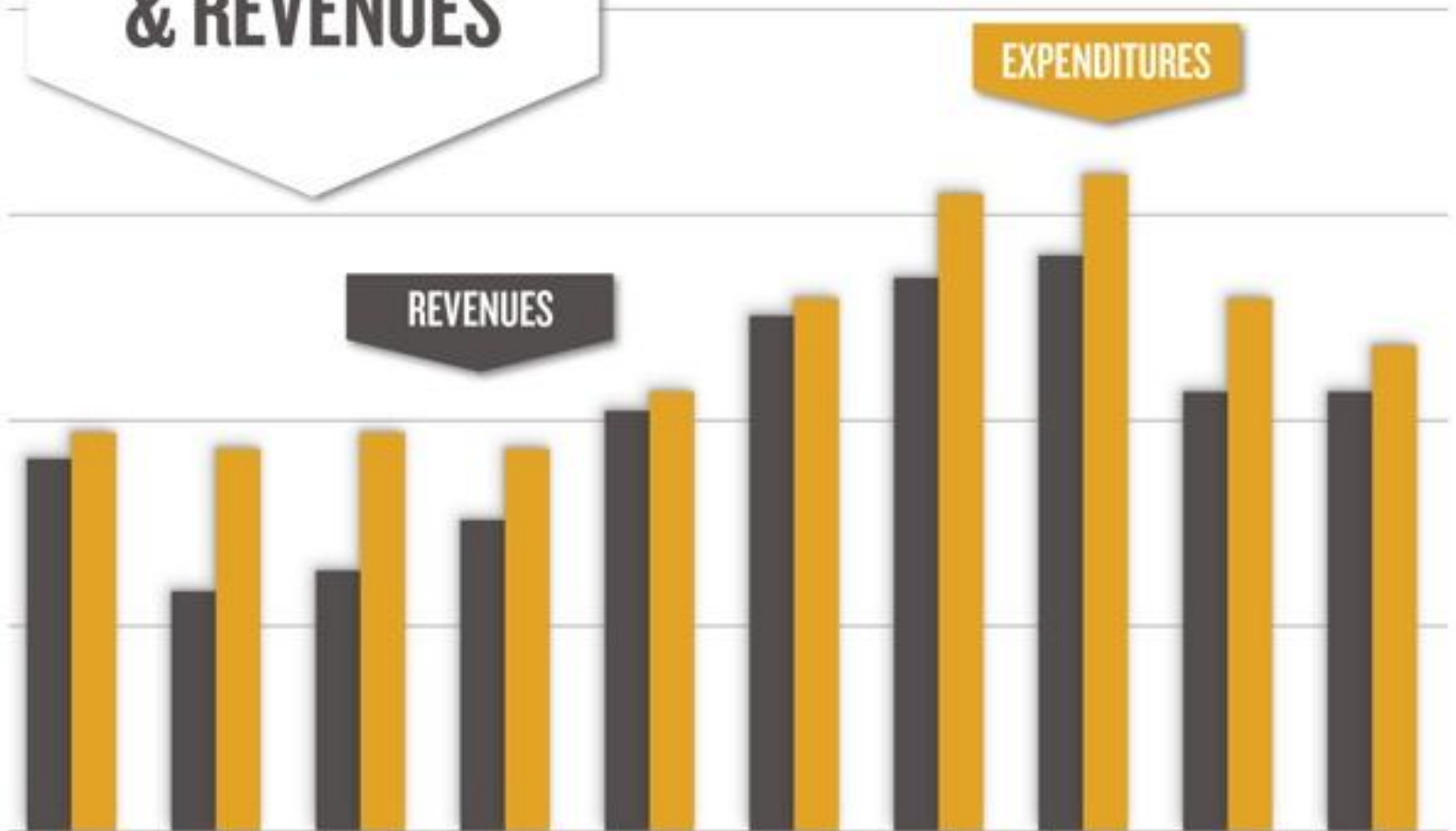
EXPENDITURES

REVENUES

2000-2001

2004-2005

2009-2010



A close-up photograph of a hand moving a black chess king piece on a chessboard. The hand is positioned at the top, with fingers gripping the top of the piece. The chessboard is in the foreground, showing several other pieces in both black and light wood colors. The background is a plain, light-colored wall.

TO GET DIFFERENT RESULTS

**CHANGE
THE RULES**
of the game.

WHAT SHOULD WE DO?

A State-of-the-Art Budget Process

1. MULTI-YEAR PLANNING

2 year spending plans with 5 year forecasts.

2. RESULTS AND ACCOUNTABILITY

Integrate performance outcomes into the budget.

3. PERFORMANCE REVIEW

Increase program oversight in the legislature.

4. MANAGE REVENUE SPIKES

One time revenue should fill the reserve or for one time spending.

5. PAY-AS-YOU-GO

New programs (legislative and initiative) should be financed.

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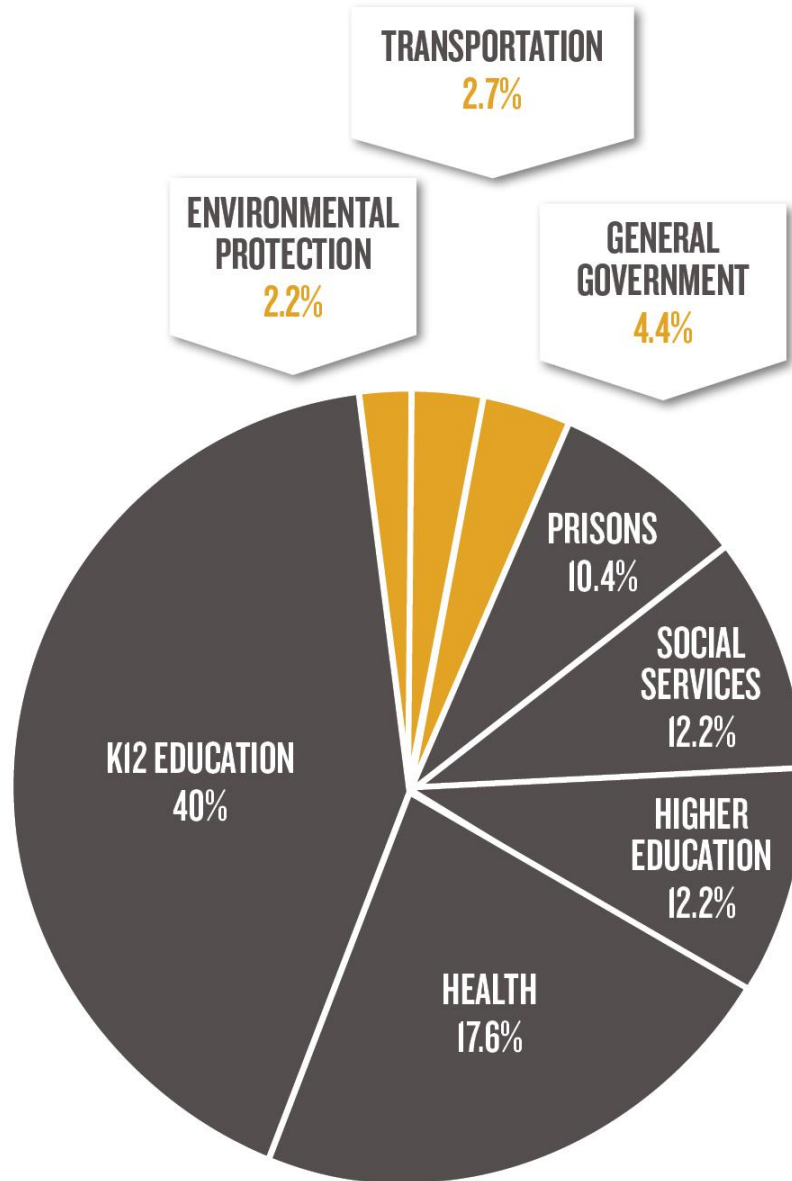
RESTRUCTURE

*government to drive
innovation and results*

BY EMPOWERING LOCAL GOVERNMENTS

OUR SYSTEMIC PROBLEM

THE STATE BUDGET IS REALLY A LOCAL BUDGET



RETHINKING

THE STATE/LOCAL RELATIONSHIP

- *Enable local agencies to craft strategies to improve outcomes.*
- *Provide flexibility over fiscal resources.*
- *State role is to insure equity consistent with statewide interests.*
- *Create fiscal incentives to regard improved outcomes.*

WHY SMART GOVERNMENT?

- *We want...*
 - **A PROSPEROUS ECONOMY**
 - **A QUALITY ENVIRONMENT**
 - **COMMUNITY EQUITY**

- *Five Outcomes:*
 - **IMPROVED EDUCATION**
 - **INCREASED EMPLOYMENT**
 - **DECREASED POVERTY**
 - **DECREASED CRIME**
 - **IMPROVED HEALTH**

HOW TO GET THERE

Our Five Recommendations

1. FOCUS ON OUTCOMES
2. ALIGN AUTHORITY WITH RESPONSIBILITY
3. CHANGE STATE ROLE
4. ENCOURAGE REGIONAL COLLABORATION
5. PROVIDE INCENTIVES TO REORGANIZE OUR GOVERNMENTS

THERE IS GOOD NEWS!

Recent CA Fwd survey:

- **86% OF CALIFORNIANS BELIEVE CALIFORNIA CAN BE GOVERNED WELL**
- **WE WANT TO TRUST OUR LEADERS**
 - *Transparency*
 - *Accountability*
 - *Results-based programs*

Become a Friend of CA Fwd

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

We Need You!

- Volunteer
 - ***Sign up*** by emailing info@cafwd.org
 - ***Host*** a Community Dialogue with your friends
 - ***Attend*** a Community Dialogue in your area
 - ***Comment*** on our policy

We Need You!

- “Like” California Forward on *Facebook* and follow us on *Twitter*
- Check out our *blog* – we update it daily!
CAFWD.org/blog
- Are you a *Forward Thinker*? Do you know one?
CAFWD.org/thinkers



CAforward

WE ARE CALIFORNIA.

www.CAFORWARD.org