



## A VISION FOR CALIFORNIA

1. California will restore the conditions that create vigorous economies that draw private capital, create high quality jobs and enable self-sufficiency.
2. All Californians will have a chance to be safe, healthy and prosperous.
3. California's urban footprint and economic activities will have a net positive environmental impact.

## THE DIAGNOSIS: WHAT'S WRONG WITH CALIFORNIA?

1. Government decision-making is too far from the people – politically and physically.
2. Government programs have grown into the Winchester Mystery House.
3. Independent government agencies operate as fiefdoms.
4. The muddled fiscal and budget systems undermine good decisions and public trust.
5. Procurement and personnel systems discourage innovation.

## A NEW WAY TO GOVERN CALIFORNIA

**Goal:** Public leaders are back in the business of solving problems and ensuring world class services the public needs and values. Quality services, along with infrastructure and regulations, are increasingly efficient and innovative – contributing to California's competitive advantage. We must:

- 1. Move government closer to the people.** Local governments can solve problems in ways that work for diverse communities and regional economies.
  - Local governments need the authority to manage programs and the incentives to share revenue and work with other agencies to achieve economies of scale, improve results, and equalize opportunity.
  - State agencies, working with local governments, need to set standards, provide technical assistance and seek changes in laws and regulations to continuously improve results.
- 2. Hold state leaders accountable for making improvements.** The political system needs to encourage voting, increase voter choice and motivate and empower officials to solve problems.
  - The electoral process needs to encourage and reward officials for representing their entire districts, not major donors or party leaders.
  - If warranted, the role of the Legislature and its procedures need to be aligned with the new structure of integrated and regionally coordinated government.
- 3. Make the fiscal systems reliable, efficient and focused on results.** Tax policies and budget practices must be aligned to the new structure and fortified to ensure value and public trust.
  - Comprehensive budget reform must discipline spending and focus on long-term results.
  - A new tax structure must increase stewardship and accountability throughout government.



## THE NEXT OPPORTUNITY

Based on thousands of community conversations, *California Forward* is crafting a constitutional revision for the November 2010 ballot to secure comprehensive reform. The proposal is expected to be released in early August. We will ask legislators to give people the option to vote for it, and if they don't we will put it on the ballot as initiatives. The detailed reform proposal will be available on our website ([www.caforward.org](http://www.caforward.org)).

## THE ROLE OF COMMUNITY PARTNERS

We are working to build a broad bipartisan coalition that will include people who speak for every region of the state, and people who understand and represent the diversity of this state.

- We are conducting outreach to a spectrum of sectors including business, labor, education, local government and social equity sectors.
- We partner with existing regional collaborations to identify issues and solutions.
- We consistently engage in discussions, seminars and panels across the state with the public and groups large and small to provide civic education and listen to diverse opinions.
- We are able to reach hundreds of thousands of interested Californians through our interactive websites ([www.caforward.tv](http://www.caforward.tv) and [www.caforward.org/forwardthinking](http://www.caforward.org/forwardthinking)) and e-newsletter ([www.caforward.org/join](http://www.caforward.org/join)).