

## TOWARD PERFORMANCE AND ACCOUNTABILITY

### OUR APPROACH

*California Forward's* goal is a state government that works. This goal is shaped by the “Three Es:” At every level, government should be making simultaneous progress toward achieving: A prosperous economy, a quality environment and community equity.

The Government Performance and Accountability Act is built around a simple idea: California’s three most significant areas of state General Fund spending – education, health and human services, and public safety – are fundamentally interrelated. Better education leads to better jobs, which leads to a healthier population, less poverty, less crime, and, ultimately, less pressure on government budgets.

### THE VIRTUOUS CYCLE



Too often these relationships are obscured by the current governance system. The *California Forward* proposal offers a straightforward approach and a comprehensive vision to address this problem.

The state budget is already implicitly addressing these issues, given that the majority of it is spent on education, health and welfare, and corrections. The proposal would require both the State and local governments to be explicit about the outcomes they are trying to achieve. It would also give local governments greater flexibility in how they work together to accomplish these goals.

The proposal does this by elevating five existing state spending priorities into clearly defined statewide goals: The Big Five Outcomes.

These outcomes are the focuses of its structural and fiscal reforms, which aim to align programs at all levels to deliver these results.

### BIG FIVE OUTCOMES

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

## MOVING BEYOND THE 2011 REALIGNMENT

In 2011, the State gave local governments an opportunity to assume greater control over local programs when it moved more than \$5 billion in public safety and health and human services programs from the State to counties. The public safety elements of this realignment will move tens of thousands of offenders who would have gone to state prison into community correction programs. Local officials are concerned about how realignment is being implemented, whether it benefits local government, and whether they will receive adequate funding to support this new responsibility.

Working with some of the same innovative community leaders who will be taking on these challenges, *California Forward* has developed a set of tools community can use to respond to realignment. In particular, the proposal would give communities a way to identify specific new authority and flexibility they need to improve results. The counties that seize this opportunity – and are willing to be held accountable for results – will begin to lay the groundwork for a redefined state-local relationship. By demonstrating what works and revealing how to overcome the legal obstacles that stand in the way of improved outcomes, they will pave the way toward a culture of performance and accountability that can become a hallmark of California government.

## PROPOSAL BACKGROUND

Throughout 2011, *California Forward* talked with voters, taxpayers, and community leaders across the state about what is ailing California. The same themes emerged again and again: The governance system is broken. Public agencies do not focus on results. They are not transparent or accountable. And the system is too complex. Californians agree that to improve results, this basic problem must be solved.

**LOCAL GOVERNMENT TASK FORCE:** In the fall of 2010, *California Forward* convened a workgroup of local government leaders to think through the right place to start. A group of current and former city and county officials on what became known as the Local Government Task Force developed a set of principles that became the foundation for the Framework:

- Public programs should work collaboratively with a focus on shared outcomes.
- Fiscal control is essential if local governments are going to be empowered.
- Regional collaboration can make many services more efficient and effective.

**SACRAMENTO STAKEHOLDER ROUNDTABLES:** To refine these ideas, *California Forward* hosted a series of Stakeholder Roundtables in Sacramento in early 2011. In five interactive meetings, a committed group of stakeholders and experts in education, local government, health and human services, economic development, and labor provided detailed feedback on the Framework. After each meeting, the Framework was revised to incorporate stakeholder suggestions.

**SPEAK UP CALIFORNIA:** At the same time, a statewide conversation called “Speak Up California” focused on the challenges of restructuring. In more than 60 meetings across California, civic leaders, business leaders, non-profit advocates, elected officials, and other interested citizens discussed how to reform California’s government. The input from these meetings also shaped the Framework.

**REGIONAL STAKEHOLDER ROUNDTABLES:** To get more detailed feedback from stakeholders across the state, 10 Regional Stakeholder meetings were held in San Diego, Los Angeles, the Inland Empire, the Central Valley, and the Bay Area. This input also helped shape the Framework and model initiative.