

Mission-Based Review Guiding Principles

The primary goal of this project is to determine the appropriate level of expenditures and resources needed to implement government services and programs, which is accomplished through:

- Focusing on the core mission of a particular program(s), including an analysis of the requirements that drive the mission.
- Prioritizing limited resources to get the biggest return on investment. This can include the reduction of resources, redirection of resources, addition of resources, or a change in the mission.
- Streamlining or eliminating functions within the program(s) that are not needed to support the core mission.
- Analyzing regional approaches to program delivery to eliminate or minimize disparities in staffing, standards, and levels of service.

Finance will focus on those changes that will produce the desired results with the least amount of risk.

Selecting Departments and Addressing Stakeholder Concerns

Finance's Research and Analysis Unit met with each PBM group to develop a list of top priority departments appropriate for review. This selection process was based on the following criteria:

- High level of General Fund or sensitive special fund
- High level of program sensitivity and history of program implementation struggles
- Availability of resources to complete reviews
- Balance of program/department complexity
- Balance between policy areas, both to balance workload and policy goals

During the early stages of each review, Finance will meet with legislative staff, the Legislative Analyst's Office, Agency Secretaries, Department Directors, and relevant Finance budget staff to develop an inventory of stakeholder concerns and questions.

Results Centered on Guiding Principles and Goals

The reviews completed since 2011 underscore that there is not a one-size-fits-all approach to these reviews and the results can lead to a variety of outcomes. As a result, reporting outcomes to stakeholders will take different forms. Possible outcomes include:

- Budget Change Proposals to increase the level of resources provided to support a particular task, shift resources among programs, or reduce resources
- Statutory Changes to increase or decrease program requirements, enhance efficiency of program, or adjust fines and fees.
- Reinvest identified savings in one function to address workload backlogs or shorten wait times in another function. Savings could also be used to expand services to additional individuals to improve outcomes of the program.
- Reprioritize tasks or eliminate tasks altogether if inconsistent with the mission of the department.