

## **Smart Lean Government Achieving Deficit Reduction, Maintaining the Principles of Open Government, and Minimizing Impact on Core Services**

SLG focuses on ensuring that government programs are properly aligned to core mission functions while eliminating duplicative and fragmented investments - a core issue identified in the March 31<sup>st</sup> GAO study “Opportunities to Reduce Potential Duplication in Government Programs, Save Tax Dollars, and Enhance Revenue”. The study cites the billions of dollars wasted in fragmented and duplicative services. SLG directly addresses these issues while guiding a transformation of how services are provided in a more open, agile and adaptive manner.

The Deficit Commission’s recommendations will have a significant impact on delivery of services. SLG may help mitigate possible negative impacts, and ensure the integrity of core services while identifying and addressing GAO’s concerns about eliminating duplicative services. Their elimination could have other benefits, such as shorter service delivery cycle times and improved quality of services as it reduces cost.

### **Background SLG and Deficit Reduction**

The Deficit Reduction Commission will complete strategic decisions for 2012 and 2013 by November 23<sup>rd</sup>. Because of the magnitude of the issues and short time available, these decisions will be strategic savings targets.

What will be missing will be the tactical implementation of these targets.

- Specifically which programs will be cut and how deeply
- Optimization analysis of how to maximize results in a given program area and
- Implications of the reduction or elimination of programs on the surviving programs.

2014 and beyond are completely open game, but an understanding is needed as to how the earlier decisions will drive the balance of the Deficit Commission’s or Congress’s work.

### **Proposed Path Forward**

We are proposing a small, proof of concept study lasting no more than three months that would demonstrate scoreable savings associated with the application of the SLG concepts that could be applied to tackling the tactical implications of the Deficit Commission’s 2012 and 2013 budget decisions, and the larger strategic issues that need to be addressed in 2014 and beyond.

## How the Study Would Be Conducted

Our approach would be to take on one signature pilot project that has the potential to address major social problems that both Congress and the Administration would like to address. Candidate issues include:

- Access to critical healthcare information on providers' pricing, service quality, and delivery options from birth to death,
- Post-high school economic independence for workers aged 21-45, and
- Reintegration of Veterans into civilian life

Picking one initiative and using SLG as a template, we would then draw on resources already available to begin the process. Those resources include:

- Enterprise Architecture data from OMB, GAO and individual agencies
- Data.gov
- Open Government Initiative
- Existing life event approaches in other countries

We would use these resources to assist in the implementation of the pilot project to demonstrate proof of concept and develop a guide to assist with future efforts. This pilot and any potential subsequent efforts would work through the following steps:

### Communities of Service<sup>1</sup>

- Mapping the resources of the Communities of Service (CoS) of the selected pilot project to associated services of all other potential service providers including:
  - ✓ Federal, state and local government
  - ✓ Private sector, and
  - ✓ NGO organizations
- Mapping the value chain of dependencies within the process flows
- Identifying duplicative and overlapping services
- Analyzing and addressing "blowback" impacts of eliminated programs
- Reviewing all legislative and regulatory mandates that might prohibit integrated delivery of those services and identify those acceptable and accessible for implementation.
- Optimizing process flows
- Recording and validating replicable lessons learned

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<sup>1</sup> Communities of Service (COS) are organized suites of shared services across federal, regional, state, tribal and local governments collaborating to provide harmonized common services such as education or health care within their communities.

## Life Events<sup>2</sup>

- Validating all of the CoS's associated with the pilot
- Mapping the value chain of dependencies within the process flows
- Identify all associated providers of CoS's
- Identifying duplicative and overlapping services
- Analyzing and addressing "blowback" impacts of eliminated programs
- Reviewing all legislative and regulatory mandates that might prohibit integrated delivery of those services and identify those acceptable and accessible for implementation.
- Optimizing process flows
- Recording and validating replicable lessons learned

Ideally, this initiative would be supported in several ways:

- Analyzing the output to provide Congress, or whatever deliberative body accepts the work of the Commission, with the tools to ensure the best tactical implementation of those decisions. That would include processes to preserve or at least minimize damage to the basic integrity of service delivery networks.
- For 2014 and beyond, use the findings and lessons learned from the first two years to develop a strategy for further achieving the goals of the Deficit Commission.

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<sup>2</sup> A Life Cycle Event is an incident in a citizen's life requiring interaction with multiple COSs. A Life Cycle Event can trigger responses within a wide spectrum of government and non-government entities. An example of a Life Cycle Event is a health emergency.