


**Deloitte.**



# Toward FITTER state governments

When innovation is a process, efficiency is the benefit.



*There's nothing new about the desire for stronger, smarter, more efficient government. Now there's a new way to translate that desire into reality.*

The old approaches are familiar, but they rarely seem to result in the desired outcomes: "Blue-ribbon panels" line bookshelves with recommendations that never leave the starting block. Consultants fill binders with analytic printouts. And the public you serve grows more restless for real change and value for their taxpayer dollars.

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## The challenge

Traditional efforts to streamline state government face a host of obstacles: There are too many ideas and no consistent way to compare or prioritize them. Politics exert an influence that may have little to do with an idea's merit. Previous failed projects may cast a shadow over new efforts. And even the soundest proposals can carry a cost. How can state leaders create the change that citizens and business need?



## The answer

Deloitte has a better way. Based on real-world experience both identifying and implementing large-scale transformation projects in several states across multiple agency programs as well as statewide, we have developed a program for government called Fast Improvements and Targeted Transformation for Efficiency and Results, or FITTER. It's a process you can use to help drive cost-effective change and increase revenues while improving reform and customer service at any scale.

FITTER is an empirical, disciplined, results-focused approach supported by an established database of more than 2,000 improvement ideas across more than 20 categories aligned with the mission and business of state government. The approach helps government leaders focus on the ideas that carry the highest potential benefit for what they will cost, weighing implementation challenges at all levels and ranking possible initiatives by their likely net value.

You supply the desire for better government. FITTER helps you apply that energy in the ways that can make the greatest difference—all through a transparent, apolitical process that uses hard metrics to help facilitate hard discussions while focusing more on facts and less on emotion.

For governments, the challenge of becoming FITTER is a little bit like the challenge we face as individuals. Cut fat? That's part of the solution. Add muscle and flexibility? That's another. But in what ways and in what combinations? One way to start is with inspiration from people who have faced the same challenges before.

FITTER has already identified and saved \$7B+



**North Carolina:**  
**\$675+ million**  
in savings opportunities



**Minnesota:**  
**\$580+ million**  
in documented savings



**Kentucky:**  
**\$800+ million**  
in documented savings



**Canada:**  
**\$5.2+ billion**  
in documented savings  
(7% of budget)

### All while improving



Program performance



Citizen and business services



Efficiency of resource use



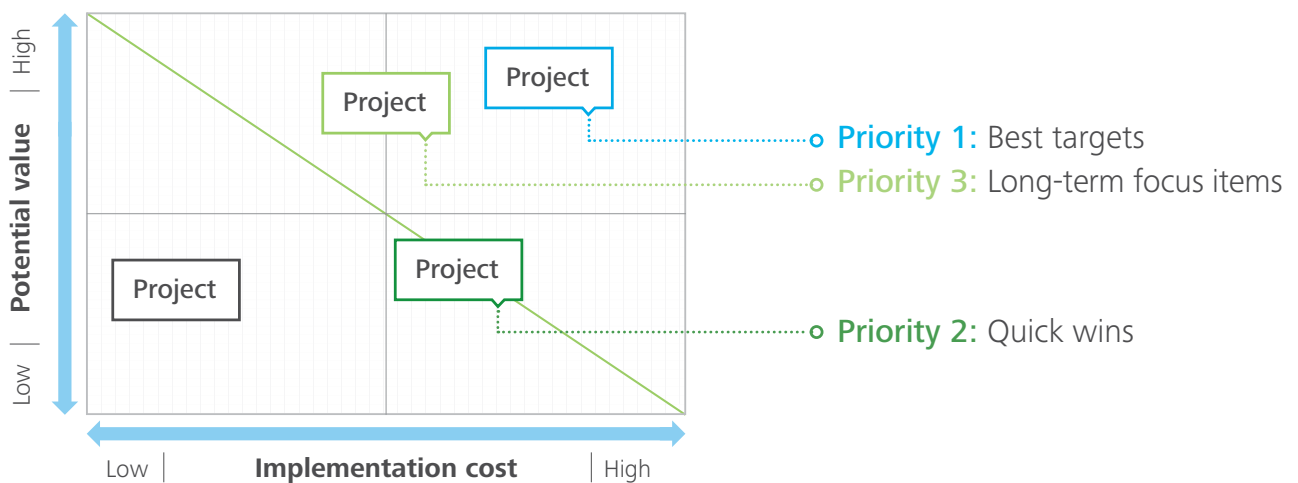
## The process

Do you want to save money on public education so more resources find their way into the classroom? Make your human services easier for constituents to understand and use? Revamp a regulatory regime so it protects the public better but complicates business less? Your needs aren't merely unique to you—they're also very specific. FITTER starts with that understanding and follows a logical process to measurable outcomes.

*We begin by capturing ideas for change* in the areas you deem most appropriate – from human services to information technology, Medicaid, parks, or any other function. To get the process moving quickly, Deloitte will work with you to review the Deloitte Idea Bank – a store of more than 2,000 improvement inspirations drawn from the real world of state government. Think of the Idea Bank as a database of proven, short- and long-term innovations and improvements that have already worked for public servants or commercial entities. This typically takes less than one week. Additionally, we will solicit ideas from the experts inside your state government. And, perhaps most importantly, we will invite citizens and businesses from across your state to submit their ideas as well. A successful idea identification process solicits input from all of state government's stakeholders.

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- 💡 — 1. Identify ideas
  - ↓
  - ✅ — 2. Finalize ideas for testing
  - ↓
  - 📥 — 3. Collect data / test ideas
  - ↓
  - 📍 — 4. Identify opportunities
  - ↓
  - 📋 — 5. Prioritize opportunities
  - ↓
  - 🔧 — 6. Develop business cases
  - ↓
  - 📊 — 7. Present findings and analysis
  - ↓
  - 🚀 — 8. Implement initiatives
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## Setting priorities: The cost-benefit matrix



**With the ideas identified, we put them through a testing process.** Your problem may not be having too few options—it may be having too many. But every high school science student knows to put ideas to the test. So that’s what we do: an initial vetting of each idea to determine its potential level of value to the state. At any moment, your government or agency could pursue any number of change initiatives. Using surveys, mission documentation, proprietary frameworks, and data analytics, FITTER maps your suggested projects in a Prioritization Matrix that identifies “best targets,” “quick wins,” and “long-term focus items” for continued development.

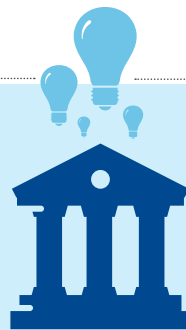
**We make the case.** In government, ideas don’t go anywhere without broad support—and that’s the point where most cost cutting practices and commissions fail or fall short of their objectives. FITTER helps develop a detailed business case for each of the initiatives you decide to pursue, accompanied by high-level implementation plans with action steps. Having all the facts in one place isn’t the whole battle. But it’s an effective way to start. Each business case accounts for:

- *Tangible and intangible costs and benefits*
- *Implementation considerations*
- *Stakeholder communication needs*
- *Key next steps*
- *Dependencies*

We put your best ideas to work. Remember those binders full of analyst printouts? Deloitte brings its deep implementation experience in both the public and private sectors to the task—so the efficiency-building initiatives you’ve identified make the transition from the written page to real-world action.

## FITTER fits your needs

If you need to improve the performance of a specific program or agency, FITTER can make it happen. If you want a stem-to-stern overhaul of your entire government, FITTER is equal to the challenge. And to any challenge in between. Wanting to make government work better shouldn’t mean committing to a solution that’s bigger than the problem.



### The FITTER Idea Bank

Jump-start innovation with more than 2,000 real-world improvement ideas

- Ideas to improve support functions
- Ideas to improve infrastructure management
- Ideas to improve case management and program performance
- Ideas to improve business and citizen service
- Ideas to improve collection of revenues and usage fees

# Take the first step

To explore what the Deloitte FITTER approach can bring to your government efficiency and performance efforts, speak with your Deloitte representative, or contact:

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