Utah Department of Government Operations

ABOUT GOVOPS

The Department of Government Operations (GovOps) was established on July 1, 2021 by the passage of SB 181 in the 2021 General Legislative Session. This new agency consolidated the Departments of Administrative Services, Human Resources, and Technology Services as part of Governor Cox's initiative to streamline and modernize state government. GovOps includes:

- Administrative Rules
- Archives and Records Management
- Facilities Construction and Management
- Finance
- Fleet Management
- Human Resources
- Purchasing and General Services
- Risk Management
- Technology Services

GovOps is accountable to the governor and legislature and is a valued partner with state agencies, other governmental entities, and educational institutions. The Department offers support, resources, procurement, supplies, and services to assist those agencies in fulfilling their core missions.

The intention of consolidating these services into a single agency, is to better allow GovOps to provide superior single-door service to our customers. As processes, communication, and vision become aligned, silos are being eliminated and backend collaboration is becoming more and more seamless and synergistic.

VISION

Create Powerfully

MISSION

Serve as a collaborative partner and trusted provider of support services and innovative solutions.

We do this through:
- Listening, understanding, and responding to our customers
- Developing and investing in a high performing workforce
- Embracing accountability through meaningful performance management
- Incorporating transparency into all of our services, communications, financials, and audits

CORE VALUES

As a newly formed department, Gov Ops built a framework based on a shared value compass to which we measure every decision, initiative, process, and customer interaction. These values are:

**Service** – Customer service, public service, peer-to-peer service

Engagement – Purpose and meaning in work, employee empowerment to solve problems and create solutions, with a knowledge that every employee belongs

Accountability – Results driven, ownership of stewardship, responsible for success and failures

Trust – Transparent to all stakeholders, non-negotiable integrity, earned credibility

FUNDING

GovOps divisions are funded primarily through either general fund appropriations or internal rates billed to other agencies for services received. Below is a diagram identifying the funding sources of each division.
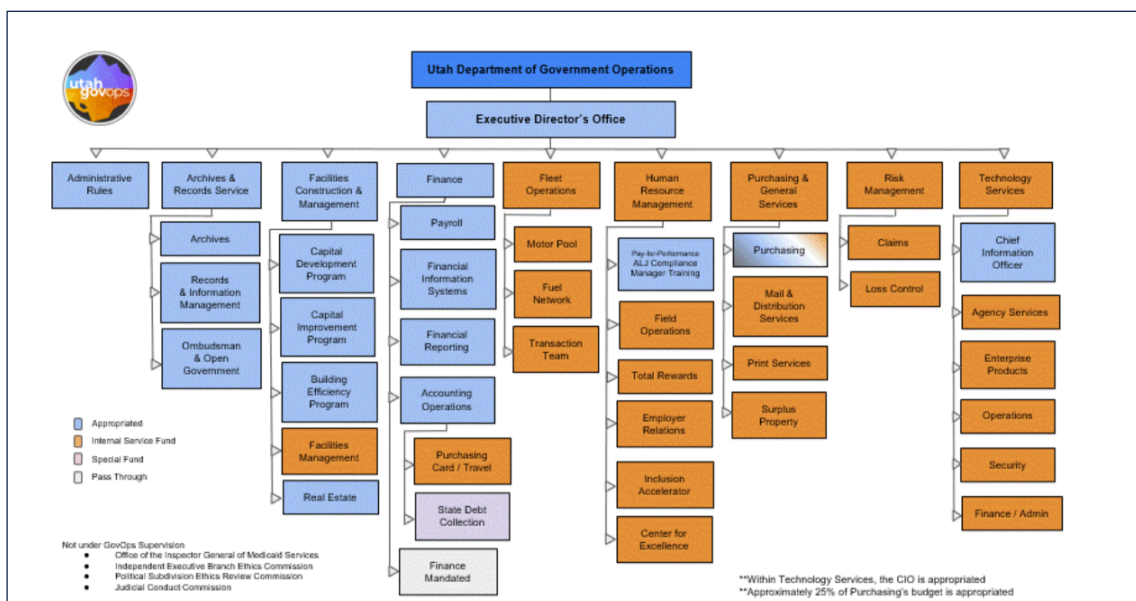
Internal Service Fund programs are designed to:

Although by statute, agencies are required to use the services GovOps provides, it is still incumbent upon the Department to provide the highest value to the customers we serve. If we cannot provide a service that is either less expensive or of higher quality than the private sector can provide, then we should not be the provider of that service.

AGENCY CHALLENGES

1. **Agencies frustrated by statutory requirements to use DGO services when the value proposition is questionable**

2. **Training and retaining highly skilled staff**

3. **Streamlining processes and eliminating redundancies and silos among divisions**

4. **Bifurcated funding model and need for greater transparency to stakeholders**

Four Strategic Pillars

Pillar 1 - Reputation

Our reputation is the foundation upon which trust is built with our customers, employees, and stakeholders. Without trust, we are ineffective at best, monopolistic at worst. A strong, reliable reputation is our most valuable asset. It increases employee and customer confidence, builds loyalty, and fuels innovation. Our reputation is the sum of ALL that we do or don't do.

Goals:

1. Gold Standard Products and Services
   a. Establish an expectation that all divisions strive for excellence
   b. Annual customer service surveys issued by the Executive Director's Office
   c. Set a threshold score with appropriate and trackable customer follow up
   d. Conduct an annual agency listening tour with all state agencies/customers by the Executive Director's Office

2. Provide quality products and services that are competitive with private sector offerings.
   a. Biannual service benchmarking to private sector primary service offerings
   b. Streamline and simplify processes that involve two or more divisions
   c. Enforce timeliness standards across the divisions to address systemic delays and dysfunctional processes

3. Develop mandatory in-depth customer service training for all employees
   a. Work with DHRM to develop customer service training modules for DGO that all state agencies may utilize.
   b. Customize to the unique requirements and customer base of each division's products or services.

Pillar 2 - Empowered Workforce

An empowered workforce focuses on a synergistic relationship between technology, productivity, and collaboration. In developing an empowered workforce, we will mentor and develop our employees to become actors, not reactors. The greatest effect we can have on reputation, customer service, effectiveness, employee recruitment and retention, and decision making is empowering our employees with tools, knowledge, and confidence.

An empowered workforce is:
- Well trained to become the leaders of tomorrow
- Trusted decision makers within the scope of their stewardship
- Accountable leadership
- Allowed to explore and express creative ideas and listened to
- Competitive compensation/work environment

Goals:

1. Assign risk scores to employees and positions within each division with a focus on strategic recruitment and retention. Risk scores will consider:
   a. Both positions and employees
   b. Cost for training - drive to increase retention
   c. Employee impact on the team
   d. Compensation

2. Invest in human capital through a competitive compensation package within 10% of market and intentional training and/or educational opportunities relevant to their work assignment.
   a. Complete third party compensation study
   b. Develop a deeper bench through mentorship/training program for high risk positions
   c. Develop a strong leadership accountability/training program through UPMs, Gold leadership training, continuing professional education, and licensure/certifications

3. Establish a culture of innovation among employees across the department, and promote a mindset for innovative problem-solving for our customers.
   a. Create a reward system that incentivizes new and collaborative ideas.
   b. Create a safe work environment for employees to feel comfortable "thinking out loud" and experimenting with new solutions without impacting their future employment.

4. Develop a stronger, proactive recruiting/retention program
   a. Develop a recruiting relationship with universities or other institutions of post highschool education
   b. Regularly attend job fairs
   c. Create strategic recruitment/retention strategies for high risk positions that includes both entry level positions and seasoned professionals

Pillar 3 - One in Purpose and Execution

The Department of Government Operations exists to aid agencies and other political subdivisions in their responsibility to serve the citizens of Utah while addressing the needs of a growing state. Department unity and shared focus has to be a singular commitment to internal policies and management to demonstrate a collaborative approach to excellent customer service.

Goals:

1. Identify and eliminate duplication of processes, procedures, and policies, with streamlined, centralized Department systems and procedures as a continuation of the consolidation process

2. Eliminate knowledge/service silos
    a. Create a share-centric culture within the department and each division
    b. Create a uniform Ticketing system for accountability
    c. Establish a customer service center for enhanced personalized service

3. Utilize state incentive award program to focus on employees who collaboratively solve problems
    a. Focus incentive awards on individuals consistently performing above and beyond standard expectations.
    b. Issue incentive awards commensurate with the performance being recognized.

Pillar 4 - Financially Sound and Transparent

GovOps strives for increased transparency, efficiency, and accountability of its divisions funded through either Internal Service Fund (ISF) or General Fund revenues with an emphasis in revenues and expenses, streamlining internal procedures, and ensuring robust controls over operations to keep rates/charges to a minimum.

Goals

1. Provide in-depth review of annual budget proposals for both Internal Service Fund and General fund financed operations.
    a. Review the budgeted expenditures in detail including operating costs, personnel expenses, overhead charges, capital investments, and other costs associated with offered services.
    b. Analyze reserves to ensure sufficient funds to cover unexpected expenses or fluctuations in revenue. This also ensures reserves are maintained within allowable Federal standards.
    c. Establish and monitor key performance metrics to measure effectiveness and efficiency including costs per unit of services and customer satisfaction.

2. Simplified and transparent ISF rate setting process.
    a. Scrutinize budget proposals to ensure expenditures are reasonable and in line with the fund's objectives.
    b. Implement ISF rate setting best practices as outlined in the December 2022 Moss-Adams audit recommendations.
    c. Create uniform ISF policies and processes to include uniform budget submission standards and requirements ensuring the same data is tracked across all ISFs for ease in DGO and the Rate Setting Committee review.

3. Simplified service level agreements and the invoicing of fees
    a. Create a simplified and uniform service level agreement for all DGO divisions to eliminate multiple agreements, reduce agency review times, and enhance customer understanding and expectations.

b. Consolidate agency invoicing by division and create an interactive billing process and statement.
    c. Verify that ISF fund's financial statements and budget documents are transparent and easily accessible to stakeholders, including internal departments and external auditors.

Big Rock Projects

State Surplus Relocation

With the demolition of the Draper Correctional Facility and the advancement of plans to develop the Point of the Mountain property, State Surplus will be relocated to a new smaller facility on the TSOB campus. With this move, new processes and strategies will be employed to better assist agencies in the disposal of state property.

Establishment of Contract Management Office

The Governor's Office and the Division of Purchasing has long been concerned about the effective monitoring and management of state contracts. It is believed agencies lose hundreds of thousands of dollars or more because they do not have the resources to manage their contracts. Purchasing has established an Office of Contract Management to whom agencies can outsource their contact management at no cost. This office will continue to expand in order to service more agencies.

Reimagination of the management of risk to state and education properties

The cost of purchasing commercial insurance as part of State Risk's portfolio to cover approximately 5,000 state, higher education, and public education properties at the levels of previous years has become insurmountable due to a degradation of the nation's insurance industry, increased property values, and ongoing additions to our inventory. A reimagination of how the state manages risk, a revaluation of the state's appetite for risk, and a restructuring of how we fund the management of risk are all high priorities for the department.

Statewide Master Space Plan

This $250,000,000 project will save the taxpayers of the state in excess of $1 billion over the next 50 years and it will transform how state government functions. By remodeling certain large state facilities and building several regional centers across the state this project will increase the ability to hire and retain rural workers, and by co-locating state agencies, will provide more convenience for the citizens of the state. When complete, it is projected to reduce the state building inventory by 16 state-owned facilities and retire 72 leases.

Point of the Mountain Development

This 650-acre development is the premier and most significant development in the country. It will bring billions of dollars of economic development revenue to the state. DFCM has

completed demolition of the old prison and is currently designing the $160,000,000 infrastructure package with construction set to begin in the Spring of 2024. This development is unique in the fact that ownership of the property will be maintained and managed by DFCM. In an expanded role, DFCM will serve as the land-use authority and manage the leases with oversight of the POMLA Board for the next 99 years.

Relocation of Fort Douglas Army Reserve Center to Camp Williams

Moving the Fort Douglas Reserve Center to Camp Williams will ensure that the 2- 2 Star General Commands will remain in Utah and not be relocated to another state. Due to aging facilities with over $60,000,000 in deferred maintenance, this facility is on the base closure list. This project is also one of the top priorities of President Randall at the University of Utah providing additional land for University expansion of housing to transfer the university away from being a commuter campus.

Launch of new HR/Payroll Enterprise System

In FY2023, the state signed a contract with CGI to implement a new SAS enterprise wide system. This system will create a symbiotic, interactive relationship between Finance's payroll functions and HR's record keeping and performance management processes. This project will see the replacement of a 20-year old payroll system and an HR system that has long fallen short of agencies requirements.

CX Customer Experience

One of Governor Cox's priorities for state government is to provide first-in-class customer experience for those we serve. To do this, the Department of Government Operations needs to create pathways for our customers to easily provide feedback on the pain points and successes they experience when using state services. We will develop a culture that use this feedback to drive responsiveness and continuous improvement:
- Collecting and acting on customer feedback allows agencies to continuously improve the customer experience.
- Performing our tasks better while providing customers the opportunity to engage with us will result in increased satisfaction and trust in the services our divisions provide.
- Helping DGO employees better serve our customers can improve employee satisfaction and retention

Citizen Portal

The purpose of the Utah Citizen Portal is to create a customer-centric experience wherein Utah residents, businesses, and visitors have the ability to interact with, manage, and receive any state service seamlessly through a single source: oneutah.gov. Over time the portal will facilitate easy access to all government services with convenience and ease of use regardless of agency, physical, or digital limitations. Utah Code §63A-16-803 requires that the Citizen Portal be created and implemented by January 1, 2025.

The Citizen Portal will:

- Provide for contactless government services as the most cost-effective means of interaction

- Focus on a state-wide holistic online service replacing the current digital government platform which is less efficient because of its focus on individual agency transactions.
- Provide improved transparency for Utah residents and a central location for all their digital government documents while increasing privacy controls

Enhanced data privacy and sharing

Two separate Executive Orders issued by Governor Cox created, First, a directive that Utah's data privacy officer create a strategic plan that contains recommended baseline privacy practices for state agencies to use to safeguard the privacy and personal information of all Utahns. And second, a time-limited task force was created from among state agencies to create an action plan with concrete steps to strengthen state agency collaboration and expand information and data sharing across state agencies to better address challenges facing Utahns.

These two tasks will proceed hand in hand as we work to ensure data records are formally established with appropriate record series outlining the authority to collect and retain data, defined retention schedules, and appropriate security measures. Data sharing will allow state agencies to focus on data driven answers and analysis of significant societal issues, budget drivers, and longitudinal studies.