Department *of* Government Operations

GovOps

Strategic Plan

FY2027

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ABOUT GOVOPS

The Utah Department of Government Operations (GovOps) was established on July 1, 2021 by the passage of S.B. 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 the following divisions and offices:

- Administrative Rules
- Archives and Records Service
- Utah Office of Data Privacy
- Facilities Construction and Management
- Finance
- Fleet Operations
- Human Resource Management
- Office of Inspector General
- Purchasing and General Services
- Risk Management
- Technology Services
- GovOps Internal Audit

GovOps is accountable to the governor and legislature. We're a valued partner to other state agencies, governmental entities, and educational institutions, supporting and strengthening their ability to serve Utahns statewide.

We offer single-door access to integrated resources, services, and expertise that our customers depend on to fulfill their core missions. With a shared purpose and commitment to excellence, our team provides seamless and synergistic operations, processes, communication, and collaboration that help drive Utah's continued success.

Vantage project team members with Governor Cox at a recognition event at the State Capitol following the successful launch of the state's new HR and payroll system in March 2026.

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

VALUES

We strive to ensure that every decision, initiative, process, and customer interaction is in harmony with our GovOps core values:

- **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

LEADERSHIP

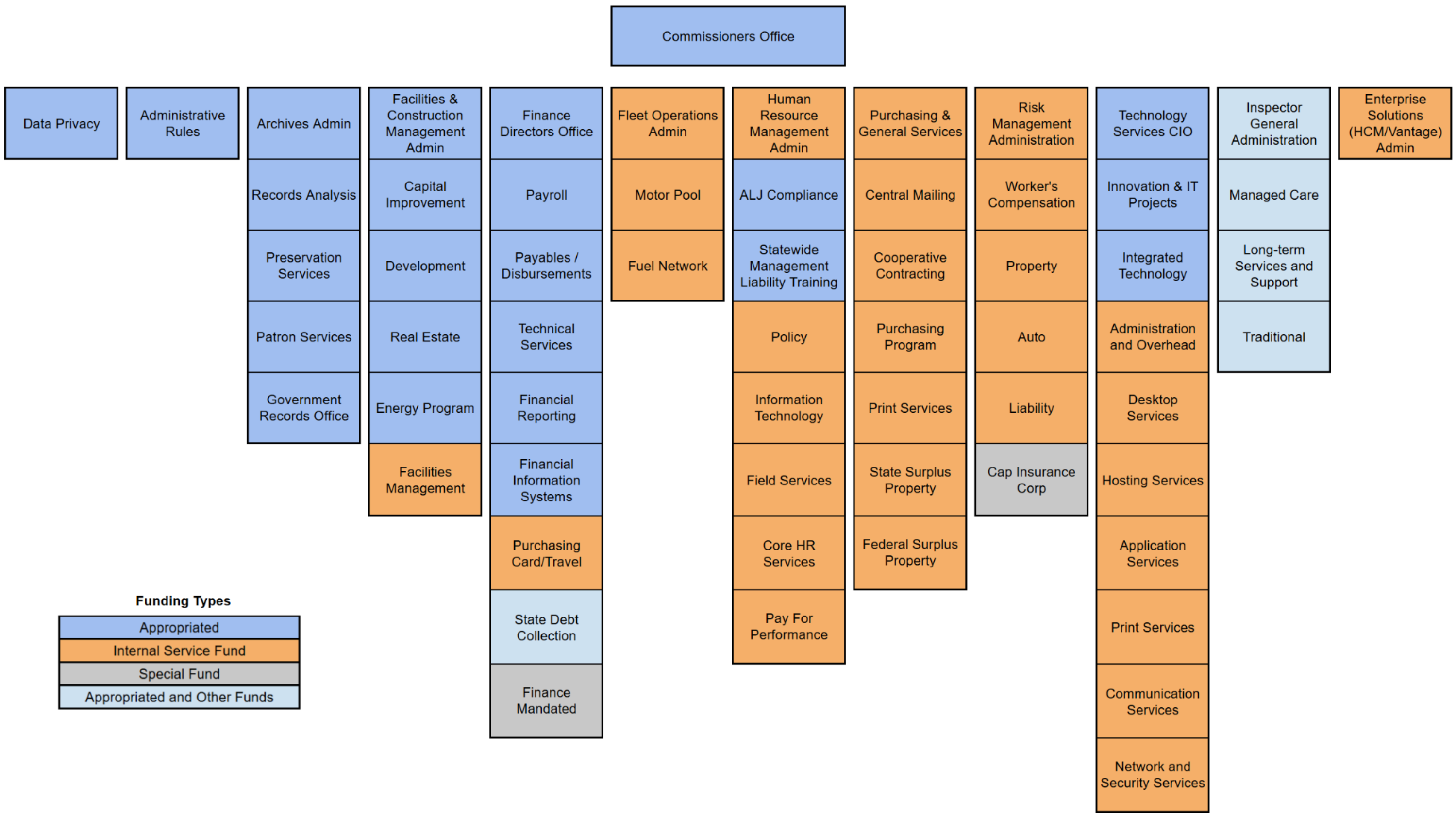
The GovOps executive leadership team consists of Commissioner Marvin Dodge, Deputy Commissioner Marilee Richins, Deputy Commissioner David Dyches, Executive Finance Director Jake Hennessy, and Executive Communications Director Jeff Hymas, supported by Executive Assistant Melissa Brown.

Division and office directors include: Michael Broschinsky (Administrative Rules), Ken Williams (Archives and Records Service), Chris Bramwell (Utah Office of Data Privacy), Andy Marr (Facilities Construction and Management), Van Christensen (Finance), Cory Weeks (Fleet Operations), John Barrand (Human Resource Management), Nate Checketts (Office of Inspector General), Windy Aphayrath (Purchasing and General Services), Dennis Flynn (Risk Management), Alan Fuller (Technology Services), and Scott Tingley (GovOps Internal Audit).

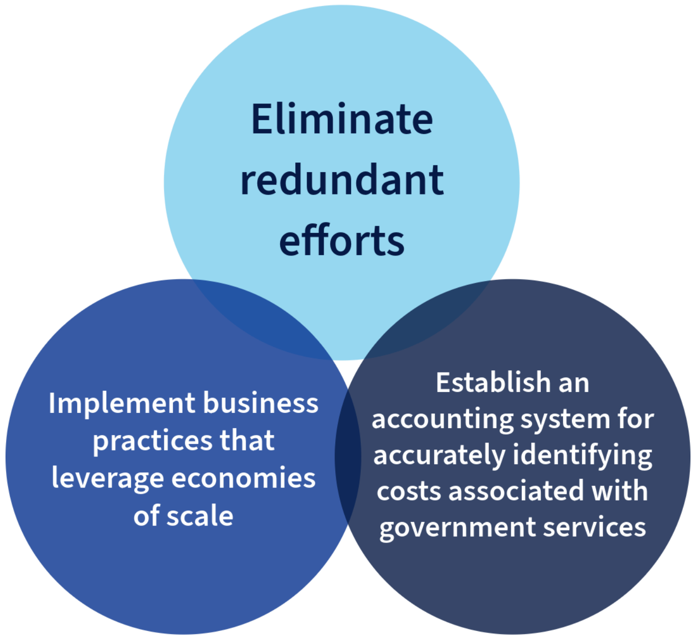
Jodi Shegrud is the Information Privacy and Security Director for GovOps, and Michelle Brown is the department's Coordinator of Resource Stewardship.

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 and office.


Commissioners Office
Data Privacy
Administrative Rules
Archives Admin
Records Analysis
Preservation Services
Patron Services
Government Records Office
Facilities & Construction Management Admin
Capital Improvement
Development
Real Estate
Energy Program
Facilities Management
Finance Directors Office
Payroll
Payables / Disbursements
Technical Services
Financial Reporting
Financial Information Systems
Purchasing Card/Travel
State Debt Collection
Finance Mandated
Fleet Operations Admin
Motor Pool
Fuel Network
Human Resource Management Admin
ALJ Compliance
Statewide Management Liability Training
Policy
Information Technology
Field Services
Core HR Services
Pay For Performance
Purchasing & General Services
Central Mailing
Cooperative Contracting
Purchasing Program
Print Services
State Surplus Property
Federal Surplus Property
Risk Management Administration
Worker's Compensation
Property
Auto
Liability
Cap Insurance Corp
Technology Services CIO
Innovation & IT Projects
Integrated Technology
Administration and Overhead
Desktop Services
Hosting Services
Application Services
Print Services
Communication Services
Network and Security Services
Inspector General Administration
Managed Care
Long-term Services and Support
Traditional
Enterprise Solutions (HCM/Vantage) Admin
Funding Types
Appropriated
Internal Service Fund
Special Fund
Appropriated and Other Funds

Internal Service Fund programs are designed to:



Although state agencies are required by statute 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

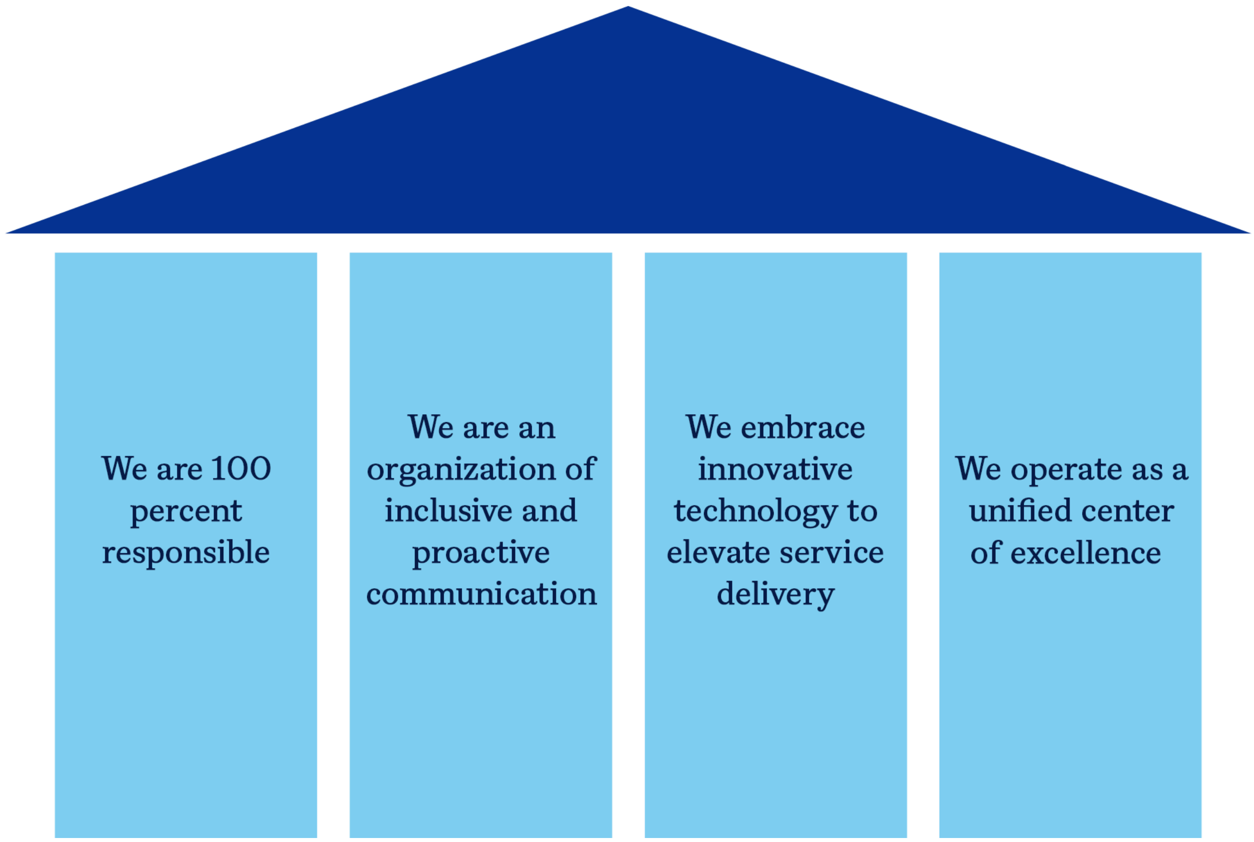
Friction regarding statutory mandates where value is uncertain

Difficulty in training and retaining highly skilled staff

Redundancy and silos among divisional processes

Complexity inherent in funding models

Strategic Pillars



Pillar 1: We are 100 percent responsible.

Establish a culture of end-to-end ownership where every division takes full accountability for service outcomes and operational integrity, not only for their own particular piece of the service. GovOps culture is one that balances financial oversight, operational performance, and stakeholder trust.

Strategy 1.1 Clarify roles and responsibilities for employees, divisions, and projects

During FY2027, divisions are rewriting the job descriptions for each of their positions. Responsibilities, roles, and clarification of available support and stakeholders should be included in this project.

Objectives:

- **FY2027:** Overhaul all division position descriptions to explicitly define stewardships, requirements, and career paths
- **FY2027:** Incorporate any changes into performance plans
- **FY2028**: Evaluate pay bands and create a plan to align any gaps with budget constraints

Strategy 1.2 Shift from "Permission-Based" to "Guardrail" Management

To institutionalize end-to-end ownership, leadership will pivot from multi-level manual approvals toward a governance framework defined by operational and budgetary guardrails. Over-management acts as a bottleneck, not risk mitigation. By clarifying these operational boundaries, teams gain the autonomy for independent execution, thereby effectively removing systemic bottlenecks. Divisions must internalize the impact of their decisions, collaborate with other divisions and subject matter experts, and maintain operational integrity rather than passing accountability to the next approval level. GovOps believes in honoring employees' stewardship and giving them the tools they need to be successful.

Objectives:

- **FY2027:** Establish governance frameworks defining operational and budgetary boundaries
- **FY2027**: Eliminate manual approval processes exceeding 3 levels
- **FY2028:** Optimize approval workflows to reduce average processing time by 20% while maintaining established guardrails

Strategy 1.3 Decentralize Decision-Making to the Lowest Practical Level

GovOps will modify department policies and operations to increase decision-making authority at levels closest to the customer. Frontline employees should own the problem-solving process and the subsequent results of their actions.

Objectives:

- **FY2027:** Implement a delegation authority matrix to define scope for frontline staff. This may be formal or informal depending on the positon
- **FY2027:** Increase department communications praising employees for frontline problem-solving
- **FY2027:** Implement incentive awards for frontline problem solving; incentive awards of $500 or less may be awarded more frequently to recognize proactive and thoughtful problem solving.
- **FY2028:** Review and expand the matrix based on performance data to increase autonomy in low-risk decision areas

Strategy 1.4 Institutionalize a "Fail Forward" Culture

True accountability requires an environment where employees feel safe "thinking out loud" and experimenting. Leadership must communicate that failures resulting from good-faith efforts and calculated risk-taking are learning opportunities, not causes for punitive action. This "fail forward" mindset is essential for preventing the current "hesitation culture" where employees sometimes delay action to avoid being blamed.

Objectives:

- **FY2027:** Integrate metrics for proactive problem-solving and "fail forward" experiences into employee performance evaluations
- **FY2027:** Incentives or recognition should be consistently utilized in performance evaluations for initiative and creative or proactive problem solving even if it isn’t executed perfectly
- **FY2028:** Publish an internal case study library of successful "fail forward" outcomes to normalize experimentation

Strategy 1.5 Align Pay-for-Performance (P4P) with Direct Stewardship

Use the Pay for Performance framework as a primary lever for accountability. By incentivizing behaviors that create efficiencies and value-added services, we incentivize healthy risk taking and proactive problem solving. This allows employees to "captain their own ship" and determine their professional destiny based on their own contributions.

Objectives:

- **FY2027:** Align P4P criteria to incentivize efficiency and proactive problem-solving behaviors
- **FY2028:** Analyze the impact of P4P incentives on departmental innovation rates and adjust criteria for high-impact activities

Strategy 1.6 Deploy a “OneOps” Approach to Data and Reporting

Accountability is difficult when data is siloed or inconsistent. Implementing a "OneOps" centralized digital platform, including real-time dashboards for project status and service requests, creates transparency. When every employee and division is looking at the same performance metrics, ownership becomes objective rather than subjective, ensuring that responsibility is tied directly to measurable outcomes.

Objectives:

- **FY2027:** Launch centralized digital platform and real-time dashboards for unified performance tracking
- **FY2028:** Transition all divisional reporting to the centralized platform, eliminating legacy siloed reporting systems

Utah Office of Data Privacy team members at a Data Governance Summit held at Utah Valley University.

Pillar 2: We are an organization of inclusive and proactive communication.

GovOps is committed to shifting from a decree-based communication approach to a model grounded in active listening, collaboration and joint problem resolution. Rather than merely issuing directives, future communications will be intentionally designed to encourage dialogue and incorporate feedback.

Strategy 2.1 Create a Comprehensive Department Communication Plan

A comprehensive department communication plan is essential to shifting our culture from top-down “decrees” to proactive, inclusive engagement. This plan will establish standardized expectations for both internal and external communications to ensure clarity, consistency, alignment, and most importantly, a feedback loop.

Objectives:

- **FY2027:** Develop and implement standardized internal and external communication protocols
- **FY2027**: Develop a comprehensive communications strategic plan
- **FY2028:** Evaluate communication effectiveness through internal/external surveys and adjust engagement protocols as needed

Strategy 2.2 Implement an Open-Draft Review Period

Instead of announcing final policies, GovOps will mandate a pre-announcement review period for significant initiatives. Stakeholders will receive a draft version of the policy with a clear window (5–10 business days) to submit feedback. This prevents the perception of a "decree" by allowing stakeholders to identify technical or practical flaws before a solution is solidified.

Objectives:

- **FY2027:** Achieve 100% adoption of pre-implementation external reviews for major initiatives
- **FY2028:** Formalize the review period into the standard project management lifecycle for all policy changes

Strategy 2.3 Implement a Rationale Requirement

Stewardship requires accountability. Every time GovOps issues a directive that impacts stakeholder budgets or operations, the associated communication must include a "Rationale Section." This section must explicitly state the problem being solved, why this solution was chosen over others, and what trade-offs were made. If we must prioritize department stewardship (ex: security) over agency convenience, explain *why* in a simple, transparent, jargon-free style.

Objectives:

- **FY2027:** Achieve 100% compliance in including "Rationale” and “Alternatives Evaluated" sections in all significant directives
- **FY2028:** Audit directives for clarity and accessibility to ensure jargon-free communication for non-technical stakeholders

Strategy 2.4 Commit to Closing the Loop

The most common cause of initiative failure is the perception that feedback was requested but ignored. Whenever GovOps solicits stakeholder input, a follow-up communication action summary is required. Even if the feedback is ultimately not implemented, acknowledgement must occur. This forces you to listen to understand, rather than just listening to confirm your own assumptions.

Objectives:

- **FY2027:** Establish a dedicated process and tool for recording feedback alongside corresponding GovOps responses
- **FY2027:** Achieve 100% tracking and documented follow-up communication for all feedback/listening sessions
- **FY2028:** Implement a digital tracking tool for feedback loops to ensure transparency and accountability in real-time

Strategy 2.5 Implement a Tiered Stakeholder Engagement Plan

One-size-fits-all communication is often the root cause of confusion and failure. Require project leads to map out their stakeholders *before* communicating. Different agencies have different needs; your communication plan should explicitly tailor the depth and frequency of information based on the level of impact. For the most impacted agencies, the strategy should prioritize direct meetings or phone calls rather than broadcast emails.

Objectives:

- **FY2027:** Map all major project stakeholders and define engagement tiers
- **FY2028:** Optimize engagement channels based on stakeholder preference data gathered in FY2027
    - **Analyze FY2027 Preference Data:** Review the stakeholder feedback collected during FY2027—including pulse surveys, listening tour notes, and engagement metrics—to identify which channels (e.g., email, intranet, direct meetings) are most effective and build confidence and trust for each stakeholder group.
    - **Implement a Tiered Engagement Strategy:** Move away from "one-size-fits-all" communications. Use stakeholder and journey mapping to categorize stakeholders by impact and influence, tailoring the frequency, channel, and depth of information accordingly (e.g., prioritizing direct meetings for highly impacted agencies rather than broadcast emails).
    - **Institutionalize Operational Listening:** Establish a regular cadence for "Operational Listening" tours to identify friction in daily operations. Use these sessions to determine how well current engagement channels are working and commit to providing follow-up communication action summaries to ensure stakeholders feel heard, closing the feedback loop.

Strategy 2.6 Implement Routine "Operational Listening" Tours

Shift away from reactive listening (only meeting when there is a problem). Establish a cadence of quarterly, informal check-ins with key agency partners. The agenda for these sessions should be exclusively dedicated to asking, "What is currently causing friction in our daily operations?" This allows leadership to identify problems while they are still manageable, rather than waiting for them to break.

Objectives:

- **FY2027:** Establish quarterly check-ins with key partners

- **FY2028:** Standardize the "operational listening" tour into a recurring, automated feedback mechanism; these tours should be implemented at multiple levels (cabinet, deputy, Finance, CIO, DFCM outreach, Risk Manager, etc)

DFCM Staff keep the grounds of our state buildings beautiful all year around.

Pillar 3: We embrace innovative technology to elevate service delivery.

GovOps is dedicated to being a leader in the responsible deployment and integration of artificial intelligence and emerging technologies. We foster a culture of innovation by empowering our workforce through comprehensive training, practical hands-on experience, meaningful incentives, and a supportive environment where experimentation and safe failure are encouraged.

Strategy 3.1 Implement a Multi-Tiered AI Literacy Pathway

Lead statewide AI process improvements that increase efficiency, improve quality, ensure compliance, and enhance decision making for the benefit of Utahns in adherence to the foundational principles of Utah's Pro-Human AI Initiative. This includes developing AI literacy training for state employees, with the mandate that state agencies implement AI responsibly by prioritizing human-guided and human-enhancing principles.

Objectives:

- **FY2027:** Create a strategic statewide training program to expose employees to available AI tools
- **FY2027**: Create a GovOps employee playground for safe AI experimentation
- **FY2027:** Launch tiered curriculum; achieve 75% employee completion rate.
- **FY2028:** Update curriculum to address advanced agentic AI tools and refine pathways for specialized technical roles.

Strategy 3.2 Establish the "AI Factory" as an Innovation Sandbox

Formalize the "AI Factory" concept into a structured pilot program that connects business problems with AI solutions.

Objectives:

- **FY2027:** Artificial intelligence initiatives must begin with a comprehensive evaluation of organizational gaps, operational pain points, and detailed problem analysis, rather than focusing primarily on the technology itself
    - **Problem-First Training:** Educate employees to define core problems thoroughly before considering specific AI tools or solutions prior to starting any project.
    - **Leadership Stewardship:** Executive leadership should actively demonstrate and model this problem-centric mindset across all efforts.
- **FY2027:** Formalize employee AI agency approach focused on problem-first analysis and establish safety parameters
- **FY2028:** Evaluate employee application and usage to determine if modification in policy or tool availability is required

Strategy 3.3 Utilize AI tools to inventory and modernize aging systems, directly addressing technical debt

Pilot AI solutions to evaluate impact and effectiveness, paving the way to modernize two high-priority systems based on those results.

Objectives:

- **FY2027:** Identify at least 1 system pilot and 1 process pilot to learn the process, impact, effectiveness, and potential savings of AI solutions
- **FY2028:** Initiate modernization for 2 additional high-priority systems based on effectiveness of FY2027 pilots

Strategy 3.4. Institutionalize Responsible AI Governance

Develop a comprehensive governance framework that defines AI usage policies and oversight structures to ensure that all AI implementation is secure, ethical, and human-centric.

Objectives:

- **FY2027:** Establish a GovOps AI policy
- **FY2028:** Conduct an annual audit of AI implementation against the established ethics and security governance framework

Employees receiving a tour from DFCM and a contractor of the new Michael O. Leavitt Building (North Capitol Building) as construction neared completion.

Pillar 4: We operate as a unified center of excellence.

We value service consistency across the department. The intention behind consolidating duplicative services into a single unified center of excellence are:

- Establish a unified, dependable, and consistent service delivery model to eliminate the fragmentation that leads to a disjointed customer experience.
- Free up resources by eliminating duplication within multiple divisions.
- Have the experts deliver the services in which they specialize.

Strategy 4.1 Consolidate redundant operational and administrative functions

Conduct an audit of duplicative functions currently performed independently by each division. Consolidate these functions where efficiencies and resources can be saved.

Objectives:

- **FY2027:** Audit duplicative functions and identify candidates for consolidation
- **FY2028:** Execute consolidations for top-priority duplicative functions; report cost/resource savings

Strategy 4.2 Build a cross-divisional "Expertise Exchange" to prevent duplicative hiring

Track core competencies across all divisions so we can first identify existing internal experts before considering external hires or redundant training, and provide opportunities for employees to temporarily support other projects to broaden their experience and maximize the strengths of our combined talent pool.

Objectives:

- **FY2027:** Create a department-wide skills registry that tracks core competencies across all teams. When a new project requires specialized knowledge, we consult this registry.
- **FY2028:** Implement a "Loaned Expert" program, allowing employees with unique, high-demand skills to support projects in different divisions on a temporary, rotational basis.

Strategy 4.3 Create an inventory of services requiring multi-division involvement

Identify which services provided by GovOps rely on involvement from multiple divisions and collaborative processes to improve access and usability for state agencies and employees.

Objectives:

- **FY2027:** Review multi-division services for simplification and collaboration opportunities
- **FY2028:** Streamline 3 high-impact cross-divisional service processes into "single-door" customer experiences
    - Vantage
    - Onboarding
    - Procurement/Contract Management

Strategy 4.4 Continuous Support of Departmental Financial Consolidation

Improve financial transparency and decision-making by establishing service level agreements and shared reporting channels to align program and financial goals. Move toward standardizing reporting and forecasting tools while providing transparent dashboards for agency stakeholders.

Objectives:

- **FY2027:** Establish SLAs between directors and finance staff; implement shared dashboards for reporting.
- **FY2027:** Establish clear reporting and communication channels reflecting the principle that program and financial decisions are interdependent and must be made together.
- **FY2028:** Establish standard and uniform financial reporting and forecasting processes and tools, ISF rate impact calculations, and billing in an effort to increase understanding with stakeholders and increase transparency of expenditures.
- **FY2028:** Develop simple dashboards that can be shared with other agencies where rates, expenses, revenues, and projections can be detailed

Big Rocks

- Vantage Governance/Ongoing Funding Structure - Commissioner's Office
- DTS Deep Dive - Commissioner's Office
- Full K-12 Integration - DFCM
- OIG Turnaround - OIG
- Mythos Response - DTS/Commissioner
- SB229 (Enhanced Benefits Program) rollout - DHRM
- State Compensation/Title Restructure - DHRM/Commissioner's Office

Cory Weeks and Michelle Brown exploring electric vehicles for the State

Budget Requests

1. **Frontier AI Model Security Responses, Division of Technology Services**

   FY2027 - $2,940,100 General Fund one-time
   FY2028 - $7,226,200 General Fund ongoing

   Pillar 1 - The Pillar calls for shifting away from permission-based, multi-level manual approvals toward technical and operational "guardrails." This budget request addresses emerging AI security threats by implementing machine-speed, automated defenses. This creates an automated guardrail framework that restricts exposures and revokes compromised privileges in seconds without human bottlenecks. Strategy 1.2 emphasizes that leadership must manage risks proactively rather than using excessive management oversight as a substitute for mitigation. Centralizing risk management through automated SIEM/SOAR platforms ensures full accountability and protection across state infrastructure.

   Pillar 2 - Strategy 2.4 and Strategy 2.5 emphasize proactive, inclusive engagement with state stakeholders rather than isolated decision-making. DTS is working to develop this security response in direct collaboration with agency commissioners and their technical and security staff to ensure aligned threat mitigation across all state agencies.

2. **AI Technology Investments, Division of Technology Services**

   FY2028 - $570,000 General Fund one-time
   FY2028 - $3,460,600 General Fund ongoing

   Pillar 1 - The Pillar emphasizes pivoting away from permission-based, bottlenecked processes toward "guardrail" management and institutionalizing end-to-end ownership. This budget request funds a permanent, core DTS AI team to establish enterprise-wide standards, agentic AI frameworks, and governance, giving state employees the guardrails and tools needed to autonomously drive efficiencies.

   Pillar 2 - The Pillar focuses on active collaboration, stewardship, and structured engagement rather than decree-based oversight. This budget request funds dedicated resources to scale statewide AI literacy, adoption, and training programs, ensuring state employees are actively equipped to integrate AI into daily workflows.

3. **State-Endorsed Digital Identity (SEDI) Program and Technology**

   FY2028 - $392,000 General Fund one-time
   FY2028 - $2,600,000 General Fund ongoing

   Pillar 1 - Strategy 1.2 calls for establishing technical guardrails to mitigate systemic risk and maintain operational integrity. This SEDI (State-Endorsed Digital Identity) budget request directly addresses multi-billion dollar threats—including synthetic identity fraud, AI impersonation, and age verification vulnerabilities—by implementing a state-endorsed, privacy-preserving digital identity framework.

   Pillar 2 - Strategy 2.4 and 2.5 emphasize active stakeholder engagement, outreach, and feedback loops. This budget request allocates dedicated funding for public awareness, stakeholder training, marketing, and policy consulting to ensure seamless adoption across state agencies, local entities, and private sector partners.

4. **Governmental Entity Privacy Tools and Resources**

   FY2028 - $990,100 General Fund one-time

   Pillar 1 - Strategy 1.6 ("Deploy a 'OneOps' Approach to Data and Reporting") requires centralized platforms to create transparency and tie responsibility to objective, measurable outcomes. By building shared workflows (e.g., data subject requests, breach reporting toolsets, records management dashboards, and website privacy scanning), the request creates a standardized, objective capability for state agencies and local entities across Utah. Strategy 1.2 focuses on building operational boundaries and sustainable governance. This one-time implementation builds the foundational tools and transitions ongoing operations/maintenance to the DataGov rate model paid by participating entities, avoiding future ongoing General Fund dependencies.

   Pillar 2 - Pillar 2 mandates shifting to transparent governance and proactive communication. The request funds public/employee privacy training management, automated privacy notices, breach notification toolsets, and self-service records workflows. These tools enable government entities to communicate transparently with Utahns regarding how their personal data is used, protected, and accessed.

Archives, 2025

5. **Utah Geospatial Resource Center Funding, Division of Technology Resources**

   FY2028 - $489,000 General Fund ongoing

   Pillar 1 - Strategy 1.6 ("Deploy a 'OneOps' Approach to Data and Reporting") focuses on maintaining centralized, objective platforms. UGRC acts as the state's authoritative spatial data backbone, eliminating redundant spatial data investments across state and local entities.

   Pillar 2 - Strategy 2.4 and 2.5 emphasize active, multi-agency alignment. UGRC provides open-source, centralized geospatial datasets used seamlessly across state agencies, local governments, public safety teams, and elections administrators.

6. **DTS Chief Data Officer**

   FY2028 - $286,100 General Fund ongoing

   Pillar 1 - Strategy 1.6 ("Deploy a 'OneOps' Approach to Data and Reporting") emphasizes creating transparency, breaking down data silos, and tying responsibility to objective, measurable outcomes. This request seeks to establish long-term, enterprise-wide data governance, build a state data analytics center, and ensure data quality, security, and accurate data inventories across agencies. Strategy 1.2 calls for replacing manual bottlenecks with clear technical and operational guardrails. The CDO role fulfills Executive Order 2023-01 by establishing standardized statewide records management policies, uniform data-sharing agreement templates, and legal analysis frameworks.

Pillar 2 - Strategy 2.4 and 2.5 emphasize active, multi-agency coordination. The CDO will serve as an enterprise leader working directly with agency heads to design a government data analytics center that acts as a secure data-sharing hub between agencies.

7. **Utah Privacy Commission - Privacy Policy Research and Analysis**

   FY2028 - $150,000 General Fund ongoing

   Pillar 1 -Strategy 1.2 focuses on creating effective operational guardrails rather than bureaucratic friction. The request seeks funds to establish dedicated legal and policy research capacity for the independent, citizen-led Utah Privacy Commission. Rather than creating new permanent state FTEs, the Commission leverages a flexible, cost-effective contracted model with Utah universities, law schools (law clerks/graduate researchers), or specialized policy analysts. This provides the analytical guardrails needed to evaluate complex emerging issues—such as AI governance, biometric technologies, automated license plate readers, and profiling—without expanding state bureaucracy.

   Pillar 2 - Strategy 2.2 ("Implement a Rationale Requirement") mandates that governance directives, policies, and recommendations must explicitly outline the problem, tradeoffs, and evidence-based rationale behind decisions. The requested funding allows the volunteer Commission to deliver well-researched, independent policy briefs, comparative legal analyses, and evidence-based recommendations to the Governor, Legislature, and state agencies, fostering transparent, informed policy-making across Utah government. Strategy 4.4 (“Continuous Support of Departmental Financial Consolidation” mandates that GovOps: 1) Create Service Level Agreements that establish clear expectations between division directors and assigned financial staff. This established stewardships of divisional decision making and financial guardrails; 2) Establish consistent financial reporting and forecasting tools.

ISF Rate, impacts, and billing using dashboards shared Department and other agency leadership; and 3) Establish clear reporting and communication channels reflecting the principle that program and financial decisions are interdependent and must be made together.

8. **Safeguarding Medicaid: Enhancing Utah's Fraud Detection Office, Office of the Inspector General (OIG)**

   FY2028 - $26,100 General Fund one-time
   $535,000 General Fund ongoing
   $54,500 Transfer ongoing

   Pillar 1 - This directly targets safeguarding the $5 billion Medicaid program by expanding clinical reviews, on-site visits, and field evaluations to uncover fraudulent activity and protect taxpayer dollars. Rather than relying on passive monitoring, the OIG reorganizes existing teams and deploys field-based investigators and clinical experts to actively detect and eliminate fraud schemes before they escalate.

9. **Customer Experience, Division of Technology Services**

   FY2028 - $3,025,000 General Fund ongoing

   Pillar 1 - Strategy 1.6 ("Deploy a OneOps Approach to Data and Reporting") requires centralized performance metrics so that ownership and responsibility are objective and tied to measurable outcomes. By empowering state leaders with centralized analytics dashboards, this budget request enforces accountability through data. The request highlights that agencies use these tools to execute verified efficiency projects with measurable ROI, such as direct cost savings and time reductions.

   Pillar 2 - Strategy 2.5 ("Implement Routine Operational Listening Tours") and Strategy 2.3 ("Commit to Closing the Loop") mandate creating channels that invite continuous stakeholder feedback and active listening to inform decisions. This budget request funds the statewide enterprise listening infrastructure (Qualtrics, Maze, and Fivetran) that enables state agencies to gather user feedback, track sentiment, and directly incorporate citizen and employee input into operational improvements.

Division of Technology Services employees receives an award for the new MyUtah site at the Utah Digital Government Summit.

10. Job Architecture Funding

FY2028 - $4,000,000 General Fund ongoing

Pillar 1 - Pillar 1 focuses on building sustainable governance structures, eliminating operational bottlenecks, and taking full ownership of internal processes. This request seeks funding to implement a modern **Job Architecture framework** (developed with Deloitte). Overhauling 985 outdated, fragmented job titles into standardized job families and career tracks eliminates administrative friction, establishes clear operational guardrails for compensation, and builds a scalable foundation for statewide HR infrastructure.

Pillar 3 - Pillar 3 emphasizes investing in workforce development, establishing clear career progression paths, and ensuring transparent, competitive compensation structures. Standardizing job structures directly supports talent acquisition and retention across state government. It creates clear career tracks for state employees, enhances pay equity, and positions the State of Utah as a competitive employer.