

HB287 - Restructuring of the Department
of Community & Culture

Department Response – October, 2011

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For further information on DCC, including progress reports on departmental optimization, please refer to its website:

<http://community.utah.gov/>

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DEPARTMENT OVERVIEW

In 2006, the legislature converted the Department of Community and Economic Development (DCED) into two new departments; the Governor’s Office of Economic Development (GOED) and the Department of Community and Culture (DCC).

The State’s unique cultural heritage and community identities are the foundation of DCC. The Department’s mission is:

***“To improve the quality of life for the people of Utah,
DCC creates, preserves, and promotes communities and culture”.*** ^{Overview 1}

DCC BUDGET (FY13)	General Funds	Federal & Restricted	Dedicated Credits	Admin Staff	Program Staff	Specialist Staff
EDO	\$2,861,600	0	\$102,900	9	0	0
HCD	\$3,827,500	\$87,862,400	\$1,772,500	20	2	37
UDSH	\$2,039,400	\$840,000	\$110,000	2.5	17.5	9
OEA	\$250,000	0	0	1	1	0
UDIA	\$201,400	0	\$25,000	1	1	0
USL	\$4,193,700	\$1,824,500	\$1,918,800	12	4	67
DAM	\$2,809,100	\$775,800	\$426,900	10	6	7
TOTAL	\$15,932,950	\$91,302,700	\$4,356,100	55.5	31.5	120

As part of its focus on continuous improvement, DCC completed a department-wide strategic plan for FY11^{Overview 2}. Their primary goals included:

- **Improve Community Outreach:** Define and execute community outreach plan (measure penetration, regular communications to communities, presentations at local government conferences).
- **Quantify DCC’s ROI:** Create initial ROI analysis with returns identified and plans for continuous improvement in the ROI definitions.
- **Increase Information Connections:** Identify known, measured data sources for technical assistance across all divisions and identify the best method for sourcing data into the reporting mechanism.
- **Accelerate Customer Management System:** Improve adoption of the CRM in all divisions.
- **Implement Administrative Consolidation:** Continue streamlining and coordinating financial and communications functions.



DIVISION OVERVIEW

DCC's divisions include: Arts and Museums (DAM), Housing and Community Development (HCD), Indian Affairs (UDIA), State History (UDSH), State Library (USL), and the Office of Ethnic Affairs (OEA). Together, these divisions administer over 50 programs (see **Appendix 2: Program Catalog** for more information).

Arts and Museums (DAM)

The Division of Arts and Museums' goal is to promote innovation in and the growth of Utah's arts and culture community. The division provides funding, education, and technical services to individuals and organizations throughout the state so that all Utahns, regardless of race, gender, ethnicity or economic status, can access, understand, and receive the benefits of arts and culture.

The Division is the primary agency in Utah through which state and federal funds combine to stimulate and encourage the arts. The division distributes funds appropriated directly for the arts by both the Utah State Legislature and the National Endowment for the Arts. They assist with professional development where needed and provide direct matching grants to more than 200 nonprofit organizations statewide. DAM also conducts programs which provide outreach services to schools, local arts councils and organizations, community centers, museums, performing groups and individual artists. They also provide grants to museums throughout the state under the direction of the Office of Museum Services Advisory Board.

The division provides stewardship and administration of the state's arts collections including the Fine Arts (Alice) Art, Public Art, Traveling Exhibits and Folk Arts.

Housing and Community Development (HCD)

The Utah Division of Housing and Community Development is the state's planning and community development agency. The division's role is to provide guidance and funding to communities to meet the basic needs of an ever-expanding population while preserving the characteristics that make Utah such a desirable place to live.

Most of the Division's annual budget is federally funded and spent on "brick-and-mortar" projects, improving housing, streets, utilities and public facilities. The Division also dispenses grants, technical assistance, and volunteers for solving communities' toughest problems like hunger, and homelessness. Their services also help low income residents meet the costs of housing, home repairs, home heating and cooling. Through these programs, disconnected citizens reconnect and become contributing members of society, bringing added economic value.

Indian Affairs (UDIA)

The Utah Division of Indian Affairs (UDIA) implements solutions that will allow Indian citizens an opportunity to share in the progress of the state of Utah. The Division was created in 1953 when the Utah State Legislature passed the "Indian Affairs Act" creating the Commission on State Indian Affairs.

The Director of UDIA serves as liaison and promotes positive intergovernmental relations with and between Utah Indian Tribes, the Office of the Governor, federal and state agencies, and local entities. They coordinate with the Governor's office and the Native American Legislative Liaison Committee to develop Indian legislation and address Indian Affairs' issues. UDIA also works closely with the Native American Remains Review Committee to determine disposition of human remains found on state or school trust lands.

State History (UDSH)

State History provides services, technical assistance, and streamlined information access--through online databases and published and unpublished sources--to a variety of businesses and industries. These include cultural resource management companies, heritage trade industries, building owners and developers, media, professional researchers and genealogists, heritage tourism businesses, and education. In addition, State History provides services to federal and state agencies seeking 106/404 consultation, and to cities and counties seeking to develop their heritage resources. The general public and state and federal agencies also benefit from the information and resources created to service the heritage industry. State History provides all services and information as a non-regulatory, business-friendly agency.

State Library (USL)

USL is the agency charged to serve Utah libraries statewide with the responsibility to maintain a statewide perspective on library services and issues in the 21st Century.

USL provides services and training to the library community. Resources, professional expertise and grants are available through USL. Libraries are encouraged to develop contacts and form cooperative networks.

The State Library's Blind and Disabled program offers access to quality library services to all Utah residents with qualifying visual or physical disabilities. Special-format materials that allow patrons to enjoy recreational reading, engage in life-long learning, and to improve economic self-sufficiency are provided as well.

Office of Ethnic Affairs (OEA)

The Office of Ethnic Affairs was originally established by an Executive Order that defined their mission to promote institutional change by partnering with State agencies to assure equity and access to culturally competent programs and services. OEA also meets with the Asian, Black, Hispanic/Latino, Pacific Islander Advisory Councils, and Martin Luther King Commission on a regular basis to address each Council's findings and recommendations regarding State government's level of responsiveness to the ethnic community. These Councils provide reports to the Governor.

Recent budget reductions were the catalyst behind the formation of the Governor's Multicultural Commission. This Commission builds on the effective elements of previous efforts, but also includes a renewed focus on community outreach, cross-cultural dialogue, and agency accountability. The focus of their efforts will likely include improving outcomes in areas such as educational attainment, economic development, etc.



DCC's ECONOMIC IMPACT

DCC developed an economic impact report in 2011^{Overview 3}. DCC has not yet conducted formal economic modeling for all of its programs, but the following examples illustrate its impact to the Utah economy:

- The State is a critical catalyst in Utah's creative cluster/ecosystem. For example, the Sundance Film Festival and Utah Arts Festival began as initiatives of the Utah Arts Council.
- DCC plays an important role in rural economic development; from helping communities through the critical planning phase of cultural heritage tourism initiatives to playing a key role in permitting new oil and gas wells.
- At the same time, DCC dedicates resources to systematically solving the economic roadblocks of Utah's most economically depressed populations (tribal, ethnic minority, low income and homeless).

Economic modeling can't capture the intangible impact of the experience of someone who learns something new at a library or museum, but DCC is dedicated to better quantifying those things it can.



OPPORTUNITY STATEMENT

DCC welcomes the opportunity to conduct this study, as it takes seriously the charge to optimize. For example, efforts taken this calendar year have resulted in a reduction of 13.5 FTE and \$1.2m in ongoing operational cost, (this equates to 7% of DCC's workforce)^{Opportunity Statement 1}. This has improved operational efficiencies, without negatively impacting statutorily-defined outcomes.

DCC's divisions share the overarching goal to build their various communities, but there are three substantial challenges for the department:

- 1) departmental administration is difficult because of the natural tendency of divisions to operate in subject-matter silos,
- 2) many of DCC's programs and employees are highly specialized, and finding areas in state government with potentially compelling efficiencies is difficult, and
- 3) DCC, as a whole, doesn't fit easily into one of the standard economic ecosystems so the public has a hard time understanding its impact.



RESTRUCTURING MANDATE

HB287, *Restructuring of the Department of Community and Culture*, was passed in the last legislative session^{Methodology 1}. This bill requires DCC's Executive Director to conduct a thorough study that involves:

- conducting an in-depth assessment of the department to determine what **internal restructuring** or **assignment of functions** or assignments to other entities (with the goal to improve efficiency, reduce costs, and improve customer service) – *line 2322*,
- holding **meetings with stakeholders** throughout the state (i.e. community, ethnic, and cultural leaders; the library, history, and museum communities; Indian Tribes; and business leaders) – *line 2347*,
- immediately conducting a study involving **stakeholders of various ethnic groups** throughout the state as to the state's changing demographics and how state agencies can meet the needs of those communities – *line 2340*, and
- **reporting** to the Governor (8/2011), DCC's Interim Committee (10/2011), and the Legislative Management Committee (12/2011) – *line 2367*.



PROCESS & METHODOLOGY

Optimization is the preferred balance between efficiency and effectiveness. This study is based largely on the assumption that multiple years of cuts have driven efficiencies in program administration. Therefore, most of the opportunities and cost savings will be found in policy shifts and program realignments.

This report does **not** suggest a single course of action because the definition of the “preferred” alternative depends on the definition of the problem (i.e. what problem are we trying to solve?). Instead of one recommendation, this report presents three different scenarios. **It is strongly suggested that a more detailed study be conducted before implementing any change to the department.**

Reports on public sector operations are traditionally supply-side oriented. Annual reports, scorecards, etc typically concentrate on the organization’s outputs. **The content of this report was developed by concentrating on the demand-side of DCC because the goal is to improve outcomes.** In order to accomplish this, the following steps were taken:

outreach and collaboration

- a) invited public comment via email campaign ^{Methodology 2} (see **Appendix 4: Public Input Analysis**)
- b) invited DCC employees to make anonymous suggestions through the department’s intranet site
- c) directly interviewed and engaged partners, constituents, customers for input and feedback on effectiveness of programs
- d) requested opinions of state legislators via email (some interviews were conducted)

analyzing data

- a) reviewed all programs and program outcomes
- b) reviewed efficiency of DCC’s program management
- c) conducted independent optimization studies (i.e. business process review, span of control)
- d) explored program fit within other departments ^{Methodology 3}
- e) conducted baseline studies of best practices from other states

ensuring process integrity

- a) invited LFA, GOPB, and Legislative Research staff to regular update conversations
- b) created a project blog for employees to ensure that there were no surprises ^{Methodology 4}
- c) cataloged data sources



SCENARIO & OPPORTUNITIES

As mentioned in the Methodology section, this report presents three scenarios that were driven by customer and stakeholder input as well as internal analysis.

This report does not identify a “preferred” scenario because **the preferred solution depends on the definition of the problem that needs to be solved**. The intent of this report is to inform the legislature of the pros/cons of the different approaches.

Each scenario presented here contains:

- *description and value proposition*: a general statement of the concept and intent of the scenario,
- *organizational chart*: a simple graphic showing the scenario at full implementation,
- *assumptions & rationale*: brief description of drivers and strengths of the concept,
- *implementation opportunities*: a list of ideas and steps that would likely need to be taken,

It's important to note that there are a number of implementation ideas that would require further study. Therefore, **most of these scenarios should be viewed as long-term goals that can be evolved into**.

“Baseline” Scenario: DCC continues to optimize internally.

“Dissolution” Scenario: All DCC's programs are relocated to other state departments.

“Cultural Commission” Scenario: DCC is exclusively focused on cultural programs.

A note regarding FTE counts... The FTE counts used in this report, unless otherwise specified, represent those employees that are specifically dedicated to their program as defined by payroll hours. In most cases, the counts don't include the back-office support that would also be required.

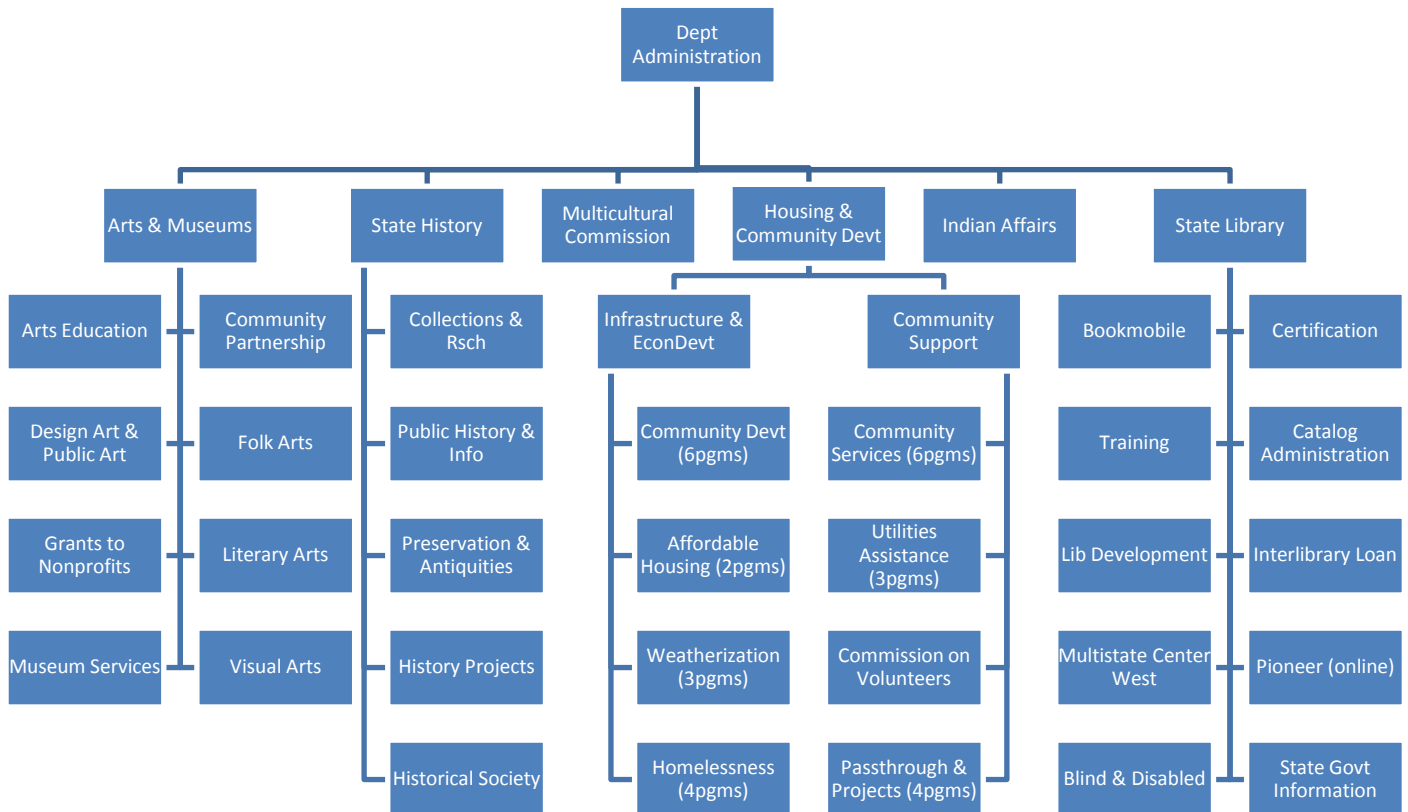
A note regarding other states... A review of the organizational structures of other states revealed very few common themes for “DCC” departments. Furthermore, Utah is consistently recognized for its innovation and best practices. Lessons learned are included in **Appendix 2: Program Catalog**.



SCENARIO A: “BASELINE”

Description and Value Proposition

As an enterprise, Utah is known as the “best managed state”, and a number of DCC’s programs are regarded as best practice in their respective fields. Over time, DCC has evolved and integrated its administrative operations in order to minimize costs. DCC has also internally developed an automation and optimization program that will lead to continuous improvement. Therefore, there is value in maintaining the current structure.



Assumptions & Rationale

- To the public, a state agency by any other name would be the same because a department’s roles are to facilitate programs that make tangible impact for the end user.
- DCC’s current structure has developed over time, and a more careful consideration should be made before changing all or part of it.
- Through this restructuring study, DCC has collected tactical suggestions for improvement. The state would be better served if these suggestions were studied and implemented than it would from reorganizing.
- The cost of disruption caused by a major reorganization could only be offset by developing assumed efficiencies over time.

Implementation Opportunities

Should the legislature adopt this scenario, DCC could continue to investigate and implement ways to improve its programs' mission alignment by taking the following steps:

1. Continue to optimize (centralizing, etc) its **budgeting and accounting** function.
 - *Impact on efficiencies, operating costs, and customer service:* DCC began its process with 14.75 FTE, and estimates that it can operate with 11.00 through cross-training, mentorship, and attrition. DCC has already saved \$67,351 to date, and expects to be able to save **\$322,938** (ongoing) at full implementation.

2. Centralize its **public information** function.
 - *Impact on efficiencies, operating costs, and customer service:* The Department maintains 5FTE for communications. DCC has one PIO, but many of DCC's divisions have their own Information Specialists. It is estimated that the total resource dedication to communications could potentially be reduced from 5 to 2FTE (based on the time these Specialists currently spend on other duties). The net result to the department would be approximately **\$119,740** (ongoing) at full implementation.

3. Study the feasibility of moving **passthrough** responsibilities from HCD to DAS.
 - *Impact on efficiencies, operating costs, and customer service:* The core competency of DAS' State Finance Division may be a better location for passthrough administration. Implementing this would constitute a *shift* of responsibility for **\$7,098,200 and no FTE** (based on the most recent fiscal year).

4. Study the feasibility of moving **social service programs** out of HCD (i.e. homeless, community services, and utility assistance).
 - *Impact on efficiencies, operating costs, and customer service:* DCC could focus its community development efforts on its infrastructure-related programs by moving its community support programs to agencies with similar customers (i.e. DHS, DWS). This would constitute a *shift* of federal, state restricted, and general funds of approximately **\$47,551,900 and 13.9 FTE**.

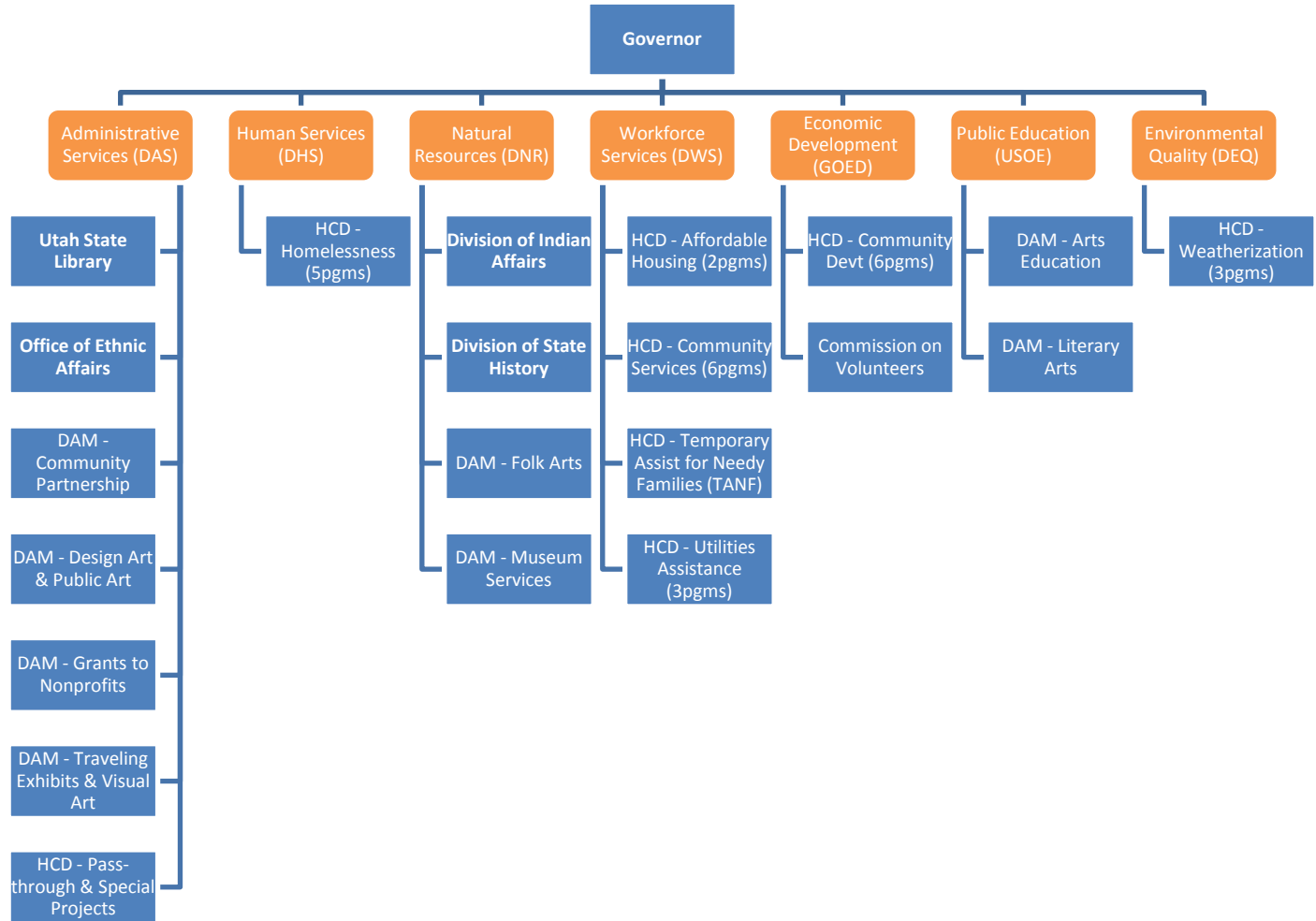
5. Conduct a business case study on realigning **State Archives** from DAS to DCC, or move the State Government Publications program from USL to DAS.
 - *Impact on efficiencies, operating costs, and customer service:* The State Archives mission of preservation aligns well with State Library and State History in DCC. If Archives was moved into DCC, it would *shift* **\$2,162,600 and 24 FTE**. Alternately, if USL's State Government Information program was moved to DAS, it would involve a *shift* of approximately **\$416,973 and 1.9 FTE**.



SCENARIO B: “DISSOLUTION”

Description and Value Proposition

The Executive Branch of the State is currently organized with 25 cabinet-level departments (including education). Each of these departments is organized around a specific client and/or subject matter. The State could save or shift some of DCC’s administrative costs and reduce the total number of agencies by relocating all of DCC’s programs into existing departments.



Assumptions & Rationale

- Most of DCC’s executive/administrative function would be eliminated. “Receiving” departments would be able to absorb most of the administrative responsibilities with existing staff.
- Any program or duplicate function eliminations, due to a new economy of scale, would occur after they are moved (and evaluated) in the new department.
- Physical relocation would be implemented immediately in order for new teams to coalesce.
- Fiscal impact estimates should include costs to finish and maintain DCC’s department-wide digitization initiatives.

Implementation Opportunities

Moving DCC's programs to other agencies would eliminate the need for most of DCC's administrative functions at the executive level, following a transition period. This would result in a budget savings of **\$703,715 and 7 FTE** (assuming 2 FTE would need to follow the more complicated programs).

Should the legislature elect to implement a significant restructuring initiative then this study's recommendations on the disposition of programs should closely reference the findings of **Appendix 3: Mission Alignment Analysis**. Additionally, each program move should assume an average one-time physical relocation cost of \$1,100 per FTE.

The following ideas relate to the disposition of HCD's programs (based on mission alignment):

From HCD to DAS

- The "PASSTHROUGH and SPECIAL PROJECT" programs include: Methamphetamine Rehab; County Special Service District Passthrough; KUER Translator Move; Zoos. **Total budget shift: \$7,098,200 Total FTE affected: 0.4**

From HCD to DHS

- "HOMELESSNESS" programs include: Pamela Atkinson Homeless Trust Fund (PAHTF); Emergency Solutions Grant (ESG); Critical Needs Housing (CNH); Continuum of Care/Homeless Management Information System (HMIS); Housing Opportunities for Persons with Aids (HOPWA). **Program budget shift: \$8,539,200 Total FTE affected: 5.4**

From HCD to DEQ

- "WEATHERIZATION" programs include: Utah Weatherization Assistance Program (WAP); Intermountain Weatherization Training Center; Weatherization Loan Fund. **Program budget shift: \$6,915,900 Total FTE affected: 6.5**

From HCD to DWS

- "AFFORDABLE HOUSING" programs include: Olene Walker Housing Loan Fund (OWHLF); Affordable Housing Planning. **Program budget shift: \$8,177,900 Total FTE affected: 9.3**
- "COMMUNITY SERVICES" programs include: Community Services Block Grant (CSBG); Emergency Food Network (EFN); Qualified Emergency Food Agencies Fund (QEFAP); FEMA Emergency Food Assistance (FEMA); Individual Development Accounts (IDA); Earned Income Tax Credit Education Pgm (EITC). **Program budget shift: \$5,900,100 Total FTE affected: 8.2**
- "UTILITIES ASSISTANCE" programs include: Low-Income Home Energy Assistance Program (LIHEAP); Home Electric Lifeline Program (HELP); Utah Telephone Assistance (Lifeline) Program (UTAP). **Program budget shift: \$33,911,800 Total FTE affected: 4.5**
- The Temporary Assistance for Needy Families program (TANF). **Program budget shift: \$2,000,000 Total FTE affected: 0.6**

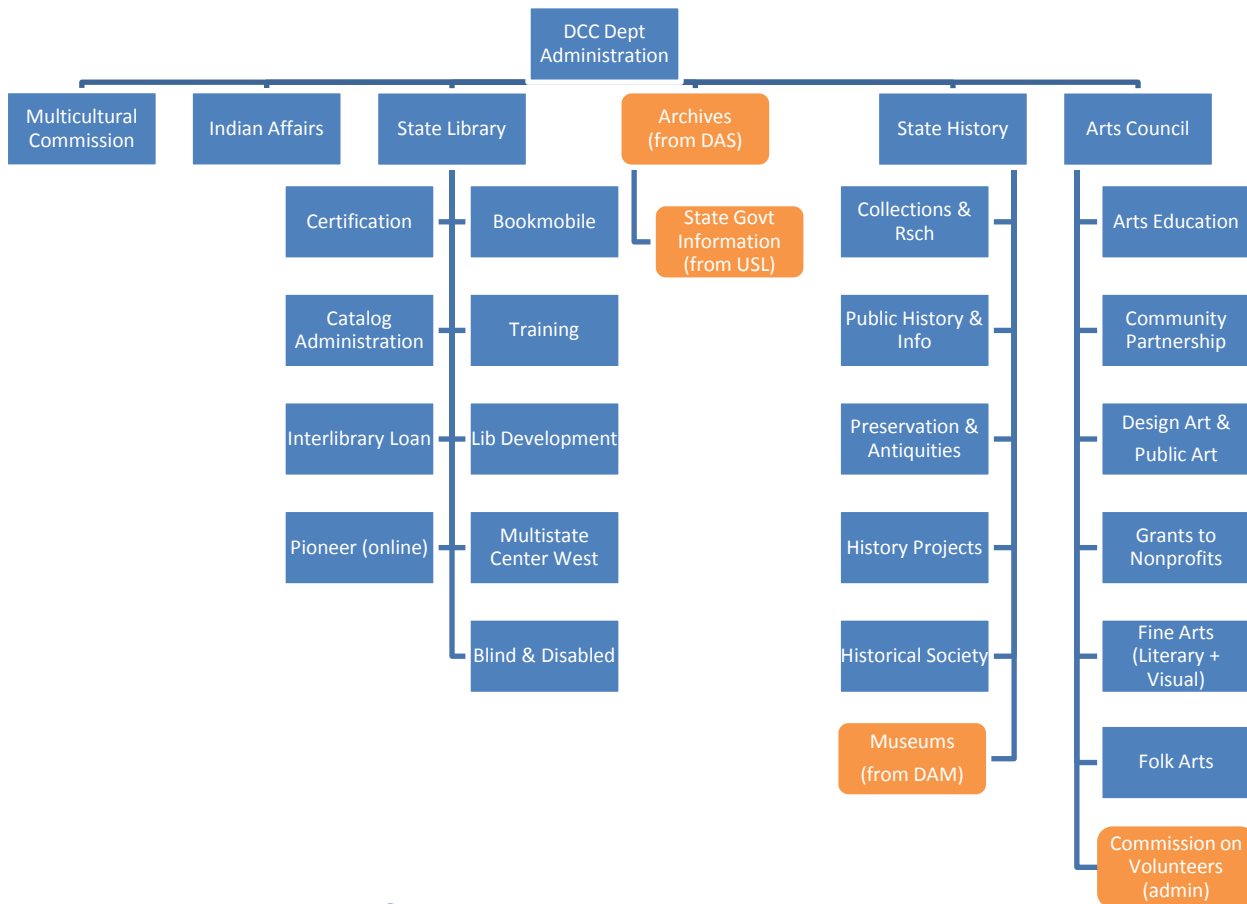
From HCD to GOED

- "COMMUNITY DEVELOPMENT" programs include: Permanent Community Impact Fund (CIB); Navajo Revitalization Fund; Uintah Basin Revitalization Fund; Community Development Block Grant (CDBG); Neighborhood Stabilization Program (NSP); State Small Business Credit Initiative (SSBCI). **Program budget shift: \$173,732,900 Total FTE affected: 11.1**
- "COMMISSION ON VOLUNTEERS" **Program budget shift: \$5,790,600 Total FTE affected: 5.5**

SCENARIO C: “CULTURAL COMMISSION”

Description and Value Proposition

The State could realign DCC in order to focus on being more of a culture / humanities-based department. Over time, this department would receive the majority of its funding from an endowment (“cultural trust”) that could be ultimately administered by a “cultural commission”. The value of this department would come from the increased coordination between culture-related functions in the state enterprise, and would provide a new focus on cultivating Utah’s creative sector, cultural heritage tourism opportunities, historic assets, and information sources.



Assumptions & Rationale

- Federally-funded housing programs would be administered by another department in the State.
- State museums, libraries, archives, and history function as “repositories” of cultural heritage. New efficiencies would be found if those operations were combined.
- Ongoing constraints on the State’s general fund (i.e. Medicaid, transportation, public education) will result in fierce competition for annual legislative appropriations. The “Cultural Trust” would be a restricted fund that is partially funded by the state, but would also be able to accept tax-deductible contributions as well as revenue from alternative sources.

Implementation Opportunities

Each program move should assume an average physical relocation cost of \$1,100 per FTE.

Should the legislature adopt this scenario, the following steps are suggested:

1. Create the **cultural commission** and establish its funding mechanism.
 - Statutorily outline the mission, membership, and expected outcomes of the board.
 - Legislatively establish a restricted / endowment fund.
2. DCC should reemphasize the **existing partnerships** involving other departments.
 - DNR State Park Museums and State History's Antiquities and Collections programs.
 - GOED's Utah Film Commission and the Arts Council.
3. Realign DCC's programs by exploring the feasibility of moving the **Museum Services** board from DAM to State History.
 - *Impact on efficiencies, operating costs, and customer service:* Other well-managed states have combined their arts and history functions. This intradepartmental shift would involve **\$263,300 and 0.5 FTE**, and would help the existing staff focus on the Arts Council.
6. Conduct a business case study on realigning **State Archives** from DAS to DCC, or to move the State Government Publications program from USL to DAS.
 - *Impact on efficiencies, operating costs, and customer service:* The State Archives' mission of preservation aligns well with State Library and State History in DCC. If Archives was moved into DCC, it would *shift* **\$2,162,600 and 24 FTE**. Alternately, if USL's State Govt Information program was moved to DAS, it would involve a *shift* of approximately **\$416,973 and 1.9FTE**.
7. Adjust DCC to be exclusively oriented to cultural issues by studying the feasibility of moving HCD programs out of DCC. (see Scenario B: Dissolution, and Appendix 3: Mission Alignment Analysis).
 - **If moving HCD as a whole division, the total shift would be \$93,462,400 (annually) and 59 FTE.** Other options for reorganizing HCD are described in Scenario B.

A note on the Housing and Community Development Division

One of the greatest strengths of the Division is a highly integrated "back office" that allows support for complex financial transactions. This integrated system of accountability provides the necessary framework for collaborative public-private partnerships in a cost-effective manner. In order to avoid unintended consequences, a careful study should be conducted before realigning all or part of the Division.

For example, the Private Activity Bond Authority program (PAB, 1.0 FTE) was moved from DCC to GOED in the last legislative session. While at DCC, the program benefitted from HCD's existing administrative and financial support, but when it was moved into the other department, GOED was required to retain new staff to increase their accounting capacity (0.5 FTE). The receiving department was not funded for this increased cost.

SCENARIO IMPACT COMPARISON

The following is an *educated guess* of the impacts on cost, efficiencies, and customer service of each scenario (at full implementation).

	Scenario A: "Baseline"	Scenario B: "Dissolution"	Scenario C: "Cultural Commission"
Operating Cost Impacts	<ul style="list-style-type: none"> administrative consolidations: ongoing savings of +\$442,678 <p>ONE-TIME IMPACT: \$0 ONGOING IMPACT: \$442,678 (sav)</p>	<ul style="list-style-type: none"> eliminate most of the EDO: ongoing savings of \$703,715 severance and COBRA in EDO: one-time cost of \$49,600 six month transition team: one-time cost of \$518,100 relocate to state-owned space: ongoing savings of \$329,000 relocate affected employees: one-time cost of \$88,000 potential future savings in division administration and support <p>ONE-TIME IMPACT: \$655,700 ONGOING IMPACT: \$1,032,715 (sav)</p>	<ul style="list-style-type: none"> EDO staffing adjustments: ongoing savings of \$186,500 "back office" consolidations: ongoing savings of +\$123,800 relocate to state-owned space: ongoing savings of \$329,000 relocate HCD: one-time cost of \$64,900 relocate EDO, DIA, COV, Ethnic: one-time cost of \$17,600 potential future savings in HCD administration and finance <p>ONE-TIME IMPACT: \$82,500 ONGOING IMPACT: \$639,300 (sav)</p>
Efficiency Impacts	<ul style="list-style-type: none"> DCC continues to optimize internally (utilizing comments and ideas generated by this study process) DCC administrative expenses continue to be partially subsidized by HCD's federal funds 	<ul style="list-style-type: none"> eliminating the department would also eliminate its digitization initiative fundamentally disruptive to employees in DCC and the receiving agencies receiving agencies would be obligated to find the efficiencies some departments would need to expand their mission to include new programs 	<ul style="list-style-type: none"> clearer mission focus for department administration new efficiencies from physical co-location smaller department will have greater opportunities to contract for services continued emphasis on digitization
Customer Service Impacts	<ul style="list-style-type: none"> customers and stakeholders notice no change in service passthrough funds continue to be administered by DCC 	<ul style="list-style-type: none"> a significant learning curve in program accounting and leadership would result in a degradation of service in the short-term the public would interpret a fundamental change as a statement of the legislature's value of culture 	<ul style="list-style-type: none"> opportunity for the state to concentrate its efforts on culture opportunity for DWS to improve its "one-stop-shop" for services passthroughs continue, though more focused and mission relevant

APPENDIX 1: ASSUMPTIONS DISCUSSION

Assumptions drive conclusions. This study mandate is a conclusion reflecting the assumption that DCC has a performance gap that needs to be addressed. Measuring this gap can be done by articulating and addressing assumptions against the criteria of the “Sterling Award” model^{Assumptions 1}. This model attributes organizational performance to:



Obviously, actual performance comes from the interrelationship among these components collectively. Nevertheless, it is helpful to examine each area individually in order to find any outliers or anomalies.

Leadership, Strategic Planning, and Customer / Market Forces

- **Assumption:** The concept of DCC is not broken, the operation of it is because of ineffective **leadership**.
 - *fact:* Until recently, DCC’s division leadership has changed very little since its inception as a department.
 - *fact:* Media attention for DCC-related programs is consistently high.
 - *fact:* Request for reorganization comments from DCC’s customers generated a high response rate^{Assumptions 2}. A consistent theme was that the programs are important, and that the department was just an administrative construct that they don’t relate to directly.
- **Conclusion:** Effective communities require 1) a common purpose, 2) leadership, and 3) strategic partnerships. The role of state government in Utah’s culture is to be a stable leader and partner. There is strong demand for the concepts behind DCC.
- **Assumption:** DCC’s **strategic direction** is not constituent-focused.
 - *fact:* DCC is one of the few state agencies that has a department-level strategic plan^{Assumptions 3}.

- *fact*: DAM and USL have regularly conducted listening tours that shape their strategic plan. HCD and USL are required to create a consolidated plan as a condition of their federal funding.
- *fact*: Every metric on History's scorecard and employee performance plan can be traced directly to their strategic plan goals^{Assumptions 4}.
- *fact*: OEA and DIA have not developed or followed a strategic plan for years. Both offices have new Directors and this is one of their first assignments.
- *Conclusion*: While not perfect, DCC's strategic direction is aligned with customer demand.

- *Assumption*: DCC does not effectively **measure its performance** outcomes and impact.
 - *fact*: Most programs in DCC seem to limit their performance measurement to the minimum requirements of federal funding and the monthly balanced scorecard.
 - *fact*: DCC has not been able to articulate the ROI for most of its programs.
 - *fact*: Very few of DCC's programs utilize predictive analytics^{Assumptions 5}.
 - *fact*: DCC employees only "somewhat agree" that performance measures are used effectively in their division^{Assumptions 6}.
 - *fact*: Until recently, DCC could not provide socio-economic or customer-related data.
- *Conclusion*: DCC (like most state agencies) needs to increase its use and communication of relevant performance data.

- *Assumption*: Some of DCC's functions belong in a different sector or **level of government**.
 - *fact*: DCC relies on local service providers as program partners rather than hosting state offices/staff in communities to provide state services.
 - *fact*: Non-profit service providers depend on the relative stability and collaborative leadership afforded by the State.
- *Conclusion*: Institutions that serve institutions function differently than those that serve individuals. Most of DCC's programs are designed to facilitate support through partnerships with non-state entities and service providers. The State creates an economy of scale.

- *Assumption*: The **whole of DCC** is not greater than the sum of its parts.
 - *fact*: DCC's Admin function facilitates consolidation of HR, IT, and financial services. This creates an economy of scale for divisions (regardless of where they are located).
 - *fact*: On average, DCC employees "agree" that the administration of DCC helps them accomplish their mission, reduce costs, and meet constituent needs^{Assumptions 6}.
- *Conclusion*: Some functions of DCC would operate more effectively if they were located in other departments, but it is not anticipated that significant savings would be found.

Workforce Focus and Process Management

- **Assumption:** DCC's **workforce** is less productive than other departments.
 - **fact:** DHRM surveys show that the average DCC employee has a higher job satisfaction and affective commitment than the average state employee^{Assumptions 7}.
 - **fact:** 15-25% of DCC's workforce is currently eligible to retire. The average tenure of a retirement-eligible employee is over 22yrs^{Assumptions 7}.
 - **fact:** The average DCC employee has 12.6 years of service (compared to 11.7 statewide)^{Assumptions 8}.

- **Conclusion:** DCC can't evaluate its workforce productivity by comparing Utah's departments because the nature of their work differs significantly. Tenure can be an indicator of dedication or complacency. Therefore, it is very difficult to make an informed conclusion on DCC workforce generally.

- **Assumption:** DCC's **process management** is static and/or ineffective.
 - **fact:** DCC led out with a strategic digitization initiative to digitize collections, grants, and data. Current DCC leadership continues to support this initiative as its key optimization strategy.
 - **fact:** DCC implemented a customer relationship management system that has automated technical assistance/customer relationship business processes and provided metrics for them; and provided a platform on which to build new automation that will feed into a single database.
 - **fact:** Federal agencies consistently commend DCC for its automation of grants processes (Webgrants). They often advise other states to meet with Utah in order to improve their own processes.

- **Conclusion:** In many ways, DCC is a thought leader in its performance / process management.

- **Assumption:** DCC's **administrative overhead** is excessive.
 - **fact:** There is no redundancy of positions in the department administrative team.
 - **fact:** It is difficult to compare Utah's DCC to comparable agencies in other states because of differences in organizations.
 - **fact:** DCC's span-of-control (ratio between supervisors and employees) was lower than the average for state agencies (4.58 compared to 6.7). In some divisions, 1 of 3 employees was a supervisor. Recent changes resulted in improvements to DCC's span^{Assumptions 9}.

- **Conclusion:** It is difficult to compare Utah's DCC to comparable agencies in other states because of differences in organizations. While its divisions should be evaluated individually, it can't be assumed that the department's administrative team is excessive.



APPENDIX 2: PROGRAM CATALOG

The Utah Department of Community and Culture (DCC) fosters a positive community climate through financial and technical assistance statewide. DCC appreciates that every community has a unique identity, local culture and diverse needs. The purpose of this section is to summarize how DCC utilizes its programs to accomplish its mission.

Facts on each program are provided. Also included is a commentary on what resources and/or outputs the program generates. These resources are categorized as:

- Technical (i.e. ombudsman, investigation, representation, trainings)
- Financial (i.e. grants, low-interest loans)
- Cultural (i.e. partnerships, collections stewardship)

Each program was also evaluated for potential efficiencies and/or reassignment options. **Each of these ideas should be studied in more detail before implementation.**

A note regarding FTE counts... The FTE counts used in this report, unless otherwise specified, represent those employees that are specifically dedicated to their program as defined by payroll hours. In most cases, the counts don't include the back-office support that would also be required.

DAM ARTS EDUCATION [2.75 FTE]				
DAM - 1	Arts and Museums UCA 9-6-201			
Total Budget \$292,500	GF: \$69,000 (24%)	FF: \$185,900 (63%)	DC: \$37,600 (13%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Teachers, School Districts, District Arts Coordinators</p> <p>Secondary Customers: School Children</p>				
<p>Description: Ensures the delivery of quality professional development for District Arts Coordinators, teacher/school art representatives in dance, music, theatre, and visual art in K-12 as well as life-long learning opportunities. Provides grants to organizations for arts education learning, professional development, and teacher initiated projects.</p>				
<p>Impact: Teachers are more knowledgeable and prepared to teach art as well as teach math, science and other subjects through the use of arts. School children have opportunities to learn about and experience dance, music, theatre and visual arts.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ USOE – DAM currently partners with the USOE on this program. 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies by moving the program to USOE. ▪ USOE’s mission is about education and instruction in K-12 and does not provide life-long learning opportunities, therefore the focus would decrease. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ By federal law, NEA funding designated to states, must be allocated to the state arts agency. Therefore, federal funding for arts education would be in jeopardy. ▪ Need to determine USOE’s capacity to administer grants. 				

DAM COMMUNITY PARTNERSHIP [4 FTE]				
DAM – 2	Arts and Museums UCA 9-6-201			
Total Budget \$205,000	GF: \$60,000 (29%)	FF: \$55,000 (27%)	DC: \$90,000 (13%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance
<p>Primary Customers: Local Arts Agencies; performing artists, museums, community representatives and leaders</p> <p>Secondary Customers: Communities</p>				
<p>Description: Provides workshops, trainings, webinars and other opportunities to participate in professional development in the field of performing and touring. Capacity building through outreach to rural communities such as Change Leader program, nonprofit training, local arts agency training, and technical assistance. Manage the statewide annual Mountain West Arts Conference. Community participation in performances and outreach offered through OnStage in Utah performing arts.</p>				
<p>Impact: Increased opportunities for Utah performing artists. Stronger more vibrant local arts agencies that improve the quality of life to residents. Networking and training opportunities for artists and arts organizations. Increased opportunities for performances in Utah.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED could focus this mission on cultivating the creative industries economic cluster. 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to GOED. 				
<p>Considerations / Risks: N/A</p>				

DAM DESIGN ART / PUBLIC ART [1 FTE]				
DAM – 3	Arts and Museums UCA 9-6-402			
Total Budget \$10,400	GF: \$400 (3.8%)	FF: \$0 (0%)	DC: \$10,000 (96.2%)	Resources Provided: ▪ Technical Assistance
Primary Customers: Designers and Public Secondary Customers: Public				
Description: Annual Design Arts Exhibition. Utah Percent-for-Art Act for public buildings. (Public Art Budget goes through DFCM. This reflects Design Arts Budget only).				
Impact: Demonstrates the importance of design in our everyday lives. Creation and maintenance of over 200 works of art in public buildings throughout the state.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS already partners with DAM on this program. ▪ GOED recognizes the role that arts and culture play in a strong economy. 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to GOED. 				
Considerations / Risks: N/A				

DAM FOLK ARTS [0.5 FTE]				
DAM – 4	Arts and Museums UCA 9-6-201			
Total Budget \$ 42,000	GF: \$8,000 (19%)	FF: \$ 27,000 (64%)	DC: \$ 7,000 (17%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial ▪ Cultural
Primary Customers: Ethnic Groups, Native Americans, Artists Secondary Customers: Public				
Description: Work with groups such as traditional cowboys, Native Americans, and ethnic groups to perpetuate their indigenous art, literature, and music through financial and technical support.				
Impact: Provides opportunities for these groups to share their art with the public and to preserve it for future generations.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ Utah State University, or a non-profit organization. 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ Efficiencies could be created through a formal partnership with USU or a nonprofit organization to conduct field work, archiving, and digitization of the state Folk Arts collection. ▪ There would be no improvements in administering grants. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ It is highly likely that Utah would lose all of its NEA funding eligibility if the “State Arts agency” didn’t maintain a folk arts program. ▪ It is possible that folk arts grants administration would be at risk if moved if USU or the non-profit were not equipped to administer grants. 				

DAM GRANTS to NONPROFITS [0.5 FTE]				
DAM - 5	Arts and Museums UCA 9-6-201			
Total Budget \$946,500	GF: \$575,825 (61%)	FF: \$370,675 (39%)	DC: \$ 0 (0%)	Resources Provided: ▪ Financial
<p>Primary Customers: Nonprofit Arts Organizations</p> <p>Secondary Customers: Arts Organizations and Public</p>				
Description: Provides grants to over 200 nonprofit arts organizations for projects and events for community enjoyment. A one-to-one match is required for all grants, but on average the match is far greater.				
Impact: Over four million people (residents and tourists) attend cultural events in the state of Utah each year; resulting in a tremendous economic benefit to the state.				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED could focus this mission on cultivating the creative industries economic cluster. ▪ DAS could become a center of excellence for passthrough funds. 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to GOED. 				
Considerations / Risks N/A				

DAM LITERARY ARTS [1 FTE]				
DAM - 6	Arts and Museums UCA 9-6-201			
Total Budget \$37,200	GF: \$4,775 (13%)	FF: \$32,425 (87%)	DC: \$0 (0%)	Resources Provided: ▪ Technical Assistance
<p>Primary Customers: Creative Writing Community and Poetry Out Loud Participants</p> <p>Secondary Customers: Literary Community and Public</p>				
<p>Description: Coordinates State Poet Laureate’s schedule. Provides an annual Utah Original Writing Competition and networking opportunities for Utah writers. Coordinates the annual NEA Poetry Out Loud program, a state-wide poetry recitation contest for high school students.</p>				
<p>Impact: The public and high school students in particular, gain a better understanding and appreciation of the literary arts. Utah writers have an opportunity to submit original writing with the potential of being published.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ USOE 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to USOE. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ There may be a loss of focus since USOE’s mission is on education and instruction, not providing cultural opportunities. 				

DAM OFFICE OF MUSEUM SERVICES [0.5 FTE]				
DAM – 7	Arts and Museums UCA 9-6-602			
Total Budget \$263,300	GF: \$263,300 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance
<p>Primary Customers: Utah Museums</p> <p>Secondary Customers: Museum Visitors</p>				
Description: Advance the value of museums in Utah and enable the broadest physical, intellectual and emotional access to collections and programs.				
Impact: Millions of people (residents and tourists) visit Utah museums each year. Museums are a source of community pride, centers of public education, and an economic benefit to the state and communities.				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ Higher Education (Utah State University) – DAM already has a partnership with USU. ▪ DNR – enhance State Parks ▪ DCC – Division of History 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to USU. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ If Museums are moved to State History, History employees will have to take on the additional responsibilities for museums with no additional funding or budget as these are expenses are currently being absorbed by DAM staff. ▪ USU’s focus is on education, not providing cultural opportunities, so there may be a loss of focus. ▪ Customers have expressed interest in seeing this program move to DCC State History. It may be that there are more historical museums in Utah than art museums. 				

DAM TRAVELING EXHIBITS [0.5 FTE]				
DAM – 8	Arts and Museums UCA 9-6-306			
Total Budget \$29,200	GF: \$200 (1%)	FF: \$1,000 (3%)	DC: \$28,000 (96%)	Resources Provided: ▪ Cultural
<p>Primary Customers: Schools, Community Centers, Libraries</p> <p>Secondary Customers: School students and public</p>				
Description: Delivers high-quality professional exhibits to communities around the state and is the only program that brings high-quality, original art to rural areas of the state.				
Impact: Communities and school districts throughout the state have the opportunity to showcase original works of art by Utah artists.				
Program Reassignment Options:				
<ul style="list-style-type: none"> ▪ DAS – possibly as a program of DFCM. 				
Efficiencies / Improved Focus:				
<ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to another department. 				
Considerations / Risks: N/A				

DAM VISUAL ART [3 FTE]				
DAM – 9	Arts and Museums UCA 9-6-305 UCA 9-6-703 UCA 9-6-704			
Total Budget \$61,100	GF: \$18,000 (29%)	FF: \$40,000 (66%)	DC: \$3,100 (5%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural
Primary Customers: Public Secondary Customers: Public				
Description: Manages the State Fine Art Collection including acquisitions, conservation and exhibition of over 1,195 pieces of art. Manages the annual Fellowship Awards, and statewide competition, as well as exhibitions in state facilities.				
Impact: The State of Utah has long recognized the value of the arts and began purchasing art by Utah artists in 1899. Today, the Collection is valued at \$9 million dollars. Utah master artists are promoted. The public can view original artwork in public buildings.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ GOED could focus this mission on cultivating the creative industries economic cluster. 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to another department. 				
Considerations / Risks: N/A				

HCD COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) [3.2 FTE]				
HCD – 1	<p>Housing and Community Development</p> <p>The Federal Housing and Community Development Act of 1974 (HCDA), authorized HUD to make grants under the CDBG program through state and local jurisdictions.</p> <p>The Governor’s Executive Order of Nov. 1, 1986, established policy guidance for state implementation.</p>			
<p>Total Budget</p> <p>\$6,686,400</p>	<p>GF: \$126,000 (1.9%)</p>	<p>FF: \$6,560,400 (98.1%)</p>	<p>DC: \$0 (0%)</p>	<p>Resources Provided:</p> <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Rural communities</p> <p>Secondary Customers: All citizens, with emphasis on low-income people</p>				
<p>Description: This program uses a CDBG Policy Committee that is made up of elected officials selected according to state policy (as defined in the Executive Order.) In partnership with HCD, the Associations of Government conduct a sound and equitable project review and priority ranking system for the projects submitted for funding. These projects must meet HUD Federal guidelines and are required to benefit Low and Moderate income persons/families.</p>				
<p>Impact: In the past five years, approximately 304,000 people in rural Utah have benefitted from this program. Communities that otherwise would not be able to complete critical infrastructure projects (sewer and water lines), single family rehabilitation, construction of fire stations and senior/community centers, purchase of emergency vehicles and equipment, etc., benefit from the CDBG program. In the past five years, 325 projects have been completed in rural jurisdictions. Approximately 50 jobs are created each year as a direct result of Utah’s CDBG funding.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ GOED would improve its finance / accounting capabilities (assuming accounting FTEs were moved as well). ▪ HCD’s current automated grants management system should continue to be used by the program if it is moved. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ Utah’s administration of CDBG is recognized as the best practice nationally. Moving it to another department would likely not result in major shifts in its operation. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD NAVAJO REVITALIZATION FUND [0.5 FTE]				
HCD – 2	Housing and Community Development UCA 9-11-101-8			
Total Budget \$1,346,500	GF: \$0 (0%)	FF: \$1,346,500 (100%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Navajo Nation, for use in the Utah portion of tribal lands</p> <p>Secondary Customers: Navajo people living in Utah</p>				
Description: The purpose of this program is to fund infrastructure and quality of life investments for Navajos in Utah.				
Impact: Projects are brought before the board and administered as directed by that board.				
Program Reassignment Options:				
<ul style="list-style-type: none"> ▪ DAS – DAS already administers a similar program to the tribes. ▪ DNR ▪ Public Lands Policy Coordinating Office (PLPCO) 				
Efficiencies / Improved Focus:				
<ul style="list-style-type: none"> ▪ No identified efficiencies or improved focus by moving this program to another department. 				
Considerations / Risks: This program must exist somewhere that has the capability to administer grants.				

HCD UINTAH BASIN REVITALIZATION FUND [0.5 FTE]				
HCD – 3	Housing and Community Development UCA 9-10-101-8			
Total Budget \$5,700,000	GF: \$0 (%)	FF: \$5,700,000 (100%)	DC: \$0 (%)	Resources Provided:
Primary Customers: Ute Tribe, Uintah and Duchesne county cities and towns Secondary Customers: Ute tribal members living in the Uintah Basin				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
Description: The purpose of this program is to fund infrastructure and quality of life investments for the communities in Utah with large populations of Ute tribal members.				
Impact: Projects are brought before the board and administered as directed by that board.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS – DAS already administers a similar program to the tribes. ▪ DNR ▪ Public Lands Policy Coordinating Office (PLPCO) 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No identified efficiencies or improved focus by moving this program to another department. 				
Considerations / Risks: This program must exist somewhere that has the capability to administer grants.				

HCD NEIGHBORHOOD STABILIZATION PROGRAM (NSP) [2.1 FTE]				
HCD – 4	Housing and Community Development Title III of the Housing and Economic Recovery Act of 2008 (HERA), authorized HUD to make grants under this program through state jurisdictions.			
Total Budget \$5,000,000	GF: \$0 (0%)	FF: \$5,000,000 (100%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Nonprofits rehabilitating housing and remarketing affordable housing; Counties and neighborhoods experiencing high foreclosure rates; Utah banks and credit unions</p> <p>Secondary Customers: Low and moderate income Utahns</p>				
<p>Description: The purpose of NSP is to stabilize neighborhoods in need. Five counties were identified as the highest need targeted areas in Utah, which are Salt Lake, Weber, Davis, Utah and Washington counties. A partnership with Utah Center for Affordable Housing (UCAH), a non-profit organization, has been developed to assist in the administration and delivery of NSP and to locate properties.</p>				
<p>Impact: Neighborhoods have been stabilized and local banks have been strengthened as inventories of foreclosed properties have been cleared and refurbished, then provided for affordable housing. The innovative Utah system has become a best practice model for other states. Low and moderate income families are benefitting from having safe, decent and affordable housing available.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No identified efficiencies or improved focus by moving this program to another department. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ NSP administration and procedures are driven largely by federal law. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD PERMANENT COMMUNITY IMPACT FUND (CIB) [4.8 FTE]				
HCD – 5	Housing and Community Development UCA 9-4-301-8			
Total Budget \$131,000,000	GF: \$131,000,000 (100%)-restricted	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Financial ▪ Technical Assistance
<p>Primary Customers: Local Government and Associations of Government</p> <p>Secondary Customers: Utah residents, rural</p>				
<p>Description: CIB provides grants and/or loans to subdivisions of the state, which are or may be socially or economically impacted, directly or indirectly, by mineral resource development on federal lands. The CIB’s source of funding is a portion of federal mineral lease royalties returned to the State by the Federal Government. It also provides funding for regional planners to ensure continuous quality planning throughout rural Utah.</p>				
<p>Impact: Each year, CIB funds an average of 102 projects, ranging from culinary water and sewer projects to transportation, public safety and community buildings.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ GOED would improve its finance / accounting capabilities (assuming accounting FTEs were moved as well). 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ CIB administration and procedures are driven largely by federal law. Decisions are made by the CIB board. ▪ \$631,200 of this fund for DCC and HCD administration. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD STATE SMALL BUSINESS CREDIT INITIATIVE [new program]				
HCD – 6	Housing and Community Development UCA 9-4-1601-3			
Total Budget \$24,000,000	GF: \$0 (%)	FF: \$0 (%)	DC: \$0 (%)	Resources Provided: <ul style="list-style-type: none"> ▪ Financial ▪ Technical Assistance
<p>Primary Customers: Small Businesses in Utah</p> <p>Secondary Customers: Citizens that patronize those in-state businesses</p>				
<p>Description: This program utilizes a federal grant to provide loans to small businesses that are unable to find appropriate funding from existing sources. Like other HCD loan funds, it reaches a population with unmet needs.</p>				
<p>Impact: This program has potential to strengthen HCD partners and prospective partners, stimulate the Utah economy, and create jobs.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ none 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ SBCI administration and procedures are driven largely by federal law. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD OLENE WALKER HOUSING LOAN FUND (OWHLF) [9.1 FTE]				
HCD – 7	Housing and Community Development UCA 9-4-701-8.			
Total Budget \$8,142,900	GF: \$3,257,160 (40%)	FF: \$4,885,740 (60%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Local governments, nonprofits, Community Housing Development Organizations (CHDOs), nonprofits and for profit housing agencies</p> <p>Secondary Customers: Low-, very low- and moderate income Utahns; Persons with disabilities, Elderly and Frail Elderly People, Children</p>				
<p>Description: The Olene Walker Housing Loan Fund partners with public and private organizations to create and preserve affordable housing for Utah’s low-income community. To achieve this goal, the Division of Housing and Community Development (DHCD) and the OWHLF Board manages seven OWHLF-funded programs and initiatives which support the construction, rehabilitation, and purchase of affordable multi-family and single-family housing throughout Utah. These programs are based upon fair, open, and competitive processes for applicant proposals that create and preserve low-income housing units.</p>				
<p>Impact: The Olene Walker Housing Loan Fund was created in 1987. Since then, almost 13,000 affordable housing units have been constructed and/or preserved throughout the state. The program has residual economic impact, and can be credited with creating more than 1,500 jobs per year. The program provides housing for special needs populations including: transitional housing, elderly and frail elderly, and the physically and mentally disabled.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ GOED would improve its finance / accounting capabilities (assuming accounting FTEs were moved as well). 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD OWHLF AFFORDABLE HOUSING PLANNING [0.2 FTE]				
HCD – 8	Housing and Community Development UCA 10-9A – 408 UCA 17 -27A, 408			
Total Budget \$35,000	GF: \$0 (0%)	FF: \$35,000 (100%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Cities, towns and counties in Utah</p> <p>Secondary Customers: Low to moderate income Utahns needing housing</p>				
<p>Description: The mission of the HCD’s program for technical assistance for moderate income housing planning is to 1) improve quality of local moderate income housing plans by providing the necessary tools, resources, and support to municipalities; 2) track each community’s progress and updates on their housing plan, 3) provide training to municipalities and communities interested in updating and improving their housing plans: and 4) evaluate RDA/EDA waiver applications and provide technical assistance to communities with RDA/EDA housing funds.</p>				
<p>Impact: With very little cost, housing plans are updated to a higher quality.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ GOED 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ GOED would improve its finance / accounting capabilities (assuming accounting FTEs were moved as well). 				
<p>Considerations / Risks</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ It also will be administered most efficiently if it remains with other HCD community programs. 				

HCD PAMELA ATKINSON HOMELESS TRUST FUND (PAHTF) [3 FTE]				
HCD – 9	Housing and Community Development UCA 9-4-803			
Total Budget \$6,686,400	GF: \$126,000 (1.9%)	FF: \$6,560,400 (98.1%)	DC: \$0 (0%)	Resources Provided:
<p>Primary Customers: Nonprofits, Housing Authorities and Local Governments</p> <p>Secondary Customers: Homeless people, Formerly Homeless People, Businesses, Health Care, and Public Agencies, Shelters</p>				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: The Pamela Atkinson Homeless Trust Fund is administered by the State Community Services Office under the direction of the State Homeless Coordinating Committee (SHCC). Created in 1983, PAHTF programs provide for essential services to the homeless population of the state by funding shelters, transitional and permanent supportive housing, and case management. All programs are designed to provide cost savings to community systems and provide life improvements in self-sufficiency for participants.</p>				
<p>Impact: This program has been vital in providing long term solutions to ending chronic homelessness, reducing costs to community systems such as jails and hospital emergency rooms, and showing lasting improvements in the self sufficiency of formerly homeless individuals. In addition, this initiative has allowed Utah to serve additional short-term homeless households affected by the economic crisis, without adding new facilities or programs. For every homeless person placed in permanent, supportive housing, the community saves \$8,000 PER YEAR. Utah is regarded as a leader in ending chronic homelessness. Community entities, businesses and agencies are operating with lower costs as people are served in a more logical way.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD CRITICAL NEEDS HOUSING (CNH) [0.4 FTE]				
HCD – 10	Housing and Community Development UCA 9-4-801-3			
Total Budget \$552,800	GF: \$552,800 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided:
<p>Primary Customers: Local Nonprofits</p> <p>Secondary Customers: Disabled individuals</p>				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: Critical Needs Housing provides critical housing services for homeless and low income individuals as part of the oversight of the State’s Homeless Coordinating Committee. Many of the projects focus on providing critical minor repairs to homes to keep individuals in housing and to make modifications to homes for disabled individuals to remain in housing as opposed to being sent to institutions of care.</p>				
<p>Impact: This program has been effective at preventing households from falling into homelessness and other expensive institutions of care by providing short term one time repairs and modifications.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs. 				
<p>Considerations / Risks: This program must exist somewhere that has the capability to administer grants.</p>				

HCD EMERGENCY SHELTER GRANT (ESG) [0.3 FTE]				
HCD – 11	Housing and Community Development Federal Mandate			
Total Budget \$615,000	GF: \$0 (0%)	FF: \$615,000 (100%)	DC: \$0 (0%)	Resources Provided:
<p>Primary Customers: Nonprofit partners</p> <p>Secondary Customers: Homeless Individuals and Families</p>				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: This program is the federal portion of Utah’s effort to manage the homeless population. These funds allow HCD to effectively house individuals and families with short term income limitations or housing challenges in emergency shelters and transitional housing facilities. This is an important element in the homeless program as 67% of homelessness is experienced for less than six weeks in Utah.</p>				
<p>Impact: Shelter nights and case management services to homeless individuals and families. In addition, rental assistance can also be provided.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ There is a specific federally mandated focus that must be adhered to. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA) [0.1 FTE]				
HCD – 12	Housing and Community Development Federal Mandate			
Total Budget \$110,000	GF: \$0 (0%)	FF: \$110,000 (100%)	DC: \$0 (0%)	Resources Provided:
Primary Customers: Not-for-profit agencies Secondary Customers: People living with AIDS				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: The mission of this program is to stabilize living situations for people living with HIV/AIDS, to prevent homelessness and to provide safe affordable housing. Assistance is also provided for strategies to overcome unique challenges.</p>				
<p>Impact: In the last five years, more than 300 Utah households have been assisted by HOPWA funding.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ There are few funds attached to this program, and its cost effectiveness is to coordinate with other housing programs and leverage with partners to achieve goals. Changes to this program alone would potentially raise costs (not lower them). ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD CONTINUUM OF CARE/HOMELESS MGT INFO SYSTEM (HMIS) [1.6 FTE]				
HCD – 13	Housing and Community Development (federally mandated program through HUD)			
Total Budget \$575,000	GF: \$0 (0%)	FF: \$375,000 (65%)	DC: \$200,000 (35%)	Resources Provided: Technical Assistance
Primary Customers: Nonprofits and Housing Authorities Secondary Customers: Homeless individuals and families				
Description: This program was previously managed under contract with a sub-recipient agency. In an effort to gain better control over the data collection, management and reporting, and to expand the data reporting and utilize staff more effectively, the program was brought in-house in FY10. Staff is classified as Schedule AL and is funded with federal funds and dedicated credits from agencies who must also meet the federal homeless reporting mandate.				
Impact: This program allows the state to monitor and evaluate the performance of homeless programs and to understand the needs across the various communities as it relates to shelter usage. This is the primary research vehicle to produce the state’s report on homelessness. This program also allows local non-profits to qualify for over \$5 Million in HUD Homeless Funds directly. Efficiencies have already been attained, and quality management of data and grant applications has resulted in dramatic increases in awards of competitive grants.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DHS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ The State Homeless Coordinating Committee has recently chosen new software that is proving efficient and effective. 				

HCD UTAH WEATHERIZATION ASSISTANCE PROGRAM (WAP) [5 FTE]				
HCD – 14	Housing and Community Development US Dept of Energy is authorized in 10 CFR part 440 and part 600			
Total Budget \$10,189,500	GF: \$14,900 (0.1%)	FF: \$8,149,600 (79%)	DC: \$2,025,000 (19.9%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
Primary Customers: Associations of Government and other agencies administering local WAP Programs Secondary Customers: Utah households living on 150% of HHS poverty level, or less				
Description: The mission of the Utah Weatherization Assistance Program is to enable low-income households, particularly those with elderly and handicapped residents, and families with preschool children, to participate in energy-conservation programs that will lessen the impact of utility costs on household budgets and to encourage self-sufficiency.				
Impact: Benefits are provided to eligible households in the form of non-cash grants to make energy-efficiency improvements on their homes. Participating households average nearly 33 percent in savings, or approximately \$285 per year, after the completion of weatherization improvements. In the past year, more than 4,000 homes have been weatherized. State funding for Weatherization is leveraged with additional private and federal grants at a ratio of approximately 1 : 1,553.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DEQ 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs (including OWHLF and LIHEAP) 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ Note that Private Partners (Questar and Rocky Mountain Power) provide \$951,000. ▪ This program must exist somewhere that has the capability to administer grants and loans. ▪ All weatherization programs should stay together if they move. 				

HCD INTERMOUNTAIN WEATHERIZATION TRAINING CENTER	
HCD – 15	Housing and Community Development
<p>Total Budget (see summary on HCD-14, p.43)</p>	
<p>Primary Customers: Local Weatherization Assistance Programs, Individuals receiving training, Utah private businesses, colleges, ATC’s and other post-secondary institutions, other partnering agencies</p> <p>Secondary Customers: Customers receiving weatherization assistance</p>	<p>Resources Provided:</p> <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: A training center is necessary under provisions of ARRA training for weatherization assistance, since many more technicians are required to handle the scope of work. Utah chose to design a center that is leading edge in the way it instructs and that partners with and benefits many other Utah organizations. Furthermore, the Center is multi-purpose: materials can be purchased in bulk for less cost and stored in the facility, and a local agency with offices in the building shares rental costs. Because the instruction is so advanced in design, the Center currently has an innovation grant to further develop and disseminate curriculum.</p>	
<p>Impact: This training center is also so well designed that its costs are a fraction of what was allocated, and significant money was actually returned to the federal government. Utah has received high accolades for intelligent design at minimal cost; quality training for local weatherization personnel meant that Utah could be the first state in the country to complete a project under stimulus funding; the Center is a best practice model; partnerships will bring some funding support to the Center while increasing skills and expanding employment opportunities for Utahns; Utahns have unique opportunities for job training in up-and-coming green construction. Eleven major, formal trainings were conducted by May, 2011, with a total of 482 individual student enrollments.</p>	
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DEQ 	
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived operational efficiencies or improved focus by moving this program to another department. 	
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ All weatherization programs should stay together if they move. 	

HCD WEATHERIZATION LOAN FUND	
HCD – 16	Housing and Community Development UCA 9-4-703
<p>Total Budget (see summary on HCD-14, p.43)</p>	
<p>Primary Customers: Associations of Government and other agencies administering local WAP Programs</p> <p>Secondary Customers: Utah households living on 150% to 200% of HHS poverty level</p>	<p>Resources Provided:</p> <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: This is a loan fund for Utahns who have too much income to qualify for the regular weatherization program but do not have enough income to qualify for a bank loan to participate in energy conservation improvements in their homes.</p>	
<p>Impact: Participants will be able to reduce their home heating bills by an average of 25% with improvements made by WAP technicians and financed at low interest over a long enough loan term to afford those payments. This program will also preserve jobs for Utahns.</p>	
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DEQ 	
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Operational synergy with other social service programs. 	
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ All weatherization programs should stay together if they move. 	

HCD TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF) [0.6 FTE]				
HCD – 17	Housing and Community Development Federal Mandate			
Total Budget \$2,000,000	GF: \$0 (0%)	FF: \$2,000,000 (100%)	DC: \$0 (0%)	Resources Provided:
<p>Primary Customers: Homeless families</p> <p>Secondary Customers: Utah communities that would otherwise have to provide more expensive services</p>				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: The mission of this component of the TANF program is to fund short term rental assistance and case management for families within the homeless system. Funds are made available through a partnership with the Department of Workforce Services. DWS asked HCD to partner with their division on this project because of HCD’s long-running history administering rental assistance and transitional housing programs—something outside of the usual scope of DWS programs.</p>				
<p>Impact: Temporarily homeless families and families at risk of becoming homeless can effectively be back on their feet sooner, and with less trauma to children. 892 families were served, comprised of 3,555 individuals.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DWS – DWS already administers TANF funds 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Leveraging existing relationships with federal funds provider. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program was subcontracted by DWS to HCD because of expertise in housing issues (this portion of TANF). ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD COMMUNITY SERVICES BLOCK GRANT (CSBG) [3 FTE]				
HCD – 18	Division of Housing & Community Development This is a federally mandated program also authorized in UCA 9-4-1405-1407.			
Total Budget \$3,685,700	GF: \$41,800 (1.1%)	FF: \$3,643,900 (98.9%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
Primary Customers: Local Community Action Agencies Secondary Customers: Low-income individuals and families				
Description: The mission of the Community Services Block Grant is to give local communities the opportunity to address poverty issues tailored to their region. Local Community Action Agencies receive these pass-through funds to help leverage anti-poverty efforts in the community.				
Impact: This program is the primary community intervention method mandated at the federal level to ending poverty with tailored community solutions. HCD is working with a statewide CAP provider to foster community collaboratives to help communities strategically plan and coordinate available resources and services to more effectively serve their communities.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DHS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ Synergy with other social service programs and providers. ▪ DHS might be able to absorb some or all of the overhead costs of administration. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ DHS is in the process of developing new software, which to our knowledge is not designed to accommodate CSBG functions. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD EARNED INCOME TAX CREDIT EDUCATION PROGRAM (EITC) [0.1 FTE]				
HCD – 19	Housing and Community Development (partnership with non-profit organizations)			
Total Budget \$100,600	GF: \$100,600 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
Primary Customers: Nonprofit partners including VITA sites Secondary Customers: Low-income Utahns				
Description: The mission of the statewide EITC program allows for outreach efforts to help low income individuals throughout the state to access the federal earned income tax credit on the federal income tax returns. It also provides for Volunteer Income Tax Assistance (VITA) sites to actually process returns for low income households.				
Impact: These funds have been effective tools in helping low-income Utahns access these federal benefits. This program provides an immediate economic impact to the state by infusing federal dollars directly to the household which, in turn, stimulate the economy through consumer purchases. Aggregated data for 2011 (2010 tax year) is not yet available, but last year, 617 volunteers prepared 15,401 returns for \$22,612,554 in total returns. There were 4,785 EITC returns, bringing \$7,339,974 into Utah. Because this money was coming to low-income households, more of it was immediately re-circulated in the Utah economy.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DHS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ Synergy with other social service programs and providers. ▪ DHS might be able to absorb some or all of the overhead costs of administration. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ It should be grouped with other hunger programs. 				

HCD EMERGENCY FOOD NETWORK (EFN) [0.1 FTE]				
HCD – 20	Division of Housing & Community Development UCA 9-4-1403-4			
Total Budget \$289,100	GF: \$289,100 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Food pantry sites</p> <p>Secondary Customers: Utahns suffering from bad economic times and food insecurity</p>				
<p>Description: The mission of EFN is to improve the emergency food delivery system throughout the state. Funds can support food pantry operations, food pantry equipment purchases and case management costs to assist individuals in accessing the food stamp program.</p>				
<p>Impact: This program has been effective at improving the efficient operations of food pantry sites throughout the state. In addition to operational cost support, nearly half of yearly funding goes to provide for refrigerators, shelving and other equipment purchases that increase the pantry’s ability to accept private contributions from the community.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Synergy with other social service programs and providers. ▪ DHS might be able to absorb some or all of the overhead costs of administration. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ DHS is in the process of developing new software, which to our knowledge is not designed to accommodate EFN functions. ▪ This program must exist somewhere that has the capability to administer grants. ▪ It should be grouped with other hunger programs. 				

HCD QUALIFIED EMERGENCY FOOD AGENCIES FUND (QEFAP) [0.8 FTE]	
HCD – 21	Housing and Community Development
Total Budget \$915,000	
<p>Resources Provided:</p> <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial 	
<p>Primary Customers: Food Banks and Food Pantries</p> <p>Secondary Customers: Utahns suffering from bad economic times and food insecurity</p>	
<p>Description: Qualified food agencies are reimbursed 12 cents per pound on eligible donated food (food for which Utah sales or use tax has been paid by the donor). Funds can be used for direct staff costs, 5% administration, and for warehousing, distributing and providing food and food ingredients.</p>	
<p>Impact: A total of 7,395,834 pounds of food were donated to participating food banks and pantries. This program helps the food agencies with costs of operation.</p>	
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 	
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Synergy with other social service programs and providers. ▪ DHS might be able to absorb some or all of the overhead costs of administration. 	
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ DHS is in the process of developing new software, which to our knowledge is not designed to accommodate IDA functions. ▪ This is a sales tax rebate on food donated to emergency food agencies. ▪ This program must exist somewhere that has the capability to administer grants. ▪ It should be grouped with other hunger programs. 	

HCD FEMA EMERGENCY FOOD ASSISTANCE (FEMA) [0.1 FTE]				
HCD – 22	Housing and Community Development Federal Mandate			
Total Budget \$12,000	GF: \$0 (0%)	FF: \$12,000 (100%)	DC: \$0 (0%)	Resources Provided:
<p>Primary Customers: Utah; Salt Lake County</p> <p>Secondary Customers: Food Programs in Utah</p>				<ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Description: The mission of this program, which is administrative only for HCD, is to ensure local compliance with FEMA’s Emergency Food and Shelter Program within Salt Lake County and the State Set Aside awards.</p>				
<p>Impact: These are strictly administrative funds from this federal program to process the paperwork and ensure compliance with the program. Utah has had 100% compliance.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Synergy with other social service programs and providers. ▪ DHS might be able to absorb some or all of the overhead costs of administration. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ It should be grouped with other hunger programs. 				

HCD INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) [0.1 FTE]				
HCD – 23	Housing and Community Development (partnership with the AAA Fair Credit Foundation)			
Total Budget \$89,500	GF: \$89,500 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Nonprofit partners</p> <p>Secondary Customers: Working low-income families</p>				
<p>Description: This mission of the Individual Development Accounts program is to create economic opportunities for working low-income families to enter the financial mainstream through money management training and matched savings accounts for the purchase of a productive asset.</p>				
<p>Impact: Investment in the Utah Individual Development Account Network has individual and systemic benefit. Individual benefits: Low-income working Utahns save when given structure and incentives, help low-income Utahns create a plan for financial self-sufficiency, and reinforce positive financial habits such as the consistent use of budgeting, wise use of credit and investment in wealth generating activities.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DHS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Synergy with other social service programs and providers. ▪ DHS might be able to absorb some or all of the overhead costs of administration. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ DHS is in the process of developing new software, which to our knowledge is not designed to accommodate IDA functions. ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD HOME ELECTRIC LIFELINE PROGRAM (HELP) [0.2 FTE]				
HCD – 24	Housing and Community Development (partnership with Rocky Mountain Power)			
Total Budget \$50,000	GF: \$0 (0%)	FF: \$0 (0%)	DC: \$50,000 (100%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Low-income Utahns</p> <p>Secondary Customers: Rocky Mountain Power</p>				
<p>Description: HELP is administered by HCD in partnership with Rocky Mountain Power. It is funded through a monthly surcharge on RMP bills as approved by the Utah Public Service Commission. It provides a discount of \$11.00 a month for low-income households. The mission of the Home Electric Lifeline Program (HELP) is to provide eligible Rocky Mountain Power customers with an \$8.00 per month discount on their electric bill. HELP is administered by HCD in partnership with Rocky Mountain Power.</p>				
<p>Impact: Tens of thousands of Utah households are given discounts by Rocky Mountain Power, that they badly need. Between October 2010 and April 2011, 32,937 households were assisted. (A new, similar program in cooperation with Questar Gas has already provided 36,180 households with discounts on their natural gas bills (\$37. each). This is accomplished with a provision in the new SealWorks software developed by HCD; no funds are handled by HCD as Questar applies the discount directly for HEAT customers.)</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DWS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Synergy with other social service programs . ▪ DWS uses similar qualifiers for eligibility and might be able to design some “one-stop” features that incorporate utilities assistance. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ This program should be grouped with HELP and UTAP. 				

HCD LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP) [4.1 FTE]				
HCD – 25	Housing and Community Development This is a federally mandated program also authorized in UCA 9-12-102			
Total Budget \$33,679,500	GF: \$0 (0%)	FF: \$33,679,500 (100%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
Primary Customers: Nonprofit and local government agencies Secondary Customers: Low income citizens struggling to pay utility bills				
Description: The mission of the LIHEAP program is to assist certain low-income families and individuals in the payment of home energy costs. Assistance given shall be made available to households throughout the state, irrespective of the source of household energy supply. The program provides home energy assistance, home energy crisis intervention assistance, home weatherization assistance, case management and utility moratorium protection for low-income (up to 150% of HHS poverty level) households throughout Utah.				
Impact: The LIHEAP fiscal year is October 1 through September 30. In the busiest months of this FY (October 2010 through April 2011), more than 46,000 applications have been processed, and more than 45,000 household have been approved for assistance. Crisis assistance was given to 1,373 households. 18,592 households contained young children (under 6), 10,875 contained elderly people, and 17,947 contained people with disabilities. Crisis care (funded by LIHEAP and performed by Utah Weatherization Assistance Program) is mainly for “no heat” type emergencies in winter, and may result in furnace and/or water heater replacement or other repairs. This year, 548 households with elderly residents, 532 with persons with disabilities and 405 with small children were assisted.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DWS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ Synergy with other social service programs . ▪ DWS uses similar qualifiers for eligibility and might be able to design some “one-stop” features that incorporate utilities assistance. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ This program should be grouped with HELP and UTAP. 				

HCD UTAH TELEPHONE ASSISTANCE (LIFELINE) PROGRAM (UTAP) [0.2 FTE]				
HCD – 26	Housing and Community Development Public Service Rule, R746-341-1			
Total Budget \$182,300	GF: \$0 (0%)	FF: \$0 (0%)	DC: \$182,300 (100%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Low-income Utahns</p> <p>Secondary Customers: Utah Department of Commerce and the Utah Public Service Commission</p>				
<p>Description: The mission of the Utah Telephone Assistance (Lifeline) Program makes landline telephone service more affordable for low-income families or individuals and provides a communications lifeline to the outside world especially when in need of emergency services. This program is administered through a partnership with the Utah Department of Commerce and the Utah Public Service Commission/Universal Service Fund, and provides a \$13. per month discount to qualified applicants.</p>				
<p>Impact: Utahns who would not otherwise easily afford a phone to use in an emergency have access to this service. Between October, 2010 and May, 2011, 16,384 applications were processed.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DWS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ Synergy with other social service programs . ▪ DWS uses similar qualifiers for eligibility and might be able to design some “one-stop” features that incorporate utilities assistance. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program must exist somewhere that has the capability to administer grants. ▪ This program should be grouped with HELP and LIHEAP. 				

HCD AMERICORPS / COMMISSION ON VOLUNTEERS [5.5 FTE]				
HCD – 27	Office of the Lt.Governor (admin support from Housing and Community Development) UCA 9-1-803-809 (federally mandated)			
Total Budget \$5,790,600	GF: \$153,700 (2.6%)	FF: \$5,416,900 (93.6%)	DC: \$220,000 (3.8%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Communities throughout Utah; not-for-profit organizations</p> <p>Secondary Customers: AmeriCorps Members; citizens</p>				
<p>Description: The mission of the Utah Commission on Volunteers is to marshal citizens of all ages and backgrounds to share civic responsibility in such areas as education, human needs, public safety and the environment; actively promote volunteerism; serve as a clearinghouse, consultant and training resource to coordinate community service opportunities; expand public/private partnerships and collaborate with neighboring state in volunteer opportunities. State funds are used to meet match requirements for federal administrative funding.</p>				
<p>Impact: The Commission provides federal funding to 16 not-for-profit organizations who utilize over 600 AmeriCorps (AC) members to address critical unmet needs in communities. AmeriCorps is a highly cost effective and competitive program where the average match for organizations in the state is \$1.60 for every \$1 granted. In the first 6 months of the current program year AC members recruited 13,690 volunteers who served over 156,000 hours tutoring children, providing health education and resources, working with the homeless and maintaining state & federal lands. The estimated economic contribution to the state of the volunteers recruited in this program is \$2.9 million dollars.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ Lieutenant Governor’s Office 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No identified efficiencies or improved focus by moving this program to the Lieutenant Governor’s Office. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ The Lt. Governor's Office would need more staff, with different training (i.e. finance). ▪ This program must exist somewhere that has the capability to administer grants. 				

HCD METHAMPHETAMINE REHAB PROGRAM [0.1 FTE]				
HCD – 28	Housing and Community Development UCA 9-4-1503			
Total Budget \$8,600	GF: \$0 (%)	FF: \$8,600 (100%)	DC: \$0 (0%)	Resources Provided: ▪ Financial
<p>Primary Customers: Owners of meth houses who were not aware that houses were being used this way</p> <p>Secondary Customers: Neighborhoods</p>				
Description: There is not enough money in the fund to implement any program yet.				
Impact: N/A				
Program Reassignment Options:				
<ul style="list-style-type: none"> ▪ DHS 				
Efficiencies / Improved Focus:				
<ul style="list-style-type: none"> ▪ Synergy with other social service programs. ▪ DHS might be able to absorb some or all of the overhead costs of administration. ▪ This program is so new that efficiencies have not been defined yet in HCD. 				
Considerations / Risks: N/A				

HCD COUNTY SPECIAL SERVICE DISTRICT PASS-THROUGH [0.1 FTE]				
HCD – 29	Housing and Community Development UCA Section 59-21-2 (a)(i) et seq			
Total Budget \$6,096,200	GF: \$6,096,200 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Special Service Districts, Counties</p> <p>Secondary Customers: Utah citizens</p>				
<p>Description: The mission of this program is to distribute certain statutory mandated appropriations from the Mineral Lease Account to special service district's created by counties of the third, fourth, fifth or sixth class which are or may be socially or economically impacted, directly or indirectly, by mineral resource development on federal lands.</p>				
<p>Impact: Mitigation for counties which may not have direct impacts but are indirectly impacted by either transportation of hydrocarbons through that county or by acting as a bedroom community for high production areas.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DAS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ DAS has personnel experienced in financial accounting. ▪ It might be possible to achieve more consistency in administration of passthroughs if they were all handled by experts at one agency (DAS could develop specialists in administration of passthrough grants). 				
<p>Considerations / Risks: N/A</p>				

HCD SPECIAL PROJECT: KUER TRANSLATOR MOVE [0.1 FTE]				
HCD – 30	Housing and Community Development SB2, Item 55 (2011)			
Total Budget \$85,000	GF: \$85,000 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: Financial
Primary Customers: KUER Secondary Customers: KUER's audience				
Description: This was a special appropriation by the legislature				
Impact: Funds administered as directed by the legislature				
Program Reassignment Options: DAS				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ DAS has personnel experienced in financial accounting. ▪ It might be possible to achieve more consistency in administration of passthroughs if they were all handled by experts at one agency (DAS could develop specialists in administration of passthrough grants). 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ The legislature has not allowed DCC to reserve any of this project for its administrative expenses. 				

HCD ZOO PASSTHROUGH [0.1 FTE]				
HCD – 31	Division of Housing & Community Development This program is not mandated and is authorized only in Legislative Appropriation.			
Total Budget \$908,400	GF: \$908,400 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Financial
Primary Customers: Hogle Zoo and Willow Park Zoo Secondary Customers: zoo attendees				
Description: The Division of Housing and Community Development has been designated by the Legislature as the agency responsible for administering contracts covering specific appropriations funding a portion of the operations and maintenance of the Hogle Zoo in Salt Lake City and the Willow Park Zoo in Logan, both of which are integral to the cultural and recreational landscape of Utah. The operators of the two facilities are the Utah Zoological Society and Logan City, respectively.				
Impact: This has resulted in the execution and payment of pass-through contracts to fund operations and maintenance of the Hogle Zoo in Salt Lake City and the Willow Park Zoo in Logan.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ DAS has personnel experienced in financial accounting. ▪ It might be possible to achieve more consistency in administration of passthroughs if they were all handled by experts at one agency (DAS could develop specialists in administration of passthrough grants). 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ The legislature has not allowed DCC to reserve any of this passthrough for its administrative expenses. 				

USH LIBRARY AND COLLECTIONS [5 FTE]				
USH - 1	State History UCA 9-8-203 UCA 9-8-206			
Total Budget \$502,100	GF: \$461,100 (92%)	FF: \$0 (0%)	DC: \$41,000 (8%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance
<p>Primary Customers: Businesses, local and national media, communities, building owners, publishers, students, families, historians, donors.</p> <p>Secondary Customers: Heritage tourists, community leaders, teachers, explorers of Utah’s past.</p>				
<p>Description: Collects, preserves, manages, and exhibits specialized Utah history collections; these include more than one million photographs, documents, and printed materials. Conserves at-risk collections. Provides research tools and resources. Digitizes photographs and written documents. Coordinates multi-agency customer service in the History-Archives Research Center. Provides customer access to State History’s collections, which are integral to all mandated Division programs.</p>				
<p>Impact: Valuable, irreplaceable historical state resources are preserved, managed professionally, and prepared for customer access and to support mandated Division programs. Increased access to information crucial to Division customers, governments, and businesses engaged in marketing and development of heritage resources, scholarly researchers, students.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DAS – USH already shares a backend operation with DAS Archives. ▪ DNR – incorporate into state parks 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ There would be a loss of efficiency if only this program were moved without many of the other USH programs because this program supports the other programs ▪ The focus would not be improved, and may be at risk if moved to DAS because DAS Archives customers are document-based government records customers, while USH customers are businesses, real estate owners, etc. (see above). 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ Moving this program should be considered only in combination with other specific USH programs. 				

USH PUBLIC HISTORY, INFORMATION, AND COMMUNICATION [5 FTE]				
USH – 2	State History UCA 9-8-203			
Total Budget \$443,000	GF: \$443,000 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance
<p>Primary Customers: Statewide (and worldwide) users of online resources and services from all program areas.</p> <p>Secondary Customers: See the indirect customers of individual programs.</p>				
<p>Description: Through database and web-based solutions, provides authoritative and relevant services and resources online. Leverages research provided by the private sector by producing the Utah Historical Quarterly (now in its 79th year). Provides technical assistance for community history programs.</p>				
<p>Impact: Increased access as information, digital resources, and processes that customers need are available online, saving time and money. Information on 561,444 burials, 376,536 photographs, 28,619 National Register listings, and 47,611 pages of historical writing are available online to aid business and individual customers. An unequalled body of 79 years of Utah history scholarship is freely available for multiple needs.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DAS – DAS has the closest type of operation of all other state agencies, and would therefore be the next best home for this program after DCC. 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program has interdependencies with other USH programs that, if moved independently, would put the efficiency and effectiveness of this program at risk. 				

USH PRESERVATION [9 FTE] & ANTIQUITIES [2.8 FTE]				
USH - 3	State History UCA 9-8-203 UCA 9-8-206 UCA 9-8-402 UCA 9-8-309 UCA 9-8-309 Executive Order CFR61 CFR59.7-609 BLM and USDA (BLM) Cooperative Agreements			
Total Budget \$1,413,500	GF: \$703,500 (0%)	FF: \$710,000 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance ▪ Financial
<p>Primary Customers: Federal and state agencies, preservation tax applicants, energy developers, private sector development consultants, communities, elected officials, federal agencies, private property owners who discover ancient human remains on their property, property developers, Division of Indian Affairs.</p> <p>Secondary Customers: Users of public lands, roads, oil and gas, restored buildings, business districts, neighborhoods, and other developments. Tribes.</p>				
<p>Description: Carries out federal and state mandates and programs: a) Investment tax credits, b) Geographical Information System (GIS) archaeological and historic sites data, c) Cultural Resource Management (CRM) consultation, including expanded services for energy development, d) Programmatic Agreements expediting development, e) National Register of Historic Places, f) Technical advice to all levels of government, g) Recovery of ancient human remains found on private and non-federal lands; advice to the Division of Indian Affairs on evidences of cultural affiliation, h) Certified Local Governments.</p>				
<p>Impact: Facilitates community and economic growth, streamlines cultural resource management, and provides information, advice and financial tools to assist in the development of the state. Helps communities capitalize on historic resources to strengthen their economy. Leverages state commitment to provide increased online data in order to facilitate and expedite development statewide. Through prompt assistance, relieves private-sector owners of the burden and legal implications of discovering ancient human remains on their lands. Leverages federal funds to help communities identify, plan, and execute building rehabilitation and archaeological stabilization. Enables community economic and cultural development through cultural resources projects. Streamlines consultation in order to facilitate and expedite energy development in the Uinta Basin.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DNR – enhancement of State Parks and DOGM functions 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS or DNR. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program has interdependencies with other USH programs that, if moved independently, would put the efficiency and effectiveness of this program at risk. ▪ There is a possible conflict of interest if moved to DNR because of the advisory role that USH currently plays to DNR-related functions. ▪ DAS does not administer grants and DNR has very limited grants. 				

USH HISTORY PROJECTS/GRANTS [0.1 FTE]				
USH - 4	State History UCA 9-8-203 36CFR61.5			
Total Budget \$ 25,000	GF: \$25,000 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance ▪ Financial
Primary Customers: Local governments, Utah cemeteries, history researchers. Secondary Customers:				
Description: Assists local governments and Utah cemeteries in the digitization of cemetery records for public access.				
Impact: Increased online access to Utah burial records. In the past this program has funded many valuable projects, such as the award-winning Centennial County Histories project.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ Higher Education 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No new perceived efficiencies or improved focus by moving this program. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ If this program were moved independently it would not be able to be staffed, as it is staffed by other programs. 				

USH UTAH STATE HISTORICAL SOCIETY [1 FTE]				
USH - 5	State History UCA 9-8-207			
Total Budget \$80,500	GF: \$ 0 (0%)	FF: \$0 (0%)	DC: \$80,500 (100%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural
<p>Primary Customers: Utah State Historical Society membership including libraries, businesses, heritage groups, schools, universities, researchers, and donors.</p> <p>Secondary Customers: All readers of <i>Utah Historical Quarterly</i>; historical undertakings funded by donors.</p>				
<p>Description: Provides a printed copy of the <i>Utah Historical Quarterly</i> to Society members worldwide. Staff in the Public History, Communication, and Information program produce <i>UHQ</i>. The Society is also authorized to accept gifts, donations, bequests, devices, and endowments to the state.</p>				
<p>Impact: Membership proceeds pay for 100% of the printing costs of the state online-produced <i>Utah Historical Quarterly</i>, which is made available to a wide audience. Gifts given to the state are managed in accordance with all state policies, regulations and laws.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ Higher Education 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No new perceived efficiencies or improved focus by moving this program. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program relies on staff that are not funded by the dedicated credits. 				

USL BOOKMOBILE [23 FTE]				
USL - 1	State Library UCA 9-7-205			
Total Budget \$1,681,428	GF: \$524,328 (31%)	FF: \$200,000 (12%)	DC: \$957,100 (57%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance ▪ Infrastructure
Primary Customers: Rural / remote library patrons Secondary Customers: n/a				
Description: Provides library service in 14 counties through nine Bookmobiles that travel over 150,000 miles, and stop in 230 communities and visit 78 schools. Counties partner with USL to provide library service to Utah residents not served by fixed-site libraries. Bookmobiles provide Internet wireless access, Inter-Library Loan, access to the Public Pioneer's online resources, downloadable ebooks and audiobooks.				
Impact: Providing this service allows the adults and children of rural Utah access to valuable resources and library services that they would not otherwise be able to utilize				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS ▪ Counties 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS or Counties. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ If this program is moved to counties many of them would not be able to take advantage of the shared catalog, collection development, or other patron services, and many would not be able to continue the program. ▪ Costs would likely increase because of the loss of ability to share some services. 				

USL CERTIFICATION COMMUNITY LIBRARY ENHANCEMENT FUND [5 FTE]				
USL - 2	State Library UCA 9-7-205 UCA 9-7-211 UCA 9-7-213 UCA 9-7-215 UCA 9-7-217			
Total Budget \$607,158	GF: \$607,158 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Financial ▪ Technical Assistance
Primary Customers: Public libraries across state Secondary Customers: Public				
Description: Provides state funds given public libraries that meet specified standards of service to enhance services in their community. CLEF funds are based on a formula that considers the population the library serves, the economics of the community, and the financial effort the local government makes to support library services.				
Impact: Ensures effective library operation and adequate service levels including a wide range of elements that include: reliable funding, specific hours of operation, adequately trained staff and access to online catalog, appropriate operating policies and procedures				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
Considerations / Risks: N/A				

USL CONTINUING EDUCATION [1.5 FTE]				
USL - 3	State Library UCA 9-7-205			
Total Budget \$367,474	GF: \$367,474 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: ▪ Technical Assistance
Primary Customers: Library staff across state, library trustees and county commissioners Secondary Customers:				
Description: Provides training opportunities ranging from computer applications to instruction on the PIONEER—Utah’s Online Library databases, to how to work with Utah's Spanish speaking community to grant writing. Utah Public Library Institute for Training (UPLIFT) Workshops provide professional library development training to help staff and directors at smaller libraries maintain and upgrade their librarianship skills. Library Board Workshops provide instruction on being an effective board member. New Library Director Orientation provides new library directors and the Utah library community an opportunity to learn about USL services.				
Impact: Operating effective libraries requires a wide range of skills from customer service to strategic planning. Patrons have effective, efficient and entitled access to essential library services and resources provided under appropriate library board operation, guidance and policies.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
Considerations / Risks: N/A				

USL LIBRARY CATALOG ADMINISTRATION [1 FTE]				
USL - 4	State Library UCA 9-7-203			
Total Budget \$164,837	GF: \$164,837 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance
Primary Customers: State Agencies, Public Secondary Customers:				
Description: Provides Online access to collections for five state agencies and the bookmobile program.				
Impact: Provides efficiencies related to the operation of a single online catalog for multiple agencies and bookmobile outlets: cost savings, centralized quality control				
Program Reassignment Options:				
<ul style="list-style-type: none"> ▪ DAS 				
Efficiencies / Improved Focus:				
<ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
Considerations / Risks: N/A				

USL LIBRARY DEVELOPMENT / TECHNICAL ASSISTANCE [4 FTE]				
USL - 5	State Library UCA 9-7-205			
Total Budget \$723,524	GF: \$323,524 (45%)	FF: \$400,000 (55%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Technical Assistance
<p>Primary Customers: Public and school library staff, State Agencies</p> <p>Secondary Customers: Public</p>				
<p>Description: Provides advice and assistance for public library directors, staff, and boards across the state in the following areas: technology development, grants and funding, library legal issues, collection development, library governance and professional development; collects and disseminates library management data for 69 local governments, thus equipping librarians, library board members, and local officials with tools to effectively plan and evaluate their library services.</p>				
<p>Impact: Ensure the Governor and Legislature have necessary information related to statewide library resources; Academic, special, public and school library staff and Utah State Agencies have valuable training and advice from library specialists; patrons of libraries have the access to the best service and resources that can be provided locally, library staff, trustees and local officials have access to expert consulting on all matters pertaining to public library establishment, development and operations.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DAS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ This program has dependencies with other USL programs; moving this program independently would result in a decrease in efficiency. 				

USL MATERIALS SUPPORT / INTERLIBRARY LOAN [3.4 FTE]				
USL - 6	State Library UCA 9-7-205			
Total Budget \$379,263	GF: \$179,263 (47%)	FF: \$200,000 (53%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance
Primary Customers: Public Secondary Customers: Public Library staff				
Description: Makes physical library resources (books, articles, media) available to users of smaller Utah public libraries; expands their access to millions of titles not available in their library. Library patrons of small libraries access to a wide variety of materials not available at their local library; encourages resource sharing among Utah's libraries by providing funds to help defray the costs of providing materials to patrons of other libraries.				
Impact: Providing this service on a statewide basis is an efficient, cost-effective way to ensure that all library users, in big cities and small towns, have equal access to valuable library resources.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ USL multi-tasks in interlibrary loan catalogue maintenance and instruction. 				

USL MULTI-STATE CENTER WEST [8 FTE]				
USL - 7	State Library UCA 9-7-203			
Total Budget \$795,408	GF: \$0 (0%)	FF: \$0 (0%)	DC: \$795,408 (100%)	Resources Provided: ▪ Cultural
<p>Primary Customers: National Library Service, Regional Libraries, Patrons receiving direct service.</p> <p>Secondary Customers: Patrons of Regional Libraries, Utah State Library.</p>				
<p>Description: Supplies Regional Libraries west of the Mississippi River and print-disabled US citizens living abroad with special format reading materials, provides Utah and other Regional Libraries with supplies, and houses one-of-a-kind reading materials and playback equipment.</p>				
<p>Impact: Utah patrons receive unique materials quickly, and Regional Libraries benefit from Utah’s centralized location for expedited receiving and shipping of equipment and supplies, is the resource for unique, special format reading materials.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ Higher Ed – UEN ▪ DAS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS or UEN. 				
<p>Considerations / Risks: N/A</p>				

USL PIONEER – UTAH’S ONLINE LIBRARY [1.2 FTE]				
USL - 8	State Library UCA 9-7-205			
Total Budget \$765,275	GF: \$158,156 (21%)	FF: \$607,119 (79%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural
<p>Primary Customers: Public; patrons of public libraries</p> <p>Secondary Customers: public library staff</p>				
<p>Description: Provides information not available on the “free” Internet. Full-text magazines, newspapers, downloadable audiobooks and ebooks, business resources, genealogy information, and auto repair resources are available to anyone in Utah with a library card. (pioneer.utah.gov)</p>				
<p>Impact: Providing online resources on a statewide basis is an efficient, cost-effective way to ensure that all library users, in big cities and small towns, have equal access to quality resources through the internet.</p>				
<p>Program Reassignment Options:</p> <ul style="list-style-type: none"> ▪ DAS 				
<p>Efficiencies / Improved Focus:</p> <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS or UEN. 				
<p>Considerations / Risks:</p> <ul style="list-style-type: none"> ▪ UEN’s focus is on K-12, not providing resources to the public. 				

USL PROGRAM FOR THE BLIND AND DISABLED [14 FTE]				
USL - 9	State Library UCA 9-7-203 UCA 9-7-205			
Total Budget \$1,768,927	GF: \$633,654 (36%)	FF: \$743,481 (42%)	DC: \$391,792 (22%)	Resources Provided:
Primary Customers: Teachers, School Districts, District Arts Coordinators Secondary Customers: School Children				<ul style="list-style-type: none"> ▪ Cultural ▪ Technical Assistance
Description: Provides services to Utah residents of all ages who are blind, visually impaired, physically disabled, or learning disabled, in Braille, on audio books, and in large-type books; service is also provided to Wyoming and more than 20 other states.				
Impact: Access to information in audio, large print and Braille, providing informational and leisure reading materials in a format unavailable from other sources.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ Separating services for the blind from other library functions would result in a loss of synergy and potentially federal funding. ▪ Need to explore better connection with Office of Rehabilitation on eligibility process. However, federal requirements are different for the different programs. 				

USL STATE GOVERNMENT INFORMATION [1.9 FTE]				
USL - 10	State Library UCA 9-7-207 UCA 9-7-208 UCA 9-7-209			
Total Budget \$416,973	GF: \$469,973 (100%)	FF: \$0 (0%)	DC: \$0 (0%)	Resources Provided: <ul style="list-style-type: none"> ▪ Cultural
Primary Customers: Public, State Agencies Secondary Customers:				
Description: Provides access to State Government information, primarily through an online library and web archive through Utah Government Publications Online - publications.utah.gov.				
Impact: Providing access in a central location online reduces printing costs for state agencies and provides more efficient dissemination of the information provided by them.				
Program Reassignment Options: <ul style="list-style-type: none"> ▪ DAS (Archives) 				
Efficiencies / Improved Focus: <ul style="list-style-type: none"> ▪ No perceived efficiencies or improved focus by moving this program to DAS. 				
Considerations / Risks: <ul style="list-style-type: none"> ▪ There would be a wide divergence in focus if moved to DAS. ▪ DAS may gain some efficiencies if combined with this program because USL provides full-text search, which DAS could take advantage of. Of course there could be a partnership with DAS even if this program does not move. ▪ It is possible that this program could lose its statutory focus on public access. 				

APPENDIX 3: MISSION ALIGNMENT ANALYSIS

HB280, *State Agency Realignment*, was passed in the most recent legislative session. The intent of this bill was to establish an advisory council in the Governor's Office to study and make recommendations on the consolidation of state agencies in order to achieve efficiencies in state government. The bill requires departments to provide information and suggestions.

Recognizing the potential changes that could result from this study, the program review methodology for HB287 was designed to inform the HB280 process as well. Input on the alignment table below came primarily from:

- public comments,
- current Division Director opinions,
- other state models,
- consultation with GOPB's HB280 study team, and
- the analysis of existing department mission statements.

DCC Mission Statements

DCC mission (department):

"To enrich the quality of life for the people of Utah, DCC creates, preserves, and promotes communities and culture."

Division of Arts & Museums (DAM)

"To advance arts and culture by engaging every Utahn in arts and culture."

Division of Housing & Community Development (HCD)

"To be a catalyst for creating, improving and preserving housing, community infrastructure, facilities, services and economic development that will enhance the quality of life for the people of Utah."

Division of Indian Affairs (DIA)

"To promote positive intergovernmental relations and the government to government relationship between the State of Utah and Utah's American Indian tribes."

Division of State History (DSH)

"To preserve and share the past for the present and future"

State Library Division (USL)

"Develop, advance, and promote library services and access to information."

Office of Ethnic Affairs (OEA)

"To ensure Utah state government adequately meets the needs of Utah's ethnic community."

Related Department Missions

Department of Administrative Services (DAS)

To deliver support services of the highest quality and best value to government agencies and the public.

Department of Human Services (DHS)

Children, Adults and Families Are Safe From Further Harm. Children Have Stable Living Arrangements That Provide Long-Term, Nurturing Relationships. Children, Adults, And Families Live In Safe, Supportive Communities. Consumer Independence/Self-Sufficiency is Maximized. Consumer Quality Of Life Is Improved. The Department Maintains the Public’s Trust. The Department Delivers Quality Services.

Department of Natural Resources (DNR)

Manage and protect our state's natural resources.

Department of Workforce Services (DWS)

Strengthen Utah's economy by supporting the economic stability and quality of our workforce.

Governor’s Office of Economic Development (GOED)

To nurture an environment where Utah companies can be successful and the business community can create jobs that raise Utah’s citizen’s standard of living.

Utah Office of Education (USOE)

Ensuring literacy and numeracy for all Utah children. Providing high quality instruction for all Utah children. Establishing curriculum with high standards and relevance for all Utah children. Requiring effective assessment to inform high quality instruction and accountability.

Department of Environmental Quality (DEQ)

Safeguarding human health and quality of life by protecting and enhancing the environment.

Probable Alignment of Existing DCC Divisions to Existing Departments

	DAS	DHS	DNR	DEQ	DWS	GOED	USOE
Arts & Museums	■						
Housing & Community Development		■		■			
Division of Indian Affairs			■				
State History	■		■				
State Library	■						■
Office of Ethnic Affairs	■						

Probable Alignment of DCC Programs with Existing Departments

It is important to note that no move should be considered until after a thorough business case is conducted.

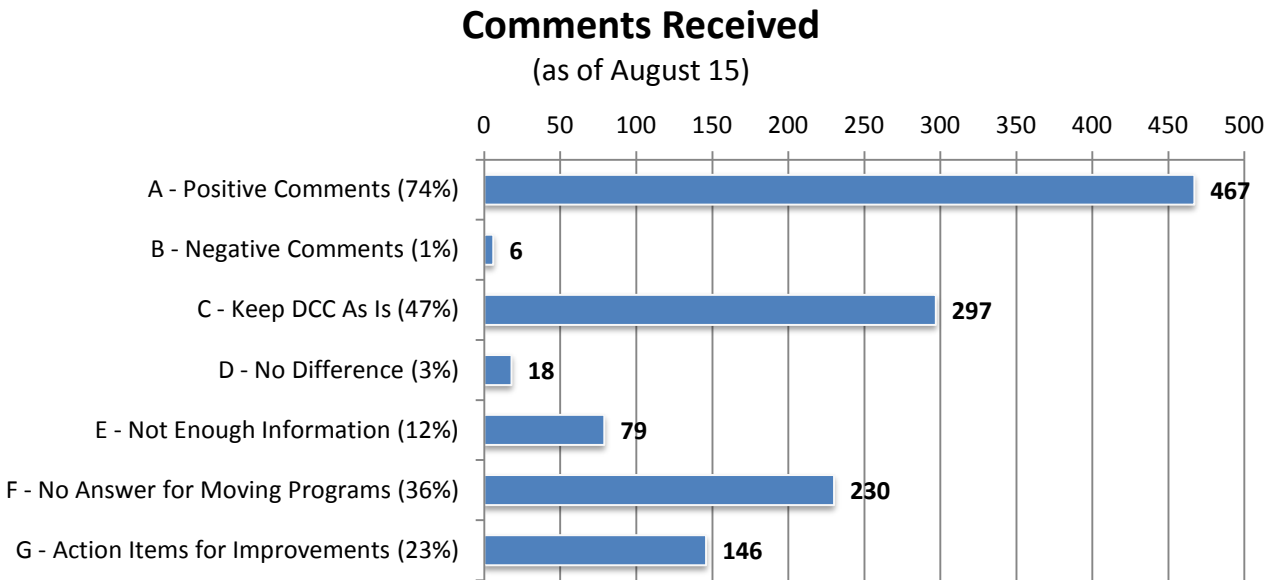
	DAS	DHS	DNR	DEQ	DWS	GOED	USOE
DAM Arts Education							
DAM Community Partnership							
DAM Design Art							
DAM Folk Arts							
DAM Grants to Nonprofits							
DAM Literary Arts							
DAM Office of Museum Services							
DAM Traveling Exhibits							
DAM Visual Art							
HCD Community Development Block Grant (CDBG)							
HCD Navajo Revitalization Fund	*						
HCD Neighborhood Stabilization Program (NSP)							
HCD Permanent Community Impact Fund (CIB)							
HCD State Small Business Credit Initiative							
HCD Uintah Basin Revitalization Fund	*						
HCD Olene Walker Housing Loan Fund (OWHLF)							
HCD OWHLF Affordable Housing Planning							
HCD Intermountain Weatherization Training Center							
HCD Utah Weatherization Assistance Pgm (WAP)							
HCD Weatherization Loan Fund							
HCD Continuum of Care/Homeless Mgt Info System (HMIS)							
HCD Critical Needs Housing (CNH)							
HCD Emergency Solutions Grant (ESG)							
HCD Housing Opp'y for Persons with Aids (HOPWA)							
HCD Pamela Atkinson Homeless Trust Fund (PAHTF)							
HCD Temp Assistance for Needy Families (TANF)							
HCD Community Services Block Grant (CSBG)						*	
HCD Earned Income Tax Credit Education Program (EITC)						*	
HCD Emergency Food Network (EFN)						*	
HCD FEMA Emergency Food Assistance (FEFA)						*	
HCD Individual Development Accounts (IDA)						*	
HCD Qualified Emergency Food Agencies Fund						*	

	DAS	DHS	DNR	DEQ	DWS	GOED	USOE
HCD Home Electric Lifeline Program (HELP) and Low-income Energy Assistance Fund (LEAF)							
HCD Low-Income Home Energy Assistance Program (LIHEAP)							
HCD Utah Telephone Assistance (Lifeline) Program (UTAP)							
HCD Utah Commission on Volunteers (COV) /AmeriCorps							
HCD County Special Service District Pass-Through							
HCD Methamphetamine Rehab Program							
HCD Special Projects: KUER translator move							
HCD Zoos							
UDSH Collections and Research Center							
UDSH Public History and Information							
UDSH Preservation and Antiquities							
UDSH History Projects							
UDSH Historical Society							
USL Bookmobile Program							
USL Certification/ Community Library Enhancement Fund							
USL Training for Public & Other Types of Libraries							
USL Library Catalog Administration							
USL Library Development/ Technical assistance							
USL Materials Support / Interlibrary loan							
USL Multistate Center West							
USL Pioneer – Utah’s Online Library							
USL Program for the Blind and Disabled							
USL State Government Information							

* = likely the preferred location

APPENDIX 4: CUSTOMER / PUBLIC INPUT ANALYSIS

One of the key elements of the “information gathering” phase was a public comment campaign. DCC solicited anonymous input through their various websites. DCC utilized contact lists from those who have directly done business with the department. DCC also asked professional, non-profit, and other affiliated organizations to drive traffic to DCC’s survey site. The following is a summary of input that was received:



Note – The total number of comments submitted as of August 15th was **625**. Some respondents made comments that can be categorized into more than one area.

- A. **Positive Comments** (74%) – These comments indicate a support or belief in the value of a DCC function in the state.
- B. **Negative Comments** (1%) – These comments question the value or need of a DCC function in the state.
- C. **Keep As Is** (47%) - These comments indicate that they would not like to see the programs in DCC move to other agencies.
- D. **Doesn’t Matter** (3%) - These comments indicate that it makes no difference where the programs are housed.
- E. **No Ideas** (12%) - These comments indicate that they don't have enough information to answer where the programs should be housed.
- F. **No Response** (36%) - These comments did not provide any answer to the question of moving DCC programs to other agencies.
- G. **Tactical Suggestions** (23%) - These comments indicated suggestions for improving programs and services.



APPENDIX 5: REFERENCES & SOURCES

Department Overview

1. DCC website - <http://community.utah.gov/>
2. DCC Strategic Plan - <http://performance.utah.gov/agencies/dcc.shtml>
3. DCC Economic Impact Report (developed by DCC in July, 2011)

Methodology

1. HB287 - <http://le.utah.gov/~2011/htmdoc/hbillhtm/hb0287s02.htm>
2. DCC public comment website - <http://community.utah.gov/comments.html>
3. Utah Performance Elevated website - http://performance.utah.gov/agency_performance.shtml
4. DCC employee blog - <http://intranet.community.utah.gov/blog/>

Opportunity Statement

1. Report on DCC's 2011 optimization efforts (developed by DCC in September, 2011).

Recent Efforts

1. Business Regulation Report (developed by DCC in May, 2011).

Appendix 1: Assumptions

1. Public Performance & Management Review. (March 2011, p.399)
2. DCC has received 637 public comments as of 8/17/11.
3. DCC Strategic Plan FY11 – http://community.utah.gov/about_DCC/mission.html
4. Arts Strategic Plan
(http://artsandmuseums.utah.gov/news_publications/publications/documents/strategic_plan_2007-2011.pdf)
 - o Library Strategic Plan (<http://library.utah.gov/about/plan.html>)
 - o Housing & Community Development Strategic Plan
(http://housing.utah.gov/publications/strategic_plan.html)
 - o State History Strategic Plan
(http://history.utah.gov/about_us/documents/STRATPLANFINALDRAFTNov152007--NPS.pdf)
5. DCC's monthly balanced scorecard
6. 2010 DCC Employee Survey. (Produced by DCC, October 2010 – *confidential*)
7. 2010 Employee Survey, part I. (Produced by DHRM, November 2010)
8. Workforce Profile Report, DCC - 2010. (Produced by DHRM – *confidential*)
9. Span of Control Report. (Developed by DCC in July, 2011)

