



*Strong communities...life elevated.*

# Strategic Plan

## Fiscal Year 2011

Prepared by the DCC FY11 Strategic Planning Team:

Jesse Soriano, Office of Ethnic Affairs

Jolet Olsen, Administration

Katherine Smith, Housing and Community Development

Lynnette Hiskey, Arts and Museums

Mike Hansen, Administration

Phil Notarianni, State History

Rebecca Nelson, Indian Affairs

Sara Wever, State Library

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## Introduction

In 2006, the state legislature dissolved the Department of Community and Economic Development and created two new departments, the Governor's Office of Economic Development and the Department of Community and Culture (DCC). Within DCC reside Housing and Community Development (HCD), State History (UDSH), Office of Ethnic Affairs (OEA), Indian Affairs (UDIA), State Library (USL), and Arts and Museums (DAM).

DCC champions the role of being stewards for "creating community" throughout Utah. To accomplish this, we have set forth a vision to promote community development, preserve our heritage, and promote collaboration. Just as the State's natural resources are a critical economic asset, so too are Utah's community resources. Our state's unique cultural heritage and community identity are the foundation of this agency. We help strengthen communities, facilitate opportunities for the diverse people of Utah, and thereby foster an unequalled quality of life for our citizens.

## DCC Mission Statement

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

## DCC Values

The Department of Community and Culture values:

- Utah's communities.
- A high quality of life for all Utahns.
- Private and public partners and collaborators that help Utah's communities and cultures to flourish.
- Innovation that allows better and more support of Utah's communities and cultures.
- The professional and technical contributions that each and every DCC employee makes to Utah's communities and cultures.
- Utah's cultural assets<sup>1</sup> and access to them.
- Excellence and efficiency in delivering services.

## DCC Vision Statement

Utahns have a high quality of life; they live and participate in thriving communities that are strengthened by the services and support provided by DCC.

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<sup>1</sup> A cultural asset could be a piece of art, a historical artifact, a photograph, a book, journals/writings, or any other asset that DCC either stewards, or references. DCC has stewardship over the assets owned by the State of Utah, but also references other cultural assets in the community.

## Alignment to the Governor's Priorities

Governor Herbert has defined four priorities for his administration and the executive branch. DCC supports each of these priorities in important ways (See Appendix A for a comprehensive listing of DCC alignment to the Governor's priorities).

Governor's Priority	DCC Support
Economic Development	<ul style="list-style-type: none"> <li>• Expertise for smoother business processes for new developments (roads, historic preservation) (UDSH).</li> <li>• Expertise and funding for new housing developments (HCD).</li> <li>• Information and resources that help employers find information about quality of life for employees (DAM).</li> <li>• Job search aids (USL).</li> <li>• The Cultural Heritage Council assists participants in forming partnerships that increase employment and improve the economy in their communities (all divisions).</li> </ul>
Public and Higher Education	<ul style="list-style-type: none"> <li>• Rich and plentiful information about history, art, geology, geography, and Utah natives that can be used in curricula (DAM, UDIA, UDSH).</li> <li>• DCC-developed curriculum that can be used in classrooms (DAM, UDIA, UDSH).</li> <li>• Education programs and access to books and other resources that enrich knowledge (UDSH, USL).</li> </ul>
Energy Security	<ul style="list-style-type: none"> <li>• Business processes that help oil, gas, and water projects proceed correctly (UDSH).</li> <li>• Expertise and incentives for energy efficiency (HCD).</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• Business processes that aid water projects (UDSH).</li> <li>• Planning and funding assistance for community development projects (HCD).</li> </ul>

## Current Environment

### Economy

Utah, along with the rest of the nation, has significant shortages of revenue to maintain government programs. DCC, and other State of Utah agencies, has sustained budget cuts for fiscal years 2010 and 2011.

Prominent Utah economists and elected leaders believe that Utah has never experienced a recession of this magnitude and length. Many are explaining its effect as the "new normal", and in it, DCC can expect to operate in an environment of constrained revenues, a changing customer base, and an increased demand for transparency. Consequently, DCC will need to find new ways to efficiently and effectively deliver its services.

## Utah's Changing Demographics

Utah is changing at a rapid pace with strong population growth and unprecedented diversity. Factors that affect DCC's planning process include:

- Utah ranked first among states with a population growth rate of 2.5% from 2007 to 2008 compared to the U.S. rate of growth of 0.9%.
- In 2008, an estimated 551,013 students were enrolled in Utah's public education system; an increase of 13,360 students, or 2.5% over 2007.
- Never before in the history of Utah has the population been more diverse than it is today. This diversity can be seen in every county as Utah begins to mirror the national trends of growing non-Caucasian populations.

These statistics reveal the challenges and exciting opportunities we face as we plan and address issues of population growth, cultural diversity and the ever-growing demands of the educational needs in our state.

## Demand for a Broad Range of Service Delivery

Utahns have expectations in the way that services are delivered to them. Innovation and access to technology creates a demand for online information and services. Simultaneously, citizens without regular access to the internet demand that information and services continue to be provided in more traditional ways. DCC anticipates a need to increase its delivery of online services, without eliminating all traditional venues.

## New Enterprise Automation Tool

DCC has implemented, and is rolling out, an enterprise tool that automates workflows, reduces workloads, and provides tracking and reporting capabilities previously unavailable to much of DCC.

## DCC SWOT Analysis

DCC conducted a SWOT (strengths, weaknesses, opportunities, threats) analysis (see Appendix B). A summary of the findings follows:

### Strengths

DCC has many strengths, including a large number of partners who help deliver quality services, employees who are passionate about their work and the communities they serve, stewardship over more than a million cultural assets that are treasures for Utahns, an increasing number of online services, effective IT systems that support and automate business processes, and a philosophy of using best practices in all DCC services.

### Weaknesses

DCC is vulnerable to further budget cuts as it has already cut non mission-critical expenses, and would have to substantially impact programs and/or reduce levels of service with additional budget

cuts; has challenges characterizing return on investment (ROI)<sup>2</sup> in quantitative measures; and has a diverse set of divisions that often operate in silos.

## **Opportunities**

DCC has opportunities to increase partners, automate more business processes, improve and increase outreach to communities, define methods to express ROI in qualitative terms, and improve collaboration and coordination between divisions (see Appendix C for a list of functions that involve more than one DCC division).

## **Threats**

DCC could have a diminished perception of its relevance and value if unable to characterize ROI, drop its levels of service if unable to train new subject matter experts and managers when 20% of its workforce retires in the next five years, not be able to perform certain functions if the funding for Digitization is cut below the level required to sustain maintenance costs, and have to cut mission-critical programs and services if further budget cuts are required.

## **DCC Goals and Strategies**

In defining Department goals, DCC identified two words that are used in various goals, and that could mean different things to different people. A brief discussion of these words is appropriate to inform the context of DCC goals.

### **Optimize**

In 2009, Governor Herbert established an advisory commission to optimize state government. This commission's intent is to identify "ways to improve efficiency, enhance effectiveness, and to optimize performance." Merriam-Webster defines optimize as "to make as perfect, effective, or functional as possible." In addition to these definitions, DCC feels that an organization that is operating optimally, is "hitting the target" – providing the right level of service to the right people at the right cost.

### **Enterprise**

Many organizations contain multiple business units, each with distinctly different purposes and functions. Diverse organizations can have common business processes, goals, and even problems that can be addressed either independently or collaboratively. DCC believes that an organization that functions as an enterprise is able to have unique business units that perform distinct business functions yet collaborate to utilize common business processes, reach common goals, and solve common problems in a coordinated way, rather than independently. Additionally, the business units leverage each other to share information and best practices.

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<sup>2</sup> A return on investment (ROI) is a valid measure that shows the cost of providing a service and the benefit received by the recipient of the service. This is also known as a cost/benefit analysis. Ideally, the benefit (return) should be greater than the cost (investment).

## Goals, Strategies, Supporting Efforts

The following table contains a list of goals, corresponding strategies to achieve the goals, and supporting efforts. Note that the supporting efforts may be projects that are already underway, or may be new efforts that need to be established.

Goal	Strategies	Supporting Projects / Initiatives / Efforts
Be a known resource to all of Utah's communities.	<ul style="list-style-type: none"> <li>• Increase outreach to communities, partners, and municipalities.</li> <li>• Identify a saturation target and develop strategies to achieve that level of saturation.</li> <li>• Leverage the existing relationships that other divisions have with communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Present at local government conferences (ULCT, UAC, UCMA, etc.<sup>3</sup>).</li> <li>• Measure current outreach penetration.</li> <li>• Digitization: Customer Relationship Management<sup>4</sup> (CRM) implementation.</li> <li>• Digitization: DCC Resources Portal</li> <li>• Automated coordination between divisions. Something like an electronic bulletin board or other collaboration tool.</li> <li>• Regular updates (monthly, quarterly) to communities.</li> <li>• Utilize 211 to provide more information about DCC resources.</li> </ul>
Efficiently provide a high level of support to all of Utah's communities.	<ul style="list-style-type: none"> <li>• Automate business processes to reduce workload on scarce resources.</li> <li>• Collaborate with other divisions and leverage their existing relationships with communities.</li> <li>• Seek and obtain additional partnerships to sustain and improve DCC programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Digitization: CRM implementation.</li> <li>• IT Support for DCC Business Processes.</li> <li>• Automated coordination between divisions. Something like an electronic bulletin board or other collaboration tool.</li> </ul>
Strengthen the internal organization to function as a collaborative enterprise.	<ul style="list-style-type: none"> <li>• Establish a paradigm shift with DCC employees to represent all DCC services to communities.</li> <li>• Define and launch meaningful enterprise initiatives such as customer relationship management (CRM).</li> <li>• Identify commonalities among the divisions and develop optimization strategies around common functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Digitization: Steadily increase the adoption of the CRM.</li> <li>• Streamline and coordinate Administrative and Communications functions.</li> <li>• Automated coordination between divisions. Something like an electronic bulletin board or other collaboration tool.</li> <li>• Train DCC staff to represent all DCC services.</li> </ul>
Continually optimize services and operations.	<ul style="list-style-type: none"> <li>• Implement measurement tools to establish a meaningful baseline</li> </ul>	<ul style="list-style-type: none"> <li>• Digitization: CRM implementation</li> <li>• Digitization: Automation based on</li> </ul>

<sup>3</sup> Utah League of Cities and Towns, Utah Association of Counties, Utah City Managers Association, and other state organizations for government.

<sup>4</sup> The CRM is a software system that allows DCC to track and measure the technical assistance that it provides to communities. DCC has obtained CRM software that it is using throughout the department. However, the rollout has not yet reached all of the programs in DCC, and each existing rollout is not yet mature.

Goal	Strategies	Supporting Projects / Initiatives / Efforts
	<p>from which to measure change.</p> <ul style="list-style-type: none"> <li>Quantify cultural, financial, technical, and informational resources provided by/through DCC.</li> <li>Implement tools to measure resource output (what we produce and what quantity) and outcome (benefit to communities).</li> <li>Automate where possible and reasonable.</li> </ul>	<p>open platform.</p> <ul style="list-style-type: none"> <li>Grants Management.</li> <li>Connections (data optimization).</li> <li>Coordination of data between systems.</li> </ul>
Quantify and characterize DCC's ROIs.	<ul style="list-style-type: none"> <li>Quantify output (what type, and how many widgets do we produce?) and outcome (what is the benefit to the communities and cultures?).</li> <li>Quantify and characterize DCC's qualitative value.</li> </ul>	<ul style="list-style-type: none"> <li>Connections (data optimization).</li> <li>Outreach to communities, partners, and municipalities.</li> <li>Business case.</li> </ul>
Maximize the ability and capacity of DCC's talented workforce	<ul style="list-style-type: none"> <li>Implement cross-functional, cross-divisional teams to execute key initiatives and projects</li> </ul>	<ul style="list-style-type: none"> <li>Digitization: CRM implementation.</li> <li>Connections.</li> </ul>
Improve access to DCC's cultural, financial, technical, and informational resources.	<ul style="list-style-type: none"> <li>Automate business processes where possible.</li> <li>Increase online services.</li> <li>Leverage partnerships to provide more access.</li> </ul>	<ul style="list-style-type: none"> <li>Digitization: Digitize assets for online access.</li> <li>Digitization: Develop the online portal for DCC assets.</li> <li>Utilize 211 to provide more information about DCC resources.</li> </ul>

## Tactical Plans for Fiscal Year 2011

The following list represents tactical plans recommended for the fiscal year 2011. All of these projects are enterprise projects that should be planned and executed with interdivisional teams. Some of these projects are already in process, and should continue as planned. The other projects are new, recommended projects. Each of these new projects will need to be fully defined to be executed. Please see the Next Steps section following this one for steps recommended to plan and execute each of the new projects.

The order of the projects in the list indicate a loose priority that is recommended by the Strategic Planning Team. The team recommends that the first two projects be launched as soon as possible.

Initiative / Project
1. New – Community Outreach: Define and execute community outreach plan (measure penetration, regular communications to communities, present at local government conferences).
2. New – ROI: Create initial ROI analysis with initial returns identified and plans for continuous improvement in ROI definition.
3. Existing – Connections: Identify known measured data sources for technical assistance across all divisions and identify best path for getting data into the reporting mechanism.
4. New – Define and implement a training/capacity building plan that accounts for all key roles within the



Initiative / Project
agency, and that educates employees on DCC services department-wide.
5. Existing – CRM: Continue rollout of CRM to all divisions.
6. New – Increase strategic partnerships.
7. New – Continue streamlining and coordinating communications and financial functions.
8. New – Implement Department collaboration tool (bulletin board).

## Next Steps

To execute on the tactical plans for FY 11, the following steps need to be taken for each new project:

1. Define a portfolio prioritization process.
2. Identify a project lead.
3. Charter an interdivisional team.
4. Define a business plan.
5. Secure resources needed to execute.
6. Execute projects, in priority order, and as staffing levels and resource availability allow.

## Appendix A: DCC Alignment to Governor's Priorities

Governor's Priority	DCC Alignment
Economic Development	<ul style="list-style-type: none"> <li>• Federal 106 and State 404 Reviews – allows projects to proceed smoothly (UDSH).</li> <li>• Tax incentive programs – provides federal and state incentives for the preservation of historic buildings (in the millions of dollars) (UDSH).</li> <li>• GIS database online – Saves money for the public and private sectors in conducting cultural resources surveys (UDSH).</li> <li>• Human Remains – Allows for a succinct process of recovering ancient human remains on private and SITLS lands, saving time and money on development projects, and providing for the respectful treatment of those remains (UDIA and UDSH).</li> <li>• A resource for businesses looking to locate in Utah to learn about the quality and abundance of arts, museums, recreation, and quality of education (DAM).</li> <li>• Public Pioneer: Utah's Online Library/business databases – offers access to business and market research (USL).</li> <li>• UtahFutures.org partner – provides a website for students and job hunters to make career plans online through local libraries (USL).</li> <li>• 21st Century Initiative – provides training for public library staff to meet future customer service needs and better help with business and economic research (USL).</li> <li>• Expertise and funding for new housing developments (HCD).</li> <li>• The Cultural Heritage Council coordinates department-wide assistance to communities that are seeking to drive or enhance economic development using cultural and heritage resources. The CHC especially assists communities to form solid public-private partnerships for economic development, a strategy that several Utah areas have used with great success. Grants and technical assistance are given to assist communities to: 1) increase knowledge; 2) increase employment; 3) increase attendance; 4) increase income; 5) increase participation; or a combination of some or all. The CHC has developed outcome measures in each of these 5 areas and measurements are taken when grants are provided</li> </ul>
Public and Higher Education	<ul style="list-style-type: none"> <li>• Enhance curriculum by providing online access to historical information and resources online through <a href="http://history.utah.gov">history.utah.gov</a> (UDSH).</li> <li>• Working on a specific educational website (UDSH).</li> <li>• Online access to the Utah Historical Quarterly on Utah's history. All seventy-eight volumes (four issues per volume) have been digitized and slated for on-line access (UDSH).</li> <li>• A close partnership with USOE. We provide professional development and networking opportunities (DAM).</li> <li>• The Arts Education program provides grants for artists in residencies, teacher initiated projects, and project grants. Numerous studies show that students who have arts learning opportunities do better in math, science, and language (DAM).</li> <li>• Library for the Blind and Disabled/library materials – offers audio books, large print books and Braille books to eligible persons (USL).</li> </ul>



Governor's Priority	DCC Alignment
	<ul style="list-style-type: none"> <li>• Interlibrary Loan Program makes more materials available to students who patronize local libraries (USL).</li> <li>• e-Audio books (Overdrive and NetLibrary) – makes educational (and all) library materials to students through audio book downloads (USL).</li> <li>• State Library Bookmobile Program – provides library services, including a range of materials, Internet access and interlibrary loan to Utah’s rural students in 14 counties (USL).</li> <li>• Public Pioneer: Utah’s Online Library – offers access to newspapers and magazines, genealogy, auto repair, photography, homework help and other online resources (USL).</li> <li>• Government Documents Digitization – provides access to a wide variety of government documents for research, educational and informational purposes (USL).</li> <li>• Utah Public Library Institute for Training (UPLIFT) – provides continuing education opportunities for public library staff and trustees to ensure that library services reflect current theory (USL).</li> <li>• Youth Services/Summer Reading Program – preparing children for continued success through the development of early language skills and maintenance of reading levels (USL).</li> </ul>
Energy Security	<ul style="list-style-type: none"> <li>• Federal 106 and State 404 Reviews, and technical assistance – clearing the way for oil, gas, and water projects (UDSH).</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• Federal 106 and State 404 Reviews, and technical assistance – aiding road and water projects (UDSH).</li> </ul>

## Appendix B: SWOT Analysis

### STRENGTHS

- Leverages community partners to deliver services; it currently has over X partnerships across the six divisions.
- Provides an annually increasing number of online services.
- Has an employee job satisfaction of 84%, from an already high 74% in 2004.
- Has a direct impact on the physical and cultural infrastructures in Utah communities.
- Has effective digital grants management systems (HCD, DAM).
- Is the steward of over 10,000,000 of Utah's cultural or informational assets.
- Through digitization, DCC provides access to over X cultural assets, previously available only at a physical location.
- Has created a center of excellence for digitizing physical assets that can be leveraged across state, municipal, and non-profit organizations with digitization goals.
- Has employees who are passionate about what they do and dedicated to the communities they serve.
- Has many employees who are subject matter experts and often called upon to train on best practices in larger regions or nationally.
- Has a philosophy of finding or establishing best practices to be implemented in all service areas.

### WEAKNESSES

- Has many programs funded entirely by the general fund, which means general fund cuts have a bigger impact than programs that also have other funding streams.
- Does not have back-up staff for some of its key, subject matter experts and managers
- Is spread over seven geographic locations, resulting in segregated staff, difficult logistics for meetings, and parking expenses to meet at DCC's main office.
- Has six unique divisions that often operate in silos.
- The six divisions have unique missions and business initiatives and cannot always operate in the same way or with the same tools or procedures.
- Has statute language that is very vague in nature and does not reflect the important role that DCC plays in Utah quality of life.
- Is limited during the current, lean budget year, in its ability to send employees to trainings, leaving some issues unaddressed.
- Some divisions have a difficult time characterizing ROI in traditional ways because of the qualitative nature of the services provided.
- Does not know its penetration into communities as a known resource for all programs.
- Does not have funding to adequately store and preserve all of its cultural assets.
- Does not have all of its cultural assets inventoried and catalogued.
- Despite budget cuts, DCC has to administer pass-through funding with no means to recuperate the administrative costs.
- Some employees lack confidence in their supervisor's ability to coach and develop them.

## OPPORTUNITIES

- Leverage DCC's new technology platform (force.com) to automate business processes and better quantify impact of its technical assistance to communities.
- Review all board meetings and identify opportunities to reduce the number of meetings, streamline the meeting process, and use technology where possible.
- Review required reports to reduce the number, streamline, and automate where possible.
- Improve the understanding of the Balanced ScoreCard throughout the entire department.
- Utilize the Utah Performance Management process to improve employee feedback to managers, divisions, and the department as a whole.
- Improve and increase the awareness in Utah communities of DCC's services.
- Increase online services to communities by providing more information online, and automating services.
- Improve metrics on technical assistance by automating business processes in the enterprise tool available to all programs.
- Define a powerful ROI in qualitative terms as well as better quantifying technical assistance.
- Increase access to cultural assets by continuing to digitize them in priority order (not all cultural assets can or should be digitized).
- Improve and increase coordination between divisions by identifying functions that involve more than one division and defining business processes to ensure handoffs are smooth and data is shared. [we should probably reference the list we are starting, which can also be in the appendix]
- Work with GOPB to initiate a state-wide enterprise effort to fund appropriate storage and preservation of cultural assets.
- Work with the legislature to revise the DCC statute to better reflect the purpose and mission of DCC and identify the quality of life value that DCC promotes.

## THREATS

- If a qualitative ROI and the contribution to Utah's quality of life is not recognized DCC's relevance may be questioned and the Department may be in jeopardy if future budget cuts are made.
- Administering pass-through funding with no administrative compensation will continue to squeeze DCC resources, reducing the level of service of technical assistance provided.
- Reduction in service levels could occur if the 20% of the DCC employees who are eligible for retirement over the next five years do retire and cross training is not adequate.
- Reduction in service levels if base Digitization funding continues to be reduced to the point that it cannot even pay for ongoing maintenance.
- A statute that does not accurately reflect the valuable role that DCC plays leaves DCC more vulnerable to cuts and Department changes that diminish the ability of the State of Utah to promote quality of life.
- Reduction in service levels and possibly entire programs if DCC continues to receive budget cuts in addition to those already sustained. DCC has already trimmed any excess expenses and would be forced to make cuts to mission critical operations in the future.



- The State could lose cultural assets because there is not funding to store and preserve them appropriately.

## Appendix C: DCC Cross-Divisional Business Functions

DCC has connections, overlaps, and in some areas a shared customer base. The following is the beginning of an identification of these functions so that DCC can better coordinate, define good business processes, have smooth hand-offs, and share data in these areas:

Function / Business Process	Participating Divisions	Description
1. Human Remains Repatriation	<ul style="list-style-type: none"> <li>• HCD</li> <li>• OEA</li> <li>• UDSH</li> </ul>	
2. Utah Historical Quarterly	<ul style="list-style-type: none"> <li>• UDSH</li> <li>• USL</li> </ul>	
3. Partnerships for Special Projects	<ul style="list-style-type: none"> <li>•</li> </ul>	
4. Cultural Heritage Council	<ul style="list-style-type: none"> <li>•</li> </ul>	<p>The Cultural Heritage Council coordinates department-wide assistance to communities that are seeking to drive or enhance economic development using cultural and heritage resources. The CHC especially assists communities to form solid public-private partnerships for economic development, a strategy that several Utah areas have used with great success. Grants and technical assistance are given to assist communities to:</p> <p>1) increases knowledge;            2) increase employment; 3) increase attendance; 4) increase income; 5) increase participation; or a combination of some or all. The CHC has developed outcome measures in each of these 5 areas and measurements are taken when grants are provided</p>