



SERVICE OPPORTUNITY ASSESSMENT REVIEW (SOAR)
Council Meeting
July 11, 2023

CRSA



EMERGENT SOLUTIONS
ORGANIZATION DESIGN & IT



AGENDA

- 1. What is SOAR?**
- 2. The Team**
- 3. Project Update**
- 4. Project Timeline**
- 5. Initial Research Findings**
- 6. Next Steps**



What is SOAR?

The Service Opportunity Assessment Review (SOAR) is a collaborative initiative to review, and where appropriate, reimagine county operations in the areas of physical, digital, human capital, and operational transformation.

PROJECT CONSULTING TEAM



Kathy Wheadon
PRINCIPAL-IN-CHARGE



Jeff Baird
PROJECT MANAGER



Reza Ahmadi
ORGANIZATIONAL STRATEGIST



Kathryn Laeser
SENIOR ANALYST

PROJECT LEADERS

Megan Hillyard, Director, Administrative Services

Jill Miller, Associate Deputy Mayor

STEERING COMMITTEE

Chris Stavros, Salt Lake County Assessor

Lannie Chapman, Salt Lake County Clerk

Rashelle Hobbs, Salt Lake County Recorder

Reid Demman, Salt Lake County Surveyor

Ralph Chamness, Chief Deputy District Attorney

Lisa Hartman, Associate Deputy Mayor, Regional Ops

Robin Chalhoub, Director, Dept of Community Services

Christie Morgan, Senior Policy Advisor

Isaac Higham, Senior Policy Advisor

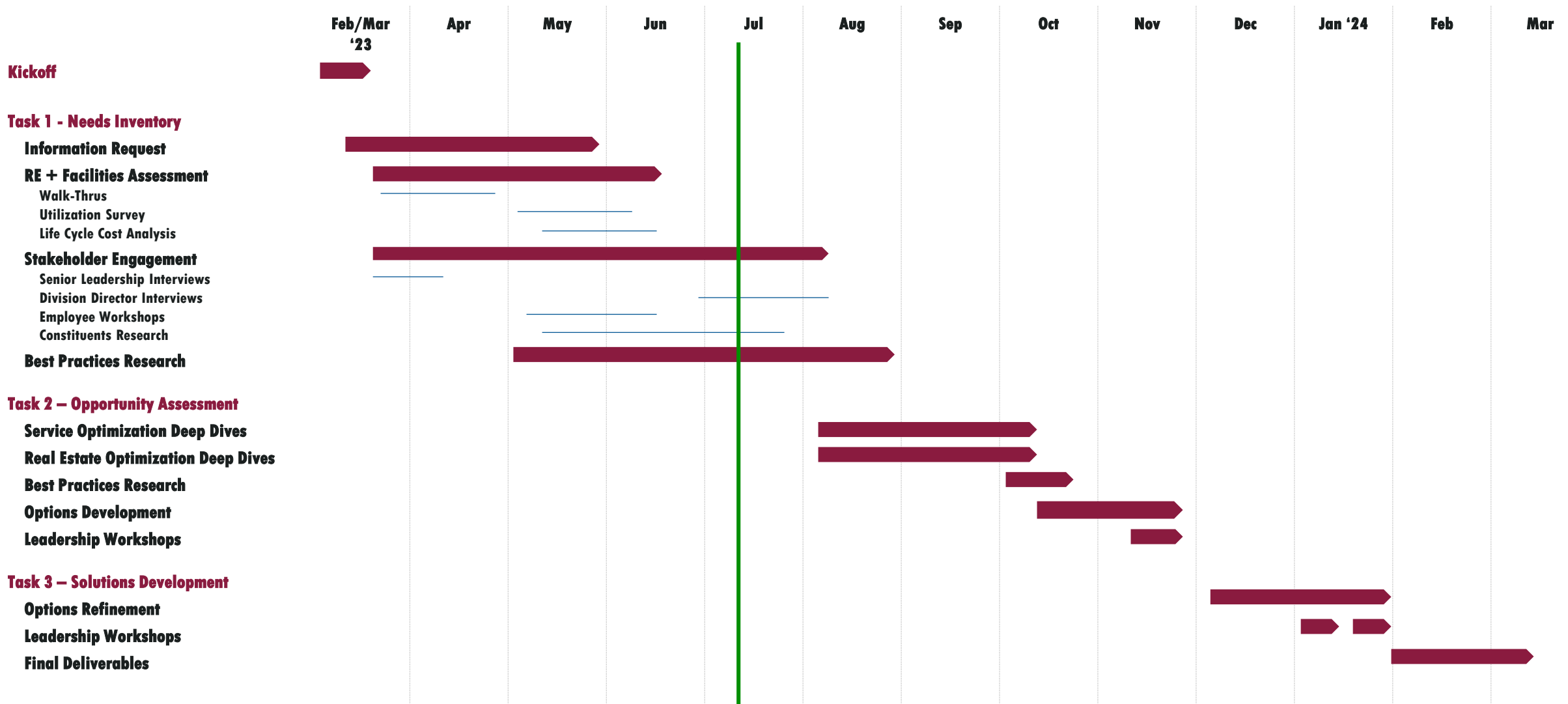
Corinne Johnson, Senior Policy Advisor



PROJECT UPDATE

- **Data gathering complete / underway**
 - Leadership interviews
 - Agency surveys
 - Employee workshops
 - Workplace survey
 - Employee day research
 - Constituent research
 - Government Center and building assessments
 - Nationwide best practices research
- **Optimization assessment: Summer/ Fall**
- **Solutions development: Fall/ early Winter**

PROJECT TIMELINE





CONSTITUENT RESEARCH

- **Importance**
- **Challenge**
- **Focus - Service Delivery (digital + geographic)**
- **Approach**
 - **Collect existing agency customer surveys**
 - **Constituent exit interviews at Government Center**
 - **Website pop-up survey**
 - **Employee feedback**
 - **Additional exit interviews (county libraries, rec centers...)**
 - **Best practice research across other counties**

LEADERSHIP INTERVIEW HIGHLIGHTS



There's an opportunity to rethink/redesign county services to better meet community needs and interests. Meet our constituents where they are. Tailor government services to life events, so that constituents can group and easily access services across agency.



Future of county services should have a strong focus on customer service and customer satisfaction.



Craft fluid county workforce models to support employee recruitment and retention.

LEADERSHIP INTERVIEW HIGHLIGHTS



Distinguish the value of centralized, internal service providers and the risks/rewards of the current distributed services teams unique to some agencies.



Tackling funding silos to provide greater flexibility and coordination.



Cross the data-sharing divide, including the value CRM may provide in a more efficient service delivery model.

LEADERSHIP INTERVIEW HIGHLIGHTS



While success means different things for different county agencies, collaboration between agencies is essential for success of the county. Services/operations/physical space should enable this.



Consider locating services where growth is occurring and where staff need to be.



Modernization/optimization of core operations and real estate use should be a key focus of SOAR.



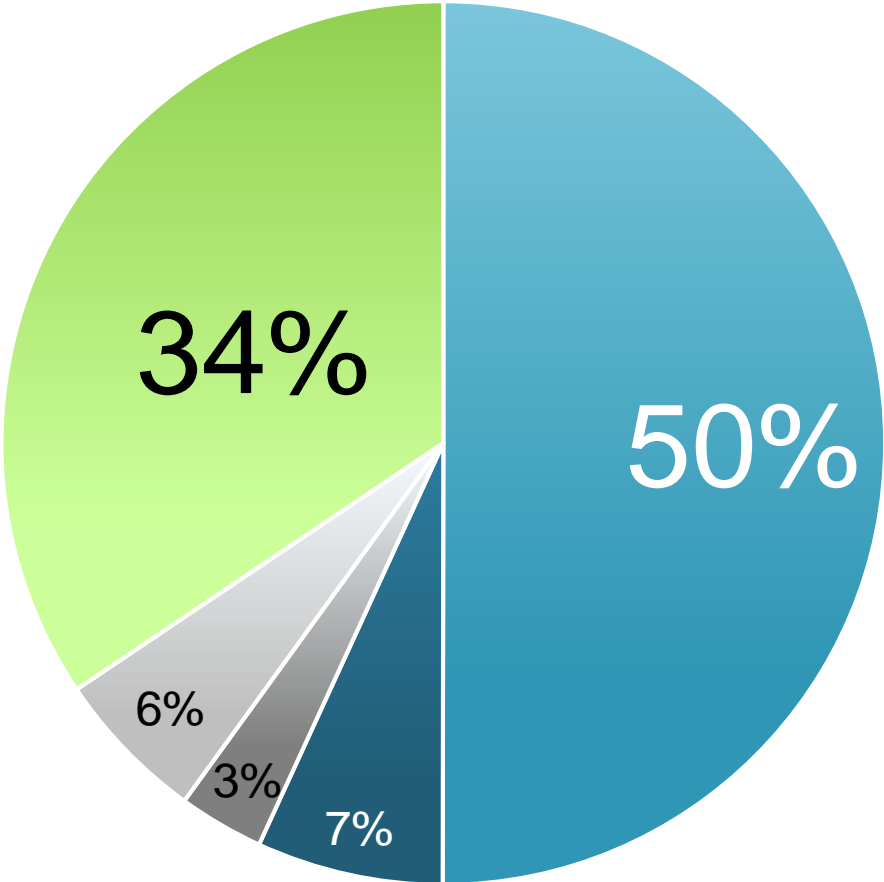
The county's role as a regional service provider is shifting. Be innovative and impactful.



WORKPLACE SURVEY HIGHLIGHTS

On average, respondents assigned to the Government Center report that during a typical week, they spend a total of 57% of their time working onsite and 34% working from home.

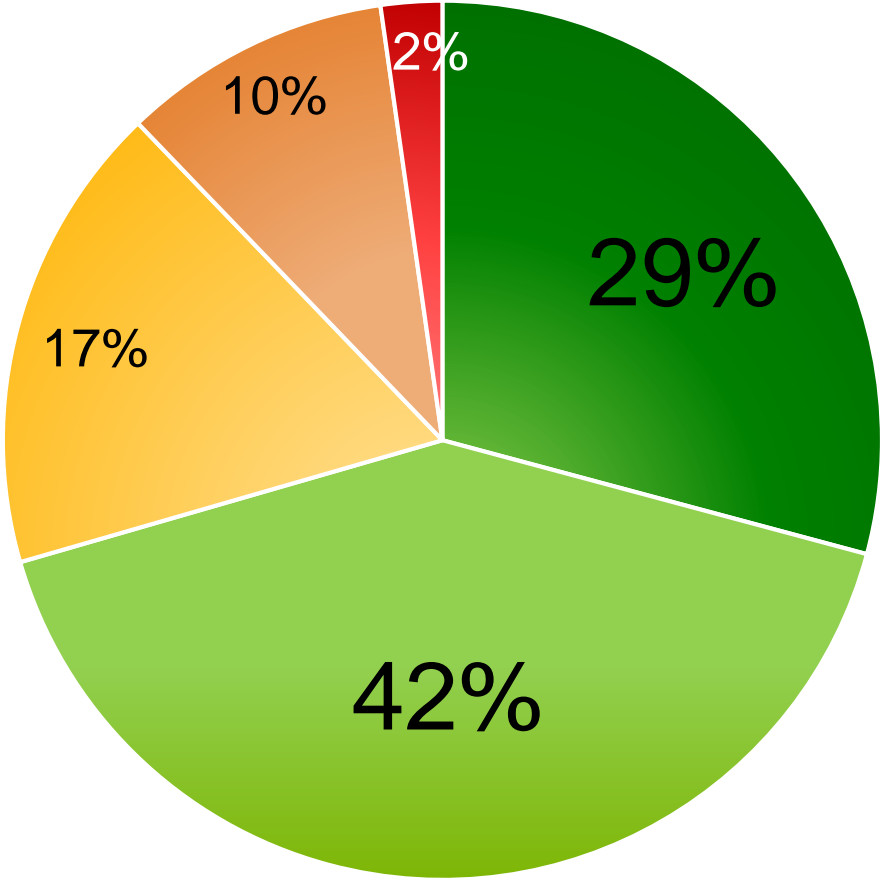
- On-site at your primary workspace
- On-site utilizing meeting rooms, break area, etc.
- Off-site at another SLCo location
- Off-site in the field or at a partner/vendor location
- Offsite working from home



WORKPLACE SURVEY HIGHLIGHTS

71% of respondents assigned to the Government Center report that they are satisfied with their current work environment.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree



BEST PRACTICE FINDINGS TO DATE

- Counties are working toward more digital solutions, including multi-purpose digital one stop shops, that foster a seamless constituent experience
- **Co-location and consolidation of human services are helping to streamline customer experiences**
- **Information accessibility and sharing across agencies is becoming increasingly important**



Jeremy Bringard
PROJECT ARCHITECT



Bradley Kraushaar
REAL ESTATE ANALYST



Laura Smith
LIFE CYCLE COST
ASSESSMENT



Dave Scott
LIFE CYCLE COST
ASSESSMENT



Susie Becker
ECONOMIC CONSULTANT



Jim Sorenson
P3 ADVISOR



Melanie Charlton
EMPLOYEE ENGAGEMENT



Nathan Anzer
COST ESTIMATOR

THANK YOU!

CRSA



EMERGENT SOLUTIONS
ORGANIC DESIGN LABS

SLC SALT LAKE
COUNTY