

DEPARTMENT OF
Administrative
Services

SERVICES ELEVATED

2011 Annual Report

STATE OF UTAH



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It is my pleasure to present the 2011 Annual Report for the Department of Administrative Services (DAS). The Department of Administrative Services employees have demonstrated a tremendous commitment to deliver products and services of the highest quality

to state agencies. DAS employees have consistently met these challenges with new efficiencies, resolve and constant innovation in their processes.

These services are an important element to our initiatives of infrastructure, energy security, public and higher education, as well as economic development.

With sincere appreciation, I would like to extend my thanks to all DAS employees for their excellence in public service and for turning challenges into opportunities now, and into the future. Their efforts are recognized and greatly appreciated.

Gary R. Herbert

**Governor
State of Utah**

When it comes to excellence in government, the employees of the Department of Administrative Services are among the finest in the country. They are dedicated, hard working and smart. Fiscal year 2011 confronted them, once again, with balancing a declining General Fund budget against an increasing workload. By embracing a collaborative process and sharing services they exceeded all expectations. This is why I am proud to present the 2011 Annual Report.



Fiscal year 2011 was a defining year for us. First, it was about changing the operations model and sharing services. Second, it was about empowering employees' expertise and delivering core services to the best of our ability. In an effort to bring value to our customers, DAS' brightest of the bright found new ways to improve efficiency, effectiveness and accelerate technology innovations. Key analytics helped focus performance and never before has customer satisfaction been higher.

Operational excellence in core business processes is the prime focus for the coming year. With an eye toward increasing transparency and accountability, our employees will sharpen their vision and infuse best practices. While this past year has been difficult, I believe this incredibly strong team is on solid ground and positioned to beat tomorrow's challenges.

**Kimberly K. Hood
Executive Director
Department of Administrative Services**

COMMITMENT TO CUSTOMER SERVICE



Sal Petilos,
Deputy Director

Like our sister agencies, DAS faces the challenge of improving services with limited resources. The department's ability to deliver best value services has been due, in no small part, to the willingness of employees to take on responsibilities ancillary to their core competencies. Still, simple multi-tasking is not an optimal means of improving operations in the long term.

Over the last year, DAS has implemented changes in operations to leverage expertise within the department and effect long term improvements in operations. The most vital of these has been the adoption of *shared services* concept of operation, which has great potential for improving operational efficiency and effectiveness.

Using the shared services concept, the department is reorganizing operations by separating administrative functions that cut across divisions from program functions to leverage expertise within the department. Reorganizing along functional lines allows DAS to:

- refocus staff on core competencies and services;
- create efficiencies through specialization and process standardization, and
- address the inequitable distribution of resources among the divisions.

Shared services' focus on the customer will further improve efficiency and effectiveness by requiring DAS to actively engage our customers in improvement initiatives. Extensive collaboration between the service provider and the users, permit both parties to identify what needs to be done and jointly pursue corrective actions to achieve more positive outcomes.

Using the shared services concept, DAS created the Consolidated Budget and Accounting Group (CBA) in May 2011 to provide budget and accounting services to the entire department. The CBA:

- placed accounting tasks in the hands of specialists who can perform tasks with greater precision and speed;
- reduced the number of employees performing accounting tasks from 32 to 18; and
- made accounting services available to all divisions.

DAS Strategic Plan

The Department of Administrative Services 2011 – 2016 strategic plan provides a roadmap for accomplishing the department's priorities for the next five years. The plan presents five strategic goals for advancing the department's mission to "deliver support services of the highest quality and best value to government agencies and the public" so that they may focus more resources towards achieving their respective missions in support of the public good.

DAS Strategic Goals

- Improve efficiency and effectiveness of operations
- Develop a quality, high performance workforce
- Improve customer relations and communications
- Institutionalize emergency preparedness
- Promote energy efficiency

The DAS strategic plan provides a solid foundation for the department's long term response to the significant challenges it faces. The strategic goals and associated objectives provide a means of understanding the direction in which DAS is proceeding and the planned changes to DAS operations needed to attain these goals.

DAS Leadership Team

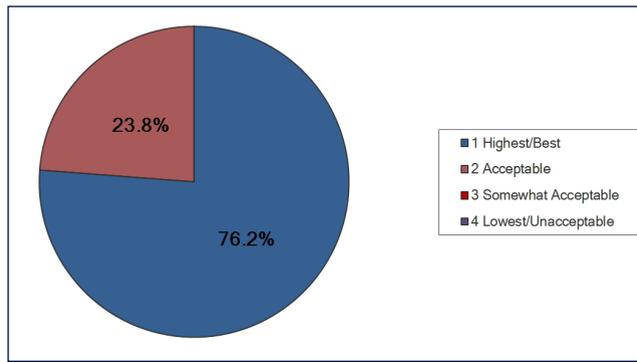


From left to right: Gregg Buxton, Ken Hansen, Tani Pack Downing, Kent Beers, Kim Hood, Sal Petilos, John Reidhead, Patricia Smith-Mansfield, Victoria Schoenfeld; not pictured - Sam Lee

EXECUTIVE MANAGEMENT SURVEY RESULTS

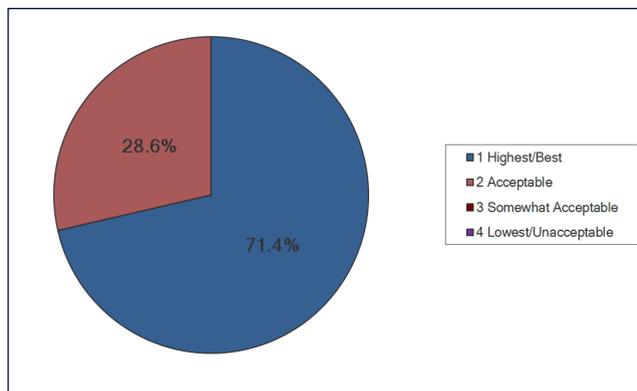
How would you rate the quality of your relationship with DAS, considering all of your experiences with them?

1 Highest/Best	76.2%
2 Acceptable	23.8%
3 Somewhat Acceptable	0.0%
4 Lowest/Unacceptable	0.0%



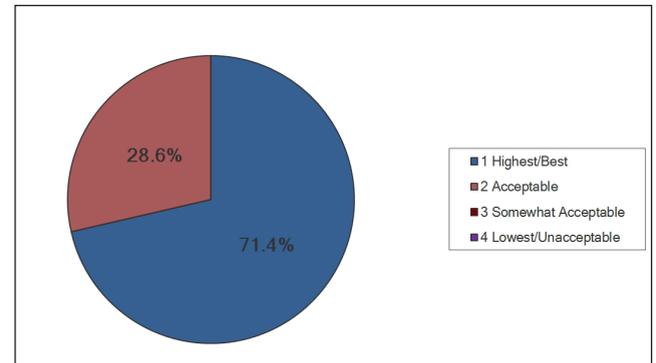
Overall, do you feel DAS brings value to your agency?

1 Highest/Best	71.4%
2 Acceptable	28.6%
3 Somewhat Acceptable	0.0%
4 Lowest/Unacceptable	0.0%



How satisfied are you with the services you received?

1 Highest/Best	71.4%
2 Acceptable	28.6%
3 Somewhat Acceptable	0.0%
4 Lowest/Unacceptable	0.0%



DAS ANNUAL AWARD PROGRAM “SERVICES ELEVATED”



2011 DAS Leadership Award

*Julie D'Alesandro
State Accountant
Division of Finance*



2011 DAS Energy and Environment Award

*Paul Ferguson
Service Writer
Division of Fleet Operations*



2011 DAS Outstanding Public Service Award

*Melissa Frost
Claims Adjuster
State Liability Prevention Specialist
Division of Risk Management*

2011 DAS Exemplary Performance by a Team Award

*Loretta Potter, Jennifer Hardy, Dan Martinez, Eric Norton,
Gustavo Cansino, and Brett Montgomery*



HONORS AND RECOGNITIONS

2011 GOVERNOR'S AWARD FOR EXCELLENCE Individual Nomination for Humanitarianism

*Tim Villnave, Ergonomics Consultant
Division of Risk Management*



Tim Villnave and Governor Gary R. Herbert

2011 DAS “INNOVATIONS ELEVATED” AWARD

*Division of Purchasing & General Services / State Mail
Dave Wade, Patti Wilson, and Tim Walden*



Kent Beers, Dave Wade, Patti Wilson, Jan Rogerson, and Tim Walden



DEPARTMENT OF ADMINISTRATIVE SERVICES

3120 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3010
Fax: 801-538-3844
www.das.utah.gov

MISSION STATEMENT

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



Back Row: Susanne Hoskins, Victoria Schoenfeld, Sal Petilos
Seated: Kimberly Hood

DAS EXECUTIVE TEAM

- Kimberly K. Hood, Executive Director
khood@utah.gov 801-538-3010
- Sal Petilos, Deputy Director
spetilos@utah.gov 801-538-3091
- John Reidhead, Chief Financial Officer
jreidhead@utah.gov 801-538-3082
- Victoria Schoenfeld, Public Information Officer
vschoenfeld@utah.gov 801-538-3215
- Susanne Hoskins, DAS Travel Coordinator
suehoskins@utah.gov 801-538-3010

DAS TECHNICAL SERVICES TEAM



Brent Cleverly, Information Technology Director and
Judd Houser, Information Technology Manager

DAS HUMAN RESOURCE TEAM



Patricia Barrett, Human Resource Specialist and
Angela Abbott, Senior Human Resource Analyst

FY 2011 DEPARTMENT HIGHLIGHTS



CBA Management Team: Dave Williams, Doug Stout, Loretta Tatum, and Curtis Burk

Consolidated Budget and Accounting Group

Created in May 2011, the CBA is DAS' initial implementation of the shared services concept of operations. By separating an administrative function - budget and accounting - from program functions, DAS has been able to: 1) Refocus staff on core competencies and services; 2) Create efficiencies through specialization and process standardization by placing accounting tasks in the hands of specialists who can perform them with greater precision and speed; 3) Reduce the number of employees performing accounting tasks from 32 to 18; and c) Make budget and accounting services available to all divisions.

Enterprise Risk Management

ERM provides DAS with a systematic approach to identifying risks to achieving its strategic goals.

An attractive and significant aspect

of the ERM process is its capacity for engaging employees in both identifying and prioritizing risks. Employee input on risks that the department faces, and their rank priority have resulted in the creation of department-wide working groups. These groups are tasked with recommending strategies and actions to mitigate identified risks.



Tani Pack Downing, Brian Nelson, and James Brown identify risks to department

Executive Development

Optimization, change management and transformational programs themed the DAS leadership and management training sessions. Distinguished community leaders such as Clark Gilbert, CEO of Deseret News, Rich McKeown, President of Leavitt Partners, and Spencer Eccles, Director of GOED interacted with employees in lively discussions on innovative thinking, disruptive technologies and the power of collaboration.



*Clark Gilbert,
CEO Deseret News*

Accelerate Transformation through Strategic Program Alignment and Consolidation

Three internal programs were realigned in



Susanne Hoskins, DAS Shared Services Travel Coordinator

fiscal year 2011 to standardize processes, increase efficiency and effectiveness in the department. Two route based programs, Surplus Property and State Mail, were realigned under one manager and pickup-up and delivery times were

immediately optimized. The P-Card, a credit card based program, was merged into State Finance's post auditing program to share subject matter expertise. Resolving conflicting policies for rental vehicles was easy when State Travel was aligned with Fleet Operations. Travel coordination was also optimized by consolidating functions within the department.

Rapid Implementation of Fee Based Programs

Finding new ways to fund critical programs and exploring cross-jurisdictional services proved to be a solid strategy for managing the DAS through uncertainty. State Purchasing added a small administrative fee on the Statewide Cooperative Contracts to stabilize the program and continue saving precious state dollars, by getting the lowest price on goods and services. The fee implementation plan accelerated from five years down to three. The State Facilities Construction and Management secured a project-management fee for all non-state

funded projects. They are currently in discussions with higher education, the federal government, and school districts. State Finance is implementing a small fee on a new program to allow state vendor invoices to be paid by credit card. In addition, the CBA group is positioned to provide services to other state agencies and cross jurisdictional customers.

Strategic Planning and a Straight Line of Vision for Every Employee

Starting with the top leadership of the department and finishing up with the newest and last employee, the DAS put into operation a performance plan for everyone. Individual performance ties to division goals; division performance ties to department goals; and department performance ties to Governor Herbert's Four Cornerstones: Education, Jobs, Energy, and Self-Determination. The philosophy of enterprise risk management is applied to help mitigate unforeseen events and set a trajectory for successful goal completion.



Kim Hood, Executive Director, leads strategic plan discussion

Utah National Guard Family Trust Charity Event

The Utah National Guard presents award of recognition to the DAS Quality Team for department-wide employee contributions made to the Utah National Guard Families Trust.



DAS receives National Guard recognition for donation



The culture in DAS is one of customer service, efficiency, effectiveness, innovation and excellence. Therefore, it is a tremendous honor to serve as the DAS Chief Financial Officer. We appreciate the resources entrusted to us from the Legislature and from customers through charges for

services. I am pleased to report that DAS operations were managed within available resources for fiscal year 2011 and accounted for in a responsible, appropriate manner.

Reliable and timely financial information is of utmost importance to DAS leadership as operations model changes, shared services, and other efficiency initiatives are moved forward in the face of reduced budgets and increasing workloads.

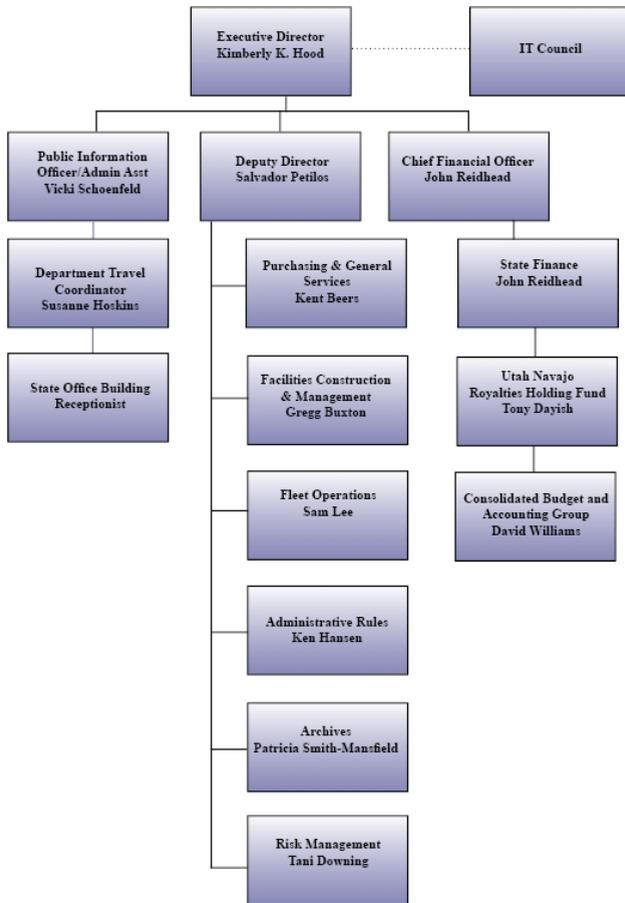
In May 2011, capitalizing on the shared services concept, the Consolidated Budget and Accounting Group (CBA) was formed within DAS. The CBA brought together the diverse budget and accounting functions and employees into a centralized unit. The vision of the CBA is to capitalize on the economies of skill and scale, and to provide greater consistency and standardization of accounting services across DAS. Another exciting aspect of the CBA is that it positions DAS to offer accounting as a service to other agencies in the future.

I appreciate the dedicated efforts of all of the employees affected by the formation of the CBA. It has been challenging, but CBA team is committed to supporting DAS management in its initiatives and problem solving by providing quality services, data, and collaboration.

A handwritten signature in black ink that reads "John Reidhead".

John Reidhead
Chief Financial Officer
Department of Administrative Services

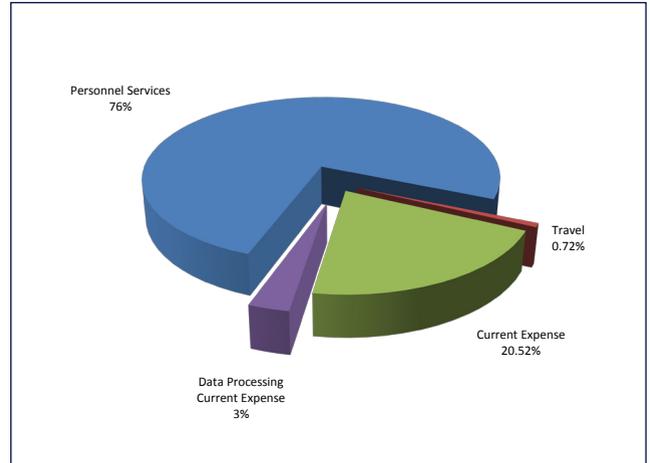
DEPARTMENT OF ADMINISTRATIVE SERVICES ORGANIZATIONAL CHART



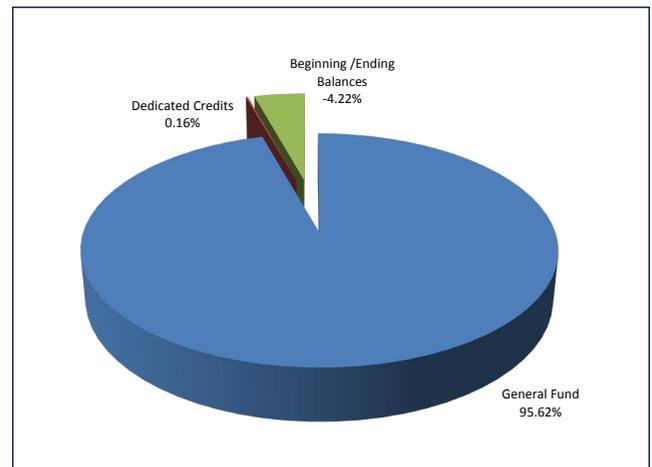
Employee Count:	417
FY 2011 Operating Budget:	\$19,287,900
FY 2011 Finance Mandated Budget:	\$37,806,200
FY 2011 ISF Operating Budget:	\$141,222,700
FY 2011 Capital Budget:	\$469,576,133

FISCAL YEAR ENDING JUNE 30, 2011 (Unaudited)

Executive Director's Office Expenditures



Executive Director's Office Revenues \$684,900





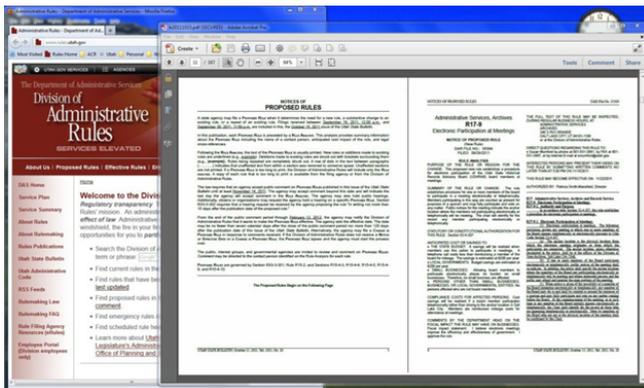
Administrative Rules

a division of the Department of Administrative Services

DIVISION OF ADMINISTRATIVE RULES
5110 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3764
Fax: 801-537-9240
www.rules.utah.gov

MISSION STATEMENT

“Enabling citizen participation in their own government by supporting agency rulemaking and ensuring compliance with the Utah Administrative Rulemaking Act..”



Division of Administrative Rules' website and the October 28, 2011 issue of the Utah State Bulletin

EXECUTIVE TEAM



Ken Hansen, Nancy Lancaster, Mike Broschinsky, and Sophia Manousakis

- Kenneth A. Hansen, Director
khansen@utah.gov 801-538-3777
- Michael G. Broschinsky, Code Editor
mbroschi@utah.gov 801-538-3003
- Nancy Lancaster, Publications Editor
nllancaster@utah.gov 801-538-3218
- Sophia Manousakis, Executive Secretary
smanousa@utah.gov 801-538-3764



Quarterly eRules training

DIVISION DIRECTOR MESSAGE



Ken Hansen, Director

The Utah administrative rulemaking process is the means by which state agencies implement policy. During the annual General Session, the Legislature passes hundreds of bills that set state policy. In many instances, the Legislature directs state agencies to implement the policy by writing administrative rules.

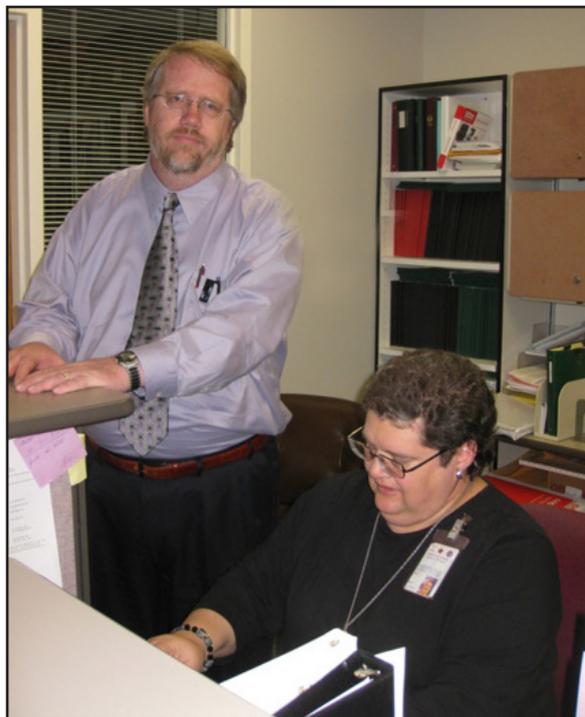
An administrative rule is: “an agency’s written statement that: (i) is explicitly or implicitly required by state or federal statute or other applicable law; (ii) implements or interprets a state or federal legal mandate; and (iii) applies to a class of persons or another agency.” Properly promulgated administrative rules have the effect of law. Therefore, it is imperative that this process work well at all times, including difficult economic ones.

The Division of Administrative Rules (Division) performs crucial steps in the rulemaking process to make proposed and effective administrative rules available to the public. The Division receives proposed rules from state agencies and publishes them in the Utah State Bulletin. The Bulletin is published on the 1st and 15th of every month. Publication in the Bulletin starts the public comment period for a rule. The comment period runs for a minimum of 30 days. The Bulletin contains information with each administrative rule about the person to whom questions or comments may be directed. It also contains instructions for requesting a public hearing. Once an administrative rule is made effective, the Division publishes it in the Utah Administrative Code.

It is critical that the Division meet its statutory obligations to publish rules in a timely manner so that the public has an ample opportunity to comment, and so that the public has access to rules that impact their lives and businesses each day. The Division

continuously scrutinizes and modifies its internal processes to ensure efficiency. This constant review has helped Division employees identify weaknesses and modify the Division’s internal process. In good budget times and bad budget times, for over 18 years, the Division has published the Utah State Bulletin on time. For three years running, the Division has improved its timeliness of the availability of the Utah Administrative Code. During fiscal year 2011, on average, updates to the Utah Administrative Code were posted online by the 12th day of each month.

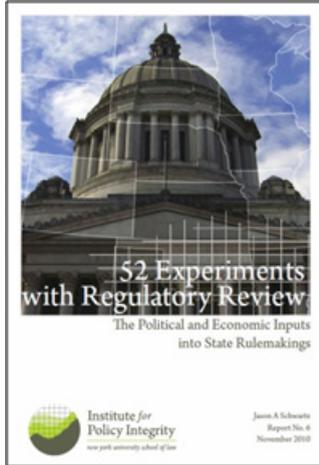
Notwithstanding reductions that have left the Division’s current budget at a level roughly equal to its fiscal year 2006 budget, the Division of Administrative Rules remains committed to ensuring public access to administrative rules. The Division ensures that the public has timely access to accurate and complete administrative rules so that they can participate in the rulemaking process and have access to current rules that impact them.



Mike Broschinsky and Nancy Lancaster review the Utah State Bulletin

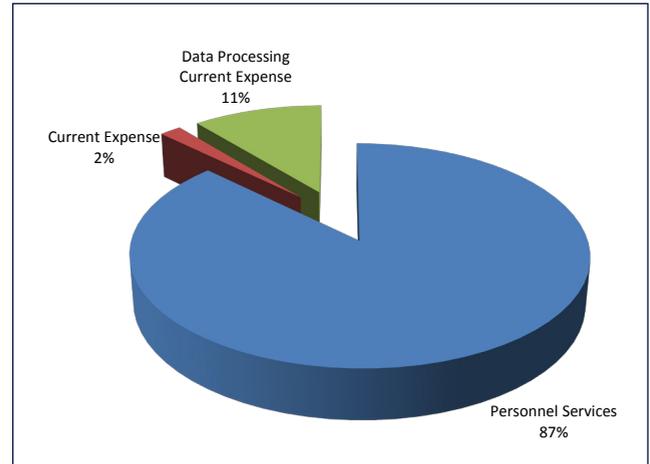
FY 2011 DIVISION HIGHLIGHTS

- Transparency** – Utah has been a national leader in providing transparent access to its processes and the administrative rules of Utah state government. Utah’s administrative rules have been available free of charge, online, since 1994. In November 2010, New York University School of Law, Institute for Policy Integrity’s report, entitled *52 Experiments with Regulatory Review: The Political and Economic Inputs into State Rulemaking* (ISBN 978-1460951637), recognized the contributions made by the Division stating, “Utah’s review structure has also achieved transparency, in large part thanks to the Division of Administrative Rule’s comprehensive website.” (p. 378) “Well-designed websites can similarly help both agencies and the public understand the nuances of the regulatory review process. Utah’s Division of Administrative Rules website is a model of transparency.” (p. 418)
- Balanced Regulation** – On January 26, 2011, Governor Gary R. Herbert charged his cabinet with reviewing administrative rules for their impact on business, and asked them to determine which should be kept, which should be modified, and which will be eliminated. The Division of Administrative Rules has been directly involved in this review – working with agencies to help them respond to the governor’s request; reviewing existing rules; and soliciting feedback from the business community. The Utah Business Regulation Review, issued in November 2011, details this seven-month effort.

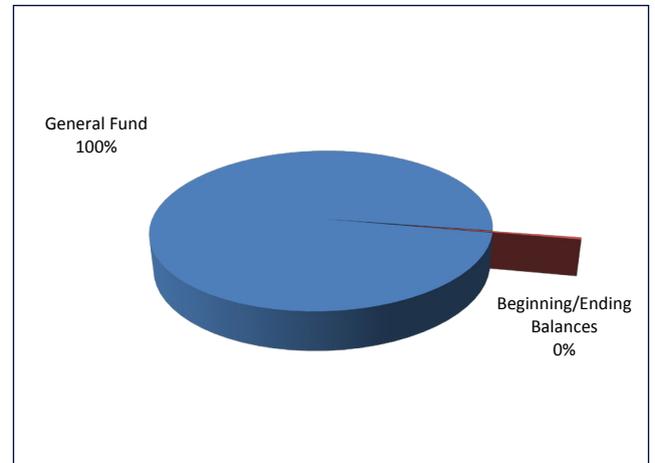


FISCAL YEAR ENDING JUNE 30, 2011 (Unaudited)

Administrative Rules Expenditures



Administrative Rules Revenues \$362,200



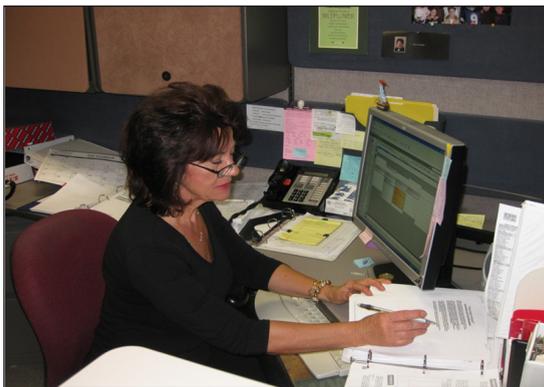
SERVICES AND FUNCTIONS

Rule filing / document filing (submitted for FY 2011 publishing cycles)

- Administrative rule filings - agencies submitted 1,214 rule filings using the eRules application (accessible to authorized individuals at <http://erules.rules.utah.gov/>)
- Executive document filing - the Governor's Office submitted 18 executive orders and proclamations
- Public notices - agencies submitted 26 public notices using the eRules application

Publication of rules, and other executive branch notices

- Proposed and emergency administrative rule publication – <http://www.rules.utah.gov/publicat/bulletin.htm>
- Effective administrative rules – <http://www.rules.utah.gov/publicat/code.htm>
- Index of changes – <http://www.rules.utah.gov/publicat/rulesindex.htm>
- Executive document publication – <http://www.rules.utah.gov/executivedocuments.htm>
- Publication of other administrative agency material – <http://www.rules.utah.gov/publicat/bulletin.htm>



Sophia Manousakis, Executive Secretary

Maintenance of the Utah Administrative Code

- Utah Administrative Code – <http://www.rules.utah.gov/publicat/code.htm>
- Monthly updates to the Code – <http://www.rules.utah.gov/publicat/codeudt.htm>

Rulemaking assistance to agencies

- Training – provided rulemaking training to 30 agency rulewriters during 5 different sessions
- Rulewriting Manual for Utah – <http://www.rules.utah.gov/agencyresources/manual.htm>



Nicholas Swisher and Ken Hansen present the Utah Business Regulation Review report to Governor Gary R. Herbert

Procedural review of rules

- Procedural review of rule analyses and other rule forms – reviewed 1,214 rule filings and identified 223 issues in 192 rule filings related to the information provided on the required forms. These issues were resolved prior to publication
- Procedural review of rule text – reviewed 1,214 rule filings and identified 109 text issues in 108 rule filings. These issues were resolved prior to publication

Agency notification of deadlines and events

- Notices of rules due for review – notified agencies of 298 rules due for five-year review
- Lapsing notices – notified agencies of 16 rules that were about to lapse

DAS STATEWIDE CUSTOMER SERVICES SUMMARY FOR FY 2011



Services Provided	Total
Rule Filing / Document Filing	
Administrative rule filing and agency public notice filing	
Rule filings submitted	1214
Five-year expiration for noncompliance (63G-3-305)	4
Legislative nonreauthorization (S.B. 31 (2010))	2
Executive document filing	
Governor's executive documents submitted for publication	18
Application performance	
State agency public notices submitted for publication	26
Publication of rules, and other executive branch notices	
Utah State Bulletin	
Percentage of complete filings published on time	100%
Publication errors made by the division	3
Maintenance of Utah Administrative Code	
Administrative code repository	
Rules in July 1 Code	1,981
Volume of rules in July 1 Code (in kilobytes)	29,511
Volume of rules as a percentage of total volume	100%
Codification of Rules	
Codification errors made by the division	1
Rulemaking assistance to agencies	
Training	
Number of staff attending rules training	31
Cumulative hours trained	71
Procedural review of rules	
Resolution of issues	
Filings with issues resolved prior to publication	292
Filings with issues as % of total filings	20%
Total number of issues identified and resolved	354
Agency notification of deadlines and events	
Notice of rules due for five-year review	
Number of rules for which the statutorily required notice was sent	298
Percentage of rules for which statutorily required notice was sent by the statutory deadline	100%
Number of rules due for five-year review for which a 2nd courtesy reminder was sent	99
Notice of rules about to lapse	
Number of rules for which notice of rules about to lapse was sent	16



DIVISION OF ARCHIVES & RECORDS SERVICE

ADMINISTRATIVE OFFICES
346 South Rio Grande
Salt Lake City, UT 84101-1106
Phone: 801-531-3848
Fax: 801-531-3867
Monday - Friday 8am - 5pm

RESEARCH CENTER
300 South Rio Grande
Salt Lake City, UT 84101
Phone: 801-533-3535
Fax: 801-533-3504
Monday - Friday 9:00am - 4:00pm

RECORDS CENTER
2341 South 2300 West
West Valley City, UT 84119
Phone: 801-975-4016
Fax: 801-974-0336
Monday - Friday 8:00am - 5:00pm

www.archives.utah.gov

MISSION STATEMENT

"To assist Utah government agencies in the efficient management of their records, to preserve those records of enduring value, and to provide quality access to public information."

EXECUTIVE TEAM



John Koerner, Patricia Smith-Mansfield, and Ken Williams

- Patricia Smith-Mansfield, Director
pmansfield@utah.gov 801-531-3850
- Ken Williams, Deputy Director
kenwilliams@utah.gov 801-531-3840
- John Koerner, Administrative Services Manager
jkoerner@utah.gov 801-531-3865



Archives Research Center located at the Rio Grande

DIVISION DIRECTOR MESSAGE



Patricia Smith-Mansfield, Director

The citizens of Utah are engaged in open government more than ever and for good reasons. State records provide citizens the opportunity to become involved in government and understand its actions. This year, the State Archives provided valuable assistance to both citizens and policy makers as the Government

Records Access and Management Act (GRAMA) went through an intensive review. As stakeholders discussed potential changes to GRAMA, the State Archives was able to provide insight on short and long-term effects of proposed changes, especially as it might affect the retention and management of records.

Transparency in government relies on effective records management and the preservation of and access to the State's historical records. The work of the State Archives stands at the center of these pivotal activities.

The importance of government records requires diligence in developing recovery plans for disaster response and the ongoing care for the preservation of records. The State Archives is fortunate to be involved in an important national project, where the State Archives can leverage expertise to take advantage of the knowledge, skills, and tools of archivists and preservationists across the nation.

The Connecting to Connections Exchange, having launched its first forum in September, is an ongoing initiative dedicated to the preservation of the nation's cultural heritage treasures—found in state archives, libraries, and museums. The State Archives provides critical support to Utah's regional and local repositories. It is an active participant in the nationally sponsored Inter-Governmental Preparedness of Essential Records project (IPER). The State Archives will take valuable preservation tools obtained from this forum and tie them to the resources of the IPER project for a full preservation perspective reaching Utah's local cultural institutions.

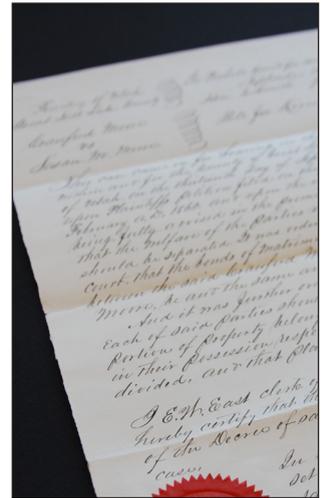
FY 2011 DIVISION HIGHLIGHTS

- The “Friends of the Archives” volunteer program contributed 4,700 hours to the acquisition, processing, and providing access to essential records in the Archives custody during the year.
- The Archives added over 163,000 images to the Digital Archives with the Senate’s Working bill files from 1896 to 1989, completing the collection of both House and Senate Working bills. The Digital Archives has more than 800,000 images online, and public usage increased 70% from last fiscal year, with over 2,036,000 views.
- The Archives processed and indexed 1027 cubic feet of historic records, including collections from the Governor’s Office, state agencies, the courts, and local governments.
- In response to state initiatives of optimization and state agency realignment, the Archives developed a new online research guide, *State Government Organization*, which provides a comprehensive list of record series concerning Government Optimization over time. Important collections were put online to assist state leaders and inform the public.
- The Archives developed *Guidelines for Administrators*, an online research guide to help government administrators understand their responsibilities in records management, including separating agency records from their personal papers.
- The Archives significantly improved functionality of its Electronic Archives management system, due, in part, to the GeoMAPP project, including operations in data ingest, capturing checksums, metadata extractors, and advanced searching capabilities.



Mark Dalton - State Records Center

- The Archives appraised and accessioned 384 cubic feet of backloged archival material in microfiche format and posted 498 new online finding aids, as part of a grant from the National Historical Publications and Records Commission.
- “Family Tree Magazine” honored the Archives’ website as one of the Best State Websites for Genealogy, <http://familytreemagazine.com/article/2010-best-state-websites>.



Salt Lake County Bill For Divorce
1860

- The Archives assisted the public in GRAMA appeals and provided support to the State Records Committee. The Committee heard 20 appeals out of 110 hearing requests. Over 300 individuals inquired about how to appeal denial of records access.

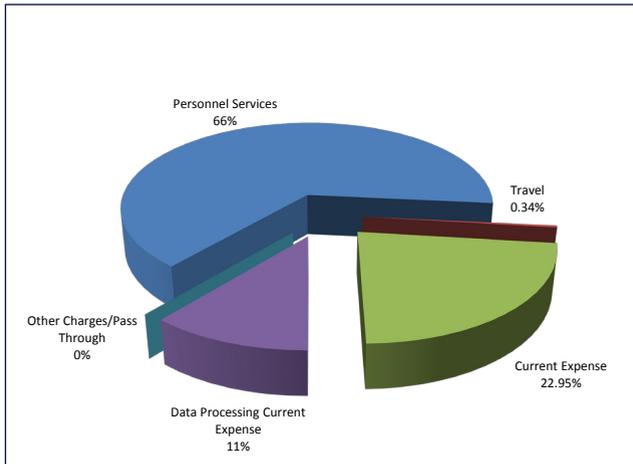


State Records Committee Hearing

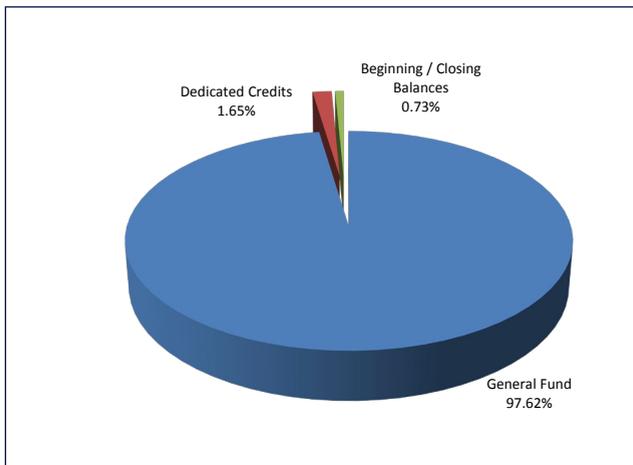
- The Archives assisted and trained over 5,200 individuals in governmental entities on such issues as records management, GRAMA, electronic records, and the public notice website.

**FISCAL YEAR ENDING JUNE 30, 2011
(Unaudited)**

State Archives Expenditures



**State Archives Revenues
\$2,202,800**



SERVICES AND FUNCTIONS

Records Management Services

Provides consulting services and surveys to state and local government agencies in records management. Establishes guidelines and standards. <http://archives.utah.gov/recordsmanagement/index.html>

Provides training on the Government Records Access and Management Act (GRAMA) and records management. <http://archives.utah.gov/recordsmanagement/index.html>

Provides GRAMA information (appeals, classification) and staff support and services to the State Records Committee. <http://archives.utah.gov/src/src-members.html>, <http://archives.utah.gov/recordsmanagement/index.html>

Stores and retrieves inactive records for governmental entities. Properly destroys obsolete records according to legal retention periods. <http://archives.utah.gov/recordsmanagement/index.html>

Archives Services and Public Access

Appraises state records and assists governmental entities and repositories with appraisal of historical records. <http://archives.utah.gov/archivistresources.html>



Patricia Smith-Mansfield, Director

Maintains non-current records of permanent historical value. Preserves the original record.

<http://archives.utah.gov/research/index.html>

NAME	DAILY	PRIZE	DATE IN U.	TERM IN U.	DATE & CO.
John Wilson	4	Brayley Dec 1/93 2 yrs	Aug 1/88		
Wm. R. Stewart	3	Aug 2/88 14/25 24 1/2 yrs	7		
B. C. Cummings	2	Brayley May 24/94 18 mos			
Robert Tate	2	La Bae " 9 23 3 yrs	9		
William Fussy	3	Brayley Oct 2/94 1 yr	13		

Governor Caleb West's Prisoner Release List-1895

Maintains and provides access to public records in Archives' custody, assisting patrons through research room services and online. Provides copies of historical records in a variety of formats. <http://archives.utah.gov/research/index.html>

<http://archives.utah.gov/digital/index.html>

Creates guides, finding aids, and indexes and arranges, describes, and catalogs historical records in Archives' custody. <http://archives.utah.gov/research/index.html>

Public Outreach

Provides outreach, training, workshops, papers, and presentations on archival preservation and access.

<http://archives.utah.gov/USHRAB/index.html>

<http://archives.utah.gov/archivesmonth/index.html>

Provides support for the network of approved regional repositories and assistance to local repositories. <http://archives.utah.gov/USHRAB/index.html> and <http://archives.utah.gov/archivistresources.html>

Preservation Services

Operates a microphotography imaging center.

Reformats records to preserve permanent records.

<http://archives.utah.gov/recordsmanagement/index.html>

Establishes and maintains standards of quality control and assists agencies in microfilming/digital programs. Provides access to microfilmed records.

<http://archives.utah.gov/recordsmanagement/index.html>

Public Notice and Assistance

Administers the Utah Public Meeting Notice website and provides access to all governmental entities' public meeting and hearing notices, minutes, and agendas.

<http://www.utah.gov/pmn/index.html>, <http://archives.utah.gov/public-notice>



Joshua Bullough appraises microfilm

BOARDS AND COMMITTEES

- State Records Committee
- The Utah State Historical Records Advisory Board



Volunteer Bill Matthews digitizing records

GRANTS COMPLETED IN 2010

- Library of Congress, \$28,000, a partnership grant for GIS historical records preservation.
- National Historical Publications and Records Commission Grant, \$20,000 for support of the Utah State Historical Records Preservation Board and to provide training and development to local repository staff and volunteers at regional repositories.

GRANTS IN FISCAL YEAR 2011 AND CONTINUING THROUGH FISCAL YEAR 2012

- Library of Congress, \$16,000, a partnership grant for GIS historical records preservation.
- National Historical Publications and Records Commission Grant, \$80,600 for the processing of microfiche records in the Archives custody.

DAS STATEWIDE CUSTOMER SERVICES SUMMARY FOR FY 2011



Services Provided	Total
Records Management	
Agency consultations/trainings	4,032
Record retentions schedules	26,777
Records Storage	
Volume of Records	118,679
Cost avoidance	\$1,735,087
Retrieval of inactive records	9,265
Destruction of records	5,783
Cost avoidance	\$84,547
Access of Essential Records	
Patron Research Center assistance	9,352
Public research on digital archives	2,035,722
Public use of Public Notice website	106,008
Public outreach participants	7,643
Preservation of Records	
Historical records volume	36,420
Historical records on microfilm	120,130
Consultations/training	478
Reformatting	
Reformatting	1,513,856
Public Notices	
Public bodies	1,837
Public notices	21,317
State Records Committee	
Appeals heard	20
Appeals requested, not heard	12
Appeals officially denied	110



Facilities Construction & Management

a division of the Department of Administrative Services

**DIVISION OF FACILITIES CONSTRUCTION
AND MANAGEMENT**
4110 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3018
Fax: 801-538-3267
www.dfc.utah.gov

MISSION STATEMENT

"To provide professional services to assist state entities in meeting their facility needs for the benefit of the public."



University of Utah Tanner Humanities Building



Bruce Whittington, Gregg Buxton, and Lynn Hinrichs

EXECUTIVE TEAM

- David G. Buxton, Director
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- Lynn A. Hinrichs, Assistant Director, Construction
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- Bruce Whittington, Assistant Director, Facilities
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- Kurt Baxter, Capital Budget Manager
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- Cee Cee Niederhauser, Administrative Assistant
cniederhauser@utah.gov 801-538-3261



New Unified State Laboratory in Salt Lake City

DIVISION DIRECTOR MESSAGE



Gregg Buxton, Director

The Division of Facilities Construction and Management (DFCM) manages all state owned and occupied facilities. Responsibilities encompass all phases of construction, maintenance, leasing, and energy services. We oversee all non-higher education and non-judicial branch leases as well as managing the allocation

of state owned space. In Fiscal Year 2011, DFCM managed over \$1.5 Billion in construction projects throughout the state and in so doing we remain committed to maintaining exceptional services to our clients. In addition, DFCM manages the day to day operation and maintenance of over 180 buildings which house state agencies, local governments and educational entities across the state. We also support the Utah State Building Board in developing its recommendations for Capital Development projects and allocating Capital Improvement funds.

Our goals include providing the highest quality in service and management together with best value solutions for our clients. In order to accomplish this we are leveraging expertise with our dedicated, professional and hardworking employees in all aspects of the construction and maintenance field.



New Museum of Natural History

One important initiative is to provide energy reduction assistance to state agencies in meeting the Governor's energy conservation goals while maintaining fiscal responsibility. In so doing, DFCM's Energy Group provides assistance to agencies and manages the State's Revolving Loan Fund which supplies low cost loans for energy projects throughout the state.



Uintah Basin Applied Technology College in Vernal

Over the past few years DFCM has struggled with budget challenges. In light of these challenges, the Division has endeavored to maintain the same quality of service through restructuring, new efficiencies and innovation. A great success is our teleconference room which allows us to manage selected projects via a remote camera, thus saving hundreds of thousands of dollars annually in travel and man hours. In addition we are using Bid Sync to automate and improve our bid process. We continue to look at our Value Based Selections to ensure they are fair and accurate.

We operate our division efficiently while at the same time remaining committed to maintaining exceptional services to our clients – concentrating on quality selections, service and management of state-owned facilities. We take great pride in our efforts to move forward with construction projects that are on time, on budget and of exceptional quality.

FY 2011 DIVISION HIGHLIGHTS

- SUU Science Center Addition
- WSU Housing Phase 1
- OWATC Health Technology Building
- USU USTAR Bio Innovation Research Institute
- USU Sant Engineering Building
- USU Early Childhood Education Research Center
- U of U College of Nursing Remodel
- ABC Warehouse Expansion
- ABC Holladay Liquor Store
- ABC Bountiful Liquor Store
- ABC Springville Liquor Store



Construction Manager, Craig Wessman

- MATC New Campus Building
- Reading Center for the Blind
- Snow College Library
- Museum of Natural History
- Bingham Entrepreneurial & Energy Research Center
- Old DEQ North & South Building Remodels
- Housing for the Blind

- 55 buildings managed by DFCM were verified as exceeding the national energy star label rating standard.
- Darrell Hunting awarded *Project Manager of the Year* from Associated General Contractors
- Real estate lease rates were calculated to be 14.95% less than industry average in the last reporting period
- 89% of improvement projects were completed or under contract within 12 months of funding.
- DFCM's average operation and maintenance costs were significantly below the local average and are currently 54% below the national average (published by BOMA).
- Implementation of Bid Sync Program
- Implementation of Electronic Plan Review Program



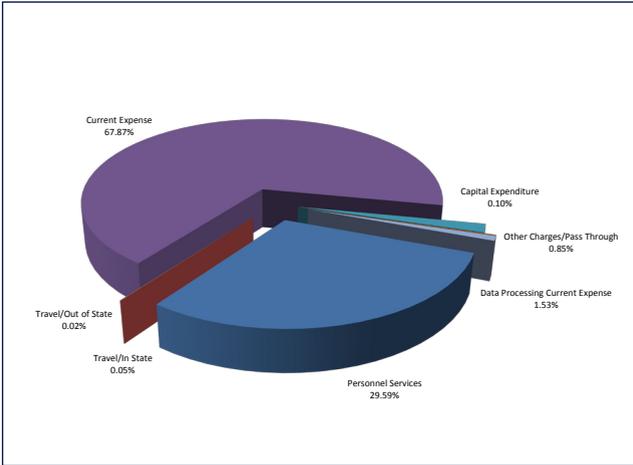
Darrell Hunting



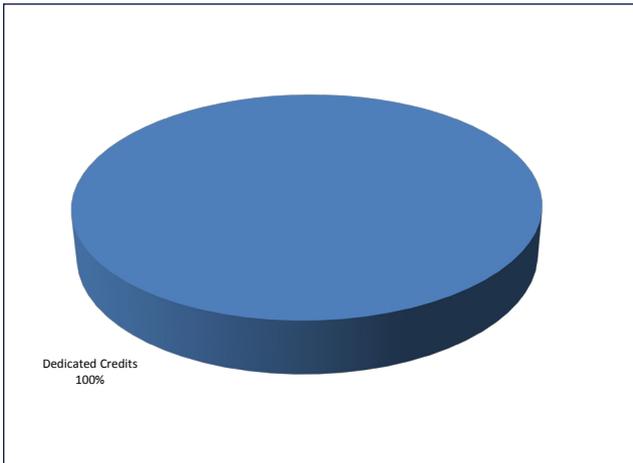
DFCM Energy Group: John Burningham, Bianca Shama and John Harrington

**FISCAL YEAR ENDING JUNE 30, 2011
(Unaudited)**

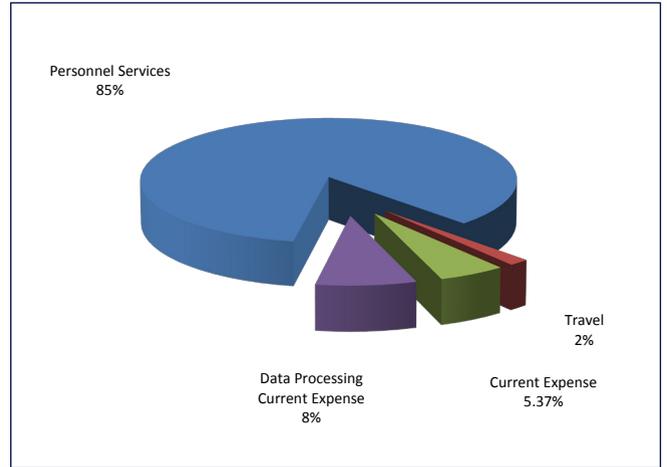
DFCM Facilities Management Expenditures



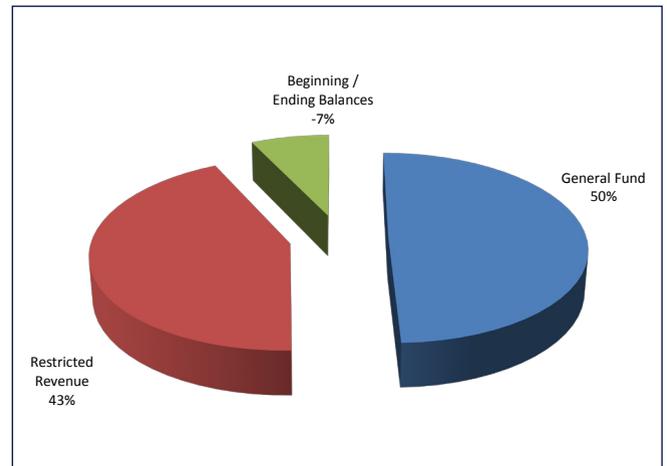
**DFCM Facilities Management Revenues
\$27,222,000**



DFCM Administration Expenditures



**DFCM Administration Revenues
\$4,339,600**



SERVICES AND FUNCTIONS

The Construction Management section of DFCM is responsible for constructing state facilities. After buildings are approved and funded by the Utah State Legislature, the Construction Management team is responsible for architectural programming design and selection; construction management and selection, testing and inspections services; and monitoring warranty period.

The Facilities Management section within DFCM provides comprehensive building maintenance and management services. This service consists of several different sections within the organization working to meet the needs of both the tenant agencies and the state building asset. These sections consist of management and maintenance services; central contract and accounting services; and energy management and electronics resource support.

The Real Estate Group of DFCM manages and negotiates all real property leases for most state agencies and institutions. Through the Real Estate Group, DFCM manages over \$23 million of state agency budgets appropriated for rent. This group manages real property acquisitions, sales, rights of way, easements, lease and general obligation bonds and any other property related issues.

State Building Energy Efficiency Program (SBEEP) promotes energy savings and efficiency in state buildings. The program provides funding resources as well as tools and cost-effective methods for energy efficient design, construction and operation. Programs include energy design standards, rating systems, product analysis, performance tracking, recommissioning, and ESCO loan programs.

BOARDS AND COMMITTEES

The following boards or committees oversee DFCM operations or provide advisory support:

- State Building Board
- State Rate Committee
- Utah State Code Commission
- State Building Ownership Authority
- Utah State Seismic Safety Commission
- Utah State Legislative Capital Facilities & Government Offices Appropriations Committee



Members of the Utah State Building Board from left to right: Gordon Snow, Chip Nelson, David Fitzsimmons, Sheila Gelman, George Daines, Ned Carnahan, and Ron Bigelow. Jeff Nielson (not present)

DAS STATEWIDE CUSTOMER SERVICES SUMMARY FOR FY 2011



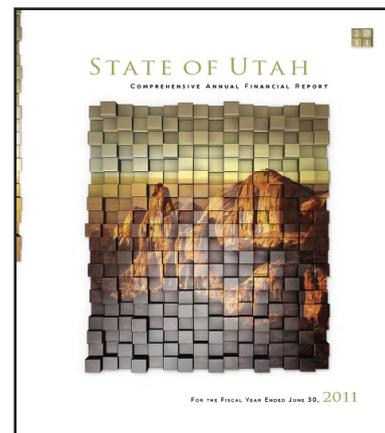
<u>Services Provided</u>	<u>Total</u>
Real Estate Current Leases	
Ground Leases	
Total number of leases	39
Total square feet	12,679,519
Total annual rent	\$469,472
Average rent per square foot	\$0.04
Non-Ground Leases	
Total number of leases	359
Total square feet	1,775,246
Total annual rent	\$25,128,530
Average rent per square foot	\$14.15
Total, All Leases	
Total number of leases	398
Total square feet	14,454,765
Total annual rent	\$25,598,003
Average rent per square foot	\$1.77
Construction Management – Improvement Projects	
Number of projects	336
Project budget	\$117,600,000
Construction Management – Development Projects	
Number of projects	36
Project budget	1,420,000,000
Construction Management	
Inspection contracts	162
Number of Value Based Selections	28
Operation and Facilities Maintenance	
Maintenance cost	\$26,262,607
Cost per square foot	\$4.10



DIVISION OF FINANCE
2110 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3082
Fax: 801-538-3244
www.finance.utah.gov

MISSION STATEMENT

“The Division of Finance serves Utah citizens and state agencies with fiscal leadership and quality financial systems, processes, and information.”



Utah was awarded the Certificate of Achievement in Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the 26th consecutive year

EXECUTIVE TEAM

- John Reidhead, Director
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- Brenda Lee, Assistant Director
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- Rick Beckstead, State Accountant
rbeckstead@utah.gov 801-538-3100
- Marcie Handy, Assistant Comptroller
mhandy@utah.gov 801-538-1678
- Jerry Gearheart, Financial Information Systems Manager, jgearheart@utah.gov 801-538-1023
- Mark Austin, State Payroll Coordinator
maustin@utah.gov 801-538-3023
- Judd Houser (DTS), IT Manager
jhouser@utah.gov 801-538-9674
- Barbara Sutherland, Administrative Secretary
bsutherland@utah.gov 801-538-3020



From Left to Right: Jerry Gearheart, Rick Beckstead, John Reidhead, Judd Houser, Mark Austin, Marcie Handy, Barbara Sutherland, and Brenda Lee

DIVISION DIRECTOR MESSAGE



John Reidhead, Director

The Division of Finance serves Utah citizens and state agencies with fiscal leadership and quality financial systems, processes, and information. This includes maintaining the State's central accounting and payroll systems; ensuring compliance with state financial laws; maintaining a statewide data warehouse of financial information; producing the State's official financial statements; processing the State's payments; operating the Office of State Debt Collection; and maintaining the State's financial transparency website.

During Fiscal Year 2011, Finance continued to look for cost savings, and ways to streamline and automate statewide financial processes as follows:

System consolidation – Leveraged functionality in our statewide payroll system to eliminate an entire separate garnishment system that has been used in the past.

Automating travel expenses – Implementing a travel module in the payroll system to streamline and automate the pre-approval of employee travel and the processing of employee reimbursements.

Automating accounts payable – Studied state agencies' accounts payable processes in preparation for implementing an automated and electronic statewide process to scan, approve, and pay invoices.

During Fiscal Year 2012, Finance will continue to look for ways to streamline and automate by implementing an option for vendors to be paid via credit card; completing the upgrade of the FINDER system; implementing a statewide program for assessing, reporting, and monitoring internal controls; and doing a "financial" benchmarking study to assess operations in our division.

FY 2011 DIVISION HIGHLIGHTS

- **Transparency Website** – Coordinated and regulated the posting of financial data by 271 government entities to the Utah Public Finance website, www.transparent.utah.gov, including cities, towns, special and local districts, and counties. We met with numerous foreign visitors who are interested in the State's transparency initiative and website. These visitors came from around the globe including Iraq, South America, Romania, and Russia, to name a few.



The Division of Finance met with visitors from Iraq to discuss Utah's Transparency website in March 2011

- **FINDER** – Collected \$12.65 million in debts through the FINDER system, including \$1 million owed to the IRS.
- **Collections** – Collected \$5.1 million in receivables, fees, and interest through the Office of State Debt Collection that would otherwise have been written off.
- **FINET Productivity** – Processed 1,665,217 documents in FINET and handled 6,516 calls through the Help Desk.
- **Automated Payables** – Commissioned a statewide study of state agencies' accounts payable processes to determine the best way to reduce data entry and paper handling when paying the State's bills.
- **Card-Based Vendor Payments** – Issued a Request for Proposal (RFP) and selected a vendor to implement a program to pay state vendors electronically through a credit card. The State

may receive a rebate back from the credit card companies in addition to streamlining a portion of the accounts payable process for the vendors that choose this method of payment.

- **Debt Collection Legislation** – Worked with the Legislature to pass legislation that 1) Enhances the State's ability to collect receivables by obtaining information from other state agencies such as the Department of Workforce Services; and 2) Clarifies restitution statutes to improve the State's ability to collect these types of debts.
- **National Awards** – Earned the Certificate of Achievement of Excellence in Financial Reporting from the Governmental Finance Officer's Association for the 26th consecutive year. Received a Distinguished Service Award from the National Association of State Comptrollers for timely completion of the State's comprehensive annual financial report while early implementing significant new accounting standards.

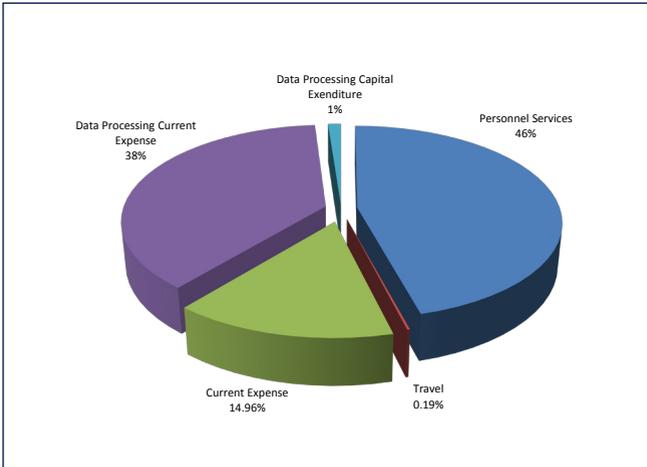


Gary Morris, Julie D'Alesandro, and Lynn Bodrero work on the State's comprehensive annual financial report (CAFR)

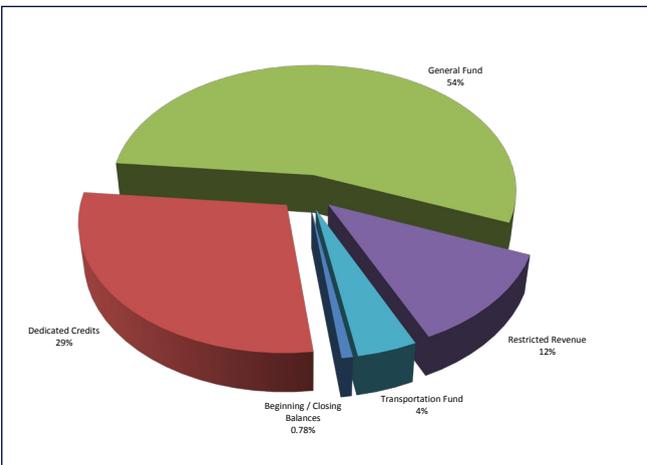
- **P-card Rebates** – Issued \$85,321 in rebates on p-card purchases to state agencies and \$17,249 to participating local governments.
- **Leadership** – Marcie Handy, Assistant Comptroller, Division of Finance, – Chair, 2011 – Utah Government Auditors Association (UGAA). Brenda W. Lee, Assistant Director, Division of Finance – President-Elect, 2011-2012 – Northern Utah Association of Government Accountants (NUAGA). John C. Reidhead, Director, Division of Finance – Board Member 2011-2012 – National Association of State Comptrollers (NASC).

**FISCAL YEAR ENDING JUNE 30, 2011
(Unaudited)**

Finance Expenditures
Includes OSDC, excludes Finance Mandated



Finance Revenues
\$10,815,600
Includes OSDC, excludes Finance Mandated



SERVICES AND FUNCTIONS

Disbursements – Audits travel and payment vouchers. Manages over 86,000 vendors in the FINET Accounting System. Processes and submits 1099 reportable income information to the IRS each calendar year end. Processes tax refund payments and the mailing and distribution of all centrally processed payments made from state funds. Administers the FINDER program which matches tax refunds and vendor payments with outstanding receivables due to the State. Those receivables include tax bills, child support, student loans, court fines, and unemployment insurance. Manages the State’s Purchasing Card (P-card) program for state agencies and participating local governments.



Sheri Witucki reviews and enters contracts into FINET and Lonny Arnell runs the FINDER system

Office of State Debt Collection (OSDC) – Collects and manages state receivables, develops consistent policies, procedures and guidelines for accounting, reporting, collecting and writing-off monies owed to the state. Prepares quarterly and annual reports of the State’s receivables. Oversees and monitors state agencies’ receivable programs to ensure that state agencies follow established policies and procedures and collection of accounts receivable is efficient.

www.finance.utah.gov/debt

Financial Reporting – Issues the State’s audited Comprehensive Annual Financial Report (CAFR). Coordinates budget setup, monitors agency budgets, and prepares the statewide cost allocation plan. Provides accounting, servicing, and safeguarding of original loan documents for loans

issued by state agencies. Establishes and monitors detailed revenue reporting. Monitors the Payment Tracking System (PTS) that interfaces with state agencies and the bank to insure that only approved payments are paid by the State's bank. Monitors the statewide Fixed Asset System. Develops and maintains Accounting Policies and Procedures for the State. www.finance.utah.gov/reporting.

Financial Information Systems – Maintains and operates FINET, the statewide accounting system, including providing a help desk and training to state agency personnel. Maintains systems for tax and wage garnishments, payment tracking, 1099 reporting, unclaimed property, and Check Writer. Maintains the division's data warehouse which contains financial, personnel, and payroll information. Provides data to the State's financial transparency website. www.finance.utah.gov/warehouse



Larry Simpson supervises the Help Desk and FINET training

Payroll – Maintains and operates the statewide payroll system, including the payroll self-service portal (ESS). Produces and processes employee pay, benefits, and deduction data such as regular wages, other pay, overtime, insurance fees, retirement, salary deferrals, charitable fund contributions, etc. www.finance.utah.gov/payroll

CONSOLIDATED BUDGET AND ACCOUNTING (CBA)



David Williams, Director

As recommended by Governor Herbert's Optimization Commission, this shared services program began in May 2011 to perform the budget and accounting services for the entire department in a centralized unit. This group was organized to take advantage of existing expertise in the department, to perform the accounting procedures more effectively and efficiently by capitalizing on economies of scale, and to position the Department to offer accounting as a service to other agencies in the future. The consolidation will also assist with improving consistency across Divisions, systems and processes; and will help eliminate any past



CBA Management Team: Dave Williams, Doug Stout, Loretta Tatum, and Curtis Burk

duplication of effort. In creating this group, 32 full and part-time employees performing various accounting duties were consolidated into a staff of 18 dedicated, full-time employees. Since inception, the CBA has been able to increase productivity and absorb additional workload from the DAS Divisions.

The creation of this group allows DAS Divisions to focus on their core operations with the confidence that the budget and accounting functions are taken care of. Service level agreements enable Divisions to understand the services provided and help ensure that the timeliness and quality of service is maintained.



Tanya Price processes transactions in the newly formed CBA group

Significant milestones for the CBA since it was officially launched on May 16, include: hiring a director; unveiling the organizational structure to management and staff; implementing a service level agreement with each Division; presenting new rates through the rate hearing process; creating a “transactions group” to process accounting documents; and organizing a steering committee of DAS stake holders to assist with CBA oversight.

BOARDS AND COMMITTEES

- Utah Transparency Advisory Board
- Indigent Defense Funds Board
- Post Retirement Benefits Trust Board
- Judicial Conduct Commission

DAS STATEWIDE CUSTOMER SERVICES SUMMARY FOR FY 2011



Services Provided	Total
Accounting Operations	
FINDER intercepts	47,520
FINDER intercept collections	\$ 12,650,806
New contracts reviewed and processed	4,124
Contract modifications processed	4,407
Post-audited payments	7,056
Post-audit findings	122
P-card transactions	98,616
P-card dollars spent (state managed cards only)	\$21,111,137
Financial Information Systems	
Interfaces processed	9,026
FINET documents processed via interface	645,495
FINET documents processed total	1,664,181
Accounting lines processed in FINET	8,438,854
Help Desk Calls	6,516
Students attending training	292
Payroll	
Active employees on SAP	29,340
Employees with access to ESS time entry	16,554
Number of off-cycle checks	206
Office of State Debt Collection	
Accounts placed for collection	34,454
Value of accounts placed for collection	\$69,298,913
Number of payments received	29,309
Payments received	\$5,105,905
Financial Reporting	
Number of loans serviced	2,278
Serviced loans principle balance	\$1,181,838,832



DIVISION OF FLEET OPERATIONS
4120 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3014
Fax: 801-538-1773
www.fleet.utah.gov

MISSION STATEMENT

“Emphasizing customer service, we provide safe, efficient, dependable, and cost effective services.”



Ford Taurus in State fleet

EXECUTIVE TEAM



Tami Nelson, Scott Bingham, Sam Lee, Gary Robertson, and Jeff Done

- Sam Lee, Division Director
samlee@utah.gov 801-538-9675
- Gary Robertson, Deputy Director
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- Scott Bingham, Fleet Manager
swbingham@utah.gov 801-537-9134
- Jeff Done, Fuel Network Manager
jeffdone@utah.gov 801-583-3695
- Tami Nelson, State Travel Office Manager
taminelson@utah.gov 801-538-3109



New State vehicle ready to be issued

DIVISION DIRECTOR MESSAGE



Sam Lee, Director

The Division of Fleet Operations (DFO) provides services to support the needs of state and local government agencies throughout Utah from Logan to St. George. Programs in the Division include the state fleet, state fuel network, and state travel office. Each program in the Division is recognized as an industry

leader with excellent cost efficiency and high customer satisfaction. Fiscal year 2011 was another successful year for DFO as we endeavored to be the preferred and recommended provider of fleet, fuel, and travel services among state and local governmental agencies served.

State Fleet

The fleet program is tasked with the responsibility to manage all aspects of the state fleet from purchase to the sale of the vehicle at the end of its useful life. Core functions include the monitoring and scheduling of maintenance/repair on vehicles, documenting and processing vehicle accidents, fuel card management, roadside assistance, and tracking driver's license status. Fleet's staff of 11 works to ensure each detail about the leased fleet of vehicles is administered in a timely way so vehicles are available for use by the leasing agency. DFO also has a compliance role in the state and had great success this past year removing 46 underutilized vehicles from the fleet. This cost efficiency was a direct result of DFO initiated questions to agencies about their low use vehicles.

State Fuel Network

A core requirement of a fleet management program is the availability of fuel to customers for a competitive rate. The State Fuel Network provides this critical role for a large customer base of over 40,000 vehicles participating at all levels of state and local government in Utah. The Fuel Network also orders and maintains

fuel for 450 tanks state-wide including 130 fuel sites with card readers. In addition, the State Fuel Network ensures compliance on all state owned underground storage tanks. This year the Fuel Network partnered with Syracuse City to install a new fuel site at their public works facility. This will allow all government agencies in the local area an additional fueling location within Davis County and will save Syracuse City significant fuel costs using the State's combined purchasing power.



Michelle Austin orders fuel for State fuel network sites

State Travel Office

The State Travel Office was transferred to Fleet Operations from the Division of Finance this year. One of the first initiatives was to simplify the shared responsibility between Fleet Operations and the State Travel Office for short term vehicle rental services. A single Western State's Contract Alliance (WSCA) contract was set up to handle both in-state and out-of-state travel needs for all customers serviced by the State Travel Office. The current State Travel staff is outsourced through Christopherson Business Travel and serves the needs of both state and local government customers. Travel agents servicing business travel needs processed more than 19,000 airline tickets in FY11. This cooperative contract served the state and local customers well during FY11 with an estimated \$1.8 million in travel savings primarily from airline rental contract benefits.

FY 2011 DIVISION HIGHLIGHTS

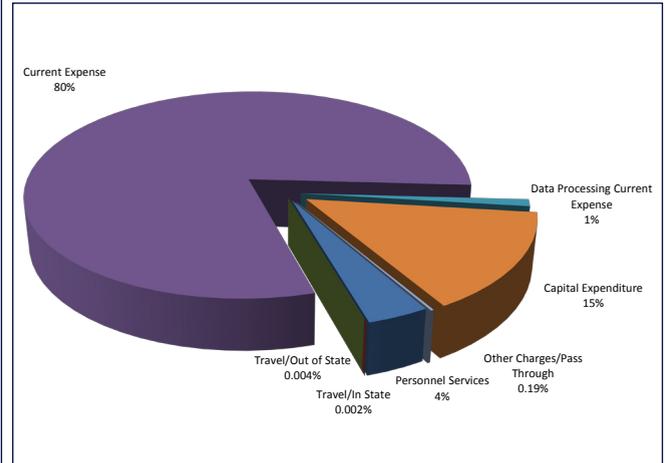
- The Division of Fleet Operations was recognized at the Green Fleet Conference (Dallas Texas, October 2011) as a recipient of the “Top 40 Government Green Fleet” award.
- A new vehicle cost comparison utility was developed to help drivers make an informed decision about using a personal vehicle over a state vehicle.
- Implemented a formal negotiated parts and labor rate process for maintenance and repair vendors working on state vehicles.
- Completed a formal cost study of lease rates against private sector providers. Current lease rates are on average \$143 per vehicle per month less than private vendors.
- State Travel Office rental car contracts saved the state and political subdivisions more than \$56,000 when compared to FY10 rental costs.
- In FY11, the State Fuel Network installed 17 new card readers at state fuel sites that will allow tighter control of the state fuel inventory.
- Fleet Operations is working with the Utah Clean Cities Coalition on a matching grant with the Federal Government to cover 28% of the incremental cost of CNG and hybrid vehicle purchases in the state fleet.
- The Clean Cities Coalition grant will also help cover 28% of upgrades cost already completed on six existing CNG fuel site compressor and dispenser equipment owned and operated by Fleet Operations.



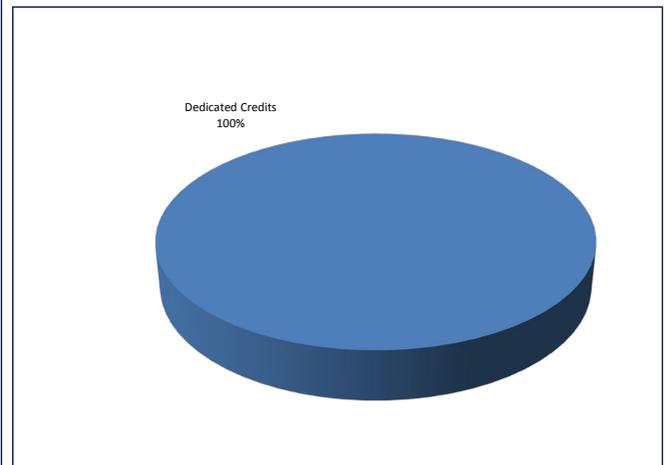
Rich Hullinger manages Fleet's system information tools

FISCAL YEAR ENDING JUNE 30, 2011 (Unaudited)

Fleet Operations Expenditures



Fleet Operations Revenues \$63,285,600



SERVICES AND FUNCTIONS

- Vendor lists used by drivers for the maintenance and repair of state vehicles <http://fleet.utah.gov/fleet/maintenance.html>
- Fleet vehicle data reports for agencies to use in the management of their vehicles <http://fleet.utah.gov/reports/index.html>
- Online airline, hotel, rental car travel request forms <https://www.cbtravel.com/business/request/state/>
- Personal owned vehicle cost comparison utility <http://webapps2.fleet.utah.gov:8080/general/>
- Fuel dispensing services from state owned fuel sites <http://mapserv.utah.gov/UtahDFOFuelSites/>



Granite School District Fuel Site

- Fuel card services used at state fuel network and commercial fuel sites <http://fleet.utah.gov/fuel/gascard.html>
- Fuel dispensing services to the public at state owned CNG fueling locations <http://fleet.utah.gov/fuel/cng.html>

BOARDS AND COMMITTEES

Motor Vehicle Review Committee (See 63A-9-301)

DAS STATEWIDE CUSTOMER SERVICE SUMMARY FOR FY 2011



Services Provided	Total
Fleet Operations	
Average cost per mile	\$ 0.367
Average miles per gallon*	19.5
Count of take home drivers approved	1,291
Miles traveled	79,034,272
Preventable accidents	283
Total gallons of fuel used	5,809,239
Total miles traveled between preventable accidents	244,891
Total leased vehicle count by agency	7,362
State Travel	
Airline Tickets Booked	5,479
Hotels Booked	2,312
Out-of-state Rental Car Days	2,697
Out-of-state Rental Cars Booked	840
Total Hotel Nights Booked	5,847

*MPG only includes vehicles tracked in miles (fuel from vehicles tracked in "hour meters" are excluded)



**DIVISION OF PURCHASING &
GENERAL SERVICES**
3150 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3026
Fax: 801-538-3882
www.purchasing.utah.gov

MISSION STATEMENT

"To provide our customers best value goods and services."



Deloros Drabner processes mail at State Mail facility

EXECUTIVE TEAM

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- Paul Mash, Assistant Director, Cooperative Contracting ISF
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- Nancy Orton, Assistant Director
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- Jan Rogerson, Assistant Director, General Services
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- Yolanda Larrymore, Front Desk
ylarrymore@utah.gov 801-538-3026



Paul Mash, Kent Beers, Nancy Orton; Standing: Jan Rogerson

DIVISION DIRECTOR MESSAGE



Kent Beers, Director

The Division of Purchasing is recognized as one of the best managed public procurement agencies in the nation. In 2011, State Purchasing received the “Achievement of Excellence in Procurement” award from the National Purchasing Institute. Annually, the division manages over \$1

billion in public spend for goods and services. State Purchasing manages over 650 cooperative contracts for goods and services used in the day to day operations of state agencies, local governments and educational entities across the state. Cooperative contracting brings together the buying power of all government entities resulting in lower prices through volume discounts. Due to recent budget cuts and loss of purchasing staff, State Purchasing is transitioning to an Internal Service Fund by adding a small administrative fee on each cooperative contract, in order to maintain the high number of cooperative contracts that save governmental entities millions of dollars through lower prices. Operating as an Internal Service Fund, each time a governmental entity or school makes a purchase from a state cooperative contract, a small fee will be paid by the vendor to State Purchasing. The lower prices received by government entities and schools throughout the state will more than offset the cost of the administrative fee.

General Services operates three Internal Service Fund programs (1) State Surplus Property, (2) State Mail and Distribution Services, and (3) State Print Services.

State Surplus Property provides a resource to ensure the ethical disposition of the State’s excess resources. State Surplus provides pick-up, sales, and other means of disposal to include on-line auctions and retail sales. State Mail saves state

agencies and political subdivisions over \$1,950,000 annually through discount rates on processing, sorting and delivering mail. Note: The rates charged by State Mail are lower than rates charged by the U.S. Postal Service and other private sector mail service companies for the same services.

Through State Print Services, the State Copy Center saves state agencies over \$800,000 annually in printing costs. Other services such as binding, folding, drilling, and cutting are available at an average cost savings of 50 percent. The discount copy program is administered through a contract with Xerox Corporation. Price surveys show the rates charged by Xerox are consistently lower than rates charged by walk-in copy centers. The copier consulting program is a unique service program designed for walk-up or self-service copying environments. The program is administered internally by Print Services, and consists of right-sizing the purchase of copy machines for agencies, as well as overseeing maintenance, service, supplies, and billings.



Customer shops at the Surplus Property warehouse

FY 2011 DIVISION HIGHLIGHTS

- State Purchasing conducted over 3,300 procurements on behalf of state agencies.
- State Purchasing administered over 650 State Cooperative Contracts used by state agencies and other political subdivisions of the state to purchase goods and services.
- State Purchasing received the “2011 Achievement of Excellence in Procurement” award from the National Purchasing Institute.

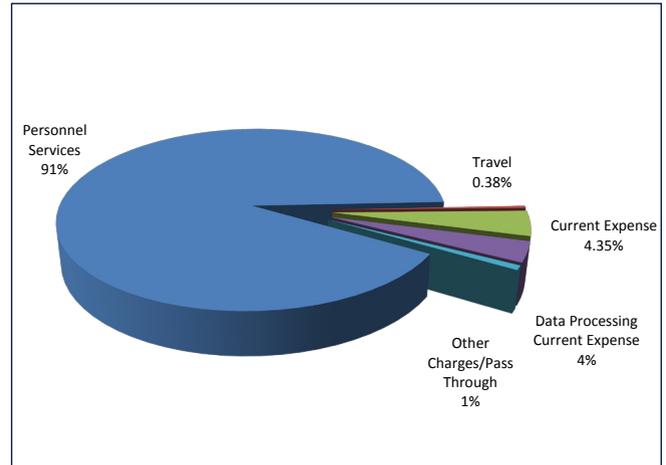


Division of Purchasing staff with “2011 Achievement of Excellence in Procurement” award

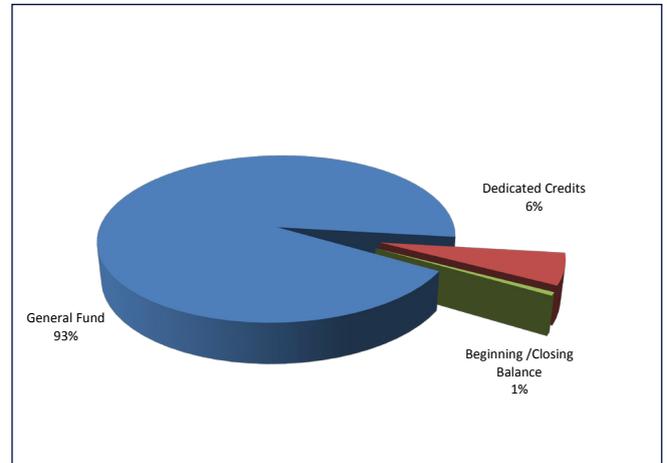
- State Purchasing continues the monthly “Purchasing Training Program” for purchasing agents located throughout the State of Utah including political subdivisions. This training is well received.
- State Surplus Property reduced the pickup time for agencies requests for disposal from 90+ days to less than 5 days.
- State Surplus Property reduced travel costs and enhanced services by coordinating Wasatch Front pickups with multiple agencies and locations.

FISCAL YEAR ENDING JUNE 30, 2011 (Unaudited)

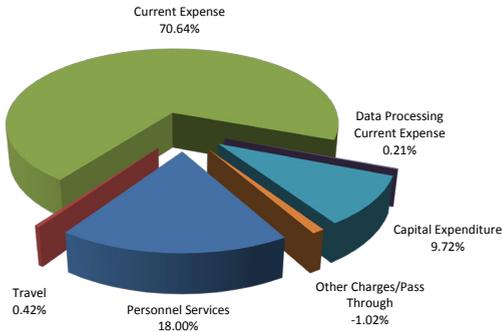
Purchasing Expenditures



Purchasing Revenues \$1,474,400

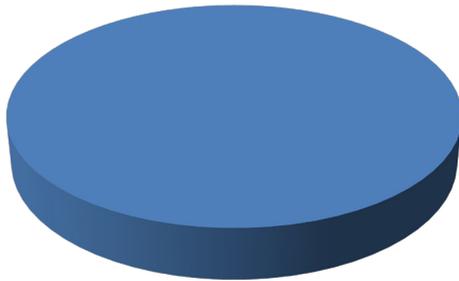


General Services Expenditures



General Services Revenue \$17,351,800

Dedicated Credits
100%



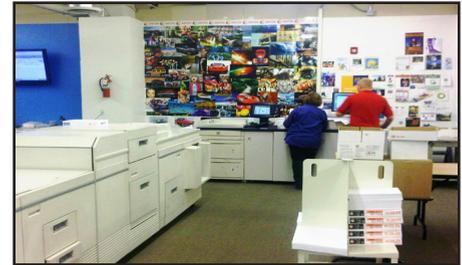
SERVICES AND FUNCTIONS

Purchasing - As a centralized purchasing function for all state agencies, the division processes request for goods and services, aids in writing of specifications, solicits and awards bids from suppliers, and manages state cooperative contracts.

General Services – provides the following essential services:

State Mail & Distribution Services – A full service mail processing and distribution operation.

Print Services – Manages essential document production services including Digital Print Services and the State Copy Center.



Surplus Property - Provides pick-up, sales, and other means of disposal of excess resources to include on-line auctions and retail sales.

BOARDS AND COMMITTEES

- Utah Purchasing From People With Disabilities Advisory Board (PDAB)
- Utah Privatization Policy Board
- Educational Purchasing Advisory Committee (EdPac)
- Utah Procurement Advisory Council (UPAC)
- Cities and Counties Purchasing Advisory Committee (CPAC)
- Western States Contracting Alliance (WSCA)
- National Association of State Procurement Officials (NASPO)

DAS STATEWIDE CUSTOMER SERVICES SUMMARY FOR FY 2011



**Purchasing &
General Services**
a division of the Department of Administrative Services

Services Provided

Total

State Purchasing

Use of State cooperative contracts	\$547,903,500
% of use by State agencies	41%
Voluntary use of State Cooperative Contracts by other public entities (higher and public education, cities, and counties)	\$324,500,000
% of use by other public entities	59%
Cost savings	\$18,995,000

State Mail and Distribution Services

Pieces of mail processed	28,476,618
Savings from freight and postage discounts	\$1,940,281

State Print Services

Number of jobs	3,850
Percent of jobs completed on time	100%

Surplus

Average Days Pickup	19.14
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Risk Management
a division of the Department of Administrative Services

DIVISION OF RISK MANAGEMENT
5120 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-9560
Fax: 801-538-9597
www.risk.utah.gov

MISSION STATEMENT

“To protect State assets, promote safety, and prevent losses through proactive, collaborative loss control and claims management, in partnership with the participating entities of the Risk Fund.”



The Utah State Capitol is one of the many assets insured by the State Risk Fund through the Division of Risk Management

EXECUTIVE TEAM

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- Jeff Coates, Claims Manager
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- Brian Nelson, Loss Control Manager
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- Brian Spencer, Administrative Manager
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- Morris Haggerty, Assistant Attorney General
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- Julie Clark, Executive Secretary
julieclark@utah.gov 801-538-9560



Back Row: Steve Hewlett, Jeff Coates, Morris Haggerty
Front Row: Brian Nelson, Tani Pack Downing, Brian Spencer

DIVISION DIRECTOR MESSAGE



Tani Pack Downing, Director

The mission of the Division of Risk Management (DRM) is to protect State assets, to promote safety, and to control against property, liability, and auto losses. DRM insures over \$27 billion of property, including over 6,853 buildings and 12,643 vehicles, and provides liability coverage for state agencies, higher education,

school districts and charter schools and their over 120,000 employees. Significantly, school district and charter school participation is voluntary and all school districts in the State of Utah and 70 of 80 charter schools have elected to participate in the State Risk Fund. DRM protects these employees and assets by first attempting to prevent accidents and losses.

We employ a team of skilled loss control specialists who interact with our insureds on a daily basis to spot problems and correct them before they lead to a loss. Despite our best efforts, losses still occur, such as property losses to buildings and autos or potential liability losses where damage and injuries may have been caused by our insureds. DRM deals with losses through our highly experienced claims adjusters who



Debbie Bowen approves claim payments in the Division's new claims management system

investigate and then resolve claims by insureds and third parties. While we keep losses down and service high by having significant self insured retentions, DRM insures against catastrophic losses by purchasing additional insurance from the private sector.

DRM has endeavored to benchmark its services and rates against those of other similar entities in order to identify ways we can serve our customers more effectively, efficiently, and economically. At the same time, DRM



The Division of Risk Management insures all state assets which include buildings, vehicles, schools, and even the Heber Creeper

has remained committed to maintaining adequate reserves to pay claims against the State and to protect State assets, promote safety, and prevent losses through proactive, collaborative loss control and claims management.

This past fiscal year, DRM replaced its claims system with one that is more user-friendly and capable of producing timely reports to our customers about the status of their claims. We have embarked on a progressive schedule for FY12 to expand this claims system into an enterprise information system that will electronically connect several computer systems within our office and DAS, as well as with systems in other State agencies. This will streamline the process of sharing information and significantly cut down on the amount of duplicate data entry for both sides of the process, thereby increasing efficiency and reducing data entry errors for those entities involved.

FY 2011 DIVISION HIGHLIGHTS

- **New RMIS System Implemented** - A new Risk Management Information Claims System was built and activated
- **Integration of New RMIS System with other State Systems Underway** – Completed the business analysis of potential integrations with other state systems which relate to the business of DRM. These integrations will assist DRM in handling a continually increasing workload
- **Pilot ERM Program Launched in DAS** - A pilot Enterprise Risk Management program was launched in DAS which identified 10 threats to the achievement of DAS goals. A champion was assigned for each threat to develop mitigation strategies
- **Risk Advisory Council Formed** - An advisory council made up of representatives of higher education, public education, charter schools and state agencies was formed to provide valuable feedback to DRM
- **July 2011 Claims Audit Received a 99% Superior Rating** - The claims audit, performed by an independent national consulting firm, gave DRM a 99% Superior rating for claims handling
- **RFP Completion** - Completed RFPs for flight school coverage and State Aeronautics
- **Benchmarks** - In the 2011 Cost of Risk survey of 25 participating states conducted by an independent consulting firm, Utah ranked lowest in tort costs, and lowest in salaries and wages as a percentage of total expenditures; 2nd lowest in workers' compensation program costs

DOING MORE WITH LESS

As insured properties and values continue to increase, the Division of Risk Management continually looks for ways to improve both efficiencies in business processes and effectiveness in assisting our customers protect the assets of the State. The workload has steadily increased over the last 11 years as the assets of the state have increased. While allotted only one additional FTE during that time period, DRM has embraced technological solutions to help fill the gap. Remarkably, the number of claims reported have actually decreased by 8.8% during that same time period.

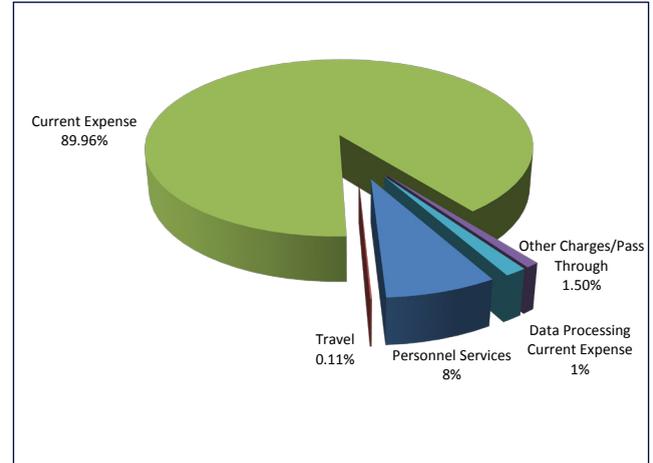
Increases in Workload

- **1240% increase in number of charter schools insured over 9 years**
- **70.4% increase in insured property values over 9 years**
- **18% increase in number of buildings insured over 7 years**
- **42% increase in number of vehicles insured over 9 years**
- **146% increase in number of inspections over 4 years**
- **49.2% increase in number of training participants over 4 years**
- **41.4% increase in certificates of insurance requested over 5 years**

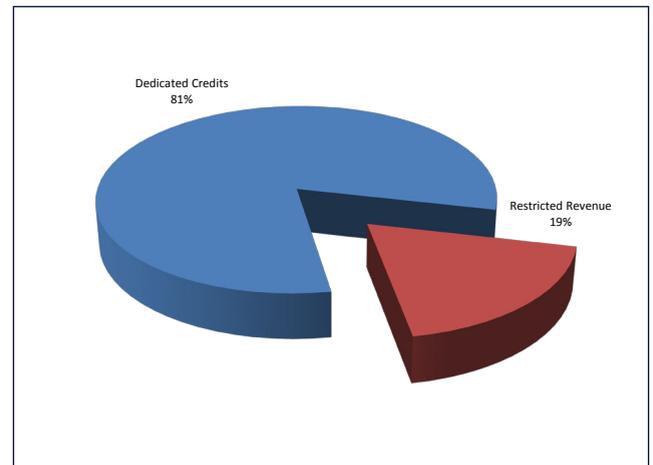


Brian Nelson conducts Quarterly Risk Management Training

FISCAL YEAR ENDING JUNE 30, 2011 (Unaudited)



Risk Revenue \$38,028,200



SERVICES AND FUNCTIONS

Loss Control Services: The purpose of loss control is to prevent claims from occurring among our covered governmental entities. Our experienced loss control professionals provide:

- Building, fire and life safety inspections and recommendations
- Engineering consulting services
- Ergonomic and injury prevention evaluations and solutions
- Loss prevention consultations and training regarding physical hazards; workplace security; occupational, environmental, and life safety; workers compensation; and employment liability



Americans with Disabilities Act Symposium held March 15, 2011

Claims Services:

The independent claims audit found that our experienced claim adjusters:

- Provide the citizens of Utah and participating agencies with quality claims handling
- Protect State resources by evaluating claims promptly and fairly
- Maintain the financial strength of claims reserves

- Promote a culture of accountability demonstrated by documented decision rationale in claims files
- Effectively communicate with the AG's office
- Promote quality controls by conducting random in-house audits of individual claims



Exposed live electrical circuit on school playground discovered during loss control inspection. Immediate measures were implemented to help the school prevent a significant injury

DAS STATEWIDE CUSTOMER SERVICES SUMMARY FOR FY 2011



Services Provided	Total
Inspections	
Site inspections	752
Claims	
Auto	
Claims opened	826
Claims closed	785
Claims Cost	\$ 1,129,241
Liability	
FY 11 claims opened	1437
FY 11 claims closed	1412
FY 11 claims cost	\$ 9,461,176
Property	
FY 11 claims opened	267
FY 11 claims closed	267
FY 11 claims cost	\$3,796,649
Workers Compensation	
FY 11 workers compensation claims	1012
FY 11 workers compensation cost	\$ 3,575,571
Prevention	
Disability prevention evaluations	729
Consultations	2,636
Training sessions	222
Participants	7176
Online self inspections surveys completed by entities	2353
Certificates of Insurance	
FY 11 certificates of insurance	1097



UTAH NAVAJO ROYALTIES HOLDING FUND
151 East 500 North
Blanding, UT 84511
Phone: 800-378-2050
Fax: 435-678-1464
www.unrhf.utah.gov

MISSION STATEMENT

"We are committed to completing existing projects, protecting Holding Fund assets, and continuing support of the Navajo scholarship program until such time as a new trustee is appointed."



Margie Dee of the Navajo Regional Business Development Office provides a tour to Kimberly Hood, John Reidhead, and Stephen Smith of the new Montezuma Creek Professional Plaza Office Building which was built with State of Utah - UNRHF and NRF funds

EXECUTIVE TEAM

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- Stephen M. Smith, Financial Manager
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ADMINISTRATOR MESSAGE



Tony Dayish, Administrator

The Utah Navajo Royalties Holding Fund (UNRHF) is a temporary state agency serving to administer the former Utah Navajo Trust Fund in the interim while awaiting the United States Congress to formally designate another trustee for the trust fund.

In 2008, the State of Utah decided to withdraw from

being the trustee for the trust fund after filling this role for about 50 years. Since 2008, a U.S. Senator and a Representative from Utah have worked on bills in Congress but none have been passed yet. The bills still have a ways to go before the Act of 1933 and the 1968 Amendment regarding the trust fund can be amended to enable a new trustee to take over for the State of Utah. In the meantime, the UNRHF staff have been focused on completing projects that were funded prior to May of 2008 (which we call the Sunset grants) and continuing to provide services to Utah Navajo students with college financial aid and scholarships.

Our Fiscal Year 2011 goals included getting as many housing and other community development projects completed and getting the word out to as

many students and families as possible on the changes that were happening to the trust fund. Providing information on how the expiration of the UNRHF legislation affects Utah Navajos and how to effectively take advantage of the programs that are still available is especially important.



Home being built by DesignBuildBluff, a nonprofit organization that works with architecture students and volunteers to design and build homes for Navajo families

During the 2010 Legislative Session, a time extension was approved for the UNRHF to continue operating for another two years, which provided more time for projects to be completed and for the college financial aid/scholarship program to continue. We are thankful for the extra time that was provided. It would have been a shame for much-needed housing grants to be allowed to expire when the need is so great. The projects under the Sunset grants are about 82% completed at the end of FY 2011 and the college financial aid/scholarship program continues to provide good service to Utah Navajo students.

In FY 2012, the UNRHF faces another expiration date for the Sunset Grants on January 1, 2012 and limitation of the college financial aid and scholarships on June 30, 2012. The UNRHF staff will be working on shutting down certain activities if another time extension is not granted.

FY 2011 PROGRAM HIGHLIGHTS

- **Fund Assets** – The unaudited net assets at the end of FY 2011 were \$54,010,288. Net assets include \$23 Million in receivables from the State of Utah for settlement of the Pelt lawsuit; \$13.6 million on deposit in the Public Treasurer’s Investment Fund (PTIF); and \$8.5 million in capital assets (land, buildings, improvements and equipment).



DAS group tours new building projects

- **Royalty Revenues** – The Oil & Gas Royalties revenues in FY 2011 were \$4,389,804 (unaudited).
- **Total Revenues** – Total revenues for FY 2011 were \$4,919,383 (unaudited).
- **Scholarship Program** – During FY 2011, 334 Higher Education Financial Aid/Scholarship grants to assist Utah Navajo students totaling \$488,262 were issued. 290 regular college financial aid grants and 44 endowment grants were awarded. Regular grants are those that are funded from the UNRHF’s program and allow students to attend any college. Endowment is a fund that UNTF contributed to and participates in that only allows students to attend class at the Blanding, Utah campus of the Utah State University-College of Eastern Utah.
- **Project Funding** – The amount spent on Housing Projects and Community Development Projects in FY 2011 was \$627,303.

- **Sunset Projects** – There are 338 Sunset Projects and 82% of these projects are completed.
- **NRF Grants** – UNRHF is tracking and administering 507 NRF grants (and growing each year).
- **The Mexican Water Multi-Purpose Building Project** - This project was substantially completed in FY 2011. UNRHF coordinated with the Lead Agency, the Navajo Tribe’s Design & Engineering Dept., Eaton Architecture, Valley Design & Construction (contractor), and the Mexican Water Chapter. The State of Utah-Navajo Revitalization Fund (NRF) provided \$650,000, over half of the construction funds. The UNRHF contributed funding for the architectural planning of the project.
- **Housing Projects** – A charitable group, Hearts and Hands in Action of Santaquin, Utah provided matching resources to build five houses in Navajo Mountain, Utah and make repairs to two water wells in Paiute Mesa (Navajo Mountain Chapter).



*Andy and Leslie Hinde of
Hearts and Hands in Action*

SERVICES AND FUNCTIONS

Higher Education Scholarships & Financial Aid Program – the UNRHF assists eligible Utah Navajo students with post-secondary financial assistance/scholarships. The main factors in meeting the eligibility criteria are to meet the residency definition and being enrolled with the Navajo Nation as a tribal member. For younger students, parents have to be full-time residents living in San Juan County, Utah. For older students with a family, they have to live in San Juan County, Utah for the past three years or have left San Juan County not more than three years ago.

The students can attend any university, college, or technical/trade school of their choosing, including on-line courses. Most of the Utah Navajo students attend colleges and universities in the states of Utah, Arizona, New Mexico, Nevada, or at Ft. Lewis College in Colorado because Utah Navajo students are eligible for in-state tuition there. UNRHF can also fund high school students under the concurrent enrollment program, where they can continue to attend high school and some college classes at the same time.

UNTF Sunset Projects – The UNTF Dineh Committee and the Board of Trustees approved 338 projects before being dissolved in May 2008. These projects were authorized by the State Legislature to be completed. The UNRHF has been working with the Utah Navajo Chapters, clients, and vendors to get these projects completed. UNRHF was at 82% completed status at the end of the FY 2011.



Back Row: Tony Dayish, Stephen Smith, Center: Jaimee Little, and Dorothy Phillips, Front Row: Cherry Menard and Marilyn Holiday

Navajo Revitalization Fund (NRF) – NRF is a state agency and a sister organization to UNRHF. In addition to the Sunset budget, UNRHF also monitors and administers NRF grants, which currently total 507 grants. Almost every Sunset grant has a matching grant from NRF. UNRHF is closer to the projects and UNRHF knows the process of building projects on the Navajo Reservation; therefore, NRF has requested UNRHF to continue to assist with the NRF-funded projects.

Matching Funding – UNRHF has run into the problem of insufficient funding on the Sunset and NRF projects. UNRHF coordinates with the Utah



Keith Heaton, State NRF Administrator, at the new Mexican Water Multi-Purpose Building

Navajo Chapters to request NRF funding be made available to finish projects. However, when that is not possible, UNRHF will apply to funding sources other than NRF for additional funding to complete projects, such as the State of Utah's Olene Walker Housing Trust Fund, NAHASDA (Indian HUD), the Navajo Nation's Capital Improvement Office, USDA Rural development, the Daniels Fund (a private trust), and others.

Fiscal Agent Services – Navajo Utah Commission (NUC) is a Navajo Nation agency and they apply to outside funding sources as well. When a funding award is made, NUC will often request the UNRHF to be their fiscal agent and administer the grant.



**Child Welfare
Parental Defense**
an office of the Department of Administrative Services

**OFFICE OF CHILD WELFARE
PARENTAL DEFENSE**

**3120 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3010
Fax: 801-538-3844
www.das.utah.gov**

MISSION STATEMENT

“Dedicated to helping improve outcomes for Utah’s families by providing education and support to attorneys who represent parents in welfare proceedings.”



EXECUTIVE TEAM

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- John Norman, Administrator
john@parentaldefense.org

PROGRAM MANAGER MESSAGE



*Sal Petilos,
Program Manager*

The Office of Child Welfare Parental Defense provides training and educational programs, assistance and advice to parental defense attorneys via a contract with a private sector firm, the Parental Defense Alliance of Utah. Practitioners are solicited for ideas about educational and training opportunities to ensure that the training provided is relevant.

Oversight of the office is provided by a committee composed of a member of the Legislature, agency representatives, private sector attorneys, and concerned citizens.



Rick Smith, Guardian Ad Litem

FY 2011 PROGRAM HIGHLIGHTS

- Held a two-day annual conference designed to improve the quality of legal representation for parents in Utah. The 2011 conference was well attended with 100 attorneys receiving CLE credits. According to survey responses, 94% found the conference was relevant to their practice and 97% rated the conference as either “good” or “excellent.”

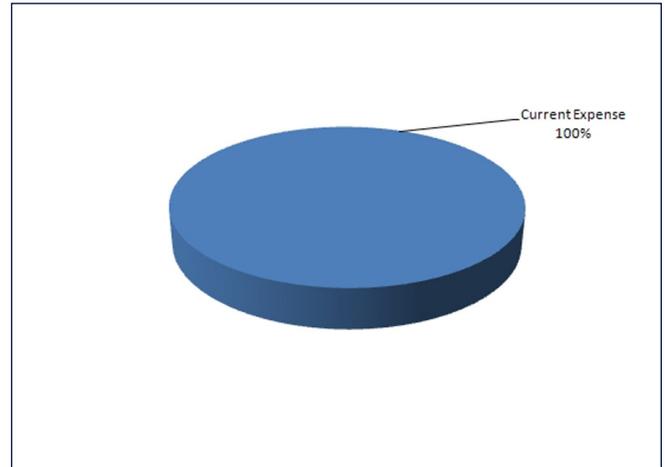


Judge John Andrus speaks at the 2011 Annual Parental Defense Conference

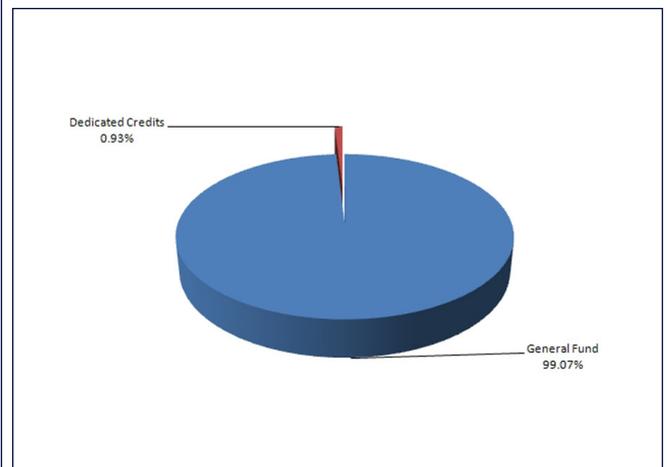
- Held an expert witness seminar designed to help improve trial skills with regard to impeaching and cross examining experts, as well as, challenging evidence provided by expert witnesses.
- Conducted training seminars on meaningful visitation in Layton and Logan.
- Conferred with, and acted as a resource for parental defense attorneys representing parents on individual cases.
- Used expenditures under the contract between the Department of Administrative Services and the PDA as an “in kind match” for a federal grant submitted by the Court Improvement Project for court training programs.

FISCAL YEAR ENDING JUNE 30, 2011 (Unaudited)

Child Welfare Parental Defense Expenditures



Child Welfare Parental Defense Revenues \$85,400



SERVICES AND FUNCTIONS

Annual Conference and training seminars
(CLE credits provided)

eBulletin and newsletter

PDA website — www.parentaldefense.org

BOARDS AND COMMITTEES

- Child Welfare Parental Defense Oversight Committee



*John Norman, President
Parental Defense Alliance of
Utah*



CREDITS

2011 Annual Report & Directory of Services for
The Department of Administrative Services

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