SLCo Service Opportunity Assessment Review (SOAR)

SOAR is a collaborative initiative to review, and where appropriate, reimagine county operations in the areas of physical, digital, human capital, and operational transformation.

SALT LAKE COUNTY

Project timeline

Kickoff

Task 1 - Needs Inventory
- **Information Request**
- **RE + Facilities Assessment**
  - **Walk-Thrus**
  - **Utilization Survey**
  - **Life Cycle Cost Analysis**
- **Stakeholder Engagement**
  - **Senior Leadership Interviews**
  - **Division Director Interviews**
  - **Employee Workshops**
  - **Constituents Research**
- **Best Practices Research**

Task 2 – Opportunity Assessment
- **Service Optimization Deep Dives**
- **Real Estate Optimization Deep Dives**
- **Best Practices Research**
- **Options Development**
- **Leadership Workshops**

Task 3 – Solutions Development
- **Options Refinement**
- **Leadership Workshops**
- **Final Deliverables**

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Countywide Findings

- **Leverage your space as a destination where people want to be**. Integrate "Work from Home" advantages with a sense of community.

- **Implement more/variety of collaboration and meeting environments**.

- **Remove boundaries and decrease siloing**. Reduce closed, agency suites in exchange for softer edges and more shared space resources.

- **Zone neighborhoods and prime circulation to reduce distraction**. Create intentional quite focus vs collaboration spaces.

- **Focus on Wellness** through quality overhead, ambient and natural light. Incorporate organic elements of nature and views throughout.

- **Enhance amenity and break space**. Incorporate spaces for healthier lifestyles of rejuvenating, eating, engaging, connecting and living.

Government Center Space Allocation

533,941
GROSS SQUARE FEET (GSF)

285,414
NET SQUARE FEET (NSF)
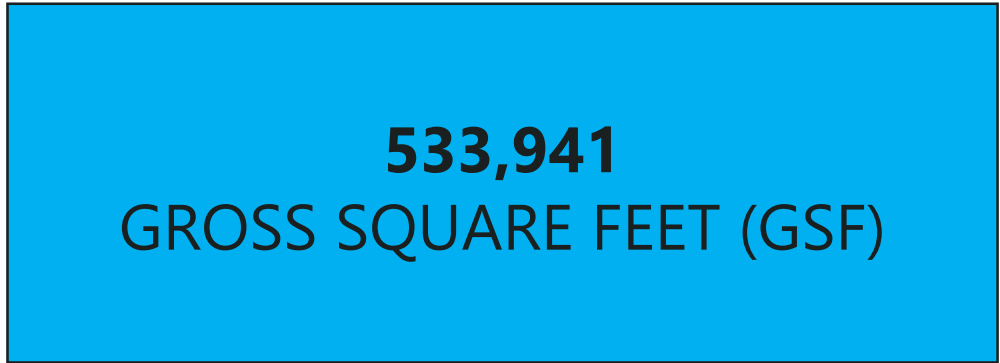
1.87 Net to gross ratio (efficiency factor)

53% Of the Govt. Ctr. is used by office & support functions

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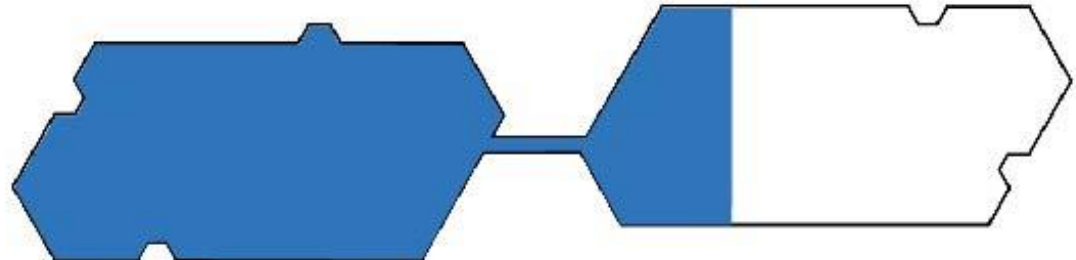ORGANIZATION DESIGN LABS

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Government Center Inefficiency

- **45-Degree Corners:** reduce building efficiency

- **Public Circulation Area:** SLCo Art Gallery – 86,700 sf

- **Distributed Service Points**

- **Security Concerns**

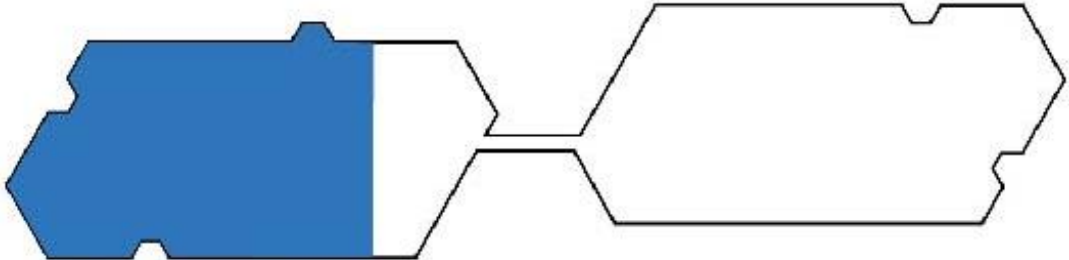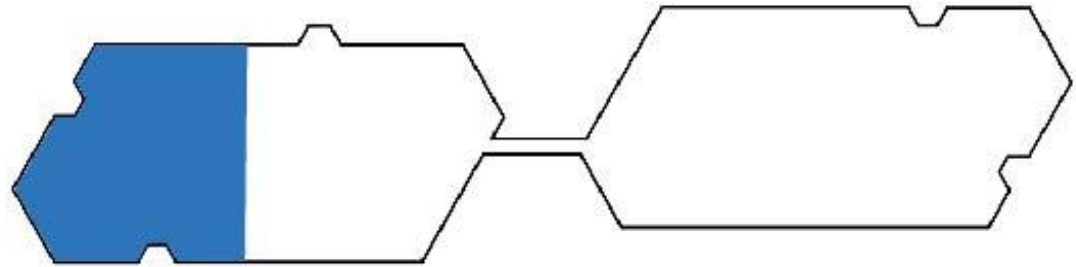- **Siloing and Inflexibility of Space**

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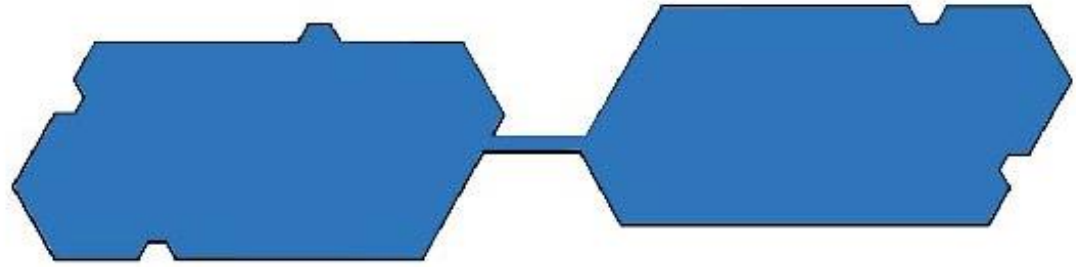
All space is assigned
but not optimally used

65% of space assigned to departments/divisions

58% work on-site

51% primary assigned workspace

Buildings Can Achieve Higher Efficiency

SLCo Govt. Ctr. has a high concentration of offices, cubicles are larger than required, and configurations lead to wasted space. This provides opportunities for greater efficiency, support for headcount growth, and collaboration, through more open office environments, smaller cubicles, and better layouts to get the most out of the buildings' footprint.

1:1.5 — A very **low ratio of 1 closed offices to 1.5 open workstations** indicates prioritization of individual work

182 — 182 SF per office, efficiency through smaller office and more distributed small meeting space

1.87 — High grossing factor of 1.87 (187 gross square feet per 100 net SF)

Pie chart:
- 28% Building Support
- 26% Support
- 17% Offices
- 9% Workstations
- 7% Parking
- 7% Collab.
- 6% Spec.
- 2% Cust. Serv.
- .1%
- .1%

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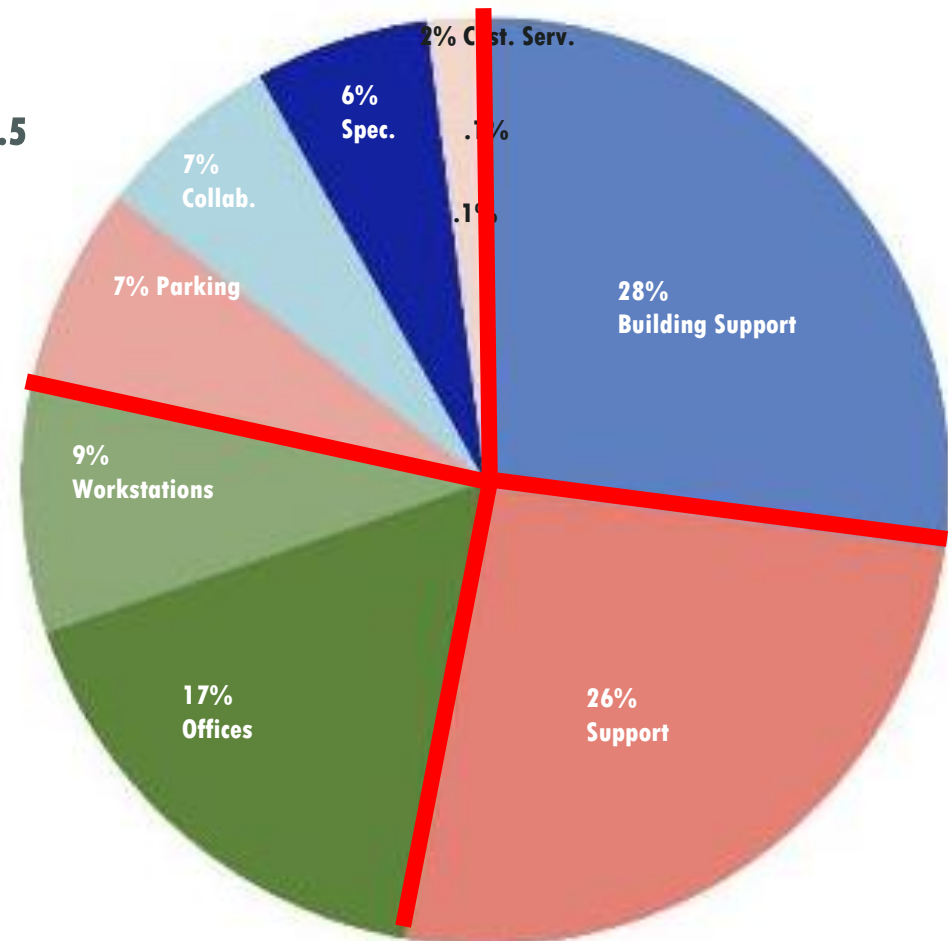
Does Space Align with Mobility Demands?

The SLCo Govt. Ctr. is underutilized, with employees working out of the office for substantial periods of time

58%

Average time on-site
SLCo Govt. Ctr. staff is moderate, and demonstrates a high level of external mobility

56%

Home as primary work location
Staff responded with very/extremely interested

62%

Individual Work
high % which enables and telecommuting since work does not require interaction with others

Employees spend the majority of their week **conducting individual work, a high %** which enables and telecommuting since work does not require interaction with others

Workspace are NOT Optimal for Current Work

Across the building, work settings tend to be dated and suboptimal in supporting current and future work. Opportunities exist to positively impact productivity by providing more flexible or customized individual and team settings.

- Environments are geared toward solo and heavily paper-based work, and provide few opportunities for mobility, collaboration or social interaction

- Spaces are highly adapted to support work requirements of specific groups, examples include:

    - Significant amounts of locked file storage

    - Maze-like cubicle entrances for visual privacy

    - Storage of equipment for field work

- Agencies report a need for auditory privacy which is not well supported by cubicles that provide visual privacy but are acoustically transparent

- Storage has overrun many spaces across buildings, with overflowing personal documents and department storage often flowing into public spaces

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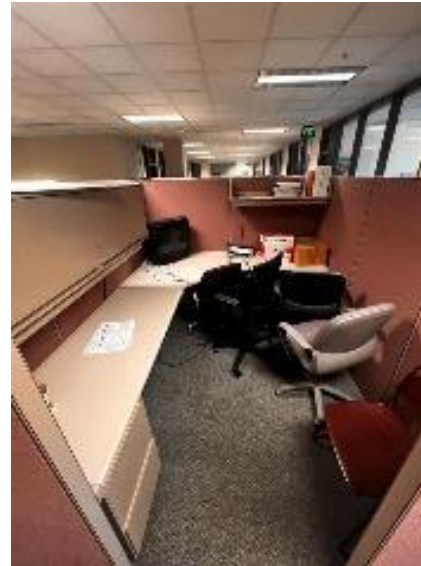
Current service points in the Government Center
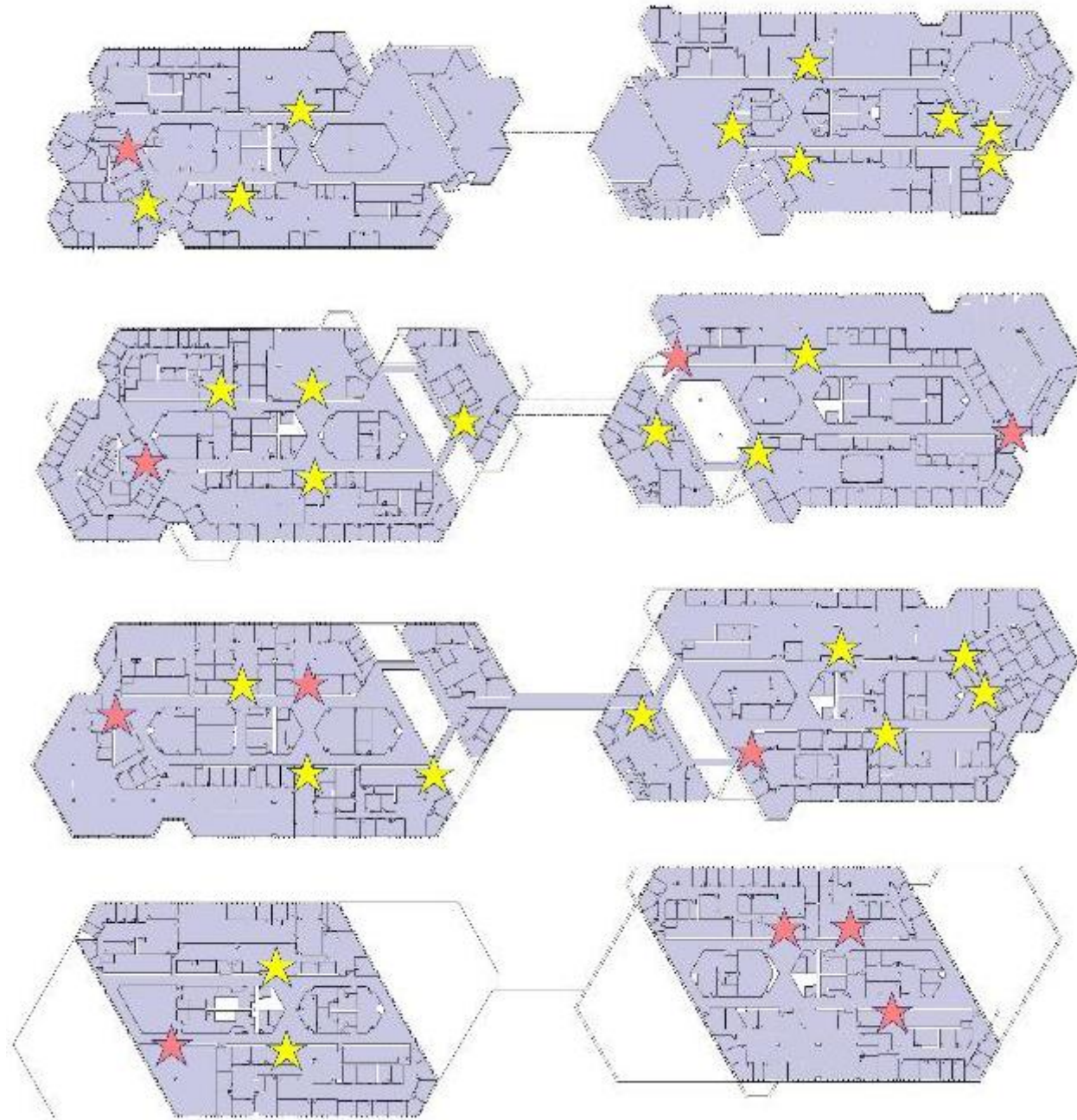
Constituent Research Overview

Based on interviews conducted with County customers in the locations listed below.

Government Center

North Building

South Building

Services sought most often (in-person)
Clerk (Marriage & Passport), Recorder, Treasurer

Other services sought (in-person)
Bus Passes, Business Ownership Questions, Food Handler Permits,
Housing Office, Health Dept, Behavioral Health Services, Animal Services

Wayfinding was frustrating for 1/3 of visitors interviewed
Parking, going to the wrong building / entrance, being unsure which agency provides their desired service.

Preference for online/in-person service delivery varies by age demographic
Senior customers appreciate the option of receiving service in-person and can find digital services difficult to navigate.

Younger customers prefer finding what they need and making transactions online vs. in-person and would like digital service delivery be improved and expanded.

Additional Locations

Granite Library

Herriman Library and JL Sorenson Recreation Center

Millcreek Community Center

Salt Lake Public Health Center

What other county services do you wish were offered at this location?

Parks and Recreation (42%)*
Find information, sign up for programs, reserve space / equipment

Arts & Culture (40%)*
Find information, buy tickets for events at County event centers

County Clerk (34%)**
Register to vote, passport services

Family Health Services (32%)**
Immunization clinics, travel vaccines

Animal Services (27%)
Pet licenses

Seniors seek in-person support with navigating services provided digitally. Younger demographic comes to County facility to access equipment that they don't have at home (fitness equipment, maker studio equipment, printers, etc.)

* Customers didn't know information / registration was available online.
** Especially important among seniors and parents with young children.

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Government Center Constituent Research

Brief interviews were conducted with customers as they exited the Government Center.

South Building - June 20, 2023
9:00 am to 4:00 pm

North Building - June 27, 2023
9:00 am to 4:00 pm

Individuals were asked questions about their experience at the Salt Lake County Government Center, including:

What did you come here to do?

Were you able to easily find what you were looking for today?

Did you use any digital services in conjunction with your visit?

Do you use any County facilities near your home?

What would have made your visit better?

Wayfinding | Were you able to easily find what you were looking for?

1/3 of visitors were frustrated

2/3 of visitors had a positive experience

Difficulties encountered include:

- Going to the **wrong building**

- **Being unsure of which office provided the desired service**

- Trying to use the **wrong building entrance**

- Frustration with **parking**

- Many **customers received information about location beforehand**, which greatly **reduced confusion** compared with those who did not receive or did not read navigation instructions

- Some visitors **had been to the County Government Center before** and thus already knew where they were going

- Criminal Justice Services' booth (temporary set up) facilitated navigation for their customers, with the side effect of becoming an informal concierge to other visitors

Counties are deepening their focus on customer service

- Peer counties (and other government service providers) are generally **placing greater focus on improving customer service and the customer experience**

- This growing **focus is borne from the understanding that customers** often:

  - do not discern or care about the bureaucratic distinctions between agencies (e.g. Assessor vs. Treasurer) and across governmental entities (e.g. City vs. County library)

  - find it difficult to navigate government services due to the lack of understanding of distinctions

  - are not aware of the services that are available to them

- To improve service and **meet customers where they are at**, counties (and other service providers) are **employing** a range of approaches including digital self-service, phone and in-person engagement

A broad range of customer service capabilities are employed across peer counties

While ultimately providing services through different agencies, there is a board range in the level of centralized coordination, sophistication and capability, in how large counties approach connecting services to customers

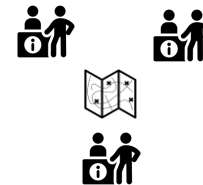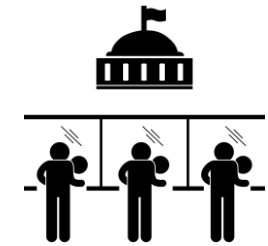| Self-service Website	Website + ChatBot	General Information Line	Info/Service Desk at Gov Center	Distributed Service Desks	Call Center (311)	Service Centers
All aspects of service delivery and customer experience are handled at agency level	ChatBot on website can ask questions and directs customers to self-service options or agency contact	Main line for customer service, operators answer basic questions and direct customers to services after phone tree	Individual at centralized service desk directs customers to agencies within the Gov Center	Individuals at distributed service desks across existing County facilities answers questions and provide limited services	Call Center reps can answer most questions, address service requests and effectively route customer calls to agencies	Facilities housing multiple agency representatives that can provide nearly a full range of agency services, can be distributed or at a single location

Service Center model

Peer counties and municipalities facing similar challenges have explored consolidating services in a single location.

The Service Center concept houses service points (e.g. service windows, service representatives) for multiple agencies within one location, instead of having distributed service points at each agency's office.
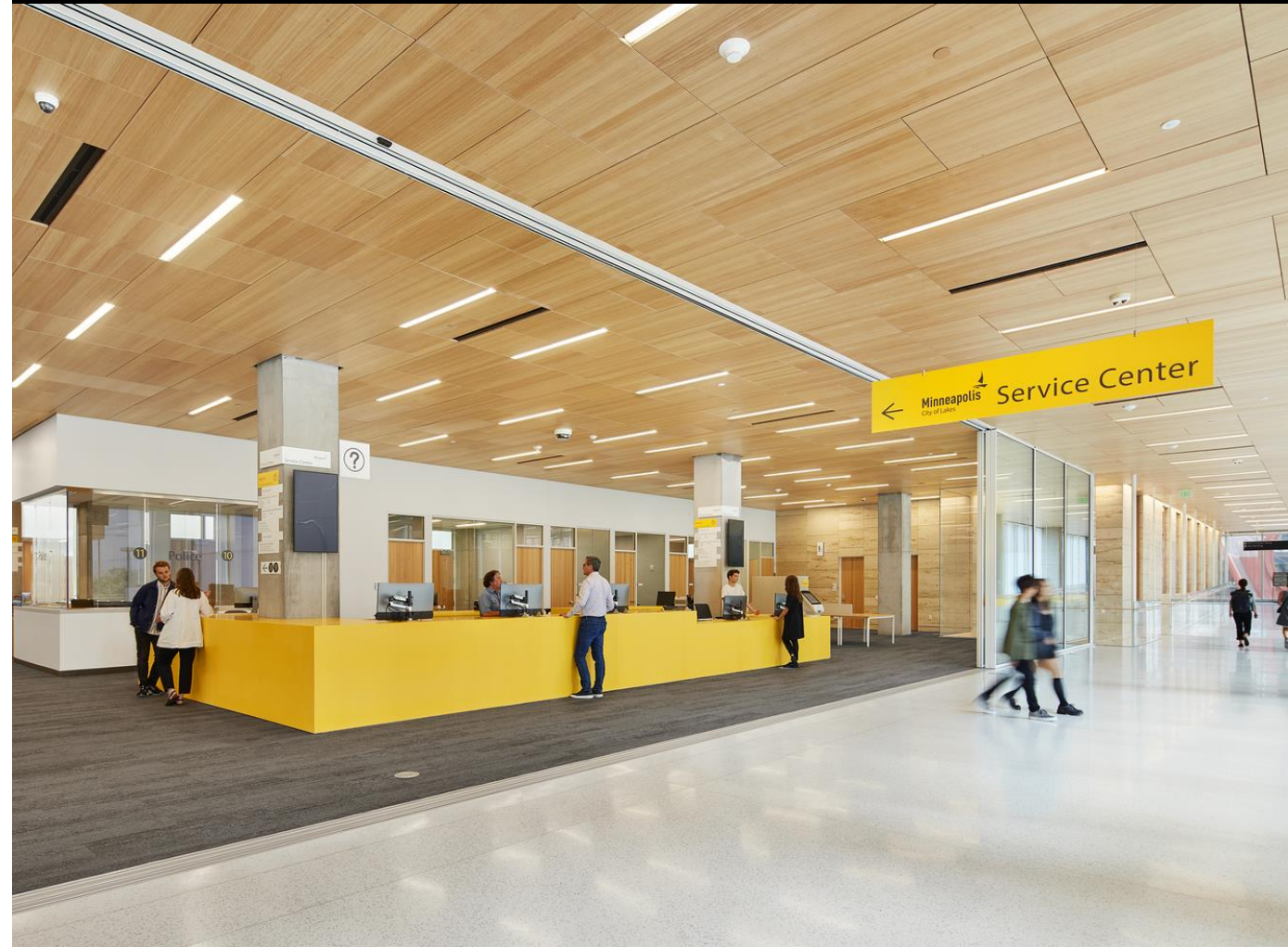
Solution Design Workshops

- A series of solution design workshops were conducted in Spring of 2024 to explore the concept of consolidated service centers

- The process began with an employee workshop which gathered employee representatives from across Salt Lake agencies, which generated rich insight into opportunities, concerns and challenges related to a service center

- Employee input was shared with agency leaders who in-turn participated in workshops to further hone the service center concept

- The result of the workshops includes both opportunities, concerns and challenges for two different service centers – Tax System and Human Services

- The workshops also provide an estimate of required spaces and potential space layouts created with agencies and flow in mind

Service Design Workshops

A design workshop was conducted in April 2024 with Salt Lake County employees to explore the service center model relative to the services they offer. Representatives from the following County agencies were in attendance:

- Aging & Adult Services
- Arts & Culture
- Assessor's Office
- Auditor's Office
- Behavioral Health

- Clark Planetarium
- Clerk
- Council Clerk
- Criminal Justice Services
- Health Department
- Human Resources

- Information Technology
- Library
- Parks & Recreation
- Recorder's Office
- Treasurer's Office

Tax system admin service center layout

Safe $	Vault Public Docs

Conference/hearing rooms (4)

Open shared window	Surveyor GIS/Map	Surveyor Permits etc.	Surveyor	Surveyor	Assessor Commercial	Assessor Residential	Assessor Exemptions

- Treasurer Cashier
- Treasurer Cashier
- Treasurer Cashier
- Treasurer Cashier
- Treasurer Cashier
- Treasurer Info

Seating

- Assessor
- Auditor
- Recorder
- Recorder
- Recorder
- Recorder

Conference/hearing rooms (4)

Public computer kiosk

Entrance Reception/Front Desk

Public facing window/space — Features — Non-public area

Human Services service center layout

| CJS Consultation Room | CJS Consultation Room | CJS Consultation Room | CJS Consultation Room | CJS Consultation Room | CJS Consultation Room | CJS Consultation Room |

CJS Consultation Room | CJS Consultation Room | CJS Consultation Room | CJS | Aging + Adult Services | Aging + Adult Services | Office — Secure Entrance

CJS Consultation Room | CJS Consultation Room | USU | Office — Secure Entrance

Office — Secure Entrance | CJS Consultation Room | Behavioral Health | Office — Secure Entrance | Vital Record Printing

Lounge (tables, charging stations, seating)

Office — Secure Entrance | CJS Consultation Room | Health Department | Office — Secure Entrance

Office — Secure Entrance | CJS Consultation Room | Health Department | Shot Clinic

Information Fliers TV monitor

Service Desk Staff, Security + Navigators to walk customers to consultation rooms

TV Monitor

Public facing window/space   Features   Non-public area

Questions