

# UTAH OPS

Building on SUCCESS

---

PRESENTED BY GOVERNOR GARY R. HERBERT



Governor's Office of  
Management & Budget

[GOMB.UTAH.GOV](http://GOMB.UTAH.GOV)

“Our obligation to the taxpayer requires that we continue delivering outstanding results... [Our] target is to improve government operations and services by 25% (a combination of quality, cost, and throughput) throughout the next four years.”

- Governor Herbert (2013 State of the State Address)



**Gary R. Herbert**  
Governor, State of Utah

**DEAR FRIENDS,**

It is my pleasure as Governor to welcome you to the First Annual Utah OPS Conference.

Utah is recognized as one of the best managed states in the nation. While we are pleased with this accomplishment, our resolve is to continue building on our success by finding innovative ways to use public funds and resources for maximum benefit. This may be achieved either by cutting costs or by improving our work and operations. I propose focusing our efforts on improving operational efficiencies.

One way to leverage limited resources and reach peak performance is to implement the fundamentals of the SUCCESS Framework. This approach has been used by a number of state agencies with impressive results. During this meeting, you will learn from experts how to set performance goals for your organization, identify hidden improvement opportunities, create a clear action plan, engage employees, and stay focused. As we use these strategic tools to create more value, we can reinvest the savings in the people of Utah through additional funding for high priorities, such as education.

Thank you for your commitment to uphold public trust. I am proud of all Utah state employees and the work you do each and every day to serve the residents of this great state. I am, indeed, honored to work and serve alongside you.

Sincerely,

A handwritten signature in black ink that reads "Gary R. Herbert". The signature is written in a cursive, flowing style.

Gary R. Herbert  
Governor



**KRISTEN COX**  
EXECUTIVE DIRECTOR, GOVERNOR'S OFFICE  
OF MANAGEMENT AND BUDGET

**WELCOME** to the first annual Utah OPS Conference!

As Utah citizens, taxpayers, and public servants, we should each be concerned about the role and effectiveness of state government operations. I recognize the hard work, dedication, and commitment of our state employee workforce and am confident that the work currently being performed includes positive outcomes every day. Many of our agencies have received accolades for the work they perform and are even recognized for out-performing their counterparts in other states. While Utah is often cited as #1, it is my belief that every system has the capacity to improve.

In addition, as Utah's population continues to grow with more and more demand put on government, we simply must look at our internal capacity to improve before looking for additional funding. Resources are limited and without on-going efforts to meet increased demand through improvement efforts, we will fall short of delivering the services Utah taxpayers deserve.

One of the goals of the Governor's Office of Management and Budget (GOMB) is to support agencies in reaching peak performance by sharing the tools and skill sets necessary to improve and to leverage the expertise that exists in organizations both inside and outside of government. I am confident that SUCCESS is achievable when committed people are empowered with the knowledge, tools, and framework to improve.

I hope this conference will provide you with a greater understanding of the tools, resources, and measures available to ensure we are making a tangible difference for Utah taxpayers and the people we serve.

Kristen Cox, Executive Director  
Governor's Office of Management and Budget



Utah's goal to improve government performance by at least 25 percent isn't simply rhetoric. A set of tools and concepts known as the SUCCESS Framework have been designed to achieve concrete results. The information that follows is a summary of the framework. Please take advantage of the curriculum, videos, and other information available on the GOMB website to obtain specific information on how to implement many of the concepts articulated below.

Any organization is comprised of multiple factors. People, policies, technology, business processes, performance measures, organization design, strategies, and goals each play a role in organizational performance. When all of these factors work in harmony toward a common goal, organizations can thrive. In contrast, when these factors are misaligned and/or lack focus, organizations underperform.

Aligning all of these variables to achieve maximum system performance is the core of the SUCCESS Framework. Specifically, the framework strives to sequentially and deliberately address the critical variables within an organization to ensure they are working toward the same objectives and goals. Incorporating proven practices from both the private and public sectors, the SUCCESS Framework can help agencies achieve substantive and enduring improvements.

## **S**ET GOALS, TARGETS & PERFORMANCE MEASURES

An organization must first know where it is going and how to measure if it is getting there. To this end, the first step to improvement requires focus and clarity of purpose. All subsequent actions, strategies, and investments of time or resources stem from the initial understanding of why the organization exists and how it will deliver measurable results to its customers. Step one then is defining the goal, the scope of the system, and the measures that will be used to demonstrate results and progress.

## **U**SE ANALYSIS AND THINKING TOOLS

Before any treatment can be prescribed, there first must be a diagnosis. Likewise, agency performance hinges on first fully understanding a system or problem before developing solutions. Through the use of structured analysis, data, and process improvement tools, agencies can uncover where problems exist and why. This understanding becomes the basis of how to improve performance. Every improvement within an organization results from a change but not all changes lead to improvement. Thoughtful analysis upfront can increase the probability that future changes actually move the needle for the good.

## **C**REATE STRATEGY

Once a diagnosis is established, agencies can develop specific strategies and tactics that will improve the business. Successful and rapid implementation of strategies requires focus and a project-based approach or an approach that articulates timelines, action steps, responsible parties, and a plan to check if the strategies are working.

## **C**REATE THE ORGANIZATION

Moving boxes on an organization chart is all too common within government. Without having clarity of purpose and a solid understanding of strategy, reorganization within itself will not address core problems. The design of an organization should enable the goal to be met and reinforce the strategy. It should also address appropriate spans of control, duplication of effort across the organization, and change management.

## **E**NGAGE EMPLOYEES AND CUSTOMERS

People are the most critical resource in any organization. Regularly engaging with employees and customers is critical to uncovering both problems and opportunities. Those involved directly in the work often have the greatest insights for how to make meaningful improvements. Engagement also requires translating goals into performance plans, compensation options, and the training requisite to help people succeed.

## **S**YNCHRONIZE PROJECTS AND POLICIES

Organizations should have internal competencies on how to select, manage, and implement projects along with ways to ensure that the policies of the organization align with the goal. Formal governance structures and project management practices should be a given. Because automation is not always a silver bullet, organizations should be selective in how and what they automate—always insisting that projects result in a measurable impact to the bottom line—quality, throughput, or cost.

## **S**TAY FOCUSED

One of the biggest constraints for an organization is management's limited time and attention. How and where management spends time will impact how the entire organization focuses scarce time and attention. Management must articulate a clear set of priorities, spend consistent and regular time on them, engage regularly with staff and customers on execution of those priorities, and help the organization remove barriers that impede progress. With a finite number of hours in a day, management can't afford to squander time on the good at the expense of the best.



Learn more about the **SUCCESS Framework** and available resources at: [gomb.utah.gov](http://gomb.utah.gov)

|   |  |   |  |   |  |
|---|--|---|--|---|--|
| 9:00-10:00                                | <b>Welcome &amp; Opening Remarks - Governor Gary R Herbert</b><br><b>“The Why” of the SUCCESS Framework - Kristen Cox, GOMB Executive Director</b> |   |  |   |  |
| 10:00 to 10:30                            | <b>Morning Break</b>   |   |  |   |  |
| 10:30 to 11:45<br><b>BREAKOUT SESSION</b> | <b>Fast Government:</b><br>Increasing our capacity to do more good (Ken Miller)  | <b>Capturing and Communicating Impact:</b> How to see the difference you make in the lives of Utahns (Dr. Eva Witesman)         | <b>What Good Looks Like:</b><br>Creating and Launching Improvement Initiatives in Government (Kevin Fox)           | <b>The Myth of Multitasking</b><br>(Dr. David Strayer)                                    | <b>Change Management:</b><br>Engaging employees & customers (Mark Baker & Gary Peterson)               |
| 11:45 to 1:00                             | <b>Lunch</b>   |   |  |   |  |
| 12:45-1:30                                | <b>Keynote Address-Fraser Bullock</b>  |   |  |   |  |
| 1:30 to 2:30<br><b>BREAKOUT SESSION</b>   | <b>Fast Government:</b><br>Increasing our capacity to do more good (Ken Miller)  | <b>Capturing and Communicating Impact:</b> How to see the difference you make in the lives of Utahns (Dr. Eva Witesman)         | <b>What Good Looks Like:</b><br>Creating and Launching Improvement Initiatives in Government (Kevin Fox)           | <b>The Myth of Multitasking</b><br>(Dr. David Strayer)                                    | <b>Change Management:</b><br>Engaging employees & customers (Mark Baker & Gary Peterson)               |
| 2:30 to 2:45                              | <b>Afternoon Break</b>   |   |  |   |  |
| 2:45 to 3:15<br><b>BREAKOUT SESSION</b>   | <b>SUCCESS in Action Case Study:</b> Blue Lighting your Organization (Geri Miller-Fox)   | <b>Case Study: Rapid Process Improvement with the Texas Model:</b> Methodology, Structure and Tools You Can Use (Alfredo Mycue) | <b>SUCCESS in Action Case Study:</b> Improving Operations with SUCCESS Tools (Dave Lewis & Robyn M Atkinson-Dunn ) | <b>SUCCESS in Action Case Study:</b> Latent Finger Printing (Elisa Farmer & Andy Pacejka) | <b>SUCCESS in Action Case Study: Operational Excellence</b> in a Regulatory Agency (Heather Gunnarson) |
| 3:15 to 3:30                              | <b>Alternate Workshop Break</b>  |   |  |   |  |
| 3:30 to 4:00<br><b>BREAKOUT SESSION</b>   | <b>SUCCESS in Action Case Study:</b> Oh No! Not Another Performance Measure Nightmare?! (Gary Scheller)  | <b>Case Study: Rapid Process Improvement with the Texas Model:</b> Methodology, Structure and Tools You Can Use (Alfredo Mycue) | <b>SUCCESS in Action Case Study: Improving Operations</b> with SUCCESS Tools (Dave Lewis & Robyn M Atkinson-Dunn)  | <b>SUCCESS in Action Case Study:</b> Latent Finger Printing (Elisa Farmer & Andy Pacejka) | <b>SUCCESS in Action Case Study:</b> Operational Excellence in a Regulatory Agency (Heather Gunnarson) |
|   | <b>Adjourn</b>   |   |  |   |  |

## MORNING SESSIONS

### FAST GOVERNMENT: INCREASING OUR CAPACITY TO DO MORE GOOD - KEN MILLER

The primary challenge government faces is not capability, it's capacity. We simply don't have the resources to do all the things we need to do. The solution? Speed. We have to go faster. A lot faster. This session explores what slows us down and demonstrates the counterintuitive principles you can use immediately to make your operations 80% faster.

### CHANGE MANAGEMENT: ENGAGING EMPLOYEES & CUSTOMERS - MARK BAKER & GARY PETERSON

Organizations around the world are expected to do more with less. Many are finding great success by engaging their people at all levels and creating a more energized culture of continuous improvement by applying the principles of the Shingo Model. In this interactive session, Gary Peterson, Executive Vice President of Supply Chain & Production at O.C. Tanner and Mark Baker, Executive Director at the Shingo Institute, will work with you to define actionable items that will help you achieve your objectives.

### WHAT GOOD LOOKS LIKE: CREATING AND LAUNCHING IMPROVEMENT INITIATIVES IN GOVERNMENT

- KEVIN FOX

Creating change in government operations is challenging. Issues such as not always having a clear goal, having to satisfy numerous, diverse entities who all claim "ownership" of government operations, and overcoming the natural fear of 'making a public mistake' contribute to the difficulty in launching successful improvement initiatives in government. This session will help you learn how to steer clear of potential pitfalls while creating a simple, effective strategy to quickly generate results that make a big difference to taxpayers.

### THE MYTH OF MULTI-TASKING - DR. DAVID STRAYER

This session will focus on how bad multitasking impacts our performance, and what an organization can do about it.

### CAPTURING AND COMMUNICATING IMPACT: HOW TO SEE THE DIFFERENCE YOU MAKE IN THE LIVES OF UTAHNS

- DR. EVA WITESMAN

State employees have an incredible opportunity to achieve real and lasting positive influences on the lives of those they serve, but the impact of their work is often lost in the day-to-day minutiae of government employment. This workshop is focused on helping to reinvigorate the passion for public service by empowering public servants to capture, visualize, and manipulate the impact they make, both in the short-term and the long-term. We will also discuss how to communicate our positive impact to supervisors, legislators, and citizens, and how to replace poor practices and programs with innovations that will help us to achieve our ultimate goals.



## AFTERNOON SESSIONS

### CASE STUDY: RAPID PROCESS IMPROVEMENT WITH THE TEXAS MODEL: METHODOLOGY, STRUCTURE, AND TOOLS YOU CAN USE - ALFREDO MYCUE & LARRY TEMPLE

Larry Temple and Alfredo Mycue will briefly outline the RPI methodology and "practitioners" structure at Texas Workforce Commission; followed by a workshop on 3 tools specifically designed to address 3 challenges we often face in government: 1)Resolving differences 2) Realizing hidden capacity and 3) Influencing what cannot be controlled.

### SUCCESS IN ACTION CASE STUDY: BLUE LIGHTING YOUR ORGANIZATION - GERI MILLER-FOX

The focus of this workshop is to assist participants with organizational excellence by reviewing the "real-life" experience of Adult Probation and Parole as they apply the principles of the SUCCESS frame work. Participants will walk through the step by step processes to identify goals and measurements in a way that fosters organization-wide innovation and involvement. Participants will gain a rich understanding of "what great looks like" and a new vision for what is possible within their own sphere of influence.

### SUCCESS IN ACTION CASE STUDY: IMPROVING OPERATIONS WITH SUCCESS TOOLS

- DAVE LEWIS & ROBYN M ATKINSON-DUNN, PHD

Learn about how the Unified State Lab used SUCCESS Framework strategies and tools to realize a 41% improvement in processing samples. Some of the strategies and tools to be discussed will be blue light maximization, cumulative flow diagrams, business scheduling, operational data, FAST diagrams, and operations councils.

### BALANCING QUALITY AND THROUGHPUT: APPLYING SUCCESS TO THE FORENSIC SCIENCES

- ELISA FARMER & ANDY PACEJKA

The Identification Section of the Bureau of Forensic Services has been implementing their SUCCESS initiative for the better part of 2014. Issues particular to the Forensic Sciences, dealing primarily with Quality Assurance, have provided challenges to the way the SUCCESS initiative has been applied. These challenges will be discussed, as well as the Identification Section's approach to improving casework efficiency and increasing quality case throughput.

### SUCCESS IN ACTION CASE STUDY: OPERATIONAL EXCELLENCE IN A REGULATORY AGENCY

- HEATHER GUNNARSON

What does improvement look like in a regulatory environment? From compliance to enforcement to adjudication, it can be difficult to maintain focus on what drives the most value. This session will focus on the experiences of the Utah Labor Commission, which was one of the original state agencies to implement operational excellence initiatives—demonstrating a culture of ongoing improvement.

### SUCCESS IN ACTION CASE STUDY: OH NO! NOT ANOTHER PERFORMANCE MEASURE NIGHTMARE?!

- GARY SCHELLER

As public employees, we've come to expect a new or different brand or flavor of performance measure, if not each time the wind changes direction, then at least each time an administration changes. The vast majority of performance measure programs seem to measure for the sake of measurement only and provide no real or tangible result to the employee, agency or client. The SUCCESS program more importantly provides the framework that, when correctly applied, drives a shift in organizations, processes, and thoughts, that ultimately result in higher quality services being provided more quickly and with far less bureaucratic nonsense. This session will highlight the steps taken by the Utah Office for Victims of Crime to achieve, maintain and continually improve upon an increase of quality and throughput in excess of 50% in less than a years time.



### FRASER BULLOCK

KEYNOTE SPEAKER

Fraser Bullock is a Co-founder and a Managing Director of Sorenson Capital. He was an original partner of Bain Capital from 1984 to 1986 and prior to that worked as a Manager at Bain & Company.

Fraser was Chairman of the Board of Omniture through its eventual sale to Adobe for \$1.8 billion. He was an early investor in Omniture, followed later by an investment by Sorenson Capital. Fraser assisted in setting strategy, mentoring the CEO, reviewing acquisitions and taking the company public.

Fraser was the President and CEO of the Salt Lake Organizing Committee for the Olympic Winter Games of 2002. He joined the Organizing Committee in May of 1999 and acted as its Chief Operating Officer until his appointment as President and CEO in April 2002. As COO, Fraser directed Games Operations, and as CFO, he played a key role in balancing the budget of \$1.31 billion for staging the Olympic and Paralympic Winter Games, ultimately generating a \$100 million profit. The Salt Lake Games are widely recognized as one of the most successful and best-operated in history.

In 1996, Fraser founded Alpine Consolidated, LLC, a company specializing in effecting business consolidations, and served as a Managing Director until 2002. In this capacity, Fraser sourced companies for consolidation, raised the requisite money, and took two companies public.

Fraser received a Master of Business Administration and a B.A. in Economics from Brigham Young University.



### Ken Miller

Ken was the Deputy Director of the Missouri Department of Revenue, where he was part of a transformation effort that reduced the time to issue tax refunds by 80% (fastest in the nation) at less cost and cut wait times in motor vehicle offices by half. The agency received a State Quality Award – one of only a handful of government agencies in the country to receive such a distinction. Ken was then named Director of Performance Improvement for Missouri State Government, one of only two states to receive an A grade from GOVERNING for Managing for Results. Ken speaks to thousands of government managers every year spreading his simple but often-ignored message: The only thing standing in the way of the government we want is right between our ears. Our beliefs create our systems. Our systems produce our results. If we want better results in government we need better systems. If we want better systems, we need better beliefs.



### Dr. Eva Witesman

Eva M. Witesman, Ph.D. is an assistant professor of public management at the Romney Institute of Public Management, Marriott School of Management, Brigham Young University. Dr. Witesman specializes in program evaluation and statistical analysis, teaching courses on these topics at the master's level and providing community workshops on these and other topics for organizations like the United Way. Dr. Witesman serves as part of the evidence-based workgroup in the Utah State Division of Substance Abuse and Mental Health, and through her academic and professional work has overseen development of dozens of program evaluation protocols for national, state and local public and nonprofit agencies including American Red Cross International, Latinos in Action, Orem City, and the Utah Refugee and Immigrant Center. Passionate about helping organizations improve their impact through better data, Dr. Witesman is currently a consultant for the State of Utah working to implement a statewide program evaluation initiative intended to enhance government innovation and efficiency.



### Kevin Fox

Kevin oversees Viable Vision's business operations. He first became exposed to the Theory of Constraints in 1985 when he began working with Eli Goldratt and Robert Fox. He has been a central figure in the development and application of TOC in manufacturing, project management, retail supply chains and strategy. Kevin has worked closely with more than 80 clients in North America, Europe and Australia. He was previously the head of North American operations for Goldratt Consulting and holds a bachelor's degree from Yale University.

# SPEAKERS



**Dr. David Strayer**, Professor, Cognition and Neural Science | CNS, U OF U

Dr. Strayer's work examines how attention functions within multiple research domains, from assessing the limits of human multitasking ability while performing complex tasks such as driving, to studying how attentional capacities can be restored by interacting with nature. Dr. Strayer uses converging methodologies in his lab to measure changes in both attention and performance, from psychophysiological (EEG and fMRI), subjective ratings, to primary (e.g., driving performance) and secondary task (e.g., reaction time) measures.



**Larry E. Temple**

Larry Temple is the Executive Director of the Texas Workforce Commission (TWC), a state agency with an operating budget of approximately \$1.2 billion in addition to the issuance of \$2 billion in Unemployment Insurance benefits annually. TWC has statewide oversight of employment, training, welfare reform, child care, Unemployment Insurance and Adult Basic Education programs. The Agency delivers these services to its 254 counties through a network of 28 local workforce development boards. Temple brings to the job more than 20 years of private-sector management experience in energy, retail and real estate development. He holds a Bachelor of Arts degree in History from St. Edward's University, where he serves as a member of the Advisory Council.



**Mark Baker**, Executive Director, Shingo Institute

Mark worked as an engineer and coordinator at Honda Motor Company in the USA and Japan. After obtaining an MBA at Pitt, he worked for Saint-Gobain in the areas of Quality and Operations Management in Japan, China and the USA in the abrasives and glass food and beverage packaging divisions. Mark eventually took global responsibility for the operational excellence program, creating and deploying the program throughout the 60 sites of the packaging division worldwide.



**Gary Peterson**, Executive Vice President, Supply Chain & Production

Gary Peterson has helped O.C. Tanner run like a well-oiled machine for more than two decades. As Executive Vice President of Supply Chain & Production, he engages and empowers employees, leading manufacturing, buying, engineering, refining, and logistics teams. Gary has traveled the world sharing the principles they've learned as O.C. Tanner has doubled efficiency, improved quality, and reduced production time from six weeks to one hour.



**Geri Miller-Fox**

Geri began her career with the Utah Department of Corrections as a correctional officer. During her career, she has served in a variety of capacities, including training manager, organizational development specialist, Adult Probation & Parole staff supervisor, and halfway house director. In 2007, Geri accepted the position of deputy director of Adult Probation & Parole, where she implemented evidence-based practices for the organization. She then accepted a unique opportunity to serve as the Training Director and began that assignment in 2010. After serving in this capacity, Geri moved back to Adult Probation & Parole, where she remains the division director for the State's community correctional supervision. Geri has an Associates Degree in Science, a Bachelor's Degree in Psychology and Biology, and a Master's Degree in Public Administration. She is also the area chair and faculty member with the University of Phoenix Criminal Justice and Security Program.



**Alfredo Mycue**

Alfredo Mycue is the Director of Business Transformation and Rapid Process Improvement at Texas Workforce Commission. He is a retired Army Lieutenant Colonel and Airborne Ranger. He served in Germany, Egypt, Korea, Iraq, and in 8 States. During his tour of duty he served in a variety of positions including, Stryker Infantry Battalion Commander in Baghdad, Iraq, US Embassy's Advisor to Korean Army, and Assistant Professor at United States Military Academy at West Point where he educated Cadets in history, ethics, and the military profession. Alfredo is a graduate of West Point, the Command and General Staff College, and holds a Masters in Diplomatic History from Tulane University. He holds the Project Management Professional (PMP) credential and is a Certified Six Sigma Black-Belt (CSSBB) in efficiency and quality.



**Dave Lewis**

Dave Lewis is Director of Organization Development and Performance Improvement at the Utah Department of Health. In this capacity, he oversees department-wide efforts such as application of the SUCCESS Framework, employee engagement, leadership development, and strategic planning. Dave previously served as Director of Medicaid Operations and prior to that was the Communications Director at the Department of Workforce Services. In addition to 12 years of state government service, Dave worked in the private sector for 25 years. He holds a Bachelor's Degree in Business Administration and a Master's Degree in Economics.



**Robyn M Atkinson-Dunn, PhD**

Robyn M Atkinson-Dunn, PhD is currently the Director of the Public Health Laboratory for the State of Utah. She holds a Bachelor's Degree in Biochemistry from Clemson University in South Carolina. She continued her education by completing a Doctorate of Philosophy Degree in Microbial Pathogenesis at the University of Tennessee – Health Sciences Center. Upon graduation, she completed a fellowship in Medical and Public Health Microbiology at Washington University in St Louis School of Medicine. During this fellowship, Dr Atkinson was introduced to public health and public health microbiology. She discovered a keen interest in learning about disease processes in the community vs. focusing on the disease process in the individual. She was excited to join the New York State Department of Health as the Director of Clinical Bacteriology. While in this position, Dr Atkinson was exposed to numerous and complex issues regarding standardization of laboratory practices among all state and local public health laboratories. After spending 2 years in New York, she was recruited to Tennessee to serve as the Director of the Knoxville Regional Laboratory.



**Elisa Farmer**

Elisa Farmer is a Senior Forensic Scientist working as the Technical Leader of the Fingerprint Discipline for Utah Bureau of Forensic Services. She has worked at the bureau for almost 13 years and has taught courses in Latent Prints and Forensic Photography and is a recognized expert witness throughout the state.



**Andrew (Andy) Pacejka, M.S.**

Andy is the Forensic Scientist Manager for the ID Section for the Utah Bureau of Forensic Services (Utah DPS). He started his career with the Bureau in 2002, where he worked as a Forensic Serologist / DNA Analyst. Andy is also part of the Bureau's Crime Scene Response Team, where he has served as a Team Lead. In 2009, Andy accepted a managerial position in the ID Section, which deals with Latent Fingerprint Analysis and Footwear and Tire Tread Analysis, and has been working in that capacity since. Andy holds a Master's Degree in Biological Sciences from Illinois State University.

**Heather Gunnarson**

Heather Gunnarson was appointed as the director and presiding judge of the Adjudication Division of the Utah Labor Commission in July 2012. She had previously been serving as the director of Utah's Antidiscrimination & Labor Division, a position she had held since 2006. Prior to working for the Labor Commission, Ms. Gunnarson was a partner in the law firm of Hoole & King, L.C., a five attorney Salt Lake firm with an emphasis in employee rights litigation. She currently serves as a member of the Governing Board of the National Association of Administrative Judiciary; vice president/president elect of the Government Law Section of the Utah State Bar; and a member of the dispute resolution committee of the International Association of Industrial Accidents Boards and Commissions.

**Gary Scheller**

Gary Scheller, BACJ, CPM, is the Director of the Utah Office for Victims of Crime (UOVC). Gary began his career in victim services in 1992 as a Court Appointed Special Advocate for child victims in Utah's Second Judicial District and as a victim advocate in the Weber County Attorney's Office. He became a Reparation Officer with UOVC (formerly CVR) in 1998 and with his colleagues has championed easy, practical and meaningful rights, advocacy and compensation for victims of crime. He has served two terms on the board of directors for the National Association of Crime Victim Compensation Boards, an advisory and resource board for all state and territory victim compensation programs and is the current Chair of the Legislative and Public Policy Committee for that national association. In that capacity, he presented the SUCCESS Framework, processes and his office's successes with the SUCCESS program to his colleagues throughout the nation. He has mentored his counterparts in other states on these and other issues.





# UTAH OPS

Building on **SUCCESS**

PRESENTED BY GOVERNOR GARY R. HERBERT

Governor's Office of Management & Budget • [gomb.utah.gov](http://gomb.utah.gov)

organized and produced by



Governor's Office of  
Management & Budget

Utah Media Group