



Spencer J. Cox
Governor

EXECUTIVE ORDER
2025-05

Expanding Government Efficiency to Best Serve Utahns

WHEREAS, Utah has consistently been recognized as the best-managed state in the nation, and continually strives to provide Utahns the best service;

WHEREAS, the state of Utah is entering an increasingly resource constrained environment;

WHEREAS, state employees strive to efficiently provide high quality services, mitigate risk, and deliver broad benefits to Utahns;

WHEREAS, the state has developed public metrics (performance.utah.gov) to transparently track government agencies' spending and outcomes;

WHEREAS, the state is expanding its Efficiency and Process Improvement Committee (EPIC), currently composed of four representatives from state agencies, to a broader collaborative that engages operational excellence professionals across the state;

WHEREAS, the state's customer experience initiative is proactively collecting feedback from Utahns to enhance the delivery of government services;

WHEREAS, every government agency has developed a strategic plan that outlines its goals and top priorities;

WHEREAS, the executive branch constantly strives to evaluate government processes to save costs, time, and improve services;

NOW, THEREFORE, I, Spencer J. Cox, governor of the state of Utah, by the authority vested in me by the Constitution and laws of this state, do hereby order the following:

Purpose. The purposes of this Executive Order are to:

1. Establish Government Reform, Innovation & Transparency (GRIT) to drive improvements across state government;
2. Empower state employees to work with their respective agencies in generating and implementing ideas to improve government;
3. Identify other ways to coordinate and enhance existing efforts related to state government efficiency and process improvement activities; and

4. Provide Utahns with access to transparent and measurable improvement outcomes, such as cost-savings, time-savings, improved service delivery, and return on investment.

Application. This order applies to all state agencies, as defined below.

Definitions. As used in this order:

1. Definitions. As used in this order:
 - a. “Agency”
 - i. Includes:
 1. a department, division, office, bureau, or other organization within the state executive branch, including the State Tax Commission, the National Guard, and the Board of Pardons and Parole; and
 - ii. does not include:
 1. an institution of higher education;
 2. the Utah Board of Higher Education;
 3. the State Board of Education;
 4. an independent entity as defined in Utah Code § 63E-1-102;
 5. the Attorney General's Office;
 6. the State Auditor's Office;
 7. the State Treasurer's Office;
 8. the Legislative Branch; or
 9. the Judicial Branch.
2. “Improvement project” means a project recommended to GOPB that is intended to achieve:
 - a. Cost-savings;
 - b. Time-savings;
 - c. Enhanced service delivery;
 - d. Improved performance measure outcomes;
 - e. Solutions to real or perceived concerns identified through customer experience feedback;
 - f. An efficiency evaluation as defined in [63J-1-904](#); or
 - g. Remedies to issues identified by external or internal audits.

Government Reform, Innovation & Transparency (GRIT).

1. This order hereby establishes an initiative (GRIT) to improve state government by:
 - a. Calling on state employees and agencies to internally identify and bring about cost-savings, time-savings, and service improvements;
 - b. Requiring state agencies to submit improvement project proposals to GOPB so processes can be evaluated and improved in accordance with Utah Code § [63J-1-904](#);
 - c. Requiring agencies to evaluate performance metrics to ensure they align with the agency’s respective strategic plan; and
 - d. Ensuring every state agency is part of EPIC and the Customer Experience initiative.

Efficiency and Process Improvement Collaborative (EPIC).

1. GOPB shall establish a collaborative comprised of at least:
 - a. A representative of GOPB;
 - b. A representative from each state agency (to be determined by each agency); and
 - c. Representatives from other governmental entities invited to join the collaborative.
2. Members of the collaborative will meet regularly to:
 - a. Teach and learn from peers regarding efficiency and process improvement practices;

- b. Share best practices in efficiency and process improvement activities; and
- c. Collaborate with peers to overcome constraints or challenges.

Governor’s Office of Planning and Budget.

- 1. GOPB will work with agencies to collect improvement project proposals, select and prioritize projects, conduct evaluations, and measure the results of those projects.

State Agencies.

State agencies shall:

- 1. Establish a culture that empowers employees to improve state government;
- 2. Identify an agency representative to participate in EPIC as its primary operational excellence point of contact;
- 3. Recommend an improvement project no later than July 1, 2025, to be conducted by GOPB in accordance with Utah Code § [63J-1-904](#);
 - a. Collaboratively participate in an improvement project to the fullest extent possible;
- 4. Identify and independently work on at least one improvement project per division, office, bureau, or program and provide a list of those projects to the respective Department Cabinet head once they are developed;
 - a. Establish metrics to track return on investment, improved service delivery, or savings in cost and time; and
 - b. Report results to GOPB.

THIS ORDER is effective immediately and shall remain in effect until January 19, 2029.



IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Utah. Done on this, the 9th day of May, 2025.

Spencer J. Cox
Governor

Deidre M. Henderson
Lieutenant Governor

ATTEST: