



**Governor's Office of
Planning & Budget**

**Customer Feedback
2025 Report**

July 1, 2026



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EXECUTIVE SUMMARY

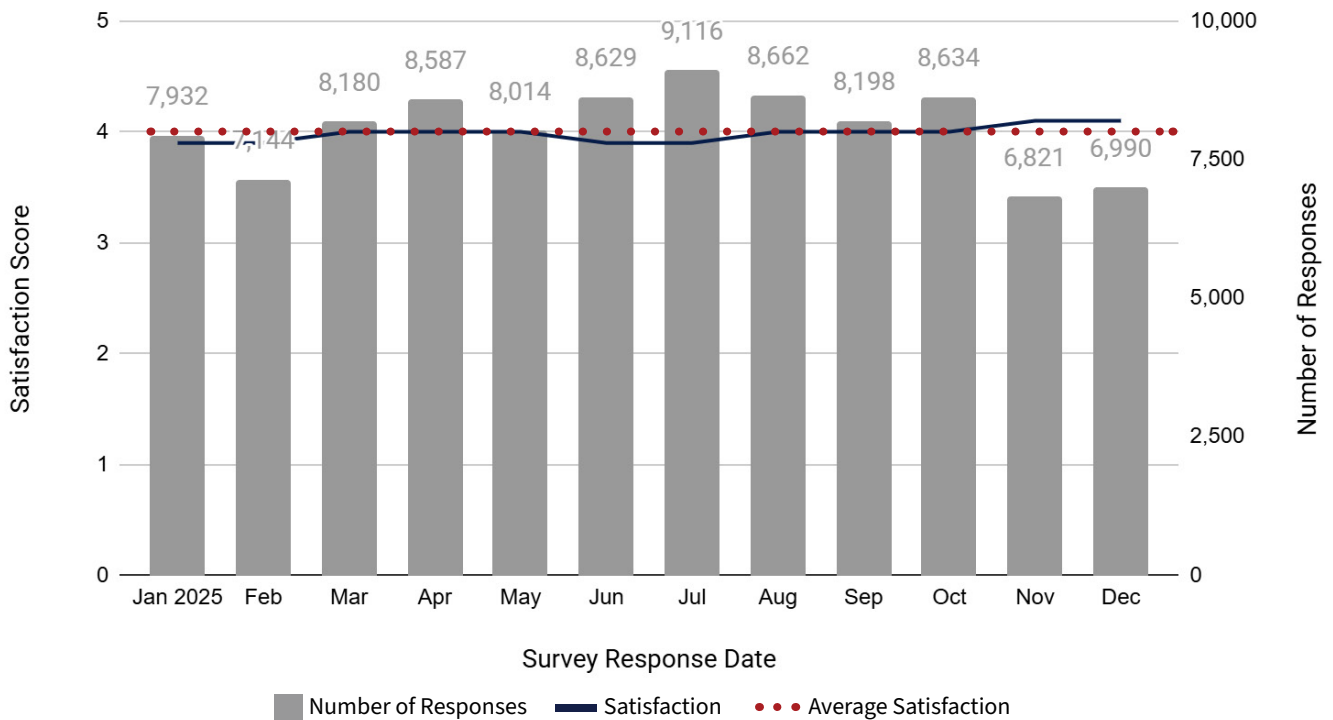
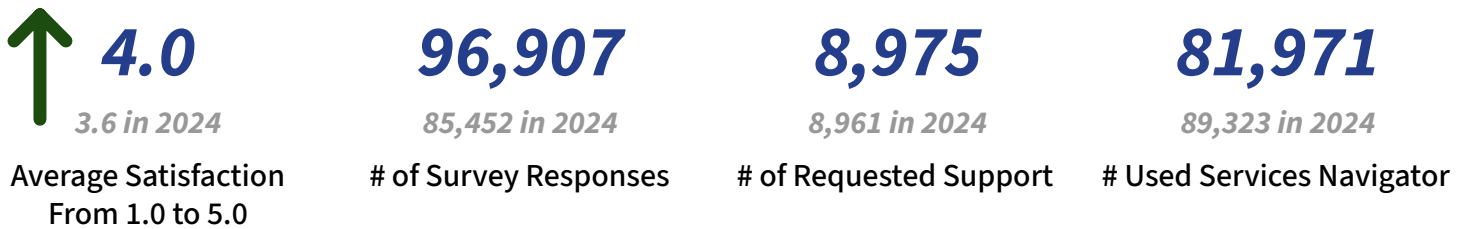
Pursuant to Utah Code 63G-25-202, the Governor’s Office of Planning and Budget (GOPB) and the Department of Government Operations (GovOps) have coordinated with state agencies to prepare this summary of constituent feedback gathered during calendar year 2025.

The report demonstrates statewide improvements in average customer satisfaction scores over calendar year 2024, climbing from a 3.6 to a 4.0 (on a scale of 1 to 5). In 2025, nearly 100 improvement projects were identified and executed based on customer feedback.

The Customer Experience (CX) program is now a major cornerstone of Gov. Spencer Cox’s Government Reform, Innovation, and Transparency (GRIT) initiative, enabling Utah government to be more responsive and accountable. Amid efforts to boost operational efficiency across state government and provide swifter services to customers, the CX program serves a critical role in maintaining or improving service effectiveness and reliability. All state agencies are participating in the program and there has been an increase in the overall number of survey responses.

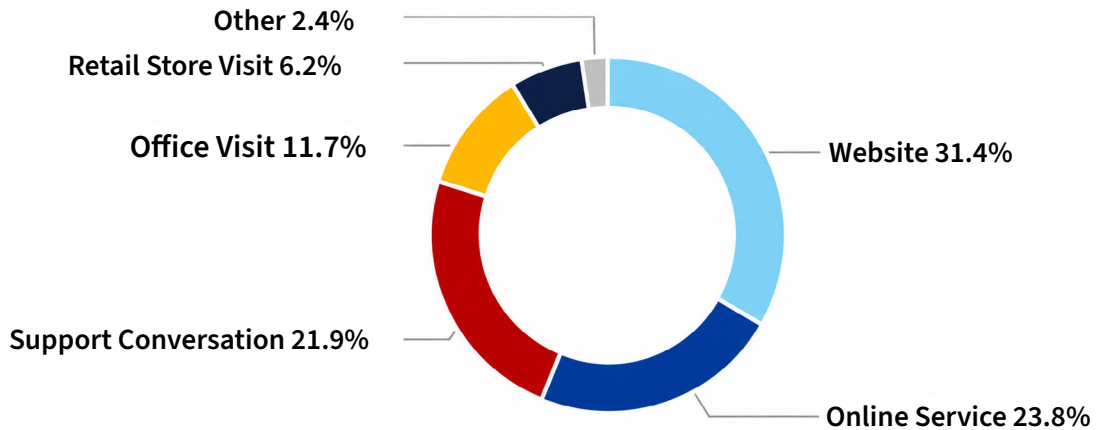
UTAH CUSTOMER EXPERIENCE IN 2025

Overall Satisfaction and Response Volume



Note: Additional information regarding the data provided can be found in the [Supporting Information section](#) of this report.

All Agencies: Feedback Channels



A DATA-DRIVEN SNAPSHOT OF UTAH

During the past year, the CX program has evolved into a centralized and unified listening resource. State agencies ask their customers for feedback, equipping leaders with more comprehensive data and experiences to serve as a basis for decision making and improvements. Agencies now receive customer feedback data more widely and proactively than ever, as intelligence is pushed to 362 state data users (as of June 1, 2026). In the last year alone, this system generated 96,907 actionable responses, providing leadership with a heat map to show where state services are excelling and where they require intervention.

The listening engine shows detailed interactions:

Engagement Channels: Feedback is primarily gathered through **websites, online services, and support conversations, with the remainder coming largely from office and retail visits** (see graphic above).

Performance Metrics: The state maintains an **average satisfaction score of 4.0 out of 5.0**. Analysis of 66,303 mentions shows “Task Completion” (averaging a 3.7 score) remains an area to improve. Reliability was the highest-scored metric at 4.7, which was mentioned 36,853 times.

Agency Leadership: The **Utah State Tax Commission led the state in volume with 37,413 responses, maintaining a strong 4.1 satisfaction score** despite the high complexity of their services.

Additional improvements to the program are being made. As of June 2026, we are actively building 46 new ways for customers to give feedback. In the coming year, we plan to deploy AI-driven alerts to notify leaders immediately when service metrics drop and their customers begin to report less positive interactions. We are also evaluating ways to make CX performance insights more transparent, boosting public access to data year-round.

Users can already see cumulative statewide scores and CX projects on the [GRIT dashboard](#), but the CX team will explore ways to further enhance access so the public has detailed, up-to-date information at their fingertips.

Utah has moved beyond collecting and observing data to a place where we are now using feedback to actively manage change. We are running a more accountable government that is better equipped than ever to listen to customers, spend time and energy with precision, and drive the most impactful improvements.

This enables the CX program’s data-driven approach to increasingly deliver measurable cost savings and operational improvements.

Cost Optimization: The system has identified opportunities that have optimized nearly **half a million dollars** in cost savings and cost avoidance, and informed countless other improvements.

Reduced Support Burden: Targeted improvements led to a **66 percent reduction in complaint volume on medicalcannabis.utah.gov** and a reduction in support calls for the Department of Health and Human Services Center for Medical Cannabis.

Service Recovery: When the Department of Commerce experienced plummeting satisfaction scores following a system launch, they used real-time feedback to identify specific friction points and engineered a complete service turnaround.

Turning Failure into Success: In 2024, the Department of Corrections received an average score of 2.9 from 1,010 responses. This year, after numerous changes to their website and offender search tool, the response volume increased significantly and the **satisfaction score stabilized at a healthy 4.1 with more than 300 responses per month.**

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Website	3.0	2.6	30,460	38,886
Online Service	3.9	4.1	23,092	20,594
Support Conversation	4.6	4.2	21,231	10,411
Office Visit	4.7	4.7	10,970	8,032
Retail Store Visit	4.8	4.8	5,843	5,150
Multi-year Experience*	72%*	72%*	3,067	2,210
Multi-month Experience	4.4	4.7	706	93
Events	4.8	New	641	New
Email (mass/form)	3.0	New	207	New
Field Visit	4.7	New	140	New
Hearing	4.1	4.0	139	41
Construction Project	3.5	New	111	New
App	4.2	4.3	97	35
Pamphlet Instructions	3.8	New	95	New
Using Infrastructure	4.6	New	82	New
Inspection	3.6	New	19	New
Project Delivery	4.8	New	7	New

Notes:

1. While we collected feedback about emails, respondents did not provide a satisfaction score. Additionally, “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.
2. *National Guard measures job satisfaction, rather than customer satisfaction.

Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.7	3.1	66,303	60,362
Effort	4.5	3.9	27,960	20,172
Reliability	4.7	4.4	36,853	27,086
Empathy	4.5	4.2	40,128	28,503

Agency Breakdown

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Board of Pardons and Parole	4.1	3.1	257	46
Commission on Criminal and Juvenile Justice	2.7	2.4	91	78
Utah Department of Agriculture and Food	2.8	3.5	1,156	810
Department of Alcoholic Beverage Services	4.8	4.8	6,222	5,554
Department of Commerce	2.8	2.8	6,915	9,625
Department of Corrections	4.1	2.9	1,859	1,010
Department of Cultural and Community Engagement	3.4	3.5	737	645
Department of Environmental Quality	4.1	3.5	994	468
Department of Financial Institutions	3.0	2.4	40	52
Department of Government Operations	4.3	3.1	14,632	8,863
Department of Health and Human Services	3.5	2.8	4,778	4,807
Department of Natural Resources	3.4	2.6	1,734	1,117

Agency Breakdown Continued

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Department of Public Safety	3.6	3.1	5,143	4,367
Department of Veterans and Military Affairs	3.7	3.9	117	138
Department of Workforce Services	4.0	3.7	8,778	10,061
Governor's Office of Economic Opportunity	3.8	3	174	125
Governor's Office of Planning and Budget	4.4	3	13	2
Office of the Lieutenant Governor's	2.6	2.7	717	2,868
Utah Department of Transportation	3.2	2.2	807	614
Utah Insurance Department	4.0	3.8	854	950
Utah Labor Commission	3.7	3.8	213	183
Utah National Guard*	3.8	2.7	3,096	2,219
Utah State Tax Commission	4.1	3.9	37,413	30,826
Other Offices	3.0	3.6	167	24

Notes:

1. Additional information regarding the data provided for each of the agency sections can be found in the [Supporting Information section](#) of this report.
2. *National Guard scores are based on website feedback, a small fraction of the feedback they collect. For job satisfaction scores, see their dedicated page of the report. National Guard measures job satisfaction, rather than customer satisfaction.

INTRODUCTION

The State of Utah's Customer Experience (CX) program operates on a three-engine model that is designed to strategically deliver immediate value to customers in a sustainable and efficient way. This interlocking framework allows us not only to collect data, but to actively translate customer feedback into operational excellence. By listening to the voice of the customer, providing real-time support, and informing structural improvements, the CX program helps transform repetitive friction into a more seamless service model.

Listening Engine: Our omnichannel survey infrastructure, realtime dashboards, and advanced data analytics tools.

Support Engine: Automated ticketing workflows, triggered communications, and service navigators to resolve issues at the moment.

Improvement Engine: Formal accountability processes used to track, manage, and verify systemic service enhancements across all agencies.

LISTENING ENGINE

















Utah's feedback infrastructure is built for scale and flexibility. We capture customer sentiment across the entire spectrum of state interactions, including digital platforms (websites and apps), call centers, field inspections, campgrounds, and formal hearings. While each survey is tailored to the specific nuances of the respective service, every data point flows into a unified enterprise dashboard.

Surveys

We capture high-intent, immediate feedback at the point of interaction. Whether completing an online form or concluding a site visit, customers are given an opportunity to briefly rate their experience.

543

Survey Touchpoints (2025)

 260 Websites	 10 Email Support
 81 Offices	 5 Events
 59 Retail Stores	 4 Construction Projects
 29 Online Services	 3 Projects
 24 Phone Support	 2 Field Visits
 23 Publications	 1 Inspection
 19 Multi-channel Support	 1 Hearing
 21 Campgrounds	 1 App

Key Questions Answered

Statewide Visibility: The Governor's Office, IT leadership, and budget directors see a heat map of the entire state's service quality so they can determine:

1. Which agencies need work? Why are their scores suffering?
2. How do Utah's businesses feel about our services?
3. Where could technology investment raise service quality statewide?

Agency Precision: Agency leaders see comparisons across their divisions. Division leaders see their own division's efforts and can conduct more detailed analyses such as:

1. Which campgrounds are most loved?
2. Where are our websites falling short?
3. Which call center needs more training?

Operational Depth: Website editors, office managers, and team leads see pages tailored to

the touchpoints they manage and can answer:

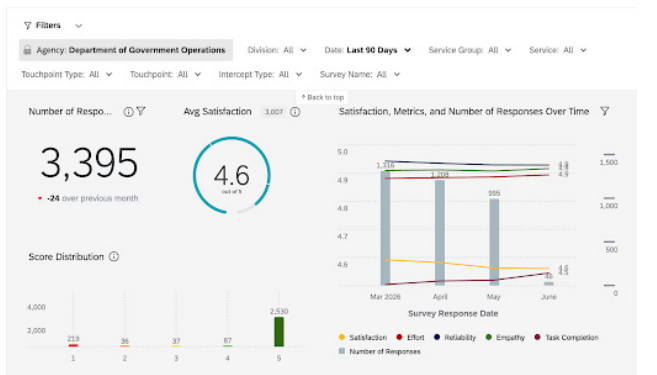
1. Which pages of my website need a re-write?
2. Which phone agents are doing stand-out work?
3. Where do our campground showers need maintenance?

Dashboards

There are varying views of Utah’s CX data, catering to users’ needs regardless of their role. Views vary from high level aggregates for the state, agency, or division, all the way down to views of specific offices, stores, events, or online services.

Dashboards

State, Agency, Division, Website, Online Service, Support Experience, Office Visit, Retail Store, Publication/Pamphlet, Events, and Field Visit/Inspection



SUPPORT ENGINE

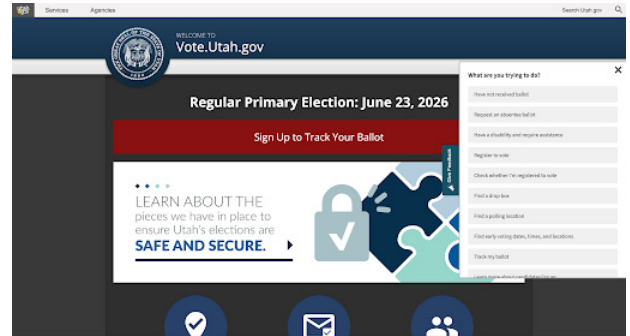
The Support Engine represents our commitment to closing the loop. We have evolved beyond passive data collection and now can help customers’ friction points find a clear path to resolution. This engine captures the raw data identifying dissatisfaction and transforms it into an immediate opportunity for state intervention.

Services Navigators

These in-page guidance tools provide curated, realtime troubleshooting that empowers customers to self-serve, reducing the burden on high-cost call centers.

13

Agencies offer a services navigator (2025)

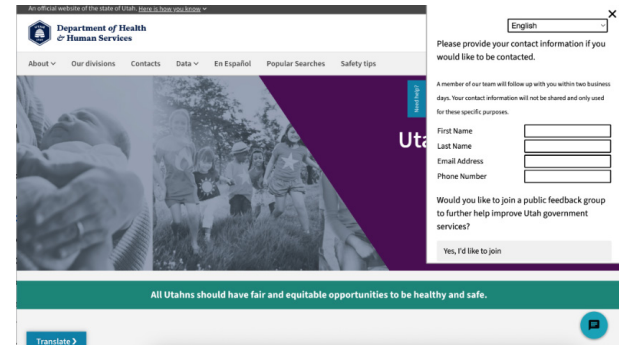


Ticketing and Email Support

Standardized help forms route customer requests to the appropriate internal teams. By automating these workflows, we help prevent requests from falling through the cracks.

21

Agencies offer support after surveys (2025)



IMPROVEMENT ENGINE

To better capture successes, the State introduced mandatory improvement tracking for all agencies this year. This framework requires agencies to move beyond observing data and actively manage change. On a quarterly basis, agencies must document the specific insights gained from feedback and the subsequent actions taken to refine their services accordingly.

Insights and Improvements

Agencies maintain a centralized list of insights and improvements. This tracks the full lifecycle of a CX initiative, from the initial identification of a problem (insight) to the verified operational solution (improvement).

STAKEHOLDER ENGAGEMENT

Agency Engagement

The program's success is rooted in high adoption levels across state leadership. We have established a clear hierarchy of accountability (detailed below) within every agency so that CX can be used to inform policy and operational decisions.

CX Leaders: Senior executive sponsor who provides executive accountability, aligns customer-experience initiatives with overall agency strategy, and possesses the authority to allocate resources and remove high-level organizational barriers.

CX Champions: Hands-on operational leader and central hub responsible for the day-to-day management, coordination, and execution of the agency's CX strategy.

CX Councils: A cross-functional group composed of leaders from customer-facing units who collaborate to identify improvements for their division, prioritize cross-functional CX initiatives, and resolve internal roadblocks that impede projects.

Hundreds of state employees are empowered to make decisions impacting our customers' experiences. Our automated system puts

customized data directly into the hands of leaders and decision makers in the following ways:

Executive Scorecards: Leaders receive a high-level view of the 20 most-utilized services and their respective performance trends.

Automated Monthly Reports: State leaders receive tailored reports specific to their purview.

Specialized Insights: Website editors, call center managers, and field inspectors receive targeted data streams, giving frontline owners the tools to improve.

98 *Total Improvements Projects (2025)*

100% *Agency Participation (2025)*

Data Engagement

All data is presented and displayed on a unified dashboard system. Through customized permissions, each viewer is directed to the data set that applies to their individualized scope of influence. Pages focused on State, Agency, and Division help us sort and tailor that feedback. Dashboards for Website, Online Service, Office Visit, Field Visit, etc., provide customizable views and filters that integrate widgets. For example, the Website Dashboard has widgets about time on page, url, and browser, while the Support Experience Dashboard includes views focused on teams, team members, and number of transfers.

1,089 *Total Active Users (2025)*

26,146 *Total System Sign-ins (2025)*

362 *Monthly CX Report Recipients (June 2026)*

BOARD OF PARDONS & PAROLE

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.1 (3.1 in 2024)

Average Satisfaction from 1.0 to 5.0



Not Offered

of Requested Support



257

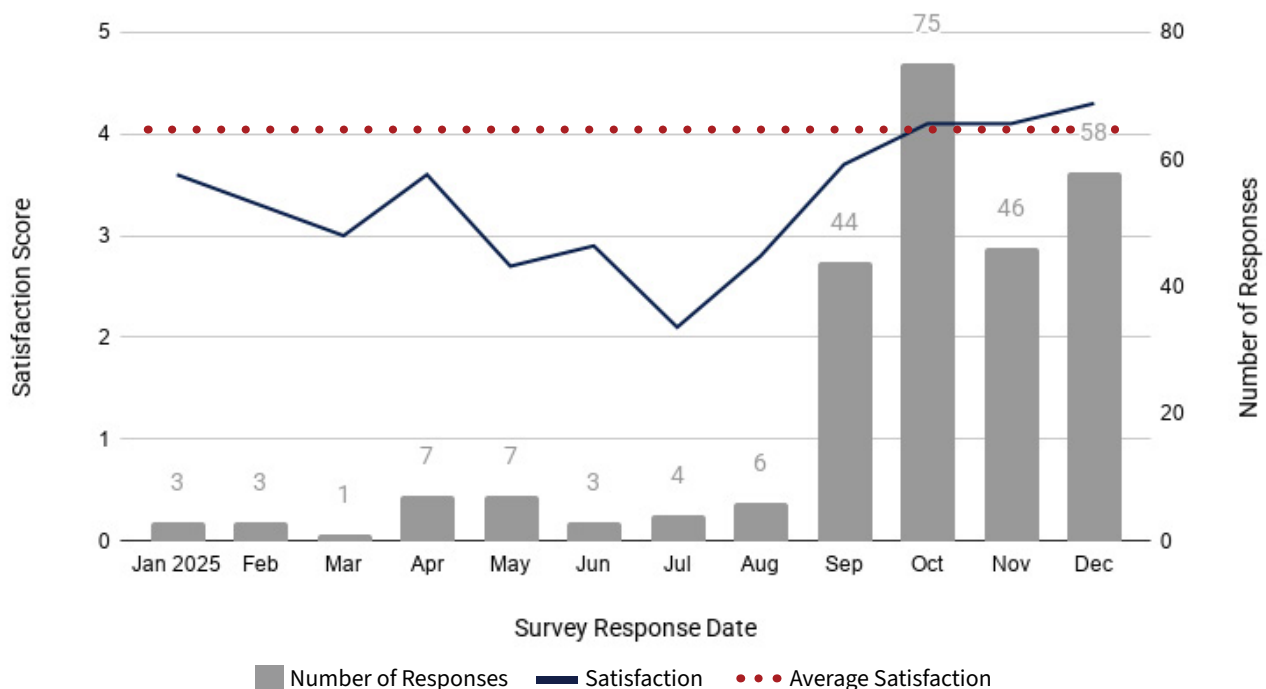
of Survey Responses



134

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



Note: The addition of new surveys drove a jump in response volume and a stabilization of scores at the end of the calendar year.

IMPROVEMENTS

Inmate Resources

Inmate Handbook: BOPP created a handbook to provide individuals with information about what happens after they are sentenced to prison, which has resulted in a ten percent reduction in letters from incarcerated individuals seeking information.

Intake, Release Days, and Inmate Information and Case Assignment (IIAC) Meeting Attendance: Board staff began attending prison intake and

release days and the Incarcerated Individuals Advisory Committee (IIAC) meetings to directly answer questions. This initiative is ongoing and has generated positive feedback from inmates.

Victim Services

Victim Information Packet: A detailed information packet was developed and is sent to victims to explain their rights and the post-sentence process, earning positive feedback from victim advocate groups.

UPCOMING EFFORTS

In the upcoming year, the Board of Pardons and Parole (BOPP) will focus on educating customers and proactively improving transparency regarding post-sentence processes. A major priority is closing critical information gaps by implementing a series of educational SMS messages designed specifically to help families of incarcerated individuals understand the correctional timeline. Concurrently, the agency aims to resolve recurring questions

at the facility level by creating and distributing a Parole Violator (PV) poster for intake areas at Central Utah Correctional Facility (CUCF) and Utah State Correctional Facility (USCF). To sustain this operational momentum, BOPP will actively deploy these resources to ensure families and inmates have reliable information, preventing future backlogs in customer communications.

Board of Pardons & Parole: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	4.0	2.7	219	36
Effort	3.4	3.0	21	7
Reliability	3.4	3.0	7	11
Empathy	3.5	3.1	21	7

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Board of Pardons & Parole: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
bop.utah.gov	4.0	3.1	147	46
Search Board Hearings	4.2	New	101	New
Inmate Handbook	4.2	New	5	New
Join a Board Hearing	3.7	New	3	New
Victim Information Packet	5.0	New	1	New

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.

Board of Pardons & Parole: Feedback Topics *(Derived from Drivers)*

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Search function	4.3	168
Content helpfulness	4.3	81
Ease of use	4.0	11
Navigation	3.4	7
Completeness of resolution	4.0	5
Content clarity	4.2	5
Something else	3.0	2
Language availability	2.0	1

COMMISSION ON CRIMINAL & JUVENILE JUSTICE

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



2.7 (2.4 in 2024)
Average Satisfaction
from 1.0 to 5.0



58
of Requested
Support

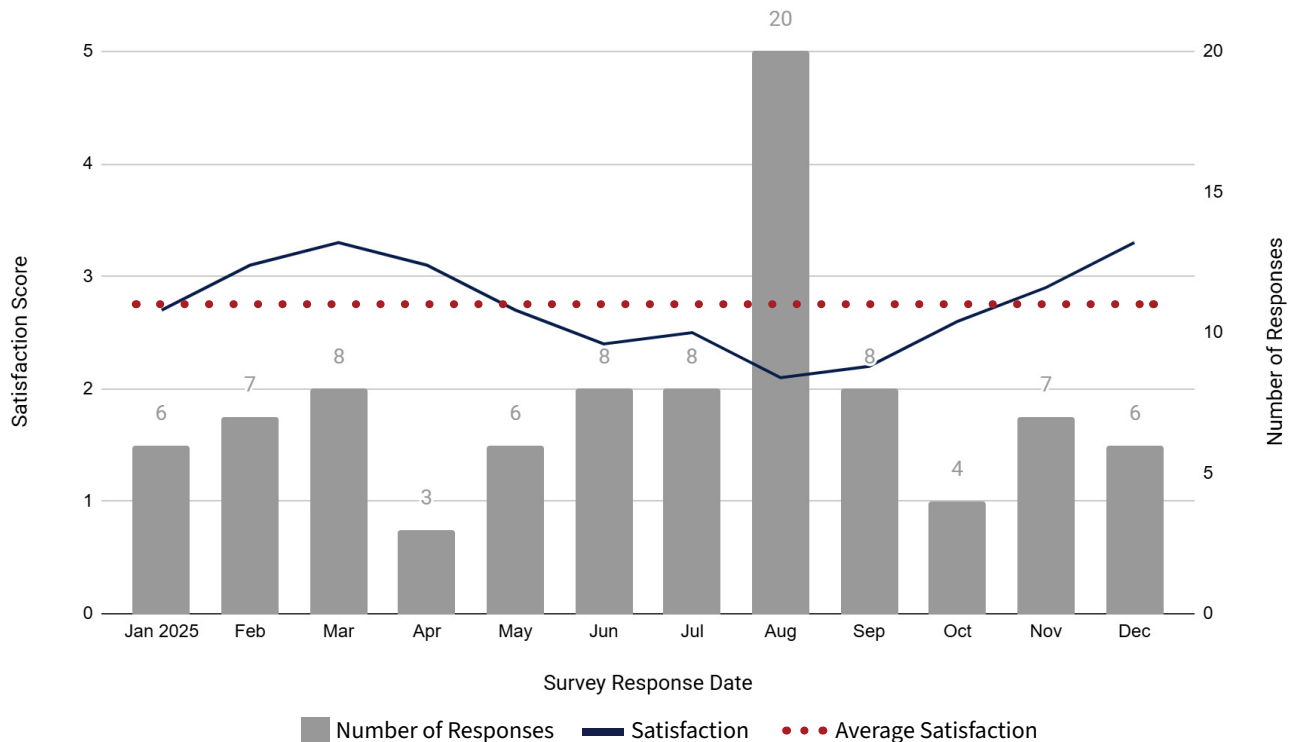


91
of Survey
Responses



214
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Eliminated Email Backlog: Customers of the Utah Office for Victims of Crime (UOVC) were experiencing a lack of or delayed responses to their emails. The agency identified this pain point through evidence in their email inbox and from customer survey feedback, noting that the delays were directly impacting the compensation services provided. An internal process and team restructure brought the backlog down to zero.

Eliminated Application Backlog: UOVC Customers were facing delays in the uploading of their compensation applications. The agency gathered evidence of this issue through customer

feedback via surveys, phone calls, and in-person visits. This specific bottleneck was directly impacting the timely disbursement of funds to customers. An internal process and team restructure brought the backlog down to zero.

UPCOMING EFFORTS

Website Update: The Commission on Criminal and Juvenile Justice (CCJJ) will focus on a comprehensive website transformation across all divisions to modernize its digital presence and improve customer experience. This is timely as CCJJ is also transitioning into the Department of Criminal Justice.

Website Rebranding and Accessibility: A major priority is executing a complete website rebranding, including updated digital and physical assets, targeted for completion by December. Concurrently, the agency aims to enhance accessibility and user navigation by ensuring all division websites meet strict accessibility requirements by April, while

restructuring content layout to make vital resources easier to locate.

Embedding CX: To gather actionable insights, the team will embed advanced Customer Experience (CX) survey questions across these platforms—an effort that directly aligns with the action plan for the Utah Office for Victims of Crime (UOVC) to ensure data-driven, continuous improvement.

Commission on Criminal & Juvenile Justice: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	1.6	1.4	58	51
Effort	2.7	2.2	18	15
Reliability	3.4	2.9	15	7
Empathy	2.0	2.6	10	11

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Commission on Criminal & Juvenile Justice: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
crimevictim.utah.gov	2.9	2.3	57	51
justice.utah.gov	2.3	2.5	18	15
idc.utah.gov	2.4	2.1	16	11

Note: Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. One response from 2024 is not reflected in this table. Refer to [the appendix](#) for more information.

Commission on Criminal & Juvenile Justice: Feedback Topics (Derived from Drivers)

TOPICS
Service: Communication and phone calls.
Service: Request to return voicemails.
Service: Related to needing help, helplessness of where to go, complaints about the process, or outcome of criminal justice system.
Hearings / Decisions: Related to needing help, helplessness of where to go, complaints about the process or outcome of criminal justice system.

DEPARTMENT OF AGRICULTURE & FOOD

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



2.8 (3.5 in 2024)

Average Satisfaction from 1.0 to 5.0



598

of Requested Support



1,156

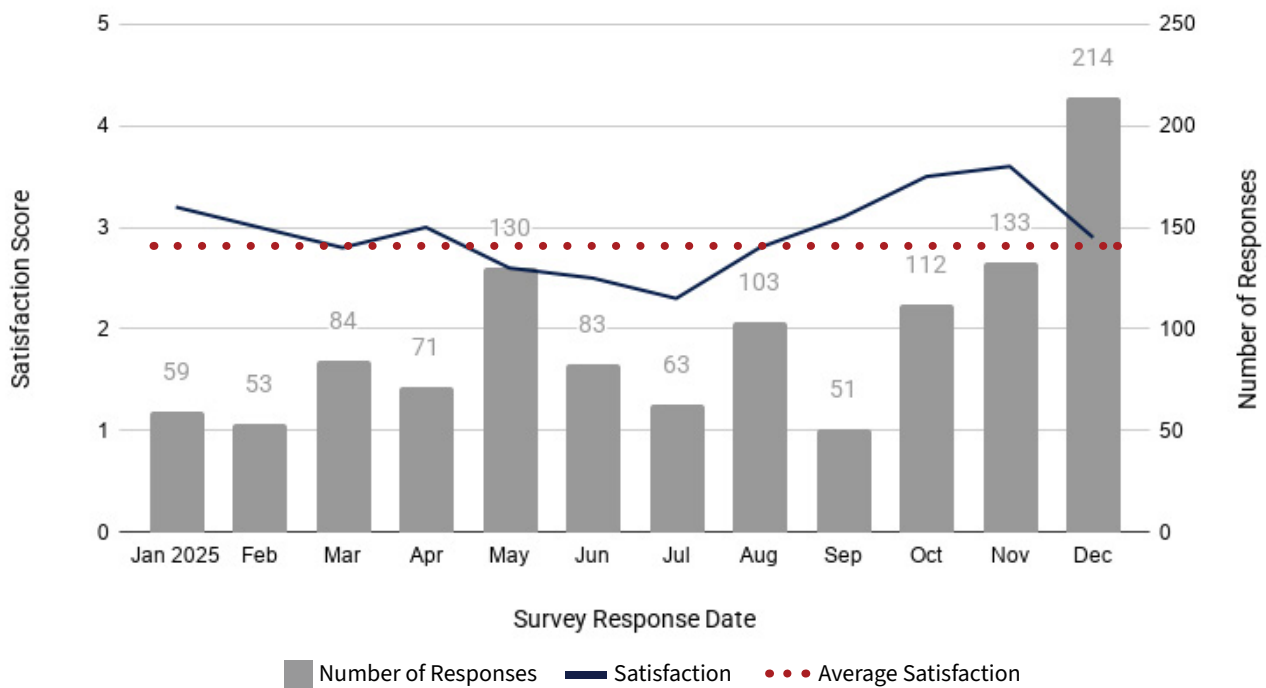
of Survey Responses



1,416

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

License Application Guide and FAQ: To address frustrations from customers encountering navigational roadblocks during application processes, UDAF created a step-by-step guide, a video, and FAQ materials. These tools have helped users complete their license applications independently.

Digital Food Safety Complaints Intake Process: Previously, all food safety complaints had to be submitted over the phone, which was costly and limiting. UDAF created a digital self-service channel that allows customers to submit these

complaints online, provide detailed descriptions, and directly upload photographic evidence.

Website Enhancements: UDAF used feedback stating the agency’s website content was overly dense, technical, and causing cognitive overload, to enhance the site (ag.utah.gov) and provide greater clarity for its users.

UPCOMING EFFORTS

The Utah Department of Agriculture and Food (UDAF) has increased efforts to proactively monitor and track CX data, while expanding its survey collection efforts. UDAF experienced a 43 percent

increase in feedback volume from 2024 to 2025 and anticipates more robust input from customers to inform service delivery. While some of that initial feedback has come with lower satisfaction scores, UDAF is collecting those experiences and is now better able to act on those specific concerns that customers want improved. This is anticipated to yield improved satisfaction scores over time as the agency can better align its priorities with the needs of its customers. UDAF will focus on streamlining internal routing and improving real-time telephonic support for its customers. A major

priority is overhauling the main administrative Auto Attendant Phone System to prevent excessive call shuffling and cold transfers that routinely frustrate callers. The agency aims to resolve these systemic communication delays by routing incoming requests across Plant Industry, Regulatory Services, and Animal Industry accurately and with full context. UDAF will actively deploy this streamlined auto-attendant to reduce wait times and help residents quickly reach the appropriate agricultural subject matter experts.

Department of Agriculture & Food: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	2.0	2.1	556	463
Effort	2.9	4.0	154	178
Reliability	3.7	4.4	250	308
Empathy	3.8	4.4	251	328

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Agriculture & Food: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Taylorville UDAF Office and Inspections	3.7	4.4	363	515
agbusiness.utah.gov	1.5	1.4	269	22
ag.utah.gov	2.9	2.3	249	139
brands.utah.gov	1.5	New	103	New
udafdms.utah.gov	1.7	1.7	80	69
utahsown.org	2.7	3.3	21	25
UDAF Pesticides Support Call	3.6	New	21	New
webapp.ag.utah.gov/LicenseLookup	2.0	2.4	28	18

Department of Agriculture & Food: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
cfs.utah.gov/cfs	3.5	New	9	New
webapp.ag.utah.gov/ generalOnlinePayments/	2.0	New	4	New
webapp.ag.utah.gov/ establishment/	1.0	New	3	New
webapp.ag.utah.gov/ generalOnlinePayments	1.0	2.0	2	3
urrt.utah.gov	No Score	1.0	2	1
producesafety.utah.gov	3.0	New	1	New
cfs.utah.gov	3.0	1.0	1	5

Notes:

1. While urrt.utah.gov collected feedback, respondents did not provide a satisfaction score.
2. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.
3. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were 13 responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.


Department of Agriculture & Food: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Knowledgeable staff	4.1	183
Helpful staff	4.1	183
Staff understood need	3.9	170
Transparent staff	3.9	140
Content helpfulness	2.3	89
Process complexity	4.1	68


DEPARTMENT OF ALCOHOLIC BEVERAGE SERVICES

OVERALL SATISFACTION AND RESPONSE VOLUME


Data collected Jan 1–Dec 31, 2025 (See Appendix).




4.8 (4.8 in 2024)
Average Satisfaction
from 1.0 to 5.0



3
of Requested
Support

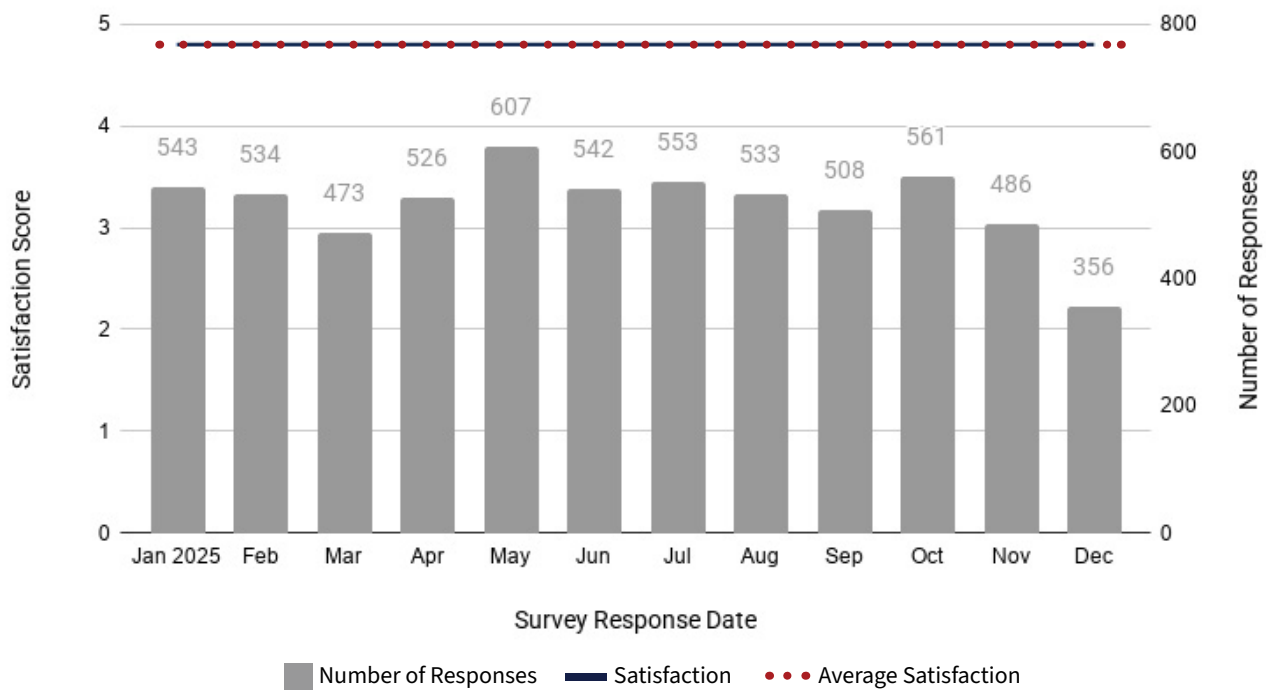


6,222
of Survey
Responses



Not Offered
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



Note: The addition of new surveys drove a jump in response volume and a stabilization of scores at the end of the calendar year.

IMPROVEMENTS

Sales Analysis Report Date Range: Customers were previously unable to easily filter sales data and could only view the full range of data. DABS resolved this by adding a date range filter to the sales analysis report, successfully making the report filterable by specific dates again.

Matching Online Orders to Invoices: Retail licensees previously struggled to match their store invoices to their online orders (and subsequently their card or ACH charges) because

the systems used different identification numbers. To fix this, DABS added sales order IDs to the online ordering portal and added the online order IDs to the invoices received from the store. This improvement successfully reduced the number of invoice requests sent to the Help Desk.

UPCOMING EFFORTS

In the upcoming year, the Department of Alcoholic Beverage Services is turning feedback from the public and local businesses into action with more

user-friendly digital resources. A new eCommerce platform follows private sector best practices to improve the online shopping experience and will serve as a foundation for modernized shopping options, with the continued focus on safety and responsibility that’s embedded throughout DABS. The eCommerce platform will roll out in phases to

create building blocks toward a fully functional and user-friendly site, capable of making adjustments based on both qualitative and quantitative listening.

Department of Alcoholic Beverage Services: Scores on All State Metrics

METRICS	AVERAGE SCORE Between 1.0 and 5.0		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	4.9	4.8	3,940	3,349
Effort	4.8	4.8	4,577	3,537
Reliability	4.8	4.8	6,061	4,521
Empathy	4.9	4.9	5,473	4,066

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Alcoholic Beverage Services: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE Between 1.0 and 5.0		# OF RESPONSES	
	2025	2024	2025	2024
DABS Help Desk	4.7	4.5	445	376
DABS Utah State Liquor Store #26 Taylorsville	4.9	4.9	368	366
DABS Utah State Liquor Store #03 West Valley City	4.9	4.8	320	66
DABS Utah State Liquor Store #46 West Valley City	5.0	4.7	318	46
DABS Utah State Liquor Store #05 Provo	5.0	5.0	312	62
DABS Utah State Liquor Store #09 Murray	4.7	4.9	282	330
DABS Utah State Liquor Store #12 Salt Lake City	4.9	4.9	210	174
DABS Utah State Liquor Store #10 Tooele	4.9	4.9	205	64
DABS Utah State Liquor Store #38 Park City	5.0	4.9	204	13

Department of Alcoholic Beverage Services: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
DABS Utah State Liquor Store #29 Holladay	4.9	4.8	196	313
DABS Utah State Liquor Store #24 Ogden	4.9	4.8	175	111
DABS Utah State Liquor Store #47 Syracuse	4.8	4.9	165	124
DABS Utah State Liquor Store #51 Taylorsville	4.9	4.9	159	232
DABS Utah State Liquor Store #04 Salt Lake City	4.5	4.7	144	49
DABS Utah State Liquor Store #23 Roy	4.9	4.8	142	133
DABS Utah State Liquor Store #01 Salt Lake City	4.5	4.5	137	92
DABS Utah State Liquor Store #19 Ogden	4.8	4.9	127	246
DABS Utah State Liquor Store #50 Farmington	4.9	4.9	125	205
DABS Utah State Liquor Store #33 Salt Lake City	4.8	4.7	114	150
DABS Utah State Liquor Store #08 Bountiful	4.1	4.7	113	282
DABS Utah State Liquor Store #53 Marriott-Slaterville	4.6	No Score	113	No Score
DABS Utah State Liquor Store #21 Ogden	4.9	4.6	109	23
DABS Utah State Liquor Store #02 Sugar House	4.8	4.6	99	208
DABS Utah State Liquor Store #25 Salt Lake City	4.9	4.9	96	41
DABS Utah State Liquor Store #48 Herriman	4.6	4.7	94	110
DABS Utah State Liquor Store #40 Riverton	4.9	4.9	89	50
DABS Utah State Liquor Store #52 East Sandy	4.8	4.8	85	20

Department of Alcoholic Beverage Services: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
DABS Utah State Wine Store #35 Salt Lake City	4.7	4.9	78	102
DABS Utah State Liquor Store #11 Magna	4.9	4.9	77	70
DABS Utah State Liquor Store #18 Cedar City	4.8	4.9	74	120
DABS Utah State Liquor Store #37 Park City	4.6	4.6	74	52
DABS Utah State Liquor Store #14 South Salt Lake City	4.9	4.9	63	105
DABS Utah State Liquor Store #49 Saratoga Springs	4.9	4.2	63	14
DABS Utah State Liquor Store #15 Cottonwood Heights	4.9	4.7	59	136
DABS Utah State Liquor Store #39 St George	4.7	4.7	57	71
DABS Utah State Liquor Store #43 Heber City	4.9	4.8	50	86
DABS Utah State Liquor Store #45 Springville	4.4	4.8	50	53
DABS Utah State Liquor Store #22 Brigham City	4.6	4.9	48	26
DABS Utah State Liquor Store #42 Hurricane	4.9	4.7	46	32
DABS Utah State Liquor Store #28 Vernal	4.8	4.9	45	28
DABS Utah State Liquor Store #13 Salt Lake City	4.8	4.8	44	232
DABS Utah State Liquor Store #16 Sandy	4.5	4.6	44	48
DABS Utah State Liquor Store #07 Price	4.8	4.6	43	21
DABS Utah State Liquor Store #06 Logan	4.7	4.5	41	24
DABS Utah State Liquor Store #44 Pleasant Grove	4.9	4.9	41	64

Department of Alcoholic Beverage Services: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
DABS Utah State Liquor Store #30 Layton	4.2	4.7	40	46
DABS Utah State Liquor Store #36 Park City	4.6	4.9	40	38
DABS Utah State Liquor Store #41 Salt Lake City	4.8	4.9	38	50
DABS Utah State Liquor Store #27 Moab	4.8	4.7	37	57
DABS Utah State Liquor Store #34 Park City	4.9	4.9	37	33
DABS Utah State Liquor Store #17 Orem	5.0	4.8	33	66
DABS Utah State Liquor Store #31 Draper	4.6	4.7	32	35
DABS Utah State Liquor Store #32 St. George	4.9	4.9	12	31
abs.utah.gov	2.7	2.6	10	28

Note: “No Score” indicates that no data was available or provided, and therefore a score could not be generated.


Department of Alcoholic Beverage Services: Feedback Topics *(Derived from Drivers)*

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Helpful staff	4.9	5,438
Courteous staff	4.9	5,018
Knowledgeable staff	4.9	4,929
Cleanliness	4.9	4,161
Wayfinding	4.8	4,139
Completeness of resolution	4.9	3,931
Product selection	4.5	3,548
Product descriptions	4.7	3,510
Responsive communication	4.8	445


DEPARTMENT OF COMMERCE

OVERALL SATISFACTION AND RESPONSE VOLUME


Data collected Jan 1–Dec 31, 2025 (See Appendix).




2.8 (2.8 in 2024)
Average Satisfaction
from 1.0 to 5.0



2,752
of Requested
Support

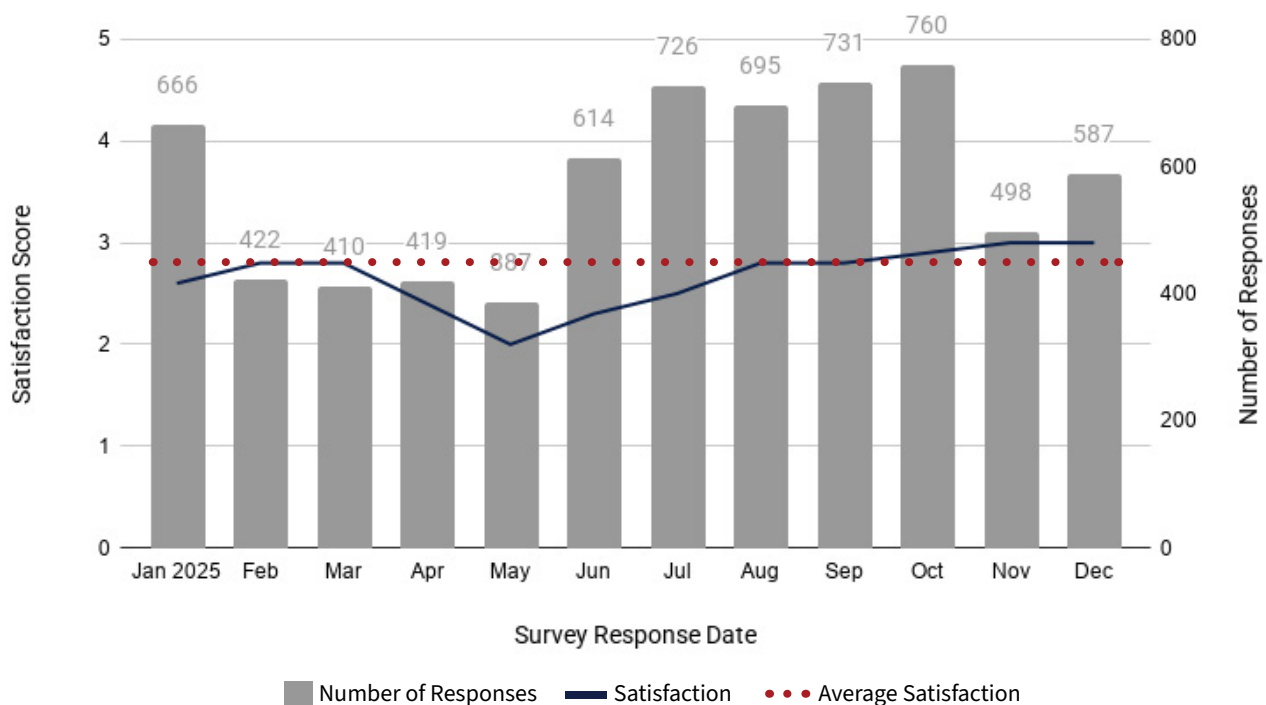


6,915
of Survey
Responses



12,628
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Consolidated Switchboard: In mid-2024, Commerce learned the Department’s phone tracking queue software, Genesys, was going to increase in cost from \$20k/year to approximately \$97k/year. The Commerce team researched tools to perform the same analytics at a lower cost. Shortly after, it became apparent that high phone call volume times could be more effectively managed and employees’ responses to those public calls could be optimized if Commerce combined each division’s general line into a single Commerce Switchboard. Testing the plan in early

2025 generated immediate benefits at a time when the Division of Corporations’ CIVIX system implementation had slowed customer response times dramatically. In the end, the phone system accomplished the following:

1. Avoided cost increases, which could have resulted in a potential need to request funds from the Governor and Legislature;
2. Improved citizen response times across Commerce divisions by sharing resources and smoothing high-volume times, dropping hold times from about 30 to 60 minutes to less than 5 minutes while at the same time

- reducing the amount of staff needed;
- 3. Facilitated a restructure of the Division of Professional Licensing (DOPL) with the Commerce Administration team and the Division of Corporations as staff time was optimized; and
- 4. Saved time for employees previously multitasking across multiple duties to specialize on fewer duties.

Consolidated Website: The Department of Commerce completed a thorough review of all website expenditures following information from the Division of Technology Services that Commerce would need to migrate to a new web hosting platform. Commerce previously hosted 18 separate websites, which would have cost \$91,800 annually under the new web hosting platform. This is more than 10 times what the agency had previously been spending to host the same websites. During the review, the team identified that web hosting costs could be reduced by consolidating the existing websites under the commerce.utah.gov domain, instead of each website having its own domain. The website consolidation idea was developed in early summer 2025 and approved in July.

Training and Professional Development: Commerce recognized a need for a Training and Professional Development Manager to create tailored training programs for the entire department. Administrative and Senior Leadership identified a funding mechanism that allowed Commerce to establish and finance this position immediately. Since November, the newly appointed manager has been meeting with each division to assess their training needs.

They were also included in all internal feedback processes, such as Commerce’s Feedback Form, New Employee Orientation, Quarterly Leadership Meetings, Quarterly One Commerce (all-staff) Meetings, and our monthly Roundtables, where a representative from each division rotates and participates in guided feedback sessions. Based on the collected feedback, two primary topics were identified for specialized training programs: Commerce New Employee Onboarding and High-

Impact Customer Service Training. Both initiatives have been incorporated into Commerce’s Five-Year Strategic Plan, and the training programs are currently in development.

UPCOMING EFFORTS

Commerce’s satisfaction score remained the same from 2024 to 2025, but a deeper look shows how the agency was able to leverage its customer feedback to identify an issue with a massive system launch. While this resulted in a temporary dip in satisfaction scores, Commerce used the feedback to identify specific issues, redesign their website, and consolidate a switchboard to return operations to normalcy. Their scores rebounded and customers grew more satisfied with the service. This was an important lesson learned on how customer feedback can be a key tool to indicate issues and inform fixes. Commerce is working to:

Replace Licensing System: A major priority is finalizing the replacement of the aging licensing system, which directly addresses the severe 6-to-7-week backlog currently plaguing General Contractor application processing.

Modernize Core Systems: In the upcoming year, the Department of Commerce will focus on modernizing core systems to resolve digital friction and streamline licensing review processes.

Fix Online Submission: Concurrently, the agency aims to resolve excessive online submission glitches by creating a more efficient, modernized workflow for professional licensing applications. Commerce will leverage this new system to significantly reduce the high volume of support calls caused by customers getting stuck on uncooperative digital forms.

Department of Commerce: Scores on All State Metrics

METRICS	AVERAGE SCORE Between 1.0 and 5.0		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	2.8	2.7	5,711	8,049
Effort	1.7	1.7	722	750
Reliability	4.1	4.0	2,656	3,728
Empathy	4.3	4.1	2,604	3,683

Note: Above metric scores are not direct components of the agency's satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Commerce: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE Between 1.0 and 5.0		# OF RESPONSES	
	2025	2024	2025	2024
Commerce Call Support	4.1	3.8	2,351	4,177
businessregistration.utah.gov	1.7	New	1,480	New
corporations.utah.gov	2.0	1.5	882	1,441
dopl.utah.gov	2.3	2.4	782	784
secure.utah.gov/llv	2.1	2.0	576	607
realestate.utah.gov	1.8	2.1	244	184
commerce.utah.gov	2.1	2.1	200	179
dcp.utah.gov	3.4	2.7	177	90
secure.utah.gov/ce-public	2.4	2.0	63	72
secure.utah.gov/scr	2.1	1.9	37	155
secure.utah.gov/hoa	2.3	3.2	33	22
secure.utah.gov/trademark	1.8	1.6	22	27
admin.commerce.utah.gov	2.0	1.6	13	14
securities.utah.gov	2.3	2.5	10	11
ocs.utah.gov	1.2	2.1	10	13
blog.commerce.utah.gov	3.0	1.0	10	8
dpu.utah.gov	1.6	1.7	8	17

Note: Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. Refer to [the appendix](#) for more information.

Department of Commerce: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
secure.utah.gov/doplrenewal	1.4	2.1	7	61
secure.utah.gov/ce-provider	3.0	1.0	5	6
propertyrights.utah.gov	No Score	New	5	New

Note:

1. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.
2. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were 1,757 responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Commerce: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Courteous staff	4.6	2,063
Listening staff	4.6	2,062
Knowledgeable staff	4.5	2,031
Completeness of resolution	4.0	1,966
Staff understood need	4.3	1,841
Transparent staff	4.3	1,613

DEPARTMENT OF CORRECTIONS

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.1 (2.9 in 2024)

Average Satisfaction from 1.0 to 5.0



88

of Requested Support



1,859

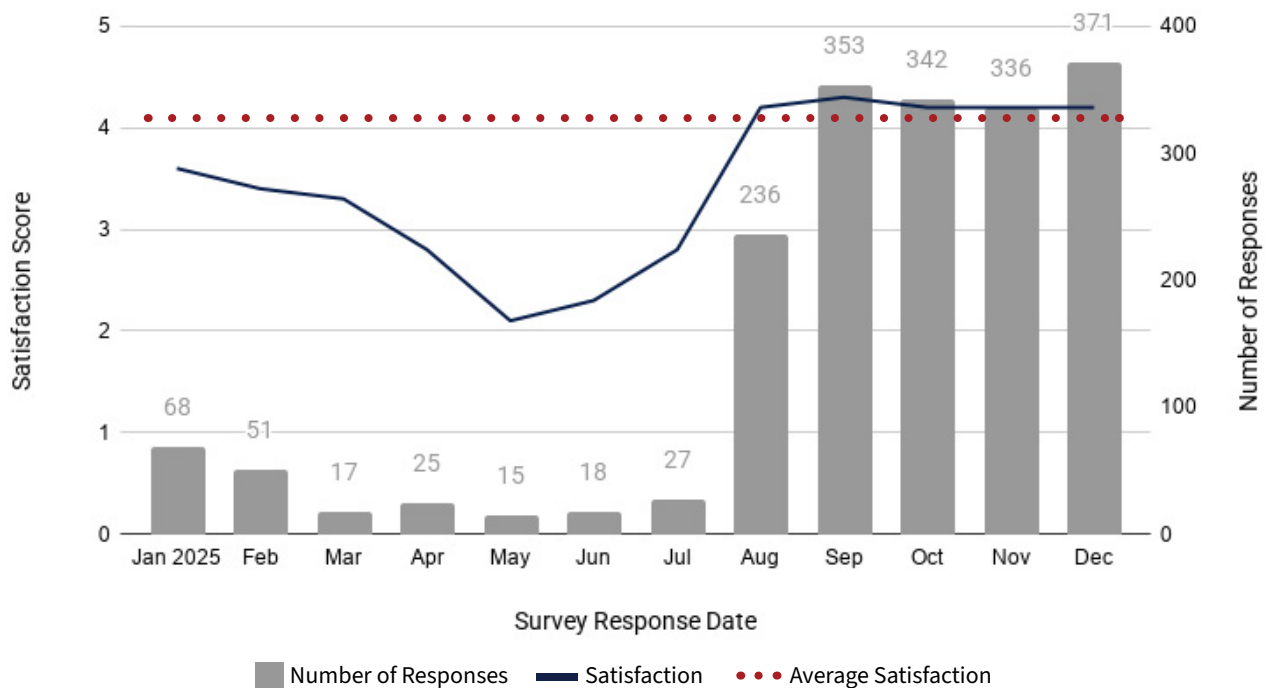
of Survey Responses



Not Offered

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



Note: The addition of new surveys drove a jump in response volume and a stabilization of scores at the end of the calendar year.

IMPROVEMENTS

Customer and Family Support

Reimplemented Family Orientation Events: To provide better support and answer questions for the family and friends of newly incarcerated individuals, UDC completely revamped their family orientation. The updated events included presentations from subject matter experts (with the Board of Pardons and Parole presenting first), a virtual attendance option, and a dedicated tabling session for individual questions. UDC

actively advertised these events on tablets, social media, and in buildings, and collected survey feedback via QR codes.

Routed Concierge Survey Responses: UDC found that inquiries coming through their website’s concierge survey were hitting a dead end in the customer services email inbox. To fix this, they successfully created a new workflow to route these inquiries properly and added the workflow directly into the customer services manual.

Internal Process and Routing Clarity

Created a Customer Services Manual: To address overlapping tasks between divisions and provide consistent clarity for staff responding to public concerns, UDC developed and finalized a customer services manual.

Identified Points of Contact (POCs): Staff previously lacked a clear map to follow when addressing or routing public inquiries, causing delays and frustration. UDC documented the appropriate resources and POCs for specific topics, resulting in a completed customer concern response process workflow.

Standardized Org Charts: To further ensure customers don't experience the wrong door when reaching out, UDC created a standardized org chart method to clarify internal structures and identify subject matter experts.

Technology and Accessibility

Website Accessibility Compliance: Customers were previously encountering errors or missing information due to website accessibility issues. UDC audited all of its website assets to ensure compatibility with accessible options, successfully achieving 100 percent compliance according to a Pope Tech audit.

UPCOMING EFFORTS

In the upcoming year, the Utah Department of Corrections (UDC) will focus on building transparent, 24/7 support structures and unifying customer services for the families of incarcerated individuals. A major priority is implementing an expansive "No Wrong Door" initiative and a State-Wide 24/7 Operator to ensure every incoming inquiry is correctly captured and routed without bouncing between divisions. Concurrently, the agency aims to resolve systemic communication gaps by deploying automated Facility SMS alerts, launching the IAPro public feedback portal, and standardizing shared operating procedures with Correctional Health Services (CHS). To sustain this operational momentum, UDC will actively refine critical support workflows, such as streamlining online visitation sponsorship applications and coordinating comprehensive release-day discharge planning for inmates and their families.

Department of Corrections: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	4.0	2.6	1,829	942
Effort	2.6	2.0	43	107
Reliability	1.8	2.0	40	89
Empathy	2.8	2.4	40	75

Note: Above metric scores are not direct components of the agency's satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Corrections: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
corrections.utah.gov	4.1	2.9	1,858	1,007
uci.utah.gov	5.0	1.0	1	2

Notes: Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There was one response from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Corrections: Feedback Topics (Derived from Drivers)

TOPICS
Inmate Search Tool - Available Results
Inmate Search Tool - Technical Features and Usability
Online Visitation Application
Visitation Scheduling
Mail Service and Pigeonly

DEPARTMENT OF CULTURAL & COMMUNITY ENGAGEMENT

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.4 *(3.5 in 2024)*
Average Satisfaction
from 1.0 to 5.0



20
of Requested
Support

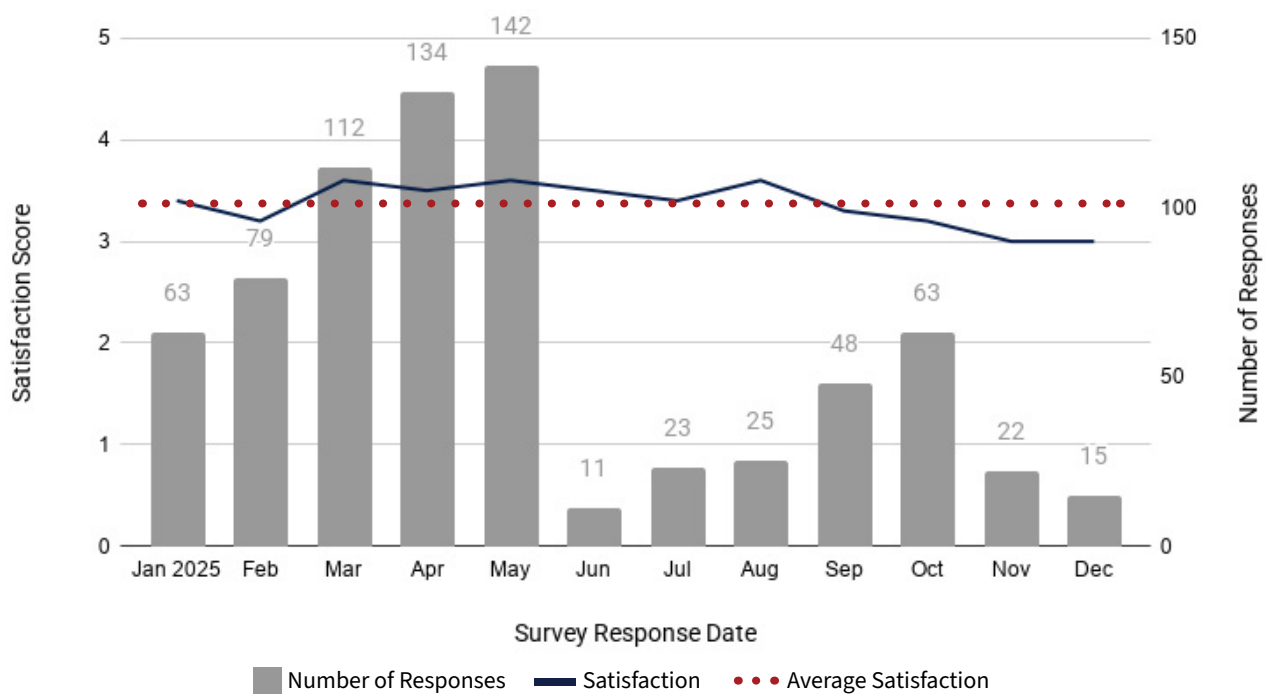


737
of Survey
Responses



Not Offered
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



Note: High response volumes in March, April, and May are driven by once-yearly grant surveys.

IMPROVEMENTS

Fixing Broken Links: CCE addressed broken links across the Utah Historical Society website (history.utah.gov). This improvement successfully reduced “page not found” errors by more than 39 percent, dropping 404 error page views from 3,888 down to 2,357 over the course of a month.

STEM Grant Application: Rather than requiring a new fix, customer feedback confirmed that the current STEM grant application is working smoothly and users are satisfied, ensuring a continued flow of grant applications.

Website Accessibility Updates: To resolve issues with users finding the site difficult to navigate and inaccessible, the agency successfully remediated 383 accessibility errors on the Division of Indian Affairs website (indian.utah.gov) and 6,070 accessibility errors on the UServe Utah website (userve.utah.gov).

Simplified Website Analytics Reporting: To bridge the gap between complex data and actionable insights, CCE developed custom *Google Looker Studio* (formerly Data Studio) dashboards for all departmental websites. These reports provide marketing and communications

staff with filterable, shareable snapshots of site performance, bypassing the steep learning curve of standard Google Analytics. The impact of this transparency is best summarized by the *STEM Action Center Communications Manager*: “When we saw that our Summer Camps and Gift Guide pages were among our top-performing content, we prioritized optimizing those pages. It has also allowed me to quickly identify which campaigns—specifically Google and Instagram ads—are driving the most valuable traffic.”

UPCOMING EFFORTS

Strategic Feedback Collection: To capture real-time user sentiment in lower-traffic digital areas, we are deploying prominent “Was this page helpful?” modules. These simplified thumbs-up/down icons allow for frictionless engagement, helping us move toward a more statistically significant data set across all platforms.

Agency-Wide Link Remediation: Following the successful reduction of 404 errors at the Utah Historical Society, we are expanding this optimization to our remaining 18 agency websites. By proactively repairing broken links at scale, we are eliminating navigation dead ends and ensuring the integrity of the state’s digital resources.

Digital Equity and Accessibility: Building on the 6,400+ accessibility errors resolved for UServe Utah and the Division of Indian Affairs, we have initiated ADA remediation for our remaining 17 digital platforms. This effort ensures all agency sites meet federal standards, removing technical barriers for Utahns of all abilities.

Utah State Library User Experience (UX): To address satisfaction scores for the online library, the CCE has launched a collaborative initiative with Utah State Library managers. By translating specific user feedback into technical requirements, we are prioritizing improvements to account management, search navigation, and digital access.

The Museum of Utah: Using the newly launched Museum Store survey as a pilot, we are scaling our Customer Experience (CX) framework to map the entire visitor journey. We are developing a suite of touchpoint surveys to capture sentiment from the planning phase through post-visit follow ups.

Department of Cultural & Community Engagement: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.2	3.2	542	492
Effort	3.5	3.4	251	233
Reliability	3.6	3.6	208	183
Empathy	3.6	3.5	235	206

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Cultural & Community Engagement: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
ilovehistory.utah.gov	3.6	3.6	386	328
historytogo.utah.gov	3.7	3.6	207	188
history.utah.gov	2.9	3.3	55	22
onlinelibrary.utah.gov	2.3	2.7	33	27
artsandmuseums.utah.gov	3.1	4.1	18	25
indian.utah.gov	2.8	2.0	9	4
library.utah.gov	3.0	2.8	7	11
community.utah.gov	2.3	3.7	6	12
ushpo.utah.gov	3.4	No Score	5	2
stem.utah.gov	3.0	2.3	5	10
userve.utah.gov	2.5	4.6	3	7
multicultural.utah.gov	3.0	1.0	2	1
bookmobiles.utah.gov	No Score	4.0	1	3

Notes:

1. While bookmobiles.utah.gov collected feedback, respondents did not provide a satisfaction score.
2. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.
3. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were five responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Cultural & Community Engagement: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Content clarity	3.6	240
Staff understood need	3.7	220
Transparent staff	3.7	193

DEPARTMENT OF ENVIRONMENTAL QUALITY

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.1 (3.5 in 2024)

Average Satisfaction from 1.0 to 5.0



34

of Requested Support



994

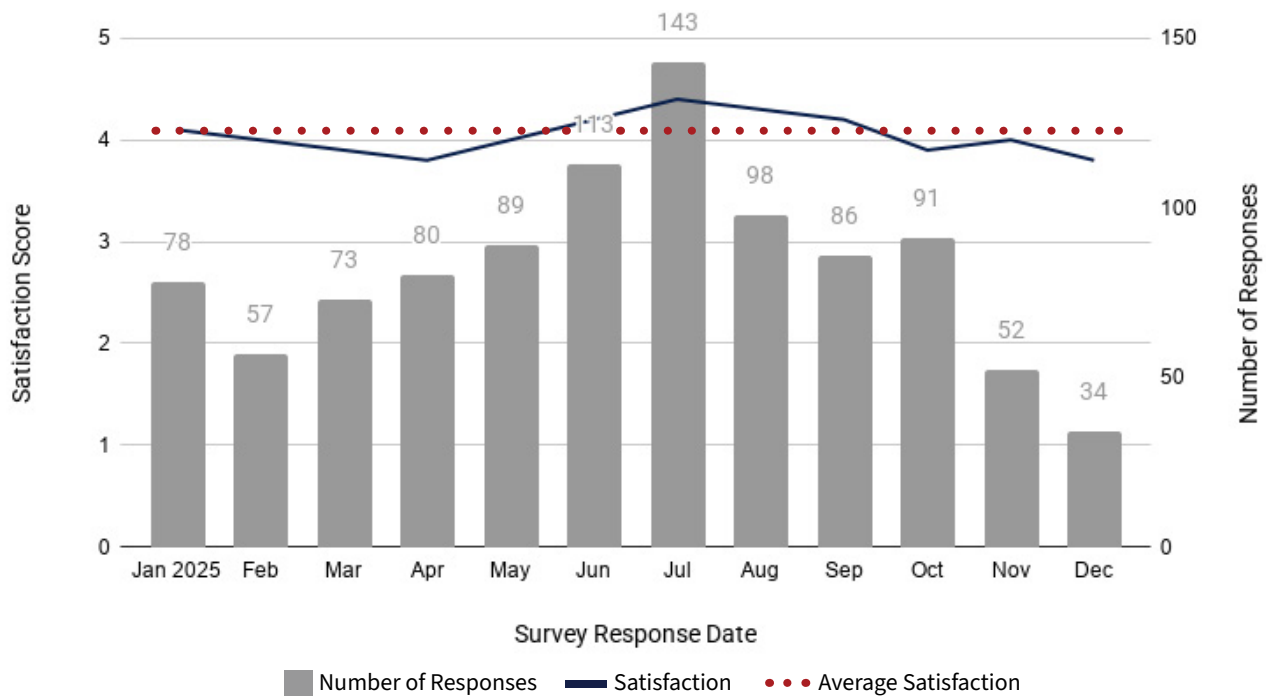
of Survey Responses



Not Offered

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



Note: The addition of new surveys drove a jump in response volume and a stabilization of scores at the end of the calendar year.

IMPROVEMENTS

Website Search Optimization: DEQ overhauled its website architecture and search functionality to make navigation more intuitive and to improve indexing. A comprehensive Search Engine Optimization (SEO) audit of deq.utah.gov on January 31, 2025 revealed only a small fraction of pages met high-performance standards, so the agency systematically addressed those deficiencies on a page-by-page basis.

Website Content Modernization: Content was restructured to maximize efficiency. The team identified and updated old or confusing content in collaboration with various divisions and

removed legacy content. The move slimmed the website by over 35 percent.

Note on Performance Metrics: During 2025, DEQ implemented traffic blocking for regions outside of the U.S. and Canada. While SEO health has significantly improved, traffic data from outside North America should be excluded when comparing year-over-year metrics to ensure accuracy.

UPCOMING EFFORTS

In the upcoming year, the Department of Environmental Quality (DEQ) will focus on enhancing digital accessibility and creating a more

cohesive user journey for its customers. A major priority is closing critical accessibility gaps by improving website content contrast and heading structures to assist users navigating with screen

readers or visual impairments. The agency also aims to resolve fragmented digital experiences by integrating services, starting with Air Quality guidelines, into the statewide MyUtah Portal.

Department of Environmental Quality: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	4.0	3.1	883	401
Effort	4.6	2.3	82	47
Reliability	4.7	3.1	85	19
Empathy	4.3	2.9	92	30

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Environmental Quality: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
deq.utah.gov	4.1	3.6	866	440
Sanitary Survey	4.9	New	83	New
Other Website	2.4	New	18	New
enviro.deq.utah.gov	2.8	2.9	16	21
asbestos-lead.utah.gov	2.1	1.0	11	5

Notes:

1. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.
2. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were two responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Environmental Quality: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Content helpfulness	4.2	799
Respectful staff	4.9	66
Knowledgeable staff	4.9	62
Sufficient notice period	4.9	58
Findings accuracy	4.9	52
Proactive communication	5.0	51

DEPARTMENT OF FINANCIAL INSTITUTIONS

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.0 (2.4 in 2024)

Average Satisfaction from 1.0 to 5.0



18

of Requested Support



40

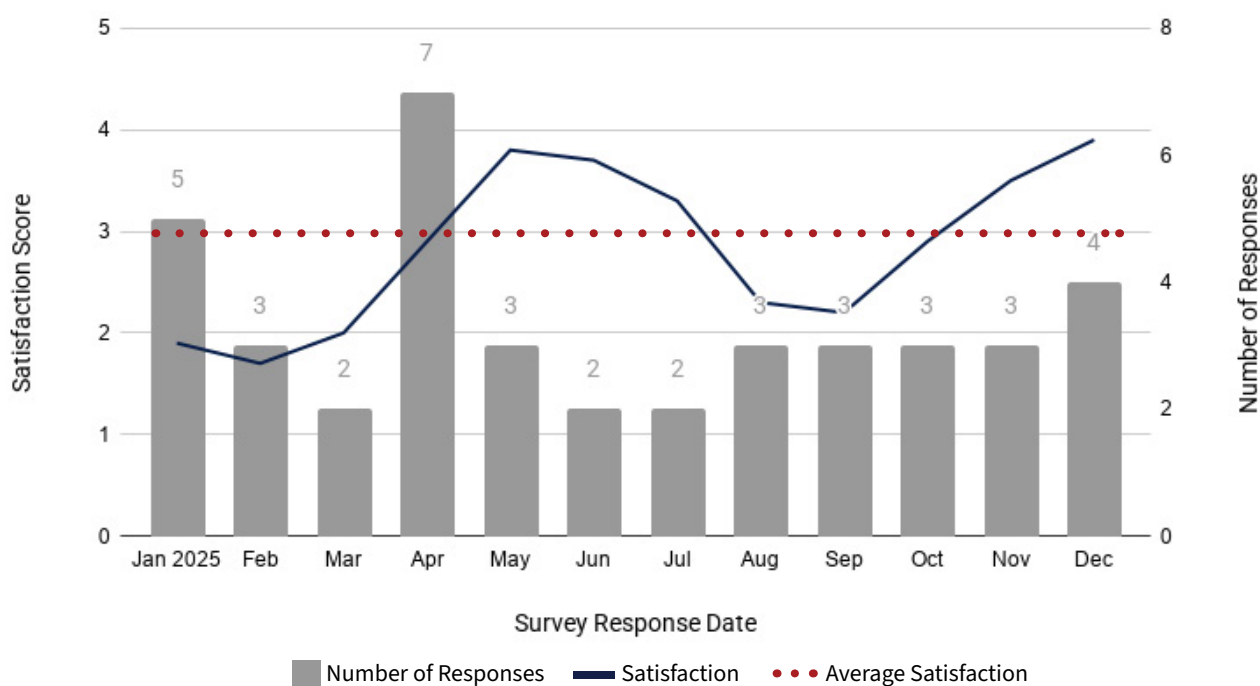
of Survey Responses



239

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



Note: Low response volumes yield highly variable scores.

IMPROVEMENTS

Improved Call Pick-Up and Response Quality:

Previously, callers could wait up to 48 hours for responses to voicemails, and customers with complex questions or complaints faced significant delays due to agency understaffing. To improve the timeliness and quality of their responses, DFI reclassified positions and hired new, skilled talent. This also provided a single point of contact for handling complaints.

Spanish-Language Support: Spanish-speaking callers previously had no direct language support and were asked to find their own translators,

which often resulted in hang-ups without receiving assistance. To solve this, DFI hired a dedicated Spanish-speaking employee.

Improved Consumer Complaint Response:

Previously, it took an average of three days to process a complaint, with a completion rate of 90 percent. DFI analyzed the root-cause and addressed the issue by cross-training another employee and using Google Suite features to boost operational consistency, continuity, and quality control. While the complaint volume has doubled, DFI can now process complaints in a single day and has a 100 percent completion rate.

Streamlined Public Funds Communications and Collections: Five public fund invoices remained unpaid at the end of the previous fiscal year. DFI lacked a centralized reporting location, consistent follow-up, and stable staffing, so they did not send second notices. At the suggestion of a bank president, DFI created a centralized email inbox to simplify management and make it easier for banks to submit responses. As a result, DFI recently collected 100 percent of public funds invoices.

quality and efficiency of its frontline customer support operations. A major priority is addressing understaffed and underskilled service areas by proactively training and upskilling team members to handle highly complex inquiries efficiently. The agency also aims to resolve significant delays and dissemination of inaccurate information by creating robust standard operating procedures for customer-facing interactions. To sustain this momentum, DFI will actively deploy these skilled resources to restore caller confidence and ensure prompt, reliable resolutions for consumer complaints and general inquiries.

UPCOMING EFFORTS

In the upcoming year, the Department of Financial Institutions (DFI) will focus on improving the

Department of Financial Institutions: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	1.9	1.8	32	41
Effort	3.2	1.6	6	5
Reliability	3.7	1.9	7	8
Empathy	2.9	3.3	8	8

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Financial Institutions: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
dfi.utah.gov	3.0	2.4	40	52

Department of Financial Institutions: Feedback Topics

TOPICS
Customer Support: The desire to speak with a real human representative.
Fraud: How to report fraudulent activity and submit a fraud complaint.
Complaint Instructions: How to file a formal complaint against a financial institution.
Registration Filing Update: How to check the status of an ongoing filing.

DEPARTMENT OF GOVERNMENT OPERATIONS

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.3 (3.1 in 2024)

Average Satisfaction from 1.0 to 5.0



238

of Requested Support



14,632

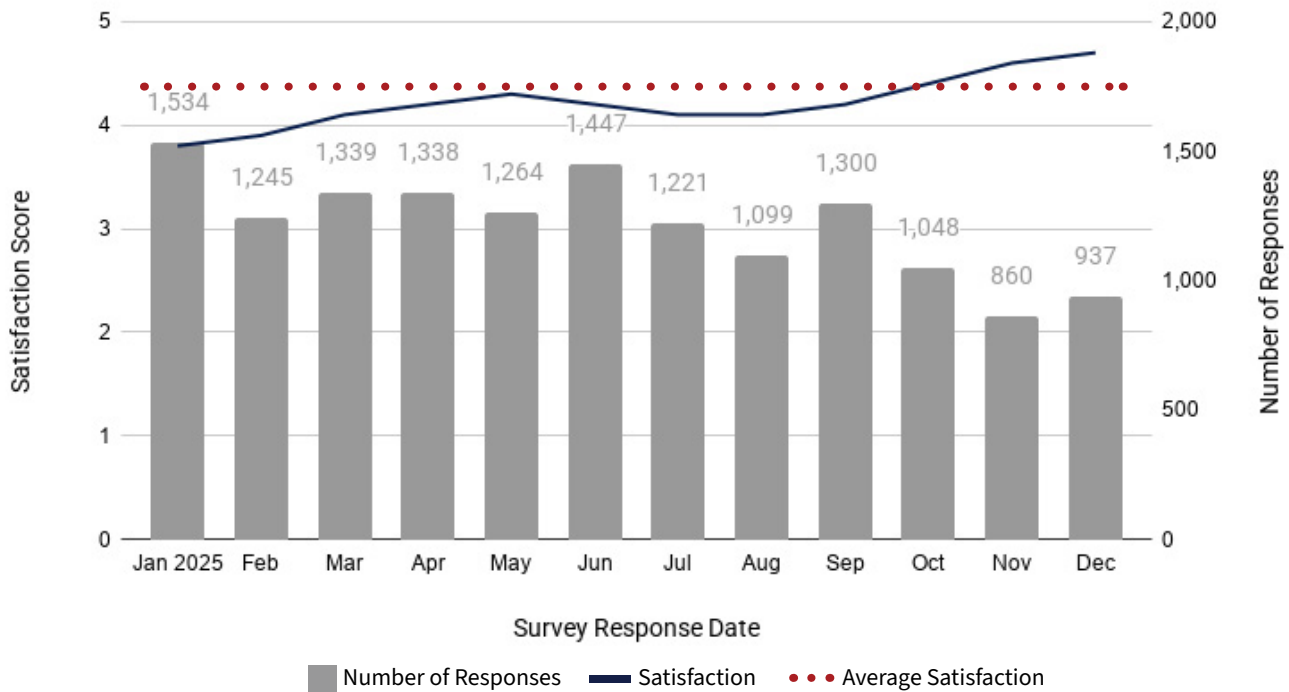
of Survey Responses



3,797

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

GovOps CX Council Establishment: GovOps launched the formal CX Council in Fall 2025. The group meets monthly to align strategy and share best practices for improving customer interactions across the department.

Division “Deep Dives”: CX Champion Michelle Brown conducted comprehensive reviews with every GovOps division to audit existing customer satisfaction efforts and identify high-impact opportunities for Qualtrics integration.

Archives Service Navigator Pilot: Partnered with State Archives to develop a digital navigator tool. This pilot aims to reduce user confusion

by guiding customers to the correct resources, regardless of their familiarity with technical service names.

Finance and Payroll Navigator Implementation: Developed a specialized navigator tool for the Division of Finance to streamline access to key website features. Plans are underway to expand this tool to the Concur and State Payroll platforms to improve employee self-service.

ODP Feedback Integration: Successfully integrated “Give Feedback” modules on the Office of Data Privacy website. This allows real-time user sentiment to flow directly into the centralized CX dashboard for immediate analysis and action.

UPCOMING EFFORTS

In the upcoming year, the Department of Government Operations (GovOps) will focus on improving digital searchability and helping users intuitively navigate complex state resource databases. A major priority is closing critical usability gaps by piloting an Archives Service Navigator tool designed to guide customers who are unsure of how to specifically label or find historical Radiation Exposure Compensation Act

(RECA) records. The agency also aims to resolve similar navigational confusion by building and testing a comparable navigator tool for the Finance Concur and State Payroll help desks. To sustain this operational momentum, GovOps will actively evaluate the effectiveness of these pilot navigators to determine how guided digital assistance can be scaled to support broader state efficiency.

Department of Government Operations: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.9	2.5	10,828	7,038
Effort	4.8	4.0	8,319	2,666
Reliability	4.9	4.5	9,630	2,967
Empathy	4.9	4.5	8,962	2,767

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Government Operations: Feedback Channels

FEEDBACK CHANNEL	DIVISION	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
		2025	2024	2025	2024
DTS IT Service Portal	DTS	4.9	4.9	9,911	1,797
id.utah.gov	DTS	2.2	2.3	3,327	5,670
www.utah.gov	DTS	3.0	2.8	564	757
GovOps Purchasing Email Support	Purchasing	4.6	4.7	205	265
dts.utah.gov/idhelp	DTS	1.8	1.6	192	90
dts.utah.gov	DTS	1.8	1.8	165	162
UGRC Raster App	DTS	4.2	4.3	97	35
UGRC Maps on the Hill Event	DTS	4.5	New	42	New
archives.utah.gov	Archives	3.0	2.6	27	20
PCaaS Employee Order Device	DHRM	3.9	New	15	New
gateway.utah.gov	DHRM	2.3	New	13	New

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.

Department of Government Operations: Feedback Channels Continued

FEEDBACK CHANNEL	DIVISION	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
		2025	2024	2025	2024
govops.utah.gov	Exec Office	3.3	3.4	12	7
employee.utah.gov	DTS	3.1	3.0	10	2
my.utah.gov	DTS	2.4	New	9	New
PCaaS Manager Order Device	DTS	4.2	New	8	New
finance.utah.gov	Finance	2.1	1.7	8	20
purchasing.utah.gov	Purchasing	1.5	1.0	7	4
dhrm.utah.gov	DHRM	4.0	3.0	4	10
services.dts.utah.gov	DTS	2.5	1.7	3	9
rules.utah.gov	OAR	1.0	4.0	3	2
risk.utah.gov	Risk	2.0	1.0	3	5
dfcm.utah.gov	DFCM	4.0	1.7	3	4
vantage.employee.utah.gov	DHRM	3.0	New	2	New
employee.govops.utah.gov	Exec Office	2.5	2.3	2	3

Note: Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There was one response from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Government Operations: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Timing	5.0	7,881
Courteous staff	5.0	7,154
Completeness of resolution	4.9	7,077
Knowledgeable staff	5.0	6,945
Helpful staff	4.9	6,917
Speed of service delivery	5.0	6,653
Proactive communication	5.0	6,045
Process clarity	5.0	4,828
Process complexity	5.0	4,381
Received a status update	5.0	3,752

DEPARTMENT OF HEALTH & HUMAN SERVICES

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.5 (2.8 in 2024)

Average Satisfaction from 1.0 to 5.0



2,635

of Requested Support



4,778

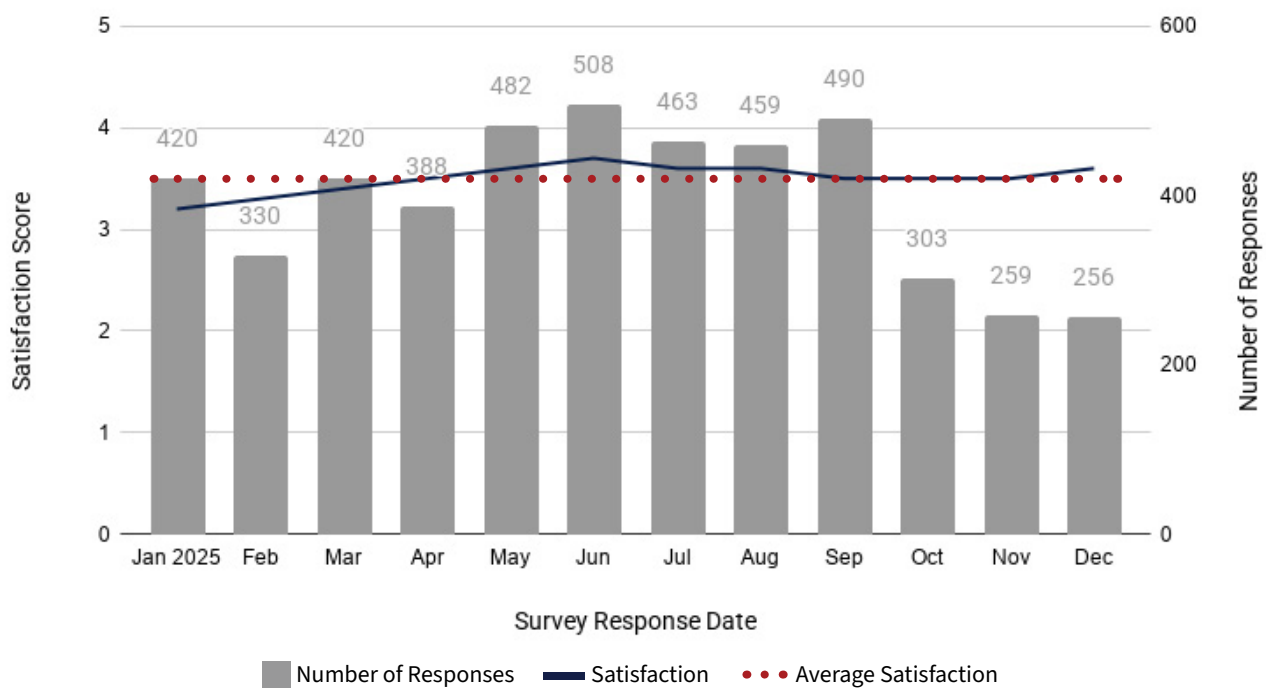
of Survey Responses



9,365

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Center for Medical Cannabis (CMC) Website Redesign: Improved website for 70,000 annual CMC users. The website was enhanced to significantly improve the online renewal process for medical cannabis cards, transforming a previously complex system into a user-friendly experience. The comprehensive website redesign started with feedback and user testing from their customers and addressed key areas such as mobile-friendliness, intuitive navigation, seamless payments, reliable card generation, UtahID integration, and robust system ownership.

CMC reduced customer service calls by 47 percent with a 63 percent increase in the number of medical cannabis patients since January 2023 (2026 DHHS Innovation Conference winner).

CX Maturity Awareness in DHHS Programs and Services: Customer Experience Capacity Assessment (CXCA) is a comprehensive assessment with DHHS services and programs to measure current customer experience (CX) efforts and identify pain points for improvements. CXCA objectives include reflection, discussion, actionable insights, prioritization, and CX sustainability. Action plans with CX activities

were created for Correctional Health Services and Office of Background Processing.

Feedback Loop for Customer Support Tickets on DHHS Websites: DHHS received 1,856 support tickets in 2025 from customers visiting DHHS websites. The average resolution time was 2.3 days, but DHHS could not measure whether the customers were satisfied with the resolution of their support ticket. DHHS created a survey that is now automatically sent to customers when the support ticket is closed in order to collect information about satisfaction, how services can improve, and what the team did well. Overall satisfaction for support through this channel is 3.4 CSAT (1-5 scale) since July 1, 2025.

Vital Records Experience: The team improved customer understanding of requirements to get Office of Vital Records (OVRs) services. “How to get started” pages were created and now include a plain-language name for the service, a concise description of its purpose and target audience, clear steps to get started, and timelines.

Enhanced Google Analytics Dashboard and Reporting: This effort improved how citizens interact with agency services and make internal operations more efficient. The team installed Google Tag Manager on all DHHS Wordpress websites to ensure data integrity, drive

operational flexibility and efficiency, and future-proof our customer journey analysis. DHHS is using the dashboard to target and prioritize high impact CX areas for additional reporting enhancement and to continue to mature the CX strategy.

UPCOMING EFFORTS

In the upcoming year, the Department of Health and Human Services (DHHS) will focus on maturing its enterprise-wide customer experience strategy by expanding digital feedback ecosystems, executing newly developed action plans, and optimizing public inquiry routing. A major priority is closing critical data gaps by finding comprehensive ways to capture user feedback across 38 different online service applications that currently lack this functionality. To sustain this operational momentum, DHHS will actively implement the tailored customer experience plans recently created for Correctional Health Services and the Office of Background Processing, while continuing to leverage its statewide Google Analytics dashboard to monitor digital journeys and prioritize the next wave of high-impact enhancements.

Department of Health & Human Services: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.2	2.2	1,274	1,154
Effort	3.6	3.1	660	657
Reliability	3.5	2.9	489	488
Empathy	3.8	3.2	755	598

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Health & Human Services: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
medicaid.utah.gov	3.4	2.2	1,084	1,060
ors.utah.gov	2.3	2.1	923	1,225
JJYS New Youth and Family Experience	4.1	New	333	New
BeWise - 1 Month Client Experience	4.8	4.6	195	32
BeWise - 6 Month Client Experience	4.8	4.8	178	61
DSPD Call Experience	4.2	4.4	174	25
dhhs.utah.gov	3.2	2.6	170	434
vitalrecords.utah.gov	2.3	2.2	158	222
medicalcannabis.utah.gov	2.2	2.2	158	470
dlbc.utah.gov	3.1	2.6	147	123
OAH Hearings	4.1	4.0	139	41
OBP Support Experience	4.1	4.0	107	31
CMC Patient initial card email	4.4	3.9	105	128
daas.utah.gov	2.2	2.3	88	111
CMC Patient renewal card email	3.8	3.9	75	174
dcfs.utah.gov	2.0	2.3	69	85
dspd.utah.gov	2.6	2.0	68	106
DHHS Post-survey Support	3.4	New	62	New
immunize.utah.gov	2.3	2.3	58	81
secure.utah.gov/vitalrecords	2.6	New	41	New
sumh.utah.gov	1.5	2.3	39	44
epi.utah.gov	2.9	2.4	28	21
chip.utah.gov	2.0	1.0	28	11
immunize.utah.gov/usiis	1.4	1.7	27	24

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.

Department of Health & Human Services: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
DHHS Call Experience (Health Resource Line)	2.9	2.7	18	11
Office Visit	3.1	3.1	38	47
Other Websites	3.8	3.0	268	210

Note: Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were 30 responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Health & Human Services: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Respectful staff	4.0	383
Content helpfulness	3.6	377
Response clarity	3.9	360
Process clarity	3.7	353
Staff understood need	3.7	352
Listening staff	3.9	333
Fair decision	3.4	229
Speed of service delivery	4.2	219
Completeness of resolution	3.9	143
Helpful staff	4.6	109

DEPARTMENT OF NATURAL RESOURCES

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.4 (2.6 in 2024)
Average Satisfaction
from 1.0 to 5.0



205
of Requested
Support

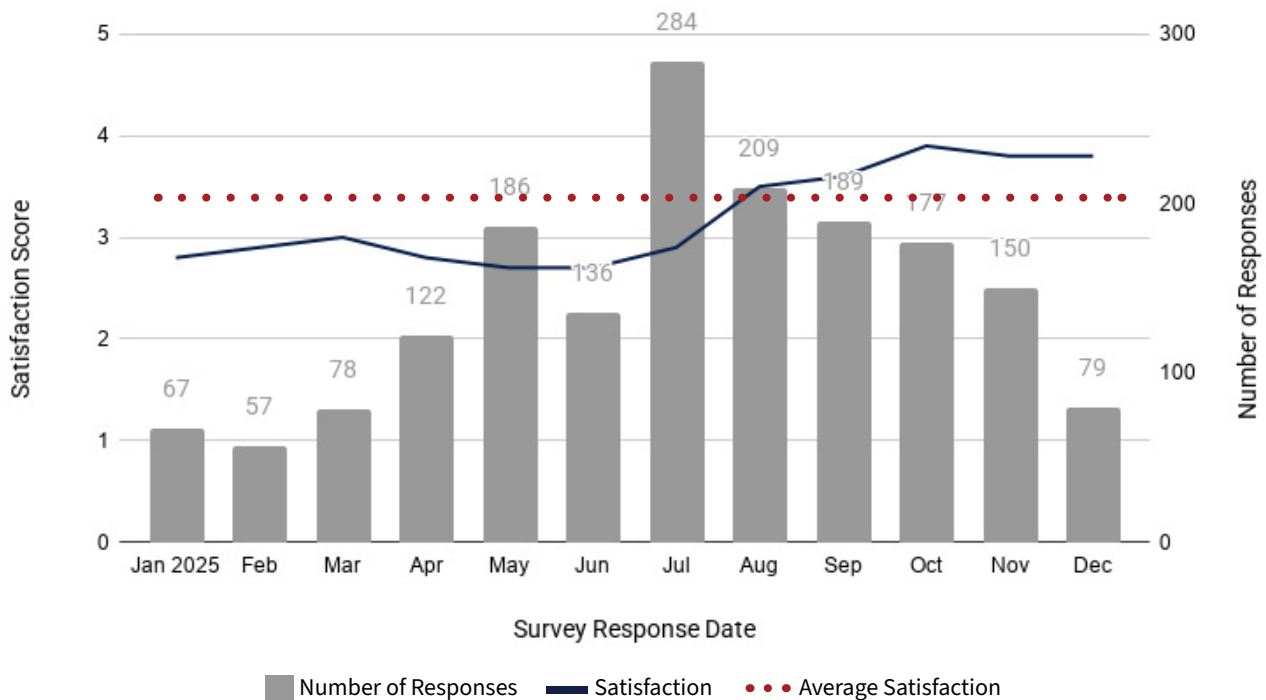


1,734
of Survey
Responses



Not Offered
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Moved from Tyler to Motorola: DNR has implemented a more user-friendly records management system (RMS) for the Division of Law Enforcement to decrease the time officers spend engaged with difficult software during encounters, thereby focusing more on our engagement with people.

Updates to PLPCO Website: Corrected broken links and improved website accessibility/ADA compliance.

Water Rights Online Portal: Added online application submission and online payment

options that were previously not available. Restructuring website for improved navigation.

Off-Highway Vehicle (OHV) Permit Improvements: Website improvements for non-resident OHV permit information landing page and improved website navigation.

DNR Main Website Enhancement: Addressed navigation difficulties, created “Hot Topic” cards for faster task completion/navigation and formed a website committee to improve execution.

UPCOMING EFFORTS

State Parks Website Rebuild: Department of Natural Resources (DNR) will completely revamp the decade-old State Parks website to simplify park pages and make them easier for customers to navigate. The team has also implemented touchpoint feedback to capture more park user experiences and has improved state park webmaps.

Mentor Program Application Revamp: DNR is reworking and digitizing the Division of Wildlife

Resources (DWR) permit mentor application to simplify the process and move away from an outdated Access database.

DWR Website Revamp: DWR is redesigning its website to address user feedback, improve navigability, and ensure ADA compliance.

Updates to FFSL Website: The team is rebuilding the Division of Forestry, Fire and State Lands (FFSL) website to make necessary documents and information easier for users to find.

Department of Natural Resources: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	2.8	2.3	1,231	899
Effort	4.5	2.4	540	224
Reliability	4.4	2.8	382	193
Empathy	4.3	2.9	512	209

Note: Above metric scores are not direct components of the agency's satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Natural Resources: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Fishing license registration	2.9	4.0	419	124
wildlife.utah.gov	2.5	2.7	370	458
stateparks.utah.gov	2.5	2.3	277	378
OHV Certification	4.7	New	275	New
geology.utah.gov	3.9	3.5	111	58
State Park Campground	4.7	New	82	New
State Park Store	4.6	New	76	New
water.utah.gov	2.8	2.6	29	33
recreation.utah.gov	2.4	New	28	New
naturalresources.utah.gov	2.9	2.0	18	12

Note: While ogm.utah.gov collected feedback, respondents did not provide a satisfaction score.

Department of Natural Resources: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
ogm.utah.gov	2.4	No Score	15	1
energy.utah.gov	3.7	2.0	14	8
conservewater.utah.gov	2.8	3.2	11	18
greatsaltlake.utah.gov	4.3	New	5	New
waterrights.utah.gov	1.0	2.7	1	15
publiclands.utah.gov	3.0	2.0	1	9
ffsl.utah.gov	5.0	4.0	1	3
drought.utah.gov	3.0	New	1	New

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.

Department of Natural Resources: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Process complexity	4.3	227
Complexity of form	4.8	142
Instruction clarity	4.8	101
Rules clarity	4.9	100
Content clarity	4.9	94
Content helpfulness	4.9	89
Incomplete instructions	4.8	84
Relevance of content	4.9	83
Navigation	4.9	83
Ease of use	4.9	80

DEPARTMENT OF PUBLIC SAFETY

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.6 (3.1 in 2024)

Average Satisfaction from 1.0 to 5.0



516

of Requested Support



5,143

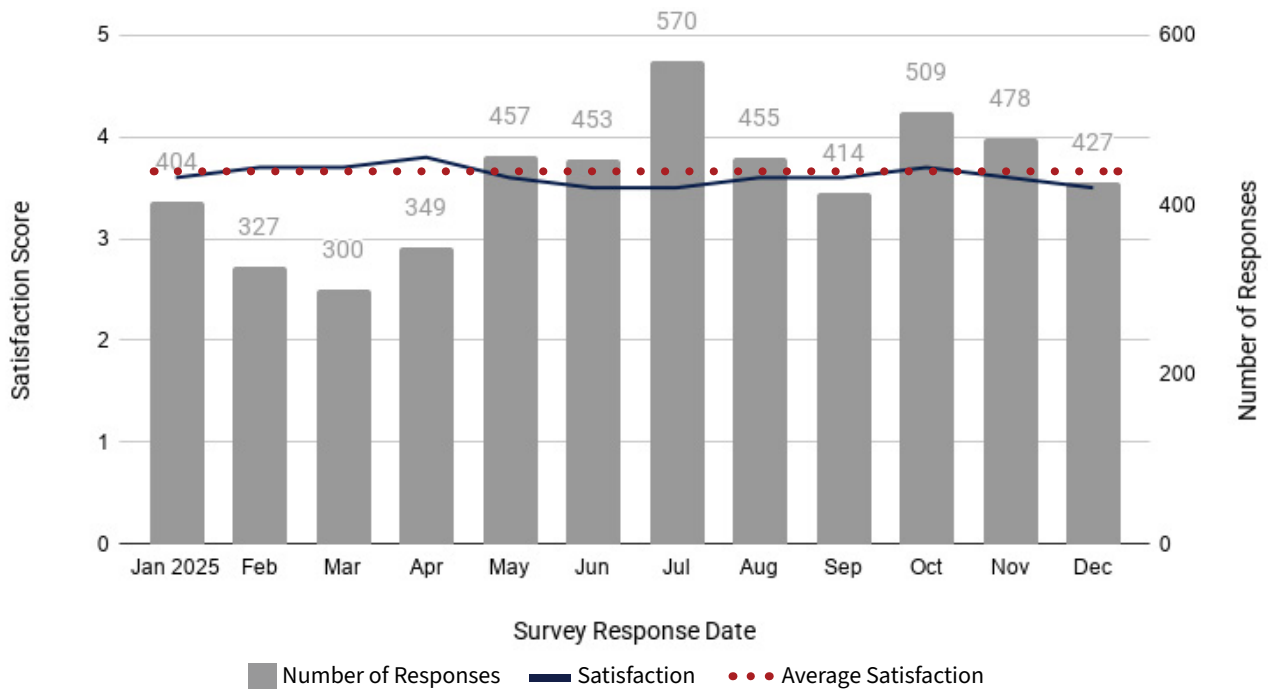
of Survey Responses



172

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Launch the Driver License Division’s Systematic Alien Verification for Entitlements (S.A.V.E) Program:

This initiative transitioned a high-friction, multi-visit credentialing process into a streamlined digital workflow. By launching a secure digital upload workflow for remote immigration credentialing, DPS eliminated a high-friction process that drove severe customer frustration and documented processing delays across the DPS CX survey responses. This move instantly neutralized weeks of processing lag and 8-hour lobby wait times, bypassing up to 25 minutes of manual in-office processing time per applicant. The previous system had caused customers to suffer lost wages due to missed

work. DPS systematically transitioned complex mail-based evaluations into a streamlined remote review queue, saving hundreds of staff processing hours and avoiding over 1,100 unnecessary in-person applicant trips per month at our largest office, while removing the multi-visit credentialing bottleneck from the public domain.

Digital Certification for the Liquefied Petroleum Gas (LPG) Program:

By launching a secure digital certification pilot program in collaboration with GovOps and DTS, the agency eliminated a highly manual, paper-based credentialing process that drove severe customer delays and a critically low 25 percent on-time renewal rate. This move instantly neutralized regulatory compliance struggles for certificate holders,

bypassing the need for staff to manually download, print, cut, and laminate physical cards, and preventing the frequent loss of paper credentials. The team systematically automated the backend verification workflow to allow users to save verifiable credentials directly to their mobile digital wallets, saving \$110,000 in manual processing labor and eliminating \$1,000 in physical mailing and supply costs, while transforming a high-friction process into an immediate digital experience projected to increase on-time renewals to 90 percent.

DPS News Website Decommissioning: By decommissioning the legacy dpsnews.utah.gov site, the agency eliminated a failing digital touchpoint that held a 1.5 average satisfaction score across 28 responses in the 2025 CX Annual Report. This move instantly neutralized more than 114,000 accessibility errors identified by PopeTech prior to the April 24th deadline, negating 80+ hours of manual developer work and years of error correction. DPS systematically harvested 10 years of historical data via an automated workflow into a zero-cost internal database, saving \$20,200 in State IT fees and avoiding \$5,200/year in legacy hosting costs while removing the 1.5/5.0 rated experience from the public domain.

Improve Download MVR Experience: Responding directly to customer feedback, this effort will ensure customers get their Motor Vehicle Record (MVR) immediately upon downloading.

Eliminate Error and CAPTCHA Codes: In response to customer comments, this effort will resolve errors and login issues that applicants face when trying to access the Driver License Traffic Safety and Trends Exam.

Rebuild of the Driver’s License Division’s Practice Test (Phase 1 of 2): An in progress initiative to reclaim control over the practice testing experience from a third-party vendor. By eliminating a rigid third-party vendor dependency and rebuilding the exam internally using Qualtrics, we reclaimed direct administrative control over a testing touchpoint that drove persistent customer frustration, despite holding a 4.2 average satisfaction score across 461 CX survey responses. This move instantly gave us editing rights over test content and bypassed a slow, vendor-locked update process that often created confusion over irrelevant question phrasing. We systematically transitioned the external system into an agile, user-centered internal application, achieving 100 percent operational control over the test environment to actively rewrite the question bank based on citizen feedback, while removing a static digital roadblock from our service delivery.

UPCOMING EFFORTS

Next year, the Department of Public Safety will focus on resolving digital friction and system errors across its driver license service portals.

Department of Public Safety: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.3	1.8	3,140	3,285
Effort	4.5	2.8	1,140	552
Reliability	4.1	4.0	817	1,376
Empathy	4.6	4.4	1,114	1,472

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Public Safety: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
dld.utah.gov	3.0	2.2	1,770	1,462
Driver License Office	4.5	4.5	1,393	1,603
Driver License Written Knowledge Practice Test	4.2	New	461	New
secure.utah.gov/exam-center	3.5	3.9	331	406
secure.utah.gov/concealed-firearms	3.6	2.8	274	119
SIAC Email Support	4.7	4.8	410	31
bci.utah.gov	3.0	3.2	97	141
secure.utah.gov/mvr-personal	1.6	1.6	90	150
secure.utah.gov/dlexams	2.8	2.6	90	98
publicsafety.utah.gov	3.2	2.0	46	30
dpsnews.utah.gov	1.5	3.2	28	25
highwaypatrol.utah.gov	2.7	3.5	26	25
secure.utah.gov/dlr	3.5	2.3	21	72
highwaysafety.utah.gov	2.2	2.5	21	53
ridetolive.utah.gov	2.8	3.0	15	3
secure.utah.gov/dhr	1.9	1.9	13	13
dps.utah.gov	2.8	2.1	9	22
clickit.utah.gov	2.7	5.0	8	4
floodhazards.utah.gov	3.0	3.5	6	6
dive.utah.gov	3.5	3.0	6	9
sbi.utah.gov	3.0	1.8	4	6
joinuhp.utah.gov	4.0	4.5	4	2

Department of Public Safety: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
dem.utah.gov	2.0	1.0	4	4
siac.utah.gov	2.3	1.0	3	2
secure.utah.gov/rescue	1.0	3.0	3	3
firemarshal.utah.gov	3.7	3.0	3	2
secure.utah.gov/protectiveorder	3.0	No Score	2	1
secure.utah.gov/fmcert	1.0	1.0	2	2
post.utah.gov	1.0	1.0	2	2
forensicservices.utah.gov	2.0	New	1	New

Notes:

1. While secure.utah.gov/protectiveorder collected feedback, respondents did not provide a satisfaction score.
2. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.
3. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were 71 responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Department of Public Safety: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Content helpfulness	3.4	1,345
Helpful staff	4.8	510
Courteous staff	4.7	499
Wait to get help	4.8	400
Speed of service delivery	4.8	395
Knowledgeable staff	4.8	356
Instruction clarity	4.8	341
Staff understood need	4.8	328
Listening staff	4.8	289
Wayfinding	4.8	277

DEPARTMENT OF VETERANS & MILITARY AFFAIRS

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.7 (3.9 in 2024)
Average Satisfaction
from 1.0 to 5.0



29
of Requested
Support

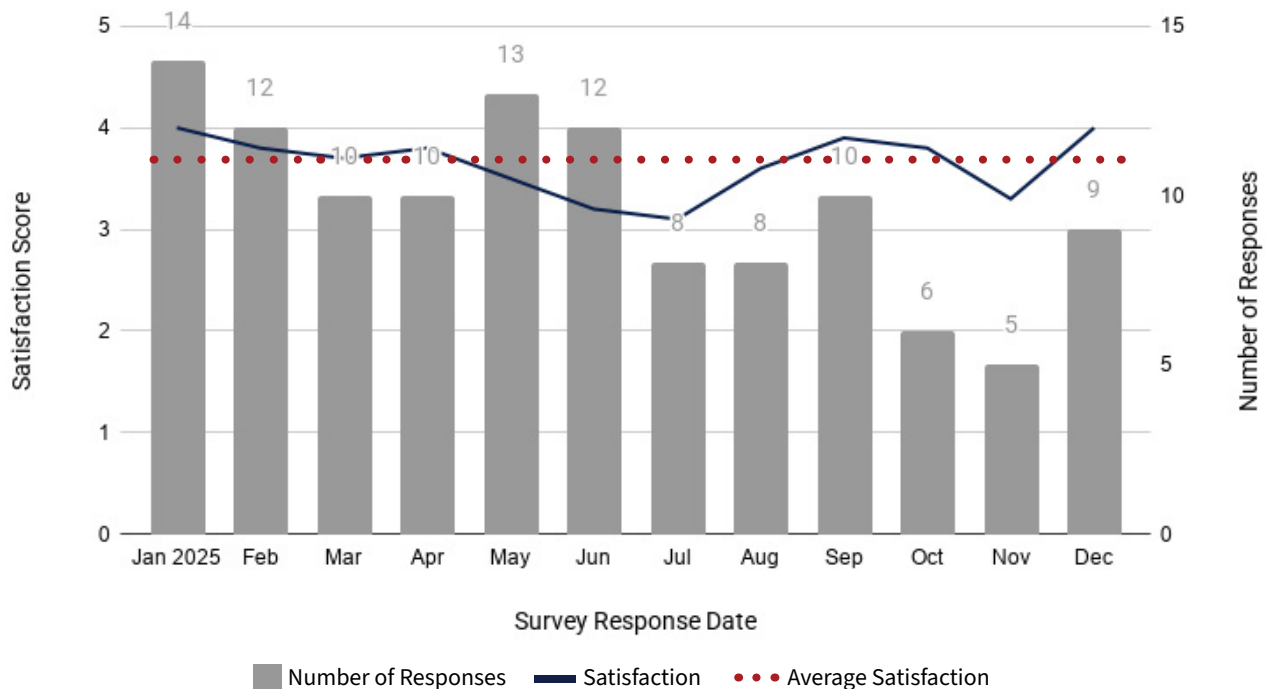


117
of Survey
Responses



Not Offered
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Interactive Chatbot Pilot: DVMA partnered with DTS as the pioneering test agency for a new, interactive chatbot designed to streamline customer service and deliver immediate, user-friendly support to veterans seeking initial information.

Digital Accessibility Initiative: The agency has elevated our commitment to digital equity by systematically upgrading the website’s accessibility features, ensuring a more inclusive, intuitive, and welcoming online experience for all visitors.

UPCOMING EFFORTS

In the upcoming year, the Utah Department of Veterans and Military Affairs (DVMA) will focus on streamlining internal routing of customer inquiries to appropriate departments for follow-up. The chatbot program will answer customer generated initial inquiries and provide better information in response to specific questions.

It will also route them to appropriate staff members for assistance. Timely interaction between VSO (Veteran Service Officer) staff and veterans will be a major priority in light of ongoing implementation work with the Governor’s Office of Planning and

Budget and the Office of the Legislative Fiscal Analyst from the efficiency evaluation. DVMA will also focus on effective follow-up interactions to ensure the veteran benefits application process runs smoothly.

Department of Veterans & Military Affairs: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	2.9	3.2	93	110
Effort	3.6	3.2	9	10
Reliability	4.0	4.4	45	52
Empathy	4.1	4.3	57	72

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Veterans & Military Affairs: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
veterans.utah.gov	3.1	3.3	61	66
VMA VSO Interaction	4.2	4.2	56	72

Department of Veterans & Military Affairs: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Staff understood need	4.2	48
Helpful staff	4.3	48
Transparent staff	4.2	37

DEPARTMENT OF WORKFORCE SERVICES

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.0 (3.7 in 2024)

Average Satisfaction from 1.0 to 5.0



Not Offered

of Requested Support



8,778

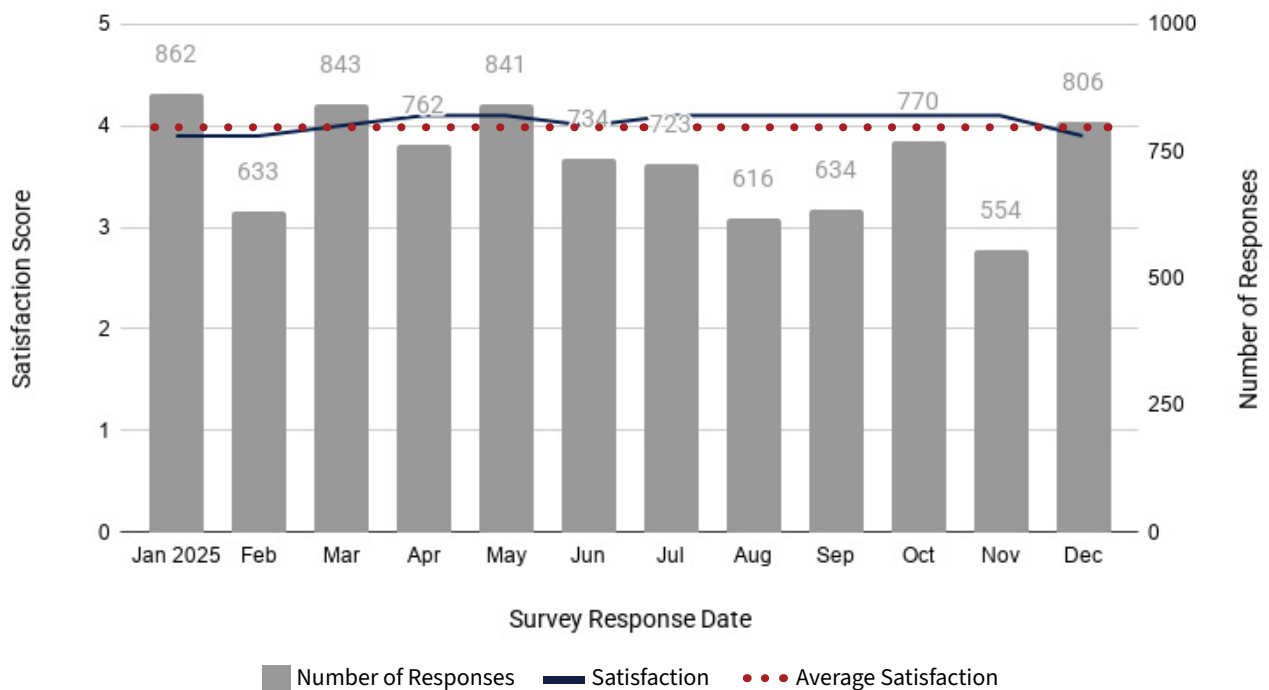
of Survey Responses



29,865

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

EBT Fraud Reduction: To combat an increase in SNAP fraud, DWS implemented an app feature that allows customers to lock and unlock their EBT cards. This prevents access to the cards unless they are actively being used, giving customers greater control over their benefits.

Directors Review All Feedback: DWS division directors now receive and review all Qualtrics feedback data for their specific divisions and the agency as a whole on a monthly basis.

Unemployment Insurance Listening Surveys: Unemployment Services completed an initiative

to add listening touchpoints on their online portal where customers can leave a thumbs up or down and direct comments. These comments are then reviewed for trends.

Homeless Services Reference Improvements: Because customers were having trouble finding services and often landed on the provider page, DWS added a prominent button on the first Office of Homeless Services screen that redirects customers to homeless services and 211 resources. This reduced the number of customers leaving complaints about troubles with finding these pages.

Signage Coordination: DWS standardized signage in all buildings to have a similar feel and improved directions to self-help features, such as computers and printers. Staff report that this helped customers feel less confused, become more self-sufficient, and lessen the need to ask staff for help regarding where to submit documentation.

Refugee Services Website Restructure: The team discovered refugees primarily seek in-person assistance, while online visitors are usually individuals trying to support refugees. DWS restructured their refugee pages to bring provider resources front and center.

SNAP Plain Language Rewrites: DWS used plain language analysis to rewrite letters and forms for customers, making these notifications much easier to understand and at a simpler reading level.

UPCOMING EFFORTS

FY 2027: Workforce Services is taking additional steps to look at the unemployment division customer feedback to continue to work on the Customer and User Experience. The CX Champion is in contact with the development team to track and monitor customer feedback. We will continue to integrate our dynamic feedback review process into our standard operations, reviewing customer feedback monthly. This approach ensures that customer insights are consistently monitored and acted upon, allowing for continuous, year-round service enhancement.

Department of Workforce Services: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.5	2.8	6,953	8,782
Effort	4.5	4.2	4,614	4,231
Reliability	4.7	4.6	4,543	4,155
Empathy	3.6	3.4	4,558	4,268

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Department of Workforce Services: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
DWS Job Center	4.8	4.8	4,094	3,336
jobs.utah.gov	3.2	2.9	4,009	5,890
jobs.utah.gov/ui	3.1	2.8	637	823
mydoorway.utah.gov	4.4	4.7	38	12

Department of Workforce Services: Feedback Topics *(Derived from Drivers)*

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Knowledgeable staff	4.9	3,072
Transparent staff	4.9	3,040
Content clarity	4.8	3,017
Staff understood need	4.9	3,008
Listening staff	2.0	3,008
Ease of use	4.4	38
Content helpfulness	4.6	38
Courteous staff	4.6	37

GOVERNOR'S OFFICE OF ECONOMIC OPPORTUNITY

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.8 (3.0 in 2024)
Average Satisfaction
from 1.0 to 5.0



18
of Requested
Support

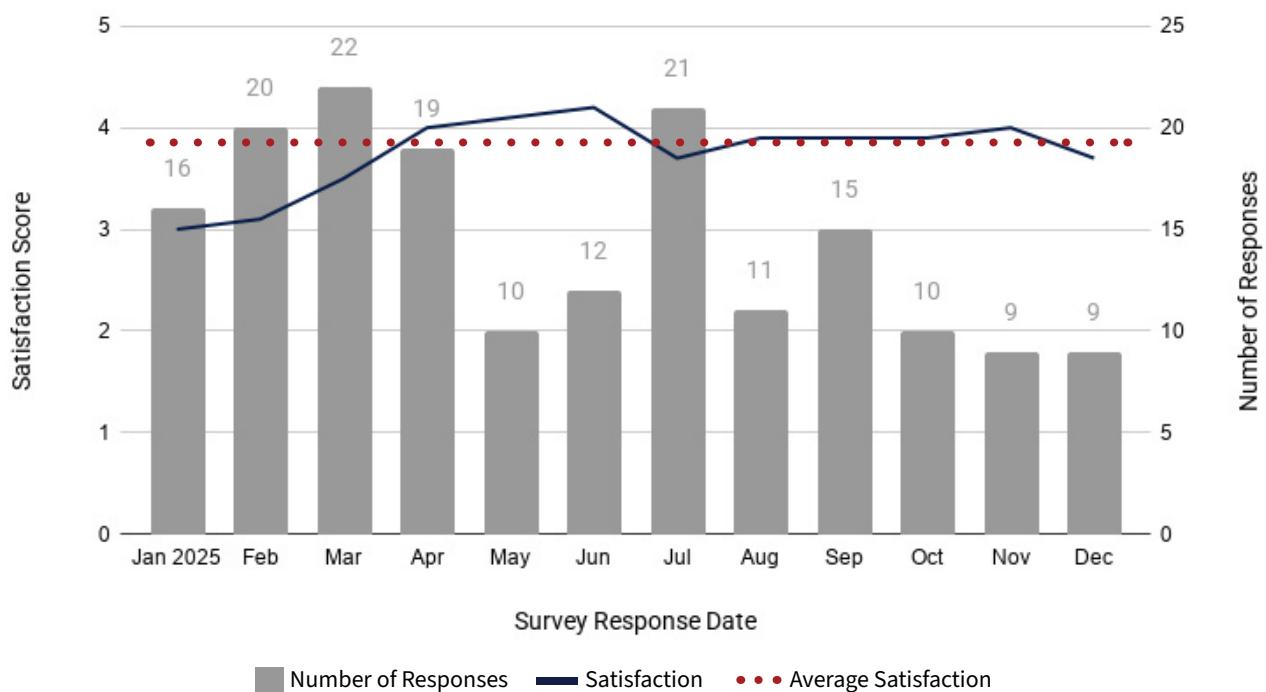


174
of Survey
Responses



114
Used Services
Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Grants Webpage: GOEO (now GOED) streamlined their grants webpage to be more user friendly. The team restructured the layout of the page to group grants by departments, including links to additional funding sources. They also added links to partner agency resources to help users find what was most applicable to their needs. There are now feedback surveys on the page to find any other trouble areas that could improve.

Accessibility: GOEO began assessing each webpage for accessibility, including but not limited to fixing color contrasts, adding alt text to images, organizing headers, finding empty links.

Feedback Surveys: The team added thumbs up and down buttons to each business.utah.gov webpage to get a general sense of satisfaction. They also added general feedback surveys to some of the other websites that are managed, such as startup.utah.gov.

UPCOMING EFFORTS

Navigation Restructure: After rolling out a new strategic plan, GOEO intends to restructure the website navigation on business.utah.gov to better reflect the new vision, and to make the structure easier to understand for users. GOEO wants to help them quickly find what they are looking for.

Utah Small Business Credit Initiative (USBCI) Updates: The USBCI team would like to update their webpage to allow users to find the programs they need, and to easily see if they qualify. They

are also interested in adding a feedback survey after the updates to identify any further needs.

Governor’s Office of Economic Opportunity: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.6	1.8	157	83
Effort	2.4	3.2	5	25
Reliability	3.2	3.4	11	14
Empathy	3.3	2.5	8	18

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Governor’s Office of Economic Opportunity: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
business.utah.gov	3.8	2.9	152	113
travel.utah.gov	3.2	4.1	14	8
film.utah.gov	3.8	2.3	6	3
locate.utah.gov	No Score	New	1	New
inutah.org	4.0	5.0	1	1

Notes:

1. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.
2. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. Refer to [the appendix](#) for more information.

Governor’s Office of Economic Opportunity: Feedback Topics (Derived from Drivers)

TOPICS
Looking for funding (economic assistance grant FY2026, grant portal problems, etc)
Want contact information for grants
How to participate in the Utah Small Business Credit Initiatives (USBCI)
Looking for jobs
Want information on EDTIF tax credits

GOVERNOR'S OFFICE OF PLANNING & BUDGET

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.4 (3.0 in 2024)

Average Satisfaction from 1.0 to 5.0



Not Offered

of Requested Support



13

of Survey Responses



Not Offered

Used Services Navigator

Note: Because GOPB has received only a limited number of public responses, the results are not charted. Future efforts will focus on collecting more feedback from partner agencies to support more meaningful analysis and trend reporting.

IMPROVEMENTS

Expanded definition of “customer”: GOPB internally expanded how it defines the term “customer” since a large portion of the office’s work involves supporting the state’s various executive agencies in carrying out their missions (budget, planning, performance measures, efficiencies, operational improvements, etc.).

Consistent Surveying: GOPB strengthened its surveying processes by creating more consistent guidelines for when to survey customers and gather information about the effectiveness of various office functions. It also standardized the use of Qualtrics for all surveys, ensuring results could be consistently collected and incorporated into the office’s customer experience (CX) data.

Centralized Surveying: GOPB has centralized its surveying duties primarily under one staff member so all GOPB surveys can be captured reliably and comprehensively in its CX reporting.

UPCOMING EFFORTS

Increasing Engagement: GOPB’s response rate climbed in 2025, but as the office has begun to redefine what a typical customer looks like in its line of work, we anticipate this will increase significantly in the remaining calendar year. This explains why responses climbed in quantity and quality from 2024 to 2025, and how the office expects it to again escalate between 2025 and next year’s 2026 report.

Seeking Input from State Agencies: Aside from website forms submitted by the public, GOPB is also collecting feedback from state agencies regarding its strategic plan, fundamental functions of GOPB’s four pillars, and coordination efforts in implementing special initiatives such as the Government Reform, Innovation, and Transparency (GRIT) effort.

Governor’s Office of Planning & Budget: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE Between 1.0 and 5.0		# OF RESPONSES	
	2025	2024	2025	2024
Joint Efficiency Evaluation Project	4.8	New	7	New
GRIT Experience	4.0	New	4	New
gopb.utah.gov	5.0	3.0	2	2

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.

OFFICE OF THE LIEUTENANT GOVERNOR

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



2.6 (2.7 in 2024)
Average Satisfaction from 1.0 to 5.0



148
of Requested Support

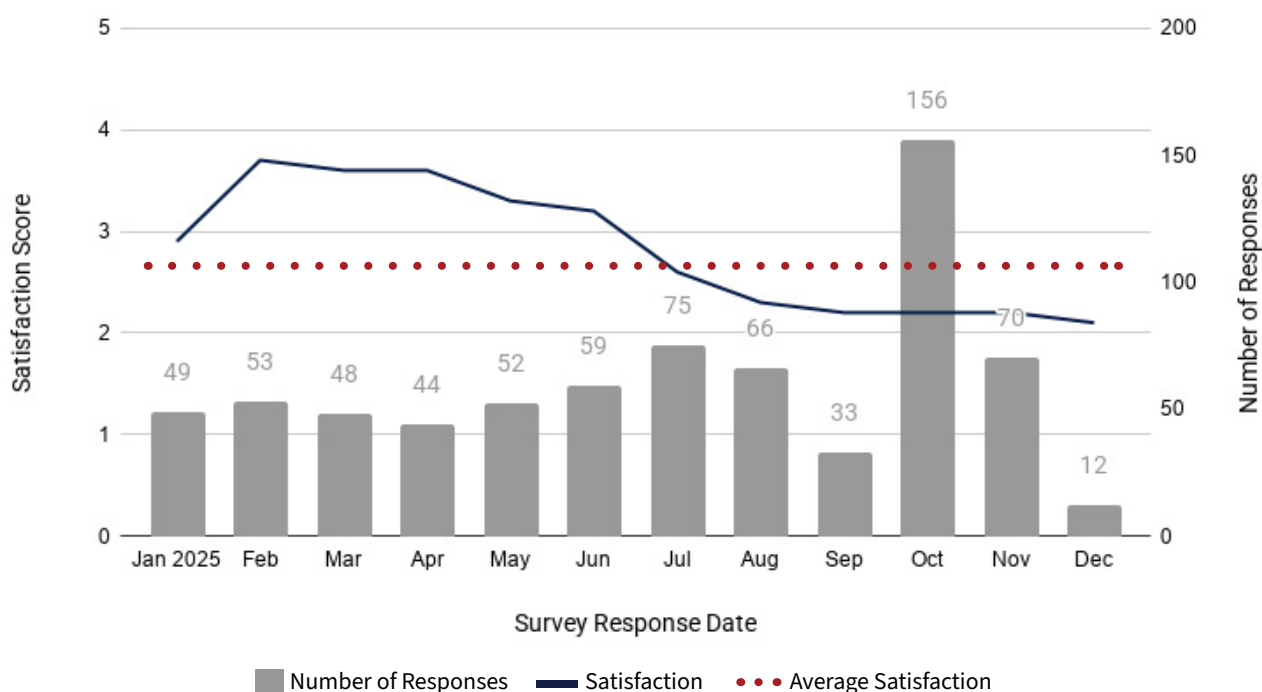


717
of Survey Responses



161
Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



Note: Election season drives a spike in responses in October.

IMPROVEMENTS

Extensive Website Link Fixes: Fixing dozens of broken links across the vote.utah.gov website to ensure customers have access to current information regarding county clerks, voting by mail, voter ID requirements, candidate filings, and historical election results.

Election Information Updates: Archiving out-of-date election information, providing updated district maps, and rearranging the site flow to place highly visited pages closer to the home page with direct links.

Petitions and Initiatives: Adding language to clarify the petition process for customers and making petition pages more mobile-friendly by moving larger lists to a download-only format.

Notary and Authentication Services: Redesigning several document authentication pages (including FAQs, request forms, and appointment scheduling) to provide clearer information and reduce customer calls. Improving the notary application process by automating pending status emails.

Voter and Candidate Guidance: Adding disclaimers with clearer instructions for entering names and addresses during voter registration, and updating quick guides on the financial disclosures registration site.

Ongoing Improvements: The Office of the Lieutenant Governor is continually working to improve online and in-person services based on customer feedback. In addition to the extensive improvements made over the last year, ongoing and future projects include the implementation of a new notary application, as well as updated voter search pages and fixes to errors encountered on these pages.

an electronic service option, making Utah the first state in the nation to offer authentications through an electronic portal with secure delivery.

The office will also focus on modernizing notary public commissioning platforms and ensuring constituents have accurate access to state authentication services. A major priority is deploying a new online notary application and testing system to eliminate frequent platform timeouts and “page unavailable” errors.

The agency aims to resolve ongoing confusion by updating the digital cost breakdowns and service information presented on the Authentications website. To sustain this operational momentum, the office will actively launch these vendor-supported enhancements by mid-2026, ensuring uninterrupted functionality for vital civic registrations. The office is engaging in a strategic planning process to organize around a variety of these improvement efforts.

UPCOMING EFFORTS

The Office of the Lieutenant Governor has begun a variety of efforts that aim to relieve pain points expressed by customers. The office has already started coordinating with the Governor’s Office of Planning & Budget on a zero-base budgeting process and in-depth efficiency assessment of its apostille service to pursue a variety of improvements. Same-day apostille services will soon expand to more customers at more affordable costs. Additionally, the office will begin offering

Office of the Lieutenant Governor: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
<i>Task Completion</i>	No Score	No Score	No Score	No Score
<i>Effort</i>	3.0	2.7	209	709
<i>Reliability</i>	3.4	2.8	183	666
<i>Empathy</i>	4.0	3.2	211	634

Notes:

1. Surveys offered by the Office of the Lieutenant Governor don’t include questions about task completion.
2. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.
3. Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Office of the Lieutenant Governor: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
votesearch.utah.gov	2.0	2.7	250	1,182
Document Authentication Experience	4.3	4.2	220	44
secure.utah.gov/voterreg	2.4	2.6	163	953
vote.utah.gov	2.1	2.9	50	651
secure.utah.gov/notary	1.8	2.4	24	17
ltgovernor.utah.gov	4.5	2.4	3	5
entityregistry.utah.gov	1.0	2.0	3	4
lobbyist.utah.gov	No Score	1.0	2	2
disclosures.utah.gov	2.5	1.3	2	7

Notes:

1. While lobbyist.utah.gov collected feedback, respondents did not provide a satisfaction score.
2. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.
3. Some surveys that existed in 2024 did not collect feedback in 2025 due to limited distribution or a closed website URL. There were three responses from 2024 not reflected in this table. Refer to [the appendix](#) for more information.

Office of the Lieutenant Governor: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Staff understood need	4.6	99
Transparent staff	4.6	94
Process clarity	4.6	84
Helpful staff	4.6	36

UTAH DEPARTMENT OF TRANSPORTATION

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.2 (2.2 in 2024)

Average Satisfaction from 1.0 to 5.0



84

of Requested Support



807

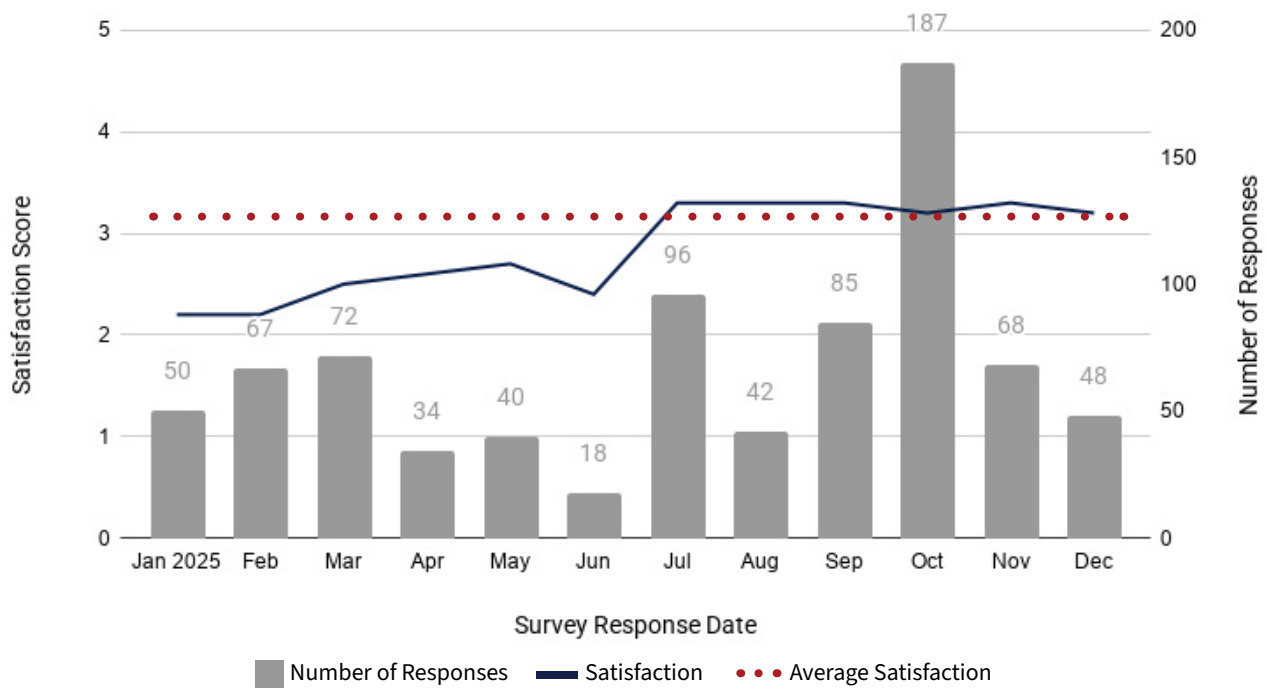
of Survey Responses



Not Offered

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



Note: A one-time survey in October accounts for the outsized increase in response volume.

IMPROVEMENTS

Contractor Zone: Improvements to the registration process and landing page generated 5,000 clicks and successfully reduced the number of ad hoc calls and emails.

Contact UDOT Webpage Improvements: Updates to the site’s format and UX reduced the hourly effort required to answer form inquiries, saving an estimated \$18,659.

Internal Customer Experience Audit: UDOT conducted 7 internal workshops with 51

participants to gather frontline perspectives and identify 8 key priorities for future customer experience improvements.

In-House Website Redevelopment Survey: The agency internally managed and distributed a feedback survey via Qualtrics, resulting in an estimated \$5,000 in savings.

Improved PublicInput Mobile UX: Fixing forward and backward navigation issues for mobile users caused views to rise by 109.4 percent and user count to increase by 263.1 percent.

Public Input Road Signs and Templates:

Implementing consistent signs and communication templates brought clarity to commuters. This led to a 178 percent increase in traffic and a 125 percent increase in user event counts, while decreasing the time spent searching the site by 42 percent.

Refreshed Project Maps: UDOT updated its Esri project maps to provide a unified brand and enhance readability for visually impaired individuals.

OCIP Electronic Payments: Replacing a manual paper-check system with a digital process for the Owner Controlled Insurance Program eliminated administrative overhead, simplified bank reconciliations, and ensured insurance brokers get immediate access to capital.

Rural Transit Grant System Modernization: Implementing the BlackCat Transit Data Management System streamlined the federal grant lifecycle, enhancing data accuracy and saving approximately \$180,000 annually.

Right-of-Way (ROW) Tracker App: UDOT replaced manual email tracking with a centralized ROW app, reducing review times by 47 percent (from 40+ days down to about 21 days).

UPCOMING EFFORTS

UDOT is actively pursuing several upcoming improvements to enhance digital accessibility, public feedback, and internal communications. Key digital initiatives include redesigning the main website around task-based user flows, updating the Road Usage Charge portal, and driving department-wide ADA compliance. To improve data collection, UDOT is deploying post-construction surveys, expanding targeted feedback intercepts on high-traffic pages, and integrating Google Analytics across project sites. Internally, the agency is installing ScreenCloud monitors across regional offices to broadcast updates and real-time traffic camera feeds to employees. Finally, UDOT is retraining staff on the Click N Fix system, rolling out specialized customer experience training, and aligning communication standards with consultants.

Utah Department of Transportation: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	2.3	1.7	407	529
Effort	2.9	1.8	390	118
Reliability	3.0	2.6	258	114
Empathy	3.5	2.7	368	109

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Utah Department of Transportation: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
connect.udot.utah.gov	3.2	2.2	348	207
udottraffic.utah.gov	2.3	2.2	257	374
Construction Projects	3.5	New	111	New
udotinput.utah.gov	2.5	2.5	49	22
cottonwoodcanyons.udot.utah.gov	3.2	New	12	New
roadusagechargeutah.org	4.2	New	10	New
saferoutes.utah.gov	3.5	4.0	7	8
contractorzone.udot.utah.gov	1.7	New	7	New
zionarea.udot.utah.gov	5.0	New	2	New
westdavis.udot.utah.gov	2.0	2.5	2	2
udot.utah.gov/bangerter	5.0	New	1	New
move.utah.gov	No Score	1.0	1	1

Notes:

1. While move.utah.gov collected feedback, it did not receive enough numerical data for the reporting period.
2. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.
3. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.

Utah Department of Transportation: Feedback Topics (Derived from Drivers)

TOPICS
Access to and availability of 511 Traffic Cameras
511 Traffic Camera update cadence and direction of traffic
Road Usage charge account management/car transfer support
Cottonwood Canyon Tire Sticker program inquiries and recreation information/road conditions
Kudos to snow removal teams, primarily in Northern Utah and Canyons
Road restriction and Seasonal road access awareness
Access to and availability of 511 Traffic Cameras

UTAH INSURANCE DEPARTMENT

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.0 (3.8 in 2024)

Average Satisfaction from 1.0 to 5.0



69

of Requested Support



854

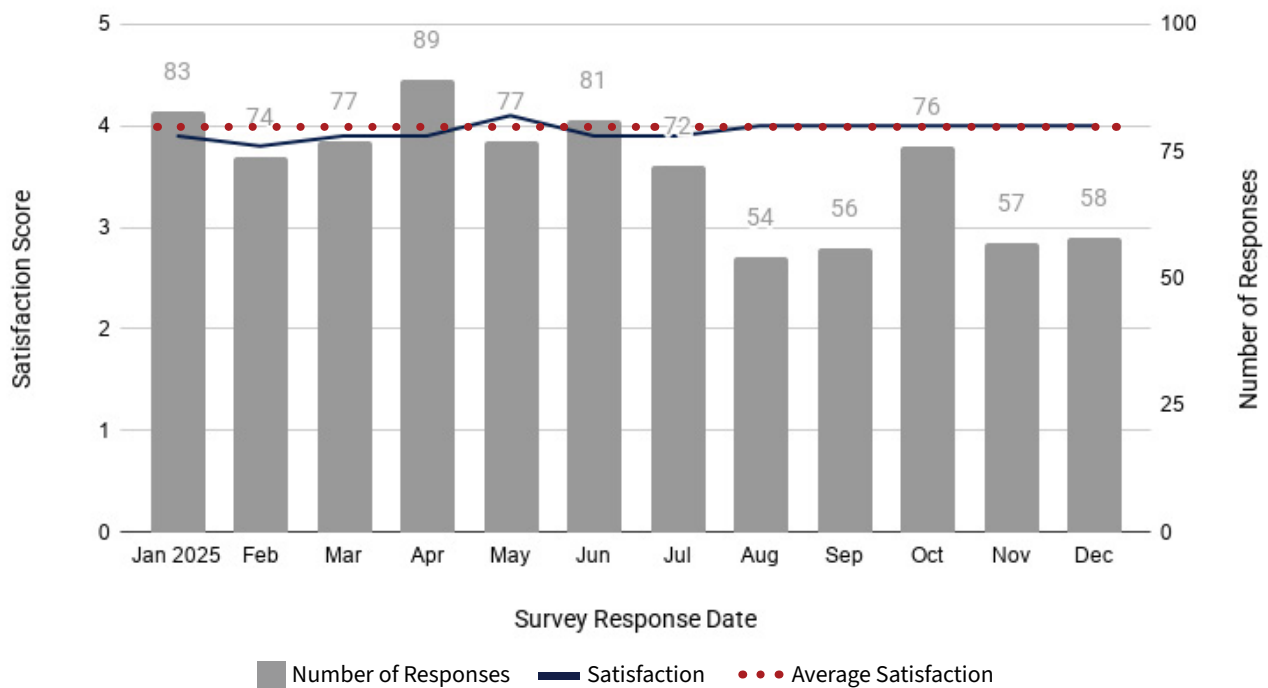
of Survey Responses



867

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Removing Outdated Information Online: The Insurance Department identified and updated outdated web links and forms. These updates have improved the overall user experience and ensured the accuracy of information.

Handling Increased Case Loads: Consumer complaint caseloads increased by 61 percent from 2024 to 2025, a trend continuing into 2026. To manage this volume with existing staffing levels, the department implemented new cross-training programs and a triage process. These initiatives improved prioritization and processing

speeds, enabling teams to assist consumers in recovering \$15.7 million from insurers through compromised or reconsidered claims during 2025.

UPCOMING EFFORTS

Improve Customer Experience Surveys: The Insurance Department plans to work with the CX team to focus on updating our customer experience surveys to provide more meaningful results based on a regulatory environment.

Spanish-Language Support: The Insurance Department will be contracting for translation services to assist with our callers who are non-

English-speaking callers. Currently, Spanish-speaking customers must wait for a Spanish-speaking Insurance Department representative to be available to assist them, or if they need language assistance they are asked to provide a translator. To address this issue, the Department

will contract with a state vendor who is able to provide translation services over the phone in numerous different languages.

Utah Insurance Department: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	1.7	1.4	82	168
Effort	4.0	3.9	404	424
Reliability	4.4	4.4	397	410
Empathy	4.4	4.4	393	402

Notes:

1. Feedback regarding Task Completion is only collected on insurance.utah.gov.
2. Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Utah Insurance Department: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
UID Email Support	4.1	4.1	394	374
UID Call Support	4.1	4.2	325	305
insurance.utah.gov	2.9	2.5	135	271

Note: Some customers provide feedback about their insurance provider and other entities in the website survey.

Utah Insurance Department: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Knowledgeable staff	4.5	373
Listening staff	4.5	372
Transparent staff	4.3	341
Staff understood need	4.3	281

UTAH LABOR COMMISSION

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.7 (3.8 in 2024)

Average Satisfaction from 1.0 to 5.0



18

of Requested Support



213

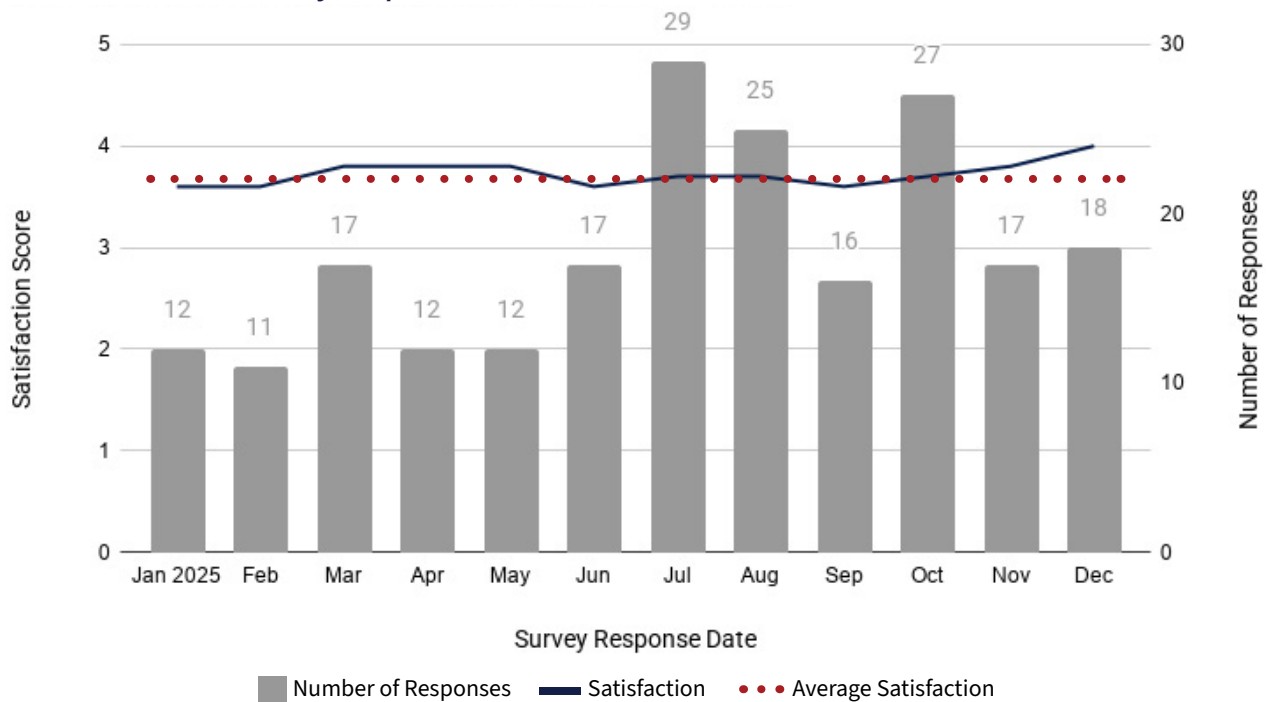
of Survey Responses



Not Offered

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Optimizing Document Workflows (IAD): The Industrial Accidents Division replaced manual paper and email workflows with a secure online document portal. This automation enhances data security, eliminates processing bottlenecks, and—paired with new mandatory pass/fail application screening—proactively reduces customer delays and denials.

Reducing Claim Rejections (UALD): By streamlining employment discrimination intake instructions and removing outdated information, the Utah Antidiscrimination and Labor Division improved document cohesion for filing parties.

This clarity resulted in a 46 percent reduction in rejected claims due to insufficient information, dropping from 58 to 31 per month.

Elevator Inspection Efficiency: The Division of Boilers, Elevators, and Coal Mine Safety optimized scheduling protocols to reduce the average wait time for new inspections by 75 percent. New elevators are now inspected within three business days, down from the previous two-week average.

Accelerated Wage Claim Resolution (UALD): UALD transitioned from a paper-heavy system to an electronic workflow with immediate case assignment. By eliminating manual delivery

delays and accelerating check releases, the division reduced the average time from claim opening to active investigation by 47 percent, from 49 days to 26 days.

UPCOMING EFFORTS

Over the coming year, the Labor Commission will leverage expanded customer feedback to systematically drive targeted service improvements. To accomplish this, the Commission will deploy new customer experience surveys through its outreach programs, Utah Occupational Safety and Health (UOSH) 10-hour classes, and Workplace Safety Grants. These surveys will pinpoint how public information can be presented more effectively to participants. Furthermore, this feedback will establish a data-driven mechanism to inform internal teams of pedagogical successes and impactful communication methods.

In tandem with these feedback initiatives, the Commission will prioritize customer service education by designing informational pamphlets for claims brought under the Utah Payment of

Wages, Antidiscrimination, and Fair Housing Acts. These single-page reference sheets will present statutory processes and requirements through intuitive visual layouts, ensuring critical information remains accessible to all parties. The primary objective will be to cultivate transparency and proactively manage expectations and educate parties by clearly illuminating procedural milestones and timelines from the outset.

Finally, UOSH will launch an online payment portal that will optimize the employer experience by providing 24/7 self-service options for full or partial penalty payments. This platform will maximize customer convenience by eliminating telephone transactions and physical check delivery while providing instantaneous digital confirmation of compliance. By expediting these administrative closure steps, the portal will allow businesses to resolve statutory obligations rapidly and redirect focus to workplace safety. This immediate verification will accelerate the administrative closure of regulatory matters, providing employers with clear and definitive case resolution.

Utah Labor Commission: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	2.6	1.7	37	43
Effort	3.9	4.1	139	125
Reliability	2.4	2.7	9	7
Empathy	4.3	4.2	126	92

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Utah Labor Commission: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
laborcommission.utah.gov/wageclaim	3.8	4.0	136	124
laborcommission.utah.gov	2.7	2.6	33	33
Utah Labor Commission Front Desk	4.0	4.5	23	5
UOSH Request for Consultation	4.3	New	18	New
Workplace Safety Grant Application	No Score	No Score	3	21

Notes:

1. While the Workplace Safety Grant Application collected feedback, the survey did not ask for a satisfaction score.
2. “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison. “No Score” indicates that no data was available or provided, and therefore a score could not be generated.

Utah Labor Commission: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Complexity of form	4.0	124
Staff understood need	4.3	114
Instruction clarity	4.4	5
Navigation	3.3	4
Process clarity	4.7	3
Content helpfulness	5.0	3

UTAH NATIONAL GUARD

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



3.8 (2.7 in 2024)
Average Satisfaction
from 1.0 to 5.0



2
of Requested
Support



3,096
of Survey
Responses



75%
Job
Satisfaction

Note: A trend chart is not included because feedback is collected annually during required training events rather than through an ongoing survey. As a result, monthly trend data would not provide a meaningful representation of customer feedback.

IMPROVEMENTS

Education Benefits and Tracking

State Education Applications: The application process for State Tuition Assistance was previously run through email. That process was improved, resulting in more reliable outcomes and the highest program usage to date.

State Tuition Waiver (STW): The cumbersome email application process for STW was simplified and now runs directly through Salesforce.

Student School Loan Repayment (SSLR): A new process was established to handle the newly legislated SSLR program, and loan repayment payments are now successfully made to guard members.

Program Navigation: General navigation of state education benefits was improved. Members can now successfully apply for all the programs they are eligible for.

Tracking and Compliance: Program managers no longer manually track the education program in a shared spreadsheet. Reports and data can be managed directly from Salesforce.

Camp Williams MWR (Morale, Welfare, and Recreation) Operations

Regulatory Compliance: To fix ad-hoc systems that were out of compliance with state regulations, the Point of Sale (POS) and Wi-Fi systems at Camp Williams are now officially run

through state contracts.

FINET Profit/Loss Tracking: The FINET system was updated to include separate categories for MWR programs, which allows quarterly profit and loss reports to be generated for senior leadership.

State Employee Oversight

Supervision and Compliance: To address issues with training compliance and a lack of awareness regarding state policies caused by federal supervision, state operations, and programs are now overseen directly by state employees.

ADDITIONAL INFORMATION

Utah's National Guard collects the majority of its feedback from Guard members at their annual Soldier Readiness Program events and focuses their questions on drivers of recruiting and retention. Accordingly, their data is presented in a different format, reflecting the unique nature of their work. Soldier Readiness Programs only reach Army National Guard members, a separate strategy for collecting feedback from Air National Guard members is being established.

Job Satisfaction: Percentages include members who stated they were "Somewhat Satisfied" or "Extremely Satisfied" to the statement: "How would you rate your current overall experience in the Utah Army National Guard?"

Likely to Make Guard a Career: Percentages include members who stated they were "Somewhat Likely" or "Extremely Likely" to the

statement: “How likely is it that you will make the UTARNG a career?”

Plan to Continue Guard Service: Percentages include members who stated they “Somewhat Agree” or “Strongly Agree” with the statement: “I am planning on continuing my service in the UTARNG.”

Experience Meets Expectations: Percentages include members who stated it “Meets expectations,” “Exceeds expectations,” or “Far exceeds expectations” to the statement: “Life in the National Guard is what I expected it to be when I joined.”

Likely to Recommend Service: Percentages include members who stated they were “Somewhat Likely” or “Extremely Likely” to the statement: “How likely are you to recommend serving in the National Guard as an option to others?”

UPCOMING EFFORTS

In the upcoming year, the Utah National Guard will focus on implementing strategic operational improvements to its Morale, Welfare, and Recognition (MWR) services, many of which were identified during a recent consultation with the Governor’s Office of Planning & Budget. The MWR program also needs to improve various services such as Wi-Fi and housekeeping personnel. The Guard will work to stabilize the financial sustainability and operational compliance of its constituent support programs and to address severe funding shortfalls by implementing a finalized \$4-per-room rate increase for their lodging program. The Guard will actively apply these operational and financial adjustments to maintain or improve the customer experience at Camp Williams.

Utah National Guard: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Likely to Make Guard a Career	58%	58%	2,852	2,000
Plan to Continue Guard Service	62%	64%	2,853	2,002
Experience Meets Expectations	79%	77%	2,913	2,064
Likely to Recommend Service	67%	65%	2,893	2,050

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Utah National Guard: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Soldier Readiness Program (Army NG only)	72%	72%	3,067	2,210
guard.utah.gov	3.8	2.7	29	9

UTAH STATE TAX COMMISSION

OVERALL SATISFACTION AND RESPONSE VOLUME

Data collected Jan 1–Dec 31, 2025 (See Appendix).



4.1 (3.9 in 2024)

Average Satisfaction from 1.0 to 5.0



1,442

of Requested Support



37,413

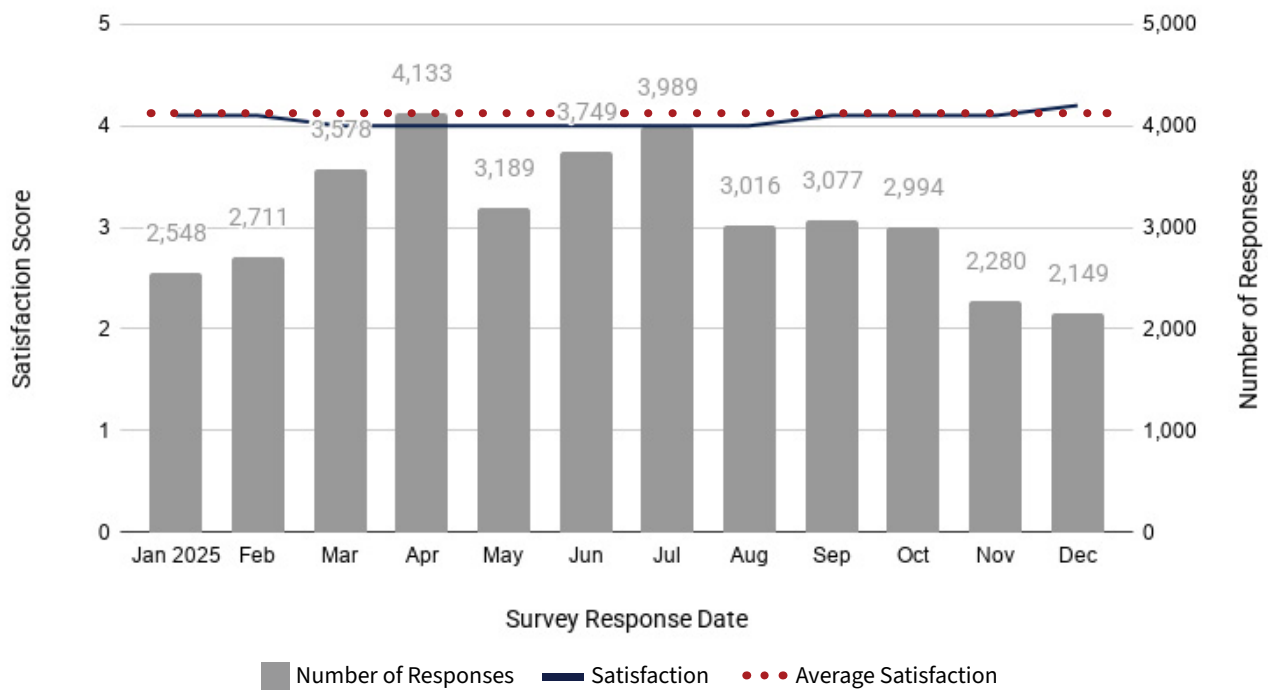
of Survey Responses



22,999

Used Services Navigator

Satisfaction and Number of Survey Responses Over Time



IMPROVEMENTS

Tax Account Application Banners: After receiving online comments from taxpayers asking how to apply for business tax accounts (such as sales tax and withholding), USTC made the process clearer by adding banners to all of their tax type description webpages. These banners provide a direct link to the tax account application.

Combining E-check and Credit Card Payment Links: Previously, taxpayers were confused by the term “e-check” when presented with two separate payment options. To resolve this, USTC combined the options into a single “Make

a Payment” link. Now, after users enter their payment details, the system clearly asks if they would like to pay from a bank account or with a credit card.

Redesigning Websites: In response to a high volume of complaints from taxpayers who couldn’t find basic information—like how to pay taxes or what to bring to a DMV appointment—USTC completely rebuilt its websites from the ground up. The agency improved accessibility, remapped all webpages using user testing, and created a unified template to ensure information is presented consistently across every tax type.

MVED Office Experience Survey: Previously, the agency did not have a way to collect feedback from customers conducting in-person Motor Vehicle Enforcement Division (MVED) transactions. To fix this, USTC added an MVED feedback option to their in-person survey for services provided at the Salt Lake Office.

Outreach Training Surveys: The agency’s training feedback was captured via paper surveys, necessitating manual handling and onsite collection. To improve this, USTC switched to a three-question Qualtrics survey template and began emailing the survey link directly to those who attended the outreach training sessions.

DMV Wait Time Estimator Display: We added a new feature to our Motor Vehicle Portal (MVP) that allows customers to view live wait times for walk-ins and appointments at our state-run DMV offices. By making this data accessible on both the DMV and Tax websites, we hope to help

customers plan their visits better and drive a shift toward scheduling appointments online.

UPCOMING EFFORTS

In the upcoming year, the Utah State Tax Commission (USTC) will focus on modernizing appointment scheduling, expanding digital self-service tools, and deploying AI-driven internal support. A major priority is overhauling the MVP DMV appointment scheduler to aggressively reduce its current 47 percent abandonment rate and eliminate widespread customer booking frustrations. Concurrently, the agency aims to resolve internal research inefficiencies by building an AI Research Tool (ART) to help agents instantly pull accurate answers from complex tax websites. To sustain this operational momentum, USTC will actively expand features in the Taxpayer Access Point (TAP)—such as instant sales tax license verification and clearer penalty explanations.

Utah State Tax Commission: Scores on All State Metrics

METRICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Task Completion	3.8	3.7	28,168	24,441
Effort	4.0	3.8	5,616	5,570
Reliability	4.4	4.2	10,730	7,800
Empathy	4.4	4.3	14,292	9,464

Note: Above metric scores are not direct components of the agency’s satisfaction score. That is derived from the feedback channels table below. Refer to [the appendix](#) for more information.

Utah State Tax Commission: Feedback Channels

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Renewal Express (REX)	4.4	4.6	14,268	15,042
Motor Vehicle Portal (MVP)	3.0	2.1	4,549	3,695
DMV Office Visit	4.7	4.6	4,446	2,428
Motor Vehicle (MVCC) Call Support	4.3	3.9	3,688	1,758

Utah State Tax Commission: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
dmv.utah.gov	3.0	2.8	2,360	3,377
incometax.utah.gov	3.4	3.1	1,641	769
Taxpayer Access Point (TAP)	2.1	2.1	1,180	1,435
Taxpayer Resources Call Support	4.3	4.4	951	490
Collections Call Support	4.6	4.5	889	317
tax.utah.gov	2.6	2.6	772	971
Tax Outreach Training	4.9	New	595	New
TAP Support Call	4.5	4.4	254	85
Tax Office Visit	4.7	4.6	247	54
Vehicle Compliance Call Support	4.2	4.1	235	95
ID Verify Call Support	4.1	4.5	181	37
MVED Call Support	3.9	4.0	129	60
DMV Email Support	4.2	New	103	New
Tax Publications	3.8	New	95	New
Motor Carriers Office Visit	4.3	New	92	New
MVED Office Visit	4.6	New	88	New
TAP Email Support	4.1	New	85	New
TAP System Call Support	4.2	4.2	75	18
Special Events (SSE) Call Support	4.7	4.5	60	12
propertytax.utah.gov	2.9	3.0	57	64
Motor Carriers Call Support	4.4	4.6	55	20
Tax Examiners Call Support	4.9	5.0	48	8
Tax SSE Email Support	4.7	New	47	New
USTC Circuit Breaker Call	4.7	4.6	46	17
Special Events Tax Registration	4.1	New	41	New

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.

Utah State Tax Commission: Feedback Channels Continued

FEEDBACK CHANNEL	AVERAGE SCORE <i>Between 1.0 and 5.0</i>		# OF RESPONSES	
	2025	2024	2025	2024
Fuels Call Support	4.7	5.0	34	10
Garnishment Call Support	4.1	3.6	31	15
MVED Email Support	5.0	New	22	New
mved.utah.gov	3.3	2.8	20	44
Waivers Call Support	4.8	4.3	8	3
Taxmaster Email Support	2.0	New	8	New
Bankruptcy Call Support	4.4	4.5	5	2
MVP (UPP) System Email	5.0	New	3	New
Transient Room Tax Experience (City/County)	New	New	2	New
Minerals Call Support	3.0	New	2	New
MVCC Email Support	New	New	1	New

Note: “New” indicates the item was newly created in the specified year, so no prior data exists for scoring or comparison.

Utah State Tax Commission: Feedback Topics (Derived from Drivers)

TOPICS	AVERAGE SCORE <i>Between 1.0 and 5.0</i>	# OF RESPONSES
Helpful staff	4.4	5,880
Knowledgeable staff	4.7	5,804
Courteous staff	4.7	5,747
Staff understood need	4.8	5,362
Content helpfulness	3.2	5,096
Listening staff	4.5	1,581
Content clarity	4.9	375
Relevance of content	4.9	328
Appointment/deadline reminders	4.9	294
Submission confirmations	4.9	246

APPENDIX

NEW LISTENING PARADIGM

Since 2024, the CX program has transitioned from a fragmented, bespoke survey model to a unified listening engine. By utilizing a common data schema and standardized metrics, we have transformed 96,907 annual customer responses into a cohesive, enterprise-wide view of state performance.

Survey Methodologies

Utah uses three primary paradigms for data collection, all of which are integrated into the final performance scores:

Digital Concierge: Launched in 2022, this model used rotating questions (Task Completion, Satisfaction, Reliability, Effort, and Empathy). These served as a good foundation to build from, but the categories were often too broad to be actionable. We are phasing this model out in favor of more precise metrics.

Custom Surveys: Used primarily for specialized agency needs, these surveys allow for deep-dive questions. However, to maintain data integrity, the CX team now maps all quality-related questions back to our core statewide dataset.

Unified Listening Patterns: Our current standard. Designed to maximize response rates without causing survey fatigue, these three-question surveys have produced nearly 10 times the comment volume in early testing:

Question 1: Satisfaction (1–5 scale)

Question 2: Driver (Multiple-choice specific to the service)

Question 3: Comments (Open-ended qualitative data)

Deprecated Surveys: To facilitate data analysis, certain survey response categories that were included in prior reports are no longer reported in this edition. To ensure an equivalent comparison between 2024 and 2025 feedback channel data, surveys from 10 agencies were excluded from

the 2024 dataset if they were no longer available in 2025 due to limited distribution or a closed website URL. Excluding these discontinued surveys provides a more accurate year-over-year comparison by evaluating only surveys that were active in both years.

Expanded Survey Coverage: The previous dashboard only included surveys that used standard, pre-approved customer experience (CX) questions. As a result, surveys that did not follow the standard question set were excluded from agency performance results, even when they measured similar aspects of the customer experience. The updated methodology maps non-standard agency survey questions to the core CX drivers, allowing those surveys to be included in the analysis. This provides a more complete representation of agency customer feedback and ensures that all relevant survey data are reflected in performance results.

NEW CALCULATIONS

To provide a more accurate and robust view of performance, we have updated our calculation methodologies for 2025. Note, because these methodologies changed, we have recalculated 2024 data using the new paradigm. This enables us to move to our new calculations while still presenting a fair and equivalent comparison of outcomes in 2024 vs. 2025.

Aggregate Satisfaction: Satisfaction is now our primary performance metric. If a survey lacks a direct satisfaction-related question, we use a proxy metric (such as “Effort” or “Reliability”) so every survey response contributes to the agency’s overall score. Monthly satisfaction in the graphs reflect a three month rolling average per month.

Refined Response Rates: We now differentiate between feedback responses, support requests, and navigation clicks. This provides a more honest view of how customers are actually using our tools.

Driver and Metric Mapping: We now track more than 140 different drivers (e.g., “Staff Courtesy”).

If an agency uses our new framework, these scores are driver-derived. For agencies still transitioning, we provide comment-derived insights based on qualitative analysis of customer text.

Multidimensional Metadata: Every response is now tagged with extensive metadata (Agency, Division, Team Member, Channel, and Geography). This transforms a simple 3-star rating into a powerful diagnostic tool that can pinpoint exactly where and why a service may be underperforming.

SUPPORTING INFORMATION

The following section explains how numbers were derived from the data source. All data is sourced from the Statewide CX Dashboard, filtered to all survey responses labeled with the agency’s name, and provided between Jan. 1, 2025 to Dec. 31, 2025 (calendar year 2025).

About Surveys and Questions

Utah has three prevailing paradigms for survey questions, which are all compiled into the scores in this report. Agencies select the exact wording of each question at their discretion.

Digital Concierge: Survey respondents will receive one of the four Question 2’s on a rotating basis.

Question 1: Task Completion (1-5 scale)

Question 2: Satisfaction (1-5 scale)

Question 2: Reliability (1-5 scale)

Question 2: Effort (1-5 scale)

Question 2: Empathy (1-5 scale)

Question 3: Comments (Open text)

Listening Patterns wording of Q2 changes in positive/negative tone based on the response in Q1. 1, 2, or 3 stars see negative wording; 4 and 5 responses see positive wording:

Question 1: Satisfaction (1-5 scale)

Question 2: Driver (Multiple-choice)

Question 3: Comments (Open text)

Custom Survey: All questions related to evaluating service quality are mapped into the dataset at the CX team and Agency’s discretion.

The questions inside Digital Concierge and Listening Pattern surveys are always tied to scores in the same way. Some Digital Concierge and Listening Pattern surveys have custom questions that may not be included in this dataset. Custom surveys are tied to scores and drivers at the CX team’s discretion, and sometimes have questions that are not used in this report.

of Survey Responses, # Requested Support, # Used Services Navigator

Previous reports compiled all survey interactions into a single usage number. However, our survey tools have multiple functional uses. Customers can use them to provide feedback, to request support, and to find the services they are looking for. We are now able to differentiate the interactions and count them independently. Accordingly, the number of responses has been divided into three values:

of Survey Responses: Indicates people who provided feedback in at least one survey question;

Requested Support: Indicates the number of people who indicated they would like support, regardless of whether they provided contact information;

Used Services Navigator: Indicates the number of people who only used survey questions to navigate to services but provided no feedback. To see an example, navigate to the “Get Help” button on the margin of [medicaid.utah.gov](https://www.medicaid.utah.gov).

Average Satisfaction

Satisfaction is an aggregate score that averages explicit “Satisfaction” ratings with other metric questions (like “Reliability” or “Effort”), which act as a proxy on surveys where no “Satisfaction” question exists. Satisfaction is measured on a scale from 1 to 5, with 5 being the best possible score.

Other Metrics: Task Completion, Effort, Reliability, and Empathy

State metrics are calculated in one of two ways. If a direct question exists (e.g. “Were you able to complete your task?”), we use the response as is. If the survey uses a multiple choice question, we map each response to a driver and each driver to a metric. We use the resulting score as a Metric score. For example, a “2” Staff Courtesy score also becomes “2” Empathy score.

Feedback Topics: Driver-Derived vs. Comment-Derived

Utah’s new question framework allows us to provide scores on more than 140 different drivers in a multiple-choice question in the middle of the survey, always on a 1 to 5 scale where 5 is the best. However, many surveys haven’t been adapted to

the new framework. In this case, they aren’t able to derive scores.

Driver-Derived: Agencies that collect feedback about three or more drivers have included the scores in the sheet.

Comment-derived: Agencies that do not have reviewed comments, and provided a list of common topics to complete this portion of the report.

WHICH QUESTIONS FEED WHICH METRICS AND SCORES?

METRIC	SOURCE QUESTION			
	3-Question Listening Patterns	2-Question Listening Patterns (embedded)	Website “Give Feedback” Survey	Custom Survey Design
<p>Satisfaction The customer’s overall rating of their experience.</p> <p>Scale/Type: Integer (1-5) Dashboard Metric: Average Satisfaction</p>	Q1, “How was your experience?”	Q1, for example, “Is this content easy to understand?” (If yes/no, positive responses are assigned 5, negative are assigned 1.)	Q2, rotating metric question. For example: “How easy or difficult was it?”	Question that most pertains to a general rating of a customer’s experience.
<p>Driver Which aspect of the service influenced a customer’s experience</p> <p>Scale/Type: Categorical (JSON Tag) Dashboard Metric: Driver</p>	Q2, “What could we improve?” or “What stood out to you?” multiple choice question	Q1, for example, “Is content easy to understand?” is assigned to a “Content clarity” driver.	None	Each question is assigned to the most closely related driver. For example, “Was the agent helpful?” is assigned a “Staff Helpfulness” driver.

WHICH QUESTIONS FEED WHICH METRICS AND SCORES?

METRIC	SOURCE QUESTION			
	3-Question Listening Patterns	2-Question Listening Patterns (embedded)	Website “Give Feedback” Survey	Custom Survey Design
<p>Driver Score Customer’s relative satisfaction with various aspects of the experience</p> <p>Scale/Type: Integer (1-5) Dashboard Metric: Average Driver Score</p>	<p>When a customer selects a driver from Q2, the rating from Q1 is applied to it as a score.</p>	<p>Q1. If it’s a yes/no question, positive responses are assigned 5, negative are assigned 1.</p>	<p>None</p>	<p>Each question is assigned to the most closely related driver, the response is recorded as the Driver Score. If it’s a yes/no question, positive responses are assigned 5, negative are assigned 1.</p>
<p>Comment Unstructured, open-text feedback from the customer.</p> <p>Scale/Type: String (Text) Dashboard Metric: Average Driver Score</p>	<p>Q3, “Tell us about what we could improve?” or “Please tell us more.”</p>	<p>Q2, “Tell us about what we could improve?” or “Please tell us more.”</p>	<p>Q3, “Tell us about what we could improve?”</p>	<p>Any general open-text question</p>
<p>Task Completion</p> <hr/> <p>Empathy</p> <hr/> <p>Reliability</p> <hr/> <p>Effort</p>	<p>Each driver correlates with a specific metric. When driver scores are assigned, a score is also assigned to the related metric. For example, a “2” Staff Courtesy score also becomes “2” Empathy score.</p>		<p>Q1</p> <hr/> <p>Q2 rotating question</p> <hr/> <p>Q2 rotating question</p> <hr/> <p>Q2 rotating question</p>	<p>Each driver correlates with a specific metric. When driver scores are assigned, a score is also assigned to the related metric.</p>

