



Division of Technology Services

State of Utah

Utah Division of Technology Services

Data Management, Analytics & Visualization

*Customer Experience: A Feedback Engine Capturing the Pulse of
the State Government*

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EXECUTIVE SUMMARY

Utah has transformed fragmented citizen feedback into a unified data asset. By architecting a statewide Listening Engine with a common data schema, a lean team of four now manages real-time performance streams across 371 unique touchpoints and all 22 state agencies. This system replaces anecdotal decision-making with an enterprise view of government performance, serving automated, role-based intelligence to 350+ state leaders. Last year, this unified data system generated nearly 90,000 actionable responses, leading to measurable outcomes including a 47% reduction in support calls for high-growth programs and over \$80,000 in annual cost avoidance for individual services. Utah isn't just collecting surveys; we are running a data-driven government that listens at scale.

IDEA

The Problem: Building the Infrastructure for a Listening Government

Utah's Customer Experience (CX) journey began with a surge of energy following a mandate from Governor Cox. We spun up dozens of surveys across agencies. But as we looked at the true horizon of the program, we found ourselves sprinting toward an unmanageably large data problem.

We mapped the state's service landscape and discovered a staggering reality: to truly listen everywhere we interact with customers, we would need to gather feedback about dozens of kinds of services from campgrounds, to liquor stores, to prison visitation planning, and water facility inspections. Tactically, that meant putting surveys at more than 1,000 customer interaction points.

Our operating model was too fragmented to handle that scale. Setting up each survey took half a dozen meetings, then hours customizing dashboards. Early efforts to standardize questions yielded scores, but not actionable insights. We needed to survey more, and do less work. And we needed to customize more, yielding clearer insights, and standardize more, allowing for manageable data.

We abandoned bespoke surveys for our Listening Engine, which is founded on a common data schema, and a standardized way of moving and presenting information. Now, Utah manages an actionable data stream that measures quality across 371 touchpoints, serves insights to 358 data users, and turns 87,956 responses per year into a unified, actionable truth.

Why It Matters: Objectively feeding leadership decisions

Previously, leaders were forced to manage by anecdote, reacting to the loudest voices while missing the silent frictions frustrating thousands of Utahns. Our listening engine acts as a digital nervous system, translating millions of individual citizen "impulses" into a prioritized roadmap. It shifts the



power dynamic from the bureaucracy to the customer, ensuring leadership attention is directed by data-driven urgency rather than political volume.

What Makes it Unique: The Whole-of-Government Model

While other states deploy Go-Teams to fix isolated, high-profile crises, Utah built a permanent utility for the entire enterprise. We didn't cherry-pick the easy stuff; we achieved 100% agency engagement. This ensures that even invisible services—like prison visitation or water inspections—receive the same level of analytical rigor and user experience improvement as the Governor's website homepage.

What Makes it Universal: An Enterprise View of Government

State CIOs manage a staggering breadth of systems, from project-team-crafted Google Forms to cutting-edge mobile portals. It's nearly impossible to know how each front-end design decision is impacting customers, until a backlog grows to unmanageable scale, or a legislator's acquaintance encounters a bug. Our system creates an enterprise view of the digital experience, aligning directly with the State CIO priorities to (9) Consolidate and Optimize, and (8) Manage Data and Analytics.

IMPLEMENTATION

Data Collection: Survey Everywhere We Interact

Utah's feedback system is extensible across a huge variety of customer interactions. We currently capture feedback about websites and apps, call centers, email- and chat-based support, stores, campgrounds, hearings and appeals, project delivery, inspections, and field visits. Each survey is tailored to the specific situation, but still feeds a unified data framework. 6.7 million people were given the opportunity to share feedback, and we sent 9,129 survey-invite text messages in March 2026 alone.

Just Three Questions

Our survey questions are designed to be dexterous for each situation, and capture high-volume, actionable feedback without causing survey fatigue. Early tests proved shortening surveys to three questions nearly 10x'd comments. But agencies had dozens of questions to ask. We balance these constraints with our three unified questions. Agency service owners customize the wording to match their agency's tone, and [design unique multiple-choice lists](#) to match the service they are measuring.



Q1: How was your experience?

★ ★ ★ ★ ★

NegativePositive

Q2: What could we improve?

Instructions were unclear

Don't understand citation

Wasn't able to reschedule

Didn't communicate proactively

Inspector was biased

Inspector was rude

Inspector wasn't transparent

Q3: Tell us more.

An Interoperable Data Framework

From three questions, we derive multiple scores. Q1 is a satisfaction score. Each multiple-choice item in Q2 is assigned to a [standardized list of 120+ drivers](#), e.g. Staff Courtesy, Process Complexity, or Speed of Service Delivery, to which we assign the sentiment score. Finally, each driver is mapped to a metric, Empathy, Reliability, Effort and Task Completion. Comments provide depth.

Each survey response is labelled with extensive metadata, from the **Agency, Division, Team and Team Member** the user interacted with, the **Telemetrics** recorded with digital and phone interactions, to the **Service, Channel and Channel Type** they used. This turns simple comments into multi-dimensional data points that can be sliced by geography, tech stack, or service type.

Feedback Source	↓ Number of Responses	Avg Score	Touchpoint Name	Avg Score	↓ % of Responses	Driver	Avg Score	↓ Total Mentions	Positive Mentions	Neg. (vs. Mentions)	URL	↓ % of Responses	Satisfaction	
Website	30,287	2.99	jobs.utah.gov	3.15	3,866	Task Completion - Driver	3.3	49,364	18,250	1,900	https://corrections.utah.gov/inmate-services/offender-services/	1,506	4.3	
Online Service	22,994	3.94	DWS Job Center	4.78	3,824	Knowledgeable staff	4.8	29,770	18,468	1,052	https://jobs.utah.gov/	682	3.1	
Support Conversation	20,850	4.58	jobs.utah.gov/ui	3.03	209	Courteous staff	4.9	10,644	15,299	937	https://dms.utah.gov/	426	3.1	
Retail Store Visit	5,843	4.81	mydoorway.utah.gov	4.37	98	Helpful visit	4.7	15,988	14,500	204	https://jobs.utah.gov/assistance/index.html	320	3.0	
Office Visit	5,819	4.69	Department of Workforce Services, 2025				Incomplete resolution	4.8	13,456	12,194	515	https://jobs.utah.gov/index.html	284	3.0
Events	600	4.85					https://jobs.utah.gov/index.html	284	3.0					
Multi-month experience	373	4.81					https://jobs.utah.gov/ohspeak/index.html	232	3.4					

All of Utah, 2025

All of Utah, 2025

All of Utah, 2025

Where we collect feedback across the state

Which touchpoints contribute most to score

Which factors drive customer satisfaction

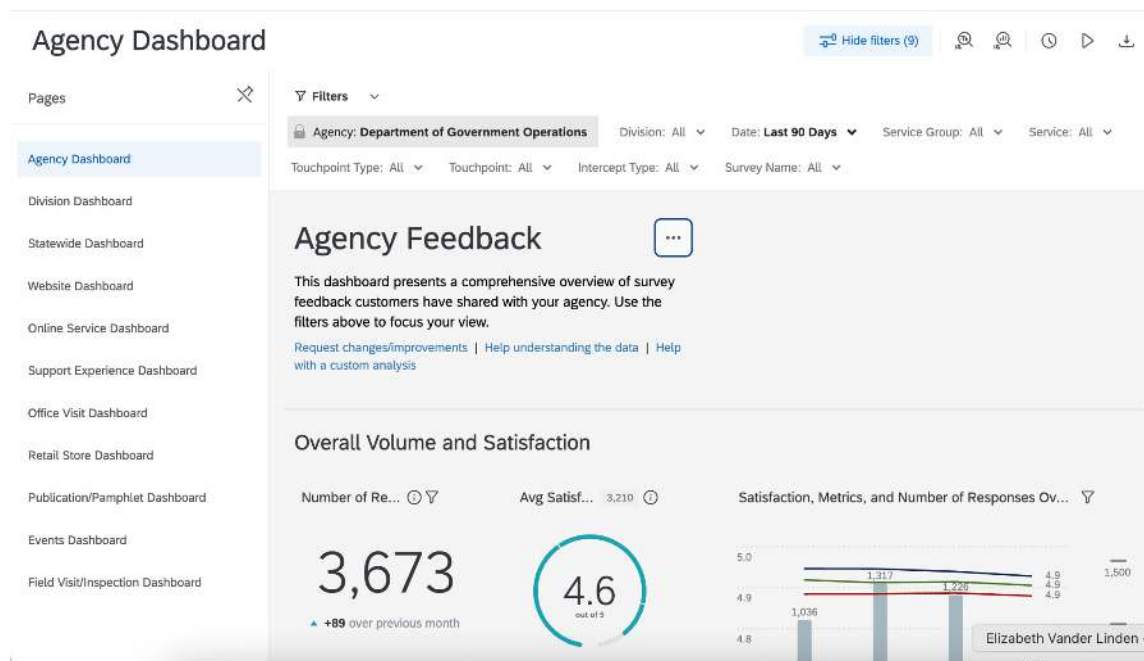
Which website pages might need attention

Data for leaders, strategists, builders and frontliners

All data is presented via a unified dashboard system that, using customized permissions, nonetheless caters to each reader's scope of influence. Agency stakeholders have permission to assign roles themselves, and get regular reminders to check and update the permissions groups.



- **Statewide Visibility:** The Governor's Office, IT Leadership and Budget Directors see a heat map of the entire state's service quality.
 - Which agency needs work? Why are their scores suffering?
 - How do Utah's businesses feel about our service?
 - What service provision gaps prevail statewide?
- **Agency Precision:** Agency leaders see division comparisons. Division leaders see their divisions efforts, and can conduct detailed analyses.
 - Which campgrounds are most loved?
 - Where are our websites falling short?
 - Which call center needs more training?
- **Operational Depth:** Website editors, office managers and team leads see pages tailored to the touchpoints they manage.
 - Which pages of my website need a re-write?
 - Which phone agents are doing stand-out work?
 - Where does the Sand Hollow State Park need maintenance?



Pages focused on **State**, **Agency**, and **Division** help us segment feedback. **Website**, **Online Service**, **Office Visit**, **Field Visit**, etc. provide custom views and filters that integrate widgets focused on related telematics. For example, the Website Dashboard has widgets about time on page, url, and browser, and the Support Experience Dashboard includes views focused on teams, team members, and # of transfers.



Wide-Reaching Data Dissemination

Hundreds of state employees are empowered to make decisions impacting our customers' experiences. Our automated system puts customized data into leaders and decision-makers' hands. Leaders see a scorecard of the 20 most-used services and their scores. 162 Agency and 196 Division leaders are emailed automated monthly reports tailored to their purview. We also offer custom emails for Website editors, Call Center managers, Inspectors, and other touchpoint owners.

Engaged People, Turning Insights into Transformation

Beyond disseminating raw data, our program actively engages agency stakeholders to turn raw data into insights and action. Each agency has a C-suite level CX Leader, a tactical CX Champion, and most have a CX Council representing each division. Quarterly, agency CX Teams report what they have learned from the data and what they chose to improve into a centralized repository. With this, we have a pulse on the problems agencies are tackling, and the value the program is creating.

Utah's CX Team provides agencies with high-touch coaching, meeting bilaterally with each agency at least once per month, and supporting agencies through both technical and strategic challenges. We also host regular cross-agency meetups, and disseminate information to support data-literacy and service design excellence, and to reinforce the expectations for each role. Overall, our CX Community is high-engaged, and actively amplifies our data's impact.

IMPACT

Our Listening Engine's impact is best understood through its sheer scale.

- **Scaled Listening:** We currently survey at 371 touchpoints, generating surveys with 80,000 responses annually (from 2025).
- **Scaled Adoption:** 100% of state agencies are active participants in our governance structure. More than 75 state employees have been directly assigned CX duties.
- **Statewide Data Viewers:** 358 people receive report emails every month, 446 people logged in to edit a survey or view a dashboard between April 15th and May 15th, 2026.

Transformation in Action: From Data to Improvement

The Listening Engine isn't just about scores; it drives hard, measurable change. Each agency is conducting multiple improvement projects to respond to what they learn from feedback, some have more than a dozen ongoing. For 2025, agencies **reported 70+ separate improvements**, and their impacts are visible in the data. Some examples are below:



Rescuing the Customer Experience (Department of Commerce): After a massive system launch, satisfaction scores plummeted. Commerce used feedback to find specific friction points, redesigning their website, and consolidating the call switchboard to engineer a complete bounceback.

Right: Feedback to the Department of Commerce, 2025



Moving from Broken to Better (Department of Corrections): For years, the Offender Search tool was unreliable. Feedback revealed it as the number one sources of complaints for the agency. After fixing the tool in 2024, feedback has guided multiple improvements that raised significantly.

1.5

Satisfaction (1-5 scale)
[Offender Search Page](#)
January to April 2024

4.3

Satisfaction (1-5 scale)
[Offender Search Page](#)
January to April 2026

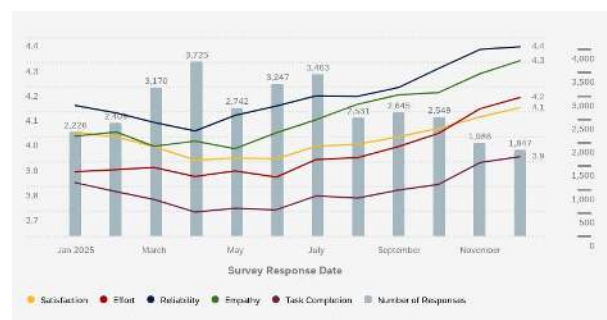
Redesigning for Growth (DHHS): As the Medical Cannabis program grew by 63%, the agency used feedback to completely redesign their website. The result? A 47% reduction in customer service calls.

“I'm trying to renew my medical card and can't figure out how or any information on how to do it.”

Samples of customer feedback to the Medical Cannabis program, collected in 2025

Impactful Optimizations (Utah State Tax Commission): The Engine picked up a small but persistent confusion: taxpayers didn't understand the term "e-check." By simply combining two payment links into one "Make a Payment" button, the agency eliminated a massive volume of "noise" and frustration.

Right: Feedback to Utah State Tax Commission, 2025



The Future: Expanding and Adding Detail

- **Expand Listening Footprint:** Agencies are still adding new feedback channels, as of May 2026, 46 different channels are actively being built.
- **AI-Driven Alerts:** Next year, we'll add red-flag alerts to leaders when specific metrics drop.
- **Adding Behavioral Data:** We've compiled analytics data from the state's 200+ websites, and next year, will build comprehensive dashboards.
- **Transparency:** As data becomes more robust and detailed, State Leaders are now negotiating making the data public.