

Heard in Government Operations Interim Committee
10/15/2025



division of
**Technology
Services**

2025 Annual Report



State of Utah

SPENCER J. COX
Governor

DEIDRE M. HENDERSON
Lieutenant Governor

Department of Government Operations Division of Technology Services

MARVIN DODGE
Executive Director

ALAN FULLER
Chief Information Officer

In accordance with Utah Code 63A-16-201 and 211, I am pleased to submit the 2025 Annual Report for the Utah Division of Technology Services (DTS). DTS works with the agencies it serves to ensure that Utah continues to deliver innovative solutions to its citizens. In recognition of these efforts, the state received IT awards and achieved several accomplishments in 2025, some of which are highlighted below.

Utah is consistently ranked first overall in delivering digital government services by the Center for Digital Government, and is recognized for progress and innovation in the delivery of online services in government. The State of Utah has been a leader in delivering online government services and information for many years. More than 1,200 online services are available to Utahns through Utah.gov, the state's official website. These services make interacting with state agencies and completing business with the government simpler, thus saving time, money, and other resources.

DTS is committed to continuing a history of leadership and success in information technology and to providing innovative solutions and exceptional services to the residents of Utah.

Sincerely,

A handwritten signature in black ink that reads "Alan L. Fuller".

Alan Fuller

Chief Information Officer

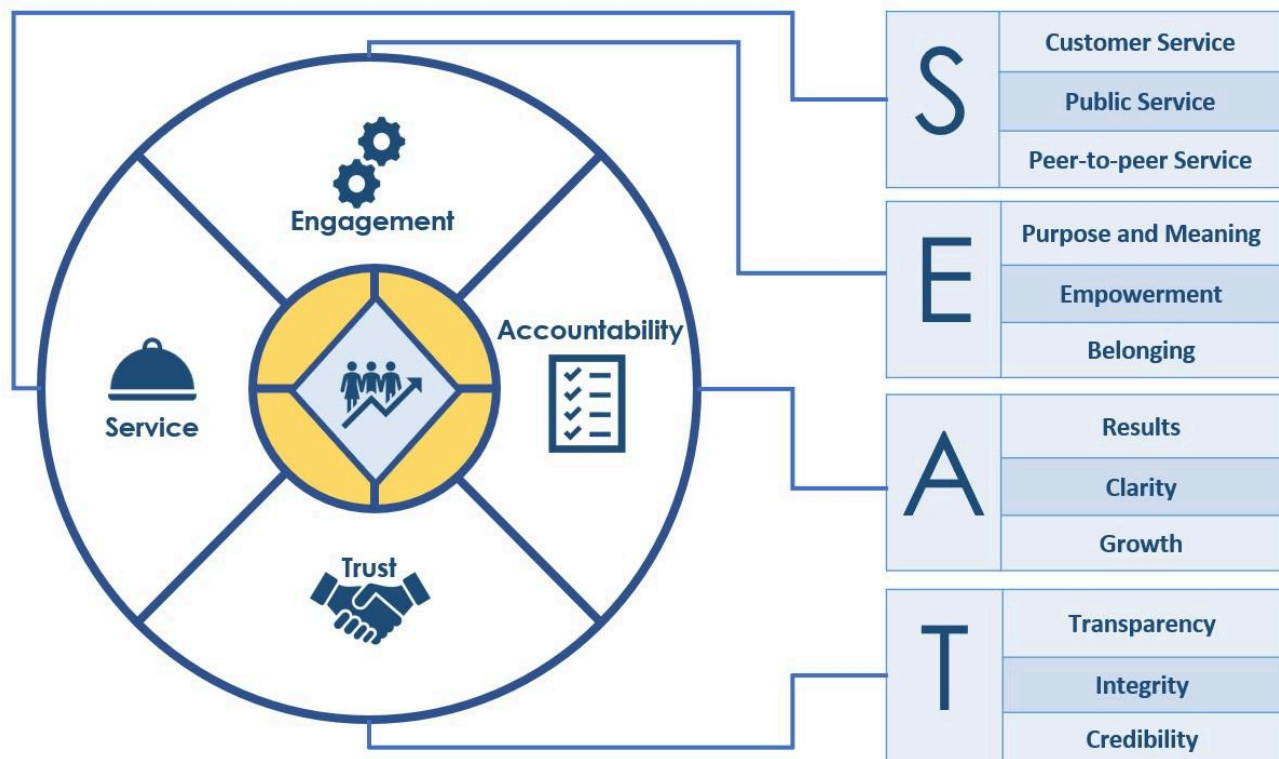
Overview

The Division of Technology Services (DTS) is the information technology (IT) service provider for the executive branch of the State of Utah, offering state agencies a wide variety of services. The vision of DTS is to be a technology leader that delivers value and simplifies the lives of Utah residents.

DTS, under the state's chief information officer (CIO), has optimized all IT resources and services for the State of Utah into one division to improve accountability, reduce costs, increase services to taxpayers, and more closely align IT with state agencies' needs.

Utah.gov has more than 1,200 online services. The growing portfolio of technological applications is the result of an evolving strategy designed by agencies, working in partnership with DTS, to keep Utah at the forefront of government service technology by utilizing IT tools to better serve business customers and the residents of the state.

The mission of DTS is to provide innovative, secure, and cost-effective technology solutions that are convenient and empower our partner agencies to better serve the residents of Utah. DTS is a division within the Department of Government Operations, which has developed four cornerstones of culture that represent the agency's areas of focus.



Activities

DTS is engaged in a wide range of IT endeavors and supports:

- 3,000 servers;
- 22,500 computers;
- 10,000 mobile devices;
- 1.4 million internet connections daily;
- over 1,200 online services for residents;
- 70.3 million emails sent per year;
- 338 million emails received per year;
- security against 1.5 billion attempted IT intrusions daily; and
- over 25,000,000 visits to Utah.gov per year.

Internal Service Fund (ISF)

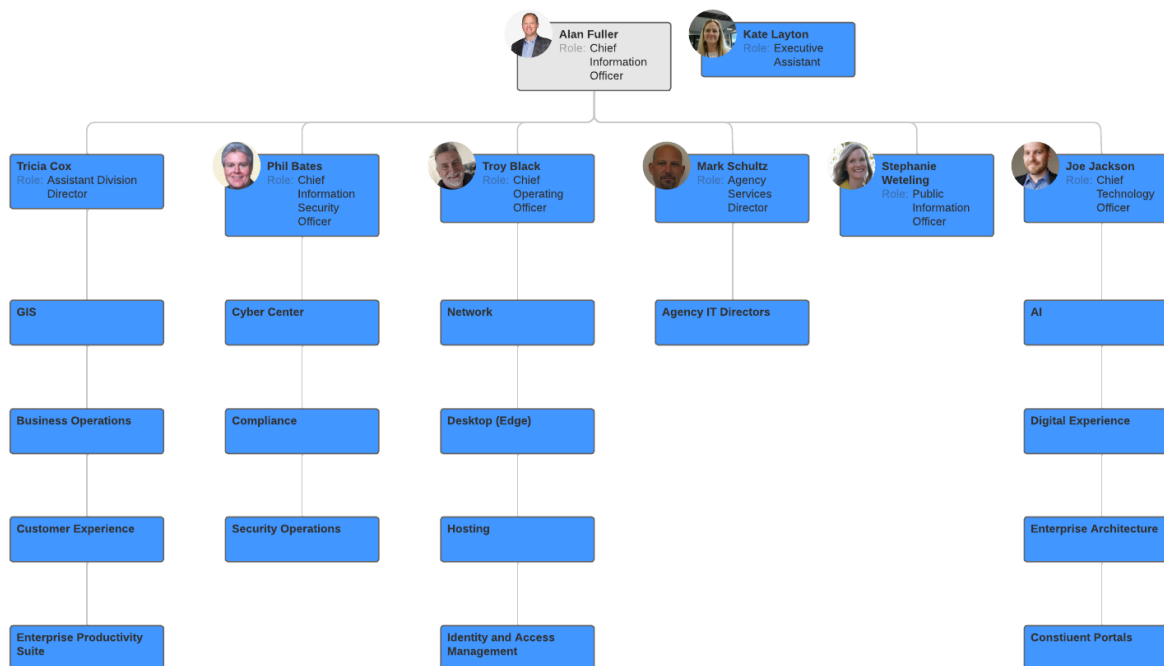
DTS operates as an ISF and charges rates for services to state agencies based on service demands. DTS service rates are reviewed and approved annually in advance of the fiscal year to assist agencies and the Governor's Office of Planning and Budget in the annual budget recommendations to the legislature. Through its prescribed rate process, DTS develops rates that accurately reflect actual costs.

In 2025, the process for DTS rates was modified to more accurately account for employee compensation increases for the upcoming fiscal year. Funding will be set aside for agencies and held in an account in Finance Mandated and distributed to agencies the following general legislative session. The Rate Committee approves final rates after the legislative session, taking the guesswork out of compensation increases.

Organization Structure

DTS is organized to address functions identified in state statute including:

- creating strong agency partnerships by strategically aligning technical objectives with agency business goals,
- a trusted technology partner,
- adding value to state agencies by applying a disciplined approach to services and product delivery, and
- increasing agility for delivery of IT products and services and increasing focus on customer solutions.



Strategic Plan: Emerging Issues

The most recent DTS Strategic Plan includes several emerging issues:

Streamline and Modernize State Government: We will work on the following initiatives to streamline and modernize IT systems throughout the state.

- Enhance and Streamline Application Portfolio Management
- Improve the Digital Delivery of Government Services with MyUtah
- Identify and Explore Emerging and Innovative Technologies

Enhance Security, Privacy, and Compliance: We will protect sensitive data through robust security and privacy programs. The State of Utah's IT infrastructure is tightly woven into all state business functions and is an integral part of daily tasks. Security is a top priority of DTS. We will promote a culture and technologies that instill trust and support regulatory compliance.

Foster a Culture of Planning: We will continue to foster strategic partnerships with agencies to provide value and technology solutions that meet each agency's unique needs. We have established a governance structure to evaluate business needs, priorities, and areas where technology can provide value and enhance services to citizens. Our goal is to create a results-oriented product environment that helps us ensure that agencies have a solid foundation for project initiation, competent staff, and greater involvement of project sponsors.

Additional information can be found in the [Department of Government Operations Strategic Plan](#).

2025 Use of IT

Utah Received "A" Grade in Government Technology Survey

The Center for Digital Government announced that Utah again topped the Digital States Survey. Conducted every two years, the survey evaluates states' use of technology to improve service delivery, increase capacity, streamline operations, and reach policy goals; and assigns each state a grade based on quantifiable results.

Utah is one of nine states that achieved an "A" grade. The grade of "A" reflects a state whose technology leaders are using very strong innovation, high performing solutions, and have applied excellent practices in all aspects of operations, governance, and administration.

Over the past two years, Utah has made significant progress by turning citizens' voices into statewide service upgrades. State government is improving the customer experience through a "no wrong door" infrastructure so that constituents can easily provide feedback. More than 150 websites have been moved to a newly developed and award-winning Design System, bringing a much more consistent look and feel to customers. Significant upgrades to IT systems have been made that will affect generations to come, such as the move of the state data center, the successful launch of a new Medicaid system, and the retirement of the mainframe.

See the full report here:

<https://www.govtech.com/digital-states-survey-2024-results-announced>

Whole-of-State Cybersecurity Collaboration

The Utah Cyber Center envisioned a whole-of-state cyber collaboration, focused on enhancing information sharing, providing critical cybersecurity resources and education, developing a comprehensive statewide approach to cybersecurity, mitigating cyber attack risks, improving preparedness, and strengthening incident response capabilities across the entire state. By forming strategic partnerships and sharing resources, the whole of state cyber collaboration project aimed to create a proactive security culture, elevate cybersecurity maturity, and build a resilient foundation across all levels of government in Utah, ultimately addressing the challenges of limited resources and expertise faced by local entities through the provision of security products, services, and implementation support. A comprehensive whole-of-state cybersecurity program has been deployed across 174 governmental bodies:

- 24 counties
- 114 municipalities
- 36 special districts
- 29,000 devices have endpoint security
- 33,000 employees have received cybersecurity awareness training

Overall, the project has been a success in that it is helping to build a stronger security community in Utah through cooperation and common platforms, leading to a large group that is used to communicating and that can aid each other during incidents in the future while also meeting the objective of saving tax pay dollars and providing high end toolsets that were not accessible to everyone previously.

Digital Services

Utah's official website, Utah.gov, provides over 1,200 online services, streamlining citizen interactions with state agencies and conserving resources. The state equips its agencies with tools, infrastructure, and guidance to enhance customer experiences, focusing on consistency, effectiveness measurement, feedback gathering, and responsive support.

This year, we consolidated over 180 websites onto a single, fully managed content management system. This system ensures security updates, patching, monitoring, and 24/7 support, delivering 600 automated security updates and 500 platform updates monthly.

More than 150 state websites now utilize the Utah Design System (UDS) to offer a consistent customer experience, featuring standard components for mobile and web applications. Launched in 2023 and currently in its third iteration, the UDS continues to evolve.

Utah streamlined its web analytics by merging 198 websites into a unified property, enabling consistent management, providing leaders with traffic insights, and empowering employees with data.

New Vantage System for State Employees

The Department of Government Operations is working to transform and modernize the state's payroll and human resource systems by integrating them into a single vendor platform we're calling Vantage. The project brings together teams from HR, Payroll, Finance, DTS, and others in the Department of Government Operations.

The state awarded a contract through an RFP process for a vendor solution and implementation partner for our new Vantage system. We have migrated the state's financial system and the performance management system to Vantage. Over the next year, the payroll and human resource systems will be replaced. The key objectives for the Vantage implementation include:

- Simplify and streamline business processes like onboarding and offboarding by moving our internal operations to align with industry best practices
- Enhance productivity by providing a single system to access Payroll, Finance, and HR
- Increase accessibility for employees by supporting multiple browsers and device types, including smartphones, tablets, laptops and PC's

- Minimize administrative overhead for managers and employees by enabling self service features, including updating personal information

Verifiable Digital Credentials

Verifiable Digital Government is a technology trust layer that adds tamper-proof cryptography methods to original source data. By utilizing digital signatures, public and private keys, and digital wallets, the state has the ability to demonstrate verifiable provenance for anything saved in digital form. Because of the nature of this technology, potentially anyone has the ability to verify independently the digital information being presented to them.

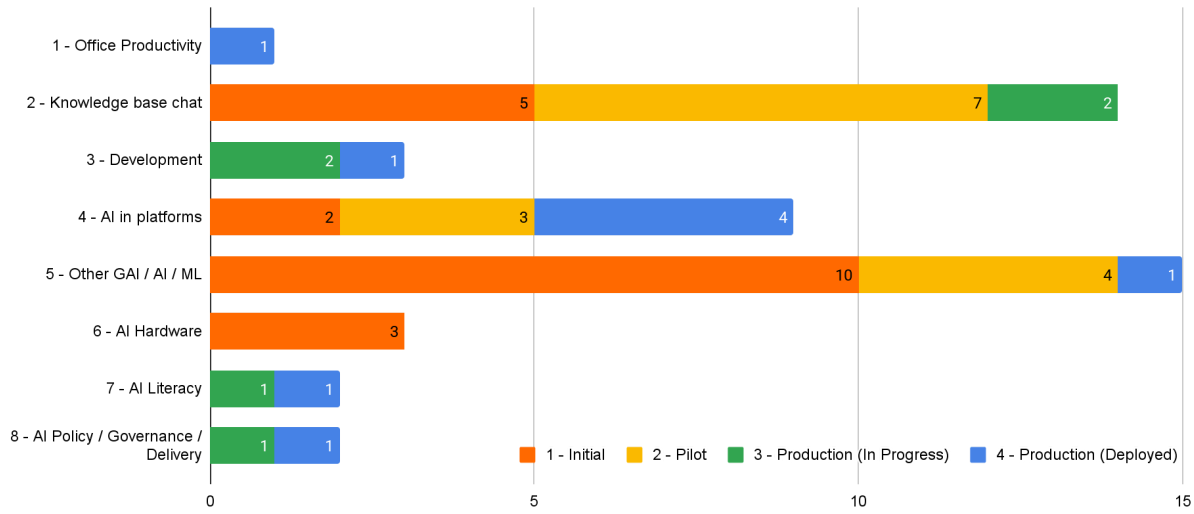
DTS wants to move the State of Utah towards Verifiable Digital Government. Government has historically played a role by issuing physical credentials and records to facilitate increased trust in physical interactions between parties. As we move forward, it must do so in online digital interactions.

Artificial Intelligence

Generative AI tools offer the potential to help state employees become more productive in their jobs. Used responsibly, AI can empower state employees by increasing efficiency, improving quality, and enhancing decision-making. DTS promotes the use of generative AI while protecting the safety, privacy, and intellectual property rights of the State of Utah. Gemini for Google Workspace is now available for all state agencies, and state employees average almost 150,000 interactions with Gemini monthly. There are approximately 50 active AI projects underway. In the next year, DTS will proactively work with agencies to pilot and deploy to production additional secure AI solutions. DTS has launched an AI Factory for this purpose. DTS will continue to research and monitor rapidly evolving AI technologies and their potential application in state government.

Generative AI Projects Progress Chart

Active Projects by Phase (Excludes Rejected or Discontinued Projects)



The Utah Tax AI Pilot project, conducted from July 2024 through February 2025, evaluated the use of generative AI within the Utah State Tax Commission. The project's overriding purpose was to determine whether generative AI can output trustworthy, accurate, and consistent responses.

The project consisted of a unique “bake off” between four different vendor platforms across two phases. Vendor solutions demonstrated significant improvement in AI response accuracy from Phase I (73%) to Phase II (97%), leading to the current deployment of a production solution for the Tax Commission.

Additionally, the pilot project resulted in the creation of the State of Utah Division of Technology Services (DTS) AI Factory, streamlining future AI implementations within state agencies and across the enterprise. Importantly, lessons learned from the pilot are preparing DTS for citizen-facing generative AI solution pilots within the 2025 calendar year.

IT Application Assessment

IT application portfolios need regular review and remediation to ensure they meet evolving business and technical needs. DTS has conducted a targeted assessment of the agency technology applications. Each application has been rated based on technical, business, and cost fitness. Then, applications were categorized using the TIME model to identify and prioritize improvement opportunities and create a roadmap for the application portfolio.

Tolerate: The application is in good technical shape but lacking in business support. It will be tolerated in the portfolio until the agency wants to invest to improve its business fitness.

Invest: The application is in good shape. The agency should invest in it when asked to add features or turn on some new functionality of a packaged application, while also keeping it technically healthy.

Migrate: The application does what the agency wants, but DTS is concerned with the age and brittleness of the underlying technology. If the agency wants functional improvements, DTS will try to address this technical debt simultaneously by migrating the technical stack or the packaged application to current, supported technology.

Eliminate: These applications may be in such bad shape it is not worth investing in them. If they are not needed or the functionality is now available in a better application, they could be eliminated. If the functionality is still needed, they may need to be replaced.

Customer Experience

Utah's Customer Experience (CX) initiative standardized and improved customer experience across all agencies by focusing on feedback and consistent service delivery. It emphasizes government actively listening and responding to citizens' needs. Utah implemented new approaches for engaging customers and seeking feedback across various channels and agencies, ensuring an effective customer experience. Last year, Utah focused on two- and three-question surveys where customers interact with government. These surveys are always on and track more than 100 service quality drivers. Utah collects about 12,000 responses per month from over 500 short surveys into a shared dataset. Agencies have used these tools to improve experiences. The DMV eliminated its top call driver, fee estimations, with a self-service option. Utah's National Guard improved retention to 102.7%. The Board of Pardons and Parole eliminated complaints about case searches. Complaints about the centralized login system have dropped 71.7%. [See more about this initiative in the Citizen Feedback Report.](#)

Public Safety Portal

A critical component of effective oversight and accountability, data and information sharing within the criminal justice system has reached a new level of sophistication through the implementation of the Utah **Public Safety Portal**. Spearheaded by the Utah Commission on Criminal and Juvenile Justice (CCJJ), in close collaboration with the Department of Public Safety, this innovative statewide data portal serves as a central repository for key criminal justice metrics provided by a diverse array of over 400 stakeholders. These include approximately 160 arresting agencies, 104 courts, 24 jails, 31 correctional facilities, and parole and probation offices, with ongoing efforts to integrate data from prosecutors across the state.

The Public Safety Portal currently houses over 3.4 billion rows of data, representing an unprecedented cooperative endeavor that empowers Utah with significant reporting

capabilities and the ability to identify critical trends for informed policy formulation and enhanced outcomes.

This comprehensive system delivers aggregated law enforcement data across the state, providing essential insights to legislators, counties, cities, law enforcement entities, and other stakeholders regarding crime trends and patterns within Utah.

Prior attempts to establish similar statewide systems faced considerable challenges due to the project's inherent scale and complexity, particularly in harmonizing data contributions from numerous disparate entities in a resource-efficient manner for data providers.

The successful development and deployment of the Public Safety Portal represents a three-year dedicated effort encompassing the creation of a robust database infrastructure, collaborative engagement with diverse law enforcement agencies, and strategic partnerships with software vendors to establish effective data extraction methodologies.

2026 Initiatives

The following is a brief sampling of the technology initiatives underway throughout executive branch agencies, each supported by DTS.

MyUtah

Utah's executive branch agencies have numerous websites and mobile applications. Recognizing the need for a cohesive digital experience, the Utah legislature has tasked DTS with building a citizen portal, that we're calling MyUtah. MyUtah will provide a customer-centric delivery of digital government services, allowing Utah residents, businesses, and visitors to access various state services seamlessly through a single location and login. The portal aims to offer a personalized experience, improve services, save time, and enable innovative crossover services by connecting previously unconnected services. The initial iteration, launching by early 2026, will include services like applying for Medicaid and CHIP, renewing vehicle registrations, ordering birth and death certificates, accessing personal immunization information, and extending fishing and hunting permits. DTS will work closely with agencies to ensure MyUtah effectively meets their business objectives.

Today, Utah executive branch agencies have over 400 different websites and numerous mobile applications. In many ways this is strongly positive, as Utah leads the nation in the digital delivery of state government services. However, the multitude of websites and mobile applications is not well coordinated. To address this situation and to improve service, while saving time for Utah's residents, the Utah legislature has codified statute

63A-16-8 charging DTS with building a citizen portal, which will provide residents with a personalized experience.

DTS is implementing the next generation Utah citizen portal with a customer-centric delivery of digital government services. Utah residents, businesses, and visitors will have the ability to access a large variety of state services seamlessly through a single location and login. Having access to services in one location creates convenience for citizens and allows for potential savings if more services can be moved online.

State Endorsed Digital Identity

DTS wants to move Utah towards a State Endorsed Digital ID. Government has historically played a role by issuing physical credentials and records to facilitate increased trust in physical interactions between parties. As we move forward, we must do so in online digital interactions. Over the last year, we have created a pilot program for certain digital verifiable credentials and records. DTS will continue working closely with agencies and other stakeholders to create recommendations for government on the use of digital identification.

Device Management

Over the next year, DTS will be working to streamline and modernize its approach to procuring and managing IT devices for state agencies. The first steps include updating UtahID authentication and transitioning the device management tool to Microsoft Intune. This will help safeguard and standardize device security, vastly improve our ability to provision all devices for state users, and promote agility for the workforce.

DTS will also offer a new device lifecycle management model where agencies can purchase and lease computers. This will change the way we procure, deploy, support, and manage state computers.

Performance and Statistics

Service Level Agreements

DTS continues to utilize and track service level agreements (SLAs), which establish clearly defined and agreed-upon IT services to customers. SLAs ensure that DTS and the customer agency have a common understanding of the levels of service required in the key areas of IT service. SLAs are designed to be easily understood by all parties to ensure ongoing discussion, evaluation, and improvement. These agreements provide a clear relationship between IT costs and services, enabling agencies to make better business decisions and ensuring alignment with service-level priorities.

Performance Measures

IT strategic goals and initiatives are measurable in terms of valuable results, completion of deliverables, and adherence to cost estimates and project timelines. DTS will continue to develop metrics based on the DTS Strategic Plan that will be useful for the department and will enable better business practices and measurements for success in providing excellent service to customers at a reasonable cost.

Metric	Goal	2025 Actual
Customer satisfaction - measure customers' experiences and satisfaction with IT services	an average of at least 4.5 out of 5	4.85
Application availability - monitor DTS performance and availability of key agency business applications/systems	≥ 99%	82.04%
Competitive rates - ensure all DTS rates are market competitive or better	100%	86%
Data Security - ongoing systematic prioritization of high-risk areas across the state	score above 700	600
Procurement and Deployment - ensure state employees receive computers in a timely manner	less than 10 days	10
Business Value - Satisfaction Scores on New Projects from Business Representatives	≥ 83%	111%
UGRC Uptime-uptime for the Utah Geospatial Resource Center (UGRC) portfolio of streaming geographic data web services and State Geographic Information Database connection services	99.5%	99.5%
Road centerline and addressing map data layer required for Next Generation 911 services is published monthly to the State Geographic Information Database	at least 165 county-sourced updates including 50 updates from Utah's class I and II counties	194
Update for UGRC's TURN GPS real-time, high precision geo-position service that provides differential correction services to paying and partner subscribers in the surveying, mapping, construction, and agricultural industries	≥ 99.5% uptime	99.5%

Financials

DTS provides IT services to state and other governmental institutions and collects revenue by charging rates for service pursuant to Internal Service Fund (ISF) statute. The following table shows changes in ISF net income from FY 2021 to FY 2025. DTS continually strives to create value for customers while meeting financial obligations. DTS continues to make a conscious effort to use positive net income to fund new projects and capital investments and minimize rate increases for customer agencies among raising technology prices.

DTS ISF Net Income from Fiscal Year 2021 to FY 2025				
FY21	FY22	FY23	FY24	FY25
\$3,983,715	(\$1,502,856)	\$213,887	(\$5,096,610)	(\$3,876,732)

In FY2023, DTS set a budget of negative \$2 million due to the unfunded compensation package given to state employees. DTS was able to find efficiencies and end the year with a positive balance. In FY2024, DTS set a budget of negative \$4.4 million due to the unfunded compensation package given to state employees, additional employee salary increases, and modernizing a core legacy system. There were many unforeseen changes that happened in the FY2024 budget, and DTS was able to end the year within the budget target of less than \$700,000 or .2%. In FY2025, DTS set a budget of negative \$3.1M due to the unfunded compensation package given to state employees and unexpected device count decreases with clean-up efforts across agencies. Despite vendor cost increases, organization changes, and credits issued to agencies to address previous year's billings, DTS was able to identify savings elsewhere and ended FY2025 just slightly over the .2% target at .23%.

The following table shows the total IT expenses for state agencies from FY2021 to FY2025. This table includes the pass-through amount.

State IT Expenses from Fiscal Year 2021 to FY 2025				
FY21	FY22	FY23	FY24	FY25
\$326,272,180	\$367,933,955	\$367,884,245	\$377,610,065	\$391,891,504

The following table shows the IT expenses for the Internal Service Fund from FY2021 to FY2025, without the **pass-through amount.

ISF Expenses from Fiscal Year 2021 to FY 2025				
FY21	FY22	FY23	FY24	FY25
\$117,568,729	\$122,037,669	\$128,713,670	\$139,812,408	\$147,796,392

****Pass-through expenses** are those directly tied to consumer demand and passed on through billing where we recoup the increase with an increase in revenue. We identified the following as pass-through costs and removed them from the total ISF expenses: Paper, Cloud, Enterprise Software, Google licensing, and Telephone Parts.

DTS generally has kept rates the same or decreased rates in total to customer agencies (not including the legislative-funded compensation package) with the exception being for security-type funding, and technology product increases. From 2021-2025, the DTS internal service fund budget has increased 25% where 19% is due to the compensation package. In previous years, DTS has used retained earnings balances to offset net income deficiencies that would otherwise be captured through raising rates, specifically in our Desktop, Application, and Print line items. These balances are now depleted and we are no longer able to rely on retained earnings in these areas. Because of this, we are having to re-evaluate the associated rates for full cost recovery.

Complete DTS financial statements can be viewed on the DTS website (dts.utah.gov).

Conclusion

The primary activities of DTS in the coming year will focus on securing the state's data assets and the continued optimization of IT resources across the state. IT services continue to evolve, exposing new opportunities for enterprise shared services, improvements in service effectiveness, and accountability to customers. Ongoing efforts are underway to optimize service offerings within the evolving technical architecture and business requirements of state agencies and local governments. DTS will continue to partner with state agencies in order to improve services for the residents of Utah.