Strategic Plan FY27

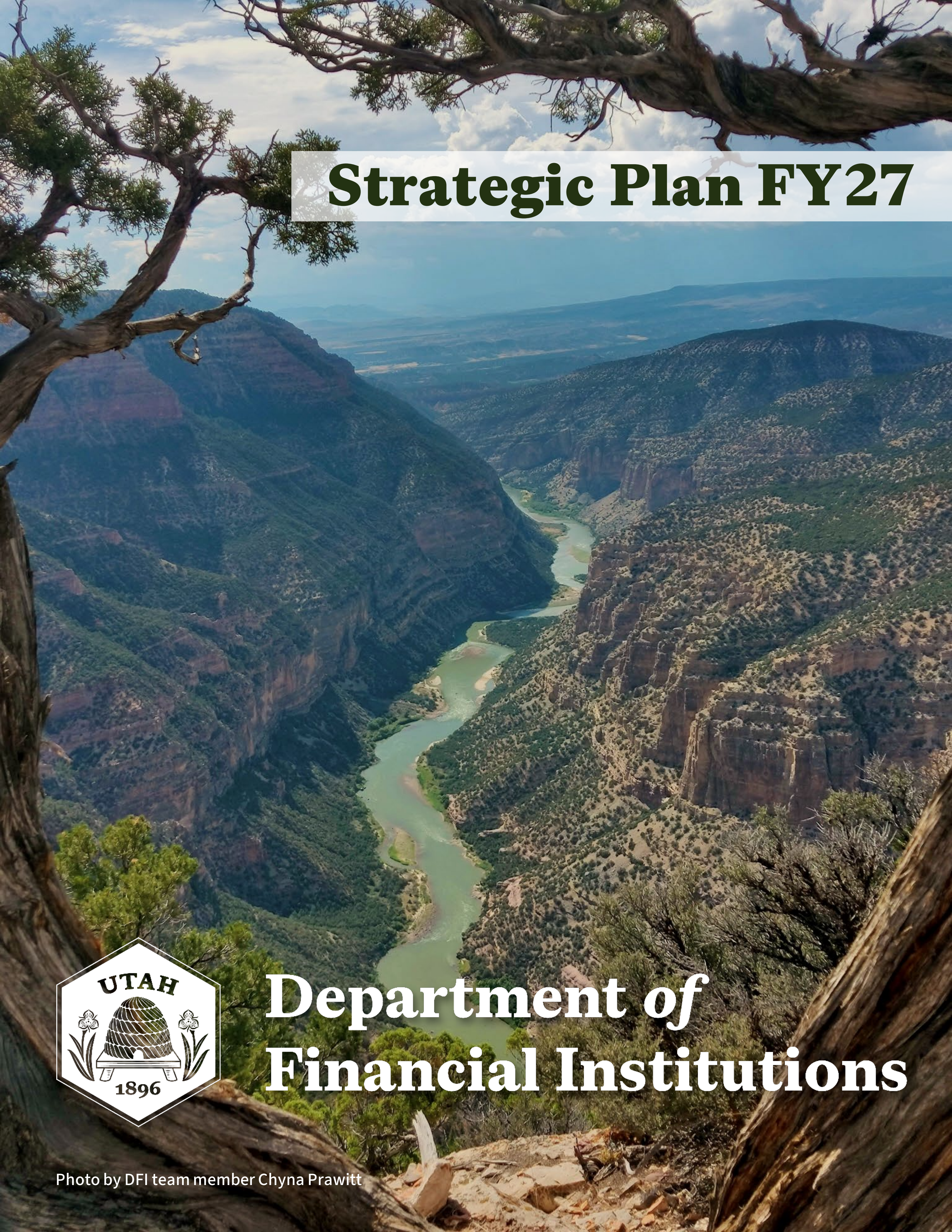

Photo by DFI team member Chyna Prawitt

UTAH 1896

Department *of* Financial Institutions

AGENCY OVERVIEW

WHO WE ARE

Utah's Department of Financial Institutions ("DFI") is a regulatory agency statutorily charged with chartering, supervising, regulating, and examining entities that offer deposit taking, lending, and other financial services in the State of Utah. Established in 1913, DFI has a proud history of ensuring the citizens of Utah have reliable access to safe and sound financial services. We promote stability, confidence, and fairness in the financial lives of Utah consumers and businesses.

A safe and sound financial services industry that reliably and fairly meets the credit and deposit needs of Utah families and businesses is essential to a healthy economy.

Through our regulatory oversight, we help ensure the economy can appropriately thrive in the good times and can reasonably adapt in periods of cyclical challenge.

Photo by DFI team member Megan Lundgren

WHAT WE DO

Through a robust program of recurring examinations, the DFI oversees a mix of industries and entity types.

Depository Institutions

As of June 30, 2026, DFI regulated 19 state-chartered banks, 19 state-chartered credit unions, and 15 industrial banks. Four new industrial banks have been conditionally approved and will open in 1Q27.

Utah ranks seventh in the nation by state-chartered depository assets under supervision.

These entities provide a trustworthy, federally-insured place for consumers to keep their money; they provide credit to families and small businesses and offer critical stability and reliability in commercial and personal transactions.

As the chartering authority for Utah's state-chartered depositories, DFI's regulatory work is often conducted in close partnership with federal regulatory agencies, including the FDIC, the NCUA, and the Federal Reserve System.

Non-depository Institutions

DFI also licenses and regulates several other industries that offer financial services to the public, including: non-depository lenders, money transmitters, check cashers, commercial finance companies, mortgage servicers, trust companies, and independent escrow agents.

We maintain strong, cooperative relationships with regulators in other states who also regulate non-depositories. When appropriate, we seek to ensure Utah's interests are represented in multi-state examinations of such entities.

OUR PURPOSE AND VALUES

MISSION

We ensure financial services are delivered fairly by safe, sound, well-regulated market participants who comply with the law.

Our mission is to charter, regulate, and examine corporations and persons furnishing financial services to the people of Utah.

We also support the development of a healthy financial services ecosystem in Utah by providing credible regulation that enables responsible innovation, while safeguarding the interests of depositors, borrowers, and shareholders.

VISION

DFI is a national leader in financial services regulation, and is recognized for its proficient, responsive, and fair approach to supervision.

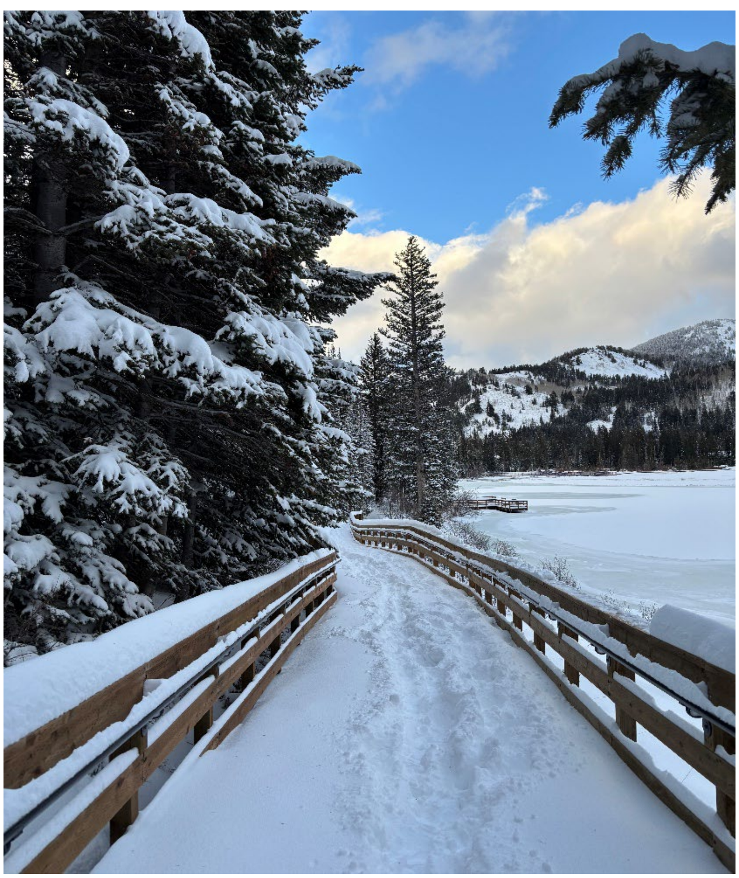

Photo by DFI team member Kevin Tracy

CORE VALUES

Integrity and Trust

We conduct ourselves with honesty, reliability, and a principled duty of care to safeguard the trust placed in us by the public, our regulated entities, and our regulatory partners. We are approachable and responsive to all stakeholders.

Fairness

We perform our work objectively and with impartiality, adhering to fundamental principles of safety and soundness and compliance in our review of all supervised entities. We ensure laws and regulations are applied consistently and fairly.

Adaptability

We are open to new ideas and responsible innovation that is done in a safe and sound manner and without harm to consumers. We adapt to the evolving financial services industry to effectively supervise new products, services, and technologies. We are forward-looking and strive to identify emerging risks.

Teamwork

We maintain strong collaborative relationships with each other and all our stakeholders by communicating openly, resolving conflict respectfully, recognizing success, and sharing expertise. Our employees are our greatest asset. We work as a team and support each other. We treat everyone with respect and value diversity.

Proficiency

We produce thorough, timely and accurate work that is based on unbiased, well-founded facts. We communicate conclusions clearly. We continually expand our core competencies. We invest in resources to understand new concepts and identify emerging trends.

GOALS, OBJECTIVES, AND STRATEGIES

Our Strategic Plan is a long range, aspirational tool to help guide DFI's actions, priorities and decision making in the years ahead. The goals, objectives and strategies that follow are designed to advance the proficiency and efficiency of our operations. Accomplishing our goals will enable us to fulfill our vision for the future as we practice our core values.

- **Goals** – Long-term, high-level statements of the outcomes the DFI will strive to achieve or maintain over a five-to-ten-year planning horizon.

- **Objectives** – Each goal is supported by mid-term objectives to be realized over three to five years.

- **Strategies** – Near-term strategies are the methods and tasks DFI will accomplish in the next few years to incrementally make progress on our objectives and, ultimately, achieve our goals.

Photo by DFI team member Darl Sorenson

Photo by DFI team member Dan Gardiner

BE A LEADER IN FINANCIAL SERVICES REGULATION

GOAL 1

Deliver Effective, Timely and Responsive Regulation (Objective 1.1)

- **Conduct Effective Examinations (Strategy 1.1.1)** Maintain examination cycles and issue reports in a timely manner. Appropriately staff examinations. Communicate clear feedback that is focused on mitigating material risk exposures for regulated entities.
- **Engage with Industry (Strategy 1.1.2)** Regularly convene with industry and add value to their events.

Enhance Customer Experiences (Objective 1.2)

- **Protect Consumers by Raising Awareness (Strategy 1.2.1)** Support financial literacy initiatives. Increase fraud awareness. Expand resources to educate consumers (e.g., online, in person, urban, rural, etc.).
- **Listen and Improve (Strategy 1.2.2)** Widen sources of stakeholder feedback. Identify opportunities to more efficiently serve our customers. Gather critical information timelier.

Support State Supervision (Objective 1.3)

- **Preserve a Strong Dual Banking System (Strategy 1.3.1)** Contribute leadership to national efforts to inform policymakers on the value of state regulation. Be a voice in defense of states' roles in regulation.
- **Expand Non-depository Fieldwork (Strategy 1.3.2)** Increase DFI's participation in multi-state non-depository fieldwork.

MAINTAIN AN ENGAGED AND PROFICIENT WORKFORCE

GOAL 2

Increase Employee Engagement & Retention (Objective 2.1)

- **Expand Training (Strategy 2.1.1)** Supplement external training with timely, internally provided curriculum. Ensure training opportunities span all roles in DFI's operations.
- **Improve Employee Experience (Strategy 2.1.2)** Provide positive experiences for employees. Convene and communicate regularly. Foster a sense of belonging. Celebrate success.

Develop Effective Leaders (Objective 2.2)

- **Cross Train for Leadership Roles (Strategy 2.2.1)** Expand mentorship framework to office and supervisor roles. Expand users for data analytics platforms.

Photo by DFI team member Ruben Rodriguez

MODERNIZE OPERATIONS TO BOOST EFFICIENCY

GOAL 3

Ensure Quality and Accountability (Objective 3.1)

- **Address Evolving Support Needs (Strategy 3.1.1)** Identify potential load balancing opportunities for efficiency gains and development opportunities in office operations. Relieve task bottleneck concentrations; create more task backup capabilities.
- **Strengthen Internal Policies and Procedures (Strategy 3.1.2)** Document supervisor procedures to better memorialize institutional knowledge for supervisory tasks.
- **Develop a Quality Assurance Function (Strategy 3.1.3)** Establish processes or roles that provide for the recurring review and testing of internal processes for compliance with procedures and standards.

Boost Efficiency and Quality through Technology (Objective 3.2)

- **Improve Efficiency with Technology (Strategy 3.2.1)** Develop and deploy an acceptable use framework for secure, authorized employee use of artificial intelligence. Declutter employee tools and information sources and make them available via modernized online resources.
- **Standardize Document Storage and Retention Criteria (Strategy 3.2.2)** Establish documentation standards that balance paper vs digital solutions that promote security. Continue modernizing DFI's record retention series.

Prepare for Adverse Conditions (Objective 3.3)

- **Preserve DFI's Fiscal Resiliency (Strategy 3.3.1)** Modernize statutory fees and assessments, where needed, to sufficiently support the cost of quality regulation.

Build Expertise for the Future (Objective 4.1)

- **Learn from Innovators (Strategy 4.1.1)** Deepen ability to regulate new technologies and products. Engage with and learn from innovative market participants. Expand such training opportunities to include all staff.

Improve Clarity for Regulated Entities and Applicants (Objective 4.2)

- **Reassess Statutes and Forms for Modernization (Strategy 4.2.1)** Review our statutes, rules, forms and application processes and identify opportunities to communicate more clearly and convey supervisory expectations.

Photo by DFI team member Holly Arnold

Photo by DFI team member Angie Schilhabel

FY27 ANNUAL WORKPLAN

TASK #	Strategy	2026 – 2027 TASKS	DUE	CHAMPION(S)
1	**Conduct Effective Examinations (1.1.1)**	Achieve an average of 45 (joint) or 30 (independent) days to issue exam reports for well-rated depository institutions	4Q26	Depository Supervisors
2	**Raise Awareness to Help Protect Consumers (1.2.1)**	Update consumer education and financial literacy portions of DFI's website	4Q26	Supervisor of Consumer Credit, Info Security Mgr
3		Prepare and arrange for the delivery of the pilot of an elder financial fraud awareness event	1Q27	Project Coordinator
4	**Listen and Improve (1.2.2)**	-Deploy post-exam surveys -Act on feedback from listening posts	-2Q27 -Ongoing	DFI's CX Champions
5	**Expand Staff Training (2.1.1)**	Train all staff on consumer affairs processes, and add admin team duties to new hire orientation	4Q26	Administrative Supervisor
6	**Improve Employee Experience (2.1.2)**	Arrange six employee engagement events per year	2Q27	Commissioner, Executive Assistant
7	**Cross Train for Leadership Tasks (2.3.1)**	Develop and deploy a supervisor internship program to cross train and build succession depth	3Q26	Chief Examiner
8	**Address Evolving Support Needs (3.1.1)**	Identify functions with task overload or limited backup and deploy load balancing solutions	4Q26	Finance Director
9	**Update Policies and Procedures (3.1.1)**	Complete depository portions of Supervisor's Guide	4Q26	Chief Examiner
10	**Improve Efficiency with Technology (3.2.1)**	Issue artificial intelligence policy with governance framework, train staff, develop initial use cases	4Q26	Commissioner, AI Coord Council Lead
11		Reorganize and centralize online access method for key employee tools and resources	1Q27	Info Security Mgr
12	**Preserve DFI's Fiscal Resiliency (3.3.1)**	Modernize statutory fees to support cost of operations	2Q27	Commissioner
13	**Reassess Statutes and Forms for Modernization (4.2.1)**	-Survey staff to create an inventory of potential updates to Titles 7, 70C, 70D -Modernize application forms and delivery method	-4Q26 -2Q27	Deputy Commissioner

Photo by DFI team member Cait Curley

MEASURING AND MONITORING SUCCESS

BE A LEADER IN FINANCIAL SERVICES REGULATION

MEASURE	METRIC	MET?
Exam events per year per depository institution open at start of fiscal year	≥1	YES
Assets under supervision per examiner (calendar year end)	≥$3.8 B	YES
Percentage of large bank events with ≥3 examiners assigned	≥70%	YES
Annual engagement events per year participated in by Commissioner or senior staff	≥10	YES
Number of roles in national state system organizations supported by DFI staff	≥3	YES

MAINTAIN AN ENGAGED AND PROFICIENT WORKFORCE

MEASURE	METRIC	MET?
Rate of employee turnover*	≤prior 3yr average	NO
Percentage of exam staff** attending at least two training events per calendar year	≥90%	YES
Number of employee engagement events per calendar year	≥6	YES

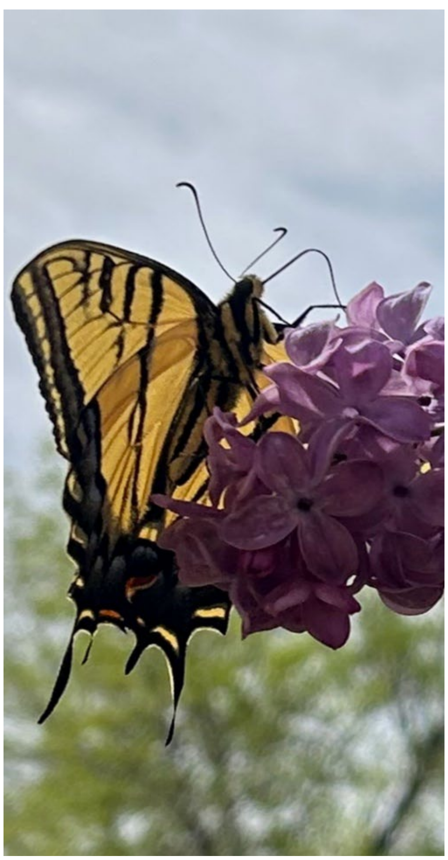

Photo by DFI team member Paul Cline

MODERNIZE OPERATIONS TO BOOST EFFICIENCY

MEASURE	METRIC	MET?
Number of new, updated, or re-approved policies per calendar year	≥4	YES
Percentage of strategic plan annual workplan milestones met each fiscal year	≥75%	YES
Number of response plan exercises conducted each calendar year	≥3	YES

SUPPORT DEVELOPMENT OF RESPONSIBLE FINANCIAL SERVICES IN UTAH

MEASURE	METRIC	MET?
Percentage of applications approved in FY that were approved within 6 months of original submission	≥85%	NO

* CY25 to avg of CY22,23,24

**FY27 plan metric will measure for all staff

FY26 ACCOMPLISHMENTS

FY26 STRATEGY ADVANCED		PLAN TASKS (#) WE COMPLETED IN PRIOR PLAN YEAR
Conduct Effective Examinations	✓	1. Reduced average days to issue exam reports for banks and industrial banks
	✓	2. Achieved reaccreditation by CSBS and NASCUS
	✓	3. Identified a new money transmitter examiner, provided initial training
Communicate with Industry	✓	4. Maintained regular meeting cadence with industry stakeholders
	✓	5. Designed a technology-enabled process to gather industry post-exam feedback, deployment pending
Support Responsible Innovation	✓	6. Held two additional training events to learn from fintech market participants
Enhance Customer Experience	✓	7. Reclassified two positions from clerical to professional roles; reduced phone wait and consumer complaint processing times; improved service quality and operational consistency for non-depository licensing, invoicing, and check processing
Raise Awareness	✓	8. Sponsored, attended, and volunteered at the 2025 Women in the Money Conference. Sponsored Utah Jumpstart Teachers Summit and Treasurer's Investment Challenge.
	✓	9. Secured intent language to expand financial literacy support to include industry-initiated fraud awareness efforts
Defend State Supervision	✓	11. Maintained engagement cadence with congressional delegation and other policymakers
	✓	12. Maintained DFI's volunteer roles in state associations
	✓	13. Exceeded goal of 2 and provided 5 trainers for state trade association training programs
Enhance Training	✓	14. Established Training Coordinator role
Enhance Training	✓	15. Developed new internal training and training resources.
Improve Employee Experience	✓	16. Delivered more than six employee engagement events
Strive for Competitive Compensation	✓	17. Modernized DFI's Promotions Policy
Expand Development Opportunities	✓	18. Issued expanded DFI Education Assistance Policy
Modernize Equipment and Facilities	✓	20. Modernized office; completed move to a state owned facility
Strengthen Application Process	✓	23. Published application processing guidelines to more efficiently inform applicants about the de novo charter application processes

TASKS STILL IN PROCESS FROM PRIOR PLAN YEAR	
Expand Data Analytics Capabilities	10. Working with vendor to finalize an industry performance change report
Update Internal Policies / Procedures	19. Supervisors procedures manual remains under development
Strengthen Response Plans	21. Development of a recurring process to gather emergency response details from supervised entities is underway
	22. Drafted response playbook for industry cyber intrusion event; it is under review

Photo by DFI team member Shaun Berrett

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Strategic Plan FY27