

UTAH COUNTY IT STRATEGIC PLAN

2026-2030 - Updated March 2026

SECTION 1 – Mission, Vision, and Core Principles

Mission

The Information Systems Department aspires to be a trusted and collaborative partner in developing innovative technological solutions that deliver value to Utah County government and its residents.

Vision

A County where every resident can securely access essential government services anytime, anywhere—with systems that are efficient, transparent, and resilient.

Information Systems Department’s Core Principles

The Information Systems Department serves as Utah County’s central steward for introducing, managing, and supporting information technology across all divisions of county government. To fulfill this responsibility effectively, the department embraces a set of core principles that translate the County’s values that lead to trustworthiness—into daily operational practice. These principles guide how the IS department designs services, partners with departments and other stakeholders, manages infrastructure, and delivers digital innovation for the residents and employees of Utah County. These core principles include:

Building a Better Information Systems Department

ADAPTABLE
WORKFORCE 

MISSION STATEMENT

The Information Systems Department aspires to be a trusted and collaborative partner in developing innovative technological solutions that deliver value to Utah County government and its residents.

PROFESSIONAL PROFICIENCY

While a degree of trust can be established by showing an expected level of technical competence, trust levels will flourish when a higher degree of professional proficiency is consistently demonstrated.

Developing and maintaining appropriate proficiency levels requires constant vigilance and commitment to training.

RESILIENT THROUGH REDUNDANCE

Every function performed by the IS Department must always have a capable and reliable redundant backup in place. This includes hard material assets such as hardware network infrastructure, as well as soft assets such as people, knowledge, and skills.



An adaptable workforce is key for success in this fast-changing world of technology. The IS Department must be constantly striving to improve its adaptability to meet tomorrow's challenges. Outdated systems present challenges from the user's experience to support sustainability. We need to make sure our efforts to modernize complement a long-term support plan and that we understand the long-term costs (and savings) that will arise with new technologies.

PURPOSEFULLY INNOVATIVE

Purposeful innovation should lead to improved efficiency, expanded capacity, and/or enhanced accessibility.

Curiosity is key. We always need to be peaking round the corner at emerging technologies and out-of-the-box solutions. A collective and individual growth mindset is essential to sustained success.

ENJOYABLE WORK ENVIRONMENT

The benefits of a positive work environment on engagement, wellbeing and productivity are well known. Fun at work is a key element of employee happiness, a sense of fun helps people to have a more positive mind-set. Organizations with higher levels of employee wellbeing report lower levels of absenteeism, presenteeism, and work-related errors.

INTERNALLY & EXTERNALLY COLLABORATIVE

Nearly every project requires a close and trustful collaboration with stake holders to be successful. The IS Department recognizes it is not the only source of expertise and knowledge. We must be humble enough to realize that new knowledge can come from any source, peer, partner, stake holder or even competitor. We will improve our work by drawing on the knowledge and creativity of people around us.

Alignment of Utah County's IT Strategic Plan with the County's General Strategic Plan

Utah County is actively updating its General Strategic Plan, and the latest draft identifies *Goal 1: Transparency and Organizational Efficiency* as a County-wide mandate. This goal outlines five core objectives: *Operational Excellence, Technology Modernization, Financial Sustainability, Interdepartmental Coordination, and strengthened Public Trust and Transparency*. The objectives guide how the County will improve services, manage growth, and enhance public confidence. In alignment with these priorities, Sections 3 through 7 of this IT Strategic Plan detail how each division within the Information Systems Department directly advances these objectives, supporting a unified, efficient, and transparent government. Section 2 highlights the County's strategic approach to adopting and governing emerging artificial intelligence technologies to ensure innovation aligns with public values and operational needs.

SECTION 2 – A.I. Adoption & Use Strategy

Artificial Intelligence presents a transformative opportunity for Utah County. As documented in the County's formal AI policy framework, AI technologies have the potential to significantly improve government's ability to deliver crucial services, automate routine tasks, expand digital accessibility, and support data-driven decision-making. This potential is only beginning to be realized in a rapidly developing sector where public-sector applications are evolving month by month.

To ensure that AI is used safely, responsibly, and effectively, Utah County has established a deliberate strategy that governs adoption, procurement, training, security, and oversight for all AI-related tools and services.

A. Purpose and Guiding Principles

The County's AI strategy is designed to:

- Enhance service delivery and operational efficiency
- Support employees with automation and decision-support tools
- Protect personal identifying information (PII) and maintain public trust
- Ensure transparency, auditability, and fairness in the use of AI
- Enable innovation while maintaining strong cybersecurity
- Align with emerging national and local policy guidance, including analysis shared through professional forums such as NACo TechXchange. This framework ensures AI strengthens—not replaces—the human expertise that County employees bring to their work.

B. Summary of the Utah County AI Acceptable Use Policy

The current AI Acceptable Use Policy establishes strict requirements to ensure safe and compliant AI adoption. Key rules include:

- **Mandatory Approval for AI Tools**
All procurement or adoption of AI software must be approved by the IS Director, Associate Director, Information Security Manager, or Operations Manager.
- **Prohibition on Uploading Sensitive Data to External AI Models**
Employees may not load any sensitive or personally identifiable information (PII) into externally managed AI tools (e.g., ChatGPT, Bard, Microsoft Copilot). PII is defined extensively in the County's amended policy, including SSNs, driver's license numbers, medical information, biometric data, authentication credentials, and more.
- **Employee Responsibility for AI-Generated Output**
Users must check AI-generated content for accuracy, bias, completeness, and intellectual-property compliance before using it.
- **Training Requirements**
Staff must complete County-issued AI training before using AI tools. Training content is under development by the Information Systems Department.
- **Governance and Oversight**
AI governance discussions are coordinated through the County's AI Working Group led by Brandon Wong, with policy revisions reviewed alongside the Health Department's policy for a unified County-wide standard.

These controls ensure that AI is integrated responsibly while protecting resident data and County systems.

C. Workforce AI Training & Enablement

The Information Systems Department is responsible for developing and delivering AI-related workforce training, which includes:

- Understanding AI capabilities and limitations
- Recognizing risks such as bias, hallucinations, and misuse

- Ensuring compliance with PII protections and cybersecurity standards
- Proper review and validation of AI-generated outputs
- Hands-on demonstrations of approved AI tools
- Guidance on when AI is appropriate—and when it is not

This training is mandatory for any employee who wishes to adopt AI technologies in their workflow, consistent with policy requirements. IS will also maintain a catalog of approved AI tools and provide ongoing refresher courses as technologies evolve.

D. AI Adoption Priorities (2026–2030)

Utah County will pursue AI adoption in areas that offer measurable benefit while posing minimal risk. Priority use cases include:

Operational Efficiency & Automation

- Routing, classification, and processing of digital forms
- Automated scheduling, reminders, and case-routing
- Drafting non-sensitive written materials with human oversight

Public-Facing Digital Services

- Chat-based digital assistants for common resident questions
- Multilingual translation tools
- Enhanced search capabilities for public websites

Data-Driven Decision Support

- Predictive analytics for planning, growth, and infrastructure
- Enhanced GIS spatial intelligence models
- Public safety data pattern analysis (consistent with privacy and legal constraints)

Back-Office Support

- IT ticket categorization and knowledge-base suggestions
- Code assistance for internal development teams (subject to approval and licensing)

These priorities expand the County’s modernization efforts, complementing broader initiatives across Programming, GIS, Operations, and Information Security.

E. AI Governance, Risk Management, and Oversight

AI use will be governed through a combination of:

- **AI Working Group leadership**
- **Formal AI policy updates**
- **Integration with the InfoSec Steering Committee** for cybersecurity alignment
- **Ongoing monitoring of federal and state AI governance developments**, including NACo’s analysis of the White House National Policy Framework

This governance structure ensures that AI adoption continues to be safe, intentional, and aligned with Utah County’s risk management standards.

F. Commitment to Responsible, Beneficial AI

Utah County recognizes that AI represents one of the most significant technological shifts of the century. As reflected in County training materials, AI “has great potential to assist governments in delivering crucial services,” and the technology’s capabilities are expanding rapidly.

Through responsible governance, robust training, careful policy enforcement, and cross-department collaboration, Utah County will continue to leverage AI in ways that:

- Improve service delivery
- Reduce manual workload
- Support public safety
- Enhance transparency
- Protect resident data
- Strengthen operational capacity

The County’s approach ensures AI is used thoughtfully, safely, and in alignment with public values.

SECTION 3 - IT Operations Division

IT Operations Division Strategic Goal:

Deliver high-quality, uninterrupted technology services that support all County departments and public safety operations by maintaining exceptional infrastructure reliability and providing rapid, effective end-user support.

KPIs:

- Maintain $\geq 99\%$ uptime for core infrastructure
- Maintain $\geq 99.9\%$ uptime for public safety systems
- Resolve $\geq 90\%$ of help desk tickets within same business day
- First-contact resolution rate
- Average help desk response time
- Customer satisfaction score (CSAT)

Key Planned Projects (5 Years):

- Infrastructure modernization cycles
- Network capacity/security upgrades to match growing population and service demands
- System monitoring refinement and expansion
- Multi-site redundancy for critical systems
- Cloud/hybrid migration strategy

SECTION 4 – IT Programming Division

IT Programming Strategic Goal:

Modernize, automate, and streamline business processes across County departments through secure and sustainable software solutions according to the priorities set forth in the Utah County Digital Modernization Plan.

IT Programming KPIs:

- Reduction in manual processing hours
- # of Automated workflows deployed
- On-time project delivery rate
- # of Digital service adoption rate
- # of Legacy tools awaiting upgrade, refresh, or refactor

Key Planned Projects (5 Years):

- Countywide workflow modernization plan
 - Deploy Formitable a countywide digital service platform for forms, permitting, & approval workflows.
- Legacy software replacement
 - LAND system refactor
 - Replace BMI as our digital document platform
- API/data integration expansion
 - Fully integrate new ERP system
- Mobile-friendly interface redesign
- Refine project management practices and performance

SECTION 5 – GIS Division

GIS Strategic Goal:

Provide accurate, accessible geospatial data and services supporting land use planning, public safety, and infrastructure management.

GIS KPIs:

- Frequency of GIS dataset updates
- GIS system uptime
- Department adoption and usage metrics
- GIS request completion times
- Satisfaction with GIS services

Key Planned Projects (5 Years):

- Build spatial intelligence with all county data as appropriate
- Department dashboards

- Geospatial analytics expansion
- Integration of GIS capabilities

SECTION 6 – Information Security Division

Information Security Strategic Goal:

Ensure the confidentiality, integrity, and availability of County systems through proactive cybersecurity and risk reduction.

Utah County InfoSec KPIs:

- Cybersecurity training completion rate
- Simulated Phishing Failure Rate (<10%)
- Employee Security Report Response SLA (1 Business Day)
- Stale Accounts and At-Risk Systems Count (<10)
- Mean Time to Respond to Critical Severity Alerts (2-Hour Average)

Key Planned Projects (5 Years):

- Identity management modernization
- County-wide incident response improvements
- Adopting passwordless authentication
- Enterprise data loss prevention (DLP) program implementation
- Multi-Year zero trust strategic initiatives

SECTION 7 - Conclusion

Utah County stands at a pivotal moment. With rapid population growth, rising service expectations, and transformative technological change, the need for a unified, future-ready Information Systems strategy has never been greater. This IT Strategic Plan charts a bold and actionable path forward—one centered on strengthening digital services, modernizing infrastructure, enhancing cybersecurity, expanding data intelligence, and sustaining meaningful interdepartmental collaboration.

By aligning our work with the County's overarching priorities of Transparency and Organizational Efficiency, we are not merely improving internal processes, we are elevating the entire experience of government for every resident of Utah County. From streamlined digital workflows to resilient public-safety systems, from advanced geospatial analysis to responsible adoption of artificial intelligence, each IS division contributes to a government that is more responsive, more accessible, and more capable of meeting the challenges ahead.

This plan is more than a roadmap; it is a commitment. It is a

- **commitment to reliability**, ensuring that the systems our residents and employees depend on are always available.

- **commitment to innovation**, embracing new tools and ideas that improve how government works.
- **commitment to stewardship**, protecting data, safeguarding infrastructure, and using public resources wisely.
- And above all, **a commitment to service**, supporting the mission of every department and the needs of every resident.

The years 2026 through 2030 will define the technological trajectory of Utah County for decades to come. With this strategic plan as our guide, the Information Systems Department is prepared not only to support that future, but to help shape it. Together—with the County Commission, elected officials, department leaders, and our dedicated workforce—we will build a digital foundation that is resilient, transparent, secure, and capable of growing alongside the community we serve.

The opportunities ahead are immense. The challenges are real. But with a clear vision, strong principles, and unified purpose, Utah County's Information Systems Department is ready to lead with confidence, innovation, and unwavering commitment to public trust.

The future of Utah County is bright—and we are building it now.