

IT Strategic Plan for FY2020-2024

Over the last few years, the Dallas County Community, the ninth (9th) largest in the Nation, has experienced tremendous growth in population with many more residents and businesses calling Dallas County home. With this growth comes an increased demand on the Dallas County Government to provide a greater degree of County services and to provide those services efficiently, quickly, accurately, cost-effectively and with excellent customer service. One of the components integral to the County Government meeting this demand is to ensure the systems the County Government uses to provide those services are readily available, modern and well supported. Over the last several years, the Dallas County Commissioners Court has made significant investments in the County Information Technology (IT) function to ensure that the County IT Infrastructure and Staff are continually ready to provide services to meet the internal County Government end-users' Office automation needs to in turn best meet the service demands of those whom the County Government serves.

With this growth in the Dallas County Community comes new challenges to and opportunities for not only maintaining the County's Service Delivery Program, but for enhancing it, especially in the advent of new processes, procedures and technologies. As the County Government in general changes or transforms to better meet the needs of the Community, so too must the County Government's IT Team need to change or transform to better meet the needs of the County Government as a public service organization.

In order to continue in this transformation process, County IT will focus on the following emphasis areas over the next five years in order to progress towards realizing the County IT Vision of ***"Dallas County Online: Mobile, Online and Integrated"***:

1. **Digital Transformation inclusive of leveraging Workflow Automation and Business Analytics (DT)**
2. **Infrastructure Modernization & Consolidation inclusive of leveraging Cloud technologies (IM)**
3. **IT Infrastructure Security and Compliance (II)**
4. **Mobile and Secure Systems Access for the County system end-users (SA)**
5. **Increased Systems Reliability and Availability for the County system end-users (SR)**
6. **Increased End-User Service and Support (ES)**
7. **Staff Professional Development (PD)**

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EMPHASIS AREAS:

It is envisioned that the following initiatives will be undertaken and completed during the FY2020– 2024 period to make significant progress towards realizing the aforementioned County IT Vision:

1. Digital Transformation inclusive of leveraging Workflow Automation and Business Analytics (DT)

- A. Implement a County-wide “Paperless” Initiative with the County Records Building Relocation Project as the next Phase of this initiative.
 - B. Implement enterprise workflow automation with electronic signatures.
 - C. Implement an enterprise business analytics program with common data repositories to empower the end-user Departments with integrated data-mining capabilities.
 - D. Migrate the County web presences to permit greater transactional capabilities for web site visitors.
 - E. If necessary and where practical, recommend to and pursue through the Dallas County Commissioners Court legislative changes to policy, ordinances, statutes and law which will facilitate the realization of the County’s Digital Transformation Initiative.
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2. Infrastructure Modernization & Consolidation inclusive of leveraging Cloud technologies (IM)

- A. Implement an enterprise County-wide Geographical Information System (GIS).
- B. Complete the rollout of OnBase as the enterprise document management system.
- C. Expand the use of the SingleWire as the County’s enterprise mass notification system.
- D. Complete the upgrade of the County Video Conferencing System for the current County system end-users and expand its enterprise use to the other County Departments.
- E. Maintain the IT Infrastructure (i.e., PC OS, Server OS, Database versions, network switches, wireless access points, etc.) to current versions.
- F. Complete the upgrade/migration of the 911 CAD System to use the City of Dallas Police Department’s 911 CAD platform.
- G. Complete the implementation of a new Criminal Courts Case Management System (CCCMS).
- H. Complete the implementation of a new Justice of the Peace Courts Case Management System (JPCCMS).
- I. Complete the development and the implementation of the new Jail Management System (JMS).

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EMPHASIS AREA 2 - *continued*:

- J. Complete the development and the implementation of the new Indigent Defense application.
 - K. Complete the development and the implementation of the new Magstration Portal application.
 - L. Complete the development and the implementation of the new eFile Texas application.
 - M. Complete the development and the implementation of the new EDR Gateway application.
 - N. Identify and implement as appropriate a long-term replacement/ugrade for the SWIFS Laboratory Information Management System.
 - O. Assess and implement as fiscally and operationally appropriate options for expanding the use of the County's Oracle eBusiness Suite implementation, for coalescing external financial applications' functions into the Oracle instance and for subsequently "retiring" those coalesced applications.
 - P. Develop, assess and implement as fiscally and operationally appropriate options for migrating the County IT desktop printer Infrastructure to the County network printer infrastructure.
 - Q. Develop, assess and implement as fiscally and operationally appropriate options for migrating the County IT Infrastructure to hosted solutions, inclusive of the County physical faxing requirements.
 - R. Develop, assess and implement as fiscally and operationally appropriate options for migrating the County IT physical telephone infrastructure to virtual telephone (i.e., "soft phone") infrastructure.
 - S. With the implementation of the new CCCMS and the new JPCCMS, "retire" the use of the County Mainframe Data Center.
 - T. With the implementation of the new CCCMS, the new JPCCMS and the new JMS, "retire" the use of the County Adult Information System (AIS).
 - U. Complete activities to "retire" the County Juvenile Information System.
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3. IT Infrastructure Security and Compliance (II)

- A. Complete the enterprise implementation of the Microsoft Enterprise Mobility Suite, inclusive of the rollout of the Mobile Device Management module and two-factor authentication (2FA).
- B. Maintain the IT Infrastructure (i.e., PC OS, Server OS, Database versions, network switches, wireless access points, etc.) to compliant versions.
- C. Implement and sustain the NIST 800-53 information technology security framework for the County as an enterprise.

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EMPHASIS AREA 3 - *continued*:

- D. Strengthen, sustain and enhance the enterprise IT cybersecurity awareness program for the County end-users, inclusive of annual Cybersecurity Tabletop Training Exercises in concert with the County Office of Homeland Security and Emergency Management.
 - E. Strengthen, sustain and enhance the County’s enterprise cybersecurity defenses, inclusive of central cybersecurity monitoring, intrusion detection, incident response and eradication verification.
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4. Mobile and Secure Systems Access for the County system end-users (SA)

- A. Migrate where appropriate the County’s enterprise applications so that they can be used from mobile PC and smartphone platforms.
 - B. Migrate where appropriate and to the greatest degree possible the County’s enterprise applications to a “Single Sign On” architecture.
 - C. Based on wireless coverage studies showing the need, expand the County secure wireless network in the County Buildings to address the wireless need.
 - D. Develop, assess and implement as fiscally and operationally appropriate options for migrating the County conference rooms to use wireless telephone and A/V infrastructure.
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5. Increased Systems Reliability and Availability for the County system end-users (SR)

- A. Strengthen, sustain and enhance the enterprise central system monitoring, alerting and remediation capabilities for the County IT Team.
 - B. Strengthen, sustain and enhance the IT Change Management Program for introducing system changes into the County IT Infrastructure, inclusive of end-user validation and end-user notification as appropriate.
 - C. Forecast, maintain and update as needed the IT calendar of major end-user operational events (i.e., tax collection season, fiscal year-end closeouts, HR Open Enrollments, County Elections, etc.) and schedule IT Infrastructure changes in concert with those events.
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6. Increased End-User Service and Support (ES)

- A. Strengthen and enhance to the degree possible the remote servicing of end-users’ calls for service.

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EMPHASIS AREA 6 - *continued*:

- B. Empower the County IT Service Desk with greater Tier-2 problem resolution capabilities so as to resolve County end-users' calls for service on the first call.
 - C. Expand the County end-users' access to and use of the IT Service Desk's Self Service Module.
 - D. Develop, assess and implement as fiscally and operationally appropriate options for migrating the County IT desktop infrastructure to virtual desktop infrastructure.
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7. Staff Professional Development (PD)

- A. Re-establish, sustain and continually enhance a Microsoft Office "front Office" training program for the County end-users.
- B. Strengthen and continually enhance the enterprise applications training program for the County end-users.
- C. Strengthen and continually enhance a Microsoft Systems Administration "back Office" training program for the County IT Team members.
- D. Strengthen and continually enhance the IT Infrastructure training program for the IT Team members.
- E. Implement, sustain and continually enhance a County business process awareness program for the IT Team members.
- F. Strengthen and continually enhance a new technology awareness program for the IT Team members and the County end-users.
- G. Identify, acquire and implement an enterprise Learning Management System for use by the County Departments.
- H. Strengthen and continually enhance the IT Management training program for the IT Managers and for those IT technical Staff who note an "management track" interest as part of their Individual Professional Development Plans.

The End (for now)

