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Fort Bend County IT Strategic Plan & Annual Report 2025

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Introduction

- The 2025 IT Strategic Plan & Annual Report for Information Technology is the **Fort Bend county-wide strategic plan for leveraging technology to improve government services** for all residents, visitors, and businesses.

- The Annual Report has several elements including

  - **A view into the County's IT Strategic Mission and Vision** to support the County's Information Technology services for today, tomorrow and the future – 2025 and beyond

  - **A view of the County's IT Divisions** that ensure delivery of reliable technology services

  - **A view into the County's IT Division's Key Objectives, Accomplishments, and Initiatives**

- The Annual Report has been created to **ensure the County's IT Strategy continues to advance its IT posture and service reliability**.

- With the execution of the IT Strategic Plan, Fort Bend County's IT Department will **continue to lead the way in using technology powered by people by delivering innovative, efficient, and cost-effective technology solutions** that are secure and elevate high-quality public services to all.
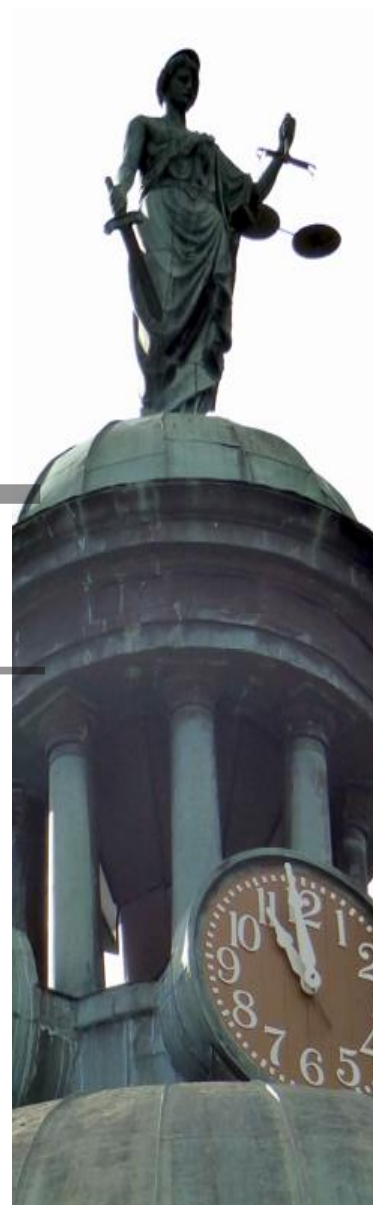
Letter from CIO

As the CIO for Fort Bend County, I am proud to present the 2025 IT Strategic Plan and Annual Report. This past year has underscored the critical role of Information Technology in ensuring the safety, efficiency, and accessibility of County services. Our dedicated IT team has worked tirelessly to not only maintain essential operations but also to lay the groundwork for a more modern and digitally empowered future for all residents.

These initiatives and accomplishments are spearheaded by our six IT divisions: Applications, Cybersecurity, Enterprise Systems, Infrastructure, Operations, and Project Management/Finance Administration. Fort Bend County IT has made significant strides in the past year, enhancing both public services and internal operations. The County improved emergency response capabilities and public access to information. Project management was streamlined with a new plan to improve efficiency. Critical infrastructure reliability was maintained, and a key training facility was upgraded. Service delivery was modernized through new system implementations and server virtualization, significantly increasing data storage. Cybersecurity was strengthened through the deployment of advanced threat detection and comprehensive county-wide training.

Building on this progress, our strategic focus for the coming year centers around four key goals. First, we are committed to Modernization and Digital Transformation, which involves modernizing our aging infrastructure, architecture, and networks. Second, we aim for Efficiency and Streamlining by modernizing and improving critical user applications. Our third priority is Enhanced Communication and Collaboration, which we will achieve by deploying new tools and technologies. Finally, Security and Reliability remains paramount, and all modernization efforts will prioritize alignment with stringent cybersecurity policies to protect County data and services.

To that end, as we continue our commitment to leverage technology to enhance the services we provide, I want to thank our team for their efforts and accomplishments as we move our vision forward.

Robyn Doughtie

Robyn Doughtie

Director of IT & Chief Information Officer

Who We Are – Meet the Team

Robyn Doughtie

Director of IT & Chief Information Officer

Robyn Doughtie is the Director of IT & Chief Information Officer for Fort Bend County reporting directly to Commissioners Court. Robyn works with Commissioners Court, other elected officials and department heads to provide IT components for strategic planning and the implementation of IT components within approved strategic plans. Also provides central Information Technology (IT) policy direction for all county departments and supervises and directs the IT Department personnel. Under direction of the Commissioner's Court, Robyn is responsible for managing and coordinating the development, operation, and maintenance of the County's information technology systems.

Robin Stone-Loftin

Assistant Director

Robyn Stone-Loftin is the Assistant Director for Fort Bend County. The Assistant Director of Information Technology for Fort Bend County supports the Director of IT & Chief Information Officer in executing IT strategies and initiatives. The role involves aiding in the formulation of central IT strategy and policy direction for all county departments and overseeing specific projects and teams within the IT Department. Under the guidance of the Director, the Assistant Director facilitates the development, operation, and maintenance of the County's information technology systems, ensuring alignment with the County's objectives and efficient service delivery.

Who We Are – Meet the Team

Beverly Chance

Applications
Manager

Lee Morgan

Cyber Security
Manager
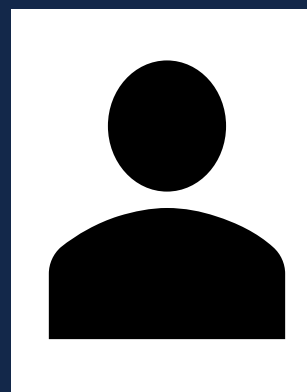
Lee Powell

Infrastructure
Manager

Clay Elliott

Operations
Manager

Kathleen McCreavey

Project Management/
Finance Manager

Open Position

Enterprise Systems
Manager

What We Do

IT Mission

Our IT Mission is to provide technology leadership and strategic solutions that align with and support the County's programs, departments, offices, and taxpayers. We are committed to delivering innovative, efficient, equitable, and cost-effective technology solutions that drive the success of County initiatives and enhance public service.

IT Vision

Our IT Vision is to foster a deep and continuous understanding of business process needs and growth opportunities, driving innovation and efficiency across government-to-government, government-to-business, and government-to-citizen functions. Through the ongoing identification and integration of enabling technologies, we will prioritize improvements that align with the County's goals. Each initiative will focus on establishing clear objectives and priorities to empower County departments and offices in delivering innovative solutions that meet their evolving business needs.

What We Do – IT Goals

Reduce technology related risks by designing and maintaining a reliable and available IT infrastructure foundation.
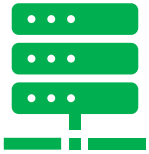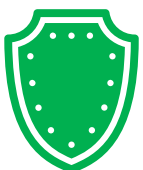
Deliver products and services efficiently and provide easy access to data.

Educate and market new concepts to County departments and offices, as well as the taxpayers.

IT will lead and coordinate the efforts required to deliver and support reliable, innovative business solutions.

IT will cooperate with County departments & offices on agency event preparedness.

What We Do – IT By the Numbers

PERFORMANCE MEASURES	2023 ACTUALS	2024 ACTUALS	2025 PROJECTED
REDUCE TECHNOLOGY RELATED RISKS by DESIGNING AND MAINTAIN A RELIABLE IT INFRASTRUCTURE FOUNDATION *Prepare Fort Bend County for the future by building an IT infrastructure that is scalable, fast, reliable and secure.*			
• Total volume of incoming emails	**7.2M**	**7.2M**	**8.3M**
• Percentage of emails blocked as malicious	**31.5%**	**31.5%**	**36%**
• Circuit Reliability	**99.99%**	**99.99%**	**99.99%**
• Percentage of Employees who have completed annual Cybersecurity Awareness Training	**100%**	**100%**	**100%**
• Number of Users with Hard Drive Encryption	**1538**	**1932**	**2507**
DELIVER PRODUCTS AND SERVICES EFFICIENTLY AND PROVIDE EASY ACCESS TO DATA *Improve IT service delivery.*			
• Average number of visits to the County website on a daily basis	**29,040**	**31,634**	**34,798**
• Average number of visits to the Employee Connect website on a daily basis	**1,378**	**1,416**	**1,487**
• Number of departments/offices maintaining web content	**73**	**83**	**84**
• Number of self-service applications available from the County websites	**155**	**171**	**188**
• Number of mobile application downloads	**1700**	**4,477**	**5,372**

EDUCATE AND MARKET NEW CONCEPTS TO COUNTY DEPARTMENTS, OFFICES, AND TAXPAYERS *Provide the level of service needed for Fort Bend County departments and offices to be successful.*			
• Number of new service requests received	**36,308**	**31,254**	**42,000**
• Number of services requests completed	**35,564**	**29,490**	**38,000**
• Number of devices supported (Servers, PC's, laptops, printers, mobile devices, etc., excludes Sheriff's Office, Library)	**8,527**	**8,654**	**8785**
DELIVER AND SUPPORT RELIABLE, INNOVATIVE BUSINESS SOLUTIONS *Provide solutions which streamline and enhance the business workflows.*			
• Number of new solutions implemented	**32**	**20**	**45**
• Number of existing solutions enhanced	**33**	**18**	**38**
COOPERATE WITH COUNTY DEPARTMENTS & OFFICES ON AGENCY EVENT PREPAREDNESS *Prepare the County to be able to effectively communicate during emergencies and unexpected outages.*			
• Number of sessions/events where A/V support provided	**103**	**54**	**125**
• Number of Webex meetings conducted	**8,542**	**11,278**	**10,000**
• Number of Webex messages sent	**919,437**	**1,027,727**	**1,102,100**
• Number of Two-Factor Authentication deployments	**525**	**525**	**380**
• Number of users accessing County resources remotely & securely	**3,170**	**830**	**850**

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2025 IT Strategic Objectives

Modernization and Digital Transformation

- Improve online access to County IT services, increasing convenience, accessibility and satisfaction
- Move into a new IT building that is state of the art to transform how Fort Bend County delivers IT services
- Modernize technology portfolio, streamline application infrastructure and network connectivity to enable reliable County services

Innovation and Emerging Technology Adoption

- Explore and pilot emerging technologies (e.g., AI enabled Chat bot) to improve efficiency and enhance public services
- Establish robust data governance and analytics capabilities to support fact-based policy and operational decisions for the County
- Build skilled, diverse and future ready IT workforce through a strong organizational culture

Customer Service and Operational Efficiency

- Manage County IT Operations from a central location enabling better coordination and collaboration
- Focus on maximizing employee productivity and customer service satisfaction through delivering services more effectively
- Continuous learning and improvement of practices (e.g., streamlined project management and finance operations) to provide increased services to the community

Security, Reliability and Resilience

- Promote security awareness and training to ensure risk aware culture
- Implement and continuously improve security measures to protect citizen data and critical infrastructure
- Develop and test disaster recovery, continuity and incident response plans to safeguard critical services

How We Do IT – County IT Divisions

Applications

Develops, implements, and maintains innovative technology applications to enhance Fort Bend County operations and provide efficient services to its citizens.

Cybersecurity

Protects Fort Bend County assets by fostering a culture of security awareness and implementing effective risk management strategies.

Enterprise Systems

Delivers and maintains robust enterprise technology solutions that align with IT strategic goals, ensuring efficient operations and enabling data-driven decision-making for the county.

Infrastructure

Ensures seamless and reliable network connectivity for all County services, empowering departments to efficiently serve the community through a robust and secure infrastructure.

Operations

Ensures County IT operations are reliable and efficient, providing timely and effective support to all users, enabling them to deliver essential services to the community.

Project Management

Drives strategic alignment and operational excellence by providing expert project management, financial oversight, and process optimization, to achieve its IT goals.

Key Initiatives across IT Divisions

Within the next year, Fort Bend's IT Divisions are prioritizing several key initiatives that will further enhance County IT Services for residents, visitors and businesses.

- **Modernize infrastructure, architecture, and networks**
  - To ensure continual alignment with cybersecurity policies and expectations, ensure ongoing system stability and usability, and to increase agility and future modernization and automation opportunities.

- **Modernize and improve critical user applications**
  - To expand current capabilities and ensure usage of latest technology, tools, and continual adherence to state and local reporting and compliance requirements (e.g., Workday, Odyssey Content Management System, CentralSquare)

- **Deploy new tools, technologies and optimize processes**
  - Streamline process flows that enables easy to use access and enhanced customer satisfaction (e.g., website redesign, process automations, AI chatbots, trainings, etc.,)

Key Accomplishments across IT Divisions

1 The *applications division* developed a dashboard for tracking and monitoring the hurricane and emergency response and created a tool to provide the public with real-time information on voting locations and wait times.

2 The *cybersecurity division* implemented a tool that provides capabilities to monitor network traffic and remediate malicious activity; they also achieved 100% cybersecurity training through the county, fostering a culture of security consciousness.

3 The *enterprise division* implemented modernizations to our employment portal and issue tracking tools. Performed database server upgrades as a step towards modernizing County operations for the future.

4 The *infrastructure division* maintained consistent network uptime, even during severe weather events, ensuring reliability of critical County services, upgraded the courtroom expanding the accessibility & transparency of judicial processes

5 The *operations division* is successfully transforming incident management and service request processes across the County; and expanded and virtualized the server environment, significantly increasing data storage (over 1.8 petabyte) and improving backup solutions.

6 The *cybersecurity division* implemented tools that provide capabilities to monitor network traffic and remediate malicious activity; they also achieved 100% cybersecurity training through the county, fostering a culture of security

State-of-the-art new IT Building

Fort Bend County is building a new state of the art, energy efficient, **modern IT Facility**

- The new building is designed to not only meet the technical demands of today but to inspire the innovation of tomorrow.
- Open areas for teamwork, dedicated hubs that inspire creativity and state of the art infrastructure to support and monitor our operations.
- Embrace new ways of working, building stronger connections across teams and enhancing our ability to tackle challenges.
- The new building empowers us to continue to deliver value to our stakeholders while setting new standards for excellence

IT Division – Applications

Develops, implements, and maintains innovative technology applications to enhance Fort Bend County operations and provide efficient services to its citizens

Key Objectives

1. Develop solutions to streamline workflows and enhance business processes across County departments

2. Create user-friendly applications that improve access to information and services for the public

3. Ensure applications are designed and maintained to support effective County operations and service delivery

4. Maximize the functionality of enterprise applications to meet evolving business needs

5. Provide technical support and solutions for agency event preparedness and public communication

Key Accomplishments

1. Created a **public dashboard to track hurricane and emergency responses**.

2. Developed a **3D simulation tool** to help Homeland Security and Emergency Management prepare for school shooting events, **improving response strategies**

3. Launched a tool that gives the **public real-time updates on voting locations** and wait times, making voting easier and more transparent.

4. **Improved eConnect** with new features e.g., New Hires homepage update, redesigned IT Division pages, including a photo gallery of the new IT building

5. Built an easy-to-use system that allows county departments to **quickly post important updates and notifications on the county website and mobile app**

Key Initiatives

County Website Re-design	Mobile App Re-design	Intranet Redesign	App migration to Cloud	AI enabled Chatbot
Outcome: Improve understanding and access to up-to-date County information	**Outcome:** Ease of access to County information from mobile devices to enable usage and usefulness	**Outcome:** Streamline workflows, approvals, and information sharing across IT divisions	**Outcome:** Enable a modern, scalable and efficient infrastructure for County's application portfolio	**Outcome:** Intelligent assistant to improve user experience (being piloted internally first)

IT Division – Cybersecurity

Protects Fort Bend County technology services by fostering a culture of security awareness and implementing effective risk management strategies

Key Objectives

1. Implement proactive measures to protect the County's IT infrastructure and data from cyber threats

2. Maintain a strong security posture for all systems, including those accessed remotely

3. Ensure compliance with relevant security standards and regulations

4. Continuously monitor and improve cybersecurity defenses to mitigate emerging risks

5. Conduct regular security awareness training for employees

Key Accomplishments

1. **Achieved 100% cybersecurity training** throughout the county, fostering a culture of security consciousness

2. Implemented tooling that provides the team the **capabilities to monitor network traffic and remediate malicious activity**

3. Successfully implemented **Multi-Factor Authentication across more applications** for internal and external network access at the county

4. Successfully helped to **monitor polling sites in Fort Bend County** to ensure that voting machines were up and running and security was in place

5. Established **foundational AI policy and finalized the acceptable use policy**

Key Initiatives

Delinea Password Manager	Duo Identity Security/ Imprivata	Cisco Splunk	Cloudflare Web App Firewall	Cybersecurity Awareness Training
Outcome: Enhanced data protection through secure, centralized password mgmt.	**Outcome:** Stronger access control, restricted unauthorized entry to County systems	**Outcome:** Secure mobile device management, secure endpoint management	**Outcome:** Enhanced Security and Threat Mitigation capabilities	**Outcome:** Ensure awareness and education to mitigate all threats to County

IT Division – Enterprise Systems

Delivers and maintains robust enterprise technology solutions that align with County strategic goals, ensuring efficient operations and enabling data-driven decision-making for the county

Key Objectives

1. Modernize and consolidate enterprise systems to improve efficiency and reduce redundancy

2. Establish a modern systems infrastructure to enhance service delivery and support

3. Improve communication and collaboration with County leadership and departments by providing transparent and data-driven insights from enterprise systems

4. Implement low-code/no-code platforms to accelerate application development and support evolving IT architecture

Key Accomplishments

1. Introduced **upgraded database servers and new software to streamline employee information** and service management, helping to modernize County operations

2. Implemented numerous projects critical to county's enterprise systems (e.g., **behavioral health dashboard to improve ease of access**)

3. Built **integrations among various enterprise systems** to improve processes

4. **Achieved high volumes of ticket resolution** striving our commitment to improved operations and support for the County

   ▪ EST 2322/2335 completed
   ▪ Court Team – 962/1004 completed

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Key Initiatives

ERP Integration	**Enterprise System Modernization**	**Server Upgrades**	**Application Modernization**	**Integration Management**
Outcome: Improve efficiency and provide a unified view of County operations	**Outcome:** Ease business workflows for end users and streamline capabilities	**Outcome:** Improved security and governance to ensure server health and security	**Outcome:** Modern capabilities, ensure compliance and security	**Outcome:** Improved integration management capabilities to ensure smooth data flows

IT Division – Infrastructure

Delivers and maintains robust enterprise technology solutions that align with County strategic goals, ensuring efficient operations and enabling data-driven decision-making for the county

Key Objectives

1. Design and maintain a reliable, scalable, and secure IT infrastructure.

2. Ensure continuous connectivity and uptime for critical County systems and services.

3. Invest in infrastructure improvements and upgrades to support future needs.

4. Implement robust disaster recovery and business continuity plans.

5. Optimize network performance and efficiency.

Key Accomplishments

1. Completed **significant audio and visual upgrades for County Courts and the Commissioner's Court room**

2. Upgraded the **Medical Examiner's training facility to a state-of-the-art** level, main instructor now teaches around the globe from facility

3. Maintained **consistent network uptime**, even during severe weather events, ensuring the reliability of critical County services

Key Initiatives

Network Modernization

Outcome: Enhanced network performance and security for reliable County services

Fiber Ring Deployment

Outcome: Reduced reliance on third-party providers, improve network control for County systems

Proactive Monitoring

Outcome: Early detection of network issues to minimize downtime of County systems

Talent Retention

Outcome: A positive work culture and growth opportunities to retain skilled personnel

IT Division – Operations

Ensures County IT operations are reliable and efficient, providing timely and effective support to all users, enabling them to deliver essential services to the community

Key Objectives

1. Deliver IT services efficiently and provide exceptional customer service to County departments and residents.

2. Reduce technology-related costs through reuse and strategic purchasing.

3. Proactively identify and resolve IT issues to minimize disruptions to County operations.

4. Monitor and optimize IT systems performance.

5. Successfully execute the migration to the new IT building

Key Accomplishments

1. Successfully implemented Phase 1 of **IT Service Mgmt. capabilities, transforming incident management and service request processes** across the County

2. Expanded and virtualized the server environment, **significantly increasing data storage capacity and improving backup solutions**

3. **Revamped Data Center** to accommodate new hardware implementation

4. Deployed **350 replacement desktops/laptops** as part of the yearly refresh

5. **Closed 17,725 incident tickets in FY 2024** providing timely support to ensure reliable IT operations

Key Initiatives

IT Service Management	County IT Virtual Stack	Disaster Recovery Site Imp	Windows 11 Deployment	State-of-the Art IT Building
Outcome: Streamlined workflows and improved ticket resolution times for County departments	**Outcome:** Enhanced security and user experience	**Outcome:** Self-service resources to empower users, reduce costs	**Outcome:** Enhanced user interface, advanced performance and security	**Outcome:** State of the art IT building for efficient service delivery

IT Division – Project Management

Drives strategic alignment and operational excellence by providing expert project management, financial oversight, and process optimization, enabling the County to achieve its IT goals

Key Objectives

1. Ensure that IT projects are aligned with County goals and priorities.

2. Deliver IT projects on time, within budget, and to the required standards.

3. Employ effective business analysis, project management, and quality assurance methodologies.

4. Build strong business cases for technology solutions and prioritize them effectively.

Key Accomplishments

1. Implemented **Project Management Plan (PMP) discipline** to improve project intake, milestone management, approval and reporting processes

2. Developed a plan to create processes and procedures for Cybersecurity, Infrastructure, Operations, Applications, and Enterprise Systems

3. **Unified service provider contracts** to provide visibility across the County

4. A **reduction in the number of requisitions and POs** across contracts resulting in savings for the county

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Key Initiatives

Process Automation	**Contract Alignment**	**Centralized Software Catalog**	**ServiceNow Tool**	**Training for Project Managers (e.g., QA)**
Outcome: Reduce manual effort, minimize errors, and accelerate timelines	**Outcome:** Same services over 1 contract reduces cost and the level of effort	**Outcome:** Improve software license tracking	**Outcome:** Efficient project management and resourcing	**Outcome:** Ensure high quality project delivery and cost savings

Conclusion

We are proud to unveil this 2025 IT Strategic Plan & Annual Report to our community of Fort Bend County.

- It serves as a testament to our dedication to transparency and accountability, not only to our county partners but also to the residents, businesses, and visitors we serve.

- In outlining our highest priorities, this sets forth a blueprint for sustainable growth that resonates both within our IT Divisions and the County at large.

- The ultimate success of this plan is inherently tied to the cooperation and engagement of our county partners. Whether it is enhancing our risk posture or becoming "AI Ready," the accomplishment of our IT goals and objectives relies on continuous collaboration, not isolation.

- It is about forging relationships, leveraging innovative solutions, and enhancing our capability to propel our partners forward. In conclusion, we embark on this journey with enthusiasm and determination, with our eyes fixed on strengthening existing partnerships and building new ones.

- We anticipate leveraging new solutions and expanding our capacity to drive our partners forward.

- This plan represents not just our strategy but our promise to strive for excellence, innovation, and collaboration in all we do for Fort Bend County residents, businesses and visitors.

Questions?

Questions regarding the 2025 CIO's IT Strategic Plan & Annual report?

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Contact us at:

Fort Bend County Information Technology

Phone: 281-341-4570

Address: 500 Liberty Street, Richmond, Texas 77469