



Texas Department of Public Safety



Information Technology Division Annual Report

Fiscal Year
2025



ITD Mission Statement

Create a safer Texas by providing exceptional service and innovative and reliable solutions that bolster usability, efficiency, and effectiveness for all stakeholders.

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ITD Leadership Team



Jessica Ballew, Chief

Jessica Ballew is the Chief Information Officer for the Texas Department of Public Safety, leading the agency's technology strategy and operations with a focus on innovation, reliability, and interoperability. Throughout her career at the agency, Chief Ballew has managed multiple programs, including IT Applications, Enterprise Project Management, Procurement & Contract Services,



John Kelley, Deputy Chief

John Kelley joined ITD in September. He most recently served as Director of IT Infrastructure, System Services at the Texas Health & Human Services Commission (HHS), where he led a team of approximately 150 IT professionals supporting enterprise-scale operations for hundreds of thousands of users statewide. At HHS, John also served as Contact Center Technology Manager, Director of Health and Specialty Care Support, and Director of Collaboration and Mobility before his most recent role.

ITD Leadership Team



Eric Baker, Acting Chief Information Security Officer

Eric Baker is the Chief Data Officer and acting Chief Information Security Officer at the Texas Department of Public Safety responsible for the deployment and management of the Agency's datasets, analytics platforms, Artificial Intelligence strategy, and Cybersecurity efforts. Over a span of 15 years at DPS, he has held various roles at the Intelligence and Counterterrorism Division, Texas Rangers, Infrastructure Operations, and the Innovation and Data Office.



Aaron Blackstone, Chief Information Security Officer

Aaron Blackstone is the Chief Information Security Officer for the Texas Department of Public Safety. Aaron is currently a Major in the Air Force Reserves as a Communications Squadron Commander. He was previously on active duty in support of the Air Force Cyber Protection team. In 2015, he joined DPS in his current capacity where he is responsible for establishing and maintaining an organizational-wide information security program.



A Message from Chief Ballew

At the Information Technology Division (ITD), our Vision is to shape the future of public safety operational capabilities by harnessing the power of data and technology.

Our **Mission** is to create a safer Texas by delivering exceptional service and innovative, reliable solutions that enhance usability, efficiency, and effectiveness for all stakeholders.

Our **Strategic Goals** are to:

1. **Invest in Our People**
2. **Transform Service Delivery**
3. **Modernize Infrastructure and Systems**
4. **Leverage Data as a Strategic Asset**
5. **Drive Innovation**
6. **Expand Interoperability and Situational Awareness**

Fiscal Year 2025 was marked by transformation, challenge, opportunity, and innovation. We undertook a significant organizational restructuring, merging the IT and Cybersecurity Divisions and establishing new teams—including Client Services, Enterprise Architecture, Policy & Planning, and the Public Safety IT Unit. These changes were designed to enhance our capabilities and elevate the quality and agility of our service delivery.

I am honored to serve alongside the talented and dedicated professionals of ITD. Their commitment to excellence and service to the agency and the State of Texas is both inspiring and essential to our mission. The success of our public safety efforts depends on premier IT solutions, seamless delivery, and unwavering support.

Over the past year, ITD made substantial progress in transforming how we deliver customer service and demonstrate business value. We identified and implemented improvements across our processes, infrastructure, application deployment, data accessibility, and cybersecurity posture.

We placed a strong emphasis on risk management and mitigation to ensure the security and availability of the

systems that DPS relies on. When challenges arose, our teams responded with urgency and resolve—driving issues to resolution and implementing safeguards to prevent recurrence.

We also launched and completed several strategic and innovative initiatives that modernized and strengthened our technology portfolio. While this report highlights many of our accomplishments, it represents only a portion of the outstanding work delivered by our teams.

As we look to the future, ITD remains focused on delivering secure, efficient, and forward-thinking solutions that transform operations and empower our users, partners, and constituents. We will continue to modernize our systems and infrastructure and reduce technical debt by:

- Designing innovative, secure, and reliable solutions that enable DPS to protect and serve through data-driven insights and advanced digital tools.
- Enhancing communication and situational awareness across agencies—anytime, anywhere.
- Providing exceptional service through proactive communication, agility, and responsiveness.
- Partnering with stakeholders to lead in public safety technology by leveraging the full potential of data and innovation.
- Successfully delivering on legislative requirements, implementing our exceptional items, and executing our project and product roadmaps.

Our continued success depends on our ongoing and collective dedication to integrity, accountability, teamwork, and excellence and shared devotion to the mission of Protecting and Serving Texas. I am confident that together, we will continue to challenge the status quo and drive meaningful progress in support of our agency and the people of Texas.

Thank you for your exceptional service and unwavering commitment.

Business Operations

Created this fiscal year, the Business Operations team had a busy and successful year in 2025 as it continued its efforts to improve IT business functions through workforce excellence and financial stability.

Workforce Services

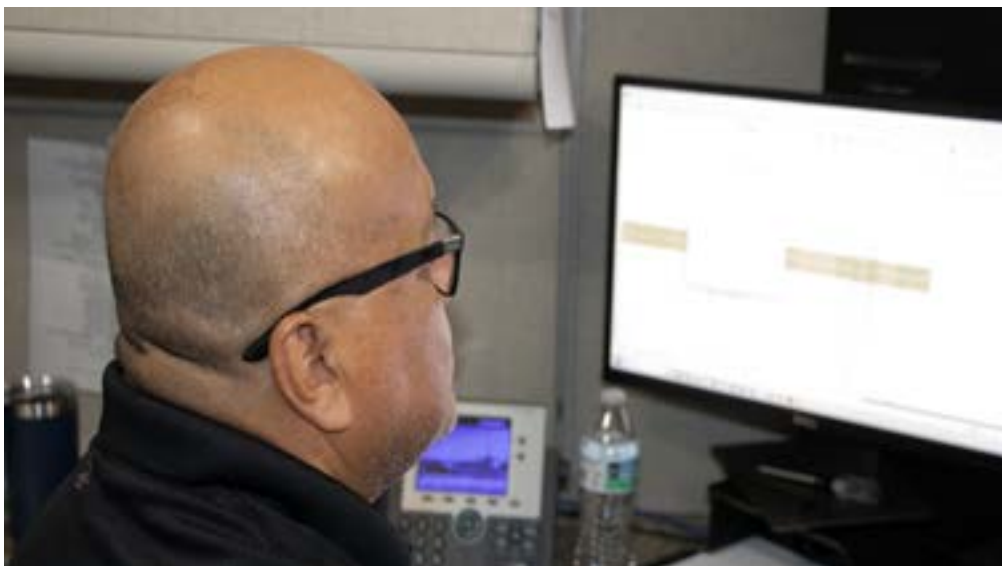
Workforce Services has the following responsibilities. It manages:

- All transactions related to position postings.
- Personnel actions.
- New employee orientation.
- Resource allocation and planning.
- Workforce engagement.

The group's inception marks a major accomplishment for fiscal year 2025.

Classification and Compensation Studies

In 2025, Workforce Services embarked on a classification study examining the roles and responsibilities of each ITD employee. The purpose is to determine if job titles and classifications match the defined skill levels and job requirements for each position. Additionally, Workforce Services also examined employee compensation to identify possible inequities and, if appropriate, correct them.



IT Finance

Financial Impact Analysis

During the 89th legislative session the IT finance team completed the financial Impact Analysis of IT related legislative bills.

Below is a copy of the current ITD budget:

| Budget Dept. | Budget Category | Description | Budget Total |
|--------------|----------------------------|---|------------------|
| 10100 | ITD Base Budget | Salaries, Staff Aug, Operating expenses | \$46,554,222.00 |
| 05100 | Cyber Administration | Salaries, Operating expenses | \$7,189,918.00 |
| 05200 | Cyber Operations | Salaries, Operating expenses | \$1,934,848.00 |
| 28601 | Agency-wide Capital Budget | Computer refresh (ITD and Non-ITD), other capital expenses | \$12,641,394.00 |
| 28602 | Agency-wide Capital Budget | DPS IT Modernization - Servers | \$100,000.00 |
| 28603 | Agency-wide Capital Budget | DPS IT Modernization - Licensing | \$4,145,941.00 |
| 28604 | Agency-wide Capital Budget | HB500 Legislative Appropriations - Enterprise Licensing Platform, Kaseware, other tech improvements | \$43,559,157.00 |
| 28605 | Agency-wide Capital Budget | HB500 - Exceptional Items Appropriation | \$96,999,688.00 |
| | | | \$213,125,168.00 |

2026 Goals

For 2026 Business Operations will enhance communication and cooperation with other teams and Divisions across the Agency and continue to work hard to support employee growth opportunities.

Other goals for fiscal year 2026 include creating a data-rich Tableau dashboard that tracks vacancies and identifies bottlenecks in the hiring process. Workforce Services will update job descriptions and career ladders while establishing a skills tracker. The team also plans to increase employee engagement with a Leadership Development School. Lastly the team plans to create an IT internship program to attract new talent from schools and universities.

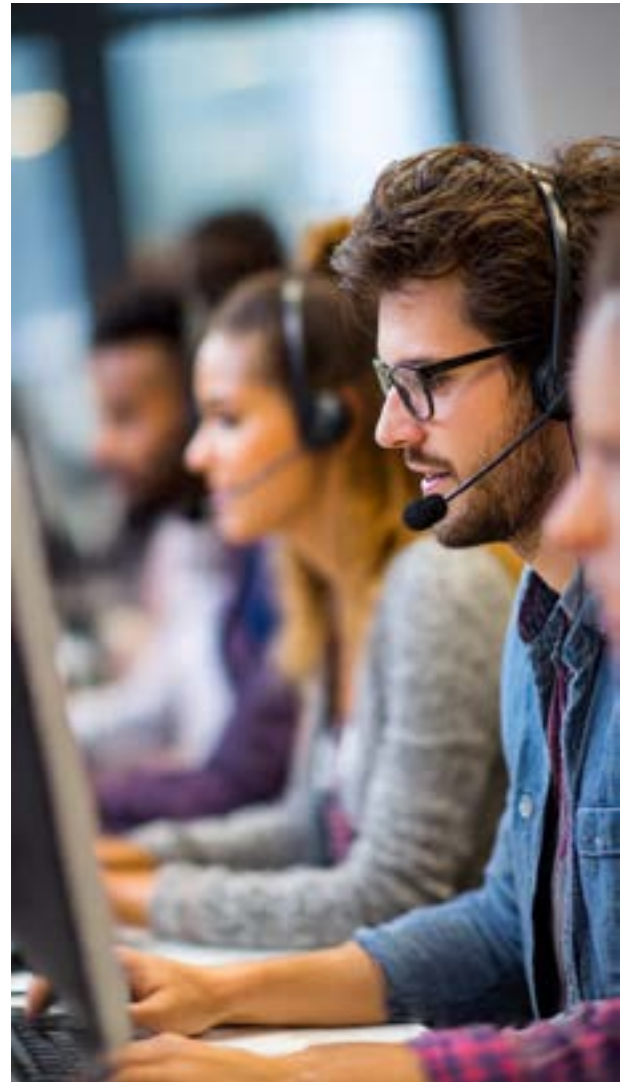
Client Services

Launched in December 2024, the new Client Services team provides customer service and support not only to ITD but to partners internally across the Agency and externally to law enforcement Agencies across the state. The team includes three key groups – Workstation Services, Support Services and Delivery Services. Working together, they achieved significant successes this past fiscal year.

Creation of Enterprise Technical Operations Center (ETOC)

Late 2025 saw the merger of the Operation Information Center (OIC) with the Service Desk into a single team called the Enterprise Technical Operations Center (ETOC). Both help desks, the Service Desk and OIC provided call center support services to Division personnel and externally to law enforcement Agencies across the state. Additionally, the OIC monitored and supported IT systems, including satellite and terrestrial networks, the mainframe, and many other applications. OIC also communicated all IT outages and disruptions. Effective September 1, the merger allows ETOC to provide more robust service to customers with greater staffing flexibility. Team members will enhance their knowledge and have greater staffing depth to support issues or outages as they occur. ETOC operates 24/7 to support critical systems and mission essential functions.

The team has implemented a cross-training program designed to equip staff with the skills to support functions beyond their original roles. This initiative not only fosters professional growth and opens new career pathways but also enhances the ability to deliver streamlined, efficient support to both internal and external users. Broadening the knowledge base of initial call-takers enables them to resolve a wider range of issues on first contact, improving the overall user experience and operational efficiency.



Launch of New Client Success Team

The new Client Success Team, launched in February of 2025, enhances communication and service to our Division partners. This team serves as a single point of contact for Division stakeholders and ensures a seamless customer experience for all IT-related needs. By supporting demand intake, business analysis, and project management, the team facilitates the successful implementation and coordination of business technology initiatives across the Agency. The team's role streamlines communication, enhances stakeholder engagement, and drives

alignment between technology solutions and business goals.

The team's launch has already improved:

- Bi-directional communication between ITD and Division partners.
- Improved information exchange via the PMO process.
- Executed the overall exceptional customer experience strategy.

Windows 11 Migration and SCCM Upgrades

In 2025, 10,378 workstations were upgraded to Windows 11 in advance of the deadline by Microsoft for Windows 10 end-of-support date.

All System Center Configuration Manager (SCCM) servers across the state were replaced as part of current modernization effort to reduce end of life concerns thereby meeting ITD's strategic goal for modernizing infrastructure and systems.

2026 Goals

Over the next fiscal year, a key strategic objective will be to coordinate and execute projects funded through the 89th Legislature's Exceptional Items (EI). These initiatives will be closely monitored to ensure compliance with legislative requirements and timely delivery.

The Delivery Services team will finalize and operationalize a comprehensive framework for managing new requests, project intake, assignment, and solution discovery. This framework will be grounded in organizational change management principles and strengthened by effective vendor management practices to ensure smooth transitions and sustained program support.

Additionally, the ETOC will evolve into a unified, agile team with enhanced capabilities for issue detection, resolution, and outage response. By establishing standardized protocols, the ETOC will streamline internal processes and improve the Agency's responsiveness to technology disruptions and recovery efforts.

To support transparency and accountability, key performance indicators (KPIs) and data-driven metrics will be developed to track progress and validate outcomes. The IT request management process will also continue to be refined, with a focus on user-friendly design and improved visibility throughout the intake lifecycle.



Enterprise Architecture

ITD underwent significant change and reorganization leading to – among other things – the creation of the Enterprise Architecture (EA) team in February 2025. Currently with a staff of five, EA has filled an important organizational gap, providing solution acquisition and design guidelines to determine options that best meet customer needs

Enterprise Architecture is a critical and complex part of an effective IT organization. EA aligns the organization's business goals with its IT infrastructure to improve efficiency and support strategic objectives. The goal is to ensure that all IT components are integrated, secure, and work together effectively to meet business needs. A maturity assessment was conducted to evaluate the current state of IT capabilities, processes, governance, and alignment with business objectives within the organization. This process assisted in identifying strengths, gaps, and opportunities for improvement in the IT landscape thus enabling informed decision-making for future IT investments and improvements.

Creation of the Architecture Review Board

Last year the EA team drafted a Charter for a new Architecture Review Board (ARB), a formal structure with which to collaborate in the Enterprise Architecture space. The ARB has the following purposes and goals: ensuring the alignment of all IT initiatives with the organization's strategic goals by diligently reviewing and approving architectural designs, promoting adherence to standards and best practices, and fostering a culture of informed decision-making to optimize business value through technology.

2026 Goals

If 2025 was a year of assessment, then 2026 will see the continued launch of implementation initiatives. As a team, EA has an ambitious list of goals for next the next fiscal year. These include:

- To fully operationalize the ARB.
- To catalog all governance policies as well as processes, procedures, and standards.
- To capture all architectural diagrams and consolidate them in one location.
- Rolling out EA's compliance framework for cloud deployments within Amazon Web Services (AWS).
- To deploy a new Continuous Integration/ Continuous Delivery (CI/CD) pipeline. Continuous integration includes building, testing, and merging code. Continuous delivery includes automatically releasing software to a repository. By automating CI/CD throughout the development, testing, production, and monitoring phases of the software development lifecycle, teams can develop higher quality code, faster and more securely.

Policy and Planning

Created this past fiscal year, Policy and Planning continued to strive to fulfill its mission to govern, develop and facilitate policies, processes, and plans that align with Information Technology Infrastructure Library (ITIL) best practices.

The team has engaged with internal and external partners to bring departmental goals and aspirations to fruition. The team's focus is on building stronger and more effective working relationships throughout the Agency.

Disaster Recovery

In 2025, Disaster Recovery (DR) team members conducted DR exercises with partners in the Crime Lab Division and the Department of Information Resources (DIR). These efforts assisted in planning for potential major outages or system failures and provided ITD and business partners an opportunity to evaluate critical capabilities and processes to enhance recovery and incident management. The developed After-Action Reviews (A-ARs) identified strengths and areas for improvement, specifically with network dependency and coordination with DIR and cloud partners. The exercises resulted in updates to incident guidance documents, DR plans, and Information System Contingency Plans (ISCPs).

Bridge Calls and After-Action Reviews

The past year also saw many Incident Bridge Calls. Bridge Calls are coordination activities initiated when a problem occurs requiring collaboration between business areas, Cyber Security and other ITD teams, as well as vendors to support timely outage and impact resolutions. After the incident, partners collaborated to create A-ARs which outline what happened, the cause, and how it was resolved. Policy and Planning facilitated the development and publication of 11 A-ARs this year. Corrective Action Plans track the issues identified and support specific tasks and actions to prevent the incident from reoccurring and to improve response capabilities and coordination.



Another major accomplishment in 2025 was the launch of the APM team within DPS IT. This team reviews the applications and software used at the Agency. The team identifies opportunities for consolidating products, tools and services to enhance collaboration amongst Divisions and reduce redundant procurements. As part of this launch, DPS engaged with Forrester research and consulting group to do an application rationalization and modernization study. The goal was to document all applications in our environment and identify opportunities for modernizing legacy applications and consolidating products and services to optimize capital investments. The study also identified opportunities for DPS IT to better capture total cost of ownership for various products and services that will provide in-

sights on various technology contracts that will position DPS for better decision making in the future.

To provide visibility on the application and software inventory, the team launched the Application Catalog Portal in fall 2025. The portal provides all DPS users immediate access to information regarding different products that DPS owns and provides a mechanism for Divisions to collaborate amongst each other to learn capabilities of various products. This initiative is the first step in enhancing communication amongst different Divisions, eliminating silos, and enhancing collaboration.

Configuration Management Database (CMDB)

In 2025, the IT Service Management (ITSM) team made significant strides in establishing the Configuration Management Database (CMDB) as the central repository for IT assets across the organization. This initiative involved integrating various data sources to capture assets, including applications, network components, and servers, which are referred to as Configuration Items (CIs).

The CMDB is a foundational element of IT Service Management (ITSM) process, including Configuration Management and Change Management. This integration allows teams to assess the impact of incidents and planned changes by monitoring data and understanding

how CIs are interconnected within the infrastructure. As a result, this initiative enhances the overall reliability and performance of IT services within the organization.

Efforts to improve the scope, accuracy, and completeness of data in the CMDB are ongoing. The CMDB provides valuable insights into the Agency's information technology ecosystem, ultimately enhancing service delivery and reducing operational interruptions.

ITSM Platform Services

The ITSM Platform team delivered 39 releases including solutions for the Training Operations Division (TOD), CAPPS Financial, Change Management, Platform Services, Cyber Security, Demand Management, LSAs, CMDB, Application Catalog, Service Catalog, and forms and workflows for Service Request Fulfillment and Incident Management.

Change Management Services

Change Management launched a monthly instructor-led Change Management process training. In addition to this training, a "Hints and Tip" segment has been added to the beginning of the weekly Change Control Board (CCB) meeting to briefly provide curated helpful process training tips.



2026 Goals

The Policy and Planning team has many goals they will be working to accomplish in 2026 and beyond. This includes continuing to enhance resiliency and disaster recovery preparedness through enhanced disaster recovery planning, exercises and contingency contract support for alternate computing capabilities. Revising General Manual Chapter 25 Cyber Security and Chapter 26 Information Resource Policy and enhancing internal strategies, policies and procedures. Additionally, the Policy and Planning team will be rolling out the new ITSM replacement solution next fiscal year. This new tool will provide opportunities for all ITD to use a unified platform to manage DPS's technology products and services and enhance ITD's solution delivery capabilities for our business partners.



Public Safety Information Technology

Created this fiscal year, the Public Safety Information Technology (PSIT) team merged the Public Safety Solution (PSS) Center and field Tactical System Support (TSS) into a unified organization better suited to meet the dynamic law enforcement technology needs for DPS. The development of this team represents a major paradigm shift. Staff members work together to integrate commissioned personnel and law enforcement operational needs to assist in bridging the gap between technology and operational functionality.

Most DPS law enforcement capabilities are tied in some way to an IT ecosystem – from tasers, to cameras, radios, and other forms of communication. Technology helps to make our law enforcement partners safer, and more effective and efficient. PSIT's job is to help Divisions choose the best platforms and find the most effective ways to ensure personnel have the tools and data they need to perform their jobs safely and efficiently.

Integration of the Statewide Interoperability Coordinator

The placement of the Texas Statewide Interoperability Coordinator (SWIC) within the PSIT was a deliberate and strategic decision to ensure continuity of effort and deepen collaboration across statewide interoperability initiatives. This alignment reinforces the SWIC Office's operational leadership in executing the Statewide Communications Interoperability Plan (SCIP) and strengthens its governance role through the Texas Interoperable Communications Coalition (TxICC). By embedding the SWIC within PSIT, the Department of Public Safety has institutionalized a model that integrates technical expertise, policy oversight, and stakeholder engagement, ensuring that Texas remains a national leader in public safety communications. In addition, integrating the SWIC into the PSIT enabled ITD to secure additional personnel to serve as Deputy SWICs, strategically placed across the State of Texas to support the SWIC's mission. This structure supports the SWIC's ongoing responsibilities, including SCIP development, grant compliance, training coordination, and facilitating cross-jurisdictional communication protocols.



The Growth of the Team Awareness Kit (TAK)

The past several months has seen significant growth in the Texas Team Awareness Kit (TAK) program. TAK is an application that helps identify a user's location via data-linked information on a digital a map. It is a critical tool for situational awareness to assist first responders. TAK provides a real time common operating picture to identify the location of personal and critical map-based information. This proves valuable information for law enforcement safety, response coordination, and incident management.

What makes TAK unique is, with cooperation, virtually every public safety organization in Texas can use it. The software is open-source and provided by the military. Public Safety IT hosts TAK on DPS servers and makes it a common tool available to first responders at the local, state, and federal levels. Although the Texas TAK application is provided at no cost to partner agencies, the Agency has invested substantial costs to establish and sustain the program. At its current rate of growth and adoption, its reliability will require additional funding and resources to support program management, technical development, and infrastructure.

Response to the Kerrville Floods

In 2025, central Texas saw one of its worst natural disasters in years with the July 4th flooding in the Kerr County area. This led to a rapid response from public safety organizations across the state, including PSIT and other DPS resources.

PSIT played a crucial role in providing technological support, including with the TAK application, to help facilitate and assist many different organizations providing on-site rescue and relief. TAK was used to identify search locations, making data accessible to multiple organizations across multiple platforms.

Additionally, PSIT's SWIC provided interoperable communications support. This was critical because many organizations, often with their own radios and communications equipment, had to find a way to talk with one another to create a unified search, rescue, and relief plan.

TASER 10

In 2025, the PSIT-TSS assisted with the deployment and implementation of the Department's newest Conducted Energy Weapon (CEW), Taser 10. TASER 10 is a less-than-lethal weapon for stopping a subject presenting threatening resistance to a law enforcement officer.

These models require an internet connection to provide firmware updates. Because reporting on their usage (number of probes fired, etc.) is automatically uploaded and stored in the cloud, rolling out this equipment upgrade to 3,750 officers required substantial work. This included training, IT infrastructure accommodation for TASER docking stations at DPS facilities, and enrolling users in the new evidence management platform used by the equipment.



2026 Goals

PSIT has many goals for the coming fiscal year, some of which are expansions of initiatives launched in 2025. The teams want to establish a roadmap for a sustainable connectivity model.

This fiscal year PSIT also launched a pilot program examining the feasibility of using satellites where cellular service is not available in remote areas of the state. Satellite coverage could also enable communication during emergency incidents such as hurricanes, floods, or tornados when infrastructure has been damaged or destroyed.

Applications, Development, and Support

The Applications, Development, and Support team delivers enterprise-grade application development across many platforms, accelerating solution delivery while meeting complex business requirements. The team also plays a critical role in managing the DPS Microsoft platform, providing backend support for core services, integrations, and infrastructure that underpin the Agency's digital operations.

A core competency of the team is its well-established Quality Assurance (QA) function which ensures all application/system deployments are rigorously tested and fully compliant with internal standards and regulatory requirements. In parallel, the System Administration and Application Database teams have maintained high availability and performance across backend applications and databases, ensuring operational continuity and data integrity for numerous DPS applications.

Migration from Drupal to SharePoint

In 2025, the team oversaw the migration from Drupal, using Amazon Web Services (AWS), to SharePoint. The migration marks a step forward for DPS in modernizing its internal web infrastructure and aligning with the Agency's broader IT goals of reducing operational costs, streamlining platform support, and empowering internal teams by reallocating internal resources to other understaffed areas.

The migration saved DPS approximately \$102,000 per year, improved autonomy, and improved customer service.

Elimination of Trello

ITD consolidated another application tool by migrating Trello to SharePoint with its Planner solution, which provided DPS financial savings and reduced technical debt.

Below is a migration impact study showing the benefits of retiring Trello.

| Benefit Area | Trello (Before) | SharePoint + Planner (Now) |
|-----------------------|-------------------------------|--------------------------------------|
| Annual Licensing Cost | \$7,278.95/fiscal year | \$0 (In-house / already licensed) |
| Support Time | External vendor; delayed SLA | Internal staff; faster resolution |
| Customer Support | Limited customization/support | On-staff support; tailored solutions |
| Integration | Standalone | Fully integrated with Microsoft 365 |
| Security | Third-party hosted | M365 / In-house |

Development of the Government Relations Case Management Application

A new Salesforce application was developed to help the Office of Government Relations manage and track requests submitted to the team. Previously, these requests were handled through paper forms and personal emails, making it difficult to track progress or maintain consistent records.

The new system automates the progression of each case from creation through closure, including automatic email notifications to the appropriate parties at each stage. This is the second Salesforce application built entirely in-house by the office, reflecting steady growth in internal Salesforce development capability. By using Salesforce's built-in reporting tools, the application supports a variety of standard and ad hoc reports, providing flexibility to meet current and future information needs.

2026 Goals

One of the goals for 2026 is to develop applications on low-code platforms that provide more autonomy when it comes to building, developing, and maintaining applications.

Low code is a way to build software applications using visual tools that replaces the need for extensive programming. This allows DPS IT to deliver solutions faster, reduce backlog and provide cost effective solutions to meet the high demand and constantly changing needs of our business partners.



Infrastructure Services

Infrastructure Services delivers resilient and secure IT infrastructure solutions that enable DPS to operate efficiently and support critical services across physical, virtual, and cloud environments.

Semperis Active Directory Forest Recovery and Directory Services Protector

The past fiscal year, the team implemented continuous monitoring for Active Directory changes, identity-attack detection, and scripted forest-level recovery to a clean, known-good state. Active Directory is DPS's identity backbone. It hardens the "keys to the kingdom," limits credential-abuse impact, and enables fast, clean recovery.

This initiative had several important benefits for both ITD and the Agency as a whole. First, it improved the organization's security posture by detecting dangerous changes and misconfigurations in time, blocking common attack paths.

Secondly, from a Business Continuity perspective, the creation of recovery playbooks cuts outage time from days to hours while preserving access for troopers and staff. From a compliance standpoint, the initiative also strengthens controls aligned to state security standards. Finally, the Agency has enhanced operational clarity, providing a full audit trail of high-risk directory actions.

Red Hat Ansible Automation Platform

Infrastructure Services implemented an enterprise automation platform with standardized playbooks for servers. The platform also integrated with change control and source management. This replaces manual, error-prone tasks with repeatable automation – speeding delivery, improving consistency, and freeing engineers for higher-value work.

Adopting this platform means greater speed and consistency. What once took hours to complete, such as patch configuration and provisioning, can now be accomplished in seconds. Additionally, version-controlled playbooks create auditable change history and reduce configuration drift. The new platform has improved scalability since one platform can be used to automate the entire data center. The smaller and leaner team responsible for it all can manage more systems without sacrificing rigor.

Driver License Modernization Project

The team delivered network design, wireless infrastructure, and device installation to enable wireless payment processing at Driver License locations. As more Texans increasingly pay with payment cards, DPS has adopted capabilities to meet their needs. Legacy readers required multiple wired connections and created support overhead.

This initiative improves customer experience since transactions no longer depend on a workstation connection. From a technical standpoint, the new system transmits payment information using a separate, private network that does not interfere with other devices. Finally, using wireless reduces cabling and ongoing support efforts.

The team also pre-planned and executed the cabling scope for every Driver License office statewide, mobilized the vendor on the first day of formal IT engagement. The effort finished 20 days early and under the cost estimate despite the deadline moving up 30 days. On time cabling was the critical component for successful implementation of the project.

This initiative has improved continuity of service, avoiding fee exposure and downtime across Driver License offices. It has also enabled advance site lists. Regional contacts have enabled same-day vendor starts and rapid tracking.

Fencing at Headquarters

The team led and completed the fiber scope supporting the perimeter security project. This project was funded by the legislature and enhanced security and enabled perimeter control which protects employees and assets at headquarters.

The team managed remediation after general contractor conduit/fiber damage. System activation required mandatory network readiness. The team met the schedule deadline, despite external construction impacts, through successful vendor management.

Core Infrastructure Support

The team modernized monitoring and endpoint-management platforms, including a hardened SolarWinds architecture and an updated Microsoft Configuration Manager platform with co-management readiness.

This project provides real-time visibility across networks, servers, and endpoints as well as accelerates patching and software deployment. The project also tightened security baselines. All of this has led to fewer outages and faster fixes. Unified monitoring and alerting reduce the time required to detect and respond to outages and incidents.

Infrastructure Services also replaced end-of-life and end-of-support SolarWinds servers. The team deployed new hardware and updated software to improve monitoring of network resources. SolarWinds is the primary tool for observing and reporting on network health. The initiative enables us to scale our monitoring capabilities in a more secure and reliable environment.

Enterprise Data Office

In 2025, the Enterprise Data Office (EDO) delivered a series of high-impact initiatives that advanced the Agency's data modernization agenda.

The rollout of the new Snowflake platform marked a major milestone. Snowflake allows the Agency to share data from different enterprise systems across various Divisions. The launch of this program will allow the Agency to rely on a single source of truth for various datasets critical for enterprise reporting. EDO is working with partner Divisions to use this new infrastructure to modernize applications, provide better access to data, and eventually provide enterprise-friendly AI applications using Texas DPS data safely and securely.

Other notable contributions included efforts that demonstrate strategic value, such as support for the main-frame migration and the development of the TOD Recruiting Dashboard.

- **Tableau Server Upgrade:** Upgraded to version 2024.2.2, enhancing dashboard performance and enabling new analytics capabilities across the Agency.
- **Crime Lab Dashboard and Intelligence Workflow Enhancements:** The Data Office led work sessions to improve workflow for analysts. These efforts directly supported public safety operations and data-driven decisions. They also considered improvement on complicated workflows using data and automation. The Crime Lab Dashboard was deployed as the first case study under this initiative.

Records Management and Legislative Support:

- Renewed the Agency's Records Retention Schedule with TSLAC
- Continued support for legislative tracking through Salesforce and Telicon

2026 Goals

In 2026 EDO plans to adopt Snowflake Agency wide as well as enhance governance for data and Artificial Intelligence (AI). EDO will also enhance analytic capabilities for operational transparency.



Cyber Security

The Cyber Security Division merged with ITD in the fall 2025. This strategic move is expected to unify security operations, streamline governance, and improve coordination across the Agency. The merger was also accompanied by a reorganization, creating the Privacy Office, Incident Response Team, and Cyber Engineering Team.

The Agency faces many potential Cyber risks requiring both vigilance as well as effective action and prevention. Unauthorized software use, third-party vulnerabilities, and a lack of active vulnerability scanning of DPS systems are some of the threats. They are being mitigated with a new compliance process, risk register integration, and the automation of governance workflows.

2026 Goals

In 2026, Cyber Security will complete the integration with ITD for continued operational efficiencies. Plans are also in place to enhance threat detection and incident response. Risk management will be automated through expanded Governance, Risk, and Compliance (GRC) tooling.



Strategy Moving Forward

IT is committed to delivering exceptional services through proactive communication, operational agility, and a strong focus on customer value. In 2025, ITD completed a comprehensive maturity assessment to evaluate current capabilities, governance, processes, and alignment with Agency objectives. The results identified strengths and key opportunities that will guide future investments, modernization efforts, and strategic prioritization.

Moving forward, ITD will advance secure, efficient, and innovative technology solutions that transform business processes and empower employees, partners, and Texans. These solutions will make data and services more accessible, enhance mission delivery, and support faster, smarter decision-making.

Meeting these objectives requires careful thought and planning, taking a proactive approach to finding ways to realize and exceed Division goals. This includes creating a sustainable workplace culture that supports people and increases engagement, thus enabling employee growth and retention. Using technology, ITD will develop a unified approach to finding solutions and bolstering customer service through continuous learning and agile development to improve the user experience and better define project management practices for better planning and transparency. To assess and improve methods of applying technology, ITD will proactively collaborate with cross-functional teams to identify opportunities that align with customer needs. As we move into the future, the team must use emerging technologies, like AI, responsibly.

ITD will continue to design secure, trusted, and reliable solutions that empower law enforcement and support Divisions with advanced digital capabilities, real-time insights, and the ability to communicate and collaborate anytime, anywhere – ultimately enhancing the Agency’s mission to protect and serve Texas.

