

**2018**



**BUSINESS IMPACT REPORT**  
TARRANT COUNTY INFORMATION TECHNOLOGY DEPARTMENT

## **OUR VISION**

**Our vision is to be the best IT organization in state and local government within the United States.**

## **OUR MISSION**

**Our mission is to provide cost-efficient, high-quality IT solutions to Tarrant County Departments, residents, and corporate and government partners.**



# EXECUTIVE SUMMARY

In 2018, the “Year of the Customer”, we set our sights on listening to the Customer, consolidating and preserving our gains, leveraging opportunities for improvement with focus on government statutes and compliance and developing our staff. We owe our successes in achieving cohesion with our business partners to placing increasing emphasis on “Business First, Technology Second”, embracing a Vision 2020 Strategic Plan, and upholding our core Guiding Principles.



We are grateful for your participation and support in many of our technology endeavors during the 2018 calendar year. While we celebrate all that you, the business, and the Information Technology Department have accomplished and the positive impact it has had on your line of business, rest assured that we are hard at work planning for the future.

As we close out 2018, we recognized the hard-work and dedication of the men and women of the Tarrant County Information Technology Department. It is said that it takes one to see a VISION, at least two to interpret the VISION, and more than two to execute the VISION. That is the true definition of “Team Spirit”. We will continue partnering with the business to break new frontiers in business-enabling technology innovations in 2019 and beyond.

On behalf of the Tarrant County Information Technology Department’s employees and its leadership team, it is with great pleasure that we present the 2018 Business Impact Report.

A stylized, handwritten signature in black ink, appearing to read 'Chris Nchopa-Ayafor'.

Chris Nchopa-Ayafor, Chief Information Officer

## The year of the customer through intentional actions:

- Listening to the customer
- Consolidating / preserving gains
- Leveraging opportunities for improvement
- Greater focus on government statutes and compliance
- Developing our staff



# GUIDING PRINCIPLES:

ITD's Guiding Principles are the cadence and heartbeat of our department.  
Focusing on the first four guiding principles leads to providing outstanding customer service.

1. QUALITY
2. STEWARDSHIP
3. TEAMWORK
4. INTEGRITY
5. CUSTOMER SERVICE



# STRATEGIC GOALS:

1. Ensure financially sound investments in provisioning technology solutions.
2. Implement governance and standards to optimize operational efficiencies.
3. Equip Tarrant County staff with the skills and expertise to meet the needs of rapidly evolving business, technologies and citizen expectations.
4. Improve departmental business outcomes through technology enablement.
5. Enable the delivery of information and services anytime, anywhere.
6. Deliver information, resources and services to enable partnerships for a digital government infrastructure.

# SUSTAINABLE SOLUTIONS:

Delivering secure sustainable business solutions using technology focusing on three strategic initiatives.

1. Combining the technology of compute, network and memory to provide secure and high performing infrastructure.
2. Testing and improving our Disaster Management Business Continuity (DMBC) capabilities.
3. Building a stable, knowledgeable, skilled and diversified workforce.

Measuring Results & Business Impact Across Key areas of interest to our business stakeholders.

1. ITD is Innovative
2. ITD is Responsive
3. ITD is Fiscally Responsible



# AWARDS AND RECOGNITION



2018 Center of Digital Government (CDG)  
"Top 10 Digital Counties"  
Award in the 1,000,000+ population category.



2018 Texas Comptroller Transparency  
Star Awards - Debt Obligations



2018 NACo Achievement Award for  
"Tarrant County Password Self-Reset"



Finalist for Dallas CIO of the Year -  
ORBIE Award in the category  
Nonprofit/Public Sector



2018 Tarrant County Commissioners Court  
Proclamation recognizing the IT Department  
for Pursuit of Excellence

## Appointments:

- Vice-Chair NACo Information Technology Standing Committee
- NACo International Economic Development Task Force

## Speaking Engagements:

- Texas CIO Roundtable
- Fort Worth IT Symposium
- NACo Annual Conference

These appointments and speaking engagements allow us the opportunity to inform, educate and share our vision with peers in our industry.



# ITD EMPLOYEE TRAINING

## Instructor Led

273 Learners  
1,949 Hours of training  
28 Certifications obtained

## On-line Training

71 Learners  
452 Hours of training  
316 Courses accessed  
115 Videos accessed  
87 Publications accessed  
30 Job Aids/Mentoring accessed



# EMPLOYEE RECOGNITION

212 Extraordinary performance  
11 Exceptional performance  
11 Peak performance  
1 Exceptional performance over an extended period  
6 Project teams (63 employees) – for successful completion of a significant project

# CAREER ADVANCEMENT AND RECRUITMENT

7 Promotions  
22 New hires  
11 Retirements (224 combined years of service)

# TRAINING OPPORTUNITIES

4,149 Tarrant County staff received training from the ITD Education Center

## INVESTING IN PEOPLE

ITD Executive Leadership, now at full staff levels, equals greater focus on enriching the Customer Experience through Innovation, Responsiveness and Fiscal Responsibility.



# SECURITY AWARENESS

- Completed a near 2-year effort to “Change County Culture, aka: Behavior” with our Door-to-Door Campaign on “Security & Privacy Essentials” with 60+ presentations and over 3500 employees.
- Secured Commissioners Court support to implement mandatory CJIS Security Awareness training and certification for all Tarrant County ITD personnel.
- Of the 112.7 Million emails received 104.6 Million (92.8%) were classified as SPAM and blocked from delivery to Outlook Inboxes reducing risk.
- Delivered the “Security & Privacy Essentials” presentation at the IT Standing Committee Meeting, 2018 NACo conference in a narrative manner and Tarrant County received several compliments from County officials, Department of Homeland Security and Multi-State Information Sharing & Analysis Center (MS-ISAC).
- Produced forensics, timeline and source/destination routing information promptly to the Tarrant County Sheriff Office after a Spear Phishing campaign aimed at Tarrant County employees that has resulted in multiple arrests.

# NOTEWORTHY INITIATIVES

- Grants Financial Reporting – Implemented countywide grant reporting solution which allows financial analysts to track grants without downloading data; savings on storage.
- Court Reporting Misdemeanor Dashboards – implemented citizen dashboards to display Court Summaries (Pending Cases, Filed Cases, Transfer Cases, Disposed Cases, and Settable Cases) and Court Percentages (Clearance Rates, Pending Cases, and Defendants in Jail).
- ACH Mass Reversals – Provided enhanced functionality to the audit department for performing mass reversals, dramatically reduced their work load in a process that used to be single threaded and took hours.



# INVESTING IN COMMUNITY

## Residents

The Tarrant County website provides access to information anytime/anywhere.

7,068,676 page views  
 3,894,000 unique visitors  
 51.6% unique visitors used mobile devices (smart phones, tablets, etc.)

## Tarrant County website on-line registrations:



### Senior Synergy 2018

2,462 Attendees  
 120 Exhibitors  
 53 Sponsors  
 84 Volunteers



### Healthy Lives Matter 2018

#### Prostate Cancer Screening Awareness

369 Attendees

#### Alzheimer's Education Series

273 Attendees



### Empowering Seniors 2018

997 Attendees

91 Volunteers



The ITD Reception Desk plays a very significant role for Tarrant County. The ITD Reception Desk assists residents and members of the public by answering and directing them to the appropriate departments when calling into the County's main phone line, 817-884-1111.



42,709 Calls received  
 821 per week  
 172 per day  
 19 per hour  
 28,087 Calls transferred to other departments



# ITD is INNOVATIVE

Developing new solutions to solve old problems:

- Utilizing the innovation Lab (iLAB) allows IT to test new ideas and develop creative solutions.
- New audio-visual capabilities developed in the lab for remote video magistration at the Green Bay facility can now be implemented at other facilities saving the County time and money while improving safety.
- Waze Integration - Through the use of WAZE, potholes, road closures, dead animals and other information autogenerates service tickets in Cartegraph.
- Developed an innovative approach to significantly reduce data storage expense while maintaining current response levels, yielding a sustainable solution to explosive growth in DME storage.
- OnBase - The deployment of OnBase content management resulted in digitizing 300 boxes of paper records, eliminating over \$23,000 in storage costs.
  - o County Clerk - implemented OnBase for CCL and Probate courts with significant efficiencies created:
    - 150,764 Probate documents were redacted from 2,877,502 documents reviewed.
    - 1,948 CCL documents were redacted from 32,102 documents reviewed.
  - o Administration - The Imaging Department scanned and destroyed 326 boxes of paper records transferred directly from various Tarrant County Departments.
  - o Criminal Courts - Emergency Protective Orders - implemented solution that digitizes protective orders and sends email and/or fax notifications to Law Enforcement Agencies.
  - o Public Health - Implemented Contract Management solution to track grants, purchasing RFP's, contract renewals, and CDA approved contracts.
  - o ITD - Implemented a comprehensive vendor management process and secured employee personnel records.
- Open Data Portal - <https://tarrantcounty.maps.arcgis.com/home/index.html> - implemented portal to connect residents and businesses with authoritative Tarrant County data; a strong citizen engagement.
- Completed upgrade in Administration Building room 504c adding new TV equipment and tying it to the Commissioners Court AV systems for recording.



# ITD is RESPONSIVE

Reorganized and recommitted to focus on service delivery and the customer experience:

- 25% reduction in Service Desk call by implementing self-service password resets.
- Average overall customer satisfaction rating is 9.38 out of 10.
- Delivered presentations to multiple county departments (managers, all employee meetings, etc.) on how to get help from ITD, part of our efforts to make it easy to serve our customers.
- Successful transition to a staffing model where all exempt Customer Support staff are on a weekly rotation on-call status to compliment the new after-hours on-call third party service.



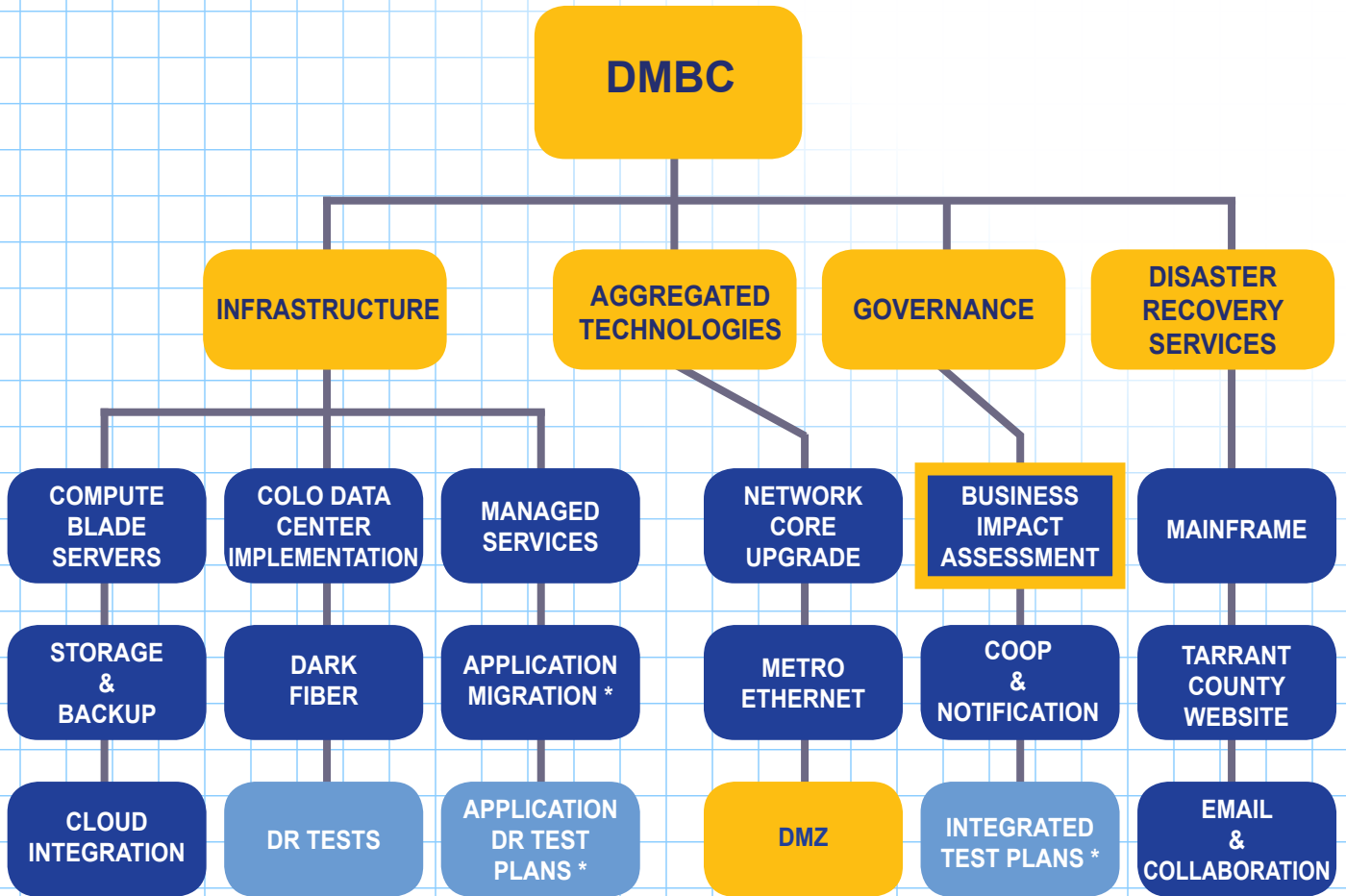
## Resource Connection

ITD worked with the RC leadership team to develop a new web-accessed ticketing system improving management of maintenance requests submitted by the campus-based organizations. Resource Connection Director, Jamie Willis reported that the new system “makes life super easy... and costs way less.”



# DMBC

- ITD successfully tested key components of the County's Disaster Management & Business Continuity System (DMBC) resulting in the District Clerk declaring the electronic record as the document of record effective early 2019, eliminating paper records in 27 courts.
- DMBC - A total of 13 projects; budget approx. \$9,000,000; completed in 24 months achieving all set objectives and approx. \$300,000 under appropriated budget.



## LEGEND

- Business Drivers
- \*
- Completed - 2017
- Completed - 2018



# ITD is FISCALLY RESPONSIBLE

## Striving to become more efficient while improving effectiveness:

- Completed 100% of ITD calendar year projects in budget.
- Innovations in storage led to ~6-fold reduction in cost of storage.
- Overall ~8% reduction in ITD budget for FY19, while demand for services has continued to grow at a significant pace.

## Core program elements implemented:

- Operations Command Center equipped for proactive monitoring of key enterprise systems.
- IT Disaster Recovery plans developed and tested including participation with selected county departments.
- Employee emergency notification system implemented.
- Mainframe re-hosted incorporating business continuity capabilities and approx. \$800,000 operating cost reduction.
- Fully redundant network integration in county facilities with fiber optic and metro Ethernet solutions.
- Consolidated computing platforms into Hyper-Converged virtual platform, expanding capacity and providing scalable architecture.
- Near real-time data replications; use of TAPELESS backups to speed recovery.
- Multiple Active Data Centers with automated recovery capabilities and Recovery Time Objective under 2 hours.
- Recovery path provided for all existing business critical applications.
- DocuSign – implemented electronic signatures, eliminating paper and creating significant business impacts:
  - o Pretrial Services – 5,513 envelopes sent for signatures.
  - o Housing – 2,529 envelopes sent for signatures.
  - o Domestic Relations Office – 487 envelopes sent for signatures.
  - o Public Health – 570 envelopes sent for signatures.
- Collaborated with Purchasing and Auditor staff to update IT asset tracking through Standard Operation Procedures (SOP's) – County reduced risk of lost or stolen equipment, improved support for aged hardware and improved tracking of maintenance warranty work.

ITD deployment of Printer Logic to centralize infrastructure and management – enhancing security while reducing overall print expenses.

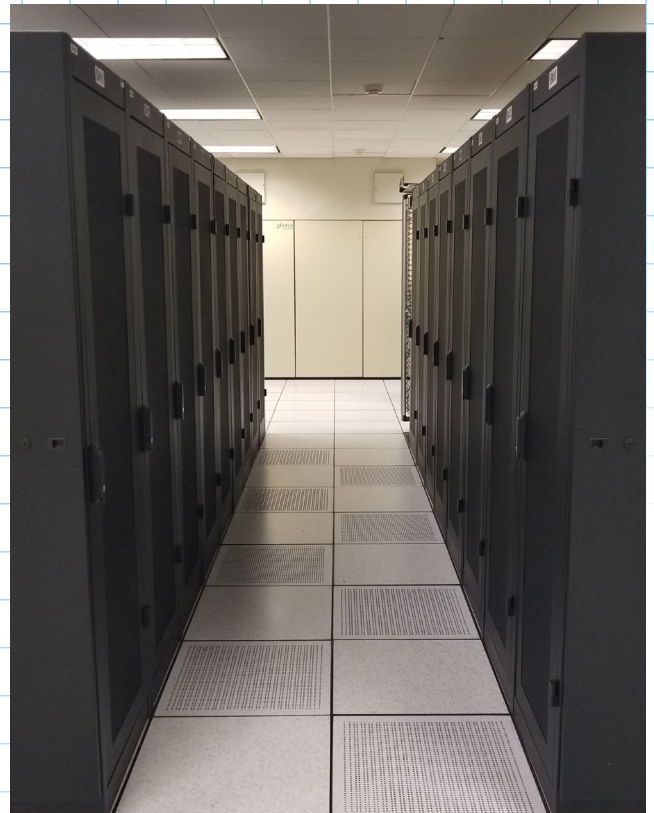


## Cost savings/avoidance from strategic infrastructure upgrades

Strategic technology upgrades and resource optimization allows ITD to accelerate the deployment of new capabilities while realizing savings of approximately \$697,000.

During fiscal year 2018, the Network, Data Center & Infrastructure group implemented numerous upgrades to our network, data center, and security infrastructure. These changes deployed new technologies, strengthened our network security posture, and provided substantial scale and resiliency to our computing and network platforms. These strategic upgrades enabled the county to avoid substantial financial impact to the ITD operating budget. The cost avoidance has positioned the Information Technology Department to continue to provide advanced services, stability, and resiliency as we continue to improve the overall delivery of technology capability to the county.

Reductions were realized through the replacement and/or elimination of products and services, as well as new product introductions which provide greater value at reduced annual cost and greater efficiencies.



### The Summary of cost avoidance includes:

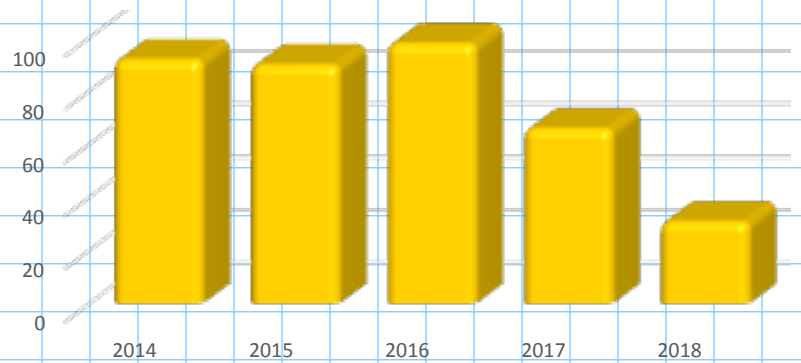
Removal/Reduction of services and hardware:	\$251,500
Software Licensing Optimization:	\$288,266
Reduction of operating cost due to Upgraded hardware:	\$158,000
<b>Total</b>	<b>\$697,766</b>



# ITD SERVICES

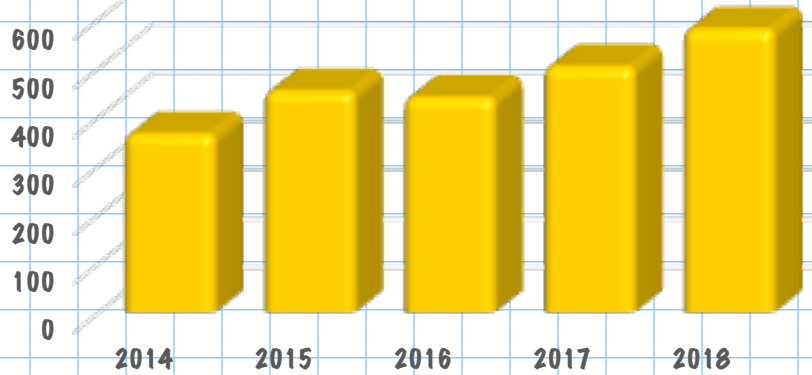
Improvements to our network and data infrastructure have decreased the number of outages to our business services.

### Production Outage Yearly Trend



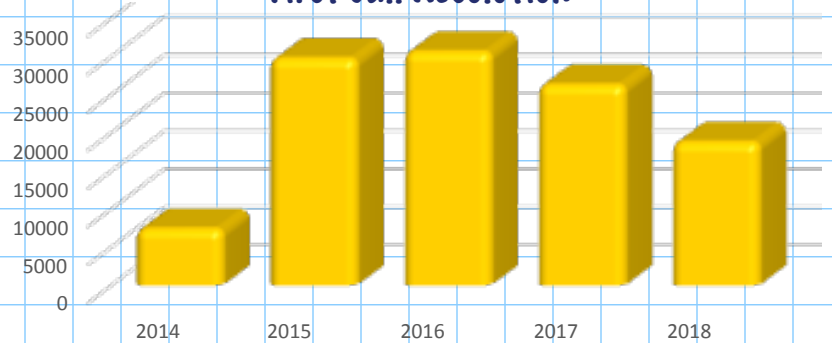
ITD's goal to implement more automation and self-help for routine issues such as password resets contributed to the decline in overall ticket volume.

### Overall Ticket Volume First Call Resolution



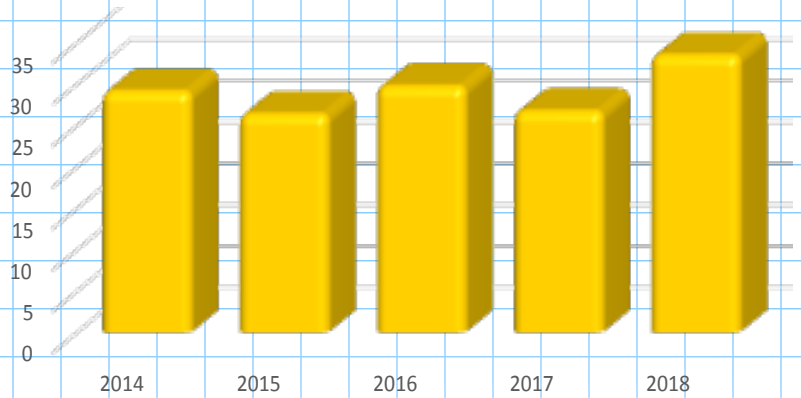
Password resets were the number one category for first call ticket types. As we moved towards a self-help system with automation, these types of calls are now reported as Self-Service rather than first calls.

### First Call Resolution



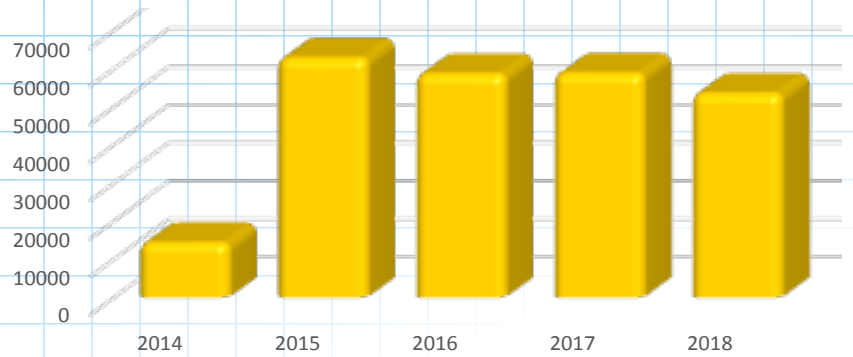
Mean time to resolve indicates how long a ticket is open. With more tickets being closed due to Self-Service, the team can focus on more complex tickets which require more time to resolve.

### Mean Time To Resolove



Demand for complex ITD requests involving acquisitions and more resources lead to the increase in backlog.

### Backlog Year Over Year



# PROJECTS COMPLETED IN FY18

Comprehensive Annual Financial Reporting (CAFR)	TCIR Immunization to TXImmTrac
GIS Open Data Portal upgrade	TCROW
ITD Employee Files	Vector Surveillance Larviciding Application
New Shelving in H Bay; Relocate and Document New Locations	Version One Winter 2018 Upgrade
Voter Lookup Import Automation	MS Office365 - Mailbox Migration General Rollout
2017 Tax Year Rollover	Version One Fall 2017 Upgrade
Active Directory Restructuring	Cartegraph cloud migration
AD - LAPS Implementation	Disease Surveillance Management System (aka ECMS)
Adobe Analytics User Migration	Electronic Poll Books
ArcGIS Pro 2.1 rollout	Enterprise Applications SSO for ArcGIS Online
Archives Collection Mgmt Phase 3	ESRI 10.6 upgrade
Archives Collections Management Software (CMS)	GIS Open Data Portal
CCA Partners Site	Imagery partnership
Contract Management	ME LIMS - Procurement
Elections SPO Internal Site	PH-Electronic Health Records
Essence v1.16 Onboarding	Tax - Nemo-Q Installations
Essence v1.20 Migration	Waze and Cartegraph integration
Fire Marshal Complaint Tracking System	Web Portal Social Media
Geocode service enhancement	311 Plant Technologies MS Dynamics
Housing Services Rent Calculator	Enterprise - DocuSign Implementation - Phase 2
IDEA Project	CCA Diversion Scanning - Doc Mgmt
JP1 Leave Request App	County Clerk-Paperless County Courts at Law (CCL)
Leave Request	County Clerk-Paperless Probate
Mass Billing 2018 Upgrade - Phase 1	Criminal Court Emergency Protective Orders
NAS Restructuring - Pilot	JP1 Paperless Pilot (Electronic Court)
Public Health FAC Partners Site	JP1 Scan Project
Public Health PHAPPS03 Server Retirement	New Shelving in H Bay; Relocate and Document New Locations
Public Health School Health Surveillance System (Update)	Shelve & Document Restored Volumes
Public Health Vector Surveillance	2017 Jury Master Reconstitution (Jury, DC)
Purchasing SPO Site	Active Docs upgrade – Raptor (IJIS Reports)
RefundTrac - Quarterly Maintenance Project	Family Courts Appointment Wheel Mandate (Media- tor, Guardian)
Security Form Process Refine	IV-D Court No_3 equipment
SMIGL Database Cleanup	Jury Management Release 7.0.170HF1 (Jury)
Tax Client - Quarterly Maintenance Project	Jury Management System Release 7.1
Tax Office Azure Month End Database	Migration of Jury lifetime exemptions (Jury)
Tax Office RTL 8.0 Upgrade	





# PROJECTS COMPLETED IN FY18 (cont)

Odyssey release patch (CCL, Probate, JP, CC)  
PATCH RELEASE FOR JURY (7.1.XXXXX6-HF1) (Jury)  
Redact County Clerk Probate Images  
SB1326 MHMR Updates for Sandra Bland Act(Mag Crt,  
SO, Crim Courts)  
TechShare Prosecutor 2018Q1 Build without eFile included (CDA)  
PaperVision Replacement  
Veteran's Court CRIMES Pilot (Criminal Court Admin)  
VPN Connectivity to ISDs (JCMS) (Juvenile)  
Delinquent Tax Sales (Constable 3)  
TechShare Magistrate Portal (Magistrate Court)  
TechShare Specialty Courts Filter  
DRO Media Project  
Family Court Printers  
MicroSoft IIS Upgrade and Clustering  
Move Records from Iron Mountain to  
Records Center  
Wireless Carriers Connecting to Civil  
Courts DAS  
Wireless Transformation Upgrade  
CoLo Ancillary Equipment Buildout  
Network Device Security Upgrade  
Redact County Clerk Probate Images  
WIC TXIN  
Agg Technology - CyrusOne Colo  
Preparation for VxBlock & Network Project  
Agg Technology - Re-design DMZ  
Agg Technology ATOS/EMC WP5  
Agg Technology WP2: Colocation, Infrastructure Deployment and Migration  
Agg Technology WP4: Application Preparation, Virtualization and Synchronization, MS SQL Server 2012/2014 Migration  
Metropolitan Ethernet to Colocation  
Metropolitan Ethernet Upgrade  
Plaza ASA Upgrade



2018 Tarrant County Commissioners Court Proclamation recognizing the IT Department for Pursuit of Excellence

100 projects were completed in 2018 and within budget





**Information Technology**

*Business First,  
Technology Second*

Chief Information Officer

**Chris Nchopa-Ayafor**

Executive Assistant to the CIO

**Kimberly Knott**

Deputy Chief Information Officer

**Russ Scott**

Information Security Officer

**Darren May**

Project Portfolio Management Office Director

**Jorge Calzada**

Network & Data Center Infrastructure Director

**Anthony Jackson**

Customer Resource Center Director

**Keith Hughes**

Business Application Development & Support Director

**Michael Webb**





**Information Technology**

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**TARRANT COUNTY  
INFORMATION TECHNOLOGY DEPARTMENT**

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