



Tarrant County  
Information Technology  
Department

# 2020 Business Impact Report

# Our Guiding Principles

## ***Quality***

- Seek the industry's best practice
- Strive for greater efficiency
- Satisfy business needs while minimizing delays
- Find a way to accomplish the goal

## ***Stewardship***

- Do what is in the best interest for Tarrant County
- Choose service over self-interest
- Remember our purpose
- Demonstrate fiscal responsibility
- Be good stewards of the public's trust

## ***Teamwork***

- Collaborate with customers and colleagues
- Embrace the philosophy to succeed
- Support each other and the team
- Share information across the department

## ***Integrity***

- Do the right thing
- Be committed to work and act ethically
- Strive to earn customer trust
- Honor our commitments

## ***Customer Service***

- Listen to our customers
- Be dependable and worthy of their confidence
- Deliver creative, innovative and professional service
- Provide timely and consistent communications

# Executive Summary



Our recognition as the fifth (5th) fastest growing county in the United States in 2020 attests to the fact that Tarrant County is doing the “right” things, the “right” way. From promoting awareness of county business and financial health status to providing “just-in-time” community outreach initiatives and other services, improving the quality of life for residents is at the core of Tarrant County’s mission.

You cannot tell the story of 2020 without mentioning the COVID-19 pandemic. The Disaster Management Business Continuity program was front and center during the initial response to COVID, it was key in identifying critical staff from the Continuity of Operations Plans. The investment of infrastructure paid off by providing critical bandwidth to support remote working, along with a new telephone system including softphones and more dynamic voice options. These technologies and investments empowered IT to pivot from our existing focus to provide critical business capabilities as quickly as business needs evolved. In one example, our team was able to develop an electronic method for the County Clerk to provide marriage licenses in a socially distanced manner, allowing this important function to continue operating when other counties had to suspend this service. I am extremely proud of the agility and effort that our team provided to enable County business to continue in this extremely trying time.

## “Business First, Technology Second”

is not just a slogan, it’s a way of life that is embodied in our core Guiding Principles and backed by over 200 employees in six divisions striving daily to fulfill our vision to be the best IT organization in state and local government within the United States. Taking this targeted approach shifts our focus to nurturing cohesive partnerships and truly understanding the needs of our business units. As the Information Technology Department (ITD) moves forward, we are learning from the lessons of the pandemic by providing greater mobility for County personnel by replacing individual desktops with laptops as they are refreshed, emphasizing and strengthening the agility that was shown during the pandemic response, and reemphasizing our commitment to customer service.

None of these achievements would be possible without the dedicated effort of every ITD employee, and I am thankful to have the pleasure of leading this outstanding team. On behalf of the Tarrant County Information Technology Department’s employees and its leadership team, it is my distinct honor and privilege to present the Business Impact Report for fiscal year 2020.

**CHRIS NCHOPA-AYAFOR**  
CHIEF INFORMATION OFFICER

# Service Excellence

Customers are entitled...  
To an energized, knowledgeable, and professional contact experience every time.

## National Awards

### National Association of Counties (NACo) Achievement Award

Category of Civic Education  
and Public Information  
The Tarrant County Clerk  
Live Chat

Category of  
Information Technology  
Modernizing  
Election Systems



“We are seeing firsthand now more than ever that counties work tirelessly to support our residents. This year’s Achievement Award-Winning programs showcase how counties build healthy, safe and vibrant communities across America.”

NACo President Mary Ann Borgeson

### Finalist for Overall County Government Experience

Government Experience Award Winners Leverage IT to Enhance Services  
and Improve Citizen Experience.

“Our state and local government winners this year demonstrated that focusing on the government experience provides a foundation that played a vital role in responding and adapting to the uncertainties and disruptions of 2020. This year’s winners employed innovative methods and technologies to transform their government experiences.”

Dustin Haisler, Chief Innovation Officer for the Center for Digital Government



### 2020 County Best Practices Award by Texas Association of Counties

Tarrant County Clerk won Best Practices Award for  
Videoconferencing Kiosk for Marriage License  
Processing program



“The innovation that comes from ITD and our Office makes this possible and makes us who we are.” Hon. Mary Louise Nicholson, County Clerk, stated at commissioner’s court on November 17, 2020.

# Department Performance Recognition

IT has a formal program to recognize exceptional performance and celebrate desired teaming and leadership behaviors.

**216**

EXTRAORDINARY  
PERFORMANCE AWARDS

**25**

EXCEPTIONAL  
PERFORMANCE AWARDS

**8**

PEAK PERFORMANCE  
AWARDS

**3**

EXCEPTIONAL  
PERFORMANCE  
OVER AN EXTENDED  
PERIOD AWARDS

## LEADERSHIP AWARDS



### Dr. Eric Metcalf

Activating Continuity of Operations plans to enable departments to quickly shift to a decentralized environment.



### Garrett Collins

Excellence in migrating/expanding public-facing business processes to virtual environments through creative design and delivery for multiple County organizations in near real-time.



### Brian Redmond

Leadership creativity and a passion for service excellence in transforming IT equipment inventory and IT warehouse processes into a customer service-oriented environment.

## TEAM AWARDS

*59 employees were recognized for successful completion of a significant project.*

### Nina Carty, Laura Yanes, Frances Coffee and Matthew Loughran

Delivery of a web-based communication tools that expanded County Clerk service hours and reduced call center volume.

### Roselee Kerr, Angela Jones, Kevin Smith, Mark Bloodworth, Rodney Crockett, Anthony Jackson, Susan Cox and Kevin Song

Mitigation of intermittent service disruptions across multiple Justice System-related departments that were occurring over a critical weekend.

### Cameron Wardlow, Cruz Zalazar, Jose Duenez, Quoc Nguyen, Todd Powell and James Castillo

Putting forth the extra effort to provide a high level of service recognized by multiple departments.

### Anupam Ghimire, Cory Whitaker, Frances Coffee, Jose George, Richard DeRoche and Sheikh Cham

Design and deployment of a release update to the CMS Humans Services platform.

### Amy Barnes, Angela Jones, Hammad Hassan, Phillip Shoup, Ric Robaina, Rodney Crockett, Vernon Leonard, Avdhesh Gupta, Russell Scott, C.J. Young, Dr. Eric Metcalf, Amber Haltom, Bradley Cunningham, Brian Redmond, Christine Harrison, Josh Douglas, Kristine Torres, Louis Severe, Terry Abendschein, Will Allen, Anthony Jackson, Jorge Calzada, Keith Hughes and Rebekah Tucker

Acquiring and installing IT infrastructure and equipment for a new tracking center within six weeks.

### Kimberly Knott, Kathy Eilers, Regina Newson and Judy Daughtry

Providing exceptional administrative support when most IT employees were working remotely because of COVID restrictions.

### Shayla Moses, Garrett Collins and Ryan Downe

Design and tracking of a system that provided state-mandated Security and Privacy Essential training to 4,700 employees in 17 days.

### Mark Broadway, Mary Gates, Srilakshmi Mukka and Nina Carty

Outstanding support to all departments that needed to quickly update departmental web pages with COVID-related information.

# How We Do Statistics & Performance

Customers will transform the IT environment by becoming part of the continuous operational improvement process when customers...

- Become part of the Change Control Process.
- Define what is important to measure.
- Define what needs to be on a scorecard.
- Provide quantifiable and measurable impacts of service impediments/improvements.

**As an organization, the IT department works diligently to provide the most effective IT services to Tarrant County employees and citizens efficiently.**

## Trend Analysis - Ticket Counts

KPI - Comparison - FY2020 - FY 2019

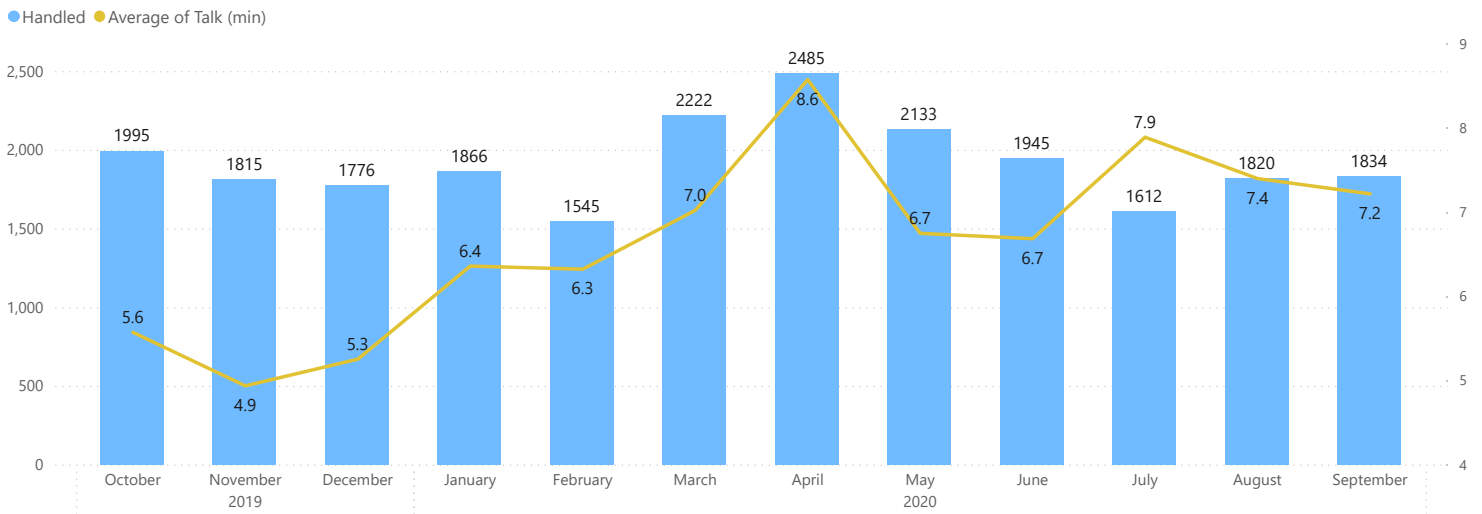
Fiscal Year - Quarter	Opened	Closed	Outage
2020-Q1	13681 <span style="color: red;">↗</span>	13975 <span style="color: green;">↘</span>	18 <span style="color: red;">↗</span>
2020-Q2	14659 <span style="color: green;">↘</span>	14480 <span style="color: red;">↘</span>	10 <span style="color: gray;">→</span>
2020-Q3	15804 <span style="color: red;">↗</span>	15855 <span style="color: green;">↘</span>	12 <span style="color: green;">↘</span>
2020-Q4	14545 <span style="color: red;">↗</span>	14592 <span style="color: green;">↘</span>	11 <span style="color: green;">↘</span>
<b>Total Last Qtr</b>	<b>58689 <span style="color: red;">↗</span></b>	<b>58902 <span style="color: green;">↘</span></b>	<b>51 <span style="color: red;">↗</span></b>



## Contact Center

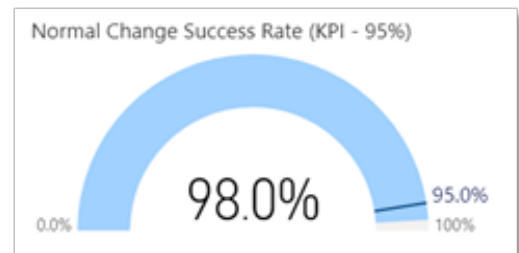
Immediately after the Tarrant County Emergency Order was issued in March, responding agents resources were temporarily increased in order to handle the extensive number of incoming calls. This was possible thanks to the implementation of an upgraded contact center in tandem with the county's new cloud based phone system.

Monthly : Number of Calls



## Change Management

Proactive management of changes is critical for delivery of reliable service. During fiscal year 2020, 1,956 normal changes were attempted with formal approval. Of these, 34% of attempted changes were initiated to respond to known issues and 98% of all attempted changes were successfully completed.



### Count of Attempted Change

**786**  
PROACTIVE  
UPGRADE OR  
NEW SERVICE

**661**  
REACTIVE  
ISSUE RESOLUTION

**496**  
PROACTIVE  
MAINTENANCE

# COVID-19 Response

Technologically, this year was like none other in the history of Tarrant County because of COVID-19. “Putting the customer first” became a clear call for an “almost overnight” transformation of conducting Tarrant County business.

- ▶ Tarrant County employees began telecommuting, and IT went from supporting 84 locations to 2500+.
- ▶ Commissioners Court and the public engaged in new forms of real-time audio/visual interaction.
- ▶ The Judicial system developed new ways to magistrate, conduct hearings, select juries and keep the wheels of justice turning.
- ▶ The public’s reliance on the County web presence became important as new processes, dashboards, and other relevant information were continually being updated, especially those of the Public Health Department.
- ▶ The County Clerk’s Office deployed innovations allowing applications for marriage licenses to continue in a socially distanced environment.

This is just a small sample of what happened when users embraced recently deployed new technology capabilities to accommodate working in a virtual environment, a pandemic orchestrated “sling” into the future of work at the County.

“... I just wanted to share my thanks and deep appreciation for our IT team for delivering a successful go-live for the covidtesting.tarrantcounty.com and also for adding an information page about testing availability in TC pretty much in sync with go-live last night. That was some amazing teamwork in a very compressed timeline...”

Vinny Taneja, MBBS; MPH Public Health Director

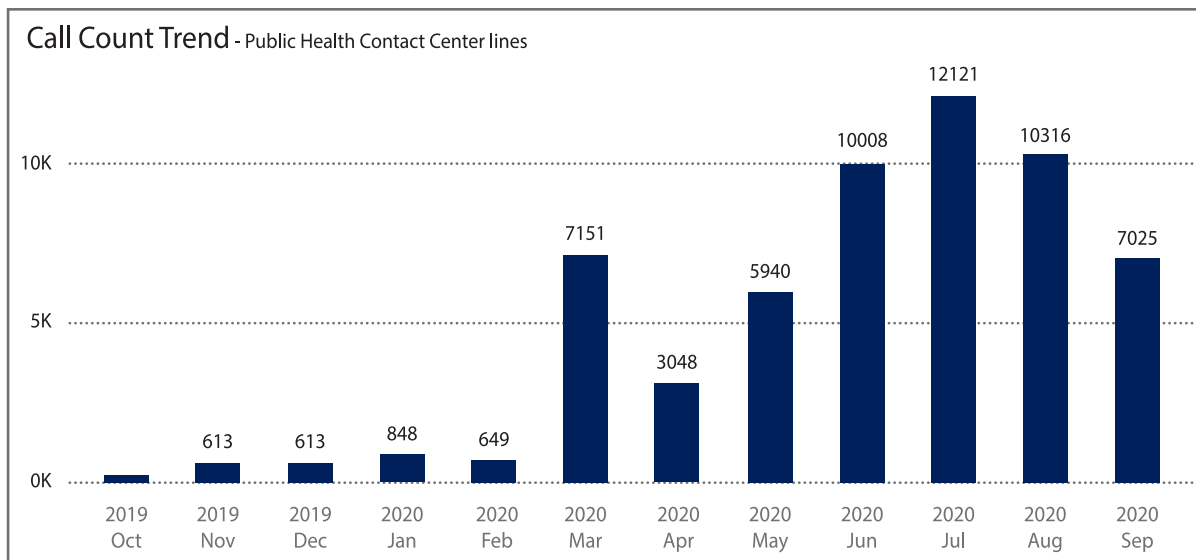


**Tarrant County  
Public Health**

*Safeguarding our community's health*

## COVID-19 Hotline

In March 2020, COVID-19 Call Center hotlines were released for citizens to inquire with any question regarding COVID-19.





# Statistics Dashboard

Providing accurate statistical reporting was critical to spread awareness of the impacts of the pandemic and the County’s response. These reports are also reviewed in Commissioner’s Court and provide various insights for elected and appointed officials and appointed to make critical decisions in response to a continuously changing pandemic situation.



## Tarrant County COVID-19 Statistics

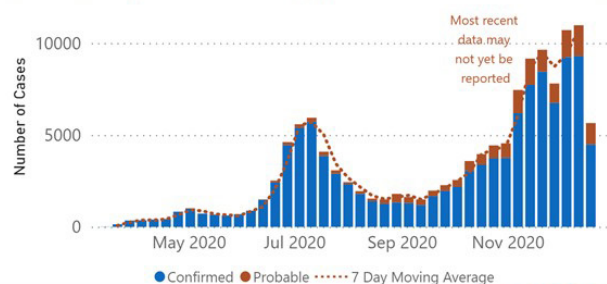
Date Updated:  
Monday, December 21, 2020

<b>Total Cases</b>		<b>New Cases</b>	<b>Deaths</b>	<b>Recovered</b>
132591		1494	1362	97349
<b>Confirmed</b>	<b>Probable</b>	<b>Community Spread Level</b>		
115949	16642	<b>SUBSTANTIAL</b>		

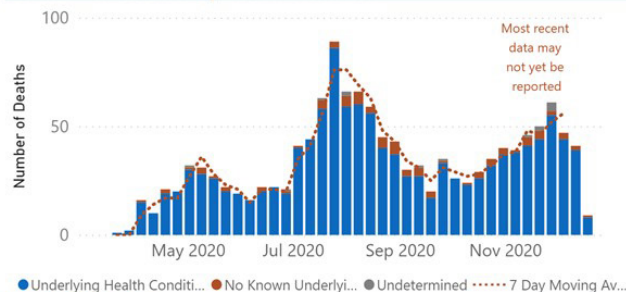
Case & Death Definitions

[Click here to learn more](#)

COVID-19 Epidemic Curve by Specimen Collection Week



COVID-19 Deaths by Week of Death



### Hospital Capacity Key Metrics for

Sunday, December 20, 2020

<b>Total Bed Occupancy Rate</b>	<b>Adult ICU Occupancy Rate</b>	<b>Beds Occupied by COVID-19 Patients (Tarrant County)</b>	<b>Beds Occupied by COVID-19 Patients (TSA-E)</b>	<b>Ventilator Usage</b>
85%	95%	22%	18.81%	40%

Situational Awareness	Key Metrics	Virus Spread	Cases by Location	Hospital Capacity	Case Characteristics	Mortality Statistics	Additional Metrics
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### Unique Visitors

**1,090,333**  
COVID-19 INFO

**124,571**  
COVID-19 TESTING

**“Making key COVID-19 statistics available to county residents anytime anywhere.”**

## Self Screening and Test Reservation

Tarrant County Public Health and IT partnered with local cities and private technology organizations to implement a COVID-19 online self-screening tool. With the online self-screening system, citizens who experience COVID-19 symptoms can undergo online self-screening 24 hours a day, 7 days a week without visiting a doctor’s office. An automated workflow and Geographic Information System (GIS) integration allowed qualified testers to be directed to schedule an appointment at testing sites that prevented from overcrowding at testing sites. During the “Rise of Analytics” session at the Texas Virtual Digital Government Summit 2020, Tarrant County’s COVID Self Screening and Testing Site Appointment web site was held up as an example of the type of innovative leadership required to provide some level of certainty in an uncertain environment.



AS OF NOV. 3, 2020

## Case and Contact Tracing Center

Public Health identified Case and Contact Tracing as a integral tool to “bend the curve”. Public Health and IT compressed a traditionally six-month effort to establish, fully equip and activate a new facility in six weeks.



## Video Conferencing Kiosk for Marriage License processing

Determined to not allow pandemic shut-down processes to interfere with a most significant life event, the County Clerk and IT designed AND deployed a video kiosk response to the directive to close offices to in-person visits.

A kiosk with web conferencing capabilities adjacent to existing County Clerk personnel allowing an on-site virtual process was rapidly implemented. Within 24 hours, the process was developed and deployed at the Plaza location. Over the 7-week span from March to May, 446 licenses were issued, including residents of surrounding counties.

On Tuesday, November 17, at Commissioner’s Court, the initiative was awarded a Texas Association of Counties (TAC) best practice award for innovation.

## Resources and Help for ‘Work From Home’

Immediately after the Tarrant County Emergency Order was issued, Information Technology deployed all laptops which were on hand to mission-critical county employees who were able to perform their duties at their residences. When the demand for remote equipment outstripped laptop supply available, IT developed procedures and deployed software so that employees could take their work desktops home to continue to work safely and productively.



## Resilient IT Infrastructure

Reliable IT infrastructure is the foundation for the county’s ability to continue serving our citizens.

Modernized investments in secure cloud solutions enabled access to IT Services for county employees who provided uninterrupted services to citizens when the Stay-at-Home order was in place.

Systems utilized for telecommuting are:

- ▶ Online Conference System
- ▶ Call Management system
- ▶ Cloud Storage
- ▶ Team collaboration tools
- ▶ Secure Authentication

# Serving Our Community

Customers are entitled....

To a fully engaged community engagement partner.

To an Information Technology Department that is a good corporate citizen.

To access to “future-proofed” core services.

As technology advances, how people connect with each other, search for answers to questions, and the way local government connects with citizens has been modernized. Tarrant County, a finalist for a *Government Experience* award implemented new technologies in fiscal year 2020 to modernize the way we serve and communicate with constituents.

## Website

Since the second quarter, unique visitor count increased 75% to 80% compared to previous year.

**5,913,232**

**TOTAL UNIQUE VISITORS**

**1,028,095**

1ST QUARTER



**1,769,648**

2ND QUARTER



**1,901,181**

3RD QUARTER



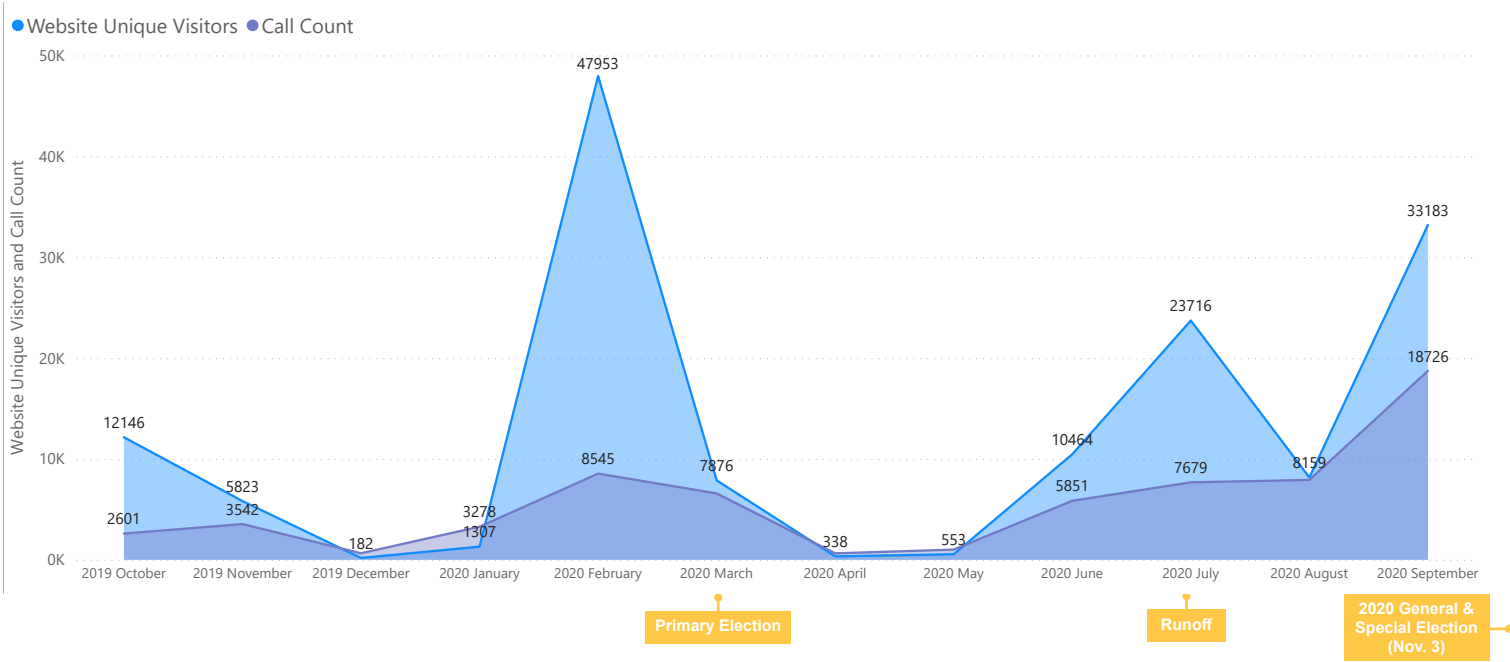
**1,758,237**

4TH QUARTER

***Making information available to county residents and partners “anytime anywhere” is part of ITD’s core mission.***

## Elections - 2020 General and Special Election

Tarrant County Elections Administration office website and elections contact center offer the most accurate information for citizens about every election.



## Defendant Notification

Tarrant County's new centralized magistration model provides for arraignment of all criminal cases within the county. This project aimed to help improve the court appearance rate of defendants, reduce the Failure to Appear (FTA) rate and reduce the community and court costs associated with missed hearings. The system provides multiple notification options (telephone, text, or email) to inform defendants of upcoming hearings or mandated appointments to ensure compliance and reduce Failures to Appear (FTA), which can result in further or more serious consequences.

### **Electronic Payment Processing - nCourt electronic payment**

In 2017, Commissioners Court awarded nCourt Technologies a County-wide contract for Electronic Payment Processing Services, allowing any county department to access these capabilities, including all necessary electronic security requirements, without undertaking individual requirements development and procurement activities.

nCourt electronic payment processing was implemented in the following departments.

- ▶ Housing
- ▶ Resource Connection
- ▶ Justice of the Peace Courts

### **Tax Offices - Online Chat**

As a supplemental communication channel with customers, Tax office implemented online chat in June 2020. A chat session can be initiated via the Tax office main page on the Tarrant County website. This new channel is intended to help customers find answers to common inquiries with no wait time in a site-embedded chat window.

Customers who used this tool responded with an overall customer satisfaction experience of 4.65 on a scale of 5.

**Satisfaction Rate**

**4.65**

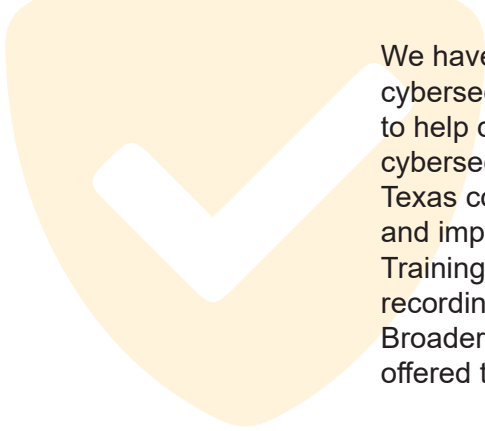
### **Commissioners Court - Community Outreach**

The Commissioners Court and the public engaged in new forms of real time audio/visual interaction. Educational events for senior citizens, their caregivers and families went virtual while maintaining the quality of educational information and interactive activities that all attendees enjoyed in previous year's onsite events. Regular Town Hall meetings to provide important updates and discuss appropriate responses to community issues and events moved from the Precinct Courthouses to the interactive web. Commissioners Court meetings went from the "5th Floor" to "the web" enabling greater transparency and citizen engagement during the time of the Stay at Home Order.

# Security Awareness

## Customers are entitled to safe and secure access to IT tools and resources (Security Awareness)

Tarrant County cyber threats continue to increase in sophistication and the primary attack vector is malicious email to our County employees. We focus on the basics which are often overlooked and that includes regular communication and training around cyber threats to our employees, stringent patch management and endpoint protection. This past year ITD Information Security also implemented an offensive strategy to include "Threat Hunting" to provide intelligence and advanced warning to uncover current and emerging threats and allow for early mitigation against phishing attacks, credential theft and malware/ransomware.



We have focused our security effort on the weak link in cybersecurity, the human element. We had the opportunity to help draft Texas House Bill 3834 which mandates annual cybersecurity training for all employees and elected officials of all Texas counties. To comply with this new law, Tarrant IT developed and implemented a Security and Privacy Essentials campaign. Training was offered to all county employees either in person or via recording. Tarrant County is compliant as of June 15th. Broader based information security awareness training has been offered to all employees for last 5 years.

### THE FOLLOWING DEPARTMENTS ACHIEVED

# 100%

### COMPLETION OF SECURITY TRAINING

- Auditor's Office
- Budget
- County Archives
- County Clerk
- County Judge
- Domestic Relations Office
- Fire Marshal
- Juvenile Services
- Precinct 4
- Purchasing
- Resource Connection
- Veteran Services
- Constable
- Precinct 1
- Precinct 2
- Precinct 3
- Precinct 6
- Justice of the Peace
- Precinct 1
- Precinct 2
- Precinct 3
- Precinct 4
- Precinct 5
- Precinct 6
- Precinct 7
- Precinct 8

# Serving Who Serve

Customers are entitled...

- To an Information Technology Department that is a good corporate citizen
- To regular “wellness” reports
- To access to “future-proofed” core services
- To open, transparent and complete governance reporting

## **Criminal District Attorney TechShare Prosecutor Juvenile Module**

TechShare Prosecutor Juvenile module was implemented for juvenile case management. This solution serves the needs of juvenile case management for Criminal District Attorney; a seamless experience for case management for both adult and juvenile cases.

- ▶ Law Enforcement Agencies (LEAs) to upload the digital multi-media evidence (DME) without physical delivery of DME to the intake unit.
- ▶ Provide prosecutors access to DME for case management and discovery by defense attorneys.

## **The Criminal Court Administration In-Court Magistration Recording**

The Criminal Courts Administration (CCA) implemented a camera and conferencing system in the Magistration Courtroom to record in-person court sessions. As a result, in-court magistration hearings may be held outside normal business hours and are open to the public via the existing video system.

## **Public Health Policy Management System**

Policy Management System (ellucid® ) was implemented for Tarrant County Public Health (TCPH) Department as a single policy management system with acknowledgment and approval workflow automation. This solution eliminated a manual process to manage policies while incorporating a document management system. All documents such as policies, procedures, forms and templates are stored in a centralized repository with acknowledgment and approval history. The automated tracking and reporting features also ensure audit and regulatory compliance.

## **Constable Criminal Records Implementation**

The Constable Criminal Records system was implemented as part of the Constable System Replacement program. The Constables were set up with a segregated space within the Law Records Management System that the Sheriff's Office uses, allowing them to submit and approve law enforcement reports from their field units. This provides a consistent, structured process for managing their law enforcement responsibilities, integrated with systems they have previously used for dispatch and tracking of deputies.



## Phone System Migration Unified Communication System

Tarrant County IT Department began migrating legacy phone systems to hosted unified communication suites in December 2019. This includes migration of existing phone and online conferencing systems, and release of webinar and online training services.

This hosted solution includes a soft phone feature over computer and mobile phone app that has been critical for employees to have virtual meetings. It allowed the employees to answer County phone numbers while working remotely without office phone equipment.

## Medical Examiner’s Office ME Doctors’ research Material Digital Library

An Appian-based Library Automation software was implemented in November 2019 to manage Medical Examiners’ research materials such as electronic journals, collection of documents, and content in a single repository. The digital library allows ME doctors to collaborate while building a centralized knowledge base. At initial implementation, 103 PDF documents were collected from Tarrant County ME’s past researches, and integrated with two popular research resource sites for biomedical and life sciences: PubMed and Elsevier.

## Infrastructure Upgrade Hardware Replacement

**344**

WIRELESS ACCESS  
POINTS (WAPS)  
DOWNTOWN

Replacement of the aging ancillary infrastructure hardware allows for cost effective support under manufacturer’s warranty.

- ▶ Infrastructure servers at the collocation facility to provide mirrored infrastructure management tools.
- ▶ Upgraded over 530 Wireless Access Points (WAPS) throughout the downtown campus and remote sites. This was to improve wireless connectivity, provide greater capacity and expanded availability.

**188+**

WIRELESS ACCESS  
POINTS (WAPS)  
REMOTE LOCATIONS

- ▶ Replaced 38 aging network devices to new model to stay current on technology.

**38**

NETWORK DEVICES

# Continuous Development Investing In People

## Opportunities with Information Technology

<b>New Hires</b>	<b>17</b>
<b>Promotions</b>	<b>6</b>
<b>Reclasses</b>	<b>3</b>
<b>Retirements</b>	<b>5</b>
<b>Totaling 100 Years of Service</b>	

IT Department welcomed 17 new employees. Highly motivated individuals who seek challenges and career advancement were promoted or reclassified within the department. We had six promotions and three reclass personnel changes. Also, we recognized the service and contributions of five ITD employees who retired with a total of 100 years of service.



## Achievement – Certification and Degree

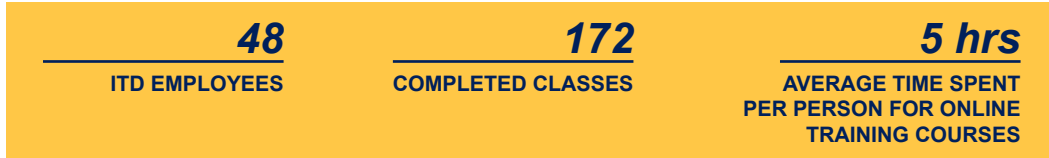
<b>MBA IT Management</b>	<b>1</b>
<b>Bachelor Degree</b>	<b>1</b>
<b>Associates Degree</b>	<b>1</b>
<b>Professional and Technical Certifications</b>	<b>13</b>

As technology advances, our staff continuously challenge themselves to keep their skills updated. Obtaining certifications and degrees are one way to update our knowledge and keep up with the speed of change in the industry. IT had 13 employees certified with technical and professional certifications. Three employees reached an academic accomplishment; one Associate, one Bachelor, and one Master of Business Administration Information Technology Management.

## Learning for Excellence

Learning path and style vary for each team member. Our strategy is to equip Tarrant County staff with the skills and expertise needed to meet the demands of rapidly evolving business, technologies and citizen expectations. The IT department offers various learning resources for our staff in different forms such as instructor-led, self-paced online, and reading materials.

### Self-Paced Online Classes



### Instructor Led Classes



### Level 4 CJIS Security Training



### Management Development Institute Classes



# Governance

## Project Portfolio Management Office (PPMO) reporting dashboard

### ► Project Tracking

During this fiscal year, the PPMO has moved from providing information on projects only at standing meetings to developing data tools which enable IT Steering Committee members to view data throughout the year. This was accomplished by leveraging Power BI (the same tool that was used to build the COVID-19 Dashboard) and the Project Online environment to track project activity in real time and present key status data in a graphical and easily consumable fashion.



### ► Budget tracking

As part of the same reporting effort, the PPMO implemented additional financial reporting for ongoing projects, in order to ensure transparency of spending and to detect potential challenges earlier in a project. These reports are reviewed with IT leadership on a monthly basis, to ensure that both project and resource teams are well versed in the financial status of all projects, and that the Business Services team is engaged with any projects where the financial tracks indicate potential issues.

## PORTFOLIO FINANCIAL SUMMARY

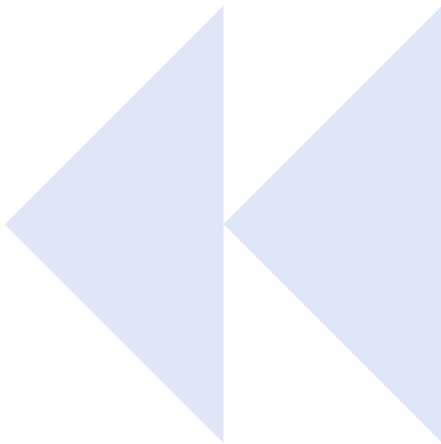
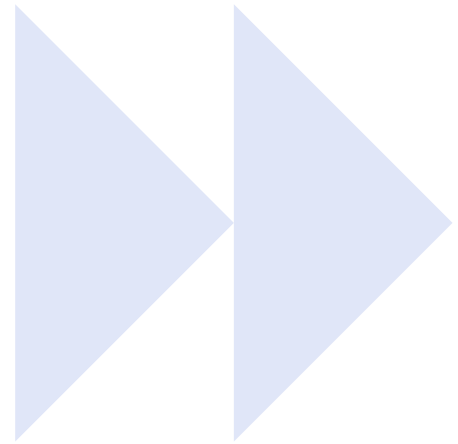
As Of:  
11/30/2020

Portfolio: IJIS

Project	Original Budget	Current Budget	Actual Costs	Estimate To Complete	Current Encumbrance	Estimate At Completion	Variance (\$)	Variance (%)	Comments
DRO Interview Recording	\$16,737.60	\$6,738.00	\$1,071.00		\$0.00	\$1,071.00	(\$5,667.00)	-84%	Proof Of concept underway. Demo will be planned by Nov 16
County Clerk Appointment Booking	\$42,150.00	\$42,150.00	\$42,150.00	\$0.00		\$42,150.00	\$0.00	0%	On hold, until Vitals Manager returns and confirms setup
Case Financials	\$198,250.00	\$258,250.00	\$223,944.00	\$32,944.00	\$25,694.00	\$256,888.00	(\$1,362.00)	-1%	
DM-Constable System Replacement - Civil	\$249,240.00	\$249,240.00	\$4,760.00	\$244,520.00	\$0.00	\$249,280.00	\$40.00	0%	Actual budget reduction due to split-off of Constable Criminal Records Implementation project
DRO Systems Replacement	\$650,000.00	\$868,176.00	\$837,115.00	\$17,500.00	\$111,600.00	\$854,615.00	(\$13,561.00)	-2%	Additional IVV efforts
TechShare Jail Implementation	\$1,006,000.00	\$4,554,585.00	\$2,862,756.10	\$1,169,253.25	\$951,267.97	\$4,032,009.35	(\$522,575.65)	-11%	TechShare Contingency of \$200,585.00 is included in the Approved Budget but currently not included in the Estimate To Complete.
County Clerk - Records Management System	\$1,074,332.00	\$1,074,332.00	\$0.00	\$1,074,332.00		\$1,074,332.00	\$0.00	0%	Funds due at acceptance + 3 yerars of renewals
TechShare Court 3_0	\$5,169,712.00	\$7,669,712.00	\$2,714,734.00	\$3,909,611.00	\$853,082.00	\$6,624,345.00	(\$1,045,367.00)	-14%	TS Contingency of \$430,000 is not included in the Estimate to Complete
<b>Total</b>	<b>\$8,406,421.60</b>	<b>\$14,723,183.00</b>	<b>\$6,686,530.10</b>	<b>\$6,448,160.25</b>	<b>\$1,941,643.97</b>	<b>\$13,134,690.35</b>	<b>(\$1,588,492.65)</b>	<b>-14%</b>	

## Reflection and Vision

We learned many lessons which enabled the Information Technology Department (ITD) to not only survive, but to thrive this year. During the early stages of the COVID pandemic, our ability to be agile, while remaining focused on delivering an exceptional customer experience, underscores the importance of having the right people, in the right roles. I am extremely proud of how the ITD team performed. As a department, we were able to quickly assess the impact of the local disaster declaration to our internal operations as well as our County departments. With this understanding, we were effective in provisioning technology solutions and toolsets to keep the County operational.



Maintaining operational efficiency during the pandemic was our primary focus, but not our only focus. “Stewardship” has been a strong focus during the past year. A great amount of effort was exerted to institute process improvements surrounding budget and financial management. Our process improvement efforts included the review of every facet of these key areas to ensure transparency and custodianship of County financial resources.

As we close out this eventful year, taking a brief moment to reflect on a job well done is a healthy exercise. As we look forward to new challenges and opportunities, the hard work, diligence, and positive attitudes of every ITD team member confirms our commitment to success, no matter what lies ahead.

# Your ITD Team



**Chris Nchopa-Ayafor**  
CHIEF INFORMATION OFFICER



**Cecilia M. Webb**  
EXECUTIVE ASSISTANT TO THE CIO



**Russ Scott**  
DEPUTY CHIEF INFORMATION OFFICER



**Darren May**  
INFORMATION SECURITY OFFICER



**Jorge Calzada**  
PROJECT PORTFOLIO MANAGEMENT  
OFFICE DIRECTOR



**Anthony Jackson**  
NETWORK & DATA CENTER  
INFRASTRUCTURE DIRECTOR



**Keith Hughes**  
CUSTOMER RESOURCE  
CENTER DIRECTOR



**Michael Webb**  
BUSINESS APPLICATION DEVELOPMENT  
& SUPPORT DIRECTOR





**TARRANT COUNTY**  
**INFORMATION TECHNOLOGY DEPARTMENT**

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