

# ***BUSINESS IMPACT REPORT 2021***



Tarrant County  
Information Technology  
Department

# 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 success
- 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 growth of over 16.7 percent since 2010, as reported in the 2020 census, 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 2021 without mentioning the Delta Variant and the ongoing COVID-19 pandemic. ITD employees continued to step up and meet the needs of our customers in very trying conditions. Staff members regularly worked long hours and weekends to move critical projects forward and to provide support for our customers when and where required. The stress of these demands was obvious, and I am very proud of how our employees pushed forward and delivered thirty-five projects during this very difficult year.

**“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 ITD moves forward, we are learning from the continuing lessons of the pandemic by providing greater mobility for County personnel by replacing individual desktops with laptops as they are refreshed and reemphasizing our commitment to providing consistent, quality IT services with an excellent customer experience to our customers.

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 2021.

A handwritten signature in black ink, appearing to read 'CN' or similar initials, written in a cursive style.

**CHRIS NCHOPA-AYAFOR**  
**CHIEF INFORMATION OFFICER**

# Our Journey

*October 2020 to September 2021*

Fiscal Year 2021 started with a continuation of our efforts to minimize the impacts of COVID-19. Accelerated adoption of modern technology and upgrades to systems were critical for many areas of the county's business to serve our customers effectively and safely.

# IT Leadership Updates



## **Carolyn Bogan** *Director, IT Service Delivery*

Since my arrival in late August, I've had the pleasure to meet with many of my colleagues and customers. Tarrant County employees are passionate about their work and service to the community. During this time, I've quickly learned the need to elevate our customer's IT experience. The late 90s was all about customer service, today it's about the customer's experience. "It's about all the interactions across the customer journey throughout the service they receive."

Over the coming months, I will seek to understand our customers view of how ITD delivers IT services across the enterprise. This feedback will assist ITD in how we build, package, deliver, communicate, and support our customers. Amazon quickly mastered two-clicks to place your order, purchase and out for delivery. This was due to knowing the needs of their customers and moving from paper to automation, a key element to enhancing the customer's experience. I look forward to my journey with Tarrant County and working diligently to enhance our employee's IT service experience.



## **Peju Ajunwon** *Director, Project Portfolio Management Office*

I am honored to be here at Tarrant County as the PPMO Director. I have had the opportunity to serve in the Public Sector for about Twenty-Eight (28) years and Twenty-Four (24) in the Information Technology and Project Management Arena.

I have a strong passion for leadership and collaboration, and I am looking forward to collaborating with the PPMO team on ways we can continue to accomplish the ITD strategic goals and the County goals at large by delivering Projects on Time, on Budget and In Scope. Looking forward to working in partnership with other Information Technology Departments & Business Partners to provide Technology Solutions through Innovation and delivering excellent Customer Services to the County and the public.

# Service Excellence

## National Awards

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

**Tarrant County Remote  
Video Magistration Arlington  
for Criminal Justice**

**Tarrant County Desktop  
Computer Grab and Go Program for  
Information Technology**



**Tarrant County COVID-19 Response  
for Public Health for Health**

**Video Conferencing Kiosk for  
Marriage Lisence Processing  
for Tarrant County Administration  
and Management**

“Over the past year, county officials and frontline employees have demonstrated bold, inspirational leadership. This year’s Achievement Award winning programs illustrate the innovative ways counties build healthy, safe and vibrant communities across America.”

NACo President Gary Moore

## The Fifth Annual Government Experience Awards

**The awards recognize the achievements and best practices of states, cities and counties that are radically improving the experience of government and pushing the boundaries of how citizen services are delivered.**

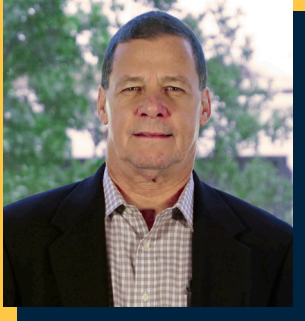
“As state and local governments navigated another year of uncertainty — compounded by shifts in constituent expectations and the emergence of new technologies — the experience of government has remained a significant focus for leaders.”

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



# Internal Awards Program

## Leadership Award



**DARREN MAY**  
INFORMATION SECURITY OFFICER

Led an extraordinary transformation for cybersecurity awareness and practice of cyber-hygiene within Tarrant County. Darren brings an unparalleled intensity/focused approach to protecting the data of Tarrant County Government

## Gold Coin Recipient



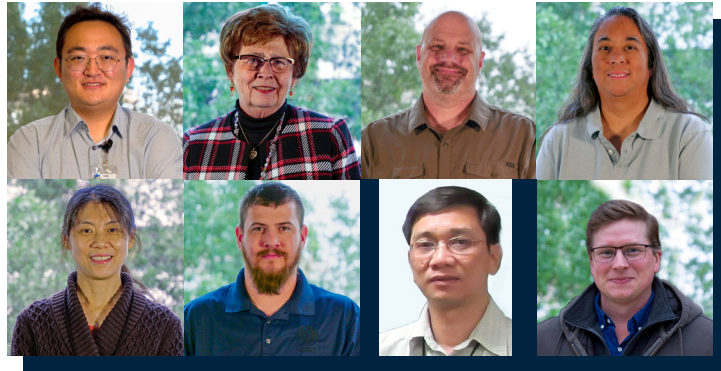
**SHAYLA MOSES**  
PRIVACY & COMPLIANCE  
SPECIALIST

## CIO Award



**ROSELEE KERR**  
Consummate IT professional and team player. Her input is always well reasoned and presented in a clear manner that speaks to her conviction to support her customers at the highest level.

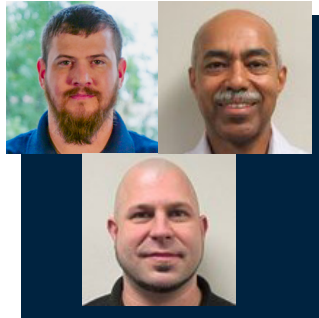
## Peak Performers



Top row: Su Zhao, Lead Application Program Analyst; Jackie Harlos, Business Solutions Training Manager; Sean Haltom, Senior Customer Care Specialist; Sonya Cisneros, Lead Customer Support Specialist.  
Bottom row: Yingying Guo, Application Program Analyst; Josh Douglas, Lead Command Center Analyst; Bing Chen, ERP Technical Specialist; Kyle Burris, Lead Customer Support Specialist.

## Team Awards

### Public Health Expedited On-Boarding



Josh Douglas, Lead Command Center Analyst;  
Abdul Saleh, Senior Customer Support Specialist;  
&Davin Moore, Lead Customer Support Specialist;  
Not Pictured: Kristen Torres, Senior Customer Support Specialist.

### Cyber Security Awareness Team



Shayla Moses, Privacy & Compliance Specialist  
& D'Anne Conn, Enterprise Content Analyst.  
Not Pictured: Garrett Colins, Customer Support Supervisor.

### ME-LIMS Staging Environment Launch - IT Apps Appian Team



Dan Nguyen, Senior Application Programmer Analyst; Kimberlee McGee, IT Resource Supervisor; Jessica A. Southwick, Senior Project Manager; & Nick Osemeke, Lead Application Support Administrator.

### Structured Business Case Governance

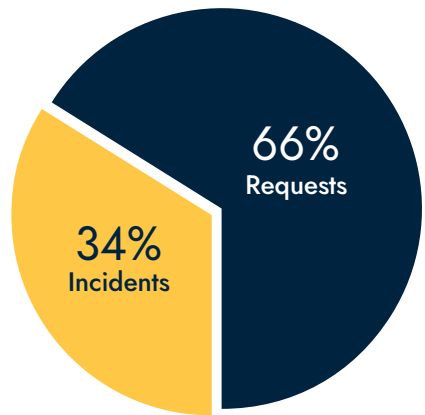


Shawn Brewer, Business Analyst; Carmen Elbert, Lead Business Analyst; Joseph Rahal, Senior Business Analyst; Cory Whitaker, Lead Business Analyst; Richard Porter, Senior Business Analyst.  
Not Pictured: Enett Daniel, Business Analyst Manager; Ruby Romero, Senior Business Analyst; Dorene G. Augustyn, Business Analyst.

# Measuring Performance

## Service Statistics

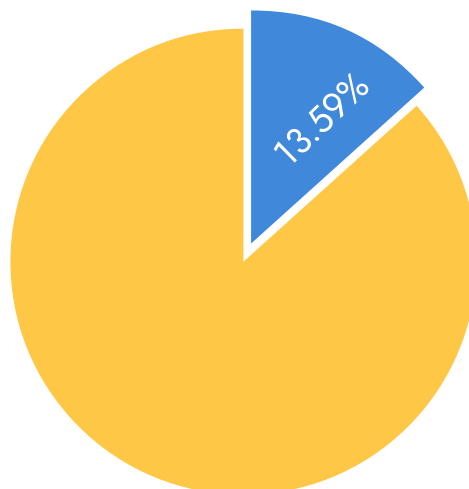
*Ticket Submission and Closure*  
*All tickets (both Incident and Request)*



### Ticket Count KPI - Change from Previous Year

FYQuarter	Opened	Closed	Outage
2021 - Qtr1	13131 <span style="color: red;">↗</span>	13235 <span style="color: green;">↘</span>	11 <span style="color: green;">↘</span>
2021 - Qtr2	12652 <span style="color: green;">↘</span>	12594 <span style="color: red;">↘</span>	7 <span style="color: green;">↘</span>
2021 - Qtr3	13570 <span style="color: green;">↘</span>	13679 <span style="color: red;">↘</span>	9 <span style="color: green;">↘</span>
2021 - Qtr4	14096 <span style="color: red;">↗</span>	13947 <span style="color: green;">↘</span>	4 <span style="color: green;">↘</span>
<b>Fiscal Year Total</b>	<b>53449 <span style="color: green;">↘</span></b>	<b>53455 <span style="color: red;">↘</span></b>	<b>31 <span style="color: green;">↘</span></b>

*Surveys Upon Closure*  
*Response Rate*



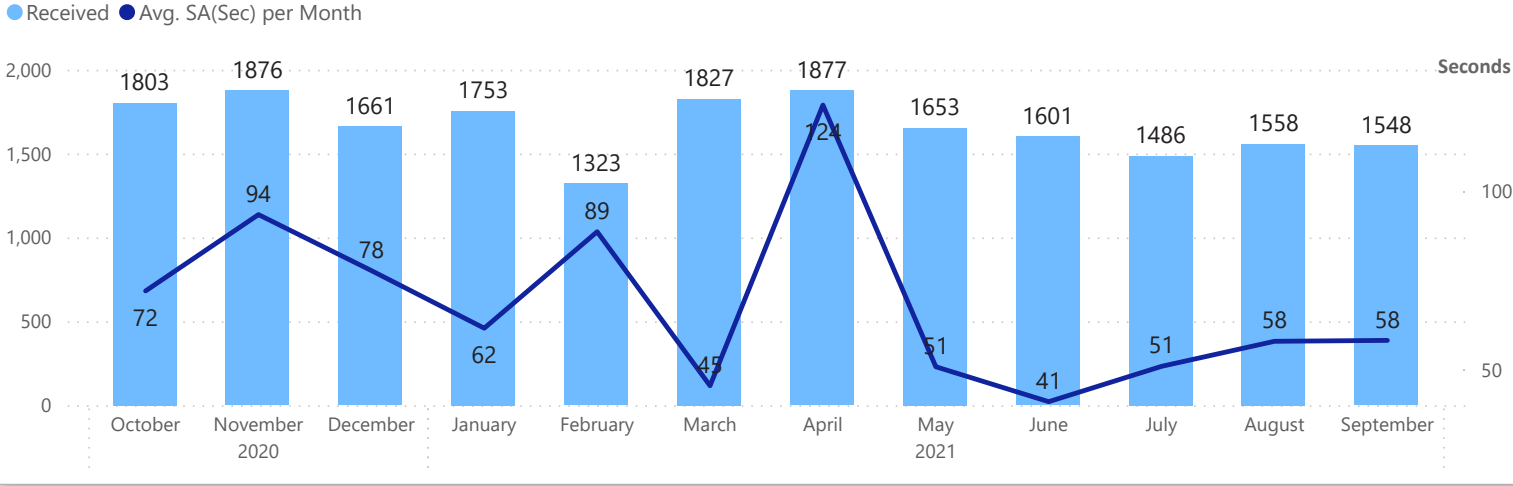
**9.64**  
 Average Survey Score

Follow up Contact Count: **38**



# IT Service Desk Call Statistics

### Total Call Count and Average Speed Answer



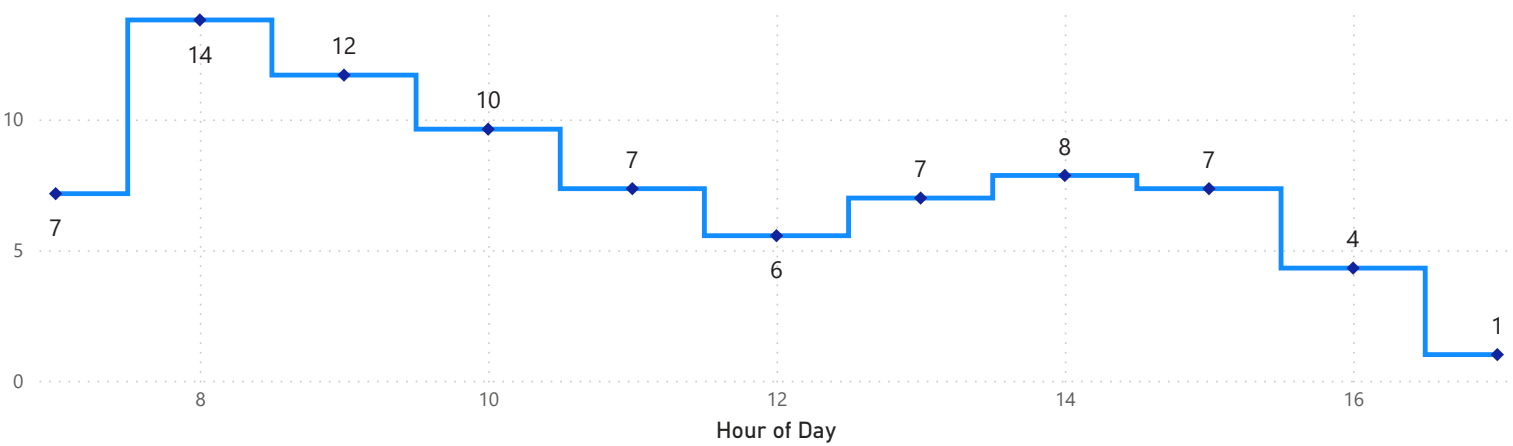
**19,966**  
*Recieved Calls - Year Total*

**81**  
*Average Received Calls per Day*

**69 sec**  
*Average Speed of Answer*

**6 min**  
*Average Talk Time*

### Average Count of Received Calls - Hourly Trend



# Alongside Our Community

## ***Records Management System County Clerk***



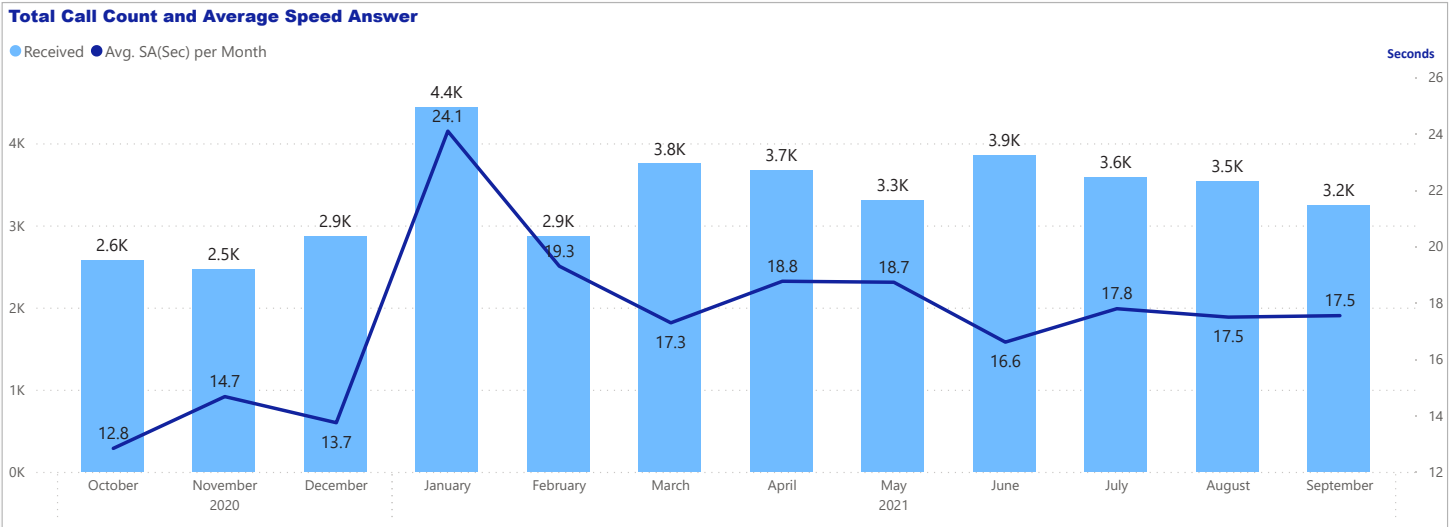
The County Clerk records management system was migrated to a new solution that provides a backend records management system for the county clerk's office and a new search portal for public customers. This system is used to manage County wide records for births, deaths, marriages, and land deeds.

## ***Appointment Booking County Clerk***



NEMO-Q Appointment booking system allows customers to schedule appointments online to receive services at any of the 8 Vital records and 5 Passports locations. At their convenience, the customer visits the County Clerk web site and then books their appointment. After booking the appointment, customers receive a confirmation email with the appointment details. Upon arrival, the customer checks in at a kiosk to complete the process.

# Tarrant County Main Line 817-884-1111



**40,173**  
Received Calls - Year Total

**164**  
Average Received Calls per Day

**18 sec**  
Average Speed of Answer

**2 min**  
Average Talk Time

## Website Visit Summary

**25,758,344** Page Views

**12,298,479** Visits

**6,717,253** Unique Visitors

Total page view  
Top 5 departments

1. Public Health - 5,526,470
2. Sheriff's Office - 2,121,896
3. Elections Office - 1,849,787
4. Tax Assessor-Collector - 1,737,319
5. County Clerk - 1,188,285

# Behind the Scenes

## ***Work Order System Facilities Management***

The work order system provides county employees the ability to submit work orders to Facilities Management teams via a customer portal where they can check the status at their convenience. The system allows staff to provide timely updates to their customers and other staff members. It also helps to analyze service performance for future improvement strategies.

## ***Interview Recording Domestic Relations Office***

The solution provides Domestic Relations Office (DRO) caseworkers the ability to video record interviews in their offices and to manage recordings. Caseworkers have access to recorded interviews as needed to refresh their memory before each trial, or to expedite handing over cases to new caseworkers.

## ***Specialty Courts Case Management System Criminal Court Administration***

A new cloud-based case management solution was implemented for Specialty Courts Diversion Programs. The new system automates analysis and tracking of offender status, reports on offender outcomes, and creates required court documents.

## ***Digital Radiology System for Forensic Pathology Medical Examiner***

A Food and Drug Administration (FDA) compliant, full-body, rapid digital radiology system provides a comprehensive clinical picture of the cadaver, reducing time of assessment, thereby enhancing clinical judgement and efficiency for the Tarrant County Medical Examiner (TCME).

## **Conference Center Improvement Resource Connection**

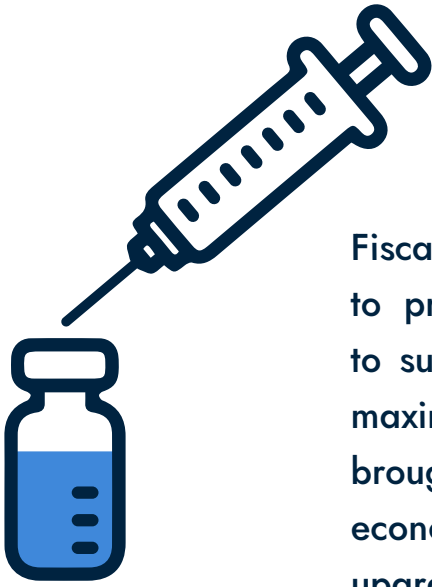
Mobile audio/visual units (MAVerick) were installed in the conference rooms at the Resource Connection. This system provides the tenants and County departments the ability to host teleconference meetings to comply with COVID-19 social-distancing recommendations.



## **Fuel System Upgrade and Replacement County Administration**

Central Garage fuel system was migrated from a legacy system to a new cloud-based solution, including equipment replacement. The new system allows for better tracking of fuel dispensing and consumption at each site, secure management of access, and the ability to analyze consumption data and to report trends with a dashboard.

# Continuous Effort to Combat COVID



Fiscal Year 2021 started with a continuation of our efforts to provide information technology tools and infrastructure to support efforts to minimize the effects of COVID-19 and maximize access to the safety net social services programs brought online in response to the pandemic impact on our economy. Accelerated adoption of modern technology and upgrades to systems were critical for many areas of the county's business to serve our customers efficiently and safely.



# ***Vaccine Registration and Administration Tracking***

## ***Mortality Data Capture from the State***

This solution allowed Tarrant County Public Health to improve reporting accuracy of the impact COVID had on our community. This was done via an interface to safely transfer sensitive death data captured from the state database after clearance from the state vital statistics' office.

## ***Emergency Operations Center (EOC) Bridge Conference Room Upgrade***

This upgrade of audio-visual equipment enabled increased simultaneous display of relevant information across multiple screens within the Public Health department. This provided greater situational awareness and clearer communication between entities involved in battling the pandemic.

## ***Mobile Clinic Operation***

The Mobile Clinics initiative was designed to help provide increased immunization capacity into various locations in neighborhoods across Tarrant County. Five trailers were equipped with laptops and all necessary equipment to serve as remote immunization clinics.

# Business Readiness

## ***Technology Infrastructure: Scaling to meet demand, transforming to accommodate change, and embracing market trends***

We have increased our adoption of cloud technologies and improved our wireless network to meet the demands of a changing workforce. As we begin the transition to a new year, we anticipate greater acceleration to cloud-based technologies and the deployment of a new Software Defined Network topology.

### ***OneDrive Implementation***

Microsoft OneDrive has been implemented as the individual file storage and access solutions for Tarrant County. This increased data availability to support employee/department mobility allowing employees to access data on the network anytime, anywhere and on any device.

### ***Tech Refresh***

This project is an ongoing effort to ensure the over 4000 computers in Tarrant County are refreshed on a regular cycle. All Tarrant County workstations were upgraded with standardized make/model hardware, including the Windows 10 OS with limited exceptions.



## Improving Communication Across the County

Microsoft Teams was implemented as a new collaboration system that provides a variety of tools for teamwork; this project rolled out chat and related features on a County-wide basis.

Unified Communication as a Service (UCaaS) is a communication system suite implemented to convert on-premise communication systems to a cloud-based, unified communication solution. Key features include:

- GoToConnect softphones allowing phone calls to be made or received remotely
- GoToConnect fax to send and receive virtual faxes from the desktop and desktop phone
- GoToMeeting for online meetings
- Contact Center software for management of call centers within Tarrant County

This allows employees and departments to continue to communicate in a timely and effective manner from a variety of devices.

## Project Statistics in Fiscal Year 2021

### Operational Projects



### Strategic Projects



### Total Projects



# *Business Continuity*

Business Continuity focused in 2021 on learning the lessons from the COVID-19 pandemic and incorporating these lessons into Continuity of Operations Plans. The impact of the pandemic highlighted the functions various departments performed which were truly essential to the County at large, as well as the components required to carry out these functions. The Disaster Management Business Continuity (DMBC) function was working with these departments to capture these changes into their plans, ensuring that the lessons learned during the pandemic improve resilience in the future.



Several departments used the employee emergency notification system to notify their employees of the County's closure during the severe winter storms this year, ensuring their employees' safety and validating the performance and capability of the system during a disaster. As the program looks forward to 2022, key infrastructure investments that underpin the DMBC program will be refreshed to ensure continued high availability and operational capability into the future.

# Information Security

## Awareness

Texas House Bill 3834 (HB3834) is to mandate all employees, elected officials and contractors who have access to a local government computer to complete the cybersecurity awareness training that is certified by Department of Information Resources (DIR) to meet the compliance requirements.

It is more critical than ever for individuals accessing the county's network be equipped against cyberattacks. Tarrant County has been compliant since HB3834 took effect in June 2020.

## Change Management version 2.0

While undergoing a major re-write of our Change Management Policy, the ITD Information Security Department which owns Change Management, recognized an opportunity to improve upon communication, coordination of efforts, and transparency with our internal business customers. ITD's new Change Management Policy version 2.0 was implemented in May, 2021.

In this policy, two new Change Advisory Boards were formed. The Technical Change Advisory (TCAB) consists of representatives from all ITD Director Divisions who vet and approve the technical and business impacts of changes to the production environment before the changes are presented to the Business Change Advisory Board (BCAB). The BCAB consists of representatives from TC departments who have a business interest in ensuring that projects and changes are implemented in an effective manner. These Change Advisory Boards increase the awareness and understanding proposed changes have on the environment and manage potential risks to services provided by Tarrant County.



# Thriving for the Future

## Professional Development - Certifications and Academic Degree

<b>1</b> Master of Business Administration	<b>6</b> IT Service Management	<b>3</b> Information Security	<b>2</b> Application Development
<b>1</b> Enterprise Infrastructure and Network	<b>2</b> Cloud Computing	<b>1</b> Quality Control	

## Training Attendance

<b>313</b> Leadership	<b>20</b> Technical Advancement	<b>23</b> Technology Basics
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Advancement of Technologies alone cannot be successful without a strategy for your people such as an investment in the development of an individual's knowledge and skills. Leadership development and promoting teamwork by creating a culture where everyone has an opportunity to grow. The people strategy is not only growth in professional skills but also fulfilment in life.

## Opportunities with Information Technology

<b>8</b> New Hires	<b>2</b> Promotions	<b>5</b> Retirement Totaling 105 years of service
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This year we welcomed eight new staff to our team and acknowledged exceptional performance by promoting two employees. We also bid farewell to five employees who elected to retire and start new chapters in their lives. These five employees gave a combined total of 105 years of service.

# Future Normal

## The Customer Experience



### **RUSSELL D. SCOTT** **DEPUTY CHIEF INFORMATION OFFICER**

For the past two years, the headlines have been dominated by the COVID-19 pandemic in some form. As we emerge from this historic event, we must ask ourselves, “What now?” We all want to return to “normal”, but what is normal now? It will take time and exceptional leadership to figure that out. Some aspects of our lives will never return to what they were before the pandemic. Wherever the recovery takes us, IT will be asked to lead the way. Tarrant County IT is, and has been, looking to what that future may be. We have been working diligently to prepare Tarrant County for what’s next. The ability to work anywhere without losing any productivity, meeting over video conferencing, sharing documents and working on them collaboratively from opposite ends of the county and being able to securely access your files from anywhere are just a few of the changes that will forever change how we work. We are already planning for the next steps and working to improve how we deliver our services.

Our focus is now changing to Customer Experience. We will be rolling out initiatives in the coming months that will make it easier for our customers to do business with IT and improve the speed with which we provide those services. We will better define our services and set clear expectations regarding our speed to deliver those services. All of this centers around finding better ways to communicate with you, our customers. We need to hear from you regarding what you want from IT and how best to deliver that to you. This will be our focus moving forward.

Stay tuned for big changes 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



**Peju Ajunwon**  
DIRECTOR, PROJECT PORTFOLIO  
MANAGEMENT OFFICE



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



**Carolyn Bogan**  
DIRECTOR, IT SERVICE DELIVERY



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





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

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