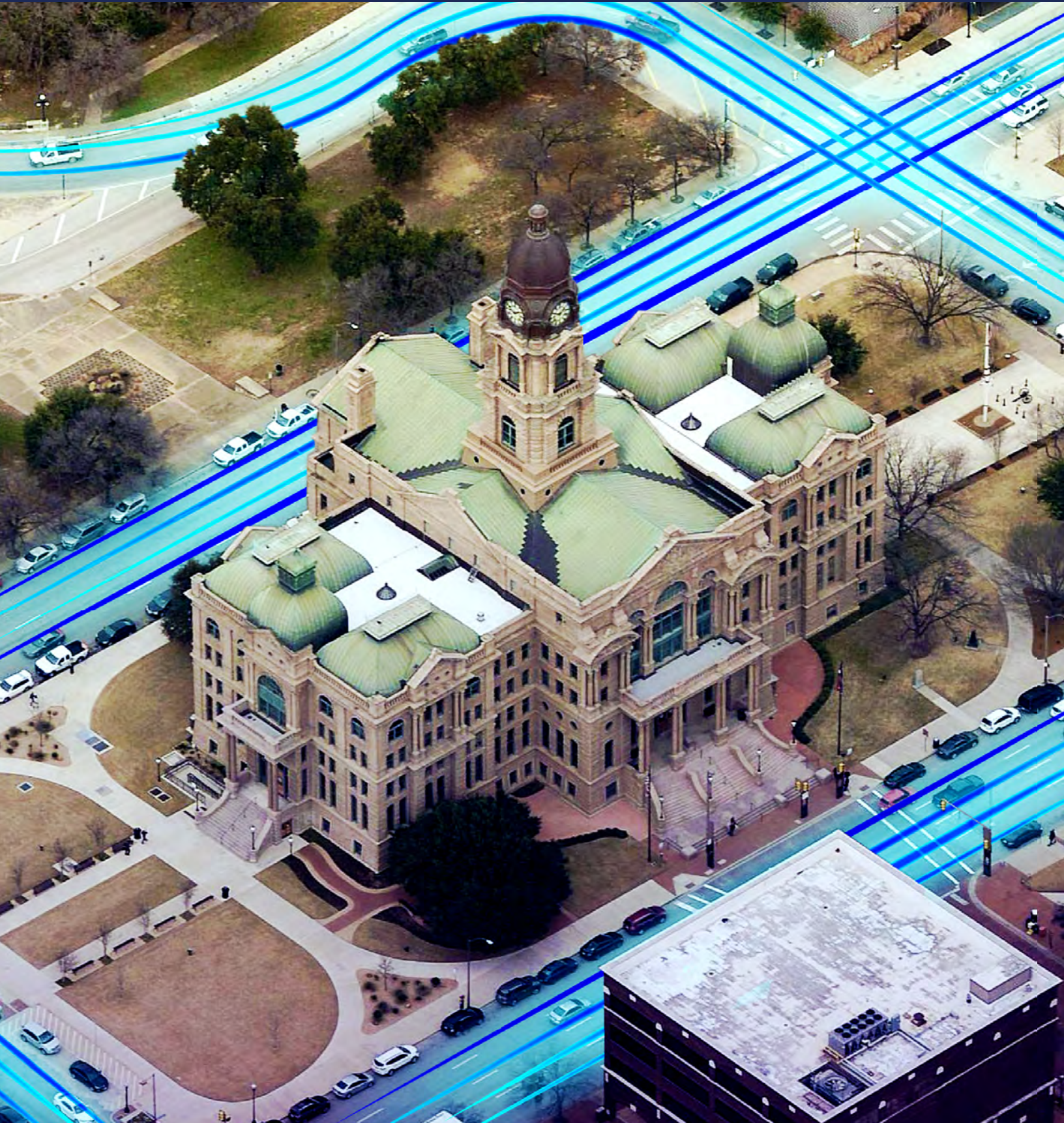




BUSINESS IMPACT REPORT

Information Technology Fiscal Year 2022

Our journey to execute speed and deliver IT services to you



OUR MISSION

To provide cost-efficient, high-quality IT solutions to Tarrant County Departments, residents, and corporate and government partners.

OUR VISION

To be the best IT organization in state and local government within the United States.

EXECUTIVE SUMMARY

Fiscal Year (FY) 2022 is out and FY2023 is in. As I think about where we are coming from relative to the COVID-19 pandemic environment versus the future that lies ahead of the Information Technology Department (ITD) team, the immediate description that comes to mind is “Emergence – Going Forward Stronger and Better.”

The team learned to adapt and evolve in a fast-changing business environment – living with the pandemic, hybrid telecommuting, a tough talent market, etc. Our team, day after day and against all odds, gave their best in technology support services to county departments serving Tarrant County residents. Making a strong business impact!

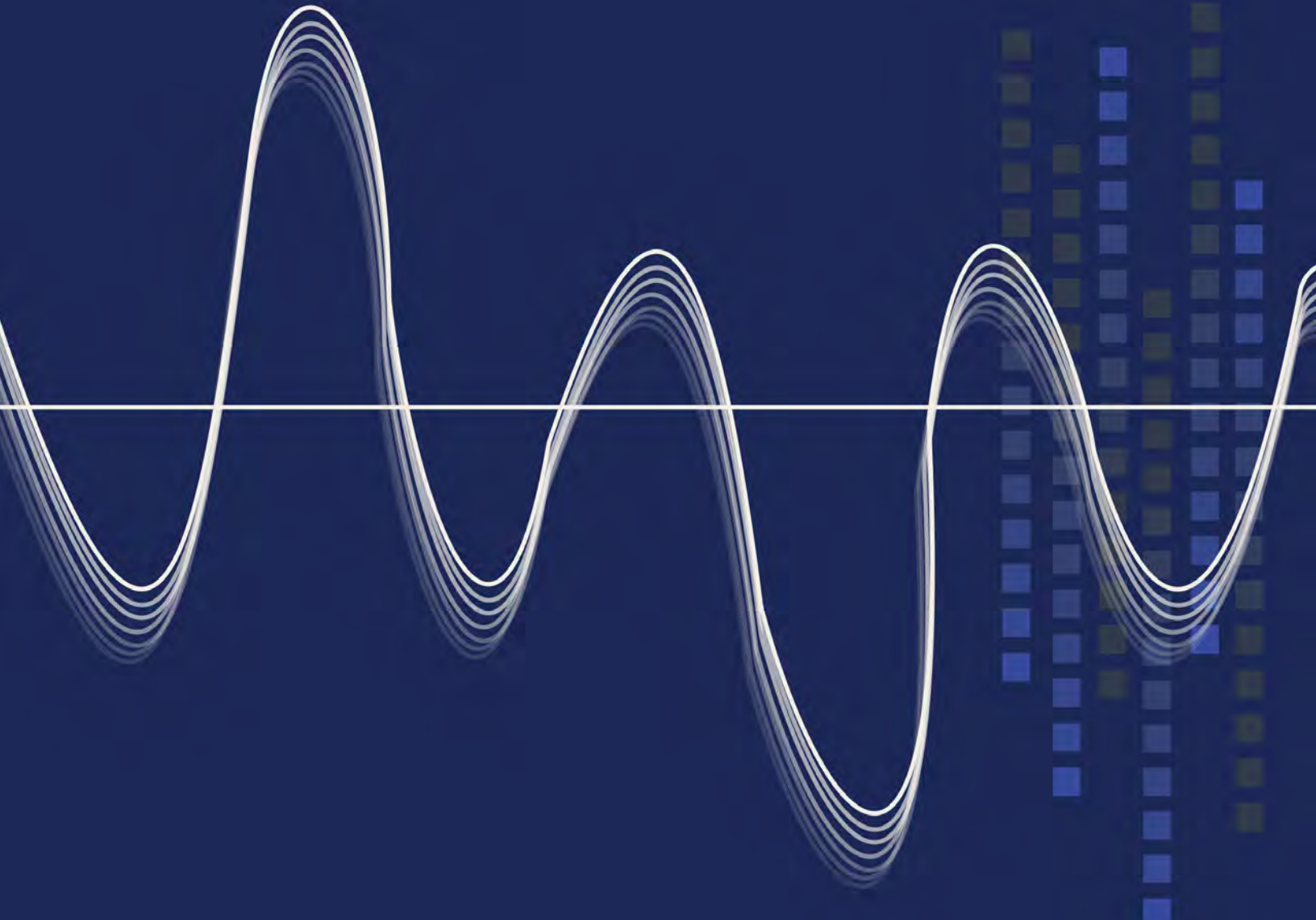
As we set out into the future, FY23, our prime objective is to evolve from “Good Customer Service” to a focus on “Speed of Delivery and Unmatched Customer Experience.” Can we achieve this? Yes! ITD launched a key initiative, the Customer Experience (CX) Maturity Program, that will henceforth serve as the launching pad into this future of work and service delivery. We are focused on nurturing cohesive partnerships and truly understanding the needs of our business units.

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 2022 and set our vision for Fiscal Year 2023.

Chris Nchopa-Ayafor,
Chief Information Officer



OUR GUIDING PRINCIPLES



A-QSTICS

QUALITY • STEWARDSHIP • TEAMWORK
• INTEGRITY • CUSTOMER SERVICE

REIMAGINING ITD OPERATIONS

The role of technology in local government was forced to adapt during the pandemic. We were forced to accommodate new ways of working, new ways of interacting with our constituents and how to keep staff engaged. There is now no going back. The role of technology in government has forever changed for the better. Our business partners now expect us to enable new capabilities faster and to provide clearer insight into technology roadmaps. We are being forced to re-evaluate every single facet of IT.

It is no longer enough to simply provide good customer service. We must adapt and provide an excellent customer experience. Fixing a user's problem is not enough. Did we make the customer feel valued? Were they a part of the process? This is the future of IT. So, how does this look on a practical level?

We are in the early stages of a Customer Experience journey. We are changing the mindset behind every decision made within IT. Every decision must now be made through the lens of providing a great customer experience. Everything from the look and feel of our service management tool, our departmental intranet site, to how we recruit and retain top notch talent is all being updated to reflect our commitment to making our customers feel welcomed and a part of how we operate.

Over the past few months, we have implemented new processes and governance across our organization to improve the speed of delivering new technology and to better control costs. We are already seeing the benefits. Our stakeholders have enthusiastically welcomed the opportunity to provide their input into those projects requested of us and to provide regular guidance regarding the county's priorities.

As part of our longer-term roadmap, we have started planning to move our application footprint to the Cloud. This initiative will provide higher availability of our applications, more flexibility to accommodate new work styles and locations as well as provide cost certainty for the county's budget. As we receive requests for new software and applications, by looking at Cloud solutions and Software as a Service first, we will be able to implement faster and for less cost.

Our commitment to drive innovation is not about us, but about our customers and constituents. Let's take this journey together!

Russell Scott
Deputy Chief Information
Officer (DCIO)



ITD Customer Experience Maturity Program

In January 2022, the Information Technology Department (ITD) launched the Customer Experience (CX) Maturity Program. This program will provide ITD with the foundational elements to transform our culture by improving how we operate as the IT service provider for Tarrant County. Secondly, modernize the technology which houses key operational IT service management processes. The objective is to increase the speed of delivery driving improved IT customer experience with our employees.

What is IT Service Management (ITSM)?

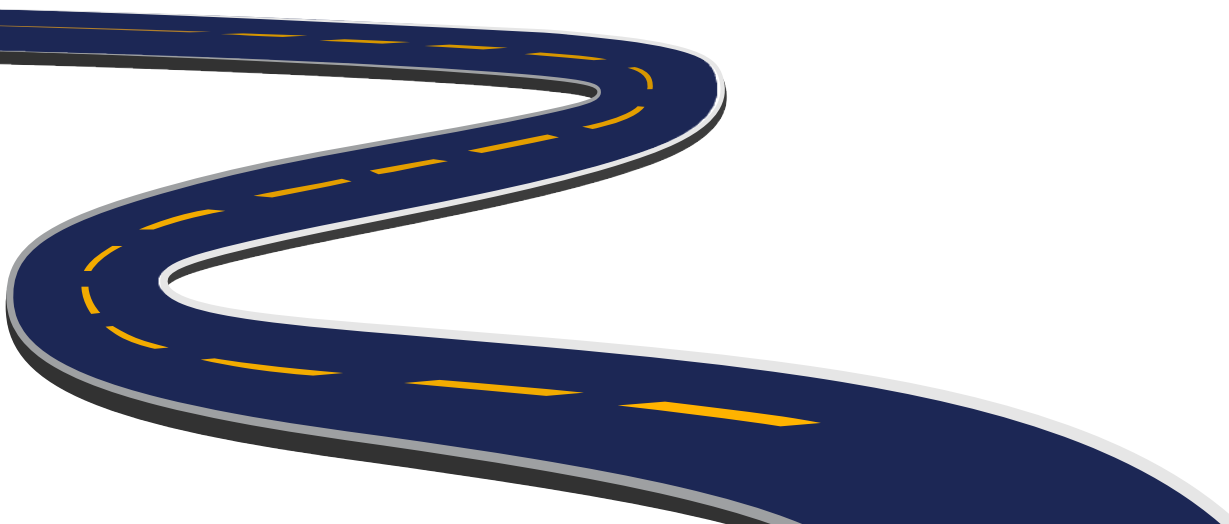
It's a strategic approach to how ITD manages the services we deliver. This includes how ITD monitors, manages, maintains, measures, communicates, and supports the services we deliver. The focus is on delivery value to the county, as well as ensuring a greater IT customer experience.

This will be a journey for ITD in how we will transform our culture through enhancing key operational processes and technology. The goal is to improve the Tarrant County IT customer experience.

ITD Customer Experience Maturity Program



It's a journey...



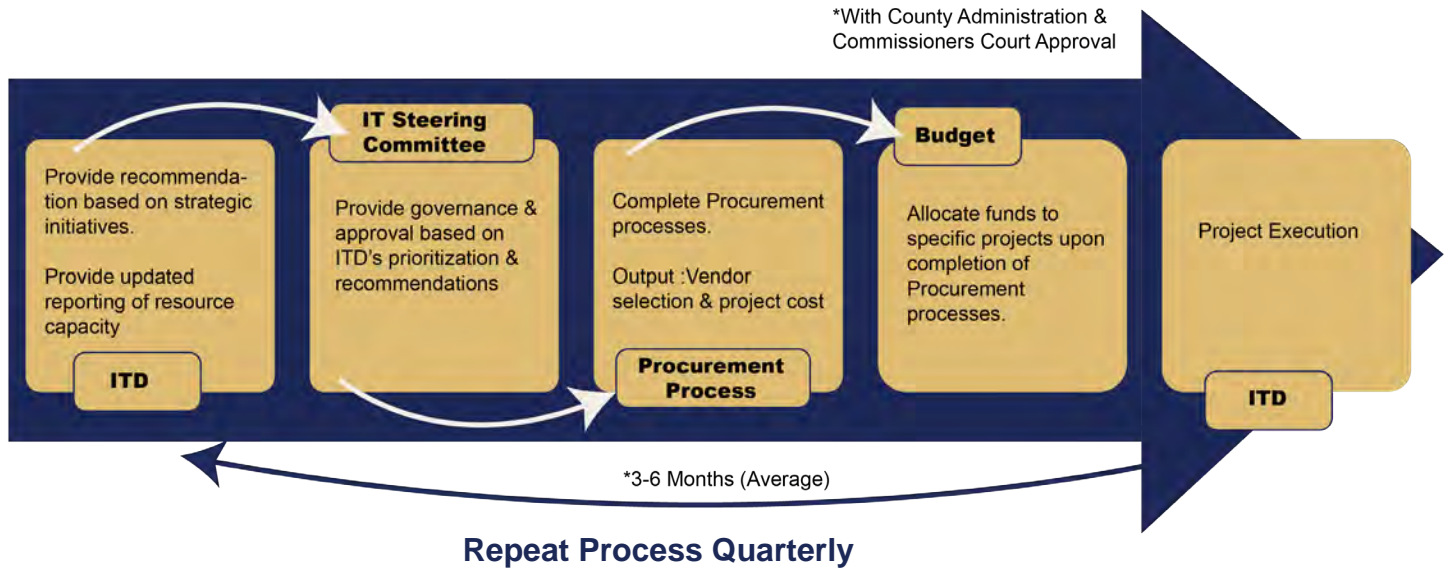
Process Improvements

The information Technology Department (ITD) spent the last few months collaborating with our business partners and stakeholders to review and evaluate the current project processes. The collaboration has allowed us to develop and receive approval of the new ITD Project Intake Governance process.

The approved governance process will allow ITD to provide the following improvements to our business partners in line with their departmental strategic project objectives, which will in turn provide noteworthy improvement with our project delivery:

- Allows for steady submission of project requests from our customers and stakeholders.
- Allows ITD to provide improved project budget & cost estimates.
- Allows ITD to provide improved project implementation timeline.

Demand Process



Enabling County Business

ITD continues to look for opportunities for improvement that will in turn provide enormous business impact for our stakeholders. We are constantly soliciting feedback from our stakeholders which allows us to better align with their respective strategic goals and objectives.

Overall, the Information Technology Department (ITD) completed 25 strategic initiatives enabling a wide-range of public services throughout the various Tarrant County business operations.

Jail Application

With the implementation of a state-of-the-art jail application, the operations within the Tarrant County Jail have experienced a significant process improvement. The jail has gone from a 1960's mainframe system to a web-based application that allows for easy access to defendant information and integration to other applications within the county.

In addition, the new application now allows for automated workflows and significantly increased capabilities.

Domestic Relation Office (DRO) Application

The implementation of the DRO application allows the Domestic Relations Office to move away from their utilization of a 1960's mainframe to a more user-friendly application.

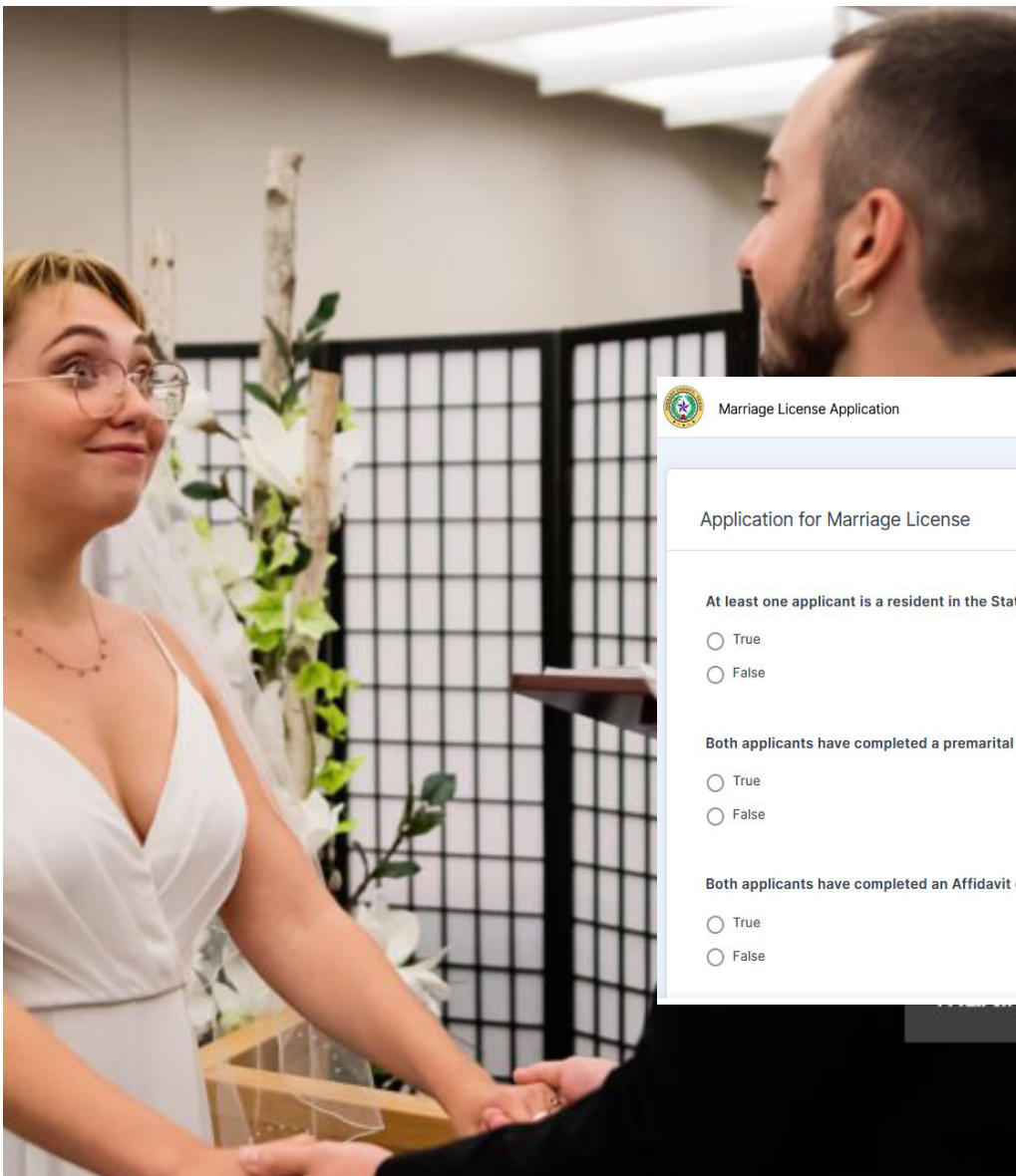
The application now allows the department to utilize workflows across divisions within DRO. In addition, it allows for improved reporting to the state.



County Clerk's Remote Marriage License Application

The implementation of the Remote Marriage License application enabled the Tarrant County Clerk's office to be the first in the state to provide this online service to the public. In the initial two weeks since the launch of the service, the County Clerk's office has assisted couples in Colorado, Florida, Louisiana, Italy, and Dubai.

"We are the first to be certified in the State of Texas to offer remote marriage licenses," said County Clerk Mary Louise Nicholson. "We are committed to providing the latest technology to better serve military service men, women and couples who prefer the convenience of online services. With remote applications, individuals do not have to request leave. You can be in the comfort of your home or military base."



Data Driven Decisions

Microsoft’s Modern Data Platform (MDP) hosted on the Azure Government Cloud is the foundation of Tarrant County’s data management framework. It allows Tarrant County business leaders information to make informed decisions to address organizational challenges and capturing business opportunities. Reduced incarceration costs, more effective use of rehabilitation programs and increased public safety have resulted from the county’s evolution to a more analytics culture.

Tarrant County Integrated Justice Analytics

Jail Population Analytics assists county leadership across different departments (County Administration, Budget Office, Justice Administration, Sheriff’s Office) to evaluate the health of the jail system by daily capacity thresholds, multi-year and YTD trends, costs, prisoner population distribution by jail unit, and more.

This is a business-critical need because more than 70% of county expenses are related to justice administration functions.



Tarrant County Jail Population Analytics

- Intra-day Jail Population Report
- Current Jail Population Report
- YTD Average Jail Population Report
- Multi Year Average Jail Population Report

<p style="text-align: center;">Jail Population Overview (YTD & Multi-Year)</p> <p>Year-to-Date Unassigned Housing & uncharged</p> <p>YTD Total Inmate Count with Monthly Averages</p> <table style="width: 100%; border: none;"> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Unsentenced Felony</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Contempt of Court</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Sentenced Felony</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Contract</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Unsentenced Misdemeanor</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Court Programs</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Sentenced Misdemeanor</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Parole Violation</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Sentenced State Jail</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Bench Warrant</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Immigration</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Suspense</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Out of County</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Court Exam</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Out of State</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">Other</td> </tr> <tr> <td style="background-color: #1a3d54; color: white; padding: 2px;">Appeals</td> <td style="background-color: #1a3d54; color: white; padding: 2px;">CSCD</td> </tr> </table> <p>Multi-Year Total Inmate Count with Annual Averages</p>	Unsentenced Felony	Contempt of Court	Sentenced Felony	Contract	Unsentenced Misdemeanor	Court Programs	Sentenced Misdemeanor	Parole Violation	Sentenced State Jail	Bench Warrant	Immigration	Suspense	Out of County	Court Exam	Out of State	Other	Appeals	CSCD	<p style="text-align: center;">Jail Population Cost Analysis</p> <p>Today's Jail Population with Incarceration Costs</p> <p>YTD Avg Jail Population with Incarceration Costs</p> <p>Multi-Year Avg Jail Population with Incarceration Costs</p>	<p style="text-align: center;">Jail Population Cost Analysis</p> <p>YTD Total Actual Incarceration Daily Cost Trend Analysis</p> <p>Multi-Year Total Actual Incarceration Daily Cost Trend Analysis</p> <p>YTD Total Avg Incarceration Cost Trend Analysis</p> <p>Multi-Year Total Avg Incarceration Cost Trend Analysis</p>
Unsentenced Felony	Contempt of Court																			
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<p style="text-align: center;">Jail Time & Sentence Time Analysis</p> <p>YTD Avg Jail Time & Avg Sentence Time (In Days)</p> <p>Multi-Year Avg Jail Population & Avg Sentence Time (In Days)</p> <p>Multi-Year Avg Jail Population with Incarceration Costs</p>	<p style="text-align: center;">Unfunded Mandates - Inmate Count & Cost Analysis</p> <p>YTD TDC Ready - Daily Inmate Counts & Costs</p> <p>Multi-Year TDC Ready - Daily Inmate Counts & Costs</p>																			

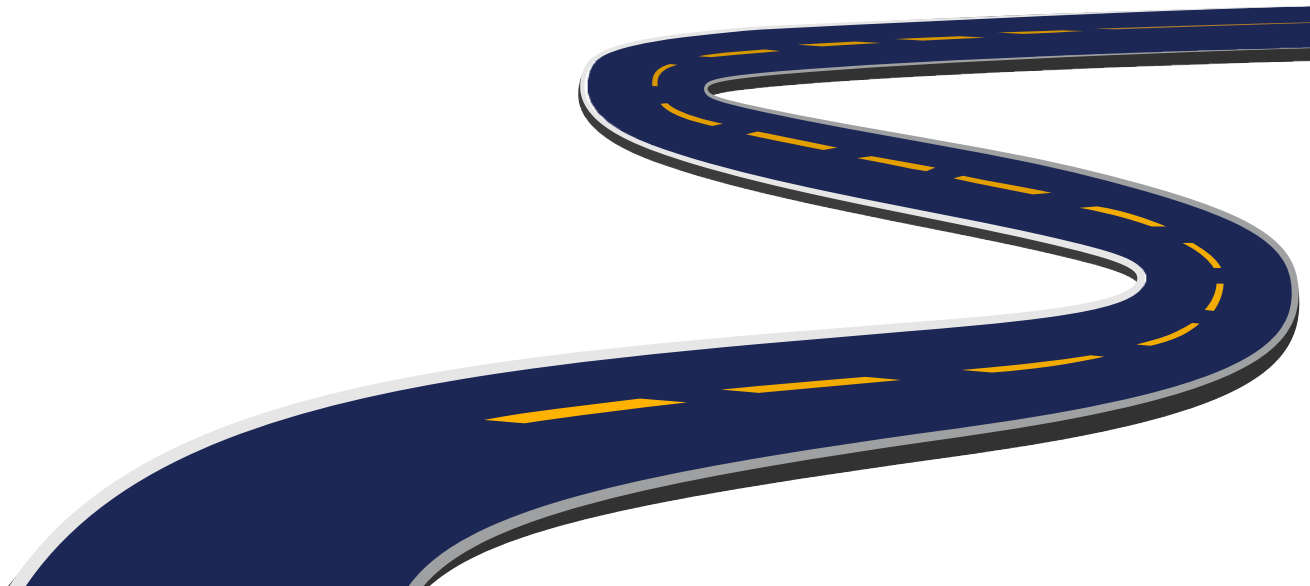
Tarrant County Mental Health Analytics

Data analysis to prove the effectiveness of diverting individuals arrested, suffering from mental health disabilities to a Mental Health Treatment Center, instead of the county jail which would otherwise exacerbate their mental health disabilities and increase re-incarceration (recidivism) levels and incarceration costs. The program seeks to:

- Measure the re-incarceration rates of individuals with mental health disabilities.
- Quantify the incarceration cost of individuals arrested suffering from mental health disabilities.
- Identify the potential cost savings that would result from diverting low-risk individuals arrested and suffering from mental health disabilities to a Mental Health Treatment Center instead of incarcerating them in the county jail.

Tarrant County “First Stop Center” Justice Reinvestment Program Data Analytics

Ex-offenders that went through the program to re-integrate into society experienced a re-incarceration rate of only 16.89%, versus 61.25% for those ex-offenders from the general Tarrant County Jail population. “First Stop Center” clients’ demographic indicators, misdemeanor, and felony offense category breakdowns (before and after client intake) help the program directors strategically invest resources based on the needs and trends of the ex-offender population they serve.



Transformation

Transforming to Meet Today's Demands Tomorrow

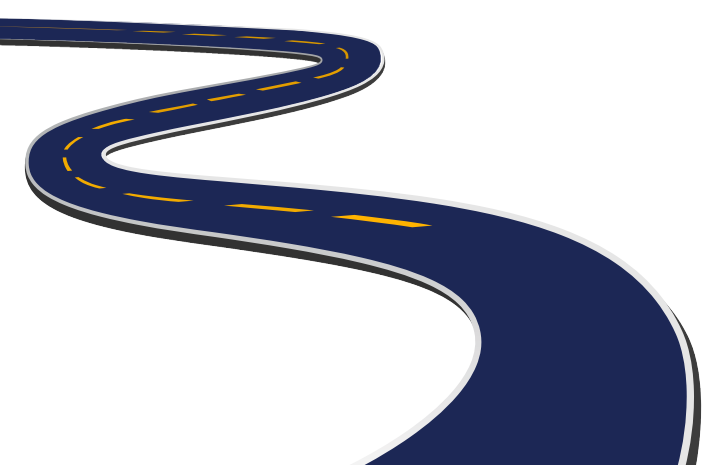
Tarrant County Information Technology Department (ITD) has deployed new technology infrastructure to accelerate our responsiveness to be flexible and scalable. Over the last year, we have upgraded our computing systems to embrace a fully converged platform, which increases performance, scale, and capacity of our computing infrastructure capabilities, while simplifying our administrative controls to respond to the needs of the county. As we continue to deploy new functionality to improve services, ITD has fashioned capabilities to meet elastic demand and provide progressive capabilities for ongoing transformation.

The deployment of newer server technologies has provided a pathway to expand our technology footprint with increased virtualization of our platforms as well as creating a transitory path to cloud-based technologies for greater capabilities, rapid deployment of new applications, and enhanced integrations to more services with greater efficiencies. The adoption of a multi-cloud-based service has expanded access to new technology platforms and has enable operational transactions with the county to become 24-hour qualifying services, thus providing greater convenience.

ITD Embraces “The Cloud”

The evolution of information technology and the mechanism to deliver faster, scalable, and reliable services requires ITD to transform how we provide the computing services required for Tarrant County.

Our Cloud First Strategy is intended to provide an avenue for ITD to facilitate positive business outcomes through organizational agility and flexibility. The approach recognizes that there are more options available beyond in-house development and on-premises hosting of technology solutions for the various departments throughout the county. The Cloud allows greater access to new features and functionality while providing an extension of services from the IT organization. In addition, the adoption of Software as a Service (SaaS) applications and the acquisition of custom software platforms has facilitated our goal to demonstrate improved customer experiences.





Information Security

This year Information Security fulfilled an important aspect of Cybersecurity which is Cybersecurity Awareness training for all employees.

Texas House Bill 3834, 2020 mandates annual Cybersecurity Awareness training for all employees and Information Security used the new Learning Management System (LMS) to deliver the training right to our employees at their desk. This was also the first “County-Wide” mandated training that went through the Learning Management System (LMS), serving over 4,000 employees.



Knowledge Is Key

Learning Management Systems (LMS)

The Information Technology Department is utilizing Tarrant County's new Learning Management System (LMS) to provide IT-related training across Tarrant County. IT-related training is hosted through live virtual events where participants can ask questions through chat, or it can be accessed online by viewing previously recorded classes at their own pace and convenience.

The LMS allows employees to register for training, view and maintain employee training courses, display past training history, and store external certifications.

Education Center Training

The IT Education Center learned from the pandemic that online training demands increased due to the need of flexibility in training. ITD quickly partnered with our training partners to create online training opportunities for the county. This resulted in the following:

- In-Person Training: 6 classes hosting 35 attendees
- Online Training: 18 classes hosting 428 attendees



Employee Recognition & Development

ITD recognizes employees throughout the year with a multitude of instant kudos and coins for their efforts and accomplishments. We also recognize employees biannually in the following categories.

CIO AWARDS

CIO Awards are chosen by the CIO and awarded for consistently superior contributions over an extended period of time. This year the CIO recognized two employees, Rick Brunson, Special Projects and Relationship Manager, and Kimberly Perkins, Business Analyst-Special Projects.



Kimberly Perkins

Business Analyst – Special Projects



Rick Brunson

*Special Projects & Relationship
Manager*

TEAM AWARDS

Team Awards are awarded to employees who collaborate with at least one other ITD employee on a significant project displaying customer service, exceptional quality, innovation/creativity, extraordinary effort, timeliness, professionalism, and teamwork. ITD recognized eight Teams for their teamwork covering a variety of projects in the 1st and 2nd Quarters of FY2022.

Biennial Jury Pool Rebuild

*Nick Osemeke
Kimberlee McGee
Daryush Mir
Nesar Alam
Josh Willis*

HR ITRM Team

*James Castillo
Beth Glass
Angela Silva
Jake Underwood
Heather Douglas
Maria Montey*

OpSec Team

*Susan Cox
Rob Chambers
Josh Douglas*

POTUS Visit

*Roger Mueller
Hammad Hassan
Ricardo Robaina*

ITD BA Team

*Shawn Brewer
Carmen Elbert
Gayla Neal
Richard Porter
Joseph Rahal
Ruby Romero
Cory Whitaker*

TechShare Jail Go-Live Team

<i>Melei Kelly</i>	<i>Teja Kusuma</i>	<i>Prasanna Pilli</i>
<i>Kim Srader</i>	<i>David Baren</i>	<i>Kevin Smith</i>
<i>Mike Falcone</i>	<i>Shawn Brewer</i>	<i>David Murphree</i>
<i>Edward Cotton</i>	<i>James Chiang</i>	<i>Dustin Gerold</i>
<i>Tony Stults</i>	<i>Chris Peterson</i>	<i>Narasimha Bakthula</i>
<i>John Pollock</i>	<i>Pavani Chitta</i>	<i>Eddie Farmer</i>
<i>Diana Senik</i>	<i>Ron Bosbyshell</i>	<i>Mark Bloodworth</i>
<i>Carmen Elbert</i>	<i>Sijith Velayudhan</i>	
<i>Josh Willis</i>	<i>Vernon Leonard</i>	

Precinct 3 Virtual Town Hall

*Amy Barnes
Misti Melder*

QA Team

*Teja Kusuma
Pavani Chitta
Joseph Agyen
Niraj Baral
Sijith Velayudhan*

PEAK PERFORMER AWARDS

Peak Performer Awards are awarded to employees who have a documented accomplishment in the category of exceptional performance, customer service or outstanding service. Six employees were awarded Peak Performer this year.



Judy Daughtry
Secretary V



Ruby Romero
Project Manager



Chad Hill
*Senior Systems
Administrator*



Misti Melder
*Lead Customer Support
Specialist*



Tony Stults
*Lead Application
Support Administrator*



Jake Underwood
DIS Technician II

LEADERSHIP AWARDS

Leadership Awards are awarded to employees who have a documented accomplishment in the category of exceptional performance, customer service or outstanding service over an extended period of time. This year Brian Redmond was awarded the Leadership Award.



Brian Redmond
*IT Resource Manager (Field Support &
Hardware Services)*

Professional Accomplishments

Advancement of technologies alone cannot be successful without a strategy for your people such as an investment in the development of any individual's knowledge and skills. Leadership development and promoting teamwork by creating a culture where everyone has an opportunity to grow.

Below are some of the training courses, programs and certifications achieved by our employees:

- Master Certificate of Leadership from National Association of Counties (NACo) High Performance Leadership Academy
- Master Certificate of Leadership from NACo Frontline IT Leadership Professional Academy
- Project Management Professional Certificate
- Advanced Windows Security Course 2022
- ITIL-4 Certification
- Professional Scrum Master I
- Professional Scrum Master II
- Post-Graduate Program in Cloud Computing from UT Austin
- Microsoft Azure Fundamentals
- COBIT
- Texas Notary Public
- Management Development Institute (MDI) BRIDGE Graduates

Opportunities with Information Technology

This year we welcomed new staff to our team and acknowledged several promotions and lateral moves within the ITD organization:



New Hires



Promotions



Lateral Moves

IT Senior Leadership



Chris Nchopa-Ayafor
Chief Information Officer



Russ Scott
Deputy Chief Information Officer



Cecilia M. Webb
Executive Assistant to the CIO



Darren May
Information Security Officer



Anthony Jackson
*Network & Data Center
Infrastructure Director*



Peju Ajunwon
*Project Portfolio Management
Office Director*



Michael Webb
*Business Application
Development & Support Director*



Carolyn J. Bogan
IT Service Delivery Director



Tarrant County Information Technology Department

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