

BUSINESS IMPACT REPORT
TARRANT COUNTY INFORMATION TECHNOLOGY DEPARTMENT

2017





EXECUTIVE SUMMARY

Our recognition as the sixth (6th) largest growing county in the United States in 2016 and ranking among the Top 10 Digital Counties by The Center for Digital Government in 2017 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.



In support of Tarrant County’s mission, the Information Technology Department embraces a Vision 2020 Strategic Plan that drives our commitment to canvassing the dynamic business-to-technology landscapes and to investing in people, systems, businesses, and community (residents and partnerships).

“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.

Today, we celebrate you, the business, and all we were able to achieve together in 2017. Improving business outcomes is fundamental and our value as an IT organization is dependent upon your success. As we close out 2017 and set our eyes on 2018, our key focus going forward will center around 2018 being the year of the customer, consolidating and preserving our gains, leveraging opportunities for improvement with greater focus on government statutes and compliance and developing our staff.

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 2017.

A handwritten signature in black ink, appearing to read 'CN', written on a light grey rectangular background.

Chris Nchopa-Ayafor, Chief Information Officer



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

HAVE FUN WORKING
TOGETHER AND GAIN
SATISFACTION FROM
A JOB WELL DONE

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 through the use of technology focusing on three strategic initiatives:

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

**We accomplish this by INVESTING IN People, Systems, Business and Community
(Residents and Partnerships)**

AWARDS AND RECOGNITIONS

Benefits: visibility for the organization; influence policy and direction, seen as a partner at the table of discussion



The Center for Digital Government (CDG) and the National Association of Counties (NACo) recognizes Tarrant County as one of the “2017 Top Ten Digital Counties” in the nation in the 1,000,000+ population category.



Tarrant County is one of three counties nationwide to be honored with the 2017 Government Experience Project Award in the County Government-to-Citizen Experience category for the Public Health Be Mosquito Free initiative. The Government Experience Project Award is a nationally recognized program focusing on the achievements and best practices of states, cities and counties that have gone to the web and beyond to radically improve the experience of government and push the boundaries of how citizen services are delivered.

Congratulations to Tarrant County for receiving the following 2017 NACo Achievement Awards in the category of Information Technology.



The National Association of Counties (NACo) Presents Tarrant County with the 2017 Achievement Award for MAVerick Enters the Courtroom



The National Association of Counties (NACo) Presents Tarrant County with the 2017 Achievement Award for Paper-On-Demand Electronic Office



Center for Digital Government Presents the 2017 Best of Texas Award Best IT Collaboration Among Organizations for Dallas, Tarrant and Travis County Prosecutor Module

RECOGNITIONS:

APPOINTMENTS:

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

SPEAKING ENGAGEMENTS:

- NACo National Conference: CIO Forum Panel
- Fort Worth IT Symposium: Pragmatic Roadmap for Digital Transformation Panel
- NACo Spring Conference (Washington, DC):
- Public Technology Institute CIO and Leadership Summit in conjunction with National Association of State Chief Information Officers (NASCIO) Annual Conference: Confessions of a CIO – Both Seasoned and New! Panel

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

Investing in

PEOPLE

“WE BELIEVE THE FUNDAMENTAL VITALITY AND STRENGTH OF OUR DEPARTMENT LIES IN OUR PEOPLE.” THERE IS NO GREATER REWARD THAN SEEING THE GROWTH AND RETENTION OF TALENTED STAFF GROOMED FOR SUCCESS.

ITD EMPLOYEE TRAINING

Instructor led:

153	Learners
3518	Hours of training
33	Certifications obtained

On-line training

101	Learners
785	Hours of training
204	Courses accessed
1459	Videos accessed
66	Publications accessed
10	Job Aids/Mentoring accessed

EMPLOYEE RECOGNITION

152	Extraordinary performance
24	Exceptional performance
11	Peak performance over a 3 month period
2	Exceptional performance over an extended period
6	Project teams (75 employees) - for successful completion of a significant project

CAREER ADVANCEMENT AND RECRUITMENT

7	Promotions
10	New hires
9	Retirements (205 combined years of service)

ITD maintained a 96% Retention Rate (excluding retirements) for 2017



TRAINING OPPORTUNITIES

1525 Tarrant County staff received training from the ITD Education Center

SECURITY AWARENESS

- Door-to-Door Security & Privacy Essentials Campaign
- Approximately 12 departments
- Approximately 2500 County employees attending to date
- Of the 74.29 Million emails received, 68.5 Million (93.47%) were classified as SPAM and blocked from delivery to Outlook Inboxes reducing risk.
- 94% of enrolled employees have successfully completed Security Awareness training

NOTEWORTHY INITIATIVES

Password Resets Introduced self-resets which has a cost savings of approximately \$5.00 per event. There were 14,915 reset/unlocks in 2017 that is a potential future savings of \$74,000.

The LOOP Employee Portal brings employees information into a single site accessible anytime/anywhere from desktop and mobile devices.

SAP Improvements simplify the user interface making it easier for employee benefits registration.

ESS Single Sign-On saves time by eliminating extra login step.

Microsoft Office 365 provides larger mailbox capacity, easier to access emails anytime/anywhere, and disaster-proof email delivery system.

Office 2013 provides employees with access to a newer version of Microsoft Office applications.

Investing in **SYSTEMS**

CLOUD-BASED STORAGE

Cloud-based digital storage maintained under the Tarrant County umbrella consists of:

83.28TB	Digital Media Evidence
8.37TB	Backups
100GB	District Clerk
4GB	County Clerk
<hr/>	
91TB	Total (= 3,600+ Blu-ray disks)

Digital Media Evidence storage grows at a rate of 6.5TB (equivalent to 260 Blu-ray disks) per month.

OUR OVERALL MISSION IS TO PROVIDE TECHNOLOGY THAT ENABLES TARRANT COUNTY DEPARTMENTS TO MEET THE NEEDS OF RAPIDLY EVOLVING BUSINESS, TECHNOLOGY, AND CITIZEN EXPECTATIONS.

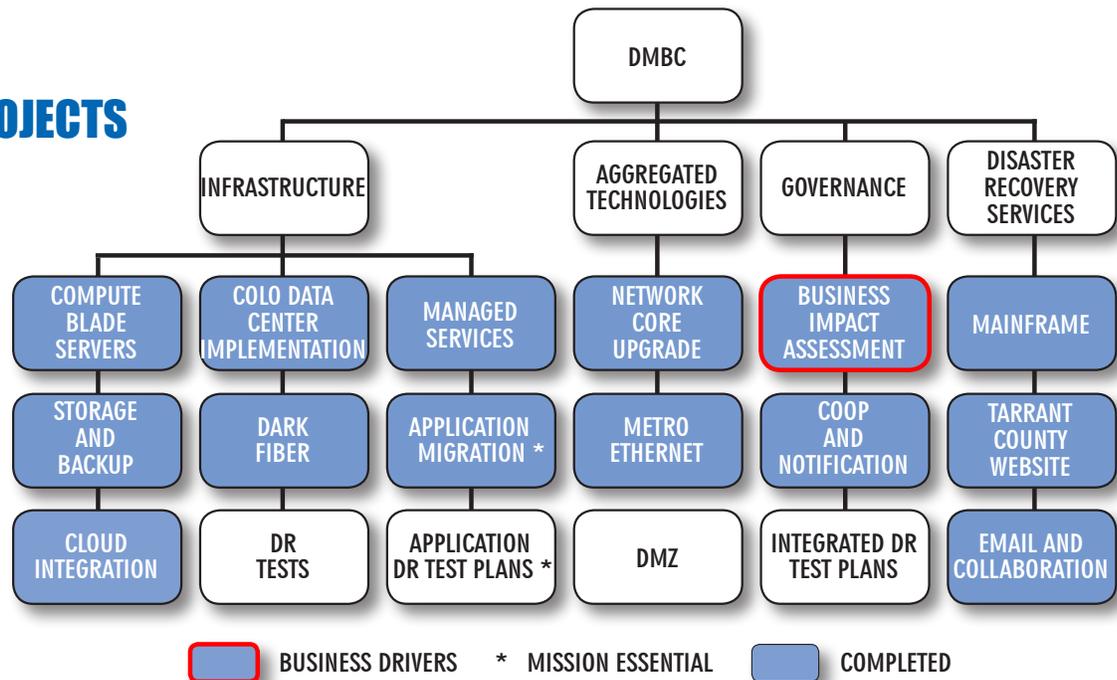
DISASTER MANAGEMENT BUSINESS CONTINUITY (DMBC) INITIATIVE

The Disaster Management Business Continuity (DMBC) Initiative is a proactive plan to minimize interruption to the County's essential business services in the event of a hazardous event.

- Value Drivers for success
- Continuity of Operations Plans
- Employee notification system
- Data and backups replicated
- Core Network Infrastructure modernization
- Two Active Data Centers
- Subject Matter Expertise
- Planned Recovery Time Objective
- New Compute Power
- Storage Extended
- Mainframe is positioned for Disaster Recovery
- Office 365 for email
- ALL tier 1 applications have a recovery path

A secondary facility often referenced as a Co-Location or COLO has been designated as part of the DMBC plan. This allows for data and applications to reside in more than one location to reduce risks of continuity in services.

DMBC PROJECTS



NOTEWORTHY INITIATIVES

Network Transformation supports more than 60 individual building locations providing Internet, telecom, and data-related services to all users using redundant scalable infrastructure.

Mainframe Move to Managed Services relocated all Mainframe operations and support to a managed services hosting provider offering DMBC failover with approximately 45% operations cost reduction.

Tier 1 Applications* which are Tarrant County mission essential services required to be restored within the first 72 hours of a hazardous event, have been migrated into the two-active data center environment.

Enterprise Infrastructure Upgrade

- 100+ externally facing web applications migrated to the new enterprise class hardware providing improved performance, security, and manageability.
- Email infrastructure moves to the cloud allowing Email access anytime / anywhere.
- Windows Security Updates automated remediation process saves each month approximately 30 working hours, consistently reaching over 89% first-time compliance (well above the 85% industry recognized target).

SAP Upgrades supporting County business

- Modernized platform capabilities enhancing the software requirements to continue advancing with future releases.
- Updated software keeping the system up to date with the most current functionalities SAP offers.
- Legal changes to be compliant with regulations for payroll and human resources functions.

Investing in

BUSINESS

IT COST-SAVINGS

- Savings from mainframe transformation combined with other cost savings yielded over \$1.1 million reduction in our continued effort to reduce IT spend
- FY17 ITD controlled Budget including new capital decreased 4.7% from FY16.
- Approved FY17 ITD only Capital Budget for new requests decreased 55% from FY16.

WE ENSURE FINANCIALLY SOUND INVESTMENTS THAT IMPROVE DEPARTMENTAL OUTCOMES THROUGH TECHNOLOGY ENABLEMENT AND AUTOMATION OF REOCCURRING TASKS.

NOTEWORTHY INITIATIVES

OnBase File Tracker was used to convert over 40,000 active cases enabling the tracking of physical location changes of all active Criminal and Bond Forfeiture case files throughout the judicial life cycle for the County Clerk Criminal staff.

eCertify Mail Online streamlines process with a cost savings of \$1.25 per envelope.

Jury Management Upgrade provides a more adaptive workspace with the newly hosted Interactive Voice Response solution for the application allowing ITD to retire 3 physical servers and recover 17 telephone lines.

Family Court Judges' aiSmartBench® provides judges and court staff with dashboard access to case documents enhanced with full text search capabilities, generation and routing of electronically signed orders, and docket management/scheduling tools.

Probate Court 2 Online Guardian of the Person Report allows the guardian to electronically complete a required annual report instead of going to the Courthouse.

NOTEWORTHY INITIATIVES (cont)

TAX OFFICE:

2017 Tax Rollover - a new process which resulted in the elimination of 22 out of 138 tasks (16%) performed in past rollovers.

Tax Dashboard Reporting provides Tax Office management with daily metrics on transactions and amounts collected.

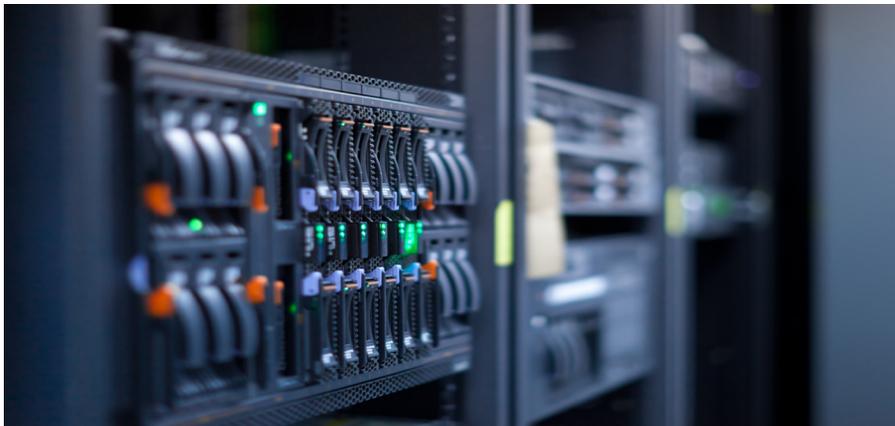
Motor Vehicle Insufficient Funds (NSF) Database System migration to OnBase provides better management of the entire process from scanning and print checks/documents, to associating them with payment records along with improved security, data organization and audit trails.

Mass Billing Upgrade streamlines inefficient processes supporting Tarrant County's "Less Paper" Initiative and allows for tracking and development of effective metrics.

Vehicle Inventory Tax (VIT) upgrade to portal security for dealer access and review for attorneys and auditors along with the ability for processing boats, outboards and trailer dealer data.

Process Improvements for Odyssey Case Event Codes resulted in a 61% reduction in the number of case event codes, which simplified the process and improved the accuracy of event code assignment when documents to be filed are received by the County Clerk.

Microsoft Dynamics 311 Constituent Relationship Management (CRM) allows for creating constituent cases, sharing of contacts and the transfer of cases from one precinct to the other.



Investing in

COMMUNITY

RESIDENTS

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

WE STRATEGICALLY ENGAGE THE PUBLIC AND PRIVATE STAKEHOLDERS TO IMPROVE THE MOBILITY OF PEOPLE, GOODS AND INFORMATION IN TARRANT COUNTY AND THE NORTH TEXAS REGION.

- 14,789,000+ page views
- 2,660,000+ unique visitors
- 46.7% unique visitors used mobile devices (smart phones, tablets, etc.)
- 104 different websites on www.tarrantcounty.com
- 2,771 Residents requesting assistance through the Tarrant County website.

Tarrant County website on-line registrations:

Senior Synergy 2017

- 1,943 Attendees
- 112 Exhibitors
- 47 Sponsors
- 103 Volunteers

Healthy Lives Matter 2017

- 179 Attendees

Empowering Seniors 2017

- 1,628 Attendees
- 98 Volunteers

Healthy Lives Matter

Alzheimer's Education 2017

- 225 Attendees

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.

- 38,415 Calls Handled
- 739 per week
- 155 per day
- 17 per hour
- 46 average hold time (seconds)
- 30,022 Calls transferred to other departments

NOTEWORTHY INITIATIVES

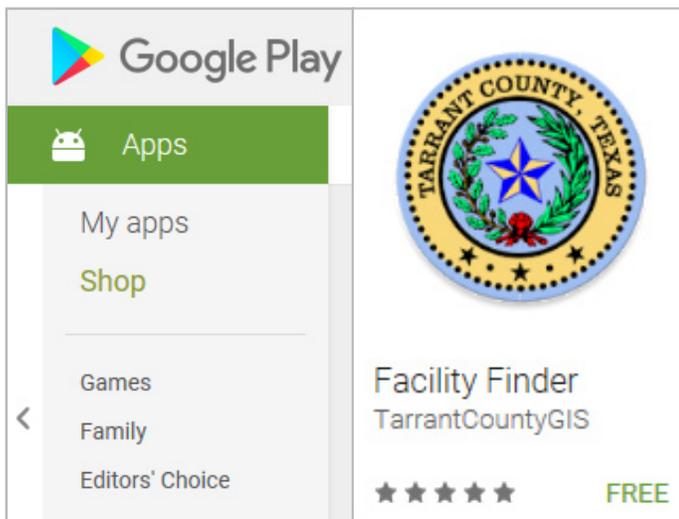
Tarrant County Voter Lookup Website Upgrade allows the Elections Department the ability to dynamically add, without interruption to the website, additional languages and sample ballot files at any time in support of Section 203 of the Federal Voting Rights Act.

Tax Account Search Page implemented CAPTCHA, a program intended to distinguish human from machine input, as a way to prevent spam and automated extraction of data from websites. Tax office users reported a noticeable difference in application performance and responsiveness.

Tarrant County Waze Website Website incorporates traffic and navigation information within the Tarrant County website. Users are able to toggle on/off the road alerts and traffic jam information. Please view the website at <https://gisit.tarrantcounty.com/tcwaze/>.

Facility Finder Mobile Application helps the user browse County facilities grouped by category and link to Google Maps driving directions, web sites, and contact information. The website is at the URL: <https://gisit.tarrantcounty.com/TCFF/>

The mobile app is found in the Google Play store by searching for Tarrant County in the Apps section.



Investing in

COMMUNITY

PARTNERSHIPS

Conference of Urban Counties (CUC) TechShare Partnership

Tarrant County ITD, CUC TechShare, and stakeholders from the District Clerk, Criminal Court Administration, County Clerk and the Sheriff's Office collaborated to complete Phase I of the TechShare Court implementation project. This is a new system to replace a legacy system to manage cases for the entire Tarrant County Criminal Courts Justice System.

WE PROACTIVELY COLLABORATE WITH EXTERNAL STAKEHOLDERS TO DELIVER INFORMATION, RESOURCES, AND SERVICES THROUGH THE APPLICATION OF TECHNOLOGY.



NOTEWORTHY INITIATIVES

Tarrant County Elections

- **Administration Website** enhancements improve the ability to manage polling locations, assign and manage polling location workers, and manage precinct participation in local and federal elections.
- **Easy Campaign Finance Software:**
 - o Allows Elected officials, candidates, and committee treasurers the ability to submit and file required campaign finance documents securely online ensuring a complete audit trail.
 - o Enables automated communication and notifications.
 - o Provides a public interface to access to candidate reports.

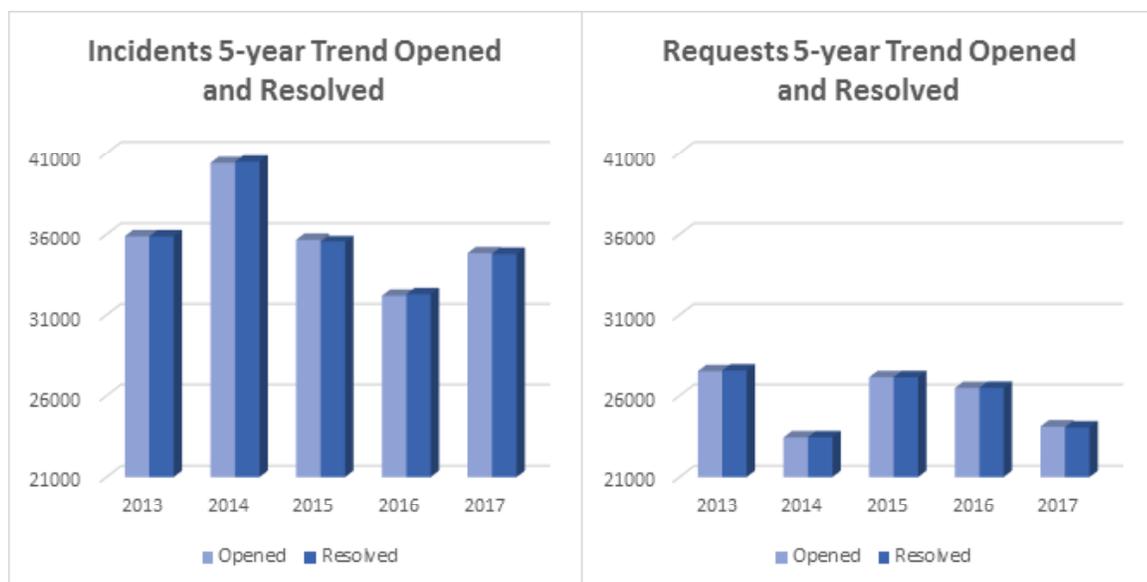
GangNet Process Improvement exports new and updated gang data to the TxGang system operated by Texas Department of Public Safety resulting in improved data sharing for law enforcement agencies in the State of Texas.

OpenBooks Portal Enhancement focused on meeting the requirements for the Texas Comptroller Debt Obligation Transparency Star Award. Achieving this award will be the third transparency star for Tarrant County.

Electronic Justice Court optimizes processes to reduce the use of paper in the courtroom.

ITD SERVICES

Below is a 5-year trend for the number of incidents (an unplanned interruption to an IT service or reduction in the quality of an IT service) and requests (need / want for new services, advice, equipment, information, etc.) opened and resolved.



The 2014 and 2017 incident peaks reflect major transformations as we modernized the County computing environment. As this stabilizes beyond 2017, we anticipate more aggressive decline in incidents translating to less business service disruptions.



Setting our sights on 2018, our focus will be:

- Total customer experience
- Consolidate and preserve our gains
- Leverage opportunities for operational improvements with a focus on government statutes and compliance
- Continue staff development

PROJECTS COMPLETED (81)

As reflected below, ITD Business Technology Solutions impact every department within the County. ITD is the extension of your business!

2017 Tax Rollover
311 Plant Technologies MS Dynamics
Action Plan and Mitigation for Insight Network Assessment
Agg Technology - Application Preparation, Virtualization and Synchronization
Agg Technology - VCE VxBlock Implementation
Agg Technology - Barracuda to F5 Migration
Agg Technology - Colocation, Infrastructure Deployment and Migration
Agg Technology - EMC Service Catalog & Automation
Agg Technology - Network Upgrade - Dark Fiber between Colo and Plaza
Agg Technology - Virtustream Managed Services
Agg. Technology - Optical Link between Colo and Plaza
Application configuration settings migration
Apps/Websites Migrations from Barracuda to F5
Automate TC911 monthly update
BW Security Upgrade
BW Upgrade
CAID refresh
Campaign Finance Software
Cartegraph OMS Spring 2017 upgrade
CCure System Upgrade
Census and ACS
Certified Mail Online
CFIS V9 Upgrade
County Clerk - Customer Queueing
County Clerk - File Tracker
County Clerk Criminal judgement forms upgrade
County Clerk-Paperless Probate
Crime Reporting and Analysis Project
Dynamics CRM - OMS Integration
Electronic Health Records
Enterprise - DocuSign Implementation - Phase I
Enterprise - DocuSign Implementation - Phase II
ESRI 10.4.1 Upgrade
Facility Finder
Family Court Judge's Bench
File Tracker
Foreclosures
Full Building Wireless Coverage Phase 2
GIS / ServiceNow integration
GOPR-Probate 2
Green Project (Mainframe reports to Onbase)
Implement Sungard Freedom
JP1 Paperless Pilot (Electronic Court)
JP1 Scan Project
Juvenile Attorney Assignment wheel
Juvenile Services HR Documents
Juvenile Services Training Documents
LIMS Public Health
Live Auction Photos
Mainframe Hosting
Medical Examiner DIMS System Upgrade
Mosquito and Vector Surveillance update
MS Office365 - Expanded Pilot Group
MS Office365 - General Rollout Pre-requisites
MS Office365 - Mailbox Migration General Rollout
MS Office365 - Office 2013 Upgrade General Rollout
MS PKI Security Certificate Automation Upgrade
MS SQL Server 2012/2014 Migration
Netmotion version 11 upgrade
NSF Database System Replacement
Odyssey load balancing
Official Electronic Records Initiative
OnBase MS Office Upgrade 2013
PaperVision & Paperflow Inventory
Polycom Clariti Implementation
Records Cost Analysis
Records Retention Update
Replace Paperflow with OnBase
Shelve & Document Restored Volumes
Sheriffs LiveScan
SOC Tax Audit
Southwest Sub Courthouse Relocation
Tax Dashboard - SSRS Reports
Tax Office Mass Billing
TaxClient Update August 2017
TC Elections Admin WebApp Enhancements
TC Vendor Lookup Update
TechShare.Court - Phase 1 Implementation
Telecom Expense Management System (TEMS)
Vehicle Auctions
VIT Upgrade
Waze Connected Citizen Program



Chief Information Officer

Chris Nchopa-Ayafor

Executive Assistant to CIO

Kimberly Knott

Deputy CIO

Project Portfolio Management Office Director

Network & Data Center Infrastructure Director

Anthony Jackson

Business Application Development & Support Director

Michael Webb

Customer Resource Center Director

Keith Hughes

Information Security Officer

Darren May



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.



Information Technology

*Business First,
Technology Second*

Tarrant County
Information Technology Department

<http://itd.tarrantcounty.com>

Plaza Building
200 Taylor Street
Fort Worth, Texas 76196
817.884.3888