SECTION 1

IT GOVERNANCE

IT GOVERNANCE

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SECTION 1

IT GOVERNANCE

Plan Overview

Like many governments faced with growth in demand for services while confronting a strained economy, the County continues to mount significant challenges and new opportunities where technology innovation is essential. These challenges and opportunities are fueled by heightened expectations from the County's constituents and business community to interact and conduct business with the County utilizing modern technology and web-based capabilities that enhance information, communication, and transactions in a variety of formats, and enable further transparency in government. An environment of rapid change and the need for responsiveness together with finite resources highlights the importance of thoughtfully considered deployment of IT trends, that embrace supportable standards and agile IT enabled services.

The County's Information Technology (IT) capabilities must be contemporary, flexible, scalable, secure, and environmentally conscious with the ability to respond to new goals and dynamically changing service and operational requirements by various agencies. The County's IT environment builds on an enterprise architecture that includes industry standards, open systems, and tools that support a variety of needs and diverse portfolio of systems. The supporting infrastructure foundation is designed to ensure the integrity of transactions, data and optimum system performance. Strategic planning, governance and program management assures inclusion in decision making and implementation of solid products, and effective solution delivery at a fully leverage cost.

To enable Fairfax County's technology program to meet these challenges, continued emphasis is placed on determining solutions that provide enhanced web-based on-line capabilities, promote cross agency business processes, enable data mining and sharing for more effective decision making, and promote greater transparency by making information more publicly accessible; and enable key County priorities such as use of WEB new media, social media, mobile apps, county worker mobility and Telework, and private municipal 'cloud' capabilities and green IT initiatives, and, on-going productivity and reliability improvement such as self-service opportunities, and on-going data security and privacy; and maintain low cost, supportable and secure infrastructure. IT investments enable these priorities as well as executive leadership goals and county agencies' strategic plans. Emphasis is also placed on processes to ensure that IT projects are managed consistently through proper levels of oversight and tracking, and ensure that IT investments are leveraged, deliver a return on the investment and are aligned with the County's strategic goals.

This plan summarizes the County's underlying principles for IT Governance: (Section 1); Strategic Directions and Initiatives (Section 2), Information Technology Projects (Section 3); Management Controls and Processes (Section 4); and Information Technology Architecture (Section 5). The plan describes adopted technology investments that accomplish identified goals and objectives; provides status of ongoing project accomplishments; identifies resources required for implementation; and states the return on investment benefits projected by the sponsors of the projects. Projects are linked to agency sponsor strategic plans and the Board of Supervisor's Goals and Vision Elements.

The modernization efforts described in this plan are primarily funded in the Information Technology Fund – Fund 100-C10040 (formerly Fund104), and Fund 400-C40091 (formerly Fund 120) (E-911). Sometimes projects included in the IT Plan are funded from other sources such as sponsor agency budgets or income funds or other monies to take advantage of total available County dollars, augment investment funding capacity, and provide additional opportunities to meet IT investment goals. Governance, architecture, and infrastructure for supporting IT projects are described within this plan, however, ongoing Department of Information Technology (DIT) operating and personnel costs which are funded in the General Fund – Fund 100-C10001 (formerly Fund 001) and the Technology infrastructure Fund – Fund 600-C60030 (formerly Fund 505), and the routine operational activities, on-going support efforts, and normal upgrades and maintenance work supported by these funds is not reflected in this plan. Together, the four funds support the comprehensive Information Technology delivery for nearly all agencies, lines of business and services. Additional details of each fund can be found in the Fairfax County Fiscal Year 2013 Adopted Budget Plan.

Information Technology Goals

In recognition of the need to link the County's Information Technology efforts more closely to its business goals the executive management of the County established the County-wide Information Technology (IT) goals, determining priorities within the context of Board of Supervisor goals and priorities, sustainability and the service demands that must be met within County resource availability and opportunities. The formulation of the goals provides a framework by which the allocation of critical resources are directed, categorized and aligned with County goals. The goals are reviewed annually for applicability and relevance against new demands on County business requirements and IT industry trends.

Based on global changes in social and economic paradigm shifts, the following priorities have been validated and remain relevant as a basis for funding:

- Mandated Requirements
- Leveraging of Prior Investments
- Enhancing County Security
- Improving Service Quality and Efficiency
- Ensuring a Current and Supportable Technology Infrastructure

1. Technology Organization and Governance

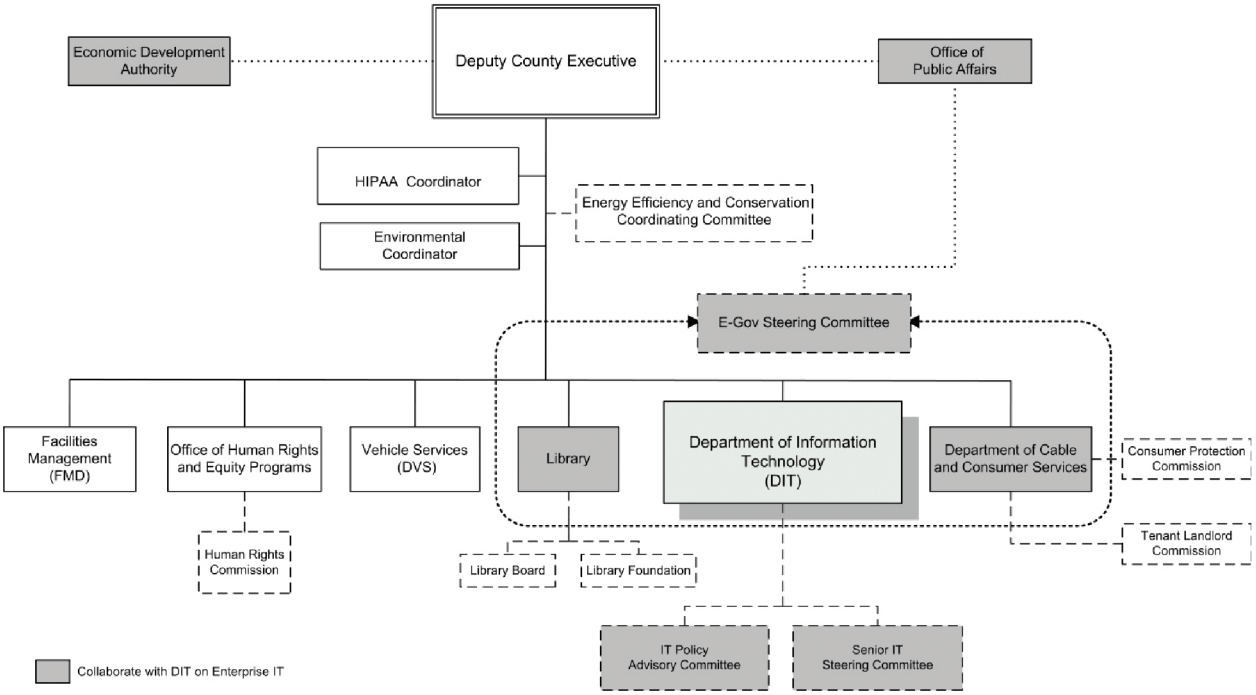
Technology is managed as an enterprise capability in Fairfax County. The Department of Information Technology (DIT) is responsible for strategic direction of information technology and communications systems, and support services on an enterprise-wide infrastructure, architecture framework and standards for most systems. County agencies have a limited number of technology staff that may directly support agency business specific point solutions or industrial systems and provide localized desk-side support. Agencies' IT staff matrix look at DIT for direction and assistance in implementing business systems. The County's Chief Technology Officer is the Director of the County's Department of Information Technology.

Deputy County Executive Organization

The Department of Information Technology reports to a Deputy County Executive (DCE) who has responsibility for a set of related departments and staff functions that either directly or indirectly participates in the overall direction of innovation and enterprise information policy. The DCE directs a broad range of information related agencies' functions, programs, and county-wide initiatives, leading efforts that integrate with or enhance the mission of delivering strategic technology initiatives. This model groups the County's information programs and services under a single authority to provide interagency coordination for efficient and effective IT enabled services.

Collaboration among the DCE departments which include Department of Information Technology (DIT, Fairfax County Library / Archives (FCPL), Department of Cable and Consumer Services (DCCS), the Health Insurance Portability and Accountability Act (HIPAA) Coordinator, Environmental Coordinators, and the Office of Public Affairs (OPA) deliver programs that contribute to the County's e-Government and public access channels and capabilities, enterprise technology architecture, document management, green IT initiatives, data privacy, interoperability and county-wide communications strategy. The information and web content function in the Office of Public Affairs and Cable Production division in DCCS works closely with the DCE and DIT e-Government group to develop a comprehensive communications policy and message strategy and to ensure the integrity of content for published information served through the County's E-government programs and adopted WEB 2.O internet capabilities. This DCE group includes Department of Facilities Management, who contributes in ensuring IT facilities and necessary utilities, and the Department of Vehicle Services.

In working with DIT, the **Department of Cable and Consumer Services** has several major areas that fit within the overall provisioning of information services County-wide: **Communications Policy and Regulation** encourages competition and innovation in Countywide deployment of cable provider services; enforces cable communications legislation and franchise agreements; works with the telecommunications industry to enable the development of cost effective network services for the public and ensures a reliable means of mass communication of official information during public safety emergencies. This group works with the Department of Information



Technology on a variety of initiatives and FCC regulatory activities that impact telecommunications services and broadband initiatives for County government that are managed by DIT, which includes the Institutional Network (I-Net) and Broadband initiatives.

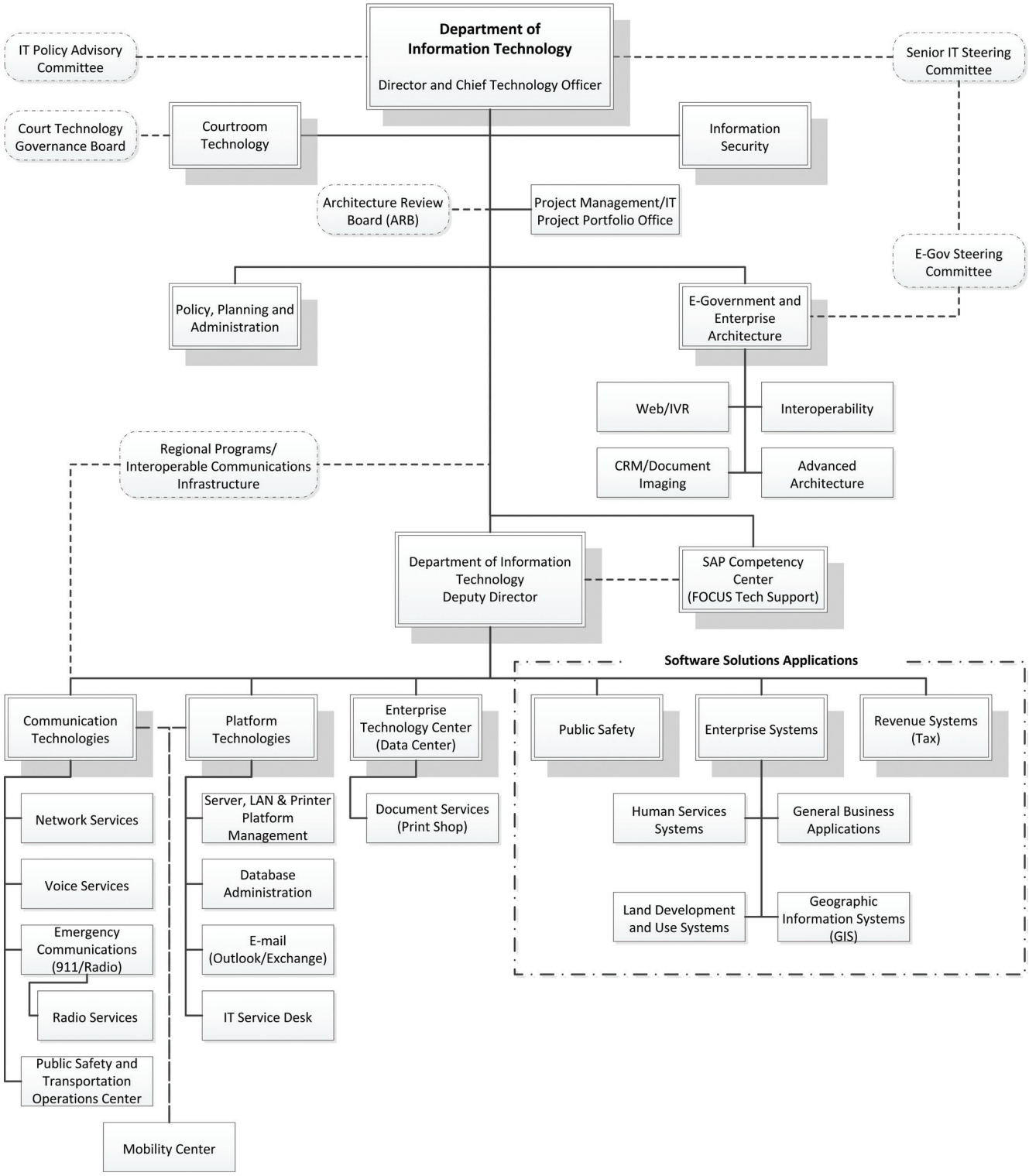
Communications Productions provides award-winning broadcast production content for Fairfax County Government Channel 16, the public information channel, and the Fairfax County Training Network (FCTN). Channel 16 televises over 340 live programs that are also available by video stream, reaching an estimated 600,000 residents with information programming about County programs and services that serve the community. The division also operates an emergency messaging system for residents, and is also part of the E-Government channels that works with DIT in web-based video access.

The mission of **Fairfax County Public Library system** is to provide and encourage the use of library resources and services to best meet the evolving educational, recreational, and informational needs of all the Fairfax County and Fairfax City residents. The Library's Technology Vision augments tradition library services with technologies that provide Fairfax County and City residents' access to electronic information resources locally, nationally and throughout the world. Library staff keeps pace with the rapidly changing environment and uses new technologies to assist patrons and improve service delivery. FCPL's goal is to remain flexible by maximizing opportunities to improve service delivery through technology and enhance individual and community life for City and County residents. Working with DIT, FCPL provides Public Access facilities in libraries where the public can access the Internet through wired workstations and wireless services. The Library's goals for technology are:

- Provide County/City residents access to FCPL resources without constraints of time or location.
- Provide County/City residents access to worldwide electronic information sources expand access to local information through electronic means.
- Preserve and provide access to Fairfax County and Fairfax City historical documents and images.
- Ensure delivery of electronic library services to physically challenged residents.
- Manage FCPL resources to efficiently deliver library services to residents.

The DCE-I's broad responsibility for information spans policy, information content strategy, energy and conservation, books, television, enterprise technology architecture, management of documents, and compliance. The DCE also oversees the Health Insurance Portability and Accountability Act (HIPAA) coordinator who works directly with DIT's Information Security Office to ensure that an appropriate IT security architecture, standards and enforcement mechanism are in place to protect HIPAA and other privacy laws for covered

Fairfax County
Department of Information Technology
Organizational Chart



systems and data. Additionally the DCE-I is responsible for the Office of Human Rights and Equity Programs which assists with IT strategy in relation to ADA compliance and related regulatory consultations. The DCE-I also serve as the liaison to the Economic Development Authority in conveying the County's best technology practices and assists with promoting Fairfax County to prospective businesses. IT strategy and support are also important in other DCE-I initiatives such as arts, special needs, and Energy Efficiency and Conservation. The DCE-I chairs the Energy Efficiency and Conservation Coordinating Committee which was established in 2009 to advance the County's fiscal, social, and environmental stewardship goals. The committee coordinates energy efficiency and conservation planning across County agencies, disseminates information and assists with energy related initiatives as requested by the Board of Supervisors or the County Executive. In the FY 2011 the County's Environmental Coordinator was transferred to the DCE-I group to assist with coordination and review of the county's environmental policies to ensure alignment of goals and objectives with the Board's environmental agenda. In FY 2012, the Departments of Facilities Management and Vehicle Services joined the DCE-I group. Portability Accountability Act (HIPAA) coordinator who works directly with DIT's Information Security Office to ensure that an appropriate IT security architecture, standards and enforcement mechanism are in place to protect HIPAA and other privacy laws for covered systems and data. Additionally the DCE is responsible for the Office of Human Rights and Equity Programs which assists with IT strategy in relation to ADA compliance and related regulatory consultations. The DCE also serves as the liaison to the Economic Development Authority in conveying the County's best technology practices and assists with promoting Fairfax County to prospective businesses. IT strategy and support are also important in other DCE initiatives such as arts, special needs, and Energy Efficiency and Conservation. The DCE chairs the Energy Efficiency and Conservation Coordinating Committee which was established in 2009 to advance the County's fiscal, social, and environmental stewardship goals. The committee coordinates energy efficiency and conservation planning across County agencies, disseminates information and assists with energy related initiatives as requested by the Board of Supervisors or the County Executive. In the FY 2011 the County's Environmental Coordinator was transferred to the DCE group to assist with coordination and review of the county's environmental policies to ensure alignment of goals and objectives with the Board's environmental agenda. In FY 2013, the Departments of Facilities Management and Vehicle Services joined the DCE group.

1.1 Department of Information Technology Organization

The Department of information Technology (DIT) provides leadership, governance, architecture, technical resources and expertise in developing and deploying modern information technologies to improve government efficiency and effectiveness Depending on the initiative, DIT is capable to design, manage, and implement most aspects of information technology solutions, and supporting infrastructure that enable County agencies to effectively deliver services and information to citizens and the community. To provide focus and direction to staff within the department and to help plan for the future, an overall mission for technology was established with eight goals. The mission and goals statements were developed with input from staff and the Senior IT Steering Committee regarding important issues facing the department.

Fairfax County continues to make the necessary investments in information technology hardware and software, which through careful planning, cooperative business and technical execution provides its citizens with a return on investment in the form of improved services. The department's goals were established to energize overall technology investments' performance and support DIT's work in developing and maintaining information technology systems, and providing secure, agile and sustainable technology infrastructure and customer service support County agencies. DIT is charged with establishing technology architecture, implementing and managing systems, applications, communications, and the overall management and security of the County's information assets.

The organizational structure of the Department of Information Technology (DIT) has evolved over the years to align with changing priorities, trends, requirements, and leverage technology platforms and resources. It is designed to address the ongoing evolution of technology and its utilization in support of the business functions within County government. This evolution has seen a tremendous growth in web based systems, 'cloud' architectures, green IT, mobile apps, and wireless hand-held devices, as well as platforms that

support cross agencies and enterprise class solutions and software applications (see Section 4). These information technology capabilities have become crucial components in the day-to-day operations of almost all areas of County government, and the increasing complexity and sophistication of these systems require well-trained technologies end users and support staff.

DIT is organized into IT discipline subject matter expert groups that support enterprise-wide systems including messaging applications (e.g. e-mail, calendaring and productivity suite applications), technical support for ERP, the document management platform, CRM platform, WEB and geographical information systems used by all agencies as well as certain agency business specific applications development and support. These include applications that support county agencies' business systems including revenue systems (Tax), human/social and health services agencies; land development, public works, and zoning; public safety/criminal justice, and general County agencies including the libraries, parks and facilities maintenance. DIT also provides a multi-channel E-Government program which provides architectural direction, standards and strategies for on-line applications and technology programs including web, IVR, Social Media and systems and information interoperability architecture. A specialized Courtroom Technology group coordinates the implementation and support of modern courtroom technologies for Fairfax County Courts. The Public Safety group manages programs and new initiatives that integrate systems in public safety and law enforcement, addressing homeland security, and regional collaborative and interoperability initiatives and mandates.

The Technology Infrastructure divisions in DIT (Platform Technology Division and Communications Technology Division) manages hardware, communications and network platforms enterprise-wide, integration tools, enterprise messaging applications, desktops and the network based digital multi-function printing devices (MFD) that support countywide distributed printing, print-on-demand, electronic transfer of printed information, and the help desk service. In FY 2011, the County's Print Shop function was transferred to DIT from DCCS. The strategic integration of print shop functions with the county's MFD and data center output programs have resulted in greater county wide printing efficiency and cost reductions in the related programs.

The Information Security Office reports directly to the Chief Technology Officer, and has authority in monitoring, investigating, and compliance activities to ensure County IT assets are safeguarded. Enforcement and compliance authority for ISO is through the County Executive.

Finally, the Policy, Planning and Administration group provides DIT with administrative and IT policy support functions as well as compliance oversight, and IT technology portfolio/project management.

Strategic Goals and Guiding Principles

The Department of Information Technology is charged with delivering quality and innovative information technology solutions that provide citizens, the business community and County staff solid technical capabilities that ensure the integrity of the County's information, service efficiency and convenient access to appropriate information and services. DIT embraces the following goals:

Goal 1: Deliver timely and effective response to customer requirements through teamwork.

Goal 2: Provide vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions.

Goal 3: Provide citizens, the business community and County staff with convenient access to appropriate information and services through technology.

Goal 4: Work with County agencies to improve business operations by thoroughly understanding business needs and by planning, implementing and managing the best information technology solutions available.

Goal 5: Guarantee a reliable communication and computer infrastructure foundation on which to efficiently conduct County business operations today and in the future.

Goal 6: Effectively communicate information about plans, projects, and achievements to County staff and customers.

Goal 7: Develop and maintain technically skilled staff competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.

Goal 8: Ensure effective technical and fiscal management of the department's operations, resources, technology projects and contracts.

In addition to the Department of Information Technology's Mission and Goals, Fairfax County Information Technology projects and processes are guided by **Ten Fundamental Principles** adopted by the Board of Supervisors in 1996, reviewed and updated annually as needed:

1. Our ultimate goal is the provide citizens, the business community, and County employees with timely, convenient access to appropriate information and services through the use of technology.
2. Business needs drive information technology solutions. Strategic partnerships will be established between the stakeholders and County so that the benefits of IT are leveraged to maximize the productivity of County employees and improve customer services.
3. Evaluate business processes for redesign opportunities before automating them. Use new technologies to make new business methods a reality. Exploit functional commonality across organizational boundaries.
4. Manage Information Technology as an investment.
   a. Annually allocate funds sufficient to cover depreciation to replace systems and equipment before life-cycle end. Address project and infrastructure requirements through a multi-year planning and funding strategy.
   b. Manage use of funds at the macro level in a manner that provides for optimal spending across the investment portfolio aligned to actualized project progress.
   c. Look for cost-effective approaches to improving "legacy systems". Designate systems as "classic" and plan their modernization. This approach will help extend investments and system utility.
   d. Invest in education and training to ensure the technical staffs in central IT and user agencies understand and can apply current and future technologies.
5. Implement contemporary, but proven, technologies. Fairfax County will stay abreast of emerging trends through an ongoing program of technology evaluation. New technologies will often be introduced through pilot projects where both automation and its business benefits and costs can be evaluated prior to any full-scale adoption.
6. Hardware and software shall adhere to open (vendor-independent) standards and minimize proprietary solutions. This approach will promote flexibility, inter-operability, cost effectiveness, and mitigate the risk of dependence on individual vendors.
7. Provide a solid technology infrastructure as the fundamental building block of the County's IT architecture to support reliability, performance and security of the County's information assets. Manage and maintain the enterprise network as an essential communications channel connecting people to information and processes via contemporary server platforms and workstations. It will provide access for both internal and external connectivity; will be flexible, expandable, and maintainable; be fully integrated using open standards and capable of providing for the unimpeded movement of data, graphics, image, video, and voice.
8. Approach IT undertakings as partnership of central management and agencies providing for a combination of centralized and distributed implementation. Combine the responsibility and knowledge of central management, agency staff, as well as outside contract support, within a consistent framework of County IT architecture and standards. Establish strategic cooperative arrangements with public and private enterprises to extend limited resources.
9. Consider the purchase and integration of top quality, commercial-off-the-shelf (COTS) software requiring minimal customization as the first choice to speed the delivery of new business applications. This may require redesigning some existing work processes to be compatible with beneficial common practice capabilities inherent in many off-the-shelf software packages, while achieving business goals.

   In consideration of this, it is recognized that certain County agencies operate under business practices that may make the acquisition of COTS software not feasible. Thus also develop applications using modern, efficient methods and laborsaving tools in a collaborative application development environment following the architectural framework and standards. An information architecture supported by a repository for common information objects (e.g., databases, files, records, methods, application inventories); repeatable processes and infrastructures will be created, shared and reused.
10. Capture data once in order to avoid cost, duplication of effort and potential for error and share the data whenever possible. Establish and use common data and common databases to the fullest extent. A data administration function will be responsible for establishing and enforcing data policy, data sharing and access, data standardization, data quality, identification and consistent use of key corporate identifiers.

Awards

Over the years, Fairfax County Government's IT organization, the Deputy County Executive for information departments, and the Chief Technology Officer/Director of DIT, have earned numerous awards and recognitions, including:

2000
- E-Gov Award for Outstanding Service Technology – MCOG.
- Innovations in America (Semi Finalist).
- E-Gov Pioneer Award – Government Solution Center.
- Webmaster Honor Top 50 Internet/Intranet site.

2002
- Governor's Technology Award.
- Achievement Award, National Association of Counties (NACo).
- Citizens using GIS in Redistricting – NACo.
- Finalist County Portal Jurisdiction Population – Best of the Web.
- Deputy County Executive CIO named top "25 Doers, Dreamers, and Drivers of IT in US Government."
- Bertelsmann Foundation of Germany – County's e-Gov Program recognized as one of top 4 pace setters in the world.
- A+ Government Performance Project – Governing Magazine.

2003
- Achievement Award for Using Technology to Enhance Gov't – NACo.
- Special Achievements in GIS Award – NACo.
- Best of the Breed Government Sites.
- Third Pace top 10 Digital Counties.
- Center for Digital Government Best of the WEB.
- Deputy County Executive CIO named Computerworld 100 IT Leaders.
- CIO and CTO named Governing Magazine Public Officials of the Year.

2005
- First Place Digital County Survey Winner – Center for Digital Gov't & NACo.
- Second Place County Portal Jurisdiction Population – Best of Web.
- Enterprise GIS Integration – FOSE Trade Show.
- 2005 Governor's Award – E-Government Program.

2006
- Second Place Digital County Survey Winner – Center for Digital Gov't & NACo.

2007
- Wanda M. Gibson named Most Influential Female CIO – Government Technology Magazine.
- First Place County Portal Jurisdiction Population – Best of Web.
- Fourth Place Digital County Survey Winner – Center for Digital Gov't and NACo.
- Computer World – Best Place to Work in IT (one of two governments out of 100 organizations).

2008
- Third Place Digital County Survey Winner – Center for Digital Gov't and NACo.
- NACo Award for Information Technology Security Awareness.
- NACo Award for Information Technology Project Management Training Program.

2009
- NACo Achievement Awards- Courtroom Technology Management System (CTMS).
- Fairfax County received Virginia Coalition for Open Government's Freedom of Information Award in the government category.
- Fairfax County's site took first place in the Best of the Web county Web portal category.
- Digital Counties Survey selected Fairfax County as the fourth place winner in the 500,000 or more population.

2010
- Wanda M. Gibson, Chief Technology Officer (CTO) was selected as one of the top 25 Doers, Dreamers and Drivers for 2010 by Government Technology Magazine.
- Achievement Awards from the National Association of Counties – Department of Information Technology (DIT) teams participated in the following programs recognized by NACo:
  - Fairfax County Budget Public Input Process – Management & Budget (DIT e-Gov participation).
  - Electronic Accounts Payable System – Finance (DIT Finance and HR Branch).
  - New CAD System – DIT/Public Safety agencies (DIT-Public Safety Branch, Technology Infrastructure Branch, and Network Services).
- Commonwealth of Virginia's Innovative Technology Symposium (COVITS) Award for Regional CAD Interoperability; and Virtual Fairfax GIS application.
- Fairfax County's IT Security Director – was one of a select group of nominees at the state and national level to receive the Cyber 7 Award at the 2010 Federal IT Security Symposium for advancing and promoting IT Security.
- Cybertrust Certification Award by Verizon Cybertrust Enterprise Security Management Program.
- DIT's Director of Courtroom Technology was awarded the Fairfax Bar Association 2010 President's Award for leadership in implementing courtroom technology that has delivered efficiencies in court proceedings.

2011
- Wanda M. Gibson, CTO, was nominated as a finalist for 2011 prestigious Women in Technology (WIT) Leadership Award sponsored by the Women in Technology Organization.
- Public Technology Institute (PTI) Web 2.0 State and Local Government Awards for Excellence. The awards recognized innovative use of Web 2.0 applications and social media tools to engage citizens, improve efficiency and increase accountability.
- Industry Green IT Award recognized Fairfax County for successful IT Infrastructure and power management projects that decreased the County's carbon footprint, achieved enterprise wide IT efficiencies and cost savings.
- Fairfax County GIS Manager elected to Board of Directors for The Urban and Regional Information Systems Association (URISA), a premier association for GIS professionals to share ideas and solutions for using spatial information technologies to solve government challenges and improve the quality of life in urban and regional environments.
- Ranked among America's top five in the 2011 Digital Counties Survey, which recognizes leading examples of counties using information communication technology.
- The Center of Digital Government ranked Fairfax County website as one of the finalist in the Best of Web Awards.
- Intergraph ICON Award recognized Fairfax County for a multi-agency collaborative effort between the Department of Information Technology and Fairfax County public safety agencies for successful implementation of a new Computer Aided Dispatch (CAD) and related public safety systems as part of the Public Safety Architecture Modernization Project. The project was initiated and enabled through the County's IT Governance model and managed by the County's Department of Information Technology.

2012
- Wanda M. Gibson, CTO, was nominated for 13th Annual Leadership Award, a prestigious award sponsored by the Women in Technology Organization.
- National Information Exchange Model (NEIM) Award recognized the CAD 2 CAD implementation, a key initiative in Northern Virginia that enabled data sharing and views of critical screens on key resource dispatch status between the disparate Computer Aided Dispatch Systems in Fairfax County, City of Fairfax, City of Alexandria, and Arlington County.
- Received COVITS Award in the local government category for the e-Gov team's "Placing Government in the Palm of Your Hand."
- PTI recognized the significant achievement on Mobile Applications: Government in the Palm of Your Hands.

In promoting technology in Fairfax County Government, DIT hosts several key events each year including:

- GIS Day where DIT conducts competition among County agencies for new application of the use of geospatial and related technology;
- IT Security Awareness Day, an annual event designed to bring the latest intelligence in promoting employee awareness and knowledge about risks and responsibility in using technology at work and at home.
- Annual Vehicle Command Rally attending by local, state and Federal organizations to showcase and train on the latest communications and interoperability capabilities that aid in emergency incident coordination and response.

These events have received county and national organization awards and recognition over the years.

POLICY GOVERNANCE

Fairfax County's IT policy governance aligns information technology investments and programs with the County's strategic business goals in order to broaden participation related to the allocation, use and management of the County's IT resources. Senior Executive committee and a citizen advisory committee provide DIT management with oversight and guidance on technology investment strategy. Various steering and governance boards provide strategy and governance focused on specific program areas and major enterprise wide projects.

1.2 Information Technology Policy Advisory Committee

The Board is committed to providing County government with the resources necessary to keep pace with emerging trends in information technology; providing citizens, the business community, and employees' timely and convenient access to information and services through the use of technology; and using current technologies to create new business processes and improve government efficiency. To maintain these commitments, the Board has made substantial, continuing investments in information technology. In 1997 the Board of Supervisors created a private sector citizen group called the Information Technology Policy Advisory Committee (ITPAC) to provide the Board with a source of expert citizen advice regarding information technology strategy; and assist the Chief Technology Officer (CTO) with technology direction advice and validation of applicable industry trends for government. ITPAC serves as advisor to the CTO, providing counsel, experience and support for the County's IT program.

ITPAC meets on a regular schedule to review the County's technology posture, key projects, and the annual technology investment plan. The ITPAC Committee membership includes:

- One representative appointed by each Board Member (10 in total)
- One representative appointed by the School Board; and

- One representative from each of the following groups:
  - Fairfax County Chamber of Commerce
  - Fairfax County Federation of Civic Associations
  - League of Women Voters
  - Northern Virginia Technology Council

The Committee's duties and responsibilities are:

- Stay current with information technology developments, including telecommunications, and provide recommendations to the Board of Supervisors regarding incorporation of technical improvements in the County's information and telecommunications systems.
- Review the annual Information Technology Plan and investment budget and make recommendations to the Board of Supervisors.
- Review major information technology acquisition plans and makes recommendations to the Board of Supervisors.
- Present facts and issues that it deems important to the attention of the Board of Supervisors

1.3 Senior Information Technology Steering Committee

In FY 1999 a County executive group, the Senior IT Steering Committee, was created to advise the Chief Technology Officer and DIT Leadership, and provide policy governance oversight for the County's IT strategy. The Senior Information Technology (IT) Steering Committee was formed by the County Executive to provide oversight of IT policy and investments to ensure their alignment and support of strategic and operational business requirements. The committee monitors the IT project portfolio to continually assess whether the investments are providing expected benefits. This monitoring process provides a broad perspective on the overall status, mission needs, and priorities for the County in making decisions, the committee reviews and provides budget recommendations for new initiatives. The committee meets on a routine basis to review on-going project status in relationship to the County's strategic business initiatives and policy.

Core members of the Senior IT Steering Committee include:

- The County Executive
- Deputy County Executives
- Chief Financial Officer
- The Director of the Department of information Technology/Chief Technology Officer
- Other County officials may be asked to participate as needed

The Committee may activate a number of sub-committees around specific issues that report their findings back to the Senior IT Steering Committee. As part of the decision making process, the Committee presents and discusses strategic policy issues on behalf of the Senior Management Team which is comprised of all County department heads.

1.4 E-Government Steering Committee

The E-Government Steering Committee is a subcommittee of the Senior IT Steering Committee, and was created to assist the Deputy County Executive for Information with e-Government policy, strategy decisions, and ensure enterprise consistency and standards in regards to the County's e-Government Program. Members of the Committee include:

- Deputy County Executive – Chair
- Chief Technology Officer, Director of DIT
- Director, Public Access & Advanced Technologies, DIT
- Director, Office of Public Affairs
- Deputy Director, Office of Public Affairs – Communication
- Director, Web Content-OPA
- Director, Department of Cable and Consumer Services
- Director, Fairfax County Public Libraries

The Steering committee:

- Considers updates to the Public Web Site content Policy PM N0. 13-04
- Creates additional e-Government policies and procedures as necessary
- Assists the Deputy County Executive in consideration of department requests for external links, exceptions to policy and the use of emerging e-channels
- Identifies e-Government related issues and ideas for discussion
- Sponsors periodic focus groups, surveys and other public or internal outreach to ensure that the e-Government program is meeting the needs of County customers
- Investigates and adopts new e-channels such as social media- to ensure that the County's government channels and services meet the needs of the County's external and internal customers
- Initiates pilot projects and conducts after action review of the pilot projects
- Recommends changes as necessary to e-Channels or adopts new e-Channels based on customer feedback
- Sponsors projects for inclusion in the County's annual IT Plan

1.5 Public Safety Information Technology Governance Board

The Public Safety Information Technology Governance Board (PSITGB) provides leadership for an affective public safety information technology strategy that leverages the use of information technologies for the delivery of consistent public service and emergency management services to the citizens of Fairfax County. Members include:

- Deputy County Executive for Public Safety
- Chief Technology Officer/Director of the Department of Information Technology
- Chief of Police
- Chief of Fire and Rescue Services
- Director of Public Safety Communications
- Director of Emergency Management
- County Sherriff

The PSITGB provides a forum for senior executives, senior management staff from public safety agencies and key IT staff to:

1. Formulate and adopt IT policies and priorities that impact major public safety and emergency management initiatives
2. Take advantage of opportunities presented by shared operational needs and concerns by deploying solutions that leverage existing resources and investments
3. Communicate public safety IT policies and procedures to public safety personnel and ensure compliance with adopted policies
4. Improve efficiencies through reduction and elimination of redundant information technology, service and effort
5. Provide an organizational framework to ensure continuous awareness of best practices in public safety technologies and emergency management

1.6 Courtroom Technology Executive Governance Board

The Courtroom Technology Governance Board was established to provide governance and oversight for courtroom and court related technology initiatives. The executive Board reviews and endorses policies and procedures, and provides oversight and direction. The Board is composed of Chief Judge or Judge designee of each court, Clerk of Court or Clerk designee of each court, Agency Directors – Juvenile Court Services Director, and the County's Chief Technology Officer (CTO). The Director of the Courtroom Technology Office is the designated administrator for the board and is responsible for ensuring effective strategic as well as planning, development, and integration of courtroom technology resources and programs with the courts and other agencies and entities.

1.7 FOCUS Steering Committee

The Fairfax County Unified System (FOCUS) is directed by a steering committee comprised of senior County and School officials, including directors of core financial, procurement, budget, human resource and information technology agencies, that will consider business and policy changes that will need to be made to facilitate the goals of the initiative. The steering committee is designed to make decisions regarding changes in organizational policy and procedures that will be required to ensure project success. They will monitor work and achievement of project milestones, advise on broad policy decisions, support the cultural change necessary for the project, assist in conflict situations, and foster throughout the organizations an appreciation of the value of the integrated system.

The Steering Committee is chaired by a Deputy County Executive as Executive Sponsor and comprised of a Deputy County Executive and the Directors of Human Resources, Finance, Information Technology, Management and Budget, and Purchasing and Supply Management, as well as the Fairfax County Public Schools' Assistant Superintendents for Financial Services, Information Technology and Human Resources.

The FOCUS Steering Committee is representative of internal project governance structures established by Fairfax County to provide oversight and guidance for a major IT initiative.

1.8 Committees for other Active IT initiatives

In carrying out its mission, the DCE-I, CTO, the Deputy County Executives and/or DIT participate on several key County Committees focused on major County initiatives and/or operational oversight agendas, for example:

- Emergency Management Coordinating Committee, and Emergency Management Executive Committee
- Public Safety and Transportation Operations Center (PSTOC) Leadership and Executive Committees
- Land Development Systems Steering Committee
- E-Health Committee
- Consolidated Volunteer Management System Coordinating Committee

1.9 Fairfax County's Regional and National Prominence in the IT Community

In addition to internal committee involvement, Fairfax County Government's CTO and IT Management provide leadership and/or participate on several federal, state, and regional committees including:

- Council of Governments CIOs Committee
- Council of Governments Emergency Preparedness Council
- Regional Working Group for interoperability (Maryland, Virginia, and DC, state and local functional and technical leadership representation)
- Council of Governments Interoperability Council
- Commonwealth of Virginia Interoperability Council
- Federal CIO Council
- FOSE Board
- National Association of CIOs
- National Association of Telecommunications Officers
- Virginia Local Government Information Technology Executives (VALGITE)
- Metropolitan Information Exchange (MIX)
- SIMS (Society for Information Management)
- Northern Virginia Regional Commission
- NoVA RPAC-I
- National Association of Counties
- Public Technologies Incorporated
- Federal IT Security Symposium Advisory Board
- COVITS Board (Commonwealth of Virginia IT Symposium)