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SECTION 3

3.1 Information Technology Programs

Technology Overview

Purpose

The Information Technology investment fund (Fund 100-C10040 – formerly Fund 104), was established in FY 1995 to strengthen centralized management of available resources by consolidating major Information Technology (IT) projects in one fund. Based on the 1994 Information Technology Advisory Group (ITAG) study, this fund was created to account for spending by project and is managed centrally by the Department of Information Technology. The E-911 Emergency Telephone Service Fee, a General Fund transfer, the State Technology Trust Fund, and interest earnings are sources for investment in eligible Information Technology projects. However, in FY 2001, the E-911 Emergency Telephone Service Fee revenue and related project expenses were moved to Fund 400-C40091 (formerly Fund 120 E-911), to satisfy a state legislative requirement that E-911 revenues and expenditures be accounted separately.

The county's technology strategy has two key elements. First element is to provide an adequate technology infrastructure of basic technology for agencies in making quality operational improvements and efficiencies. The second is to redesign business processes and apply technology to achieve large-scale improvements in service quality and achieve administrative efficiencies, which includes open-government initiatives. The county's long-term commitment to provide quality customer service through the effective use of technology is manifested in service enhancements, expedited response to citizen inquiries, improved operational efficiencies, better information for management decisions, and increased performance capabilities.

FY 2014 Initiatives

In FY 2014 funding of \$6.11 million, which includes a General Fund transfer of \$2.91 million, a transfer of \$2.90 million from Cable Communications Fund (400-C40030 formerly Fund 105), and interest income of \$0.30 million, is provided for initiatives that meet one or multiple priorities established by the Senior Information Technology Steering Committee. These initiatives include a mix of

projects that provide benefits for both citizens and employees and that adequately balance new and continuing initiatives with the need for securing and strengthening the county's technology infrastructure. Funded projects will support initiatives in general county services, public safety, human services, and enterprise technology security and infrastructure. Although many initiatives meet more than one of the technology priorities, for narrative purposes below, projects have been grouped into only one priority area.

Funding Priorities

The Senior IT Steering Committee, which is comprised of the County Executive, Deputy County Executives, the Chief Financial Officer, the Chief Technology Officer and other senior county managers, adopted five IT priorities which guide the direction of the IT investment portfolio (Fund 10040). These long-standing priorities include:

- **Mandated Requirements:** provide support for requirements enacted by the federal government, Commonwealth of Virginia, Board of Supervisors, Court ordered or resulting from changes to County regulation.
- **Completion of Prior Investments:** provide support for multi-year lease purchases and to implement a project phase or to complete a planned project.
- **Enhanced County Security:** provide support for homeland security, physical security, information security, and privacy requirements.
- **Improved Service and Efficiency:** promote consolidated business practices; support more efficient government; optimize management and use of county assets and data; enhance systems to meet the expectations and needs of citizens; and promote service that can be provided through the Internet/e-government. This includes corporate and strategic initiatives that add demonstrable value to a broad sector of government or to the county as a whole, which also provide productivity benefits and/or effectively manages the county's information and knowledge assets.

➤ **Maintaining a Current and Supportable Technology Infrastructure:** focus on technology infrastructure modernization which upgrade, extend or enhance the overall architecture or major county infrastructure components, including hardware, software, and its environment. Ensure that citizens, businesses and county employees have appropriate access to information and services.

In accordance with the FY 2014 Budget Guidelines funding requests for Fund 10040, IT projects were limited to IT projects requiring a funding increment to meet project milestones, contractual obligations, and security and infrastructure requirements for enterprise-wide IT systems. The projects recommended for funding meet one or more of the IT priorities established by the Senior IT Steering Committee and align with the county's strategic and business requirements. The established priorities for IT projects for FY 2014 are summarized as follows:

PRIORITY	FY 2014 Adopted Funding
Completion of Prior Investments	\$0.59 million
Enhanced County Security	\$1.25 million
Improved Service and Efficiency	\$1.20 million
Maintaining a Current and Supportable Technology Infrastructure	\$ 3.07 million
TOTAL	\$6.11 million

Completion of Prior Investments – \$0.59 million

The county's IT program focuses on using technology as an essential tool to enable cost-effective delivery of services, and continues to stress the need to build reliable, supportable projects for these services in a timely manner. Many projects funded can be completed within that fiscal year, while others are multi-phase projects that require more than one year of funding.

FY 2014 funding of \$238,280 is included for continued support for the county's planned on-going maintenance of essential Geographic Information System (GIS) data. Through a series of complex geospatial transformations the raw imagery, taken from aerial imagery flown by the state, is converted to GIS data available to many county agencies including: Police, Fire and Rescue, Office of Emergency Management, Department of Public Safety Communications, the Departments of Transportation, Housing and Community Development, Public Works and

Environmental Services, Planning and Zoning, Health, and Tax Administration, and others.

FY 2014 funding of \$175,000 is included to complete the final phase of the E-summons project, a partnership between Fairfax County General District Court and the Fairfax County Police Department (FCPD). This funding supports implementation of the e-summons solution for the remaining FCPD patrol cars. The project goal is for officers to capture and transmit traffic summons information to the Court electronically via hand held or in-vehicle electronic devices. The project will substantially reduce manual data entry, ensure data integrity, provide accurate code section violations to offices in the field, facilitate faster and safer ticketing process for officers, and enhance public access to traffic ticket and case information.

FY 2014 funding of \$175,000 is provided for continued support and enhancement of an enterprise wide Volunteer Management System designed to improve volunteer recruitment, placement, scheduling and improved tracking and measurement of the impact of volunteer contributions to county government. Common data elements provide shared points of entry for citizens interested in volunteering for Fairfax County. The project objective is to streamline the process of matching volunteer abilities, interests and availability with county agencies' needs.

Enhanced County Security – \$1.25 million

Providing funding for critical security requirements enterprise-wide IT systems is a long standing cornerstone of the County's IT policy.

FY 2014 funding of \$500,000 is included for the Data Loss Prevention project which will implement an IT security technology solution designed to discover, monitor, protect and prevent leakage of confidential data wherever it is stored or used on networks, storage, and endpoint systems. In data leakage incidents, sensitive data is disclosed to unauthorized personnel either by malicious intent or inadvertent mistake. Examples of sensitive data include social security numbers, HIPPA protected patient information, credit card data, and other sensitive county information. Since the project plans are to deploy the software at the client-level, the solution will be capable of discovering sensitive information locally on a system prior to any potential use of encryption for transmission.

FY 2014 funding of \$750,000 is included for the Governance, Risk and Compliance (GRC) Auditing



Project which provides for implementation of the audit tool for security user access monitoring and policy compliance. GRC will automate security monitoring; provide real time visibility of system access controls for the county's new ERP system via a dashboard. The tool supports monitoring and review activities of the Office of Internal Audit, Department of Finance, and IT Security Office, as well as is necessary for the county's annual financial audit in order to identify and address audit findings regarding management controls for security and legal compliance.

Improved Service and Efficiency – \$1.20 Million

Projects funded in FY 2014 provide for improved service and efficiency in provision of services to the residents and the business community in Fairfax County. Included projects supporting the county's e-government programs, emergency management solution, and initiatives that improve county processes resulting in enhanced efficiencies and service delivery.

FY 2014 funding of \$200,000 is included to support of the county's continuing commitment to e-Government for initiatives that improve public accessibility to county information and services. The project supports of the county's web and e-government services, mobile applications, county's intranet, web content, social media integration, transparency, Web 3.0, and compliance with e-health records. The e-government programs also enhance citizen participation with county government through online public input processes.

FY 2014 funding of \$800,000 is included to support the Tax Systems Modernization Project. Project goals are to eliminate the technology risks and functionality gaps of existing legacy mainframe systems for the Personal Property and Business Professional and Occupational Licensing (BPOL). The current systems designed and developed during the 1980s and 1990s use dated technology and programming languages, which have reached the end of their viability. The outdated technology platform limits integration with other county and state systems, as well as limits citizen interaction and self-service opportunities via web based technologies. Integration with Virginia State Department of Motor Vehicles and Department of Tax Administration applications are critical for assessment, taxation, and enforcement purposes, cannot be automated due to limitations within Personal Property and Business Professional and Occupational Licensing. All of these issues have a direct impact on the county's revenue.

FY 2014 funding of \$200,000 is included for the Emergency Management Portal which provides support for the development of a system to capture damage assessment data in real time during an emergency event. The system will allow first responders in the field to update facility conditions, road closures, and other pertinent information to personnel at the Emergency Operations Center (EOC) via smart devices. The data collected will be structured in a way to allow GIS to graphically represent developing emergency conditions on a map. This system supports the needs of multiple agencies during emergency events.

Maintain a Current and Supportable Technology Infrastructure – \$3.07 million

In an ever evolving technology and communications environment, maintaining current and supportable technology architecture is a challenge that must be continually addressed to ensure performance, operability, security and integrity of business operations and information. The county's technological improvement strategy strives to balance business needs that require technology investments with the desire to adopt contemporary but relevant and supportable technology industry trends, as well as the ability to leverage existing infrastructure. Projects funded in FY 2014 will support the goal of updating and strengthening the technology foundation where practical, and ensuring that residents, the business community and county staff have appropriate and reliable access to information and services.

FY 2014 funding of \$2,500,000 is included for strategic infrastructure and expert services supporting complex multi-phase enterprise-wide business transformation IT systems for county general services, enterprise technology, security and infrastructure, and corporate systems including the county's ERP (Enterprise Resource Planning) and related business systems. This funding supports necessary integration of business application and infrastructure systems components to meet the county's IT architecture and interoperability goals in alignment with county enterprise technology plans to enhance opportunities for county/schools shared cost and operational efficiency goals.

FY 2014 funding of \$400,000 is included for continued conversion and migration of the county's remaining legacy financial, public works, public safety, personal property, and human services mainframe based systems. Significant historical data needs to migrate off the mainframe onto more contemporary IT platforms.

Upon completion, the county's legacy mainframe platform will be substantially retired.

FY 2014 funding of \$100,000 is included to support growing need for internal county users to access county systems remotely. This project supports telework capabilities, disaster recovery, and increasing reliance of agency mobile workers on wireless solutions. Enterprise wide standardized access control methodology enables secure identity authentication for authorized access to county networks, data, and systems. This project supports secure access from remote locations and provides improved security, reporting, and data analysis.

FY 2014 funding of \$75,000 is included to provide on-going information technology training and certification in recognition of the challenges associated with maintaining skills at the pace of technological changes and to ensure that the rate of change in information technology does not out-pace the county's ability to maintain proficiency. As the county's workforce becomes increasingly dependent on information technology, training support has become more essential.



Budget ID Number	PROJECT TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2014 ADOPTED*
FUND 40091						
2G70-056-000 (IT0001)	Public Safety Communications Network/ Systems	4,304,000	4,629,000	4,629,000	4,629,000	4,629,000
	TOTAL FUND 40091	4,304,000	4,629,000	4,629,000	4,629,000	4,629,000
FUND 10040						
2G70-003-000 (IT004.03)	Oblique Imagery – GIS			128,212	150,744	146,280
2G70-004-000 (IT004.04)	Planimetric Data Acquisition Program – GIS			150,000	187,000	92,000
2G70-006-000 (IT0010)	Information Technology Training	50,000	75,000	75,000	193,668	75,000
2G70-018-000 (IT0022.15)	Enterprise IT Architecture and Support			2,163,200	3,500,000	2,500,000
2G70-020-000 (IT0024.03)	Internet/Intranet Initiatives – E-Government			400,000	400,000	200,000
2G70-025-000 (IT0048)	FRD Incident Reporting &Records Management System	1,835,791				
2G70-026-000 (IT0050)	Public Service Radio Project	781,901	862,882	550,167	550,167	
2G70-027-000 (IT0054)	CSB SYNAPS and HIPAA Database Consolidation		175,000			
2G70-034-000 (IT0056)	Pilot Courtroom Technologies	182,000	75,000			
2G70-036-000 (IT0058)	Remote Access			200,000	200,000	100,000
2G70-038-000 (IT0060)	Telecommunications Modernization	2,100,000	1,742,000			
2G70-039-000 (IT0062)	Police Records Management System – I/LEADs	1,224,691				
2G70-040-000 (IT0065)	Facility Maintenance Management		665,550			
2G70-045-000 (IT0083)	Public Safety Architecture Modernization	3,156,293	843,705	1,215,000		
2G70-051-000	Data Reporting Project – DFS		100,000		300,000	
2G70-053-000 (IT0088)	Retirement of Legacy Systems			500,000	500,000	400,000
2G70-054-000 (IT0090)	Police In Vehicle Video System			3,670,000	1,860,000	
2G70-055-000 (IT0091)	Volunteer Management System			200,000		175,000
2G70-067-000	E-Summons		350,000			175,000
2G70-069-000 (IT0092)	Tax System Modernization – Tax/Revenue Administration				1,000,000	800,000
IT-000003	Data Loss Prevention Project					500,000
IT-000004	Emergency Management Portal					200,000
IT-000005	GRC Auditing					750,000
	TOTAL FUND 10040	9,480,676	5,467,349	9,251,579	8,841,579	6,113,280
	GRAND TOTAL: IT PROJECTS	13,784,676	10,096,349	13,880,579	13,470,579	10,742,280

*Adopted Budget funding reflects new investment for each fiscal year and does not include incremental investments made during annual Carryover or Third Quarter Budget Cycles.

3.2 Public Safety

2G70-056-000 Public Safety Communications Network/Systems (IT0001)

Project Description

This project provides for continued support and maintenance of the Department of Public Safety Communications (DPSC/9-1-1 Center) network, radio and mobile communication components. The network's component systems are vital for ensuring immediate and systematic response to emergencies, and replacement and enhancement is necessary to maintain performance, availability, reliability, and capacity to meet growing county population and demand for public safety services. Fairfax County DPSC relies heavily on mobile data communications for the dispatch of equipment and personnel to emergencies and other non-emergency requests for public safety services. Digital communications are used to allow field units (e.g., police, fire, rescue and sheriffs) to receive dispatch messages, event notifications, to self-initiate events, make traffic stops, check on licenses, registrations, wanted persons, to maintain their status for response, and to communicate with one another and the DPSC communications center, without the use of voice radio or intervention of a dispatcher. An excess of 150,000,000 transactions are currently processed each year via mobile computer terminals (CTs) through the mobile data communications infrastructure. It is critical to keep this equipment current and always available to field personnel.

The Public Safety Communication Network (PSCN) supports emergency communications of the Police, Fire and Rescue, and Sheriff's departments. This includes public safety call taking (E-911, Cellular E-911, non-emergency), dispatching, and all affiliated communications support. Two of the major technologies utilized are a Computer Aided Dispatch (CAD) system with an integrated mobile data communications component and a wireless digital radio network for voice communications. The mobile data communications capability facilitates the dispatch of resources with minimal voice communications, provides field units direct access to local, state and national databases, and allows continuous contact with DPSC. The Public Safety Architecture Modernization Project (IT0083 /2G70-045-000) provided the underlying infrastructure components and shared capabilities required for the implementation of a new integrated, interoperable Computer Aided Dispatch.

This project also supports the upgrade of Fairfax County's Public Safety Radio System from an 11 site, SmartZone 3.0 Trunked Radio System to a 7.9 ASTRO25 Digital Trunked Radio System, including the addition of a 12th site to improve radio coverage. The upgrade transitions the radio system to an IP based network, further enhances existing outdoor and in-building radio coverage, as well as relocating the radio system central controllers from their previous vulnerable locations to the heavily secured Public Safety and Transportation Operation Center. Following completion of the enhanced infrastructure, this project will support the 5 year replacement of Public Safety Subscriber radios, which will be nearing end-of-life.

Project Goals

The goal of this project is to provide public safety computer, radio, and wireless systems, equipment and services required to ensure immediate and systematic response to emergencies, and to maintain performance, availability, reliability, and capacity for growth due to increase in county population and demand for public safety services.

Progress to Date

Technical requirements for the upgrade of Fairfax County's public safety radio system were completed and a contract was awarded in January, 2010. Equipment was received and implementation began in July 2010. The 12th radio antenna site has been constructed and is in operation at Bailey's Crossroads. This additional tower infrastructure significantly improves radio coverage throughout this vital area. Both the Primary Antenna Control Site and the System's Master Site have been moved from their previous unprotected sites to the Public Safety and Transportation Operations Center. Final system acceptance occurred on December 28, 2012.

It should be noted, that during this same period of time, Fairfax County as well as the rest of the National Capitol Region has been involved in the Federal Communications Commission's (FCC) directive for rebanding the 800 MHz Radio System for Sprint/Nextel's nationwide frequency conversion. This involved twice touching and converting nearly 47,000 subscriber radios as well as the retuning of frequencies for every tower in the NCR. With the completion of the Radio Upgrade

Project, Fairfax County will now embark on a five-year replacement of its Public Safety Subscriber Radios. Continued significant funding will be required for this replacement, as well as replacement of the County's Mobile Data Communications equipment, see below.

The Mobile Data Communications System is an ongoing five year lifecycle replacement program for equipment used to support the mobile fleet. Funding is required each year in support of the program and to provide for contemporary updated communication equipment used by the public safety fleet.

Project Budget

FY 2014 funding of \$1,200,000 is included for the first year life cycle replacement of a five-year replacement

cycle for Mobile Computer Terminals (MCTs), the equipment for the Public Safety Radio System upgrade was funded via an equipment lease. Through project efficiencies, funding was available and used to pay off the remaining two annual payments for the Public Safety Radio System Lease in June 2013, saving future interest charges. Funding is provided by Fund C40091.

Return on Investment

The return on investment for this project is realized by the performance, productivity, and effectiveness of public safety services in Fairfax County. Replaced and upgraded technology for these systems is critical to the safety of the public and the public safety personnel they support.

2G70-007-000 Electronic Records Management System - JDRC (IT0011.5)

Project Description

Fairfax County's Juvenile & Domestic Relations District Court (JDRDC) and the DIT have partnered with the Supreme Court of Virginia's (SCV), Office of the Executive Secretary to implement a *Case Imaging System* for the scanning, retention, and electronic viewing of court documents. The Juvenile and Domestic Imaging System (JDIS) is a custom built SCV solution, that includes built-in interfaces with the existing SCV's *Judicial Case Management System (JCMS)*, and other requirements unique to Fairfax County's JDRDC. This implementation introduces shared compatibility between the state and the county with the integration of court documents into the core system of record, JCMS. This shared initiative will ultimately benefit all courts, related agencies and jurisdictions throughout the Commonwealth of Virginia.

Project Goals

Provide simultaneous and instant access to court records with improved security. The JDIS project seeks to reduce or eliminate labor intensive and time consuming hardcopy record searches, retrieval and re-filing processes. The JDRDC will realize improved efficiencies and reduced costs associated with storage of paper documents, and provide a means of safeguarding documents with electronic backup capabilities.

Progress to Date

With the completion of JDIS Phase I and Phase II, the ability to capture, display and distribute images electronically for all JDRDC juvenile traffic case

documents and adult criminal case documents has been achieved. Additionally, JDIS enables full case searching capabilities, assists court staff with the ability to view and interact with a real time daily court case docket and expedites the electronic delivery and exchange of documents between the courtroom and the post court counter, financial clerk and court services units (CSU).

The initiation of a juvenile intake pilot for truancy and runaway cases will take place in Phase III A where scanned intake documentation will be submitted to the clerk's office for acceptance into the juvenile's electronic case file. Additionally in Phase III A, JDIS will enable secure viewing of case files for CSU units outside the courthouse. Phase III B will follow to include the remaining juvenile delinquency case types, the use of barcoding and electronic signatures, and will also lead the way into limited public viewing.

Milestones

- Phase I completed for traffic related cases in all JDRDC courtrooms.
- Phase II recently completed to improve scanning and search features, add interactive docket features, include processes for adult criminal case capture, deliver/exchange data between the clerk's office and the CSU units and enable the adult CSU to submit reports to the clerk's office for inclusion in the electronic case file.
- Phase III (A) is in development and will include processing of juvenile intake case documentation,

exchange electronic documents between the clerk's office and the court services units for juvenile truancy and runaway case types, and enable case viewing outside the courthouse.

- Phase III (B) will include the processing of additional juvenile case types, barcoding, e-signatures and limited public viewing.

Project Budget

Existing funding is adequate. No new funding requested in FY 2014.

2G70-021-000 Circuit Court Technology (IT0039)

The Fairfax Circuit Court is nationally recognized for its delivery of outstanding public service and continues to actively pursue state of the art technological solutions to improve customer support and operational efficiencies. This project covers multiple facets of Circuit Court operations and receives funding through the Commonwealth of Virginia's Technology Trust fund.

Project Description

Court Automated Recording System (CARS) / Court Public Access Network (CPAN) – The Clerk's Office of the Fairfax County Circuit Court is responsible for providing citizens with reliable, timely, and accessible public records. More than 42 million Land Records, Public Service and Probate images, dating from 1742 to the present have been digitized, indexed and loaded into CPAN; a web-based, online retrieval system that is available 24 hours a day, 7 days a week, with more than 2,000 subscribers located domestically in thirty states, the District of Columbia, and internationally in India. Subscribers include citizens, title examiners, law offices, mortgage companies, banks, Commissioner of Accounts, Federal, State and County agencies.

Case Management System (CMS) – The current case management system automates case processing through the court system and includes: case initiation and indexing, docketing and related record keeping, scheduling, document generation and processing, calendaring, hearings, disposition, accounting functions, security, management and statistical reports. Circuit Court completed contract negotiations in April 2013 and awarded Justice Systems Inc. (FullCourt) a new contract to upgrade the existing case management software to their FullCourt Enterprise web-based browser version

Return on Investment

This project will reduce staff time previously expended locating missing files, and retrieving and re-filing court records. The project will also reduce the physical storage space required for court records, thus eliminating the need for leased space near the courthouse. Response time will be expedited for internal and external customers at the Records, and Fines and Costs counters, and easier and more efficient access to public court records will be provided to the community. JDIS will reduce the incidence of missing files and documents necessary in the courtroom. Planned back-up systems will enhance data security.

which can provide imaging, electronic filing, DMV interfaces, as well as many other enhancements. The Circuit Court anticipates going live with the new software in the Fall of 2013.

Radio Frequency Identification (RFID) – The RFID project became operational during FY 2012 and has incorporated an RFID based system to assist in the real-time tracking of courts case file folders as they move throughout Circuit Court. The goal to improve efficiency and customer services by greatly reducing staff time, effort and resources dedicated to searching and locating court case files was met. In FY 2013 additional readers were implemented for coverage in all the judges' chambers. The Circuit Court also expanded the RFID system to include criminal evidence which will allow the criminal section to have an evidence management system for audit, inventory and tracking purposes.

On-Line Scheduling System (OSS) – The Circuit Court recently launched an On-Line Scheduling System (OSS) to allow attorneys to schedule their domestic and non-domestic, civil case trial dates (both jury and non-jury) on-line. The OSS was developed in a collaborative effort with the Fairfax County Department of Information Technology (DIT) with the goal of saving attorneys and court staff time and money by allowing users to select and schedule civil case trial dates electronically without the need to travel to the Courthouse to attend a scheduling conference.

Redaction – The Commonwealth of Virginia passed legislation mandating the Clerk of the Circuit Court to redact the social security numbers (SSN) from all images

viewable via CPAN. Over 42 million backfile images have been processed and the redaction has been integrated into CARS for day-forward operations and removes SSNs prior to public view.

Project Goals

Circuit Court modernization initiatives in the Clerk of Court's technology program include:

- Replacement of the 10 year old windows based case management system with a fully integrated web browser based case management system providing civil and criminal processing, imaging and electronic filing capabilities.
- Increase the number of courtrooms equipped with technologies in order to facilitate remote testimonies, audio-visual evidence displays, integrated assisted listening, and interpretation capabilities.

Progress to Date

Past accomplishments include development and deployment of the Court's Land Records Recording System, including document imaging; implementation of the CPAN retrieval system, use of an automated jury management system to administer 60,000 potential jurors annually; deployment of a case management system to control the administration of the Court's judicial caseload; development and implementation of paperless probate processing; development and implementation of a streamlined marriage license process which utilizes scanners to import data from customers' operator licenses; implementation of electronic docketing display directing public to the assigned courtroom. The system provides a foundation for additional capabilities building on the Court's business requirements. Technological system updates are also addressed through this fund.

Milestones

CARS

- Digitized back-file images with associated indices and implemented web-based CPAN, 1999
- Scanned, indexed, and stored all land record documents for electronic processing, 2000
- Added non-deed document processes for indexing and storage (judgment abstract and notices, marriage licenses, financing statements), 2000
- Redesigned processes to include automated cashiering and scanning capabilities to update the public record in a more efficient manner, 2001

- Electronic filing prototype for mortgage releases using the ACH transfer of funds, 2002
- Implemented Public Services cashiering system, 2005
- Automated the administration of estates system, 2006
- Incorporated the use of commercial credit cards for payment of fees and taxes, 2007
- Land records Electronic Filing System (EFS) made available to the public, 2010
- Integration of automated scanning in the marriage license application process, 2010
- Integration of redacted data and processes mandated by the legislature, 2012

CMS

- Provided web-based availability of court information on CPAN, 2005
- Implemented electronic docketing display, 2006

RFID

- Became operational during FY 2011 and has incorporated an RFID based system to assist in the real-time tracking of courts case file folders as they move throughout Circuit Court.

Redaction

- Integration of redacted data of backfile via secure remote access mandated by the legislature, FY 2011
- Integration of redaction in day-forward recording processes mandated by the legislature, FY 2012

Project Budget

Funding received from Virginia State Technology Trust Fund revenue, CPAN subscription revenue, Administration of Justice revenue, and agency funds-support Circuit Court's technology projects.

Return on Investment

CARS provides immediate electronic access to CPAN for over 2,000 commercial customers. The system provides added functionality to search for and correct errors that occurred in documents recorded in the previous land records system. Additional benefits include enhanced retrieval and administration of Circuit Court records and an expedited transfer of information to the Department of Tax Administration (DTA), Geographic Information Systems (GIS) and the Department of Public Works and Environmental Services (DPWES).

The Case Management System's, anticipated imaging and electronic filing enhancements will provide increased efficiencies in the processing of more than 22,000 civil and criminal case filings annually. Multiple parties will be able to access electronic case files simultaneously and file documents from their office or home, reducing the need to travel to the courthouse and provide 24/7 accessibility. Potential interfaces with other jurisdictions will allow the exchange of electronic documents and/or data and eliminate existing manual processes between jurisdictions.

Through the implementation of the RFID project the Circuit Court saves considerable staff and resources

previously expended in tracking down case file folders. The RFID repository has been growing annually by approximately 27,000 files. The RFID system significantly improves operational efficiency and ensures the safe guarding of legal records and files.

The Redaction Project enhances the security and integrity of CPAN by removing social security numbers from public view. An added cost savings of the project will be the ability of the software to identify items that may be redacted by future legislative mandates without incurring additional reprocessing costs.

2G70-067-000 Electronic Summons (IT0071)

Project Description

This project is designed to develop automated solutions to streamline the traffic summons processes and implement of an Electronic Summons (E-Summons) application to automate the capture and transfer of traffic summons information from the Police Department to the Courts.

Project Goals

Project goals are to provide efficient and timely public access to electronic traffic case records in order to enable quick citizen access to traffic case records, enhance and improve case review, enable more efficient on line traffic fine payment, and improve court docket management. The e-summons project aims to reduce manual data entry and improve data quality as it relates to accuracy, integrity, reliability, and timeliness

Progress to Date

After extensive analysis and following implementation of a new police records management system, the Police Department is moving forward with an e-summons solution in Fairfax County.

Milestone

- Project direction and pilot solution identified for vehicles – FY 2010
- Vehicle pilot initiated – September 2010
- Vehicle pilot expanded – April 2011

- Pilot solution identified for motorcycles – April 2011
- Motorcycle pilot initiated – July 2012
- Motorcycle e-Summons implemented – September 2012 through July 2013
- Vehicle e-Summons implemented – FY 2014

Project Budget

Additional funding of 175,000.00 was provided to meet project milestones in FY 2014.

Return on Investment

Automated solutions will allow for the reallocation of existing staff to positions that provide direct assistance to the public, ensure greater data accuracy, eliminate data entry errors with potentially serious repercussions for the public, allow faster ticketing processes that get officers back on the road more quickly, reduce overtime for officers waiting in court, reduce the frustration and time citizens have to wait in court for a hearing, provide more efficient use of Commonwealth's Attorneys and Deputy Sheriffs, as well as provide the public near real time electronic access to case Information. Eliminating double data entry, reducing redundancies between agencies, and streamlining court scheduling and docketing processes, will create multiple opportunities to improve existing operations and provide better customer service to the citizens of Fairfax County.

2G70-045-000 Public Safety Architecture Modernization (IT0083)

Project Description

The Public Safety Architecture Modernization project supports implementation of common infrastructure supporting integrated CAD and Public Safety Records Management System (RMS), including public safety communications, as well as Police, Fire and Rescue, and Emergency Medical Services records management. This project provides the underlying infrastructure components and shared capabilities required for an integrated, interoperable public safety system. This project also supports operational components of a CAD and RMS including network infrastructure, and adopting standard GIS to meet public safety requirements.

Project Goals

The project implemented an integrated public safety information architecture enabling data sharing across functional areas of the CAD and RMS in order to support key public safety lines of businesses and provide flexibility to respond to both internal and external data sharing requirements. This multi-track and multi-phase project, replaced the legacy CAD and Mobile, Police RMS and Fire and Rescue RMS Systems.

Progress to Date

In November 2009 implementation of a new iCAD system for Fairfax County public safety agencies was successfully completed, and in January 2010 the new Police Records Management System – ILEADS also went into production. FY 2011 planned product enhancements and post implementation tasks were achieved. In FY 2012 completion and acceptance of the planned features of the CAD system were realized. The project was completed at whole system acceptance with implementation of the CAD Version 9.1.1 upgrade in August 2012. The Department of Public

Safety Communications will be responsible for the maintenance of the core CAD components and interface connections.

Project Budget

No additional funding was requested in FY 2014; however, it should be noted that funding for FY 2015 and beyond, over the life of the system, will be required for upgrades and enhancements designed to keep the system viable into the future to reduce risk and be in compliance with contract obligations associated with the solution provider software upgrade cycles. Some of the costs associated with this project are being transitioned to operational cost centers.

Return on Investment

The Public Safety Architecture Modernization project represents a joint initiative undertaken by the public safety agencies in Fairfax County (Department of Public Safety Communications, Police Department, Fire and Rescue Department, Sheriff's Office, and the Office of Emergency Management) and provides an integrated public safety suite for CAD and RMS, with supporting network infrastructure to support robust GIS including automatic vehicle location (AVL), automatic vehicle routing recommendations (AVRR), broadband wireless data services and automated field reporting. Savings are achieved in implementing standards for all stakeholders, consolidating system infrastructure, and reducing system tool redundancies from prior independent systems. More importantly, this project greatly enhances Fairfax County's ability to respond quickly and effectively to emergencies that require coordination among the various responder organizations and share information required for collaboration, case management, reporting, remediation and mitigation.

2G70-050-000 Fire Station Alerting Technology Replacement (IT0086)

Project Description

This project provides a turn-key system replacement of fire station alerting (FSA) components. This alerting system is a critical part of the 911 systems and public safety response, and is a requirement specified in the National Fire Protection Association (NFPA) 1221 Standard. This technology lifecycle replacement brings the Fire and Rescue Department's (FRD) station alerting system to a technical level that will permit integration with the selected Public Safety Computer

Aided Dispatch and Records Management Systems (CAD/RMS).

Project Goals

The business and operational objective is to purchase and implement a proven FSA system that enables Fairfax County to meet the public safety goals of reduced response times, enhanced communication, and immediate access to relevant and critical information.

The goal is to integrate the Fire and Rescue Department's station alerting system with the Public Safety Communication Center systems. The system will reduce reflex time for response by providing immediate unit based visual and verbal alert indication at time of dispatch and prior to radio voice dispatch, provide safe lighting and alert process throughout station for personnel response to vehicles, recorded announcement, provide station alerting capabilities as required by NFPA 1221, and streamline maintenance and support for system components.

Progress to Date

The first phase for the core system infrastructure to interface and align with the new Computer Aided Dispatch System and replace end-of-life infrastructure and network components has been completed in all Fairfax County Fire and Rescue stations. Phase II includes upgrading FSA in existing stations, the remaining infrastructure and component will be planned as funding becomes available.

2G70-054-000 Police In Vehicle Video System (IT0090)

Project Description

This project will install digital surveillance video cameras in the Police Department's fleet of approximately 650 patrol vehicles to provide secure storage and accessibility of the data captured and leverages the latest technology in support of law enforcement processes. The basic components of the system include the in-vehicle cameras with microphones, a digital recorder, a display component, and a data communications capability. The data will be wirelessly uploaded and transmitted via the County's I-NET to back-end servers for retrieval and network storage.

Project Goals

This project will enhance the Police Department's ability to accurately record events, statements and scenes in order to improve public accountability and the ability of the Commonwealth and County Attorneys in court cases. The use of in-vehicle video supports the Police Department's commitment to providing safe, fair, unbiased, and responsible service to the residents of Fairfax County.

Progress to Date

- Project kick off meeting and requirements analysis – FY 2011

Project Budget

New FY 2014 funding was not requested.

Return on Investment

The Fire and Rescue Department expects to reduce overall response time to emergency incidents through immediate alerting of personnel. The system leverages the CAD system and provides immediate unit based alert indications at time of dispatch and prior to radio voice dispatch. The process reduces what the industry calls the "reflex time", or the amount of time between when the call is dispatched and when the response units are boarded by personnel and ready to respond. This is a life-cycle replacement from aging and incompatible equipment to an integrated COTS system. Maintenance and support costs for system components will be streamlined.

- Project published through US Communities Contract – FY 2012
- Vendor selection and procurement – FY 2012- FY 2013
- Phased installation, testing, and training – FY 2013-FY 2014
- Project completion is planned for late – FY 2014

Project Budget

No additional funding was requested in FY 2014.

Return on Investment

In-vehicle video capability provides benefits to the public, the law enforcement community and the legal system across the nation. Locally, the use of in-vehicle video supports the Department's commitment to provide fair, unbiased and responsible service to the residents of Fairfax County in a number of ways. First, in-vehicle video is a valuable aide to criminal investigations through accurate recording of events, statements, and scenes. Video evidence enhances both the Commonwealth and County Attorneys abilities to prove their cases. Second, in-vehicle video enhances the Department's accountability to the public by providing the Department an invaluable, objective

perspective when reviewing the actions of officers. Third, in-vehicle video provides the Department with a means to observe and assess its primary method of service delivery. Video footage can be reviewed, critiqued, and then used to develop better practices,

policies, and training for staff. This can improve officer safety, quality of service, and public satisfaction. The overall return on investment is increased trust and confidence by the public in their police department.

IT-000004 Emergency Management Portal

Project Description

The Emergency Management Portal provides a system that collects real time damage assessment data during an emergency event or incident which necessitates EOC activation. The project goal is to have the system available 24 hours-per-day, 7-days-per-week during an emergency with the capability to capture and record details of field status updates and upload pictures and maps relevant to emerging situations.

Project Goals

The purpose of the Emergency Data Gathering Repository (EDGR) is to provide a system which is simple, easily accessible to county response personnel which supports a standardized data collection process and captures data in a way that allows users to easily aggregate, manipulate and report data to a broad audience. The system will be flexible enough to allow adjustments to data collection requirements as an incident unfolds and conditions change for improved overall situational awareness.

Desired Outcomes:

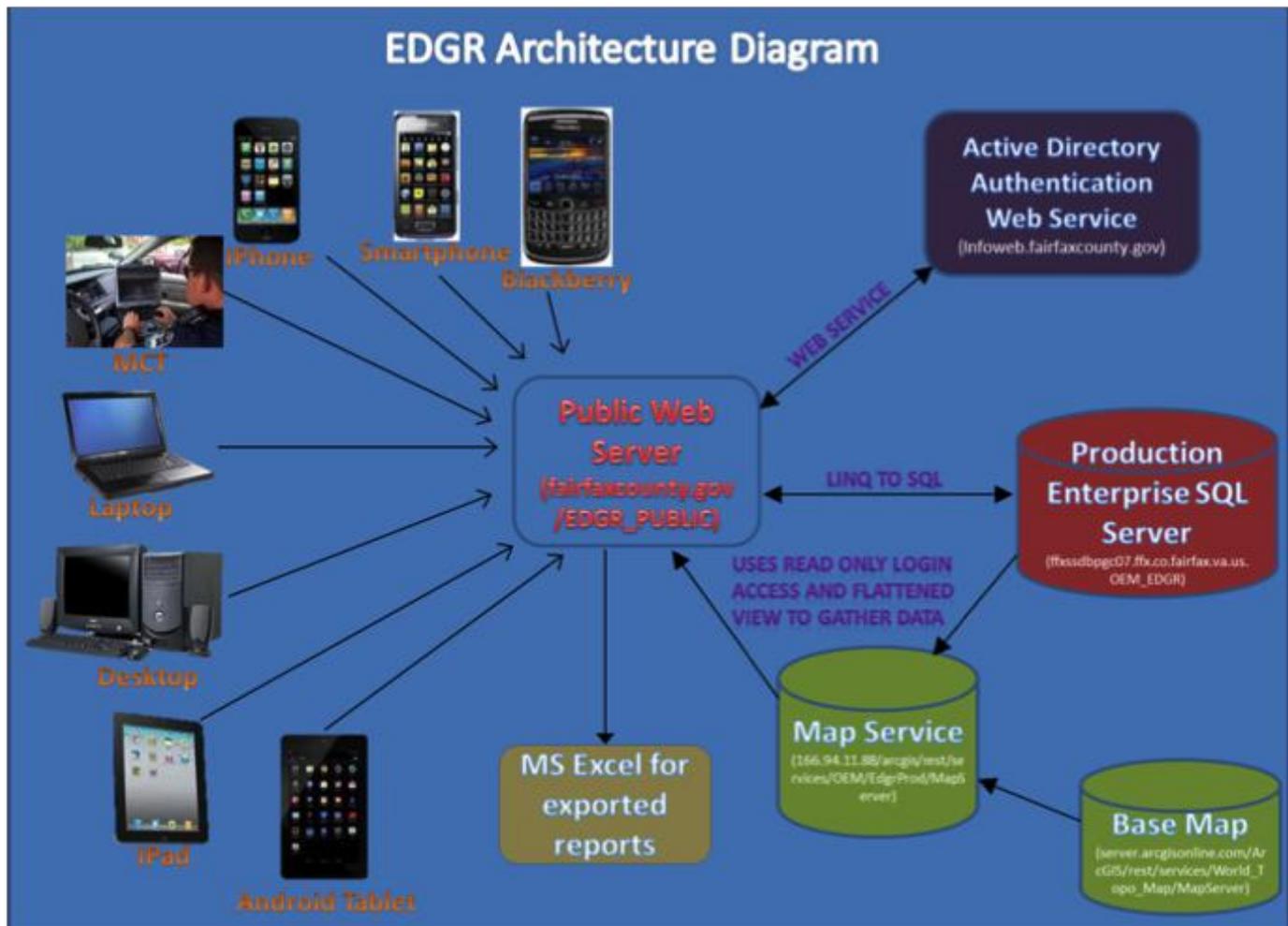
- Provide an IT solution that is easily accessible to all required county agencies.
- Provide a system that is available 24 X 7 X 365.
- Provide multiple data entry/data access methods (public internet, smart phones, other mobile devices, etc.) to county staff.
- Provide an IT architecture that is robust and flexible while consistent with County standards.
- Allow reporting agencies to view data collected during an emergency incident and receive periodic updates on status information.
- Provide a means for the integration of location status data with other critical county applications.
- Provide a database structure that allows data to be easily aggregated, manipulated and reported according to the needs of a broad audience of users.

Progress to Date

DIT's Public Safety Branch has provided the overall project management and technical team to design and build the web application accessible from multiple devices. The E-Gov team created the web service to authenticate users on the public site using Active Directory, reviewed the mobile screens and recommend improvement. GIS created a map layer of all locations and used web service to display the map. Other tasks completed at this time include:

- Mapping business processes of all participating agencies
- Developed and approve project charter
- Establish a list of responders/authorized users:
 - o Office of Emergency Management (OEM) – EDGR sponsor
 - o Department of Public Works and Environment Services (DPWES)
 - o Transportation (FCDOT)
 - o Community Services Board (CSB)
 - o Neighborhood & Community Services (NCS)
 - o Family Services (DFS)
 - o Risk Management (Finance)
 - o Facilities Management Department (FMD)
 - o Fairfax County Park Authority (FCPA)
 - o Housing and Community Development (DHCD)
 - o Health Department
 - o Police
 - o Fire
 - o Sheriff
 - o Department of Public Safety Communications (DPSC)
 - o Department of Information Technology (DIT)

- Identify agencies' power users to manage access within their agency
- Establish governance steering/process committee
- The DIT Public Safety team has met each agency to gather requirements, provide training in data entry and system administration, and to demo the EDGR prototype to agency staff.
- Project Timeline:
 - o DB Initialization Script, Demo Prep, OEM Business Process Deadline, and Complete Changes to Prototype – March 2013
 - o Testing, Code/Mobile Review, Load Test – March 2013
 - o Present Prototype to Agencies and Configure – March 2013
 - o Agency Review of Prototype* – April 2013
 - o Final Changes to Prototype – April 2013
 - o Agency Signoff Agencies – May 2013
 - o PAT Code Review, Complete Test Scenarios, and Move to Acceptance – May 2013
 - o Round 1 Acceptance Testing** – May 2013
 - o Round 1 Fixes – June 2013
 - o Round 2 Acceptance Testing – June 2013
 - o Move to Production – June 2013



Project Budget

FY 2014 funding of \$200,000 is included to support this new project which will allow first responders in the field to report data about facility conditions, road closures and other pertinent information to personnel at the EOC via a smart device, workstation or MCT. The data will be collected in a highly configurable database allowing the flexibility to adjust the data collected based on changing conditions and requirements. Data will be structured in a way to allow GIS to consume the data and graphically represent conditions on a map.

Return on Investment

The Emergency Management Portal will provide a real time, continuous feed from field personnel providing

conditional status on county structures, capturing facility damage, accessibility, power, network, telephone statuses. Data will be entered via mobile device and aggregated to provide a comprehensive picture of event damage. Conditions will be presented graphically using GIS technology for simultaneous communication to both emergency planners at the EOC and responders in the field. Rapid capture and assimilation of accurate information from the field will improve the county's effectiveness and timeliness in situational awareness, coordination, response and recovery efforts throughout an emergency event.

3.3 Corporate Enterprise

2G70-002-000 Orthoimagery Update - GIS (IT0004.2)

Project Description

This project is part of the county's ongoing effort to maintain aerial imagery in the Geographic Information System (GIS). GIS provides county staff and citizens the means to electronically access, analyze and display land related data. The imagery is used in the My Neighborhood viewer, the Digital map viewer, the new 3-D viewer (Virtual Fairfax) and in all of the county web and desktop mapping applications that include maps.

Project Goal

The goal of the project is the continued implementation of a four-year cycle to update orthoimagery for all 407 square miles of Fairfax County with high resolution and accuracy for county applications and users.

Progress to Date

With the acquisition of state imagery in FY 2009, and FY 2013 the four-year imagery update cycle will be up-to-date later in 2013 when the ortho imagery is delivered. 2013 proved a difficult flying year due to extended windy and cloudy conditions – both of which prevent acquiring imagery. Fortunately the State's contractor was able to complete the imagery before the trees leafed out (other areas of the state weren't so fortunate). The county has cost-sharing partnership with the state to obtain the higher resolution imagery for specific Fairfax County needs.

Project Budget

No new funding for orthoimagery will be necessary until the next update cycle which will be in FY 2017.

Return on Investment

The orthoimagery project provides a combination of cost-savings, enhanced revenue and non-quantifiable benefits. Multiple county agencies have benefited from the use and availability of high resolution orthoimagery data and others are expected to utilize the data to enhance efficiency and program management. For example, orthoimagery is used successfully in property appeals cases and allows the county to effectively defend increased property assessments and help citizens with home assessment valuations. The imagery is also



Figure 7: Plane used to acquire ortho images

utilized to resolve zoning enforcement cases, often providing definitive information about when illegal structures were built, thus helping the county maintain desirable neighborhoods and safe structures. Use of aerial photography has also reduced the need for field visitations where county staff has a need to reconnoiter an area for various reasons.

The orthoimagery serves as a highly accurate quality controlled layer in the GIS to which can be used to accurately locate features (e.g., building outlines, streetlights, storm water features, and sanitary sewers). It provides the basis from which many of the fundamentally

important GIS layers are derived. This is possible because the aerial imagery used to create the orthoimagery is of high enough quality and accuracy that it can be used for the county's planimetric update project, saving the cost of additional imagery acquisition. Orthoimagery is also available in the public web applications that include maps, enabling users to view aerial imagery of any area of the county. These applications serve about a million maps per year enabling public users the ability to view parcel outlines, hydrography, as well as major and minor roads. The accurate orthoimagery serves as a base for the 3-D imagery in Virtual Fairfax.

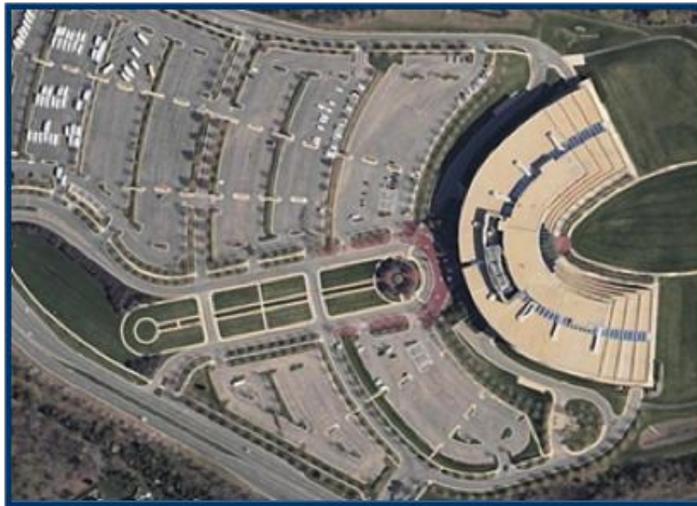


Figure 8: Sample ortho image

2G70-003-000 Oblique Imagery – GIS (IT0004.3)

Project Description

This project provides oblique imagery that enables users to view the sides of buildings and structures, ascertain the urban character of a location, and measure the heights of visible features. The project collects images of every location in the county from at least four directions (N, S, E, and W). This image product enables agencies such as the Department of Public Works, Tax Administration, the Department of Public Safety Communication and Public Safety Agencies to reduce field staff time involved in their work by enabling virtual visitation, which enables staff to easily assess values and conduct analyses on buildings not previously possible. Oblique imagery augments orthoimagery which is taken directly overhead and does not capture the sides to structures. Together,



Figure 9: Plane used to acquire oblique images

both sets of imagery are complimentary parts of the spatial data in the GIS data warehouse, giving county-staff access to a wide range of geo-spatial information about Fairfax County required in their business processes.

Project Goal

This project's goal is to provide oblique imagery as a useful and key component of the county's spatial data warehouse that also serves as a historic reference imagery base.

Progress to Date

The county has complete oblique imagery libraries for calendar years 2003, 2005, 2007, 2009, 2011 and 2013. The next update is scheduled during calendar year 2015. Through a competitive procurement, a new contract with Pictometry was put in place last September and can be used for up to 6 years.

The imagery acquired this year has much higher resolution than before (3" resolution vs. 4") and should be even more useful for evaluating properties and creating 3-D building objects for Virtual Fairfax.

This year the county will also acquire a new software tool from Pictometry that will enable the imagery to be served via the web with functionality needed by tax assessors and others. This will make it possible to integrate oblique imagery with other applications and reduce usage of the more cumbersome software that has been used from the first image delivery.

The imagery is currently available to county users through desktop, Citrix, and web (GEM) applications. The GIS office offers regular training in use of the imagery and its software. The use of oblique imagery is leveling out after substantial increase over the past several years.

Project Budget

Funding of \$146,280 is recommended in FY 2014 to maintain the county's spatial data for oblique imagery.

Return on Investment

The oblique imagery project provides a combination of cost-savings, enhanced revenue and non-quantifiable benefits to it users. In particular, The Department of Tax Administration (DTA) has found it very useful in supporting their operations because of the ability see all sides of a structure to determine material composition, floors, decks and other features. In FY 2010, DTA increased usage of oblique imagery and successfully reduced field inspection time and costs further.

Oblique imagery is particularly useful in public safety since it enables staff to view and measure the sides of buildings to determine risks, site lines, rescue apparatus requirements, and other key features. The oblique imagery is now used 24x7 in the CAD/911 system to assist call takers in correctly identifying incident location and to assist dispatchers in supporting response to an incident. For instance, it helps Fire and Rescue dispatchers to detect small vertical features such as fences which could block fire fighter and fire hose access and helps call takers more accurately determine the location of callers (e.g., at complex intersections).

Oblique imagery is also the source of the 3-D building imagery of the Tyson's Corner and Reston Herndon areas that is displayed in the Virtual Fairfax web application (the buildings sit on top of the orthoimagery from the state). The 3-D imagery is essential in meeting a board mandated requirement for 3-D visualization.



Figure 11: Sample Oblique image

2G70-004-000 Planimetric Data Acquisition Program - GIS (IT0004.4)

Project Description

Planimetric data is planar data (2D) derived from observable natural and manmade features visible on aerial imagery. Planimetric data layers make up many of the key GIS layers used in most of the maps made in the county. These key datasets are used in all of the county's web applications that incorporate maps, and in nearly all of the county's public safety vehicles through the CAD/911 system in the CAD maps. Since the original data map was developed in 1997 the county has grown considerably, adding new housing, commercial locations, new and modified roads, storm water management features, and other man made features. Additionally the topography has changed with new development. The update program will leverage the 2007 and 2009 aerial imagery acquired in partnership with the State. Acceptable newer imagery will be used as it becomes available.

Project Goal

The goal of the GIS Planimetric Data Acquisition Program is to update approximately 25% of the county's planimetric and topographic data annually. The current effort is more comprehensive and can serve more county needs. Data sets include impervious features such as roads, pools, basketball courts and driveways; they also include a capture of 2' contours - a substantial improvement in the accuracy of the elevation data and building elevations. This program is dependent on the availability of current aerial imagery in order to acquire the latest changes on the ground.

Progress to Date

All of the planimetric data from 1997 has been updated. About seventy-five percent of the county was updated using 2009 imagery and the remainder with 2007 imagery. The 2007 data is being updated, funded solely by DPWES, to 2009 and will be complete in July 2013. At that point all of the planimetric data for the county will be based on 2009 imagery.

The imagery used for the planimetric update was captured by the state of Virginia. The base set of planimetric features that were updated includes all of the planimetric features originally compiled in 1997. New features, identified through stakeholder meetings, that have been added to assist in environmental and transportation needs include:

- Driveways
- Sidewalks
- Pools
- Patios
- Decks
- Sheds
- Tennis & basketball courts
- 2 foot contours (currently have 5-foot contours)
- Building heights and base elevations
- Multi-level parking upgrades.

Overall the planimetric feature count in the GIS database increased from 3,771,137 to 16,222,416, an over 4-fold increase. These additional types of features were identified through a series of stakeholder meeting with county agencies.

Now that all of the data has been updated it is interesting to look at some project statistics on features added or updated:

Feature	Added/Updated	Total in Database
Buildings	113,898	274,098
Paved Driveways (New)	239,029	239,029
Sidewalks – miles (all replaced)	3,826	3,826 6,270 previously
Building Additions (deck, patio, pool, other) (New)	239,953	239,953
Recreational Features (tennis basketball courts, other) (New)	5,380 1,215 tennis courts 834 basketball courts	5,380
Storage Tanks (New)	561	561
Spot Elevations (all replaced)	201,455	201,455
Contours (miles) (all replaced)	108,927	108,927 42,575 previously
Spot elevations (all replaced)	1,469,392	1,469,392

Overall, 12,451,279 additional features were added to the original 3,771,137 features, and a number of the original features were updated.

Project Budget

This project is jointly funded by DPWES and DIT. FY 2014 funding of \$92,000 is provided in Fund 100-C10040 for continued support of the planimetric update project.

The intention is to update the planimetric data on a regular basis, doing approximately 25% of the county's area per year. This cycle fits the aerial imagery acquisition cycle of once every four years. The regular updates will reduce the cost of the updates since fewer features will need to be updated and possibly only selected portions of the digital terrain model will need updating.

Return on Investment

The planimetric, DTM, and topographic contouring at 2' contour interval data update project provides a combination of cost-savings, enhanced revenue and non-quantifiable benefits. Planimetric, DTM, and contour data has proved extremely valuable in a wide range of county operations. In particular, a much more accurate elevation model of the surface of the county significantly improves the accuracy of storm water analyses. Cost savings have been achieved over time as GIS staff have assisted key agencies develop high resolution data. These included, DPWES, The Park Authority, and also Fairfax County Water, where a 1' or 2' detailed and accurate DTM was needed. For instance a 1' contour data set was developed for flood plain mapping of New Alexandria and Belleview project. The planimetric, DTM and contour update project makes a tremendous impact as it enables agencies to readily access data needed to assist projects anywhere in the county, which saves time and money and enhances response, efficiency, and overall productivity.

Planimetric data is also an important component in the mapping applications in the county's new CAD system. The data is used in all public safety vehicles with CAD (about 1,400) as well as county dispatchers and call takers. The planimetric maps provide a clear and fast visual display on terminals to enable emergency response personnel to navigate and analyze the environment around an incident. Since planimetric maps are very small from a data perspective, they do not place heavy processing demands on the mobile display terminals, thus improving response time of the terminals.

A detailed survey was sent to users of the planimetric data in 2012. The findings were significant:

- Sixty percent of the 97 respondents said they could not even do their current work without planimetric data
- For those who could do their work without planimetric data, it would take them from 1-24 additional hours per week to do their work.
- Sixty-eight percent said that their GIS products that include planimetric data enable others to save time in their work.
- Over 50% of the respondents wanted planimetric data updated at least every two years to avoid impacting the quality of their work
- 82% of respondents agreed that not maintaining the planimetric data as frequently as they stated would reduce the effectiveness of their agency's work.

2G70-011-000 Automated Board Meeting Records (IT0011.13)

Project Description

This project will design and implement a document-imaging program in the Clerk to the Board's Office, which will enable the Clerk to the Board's Office to electronically capture Board of Supervisor meeting records and make them available on-line to the public and county staff.

Project Goals

To electronically capture Board of Supervisor meeting records and make them available on-line to the public and to county staff.

Progress to Date

Components of a solution commonly used in governments supporting meeting agenda development and live meetings recordation that support this project have been deployed in the Department of Cable Communications and Consumer Services for easier search of meeting videos and agendas from the WEB. Requirements for incorporating the Board of Supervisors' meeting videos with the agendas to create a robust easily accessible and searchable on-line record were developed.

Project Budget

No additional funding is required for FY 2014.

Return on Investment

This initiative is expected to increase the efficiency of producing the board matters package including streamlining the process of getting the records on-line; provide a viable, accurate document system for older

and one-of-a-kind documents; reduce error rates as much of the manual data entry will be eliminated; and reduce the space requirements for maintaining paper copies of documents.

2G70-019-000 Public Access Technologies – Interactive Voice Response (IT0024.2)

Project Description

Interactive Voice Response (IVR) technology program develops custom interactive telephone applications that can access and update data in variety of county databases, in addition to providing static information in a timely, convenient manner. For those citizens who do not have access to the Internet, the project was established at the request of the Board of Supervisors “to enable the county’s customers to conduct business with the county wherever and whenever it is convenient for the customer”. IVR is one of the foundation programs for enhancing public access to government information and business transactions.

Project Goals

The primary goal is to continue the application of text-to-speech technology for certain applications aligned with e-government goals. Interactive Voice Response enhancements include the continued integration of Web and IVR via XML technology for public use.

Progress to Date

The DIT IVR currently answers more than a million calls annually. The system is available approximately 24 hours a day to interact with citizens, providing an additional option for conducting business with the county after regular business hours. By handling the more routine calls, the IVR allows staff to concentrate on those calls that most need personal attention. It also allows access to a great deal of information after hours or on weekends. The IVR team has developed a Request for Proposal (RFP) for a new Interactive Voice Response system. The RFP has been assembled and is expected to out in FY 2014.

Courts	Courts Information Line
	Traffic or Criminal Violation Prepayment
	Juror Information
Family Services	Coordinated Services Planning Survey
	Register for Institute For Early Learning
Health Department	Health Department Information Line
Housing and Community Development	Inquire Affordable Housing Waiting List
Human Resources	County Job Line
Information Technology	IT Service Desk Information Line
Library, Fairfax County Public	Library Information Line
Police Department	Victims of Crime Information Line
Public Works and Environmental Services	Building Plan Review Information Line
	Inquire Building Permit/Plan/Inspection Status
	Schedule/Cancel Building Inspection Requests
Tax Administration	Schedule/Cancel Special Collections (Trash Pickup)
	Real Estate Information & Tax Payment

Project Budget

The program requires on-going support from e-Gov and telecommunications staff to support the system, expand application of the capabilities in additional business areas, and implement enhancements. No funding provided in FY 2014.

County Executive, Office of	County Services Information Line
	Medical Registry – Special Needs
	OPA Survey Line (Seasonal)

Return on Investment

Public access technologies such as the IVR expand citizen access to county information and services and minimize staff resources need to provide basic information, and allow staff deployment more complex and specialized tasks. The Public Access Technologies continue to provide single information architecture and supporting infrastructure for all platforms to deliver new

information and e-services to the public. It expands the capabilities of the content management system in order to improve automated workflow, revision control, indexing, search and retrieval for enterprise systems. The project also improves search capability for citizens and constituents, and enables the county to build applications quicker and more efficiently by maintaining reusable components.

2G70-020-000 Internet/Intranet Initiatives – e-Government (IT0024.3)

Project Description

This project supports initiatives that improve public accessibility to government information and services. A comprehensive approach is employed to ensure efficient infrastructure capable of supporting multiple business solutions. In addition to enhancing customer service for availability anywhere, anytime, public access technologies reduce staff involvement in providing basic information and transactions, thereby allowing personnel to perform more complex tasks and respond to requests for more detailed or specialized information. Internet/intranet initiatives provide significant and wide-ranging opportunities to use technology as a means of making information more readily available to the public. Initiatives include research and development of emerging technologies, expansion of Web applications, improvements in search and navigation, integration with internal systems and other public access channels, and sustaining infrastructure.

Project Goals

The project's vision is to provide new information and services on all platforms, while continuing to build on existing information architecture. The planned functionality will be delivered in support of the county's taxonomy of information and services, using a single supporting infrastructure. The solution is based upon a single content repository for all platform and agencies. The repository enables various features of content management to provide accurate and reliable information, provide additional search capabilities on the public web site, and enable information sharing. The project includes implementing standards and processes for information engineering so that the same application and data is used county-wide in the development of Web content and applications.

Progress to Date

The County's Public Web site has been an extraordinary success and has received national recognition. The site receives approximately 11,257,040 visitors, which equates to about 54,412,502 page views and about 432,144,125 valid hits for FY 2012. Approximately 55 county agencies have a presence on the site. The functionality of the site has expanded significantly with the addition of an online discussion tool (Ask Fairfax!) to enable citizen interaction with government on various topics, mobile version of the county website with mobile and iPhone applications to list a few. The county website is also being translated into 12 languages using machine translation powered by Google. In order to empower public services and affirm county's strategic vision and goals, the website has been enhanced with new and updated interactive features and online applications. In an effort to improve website accessibility, all pages on the public website are tested for compliance with Section 508 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act by passing through the county's automated compliance checking tool.

In order to continue to empower public access to service while affirming the county's strategic vision, Fairfax County has pioneered the implementation of governmental services through various mobile devices like iPhone/iPad, Android and Blackberry. In enhancing the county's long standing goal that our community should access their government 24/7 without walls, doors or clocks, Fairfax County now places government in the palm of their hands with the introduction of efficient and cost effective mobile apps and services.

Fairfax County Government's mobile app:

- Enable citizens instant connectivity to their government
- Provide them the benefit of getting services and

information from anywhere at any time by delivering information in a more conveniently accessible platform

- Enhances the adoption of online governmental services by reaching a larger and wider user base

In addition to our mobile website, the public can download the Fairfax County smartphone application on iPhone/iPad, Android and Blackberry for emergency information, news headlines, one-touch calling through our contact directory, GPS maps, social media links, transportation resources and more at <http://www.fairfaxcounty.gov/news/mobile>.

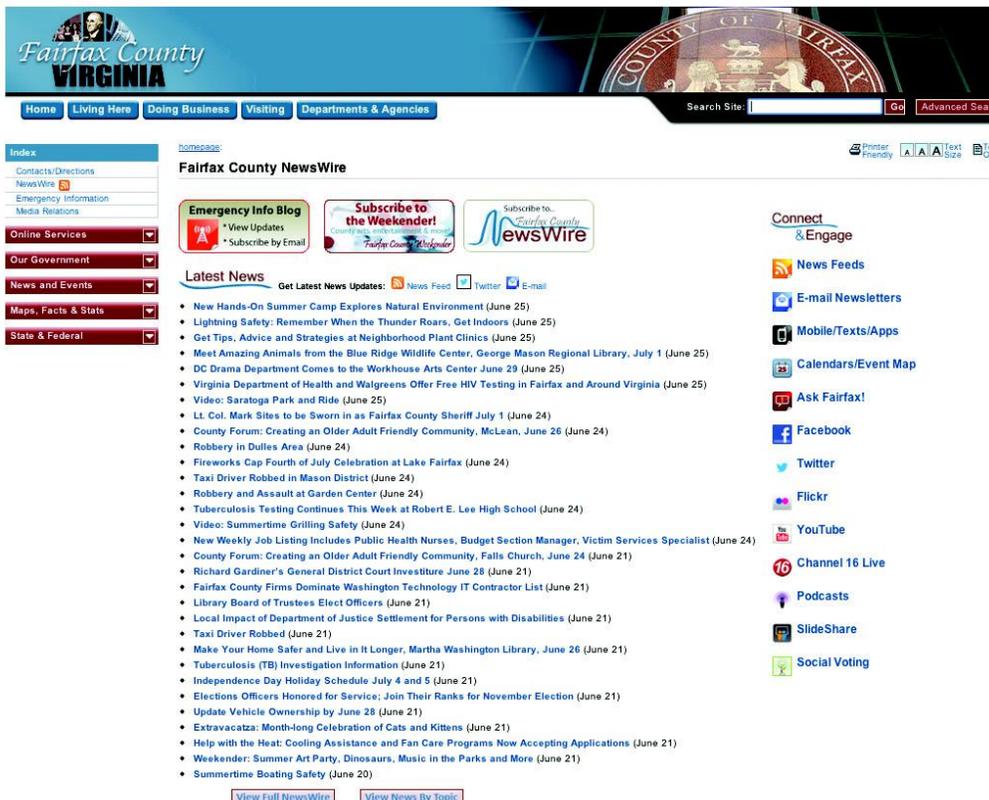
Ongoing strategy includes 'sharing' which has become an integral part of the Web experience. It is referred to as online collaboration, and known as Web 2.0, social networking or social media. Recognizing that social media is an essential business function in today's rapidly changing world and key to improving citizen-to-government networking, Fairfax County offers multiple channels like Facebook, Twitter, YouTube and Flickr for public engagement with county government on various topics during emergencies and otherwise. It also advances the county goal of creating a culture of

engagement, boosts county operations and furthers our business mission with residents. Using social media tools is a proven and acceptable way to enhance government transparency and encourages a two-way dialogue with the public which augments the standard website.

In addition to the use of numerous county-developed cross-agency applications like RSS (Really Simple Syndication feeds), Ask Fairfax!, email subscriptions to improve citizen-to-government networking, open source tools like Slideshare (presentation sharing), Google maps (event maps) and Ideascale (social voting) have been leveraged. All these are integrated together and come under the umbrella of NewsWire which is the county's one-stop news shop.

The county extended its presence by adding 22 official social media sites on Facebook while continuing its presence on Twitter and Youtube:

- Facebook – <http://www.facebook.com/fairfaxcounty>
- Twitter – <http://twitter.com/fairfaxcounty>
- Youtube – <http://www.youtube.com/user/fairfaxcountygov>



1 – Public Web Site Search and Navigation

During the first phase of the project over 120 content contributors were involved in migrating information from the old site to the redesigned site with a six-month period. The Project team defined a basic Information Architecture for the site, which was then validated by 14 citizen and business focus groups. A “look and feel” template was developed for the redesigned site and migration of over 20,000 files to the new templates was coordinated by the project team. Most importantly, the establishment of working inter-agency groups for the development and dissemination of standards related to site design, application development and implementation proved critical in the project's success. As part of the redesign, a “Contact Us” database was implemented, which provides citizens with direct contact information to county staff from a single search interface. Additionally, site search functionality was enhanced.

In FY 2003, the main subject area pages (Living, Doing Business, Visiting and Government) were developed. Enhancements of the site included: News & Information section, Emergency Information, Local Weather and improved navigation. In FY 2004, a robust and secure environment that facilitates delivery of integrated and accurate information to citizens was built. In FY 2005, several new applications were added including Child Care training, My Neighborhood applications, kids and Teen portal, Seniors and Disability portal, Crime Mapping, and revamped DTA e-pay and Consumer Protection pages. In FY 2006, a new search on the public web site was implemented making site accessible via mobile devices.

In FY 2009, the public web site was redesigned to improve the architecture and functionality with a fresh look and cutting edge enhancements. To provide easy access to county wide services and information, consistent left-side navigation was introduced throughout the site. The implementation of the Google Search Application augmented the overall search functionality of the web site. Additionally a highlighted news section provides easy access to information categorized by topic, and brings into focus various county agencies, countywide initiatives, and featured county services. The public web site is part of the “Going Green Initiative” and provides a conduit for carrying out on-line business with the county around the clock. Additionally, in order to improve ergonomics and enhance accessibility a new color palette as well as text only, printer friendly, and text resizing features were introduced.

In FY 2010 - FY 2011, the county developed mobile version of the public website including mobile and iPhone applications. The county's public web site content is also available multiple languages.

In FY 2011 - 2012, acknowledging trends in high adoption rates of mobile devices, Fairfax County increased the value of its e-government efforts with the add-on of mobile apps for all platforms like iPhone/iPad, Android and Blackberry for free downloads. Our attention to stewardship of scarce resources was achieved by complete in-house development and repurposing of existing technologies. Mobile accessibility further enhances citizen's convenience and reaches a wider user community with the ability to access services and information in the palm of their hands. There has been about 4500 copies sold and over 10,000 free updates made in App Store for iPhone alone since June of 2011 with numbers increasing every day. Through Fairfax County standard and mobile version of the website provides our residents with a wealth of information, online services and connectivity with their government, mobile browsing is undeniably on the ascendency – it is expected that by 2013, more people will be using mobile devices to access the web than traditional laptops and PCs.

In FY 2014, our goal will focus on citizen/community engagement, allowing for multiple communication channels for access to county government 24/7 and on the go. As we continue this effort, the county's homepage on the public website will be refreshed making it a more visual, intuitive, citizen-centric, and topic driven page. Using responsive design and adaptive approach, the same design and features will be translated to the mobile platform. We will continue to enhancing search functionality and develop more native mobile applications for public consumption.

2 – Infrastructure Architecture and Management

The following Internet/Intranet Infrastructure initiatives are on-going:

- Secured network settings on all 34 servers to minimize risk of intrusion
- Implement a statistical reporting system for both Internet and intranet servers
- Refined the server monitoring system

3 – Interoperability

As a participant in the Government without Boundaries cross-jurisdictional project, Internet Services staff installed ASP.Net and created a Web Service, which generates XML data from a SQL database using a collaboratively defined schema. This project allows Fairfax County to share park-related data with other local, state, and federal jurisdictions. Additional critical work on regional interoperability for homeland security linking Emergency Operations Centers and CAD functions began in FY 2005 with implementation of a pilot prototype in FY 2006.

On Feb 18, 2010 the **Unit Status** and **Request for Resource** Services of CAD2CAD Exchange between the operational CAD systems of Alexandria, Arlington, and Fairfax was successfully implemented. The project complies with emerging regional and national data sharing standards, thereby allowing for the inclusion of other regional partners as future grant funding permits. This achievement represents both a technology integration success and a long sought-after milestone in the operations of 911 dispatch.

4 – Intranet/Infoweb Redesign

In FY 2011, the county launched Phase I of “**FairfaxNET**”, the county's new intranet, which is an employee focused enterprise SharePoint portal that provides an intelligent platform to seamlessly connect users, teams and knowledge so that Fairfax County Government can leverage relevant information across business processes to help them work more efficiently. FairfaxNET is a centralized resource for internal county content, forms, policies, news, application, training and other sources of information. It provides collaboration tools for agencies and work groups which are secure, convenient and a standard workspace for employees to work individually or collaboratively. FairfaxNET is a centralized location for disseminating pertinent countywide, agency-specific or team/project-specific information. It also provides a venue for automating business processes.

Approximately 55 county agencies now have a presence on the county's intranet site (both InfoWeb and FairfaxNET), offering more than 11,000 HTML documents, 12,500 PDF documents, and 15,000 images on the internal site. Most agencies have Web content contributors, and Internet Services staff support content creation efforts for those agencies without a dedicated Web presence. The county's intranet will continue to be updated with additional access to enterprise data and interactivity, and expanded to become a viable

alternative for full transaction-oriented applications. The addition of new information and increased business functionality is essentially an ongoing project. Based on conversations with a wide range of county managers, it is also expected there will be numerous concurrent application development requests from a dozen or more agencies for core web-enabled applications as the benefits of the technology become more widely recognized. These requests for support are handled on an as-needed basis based on priority, visibility and functionality, and highest Return on Investment.

In FY 2012, about 20 county agencies have transitioned into FairfaxNET and are using the new intranet solution as a platform for sharing information and collaboration with other agencies both on a countywide level as well as internal collaboration. Ongoing efforts are underway to complete transition of all county agencies into FairfaxNET. FairfaxNET is now a gateway to the enterprise ERP solution (FOCUS).

FY 2014 goals include upgrade and migration of the county's intranet – FairfaxNET into SharePoint 2013, adding knowledge base to share information, develop project sites to manage and keep track of projects and implement records management for document storage and archival purposes. We will continue to work with county agencies to automate and streamline business process for operational improvements.

5 – Web Content Management

Web Content Management will address refining the site's information architecture, defining and implementing replicable workflows, as well as designing and implementing the supporting infrastructure for Web content contribution.

6 – E-Services

Internet Services prototyped new application development platforms and developed standards and best practices for the current environment. DIT supports other agencies in the development of Web content and applications.

Project Budget

FY 2014 funding of \$200,000 is provided for on-going support of multiple e-government programs.

Return on Investment

This project continues to provide single information architecture and supporting infrastructure for all platforms and new information and e-services to the public. It further

expands the content management system to improve automated workflow, revision control, indexing, search and retrieval for enterprise systems. The project improves the search capability for citizens and constituents while enabling the county to build applications faster and more

efficiently by maintaining reusable components. Public access technologies minimize staff resources necessary for providing basic information, thereby allowing staff deployment to more complex tasks that require detailed or specialized information.

IT-000001 Fairfax County Unified System – FOCUS (IT0079)



Project Description

Fairfax County government and school system embarked on a multi-year, joint initiative to modernize the portfolio of enterprise systems that support finance, human resources, budget, procurement, and related administrative applications with an integrated approach that has the flexibility to meet current and future requirements. A joint Steering Committee and project team comprised of county and school personnel was formed in 2008 to develop the project and provide project oversight. The Government Financial Officers Association (GFOA) provided assistance in the identification of current processes, creation of requirements, identification of best practices and opportunities of ERP, and preparation and review of the procurement phases.

Project Goal

Goals for the initiative are to support agencies in the delivery of government and school services and activities; take advantage of ERP best practices; provide the opportunity for multi-faceted data-driven decisions; significantly improve the efficiency and effectiveness of existing processes; enhance e-government initiatives; promote telework opportunities; and aid in the transformation, transparency and standardization of financial and human resource processes. This initiative is designed to foster an environment for change and leveraging modern system functionality.

Progress to Date

The software procurement was completed in the summer of 2009 with the purchase of SAP software. The project began implementation activities in summer, 2010; the financial management and procurement system (Phase 1A) went live in November 2011. Project phase 1B (enhanced supplier management functionality) completed in FY 2013, and phase 2 (county human capital management) went live June 2012 for the first payroll run in FY 2013. The Transparency application

targeted for after Phase 1 a go-live and a cycle of transactional data. Research was conducted by county and schools staff on best practices on the Web for reporting integrity, common sense usability standards, and open-government goals. Transparency will launch in FY 2014. Work on Phase 3 items including public budget formulation and schools HCM are deferred for later implementation. A consolidated expert business group of the core business agencies and a core expert technical center in DIT were established in 2012 to manage the system and to manage on-going efforts to leverage system opportunities.

This initiative was a bold achievement that included a county government and school system consolidated with a complex ERP implementation on a short schedule. Other municipalities continue to seek information from Fairfax County on this approach and lessons learned.

Project Budget

Project funding was provided as needed aligned with the phases of this multi-year project at the appropriate time to ensure milestone payments are met.

Return on Investment

Due to the successful implementation the risk that antiquated and disjointed systems pose for system failure and inferior data has been mitigated. The implementation of the Employee Self Service Portal (ESS), Manger Self Service Portal (MSS), and enhanced supplier relationship management functionality provides 24 hour transaction access. Also, with role based access, system process, data definition and stewardship as well as and security is enhanced. Immediate benefits also allow for more real-time system replication replacing older 'disaster recovery' and to meet modern standards required of financial rating standards organizations for controls and financial management. Long term opportunities remain in gaining operational improvements and transparency goals for many years to come, to include in the areas of budget projections and publication, performance management initiatives, and decision support.

2G70-053-000 Retirement of Legacy Systems (IT0088.00)

Project Description

The FOCUS/ERP project replaced the county's existing legacy mainframe systems for budget, human resources, finance, and procurement. The Retirement of Legacy Systems project supports the conversion and migration of other county agencies' remaining legacy business systems, databases, and data off the mainframe onto more contemporary platforms. This project is the final step in eliminating the old data center infrastructure and operational support model and embrace opportunities for accelerating the on-going consolidation of server and storage environments and 'cloud' type services, which have yielding operational savings and enhanced 'green' IT initiative DIT is pursuing.

Project Goal

This project aims to move several remaining legacy files and data off the mainframe onto more contemporary server based and virtual platforms. New relational data repositories, indexing schemes, analytics and search capabilities are being developed. Upon completion of the data migration and conversion, the county's mainframe platform can be retired.

Progress to Date

Solution research and assessment was conducted in FY 2012. First phase legacy data in various areas associated

with public works' legacy land development system data was converted to a new repository, with search and reporting capability implemented in spring of 2012. The work accomplished received industry recognition including from two multi-national corporations.

Project Budget

Funding of \$400,000 is provided in FY 2014 to continue support for this multiphase initiative.

Return on Investment

Many efficiencies and cost savings will be achieved with the conversion of old legacy data, which is required and useful information, into a modern data repository with advanced search and reporting capabilities, as well as with the migration off and eventual retirement of the mainframe system. With retirement of the mainframe system the county will achieve savings by ending associated lease payments for hardware, software licenses and utilities, mainframe data storage devices, as well as the cost of separate mainframe security software. Furthermore the converted legacy systems can utilize more efficient virtualized server environments thus providing opportunities for additional savings in the county's data center to include environment, data center operations, and utilities.

2G70-069-000 Personal Property Business, Professional, and Occupational Licensing – Tax/Revenue Administration (IT0092)

Project Description

This project provides the information systems development and technology infrastructure required to redesign the county's tax and revenue systems. The Tax/Revenue project facilitates a simpler process for citizens to fulfill their tax obligations and pay for services by modernizing the internal processes used for assessing, billing, and collecting county taxes and other revenues. In FY 2010, the county completed the replacement of the legacy real estate mainframe system with a COTS product called Integrated Assessment System (IASWorld). This project provides for the replacement of the two remaining core tax systems, Personal Property and Business Professional and Occupational Licensing with a web based application. Implementation of this new product will allow for a comprehensive overhaul of many existing functions such as personal property account

administration, business filing and licensing, vehicle registration, tax assessment, exemptions and adjustments, accounts receivable, and billing. Elimination of outdated technology platforms will enhance opportunities for integration with other county and State systems, as well as, facilitate citizen interaction and self-service opportunities via web based technologies.

Project Goals

Project goals are to eliminate the technology risks and functionality gaps of existing legacy mainframe systems: Personal Property and Business Professional and Occupational Licensing. The current systems designed and developed during the 1980s and 1990s use outdated technology and programming languages, which have reached the end of their viability.

Progress to Date

Milestones (Projected)

- Application assessment – July 2013
- Oracle database conversion – December 2013
- Web application development – June 2014
- User acceptable testing – July 2014
- Production Implementation – January 2015

Project Budget

Funding for \$800,000 is provided to support project activities in FY 2014.

Return on Investment

The project will facilitate improved customer service without the addition of staff. Staffing can be held

constant as inquiries and correspondence increase as a result of population growth, and changing demographics. Citizen inquiries will be more effectively managed, and response turnaround times improved. Application and System enhancements would enable the county to provide the level of customer service Fairfax citizens and businesses have begun to request. Use of web technologies to provide self-service functions, increasingly used by county citizens and businesses to interact with county systems, will become viable for both Personal Property and Business Professional and Occupational Licensing. Automated integration with other county and State systems and system modifications, required by changes in State and county code, would be more easily managed and deployed without impact to county citizens.

3.4 Technology Infrastructure

2G70-018-000 Enterprise IT Architecture (IT0022.15)

Project Description

This project supports the strategic infrastructure and expert services required for complex multi-phase enterprise-wide business transformation IT systems for county general services, enterprise technology, security and infrastructure, and corporate systems including the county's ERP and related business systems.

Project Goals

The main goal is to realize optimal system performance and infrastructure environment efficiencies, and support system enhancement and open-government initiatives. This includes various product platforms, security, middleware, document management, and the web services for seamless performance of between Fairfax County Government agencies, and Fairfax County Public Schools environments. Additionally, the project provides for on-going transformation support activities, on-going development of business intelligence and reporting model repositories, system performance, system engineering, security access technology and knowledge transfer.

Progress to Date

A modern system landscape and server environment was engineered, acquired and installed in FY 2012, for development, testing, training, conversion and full

production systems needs supporting the SAP ERP solution, portals, security and third party bolt-on products for overlapping project phases. On-going infrastructure and support services will continue in FY 2014.

Project Budget

FY 2014 funding of \$2,500,000 is provided to support all areas of expert support, on-going system and landscape transformation and stability activities.

Return on Investment

This initiative continues to support the county's on-going technology modernization program in line with the IT investment priorities that provide for a stable and secure IT architecture while leveraging IT investments. Automation and modernization of county systems empowers both employees and managers to execute processes more efficiently, and make the best strategic decisions based on the most timely and accurate information and provide effective service to the citizens and the community. This project assists the business transformation process with modern technology infrastructure and required expertise to implement the new applications on consolidated platform, and enable the county to incorporate fully integrated best business practices, improve operations, improve the quality and accessibility of information.

2G70-026-000 Public Service Communication Technology Refresh (IT0050)

Project Description

This project provides continuing support for the Public Service Communications System, which provides two-way radio communications for all county non-public safety agencies as well as the Fairfax County Public School Transportation Department (school buses), FASTRAN and the Fairfax County Water Authority – approximately 3200 uses. The current Public Service System is now nearly 10 years old and does not have sufficient call processing capacity to meet current end user airtime requirements. This system refresh increases call processing capability using software Time Division Multiple Access (TDMA), which will provide a 50% increase in system call capacity, without increasing the number of RF channels that it utilizes. Increasing the call capacity will extend the system's useful life so that it can meet the current and future airtime demands of the Public Service/local government fleet and continue serving as a backup to the new P25 IP Public Safety Radio System. Planning and initial configuration for this refresh will commence in FY 2014. Funding is already available in the current budget to accomplish these activities. However, it is anticipated that additional funding will be required in FY 2015. A comprehensive planning and funding for this project will be instituted for the FY 2015 Budget.

Project Goals

The county's public service radio system is still based on the older circuit-switched analog technology and needs to be converted to an IP-based system. Additionally, radio systems are now comprised of COTs server based technology, which permits hardware and software upgrades over the life of the system rather than the previous need to do a complete "forklift" conversion when a need arises to increase capabilities for the system. This newer technology eliminates having to have a financial roller-coaster in providing funding at a given time for a complete replacement rather than spreading the cost evenly across the system's life. Refreshing the Public Service System will substantially reduce the need for major system upgrades or replacements and correspondingly reduce the county's financial obligations for the future.

Progress to Date

DIT, in conjunction with Motorola and Fairfax County Schools, have developed an initial technology refresh

plan which permits utilizing parts of the new Public Safety Radio System's Master Site/Core Network to fulfill some of the requirements for the Public Service System and more closely aligns the two systems. This plan will be updated over the coming months and will be used to establish the new Public Service Radio refresh requirements for the FY 2015 Budget. The planning process included development of preliminary requirement specifications, and identification of any required FCC licensing activities. Motorola has presented the county with a proposal based on the above, identifying services, equipment, and anticipated costs.

Project Budget

Funding is available in the FY 2014 budget to provide for the on-going operational requirements including site leases, inter site network charges, and system maintenance, as well as provide for meeting the planning and initial expenses. As in the past, Fairfax County Schools have agreed to provide funding for their share of the cost of the refresh which includes 50% of the cost of the infrastructure, as well as funding their entire fleet of mobile and portable subscriber radios. This greatly reduces the county's financial obligation.

Return on Investment

The refreshed system will increase the processing capacity of the current system by 50% without adding new RF frequencies and reduce the out-year cost associated "fork-lift" system replacements going forward. This new system will provide the necessary protection and safety for bus drivers and other staffs that depend on reliable communications; continue to align the Public Safety and Public Service Radio Systems to provide enhanced backup capability; improve customer service to county citizens and other county agencies; reduce reliance on commercial wireless networks; and most importantly provides future county cost avoidance.

The system will be fully compatible with the new mobile and portable subscriber radios used by the county's public safety radio system, allowing direct communication between public safety and public service users for incident or disaster management.

2G70-036-000 Remote Access (IT0058)

Project Description

This project provides county staff enhanced and expanded remote access to county systems to facilitate field activities for agency staff, telework, and remote access in case of regional emergency events or possible pandemic outbreaks.

Project Goals

An enterprise-wide standardized remote access control methodology provides a solution for employees and external system users to access county networks by authenticating user identity in order to gain access to relevant data and conduct secure on line business with the county. All user authentication and authorization management is policy based and centrally managed allowing for comprehensive audit and reporting services to support and log information on the extensive user base. This project supports increased security, simplified management, rapid reporting and data analysis, and secure access from remote locations.

Progress to Date

Through this project, over 4,000 users can access county systems as authorized, with over 3,000 being able to

access simultaneously. Project activity is on-going in order to support, enhance and expand enterprise wide remote access, which supports county Telework and Continuity of Operations (COOP) goals.

Project Budget

FY 2014 funding of \$100,000 is provided for the remote access project.

Return on Investment

This project provides a cost effective approach to enhance the county's infrastructure in order to provide flexibility for a variety of remote access devices that may be used by county staff. The capability encourages more employees to take advantage of telecommuting in line with regional goals supported by the Board of Supervisors and also provides county staff necessary remote access capabilities in case of emergency events such as snow storms, hurricanes or possible pandemic outbreaks.

2G70-038-000 Telecommunication Modernization (IT0060)

Project Description

This project continues the implementation of Fairfax County's strategic goal of providing Voice over IP (VoIP) services over the county's fiber optic network – I-Net. This strategy includes a scalable architecture that supports a variety of county sites and agency business requirements using IP-based telephone service. The plan is in full alignment with the county's principle of implementing contemporary, but proven, technologies, optimizing IT investments and fostering operational cost efficiencies.

Project Goals

The strategic goal of this project has been to move Fairfax County towards a flexible voice solution underwriting the use of Voice over Internet Protocol (VoIP). Fairfax County's IP enabled enterprise-class platform provides the county with the ability to adopt newer cost saving services such as Session Initiation Protocol (SIP) Trunking. The county's new architecture has yielded a flexible yet stable infrastructure that will be

the foundation for the eventual evolution to full broadband network architecture.

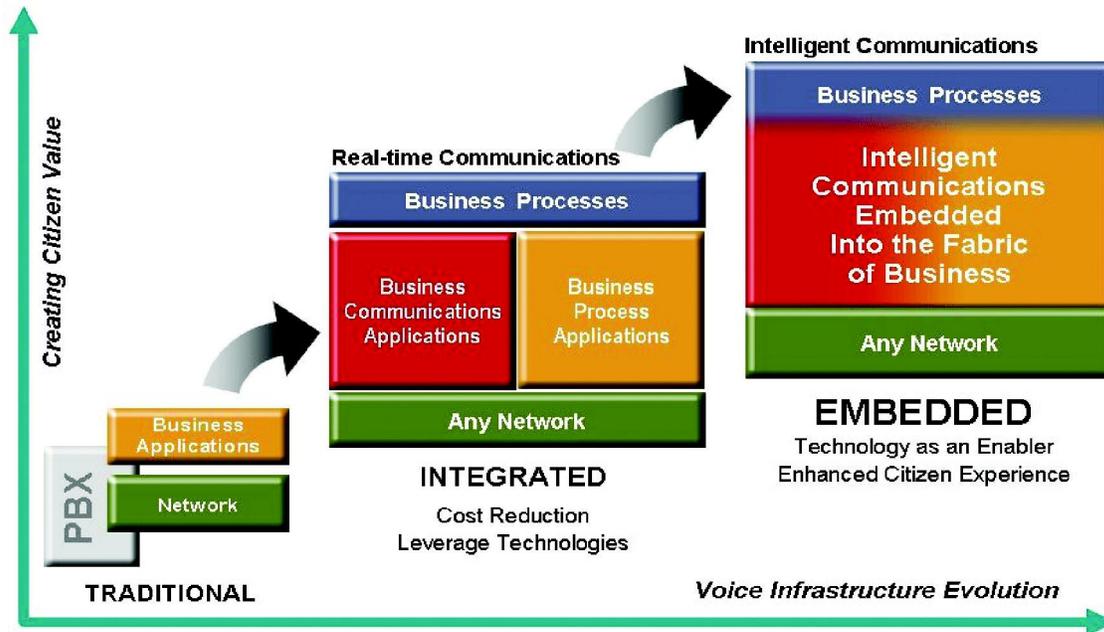
The new voice platform also provides a foundation for more complete wireless integration. The voice network is now capable of incorporating a wide variety of smart phones, tablets and mobile devices. Wireless devices can be seamlessly integrated into the enterprise voice network giving users: one number capability enhanced messaging – including visual voicemail, access to the corporate directory, VIP lists, synchronized call logs and contacts; and provide presence/availability information across the network.

The county's enterprise-class voice platform touches approximately 16,000 telephones, fax machines, private lines and devices used by Fairfax County employees.

Progress to Date

The infrastructure build out addressed in the initial project documents was completed on December 12, 2012.

Evolution of Intelligent Communications Across Fairfax County



FY 2014 Goals:

- Transition to SIP Trunking
- Upgrade Avaya platform and its adjuncts to current release levels

Project Budget

FY 2014 funding is not required. Existing project balances and cost savings from lowered telecom circuit costs will carry the project to conclusion.

Return on Investment

The cost reduction benefits derived from the implementation of this project are quantifiable and

substantial. Direct cost savings include: reduction in leased circuit costs; a reduction in message unit costs for outside phone calls; and a reduction in overall maintenance costs, including moving phones, adding new phones and changes to existing phone service. In addition, the new voice infrastructure allows Fairfax County to leverage embedded technology assets and to improve service delivery quality. Business processes will be streamlined because of the ability to share information over an integrated communications platform. Further significant savings are projected as the county begins moving its connections to the public switched telephone network (PSTN) from ISDN PRIs to SIP Trunks.

IT-000003 Data Loss Prevention Project

Project Description

Data Loss Prevention (DLP) is an IT security technology solution that discovers, monitors, and protects confidential data wherever it is stored or used on the network, storage and endpoint systems.

Project Goals

DLP will reduce the risk to confidentiality, integrity and availability of data to include sensitive data. DLP reduces

the risk/chance of loss of protected data or compromise from Outbound threats via hidden malicious attempts to mine county data. DLP provides the mean to configure warnings or can prevent users from copying sensitive data to unauthorized CD/DVD's or USB drives, which in turn can then be physically taken out of the control and protections of the county's endpoint security solutions. DLP coupled with existing Endpoint protection, Network Security solutions and Perimeter defenses will enhance the Defense in Depth deployed in Fairfax County's

Enterprise system. The implementation of Data Loss Prevention will result in reduced compliance costs, auditing costs and the Total Cost of Ownership.

Progress to Date

This is a new project in FY 2014. DIT conducted solution research over the past year and has determined the best approach.

Project Budget

FY 2014 funding of \$500,000 is included to support the implementation of the Data Loss Prevention Solution. In data leakage incidents, sensitive data is disclosed to unauthorized personnel either by malicious intent or inadvertent mistake, which can occur through the wider availability of commonly used internal communications channels and internet based capabilities. Such sensitive data can come in the form of social security numbers, HIPPA protected patient information, credit-card data, and other sensitive county information. Since the project plans are to deploy the software at the client level, the solution will be capable of discovering sensitive information locally on a system prior to any potential use of encryption for transmission.

Return on Investment

The loss of personally identifiable information, personal health information, or payment card information carries great potential for financial loss and public confidence in government, which could affect financial ratings, contracts, compliance and regulatory requirements. Such incidents have occurred in federal, state and local governments resulting in significant negative impacts including litigation which can impact operations and/or prohibit certain services, or opportunities, revenues and expenses for many years, such as fines, additional security and audit requirements, and other liabilities directly related to the loss. A privacy and information management research firm states the average organizational cost of a data breach was \$5.5 million in 2011 and cost organizations an average of \$194 per compromised record. Adding a DLP implementation as an enhancement to enterprise security offers discovery, monitoring, detection, and protection capabilities that can assist with the proper management and protection of sensitive information, help mitigate the risk of potential data loss, and improve operational integrity.

IT-000005 Government Risk and Compliance (GRC) Auditing Project

Project Description

The Governance, Risk and Compliance (GRC) Auditing Project provides for implementation of the SAP GRC system security user access monitoring and policy compliance solution. GRC will automate security monitoring and provide real time visibility of system access controls for the county's new FOCUS system via a dashboard. GRC will be used by the county's Department of Finance, FOCUS Group, Internal Auditor, DIT IT Security Office, and in supporting the annual financial audit controls review process.

Project Goals

Automate security monitoring and provide real time visibility of system access controls for the county's new FOCUS system via a dashboard.

Progress to Date

To achieve the final goal to automate security monitoring and provide real time visibility of system access controls for the county's new FOCUS system via a dashboard, there are multiple GRC modules to be implemented.

To date GRC Access Risk Analysis (ARA) has been installed in pre-production and production environments. This allows for generating Separation of Duty (SOD) reports on SAP standard and customized transactions. The SOD reports are being reviewed by business owners, and remediation / mitigation steps are being implemented.

The next modules for GRC are being planned.

Project Budget

FY 2014 funding of \$750,000 is included to support the GRC Auditing solution required for the county's annual financial audit in order to identify and address audit findings regarding management controls for security and legal compliance. The GRC auditing system is an enterprise solution supporting required policy activities of Internal Audit, the Department of Finance, the Information Security Office and senior management. The county's financial auditors have recommended this tool in connection with the preparation of the county's annual Comprehensive Annual Financial Report (CAFR).

Return on Investment

The GRC auditing solution will help the county reduce the cost and effort needed to proactively prevent risk events and compliance violations. GRC software provides the county real-time insight into its risk position, and embeds risk and compliance programs into the county's strategy, planning, and operational execution. The potential

benefits include reduced unauthorized access risk with centralized monitoring and management, improved visibility across risk initiatives, thresholds, and appetites, minimized impact and duration of risk events and decreased cost and effort of compliance, risk, and audit programs covering its SAP financial, procurement, treasury, human resources and payroll systems.

3.5 Human Services

2G70-008-000 Document Management and Imaging – DFS (IT0011.9)

Project Description

This is a multi-year, multi-phased project that supports the transition within the Department of Family Services (DFS) from manual to automated processes for filing, storage and access to records using document management platform technology. Phases focus on specific divisions of the agency with the goal of providing an agency wide document management solution built on the county standard platform. Phase I is the Self Sufficiency Division; Phase II is the Children Youth and Families division; and the Office for Children division is a separate Fund 10040 project (2G70-009-000).

Project Goals

Goals of the project are: a) to provide a reliable and secure system for cataloging, archival and retrieval of sensitive Family Services documents for case management, and, b) improve response times for client inquiries of case records. In addition, the project allows for the management, retention and destruction of DFS records in accordance with State and Federal mandates, and avoids non-compliance issues associated with the degradation, damage, or loss of paper files.

Progress to Date

This is a multi-phased project, where phases will be delivered in modular components aligned with the readiness of the necessary infrastructure. By implementing smaller phases, disruption to business operations is minimized. In FY 2005 and FY 2006, Infrastructure components were developed to support the delivery of the initial component for Family Self Sufficiency (FSS). Functional requirements and a prototype design were completed in FY 2007. In FY 2007, requirements definition began for the integration of the Commonwealth's SPIDER system and for the replacement of a data feed to a key financial system. In FY 2008 system design and initial

development / configuration tasks were completed. Since implementation in FY 2010, the Family Self Sufficiency document management system stores over 70,000 client case files containing over 26 million documents.

In FY 2010, Phase II requirements definition began for the Children, Youth, and Families (CYF) division. In FY 2013 system design and development as well as testing efforts were completed and a phased training and system implementation commenced. It is anticipated that training and implementation will be completed by the end of FY 2013 to over 300 Children, Youth, & Families Division staff. Since implementation began in fall 2012, over 2,000 electronic family and child cases have been created containing over 30,000 documents.

Phase I – Self-Sufficiency Document Management and Imaging:

- Development efforts completed – winter 2008-2009
- User Acceptance Testing completed – Summer 2009
- End user training and phased implementation – late summer 2009
- Production go live and continued end user training – Fall 2009
- Completed user training and phased implementation at four sites – Fall 2010

Phase II – Children Youth and Families Document Management

- Finalized vendor statement of work for requirements analysis complete – Spring 2011
- Request cost proposals complete – Fall 2011
- Prepare project schedule complete – Winter 2012
- Design and development of system solution complete – Summer 2012

- User Acceptance Testing complete – Fall 2012
- End User Training – Fall 2012 to Spring 2013
- Phased Implementation – Fall 2012 to Summer 2013

Project Budget

Existing project balances were used to purchase enterprise Document licenses for the CYF implementation. Funding within Family Services budget will support remaining deliverables for this project.

2G70-009-000 Document Management and Imaging – OFC (IT0011.10)

Project Description

This project provides for the Department of Family Services' Office of Children's (OFC) Electronic Records Management system. In FY 2007, the project transitioned Community Education and Provider Services, and the Child Care Assistance and Referral program to document imaging technology (Phase I). The second phase of this project includes the Head Start, School Age Child Care program, and the Director's Office.

Head Start maintains files for over 350 children and families in multiple locations. With this technology field staff and federal auditors will have the ability to review files electronically without traveling to multiple locations.

The School-Age Child Care Program provides direct services to over 13,000 children in 138 centers throughout the county. Files are maintained on all staff, children and centers. The transition to an electronic system will ensure that county residents receive the most efficient, highest quality service and that all legal mandates are satisfied regarding record archival and county residents and client privacy. This phase also includes imaging the files in the Director's Office.

Project Goals

This project provides for a structured enterprise approach to the development of imaging and workflow capabilities in agencies that have identified an opportunity to

Return on Investment

Cost savings will be realized as a result of improved processing of paper documents, use of staff time, and reduced error rates for more effective and efficient document management. Imaging and workflow project are expected to increase the security of records, promote telework; reduce case filing errors and reduce the space requirements for maintaining paper copies of documents. With the increased availability of accurate, records, social workers will be able to more easily access case records that will result in increased productivity.

provide increased security and integrity of their records; reduce the labor intensive record retrieval and re-filing process; expedite workflow processes through an electronic workflow management system; provide simultaneous and instant access to records; and reduce costs associated with space and shelving for storage of paper requirements.

Progress to Date

Community Education and Providers Services, Child Care Assistance and Referral program and SACC Registration are currently in production. Head Start, SACC Licensing, the Director's Office and SACC children's files have been delayed due to budget constraints.

Project Budget

No additional funding was approved in FY 2014.

Return on investment

Imaging and workflow projects increase the security of records, protect sensitive information from unauthorized access; reduce staff time required for retrieval and refining of documents; reduce processing time as workflow efforts streamline the reviews required; provide a viable, accurate documents management system for old and one-of-a-kind documents; promote telework; reduce error rates by reducing manual data entry; and decrease the space requirements for maintaining paper copies of documents.

2G70-027-000 CSB Initiatives (eHR) (IT0054)

Project Description

SYNAPS was developed for the Fairfax-Falls Church Community Services Board (CSB) to improve client tracking, client/third-party billing, enhance client demographic information, staff productivity data, and provide for compliance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The replacement of SYNAPS was recommended by the Beeman Commission which was established in 2008 to advise the Board of Supervisors on the future direction and design of the mental health services delivery system. On March 1, 2012, SYNAPS was replaced with implementation of the new Electronic Health Record (EHR).

The CSB – HIPAA Database Consolidation project provides support for the design and development of a secure, scalable and easy to use Community Services Board (CSB) HIPAA data repository to store current and future HIPAA related information.

Project Goals

The CSB – HIPAA Database Consolidation project will ensure CSB's compliance with federally mandated HIPAA regulations designed to protect the privacy and

confidentiality of individually identifiable health information. The design will include appropriate role based security and scalability to enable multiple departments to store HIPAA-related information on a consolidated and secure platform.

Progress to Date

SYNAPS was replaced with Credible in 2012. Requirements and design for the CSB HIPAA Database Consolidation will continue in FY 2013 with an FY 2014 implementation schedule.

Project Budget

Additional funding was not requested for FY 2014.

Return on Investment

The CSB HIPAA Data Consolidation data repository will provide a more secure and scalable solution to enable multiple departments to store HIPAA-related information on a consolidated and secure platform. The new repository will provide enhanced search capabilities that will improve the efficiency and speed with which sensitive HIPAA information may be retrieved and reported.

2G70-037-000 Child Care Technology – OFC (IT0059)

Project Description

The Child Care Management System for the Office for Children (OFC) in the Department of Family Services (DFS) determines client eligibility, tracks child enrollments, and processes approximately \$2.7 million per month in provider payments for the Child Care Assistance Program and Referral Program. This application processes over 2,500 home child care facility permits for Community Education and Provider Services and connects families with child care providers participating in the Child Care Resource and Referral System. The application tracks current market rates for child care providers and interfaces with the county's financial management system.

The current OFCIS software was acquired in 1999 and has been upgraded several times to remain operational. Assessments of this aging system revealed that it is past its projected useful lifecycle and no longer fully met the

agency's needs, reporting and compliance requirements or modern technology standards.

Project Goals

- Provide a new child care system that provides a seamless integration of services with the Virginia Department of Social Services' (VDSS) automated child care system and with the Virginia Child Care Resource and Referral Network (VACCRRN).
- Align reporting strategy with county and state data.
- Reduce redundant data entry.
- Improve operational effectiveness and productivity.
- Enhance web self-service for the child care community.
- Bring OFC technology in compliance with county standards and requirements.

Progress to Date

An RFP was developed to include a comprehensive set of requirements that satisfied state and local need for a new solution that can also achieve client access and interoperability. The RFP process resulted in an award to a local firm to develop a custom solution for OFC. The project timeline is as follows:

- Project Kickoff and Requirements Analysis and Design – Summer 2013
- Application Development and Configuration – Summer 2014
- Acceptance Testing – Fall 2014
- Training – Fall 2014
- Production and Data Migration – Winter 2015

2G70-051-000 Data Reporting Project - DFS (IT0089)

Project Description

Department of Family Services (DFS) is the largest of the county's human services agencies. DFS provides a vast array of programs and services through its four major divisions – Self-Sufficiency; Adult and Aging; Children, Youth and Families; and Child Care – as well as through the department's other components including the Office for Women and Domestic and Sexual Violence Services, the Comprehensive Services Act, and Disability Services Planning and Development. An intensive strategic planning process identified the need for a more integrated use of information technology systems. Currently multiple IT systems ranging from mandated Virginia Department of Social Services case management systems to customized off-the-shelf systems to locally developed and maintained databases are used to support the department. A data warehouse will provide a systematic means to retrieve and analyze data, to extract, transform and load data and to create management reports that will increase efficiency and effectiveness.

Project Goals

Goals include development of a data warehouse to enable effective management of information reporting from various disparate DFS systems. This project will

Project Budget

The project is supported by FY 2011 Third Quarter transfer of \$2 million and FY 2012 third quarter transfer of \$2.5 million from Office for Children operating funds that will augment remaining project balances for complete implementation of the Child Care Management System.

Return on Investment

Modernization of the child care system will ensure a stable application to support the business functions of the Office for Children. Efficiencies will be gained in seamless integration of processes for VDSS and VACCRRN allowing for faster processing of applications and child care permits. Moving to a modern platform that incorporates web technology will create an environment where data and information is more assessable from remote locations.

enhance security and efficiency within DFS by providing standardized, consistent, clean and integrated data sourced from ultimately 30 distinct departmental IT systems. The data will be structured to address the reporting and analytical needs of each division and the department.

Progress to Date

Requirements assessment will continue in FY 2014; with a working pilot scheduled for completion by summer of 2014.

Project Budget

No additional funding is provided for FY 2014.

Return on Investment

A data warehouse will provide a standardized, consistent, clean and integrated form of data sourced from various operational systems in use in the department, structured in a way to specifically address the reporting and analytical requirements of each of the divisions as well as the department as a whole. The system will streamline processes, improve communication and data sharing, reduce dual data entry, enhance collaborative decision making, improve data quality, and enhance overall service delivery and better customer service.

2G70-055-000 Volunteer Management System (IT0091)

Project Description

This project will provide an integral approach for recruiting, scheduling, and managing volunteers on a daily basis as well as produce reports by operational unit. Aggregate reports across county agencies will also enable more accurate tracking and reporting of volunteer contributions to the citizens of Fairfax County. This system will also support integration with legacy volunteer software products used by county agencies and partners (some of which may be converted later).

Project Goals

The primary goal for this project is to better manage over 100 programs spread across multiple facilities within Fairfax County and facilitates enterprise growth of volunteer programs with a single software solution that improves recruitment, management, placement, and scheduling. Another goal is to better track the contributions of volunteer activities and provide a shared point of entry for citizens interested in volunteering with Fairfax County. Project objectives include developing common policies and data elements for the county's volunteer programs and streamlining the process of matching volunteer abilities, interests and availability with county agency needs.

Progress to Date

The contract was awarded May 9, 2012.

Milestones

The project milestones are as follows:

- Contract kickoff and project preparation – spring 2012
- Gap analysis, detailed project planning and design completed – summer 2012
- Completed the implementation of the Health Department MRC volunteer program to include the Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) program – winter 2013
- Completed the first phase of the Electoral Board volunteer program to recruit new volunteers for the June 2013 Election – spring 2013
- Implementation of the Enterprise-wide requirements – spring/summer 2013
- Implementation of the remaining Phase I agencies – winter 2014
- Phase II will integrate 3 additional county agencies – summer 2014
- Implementation of additional county agencies and external organizations - beginning fall/winter 2014

Project Budget

Approved FY 2012 funding of \$200,000 has been carried forward to FY 2013 to fund Phase I of the project. Approved FY 2014 funding of \$175,000.00 will be used to fund the implementation of subsequent county agencies.

Return on Investment

With over 1million county citizens and with growing county budget constraints, volunteers are an important component in the sustainability of county programs and services. In 2008, over 12,000 volunteers provided approximately 500,000 hours of volunteer service. At an average rate of \$20/hour, this effort resulted in an approximate value of \$10M in services provided and cost avoidance by the county. An enterprise Volunteer management system will help to expand the culture of engagement by providing centralized volunteering opportunities and facilitating the tracking and reporting of volunteer activities. This will result in additional services provided to citizens and increased cost avoidance by the county as the program expands enterprise-wide. Additionally, capturing data about volunteer employers allows agencies to apply for corporate grants that are increasingly influenced by employee volunteer contributions.

3.6 Planning and Development

2G70-040-000 Facility Maintenance Management System (IT0065)

Project Description

This project supports the acquisition of an Integrated Facilities and Grounds Management System as a single, integrated facilities information resource for the Facility Management Department (FMD) and the Fairfax County Park Authority (FCPA). An updated system will increase the effectiveness and efficiency of staff and utilization of capital resources required to maintain and manage county and park facilities and properties. The new system will support the goals of the project through the enhancement of data collection methods and tools, improved warranty tracking, elimination of redundant facilities information databases, user friendly interfaces for internal and customer access, and a strong reporting system.

Project Goals

The goals of this project are to acquire and implement a Computer Integrated Facilities Management (CIFM) System. FMD and FCPA hold the greatest portion of responsibility for the maintenance of county's largest and most valuable physical assets: its properties, facilities and the subsystems that keep them operational. The maintenance aspect must be fully integrated with the management of those assets by encompassing all the functional components and activities that support Lease Management, Space Management and scheduling, Inventory Control, Grounds Management, Contracts Managements, Utilities Management, Physical Security, and Emergency Preparedness/Disaster Recovery.

Implementing a web base, "one stop shop" for facilities information, will enable internal improvement and efficiencies as well as provide more accurate, completed, and timely information to customer agencies. By consolidating the redundant facilities tables and databases maintained by various branches within FMD as well as by the participating "partner" agencies, the county will gain the benefit of more consistent data and improved interagency coordination of information.

Multiple county agencies currently use functionalities of the CIFM system to ensure county facilities, parks, grounds, sidewalks, curbs, trails and parking lots comply with requirements of the American with Disabilities Act (ADA). The Department of Administration for Human Services (DAHS) will be added as a system user in order

to track facilities related work to manage and maintain 232 residential units, 100+ leased sites as well as the various shelters under their direct supervision. DAHS will provide funding for additional licenses from agency operating funds.

Progress to Date

Work completed:

- Portfolio and Demand Maintenance module was implemented – March 2007
- Planned Maintenance and Space Management modules was completed – June 2009
- Real Estate Leases module was completed – August 2009
- Initial phase of the Capital Project module was completed – December 2009
- Last phase of the Capital and Facility Project modules was completed – Spring 2010
- A Syclo Server to deploy the Tririga wireless application and the wireless device management software was installed; however, testing has been postponed because of the need to upgrade the Tririga application to meet the FOCUS requirements – see below
- Remaining work: Implementation of the Syclo wireless application and the deployment of the 200 wireless hand-held devices to the FMD and Park Authority field staff. This last phase of the CIFM project is scheduled to be completed as soon as contracts are updated.

Project Budget

FY 2014 funding is not provided.

Return on Investment

Extensive savings will be realized through the streamlining of communications and processes throughout FMD and the Park Authority, the most quantifiable savings derived from time saved by field personnel (crafts, trades, and grounds personnel) and Work Control Center staff within the agencies. The replacement system will provide wireless technology to greatly improve the speed and consistency of data collection necessary to better utilize field staff the elimination of excessive hand recording of

information that is entered into the system at a later time and/or by a different individual. Accurate and timely data collection plays a vital role in improving time management for field staff and will ultimately work to extend the life cycle of equipment. Improved data collection in the field, along with a web based customer request and inquiry interface will save time for staff in terms of handling customers' status inquiries and work

order processing from initiation to close out. With the implementation of this system, duplicate work orders, work performed by vendor for inventory that is under warranty and multiple tasks on work order will all equate to savings by cost avoidance.