



# County of Fairfax, Virginia

## MEMORANDUM

December 13, 2016

**TO:** Edward L. Long, Jr.  
County Executive

**FROM:** Edward H. Blum, Chairman   
Information Technology Policy Advisory Committee (ITPAC)

**SUBJECT:** FY 2018 Interim Budget Recommendations

On December 1, 2016, ITPAC met with senior staff from the Department of Information Technology (DIT) and staff from the Department of Management and Budget. At that meeting ITPAC was briefed on the FY2018 revenue forecast and the fiscal challenges facing the County. ITPAC, representing the community as well as IT best practices, looks for opportunities to use technology to enable effective agency operation to support growing community needs and to improve service for expanding demands. These objectives are pursued while working to protect investments and reduce costs.

Over the past year, ITPAC has discussed current challenges and technology options with DIT and various agencies in its regular meetings. These discussions and the current budget situation have led ITPAC to support the strategic importance of the following:

- **Transition to Push-to-Talk Radio** - County's new wireless communications strategy for the approximately 3200 non-public safety radio users in general County agencies and schools is to use the new Push-To-Talk functionality now available from wireless carriers. The strategy meets a wider set of business requirements for mobile workforce communications in County agencies and provides a future-proof solution by leveraging smartphones, reducing significant capital costs associated with a replacement project for a traditional radio system with associated infrastructure and devices.
- **Next Generation 911 and strategies to enable wireless broadband for public safety** - Next generation technology for 9-1-1 calling is available and quickly being adopted among 9-1-1 facilities in the region. It supports improved interoperability with other local jurisdictions, wireless broadband access, and more flexible implementation with new competitive commercial telecommunications technology versus legacy proprietary systems to reduce overall maintenance and operational costs. The multi-phase strategic transition of the County's core 9-1-1 system architecture to a current and supportable platform will meet this need and establish the foundation for NG911 multimedia capabilities such as text, video, and photographs.

- **PLUS project to achieve operational improvements and customer self-service** - Land use is key to advancing economic development. The current land use system is aging, awkward for the multiple agencies using it, and resides on out-of-date legacy technology. A strategic multi-agency initiative will replace existing systems with a modern technology platform that meets business and customer needs, is adaptable, and eliminates the risk associated with legacy systems. Supporting five major land use agencies, it will enable seamless business process integration while streamlining plan, permit and inspection timeframes. The project will improve business processes for better customer service, increase reliability of information, and support continuous improvement and innovation for land use and development activities. The project should leverage County enterprise strategies for technology architecture and underlying infrastructure.
- **Human Services (HS) Integrative Roadmap** - Individuals and families served by the County's HS system often have multiple needs addressed by multiple programs and services, and clients working with multiple organizations often supply each with the same information. This major initiative aims to tie together the work of various health, housing, and human services agencies to deliver person-centered services to County residents. Information Technology serves as an enabler of the re-engineered, client centered processes. The County will develop a comprehensive view of clients and their needs, remove information/data silos, improve service quality with accurate and timely data, increase data sharing among HS and Public Safety agencies for effective detection of at risk clients, increase visibility and accountability for client outcomes, and implement common standards for IT security and data confidentiality across HS agencies and programs.
- **Investment in WEB redesign** - With rapid website update requirements implemented agency by agency, website access is currently based on County agency information silos with key elements of user functions spread throughout the website. A key initiative is the County's Website Reconstruction Project which includes implementing a new enterprise Web Content Management System, refining the current site's information architecture, redesigning the entire website with a more modern design, and improving search functionality. A complete review of the web content of all agencies is the first step in reorganizing County information into a user-centric website featuring information by topic across agencies for improved public service. Web redesign and an effective Content Management System provides enhanced search engine optimization and improved ability to keep pace with evolving technologies and improvements.
- **Transition to Microsoft (MS) Office 365 Cloud** - To provide cost savings for data storage of messaging and increased service redundancy for agencies and end users, the County should implement a cloud-based business productivity solution with robust security and reliability features. MS Office 365 Cloud combines the MS Office desktop suite with next generation cloud-based communication and collaboration services fills this need and builds on current office technology.

In spite of tight fiscal constraints, ITPAC once again cautions against reductions from DIT budgets. Like other growing organizations, to perform well, the County's reliance on technology continues to increase. If not managed well, newer technologies could jeopardize rather than improve County information integrity. With the need to protect against ever-increasing cyber invasion capabilities, rapidly advancing technology support for agency work, and staying ahead of a backlog of needed infrastructure updates, the County must stay abreast of proven technologies to meet its needs carefully. Other key consideration for Fairfax County IT that ITPAC recommends as important in preparing the budget for FY2018 are summarized below.

***Additional Considerations:***

- Create a project in Fund 104 to support small projects that arise during the year.
- ITPAC continues to stress the IT positions need to be re-evaluated for a specialized pay structure to be competitive in this market for required skills. Consultants are often needed to meet key skill requirements and man power needs for the short term, but current, core skills, especially in security areas, must become staff skills.
- Audio/Visual technology should be established and managed as an enterprise infrastructure capability and directed by DIT. This must be resourced to address the explosive growth of video and audio requirements across agencies.
- ITPAC endorses the LOB Phase II IT strategies, which are county-wide priorities for effective IT management:
  - Record digitization
  - Multi-System integration opportunities to reduce silo systems and process duplication, enable effective use of data for meeting service needs and assist with decision making, and continue to leverage systems and streamline processes.

ITPAC looks forward to continuing to support the best practices in Fairfax County IT decisions and implementations.

Cc:  
Information Technology Policy Advisory Committee  
David J. Molchany, Deputy County Executive  
Wanda M. Gibson, Chief Technology Officer  
Joe Mondoro, Chief Financial Officer