

Fairfax County Department of Information Technology

IT Strategy 2023-2025

Board of Supervisors Information Technology Committee

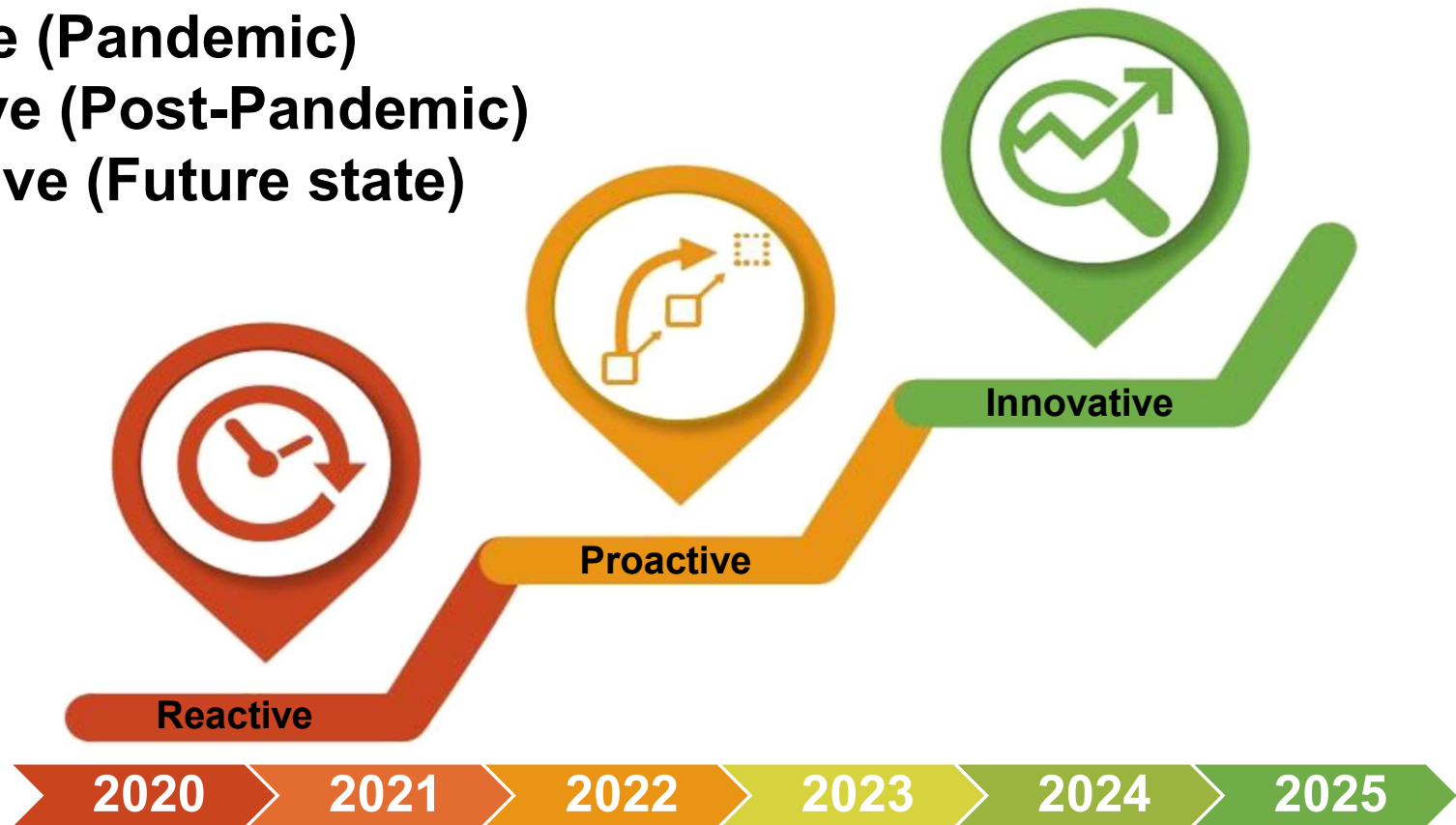
Gregory Scott, Chief Technology Officer

February 28, 2023



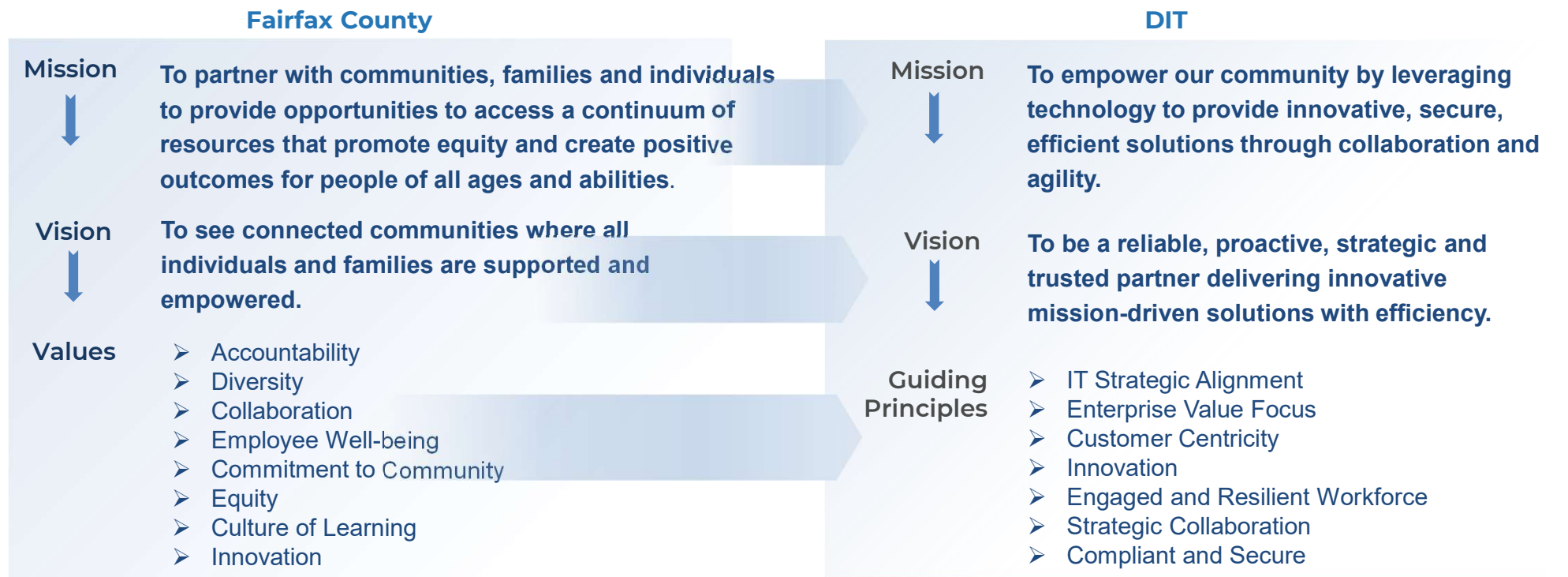
DIT Strategic Direction

- Reactive (Pandemic)
- Proactive (Post-Pandemic)
- Innovative (Future state)



Fairfax County's mission, vision and key values will guide DIT in delivering on our strategy.

Moving from **Reactive** to **Proactive** to **Innovative**, addressing Effective and Efficient Government.



Current State Analysis to target focused DIT Improvements



Leading Areas – Top 3

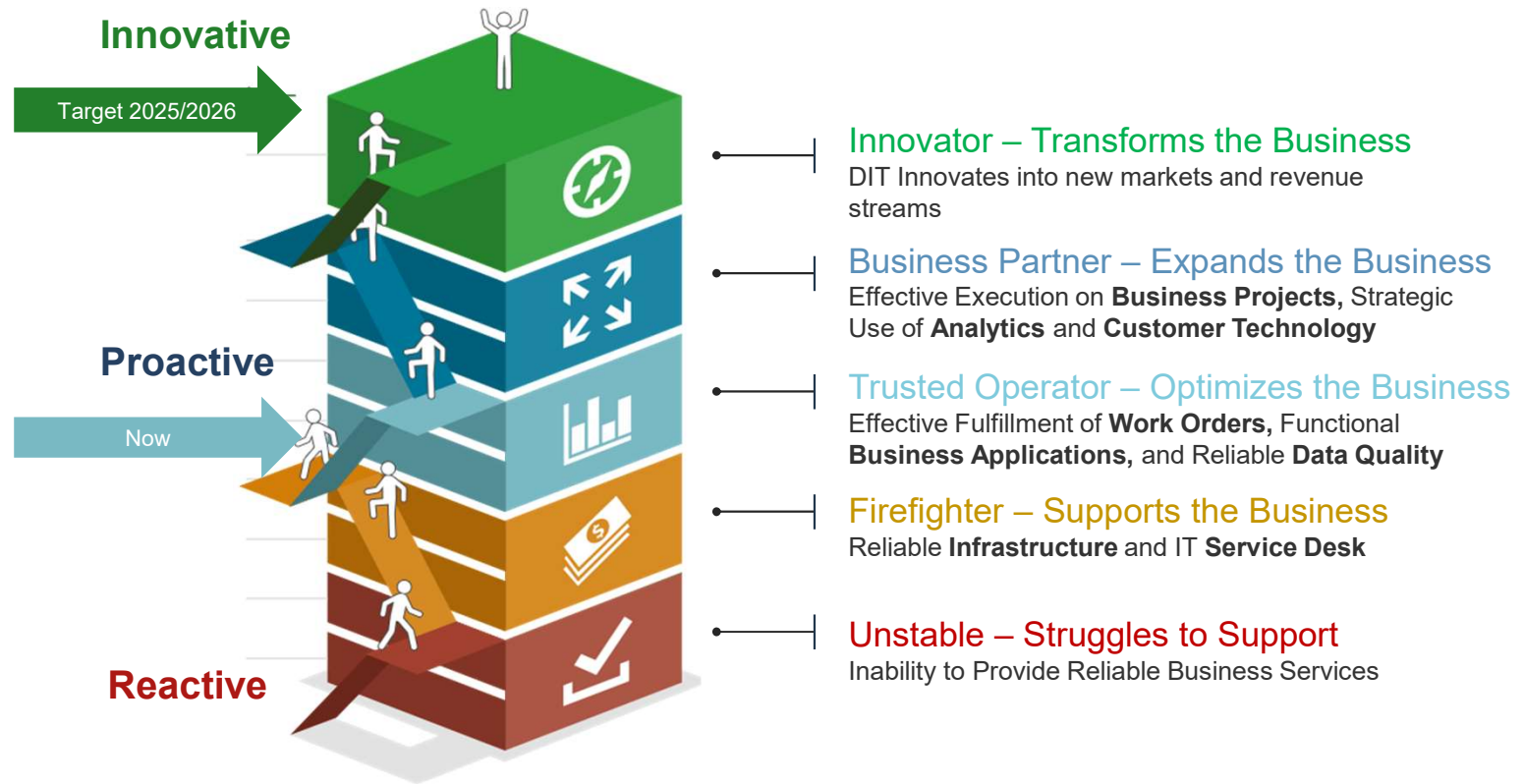
Satisfaction Rating	Importance
IT Security	Network & Comm Infrastructure
Data Quality	IT Security
Network & Comm Infrastructure	IT Innovation

Improvement Areas - Lower 3

Satisfaction Rating	Importance
IT Innovation	Requirements Gathering
Projects	Work Orders
Client-Facing Technology	IT Policy

Targeted improvement to best support County goals

Our DIT Strategy and Key Initiative Plan contain projects and initiatives focused on improving our most important core processes and capabilities, aimed at transforming DIT's role to lead the County's digital transformation.



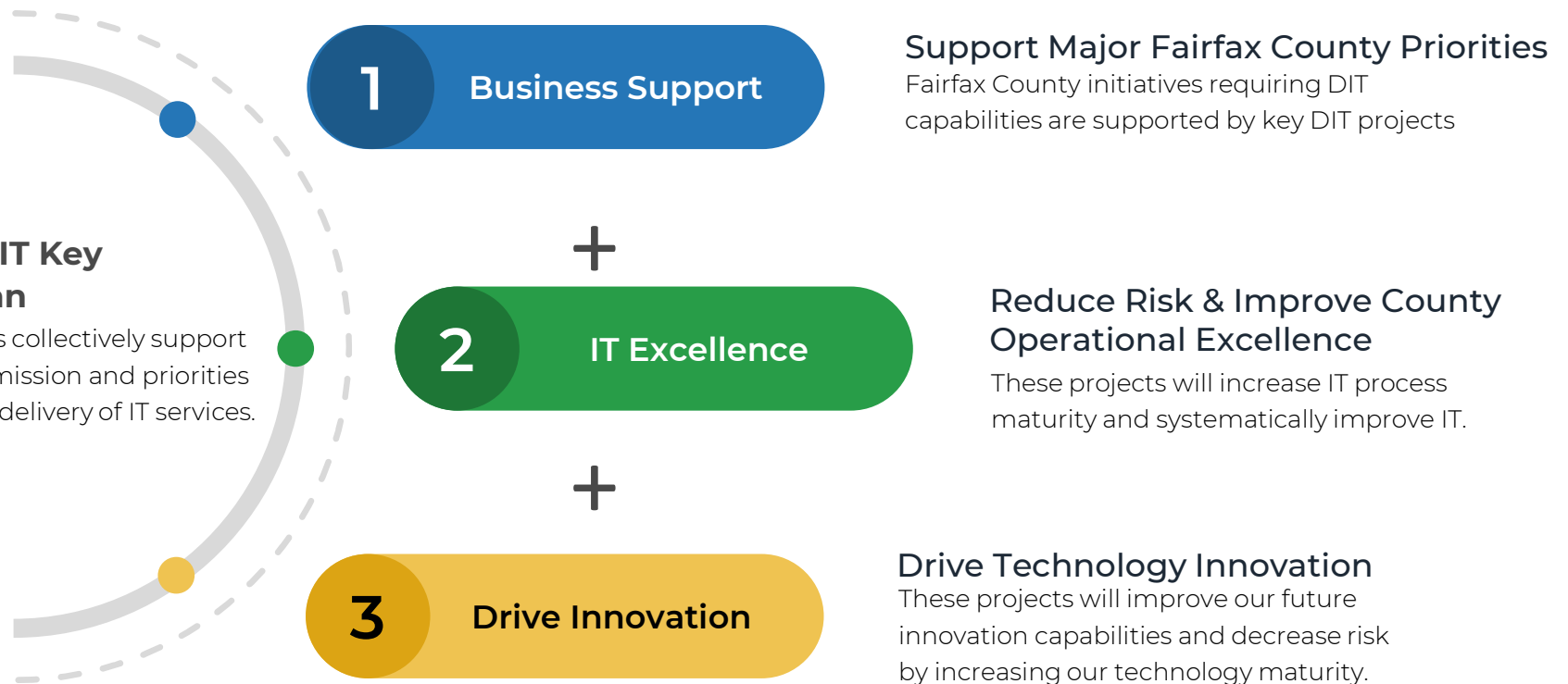
DIT will deliver on its mission through initiatives and projects aligned to achieve key CIO mandates

Today's CIOs have three key mandates:

Support the Enterprise, Run an Effective IT shop, and Lead/Support IT Innovation

2023-2025 DIT Key Initiative Plan

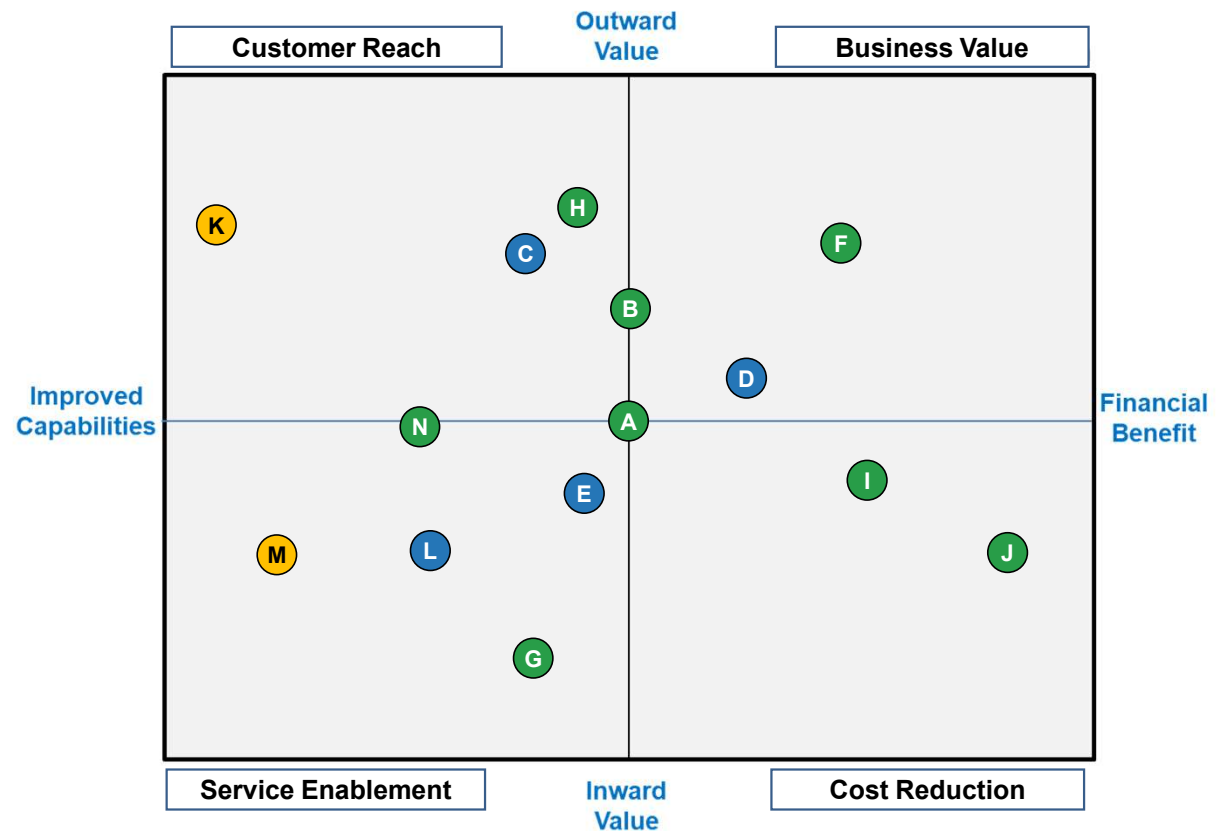
Our key initiatives collectively support Fairfax County's mission and priorities and improve the delivery of IT services.



Key Initiatives over the past 12 months

Top 10-15 IT Accomplishments Past 12 months

- A. Modernized GIS infrastructure
- B. Modernized web infrastructure
- C. Launched new version of new county app
- D. Launched enterprise applications to improve org efficiency (PLUS Land Development system, Personal Property Tax system) Implemented new TAX application (web-based Solution) SAP upgrade to Hana (started)
- E. Network upgrades -Wireless access point upgrade for County facilities- completed
- F. Data centre fail initiative
- G. Security awareness training
- H. Launched new SOA GIS portal
- I. Initiated several governance (policies, procedures) Continued GIS governance, data publishing and web development, data governance, Updated policies for archive and retention, PC replacement, 70-07
- J. Cloud migration of servers
- K. Starting a multi-lingual omni channel 311 initiative
- L. Cloud portal solution for Boards, Authorities, and Commissions
- M. New mobile device management solution (MDM)
- N. Public website refresh (in-progress)



The DIT Management Team Developed Five Strategic Goals designed to enable Fairfax County Success

DIT Goal

Goal Statement

Digital Transformation

- Drive end to end innovation that includes people, policies, processes and technology. It enables development of new capabilities that improve efficiencies through automation. These efficiencies will be achieved in a secure manner with a focus on improving citizen/government services.

Data Management & Business Intelligence

- DIT is a data-driven organization that leverages data as an asset for continuous improvement and effective decision making. We will establish a Countywide data stewardship framework that includes standards, governance, privacy, analytics, and open exchange. As the central IT organization, DIT will provide pathways, tools, and expertise to promote data-driven insights and develop evidence-based strategies.

Cyber Security

- DIT is dedicated to the protection of its IT assets and the data/information in its charge, as well as ensuring that no unauthorized access or use of such data/information occurs. DIT will continue to maintain a robust and aggressive vulnerability and risk management program to continuously assess and validate the organizations security posture and to ensure compliance with Federal, State and industry regulations and best practices.

Cloud Computing

- DIT embraces cloud computing based on business requirements for enabling convenient access via, on-going demand networks to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications and services) they can be rapidly provisioned and deployed with minimal management effort or service provider interactions.

Workforce Optimization

- DIT is dedicated to acquiring, developing and competitively compensating high-performing human capital resources to sustain and enhance Fairfax County's complex IT environment. This will require enhanced resources and long-term commitment

Metrics and Reporting on Our Progress

DIT Goals	Key Business Support DIT Initiatives	Metrics
Digital Transformation	<ul style="list-style-type: none"> • Availability • Modernization (Elimination of duplicate/legacy systems) • Project Completion / Project Success Rate • Customer Satisfaction (from ITRG Business Vision Survey & ESMP metrics) 	<ul style="list-style-type: none"> • No unplanned outages • High availability of accessibility to core data • Legacy systems (servers and apps) replaced • Success rate for project completion
Data Management and Business Intelligence	<ul style="list-style-type: none"> • Customer Satisfaction • Data and knowledge transfer 	<ul style="list-style-type: none"> • Increase BI implementations • Increase of shared data sets • Success rate of data mgmt. projects completion • Data compliance audits results • Business Vision diagnostic survey
Cloud Computing	<ul style="list-style-type: none"> • Cost effectiveness • Security compliance • Service availability • Planned disaster recovery testing 	<ul style="list-style-type: none"> • High system availability • Core data availability • Be able to scale up by 20% annual on demand • Semi annual DR testing
Cyber Security	<ul style="list-style-type: none"> • Program Effectiveness • Awareness and Training • Policy Compliance • Security Controls and Effectiveness • Risk Analyses 	<ul style="list-style-type: none"> • Employees compliant with awareness training • Systems and applications migrated to high availability architecture • Decrease policy exceptions by 10% each year • 12 vulnerability assessments per year
Workforce Optimization	<ul style="list-style-type: none"> • Workforce Attraction • Workforce Retention • Staff Training • Entry Level Pipeline 	<ul style="list-style-type: none"> • Attracting new highly technical staff • Internships (Pipeline) • Retention • Training/Certs

IT Strategy Refresh Plan

- Our process will include frequent reviews of the DIT strategy ensuring we are proactive in addressing changes to the Fairfax's strategy or direction.
- DIT is dedicated to frequent touch points throughout the year to ensure the strategy team and all stakeholders are on the same page about any changes or updates regarding strategic IT initiatives.

Questions

