

SECTION 1

IT GOVERNANCE

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PLAN OVERVIEW

Like many governments faced with growing demand for services, the County continues to address challenges and meet new opportunities where technology innovation is essential. In an environment of rapid change, the need for responsiveness coupled with finite resources highlights the importance of strategic planning, solid governance, and program management for collaborative decision making and solution delivery at a leveraged cost. The County's IT environment builds on an enterprise architecture that includes industry standards, open systems, the web, cyber security, and tools that support a variety of needs and a diverse portfolio of internal and external applications and systems. The supporting infrastructure provides for optimum system performance and the security of County data and transactions.

The County's technology strategy supports and is aligned with the Nine Priority areas of Fairfax County's Countywide Strategic Plan (<https://www.fairfaxcounty.gov/strategicplan/>). County Information Technology (IT) goals and guiding principles are reviewed periodically for applicability and relevance against new strategic priorities, service demands, IT trends, and budget dynamics. The following priorities serve as the core basis for budget decisions:

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

This plan describes technology projects funded through the annual budget to meet the goals and objectives of sponsoring agencies; provides status updates and accomplishments of ongoing projects; and states benefits anticipated by project sponsors. Projects are linked to the sponsoring agency's strategy, outreach and operational improvement plans, and technology goals established by IT executive management and/or the Board of Supervisors.

The projects in this plan are primarily funded in the Information Technology Fund - Fund 100-C10040 (formerly Fund 104), and Fund 400-C40091 (formerly Fund 120) (E911). Some projects included in the IT Plan are funded from other sources such as the sponsoring agency's budgets, income funds, or other resources to take advantage of total available County dollars to augment investment capacity and provide additional opportunities to support technology needs and goals. Funding is also allocated at quarterly budget reviews to optimize the use of available County dollars and align project funding with project budgets, plans and schedules.

The IT Plan is focused on principles, investments and strategies, and is organized in six sections:

- Information Technology Governance (Section 1)
- Strategic Directions and Initiatives (Section 2)
- Information Technology Projects (Section 3)
- Management Controls and Processes (Section 4)
- Information Technology Architecture and Infrastructure Foundation (Section 5)
- Appendix (Section 6)

Governance, architecture, and infrastructure supporting IT projects and services are described within this plan. However, ongoing Department of Information Technology (DIT) operating and personnel costs funded in the General Fund – Fund 100-C10001 (formerly Fund 001) and the Technology Infrastructure Fund – Fund 600-C60030 (formerly Fund 505), grants, routine operational activities, on-going support efforts, normal upgrades and maintenance work are not included. Additional details of each fund is available online in the Fairfax County Fiscal Year 2021 Adopted Budget Plan.

STRATEGIC GUIDING PRINCIPLES AND GOALS

Fairfax County Information Technology is guided by **Fundamental Principles** adopted by the Board of Supervisors and updated as needed, they are as follows:

- Use technology to provide citizens, County employees, and the business community with timely and convenient access to appropriate information and services.
- Deploy technology solutions strategically to leverage technology benefits, maximize productivity of County agencies, foster community engagement, and improve services to the public. Solutions should incorporate digitization, mobility, public engagement, and data analytics.
- Enable a reliable secure technology infrastructure as the fundamental building block of the County's IT architecture for dependability, redundancy, mobility, and performance of the County's IT services and information assets.
- Implement and sustain reliable enterprise wide remote access for authorized users to access the County's network and systems for field operations, telework, COOP, and emergency events such as pandemics and weather-related emergencies.
- Manage Information Technology as an investment:
 - Investments are tied to a rationalized lifecycle strategy for the portfolio of County systems, solutions and supporting infrastructure.
 - Manage funds at the macro level to provide for optimal spending across the investment portfolio aligned with project progress.
 - Invest in training to ensure that the technical staff maintain technical proficiency.
- Evaluate business processes for redesign opportunities before applying digitization opportunities and integrate functional commonality across agencies.
- Implement contemporary, but proven technologies and emerging trends through an ongoing program of technology evaluation. New technologies may be introduced through pilot projects where the technology sustainment and business benefits can be evaluated prior to full-scale adoption.
- Approach IT undertakings as partnership between the IT agency and other stakeholders.
- Ensure solutions adhere to open standards and minimize proprietary solutions.
- Implement web enabled, mobile ready, and interoperable solutions to promotes flexibility, sustainability, and cost effectiveness.
- Ensure communications technology capabilities that connect people to information, processes, data and video for both internal and external access.
- Capture data once to avoid duplication of effort and potential for errors. Strive for data sharing and standardization to eliminate data silos and integrate information from disparate County systems for improved analysis, decision making, and more effective service delivery across a spectrum of County services.

In carrying out its mission, the Department of Information Technology (DIT) embraces the following:

- Align technology strategies with the Countywide Strategic Plan.

- Provide vision, leadership, and a framework to evaluate emerging technologies and implement proven information technology solutions.
- Embrace innovation and digital experience.
- Define and enforce security standards and policies to protect the County's information assets and IT Infrastructure.
- Collaborate with County agencies to understand their business needs and improve County operations by planning, implementing, and managing the best information technology solutions available.
- Effectively communicate information about plans, projects, and achievements.
- Develop and maintain technically skilled staff competent in current and emerging information technology.
- Effectively manage the department's operations, resources, technology projects and contracts

POLICY GOVERNANCE

Fairfax County's IT governance aligns information technology investments and programs with the County's strategic business goals. The Board's IT Committee, senior executive committees, and a citizen advisory committee provide oversight and guidance on technology programs and investment strategies. Various steering and governance boards are focused on specific programs and enterprise wide projects.

1.0 TECHNOLOGY ORGANIZATION AND GOVERNANCE

Technology is managed as a centralized enterprise capability in Fairfax County. The Department of Information Technology (DIT) provides technology services on an enterprise-wide infrastructure, architecture framework and standards for most systems. County agencies have a limited number of IT staff that directly support certain agency business specific 'point' solutions or digital industrial systems, and/or provide local first response desk-side user support. Agencies' IT staff matrix to DIT for standards, direction, and assistance in implementing their agency specific business systems, integration, and data strategies. The County's Chief Technology Officer is the Director of the County's Department of Information Technology and manages the County's technology strategy and governance.



1.0.1 INFORMATION TECHNOLOGY POLICY ADVISORY COMMITTEE

The Board of Supervisors is committed to providing County government with the resources necessary to keep pace with emerging trends in information technology and providing citizens, the business community, and employees efficient and convenient access to information and services. To accomplish this goal, the Board has made substantial and continuing investments in technology. In 1997 the Board of Supervisors established the Information Technology Policy Advisory Committee (ITPAC) made up of a group of citizens to provide the Board with expert advice on technology strategy and assist the Chief Technology Officer (CTO) with technology direction and validation of applicable industry trends to government.

ITPAC meets regularly to review the County's technology plans, key projects, and the annual technology investment portfolio; membership includes:

- One representative appointed by each Board Member (10 in total)
- One representative appointed by the School Board
- One representative from each of the following groups:
 - Fairfax County Chamber of Commerce
 - Fairfax County Federation of Civic Associations
 - League of Women Voters
 - Northern Virginia Technology Council

The Committee's duties are to:

- Stay current with information technology developments and provide recommendations to the Board of Supervisors.
- Review the annual Information Technology Plan and investment budget and make recommendations to the Board of Supervisors.
- Review major information technology projects.
- Present facts and issues that it deems important to the attention of the Board of Supervisors.
- Advise the CTO and DIT on technology trends, strategic direction and related issues.

1.0.2 BOARD OF SUPERVISORS TECHNOLOGY COMMITTEE

The Board of Supervisors Information Technology Committee is established to discuss IT-related issues, initiatives, policies, and topics reflecting the commitment of the Board of Supervisors to:

- Ensure that the County government keeps pace with appropriate emerging IT trends to support County goals and priorities.
- Provide citizens, businesses, and employees with open government and secure access to services and information.
- Promote innovation and improve effectiveness and efficiency.
- Maintain the security of County information systems and data.

1.0.3 SENIOR INFORMATION TECHNOLOGY STEERING COMMITTEE

In FY 1999 a County executive group, the Senior IT Steering Committee, was created to advise the Chief Technology Officer and DIT leadership and provide policy governance oversight for the County's IT strategy. The committee meets to review technology priorities to ensure alignment with the County policy and strategic business initiatives and determine budget recommendations for new and existing IT investments.

Core members of the Senior IT Steering Committee include:

- The County Executive
- Deputy County Executives
- Chief Financial Officer
- Chief Technology Officer/Director of DIT
- Director, Office of Public Affairs
- Other County officials may be asked to participate as needed

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

1.0.4 PLANNING AND LAND USE SYSTEM (PLUS) EXECUTIVE STEERING COMMITTEE

The PLUS project is a major strategic initiative to modernize the County's Land Development systems and business processes by replacing aging, disparate legacy land development systems with an integrated technology solution that enable seamless customer and staff interactions and supports land use, e-plans, and development operations. The Executive Steering Committee provides strategic oversight, evaluates policy implications, assesses business process and organizational impact, approves business solution, unified service delivery models, and provides recommendations to the project's Executive Sponsors. The Committee meets as determined by the Executive Sponsor. Principle members include:

- Deputy County Executive for Land Development Services
- Director of the Department of Land Development Services
- Director of the Department of Planning and Zoning
- Director of the Department of Information Technology/Chief Technology Officer
- DIT Senior Technical Director
- DIT Technical Project Managers
- Business Project Manager
- Key Stakeholders

1.0.5 HEALTH AND HUMAN SERVICES IT GOVERNANCE BOARD (HHSITGB)

The Health and Human Services IT Governance Board (HHSITGB) establishes strategic direction, policies and priorities for technology initiatives and investments across the Health and Human Service agencies and related partner organizations, promoting an enterprise-level collaborative approach, and one that leverages state, inter-jurisdictional, and Federal interoperability opportunities. The HHSITGB seeks to break information silos using technology and coordinated agency practices to more efficiently and effectively provide Health and Human Services system wide with:

- Executive sponsorship and oversight for initiatives.
- Leadership and advocacy for business and operational improvement opportunities, and collaboration among stakeholders.
- Review of IT project requests.
- Recommendations for organizational and funding structures supporting initiatives.

In its work, the HHSITGB seeks to identify and examine technology trends, programs, practices and operational requirements affecting health human services programs. The HHSITGB focuses on how the delivery of a consistent level of health and human services to the citizens of Fairfax County can be influenced and improved by deployment of specific information technologies.

Goals of the Governance Board include:

- Increase data sharing capabilities among Health and Human Services (HHS), Public Safety, and other key partnering agencies to view clients holistically, tailor services to their specific needs, and identify at-risk persons in a timely fashion.
- Create an integrated view of client information across HHS programs and a central point to access data from relevant HHS systems.
- Remove redundancy in the client experience (e.g., eliminate the need for clients to submit basic eligibility information numerous times).
- Improve strategic planning capabilities within HHS agencies and across the system.
- Increase accountability for client outcomes and cost of service.
- Create common standards across agencies for critical areas such as IT security, data confidentiality, etc.

Membership of the HHSITGB includes:

- The Deputy County Executive for Human Services
- Chief Technology Officer/Director, Department of Information Technology
- Director, Department of Family Services
- Director, Health Department
- Director, Department of Neighborhood and Community Services
- Executive Director, Fairfax-Falls Church Community Services Board
- Director, Juvenile and Domestic Relations District Court
- Director, Office to Prevent and End Homelessness
- Director, Office of Strategy Management for Human Services
- Director, Department of Housing and Community Development

1.0.6 COURTROOM TECHNOLOGY EXECUTIVE GOVERNANCE BOARD

The Courtroom Technology Governance Board was established to provide governance and oversight for courtroom and court related technology initiatives. The Executive Board reviews and endorses policies and procedures and provides oversight and direction. The Board is composed of:

- The Chief Judge or Judge designee of each court
- Clerk of Court or Clerk designee of each court and Agency Directors
- Juvenile Court Services Director
- County's Chief Technology Officer (CTO)
- Fairfax County Sheriff

The Director of the Courtroom Technology Office is the designated administrator for the board and is responsible for ensuring effective strategic planning, development, and integration of courtroom technology resources and programs with the courts and other criminal justice agencies and entities.

1.0.7 GOVERNANCE COMMITTEES FOR OTHER IT INITIATIVES

In carrying out its mission, the CTO, the Deputy County Executives and/or DIT senior directors participate on several key County Committees focused on major County initiatives and/or operational oversight agendas that have significant requirement for IT participation. In addition, production systems may have operating boards for shared services, common requirements, new technology capabilities, data analytics and transparency.

1.1 DEPARTMENT OF INFORMATION TECHNOLOGY ORGANIZATION

The Department of Information Technology (DIT) provides leadership, governance, architecture, technical resources, and expertise in development and deployment of information technologies to improve efficiency, effectiveness, and promote innovation. DIT is responsible for establishing technology architecture, implementing and managing systems, applications, communications, and the overall management of the County's information assets. DIT is further charged with security and safety of County information systems, networks and data. Agencies are responsible to adhere to IT policy and standards and coordinate their requirements with DIT. The organizational structure of DIT has evolved over the years to align with changing priorities, trends, and requirements leveraging technology platforms and resources to support County business functions.

DIT is organized into IT discipline subject matter expert groups that support enterprise-wide systems and applications, including the document management platform, Customer Relationship Management (CRM) platform, Web and GIS systems used by all agencies as well as certain agency specific business application development and support. These include applications that support County agencies' business systems including revenue systems (Tax), human/social and health services agencies, land development, public works, zoning, public safety/criminal justice, and general County agencies including the libraries, parks and facilities management. DIT supports a multi-channel E-Gov program for architectural direction, standards, and strategies for the County's website, Intranet, Web Content Management system, and mobile applications. The E-Gov team works closely with County agencies and the Office of Public Affairs in overall management and execution of web-content and social media.

A specialized Courtroom Technology group coordinates the implementation and support of modern courtroom technologies for the three Fairfax County Courts (Circuit, General District, and Juvenile and Domestic Relations), and serves as the liaison with the State Supreme Court for technical solution and data interoperability. The Public Safety group manages programs and new initiatives that integrate systems in public safety, law enforcement, and emergency management which also addresses homeland security, and regional collaborative and interoperability initiatives and mandates.

The Information Security Office (ISO) reports directly to the Chief Technology Officer and defines and enforces the security standards and policies required to protect the County's information assets and technology infrastructure. Enforcement and compliance authority for ISO is through the County Executive.

The Technology Infrastructure divisions manages server and storage hardware environments, middleware integration tools, communications and network platforms, enterprise messaging applications, desktops and end-user devices, the network based digital multi-function printing devices (MFD) that support County-wide distributed printing, and the IT Service Desk.

The Policy, Planning and Administration division provides DIT with administrative, fiscal, human resources and IT policy support functions; and the Project/Portfolio Management Office provides compliance oversight and manages the County's IT Investment Portfolio of IT Projects.

In FY 2011, the County's Print Shop function was moved to DIT, and in FY 2017, County Archives was also relocated to DIT to better align with electronic records retention, management and policy. The County's Mail Services was also transferred to DIT in order to enhance integration of mail processing with County digitization goals. These functions were re-joined with the Print Shop and Multifunction Device Programs recreating the Document Services, an operating division in DIT.

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

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

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



1.2 REGIONAL AND NATIONAL PROMINENCE IN THE IT COMMUNITY

In addition to internal committee involvement, Fairfax County Government's Chief Technology Officer (CTO), Chief Information Security Officer (CISO) and other members of the County's IT Management team provide leadership and/or participate on several federal, state, and regional committees including:

- Council of Governments CIOs Committee, Chair 2006/2007 - 2019
- Council of Governments CISO Committee, Chair 2011- current
- Council of Governments Emergency Preparedness Council
- National Capital Area (NCR) Homeland Security Executive Committee Advisory Council
- Regional Working Group for interoperability (Maryland, Virginia, and DC, state and local functional and technical leadership representation)
- Council of Governments Interoperability Committee
- Federal CIO Council
- FOSE Board
- National Association of CIOs
- National Association of Telecommunications Officers
- Virginia Local Government Information Technology Executives (VALGITE)
- Metropolitan Information Exchange (MIX)
- SIMS (Society for Information Management)
- Northern Virginia Regional Commission
- Northern Virginia Regional Preparedness Advisory Committee - Interoperability (NoVA RPAC-I) and Northern Virginia Emergency Response System (NVERS)
- National Association of Counties
- Public Technologies Incorporated, 2013 Class Fellows
- Federal IT Security Symposium Advisory Board
- COVITS Board (Commonwealth of Virginia IT Symposium)