

# SECTION 1

OVERVIEW, VISION  
& STRATEGY

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## 1.0 PLAN OVERVIEW

Fairfax County is renowned for its efficient and well-managed local government, offering well-run services that are responsive to the needs of its residents. As one of the most populous counties in the U.S., Fairfax boasts a robust infrastructure, top-tier schools, a strong commitment to public safety, and a status as a premier technology hub. The Fairfax County Department of Information Technology (DIT) is at the forefront of enhancing government efficiency and fostering innovation, underpinning the delivery of key services such as education, transportation, public health, and emergency management with cutting-edge technology.



### VISION AND STRATEGIC PLANNING

In a landscape marked by rapid change, Fairfax County upholds the principle that continuous technological innovation is not just beneficial but essential. The DIT's strategic planning, governance, and program management are pivotal in ensuring responsive, secure, and cost-efficient solution delivery. The county's IT infrastructure is built on an enterprise architecture that incorporates industry standards, cybersecurity measures, and a diverse array of tools and applications, ensuring optimal system performance and data security.

This document outlines DIT's vision, strategy, governance structure, and provides an update on technology projects funded by the annual budget. These projects are integral to achieving the goals set by sponsoring agencies and are closely aligned with the county's broader strategic objectives. The plan also details the funding sources for these projects, including the primary Information Technology Fund and other county resources, emphasizing the priorities that guide budget decisions.

Fairfax County's IT governance framework ensures that technology investments and programs align with the county's strategic business goals. Oversight is provided by the Board's IT Committee, executive committees, and a citizen advisory committee, alongside various governance boards focusing on specific initiatives. The document specifies that while it covers IT projects and services, ongoing operational costs and routine maintenance activities are funded separately and detailed in the Fairfax County Fiscal Year 2025 Adopted Budget Plan.

### PLAN ORGANIZATION

The IT Plan is organized in four sections:

#### **Section 1: Overview, Vision, and Strategy**

Introduces Fairfax County's commitment to leveraging technology for government efficiency and innovation.

#### **Section 2: Information Technology Governance**

Describes the governance structures and committees that guide IT investment and strategy in the county.

#### **Section 3: DIT Program Areas**

Details the specific areas within DIT that are crucial for supporting the county's technology infrastructure and services.

## Section 4: Information Technology Projects

Provides an overview of ongoing and upcoming technology projects, including their funding sources and alignment with strategic goals.

## Section 5: Appendices

- ✓ **Appendix A:** Awards
- ✓ **Appendix B:** Acronyms

## 1.1 THE DEPARTMENT OF INFORMATION TECHNOLOGY ENHANCING COMMUNITY THROUGH TECHNOLOGY

**The Department of Information Technology (DIT)** stands at the forefront of technological governance, providing essential leadership, architecture, technical resources, and expertise. Its primary role includes the development and deployment of innovative information technologies aimed at enhancing the efficiency and effectiveness of county operations. DIT is instrumental in establishing robust technology architecture, implementing comprehensive systems, applications, and communications, alongside the overall management of the county's valuable information assets.



## CORE RESPONSIBILITIES

DIT bears the critical responsibility for ensuring the security and safety of county information systems, networks, and data. It mandates that all agencies adhere to stringent IT policies and standards, necessitating a coordinated effort with DIT to meet their IT requirements. This collaborative approach ensures a unified technology strategy across the county's operational spectrum.

## MISSION AND VISION

**Mission:** DIT is committed to empowering the community by harnessing the power of technology. It aims to deliver innovative, secure, and efficient solutions that bolster the county's strategic initiatives.

**Vision:** DIT envisions itself as a dependable, proactive, strategic, and trusted partner. It strives to deliver efficient solutions and implement critical technology that aligns with the county's strategic priorities, minimizes risks, enhances operational excellence, and fosters innovation for future capabilities enhancement.

## GUIDING PRINCIPLES

Supporting its mission and vision, DIT operates on a foundation of core guiding principles:

- ✓ **IT Strategic Alignment:** Ensuring all technological initiatives are in harmony with the county's strategic goals.
- ✓ **Enterprise Value Focus:** Prioritizing projects and initiatives that deliver significant value to the enterprise.
- ✓ **Customer Centricity:** Placing the needs and expectations of the community and internal stakeholders at the center of IT endeavors.
- ✓ **Innovation:** Encouraging a culture of creativity and forward-thinking to drive technological advancements.
- ✓ **Engaged and Resilient Workforce:** Fostering a work environment that promotes engagement, resilience, and professional growth among staff.
- ✓ **Strategic Collaboration:** Championing cooperative efforts across departments and agencies to achieve shared objectives.
- ✓ **Compliant and Secure:** Upholding the highest standards of compliance and security to protect county information assets.

Through its dedicated approach to leveraging technology for community benefit, DIT solidifies its role as a key player in advancing the county's strategic goals and enhancing the quality of life for its residents.

DIT's execution strategy is built to continuously Evolve and Adapt. DIT frequently and proactively reviews its strategy to ensure alignment with the County's Strategic Plan and to stay current with technology related market demands such as use of AI and ML technologies, industry shifts towards a cloud centric model, and agencies systems modernization plans. DIT performs 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.

Section 1.2 and 1.3 provides details on DIT's strategy and how it enables the Countywide Strategic Plan.

## INTRODUCTION TO DIT'S STRATEGIC APPROACH

DIT stands committed to a dynamic and flexible execution strategy, designed to not only evolve but also adapt to the ever-changing landscape of technology and market demands. This approach ensures that DIT's operations are continuously aligned with the broader objectives outlined in the County's Strategic Plan Review and Realignment

To maintain this alignment and relevance, DIT engages in frequent and proactive reviews of its strategy. This ongoing evaluation process is crucial for ensuring that DIT's efforts are consistently harmonized with:

- ✓ The Countywide Strategic Plan, reinforcing DIT's role in supporting the county's overarching goals.
- ✓ The rapid advancements in technology, particularly the utilization of Artificial Intelligence (AI) and Machine Learning (ML) technologies, are becoming increasingly integral in modern IT solutions.
- ✓ The industry's pivot towards a cloud-centric model, offering enhanced scalability, flexibility, and efficiency in IT operations.
- ✓ The need for modernization of agency systems, ensuring that these systems can meet the current and future needs of the county and its residents.



## STAKEHOLDER ENGAGEMENT AND COMMUNICATION

A key component of DIT's strategic execution is the establishment of frequent touchpoints with the strategy team and all key stakeholders throughout the year. These interactions are vital for:

- ✓ Ensuring all parties are informed about any changes or updates to strategic IT initiatives.
- ✓ Maintaining a unified understanding and approach towards the implementation of the Countywide Strategic Plan.
- ✓ Facilitating collaborative decision-making and strategic adjustments in response to new challenges and opportunities.

## IN-DEPTH STRATEGY INSIGHTS

For a detailed exploration of DIT's strategic direction and contributions to the Countywide Strategic Plan, stakeholders are encouraged to refer to Sections 1.2 and 1.3. These sections offer comprehensive insights into DIT's strategy, detailing how it not

only supports but also enables the achievement of the county's strategic objectives. Through a forward-thinking, secure, and efficient technological framework, DIT ensures that Fairfax County remains at the forefront of innovation and service excellence.

## DIT ORGANIZATION OVERVIEW

The Department of Information Technology (DIT) is a pivotal component of the county's infrastructure, organized into specialized groups of IT discipline subject matter experts. These groups play a critical role in supporting enterprise-wide systems and applications through a secure infrastructure. Below is an organized overview of DIT's divisions, highlighting their key functions and responsibilities.

- **Application Solutions** that support enterprise-wide systems, technical support for ERP system management, the document management platform, Customer Relationship Management (CRM) platform, revenue systems (Tax), human and health services agencies, land development, public works, zoning, public safety/criminal justice, and general County agencies including the libraries, parks, and facilities management. Also included are Web and GIS systems used by all agencies as well as certain agency specific business application development and support
- **E-Gov/Public Access** program provides architectural direction, standards, and strategies for on-line applications and technology programs including web, mobile applications, IVR, social media and systems and information interoperability architecture.
- **Technology Infrastructure Division** (Platform Technology Division and Communications Technology Division) manage 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, print-on-demand, electronic transfer of printed information, and the IT Service Desk.
- **Information Security Office (ISO)** monitors, investigates and performs compliance activities to ensure County IT assets are safeguarded.
- **Project/Portfolio Management Office (PMO)** manages the IT Projects Portfolio, assists with planning and fiscal oversight and is responsible for providing direction to assure consistency with established fiscal and budgetary requirements and procurement standards. The PMO processes are designed to ensure that projects are in compliance with the County's IT standards, project management requirements as well as the mission and mandates established by the Board of Supervisors and the Senior IT Steering Committee.
- The **Policy, Planning and Administration (PP&A)** division has primary responsibility for Fiscal Services, Human Resources, and Logistics functions, providing IT policy support, compliance oversight, business management expertise, and agency-wide strategic and professional administrative support. PP&A also coordinates the Department's legislative review process, provides support and coordination for the Information Technology Policy Advisory Committee (ITPAC), an expert citizen advisory body appointed by the Board of Supervisors to advise the Board and the County's Chief Technology Officer, on strategic IT plans, initiatives, and investments. The PP&A division initiates and implements the Department's equity impact plan in support of the County's One Fairfax policy, and provides a myriad of other support functions, including the execution of payroll and human resources policies, procurements and contracts, as well as fiscal management.
- A specialized **Courtroom Technology Office** that 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 Branch** 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 **Archives and Records Management** provide overall electronic records management and policy development for the county.

## MESSAGE FROM THE CTO

**Gregory Scott, Chief Technology Officer/Director** on “Our Vision - Transforming Fairfax County Through Innovation”

*“Department of Information Technology (DIT) is strategically positioning itself to embody a proactive, effective, innovative, and strategic approach, in line with our commitment to the One Fairfax policy. This countywide social and racial equity initiative is at the forefront of our operations, guiding DIT to ensure that all technological advancements and services are equitable and accessible to every citizen.*



*Our proactive strategy involves early and meaningful engagement with our agencies to fully understand and integrate their visions and strategic goals with our technological initiatives. By aligning DIT’s Strategic Plan with the One Fairfax policy, we are dedicated to supporting the overall countywide strategic plan, reinforcing social and racial equity, and addressing the specific priorities of each agency. Our role is pivotal in providing technology enhancements that not only advance the County’s strategic and policy goals but also empower agencies to meet their priorities and operational requirements within this equitable framework.*

*To be effective, DIT is committed to exhibiting technical leadership and pioneering innovative solutions. We are focused on fostering collaboration between business stakeholders and technical users to craft solutions that are not only efficient but also responsive to the rapid pace of change in citizen expectations. The essence of our approach is to ensure the seamless integration of business acumen with technological innovation.*

*Innovation lies at the heart of DIT’s mission, especially in the realm of advanced technologies such as artificial intelligence (AI), machine learning, data mining, and robotic process automation. We recognize the transformative potential of AI in enhancing civic services and operations. Our initiatives include exploring AI for predictive analytics to improve decision-making processes, utilizing natural language processing to enhance citizen interaction with digital services, and deploying intelligent automation to streamline workflows and increase operational efficiency.*

*Additionally, we are steadfast in our commitment to consistently enhance our Zero Trust Security framework, aiming to deliver strong and instantaneous network security surveillance. This is to protect against the constantly changing landscape of cyber threats. By implementing advanced security protocols capable of forecasting and preempting threats before they can affect our infrastructure, we aim to guarantee the protection and confidentiality of the County’s data.”*

## 1.2 FAIRFAX COUNTYWIDE STRATEGIC PLAN

The Board of Supervisors adopted the [Countywide Strategic Plan](#) in October 2021 (and revised May 2023) to guide and shape the future of our community. It provides County Agencies and Departments a framework to anticipate challenges, opportunities, and enables the prioritization and resolution of issues that matter to its constituents.

Core to the development of the Countywide Strategic Plan were the emergence of Key Themes representing elements relating to Ten Community Outcome Areas that constitute the issues of greatest importance to the Fairfax County Community.





### Key Themes

At the heart of the Countywide Strategic Plan's development were several Key Themes identified as critical to the future success and well-being of Fairfax County. These themes include:

- ✓ **Access:** Ensuring all residents have access to essential services and opportunities.
- ✓ **Innovation:** Promoting a culture of innovation to improve service delivery and community engagement.
- ✓ **Affordability:** Making living in Fairfax County more affordable for all residents.
- ✓ **Collaboration and Engagement:** Fostering a collaborative environment with active community engagement.
- ✓ **Placemaking:** Enhancing the county's physical and cultural spaces to improve the quality of life.
- ✓ **Sustainability:** Committing to sustainable practices to protect the environment for future generations.

These themes represent the foundational elements that guide the Strategic Plan's approach to addressing the following Ten Community Outcome Areas, which encapsulate the issues most important to the Fairfax County Community.

### Ten Community Outcome Areas

The Strategic Plan focuses on the following areas, deemed vital for the county's prosperity and residents' quality of life:

1. **Cultural and Recreational Opportunities:** Enhancing access to cultural and recreational activities for all residents.
2. **Economic Opportunity:** Fostering a vibrant economy that provides opportunities for all.
3. **Effective and Efficient Government:** Ensuring government services are delivered efficiently and effectively.
4. **Empowerment and Support for Residents Facing Vulnerability:** Providing support for the county's most vulnerable populations.
5. **Environment and Energy:** Committing to environmental protection and sustainable energy practices.
6. **Healthy Communities:** Promoting health and wellness across the county.
7. **Housing and Neighborhood Livability:** Improving the affordability and quality of housing and neighborhood conditions.
8. **Lifelong Education and Learning:** Supporting educational opportunities for residents of all ages.
9. **Mobility and Transportation:** Enhancing the county's transportation networks to improve mobility for all residents.
10. **Safety and Security:** Ensuring the safety and security of all residents and visitors.

# OVERVIEW, VISION & STRATEGY

The Fairfax Countywide Strategic Plan represents a forward-thinking approach to governance, emphasizing the importance of community feedback, strategic planning, and proactive management to navigate the complexities of modern governance and community development.

## DIT ALIGNMENT TO KEY THEMES

While every County Agency or Department will align with one of more Key Themes and Community Outcome Areas, the Department of IT (DIT) provides services primarily related to **Access, Innovation** and **Collaboration and Engagement**.



### ACCESS

Fairfax County provides a wide variety of quality programs and services to our community. However, in our geographically large and diverse county, we recognize that many residents face barriers – physical, economic, language, technological and others – that may prevent them from easily accessing these offerings. In addition to proactively addressing these barriers, we must improve the clarity of our messaging and do more to effectively integrate and communicate information about available services so they are easier for the general public to navigate and access.



### INNOVATION

As community conditions constantly shift, the county must move beyond the status quo to seek new and innovative ways to serve our residents. This includes embracing new technology (while also recognizing that virtual outreach and service delivery have limitations, especially when serving the most vulnerable members of our community). As part of the strategic planning process, county staff have started to move outside of department silos and the county organization has become increasingly agile and responsive as a result. The county and community will be challenged to continue to learn, constantly integrate new tools and information and make ongoing adjustments to the strategies in the plan and to effectively adapt to changes over time.



### COLLABORATION & ENGAGEMENT

The challenges facing Fairfax County, both now and into the future, cannot and will not be solved by government alone. The creativity, energy and diverse thinking of our residents, businesses and community groups will be critical in order to make meaningful progress in the Ten Community Outcome Areas. As the plan moves forward to implementation, the county will improve the way customer input is used to inform and update the plan over time and will seek to leverage existing community connections and communication channels, to ensure a broader and more representative set of perspectives that include people of all races, ages, ethnicities, income and education levels.

## DIT ALIGNMENT TO COMMUNITY OUTCOME AREAS

The Department of Information Technology (DIT) is central to enhancing Access, Innovation, and Collaboration within the county, aligning closely with two critical Community Outcome Areas of the Countywide Strategic Plan: 1) **Effective and Efficient Government**, and 2) **Safety and Security**.

### *Effective and Efficient Government*

To be truly effective and efficient, the county needs well-functioning facilities, secure technology that works, reliable infrastructure and an outstanding workforce that is focused on moving beyond department silos to focus on what is best for the county as whole. To succeed well into the future, Fairfax County must constantly reinforce a culture that supports employees to become more data-driven, service oriented, collaborative and adaptable to change. Leadership and staff at all levels must effectively communicate, continuously build on lessons learned, benchmark for best practices and seek new and better ways to serve the community.

DIT underpins a government that operates seamlessly with secure technology, reliable infrastructure, and a dynamic workforce. It champions a culture of data-driven decision-making, service excellence, and cross-departmental collaboration, essential for continuous improvement and innovation.

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. A summarized version of the strategies applicable to DIT has been listed below. For the full list of proposed strategies, refer to the [Countywide Strategic Plan](#).

<p><b>Customer Satisfaction with County Services</b></p> <ul style="list-style-type: none"> <li>Implement a human centered and highly responsive design approach in technology solutions with the goal of achieving improved customer experience. Adopt a comprehensive approach to consistently solicit end user feedback.</li> </ul>
<p><b>Inclusive Community Engagement</b></p> <ul style="list-style-type: none"> <li>Implement frameworks and technology solutions to foster engagement with the citizenry in an inclusive and diverse manner. This would include enhanced outreach and tailored messaging, making available resources needed to engage and participate in community discussions and decisions, and increased levels of Digital Equity to enhance service delivery.</li> </ul>
<p><b>Effective and Representative County</b></p> <ul style="list-style-type: none"> <li>Continuously improve the department’s competitiveness by recruiting and retaining a diverse workforce. Streamline processes to onboard and train staff in a broad spectrum of competencies needed to ensure succession planning, continuity of operations, technology proficiency, equity, diversity, collaboration, excellence, innovation, customer service, transparency accountability, and trustworthiness while supporting the all-round growth of our employees.</li> </ul>
<p><b>Financial Sustainability and Trustworthiness</b></p> <ul style="list-style-type: none"> <li>Review and re-engineer DIT practices and procedures to improve performance, reduce cost, and eliminate redundancies. Adopt a strategy that promotes continuous improvement in all facets of day-to-day operations and future planning to ensure fiscal prudence and data-informed decision-making. Inform the community about spending priorities and services provided.</li> </ul>
<p><b>Effective Technology and Quality Facilities</b></p> <ul style="list-style-type: none"> <li>Implement a data governance policy that standardizes and strengthens how the county collects, analyzes, warehouses, and shares data. In addition, implement a technology plan to enable innovative solutions, reduce operational costs, and deliver exceptional outcomes.</li> </ul>

*Safety and Security*

To meet the diverse needs of all residents, Fairfax County must ensure a comprehensive, equitable and inclusive approach to public safety and justice. Building a safe community is more than reducing and preventing injury and crime, it is about investing in strong, vibrant and engaged communities where people are protected and supported to live their lives to their fullest potential.

Residents, employees, and businesses want a community where people can go about their daily lives without fear, or risk of harm. The responsibility to ensure a safe and secure place where all people can thrive is shared across multiple county departments and must also include the full participation of the entire Fairfax County community.

The proposed strategies in this section seek to promote fair policing and prosecution practices, strengthen the relationship between public safety and the most vulnerable members of our community, reduce reliance on use of force and incarceration, expand prevention and preparedness programs, and enhance transparency and infrastructure.

DIT plays a crucial role in maintaining the safety and security of the community by implementing advanced technology and stringent security measures. DIT assists Public Safety and other agencies by providing them with information technology solutions needed to deliver their services in a secure manner. This not only protects against threats but also strengthens public confidence in the government's ability to safeguard their well-being.

## Reliable and Secure Critical Infrastructure

- Provide the community with access to technology solutions in a secure manner. Implement a comprehensive initiative to continuously evaluate and analyze risk posture of critical infrastructure and systems in the county, and action plans to enhance protection, resiliency, and identify weaknesses and reduce the risks associated with cyber-attacks.

DIT's strategic alignment with key themes and community outcomes emphasizes its vital role in driving forward county objectives, fostering a more efficient, secure, and collaborative environment for all.

## DIT'S CONNECTION TO THE COUNTYWIDE STRATEGIC PLAN

The Countywide Strategic Plan serves to provide guidance and overall strategy to be executed by County agencies and departments, including DIT. The following sections illustrate this alignment, including how the DIT execution strategy closely aligns with both the Countywide Strategic Plan and the One Fairfax policy.

## 1.3 DIT STRATEGY STRATEGIC OVERVIEW

The Fairfax County Department of Information Technology (DIT) 2023-2025 strategy is created to drive digital transformation, delivering innovative, secure, and efficient technology solutions that enhance community services and internal operations. This strategy aligns with our overarching mission to empower and serve our community through technology. The County's mission, vision and key values guided DIT in developing its strategy and serves to enable key components of the Countywide Strategic Plan.

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

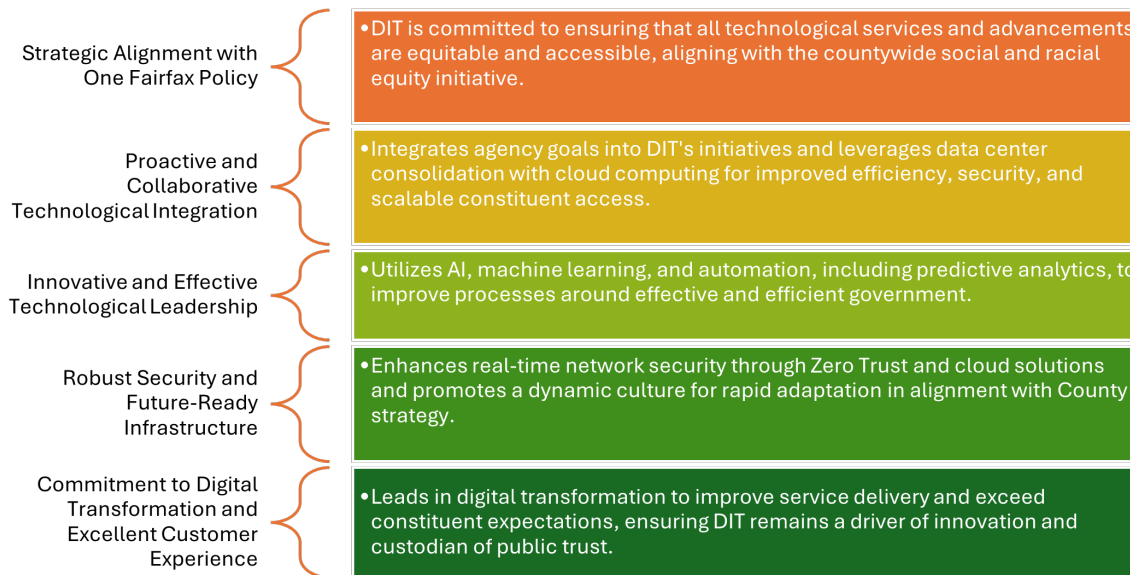


## DIT GUIDING PRINCIPLES

DIT's strategy is firmly rooted and driven by the following guiding principles:

- ✓ IT Strategic Alignment: Provide technical strategies that align with the County's strategic direction and leverage technology to drive better outcomes.

- ✓ Enterprise Value Focus: Provide vision, leadership, and a framework to evaluate emerging technologies and implement proven information technology solutions.
- ✓ Customer Centricity: Deliver best experiences to our customers through services, products and empowerment.
- ✓ Innovation: Embrace innovation to enhance digital experiences and modernization.
- ✓ Engaged and Resilient Workforce: Develop and maintain technically skilled staff competent in current and emerging information technologies.
- ✓ Strategic Collaboration: Collaborate with County agencies to understand their business needs and improve County operations by planning, implementing and managing the best information technology solutions available.
- ✓ Compliant and Secure: Adhere or maintain policy and procedural frameworks, laws, and regulations, to support appropriate security and privacy controls, compliance, and usability of information and technology assets.



## THE CORE OF OUR STRATEGY

Central to our strategy is a multifaceted approach that prioritizes robust digital infrastructure, data-driven decision-making, proactive cybersecurity, and the agility offered by cloud computing. This strategy is our roadmap to a future where our community benefits from a government that is more efficient, transparent, and responsive.

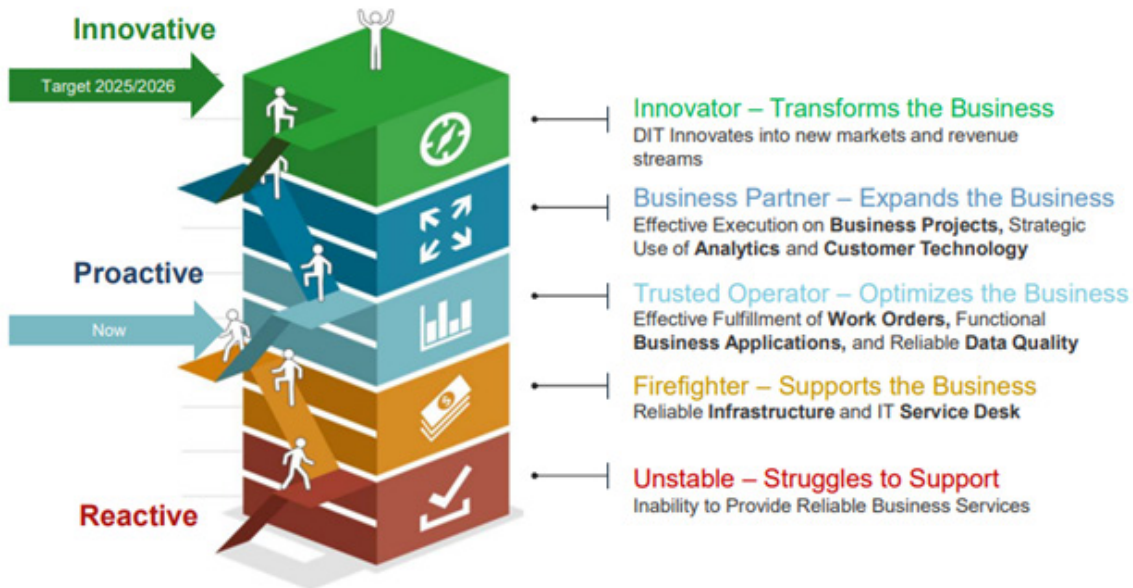
## DIT STRATEGIC GOALS

Our top DIT Goals and Key initiatives collectively support the county's Strategic Priorities and improve the delivery of DIT products and services. We will regularly measure and report on stakeholder satisfaction with and quality performance of DIT services. Our strategy will help DIT evolve into a Trusted Business Partner leading Fairfax's digital transformation.

DIT Goal	Goal Statement
<b>Digital Transformation</b>	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.
<b>Data Management &amp; Business Intelligence</b>	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.
<b>Cyber Security</b>	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 ensure compliance with Federal, State and industry regulations and best practices.
<b>Cloud Computing</b>	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.
<b>Workforce Optimization</b>	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.

DIT STRATEGY AND KEY INITIATIVE PLAN

Our Strategy and Key Initiatives contain projects and initiatives focused on improving our most important core processes and capabilities, aimed at transforming DIT’s role in leading the County’s digital transformation. These key initiatives collectively support Fairfax County’s mission and priorities and improve the delivery of IT service. DIT’s strategy is built to continuously



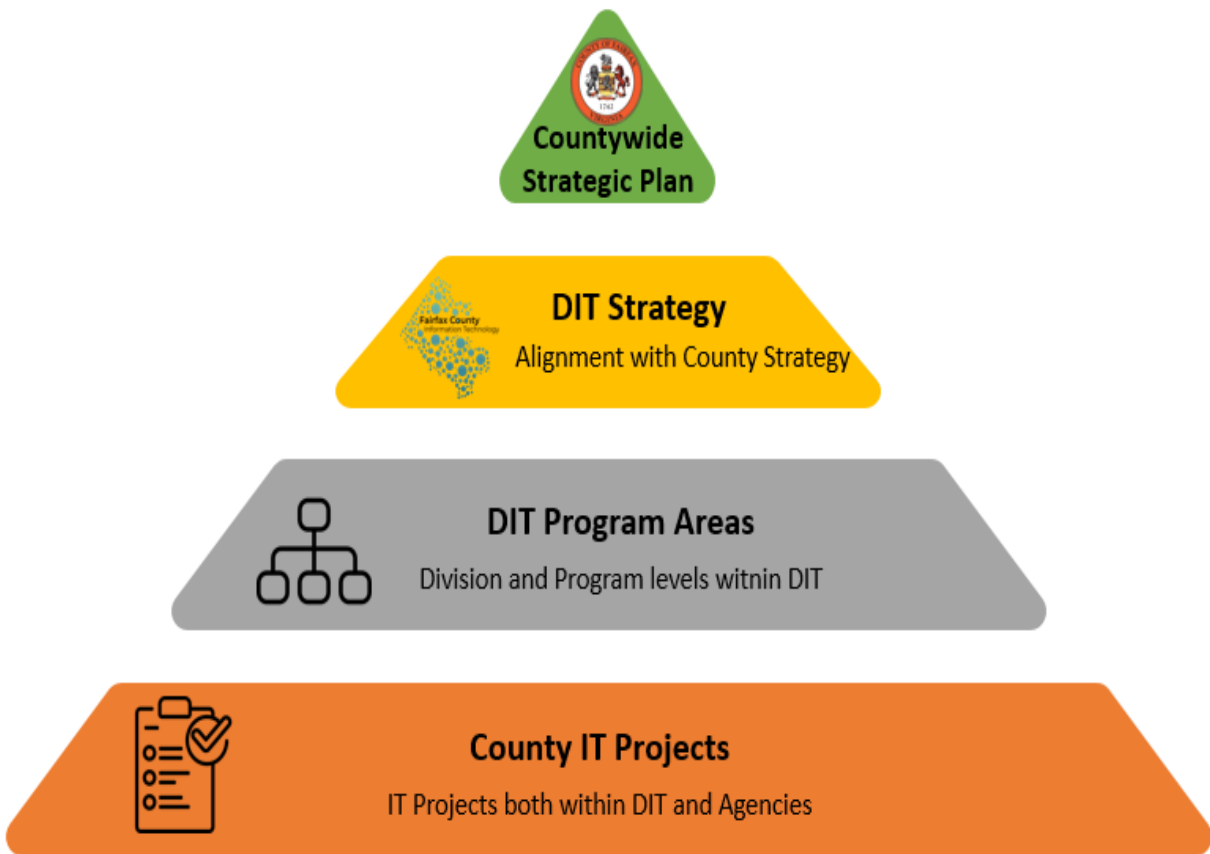
Evolve and Adapt to meet dynamic business needs and stay current with modern and emerging technology trends. Its Strategy Refresh Plan includes processes to:

- ✓ Include frequent reviews of the DIT strategy to ensure proactive addressal of changes to Fairfax County’s strategy or direction.
- ✓ Conduct dedicated and 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.

Section 1.4 provides additional views into how DIT strategy informs and advice project selection through execution.

## 1.4 REALIZING DIT STRATEGIC GOALS THROUGH PROJECT IMPLEMENTATION

DIT has embraced a comprehensive and holistic end-to-end approach of using our strategy to guide its priorities and by extension the careful selection of projects to realize our defined strategic goals. DIT is organized internally by Program Areas (described in detail in Section 3.0), each of which has multiple IT projects grouped under them. In turn, every IT project being executed supports one or more DIT Strategic Goals and aligns with appropriate Key Themes and Community Outcomes as defined in the Countywide Strategic Plan.



Strategy to Implementation Model

DIT realizes the critical role it plays as part of the Fairfax County ecosystem and the reliance on crucial IT services by its constituents. Every IT project, whether operational or in implementation, is closely monitored and reported on periodically to stakeholders. Section 4 of this IT Plan describes the various IT projects currently being undertaken and summarizes the past fiscal year's accomplishments, go-lives, modernization efforts, and the impact the project is having on the County's constituents.

## KEY DIT ACCOMPLISHMENTS OVER THE LAST 12 MONTHS

A summary of key IT project achievements and milestones from Fiscal Year 2024 is highlighted below:

- ✓ County's Public and Internal websites refreshed with new design, enhanced the AI Chatbot – Fairfax Virtual Assistant by making it bi-lingual (Spanish was added), and introduced "Live Chat" integrating it with Fairfax Virtual Assistant.
- ✓ Modernization of web infrastructure by migrating the Web Content Management (WCM) System to the cloud.
- ✓ Circuit Court Case Management System e-Filing capability implementation, and Circuit Court Automated Recording System (CARS) enhancements.
- ✓ Implementation of Learning Management module for Neighborhood and Community Service (NCS), Office for Children (OFC) commenced.
- ✓ Several CRM application enhancements rolled out including Board of Supervisors (BOS) solution, legislative monitoring system, and migration away from legacy CRM towards modern CRM solutions for multiple agencies and business units.
- ✓ Tax systems modernization project rolled out various enhancements to the personal property tax portal (SMILES) resulting in substantial improvements in customer experience, much smaller lines and wait times at tax counters, and simplified payments via ePay platform.
- ✓ Fully operational GIS modernized portal and expanded to several agencies including DFS, and NCS.
- ✓ Rollout of Enterprise Document Management services to multiple agencies (HHS, CSA Health) and integration with Geospatial Information Systems (GIS) and Planning and Land Use System (PLUS) projects.
- ✓ Planned enhancements to multiple enterprise applications to improve organizational efficiencies – PLUS, SAP HANA, etc.
- ✓ Rollout of Phase 1 of Integrated Multifunction System (IMS) for Dept. of HHS with capabilities including Inquiry, Referral, Consumer, Case, Notes Admin, Provider Portal and Admin Portal.
- ✓ Successful go-live of the Child Welfare Integration / Foster Care Resource Operation System.
- ✓ As part of the Enterprise Modernization project, several legacy applications and databases from multiple agencies were upgraded and/or migrated to the cloud.

## ACTIVE IT PROJECTS

The following "meatball" chart provides a birds-eye end-to-end view of all the IT projects and highlights our strategy execution via individual projects and their alignment to DIT Strategic Goals:

- Digital Transformation
- Data Management and BI
- Cyber Security
- Cloud Computing
- Workforce Compensation



IT Project Number & Name	Description	Digital Transformation	Data Management and BI	Cyber Security	Cloud Computing	Workforce Optimization
2G70-006-000 IT Training	Support for technical training and travel expenses					❖
2G70-015-000 Tactical Initiatives	Addresses urgent technology requirements between budget cycles	❖	❖	❖	❖	❖
2G70-018-000 Enterprise Architecture and Support	Operations and enhancements to enterprise ERP services		❖			
2G70-020-000 Egov Programs	Supports multiple E-Gov platforms, and internal/external County websites and enterprise applications	❖	❖		❖	
2G70-021-000 Case Management System (CMS)	Case Management System (CMS) that automates case-processing through the Circuit Court	❖				
2G70-022-000 Court Automated Recording System (CARS) / Court Public Access Network (CPAN)	Project enabling the Clerk of the Fairfax Circuit Court to provide the public with reliable and timely access to records	❖				
2G70-034-000 Courtroom Technology Project	Upgrades and modernization of technology platforms at County Courts					❖
2G70-036-000 Remote Access Project	Supports secure enterprise remote access for user access to county networks/systems	❖				
2G70-037-000 Childcare Technology Project	Integrated Eligibility and Benefits for Office for Children (Dep. of NCS)	❖	❖			
2G70-040-000 Facilities Maintenance Management System	Implementation of an Enterprise Asset Management for FMD	❖				
2G70-041-000 Customer Relationship Management	Maintenance and modernization of County CRM systems	❖			❖	
2G70-052-000 Cybersecurity Enhancements Project	Supports for IT security initiatives, enhancements, and systems/applications monitoring			❖		
2G70-055-000 Volunteer Management System	Management system for County and agency volunteers					❖
2G70-069-000 Tax Modernization Project	Replacement and modernization of County's legacy tax systems	❖	❖		❖	❖
IT-000006 Election System Technology Project	Supports strategic enhancements to the County's election related technologies and hardware	❖				
IT-000008 Child Welfare Integration Project	Integrated solution for child welfare program (FROST)	❖				

# OVERVIEW, VISION & STRATEGY

IT Project Number & Name	Description	Digital Transformation	Data Management and BI	Cyber Security	Cloud Computing	Workforce Optimization
IT-000013 Police Records Management System	Replacement of legacy RMS with modern COTS product				❖	
IT-000014 Sheriff's Civil Enforcement System (ACES)	Automation of existing civil enforcement business processes and replacement of legacy systems	❖				
IT-000015 Commonwealth Attorney Tech. System	Enhancements to case management system and automation of manual process flows		❖			
IT-000017 Enterprise Document Management Project	Implementation of an Enterprise Document Management system for all County agencies	❖	❖			
IT-000019 Planning and Land Use System (PLUS)	Modernization and consolidation of numerous legacy land use systems	❖	❖		❖	❖
IT-000025 Integrated Human Services Tech Project	Development of an Integrated Multifunctional System for HHS delivering coordinated services	❖	❖			
IT-000026 Diversion First Technology Project	Initiative offering alternatives to incarceration as part of the criminal justice system	❖	❖			
IT-000027 Human Services Electronic Health Records	Implementation of Electronic Health Records system for Health Department	❖	❖		❖	
IT-000028 GEO Spatial Initiatives	Modernization of County's GIS systems and infrastructure	❖	❖		❖	❖
IT-000033 DTA Tax Portal Enhancements Project	Supports enhancements and streamline for citizen-oriented My Fairfax - Tax Portal	❖				
IT-000034 Enterprise Data Analytics and Innovation	One-stop-shop for County program information and data via a central data warehouse		❖			
IT-000040 DTA CRM	Expansion of CRM solution to support DTA needs and business processes	❖	❖			❖
IT-000042 FCPA Asset Management System	Implementation of a facilities and asset life cycle management solution for Park Authority assets	❖				
IT-000044 HANA DB and FIORI Project	Supports migration to HANA SAP database for SAP applications and deployment of Fiori Mobility		❖			
IT-000045 Load Runner Project	Supports LoadRunner implementation to measures system behavior and performance		❖			

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IT-000047 Jail Management System	Multi-phase replacement of the current legacy Sheriff Inmate Management System	❖			❖	
IT-000048 Digital County Archives Project	Streamline the acquisition and management of County information assets to support retention and disposal policy needs	❖	❖			
IT-000050 Domestic and Sexual Violence Services eHealth	Supports clinical service delivery to individuals and families impacted by domestic violence	❖				
IT-000051 Department of Tax Administration Tax Relief Project	Support for streamlining processes and applicant tracking for County's Tax Relief program	❖				
IT-000052 HCD Digitization Project	Project to support Housing and Community Development's (HCD) document digitization efforts	❖	❖			
IT-000056 Enterprise Modernization	Migration from legacy systems and access databases to standardized modern systems	❖	❖			
IT-000062 CSB EHR Implementation Project	Implementation of Electronic Health Records system for Community Services Board	❖	❖		❖	
IT-000063 JDRDC Residential Tracking System	Replacement of legacy application to support intake and management services for juveniles	❖	❖			
IT-000065 DFS Finance Enterprise Content Mgmt System <i>NEW!</i>	Development of an electronic document management system for DFS Finance and HR	❖	❖		❖	
IT-000066 SO Electronic Health Records System <i>NEW!</i>	Implementation of Electronic Health Records system for Sheriff's Office				❖	
IT-000067 SO Records Management System <i>NEW!</i>	Implementation of Records Management System for Sheriff's Office				❖	
IT-000068 PD Real Time Crime Center System <i>NEW!</i>	Data collection and analytics/presentation layer to aggregate data from disparate systems	❖	❖		❖	
IT-000069 FCPA Security Camera Expansion Project <i>NEW!</i>	Installation of additional cameras and infrastructure to bolster safety and security of County parks	❖				
IT-000070 DEMS Security Work Order Request System <i>NEW!</i>	Implement system for ingesting and managing all County security related requests	❖			❖	

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IT-000071 CC Digital Evidence Management System <i>NEW!</i>	Project to streamline the storage, retrieval, and sharing of digital evidence securely and efficiently	❖	❖	❖		