FY 2025

INFORMATION TECHNOLOGY PLAN

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FAIRFAX COUNTY, VIRGINIA
DEPARTMENT OF INFORMATION TECHNOLOGY

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FAIRFAX COUNTY, VIRGINIA
DEPARTMENT OF INFORMATION TECHNOLOGY

FY 2025 ADOPTED INFORMATION TECHNOLOGY PLAN

Table of Contents

SECTION 4 INFORMATION TECHNOLOGY PROJECTS ..57

SECTION 1

OVERVIEW, VISION & STRATEGY

Table of Contents

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

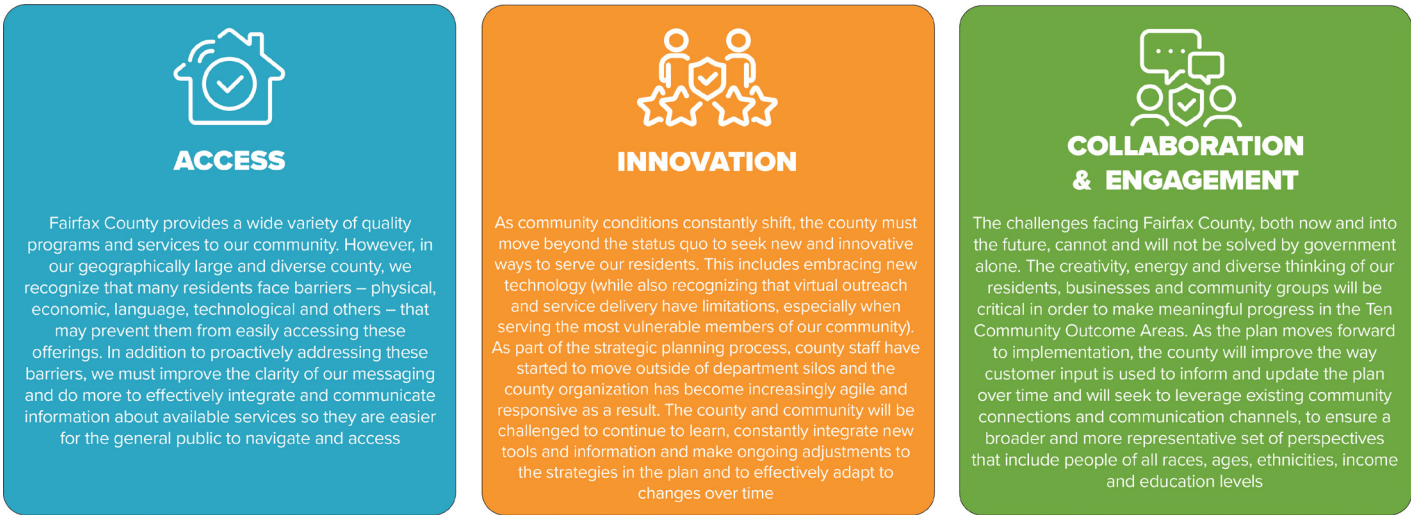
The Strategic Plan focuses on the following areas, deemed vital for the county's prosperity and residents' quality of life:

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.

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**.



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.

Customer Satisfaction with County Services
▪ 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.
Inclusive Community Engagement
▪ 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.
Effective and Representative County
▪ 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.
Financial Sustainability and Trustworthiness
▪ 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.
Effective Technology and Quality Facilities
▪ 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.

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

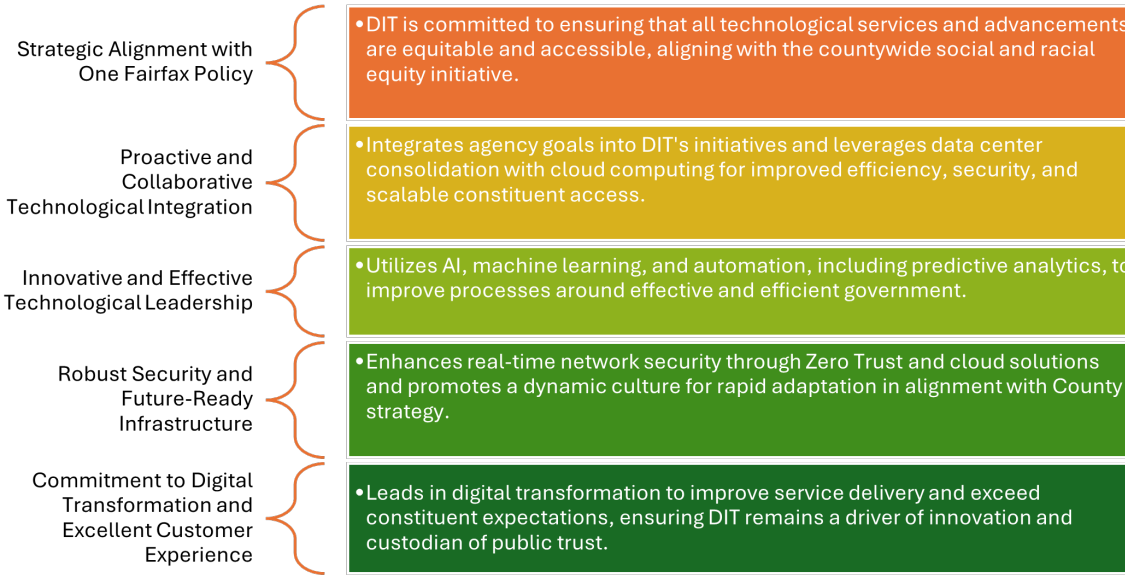
The Fairfax County Department of Information Technology (DIT) 2023-2025 strategy is created to drive digital transformation, delivering innovative, secure, and efficient technology solutions that enhance community services and internal operations. This strategy aligns with our overarching mission to 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.

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.

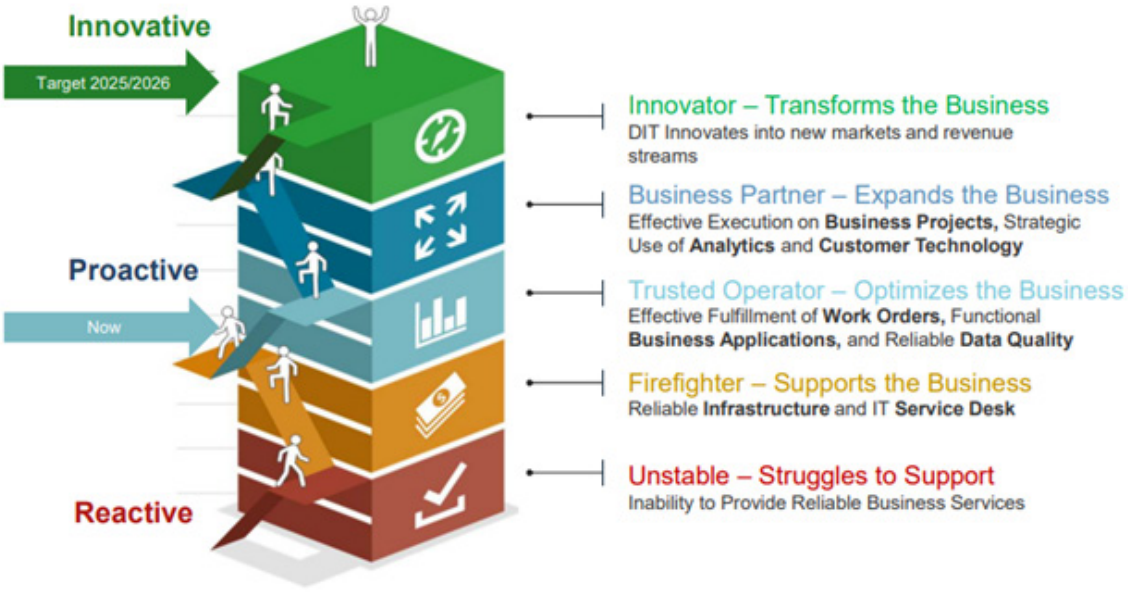
DIT STRATEGIC GOALS

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
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 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.

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



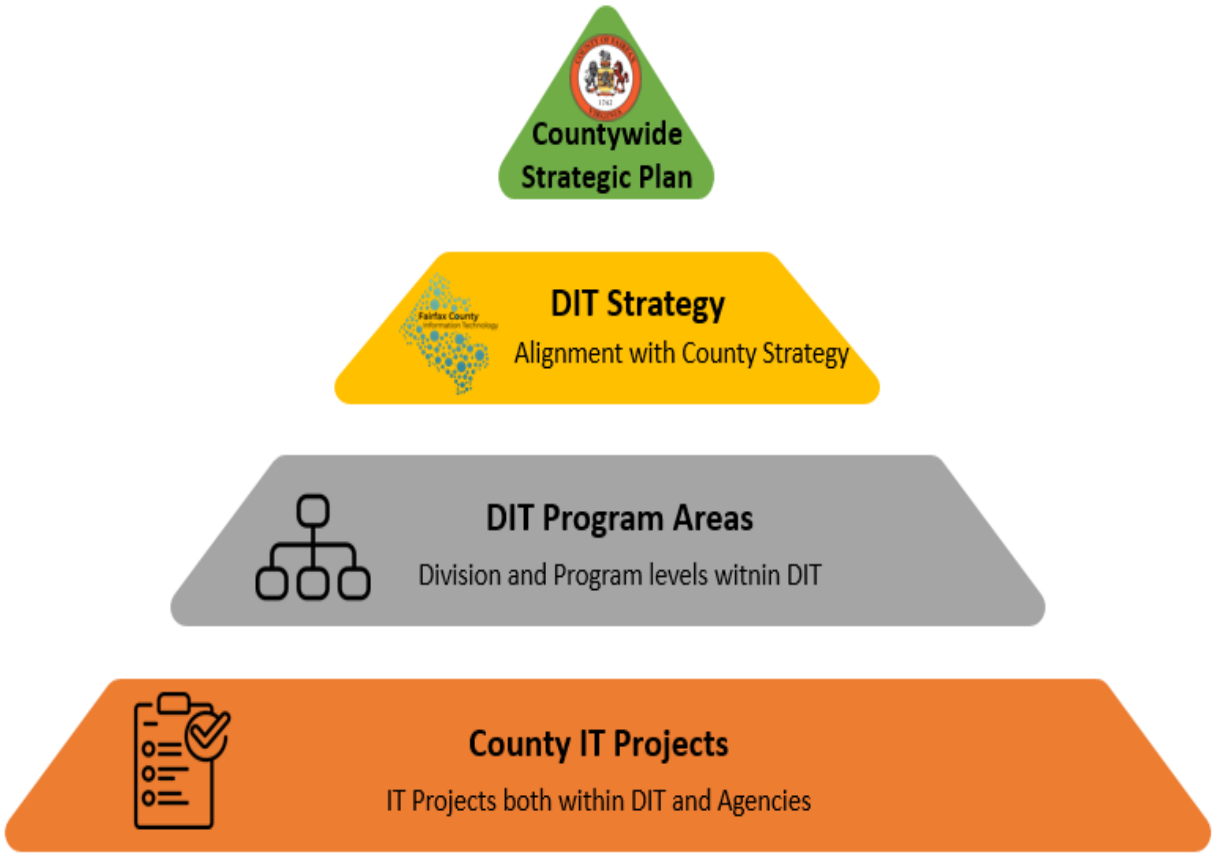
Evolve and Adapt to meet dynamic business needs and stay current with modern and emerging technology trends. Its Strategy Refresh Plan includes processes to:

- ✓ 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 Leaning 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)	❖				

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		❖			

IT Project Number & Name	Description	Digital Transformation	Data Management and BI	Cyber Security	Cloud Computing	Workforce Optimization
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 *NEW!*	Development of an electronic document management system for DFS Finance and HR	❖	❖		❖	
IT-000066 SO Electronic Health Records System *NEW!*	Implementation of Electronic Health Records system for Sheriff's Office				❖	
IT-000067 SO Records Management System *NEW!*	Implementation of Records Management System for Sheriff's Office				❖	
IT-000068 PD Real Time Crime Center System *NEW!*	Data collection and analytics/presentation layer to aggregate data from disparate systems	❖	❖		❖	
IT-000069 FCPA Security Camera Expansion Project *NEW!*	Installation of additional cameras and infrastructure to bolster safety and security of County parks	❖				
IT-000070 DEMS Security Work Order Request System *NEW!*	Implement system for ingesting and managing all County security related requests	❖			❖	

IT Project Number & Name	Description	Digital Transformation	Data Management and BI	Cyber Security	Cloud Computing	Workforce Optimization
IT-000071 CC Digital Evidence Management System *NEW!*	Project to streamline the storage, retrieval, and sharing of digital evidence securely and efficiently	❖	❖	❖		

SECTION 2

IT GOVERNANCE

Table of Contents

2.0 GOVERNANCE

Technology is managed as a centralized enterprise capability in Fairfax County. 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.

DIT is supported by various governance bodies that provide oversight and ensures IT investments align with the County and Agencies' business objectives.

2.0.1 INFORMATION TECHNOLOGY POLICY ADVISORY COMMITTEE

The Board of Supervisors is committed to providing the 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 (typically every other month) 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.

2.0.2 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.

Board of Supervisors:Back row - James Walkinshaw, Daniel Storck, Jeffrey McKay, Rodney Lusk, Walter Alcorn. Front Row: Dalia Palchik, Andres Jimenez, Pat Herrity, Kathy Smith, James Bierman.

2.0.3 SENIOR INFORMATION TECHNOLOGY STEERING COMMITTEE

The Senior IT Steering Committee was created in 1999 to advise the Chief Technology Officer and DIT leadership and provide policy governance oversight for the County's IT strategy. The committee reviews technology priorities to ensure alignment with the County's strategic plans and business initiatives to 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.

2.0.4 PLANNING AND LAND USE SYSTEM EXECUTIVE STEERING COMMITTEE

The Planning and Land Use System (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 on a biweekly or 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 Development
- Director of the Department of Information Technology/Chief Technology Officer
- DIT Senior Technical Director
- DIT Technical Project Managers
- Business Project Manager
- Key Stakeholders

2.0.5 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 meets twice a year and 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
- DIT Program Director for Courts

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.

2.0.6 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.

2.1 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:

- Center for Digital Government
- Council of Governments CIO Committee
- Council of Governments CISO Committee
- Council of Governments GIS Executive Committee
- Council of Governments Interoperability Committee
- Commonwealth of Virginia Cybersecurity Planning Committee
- Commonwealth of Virginia ELECT
- COVITS Board (Commonwealth of Virginia IT Symposium)
- Metropolitan Information eXchange (MIX)
- National Association of CIOs
- National Association of Counties
- National Capital Area (NCR) Homeland Security Executive Committee Advisory Council
- Northern Virginia Regional Interoperable Communications Working Group
- Northern Virginia Emergency Response Systems (NVERS)
- Virginia Local Government Information Technology Executives (VALGITE)

SECTION 3

DIT PROGRAM AREAS

Table of Contents

3.0 Technology Focus by Program Areas

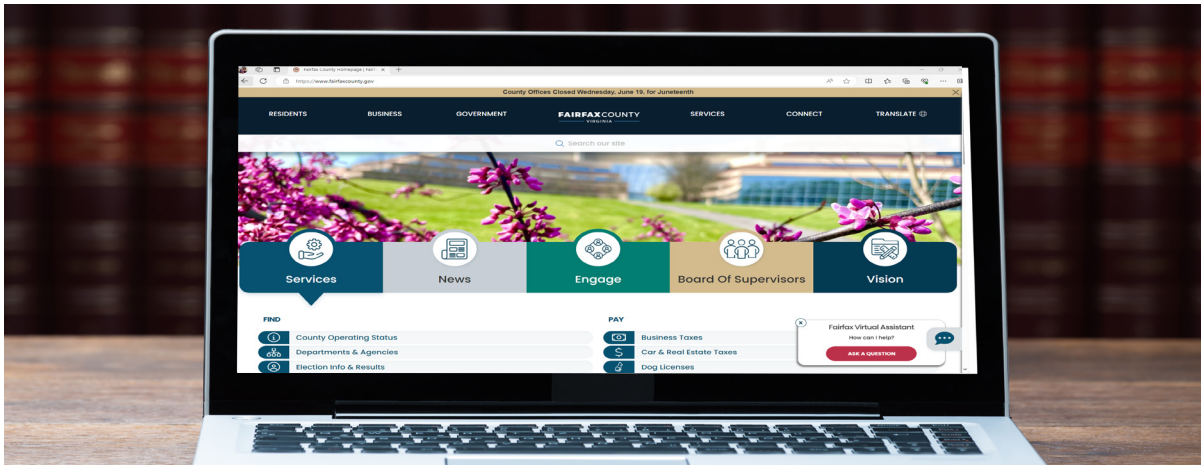
The Department of Information Technology (DIT) strategy is internally structured by Program Areas. These Program Areas are domain driven and comprise a logical grouping of projects under them. Implementation of these projects are key to ensuring each Program Area is realizing stated DIT Strategic Goals and in turn enabling the overall Countywide Strategy. The following sections provide an overview of DIT's Program Areas.

3.1 Digital Government/E-Government

The Digital Government/E-Government (E-Gov) initiative, a foundational program, supports the County's goal of a "government without walls, doors, or clocks." The overall goal of the program is to bring the County's many channels closer to its constituents and businesses, providing services in a more efficient way. At the same time, it implements the policies and procedures that integrate all platforms, both for Internet and Intranet, to create a transparent and innovative government. It also creates a governance plan to include digital security and privacy issues. The program provides the technical basis to create a data-driven environment that is built on an engagement model which utilizes open data, analytics, and personalized engagement to create a transparent service delivery that encourages users to participate. It enables County agencies' operational efficiency, mobile workforce, emergency management and Continuity of Operations Plans (COOP).

The E-Gov program develops and supports the architecture, web infrastructure, and application framework for over fifty agencies on the Web, other public channels, and internal Web portals. This includes the public website, https://www.fairfaxcounty.gov/, online services, mobile apps, social media, web-based applications, Interactive Voice Response (IVR), Cable TV, and the County's Public Access sites in Libraries and Access Fairfax sites, to provide a unified access point to County information and services. The Department of Information Technology and Office of Public Affairs jointly work on design, navigation, content management and social media integration aspects of the web site.

The E-Gov program supports enterprise web application development and provides technical oversight to web developers and programmers. In addition to continuous improvements of the website and deploying new services, transactions and social



media, the strategy also includes Customer Relationship Management (CRM), and Web Content Management (WCM) tools for comprehensive, integrated service options to engage and create a partnership with the community in a collaborative way. Popularity and use of E-Gov capabilities continues to expand. Here is a sampling of significant metrics:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Website Visits	16,314,450	17,821,929	20,382,549	29,671,925,	21,195,770,	18,460,390
Facebook Reach	66,317,648	76,617,759	95,088,315	60,581,636	75,887,345	59,027,322
YouTube Views	318,264	375,514	762,880	622,533	709,403	271,496
County Residents on Nextdoor	166,136	217,033	272,198	334,658	365,561	390,360
Twitter Reach	62,923,888	65,362,561	75,283,983	66,521,480	50,517,822	48,312,273
TOTALS	146,202,082	160,616,168	193,802,945	160,130,024	149,465,324	126,461,841

Table 1 - Number of visits, views, impressions made with Fairfax County's social media.

The overall digital government program supports Board priorities regarding public engagement, and other County initiatives associated with technology innovation in public service including, land use, Next Generation 9-1-1, Health and Human Services Integration Initiatives, mobility, and transparency.

The County has achieved much success and acclaim for its E-Government focus in integrating the Web and IVR platforms to offer a wide variety of channels for online public access to services and programs, and its success in incorporating social media capabilities in a thoughtful way that enhances service delivery. Fairfax County has consistently received national recognition from the Center for Digital Government as one of the top-ranking localities in the US, placing in the **top ten** for the past fifteen years.

The E-Gov program continues to work with the Commonwealth of Virginia, regional partner municipalities, and federal government agencies in interoperability of common service portals and developing web service standards to enable cooperative access and seamless integration of information and services regardless of the origin or the source.

WEBSITE

Fairfax County's public website at https://www.fairfaxcounty.gov has been an extraordinary success and has received numerous national and local accolades over the years. The modern, topic-oriented Fairfax County website showcases an enhanced business delivery model, with improved search engine optimization and eliminates data silos thereby promoting transparency on the County's website. The County's innovative use of technology combined with user-friendly website design

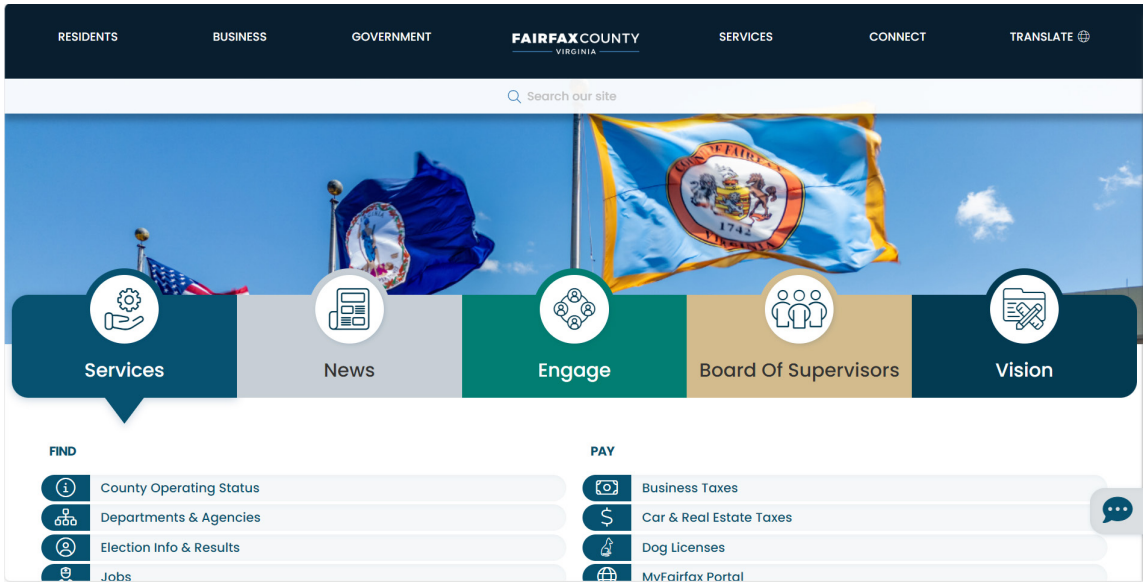
has streamlined the interaction between constituents and the government and provides the necessary tools for collaboration and participation with County government.

Approximately 55 County agencies have a presence on the site. The responsive design promotes a "mobile first" approach and renders the website seamless on all mobile devices bringing the County government closer to the public - available from anywhere at any time. The County website is also translated using machine translation powered by Google. The website experience has expanded significantly with improved and new interactive features and online applications including the "Fairfax Virtual Assistant" – an AI powered bi-lingual (Spanish) chatbot, to enable citizen interaction with government on various topics. Department of Information Technology and Office of Public Affairs work together with agencies to determine the most asked questions to inform content added to the Virtual Assistant. "Live Chat" functionality has been integrated with the bi-lingual virtual assistant and the website. Our customer service teams can now interact with our residents live through our Fairfax Virtual Assistant during business hours to answer our residents' questions. The Live Chat functionality has the added feature of sending emails when representatives are not online.

To create a data-driven environment and support the ongoing strategy of transparency, interactive visual data and dashboards were added to enhance the web experience and share relevant information. Through data visualizations the chance of increasing audience engagement and presenting information in an understandable and digestible format is much higher.

The Fairfax County website provides secure and expedient access to hundreds of key online services for its constituents to pay, register or apply for services like tax payments, real estate information, permits, housing, jobs, basic needs, park classes etc., The convenience of conducting business online has many benefits including improved service through greater flexibility, faster delivery, cost optimization, and time savings for the public.

The NewsCenter (https://www.fairfaxcounty.gov/news/) on the County's website is the central location to share County and community information. It is a comprehensive site, that consolidates all the way residents and employees can stay connected

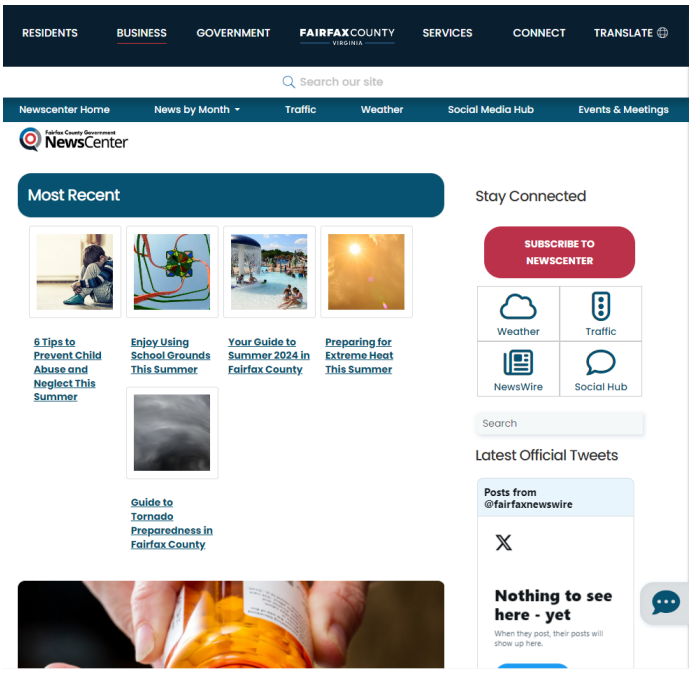


Fairfax County Website

with the County, including news articles, social media hub, podcasts, and emergency alerts.

For website accessibility, website pages are tested for compliance with Section 508 of the Rehabilitation Act of 1973 (https://www.section508.gov/manage/laws-and-policies) and the Americans with Disabilities Act (ADA) by passing through the County's automated compliance checking tool.

The E-Government program will keep focus on continuous innovation and implement projects that will provide services and programs using new technologies such as cloud-native application development and integration, containerization, and shared services. The County will continue to invest in integrating Artificial Intelligence concepts to provide more efficient services, leveraging AI chatbot to engage with the public in additional languages, integrate with home assistants and working towards User-based Experience (Personalization).

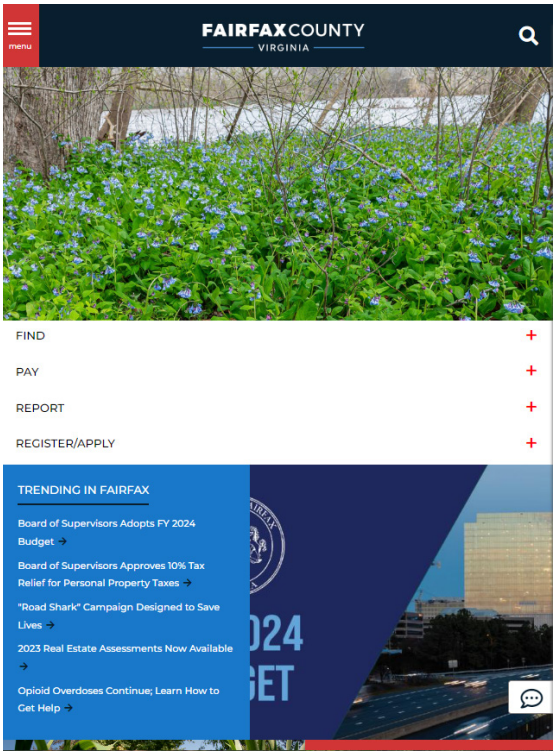


Fairfax County NewsCenter Tablet View

MOBILE

Acknowledging the widespread growth of mobile technology, the County website took a "mobile first" approach using responsive design, rendering the website seamlessly on all mobile devices bringing the County government closer to the public - available from anywhere at any time. Providing mobile accessibility allows residents to access the County at their convenience and reaches a wider user community with the ability to access services and information easily from any location.

Supporting the County's strategic vision and striving to create a citizen-centric approach that goes beyond the website, Fairfax County pioneered the availability of governmental services on mobile devices. In enhancing the County's long-standing goal that our community should be able to access their government 24/7 without walls, doors or clocks, Fairfax County placed government in the palm of their hands with the introduction of efficient and cost-effective mobile apps and services.



Fairfax County Services Phone view

The public can download the official Fairfax County application on their smartphones and tablets for emergency information, news headlines, one-touch calling through a contact directory, GPS maps, social media links, transportation resources and more at https://www.fairfaxcounty.gov/topics/mobile. The Fairfax County Mobile App has been downloaded over 5,165 times this past fiscal year.

SOCIAL MEDIA

Social media in Fairfax County has been a significant avenue in engaging its residents on platforms people use daily. News articles and information published on the website are integrated into Facebook, X.com (formerly known as Twitter), Nextdoor, Instagram, Threads, and Google News. The County currently has 62 official Facebook accounts, including two new accounts in Korean to support multi-language engagement, and an additional 10 Facebook pages for each Board of Supervisors which reached over 59 million people in FY 2023. Across the County's 20 X.com feeds, total X.com impressions for FY 2023 were 48,312,273. Continued adoption of our award-winning presence on Nextdoor in Fairfax is strong with 390,360 verified residents using the platform. The use of these tools is critical to engage in two-way communication with the community. A centralized social media content management system is in place, along with a comprehensive social media policy.

The social media management system's user interface takes the form of a dashboard, and supports integration of various social networks like Facebook, X.com (formerly known as Twitter), YouTube, etc. This system has helped build an engaging presence on social media with the ability to manage all our social networks and schedule messages for future publishing. Additionally, the real time analytics provided by this tool gives an in-depth view of how well the County's social media efforts are being received by the public with the ability to visualize the metrics in one easy place. The tool also helps monitor social media conversations that matter to the County, identify its influences, and observe emerging trends.

In coming fiscal years, the use of social media is expected to continue and grow. The E-Gov plan will further integrate social media into operational aspects of agency lines of business to ensure cross-platform sharing as needed. Social media tools will continue to evolve as leading E-Gov tools of choice in the years to come.

AUDIO AND VIDEO

Fairfax County produces various podcasts, giving our public the opportunity to listen to county news and information while they are on the go (https://www.fairfaxcounty.gov/podcasts). Podcasts give the opportunity to connect with county leaders, including our County Executive as a host to conversations, and are offered in additional languages such as Spanish regarding important topics to the community.

The use of videos has continued to expand beyond the County's existing cable TV channel. Use of recorded video testimony via YouTube for public hearings during COVID-19 is just one example of increased video use as we learn to work and communicate from a distance.

The County also uses platforms such as the emergency alert system (https://www.fairfaxcounty.gov/alerts) where residents can sign up to receive emergency alerts by both text and e-mail.

The E-Gov program will continue to affirm the vision and goals described in the Countywide Strategic Plan, with enhancements to services and a focus on improving online service delivery with a coordinated process for implementation. Efforts on re-architecting information, modifying layout and presentation of content on the County website will continue to be of prominence. Emphasis will be placed on providing information based on topics key to the public, based on metrics and usage patterns of the website.

3.2 Geographic Information Systems

Geographic Information Systems (GIS) is a strategic foundational technology, integrated with numerous County applications and business processes. GIS remains an essential component of County operations and is heavily used by a wide range of County agencies for a variety of purposes. The GIS Division maintains an enterprise-wide GIS system with a range of technologies, related products and data that provide the foundation for ongoing integration of GIS into County operations as well as enabling the agencies to maximize the use of analytical GIS in their lines of business.

Web-based GIS applications continue to be central to communicating locational based information to staff and residents. Map-centric applications continued to be created by County staff for operations and the public in FY 2024. Many of these are featured in the entries for the annual GIS Excellence Exhibition. GIS Excellence Gallery 2023 (arcgis.com)

In FY 2024, the county saw a large expansion and heightened utilization of the internal Enterprise Portal as well as the Police and Fire and Rescue internal portals. These platforms have become hubs for internal applications that support many different groups in day-to-day operations. The modernization of these platforms was completed in the past year.

The public Interactive Map Gallery is the hub for all online maps on the County web site though each appear embedded on the relevant business pages as well. The Interactive Map Gallery alone hosts over eighty applications that provide a variety of informational and interactive services. Cumulatively these applications had over 2.9 million views in FY 2024.

Most Interactive Map Gallery (Interactive Map Gallery | GIS and Mapping Services (fairfaxcounty.gov)) applications are focused and thematic, but the public also has access to a general GIS viewer and reporting application. The JADE was originally developed in FY 2020 as a public facing light GIS that allows residents to work with the GIS layers independent of thematic

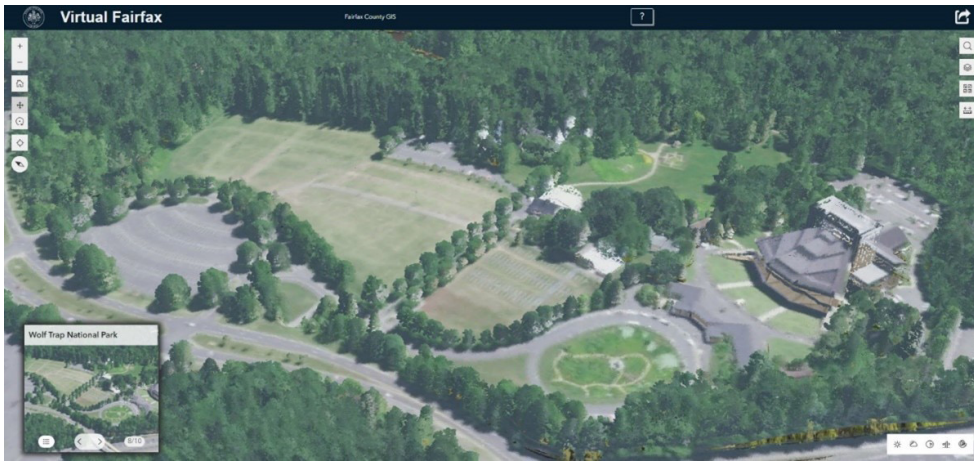
3D viewshed analysis Reston Town Centers

applications. The internal facing Geographic Exploration and Mapping (GEM), a sister application, contains largely the same information, with both applications providing residents and staff easy access to GIS information that staff will use in assessments and reviews. Online training videos support the public in learning how to use the JADE application and the use of both applications fill an important open government niche. In FY 2024, the GEM and JADE applications will receive updates for further improvements.

The availability of key County data through the GIS provides a range of benefits to constituents and County staff. Digital aerial photography is widely used in many GIS applications, providing the ability to do remote reconnaissance or to view past conditions. Parcel and zoning data are key datasets and are regularly maintained by the GIS Division. All parcel map changes are posted daily, providing web users of the Digital Map Viewer (DMV) with the latest versions of the maps. On average, over 13,000 DMV maps are viewed or downloaded per month.

Surface information is crucial to many environmental regulatory and stewardship functions undertaken by the County. The GIS Division leads the region in these areas, with exploitation of **LiDAR** and Land Cover Analysis. In 2015, for the first time, the County obtained **LiDAR** (Light Detection and Ranging) data for the entire County. A second **LiDAR** capture was performed again in 2018 and another flight was conducted in late 2022 (2022 data will be delivered in 2024).

Acquired in partnership with the US Geological Survey, this newest collection is at 8 points per meter totaling forty-six billion data points and over 1 TB of data. The resulting detail above ground and the ground level provides high value capabilities while the year-to-year comparisons now possible give unprecedented insight into how conditions change on distressed streams and other areas.



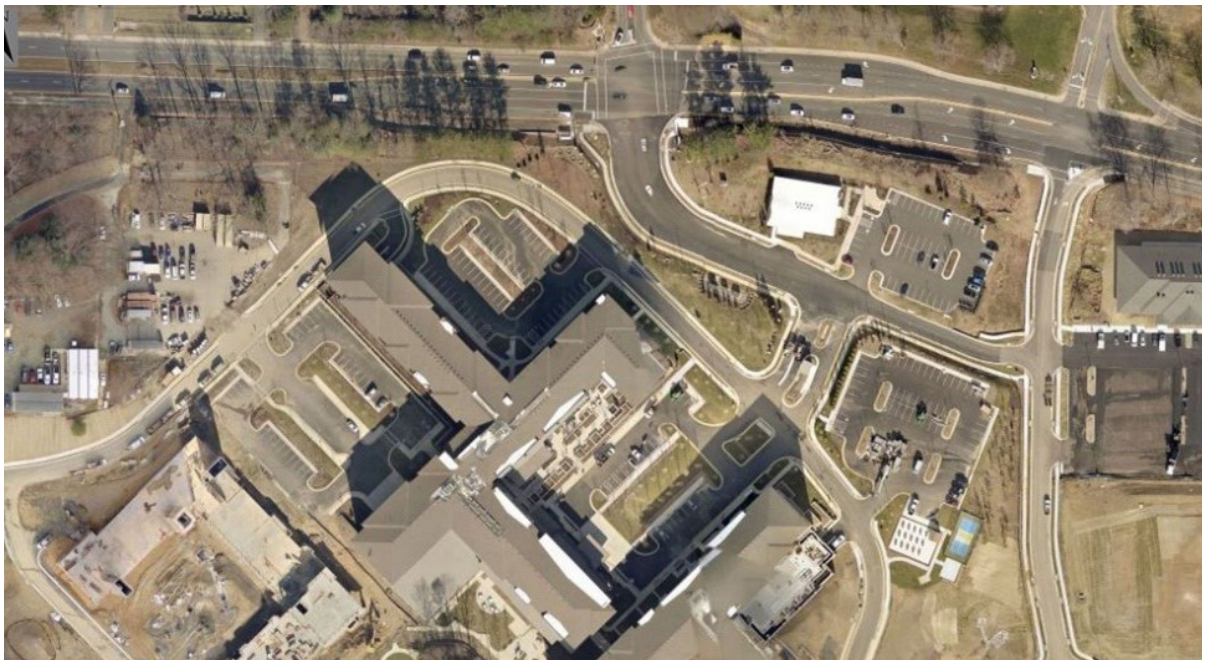
Colorized LiDAR point cloud at Wolf Trap

For instance, soil removal volumes can be computed on specific watersheds to understand the scale of change across time. The 2022 LiDAR acquisition will update the analytical comparisons made of stream conditions over time to determine the extent of furtherance of bank subsidence and other hydrological processes. This information will subsequently inform the stream restoration program as well as others.

Oblique imagery and its related software constitute one of the County's core GIS data sets and technology. Originally flown for the first time in 2003, it serves as a key reconnaissance tool for multiple County agencies. Oblique imagery is integrated into CAD/911 operations, Department of Tax Administration assessment processes, the Geographic Exploration & Mapping (GEM) application, the public facing JADE application and serves as the source data used to derive the 3-D building. The County now flies oblique and ortho-imagery annually under GIS Division management. The newest oblique imagery was flown in late 2023 and will be received in the summer of 2024; the next acquisition is scheduled for winter 2024. This year the county will also acquire additional aerial imagery that will be taken several times across the year. These datasets will be available almost immediately upon capture to provide timelier perspectives.

Planimetric data is another foundational data set for almost all County GIS applications. Planimetric data is information derived from aerial imagery that model natural and man-made visible features. Accurate planimetric data depends on high resolution and high accuracy ortho-imagery which the county now acquires yearly. After conducting a thorough needs analysis in 2023, the County will pursue a planimetric update schedule to meet the business needs that were identified. In 2024, the County will commence an annual update cycle which began in winter 2024.

Addresses are essential to almost all County operations. The GIS Division collaborated with other County agencies to bring the Master Address Repository (MAR) online in 2004 and collaborated again when it was refreshed in FY 2023. The MAR is the



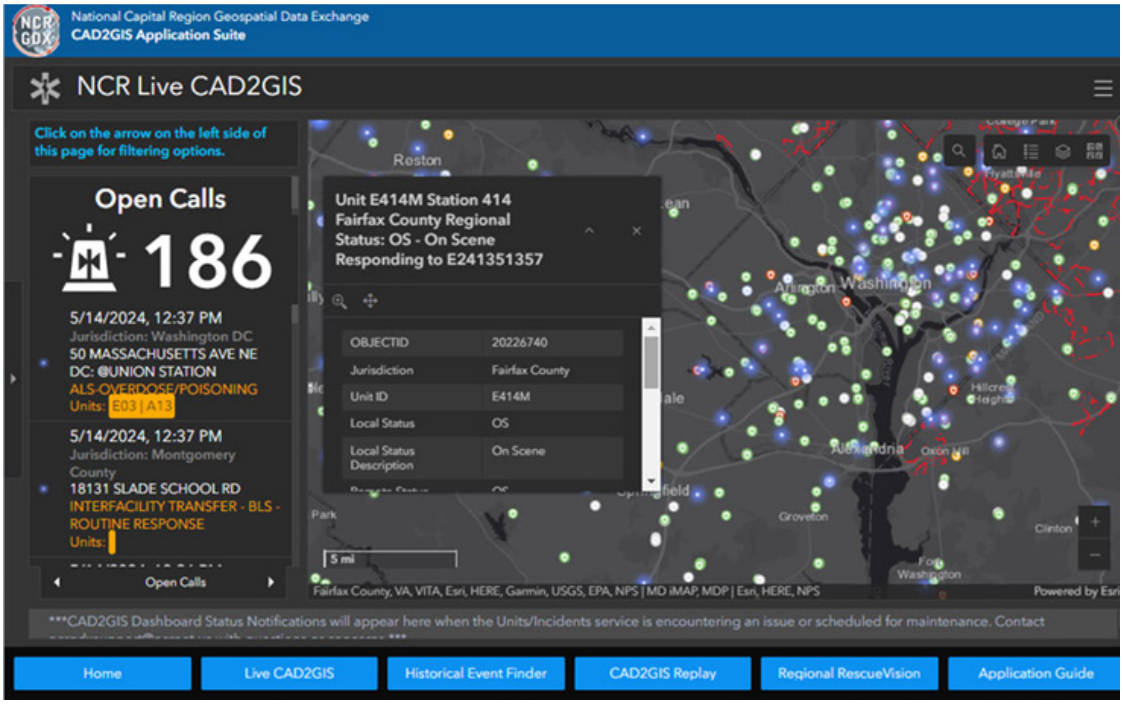
Orthophotographic image of new housing development.

Oblique image of new housing development.

authoritative source of parcel (situs) addresses in the County and since 2004 the office has maintained all County address data in the MAR system. The Master Address Repository project has been invaluable for the CAD/911 system as well as other major County systems including the Planning and Land Use Systems (PLUS), tax administration systems and is essential for effective operation of the CAD/911 system. Integration with the MAR is a requirement of new and refreshed systems where address is used as part of the record. The new modernized MAR now contains over 375,000 unique authenticated addresses and has a new public interface for external access.

Working towards improved government interoperability is a significant and ongoing strategic activity for the GIS Division, both within Northern Virginia and regionally through the Washington Metropolitan Council of Governments (MWCOG). Interoperability across the National Capital Region (NCR) and with the Federal Government for emergency response purposes is crucial. Fairfax County is a member of the COG GIS Executive Committee and has guided the development and implementation of the regionally funded National Capital Region Geospatial Data Exchange (NCR GDX) through operational Program Management and Direction. The program began in the spring of 2012 and has transformed across time into a hub for regional public safety GIS Information. Users of the system can exchange contextual, or event related geographic information between emergency operations centers, command posts, or fusion centers. Additionally, the NCR GDX program conducts its own “community” drills to ensure the readiness of the operators and familiarity with the tools to enable the GIS community across the NCR in collaboration with federal agencies to support a regional emergency response.

The CAD2GIS project was established as part of the NCR GDX program. CAD2GIS uses geospatial data feeds from live CAD2CAD data (9-1-1 call and unit information). This data offers a near real time geospatial view of Fire and Rescue unit and incident locations to provide situational awareness at a regional level. The geospatial data can be consumed and integrated into existing applications by participating jurisdictions within in the NCR to support both local and regional emergency preparedness and response operations. Figure above shows the regional dashboard for CAD2GIS (NCRGDX Regional Dashboard).



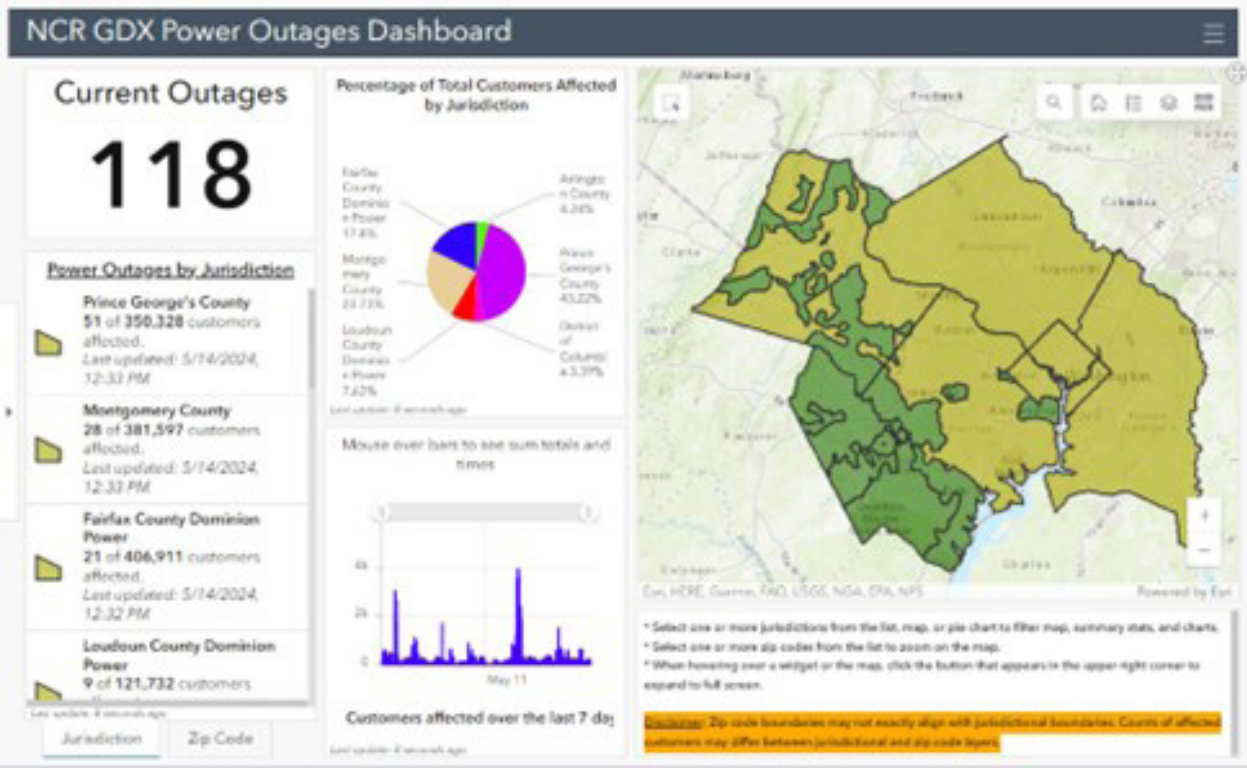
National Capital Region Geospatial Data Exchange – Live Regional Emergency Vehicle and Incident Locations

As the NCRGDX program continues, County staff who administer the program continue to look for ways to solve or assist with regional GIS initiatives and efforts. The program already provides inter-governmental tools for regional initiatives such as the NG9-1-1 Collaboration Tool which allows for coordinated maintenance of Public Safety Answering Points (PSAP) boundary layers across the region to support NG9-1-1 implementations and to ensure 911 calls are routed to the appropriate PSAP. This system assures the update efforts are uniform and coordinated across the region and within the Commonwealth. Current initiatives seek to create responder level tracking services for Fire and Rescue as well as a law enforcement incident situational awareness tool.

Interoperability is crucial in Northern Virginia as emergency response personnel regularly cross jurisdictional boundaries. Access to accurate street centerline data is particularly important to the Fire and Rescue personnel who may have to cross jurisdictional boundary lines when responding to an incident. The GIS Division maintains Fairfax County's street centerline data used in the CAD/911 system and provides the data to the Commonwealth of Virginia which aggregates Fairfax County's data into a state-wide centerline file. The Northern Virginia Regional Routable Centerline (NVRRCL) project, led by the GIS Division, has been an important and ongoing project enabling centerline data sharing for the CAD/911 system. The project established a common street centerline data model to support vehicular routing and enables participating jurisdictions to share current street centerline data to support vehicular routing, and enables member jurisdictions (Loudoun, Prince William and Arlington counties and the cities of Alexandria, Falls Church, and Fairfax) to share routable centerline data across Northern Virginia and the Commonwealth. GIS support for the CAD/911 system is a core GIS office responsibility, involving data maintenance requirements which continue to be a significant effort. With the transition to Next Generation 9-1-1, regional data plays an even more critical role.

GIS technology continues to be an important asset in emergency management. The GIS Division has a team of analysts trained to respond and assist the Department of Emergency Management and Security during an emergency. The team has developed a viewer which enables users in the Emergency Operations Center (EOC) to access various datasets including the regional GDX emergency incident layers, the CAD2GIS data feeds, and other supporting data to support both local and regional response efforts.

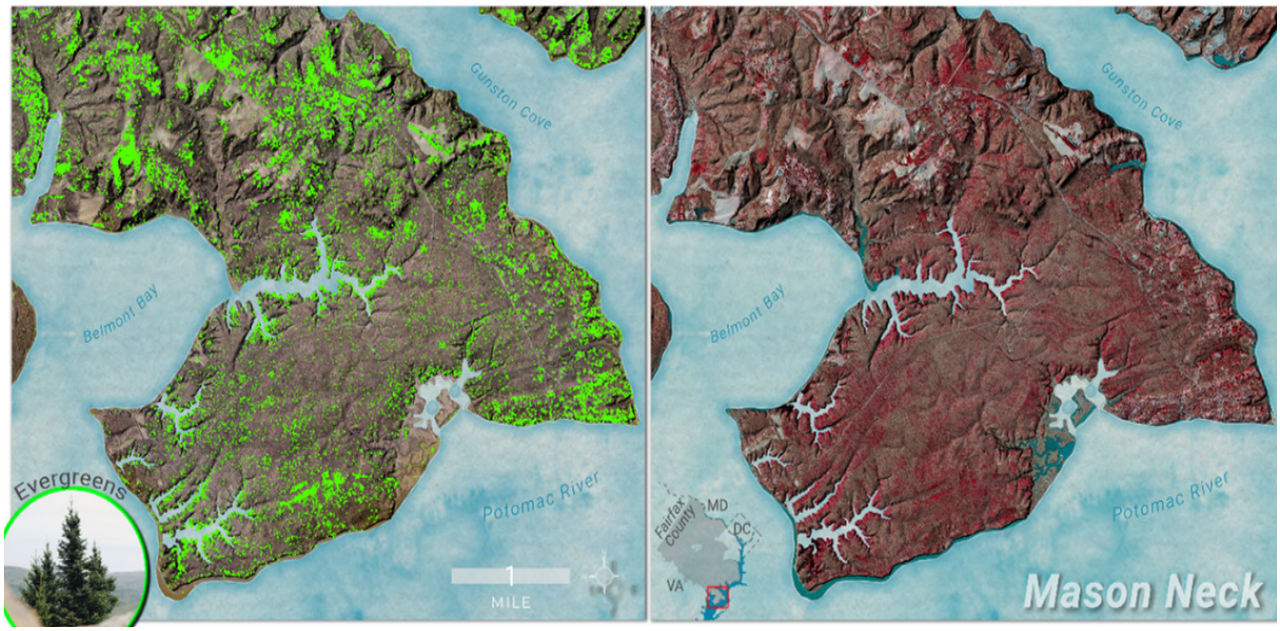
GIS technology enables its users to perform advanced data analysis to inform emergency managers and responders during evolving and dynamic response efforts. For instance, the number of people estimated to be in a particular area, number of homes impacted by a power outage or a boil water order, homes that will be impacted by a sewage pumping station issue, etc. GIS is a key component of situational awareness in the support of emergency operations and activations during which the GIS Division works closely with the Situation Unit to keep the emergency operations staff informed from a common operating picture.



National Capital Region Geospatial Data Exchange – Regional Power Outage Viewer

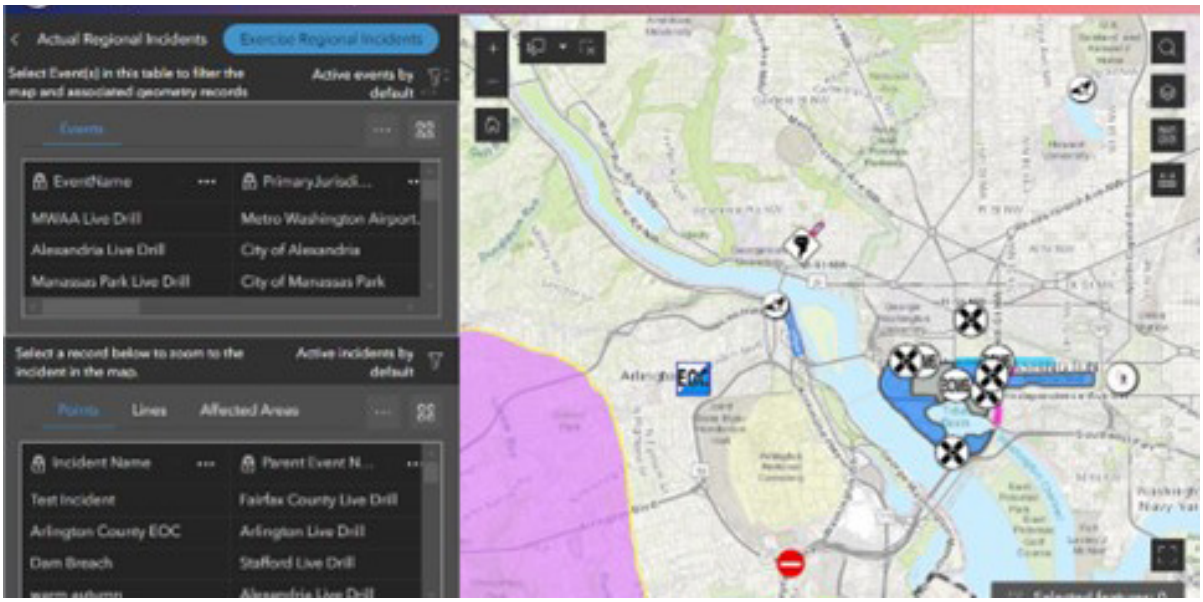
The breadth of GIS utilization across the County, and the extent of its integration into the overall IT architecture are reflected in the award-winning plans and efforts of the preceding years. These awards recognize GIS's achievement in fostering and expanding the use of GIS applications to improve County operations:

- ✓ In CY 2022, the Environmental Systems Research Institute (ESRI) recognized Fairfax County for excellence in its Enterprise Approach to GIS. This award recognized the way in which Fairfax County has achieved and maintained organizational success through its Enterprise GIS policies and approaches.



Evergreen tree detection analysis using advanced image analysis for forest pest control program

- ✓ In CY 2020, Fairfax County received a Special Achievement in GIS Award from Environmental Systems Research Institute (ESRI). This award was given in recognition of Fairfax County's broad based, innovative and enterprise approach to GIS that has resulted in significant benefits to County agencies and residents.
- ✓ In CY 2018 the National Association of Counties granted Fairfax County its 2018 Achievement award for its program "Customizing Data for Health and Human Services Planning", which was GIS-based and helped drive zoning and development decisions.



National Capital Region Geospatial Data Exchange – Regional Event Viewer

- ✓ In CY 2015, Fairfax County was ranked #1 for jurisdictions with population over 500,000 in the Digital Counties Survey of the "Most Innovative, Pioneering Counties". The award specifically referenced a GIS application developed by the Department of Neighborhood and Community Services. That application was also a winner of one of the County's GIS excellence awards the year before.
- ✓ In FY 2014, Fairfax County was awarded a Special Achievement in GIS award by Environmental Systems Research Institute (ESRI) for its contributions to ESRI's national community mapping service. Now a highly detailed base-map is available for all users of ESRI's tools. Fairfax County continues to support this effort.
- ✓ In FY 2011, Fairfax County GIS, as part of the regional team carrying out the Regional Routable Centerline project, was awarded a Special Achievement in GIS award by ESRI. The award recognizes organizations that use GIS to "improve our world – and set new precedents throughout the GIS community."
- ✓ The National Association of Counties recognized Fairfax County for its use of GIS in the reapportionment process.

Fairfax County is a member of the Northern Virginia GIS managers group, an informal group that regularly meets to coordinate activities, serves on the MWCOG GIS Committee, and works closely with the State's GIS agency (Virginia Geographic Information Network), which is part of Virginia Integrated Services Program. Additionally, each year, GIS hosts "GIS Day" and the GIS Excellence Awards which promotes the use of GIS and development of new GIS applications through County wide competition and awards.

3.3 Health and Human Services Technology Solutions

The Department of Information Technology's Health and Human Services program supports six agencies in the Health and Human Services cluster, including:

- Department of Family Services
- Health Department
- Community Services Board
- Neighborhood and Community Services
- Housing and Community Development, and
- Juvenile and Domestic Relations District Court.

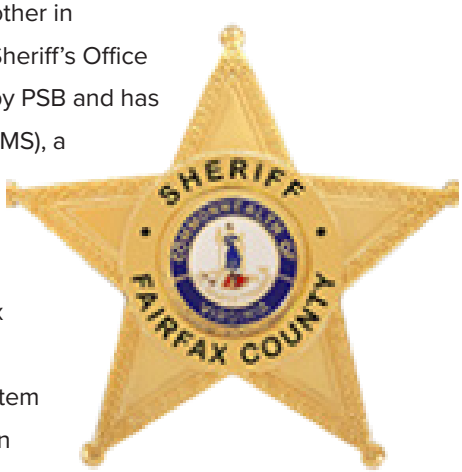
The DIT HHS program works with County agencies to provide technical guidance and management of agency technology solutions. The DIT HHS program team supports agency initiatives to implement new solutions improving the productivity of agency operations. The DIT HHS team maintains and modernizes legacy applications to develop and deploy solutions that improve productivity and access to analytical data. HHS agencies are moving forward with investments in Electronic Health Records solutions to enhance capabilities in case management and analytics. HHS agencies are adopting content management solutions to support document management priorities in their agencies. Another area of investment is in Learning Management solutions that support the workforce optimization objectives of the agency.

3.4 Public Safety System and Services

The Public Safety Division within DIT is comprised of two distinct branches: Public Safety Applications Branch (PSB) and the Radio/Wireless Services Branch (RSC). The Public Safety Division has direct responsibility for providing applications and communications support to the Fairfax County Fire and Rescue and Police Departments, the Department of Emergency Management and Security, the Department of Public Safety Communications, and the Fairfax County Sheriff's Office. In addition, the PSB has recently began providing support to the Department of Vehicle Services and the RSC also supports the Fairfax City Fire and Rescue Department as well as the Police Departments for Fairfax City, and the Herndon and Vienna Police Departments, George Mason University Police Department, and their respective dispatch centers for radio communications.

In 2023, it was determined that the RSC would be transitioned under the umbrella of Public Safety from the Technology Infrastructure Division since the program's primary customers are the Public Safety agencies.

The PSB currently has 33 discrete applications it currently provides support for and another in development. Additionally, the PSB team is supporting the transition of several of the Sheriff's Office applications to new platforms. The Sheriff's Inmate Management System, developed by PSB and has been in use for over 15 years is being transitioned to a new Jail Management System (JMS), a COTS product cloud-based solution that will have additional functionality utilizing the newest technologies. The new JMS will meet the demands of managing a population of approximately 1,200 inmates housed within the Fairfax County Adult Detention Center by supporting booking receiving and release, classifications, complex sentencing calculations, incident reporting, inmate records, medical, behavioral health, finance, property, programs, professional services, transportation, and visiting. The system will provide accurate reporting and statistics required for the Sheriff's Office to remain in compliance with local, Virginia State Code, Supreme Court of Virginia Statutes, and Federal and State data and reporting mandates.



The system will interface with electronic medical records, inmate accounting, commissary, inmate communications, mugshots, scanning, Police Department (PD) Records Management System (RMS), and the Sheriff's Records Management System (RMS) for incident-based reporting (IBRs), as well as multiple state and local systems such as Active Directory, Local Inmate Data System(LIDS), Northern Virginia Regional Information System (NOVARIS), Virginia Criminal Information Network/ National Crime Information Center (VCIN/NCIC), and Victim Information and Notification Everyday (VINE). The new system will provide the opportunity to automate remaining manual tasks, provide robust reporting and statistics, automate notifications and alerts, provide a mobile solution, and interface with the Fairfax County Courts (Circuit Court & Records, General District Court, and Juvenile & Domestic Relations District Court) and the Magistrate's Office.

As this project is in transition, the Medical Section of the Adult Detention Center (ADC) has selected a new Electronic Health Record System to replace the existing solution. Both transitions will have a significant impact on the way the Sheriff's Office manages the operations of the ADC and the people that are under the care of the Sheriff's Office while in custody. Other such applications that help to support improved outcomes of people housed in the ADC, and that have interactions with law enforcement or are involved with the criminal justice system under the Diversion First umbrella include: Diversion First Data

Warehouse, Crisis Intervention Team dashboard with Power BI reports, Merrifield Crisis Response Center Data Sheet, Co-Responder Model for Emergency Crisis Services, National Institute on Drug Abuse (NIDA) Assist under the Jail Based Behavioral Services program, Community Response Team Dashboard with Power BI reports, and the Court Services Pre-Trial application that assists in a number of program efficiencies for the court system.

The Sheriff's Office is required by Virginia Code 8.01-293 to execute civil processes within its jurisdiction, and to report statistics as required by the Virginia Compensation Board. The Office of the Sheriff, in collaboration with the three Fairfax County Courts, and the Department of Information Technology is implementing an Advanced Civil Enforcement System (ACES) to automate existing civil enforcement business processes and replace the legacy systems. The ACES solution provides a web and mobile solution, enhanced security, reporting, statistics, and will also provide interfaces between the Sheriff's Office, the Courts, and other County agencies. The ACES Project Sheriff Civil Enforcement System has transitioned to a new, internally built Civil Enforcement System called NuACES supporting critical needs of the Sheriff's Office Civil Enforcement Branch. This includes the civil enforcement processes such as real-time tracking of service information, a single bi-directional interface with the General District Court's Case Management System (CMS), an interface with the County's Geographical Information Systems (GIS) for geocoding and geofencing to electronically track service documents, and a mobile solution utilizing existing infrastructure. The project will continue with development to provide secure public and internal web access, bi-directional interfaces between ACES and the three Courts' case management and imaging systems, and interfaces with other County agencies.

The Fairfax County Sheriff's Office has also developed a program called Diversion First. Diversion First is a cross-system initiative that offers alternatives to arrest and incarceration for people with mental illness, substance use disorders, and/or developmental disabilities who encounter the criminal justice system for low-level offenses. The goal is to intervene whenever possible to provide assessment, treatment, or needed support, to prevent repeated encounters with the criminal justice system and promote a safer community with enhanced public safety. Diversion First is a collaborative effort involving health and human services, public safety, and the courts. This project supports implementation of a technology solution to standardize and automate data capture, analysis, and reporting, to ensure accuracy of the data, and significantly improve turn-around times for reporting and outcomes analysis. This will ultimately result in enhanced public safety, a healthier community, and a more cost effective and efficient use of public funding.

The Diversion First project team has finalized and documented data elements from the various data sources to be used in building the Diversion First Data Warehouse and Power BI as its dashboard reporting solution. Data is captured from the Sheriff's Information Management System (SIMS), the Court's Supervised Release Program (SRP), the Merrifield Crisis Response Center Data Sheet (MCRCDS) and Community Services Board's electronic health record (Credible). A referral application, dashboard, and business intelligence (BI) tool were developed for the Community Response Team (CRT), and tools have been enhanced as the CRT has evolved. In addition, a BI tool was also developed for Court Services, automating previously manual data processes for pre-trial and probation services; an automated process was developed to transmit results of the Brief Jail Mental Health Screening (BJMHS) from the Adult Detention Center to the CSB for further evaluation and service provision; and significant work has been completed to incorporate behavioral health call data from the Department of Public Safety Communications (DPSC). Of note in FY 2024, the application developed for the MCRCDS was expanded to include a module with a new application and a dashboard for the County's Co-Responder program.

The Fairfax County Police Department is also in the process of implementing a Real-Time Crime Center (RTCC) and will be used to solve crimes, enhance officer safety, provide visibility to emergency events, and better inform our department about ongoing criminal trends. RTCC's use software integration systems to combine technology and data sources used by staff at the RTCC. A growing list of video, license plate reader, covert and overt camera systems, as well as body worn and in car video, create multiple interfaces that must be navigated during an event. A software integration system would bring all those interfaces, including data sources, into a single viewing platform that will allow for quicker access when dealing with in-progress events.

Year 1 Deliverables

1. RTCC begins operations with equipment and staffing (Step 1)
2. RTCC operating system purchased and installed (Step 2)
3. Initiate camera and systems integrations (Step 3)

Year 2 Deliverables

1. Community and business engagement sessions for camera integration (Step 4)
2. Begin RMS basic integration/complete RMS integration (Step 5, Step 6)
3. Establish final protocols and evaluation of operating system (Step 7)

Timeline

The current Police Department Records Management System (iLEADS) is being replaced with a next-generation Records Management System (RMS). The new RMS will provide the Police Department with a commercial off-the-shelf web-based solution that will integrate with third party software and integrate closely with the current version of the Computer Aided Dispatch (CAD). The new system will fully utilize and support the present and future needs and business processes of the police department. The new RMS will incorporate legacy information from the existing Police Department data warehouse seamlessly with the ability to present, analyze, search, and collate data for custom reporting useful in crime analysis and staffing needs. This more modern system also assures improved accuracy, timeliness, reliability, and accessibility of information on events.

The existing 911 Emergency call handling system utilized by the Department of Public Safety Communications to take 911 emergency calls has reached end-of-life after seven years and the implementation of a new cloud-based call handling system will be completed in CY 2024. Three of the five locations have been upgraded to the new call platform with the remainder planned for completion by July 2024. The cloud-based solution provides multiple layers of geographic redundancy, simplifies maintenance at the local level due to the cloud architecture, and improves ease of integration with other cloud-based public

safety applications. Key new features include automatic two-way language translation (up to 170 languages) and transcription of voice and text call, ability to receive inbound video for emergent situations, improved mapping, and ability to display relevant public safety data (Virginia Department of Transportation - VDOT camera feeds, vertical location information for callers, floor plans, etc.). The cloud-based platform establishes the potential for greater regional interoperability using a shared platform.

Project efforts are underway to allow machine learning capabilities to support dealing with critical staffing shortages by performing triage of non-emergency calls using advanced software services (voice chat, text links to online web resources, etc.) This allows citizens to directly reach sources of information, if desired, without the need to speak to public safety telecommunicators. Other planned efforts include allowing near real-time transcription of radio transmissions for police and fire dispatchers to enhance officer safety and allow for keyword alerts such as officer down, mayday, etc. and additional integration of data sources to improve response times and to allow integration of 911 data with County Command Centers in real-time.

Fairfax County has managed a grant for a US Department of Homeland Security Urban Area Security Initiative (UASI) program since 2008 that provides for interoperability between Computer-Aided Dispatch systems from the Washington, DC Metropolitan Council of Governments (COG) jurisdictions, which currently includes 24 local governments, Washington, DC, the states of Maryland and Virginia, and agencies from the US Federal Government. There are currently eight actively participating jurisdictions with three more jurisdictions in the schedule for implementation that are actively being integrated. There are another three other jurisdictions in the planning process to join the CAD2CAD environment. The CAD2CAD solution allows member jurisdictions the ability to dispatch Fire and Rescue units to mutual aid incidents without directly contacting the jurisdiction providing the available requested resource. Prior to the genesis of the CAD2CAD program, jurisdictions would have to physically call the neighboring 911 centers to request units to be dispatched to an incident, thus delaying the response of critical emergency resources. On average, the CAD2CAD solution reduces dispatch times by an average of 90 seconds, which on face does not appear to be much, but when coupled with other technological and communications enhancements, first responders are arriving on the scene of incidents much faster and safer, thus can mitigate emergencies in a much shorter time frame. The CAD2CAD program is currently in the process of testing the new Next Generation Exchange (NGX) interface with Fairfax County, Washington, D.C., and Anne Arundel County, MD. Upon completion of testing, all current member jurisdictions utilizing CAD2CAD will transition to utilizing the NGX interface along with all future agencies. There are also planning efforts to incorporate law enforcement agencies into CAD2CAD service.

The RSC has responsibility for managing the County's Land Mobile Radio (LMR) system that provides service for all County public safety agencies to include the City of Fairfax, the Towns of Herndon and Vienna, as well as George Mason University. The Public

Safety LMR system is a highly resilient and robust P25 Digital Simulcast System that provides coverage for the 406 square miles that make up Fairfax County, Fairfax City, and the Towns of Herndon and Vienna.

Identification, location, and mitigation efforts of radio interference that negatively impacts the radio system through real-time monitoring is a responsibility of the RSC Engineering team as well as Distributed Antenna System plans review, site walks, commissioning, and assessments for buildings that wish to retransmit public safety spectrum that will assist first responder communications in times of emergencies. Annual coverage testing of the County, coverage map creation, and coverage analysis is also performed by RSC personnel.

In addition to maintaining and operating the Public Safety LMR system, the RSC also provides frequency management and coordination of County licensed radio spectrum from the Federal Communications Commission (FCC) and works with regional, state, federal (civilian and DoD) partner jurisdictions and agencies to facilitate and maintain communications interoperability within the Washington, DC National Capital Region (NCR).

RSC staff is also responsible for the design and installation of radio and data communications equipment, In-Car-Video (ICV) solutions, and other electronic peripherals in public safety vehicles. Whether the vehicle is marked and readily identifiable, unmarked, or covert, RSC technicians perform installation and repair services that comply with industry standards and in such a manner that allows public safety personnel to perform their duties while having the necessary equipment easily and safely within reach. The RSC is on pace to buildout 130 vehicles in FY 2024 ranging from sedans to pickup trucks, sport utility, and specialty vehicles. It is estimated that in FY 2025, the RSC will build out 259 vehicles.

3.5 Tax Systems Modernization

The County's tax system applications play a vital role in revenue collection, financial management, and providing essential services to its residents. Leveraging advanced technology and innovative approaches, Fairfax County has developed a comprehensive suite of tax system applications to streamline processes, enhance transparency, and ensure compliance with tax regulations. Fairfax County Tax System Applications are broken down into several areas:

Property Tax Management Systems: This includes the COTS solution, Tyler Technologies, Enterprise Assessment and Tax System (Real Estate), and the in-house built Tax and Business Solution (TABS). These systems are the cornerstone of Fairfax County's tax infrastructure. They facilitate the assessment, billing, and collection of property taxes, which constitute a significant portion of the county's revenue. The inhouse developed solution TABS manages multiple tax types, including:

- Personal Property
- Business Personal Property
- Business, Professional and Occupational License (BPOL)
- Short Term Rental
- Transient Occupancy Tax

Web and Payment solutions: To facilitate seamless transactions, Fairfax County provides an online payment gateway that supports various tax payments, including property taxes, business taxes, and vehicle taxes. These solutions are offered in two forms- Stand Alone and via MyFairfax Portal. Stand Alone allows for one-time transactions for quick and easy payments. The

MyFairfax Portal allows taxpayers to create an account and link to the Tax Application. Once linked taxpayers can track and maintain their personal tax history with Fairfax County for both Real Estate and Personal Property tax. This secure and user-friendly platform allows taxpayers to make payments using different methods, such as credit/debit cards or electronic funds transfer, thereby promoting financial inclusivity and ease of payment. Additionally, vehicle tax registrations and taxation are streamlined through Fairfax County's dedicated systems. This platform enables residents to register their vehicles with the county for tax purposes, update and change registrations. By digitizing these processes, the county enhances convenience for taxpayers while ensuring accurate and timely collection of vehicle-related taxes.

Fairfax County's Business, Professional and Occupational License Portal caters to the needs of businesses operating within the county. From business license renewals to tax filings, this portal offers a centralized platform for business owners to fulfill their BPOL obligations efficiently. It simplifies the process of registering new businesses, updating information, and calculating taxes, thereby fostering a conducive environment for economic growth.

Tax Relief: In addition to its tax system applications, Fairfax County emphasizes taxpayer assistance. The in-house developed Tax Relief solution allows the Department of Tax Administration to assist eligible residents to apply, track and disburse tax relief and rental grant relief.

Recently, initiatives have been underway to modernize and expand the offerings for taxpayers. The recent implementation of the new TABS solution has allowed Fairfax County to meet the needs and goals of the County and its constituents. This includes better, faster and more efficient payment methodologies, both online and in person, integration with new reporting systems for better reporting and tracking and expanding offerings for business to file and pay online. Additional projects are underway to set up kiosks around the county. This will allow for after-hours and weekend payment collection in various tender types without having to come to the main office. Within the operational area, new customer relation management systems are being developed to better assist residents in a more efficient and effective way. The goal of the tax systems is to provide a more diverse base of systems and solutions to create a better customer experience and make the collection and distribution of taxes more efficient and effective, while keeping equity and accessibility a priority.

3.6 Cybersecurity Program

The Information Security Office develops and enforces the cybersecurity and data security policies and standards necessary to protect the County's information and technology infrastructure. The County's cybersecurity program fuses best practice security principles, supported by policies, plans, and procedures, the implementation of modern technologies, and leveraging private sector service providers and partner services, to mitigate risk associated with the evolving cybersecurity threats across the industry landscape, enhance resilience, and foster trust in the County's technology infrastructure and services.

The objectives of the information security program are to ensure the confidentiality, integrity, and availability of data and systems. Additionally, it aims to ensure compliance with legal mandates such as the Health Insurance Portability and Accountability Act (HIPAA), the Payment Card Industry Data Security Standard (PCI-DSS), and the Criminal Justice Information Services (CJIS) Security Policy, as well as ensure the preservation and privacy of all sensitive information and protection of critical infrastructure essential to providing citizen services, public safety, and continuity of operations.

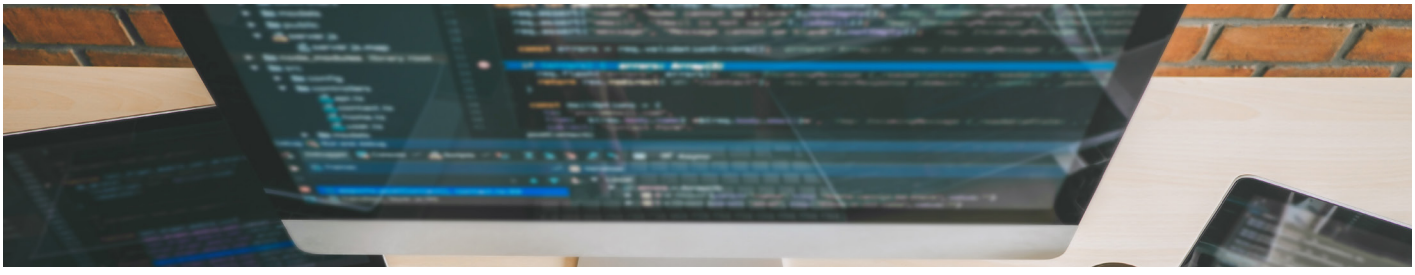
The information security program utilizes a multi-faceted approach to meet these objectives, an approach that includes the following defense-in-depth program areas:

1. Risk Assessment and Threat Analysis
2. Policy and Standard Development and Enforcement
3. Vendor and Service Provider Management
4. Identity Management and Access Control
5. Data Protection and Loss Prevention
6. Network Security
7. Endpoint Security and Configuration Management
8. Incident Response and Contingency Planning
9. Training and Awareness
10. Continuous Monitoring and Threat Detection
11. Compliance and Regulatory Adherence

Image reference from NIST Cybersecurity Framework 2.0: https://nvlpubs.nist.gov/nistpubs/CSWP/NIST.CSWP.29.pdf

Continued initiatives include enhancing resilience, business continuity, and incident preparedness as the County's architecture evolves into a hybrid multi-cloud infrastructure capable of delivering continuously secure application and service delivery. These focus areas will bring the County into greater alignment with both Federal and State cybersecurity regulations and initiatives and build upon the momentum established with growing legislation related to cybersecurity and information sharing and data privacy across the public sector.

Fairfax County's cybersecurity program has been nationally recognized by the National Association of Counties (NACo) and received the Virginia Governor's Technology Award in 2014 and the CSO50 Award for 2016. In addition, Michael Dent, the Chief Information Security Officer of Fairfax County, won the 2015 ISE North America Executive Award for the Public Sector for the development of a County-wide comprehensive IT security risk and privacy program; he was also awarded the Cyber Security Leader of the Year by StateScoop News organization in 2019. The Fairfax County Information Security Office staff regularly represent and lead the Northern Virginia region in joint cybersecurity initiatives and represent the County in Commonwealth initiatives such as the State's ELECT Election Security Committee and the Virginia Cybersecurity Planning and Incident Response committees.



3.7 Enterprise Resource Planning

FOCUS is Fairfax's SAP based enterprise resource planning (ERP) system shared by Fairfax County Government and Fairfax County Public Schools to conduct finance, budget, procurement, and human resources business functions. The FOCUS system was implemented in 2011/2012 to replace the county's legacy financial, procurement and human resources systems.

The FOCUS project was a multi-year, joint initiative to modernize the portfolio of legacy enterprise systems, that were on a variety of hardware and software architectures, with an integrated approach under a single application platform that has the flexibility to meet current and future requirements of both entities. The project provided an opportunity to transform and streamline administrative operations, enhance use of information for reporting and analysis, reduce agencies' 'shadow' systems and overlapping processes, and lower related costs. A governance body of senior officials of the County and School system stakeholder agencies developed the optimal strategy for the acquisition and implementation an integrated financial/procurement/human resources solution to support agencies in the delivery of government and school services and activities, take advantage of best practices, provide the opportunity for multi-faceted data-driven decisions, significantly improve the efficiency and effectiveness of existing processes, enhance e-government initiatives and promote telework opportunities, and aid in the transformation and standardization of financial and human resource processes.

The FOCUS project fostered an environment of change and redesign to allow for more efficient and effective processes while seeking to mitigate the risk that antiquated and disjointed systems posed for system failure and inferior data. Automation and modernization empowered both employees and managers to execute processes more efficiently, and make the best strategic decisions based on the most timely and accurate information. This shifted the orientation of the system from that of a data repository to one of an information system solution. With the migration to a more standard, supportable database and development environment that incorporates workflow and Web technology, the project:

- ✓ Created a contemporary enterprise scale single solution platform that reduces total cost of system management and data center operations.
- ✓ Enabled a flexible environment where access to data and information is achievable, even from remote locations.
- ✓ Provided seamless integration and interoperability of the new system with other existing applications.
- ✓ Reduced the number of shadow systems currently used in the County and Schools that augment legacy system data and the associated reconciliation processes between systems.
- ✓ Aligned the reporting strategy with the County and School system's overall data management and data warehousing strategy to support increased intuitive reporting, better data definition, and analytics as well as data stewardship, integrity, and security. Improved the quality and accessibility of information for decision support and transparency.
- ✓ Facilitated modern and fully integrated best business practices that empowered agencies and employees to improve their productivity.
- ✓ Enhanced and improved functionality in back-office functional areas.
- ✓ Reduced redundant data entry, storage, and paper processing.

- ✓ Facilitated employee/manager self-service and procurement self-service via a web-based interface.

The FOCUS system is supported by the DIT FOCUS DevOps team and the DMB FOCUS Business Support Group (FBSG). The FOCUS DevOps is a team of highly skilled software engineers providing mission critical support for the FOCUS enterprise system including custom development, infrastructure support, identity management, business intelligence/report, portal support, end user provisioning and change management. The FOCUS Business Support Group (FBSG) is a team of business analysts providing functional system support to our business process owners and user community by providing expertise in business process design, requirements gathering, system solution design, system configuration and administration, report/data warehousing, and user support. The FBSG works in concert with the DevOps team to provide comprehensive, end-to-end system support.

The following 10 FOCUS guiding principles are still in play today as DIT plans and executes continued improvements and modernization activities:

1. Team Fairfax
2. One business system
3. Processes that fit the software
4. fficiencies through integration
5. Increase capacity to excel and provide maximum value
6. Eliminate silos
7. Seek input and ideas
8. Change is good
9. Supported and sustained training
10. Failure is not an option!

Along with providing regular production support to our business process owners and user community, the collective FOCUS support team's mission is to continue to provide process improvement and system enhancements while ensuring the technical infrastructure is kept up to date with the latest technologies. Since FOCUS went live, multiple projects have been completed to support this mission including annual stack upgrades, a major enhancement pack upgrade, a hardware/software upgrade, the implementation of Vendor Invoice Management, and a database upgrade to SAP HANA.

The future roadmap includes a user interface upgrade to SAP Fiori and eventually the move to SAP's newer applications such as S/4HANA, SuccessFactors, and Ariba.

Enhancing User Experience: FOCUS's UX Strategy

This entails an improvement in the overall experience with FOCUS by implementing a user centric UX strategy that focuses on simplicity, intuitiveness, and personalization. FOCUS UX initiatives are aimed at improving user engagement and ensuring that users can navigate the system seamlessly. By prioritizing simplicity, FOCUS team aims to reduce complexity and make it easier

for users to interact with the platform. Intuitiveness is another key aspect of the strategy, as we want users to be able to easily understand how to perform tasks without needing extensive training or support. Personalization is also important, as it allows users to tailor their experience based on their preferences and specific needs.

FOCUS UX initiatives include redesigning the interface to enhance usability and accessibility, introducing features such as role-based dashboards and personalized recommendations to provide users with relevant information in a more efficient manner. Additionally, the project has focused on responsive design, making sure that the platform works seamlessly across different devices.

Improving user engagement is crucial for the FOCUS team as it leads to higher productivity and satisfaction among its users. By implementing a user centric UX strategy, FOCUS aims to create an intuitive and personalized experience that simplifies complex processes and enhances overall efficiency.

3.8 Planning and Land Use System Modernization

The departments supporting Fairfax County's land planning and development processes initiated a major strategic initiative, Planning and Land Use System (PLUS), to improve the speed, consistency, and predictability of the development review processes, and improve access to data and reporting. This project replaced and consolidated numerous legacy land use systems supporting zoning and development plan review, building permit/license issuance, code enforcement inspection, and cashiering activities. These legacy systems lacked the native agility of modern technologies for a flexible enterprise platform for evolving business process and architecture requirements, lacked optimal security capacities, and had compatibility issues with emerging desktop, tablet and mobile wireless technologies.

The initiative supports County plans to advance economic development and competitiveness, enhance business processes, provide better customer service, and achieve increased reliability in plan review, approval, permitting, and inspections. This initiative also supports Fairfax First and Economic Success strategies and aligns with the Board of Supervisors public engagement.

The PLUS Modernization initiative and associated projects implemented the best fit IT solution to meet the overall objectives for business functionality, customer service, and technology needs of County departments involved in the regulatory land use and development processes and to modernize and enhance the County's land use business architecture and its underlying technologies. PLUS replaced legacy systems that operated on obsolete technology architectures, and numerous complimentary systems with custom interfaces that were developed to meet evolving business requirements over the past two decades. The legacy systems could not be modified to holistically accommodate the rapidly increasing changes in land planning and development business processes.

The PLUS project replaced and consolidated these aging systems with a modern technology platform driven by re-engineered, streamlined, and integrated business processes across the five major land use stakeholder agencies. This project worked with

the ongoing Electronic Plan Submission Project (ePlans) to deliver technical integration and functional interoperability. Key features and accomplishments include:

- Executive sponsorship and governance by the Deputy County Executives for Land Development and Information, and a Senior Executive Steering Committee comprised of the Chief Technology Officer, IT Program Directors for Solutions and Land Development, GIS and Web in DIT, and agency directors of the five major agencies associated with the land use process. This group provided leadership and strategic direction for the project including goals, timeframes, and priorities.
- Key leadership for the business scope and process improvement opportunities and goals provided by the Department of Planning and Development (DPD) and Land Development Services (LDS). Other core stakeholder departments include Fire and Rescue – Fire Prevention (FRD), the Health Department – Environmental Health (HD), and Department of Code Compliance (DCC).
- County staff conducted independent assessments of current procedures and processes, benchmarking the County against other best practices, identifying opportunities for improvement, obtaining input from the development community, developing recommendations to improve services and operational execution and performed an in-depth market scan for solutions.
- An agile development approach for the PLUS system was adopted to deliver the software on an incremental basis, and continuously improve with end-user feedback to ensure the system meets current business needs. The software platform was upgraded to the most current version.
  - ✓ Release 1 was successfully launched in the second quarter of FY 2021.
  - ✓ The PLUS Project Roadmap was updated in the fourth quarter of FY 2021.
  - ✓ Release 2 was successfully launched in the first quarter of FY 2022.
  - ✓ Release 3 was successfully launched in the third quarter of FY 2022.
  - ✓ Knowledge Transfer sessions from vendor to County staff took place in the fourth quarter of FY 2022.
  - ✓ Release 4 was launched in the second quarter of FY 2023.
  - ✓ Project completion successfully achieved in FY 2023.
  - ✓ PLUS postproduction stabilization is in progress which includes the migration to SaaS platform and is targeted to be completed in FY 2025.

The Department of Information Technology provided the technological leadership and worked closely with the above core departments to modernize and replace most of the legacy systems and supporting system silos that support land planning and development, inspections, code compliance processes, and provides contemporary capabilities for Web, mobility, and data analytics.

3.9 Infrastructure and Platform Services

The Infrastructure & Platform Services program, one of the critical foundational programs, supports the County's mission for an always-on government enterprise, supporting a modern workforce with access tools such as artificial intelligence while providing protection by best-in class security models. The overall goals of the infrastructure & platform services are:

- To establish a secure, stable & responsive technology environment
- Provide centralized enterprise network services
- Provide interoperable and ubiquitous communications
- Provide an architecture that allows for anywhere, anytime, any device access, and
- Provide support for validated demands for new and more sophisticated technology services and solutions.

The infrastructure & platform teams have devised and delivered a strategy in alignment with the DIT Strategy.

The strategy is based on 3 major market forces: Shift to Cloud & Changing Landscapes; Staff shortages & Workforce optimization; and Changes in Security threats and Work patterns.

Market Force	Platform Strategy
Shift to Cloud & Changing Technology Landscape	• Cloud Smart Operating Model with Software Defined Networking and Saas First Mentality
Staff Shortages, Workforce Optimization, and Project-Based Funding	• Simplified Architectures with Limited Post-Project Operational Overhead
Changes in Security Threats and User Work Patterns Required a Rethink of Traditional Security Concepts	• Move to Zero Trust Architecture whit an Assumed Breach Mentality

Continuous Improvement

While the industry has seen a shift to cloud-based platforms starting over 10 years ago, the County's application delivery models differ from many of their private sector peers due to the broad range of existing Fairfax application platforms, application dependencies, authentication requirements and other factors. Fairfax needed to understand how the shift to the cloud could potentially impact the 4 primary application delivery models that DIT supports for Fairfax as follows:

1. **Mature On Premise Applications** – i.e. applications delivered on physical and virtual machines on premise with cost mitigation and security as primary requirements.
2. **Vendor Managed Applications** – i.e. vendor delivered applications (whether on prem or hosted by the vendor / off prem), where vendors are moving to hosted models (often in AWS but sometimes in their own private clouds or other public providers).
3. **Software as a Service (SaaS) and Platforms as a Service (PaaS)** – i.e. high-quality services delivered at scale with limited risk to the County via platforms such as Microsoft 365, ServiceNow, and other SaaS industry standards.
4. **Public Cloud** – i.e. applications running in AWS, Azure, Oracle, or tier 2 public clouds; primarily new applications or workload types (i.e. experimental apps, AI, etc.).

For the infrastructure team, a major focus is ensuring the Private Cloud deployments are successful. In addition, the infrastructure team mirrored the DIT Strategy to adopt SaaS and PaaS based platforms wherever possible, to simplify operations. Where SaaS/PaaS was not possible the next-best architecture is typically software defined – whether on the computing side, storage related, networking, or security functions.

Within Fairfax DIT, people are our most precious resource. Whether to differentiate our organization, keep the lights on, or to innovate; our largest budget item and most critical factor in the infrastructure & platform strategy is our success in recruiting and retaining excellent staff, in the competitive Northern Virginia jobs market.

- **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.
- **Government Funding Requires Low Staff Overhead**: As most IT projects are capital investments, and many others are funded by Federal programs such as ARPA, these funding streams are Capital projects, intended to be short term projects and short term in nature. After the initial investment, existing county employees typically must manage the infrastructure. The infrastructure team seeks the simplest way to manage technology platforms, with best-in-class support, user experiences, and user interfaces, so the fewest FTEs support the most technology capability.
- **Simplification as a Solution**: Simplifying IT processes and systems can alleviate the talent shortage by making existing resources more efficient. This tenet of the infrastructure team's strategy is probably the single most critical factor DIT considers when evaluating new technology solutions. DIT gains efficiency when selecting solutions that can build on staff skills, integrate automation and can be deployed in a SaaS model.

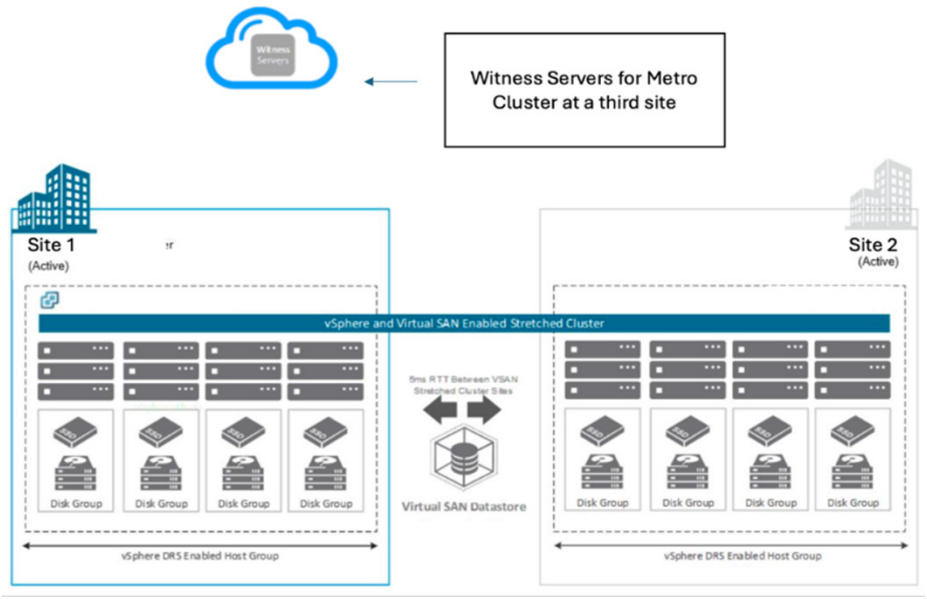
The security framework proposed for the infrastructure team also seeks to integrate with the security requirements and tools specific to the Security, Networking and Application teams. Meshing these elements together delivers an efficient, integrated and cost-effective security strategy for Fairfax.

Based on a combination of the market forces driving IT Platforms Strategy, the team came to understand the Zero Trust model, which represented the next step in organizational security to help prevent breaches against next generation threats. A Zero-Trust based SaaS solution provides Fairfax a cloud console with granular security controls that enable IT to quickly adapt to zero-day attacks, application hosting or device changes, user entitlements, BYOD, remote workers, and many other issues.

The County has **completed most** of the modernization in alignment with these core platform modernization strategies. We have documented results that have maximized **organization nimbleness** and the **ability to adopt cutting edge technologies** for the benefit of citizens, with the most **cost-efficiency** possible for taxpayers.

Most importantly, our focus on **operational simplicity** ensures government staff can manage the environment and are less likely to rely on external contractors to perform core functions. The result of this strategy is a technical foundation where new technologies may be securely adopted rapidly, whether they be cloud based, corporate application based, or in the hands of end users.

To support and be aligned with the industry's shift to cloud, increased security considering more recent threats, and to simplify the network to make it more manageable for county FTE staff, the infrastructure team continued expansions of the Private Cloud project. The immediate result was an increase in Disaster Recovery (DR) capability and continuous operations, automating failover between the County owned data center, and their second site at alternate data center.



There were many additional capabilities identified beyond Metro Cluster, that were realized after the deployment. These include:

- ✓ Deploy application isolation for a comprehensive Zero Trust Architect approach to back-end applications, and to complement the county's user segmentation.
- ✓ Ability to reduce costs and improve services with modern load balancing.
- ✓ The capability to move backend enterprise applications to a public cloud (AWS, Azure, Oracle, and many other clouds),
- ✓ Application aware Intrusion Detection and Prevention System (IDS/IPS) to uplevel security awareness of internal threats

Software Defined Load Balancing: The infrastructure team has evaluated the benefits, costs and complexity associated with shifting from physical load balancers to virtual instances and noted significant benefits as follows:

- Reduced Hardware Costs & Simplified platform management
- Dynamic Scalability.
- Enhanced Security and Compliance

Zero Trust Employee Remote Access: DIT stood up a remote access replacement for all employees by replacing legacy VPN and other remote access solutions with a Private Access solution. This private access solution provided unique security, management, and agility capabilities built into their cloud platform.

By adopting this platform, initially for remote access but then expanding remote user security controls, the County now has a fully built out and configured platform in place, to deliver robust security as a service, that can easily be expanded to in-office users. Standardizing this Zero-Trust Architecture that delivers cloud agility and a SaaS/PaaS consumption model make this an easy win for the entire organization.

Resiliency and Classification: The county has always prioritized resiliency – whether operational, to avoid catastrophic impact from disasters, or to mitigate human error.

After careful planning, DIT has initiated numerous measures to uplevel disaster and ransomware preparedness to ensure the County can deliver on its mission and reduce risk to staff and citizens. The following projects were completed:

- Resiliency and foundational data security, and incidence response solution
- Best-in-class data classification and security alerting solution

Upleveled Disaster Recovery and Continuous Operations: This enabled automatic failover of applications without human intervention from the County data center to the alternate site, a significant enhancement in Continuous Operations (COOP) stance.

To support data center consolidation, DIT started an initiative to optimize physical rack space, power, cooling and platforms to manage.

The Fairfax private cloud is an ideal platform to support mature County applications that require high performance, reliability and flexibility. Running these applications in the low-cost, secure model that Private Cloud provides is ideal, until they are replaced by SaaS or at which time the vendor managing the application moves to a hosted model.

Teams, Productivity Suite, & Move to Teams Voice

As COVID necessitated remote work nearly overnight, DIT enabled the organization's move to Microsoft Teams as the new hub for most employees' work. Based on the roll out and the resulting reliability of Microsoft Teams as a voice service, the infrastructure team investigated moving backend voice services to the same platform.

Modernization of Contact Centers

The county had an aging Interactive Voice Response (IVR) system. Modernization activities are underway to realize the following anticipated results:

- Significant Improvement in citizen services / end user experience
- Ability for services like SMS text messaging and different ways to communicate with citizens, made possible on the new platform
- Integration of call data regarding the constituent that can integrate and feed into new County CRMs
- Significant saves over legacy IVR, which can be reinvested into capabilities further increasing citizen experience and communication methods.

Unified Communications Modernization

- This initiative will provide a more modern end user experience, and a cost effective and easier to support environment for DIT overall.

311 Non-Emergency Enhancements – Citizen Facing AI Bots with Zammo

- The county's 311 line for non-emergency calls has historically consisted of a basic phone number with call forwarding. The County endeavored to transform this citizen touchpoint with a next generation enhanced user experience.
- DIT is currently in the process of adopting an AI driven conversational software platform that delivers human-like chat bots 24/7 when county staff is not available. This integrates with the existing and new IVR systems, enabling better cross-channel reach for county staff and significantly elevated experience, including for those requiring accessibility considerations.

VTC Project to Enable Hybrid Work

- The team is rolling out modern VTC devices across the County. This will further enable hybrid work for on-site and remote employees.

What's Next to Continue to Enhance Productivity

There are three add-on projects that the County infrastructure team plans to pursue to continue to uplevel citizen facing services while dramatically reducing costs from legacy voice systems.

- **Voicemail Migration** - The county will enhance voicemail capability, in a single consolidated platform for all voicemail. The elimination of legacy platforms will enable new user-feature ready features like email-based voicemail.
- **Call Recording Modernization** - Moving to Call Data Recording will save many thousands for the county while increasing service quality. This includes advanced capabilities for monitoring sensitive calls – such as threats made to police or other departments, while adding intelligent invoice auditing, to limit double-charges related to telephony costs.
- **Unified Phone Monitoring** - For a single consolidated dashboard of all phone systems, and a central monitoring console. This will enable DIT's objective of being able to monitor the health of all phone systems from a single console.

Application Modernization and Services Optimization

Infrastructure team works to anticipate the needs of application and department owners, always looking for ways to optimize existing services. Below is a summary of recently delivered application modernization and optimization efforts, delivered:

- **Deployment of Application Monitoring Platform**
  - Portal created so application owners can monitor applications and optimize end user experience.
  - When usage increases, performance spikes, or challenges arise, owners can self-service and self-mitigate without the infrastructure team needing to be involved.
  - Enabled prediction of capacity management where deployed

- **Deployment of Containers and Micro Services**
  - The future of application development is in using Containers and Micro services. Containers are lightweight, portable, and scalable runtime environments that are isolated, consistent, and efficient. They are even more nimble than virtual resources, and more cloud portable.
  - As application modernization is accelerated – the team is working on a focused plan around container adoption.
  - Better and more refined root-cause analysis tooling, which will become even more critical as applications modernize.

3.10 Business Applications

In response to the growing need to align several areas, the Business Applications division was established to unify important technologies that support various business functions and processes. Within this area, customer relationship management, automation, and the rapidly accelerating area in artificial intelligence, specifically business uses of generative AI were aligned to ensure that systems are designed and deployed that enhance organizational operations and processes to improve efficiency and meet both staff and citizens expectations for modern tools and access to government services. As the need for real time information and seamless interaction with government services continues to grow dramatically, agencies and business units must leverage technology to quickly provide information to the public while capturing meaningful data such as constituent interactions and responses to inquiries. This program area supports both the applications that collect and automate important information to enable the business to understand what requests for services or inquiries have been made and to empower County business areas to rapidly respond with timely information.

As a newly established division, Business Applications works across DIT areas and agencies to administer and provide tools, standards, and data in a common platform for rapid and low code application development, process automation, and AI services in a method that keeps county data secure in enterprise County systems. The business applications team promotes agile development practices that maximize time to value for software solutions and systems. This division promotes effective and efficient government by integrating with a cloud first and API approach to support seamless and secure data exchange to improve both internal and external customer experiences. The business applications division supports enterprise Customer Relationship Management (CRM) technology platforms that enables a reusable data model, that enables faster development times while maintaining the security and integrity of each agency or business area.

This division aligns with the Countywide strategic plan and supports the replacement of several customer facing applications/ solutions with more advanced applications to improve internal efficiency and ensure equitable access. This business focused applications division also focuses on legacy modernization and has successfully completed data conversion, migration, and

implementation of a variety of applications now stored in the County's enterprise. Applications and solutions have been deployed to support eviction prevention efforts, to modernize the Department of Cable and Consumer Services complaint process, to support various public safety initiatives and programs, as well as supporting operational needs for County services such as the Adult Day Health Centers. Business applications not only develop in a cloud native platform but provide standards and review of vendors developing within the County enterprise Power Platform or Dynamics tenant. Rigorous standards and best practices are required to be followed to ensure the security, maintainability, and scalability of these applications. With an enterprise oversight role, this division has ensured the success of multiple other projects partnering with the Health and Human Services and the Revenue Services Branches. Business applications will continue to plan and execute migrations from legacy systems to meet the County's digital transformation and cloud goals as well as supporting the County's strategic initiatives. As administrators of the enterprise Low-Code application platform, the team facilitates increased efficiency and effectiveness in many business areas. Furthermore, this team works with agility to rapidly deploy and support the emerging technology needs that sometimes cannot be predicted, for example leveraging APIs and automation for SMS texting, document approvals, and interactions between systems and applications. Ultimately the efforts, technology solutions and work aligned into the Business Applications division aims to modernize and eliminate redundant systems, providing tangible evidence to citizens that their government is efficiently working to provide better user experiences, data, access to information, and improved accountability/compliance.

3.11 Data Architecture and Analytics

At the core of operations, data is a key enabler for delivery of high-quality services by providing actionable insights to the organization and the public in Fairfax County. Data architecture and analytics is a strategic initiative to position the county to best use technology to harness the power of data to improve processes, support digital transformation, facilitate improved decision making, and to continue building trust with residents. To ensure the County's ability to use data, foundational components of data architecture have been established to accomplish the following:

1. Establish a modern data estate that leverages the cloud, advanced technologies, and tools to drive innovation and scalability
    a. Integrate data collection and analysis by adopting a standardized data framework.
    b. Ensure standards and protocols are in place to maximize value.
    c. Implement automation capabilities to streamline data processing and analysis.
2. Ensure technical data governance
    a. Establish technical data governance policies. Enable technical processes and frameworks to ensure accuracy, privacy, and security across the enterprise.
    b. Implement and expand data classification and access control mechanisms to protect sensitive and confidential resident data assets.
    c. Automate regular audits and assessments to monitor and enforce adherence to policies and standards.

Aligned with the technical architecture this strategic area of the IT is focused on ensuring county staff and residents know that data is used for making a better government through analytical insights and data products that are focused on the following:

1. Facilitate better data driven decisions

a. Use public input and data to anticipate challenges and opportunities.

b. Find innovative ways to provide equitable and meaningful services for the community.

c. Highlight disparities within a geographical area and distribute resources equitably through targeted intervention.

2. Build trust with residents through transparency

   a. Provide residents control over personal data through an intuitive portal and increased visibility about how data is used.

   b. Provide effective data management so residents can select data privacy levels and update personal information when needed.

   c. Demonstrate positive community outcomes achieved by utilizing resident data for analytical analysis.

Ultimately, the goal of this strategic initiative is to enable the County to be a data driven organization that uses data to underpin policy, decisions, and actions to improve services and outcomes for residents, businesses, and the County. Leveraging technology methods, practices and tools to support the county's ability to evaluate and monitor performance while helping plan and prepare for the future, predicting issues before they arise. Empowering a data driven organization through technology ultimately supports delivery of high-quality services, operational and county-wide strategic objectives and focuses on community outcomes and benefits.

3.12 Enterprise Content and Document Management

The County established a strategic approach to content and document management by developing an integrated solution on an enterprise platform. Content Management is an organization's foundation for the use of information from structured data (through business applications), and unstructured data in electronic or imaged documents (word processing documents, spreadsheets, e-mail, and reports).

Content Services Platform (CSP) integrates with Cloud infrastructure and is deployed in containers that allows for full portability of data between County private cloud, public cloud, and on-premises platforms. Artificial intelligence can also be utilized for tasks like assigning metadata and even recommending document organizational improvements, and automatically categorizing content based on predefined terms and taxonomies, which allows AI to work at a scale and speed that improve business processes almost instantaneously. This comprehensive approach and associated implementation of technology provides a familiar search engine-like interface for rapid information retrieval. This platform can also integrate with low-code development tools and empower business users to build applications in hours that used to require months of software engineering. CSP APIs enable connections to preferred workflow, collaboration, business intelligence and analytical tools to minimize complexity and training needs, avoid custom software development, and add functionality with a building block approach. This integrated

solution is more cost-effective and provides a seamless integration for use of information exchange and data sharing with other systems required for a complex business transaction.

Content, records, and document management will continue to be a long-term strategy for integration of structured and unstructured electronic and paper-based information and file types to optimize and enhance overall information management, transparency, and decision processes. These initiatives have provided benefits and quality improvements including:

- ✓ Increased staff productivity through the delivery of the right documents at the right time.
- ✓ Enhanced communication and collaboration through shared information.
- ✓ Improved speed of information and transaction flow throughout County agencies.
- ✓ Improved access and security through controlled access to sensitive documents.
- ✓ Reduced time spent searching for critical documents.
- ✓ Improved disaster recovery through electronic storage and backup of information that is far more secure than paper.
- ✓ Reduced clerical, paper, printing, and storage costs.

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SECTION 4

INFORMATION TECHNOLOGY PROJECTS

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Table of Contents

4.1 Technology Overview

The Information Technology investment fund (Fund 100-C10040) was established in FY 1995 to optimize centralized management of available resources by consolidating major Information Technology (IT) projects in one fund. General Fund transfer, other revenue funds, the State Technology Trust Fund, and interest earnings are sources for investment in eligible Information Technology projects. In FY 2001, the E-911 Emergency Telephone Service Fee revenue and related project expenses were moved to Fund 400-C40091, to satisfy a state legislative requirement that E-911 revenues and expenditures be accounted for separately.

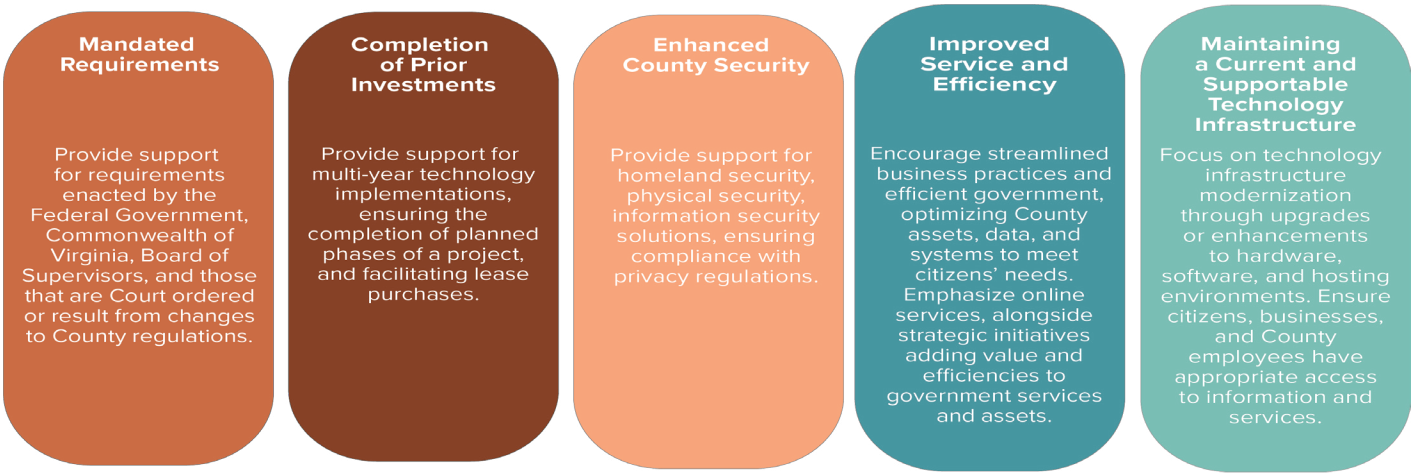
The County's technology improvement strategy has two key elements: redesign business processes and apply technology to achieve improvements in service quality and efficiencies and provide an adequate technology infrastructure that supports County technology solutions. The County's long-term commitment to provide quality customer service through the effective use of technology is manifested in service enhancements, expeditious response to citizen inquiries, round the clock on-line service opportunities, improved efficiencies, transparency, and data driven management decisions.

FY 2025 PROJECT FUNDING

IT projects (supported by Fund 100-C10040) are not included in the County's FY 2025 Budget Plan. Selected projects approved for FY 2025 funding will be supported with one-time balances and/or agency savings during quarterly budget reviews. This strategy enables the County to optimize the strategic use of available dollars and align project funding with project budgets, plans and schedules. FY 2025 IT Project requests include those that were funded in the County's FY 2024 Third Quarter Review package and others that will be considered as part of the FY 2024 Carryover process.

PRIORITIES

The funded projects meet one or multiple priorities established by the Senior Information Technology Steering Committee and include a mix of projects that benefit citizens, staff, and the need for maintaining a secure and strong technology infrastructure. 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 strategic priorities that guide the direction of IT investments. These long-standing priorities include:



REVIEW AND APPROVAL

In line with FY 2025 Budget Guidelines, agencies were advised to submit new project funding requests that met one or more of the five above Senior IT strategic priorities; as well as specify tangible project outcomes, clear project start and completion dates, anticipated implementation and budget plans over the next five years, including subsequent fiscal year(s) impact on enterprise wide infrastructure, maintenance and support, and linkage to agency strategic and business goals. Agencies were further instructed to carefully evaluate urgency, feasibility, readiness, and the strategic business value of initiatives for which an IT Project funding request is submitted. FY 2025 funding requests for existing projects were limited to projects requiring additional support to meet existing contractual obligations, to complete a planned phase and where appropriate progress against existing project plans had occurred. The process is designed to facilitate the development of a solid business and technical case for IT project requests and to update the business and technical status for continuing projects.

In keeping with established procedures, a Project Review Team of senior business and technical staff from the Department of Information Technology (DIT) and the Department of Management and Budget (DMB) reviewed the project proposals. Requests were evaluated for those offering greatest opportunities for operational improvements and support for sustained performance, security, and reliability. Existing projects were also assessed for continued alignment with project plans, schedules and return on investment opportunities. Benefits were weighed against the cost and risk factors including potential changes in scope necessitated by new business drivers, technological relevance, operational changes, project schedule viability, and the impact of not funding or otherwise delaying the project. Technical factors included alignment with the County's technology architecture and standards, impact on existing County IT infrastructure, and availability of viable products and services. Also considered was the organizational experience with the solutions and the availability of staff resources to implement the project..

4.2 Public Safety

2G70-056-000 PSCC WIRELESS – RADIO SYSTEM UPGRADE

Project Description

The Fairfax County Public Safety agencies utilize a land mobile radio (LMR) system as their primary means of communication between each other and the 911 Public Safety Answering Point (PSAP). The radios utilized by first responder agencies are either portable, handheld units or fixed in-vehicle (mobile). The average life cycle of these devices is approximately 10 years of active use. While the County has extended the usable life of these devices beyond the 10-year window through aggressive preventive maintenance, a predefined replacement program prevents device failure, higher reliability, and better aligns a technological refresh of the radios with new and more advanced capabilities that are available in the market.

Project Budget

FY 2025 funding of $3,531,352 continues support for the required hardware and software upgrades associated with this strategic initiative.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Workforce Optimization**

Progress to Date

- The portable radios for the Police and Fire Departments have been fully deployed throughout the agencies. The Sheriff's Office has had a slower roll out of the portable radios. The portable radios for Department of Emergency Management and Security (DEMS) and Health Department (HD) are still in the process of code plug development and subsequent deployment. It is expected that full deployment of the portable radios will be completed in FY 2025.

- Mobile radio deployment has begun with the Police Department (PD). It is expected that full deployment of all the mobile radios will be deployed for the PD and will be completed during the Summer 2024-time frame. Currently, planning is underway for the transition of mobile radios in Fire Department apparatus. Depending on the start of this phase of the project, it is expected to be completed in FY 2025. To date, the Sheriff's Office has not made any plans for the mobile radio upgrade. Historically, the Sheriff's Office has worked their mobile radio upgrades into either the Police Department schedule or the vehicles have been brought to the Radio Shop for upgrade activities due to the proximity of the Radio Shop to the Courthouse and Detention Center. Due to the small number of mobile radios in the Sheriff's Office fleet, replacement could take a short amount of time and will not require any special circumstances to complete this action. Mobile radios have been upgraded in the DEMS vehicles to date.

Return on Investment

Through the procurement of this newer technology, the first responders have better communications coverage through the advent of an integrated cellular component into the radios. This new feature provides the ability for responders to leverage cellular networks to communicate back to other first responders or the Fairfax County PSAP when their primary LMR coverage is not available or degraded. This capability gives responders the ability to maintain communications on the radio system without having to communicate peer to peer, thus limiting situational awareness to other responders and prevents additional resources from being requested from the PSAP. This single feature provides the residents of the County an extra layer of certainty that the first responders not only can communicate nearly everywhere, but this cellular feature also provides for real time location information on those responders where additional resources can be guided in for additional assistance if necessary. An example would be a search and rescue incident where once an individual is located, the other resources could be directed in by the PSAP because the unit can be seen in real time. This reduces time to render aid or evacuation to a next level care facility and improves the odds of minimizing injury or death to civilians and/or responders.

Planned Goals and Activities for FY 2025

- Continued upgrade of portable and mobile radios for all public safety agencies to be on a homogeneous platform and all older technology to be removed from service. Securing continued funding for LTE-related services is desirable and will allow full use of the capabilities of the radios.

2G70-059-000 MOBILE COMPUTER TERMINAL PROJECT

Project Description

Fairfax County public safety communications relies heavily on mobile data communications for dispatch of equipment and personnel to emergencies and non-emergency requests. Digital communications are used to allow field units (e.g., Police, Fire and Rescue, and Sheriffs) to receive dispatch messages, event notifications, to self-initiate events, make traffic stops, check on licenses and registrations, maintain status for response, and communicate with one another and the Department of Public Safety Communications (DPSC) without the use of voice radio or intervention of a dispatcher at the DPSC. The entire structure of the County's public safety response system, including staffing at the DPSC, is based on the heavy utilization of mobile data communications for critical public safety activities.

Project Budget

In FY 2025 funding of $1,717,550 supports the replacement of 1/5 of the MCTs and associated peripherals that make up the total fleet.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Workforce Optimization**

Progress to Date

- This Project supports a 5-year recurring life cycle replacement of 1/5 Mobile Computer Terminals (MCT) and peripherals for the public safety fleet for Police, Fire/EMS, and Sheriffs to ensure this critical equipment is kept contemporary and functional for public safety personnel.
- FY 2025 will be the 3rd year of the next life cycle replacement to keep the equipment contemporary and available.

Return on Investment

More than 150,000,000 transactions are processed each year via MCTs through the mobile data communications infrastructure and therefore, it is critical to keep this equipment contemporary and available for the many operations utilized by field personnel.

Mobile digital communications are connected to the CAD and other information systems enabling field personnel to receive dispatch messages, event notifications, self- initiate events, transmit requests for information from remote databases such as VCIN, NCIC, FBI, etc. and receive messages back from these systems. MCTs allow units to maintain status without the use of voice radios freeing up voice channels for emergency use. MCTs also serve as an officers' desktop for completion of reports and routine functions that would normally require the officer to return to the station, thus keeping personnel in the field.

Planned Goals and Activities for FY 2025

- Implement replacement of 1/5th of the 1600 MCTS and associated peripherals that currently make up the total Public Safety mobile fleet.

3G70-078-000 E 9-1-1 TELEPHONY PLATFORM REPLACEMENT PROJECT

Project Description

Project Budget

In FY 2025 funding of $2,180,000 continues support for the required hardware and software upgrades and maintenance associated with this strategic initiative.

This project supports Fairfax County's strategic initiative to maintain and modernize 9-1-1 call center hardware and software for dispatch of police and fire units in response to emergency calls and to continue the transition to Next Generation 9-1-1 capabilities. This project began in 2015 as a multi-phase update of the PSAP (Public Safety Answering Point) communications technology environment within the County to continue 9-1-1 call processing functions, and to replace the external service provider network. The widespread adoption of rapidly advancing technologies like text, video, Voice over Internet Protocol (VoIP), and the increased reliance on high-speed broadband services have raised expectations for Next Generation 9-1-1 services. This project supports the ongoing transition of the County's core 9-1-1 system architecture to new supportable platforms that are technologically current and compliant with National Emergency Number Association (NENA) Next Generation 9 1 1 industry standards to facilitate 9-1-1 public safety services into the future.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: Access, Collaboration and Engagement
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: Effective and Efficient Government, Safety and Security
- ✓ DIT Strategic Goal: **Digital Transformation**, **Workforce Optimization**

Progress to Date

- Fairfax County was the first local jurisdiction to implement text to 9-1-1 for improved access to 9 1 1 for deaf and hard of hearing individuals.
- Fairfax County replaced four separate 9-1-1 call handling systems and four recording systems in 2017 with two integrated systems for 9-1-1 call handling and voice and public safety radio recording. The system was deployed to five locations, on one central platform improving interoperability and maintenance. Other enhancements for improved business processes included mapping 9 1 1 calls for situational awareness, staffing forecasts for call takers, improved management reports, connectivity to NG9-1-1 networks, as well as additional data repository capabilities for citizen emergency profile data.
- The County led a Request for Proposals (RFP) effort and awarded a contract to AT&T to replace the legacy copper networks with a Next Generation 9-1-1 Emergency Services Network (ESInet), establishing the privately managed IP platform for voice and other 9-1-1 media including pictures and videos. The ESInet platform, implemented in 2020 for Fairfax County, was adopted as the interoperable solution for the entire Commonwealth of Virginia. The project effort also leveraged County GIS mapping data into the ESInet for more accurate emergency call location. The project has transitioned two of the three major originating wireless service providers to provide direct connections to the ESInet (eliminating the legacy 911 call aggregator) allowing citizen calls to be delivered to the 911 center quicker and with industry standard additional data.
- The existing call handling system has reached end-of-life after seven years and the implementation of a new cloud-based call handling system will be completed in 2024. Three of the five locations have been upgraded to the new call platform with the remainder by July. The cloud-based system provides multiple layers of geographic redundancy, simplifies maintenance at the local level due to the cloud architecture, and improves ease of integration with other cloud-based public safety applications. Key new features include automatic two-way language translation (up to 170 languages) and transcription of voice and text call, ability to receive inbound video for emergent situations, improved mapping and ability to display relevant public safety data (VDOT camera feeds, vertical location information for callers, floor plans). The cloud-based platform establishes the potential for greater regional interoperability using a shared platform.
- Project efforts are underway to allow machine learning capabilities to support dealing with critical staffing shortages by performing triage of non-emergency calls using advanced software services (voice chat, text links to online web resources, etc.) This allows citizens to directly reach sources of information, if desired, without the need to speak to public safety telecommunicators. Other planned efforts include allowing near real-time transcription of radio transmissions for police and fire dispatchers to enhance officer safety and allow for keyword alarms (e.g., officer down, mayday, etc.) and additional integration of data sources to improve response times and to allow integration of 911 data with County Command Centers in real-time.

Return on Investment

Improved systems for 9-1-1 services provide enhanced services and capabilities to the citizens of Fairfax County with a high degree of accuracy and functionality with up-to-date technology solutions. These technology upgrades strengthen system resiliency, reliability, and establish a technology foundation for implementation of Next Generation 9-1-1 multimedia capabilities such as text, video, and photographs. This on-going multi-part project improves system interoperability with other jurisdictions, call overflow with other Public Safety Answering Points, and location accuracy. The new 9-1-1 call processing technology

platforms will result in overall efficiencies for Fairfax County as specialized proprietary systems are replaced with commercial off-the-shelf components that will reduce maintenance costs.

Planned Goals and Activities for FY 2025

- Continue the transition to NG 9-1-1 ESInet (VoIP, hi-speed broadband, video, etc.), replacing legacy Verizon 9-1-1 call routing network.
- Introduce the capability to have automatic language translation of text and voice.
- Conducting much more sophisticated and complete performance analysis of voice calls against required performance measures using artificial intelligence engines.
- Putting in place a voice over internet protocol ten-digit platform for the 911 operations to replace obsolete TDM voice platforms.

3G70-079-000 PUBLIC SAFETY CAD SYSTEM INFRASTRUCTURE PROJECT

Project Description

Project Budget

FY 2025 funding of $1,180,000 supports continued replacement plans for the County's CAD system.

The Public Safety Computer Aided Dispatch System (CAD System) is one of the County's largest IT systems. The CAD System is the core technology supporting the intake and dispatch response functions for all Fairfax County Public Safety agencies including Police, Fire and Rescue, Sheriff, and the Department of Public Safety Communications in their core mission of keeping Fairfax County and its citizens safe. Call takers and dispatchers use the CAD System to process all calls for service received on 9-1-1 and other requests for emergency and non-emergency services in Fairfax County, as well as for mutual aid interoperability. This project supports the update and replacement of the hardware infrastructure and required software licenses, workstations, public safety program interfaces, and associated licenses, used by the CAD system and its users for current and future functionality over a five-year repeating replacement cycle.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Workforce Optimization**

Progress to Date

- Staff from the Department of Public Safety Communications, Public Safety agency stakeholders, Department of Information Technology and advisory experts have researched the issues associated with sustaining 9-1-1 Center performance, best practices for hardware replacements, security and resilience, state of the industry and readiness to operationalize and integrate next generation 9-1-1 needs.
- Each phase of the proposed project plan addresses replacement components and related software versioning processes with activities including identification, purchase, installation, software license obligations, and transition to a new CAD solution. The hardware and software replacement schedules are coordinated with partner agencies to ensure minimal

impact on other public safety projects. Software updates are also coordinated and driven by the manufacturer and industry standards.

- During FY2024, the upgrade to the testing environment of the regional CAD-to-CAD interface for Fairfax was completed. In the coming year, Fairfax awaits its regional partners to update their application to be able complete the testing phase and progress towards completion of the implementation for NGX CAD-to-CAD platform. There are also preliminary discussions regarding a no-call transfer initiative which would rely heavily on the CAD-to-CAD platform to ensure a successful outcome to the project.
- In Q4 of CY 2024, replacement of CAD servers is planned. With the new hardware, a VDI solution to give the users more flexibility when accessing the system is planned. This would provide additional opportunities for DPSC to expand on the option of remote call taking which would assist in the call answering times of non-emergency and emergency calls.
- In FY 2024, workstation hardware was replaced in all Fairfax County Fire stations, to include two Fire stations in Fairfax City, and Fire Department administrative offices which use CAD.
- In FY 2025, the need will arise to replace workstations at all Police stations and other law enforcement administrative locations which utilize the CAD system. The process for replacement of CAD workstations in the DPSC academy and Pine Ridge (backup 9-1-1 center) will be planned for Q1 of CY 2025.
- The planning process for the next version of CAD has begun and the necessary funds will need to be set aside for the necessary upgrade. The next version will allow the users of CAD to have the next-gen technology at their disposal to make their process more efficient and to continue to offer the citizens of Fairfax County the continued level of service for their safety.

Return on Investment

Public Safety agencies rely on the CAD system to provide mission critical lifesaving and property protection services to Fairfax County and the surrounding areas. By replacing hardware in a timely fashion, the County safeguards against equipment failure and legacy vendor abandonment of aging technology that could potentially result in service interruptions with grievous consequences. This project incorporates the requirements needed to upgrade and replace CAD system components, including software versioning, over a span of five years to keep the system contemporary and upgraded and to allow for continued use by the Public Safety user community. The need for improved CAD system capacity and functionality will continue as a necessary requirement. Using a phased, life cycle approach insures that required funding is spread out over a five-year period and avoids the impact of a major system overhaul in any one fiscal year.

Planned Goals and Activities for FY 2025

- Continued implementation of ongoing technology and hardware refresh.
- Replacement of 9-1-1 operations floor equipment, and backup center replacement.
- Ongoing maintenance and phased upgrade of server environments (Primary Production, Test, Training).

2G70-021-000 CASE MANAGEMENT SYSTEM PROJECT

Project Description

Case Management System (CMS) – The Clerk of the Fairfax Circuit Court is responsible for receiving and maintaining all court records for felony prosecutions and civil litigations in Fairfax County. The Clerk files, indexes, and manages the complete life cycle of a court case and its pleadings, from case-initiation (Search Warrants/Indictments in criminal prosecutions and Petitions/Complaints in civil actions) to the compilation of the appellate record for submission to the Court of Appeals and the Supreme Court of Virginia. All pleadings, criminal discovery, trial evidence and post-trial motions, as well as Orders of the Court, are kept in perpetual record by the Clerk's Office.

Project Budget

Annual funding from Virginia's Technology Trust Fund revenue (mandated by Virginia Code for addressing Circuit Court Clerk's Office technology needs), CPAN subscription revenue, Administration of Justice revenue, and agency funds support technology initiatives in the Circuit Court.

The Clerk's Case Management System (CMS) automates case-processing through the Circuit Court, allowing for real-time case indexing, docketing, trial/hearing scheduling, data integrated document generation and processing, disposition entry, accounting and the running of statistical reports. The CMS further automates indexing with the application of public electronic filing in Civil cases. Electronic filing provides public access and is available 24 hours a day, 7 days a week.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- Enabled electronic case initiation for civil litigation.
- Customized CMS to accept service of process requests sent electronically.
- Implemented the capability to submit fee waivers electronically.
- Provide free, online public access to court case indexing information.
- Created customized clean-up capabilities to remove orphan documents.
- The project will continue to expand e-filing to Criminal cases.

Return on Investment

Our comprehensive CMS offers Virginia's largest trial court real-time case document imaging and electronic filing of Civil cases. Parties can access electronic case files simultaneously, and e-file pleadings and other documents from their firms, at any hour of the day or night, reducing trips to the courthouse. The CMS roadmap includes the ability to develop digital trial practice (for the management of digital evidence submission and police body worn camera evidence) as well as real-time judicial dashboard capabilities. Finally, potential interfaces with agencies like the Sheriff's Office or other Virginia jurisdictions, will allow the exchange of electronic documents and/or data and eliminate existing manual processes between jurisdictions.

Planned Goals and Activities for FY 2025

- Implement electronic filing capabilities for Criminal cases.
- Integration with State Police to seal documents as mandated by state legislation.
- Enhance reporting capabilities to distinguish electronic filings.

2G70-022-000 COURT AUTOMATED RECORDING SYSTEM PROJECT

Project Description

Court Automated Recording System (CARS) / Court Public Access Network (CPAN) – The Clerk of the Fairfax Circuit Court is responsible for providing the public with reliable and timely access to records. Over 57 million court records have been digitized into the Court's Public Access Network (CPAN) which is an online, digital image and index retrieval system. CPAN offers subscribers 24 hours a day, 7 days a week online access to land records, judgments, marriage licenses, trade names and probate document images, dating from as early as 1742 to the present. CPAN has over 2,000 subscribers located domestically and internationally. Public subscribers include real estate title examiners, law firms, mortgage companies, banks, media outlets, and federal, state, and local governmental agencies.

Project Budget

Annual funding from Virginia's Technology Trust Fund revenue (mandated by Virginia Code for addressing Circuit Court Clerk's Office technology needs), CPAN subscription revenue, Administration of Justice revenue, and agency funds support technology initiatives in the Circuit Court.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- Rewrote a legacy billing application in the latest .NET framework and migrated reports to the same updated framework.
- Updated the existing marriage license system to support the issuance of licenses from satellite locations.
- These systems provide a platform and foundation for additional capabilities, as the Court's business requirements evolve. Technological system updates, which are critical to platform vitality and customer-service delivery, are also addressed through these funds.
- The project will continue to maintain and update existing applications for improved efficiencies within the Fairfax Circuit Court.

Return on Investment

CPAN provides immediate electronic access to over 2,000 customers, making all land records, deeds, deeds of trust, liens, and judgments available to the public on every parcel of land located in Fairfax County. In addition, CPAN serves federal, state, and local agencies, such as Fairfax County Department of Tax Administration (DTA), the City of Fairfax Tax Assessor's Office, the Fairfax County Geographic Information Systems (GIS), and the Fairfax County Department of Public Works and Environmental Services (DPWES).

Planned Goals and Activities for FY 2025

- Consolidate all CARS applications into a single document management system and create a 'lite' version capability for users who do not need full functionality.
- Upgrade existing software tools to the latest, supported versions.
- Consolidate existing CARS webservices into a single service.

2G70-034-000 COURTROOM TECHNOLOGY MANAGEMENT SYSTEMS

Project Description

The primary goal of the Courtroom Technology Management Systems(CTMS) project is to upgrade and integrate the high-tech courtrooms, conference rooms, jury assembly, and jury deliberation rooms at the Fairfax County Courthouse to a modern digital platform consistent with industry standards. The digital upgrades allow for Bring Your Own Devices (BYOD), High-Definition Multimedia Interface (HDMI) connectivity, Wi-Fi, annotation enhancements, upgraded touch panel displays, and network-managed video services, while retaining existing CTMS functionality. The digital CTMS meets the County's strategic objectives of improving citizen's access to the Courts, facilitating trials and hearings in the most effective and efficient means possible, allowing for all three Courts to share common resources, and providing for the flexibility and adaptability required to incorporate future changes in technology and court proceedings.

Project Budget

Additional funding is not required for FY 2025. The project has sufficient reserves to meet planned upgrades for FY 2025.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Workforce Optimization**

Progress to Date

A multiphase deployment to upgrade existing courtrooms to a digital platform commenced in FY 2017 and was completed in FY 2022. Milestones and planned implementation are:

FY 2017

- Completed Digital Upgrades for four Circuit Court courtrooms (5A, 5B, 5C, 5D).

FY 2018

- Completed Digital Upgrades for four Circuit Court courtrooms (5E, 5F, 5G, 5H).
- Completed Digital Upgrade for two General District Court courtrooms (2J, 2K).
- Completed Digital Upgrade for two Juvenile and Domestic Relations District Court courtrooms (3A, 3B).

FY 2019

- Complete Digital Upgrades for five JDRDC courtrooms (3C, 3D, 3G, 3H, 3K).

FY 2020

- Complete Digital Upgrades for two JDRDC courtrooms (3E, 3F).
- Complete Digital Upgrades for two Circuit Court courtrooms (5J, 4J).
- Complete Digital Upgrades for two General District Court courtrooms (1A, 1E).

FY 2021

- Digital Upgrade MCR Network Switch Expansion.
- Digital Upgrades for Adult Detention Center Video Arraignment and Remote Hearing Room.
- Build Out and installation of two additional Adult Detention Center Video Arraignment and Remote Hearing Rooms.
- Digital Upgrades to Courthouse Jury Assembly rooms to enhance audio and allow remote connectivity with the courtrooms and remote destinations.

FY 2022

- Digital Upgrade to Judicial Conference Rooms for the General District Court and Juvenile & Domestic Relations District Court that allow remote connectivity with the courtrooms and remote destinations.
- Expansion of video conference capabilities throughout the courthouse to allow for non-contact public service areas.
- Installation of Attorney/Client virtual conference rooms.

FY 2023

- Retrofit digital upgrade for courtroom 1A due to prior conflicts with courtroom construction and renovation schedules.
- Upgrade and migration of Courtroom Digital Audio Recording to an established cloud platform to include speech-to-text capabilities.
- Complete Digital Upgrade to legal Conference Room for the Office of the Commonwealth's Attorney.
- Jury Deliberation Room Digital Upgrades.
- Research and implement translation services products at public counters for the District Courts.
- Courthouse Data Center and Network Telecom maintenance and sanitization.

FY 2024

- Digital Upgrade of Courthouse Conference Rooms to allow remote connectivity with the courtrooms and remote destinations.
- Installation of Attorney/Client virtual conference rooms (contingent on construction and renovation schedules).
- Full implementation of Digital Upgrade of one GDC Courtroom (1A).
- Digital Upgrades for two Circuit Court courtrooms (4A, 4B).

Return on Investment

By implementing the latest audiovisual technology in courtrooms, the judicial process becomes more streamlined, allowing for clearer presentations of evidence, smoother proceedings, and ultimately quicker resolutions. Upgraded conference rooms facilitate better collaboration among county officials, leading to more informed decision-making and increased productivity. Enabling remote connectivity and witness testimony not only saves time and resources for all parties involved but also ensures

accessibility, particularly for those who may face mobility or transportation barriers. The impact on constituents is profound — they experience improved access to justice, increased transparency, and reduced wait times. Moreover, the efficiency gains from these projects translate into cost savings for the county in the long term, making it a sound investment that benefits both the government and the community it serves.

Planned Goals and Activities for FY 2025

- Digital Upgrades for two Circuit Court courtrooms (4C, 4D).
- Digital Upgrade for General District Courtroom (2A).
- Build out and technology integration of one additional courtroom for the Juvenile & Domestic Relations District Court (3J).
- Digital Signage Enterprise Upgrade.
- Paperless courtrooms – integration of presentation systems with case management systems.
- Integration of CTMS and other hardware platforms with case management systems, software conferencing (Webex, Teams, Zoom, Polycom, etc.) and digital evidence storage platforms.
- Migration of on-premises Audio Recording to cloud environment and implementation of live Speech-to-Text of Courtroom Audio Recordings.
- Integration of Digital Evidence capture, storage, and Digital Evidence Management Systems.

2G70-067-000 ELECTRONIC SUMMONS AND COURT SCHEDULING

Project Description

The E-Summons program was designed to decrease the amount of time required for an officer to issue a summons during a traffic stop. The paper version of a traffic summons can take 20 minutes or more on the side of the road and requires further time at the end of an officer's shift to enter the ticket into the Records Management System (RMS). The E-Summons decreases the amount of time required to complete the traffic stop, while also eliminating the need to manually enter every citation into the RMS.

Project Budget

In FY 2025, funding of $667,900 continues support for the required hardware and software upgrades associated with this strategic initiative.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Workforce Optimization**

Progress to Date

- This project has already been deployed and is currently being maintained as the project moves forward. In addition to the normal yearly project upkeep, Fairfax County Police Department (FCPD) is currently replacing handheld e-citation devices with more manageable and cost-effective iOS devices.
- FCPD is also switching to a yearly e-citation printer replacement cycle which will see only a portion of printers replaced in any given year.

Return on Investment

Officers can more efficiently issue traffic citations, and motorists being issued the citations will not have to spend as much time waiting for the officer to manually fill out a paper form. There will also be a large amount of time saved at the end of an officer's shift, as the E-Summons system eliminates the need to manually enter citations into the RMS.

Planned Goals and Activities for FY 2025

- FCPD plans to finish the iOS transition for the rest of e-citation devices not transitioned in the prior fiscal year. A portion of e-citation printers will be replaced as a part of the multi-year hardware replacement plan.

IT-000013 POLICE RECORDS MANAGEMENT REFRESH PROJECT

Project Description

Project Budget

The project has adequate funds to complete planned activities. No additional funds were requested for FY 2025.

This project supports replacing the current Fairfax County Police Department (FCPD) Records Management System (iLEADS) with a next-generation cloud-based Records Management System (RMS). The existing system cannot be upgraded to current IT standards. FCPD has a key goal of achieving greater operational efficiencies and effectiveness with fewer policing resources. FCPD believes that significant steps towards achieving this goal can be achieved with adoption of intelligence-led or data-driven law enforcement methodologies and technologies. Currently, FCPD utilizes data that is housed in many disconnected systems. These systems must be accessed individually and there is no automated method to correlate, analyze and/or align baselines for the information in these systems. As a result, the department's resources cannot be utilized in an efficient manner. A new more intelligent RMS will bridge this gap. The new RMS will provide the Police Department with a commercial off-the-shelf web-based solution that will integrate with third party software and integrate closely with the current 9.4 Computer Aided Dispatch (CAD). The new system will fully utilize and support the present and future needs and business processes of the police department.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Cloud Computing**

Progress to Date

- RMS RFP was published in May of 2020 with a submission deadline in July of 2020. Eleven submissions were received, and the review committee selected three vendors for the demonstration in April of 2021. In September of 2021, a preferred vendor was selected. Following contract negotiations, a contract was awarded to the selected vendor in July 2022.
- Shortly after the contract award and following project kickoff, implementation of the new system began and is currently underway.

- The new Records Management System is being configured and tested, and work on the interfaces with various County and state systems is in progress.
- Launch of the new Digital Evidence Management system which is a part of the RMS deployment ahead of the RMS go-live.
- Configure and launch single-sign-on for RMS.
- Deployed a replicated database server.
- Setup up access to RMS web portal from MCTs.
- Started data conversion activities.

Return on Investment

A modern Records Management System (RMS) is a critical necessity in large police departments. It enables the Police Department to act more efficiently to incidents, from initial response to tracking, investigation, and reporting. The new RMS will incorporate legacy information from existing PD data warehouse seamlessly with the ability to present, analyze, search, and collate data for custom reporting useful in crime analysis and staffing needs. A modern system also assures more accurate, timely, reliable, and accessible information on events. In overall terms of efficiency and productivity, officers and detective's workload could be reduced as it relates to information gathering and could be reduced by as much as 30%. Time saved going to and from the station to print documents or save files could virtually be eliminated.

Planned Goals and Activities for FY 2025

The project team plans to complete the bulk of the overall implementation in FY 2025. The following tasks are planned:

- Message Switch configuration and deployment.
- Interface configuration and testing.
- User testing and documentation.
- End-user training.
- Building reports.
- System functional testing.
- System go-live.

IT-000014 SHERIFF CIVIL ENFORCEMENT SYSTEM PROJECT

Project Description

The Sheriff's Office is required by Virginia Code 8.01-293 to execute civil processes within its jurisdiction, and to report statistics as required by the Virginia Compensation Board. The Office of the Sheriff, in collaboration with the three Fairfax County Courts (Circuit Court, General District Court, and Juvenile and Domestic Relations District Court), and the Department of Information Technology is implementing an Advanced Civil Enforcement System (ACES) to automate existing civil enforcement business processes and replace the legacy systems. The ACES solution provides a web and mobile

Project Budget

The project has adequate funds to complete ongoing and planned activities. No additional funds were requested for FY 2025. Additional funding, when required, will be requested at the appropriate time.

solution, enhanced security, reporting, statistics, and will also provide interfaces between the Sheriff's Office, the Courts, and other County agencies.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- The ACES Project has transitioned to a new, internally built Civil Enforcement System called NuACES supporting critical needs of the Sheriff's Office Civil Enforcement Branch. This includes the civil enforcement processes such as real-time tracking of service information, a single bi-directional interface with the General District Court's Case Management System (CMS), an interface with the County's Geographical Information Systems (GIS) for geocoding and geofencing to electronically track service documents, and a mobile solution utilizing existing infrastructure.
- The project will continue with development to provide secure public and internal web access, bi-directional interfaces between ACES and the three Courts' case management and imaging systems, and interfaces with other County agencies.

Return on Investment

When fully implemented, the new Advanced Civil Enforcement System (NuACES) will provide an integrated and comprehensive civil enforcement solution for electronically processing, distributing, and tracking service documents. The system will significantly reduce staff time to manually process physical service documents and improve response times to public and court inquiries with secure public and internal web accessibility. The system will also enhance reporting and statistics required by the Virginia Compensation Board, minimize lost or misplaced documents, and provide electronic backup for business continuity.

Planned Goals and Activities for FY 2025

- Implement Phase 1B (Secure Public and Internal Website).
- Implement Phase 2A (Interfaces with Courts and DTA).

IT-000015 COMMONWEALTH'S ATTORNEY CASE MANAGEMENT SYSTEM PROJECT

Project Description

The Office of the Commonwealth's Attorney (CWA), in collaboration with the Department of Information Technology implemented a management system with a secure, scalable multi-user platform compliant with Fairfax County IT standards. The CWA's Office has a very high case volume making attorney case and courtroom scheduling a complex and labor-intensive process. The eProsecutor solution is a web-based application that streamlines and automates previous manual processes and improves efficiencies with law enforcement agencies and the Courts with improved workflow tools, streamlined processes, and enhanced accountability. These improvements

Project Budget

The project has adequate funds to complete ongoing and planned activities. No additional funds were requested for FY 2025. Additional funding, when required, will be requested at the appropriate time.

will aid in making CWA's operations efficient and optimally digitized, while scaling the operation's data capacity to incorporate data-informed decision-making into the team's routine practice.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: I**nnovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Data Management and Business Intelligence**

Progress to Date

- The initial system was rolled out in May 2019 and modifications continued into FY 2021 to better capture barcode and case information at the point of origin. The project's original scope is complete.
- Additional requirements and modifications were identified and are planned in the next phase of the project through FY 2023 - FY 2024. These enhancements will include reconfiguration of the calendar, workflows, forms, fields, and lookup lists and will help the office standardize data entry and collection processes so that case level information is more consistent and reliable. Additionally, these enhancements will help the use of data in the aggregate to promote data-driven decision making throughout the office.
- The database and the application has been updated to the latest version in the test environment.

Return on Investment

A modern case management system will significantly improve management and tracking of a large volume of criminal cases handled by the Fairfax County Commonwealth's Attorney's Office. Improvements such as barcode scanning of arrest warrants, auto-generated legal documents, and the automated syncing of attorney calendars will dramatically reduce data entry by office personnel. Generating real-time case assignment reports showing the number of cases assigned, types of cases, and where cases fall into the case life cycle will improve and enhance the current task of case assignment and court scheduling.

Planned Goals and Activities for FY 2025

- Finish the upgrade to the latest version of the application.
- Train users on all new features.

IT-000047 SHERIFF'S JAIL MANAGEMENT SYSTEM REPLACEMENT PROJECT

Project Description

The Jail Management System (JMS) project supports a multi-phase replacement of the current legacy Sheriff Inmate Management System (SIMS) which is near end-of-life. The proposed system will provide a comprehensive, secure, high-availability solution with automated backup and disaster recovery that meets Fairfax County's established IT standards as defined in the Fairfax County Information Technology Security Policy (70.05 2015) and the Criminal Justice Information Services (CJIS) standards. The new JMS will meet the demands of managing

Project Budget

The project has adequate funds to complete ongoing and planned activities for the current fiscal year. No additional funds were requested for FY 2025. Additional funding, to complete remaining activities as part of later phases of the project, will be requested for FY 2026.

a population of approximately 1,200 inmates housed within the Fairfax County Adult Detention Center by supporting booking receiving and release, classifications, complex sentencing calculations, incident reporting, inmate records, medical, behavioral health, finance, property, programs, professional services, transportation, and visiting. The system will provide accurate reporting and statistics required for the Sheriff's Office to remain in compliance with local, Virginia State Code, Supreme Court of Virginia Statutes, and Federal and State data and reporting mandates.

The system will interface with electronic medical records, inmate accounting, commissary, inmate communications, mugshots, scanning, PD's Records Management System (RMS), and the Sheriff's Records Management System (RMS) for incident-based reporting (IBRs), as well as multiple state and local systems such as Active Directory, LIDS, NOVARIS, VCIN/NCIC, and VINE. The new system will provide the opportunity to automate remaining manual tasks, provide robust reporting and statistics, automate notifications and alerts, provide a mobile solution, and interface with the Fairfax County Courts (Circuit Court & Records, General District Court, and Juvenile & Domestic Relations District Court) and the Magistrate's Office.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government, Safety and Security**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Cloud Computing**

Progress to Date

- After two RFP Procurement processes were completed, a contract was awarded in November 2023.
- The project recently completed Phase 1 – Project Initiation and has transitioned into Phase 2 where FIT/GAP Analysis is in progress.

Return on Investment

The proposed Jail Management System will provide an integrated and comprehensive solution with access to real-time inmate information, reduce redundant manual paper processes, increase efficiencies with digitized work queues to streamline inmate processing and digital displays for real-time status updates on booking and release processes, streamline risk assessments, improve inmate management with barcodes and scanning, interfaces with critical state and local systems, and provide improved system availability, security, data integrity and electronic backup to safeguard records. Additional benefits include a mobile solution, robust reporting and statistics, automated notifications and alerts, and interfaces with the Fairfax County Courts (Circuit Court & Records, General District Court, and Juvenile & Domestic Relations District Court) and the Magistrate's Office. The system will provide accurate reporting and statistics required for the Sheriff's Office to remain in compliance with local, Virginia State Code, Supreme Court of Virginia Statutes, and Federal and state data and reporting mandates.

Planned Goals and Activities for FY 2025

- Complete deliverables and planned activities for Phase 2. Initiate subsequent phases.
- Complete deliverables and planned activities for Phase 3, 4 and 5.

IT-000063 JDRDC RESIDENTIAL CASE MANAGEMENT SYSTEM

Project Description

The project supports replacement of a legacy application used in the Fairfax Juvenile Detention Center (JDC) facility to support intake and management of services provided to juveniles in residential detention and other court services programs. It provides court services staff with the tools to complete effective intake of juveniles, including tools that provide for the safety of the juvenile (medical, medicinal, dental, and mental health requirements, violence and self-violence prevention, food restrictions and allergies, etc.) the safety of other juveniles in care, and importantly the safety of the staff charged with caring for juveniles in detention. The system also serves as a case management system recording, educational services, court dates, and other information related to the juveniles stay in JDC or participation in JDC programs through their release and post release supervision providing pre-dispositional, post-dispositional, and/or pre-placement detention of juveniles as ordered by the Juvenile Court. The replacement application will also support less secure facilities and programs, and potentially provide functionality supporting supervised release services.

Project Budget

The project has adequate funds to complete ongoing and planned activities for the current fiscal year. No additional funds were requested for FY 2025.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation, Data Management and Business Intelligence**

Progress to Date

- To date high level requirements for the replacement Juvenile Detention Resident Information System have been identified.
- An evaluation of the market for juvenile detention case management solutions is underway.

Return on Investment

Replacing the legacy juvenile resident information system allows for improvements in the case management approach to services provided to juveniles in JDC programs. The modernization of the technology will improve the stability of the application, provide robust and secure reporting functionality, and increase access to individual providers documenting services for cases of juveniles in various JDC programs.

Planned Goals and Activities for FY 2025

- ✓ Planned activities are to move to replace the legacy solution by identifying options for purchasing the required functionality to support JDC programs operations.

4.3 Corporate Enterprise

2G70-020-000 INTERNET/INTRANET INITIATIVES PROJECT – E-GOVERNMENT

Project Description

This project supports initiatives that enhance and expand service delivery, not only within government, but between government and the public using information and communications technologies. A comprehensive approach is employed to ensure the support of multiple business solutions on a scalable and secure infrastructure. In addition to providing services and information efficiently to foster long-term citizen engagement from anywhere at any time, digital government services increase productivity by diverting staff resources to address 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 and make data-driven decisions to deliver information, services, and programs effectively to the public.

Project Budget

FY 2024 Third Quarter funding of $580,000 and planned $400,000 as part of the County's FY 2024 Carryover process continue support for this foundational program.

E-Government's vision is to provide new information and services on cloud-based, multi-channel, open-source, and operating system (OS) neutral platforms, while continuing to build on existing information architecture for both the public website and intranet. This includes research and development of emerging technologies, expansion of Web and mobile applications, improvements in search and navigation, integration with internal systems and other public access channels, leveraging the power of artificial intelligence (AI), data and cloud-native applications and infrastructure.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**

✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**, **Cloud Computing**

Progress to Date

1 – Web Content Management and Public Web Site

Built on an open-source enterprise Web Content Management System (WCM) in 2018, Fairfax County's website has evolved since its initial implementation. This state-of-the-art platform provides a scalable solution that puts the County in a position to adapt to new technologies. This system meets the County's requirements for security, publishing workflows, and distributed site management responsibilities. There are 90+ multi-sites in the WCM system to support over fifty-five County agencies that have a presence on the re-engineered Fairfax County website. The award-winning Fairfax County website information architecture presents information based on topics to reduce agency silos and optimize search engine results. The responsive design enables the website to be rendered effortlessly on all mobile devices.

In FY 2024, the project continued its focus on:

- Successful migration of the Web Content Management System from on-prem Windows 2012 to the cloud.
- Enhancements to our Artificial Intelligence (AI) powered "Fairfax Virtual Assistant (chatbot) to support our efforts to include Spanish, making it a bi-lingual chatbot.
- Integration and launch of Live Chat functionality to the county's website. This enables direct communication between agencies and residents through our virtual assistant. The Live Chat functionality can be activated based on each agency's staff resources with the added feature of sending emails when representatives are not online.
- Launch of the public website refresh, introducing a new color palette, enhanced UI/UX experience with focus on services. The County website is also translated to multiple languages using machine translation powered by Google.
- Implementation of cloud-based web statistics and analytics solution, replacing a legacy system, to integrate with Web Content Management System.
- Transition to a cloud-based communications platform for electronic outreach for sending bulletins, newsletters, and announcements providing county agencies with enhanced analytics and communication capabilities with their customers.
- Updated monitoring tools to assist Fairfax staff in ensuring Web Accessibility compliance (WCAG 2.1 Level AA)

As metrics show, more than half of the traffic to https://www.fairfaxcounty.gov/ comes from search, E-Gov will continue to invest in this important aspect and optimize web content so commercial search engines find County content. Google Site Search is used to augment the overall search functionality of the website.

In FY 2025, the program will continue to align with the County' strategic plan for an efficient and effective government following DevSecOps practices and leveraging cloud-native infrastructure. Continuous innovation using data and machine learning, adding additional languages to the AI powered chatbot, integrating with home assistants, and working towards User-based Experience (Personalization).

2 – Mobile App

Fairfax County pioneered the availability of governmental services on mobile devices. In enhancing the County's long-standing goal that the community should access their government 24/7 without walls, doors or clocks, Fairfax County placed government in the palm of their hands with the introduction of efficient and cost-effective mobile apps and services.

The public can download the official Fairfax County application on their smartphones and tablets for emergency information, news headlines, one-touch calling through a contact directory, GPS maps, social media links, transportation resources and more at https://www.fairfaxcounty.gov/topics/mobile. The app is available for download at the Apple App store and Google Play App Store. New features and functionality will continue to be the focus in FY 2025. The Fairfax County Mobile App has been downloaded over 5,167 times this past fiscal year.

3 – Enterprise Application Architecture and Services

E-Government develops and supports many enterprise- wide cross-agency applications like Financial Transparency, Tax Calculator, Directory, Ask Fairfax, Contract Register, NewsCenter and Email Subscriptions. The project develops application framework, standards, and best practices for the current environment to support County agencies in the development of web and mobile applications. It will continue to evaluate and prototype new application development platforms.

A major initiative for integrated cloud-native web sites, applications, services, and infrastructure is bringing Office 365 apps and services (SharePoint, Power Apps, Power Automate, Power BI, Teams), Azure cloud service and applications, and DevOps together for more efficient County platforms and services.

In FY 2025, the program will continue to focus its efforts on innovative projects that will provide services and programs using new technologies such as cloud-native application development and integration, container, and Kubernetes services. More cloud integration, such as multi-channel single-sign-on solution (SSO), are in the road map. More mobile application developments are also planned with cross platform .NET technology.

4 – Web Farm Infrastructure Architecture and Management

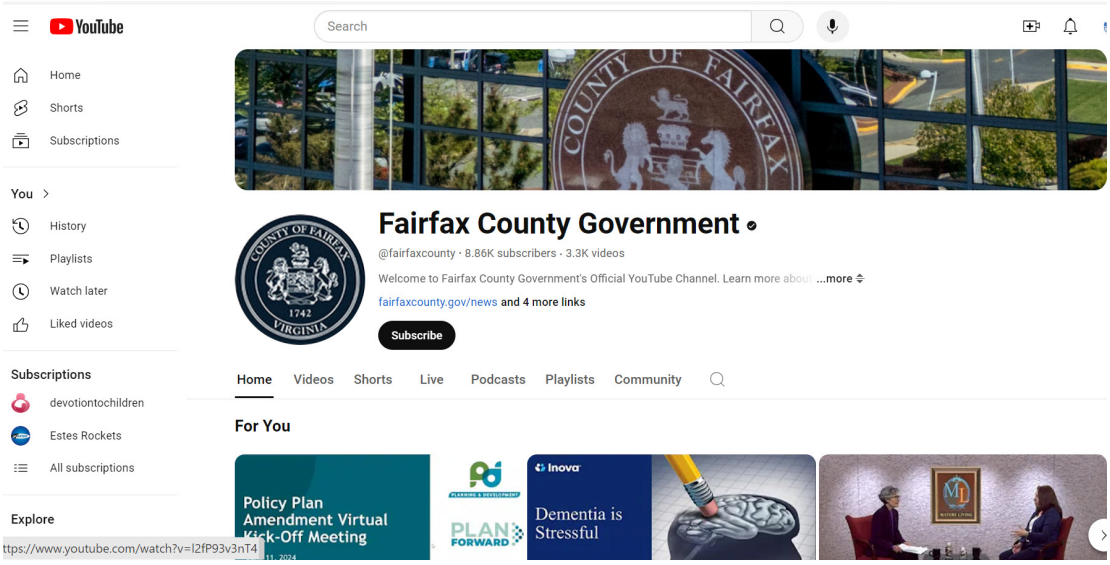
This project continues to build and upgrade the web farm infrastructure for the public and internal DevOps environment.

A notable achievement in FY2024 was the backend website architecture modernization process that encompassed migration of the Web Content Management System from on-prem Windows 2012 servers to the cloud.

The comprehensive redesign included building the web infrastructure on cloud, using the DevOps methodology. Infrastructure as Code (IaC) was utilized for automated provisioning of cloud infrastructure, incorporating high-performance databases using Platform as a Service (PaaS), and adopting Kubernetes Services for server containerization. This migration facilitates continuous integration (CI) and continuous development (CD), improving integration processes, enhancing testing procedures, and ensuring code stability. The implementation of Continuous Security (CS) across pipelines fortifies our security posture throughout the development lifecycle.

The transition to the cloud delivers enhanced flexibility, agility, and scalability, empowering us to embrace new services, technologies, features, and functionality to meet our constituents needs.

Furthermore, cloud migration provides the capability to modernize our technology stack and seamlessly migrate to newer versions, ensuring that our systems remain at the forefront of innovation. This strategic move allows us to monitor overall speed, effectively manage growing loads, and handle an increasing number of user requests without compromising the user experience.



County YouTube page

The cloud-based infrastructure supports our commitment to staying adaptable, responsive, and resilient in the face of evolving technological landscapes, ultimately contributing to the continuous improvement of our digital services.

The following Internet/Intranet Infrastructure operations are implemented with on-going enhancements:

- Drive cloud-native transitions for applications, infrastructure as code, and DevOps based software development and integration pipelines.
- Create new generation application development and hosting environment based on containers, Kubernetes, and cloud services.
- Secured network settings on high availability internet/intranet server farms for constant improvement of system reliability and security.
- Enhance web analytical reporting to provide data-driven insights for dynamic content distribution on both Internet and intranet.
- Continuous refinement of the monitoring system to ensure 24x7 availability.

5 – Intranet

"FairfaxNET", the County's intranet, is an employee focused enterprise SharePoint Online portal that provides an intelligent platform to seamlessly connect users, teams and knowledge that supports the ability to leverage relevant information across business processes to help employees work more efficiently. FairfaxNET is a centralized resource for internal County content, forms, policies, news, application, training, and other sources of information. It is also the gateway to the County's enterprise ERP solution (FOCUS).

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 County wide, 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, including applications, pages, documents, PDF, and graphics on the internal site. Most agencies have Web content contributors, and Internet Services staff which 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. FairfaxNET continues to support more evolved and complex automation of agency business processes for operational improvements.

Return on Investment

This E-Government Program continues to provide information architecture, user interface/user experience (UI/UX) expertise, application development framework and supports web infrastructure for all platforms providing new information and digital services to the public web site and intranet. It further expands the web content management system to improve automated workflow, revision control, indexing, search, and retrieval for enterprise systems. The project utilizes open data, analytics, and personalized engagement to create a transparent service delivery that encourages public participation while enabling the County to build applications faster and more efficiently by maintaining reusable components. Robust and powerful intranet platform tools help digital transformation and automation improve staff efficiencies and productivity assisting in rapid deployment of services to the public website.

Planned Goals and Activities for FY 2025

The following are in the roadmap for FY 2025:

- Modernize web applications with the newer framework and cloud technologies.
- Upgrade the Web Content System software to the latest version to comply with industry standards and enhance both security and performance.
- Launch virtual assistant integration with voice assistant devices like Amazon and Google Home assistants.
- User-based Experience (Personalization).
- Provide comprehensive web traffic analytics and reporting solutions.
- Augment web maintenance tools to improve SEO and accessibility.

2G70-041-000 CUSTOMER RELATIONSHIP MANAGEMENT PROJECT

Project Description

Customer Relationship Management (CRM) is a foundational technology that supports the County's strategic goal of improving the quality, efficiency, and speed of responses to citizen requests/issues by integrating stovepipe applications, implementing on-line 24x7 access strategies, social media tools, automation, artificial Intelligence, and techniques to enhance the overall customer experience. Additionally this project supports the ability to manage service requests via a single user enterprise-wide interface tool supporting better integration of data across the enterprise. This project is a multi-year effort to replace the legacy CRM applications with updated technology

Project Budget

FY 2024 Third Quarter funding of $300,000 and planned $300,000 as part of the County's FY 2024 Carryover process continue support for this key enterprise program.

for resident facing applications/solutions using a contemporary low-code enterprise scale platform that integrates with agencies' business applications and processes.

The CRM project supports a shift in approach toward rapid application deployment while providing a multi-faceted solution that allows engagement with the public across many channels, including but not limited to, e-mail, web, social media, and call centers. The project provides improvements in technology such as better integration with the County's Web environment, contact centers, mail, and communications systems, while promoting service efficiency and effectiveness leading to improved customer experience, and citizen engagement. This project also incorporates the County's Strategic Plan divers by providing centralized authoritative data that promotes the use of data for insights and by enabling the view of data at an enterprise scale to enhance opportunities for better service delivery and development of programs and services that support the community needs.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Cloud Computing**

Progress to Date

- Previous phases of this project have focused on enhancing the efficiency of various processes, across several business areas.
- Phase one included environment setup, business process analysis, configuration, application development, and data migration for eleven County business systems including the Board Offices.
- Phase two consisted of successful data conversion and migration from IQ (a legacy CRM) to the new application platform for several board offices and business groups.
- Phase three of the project included implementation for Department of Tax Administration Audit branch, Office of Public Private Partnerships, Office of Public Affairs - VFOIA (VA Freedom of Information Act) Front Desk, Media relations, and Sully and Mount Vernon Board Offices.
- Phase 4 included cloud migrations from the on-premise CRM to the cloud version of platform, fully managed and administered by IT Staff. Cloud migrations included VFOIA, several Board of Supervisor Offices, the DTA Target application and several Health Department solutions.
- In this past fiscal year, funding was used to provide developer resources and software to support the enhancements identified in the previous phases of the agile development process. Continued work includes adding automation to the CRM systems for the board offices as well as architecting an enhanced customized system to better match the business process within the board offices. Additionally, in FY 24 an application was developed for the Government Relations team - the first section of data was migrated, and the solution deployed providing the team with a tool for tracking bills through the legislative process.

Return on Investment

This centralized enterprise application platform facilitates increased efficiencies as well as captures better data for ongoing analysis and improvement of business processes ultimately supporting better engagement with the public. The approach within this project leverages agile deployment so that business requirements and constituent friendly features can be prioritized and deployed iteratively. Overall, the software platform leveraged in this project allows a constituent-focused case management operation where government is positioned to be proactive to citizen concerns. The project and platform supports integration and collaboration among various agencies and staff by providing knowledge of common issues for follow-up. Other returns on

investment include, furthering our data strategies, centralizing data, simplifying the user experience for both internal and external customers as well as consolidates the use of many different fragmented systems into one enterprise platform that can be customized to meet business area needs. Additional long-term cost savings may be realized by reducing the number of similar software tools and by leveraging automation to free up staff to focus on providing improved customer service to the public.

Planned Goals and Activities for FY 2025

- In FY2025 this project will continue to support and develop the Customer relationship management solution for the board offices. This will require that staff focus on enhancing the automations and programming additional functionality to match the processes of the 10 different offices.
- Additionally, in FY2025, as the platform and use of this enterprise platform has expanded into other domains and projects (IT-000040 DTA CRM and IT-00061 NCS CSP Case Management System) this project will have to support the management, administration, review and enforcement of county standards of other solutions developed on this enterprise platform. The team and staff augmentation support will be leveraged to develop and deploy the platform center of excellence toolkit in FY25.

2G70-055-000 VOLUNTEER MANAGEMENT SYSTEM PROJECT

Project Description

This project provides a comprehensive solution for recruiting, scheduling, managing volunteers, and producing reports by operational unit to enhance the county's ability to work with the public and volunteers within Fairfax County. The information this solution provides allows data to be aggregated for providing reports across County agencies which enables more accurate tracking and managing volunteers. The solution also allows the ability to differentiate by operational units enabling a specificity in reporting that was not previously available in other systems. This system supports integration with legacy volunteer software products used by County agencies and partners and enables a platform for management of volunteers at the enterprise level. The system integrates all County agencies with volunteer programs and is available to the Board of Supervisor for recruitment of Boards, Authorities and Commissions (BAC) appointees and general volunteers. There are over 72,000 volunteers registered in the system and over 250 volunteer opportunities being advertised to the public. The project will continue to enhance and expand capabilities and ensure all County programs that need volunteers can use this solution and improve user experience while providing the county with meaningful data.

Project Budget

Additional funding is not required for FY 2025. The project has sufficient reserves to meet planned enhancements for FY 2025.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Workforce Optimization**

Progress to Date

- In the first years of the project the solution was set up and programs were onboarded.
- In FY 2024, changes were made to enable additional data analytic capabilities through setting up a Secure Fire Transfer Protocol (SFTP) between the vendor and the county to enable efficient data transfer for additional data capabilities. This

gives needed access to data to ensure the department of human resources can perform analysis and metrics in support of the County wide strategic plan as well as to gather other insights on volunteerism across the County.

Return on Investment

This project supports improved management of over 100 programs spread across multiple facilities in Fairfax County and facilitates enterprise growth of volunteer programs with a single software solution that improves efficiency, recruitment, management, placement, and scheduling. This project also aims for improved tracking and reporting of volunteer contributions and an easy-to-use point of entry for citizens interested in volunteering with Fairfax County. Additional 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. With over one million County citizens and budget constraints, volunteers are an important component in the sustainability of County programs and services.

Planned Goals and Activities for FY 2025

- The volunteer management system will continue to be refined to best align to the county needs and to ensure that there is good data to support the various volunteer programs across the county.
- The team will continue to evaluate opportunities for expansion and potential opportunities to work with Fairfax County Schools or other non-VMS systems, so that across the county, efficiencies can be realized by reducing duplicate systems where possible.

2G70-069-000 TAX SYSTEM MODERNIZATION PROJECT – TAX/REVENUE ADMINISTRATION

Project Description

The initial project covered as part of the FY 19 budget package included replacement of the outdated mainframe systems with up-to-date technology and systems. After the successful conversion from the mainframe systems to a modern, in-house solution, additional funding was provided as part of FY 22 to continue the advancement of the Tax related systems to include a full review of all current systems with a focus on customer service and equity.

Project Budget

FY 2024 Carryover funding of $1,320,000 is being requested to continue support for planned enhancements to the County's revenue systems.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**, **Cloud Computing**, **Workforce Optimization**

Progress to Date

- Many initiatives were added to the portfolio to include kiosks, business personal property portal, updated web solutions, new payment solutions, and increase functionality in current systems.
- The kiosks will be located strategically throughout the County allowing for 24/7 access to pay all tax types via check, cash, and credit card. Additional payment types will be made available in the future. This project is anticipated to go-live August 2024.

- The new business personal property File and Pay solution is currently in the Statement of Work phase. This system will allow businesses to submit, file and pay for their personal property, replacing a paper process.
- Ongoing enhancements are currently underway for both the standalone ePay solutions and MyFairfax Portal Tax application. This includes PDF versions of bills being available for download and view, Opt In/Out communications preference management and additional payment types.
- Additionally, legacy systems for smaller tax types, such as Transient Occupancy Tax, Schedule C, and Warrant in Debt are being placed into the TABS framework. This will allow for a more centralized and robust system.

Return on Investment

Taxpayer engagement is currently the goal for this round of projects. Creating modern and additional ways to engage with citizens, expanding availability and increasing efficiency are the primary focus. This will allow for a more efficient and effective process externally and internally.

Planned Goals and Activities for FY 2025

- Complete planned enhancements to TABS and related systems.
- Provide a modern, functional and efficient digital platform by deploying an “opt in” process for communication with taxpayers.
- Implement new tax types for next fiscal year.
- Execute online and backend updates to meet Code changes related to Transient Occupancy Tax and Short-term rental.
- Procure licenses associated with new phone/communications solution.

IT-000006 OFFICE OF ELECTIONS TECHNOLOGY PROJECT

Project Description

This project supports strategic enhancements to Fairfax County's election related technologies and works to identify and implement business and technical requirements for election specific hardware, management systems and applications. The project also manages the acquisition and life cycle management of these systems. All project deliverables and services are designed to meet the operational, security and performance requirements of the County and to comply with Federal and State election laws and mandates. The primary objectives of this project are to identify and resolve election-specific technology gaps and implement technical solutions that consolidate business practices and increase public access to election information and services.

Project Budget

This project has a total funding of $15,000,000. Additional funding is not required for FY 2025. The project has sufficient reserves to meet planned upgrades for FY 2025.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- **Poll Worker Management** - Poll workers continue to be managed through new elections specific software.

- **Election Results** - The Office of Election is leveraging the Airtable online database system for early turnout results. Official results are acquired through Electionware and posted on the county's website and the state's new election night reporting website.

Return on Investment

This project will ensure the County's compliance with Federal and State elections mandates as well as the Report and Recommendations of the Presidential Commission on Election Administration and the Fairfax County Bipartisan Commission report on Election Improvement.

Planned Goals and Activities for FY 2025

- **Electronic Poll Books** – In 2025, the Office of Elections will acquire 1300 new pollpads which will replace the existing devices that were on a three-year lease. These new devices are manufactured by Knowink, our current pollbook vendor. These new pollpads will continue to work with the BOD (ballot on demand) system acquired by the Office of Elections that has been extremely popular at Early Voting locations.
- **Election Management System** – A new version of Electionware is slated to be installed in conjunction with new voting equipment in early 2025. This update is required to support the new equipment.
- **Voting Equipment** – All new Voting Equipment is slated to be received and thoroughly tested in early 2025. In total the Office of Elections will receive 650 EVs (touch screen ballot marking devices) and 700 DS300s (ballot scanning devices). This will replace all existing voting equipment which is reaching end of life. This new equipment is also specified in the contract that it will certify to VVSG 2.0 (voluntary voting system guidelines) when available for testing.

IT-000016 BUDGET SOLUTIONS PROJECT

Project Description

Project Budget

Additional funding, when required, will be requested at the appropriate time.

Fairfax County Government (FCG) and Fairfax County Public Schools (FCPS) have partnered on a multi-year, joint initiative to implement a budget solution to accommodate the requirements of the end-to-end public sector budget formulation process, projections, reporting and program measures. The annual budget process is an ongoing cyclical process simultaneously looking at two fiscal years (current and future/budget preparation).

Fairfax County Government (FCG) and Fairfax County Public Schools (FCPS) have similar overall budgeting processes with distinct development calculation methodologies, timeframes, and reporting requirements, necessitating the maintenance of autonomy between FCG and FCPS. Business requirements for handling budget development and quarterly adjustments vary from year to year. A budget solution on a modern platform provides the necessary structure and flexibility to meet strategic and tactical requirements with the flexibility to adjust to evolving needs and opportunities.

Modern technology will support preparation of complex budget publications with rapid turnover that rely on consistent data presentation and formatting, in which data must be quickly verified and edited and published in a variety of formats including the web.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Collaboration and Engagement**

- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- Implementation of the Budget Solution is complete for the County and Schools.
- The project is now focused on prioritization for future phases for the solution which include forecasting/projections, performance measurement data tracking, position count tracking, and budget monitoring.

Return on Investment

Phase 1 of this project provided functionality for budget preparation and budget publication including the ability for central budget staff to prepare Advertised/Adopted budgets and quarterly reviews. The solution provides a permanent budget system with built-in integration with other County systems including integration with the enterprise resource planning systems (SAP) and the reporting data warehouse and providing security roles and user administration to allow access by department end users, thus relieving much of the additional work from central budget office staff. In addition, with role-based access, system controls and security are enhanced.

In addition, the budget solution is better positioned to mitigate risks for system failure by implementing disaster recovery and backup protocols on an enterprise platform. Also, the enterprise platform is scalable and supported by multiple resources. Long-term opportunities remain in gaining operational improvements in a cost-effective manner through continuous implementation of enhancements on a platform that is scalable, maintained on-site and supported by in-house staff.

Planned Goals and Activities for FY 2025

- Execute planned activities and enhancements.

IT-000017 ENTERPRISE CONTENT SERVICES PROJECT

Project Description

Enterprise Content Services Project (ECSP) is the County's approach to store, centralize, share documents and other data; this strategy includes the use of tools that enable the origination, creation, editing, management, review, publishing, search, retrieval, and applied use of information regardless of the initial source or format. ECSP is focused on improving business references, allowing the County's mobile workforce to deliver better customer service without limitations of location. Additionally, ECSP provides for cost effective compliance with mandated retention guidelines and governance for data that must be preserved for specific periods of time. This project supports the strategic goals of reducing paper records, promotes efficient archival and retrieval of documents, facilitates public access and electronic workflow improvement initiatives in County agencies.

Project Budget

FY 2024 Third Quarter funding of $125,000 and planned $125,000 as part of the County's FY 2024 Carryover process continue support for this enterprise program.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**

✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- Contract was awarded to multiple vendors for contemporary document management solutions. Business, technical requirements, analysis, stakeholders working sessions and phased implementation which began in FY 2016 continues across County agencies in FY 2025.
- Migration and decommission of legacy applications (Documentum) completed.

Return on Investment

Enterprise Content Services Platform enables the County to have a rich document management and business process flow for retrieval and storage of a vast quantity of required paper records. This technology automates workflows, improves business process efficiencies and productivity, reduces paper records and storage needs, and makes data more accessible, easily retrievable, secure, and compliant with records management regulations such as the Freedom of Information Act (FOIA).

Planned Goals and Activities for FY 2025

- Upgrade servers, SQL, storage and OpenText products to enhance and improve performance, document organization and searchability.
- Business scope, technical requirements, working sessions and process implementation to reduce physical storage needs for DTA tax relief.
- Collaborate with Archives team to review current procedures and processes for compliance with regulatory requirements. Develop taxonomy and metadata schema for document access and changes.
- Project team to continue to provide training and support to ECSP users.

IT-000028 GEOSPATIAL INITIATIVES

Project Description

Project Budget

FY 2024 Third Quarter funding of $364,000 and planned $1,000,000 as part of the County's FY 2024 Carryover process continue support for this foundational program.

GIS is a strategic foundational technology, integrated with numerous County applications and business processes. GIS data and mapping applications are extensively used in the 911 system, tax assessments, social equity awareness, public safety, parks management, urban forestry, storm and wastewater management, planning and development, and other business areas.

GIS is utilized across most County agencies daily for planning and decision making. The clarity of those decisions depends on the quality of authoritative county data with regards to data currency, accuracy, and completeness. GIS program initiatives include support for many widely used foundational datasets. These include ortho-photographic imagery, oblique imagery, planimetric data, LiDAR (Light Detection and Ranging) data and their derivatives.

The Geospatial Initiatives Fund seeks to provide resources for agency specific and general investments in geospatial systems and information. The project procures the aforementioned datasets for common purposes and assists agencies to modernize legacy systems or implement new ones. The general data investments are described below.

- Aerial imagery taken from various angles and at various times of the year is used for a wide variety of purposes in the county. Uses range from desktop reconnaissance for a variety purposes and creation of planimetric data. Derived from aerial photography, ortho-imagery is used in almost every GIS application in the County.
- The planimetric data is highly important to many County operations and features the location of all man-made surface natural features. The highly detailed contour and surface data is critical for the County's Stormwater Management Program and is used in all the displays in the County's public safety/emergency response vehicles.
- Oblique imagery is critical to 911 call takers who use it to visualize the scene of incidents. It is also essential for the assessment of properties by Tax Administration, checking zoning applications, and as the basis for the creation of 3D data for Virtual Fairfax.
- The County collaborated with US Geological Survey to acquire its first LiDAR, that data has proven to be of significant value to Urban Forestry and Stormwater. As a result, the County will pursue regular refresh of LiDAR data, particularly as its cost continues to decline. The latest acquisition was delivered to the County and was flown in December 2018. Another flight was completed in late 2022 with receipt in 2024. Additionally, the highly detailed and accurate LiDAR data will reduce expenses for planimetric updates in the future.

This project continues to modernize the GIS infrastructure and complete the refresh of several GIS based systems critical to County operations both on the enterprise and agency levels. The modernization planned for completion in CY 2026 will fully enable sound integrations of GIS with operational business systems, expand the operational use of GIS, protect the investment in data, and provide the stability expected of corporate systems.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**, **Cloud Computing**, **Workforce Optimization**

Progress to Date

- The GIS implementation in Fairfax County spans the enterprise and includes the centralized enterprise component and agency programs. Much progress has been made in the past year in both areas through the Geospatial Initiatives Fund.
- In FY2024, progress included the restart of a regular planimetric update cycle. This first iteration is an update to the entire county and each year new changes will be captured on an ongoing basis. This is a new approach and a departure from legacy process where a single year's update was spread across five years and data was far out of date once completed. This new approach will give staff and the public more reliable information.
- The Integrated Parcel Life Cycle (IPLS) system modernization completed Phase I and II and has entered development (Phase III). This update will ensure that the Department of Management and Budget can continue to use the econometric based model tied to county development pipeline to conduct yearly population projections. The new system will consist of updated GIS components, additional functionality and data connections that will improve the forecasting which goes into many reports and county plans.
- The aerial photography program was completed for CY 2024 and research conducted to bring a new aerial photography resource to bear for both the public and staff. This new system will photograph the county three or more times a year and provide access in days to new imagery through a web browser. These acquisitions are part of the 3D data strategy and as part of this the county will receive a 3D data update of all of Fairfax County. This model will become the basis for a digital twin of Fairfax County that can be refreshed on a yearly basis and be a tool for public outreach, planning, emergency management and more.

- In FY 2024 the program has also researched and developed techniques to detect change using aerial imagery, and remotely sensed data to provide cost-effective high-end capability to agencies. The Urban Forestry division was provided data developed by GIS to target specific evergreen stands countywide for pesticide applications. Recently, GIS supported the acquisition of additional land cover data in conjunction with the Department of Public Works and Environmental Services. This data is critical to determining forestry and impervious surface cover.
- Several systems were modernized or updated over the past year. The Fairfax County Police, Fire and Rescue and Park Authority GIS Portals were upgraded to corporate class to support operations. An enterprise Portal upgrade was completed bringing the main GIS asset up to the latest software version and capabilities. The Virtual Fairfax application was refreshed and released. Many categories of PLUS application types were geo-enabled allowing for GIS applications to be developed to support the land development area both in house and for public. The widely relied on Geographic Exploration and Mapping (GEM) application received a major update and its public sister application's infrastructure was upgraded to handle public capacity. Lastly, the Master Address Repository (MAR) was updated to increase performance and reliability.
- With the main GIS desktop software being succeeded and deprecated by the vendor, the GIS program has established a new virtual environment to support remote usage of the new software. This platform is in the final stages of testing and will be deployed in FY 2025.
- Much progress was made on providing GIS information to agencies and the public. Dozens of applications were developed by GIS staff at the enterprise and agency levels. More than ever, information relevant to county business for employees and the public is available in easy-to-use web-based applications. GIS applications allow for better understanding of county business and information that have location components as they make complex patterns and relationships plainer to lay persons.
- The GIS program, through data and services, assists the public safety business areas both internally and regionally. Emergency management, 911, and other operations use GIS daily in operations. Progress included new applications for emergency management and the start of a new comprehensive facilities dataset and maintenance process. The program continued to manage and improve the National Capital Region Geospatial Data Exchange which launched new regional capabilities in the past year for Emergency Support Functions.

Return on Investment

The GIS Modernization program has many tangible benefits and returns on investment. Much of the return occurs at the agency level where GIS has informed or improved operations and planning. Spatial information when integrated with workflows and business applications improves performance and outcomes. At the enterprise level, a properly resilient and scaled GIS system serves the business needs of the County and provides a stable platform for system integrations into the future. System stability is required for the County to exploit GIS in its information system replacements, new acquisitions, and in house business tools. Without the modernization investments, GIS would be a weak link in the information ecosystem and could not safely be relied on for business system integrations.

A large benefit of the investment is in the utility of critical datasets that are developed and maintained by Fairfax County and are used in all County web applications that incorporate maps. Nearly all public safety vehicles have access to these data through maps included in the CAD/911 system used in every emergency response. The orthographic and oblique imagery investment is essential for multiple County functions like 24x7 public safety response, tactical tasks, review of zoning applications, assessments by the Department of Tax Administration, and acquisition of 3D data for environmental management and other purposes.

GIS data also provides County agencies readily accessible data for locations across the County and the ability to view field conditions from a desktop reducing the need to travel, resulting in significant staff time savings and improved response. GIS

technology provides locational intelligence to County businesses and assists County staff and leadership to make better informed decisions benefiting residents. Planimetric data makes up many of the key GIS layers used in most maps created in the County and provides an easy to display base map for all device platforms. With LiDAR data, the County has the most detailed surface elevation data available to date, making it especially helpful in stormwater run-off analyses, canopy evaluations, and line of sight determinations for proposed developments. Many of these capabilities would not be possible or too costly to avail individually without the continuing investment in GIS for all.

Planned Goals and Activities for FY 2025

- The GIS Program will continue to provide the wide variety of services it performs annually. The Geospatial Initiatives Fund will assist agencies in FY 2025 by maintaining the corporate class GIS system, ensuring its health and reliability and expanding it to meet the needs of agency growth and change. The GIS modernization has brought the system from a substandard under deployed and unreliable platform to a state-of-the-art system that enables county staff to perform their duties in a modern way. This will be maintained in FY 2025 with final components being implemented.
- Other initiatives include the continuity of data maintenance. The aerial photography program will continue with the addition of more frequent imagery captures. This will help in many areas, including revenue enhancement. The 3D model will be updated to keep currency for its use in examining new developments within their existing environments in 3D. The planimetric data will enter its first year of yearly refreshments bringing its currency to acceptable levels for business needs for the first time.
- The Comprehensive Facilities Layer project will go into full production in FY 2025. Also, the IPLS system will be completed and go into production in January 2025.
- Both enterprise level and agency GIS staff will be trained in new software, techniques, and trends.

IT-000033 TAX PORTAL ENHANCEMENTS

Project Description

Project Budget

Additional funding, when required, will be requested at the appropriate time.

This project supports enhancements for an improved and streamlined, citizen-oriented experience on the My Fairfax - Tax Portal. The County has experienced tremendous growth and steady demand for online and mobile access to the County's tax and revenue systems. This initiative continues to modernize and provide easier access to the County's tax portal while maintaining established information security protocols. Enhancements to the MyFairfax - Tax Portal coincide with established customer service and business initiatives to provide easy access to tax related information and history, and to empower County citizens and businesses to perform all tax related activities, inquiries, payments, etc. remotely, via the web or on a mobile device. Security improvements such as the use of a two-factor and bio-metric identification as well as integration with various password management applications will continue to provide secure access to tax and revenue data.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- This project has been shifted to the Tax Systems Modernization project and remaining funding is being used for support.

Return on Investment

Enhancements to the MyFairfax Tax Portal will improve customer service, decrease the volume of phone calls and in-person visits, help reduce expenditures associated with the printing and mailing of bills, and free staff for other more complex business initiatives. The continual application of new technologies and service delivery methods is necessary to keep up with the demand and expectations for easier online and mobile access to tax information and transactions. Additionally, functional improvements such as access to tax history via a mobile device by scanning intelligent 2D bar-code information already contained on all County tax correspondence, can be leveraged. Further, integration with 3rd party applications to facilitate functions such as taxpayer managed recurring payments provide an additional benefit. These enhancements to the MyFairfax Tax Portal will provide a more robust online experience for all taxpayers by enabling an interactive online experience County citizens and businesses expect.

Planned Goals and Activities for FY 2025

- Planned enhancements are now integrated and scoped under the 2G70-069-000 Tax Modernization Project.

IT-000040 TAX BUSINESS PROCESS ENHANCEMENT

Project Description

The DTA CRM project is aimed at implementing a Customer Relationship Management (CRM) solution for the Department of Tax Administration (DTA). This project seeks to deploy a tailored solution for modernizing and streamlining tax related communications. The goals are to improve taxpayer engagement, gain operational efficiencies and better support the needs of both the internal and external users. The areas impacted by this project are as follows:

Project Budget

The project has adequate funding for FY 2025. Additional funding, when required, will be requested at the appropriate time.

- **Business Tax Section (BTS)** works to bring businesses into compliance by conducting field investigations and surveys for the discovery and audit of business establishments to determine tax liability for business property and business licenses.
- **Central Information Telephone Section (CIT)** is a “one stop” service area to assist and respond to taxpayer inquiries pertaining to individual personal property taxes, real estate, and the payment of personal property and real estate taxes.
- **Non-Tax Section (NTS)** is responsible for collecting delinquent payments for nine different Fairfax County Agencies and many ad-hoc agencies as needed.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Cloud Computing**

Progress to Date

- A vendor has been selected and the statement of work is being developed. We are anticipating the project will kick off soon after the procurement process is completed. It is anticipated that the project will take 6 months to complete for the first phase of the project.

Return on Investment

The Department of Tax Administration's use of the County's CRM solution in its Audit and Target Business processes has resulted in improved business processes and decision making. DTA anticipates similar improvements from deployment of CRM to several critical business processes that capture tax revenue including the New and Delinquent Business Licenses and Business Personal Property, amendments to already filed Business Licenses and Business Personal Property and tracking and monitoring delinquent tax payment data.

Planned Goals and Activities for FY 2025

- Implementation of the primary solution, post go-live support and continued development.

IT-000051 DEPARTMENT OF TAX ADMINISTRATION TAX RELIEF

Project Description

With expanded coverage and eligibility for the County's Tax Relief program, a new system is needed to streamline the processes and track applicants. This initiative will replace the current system used by the Department of Tax Administration with one that will include all approved Board of Supervisors' changes and integrate with the new Personal Property system and Real Estate system. The phased implementation includes scanning and indexing of documents, integration with DocuSign for signatures and workflow of applications.

Project Budget

Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**, **Workforce Optimization**

Progress to Date

- Tax Relief 2.0 successfully went live in January of 2024. This was a significant accomplishment. Post go-live support ended early March and additional report development continued till the end of March.
- Currently, integration with OpenText is underway and anticipated to be completed in the next few months. This project is technically complete.

Return on Investment

This new system will enable the Department of Tax Administration to accept, track and apply tax relief to approved individuals; and will also eliminate paper, reduce mailing, and create greater access to services for qualified individuals. The system will use

new technologies to support business operations and develop a solution that meets the needs of the public and the Department of Tax Administration.

Planned Goals and Activities for FY 2025

- No new requirements have been identified. Planned project activities have been completed.

4.4 Technology Infrastructure

2G70-018-000 ENTERPRISE IT ARCHITECTURE AND SUPPORT PROJECT

Project Description

This project supports the strategic infrastructure and expert services required for complex multi-phase enterprise-wide business transformation of IT systems for County general services, enterprise technology, security and infrastructure, and corporate systems including the County's ERP and related business systems. The 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 between Fairfax County Government agencies and Fairfax County Public Schools environments. Additionally, the project provides for on-going transformation support activities, development of business intelligence and reporting model repositories, system performance, system engineering, security access technology and knowledge transfer. The funding supports projected system integration and configuration services and includes various product platforms, security, portal, and web services enabling seamless system integration.

Project Budget

FY 2024 Third Quarter funding of $800,000 supports services necessary for enterprise-wide business applications and infrastructure processes. An additional funding increment of $800,000 will be reviewed as part of the County's FY 2024 Carryover Budget.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Data Management and Business Intelligence**

Progress to Date

A modern system landscape and server environment was implemented for development, testing, training, conversion, and full production systems needs that support the SAP ERP solution, portals, security, and third-party bolt-on products for overlapping project phases. On-going infrastructure and specialized expert support services will continue in FY 2025 to support system enhancements including HANA DB migration, workflow and reporting improvements, transparency, system performance and engineering, security access technologies, and technical system refresh.

Return on Investment

This initiative supports the County's on-going technology modernization program aligned with the IT investment priorities that provide a stable and secure IT architecture while leveraging IT investments. This program allows for a 24 x 7 system availability and extends the ability of agencies to perform work with an improved window for planning and executing system maintenance activities with fewer resources. On-going support for modernization of County systems empowers both employees and managers to execute processes more efficiently, and support functions that improve overall system performance and availability.

Planned Goals and Activities for FY 2025

- Continued maintenance of SAP systems
- Enhancements including modifications stemming from union requirements
- Support for potential issues during stack upgrade
- Creation of SAP roadmap utilizing industry consulting services

2G70-036-000 REMOTE ACCESS PROJECT

Project Description

This project supports enhanced and expanded capability of authorized County users to securely access the County's systems from remote locations or field service activities, telework, Continuity of Operations Plans (COOP), and emergency events such as pandemic outbreaks or natural and weather emergencies. This project established an enterprise-wide standardized remote access control methodology and architecture that provides a solution for employees and external system users, partners and County customers to authenticate their identity to gain access to systems and relevant data to conduct work. All user authentication management is based on policy and centrally managed allowing for comprehensive audit and reporting services.

Project Budget

Funding of $100,000 was approved and loaded to the project as part of the County's FY 2024 Third Quarter Budget.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- Through this project, over 12,000+ users can access County systems as authorized, with over 8,000+ able to gain access simultaneously.
- Project activity is on-going to support, enhance and expand enterprise-wide remote access, which supports County Telework and Continuity of Operations (COOP) goals.

Return on Investment

This project provides a cost-effective approach to enhance the County's infrastructure 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 provides County staff necessary remote access capabilities in case of emergency events such as snowstorms, hurricanes or possible pandemic outbreaks.

Planned Goals and Activities for FY 2025

- Continued support and remote access management.

2G70-052-000 CYBER SECURITY ENHANCEMENT INITIATIVE

Project Description

The Department of Information Technology defines and enforces the security standards and policies necessary to protect the County's information assets and technology infrastructure. This project supports ongoing cyber security projects and services to support various initiatives safeguarding the County's IT assets from evolving security threats, cyber security system enhancements, replacements and upgrades, service consultation expenses, and future security product and service acquisitions to assist with ensuring the confidentiality, integrity and availability of County systems and information and support for regulatory compliance requirements.

Project Budget

Planned FY 2024 Carryover funding of $500,000 will continue support for the County's Cyber Security program.

The goal of the County's IT security program is to ensure confidentiality of information, integrity of data, systems and operations, technical compliance with legal mandates such as HIPAA and PCI, privacy, and availability of information processing resources. The basic elements of identification, authentication, authorization, access control, and monitoring are employed throughout the County's technology enterprise.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Cyber Security**

Progress to Date

- Initiatives implemented include enhancing resilience, business continuity, and incident preparedness as the County's architecture evolves into a hybrid multi-cloud infrastructure capable of delivering continuously secure application and service delivery.

Return on Investment

Cyber security continues to be a fundamental component of the County's enterprise architecture and strategy. The security architecture and practices fuse best practice principles with a hardware and software infrastructure supported by policies, plans, and procedures. This multi-layered approach is designed to provide an appropriate level of protection of all County information processing resources, regardless of platform, and includes incorporation of industry best practices for an overall risk reduction. The secure network architecture is a defense-in-depth approach to network security design. The County is dedicated to the protection of its IT assets from evolving cyber security threats and blocking unauthorized access to County data and information.

Planned Goals and Activities for FY 2025

- Continued support for cybersecurity initiatives across County agencies.

IT-000034 ENTERPRISE DATA ANALYTICS AND BUSINESS INTELLIGENCE PROJECT

Project Description

This multiphase data analytics and business intelligence project supports the County's strategic objective of improving evidence-based decisions ensuring resources (time, money, and people) are used efficiently and effectively. Additionally, this project will position the County to address the Countywide Strategic Plan across all 9 pillars and allow agencies, programs, and initiatives to benefit from innovative technology solutions such as Internet of Things (IoT), Machine Learning, Artificial Intelligence and predictive analytics. This project aligns closely with key strategic plan drivers to use data driven insights. Additionally, this project supports the implementation of a modern data estate across the enterprise to better position the county to achieve improved community outcomes and the ability to measure the impact of the strategic efforts.

Project Budget

FY 2024 Third Quarter funding of $900,000 and planned $400,000 as part of the County's FY 2024 Carryover process continue support for this key enterprise program.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Data Management and Business Intelligence**

Progress to Date

- At project inception, human capital resources were brought on board to architect and develop an enterprise data centric framework. Development started for standardized acquisition, consumption, storage, and distribution of data in Fairfax County through establishing the infrastructure and the technical governance to support repeatable processes and ensure responsible and compliant data management practices across Fairfax County. In this capacity, several agencies have begun adopting modern data estate with cloud-based data warehouses.
- Additionally, resources were onboarded to set up and manage an enterprise business intelligence tools establishing premium Power BI capacity and enabling staff across the county with the ability to produce meaningful data visualizations.
- In FY 2024, staff focused on evaluating and piloting an enterprise tool for management of metadata of the different data across the enterprise, to include data classification, sensitivity labeling and automated data sharing based on security roles.

- In FY 2024, work began on several generative artificial intelligence data projects to include using generative AI to reason over structured data in a secure manner. This project also supported the cloud-based resource consumption that is necessary to leverage modern analytic tools securely within the enterprise for machine learning and generative AI services.

Return on Investment

Enterprise Data Analytics has been able to work toward one-source for authoritative data and information, by integration of data currently held in system silos via establishment of a cloud first modern data estate. This project will continue to support the County's Strategic Plan with innovative technology solutions, software, infrastructure and predictive analytics capabilities. This project has successfully enhanced the ability of several domains to have more timely, accurate and easily accessible data that is understood, and acted upon, resulting in more proactive and effective decision making. Implementation of a standardized data analytics platform will help eliminate agency data silos by integrating information from disparate County systems for improved analysis, decision making, and more effective service delivery across a spectrum of County services. Additionally, the implementation of this project has led to a significant increase in data literacy across the enterprise. Furthermore this project has begun deploying AI tools that will accelerate the ability of county programs to understand programmatic data furthering Fairfax County's staff ability to serve the public.

Planned Goals and Activities for FY 2025

- In FY25, the project will continue to advance with the implementation of several key components, to include the acquisition of staff augmentation resources to further develop the cloud segments of the data estate.
- The project will transition the pilot phase of the cloud metadata management tools to a production-ready state, ensuring the realization of the county-wide data governance strategy.
- Additionally, iterative work will continue toward the creation of a unified source of data truth across various county domain areas.
- Lastly in FY25, prioritization and the deployment of several AI tools will continue such as internally developed and secure AI tool for reasoning over structured data will be deployed into production.

IT-000044 HANA FIORI MOBILE PROJECT

Project Description

This project supports migration to HANA SAP database for SAP applications and deployment of Fiori Mobility for frequently used SAP functions. HANA is an in-memory database software for SAP applications and is required for SAP S Series upgrades, priority patches and processing high speed transactions and analytics. Fiori Mobility is a set of applications for frequently used SAP functions such as workflow approvals, information inquiries, and various self-service tasks for desktop, tablets, and smart phones. SAP Fiori will provide role-based, user experience across commonly used SAP function across desktop, tablets, and smart phones.

Project Budget

Project has adequate funds to execute planned FY 2025 activities. Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**

- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Data Management and Business Intelligence**

Progress to Date

- The licenses were procured, a detailed plan for deployment was developed and implementation was complete as planned in February 2023.
- Fiori project is planned and under execution. It is expected to be completed in FY 2025.

Return on Investment

SSAP HANA transforms critical enterprise functions from finance and supply chain to customer service. It enables business to transact, analyze and predict in real time. The primary benefit of migration to SAP HANA database is its speed and access to data in real time. Its architecture organizes and stores data in columns and in-memory which eliminates data copies, allows for faster loading, with less memory. The HANA SAP database is necessary for new SAP upgrades and patches.

Fiori Mobility is a newly written, easy to use set of applications for frequently used SAP functions, such as workflow approvals, information inquiry, and self-service for desktop, and mobile devices. Fiori provides an easy to use configurable and extendable "map" of the SAP system organized by user roles across various devices.

Planned Goals and Activities for FY 2025

- Complete planned scope development and implementation activities.

IT-000045 LOADRUNNER PROJECT

Project Description

This project supports LoadRunner implementation, a software testing tool used to test applications that measures system behavior and performance under load for faster and enhanced testing to accelerate testing and development, reduce slowdowns and gain a better understanding of performance issues.

LoadRunner can simulate numerous users concurrently using application software, recording, and later analyzing the performance of key components of the application. Accelerating and enhancing application testing helps improve and maintain high software performance and deliver on business performance improvements.

Project Budget

Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Data Management and Business Intelligence**

Progress to Date

- Testing software as a service will be used on an as needed basis.
- This project also supports SAP Landscape Management (LAMA) which replaces the existing monitoring application for SAP Systems at substantial cost savings.

Return on Investment

LoadRunner enables validation of performance, simulates workloads, benchmarks production system performance, and optimizes deployments of SAP HANA database software. The application shortens testing and development cycles, reduces bottlenecks and costly production defects, and enables analysis of performance issues for enterprise applications. LoadRunner reproduces business processes that end users would perform in production, creating scripts that can be modified to simulate actual user behaviors. SAP LAMA will automate repetitive, time-consuming administration tasks and tailor processes to the business specific needs.

Planned Goals and Activities for FY 2025

- Execute planned and ad-hoc testing and related activities during the fiscal year.

IT-000048 DIGITAL ARCHIVES PROJECT

Project Description

The project will deliver IT applications, related procedures and user role-based configurations, and initial legacy information collection migrations to streamline the acquisition, management, and display of County information assets that have satisfied their business purpose but have remaining legal and other requirements for their retention and disposal. The deliverables will enable inactive information assets to be ingested and managed in a centralized manner for the remainder of their required lifecycle, providing their timely, compliant disposal to free up County resources and capacity, or facilitating their timely digital preservation into the County's government archives for historical research by County staff and the public.

Project Budget

The project has adequate funds to execute planned activities. Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- The Archives branch has acquired the new instance of TRIM enterprise Content Manager to serve as an enterprise-wide digital records center to centrally manage inactive records and deliver optimal lifecycle management and compliance functionality to future digital and physical content.
- The Archives branch is currently working with the vendor and DIT stakeholders to deliver requirements for the design, development, testing, staging, and production of the records management functionality of the new instance of Content Manager.

Return on Investment

The implementation of the new content manager instance will enable the Archives branch to centrally manage inactive records and deliver optimal lifecycle management. The TRIM Content Manager EDRMS will enhance the application of Information

Governance policies and procedures that will further ensure County compliance with the Virginia Public Records Act as well as any other external statutory requirements.

Planned Goals and Activities for FY 2025

After rollout and implementation, the following activities will be conducted by Archives staff and county agencies:

- Transferring inactive digital content from Microsoft Office365 applications and local or shared drives by Records Coordinators or Users.
- Ingesting and managing retention and disposition of inactive digital content from Microsoft Office365 applications and local or shared drives by branch staff.
- Implementing destruction of physical content in Content Manager by branch staff.
- Implementing destruction of digital content in Content Manager by Records Coordinators and branch staff.

IT-000056 ENTERPRISE MODERNIZATION PROJECT

Project Description

Project Budget

FY 2024 Carryover process has planned funding for $850,000 as part of the County's continued support for this enterprise modernization program.

Numerous agencies and business units across the County utilize legacy systems and access databases for vital business activities. This initiative will assist the Department of Information Technology (DIT) and its partner agencies in advancing the County's digital transformation efforts as well as promote a more effective and efficient government by modernizing these legacy systems. It aims to streamline, secure, and automate systems, improve collection methods, and enhance business technology for both widely used and smaller yet important business applications. The project's objectives encompass evaluating and documenting the needs of legacy systems, devising and implementing IT solutions for essential business functions, eliminating unsecure legacy systems and access databases. This project also ensures there are a baseline technology tools available to users to empower the business and IT groups in the agencies to rapidly meet the application requirements of smaller user groups or divisions, thus enabling the county's ability to support new programs and services while capturing and storing important program data.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- In FY 2024 this project focused on modernizing several legacy applications, to include several business applications for the Police Department, the major system for the Department of Vehicle Services (DVS) and several business systems for both Health and Human Services agencies and the Park Authority.
- The DVS application was migrated from an outdated on-premises system to a cloud hosted application for fleet asset management, providing simpler tracking and better data for reporting.

- Several Access databases within the police department were converted to enterprise class applications to include applications for the SWAT and Polygraph teams.
- Additionally, this project supported acquiring staff augmentation to develop applications using low-code development technology. These additional developers and staff have begun requirements analysis, application development, and data migration across several other business domains, to include the Fire and Rescue Department, the Department of Family Services (DFS) and the Reston Community Center. Within this fiscal year, several teams across DIT have been able to support modernization initiatives and more applications across the enterprise are slated to begin work in the new fiscal year.

Return on Investment

This project has proven its general success through its overall modernization of county business applications. It has been incredibly successful in migrating several applications to a cloud first low code technology to ensure maintainability of application code and security of business data. The continued investment in this project would support the County wide strategic plan by increasing the efficiency and effectiveness of internal business units to include areas supporting strategic safety and security objectives in law enforcement, better customer experiences for cultural and recreational opportunities, as well as fostering our strategic plan key drivers that aim to improve the County's ability to use data for making data-informed decisions. By storing and tracking information in modern IT systems that enable real time operational analytics and leveraging County Cloud IT tools, additional returns on this project include increase in available staff time, enhanced data security, as well as improved business process and overall service improvements.

Planned Goals and Activities for FY 2025

- In Fiscal Year 2025, the remaining access databases need to be converted to enterprise class applications, this includes the remaining access databases in the Health and Human Services agencies, a few applications for the fire and rescue department as well as applications for the Courts and the Department of Public Works and Environmental Services (DPWES).
- Additionally, there are legacy systems on unsupported server versions that will need to be reviewed and updated. The project team will begin work to identify the applications on servers that need to be updated and begin scoping out the modernization work that needs to be completed, including applications on 2014 SQL servers and 2016 servers.

4.5 Health and Human Services

2G70-037-000 CHILD CARE TECHNOLOGY PROJECT

Project Description

The Childcare Management System (CCMS) for the Office for Children (OFC) in the Department of Neighborhood and Community Services (NCS) determines client eligibility, tracks child enrollments, and processes approximately $1.5 million per month in provider payments for the Childcare Assistance Program and Referral Program. This project will develop and implement a Childcare Management System providing seamless integration of services with the Virginia Department of Social Services' (VDSS) automated childcare system and with the Virginia Childcare Resource and Referral Network (VACCRRN). This project will also align reporting strategy with County and state data, reduce redundant data entry, improve operational effectiveness and productivity, enhance web self-service for the childcare community, and bring OFC technology in compliance with County standards and requirements.

Project Budget

The project has sufficient budget for the current phases. Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- This project has streamlined business process workflows and system reports to enable staff, customers, and stakeholders to efficiently manage information.

- Implementation of interfaces with various Fairfax County systems and vendor supported systems eliminated manual repetitive processes and provided for a seamless, streamlined integrated case management process.
- Functionality was also included to meet required federal and state legislative mandates, to provide tablet inspection functionality and update forms, to enable an archive and purge process, and added general enhancements to the CCMS system designed to improve OFC's operations and customer access.

Return on Investment

Modernization of the childcare system has ensured 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 quicker processing of applications and childcare permits. Migrating to a modern platform that incorporates web technology provided improved accessibility to data and information from remote locations. Additionally, it has eliminated many administrative processes, given customers the ability to manage data online and enhanced childcare search functionality with County GIS integration. This application processes and manages over 1,939 home childcare facility permits and state licenses for Community Education and Provider Services and connects families with childcare providers participating in the Childcare Resource and Referral System. It also tracks current market rates for childcare providers and interfaces with the County's financial management system.

Planned Goals and Activities for FY 2025

- Implement a Learning Management System for registration, tracking, reporting, and data aggregation/analysis of adult education sessions across multiple NCS programs.

Additional activities planned include:

- Develop a module to capture family inquiries about the availability of childcare services including Head Start, SAAC, and childcare subsidy. This will include tracking referrals to childcare programs prior to the family applying for childcare assistance, and linking childcare assistance inquires to the online Childcare Search function on the County website.
- Develop an application checklist workflow in CCMS for Virginia State applications to ensure seamless processing for clients when childcare funding changes from State to local funding.
- Develop a quality control workflow to permit randomized application review.
- CCAR Application Tracking Report.
- Improve CCMS Provider Access on Mobile Devices.

IT-000008 CHILD WELFARE INTEGRATION PROJECT

Project Description

The Child Welfare Integration (FROST) project will develop an integrated solution for child welfare program staff for a holistic view of case information, business workflows, and data for operational and compliance reports for more effective service delivery. The Online Automated Services Information System (OASIS) mandated by the Virginia Department of Social Services (VDSS) for case management does not fully support the needs of the County's child welfare program management and does not provide the Department of Family Services staff access to all the information required for local reporting. Consequently, reporting on customer data is time consuming, requires

Project Budget

The project has sufficient budget for the current phases. Additional funding, when required, will be requested at the appropriate time.

redundant data entry and data validation with the state systems. The lack of integration between the various systems results in the inability to demonstrate client specific and program-wide progress and does not support data driven decision making. Child welfare clients often exist in complex and unpredictable situations. As such, social workers need a view of all factors influencing children and families which allows them to assess the challenges and to develop comprehensive plans aimed at successful and sustainable outcomes.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- Following initiation in FY 2016, this project was put on hold pending discussions with the Virginia Department of Social Services (VDSS) on the availability of child welfare collected data stored in the state's case management system, OASIS.
- Attempts to gain access to an OASIS data export from VDSS were unsuccessful; the project resumed in 2020 with a revised scope of work for a foster care and child welfare resources tracking system now referred to as Foster Care Resource Operation System for Tracking (FROST).
- In March 2021 FROST moved to production. Due to state policy changes in January 2021 (details were not known until much later), the Foster Care, Resource, and Training modules could not go live with the rest of the system. A change request was implemented to address needed changes.
- The project went live in early 2024.

Return of Investment

The FROST system will provide the web-based application required to manage a consolidated data repository of the multiple local systems used primarily for management reports. These include the FCAS (Foster Care Alert System), FAST (Foster Care and Adoption Statistical Tracking), and Foster Care Provider spreadsheets. FROST will provide Fairfax County with a comprehensive solution for managing data collected in various child welfare processes which includes Foster Care Intake, Foster Care Resource Management, Post Adoption Services and Child Welfare.

FROST will streamline and automate the process involved with updating stand-alone systems by providing a single secure portal for data recording activities, thus allowing social workers to do their job more effectively. The time savings gained can be applied toward guiding clients towards successful and sustainable outcomes. Savings are also anticipated with measuring and understanding the impact of program efforts on participants through improved reporting capabilities to track efforts, outcomes, and participant progress. This system consolidation effort is expected to reduce the amount of IT support required to maintain the aging systems currently in place.

Planned Goals and Activities for FY 2025

- Implement system enhancements post-go-live to further improve business processes and the underline system architecture.

IT-000025 INTEGRATED HUMAN SERVICES TECHNOLOGY PROJECT

Project Description

Within the Health and Human Services (HHS) system, clients, individuals, and families are often assessed with multiple needs spanning multiple service programs. The data collected within the Health and Human Services programs help develop policies which shape future County action. This project plans to develop a comprehensive view of clients and their needs; deliver a scalable set of properly coordinated services, improve service quality with accurate and timely data, and deploy and maintain cost-effective IT assets and services.

Project Budget

The project has adequate funds to complete ongoing and planned activities for the current fiscal year. No additional funds were requested for FY 2025.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- The development work for the release within the first phase of the Health and Human Services Integrated Multifunctional System (HHS-IMS) has been completed with Data Migration from the Legacy Harmony.
- The system is planned for go-live by July 1st, 2024.

Return on Investment

The strategic use of information technology to support Health and Human Services in Fairfax County will help find connections in fragmented data across many Health and Human Services programs. It will incrementally link pockets of information across and within functional areas for both a mobile and community-based workforce, as well as a diverse client base, and enable analysis of information across programs. Multiple programs partnering to view clients holistically, tailor services to their specific needs and identify at-risk persons in a timely fashion will enable better client service.

Planned Goals and Activities for FY 2025

- In Fiscal Year 2025, the Department of Family Services plans to expand the Health and Human Services Integrated Multifunction System (HHSIMS) to include accounts receivable functionality and additional case management capabilities, develop functionality to replace DPMM's CRTS and Provider Directory applications, replace the SMART accounts receivable system, and develop an interface with the Open Text document management system.

The objectives are to include the following functionality to the system.

- Enhance Phase 1 modules further to meet state and local mandates.
- Development of functionality to replace and to integrate the DPMM's CRTS application into the new application.
- Further development and functionality to replace DPPM's MarkLogic CSA Provider directory.
- Development of functionality to interface with OpenText.
- Development of accounts receivable function to replace the SMART system.

IT-000026 DIVERSION FIRST INTEROPERABILITY PROJECT

Project Description

Project Budget

The project has sufficient budget for the current phases. Additional funding, when required, will be requested at the appropriate time.

Diversion First is a cross-system initiative that offers alternatives to arrest and incarceration for people with mental illness, substance use disorders, and/or developmental disabilities who encounter the criminal justice system for low-level offenses. The goal is to intervene whenever possible to provide assessment, treatment, or needed support, to prevent repeated encounters with the criminal justice system and promote a safer community with enhanced public safety. Diversion First is a collaborative effort involving health and human services, public safety, and the courts. This project supports implementation of a technology solution to standardize and automate data capture, analysis, and reporting, to ensure accuracy of the data, and significantly improve turn-around times for reporting and outcomes analysis. This will ultimately result in enhanced public safety, a healthier community, and a more cost effective and efficient use of public funding.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Innovation, Collaboration and Engagement**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

- The Diversion First project team has finalized and documented data elements from the various data sources to be used in building the Diversion First Data Warehouse and Power BI as its dashboard reporting solution. Data is captured from the Sheriff's Information Management System (SIMS), the Court's Supervised Release Program (SRP), the Merrifield Crisis Response Center Data Sheet (MCRCDS) and Community Services Board's electronic health record (Credible).
- A referral application, dashboard, and business intelligence (BI) tool were developed for the Community Response Team (CRT), and tools have been enhanced as the CRT has evolved.
- In addition, a BI tool was also developed for Court Services, automating previously manual data processes for pre-trial and probation services; an automated process was developed to transmit results of the Brief Jail Mental Health Screening (BJMHS) from the Adult Detention Center to the CSB for further evaluation and service provision; and significant work has been completed to incorporate behavioral health call data from the Department of Public Safety Communications (DPSC).
- Of note in FY 2024, the application developed for the MCRCDS was expanded to include a module with a new application and a dashboard for the County's Co-Responder program.
- To ensure the privacy and confidentiality of the data in the Diversion First Data Warehouse, multiple Data Sharing Agreements Memorandums of Understanding (MOUs) and Qualified Service Organization Agreements (QSOAs) have been developed. The Department of Information Technology has entered into agreements with the Community Services Board, General District Court/Court Services, Fairfax County Fire and Rescue, Fairfax County Police Department, Fairfax County Sheriff's Office, and the Department of Public Safety Communications. Most recently, agreements were updated with CSB and FCPD to reflect the addition of the Co-Responder program data. Data sharing agreements and MOUs will continue to be updated as needed, and new agreements will be developed as appropriate.

Return on Investment

Providing a data analytics and warehouse solution to initiatives such as Diversion First will inform the County of its critical needs, best ways to allocate people, time, and money in achieving the outcomes and metrics critical to the success of the programs. Replacing manual processes and implementing interconnectivity between disparate systems improves access to pertinent information, streamlines processes, and will result in more informed and timely decision making.

Diverting individuals with mental illness, substance use disorders and/or developmental disabilities away from arrest and incarceration and towards more appropriate community based mental health treatment is an effective strategy for providing necessary care and providing an efficient and effective use of public safety resources. Information Technology is vital to support the data collection and return on investment measures across systems and within each component of the Diversion First Initiative. Creating interoperable data capacity is vital as additional diversion components are implemented and enhanced. The project will continue to identify associated internal and external systems of partner organizations, as well as data elements and intervention measures across varied county partners. This work will support the data collection, data sharing, and evaluation of diverse services across the Diversion First continuum, which is critical for determining overall success.

Planned Goals and Activities for FY 2025

- Continued maintenance and support activities.

IT-000027 HEALTH AND HUMAN SERVICES INTEGRATED ELECTRONIC HEALTH RECORDS PROJECT

Project Description

This project will provide a scalable, information technology solution for health care services and related information management that supports service delivery within the Health Department (HD) as well as coordination of service delivery across County agencies. The solution will support multiple Health Department areas to allow for the coordination of health care services, documentation of health care encounters, practice management including event scheduling, workflow management and workload management, revenue cycle management including registration, payer information, invoicing/billing-based encounter documentation and resource use, and functionality for financial and cost accounting. The Health Department plans to ensure that the EHR system is implemented in compliance with the County's data governance and integrated analytics frameworks, which will allow for additional HHS analytics insights.

Project Budget

FY 2024 Third Quarter funding of $625,000 and planned $800,000 as part of the County's FY24 Carryover process will support additional tasks for this project.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**, **Cloud Computing**

Progress to Date

- In FY 2021 the Electronic Health Record contract was awarded. Initial planning meetings were held, which included project planning and requirement review sessions, data mapping and validation, and workflow review sessions.
- Phase 1 is complete and went live in April 2023. Initial implementation moved clinical operations to the Electronic Health Record system and moved County processes away from paper and the original practice management system.

Return on Investment

There is significant value to investing in systems such as the Electronic Health Record for public health programs of the Fairfax County Health Department. Implementation of an EHR for the Department will lead to improved billing practices, increased efficiency operations and increased provider productivity. An electronic system will allow for automated processing and the capacity to leverage data on client outcomes, and digitization of paper records will enhance the Department's documentation and records retention processes. Additionally, a system focused on communicable disease investigation and integration with the Virginia Department of Health state systems will significantly improve existing processes and lead to efficiencies for both organizations with respect to communicable disease reporting, investigation, and surveillance for our constituents.

Planned Goals and Activities for FY 2025

- In FY 2025, the Health Department will implement a new electronic disease surveillance system to support localized communicable disease investigations. The initial implementation will include support of ten focal communicable diseases that are monitored within the County. The Health Department plans to continue efforts for on-going phases to enhance communicable disease and clinic operational processes.

IT-000050 DEPARTMENT OF FAMILY SERVICES DOMESTIC/SEXUAL VIOLENCE CLIENT DATA MANAGEMENT SYSTEM PROJECT

Project Description

Project Budget

FY 2024 Third Quarter funding of $350,000 provided as part of the County's FY 2024 Carryover process will support additional tasks for this project.

The Department of Family Services Domestic/Sexual Violence (DSV) Client Data Management System project will support effective and efficient service delivery to individuals and families impacted by interpersonal violence who seek clinical services. A Client Data Management System is planned for clinical services provided to victims of domestic and sexual violence, stalking, and human trafficking to improve compliance with federal privacy mandates in the Violence Against Women ACT (VAWA) related to security, encryption, privacy, and retention of client records with the victims' personally identifying information. Inefficiencies in the current system leads to significant additional time for clinicians and quality assurance staff to properly document, record, store, report, and analyze client level data and interactions. The planned new system will automatically upload data to the required state system and eliminate dual data entry.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- The project team has documented high-level requirements and identified resources to start work. The detailed requirements analysis was completed in January 2024.

Return on Investment

This project provides for cost savings in staff time resulting from effective and efficient service delivery for staff and clients, enhanced continuous quality improvement and caseload management, and continued eligibility for federal and state grant funding. An effective Client Data Management System will reduce staff time in entering required data and enhance current documentation procedures to save staff time which can be re-allocated to increasing the number of clients served or providing more in-depth, quality services to existing clients. A more efficient service delivery with built-in workflows will improve services and interactions with clients and allow clinicians to self-manage caseloads and client-level outcomes. In addition, improving VAWA compliance ensures long-term eligibility for continued federal grant funding, which is approximately $1.7 million annually, or 36 % of DSVS annual $4.7 million budget.

Planned Goals and Activities for FY 2025

- The next steps will be a review of potential solutions currently available in the marketplace and in the County. Planning to explore options to procure functionality required for the Client Data Management System will be underway in FY 2025, considering acquiring a new solution or services to consolidate DSVS functionality in an existing application.

IT-000052 HOUSING COMMUNITY DEVELOPMENT DIGITIZATION PROJECT

Project Description

This multiphase project will improve Housing and Community Development's (HCD) document digitization efforts and augment the Housing Management and Financial programs including all HCD business/program areas. It will improve efficiency, security, retention, and proper access to HCD documents and create automated archives for documents that are critical and must be kept on site. HCD is seeking a system and supporting IT hardware that not only transforms the files in an electronic format but also allows for manageable access to those files in a logical manner. HCD's goals are to support various partners and government agencies that have different mandates regarding length of time a document must be kept and the types of documents to keep including legal and financial records, real estate finance/loans, debt and financing documents, tenant/customer files, and design/development/construction records.

Project Budget

Funding of $85,000 was approved and loaded to the project as part of the County's FY 2024 Third Quarter Budget.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**

Progress to Date

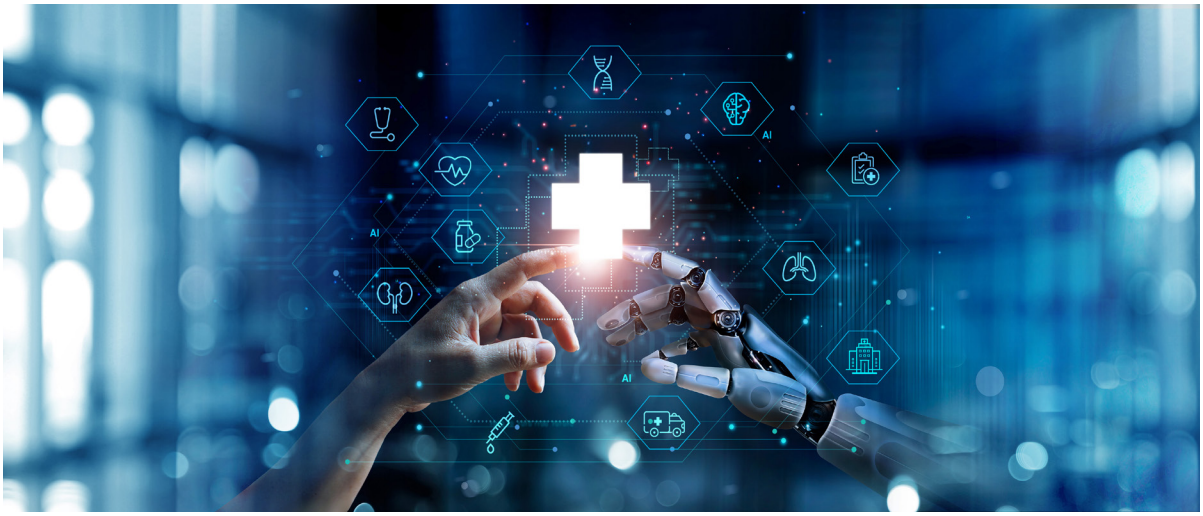
- The system went live in FY 2024. HCD now saves time, money, and space, as digitized documents can be accessed securely, shared and edited more efficiently while reducing the cost of printing and storage costs, and minimizing the negative environmental impact.

Return on Investment

This project addresses a critical need in HDC for digitization of paper records. Due to the complex work of HCD, boxes of files are often found stacked along walls for paperwork that must be retained for legal, audit, and federal requirements. With a multitude of remote management sites and two application-service centers, distributing records around the County has become cumbersome at best. Additionally, single paper copies have no practical way to be replicated off-site, and the ability to immediately produce records for Federal audits and annual audits is a concern. Many of these files are critical legal documents, official contracts, affordable housing development documents/plans, tenant files and loan information etc., which if destroyed cannot be recreated and would jeopardize the organization. HCD estimates that 10% of the staff time is spent filing and searching for specific documents and archiving. Additionally, court cases, FOIA's, and transferring documents site to site puts the agency at great risk of losing / misplacing one of a kind legal document that often cannot be replicated.

Planned Goals and Activities for FY 2025

- The transition from paper to DHCD's Electronic Data Management System (EDMS) has assisted HCD in staying ahead in the digital era. Plans for FY 2025 include adding workflows, audit reports, and onboard multiple divisions into the EDMS system.
- Efficiency is significantly enhanced through the automation of workflows. Custom alerts keep relevant HCD team members informed during document processing, ensuring prompt action and minimizing delays inherent in manual operations and processing applications like Recertifications, Move-ins, inspections, and more.
- Building audit reports pertaining to access controls will assist in safeguarding information, while tracking document creation and removal interactions provides a clear audit trail.
- The addition of the Finance and Homeownership divisions will further unify our processes across the board. For Finance, this means enhanced document tracking, archival, and simplified audits. For homeownership, it translates to expedited access to essential documents, efficient mortgage processing, and faster service delivery to our potential residents.



4.6 Planning and Development

2G70-040-000 FACILITY MAINTENANCE MANAGEMENT SYSTEM PROJECT

Project Description

This project supports the Facilities Management Department's (FMD) efforts to implement an Enterprise Asset Management System for effective management of the department's core business line, Operations and Maintenances service delivery. The new system provides FMD with a mobile application to support demand and preventive maintenance. The project also provides specialized reporting and dashboards to enhance FMD executive management of resources and workload management. This project will deploy specialized asset and inventory management systems that meet FMD's unique needs. The vision is to deploy mobile applications with an enhanced ability to manage large inventory of assets, to view, manage, and report on work orders, and to improve the efficiency of preventative and corrective maintenance programs.

Project Budget

Project has adequate funds to execute planned scope in FY 2025. Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- In FY 2019, an application with the requisite functionalities was identified to meet FMD's business needs. A statement of work was developed, and work began on the design and configuration of a system to support the demand maintenance

functions for the Operations and Maintenance workforce responsible for maintaining County facilities. Demand maintenance and technician-driven real-time corrective maintenance functions moved to production in FY 2020.

- In FY 2021, work began on the expansion of operations and maintenance capabilities supporting asset inventory management and preventative maintenance operations.
- In FY 2022, Activity Dashboards to provide real time snapshots of facility management requests and activities were developed for the FMD Director, Facility Managers, and Chief Building Engineer to monitor performance. Customized reports were also developed to provide the agency with time period-specific and snapshot views of completed activities by type of maintenance, type of service, and by (geographical area) work zones/regions. A preventative maintenance (PM) pilot was completed to test the PM process on a critical asset type. Some FMD assets were validated and loaded into the system. The loading of facility assets and development of preventative maintenance checklists are ongoing.
- In FY 2023, additional FMD assets were validated and loaded into the system along with FMD asset manufacturer and models data sets. Updates to FMD dashboards and requests were completed to refine the data reported each fiscal year. Ongoing will be adding in new assets and introduction of a new planned maintenance function that is an easier, user-friendly process to plan for asset, space, and location maintenance.
- In FY 2024 Phase 1 of the project to enhance the Operations and Maintenance module kicked off as scheduled in January 2024. The ESI Team (DESBY) and FMD have identified 60 requirements that are in various instances. Target goals are being met.

Return on Investment

FMD reports that the combination of mobile and desktop applications of this Enterprise Asset Management System greatly exceeds the capabilities of previous systems. This project provides FMD facility managers with performance information and reporting tools to support effective planning and management of FMD's maintenance operations for the County's portfolio of facilities and facility assets. The deployment of mobile applications improved efficiencies, timely responses, and communication with FMD customers, which provides a more seamless flow for completing tasks associated with a work request. User Agencies can electronically track their work requests for internal coordination and direct feedback to FMD. The work statistics collected during the performance of maintenance activities provides an accurate and robust set of data used for managing manpower needs and asset performance. The continued investments in service request management solutions allow for upgrades to improve the quality of service and provide necessary updates to improve efficiency of mobile tools. The success of this system has aroused interest from other Departments for their service-oriented programs.

Planned Goals and Activities for FY 2025

- The primary goal for FY 2025 is to develop the Nuvolo Capital Planning and Project Management (CPPM) module.
- The ESI Team (DESBY) and FMD will design elements of the Work Breakdown Structure this summer and begin implementing project deliverables in the second half of FY 2025.

IT-000019 THE PLANNING AND LAND USE SYSTEM PROJECT

Project Description

This multi-phase initiative modernized technologies supporting the County's land use and development processes, directly supporting the County's Strategic Plan to Facilitate the Economic Success of Fairfax County, specifically Goal 3: Improve the Speed, Consistency, and Predictability of the Development Review Process.

Project Budget

Project has adequate funds to execute planned scope in FY 2025. Additional funding, when required, will be requested at the appropriate time.

The PLUS project aligns with other strategic initiatives including Fairfax First (an initiative to improve the speed, consistency, and predictability of County development review processes).

This project replaced and consolidated numerous legacy land use systems supporting zoning and development plan review, building permit/license issuance, code enforcement, inspection, and cashiering activities. These legacy systems lacked the native agility of modern technologies for a flexible enterprise platform for evolving business process and architecture requirements, lacked optimal security capacities, and had compatibility issues with emerging desktop, tablet and mobile wireless technologies.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Access, Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**, **Data Management and Business Intelligence**, **Cloud Computing**, **Workforce Optimization**

Progress to Date

- The County established governance structure, project plans, developed statement of work, and contracted for consultant support to develop an implementation approach specific to County needs.
- In addition to replacing LDS and FIDO, the new system also replaced over a dozen complementary systems that have been developed over the years to meet new business requirements.
- The County selected Accela Civic Platform Land Management and Environmental Health Modules for its robust and feature-rich product offerings that will help the County achieve the recommended improvements in the Strategic Assessment.

Planning and design of the future state started in FY 2017, progress highlights and plans include:

- In 2017, County staff selected a software platform and implementation service provider, conducted an initial fit-gap analysis, defined a comprehensive inventory of records, and established environments on the County IT infrastructure.
- County staff conducted independent assessments of current procedures and processes, benchmarking the County against other best practices, identifying opportunities for improvement, obtaining input from the development community, developing recommendations to improve services and operational execution; and an in-depth market scan for solutions.
- An Agile development approach for the PLUS system was adopted to deliver the software on an incremental basis, and continuously improved with end-user feedback to ensure the system meets current business needs. The software platform was upgraded to the most current version.
- Release 1 was successfully launched in the second quarter of FY 2021. The PLUS Project Roadmap was updated in the fourth quarter of FY 2021. Release 2 was successfully launched in the first quarter of FY 2022. Release 3 was successfully launched in the third quarter of FY 2022. Knowledge Transfer sessions from vendor to County staff have started in the fourth quarter of FY 2022. Release 4 was launched in the second quarter of FY 2023.
- The project was completed in FY 2023. The system is live and in use by stakeholder agencies.
- PLUS post production stabilization is in progress which includes the migration to SaaS platform and is targeted to be completed in FY 2025.

Return on Investment

In addition to providing a single enterprise platform that enhances land use service delivery activities while eliminating risks associated with legacy system failure and recovery efforts, the PLUS project delivered a customer service portal for constituents and industry partners with more real time status and transparency about permit applications and land use transactions. Other significant benefits to citizens and staff include GIS integration, modernized mobility platforms for customers and staff, integration with e-Plans and document management systems, decreased processing cycles, opportunities for business transformation, a scalable and flexible configuration to support evolving business needs, future improvements, and delivery of improved metrics and reporting capabilities.

Planned Goals and Activities for FY 2025

- Continue to support the PLUS post production stabilization.

IT-000042 FAIRFAX COUNTY PARK AUTHORITY ASSET INFORMATION MANAGEMENT SYSTEM PROJECT

Project Description

The Fairfax County Park Authority Asset Information Management System (AIMS) project supports implementation of a facilities and asset life cycle management solution to manage ongoing maintenance activities and expanded asset management including linear and bound assets for the Fairfax County Park Authority (FCPA). This project will support reinvestment, maintenance, and upgrades to infrastructure and capital equipment for FCPA. The legacy application did not adequately support the agency or meet its strategic objective. A temporary application is in use to support basic work order management activities. The scope of FCPA's asset information program includes operations and maintenance for a variety of Park Authority business areas, capital planning, construction management, and integration with the County's enterprise financial systems.

Project Budget

Project has adequate funds to execute planned scope in FY 2025. Additional funding, when required, will be requested at the appropriate time.

Alignment to Fairfax Countywide Strategic Plan and DIT Strategic Goals

- ✓ Fairfax Countywide Strategic Plan - Key Theme: **Innovation**
- ✓ Fairfax Countywide Strategic Plan - Community Outcome Areas: **Effective and Efficient Government**
- ✓ DIT Strategic Goal: **Digital Transformation**

Progress to Date

- In FY 2019, an effort was launched to document requirements supporting the specific and unique needs of Park Operations, including supporting the asset lifecycle of non-standard assets.
- In FY 2020, work was completed on building a foundation for the asset program including classification and prioritization of FCPA assets, asset type inventories, service and work management policies and a condition assessment methodology for FCPA assets.
- In FY 2021, FCPA completed its rigorous and comprehensive examination of asset management requirements. The Park Authority evaluated and prioritized its requirements and focused needs on an enterprise asset information management system that incorporates a robust work order management system with modern GIS mapping capabilities. This ensured

the system could cater to both work order management and GIS facilitates and manages all service requests, for both demand and planned tasks, as well as providing enhanced metrics and reporting capabilities on work orders.

- In FY 2024 after careful consideration, FCPA selected, and the DIT architecture review board approved OpenGov/ Cartegraph Asset Management Software to best maintain relevant assets. Kick-off meetings and fit-gap requirement gathering workshops allowed the group to get contracts in place for FY 2024-2025. This system allows FCPA's Asset Management Branch to meet its core requirements to perform their work efficiently and effectively, whether they are creating or executing work orders, identifying or decommissioning assets, or producing and managing large-scale Park planning projects. This application has a robust and agile user interface, intuitive workflows, and the ability to integrate with ESRI and GIS. The contract award was a crucial milestone in this project.
- Additionally, in FY 2024, project initiation and implementation has begun. The team has assigned a dedicated project manager, as well as started implementing the components needed to support the application - this included acquiring hardware for fieldwork as well as servers.

Return on Investment

Investment in a contemporary asset management system for the Park Authority will provide the tools and analytical data to determine the total cost of ownership for the acquisition and maintenance of County Park Authority assets. The efficiencies in transitioning field operations managers and staff to mobile devices will improve performance and accuracy of the maintenance of assets and extend the useful life of assets managed by FCPA. The portfolio of the Park Authority's assets is diverse and unique. Assets covered by the new asset management system include park trails, recreation centers, athletic fields, movable assets, equipment, and natural and cultural resources. A well-integrated and comprehensive asset management system will significantly improve the FCPA's quality of information to provide service to customers and residents and improve revenue generated by FCPA programs and facilities. Additional benefits include enhanced decision making based on the condition of assets and requirements for upgrade, renovation, and replacement.

Planned Goals and Activities for FY 2025

- In FY2025, work will continue to establish the GIS resources that will be needed to support the application with both staffed County resources as well as consultants to support the project in the early initiation phase.
- Additionally, configuration of the system will continue to ensure all FCPA requirements and functionality are supported within the solution within this next fiscal year.

SECTION 5

APPENDIX

Table of Contents

Appendix A - Awards

Over the years, Fairfax County Government's IT organization has earned numerous awards and recognitions, including:

2023

- Fairfax County has ranked 1st place among America's top ten in the 2023 Digital Counties Survey by The Center for Digital Government in partnership with National Association of Counties (NACo). Fairfax County received first place honors in the competition for jurisdictions with populations of 1,000,000 or greater. Fairfax County has often been ranked in the top ten as a technical innovator over the last 20 years, in the top five for 10 consecutive years and earning first place four times.
- Commonwealth Technology Award 2023 to Fairfax County for Cybersecurity and Privacy Initiatives - Local INCIDENT RESPONSE AND OFFENSIVE SECURITY ENHANCEMENTS.

2022

- Recipient of Excellence in its Enterprise Approach in GIS Award from Environmental Systems Research Institute (ESRI). This award recognized the way in which Fairfax County has achieved and maintained organizational success through its Enterprise GIS policies and approaches.
- In the 2022 Digital Counties Survey, sponsored by the Center for Digital Government in partnership with National Association of Counties (NACO) Fairfax County ranked 2nd among America's top ten jurisdictions with populations of 1,000,000 or greater.

2021

- In the 2021 Digital Counties Survey, sponsored by the Center for Digital Government in partnership with National Association of Counties (NACO) Fairfax County ranked 5th among America's top ten jurisdictions with populations of 1,000,000 or greater.

2020

- Recipient of a Special Achievement in GIS Award from Environmental Systems Research Institute (ESRI). This award was given in recognition of Fairfax County's broad based, innovative and enterprise approach to GIS that has resulted in significant benefits to County agencies and residents.
- In the 2020 Digital Counties Survey, sponsored by the Center for Digital Government in partnership with National Association of Counties (NACO) ranked Fairfax County among America's top ten jurisdictions with populations of 1,000,000 or greater.

2019

- Michael Dent was awarded the Cyber Security Leader of the Year by StateScoop News organization.
- The National Association of Counties (NACo) awarded Fairfax County a 2019 Achievement Award and 2019 Virginia Association of Counties (VACo) awarded Fairfax County with an Achievement Award for "Stream Critter Cube Lab". The Lab connects students with freshwater ecologists to learn how local scientists determine stream ecosystem health through monitoring the diversity of life found in each stream.
- The National Association of Counties (NACo) awarded Fairfax County a 2019 Achievement Award for "Service Gap Analysis Interactive Map: Older Adults". The system assists Older Adults & Persons w/Disabilities in Fairfax County's Long Term Care Coordinating Council (LTCCC) with its mission to identify needs and promote solutions that enhance the lives of older adults, adults with disabilities, and caregivers so that all can participate fully in the community.
- Fairfax County was honored with the Governor's Technology Awards in the category "IT as Efficiency Driver - Government to Government" at the 2019 Commonwealth of Virginia Innovative Technology Symposium (COVITS).

2018

- The National Association of Counties (NACo) awarded Fairfax County a 2018 Achievement Award for "Taking a Citizen First Approach to Website Redesign". This achievement demonstrates how the newly imagined Fairfax County Website leverages technology, design and collaboration with all stakeholders (internal and public) to bring the strengths of modern web applications to bear upon the needs of a wide array of users. The DIT e-Government division under the leadership of Anita Rao, working with the Office of Public Affairs designed and successfully launched the new Website, a massive undertaking.
- The National Association of Counties (NACo) granted Fairfax County a 2018 Achievement Award for "Customizing Data for Health and Human Services Planning". The County GIS was the data foundation for this application collaborating with the Department of Management and Budget.
- Fairfax County's Chief Technology Officer, Wanda Gibson, was selected to join a distinguished group of women: State Scoop's Top Women in Technology 2018. This is an elite group of the women across the State and local government community who are constantly working to improve government and the lives of those governed. Ms. Gibson was selected for her innovative spirit, leadership, service to the public sector community, and the impact she has had on the use of technology in government.
- Fairfax County Website received two "Award of Distinction" awards from the Academy of Interactive & Visual Arts (AIVA) for "Overall Government Website" and for the County "Website Redesign Project".
- Fairfax County received the Commonwealth of Virginia's Innovative Technology Symposium (COVITS) Award for Next Generation Cybersecurity and for the Freedom of Information Act Office.
- In the 2018 Digital Counties Survey, sponsored by the Center for Digital Government in partnership with National Association of Counties (NACO) ranked Fairfax County among America's top three jurisdictions with populations of 1,000,000 or greater.
- Public Technology Institute (PTI) recognized Fairfax County with their 2018 Solutions Awards. The following programs were recognized for their achievement:
  - Geographic Information Systems (GIS) recognized for National Capital Region (NCR) Regional GIS Data NG9-1-1 Preparation Project
  - Public Safety and Emergency Management, Community Resiliency recognized for a regional, locally managed identity management solution for public safety in the National Capital Region
  - Significant Achievement - WEB recognized for leveraging open source web Content Management System (CMS) which offers unlimited opportunities.

2017

- The Integrated Justice Information Systems (IJIS) Institute 2017 Innovation Award was presented to Fairfax County's Broadband Interoperability Team. The Innovation Award recognizes technical innovation that has contributed significantly to the advancement of integration and interoperability in a justice, public safety, or homeland security project or program.
- Received the National Association of Counties (NACo) 2017 Achievement Award in the category of Information Technology for Mobile Connected Courtrooms. Fairfax County Courts and DIT's Courtroom Technology Office, researched, designed and implemented a new digital courtroom platform to allow users to wirelessly connect their personal devices to the existing courtroom evidence presentation system, known as CTMS (Courtroom Technology Management System).
- Center for Digital Government (CDG) 5th place recognition of the 2017 Digital Counties Survey recognizing leading examples of counties using information and communications technology.

2016

- Received CS050 Award for Next Generation Security Program for Fairfax County Government and National Capital Region (NCR).
- Received Public Technology Institute (PTI) Award in recognition of the Next Generation Security Program.

- Center for Digital Government (CDG) 2nd place recognition of the 2016 Digital Counties Survey recognizing leading examples of counties using information and communications technology.
- The Virginia Association of Counties (VACo) recognized Fairfax County Courtroom Interpreting Control System with the Achievement Award recognizing model local government programs.

2015

- Center for Digital Government (CDG) 1st place recognition of the 2015 Digital Counties Survey recognizing leading examples of counties using information and communications technology.

2014

- Received National Association of Counties (NACo) Achievement Award for Emergency Damages Assessment Tracking in the category of Information Technology; Fairfax County Department of Information Technology.
- Received National Association of Counties (NACo) Achievement Award for Next Generation Security Program in the category of Information Technology; Fairfax County Department of Information Technology.
- IT Security Director was honored as a top finalist in the ISE® North America Executive Award in the Academic/Public Sector category.
- Center for Digital Government (CDG) 3rd place recognition of the 2014 Digital Counties Survey recognizing leading examples of counties using information and communications technology.
- Received two COVITS recognitions in the local government category for the IT as an Efficiency Driver G2C (Government to Citizen) for Paying Taxes Using Smartphone, Mobile App and Tax Bill QR Codes and Cross-Boundary Collaboration for the National Capital Region Identity and Access Management Service.

2013

- The Association for GIS Professionals, URISA's Exemplary Systems in Government (ESIG) recognized the National Capital Region Geospatial Data Exchange (NCRGDX) as a Distinguished System.
- Received COVITS recognition in the local government category for the Innovative Use of Technology in Local Government FINALIST: Emergency Data Gathering Repository (EDGR); Fairfax County Department of Information Technology.
- Center for Digital Government (CDG) 3rd place recognition of the 2013 Digital Counties Survey recognizing leading examples of counties using information and communications technology.

2012

- Wanda M. Gibson, CTO, was nominated for 13th Annual Leadership Award, a prestigious award sponsored by the Women in Technology Organization.
- National Information Exchange Model (NIEM) Award recognized the CAD 2 CAD implementation, a key initiative in Northern Virginia that enabled data sharing and views of critical screens on key resource dispatch status between the disparate Computer Aided Dispatch Systems in Fairfax County, City of Fairfax, City of Alexandria, and Arlington County.
- Received COVITS Award in the local government category for the e-Gov team's "Placing Government in the Palm of Your Hand."
- Public Technology Institute (PTI) recognized the significant achievement on Mobile Applications: Government in the Palm of Your Hands.
- VACo (Virginia Association of Counties) Achievement Awards Program recognized Fairfax County among 11 winners throughout the Commonwealth of Virginia for the 'Court Technology Model: Coordinated County and Courts'.
- MarkLogic recognized Land Development Services' (LDS) with the MarkLogic Excellence Award for the "Big Data" Initiative.

- Government Computer News (GCN) recognized LDS with an Honorable Mention Award at the GCN Awards Gala for the County's Land Use "Big Data" Initiative.
- Center for Digital Government (CDG) 1st place winner of the 2012 Digital Counties Survey recognizing leading examples of counties using information and communications technology. Fairfax County earned first place in the IT Leading Initiatives 500,000 or more population category.
- The Mid-Atlantic Association for Court Management (MAACM) awarded the Court Scheduling System its 2012 John Neufeld Award which recognizes individuals or teams for the development and implementation of significant and unique court management systems in the Mid-Atlantic region.

2011

- Wanda M. Gibson, CTO, was nominated as a finalist for 2011 prestigious Women in Technology (WIT) Leadership Award sponsored by the Women in Technology Organization.
- Public Technology Institute (PTI) Web 2.0 State and Local Government Awards for Excellence. The awards recognized innovative use of Web 2.0 applications and social media tools to engage citizens, improve efficiency and increase accountability.
- Industry Green IT Award recognized Fairfax County for successful IT Infrastructure and power management projects that decreased the County's carbon footprint, achieved enterprise wide IT efficiencies and cost savings.
- Fairfax County GIS Manager elected to Board of Directors for The Urban and Regional Information Systems Association (URISA), a premier association for GIS professionals to share ideas and solutions for using spatial information technologies to solve government challenges and improve the quality of life in urban and regional environments.
- Ranked among America's top five in the 2011 Digital Counties Survey, which recognizes leading examples of counties using information communication technology.
- The Center of Digital Government ranked Fairfax County website as one of the finalist in the Best of Web Awards.
- Intergraph ICON Award recognized Fairfax County for a multi-agency collaborative effort between the Department of Information Technology and Fairfax County public safety agencies for successful implementation of a new Computer Aided Dispatch (CAD) and related public safety systems as part of the Public Safety Architecture Modernization Project. The project was initiated and enabled through the County's IT Governance model and managed by the County's Department of Information Technology.

2010

- Wanda M. Gibson, Chief Technology Officer (CTO) was selected as one of the top 25 Doers, Dreamers and Drivers for 2010 by Government Technology Magazine.
- Achievement Awards from the National Association of Counties – Department of Information Technology (DIT) teams participated in the following programs recognized by NACo:
  - Fairfax County Budget Public Input Process - Management & Budget (DIT e-Gov participation).
  - Electronic Accounts Payable System – Finance (DIT Finance and HR Branch).
  - New CAD System – DIT/Public Safety agencies (DIT-Public Safety Branch, Technology Infrastructure Branch, and Network Services)
- Commonwealth of Virginia's Innovative Technology Symposium (COVITS) Award for Regional CAD Interoperability; and Virtual Fairfax GIS application.
- Fairfax County's IT Security Director – was one of a select group of nominees at the state and national level to receive the Cyber 7 Award at the 2010 Federal IT Security Symposium for advancing and promoting IT Security.
- Cybertrust Certification Award by Verizon Cybertrust Enterprise Security Management Program.

- DIT's Director of Courtroom Technology was awarded the Fairfax Bar Association 2010 President's Award for leadership in implementing courtroom technology that has delivered efficiencies in court proceedings.

2009

- NACo Achievement Awards- Courtroom Technology Management System (CTMS).
- Fairfax County received Virginia Coalition for Open Government's Freedom of Information Award in the government category.
- Fairfax County's site took first place in the Best of the Web County Web portal category.
- Digital Counties Survey selected Fairfax County as the fourth-place winner in the 500,000 or more population.

2008

- Third Place Digital County Survey Winner – Center for Digital Gov't and NACo.
- NACo Award for Information Technology Security Awareness.
- NACo Award for Information Technology Project Management Training Program.

2007

- Wanda M. Gibson named Most Influential Female CIO – Government Technology Magazine
- First Place County Portal Jurisdiction Population – Best of Web.
- Fourth Place Digital County Survey Winner – Center for Digital Gov't and NACo.
- Computer World – Best Place to Work in IT (one of two governments out of 100 organizations).

2006

- Second Place Digital County Survey Winner – Center for Digital Gov't & NACo.

2005

- First Place Digital County Survey Winner – Center for Digital Gov't & NACo.
- Second Place County Portal Jurisdiction Population – Best of Web.
- Enterprise GIS Integration – FOSE Trade Show.
- 2005 Governor's Award – E-Government Program.

2003

- Achievement Award for Using Technology to Enhance Gov't – NACo.
- Special Achievements in GIS Award – NACo.
- Best of the Breed Government Sites.
- Third Pace top 10 Digital Counties.
- Center for Digital Government Best of the WEB.
- Deputy County Executive CIO named Computerworld 100 IT Leaders.
- CIO and CTO named Governing Magazine Public Officials of the Year.

2002

- Governor's Technology Award.

- Achievement Award, National Association of Counties (NACo).
- Citizens using GIS in Redistricting – NACo.
- Finalist County Portal Jurisdiction Population – Best of the Web.
- Deputy County Executive CIO named top "25 Doers, Dreamers, and Drivers of IT in US Government."
- Bertelsmann Foundation of Germany – County's e-Gov Program recognized as one of top 4 pace setters in the world.
- A+ Government Performance Project – Governing Magazine.

2000

- E-Gov Award for Outstanding Service Technology – MCOG.
- Innovations in America (Semi Finalist).
- E-Gov Pioneer Award – Government Solution Center.
- Webmaster Honor Top 50 Internet/Intranet site.

Appendix B - Acronyms

A

ACES – Advanced Civil Enforcement System

ADA - Americans with Disabilities Act

ADC - Adult Detention Center

AI – Artificial Intelligence

API – Application Program Interface

B

BAC – Boards, Authorities and Commissions

BI – Business Intelligence

BJMHS - Brief Jail Mental Health Screening

BOD - Ballot on Demand

BOS - Board of Supervisors

BTS - Business Tax Section

BYOD - Bring Your Own Device

C

CAD – Computer Aided Dispatch

CARS - Circuit Court Automated Recording System

CC - Circuit Court

CCAR – Child Care Assistance and Referral

CCMS - Child Care Management System

CI – Continuous Integration

CIT - Central Information Telephone section

CD - Continuous Development

CIO - Chief Information Officer

CISO - Chief Information Security Officer

CJIS - Criminal Justice Information Services

CMS - Case Management System

COG - Council of Governments

COOP - Continuity of Operations Plans

CS – Continuous Security

CSB - Community Services Board

CSP - Content Services Platform

COTS - Commercially of the Shelf

COVITS - Commonwealth of Virginia IT Symposium

CPAN - Court Public Access Network

CRT - Community Response Team

CRTS - Customer Request Contract Tracking System

CTMS – Courtroom Technology Management System

CTO - Chief Technology Officer

CRM - Customer Relationship Management

CWA - Commonwealth's Attorney

CY – Calendar Year

D

DCC - Department of Code Compliance

DEMS – Department of Emergency Management and Security

DevOps - Development to Operations

DFS - Department of Family Services

DIT - Department of Information Technology

DMB – Department of Management and Budget

DMV - Digital Map Viewer

DoD - Department of Defense

DPD - Department of Planning and Development

DPMM - Department of Procurement and Material Management

DPSC - Department of Public Safety Communications

DPWES - Department of Public Works and Environmental Services

DTA – Department of Tax Administration

DVS - Department of Vehicle Services

E

ECSP - Enterprise Content Services Project

EDMS - Electronic Data Management System

EDRMS - Electronic Document and Records Management System

ELECT - Virginia Department of Elections

EHR - Electronic Health Records

E-Gov – Electronic Government

eMAR - electronic Medication Administration Record

EMS – Emergency Medical Services

EOC - Emergency Operations Center

ERP – Enterprise Resource Planning

ESInet - Emergency Services Network

ESRI - Environmental Systems Research Institute

EV – Express Vote

F

FAST - Foster Care and Adoption Statistical Tracking

FBSG - FOCUS Business Support Group

FCAS - Foster Care Alert System

FCC - Federal Communications Commission

FCG - Fairfax County Government

FCPA – Fairfax County Park Authority

FCPS - Fairfax County Public Schools

FIDO - Fairfax Inspection Database Online

FMD - Facilities Management Department

FOCUS – Fairfax County Unified System

FOIA - Freedom of Information Act

FRD - Fire and Rescue Department

FROST – Foster Care Resource Operation System for Tracking

FY – Fiscal Year

G

GDC – General District Court

GEM - Geographic Exploration and Mapping

GIS - Geospatial Information Systems

GPS – Global Positioning System

H

HANA – High-performance ANalytic Appliance

HCD - Housing and Community Development

HD – Health Department

HDMI - High-Definition Multimedia Interface

HHS – Health and Human Services

HIPAA - Health Insurance Portability and Accountability Act

I

IBR – Incident Based Report

ICV - In-Car-Video

IDS/IPS - Intrusion Detection System/Intrusion Prevention System

iLEADS - Fairfax County Police Department's Record Management System

IMS - Integrated Multifunction System

IoT - Internet of Things

IPLS - Integrated Parcel Life Cycle

ISO - Information Security Office

IT – Information Technology

ITPAC - Information Technology Policy Advisory Committee

IVR – Interactive Voice Response

J

JDC - Juvenile Detention Center

JDRDC - Juvenile and Domestic Relations District Court

JMS - Jail Management System

L

LAMA - Landscape Management

LDS - Land Development Services

LiDAR - Light Detection and Ranging

LIDS - Local Inmate Data System

LMR - Land Mobile Radio

LMS – Learning Management System

LTE – Long Term Evolution

M

MAR - Master Address Repository

MCR - Master Control Room

MCRCDS - Merrifield Crisis Response Center Data Sheet

MCT - Mobile Computer Terminal

MFD – Multi-function Devices

MIX - Metropolitan Information eXchange

ML – Machine Learning

MOU - Memorandums of Understanding

MWCOG - Metropolitan Washington Council of Governments

N

NACo - National Association of Counties

NCIC - National Crime Information Center

NCR - National Capital Area

NCR GDX - National Capital Region Geospatial Data Exchange

NCS - Neighborhood and Community Service

NENA - National Emergency Number Association

NGX - Next Generation Exchange

NOVARIS - Virginia Regional Information System

NTS – Non-Tax Section

NuACES - New Advanced Civil Enforcement System

NVERS - Northern Virginia Emergency Response Systems

NVRRCL - Northern Virginia Regional Routable Centerline

O

OASIS - Online Automated Services Information System

OFC - Office for Children

OS - Operating System

P

PCI-DSS - Payment Card Industry Data Security Standard

PD – Police Department

PDF – Portable Document Format

PLUS - Planning and Land Use System

PM - Preventative Maintenance

PMO - Project/Portfolio Management Office

PP&A - Policy, Planning and Administration

PSAP - Public Safety Answering Point

PSB - Public Safety Applications Branch

Q

QSOA - Qualified Service Organization Agreements

R

RFP - Request for Proposal

RMS – Records Management System

RSC - Radio/Wireless Services Branch

RTCC - Real-Time Crime Center

S

SAP – Systems Analysis Program

SACC – School Age Child Care

SFTP - Secure Fire Transfer Protocol

SIMS - Sheriff's Information Management System

SMART - Shared Management Accounts Receivable Tracking

SO – Sherrif's Office

SQL – Structured Query Language

SRP - Supervised Release Program

SSO – Single Sign On

SWAT - Special Weapons and Tactics

T

TABS - Tax and Business Solution

TB - Terra Byte

TDM – Time Division Multiplexing

TRIM - Tower Records Information Management Context

U

UASI - Urban Area Security Initiative

UI - User Interface

UX – User Experience

V

VACCRRN - Virginia Childcare Resource and Referral Network

VALGITE - Virginia Local Government Information Technology Executives

VAWA - Violence Against Women Act

VCIN - Virginia Criminal Information Network

VDOT – Virginia Department of Transportation

VDSS - Virginia Department of Social Services

VFOIA - VA Freedom of Information Act

VINE - Victim Information and Notification Everyday

VMS – Volunteer Management System

VVSG - Voluntary Voting System Guidelines

W

WCAG – Web Content Accessibility Guidelines

WCM - Web Content Management

X

X.com - formerly known as Twitter

FAIRFAXCOUNTY
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