

**FAIRFAX COUNTY'S STRATEGY & TECHNOLOGY TO DELIVER REAL TIME
MULTI-CHANNEL E-GOVERNMENT**

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David Molchany, is CIO for the Fairfax County government in Virginia. He has been the CIO for six years. He is responsible for all aspects of information and technology across the county, government enterprise. Departments that report to him include the Department of Information Technology, Cable TV, consumer protection, document services, the archives, the public library system and the health information portability and accountability compliance. Mr Molchany is involved with a multitude of groups at the federal state at local and international levels and has been recognised nationally and internationally for his work in the public sector and will be recognised this fall as one of Governing Magazine's Public Officials of the Year.

Good morning, I think this morning's speeches so far were outstanding and I think if there is one thing I would add to it, is that e-Government is not a 'one size fits all' proposition and that as you listen to what we've done in Fairfax County, remember that bits and pieces may be something that will work for your constituents, but you have to consider your customers and tailor your programme to fit what they need, just in a way that a retail store tailors its offerings for its customers, government needs to meet the needs of its customers and make sure that e-Government is what they want. In Fairfax successful real-time multi-channel government is really the result of successful strategy, planning and technology. What I am going to try and do in this presentation is go through those concepts for you and show what we have done in the County.

Fairfax County is located just west of Washington DC with the largest suburb in the Washington metropolitan area. We are actually the largest jurisdiction in the Washington metropolitan area and we are the largest jurisdiction in the Commonwealth of Virginia. We have over one million residents, actually one million fifteen thousand. We have a size of about 400 square miles. Our budget is \$4.6 billion. We have 33,000 employees and we have 10 elected board members. One is elected at large and the other nine are elected to represent 9 specific districts in the County, each with a 120 some thousand people in them. So it is quite a large jurisdiction in the US, and is actually in range with Estonia as we heard this morning. We have been rated nationally and internationally and the best practice in e-Government and also IT. The reason that that is really important is that it gives us an opportunity to speak to groups like you and groups around the world and also hosts a lot of visitors, they come to Fairfax to see what we have done and also allows us to learn an awful lot from the people that visit us and the places that we are able to visit. Our strategic direction is distilled from several sources. Our first is constituents and when we talk about our constituency, we talk about our citizens, our businesses and other groups that are interested in the County. We consider people who live beyond our borders to also be our customers when we are talking about e-Government. Our elected officials are a great source of understanding strategic direction because they were elected and do work with our constituents very closely. Our senior management team plays a really big rule in deciding in how we actually deliver services, especially services through IT. Our border supervisors really set the County's strategic direction. That direction is distilled by the staff, by the County Executive I work for and the other three County Executives with whom I work. We really look at the direction that

our elected officials want to go, what they've learned from their constituencies and what we know about the constituencies and we actually create a strategic direction. That strategic direction really sets the direction for the entire County and for all of our departments including our IT operation. Our County-wide strategy also includes an employee vision, core purpose, sustainability principles, how do we keep the county going, moving forward, progressing, meeting the needs of our customers. We are actually finishing new departmental strategic plans this month and we use performance based budgeting. You can actually go on-line to our website and look at the performance measures for all of our departments and see how we have stacked up. We are creating a brand new budget format for 2005 and the reason is because our budget is really our strategic plan. It really shows how the money is going to be used, what we are going to do for our citizens and our constituents and the one thing that it does not show clearly now, is cross-departmental programmes, how programmes flow throughout the whole government to deliver service. We are going to correct that this year in our new budget format. So it is a much more - much easier - document to understand. It will tie the performance measures in more closely and will show people what we are trying to deliver for them and hopefully elicit more comment from them. One of things that make IT successful in Fairfax is that it has very top-level support. Number one, our elected officials believe in it. They believe that it should be part of the entire government and that it should be the way that we deliver services in part. Also because my position as the CIO is a deputy County executive, would be equivalent to a cabinet minister in a nation. So it is a very high level position in the government to direct information and technology throughout the government. Also my group goes beyond just technology. I deal with information all through the government and how it is used and how it actually affects our customers. So my department and my thinking really is very broad and very strategic in how we are going to use information, how we are going to deliver services to citizens and literally how we talk about the County. I have a director that runs our IT department. Our IT department has a staff of about 300 centrally, about 120 distributed throughout departments. Our budget for our department this year for IT is \$64 million. That is a very, I think, cost-effective figure when you consider our total budget of \$4.6 billion. We have been able to do an awful lot with that money, we have been able to use it quite wisely. Really what I do again is strategic planning, budgeting, standard, methodology and architecture. We are taking a very high level view of where we are going with information technology for the County. I do that with a lot of input. The first group I work with very closely is the senior IT steering committee. It is an internal group made up of the other deputy County executives. The County executive, the director of management and budget and the director of IT and we bring in department heads and other people as we consider issues. What we really are doing is distilling the direction for IT from the overall County strategy. We are really ensuring that we understand where the board wants to go, what our customers want and how we are going to deliver it and we come up with the principles of what we are going to invest in for IT each year. Also our information technology policy advisory committee in external group, all the private sector people, those bring me new ideas and help validate the direction that we are going with IT. We meet monthly with this external group and quarterly with our internal group. The idea is, that we not only get an idea from ourselves, where we should go, but from the community and from these executives that work with the community also. We have a technology modernisation fund. It is the resolve of a very detailed process where we look at every proposal for IT projects, we match it with the strategy that we came up with, we determine whether it is really going to be of best interest to the County to invest and then we create an investment portfolio. We also talk with every prospective project team to understand what they are trying to achieve and really ensure that it is meeting our objectives and it is something that we want to invest in. We also have our project manager certification course to make sure that when we actually start a project that every project manager is certified and runs the project the way Fairfax County wants it run. That I think makes our projects very successful. We also create steering committees, form a project reporting and governments and what this entire slide says is that we take an awful lot of external view points as we consider what we are going to do with IT, how we are going to deliver things to our customers and basically the direction we are going to go strategically. This is very critical to us because we are highly centralised. It

would be very easy for centralised IT to dictate what we do and how we meet the needs of our customers but we really go out of our way to include a lot of people so that even though we are centralised, there is an awful lot of collaboration that actually ends up creating our overall plan. Our focus for 2004, first of all is e-Government I am going to talk about that specifically. Our integrated information and document management, we just bought Documentum's product for both content and for document management and for imaging. It is a very large project and I think it is one that is going to be very helpful to us in managing an enormous amount of data. Our customer relations management, I'll talk about it in detail in a moment. Inspections and e-permitting, this is the very last part of our land development system upgrade. We bought a package for this from Hanson and it is going to allow us to have a new inspection system, e-permitting as well as wireless communication for all our inspectors that work in the field. Today they actually use PCs and hotspots at night after they come back from the field of doing inspections. Now they will do it from the field and they will not have to come in at all to the County offices. GIS is the capstone or actually the lynchpin of everything we do. GIS is available to every pc in the County government. We have an enormous amount of layers, we actually use it for a lot of our decision making, our board of supervisors use it a lot for their decision making. It is a very integral part of everything we do and it is available on our website to our customers also. Now e-government; what are our goals for e-government? Really they are to include everyone. Our Board, as the champion, really wants to include our citizens businesses, anyone that is interested in Fairfax County. We really want to address the digital divide. We want to make sure that everyone has equal access. We want to transform how we do business through e-Government. We do not want to lay technology on top of bad practices. We literally want to change the practices to make the laying of technology on the more efficient and in some ways actually remove practices and come away with another way to do our business. To really change the way we do business through the use of technology and we want to create a 24-hour government which we actually have done. You can now do business with Fairfax 24 hours a day. Our chosen method to do this has been multi-platform e-Government. We have interactive voice response which is extremely popular. It's access to services via touchtone telephones. We have 25 multi-media kiosks with 22 locations in libraries, shopping malls, government centres, transit centres and health centres. We have a Fairfax County website which you can take a look at yourself and we have cable TV. One of the very interesting things about cable TV in the US is the franchise for cable TV is held by the jurisdiction. We decide what cable TV companies can do business with in Fairfax County and we also decide what they will do for us to do business. One of the things we have from them is a government access channel, so I actually have my own television station and we broadcast to our citizens. We broadcast meetings and other things and I will tell you a bit more about that in a minute. We now are going to have, as of today actually, web streaming of all of our meetings and also an archive feature on our website and that again is through our cable TV operation. Our future is IDTV actually a concept I have stolen from the UK and the ??? office have studied what studied what they want to do with IDTV with interactive digital television and working with our cable companies, we have two, to see how we could pilot that hopefully this year and actually add another interactive feature to our cable operation for our citizens. Then we have mobile access, from a PDA you can actually access information, call people directly, email people directly and basically do business as a citizen from wherever you happen to be. So that is our multi-channels and really the idea behind the multiple channels is to give choice. As a citizen, business, or someone from around the world that wants to do something with Fairfax County, you can actually use any of those which are convenient to you. I think that is a key area that we have used to actually solve the digital divide.

Some of our transactions and a lot of you probably have the same, you can make payments obviously and you can register. It is very important to register our vehicles in the County, for tax purposes as well as for new registration with the commonwealth of Virginia. You can register recreation classes and pay for them, you can report and enquire about consumer protection issues. If you have had a driveway put in, it has now collapsed and your contractor will not help you, you can literally report that online and an investigation will start

automatically. Workflow takes that complaint directly to one of the people that work for me and they start the investigation. Also, our citizens can look through our entire database of complaints. If you are about to do business with someone, you can actually look them up and see what kind of complaints are against them and whether they have been resolved. Really the key there is to see that complaints are resolved, this is someone you want to do business with. As a vendor you can download our RFPs and IFBs, you can report change of address, you can obtain an enormous amount of information including real estate information about any parcel within the County. Very important for brokers helping people look for houses and people looking for houses themselves. You can also obtain a lot of court information. Our circuit court has all of the documents in their portfolio image back to 1743; so literally, you can subscribe to that service from your home or come into our courthouse and bring up any of those documents. It reduced an enormous amount of paper, enormous amount of microfilm and also made the process a lot more efficient in that office. A lot of library services are online and you can also apply for County jobs. You can obtain status information for permits plans and inspections, and you can also locate facilities and transport routes. So a lot of difference things you can do from the kiosk and this is just a subset. If you go online to our website you can look at our IT plan and see everything that you can do through our technology.

Our mobile applications I talk to are literally a way to go through our services and contact people from your mobile device. Our IVR stats are for 2002; we had about 800,000 to the IVR. Interesting enough about 416,000 went to the courts directly and that was actually 52 hours worth of work online through the IVR. The one thing about that is that is all of this represents calls that people didn't have to take. Literally the technology handled the problem, took the payment, and did whatever needed to be done. It is a huge cost saver for the department. The courts alone collected about a million dollars basically in fines in 2002, and again this is people paying and not having to come in and stand at counters. So the people that do that personal interaction can actually concentrate on people that have real problems, not someone that just wants to do a mundane thing, or ask a mundane question. Our home page was totally redesigned with citizen and business input. We broke it down into living in Fairfax, doing business in Fairfax, visiting Fairfax and government of Fairfax. Those are the high level things that are important to our citizens and businesses. Also we have a taxonomy so that as you jig down through the website, it actually happens intuitively for a person that is actually using it. It has made it, I think, a lot more effective for people to utilities. You can see also that we enforce that every page of the website looks exactly the same. Even though multiple departments create pages, we ensure that they all use exactly the same template, navigation etc. Our board wants one face to Fairfax County. Every department is part of Fairfax County, no one stands on their own and that was a very big concept for our departments to understand that they were not the important part of the government. That they were not the focus of government and that the government as a whole is an entity, has a ...what is the word I am looking for -a look and feel... it has a presence is the word I am looking for and that presence is Fairfax County, it is not an individual department.

Our website averages about 625,000 unique visits per month, about 7.5 million unique business per year, of that about 476,000 individual users are accessing multiple pages and/or transactions. So we have a great deal of people visiting. In the area of hits, which I don't think is a very good number, we have about 122 million hits a year. Our kiosk is the far one, not the one that is closest to me, that is our old format; the other one is our new format. It is also a regional cooperative, we have reached out to other jurisdictions in the area, and their information is on our kiosk. Fairfax County, Fairfax City, town of Warrington in all the hospitals and town of Vienna are all part of the kiosk initiative and we have had about 6½ million screens touches since it was implemented. Our cable TV access channel has about 100 hours of original programming. We do satellite courses for in-house, we also have in-house television station, about 147 hours of live government meetings and our boardroom is actually created in the way a television studio would be with television lighting, a three camera system and we literally shoot the board meeting the way you would shoot a sitcom on

television, so that the board members look really good and run very effectively when the citizens are watching them. We have 213 programmes describing County services and we have about 2,500 boats and board messages and about 300 hours of captions and meetings. This is a really effective way to reach the citizens. We can reach about 700,000 of our 1 million citizens through television and also it looks very nice. It looks like network television and I think that's another thing that makes it usable. We also produce our feature length films and well as other movies about Fairfax County. Some of them will be available in short form on the website. Also I use my library an awful lot to reach citizens. We have access points in every library to use and pc's. I also store the UK online centre concept and we now have an Access Fairfax Centre where you can go and use our technology and it is actually located in the Human Services building where people normally come for service, so they can do it electronically and if they really need help they can go upstairs and talk directly to the people that deal with them. We also work an awful lot with other local governments and state governments, the national government and also internationally we have a lot of visitors and reach out to other countries and other jurisdictions around the world that want to work with us and that we actual feel that we can learn an awful lot from and that's that slide. The important part of that slide is the very bottom. If you want to read about a project we did with the federal government, look at gwob.gov (Government Without Boundaries.gov) and that project literally was one of breaking down boundaries between local, state and federal government and some of the concepts that we came up with and the framework that we came up with actually were used by some of the 24 initiatives that President Bush came up with for e-Government.

CRM

We have out CRM implementation and we have really focused on the call-tracking side first, rather than the call-centre side. We are doing it in pieces because of the expense. We really want to be able to track what we do with our customers. We want to be able to articulate our government clearly, predict public needs and start looking at the statistics and seeing what people want from the CRM data. We really want to reduce response time and improve our efficiency. The bottom line of CRM is that it is value for the citizens. We really want to make this investment in CRM about good value for how we do business for our citizen and what they get from us. People using the CRM system right now include the board of supervisors office, our County executives office, consumer protection, clerk to the board of supervisors, office public affairs and human rights and really the idea is to track calls to actually track faxes, emails, any kind of information that comes into these offices, make appropriate assignments and also ensure that what needs to be done, happens. The other really important part is to start predicting public needs. If you see a lot of issues, or a lot of comments coming about an issue, you can start realising that that issue is something that needs to be paid attention to. The Board uses that especially to try to understand what there customers think is important and ensure that they are doing the right thing as Board members. Also, when I talk about consumer protection the ability to get into our database to do complaints and to actually get the complaint through workflow sent to an inspector, that is done through the CRM system. The front end of that is actually attached to our website. So we can actually take this data and open up what is appropriate to our constituents. Here is a little bit of what it looks like for our staff person to enter data. Then for someone on the web you can start with, and this is consumer protection, a list of different types of people doing business. You can pick a person that is doing business, like a gas station, see what kind complaints they have and then you can actually look at a specific complaint. So there is always an internal side of the CRM where you are actually taking peoples information and using it and tracking and getting it assigned and getting the problem happen and then an external where as a customer you can look at specific bits of data and not have to contact the government for the information that you need. And we also have a lot of stats that come out of the system also, which is quite helpful. I think in the future the one thing that we are really going to focus on is the call centre side. This year we are actually going to be upgrading all the call centre technology, and we are going to be looking at tools for them that integrate directly into their existing CRM that we have today. The number one ROI, people always ask

what is the whole ROI for your whole programme. The number one thing that is important to our board of supervisors or elected officials who actually keep us employed, is that the head count for the County, the number of staff stays exactly the same. They do not want government to grow. They want us to be able to use this staff we have as efficiently as possible to meet services for our citizens. In fact, from 1991 to the present, our population grew over 24.4%. We opened about 150 new service centres or remodelled service centres and in the same period we added 90 new positions to the total head count of the government, which is actually quite unbelievable. In that same period of time, we actually invested a great deal of money in IT and we really do believe our investment in IT for all of our projects including e-Government, and CRM and the way that we have done it, really tying those investments to our strategic plan and strategically what our customers are telling us they want has made us more effective and able to actually keep the growth of government down. Also, the use of technology within the government has been very beneficially to our economic development authority. One of the things that Fairfax sells itself as in attracting business is that it is a high tech region and a high tech place for high tech companies to come to. Being able to point to a high tech government that is easy to deal with and can be responsive to you once you locate them, and once your citizen locate their, it is quite important. Our EDA actually uses that quite a bit. We have economic development offices in London, Frankfurt and Tokyo and we really try to show our very good face of Fairfax and having a high tech government is another part of that.

Everything that I have talked to you about this morning is online. You can go to our website fairfaxCounty.gov and you can look at our IT plan. Our IT plan you can find by putting in the search criteria the word IT (space) plan and basically it will bring up the plan and you can read a little bit about what we do, our governments, our methodology, our standards, our architecture, we have a very extensive architecture deployment and initiative, and you can see basically the strategy that keeps us moving forward and how we are organised to be successful.

One thing I started with was an add-on to today's presentation. It is not one size fits everyone. You can takes bits and pieces of Fairfax and you might apply them to what you do, but you really have to, in the end, understand your customer. You have to understand that your constituent, your businesses and those outside of your borders are actually coming to you for a reason. You have to understand how to deliver to them and then pick your technology and pick your methodology and your channels to actually match that. And in closing we have never turned off a face-to-face channel. You can still walk into a government building and deal with a person. The one thing that is key, is those people behind those desks and those counters are now dealing with people that really have issues that really need help, not just anyone that needs to do business with the County government. Thank you.