I. PURPOSE

This Procedural Memorandum establishes the policies and procedures governing content on the county's public Web site, including all servers that serve content to the public on behalf of Fairfax County, and delineates procedures and responsibilities for approving content.

There shall be one domain for the county's public Web site (www.fairfaxcounty.gov), and all county departments, agencies, and offices (hereinafter "agencies") publishing information on the World Wide Web must use the county's domain. Agencies are not permitted to purchase or otherwise establish domain names or to use other external resources for presenting county information on the Internet, unless otherwise approved. Web applications that must reside on a server or system resource independent of www.fairfaxcounty.gov must be approved by the Department of Information Technology (DIT) and must include a prominent link to the county Web site. All published Web addresses for Fairfax County information on the World Wide Web must begin with www.fairfaxcounty.gov.

This policy does not supercede requirements pertaining to the Internet, including, but not limited to, state and federal privacy laws, the federal Health Insurance Portability and Accountability Act of 1996 (HIPAA), and security policies.

II. RESPONSIBILITIES

A. The Deputy County Executive for Information is responsible for the management of all aspects of information and technology needed to support the county government and its constituents. The Deputy County Executive for Information coordinates all major policy decisions regarding the county Web site with the Senior IT Steering Committee, DIT and the Office of Public Affairs (OPA).

B. DIT is responsible for providing the technology architecture, standard and supporting technical infrastructure of the county Web site, including overseeing application development and site design, IT security, electronic communications and transactions and for establishing all technical guidelines and standards relating to the Web site and related agency applications. Any questions regarding technical issues should be directed to DIT.

C. OPA is responsible for establishing, publishing, updating, and ensuring adherence to the policy for Web content. OPA has the authority to direct county agencies in all Web content related matters. Any questions regarding content should be directed to OPA.

D. OPA is responsible for posting all emergency messages on the home page, including early closings, late openings and administrative or unscheduled leave.
E. OPA is responsible for maintaining the News and Information section on the home page, used to share important county information with Web site visitors. See Appendix D for policies and procedures.

F. It is the responsibility of all agencies to ensure that their Web content is accurate and up-to-date.

G. Prior to posting information on the Web site, all content, including external hyperlinks, must be approved by the sponsoring agency director or his or her designee and submitted to OPA for review to ensure consistency with county policies and procedures, and correct style and grammar, consistency of information across media, and accuracy. Agencies may be excluded from this requirement per a written agreement with OPA.

Public Information Officers of the agencies below will provide the same review as OPA for their agency and need only submit external hyperlinks to OPA for approval.
- Community & Recreation Services
- Community Services Board
- Family Services
- Fire and Rescue
- Housing & Community Development
- McLean Community Center
- Park Authority
- Police
- Public Library
- Reston Community Center
- Sheriff’s Office

III. POLICY
A. All content will be consistent with the mission of the Fairfax County Government, and the Fairfax County public Web site provides our customers with an entry point to services and information at any time, from any place, allowing them to communicate and to conduct business around-the-clock with Fairfax County Government.

B. All content of the county public Web site must be in compliance with the county’s Department of Information Technology policies and guidelines for Information Security, Applications and Web Development, and the Countywide Communication Strategy.

C. All content becomes part of the county’s public records. Public records protected from mandatory public disclosure by state or federal law or by a provision of the Virginia Freedom of Information Act which permits the custodian to elect to exclude from public dissemination shall not be published on the public Web site.

D. The following types of content are prohibited:
- Commercial activities
- Fund-raising
- Political activities
- Harassing or offensive language or images
- Endorsements of any product, service or private organization
- Open, unstructured chat sessions
- Discussion forums, online commentary and interactive services in violation of the County’s IT Security Policy and/or not sanctioned by the Deputy County Executive for Information
- Advertisements

E. Specific policies regarding external hyperlinks, e-mail and automated mailing lists are detailed in the appendices of this policy.

F. All content of multimedia, including video, on the county Web site is subject to this Web Content Policy and must comply with county standards for video and multimedia production.
G. Requests by agencies to utilize social media must be submitted for approval to the Deputy County Executive for Information in consultation with the E-Government Steering Committee and the Office of the County Attorney. This includes, but is not limited to, requests to create pages on social networking sites (e.g. MySpace, Twitter or Facebook), post content to blogs and discussion forums, post pictures on photo-sharing Web sites, post videos on video-sharing Web sites, post content to wiki Web sites, and participate in virtual reality applications. See Appendix F for more details.

H. Photos of individuals may appear on the Web site provided the image was taken at a public facility and the photo depicts a county program or service. Signed photo release forms must be received for members of the public who are identifiable in the image. Releases are not necessary for county employees if the photo relates to county employment. See Appendix E for a sample release.

I. Content on the public Web site will be accessible as much as possible to users with physical or cognitive disabilities or language access barriers. The county follows the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (www.w3c.org) as a means to provide optimal access to county Web sites and the content therein. All Web developers are responsible for applying the most current version of these guidelines in the design, creation and maintenance of official county Web sites. All Web content should conform to at least Priority 1 of the Guidelines, while conformance with Priority 2 is strongly encouraged.

J. Any efforts to provide county Web sites, or portions thereof, in a language other than English shall be coordinated by OPA, DIT and the Language Access Coordinator. Content must be translated by a professional translation service that is an approved county vendor. A list of vendors is available on the Language Access Infoweb pages, http://infoweb/cex/language/document.htm. Online translation resources and translation software products may not be used to translate county Web content into another language.

K. Fairfax County complies with copyright law, and the design and content of the public Web site are protected by copyright law. On the county Web site, departments/agencies are expected to use only items created by the county or those items which the county has a legal right to use. Text, video, audio, photographs or other images found on the Web and not accompanied by an explicit permission grant may not be re-used without permission from the copyright owner.

L. Web content belonging to one county agency may not be copied or duplicated within another department/agency section of the Web site, but rather referenced by a hyperlink to ensure the most current information is provided.

M. The Electoral Board is exempt from this policy in its entirety, but the Electoral Board is expected to comply with the rules, regulations, and instructions of the State Board of Elections. The Fairfax County Public Library is exempt from the External Hyperlinks section of this policy.
APPENDIX A
EXTERNAL HYPERLINKS

PURPOSE
To provide customers quick and easy access to useful resources that are consistent with departments’/agencies’ missions, county agencies may wish to include hyperlinks to noncounty Web sites in accordance with the following guidelines.

To avoid any perception that the county endorses or provides favorable treatment to any private person or entity, the county is limiting linking to external Web sites from within the county Web site. This policy will assist departments/agencies in determining the appropriateness of including or excluding an external hyperlink within the department/agency Web pages.

POLICY
A. All external hyperlinks must be approved by the agency director, and then by OPA for compliance with this policy and DIT for compliance with county IT security policies.


C. Subject to approval, agencies may link to Web sites owned or managed by:
   1. Organizations that provide services directly to the public on behalf of the Fairfax County government pursuant to a written agreement with the county
   2. Federal, state, regional, or local governments, their political subdivisions and the local school board
   3. Organizations to which Fairfax County appropriates public funds
   4. National, state, and regional boards, authorities, commission, councils, and consortiums on which Fairfax County has representation
   5. Resources purchased by Fairfax County for educational purposes (Link must be directly to the resource.)
   6. Organizations providing online services for handling Fairfax County courts matters
   7. Foundations established to benefit Fairfax County agencies
   8. Organizations in which Fairfax County is a member organization
   9. Hospitals located in Fairfax County (Link must be to those segments that provide health services.)
   10. Fairfax County Economic Development Authority
   11. Fairfax County Water Authority
   12. Fairfax County Public Law Library
   13. Fairfax County Citizen Corps
   14. organizations listed in the Human Services Resource Guide (Link must be from within the guide.)
   15. Fairfax County fire stations
   16. Technical resources necessary for viewing content on the county Web site
   17. Sports leagues registered with Community and Recreation Services (Link published only in CRS directory)

D. Agencies may provide hyperlinks to technical resources that are necessary for viewing content on the county Web site, subject to content and technical approval by OPA and DIT.

E. The following disclaimer will appear automatically when links lead from a county Web page. If an application or another type of Web page is being used, then this offsite message must be coded into the page:

   “You are now leaving the official Web site of Fairfax County Government. Please be aware that when you exit this site you are no longer protected by the Fairfax County Government Web privacy policy. Fairfax County Government does not endorse nor is responsible for the content provided on linked sites.”
F. Departments/agencies will not knowingly hyperlink to Web sites that contain false or misleading information.

G. Agencies must use caution when linking to sites that contain real time components, i.e., chat rooms, bulletin boards and advertisements. These sites may not be appropriately moderated or edited by the host and participation criteria may not be posted on the site.

H. Agencies must deny any hyperlink request if the requested site does not meet this policy, and remove hyperlinks if a site no longer meets this policy.

I. Agencies may choose to use an organization's logo as a graphic hyperlink rather than a text hyperlink. If an organization's logo is used as the hyperlink, the department/agency must get prior written permission from the organization. If a logo is used as a hyperlink, an ALT tag must be used to identify the logo for purposes of complying with accessibility standards.

J. Agencies shall follow the guidelines stated in this policy when responding to a request for a hyperlink to a non-county organization. If an agency needs more guidance, then the Web Developer shall contact the Office of Public Affairs.

K. All hyperlinks to any site found to contain inappropriate content, such as a computer virus, worm, etc., which poses a threat to the county or its Web site users, will be removed immediately.

DISCLAIMER
The following disclaimer will appear on the county site in a prominent location to be determined by the Department of Information Technology and the Office of Public Affairs.

"As a service to the visitors of our Web site, we have provided hyperlinks to informational resources developed by other agencies or organizations that provide services or programs for the Fairfax County government. However, Fairfax County cannot guarantee the relevance, completeness, timeliness or accuracy of the information provided on these Web pages. Fairfax County does not endorse non-county organizations' products, services or viewpoints. The county is not responsible for any materials stored on other Web sites, nor is it liable for any inaccurate, defamatory, offensive or illegal materials found on other Web sites, and that the risk of injury or damage from viewing, hearing, downloading or storing such materials rests entirely with the user."

GUIDELINES
1. Hyperlinks to non-county organizations shall not be made for the purpose of endorsing an organization's fundraising, lobbying, political agenda or viewpoint.
2. Departments/agencies must review each linked site at least once a month for adherence to the policy's content criteria.
3. Departments/agencies will monitor their hyperlinks to ensure that hyperlinks are fully operational and available most of the time. Departments/agencies may use an automated process to check for broken hyperlinks. Any broken hyperlinks must be either corrected or removed.
APPENDIX B
ELECTRONIC MAIL ADDRESSES ON COUNTY WEB SITE

PURPOSE
To better serve our customers who interact with the county online, agencies should provide the highest quality customer service, including timely, accurate and professional e-mail responses.

For those county agencies that choose to include county e-mail address within their Web pages, the following policy must be followed.

While e-mail does not necessarily take priority over other forms of communication from the public (e.g., phone calls, faxes or letters) – there is a growing expectation that e-mails should receive a quick response. Agencies, therefore, should consider such expectations when creating a system for acknowledging or responding to e-mails.

POLICY
Each county department/agency that provides an e-mail address on the Web site will establish a system to ensure timely acknowledgement and/or responses to electronic mail (e-mail).

A. Each agency will have a designated person(s) or position(s) who will respond to and/or coordinate responses to e-mail. Responsible persons must provide an appropriate response to requests for public records within five business days in order to comply with the Virginia Freedom of Information Act.

B. An acknowledgement is defined as letting the sender know that the agency received the e-mail. Departments/agencies may wish to utilize the automatic acknowledgement feature in the county’s e-mail system to provide a timely automated acknowledgement to a sender that his or her e-mail message has been received and a response will be forthcoming. All acknowledgements, including auto responses, should include a contact phone number.

C. A response is defined as answering the sender’s question(s) and/or addressing the content of the sender’s e-mail. Each agency will manage and respond to e-mail consistent with county and/or agency policy on records management, applicable laws, and appropriate business decorum. E-mail messages are public records, and, unless an e-mail is protected from disclosure by state and federal laws or by the Virginia Freedom of Information Act, e-mail responses may be made available to individuals or representatives of the media that request such records pursuant to the Virginia Freedom of Information Act.

D. Only Fairfax County government e-mail addresses will be used when providing e-mail addresses as a means for Web site visitors to contact the county.

GUIDELINES
1. E-mails should be answered as quickly as possible, but no longer than the timeframes outlined above.

2. E-mails will be handled by appropriate staff, in turn, along with citizen telephone calls, faxes and letters sent to county agencies.

3. Agencies are encouraged to use public mail-enabled public folders (versus an individual county user name e-mail address) for e-mail addresses on the Web. Mail-enabled public folders provide various levels of access to e-mails by multiple users. For information on usage and creating mail-enabled public folders, contact DIT Technical Support Center at 703-222-3535, Option 1.

4. To provide better service, agencies are encouraged to request persons making inquiries or seeking responses via e-mail to provide their name; address, and, if different, their mailing address; telephone and fax numbers (with area code) as a means of providing timely responses in an alternative format, if needed. (For example, certain documents may be available only in hard copy or the message sender may not have the appropriate software to open certain types of electronically transmitted
In regard to requests for public records that are subject to the provisions of the Virginia Freedom of Information Act, it is important to determine whether the requestor is a citizen of the Commonwealth or a representative of a news organization that broadcasts or publishes in the Commonwealth.
APPENDIX C
AUTOMATED MAILING LISTS ON COUNTY WEB SITE

PURPOSE
An automated mailing list is a computer program that allows an agency to e-mail messages about its programs or services to a group of customers or constituents using just one e-mail address. Automated mailing lists are similar to the Distribution Lists in the county’s Outlook e-mail system.

The county’s automated mailing lists available to the public through the county’s Web site are for sending announcements only. Any e-mail sent to the automated mailing list address is copied and mass-mailed to every person subscribed to that list.

An automated mailing list is not an appropriate vehicle to provide information where messages would be tailored per subscriber, or would only go out to some of the subscribers, such as: overdue books or subscription renewal notices (unless all subscriptions expire at the same time).

Suggested uses of the announcement-only lists include notices of:

- Taxes due
- Vendor solicitations
- Emergency weather situations
- Employment opportunities
- Holiday schedules
- New services
- Notices to news media
- Notices of public meetings

Automated lists are not intended to be the primary communication tool for an agency and such lists cannot take the place of a legal announcement.

POLICY
A. Fairfax County automated mailing list content originated by county staff constitutes official county communication and must conform to applicable federal, state, and county laws, regulations, and policies, as well as to proper business etiquette.

B. Personal information, including electronic mail addresses, furnished to Fairfax County government for the purpose of receiving electronic mail from the county, shall not be released in accordance with the Virginia Freedom of Information Act, provided that the electronic mail recipient has requested that the county not disclose such information. However, access shall not be denied to the person who is the subject of the record.

C. Each agency that uses an automated mailing list must have a designated person who will post messages to the list. Departments/agencies interested in establishing an automated list must contact the Internet Services Branch of DIT for technical guidelines and assistance.

D. Signup for mailing lists may be only by self-subscription (user registration). There will be absolutely no conversion of existing mailing lists to an automated mailing list. Subscribers will receive a confirmation of their subscription as well as any notices regarding the availability of the list.

E. All announcements sent to a list’s subscribers must originate from a single approved county list address that is monitored each business day, and is only used for interacting with the list or subscribers. Messages sent to this e-mail address by subscribers should be answered by close of the next business day.

F. These automated mailing lists may be used only for announcements (no graphics, no HTML, no attachments, etc.) concerning the business of Fairfax County government. Messages may provide a hyperlink to the Fairfax County Web site for further information.
G. Information collected from individuals for the purpose of communicating specific county information shall not be used for another purpose without the permission of those individuals. For example, an automated mailing list for the Weekly Agenda may not be used to send out job announcements.

Following is an example of an appropriate message from a list that the Office of Public Affairs might choose to have from a list titled Emergency.

Date:         Mon, 18 Feb 2004 05:34:35 -0500  
Reply-To:     Emergency <emergency@CO.FAIRFAX.VA.US>  
From:         Emergency <emergency@CO.FAIRFAX.VA.US>  
Subject:      Fairfax County Weather Emergency Information  
Content-Type: text/plain; charset="iso-8859-1"

Fairfax County Government Offices and Courts are open today. However, employees have been granted unscheduled leave. Emergency service personnel should report as scheduled. Please see http://www.fairfaxcounty.gov/ for further information.

This list is hosted by Fairfax County Government.

Fairfax County is committed to a policy of nondiscrimination in all county programs, services and activities and will provide reasonable accommodations upon request. To request special accommodations, call 703-324-3187, TTY 703-324-2935. Please allow five working days in advance of events in order to make the necessary arrangements.

For information about the content of this message, contact EMERGENCY@CO.FAIRFAX.VA.US.

If you have technical problems with this service, please contact LISTADMIN@CO.FAIRFAX.VA.US.

If you wish to unsubscribe from this list, please send a message with the words (not including the quotes) “UNSUBSCRIBE EMERGENCY” in the body of the message to LISTSERV@LISTSERV.CO.FAIRFAX.VA.US.

H. There will be a footer on each message, which will include the following information:
   - that the list is hosted by Fairfax County
   - ADA statement
   - how to unsubscribe
   - who to contact in case of problems
APPENDIX D
NEWS SECTIONS

The Office of Public Affairs manages the following news areas of the county’s public Web presence:

- Home Page
- Living Here
- Doing Business
- Visiting
- News to Use
- RSS Feeds on Selected Subject Pages (e.g., Environment and Transportation)
- Social Media Sites Such as Twitter and Facebook

The Office of Public Affairs encourages county agencies to submit news items through their public information officer/consultant for consideration in these sections.

The following items will have priority:

- Countywide/Board of Supervisors’ initiatives
- Deadlines for taxes, voter registration, licenses, etc.
- Notices of public hearings and town meetings
- Major health, safety and security issues

OPA staff will make every effort to publish submitted announcements to the fullest extent possible. OPA staff reserves the right to determine how, when and where news items appear. If an item is determined by OPA to be unsuitable, then the requestor will be notified.

Requests can be e-mailed to webcontent@fairfaxcounty.gov. The URL of the item to be linked from must be included in the request. Requests without the links will not be considered.
1. Sample photo release

**Photo/Video Release Form**

Date: ______________  Program: __________________________________________________________

Description: _______________________________________________________________________

I give my permission for my child/myself (print name) ______________________________________

to be photographed and/or videotaped by a Fairfax County government representative, or media for use in
publicizing the above mentioned program in print or electronic media. I acknowledge and agree that my
participation in photographs and videos may be edited and used in whole or in part as desired for this
program, which may be produced, duplicated, distributed and used for informational purposes. I also
acknowledge and agree that photographs and video taken by Fairfax County government representatives
of me may be used in county government publications and on the county Web site. I understand that
photographs become the property of Fairfax County without compensation to me. I also understand that
any photographs may be subject to the Virginia Freedom of Information Act and the Virginia Privacy
Act.

Signed _____________________________________________________________

(Signature of parent or legal guardian if person in program is under 18 years of age.)

Print Name _____________________________________________________________

Address _______________________________________________________________
APPENDIX F

FAIRFAX COUNTY SOCIAL MEDIA POLICY

PURPOSE
Fairfax County uses social media tools to provide ways to build community and officially and rapidly communicate directly with stakeholders, partners, the general public and the media as part of online communications. These tools are simply another way to deliver public information, customer service and E-government to our residents. To address the fast-changing landscape of the Internet and the way residents communicate and obtain information online, county agencies may consider using social media formats to reach a broader audience.

DEFINITIONS
Social media sites refer to a collection of online services such as, but not limited to, Facebook, YouTube, MySpace, Flickr, LinkedIn and Twitter. Social media provides opportunities to engage residents through information sharing, customer service and community building.

POLICY
A. All official Fairfax County presences on social media sites or services are considered an extension of the County’s information networks and are also governed by other related policies such as Use of County Electronic Communications Services Policy 70-04 and Information Technology Security Policy 70-05.

B. All social media requests must be submitted in the form of a business case to the Deputy County Executive for Information, who will then consult with the E-Government Steering Committee. If approved, agencies must fill out and have an agency director sign the Procedural Memorandum 70-05 Revised: Request for Waiver/Exemption Form (available at http://infoweb.fairfaxcounty.gov/dit/iso/forms/PM70-05_Exception.pdf) and return it to the Information Security Office in the Department of Information Technology.

C. It is important to ensure the public’s trust of Fairfax County’s presence on social media sites because many imitation sites (both deliberate and not deliberate) exist. Naming conventions (URLs) for social media sites must be submitted to the Office of Public Affairs in advance before establishing an account to ensure the name is sufficient for an official Fairfax County government entity and are consistent with other department names. Once finalized, all new URLs must be shared with the Information Security Office and the Office of Public Affairs. If agencies are permitted to use Twitter in the future, names will be predetermined. Visual elements of social media sites should be designed, as much as possible, to reflect the public Web site brand of fairfaxcounty.gov to ensure visual consistency and credibility. The Office of Public Affairs reserves the right to develop additional standards for naming conventions and visual consistency as social media sites evolve.

D. Agencies are responsible for establishing, publishing, and updating their pages on social media sites. Although it will be the agency’s responsibility to maintain the content, the Office of Public Affairs will monitor the content on each of the agency pages to ensure 1.) a consistent countywide message is being conveyed and 2.) adherence to the Social Media Policy. The Office of Public Affairs also reserves the right to direct agencies to modify social media content based on best practices and industry norms. The Office of Public Affairs will advocate using social media to help departments reach their stated goals by assisting departments in developing appropriate uses for social media, assisting the selecting of appropriate social media outlets and helping departments define a strategy for using social media.

E. Comments from the public are allowed on social media sites but those sections must be monitored daily during working hours to ensure the comments meet certain criteria. Some mediums such as Facebook allow instant commenting while others like YouTube allow for a moderated/approved process. County-created social media forums must be structured narrowly to focus discussions on a particular interest of Fairfax County rather than creating a “public forum.” Agencies are only allowed to remove postings that do not meet the narrow focus of a County media forum. All sections of social media Web sites that allow comments must include either a link to the following comments policy published on the public Web site or the complete text published on the social media site:

The purpose of this site is to present matters of public interest in Fairfax County, including its many residents, businesses and visitors. We encourage you to submit your questions, comments, and concerns, but please note this is a moderated online discussion site and not a public forum.
Once posted, the County reserves the right to delete submissions that contain vulgar language, personal attacks of any kind, or offensive comments that target or disparage any ethnic, racial, or religious group. Further, the County also reserves the right to delete comments that are: (i) spam or include links to other sites; (ii) clearly off topic; (iii) advocate illegal activity; (iv) promote particular services, products, or political organizations; or (v) infringe on copyrights or trademarks.

Please note that the comments expressed on this site do not reflect the opinions and position of the Fairfax County government or its officers and employees. If you have any questions concerning the operation of this online moderated discussion site, please contact the [Agency Name] at [agency e-mail]@fairfaxcounty.gov.

Agencies may choose to reply to comments so we’re engaged with our residents much like we reply to phone and E-mail inquiries, but business decorum must prevail and factual responses, not opinions, must be shared. Agency staff monitoring for and replying to comments are strongly encouraged to coordinate responses with other agencies, if appropriate, so the best response can be provided. If you are replying on a social media platform, know that it is a series of conversations that constantly evolve. Be a part of them, provide constructive information that mirrors county information elsewhere and don’t try to control other peoples’ opinions.

F. Wherever possible, links should direct users back to the County’s official Web site for more information, forms, documents or online services necessary to conduct business with Fairfax County.

G. All YouTube channels must contain the following disclaimer on the home page and on each video:

Please note: Fairfax County is not responsible for the content provided on "related" and "promoted" videos that are accessible from this county’s YouTube channel. All viewers should note that these related videos and comments expressed on them do not reflect the opinions and position of the Fairfax County government or its officers and employees.

H. Agencies are strongly encouraged to follow the metrics of their social media sites to ensure viability and effectiveness. The Office of Public Affairs reserves the right to occasionally request metric reports.

I. Approval is not needed from the E-Government Steering Committee for podcasting and RSS feeds as Channel 16 and the Department of Information Technology, respectively, produce those social media. The Office of Public Affairs is available to consult with agencies about best practices for both options.

J. Departments that use social media are responsible for complying with applicable federal, state, and county laws, regulations, and policies. This includes adherence to established laws and policies regarding copyright, records retention, Virginia Freedom of Information Act (VFOIA), First Amendment, privacy laws and information security policies established by Fairfax County.

K. Login information, including User IDs and passwords, should be provided to at least one backup in the agency. Passwords must be secure.

L. Violation of these standards may result in the removal of agency pages from social media sites. The Deputy County Executive for Information retains the authority to remove pages.

M. The E-Government Steering Committee will constantly evaluate various social media technologies and the appropriateness of using these media to promote established County goals and policies.