DIGITAL STRATEGY
2024 - 2026

ARLINGTON
VIRGINIA

In support of the County Board's vision and the County Manager's mission, the Department of Technology Services (DTS) presents an updated Arlington County Digital Strategy for Technology Services. This strategy is meant to support and sustain a trusted technology foundation while welcoming an innovative customer-centric era under the new Chief Information Officer's leadership. The strategy focuses on initiatives supporting the planned goals and builds on opportunities for collaborative exploration of technology-driven solutions. Our attention to crucial business problems along with a refinement of customer service will serve to foster our priority of promoting a customer-centric culture.

The Digital Strategy provides a defined path forward for DTS, seeking to inform County management, the County Board and the Arlington community on the priorities and focus of technology in the County.

VISION STATEMENT

Leveraging our passion for technology, deliver innovative world-class digital services and solutions to create a more equitable and sustainable digital experience in a shared journey that makes a difference in people's lives, businesses and our community.

MISSION STATEMENT

Provide excellent customer service through technology leadership and expertise in support of the strategic goals and priorities of Arlington County while embracing existing and emerging technologies to achieve better business outcomes incorporating innovation, security and sustainability.

Principles

As the department looks to implement projects and initiatives that support our vision, mission, and roadmap, our decisions will be guided by a set of key principles. These key principles will govern our decisions and work approach.

Assess all initiatives for the quality of its cybersecurity hygiene.

- Share the responsibility to maintain and manage the County's risk by participating in security awareness programs and following best practices.
- Utilize tools provided to protect the health of software and hardware systems.
- Include security assessments in the procurement process for all technology products to ensure cybersecurity risk is monitored across all third-party vendors.

Build a culture of privacy by design.

- Create the opportunity to engage in a privacy impact assessment at the beginning of a new idea before it becomes a project.

Prioritize digital innovation to better utilize resource and talent.

- Promote technology that removes operational inefficiencies to help the County accommodate evolving customer needs.

Drive projects to understand the sustainability impact.

- Measure planned and actual metrics for reducing energy consumption, decreasing electronic waste, and achieving carbon neutrality.

Pursue Equity.

- Racial Equity - Evaluate all efforts with racial equity in mind.
- General Equity - Evaluate all efforts with general equity in mind, whether it is gender, age, sexual identity and orientation, socioeconomic status, disability status, political, cultural, or religious belief.

Communicate the culture and priorities of the Department.

- Increase awareness of the department culture and priorities to attract and retain high caliber talent to build and sustain modern, agile engineering capabilities with a focus on innovation.

Be agile to help customers embrace change and meet business needs.

- Apply adopted Agile methodology and principles to support consistency in how projects are delivered.

Strategic Goals

Arlington County's Digital Strategy defines a framework to provide individuals access to the information they need, when they need it, and the way they want it. Our approach and investments will focus on working in close partnership with other departments to satisfy constituent needs with a focus on the future, utilizing technology to make a difference in people's everyday lives. In a continued effort to keep Arlington servicing the citizens, businesses, and visitors of today and tomorrow, all investments will be aligned with the mission-driven core goals outlined below.

Cybersecurity, Data Privacy and Resiliency
Fulfill the community's expectations of our trustworthy information and infrastructure.

- Utilize targeted best practices to protect the County's technology infrastructure in response to evolving security threats.
- Safeguard the privacy of constituent information in response to evolving privacy threats.
- Provide County-wide planning and training support for resiliency and continuity of operations.
- Provide resiliency of technology platforms supporting critical business processes.

County-wide Culture of Innovation
Create a digital innovation environment that solves community and business challenges and establishes best practices and processes for responsible use of data and digital services.

- Refine and sharpen critical business processes for the digital age using artificial intelligence and other digital tools to create new opportunities for innovating customer experiences and streamlining processes.
- Expand adoption of Agile principles and methodology in support of rapid application development to progress alignment to business outcomes.
- Capitalize on cloud technology to host Arlington's infrastructure and applications and keep pace with technology enhancements in security, stability, and scalability.
- Partner with internal and external customers to prioritize community driven challenges via use case generation to devise innovative technology solutions.

Transparency and Accountability
Provide transparency and accountability of County digital initiatives to ensure responsible use of tax dollars and encourage collaboration with the community.

- Leverage internal departmental partnership opportunities to meet identified business use cases thereby enhancing citizen services.
- Enable analytics and data sharing to facilitate collaboration, innovation, and County accountability.
- Facilitate visible customer centric support and feedback for continued support improvement.

Safe and Secure Community
Support the County's mission to provide for a safe and secure community.

- Expand technology tools to provide pertinent information to enable quick decisions and augment existing situational awareness capabilities.
- Take advantage of new technology to support advanced, resilient emergency communications.
- Leverage new opportunities for integrated regional communications and emergency response.

Economic and Environmental Sustainability
Distinguish Arlington County as a vibrant, inclusive, livable community.

- Align energy related technology decisions with energy conservation and sustainment goals identified in the County's Community Energy Plan.
- Support economic development initiatives.

To ensure the realization of Arlington's Digital Strategy, our approach will be to consistently communicate a vision for the application of technology, working towards connecting the vision to our five mission-driven core goals. We will enable that vision through our tactical action plan focusing on identifying specific objectives and key results which are in direct alignment with the strategic goals of the Department and the overarching goals of the County. This plan is intended to drive balanced progress across enterprise, department, and the public. The success of the mission requires an intentional investment of our limited resources, clear statements of the desired outcomes, and identification of specific actions and initiatives to achieve those desired outcomes. As we realize the benefits of a digital strategy and achieve the goals of an "intelligent" community, we continue to align our technology efforts with the service needs and outcomes of the County departments who provide for everyone who lives, works, or visits Arlington. To ensure alignment, a review and update of the strategy will occur on an annual basis. This review and any required adjustment will serve as a guide to prioritize investment and budgetary decisions.