

# E-Government Master Plan III

## 2010 to 2014

*Investing in Sustainability, Capacity  
Building and Service Delivery*

Working Paper

## Executive Summary

This plan represents the third edition of Arlington County's statement of goals for the implementation of E-Government Services. The first plan, *E-Government Master Plan I - 2001*, defined the steps necessary to build a foundation for the transformation of how government service would be provided through the use of technology. The theme, simply stated, was to provide access to government services "*anytime, anywhere with no wrong door.*" The goals and initiatives articulated in the first plan were successfully achieved. A robust, scalable, secure, and reliable network infrastructure was created linking every County facility through a state-of-the-art fiber optic backbone. Data architecture was defined and the critical information necessary to support current and future e-government services was developed. The best practices of program management and system development were adopted and applied to all technology initiatives. Finally, a governance structure through the Technology Leadership Committee was established to guide the County's technology investments. In summary, the technology and governance foundation necessary to achieve the vision was established.

The next step was to define and implement the initiatives to achieve this goal. *The E-Government Master Plan II: Realizing the Vision - 2004 to 2009* achieved just that.

The guiding principle of this first update of the plan was to provide a common framework for technology planning. This was to be an investment plan that proposed project selections, work focus and timeframes. The plan examined the pipeline of possible new initiatives and technology refreshment efforts that could further the investments made as the result of the first plan. It communicated an approach and a prioritization for the work to be done. It served as a direction to achieve the vision established in the E-Government Master Plan of 2001. In writing the plan we recognized that technologies would change so we had to be sufficiently adaptable to be able to realign our resources and modify our planned initiatives to ensure we utilize the most appropriate technologies to achieve the goals of the plan. The one underlying assumption that has been a constant since the origination of the E-Government Master Plans was the continued support of the County's Elected and senior management staff.

The third update, *E-Government Master Plan III: Investing in Sustainability, Workforce Empowerment and Enhanced Service Delivery - 2010 to 2014* attempts to further the accomplishments that have been made to date by focusing on three overarching strategies that will continue to provide for the sustenance of these

investment while providing enhanced services for our constituents and tools for those who are tasked with providing those services.

The Plan consists of Three Strategic Priorities and Eleven Enabling Strategies to achieve these priorities.

## Strategic Priorities and Enabling Strategies

- Sustainability**
  - Sustaining What We Have
  - Ensuring Continuity of Operations
  - Securing Broadband Connectivity
  - Realizing Energy Savings and Efficiencies
- Workforce Empowerment**
  - Upgrading Workplace Technology
  - Extending the Workforce
  - Documenting Our Experience
  - Realizing the Value of Enterprise Investments
- Extending Customer Service Delivery**
  - Realizing Gov 2.0
  - Redefining Customer Service Delivery
  - Building Capacity and Confidence

### Sustainability

The goal for this priority is to develop and adhere to a methodological process to examine and refresh the technology inventory of the County so that it may continue to provide value.

The Strategies to achieve the Strategic Priority:

- **Sustaining What We Have** – Develop a process whereby our existing technology investments can be refreshed.
- **Ensuring Continuity of Operations** – Implement systems and processes to ensure the recoverability and continuance of technology support in the event of a planned or unplanned for disruption of operations.

- **Securing Broadband Connectivity** – Providing a secure, robust and scaleable communications infrastructure.
- **Realizing Energy Savings and Efficiencies** – Modeling through example how technology can be leverage to provide environmental initiatives to reduce our carbon footprint and conserve energy.

### **Workforce Empowerment**

The goal for this priority is to provide the tools and capabilities to enable our workforce to provide for the service demands of our community.

The Strategies to achieve the Strategic Priority:

- **Upgrading the Workplace Technology** – Ensuring that the same or better technologies that are available to staff at home are available at their office workplace.
- **Extending the Workforce** – Provide technologies that enable mobile and remote access to workplace technologies to extend service availability and provide for quality of work life.
- **Documenting Out Experience** – Digitizing and indexing the County’s data so that knowledge in that data can be utilized by staff as required.
- **Realizing the Value of Enterprise Investments** - Continuing to provide value from the investments made in core business systems investments.

### **Extending Customer Service Delivery**

The goal for this priority is to set new, transformational priorities for how the County may find the capacity to provide more, improved and better services our community.

The Strategies to achieve the Strategic Priority:

- **Realizing Gov 2.0** – Leveraging the transformative communications and participatory features of Web 2.0 / Web 3.0 to redefine Government interactions with its constituents.
- **Redefining Customer Service Delivery** – Creating a performance driven service delivery model that seeks that is resident driven, transparent, clear and concise and accountable.
- **Building Capacity and Confidence** – Implementing initiatives to extend the workforce and our ability to serve our constituents in the most effective, economic, secure, environmental and efficient manner.

Each Priority and Enabling Strategy consists of a number of distinct initiatives and tasks that must be undertaken. Each task requires a process of definition, review, approval, funding, resource allocation and implementation. Each task will have performance metrics associated to ensure that they have been implemented within the time scheduled, budget and that they deliver value both quantitative and qualitative to the County.

To that point, we view this E-Government Master Plan as with the previous plans as much more than a strategy but a work plan. As you begin reading E-Government Master Plan III, we begin with a statement of what was proposed through E-Government Master Plan II and a review of what we accomplished to satisfy those goals that will provide both transparency and accountability.

You will find that significant achievements have been realized by Arlington County in technology and this plan offers a vision of what our future achievements will be.

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