Smart government starts with smart planning

Rational solutions for strategic planning

Highlights

- Enhance your government organization's agility and flexibility and align IT investments with business goals with Rational enterprise architecture solutions

- Define, create, share, and manage assets across the organization with Rational asset management solutions

- Collaborate, analyze, and prioritize investments with Rational portfolio management capabilities

- Improve traceability and collaboration and reduce project rework with Rational requirements management solutions

- Provide visibility into risk, status and trends with Rational performance management capabilities

The pace of change is accelerating and our environment is becoming more complex. Thriving in a dynamic environment means you need to adapt quickly—your city, state, country, or agency—needs the ability respond to challenges and opportunities quickly and with certainty. At a time when governments at all levels are being challenged in unprecedented ways, societal, financial, and technological forces are colliding and pressuring government organizations to transform the way they work.

At the crux of the problem is the inability to define and analyze the current obstacles and execute precisely on a plan to overcome them—to do the right things the right way. Many government agencies need the ability to effectively develop executive strategies that envision the financial, technological, and organizational impacts of change, while accounting for dynamic changes and the possible responses of citizens and stakeholders. No matter how daunting, you can organize to respond to business challenges and opportunities by making reliable, informed decisions and actionable plans that move agendas forward, while at the same time:

- Operating within tighter budgets.
- Eliminating waste and inefficiencies.
- Gaining insight into past challenges.
- Avoiding misunderstandings and false starts on new programs.
- Ensuring decision making and execution is dynamic and adaptive.
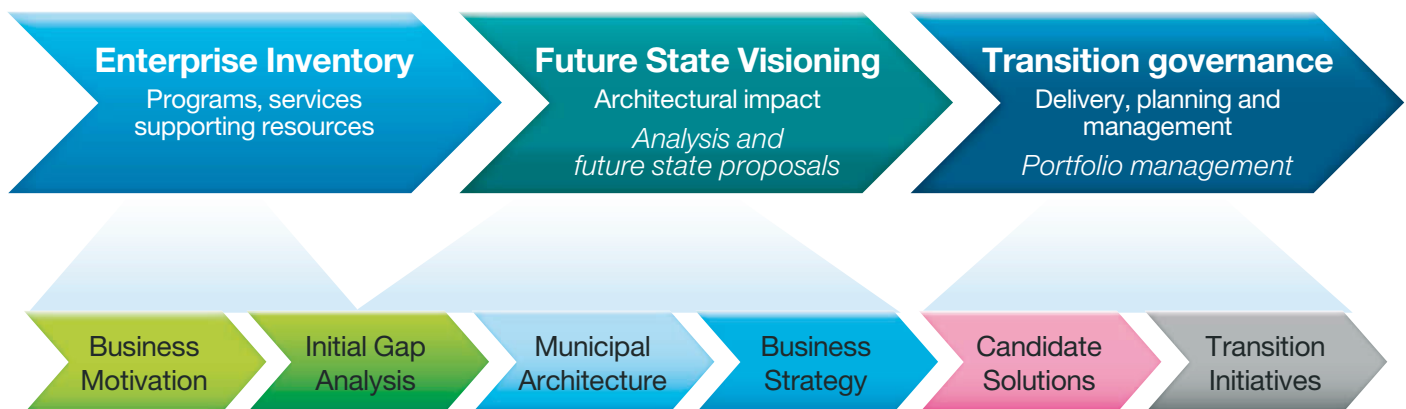- Transforming to become citizen-focused.

Strategic planning is the process of analyzing the current state of your organization—the vision and mission, the activities performed, and identifying gaps between the vision and current reality. Evaluating internal and external forces responsible for this gap helps you define a strategy to achieve your mission: including how resources, processes, and IT capabilities can optimize value and reduce risk, regardless if your motivation is financial or societal gain.

Good business planning is not easy, but is essential to realize better cost control, more effective decision making, and greater alignment between business priorities and IT investments. Proper diligence applied at all stages is key to define the vision, analyze opportunities, and make execution plans that are clear, while managing team efforts and risks associated with change.

Defining a future vision and a current state baseline

A well done enterprise blueprint captures your business strategy and your supporting business and technical landscapes. It is not required to painstakingly document every asset, decision, and process that affects your organization. Rather, a successful blueprint is multidimensional and enables you to capture and model your strategies, operations, business processes and technologies, and highlights interconnections that will reveal both support for and gaps in critical requirements.

Enterprise architecture is a vital capability to creating that blueprint. It is an interrelated, dynamic view of your organization's strategy, business architecture, IT architecture, applications and people that allows you to view dependencies and interrelationships. IBM® Rational® System Architect software offers a systematic approach to planning and enterprise strategy development to help enhance your organization's agility and flexibility and drive optimization via business planning, analysis, and change management support.

Enterprise Inventory	Future State Visioning	Transition governance
Programs, services supporting resources	Architectural impact _Analysis and future state proposals_	Delivery, planning and management _Portfolio management_

Business Motivation	Initial Gap Analysis	Municipal Architecture	Business Strategy	Candidate Solutions	Transition Initiatives

The offering provides out-of-the-box modeling, custom reports and analysis. By linking this information, you gain comprehensive, end-to-end traceability of your enterprise architecture, which facilitates impact analysis against organizational change and greater alignment of IT with business needs. Visualization, roadmaps and time-based analysis tools support the transition from your organization's current state to its desired future state; you can also identify redundant technology and obsolete, underutilized systems. Ultimately you will be able to plan investments so they align with your agency, city, state or national priorities.

As a best-practice for enterprise architecture, Rational System Architect software allows you to develop or adopt a reference model to suit the needs of your city, municipality, state, or agency. Reference models provide a structure that allows you to jump-start the capture of your services, processes, resources, and even programs by leveraging a consistent, formal business design capability based on a common language. They help define rules to create better descriptions of your business architecture, and how it could change to meet evolving needs. Reference models, like DODAF, MODAF, TOGAF and FEA are standards that help enable government line-of-business to better:

• Interpret and clarify missions, strategies and outcomes
• Depict how they work and how to collaborate
• Discover opportunities for business improvements
• Support planning and implementations

To further the power of your enterprise architecture, try to understand the full breadth of your asset portfolio. What assets are in your portfolio? Which are redundant or are reusable? A common approach is to use spreadsheets or homegrown frameworks to capture and track assets, but these methods lead to communication and compliance issues and are difficult to manage successfully. IBM Rational Asset Manager software provides a scalable and cost effective solution for reusing architectures, models and software by providing a framework that allows you to define, create, share, and manage assets across the organization, while securing your intellectual property.

End-to-end traceability of your enterprise architecture

MISA, a Canadian association representing municipal governments is modeling the business of government, enabling multiple cities and city departments to exchange leading methods for delivering services efficiently and effectively within shrinking budgets. MISA is leveraging IBM Rational System Architect, a leading enterprise architecture solution to capture and share their Municipal Reference Model (MRM), which is a best practice model and measures for defining programs and services and their alignment to citizens' need-states. The MRM has over 1000 municipal services, housed in System Architect, which helps ensure that programs and services map to strategic plan vision, goals, objectives and Council priorities. The MRM is made available to clients to model and compare their current state approaches and outcomes with other municipalities for better business planning.

Analyzing the opportunities, inhibitors, and trade-offs

Greater synergy between business and IT

The costs of operations are rising and citizen needs are increasing, all while budgets are shrinking. By gaining greater insight into your agency's infrastructure and investments and enabling effective collaboration, you can optimize your budget and resources and prioritize investments to support business goals. Effective analysis enables you to leverage cost, motivation and current ROI in budgetary decisions, to better align your business's needs with technology assets and investments, ultimately streamlining your operational budget.

Having a structured means to evaluate projects and prioritize relative to business goals is the foundation of shared decision-making and value-driven portfolio management. Making good decisions requires transparency to all opportunities, allowing you to analyze various scenarios to arrive at an optimal portfolio mix of programs, projects, and services; delivering the right solution for the right stakeholder, at the right time.

IBM Rational Focal Point™ software provides portfolio management capabilities that make it easier for stakeholders to collaborate, analyze, and prioritize investments. It supports collaboration between stakeholders by capturing a shared model of how you make decisions and uses role-specific views to analyze possible trade-offs against the greater good, helping to prioritize competing projects and supporting investments. Rational Focal Point software is configured to your decision criteria, and drives prioritization based on your team's processes. Complex decisions are aided by what-if scenarios and visualizations that help you analyze the trade-offs between risk, cost, time, resources, and alignment with business objectives and strategy.

Once priorities are set, and initiatives are defined, the IBM Jazz™ platform helps make your business objectives actionable by driving teams toward detailed solution requirements with Rational requirements definition and management solutions. IBM Rational solutions help teams define and manage requirements more effectively across the life cycle for improved traceability, stronger collaboration, reduced project rework, and increased overall quality of business results.

Making execution plans actionable and staying in control

While executing your plans, you need timely, accurate, and objective information about the progress and status of projects to avoid underperformance and missed business goals. Under tight deadlines and budgets, stakeholders and delivery teams require immediate answers to critical questions. Without visibility it is difficult, if not impossible, to answer your questions accurately.

The IBM Rational performance management capabilities can provide your organization with tools that help you keep your project and process investments in concert with your strategic objectives. Providing visibility into risk, status and trends, IBM Rational Insight software helps you accurately measure, monitor, and analyze performance and take corrective actions when necessary. The software delivers best practices that help organizations enhance solution quality, improve control of software and systems development and delivery, and improve processes continually.

And by leveraging Jazz and IBM Rational Team Concert™ software to manage execution of the strategy, teams get a collaborative automated life cycle, better engagement and collaboration with business and IT stakeholders and subject matter experts, and effective measurement on the practices and activities of the team. Rational Team Concert software integrates work item tracking, source control management, continuous builds, iteration planning, and highly configurable process support to adapt to the way you want to work, helping developers, architects, project managers, and project owners to work together effectively.

The Jazz platform protects your investment and simplifies your environment, allowing you to easily expand to support the specific needs of other roles such as quality professionals and business analysts while ensuring a highly collaborative and conducive solution for your organization.

Finally, IBM Rational Measured Improvement Services offer a structured approach to helping software and systems delivery teams drive business innovation through measured and continuous improvement of their processes. Rational Measured Improvement offerings can help organizations understand how software and systems capabilities drive business outcomes, and how to best align their processes to support the business vision.

In government, change is the only constant. That's why the most important investment you can make may be in a solution that allows you to manage change. By managing change, you can drive cost control, more effective decision making, consolidation and business transformation. In a recent IBM CEO Study by the Institute of Business Value, we found that CEOs and leaders in the public sector agree that the new economic environment is vastly different—it is substantially more volatile, much more uncertain, increasingly complex, and structurally different. They agree and recognize that there is immense value in having an accessible vision and defined priorities for their organization, and the vision and priorities must be reflected at the IT level.

IBM recognizes the increasing complexity you are trying to manage and has solutions to help you capitalize on your investments in these difficult times. Whether you need to start with defining and planning, or you need to jump in to analysis, or maybe work on streamlining governance and execution techniques, IBM can work with you to determine your organizations needs and suggest the best way forward to help you make well-informed decisions and deliver innovation that citizens demand.

For more information

To learn more about IBM Rational solutions for government, please contact your IBM marketing representative or IBM Business Partner, or visit the following website:
ibm.com/rational/software/solutions/government

Additionally, financing solutions from IBM Global Financing can enable effective cash management, protection from technology obsolescence, improved total cost of ownership and return on investment. Also, our Global Asset Recovery Services help address environmental concerns with new, more energy-efficient solutions. For more information on IBM Global Financing, visit: **ibm.com**/financing

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