Chapter V
Strategic Improvement of Non–Routine Services[a]

ABSTRACT

How can IT strategic planning contribute to the organization's future state?

- *Plan:* How can an IT strategic planning effort yield a business-oriented pri-oritized service portfolio with business benefits?
- *Act:* How is the plan deployed and executed? How does the handling of non-routine Requests provide a strategic advantage? How can hierarchical organizations address the challenge of increasingly non-routine responses that demand networked solutions?
- *Monitor:* What were the measured results?
- *Analyze:* What strategic advantages did the organization achieve towards its mission?
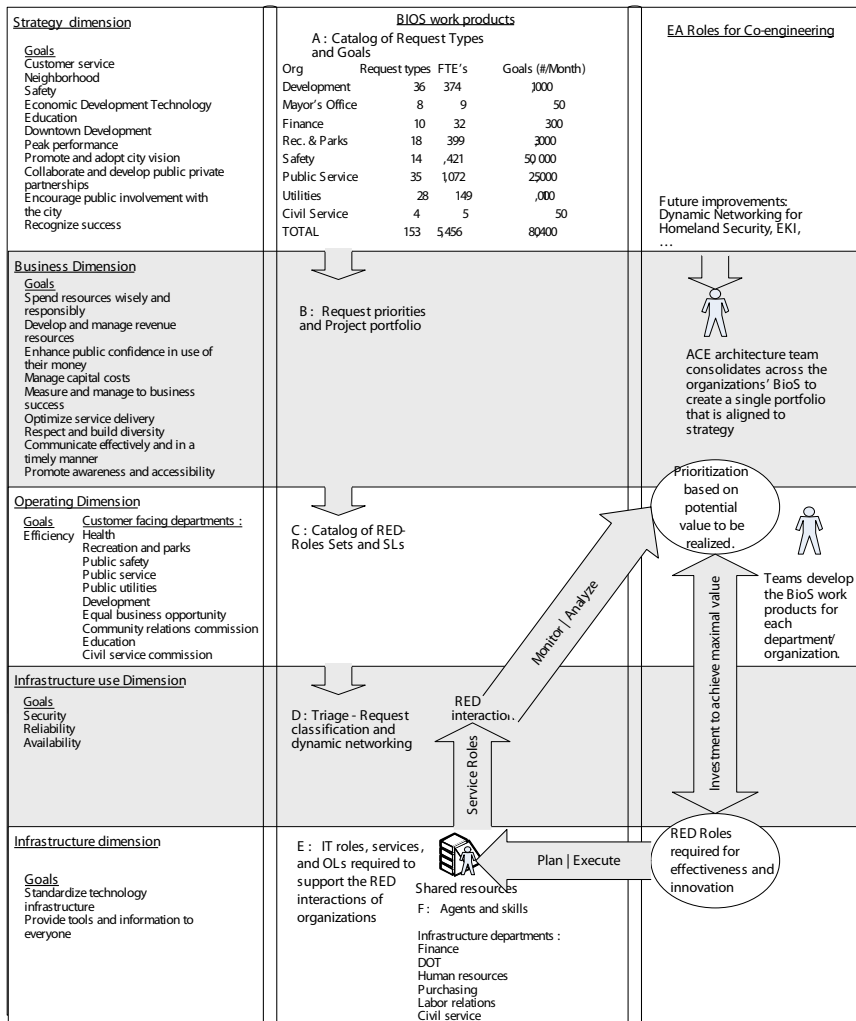
What is the role of EA governance?

- How was the Co-engineering method applied leading to the citizen-aligned IT strategic plan?
- How was the triage-based assignment of agents (across organizations, applications, and processes) enable more dynamic adaptation to non-routine Requests and a networking of organizations?

Figure 1. Strategy Planning and Execution

At a glance:
How can IT strategic planning contribute to the organization's future state?

Strategy dimension

Goals
Customer service
Neighborhood
Safety
Economic Development Technology
Education
Downtown Development
Peak performance
Promote and adopt city vision
Collaborate and develop public private partnerships
Encourage public involvement with the city
Recognize success

BIOS work products

A : Catalog of Request Types and Goals

Org	Request types	FTE's	Goals (#/Month)
Development	36	374	1000
Mayor's Office	8	9	50
Finance	10	32	300
Rec. & Parks	18	399	3000
Safety	14	,421	50,000
Public Service	35	1,072	25000
Utilities	28	149	,000
Civil Service	4	5	50
TOTAL	153	5,456	80400

EA Roles for Co-engineering

Future improvements: Dynamic Networking for Homeland Security, EKI, …

Business Dimension

Goals
Spend resources wisely and responsibly
Develop and manage revenue resources
Enhance public confidence in use of their money
Manage capital costs
Measure and manage to business success
Optimize service delivery
Respect and build diversity
Communicate effectively and in a timely manner
Promote awareness and accessibility

B : Request priorities and Project portfolio

ACE architecture team consolidates across the organizations' BioS to create a single portfolio that is aligned to strategy

Operating Dimension

Goals   Customer facing departments :
Efficiency   Health
               Recreation and parks
               Public safety
               Public service
               Public utilities
               Development
               Equal business opportunity
               Community relations commission
               Education
               Civil service commission

C : Catalog of RED-Roles Sets and SLs

Prioritization based on potential value to be realized.

Teams develop the BioS work products for each department/ organization.

Monitor | Analyze

Infrastructure use Dimension

Goals
Security
Reliability
Availability

D : Triage - Request classification and dynamic networking

RED interaction.

Service Roles

Investment to achieve maximal value

Infrastructure dimension

Goals
Standardize technology infrastructure
Provide tools and information to everyone

E : IT roles, services, and OLs required to support the RED interactions of organizations

Shared resources

F : Agents and skills

Infrastructure departments :
Finance
DOT
Human resources
Purchasing
Labor relations
Civil service

Plan | Execute

RED Roles required for effectiveness and innovation

Historically, strategic planning for the CIO has meant discerning the business's strategy and then trying to achieve it. Today ... the CIO's role cannot be reactive... The CIO has the capability to see where the basis for competition will be. That is not to say that CIOs should write their IT strategy independently and then attempt to force the business strategy to match it. Rather, the point is that both the business

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