Business First Approach to Information Sharing:
Lessons Learned from the Creation of Indiana’s Strategy & Solution

Overview to U.S. DOJ’s Global Advisory Committee
April 11, 2012
Topics

**Background**
- Intent/Purpose of the Project

**Strategic Planning Process**
- The Business First Approach

**ROI Overview**
- Cost savings and cost avoidance

**Thank You**
- Questions
Current State: Silos

More than just corn silos in Indiana...
Key Business Drivers

Indiana’s justice and public safety organizations have historically made independent decisions regarding public safety data communications and how and when to share electronic data.

An opportunity existed to improve efficiency and enhance public safety services.

The State of Indiana public safety community recognized a need to enhance services by sharing data across jurisdictions, including among local, state and federal public safety agencies.

State of Indiana desired to emerge as a national leader in criminal justice and public safety information sharing.
Agency Collaboration from Day One

We Began the Journey Together
High-Level Solution: Proof-of-Concept
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Business First Approach

1. Envision
- Mission and vision statements
- Current environment assessment
- Gaps/needs analysis
- Prioritized data exchanges
- Exchange modeling
- Strategic Plan

2. Architect
- System design
- System architecture (NIEM, GFIPM, GRA)
- Implementation plan

3. Build
- NIEM-conformant exchanges
- Setup of enterprise environment (Enterprise Service Bus, Portal, Fusion Core Solution)
- Return on Investment Analysis
IDEx Vision and Mission

Vision

- Indiana will be a leader in providing secure, standards-based enterprise data exchange and information sharing enhancing the safety and security of all Hoosiers.

Mission

- To establish a comprehensive framework and strategy to promote and facilitate the exchange of critical information in a secure environment to support the missions of local, state, federal and private sector partners.
Agency Current Environment Assessment

- Governance
- Systems
- Privacy & Security
Statewide System Map
## Agency Gaps/Needs

The table below presents the areas identified as gaps or needs in the current information systems utilized by the agency.

<table>
<thead>
<tr>
<th>Area</th>
<th>Information Needed</th>
<th>Who has the data?</th>
<th>Who will use the data?</th>
<th>How will the data be used?</th>
<th>Benefit to the agency</th>
<th>Priority</th>
<th>Impact</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Management</td>
<td>Calls for service, incident information</td>
<td>Integrated Public Safety Commission (CAD/RMS)</td>
<td>Response &amp; Recovery Division - EOC</td>
<td>To coordinate emergency operations and emergency planning</td>
<td>Provides awareness of emergencies for proper response</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Calls for service, incident information</td>
<td>Local law enforcement (various systems)</td>
<td>Response &amp; Recovery Division - EOC</td>
<td>To coordinate emergency operations and emergency planning</td>
<td>Provides awareness of emergencies for proper response</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Power outage information, number affected, percent, and locations of outages</td>
<td>Various energy companies (numerous systems)</td>
<td>Response &amp; Recovery Division - EOC</td>
<td>To populate critical emergency response information in WebEOC</td>
<td>Provides information needed to respond appropriately in an emergency</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>
Statewide Gaps/Needs
Prioritization: Heat Map

- Guiding Principles
- Ability to save time and create efficiencies
- Number of agencies benefiting from the exchange
- Quality of data, including validity and accuracy
- Ability to demonstrate security and privacy (defining publically accessible and non-accessible material)
- Ability to leverage existing NIEM IEPDs from the Clearinghouse
Process Modeling
Primary Guiding Documents

“This is not rocket science, but it does represent a kind of discipline.”
-From: Crossing the Chasm, page 67, Geoffery A. Moore
IDEx Privacy Policy

- Developed a Privacy Policy to support IDEx
- Received TA from BJA/IIR to draft the initial policy
- Leveraged best practices from fusion center policy development, Global publications, and other state information sharing policies including from Alabama and Hawaii
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The Importance of a Demonstrable ROI

- Support for information sharing goes beyond the business case
- In today’s economic climate, information sharing initiatives need to demonstrate a Return on Investment (ROI)
- Cost savings (spending less than previously spent) and cost avoidance (expenses that are no longer needed) can be demonstrated in three areas:
  - People
  - Processes
  - Technology

“You can’t allow tradition to get in the way of innovation.”
- From: Disney CEO, Robert Iger, HBR July/August 2011
Return on Investment – Approach

- The return on investment estimates the potential cost savings and cost avoidance achieved through standards-based information sharing using an enterprise data integration environment for the identified gaps/needs (350+)
- Focus on two components:

**Cost Savings**
- Cost savings is spending less than previously spent or less than quoted options.

**Cost Avoidance**
- Cost avoidance is used to communicate the expenses that will no longer be incurred as a result of an increase in efficiencies.

ROI looked to the enterprise data sharing environment and leveraged national information sharing models including JIEM, NIEM, GRA and GFIPM.
### Approach: Estimated Cost Savings (Current vs. Future)

#### Current state

- **Cost of development of each individual interface in a point-to-point manner**
- **Cost of maintenance of each interface**

#### Proposed Future

- **Infrastructure costs**
- **Build out of enterprise environment (ESB, portal)**
- **Cost of each NIEM-conformant exchange, including JIEM modeling**
- **Cost of ongoing support and maintenance**

- Estimated current vs. proposed future for 350+ data sharing gaps/needs
- Savings exists when more than two agencies desire access to same data set
- Results indicated a savings of over 13% to develop all desired exchanges in the enterprise environment
  - Range as high as 35-40% for some exchanges (multi-agency, multi-domains)
Approach: Estimated Cost Avoidance (Current vs. Future)

- Estimated process cost for current vs. proposed future for 350+ data sharing gaps/needs were

- Results indicated a savings of over $3 million annually from gained process efficiencies

### Current state
(manual or semi-automated)

**Estimated cost of performing process manually today for gaps/needs**
*high-impact ones; extrapolated to others*

**Factors: Personnel time (sending/receiving), Additional materials or handling costs, Annual volume of transactions, average state salary/fringe***

### Proposed Future
(automated in enterprise)

**Estimated cost of performing process in automated fashion for gaps/needs**
*high-impact ones; extrapolated to others***
Findings

- The demonstrated ROI is a result of the following combination of items:

  - Many agencies wanting access to the same information
  - Utilizing national data sharing models
  - Streamlining business processes
  - Streamlining architecture into an enterprise environment

"Gentlemen, we have run out of money. Now we must think."
-Winston Churchill
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