Strategy Innovation for a Mature GIS

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2015 Esri International User Conference
LOJIC Strategy Innovation:

- **Who?** background and current state of LOJIC
- **Why?** purpose of the S.I. effort
- **How?** S.I. process, players, products
- **What?** outcomes and recommendations
- **When?** next steps
What is LOJIC?
Louisville/Jefferson County Information Consortium

- **Partnership**: formed in late 1980’s with mission to build and maintain a comprehensive GIS for the Metro Louisville, KY region.

- **System**: IT architecture, web services, applications, 650+ shared spatial databases.

- **People**: core technical support staff and near 400 users across all local agencies and utilities.
LOJIC Partners

Louisville Metro Government
Property Valuation Administrator
Metropolitan Sewer District
Louisville Water Company
LOJIC “Subscribers”

LG&E / KU
TARC
KIPDA
Seven County Services
Jefferson County Public Schools
University of Louisville
Courier-Journal
Buechel Fire District
Jeffersontown Fire District
Lyndon Fire District
Middletown Fire District
Bullitt County Government
Oldham County Government
Louisville Metro Housing Authority
Kentucky Transportation Cabinet
Our shared LOJIC GIS has hundreds of users across the Metro community

- Technical Staff
- Power Users
- General Users
- Licensees
- Public Users
We use LOJIC GIS for daily work...

- Shared geospatial data "warehouse"
- Addressing
- Emergency response
- Asset management
- Public access
- Spatial analysis
- Rapid response for information
- Modeling
- Maps, maps, maps...
What is LOJIC?
Purpose of Strategy Innovation

• Ch-ch-ch-changes…
  - Political, funding, technology, personnel
  - GIS first a proprietary “boutique” technology…now integrated/interfaced with mainstream IT…(sort of)
  - GIS was desktop, gov’t-centric luxury…now web-based, global, personal necessity
  - “User community” grew from a few gov’t staff to all citizens everywhere all the time
  - Fee-based data to Open Data entrepreneurship
Purpose of Strategy Innovation

- Signs, signs, everywhere a sign...
  - Need knowledgeable users...AND decision makers.
  - We’re doing well...but taken for granted.
  - Perception...“Google is free...why are we paying LOJIC?”
  - Let’s see what the neighbors are doing.
  - What we have here is a lack of communication.
  - We’ve done this so long, are we doing things right?
  - Are we broken...just need a tune-up?
LOJIC Strategy Innovation Team

• Chartered by LOJIC Policy Board in June 2014.
• Tasked with evaluating LOJIC’s current status and opportunities for innovation in governance, structure funding, technology and staffing.
• Goals to identify and investigate prospects for enhancing/expanding provision of data, applications and other geospatial services.
LOJIC Strategy Innovation Team

- Curt Bynum, *LOJIC Manager*
- James Bates, *LWC Infrastructure Records Manager*
- Jane Poole, *LOJIC Customer Support Administrator*
- Julie Buckler, *MSD GIS/Records Manager*
- Sharon Meador, *Metro IT Manager*
- Debbie Lowery, *Metro Performance Improvement/Outreach Manager*
- Jay Mickle, *PVA Mapping/GIS Director*
LOJIC Strategy Innovation

Goals:

- Identify new opportunities for developing/marketing LOJIC data and services.
- Identify new opportunities for developing internal/external LOJIC applications.
- Identify sustainable governance, organizational structure and funding options for LOJIC.
Strategy Innovation...

... a market-centric method for creating a portfolio of new, innovative opportunities as the basis for a new/different strategic direction for an organization.

Discovery Phase

Creating Phase

Mapping Phase
Discovery Phase

• Assessed the current state of LOJIC via…
  - Partner-specific self-assessments
  - Internal and external user surveys and discussion forums
  - Consultant assessment of LOJIC status (Croswell-Schulte)
  - GIS Capability Maturity Model Assessment (GIS CMM)

• Assessed current state and trends in GIS and IT
  - Interviews with industry leaders/visionaries
  - Esri, open data advocates, local leaders, CIOs, consultants

• Assessed GIS Best Practices
  - National GIS Best Practices survey and profile (Croswell-Schulte)
  - Recommendations on LOJIC governance, funding, operations improvements (Croswell-Schulte)
Creating Phase

- Incorporated all inputs from Discovery as “food for thought”…

- Identified and prioritized innovation for:
  - Governance, organizational structure,
  - System architecture, data storage and accessibility
  - Open data policies/procedures
  - Shared funding, revenue generation, ROI

- Brainstormed and prioritized innovation for:
  - New and/or enhanced applications for internal/external users
  - Branding, communications, outreach opportunities
  - Catalog of GIS services provided to internal/external users
Mapping Phase

- Considered 100s of ideas from Creating Phase
  - Categorized, ranked, prioritized based on need, relative cost
- Examined preliminary feasibility and internal/external cost for operational recommendations

Final recommendations to LOJIC Policy Board:
  - Governance/organizational structure
  - Shared funding and revenue generation
  - Applications for internal/external users
  - System architecture, data storage and accessibility
  - Branding, education and outreach
  - Open data
Insider takeaways…

- LOJIC isn’t broken…just needed a tune up.

- Victim of its own success; assumption by Policy Board that the ship will keep sailing without active course corrections.

- We’ve had some top-level champions, but success has been driven by the “middle”, not from the “top”.

- There’s no free lunch, it’s naïve to think we can ever “sell” enough products/services to make LOJIC self-sustaining.

- Most “payback” in municipal GIS is from working faster, smarter and collaboratively sharing resources to deliver better public service.
Insider takeaways...

- Individual partner ROI best generated through “multi-generational development” toward organizational goals; Partners taking ownership.

- Generate and promote better metrics for ROI & cost avoidance made possible with LOJIC. Advertise success.

- Keep partners engaged to foster the concept of T-E-A-M (Together Each Achieves More).

- Our partners must decide anew what LOJIC is, what we do for them and what they do for themselves.

- Collaborative re-examination of what your GIS does, and why it exists is not a threat. It builds bridges and is necessary for growth.
LOJIC Strategy Innovation

http://www.lojic.org/main/about/StrategyInnovations.htm

Status of LOJIC Operations and User Community
Report on National Survey of Multi-Organizational GIS Programs
Best Innovative Practices Report
Recommendations on LOJIC Governance, Funding and Operational Improvements
LOJIC Strategy and Innovation Team Recommendations

Thanks for listening.
Questions?