

# Strategy Innovation for a Mature GIS



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# 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

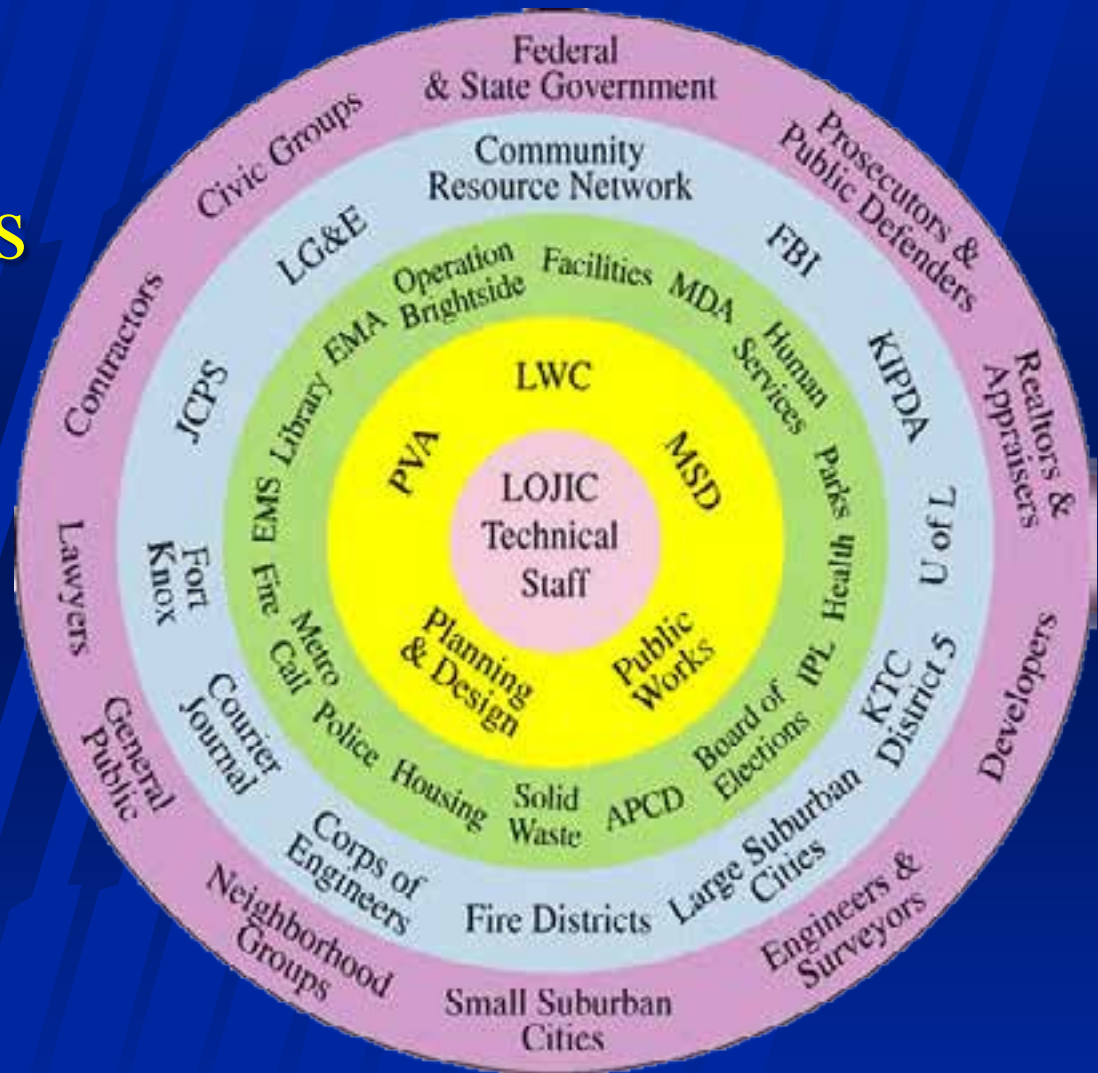
Oldham County Government

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

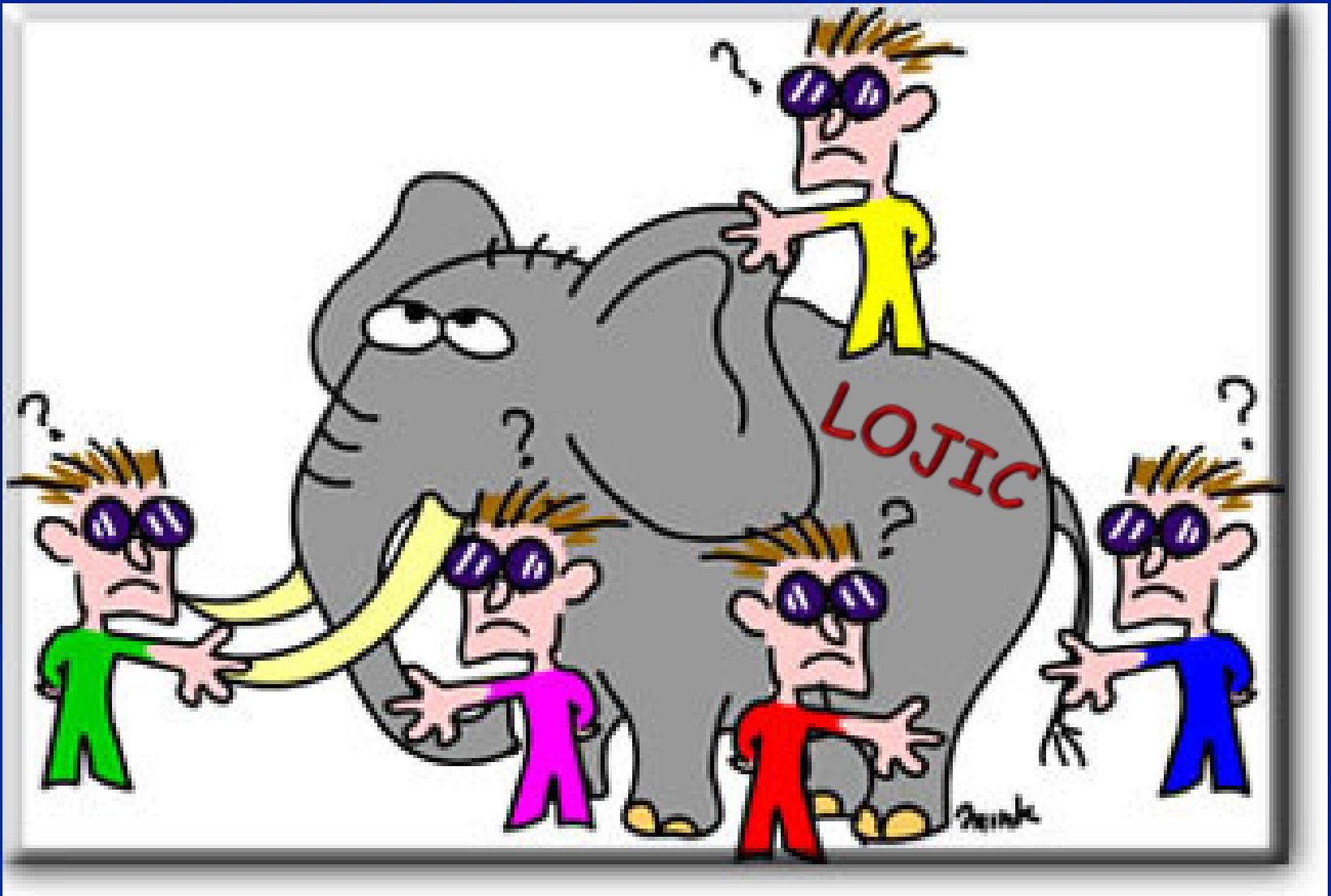


# We use LOJIC GIS for daily work...

- 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...
  - ü Metro government merger (2003)
  - ü Political, funding, technology, personnel
  - ü GIS first a proprietary “boutique” technology...now integrated/interfaced with mainstream IT...(sort of)
  - ü GIS was desktop, gov’t-centric luxury...now web-based, global, personal necessity
  - ü “User community” grew from a few gov’t staff to all citizens everywhere all the time
  - ü Fee-based data to Open Data entrepreneurship

# Purpose of Strategy Innovation

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

- ü Identify new opportunities for developing/marketing LOJIC data and services.
- ü Identify new opportunities for developing internal/external LOJIC applications.
- ü 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...
  - ü Partner-specific self-assessments
  - ü Internal and external user surveys and discussion forums
  - ü Consultant assessment of LOJIC status (Crowell-Schulte)
  - ü GIS Capability Maturity Model Assessment (GIS CMM)
- Assessed current state and trends in GIS and IT
  - ü Interviews with industry leaders/visionaries
  - ü Esri, open data advocates, local leaders, CIOs, consultants
- Assessed GIS Best Practices
  - ü National GIS Best Practices survey and profile (Crowell-Schulte)
  - ü Recommendations on LOJIC governance, funding, operations improvements (Crowell-Schulte)

# Creating Phase

- ü Incorporated all inputs from Discovery as “food for thought”...
- ü Identified and prioritized innovation for:
  - ü Governance, organizational structure,
  - ü System architecture, data storage and accessibility
  - ü Open data policies/procedures
  - ü Shared funding, revenue generation, ROI
- ü Brainstormed and prioritized innovation for:
  - ü New and/or enhanced applications for internal/external users
  - ü Branding, communications, outreach opportunities
  - ü Catalog of GIS services provided to internal/external users



# Mapping Phase

- ü Considered 100s of ideas from Creating Phase
  - ü Categorized, ranked, prioritized based on need, relative cost
- ü Examined preliminary feasibility and internal/external cost for operational recommendations
- ü Final recommendations to LOJIC Policy Board:
  - ü Governance/organizational structure
  - ü Shared funding and revenue generation
  - ü Applications for internal/external users
  - ü System architecture, data storage and accessibility
  - ü Branding, education and outreach
  - ü Open data

# Insider takeaways...

- ü LOJIC isn't broken...just needed a tune up.
- ü Victim of its own success; assumption by Policy Board that the ship will keep sailing without active course corrections.
- ü We've had some top-level champions, but success has been driven by the "middle", not from the "top".
- ü There's no free lunch, it's naïve to think we can ever "sell" enough products/services to make LOJIC self-sustaining.
- ü Most "payback" in municipal GIS is from working faster, smarter and collaboratively sharing resources to deliver better public service.

# Insider takeaways...

- ü Individual partner ROI best generated through “multi-generational development” toward organizational goals; Partners taking ownership.
- ü Generate and promote better metrics for ROI & cost avoidance made possible with LOJIC. Advertise success.
- ü Keep partners engaged to foster the concept of T-E-A-M (Together Each Achieves More).
- ü Our partners must decide anew what LOJIC is, what we do for them and what they do for themselves.
- ü 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?