

RISS ADAPTIVE STRATEGY

SEPTEMBER 2014



“You have to be fast on your feet and adaptive, or else a strategy is useless.”
—Charles de Gaulle

The **Regional Information Sharing Systems (RISS)**—*A Proven Resource for Law Enforcement*—is a leader in providing critical services to the criminal justice community. The RISS Adaptive Strategy reflects a flexible approach for identifying, planning, pursuing, and evaluating RISS’s goals, objectives, and outcomes.

Guiding Principles

RISS’s Adaptive Strategy integrates the following guiding principles and strategic components:

- 1. Nationwide Name—Regional Focus**
 - RISS’s regional focus and structure are the foundation for effective service delivery. Adapting to RISS member and partner needs is the priority.
- 2. State and Local Governance**
 - Local and state governance and leadership are crucial in the operation of the RISS Program.
- 3. Secure Technology Solutions**
 - RISS’s leadership and knowledge in advanced technology solutions enhance access to vital information and resources.
- 4. Proven Results-Oriented Services**
 - RISS focuses on proven results-oriented services that maximize resources.
- 5. Established Law Enforcement Credibility**
 - RISS’s years of service and proven results have established its credibility among the law enforcement community. RISS’s professional staff expertise and knowledge are vital for success.
- 6. Impartial Partnerships**
 - Engagement in critical initiatives and impartial partnerships strengthens criminal justice efforts.

Facts and Assumptions

- The future is unpredictable. The environment inside and outside RISS will continuously change.
- Focused direction and flexibility work together to help strengthen RISS services today and serve as a guide in planning for tomorrow.
- Accuracy in reporting, critical analysis of outcomes, and deliverables are important components for identifying effective adaptive strategies.

- Continuous cycles of planning and evaluation are critical to successfully implementing adaptive change.
- The RISS Adaptive Strategy serves as a guide to move the RISS vision and mission forward, while providing the flexibility to adapt to the shifting environment and available funding.

RISS Vision

Provide excellence in secure and effective information sharing and investigative support services to the criminal justice community in combating crime, protecting officers, and keeping communities safe.

RISS Mission Statement

Assist local, state, federal, and tribal criminal justice partners by providing adaptive solutions and services that facilitate information sharing, support criminal investigations, and promote officer safety.

RISS Core Values

The RISS organization and its staff members embody the core values below.

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|---------------------|--------------|
| • Professional | • Dedicated |
| • Responsive | • Effective |
| • Integrity-Focused | • Innovative |
| • Solutions-Driven | • Proven |
| • Service-Oriented | • Adaptive |

Support for Nationwide Priorities

RISS supports and works in collaboration with its federal partners. RISS's goals and objectives support the tenets of the *National Strategy for Information Sharing and Safeguarding* in the areas of information sharing, common standards, shared services, security, and privacy. In the Information Sharing Environment's (ISE) 2013 Annual Report to Congress, RISS was highlighted for its work in deconfliction, the Search Information Exchange Package Documentation (IEPD), Backend Attribute Exchange (BAE) and federation efforts, and fusion center partnerships.

The Office of Justice Programs (OJP) Strategic Plan contains four major goals. RISS supports OJP Goal I: Increase the nation's capability to prevent and control crime. In addition, the Bureau of Justice Assistance (BJA) Strategic Plan contains six goals. RISS directly supports BJA Goal 1: BJA will support effective criminal justice policy, programs, information sharing, and collaborations within state, local, and tribal agencies and communities. RISS is proud of its

partnerships with organizations at all levels of government and is dedicated to working together for a safer nation.

Impacting Factors

In the development of the RISS Adaptive Strategy, a trend analysis and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis were conducted. Impacting factors identified include the increased demand for RISS services, reduction in funding for law enforcement agencies, and increases in crime, mobile criminals, emerging criminal elements, and the use of technology to conduct criminal activities. Other impacting factors include the level of RISS funding, the constant evolution of technology, and the continued need to maintain well-qualified staff. These factors may impact RISS; however, the adaptive approach built into this plan will enable RISS leadership to continuously address needs and rapidly adjust to those factors.

RISS Goals

RISS has identified the following six primary goals:

- 1. Information Sharing**—Facilitate and Expand Information Sharing Solutions and Services for Criminal Justice Agencies
- 2. Investigative Support**—Provide Services to Assist Criminal Justice Agencies in Successfully Resolving Criminal Investigations and Prosecutions
- 3. Officer Safety**—Provide Deconfliction Services, Resources, and Training to Enhance Officer Safety
- 4. Partnerships**—Build and Foster Partnerships to Enhance Criminal Justice Information Sharing Efforts
- 5. Professional Excellence**—Operate and Manage the RISS Nationwide Enterprise, the Six RISS Centers, and the RISS Technology Support Center (RTSC) in an Effective Manner
- 6. Advanced Technology**—Provide Innovative, Integrated Technology Solutions

Objectives

Goal 1: Information Sharing—Facilitate and Expand Information Sharing Solutions and Services for Criminal Justice Agencies

RISS shares critical information with the criminal justice community by facilitating distribution, producing informative products, researching investigative leads, and protecting officers. RISS's information sharing services help connect officers across jurisdictions to identify new investigative leads and links, solve crimes and promote officer safety, and aid in successful case resolution.

To support this goal, RISS will focus on the following objectives:

1. Provide secure, easy-to-use access to online applications, databases, resources, information, and tools for agencies and officers to collaborate and communicate, as well as easily link to other criminal justice resources.
2. Bridge the gaps between and among local, state, federal, regional, and tribal disparate intelligence and information sharing data sources.
3. Serve as a subject-matter expert in the intelligence and information sharing arenas.
4. Develop and distribute accurate, timely, and relevant publications of special interest to law enforcement.
5. Promote networking opportunities to educate and connect agencies and officers.
6. Identify and integrate new users, databases, and sources to expand information sharing.
7. Develop applications scalable to various mobile and other appropriate devices.

Goal 2: Investigative Support—Provide Services to Assist Criminal Justice Agencies in Successfully Resolving Criminal Investigations and Prosecutions

RISS provides professional, accurate, relevant, and effective products and services to combat crime and aid in resolving criminal investigations and obtain the successful prosecution of offenders.

To support this goal, RISS will focus on the following objectives:

1. Expand RISS Center analytical support, intelligence research, and other services.
2. Encourage and support new initiatives to help solve crimes and promote public safety.
3. Provide investigative assistance to criminal justice agencies by researching, analyzing, and employing appropriate intelligence resources (including the RISS Criminal Intelligence Database [RISSIntel] services) and other investigative and commercial resources and databases.
4. Identify and integrate emerging investigative equipment and techniques to enhance the equipment loan program.
5. Ensure that the latest analytical, audio/video and digital forensics tools, techniques, and expertise are employed to aid criminal investigations.
6. Identify and leverage regional RISS Center expertise and resources and provide professional points of contact for investigative networking.
7. Coordinate the use of regional products, materials, and best practices that can benefit all RISS Centers.
8. Conduct and cosponsor investigative training and intelligence sharing meetings.

Goal 3: Officer Safety—Provide Deconfliction Services, Resources, and Training to Enhance Officer Safety

Officer safety is a high priority among all law enforcement agencies from every level of government. RISS is a leader in providing event deconfliction and officer safety resources. This goal focuses on the RISS Officer Safety Event Deconfliction System (RISSafe), the RISS Officer Safety Website, and increasing officer safety by providing additional resources and training.

To support this goal, RISS will focus on the following objectives:

1. Expand and enhance deconfliction services for agencies in all RISS regions.
2. Collaborate with partners to coordinate efforts, improve officer safety, and instill the use of deconfliction in the organizational cultures of member and partner agencies.
3. Integrate and link RISSafe with other existing officer safety/event deconfliction systems.
4. Review, assess, and strengthen RISSafe Watch Center services to enhance operations and support for agencies.
5. Ensure that adequate and appropriate resources are in place to provide high-availability access to RISSafe (24/7/365).
6. Provide train-the-trainer opportunities for RISSafe users and watch center personnel.
7. Educate officers on RISSafe availability and impact.
8. Increase usage of and identify additional resources, tools, and materials for posting on the RISS Officer Safety Website.

Goal 4: Partnerships—Build and Foster Partnerships to Enhance Criminal Justice Information Sharing

RISS strives to strengthen existing partnerships while seeking new partnerships that leverage proven technology and expand information sharing. Through trusted partnerships, criminal justice agencies and partners become better equipped with the tools they need to safeguard communities and the nation.

To support this goal, RISS will focus on the following objectives:

1. Establish public/private partnerships that support the RISS mission.
2. Increase participation by federal agencies and support international partnerships.
3. Serve as a leader in nationwide criminal justice information sharing and technology collaboration efforts.
4. Build on and expand partnerships that support and enhance criminal justice information sharing needs.

5. Expand System-to-System partners, including field-based information sharing programs, such as state intelligence systems, High Intensity Drug Trafficking Areas (HIDTA), fusion centers, and federal and other partner systems.
6. Integrate RISS briefings and outreach materials into police academy curricula and other partner training programs.
7. Promote regional and nationwide RISS resources for application across all levels of law enforcement.
8. Support initiatives that implement effective and user-friendly information sharing solutions.

Goal 5: Professional Excellence—Operate and Manage the RISS Nationwide Enterprise, the Six RISS Centers, and the RISS Technology Support Center (RTSC) in an Effective Manner

RISS has a strong foundation and structure that enable it to focus work regionally and on a nationwide basis to respond to the varied needs of the criminal justice community in different parts of the nation. This goal focuses on continuing to build on RISS's proven and effective foundation by ensuring a robust, flexible, scalable, and professional organization.

To support this goal, RISS will focus on the following objectives:

1. Ensure regional RISS Center focus while using standardized processes and defined operational reporting procedures.
2. Apply staff expertise to fulfill focus-driven roles on RISS's working committees to identify, research, and recommend solutions regarding RISS's activities.
3. Provide RISS staff with opportunities to enhance core competencies and expertise, including professional certifications and training.
4. Create and distribute regional and nationwide RISS program-specific educational materials and other outreach products to support RISS Program awareness, both externally and internally.
5. Identify and employ smart-strategies that eliminate duplication and streamline operations.
6. Identify, obtain, and apply funding resources to achieve best results.
7. Foster and build on trusted regional and nationwide governance structures.
8. Institutionalize an ongoing evaluation of services; apply adaptive approaches on a regular basis to evaluate internal and external factors, member and partner needs, and performance indicators.

Goal 6: Advanced Technology—Provide Innovative, Integrated Technology Solutions

Technology has become an essential tool for criminal justice communities in fighting crime. RISS continues to be a leader in the use of secure technologies for law enforcement multiagency information sharing. This goal focuses on RISS's integration and collaboration for future technology resources.

To support this goal, RISS will focus on the following objectives:

1. Expand and enhance the RISS Secure Cloud (RISSNET) environment, including the design, infrastructure, functionality, applications, and connectivity.
2. Strengthen integrated security measures and strategies to protect RISSNET resources, neutralize cyberattacks, and prevent unauthorized penetrations from criminal or other nonapproved entities, including individuals, organizations, viruses, or hostile applications.
3. Strengthen the RISS disaster recovery capability.
4. Develop, expand, and enhance the federated search capability to provide law enforcement with secure and seamless access to approved information sharing resources.
5. Provide identity management capabilities and streamline the process for users to securely access the network and available resources (i.e., access control, portable credentials), including mobile applications.
6. Work in collaboration with other local, state, regional, federal, tribal, and nationwide information sharing technology partners to leverage proven expertise and increase information sharing, and conduct research and development activities.
7. Provide sufficient resources for the RTSC to support regional RISS Center services and all approved RISS partnerships, initiatives, and projects.

A RISS technology plan will also be developed and added as an attachment.

Performance Measures

RISS has been aggressively setting and achieving performance metrics since its inception. The RISS Statistical Assessment Team (RSTAT), chaired by one of the RISS Directors, is tasked to review the validity, meaningfulness, impact, and trend of all measures. The RSTAT and RISS Directors routinely analyze and evaluate performance indicators and discuss findings and observations. RISS is a results-oriented organization that places great value in achieving deliverables and showing the outcome of its efforts. RISS services and resources are a significant return on investment for our nation and a cost-savings for the criminal justice community.

RISS reports results for a number of approved performance measures, which are used to evaluate and assess RISS Program effectiveness. **Attachment A includes the RISS goals and objectives and their related performance indicators.**

Adaptive Strategy Evaluation Process

The RISS Adaptive Strategy approach combines a traditional strategic plan containing goals, objectives, and performance metrics *AND* applies an ongoing adaptive evaluation process to those components to address rapidly changing environments, security threats, resources, budgets, and changes in technology.

RISS will review its goals and objectives at least annually to determine whether those goals and objectives continue to support the RISS vision and mission and are still valid. Objectives may be added and/or eliminated as the RISS operational environment changes, but all objectives will be tied to an approved RISS goal.

This process will also be employed to validate/approve new initiatives or requests for new RISS services to determine whether they meet the vision, mission, and goals of the RISS Program.

These questions will assist in determining what, when, why, and how to adapt.

1. Does the goal, objective, or new initiative support the RISS mission?
2. How valuable is this RISS service to the criminal justice community, member agency, or other partner?
3. What is working? What is not working?
4. Is it cost-effective? What additional capabilities, funding, or resources will be needed to support the goals and objectives or new initiatives?
5. What impact will result from the change/adaptation? Will RISS gain or lose existing capabilities?
6. Is this the right time to adapt? Now or later? Why?
7. What would be the best solution and/or course of action? Change/adapt or do nothing?
8. Will this adaptation achieve meaningful results and positive outcomes?

Conclusion

RISS is instrumental in providing seamless access to critical information, intelligence, and investigative resources. RISS services and programs directly and positively impact the criminal justice community's ability to successfully resolve investigations and prosecute criminals. The RISS Adaptive Strategy provides RISS with the flexibility to adapt to a changing environment while remaining steadfast in its effort to serve the criminal justice community, help fight crime, and ensure the safety of officers and communities.

Think RISS.
A Proven Resource for Law Enforcement



Visit www.riss.net and www.riss.net/Impact for more information about the RISS Program.