

RISS ADAPTIVE STRATEGY 2.0

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“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.

RISS consists of six regional centers that tailor their services and resources to meet the needs of their unique regions. RISS also established and maintains the RISS Technology Support Center (RTSC) which is responsible for the collective RISS technology component. RISS is congressionally funded through grant awards from the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, and partners with other federal and nationwide entities. RISS partners with the Institute of Intergovernmental Research (IIR), which provides technical assistance and support for the RISS Program and serves as the fiscal and human resources component for the RTSC.

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.

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

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:

- Level of RISS funding
- Fluctuations in law enforcement resources
- Increases in demand for RISS services
- Changes in crime trends and the emergence of new criminal activities
- Constant evolution of technology
- Continued need to maintain and recruit 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 applications, databases, resources, information, and tools for authorized users to collaborate and communicate, as well as link to other criminal justice resources.
2. Bridge the gaps among local, state, federal, regional, and tribal information sharing data sources.
3. Serve as a recognized subject-matter expert on information sharing.
4. Develop and distribute accurate, timely, and relevant publications of special interest to law enforcement.
5. Provide networking opportunities to connect criminal justice partners.
6. Identify and integrate new users, databases, sources, and methodologies to expand information sharing.

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, 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 and enhance RISS Center analytical support, audio/video and digital forensics tools, techniques, and expertise; intelligence research; equipment services; information dissemination; and other services to aid criminal investigations and prosecutorial efforts.
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. Coordinate training events on relevant and emerging topics.
5. Coordinate, participate in, and assist with information sharing collaboration to advance and help resolve criminal investigations.
6. Collaborate with partners to provide support, including personnel and other resources, for steady-state, special event, and crisis-state environments.¹

¹ Refer to the Northeast and Rocky Mountain Field-Based Coordination Plan.

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 capabilities.
2. Instill the use of deconfliction as an essential component of agency operations.
3. Review, assess, and strengthen RISSafe Watch Center services to enhance operations and support for agencies.
4. Provide training, to include an online certification-based program, for RISSafe end users and trainers.
5. Identify and help integrate best practices and provide training for RISSafe Watch Center personnel.
6. Pursue POST certification for RISSafe training.
7. Enhance the value of the RISS Officer Safety Website.

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

RISS strengthens 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 partnerships with private and public entities that support the RISS mission.
2. Increase participation by federal agencies and established international partners.
3. Leverage opportunities for RISS staff to serve in leadership roles that positively drive criminal justice strategy and policy.
4. Expand system-to-system partnerships.

See Addendum B for additional information on partnership opportunities.

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. Strengthen the regional RISS Center focus by advancing standardized processes and defined operational procedures.
2. Allocate resources to enhance nationwide visibility.
3. Apply staff expertise to fulfill focus-driven roles on RISS's working committees to identify, research, and recommend solutions regarding RISS's activities.
4. Provide RISS staff with opportunities to enhance core competencies and expertise, including professional certifications and training.
5. Promote RISS services and resources by creating and distributing educational and outreach materials. See Addendum A—RISS Outreach and Education Plan for additional information.
6. Educate RISS staff on the organizational structure and roles and responsibilities of RISS's components. See Addendum A.
7. Identify, obtain, and align funding resources to achieve best results. See Addendum B—RISS Partnerships and Funding Guide for additional information.
8. Shorten response times for RISS service delivery.
9. Foster a positive work environment focused on RISS core values that enable recruitment and retention of qualified staff, to include succession planning.

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 RISS technology solutions.
2. Deploy RISS technology solutions in the appropriate environment, including on-premise and cloud-based, that ensure security and cost efficiency.
3. Strengthen integrated security measures and strategies to protect RISS resources, neutralize cyberattacks, and prevent unauthorized access.
4. Ensure high availability access to resources.
5. Improve the process for users to securely access resources.
6. Participate in collaborative research, pilots, and solutions development.
7. Allocate resources to support and advance RISS technology priorities.

See Addendum C—RISS Technology Plan for additional information.

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.

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 technology.

RISS will review this Adaptive Strategy on an ongoing basis to determine whether the goals and objectives are still valid and continue to support RISS's vision and mission. 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 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 provides 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.