



Indiana Office of Technology

Powering a State that Works

OBSERVABILITY PROGRAM

DATA-DRIVEN INSIGHTS & RESILIENCE



From

Flying Blind to a
Statewide Observability Capability:
How Indiana Built a Champion-Driven Enterprise Model Delivering 148% ROI
That Protects 6.8 Million Citizens

STATE	AGENCY	PROJECT TITLE	PROJECT DATES
Indiana	Indiana Office of Technology (IOT)	NextLevel Observability Program	January 2024 – Present (May 2026)
CATEGORY		POINT OF CONTACT	
Operational Efficiency		Kelly I. Johnson, Director of Communications kelljohnson@iot.in.gov	

Executive Summary

The State of Indiana is focused on strategically building IT systems grounded on pillars of operations excellence, resilience, and workforce productivity. The Indiana Office of Technology (IOT) established an enterprise observability model to replace scattered, reactive monitoring with a coordinated approach that spans over 35 agencies and 171 essential systems. The program relies on individual agency stakeholders, standardized procedures, and integrated applications, network, and security visibility to detect issues early and resolve them quickly. This shift addresses longstanding challenges such as slow recovery times, noisy alerts, and inconsistent accountability, all problems that once left agencies dependent on citizen reports to identify outages.

The results demonstrate substantial gains in both operational performance and citizen experience. Agencies have significantly reduced the duration of incidents, improved the accuracy of monitoring data, and documented financial value and labor savings. Automation, shared governance, and a structured maturity framework ensure that these improvements are sustainable and scalable. The project highlights how a government can modernize IT operations by emphasizing people, process rigor, and measurable outcomes, ultimately strengthening the reliability of the digital services relied on by 6.8 million residents.

148%	\$14.15M	171 Apps	6.8M
Validated Program ROI	Documented Business Value	Monitored Statewide	Citizens Protected

IDEA

What Problem Does This Project Address?

Indiana did not implement a monitoring tool. Indiana built a statewide, enterprise observability capability. Through governance, standardized operating procedures, a champion-driven adoption model, and measurable business value, the Indiana Office of Technology (IOT) transformed fragmented agency monitoring into a sustainable, repeatable enterprise operating model. This program now serves as core digital infrastructure supporting 6.8 million Hoosiers and 35+ state agencies.

In 2022, Indiana's Office of Technology was flying blind. Across 35+ state agencies, 171 business-critical applications operated with no unified view of what was happening inside those systems, and 6.8 million Hoosiers were depending on every one of them.

The consequences played out in war rooms. A single DOR tax portal slowdown meant six people on a call with four tools open, 18 hours to reach resolution, and thousands of taxpayers experiencing delays. When an alert fired, the NOC could not determine whether the problem was application code, a database, a network path, or a third-party vendor. Agencies discovered outages when citizens called to complain, not when monitoring detected them.

Four systemic failures defined the status quo:

- No unified application visibility across 171 critical systems. Each agency managed, or ignored, monitoring independently, with no shared standards, no cross-agency benchmarking, and no accountability framework.
- Reactive incident response with 45-minute average MTTR. The standard workflow: citizen reports → ticket created → analyst investigates → escalation chain fires. Zero automation. Zero enrichment. Zero proactive detection.
- Alert fatigue eroding operational trust. Where monitoring existed, it was untethered to accuracy targets. At DWD, pre-program alert accuracy measured 23.5%. Three out of four alerts were noise, teams had learned to ignore their dashboards entirely.
- No ability to quantify IT's value. IOT could not demonstrate return on technology investment to executive leadership or the legislature. Without documented business value, observability remained a cost center with no champion at the budget table.

This initiative was not a tool deployment. It was the intentional creation of an enterprise capability that could scale, sustain, and deliver measurable outcomes across decentralized agencies.

These were not abstract IT problems. Indiana's monitored applications process tax returns for 4.3 million filers, manage vehicle registrations for 6.8 million Hoosiers, issue unemployment benefits to hundreds of thousands of

workers in distress, and deliver disability services to the state's most vulnerable citizens. Every unnecessary minute of downtime is a direct failure of the government's promise to the people it serves.

Why Does It Matter?

"When I started this program, I was told government can't move fast enough to make observability work. Three years later, we have 35 champions who own this program, 6.8 million Hoosiers receiving better digital services because of it, and a 148% ROI that any CFO would approve. The lesson is not about the technology. The lesson is: find your champions, prove your value, and never stop moving." – Brad Welsh, APM Program Manager

The business case for Indiana's program is not built on technology metrics. It is built on citizen outcomes. A single hour of downtime on DOR's tax processing system delays refunds for thousands of filers. A network failure in FSSA's disability services platform interrupts care coordination for Indiana's most vulnerable residents. A performance degradation in BMV's STARS system creates backlogs for citizens renewing licenses and registrations across all 92 Indiana counties.

The cost of inaction exceeded the cost of investment within the program's first operating year. Indiana's path was clear: build not just a monitoring capability, but a statewide observability discipline, where IT performance is visible, measurable, and directly tied to the services Hoosiers depend on every day.

What Makes This Different?

1. The Champion Model: A Scalable Workforce Strategy That Enables Enterprise Adoption

Most states face a common failure mode: a central IT team deploys a powerful tool, struggles to drive adoption across agencies with different missions and priorities, and watches utilization rates stagnate within 18 months. Indiana chose a fundamentally different approach.

Rather than centralizing observability expertise within IOT, Indiana certified 35 Observability Champions embedded inside 35 state agencies. These are domain experts, people who know their applications, their agency's mission, and the citizens they serve. Champions advance through a 148-point scorecard across Bronze, Silver, Gold, and Platinum tiers. They own observability for their agencies. They hold their applications accountable. And they make the program's results sustainable beyond any single tool or contract cycle.

As Brad Welsh says: **"People adopt what they own.** We didn't mandate observability. We built champions."

2. Business Value That Survives an Audit

Indiana developed a rigorous Business Value Assessment (BVA) methodology that quantifies observability outcomes in terms any CFO, legislative committee, or inspector general can evaluate. The methodology is conservative by design, validated against actual incident records, time studies, and documented labor cost data. The result: \$14.15 million in documented program value at a 148% ROI, built on numbers that are defensible at every level of government scrutiny.

3. End-to-End Observability as Enterprise Infrastructure

Indiana integrates AppDynamics (application performance), ThousandEyes (network intelligence), and SecureApp (security observability) into a single unified fabric, from citizen browser click to back-end database query. This is not departmental monitoring. It is enterprise infrastructure. When a ThousandEyes sensor detects a DNS failure, AppDynamics simultaneously shows the application impact across 80+ systems, and the NOC makes one call to one team instead of 80 calls to 80 development teams.

4. A Blueprint Other States Can Replicate

Every state faces siloed IT infrastructure supporting citizen services that cannot afford to fail. Indiana's model, SMART Goals, champion certification, shared-service governance, and documented business value, requires no proprietary technology and is replicable by any NASCIO member state. It directly addresses the 2026 State CIO Top Ten priorities: enterprise IT optimization, data-driven decision making, and workforce capability development.

Indiana NextLevel Observability — Champion Maturity Model

35 Certified Champions · 148-Point Scorecard · Q1 2026 True-Up

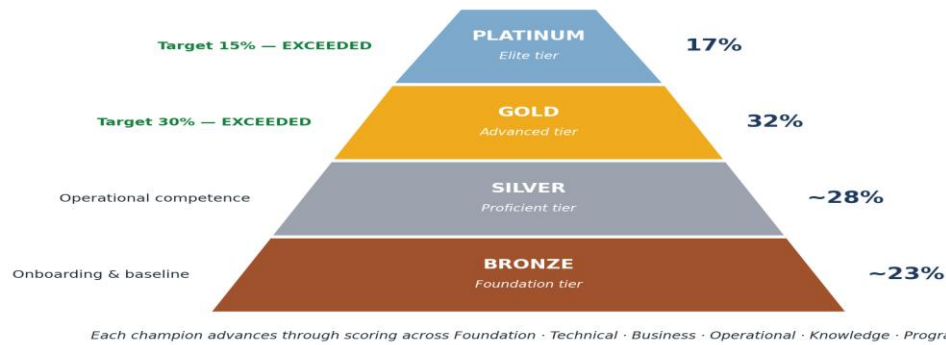


Figure 1. Champion maturity tiers and Q1 2026 distribution. Both Gold and Platinum tier targets exceeded.

IMPLEMENTATION

The Five SMART Goals: A Structured 18-Month Strategic Plan

Indiana's program is governed by five SMART Goals spanning January 2026 through June 2027, each with measurable targets, assigned ownership, and quarterly accountability checkpoints.

#	SMART Goal	2026 Target Outcome
1	ServiceNow Integration	100% health rules connected to ServiceNow; 95%+ auto-enrichment; 70%+ automation rate eliminating manual ticket creation
2	Citizen Experience & Business Value	\$11.6M documented value; 99.65% statewide availability; 0.90+ citizen impact correlation coefficient
3	Platform Optimization & Tool Consolidation	95% health rule accuracy across all agencies; \$2.8M cost avoidance roadmap; technical debt elimination
4	Automated Remediation & Self-Healing	8 remediation playbooks deployed; MTTR 45 → 35 minutes; 6,500+ staff hours recovered annually
5	Champion Maturity Acceleration	80% Gold+ champions on 148-point scorecard; 35% Platinum across 35 agencies by June 2027

A Q1 2026 True-Up confirmed all five goals on track or exceeding first-quarter targets. Zero service interruptions impacted citizens in Q1 2026, with a weighted average CSAT of 98.4% across all monitored agency platforms.

From Discovery to Platform Maturity: The Engagement Model

Every agency enters the program through a structured Capability Assessment and Targeting (CAT) process. IOT's team conducts discovery sessions, evaluates current monitoring maturity against a defined baseline, and produces a customized engagement plan. The progression follows a defined lifecycle:

- Maturity baseline assessment against 148-point champion scorecard
- Application instrumentation and health rule configuration per IOT-SOP-OBS-001
- AppDynamics + ThousandEyes cross-platform integration per IOT-SOP-OBS-002
- Targeted enablement sessions: from dashboard literacy to advanced anomaly detection
- Quarterly maturity reviews with advancement criteria and documented progress

Three formal IOT Standard Operating Procedures govern configuration, integration, and maturity assessment, codifying what the program has learned into institutional knowledge that survives personnel changes and platform transitions.

Governance Structure

The program operates under multi-tiered governance designed for both strategic accountability and operational agility:

- **Executive: Dave Fox (CTO) and Larry Jenkins (Deputy CTO)** provide strategic direction and enterprise policy alignment. CTO Sponsorship
- **Governance: Cross-agency review of program performance, maturity advancement, and strategic direction.** Monthly OAB (Observability Advisory Board)
- **Operational: Brad Welsh (APM Program Manager); Ben Bracher (Automation Lead); Tori Perdue (Enablement Specialist).** Program Leadership
- **Distributed: Embedded domain experts at BMV, DOR, DWD, FSSA, CHE, PLA, DOE, and 28 additional agencies.** 35 Certified Agency Champions

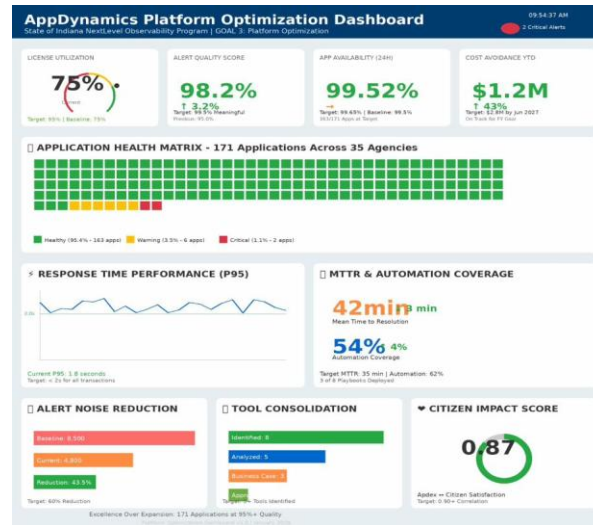


Figure 2. AppDynamics Platform Optimization Dashboard — Q1 2026 program snapshot. Custom IOT dashboard built on validated program metrics across 171 applications and 35 agencies.

IMPACT

The Transformation: Before and After Indiana's Program

BEFORE	AFTER
No unified view of 171 applications, agencies flying blind	Single platform with real-time visibility across 171 apps and 35+ agencies simultaneously
45-minute average MTTR; outages discovered when citizens called to complain	DOR: 83% MTTR reduction (180 min → 22 min); program-wide target of 35 minutes
Alert accuracy as low as 23.5%; teams learned to ignore monitoring dashboards	95% health rule accuracy target; BMV achieved 99.7% alert noise reduction
Zero ability to quantify IT value to legislature or executive leadership	\$14.15M in documented, audit-ready business value at 148% program ROI
Siloed agencies; no shared standards, no cross-agency benchmarking, no accountability	35 certified champions on 148-point scorecard; BMV and DWD at Platinum tier
Manual incident response, war rooms, 10+ people, 5+ tools, hours of log diving	Automated enrichment active; 8 remediation playbooks targeting \$1.2M annual value

MTTR Reduction — Before vs. After NextLevel Observability

Validated through actual incident records and labor cost data · Q1 2026 True-Up

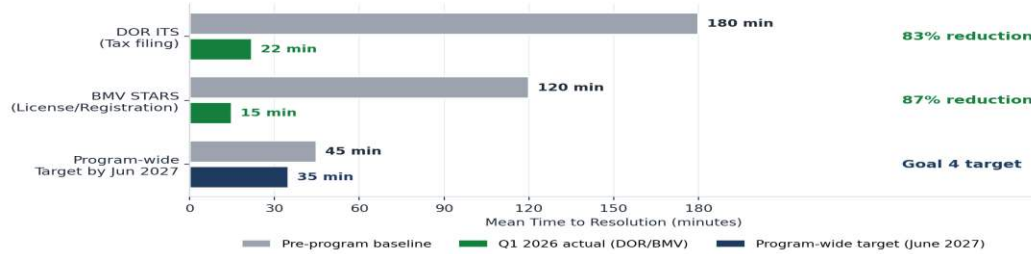


Figure 3. MTTR reduction at flagship agencies. Both DOR (83%) and BMV (87%) already exceed the program-wide June 2027 target of 35 minutes.

Agency Success Stories: Real Citizens, Real Results

Agency	Key Achievement	Citizen Impact	Validated Result
BMV STARS	MTTR: 120 min → 15 min (87% reduction); 99.7% alert noise reduction; proactive memory leak detection prevented Saturday outage	4.9M licensed drivers, vehicle registration and license renewals uninterrupted across all 92 Indiana counties	774% ROI Platinum Champion
DOR ITS	MTTR: 180 min → 22 min (83% reduction); 30% reduction in total incident volume (480 → 336 annually); \$172,478 in documented annual labor savings	3.3M taxpayers, tax season continuity ensured; zero citizen-impacting incidents post-deployment	83% MTTR Reduction Gold Champion
DWD UI Benefits	Alert accuracy: 23.5% baseline → 95% target; full AppDynamics + ThousandEyes integration; Platinum champion tier achieved	700K unemployment claimants, zero major filing disruptions in Q1 2026; benefits processed without interruption	Platinum Champion 110/148 Score
FSSA BDDS	Proactive health monitoring for disability services infrastructure; availability improvement across critical care coordination systems	40K individuals with developmental disabilities, care coordination services uninterrupted; highest-vulnerability citizen population	Significant Availability Improvement
DOE DEX	275M application hits monitored; comprehensive end-to-end visibility; proactive anomaly detection enabling preventive intervention	1.13M students and educators, DEX system reliable during academic year peak periods	Full Instrumentation Gold Champion
PLA MyLicense	Response time: 6 sec → 0.6 sec (90% improvement); end-to-end network path visibility via ThousandEyes; peak season performance protected	700K+ licensed professionals statewide, renewal processing uninterrupted; licensing continuity maintained	90% Response Time Improvement

Agency Voices: What Champions Say

“Before this program, we were reactive and often blind to issues until citizens reported them. Now we can identify and resolve problems before they impact services.” — Kiszka Ward, Department of Revenue

"The Champion model gave our team ownership and accountability. We don't wait for IOT to tell us something is wrong. We see it first and we fix it." — Josh White, Bureau of Motor Vehicles

"This program has fundamentally improved reliability for critical citizen services. Our unemployment claimants count on these systems every day, and we can now guarantee the kind of uptime that public trust demands." — Patrick Russell, Department of Workforce Development

The Proof: Enterprise Capability in Action

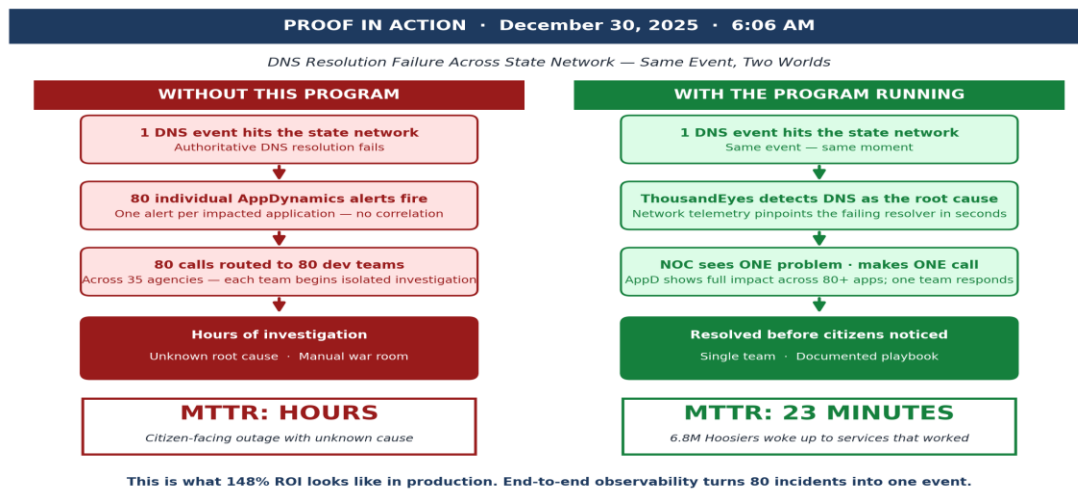


Figure 4. December 30, 2025: a single DNS event resolved in 23 minutes by one team — instead of cascading into 80 individual incidents across 35 agencies. This is what 148% ROI looks like in production.

A Moment That Proves Why This Program Exists

The following real-world event demonstrates the enterprise capability in action, not just improved operations, but **systemic transformation**.

On December 30, 2025, at 6:06 AM, ThousandEyes sensors detected DNS resolution failures across the state network. Without this program, the NOC would have received 80 separate AppDynamics alerts, one from each impacted application, and assumed 80 individual application failures. Eighty calls would have been routed to 80 development teams across 35 agencies. Hours of investigation would have followed.

With the program running, the NOC saw one DNS problem. One call was made. One team responded. Total MTTR: 23 minutes. Six-point-eight million Hoosiers woke up to government digital services that worked, and most of them never knew there was a problem. That is the goal. That is the return on this investment. That is what 148% ROI looks like in practice.

Replicability: Indiana as a Blueprint for Peer States

Indiana's approach addresses a universal challenge in state government technology: how to build sustainable, high-quality observability at enterprise scale across dozens of agencies with limited resources, varying technical maturity, and zero tolerance for citizen-facing downtime. Indiana's model demonstrates how states can build scalable, sustainable enterprise technology capabilities without requiring centralized IT structures or significant new funding. The champion model, SMART Goal framework, BVA methodology, and governance structure are fully transferable, requiring no proprietary technology, no vendor dependency, and no exceptional budget.

"Indiana's champion framework is not an Indiana story. It is a government IT story. The model works because it is built on people, not tools, and people can be developed in any state, in any agency, with any platform."

— Brad Welsh, APM Program Manager

Indiana's NextLevel Observability Program is more than a technology initiative. It is a repeatable enterprise model that delivers measurable value, scales across agencies, and improves services for millions of citizens. It proves that state government can build sustainable, high-performing digital capabilities, and that those capabilities can be replicated nationwide. Indiana has built a winning story that should serve as a model for every state in the nation.