



**State of Vermont
Enterprise GIS Task Force (EGT)**

**Vermont's Enterprise GIS Initiative
Project Charter / Workplan**

Prepared By: Enterprise GIS Task Force (EGT)
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Revision History

Version	Date	Author(s)	Revision Notes
1b	5/30/2007	Initial Project Initiation Document (PID) document drafted by VCGI.	Draft released to EGT for review/input.
2a	6/25/2007	Revised timeline to match meeting schedule. Reformatted to match DII "project charter" template.	Revised draft released to EGT for review/input.
2b	6/28/2007	Minor edits. Added VCGI as a "Project Executive Co-Sponsor". Added VCGI to org chart.	Revised draft released to EGT for review/input.
2c	7/3/2007	Minor change to "Phase II – Resource Planning" tasks. Added "Assessment of Current Situation" to Phase III. Added "Phase V – Monitoring and Marketing". Added Phase V to milestone table/chart.	Revised draft released to EGT for review/input.
3a	10/15/2007	VCGI	Adjusted milestones.

Project Overview

Abstract: VCGI, as a representative for the State of Vermont, was awarded a USGS 50 States Grant in March of 2007. This grant was awarded to enable greater cooperation within the state in the organization and management of geospatial data and technologies. Several state agencies sent letters of support for VCGI's grant proposal and expressed an interest in participation. The stated goal of Vermont's 50 States proposal was to establish the organizational elements necessary to achieve the goals of the 50 States program. The most effective use of this grant will be achieved through the broadest level of participation by all state entities with geospatial technology interests.

The Enterprise GIS Task Force*¹ (EGT) is working with the Department of Information and Innovation (DII), the State CIO's Office, and numerous State Agencies to spearhead the development of a strategic vision and business plan that addresses integrating the state's existing Geographic Information Technology (GIT) infrastructure into a Enterprise Geographic Information System (GIS). The strategic vision and business plan developed through this effort will be used to establish a statewide Enterprise GIS capacity utilizing the same stakeholder organizations.

This initiative will build upon existing in-state mechanisms, establishing a more formal and functional Enterprise GIS to enhance the capabilities and efficiency of Vermont's Geographic Information System (VGIS).

Background: This initiative is supported in part by funds provided by the Federal Geographic Data Committee (FGDC). The FGDC provided funding for this project in order to support the objectives defined in the *Fifty States Initiative*. This initiative is a partnership between the National States Geographic Information Council (NSGIC) and the Federal Geographic Data Committee (FGDC). It is designed to bring all public and private stakeholders together in statewide GIS coordination bodies that help to form effective partnerships and lasting relationships. NSGIC and FGDC have published the following nine criteria that they believe are essential for effective statewide coordination of geospatial technologies.

1. A full-time, paid coordinator position is designated and has the authority to implement the state's business and strategic plans.
2. A clearly defined authority exists for statewide coordination of geospatial information technologies and data production.
3. The statewide coordination office has a formal relationship with the state's Chief Information Officer (or similar office).
4. A champion (politician or executive decision-maker) is aware and involved in the process of coordination.
5. Responsibilities for developing the National Spatial Data Infrastructure and a State Clearinghouse are assigned.

¹ The EGT was created under the auspices of the State Information Technology Committee (STC).
Enterprise GIS Initiative – Project Charter / Workplan
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6. The ability exists to work and coordinate with local governments, academia, and the private sector.
7. Sustainable funding sources exist to meet projected needs.
8. Coordinators have the authority to enter into contracts and become capable of receiving and expending funds.
9. The Federal government works through the statewide coordinating authority.

Our successful proposal for this initiative stated Vermont's intention to build upon existing in-state mechanisms, establishing a statewide Enterprise GIS Strategic vision and Business Plan to facilitate the coordination of future GIS initiatives. Real and effective coordination is best engendered through the establishment of statewide strategic and business plans. While many of the necessary coordination mechanisms already exist, they are not well integrated into a set of widely accepted statewide GIT business processes that are fully supported and implemented by the state. Vermont has existing GIT coordinating and decision-making bodies such as VCGI's Board of Directors and Technical Advisory Committee, the Department of Information and Innovation (DII) and individual agency technology managers. However, the interaction and responsibilities of these groups for broadly applied GIT coordination are without formal organization and documentation. VCGI currently has a strategic plan, but that plan was developed for the organization as a business and not specifically focused on the development of statewide geospatial coordination activities.

Project Mission, Objectives and Scope

Mission: Enhance the capabilities and efficiency of Vermont's GIT infrastructure and services through the establishment of a statewide Enterprise GIS.

Objectives: Establish a *Enterprise GIS* within the State of Vermont which:

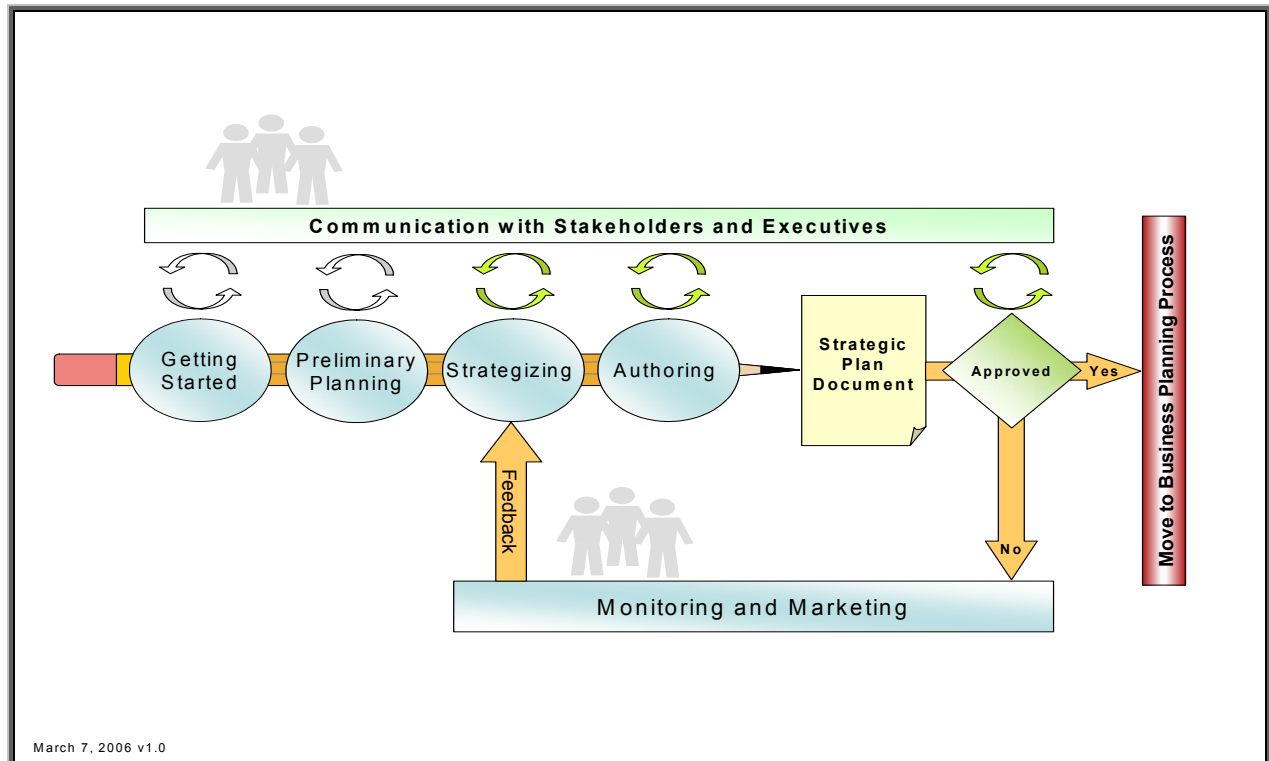
- Will be defined as part of the strategic planning process by the Enterprise GIS Task Force (EGT).

Scope: This initiative will bring together all of the mechanisms from existing state entities to establish an accepted, realistic, functional and effective strategic vision and business plan for GIT; a vision and a plan that is sustainable and supports broad participation by all state entities with business interests in the coordination of geospatial technologies.

Organizations Affected or Impacted: This project will potentially affect and impact all State entities (eg: Agencies, Departments, Divisions, etc.) which utilize Geographic Information Technology (GIT).

Project Approach

Strategic Planning: The Enterprise GIS Task Force (EGT) will utilize the *Strategic Planning Process Map* (SPP Map²) developed by the National States Geographic Information Council (NSGIC) and the Federal Geographic Data Committee (FGDC). The SPP Map divides up the process of creating a strategic plan into five steps or phases. Each phase is characterized by certain activities, tasks, and accomplishments.



Phase 1 - Getting Started

- Schedule an EGT kick-off meeting
- Identify likely EGT participants and determine their willingness to participate
- Define roles and responsibilities for completing the strategic planning process
- Assign roles and responsibilities
- Assign the role of Facilitator for the planning process
- Nominate a EGT Chair

² The information in the SPP Map section of the work plan was derived from http://www.fgdc.gov/policyandplanning/50states/3_strategic_planning_process_map_final_v1-3.doc

- Specify the target audience for the Strategic Plan
- Determine the plan approval process

Phase 2 - Preliminary Planning

Logistics

- Determine future meeting frequency and dates
- Determine the venue(s) for meetings and if there is an appropriate budget for amenities such as food service.
- Establish EGT tools for communication exchange

Resource Planning

- Determine what resources are needed to complete the effort
- Assess what resources are available and how any existing gaps can be bridged
- Document and understand the impact of any relevant constraints to the planning process itself (time, money, people availability)
- Determine if a survey of State GIS Managers and/or users should be conducted. The goal would be to assess and document the “current GIT situation”.

Schedule

- Identify any timing considerations, such as grant application deadlines, or other planning efforts (such as statewide IT plans)
- Develop a schedule and establish milestone dates for completing the plan

Organization

- Establish an EGT Charter
- Identify factors that will ensure a successful planning process

Phase 3 - Strategizing

Assessment of Current Situation

- Who are we? Where are we now?
- Needs assessment. What do stakeholders (eg: State GIS Managers) need? What is their assessment of our “current situation”? What works? What doesn't work?
- Analyze Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Scoping

- Review any existing Strategic Plan(s)
- Review Primary Strategic Goals
- Review other intra-organizational mandates and mission statements that impact the current activity
- Review other documents and materials that are relevant to this effort
- Understand the breadth and scope of the strategic plan
- Determine period covered by new Strategic Plan
- Review Strategic Template Questions and tailor as appropriate (Facilitator)

Goal Assessment

- Develop templates for capturing information in a structured manner, for example, develop a form for the EGT to list strengths and weaknesses
- Identify preliminary programmatic sub-goals
- Itemize, prioritize, refine, and validate programmatic sub-goals
- Validate objectives with stakeholders, management, and executives
- Identify programmatic goals with a 'quick win' potential and use them to show early progress
- Develop strategies for realizing each programmatic sub-goal
- Identify any roadblocks or barriers and tactics for overcoming them
- Iterate with stakeholders to establish consensus view

Generating Support

- Enlist political champion(s)
- Identify and generate consensus among involved stakeholders and executives to become advocates for the plan objectives
- Develop a marketing strategy to promote the plan's objectives

Phase 4 - Authoring

- Develop content aimed at the target readership in terms of style and presentation
- Draft a preliminary plan
- Identify external reviewers
- Solicit feedback from external reviewers

- Parse and incorporate feedback as appropriate
- As necessary, complete further review iterations
- Publish the Strategic Plan

Phase 5 – Marketing and Monitoring

- Determine the level of progress monitoring required for this planning activity and how feedback will be incorporated into the process
- Develop metrics to assess progress over time
- Identify those responsible for overseeing the status review process
- Determine the frequency of status review meetings
- Review emerging Opportunities and Threats and apply course corrections as necessary
- Identify and market to specific individuals whose support can further guarantee a successful planning outcome
- Identify appropriate forums for the active and broad marketing of the strategic plan goals and objectives, (these could be conferences, user group meetings or other similar gatherings)
- Determine how feedback from marketing efforts will be incorporated into the process

Business Plan: While the Strategic Plan describes what the EGT wants to achieve and why, the Business Plan provides a detailed description of how objectives will be achieved. The purpose of the Business Plan is to support the successful implementation of the goals identified in the Strategic Plan.

The EGT will leverage the NSGIC/FGDC “Business Plan Template” during the development of its plan.

Deliverables – Strategic and Business Plans: The following deliverables will be produced in support of this project

Strategic Planning Deliverables

Phase I deliverables

- Complete all tasks and document the results in a “Phase I report”.

Phase II deliverables

- Complete all tasks and document the results in a “Phase II report”.

Phase III deliverables

- Complete all tasks and document the results in a “Phase III report”.

Phase IV deliverables

- Complete all tasks and document the results in a “Phase IV report”.
- Draft Strategic Plan
- Final Strategic Plan

Phase V deliverables

- Complete all tasks and document the results in a “Phase V report”.

Business Plan Deliverables

- To be defined.

Project Estimated Cost and Duration

Estimated Cost:

Vermont's Enterprise GIS Initiative – Project Cost Estimate		
<i>Cost Category</i>		
Labor		
	Project Management	\$1,131.13
	Meeting Coordination/Preparation	\$9,322.31
	Documentation	\$3,153.95
	Reporting	\$532.30
	Total Direct Labor + Indirects/Fringe	\$38,445.82
Travel	Kick off meeting	\$1,000.00
Contractual	Facilitator	\$10,000.00
Total Budget (grant)		\$49,445.82
Team Project In-kind Match		\$24,722.91

Milestones:

Milestone	Date Completed	Deliverable(s) Completed
Strategic Planning – Phase I	6/26/2007	<ul style="list-style-type: none"> Phase I report and supporting docs
Strategic Planning – Phase II	7/25/2007	<ul style="list-style-type: none"> Phase II report and supporting docs
Strategic Planning – Phase III	3/1/2008	<ul style="list-style-type: none"> Phase III report and supporting docs
Strategic Planning – Phase IV	1/7/2008 - draft 3/30/2008 - final	<ul style="list-style-type: none"> Phase IV report and supporting docs Draft Strategic Plan Final Strategic Plan
Strategic Planning – Phase V	3/30/2008	<ul style="list-style-type: none"> Phase V report and supporting docs
Business Planning - Initiate	3/30/2008 →	<ul style="list-style-type: none"> Initiate Business Planning process

Refer to **Attachment A** for a detailed Milestone Chart.

Project Assumptions

1. EGT participants are willing to attend meetings and contribute to furthering the goals of this initiative.
2. Continuing support from the Office of the Chief Information Officer (CIO), Department of Information and Innovation (DII), and the State Information Technology Committee (STC).

Project Risks

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect on the project or the quality of its deliverables. Known risks identified with this project have been included below.

Risk Area	Level (H/M/L)	Risk Plan
1. EGT unable to articulate a shared strategic GIT vision and business plan.	L	<ul style="list-style-type: none"> • Hire a professional facilitator. • Define reasonable goals and objectives. • Take the time to build consensus.
2. Lack of support for strategic GIT vision and business plan.	M	<ul style="list-style-type: none"> • Get early “buy in” from the Project’s Executive Co-Sponsors (eg: State CIO) as well as STC and SEI. • Align GIT plan with goals and objectives defined in the State IT Plan (eg: E-government). • Ensure that the vision and plan support well-defined business requirements. • Clear and effective communication strategy.
3. Lack of support for the implementation of a strategic GIT vision and business plan.	M	<ul style="list-style-type: none"> • Focus on actions that result in some “quick wins”. • Leverage existing resources. • Clear and effective communication strategy.

Project Organization

An appropriate project organization structure is essential to achieve success. The following list depicts the proposed organization:

Project Executive Co-Sponsor: Tom Murray, Chief Information Officer: Office of the CIO - State of Vermont

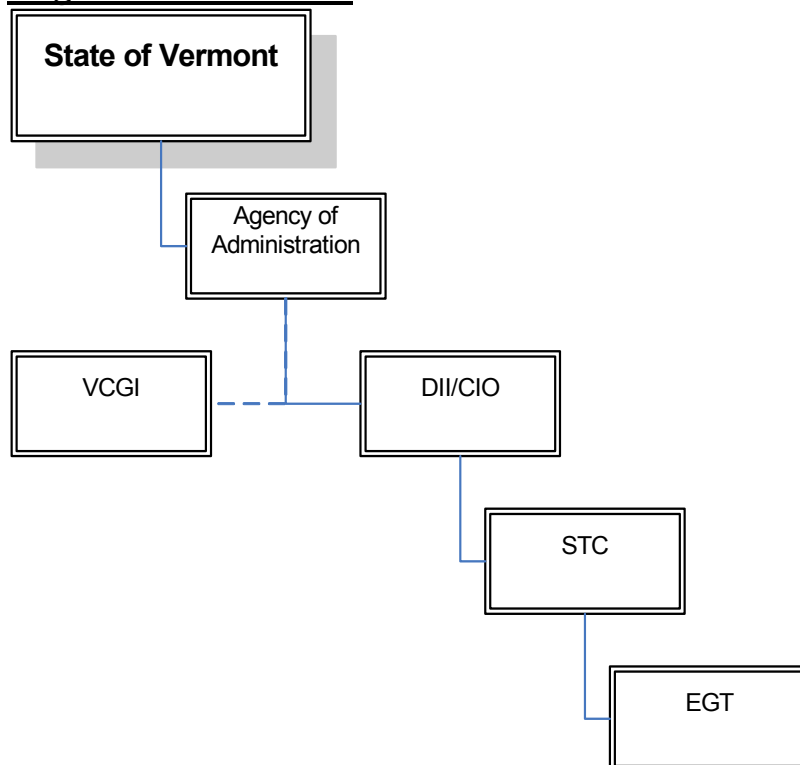
Project Executive Co-Sponsor: David Brotzman, Executive Director: VT Center for Geographic Information (VCGI) - State of Vermont

Project Sponsor: Darwin Thompson, Director: Enterprise Project Management Office (EPMO) – Department of Information and Innovations (DII) – State of Vermont

Project Manager: Steve Sharp, Senior Project Manager: Vermont Center for Geographic Information (VCGI) – State of Vermont

Project Team Members: The project team includes members of the Enterprise GIS Task Force (EGT). Refer to the “Enterprise GIS Task Force – Directory” for a complete list of EGT participants.

Organizational Chart



EPMO Role:

The Enterprise Project Management Office (EPMO) will be a member of the Project Team, and will assist the Project Manager.

Project Approvals

Project Executive Co-Sponsor

Tom Murray, Chief Information Officer (CIO)
Office of the Chief Information Officer
Agency of Administration - State of Vermont

Date

Project Executive Co-Sponsor

David Brotzman, Executive Director
Vermont Center for Geographic Information (VCGI)
State of Vermont

Date

Project Sponsor

Darwin Thompson, Director
Enterprise Project Management Office (EPMO)
Department of Information and Innovation (DII)
Agency of Administration - State of Vermont

Date

Project Manager

Steve Sharp, Senior Project Manager
Vermont Center for Geographic Information (VCGI)
State of Vermont

Date



Attachment A – Milestone Chart

