

# Vermont GIS Strategic Planning

## *Enterprise GIS Task Force (EGT)*

Advancing Statewide Spatial Data  
Infrastructures in Support of the National  
Spatial Data Infrastructure (NSDI)

### Strategic Plan Template

For use by all stakeholders in the Geospatial Community



Produced by NSGIC  
for the Federal Geographic Data Committee (FGDC)

March 2006



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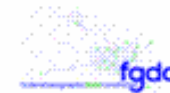
### Business Plan Template

For use by all stakeholders in the Geospatial Community



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March 2006



**Waterbury, VT: July 2, 2007**

# The NSGIC Process and Lessons-Learned

*Presented by:*

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# Presentation Outline

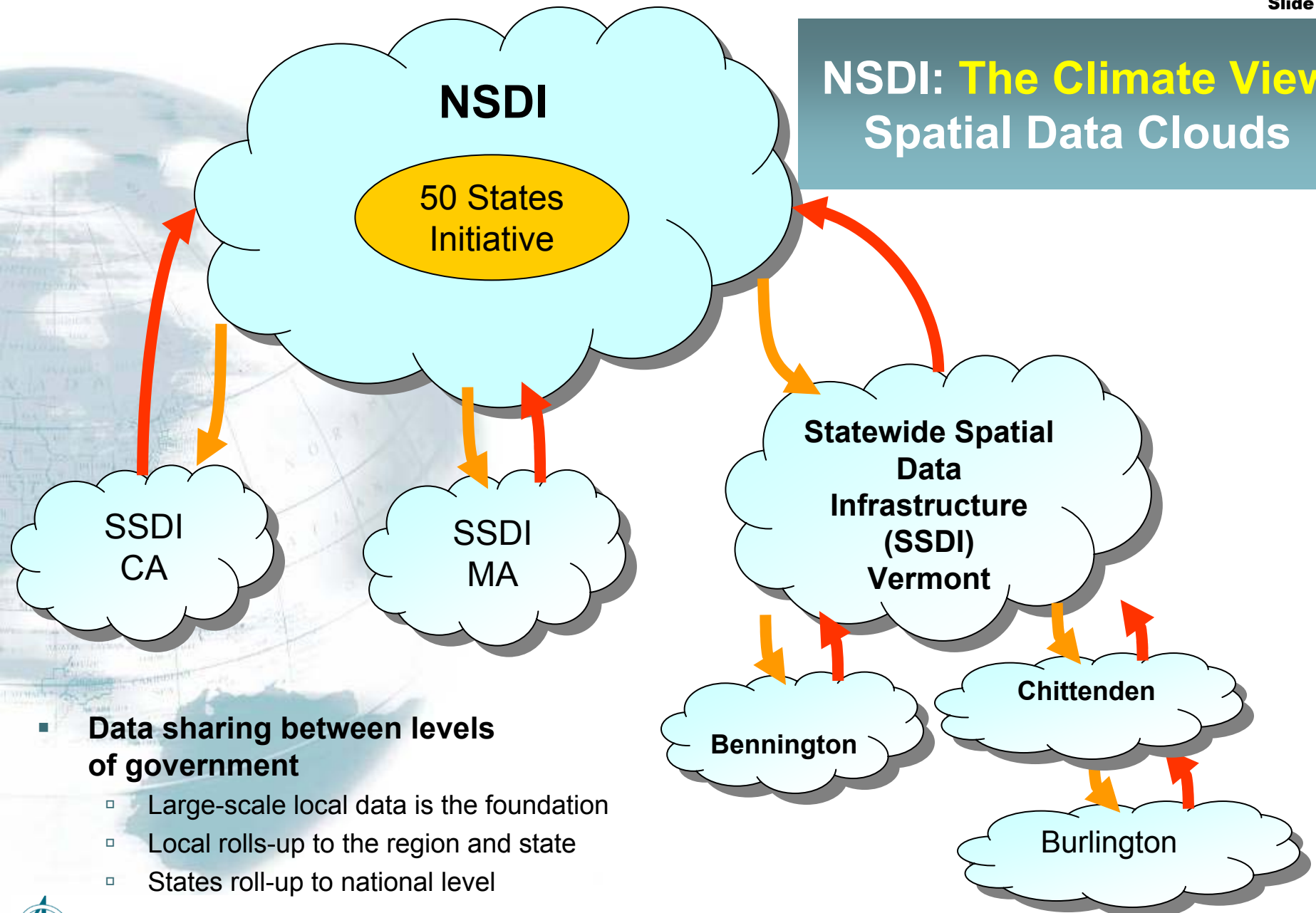
- **Important National Initiatives**
  - National Spatial Data Infrastructure (NSDI) and the Fifty States Initiative
  - National States Geographic Information Council (NSGIC) Templates for GIS Strategic Planning and Business Planning
- **Strategic Planning vs. Business Planning**
- **Articulating the Vision and Goals**
- **Lessons-Learned**

# Relevant Federal Initiatives

- **National Spatial Data Infrastructure (NSDI)**
  - **Compilation and integration of consistent, high-quality nationwide data for 7 framework layers**
    1. Geodetic Control
    2. Cadastral Boundaries (parcels)
    3. Political Boundaries
    4. Hydrography
    5. Imagery
    6. Elevation
    7. Transportation (Air, Roads, Inland Waterways, Rail, Transit)
  - **Discovery and access through the Geospatial One-Stop (GOS) portal for nationwide data**
- **50 States Initiative:**
  - **Effort to catalyze creation of NSDI in partnership with states**
  - **Coordinated by the Federal Geographic Data Committee (FGDC) and NSGIC**

# NSDI: The Climate View

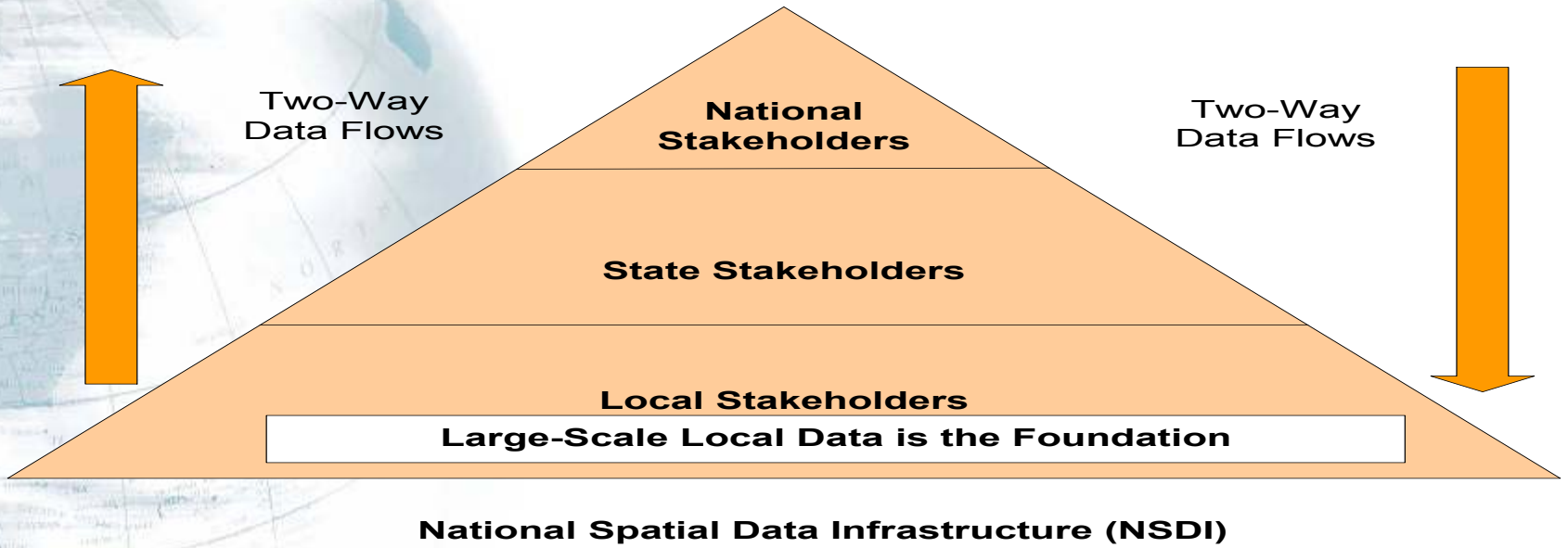
## Spatial Data Clouds



- **Data sharing between levels of government**

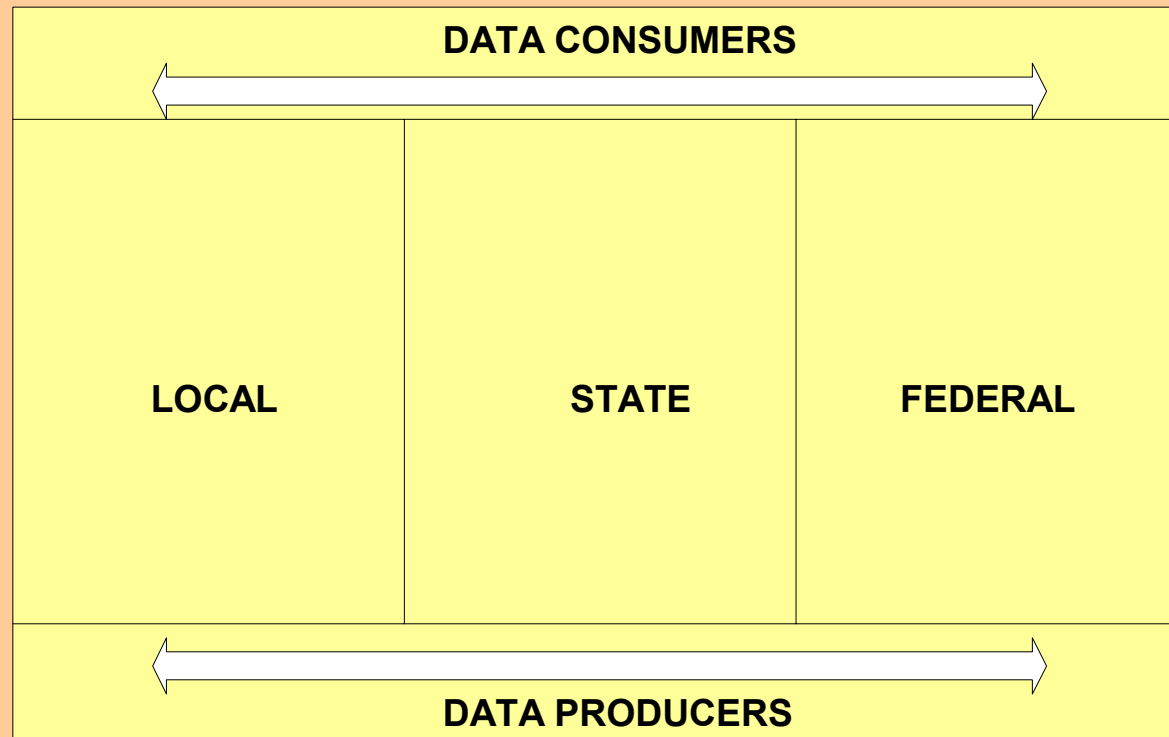
- Large-scale local data is the foundation
- Local rolls-up to the region and state
- States roll-up to national level

# NSDI: Pyramid Supply Chain View



# NSDI: Lateral Supply Chain View

National Spatial Data Infrastructure (NSDI)



# History Behind the 50 States Initiative

- **FGDC** wants to create a National Spatial Data Infrastructure (**NSDI**)
- State Spatial Data Infrastructures (**SSDI's**) are **critical** to success of NSDI
- **States** need to **self-assess** and develop a **strategic plan**
- **Business plans** flow from strategic plans, focusing on **implementation**
- **FGDC** is supporting both GIS Strategic and Business Planning via **CAP grants**
- FGDC wants **plan documents** to be **similar** in structure to facilitate state-by-state **comparison/contrast**
- In partnership with **NSGIC** they created **templates**

The process **matters!**

“Plans are nothing;  
planning is everything”

Dwight D. Eisenhower



<http://www.whitehouse.gov/history/presidents/de34.html>

“Plans are of little importance,  
but planning is essential”

Winston Churchill

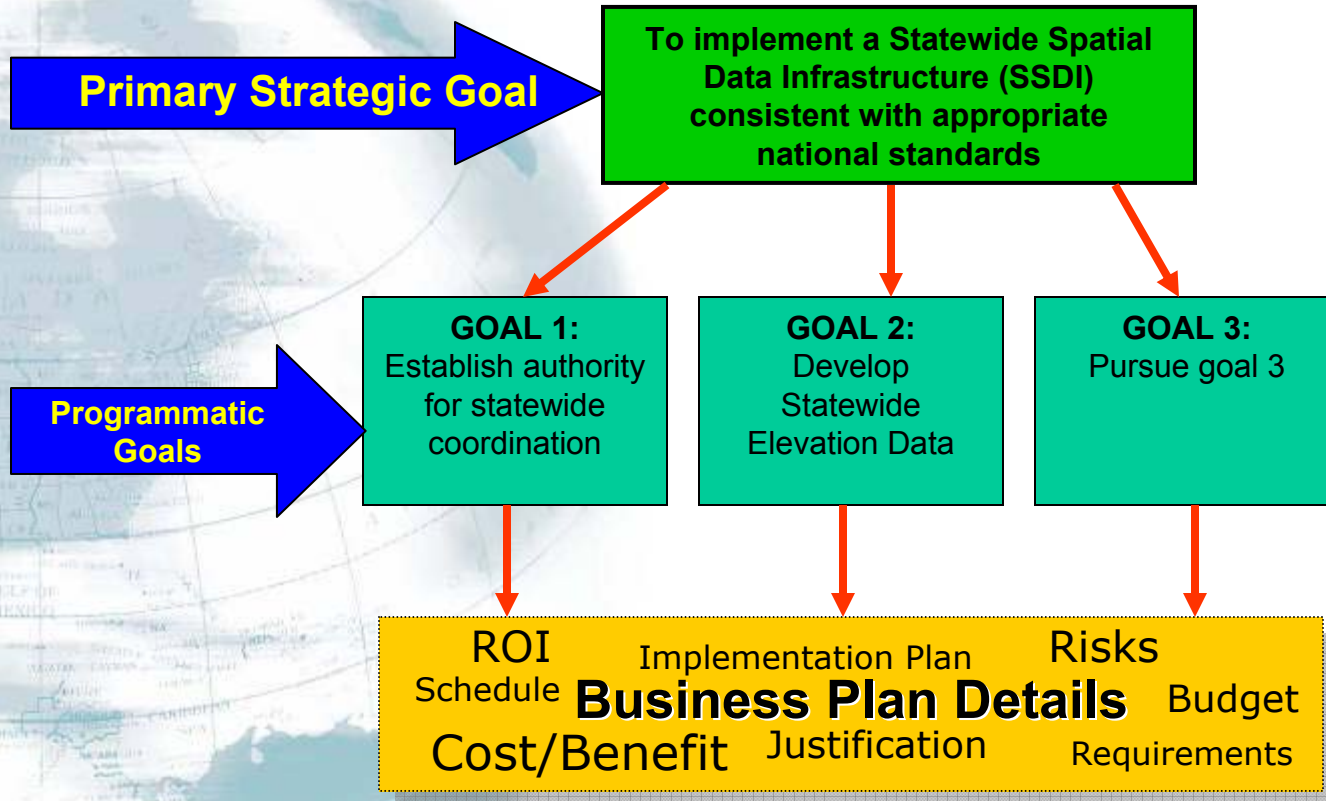


[http://en.wikipedia.org/wiki/Image:Winston\\_Churchill.jpg](http://en.wikipedia.org/wiki/Image:Winston_Churchill.jpg)

# The difference between a Strategic and a Business Plan?

- **One Strategic Plan, multiple Business Plans**
- **Strategic Plan**
  - **What** and the **Why**
  - Vision & Goals
  - The “**big picture**” and overall context
- **Business Plan (s)**
  - **How, When, and How much**
  - Aimed at those that approve and fund
  - Details of initiative(s) emerge
  - Presents a business case

# Strategic vs. Business Plan



SP	
SP	BP
	BP

- Business plans should relate to Strategic objectives
- Business Plans come from goals
- You can have more than one Business Plan

# Strategic Plan Development

- Identify the stakeholders and the **‘Steering Committee’** for the planning process
- Get familiar with **NSGIC Template** and planning guidance
- Fold **Vermont situation** into the Template
- Sensible **modifications to template outline as deemed appropriate for VT** are fine (just remember that the feds would like to be able to do state-to-state comparisons)
- Authors Goal: **Make “reader friendly”** within awareness of audience
  - Not too long (typically, +/- 20-30 pages)
  - Relatively **high-level**
  - Keep it readable and **digestible**
    - Stories and anecdotes
    - **Graphically rich**
  - Additional data are assembled in appendices (**implementation details are reserved for Business Plans**)

# Business Plan Development

- **Based on the Strategic Plan, the Steering Committee will:**
  - Identify the initiative that will be detailed in the first Business Plan
  - VT may ultimately have several Business Plans, one for each key initiative
- **Identify Program Benefits**
  - Structure like a business case
    - Economic benefits?
    - Better decision support?
    - Avoided costs/problems?
    - Cross-agency coordination?
  - Why should a political leader, Commissioner, or Executive champion this effort?
- **Detail Program Requirements and Budget**
  - Deliverables
  - Technologies/Methodologies employed
- **Document program oversight and organizational approach**
  - Required policies
  - Scorecard for measuring and monitoring performance
- **Develop Implementation Plan**
  - Steps and phasing necessary to achieve goals
  - Schedule and timeline

# Marketing, Branding and Political Outreach

- **Create both awareness and support**
- **Active effort to gain support**
  - Saying what you want is not enough
  - Initiatives to promote the vision are required
  - Engage a champion
  - Refine and deliver the message

**Kansas Department of  
Transportation**

GeoSpatial Enablement Strategy Appendix 1  
– Peer Initiatives



Get in the car.  
Drive to the court-  
house. Wait in line.  
Get the property  
info. Get back in  
the car. Drive back  
to the office.

What was once a daylong ordeal for  
Bruce Bugbee has been replaced by  
a few clicks of the mouse.

Marketing – Montana  
Coordination Council

# Where is Vermont Relative to the Fifty States Initiative?

## Nine criteria of a successful statewide GIS program

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 (CIO)**
4. A **champion** (politician, or executive decision-maker) is aware and involved in the process of geospatial coordination
5. The **responsibilities** for developing the National Spatial Data Infrastructure and a State Clearinghouse **are assigned**
6. The ability exists to **work and coordinate** with local governments, academia, and the private sector
7. The **sustainable funding** sources exist to meet project needs
8. GIS 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

# Strategic Plan Context

## A Rich GIS History in Vermont, But...

- How do you grade yourself?
- What improvements are needed?
- What is the political climate, and what is the political will to accomplish something?
- What are the barriers to success?
- What are the key success factors?

# What are the key goals of the Strategic Plan?

- **Improve inter-governmental coordination?**
  - State ↔ Local
  - State ↔ State
  - State ↔ Fed
  - Cross border?
- **To create a Statewide Spatial Data Infrastructure (SSDI)?**
  - Good municipal data helps drive smarter state planning and decision-making
  - Facilitate data sharing and minimize duplication of effort and infrastructure
- **To participate in NSDI?**
  - Providing good state level data to the federal government should help Vermont
    - In times of crisis, does the Federal gov't have access to the best data?
    - Are Federal resources being equitably distributed to VT?
- **To generally “advance” GIS in the state?**
  - Raise general awareness?
  - Enlist a high-level champion?
  - Capitalize on new technology?

# What have other states tried to achieve?

## Priorities do differ from State-to-State

- **Develop and sustain maintenance of statewide data layers**
  - The **Massachusetts** plan is focused on **4 key data layers** and **data infrastructure**
    - Orthos
    - Parcels
    - Addresses
    - Critical infrastructure
- **GIS Governance Evolution**
  - The **New Hampshire, Wyoming** and **Connecticut** plans are centered on the creation of a Geographic Information Officer (GIO) role and a GIS Office
- **Capitalizing on New Technology**
  - The **Rhode Island, Kansas, and Colorado** efforts are focused on building a multi-departmental enterprise architecture with data warehousing and web services

# Lessons-Learned in Other States

## On GIS Strategic and Business Planning Efforts

- Identify the **high-visibility issues** where GIS coordination activities can have a positive impact (e.g., Smart Growth, Public Safety, and Education, to name a few)
- Do not underestimate the importance of **high-level support** and input **early in the process** (i.e., business/departmental sponsor and political/legislative sponsor)
- Business Planning may result in **discoveries** that require adjustments to Strategic Plan (e.g., strategic goals may need **refinement** to enhance probability of successful implementation)

# Lessons-Learned in Other States *(continued)*

## On GIS Strategic and Business Planning Efforts

- Strategic and Business Plans are **‘living’ documents** (i.e., planning is a process, and plans should evolve to **account for changing conditions** – this includes refinements to the NSGIC templates)
- Case studies of actual experiences can help **make the business case** (especially if quantifiable, but also if they tell a meaningful story)
- Creating an **intergovernmental Strategic Planning Committee** to oversee the process and take ownership of the plan can be helpful in demonstrating consensus
- When states with a mature GIS operation engage in strategic planning it is less about “discovering” what is required and it is more about “articulating” the requirement and **building a consensus** for an approach or solution

**Remember:**  
**It's the process, not just the plan that counts!**



**Questions?**

**Rich Grady**

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