

NSDI Cooperative Agreements Program
50 States Initiative



Final Report
November, 2008

Project Name: Fostering Illinois' SDI: Developing a Strategic and Business Plan, and a Revitalized coordinating Council

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Organization: Illinois Geographic Information Council
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Collaborating Organizations:

Office of the Governor
Congressman Paul D. Froehlich, 56th District
Central Management Services(Office of the CIO)
Terrorism Task Force (54 member organizations)
Illinois GIS Association (770 members-8 Board of Directors=4 municipalities, 1 county, 1 state, 2 scientific surveys) www.ilgisa.org
Illinois Professional Land Surveyors Association
City of Chicago
Champaign County
United States Geological Survey
United States National Geodetic Survey
USDA, Natural Resource Conservation Service
Lincoln Land Community College
Illinois Department of Agriculture
Illinois Emergency Management Agency
Illinois Environmental Protection Agency
Illinois Department of Public Health
Illinois Department of Revenue
Illinois State Geological Survey
Illinois Department of Transportation
Environmental Planning Solutions, Inc
ESRI, Inc.
GIS Solutions, Inc.

Project Narrative:

Two of the primary goals of this project are 1. To provide strategic direction in maintaining a viable coordinating council which will be the principal geospatial oversight body in Illinois; and 2. Create a strategic and business plan for Illinois which identifies the needs for enhanced geospatial coordination and integration with all stakeholders including all levels of government, the private sector, and academia. By using the National State Geographic Information Council's (NSGIC) *Fifty States Initiative* as a model, the GIS Strategic Planning Committee is focused on the development of practical strategies to quickly move down a successful path. The revised strategy and business plans will serve to guide future efforts concerning the fiscal, administrative and technical requirements of an integrated geospatial technology infrastructure for Illinois.

A. Summary of Project Activities

1. Pre-CAP. In October of 2006 a core group of GIS professionals met to discuss the status of geospatial efforts in Illinois. This group became the GIS Advisory Committee (GISAC). The group includes:

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The GISAC decided that it was essential that Illinois apply for one of the CAP grants under category three” Fifty States Initiative”. Although, Illinois has a long history of geospatial success stories, presently three fundamental coexisting geospatial coordination activities have mixed reviews. 1) ILGIC is a strong administrative place-holder in its legislated capacity, but the status and impact of ILGIC have waned considerably since its inception in 1995; 2) a state clearinghouse is firmly established, evolving, and ready for expansion; and 3) the State of Illinois embarked on a new Information Technology Governance (ITG) model (in 2003) with the consolidation of IT infrastructure and a shared services/enterprise approach for the coordinated delivery of services. This activity impacts the future of geospatial coordination activities within state government.

Sometimes “one needs to step back in order to move forward”. This is the case when embarking in the geospatial arena in Illinois. In January 2007 the GISAC invited David Mockert, of Wisconsin, Jill Saligoe-Simmel of Indiana, and Tim Haithcoatt of Missouri, to address the GISAC. The purpose of the meeting was to generate an objection venue where we could discuss different approaches taken by each of our neighboring states regarding coordination activities, coordination bodies, best practices, best mistakes, unintended consequences, and situations beyond human control. The members of GISAC had experience with other state approaches, however, it was important to recalibrate and take a fresh look at the information.

2. Contracted with Northern Illinois University (NIU), Center for Governmental Studies. NIU was hired to facilitate upcoming meetings, document meetings, post material, and help write the GIS strategic and business plans

3. Preparation of first stakeholder meeting by GISAC and NIU. The first and largest of the stakeholder meetings was scheduled for July 25, 2007. Plans for the meeting included identifying the stakeholder groups and criteria for selection, identifying the key personnel within stakeholder groups, defining contact protocol for invitees (personal

invitations, listservers, phone,) developing material for the audience and selecting a facilitation model.

4. First Stakeholder Meeting, July 25, 2007. The first stakeholder meeting was held in Champaign, Illinois at “The Terminal Facility”. The purpose of the meeting was twofold: 1. Garner from the stakeholders their perspective and guidance on developing a GIS strategic plan; and 2. from the stakeholder participants, nominate a GIS strategic planning committee to take the process forward. Approximately 150 stakeholders attended this event. The strategic planning exercise for identifying and prioritizing needs was done using a very interesting facilitation method known as Hoshin. This method of facilitation is a practical option assisting communication among diverse groups of people. The Hoshin process stems from the Japanese term which literally means “management of control” of “direction”. It is a systematic planning methodology for defining long-range objectives. It is simple, straightforward and participant-driven. Hoshin is intended to produce rapid outcomes in which all participants are invested. This process was chosen because there was such large and diverse attendance, and time was limited. All attendees get the opportunity to participate in a silent and nonthreatening manner. During the strategic planning exercise the participants were asked one question “As Illinois' GIS Stakeholders, what issues and activities do you think need to be addressed for statewide GIS coordination”. Everyone in the room was supplied with 3x5 post-it-notes. Each participant wrote down as many responses as they think are important, one response per note. They proceed to the wall where they place all their notes. Then all participants go to the wall and organize the responses into affinity groups (responses that seem to fit together). What happens is that some people will move to the wall first and start sorting; others will hold back and wait and then move notes around. Just because someone places a note in one affinity group, does not mean it will stay there, as an individual can move post-its as they see fit. This process can take anywhere from 1 to 3 hours, but the outcome is there are distinct groupings of items and everyone will have the opportunity to read what others have written. There is no group discussion at this time. The beauty of this exercise is that no one individual or group of individuals dominates. No one issue immediately takes up a lot of time while others get short shrift. Every response, and therefore, every idea is recorded and captured.

5. Selection of GIS Strategic Planning Committee. Selection of the GIS Strategic Planning Committee (GISSPC) was accomplished as follows: Stakeholders were asked to make nominations based on who they thought would meet criteria set forth, or they could self nominate. Professional criteria included; representation from diverse stakeholder categories as well as diverse business functions, and representatives with a wide range of experience. Personal characteristics included; time and passion, open-mindedness and flexibility. Nomination forms were provided on our website. The GISAC allowed 1 week to receive and review nominations. At that time the GISAC selected the committee.

GIS Strategic Planning Committee

Joye Baker

Adams County

Mark Becker	Hamilton County
Tom Berns	Berns Clancy & Assoc.
Shawn Blobaum	Bruce Harris & Associates
Dennis Bomke	Illinois EPA
Jim Conlon	GIS Solutions, Inc
Max Dieber	UIC Urban Planning and Public Affairs
Bill Faedtke	DuPage County
Peter Ferretti	Village of Barrington Hills
Fred Halenar	City of Champaign
Greg Johnson, GISP	Will County
Larry Hanson	City of Chicago
Mark Kinkade, CIO	IDOT
Mike Koutnik	ESRI
Molly Mangan	Even Keel Strategies
Thomas Medder	Southwestern Illinois RC&D
Pete Piet	City of Elmhurst
Vasudha Pinnamaraju	City of Decatur
Patrick Poepping	Poepping Stone Bach & Assoc
Diane Redwitz	Kankakee County Highway Department
Marilyn O. Ruiz, PhD	UIUC School of Veterinary Medicine
Jeffrey L. Simpson	Effingham County
Mark Toalson	Champaign County RPC
Dan Wilcox, CIO	Illinois Department of Agriculture
Sergeant Christopher Young	5th WMD CST, IL ARNG

The GISSPC is charged with working through the facilitated strategic planning process and structuring the GIS strategic and business plans.

6. First GIS Strategic Planning Committee Meeting. The first GISSPC meeting was held on August 28, 2007 at the Department of Natural Resources in Springfield, Illinois. The committee was provided with the information derived from the July 25, 2007 stakeholder meeting using the Hoshin method of facilitation. It included every item that was contributed by the participants. The issues are listed in priority order as determined by the participants and were refined by the GISSPC (document upon request). Priorities 1-9: organization/structure/policy, funding, standards and accuracy, data sharing and distribution, data issues, education and training, imagery, communication, legislative issues, resources.
7. NSGIC Meeting. It is important that new GIS professionals be exposed to NSGIC and the organizations goals and objectives. The GISAC believed that this was an essential educational opportunity for members of the committee. Seven members of the committee attended NSGIC. It was a complete eye-opener.
8. Second GIS Strategic Planning Committee. The second GISSPC was held on October 2, 2007 at Heartland Community College in Normal, Illinois. A SWOC analysis was done (strengths, weaknesses, opportunities and challenges which face

GIS coordination within the state of Illinois (document upon request). The afternoon was spent on developing a broad vision for GIS coordination.

9. Third GIS Strategic Planning Committee. The Third GISSPC was held November 6, 2007. The GISSPC identified the strategic issues that needed to be addressed in order to achieve the vision. Then goals and objectives were developed to address each issue. The GISSPC identified strategic issues. Sub-groups of the overall planning committee developed the goals and objectives in this plan.
10. Listening Sessions. There were three listening sessions held across Illinois through the summer of 2008, to present the draft strategic plan and obtain feedback from stakeholders. Feedback will inform updates to both the plan and subsequent Business Plan.
11. Strategic Plan. The GIS Strategic Plan went through 6 iterations. We have submitted version 6 to meet the obligations to the FGDC grant. Our Strategic Plan will be a living document and we anticipate that there will be several more versions to come.
12. The Business Plan. Toward the final months of our project, the State of Illinois hired a CIO that would function from the Governor's Office as opposed to being placed within an individual state agency. This changed the direction of the grant deliverables because we now had more guidance and focus as to the larger directives of the CIO. Presently we have established workgroups that are assigned to working on each strategic issue defined in the strategic plan. Each workgroup will drill down into each issue and comprehensively work through each goal and objective of the plan. Then tasks will be defined for each objective.

B. Key Accomplishments to Date

- Compilation of reference materials and website (www.ilgisa.org)
- Development of a large and diverse stakeholder event.
- A new Illinois USGS Liaison at the right moment in time.
- Communication of the GIS Initiative at conferences and other venues by key personnel across the state.
- Creation of a GIS Advisory committee and a GIS Strategic Planning Committee.
- Ongoing Strategic Planning Committee meetings
- Logo contest for the creation of a new branding logo
- Completion of the GIS Strategic Plan
- Outline of the GIS Business Plan
- Development of www.ilgiscentral.org where all information can be located

C. Explain how statewide coordination has changed as a result of this project. This will only become fully apparent after the completion of the GIS Business Plan. Although, the flow of information has been heightened, in part do to the inclusive nature of the project and with the advent of our USGS Liaison, Shelley Silch.

D. How Inclusive is your effort? The GIS Initiative has been very inclusive and open. The GIS Strategic Planning Committee was representative of many stakeholder groups. In addition there were many new faces with new ideas who had not been a part of the process before.

E. What practices or activities led to success? What have not?

- Many enthusiastic volunteers
- Good relationship with the institutions we contracted with.
- Bringing many people from the GISSPC to NSGIC 2007
- Good initial facilitation
- The only drawback is that the creation of a truly comprehensive Business Plan does require an abundance of expertise in that area. We really needed to have been able to contract out this part of the project.

Next Steps

Now Version 6 of the GIS Strategic Plan is complete. All the information regarding the GIS Strategic Plan can be accessed and downloaded. www.ilgiscenral.org . The next steps are 1. To continue working on the GIS Business Plan; 2. to continue to work closely with the State CIO; 3. to communicate this GIS initiative at conferences and policy meetings; 4. to define what type of Council structure we want to adopt.