

Attachment 3:

# **Attachment 2: How the Strategic Plan Was Developed Idaho BLM Geospatial Strategic Plan 2009-2011**

**IDAHO BLM GIS  
COORDINATION COMMITTEE  
APRIL 2008**

Idaho Geosciences

BLM



## How the Strategic Plan was Developed

### Overview:

The following process was derived from the “Field Guide to Non-Profit Strategic Planning and Facilitation”, by Carter McNamara, MBA, PhD, Published by Authenticity Consulting, LLC, 2003.

A basic outline of the process is as follows.

**Phase 1** - Discussion of what a Strategic Plan is and is not and how to create one.

**Phase 2** - Conduct Situational Analysis and use to identify Strategic Issues.

- a.. External analysis includes:
  - client analysis (worksheet 2)
  - environmental scan (worksheet 4)
  - identification of opportunities and threats (worksheet 7)
- b. Internal analysis includes:
  - Indicator checklist
  - identification of strengths and weaknesses (worksheet 8)
- c. Identify strategic issues: come from situational analysis, important rather than urgent, something you can actually do something about, a major problem if you do nothing.

**Phase 3** - Establish Strategic Direction.

- a. Identify mission, vision, and values.
- b. Identify strategies to resolve strategic issues.

**Phase 4** - Develop action plans (objectives, schedules, responsibilities, & resources) to implement strategies.

**Phase 5** - Develop Strategic Plan Document.

**Phase 6** - Monitor Implementation and adjust plans.



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Home Work for Tues. night, July 25, 2006 for GIS Coordinators Quarterly Meeting  
Please answer the following questions and bring your responses to the Wed. meeting.  
For this exercise think of the GIS program as a patient, you are a team of doctors. You are putting together a report about the patients health. The team will use the info to develop a plan for helping the patient.

1. What did you have for dinner Tuesday night?
  
2. How many drinks did you have before you answered the following questions?
  
3. What would you like a strategic plan to do for the GIS program?
  
4. What are the problems or issues you are experiencing now with the GIS program?  
(We will determine which of these can be addressed by a strategic plan)
  
5. Describe where you think we will be in 3 years if we are fully successful in our mission for the GIS program.
  
6. Describe where you think we will be in 3 years if we fail to carrying out our mission for the GIS program.

## **Detailed Phases**

### **Phase 1 What is a Strategic Plan**

What is a Strategic Plan? It describes the purpose of the organization, where it wants to be in the future, and how it is going to get there.

The benefits are:

- Clear focus & alignment of resources, producing more efficient staff.
- Builds strong teams within the group.
- Solve major complex problems.
- Improves products for customers since program is more focused & effective in delivering services/products.
- Improves credibility of GIS Program because it is more focused and organized.

What a Strategic Plan won't do:

- Not a replacement for effective leadership. The leader/leaders guide implementation of the plan.
- No substitute for effective performance by staff.
- No substitute for effective management which includes continued planning, organizing resources, monitoring goal achievements.

What does it mean to be strategic? It is a major approach that uses internal strengths to take advantage of external opportunities while shoring up internal weaknesses to ward off external threats.

External things are things you cannot control. Internal things are things you can control.

We will try to avoid getting bogged down in the meaning of terms such as goal versus objective or strategy versus tactics. The most important thing is to:

Identify what issues need to be resolved (to carry out the mission) - these would be the strategic issues.

Figure out how to resolve the issues (strategies/approach/tactics)

We will use some of the National GIS Strategic Plan work to get us started on an Idaho Strategic Plan. In July we decided to make this a three year plan.

### **Phase 2 Conduct Situational Analysis and Identify Strategic Issues**

We briefly went over the Mission, Vision, and Values statements.

Mission - Describes the overall purpose, type of service, clients served.

Vision - Vivid and compelling description of the organization and its clients in the future when the strategic plan has been implemented.

Values - Overall, top level priorities for how the GIS Program conducts its activities and how it is viewed by its clients.

We worked on the Mission, Vision, and Values statements early in the process and then later in the process came up with the following final versions.

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**Mission - Our mission is to lead Idaho BLM in applying and advancing geospatial services to sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present & future generations.**

**Vision - Our vision is an Idaho BLM that integrates geographic sciences to support accurate and effective decisions.**

**Values - Our core values are to serve customers with quality geospatial products and services by using innovative, scientific, and cost-effective methods.**

Next we conducted a situational analysis to determine our strengths, weaknesses, opportunities and threats (SWOT).

We started with External Factors which are things the group has no control over. We used worksheets 2 and 4 to identify these factors (shown in more detail below). We identified opportunities and threats associated with these factors.

We then looked at Internal Factors which are things the group can control. We used the Internal Assessment tool to identify these factors. We then identified strengths and weaknesses associated with these factors.

#### **External Assessment**

We did worksheet 2 - Primary Client Analysis, which was an exercise to identify our primary clients, what we provide them with, and what more they need from us. See Primary Client Analysis Results for the final results.

Next we did worksheet 4 which is an environmental scan - driving forces impacts analysis. This is an analysis of a wide range of types of major influences (or driving forces) that might affect the program in the future, for example, political, economic, technological, etc. We attempted to identify the most relevant and likely trends in the future and how those trends might affect the GIS program and its clients.

**See the attached worksheet 4 for the results.**

Each member of the group then took the information from the clients list and the impacts list and filled out Worksheet 7 which is a list of opportunities and threats. These are derived from External Factors over which the group has no control.

We came back together and made a master list of all opportunities and threats, clarified any questions, and then voted for the top 8 in each category. **See attached Worksheet 7 and 8 for the final list of Opportunities and Threats.** These were used to identify strategic issues.

#### **Internal Assessment**

Everyone filled out the Indicator Checklist. This was a list of indicators needed to have a healthy, well-managed organization. The items were either met, needed work, or didn't apply.

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Each person in the group then used this checklist to fill out Worksheet 8 - Strengths and Weaknesses. These are derived from Internal Factors over which the group does have control.

We came back together and made a master list of all strengths and weaknesses, clarified any questions, and then voted for the top 8 in each category. **See attached Worksheet 7 and 8 for the final list of Strengths and Weaknesses.** These were used to identify strategic issues.

#### **Strategic Issues**

Next step is to identify strategic issues. Strategic issues are the most important challenges for the GIS program to address during the term of the 3 year plan. Strategic issues are often in regard to:

- extent of participation in program by clients (too many, not enough)
- availability of suitable workforce (not enough)
- Funding levels (decreasing or flat)
- Changes in costs of resources (staff, materials, equipment, Hardware, software)
- Changes in laws and regulations (Service First, contracting, etc)
- Effectiveness of GIS Program
- Effectiveness of GIS leadership
- Effectiveness of Management

In order for issues to be considered Strategic they need to be:

- in regard to the information from the situational analysis.
- important, rather than urgent.
- something the GIS Program can do something about.
- a major problem if nothing is done.
- focused on the GIS Program.

The strategic issues are identified by reviewing the information from the situational analysis (worksheet 2 - Primary Clients, worksheet 4 - Environmental Scan, Indicator checklist, and SWOT).

Issues are described in terms of a question, for example, "How do we...?", "What can we do about ....?", "How can we improve...?", "How should we.....?", etc.

Each member of the group filled out Worksheet 9 - Strategic Issues, on their own. We then came back together and built a master list of all the issues. **See attached Worksheet 9 for the consolidated list of issues.**

We ended here on day 3 and scheduled another week to meet and continue working on the plan.

It is important that the group members not wait more than a week or two after finalizing the list of strategic issues in order to start strategizing to address each issue. Otherwise, they might despair about the magnitude of the issues and become disillusioned about doing a plan at all. It also helps to have the issues and discussions fresh in your mind when coming up with your strategies to address them.

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Next Strategic Plan meeting, Assignments

**ACTION ITEM: The group voted to meeting November 27 to December 1, 2006 in Boise to continue working on the Strategic Plan.**

**Homework: Using the Mission, Vision, and Values statements from the draft Idaho Strategic General plan (in your notebook); the SWOT; the Strategic Issues; and hand outs on “Ensure Strategic Thinking for Goals and Strategies” and “Identify Strategies,” write up your strategies on Worksheet 12 - Strategies.**

**It might be helpful to reword the issue into a goal which you can then address with a strategy.**

**These are due November 1, 2006. Send your worksheet 12s, (You may have 3 or 4 for each issue with a total of 30 or so.) to ID GIS Coord.**

At the next meeting we consolidated the list and went on from there.

**Phase 3: Establish Strategic Direction**

The most important outcome from the strategic planning process is the capacity for strategic thinking.

What is most important is to recognize the difference between:

1. What is important to accomplish? (Issues to be resolved)
2. How to accomplish it? (Strategies and Action Plans)

Only strategic matters should be in the plan. Think about questions such as:

1. How do we position ourselves if the future changes and it is not what we expected?
2. How can we use our strengths to take advantage of opportunities, while strengthening our weaknesses and warding off threats?

Strategic issues:

1. Come from the SWOT , mission, vision, & values statements.
2. Important rather than urgent.
3. Something we can control.
4. A major problem if not addressed.
5. Focused on the GIS program.

**Criteria for Effective Issues and Strategies**

1. Issues and Strategies should convey methods that are understandable and explainable to those outside the group.

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2. Issues and Strategies should be within the scope of the GIS program.
3. Issues and Strategies should be within the nature and scope of the mission of the GIS program. The mission is the compass.
4. Issues and Strategies should consider the SWOT.
5. Issues and Strategies should convey the type of activity, whether it is outcomes oriented (changes in clients) or activities oriented (deals with GIS activities).
6. Issues and Strategies should have a timeline. Is it short or long-term? What are the start and stop dates?
7. Strategies should include estimates of resources needed to achieve it.
8. Strategies should be realistic and achievable.
9. Strategies should have predictable and acceptable effects on clients. No harm to clients.
10. Strategies should have more of an upside than a downside. The benefits of being successful should clearly outweigh the disadvantages of not addressing it successfully.

Example of Issues and Strategy Information

Issue #1

Strategy 1.1

Strategy 1.2

Strategy 1.3

Identifying Strategies

We identified strategies based on issues.

Start with the easiest strategic issue to address first. This helps the group to quickly learn how to identify and articulate strategies to themselves and others. Being successful with an easy one will make the tougher ones easier to deal with later.

Each person in the group, on their own, for each strategic issue did the following:

1. Identify all strategies needed to address the issue. Keep in mind how the strategy:
  - Addresses the issue
  - Challenges to implementation
  - How the challenges will be met
  - Effects on clients
  - Resources needed.

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2. Categorize strategies according to short or long-term
3. Record information on worksheet # 12: Strategies

Repeat steps 1 - 3 for each issue.

When the group was back together we ranked issues first and then addressed them in that order.

1. Compile a list of group members strategies for each issue, one at a time. (Don't discuss how to implement.)
2. Ensure the list is complete. Are any strategies missing. They should be a good mix of internal and external focus.
3. Analyze each strategy to be sure that it is Strategic. Use "Ensure Strategic Thinking," and "Criteria for Effective Goals and Strategies." If not strategic put in BIN and deal with later.
4. Organize the list of strategies across all issues.
  - a) Check for duplication.
  - b) Can some be combined?
  - c) Are there any conflicts (doing one makes another difficult to implement)?
  - d) Should any be subdivided?
  - e) Are there any that are interconnected?
  - f) By implementing one does it implement others?
  - g) Can some be combined in similar categories.
5. Develop final list of strategies for each issue

Discuss the final list and then vote on final list. Record final list on a worksheet 12 GRID.

Now update Mission, Vision, Values statements and the issues, if needed.

**Phase 4: Develop Action and Funding Plans**

Action plans specify who will be doing what and by when in order to implement strategies.

The aim with action plans is to make the best estimates, monitor the action plans, and adjust them in the future as needed.

**Content of Action Plan**

1. Objectives- What must be accomplished to implement each strategy.
2. Who is responsible to achieve each objective.
3. Timeline for each objective - start/ stop times, deadline
4. Needed resources.

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- 5. How it will be monitored.
- 6. Performance target.

Example of Action Plan Information

Strategic Issue #1: How do we strengthen and develop our GIS Coordination Committee so it can be more effective in setting direction?

Strategy 1.1 ISO GIS Lead proposes Committee development plan to committee members.

Get approval by March. 1 2007

Action Plan for Strategy 1.1 Objectives	Deadline	Responsible party	Budget	Monitor status and date
1.1.1 Draft possible plan	11/20/06	ISO GIS Lead		
1.1.2 Develop case for plan	11/20/06	ISO GIS Lead		
1.1.3 Get on committee agenda	12/15/06	ISO GIS Lead		
1.1.4 Draft proposal	1/15/07	ISO GIS Lead		
1.1.5 Present proposal	2/1/07	ISO GIS Lead		
1.1.6 Gain authorization	2/1/07	ISO GIS Lead		
Performance Target: approval of the Committee Development Plan by the GIS Coord, Comm.				

How are action plans developed?

Most of the information in an Action Plan can be obtained from the descriptions of the various strategies.

Type of Action Plan info	Source of Info from strategies
Objective descriptions	Analysis of description of method in description of strategies.
Responsible person	Reference to the strategy level (organization, program, etc.)
Timing	Timing
Budget	Description of resources needed.
Responsible for monitoring	Reference to the strategy level (organization, program, etc.)

We might choose to organize the strategies into related groups, i.e. training, coordination, data management, IT, etc. Use staff from these areas to help develop the action plans.

Start with the easiest strategies to learn the process quicker.

Identifying Objectives in Action Plans

There will be around 3 to 10 objectives.  
 Objectives can be identified by asking:

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- a) What needs to be done? (to implement the strategy)
- b) How will that be done?

#### Assigning Responsibility for Objectives

Think in terms of positions rather than specific people since people will leave their positions. Some positions might not yet exist. If a group is involved - still pick one position in the group who will have responsibility to make sure the group achieves the objective.

Don't forget about current workloads. If people are too busy they won't get to the Strategic Plan workload.

**The manner in which a supervisor assigns an objective to a person is extremely important to the success of the objective. See the section on Leadership, Supervision, and Delegation below.**

#### Identifying Timelines in Action Plans

- a) Start/Stop times
- b) Deadlines by which objectives need to be accomplished. (These will determine other deadlines)

Timelines help to ensure that accomplishments are realistic. When identifying timing, attempt to include the responsible person. They will know their capabilities and current workload.

#### Identifying Resources

Specified in terms of staffing, time, materials, equipment, facilities, and funding.

**Careful planning and specifications of resources can provide strong verification and justification for funding.**

#### Identifying Who Will Monitor and How

Includes the position that will regularly monitor the status of the implementation of the action plan item and the date of the last monitoring activity.

Usually goes to the supervisor of the person responsible for accomplishing the objective.

#### Performance Targets

It is the specific result that is to be accomplished by implementing the action plan.

Specify units of measure and amount or percentage, i.e. 300 people or 30% of resources staff.

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Finalize Action Plans - Integration and Reality Check

Consider the following:

1. For each action plan is there any obvious objectives missing? If so, add them in.

Next, consider all action plans for the overall strategic plan.

2. Is there any duplication of objectives across different action plans?
3. Can any of the objectives be combined for any one particular action plan?
4. Do any of the objectives conflict with each other?
5. Should any of the objectives be divided?
6. Are some/all of the objectives interconnected somehow?
7. If an objective is accomplished, might it contribute to more than one Action Plan?
8. Might it be useful to combine objectives that are in similar categories? e.g. training, data management, etc.

Conduct Reality Check of All Action Plans

Consider the following for all the Action Plans together:

1. Are there enough staff to attend to all of the objectives in the specified timeframes?
2. Is there enough funding?
3. Are there enough materials, equipment, facilities, etc.?
4. Are there any other “Red Flags” when viewing all of the Action Plans together?

Adjust Action Plans

1. Cut back on expectations.
2. Provide more resources.
3. Move deadlines further out.

It is easier to adjust action plans if the objectives have been specifically described. Eg. Train 300 staff by Sept 1. rather than Train Staff

**Phase 5 Develop Strategic Plan Document**

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1. Title Page: Name of program, time span, approval date.
2. Cover letter: From Chief, Branch of Engineering or DSD Support Services stating their support for the plan and intentions to ensure that the plan is implemented and evaluated on a regular basis.
3. Executive Summary: 1 - 2 pages at most. This is a summary of what the plan will accomplish and how. It should include:
  - a) The purpose, how it will be used, results expected from implementation.
  - b) Start and completion dates for implementation.
  - c) Mission, vision, and values statements.
  - d) Most important strategic issues and strategies.
  - e) How the plan will be monitored.
4. Authorization page. This has the signatures of GIS Coordination Committee members showing their approval of the plan.
5. Description of the GIS Program. Include a short history, major services, and any recent highlights.
6. Description of how the Strategic Plan was developed. This will help others understand how the plan was produced. Future planners will appreciate having this information. This can be included as an appendix.
7. Key strategic issues and strategies. Along with the Executive Summary, this information is one of the most important parts of the plan.
8. Action Plans. You might want to have these as a separate document and refer to them in the Strategic Plan.
9. Reference to related plans or documents eg. NILS, National Strategic Plan, etc.
10. Appendices: These contain the information used to derive the body of the plan, eg. SWOT, analysis info, the various work sheets, names of planners, etc.

Writing the Plan

1. The first draft of the plan should be written by one or two people on the committee.
2. Do not worry about having every last detail in the first draft.
3. Include "DRAFT" in the header of the document until the final version is approved.

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4. Include the latest revision date in the header.
5. Write the plan in a format that is easily understood and referenced by outside parties.
6. **The plan should not be written by the facilitator.** The activity of writing the plan usually discovers several areas in which planning could have been improved. It also brings the writers in close contact with all of the detail generated from the plan. Those discoveries and that detail need to stay with the group rather than with a facilitator who may come and go.
7. Review and authorize the final strategic plan.

Coordinate Reviews and Approval of Strategic Plan

**Internal Review:** This would be done by the committee members and other GIS staffers.

Set up a deadline for reviews to be completed.

Design some guidelines for the review, including key questions or aspects of the plan that the reviewers should address.

Have them also comment on the following:

- a) Coherency of the organization of the contents. Are the major contents arranged in an understandable way?
- b) Completeness. Is the plan complete? Are all necessary aspects of the planning process and results included in the plan?
- c) Clarity. Do the format and wording make sense?
- d) Direction. Is it clear what the plan requires to be done and in what order?
- e) Practicality. Can the plan be implemented in a reasonable fashion?
- f) Accountability. Is it clear who is to implement the plan? Is it clear how the implementation of the plan will be tracked? Is it clear who is ultimately responsible for the implementation of the plan?

**External Review:** Have some clients review the updated plan (version after internal review) for understanding, completeness, and accuracy.

Set up a deadline for reviews to be completed.

Design some guidelines for the review, including key questions on aspects of the plan that the reviewers should address. For example, have them comment about:

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- a) Any input to the issues and strategies.
- b) Any ideas about the future of the GIS Program.
- c) Any involvement that they might like to have.
- d) Who do they think should receive the plan.

Coordinate Approval of the Plan

Get the GIS Coordination Committee to approve the plan. Show the vote in committee minutes. Then:

1. Complete the authorization page.
2. Develop the title page.
3. Write the cover letter.
4. Finalize the Executive Summary.
5. Take the word "Draft" out of the document.

Distribute and Communicate the Strategic Plan

Consider distributing the strategic plan to everyone in Idaho BLM. It is amazing how even the newest staff member gains quick context, appreciation and meaning from reading the Strategic Plan.

**CELEBRATE!! RECOGNIZE YOUR SUCCESS.**

**Phase 6: Monitor Implementation and Adjust Plans**

1. What approaches can be used to ensure implementation of the Strategic Plan?
2. What practical tools can be used to track status of the implementation?
3. Who will monitor the status?

Leadership, Supervision, and Delegation

Leaders and Supervisors ensure and monitor implementation of the plan. They monitor the application of tools needed to provide the status of the plans implementation.

Delegation

1. Delegate a whole action plan to one person. This increases their sense of responsibility.
2. Select people with the needed skills to conduct the activities to accomplish the objectives.
3. Clarify performance targets. Convey what, why, when, and who and let the responsible person decide "how."

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4. Delegate responsibility and authority to accomplish the objective.
5. Ask the responsible person to summarize back to you their impressions of the objective and the results you prefer.
6. Get weekly status reports from the responsible person which cover what they did last week, what they'll do next week, and any potential issues.
7. Maintain open lines of communication with the responsible person.
8. If not satisfied with the progress, find out what the problem is and fix it, eg. Lack of communication, training, resources, etc.
9. Evaluate and reward performance. Evaluate results more than methods.

#### Specific Approaches to Ensure Implementation of the Plan

Make sure the plan is realistic, relevant, and flexible.

It is the responsibility of the GIS Coordination Committee to make sure that the Strategic Plan is implemented. This is what they agreed to by signing the document.

It is the GIS Coordination Committee's responsibility to get funding for the plan.

#### Tools for Tracking Status

- Status Reports.
- To-Do lists.
- Staff meetings.
- Action plan documents. They have a space for tracking status.

#### Adjust Plans as Needed

There are valid and invalid reasons for changing the plan.

Valid reasons - External environmental changes, availability of resources. Valid changes are usually in regards to the extent of the achievement not changes in overall strategies themselves.

Invalid reasons - Ineffective leadership. Staff aren't accomplishing the goals because they aren't sure what to do. The plan isn't getting implemented so they simply change the plan.

The most important aspects of deviating from the plan are:

1. Recognizing the need for a deviation from the plan.
2. Understanding the reason for the deviation.
3. Deciding what the change should be.

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4. Communicating the need for the change and what it should be before making the change to the plan.
5. Obtaining approval to make the change.
6. Making the change.
7. Updating the version of the plan, by changing the date and including commentary that explain the changes.
8. Updating the tools to track the status of the plan.

The group will want to set up a meeting each year to go over the plan and work on the out years.

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## Worksheet 2: Internal Analysis Indicators Tool

How to use the following tool.

The checklist indicators represent what is needed to have a healthy, well-managed organization. Since it is a self-assessment tool, organizations should evaluate themselves honestly against each issue and use the response to change or strengthen its administrative operations.

**RATINGS:** Each indicator is rated based on its importance to the operation and effectiveness of a typical BLM program. The ratings are:

E: These are essential or basic requirements to the operation of a good program.

R: These are recommended for having a good program.

A: These are additional things you can do to enhance or strengthen the program.

The checklist can be used to help you get a sense of how your program is working. It can help to pinpoint weaknesses that need to be addressed to make the program more effective.

Rating	INDICATOR	Met	Need work	na
E=essential R=recommended A=additional to strengthen organizational activities				
E	1. When the GIS Coordination Committee (GCC) makes decisions, a quorum is present and minutes are maintained.			
E	2. The GCC members receive regular training and info about their responsibilities.			
E	3. New GCC members are oriented to the group: the GCC mission, charter, as well as roles & responsibilities as members.			
A	4. GCC organization is documented with a description of members responsibilities. (Has a Charter)			
A	5. The GCC has a process for handling urgent matters between meetings.			
R	6. The GCC has an annual calendar of meetings. There is also an attendance policy which requires that a quorum of the members meet at least quarterly.			
A	7. Each member has a written agenda & the materials relating to the significant decisions in advance of the meetings.			
A	8. The GCC has a process for reviewing & responding to ideas, suggestions, comments & perceptions from all GIS staff.			
E	9. The GIS program's purpose & activities meet their clients needs.			
R	10. The GCC frequently evaluates, by soliciting client input, whether its mission & activities provide benefit to the clients.			
E	11. The GIS program has a clear, meaningful written mission statement which reflects its purpose, values and clients served.			
R	12. The GCC periodically review the mission statement & modify it to reflect changes in the GIS environment.			

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E	13. The GCC developed and adopted a written strategic plan to achieve its mission.			
A	14. GCC, GIS staff, clients, managers participate in the planning process.			
E	15. The strategic plan was developed by researching the internal & external environment.			
R	16. The strategic plan identifies the changing clients needs including the strengths, weaknesses, opportunities and threats in the BLM.			
R	17. The planning process identifies the critical issues facing the BLM and GIS program.			
R	18. The strategic plan sets goals and measurable objectives that address these critical issues.			
E	19. The strategic plan integrates all the GIS program's activities around a focused mission.			
R	20. The strategic plan prioritizes the GIS program's goals and develops timelines for their accomplishments.			
A	21. The strategic plan establishes an evaluation process & performance indicators to measure the progress toward the achievement of goals & objectives.			
R	22. Through work plans, human & financial resources are allocated to insure the accomplishment of goals in a timely fashion.			
A	23. The strategic plan is communicated to all stakeholders of the BLM.			
E	24. GIS programs are congruent with the BLM's mission & strategic plan.			
A	25. The GIS program actively informs other BLMers about its programs and services.			
A	26. Clients & potential clients have the opportunity to participate in program development.			
R	27. Sufficient resources are allocated to ensure each program can achieve the established goals & objectives.			
R	28. Staff has sufficient training & skill levels to produce the program.			
A	29. Each program has performance indicators to insure the program meets its goals & objectives.			
R	30. Performance indicators are reviewed annually.			
A	31. The GIS program networks and/or collaborates with other organizations to produce the most comprehensive & effective services to clients.			
R	32. Every year, the GCC evaluates its activities & those of the GIS program to determine progress toward goal accomplishments.			
A	33. Clients are involved in the evaluation process.			
R	34. The evaluation includes a review of the GIS programs and systems to insure that they comply with the its mission, values, &			

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	goals.			
R	35. The results of the evaluation are reflected in the revised plan.			
A	36. Periodically, the GIS program conducts a comprehensive evaluation of its programs. This evaluation measures program outcomes (impacts on clients).			
E	37. The GIS program develops an annual comprehensive operating budget which includes costs for all programs. The budget is reviewed by the GCC.			
R	38. The GCC periodically forecasts year-end revenues & expenses to assist in making sound management decisions during the year.			
R	39. The GCC has established a plan identifying actions to take in the event of a reduction or loss of funding.			
R	40. Capital needs are reviewed annually and priorities established.			

## Primary Client Analysis

Primary Client Analysis was an exercise to identify who are our primary clients, what we provide them with, what more do they need from us.

The list of Primary Clients and the clients they serve:

1. Resource Specialists
  - Partner Agencies
  - Law Enforcement
  - Fire
  - Other programs
2. Managers
  - Solicitor/attorneys
  - WO
  - Legislators/congress
  - RACs
3. Public

We provide these Primary Clients with:

- Resource Specialists
  - Data - database management systems
  - Map products/ Cartography
  - Analysis & modeling
  - Training
  - Applications - set up, support, identify appropriate app for job.
  - Technical support, implementation, development for:
    - GPS
    - Remote sensing
    - AutoCAD
    - GIS

- Managers
  - Training
  - Map products/ Cartography
  - Data

- Public
  - Inside Idaho - data via the internet
  - RMPs
  - E-planning

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The Primary Clients need more of the following from GIS

Data - Need to reduce multiple data sets, have better data management, need standards to maintain data consistency, need better meta data.

Need products sooner

Need better analysis and modeling

Better understanding of their science

More training to understand GIS tools

New clients in the future might be other federal agencies through Service First and jointly funded staff or partnerships.

# Worksheet 4: Environmental Scan

## Using Worksheet for Driving Forces Impacts Analysis

A driving-forces impact analysis includes examination of a wide range of types of major influences (or driving forces) that might affect the program in the future, for example, political, social, economic, technological and environmental influences. Planners attempt to identify the most relevant and likely trends in the future and how those trends might affect their program and clients.

To use the worksheet for conducting this analysis, planners should follow these guidelines for each type of driving force (row of information), one at a time. Don't get bogged down in lots of detail in the various assumptions. Trust your gut instinct, too.

1. Make assumptions regarding any future trends about that type of driving force (about each row of information in the worksheet). It might help to first think about trends for your district or state, and then the national level.
2. Make assumptions about how that trend might affect the GIS program and clients.
3. After all rows have been addressed, then document the likely trends and effects in Column "C" of the worksheet.

(Reprinted with permission from Neil Gustafson, Instructor, University of St. Thomas' "Macrocontemporary Scene" course in its Executive MBA program.)

<b>Types of Driving Forces That Could Affect Future of GIS Program</b>	<b>"A" Assumptions Best-Case Trends/Effects</b>	<b>"B" Assumptions Worst-Case Trends/Effects</b>	<b>"C" Assumptions Most Likely Trends/Effects</b>
Communications and access to information	More access to management. Participate in meetings & decision making. Get more management support. Become more efficient & put out better products.	No communication with management. Get less support. Produce worse products & be less efficient.	Improved communications which improves support from management. Provide better products more efficiently.
Economic conditions (Budget)	Increase in money leads to increase in staff, better HW/SW. Leads to more demands on GIS staff, stronger/better data.	Decrease in money leads to less staff, less HW/SW or obsolete HW/SW. Can't keep up with demand.	Flat to declining money leads to same or declining staff levels. Technology will stay the same. Won't be obsolete but won't be as efficient. Demand will increase.

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<b>Types of Driving Forces That Could Affect Future of GIS Program</b>	<b>"A" Assumptions Best-Case Trends/Effects</b>	<b>"B" Assumptions Worst-Case Trends/Effects</b>	<b>"C" Assumptions Most Likely Trends/Effects</b>
GIS labor force characteristics	Highly trained, highly specialized. Better products.	Not trained, lower production, poor products.	Trained workforce with more specialization. Better products.
Technology	User friendly software, stable platform, fast.	Rapidly changing technology leads to production decrease. HW broken, software glitches.	Continued technology changes. Short term production loss due to learning curve. Higher training requirements.
Natural resources management (i.e. minerals, fuels, T&E)	GIS involvement early on in planning process. More planning leads to increased workload.	Not enough planning. Being reactive instead of proactive. Shifting priorities.	GIS more involved in planning process leads to a better product.
Governance (centralization, bureaucracy, Security)	Pooling & sharing skills across administrative boundaries. Collective approach to priorities.	Centralization of staff physically. Premature centralization of data, stove pipe skills, work isolated, poor support, poor data.	Centralize some data. Administrative pooling of skills, physically decentralized. Collective approach to priorities. Better products, efficiencies. Ability to specialize. Better pool of skills. Better services to resources.
Age/Education of users/managers	Fresh perspective. Technologically savvy. Good knowledge transfer process. Positions replaced. Learning curve, loss of institutional knowledge. More demand.	Positions don't get filled. No knowledge transfer. Loss of data. Crisis mode, resources suffer, increased litigation.	Positions get filled. Little knowledge transfer. Rely more on GIS, more demand, more of a learning curve.
Natural Resources demands due to population growth and social influences	Moderate growth with cooperative, collaborative relations among all user groups and managers.	Explosive growth & polarization among users & managers. Continued high level of litigation & conflict.	Unpredictable trend of growth & uses of Natural resources. Increased demand. Relations among users unpredictable.

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Types of Driving Forces That Could Affect Future of GIS Program	"A" Assumptions Best-Case Trends/Effects	"B" Assumptions Worst-Case Trends/Effects	"C" Assumptions Most Likely Trends/Effects
IT	High speed telecom. Proactive & flexible. Fully staffed.	Non-responsive, understaffed. Crumbling infrastructure.	Status quo to slight deterioration.
Litigation	Defend data & document processes. Set precedence of good data to avoid litigation.	Poor data management could result in BLM decisions being overturned in court.	Meta data documentation i.e. Processes, constraints. To be able to defend data.
GIS Image	Provide products & services in a timely manner. Will be utilized as a partner in decision making. Better decisions will be made due to GIS input.	Isolated from clients, continue to look like a money pit with useless technology. Seen as poor communicators.	Managers & resource specialists look upon GIS as an asset to decision making. Trust in GIS staff abilities and data.

# Worksheet 7 & 8: Strengths, Weaknesses, Opportunities and Threats

## Worksheet #7: Opportunities and Threats

These are from external factors and are things you cannot control.

Determined from Primary Client Analysis (wksht 2) and Environmental Scan (wksht 4)

<b>OPPORTUNITIES</b>	
Change & improvements in technology/ applications development	O-1
Retirement of older, non-GIS savvy staff	O-2
Increase/directed funding for GIS	O-3
Develop Standards	O-4
Increasing demand for products and analysis	O-5
National Central SmartBuy (Oracle, Trimble, ACAD, tech support, STDS, Data, imagery)	O-6
National Projects: NILS, RAS, RIPS, NTL Monitoring Strategies	O-7
Positive change in IT policies, staff, expertise, perspective	O-8
Items below did not make the top 8	
Change in administration	
Interagency cooperation	
Changes in HR policy lead to access to higher level GIS skills	
National direction and coordination	

<b>THREATS</b>	
IT policies inconsistent with GIS program (Config Management, security regarding web & software, etc)	T-1
Inconsistent National direction/deployment (eg. NILS-range)	T-2
Rapidly changing technology and work environment	T-3
Declining budgets	T-4
Telecommunications limitations	T-5
Loss of CORP knowledge as people retire because info is not documented anywhere that it is easy to find	T-6
More demand for products	T-7
Inadequate IT support, skills, staff	T-8
Items below did not make the top 8	
Lack of national data/HW/SW standards	
Inconsistent funding of GIS in/among states	
Increased use of natural resources	
Too much centralization of staff and training	
No National GIS Strategic Plan or common vision	
Staff reductions and not filling vacancies	
Premature National data centralization - system not ready	

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**Worksheet #8: Strengths and Weaknesses**  
**These are from internal factors and are things you can control.**  
**Determined from Indicator Checklist.**

<b>WEAKNESSES</b>	
Lack of GIS expertise	W-1
Lack of communication between Management, GIS, Resources staff, & IT	W-2
Gap in SO/FO workload responsibilities & expectations	W-3
Not enough staff to accomplish workload	W-4
Data management is negatively affecting data integrity	W-5
Don't have a Strategic Plan	W-6
Slow Idaho deployment of SDE	W-7
Lack of integration between IT & GIS	W-8
Items below did not make the top 8	
Too much emphasis on Citrix solution	
Lack of Idaho data standards in meeting overall Geodatabase design	

<b>STRENGTHS</b>	
Skill set of GIS staff	S-1
Active GIS Coordination Committee	S-2
Idaho BLM GIS Training Plan	S-3
Data Standards	S-4
Hardware & software in place	S-5
SDE & New Database Management tools	S-6
Good relations & cooperation among field level GIS staff	S-7
Increasing cooperation & working relations between ISO & field	S-8
Items below did not make the top 8	
GIS License centralization	
Annual Idaho GIS User Conference	
Support of remote sensing technology (5 Idaho BLMers @ SLC training)	
GIS Support from Management and Resources Staff	
Increasingly powerful GIS tools	
Growing understanding of the role & value of GIS in decision making processes	

## Worksheets 9 & 12: Issues and Strategies.

The following worksheets were used to capture the issues and strategies for dealing with the issues. Below, under “All Issues and Strategies, January 11, 2007,” is the final product from using these worksheets.

### Worksheet #9: Strategic Issues

Ranking of issue (“1” is high)	Description of strategic issue, including relationship to SWOT information	How is it strategically important, and not just urgent?	What if nothing is done about it?	Timing (short- or long-term)	Level (org. or program)

### Example of Worksheet 9 filled in.

Worksheet 9 STRATEGIC ISSUES

These are not prioritized yet.	Descrip of Issue, relationship to SWOT	How strategically important Not just urgent	What if nothing is done about it?	Short or long term	Level Orga n. Or prog.
A	How do we accomplish steadily increasing workload demands/priorities with limited staff? S- 1,3,8 W- 1,2,3,4,5 O- 3 T- 2,4,7,8	This is a statewide problem exacerbated by the reduced staffing required for FY2008.	We will not be able to accomplish workload. Projects will suffer; quality and data will suffer. Lose management and resource support if we lose credibility.	Long term	

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B	<p>How can we better communicate with resources to provide software, hardware, analytical tools, and emerging technologies to meet their needs? How can we participate in or support national buying of software, data (imagery), and emerging technologies?</p> <p>S- 1,2,5,7,8  W- 1,6  O- 1,3,5,6,7  T- 3,4,7</p>	<p>This addresses increasing demand and dynamic workloads that we need to meet with changing solutions. Financial responsibility is lower if software is purchased nationally, as more people can use it. There is a need for more powerful analytical tools.</p>	<p>No new tools or methodologies to meet the complex and dynamic needs of resource scientists.</p>	<p>Long &amp; short term</p>	
C	<p>How can we identify and resolve differences in needs and visions of various offices in Idaho? How do we improve communications between field offices as well as between field and state offices?</p> <p>S- 1,2,7,8  W- 1,2,3  O- 2  T- 3,4,5,6,7</p>	<p>Everybody plays better in the sandbox if we communicate. In an enterprise environment we must pool skills and communicate better or it won't work.</p>	<p>Disparate datasets, duplication of effort, inconsistent approach, wasting of money and resources, no buy-in of enterprise or organization wide decisions. No understanding of why staff does what they do.</p>		
D	<p>How do we as GIS Coordinators achieve greater success in working effectively with managers on resolution of GIS issues of budget, workloads, career development, etc.? How do we communicate and implement accessible policies so they are not scattered and unclear?</p> <p>S- 2,4,7,8  W- 2,3  O- 1,3  T- 2,3,4,6,7</p>	<p>Governs how GIS is implemented statewide. Management needs to be informed to provide support. GIS needs to be informed to provide management with adequate support.</p>	<p>If we do not communicate effectively we increase the likelihood of fragmenting GIS in Idaho BLM. If we lack management support or understanding, we lose resources. We cannot make effective resource decisions.</p>	<p>Long term</p>	

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E	<p>How do we improve data management at all levels to improve data quality, accessibility, consistency, and integrity? How do we clarify and implement standard operating procedures in data management including validation, distribution, creation, update, and sensitivity assessment?</p> <p>S- 4,6  W- 5,6,7  O- 1,4  T- 3</p>	<p>Data is key to all that we do. Data is dynamic and is continually refined. It should be managed as a capital asset.</p>	<p>We will not have defensible data. We risk losing data, having redundant, inconsistent data leading to poor decision making.</p>	Long term	
F	<p>How do we assure effective communication, involvement, and support between GIS and IT?</p> <p>S-5,  W-1, 2, 7, 8  O-1, 8  T-1, 5, 8</p>	<p>Addresses all of the lack of communications issues with IT. Cannot do our job without it. It allows us to make informed decisions to move forward.</p>	<p>Continue in a dysfunctional relationship with IT and a deterioration of GIS capabilities.</p>	Long term	
G	<p>How do we decide and implement the best architecture to integrate GIS in BLM Idaho? Architecture includes integration of various softwares, telecommunications and hardware, for statewide and project data.</p> <p>S- 4, 6, 8  W- 5, 6, 7  O- 4, 7  T- 2, 3, 4, 5, 6</p>	<p>Defines our decisions and allocation of resources</p>	<p>Fail to meet our goals and scope. We do not work together and integrate our capabilities. It is a waste of resources and results in fragmented data. Everyone will do their own thing. Cannot respond to data calls timely. Data management is less efficient, more redundancy and less accessibility.</p>	Long term	

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H	<p>How do we raise GIS expertise for GIS and resources staff?          What can we do to increase, diversify, and provide quality training to GIS staff and users?          How can we exploit the extensive knowledge of our GIS staff to benefit the organization?</p> <p>S- 1,3,7          W- 1          O- 1,2,3          T- 3,6,8</p>	<p>We must maintain a well trained staff to accomplish our tasks. Important for higher level remote sensing, analysis, programming, and modeling skills.</p>	<p>We will slowly lose our skills. It will limit our ability to keep up with technological advancements. We could not keep up with demands for higher level skills. There will be increased GIS demand but lower skill levels for dealing with the demand.</p>	<p>Long term</p>	
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**Worksheet #12: Strategies**

**Worksheet 12 Grid: Issue X** - *Fill in the issue here. List the SWOT items that apply at the end.*

**Why strategically important:**  
**What happens if nothing is done:**

Staff	STRATEGY DESCRIPTION See checklist below	CHALLENGES TO IMPLEMENTATION	WAYS TO OVERCOME CHALLENGES

Validate strategy using these criteria:

1. Is the description understandable and explainable to those outside the group.
2. Is implementation within the scope of the GIS program Charter.
3. Is the strategy within the nature and scope of the mission of the GIS program. The mission is the compass.
4. Does the strategy have predictable and acceptable effects on clients. No harm to clients.
5. Does the strategy consider the SWOT.
6. Does the description of the strategy convey the type of activity, whether it is outcomes oriented (changes in clients) or activities oriented (deals with GIS activities).
7. Does the description have a timeline. Is it short or long-term. What are the start and stop dates:
8. Does the description include estimates of resources needed to achieve it.
9. Is the implementation of the strategy realistic and achievable.
10. Does implementation of the strategy have more of an upside than a downside

**Example of Worksheet 12 filled in.**

**Worksheet 12 Grid: Issue B** - How can we better communicate with resources to provide software, hardware, analytical tools, and emerging technologies to meet their needs? How can we participate in or support national buying of software, data (imagery), and emerging technologies?

S- 1,2,5,7,8 W- 1,6 O- 1,3,5,6,7 T- 3,4,7

**Why strategic:** This addresses increasing demand and dynamic workloads that we need to meet with changing solutions. Financial responsibility is lower if software is purchased nationally, as more people can use it. There is a need for more powerful analytical tools.

**If Nothing is done:** No new tools or methodologies to meet the complex and dynamic needs of resource scientists.

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DT	<p>Continue to train ourselves and the resource staff in the dynamic world of GIS. Continuing to look for and implement those technological solutions that will assist us (GIS) as well as those we support. Look to our users to help determine what is needed. Continuing to communicate (network) within our GIS world with others that may be doing the same tasks we are or may know of solutions we are unaware of. Continue to support national buying programs so to ease our local budget concerns.</p> <p>The goal here is to improve upon and build up our GIS program so we are meeting the needs of those we support.</p>	<p>The biggest problem is the needs are often so very different between the State Office, the Field Office and even just the GIS staff and the Resource staff, this is not even looking at the national level.</p>	<p>Good communication will help to ease a lot of the problems here. Ultimately we (GIS) support others and are not a program in itself so to continue to get what we need we need to look at what we can do for the end users. This strategic plan can help us to identify tactics to better our communications, and help us to identify those target groups.</p>
JC	<ol style="list-style-type: none"> <li>1. Remain focused on our core abilities using good communication with Resource Users to insure GIS current capabilities and planned future capabilities meet Resources Users needs.</li> <li>2. Emphasize and provide training to Resources Staff to match GIS programs with capability to</li> </ol>	<p>Within BLM and even DOI, there are differing priorities, funding levels, standards, and needs which fragment the development and implementation of GIS at all levels. Given the nature of some contracts, BLM leverage is minimal ie., NAIP, however where BLM can participate in contract development, we should make every attempt to press forward BLM needs.</p>	<p>A strategic plan may help focus GIS efforts by identifying needs and opportunities so that BLM offices are aware of these issues and can participate when appropriate.</p>

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	<p>ensure a spatially/database trained and skilled Resources Staff.</p> <p>3. Work with National level BLM, DOI and other Agencies to remain current with GIS development, funding, and training.</p> <p>The goal is to build a strong GIS Program that can effectively and efficiently meet the demands of the agency given the current and projected funding level.</p>		
LB	<p>We (GIS staff) need to spend a significant amount of time, in the field and in our offices to better understand the different programs within the BLM. This in turn would give us the ability to see what technologies are important to implement and ways that we may be able to streamline data collection, data and resource modeling.</p>	<p>Increasing workloads may force us into office only settings. Some staff may not feel comfortable in off site locations.</p>	<p>If we do indeed streamline GIS operations for field office professionals then we would find time to spend with our customers.</p>

# **All Issues and Strategies**

## **January 11, 2007**

### **Priority # 1**

**Issue E** – How do we improve data management at all levels to improve data quality, accessibility, consistency, and integrity? How do we clarify and implement standard operating procedures in data management including validation, distribution, creation, update, and sensitivity assessment?

#### **Statewide Geospatial Data Management sub-team of the Idaho GIS Coordination Committee will address the following:**

- a) Evaluate the membership of the data management team to ensure that needed skills are represented.
  
- b) Complete the Idaho Geospatial Data Management Plan to encompass all spatially related data in Idaho BLM
  - i) Assign Project Coordinator to work with Data Management team to complete all aspects of the plan.
    - (1) Request funding from the WO/ISO for travel and contractor completion of the Idaho Geospatial Data Management Plan.
  - ii) Develop standard operating procedures for:
    - 03-01 Data Acquisition and Creation,
    - 03-02 Data Sensitivity - Assessment & Handling
    - 03-05 Metadata creation & maintenance (methods to document procedures used in building data sets prior to creation of metadata)
    - 03-07 Data Integrity & Validation Controls (Create a role/process to constantly run through servers and SDE checking final data, updating Internet, and building statewide datasets)
    - 03-08 Data Maintenance and Update
    - 03-12 Data Distribution, Archive & Disposal (SDTS & National Archive)
  - iii) Specify & maintain a consistent statewide directory structure.
  - iv) Specify & maintain a consistent statewide data naming convention.
  - v) Follow statewide directory structure and naming conventions for SDE Database design where applicable.
  - vi) Continue developing and adopting data standards for all Idaho statewide GIS spatial and tabular data. Encourage participation with field resource and GIS staff to create and amend standards.
  - vii) Encourage local and state resource staffs complete the data steward training and take responsibility for assessing the completeness and accuracy of their data.
  - viii) Closely coordinate with the National Data Management Team's direction.

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**Priority #2**

**Issue G** - How do we identify and implement the best enterprise architecture for geospatial services in BLM Idaho? An enterprise architecture includes integration of various softwares, telecommunications and hardware to serve statewide/project data and products.

**1) Research, develop and implement an Enterprise Geospatial Architecture Plan to integrate and serve GIS data and products across administrative boundaries. Plan is to include hardware, software and telecommunications.**

**(1) Research and evaluate an enterprise solution to make geospatial services and data accessible statewide**

**(a) Address data currency and workable solutions, such as automatic two-way replication**

**(b) Identify the problems for existing lack of SDE editing in the field for range allotments. Determine the role of SDE in Idaho BLM.**

**(c) Research capabilities of ArcServer and Image Server for use in Idaho**

**(d) Work with National level BLM, DOI and other Agencies regarding GIS development, funding, and training.**

**(2) Develop and Test an enterprise solution to make geospatial services and data accessible statewide**

**(a) Make EGIS work fast in the field. Expectation is for Citrix accessing flat files and SDE database to perform as quickly as the user's desktop and local server.**

**(b) Plotting must be fully functional locally from Citrix and IMS system.**

**(c) Continue to develop IMS to better serve the needs of the field by streaming or more map services related to specific resources**

**(3) Implement an enterprise solution to make geospatial services and data accessible statewide**

2) Spend time in the field with resource staff to find ways to streamline data collection, use technology more efficiently, and improve our understanding of the data & resources needed for analysis and modeling.

3) Send more Idaho BLM Managers, IRM and GIS staff to ESRI annually (five).

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**Priority #3**

**Issue D** - How do we as GIS Coordinators achieve greater success in working effectively with managers on resolution of GIS issues of budget and career development? How do we organize, communicate, and implement our geospatial policies? How do we accomplish steadily increasing workload demands/priorities with limited staff?

- 1) Increase communication with Managers**
  - a. Identify a method by which the GIS Coordinators can report back to their Managers, GIS and Resources Staff. (Email link to approved minutes, with 1 page summary of decisions/action items)**
  - b. Create time in each agenda for management participation in Coord. Meetings**
  - c. Continue bi-annual contacts with the ILC and include District Office reports in each contact.**
  - d. EDIT!!!Encourage managers to attend management related tracks at GIS conferences. Send more Idaho BLM Managers, IRM and GIS staff to ESRI annually (five).**
  
- 2) Work with managers to ensure the Management Oversight Implementation Team (MOIT) staffing levels are being implemented. Be involved in developing staffing levels for GIS statewide if there is a problem with the 2010 TO.**
  
- 3) Work as a statewide team to coordinate annual priorities (PTA, AWP). Continue to coordinate work across administrative boundaries to complete projects of the highest priority.**
  
- 4) Work with managers and HR to add GIS skill preferences to targeted PDs for new hires (i.e. resource, law enforcement, dispatchers, etc.). Work with managers to keep or add GIS duties to existing staff position descriptions to assist with GIS work.**
  
- 5) Revisit ID956 website to ensure a statewide geospatial scope (ID GIS Coord to work with staff to redesign the internal BLM Geosciences website). Revisit external website to ensure it meets the goals of the BLM.**
  - a. Revise IMS team to include overall internal and external website developments**
    - 1. Internal website**
      - i. Keep up to date information on the website about upcoming conferences**
      - ii. Add a calendar to the website that includes coordinator meetings, user call numbers, conferences and training.**
      - iii. Make layout more similar to Oregon Washington internal GIS home page**
      - iv. Add a gif button to navigate to the IMS site.**
      - v. Add a site index with alphabetical list of links and topics**



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**Priority #4**

**Issue F** – How do we assure effective communication, involvement, and support between GIS and IT to fulfill geospatial users' current and future needs?

- 1) Investigate options such as the formation of a GIS & IRM Technical sub team of the Idaho Information Systems Council (or of the Idaho BLM GIS Coordination Committee) with regular, monthly meetings to discuss and resolve ongoing issues. Team includes state CIO, state GIS lead, ISO and field GIS and IRM personnel. When appropriate, provide reports and proposals to the Idaho ITIB.
  - a) Insure that the GIS current and future needs are optimized within the constraints of IT security and budget:
    - i) storage capacity,
    - ii) up to date hardware
    - iii) up to date software,
    - iv) network
    - v) archival
    - vi) backup processes,
    - vii) capability,
    - viii) system support and
    - ix) speed
  - b) Document the CM process to insure that GIS has access to needed software and current upgrades, while meeting BLM IRM security needs. Coordinate staff assistance to test and approve software installation.
  - c) Request a monthly report to ID GIS coordinators of resolved and unresolved GIS issues submitted to the Idaho Help Desk tracking system (Remedy).
  - d) Work with WO GIS and IRM to provide assistance to push through Bureau/Department national buying programs for data and GIS, GPS and image processing software.
  - e) Schedule one of the GIS coordinators meeting (or arrange for a local GIS coordinator to attend) to coincide with the annual IRM statewide meeting. Request permission from the supervisory IRM specialist to present or attend a portion of the IRM meeting.
- 2) Develop and implement the EGIS transition plan (see Priority #)
- 3) Develop IRM issue papers to engage CIO and managers in solutions.
- 4) Encourage GIS staff take resource training (RMPs, S&G, etc). and IRM training.
- 5) Invite IRM staff to take geospatial training.
- 6) Send more Idaho BLM Managers, IRM and GIS staff to ESRI annually (five).

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**Priority #5**

**Issue B & H** - How can we better communicate with resources to provide software, hardware, analytical tools, and emerging technologies to meet their needs? How do we raise geospatial expertise in BLM Idaho? What can we do to increase skill diversity and provide quality training to GIS staff and users? How can we transfer the technical knowledge between BLM Idaho GIS staff to benefit the organization?

- 1) Increase communication with Resource staff to improve our understanding of the data & resources needed for analysis and modeling
  - a) Continue to hold the annual Idaho GIS and Resources meeting and identify ways to increase more resource staff participation
  - b) Support the national Resources and GIS Tools conference between BLM and USFS every two years
  - c) Support the national USFS Remote Sensing conference every two years
  - d) Seek opportunities to work with resource staff in the field to
    - i) streamline data collection
    - ii) use technology more efficiently
    - iii) improve data standards
  - e) Seek opportunities to coordinate with resource staff in the office. Investigate ways to better understand:
    - i) resource needs for products and modeling,
    - ii) resource limitations,
    - iii) important historic geospatial data
    - iv) knowledge transfer needs
      - (1) Scan and index hard copy resource maps and data in ISO and field offices
    - v) data by accompanying Resources staff to meetings (Landfire, RIPS, Historic Trails, etc).
    - vi) data by building statewide resource base data
- 2) Identify and provide training in areas where staff may be lacking in Geospatial specific skills
  - a) Identify core geospatial skills needed for GIS Coordinators, GIS staff and resources staff.
    - i) GIS coordinators skills should include the core classes of Supervision or team coaching, Data stewardship, Estimating and budgeting, project management, communication skills, proposal writing, GIS modeling and analysis.
    - ii) Emphasis for Resources Staff is to make their own maps, use GIS tools, data management protocol, etc.
  - b) Develop core competency classes to address those needed skills.
    - i) Develop refresher courses and one day classes to assist with training the resource staff.
    - ii) Research and use other agency curriculum for our benefit (RSAC, GSTC).

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- iii) Develop a mechanism to achieve a technology transfer between more experienced GIS staff and new less experienced GIS Staff.
- iv) Develop and use train the trainer programs, both casually and formally (with developed curriculum).
- c) Teach geospatial skills in the field and state office.
  - i) 300 or more students annually
  - ii) Use Idaho BLM instructors and register through DOI Learn,
  - iii) Use ESRI virtual campus courses
  - iv) Attend conferences
  - v) Attend other classes through DOI Learn, RSAC and vendors
    - (1) Encourage GIS staff take resource training (RMPs, S&G, etc). and IRM training.
- 3) Network within the GIS world (local and national BLM, DOI, state, local Agencies and industries) to remain current with GIS solutions, development, funding, and training.
- 4) GIS Staff shall seek opportunities to participate as a core team member in project planning, data inventory, contract specifications and database design.
- 5) Encourage local and state resource staffs complete the data steward training and take responsibility for assessing the completeness and accuracy of their data.
- 6) Acquire funding and join professional associations
- 7) Read professional journals and books. Encourage use of the statewide Geospatial reference library.
- 8) Develop an annual award for one Idaho BLM staff person to receive premium training and per diem.
- 9) Seek opportunities with management to exchange GIS Staff & projects across the District Offices and the State Office.
  - Develop a Detail program with funding for travel (salary assumed to be already covered). Have 1 per district/ISO per year. Target is 5 per year
- 10) Encourage resource and GIS staff to participate in meetings outside their respective fields and district boundaries.

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**Priority #6**

**Issue C** - How do we improve communications between field offices as well as between the field and state offices?

- 1) Continue to actively support the Idaho BLM GIS Coordination committee to present clear direction to users and management regarding geospatial technology, data and services.
  - Rotate the Idaho BLM GIS Coordination Committee meetings among the four Districts
  - Put ID GIS Coordinators participation at the Coord. Meetings as a critical element in their EPAP.
  - Invite local GIS staff to attend ID GIS Coordination Committee meetings.
  - Request management participation in Coord. Meetings.
  - Identify a method by which the GIS Coordinators can report back to their Managers, GIS and Resources Staff. (Email link to approved minutes, with 1 page summary of decisions/action items)
- 2) Statewide Geospatial Data Management sub-team of the Idaho GIS Coordination Committee to complete the Data Mgt Plan (see Priority #1)
- 3) Develop and implement the Enterprise Geospatial Architecture Plan (See priority #2)
- 4) Continue to support the monthly GIS users' conference call, expand the participation (IT, Resources, Management) and effectiveness of this call.
  - a) Ask for suggestions to improve the agenda (IT, Resources, Management)
- 5) Work with managers to ensure parity among the District GIS Coordinator position (i.e. in pay grade, supervision responsibilities, and duties.)

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## **Worksheets 13: Action Plans**

The following is an example of the worksheet used to develop the action plan.

1-1 Action Plan Strategic Issue #1: Issue E Strategy 1

Strategic Issue #1: **Issue E** – How do we improve data management at all levels to improve data quality, accessibility, consistency, and integrity? How do we clarify and implement standard operating procedures in data management including validation, distribution, creation, update, and sensitivity assessment?

Goal #1 *The strategy can be restated as a goal. We did not do this.*

Strategy 1.1 **Statewide Geospatial Data Management sub-team of the Idaho GIS**

**Coordination Committee will address the following:**

Evaluate the membership of the data management team to ensure that needed skills are represented

Action Plan for Strategy 1.1 Objectives	Deadline	Responsible party	Budget	Monitor status & date
1.1.1 Evaluate needs of committee.	2/1/07	Data managmt Team Chair	0	
1.1.2 Recruit members as needed	3/1/07	Data managmt Team Chair	0	
Performance Target: Have needed skills and abilities on the Data Management Team				