



# NSGIC STRATEGIC PLAN

2024-2027

## [Abstract](#)

The National States Geographic Information Council's plan to advance effective state-led geospatial coordination for the nation

2024 NSGIC Board of Directors

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# NSGIC STRATEGIC PLAN

## Introduction

Welcome to the 2024 National States Geographic Information Council (NSGIC) Strategic Plan and the continuation of our journey to empower informed decision-making for a stronger nation.

A well-defined Strategic Plan is essential for NSGIC's future success to effectively navigate the ever-evolving geospatial landscape, maximize its impact, and ensure its continued relevance.

This plan will serve as a guiding document, outlining NSGIC's goals, priorities, and strategies for the coming years, ensuring our continued success in shaping the future of geospatial information and technology.

## About NSGIC

The National States Geographic Information Council is an organization committed to fostering efficient and effective government through the adoption of geospatial information technologies.

Formed in 1991, NSGIC held its first meeting in Atlanta, GA. NSGIC incorporated in 1994 as a 501(c)6, volunteer-run organization.

NSGIC members are actively involved in the coordination and application of geospatial data in their states, including the creation, management, and policy of information technology.

Membership consists of senior state geographic information officers (GIOs), managers, and representatives from federal agencies, local government, private sector, academia, and other professional organizations.

NSGIC employs four full-time staff members including an Executive Director, Chief Operating Officer, Chief of Conferences, and Chief Technology Officer. Membership consists of volunteers from around the country that are dedicated to advancing the development and use of geospatial information and technology. NSGIC plays a crucial role in coordinating efforts, advocating for best practices, and fostering innovation across all levels of government and industry.

The composition of the membership of NSGIC positions itself uniquely to realize intergovernmental and private sector cooperation, coordination, and partnership. Current national issues like the need for improved emergency preparedness to minimize loss of life and

property from natural and man-made disasters require geospatial integration and systems development built on data that is location based. NSGIC and its members can provide helpful input and advice to public and private decision makers, e.g., promoting a National Spatial Data Infrastructure (NSDI) as a solution for progress in the fight to improve emergency preparedness.

## Vision

NSGIC strives to be the premier organization for the advancement of effective state-led geospatial coordination and serves as a forum to advance sound geospatial policies and practices for the nation.

## Mission Statement

The National States Geographic Information Council (NSGIC) exists to advance effective state-led geospatial coordination for the nation. NSGIC facilitates communication and collaboration among geospatial stakeholders and provides a platform to support geospatial exchange and engagement and impact the future of the geospatial ecosystem.

## Core Values and Principals

### Leadership

To serve as national leaders in the geospatial industry by seeking new, creative, and adaptable solutions that have a meaningful impact to the lives of all Americans.

### Integrity

Work with honor and dedication alongside our federal, state, local, tribal, and private partners to support current and future geospatial needs to drive the nation forward.

### Accountability

We are committed to achieving our goals while holding ourselves accountable for the result of our actions. We will continually track our progress, measure our success, and learn from our mistakes.

### Excellence

Through commitment and innovation, we strive to exceed expectations in all our activities while earning the respect of geospatial organizations around the country.

## Strategic Goals

### Goal 1: Foster communication and collaboration for internal and external NSGIC activities.

- Establish and facilitate communication protocols internal to NSGIC.
- Strengthen state-to-state partnerships.
- Extend the reach and influence of our communications to improve and strengthen collaboration among stakeholders.
- Provide a platform for the exchange and coordination of geospatial knowledge.
- Advertise and showcase NSGIC culture and successes.
- Build collaborative relationships with federal entities and business partners.
- Identify new collaborative partners based on emerging trends within the geospatial industry and beyond.

### Goal 2: Increase NSGIC's impact on the future of the geospatial ecosystem.

- Identify strategic opportunities based on emerging initiatives and technologies.
- Advocate for increased funding to support national efforts to develop and improve access to spatial data and resources.
- Champion best practices in the development and coordination of geospatial information.
- Guide the development and implementation of geospatial technologies.
- Influence national geospatial policy and direction and support the development of effective state geospatial policy and strategies.

### Goal 3: Grow and sustain membership and leadership.

- Deploy strategies that encourage, prepare, and enable members to become leaders within the organization.
- Identify and capitalize on opportunities that lead to organizational growth and sustainability.

## Philosophies for Success

1. **Embrace Transparency and Openness:** NSGIC can build trust by being transparent about our mission, finances, and impact. Sharing our progress openly with our members and partners will help build confidence within the organization.
2. **Collaborate and Partner:** NSGIC will achieve more by working together with our partners. NSGIC must continue to develop and support our partnerships with other organizations, businesses, and government agencies to amplify our impact.
3. **Invest in our Staff:** Support staff development, volunteer training, and leadership initiatives. Support and challenge staff for “outside the box” thinking to elevate NSGIC’s capabilities for our members. A motivated and skilled staff is essential to long-term success.
4. **Build a Strong Board:** An effective board of directors provides guidance, support, and strategic oversight. Recruit diverse board members with relevant expertise.
5. **Leverage Technology:** Evaluate and incorporate technology to streamline processes, operations, engage supporters, and measure impact. Powerful tools include social media, online fundraising platforms, and data analytics.
6. **Engage and Network:** Participate in key events such as conferences, workshops, and networking events to maintain awareness and connect with other organizations and community leaders.
7. **Maximize Online Presence:** Maintain an informative website, active social media profiles, and regular email newsletters. Engage our audience online and showcase our work.
8. **Stay Mission-Driven:** Always keep our mission at the forefront. Align every decision, program, and initiative with our organization’s purpose.

# Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Understanding the internal strengths and weaknesses of NSGIC, alongside external opportunities and threats, will give us a clear understanding and a critical advantage in developing and navigating the needs and expectations of our industry. This SWOT analysis will help us:

- Identify our maximum potential by leveraging our strengths to seize opportunities and turn them into successes.
- Mitigate risks by identifying and addressing our weaknesses as an organization before they become vulnerabilities to external threats.
- Make informed decisions by allocating the appropriate resources effectively to chart a course based on a clear understanding of the GIS and political landscape.
- Adapt and evolve by regularly revisiting our SWOT analysis, keeping us agile in a very dynamic industry.

S Strengths	W Weaknesses	O Opportunities	T Threats
<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Technical Knowledge</li> <li>• Understanding the Political Climate</li> <li>• Decision Makers</li> <li>• Connections to legislative groups</li> <li>• Highly motivated membership</li> <li>• Knowledgeable staff</li> </ul>	<ul style="list-style-type: none"> <li>• Identity</li> <li>• Outreach and messaging</li> <li>• GIO authority within state government</li> <li>• Funding of national GIS programs</li> <li>• NSGIC leadership succession roles</li> <li>• No Formal Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• National Geospatial Collaborative (NGC)</li> <li>• Alignment with external organizations</li> <li>• Annual Report and Formal Strategic Plan</li> <li>• NSGIC Website</li> <li>• Resiliency is Bi-Partisan</li> </ul>	<ul style="list-style-type: none"> <li>• Financial stability</li> <li>• Misaligned strategies with other organizations</li> <li>• Future state leadership pipeline</li> <li>• State and federal business partner participation</li> <li>• Navigation of partisan political issues</li> </ul>

Figure 1: Note: See Appendix B for SWOT Details.

A SWOT analysis is only as powerful as the insights we have as a collective group. We should actively revisit these findings annually to unlock growth, overcome challenges, achieve our goals, and stay relevant as an organization.

## Measuring Success

There are many internal and external components that need to work together to ensure NSGIC's success. The goals outlined within this document have an associated action plan that will help us achieve our goals.

The NSGIC leadership should review annually the results of each goal and associated action plan and make recommendations and adjustments to ensure the desired outcomes are achieved. NSGIC's success can be measured by reviewing and understanding the following measures:

1. **State Representation:** Assess the number of States that are engaged as members and participating to ensure that NSGIC is the "Voice of the States."
2. **Beneficiary Satisfaction:** Collect feedback through surveys, interviews, or focus groups from the NSGIC membership, business partners, federal partners, and associated organizations to gauge satisfaction of NSGIC programs and services.
3. **Volunteer Engagement:** Assess the level of engagement, interactions, and satisfaction among all NSGIC membership and external associations.
4. **Community Perception:** Measure how NSGIC's reputation and trustworthiness are perceived within the geospatial community.
5. **Staff Morale:** Evaluate the morale and job satisfaction of our staff.
6. **Partnership Quality:** Assess the quality, strength, and effectiveness of NSGIC partnerships with other organizations, businesses, and stakeholders.
7. **Storytelling and Case Studies:** Evaluate how promotional stories and case studies illustrate the impact of NSGIC and how it affects our growth and stature as an organization.

By understanding these measures, we can gain a more comprehensive view of NSGIC's impact and better identify areas for improvement.

## Action Plan

### GOAL 1 - FOSTER COMMUNICATION AND COLLABORATION FOR INTERNAL AND EXTERNAL NSGIC ACTIVITIES

#### Task 1 - Establish and facilitate communication protocols internal to NSGIC

##### Strategies:

- Formalize reporting expectations within Committees and Workgroups.
- Distribute meeting notes and reports to membership.
- Store information in a well-organized and easy-to-access location.

##### Action Steps:

- **Evaluate current reporting and distribution of notes:**

**Who:** NSGIC Staff & Board of Directors sub-committee

**What:** NSGIC Staff will document and diagram the current NSGIC Google Drive Structure. A NSGIC Board of Directors sub-committee and NSGIC Staff will evaluate and recommend changes to the structure.

**When:** Q1 2025

- **Develop meeting notes and report templates to standardize on a process:**

**Who:** NSGIC Staff & Board of Directors sub-committee

**What:** A Board of Directors sub-committee will create a meeting agenda and notes template. (e.g., Follow meeting notes and reporting documents used for State Caucus/Leadership briefing. Meeting agenda filled in with notes)

**When:** Q1 2025

- **Evaluate Leadership Briefings and adjust if needed:**

**Who:** Member Resources Committee & Executive Committee

**What:** Member Resource Committee and Executive Committee will evaluate the Leadership Briefing agenda, cadence, and frequency.

**When:** Q1 2025

- **Review My.NSGIC and the NSGIC Website as solutions to curate notes:**

**Who:** NSGIC Staff

**What:** NSGIC Staff will create appropriate links to Google Drive through the MY.NSGIC site depending on the outcome of Google Drive documentation evaluation.

**When:** Q2 2025

## Task 2 - Strengthen state-to-state partnerships

### Strategies:

- Align states with common needs and goals
- Define a "Mentor State" to help formulate solutions

### Action Steps:

- **Evaluate the GMA dashboard and final report to determine if they meet the states' needs:**

**Who:** GMA Working Group & Member Resource Committee

**What:** GMA Working Group will evaluate the GMA dashboard and final report to determine if they meet the States' needs and make recommendations for any changes going forward.

**When:** Ongoing

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**Who:** GMA Working Group & Member Resource Committee

**What:** GMA Working Group will work with Member Resource Committee to better educate States on the GMA, how to complete it, and how to utilize the outcomes.

**When:** Ongoing

- **Evaluate methods to facilitate state-to-state interaction at the annual and mid-year conference:**

**Who:** NSGIC Staff, Member Resource Committee, & Conference Committee

**What:** Member Resource Committee will continue to facilitate State to State discussions/interactions at conferences. For example, additional work to partner States with issues with succeeding States through use of GMA grades could be explored.

**When:** Ongoing

## Task 3 - Extend the reach and influence of our communications to improve and strengthen collaboration among stakeholders

### Strategies:

- Promote the strength of our advocacy efforts and successes and develop a narrative around our successful partnerships
- Promote geospatial technologies and processes and explain how they can be useful to the mission and goals of NSGIC.

### Action Steps:

- **Develop NSGIC articles and press releases to promote state and NSGIC success stories:**

**Who:** NSGIC Staff & Executive Committee

**What:** NSGIC Staff, in coordination with the Executive Committee, will collaborate with committees, workgroups, and membership to collect and disseminate successes, accomplishments, and accolades on a regular cadence.

**When:** Ongoing

- **Develop and share articles for publications promoting beneficial industry related technologies and processes:**

**Who:** NSGIC Staff & Corporate Leadership Committee

**What:** Corporate Leadership Committee will collaborate with NSGIC Business Partners to collect and disseminate industry-related technologies and processes that may benefit state programs and NSGIC's mission.

**When:** Ongoing

- **Highlight public and private partnerships and illustrate how these partnerships have helped shape the geospatial landscape at the state and national level:**

**Who:** NSGIC Staff & Conference Committee

**What:** NSGIC Staff will harvest materials from state members and NSGIC Business Partners that are actively working together on state projects. Continue to promote state-led presentations at NSGIC annual and midyear meetings.

**When:** Ongoing

## Task 4 - Provide a platform for the exchange and coordination of geospatial knowledge

### Strategies:

- Evaluate the current process for states to share information such as strategic plans, scopes of work, and other important resources for easy access.

### Action Steps:

- **Develop a formalized process for states to contribute information on data, programs, reports, and strategies that may be useful to other states:**

**Who:** Member Resource Committee & NSGIC Staff

**What:** Create a template or other mechanism to allow states to provide resources that can be shared via the State profile or other appropriate location. The enhanced state profile should be implemented as a forms-based application that allows states to directly make updates at any time.

**When:** Q1 2026

## Task 5 - Advertise and showcase NSGIC culture and successes

### Strategies:

- Utilize the NSGIC website to better depict the NSGIC culture and successes of our members. Highlight NSGIC and state success stories with internal articles and/or press releases to the public.

### Action Steps:

- **Preserve NSGIC's rich history with photos, documented stories, and documentation for website access. Create a workflow utilizing the Member Resource Committee to review website content and photos at least twice a year. Instruct members and staff to find opportunities during events to collect photos of NSGIC events for the purpose of updating our website. Incorporate information and maps into story maps, viewers, or applications that better showcase technology resources coming from NSGIC:**

**Who:** NSGIC Staff & Member Resource Committee

**What:** Create a "curation team" to track content, make sure it is collected, and to discuss what content should be retained. Website content should be part of the "curation team's" mission. Coordinate update activities after the midyear and annual conference.

**When:** Ongoing

- **Evaluate the timing of the awards ceremony at the NSGIC annual conference. Consider expanding awards for the achievements of States and Business Partners. (i.e., Innovation, Most Impactful Partnership, Best State Program, Contribution (State and Business Partner), Lifetime Achievement:**

**Who:** NSGIC Staff & Member Resource Committee

**What:** Create an Awards workgroup as a subset of the Member Resource Committee to evaluate award categories, criteria, scope, and timing, and provide recommendations to the Board of Directors.

**When:** Ongoing

## Task 6 - Build collaborative relationships with federal entities and business partners

### Strategies:

- Create focused sessions or events specifically geared toward Federal Partner engagement.
- Engage our business partners in activities that support the strategic goals of NSGIC.
- Highlight successes and milestones of our collective partnerships.
- Develop a strategy/platform to attract other partners to NSGIC by providing a resource to help them understand states progress in key activities.

### Action Steps:

- **Work with the Conference Committee to develop focused sessions at NSGIC conferences and meetings specifically designed to strengthen our federal partnerships (Fed-Day):**

**Who:** Conference Committee, NSGIC Staff, & Federal Partners

**What:** Continue to promote federal presentations at NSGIC conferences. Enhance Fed Day activities at the NSGIC Midyear Meeting. Focus on developing new federal partnerships similar to 3DEP and 3DHP.

**When:** Ongoing

- **Continue engaging business partners through the Corporate Leadership Committee to strike a working balance that translates to success for all members:**

**Who:** Board of Directors

**What:** Establish a more formal relationship between the Corporate Leadership Committee and the NSGIC Board of Directors.

**When:** Ongoing

- **Engage Federal partners throughout the year:**

**Who:** Coordinated by the Executive and Advocacy Committees. Additional engagement should be performed by State representatives through appropriate committees and workgroups.

**What:** Regularly scheduled virtual meetings. Coordinated sessions in conjunction with Hill Day activities.

**When:** Ongoing

## Task 7 - Identify new collaborative partners based on emerging trends within the geospatial industry and beyond

### Strategies:

- Actively seek out partners that offer new technologies or outside the box solutions that may benefit NSGIC.

### Action Steps:

- **Seek and engage partners that can contribute to the NSGIC Community:**

**Who:** Member Resource Committee & NSGIC Staff

**What:** Ask membership to populate and regularly update MyNSGIC with information regarding the professional skills and background. Leverage this data to identify members with various skills and backgrounds.

**When:** Q4 2025

- **Review and/or modify the "emerging partner" agreement to attract and maintain new business partners:**

**Who:** NSGIC Staff, Board of Directors, & Corporate Leadership Committee

**What:** Review the NSGIC Business Partner model to determine if additional levels are required to attract new Business Partners.

**When:** Ongoing

- **Establish a working group to research emerging technologies and potential business partner development opportunities:**

**Who:** Member Resource Committee

**What:** Ask Member Resource Committee to survey membership to determine if there's a need to develop a work group to research and explore emerging technologies and communicate their findings with membership.

**When:** 2025

## GOAL 2 - INCREASE NSGIC'S IMPACT ON THE FUTURE OF THE GEOSPATIAL ECOSYSTEM

Task 1 - Identify strategic opportunities based on emerging initiatives and technologies

### Strategies:

- Develop and use resources to help identify strategic opportunities that are important to state success.
- Work with our business partners and members of the Corporate Leadership Committee to help identify how emerging technologies can provide solutions to state members.
- Encourage states to promote activities that incorporate emerging technologies into the solution.

### Action Steps:

- **Coordinate focused webinars on emerging technologies:**

**Who:** Corporate Leadership Committee & NSGIC Staff

**What:** Coordinate and host virtual engagement led by NSGIC Corporate Leadership Committee/Business Partners to showcase emerging technologies that demonstrate solutions aligned with state priorities.

**When:** As recommended by the Corporate Leadership Committee

- **Add more focused presentations on emerging technologies at the annual conference and midyear meeting:**

**Who:** Conference Committee & Corporate Leadership Committee

**What:** Encourage states to co-present with NSGIC Business Partners on emerging technologies

**When:** Ongoing

## Task 2 - Advocate for increased funding to support national efforts to develop and improve access to spatial data and resources

### Strategies:

- Document and highlight the benefits of a national process/infrastructure that emphasizes FAIR data principles.
- Develop a strong internal campaign around the NSDI concepts.
- Leverage like-minded organizations to team on the ideas, concepts, and messaging of our NSDI.
- Collaborate with NSGIC business partners to create a unified advocacy front.
- Leverage stories of other successful projects that relied on access to spatial data to illustrate its value and importance.
- Engage and educate stakeholders of the importance of geospatial data.

### Action Steps:

- **Develop and maintain a collection of “leave behinds” in support of advocacy efforts:**

**Who:** Advocacy Committee

**What:** Work with the Advocacy Committee to develop and maintain a series of straightforward "leave behinds" that emphasize the benefits and Return on Investment (ROI) of improved access to spatial data.

**When:** Ongoing

- **Create and maintain a web resource that illustrates NSGIC's activities in support of NSDI implementation:**

**Who:** NSGIC Staff

**What:** Dedicate website space to critical NSGIC initiatives and develop stories and story maps that highlight features of the NSDI.

**When:** Q3 2025

- **Collaborate with NSGIC Business Partners, organizations, or advocacy consultants to help better engage stakeholders:**

**Who:** Board of Directors, Corporate Leadership Committee, Advocacy Committee

**What:** Coordinate with business partners, Corporate Leadership Committee, other professional associations, and advocacy consultants to develop common goals and talking points in support of the NSDI.

**When:** Ongoing

- **Align with organizations to unify ideas, concepts, and messaging of the NSDI:**

**Who:** Executive Committee, Board of Directors, & NSGIC liaisons

**What:** Enhance NSGIC's efforts to leverage NSGIC liaisons to communicate with partner organizations regarding NSDI implementation.

**When:** Ongoing

- **Ensure consistency of NSDI messaging between NSGIC & NGC:**

**Who:** NSGIC Board of Directors & Staff, NGC Board of Directors

**What:** Partner with the NGC on communications & actions related to the NSDI.

**When:** Ongoing

## Task 3 - Champion best practices in the development and coordination of geospatial information

### Strategies:

- Establish clear guidelines, processes, and strategies for geospatial information in support of the NSDI
- Promote data sharing and collaboration at all levels of government

### Action Steps:

- **Coordinate with FGDC to help define NSDI governance policies and standards:**

**Who:** Executive Committee, Board of Directors, & Member Resource Committee

**What:** Continue monthly FGDC collaboration meetings.

**When:** Ongoing

- **Leverage NSGIC's collective expertise to help facilitate the development of NSDI governance policies and standards:**

**Who:** Executive Committee & Board of Directors

**What:** Create an NSDI Implementation Work Group.

**When:** Q2 2025

- **Leverage NSGIC's communication, outreach, and education capabilities to provide resources to stay updated on NSDI progress and initiatives**

**Who:** Member Resource Committee, Staff, Advocacy Committee, new NSDI Implementation Work Group

**What:** Utilize NSGIC's leadership briefings, conferences, and web presence to educate, promote, and advocate for the role of state programs in NSDI implementation.

**When:** Ongoing

## Task 4 - Support the development of effective state geospatial policy and strategies in support of the NSDI

### Strategies:

- Work with organizations and partners that can influence state policies.

### Action Steps:

- **Work with NSGIC business partners to find solutions to state issues:**

**Who:** Corporate Leadership Committee, Business Partners, & NSGIC membership

**What:** Perform a review of the business partners, federal partners, and liaisons to ensure they are connected to states through participation in the appropriate working groups and committees.

**When:** Q2 2025

- **Advise the National Geospatial Advisory Committee (NGAC) regarding states recommendations related to the implementation of the NSDI:**

**Who:** NSGIC NGAC Liaisons, Advocacy Committee, & Executive Committee

**What:** Coordinate with the National Geospatial Advisory Committee (NGAC) on issues critical to implementing successful state geospatial programs in support of the NSDI.

**When:** Q3 2025

- **Participate in national meetings and conferences to advance state geospatial programs in support of the NSDI:**

**Who:** NSGIC Executive Committee & other members

**What:** Initiate regular meetings with the organizations like the FGDC, Open Geospatial Consortium (OGC), Taylor Geospatial Institute, to coordinate NSGIC and state opportunities regarding the implementation of the NSDI strategic plan.

**When:** Ongoing

- **Explore opportunities to engage an advocacy advisor to develop strategies to help guide future national policies and strategies:**

**Who:** Advocacy Committee

**What:** The NSGIC Advocacy Committee will conduct a study to determine the opportunities, costs, and timeline of hiring a legislative liaison.

**When:** Q3 2025

## GOAL 3 - GROW AND SUSTAIN MEMBERSHIP AND LEADERSHIP

Task 1 - Deploy strategies that encourage, prepare, and enable members to become leaders within the organization

### Strategies:

- Support a culture of unity and leadership within NSGIC.
- Improve the efficiency of the tasks and business of running NSGICs

### Action Steps:

- **Establish a leadership system to identify, recruit, and train prospective leaders:**

**Who:** Member Resource Committee, Board of Directors, Executive Committee, GeoWomen

**What:** Develop a Leadership Working Group to identify, mentor, and support the future leaders of NSGIC.

**When:** Q2 2025

- **Develop and implement an outreach plan through the Executive Committee to better communicate with individual state members outside of the annual conference and midyear meeting:**

**Who:** Executive Committee, Board of Directors

**What:** Continue Executive Committee outreach calls to state GIO's (or equivalent) to build relationships, discuss state programs and needs, and identify where NSGIC can be helpful.

**When:** Ongoing

- **Evaluate and distribute the responsibilities of the Executive Committee and the Board:**

**Who:** Executive Committee, Board of Directors

**What:** Expand the moderation of the Leadership Briefing to include all three presidents, and expand conference moderation to include the Board of Directors. Evaluate other opportunities to distribute leadership duties.

**When:** Ongoing

## Task 2 - Identify and capitalize on opportunities that lead to organizational growth and sustainability

### Strategies:

- Seek new and sustainable avenues of revenue including sponsorships and grants that will benefit the organization and its members.
- Maintain a strong financial strategy to leverage opportunities for growth.

### Action Steps:

- **Maintain a financial plan that tracks, addresses, and mitigates revenue shortfalls:**

**Who:** Executive Director, Finance Committee

**What:** NSGIC Executive Director should develop an annual budget that reflects the goals and objectives of the organization. The annual budget should include a compendium that describes each budget item and a narrative describing the key financial objectives of the upcoming year.

**When:** Annually

- **Validate financial investment strategies to maximize return on investment:**

**Who:** Finance Committee, Executive Director

**What:** The Finance Committee shall work with the NSGIC investment advisor to review existing investments and recommend any changes to our current investment policy and fund distributions.

**When:** Annually

- **Evaluate conference locations and offerings to determine additional cost savings while maximizing benefits to our members:**

**Who:** Conference Committee

**What:** NSGIC Conference committee should evaluate best value for NSGIC conference locations.

**When:** Ongoing

- **Evaluate the Business Partner Model and make adjustments that benefit both NSGIC and its business partners:**

**Who:** Board of Directors, Corporate Leadership Committee, & NSGIC Staff

**What:** Review the Business Partner Model on an annual basis and recommend changes to the Board of Directors.

**When:** Annually

- **Work with the NGC to seek out and provide information on potential grant opportunities:**

**Who:** Advocacy Working Group, GMA working group, 3DNTM working group, etc.

**What:** Along with the NGC Board, evaluate opportunities for grant and/or foundational funding to support NSGIC activities.

**When:** Q1 2025

## Change Management:

This Strategic Plan represents the 2024 Board's goals and strategies for the next 3 to 5 years. It is written with the understanding that while goals and priorities change over time, the core mission, vision, values and philosophies will endure into the future. The lifecycle of strategic plan activities connects a given year's Board to the Board that will be voted in after it.

The document should be revisited yearly, reviewed ahead of and then workshopped at the board retreat in the spring. It is then finalized and voted on at the Annual Conference Board Retreat. The Strategic Plan includes an Action Plan that will be without prioritization or timeline when delivered to the incoming Board at the Annual Conference at their first Board meeting. The incoming board will then review and be prepared to prioritize and set timelines at their Board Orientation in October. Throughout the year, the new Board will monitor progress and work to meet their priorities and actions at Strategic Planning sessions.

### Review Schedule:

1. Annual Conference (September): Incoming Board receives the Strategic Plan with non-prioritized Action Plan, receives the charge to review the Strategic Plan and Action Plan in anticipation of prioritization activities.
2. Board Orientation (October): Board prioritizes the Action Plan and assigns timelines as needed.
3. Midyear Meeting (March): Board identifies Strategic Plan Committee to develop next year's New Strategic Plan.
4. Board Retreat (Spring): Develop the new Strategic Plan with Action Plan for incoming Board.

Additional versions of this Strategic Plan may be necessary to correct formatting and scrivener errors.

Versions of this Strategic Plan will be captured in the table below:

Version	Date	Edits
NSGIC 2024-2027 Strategic	9/22/2024	To create a new Strategic Plan

## Appendix A.

### Members

NSGIC membership consists of state Geographic Information Officers (GIOs), GIS managers, coordinators and representatives from federal agencies, local government, private sector, academia, and other professional organizations. NSGIC facilitates collaboration between people and organizations across multiple sectors through in-person conferences and periodic topic driven virtual meetings.

#### Goals

- NSGIC strives to be the premier state-led forum for developing, exchanging, and endorsing geospatial technology and policy best practices. We share solutions to offer benefits across the geospatial ecosystem.
- Grow membership through increasing value to members; undertake market research to develop value proposition and explore more/different membership models.
- Increase member engagement through investment in online platforms and working with committees to develop valuable content and discussions.
- Engage in public relations, embracing contemporary and sophisticated social media communications.

### Business Partners

Business partner collaboration is a fundamental component of NSGIC's success. Having a relationship between the state members who need the data and technology and business partners who can provide the solutions is paramount to our success. Ensuring that this partnership remains strong is essential to our continued growth. The Corporate Leadership Committee (CLC) was created to act as a resource for NSGIC, contributing industry related insights and knowledge that further the successful achievement of NSGIC's vision, mission, goals, and objectives set forth in this strategic plan and other priority initiatives identified by the NSGIC Board.

#### Goals

- Work in conjunction with and advise the NSGIC Advocacy Committee on the development, authorization, and funding for priority initiatives.
- Support NSGIC membership by providing insights and technical knowledge regarding the geospatial industry, trends, and innovation.

- Recruit, engage, and retain business partners representing current and emerging geospatial business sectors such as public safety, broadband, and transportation.
- Promote innovation by actively seeking, pursuing, and inviting new and growing companies to partner with NSGIC.

## Liaisons

NSGIC liaisons are members who build and maintain mutually beneficial relationships, facilitate communications, and coordinate activities between NSGIC and an organization that has similar interests. Liaisons act as technical or subject matter experts for NSGIC and serve as a point of contact. They are also the primary person who communicates information for the monthly Leadership Briefing and Board of Directors. Depending on the need and roles established by the applicable Memorandum of Understanding (MOU), NSGIC may have more than one liaison with a partner organization.

### Liaison Responsibilities

- Act as a contact between NSGIC and a partner organization.
- Attend meetings as the official NSGIC representative or coordinate with the Executive Committee to designate a proxy.
- Provide updates and reporting for the monthly Leadership Briefings, Board of Directors, and workgroups, as appropriate.
- Identify and communicate issues among these groups.
- Collaborate and communicate with necessary constituents and members.
- When necessary, prepare and deliver verbal communications such as face-to-face meetings and written reports.
- Promote and advance geospatial information and standards by advancing the mission of NSGIC.
- Participate in the execution and promotion of joint initiatives such as workshops, webinars, articles, and invitations to events.
- Maintain thorough knowledge of applicable subject matter within the geospatial industry and an understanding of the impact with other entities.
- Ability to effectively communicate the strategic goals and objectives of NSGIC.
- Collect, analyze, and utilize data and feedback to identify opportunities to improve the relationship between NSGIC and the organization.

## Appendix B: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Understanding the internal strengths and weaknesses of NSGIC alongside external opportunities and threats will give us a clear understanding and a critical advantage in developing and navigating the needs and expectations of our industry. This SWOT analysis will help us:

- Identify our maximized potential by leveraging our strengths to seize opportunities and turn them into successes.
- Mitigate risks by identifying and addressing our weaknesses as an organization before they become vulnerabilities to external threats.
- Make informed decisions by allocating the appropriate resources effectively to chart a course based on a clear understanding of the GIS and political landscape.
- Adapt and evolve by regularly revisiting our SWOT analysis, keeping us agile in a very dynamic industry.

A SWOT analysis is only as powerful as the insights we have as a collective group. We should actively revisit these findings annually to unlock growth, overcome challenges, achieve our goals, and stay relevant as an organization.

The NSGIC SWOT analysis is as follows:

### Strengths

- Collaboration

NSGIC is made up of state Geographic Information Officers (GIOs) and/or GIS managers/decision makers, highly skilled and knowledgeable private sector business partners, and federal agencies. NSGIC is the only organization in the nation where all these valuable resources meet and converge to advance geospatial technology at the state and national levels.

- Technical Knowledge

NSGIC membership consists of individuals that excel in the geospatial industry at every level. Our members shape the geospatial landscape. The synergy between state/federal members and our business partners is what makes our organization so valuable. It is NSGIC that has the potential to lead geospatial technology at the national level.

- Understanding the Political Climate

Approximately 50 percent of our membership is comprised of state and federal members, enabling NSGIC to have a strong understanding of the state and national political climate. This allows us to define the appropriate approach and response to sensitive political environments. Many state members have access to their political officials where openness and trust can be established.

- Decision Makers

Most of our state members are geospatial decision makers for the states. Through our strong collaboration, each state member contributes to the advancement of GIS technologies, policies, and best practices while learning new concepts and processes from others. These concepts eventually spread across the state members, influencing policy and decision making at the state level. States ideologies begin to sync up and the common goals are then shared with our national leaders.

- Connections to legislative groups

State members often have connections to legislative groups either through their internal state processes or through NSGIC business partnerships. Many state members already have experience communicating with legislative officials. Experienced members have a wealth of knowledge which they can share the protocols and expectations of communicating with legislators.

- Highly motivated membership

NSGIC members are an exceptional group of professionals that have worked their way into leadership positions within their state. Our members are driven to work together and to help each other succeed with the understanding that we are all in this together. We are motivated by successful outcomes.

- Knowledgeable staff

NSGIC staff are extremely knowledgeable about running an organization. They have an effective balance of technology, operations, non-profit, and business expertise to ensure the success of NSGIC.

## Weaknesses

- Identity

NSGIC needs to strike a balance between being state centric and/or being more federal focused.

- Outreach and messaging

NSGIC's ability to attract and maintain members (state, federal, business partners, and other national councils/associations) has always been a long-standing issue. NSGIC's message and goals may not be well understood by potential new members.

- GIO influence/authority within state government

Not all states have GIO positions. State structures and bureaucracy may directly influence the authority and influence the GIO position has on policy and procedures. This means that state members may have varying needs and requirements for their states, making a national consensus difficult causing some states to feel isolated in the organization.

- Funding of national GIS programs

A major focus for NSGIC has been the advocacy for funding national programs such as the National Spatial Data Infrastructure (NSDI), the National Address Database (NAD), and 3D Elevation Program/3D Hydrography Program (3DEP/3DHP). The fact that NSDI has been a priority for NSGIC for over 30 years with little movement reflects negatively on NSGIC's efforts. Additionally, the NAD and 3DEP/3DHP are either underfunded or have inconsistent funding which also overshadows the effectiveness of NSGIC's long term efforts.

- NSGIC leadership succession roles

One of the biggest contributions a member can make to NSGIC is taking part in leadership opportunities within the organization. This includes the Presidents and Board members as well as members contributing to committees and workgroups. Unfortunately, NSGIC seems to have a small core group of individuals that cycle through the leadership roles. The number of members seeking participation in leadership roles has diminished in recent years.

- No Annual Report or Formal Strategic Plan

An organization such as NSGIC – with all its opportunities – does not produce an annual report to document the outcomes and successes of the organization. In addition, no formal strategic plan exists to discuss goals and priorities with a clear plan of action to move the organization forward. These reports are essential to a well-organized and a well-run organization.

## Opportunities

- National Geospatial Collaborative (NGC)

NSGIC established the NGC as a 501(c)(3) non-profit organization to provide a mechanism to pursue grants and other funding opportunities that NSGIC as a 501(c)(6) cannot pursue. While the relationship is intended to be very complementary, the NGC is a separate organization with its own internal leadership structure, i.e., Chair, Board of Directors, and staff and formal by-laws.

- Alignment with external organizations

Other organizations recognize that NSGIC has a particular value with its state members partners and business partner collaboration. NSGIC's influence as a partner is understood by many external organizations such as the Management Association for Private Photogrammetric Surveyors (MAPPS) and the NGAC. Unified partnerships present a solid opportunity for NSGIC.

- Annual Report and Formal Strategic Plan

The development of an annual report is key to providing focus on NSGIC activities while highlighting achievements and successes. In addition, a formal strategic plan is needed to outline goals and priorities with a clear plan of action to move the organization forward.

- NSGIC Website

Develop useful resources for our members utilizing the NSGIC website.

- Resiliency is Bi-Partisan

Geospatial technology, including Geographic Information Systems (GIS), Remote Sensing (RS), and Global Positioning Systems (GPS) provides objective, data-driven insights that can help bridge partisan divides and help foster collaboration. GIS supports Resilience!

## Threats

- Financial stability

Identify potential threats to the financial stability of NSGIC. A comprehensive understanding of these threats is critical for proactive risk management and the development of effective mitigation strategies.

- Misaligned strategies with other organizations

Divergent or conflicting strategies with other organizations can significantly hinder progress, erode the trust and goodwill between organizations, and potentially jeopardize future partnerships. Misaligned strategies can have reputational harm and impact the image and credibility of all organizations involved.

- Future state leadership pipeline

The success of NSGIC depends on the participation of members taking on leadership roles within the organization. NSGIC seems to have a small core group of individuals that cycle through the leadership roles. The number of new members seeking participation in leadership roles has substantially diminished in recent years. Identifying the cause of why members are not pursuing leadership roles needs to be understood along with new strategies to attract more members for leadership roles.

- State and federal business partner participation

NSGIC's ability to attract and maintain state, federal, and business partners have long been a standing issue. NSGIC's messaging and goals may not be well understood by new members and partners. Finding common benefits for all partners is key to the growth and success of NSGIC.

- Navigation of partisan political issues

Partisan political issues can significantly threaten geospatial progress by complicating issues resulting in a stalemate of political views where information and data is no longer shared. Additionally, when issues become partisan, there can be an erosion of trust in the scientific processes and data.