



**SCGIS State Outreach
And
Strategic Plan:**

**Draft of Strategic Goals
And Success Factors
For
Comment**

Prepared By:



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Foreword

South Carolina's history in the development and use of Geographic Information Systems (GIS) spans a period of more than 30 years. There is a well-developed GIS community of stakeholders that includes distinguished public and private sector participants, and leading academicians.

The current strategic planning process has resulted in a new mission statement and a set of success factors for each strategic goal. Comment is requested on the draft language for these important elements of the plan. Any comments will be reviewed and considered for the final draft, which will be presented to the South Carolina Geographic Information Council (SCGIC) and other stakeholders in March. The deadline for comments on the draft goals herein is February 20, 2009.

Acknowledgements

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Contact Information and Feedback

Feedback is actively being solicited. Please provide any thoughts/feedback prior to the deadline on February 20th, 2009 for consideration in the final draft. To provide feedback, please contact Tim De Troye, State GIS Coordinator, via phone (803-734-3894) or email detroyet@gis.sc.gov. You may also get additional information on this project, Geographic Information Council Activities, freely available data sets, etc. at <http://www.gis.sc.gov>.

1 VISION & GOALS

1.1 Mission Statement

The Mission Statement previously stated in the “Strategic Plan for Statewide GIS Technology Coordination in South Carolina” (Plangraphics, 2001) was a high-level, conventional statement of purpose, as follows:

“To facilitate, coordinate, and promote the effective development, sharing, and use of geographic information within South Carolina for the benefit of citizens.”

As mission statements go, it is non-controversial, non-prescriptive, and non-disagreeable – all good traits in ordinary circumstances. However, it has not served to **rally enthusiasm and commitment** to the importance of its purpose. Feedback from the workshops has suggested that is too generic and uninspiring.

The mission statement should provide the rallying flag for strategic goals that can be programmatically implemented. Going forward, the following mission statement is proposed:

“Lead the nation in the aggregation of geospatial data sets that demonstrably meet statewide needs for greater economic, education, health, and safety advantages for South Carolinians, through superior collaboration and outstanding utilization of geospatial technology.”

1.2 Strategic Goals

The Strategic Plan completed in 2001 was focused primarily on state agencies. Nonetheless, the ensuing goals were broad enough to create a solid long-term framework to guide programmatic activities statewide. They should be revisited periodically, as they were during the current strategic planning effort, for relevance and adaptability. The recent conclusion was that they still have high-level relevance; and therefore, they are repeated herein, as follows:

- 1) Define and put in place an **organizational structure and institutional relationships** to support Statewide GIS coordination and use.
- 2) Create **policies, procedures, and tools to encourage and enable joint GIS development and access** and pursue joint projects.
- 3) **Build and maintain geographic data** important for users Statewide.

- 4) Establish a **formal process and technical infrastructure for providing GIS data and services**.
- 5) Establish, manage, and provide **outreach and educational programs and services**.
- 6) Explore and pursue **effective partnerships and funding strategies** to support GIS initiatives.

While these strategic goals still have long-term relevance, more specific success factors are needed to **focus attention on implementation and measurement of results**. Given the lack of resources to move aggressively on all fronts, a more focused effort is needed; and, some goals will get greater attention than others, based on success factors.

Recommended success factors based on input from the workshops and interviews are described in the following section.

1.3 Success Factors for Each Goal

- 1) Define and put in place an **organizational structure and institutional relationships** to support Statewide GIS coordination and use.
 - a. Progress has been made in this regard, including the formation of SCGIC and the hiring of a State GIS Coordinator based on a “Memorandum of Agreement (MOA) for GIS Coordination in South Carolina;” while the Council is not a statewide representative body, it has made **State Outreach and liaison activities** high priorities, in the spirit of collaboration and relationship-building beyond state agencies and toward a shared vision for GIS; these activities should continue
 - b. It is recommended that the key existing organizations (e.g., GAASC, SCARC, Regional User Groups, the Municipal Association, and the County Association, etc.) be the ongoing target of outreach and collaboration by the State GIS Coordinator and SCGIC, including **review and endorsement of recommendations** that emanate from the current planning effort
 - c. Make the necessary arrangements to **get all of the key state agencies formally committed to the recommendations in goals #3 and #4 (below)**, namely:
 - A multi-county pilot project to make statewide street centerlines fully routable
 - A multi-county property parcel data pilot
 - A statewide orthoimagery service
 - A quid pro quo between state agencies and local governments on data of mutual interest (such as the precise locations and address points for hazardous sites)
 - A statewide geocoding service

- 2) Create **policies, procedures, and tools to encourage and enable joint GIS development** and access and pursue joint projects.
 - a. **Publicize existing state-local models of joint effort**, including Street Centerlines for E911, Orthoimagery, and LiDAR programs, for example
 - b. **Promote existing regional-local models of collaboration**, such as the Berkeley County Consortium
 - c. See joint efforts described under the next goal (and associated success factors), and **align policies, procedures, and tools to be successful in accomplishing the goal to build geographic data statewide**; leverage lessons-learned from the pilot projects to enhance the statewide GIS knowledge-base

- 3) **Build and maintain geographic data** important for users Statewide.
 - a. **Create fully routable street centerlines for *all* roads to support statewide applications** – “finish what was started” – by integrating data compiled from local government sources via the statewide E911 program, and data maintained by SCDOT on roads maintained by the state; this is something on which SC can potentially achieve national recognition and leadership, and which can help SC be better prepared for the next storm of the same or greater magnitude as Hurricane Hugo in 1989; **begin with a pilot area comprising several counties**, and bring the key state and local agencies into the project to collaborate from the get-go (e.g. DOT, DHEC, E911, SLED, participating local government organizations); describe the expected benefits to local participants
 - b. In parallel, **act on the willingness expressed by regional stakeholders to embark on a County-led pilot to aggregate and integrate property parcel data across several adjoining counties**, as a model for regional and statewide aggregation
 - c. **Find collaborative support for efforts underway to serve orthoimagery for the State**, to publish data that is being collected at the local level with state and federal support

- 4) Establish a **formal process and technical infrastructure for providing GIS data and services**.
 - a. Close the loop on open ended, one-way data flow up to the state from local sources; proactively **provide value-added data back to local authorities**; examples might include sharing data about underground storage tanks that are permitted by the state, or hazardous waste sites – there are probably many more examples, and a **specific list of the possibilities should be developed for action**; in turn, local authorities might provide enhanced addressing information to more precisely geocode such items of mutual interest
 - b. **Provide a statewide geocoding service** accessible to users at both state and local levels of government

- c. **Focus on repeatable and sustainable processes** for maintaining statewide data layers, such as fully routable statewide street centerlines, from data of multiple sources, including state and local
- 5) Establish, manage, and provide **outreach and educational programs and services**.
- a. Produce and share a set of **talking points for all GIS stakeholders** to use when talking to leadership and other interested parties about the value and importance of GIS
 - b. Conduct a **“show and tell” for State Legislators and their staff** when the Legislature is in session; enlist the support of the Budget and Control Board for this purpose, and time it to have tangible results from one or more of the pilot projects to demonstrate
 - c. Collect **success stories, benefits, and lessons-learned on applying GIS** over the years in SC, and publish on the SCGIS website and other forums; develop case studies (including lessons-learned) for the Graniteville train wreck and Hurricane Hugo to highlight how GIS was used, and how it could be used in more substantial ways given greater awareness and preparation for the next disaster
 - d. Continue and **increase current levels of communication** as necessary to strengthen state outreach and liaison activity, which also supports goal #1
- 6) Explore and pursue **effective partnerships and funding strategies** to support GIS initiatives.
- a. **Document exemplars for the consideration of others**, such as the Berkeley County Consortium, the Charleston Regional Development Alliance, and the GIC’s Method and Tiers data accuracy project
 - b. Work toward **institutional mechanisms to fund and manage geospatial activities in which local governments can voluntarily participate** if they see benefit; assess to what degree current mechanisms work or do not work, and **avoid unfunded mandates**