## 2005 – 2006 CGIA Annual Report

CGIA Members and the California Geospatial Community:

This report is prepared to provide summary highlights of accomplishments in 2005-06, areas that need improvement, and suggested CGIA initiatives for the 2006-07 Board to consider. In general, the report framework follows the CGIA Strategic Initiatives for 2005-06. Details are presented in Appendix A. Some of these initiatives may be achieved in one year, while others may take several years.   They are all considered critical for the long term sustainability of CGIA as an organization. (Appendices are included so the reader can track key documents that are referenced in the report.)

CGIA made many accomplishments during 2005-06 – thanks to the support of the CGIA Board, members, and many who actively support our organization but did not become official, dues-paying members.

### 1    CGIA Vision
During the process of redesigning the CGIA web site, in July through September 2006, the CGIA chair, with concurrence of the CGIA Board, created a vision for CGIA to engage in "facilitating collaboration, coordination, and counsel to California's GIS Community." Subsequently, this became CGIA's tagline on the web site banner and correspondence. Consequently, the CGIA web site is dedicated to conveying how CGIA is "facilitating collaboration, coordination, and counsel to California's GIS Community."

### 2    CGIA Organization Structure Function, and Events Calendar
In 2005-06, the CGIA Chair created an organization structure so the workload of the board would be performed by committees as envisioned in the CGIA By-Laws. Appendix B presents the CGIA functions chart, which displays the internal and external organizational activities. Subsequently, in early 2006, the Chair requested committee leaders to work on a CGIA Leadership Group so the Chair could better coordinate ongoing activities. Previously, much of the actual workload of the CGIA Board fell on the Chair. The CGIA Chair also created an annual calendar. Using the same framework as in 2005-06, Appendix C shows the proposed calendar for 2006-07. It identifies CGIA Board sponsored activities and events. The calendar will need to be updated as the year evolves to reflect changes that need to occur so activities are properly synchronized.

### 3    CGIA Website Update
CGIA initiated a web site redesign contract with Amanda Sanow to better communicate with members and California's GIS community. Both the structure and functions of the web site were changed as well as the process of updating the web site. The new and improved CGIA web site, www.cgia.org, went "live"

in September 2005. New elements of the site include 1) more CGIA organization information; 2) a membership page which allows for dues to be paid using PayPal; 3) CGIA Awards; 4) GIS Community; 5) GIS Councils (covering California GIS Council and Regional Councils/Collaboratives); 6) GIS Data Sharing, and 7) learning resources.

The CGIA web site initiative was not only achieved but the results exceeded expectations, because PayPal integration was completed along with an events calendar, training opportunities, and job opportunities features. Moreover, the web site was updated each month, and a **CGIA NewsFlash** was distributed to CGIA members and interested parties covering the updates, including hot news topics, an events calendar, training opportunities, and job opportunities. In June, the CGIA Board approved a maintenance contract with Amanda Sanow for 2006-07 updates to the CGIA web site.

## 4    Administer Grants Consistent with CGIA's Mission

In 2005-06, CGIA established an initiative to administer grants consistent with CGIA's mission. Bruce Joffe, GIS Consultants, completed a project on *model data sharing agreements*. Mary Tsui, Land Systems Group, completed the *Outreach California* project, to promote metadata training to remote areas throughout California. In large part due to Criag Cooch's efforts, CGIA Chair for 2004-05, CGIA was awarded a grant for preparing a *California Geospatial Framework Data Draft Plan*. Implementation of this project grant got underway in March 2006 when a contract was awarded to Michael Baker Jr., Inc. Four of six outreach workshops were held by 30 June 2006.  Results from these workshops can be downloaded from  http://www.cgia.org/geospatial-draftplan.htm. The project is scheduled to be completed by September 2006. In summary, the grant administration initiative was accomplished, because work was completed on two grants and on schedule and within budget on the third grant.

## 5    Improve Coordination among Public, Private, and Non-profit Sector Organizations

CGIA will work with the California GIS Council, the National States Geographic Information Council (NSGIC) and the Federal Geographic Data Committee (FGDC) to promote the "*Fifty States Initiative*."  The *Fifty States Initiative* outlines organizational changes and strategies regarding the way governments work together to build the National Spatial Data Infrastructure (NSDI). As the *Fifty States Initiative* was not previously a formal part of CGIA initiatives, 2005-06 became the year to introduce it as a strategic direction to set the ground work for implementation of one of more of its components in future years. Consequently, the "*Fifty States Initiative*" (Appendix D) was adopted as a framework for aligning CGIA efforts with NSGIC and FDGC strategies to facilitate

collaboration and coordination among public, private, and non-profit sector organizations.

A solid beginning of improving coordination took place in 2005-06 and more work is needed. Steps need to be taken within the next two to three years to implement the components of the "*Fifty States Initiative*." Better integration with the efforts of California's URISA chapter is also needed. These activities will contribute to CGIA's goal of supporting the development of California-centric framework data and obtaining federal and state funding for GIS projects that support state-wide and regional projects that have appropriate business plans which contribute to state-wide overall strategic directions that have been articulated through the California GIS Council and the Technology Services Board.

## 6    Facilitate Coordination with the California GIS Council (*the Council*)

CGIA undertook a series of tasks during 2005-06 to implement this initiative.  First, CGIA developed a letter to the California GIS Council ( *the Council*) outlining its focus on supporting the GIS Council, as shown in <u>Appendix E</u>. Then CGIA made a presentation at *the Council* meeting in October 2005. Next, CGIA created a PowerPoint Slide presentation identifying the close relationship between CGIA and *the Council*.  Also, CGIA made a presentation at *the Council* meeting at CalGIS on April 4th, identifying various activities associated with coordinating regional collaboratives. Finally, CGIA closed the year by forming a Private Sector Task Force at the response of *the Council*.  In short, CGIA had many accomplishments associated with facilitating coordination with *the Council*.

A next step would be for CGIA to work to with *the Council* to build the "coordination criteria" of effective statewide coordination as presented by the NSGIC in the *Fifty States Initiative*. Another next step is to work with *the Council* to develop strategic and business plans using the methodologies outlined by NSGIC and the FGDC.

## 7    Facilitate Collaboration with Regional GIS Collaboratives/Councils

According to CGIA's July 2005 map, there are eighteen (18) distinct regional GIS collaboratives within California. These self organized collaboratives are grass root efforts, to promote better regional collaboration on developing and sharing geospatial datasets that benefit the special needs of each region. A directory and map of the regions is available at <u>http://www.cgia.org/regional-directory.htm</u>. These organizations have varying types of formal governance structures- from loose networking entities to a formal Regional GIS Councils. CGIA has published survey results from seven regions, which can be viewed at web site: <u>http://www.cgia.org/gis-councils.htm</u>.

As a service to the California geospatial community, CGIA annually updates the regional map, directory, and survey. CGIA's web site is now the portal to California's regional GIS collaboratives/councils. . The mutual objective of these regions is to improve communication on local, regional, state, and federal geospatial initiatives within California to build more California-centric geospatial framework datasets. CGIA also holds telephone conference calls three times each year, usually in September, November and January. Finally, CGIA facilitates an annual CalGIS activity that brings participants of regional collaboratives together to share their goals, accomplishments, and future directions.

CGIA made progress on accomplishing this initiative and more work is needed. CGIA Board members, especially the Chair and Vice Chair, need to participate in more face to face meetings on location with regional collaboratives, sometimes as an observer, sometimes as a participant, and sometimes as facilitator of policy discussions and consensus building. Another next step is for CGIA to continue publishing regional survey results for additional regions while doing minor updates to the existing surveys for keeping contact information accurate. A possible future direction for CGIA to facilitate collaboration among regional collaboratives and the California GIS Council could be on two questions: 1) what is the strategic direction of California based on the adoption of a strategic plan and 2) how can regions work together to facilitate the development of geospatial framework data and sustaining funding within this strategic framework? It could take three to five years to fully address these two challenges.

## 8 Provide Programs that Meet the Needs of the GIS Community

### 8.1 Attorney General Opinion Commentary

On October 3, 2005, the Attorney General released an opinion, on No. 04-1105 that addressed three questions:

- Is parcel boundary map data maintained in electronic format by a county assessor subject to public inspection and copying under provisions of the Public Records Act?

- If so, in what period of time must a county furnish a copy of the data upon request by a member of the public?

- What fee may be charged by a county for furnishing a copy of the data to a member of the public?

The conclusions of the Attorney General opinion are as follows:

1) Parcel boundary map data maintained in electronic format by a county assessor is subject to inspection and copying under provisions of the Public Records Act.

2) A copy of the parcel boundary map data maintained in electronic format by a county must be provided "promptly" upon request by a member of the public.

3) A fee may be charged by a county for furnishing a copy of parcel boundary map data in electronic format by a county assessor generally limited to the direct cost of producing a copy, but may include certain other charges depending on the specific circumstances as specified in the Public Records Act.

While this is an important step towards promoting greater access to geospatial data, it still does not address the need for a standardized land records information policy, and sustainable funding programs to enable local agencies to sustain their land records maintenance for providing access to current and accurate geospatial cadastral information. More work is needed to develop standards and sustainable funding, especially for critical geospatial framework datasets, and legislation may be needed to clarify statewide policy, program, and fiscal challenges related to geospatial technology. CGIA also needs to update its data sharing policy to reflect these implications of the Attorney General's opinion.

### 8.2    CGIA Develops Overview Slide Presentation

As part of the CGIA communication program with the California Geospatial Community, CGIA developed a PowerPoint slide presentation to give a 20 minute overview about CGIA and its future direction. This presentation was presented at a CalGIS session on Friday, April 4, 2006.

### 8. 3 CGIA Provides Policy Forums

As part of CGIA's effort to engage in programs that meet the needs of the GIS community, the CGIA Chair facilitated a policy forum in Los Angeles on September 19th, hosted by the Los Angeles County Assessor's Office, on data sharing. Bruce Joffe, principal of GIS Consultants, gave a talk on data sharing as part of a CGIA grant on this subject. The forum was well attended by over 30 individuals, and produced a lively policy discussion of free or low cost data sharing vs. charging what the market will bear data sharing. CGIA also hosted a forum at CalGIS, on April 7th, where four regional collaboratives (San Diego, CIRGIS, Bay Area GIS Council, and Sacramento) provided a presentation about their accomplishments, challenges, lessons learned, and future directions. Finally,

on May 19th CGIA hosted a legislation policy forum, with Gary Darling making a presentation about the need for policy and legislative changes associated with implementing a state GIS enterprise framework.

### 8. 4 CGIA Facilitates Collaboration at CalGIS

As previously mentioned, CGIA coordinated with the CalGIS programs committee to provide for two presentations on Friday, April 7th: one on the activities of four regions and a second on an overview about CGIA and its future direction. These presentations brought together over 30 individuals interested in the status and current direction of regional collaboratives and CGIA.

### 9   CGIA Awards

CGIA recognizes outstanding achievements in various aspects of GIS within California through an awards program. Awards are presented in the categories of 1) Exemplary Systems; 2) Advancement of Collaboration; 3) Outstanding Internet Presentation; 4) Excellence in Education; and 5) Chairman's Award for exemplary service and individual contributions to the advancement of the GIS field. This year, the program was reviewed and updated to reflect the maturing of Geospatial technology. Jeff Kapellas, Caitlin Morais, and Ken Blankenship worked to issue CGIA awards at CalGIS in Santa Barbara on Friday, April 7, 2006. The 2006 CGIA award winners were:

- **Exemplary Systems Award** for outstanding GIS implementation:
  **San Diego Association of Governments**,
  for its Landcore Land Information Geodatabase System project
- **Advancement of Collaboration Award:**
  **Sacramento County Regional GIS Consortium**,
  for their Homeland Security Address Data Portal
- **Outstanding Internet Presentation Award:**
  **bd Systems & the (Bay Area) Metropolitan Transportation Commission**, for the
  www.transit.511.org transit portal
- **Excellence in Education Award:**
  **San Diego State University Department of Geography** for its excellent educational program in GIS
- **Chairman's Award**
  for exemplary service to the California GIS community:
  **Tom McDowell, City of Chula Vista**

The CGIA Awards Committee, under the leadership of Jeff Kepellas, did an outstanding job of structuring the process, reviewing applications, and selecting award winners. Pictures of the Award winners have been placed on the CGIA web site: http://www.cgia.org/2006-winners.htm. We hope that there will be more applications during the 2006-07 awards program, and will start the outreach earlier to make this possible.

## 10  CGIA Board Elections

The year closed with the nominations committee of 2005-06 Board members, headed by Matt Brown and Carol Ostergren, nominating an impressive slate of candidates, representing exceptional candidates running for the various vacant positions. The results of the 2006-07 CGIA Elections process are posted at http://www.cgia.org/board-roster.htm. The highlights of the Nominations and Elections Committee Report, prepared on June 23, 2006, are presented below. Committee Members included: Matthew Brown, Chair, Carol Ostergren, Jerry Davis, Geney Terry, and Ken Blankinship.  The committee's purpose was to ensure organization continuity by electing candidates for CGIA offices that can fulfill duties outlined in CGIA bylaws and efficiently manage the annual CGIA Board election process. Over the past year, the nominations and elections committee not only achieved its purpose of ensuring organization continuity by successfully electing a new Board for 2006-2007, but it also made huge strides in improving the elections process.

While the 2006 election process was consistent with previous elections, the future election process should be much improved.  For the first time, the committee documented the nomination and election process.  The absence of documentation in previous years made it difficult for committee members who were reassigned on an annual basis.  In the past, the committee relied on passing down knowledge of the process verbally.  While this method was helpful, it did not contribute to effective communication and the continuity of knowledge for making improvements in the election process.

Implementation of lessons learned and the tactical action plan presented below along with the guidelines in Appendix F will markedly improve future CGIA nomination and election processes:

- **Identify two or more candidates to fill each vacant position**
  Four sectors had multiple candidates on the 2006 ballot.  They include city, education, not for profit, and private.  County, regional, state, federal and utility each had one candidate.  The Vice-Chair had one candidate.

- **Develop a schedule to be adopted by the Board as elections policy for the 2006 election process.**
  The Board was aware of the nominations and elections schedule, but did not take formal action to adopt the schedule.

## 11  Increase Membership by 100%

Over the past four years, CGIA membership has consisted of two types: paid and unpaid. Unfortunately, unpaid members have come to exceed paid members by 2 to 1. In other words, with paid members hovering around 50 each year,

unpaid membership has exceeded 100. Consequently, the initiative of doubling CGIA membership as intended would get the organization to 100 or more paid members.

Some activities that were implemented on behalf of the Board by the Chair to increase membership included:
- Requested CGIA Board members to work to double the membership of their respective sectors.
- Provided ongoing communication via the **CGIA NewsFlash** about CGIA plans, programs, activities, and events.
- Wrote an open letter on CGIA membership for distribution at CalGIS.
- Developed a Constant Contact database to systematically send emails requesting membership for 2006-07.
- Developed a PowerPoint Slide presentation about CGIA and its future directions.
- Became more visible and held policy forums throughout the state – Los Angeles, Santa Barbara, and Sacramento so people have a face to relationship with CGIA leadership.
- Identified approximately 225 unpaid members and consolidated this information into a Constant Contact database. CGIA is now seeking to determine the interest of this group in paid membership.
- Integrate PayPal with CGIA web site at http://www.cgia.org/join-cgia.htm.

As a result of these efforts, CGIA membership and dues payments for 2006-07 are beginning to increase. The number of sustaining members is also growing. Finally, for 2005-06, CGIA paid dues were higher than any year over the past five year. In short, while the initiative was not met in one year, the groundwork was laid to accomplish it within the next year.

## 12  Recommended CGIA Initiatives for 2006-07
A draft set of initiatives for the CGIA Board to consider for 2006-07 includes a continuation of the following commitments:
1. Regular Communication to Geospatial Community,
2. Facilitate Coordination for the California GIS Council with Regional Collaboratives,
3. Facilitate Coordination for the California GIS Council with the Private Sector Task Force,
4. Partner with CERES and California GIS Council to develop a geospatial data plan for California,
5. Partner with CERES and California GIS Council to develop a Strategic Plan,

6. Increase CGIA Membership to Better Representative of Sectors and Regions, and
7. Continue improving the execution of CGIA activities.

Details on these recommended initiatives are presented in Appendix G.

**Closing Remarks**

In closing, I would like to express my gratitude for the volunteered time, talent, and cooperation of CGIA Board members who dedicated themselves to achieving the great strides that we made during 2005-06. Their energy helped CGIA to exceed most of its 2005-06 initiatives. In addition to the bi-monthly meetings, we exchanged over 1,500 emails during the course of the year. Committee chairs were especially helpful in making sure that the activities of their group were completed in a professional and timely manner.

The camaraderie and discussions among Board members were exceptional. Continuing Board Members are encouraged to press onward with the suggested CGIA initiatives identified for 2006-07.

I am pleased to welcome Mary Cook-Hurley as the incoming Board Chairperson as the 2006-07 Board which includes six new members.

CGIA is continuously recruiting members who are willing to help foster improved use of geospatial information in all sectors of our society. Please renew your membership or join now to sustain CGIA's activities that facilitate collaboration, coordination, and counsel to California's GIS community.

Submitted by,

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### APPENDIX A - CGIA Initiatives for 2005-06

1. Redesign and Update CGIA Web Site Content
CGIA will improve its web site to provide a clear organization of current purposes, directions, programs, activities, and events. CGIA will continuously update and improve the quality of the web site by designating a webmaster to perform this task on a monthly basis.

2. Increase CGIA Membership by 100%
CGIA is working to double membership during 2005-06 by increasing stakeholder involvement in CGIA programs, activities, and events. During 2005-06, Directors representing each of the nine sectors (federal, state, county, regional, city, education, not-for-profit professional associations, private sector, and public utility organizations) will make regular personal outreach contacts to double the membership of their respective sector. The CGIA membership database will be updated on a monthly basis. Individuals who join CGIA will receive a thank you confirmation that their membership payment has been received. A monthly **CGIA NewsFlash** will be published to keep members and interested stakeholders informed about CGIA activities and upcoming events.

3. Administer Grants Consistent with CGIA's Mission
CGIA is promoting the use of data sharing and distribution policy models and metadata training. Policy forums and workshops will be offered in various parts of the state. Check the Events Calendar to get more information.  CGIA is completing implementation of a FGDC Metadata Outreach Training grant for five regions of the state, to increase the content of geospatial metadata within the CERES Metadata catalog; Ms. Mary Tsui is the Principal Investigator. CGIA nearly also completed implementation of an FGDC Institution Building and Coordination grant. This initiative presents a model policy for geographic data distribution that agencies are encouraged to consider and adapt to their needs. This initiative builds on the Open Data Consortium Project that developed the model policy; Mr. Bruce Joffe is the Principal Investigator.

4. Improve Coordination among Public, Private, and Non-profit Sector Organizations
CGIA will work with the California GIS Council, NSGIC and FGDC to promote the "**Fifty States Initiative**."  The Fifty States Initiative outlines organizational changes and strategies in the way governments work together to build the National Spatial Data Infrastructure (NSDI). The new approach emphasizes strategic and business planning which targets grants, incentives, and performance measures.

5. Facilitate Coordination for the California GIS Council
CGIA supports two way communications with the California GIS Council (CGC) providing input to the Council on important policy and strategy issues and disseminating CGC information to the regional councils/collaboratives and the CGIA membership.  During 2005-06, CGIA is working to facilitate regional policy forums that will define specific regional challenges and problems that have state-wide implications, identify alternatives, and create action plans for the resolution of the priority concerns.

6. Facilitate Collaboration with Regional GIS Councils/Collaboratives

CGIA is continuing to facilitate communication among established regional GIS collaboratives to foster effective regional coordination, inter-region communication, and addressing statewide GIS program needs. On behalf of the California GIS Council, CGIA is working to foster collaboration between regional councils and the California GIS Council. CGIA is hosting quarterly telephone conference and policy forums to accomplish this initiative, as well as CGIA member attendance at RGC meetings where possible. CGIA has assigned a Board member to be the communication liaison between for each regional council/collaborative.

7. Provide Programs that Meet the Needs of the GIS Community

During 2005-06, the CGIA Board has created a "programs committee to focus on promoting four policy forums within the various regions of the state. The goal of these policy forums will be to identify problems, develop an assessment of alternatives and facilitate the development of potential actions that can be taken at the local, county, regional, and statewide level to respond to identified policy challenges. CGIA is facilitating the organization of these events with leadership from regional councils/collaboratives, participation from the California's URISA Chapters, and at least one education institution stakeholder (Community College, State University or University of California Campus). CGIA is also working with the CALGIS Program Committee to host a policy forum at the 2006 CALGIS Conference in Santa Barbara- held on April 5th, 6th, and 7th. Ultimately, CGIA will be providing counsel to California's GIS Community through these kinds of events and forums.

8. Partner with CERES and California GIS Council to develop a geospatial data plan for California

CGIA would work closely with CERES and the GIS Council to engage local and regional interests in the development of a geospatial data plan- bringing focus to its other outreach, coordination and communication initiatives. Approximately $19,992 is available from a CAP Grant and another $10,000 is being contributed by USGS to help fund this effort, for a total of $29.992. The principal objective is to design and implement a repeatable process for assessing the geospatial data needs of California's GIS community. This product of this initiative will include an implementation plan with specific roles and responsibilities, funding and/or partnering strategies, data development priorities, budget and schedule. John Ellison and Ray McDowell are the principal investigators.

## Appendix B - CGIA Organization Structure

# CGIA Organization Framework & Activity Schedule 2006-07

| Beginning of Month | Internal Function | | | | | External Function | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Election Process** | **Membership** | **Finance** | **Web Site** | **Annual Report** | **CA GIS Council Coordination** | **NSGIC Coordination** | **FGDC Coordination** | **Regional GIS Council** | **Policy Forums** | **CALGIS** | **Awards** | **Legislative/Policy Strategies** | **State GIS Enterprise** |
| Committee | Nomination & Elections Committee | Membership Committee | Chair & Vice Chair | Web Deployment | Leadership Group | Council Communication Committee | Council Communication Committee | Council Communication Committee | Council Communication Committee | Programs Committee | Programs Committee | Awards Committee | Programs Committee | Programs Committee |
| Responsible Lead | Nomination Committee Chair | Membership Coordinator | Treasurer | Webmaster | Chair/Vice Chair | CGIA Chair | Chair/Vice Chair | Chair/Vice Chair | CGIA Chair | Programs Committee Chair | Programs Committee Chair | Awards Committee Chair | Policy Coordinator | State Rep. |
| Committee Members | | | | | | | | | | | | | | |
| Strategic Initiative | | | | | | | | | | | | | | |
| 7/1/06 | | X | X | X | X | | X | X | | X | | | | X |
| 8/1/06 | | X | X | X | | | | | | | | | | |
| 9/1/06 | | X | X | X | | X | | X | X | | X | | X | X |
| 10/1/06 | | | X | X | | | X | | | X | | | | |
| 11/1/06 | | | X | X | | X | | | X | | | | X | X |
| 12/1/06 | | | X | X | | | | X | | | X | | | |
| 1/1/07 | X | | X | X | | X | | | X | | | | X | X |
| 2/1/07 | X | | X | X | | | | | | | X | X | | |
| 3/1/07 | X | | X | X | | | X | X | | | X | X | | X |
| 4/1/07 | X | X | X | X | | X | | | X | | X | X | X | |
| 5/1/07 | X | X | X | X | X | | | | | X | | | X | X |
| 6/1/07 | X | X | X | X | X | | | X | X | X | | | | |

**Notes:**

Nominations & Elections Committee gets underway in February 2007 and concludes in June 2007. Results can be presented at Annual Meeting.

Membership Committee puts the membership campaign in action from April to September of each year.

Treasurer provides a monthly report on the status of CGIA finances, showing income and expenses.

Web site update occurs monthly (except for August) with the issuance of a Monthly CGIA NEWSFLASH and updates to hot-news items and the events calendar..

The leadership group, comprised of committee chairs, provides an annual report of their committee activities.

CGIA provides reports at the California GIS Council meetings on regional collaboration and important policy issues for consideration.

NSGIC coordination occurs twice each year when the CGIA Chair or Vice Chair attend NSGIC meetings for networking and funding purposes.

FGDC coordination takes place when CGIA aligns CGIA Initiatives with national trends and directions related to implementation on the national spatial data infrastructure strategy.

Regional coordination occurs three to four times each year in telephone conference calls, surveys, workshops, and the annual CalGIS conference.

Policy forums take place when CGIA has important policy topics that need communication, coordination, and collaboration.

CGIA will provide education information and other support to facilitate a successful annual GIS conference.

Each year CGIA will issue five awards at the CalGIS.

Bi-monthly report provided to CGIA on state enterprise development effort with strategies on how CGIA membership can support the effort.

CGIA will become the counsel to California's GIS community through policy advocacy and legislation when there are critical statewide policy/legislative issues that need adjudication and CGIA can work as a consensus builder.

The revision incorporates state enterprise and grammer changes.

The framework can be revised at any CGIA Board meeting when the Chair places the item on the agenda.

## Appendix C - CGIA Annual Calendar

# Proposed CGIA Annual Calendar of Activities 2006-07
**7 July 2006  Update**

| Month | Board Meeting | Regional GIS Council | CA GIS Council | CALGIS | Policy Forums |
|---|---|---|---|---|---|
| July | Monday, July 11, 2005 | | | | |
| August | | | | | |
| September | Tuesday, September 19, 2006 | Tuesday, September 19, 2006 | | | |
| October | | | | | |
| November | Tuesday, November 14, 2006 | Tuesday, November 21, 2006 | | | |
| December | | | | | |
| January | Monday, January 23, 2006 | Tuesday, January 17, 2006 | | | |
| February | | | | | |
| March | Tuesday, March 21, 2006 | | | | |
| April | CALGIS, Thursday April 4, 2006 5pm? | CALGIS, Thursday April 6, 2006 | 4/4/2006 ? | April 4,5,& 6 2006 | April 6, 7, & 8 2006, CALGIS in Santa Barbara |
| May | Monday, May 15, 2006 | | | | |
| June | Tuesday, June 26, 2006 Members Annual Meeting | | | | |

**Notes:**
CALGIS would host a CGIA Board meeting, CGIA Sponsored Policy Forums, Regional Collaborative Presentations, and a CA GIS Council Meeting.
The highlighted events need confirmation at the 11/15/06 CGIA Board meeting.

![CGIA - California Geographic Information Association logo]

**"Facilitating Collaboration, Coordination, and Counsel to California's GIS Community"**

**2005 – 2006 CGIA Annual Report**

## Appendix D - Fifty States Initiative (Inserted compliments of NSGIC)

# NSGIC

**Special points of interest:**

- The Fifty States Initiative offers a new "foundation" for the National Spatial Data Infrastructure (NSDI)

- A work group of Federal, State and Local government members created the action plan

- The initiative stresses the wise use of existing funding mechanisms

- In the absence of these recommended coordination criteria, government agencies will waste money and duplicate effort

**NATIONAL STATES GEOGRAPHIC INFORMATION COUNCIL**

## FGDC Future Directions—Fifty States* Initiative

*Includes other equivalent entities such as the District of Columbia, Puerto Rico, and the Insular Areas

## FGDC Coordination Workgroup and NSGIC Board Approve Fifty States Initiative

The Fifty States Initiative outlines a fundamental change in the way all governments will work together in the future to build the National Spatial Data Infrastructure (NSDI). Instead of the current "build it and they will come" philosophy that relies on random grants and partnerships, a new program emphasizing strategic and business planning with specifically targeted implementation grants, performance measures and incentives will be employed.

This initiative is one of twelve planning activities that are either complete or "in development" as a result of the *Future Directions* strategic planning process being used by the Federal Geographic Data Committee (FGDC). For further details on all activities, see their web page at:

**http://www.fgdc.gov**

The Fifty States Initiative Action Plan was approved for implementation by the Board of Directors of the National States Geographic Information Council (NSGIC) in December 2004, and by the FGDC Coordination Workgroup in February 2005. It identifies the criteria, characteristics and activities that will identify effective coordination councils in the future. In addition, it lays out several implementation steps that the Federal government and other entities need to undertake to establish more formal statewide coordination councils that will take an active roll in completing the NSDI. In this document, the term "statewide" applies to the District of Columbia, Puerto Rico and the Insular Areas.

## NSGIC's Coordination Criteria

NSGIC published the following nine criteria that its members believe are essential for effective statewide coordination of geospatial information technologies.

**1. *A full-time, paid coordinator position is designated and has the authority to implement the state's business and strategic plans.***

Explanation: Many states have created one or more full time positions to oversee coordination of geospatial technologies. These individuals are responsible for implementing the state's business plan and are typically assigned to the Governor's Office, Chief Information Officer, Budget Department, or the Technology Office. In some states, these duties fall on a volunteer and in others, no one is willing to assume this role. Having a full-time paid individual is advantageous and a significant portion of their energy is channeled into on-going statewide coordination council activities.

**2. *A clearly defined authority exists for statewide coordination of geospatial information technologies and data production.***

Explanation: A responsible individual or group has been designated in many states through executive orders, budget authorizations, or legislation. These individuals, or groups, are usually better

# Coordination Criteria (continued)

able to deal with difficult coordination issues since they are empowered to perform this function. In some cases, "all volunteer" efforts are very effective at coordinating statewide activities through consensus building. These groups are often recognized as a "clearly defined authority" although they have no specific powers.

**3. The statewide coordination office has a formal relationship with the state's Chief Information Officer (or similar office).**

Explanation: Geospatial technologies are clearly a component of any state's information technology architecture, but they are not always viewed as such by "old school" IT leaders. A close relationship with the state CIO is essential to move major geospatial technology initiatives forward.

**4. A champion (politician or executive decision-maker) is aware and involved in the process of coordination.**

Explanation: A visionary political champion who understands geospatial technologies is a valuable ally that can help obtain recognition and funding to support new initiatives. Without a strong political champion, new initiatives often fail.

**5. Responsibilities for developing the National Spa-**

**tial Data Infrastructure and a State Clearinghouse are assigned.**

Explanation: The responsibility for the component pieces of the NSDI should be assigned to appropriate staff and agencies to ensure that stewards are identified, and to prevent duplication of effort. Assignment of responsibilities should happen in advance of actual need, to ensure that the appropriate activities are planned for and incorporated into the state's business plan.

**6. The ability exists to work and coordinate with local governments, academia, and the private sector.**

Explanation: Each state must have the capability to routinely meet and coordinate with all other sectors. Safeguards should be developed to ensure that the needs of other sectors can be incorporated through consensus building activities.

**7. Sustainable funding sources exist to meet projected needs.**

Explanation: Sustainable funding is the foundation of effective partnerships. Data production tends to be the highest component cost for implementation of geospatial technologies and most users have requirements for continuous updating of data layers that need reliable fund sources. Effective consortia can only be established when each

of the players brings something to the partnership. Non-lapsing funds also help to stabilize partnerships.

**8. Coordinators have the authority to enter into contracts and become capable of receiving and expending funds.**

Explanation: To be effective, individual state GIS coordinators or the agencies identified as the stewards for the component pieces of the NSDI must be able to readily contract for software, systems integration, training, and data production costs. Often partnerships can be "brokered" to capture end-of-year funds when contracting mechanisms are already in place.

**9. The Federal government works through the statewide coordinating authority.**

Explanation: It is essential that Federal agencies use statewide GIS Coordination offices and councils as a type of "clearinghouse" to make sure that grant opportunities are being used wisely to implement the business plans of the states. Going through the coordination offices and councils will also help to minimize duplications of effort.

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> *"In the absence of these coordination criteria, state governments are likely to waste funds and duplicating effort."*

# What is the National Spatial Data Infrastructure?

Presidential Executive Order 12906 defines the NSDI as "the technology, policies, standards, and human resources necessary to acquire, process, store, distribute, and improve utilization of geospatial data." As detailed in Office of Management and Budget (OMB) Circular A-16, the NSDI "assures that spatial

data from multiple sources (federal, state, local, and tribal governments, academia, and the private sector) are available and easily integrated to enhance the understanding of our physical and cultural world." The Federal Geographic Data Committee (FGDC) is designated as the coordinating entity responsible

for developing and implementing national strategies to advance the goals of the NSDI.

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You can find the full text of the Executive Order at: http://www.whitehouse.gov/omb/circulars/a016/a016_rev.html

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# Characteristics of Effective Statewide Coordination Councils

In addition to identifying the NSGIC Coordination Criteria, the Fifty States Initiative Action Plan requires that a more consistent system of statewide councils (or "authorities") be established that incorporate the following characteristics:

1. Provide a mechanism for broad representation and inclusion in decision-making of user communities, including Federal, state, county, municipal and tribal governments; private sector GIS users and vendors; academic sector; non-profit organizations; utilities; and the general public.

2. A Strategic Plan that incorporates a vision statement, with appropriate goals and objectives related to implementing the NSDI.

3. A Business and Marketing

Plan that details the development of a geospatial technology infrastructure (including data) to mirror the definition of the NSDI (see bottom of page 2).

4. Formal authorization establishing the council along with appropriate bylaws.

5. A relationship and linkage with the nine coordination criteria (see bottom of page 1) to feed consensus based decision-making into official statewide initiatives.

6. Funding and support to enable the operation.

7. A commitment to implementing appropriate OGC, FGDC, ANSI and ISO standards.

**A note about funding** - The Fifty States Initiative Action Plan stresses the wise use of

existing funding mechanisms. In particular, the allocation of Federal grants for development of geographic data, or research and implementation of geographic information technologies should only be awarded to states that conform to the guidelines in the Action Plan. States will have to support the minimal criteria, characteristics and activities identified in the Action Plan. To do this, states will be required to fund at least one full-time coordinator and the operating costs associated with effective coordination councils.

*"The Fifty States Initiative Action Plan stresses the wise use of existing funding mechanisms."*

# Measuring Successful Implementation

The Action Plan identifies the following list of activities that can be used to measure the successful implementation of the NSDI by statewide coordination councils/authorities.

1. Local, state, tribal and federal agencies have data sharing agreements in place unless they routinely provide data in the public domain.

2. A published list of local, state,

tribal and federal data stewards and integrators for each of the framework layers is available.

3. Local, state and tribal framework data are being posted to the statewide clearinghouse or otherwise being made available through OGC interfaces.

4. Local, state and tribal data producers create metadata for data holdings and post it to the Geospatial OneStop (GOS)

Portal.

5. A functioning clearinghouse or appropriate inventory tool is available to all interested sectors in a state.

6. Local, state and tribal agencies participate in The National Map.

7. Local, state and tribal agencies adopt and incorporate OGC, FGDC, ANSI and ISO standards as appropriate.

# Why Implement this Plan?

NSGIC estimates that the geographic data required by state, local, regional, tribal and federal governments will cost in excess of $6.6 billion, not including maintenance costs. There are over 18,000 municipal governments, 3,141 county governments, unknown numbers of regional organizations, and over

327 tribal governments that are all creating geographic data in addition to the states and Federal government.

Coordination efforts need dramatic improvement. Otherwise, these organizations will continue creating the same data on a frequent basis. By some estimates,

there may be as much as 50% waste. We simply can't tolerate this situation, and it's time for all levels of government to work together to stop the waste. Planned solutions include a series of well thought out performance measures, incentives and rewards.

**ABOUT NSGIC** — The National States Geographic Information Council (NSGIC) is an organization of States committed to efficient and effective government through the prudent adoption of geospatial information technologies. Members of NSGIC include delegations of state GIS coordinators and senior state GIS managers from across the United States. Other members include representatives from Federal agencies, local government, the private sector, academia and other professional organizations. A rich and diverse group, the NSGIC membership includes nationally and internationally recognized experts in GIS, geospatial data production and management, and information technology policy.

**NSGIC**

*Building the NSDI one state at a time.*

> **National States Geographic Information Council**
> 2105 Laurel Bush Road
> Bel Air, Maryland 21015
> 443-640-1075 x110
> Fred@ksgroup.org
> http://www.nsgic.org

For further information on the "Fifty States Initiative" please contact Bill Burgess by phone at 410-544-2005, or by E-mail at william.burgess@comcast.net .

# Implementing the Vision

Many Federal geospatial mapping programs and grants are designed for quick success by "picking the low hanging fruit." However, a viable NSDI can only be constructed on a solid foundation. Long-term strategies must be put in place to promote incremental development of the NSDI using available Federal resources to assist all levels of government. The Fifty States Initiative Action Plan recommends that Federal agencies establish assistance programs to meet targeted state and local needs. As a starting point, The National Map Partnership Project (http://geography.usgs.gov/nsgic-naco-usgs/partnership/) has collected information on impediments and incentives reported by the states regarding participation in The National Map. Those factors can logically be extrapolated to the entire NSDI. The FGDC needs to coordinate the grant programs of its member Federal agencies to target assistance programs that are appropriate for each state-wide coordination council.

The Action Plan recommends the following list of outreach

> *"A viable NSDI can only be constructed on a solid foundation."*

activities by the FGDC & NSGIC as they work with national associations such as the National Governor's Association.

1. Representatives of the these organizations should meet at least once per year to strategize on the "Fifty States Initiative." (Suggest the NSGIC mid-year meeting as the appropriate venue.)

2. Representatives of these organizations should be made available for "cross fertilization" by giving presentations at conferences and business meetings.

3. Federal grant announcements should be conditioned on participation in the "Fifty States Initiative." Reminder letters emphasizing that grant activities require adherence to these characteristics should be routinely sent by granting agencies. In addition, Federal agencies should require a letter of support from state coordination councils for all grants involving geospatial information technologies or development of the NSDI, other than research activities.

4. NSGIC and appropriate Federal agencies will actively engage and send letters of support to these organizations to invoke actions by their respective memberships such as the issuance of resolutions.

5. Letters offering support from "targeted" Federal agencies (e.g. DHS, EPA and Interior) and NSGIC should be sent to each Governor and CIO requesting full participation in the "Fifty States Initiative."

6. The FGDC should replace previous cooperating partner agreements using new agreements with states that are conforming to the Fifty States Initiative.

7. New cooperating partners should be invited to regular meetings to help implement the new governance structure of the NSDI.

8. NSGIC and the FGDC should advocate that the "Fifty States Initiative" activities be included in the Digital States Survey conducted by the Center for Digital Government.

## Appendix E - CGIA Letter to the California GIS Council

CGIA
CALIFORNIA GEOGRAPHIC
INFORMATION ASSOCIATION

September 20, 2005

John Ellison
California Resources Agency
900 N Street, Suite 250
Sacramento, CA.  95814

Dear Mr. Ellison:

CGIA is pleased to support the California GIS Council (CGC) with implementation of collaboration and coordination strategies that are directed at enhancing the Council's effectiveness in several ways: focused initiatives, an improved CGIA web site, re-invigorated committees and an annual calendar of events.

First, since the Council's meeting in February 2005, CGIA has adopted the following strategic initiatives, several of which focus on CGIA's communication role with CGC:
- Redesign and Update CGIA Web Site Content,
- Administer Grants Consistent with CGIA's Mission,
- Improve Coordination among Public, Private, and Non-profit Sector Organizations,
- Facilitate Coordination for the California GIS Council,
- Facilitate Collaboration with Regional GIS Councils/Collaboratives,
- Provide Programs that Meet the Needs of the GIS Community, and
- Partner with CERES and California GIS Council to develop a geospatial data plan.

Second, to support the above strategic initiatives, CGIA has improved its web site to provide a clear organization of current purposes, directions, programs, activities, and events. The new web site fosters a better understanding of CGIA's programs and activities and facilitates better coordination of regional and state council activities. The site also contains links to regional and resource web sites to promote better coordination and collaboration. Finally CGIA's web site (www.cgia.org) has created a California GIS Community section to focus on both regional and statewide council collaboration and coordination.

Third, CGIA improved organization includes the creation of a Council Communications Committee to coordinate all activities that deal with NSGIC, FGDC, CGC, and regional councils/collaboratives. This committee will have members attend conferences and other events to facilitate better collaboration between CGIA and these organizations. CGIA also administers three grants in concert with these organizations that are focused on producing 1) positive use of metadata, 2) increased data sharing, and 3) development of a GIS Framework Data Plan (a project that started in September 2005, with support from USGS and an FGDC Institution Building and Coordination grant). This committee will closely coordinate activities associated with the "California GIS Framework Data Plan Project." CGIA has assigned a Board member to be the communication liaison between regional council/collaboratives and the CGIA Board. Finally, CGIA is promoting collaboration between regional councils by hosting periodic telephone conferences.

Fourth, CGIA has created an <u>annual calendar of events</u>, which will be updated monthly on the CGIA web site. CGIA representatives will be attending regional council meetings throughout the state. One of the key new activities of 2005-06 is to facilitate policy forums and workshops in various parts of the state to improve collaboration on policy issues that challenge the GIS community. The purpose of these policy forums is to define specific regional challenges and problems that have state-wide implications, identify alternative strategies, and create action plans for the resolution of priority concerns. CGIA is working with the CALGIS 2006 programs committee to create a program track that will deal with policy challenges and obstacles to the effective use and management of GIS resources.

In summary, CGIA facilitates collaboration, coordination, and counsel for California's GIS community. CGIA undertakes the above activities to provide counsel to the California GIS Council on important policy and strategy issues challenging the state's GIS community, public sector mangers and decision makers who fund and administer GIS programs.


Sincerely,



George White
CGIA Chair 2005-06

## Appendix F – Recommended CGIA Elections and Nominations Process

This documentation prepared by the Nomination and Elections Committee outlines the steps needed to efficiently manage the nomination and elections process:

- **Identify candidates to fill Board vacancies within two weeks of the request received from the CGIA chair so that no Board position is vacant more than 30 days.**

   In the previous year, there were three board vacancies. The Board filled these vacancies in less than three months. There were two lessons learned from this experience. First, it was difficult to identify when a position was vacated. In some cases, we had Board members that remained inactive for months and did not submit a written request to be removed. *As an organization, we need to better enforce Section 9 Absences, Section 11 Resignation and Removal, and Section 12 Vacancies of the CGIA by laws.* Abiding by these by laws will help ensure that no Board position will be vacant for more than 30 days.

   Second, persons filling vacated Board positions need to undergo a better orientation as they step into their new role. The orientation should include reading the bylaws and past meeting minutes of the CGIA Board, discussion with the Chair on the committee assignments of the Board, and a discussion with each committee chair for each committee that the new Board member is assigned.

- **Implement an efficient election process so that the CGIA Board for the next year can be identified by June 15th.**

   Several lessons were learned during the 2006 election process. These include:
   - Start early. Identifying candidates takes time. The nominations period should begin as soon as possible in January of each year.
   - Use all resources to help identify candidates. Contact CGIA Board members, CGIA members, professional organizations, Regional GIS Councils, and the State GIS Council.
   - Provide sample candidate statements to new candidates. This helps new candidates get an idea of the size and scope of what they are being asked to write up.
   - Review the final ballot with as many people as possible. It is important that there is no confusion on the ballot document.
   - Write down the steps. By tracking what steps were taken, future committees can improve on the process.

An outline of key steps in the nomination and election process follows:
7.  Nomination period (two months)
    a.  Announcements
        i.  Board Meeting Verbal Announcement
        ii.  Post nomination and election period on website
        iii.  Notify Board members at opening of nomination period
        iv.  Notify Board members at midpoint of nomination period.
        v.  Notify Board members 10 days prior to close of nomination period.
        vi.  Notify CGIA members at opening of nomination period.
        vii.  Notify non-CGIA member at opening of nomination period.
            1.  Notify Regional GIS Council contacts
            2.  Notify California GIS Council
            3.  Notify California based URISA chapters.
    b.  Accept nominations
        i.  Receive nominations
        ii.  Contact nominees
            1.  Verify nomination
            2.  Deliver sample candidate statements
            3.  Request written candidate statement
        iii.  Receive candidate statements
            1.  Verify name, place of work, and candidacy eligibility
            2.  Proofread
    c.  Prepare Election Documents
        i.  Prepare "Official Ballot"
            1.  Get final approval from election committee
            2.  Get final approval from Chair
            3.  Identify who will count the ballots.

7.  Election period (one month)
    a.  Distribution of Ballot
        i.  Email CGIA members
            1.  Attach Official Ballot
            2.  Attach Candidate Statements
            3.  Include simplified voting instructions in body of message.
        ii.  Email non-CGIA members
            1.  Attach Official Ballot
            2.  Attach Candidate Statement
            3.  Include simplified voting instructions in body of message
            4.  Include language on how to become a CGIA member
    b.  Closing of election period
        i.  Email CGIA members and non-CGIA members that ballot is closed.
        ii.  Remove ballot and candidate statements from the website and include text that election period is completed.
        iii.  Receive Ballots
            1.  Count all ballots
            2.  Deliver to identified vote counter.

    c.  Approve Elections
   - i. Receive results from identified vote counter
   - ii. Nominations and Election subcommittee Chair approve results
   - iii. CGIA Chair approves results

7. Term transition
   - a. Contact all candidates and notify them of their individual results
   - b. CGIA Chair announces results at final quarterly meeting
   - c. Results are posted on the website
   - d. Nominations and Elections Chair updates this process document.

A nomination period that does not include an election process may be needed when CGIA Board vacancies open up due to resignations. In this case, nominations would be made within a 30 day period from the request of the Chair and the Board would vote on the nomination at the next Board meeting. The nominations process would include review of candidate statements and submittal of one recommended candidate to the CGIA Board for approval.

## Appendix G - Recommended 2006-07 CGIA Initiatives

### 1. Regular Communication to Geospatial Community

CGIA will communicate with the state-wide geospatial using the **CGIA NewsFlash**, with links to the CGIA web site. The goal of this communication is to improve collaboration and support for CGIA's mission, initiatives, programs, activities, and events.  The **CGIA NEWSFLASH** will also focus on building community events that bring people together to support the development of a California Geospatial Data Infrastructure. CGIA will work with the CalGIS Program Committee to host a policy forum at the 2007 CALGIS Conference in Oakland- held on April 4th, 5th, and 6th. CGIA will work with URISA chapters for better integration of programs and events that facilitate the "**Fifty States Initiative.**"

### 2. Facilitate Coordination for the California GIS Council with Regional Collaboratives

CGIA will provide up to four meetings with regional GIS Councils/Collaboratives. The CGIA Board will initiate three meetings with regional collaboratives via telephone conference calls. One meeting will be at the CalGIS Conference in Oakland. CGIA will assign a Board member to be the communication liaison for each regional council/collaborative.  CGIA officers and Board members will participate in regional meetings and the GIS Council meetings to promote better regional collaboration. CGIA will work with regional collaboratives to facilitate regional policy forums that will define specific regional challenges and problems that have state-wide implications, identify alternatives, and create action plans for the resolution of the priority concerns. CGIA should determine if regions would like to participate in updating the CGIA data sharing policy to reflect the implications of the Attorney General's opinion. If there is a consensus that legislative advocacy is needed CGIA will provide leadership to advocate legislative policy changes on behalf of California's geospatial community.

### 3. Partner with CERES and California GIS Council to develop a geospatial data plan for California

CGIA will work closely with CERES and the GIS Council to engage local and regional interests in the development of a geospatial data plan- bringing focus to its other outreach, coordination and communication initiatives. The principal objective is to design and implement a repeatable process for assessing the geospatial data needs of California's GIS community. CGIA will work with the California GIS Council, NSGIC and FGDC to use the results of the geospatial framework data plan to promote the "**Fifty States Initiative.**"  John Ellison and Ray McDowell are the principal investigators with support from the contractor, Michael Baker, Inc.

### 4. Facilitate Coordination for the California GIS Council with the Private Sector Task Force

On behalf of the California GIS Council, CGIA has created a private sector task force to foster collaboration that can support the California GIS Council. CGIA is hosting telephone conferences to solicit private sector feedback and support of the California GIS Council.

5. **Partner with CERES and California GIS Council to develop a Strategic Plan**

By supporting the California GIS Council's application for a Strategic Planning grant funding, CGIA will promote geospatial framework data implementation, data sharing, and metadata use consistent with a strategic framework for the integration of geospatial framework data for critical GIS application development solutions. CGIA will also collaborate with regional councils/collaboratives and the California GIS Council to facilitate state-wide strategic planning. Another action step would be for CGIA to work with *the Council* to build the "coordination criteria" of effective statewide coordination as presented by the NSGIC in the Fifty States Initiative (Appendix D). And, finally, CGIA can work with *the Council* to develop business plans for geospatial framework data implementation for California, using the methodologies outlined by NSGIC and the FGDC.

6. **Increase CGIA Membership to Become Representative of Sectors and Regions**

In the second year of this initiative, CGIA is working to increase membership to over 100 paid members during 2006-07, by increasing stakeholder involvement in CGIA programs, activities, and events. During 2006-07, CGIA Board Directors representing each of the nine sectors (federal, state, county, regional, city, education, not-for-profit professional associations, private sector, and public utility organizations) will make regular personal outreach contacts to double the membership of their respective sector. The CGIA membership database will be updated on a monthly basis. Individuals who join CGIA will receive a thank you confirmation that their membership payment has been received. CGIA will update its events calendar to keep the geospatial community informed about regional events and activities. CGIA will keep members informed about its programs, activities, and events through the **CGIA NewsFlash** and other appropriate communication channels. CGIA Board members, especially the Chair and Vice Chair, need to participate in more face to face meetings on location with regional collaboratives, sometimes as an observer, sometimes as a participant, and sometimes as facilitator of policy discussions and consensus building. Another next step is for CGIA to continue publishing survey results for additional regions while doing minor updates to the existing surveys for keeping contact information accurate.

7. **Continue to Improve the Execution of CGIA Activities**

These following recommendations are provided to Chair person to continuously improve CGIA role as facilitating collaboration, coordination, and counsel for California's GIS community:

- Improve integration of the Fifty States Framework with the "facilitating coordination with the California GIS Council, Regional Collaboratives/Councils, and California's URISA Chapters.

- Determine methods of how best to pursue "developing strategic and business plans using the methodologies outlined by NSGIC and the Federal Geographic Data Committee (FGDC) in working with the California GIS Council and Regional Collaboratives/Councils.
- Each CGIA committee should have operational guidelines similar to those developed by the Nominations and Elections Committee to ensure operational continuity from one year to the next.
- CGIA needs to have a CPA prepare tax returns for filing in 2006.
- Once CGIA membership exceeds 125, the CGIA Board should consider hiring an Executive Director to support communications and outreach (including the *CGIA NewsFlash* and web site updates), finance, the membership campaign functions, and reporting as administrative support for the CGIA Chair.
- Continue identifying "best practices" and hold more forums to share them with the CGIA community.