

Mission, Vision & Values	STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	ACTIONS			PERFORMANCE MEASURES	RESPONSIBILITIES
			Short (0-3 months)	Medium (3-6 months)	Long (6-12 months)		
<b>MISSION</b> URISA is a multi-disciplinary geospatial organization that provides professional education and training, a vibrant and connected community, advocacy for geospatial challenges and issues, and essential resources. URISA fosters excellence in GIS and engages	<b>1. Create ONEURISA</b>	1.1 Integrate Chapters into OneURISA	1.1.1 Establish OneURISA Task Force	1.1.2 Discuss and report individual chapter transition issues	1.2.3 Create implementation plan for Chapters and URISA	Board will track progress according to timeline, established in March 2017	Board/OneURISA Task Force
		1.2 Complete a OneURISA Implementation Plan.	1.2.1 Create a list of legal, financial, and organizational challenges to implementation by each chapter	1.2.2 Create new model bylaws that integrate URISA International and Chapters (establish timeline)	1.2.2.1 Amend URISA Bylaws to accommodate change to new OneURISA structure (establish timeline)	CAB will communicate with individual chapters and provide report	OneURISA Task Force
		1.3 Establish Committees to leverage OneURISA relationships	1.3.2 Invite CAB representatives or Chapter Leadership to committee calls	1.3.2.1 Amend URISA Bylaws to accommodate change to new OneURISA structure (establish timeline)	1.3.2.2 Invite CAB representatives or Chapter Leadership to committee calls	Board will track progress according to timeline, TBD	Core Docs Committee
		1.4 Initiate activities to implement unified branding for all URISA activities	1.4.1 Create a proposal for unified branding				Marketing Committee
<b>2. Chapters - strengthen and enhance chapters</b>	2.2 Provide Chapters resources for promoting events				2.2.3 Propose budget needed to provide additional assistance.	Amount allocated to Chapter Support. Chapter return on investment in reports to CAB	
	2.3 Explore URISA Committee Membership to maximize Chapter participation and leadership development	2.4.1 Marketing Committee examine capacity and strategies to support Chapter Activities	2.3.2 Examine Bylaws to see if committee membership rules require adjustment	2.3.3 Propose chapter requirements to include a liaison to URISA Committees.	Changes to Bylaws, increased chapter participation in Committees- Participation of Chapter Members in Leadership, Committee activities. Increase in Chapter membership and attendance to Chapter events.	Leadership Development	
	2.4 Provide assistance to Chapters to recruit and retain membership					Marketing Committee	
	3.1 Finalize content and launch new website	3.1.1 Finalize content	3.1.2 Launch new site	3.1.3 Implement promotional campaign for new website		Website traffic (pre-launch, post-launch, post-campaign)	
<b>3. Launch NEW website: URISA.org</b>	3.2 Incorporate twitter feeds, facebook posts, RSS feeds, other social media			3.3.1 Create One-Page summaries of programs.	3.3.2 Review these summaries	Increased use of new site. Meet milestones	
	3.3 Improve communication of URISA programs and initiatives (Create program summaries)			3.3.3 Launch summary pages	3.4.3 Create a StoryMap Competition	Posting of interactive map content within 2 months of launch of new site. Creation of a subcommittee to propose a management and maintenance plan for these maps and resources.	
	3.4 Enhance presence of maps on the website	3.4.1 Determine new and create interactive maps for website: membership, chapters, Historic ULA locations, Historic URISA Conference Locations	3.5.1 Determine process for including chapter current information on the website	3.6.1 Use Google Analytics to determine areas of improvement	3.6.2 Follow up with Web team to make sure analytics are enabled	Continued monitoring of website traffic	Report Analytics to BOD and Strategic Planning and Marketing
	3.5 Enhance presence of chapter activities and chapter presence on the website						
<b>4 - Volunteer Programs - expand participation and create rewarding volunteer experience</b>	4.1 Develop a readily available list of specific opportunities for solicitation of volunteers	4.1.1 First draft of tasks available. Ensure that tasks are well defined and that all assigned tasks meet the core mission of the organization	4.1.2 Finalize list of volunteer tasks and distribute to membership	4.1.3 Put volunteers to work on identified tasks			Leadership Development Committee
	4.2 Develop and implement a volunteer communication plan		4.2.1 Develop volunteer outreach and communication plan	4.2.2 Implement and regularly update plan	Expand volunteer pool by X% in 6 months and by Y% in 12 months	Staff/Leadership Dev. Committee	
	4.3 Enhance volunteer recognition program		4.3.1 Define the program within the volunteer communication plan			Leadership Development Committee	

**VISION.** URISA connects people and resources in the geospatial community

Sustain and strengthen the organization



Promote, protect & grow the GIS Profession  
g & resources

4.4 Communicate with each Chapter available committee participation opportunities

**5. Build presence and infrastructure for GISCorps within URISA**

5.1 Increase visibility for GISCorps	5.1.1 Provide GISCorps logo to chapters for websites	5.1.2 Create an outreach and publicity campaign	5.1.3 Creation of media packet for distribution
5.2 Create and implement plan for updated innovative fundraising and sustainability strategies for GISCorps	5.2.1 List and prioritize fundraising strategies for GISCorp	5.2.2 Identify fundraising event for GISPro 2018. Conference Committee (March 2018). Marketing Committee assist in locating "saleable" swag and propose to BOD (March 2018)	
		5.2.2.1 GISCorps Core Committee reach out to CDC, FEMA, NACO, APA, and other Grant-Making authorities to fund infrastructure. Recommendations to board (May 2018)	
5.3 Evaluate need to build fiscal capacity to hire staff		5.3.1 GISCorps Core Committee give proposal to BOD for FTE and Salary Requirements (November 2017). Create Special GISCorps fund to build funding for potential hire of GISCorps director (January 2018 budget)	5.3.3 Finance Committee analyze the GISCorps proposal for Executive Director and determine financial requirements and capacity.

Increase in donations to GISCorps	GIS Corps, Marketing
	Marketing, GIS Corps, Staff
Grant Dollars Collected	
Reports from Core Committee and Finance deliverd to BOD by GISPro 2018	

**6. Advocacy for Professional Based Support of Critical Issues**

6.1 Develop Communication Strategy and platform for current legislative and professional activities	6.1.1 Explore subscription options to provide information on pending legislation of interest to URISA membership	6.1.3 Develop partnerships to fund costs associated with legislative monitoring and distribution of information to membership	6.1.7 Implement legislative monitoring and information distribution to membership
	6.1.2 PAC to create quick response mobilization strategies for dealing with immediate and critical issues	6.1.4 Create a webmap service as a resource for individuals in our industry to be able to identify /contact information for our legislators.	6.1.8 Create a procedure and format to present issues and response methods to membership
	6.1.3 Identify Contacts in Allied Organizations for constant contact on policy issues		
	6.1.4 Publish a list of prioritized legislative issues for membership	6.1.6 Identify individual(s) to be the "strike team" to search, format, and post to membership	
6.2 Provide guidelines and materials for URISA chapters to engage and educate local, state, and federal government officials and administrators on critical issues	6.2.1 Identify Chapter advocates to establish and maintain local decisionmaker contacts	6.2.2 PAC work with Chapter advocates to create protocols for communication on policy issues	6.2.4 create workshop (GIS 101) for decisionmakers to be presented in local, regional, and state meetings\conferences
		6.2.3 Chapter advocates identify state conferences of policymakers and administrators	6.2.5 Help Chapters register and present GIS Policy issues at Administrative, State conferences
6.3 Develop a strategy for URISA involvement in International Advocacy to address critical global issues.	6.3.1 Identify a list of prioritized advocacy issues of global interest	6.3.2 Develop a strategy to leverage connections in international organizations to influence policy on international issues.	6.3.3 Implementation of strategies developed in 6.3.1 and 6.3.2

Implementation of program	PAC
	PAC
List of contact deliverd to PAC	PAC working group
List of Strike Team members deliverd to BOD	PAC/Staff
Deliver workshop proposal to PEC for development by GISPro 2018	PEC\PAC
successful involvement in international organizations	International Task Force

**7. Provide Industry Guidelines / Best Practices**

7.1 Develop awareness of code of ethics among URISA members	7.1.1 Review education and training material associated with code of ethics	7.1.3 Offer opportunities for providing training on ethics to URISA membership
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Improved code of ethics educational materials and participation in training opportunities	PEC
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**8. Increase GMI usage**

8.1 Make GMI more accessible / address information management background gap /	8.1.1 Review GMI program and	8.1.3 Outline workshop, webinar or other presentations	8.1.6 Prepare and begin to deliver GMI
	8.1.2 Identify conference and professional meeting opportunities for presatation of GMI	8.1.4 Reach out and schedule GMI presentations	8.1.7 Issue and disseminate guidelines for staff training for GMI implementation
8.2 Promote relevance and utility of GMI	8.2.1 Define content and administration (frequency, criteria, potential initial projects/examples) for letters of support for GMI / project examples	8.1.5 Outline guidelines for staff training for GMI implementation	
		8.2.2 Begin to issue letters of support for GMI / project examples	
8.3 Build support and awareness of GMI		8.3.2 Define program and criteria for issuing unsolicited awards for good GMI practices / projects	8.3.3 Establish awards program for GMI best practices / projects
8.4 Engage in national and international standard setting	8.4.1 Identify "problem" standards of	8.4.3 Reach out to international standard	8.4.4 Complete any organizational

# of participants in GMI education session	
# of outside opportunities to provide GMI presentation / overview	
# and range of project types and organizations represented by letters of support	
# and range of organizations represented by award recipients	
Organizational collaboration with international	Professional Practice

**9. GISPRO**

9.1 Develop a series of repeatable tracks for annual conference (i.e. GISP exam prep, leadership & management, health & human services, smart communities, emerging technologies, emergency response)	9.1.1 Identify tracks for next GISPRO meeting	9.1.3 Develop marketing strategies for presentations and attendance	9.1.5 Successfully execute conference
	9.1.2 Tailor workshops to support track and marketing	9.1.4 Successfully execute workshops at GISPRO conference	

Each committee set goals for each conference. (before October 23) Appoint committee liaisons to attend first conference committee meeting October 26.	
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	9.2 Marketing Committee to develop marketing plan for "GISPro"	9.2.1 Develop strategy to niche marketing for individualized tracts			Identify Core Group/Sectors of attendees from prior and current conferences (ASAP) Think of light, quick, cheap methods of focusing marketing on core audience. Set marketing goal to increase attendance of core audience (Start at 2018 Conference Announcement, ongoing)	Program Committee/Marketing Sub-Committee
		9.2.2 Establishment of specialty (leadership, professional development, GISP) content for GISPRO 2018			<i>Conference Committee should decide early whether specialty tracks need to be recruited for GISPRO2018, December 2017</i>	Program Committee
	9.3 Further certification of conferences and workshops for professional continuing education credits for related professional licensure and certifications	9.3.1 Explore related professions for certifications (AICP, Surveyor, Engineering, NENA, etc.)	9.3.2 Identify individuals and methods for certification of conference content and workshops.	9.3.3 Secure continuing education certifications for conference and workshops at GISPRO		
<b>10. Webinars/Online Training</b>	10.1 Update and develop online training materials and resources	10.1.1 Review and assess existing materials	10.1.3 Assign / solicit participants to prepare updates	10.1.4 Finalize and approve updated materials	# of update and new webinars and online trainings; # of participants	
		10.1.2 Refine goals for updates and new materials (frequency, expanded topics - e.g. leadership, management)		10.1.5 Implement updated materials		
	10.2 Raise awareness and promote online training resources	10.2.1 Define opportunities and general methods for promotion (distribution lists, workshops/conference announcements)	10.2.2 Develop announcement templates (web, social media, email notices, live announcements)	10.2.3 Implement program of promotions to accompany roll-out of updated and new webinars and online trainings (10.1)	# of individuals receiving notices / # of promotional announcement opportunities; participation (see above 10.1)	
		10.2.1 Identify existing promotion-ready training resources				
	10.3 Increase revenue potential of webinars and online trainings	10.3.1 Research fee structures of other organizations for online training content	10.3.2 Determine general cost structure (resources will be free for members, charge to others)	10.3.3 Establish specific pricing for updated available trainings (10.1) and information to accompany promotions	Revenue generated (total, per session by type)	
<b>11. Workshops</b>	11.1 Establish a modernized procedure for developing and revising Workshops	11.1.1 Form a working group within PEC to recommend options for expediting workshop development and revisions	11.1.2 PEC examine program gaps (GISPro defined content) in current workshop content and present recommendations to the board for	11.1.3 PEC delivers comprehensive proposal to BOD for action	# of new and/or updated workshops	PEC
	11.2 Expand workshop instructor pool	11.2.1 Create a catalogue roster of instructors and workshops	11.2.2 Identify potential instructors based on areas of expertise and presentation experience	11.2.3 Establish standards, requirements, and procedure to "instruct the instructor"	# of individuals completing instructor training	
			11.2.7 Evaluate feasibility for "instruct-the-instructor" training			
	11.3 Workshop financials	11.3.1 Review financial performance of workshops for recent years / conferences		11.3.5 Implement any fundraising strategies identified (11.3.4)	Financial return on workshops	Finance Committee
		11.3.2 Determine high-performing topics; identify new topics (11.1, 11.4)	11.3.4 Explore potential for fundraising and additional sponsorship to support workshops	11.3.6 Solicit education manager pending results of budget evaluation	Hiring of education manager	PEC\Board\Staff
	11.4 Improve workshop topic consistency	11.4.1 Review and catalogue roster of workshops / topics for recent years / conferences (core, other topics, training level - introductory to advanced, accredited) - see also 11.2.1	11.4.3 Define updated list of core workshop topics; use to inform solicitation of instructors (11.2)	11.4.4 establish hallmark workshop for URISA	Workshop feedback form results. Demand from PEC Chapters and outside groups	
<b>12. Specialty Conferences GIS and Transit GIS and Health Caribbean GIS</b>	<b>A.</b> <b>B.</b> <b>C.</b>	12.1 Determine level of continued support and strategies for specialty conferences	12.1.1 Create a brief specialty conference marketing overview, financial and benefit analysis for each of the specialty conferences			
			12.1.2 Provide the analysis to the Board to determine continued consideration/support for specialty conferences			
		12.2 Initiate planning and Identify champions and partners for each of these specialty events.	12.2.1 Set dates and identify leadership of each of the conferences moving forward	12.2.2 Convene programming committee for each specialty conference moving forward in 2018		
<b>13. URISA GIS Leadership Academy (ULA or GLA)</b>	13.1 Finalize Branding for Leadership Academy	13.1 Leadership Academy Committee proposes marketing plan for branding of ULA\GLA\Leadership Academy				
	13.2 Improve the benefits of ULA to Graduates	13.2.1 Evaluation by Leadership Committee on the current benefit messaging to ULA Grads	13.2.2 Leadership Committee propose additional benefits to recognize ULA Graduates	13.2.3 Board of Directors delegate benefits.		ULA Committee



	13.3 Improve and update content for ULA	13.3.1 Leadership Committee identifies Leadership Working Group within PEC and Leadership to review and update Leadership Academy Content			ULA Committee
	13.4 Proposal for ULA II	13.4.1 Leadership Academy Committee create outline of ULA II			ULA Committee
<b>14. GIS Certification Institute (GISCI)</b>	14.1 Continue and expand administrative support for GISCI	14.1.1 Complete analysis of impact of GISCI support on any required membership management system for OneURISA	14.1.2 Develop proposal to assist GISCI with legislative issue tracking at Federal and State level.		Finance Committee/Staff
<b>15. GIS Professional (GISP) Educational Resources</b>	15.1 Develop, update, and promote GISP educational resources throughout URISA's webinars, workshops and conferences	15.1.1 Evaluate GISPRO 2017 half-day workshop into digestible training modules.	15.1.2 Identify champions to present modules and record one webinar per quarter in 2018 15.1.3 Evaluate and offer alternate delivery methods for content (online, webinar, study guides). Work closely	15.1.4 Complete comprehensive GISP educational resource plan with dates for content delivery in 2019.	PEC  PEC  PEC
<b>16. Vanguard Cabinet</b>	16.1 Establish Clear Direction for VC membership	16.1.1 VC Steering Committee create a list of tasks and roles for VC Membership	16.1.2 VC Steering Committee create proposal for URISA President to assign tasks to VC membership to assist in URISA committee support.	16.1.3 VC Steering Committee will propose roles or positions for all VC members	VC Steering Committee
	16.2 Assist with Funding of VC member travel, attendance, events	16.2.1 VC Identifies financial needs	16.2.2 VC produces a proposal and estimates of funding requirements		