<table>
<thead>
<tr>
<th>STRATEGIC OUTCOMES</th>
<th>STRATEGIC OBJECTIVES</th>
<th>ACTIONS</th>
<th>PERFORMANCE MEASURES</th>
<th>RESPONSIBILITIES</th>
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<tbody>
<tr>
<td>1. Create ONEURISA</td>
<td>1.1 Integrate Chapters into ONEURISA</td>
<td>1.1.1 Establish ONEURISA Task Force</td>
<td>Medium (3-6 months)</td>
<td>Board/OneURISA Task Force</td>
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<td></td>
<td>1.2 Complete a ONEURISA Implementation Plan</td>
<td>1.2.2 Create and report individual chapter transition issues</td>
<td>Long (6-12 months)</td>
<td>Board/OneURISA Task Force</td>
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<td></td>
<td>1.3 Establish Committees to leverage ONEURISA relationships</td>
<td>1.3.2 Create implementation plan for Chapters and ONEURISA</td>
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<td></td>
<td>1.4 Integrate activities to implement unified branding for all URISA activities</td>
<td>1.4.1 Create a proposal for unified branding</td>
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<tr>
<td>2. Chapters - strengthen and enhance chapters</td>
<td>2.1 Provide Chapters resources for promoting events</td>
<td>2.1.1 Launch new site</td>
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<td></td>
<td>2.2 Explore URISA Committee Membership to maximize Chapter participation and leadership development</td>
<td>2.2.2 (volunteer outreach) to assure  committee membership rules</td>
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<td></td>
<td>2.3 Provide assistance to Chapters to recruit and retain membership</td>
<td>2.3.1 Marketing Committee examine capacity and strategies to support Chapter Activities</td>
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<tr>
<td>3. Launch NEW website: URISA.org</td>
<td>3.1 Provide content and launch new website</td>
<td>3.1.1 Finalize content</td>
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<td></td>
<td>3.2 Incorporate twitter feeds, facebook posts, RSS feeds, other social media platforms</td>
<td>3.2.2 Launch new site</td>
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<td></td>
<td>3.3 Enhance presence of URISA programs and initiatives (Create program summaries)</td>
<td>3.3.1 Create One-Page summaries of programs</td>
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<td></td>
<td>3.4 Improve communication of URISA Conference (webpage, chapter homepages)</td>
<td>3.4.1 Determine new and current interactive maps for website, membership, chapters, historic ULA locations, historic URISA Conference Locations</td>
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<td></td>
<td>3.5 Enhance presence of chapter activities and chapter presence on the website</td>
<td>3.5.1 Determine process for including chapter current information on the website</td>
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<td></td>
<td>3.6 Improve traffic to site</td>
<td>3.6.1 Use Google Analytics to determine areas of improvement</td>
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<td>4. Volunteer Program - expand participation and create rewarding volunteer experience</td>
<td>4.1 Develop a readily available list of specific opportunities for solicitation of volunteers</td>
<td>4.1.1 Finalize list of tasks available. Ensure that tasks are well defined and that all assigned tasks meet the core mission of the organization</td>
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<td></td>
<td>4.2 Develop and implement a volunteer communication plan</td>
<td>4.2.1 Develop volunteer outreach and communication plan</td>
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<td></td>
<td>4.3 Enhance volunteer recognition program</td>
<td>4.3.1 Define the program within the volunteer communication plan</td>
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<td>4.4 Expand volunteer pool by X% in 6 months and by Y% in 12 months</td>
<td>4.4.1 Manage volunteers to work on defined tasks</td>
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<td>4.5 volunteer retention and satisfaction</td>
<td>4.5.1 Develop feedback mechanisms to improve volunteer satisfaction</td>
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**URISA: Vision, Mission, and Values**

**Mission:** URISA is a multi-disciplinary professional organization that provides education, training, and a vibrant and connected community, advocating for professional education, training, and networking opportunities, and providing a vibrant community, connecting people and promoting excellence in geospatial information science and technology.

**Vision:** URISA connects people and resources in the geospatial community.

**Values:**
- Service
- Integrity
- Innovation
- Collaboration
- Excellence
- Diversity

**STRATEGIC OUTCOMES**
- Mission
- Vision
- Values

**STRATEGIC OBJECTIVES**
- 1. Create ONEURISA
- 2. Chapters - strengthen and enhance chapters
- 3. Launch NEW website: URISA.org
- 4. Volunteer Program - expand participation and create rewarding volunteer experience

**PERFORMANCE MEASURES**
- Website traffic (pre-launch, post-launch, post-implementation)
- Increased use of new site, Meet milestones.
- Launching of interactive map content within 6 months of launch of website.
- Creation of a subcommittee to propose a management and maintenance plan for these maps and resources.
- Continued monitoring of website traffic.
- Revenue generation from the site.
- Improved site performance across all metrics.

**RESPONSIBILITIES**
- Board
- Executive Director
- Chapters
- Scorecard Committee
- Core Docs Committee
- Marketing Committee
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 Create media packets for distribution

Increase in donations to GISCorps

5.2 Create and implement plan for updated innovative fundraising and sustainability strategies for GISCorps

5.2.1 Identify fundraising event for GISPro 2018, Committee Conference (March 2018), Marketing Committee assisted in locating "saleable" swag and propose to BOD (March 2018)

5.2.2 GISCorps Core Committee reach out to GGI, Ram, NAGO, APA, and other Grant-making authorities to fund infrastructure. Recommendations to board (May 2018)

5.2.3 Core Committee analyzes the GISCorps proposal for Executive Director and determine financial requirements and capacity.

5.3 Evaluate need to build fiscal capacity to fire 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 fire of GISCorps director (January 2018 budget)

5.3.2 Finance Committee analyzes the GISCorps proposal for Executive Director and determine financial requirements and capacity.

5.4 Engage in national and international standard setting strategies for GISCorps

5.4.1 Identify "problem" standards of projects/examples) for letters of support (frequency, criteria, potential initial recipients)

5.4.2 Define program and criteria for issuing unsolicited awards for good GMI practices / projects

5.4.3 Establish awards program for GMI best practices / projects

5.4.4 Complete any organizational improvement needs

5.4.5 Complete any organizational needs

5.5 Increase GMI usage

5.5.1 Make GMI more accessible / address information management background gap / GMI usage

5.5.2 Promote relevance and utility of GMI

5.5.3 Build support and awareness of GMI

5.5.4 Engage in national and international standard setting

5.5.5 Develop: awareness of code of ethics among URISA membership

5.5.6 Develop: awareness of code of ethics among URISA membership

5.5.7 Implement legislative monitoring and information distribution to membership

5.5.8 Create a procedure and format to present issues and response methods to membership

5.6 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

6.1.2 PAC to create quick response mobilization strategies for dealing with immediate and critical issues

6.1.3 Identify Contacts in Allied Organizations for current contact on policy issues

6.1.4 Publish a list of prioritized legislative issues for membership

6.1.5 Identify (individually) to be the "URISA team" to search, format, and post to membership

6.1.6 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)

6.1.7 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)

6.1.8 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)

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 spokespeople to establish and maintain local decisionmaker contacts

6.2.2 Continue to identify章言spokespeople to establish and maintain local decisionmaker contacts

6.2.3 Implement strategies for dealing with immediate and critical issues

6.2.4 Create and implement plan for updated innovative fundraising and sustainability strategies for GISCorps

6.2.5 Help Chapters register and present GIS Policy issues at Administrative, State conferences

6.2.6. 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 areas 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

6.4 Support and mobilization strategies for dealing with immediate and critical issues

6.4.1 Identify “problem” standards of projects/examples) for letters of support

6.4.2 Define program and criteria for issuing unsolicited awards for good GMI practices / projects

6.4.3 Establish awards program for GMI best practices / projects

6.4.4 Complete any organizational

6.5 GISPRO

6.5.1 Develop a series of repeatable tracks for annual conference (i.e. GISPro exam prep, leadership & management, health & human services, smart communities, emerging technologies, emergency response)

6.5.2 Provide guidelines and materials for GISCorps: the five critical global issues.

6.5.3 Increase in donations to GISCorps

6.5.4 Engage in national and international standard setting

6.5.5 Develop: awareness of code of ethics among URISA membership

6.5.6 Develop: awareness of code of ethics among URISA membership

6.5.7 Implement legislative monitoring and information distribution to membership

6.5.8 Create a procedure and format to present issues and response methods to membership

6.6 Advocacy for Professional Based Support of Critical Issues

6.7 Provide Industry Guidelines / Best Practices

7.1 Develop: awareness of code of ethics among URISA membership

7.1.1 Produce educational and training material associated with code of ethics

7.1.2 Produce educational and training material associated with code of ethics

7.1.3 Implement legislation monitoring and information distribution to membership

7.2 Increase in donations to GISCorps

7.3 Increase in donations to GISCorps

7.4 Improve code of ethics education materials and participation in training opportunities

7.5 GISPro

8.1 Make GMI more accessible / address information management background gap / GMI usage

8.1.1 Review GIS program for current legislative and professional activities

8.1.2 Identify and conference and professional meeting opportunities for presentation of GMI

8.1.3 Develop partnerships to fund code of ethics associated with legislative monitoring and information distribution to membership

8.1.4 Create a series of repeatable tracks for annual conference (i.e. GISP exam prep, leadership & management, health & human services, smart communities, emerging technologies, emergency response)

8.1.5 Specify legislation monitoring and information distribution to membership

8.1.6 Create a procedure and format to present issues and response methods to membership

8.2.1 Define content and administration (frequency, criteria, potential initial project/examples) for letters of support for GMI project examples

8.2.2 Begin to issue letters of support for GMI project examples

8.2.3 Define program and criteria for issuing unsolicited awards for good GMI practices / projects

8.2.4 Reach out to international standard

8.2.5 Establish awards program for GMI best practices / projects

8.2.6 Complete any organizational

8.3 Build support and awareness of GMI

8.3.1 Identify "problem" standards of projects/examples) for letters of support

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

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8.6.8 Create a procedure and format to present issues and response methods to membership

8.7 Provide Industry Guidelines / Best Practices

8.7.1 Produce educational and training material associated with code of ethics

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8.7.3 Implement legislation monitoring and information distribution to membership

8.7.4 Create a series of repeatable tracks for annual conference (i.e. GISP exam prep, leadership & management, health & human services, smart communities, emerging technologies, emergency response)

8.7.5 Specify legislation monitoring and information distribution to membership

8.7.6 Create a procedure and format to present issues and response methods to membership

8.8.1 Define content and administration (frequency, criteria, potential initial project/examples) for letters of support for GMI project examples

8.8.2 Begin to issue letters of support for GMI / project examples

8.8.3 Define program and criteria for issuing unsolicited awards for good GMI practices / projects

8.8.4 Reach out to international standard

8.8.5 Establish awards program for GMI best practices / projects

8.8.6 Complete any organizational

8.9 GISPro
9.2 Marketing Committees to develop marketing plan for “GISPro”

9.2.1 Develop strategy to niche marketing for individuated tracks

9.2.2 Establishment of specialty leadership, professional development, GISPro content for GISPro 2018

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 (ACP, 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

10. Webinars/Online Training

10.1 Update and develop online training materials and resources

10.1.1 Review and assess existing materials

10.1.2 Define goals for updates and new materials (frequency, expanded topics – e.g. leadership, management)

10.1.3 Implement updated materials

10.2 Raise awareness and promote online training resources

10.2.1 Define opportunities and general methods for promotion (distribution lists, workshop/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 new and updated webinars and online training (10.1)

10.3 Increase revenue potential of webinars and online trainings

10.3.1 Research fee structures of other organizations for online training content (core, other topics, training of instructors and workshops for recent years / conferences)

10.3.2 Determine general cost structure pressures will be for members, (e.g. leadership, management)

10.3.3 Provide analysis to the Board

10.3.4 Implement updated materials

11. Workshops

11.1 Establish a modernized procedure for developing and revising Workshops

11.1.1 Form a working group with PEC to recommend options for expediting workshop development and revisions

11.1.2 Prepare guidelines for developing and revising workshop content and presentation experience

11.1.3 PEC deliver comprehensive proposal to SBO for action

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 Identify potential instructors based on areas of expertise and presentation experience

11.2.4 Develop catalogue roster of instructors and workshops for recent years / conferences (core, other topics, training level – introductory to advanced accredited – see also 11.4)

11.2.5 Implement any fundraising strategies identified (11.3.4)

11.2.6 Solid education manager parking results of budget evaluation

11.2.7 Implement any fundraising strategies identified (11.3.4)

11.3 Workshop finances

11.3.1 Review financial performance of workshops for recent years / conferences

11.3.2 Determine high-performing topics; identify new topics

11.3.3 Evaluate feasibility for “instruct-the-instructor” training

11.3.4 Implement funding and additional sponsorship to support workshops

11.3.5 Implement any fundraising strategies identified (11.3.4)

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 11.4)

11.4.2 Define updated list of core workshop topics; use to inform solicitation of instructors (11.2)

11.4.3 Review and catalogue roster of workshops / topics for recent years / conferences (core, other topics, training level – introductory to advanced accredited – see also 11.4)

11.4.4 Establish hierarchy of workshops for GISPro

12. Speciality Conferences

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 analytics to the Board to determine continued sponsorship/support for specialty conferences

12.1.3 Set dates and identify leadership of each of the conferences moving forward

12.2 Convene programming committee for each specialty conference moving forward in 2018

13. URISA GIS Leadership Academy (ULA or GLA)

13.1 Branding for Leadership Academy

13.1.1 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 benefits messaging to ULA Graduates

13.2.2 Convene programming committee for each specialty conference moving forward in 2018

13.2.3 Board of Directors delegate benefits.
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td>13.3</td>
<td>Improve and update content for ULA</td>
</tr>
<tr>
<td>13.3.1</td>
<td>Leadership Committee identifies Leadership Working Group within PEC and Leadership to review and update Leadership Academy Content</td>
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<tr>
<td>13.4</td>
<td>Proposal for ULA II</td>
</tr>
<tr>
<td>13.4.1</td>
<td>Leadership Academy Committee create outline of ULA II</td>
</tr>
<tr>
<td>14.1</td>
<td>Continue and expand administrative support for GISCI</td>
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<tr>
<td>14.1.1</td>
<td>Complete analysis of impact of GISCI support on any required membership management system for OneURISA</td>
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<tr>
<td>14.1.2</td>
<td>Develop proposal to assist GISCI with legislative issue tracking at Federal and State level</td>
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<td>14.4</td>
<td>Proposal for ULA II</td>
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<td>Develop proposal to assist GISCI with legislative issue tracking at Federal and State level</td>
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<td>15.1.3</td>
<td>Evaluate and offer alternate delivery methods for content (online, webinar, study guides). Work closely with chapters to offer content locally</td>
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<td>15.1.4</td>
<td>Complete comprehensive GISP educational resource plan with dates for content delivery in 2019</td>
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<td>15.2</td>
<td>Develop, update, and promote GISP educational resources throughout URISA’s webinars, workshops and conferences</td>
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<tr>
<td>15.2.1</td>
<td>Evaluate GISPRO 2017 half-day workshop into digestible training modules</td>
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<td>15.2.2</td>
<td>Identify champions to present modules and record one webinar per quarter in 2018</td>
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<tr>
<td>15.2.3</td>
<td>Complete comprehensive GISP educational resource plan with dates for content delivery in 2019</td>
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<td>16.1</td>
<td>Establish clear direction for VC membership</td>
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<td>16.1.1</td>
<td>VC Steering Committee create a list of tasks and roles for VC Membership</td>
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<td>16.1.2</td>
<td>VC Steering Committee create proposal for URISA President to assign tasks to VC membership to assist in URISA committee support</td>
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<td>16.1.3</td>
<td>VC Steering Committee will propose roles or positions for all VC members</td>
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<tr>
<td>16.2</td>
<td>Assist with funding of VC member travel, attendance, events</td>
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<tr>
<td>16.2.1</td>
<td>VC identifies financial needs</td>
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<tr>
<td>16.2.2</td>
<td>VC identifies financial needs and estimates of funding requirements</td>
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