What the URISA Leadership Academy is all about.
By: Michael W. Lovett, GISP

Were you able to attend the inaugural URISA Leadership Academy in New Orleans held December 5-7, 2007? If you did, you are on the leading edge of URISA’s outreach to our GIS community. If you were not able to attend this GIS specific leadership educational kick-off, we have an alternative for you. You still have the opportunity to join us in Chicago June 16-20, 2008 for the next Leadership Academy knowledge exchange.

URISA has been a leader in providing educational workshops to our members for many years. We have worked hard to build up a large library of special one-day workshops to help educate our membership. These workshops have been available at most of the URISA sponsored conferences and through agreements with the local URISA chapters. When our current President-Elect, Hillary Perkins came up with an idea to expand our educational material to include leadership, I jumped on the band wagon. Seeing that my goal during the remainder of my professional life is to mentor our growing profession by giving back to the profession that I have committed my career toward advancing, the development of the URISA Leadership Academy was the logical next step. As we progressed through the steps of designing and developing the Leadership Academy, all the volunteers on the committee and the content developers/instructors stepped up to the plate and made it happen. It was my pleasure working with and being associated with so many superb leaders in our industry at one time.

I find many elements refreshing about the Leadership Academy. For starters, where else can you go to have GIS Leadership taught by Leaders in the GIS field? Secondly, the interactive process designed into the Leadership Academy not only transfers many years of knowledge from our experienced instructors, but also allows direct input into the process from those in attendance.

If you are thinking, “I am not in a leadership position, maybe my boss should attend”, then I ask that you think about the following quote from Nancy von Meyer, the 2007 recipient of the prestigious URISA Horwood Award:

“Leadership comes in all forms and is found at all levels of any GIS implementation. From GIS staff that make the commitment to learning and understanding the technology to staff supervisors and department heads that develop budgets and programs to elected officials who use and support programs.” She goes on to say, “If you are in a position to lead and you don’t, you are an obstacle.”

Take a look at this picture and tell me if you see any leaders. I tell you I see nothing but leaders. They all have a chance to lead and do something about leading. They are doing it the right way.

So I would say that mentoring our next generation of GIS Leaders is what the URISA Leadership Academy is all about!

See you in Chicago!

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Important URISA Dates to Remember

May 12, 2008
Last day to submit applications for a 2008 Exemplary Systems in Government Award

June 9, 2008
Last day to submit entries in the 2008 Student Paper Competition

June 16-20, 2008
URISA Leadership Academy (Parts 1 & 2)
Chicago, IL

August 25-29, 2008
URISA’s 4th Caribbean GIS Conference
Grand Cayman

October 7-10, 2008
URISA’s 46th Annual Conference
New Orleans

February 8-11, 2009
13th Annual GIS/CAMA Technologies Conference
Charleston, SC

September 29-October 2, 2009
URISA’s 47th Annual Conference
Anaheim, CA

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The June ULA will take place at the Ambassador East Hotel in Chicago. Registration is filling up (and is limited to the first 75 participants). Attendees may register for the full five-day Academy or for Part One or Part Two.

Following is an outline of the entire program:

**Session 1: Introduction to Leadership and Management (June 16)**
This session will establish a baseline of knowledge for the rest of the academy. Discover what types of positions are in the work place for leaders in geospatial information management organizations. Recognize roles and responsibilities that come with leadership and management positions. Uncover your leadership tendencies and how they can be best utilized in management roles. Are you an Authoritarian Leader? Participative? Delegative? The session includes a discussion on ethics that provides a framework for ethical decision-making.

- Leadership and Management
- Geospatial Leadership Roles
- Leadership Styles
- Challenges for Leaders
- Ethics in Leadership
- Management Skills and Techniques

**Session 2: Building a Successful Team (June 17)**
Quality leadership involves excellent communication skills and to build a successful team, effective collaboration strategies must be in place. It is often difficult to know when or from where conflicts may arise. This session will teach how strong leaders can become equipped with the necessary skills to treat each and every one of those conflicts in an effective way. The session will highlight how the success of a team depends on the competence of its members. Participants will learn how to identify and assess potential team members.

- Steps of Successful Communication and Delegation
- Conflict Resolution in the Workplace
- Settling Disputes with other Decision Makers
- Assessing Resource Needs | Building a Team
- Developing a Recruitment and Hiring Strategy
- What to look for in a Good Candidate
- Interviewing Skills and Pitfalls
- Motivation and Retention

**Session 3a: GIS and Organizational Capacity Building: How May I Help You? (Morning, June 18)**
Building and enhancing the GIS capacity of an organization requires leaders to effectively promote the potential of spatial technologies to the business. Learn how to encourage the increased use of GIS technology in your organization and how to educate decision-makers on the contributions GIS can make to improve processes and decisions within an organization.

- Capacity Building
- Considerations Before Outreach
- Self Assessment
- Organizational Assessment
- The Outreach Process

**Session 3b: Show Me the Money - An Introduction to Budgeting & Finance for GIS (Afternoon, June 18)**
Maintaining and growing a viable GIS program year after year is a challenge within any agency with budget constraints. GIS Managers must be able to identify and promote the benefits of the technology and predict the financial impact. They must manage for achievement of demonstrable benefits while meeting budgetary and time-frame expectations. Successful programs depend on adequate financial and staff resources - for both current operations and emerging needs.

- Project Estimating & Budgeting
- Cost/benefit and Calculating ROI
- Developing a Credible Operational Budget (including activity based costing concepts) from your operations plan
- Managing your Budget - Accounting and Financial Reporting
- Funding Strategies
- Crafting and Presenting an Effective Budget Proposal

**Session 4: GIS Politics and Change Management (Morning, June 19)**
Enhance your leadership skills by learning strategies for managing change. This session will examine internal and external forces of change (political, technological, and financial) and how change impacts GIS operations, resources, and organizational support. You will leave this session with a better appreciation for the sources and effects of change and how best to respond. A discussion of risk management concepts will explain approaches for anticipating change and putting in place approaches for mitigating adverse impacts and taking positive advantage of change scenarios.

- Understand Different Types of Public and Private Organizations
- Working in a Political Environment
- Adapting to Different Sources of Change
- Managing and Evaluating Change in an Organization
- Risk Management

**Session 5: Putting It All Together – Evaluating Where You Are and Planning Where You’re Going (Afternoon, June 19 and June 20)**
This session is integrative. It provides the perspective that GIS leaders often find themselves in the middle of GIS management situations where they must determine how to move forward effectively. You may have been brought in specifically to solve a problem or fix a situation, or you may just be in the midst of the normal GIS life cycle. Crisis or not, knowing how to evaluate a situation, solve problems, plan effective action, and make and communicate progress are vital skills.

- Geospatial Strategic Planning in Context
- Situation Assessment
- Solving Problems and Taking Corrective Action
- Trend Spotting, GIS as an Integrative Tool
- Being Effective: Getting the Job Done and Communicating Success

Register right away to reserve your spot at the June program. All details are online at www.urisa.org/ula.
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Prepare to Vote!

In May, URISA members will receive online voting information for the 2008 URISA Board of Directors election.

Candidate profiles and statements will be distributed to the membership and members will have the opportunity to cast their votes from May 10 to June 24, 2008.

FOR PRESIDENT:
Kathrine Cargo, GISP, Orleans Parish Communications District, New Orleans, Louisiana
Kim McDonough, GISP, Tennessee Department of Transportation, Nashville, Tennessee

FOR BOARD OF DIRECTORS (to fill 3 seats):
Clare Brown, GISP, City of Atlanta, Georgia
Joan Gardner, Gardner Associates, Boston, Massachusetts
Al Little, City of Hamilton, Ontario, Canada
Michael Lovett, GISP, CDM - Camp Dresser & McKee, Maitland, Florida
Marilyn Ruiz, University of Illinois, Urbana, Illinois
Karen Stewart, GISP, ESRI Canada, Vancouver, British Columbia, Canada

Those elected will begin their Board terms following URISA's Annual Conference in New Orleans this October. Congratulations to all of the candidates!
Welcome New URISA Members

Ilena Abot, Hamilton County Dept of Public Works, Cincinnati, OH
Javier Acosta-Hernandez, Guaynabo, PR
William Allchin, PB&J, Coralville, IA
Bita Allen, State of Alabama Geographic Office, Montgomery, AL
Christopher Ard, FEMA, Chalmette, LA
Jim Aseltine, Fire Monitoring Technologies International, Inc, St Catharines, ON, Canada
John W Begg, Jr GISP, Milliken Forestry, Columbia, SC
Brian Beha, Pictometry International Corp, Rochester, NY
Ryan Betyna, Geographic Technologies Group, Goldsboro, NC
Sarah Bengston, Seattle, WA
Christopher Black, Michael Baker Jr Inc, Jackson, MS
Laura Bloomer, Mobile Video Services Inc, North Kansas City, MO
Michael L Borzick, GISP, Baisd, ID
Russell R Camp, City of Cedar Rapids, Cedar Rapids, IA
Richard R Campbell, CobbleStone Concepts Corp, Millersville, PA
Charles Cmeyla, ESRI, Redlands, CA
Daniel Coldiron, GISP, City of Fort Collins, Fort Collins, CO
Frank Condle, Rando Consulting, Palm Beach Gardens, FL
Tripp Corbin, Keck & Wolf Inc, Duluth, GA
Lon Cornell, TerraCosm Technologies, Atlanta, GA
Helen Costella, Ocean County AZ, Millcreek, UT
Sally Coyne, Arubia, CA
Jill Crowel, Portec Inc, Everett, WA
Mark Demers, Sherwood Park, AB, Canada
Brooks Denting, Indep City, Statesville, NC
Raymond C Diaz, Next Generation Information Systems International, Hagosota, GU
Bryan W Dickerson, GISP, Wootspit, Englewood, CO
Lindsay Dunn, Stanate Consulting Ltd, Lethbridge, AB, Canada
Roger Ewers, Sacramento County, Sacramento, CA
Teri Farrell, Snow Environmental Inc, Litltelton, CO
Amy Faulkner, City of Montgomery, Montgomery, AL
Andy Ferr, Southeast PA Transportation Authority, Philadelphia, PA
Mike Fulle, Amap Inc, Clearwater, FL
Mary Fuentes, Miami-Dade County, Miami, FL
Jim Gagnon, Southcentral CT Regional Water Authority, New London, CT
Jean Garland, Whitfield County, Dalton, GA
Lynette Garner, City of Atlanta Dept of Watershed Management, Roswell, GA
Bob Gray, Pinnacle Mapping Technologies Inc, Indianapolis, IN
Martha Guerra, Miami-Dade County, Miami, FL
Jess Hansen, Whitfield County, Dalton, GA
Shannon Hansen, Westwood Professional Services Inc, Eden Prairie, MN
Steven Harris, Kinnet, LA
Anthony Hartrich, Quanlub Indian Nation, Pacific Beach, WA
Vadie Hawkins, GISP, Switchback Spatial Ltd, Calgary, AB, Canada
Christopher Hawks, Rowan County, Salisbury, NC
Alexander Hepp, Pictometry International, Rochester, NY
Ken Hill, Sardian Corporation, Burnsville, NC
Stacy Hoppin, Concord Canoeism Corp, Poughkeepsie, NY
Carle Hubert, St. John’s County, St Augustine, FL
Steve Jennings, Pixures, Inc, Arnold, CO
François Jones, Lycoming County, Williamsport, PA
Yunus Kader, Evaluations, Durban, South Africa
Jason Kondrick, City of Atlanta Dept Watershed Management, Atlanta, GA
Todd Kowate, NHD Inc, Foham, CA
Chris Kent, Mobile Video Services Inc, North Kansas City, MO
John Landis, Department of City and Regional Planning, Philadelphia, PA
Robert Lemus, City of Arlington, Arlington, TX
Cheryl Libros, University of Denver, Rogers City, WI
Samuel Lopez, Orange County Growth Management GIS, Orlando, FL
Neil Lovitt, Tarrytown College, London, ON, Canada
Josh Lowe, Roux County, Steamboat Springs, CO
Chad Lubin, Portland, OR
Michle Lundeen, GISP ESRI, West Palm Beach, FL
Marianne Mac Donald, Cambridge, MA
Marcus Mac Neil, Hart InterCivic, Austin, TX
Patty Madrid, Miami-Dade County, Miami, FL
Irene Mann, Town of Mooresville, Mooresville, NC
Carmen Mass, USEPA, Chicago, IL
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Matt Miller, Inveriel County, Statesville, NC
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Michael Mittner, Erie County, Erie, PA
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Eric Ney, Sierra Systems Consultants Inc, Victoria, BC, Canada
Anita Nokes, Linman Consulting, Germantown, WI
Robert Olinbsey, GISP, City of Suffolk, Suffolk, VA
Stephanie Oubourn, City of Asheville, Asheville, NC
Loetta Page, Sacramento, CA
Christopher Michael Parma, GISP, City of New Braunfels, New Braunfels, TX
Jonathan O Pascoe, GISP, Department of the Navy, San Diego, CA
Malony Peper, Westwood Professional Services, Eden Prairie, MN
Richard A Peters, 3I100 Solutions Inc, Irving, TX
Aaron Quesada, Gannett Fleming Inc, Miami, FL
Ahmedbaker Rahim, Evaluations, Durban, South Africa
Diane Redwitz, Kankakee County Highway Dept, Kankakee, IL
Aaron Reiner, ACP PP (NJ), Philadelphia, PA
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Cristella Royal Siqueiros, City of Santa Fe, Santa Fe, NM
Nancy Rubin, Hildsbrough County Public Works, Tampa, FL
Denis Salazar Vigil, City of Santa Fe, Santa Fe, NM
Nahum Oberd Sanchez, PB&J, Coropago, PA
Ilana Saraiva, City of Miramar, Miramar, FL
Peter F Scofield, GISP, Lake County, Wasllegen, IL
Peter F Scofield, GISP, Lake County IT Dept, Wasllegen, IL
Craig A Scholing, GISP, TRANSMAP Corporation, Columbus, OH
Kurt Schulte, Balkie, MO
Thomas Setzer, The Dallas Morning News, Dallas, TX
Mandy Shailer, MS, Bermuda Government, Flatts, Bermuda
Stephen Sharp, Vermeen Center for Geographic Information, Nanteret, YT
Jason Sheldon, City of Napegon, Napegon, IL
Scott Sherwood, Pictometry International Corp, Rochester, NY
Rand Symonds, Uintah County, Vernal, UT
Scott F Snider, Knox County Map Department, Mount Vernon, OH
Stephen Sporkin, Spatial Systems Associates, Columbus, OH
Ken Stringer, 3I100 Solutions Inc, Irving, TX
Chris Strobl, US Forest Service, Portland, OR
Sean Sweeney, State of Massachusetts, Boston, MA
Michael Tafe, Denver Regional Council of Governments, Denver, CO
Glenn Talota, City of Beulahng, Beulahng, WA
Paul Tessar, MRP, MS, DenverGIS, Denver, CO
Roy Thieten, CDW - Camp Dresser & McKee Inc, Chicago, IL

Welcome New Corporate Member

Pixtures, Inc., a Division of xDar Corporation, is a geospatial solutions company, providing end-to-end, cost-effective solutions for our customers. Our core business is delivering geospatial services including data acquisition, processing, image analysis, data storage and dissemination. We are a one-stop shop for a variety of your geospatial data needs including aerial and satellite imagery, DEM’s, ground surveys, image analysis utilizing state-of-the-art object-oriented techniques and data hosting and dissemination using desktop and Web based applications.

We believe in educating our customers on how best to utilize geospatial information to enhance their business practices and improve their bottom lines.

Brett E Thomas, GISP Big River Electric Corp, Henderson, KY
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James L Tobias, GISP Decatur, GA
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Coni Turner, City of Bellingham, Bellingham, WA
Ed Turner, Sundex Corporation, Chesterfield, MO
Lisa Vaughan, Harrison County, Gulfport, MS
Bill Walker, Sundex Corporation, Chesterfield, MO
Johnny Walton, Alton County, Alton, SC
Jennifer Web, TechnologyGroup, Goldsboro, NC
Jennifer Weiser, Dentfield Township, Mason, OH
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Federal Agency Member
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Autodesk – Gold Corporate Member
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Sierra Systems Consultants Inc
Terror Corporation
The Schneider Corporation
The Sidwell Company

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Data Transfer Solutions - Silver Business Member
eGPS Solutions Inc - Silver Business Member

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New Urban Research Inc
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Orion Technology Inc
Spatial Focus Inc
SpatialX Infosystems
Systems Design Inc
Talon Positioning Solutions Inc
TerraGo Technologies
Tetra Tech - HAI
Tyler Technologies - Eagle Division
VXXI Solutions Inc - NEW!

March/April 2008 • URISA News
How much?
Sixth in a series of project management articles by Keith Fournier

If you are communicating to someone, there is a good chance some form of negotiating is occurring. Negotiating is not just for managing vendors, staff, peers or superiors. It occurs every day when determining where to go to dinner with your spouse, getting your teenage son to clean his room, or trying to get a nice table at a restaurant. Negotiating is not bad. However, it sometimes has a bad connotation.

As a project manager, negotiating is a skill needed for survival. A project manager is always working out deals to get resources, balancing budgets, managing expectations, and finalizing delivery dates. A project manager is communicating 80-90% of the time. The remainder of the time is usually spent preparing to communicate. As a result, project managers seem to be negotiating all the time. To be successful as a project manager, you must be an excellent negotiator.

It is evident that negotiating is an important skill. Negotiating is so critical, many books are written and seminars held on the subject. Surprisingly, it is seldom part of college curriculum. Negotiating is a skill like any other skill. It takes training, observation, experience and practice to be effective. The best learning tool is to observe others engaged in negotiations. Some people are lucky and have a parent or mentor that demonstrated negotiation skills during your childhood or early in their career. These people have an advantage and can integrate negotiation skills into their daily routines. Even if negotiating is very uncomfortable, a working knowledge is critical to at least be able to identify tactics and have a working knowledge of how to counter them when used on you.

Bargaining vs. Negotiations
There is a difference between bargaining and negotiating. The difference lies in the intent of the outcome of the encounter. Bargaining occurs in short term encounters whereby no long-term relationship is expected or desired. For example, when at a garage sale or walking around a swap meet, bargaining is used to get to the lowest agreeable price. If the low offer is not accepted or countered, both just walk away from the transaction. This can also be called haggling. Haggling is a technique to determine the actual interest in the buyer or seller to enter into the transaction and ultimately, their potential to compromise on price. In contrast, negotiations typically result in a goal to enter into or perpetuate a long-term relationship. Negotiating is not to be viewed as a game where there is a clear winner or loser. The final outcome should satisfy both parties whereby both feel there is a mutual gain from entering into the agreement, resulting in future benefit.

Types of Negotiations
Almost everyone has heard of “win-win” negotiating. A “win-win” situation occurs when both sides of the negotiations are supposed to be satisfied with the outcome. However, many times both sides had to compromise to reach an agreement. This usually occurs to avoid a deadlock. Therefore, it can also be considered a “lose-lose” negotiation when both entities had to greatly adjust their expectations to reach the final agreement. A collaborative negotiation is a situation where both sides get what is expected, and are satisfied with the final agreement.

There are two types of negotiating: collaborative and combative. As mentioned, in collaborative negotiations both sides determine it would be mutually beneficial to cooperate and establish conditions that are agreeable to both parties. In contrast, the combative negotiating environment is when there is definite win-lose intent by either or both parties. Each type of negotiating environment occurs because of different conditions or reasons. Sometimes one negotiating environment can easily turn into the other during a single event. Skilled negotiators should be able to identify the type of environment and facilitate a positive outcome that is mutually beneficial.

Phases of Negotiating
To better understand the mechanics of a negotiation, the encounter can be subdivided into phases: preparation, negotiating engagement and debrief. During the preparation phase of the negotiation process, several procedural items are determined such as location, schedule, agenda, and duration. Before the team can finalize their negotiating position and strategy, much information must be gathered. It is the duty of the team to obtain as much information as possible about the pending transaction and of the entities that are engaging in the negotiation. To understand this necessity, think of the last time you went to buy a car. It can be either new or used. What kind of information would be important? Many people review Consumer Reports data and get an idea of the reliability of the vehicle, go to the Internet and gather reviews, obtain dealer invoice information, and determine if there are any rebates. If it is a used car, get a Vehicle History Report. A prudent person wants to minimize the condition called asymmetric information. Asymmetric information occurs when one side of the negotiation holds all or most of the information. The other side has less leverage and cannot negotiate a beneficial settlement.

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The more information that is known about the opponent and their situation, the more time there is to prepare strategy. In legal proceedings, it is called discovery. The lawyers are allowed to view the information the other side has on the case to prepare for trial. However, preparation is only the first action needed in successful negotiating. When preparation is completed, the next phase of the negotiating process can proceed.

The second phase is the actual negotiation engagement. During the negotiation engagement, several steps happen. The leaders for both sides must establish the goal and expectations of the proceedings. The negotiations subsequently begin by offering, considering and collaborating on agreements for various aspects of the situation. The team should have the discussion transcribed by both sides to ensure accuracy. Key points and action items should be documented and agreed upon prior to moving on to the next agenda item. After there is agreement on a subset of the agreement, the details should be defined and finalized. Finally, the entire agreement should be reviewed and agreed upon prior to closing the session. Using these phases of a negotiation as a guideline will enable the teams to document and finalize the details of the agreement for the final execution of the contract.

Negotiating can be complex and intimidating. It is always best to have a third party advocate as a part of your team during the negotiations. It can minimize the possibility of emotions getting in the way of making a logical and prudent decision. The same holds true when buying a house. Most young buyers ask their parents to walk through the house and help with the buying process. Parents are not emotionally attached to the house, have years of experience and can be more objective. They are acting as your advocate to make sure the transaction is based on rational thought processes and not emotional ones.

Prior to the signing the final agreement, the documents are usually reviewed by a third party for clarity and congruity with legal requirements. Prior to the final execution of the contracts, the team should convene and debrief on the negotiation process and review the agreement one final time. Also, lessons learned should be discussed with the team to help with future negotiations and teach newer members of the team.

Components of Negotiations

Negotiations have the same three components. These components are information, time and power. As discussed, gathering information is critical to the negotiating process. The negotiator should also be aware of disinformation that could incorrectly influence their position to the advantage of the other side. Time always has an impact on the negotiating process. The side that has the least amount of time is usually disadvantaged. The final component to a negotiating encounter is power. Power can be defined by the ability to get things done. There may only be a perception of power if the other side has status or excessive influence. Perceptions can then perpetuate reality for a given situation. Therefore, consideration should be given to everyone’s perception of the situation. It will influence the situational dynamic. There are different types of power. These types include legitimate, reward, penalty, expert and referent. All can have an impact on how the participants in a negotiation act. The problem with power is that either side believes the other has all of the power in the relationship. Using the car-purchasing example, it may be intimidating to walk into the dealership. It would be common to believe that the dealership has all the power in the transaction. How do you know if the salesperson was just told that they better sell a car to the next person in the door or be fired? Assume that if both parties are taking the time to sit at the negotiating table, there is a fairly close balance of power in the relationship. Both need the other side to gain from the transaction.

Strategies for Negotiating

Every negotiation is unique. Yet there are general strategies that can provide some additional leverage during these sessions. Remember, the goal of a collaborative negotiation session is to build toward a mutually beneficial resolution. Some of these strategies could build animosity and should be used sparingly.

Be willing to take a risk. Taking a risk during negotiation mixes courage with common sense. Do not get too emotionally involved with the outcome. It may shift the control of the situation to the other party. Be able to walk away from the situation if necessary. To minimize being emotionally involved, have someone negotiate for you. That is why attorneys will not and should not represent themselves. A detached advocate thinks differently during the negotiation and has the ability to remain emotionally segregated.

When in a negotiation session, do not eliminate your options without trying to get something in return. Doing so will set a precedence and the other side may limit asking for more concessions. Sometimes, the actual decision maker is not in the room. This will set up the “higher authority” gambit whereby the other team needs to get approval up their chain of command. It should be determined prior to the session that a person with proper authority will attend. If not, it should be determined prior to the commencement of the session and be asked as one of the initial questions. If the decision maker is not present, consider rescheduling.

Formulate the deal from the other team’s frame of reference. Use empathy to understand the other side. Try to operate from a position that is fair for all parties in the transaction. If an offer may sound ridiculous, it probably is and will not help build the trust needed for a successful outcome. Once a fair offer has been made, be persistent. One of the biggest mistakes novice negotiators make is to talk first. If an offer has been tendered, wait for the response. Just because the other
City of New York
Department of Sanitation

REQUEST FOR PROPOSALS: New York City Comprehensive Commercial Waste System Analysis and Study; Promoting the Sustainable Maximization of the Recovery of Recyclables from the Commercial Sector

Procurement Identification Number (PIN): 82708BR00027

The New York City Department of Sanitation (“the Department” or “DSNY”) seeks appropriately qualified Contractor(s) (“Contractor(s)”) to conduct a New York City Comprehensive Commercial Waste System Analysis and Study (“Study”) to inform NYC’s efforts for the sustainable maximization of the recovery of recyclables within New York City’s privately-managed commercial waste system.

Study Summary: The focus of the Study is the complex of generators, carters, transfer nodes (including putrescible and non-putrescible waste transfer stations, and intermediate recycling brokers/processors), and destinations (landfills, waste to energy [WTE] facilities, materials recovery facilities [MRFs], recycling processors, composting operations, and materials reuse/exchange venues) associated with commercial refuse and recycling in New York City, including waste classified as putrescible, non-putrescible, construction and demolition, and clean fill. The commercial waste system also encompasses the state and municipal regulatory bodies and structures that govern the system’s operation.

Contractors will develop robust estimates of the tonnage of commercial waste generated in total, and by commercial sector and geographic area, over the Study time period; gather information on the material composition of generated waste, both refuse and recyclable; assess current compliance with local recycling laws and rules, as well as voluntary waste prevention, reuse, and recycling efforts undertaken by businesses; and examine the flow of refuse and recycling materials collected, in terms of vehicle miles traveled/truck counts.

The overall method will be to model commercial waste generation, collection, diversion, and materials flows using existing sources of data from within and outside New York City compiled and integrated within a relational geodatabase. Estimates from this first modeling step will be enhanced and refined through various levels of field observation and hands-on data gathering.

The end product of these efforts will be a complete characterization of current commercial recycling practices, as well as data tracking tool that DSNY and other agencies can use well into the future to (a) update knowledge on commercial waste management and (b) plan to enhance commercial diversion.

Experience Requirement: To be eligible for this solicitation, the proposers must assemble a team consisting of staff and/or subcontractors that have experience and expertise in (1) solid waste issues; (2) policy analysis and evaluation; (3) data management / IT solutions / geographic information systems/ statistical modeling; (4) field observation, interviewing, and survey administration; (5) waste characterization; and (6) traffic studies. Proposers are encouraged to utilize researchers and scholars holding a PhD, preferably those working at universities in the New York City area; as well as field personnel who are familiar with New York City geography and cultures, including personnel who are bilingual in Spanish and Mandarin Chinese. This procurement is subject to participation goals for Minority-Owned Business Enterprises and/or Woman-Owned Business Enterprises as required by Local Law 126 of 2005.

Contract Award: The contract award will be a function of the quality of the proposal and price (as reviewed and approved by DSNY).

Contract Term: The initial term of the contract will be for three (3) years, commencing approximately in May 2008.

Availability of RFP: The Request for Proposals (“RFP”) for the New York City Comprehensive Commercial Waste System Analysis and Study is anticipated to be available on or before Wednesday, February 20, 2008.

Prior to being available, the Department will be assembling a list of interested parties to whom the RFP will be forwarded when available. To be placed upon this list, please contact the Agency Authorized Contact, Robert Lange, either by phone or email, and provide your name, organization, mailing address, email address, telephone, and fax number. Request RFP PIN #82708BR00027.

When available, the RFP may also be obtained (1) by downloading a pdf from the Department’s website at www.nyc.gov/wasteless, (2) at the anticipated pre-proposal conferences, or (3) from the Agency Contracting Office. The RFP can be mailed, picked up in person, or sent by any express carrier service (however, you must provide your express carrier account number, as well as the appropriate carrier envelops) from: Contracts Unit, Agency Contracting Office, NYC Department of Sanitation, 51 Chambers Street, Room 806, New York, NY 10007, 917-237-5557.

Agency Authorized Contact: The sole authorized contact for questions, clarifications, comments, or any other communications regarding this solicitation is Robert Lange, Director, DSNY Bureau of Waste Prevention, Reuse and Recycling, 44 Beaver Street, 6th floor, New York, NY 10004; range@dnyny.gov or 917-237-5556. Attempts by anyone to contact other government parties regarding this solicitation may result in the rejection of that individual’s proposal. As explained above, copies of the RFP itself are available via the Agency Contracting Office or online at the specified URL.

Pre-Proposal Conferences: All interested proposers, and/or their representatives, are highly encouraged to attend both the initial and follow-up pre-proposal conferences. In the initial pre-proposal conference, the details of the RFP will be discussed and preliminary questions by potential proposers answered. Due to the breadth and complexity of this RFP, it is anticipated that proposers will have follow-up questions, which will be addressed in a second pre-proposal conference.

The initial pre-proposal conference is anticipated for February 20, 2008, from 10:00 am to 1:00 pm; the follow-up pre-proposal conference is anticipated for March 19, 2008, from 10:00 am to 1:00 pm. Both will be held at the following address: NYC Department of Sanitation, Bureau of Waste Prevention, Reuse and Recycling, 44 Beaver Street, 12th floor conference room, New York, NY 10004.

To ensure adequate seating capacity, potential proposers should notify Robert Lange prior to the anticipated pre-proposal conference dates cited above regarding the estimated number of representatives planning to attend these pre-proposal conferences.

Proposal Deadline: The deadline for proposal submission is currently anticipated to be no later than 16:00 on May 14, 2008. All proposals must be submitted to the Agency Chief Contracting Officer (ACCO) at DSNY Agency Contracting Office, 51 Chambers St, Rm 806, New York, NY 10007, 917-237-5557.
GISCorps and the Darfur Event Mapping Initiative

By GISCorps Volunteers


“Most immediately, this database will be cross-referenced with available archival satellite imagery to try and find images of attacks collected the day the attack occurred. In addition, the dataset will be shared with UN and other inter-governmental organizations and non-governmental organizations as a showcase piece to encourage them to do something similar, ideally with GISCorps help!” — Lars Bromley, Project Manager, AAAS

In the latter half of 2007, the GISCorps undertook a project in affiliation with the American Association for the Advancement of Science (AAAS). Known officially as the Darfur Event Mapping Initiative, this is part of an ongoing project started in 2005 by The Science and Human Rights Program of the AAAS and funded by the MacArthur Foundation. GISCorps volunteers were tasked with documenting the physical conflicts and geocoding (the tracking of event locations by obtaining the x-y coordinates) in Darfur, Sudan and Eastern Chad, a region that has seen hundreds of thousands killed, and has left millions displaced.

Five GISCorps volunteers participated in this project. These volunteers include Nicholas Hauk, Ryan Kemna, Brian Mladenich, Megan Winnenberg, and Peggy Wu, and these dedicated folks tackled the project remotely in locations within Canada and the United States. The process featured a thorough inspection of many reports, news flashes, and articles which had been drawn from various media sources, human rights and aid organizations, as well as world and regional government bodies and unions. Primarily, the volunteers were to track incidents of attack, and provide geo-coordinates associated with the location of that attack.

Information provided for a conflict could vary considerably, as the reports were obtained from various sources and from different standards. Information tracked by the volunteers included the location of the event, the number of people killed or injured, the type of attack and alleged attacker(s), the date of the event, and related source information. Such data was compiled into an Access database via an input form, which can be seen below in figure 2. Having a central database allows researchers to search through the events based on any number of variables the volunteers tracked.

Another benefit to geocoding the conflicts is to convert those events into data points for visual representation and geographic analysis. This would not have been possible without the volunteers documenting the x-y coordinates. Finding the correct or exact location was a common challenge cited by the volunteers. While the volunteers had access to a place-name fuzzy-matcher and a Sudan settlement shapefile (see figures 4 and 5 above), often a location would come up with a different spelling than expected, or too many similarly-named places would locate in very close proximity. In either case, it was difficult to decipher the exact attack location. Insofar as what the volunteers gathered, one can begin to look for spatial patterns, hot-spots, and
problem areas for certain groups of people or their alleged attackers (see figure 6 and 7).

The combined resources—the database, the geographic analysis and the visual representation of the events—could further assist in estimating the effects of mass atrocities in Darfur, and provide additional information for international human rights groups, such as the International Criminal Court.

Finally, of course, there is the human side of the conflict. Many of the reports and articles contain tragic and horrific stories, including those of personal accounts. A common feeling among the volunteers is the fact that such a database and visualization tool will help to get the word out about the ongoing rights violations in the region.

By leveraging available resources today, from today’s world of satellite images, to the internet, to GIS-tools and related software, there is the capability and the opportunity to advance social equity. This project truly has served as an “initiative”, whereby the GISCorps and AAAS have partnered to integrate a process that documents current and future world conflicts in a centralized database and serves as a platform for further research. Project such as this will bring more awareness to the ongoing human rights violations around the world.

“This has been an invaluable experience, from learning about Darfur, collaborating cross-country, to working remotely to bring GIS technology in the forefront of those who know very little about GIS. This remote mission is an efficient way to leverage current technology to advance social equity. I relish the opportunity to work with GISCorps again.” — Peggy Wu, GISCorps Volunteer

Go to www.giscorps.org to learn more about volunteering, donating, and getting involved.

How much continued from page 8

side is silent, it does not mean the offer will not be accepted. Be patient.

Just because your team remains unemotional, it does not guarantee the other side will not become emotional. Do not create or exacerbate an emotional situation, it may backfire. However, logic does not always persuade people either. Logic can be the basis of a proposal but it must include an element of emotional satisfaction for the other side to be considered.

Finally, if the situation becomes unmanageable, it is better to break off negotiations and reschedule. Here is some good advice to remind you what to do in a bad negotiating situation: do not negotiate with a crazy person because they will bring you down to their level and beat you with experience.

The following are guidelines that can be used in the negotiating process:

- Both sides believe the other has more power.
- Be able to identify the difference between bargaining and negotiating.
- Never take the first offer because it may lead to buyer’s remorse.
- Agree to a concession while asking for one.
- Don’t reveal your timeline, both are under pressure to finish
- Don’t reveal your budget, if known ask for less.
- Don’t assume that everyone wants the same thing.
- Determine your tactics based on how assertive or emotional your opponent.
- Don’t get emotionally involved.
- Set obstacles aside to be discuss or resolved later.
- Build on small agreements.
- Perception is reality.
- Remember the communication model and where it can break down.
- State needs and wants.
- Work collaboratively to get to final agreement.
- Create a situation whereby both want to work together again.

Conclusion

Negotiation is a skill that is necessary for almost everyone. The project manager has to master the skill of negotiating to be successful. To become a proficient negotiator, it takes research, study, training, and experience. Excellent negotiation skills are a key to project success and career advancement. It may even help you build better relationships with peers, professionals, friends and family. It is urged to learn and practice negotiating to improve the probability of your success.

About the Author

Keith Fournier, PMP, APMC, CMS, GISP (keith@isdltd.com) is a certified Project Management Professional (PMP) and has an Advanced Project Management Certification (APMC) with 17 years of GIS and IT project management experience.
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