“Navy 911, what is the location of your emergency?” You will hear this phrase if you need to call 911 from a Navy Installation. If you call 911 off-base, the person answering your 911 call will already know your location, thanks to an accurate address and range system, and their associated GIS and 911 systems which have been designed to alert emergency responders to your specific location. Verifying a caller’s correct location is critical for the Navy Regional Dispatch Center’s (RDC) dispatchers and first responders, but getting it right is not yet as automated as most people would expect for the nation’s DoD (Department of Defense) facilities. The Navy Emergency Response Management System (NERMS) project is the Navy’s solution to this problem. NERMS will allow the Navy to meet the 911 industry standards established by groups such as the National Emergency Number Association (NENA) and recommended by Congress. Effective and rapid 911 Emergency Response relies on industry standard routing and addressing procedures. Most civilian agencies at local, regional, and state levels have established these procedures and a GIS-based 911 addressing capability, which makes it important for the Navy to adopt their guidelines and incorporate them into the overall 911 canvas. In concurrence and support of NERMS and Emergency Management (EM) programs, the Navy Installations Command (CNIC), Naval Facilities and Engineering’s Anti-Terrorism Force Protection Command (NAVFAC ATFP), and the Naval Space and Warfare Command (SPAWAR Systems Center Pacific) are supporting, funding, providing oversight and executing the Navy Emergency Management Addressing Project (NEMAP).

NEMAP will not only help enhance the 911 response capabilities of the Navy, but the project will have positive ripple effects across the Navy enterprise as well as our local government
partners outside the Navy fence lines. The NEMAP objectives are to adopt and establish the 911 industry standard which includes assigning street names, street ranges and addresses for all applicable facilities and structures. Addressing on DoD installations has, until now, mostly been done by building number and does not take into account a centerline range – which makes routing impossible. Key components of the 911 Response Management System and NERMS are the tabular and geospatial addressing data for the Computer-Aided Dispatch system, which NEMAP has been founded to develop. In addition, information sharing and collaboration for lasting partnerships is key to the effectiveness of NERMS. Therefore, NEMAP aims to put in place mutually beneficial relationships and processes that promote the information flow and data exchange.

Addressing and locational data are important to share amongst many groups such as CNIC’s Division N37; these folks set policy and oversee the execution of emergency management and response for the entire Navy. Another key group to NERMS is the Navy’s GeoReadiness Program as they collect, maintain, and manage GIS data for the shore installations. Other folks within the Navy community who use and help coordinate NERMS data are the military housing providers (public/private ventures with commercial companies), the Real Property and Asset Management staff, and Public Works Departments at each installation.

Local governments (cities, counties, and state agencies) must also be kept in the NERMS data loop; seamless emergency response relies on data inside and outside the Navy Installation fence lines. As the authoritative source for addressing, local government entities may include the 911 data or CAD coordinator, addressing office, planning department, state EM office, or any GIS personnel who touches emergency management GIS data. By working together, the multiple tiers of government agencies can accomplish the common goal of having the most timely and accurate life-saving data.

The NEMAP Process and Navy Region Northwest
NERMS is an Enterprise system, which means it contains Navy-wide information and capabilities, and requires coordination for every region, at every installation, and with each local government 911/MSAG/Addressing authority in which the bases are located. Navy Region Northwest has four major bases: Bremerton Naval Shipyard (and Bangor), Whidbey Island, Everett, and Indian Island, as well as a number of special areas. Altogether, there are 450 roads that need to be assigned ranges, and almost 4000 facilities to address. Not a small task.

NEMAP Team members began by working with the Northwest Region’s GeoReadiness Center to acquire current street centerlines, installation boundaries and building/facility data. The data were then scrubbed and processed before initiating an onsite visit to each installation and local government involved, in order to identify any issues that do not conform to NENA standards. These issues may include: roads that are not named, incorrect topology, secured access sites, Navy weapons and munitions storage, and/or privatized housing with mutual aid agreements. It is critical that the local installation has all streets accounted for and named; there are many as-yet unnamed streets across the Navy enterprise. The data analysts also review any available information from surrounding areas that can help to verify Navy versus local government jurisdiction.

In August, NEMAP representatives visited the Northwest Region and conducted a Site Survey, where participating local governments and Navy officials were briefed and enlisted for help in the addressing process. During a NEMAP Site Survey, local governments are asked to help perform the actual centerline range assignment, so that it matches their Master Street Address Guidelines (MSAG) and current 911 data standards. After an agreement is made, NEMAP provides the scrubbed geospatial centerline files to the local government GIS or addressing authorities according to the respective Navy Installation(s). The local government then incorporates the Navy roads into their street centerline canvas for the entire jurisdiction and assigns them with the appropriate street ranges. This street range assignment will be based on the rules and methodology that has been established by the addressing authority and will help generate the Master Street Addressing Guide (MSAG) for the local government that includes all Navy properties in their jurisdiction. Building a comprehensive MSAG is a critical step in the process.

After the MSAG is finalized, the local government sends the NEMAP team a complete street centerline geospatial file that includes the Navy roads with ranges and the surrounding jurisdiction. Addressing the Navy Installation then begins; the NEMAP Team uses ESRI’s ArcMap to assign
an address to every building and common facility on the base. The addresses will be built based on knowledge of the installation, access to the buildings/locations, etc. and collaboration with addressing Subject Matter Experts (SME) from both Navy and local government. The NEMAP Team uses imagery and field verification to determine the appropriate street number for each building. Much of this work is the manual creation of addresses within an attribute table, however, the addressing rules are based on NENA processes and standards. The data analysts on the NEMAP team use ESRI’s Data Reviewer Extension to QA and QC the addressing and centerline work before they call it complete. The Data Reviewer enables NEMAP to meet NENA, FGDC and USPS data standards.

Once addressing is complete, address point files and tabular data are exported to a portfolio of information that is shared to all stakeholders. In addition, the Data Manager uses ETL (Extract, Transform, and Load) processes to build the NEMAP schema for each region (centerlines, building footprints, address point file, and installation boundary layer), which is delivered to the Regional Dispatch Center. The data will be provided across the Navy, especially the Real Property administrators and telephone providers to incorporate into the appropriate systems. These 911 compatible addresses need to steadily work their way into all Navy databases and become part of the databases of record for the Navy. Once verified by Navy officials, the Regional Dispatch Centers will provide the data to the respective local governments for streamlined data integration into the surrounding communities. In addition, the final and most important step is to provide the Local Exchange (Telephone) Carriers with the street ranges and addresses. The LEC will add the Navy street ranges into the telephone system MSAG to complete the data necessary for NERMS to operate effectively.

Due to the precedent-setting nature of NEMAP, future sustainment plans are being developed throughout the project lifecycle. It is essential to the future of 911 Emergency Response that all government agencies work to maintain this important data and work together to keep life-saving systems running. Through NEMAP we are already seeing how the Navy and Local Governments can come together through GIS to fix these issues and improve 911 emergency response systems. Since the Fort Hood and Navy Yard tragedies, it has become abundantly clear how important this work is for all of us to support. It is no easy feat to standardize our data systems and work together to make our disparate data sources and standards talk to each other, but the NEMAP project has proven that it can be done.

NEMAP Project Model/FYI: The NEMAP model is based on a successful 911 addressing project that took place in Navy Region Southeast. The CNRSE RDC, NAVFAC SE GRC, NASJAX and NS Mayport PWOs worked with the Duval County (Florida) 911 office to create 911/NENA compliant addressing for the installations. The collaboration of teams and successful results of the project were recognized by ESRI and earned the participants an ESRI SAG – Special Achievement in GIS Award in 2012.

For more information on NERMS and the NEMAP initiative, please contact Sanovia Peterson, Project Execution Coordinator for Naval Facilities and Engineering Command’s Anti-Terrorism Force Protection.

Email: sanovia.peterson@navy.mil

Marvin Garland, GISP is a Geospatial Professional for SERCO-NA Inc. supporting SPAWAR Systems Center Pacific. He serves as the Geospatial/GIS SME and Project Lead for NERMS and NEMAP. He has provided Geospatial support to NERMS for the past 6 years and has over 25 years of GIS experience including state and local government, Telecommunications, Transportation and Emergency Management. He can be reached at marvin.garland@serco-na.com.

Amy Hrdlicka, GISP is a Geospatial Project Manager at Geographic Information Services, Inc. as well as a NEMAP Project Lead. She has provided contract support to the US Navy for over six years with a focus on facilities, asset management, and emergency response GIS solutions. She can be reached at ahrdlicka@gisinc.com.
GIS-Pro 2013 (September 16-19 in Providence, Rhode Island) was an outstanding event! Thank you to all of the attendees, speakers, and sponsors who gathered to transform ideas into solutions, and challenges into accomplishments. Check out the post-conference videos of keynote presentations and other sessions during the conference when you have a chance. Over the coming months, we will be showcasing specific presentations (suggested as stellar and important by attendees) through webinars and newsletter articles.

Many thanks to our co-host, the New England Chapter of URISA!

The Ignite session on Monday night was typically entertaining, and educational.

Anthony Robinson (Penn State) gives us the scoop on MOOCs.

We heard about the State of GIS in Rhode Island from Shane White.

Wendy Peloquin and Ryan Bowe from URISA’s Vanguard Cabinet cover mentoring, outreach and more!

Justin Jobin discussed pro’s & con’s of powering streetlights in Jamestown, RI.

Tuesday morning’s opening session kicked things off nicely.

Jessica Davies discusses happenings ‘down under’ at the Surveying & Spatial Sciences Institute (SSSI).

Steve Sharp, NEURISA President, welcomes attendees to New England.

Conference Chair, Al Little, provides highlights and not-to-miss features of GIS-Pro 2013.

Kristy Fifelski, aka GovGirl, makes a point about government social media. It was a great keynote address!
The annual conference is a perfect venue to celebrate volunteer contributions and implementation successes.

New England URISA Chapter members gather to receive the 2013 Outstanding Chapter of the Year Award!

Michael Edwards, COP Program Manager and Lewis Summers, Gil Program Manager are honored to accept ESIG Awards on behalf of the U.S. Department of Homeland Security.

Al Butler presents Jane Smith and John Hudler from the Georgia Department of Transportation with their ESIG Award.

Anna Whipple from the City of Des Moines received an ESIG Award for their Snow Ordinance Searches process.

Tom Cony (Fairfax County, VA) and Heidi Hammel (KCI Technologies) are pleased to accept Metro Washington Council of Governments’ ESIG Award.

Hilary Perkins, Clare Brown and Amy Esnard were recognized with Service Awards for their dedication and support of URISA’s Vanguard Cabinet.

Tripp Corbin (left) and Al Butler (right) present Cy Smith with a 2013 Leadership Award. Barry Wellar also received a Leadership Award but was unable to attend this year’s conference.

Neil MacGaffey received NEURISA’s Superior and Dedicated Service Award.

GISCorps Co-Founder, Shoreh Elhami, highlights 2013 missions (and is later surprised by a well-deserved tribute).

Al Little received a well-deserved 2013 Service Award.

Nancy Merritt and Liz Findlay from the City of Calgary receive an Exemplary Systems in Government (ESIG) Award from URISA President, Al Butler.

continued on page 6
The final morning of the conference featured a Thought Leaders’ Panel Discussion, led by Chris Thomas, which focused on the blurred lines between public and citizen facing apps and how they connect to back-office government systems. Max Baber (USGIF), Clare Brenner (Tumml Urban Ventures Accelerator), Jessica Davies (SSSI), Joe Ferreira (MIT) and Brian Stice (Landvest) participated in the panel. Then we wrapped things up with a phenomenal keynote on Exploring Mars for Habitable Environments, presented by Professor Jack Mustard, Brown University.

Everyone’s already talking about GIS-Pro 2014. Make plans now to join us in New Orleans, September 8-11, 2014. The Call for Presentations will be announced any day now and you are strongly encouraged to share your ideas with your fellow members in NOLA next year!
Your Decisions Affect Theirs

Government decisions affect more than 300 million Americans a year. With Esri® Technology, you can connect with your entire constituency. Esri helps you demonstrate accountability, foster collaboration, and make the effective decisions that keep your constituents happy.

Learn more at esri.com/urisatgp
The GIS Management Institute® has published the URISA GIS Capability Maturity Model, culminating a two-year effort. The GISCMM provides a first-ever framework for assessing not only the capability of an enterprise GIS operation, but also the process maturity of those who manage and operate the GIS.

A capability maturity model is a structured objective mechanism to assess an organization’s capability, as well as its management and operational process maturity. The URISA GIS Capability Maturity Model includes 23 enabling capability assessment components, which include the sorts of assets that a GIS operation acquires. The Model also includes 22 execution ability assessment components, which include the key processes that are required to manage and operate an enterprise GIS.

The URISA GISCMM will help organizations assess the development stage of their GIS and the process maturity level of their operations. This assessment will help them target priority capability enhancements and process improvements. GIS staff responsible for operations and management will be able to use both the GISCMM and the GMCM to assess their own professional strengths and weaknesses and to identify training and other professional development priorities.

To help GIS professionals and managers understand and begin using the Model, URISA’s GIS Management Institute will present a 90 minute webinar on the topic on Wednesday, November 6, 2013.

An early version of the model, developed by URISA Past-President Greg Babinski, was designated in November 2009 as a URISA Initiative. In 2010, when URISA agreed to develop the Geospatial Management Competency Model, it also agreed to update the GISCMM. The update process began with a daylong GIS Managers task force at the 2011 Washington GIS Conference.

In 2012 refinement of the GIS Capability Maturity Model fell under the responsibility of URISA’s new GIS Management Institute® (GMI). In late 2012 and early 2013 the GMI Committee reviewed and revised the GISCMM based on the 2011 GIS Managers task force, and on its own recommendations. In April 2013 the revised GISCMM was published for international peer review. Appropriate peer review comments were incorporated into the Model, which was then unanimously endorsed by the GMI Committee in September.

The GIS Capability Maturity Model is the culmination of the work of the seven-member 2011 Washington GIS Managers Task Force, the 14 members of the GMCM Committee, the 20 active members of the GMI Committee, and the 23 GIS management professionals who responded to the GISCMM peer-review.

For more than 50 years, URISA has been identifying and addressing challenges in the practical application of technology for urban and regional systems. The GISCMM continues that practice. The intellectual capital it represents for the Geospatial Profession will be a key resource for the development of the URISA GIS Management Body of Knowledge (GMBOK).

Learn more about the GIS Management Institute®.

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**URISA Ramps Up Webinar Offerings**

**Wednesday, October 30, 2013 • 1:00 pm EDT**

**Cost:** URISA Members $25, Non-members $40

Extending Broadband Mapping into Economic Development and Planning Initiatives

**Speaker:** Ashley Hitt, GISP: Connected Nation

**Wednesday, November 6, 2013 • 11:00 am EDT**

**Duration:** 90 minutes

**Cost:** Free for URISA Members and non-members

The GIS Management Institute and the GIS Capability Maturity Model (GISCMM): updates, overviews and implementations.

**Speaker:** Greg Babinski, GISP, King County GIS Center

**Wednesday, November 13, 2013 • 12:00 EDT**

**Cost:** URISA Members $25, Non-members $40

The Proper Care and Feeding of Metadata

**Speaker:** Ryan Bowe, GISP: PhotoScience Inc. A Quantum Spatial Company

To register for these webinars please visit the URISA Connect page here:

http://www.urisa.org/education-events/urisa-connect/
URISA’s GISCorps Celebrates 10 Year Anniversary in 2013

“I had no idea GISCorps existed solely through volunteer time and financial contributions!”

It’s true, and we’d like to make sure that GISCorps can be sustainable for decades to come!

During the conference this year in Providence, Rhode Island, attendees were amazed at the significant contributions made by URISA GISCorps and its volunteers over the past 10 years. Many attendees donated $$$ right at the conference!

- Awards Breakfast & URISA GISCorps Ten Year Anniversary Recognition
- URISA GISCorps Tribute Video

GISCorps volunteers assisted with rescue and relief operations following Hurricane Katrina, the Indian Ocean tsunami, Japanese earthquake and Hurricane Sandy disasters. They have been instrumental in mapping health and education facilities in Sierra Leone and genocide events in Darfur and Chad. Projects have supported GIS capacity building in Afghanistan and wildlife conservation efforts in Zambia, and the development of a national web map portal of volcanoes in Armenia.

Projects are often conducted remotely and may involve a single volunteer using imagery to analyze land use change or entire teams of volunteers digitizing map sheets and creating multiple data layers for entire countries. From providing a seasoned GIS lecturer to support Russia’s future geospatial planning to teaching GIS to K-12 students in Albania and in 4-H Clubs across the United States, URISA’s GISCorps volunteers have one thing in common: the desire to use their GIS expertise to give back to the global community.

“I was impressed with how quickly GISCorps found us a volunteer, and how rapidly and efficiently the volunteer pulled together exactly what we needed and then some.” - Project Manager, Engineers Without Borders, Dominican Republic

Make this the year you get involved.

Donations to GISCorps are tax-deductible in the U.S. and all financial contributions go towards supporting the program. With enough support, GISCorps will have additional resources to pursue grants, part-time staff, an improved website and so much more.

As you are preparing end-of-year tax planning, please consider donations to GISCorps. Every single dollar makes a difference!
From Student Member to URISA President

Greetings Members, Volunteers and Friends of URISA,

I am honored to begin my year as President of URISA. I want to thank you for electing me to this esteemed position of leadership of an organization I have been actively involved with for 20 years. It has been a long road getting here… started as a student member and now I’m president. Quite a story!

In 1993, as a graduate student in Geography and Urban Planning at the University of Iowa, my Professor, Dr. Gerry Rushton, introduced me to URISA through the URISA Journal. I was instantly hooked seeing all of the cool uses of geography and the infancy of GIS to support decision-making and analysis in just about any industry, from healthcare, to utilities, to land management – it all seemed like an endless opportunity of application to the field I loved.

I decided that I would make a road trip to attend my first URISA Conference – Atlanta, I believe it was – to be a student volunteer. I went to the orientation session for student volunteers and met fellow students from across the country, who just like me, were excited to see how geography and GIS was being applied in state and local government, industry, and by commercial business. I volunteered to help provide print-outs and audio/visual support for a series of sessions focusing on transportation and was amazed at where geography was headed in terms of technology and application.

I continued volunteering for URISA at conferences and in conference planning after I graduated and took my first job at an engineering firm in Orlando, Florida. I got involved in a couple of committees and met fellow members who would soon become life-long friends and confidants. We shared ideas about URISA and where the organization was going, and also discussed our professional career paths. This led to actually running for the Board in 2005 and soon after, becoming the Treasurer. I was excited to get involved with the revenue generation component of URISA and figuring out what products and services could be expanded upon to provide new value to our membership.

Soon after my three year term on the Board, in 2009, I joined the Core Committee of URISA’s GISCorps, a wonderful program headed-up by the endless energy and vision of Shoreh Elhami. Working with GISCorps has been an extremely rewarding experience. Nearly 500 GIS volunteers from 46 countries have supported over 130 missions across the globe to support GIS training, disaster relief, K-12 education, and various other humanitarian efforts.

In 2011, I ran for President of the URISA Board, and thanks to you, I was able to win! I couldn’t believe that I had made it, a long, rewarding journey (see below) where along the way I made friends, met colleagues, and shared
experiences that I will never forget. I know there are more to come and I hope that the coming year for URISA will be one of its most successful yet.

I am very excited about the opportunity to serve as the Urban and Regional Information Systems Association (URISA) President. I believe that URISA can have a strong impact on and provide support to GIS/IT professionals and students in the careers they choose and the interests that they pursue. As a member of URISA since 1993, I have personally benefited from the various educational, professional and leadership opportunities provided throughout the years by the organization.

I have been involved in URISA activities for the past 20 years. Each of these experiences have been extremely rewarding as I have learned more about the organization’s operation as well as observed the sharing of best practices from around the globe related to GIS/IT management, tools, and processes.

As URISA President for the next year, I will focus on four keys to future URISA success and extended opportunity and learning to its membership:

• **Education:** First and foremost, URISA is about education. Providing high-quality education and networking opportunities through conferences, publications, and workshops has long been a staple of URISA's offering to their membership. However, with the changing economic times, and strained budgets, it is important that URISA provides additional educational opportunities for those with tightened travel restrictions. URISA has already begun some e-Learning initiatives that will need to expand in the coming years to more frequent webinars, virtual conferences, computer-based training, and regional workshops.

• **Leadership:** URISA’s Leadership Academy offers a 5-day course tailored to GIS/IT professionals who are faced with unique challenges of GIS leadership and management. Fundamentally successful, some of the ULA material could be made available via webinar in the future to extend opportunities to those not able to travel to the workshop; however, it is understood that the content would be limited as much is gained through exercises, interaction, and networking in the classroom.

URISA has introduced the GIS Management Institute, which supports GIS Management best practices through the Geospatial Management Competency Model, GIS Capability Maturity Model, and the GIS Body of Knowledge. There will be a tremendous amount of activity surrounding the GMI in the coming months.

Other possibilities of expanding leadership activities for URISA's future could include the compilation of a Best Practices Guide sharing GIS/IT organizations successes and lessons learned related to capacity building, return on investment and strategic planning. In essence, URISA will need to develop and implement new programs (e-learning and digital publication opportunities) in order to expand and accommodate membership experience.

• **Quality:** URISA must focus on continuing to attract quality instructors, educators, and professionals to share their experiences and knowledge through the various conferences and programs offered. As some of our top talent begins retiring and moving on due to job responsibilities, URISA must outreach and identify new professionals and students who can provide quality educational and leadership services.

• **Value:** Given the current economic climate, it is imperative that URISA continues to expand and extend value to the membership. I will work with URISA to:
  - Provide expanded web-based educational learning, short courses, webinars, and shared experience opportunities.
  - Extend publications, e-journals, and historical documents library of past URISA materials, indexed and accessible on-line.
  - Provide specialty conferences and workshops to support up and coming issues in GIS/IT such as cloud, mobile, and media.
  - Support the GIS/IT professional community to include advocacy and networking. Reach out to national groups that support GIS causes to ensure visibility and funding streams for organizations such as URISA as well as state/provincial, regional, and local governments to foster sustainable GIS programs.
  - Expanded outreach and economic incentives to attract Student Members.
  - Continue to support volunteer programs such as GISCorps that provide global resources to support GIS initiatives in times of humanitarian needs and disaster response.

• **Recognize** the excellent work our URISA volunteers complete. It sometimes goes unnoticed, but URISA volunteers are dedicated, professional, and inspirational in their commitment to expanding learning and sharing opportunities for the GIS community.

I promise not to tell such long stories in future newsletters, but I felt that this one was appropriate to be told. A lifelong URISA volunteer and supporter is now President of the organization. I know that there are many others out there that can make a similar story come true. Volunteer, get involved, you too can begin your URISA journey today!

I am very grateful for your continued support of URISA and dedicated service!

Feel free to contact me along the way (aibaugh@dtsgis.com)
URISA is pleased to offer a few new options to consider prior to renewing for 2014. Perhaps one makes more sense for you and your organization.

**Special Offer:** Every member who renews prior to December 31 will be entered into a raffle for a free registration to GIS-Pro 2014 (September 8-11, 2014 in New Orleans)!

Currently, URISA offers two membership categories for individuals:
- Professional membership - $175/year
- Student membership - $20/year (for full-time students only)

**Individual membership benefits currently include:** discounted pricing on URISA-sponsored conferences, workshops, webinars and publications; subscriptions to the URISA Journal, The GIS Professional, and URISA Digest; access to the vast electronic URISA Library of conference proceedings, Journals, and other resources; along with advocacy efforts on behalf of the profession and ample opportunities to contribute.

**For the private sector** (companies offering IT and GIS products and services), URISA has membership categories which provide an abundance of marketing and promotional benefits for companies interested in connecting with the influential URISA audience. There are several levels of Partnership including a Business category for smaller consulting firms or start-ups. If you are an individual member working for a software or application provider, and your company is not a corporate partner, please speak with your marketing and business development departments about the options available (I would be more than pleased to arrange a phone call to discuss partnership with your team!).

URISA also offers a Federal Agency membership category for such agencies to connect with their constituents and users at the local level.

The following options for membership are brand new and were developed in response to member requests:

**NEW - Tiered Government Agency Membership**
URISA is pleased to offer a new category of membership based upon the population of a jurisdiction. The membership is designed specifically for city/county/regional governments that wish to provide a professional membership for its GIS staff whether they are clustered in one department or are spread out across a number of departments (assessor’s office, public health, planning, etc). This ‘enterprise’ membership is an opportunity to streamline an agency’s URISA membership, while taking advantage of cost efficiencies.

Government Agency memberships also include a copy of the Model GIS Job Descriptions e-publication; an annual opportunity to license a URISA Certified Workshop for $750 (regularly priced at $1,000) to efficiently conduct on-site training (instructor, facility and material expenses not included); and a team discount offer for the URISA annual conference … one free conference registration for every 5 registrants from the organization.

A primary contact must be named with each government agency membership. Consider this fee table:

<table>
<thead>
<tr>
<th>Population Size</th>
<th># of individual memberships included</th>
<th>Annual agency dues + $125 for additional members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 50,000</td>
<td>2 staff</td>
<td>$300</td>
</tr>
<tr>
<td>50,000-149,999</td>
<td>4 staff</td>
<td>$600</td>
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<tr>
<td>150,000-249,999</td>
<td>6 staff</td>
<td>$900</td>
</tr>
<tr>
<td>250,000-499,999</td>
<td>8 staff</td>
<td>$1,200</td>
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<tr>
<td>500,000 or more</td>
<td>10 staff</td>
<td>$1,500</td>
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</table>

**NEW - Young Professional Membership**
For a number of years, URISA has demonstrated its commitment to Young Professionals through the introduction and support of the Vanguard Cabinet. To further appeal to the next leaders of the organization, URISA is pleased to an-
nounce a Young Professional Membership for $125/year – a $50 annual savings. This membership is valid for members, age 35 or under, and is limited to no more than five consecutive years of URISA membership.

**NEW - Educational Institution Membership**

URISA has long valued its relationships with the academic community. Most of URISA’s founding members were esteemed faculty within urban planning departments. And a targeted and continuous recruitment campaign for student members is high on our agenda. An Educational Institution membership is available to faculty and staff at colleges and universities at a single location. This option includes membership for two faculty members and up to ten (10) student members for $400 (value of $550), with additional dues for an unlimited number of student members at $10/each.

We do value all of our members and we hope that these new membership options are of interest. As you prepare for your 2014 URISA dues renewal, consider ‘upgrading’ your individual membership to one of the new categories and certainly renew before the end of the year to be included in the raffle for GIS-Pro 2014.

If you have colleagues who have considered joining in the past… let them know that now is the time to do it!

Review all of the options online. If you have any questions at all, please contact any URISA staff member (847/824-6300; info@urisa.org).

**URISA Introduces Model GIS Job Descriptions e-Publication**

URISA is pleased to announce the Second Edition of its publication, “Model GIS Job Descriptions” as an electronic publication. The publication provides valuable information for individuals who hire GIS staff. The publication, authored by J. Allison Butler, provides guidance to GIS managers in how to draft job descriptions and to human resource professionals by describing aspects of the GIS field that need to be accommodated in job descriptions and organizational structures.

Some of the important questions addressed:

- How do you write up job descriptions to staff your GIS department?
- What is the typical hierarchy of positions within a GIS department?
- What are the essential job functions, education, experience, knowledge, skills and abilities required at each level?

**These GIS job titles are discussed in detail...**

**GIS Director, Manager, Coordinator, Analyst, Programmer, Technician, and Specialist.**

The publication is available for purchase through URISA’s website and is offered in digital (ePub*) format for easy download and flexible accessibility. Visit [http://www.urisa.org/resources/books-and-resources/](http://www.urisa.org/resources/books-and-resources/) for details and purchase information.

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**Need to Earn GISP Certification or Renewal Points... or do you simply want to share some ideas?**

Write an article for THE GIS PROFESSIONAL! We publish six issues each year and are always happy to consider new contributors and content. Send an email to Wendy Nelson with a brief description of what you’d like to write. Articles typically range from 1,000 to 3,500 words and hi-res graphics and images are encouraged.
The URISA Professional Practices Division (PPD) is seeking volunteers who have professional interest and experience that is related to its mission. The PPD is one of four divisions located within the URISA GIS Management Institute. It is the entity responsible for defining and developing the GIS profession at the technical, analytical, and managerial levels. It creates professional practice guides; proposes and possibly issues professional practice standards (and/or serves on other standards-issuing bodies); crafts recommended practice guidelines; creates new workshops directly through staff, contractors, and volunteer contributors; operates URISA Labs; and generates URISA publications related to its area of responsibility.

The following are examples of the topic areas that the PPD is currently or will be pursuing.

Geospatial Portfolio Management
- Manage Data from Others
- Manage Data from Internal Operations
- Manage Data Connections
- Manage Applications
- Provide Strategic Vision, Systems Analysis

General IT Management
- Change Management
- Technology Management
- Governance & Relationship Management
- Service (Levels) Management
- Continuity & Disaster Recovery Planning
- Backup Management
- Personnel

General Business & Contract Management
- Procurement Management
- Financial Custodianship
- Financial Posture & Management
- Financing Model
- Revenue Recovery Model

Financial Posture and Management
- Financing Model
- Revenue Recovery Model

Positioning and Data Acquisition
- Maintaining and converting between multiple vertical datums
- Maintaining and converting between multiple horizontal datums
- Map Accuracy determination
- Map projections – appropriate use
- Appropriate Data Manipulation
- Appropriate use of imagery types

Software and Application Development
- Web Services
- Evaluating options: self-hosted; cloud, mobile, desktop
- Security
- Performing acceptance testing for HW/SW

Analysis and Modeling
- Address Point Assignment
- Address Management
- Cadastral data entry and management
- Network Analysis for emergency response
- Network analysis for civilian vehicle routing
- Centerline maintenance for use in a CAD system
- Conducting spatial analysis
- Conducting Data Modeling
- Map Production/Cartography
- Use of Generalization

If you are interested in one or more of these areas and you would like to work with other professionals in PPD please contact the Professional Practices Division Chair, Kevin Mickey, at 317.371.4479 or kmickey@iupui.edu.

Kevin did an Ignite talk at GIS-Pro 2013 to promote PPD activities and plans!
Five Days of Targeted GIS Leadership Training...Taught by GIS Leaders

URISA is pleased to announce two offerings of the ULA in 2014:

- May 5-9, 2014 in Calgary, Alberta
- October 13-17, 2014 in Louisville, Kentucky

Respected business consultant and author Peter Drucker (1909-2005) once stated that “management is doing things right; leadership is doing the right things.”

Learn from the best minds in GIS and take your skills to the next level by attending the URISA Leadership Academy (ULA) in Calgary (or demonstrate your support for the emerging GIS leaders on your staff and support their attendance!).

The five-day professional development program, the only leadership training of its type, is tailored to those faced with the unique challenges of GIS leadership and management and who want to make an impact leveraging the power of GIS. The ULA is suited to all experience levels and work situations, from government and nonprofit to the private sector and academia.

Attendance is limited to facilitate networking and discussion. Registration is on a first-come, first-served basis…so don’t delay. (Note that team, GISP and member discounts are available.)

ULA graduates have overwhelmingly offered their support for the program and encourage your participation:

“I felt that the ULA truly authenticated the change in mentality from being a general worker to a true geospatial professional, or leader. It really boosted a change in attitude for me.” - Craig Barraclough, GISP, Park County (CO) GIS (ULA 2008 – Chicago, Illinois)

“For me, the URISA Leadership Academy (ULA) really brought to the forefront the need for, and importance of, a champion for geospatial technologies in almost any organization. The experienced instructors really demonstrated how to be that champion, with the steps for success, and the pitfalls along the way. From the excellent team-building exercises, to the “elevator” speeches, the ULA showed that the only place in line for geospatial professionals is the front.” - Jamie Leitch, GISP, City of Welland, Ontario (ULA 2012 – Savannah, Georgia)

“I would highly recommend the ULA event; it helped to broaden my organizational awareness and perspective regarding leadership roles within a GIS context... After almost a year I still find myself referencing the material and my course notes. The ULA team-based exercises allowed participants to learn from each other, to analyze their own issues and challenges, and to thoroughly explore leadership strategies throughout the five day event.” - Laura Holmes B.Sc., GISP, GIS Lead – Associate, TERA Environmental Consultants, Calgary, Alberta (ULA 2012 – Savannah, Georgia)

Come to the ULA to Develop Strong GIS Leadership Skills - Learn key GIS leadership and management techniques; discuss successful team development, organizational capacity building, program investment and justification; learn strategies for addressing GIS politics, change management, situation assessment, and problem solving. Courses are taught by proven leaders in the profession.

For complete ULA details, registration and sponsorship information, visit http://www.urisa.org/education-events/urisa-leadership-academy-ula/. ULA Calgary early registration discounts until December 31, 2013!

20th Anniversary of CalGIS Conference in Monterey in 2014

Each year the four URISA chapters in California, along with the California Geographic Information Association, come together to present the California GIS Conference. In 2014, the conference will celebrate the milestone 20th annual event in Monterey, California, April 14-16, 2014. The conference committee invites submissions of presentation proposals until December 15. For details and presentation options, and for an online submission form, visit www.calgis.org.

The committee has already confirmed featured speakers for CalGIS 2014 including Jack Dangermond of Esri, Mike Migurski from Code for America, and Eric Gundersen of MapBox.

Register by December 31 for early registration discounts!
My first job after graduate school was with the City of Miami, FL Planning Department. Because I knew SPSS (Statistical Package for the Social Sciences) I was viewed as the computer junkie who could get things done with large mainframe computers, without extensive programming. Think of SPSS as the “spreadsheet” of the day (and a whole lot more), it just ran on a big mainframe. On coming to the City, I was assigned duties regarding the Miami Comprehensive Neighborhood Development Plan. These duties included working with the 1960/1970 Census data, tabulating a citywide land use database and handling some estimates and projections. I had some Planning classes in Graduate school but much of the Planning terminology and methods were new to me, so I did more reading then I ever did in Graduate school to get some background into Planning and analytical techniques. Some of the books I read described implementation techniques for comprehensive planning—Capital Improvement Programming, Zoning ordinance, subdivision/land development codes. Another implementation technique, relatively new at the time, was to undertake functional or departmental plans to further Comprehensive Planning goals. Look for more later in another Eureka moment!

As a parallel task with the Comprehensive Plan development we were asked to develop a multi-year Capital Improvement Program for the City of Miami (late 1970’s). Dade County (now Miami-Dade) had developed a computer program to do the six-year reporting by project and funding source. We paid special attention to the 3C’s of Planning—Continuous, Comprehensive and Coordinated and felt that sharing a database of capital projects could do much to allow for some coordination among City and County agencies and projects. The shared programs and database allowed for the familiar CIP, multi-year reports, project descriptions, yearly costs and funding source tabulations.

One of the goals of the CIP was to allow for project coordination. If we had to tear up the street to replace the sewer lines let’s not repave the street until the utility line work was complete. The idea of leveraging the Capital projects would best be done with a map we thought. We decided to produce and print a color, wall sized (36” x 42”) map (see photo of map) showing all of Miami’s CIP projects for a six-year period. The projects were color coded using distinctive symbology by type: sanitary sewer, streets, bridges, lighting, parks, community facilities. The CIP project listing was quite impressive. Summaries were published by project type, year planned and funding source. With the big map the CIP was so much more useful. I was told later by the Finance people that they used the map to show the bond rating houses how Miami had its “financial act together.” The bond houses actually raised Miami’s credit rating because of the big CIP map. A Eureka moment for sure!

Now why don’t we see more CIP maps in GIS today?
**Call for Volunteers – URISA Operations**

Looking for a chance to become more involved in URISA and earn Professional Contribution Points for your GISP certification? The newly formed Operations Division is looking for volunteers to serve on our Core Committee. What does the Operations Division do you ask? The Operations Division has two standing directives:

1. Nominate URISA Awards such as GIS Hall of Fame, ESIG, Horwood Distinguished Service Award and more
2. Leadership development and Board Elections

In addition the Operations Division provides assistance to URISA Staff as needed and helps support Board initiatives as tasked. The Board has recently tasked the Operations Division to looking to various cloud based Project Management and Document sharing solutions which could be used by all URISA Committees, Units, Divisions and groups to improve overall efficiency and communication.

As a member of the Operations Division Core Committee, you will be expected to:

1. Participate in Committee Conference Calls and Online meetings which will occur at least everyone month. Sometimes this might be more frequent depending on current tasks and projects
2. Participate in at least one subcommittee such as awards or leadership development
3. Provide assistance, advice and comments as requested by staff, Board and other URISA units

If you would like to volunteer for the Operations Division Core Committee, please contact Tripp Corbin, Operations Division Coordinator, at tcorbin@egisassociates.com.

**GISCI Releases Exam Development Process Summary**

To strengthen the GISP certification program and advance the GIS profession, GISCI is developing an exam component for the GISP certification process.

The exam is based on the Geospatial Technology Competency Model (GTCM) Tier 4, Geospatial Core Technical Competencies. Because the GTCM is exemplary, in order to develop the detail needed as a foundation for an exam, GISCI is basing its exam development on job analysis, a standard practice of certifying organizations. The key steps in GISCI’s exam development process are:

1) **Job Analysis.** The core technical tasks and knowledge, skills, and abilities (KSAs) for GIS Professional jobs are identified through focus groups of GIS Professional Subject Matter Experts (SMEs or job incumbents) from the full range of GIS jobs and sectors. The process also includes consideration of the Geographic Information Science & Technology Body of Knowledge. Via an extensive survey, GIS Professional SMEs rate these tasks and KSAs. The tasks and KSAs are then linked together.

2) **Exam Blueprint Development.** The Exam Blueprint will be derived from the Job Analysis results and will lay out the content of the exam. It will indicate the task-related knowledges that will be included on the exam and the extent to which they will be covered.

3) **Item Writing.** Following the Exam Blueprint, a team of GIS Professional SMEs will be trained in item writing by professional test developers and will write the exam questions in a workshop setting. Each question will go through several iterations of review and rewriting before becoming part of the item bank.

4) **Exam Construction.** The specific exam(s) will be constructed from the item bank, according to the blueprint.

5) **Pilot Exam.** A large group of GIS Professional SMEs will take the exam in a pilot form.

6) **Standard Setting.** Standard setting or “pass score” determination will be developed by a group of senior GIS Professional SMEs, working as a team. They will follow procedures standard to the professional certification and exam development industry.

The Job Analysis is being conducted in September through November 2013. More than 350 GIS Professional Subject Matter Experts will be involved in the development of the exam, through focus groups, workshops, surveys, and pilot exams. The exam will become a component of the GISCI GISP certification process in the first part of 2015. For more information, visit www.gisci.org
During GIS-Pro 2013, URISA’s 51st Annual Conference in Providence, Rhode Island last month, a number of deserving individuals were recognized with association awards.

The URISA Leadership Award is presented to members who have demonstrated exemplary leadership to URISA, creativity, innovation, and dedicated support of URISA programs. This year’s Leadership Award recipients were Barry Weller and Cy Smith. Dr. Weller is the only repeat recipient of the Award, having been honored with the very first URISA Leadership Award in 1978. He was recognized again this year, primarily for his efforts leading the publication of Foundations of Urban and Regional Information Systems and Geographic Information Systems and Science, a significant book assembled to celebrate URISA’s 50th anniversary conference in 2012. Cy Smith was honored for serving URISA in numerous leadership capacities (Board of Directors and URISA President) and has led URISA advocacy and marketing initiatives for a number of years. He was instrumental in the founding of the Coalition of Geospatial Organizations and has supported various partnership and collaboration activities.

URISA’s Service Award is presented to members who have demonstrated faithful service to URISA and participation in its programs over a period of several years. Al Little, long-time conference committee member and chair of GIS-Pro 2013, and the original members of the URISA Vanguard Cabinet Steering Committee (Clare Brown, Amy Esnard and Hilary Perkins) were the deserving recipients of 2013 URISA Service Awards.

The Barbara Hirsch Special Service Award is presented to members or staff who have made special contributions to URISA. This award was created (in 2004) to honor URISA’s former Chief Financial Officer, Barbara Hirsch. This award is given to individuals or committees who have shown a consummate level of service to URISA through an ongoing commitment to our success as an organization. The 2013 Barbara Hirsch Special Service Award was awarded to URISA’s recently-retired Accounting Manager, Ann Bishopp and also to the URISA Chapter Affiliation Negotiating Committee (Cy Smith, Al Butler, Carl Anderson, Tripp Corbin, Teresa Townsend, Amy Esnard, Paul Caris, Colin Gowens, Luke Boggess, and Sandra Crutcher).

Each year, URISA recognizes an outstanding Chapter that has sponsored particularly effective activities or has otherwise excelled in serving its membership. Outstanding Chapter Award criteria include:

- Innovation
- Outreach
- Education
- Community Impact

The winner of the 2013 Outstanding Chapter Award was the URISA New England Chapter.

NEURISA, co-host of GIS-Pro 2013, also recognized some special award recipients during the conference. NEURISA’s Special Achievement Award recognizes individuals who, through the use of geospatial or other information technologies, have made a significant contribution that greatly enhances the efficiency and effectiveness of an organization, realizes a significant return on investment, or greatly improves the quality of services. Michael Howser, UCONN - University Libraries - Map and Geographic Information Center (MAGIC), was the recipient of the 2013 NEURISA Special Achievement Award. NEURISA’s Superior and Dedicated Service Award recognizes NEURISA members or a member of the NEURISA Board of Directors who has made a significant contribution to the organization and its activities. Neil MacGaffey, past NEURISA President and Assistant Director at MassGIS, was the honored recipient of this year’s award.

The Awards Ceremony was videotaped and is available for online viewing. URISA’s Exemplary Systems in Government and the tenth anniversary of URISA’s GISCorps were also celebrated during the session.
Welcome New URISA Members

Diane Adams, GISP—USDI Bureau of Land Management—Buffalo, WY
Hom Jyoti Adhikari Somerville, MA
Javier Aguilar, GISP—Southern California Association of Governments—Azusa, CA
Robert Appleby, GISP—rGa & Associates Inc—Buchanan, GA
Arlene Baker—The Shopping Center Group—Longwood, FL
Patrick Barrett—FM Global—Abington, MA
Robert Bennett—Wright State University—Kettering, OH
Christina Bilby—Montgomery County Kansas—Independence, KS
Kyle Boatright—Chicago State University—New Lenox, IL
Andrea Bolks—US-EPA/ORISE—Chicago, IL
Peter Borbas, PLS—Borbas Surveying and Mapping, LLC—Boonton, NJ
Andrew Breza—American University—Washington, DC
Samuel Bushell, GISP—L-3 Communications—Fairbanks, AK
Richard Calkins, GISP—City of Fort Myers—Fort Myers, FL
Val Cannon, GISP—Montana Dept. of Revenue—Helena, MT
Alexander Carloni—Arden Hills, MN
Bryan Chandler—Manetto, GA
Enrique Chen—The Metropolitan Water District of Southern California—Los Angeles, CA
Justin Connelly—Oregon State—Woodbridge, VA
Joe Cucino—FM Global—Johnston, RI
Michael Dahm, GISP—Ruettiger, Tonelli & Associates—Naperville, CA
Karina Dawson-Philpot Benbrook, TX
Anthony Dowell, GISP—URS Corporation—Baltimore, MD
Andrew Falker—Keystone Aerial Surveys, Inc—Philadelphia, PA
Kevin Farrell, GISP—County of Frontenac—Glenburnie, ON
Catherine Fitzgerald—Municipality of Chatham-Kent—Chatham, ON
Mark Frank—Bowman Consulting Group—White Oak, PA
Rachel Grein—Sebastian, FL
Andrea Grygo—St Louis Planning and Community Development—Duluth, MN
Matthew Harper—Alabama Power Company—Birmingham, AL
Grant Herbert, GISP—Dekalb, IL
Robb Hodges, GISP—Clarksville Gas & Water—Clarksville, TN
Amy Hrdlicka, GISP—GISi—Muscatine, IA
John Hudler II—Georgia Dept to Transportation—Chamblee, GA
Mark Johnson—University of Southern California—Cedar Ridge, CA
Sujan Joshi—Salem State University—Somerville, MA
Walter Kaeff, GISP—Sanitation District No.1 of Northern KY—Park Hills, KY
Shawn Kitchen—Thelma, KY
Steven Lathrop, GISP—Naval Facilities Engineering Command Southwest—San Diego, CA
Eunsu Lee, GISP—Upper Great Plains Trans Institute—Fargo, ND
Jenna Levin—Eastern Michigan University—Canton, MI
Garrett Littrell—Garrett Littrell—Kent, WA
Gina Logue—Frontier Surveying—Corpus Christi, TX
Brett Lord-Castillo—St Louis County—Saint Louis, MO
Lauren Lum Hee—Dallas, TX
Zhonghui Lv—Clark University—Worcester, MA
Bruce McBride, GISP—City of Calgary—Calgary, AB
Matthew McGuire—University of Minnesota—Stillwater, MN
Jennifer McKee, GISP—Virginia Polytechnic Institute and State University—Midlothian, VA
Shelley McKeever—Northern Arizona University—Durango, CO
Moataz Medhat, GISP—Mobily—Cairo, MO
Michael Meed, GISP—Texas Commission on Environmental Quality—Round Rock, TX
Terry Meyer—Blueways Alliance—Providence, RI
Timothy Minter—South Florida Water Management District—Jupiter, FL
Jesse Morgan—Atkins—Severn, MD
Esther Olson-Murphy Exeter, NH
Brendan Pauls—Urban Systems Ltd—Kelowna, BC
Elizabeth Picard, GISP—J.C. Penney Co., Inc.—Plano, TX
Alexander Polansky, GISP—City of Georgetown - Georgetown Utility System—Georgetown, TX

continued on page 20
Talk to a colleague about URISA and encourage them to join and get involved!
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2013 Partner Directory (continued)
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rjhale@northrivergeographic.com

North River Geographic Systems, Inc. is a Geographic Information Systems and Services Company located in southeast Tennessee. Although in business for just over two years, we bring over 15 years experience in the GIS/Mapping industry. NRGS has provided an array of services such as GIS consulting, spatial analysis, and cartography to an array of public and private organizations. Being a small company and Esri business partner gives us the ability to keep costs low and solutions innovative. Please give us a call/email if you have any questions.

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Contact: Colin Hobson

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Raleigh, North Carolina 27615  
919-803-6862 (Office)  
919-882-1206 (Fax)  
contactus@planningcommunities.com  
ttownsend@planningcommunities.com

Planning Communities, LLC provides a wide range of multi-disciplinary planning services for local, state and federal agencies, tribal nations and community organizations. Community, transportation, environmental and GIS services include local/regional planning, visioning/scenario planning, land use, socioeconomic, market and cost-benefit analysis, community asset mapping, tool/application support and development, process improvement/integration, consensus-building and facilitation.

Headquartered in Raleigh, North Carolina, Planning Communities has additional offices in Charlotte (NC) and Seattle (WA). Planning Communities is a North Carolina certified Small Professional Service Firm (SPSF) and is certified as a DBE in North Carolina, Tennessee, Florida and Delaware.

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Mark Your Calendar!

November 3-6, 2013
2013 Locating the Future Conference
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February 24-27, 2014
GIS/CAMA Technologies Conference
Jacksonville, Florida

April 14-16, 2014
CalGIS 2013 Conference
Monterey, California

May 5-9, 2014
URISA Leadership Academy
Calgary, Alberta Canada

September 8-11, 2014
GIS-Pro 2013: URISA’s 52nd Annual Conference
New Orleans, Louisiana

October 13-17, 2014
URISA Leadership Academy
Louisville, Kentucky

PRESIDENT
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abaugh@dtsgis.com

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carldvg@gmail.com

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danielle.ayan@gtri.gatech.edu

TREASURER
Doug Adams–Baltimore County (MD)
dadams@baltimorecountymd.gov

Jochen Albrecht–Hunter College (NY)
jochen@hunter.cuny.edu

Tripp Corbin, GISP–eGIS Associates (GA)
tcorbin@egisassociates.com

Amy Esnard, GISP–Hood River, OR
amilution@gmail.com

Ashley Hitt, GISP–Connected Nation (KY)
ahitt@connectednation.org

Claudia Paskauskas, GISP–East Central Florida Regional Planning Council
claudia@ecfrpc.org

Cindy Post–University of Alberta
cpost@ualberta.ca

Teresa Townsend, AICP – Planning Communities LLC (NC)
ttownsend@planningcommunities.com

Chapter Advisory Board Representative:
Cy Smith, GISP – State of Oregon
cy.smith@state.or.us

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URISA Headquarters
701 Lee Street, Suite 680
Des Plaines, IL 60016
Phone (847) 824-6300
Fax (847) 824-6363
info@urisa.org
www.urisa.org

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