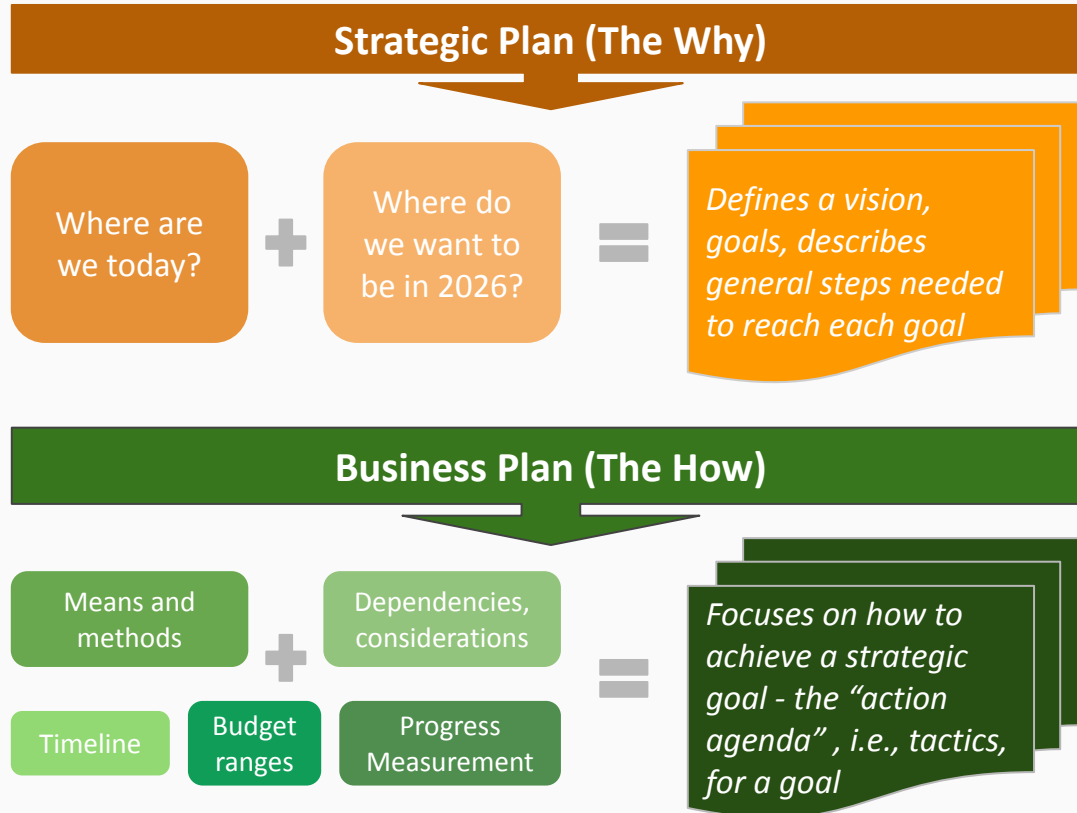# Montana State Library
GIS Coordination Strategic Plan

Montana Land Information Advisory Council (MLIAC) Meeting
April 5, 2022

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# A Little Refresher: Strategic Plan and Business Plan

Strategic Plan (The Why)

Where are we today? + **Where do we want to be in 2026?** = *Defines a vision, goals, describes general steps needed to reach each goal*

Business Plan (The How)

Means and methods + **Dependencies, considerations** **Timeline** **Budget ranges** **Progress Measurement** = *Focuses on how to achieve a strategic goal - the "action agenda", i.e., tactics, for a goal*

What We Did

| Documents Review, Survey, Interviews, Workshops | Prelim Findings (SWOT), Plan Outline | Drafts & Final Strategic Plan |

Survey Respondents

County Respondent

Major City Respondent
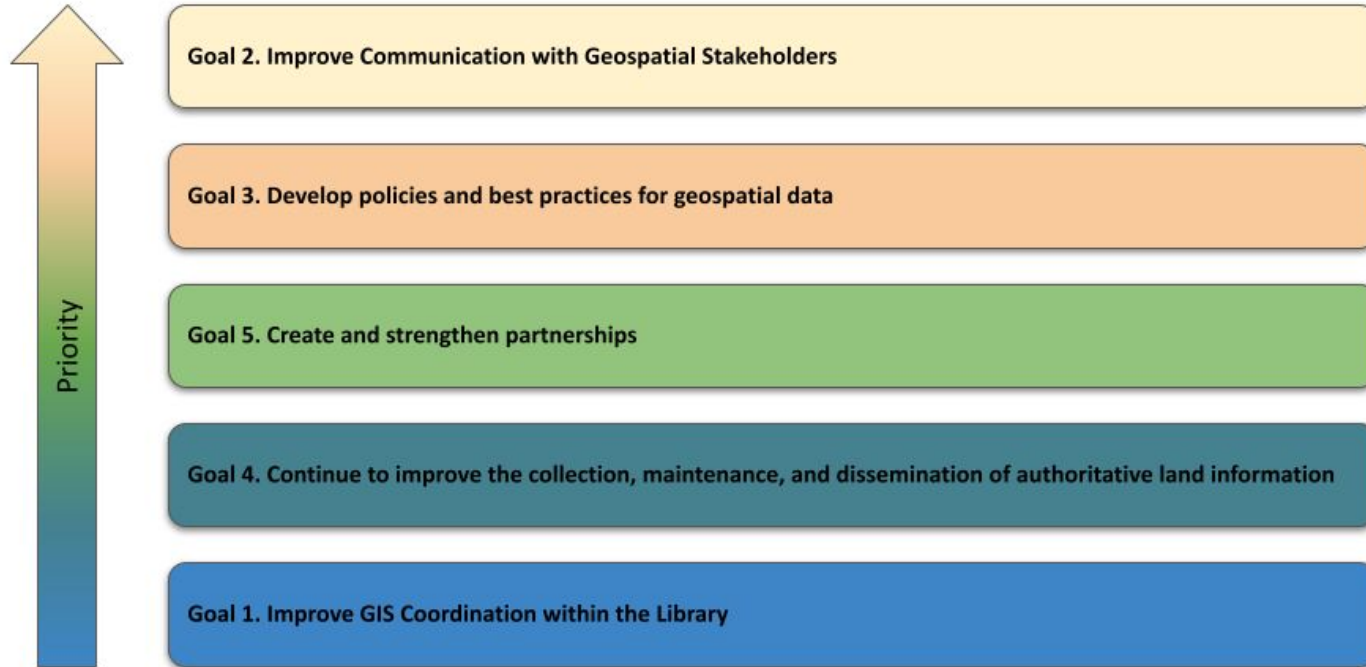

Technical Workshop

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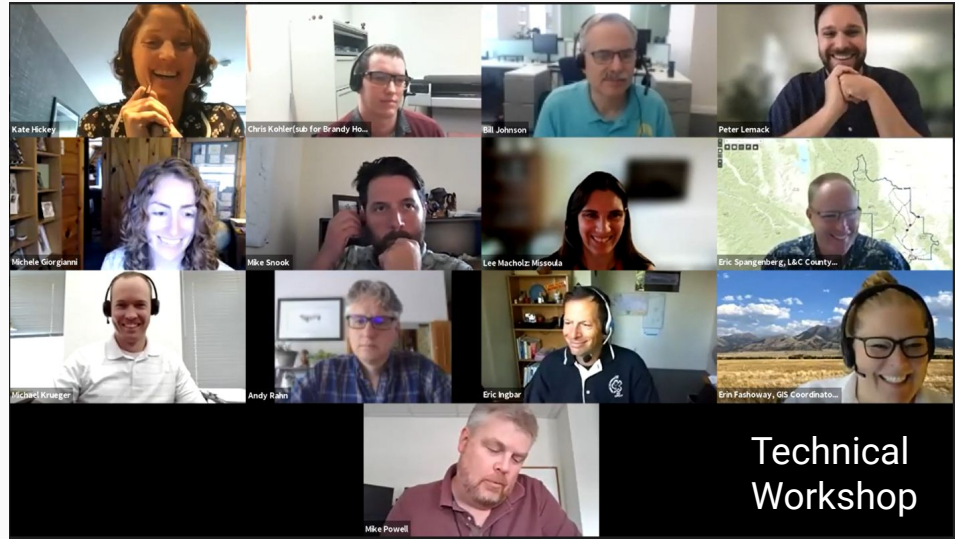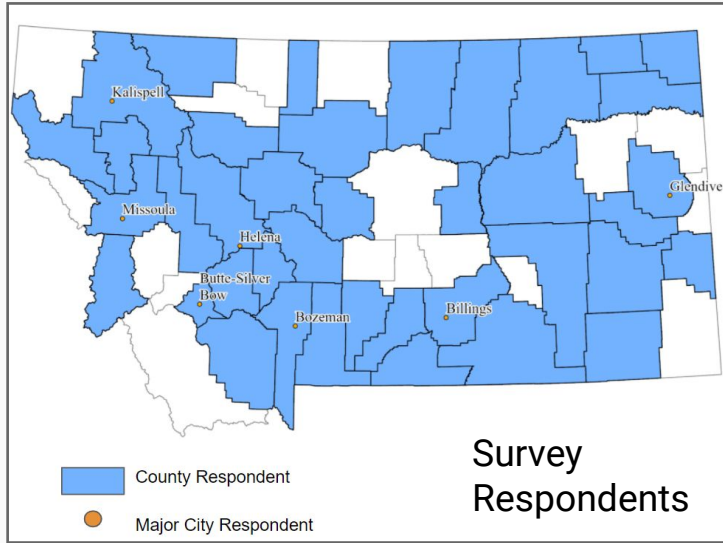
The Vision

Montana State Library GIS Coordination empowers Montana to integrate geospatial policy, products, and information into business processes. These elements benefit Montanans in many ways, including, but not limited to:

- Public health (e.g., COVID-19 response and planning)
- Emergency services (e.g., Next Generation 9-1-1)
- Public trust in government (e.g., through elections support)
- Natural resource management and sound planning (e.g., through high-resolution data like LiDAR)
- Land management, planning, construction, and engineering (e.g., through the Real Time Network of high-resolution survey stations)

Technical Workshop

Strategic Goals

Priority →

- **Goal 2. Improve Communication with Geospatial Stakeholders**
- **Goal 3. Develop policies and best practices for geospatial data**
- **Goal 5. Create and strengthen partnerships**
- **Goal 4. Continue to improve the collection, maintenance, and dissemination of authoritative land information**
- **Goal 1. Improve GIS Coordination within the Library**

Goals and Recommendations	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y4 Q1	Y4 Q2	Y4 Q3	Y4 Q4	Y5 Q1	Y5 Q2	Y5 Q3	Y5 Q4	Ongoing?	Timeline Notes
1. Improve GIS Coordination within the Library																						
1.1 Clarify roles and responsibilities for MSL Work Group Areas as they pertain to geospatial activities.	X				X				X				X				X					Other process and policy activities would help to make clear how roles and responsibilities should be structured. Should revisit this annually.
2. Improve Communication with Geospatial Stakeholders																						
2.1 Create and execute on a formal communications plan for MSL GeoInfo.	X	X																				
2.2 Reorganize the Library GIS web content to make it easier to discover and use.			X																			May be included in current rebranding effort.
2.3 Define incoming communication pathways for support requests and public inquiries.			X																			
3. Develop policies and best practices for geospatial data																						
3.1 Lead the creation of formal data governance policies for state geospatial data.									X	X	X	X										
3.2 Publicize GIS best practices and educate the geospatial community on them.													X	X							Y	Will follow working group tasks and data governance policies, since these will define best practices.
3.3 Coalesce policy and practice-specific working groups with partners and peers.			X	X																		Can start fairly quickly, because several areas of concern / interest are already defined
3.4 Promote policies that foster the use of authoritative datasets to ensure efficiencies and cost savings.									X	X											Y	Will need to follow initial policy efforts from 3.1 and 3.3
4. Continue to improve the collection, maintenance, and dissemination of authoritative land information																						
4.1 Define and implement a state agency archive for geospatial data.									X	X												Dependent on 3.1 defining archive policy as part of governance
4.2 Improve data collection by defining and/or documenting existing update processes.		X	X																			
4.3 Improve data maintenance by making it easy for users to report issues with services and data.											X											
4.4 Improve data dissemination.													X	X								
5. Create and strengthen partnerships																						
5.1 Create a business plan to define how to assist other government entities (local, state agencies, tribal) to become GIS-enabled through enhanced coordination activities.		X																				Might like to start sooner, but already have communications plan starting in Y1, Q1.
5.2 Explore models for regional collaboration.														X	X							The timing of this might change depending on what a business plan (see 5.1) states about assisting other government entities.
5.3 Use national and statewide initiatives (e.g., NG9-1-1, Broadband) to strengthen relationships with counties		X																			Y	Input to the communication plan and also taking advantage of favorable funding opportunities in near-term; Ongoing work in later quarters continues building strong relationships
5.4 Demonstrate leadership and expertise to national peers to build new and strengthen existing partnerships.	X	X																			Y	Initial year is used to build relationships, then ongoing effort is staying in communication with them.
5.5 Define partnership structures that are easy for the Library to maintain, including regular communication between partners.			X	X																		Comes out of the communication plan

1. Improve GIS Coordination within the Library	
1.1	Clarify roles and responsibilities for MSL Work Group Areas as they pertain to geospatial activities.

Why?
- MSL GIS has a big mission and small staff
- Internal efficiency is essential
- Demands on staff time will only grow

Outcomes
- Staff time is used efficiently
- Collaboration between internal work groups remains productive

Time Frame
- Ongoing
- Assess annually

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2. Improve Communication with Geospatial Stakeholders

2.1	Create and execute on a formal communications plan for GIS activities within the Library.
2.2	Reorganize the Library GIS web content to make it easier to discover and use.
2.3	Define incoming communication pathways for support requests and public inquiries.
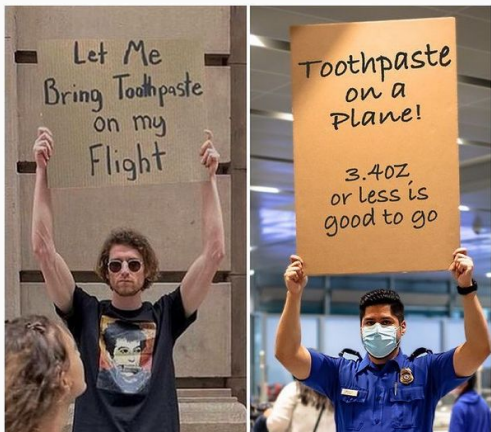
Why?
- Coordination relies upon communication
- Survey and interviews revealed partial knowledge of MSL GIS
- Library mission is to disseminate knowledge
- Communication methods are changing

Outcomes
- Stakeholder groups throughout Montana are well-informed
- MSL GIS resources are easy to find
- MSL GIS actions are well-publicized and transparent to all

Time Frame
- Year 1 and 2
- Ongoing communications with stakeholders

	3. Develop policies and best practices for geospatial data
3.1	Lead the creation of formal data governance policies for state geospatial data.
3.2	Publicize GIS best practices and educate the geospatial community on them.
3.3	Coalesce policy and practice-specific working groups with partners and peers.
3.4	Promote policies that foster the use of authoritative datasets to ensure efficiencies and cost savings.

Why?
- State runs risk of creating information silos as agencies think only of their own GIS needs
- MSL is in position to lead policy definition
- MSL has credibility to recommend best practices

Outcomes
- Stewardship for authoritative data in state government is well-defined
- Policy about data-sharing and collaboration are established
- State as a whole gets best return on investment in GIS

Time Frame
- Starts in Year 1
- Focused effort (state government policies) in Years 2 and 3
- Best practices and updating policies ongoing

4. Continue to improve the collection, maintenance, and dissemination of authoritative land information	
4.1	Define and implement a state agency archive for geospatial data.
4.2	Improve data collection by defining and/or documenting existing update processes.
4.3	Improve data maintenance by making it easy for users to report issues with services and data.
4.4	Improve data dissemination.

Why?
- Success of GIS depends upon excellent quality data and its availability
- MSL is uniquely capable of serving as repository of authoritative data
- State lacks repository or archive of authoritative data

Outcomes
- Data quality continues to be high
- Maintenance of data is more efficient
- Authoritative historical state data are available from a single public source

Time Frame
- Years 3 and 4
- Ongoing

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5. Create and strengthen partnerships	
5.1	Create a business plan to define how to assist other government entities (local, state agencies, tribal) to become GIS-enabled through enhanced coordination activities.
5.2	Explore models for regional collaboration.
5.3	Use national and statewide initiatives (e.g., NG9-1-1, Broadband) to strengthen relationships with counties
5.4	Demonstrate leadership and expertise to national peers to build new and strengthen existing partnerships.
5.5	Define partnership structures that are easy for the Library to maintain, including regular communication between partners.

Why?
- Coordination is a collaborative process
- Some important current partnerships are based on personal relationships
- Stakeholders would like to build new partnerships with MSL
- Partnerships take effort to sustain

Outcomes
- GIS use is more widespread within all levels of Montana government
- New doors open for support and funding from national-level partners
- Counties benefit from state and national relationships
- Partnerships outlast personnel changes

Time Frame
- Years 1 and 2: formalize, develop
- Ongoing maintenance

What's Next?

- Quarterly Review to monitor and measure progress and success

- Business Plan for Improved Communications