Integrating GIS Strategic Planning and Program Evaluation  
Rebecca Somers, GISP, GIS Management Consultant, Somers St Claire GIS Management Consultants, Fairfax, VA

**ABSTRACT TEXT:** Planning, and specifically strategic planning, is a long-standing key element of successful GIS management. Yet, many organizations struggle with the resources and procedures required for strategic planning, and question its usefulness, particularly in light of these challenges and the fact that too many strategic plans are not implemented or become irrelevant too soon. In addition, Program Review and Evaluation, often in the form of maturity models, is another important and growing aspect of GIS management. The results of these evaluation tools show areas that need improvement, thus increasing the pressure to take immediate actions rather than invest in long term planning. So the integration of GIS program evaluation and planning has become an issue crucial to GIS management success.

This presentation will discuss the types of results produced by GIS program evaluations and how to integrate them with “immediate” action and planning tools, such as solution scenarios and “road maps”, as well as with strategic planning. When properly coordinated, the benefits of all three tools can be combined and leveraged, providing immediate insights, short-term solutions, and long term directions. Examples will be drawn from different GIS program evaluation tools, types of short term solution action plans, and key strategic planning tools. Guidelines will also be provided for determining the types of tools and approaches most appropriate to different kinds of situations.

From Reorg to Success  
John Nolte, GISP, GIS Manager, Denver Water, Denver, CO

**ABSTRACT TEXT:** In 2017 Denver Water hired a consultant to analyze IT expenditures and realign strategic goal ideas while reducing costs. One of the results suggested combining two distinct GIS groups under a new leader in a brand new division. This idea was presented without clear goals or vision from management and no real direction on what this group would ultimately work on. The only thing that was presented was this group would focus on the business insights and analytics. They hired an outside manager to run the new group and come up with a business model that would be successful for the organization. This abstract will focus on the challenges and successes of running this team while dealing with the different personalities and very little guidance from upper management.