

# Indiana Geographic Information Office

## Strategic Plan Addendum



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# 1. Introduction

## 1.1 Project Purpose

In early 2022, Applied Geographics, Inc. (now the AppGeo Division of The Sanborn Map Company, Inc.) delivered a comprehensive strategic plan for the Indiana Geographic Information Office (IGIO) following an intensive 12-month engagement. This foundational planning effort encompassed in-depth operational assessments, extensive stakeholder consultation across state agencies and local governments, rigorous data analysis, and collaborative refinement sessions with the Indiana Geographic Information Officer and the IGIO leadership team.

The resulting *IGIO Strategic Plan* (February 2022) established four strategic goals supported by recommended actions designed to advance the IGIO's mission and capabilities. These recommendations provided a strategic framework for organizational development while maintaining the flexibility necessary for adaptive implementation in a dynamic technology and policy environment. Each goal was accompanied by recommended actions that serve as high-level ideas about activities of the IGIO to move toward strategic objectives. The IGIO has performed at a high level implementing the goals and the recommendations of the 2022 – 2027 strategic plan. However, from the outset, the Sanborn team recognized that effective strategic planning requires built-in mechanisms for evolution and refinement. The 2022 - 2027 strategic plan was intentionally designed with the expectation that periodic updates would be essential to maintain relevance and maximize impact as the organization matured and external conditions evolved. At the time the Strategic Plan was written, the Sanborn and the IGIO teams knew monitoring progress toward goals would be important, and that the plan would need adjustment as conditions changed and as the IGIO progressed toward goals.

Three primary drivers for strategic plan amendments were anticipated:

- **Organizational and Environmental Changes:** Shifts in the IGIO's operational capacity, staffing, budget, or broader state government priorities may necessitate recalibration of recommended actions or implementation approaches.
- **Operational Learning and Optimization:** Real-world implementation experience often reveals more efficient pathways to achieving goals, necessitating strategic adjustments based on practical insights and performance data. Experience is a great teacher, and one may find more efficient paths to a goal as actions get accomplished.
- **Goal Evolution and Achievement:** Strategic objectives naturally evolve as external factors change and as the IGIO successfully accomplishes initial targets, creating opportunities to pursue more advanced, different strategic priorities, or simply maintain specific efforts. The goals themselves may shift over time, either due to factors external to the IGIO or because the IGIO has achieved a strategic goal and can now refocus.

**This addendum** to the 2022 *IGIO Strategic Plan* represents the first planned revision cycle, incorporating three years of implementation experience, stakeholder feedback, and changing organizational and technological landscapes. This *IGIO Strategic Plan Addendum* provides targeted updates to specific goals and recommendations where analysis indicated revision would enhance strategic effectiveness, while maintaining the core vision and principles established in the original plan.

This document presents those modified elements, ensuring focused attention on areas of strategic adjustment while preserving successful components of the original framework. Additionally, this Addendum includes a refreshed implementation roadmap that reflects current organizational capabilities, resource availability, and strategic priorities for the next planning horizon.

## 1.2 Project Methodology

Building on the 2022 Strategic Plan, the IGIO conducted a comprehensive assessment and update to realign with Indiana's evolving geospatial needs.

**Stakeholder Engagement** was key to the process. The process combined educational workshops and structured assessments. Presentations and scorecard tools supported consistent evaluation among staff and Advisory Workgroup members. Workshops facilitated consensus on progress, priorities, and recommendations. A broader survey engaged the geospatial community, including 2022 plan participants, Value and Benefits Study contributors, and GIS practitioners, focusing on services, data availability, and coordination to inform future benchmarks.

The resulting **Strategic Plan Addendum** preserves prior planning while addressing current conditions and emerging needs through:

- Review of changes in conditions since 2022
- Gap analysis of priorities vs. capabilities
- Stakeholder input integration
- Updated priority matrix and refined goals

## 2. Plan Overview

This strategic plan presents a comprehensive roadmap for strengthening the IGIO across four interconnected dimensions that align with core strategic goals. The recommendations build upon the IGIO's established foundation while addressing community-identified needs and positioning the office for future challenges. The plan is organized around four strategic dimensions, each of which has several recommendations to achieve the goal:

1. **Leadership and Governance** (6 recommendations)
2. **Partnerships and Collaborations** (6 recommendations)
3. **Data and Services** (4 recommendations)
4. **Operations and Infrastructure** (3 recommendations)

The recommendations emphasize collaborative leadership rather than regulatory enforcement, reflecting the IGIO's role as a convener and facilitator within Indiana's geospatial ecosystem.

**The plan provides a phased and measurable approach to implementation.**

- Most recommendations include detailed timelines with quarterly milestones in the implementation plan.
- Success metrics combine quantitative targets (participation rates, funding percentages) with qualitative measures (stakeholder satisfaction, policy influence).
- Regular review cycles (typically annual) ensure adaptability.

**The strategic goals and recommendations are interconnected.**

- Recommendations explicitly reference and reinforce each other.
- Funding strategies support governance initiatives.
- Outreach efforts align with partnership development.
- Data services improvements complement capacity building.

**The strategy is based on a stakeholder-centric design.**

- The plan incorporates recent statewide survey findings.
- Implementation strategies emphasize inclusive engagement.
- Success metrics include stakeholder satisfaction and participation rates.

The graphic below outlines the **central themes and strategic priorities** that underpin the IGIO's comprehensive approach. By synthesizing stakeholder input and aligning with organizational goals, the following priorities provide a clear direction for advancing the IGIO's mission and ensuring long-term impact across Indiana's geospatial landscape.



Figure 1. Central Themes and Strategic Priorities

This Strategic Plan Addendum strategically positions the IGIO to:

- **Maintain national leadership**, ensuring Indiana's needs influence federal initiatives.
- **Navigate uncertainty** through diversified funding and adaptive governance models.
- **Scale impact** by empowering partners rather than centralizing control.
- **Demonstrate value** through evidence-based messaging and measurable outcomes.

Overarching critical success factors include:

- **Advisory Workgroup Optimization** - Leveraging statutory authority for strategic guidance and stakeholder alignment.
- **Sustainable Funding Achievement** - The foundational requirement enabling all other initiatives.

- **Partnership Ecosystem Health** - Maintaining Indiana's collaborative geospatial culture while expanding reach.
- **Technology Transition Management** - Proactively preparing for platform changes and emerging requirements.

This strategic plan represents a comprehensive, well-integrated approach to strengthening the IGIO's impact while preserving the collaborative principles that have made Indiana a national model for geospatial governance. The emphasis on partnership-driven solutions and adaptive implementation provides a framework for long-term sustainability and continued innovation.

### 3. Adjustments to Goals and Recommendations

The IGIO stands at a pivotal moment in its evolution as the state's geospatial coordination leader. Operating under statutory authority (I.C. 4-23-7.3) and building on a foundation of successful data partnerships and innovative programs like the annual Data Harvest, the IGIO has established itself as both a trusted technical resource and a strategic convener for Indiana's diverse geospatial community.

This strategic plan presents a comprehensive roadmap for strengthening the IGIO's impact across four interconnected dimensions, which closely align with the four goals of the strategic plan: **Leadership and Governance, Partnerships and Collaborations, Data and Services, and Operations and Infrastructure**. Each dimension contains targeted recommendations designed to enhance the IGIO's ability to serve state agencies, local governments, educational institutions, industry partners, and the broader public.

Like the goals, the recommendations presented here are closely aligned with the recommendations of the 2022 - 2027 strategic plan, however titles and content have been modified based on workshops with the Advisory Workgroup and the IGIO staff as well as extensive stakeholder input, including insights from a recent statewide survey that revealed both the community's strong support for the IGIO's mission and clear growth opportunities - particularly in technical support, decision-maker education, and sustainable funding models. This plan addresses these findings while positioning the IGIO to navigate emerging challenges, from evolving technology platforms to new federal initiatives and changing local government capacity.

Central to this strategy is the IGIO's unique role as a collaborative leader rather than a regulatory enforcer. The plan emphasizes partnership-driven approaches, shared stewardship models, and transparent governance frameworks that honor local autonomy while advancing statewide coordination. By implementing these recommendations, the IGIO will strengthen its foundation for long-term sustainability, expand its strategic influence, and continue serving as a national model for inclusive geospatial governance.

The path forward requires sustained commitment, adaptive implementation, and continued engagement with Indiana's dynamic geospatial ecosystem. These recommendations provide the framework for that journey, ensuring the IGIO remains responsive, resilient, and strategically positioned to advance Indiana's geospatial future.

## 3.1 Goal 1 - Leadership and Governance

### 3.1.1 – Recommendation 1.1: Optimize Advisory Workgroup Operations for Strategic Impact

#### Context and Rationale

The IGIO operates at the intersection of numerous stakeholder interests in geospatial information, state agencies, local governments, federal partners, educational institutions, industry, non-profit organizations, and the public. With the Advisory Workgroup (AW) now established and operational through several meetings, the focus must shift to strategic optimization and effective utilization of the AW.

#### Objectives

- **Strategic Governance:** Leverage the AW as the primary mechanism for navigating complex policy and logistical challenges in statewide geospatial governance.
- **Expert Guidance:** Utilize AW expertise to provide strategic direction on advancing geospatial data and technology adoption across Indiana.
- **Stakeholder Alignment:** Ensure the IGIO initiatives reflect broad consensus and practical feasibility through stakeholder-informed priority-setting.
- **Communication Strategy:** Develop effective messaging strategies for communicating geospatial value to legislators, elected officials, and decision-makers.

#### Implementation Strategy

- **Structured Engagement:** Establish regular, focused AW meetings with clear agendas tied to strategic priorities and measurable outcomes.
- **Stakeholder Integration:** Maintain collaborative relationships with the Indiana Geographic Information Council (IGIC) and other professional organizations while leveraging their expertise through AW participation.
- **Decision Support:** Use the AW to validate policy proposals and strategic initiatives before broader implementation.

#### Success Metrics

- % of AW members actively contributing ( $\geq 75\%$ )
- Sector diversity in AW membership ( $\geq 5$  sectors)
- Legislative engagements supported ( $\geq 2$ /year)

### 3.1.2 - Recommendation 1.2: Demonstrate Geospatial Value to Decision Makers

#### Context and Rationale

To ensure continued support and funding for the IGIO, it is critical to demonstrate the tangible business value and problem-solving capabilities of geospatial data and technologies. This requires a sustained,

strategic outreach effort that educates decision-makers and builds support across the geospatial ecosystem, with particular emphasis on reaching legislators and policy leaders who may be unfamiliar with geospatial technologies and their value.

### Objectives

- **Funding Security & Predictability:** Secure adequate and predictable IGIO funding by demonstrating measurable value of geospatial solutions to state operations, public services, and economic development.
- **Decision-Maker Education:** Influence key stakeholders, especially legislators and policy leaders, by showcasing how geospatial tools solve real-world problems and improve outcomes.
- **Broad Coalition Building:** Build comprehensive support by highlighting geospatial benefits across state agencies, local governments, regional entities, and industry partners.
- **Value Communication:** Integrate the value of local government geospatial activities into statewide messaging.
- **Facilitate Recommendation 1.3:** Establish Stable and Sustainable Funding for the IGIO.

### Implementation Strategy

- **Evidence-Based Messaging:** Leverage the Value and Benefits Study as the foundation for developing compelling narratives, case studies, and quantified impact statements.
- **Strategic Partnership:** Activate the Advisory Workgroup and IGIC to identify high-impact examples, coordinate outreach efforts, and determine optimal stakeholder engagement approaches.
- **Coordinated Communication:** Align with Goal 2 (Partnerships and Collaborations) to ensure consistent messaging and coordinated communication across all stakeholder groups.
- **Trusted Messenger Network:** Deploy local government leaders, stakeholder and partner organizations, industry representatives, peer state agencies, and IGIC members as credible advocates to deliver targeted messages to legislators and policy influencers.

### Success Metrics

- Number of legislative briefings and policy leader engagements conducted
- Level of geospatial funding and resource allocation

## 3.1.3 - Recommendation 1.3: Establish Sustainable Funding and Strategic Partnerships

### Context and Rationale

Due to potential fluctuations in funding and reliance on state appropriations and chargeback models, the IGIO faces critical challenges in maintaining operational continuity and fulfilling its statutory mandate. The current funding structure, dependent on state budget line items and project-based billing, creates operational uncertainty, misaligned mission priorities, and threatens the continuity of essential geospatial services across Indiana.

To address these challenges, the IGIO must implement a comprehensive approach that combines stable, diversified funding mechanisms with strategic partnerships aligned to long-term statewide geospatial priorities. This integrated strategy will reduce dependency on volatile funding sources while ensuring the IGIO can fulfill its role as Indiana’s geospatial coordination leader.

## Objectives

- **Ensure long-term financial stability** for IGIO operations, staffing, and data acquisition.
- **Establish resilient, partnership-based funding** models that reduce volatility.
- **Align the IGIO activities** by actively setting mission-driven, statewide geospatial priorities.
- **Diversify funding sources** through strategic partnerships and cost recovery mechanisms.
- **Demonstrate measurable value** and return on investment to stakeholders.
- **Create transparent, equitable cost recovery models** for infrastructure and licensing.
- **Build legislative and executive support** through documented impact.
- **Enable the IGIO to fulfill its statutory role** as grantor and statewide facilitator.

## Implementation Strategy

Build a sustainable funding model through phased planning, partnerships, and cost recovery improvements. This approach balances internal assessment with external collaboration to ensure long-term financial stability.

### Phase 1: Assessment and Analysis

- Review current chargeback model to confirm it recovers infrastructure and licensing costs
- Research what other states charge for licenses using NSGIC and sources like Gartner
- Identify funding gaps
- Conduct ESRI licensing study

### Phase 2: Cost Recovery and Partnership Design

- As needed, update pricing to recover licensing, infrastructure, and service costs
- Expand MOUs with agencies following the INDOT model
- Explore funding partnerships for imagery, elevation data, and other datasets
- Create templates for multi-year agreements and cost-sharing

### Phase 3: Pilot and Validation

- Test new billing framework with select agency partners
- Launch initial partnership agreements
- Develop impact report showing IGIO's value and ROI
- Brief legislators on funding needs and reform proposals

### Phase 4: External Funding Expansion

- Continue to pursue federal grants as opportunities arise
- Seek corporate sponsorships for key datasets like imagery
- Submit joint proposals that leverage IGIO's coordination role

### Phase 5: Refinement and Scaling

- Evaluate results and adjust based on feedback
- Update policies and governance frameworks

- Expand successful models to additional partners

### Success Metrics

- Financial Health
  - Funding source diversity: No single source >60% of revenue
  - Cost recovery rate: Maintain 95%+ consistently
- Operational Efficiency
  - Billing accuracy: 95%+ invoices correct first time
  - Payment collection: 90%+ collected within 60 days
  - Grant success rate: 30%+ of applications funded
  - Staff capacity: Maintain appropriate FTE levels
- Strategic Impact
  - Service continuity: Zero service interruptions due to funding
  - Dataset expansion: 2-3 datasets funded at least partially through partnerships
  - Legislative awareness: 50%+ of key legislators are aware of the IGIO value

## 3.1.4 - Recommendation 1.4: Leadership in Geospatial Data Governance

### Context and Rationale

Enterprise geospatial data governance is essential for ensuring that Indiana’s spatial data assets are authoritative, discoverable, and efficiently maintained. While the IGIO has statutory authority to lead geospatial coordination within state government (IC 4-23-7.3-14, Section 1), the broader success of governance efforts depends on active collaboration across jurisdictions. Historically, governance efforts have focused on internal state coordination. However, local governments are primary data producers and stewards, particularly for parcels, addresses, and infrastructure layers, and must be meaningfully engaged to build a truly statewide governance framework.

Given the IGIO’s recognized leadership role, even without enforcement authority, it can serve as a trusted convener and facilitator. By expanding its collaborative posture and convening stakeholders across local, regional, state, and federal levels, the IGIO can guide the development of statewide data standards, reduce duplication, and foster a culture of data stewardship.

### Objectives

- **Affirm the IGIO’s leadership** in enterprise geospatial data governance while expanding its collaborative reach.
- **Establish a statewide governance framework** that includes local, regional, state, and federal stakeholders.
- **Clarify roles and responsibilities** across the data lifecycle: stewardship, data and technology exchange, standards, and maintenance. Ensure that responsibilities and efforts are shared with partners whenever feasible. Align partners around broad geospatial initiatives such as NG9-1-1 data standards.
- **Promote trust and transparency** through inclusive engagement and shared decision-making.

- **Support scalable implementation** of federated governance models tailored to Indiana’s needs.

### Implementation Strategies

- **Convene a half-day statewide governance summit** to:
  - Provide information to government partners about geospatial governance.
  - Present the IGIO’s adopted governance plan (completed Fall 2024).
  - Facilitate breakout discussions on roles, standards, and coordination challenges.
  - Begin drafting a strategic framework for collaborative governance.
- **Engage local government stakeholders** through regional listening sessions and targeted outreach with the IGIO team, including Outreach Coordinators.
- **Establish a cross-jurisdictional working group** through coordination with IGIC to refine governance models and recommend implementation pathways.
- **Continue to execute duties assigned in IC 4-23-7.3-14 State GIS officer; duties** regarding statewide data standards and the data integration plan by working collaboratively with stakeholders and partners.
- **Create a shared repository of best practices** and governance tools accessible to all stakeholders while sharing effort with partners, especially IGIC, to create and maintain the repository.

### Success Metrics

- **Participation:** Number of government and quasi-government entities engaged in summit and working group (target: ≥25).
- **Framework Adoption:** Number of jurisdictions adopting elements of the governance framework (target: ≥10 by end of 2027).
- **Trust Indicators:** Positive feedback from local governments on the IGIO’s role as a convener and coordinator.
- **Sustainability:** Governance framework updated annually with stakeholder input and published transparently.

Note: More about a federated governance model supporting the geospatial community in Indiana:

### Definition

A **federated governance model** is a collaborative framework in which multiple autonomous entities, such as state agencies, local governments, regional consortia, academia, and federal partners, retain control over their own data and operations, while aligning around shared standards, protocols, and coordination mechanisms. Under this model, governance is distributed but harmonized, enabling diverse stakeholders to contribute to and benefit from a unified geospatial ecosystem without relinquishing their authority.

### Application in Indiana (Under the IGIO Leadership)

Core principles of the federated governance model include:

- **Distributed Stewardship:** Each jurisdiction maintains ownership and responsibility for its data, ensuring local relevance and accuracy.

- **Shared Data Standards:** Data structure, format, metadata, coordinate reference system, quality measures, and interoperability protocols are co-developed and adopted collaboratively.
- **Coordinated Decision-Making:** Strategic priorities, funding opportunities, and technical guidance are shaped through inclusive, cross-sector dialogue.
- **Trust-Based Leadership:** The IGIO acts as a convener and facilitator, not an enforcer, building trust through transparency, responsiveness, and demonstrated value.

Table 1. Structural Components

Component	Role in Federated Model
<b>The IGIO</b>	Leads coordination, convenes stakeholders, maintains statewide data architecture, and promotes standards
<b>Local Governments</b>	Serve as primary data stewards (e.g., parcels, addresses), contribute to standards development
<b>Regional Consortia</b>	Facilitate collaboration across counties and municipalities, aggregate data for broader use
<b>State Agencies</b>	Align internal data practices with enterprise standards, share authoritative datasets
<b>Federal Partners</b>	Provide guidance on national standards, funding, and interoperability (e.g., USGS, Census)
<b>GIS Enterprise Committee</b>	Acts as a governance advisory body, representing diverse stakeholder interests

### 3.1.5 - Recommendation 1.5: National Leadership in Geospatial Data and Policy

#### Context and Rationale

Indiana's geospatial community, anchored by the IGIO, has earned national recognition for its innovative Data Harvest model and IndianaMap, which integrates local government datasets into statewide frameworks. This success positions Indiana not only as a technical leader but also as a strategic contributor to national geospatial policy and practice.

However, national leadership is not a one-way broadcast; it's a reciprocal exchange. By actively participating in national forums, Indiana can shape emerging standards, influence funding priorities, and ensure that its own needs and innovations are reflected in federal initiatives. This engagement also allows Indiana to bring back ideas, tools, and partnerships that benefit local stakeholders.

While the original recommendation is broadly supported by the Indiana GIS community, this revision contains items about the importance of **defining expected outcomes, measuring impact, and communicating value** to stakeholders at all levels.

#### Objectives

- **Promote Indiana's active participation** in national geospatial discussions, working groups, and policy forums.
- **Share Indiana's success stories** to inspire peer states and elevate the state's reputation.

- **Learn from the successes** and failures of other states.
- **Ensure Indiana has input** into national standards, funding programs, and strategic initiatives.
- **Bring actionable insights** from national engagements to inform Indiana’s own geospatial strategy.
- **Demonstrate the value of national leadership** to Indiana stakeholders through clear outcomes and impact reporting.

### Implementation Strategies

- **Identify key national venues** for engagement (e.g., NSGIC, FGDC, National Geospatial Advisory Committee, FGDC’s GeoPathways, etc.).
- **Nominate Indiana representatives** to serve on national committees and working groups.
- **Develop a portfolio of Indiana success stories** (e.g., statewide parcels, broadband mapping, address integration) for presentation and publication.
- **Host semi-annual “National Insights Briefing”** through events or media such as the newsletter, for Indiana stakeholders summarizing national trends, opportunities, and Indiana’s contributions.
- **Ensure a feedback loop** where national engagement informs Indiana’s strategy, and Indiana’s innovations inform national practice.
- **Establish a leadership impact tracker** to monitor participation, influence, and benefits returned to Indiana.

### Success Metrics

- Representation: Number of Indiana participants in national committees or working groups (target: ≥5 by end of 2026).
- Visibility: Number of Indiana success stories shared nationally (target: ≥2 presentations or publications annually).
- Stakeholder Engagement: Attendance and feedback from semi-annual briefings (target: ≥50 stakeholders per instance).
- Policy Influence: Documented instances where Indiana input influenced national standards or funding priorities.
- Return on Engagement: Number of national ideas, tools, or partnerships adopted in Indiana (target: ≥5 by 2027).

## 3.1.6 - Recommendation 1.6: Prepare for Statutory Amendments

### Context and Rationale

Indiana Code § 4-23-7.3 defines the IGIO’s role and responsibilities. While there is no urgent need to amend the statute, its original language reflects a geospatial landscape that has evolved dramatically. The proliferation of geospatial data across sectors, the emergence of new technologies, and the growing importance of collaborative governance suggest that future statutory revisions, whether initiated by the IGIO, legislators, or external stakeholders, can be helpful to the success of the geospatial enterprise in Indiana.

Proactive preparation ensures that the IGIO can:

- Protect foundational elements of the statute that support continuity and authority.
- Advocate for updates that reflect current and future geospatial realities.
- Shape legislative conversations with clarity, credibility, and strategic foresight.

### Objectives

- **Preserve statutory provisions** that ensure the IGIO’s independence, coordination authority, and access to statewide data.
- **Identify and articulate areas for modernization**, including funding mechanisms, data definitions, and governance structures.
- **Develop a legislative engagement strategy** that positions the IGIO as a trusted advisor in any amendment process.
- **Ensure statutory language supports adaptive, future-ready geospatial policy.**

### Implementation Strategies

- **Statutory Mapping and Analysis**
  - Conduct a section-by-section review and analysis of IC § 4-23-7.3.
  - Classify provisions into categories: *Preserve, Change, Add, and Evaluate for Removal.*

Table 2. Provision Classification Examples

Section	Recommendation	Rationale
<b>§4-23-7.3-3 (Framework Data)</b>	Change	Broaden definition to allow the IGIO discretion in identifying emerging data types.
<b>§4-23-7.3-14 (9) (Biennial Report)</b>	Evaluate for removal or change to specify the intended audience(s) and delivery of the report	Assess utility and redundancy with other reporting mechanisms.
<b>§4-23-7.3-14 (GIO Duties)</b>	Preserve	These duties are core to the IGIO’s coordination and leadership role.

- **Stakeholder Engagement**
  - Convene a temporary advisory workgroup (or leverage existing IGIC structures) to gather input from state agencies, local governments, academia, and private sector partners.
  - Include perspectives on funding, data governance, and emerging technologies.
- **Legislative Scenario Planning**
  - Draft internal briefing materials for various amendment scenarios (e.g., funding-focused, governance-focused, tech-driven).
  - Identify potential legislative champions and allies.
- **Policy Positioning Toolkit**

- Develop concise, visually engaging materials (e.g., one-pagers, infographics) outlining the IGIO’s recommended statutory updates.
- Include rationale, benefits, and alignment with statewide priorities.

### Success Metrics

- Completion of statutory classification with clear rationale for each section
- Stakeholder endorsement of proposed updates and preserved provisions
- Availability of a legislative engagement toolkit for use by the IGIO and partners
- Positive feedback from legislative staff or committees on clarity and utility of the IGIO’s position
- Readiness to respond within three workdays to any external proposal to amend the statute

## 3.2 Goal 2 - Partnerships and Collaborations

### 3.2.1 – Recommendation 2.1: Adapt Outreach Strategy to Strengthen Engagement

#### Context and Rationale

The IGIO has developed a foundational outreach and communication plan to articulate the IGIO’s purpose, activities, and strategic vision. However, a recent statewide survey of the geospatial community revealed two critical gaps, including a need for **stronger technical support** at the local level, and a lack of **clear communication of GIS value** to decision-makers, especially elected officials.

These findings underscore the importance of **maintaining and adapting** the existing outreach strategy, not only to sustain visibility and a clear understanding of the mission of the IGIO, but to deepen relevance, responsiveness, and impact. Outreach Coordinators are uniquely positioned to use this feedback to guide workshops, refine messaging, and build bridges between local governments and the IGIO.

#### Objectives

- **Reinforce awareness** of the IGIO’s leadership role and statewide coordination efforts.
- **Clarify and communicate the value of local GIS** to elected officials and agency decision-makers.
- **Understand and respond to community-identified needs** for technical support and visibility.
- **Ensure outreach efforts remain sustainable, inclusive, and audience-specific.**

#### Implementation Strategies

- **Audit and Adapt the Existing Outreach Plan**
  - Review current channels (newsletters, social media, presentations, etc.) for effectiveness and reach.
  - Incorporate survey findings into updated messaging priorities and engagement formats.
  - Emphasize storytelling and case studies that highlight local GIS success and impact.
- **Develop Targeted Messaging for Decision-Makers**
  - Create concise, visually engaging materials that translate GIS benefits into policy-relevant language.

- Include metrics, maps, and narratives that resonate with elected officials and agency heads.
- **Launch Regional Workshops and Listening Sessions**
  - Use Outreach Coordinators to convene local GIS professionals and decision-makers.
  - Facilitate dialogue around technical needs, funding challenges, and opportunities for collaboration.
- **Strengthen Feedback Loops**
  - Establish mechanisms for ongoing input from local governments, IGIC members, and other stakeholders.
  - Use feedback to continuously refine outreach tactics and content.
- **Diversify Communication Channels**
  - Maintain a mix of in-person engagement, digital content, and asynchronous updates.
  - Tailor formats to audience preferences (e.g., short-form videos for public audiences, policy briefs for legislators).

### Success Metrics

- Increased awareness of the IGIO activities among surveyed GIS professionals
- Positive feedback from elected officials on clarity and relevance of GIS messaging
- Number of regional workshops held, and participants engaged
- Uptick in newsletter readership, social media engagement, and website traffic
- Documented examples of local GIS success stories shared with decision-makers
- Evidence of improved technical support responsiveness based on stakeholder feedback

## 3.2.2 – Recommendation 2.2: Advance Statewide Collaboration through Partner Ecosystem

### Context and Rationale

Indiana’s GIS community has long embraced a cooperative, data-sharing ethos, but sustaining and scaling that culture requires **intentional relationship-building** and **strategic coordination**. The Indiana Geographic Information Officer (GIO) is uniquely positioned to cultivate a robust ecosystem of partners who not only amplify the IGIO’s mission but also reinforce a shared commitment to statewide geospatial collaboration.

IGIC should be a particularly vital ally in this effort. Strengthening the IGIO–IGIC partnership can unlock new opportunities for outreach, technical support, and policy alignment. By expanding and nurturing this ecosystem, the IGIO can extend its reach, deepen trust, and foster a resilient network of advocates and collaborators.

### Objectives

- **Broaden the IGIO’s partner network** to include respected leaders across sectors and regions.
- **Strengthen the IGIO–IGIC strategic partnership** through joint initiatives and shared messaging.
- **Promote a culture of statewide data sharing** rooted in trust, reciprocity, and mutual benefit.

- **Position partners as advocates** who communicate the value of the IGIO to their communities and decision-makers.
- **Embed relationship-building** as a core function of the IGIO operations and outreach.

### Implementation Strategies

- **Map and Segment the Partner Ecosystem**
  - Identify existing and potential partners across government, academia, private sector, and nonprofits.
  - Categorize by domain expertise, geographic reach, and alignment with IGIO goals.
- **Strengthen the IGIO–IGIC Alliance**
  - Co-develop outreach campaigns, technical workshops, and policy briefings.
  - Align messaging and engagement strategies to reinforce shared priorities.
  - Continue to find opportunities for IGIO / IGIC collaboration and interaction (e.g., routine meetings between the GIO, IGIC Executive Director, and IGIC President, presentations highlighting how to work together and where they’re intertwined, feedback on the data integration plan).
- **Launch a Partner Engagement Framework**
  - Define roles for partners as advocates, promoters, and technical resources.
  - Provide toolkits, talking points, and branded materials to support partner-led outreach.
- **Host Regional Collaboration Forums**
  - Convene partners for dialogue, knowledge exchange, and co-creation of solutions (e.g., as part of regional IGIC meetings).
  - Use forums to surface local needs and celebrate collaborative successes.
- **Establish Recognition and Feedback Mechanisms**
  - Create a “GIS Partner Spotlight” series to highlight contributions.
  - Invite regular feedback to refine engagement strategies and build trust.

### Success Metrics

- Number of active partners engaged across sectors and regions
- Frequency and quality of the IGIO–IGIC joint initiatives
- Increase in partner-led outreach activities and advocacy efforts
- Positive feedback from partners on engagement tools and support
- Documented examples of successful data-sharing collaborations
- Growth in participation at regional forums and collaboration events with additional focus on specific target groups such as elected officials

## 3.2.3 – Recommendation 2.3: Prepare for Evolving Geospatial Challenges

### Context and Rationale

Indiana’s GIS community has demonstrated agility in leveraging opportunistic funding, such as federal support for broadband mapping, to advance shared goals. However, the landscape of geospatial

technology and policy is rapidly evolving, and the GIO must proactively prepare for **non-recurring costs** that fall outside traditional budget lines.

Examples of evolving challenges include:

- **Changes to the Esri enterprise license model**, which may introduce new cost structures or access limitations.
- **The IGIO's expanding role in statewide 3D Hydrography Program (3DHP)** implementation, requiring technical coordination and data integration.
- **Support for Next Generation 911 (NG9-1-1)**, which demands high-accuracy geospatial data and sustained collaboration with public safety agencies.

These initiatives carry significant financial implications. To remain responsive and resilient, the IGIO must work with partner communities to **develop business cases** that estimate costs, articulate benefits, and position Indiana to act swiftly when funding opportunities arise. In addition, other non-financial costs or opportunities must be considered such as the impact to the “good-will” of the statewide geocommunity, stakeholder perception of the IGIO, and legislative support.

### Objectives

- **Identify and forecast emerging geospatial challenges** with potential financial and other impacts.
- **Develop proactive business cases** that include cost estimates, partner benefits, and implementation scenarios.
- **Strengthen the IGIO's ability to respond to non-recurring funding opportunities** with agility and credibility.
- **Align with Recommendation 1.3** by reinforcing the need for stable funding and strategic financial planning.

### Implementation Strategies

- **Conduct a Foresight Scan of New Challenges**
  - Collaborate with IGIC, state agencies, and national partners to identify technologies, datasets, and mandates likely to impact Indiana GIS.
  - Prioritize challenges based on urgency, cost, and alignment with the IGIO's mission.
- **Develop Modular Business Case Templates**
  - Create adaptable templates for estimating costs, defining partner benefits, and outlining implementation pathways.
  - Include visualizations, timelines, and ROI narratives tailored to different audiences (e.g., legislators, agency heads, grant reviewers).
- **Engage Partners in Scenario Planning**
  - Convene working groups to co-develop business cases for specific challenges (e.g., Esri licensing shifts, 3DHP rollout, NG9-1-1 support).
  - Use workshops and surveys to gather local data and perspectives.
- **Integrate Business Cases into Outreach and Funding Strategy**

- Align with Strategic Recommendation 2.1 to communicate funding needs and partner value.
- Use business cases to support grant applications, legislative briefings, and interagency proposals.

### Success Metrics

- Number of business cases developed and shared with stakeholders
- Inclusion of business cases in grant applications and legislative briefings
- Partner feedback on clarity and usefulness of cost estimates and benefit articulation
- Evidence of proactive funding responses tied to emerging challenges
- Alignment with Recommendation 1.3 through coordinated financial planning

## 3.2.4 – Recommendation 2.4: Collaborative Statewide Data Stewardship

### Context and Rationale

Indiana’s geospatial community has long championed collaborative data stewardship as a cornerstone of effective governance. The IGIO has successfully partnered with local and state entities to build and maintain statewide datasets that reflect local expertise and ownership. This approach, often referred to as a “shared stewardship model” or “federated data model”, ensures that data is maintained closest to its source, improving accuracy, timeliness, and trust.

This recommendation builds on existing momentum and aligns directly with Recommendations 1.2 (stakeholder engagement), 1.4 (data sharing infrastructure), 2.1 (outreach), and 2.2 (governance).

### Objectives

- **Sustain and expand partnerships** that support shared stewardship of statewide geospatial datasets
- **Ensure authoritative data is maintained** by those closest to its source
- **Improve data** governance, operational efficiency, and stakeholder trust
- **Align stewardship efforts** with broader outreach, governance, and data-sharing initiatives

### Implementation Strategies

- **Map Existing Stewardship Models:** Document current collaborative data maintenance efforts across counties, agencies, and sectors
- **Identify Priority Datasets:** Focus on enterprise datasets where local stewardship is critical (e.g., parcels, addresses, boundaries, infrastructure)
- **Formalize Roles and Agreements:** Unless a future statute change covers it, develop MOUs or perpetual stewardship agreements that clarify responsibilities, update cycles, and data standards
- **Provide Technical Support and Recognition:** Offer tools, training, and public acknowledgment to local partners maintaining authoritative data

- **Integrate with Outreach and Governance Plans:** Coordinate with Recommendations 2.1 and 2.2 to ensure stewardship models are reflected in broader engagement and governance frameworks

### Success Metrics

- Partner satisfaction and engagement (via surveys or feedback loops)
- Reduction in data update lag times and errors
- Visibility of stewardship efforts in public-facing platforms and reports

## 3.2.5 - Recommendation 2.5: Support Local GIS Capacity

### Context and Rationale

Indiana's local governments are essential contributors to statewide geospatial initiatives, yet their capacity to participate varies widely. While the Indiana Mapping and Data Standards Fund provides a foundation for supporting geospatial efforts, relying solely on the IGIO's legislative line-item funding is neither sustainable nor scalable.

By proactively identifying and coordinating **diversified funding sources**, the Indiana Geographic Information Officer (GIO) can foster equitable participation, incentivize data collaboration, and strengthen statewide geospatial infrastructure. This includes exploring federal programs, interagency partnerships, and collaborative budget models where local governments contribute effort and resources, with shared returns.

This recommendation reinforces earlier strategies (see Recommendations 1.4, 2.1, and 2.2) by directly addressing funding barriers that impact outreach, data stewardship, and shared governance.

In addition, the IGIO should identify non-financial ways to strengthen local GIS capacity, such as assisting local partners with the documentation of the impact, value, and benefits of their geospatial programs.

### Objectives

- **Expand funding options** for local geospatial programs beyond the IGIO's direct budget.
- **Promote collaborative project models** where local governments share responsibilities, and benefits.
- **Strengthen statewide GIS capacity** through equitable support and scalable resource planning.
- **Position GIS collaboration** as an eligible and prioritized activity within state and federal grant programs.
- **Explore non-financial ways to** strengthen local GIS capacity. For example, continue collaboration with IGIC to develop data standards and share best practices.

### Implementation Strategies

- **Conduct a Local GIS Capacity Assessment**
  - Survey counties and municipalities to understand capability gaps and funding constraints.

- Identify target areas where support would yield high-impact improvements (e.g., address points, parcel mapping, NG9-1-1 integration).
- **Map Diversified Funding Opportunities**
  - Catalog existing grant programs that could support GIS activities (e.g., broadband, emergency management, environmental planning).
  - Engage with state agencies to integrate geospatial deliverables as performance criteria in their funding programs.
- **Promote Cost-Sharing Projects**
  - Design joint initiatives where the IGIO and local governments co-fund development, maintenance, and analysis of shared datasets.
  - Use pilot projects to demonstrate ROI and build trust for future collaborations.
- **Leverage the IGIO's Influence for Policy Change**
  - Advocate for the inclusion of GIS collaboration in program eligibility criteria at the state and federal level.
  - Elevate GIS relevance in cross-sector initiatives through interagency briefings and legislative engagement.

### Success Metrics

- Number and diversity of funding sources supporting local GIS projects
- Percentage of counties/municipalities participating in support or cost-share programs
- Increased inclusion of GIS collaboration in external grant program criteria
- Documented improvements in data quality and timeliness from funded local partners
- Partner satisfaction with support mechanisms and resource access
- Measure briefing outcomes:
  - Number of interagency briefings or legislative meetings held.
  - Number of follow-up actions taken (e.g., requests for data, invitations to advisory roles).

## 3.2.6 – Recommendation 2.6: Evolve and Strengthen Data Harvest Program

### Context and Rationale

Indiana's annual Data Harvest program has become a cornerstone of statewide geospatial coordination, successfully aggregating county-level datasets into standardized, publicly accessible layers. Over time, the program has matured, adopting consistent data standards, refining distribution processes, and expanding participation. Yet as technologies advance and statewide priorities shift (e.g., NG9-1-1, broadband mapping, environmental modeling), the Data Harvest must remain dynamic and responsive.

The IGIO is well-positioned to lead this evolution by **reviewing the program annually**, exploring new data types (e.g., building outlines, contour maps), and sharing strategic updates with partners. This recommendation complements and reinforces Recommendations 2.1 (outreach), 2.2 (partnerships), 1.4 (data infrastructure), and 1.2 (governance).

## Objectives

- **Sustain and improve the Data Harvest** as a trusted mechanism for statewide data aggregation.
- **Identify and pilot new data types and standards** based on emerging needs and technologies by involving local government partners.
- **Share strategic updates and future directions** with stakeholders to foster transparency and collaboration.
- **Ensure the program remains adaptable, inclusive, and technically sound.**

## Implementation Strategies

- **Annual Program Review**
  - Assess participation rates, data quality, and technical processes
  - Identify areas for improvement and potential new data requests (e.g., building footprints, elevation contours, additional boundaries)
- **Stakeholder Engagement and Feedback**
  - Use surveys, workshops, and regional forums to gather input from counties and data users
  - Align updates with local capabilities and statewide priorities
- **Pilot New Data Types and Standards**
  - Select a small number of counties to test new data layers or modified standards
  - Document lessons learned and refine guidance before broader rollout
- **Strategic Communication and Transparency**
  - Share annual updates through newsletters, presentations, and the IGIO website
  - Include rationale for changes, anticipated benefits, and opportunities for input
- **Technology Scanning and Integration**
  - Monitor emerging tools and platforms that could streamline data collection, validation, or sharing
  - Evaluate feasibility and cost-effectiveness for statewide adoption

## Success Metrics

- Local government satisfaction ratings regarding how they contribute data and ideas
- Number of counties participating in pilot efforts for new data types
- Stakeholder satisfaction with transparency and responsiveness of updates
- Documented improvements in data quality, completeness, or timeliness
- Adoption of new standards or technologies based on pilot results
- Increased awareness and engagement through outreach channels

## 3.3 Goal 3 - Data and Services

### 3.3.1 – Recommendation 3.1 and 3.2: Improve Data Discovery and Access

#### Context and Rationale

The IGIO has made significant strides in curating and maintaining framework GIS data. The benefit of this work increases proportionally with the number of people who find and use the data. Therefore, improving how the data are discovered and how they can be efficiently accessed have a direct impact on the value of the data to Indiana. For example, organizations outside traditional geospatial circles (e.g., banks, insurers, real estate firms) are often unaware of IndianaMap and its potential to support their operations.

To fulfill the IGIO's statutory responsibility under I.C. 4-23-7.3 to provide public access to GIS data statewide, IndianaMap must evolve into a more inclusive, intuitive, and actively promoted portal. This includes expanding its catalog, improving search functionality, and educating users on how to access data via web services or downloads.

This recommendation directly supports the IGIO's obligations under Indiana Code 4-23-7.3 to:

- Provide public access to GIS and framework data across Indiana
- Assist state agencies and political subdivisions in making data publicly available while protecting confidentiality
- Ensure that IndianaMap serves as a trusted, inclusive, and accessible geospatial resource for all Hoosiers

#### Objectives

- **Continue to broaden the scope of discoverable data** beyond framework layers to include specialty and thematic datasets for which a business case exists.
- **Increase awareness and adoption of IndianaMap** among non-traditional GIS stakeholders.
- **Enhance public understanding** of the best way to access data, especially web services vs. download.
- **Ensure compliance with statutory obligations** for public access and agency support.
- **Position IndianaMap as Indiana's authoritative, user-friendly geospatial gateway.**

#### Implementation Strategies

- **Outreach and Engagement**
  - Collaborate with the Advisory Workgroup and Outreach staff to identify and engage new sectors (e.g., finance, insurance, utilities, real estate).
  - Develop sector-specific use cases and promotional materials.
  - Host webinars and briefings tailored to non-GIS audiences.
- **Web Services Education**
  - Create simple guides and visual explainers on accessing data via web services vs. downloads.

- Embed decision-support tools within IndianaMap to help users choose the best access method.
- Offer training sessions for state agencies and local governments.
- **Platform Enhancement**
  - Leverage IndianaMap 2.0 capabilities to support federated search, data freshness indicators, and user feedback loops.
  - Explore partnerships with open data hubs and aggregators to streamline integration.

### Success Metrics

- Growth in user understanding of web services (measured via surveys and training participation)
- Number of new sectors engaged through outreach
- Volume of external datasets accessed via pass-through links
- Compliance with I.C. 4-23-7.3 public access provisions
- Positive feedback from non-traditional stakeholders

### 3.3.2 – Recommendation 3.2: Now combined with 3.1

### 3.3.3 – Recommendation 3.3: Business Plans for Framework and Enterprise Datasets

#### Context and Rationale

Recent survey responses from Indiana’s GIS community underscore a growing request for datasets beyond traditional framework layers, such as Indiana Utility Regulatory Commission (IURC) boundaries and other enterprise-scale themes. These needs reflect evolving priorities across state agencies, local governments, and private sector partners. To meet this demand, the IGIO should consider expanding the scope of business planning to include both existing framework layers and emerging enterprise datasets supported by a strong business case.

Business Plans are useful planning documents that lay out future activities in support of resource allocation, understanding timelines, and fostering cooperation among stakeholders and partners. They provide definition to actionable steps related to the implementation of an initiative, helping partners and stakeholders better understand how strategic objectives will be accomplished.

#### Business Plan (FGDC Definition)

*A Business Plan is a structured document that outlines the goals, strategies, resources, and performance measures needed to implement a geospatial initiative. It supports decision-making, secures stakeholder buy-in, and guides sustainable program development.*

*Business Plans translate strategic vision into actionable steps, aligning geospatial priorities with funding, staffing, and measurable outcomes—often used to justify investments or coordinate multi-agency efforts.*

The IGIO has also established business plans for its programs and outreach efforts. Empowering IGIC's Framework Data Workgroups with clear direction and involving stakeholders in iterative planning will ensure that business plans are responsive, inclusive, and strategically aligned. Broad dissemination of these plans, including IGIC and other partners, will foster transparency, collaboration, and long-term sustainability.

### Objectives

- **Broaden the scope** of business plans to include both framework layers and high-priority enterprise datasets.
- **Establish business cases** for data layers that reflect user needs, funding requirements, and delivery mechanisms.
- **Empower IGIC Workgroups** with clear guidance to support planning and prioritization and use the Data Integration Plan to inform future data improvements.
- **Ensure stakeholder involvement** throughout the planning process.
- **Promote transparency** by sharing plans widely with IGIC and other partners.
- **Support long-term funding** and data stewardship through clearly defined resource needs.

### Implementation Strategies

- **Conduct targeted stakeholder engagement** to identify priority datasets and delivery needs.
- **Develop modular business plan templates** that can be adapted for different data themes (e.g., transportation, land use, elevation, or water features)
- **Facilitate IGIO-led planning workshops** with IGIC Workgroups and key stakeholders, including facilitating a joint IGIO – IGIC review of the Data Integration Plan as presented to the IGIO by IGIC to ensure understanding and agreement of the plan elements.
- **Integrate survey findings and user feedback** into business case development.
- **Include funding models, cost-sharing strategies, and update cycles** in each plan.
- **Publish and promote plans** via IGIC channels, state agency networks, and public platforms.
- **Establish a feedback loop** for continuous refinement and responsiveness.

### Success Metrics

- Expand the data collected as part of the framework data layers
- Stakeholder participation rate in planning workshops
- Adoption of plans by IGIC Workgroups and partner agencies
- Secured funding or cost-sharing agreements based on business cases
- Annual updates and documented improvements to delivery mechanisms

## 3.3.4 – Recommendation 3.4: Expand Outreach and Guidance

### Context and Rationale

The IGIO offers a growing suite of geospatial services and tools, such as geocoding services, REST endpoints, and LiDAR downloads, that are increasingly vital to state and local operations. However, recent survey data reveals significant gaps in awareness:

- **43% of GIS community respondents are unaware of the IGIO’s geocoding services**, despite their proven accuracy.
- **Nearly one-third are unaware of IndianaMap’s** orthoimagery and LiDAR download capabilities.

This signals a clear need for continued concerted outreach and guidance. While the IGIO is not statutorily responsible for training, it can play a catalytic role by publishing training opportunities from other organizations and offering “train-the-trainer” workshops to empower cities, counties, schools, and non-GIS organizations. IndianaMap serves as a model for delivering guidance in accessible, engaging formats. In addition, messaging about the IndianaMap and its value can be improved by tailoring presentations to be relevant to targeted audiences and sectors. By scaling this approach, the IGIO can strengthen statewide geospatial literacy and increase adoption of its resources.

### Objectives

- **Increase awareness and adoption** of the IGIO tools and services across diverse user groups.
- **Provide clear, varied guidance** tailored to common use cases and technical skill levels.
- **Empower local and non-GIS organizations** through “train-the-trainer” workshops.
- **Promote statewide geospatial literacy** by sharing training opportunities from partner organizations.
- **Demonstrate the value of the IGIO’s services** through comparative performance data and success stories.

### Implementation Strategies

- **Develop and publish modular guidance materials** (e.g., story maps, videos, tip sheets) for key services like geocoding, REST services, and LiDAR downloads. IndianaMap provides a model for delivering guidance in varied, user-friendly formats.
- **Conduct 6–8 “train-the-trainer” workshops** targeting cities, counties, schools (with GENI support), and community organizations.
- **Create a centralized training calendar** featuring opportunities from Esri, IGIC, GENI, and other partners. Calendar notes should be added for any required prerequisites, such as organizational membership.
- **Highlight comparative performance data** regarding the accuracy of the IGIO geocoding service to illustrate the value of IGIO services.
- **Use feedback loops** (surveys, workshop evaluations) to refine materials and outreach strategies.

### Success Metrics

- Increase in usage of the IGIO’s services (e.g., LiDAR, orthoimagery)
- Reduction in stakeholder unawareness (tracked via follow-up surveys)
- Number of “train-the-trainer” workshops conducted and participants reached
- Number of guidance materials published and accessed, if tracking is possible.
- Engagement with external training calendar (clicks, registrations)
- Positive feedback from workshop participants and users of guidance materials

### 3.3.5 – Recommendation 3.5: Consider the Varying Needs of Stakeholders

#### Context and Rationale

The IGIO serves a wide spectrum of stakeholders, from highly technical GIS professionals to community planners, business analysts, and members of the general public. These groups vary significantly in their technical literacy, infrastructure, and data needs. This recommendation reinforces the IGIO's commitment to accessibility, responsiveness, and continuous improvement, ensuring that Indiana's geospatial infrastructure serves not just the technically proficient, but all with geospatial needs or interests.

#### Objectives

- **Sustain and expand the IGIO's inclusive outreach and support** efforts across stakeholder groups.
- **Ensure that data delivery mechanisms accommodate** varying levels of technical expertise.
- **Establish feedback loops** to continuously refine services based on user experience.
- **Promote IndianaMap as a flexible platform** that supports both advanced and entry-level users.
- **Reinforce the IGIO's role** as a responsive, user-centered public resource.

#### Implementation Strategies

- **Stakeholder Segmentation and Needs Assessment**
  - Identify key stakeholder groups (e.g., public, local government, private sector, state and federal agencies).
  - Gather information to ensure an understanding of the technical capabilities and preferred data access methods of stakeholder groups.
- **Tiered Support and Delivery Options**
  - Offer multiple access pathways: downloadable datasets, interactive maps, and web services.
  - Develop user guides and tutorials tailored to different skill levels. IndianaMap provides an excellent model for this.
- **Feedback and Iteration**
  - Embed and use feedback tools within IndianaMap and other platforms.
  - Host regular listening sessions and user panels to gather insights.
  - Use feedback to inform updates to data services, interface design, and training materials.
- **Outreach and Capacity Building**
  - Continue presentations and resource development for diverse audiences.
  - Partner with IGIC, professional associations, educational institutions, and community organizations to extend reach.

#### Success Metrics

- Number of stakeholder groups actively engaged
- Volume and diversity of support materials produced

- Frequency and quality of feedback received
- Increase in user confidence and satisfaction (via surveys)
- Growth in the revised IndianaMap usage across sectors
- Evidence of improved access for underrepresented or non-technical users

### 3.4: Goal 4 – Operations and Infrastructure

#### 3.4.1 – Recommendation 4.1 and 4.2: Monitor and Adapt Staffing and Administrative Alignment

##### Context and Rationale

The IGIO currently benefits from strong administrative and operational support from its host agency, the Indiana Office of Technology (IOT). However, future shifts in IOT's funding, priorities, or organizational structure could introduce vulnerabilities that affect the IGIO's long-term stability. Moreover, external perceptions of the IGIO as a purely technical or data service office risk diminishing its broader mandate: to lead statewide geospatial governance, set strategic priorities, and shape policy.

At the same time, the IGIO's staffing has matured significantly since the 2022 - 2027 strategic plan, and the office is now operating at a high level of performance. To sustain and build on this momentum, the IGIO must proactively safeguard against inefficiencies, role ambiguity, and staff burnout. This requires a commitment to continuously monitor and refine roles and responsibilities, ensuring they remain aligned with both current demands and future business needs.

A dynamic staffing plan, flexible, forward-looking, and strategically grounded, will help the IGIO remain agile and resilient. This includes evaluating opportunities to internalize key administrative functions such as legal, contracting, accounting, and office management, which are currently provided by the host agency.

##### Objectives

- **Ensure the IGIO's administrative alignment supports long-term stability**, visibility, and strategic influence
- **Continuously monitor and revise staffing plans** to reflect evolving business needs and priorities
- **Define and adapt roles and responsibilities** to reduce ambiguity and improve operational efficiency
- **Reduce reliance on host agency services** by exploring dedicated resources for administrative functions

##### Implementation Strategies

- **Conduct periodic reviews** of the IGIO's administrative host location and the support that it provides, assessing risks, benefits, and alignment with strategic goals
- **Develop and maintain a dynamic staffing plan** that maps current roles, emerging needs, and succession pathways

- **Define core areas of responsibility** and assign roles that can be shared, rotated, or scaled as needed
- **Identify gaps in administrative support** (e.g., legal, contracting, accounting) and explore options for dedicated resources
- **Engage stakeholders and leadership** in evaluating the IGIO's visibility, influence, and organizational positioning as different from IOT. Document and communicate the IGIO's strategic functions beyond software and hardware, emphasizing governance and policy leadership

### Success Metrics

- Periodic completion and documentation of updated staffing plan
- Increased operational independence from host agency services
- Stakeholder recognition of the IGIO's governance, coordination, and policy leadership
- Maintain or improve staff satisfaction scores

### 3.4.2 – Recommendation 4.2: Now combined with 4.1

### 3.4.3 – Recommendation 4.3: Project Management and Technical Lifecycle Planning

#### Context and Rationale

As the IGIO's portfolio of services, platforms, and partnerships continues to grow, so does the complexity of its operational demands. To ensure efficient use of financial resources and technical sustainability, the IGIO must adopt formal time and project management processes that align with industry best practices and public sector accountability.

Evolving product lifecycles and the anticipated shift in ESRI's licensing model underscore the need for proactive planning. Without standardized lifecycle management, including disaster recovery protocols and operational continuity strategies, the IGIO risks service disruptions, budget inefficiencies, and reactive decision-making.

ServiceNow offers a suite of tools that can support the IGIO's transition to structured project tracking, resource allocation, and service delivery management. Leveraging these tools will help the IGIO monitor progress, anticipate technical transitions, and maintain transparency across internal and external stakeholders.

#### Objectives

- **Adopt formal time and project management practices** to optimize resource use and improve delivery timelines
- **Institutionalize technical product lifecycle planning**, including disaster recovery and continuity for self-managed environments
- **Prepare for ESRI licensing model changes** through scenario planning and budget forecasting

- **Leverage ServiceNow tools** to support project tracking, asset management, and operational workflows
- **Enhance transparency and accountability** across the IGIO's technical and administrative functions

### Implementation Strategies

- **Develop a standardized project management framework** tailored to the IGIO's scale and mission, including templates for scoping, scheduling, and reporting
- **Map the lifecycle of all core technical products and systems**, identifying upgrade paths, support timelines, and end-of-life risks
- **Establish disaster recovery protocols** for self-managed systems, including backup schedules, failover procedures, and testing cycles
- **Conduct a strategic review of ESRI licensing changes**, modeling financial and operational impacts under multiple scenarios
- **Configure ServiceNow modules** for project tracking, asset inventory, and service request management
- **Train staff on lifecycle planning and project management tools**, integrating these practices into daily operations

### Success Metrics

- Adoption of standardized project management practices across the IGIO initiatives
- Documented lifecycle plans for all core technical products
- Disaster recovery protocols tested and validated annually
- ESRI licensing transition plan completed with budget forecasts
- ServiceNow tools actively used for project and asset tracking
- Maintain high standards of delivery timelines and minimizing resource waste across the IGIO operations

3.4.4 – Recommendation 4.4: Now integrated into Recommendation 1.3

## 4. Prioritization and Timeline

### Introduction

The implementation of this Strategic Plan Addendum follows a structured, phased approach designed to balance urgency, impact, and resource availability. Each recommendation outlined in this plan contributes to one or more of IGIO's four overarching goals: Leadership and Governance, Partnerships and Collaborations, Data and Services, and Operations and Infrastructure.

To ensure a deliberate and manageable path forward, the IGIO will prioritize actions using two complementary tools: a Prioritization Matrix, which evaluates each recommendation according to urgency and importance, and an Implementation Timeline, which sequences activities from near-term to long-term execution. Together, these tools support the IGIO in allocating resources efficiently, focusing early effort on high-impact initiatives, and maintaining momentum through a structured progression of activities.

## **4.1 Priority Matrix**

The Priority Matrix from the IGIO Strategic Plan (2022) now reflects the updated recommendation titles and reprioritized items based on the IGIO's present situation. The Prioritization Matrix organizes recommendations within four quadrants based on their relative importance and urgency. This helps the IGIO focus first on the initiatives that will have the greatest short-term impact while keeping long-term priorities in view for future action.

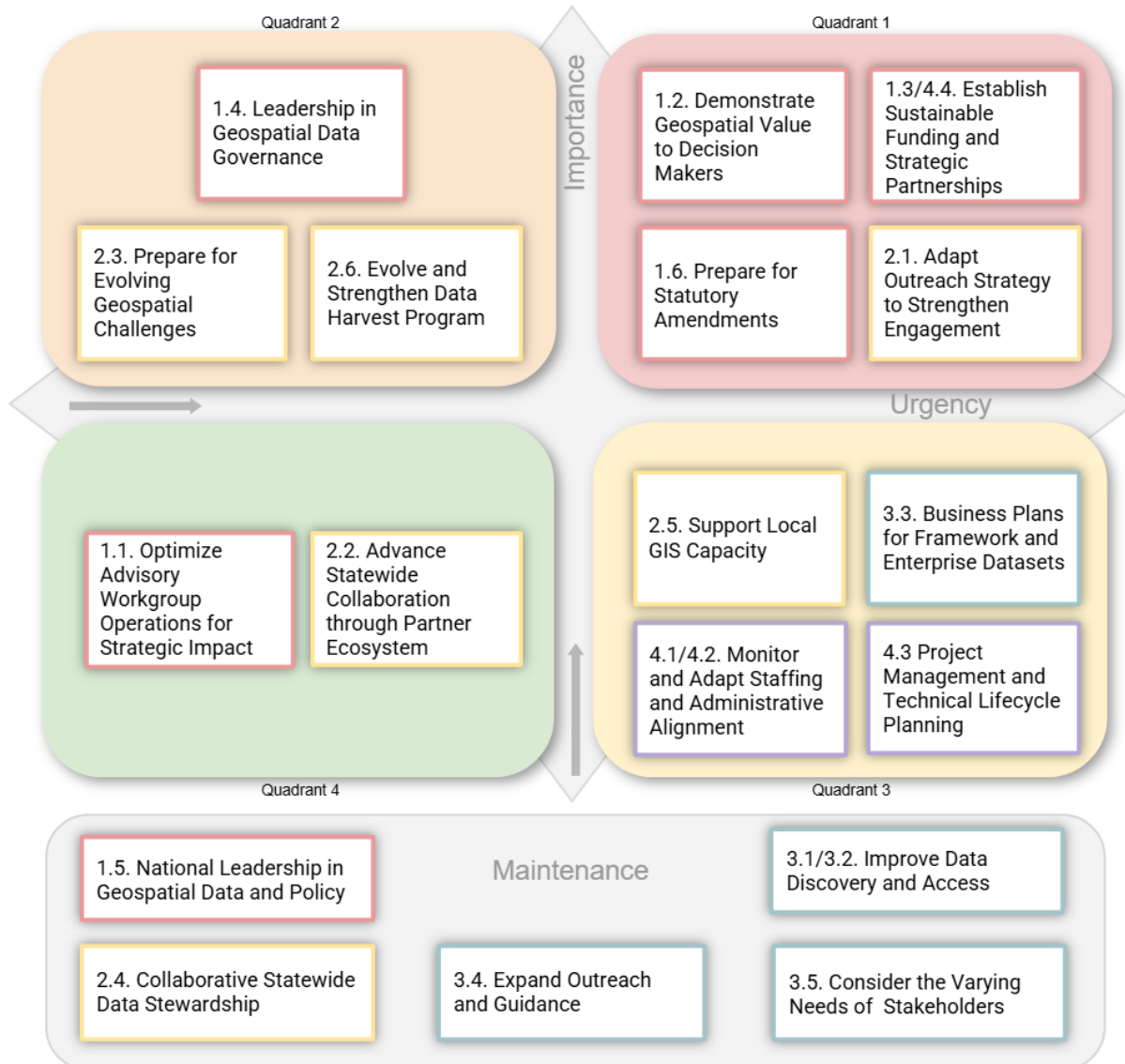


Figure 2. Priority Matrix

## 4.2 Implementation Timeline

A detailed implementation timeline for the Strategic Plan Addendum's recommendations can be found in Appendix A. It outlines strategic goals, recommendations, activities, phases, and milestones from 2025 to 2035, with each initiative linked to urgency and importance ratings. The timeline, maintained as a living Excel document, enables progress tracking, coordination, and transparent communication as circumstances evolve, and may support development of an IGIO Strategic Planning Dashboard in the future.

The conceptual implementation diagram arranges priorities from immediate to later actions, showing the links among four goals and addendum recommendations. Recommendations nearer the center are top priority, addressing foundational needs like organizational stability, funding, and stakeholder

engagement first. Maintenance recommendations from the Priority Matrix are excluded from this diagram.

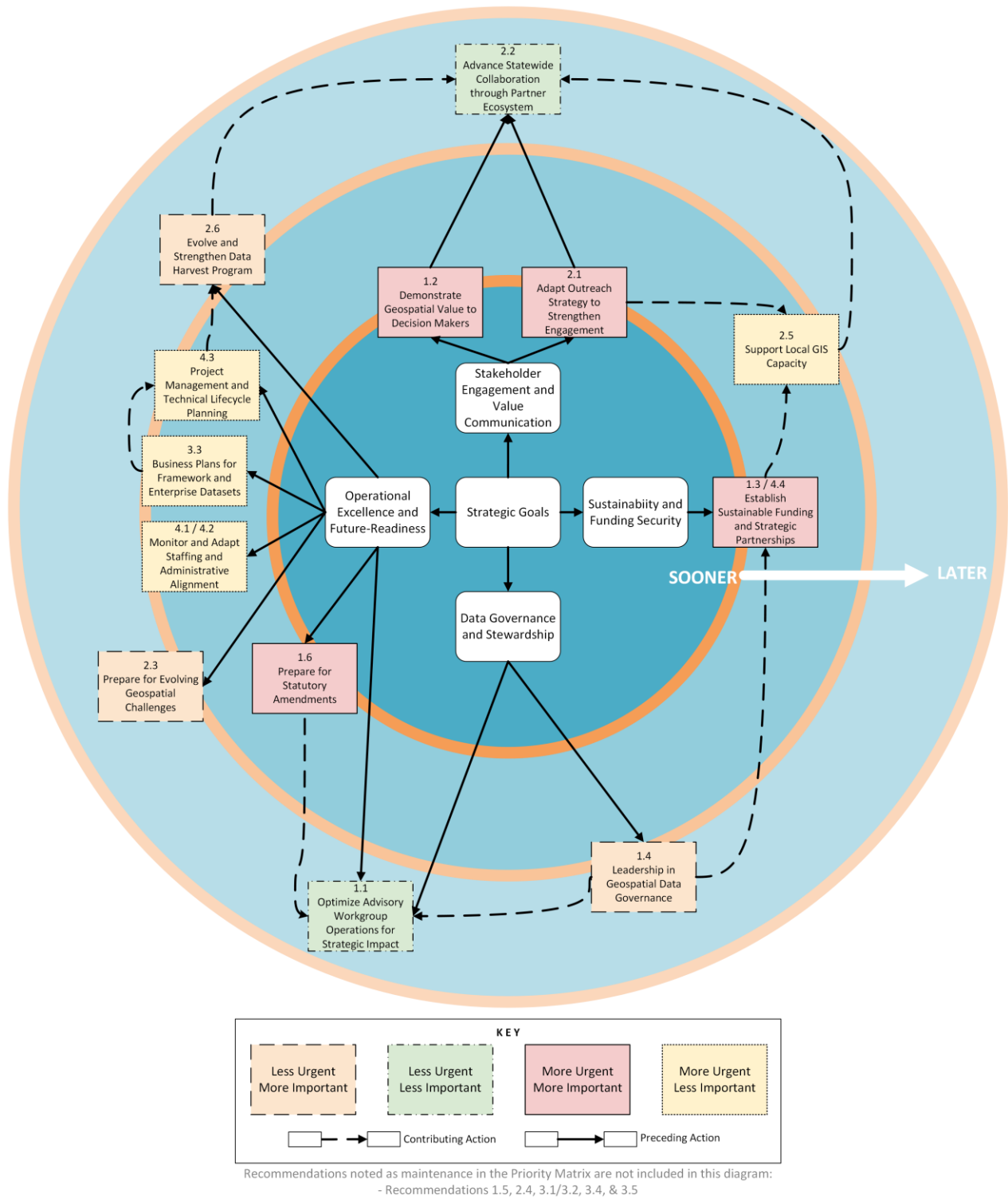


Figure 3. Conceptual Implementation Timeline

## 5. Conclusion

This Strategic Plan Addendum represents a critical evolution in the IGIO's mission to advance Indiana's geospatial infrastructure and leadership. Building on the foundation established in the 2022-2027 Strategic Plan, this update reflects three years of implementation experience, stakeholder feedback, and the dynamic changes in technology, policy, and organizational capacity that shape Indiana's geospatial landscape.

The recommendations presented across the four strategic goals (Leadership and Governance, Partnerships and Collaborations, Data and Services, and Operations and Infrastructure) provide a comprehensive framework for strengthening the IGIO's impact while addressing emerging challenges and opportunities. From optimizing Advisory Workgroup operations and diversifying funding sources to expanding data discovery capabilities and institutionalizing project management practices, each recommendation is designed to enhance the IGIO's ability to serve its stakeholders.

Several interconnected key takeaways emerge as central to the IGIO's continued success:

- **Collaborative Leadership:** The IGIO's role as convener and facilitator, rather than regulatory enforcer, positions it to build trust and foster voluntary cooperation across jurisdictions and sectors.
- **Financial Sustainability:** Diversifying revenue streams, establishing cost recovery models, and pursuing strategic partnerships will reduce dependency on volatile funding sources while ensuring operational continuity.
- **Stakeholder Engagement:** Targeted outreach to decision-makers, expansion of partner ecosystems, and tailored communication strategies will increase awareness of geospatial value and build broader support for the IGIO's mission.
- **Adaptive Governance:** Developing federated governance frameworks, preparing for statutory amendments, and maintaining national leadership ensure Indiana remains at the forefront of geospatial innovation and policy.

Success depends on sustained commitment, adaptive implementation, and continued engagement with Indiana's dynamic and engaged geospatial community. The timelines and measurable success metrics associated with each recommendation provide clear accountability mechanisms and opportunities for course correction. Regular reviews, stakeholder feedback loops, and transparent reporting will ensure the plan remains responsive to changing conditions and emerging needs.

The path forward requires the IGIO to balance multiple priorities: maintaining technical excellence while expanding strategic influence; preserving successful programs while innovating for future challenges; and honoring local autonomy while advancing statewide coordination. By implementing these recommendations, the IGIO will strengthen its foundation for long-term sustainability, expand its strategic reach, and continue serving as a national model for inclusive, collaborative geospatial governance.

Indiana's geospatial community has demonstrated remarkable resilience and innovation while the IGIO has performed at a high level to advance the priorities identified in the 2022 –2027 strategic plan. This Strategic Plan Addendum provides the framework to build on that foundation, ensuring the IGIO remains responsive, resilient, and strategically positioned to advance Indiana's geospatial future for years to come.

## Appendix A – Implementation Timeline

Please refer to the attached Excel spreadsheet titled, “Appendix A – Addendum Timeline.xlsx”