



# Cultivating Executive Sponsorship for Your GIS Program

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Solution Engineer

Patterns and Practices



**Esri Method**

evolutionary approach

iterative delivery

vision

Distributed GIS

ROI

strategy

**Best Practices**

Environment  
isolation

patterns of use

**Cultivating Executive  
Sponsorship**

Business language

project prioritization

Business case

What will maximize the value and appreciation of GIS in my organization?





A concrete block with three circular holes on top, lying on a gravel surface. The letters 'ROI' are written in large, white, bold font on the front face of the block.

# ROI

1. How many people use GIS?

2. What does GIS do to help work get done?

3. What outcomes are achieved because of GIS



## Types of Intangible Benefit:

“Field apps help streamline our work”

“We can do inspections faster”

“Less human error”

“It’s easier to share information”

“Getting feedback is simpler”

## Types of Tangible Benefit:

Revenue Growth

Cost Reduction / Avoidance

Increase Efficiency

Improved Decision Making

Improved / New Service

Lower risk

**Why Do GIS ROI?**

**You're already making a difference.**

**....But how can you know how much if you don't measure it?**

**...And how much difference can you make if you don't get enough funding?**





## Ask Yourself:

1. **Is my GIS Program aligned with my organization's goals?**
2. **What are we doing to support those goals?**
3. **Does my executive sponsor know this?**

**Who needs this ROI thing anyway?**





## Types of Benefits

- **Revenue Growth**
- **Cost Reduction / Avoidance**
- **Increase efficiency / time savings**
- **Improved effectiveness / decision making / reporting**
- **Improved customer service / increased level of service**
- **Lower risk**









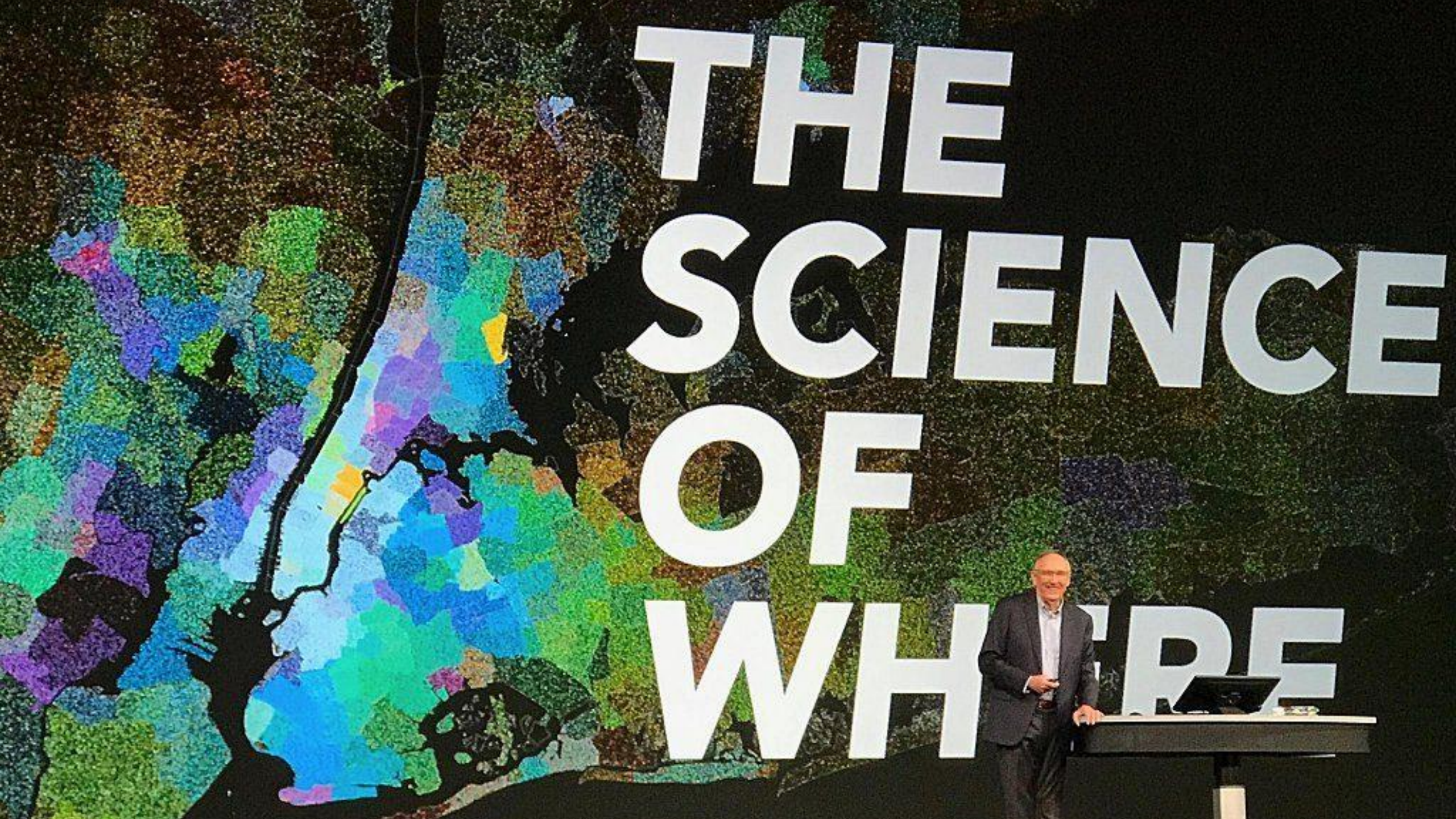








# THE SCIENCE OF WHERE





**Who are you documenting ROI for?**





# Documenting ROI



1. Identify Opportunities

2. Assess Benefit

3. Measure Cost



1. Identify Opportunities

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# Build a Location Strategy

## Define and Measure Success

	Mapping & Visualization	Data Management	Field Mobility	Monitoring	Analytics	Design & Planning	Decision Support	Constituent Engagement	Sharing & Collaboration
Elections	Green	Green	Red	Red	Red	Red	Red	Yellow	Red
Emergency Management	Green	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Red
Fire	Green	Green	Red	Yellow	Yellow	Yellow	Red	Yellow	Red
Health & Human Services	Yellow	Yellow	Red	Red	Red	Red	Red	Yellow	Red
Land Records	Green	Green	Yellow	Yellow	Green	Red	Green	Green	Yellow
Law Enforcement	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Yellow
Parks & Recreation	Green	Green	Red	Red	Yellow	Red	Yellow	Yellow	Yellow
Planning & Development	Green	Green	Red	Yellow	Green	Yellow	Yellow	Green	Yellow
Public Works	Green	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Yellow
Transportation	Green	Green	Red	Yellow	Yellow	Red	Red	Yellow	Red
Utilities	Green	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Green

**Green** = Meeting Need, **Yellow** = Partially Meeting Need, **Red** = Not Meeting Need



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# Measure the Impact of Opportunities on Strategic Interests or Goals

	Public Health	Constituent Engagement	Economic Development	Public Safety	Environment & Energy	Benefit Score
	●	●	●	●	●	▶▶▶
Building Inspection Survey, Dashboards, Outreach	○	●	●	●	●	▶▶▶
Commercial Investment Story Map	○	●	●	○	○	▶▶▶▶
Community Education Resources Story Map	●	●	●	●	●	▶▶▶▶▶
Utility Operations Dashboard	○	○	○	○	●	▶▶
Real-Time Disease Spread Tracking	●	●	○	○	○	▶▶▶
...More GIS Projects	○	●	●	○	●	▶▶▶▶

- Limited/No Support
- Partial Support
- Direct Support



○ Low Benefit ● Partial Benefit ● High Benefit	Increased Revenue	Cost Reduction	Improved Effectiveness	Increased Efficiency	Lowered Risk	Benefit Score
	○	●	●	●	●	▶▶▶
Building Inspection Survey, Dashboards, Outreach	●	●	●	●	●	▶▶▶
Commercial Investment Story Map	●	○	●	○	○	▶▶▶▶
Community Education Resources Story Map	○	○	●	○	○	▶▶▶▶▶
Utility Operations Dashboard	○	●	●	●	●	▶▶
Real-Time Disease Spread Tracking	○	○	●	●	●	▶▶▶
...More GIS Projects	○	●	●	○	●	▶▶▶▶

○ Low Benefit ● Partial Benefit ● High Benefit	Increased Revenue	Cost Reduction	Improved Effectiveness	Increased Efficiency	Lowered Risk	Benefit Score
	○	●	●	●	●	▶▶▶
Building Inspection Survey, Dashboards, Outreach	●	\$50,000	●	-10hrs/week	●	▶▶▶
Commercial Investment Story Map	●	○	10% more applications	○	○	▶▶▶▶
Community Education Resources Story Map	○	○	●	○	○	▶▶▶▶▶
Utility Operations Dashboard	○	●	●	●	●	▶▶
Real-Time Disease Spread Tracking	○	○	●	●	●	▶▶▶
...More GIS Projects	○	●	●	○	●	▶▶▶▶



1. Identify Opportunities

2. Assess Benefit

**3. Measure Cost**

	Implementation	Administration	End User
<ul style="list-style-type: none"> <li>○ Low Effort / Cost</li> <li>● Intermediate Effort / Cost</li> <li>● High Effort / Cost</li> </ul>			
	○	●	●
Building Inspection Survey, Dashboards, Outreach	●	○	○
Commercial Investment Story Map	●	○	○
Community Education Resources Story Map	●	○	○
Utility Operations Dashboard	●	○	○
Real-Time Disease Spread Tracking	●	●	○
...More GIS Projects	○	●	●





AN ESRI  
WHITE PAPER

May 2018

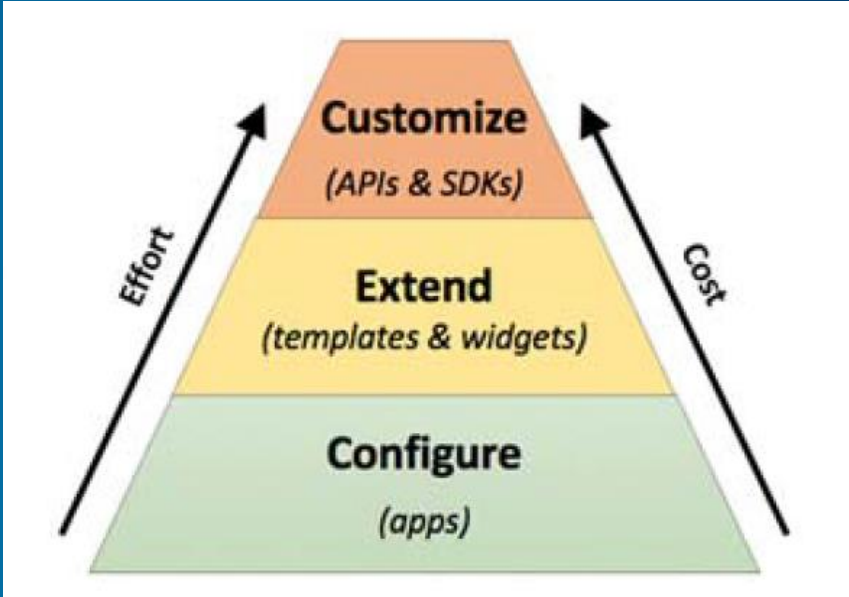
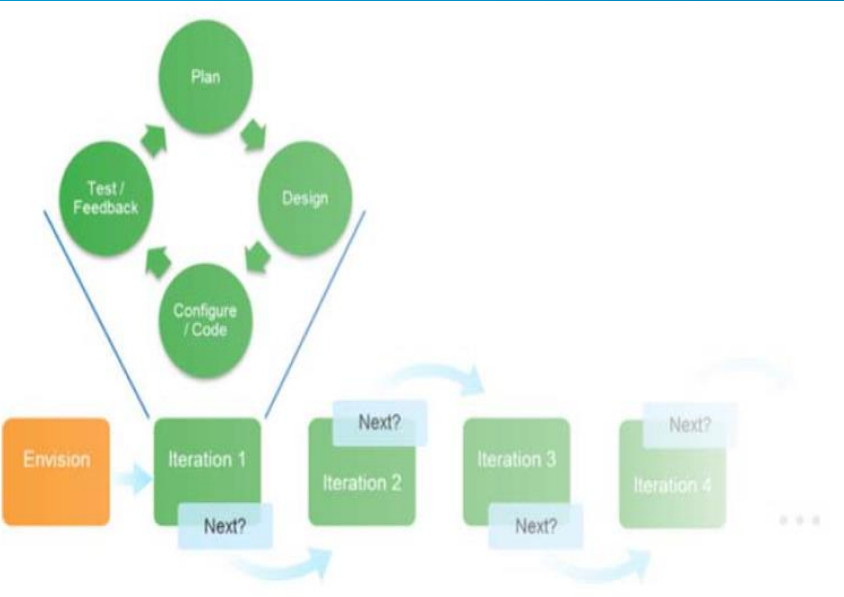
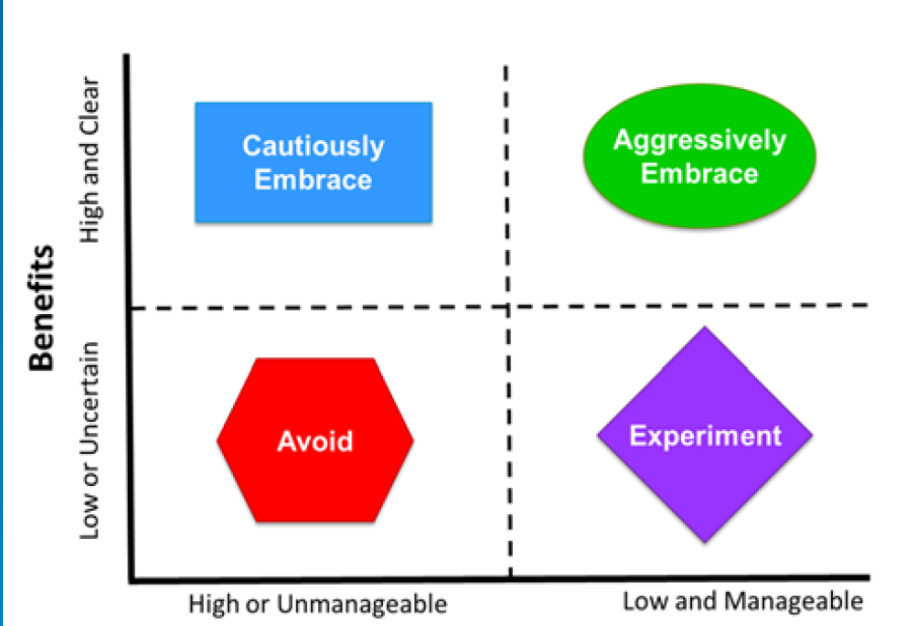
# Architecting the ArcGIS Platform: Best Practices

380 New York Street  
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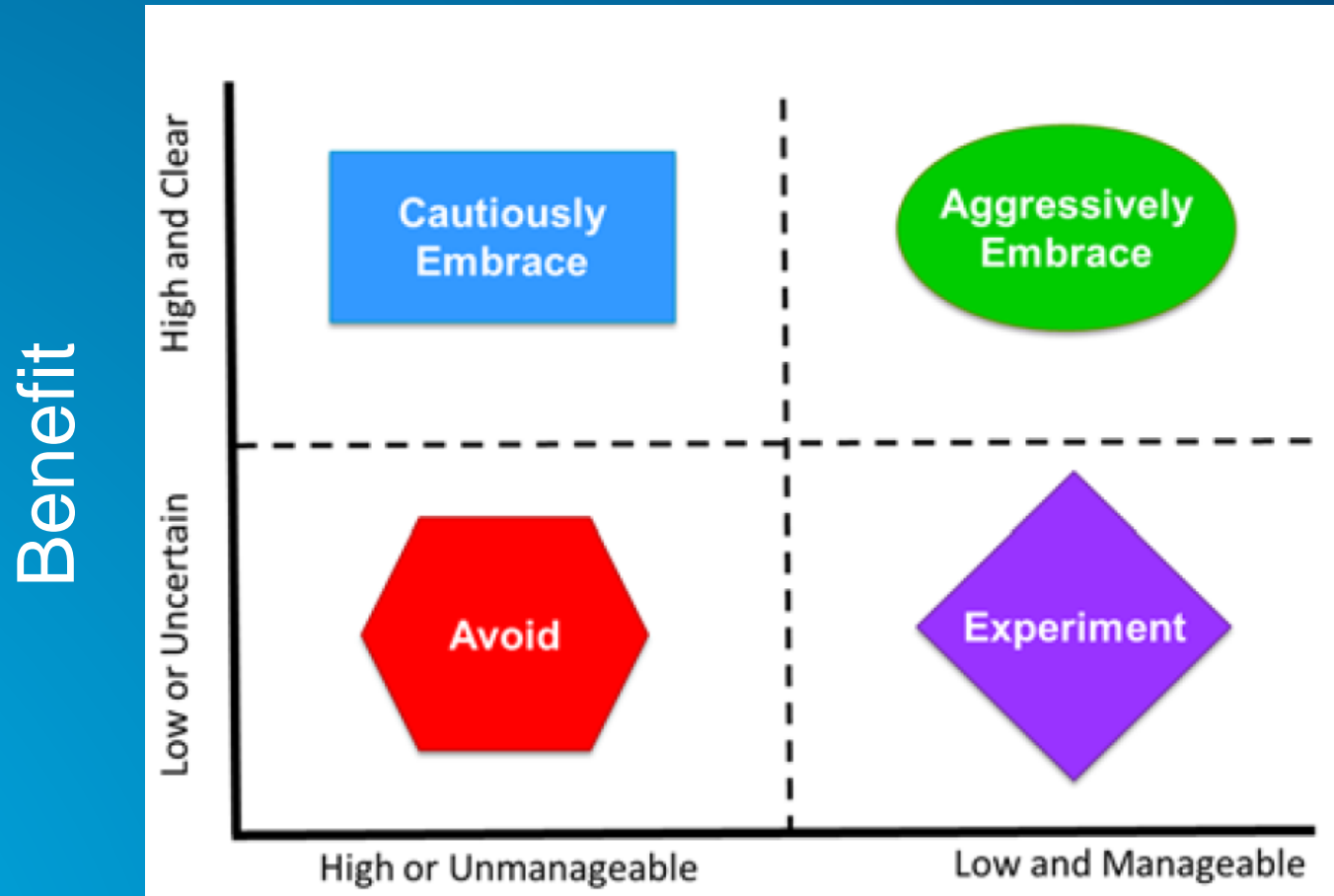


[Go.esri.com/bp](http://Go.esri.com/bp)



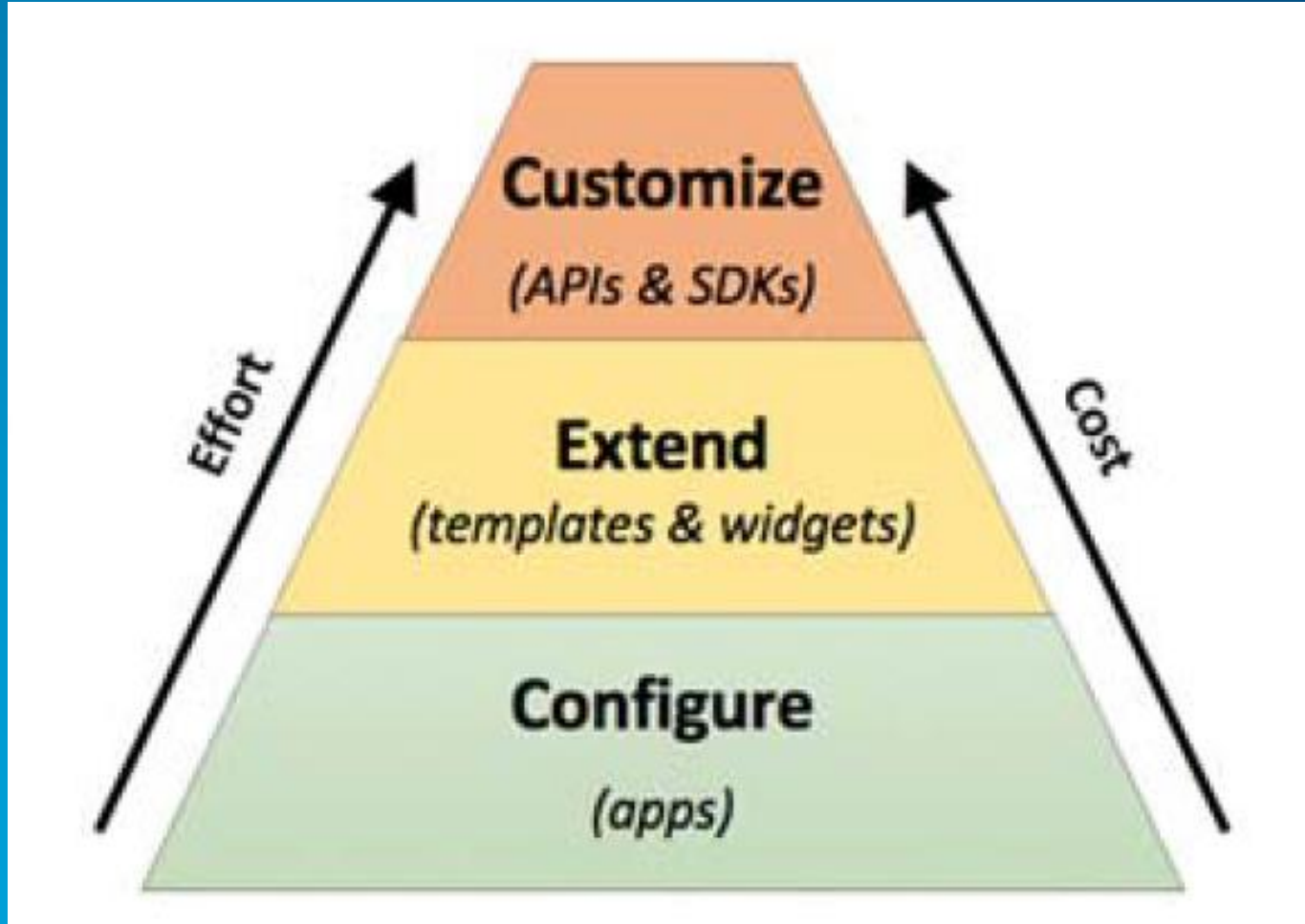


## Prioritize High-value, Low-effort projects



Risk / Effort / Cost

Configure first to minimize cost & effort



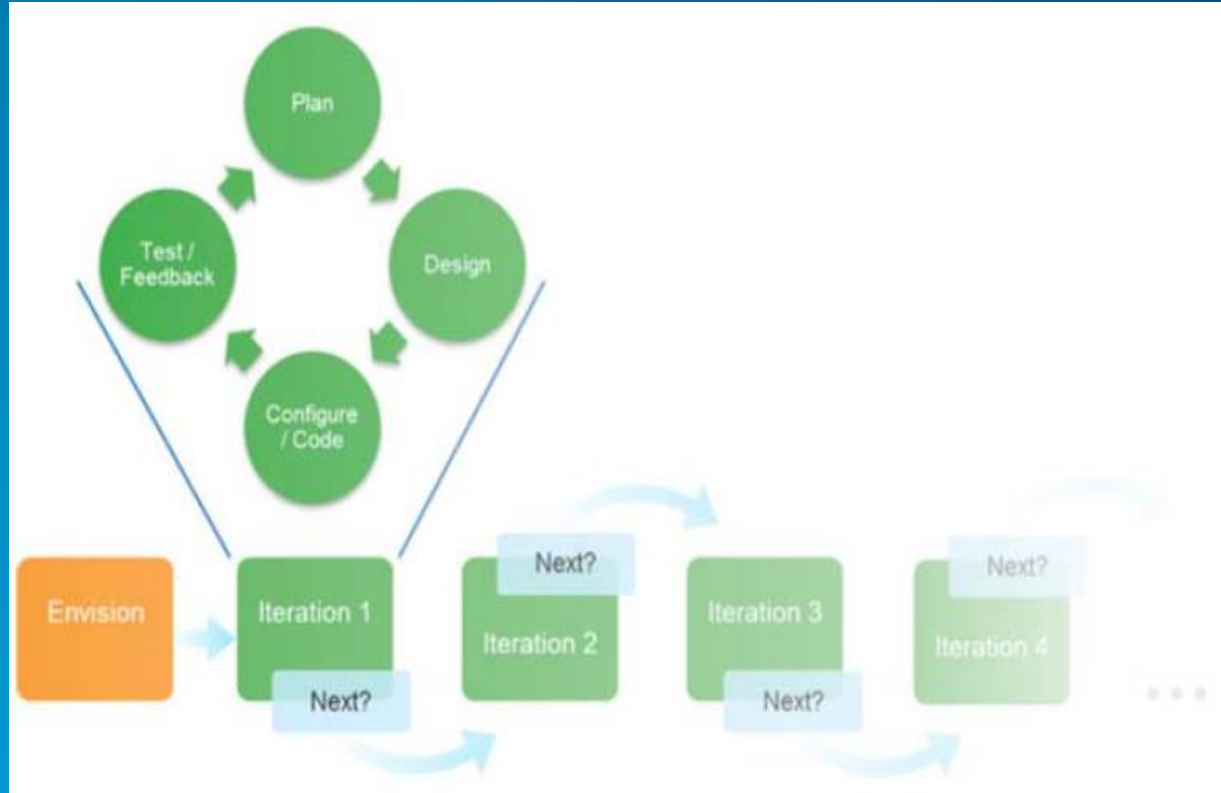


# Best Practice: Prioritization Approach

## Assessing the Challenge Posed By GIS Initiatives

	Configure	Extend	Customize	Effort Score
	●	○	○	◀◀◀◀◀
	●	○	○	◀◀◀◀◀
Commercial Investment Story Map	●	○	○	◀◀◀◀◀
Community Education Resources Story Map	●	○	○	◀◀◀◀◀
Utility Operations Dashboard	●	○	○	◀◀◀◀◀
Custom Energy Map Viewer	○	○	●	◀◀
...More GIS Projects	●	●	○	◀◀◀

# Continuously deliver and improve capabilities that satisfy business needs



1. Identify Opportunities

2. Assess Benefit

3. Measure Cost

**4. Measure ROI**



A		B	C	D	E	F
1	<b>GIS Project ROI and Benefits Report</b>			<b>2016 Template</b>		
2	<b>Project Name:</b>					
3	<b>Department or Division:</b>					
4	<b>Project Manager/Sponsor:</b>					
5	<b>Project Completion Date:</b>					
6	<b>Executive Summary:</b> (Concisely state the problem and its impact on the organization then describe the solution and its impact on the organization)					
7						
8	<b>Describe current workflow or limitation:</b> (Be as detailed as needed)					
9						
10	<b>Describe proposed enhancement:</b> (Be as detailed as needed)					
11						
12	<b>Current Workflow Costs:</b> (Enter values in left column (see wage notes below). Values in right column are calculated, no need to enter these)					
13	Hours to complete current workflow	6.0		Current workflow cost	\$150.00	
14	Hourly wage rate*	25.00		Current annual cost	\$15,000	
15	Annual occurrence of workflow	75				
16	Other workflow costs (consumables/travel exp., etc.)	\$50.00				
17	<b>Enhanced Workflow Costs</b>					
18	Hours to complete workflow after enhancement	2.0		Enhanced workflow cost	\$50.00	
19	Hourly wage rate*	25.00		Enhanced annual cost	\$5,625	
20	Annual occurrence of workflow	75				
21	Other workflow costs (consumables/travel exp., etc.)	\$25.00				
22	<b>Enhancement Production Costs and Savings</b>					
23	Hours to complete enhancement	20.0		Enhancement cost	\$500.00	
24	Hourly wage rate*	25.00		Initial Annual Savings	\$8,875	
25	Annual maintenance costs of enhancement, if any	\$100.00		Future Annual Savings	\$9,275	
26	<b>Projected ROI</b>					
27	ROI=Savings minus Enhancement Cost divided by Enhancement Cost plus Enhanced			Initial Year ROI	137%	
28	Annual Cost			Future Annual ROI	151%	
29	<b>Tangible Benefits to the Organization:</b> (i.e., quality or quantity improvements, effects to throughput, cost avoidance, better decisions, etc.)					
30	Benefit 1:					
31	Benefit 2:					
32	Benefit 3:					
33	<b>Tangible Benefits to Others Outside the Organization:</b> (i.e., other divisions, state agencies, stakeholders, public, etc.)					
34	Benefit 1:					
35	Benefit 2:					
36	Benefit 3:					
37	<b>Meaningful Measures of Success:</b> (Describe how can/will the project be measured - what is needed to implement regular measurement?)					
38						
39	<b>Measurement Observations:</b> (Interval varies depending on project, typical may be 3-6 months, 1 yr., 2 yrs., and 3 yrs. after completion date. The purpose of these observations is to record measurements, validate ROI projections, and adjust workflows as necessary for continued improvement)					
40	Date:					
41	Date:					
42	Date:					
43	<b>Submitted by:</b>				<b>Date:</b>	
44	<b>Project Sponsor/Manager Confirmation by:</b>				<b>Date:</b>	
45	*Generalized wage rates are used for simplicity and consistency. Intern \$15/hr., General Clerical \$20/hr., GIS Analyst \$25/hr., GIS Manager \$30/hr., Division Professional \$35/hr.					

1. Identify Opportunities

2. Design Capability

3. Measure *ROI*

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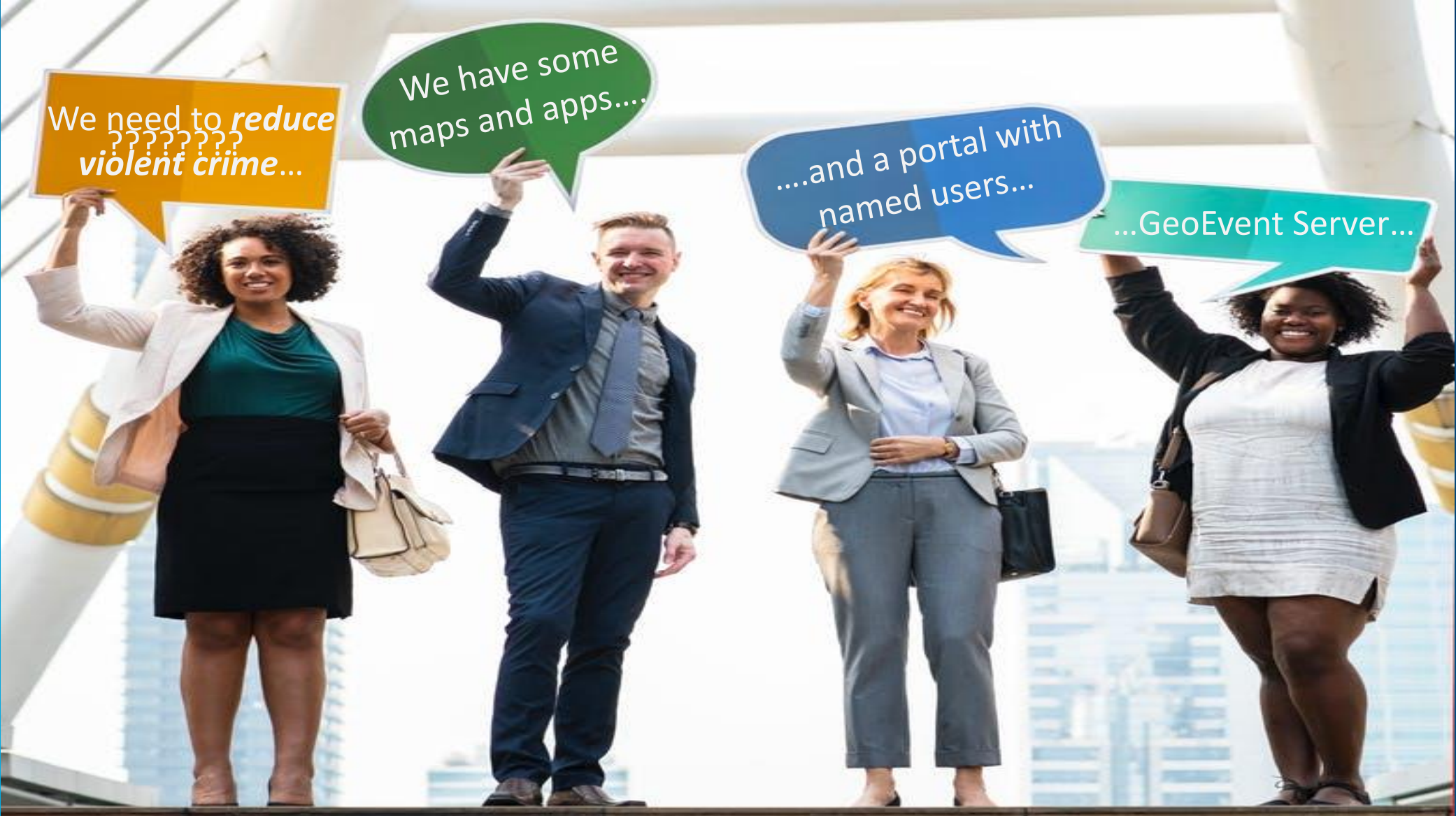
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# Communicate the ROI



We need to *reduce*  
????????  
*violent crime...*

We have some  
maps and apps....

....and a portal with  
named users...

...GeoEvent Server...



Wanted to make the  
violent crime?!

We have incident  
status dashboards

...with a real-time,  
operational view

of crime reports and  
response



“cool map, how does it help?”














**GIS Does NOT Inherently = Buisness Value!**



# Communicate the State of GIS Often


A story map     powered by 

## TLCGIS 2016 Year End Review

TLCGIS marked its 25th anniversary in 2015 as an award winning, nationally recognized organization that is frequently referenced as an example of exemplary use of GIS in local government. TLCGIS provides project management, application development, spatial analysis, support, and services to Leon County, City of Tallahassee, and the Leon County Property Appraisers Office.

We carry out our roles within the spirit of Leon County's LEADS practices.

- Listens for Changing Needs
- Engages Citizens and Employees



The map features a central yellow banner with the text "Since 1990" and "TLC-GIS" in a stylized font, with the tagline "People Focused-Performance Driven" below it. Two award ribbons are overlaid on the map: a silver one on the left that reads "ESRI Special Achievement in GIS Winner" and a gold one on the right that reads "NACo 2016 ACHIEVEMENT AWARD Winner". The map background shows the city of Tallahassee with various streets and landmarks like Lake Talquin State Forest and Lake Lafayette.





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THE  
SCIENCE  
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