Last Updated: December 1, 2005

COLLABORATIVE (GOVERNANCE) CHARACTERISTICS THAT CREATE PUBLIC VALUE[1]
(Collaboration To Address Common Geospatial Needs)

CHARACTERISTIC		CURRENT STRUCTURE
Outcome / Value Proposition		
	Improved efficiency of stakeholder operations (decision-making, service delivery, and infrastructure management) through use of community-defined regional solutions to common geospatial needs, that substantially reduce time and effort required to discover existing data, obtain data from others, manipulate data obtained from others prior to use, and move the dialogue from debate over data sources to substantive policy needs and opportunities.	**X**
	Minimized duplication of effort among stakeholder interests and lowest cost for the taxpayer by leveraging investments in geospatial technology, data, and application development of others**.** *Build once, share many times.*	**X**
	Improved trust and mutual understanding among government interests serving the Twin Cities through frequent opportunities to collectively define regional solutions to common geospatial needs and share knowledge with colleagues and peers.	**X**
	Enhanced stakeholder GIS-related programs and capabilities through sharing of technology, data, and proven practices.	**X**
	Local geospatial needs, best practices, and data resources are **reflected in state and national geospatial initiatives** through involvement in policy and program development with similar objectives beyond the Twin Cities.	**X**
	Improved responsiveness of participant operations to changing expectations of their clients through support of an environment that encourages knowledge sharing and innovation.	**X**

[1] The three major organizational categories – Outcome/Value Proposition, Authorizing Environment, and Operating Capacity – are components of the Strategic Triangle, an analytic tool developed by the Kennedy School of Government, Harvard University. Its purpose is to assist public sector managers identify governance weaknesses that need to be resolved for partnership initiatives to flourish. See Attachment B for further information about the Strategic Triangle.

CHARACTERISTIC		CURRENT STRUCTURE
Authorizing Environment		
	Common priority information needs (at minimum for essential stakeholders) are defined by the community, not any particular interest(s).	**X**
	Policy makers (from all essential participants) are the keepers of a widely participatory process, ensuring all relevant and affected parties are involved in decision making, dominated by none.	**X**
	A favorable "political reality check" is obtained from all affected interests when endorsing common geospatial priorities, related organizational policy, and regional solutions to address priority needs.	**X**
	Policy makers, representing all essential stakeholders, establish regional geospatial and related organizational policy needed to address common priority needs. Policy making critical to achieve long-term objectives is consensus-based e.g., custodial roles and responsibilities, desired best practices, data standards.	**X**
	Existing investments are leveraged to measurably improve service provisions and decision making community-wide.	**X**
	Effective inter-organizational relationships are nurtured at the policy, management, and technical levels critical to sustaining long-term collaborative solutions.	**X**
	Policymakers advocate (champion) regional geospatial policy within their respective organizations and among their peers.	**X**
	Champions at the policy, management, and technical levels are nurtured within essential stakeholder organizations by sharing benefits possible through participating in collaborative solutions to achieve common needs.	**X**
	A Performance Measurement Program is supported to ensure that performance toward established public value-based outcomes is continually monitored and modifications are made, as needed, to maintain relevancy to essential stakeholders.	**X**

CHARACTERISTIC		CURRENT STRUCTURE
Operating Capacity		
	Regional geospatial solutions effectively bundle and coordinate operational capacity across multiple organizations, as if a single enterprise, to collaboratively meet common needs that can not be met by any single organization. (*See Attachment A for 23 roles shared by ten MetroGIS stakeholders as of November 2005*.)	**X**
	Coordinated regional geospatial solutions effectively increase access to, and use of, trusted, reliable and current geospatial data needed to support a wide variety of stakeholders' internal business needs.	**X**
	Widely supported solutions to priority common geospatial needs of all essential stakeholders are efficiently and effectively sustained through institutionalizing custodian roles and responsibilities pertaining to geospatial data capture, maintenance, documentation and distribution.	**X**
	Voluntary acceptance of community-defined custodial roles and responsibilities fosters an ethic of interdependence and cooperation, as well as, results in the best available data practices at the least cost to the taxpayer.	**X**
	Organizations with the greatest internal need voluntarily support custodian roles and responsibilities for endorsed regional solutions.	**X**
	Collaboration to support custodian roles must cost the host organization(s) less than satisfying the particular information need in a non-collaborative environment.	**X**
	Contributions to sustaining regional solutions include funding, human resources, data, equipment or combination thereof	**X**
	Custodian organizations are free to achieve regionally-endorsed solutions (community endorsed deliverables) in a manner consistent with their internal needs.	**X**
	Equity of contribution (to sustain a regional solution to a common geospatial need) is measured relative to internal benefit to the particular custodian, not organization to organization. (E.g., if a collaborative solution is less expensive than accomplishing an internal need on one's own, equity is achieved).	**X**
	No organization is expected to perform a custodial role for the community for which they do not have an internally acknowledged business need or do not have sufficient resources.	**X**

ATTACHMENT A

Contributions to Support MetroGIS Endorsed Regional Solutions

(Last Updated: November 17, 2005)

Established Partnerships ***10 organizations** have assumed a total of **23 roles** in support of endorsed regional solutions to common geospatial related needs of the community.*	**Summary of Collaborative Roles** (Bundling Operational Capacity Across Organizations to Address Common Priority Needs)
(2 roles) **County: Anoka** Parcels County/MCD Boundaries)	Produce and maintain parcel data in consistent format. Submit quarterly updates to regional custodian (Council) in regional format. (For detailed roles see www.metrogis.org/data/datasets/parcels/history_pub/policy_sumv2.0.pdf) Produce and maintain boundary data, submit quarterly updates to regional custodian (Council) in regional format. For detailed roles see www.metrogis.org/data/datasets/county_mcd/policy_summary.pdf) (All seven counties have agreed to assume responsibility for the same roles and responsibilities concerning the region parcel and city/county boundaries datasets. Their combined level of support is estimated to involve **20+ FTE**. This effort includes surveyors, assessors, and GIS staff.) (Counties use these data to manage property-related records and to support their tax collection responsibilities.)
(2 roles) **County: Carver** (Parcels, County/MCD Boundaries)	
(2 roles) **County: Dakota** (Parcels, County/MCD Boundaries)	
(2 roles) **County: Hennepin** (Parcels, County/MCD Boundaries)	
(2 roles) **County: Ramsey** (Parcels, County/MCD Boundaries)	
(2 roles) **County: Scott** (Parcels, County/MCD Boundaries)	
(2 roles) **County: Washington** (Parcels, County/MCD Boundaries)	
(1 role) **DNR** - Land Cover	Manage regional database and collaborative process to acquire land cover data compatible with agreed upon data content standards. DNR uses this database to support a number of its metro area natural resources and wildlife management programs. Annual support is about **.5 FTE.** (For detailed roles see www.metrogis.org/data/datasets/land_cover/policy_summary.pdf)
(1 role) **University of Minnesota Population Center** (Socioeconomic Characteristics)	Manage content of Socioeconomic Resources Website at www.datafinder.org/mg/socioeconomic_resources/index.asp. Annual support is about **.2 FTE.** (For detailed roles www.metrogis.org/data/info_needs/socioeconomic_characteristics/policy_summary.pdf)

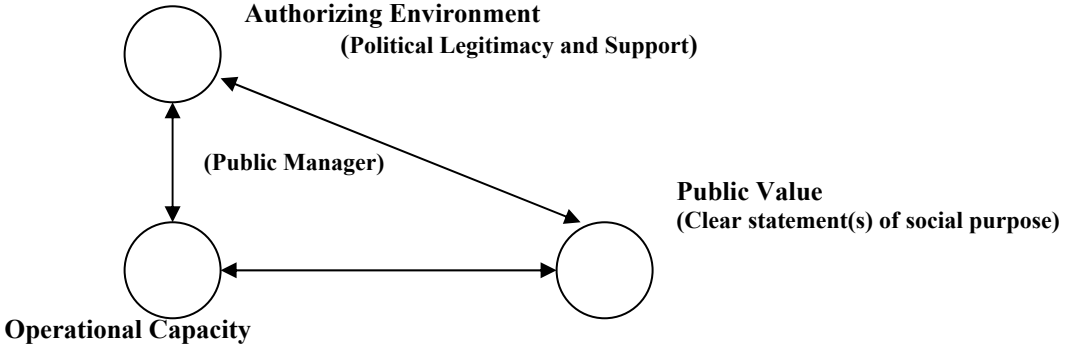
(7 roles) **Metropolitan Council** (Three categories: data management, data distribution, and fostering regional collaboration)	▪ Annual support for **DataFinder and regional data custodian roles, combined about 1.25 FTE**. ▪ 2005 budget to support **Foster Collaborative Environment: 1.75 FTE and $86,000**.
⇒ Census Geography data	Produce census geography data at time of decennial census that align with other locally produced foundation geospatial data. (For detailed roles see www.metrogis.org/data/datasets/census/policy_summary.pdf)
⇒ County/MCD Boundary data	Assemble boundary data produced by counties into regional dataset. (See County Boundaries above for the specific roles)
⇒ Planned Land Use data	Develop and manage regional dataset. (For detailed roles see www.metrogis.org/data/datasets/planned_land_use/policy_summary.pdf)
⇒ Parcel data	Assemble parcel data produced by counties into regional dataset. (See County Parcels above for the specific roles.)
⇒ Street Centerline data	Contract with The Lawrence Group to maintain data to desired specifics. (For detailed roles see metrogis.org/data/datasets/street_centerlines/roles_respon_specs.pdf)
⇒ DataFinder (one-stop, Web-based, data distribution portal)	Maintain DataFinder and DataFinder Café's hardware and software platform and update metadata posted on DataFinder. (For details see Section 1.3.2 - www.metrogis.org/about/business_planning/bplan_0305.pdf)
⇒ Foster Collaborative Environment (*regional solutions to common geospatial needs*)	Facilitate collaborative decision-making structure, including business planning, performance measures activities, and agreements, as well as, outreach and advocacy efforts to encourage use of and feedback about adopted solutions and best practices. (For details see Section 1.3.2 - www.metrogis.org/about/business_planning/bplan_0305.pdf)
(Total of 23 roles supported by 10 different organizations)	

ATTACHMENT B

Overview of Strategic Triangle

The Strategic Triangle is an analytic tool developed to assist public sector managers identify governance weaknesses that need to be resolved for partnership initiatives to flourish. This tool is the central focus of the Kennedy School of Government's Innovations in Governance Program, which the MetroGIS Staff Coordinator attended in November 2005. The Strategic Triangle is a concept designed to assist public managers analyze an organizational problem or opportunity from three critical perspectives (Figure 1). These perspectives, or critical factors, must each be well thought out and in alignment for partnerships to succeed.

Figure 1: Strategic Triangle



Source: "Creating Public Value: Strategic Management in Government", Mark H. Moore, Harvard University Press, 1995.

Relevance to MetroGIS:

Efficient and effective implementation of the Area Integrator concept is fundamental to achieving the vision of the National Spatial Data Infrastructure (NSDI). The Area Integrator concept entails adherence to commonly defined data content standards pertaining to production, documentation, maintenance, and distribution of geospatial data which are both consistent horizontally across a specified geographic area and vertically interoperable among the various regional data solutions maintained for that specified geographic area. Creating and sustaining such regional geospatial data solutions often requires coordination among multiple organizations. In such case, a multi-organizational governance structure is needed that is capable of identifying those geospatial information needs for a specified geographic area that are of sufficient importance to justify consideration for a regional solution. It must also be capable of defining and implementing custodial roles and responsibilities necessary to sustain these solutions over time. In other words, this multi-participant governance structure must be capable of managing the bundling of operational capacity from several stakeholders to accomplish what no single organization has a business need to pursue on its own. The structure must also be capable of arbitrating among contributors to the bundling of operational capacity in a manner that is fair and equitable. To do so, the structure must be capable of arbitrating and mitigating equity concerns among the partners.

It is essential that the statements of Public Value (value propositions) evolve from agreement around common interests (e.g., Reduce the cost of government by leveraging and coordinating investments made be others. Improve delivery of public services through easy access to best available data to support decision making). Achieving and sustaining agreement around common interests requires the discussion to be raised above "positions" to the parties understanding each other's motivations, fears, and aspirations. Addressing the second critical factor involves securing political legitimacy by all essential stakeholders for the Public Value sought to be created. Finally, operational capacity must be assembled, often entailing bundling of capabilities from several organizations, to achieve a capacity sufficient to create and sustain the Public Value sought after.

Reaching agreement on the subcomponents of each the three critical factors sets the stage for effective project implementation, sustained cooperation, as well as provides an effective framework from which to make adjustments as new issues arise which require collective agreement as a partnership matures.