



## **EVOLUTION OF THE INDUSTRY TRENDS ANALYSIS GROUP (ITAG) AND ITS PURPOSE AND ROLE IN GITA**

### **History**

In mid-1999, the Board of Directors undertook a review of the existing role and responsibilities of the Strategic Planning Committee (SPC).

The Board concluded that while the SPC served an important function, their effort was not particularly strategic in nature, but rather resulted in a wide variety of ideas and information that was eventually included in the process to update the annual objectives. The board also concluded that the identification and processing of various initiatives that were then included in the strategic planning process had become a burdensome administrative task that did not maximize the SPC's potential.

The strategic planning process itself was also found to be somewhat redundant, with other parallel activities occurring. The process ultimately was not resulting in the identification of high-level strategic initiatives desired by the board. As part of the overall effort to improve the association's strategic planning process, staff synthesized the eight sources of information that were feeding plan development, including SPC input. A single document was produced, containing vision and mission statements, core value statements, high-level goals and corresponding objectives.

Additional discussions involving staff and the SPC leadership identified several opportunities to improve the process and function of the SPC, including a revamping of the meeting format for the SPC at the annual conference in Denver in March 2000.

As a result of these discussions, the board approved a proposal to retain a facilitator to provide an element of consistency for the board orientation held in January, the annual meeting of the SPC in March, and a full-scale strategic planning session in August. In December, the facilitator was brought into the process and began to prepare with staff for the January board meeting.

Prior to the board meeting, the SPC leadership met with the facilitator and developed a recommended course of action for revising the entire SPC process, and redefining the role of the SPC within that process. These recommendations were made to the Board of Directors and approved in January 2000.

## **Results of Recommendations**

### **NAME**

The name of the Strategic Planning Committee (SPC) was changed to the Industry Trends Analysis Group (ITAG) to more accurately reflect the actual purpose and function of this volunteer group.

### **MISSION STATEMENT**

The mission of ITAG is to perform a yearly analysis (“environmental scan”) of the trends, technologies and applications affecting the geospatial technology industry and the members of the association. ITAG does this by providing input on key issues and identifying opportunities that periodically arise.

The primary goal of ITAG is to provide an annual report of this analysis to the GITA Board of Directors, conference chairs, and committee chairs to facilitate planning of GITA initiatives, services, programs and events.

### **STRUCTURE**

Direction of the ITAG is the responsibility of the ITAG Steering Committee, under the leadership of the Chair. This Steering Committee includes:

- ITAG Chair
- ITAG Co-Chair
- ITAG Past Chair
- GITA President Elect (as Board of Directors liaison)
- GITA Executive Director (as staff liaison)

The ITAG Steering Committee actively seeks input from other GITA committees, such as the Annual Conference Committee, the Oil & Gas Conference Committee, the Education Committee, and the Research Committee through their respective chairs.

ITAG Coordinators, representing each of the major vertical markets defined by the Board of Directors as core GITA constituencies, are appointed by the ITAG Chair to monitor and report activity in their respective markets. Currently there are ITAG Coordinators representing the following six markets:

- Electric
- Gas
- Local Government/Public Works
- Pipeline
- Telecommunications
- Water/Wastewater/Sewer

ITAG Advisors are recruited to serve in each vertical industry market sector, representing a cross section of industries, “horizontal” technologies and applications. There are approximately 80-100 ITAG Advisors in total.

## **ROLES/RESPONSIBILITIES**

### **ITAG Steering Committee**

The ITAG Steering Committee defines the focus of the ITAG annual meeting, synthesizes the results of the meeting and provides an annual report to the GITA Board of Directors. This report is expected to focus upon emerging technical, industry and association trends and impacts of these trends upon GITA, its members and non-members. The report should also include ITAG recommendations for future action.

### **ITAG Chairs**

Primary responsibility for ITAG operations is vested in the three chairs: the immediate Past ITAG Chair, the ITAG Chair, and the ITAG Co-Chair. The ITAG Co-Chair will be appointed by the Board of Directors based upon its approval of the recommendation of the current ITAG Chair. Each chair will be eligible to serve a one-year term in each position.

### **ITAG Coordinators**

One ITAG Coordinator for each established vertical industry market will be appointed by the current ITAG Chair for a one year term. Each Coordinator may serve a maximum of three successive one-year terms. The role of the ITAG Coordinators is to facilitate vertical market group discussions at the annual meeting, and compile and submit results of these discussions to the ITAG Chair. Coordinators may also be asked to provide periodic review and feedback on trends and issues in their vertical market throughout the year.

### **ITAG Advisors**

ITAG Advisors are recruited from the membership at large for terms of one year. There is no limit to the number of successive one-year terms an advisor may serve, but approval by the appropriate coordinator is required each year. The primary purpose of the ITAG Advisors is to provide input on issues raised at the annual meeting. In addition, advisors may be asked by coordinators to provide periodic review and feedback on trends and issues in their vertical market throughout the year.

*It is important to note that the primary contribution of ITAG Coordinators and Advisors will be made at the annual meeting of the ITAG at the GITA Annual Conference and Exposition. Coordinators and Advisors may be contacted for their input on various issues throughout the year on an ad hoc basis.*

## PROCESS

The ITAG observes the following general timeline and annual schedule of events.

<u>Date</u>	<u>Action</u>	<u>Responsibility</u>
February	Develop focus of annual ITAG meeting	ITAG Steering Committee, Board
March/April	ITAG Annual Meeting	ITAG Steering Committee
April/May	Synthesize input gathered at Annual ITAG Meeting	ITAG Chairs/Coordinators
April/May	Edited output sent to selected committees and others for comment	Staff
May/June	Industry Trends Analysis Report developed incorporating comments	ITAG Steering Committee
June/July	Strategic Planning Meeting incorporates ITAG Report, previous Strategic Plan	Board, ITAG Steering Committee
August to December	Provide additional input as necessary	ITAG Chairs/Coordinators/Advisors
January	Confirm following year's Coordinators	ITAG Chairs, Staff
January	Recruit/ Rotate/Promote ITAG Advisors	ITAG Chairs/Coordinators, Staff
January/February	Confirm Chair, Select Co-Chair	Board, ITAG Chair