
“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

US Department of Agriculture Enterprise Geospatial Management Office

Strategic Direction and Capabilities Briefing

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Stephen Lowe USDA GIO 2009



Evolving Public Service Views

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

New Public Management

- New private sector values
 - Public entrepreneurs
 - Market-like competition
 - Reduce federal service monopoly
 - Economic rationalism; trust the market
 - Steer, don't row
- (NPR, Osborne, Commercial Models)



New Public Service

- Larger public good
 - Civic education; democratic citizenship
 - Trust in collaboration; enable the network
 - Build mediating institutions
 - Serve rather than steer; not customers but citizens
- (Visibility, participation, diversity of sources/means)

Executive Office Agenda

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

- **Core Values:**
 - Transparency, Accountability, Participation
- **Approach:**
 - Public-interest is the aim, not the by-product
 - Trust in efficacy of collaboration; quest for community and civil society
 - Think strategically; act democratically
 - Value citizenship and public service above entrepreneurship
 - Serve citizens, not customers; value people, not just productivity



Leadership Quotes

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

- “Think big, think fast...”
- “Find a common language [for change]...”
- “Get information from the source; do not duplicate.”
- “Generate demand, then generate services...”
- “Understand relative risk, not absolute risks...”
- “Create velocity without friction...”
- “Discover how to be relevant.”
- “The future is here, its just not evenly distributed.”

Map-Making Metaphor

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

- Maps are **primary guides** in our lives; we understand value
- Maps employ **common conventions**; cartography framework
- Maps **tell stories** with facts; they unveil mental models expressed as behavior patterns
- Maps help **simplify** and make sense of large amounts of complex information; offer bird’s eye view of relationships
- Maps are **interpretive devices**; visualize the unknown
- Maps are **visual tools** for constructing or rediscovering ideas; they enable us to think differently about public policy

USDA Strategic Priorities

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

- Rural communities **create wealth** so they are self-sustaining, repopulating and thriving economically.
- National Forest & private working lands are **conserved, restored and made more resilient** to climate change and are managed to enhance water resources.
- America leads the world in **sustainable** crop production and biotech crop exports.



USDA Strategic Priorities (cont.)

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- America’s children and the world’s children have **access** to safe, nutritious and balanced meals.
- USDA’s constituents **understand and appreciate** what the agency can do for them every day in every way because USDA employees.

Stimulating Equity

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- **Geographic Pluralism:** Upstream-Downstream
 - Organize for change, collective intention (Rural Economy)
- **Causal Story Telling:** Retrospective-Prospective
 - Link to consequences, access to evidence, localize problem transparency (Food Stamps)
- **Scalable Policies:** Size Matters
 - Empower good neighbors, share risk factors, lifetime events (Wildlife Habitat)
- **Appropriate Norms:** Measure-Visualize
 - Understand context before performance, avoid rituals (Smaller Farmer Grants)

Fundamental Principles

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

- **Enable capacity building among Geo Centers of Excellence:**
 - Support provisioners and consumers of geospatial assets
 - Extend networked solutions channels and tools
 - Foster collaboration across communities of practice
- **Champion enterprise Geo Capability Maturity Model:**
 - Establish standard operating procedures
 - Create repeatable solutions and patterns
 - Facilitate knowledge management
- **Increase New Public Service model rate of adoption**
 - Explore, extend, expand, and enhance USDA business model



Strategic Intent of EGMO

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

	Operational Excellence	Customer Intimacy	Product Leadership
Focus	<ul style="list-style-type: none"> • Information Processing • Reliable Products • Minimize Costs, Obstacles • Standardize, Simplify, Centralize • Reliability, high-speed transactions • Limited product variety and customer segmentation 	<ul style="list-style-type: none"> • Relationship Building • Share Knowledge • Customer Service • Expert at Customer’s Business • Centralization • Detailed Systems • Extensive HR investment • Responsiveness 	<ul style="list-style-type: none"> • Innovation, Continuous Improvement • Fluid Organization • Best Performance • Emphasis on Top-Talent
Culture	<ul style="list-style-type: none"> • Tight Management • Efficiency oriented • Standardization • Information technology • High Quality 	<ul style="list-style-type: none"> • Strong client-oriented culture • Training, Talent are hallmarks • Adaptable, Flexible, Multi-talented people • Broad Skills and Specialization • Coordinated Expertise 	<ul style="list-style-type: none"> • Positive, Comfortable Environment • Internally Challenging • High-Performance Teams • Invention and Development Culture • Encourage Individual Behavior • Entrepreneurial



Identity & Relevancy of EGMO

“Enabling Agriculture Innovation and Service Excellence through Geographic Solutions.”

- **“Clearinghouse Gatekeeper”** to qualify geographic solutions and centralize national decisions
- **“Glossary Manager”** of self-help content; good ideas, best practice, reuse, etc. to save search costs
- **“Standards Manager”** for community acceptance and performance criteria; engineered to specs
- **“Roadmap Designer”** of the modernization and transition, resulting in geographic business transformation
- **“Risk Manager”** to eliminate or mitigate failure, fatigue, weakness; test feasibility
- **“Champion”** of innovation and change; lifecycle value

USDA GeoEDC Architecture

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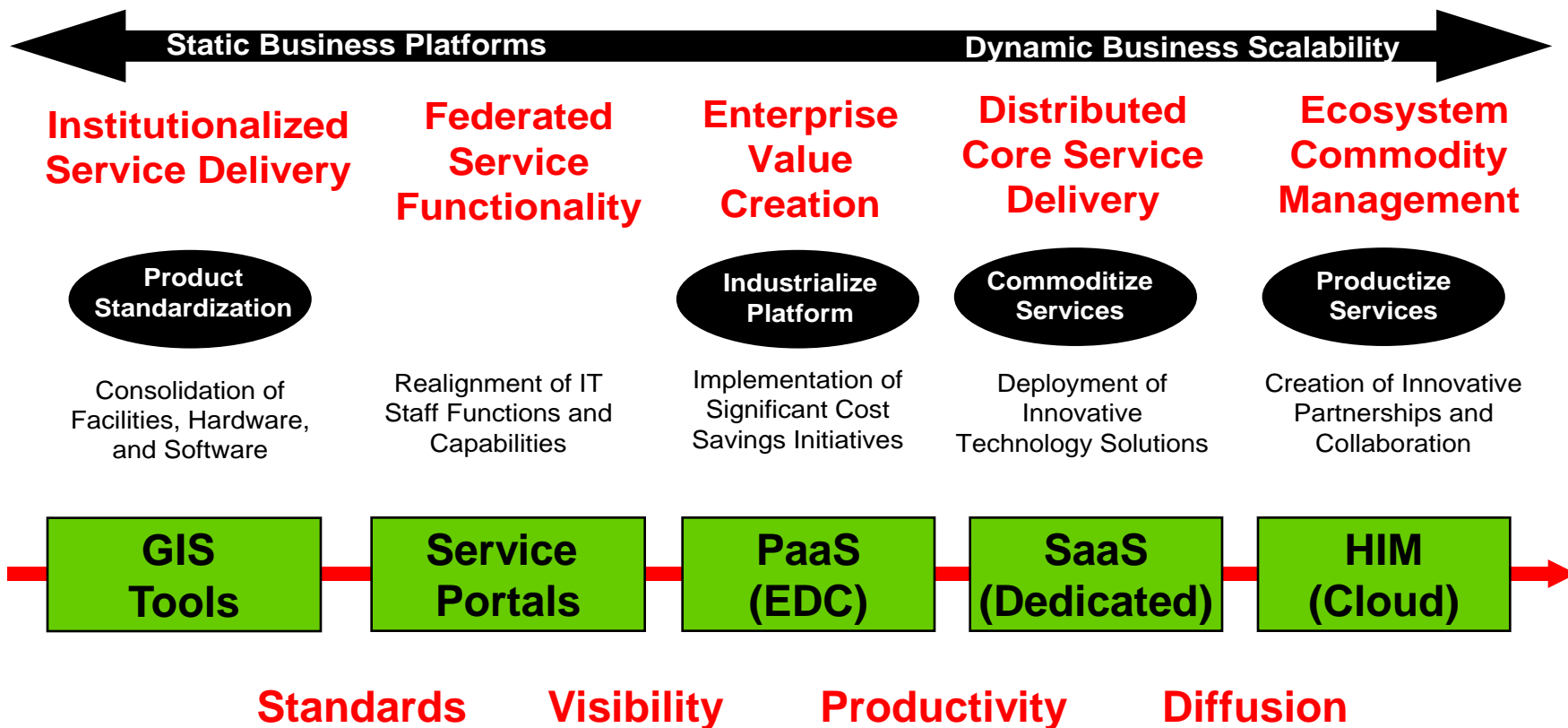
- **Geo Center of Excellence:**
 - **Agriculture Requirements Normalization (Codification)**
 - **Data Standards Management (Governance)**
 - **Applications Development Hub (CMMI)**
 - **Innovation Sandbox (Divergence)**
- **Virtualization:**
 - **Production Management Platform (Sustainability)**
 - **Capacity and Demand Management (Scalability)**
 - **Data Lifecycle Management (Quality/Value Creation)**
 - **Social Media Tools and Channels (Collaboration)**



USDA Geospatial Maturity Model

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Continuum of Virtual Solutions Transformation





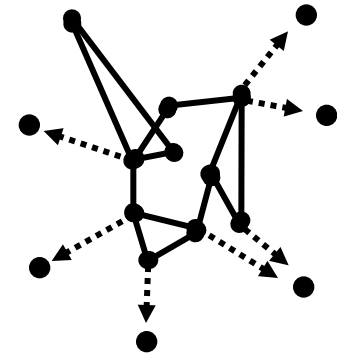
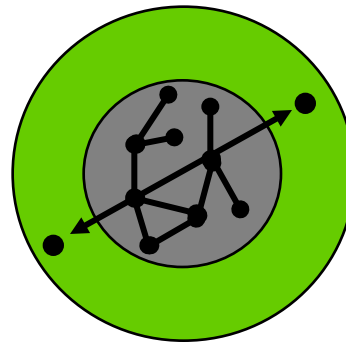
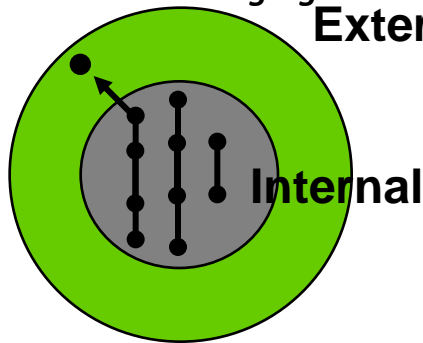
New Business Model Deployment

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- **Crowdcasting** – engage audience, create the network
- **Crowdsourcing** – generate collaborative solution capabilities, relevancy by results
- **Customization** – assemble-to-order on scale
- **Connectivity** – visibility across domains, fields, relationships, dependencies, and consequences
- **Confluence** – draw holistic value from complimentary, yet chaotic activities

Aligning Geo Solutions with Network

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Routine Response

Modular Response

Customized Response

- Familiar Problems
- Process Execution
- Defined Boundaries
- Centralized Decision-making

- Complex Problems
- Role of Participant
- Cross Functional
- Role-based Decisions

- Ambiguous Problems
- Other's Expertise
- Permeable Boundaries
- Collaborative Decisions

- Categorization/Classification
- Prediction
- Scheduling/Planning
- Evaluation

- Configuration/Selection
- Monitoring
- Interpretation/Analysis

- Framework Design
- Hypothesis Testing
- Diagnosis

Problems
Patterns



Geospatial Innovation Filters

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Adoption Potential	Integration Potential	Organization Potential
<ul style="list-style-type: none"> • Rapidly move from custom to commodity • High viral qualities • Strong compliments • Economies of scope • Diverse seed funding sources • Easy to learn; easy to share • Empowers operators 	<ul style="list-style-type: none"> • Architecture/Design compatibility • Standards-based • Solves transaction problems • Eliminates multiple support services • Aligns with current development capabilities • Moves toward future state architecture 	<ul style="list-style-type: none"> • Creates desirable organization attributes (e.g. adaptive, visibility) • Enables new/renewed resilience • Aligns with current capacity • Economies of scale • Crosses disciplines • Enhances desired institutional patterns



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Questions & Comments
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