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Welcome to The Harlow Report - GIS

Welcome to the 11th issue of 2003! In this issue we review a new GIS book, a look at how ESRI is bringing GIS to Iraq, and some insights into project management. For laughs we reprinted an interesting Christmas tale that answers an age-old question about the Christmas tree.

Featured Articles

- **Advanced Spatial Analysis: The CASA book of GIS** Rather than giving you some far out theory, "Advanced Spatial Analysis" tells you how GIS is being used in the real world, and how it is changing that world..
- **ESRI: The GIS ID?** Hearing the call to arms, ESRI recently provided teacher training to Iraqi nationals from the Ministries of Planning, Mines, Housing and Construction, and Water Resources in support of the country's redevelopment efforts.
- **First Steps in Establishing Project Management** Jeannette Cabanis-Brewin, the editor-in-chief of PM Solutions' Center for Business Practices reflects on the comments of representatives of three major companies as they share success strategies during the PMI® 2003 Global Congress.
- **Out of the Box** Our collection of news events that may indirectly effect your GIS project. Events are categorized by State and Local Government, Technology and Utilities.
- **News to Use.** Short takes on the latest GIS news with links to more information

Just 4 Laffs

- **Little Known Christmas Fact** Well, not quite a fact, but worth reading.

As always, we thank you for your support, and trust that you and your loved ones remain safe, healthy and prosperous.

Chris Harlow



Advanced Spatial Analysis The CASA book of GIS

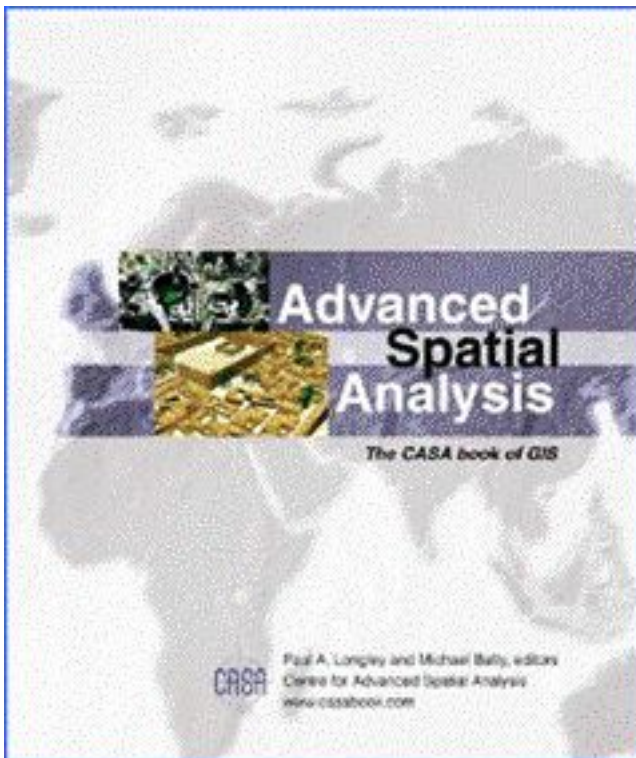
a book review

Academic research often leads to great discoveries for business, science and the humanities. At first blush, it can look like ivory tower wishful thinking. It sometimes feels that the academicians are totally out of touch with reality. I guess that's one reason they call their lofty digs ivory towers

Too many decades ago to care to remember I had a professor explain why we were looking at the theory instead of the "how to" practical applications of a particular subject. He made it clear that whatever endeavor we chose would have its own way of doing things. The art department of an ad agency would use a particular technique that others may not choose to use; the Marines attack a beach in a completely different manner from the Navy; a scientist at Dupont will use tools that may not mirror those used at GE, yet they are researching the same concept. The university's job, he asserted, was to teach theory — the why; your future boss's job was to teach technique – the how.

Just recently I heard an interview with the head of a studio animation department. He was asked how important was student's knowledge of computer animation. He echoed my old professor when he said "Not at all important. What we want are people who can draw. We will teach them how to use our proprietary software. We cannot teach them to have a passion and talent for art."

Mi Casa or su Casa?



GIS is no stranger to the practical application (just ask the folks at Autodesk, ESRI, Intergraph, GEs-mallworld and others), nor is this discipline a stranger to the academic world.

A highly respected ivory tower for GIS can be found at the University College London's Centre for Advanced Spatial Analysis, or CASA. Using an interdisciplinary approach, CASA draws from archaeology, architecture, cartography, computer science, geography, remote sensing and other related sciences. But rather than giving you some far out theory, "Advanced Spatial Analysis" tells you how GIS is being used in the real world, and how it is changing that world. Drawing on case studies editors Longley and Batty provide a look at that step beyond simple GIS that they call advanced Spatial Analysis.

Paul A. Longley is a professor of GIS at the university and acts as deputy director of GIS. The director of CASA is Michael Batty, a professor of Spatial Analysis and Planning at the university.

The forward is written by one of the best-known experts and evangelist on the GIS, Jack Dangermond. He sums this book up quite well when he writes "A book like this allows us to become more conscious of [this] shift towards spatial literacy, illustrating the cost of urban sprawl, the benefit of using advanced location-

allocation algorithms for site locations É and many more examples. In all those we see the evidence, and it is powerful.”

Between the covers

This 463-page book is divided into seven sections, each providing a different, yet important, glimpse of GIS in action.

1. Prologue
2. Virtual cities and virtual simulation
3. Data systems, GIS and the new geography
4. Location in physical and socio-economic space
5. Spatial modeling
6. GIS and community participation
7. Epilogue.

Conclusion

“**Advanced Spatial Analysis**” is a must for anyone who wants to know if GIS is truly making a contribution, or if it is just an exercise we endure for pay.

The case studies are excellent and it is hard to escape the fact that our collective involvement in GIS is making an impact on the world.

The book is available from ESRI

(<http://gis.esri.com/esripress/display/index.cfm?fuseaction=display&websiteID=72&moduleID=0>) for \$39.95, or from Amazon.com

(<http://associateshop.filzhut.de/shop/product.php?ID=5b0b7371250e65140433dcfb3aca86e5&Mode=books&ASIN=1589480732>) for \$27.97



ESRI: The GIS ID?

Now that the 3rd ID (Infantry Division) and the Air force, Navy and Marines have marched through Iraq and the 4th ID captured Saddam, is there anything else to do? There is this little matter of the terrorist attacks, lack of infrastructure, huge debt, and a country without a government. But worry not, the ESRI ID is on the march.

Look! Up in the sky! It's a G, it's an I, it's an S

Not that many years ago, the infrastructure planning for a nation was done with pen and ink (OK, so there was some use of Vellum). but put away your drawing boards. This is the information age, and infrastructure requires planning, and that requires GIS. Hearing the call to arms, ESRI recently provided teacher training to Iraqi nationals from the Ministries of Planning, Mines, Housing and Construction, and Water Resources in support of the country's redevelopment efforts.

As I would expect, ESRI donated software and supplemental training materials to the country so that the trainees could return to their respective ministries and support the national GIS initiative by training additional GIS technicians. ESRI, is after all, a complex mix of hard nose business, and unprecedented generosity in the GIS, if not IT community. They know how to build long-term profitable relations.

According to ESRI spokesman, Jim Baumann, "The GIS initiative in Iraq is being spearheaded by the Humanitarian Information Center (HIC) for Iraq, which was set up by the United Nations Office for the Coordination of Humanitarian Affairs and operates in cooperation with a number of humanitarian groups. ..."

Andrew Alspach, project manager for the HIC, added "The donation by ESRI of Makram Murad-Al-shaikh's time to come to Jordan and conduct the training sessions for Iraqis, as well as the comprehensive training materials and several specialized ESRI Press-published books, is greatly appreciated by the HIC and, more important, the Iraqi trainees. This collaborative effort to build GIS capacity at the Iraqi Ministry level will, hopefully, be expanded to other organizations and provide the first step in rebuilding Iraq's spatial infrastructure."



First Steps

in

Establishing Project Management

by

Jeannette Cabanis-Brewin

Editor's Note: Jeannette Cabanis-Brewin, is the editor-in-chief of PM Solutions' Center for Business Practices. In this article, Cabanis-Brewin reflects on the comments of representatives of three major companies as they share success strategies during the PMI® 2003 Global Congress. PM Solutions is a management consulting, training, and research firm dedicated to optimizing business performance through project management initiatives. Core services include professional staffing/outsourcing, organizational project management maturity assessments, process and methodology development, project office deployment and enhancement, corporate training, project management technology integration, project portfolio management, and value measurement. For more information about PM, go to www.pmsolutions.com

Leaders of the project management discipline from Cigna HealthCare, State Farm Insurance, and The New York Times Company agree that taking even initial steps toward establishing a project management (PM) culture can have enterprise-wide benefits.

Drawing on their combined experiences in implementing project management offices, training programs, and methodologies, the PM leaders fielded questions from PM Solutions' CEO J. Kent Crawford during a panel discussion at the Project Management Institute's (PMI) 2003 Global Congress in Baltimore, Maryland.

All the panelists agreed that there were immediate benefits to implementing PM improvements such as a standardized methodology or widespread training for project managers and teams. "You can lead by example, using PM to implement PM so people can watch the process work," said Janet Burns, project management director for The New York Times Company. She noted that the relationship oriented culture at The New York Times Company had resulted in short-term requirements definition; simply implementing improvements (such as project charters and a requirements template) had immediate impact. In addition, she said that rolling out a project management methodology had helped the media company to jumpstart its Sarbanes-Oxley Act compliance process.

By establishing repetitive processes, State Farm's IT-based Project Office expects to improve quality and cut down on the cost of rework, said Jeanne Childers, systems project office director at State Farm Insurance.

Cigna HealthCare vice president Mark Philhower noted that project management is self-reinforcing once good practices are established. "When people see improved results – in our case, better response time on claims and faster time-to-market – they rapidly become believers."

Even when the company is just embarking on formal project management, with one or two individuals established as a center of excellence or as project management mentors, the benefits can be startling if you sequence your activities correctly, the panelists agreed.

Philhower suggested the following sequence:

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1) Establish oversight of projects through status reporting (weekly for key projects) plus higher-level management reporting. At Cigna, Philhower said, project performance metrics are aggregated and reported up to the CIO.

2) Combine process improvement with training. “We are rolling out a PM methodology with a ton of training associated with it,” he said.

Childers added that one lesson learned from State Farm’s PM improvement initiatives was that, rather than placing all the focus on project managers, training should include team members and project sponsors. Teaching executives about project sponsorship puts management in the foxhole with project teams,” she says, increasing the visibility of project issues.

Burns gave this tip from The New York Times Company: “Work on real projects during training: write charters, do plans, create risk logs – this way, trainees get hands-on experience and can see how applying project management techniques surfaces issues immediately.”

The first steps towards project management also carry immediate payoffs, the panelists noted. Burns said that even the pre step of defining what a project consists of is helpful, and that developing a comprehensive list of projects highlights differences between strategy and resources. At Cigna, Philhower said, “We had too much work in the funnel. No matter what methodology we used, we’d fail if we didn’t quickly learn to prioritize. We rolled out the alignment/prioritization process along with the methodology.”

State Farm’s project portfolio management process continues to mature each year, said Childers. “Nothing gets in the hopper unless it aligns to one of our key strategy areas. For all projects, we ask: What corporate goal are we furthering? What’s the ROI? Otherwise, you have an unmanageable number of Priority 1 projects!” She advocated the State Farm approach of having company executives involved in setting project priorities. “IT used to have to determine which projects were most important to the company, but for the last three to four years, the Chairman’s Council has helped to prioritize the work, while IT estimates IT capacity. This does more than anything to align the project resources to State Farm’s strategic direction.”

In closing the session, panel moderator Kent Crawford reflected, “The information exchanged at this panel session gave attendees an insider’s look at the value of improving project management maturity. Leading companies such as State Farm Insurance, The New York Times Company, and Cigna HealthCare are reaping incredible results as they go through the evolutionary process of adopting a project management culture. The unique challenges they’ve faced and the successes they’ve enjoyed teach valuable lessons to those who are considering project management improvement initiatives.”

First Steps in Establishing Project Management
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Out of the Box

Editor's note: In "Out of the Box" we bring you news snippets that are not necessarily related specifically to GIS. These are items that come across my screen that help me understand our industry, by understanding the world around us. For the complete article just click "Details Here." Think of it as thinking **Out of the Box**

In State and Local Government ...

- Election battleground looms in South Carolina Democrats scramble for what they see as key state. Details Here <http://www.sfgate.com/cgi-bin/article.cgi?file=/c/a/2003/12/21/MNGJL3RRV81.DTL>
 - Opponents of a Navy landing field proposed for Washington County have twice sought, and so far failed, to persuade state legislators to repeal a law that blocks the state from having a say in what happens to the land. Details Here: <http://www.wvec.com/sharedcontent/APStories/stories/D7VICBUG0.html>
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In Technology ...

- Bush Signs Spam Act. Despite grumbling from anti-spam hard-liners, President George W. Bush yesterday signed the Can-Spam Act into law, laying down what the administration called the first national "rules of the road" for the junk-mail-clogged information superhighway. Details Here: <http://www.newsday.com/technology/ny-bzspam173587911dec17,0,6231819,print.story?coll=ny-technology-headlines>.
 - The beginning of the end of Java as we know it? Though the two companies appear to be cooperating more, especially in the area of Web services, the desires of IBM and Microsoft to vanquish one another should not be underestimated. Details Here: http://techupdate.zdnet.com/techupdate/stories/main/the_beginning_of_the_end_of_Java.html
 - Boeing launches new GPS satellite The \$45 million Global Positioning System 2R satellite built by Lockheed Martin will join a constellation of 28 GPS satellites operated by the Air Force. It will replace one of the original GPS satellites launched in 1990, the Air Force said. Details Here : <http://www.forbes.com/business/newswire/2003/12/21/rtr1188601.html>
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In Utilities ...

- PG&E rethinks executive bonuses. A little-noticed but rich bonus program that would shower an \$80 million cash windfall on 17 current and former top executives of PG&E Corp. early next year is "under review," the company said late Friday.

Details Here.: <http://www.bayarea.com/mld/cctimes/7483242.htm>

- American Electric Power chose the head of a New England based utility as its new president and chief executive. Details Here: <http://www.newsday.com/business/nationworld/wire/sns-ap-aep-ceo,0,5499718.story?coll=sns-ap-business-headlines>



News to Use

Analytical Surveys, Inc. Prevailed in Arbitration

<http://www.anlt.com>

Analytical Surveys, Inc. prevailed in an arbitration, first brought against the Company on June 26, 2002, by two former owners of Cartotech, Inc. Cartotech merged with ASI in 1998. The former owners, the Epner Family Limited Partnership and the Braverman Family Limited Partnership (together the “Claimants”), alleged that certain representations and warranties made by the Company in the merger agreement were false. The Claimants alleged that the financial condition of the Company was worse than depicted in its year-end financial statements for 1997 and the unaudited reports for the first two quarters of fiscal 1998. A three-member panel of the American Arbitration Association conducted a four-day, evidentiary hearing in the matter between October 28 and 31, 2003, and issued its decision on December 17, 2003. The panel concluded that the Claimants failed to prove to the satisfaction of the panel that ASI breached any of its representations and warranties or that ASI made material misrepresentations in connection with the publicly filed financial statements issued prior to the closing date of the merger. The panel awarded nothing to the Claimants and ordered each side to bear its own attorneys’ fees.

ESRI Business Information Solutions Web Site Gets a New Name

<http://www.esribis.com/businessanalystonline>

ESRI Business Information Solutions (ESRI BIS), a division of ESRI, announced Business Analyst Online, an updated and renamed version of its Web site. Business Analyst Online is a one-stop shop for businesses and marketing professionals seeking marketing information applications. Business Analyst Online combines geographic information system (GIS) technology with extensive business, demographic, and consumer household data to deliver Web capabilities previously available only through ESRI’s Business Analyst desktop software.

ArcWeb for Developers Now Includes Many New Data Sources

<http://www.esri.com/arcwebdev>

ESRI announced the inclusion of several new data sources in ArcWeb for Developers. Subscribers to ArcWeb for Developers now can obtain instant access via the Web to real time traffic information from TrafficCast, current weather from Meteorlogix, recent earthquakes from the U.S. Geological Survey, and much more. ArcWeb for Developers offers the ability to perform routing and geocoding on Tele Atlas MultiNet™ street data for the U.S. in addition to existing routing capabilities on GDT Dynamap/2000 and Tele Atlas MultiNet™ street data for Europe.

AEP Says Nuclear Plant Unit Briefly in Emergency plan.

<http://www.aep.com/>

American Electric Power Co. (AEP) said a unit at its Cook Nuclear Plant, located along Lake Michigan’s eastern shoreline, briefly entered into an emergency plan on Friday, December 19, 2003 following an internal filter leak. The company said in a release that an “unusual event,” the lowest classification level, was declared for about 90 minutes until the filter was bypassed and the leak isolated. AEP said a leak Friday evening in a filter for a system that supplies water to the reactor coolant pump seals at its Cook Nuclear Plant Unit 2 caused a brief entry into the plant’s emergency plan. AEP said the unit was at 100 percent power when the 30 gallon-per-minute leak was found and power was not reduced. The company said no radioactive water was released from the system or to the atmosphere, and its Cook Unit 1 was not affected and remains at full power.



Little Known Christmas Fact

Editor's Note: The source for this unusual story is <http://textjokes.com> While amusing, I doubt it is true. Merry Christmas!

Not long ago and far away, Santa was getting ready for his annual trip...but there were problems everywhere. Four of his elves got sick, and the trainee elves did not produce the toys as fast as the regular ones so Santa was beginning to feel the pressure of being behind schedule.

Then Mrs. Claus told Santa that her mom was coming to visit. This stressed Santa even more. When he went to harness the reindeer, he found that three of them were about to give birth and two had jumped the fence and were out, heaven knows where. More stress! Then when he began to load the sleigh, one of the boards cracked and the toy bag fell to the ground and scattered the toys. So, frustrated, Santa went into the house for a cup of coffee and a shot of whiskey. When he went to the cupboard, he found the elves had hidden the liquor and there was nothing to drink. In his frustration, he dropped the coffee pot and it broke into hundreds of little pieces all over the he kitchen floor.

He went to get the broom and found that mice had eaten the straw it was made from. Just then the doorbell rang and Santa cursed on his way to the door. He opened the door and there was a little angel with a great big Christmas tree. The angel said: "Where would you like to put this tree Santa?"

And that my friends, is how the little angel came to be on top of the Christmas tree.



If you change your
Email address,
tell us!

Charlow@charter.net



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