The IGS Strategic Plan: Implementation Plan for 2009

Strategies	Goals	Actions required
1. Deliver world-standard quality GNSS data and products to all users globally with leading-edge expertise and resources.	1.1 Serve as the premier source of the highest-quality GNSS related standards (conventions), data and products, openly available to all user communities.	• All IGS entities to prepare timely and standardised reports for GB meetings and annual reports (CB to provide templates) [All elements] • Review status and develop plan for continuation of IGS Reprocessing activity [ACC, ACs, GB] • Provide agreed inputs to IERS for ITRF 2008 [RF WG, ACC, ACs] • Review and develop plan for continuation of IGS Real Time Pilot Project (RT-PP) [RT WG, GB] • Join RTCM and coordinate relevant IGS inputs [CB, IC] • Establish Infrastructure Committee and set targets for 2009 (see also relevant 2008 Workshop Recommendations) [GB, IC] • Investigate processes for obtaining user feedback, from both traditional & new GNSS communities [CB, GB] • Investigate possible new products and pilot projects in response to user needs … including GIOVE/Galileo [GB, WG Chairs] • Implement selected recommendations made at IGS June 2008 Workshop that are pertinent to improved quality and reliability of IGS products & services [ACC, WG Chairs, GB] • Prepare for 2010 Workshop (Local and Scientific Committees; draft program; topics for position papers) [GB, CB, ACC, WG Chairs]
	1.2 Attract leading-edge expertise to pursue challenging, innovative projects in a collegial, collaborative and creative culture.	• Pursue and engage new players, in different geographic, scientific, and application areas by including them in meetings and workshops, and through focused presentations [GB, CB] • Develop portfolio of examples of innovative new products and services based on IGS [CB] • Appoint 'Ambassadors for IGS' within universities and research institutions (including UNAVCO) [GB] • Identify target countries for IGS focus, and link to other actions [GB, CB] • Analyse current IGS interfaces with IAG Commissions and strengthen links where necessary [GB] • Identify government or academic organizations that could be asked to play a greater role in IGS [CB, GB]
2. Develop, integrate, and participate with new and changing GNSS systems and understand user needs to	2.1 Incorporate and integrate new systems, technologies, applications and changing user needs into IGS products and	• Implement recommendations made at IGS June 2008 Workshop that are pertinent to extension of IGS products and services to multiple GNSS [CB, GNSSWG, ACC, ACs] • Status of GNSS developments and implications for IGS network, receivers, products & services … to be updated on an annual basis [GNSS WG] • Maintain register of IGS stations for planning purposes (not just audit) … develop annual metrics for number, geographic distribution, type of receiver, etc, and liaise with GGOS Bureau for Networks and Communications [IC, CB] • Publicise outcomes of RT-PP [GB,CB, RT WG] • Actively encourage expansion of GLONASS tracking network and analysis [IC]

continuously improve IGS services and to provide value to a broad range of users.	services.	• Plan for expansion of IGS network to track new signals and perform analyses, including GPS L2C & L5, GIOVE, QZSS, etc [CB, IC]
	2.2 Facilitate the integration of IGS into the Global Geodetic Observing System (GGOS) and other more broadly based Earth observing and global navigation systems and services.	• Continue to emphasise IGS contribution to ITRF definition & support for GGOS [GB, CB, RT WG Chair] • Continue IGS support to International Committee on GNSS (ICG), including new Reference Frame and Timing Task Forces [GB, RF WG, CB] • Define AFREF "aspirational goals" for 2009. Participation at IGARSS 2009, Cape Town, South Africa [GB, CB] • Continue to engage with professional organisations such as FIG, ISPRS, ION [GB, CB] • Maintain engagement with GGOS, in particular with respect to Steering Committee and Bureau for Networks and Communications [GB] • Support participating agencies with transition to a multi-GNSS tracking network [GB, IC]
3. Continuously improve the effectiveness of IGS management and governance to support future growth.	3.1 Maintain an international federation with committed contributions from its members, and with effective leadership, management and governance.	• Design and establish new IGS website [CB] • Establish a process to implement the Strategic Plan and monitor progress [GB] • Establish annual Implementation Plans, with assigned accountability [GB] • The CB to develop an annual Operating Plan [CB] • Audit and report on areas requiring changes [GB, CB, IC] • Review and update (as necessary) the IGS Terms of Reference [GB] • Balance GB meetings between strategic direction & technical issues [GB] • Ensure diversity of the GB with respect to geographical distribution & expertise [GB]
	3.2 Promote the value and benefits of IGS to society, the broader scientific community, and in particular to policy makers and funding entities.	• Investigate the establishment of a webpage on the IGS website similar to the "PNT.gov" site where direct links to IGS (& affiliated organisation) conference/workshop presentations would facilitate "one-stop" downloads [CB] • Seek funding for the "IGS Foundation" … set an annual target? [GB, CB] • Calendar of events on GO Forum, highlighting opportunities for engagement with policy makers, etc,, for outreach [CB]