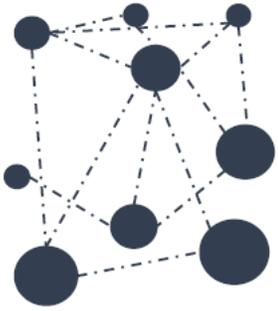


Lane Council of Governments



Partner Interview Report

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Introduction

GIS Needs Assessment Interviews

The objective of this GIS strategic planning initiative is to examine, define, and restructure a long-standing multi-jurisdictional Cooperative Project Agreement (CPA) among partner agencies (the Partners), including the City of Eugene, City of Springfield, Eugene Water and Electric Board (EWEB), Lane County, and Lane Council of Governments (LCOG).

The first step in this process was to document and describe the regional GIS ecosystem through the stakeholder identification process. The *Stakeholder Identification Report* identified the stakeholders in the strategic planning process, described Partner Agency structure goals and objectives as detailed in strategic plans and other documentation, and provided information pertaining to the GIS databases utilized throughout the Regional GIS Ecosystem, including the partner and other regional agencies.

This chapter further documents the current conditions, challenges, needs and opportunities within each of the partner agencies using information gathered from onsite interviews of key partner agency staff. The interview process was completed during August 2018 and staff from the following organizations participated in those interviews:

- Lane Council of Governments
- Lane County
 - Assessment and Taxation
 - County Clerk – Elections, Deeds and Records
 - Sheriff's Office
 - Technology Services and GIS
 - Land Management and Public Works
 - Health and Human Services

- Eugene Water and Electric Board
- City of Eugene
 - Public Works
 - Fire and Emergency Medical Services
 - Planning and Development
- City of Springfield
 - Information Technology
 - GIS
 - Development and Public Works
 - Community Development
 - Current Development
 - City Manager's Office
 - Economic Development
 - Fire and Life Safety
 - Emergency Management Planning and Response

Interview Questions

During the interview process, interviewees were specifically canvassed for feedback on the following project related subject matter:

1. What services does your organization use as part of the existing CPA?
2. What elements of the existing CPA are satisfactory?
3. What elements of the existing CPA are not satisfactory?
4. What services offered through LCOG/CPA are currently carried out in house?
5. What opportunities exist to further centralize regional GIS service delivery?
6. What GIS licensing is currently used outside of provisioning available through LCOG/CPA?



Lane Council of Governments

The Lane Council of Governments (LCOG) is an association of local governments in Lane County, Oregon that serves the needs of member agencies through cooperative planning, program development, analysis and service delivery. LCOG is an intergovernmental agency pursuant to Chapter 190 of the Oregon Revised Statutes (ORS 190) which sets out the framework for the authority of local governments to make intergovernmental agreements.

Among the many programs and services delivered by LCOG, the Applied GIS and Data team provides services to member agencies and is currently one of the largest and most experienced public-sector GIS service delivery units outside of a MPO in Oregon. The authority for an ORS 190 intergovernmental agency to levy fees for geographic data and related services under specific conditions is defined under the statutes. The fees charged for GIS service delivery pursuant to ORS 190 are an essential funding mechanism for the Applied GIS and Data team.

GIS Workforce

The Applied GIS and Data team at LCOG consists of the following staff:

- 1 GIS coordinator
- 1 senior GIS analyst
- 2 GIS analysts
- 1 GIS technologist
- 1 database administrator
- 2 applications analysts

Additional staff resources that utilize GIS technology at LCOG include:

- 3 transportation planners
- 2 land use and resource planners
- 1 address coordinator

Service Delivery

The current portfolio of service offerings provided by the above listed staff compliment at LCOG includes, but is not limited to:

- GIS and related application development for data integration including the RLID
- GIS analytical, data collection and management
- Relational database development and management
- Addressing and MSAG management
- Land Use and Resource Management Planning
- Transportation Planning

Staff at LCOG are engaged in service delivery to the following organizations directly through or separate and apart from the existing CPA:

- Numerous Lane County Departments
- City of Eugene
- City of Springfield
- Eugene Water and Electric Board
- State of Oregon
- Tillamook County
- City of Eugene Transportation Authority
- Metropolitan Planning Organizations

Additional Staff Feedback

Funding Challenges

Regarding current conditions, staff at LCOG indicated that pervasive budget and funding challenges across all levels of Oregon governmental agencies are having a negative impact on maintenance and growth of service delivery. In theory, LCOG exists to support members in kind but, in practice, LCOG must charge members for service delivery. Against the background of state-wide funding challenges, ongoing uncertainty regarding the annual renewal of the CPA agreement may in part be contributing to internal staff turnover. This is perhaps evidenced by the fact that more than 50 interns have served at LCOG since 2007.

Workforce Capacity

Some staff capacity is focused on work outside of the CPA to ensure that “all the eggs are not in one basket” and to diversify the incoming funding sources. This corresponding reduction in efforts to support the CPA by LCOG staff may be negatively impacting relationships with other partner agencies. GIS service delivery capacity is reduced when LCOG planners are engaged on outside projects. The applied GIS team staff bill at a rate of \$23.00 per hour internally for meetings and administrative work on contracts.

Budget Allocation

A trend of reducing budget allocations to LCOG to fund increased internal GIS and related capacity within the Partner Agencies outside of the CPA has been observed. It is believed that there is low awareness of LCOG’s offerings at this time, and no internal LCOG staff capacity is available to market LCOG services or RLID to generate new revenue.

That being the case, Applied GIS and Data Services is not equipped to effectively respond to new opportunities in a timely manner. The LCOG planning team is active in responding to RFP’s and other opportunities, but these are not related to GIS services. There are two staff at LCOG that focus on securing grant funding, but those efforts are not directed towards securing grant monies related to GIS at this time.

Service Expansion

To the extent possible, LCOG is focused on building and maintaining relationships. Staff indicate that the prospects for increased service delivery at LCOG would benefit from some rebranding together with the development and articulation of a value proposition. Staff turnover and succession and training issues have contributed to challenges connected to the operation of the RLID. It is noted that additional staff are slated for retirement.

CPA Insights

Staff provided the following comments on improvements that could be made to the CPA:

- Change the term length of the CPA into a five-year agreement in place of the current annual arrangement
- Annual funding increases to account for inflation need to be included in the terms of the agreement
- Improve and optimize the fee structures to reflect the value received by the Partner Agencies
- There are services beyond GIS service delivery that need to be addressed under the agreement such as best practice research, policy and standards development, procurement and project management

Lane County

Technology Services Department

The Lane County Technology Services Department provides hosted regional information services as well serving local cities and other partners with a shared data center and networking and application services. 66 staff members comprise the department's total workforce which consists of the following divisions:

- Applications Division
- Desktop Support Services Group
- Project Management Office
- Technology Infrastructure Division
- Security and Audit Division
- GIS Division

GIS Workforce

There are five Applications Division staff devoted to GIS service delivery. That group provides oversight of the CPA on behalf of the County.

GIS Licensing

Lane County partners with LCOG for a portion of the Esri licensing at a cost of \$32,000 per annum. An additional \$130,956 per annum is provided to LCOG under the CPA.

Service Delivery

Lane County hosts a service similar to RLID Lite for other counties. It was previously called DIAL. The creation of this service was funded by other counties and provides for searches of property and taxation data. County subscribers pay \$15000 to implement and then \$6000 per annum for this service.

TransMap is in production to support Public Works' GIS needs. The Weather Event Response Coordination System (WERCS) storm damage response system is also in production that uses Collector for ArcGIS and ArcGIS Online. Numerous other web apps have been developed by the County and are provided to end-users via a browser interface. These apps provide users with the ability to view information from RLID and/or the County's ArcGIS Enterprise deployment.

Additional Staff Feedback

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Effective compilation of the regional datasets for partner agency use
- A well-defined mission and vision
- Service delivery that fully aligns with partner agency needs
- Greater transparency and accountability
- Improved communication
- Improved agility, response and resiliency
- Adoption of open data
- Clarification of interagency and partner agency policies pertaining to the sale of data

Assessment and Taxation Department

The Assessment and Taxation Department is mandated under Oregon Law to appraise property, calculate, collect and distribute taxes, and provide related information to the public. The department

collects revenue for 83 tax jurisdictions including local governments, schools and special districts. A county tax base of \$500,000,000 is collected from approximately 180,000 accounts.

GIS Workforce

There are two (2) cartographer/GIS technicians that maintain the tax-lot dataset, which is synchronized with the Esri SDE tax lot geodatabase at LCOG.

GIS Licensing

All Esri licensing is currently provisioned through LCOG at a cost of \$32,000 per annum.

Service Delivery

The department does not currently duplicate any service delivery that is already provided by LCOG. The department provides parcel data to the state and works with fire patrols to identify which fire patrol district each parcel is located in.

The annual ratio report is received from the Oregon Department of Revenue. LCOG compiles property sales information and returns that data to the department. Staff perform queries and what if scenarios for local option levies for the cities of Eugene, Springfield and Moore. These are provided at no cost.

The department is working with state agencies to eventually migrate all the tax lot spatial data into the Esri Parcel Fabric. A computer-aided mass property appraisal system (CAMA) is in production to assist the tax appraisal staff with that core departmental responsibility.

Additional Staff Feedback

Staff indicated that the existing CPA is satisfactory and believe that fair value is received for the expenditure. Staff routinely collaborate with the LCOG Applied GIS and Data team to work through business process mapping of service delivery workflows.

Departmental staff are heavy users of RLID. Staff appreciate the wealth of information that is available on that platform and 49 employees routinely use it.

CPA Insights

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Limited access to GIS software licensing
- Would like to see Image Server, GeoAnalytics Server and GeoEvent Server put into production and made accessible
- Poor access to available LIDAR data resources
- Remote access to RLID is needs to be improved
- RLID SQL query development environment is difficult to use and could be improved

County Clerk

The County Clerk is responsible for elections, real property recordings, marriage licenses, domestic partnership registrations and Board of Property tax appeals. Oregon is a vote-by-mail state which is supported by the State of Oregon's centralized voter registration system.

GIS Workforce

Staff in the department do not carry out any GIS related data management business functions.

GIS Licensing

No Esri GIS software licenses outside of the current provisioning through LCOG are utilized.

Service Delivery

The department does not currently duplicate any service delivery that is already provided by LCOG and no external agency data exchange interaction is occurring at this time. There is a business process for addressing, where addressing data is used to identify which precinct an address falls into for elections. Any changes identified are then made to the state's voter registration system. Plans are in place to work with LCOG for upcoming redistricting tasks that are scheduled to take place in 2020.

Additional Staff Feedback

Departmental staff are heavy users of RLID, considering it to be an invaluable and easy-to-use tool. Staff use RLID to verify addresses and ensure citizenship. Staff also refer to RLID for information pertaining to annexations.

- RLID extracts the indexes created and pulls down the images that are exported to RLID as TIFF files and makes them available to its users once linked
 - Helion is the document management system
- For images prior to 1999 they are converting film to digital records; there can be more than one image linked to an index
 - Is there a desire to include this in RLID?

CPA Insights

Staff provided the following comments on improvements that could be made to the CPA:

- Previously available access to non-taxing district data has been discontinued
- Data currency and quality problems with addressing data used to verify voter registration cards
- Data quality problems with MSAG reports leading to issues where an address is removed but a valid voter registration still exists
- Regional Annexation and Boundary (RABITS) business process once supported by LCOG has been discontinued

Sheriff's Office

The Sheriff's Office provides an array of policing and correctional services to the county. Deputies provide patrol of urban, suburban and rural areas including timberlands, waterways and coastal dune areas.

The office operates a 24/7 dispatch center and delivers emergency management and search and rescue functions as required. Three deputies are responsible for responding to calls in a county that is the size of the State of Connecticut. The Sheriff's Office currently pays \$9,300 per annum to access RLID.

GIS Workforce

Staff in the department do not carry out any GIS related data management business functions.

GIS Licensing

No Esri GIS software licenses outside of the current provisioning through LCOG are utilized.

Service Delivery

The department does not currently duplicate any service delivery that is already provided by LCOG and no external agency data exchange interaction is occurring at this time. The Executive Information System (EIS) is utilized for computer-aided dispatch, records management and correctional facility management.

Additional Staff Feedback

EIS has mapping capability that is largely unused currently. An emergency management mapping application (EMMA) is in production and linked to RLID to provide tabular reporting functions. Staff also rely on Google Earth when referencing geographic information. Alert Sense is used for 911 alert notifications.

Departmental staff are heavy users of RLID and they find it to be reliable and easy to use. Staff use RLID to look up property addresses and to see where structures are located at an address. RLID is also used identify how many properties there are in an area for door to door wildfire emergency notification. RLID is also reviewed to validate what citizens have been entered into Alert Sense.

There is a low awareness within the Sheriff's Office that the current CPA is managed through LCOG. Staff are more inclined to reach out to the Assessor and Taxation Department for assistance with issues. Staff would likely have more contact with LCOG if EMMA was not already in production.

Staff provided an example of data quality issues that originated from the Assessor and Taxation Department where an incorrect photo of a structure was attached to a property record.

Lane County Land Management & Public Works

The Lane County Land Management Division of the Public Works Department is responsible for a broad range of service delivery including building safety, zoning, land use planning and on-site wastewater management. The departmental staff compliment includes 340 full time, 363 extra help, and 39 seasonal employees, and operates a fleet of 390 light-duty vehicles and 202 pieces of heavy equipment.

Additional divisions of the Public Works Department include:

- Engineering and Construction Services Division
- Parks Division
- Road Maintenance Division
- Waste Management Division

GIS Workforce

There are two staff members that carry out some GIS related support of business functions and build links into the county viewer application where appropriate.

Service Delivery

The department does duplicate some service delivery to Cottage Grove and Creswell as well as Lake County, Wheeler County, Wasco County, Curry County and Gillham County. No external agency data exchange interaction is occurring currently.

Additional Staff Feedback

Public Works staff rely on regional GIS datasets for mapping and improvement work planning needs. Data from state agencies is used for wetland mapping and soils information related to Measure 49. Staff gravitate to county agencies instead of LCOG for issues and needs.

At least 15 staff use RLID daily for property searches and buffer driven mail outs, research of soil types, tax information back to 1995, tax breaks, special assessments, multiple tax accounts and lookup of recent property sales information.

CPA Insights

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Several sub-committees were operating at one time, but are not meeting any longer although CPA work plan lists this as an activity that should be taking place
- Wetland mapping layers need updating
- LCOG is supposed to coordinate imagery acquisition efforts but needs in this area are going unmet
- There are five agencies that have duplicate copies of remotely sensed data which could be consolidated
- Address sub-committee would be very useful as well as sub-committees for LiDAR, transportation, metadata and imagery
- Communication needs improvement
- Require the ability to search parcels by tax lot identifier

Health & Human Services Department

The mandate of the Lane County Health and Human Services Department is to, *"Promote and protect the health and well-being of all individuals, families and communities of Lane County."* The department provides a range of services in the public health protection realm including the monitoring of communicable diseases, environmental health and drinking water safety as well as the monitoring of food service providers. The department employs approximately 700 employees.

GIS Workforce

There are 10 analysts within Health & Human Services that access and use GIS data. Health & Human Services do not have their own GIS staff, but these analysts use GIS to gather the information they require.

Service Delivery

Tableau is deployed to manage and visualize public health data stores. Departmental GIS technology utilization focuses primarily around work with public and community health plans and epidemiology. The department currently develops ambulance service areas and response times that were at one time provided by LCOG. No external agency data exchange interaction is occurring currently.

Additional Staff Feedback

The department does not believe it needs to access the available services at LCOG. Additional GIS technology utilization includes the use of Survey123 to capture homelessness information. Food service provider information is consumed at the state level. The department collaborates with Lane County Technology Services and GIS for geocoding of patient locations.

Eugene Water & Electric Board

EWEB is a publicly owned utility that provides water and electricity to the Eugene community as well as parts of east Springfield and the McKenzie River valley area. EWEB is chartered by the City of Eugene to deliver services to its citizens. LCOG provides a work plan documenting what the current annual expenditures of \$76,000 under the CPA are used for.

GIS Workforce

The core GIS service delivery group with EWEB consists of five staff. A full-featured GIS centric asset and facility management system (AM/FM) from Schneider Electric is in production which includes components to manage fiber optic network infrastructure.

GIS Licensing

All Esri licensing at EWEB is currently provisioned outside of the CPA. Mobile GIS, based on Esri's ArcEngine, is deployed in the field and widely used by EWEB staff. A five-year enterprise-wide GIS platform modernization initiative will commence in 2019.

Service Delivery

GIS technology supports service-delivery outage-management. Staff at EWEB utilize content that is hosted on RLID and pull copies of RLID data to a local instance of SDE on a weekly basis for security reasons. EWEB provides water quality data to LCOG. Right of way agents access RLID to complete initial research.

Additional Staff Feedback

Some external agency data exchange sharing is occurring at this time and in that regard, some data is shared with the City of Eugene via request such as infrastructure data and the city uses EWEB's customer information system (CIS) for utility billing. Limited data is shared with Lane County. Staff at EWEB recently loaded a fiber optic network into GIS for LCOG.

There is a desire to leverage LCOG web services for in-house base map production.

CPA Insights

Staff indicated that the existing CPA is satisfactory. EWEB recently received new aerial photography pursuant to the CPA, and staff cited this as a positive example of the value of arrangement and receiving more from the CPA is not under contemplation at this time.

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Additional focus and emphasis could be placed on emergency response support and interagency/CPA stakeholder communication
- Budgeting is a challenge due to misaligned year ends and fiscal reporting periods
- There is concern about the future impacts to EWEB if the CPA is not renewed and RLID is discontinued

City of Eugene

Public Works Department

The Public Works Department of the City of Eugene provides a broad range of services including civil engineering, capital project delivery, maintenance, parks and open spaces as well as transportation, waste water and storm water management.

GIS Workforce

There is currently one GIS Coordinator within the Public Works department. This staff person is focused primarily on GIS duties within the Public Works department, but does provide GIS support throughout the City when possible.

GIS Licensing

ArcGIS Desktop licensing is provisioned through LCOG.

Service Delivery

Most departmental staff access RLID data through GeoDart. GeoDart is a City of Eugene maintained browser-based GIS application that uses Esri web GIS technology. RLID data provides valuable support for code enforcement efforts, deeds research and parcel owner lookup. RLID is also used to support land acquisition with the Parks Division and the production of mailing labels.

Staff indicated that the skilled service delivery group at LCOG has provided valuable assistance with data updates, aerial photography product production/service publication and metadata. Additional assistance has been provided in the realm of Python scripting and discussing the conversion from ArcGIS Desktop to ArcGIS Pro. LCOG is seen as a logical coordinator of regional user groups and regional project initiatives such as the transition from NAD 1927 to NAD 1983 and the evaluation of new Esri product offerings.

Additional Staff Feedback

A GIS strategic plan is currently under internal development. Internal capabilities are advancing with the recent hire of a database administrator and more GIS hires are in the plan. ArcGIS Online utilization is on the rise in place of LCOG map publication. The city recently engaged a consultant to complete a LIDAR compilation and analysis to due high computing loads.

CPA Insights

Staff provided the following comments with respect to improvements that could be made to the CPA:

- The funding formula needs to reflect a decreasing reliance upon LCOG and the growth of city supported GIS service delivery as the current formula was established in the 1990s when the city was much smaller
- Delivery of some products and services are temporarily discontinued when LCOG experiences budget shortfalls
- The resumption of quarterly meetings, improved engagement and communication are desired
- Publication of a service catalog
- Increased access to GIS technical consulting and spatial analytical services
- Adjust the funding and partnership model
- Establish who LCOG is ultimately accountable to

Staff also articulated the following vision for LCOG:

- GIS competencies and leadership center of excellence
- Training center
- Provide coordination for user groups
- Provide coordination for region wide remote sensing data acquisition
- Gather and publish region wide datasets
- Provide coordination for regional applications such as the Regional Parks & Trails App and the Capital Improvement Projects (CIP) Viewer

Planning and Development Department

The City of Eugene Planning and Development Department is responsible for a broad range of service delivery including building safety, zoning, land use planning and other matters concerning development around the community.

GIS Workforce

There is currently one GIS analyst in the department. The Information Services Department provides technology support for all departments.

GIS Licensing

ArcGIS Desktop licensing is provisioned through LCOG.

Service Delivery

The department does not currently duplicate any service delivery that is already provided by LCOG.

Additional Staff Feedback

RLID is frequently accessed for building permit and tax lot information and is considered by staff to be a valuable resource. Maps published through RLID are also frequently accessed. Staff also access information derived from RLID through GeoDart.

CPA Insights

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Implementation of a GIS help desk at LCOG
- Land use coding data needs to be updated when building permits are issued;
- Increased access to historical data of interest

City of Springfield

Eugene-Springfield Fire

Eugene-Springfield Fire provides fire protection and emergency medical services for the cities of Eugene and Springfield as well as other adjacent areas under the jurisdiction of Lane County. The organization operates 16 fire stations situated across both cities.

GIS Workforce

There is one staff member that focuses on departmentally specific mapping functions. Additional support is provided by the City of Eugene Public Works GIS staff for service area delineation and other items. Staff reach out to the county GIS team for items outside of the combined Eugene and Springfield city limits.

Service Delivery

Staff at the department access imagery and service area boundary information through GeoDart. The department does not currently duplicate any service delivery that is already provided by LCOG.

FIREHOUSE is in production to provide records management services (RMS) and computer assisted dispatch (CAD) functions. Replacing FIREHOUSE with ImageTrend is under consideration. SunGard OSSI has been implemented to send messages to emergency responders. LCOG is responsible for updating street and address data and providing weekly updates to MSAG that are pushed into CAD. ArcGIS Desktop is used to review records in RMS.

Additional Staff Feedback

Staff expressed a desire for improved access to information pertaining to buildings such as plans and key metrics such as square footage and the number of floors. Other data requests included improved access to LIDAR to estimate forest stand density and the development of an emergency response access barrier layer derived from a review of aerial photography resources.

Approximately 90 departmental staff access RLID which is used to research population data, ISO ratings, hydrant locations and the proximity of sites to the fire station locations. There is a public facing application that provides this information to the public. RLID is considered to an invaluable and frequently used resource.

CPA Insights

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Mobile access to RLID
- Access to analytical services to optimize fire station locations
- Improved metadata including the identification of the responsible agency that data originates from
- Access to a combined fire hydrant layer which includes the most recent fire flow testing results
- Develop of emergency response situation awareness tools

City of Springfield

The City of Springfield had multiple departments present during the on-site interview. This included representatives from GIS, Development and Public Works, Surveying, Planning, Emergency Management, Community Development, and the City Manager's Office and Economic Development.

GIS Workforce

There are five staff at the City of Springfield that focus on GIS service delivery including a GIS manager along with several GIS analysts and technicians.

GIS Licensing

For GIS licensing, five Esri advanced desktop licenses and 25 ArcGIS Online named user licenses have been purchased through the CPA. The remainder of GIS licensing for the city is provisioned outside of the CPA. The city is currently using an instance of ArcGIS for Server that is available at LCOG under the CPA.

Service Delivery

GIS technology utilization at the city is typical for local governments with support provided for numerous business processes including planning and land use management, public works, economic development and emergency response. Staff have deployed MapSpring as a public-facing web map for citizen use.

Under the CPA, RLID is utilized to review Lane Transit District data and regional trails data. Additional uses of data made available from RLID include tax parcels, deeds and tax lot mapping which is imported into Accela by staff in the Planning Department. RLID is used to support comparisons of property sales market data.

Additional Staff Feedback

Staff believe that RLID is a valuable resource that would be difficult to replace as it would not be financially viable for the city to undertake that task. The expenditures paid under the CPA are providing fair value for the money. LCOG is seen as beneficial regarding the coordination of resources and the realizing of economies of scale. There is no desire to implement an internal replacement for RLID.

Staff identified that several data needs could be addressed at the regional level follows:

- Economic Development
 - Property sales market data
 - Building metrics (size, square footage)
- Emergency Management
 - Common operating picture
 - Demographics
 - Flood plain extent mapping

- Other
 - Transportation planning information from regional MPOs
 - Wastewater management specific data
 - Obtaining access to historical property and deed information that is captured at the county level in a system called SITO is also desired as is improved mobile data access and collection capabilities

CPA Insights

Staff provided the following comments with respect to improvements that could be made to the CPA:

- Parcel and deed data can be out of date by up to two months and the currency of data in this area to be improved
- As with parcels and deeds, land use information is not always up to date
- The available metadata needs centralizing and improvement
- Improved training materials that focus on regional GIS resources need to be developed
- The structure of the CPA needs to be modernized to reflect the changes that have taken place since the inception of the agreement
- The operation of the CPA would benefit from improved stakeholder engagement, communication and transparency around what services fees are being charged for
- Expand LCOG service offerings to include fiber optic and related network management services and have those added to the CPA
- Increased access to analytical and application development services
- Improved access to and management of LIDAR data
- Improved resilience to ensure that staff turnover does not interrupt service delivery
- Develop a facility and processes to push data up to state agencies
- Expand the number of CPA partners to include colleges and universities

Opportunities

Centralized Service Opportunities

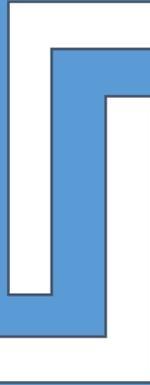
Present & Future Regional Service Delivery Opportunities

- Data Collection
 - Gather content from authoritative sources within the partnership and house in data warehouse as appropriate
- Data Consolidation and Aggregation
 - Normalize and align data schemas and content in preparation for publishing
- Partner Agency Open Data
 - Publish secured open data services for partner use
- Centralized Regional Service Delivery
 - Publish spatial data information products for consumption on mobile and desktop GIS tools and web browsers
- Product Development
 - Develop and tailor specific products for economic development, critical infrastructure, public

Supported Business Processes & Service Delivery

- Data warehouse
- Economic development
- Emergency management response
 - Power outage awareness
 - Geocoding
 - Routing
 - Service area delineation
 - Common operating picture

- Environmental
- Epidemiology
- Land use planning
 - Building use and occupant load
- Metropolitan Planning Organizations (MPO)
 - Regional Transportation Plans
- Parks
- Projects
 - Capital Improvement Projects
- Public Safety
 - Addressing
 - AED locations
 - Crime analysis
 - Response zones
 - Street centerlines
 - MSAGs
- Regional Land Information Database (RLID)
- Remote sensing
 - Vertical and oblique aerial photography
 - LIDAR
 - Derivative products
- Utilities
 - Surficial (telecommunications, fiber optics, power transmission and distribution)
 - Underground (water distribution, waste water, natural gas, power distribution)



GTC
GEOGRAPHIC
TECHNOLOGIES
GROUP