

Appendix D

Department of Economic Development



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1 Department of Economic Development

1.1 Agency Overview

The Department of Economic Development's (DED's) mission is to create employment opportunities that provide family supporting income for the citizens of Baltimore County by retaining and expanding the existing business base and attracting new businesses to Baltimore County and the region. Its goal is also to secure the long-term well being of Baltimore County citizens and communities by ensuring the County's ability to grow its economy well into the future. The Department does this primarily through real estate and site searches, development and permitting assistance, financing assistance, finding, and training workers, and tax credits.

Real Estate and Site Searches

When a company is ready to expand or relocate, Baltimore County can provide detailed information about available properties and sites that meet real estate requirements. Services include: proprietary lists of available properties and sites; confidential site visits; familiarization tours; introductions to property owners, brokers, and developers; GIS mapping; and data (e.g., demographic, workforce, and infrastructure data). Baltimore County's Economic Development Agency performs surveys of commercial real estate for office, flex, and industrial buildings that meet a company's specifications. Reports go beyond "what's available" to include data from a GIS mapping system and a rich database that includes analysis of workforce, utilities, transportation, and telecommunications infrastructure.

Development and Permitting Assistance

Baltimore County business development representatives work with company real estate staff, architects, engineers, and facilities managers to assure that businesses can navigate the regulatory system in a timely manner. The County can assist with fast track permitting, coordinating community meetings, and advocating with State and Federal agencies. The County can facilitate pre-development meetings with zoning, permitting, and environmental agencies to establish benchmarks and realistic timelines.

Financing Assistance

Baltimore County offers custom financing programs to spur investment and job creation. Private sector, State, and Federal financing are leveraged with Baltimore County loans to craft a package that helps businesses grow. Below market-rate loans can be used for real estate acquisition, equipment purchase, expansion, and renovation.

Finding and Training Workers

Working with the Baltimore County Office of Employment and Training, universities, colleges and training institutions, and other partners, Baltimore County Economic Development links businesses to a pool of qualified workers. Customized training and recruitment assistance and grants are available to qualified companies through Baltimore County and Maryland State programs. The Department works



with partners to develop new training programs, effectively market existing programs, and encourage links between business and education. Partners include the Office of Employment and Training (OET), Baltimore County Public Schools, the Community College of Baltimore County (CCBC), the County Executive's Advisory Board on Higher Education, the Maryland Business Roundtable for Education, and local four-year institutions such as UMBC, Towson University, Villa Julie College, and Loyola College.

The following programs relating to this study are managed by the Department of Economic Development:

- Business Attraction and Prospect Management
- Commercial Revitalization
- Enterprise Zones
- Preservation and Enhancement of Assets to Support Economic Growth

1.2 Agency Public Access Programs

DED provides to the public a moderate amount of static information related to economic development opportunities available within the county on the county's web site. This information focuses on specific initiatives such as Commercial Revitalization and Enterprise Zones, as well as specific areas of the county where economic growth is targeted, and includes maps and overview descriptions of the areas and available resources. Additionally, information about resources such as financing and workforce training are provided. Static maps prepared through use of GIS are provided on many of the DED web pages. The use of the orthophotos as a base map greatly enhances many of the maps that are provided by DED on the web pages, allowing users to see clearly the surrounding areas.

Additionally, MyNeighborhood tools for Commercial Revitalization and Enterprise Zones are available to the public, allowing a user to see an address location in relation to Commercial Revitalization Districts and Enterprise Zones.

1.3 Agency Study Participants

Agency personnel contributed to the study by completing the short form online survey, participating in interviews, and providing miscellaneous data to support information provided throughout the report.

Eleven DED staff members completed the online short form survey, which was used to determine each person's role within the department and determine if these individuals were using GIS to support their activities. Each of the short form responses has been included in the appendix of this document. The following personnel completed the online short form survey:

Short Form Respondents
Andrea Van Arsdale
Chris McCollum
David S. Iannucci
Frona Cohen



Short Form Respondents
Kathleen A. Lewis
N. Edwards
Peirce Macgill
Richard Cobert
Sara Trenery
Sharon Klots
William Jones

Table 1 - Short Form Respondents

A total of five DED staff participated in interviews conducted on November 6, 2006. These individuals are:

Interviewees
Chris McCollum
Helga Weschke
Kathleen A. Lewis
Richard Cobert
Sharon Klots

Table 2 – Interviewees



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2 Cost/Benefit Information

This section outlines the annual costs and benefits that are associated with GIS use and maintenance within DED. The total benefits and costs have been summarized in the table below, which are discussed in further detail in the remainder of this section.

Summary – Total Annual GIS Benefits	
Time Benefits:	\$158,088.18
Other Benefits:	\$0
Total Annual Benefits:	\$158,088.18
Summary - Total Annual GIS Costs	
Total Annual Costs:	\$11,009.18
Summary - Total GIS Cost/Benefit	
Total GIS Cost/Benefit:	+\$147,079.00

Table 3 – Annual Agency Cost and Benefit Summary

This table only includes benefits that are associated with capital returns and does not consist of other benefits such as more accurate information, faster response times, etc. A detailed review of all qualitative benefits realized by GIS users will be documented and analyzed in the Enterprise volume of the report.

2.1 Annual Agency Cost

DED does not contribute significantly to the cost of supporting the Enterprise GIS for Baltimore County. This agency maintains relatively few GIS datasets, has almost no related operational costs, and carries less than one fulltime employee equivalent. The total annual agency cost to support all of these elements is \$11,009.18.

Total Agency GIS Cost: \$11,009.18

Details of each of the cost issues are discussed in the sections below.

2.1.1 Annual Operational Costs

DED does not support any external training for its staff members at this time. All training is performed in-house at no additional cost to the agency.



Type of Training	Estimated Cost	# of Staff Attending	Total Annual Cost
No external training	\$0		\$0

Table 4 – Annual GIS Training Costs

DED has GIS related administrative and supply expenses to include supporting the plotter and its related expenditures each year as follows:

Administrative/Supply Items	Annual Costs
Administrative Costs	\$1,305.00
Plotter Supplies, Paper and Ink	\$1,038.00
Total Administrative/Supply Cost:	\$2,342.35

Table 5– Agency Administrative/Supply Costs

2.1.2 Annual Resources (GIS Staff)

The agency currently contains one staff member that performs activities that support GIS for the agency. This assistance includes GIS database development and maintenance efforts. DED spends \$3,569.00 annually to support the personnel associated with its GIS maintenance activities (these data layers are listed in section 3.1.4), which is based on the salary and overhead of this staff member multiplied by the percentage of time performing GIS maintenance activities. This individual is listed in the table below, along with the percentage of time allocated to GIS maintenance activities.

GIS Personnel	% Allocated to GIS Maintenance Activities
Courtney Franklin	5%
Total GIS Personnel Cost:	\$3,569.00

Table 6 – Annual GIS Personnel Costs

2.1.3 Annual Enterprise Costs

Each of the costs for providing the enterprise GIS has been totaled for the county and distributed among each of the county agencies relative to the number of users in each agency. These costs have been categorized as operating costs, or the costs that are expended to provide GIS support and resources (such as database management, infrastructure, software licensing etc.), and capital costs, which reflect the cost of purchasing the GIS data (such as Orthophotography or Contours). The total annual operating cost for the County GIS enterprise is \$859,717.21 and the total annual capital cost is \$272,000.00. DED has a very small number of GIS users - approximately one full-time equivalent (or



0.35% of the total users in the county). Annual enterprise costs have been proportionately distributed to DED based on this 0.35% factor. These costs are calculated as \$3,872.60 in operating costs and \$1,225.23 in capital costs, totaling \$5,097.83. Each of these figures has been provided in the table below.

# of Users	% of Total Users	Factor of Operating Cost Applied to Agency	Factor of Capital Cost Applied to Agency	Total Annual Enterprise Cost Applied to Agency
1	0.35%	\$3,872.60	\$1,225.23	\$5,097.83

Table 7 – Annual Enterprise GIS Costs

2.2 Agency Benefit Assessment

GIS is effectively used across DED programs and it has been used for several years. Some DED employees use GIS daily as a tool to support decision making and other employees benefit from and utilize GIS products on a daily basis. Until recently, the agency had one full-time GIS support staff dedicated to providing GIS analyses to support the agency’s activities as well as making maps to support reports, web pages, etc. This position was vacant at the time the interviews with DED were conducted, and it was clear that this position needed to be filled, and as of the writing of this report, it has been filled. When asked about accomplishing the Business Development tasks without the benefit GIS, the interviewees noted that the county would not be competitive in this field without GIS.

2.2.1 Existing GIS Benefits

The existing benefits realized by DED have been determined for each activity by analyzing the effort needed to perform a task with GIS in comparison to the time spent without GIS. This examination allows each activity to be measured in terms of time, which has been then recomputed to dollars that are realized annually. Each of the existing benefits that is currently being realized has been summarized by program below and has been aggregated to give an annual dollar figure. These benefits are discussed in more detail in section 4. All dollar amounts are based on a flat rate of \$33.95 per hour.

Program	Business Attraction and Prospect Management
Description	The key mission of the Department of Economic Development is to foster the creation of family-supporting jobs and increase capital investment through the attraction of new businesses to the County and the expansion of resident County businesses.
Activities	<ul style="list-style-type: none"> • Business Development – Area Analysis • Business Development – Mapping of Potential Sites for Business Prospects
Time Benefits (Annual)	\$95,739.00 (2,820.0 hours)
Other Benefits (Annual)	\$0
Total Benefits	\$95,739.00



Program	Commercial Revitalization
Description	This program is designed to foster the revitalization of 13 designated older downtowns in the County by: 1) Retaining and attracting quality retail, office, service, residential, entertainment, and institutional uses that create well-balanced and economically vital commercial centers; 2) Improving appearance; and 3) Promoting and marketing the areas.
Activities	<ul style="list-style-type: none"> • Commercial Revitalization – Area Analysis • Commercial Revitalization – Area Mapping
Time Benefits (Annual)	\$58,088.45 (1,711.0 hours)
Other Benefits (Annual)	\$0
Total Benefits	\$58,088.45
Program	Enterprise Zones
Description	This program oversees the management of the County's two state-designed Enterprise Zones.
Activities	<ul style="list-style-type: none"> • Enterprise Zones – Zone Analysis • Enterprise Zones – Zone Mapping
Time Benefits (Annual)	\$2,716.00 (80.0 hours)
Other Benefits (Annual)	\$0
Total Benefits	\$2,716.00
Program	Preservation and Enhancement of Assets to Support Economic Growth
Description	Preserving and enhancing the County's ability to attract quality jobs and investment in future years is central to the County's long-term economic health. Being successful in this endeavor requires maintaining adequate land inventory for business attraction.
Activities	<ul style="list-style-type: none"> • Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction – Analysis • Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Mapping
Time Benefits (Annual)	\$1,544.73 (45.5 hours)
Other Benefits (Annual)	\$0
Total Benefits	\$1,544.73

Table 8– Existing GIS Benefits by Program



The table below summarizes the benefits realized from each of the programs presented above. These numbers represent the total hours and dollars that have been saved by the agency as a result of utilizing GIS.

Total Annual GIS Benefits Summary			
Time Benefits Summary (By Program):	Hours Saved	Labor Rate (Avg)	Annual Time Benefits
Business Attraction & Prospect Management	2,820.0	\$33.95	\$95,739.00
Commercial Revitalization	1,711.0	\$33.95	\$58,088.45
Enterprise Zones	80.0	\$33.95	\$2,716.00
Preservation and Enhancement of Assets to Support Economic Growth	45.5	\$33.95	\$1,544.73
Total Time Benefits:	4,656.5	\$33.95	\$158,088.18
Other Benefits Summary (By Program):			Annual Other Benefits
N/A			N/A
Total Other Benefits:			\$0.00
Grand Total Annual Benefits:	\$158,088.18		

Table 9 – Total Annual GIS Benefits



Each of the benefits for these programs has been depicted in the figure below, which provides a clear picture of the areas that are receiving the most benefits from GIS usage.

DED GIS Benefits

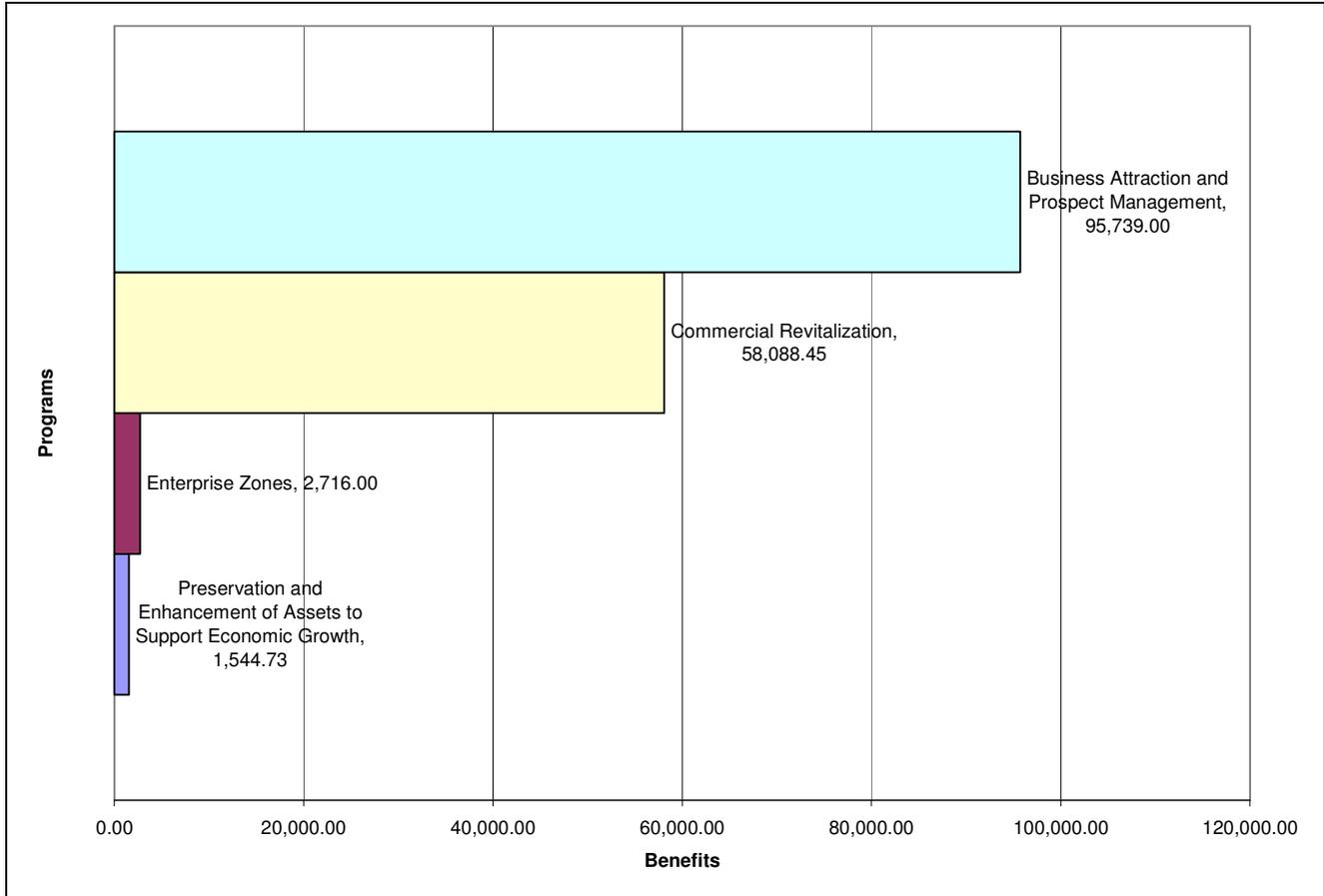


Figure 1 - DED GIS Benefits by Program

The Business Attraction and Prospect Management program realizes the most benefits through the use of GIS due to the large volume of information that is provided to the public and to requesters. The Commercial Revitalization program also realizes significant benefits, again from providing information and analyses to existing businesses. The remaining programs within DED are relatively small and therefore have not seen as much benefit from GIS.



3 GIS Utilization and Recommendations

3.1 GIS Utilization Analysis

GIS is being used by all of the programs within DED. The DED staff clearly recognizes the value GIS provides them in their daily activities. In fact, when asked about accomplishing the Business Development tasks without the benefit GIS, the interviewees noted that the county would not be competitive in this field without GIS.

3.1.1 GIS Personnel

DED has a number of GIS-trained personnel within the agency. Some DED employees use GIS daily as a tool to support decision making and other employees benefit from and utilize GIS products on a daily basis. Until recently, the agency had one full-time GIS support staff dedicated to providing GIS analyses to support the agency’s activities as well as making maps to support reports, web pages, etc. This position was vacant at the time the interviews with DED were conducted, and it was clear that this position needed to be filled, and as of the writing of this report, it has been filled.

DED has already invested in providing GIS training through OIT’s Computer Training Center for several of its staff. The following shows a breakdown of the levels of training and the number of staff that have received training at that level:

Basic Training (DataQuery, ArcView)	Mid-Level (ArcGIS Intro)	Advanced (ArcGIS 8x or higher)
2		2

Table 10 – GIS Training

3.1.2 GIS Data Usage

DED uses a large number of the GIS datasets provided by OIT’s ArcSDE services via the County WAN. These datasets are used in a variety of ways. All of the programs use approximately the same data layers. The data categories used by the department are summarized below. GIS data usage is discussed in more detail with each program in section 4.



Data Layers Used by All DED Programs	
<ul style="list-style-type: none"> • AddressPoints (View) • Basic Services • Basic Services - Transportation (Intersections) • Basic Services - Water • Basic Services -Sewer • Buildings • Business Parks • Capital Projects • Census Block Groups (1990) • Census Block Groups (2000) • Census Blocks (1990) • Census Blocks (2000) • Census Designated Place (1990) • Census Designated Place (2000) • Census Tracts (1990) • Census Tracts (2000) • Chesapeake Bay Critical Area • Commercial Revitalization Districts • Community Associations • Community Conservation Sectors • Community Plans • Congressional Districts (2002) • Contours • Councilmanic Districts (2002) • County Boundary • County Facilities • County Historic Districts • CZMP Zoning Issues (1996) • CZMP Zoning Issues (2000) • Design Review Panel Areas • Development Plans • Election Districts • Enterprise Zones • Facilities • FEMA Maps • Historic Districts • Hydrology • Index Grid - 200 Scale (BCMD) • Index Grid - 200 Scale (MCS) • Index Grid - 600 Scale • Index Grid - ADC Map • Index Grid - VARGIS Orthophoto (1998) • Index Grid - VARGIS Orthophoto (2000) • Land Management Areas • Land Use 1994 • Land Use 1997 • Land Use 1998 • Land Use 2002 • Landuse 	<ul style="list-style-type: none"> • Legislative Districts (2002) • Light Rail • Master Plan - Sewer • Master Plan - Water • Metro Railroad • Metropolitan District Line • National Register Historic Districts • Orthophoto (1995) • Orthophoto (1996) • Orthophoto (1997) • Orthophoto (1998) • Orthophoto (2000) • Orthophoto (2001) • Orthophoto (2002) • Orthophoto (2005) • Parcel Based Landuse • Parks and Recreation • Police Precincts • Police Reporting Areas • Police Stations • Publicly Owned Land • Railroads • Regional Planning Districts • Renaissance Opportunity Areas • Roads • Rural Legacy • School Districts - Elementary • School Districts - High • School Districts - Middle • Schools—Point Location • Sewer • Sewer Service Areas • Sewer Subsheds • Sewer Treatment Plants • Solid Waste Faculties • State Legislative District • Streams and Ponds • Street Centerlines (View) • Tax Parcel • Taxmaps (Images) • Traffic Analysis Zones • Transmission Lines • Urban Rural Demarcation Line (URDL) • Watersheds - Major • Zip Codes • Zoning • Zoning - 1999 • Zoning Overlay Districts

Table 11 - Data Usage



3.1.3 GIS Applications Usage

DED has taken advantage of the applications provided by OIT. These applications appear to be effectively used and personnel are proficient with these programs. Both ArcGIS (Standard) and ArcGIS DataQuery are used by all of the programs within DED. ArcGIS version 9.0, service pack 3 (SP3) is the current County standard that is deployed throughout the various agencies. Additionally, MyNeighborhood is used for a few activities. DED appears to have appreciation for the power of GIS to support its mission and acknowledges that they could not be competitive with other counties without it.

In addition to the applications provided by OIT, DED makes use of CoStar, a subscription-based industrial access locator, similar to the MLS, to identify the locations of features requested by customers. DED also had an ESRI Business Analyst license, but it appears to have expired. Renewal of the Business Analyst license could be beneficial to the agency.

3.1.4 GIS Database Maintenance

DED’s GIS data maintenance responsibilities are also small. Only three data layers are currently developed and maintained by DED. DED is responsible for maintaining the following layers in support of the enterprise GIS:

Dataset	Description	Update Frequency	Location	Complete	Programs Using Data
Business Parks	Locations of business parks and available sites that the county is currently marketing	Semi-Annually	Local	No	<ul style="list-style-type: none"> • Business Attraction and Prospect Management • Commercial Revitalization
Commercial Revitalization Districts	Boundaries of the 13 legislatively defined Commercial Revitalization Districts	Annually	SDE	Yes	<ul style="list-style-type: none"> • Business Attraction and Prospect Management • Commercial Revitalization • Enterprise Zones • Preservation and Enhancement of Assets to Support Economic Growth
Enterprise Zones	Boundaries of the two State designated Enterprise Zones	Annually	SDE	Yes	<ul style="list-style-type: none"> • Business Attraction and Prospect Management • Commercial Revitalization • Enterprise Zones • Preservation and Enhancement of Assets to Support Economic Growth

Table 12 - Agency Data Maintenance

The costs of maintaining each of these data layers are discussed in section 2.1.2.



3.1.5 Assessment of Business Process with GIS

GIS is effectively used across DED programs. It has been used for several years and a mature and robust GIS program has evolved within DED. Many DED employees use GIS daily as a tool to support decision making and other employees use and benefit from GIS products on a daily basis.

GIS involvement in each of these programs' business processes are discussed in the table below.

Program	Business Process Assessment
Business Attraction and Prospect Management	<p>GIS is used in this program to:</p> <ul style="list-style-type: none"> • Perform spatial analyses, • Create project-specific maps, • Supplement reports, • Create web pages that provide information to the public, and • Prepare marketing materials. <p>GIS analysis supports policy development and capital program recommendations.</p>
Commercial Revitalization	<p>GIS is used in this program to:</p> <ul style="list-style-type: none"> • Perform spatial analyses, • Prepare targeted mailing lists, • Create project-specific maps, • Supplement reports, • Create web pages that provide information to the public, and • Perform database maintenance.
Enterprise Zones	<p>GIS is used in this program to:</p> <ul style="list-style-type: none"> • Perform spatial analyses, • Create project-specific maps, • Supplement reports, • Support grant applications, • Create web pages that provide information to the public, and • Perform database maintenance.
Preservation and Enhancement of Assets to Support Economic Growth	<p>GIS is used to perform spatial analyses and create project-specific maps.</p>

Table 13 - GIS Integration with Business Processes, by Program



3.2 GIS Needs Assessment

3.2.1 Applications

As noted above, DED previously had an ESRI Business Analyst license, but it appears to have expired. Access to a Business Analyst license or other similar business analysis tools by key DED staff would be beneficial to the agency. Baltimore County is developing an enterprise, countywide Facilities Geodatabase that will be accurate and maintained and have the addresses, business names and use codes for almost all facilities in Baltimore County (commercial, industrial, etc.) This database was compiled to be spatially accurate and a source for the field compilation was CoStar and Reference USA. The ESRI Business Analyst extension, or possibly other business analysis tools, would help the agency perform business analyses such as customer and business location market analyses, customer profiles, location prospecting, and drive time analysis using commercially available business data (such as the ESRI data or the CoStar data) linked to county data sets (e.g., the Facilities Geodatabase, road centerlines, parcel data, Census data, etc.).

There are also several custom applications that could be developed to support the business processes of DED. Any business-related applications that are developed should be tightly integrated with the county's Facilities Geodatabase, which includes the name, location, and other key information about existing businesses in the county. These custom applications are discussed below.

- **Methodology to Track Land Inventory Changes**
DED indicated that a GIS-based methodology for tracking land inventory changes is needed. Ideally, this should be integrated with the activities of other county agencies that grant zoning changes and monitor building permits.
- **GIS-Based Business Marketing Tools**
DED could make use of more sophisticated GIS-based marketing tools, including such features as fly-throughs and 3-D visualizations. However, this would require acquisition or development of additional data such as building heights and building side imagery, to be most effective. These tools could be used to supplement more traditional written proposals with GIS presentations that could be made to important prospective clients, or at trade shows, to help provide the "WOW-factor" about locating in Baltimore County.
- **Customized DED Locator Application**
DED could make good use of a custom application that would streamline their data queries for business locations and surrounding amenities. This could be built using ModelBuilder so that queries that are used repeatedly could be modified based on the client requirements and run quickly and efficiently. Ideally, this application would also include drive-time analysis capabilities as well as tools to locate amenities such as restaurants, hotels, etc. The application should take full advantage of the county's Facilities Geodatabase, which includes the name, location, and other key information about existing businesses in the county.



- **Spatial Locator for Vendor-Supplied Business Mailing Lists**

DED indicated a need for a better way to spatially locate the business addresses that are provided in a vendor-supplied business mailing list. The vendor that supplies the business mailing list subscription restricts access to data by placing a maximum on the number of records that can be extracted at once. Essentially, this tool would perform a loop of extracting and geocoding the maximum allowed vendor records until all required records have been retrieved. Geocoding of the business mailing lists would be performed against the county’s Address Points data layer in the Facilities Geodatabase. Once geocoded, the business locations can be more easily queried for specified criteria or to create custom mailing lists for specialized outreach (e.g., all businesses within a certain radius or near a new project). This capability would need to be accessed with the frequency at which the vendor-supplied data are updated.

- **More Interactive Web-Based Information**

While DED would not want to eliminate the need for interaction with potential business development clients, providing more interactive web-based GIS data could help them target their client responses. The current MyNeighborhood tools require the user to choose a primary data theme (e.g., Enterprise Zones or Commercial Revitalization Districts) and to ideally also know an address to begin a search. A more broadly focused tool that would allow users to view additional data layers of interest to business clients all at once (e.g., business parks, Commercial Revitalization Districts, Enterprise Zones, zoning, etc.) could aid additional users by allowing them to find a potential location of interest through use of web-based GIS tools. Making additional basic information available to the clients on the web could help focus clients’ scope and allow them to more precisely target areas where they are most interested before requesting detailed profiles from DED.

3.2.2 Data

There are several datasets that could be developed to support DED’s needs. Some of these datasets are listed in the table below.

Dataset	Programs That Could Benefit From Data
Water mains	<ul style="list-style-type: none"> • Business Attraction and Prospect Management • Commercial Revitalization
Fire hydrants	<ul style="list-style-type: none"> • Business Attraction and Prospect Management • Commercial Revitalization

Table 14 - Datasets That Need to be Created

Many datasets are already being created and maintained by the GIS enterprise, but are not complete or do not contain the information needed by users within the agency. The layers below could be completed to provide benefits to DED:



Dataset	Current Data Limitation	Programs That Could Benefit From Data
Facilities layer	Completed Facilities layer will help DED identify client-requested features. Currently, this layer is being compiled by the 911 Center.	<ul style="list-style-type: none"> • Business Attraction and Prospect Management • Commercial Revitalization

Table 15 - Datasets that Need Enhancement

3.2.3 Training

As part of a rollout strategy, most personnel would benefit from training on GIS data and applications that are specific to each program. This training would include an overview of how applications can be used to support business processes and data that could be useful to activities. This training would have to be preceded with a business process analysis, in order to determine how data and applications could be used and what gaps exist in GIS knowledge.

3.2.4 Best Practices

There was one way that was initially determined for DED to take advantage of best practices that have been implemented by other agencies or counties with similar business processes. This method is to:

- **Take Advantage of Business Analysis Tools** – DED could better perform its Business Attraction activities by using ESRI’s Business Analyst extension or other similar business analysis tools to support client requests. These tools could help with customer and business location market analyses, customer profiles, location prospecting, and drive time analysis. This would allow DED to more easily provide these features in its Prospect Reports.

3.2.5 Communication and Agency Coordination

By expanding the number of GIS users within DED, this agency could make better use of GIS. Currently, GIS requests are funneled through a limited number of staff. These users know how important GIS is to the agency and are advocates for its use and expansion. As more staff are exposed to GIS on a daily basis, they will come to realize its benefits to them in their daily activities and will be able to make recommendations for improvements to data layers and/or business processes. Additionally, DED participation on the GIS committee and other information sharing would help with disseminating information from agency to agency about enterprise layers status and their availability.



3.3 Recommendations

DED could further benefit from GIS in several ways. This section outlines recommendations that can be implemented in the short-term and mid-term to enhance the agency’s GIS usage and further take advantage of the enterprise system provided by the county. These will in turn reduce time and money spent on activities performed by DED and increase the level of service provided to customers.

3.3.1 Short-term Recommendations & Potential Benefits

There are several undertakings that should be implemented in the near term to improve GIS usage within the agency and meet the needs that were outlined in the previous section. These recommendations are categorized by activities that can be quickly deployed with little effort and by activities that require a greater investment but are greatly needed. Each of these recommendations are discussed below. See section 4 for more detailed recommendations to support individual activities.

3.3.1.1 Quick Deployment

The following recommendations have the potential to provide additional benefits to the agency and can be implemented with few additional resources:

Opportunity 1: Provide Access to Business Analysis Tools for Key DED Staff

DED previously had a Business Analyst license, but it appears to have expired. Access to a Business Analyst license or other similar business analysis tools by key DED staff would be beneficial to the agency.

Provide Access to Business Analysis Tools for Key DED Staff	
Software Requirements:	ESRI Business Analyst extension
Hardware Requirements:	GIS Computers
Data Requirements:	None
Training Requirements:	ESRI virtual campus course Introduction to Business Analyst
Additional Costs:	\$1,500.00
Rolled Up Potential Benefits:	\$7,327.00



Benefits By Activity:						
Activity	Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
Business Attraction and Prospect Management	30	25	5	52	260	\$8,827.00
As-Is Process Without GIS						
To-Be Process With GIS	Use of the ESRI Business Analyst extension, or possibly other business analysis tools, could help with customer and business location market analyses, customer profiles, location prospecting, and drive time analysis.					
Projected Process Savings	Benefits would be realized through savings derived from speeding up and improving preparation of Prospect Reports and answering ad-hoc queries. DED staff could more readily identify business locations and surrounding amenities that meet clients' needs.					

Table 16- Opportunity 1: Provide Access to Business Analysis Tools for Key DED Staff

Opportunity 2: Provide More Interactive Web-Based Business Information

Providing more interactive web-based GIS data could help them target their client responses. The current MyNeighborhood tools require the user to choose a primary data theme (e.g., Enterprise Zones or Commercial Revitalization Districts) and to ideally also know an address to begin a search.

DED would not want to eliminate the need for interaction with potential business development clients. However, a more broadly focused tool that would allow users to view additional data layers of interest to business clients all at once (e.g., business parks, Commercial Revitalization Districts, Enterprise Zones, zoning, etc.) could aid additional users by allowing them to find a potential location of interest through use of web-based GIS tools. Making additional basic information available to the clients on the web could help focus clients' scope and allow them to more precisely target areas where they are most interested before requesting detailed profiles from DED. It should be noted that the scope of information required by professional site consultants would likely exceed what the County would want to make available over the Internet. Clients would still need to work through DED staff to develop detailed profiles of available locations.



Provide More Interactive Web-Based Business Information						
Software Requirements:	Customized functionality of MyNeighborhood application					
Hardware Requirements:	None					
Data Requirements:	Possibly adding additional enterprise layers into the application					
Training Requirements:	None					
Additional Costs:	None					
Rolled Up Potential Benefits:	\$3,530.80					
Benefits By Activity:						
Activity	Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
Business Attraction and Prospect Management	10	8	2	52	104	\$3,530.80
As-Is Process Without GIS	All Business Prospect information requests and ad-hoc requests are handled by DED staff.					
To-Be Process With GIS	Some time filling ad-hoc requests could be saved if requesters could look up certain information themselves on the county's web site. Additionally, DED staff could use the same information for a portion of their research.					
Projected Process Savings	Benefits would be realized through savings derived from reducing ad-hoc queries. DED staff could focus on more substantive analyses and preparation of more detailed information requested by potential clients. DED would be leveraging the available GIS layers with the functionality of the enhanced MyNeighborhood application to provide a higher quality service to the Business community.					

Table 17- Opportunity 2: Provide More Interactive Web-Based Business Information

Opportunity 3: Leverage the Facilities Geodatabase

Baltimore County is developing an enterprise, countywide Facilities Geodatabase that will be accurate and maintained and have the addresses, business names, and use codes for almost all facilities in Baltimore County (commercial, industrial, etc.) This database was compiled to be spatially accurate and a source for the field compilation was the CoStar and Reference USA databases. With this database having all address locations, commercial, industrial, residential



and other facility classifications, it will provide a wealth of information for DED. It also includes installations, such as industrial parks and other types of commonly – associated structures (universities, etc.). Its use should be incorporated into DED’s future business practices.

Leverage the Facilities Geodatabase						
Software Requirements:		ArcGIS (Standard)				
Hardware Requirements:		GIS computers				
Data Requirements:		Existing Facilities Geodatabase from the 911 Center				
Training Requirements:		No additional training required				
Additional Costs:		None				
Rolled Up Potential Benefits:		N/A				
Benefits By Activity:						
Activity	Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
Business Attraction and Prospect Management	N/A	N/A	N/A		N/A	
As-Is Process Without GIS	DED has been relying on less complete county data layers and/or vendor-supplied business address mailing lists.					
To-Be Process With GIS	DED could use the Facilities Geodatabase to locate existing businesses within Baltimore County. Additionally, the Address Points feature class can be used as a basis for geocoding external databases to obtain a spatial representation of business addresses.					
Projected Process Savings	The projected savings are difficult to quantify, but savings should be realized through use of more accurate data and more resources being in one location instead of having to search through multiple data layers and/or external databases.					

Table 18- Opportunity 3: Leverage the Facilities Geodatabase



3.3.1.2 Additional Investment Opportunities

The following recommendations have the potential to provide additional benefits to the agency and can be implemented with few additional resources:

Opportunity 1: Develop a Methodology to Track Land Inventory Changes

A GIS-based methodology for tracking land inventory changes is needed. Ideally, this should be integrated with the activities of other county agencies that grant zoning changes and monitor building permits.

Opportunity 2: Develop a Spatial Locator for Vendor-Supplied Business Mailing Lists

A better way to spatially locate the business addresses that are provided in a vendor-supplied business mailing list is needed. The vendor that supplies the business mailing list subscription restricts access to data by placing a maximum on the number of records that can be extracted at once. Essentially, this tool would perform a loop of extracting and geocoding the maximum allowed vendor records until all required records have been retrieved. Geocoding of the business mailing lists would be performed against the county's Address Points data layer in the Facilities Geodatabase. Once geocoded, the business locations can be more easily queried for specified criteria or to create custom mailing lists for specialized outreach (e.g., all businesses within a certain radius or near a new project). This capability would need to be accessed with the frequency at which the vendor-supplied data are updated.

3.3.2 Mid-term Recommendations & Potential Benefits

There are several undertakings that can be implemented in the mid-term to improve GIS usage within the agency. These are summarized below. See section 4 for more detailed recommendations to support individual activities.

Opportunity 1: Develop a Customized DED Locator Application

DED could make good use of a custom application that would streamline their data queries for business locations and surrounding amenities. This could be built using ModelBuilder so that queries that are used repeatedly could be modified based on the client requirements and run quickly and efficiently. Ideally, this application would also include drive-time analysis capabilities as well as tools to locate amenities such as restaurants, hotels, etc. The application should take full advantage of the county's Facilities Geodatabase, which includes the name, location, and other key information about existing businesses in the county.



Opportunity 2: Develop Additional GIS-Based Business Marketing Tools

DED could also make use of more sophisticated GIS-based marketing tools, including such features as fly-throughs and 3-D visualizations. However, this would require acquisition or development of additional data such as building heights and building side imagery, to be most effective. These tools could be used to supplement more traditional written proposals with GIS presentations that could be made to important prospective clients, or at trade shows, to help provide the “WOW-factor” about locating in Baltimore County.



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4 Programs and Activities

Each of the interviews conducted with agency officials and personnel were used to compile information about the business processes used for each program within the agency, as well as look at how GIS is being used and benefits are being realized.

Each program is described below, listed with GIS-related funding and mandates, as well as any social or political benefits that are being seen as a result of using GIS. The associated products, customers served, and data/ applications used are also discussed. Activities have also been included under their associated programs, along with the process with and without GIS used to complete this activity, benefits that have been realized, and recommendations for additional GIS implementation where appropriate.



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4.1 Business Attraction and Prospect Management

Program: Business Attraction and Prospect Management
Primary Point of Contact:
Sharon Klots
Overview:
The key mission of the Department of Economic Development is to foster the creation of family-supporting jobs and increase capital investment through the attraction of new businesses to the County and the expansion of resident County businesses.
Funding:
There is no external funding for this program. However, the program increases tax revenue for the county, and helped UMBC get funding for its Technology Center.
Mandates:
None noted.
Political Benefits:
This program helps the county attract new business and increase its tax revenues; current businesses stay viable; the County remains competitive with others across the U.S.; and the County retains and expands its business base.
Social Benefits:
Business tenants are attracted; the quality of business within the county remains high; and more jobs are retained or created, leading to economic prosperity.
Products/Services:
<ul style="list-style-type: none"> • Maps • Reports • Web pages
Customers:
<ul style="list-style-type: none"> • Business owners • Prospective business owners • Professional site location consultants • Maryland Department of Economic Development



Data (Enterprise Layers are Listed in Bold):		
<ul style="list-style-type: none"> • AddressPoints (View) • Basic Services • Basic Services - Transportation (Intersections) • Basic Services - Water • Basic Services -Sewer • Buildings • Business Parks • Capital Projects • Census Block Groups (1990) • Census Block Groups (2000) • Census Blocks (1990) • Census Blocks (2000) • Census Designated Place (1990) • Census Designated Place (1990) • Census Designated Place (2000) • Census Tracts (1990) • Census Tracts (2000) • Chesapeake Bay Critical Area • Commercial Revitalization Districts • Community Associations • Community Conservation Sectors • Community Plans • Congressional Districts (2002) • Contours • Councilmanic Districts (2002) • County Boundary • County Facilities • County Historic Districts • CZMP Zoning Issues (1996) • CZMP Zoning Issues (2000) • Design Review Panel Areas 	<ul style="list-style-type: none"> • Development Plans • Election Districts • Enterprise Zones • Facilities • FEMA Maps • Golf Courses • Historic Districts • Hydrology • Index Grid - 200 Scale (BCMD) • Index Grid - 200 Scale (MCS) • Index Grid - 600 Scale • Index Grid - ADC Map • Index Grid - VARGIS Orthophoto (1998) • Index Grid - VARGIS Orthophoto (2000) • Land Management Areas • Land Use 1994 • Land Use 1997 • Land Use 1998 • Land Use 2002 • Landuse • Legislative Districts (2002) • Light Rail • Master Plan - Sewer • Master Plan - Water • Metro Railroad • Metropolitan District Line • National Register Historic Districts • Orthophoto (1995) • Orthophoto (1996) • Orthophoto (1997) • Orthophoto (1998) • Orthophoto (2000) • Orthophoto (2001) 	<ul style="list-style-type: none"> • Orthophoto (2002) • Orthophoto (2005) • Parcel Based Landuse • Parks and Recreation • Police Precincts • Police Reporting Areas • Police Stations • Publicly Owned Land • Railroads • Regional Planning Districts • Renaissance Opportunity Areas • Roads • Rural Legacy • School Districts - Elementary • School Districts - High • School Districts - Middle • Schools—Point Location • Sewer • Sewer Service Areas • Sewer Subsheds • Sewer Treatment Plants • Solid Waste Facilities • State Legislative District • Streams and Ponds • Street Centerlines (View) • Taxmaps (Images) • Tax Parcel • Traffic Analysis Zones • Transmission Lines • Urban Rural Demarcation Line (URDL) • Watersheds - Major • Zip Codes • Zoning • Zoning – 1999 • Zoning Overlay Districts
Applications Used:		
<ul style="list-style-type: none"> • ArcGIS (Standard) • ArcGIS DataQuery 		



Associated Activities:

4.1.1 Business Development – Area Analysis

4.1.2 Business Development – Mapping of Potential Sites for Business Prospects



4.1.1 Business Development – Area Analysis

Activity: Business Development – Area Analysis
Primary Point of Contact:
Sharon Klots
Overview:
Mapping tools are used to display a wide variety of features (e.g., land use, zoning, environmental resources, roads, utilities, etc.) that affect the ability of a particular geographic area to accommodate new or expanded businesses. This analysis is useful for developing policy and capital program recommendations designed to enhance business attraction and evaluating the compatibility of business and land use proposals with surrounding communities.
Interviewee(s) Providing Information:
Kathleen Lewis, Helga Weschke, Richard Cobert
Process with GIS:
They have pre-made PDFs of all known available sites that they can email quickly. There are 30 of them, and they took 20 minutes each to create. About 20 per year are updated for a total of 6.6 hours per year. A Bond Rating Book has been created and is updated annually. It takes 40-60 hours man time to create (half is GIS) and 20 hours to update yearly. The web page maps take about 1 hour each to create. There are about 65 maps on the web site. They are updated as follows: 25% monthly, 25% quarterly, 50% annually, which would take 293 hours per year. They use cadastral information, URDL, existing buildings, zoning, and topography. They also need to see water and sewer connections, fire hydrants, fire stations, Census data, Enterprise Zone Boundary, and Priority Funding Areas. Additionally, they may use a company's site plan and engineering drawings to customize the information they develop and provide.
Process without GIS:
Without GIS, the maps would be made by hand, but would not be as useful. It would take 2-3 times as long to make without GIS. Without GIS, the county would be at a disadvantage regarding attracting business. Prospects would not take the county seriously.
Benefits Assessment: (H, M, L) Identify confidence level
<ul style="list-style-type: none"> • Medium
Benefits to Using GIS for this Activity:
GIS saves time and money performing the analyses and creating maps and reports. Additionally, using GIS gives the county credibility with business prospects.



Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
800	320	480	1	480	\$16,296.00
Total Annual Benefits: \$16,296.00					
Areas for Improvement:					
None noted					
New Opportunities:					
<ul style="list-style-type: none"> • Water main data layer • Completed sanitary sewer layer 					
Benefits of Pursuing New Opportunities:					
<ul style="list-style-type: none"> • Improved accuracy of data 					



4.1.2 Business Development – Mapping of Potential Sites for Business Prospects

Activity: Business Development – Mapping of Potential Sites for Business Prospects					
Primary Point of Contact:					
Sharon Klots					
Overview:					
Maps are developed to show the location, zoning, configuration, utility service, etc. of specific sites that meet the requirements of businesses considering locating or expanding in the County. These maps are used both by prospective businesses and by professional site location consultants in their assessment of possible locations, and are critical to the mission of attracting high quality jobs and capital investment to the County.					
Interviewee(s) Providing Information:					
Kathleen Lewis, Helga Weschke, Richard Cobert					
Process with GIS:					
For this activity, DED uses GIS to add visuals to reports, maps for meetings, presentations, trade shows, etc. The orthophotos provide a lot of value for visualization. The Business Development group gets requests for Prospect Reports once every two weeks. Each report takes between 20-55 hours to create. Approximately 20 hours per week is spent on Prospect Reports. Additionally, consultants request ad hoc information daily. The group also provides businesses with spatial information. These requests need quick turnaround. It takes 2 hours per request with GIS (10 hrs per week). They also use CoStar (a subscription-based industrial access locator similar to the MLS) to identify locations of features requested by customers. They use it about 1 hour per week. The CoStar license costs \$9,089 annually for 12 seats.					
Process without GIS:					
Without GIS, it would take 2-3 times as long, using a graphic designer or with paper maps, markers, etc. The results would also be inferior.					
Benefits Assessment: (H, M, L) Identify confidence level					
• Medium					
Benefits to Using GIS for this Activity:					
GIS saves time and money performing the analyses and creating maps and reports. Additionally, using GIS gives the county credibility with business prospects.					
Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
3900	1560	2340	1	2,340	\$79,443.00



Total Annual Benefits: \$79,443.00
Areas for Improvement:
More GIS training and use by the Business Development staff so they're not so reliant on GIS support staff. Renew their Business Analyst license, which expired. A Google application could help with business analysis. Fly-throughs and 3D visualizations would be cool as pro-active displays for trade shows. Drive time analysis would be helpful to prospective customers. Also, a tool to locate hotels, restaurants, etc. would be useful.
New Opportunities:
<ul style="list-style-type: none">• Water main data layer• Completed sanitary sewer layer• Fire hydrants
Benefits of Pursuing New Opportunities:
<ul style="list-style-type: none">• Improved accuracy of data



4.2 Commercial Revitalization

Program: Commercial Revitalization
Primary Point of Contact:
Sharon Klots
Overview:
This program is designed to foster the revitalization of 13 designated older downtowns in the County by: 1) Retaining and attracting quality retail, office, service, residential, entertainment, and institutional uses that create well-balanced and economically vital commercial centers; 2) Improving appearance; and 3) Promoting and marketing the areas.
Funding:
There is no external funding for this program.
Mandates:
None noted.
Political Benefits:
This program helps the county attract new business and increase its tax revenues; current businesses stay viable; the County remains competitive with others across the U.S.; and the County retains and expands its business base.
Social Benefits:
Business tenants are attracted; older corridors are revitalized; the quality of business within the county remains high; business locations are well balanced; the aesthetics of business areas are improved; businesses within the Commercial Revitalization districts can get assistance with lending, technology, etc. through tax credits; and more jobs are retained or created, leading to economic prosperity.
Products/Services:
<ul style="list-style-type: none"> • Maps • Reports • Web pages • GIS data layer of 13 Commercial Revitalization districts
Customers:
<ul style="list-style-type: none"> • Business owners • Prospective business owners • County Council



Data (Enterprise Layers are Listed in Bold):		
<ul style="list-style-type: none"> • AddressPoints (View) • Basic Services • Basic Services - Transportation (Intersections) • Basic Services - Water • Basic Services -Sewer • Buildings • Business Parks • Capital Projects • Census Block Groups (1990) • Census Block Groups (2000) • Census Blocks (1990) • Census Blocks (2000) • Census Designated Place (1990) • Census Designated Place (1990) • Census Designated Place (2000) • Census Tracts (1990) • Census Tracts (2000) • Chesapeake Bay Critical Area • Commercial Revitalization Districts • Community Associations • Community Conservation Sectors • Community Plans • Congressional Districts (2002) • Contours • Councilmanic Districts (2002) • County Boundary • County Facilities • County Historic Districts • CZMP Zoning Issues (1996) • CZMP Zoning Issues (2000) • Design Review Panel Areas • Development Plans 	<ul style="list-style-type: none"> • Election Districts • Enterprise Zones • Facilities • FEMA Maps • Historic Districts • Hydrology • Index Grid - 200 Scale (BCMD) • Index Grid - 200 Scale (MCS) • Index Grid - 600 Scale • Index Grid - ADC Map • Index Grid - VARGIS Orthophoto (1998) • Index Grid - VARGIS Orthophoto (2000) • Land Management Areas • Land Use 1994 • Land Use 1997 • Land Use 1998 • Land Use 2002 • Landuse • Legislative Districts (2002) • Light Rail • Master Plan - Sewer • Master Plan - Water • Metro Railroad • Metropolitan District Line • Movie Theaters • National Register Historic Districts • Orthophoto (1995) • Orthophoto (1996) • Orthophoto (1997) • Orthophoto (1998) • Orthophoto (2000) • Orthophoto (2001) • Orthophoto (2002) • Orthophoto (2005) 	<ul style="list-style-type: none"> • Parcel Based Landuse • Parks and Recreation • Police Precincts • Police Reporting Areas • Police Stations • Post Offices • Publicly Owned Land • Railroads • Regional Planning Districts • Renaissance Opportunity Areas • Roads • Rural Legacy • School Districts - Elementary • School Districts - High • School Districts - Middle • Schools—Point Location • Sewer • Sewer Service Areas • Sewer Subsheds • Sewer Treatment Plants • Solid Waste Facilities • State Legislative District • Streams and Ponds • Street Centerlines (View) • Tax Parcel • Taxmaps (Images) • Traffic Analysis Zones • Traffic Calming • Transmission Lines • Urban Rural Demarcation Line (URDL) • Watersheds - Major • Zip Codes • Zoning • Zoning - 1999 • Zoning Overlay Districts
Applications Used:		
<ul style="list-style-type: none"> • ArcGIS (Standard) • ArcGIS DataQuery • ArcIMS MyNeighborhood 		



Associated Activities:

- 4.2.1 Commercial Revitalization – Area Analysis
- 4.2.2 Commercial Revitalization – Area Mapping



4.2.1 Commercial Revitalization – Area Analysis

Activity: Commercial Revitalization – Area Analysis
Primary Point of Contact:
Sharon Klots
Overview:
For this activity, maps are produced illustrating parcel boundaries, ownership, roadway access, zoning, environmental features, aerial photos, and other features to serve as the basis for developing policy and programs for areas targeted for commercial renaissance.
Interviewee(s) Providing Information:
Sharon Klots, Chris McCollum
Process with GIS:
There are 13 legislatively defined Commercial Revitalization Districts. Baltimore City is the hub, with all districts surrounding the core. The goal is to help older and traditional areas survive economically. They create two large annual mailings. One is to property owners in defined geographic districts and one is to business owners (often tenants) in those districts. Currently, GIS is used for the owner mailing, since the cadastral layer contains property owner data and the Department can select which records are in the various districts using GIS. This takes about 40 hours with GIS, using TaxID and the parcel address database. This activity would take at least 100 hours without GIS. Regarding the second large mailing – to business owners – DED is working on developing a methodology for selecting the businesses in defined geographic districts using GIS. The problem is not with GIS, but rather with vendor-imposed limitations on manipulating the business mailing list, which is purchased from a private vendor. Currently, this mailing cannot take advantage of GIS and takes probably 150 hours. If DED can resolve the vendor issues and use GIS more extensively, the activity could probably be done in 6-8 hours. There are also 4 smaller mailings done throughout the year to business owners. Approximately 1000 - 5000 addresses are pulled each time. Again, the limitations are with the vendor-supplied business address data, but DED is developing a GIS-based methodology to do this. They also provide area analyses for existing businesses similar to prospect reports done for Business Development. This takes about half the time the Business Development analyses take. With GIS: 910 hours. Without GIS: 2275 hours.
Process without GIS:
Without GIS, it would take much longer to look up addresses manually. Additionally, GIS saves time and money performing the analyses and creating maps and reports.
Benefits Assessment: (H, M, L) Identify confidence level
• Medium
Benefits to Using GIS for this Activity:
GIS saves time and money performing the analyses and creating the mailing lists.



Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
2,675	964	1,711	1	1,711	\$58,088.45
Total Annual Benefits: \$58,088.45					
Areas for Improvement:					
None noted					
New Opportunities:					
None noted					
Benefits of Pursuing New Opportunities:					
None noted					



4.2.2 Commercial Revitalization – Area Mapping

Activity: Commercial Revitalization – Area Mapping					
Primary Point of Contact:					
Sharon Klots					
Overview:					
This activity covers the maintenance of the official GIS boundary layer of the County's 13 Council-designated revitalization districts, including updates as zone boundaries are changed with Administration and County Council approval.					
Interviewee(s) Providing Information:					
Sharon Klots, Chris McCollum					
Process with GIS:					
This activity is a database maintenance activity.					
Process without GIS:					
Without GIS, it would not be done.					
Benefits Assessment: (H, M, L) Identify confidence level					
<ul style="list-style-type: none"> • Medium 					
Benefits to Using GIS for this Activity:					
GIS is required for this activity.					
Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
N/A	15	N/A	1	N/A	\$0
Total Annual Benefits: \$0					
Areas for Improvement:					
None noted					
New Opportunities:					
None noted					
Benefits of Pursuing New Opportunities:					
None noted					



4.3 Enterprise Zones

Program: Enterprise Zones
Primary Point of Contact:
Sharon Klots
Overview:
This program oversees the management of the County's two state-designed Enterprise Zones.
Funding:
There is no external funding for this program. However, the County does receive some grants under it. Examples include: funding of \$200,000 for Brownfields cleanup and an Economic Development Administration (EDA) grant of \$500,000. DED plans to look into getting future funding through the Tax Income Financing (TIF) program. Also, the county can give businesses within the Enterprise Zones tax credits, for which the county is reimbursed by the State for lost tax revenues.
Mandates:
State requirements for eligibility for the Enterprise Zone program include showing areas that fall above and/or below certain levels for poverty, population loss, unemployment, and income.
Political Benefits:
Through this program, the county receives State Enterprise Zone designations which helps the county attract new business and increase the County's tax revenues; current businesses stay viable; the County remains competitive with others across the U.S.; and the County retains and expands its business base.
Social Benefits:
Business tenants are attracted; older corridors are revitalized; the quality of business within the county remains high; business locations are well balanced; the aesthetics of business areas are improved; businesses within the Commercial Revitalization districts can get assistance with lending, technology, etc. through tax credits; and more jobs are retained or created, leading to economic prosperity.
Products/Services:
<ul style="list-style-type: none"> • Maps • Reports • Web pages • GIS data layer of Enterprise Zones
Customers:
<ul style="list-style-type: none"> • Business owners • Prospective business owners • County Council



Data (Enterprise Layers are Listed in Bold):		
<ul style="list-style-type: none"> • AddressPoints (View) • Basic Services • Basic Services - Transportation (Intersections) • Basic Services - Water • Basic Services -Sewer • Buildings • Business Parks • Capital Projects • Census Block Groups (1990) • Census Block Groups (2000) • Census Blocks (1990) • Census Blocks (2000) • Census Designated Place (1990) • Census Designated Place (1990) • Census Designated Place (2000) • Census Tracts (1990) • Census Tracts (2000) • Chesapeake Bay Critical Area • Commercial Revitalization Districts • Community Associations • Community Conservation Sectors • Community Plans • Congressional Districts (2002) • Contours • Councilmanic Districts (2002) • County Boundary • County Facilities • County Historic Districts • CZMP Zoning Issues (1996) • CZMP Zoning Issues (2000) • Design Review Panel Areas 	<ul style="list-style-type: none"> • Development Plans • Election Districts • Enterprise Zones • Facilities • FEMA Maps • Historic Districts • Hydrology • Index Grid - 200 Scale (BCMD) • Index Grid - 200 Scale (MCS) • Index Grid - 600 Scale • Index Grid - ADC Map • Index Grid - VARGIS Orthophoto (1998) • Index Grid - VARGIS Orthophoto (2000) • Land Management Areas • Land Use 1994 • Land Use 1997 • Land Use 1998 • Land Use 2002 • Landuse • Legislative Districts (2002) • Light Rail • Master Plan - Sewer • Master Plan - Water • Metro Railroad • Metropolitan District Line • National Register Historic Districts • Orthophoto (1995) • Orthophoto (1996) • Orthophoto (1997) • Orthophoto (1998) • Orthophoto (2000) • Orthophoto (2001) • Orthophoto (2002) 	<ul style="list-style-type: none"> • Orthophoto (2005) • Parcel Based Landuse • Parks and Recreation • Police Precincts • Police Reporting Areas • Police Stations • Publicly Owned Land • Railroads • Regional Planning Districts • Renaissance Opportunity Areas • Roads • Rural Legacy • School Districts - Elementary • School Districts - High • School Districts - Middle • Schools—Point Location • Sewer • Sewer Service Areas • Sewer Subsheds • Sewer Treatment Plants • Solid Waste Facilities • State Legislative District • Streams and Ponds • Street Centerlines (View) • Tax Parcel • Taxmaps (Images) • Traffic Analysis Zones • Transmission Lines • Urban Rural Demarcation Line (URDL) • Watersheds - Major • Zip Codes • Zoning • Zoning - 1999 • Zoning Overlay Districts
Applications Used:		
<ul style="list-style-type: none"> • ArcGIS (Standard) • ArcGIS DataQuery 		



Associated Activities:

4.3.1 Enterprise Zones – Zone Analysis

4.3.2 Enterprise Zones – Zone Mapping



4.3.1 Enterprise Zones – Zone Analysis

Activity: Enterprise Zones – Zone Analysis					
Primary Point of Contact:					
Sharon Klots					
Overview:					
Mapping tools are used to analyze the degree and geographic distribution of Enterprise Zone participation by property owners and to illustrate investment levels.					
Interviewee(s) Providing Information:					
Sharon Klots, Chris McCollum					
Process with GIS:					
The Enterprise Zone area analysis is done twice a year, using Census tract data. GIS analysis is done to determine what parts of the county meet the eligibility requirements. This analysis helps the county apply for State and Federal grants. They received a \$200,000 grant for Brownfields cleanup because of GIS. The benefits to using GIS for this activity include helping the county get State Enterprise Zone designation, which allows the county to give tax credits to businesses. With GIS, the analysis takes 2 weeks per year. The maps that were generated to help get Economic Development Administration (EDA) funding took 10 hours to put together.					
Process without GIS:					
Without GIS, it would be more difficult to do manually. It would have to be done using Maryland Census data and marking the tracts on a paper map. It would take at least twice as long or it would not be done.					
Benefits Assessment: (H, M, L) Identify confidence level					
• Medium					
Benefits to Using GIS for this Activity:					
GIS saves time and money performing the analyses and creating the mailing lists.					
Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
160	80	80	1	80	\$2,716.00
Total Annual Benefits: \$2,716.00					
Areas for Improvement:					
Use of ModelBuilder could enhance their use of GIS.					



New Opportunities:

None noted

Benefits of Pursuing New Opportunities:
--

None noted



4.3.2 Enterprise Zones – Zone Mapping

Activity: Enterprise Zones – Zone Mapping					
Primary Point of Contact:					
Sharon Klots					
Overview:					
This activity covers the maintenance of the county’s GIS layer of Enterprise Zones, including updates as zone boundaries are changed with Administration and County Council approval.					
Interviewee(s) Providing Information:					
Sharon Klots, Chris McCollum					
Process with GIS:					
This activity is a database maintenance activity.					
Process without GIS:					
Without GIS, it would not be done.					
Benefits Assessment: (H, M, L) Identify confidence level					
<ul style="list-style-type: none"> • Medium 					
Benefits to Using GIS for this Activity:					
GIS is required for this activity.					
Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
N/A	15	N/A	1	N/A	\$0
Total Annual Benefits: \$0					
Areas for Improvement:					
None noted					
New Opportunities:					
None noted					
Benefits of Pursuing New Opportunities:					
None noted					



4.4 Preservation and Enhancement of Assets to Support Economic Growth

Program: Preservation and Enhancement of Assets to Support Economic Growth
Primary Point of Contact:
Sharon Klots
Overview:
Preserving and enhancing the County's ability to attract quality jobs and investment in future years is central to the County's long-term economic health. Being successful in this endeavor requires maintaining adequate land inventory for business attraction.
Funding:
There is no external funding for this program.
Mandates:
None noted.
Political Benefits:
This program helps the county attract new business and increase its tax revenues; current businesses stay viable; the County remains competitive with others across the U.S.; and the County retains and expands its business base.
Social Benefits:
Business tenants are attracted; older corridors are revitalized; the quality of business within the county remains high; business locations are well balanced; the aesthetics of business areas are improved; and jobs are retained or created, leading to economic prosperity.
Products/Services:
<ul style="list-style-type: none"> • Maps • Reports • Web pages
Customers:
<ul style="list-style-type: none"> • Business owners • Prospective business owners • Other county agencies



Data (Enterprise Layers are Listed in Bold):		
<ul style="list-style-type: none"> • AddressPoints (View) • Agricultural Preservation • Basic Services • Basic Services - Transportation (Intersections) • Basic Services - Water • Basic Services -Sewer • Buildings • Business Parks • Capital Projects • Census Block Groups (1990) • Census Block Groups (2000) • Census Blocks (1990) • Census Blocks (2000) • Census Designated Place (1990) • Census Designated Place (1990) • Census Designated Place (2000) • Census Tracts (1990) • Census Tracts (2000) • Chesapeake Bay Critical Area • Commercial Revitalization Districts • Community Associations • Community Conservation Sectors • Community Plans • Congressional Districts (2002) • Conservation Easements • Contours • Councilmanic Districts (2002) • County Boundary • County Facilities • County Historic Districts • CZMP Zoning Issues (1996) • CZMP Zoning Issues (2000) 	<ul style="list-style-type: none"> • Design Review Panel Areas • Development Plans • Election Districts • Enterprise Zones • Facilities • FEMA Maps • Historic Districts • Hydrology • Index Grid - 200 Scale (BCMD) • Index Grid - 200 Scale (MCS) • Index Grid - 600 Scale • Index Grid - ADC Map • Index Grid - VARGIS Orthophoto (1998) • Index Grid - VARGIS Orthophoto (2000) • Land Management Areas • Land Use 1994 • Land Use 1997 • Land Use 1998 • Land Use 2002 • Landuse • Legislative Districts (2002) • Light Rail • Master Plan - Sewer • Master Plan - Water • Metro Railroad • Metropolitan District Line • National Register Historic Districts • Orthophoto (1995) • Orthophoto (1996) • Orthophoto (1997) • Orthophoto (1998) • Orthophoto (2000) • Orthophoto (2001) 	<ul style="list-style-type: none"> • Orthophoto (2002) • Orthophoto (2005) • Parcel Based Landuse • Parks and Recreation • Police Precincts • Police Reporting Areas • Police Stations • Publicly Owned Land • Railroads • Regional Planning Districts • Renaissance Opportunity Areas • Roads • Rural Legacy • School Districts - Elementary • School Districts - High • School Districts - Middle • Schools—Point Location • Sewer • Sewer Service Areas • Sewer Subsheds • Sewer Treatment Plants • Solid Waste Facilities • State Legislative District • Streams and Ponds • Street Centerlines (View) • Tax Parcel • Taxmaps (Images) • Traffic Analysis Zones • Transmission Lines • Urban Rural Demarcation Line (URDL) • Watersheds - Major • Zip Codes • Zoning • Zoning - 1999 • Zoning Overlay Districts
Applications Used:		
<ul style="list-style-type: none"> • ArcGIS (Standard) • ArcGIS DataQuery 		



Associated Activities:

4.4.1 Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Analysis

4.4.2 Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Mapping



4.4.1 Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Analysis

Activity: Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Analysis					
Primary Point of Contact:					
Sharon Klots					
Overview:					
The inventory of undeveloped and redevelopable land is used as the basis for the Comprehensive Zoning Map Process (CZMP), Planned Unit Development (PUD), and other land use recommendations, as well as the basis for developing recommendations for new policies and capital projects.					
Interviewee(s) Providing Information:					
Sharon Klots, Chris McCollum					
Process with GIS:					
This Land Inventory analysis has only been done once so far. It will probably be done annually. The analysis done last year showed that 600 acres of preserved agricultural land was lost to rezoning. The first land inventory analysis was done largely using CZMP database from the Office of Planning as well as personal knowledge of DED staff. GIS was used to map the results. DED is working on developing a methodology for tracking the land inventory automatically using GIS as the analysis and not just the presentation tool.					
Process without GIS:					
Without GIS, it would be much more difficult or it would not be done.					
Benefits Assessment: (H, M, L) Identify confidence level					
• Medium					
Benefits to Using GIS for this Activity:					
GIS saves time and money performing the analyses and creating the maps.					
Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
N/A	N/A	N/A	1	N/A	\$0
Total Annual Benefits: \$0					
Areas for Improvement:					
None noted					



New Opportunities:

None noted

Benefits of Pursuing New Opportunities:
--

None noted



4.4.2 Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Mapping

Activity: Preservation and Enhancement of Assets to Support Economic Growth – Land Inventory for Prospect Attraction - Mapping					
Primary Point of Contact:					
Sharon Klots					
Overview:					
This activity covers the maintenance of an inventory of undeveloped land and land with redevelopment potential that has employment zoning.					
Interviewee(s) Providing Information:					
Sharon Klots, Chris McCollum					
Process with GIS:					
Once the initial analysis of areas has been made, the inventory is maintained as changes occur throughout the county. It takes about 1 day with GIS.					
Process without GIS:					
Without GIS, to do the mapping manually would take 1-2 weeks.					
Benefits Assessment: (H, M, L) Identify confidence level					
• Medium					
Benefits to Using GIS for this Activity:					
GIS saves time and money performing the analyses and creating the maps.					
Annual Savings from Use of GIS:					
Staff Hours w/o GIS (Manual)	Staff Hours with GIS	Difference	Annual # Iterations Per Year	Total Hours Saved Using GIS	Annual Time Savings Benefit (Based on \$33.95/hr)
52.5	7	45.5	1	45.5	\$1,544.73
Total Annual Benefits: \$1,544.73					
Areas for Improvement:					
None noted					
New Opportunities:					
None noted					
Benefits of Pursuing New Opportunities:					
None noted					



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5 Short-form online Questionnaires

Agency Economic Development

Name Andrea Van Arsdale

Job Title Director, Commercial Revitalization Program

Briefly, what activity(s) do you perform within your department?

Supervise, develop, coordinate, and implement programs and projects that support the revitalization of Baltimore County's 13 designated Commercial Revitalization Districts. Work includes conceptual program design, development and expansion of business assistance programs, inter-departmental coordination, solicitation of, and negotiation with private consulting firms and private developers, development of new initiatives, preparation of state and county funding requests, negotiation with public and private entities, and public presentations. Work is oriented toward both short-term and multi-year projects. This position reports directly to the Executive Director.

Approximately what percentage of your work week do you spend for each activity identified in question #9?

Extremely variable. Over 60% spent working with business sector; 20% spent working with government representatives; 20% supervision and new program development.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

I'm a consumer of GIS info, but not a generator. Prospects require demographics linked to 1, 3, 5 mile radii, maps of districts, property research, aerials.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

MyNeighborhood to determine if property is within a Commercial Revitalization District, and/or zoning

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

No

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Maps of Commercial Revitalization Districts as they relate to specific prospects (e.g. map showing potential redevelopment site in relationship to area)

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

Provide business organizations, prospects, developers, other agencies with maps, demographics, tax info, etc

Do you perform any GIS data maintenance activities? If yes, please provide an example.

No

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

I am a consumer, not a producer. See Question 11

What activities do you think could benefit from use of (or increased use of) GIS?

Business attraction, Business retention, Business expansion, Facilitate redevelopment, Presentations to the public and County officials, Real time address specific demographics

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.



Agency Economic Development

Name Chris McCollum

Job Title Revitalization Specialist

Briefly, what activity(s) do you perform within your department?

1. I am a commercial revitalization specialist. I work on Baltimore County's eastside with businesses and property owners in the Loch Raven, Parkville, Overlea-Fullerton, Essex and Dundalk Commercial Revitalization Districts.
2. Work with business and professional organizations, elected officials, and community groups.
3. In addition, I also work with business in the agriculture industry such as commercial growers, horse breeders, etc.

Approximately what percentage of your work week do you spend for each activity identified in question #9?

1. 70%
2. 15%
3. 15%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

I use the data/databases to provide various types of information to our businesses and property owners. For example, the businesses and/or property owners may need to better understand their surroundings to have better outcomes on the various projects they undertake - such as redevelopments and/or new construction

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

Yes. I also use these applications frequently to help the business and property owners understand where a potential parcel they may be interested in lies relative to our various economic development districts - enterprise zones, commercial revitalization districts, and focus areas.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

Routing in the sense that many of our prospects are becoming increasingly interested in actual drive times for the targeted workforce.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Yes. I use hardcopy maps on a daily basis to work on almost every project that I am involved.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

We are called upon to provide maps illustrating our various zones and districts to other agencies and the public on a regular basis.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

I provide updates to the data that our research person would then convert to GIS data. Examples would be expanding or contracting districts or delineating areas for renaissance

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

Create maps, locate properties on My Neighborhood to illustrate to owners that they are or are not in a zone or district. Utilize mapping for zoning purposes and public policy issues.

What activities do you think could benefit from use of (or increased use of) GIS?

GIS is a critical part of the Department of Economic Development. GIS is utilized by most if not all of the Department's professional staff on a daily basis to help attract, retain, and expand the County's businesses. Also utilize GIS for redevelopment projects, and presentations to prospects and elected officials of all levels.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.



Agency Economic Development

Name David S. Iannucci

Job Title Executive Director

Briefly, what activity(s) do you perform within your department?

Executive Director of a cabinet-level department whose mission is to generate jobs and tax revenue for the County through business attraction and expansion, and through commercial revitalization.

Approximately what percentage of your work week do you spend for each activity identified in question #9?

Executive duties: 100%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

No

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Yes. I am a consumer of GIS map products, which are an essential tool in marketing both the County generally and individual sites or communities in particular to prospective businesses and national site consultants. GIS output is also critical in developing and implementing plans for the County's 13 designated commercial revitalization districts, 2 state-designated enterprise zones; and 2 growth areas. GIS output is used for executive level policy making by County Executive. DED and other agencies are part of Renaissance meeting process.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

I do not personally. However, members of my staff produce maps daily for use in carrying out our mission.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

No.

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

N/A

What activities do you think could benefit from use of (or increased use of) GIS?

We will supply this information as a separate document.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.

GIS is a critical tool for the Department of Economic Development in marketing both the County generally and individual sites or communities in particular to prospective businesses and national site consultants. GIS output is also critical in developing and implementing plans for the County's 13 designated commercial revitalization districts, 2 state-designated enterprise zones, and 2 growth areas. GIS output is used for executive level policy making by County Executive, DED, and other agencies as part of Renaissance meeting process.



Agency Economic Development

Name Fronda Cohen

Job Title Dir Marketing & Communications

Briefly, what activity(s) do you perform within your department?

marketing & communications

Approximately what percentage of your work week do you spend for each activity identified in question #9?

100%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

monthly usage (approx)Maps for marketing materials, prospect presentations

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

no

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

no

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

yes -- prospect presentations

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

yes-businesses currently located or considering locating in the County, business organizations such as chambers of commerce, Economic Alliance of Greater Baltimore, MD Dept of Business & Economic Development

Do you perform any GIS data maintenance activities? If yes, please provide an example.

no

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

none directly--work with our Research Director who uses GIS

What activities do you think could benefit from use of (or increased use of) GIS?

impact of new businesses and developments on adjacent zoning; impact of opportunities such as BRAC

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.



Agency Economic Development

Name Kathleen A. Lewis

Job Title Business Development Rep

Briefly, what activity(s) do you perform within your department?

Approximately what percentage of your work week do you spend for each activity identified in question #9?

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

What activities do you think could benefit from use of (or increased use of) GIS?

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.



Agency Economic Development

Name Peirce Macgill

Job Title Commercial Revitalization Specialist

Briefly, what activity(s) do you perform within your department?

Attract businesses Assist existing businesses and property owners with incentive programs, zoning, permits
Promote the revitalization districts

Approximately what percentage of your work week do you spend for each activity identified in question #9?

10% 80% 10%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

I use property maps to show potential sites to businesses and property lines especially if a developer is combining properties. Also use property maps to show parking areas. Also use aerials to show where the districts are and as presentational and promotional materials.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

I use MyNeighborhood to find zoning and to verify if a property is located in a revitalization district.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

We use this to show a market trade area such as the demographics in a 1, 3, and 5 mile radius.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Hard copies are given to business and property owners as well as handed out during presentations. Or hard copies are given to the Chamber of Commerce's and Business Associations to help them.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

We provide maps to community groups, business owners, property owners, and business associations.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

No

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

Our research director creates the maps that we use for our activities which include: property maps to show potential sites to businesses and property owners especially if a developer is combining properties. Property maps to show parking areas. Aerials to show where the districts are and as presentational and promotional materials. Maps to show proximity to markets (customers) Maps to highlight activity (program usage) in each district

What activities do you think could benefit from use of (or increased use of) GIS?

Business attraction Business retention Business expansion Facilitate redevelopment Presentations to the public and County officials Real time address specific demographics

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.

GIS is a critical component to attracting and retaining businesses in Baltimore County.



Agency Economic Development

Name N. Edwards

Job Title Research Director

Briefly, what activity(s) do you perform within your department?

Under general supervision from the executive director, lead and oversee the gathering, maintaining, and dissemination of data and research for the economic development work by the County.

Approximately what percentage of your work week do you spend for each activity identified in question #8?

GIS: 40% Non-GIS research: 35% Website maintenance: 20% Respond to public inquiries: 5%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

Yes. I use both GIS data and databases extensively to support the Department's mission. One example: creating maps for presentations to businesses considering a move to Baltimore

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

Not often. Generally create maps directly in ArcMap.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

Yes. One example: geocoding the addresses of businesses in a particular area to enable creation of maps.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

I both use and produce hardcopy and digital maps in my daily job. For example, I use ArcMap to create maps showing buildings, property owners and census tracts and population for grant or program applications.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

If the public includes prospective businesses, yes.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

Yes. Maintain County's data layers for Enterprise Zones and Commercial Revitalization Districts.

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

Create maps for commercial revitalization Create maps for business development Create maps for area studies

What activities do you think could benefit from use of (or increased use of) GIS?

With a better understanding of infrastructure, transportation and environmental data layers, we could better compile and develop presentation materials on the development potential of particular sites or areas.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.



Agency Economic Development

Name Sharon Klots

Job Title Research Director

Briefly, what activity(s) do you perform within your department?

Under general supervision from the executive director, lead and oversee the gathering, maintaining, and dissemination of data and research for the economic development work by the County.

Approximately what percentage of your work week do you spend for each activity identified in question #9?

GIS: 40% Non-GIS research: 35% Website maintenance: 20% Respond to public inquiries: 5%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

Yes. I use both GIS data and databases extensively to support the Department's mission. One example: create maps for presentations to businesses considering relocation to Baltimore

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

No often. Generally create maps directly in ArcMap.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

Yes. One example: geocoding the addresses of businesses in a particular area to enable creation of maps.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

I produce many maps for other Department staff to use in wide variety of functions.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

If 'the public' includes prospective businesses and site location consultants, yes.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

Yes. Maintain County's data layers for state-designated Enterprise Zones and County-designated Commercial Revitalization Districts.

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

Create maps for commercial revitalization Create maps for business development Create maps for area studies.

What activities do you think could benefit from use of (or increased use of) GIS?

Department's strategic planning activities.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.

GIS is an extremely important tool for carrying out the Department's mission of attracting new businesses, jobs, and capital investment to the County.



Agency Economic Development

Name Richard Cobert

Job Title Business Development

Briefly, what activity(s) do you perform within your department?

Work to attract, expand, and retain businesses and job growth in County. Meet with public officials, associations, community groups, and other departments to direct appropriate land use and development.

Approximately what percentage of your work week do you spend for each activity identified in question #9?

40% on each; 20% on additional projects.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

Yes - I develop property listings for companies looking to move or expand in area. GIS maps provide my contacts with macro and micro views of the County. They are a powerful education and selling tool. My GIS person just completed a GIS map including Critical Area overlay for a

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

Yes - I use the maps to find properties and owners for contact on availability or to update on projects that may impact them.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

Not daily - I am a consumer of GIS - I request data pieces to answer general and specific requests from a large array of prospects and clients, and government and citizen requests.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Yes - just sent GIS map of County, Dundalk, and Colgate Business Park to prospect.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

Yes - providing maps and owner data to the LNG taskforce. Providing maps and zoning overlays to consultant in Virginia for their client.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

Our GIS person does this task.

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

I request these maps from my GIS person. I utilize maps and overlays in presentations for consultants, committees, community groups, Chambers of Commerce, prospects, and owners.

What activities do you think could benefit from use of (or increased use of) GIS?

GIS creates a visual and data-filled picture for educating and selling prospects and groups on Baltimore County.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.

GIS is one of the best and most efficient tools I can use in my work. The picture is indeed worth a thousand words.



Agency Economic Development

Name Sara Trenery

Job Title Workforce Development Coordinator

Briefly, what activity(s) do you perform within your department?

I work with higher education institutions and the public school system to make sure that their programs relate to business needs. I promote partnerships between education and business. I assist private businesses with finding training resources within local institution. I also administer the County's two Enterprise Zones.

Approximately what percentage of your work week do you spend for each activity identified in question #8?

75% workforce development 25% enterprise zones

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

Yes, I use aerial photos, property ownership maps, zoning maps We use GIS data to show census information mapped for business prospects.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

My Neighborhood - Enterprise Zones, zoning, ownership

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

No, but someone else here may do that for me and I don't even know it.

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Yes, hardcopy maps all the time, but someone else usually makes the maps (used to be Nevitt Edwards). We often have to make changes to the Enterprise Zone maps - all that data is entered through GIS. Sometimes we have to show a prospect business how many prospective employees might live within a 3- or 5- or 10-mile radius of a certain location.

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

Our Enterprise Zone maps are on the website and the public can access MyNeighborhood to determine whether their property is in an Enterprise Zone.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

No

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

Check Enterprise zone eligibility on My Neighborhood. Check zoning of various properties

What activities do you think could benefit from use of (or increased use of) GIS?

More fact-based economic research - understanding land use change decisions better, based on historical information.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.

GIS technology is critically important to the work we do here. Unfortunately, since I am not a tech person, I can't describe exactly what we need in tech terms.



Agency Economic Development

Name William Jones

Job Title Waterfront redevelopment Specialist

Briefly, what activity(s) do you perform within your department?

Assist in business attraction and expansion.

Approximately what percentage of your work week do you spend for each activity identified in question #9?

90

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job? If yes, please provide an example.

Yes, aerials are important for businesses to understand expansion possibilities.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job? If yes, please provide an example.

I use MyNeighborhood and refer clients to often (a couple of times a week)however not daily

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job? If yes, please provide an example.

No

Do you use or produce hardcopy or digital maps to perform your daily job? If yes, please provide an example.

Not daily, but often

Do you provide data products or services to other agencies or the public? If yes, please provide an example.

Public. Businesses.

Do you perform any GIS data maintenance activities? If yes, please provide an example.

No.

Briefly list the activities that you perform using GIS? (create maps for master plan, locate water customer addresses for work orders, etc.)

Aerials for customers. Utilities location for new development.

What activities do you think could benefit from use of (or increased use of) GIS?

Not at this time.

Please provide any additional comments you have regarding the use of GIS technology by your department, agency or the County as a whole.

It is integral to accomplishing objective.