

Appendix L

Miscellaneous Cluster 4 Agencies



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1 Miscellaneous Cluster 4 Agencies

1.1 Overview

Several agencies within Baltimore County were included in the strategic plan as miscellaneous agencies. These departments either have limited staff, a smaller need for geographic information, or use GIS very little or not at all. These agencies have each been reviewed and incorporated into this single chapter.

The following agencies were included in this section:

- Auditor's Office
- Board of Appeals
- Board of Elections
- Department of Aging
- Department of Corrections
- Department of Social Services
- Executive Office
- Human Resources
- Law Office
- Liquor Board
- Local Management Board
- Office of Budget and Finance
- Office of Workforce Development
- People's Counsel
- Sheriff's Office
- State's Attorney

1.2 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.

Fifty one people completed the online short form survey, which was used to determine each person's role within the County and determine if these individuals were using GIS to support their activities. Each of the short form responses have been included in the appendix of this document. The following personnel completed the online short form survey:



Short Form Respondent	Agency
Barbara Korenblit	Aging
David Reter	Aging
Kenya Johnson	Aging
Judy Cook	Aging
Laura Riley	Aging
Michael Lehmuth	Aging
Norma J. Nash	Aging
Patti Madigan	Aging
Elizabeth Irwin	Auditor's Office
Michelle Ganjon	Auditor's Office
Kathleen Bianco	Board of Appeals
Craig Patterson	Board of Elections
Diana Moran	Board of Elections
Ed Blades	Budget & Finance
George Klunk	Budget & Finance
Robert J. Franke	Budget & Finance
Randy T. Mentzell	Corrections
Sharon Tyler	Corrections
Thomas, Jerry Jr.	Corrections
William R. Reineck Jr.	Corrections
Betty Racicot	Workforce Development
Lisa Scott	Workforce Development
Cathy Bevins	Executive Office
Dionne Grier	Executive Office
Donna Morrison	Executive Office
George Gay	Executive Office
Malina Colon	Executive Office
Marjorie Hampson	Executive Office
Susan Ehman	Executive Office
Jo Anne Krach	Human Resources
Mark Ewing	Human Resources
Shannon Powell	Human Resources
Teresa S. Tacka	Human Resources
Theresa Hill	Human Resources
Amy Grossi	Law Office
Don Schlimm	Local Management Board
Elise Andrews	Local Management Board
Lisa Wyckoff	Local Management Board
Mary Pace	Local Management Board
Roe Davis	Local Management Board
Chaunte Thomas	Liquor Board
Rebecca Meile	People's Counsel
Barbara L. Bailone	Sheriff's Office
Darrin Granger	Sheriff's Office
Renae Nelson	Sheriff's Office



Short Form Respondent	Agency
Robert Haukdal	Sheriff's Office
Brendon Bengermينو	State's Attorney's Office
Elisabeth Poole	State's Attorney's Office
Evelyn Lipscomb	Social Services
Nick D'Alesandro	Social Services
William Bogen	Social Services

Table 1 - Short Form Respondents

Thirty three individuals participated in interviews conducted over several weeks in February 2007. These individuals are:

Interviewee	Agency
David Reter	Aging
Judy Cook	Aging
Mike Lehmuth	Aging
Elizabeth Irwin	Auditor's Office
Michele Ganjon	Auditor's Office
Kathleen Bianco	Board of Appeals
Craig Patterson	Board of Elections
Bob Franke	Budget & Finance
Ed Blades	Budget & Finance
George Klunk	Budget & Finance
Keith Dorsey	Budget & Finance
Randy Menztel	Corrections
Sharon Tyler	Corrections
Betty Racicot	Workforce Development
David Berney	Workforce Development
Bryan Dunn	Executive Office
Cathy Bevins	Executive Office
Jo Anne Krach	Human Resources
Mark Ewing	Human Resources
Amy Grossi	Law Office
Chaunte Thomas	Liquor Board
Don Schlimm	Local Management Board
Lisa Wyckoff	Local Management Board
Mary Pace	Local Management Board
Roe Davis	Local Management Board
Rebecca Meile	People's Counsel
Capt. Darrin Granger	Sheriff's Office
Colonel Robert Haukdal	Sheriff's Office
Lois Kramer	Social Services
Mike Demidencko	Social Services
Nick D'Alessandro	Social Services
Brendon Bengermينو	State's Attorney's Office
Elisa Poole	State's Attorney's Office

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 the miscellaneous agencies. 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:	\$43,579.18
Total Annual Benefits:	\$43,579.18
Summary - Total Annual GIS Costs	
Total Annual Costs:	\$86,663.03
Summary - Total GIS Cost/Benefit	
Total GIS Cost/Benefit:	\$-43,083.85

Table 3 – Annual Agencies 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

The agencies reviewed contribute a very small amount to the cost of supporting the Enterprise GIS for Baltimore County. The agencies hold no operational or resource costs, and a very small percentage of the share of the enterprise costs. The total cost for all of the agencies reviewed is \$86,663.03.

Total Agency GIS Cost: \$86,663.03

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



2.1.1 Annual Operational Costs

There are no annual operational costs, such as training or supplies, associated with supporting GIS activities in the agencies reviewed. Any supply costs or other operational costs associated with OIT providing GIS services for the agencies reviewed were captured as a part of the OIT enterprise costs. Any agency specific supply costs were deemed minimal and were not documented for the purposes of the study.

2.1.2 Annual Resources (GIS Staff)

There are no annual resource costs associated with GIS staff for any of the agencies reviewed.

2.1.3 Annual Enterprise Costs

Each of the costs for providing the enterprise GIS have 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 cost, or the cost that is expended to provide GIS support and resources (such as database management, infrastructure, software licensing etc.), and capital costs, which reflect the cost of purchasing 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.

Each of the agencies reviewed have a low number of GIS users and a corresponding low percentage of the total users in the County. The # of users were identified by counting the number of ArcSDE accounts for each agency in October 2006. For agencies with no GIS users in ArcSDE, 0.5 of a user, or 0.23% of the total users, has been given as a factor to associate some of the costs with every agency. Annual enterprise costs have been proportionately distributed to these agencies based on the percentage factor. The total costs are calculated as \$65,834.20 in operating costs and \$20,828.83 in capital costs, totaling \$86,663.03. The details of these figures have been provided in the table below.



Agency	# 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
Auditor's Office	2.5	1.13%	\$9,681.50	\$3,063.06	\$12,744.56
Board of Appeals	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Board of Elections	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Department of Aging	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Department of Corrections	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Department of Social Services	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Executive Office	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Human Resources	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Law Office	3	1.35%	\$11,617.80	\$3,675.68	\$15,293.48
Liquor Board	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
Local Management Board	3	1.35%	\$11,617.80	\$3,675.68	\$15,293.48
Office of Budget and Finance	1.5	0.68%	\$5,808.90	\$1,837.84	\$7,646.74
Office of Workforce Development	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
People's Counsel	1	0.45%	\$3,872.60	\$1,225.23	\$5,097.83
Sheriff's Office	0.5	0.23%	\$1,936.30	\$612.61	\$2,548.91
State's Attorney	1	0.45%	\$3,872.60	\$1,225.23	\$5,097.83
Total	17	7.66%	\$65,834.20	\$20,828.83	\$86,663.03

Table 4 – Annual Enterprise GIS Costs



2.2 Agency Benefit Assessment

The agencies reviewed have seen relatively insignificant benefits from GIS usage because of both their limited support capacity and small association with geographic phenomena. GIS has been used by a few individuals within the agencies, but most of the benefits have been provided from other supporting agencies that have a constant involvement with GIS. These are discussed in the following sections.

2.2.1 Existing GIS Benefits

The existing benefits realized have been determined for each agency by analyzing the effort needed to perform a task with GIS in comparison to the time spent without GIS. This examination allows each benefit to be measured in terms of time, which have been then recomputed to dollars that are realized annually. Each of the existing benefits currently being realized have been summarized by agency below and have 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.

Agency	Auditor's Office
Description	Responsible for special projects handed down from the council and understanding issues associated with councilmanic districts and new projects.
Time Benefits (Annual)	\$135.80 (4 hours)

Agency	Board of Appeals
Description	Hears appeals for all agencies with the exception of property taxes, and personnel salary.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Board of Elections
Description	Determines the boundaries of voter precincts locations of polling places and handles the logistics necessary for holding elections by providing materials to polling places.
Time Benefits (Annual)	\$5,024.60 (148 hours)
Other Benefits (Annual)	\$1,600.00 (Revenue from selling maps)
Total Benefits:	\$6,624.60



Agency	Department of Aging
Description	Nursing homes and assisted living facilities are monitored through semiannual inspections and complaint responses. Transportation services are provided to the elderly.
Time Benefits (Annual)	N/A (This agency does not use GIS enough to provide benefits)

Agency	Department of Corrections
Description	Responsible for helping released offenders, understanding offender demographics and socioeconomic characteristics, managing home detentions, and community service placement.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Department of Social Services
Description	Support is given to the Collaborative Supervision and Focused Enforcement program, provides over 6000 rent subsidies to low income families or elderly/disabled persons, and is responsible for connecting children with foster care.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Executive Office
Description	Handles complaints, issues, and questions received from the public and community associations.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Human Resources
Description	Responsible for managing employee records, recruiting new job applicants, training new hires, and handling workplace issues.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Law Office
Description	Supports litigation matters with evidence.
Time Benefits (Annual)	\$15,124.73 (445.5 hours)



Agency	Liquor Board
Description	Responsible for assigning liquor licenses and inspecting businesses for compliance. Personnel also answer questions from the public regarding the locations of businesses with liquor licenses and the availability of liquor licenses within an election district.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Local Management Board
Description	Monitors indicators related to child well-being.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	Office of Budget and Finance
Description	Interested in the properties that the County owns or that could be acquired and properties that are up for tax sales. Concept plans are occasionally developed within the agency to communicate potential development plans for a property.
Time Benefits (Annual)	\$9,370.20 (176 hours)

Agency	Office of Workforce Development
Description	Responsible for matching employees up with employers.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	People's Counsel
Description	Defends the zoning laws of the County.
Time Benefits (Annual)	\$11,101.65 (327 hours)



Agency	Sheriff's Office
Description	Responsible for the service of warrants and summons, as well as posting signs informing of the sale of a property.
Time Benefits (Annual)	N/A (This agency is not using GIS)

Agency	State's Attorney
Description	Maps are used in court cases as supporting evidence or to illustrate a geographic issue.
Time Benefits (Annual)	\$1,222.20 (36 hours)

Table 5 – Existing GIS Benefits by Program



Total Annual GIS Benefits Summary			
Time Benefits Summary (By Activity):	Hours Saved	Labor Rate (Avg)	Annual Time Benefits
Auditor's Office	4	\$33.95	\$135.80
Board of Appeals	N/A	\$33.95	N/A
Board of Elections	148	\$33.95	\$5,024.60
Department of Aging	N/A	\$33.95	N/A
Department of Corrections	N/A	\$33.95	N/A
Department of Social Services	N/A	\$33.95	N/A
Executive Office	N/A	\$33.95	N/A
Human Resources	N/A	\$33.95	N/A
Law Office	445.5	\$33.95	\$15,124.73
Liquor Board	N/A	\$33.95	N/A
Local Management Board	N/A	\$33.95	N/A
Office of Budget and Finance	276	\$33.95	\$9,370.20
Office of Workforce Development	N/A	\$33.95	N/A
People's Counsel	327	\$33.95	\$11,101.65
Sheriff's Office	N/A	\$33.95	N/A
State's Attorney	36	\$33.95	\$1,222.20
Total Time Benefits:	1236.5	\$33.95	\$ 41,979.18
Other Benefits Summary (By Agency):			
			Annual Other Benefits
Board of Elections – Revenue from Selling Election Maps			\$1,600.00
Total Other Benefits:			\$1,600.00
Grand Total Annual Benefits: \$43,579.18			

Table 6 – Total Annual GIS Benefits



Each of the benefits for the agencies listed in section 4 have been depicted in the figure below, which provides a clear picture of the areas that are receiving the most benefits from GIS usage.

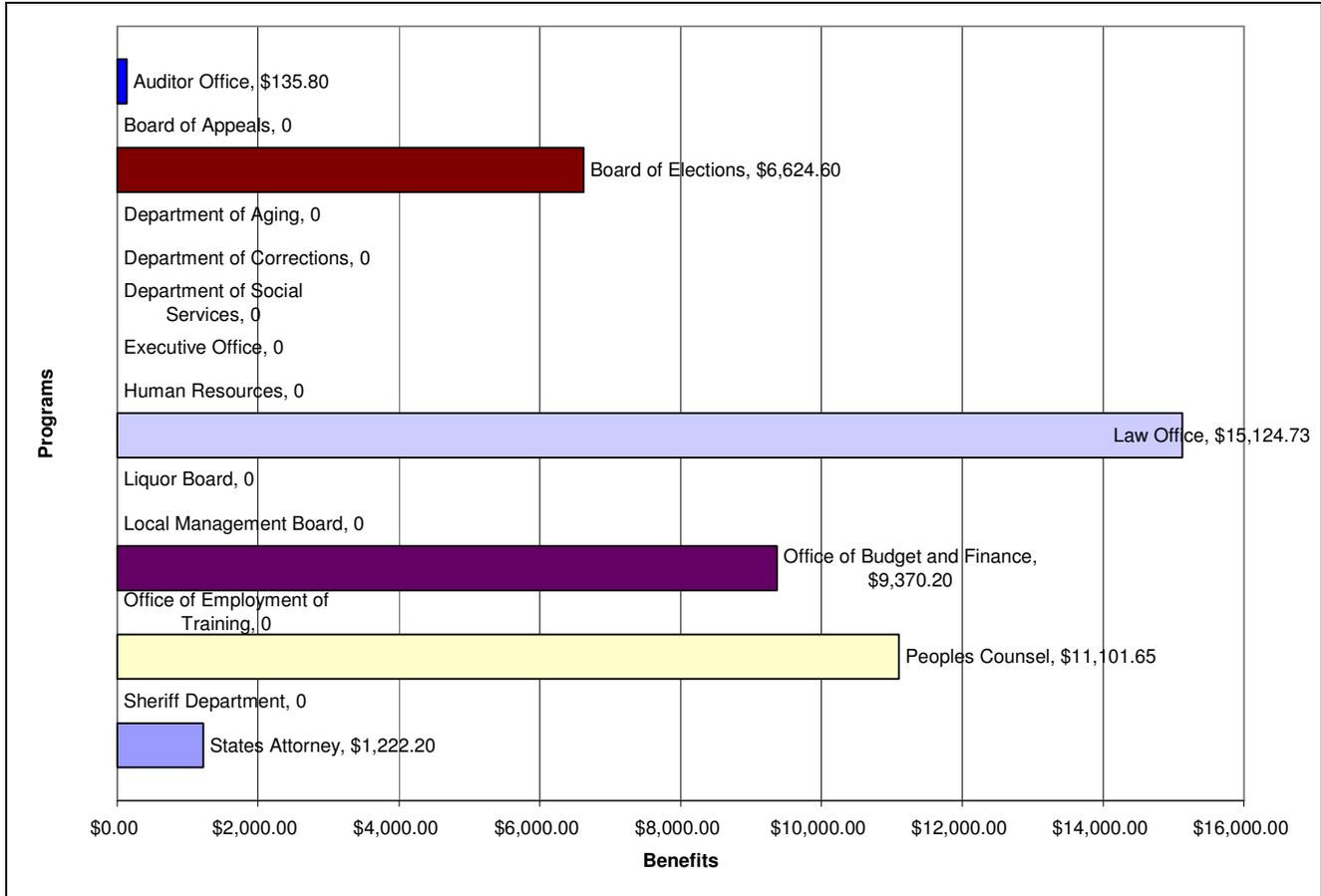


Figure 1 – Miscellaneous Agency GIS Benefits

Each of the agencies that actively utilize the support given by OIT, namely the Board of Elections, the Law Office, the Office of Budget and Finance, and the People’s Counsel, have seen the most benefits out of the agencies reviewed. The remainder of the agencies have seen little to no benefits, corresponding with the lack of GIS use within the agencies.



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3 GIS Utilization and Recommendations

3.1 GIS Utilization Analysis

GIS is being used modestly within the agencies reviewed, due primarily to the limited concentration on spatial events. A few agencies are generally utilizing the capabilities of other agencies to obtain maps needed for various business processes. These maps are generally used for visual analysis and communication of the spatial characteristics of areas across the County. There are very few individuals trained on GIS, producing a reliance on other agencies in some instances and constraining the capabilities of a few agencies. Some agencies are using the ArcIMS web mapping applications hosted by OIT, but most agencies are not using any of the GIS applications provided by the County. Only core enterprise datasets are being used and there are no datasets being maintained.

Agency	Directly Accesses and Uses GIS	Accesses GIS Services from OIT (or other Agencies)
Auditor's Office	X	X
Board of Appeals		
Board of Elections	X	X
Department of Aging		
Department of Corrections		
Department of Social Services		X
Executive Office		
Human Resources		X
Law Office	X	X
Liquor Board		X
Local Management Board		X
Office of Budget and Finance	X	X
Office of Workforce Development		X
People's Counsel	X	X
Sheriff		
State's Attorney	X	X

Table 7 – GIS Utilization Summary

Agencies that access the County's GIS data and products through desktop ArcGIS or MyNeighborhood ArcIMS applications from their desktop have been identified with an 'X' in the 'Directly Accesses and Uses GIS' column.

Agencies that access GIS services, data or map products provided by OIT or other GIS-enabled agencies (such as DEPRM, Police, Planning, etc..) are identified with an 'X' in the 'Accesses GIS Services from OIT'. These agencies either do not have the capacity to perform their own GIS work or would not use GIS enough to maintain a dedicated GIS specialists. OIT should



work with these agencies to give an overview of additional services available from the GIS lab and be available to support the mapping and analysis needs of these agencies.

3.1.1 GIS Personnel

GIS specialists and GIS-trained personnel are not prominent within the various agencies reviewed. Most GIS support is provided by OIT and other principal GIS-enabled agencies, such as DEPRM, DPW, and the Police Department.

Some agencies have already invested in providing GIS training through the Computer Training Center in the Office of Information Technology for 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)
52	2	12

Table 8 – GIS Personnel Training

The majority of the classes provided to the department have been for basic GIS training, corresponding to the basic straightforward geographic needs of most of the agencies. Any further investment in training should be followed through with skill reinforcement and usage of the system to ensure the skills are transferred from the classroom into the business activity performed.

3.1.2 GIS Data Usage

The agencies reviewed use very few of the GIS datasets provided by OIT’s ArcSDE services via the County WAN and no datasets maintained within the agencies. These datasets are used primarily for map production and visualization purposes. The datasets used by the agencies are listed in the table below:

GIS Data Layer	Used by # Agencies
Orthophoto (2005)	5
Street Centerlines	5
Cadastral	4
Railroads	2
Buildings	1
Councilmanic Districts (2002)	1
Orthophoto (2002)	1
Contours	1
Roads	1
Zoning	1

Table 9 - Data Usage



3.1.3 GIS Applications Usage

GIS applications are generally not currently being used by personnel in the agencies reviewed. There are a few agencies that have taken advantage of the MyNeighborhood web mapping application and ArcGIS software being provided by the County. There is also one agency using MapInfo to perform geocoding and mapping functions. Other web map services, such as MapQuest, are used for determining routing and finding directions.

3.1.4 GIS Database Maintenance

There are no GIS Database Maintenance activities within the agencies reviewed.

3.1.5 Assessment of Business Process with GIS

GIS is not being used or is being used in a very limited manner to support the business processes of the agencies reviewed. Of the agencies using GIS, the application has been introduced to handle ancillary issues of a small number of business processes, such as creating maps to show to customers or to answer simple geographic questions. GIS involvement in each of these activities business processes are discussed in the table below.

Program	Business Process Assessment
Auditor's Office	ArcGIS is used to determine what councilmanic district and address is in. The user enters an address into the system. A location is returned, which is used to visually determine what councilmanic feature the address resides in.
Board of Appeals	GIS is not used within the agency.
Board of Elections	ArcGIS is used by OIT to provide Elections maps required by the State of Maryland. MyNeighborhood is used to verify addresses and minimize site visits required to investigate proximity of voter residence to precinct boundaries.
Department of Aging	MapInfo is used to at least once annually make maps for special projects or senior centers. 15,000 senior center client addresses are geocoded every 3-4 years.
Department of Corrections	GIS is not used within the agency.
Department of Social Services	GIS is not used within the agency.
Executive Office	GIS is not used within the agency.



Program	Business Process Assessment
Human Resources	GIS is not used within the agency.
Law Office	Maps produced by OIT are occasionally used as evidence for property/ boundary disputes or to aid in location reference. The MyNeighborhood web mapping application is used to research legal transactions that are in negotiations and preparation of legal documents.
Liquor Board	GIS is not used within the agency.
Local Management Board	GIS is not used within the agency.
Office of Budget and Finance	ArcGIS is used to create maps to show the locations of properties and the inherent landscape characteristics and relationships with other properties.
Office of Workforce Development	GIS is not used within the agency.
People’s Counsel	Maps are viewed and printed from the MyNeighborhood web application, which are used to show the zoning of a location. OIT also uses ArcMap to create maps showing the zoning of a location and supporting basemap reference information.
Sheriff’s Office	GIS is not used within the agency.
State’s Attorney	Maps are used in court cases as supporting evidence or to illustrate a geographic issue. Some ways that these maps are used include: showing distance between items or locations, supporting and officer of witness testimony, explanation of the crime, and understanding the crime scenario in spatial terms.

Table 10 - GIS Integration with Business Processes, by Agency

The involvement of GIS in specific activities is discussed more thoroughly in section 4. There are several ways GIS could be integrated more efficiently into business processes, which are discussed in detail in section 3.2.4.



3.2 GIS Needs Assessment

3.2.1 Applications

Most of the needs of the personnel interviewed can be met with the existing applications offered by the County. However, there are two general applications that could be incorporated that would provide addition support and benefits to a few agencies.

- Advanced Geostatistical Package** – An application could be provided that allows for advanced spatial analysis and statistical reporting that are needed by several of the agencies focusing on social issues with a geographic nature. The Department of Social Services and Local Management Board have fairly complex phenomena to analyze, with have many variables that can influence action taken by the agency. Crime, income level, housing status, race, and other demographic variables can each be analyzed in a multivariate spatial fashion, in order to understand the variables that are more significant. This knowledge can help focus support and services on geographic areas with greater need. This project, currently known as the Data Collaborative project, is underway and the end result of the implementation should result in a planned rollout and training for all potential users of the application.
- Redistricting Software** – The boundaries of the within the Board of Elections are continually updated. These boundaries are revised to reflect changes in underlying population data. An application could be incorporated that automatically creates new boundaries based on some input data, decreasing the amount of time spent manually updating these features during Precinct Identification Process (see Section 4.3.4). This application could also be used within the Police Department; see this agency chapter for more information.

3.2.2 Data

There are several datasets that could be developed to support the needs of various agencies. Some of these datasets are listed in the table below. These datasets may also provide value to other agencies.

Dataset	Limitation	Agencies That Could Benefit From Data
Population Growth	Does not exist	<ul style="list-style-type: none"> Auditor’s Office
Volunteers of Department of Aging	Does not exist	<ul style="list-style-type: none"> Department of Aging
Employer/ Business Location	Does not exist	<ul style="list-style-type: none"> Department of Corrections
Community Service Program	Does not exist	<ul style="list-style-type: none"> Department of Corrections
Job Applicant Residence	Does not exist	<ul style="list-style-type: none"> Department of Corrections Human Resources Office of Workforce Development



Dataset	Limitation	Agencies That Could Benefit From Data
County-owned Property	Does not exist	<ul style="list-style-type: none"> • Law Office • Office of Budget and Finance
Easements	Does not exist	<ul style="list-style-type: none"> • Office of Budget and Finance
Zoning Case History	Does not exist	<ul style="list-style-type: none"> • People’s Counsel
Warrants	Does not exist	<ul style="list-style-type: none"> • Sheriff

Table 11 - Datasets That Need to be Created

3.2.3 Training

Most of the personnel within the agencies reviewed have not had exposure to GIS or training within the applications. These individuals could benefit from some basic training in GIS. This would allow for agencies to handle their own map production, as well as tailor GIS to meet the unique needs of the agency. This training could be customized for the agency specific needs and could be provided by OIT staff using the Computer Training Center facilities.

3.2.4 Best Practices

There are several ways that were initially determined for the agencies to take advantage of best practices that have been implemented by other agencies or counties with similar business processes. These are:

Department Of Aging

- **Decrease Reliance on Unsupported Software** - MapInfo is being used to support several business processes within the Department of Aging. The agency should try to incorporate the DataQuery or standard ArcGIS applications into these activities as at least a supplementary software package, if not a total replacement. Although MapInfo does provide several relatively insignificant benefits, these are outweighed by the expert training, support, and data provided by OIT for the ArcGIS software package. In addition, more complex analysis tools will be made available by introducing the application.

Department of Social Services

- **Access Web Mapping Services** – Real-time data provided from HUD could be accessed from web mapping services. This would allow for the Department of Social Services to be able to view housing locations in relation to HUD designated boundaries. These web-mapping services could be incorporated into existing GIS applications, or accessed from an internet mapping application provided by the County through ArcIMS.

3.2.5 Communication and Agency Coordination

Although some agencies are have corresponded with OIT about the GIS capabilities within the County, communication involving GIS matters could be improved. OIT could act as an information



clearinghouse, actively participating in a GIS awareness activity to make users within every agency knowledgeable of the services provided by the County. Each agency that has a potential to expand the system to realize benefits should consider identifying one staff member to serve as the GIS liaison and participate in the GIS Committee meetings.

Agency coordination appears to be effective within the agencies reviewed. Each agency that currently takes advantage of the services available from the County has shown appreciation for the services provided from OIT's GIS lab. The formal process for handling requests appears to be responsive and helpful, which offers a collaborative approach to conducting business within each agency.

3.3 Recommendations

Most of the agencies reviewed 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 County'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 the agencies 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 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 of each agency.

3.3.1.1 Quick Deployment

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

Opportunity 1: Introduce GIS to Agencies

As noted earlier, there are few agencies currently using GIS. Some of the agencies would benefit from having access to GIS data and applications. The table below summarizes the state of the current usage, an assessment of the need for GIS products, and a determination of whether GIS support should be provided within the County:



Agency	Current GIS Utilization		Potential Opportunity For GIS Expansion	
	Directly Accesses and Uses GIS	Accesses GIS Services from OIT (or other Agencies)	Ability of Agency to Expand GIS Usage	Degree of Opportunity (Low, Medium, High)
Auditor's Office	X	X	X	Low
Board of Appeals	N/A	N/A	N/A	N/A
Board of Elections	X	X	X	Medium
Department of Aging			X	High
Department of Corrections			X	Medium
Department of Social Services		X	X	High
Executive Office			X	Low
Human Resources		X	X	Low
Law Office	X	X	X	Low
Liquor Board		X		Low
Local Management Board		X	X	High
Office of Budget and Finance	X	X		Low
Office of Workforce Development		X	X	Low
People's Counsel	X	X		Low
Sheriff's Office			X	Low
State's Attorney	X	X		Low

Table 12 – GIS Utilizations and Potential for Future Expansion

GIS Utilization and Expansion Opportunities

Current GIS Utilization -The agencies marked with an 'X' in the 'Directly Accesses and Uses GIS' column utilize the desktop ArcGIS or MyNeighborhood ArcIMS applications to access the County's GIS data and products.

Agencies that access GIS services, data or map products provided by OIT or other GIS-enabled agencies (such as DEPRM, Police, Planning, etc..) are identified with an 'X' in the 'Accesses GIS Services from OIT'. These agencies either do not have the capacity to perform their own GIS work or would not use GIS enough to maintain a dedicated GIS specialist. OIT should work with these agencies to give an overview of additional services available from the GIS lab and be available to support the mapping and analysis needs of these agencies.

Potential Opportunity for GIS Expansion – Agencies that have a potential to expand their current usage and activities with GIS have been identified with an 'X' in the 'Ability of Agency to Expand GIS Usage' column. These agencies may need additional services from OIT in order to expand their GIS utilization. For agencies that may be able to integrate GIS technology into their business process, the agency should obtain at least one copy of the



DataQuery application and associated personnel should receive training for this software. This will decentralize GIS support that is currently available from OIT, alleviating the dependency on the resources available external to the agency. Introducing this program will also increase the general awareness of GIS potential and reveal additional ways that GIS can support business processes.

Degree of Opportunity - The Degree of Opportunity gives an ordinal measurement for defining the amount of benefits that should be realized by introducing GIS to each program. Agencies categorized as 'Low' will generally not see many benefits from using GIS. There may be one or two activities in the agency that could benefit from occasional use of GIS. 'Medium' degrees of opportunity could see more benefits from GIS, but it is not critical to their business processes. Agencies with 'High' categorization are considered to have business processes that critically need GIS to perform operations. These agencies are either not performing activities because GIS is unavailable, or are expending much more resources than necessary to complete activities.

Rollout Plan

The agencies categorized as 'Medium' and 'High' degrees of opportunity, namely the Board of Elections, Department of Corrections, Department of Aging, and Department of Social Services, should be considered as top priority for introducing GIS. OIT should work with these agencies to introduce the GIS capabilities of the County. If there is an interest shown by the agency in incorporating GIS, then a formal needs assessment should be conducted to uncover the business processes that are in need of GIS applications and data. This should lead to a business plan that outlines the software, data, and training necessary to meet the needs of the personnel within the agency. OIT should support each agency where necessary in implementing the plan, including providing county applications (such as ArcGIS or ArcIMS), access to county-owned data, and training of personnel.

Opportunity 2: Police Data Sharing

The Police Department could post data to a location available to the enterprise. The ArcSDE enterprise database could be used to host data that is not sensitive, and other secure servers or databases could be used to host sensitive data. This database would need to be continually maintained and updated as modifications are made to the data. This would decrease the reliance of the Department of Social Services and Local Management Board on the Police Department and increase data communication between the agencies.

3.3.1.2 Additional Investment Opportunities

Opportunity 1: Develop Job Applicant Dataset

A dataset should be developed that shows the locations of job applicants and current employees residences. This dataset can be developed at relatively little expense to the County using existing data and will be used by several agencies, including Department of Corrections, Human Resources, and the Office of Workforce Development. The address point data provided by the County can be used to accurately geocode addresses that are currently held in a relational database by Human Resources or Employment and Training. This data could include



information about the demographics of an individual, date of hire, and industry. Agencies could use this information to focus recruitment to areas that have had a successful hire rate, saving the County money spent on hiring and training.

3.3.2 Mid-term Recommendations & Potential Benefits

Opportunity 1: Elections Asset Management System

An asset management system could be developed to record the locations of assets such as polling books and computers that are used to support elections. This information could be used to determine the location of existing assets and manage the deployment of these assets to the appropriate polling places. GIS data could be used in this effort to record the location of assets in storage or that have been deployed. This could help ensure that materials reach their destination in a timely manner.



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 Auditor's Office

4.1.1 Auditor's Office – Miscellaneous

Activity: Auditor's Office – Miscellaneous																	
Overview:																	
The Auditor's Office is responsible for special projects handed down from the County Council, responding to public inquiries, budget analyses, revenue forecasts, and quarterly digests. Personnel are specifically concerned with understanding issues associated with councilmanic districts and new projects.																	
Interviewee(s) Providing Information:																	
Michele Ganjon, Liz Irwin																	
Applications:																	
<ul style="list-style-type: none"> ArcGIS 																	
Data:																	
<ul style="list-style-type: none"> Councilmanic Districts (2002) Orthophoto (2005) Street Centerlines 																	
Process with GIS:																	
ArcGIS is used to determine what councilmanic district an address is in. The user enters an address into the system. A location is returned, which is used to visually determine what councilmanic feature the address resides in.																	
Process without GIS:																	
Paper maps would need to be gathered. The street would have to be looked up and the address would need to be visually interpolated along a street segment. This could be used to determine the councilmanic district that the address is within.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS saves time and money spent researching the location of addresses.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>0.16</td> <td>0.08</td> <td>0.08</td> <td>48</td> <td>4</td> <td>\$135.80</td> </tr> </tbody> </table>						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)	0.16	0.08	0.08	48	4	\$135.80
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)												
0.16	0.08	0.08	48	4	\$135.80												
Annual Benefit: \$135.80																	



Areas for Improvement:
None determined.
New Opportunities:
<ul style="list-style-type: none">• GIS could be used to enumerate and analyze geographic entities within councilmanic districts. Orthophotography and planimetric data could be used as basemap information for reference purposes. This could offer a better understanding of the location of assets and projects within these districts.• GIS could be used in the capital budget process to determine where new projects are located in relation to existing assets. The locations of schools, police stations, fire stations, and public works facilities could be visualized on a map in relation to the location of new projects. This could give a better understanding of the requirements of new projects.• GIS could be used to understand how population growth is occurring within the County, in order to determine revenue that may be gained from new property owners. Data could be gathered from state of public university departments, or outputted from a land use change model. This could offer a more accurate estimate of the locations of new revenue.
Benefits of Pursuing New Opportunities:
<ul style="list-style-type: none">• GIS could offer a better understanding of the spatial characteristics of entities within councilmanic districts and for new projects.• GIS could give more accurate population growth estimates.



4.2 Board of Appeals

4.2.1 Board of Appeals – Miscellaneous

Activity: Board of Appeals – Miscellaneous																	
Overview:																	
The Board of Appeals handles appeals cases, but does not use GIS or geographic information.																	
Interviewee(s) Providing Information:																	
Kathleen Bianco																	
Applications:																	
GIS is not used within the agency to support this activity.																	
Data:																	
GIS is not used within the agency to support this activity.																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>						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	N/A	N/A	N/A
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	N/A	N/A	N/A												
Annual Benefit: \$ N/A																	
Areas for Improvement:																	
None determined.																	
New Opportunities:																	
None determined.																	
Benefits of Pursuing New Opportunities:																	
None determined.																	



4.3 Board of Elections

4.3.1 Board of Elections – Voter Precincts Mapping

Activity: Board of Elections - Voter Precincts Mapping																	
Overview:																	
Personnel are responsible for determining the boundaries of voter precincts locations of polling places. These areas are mapped and distributed to election districts in hardcopy format and available to the public via the MyNeighborhood website. The Office of Information Technology produces an Elections Map Series for the Board of Elections on a two-year cycle. The map series includes 6 Congressional Maps, 8 Councilmanic maps and 9 Legislative maps, along with one of each district map at a Countywide scale. Additionally, OIT produces a Countywide election district map.																	
Interviewee(s) Providing Information:																	
Craig Patterson																	
Process with GIS:																	
The Process with GIS begins with updating the voter precincts, polling places and general layers in the map series. This requires approximately 8 hours of effort to update the associated layers. Once the fundamental layers are updated, each countywide district map document and all the associated data layers are updated and produced requiring approximately 4 hours each. Once the countywide maps are complete, the individual district maps are updated requiring approximately 1 hour each.																	
Updating Database / Map Layers (precincts, polling places, anno) = 8 hours 3 Countywide Maps – 4 hours each = 12 hours 20 “District-Level” Maps – 1 hour each = 20 hours																	
Total Time with GIS: 40 hours																	
Process without GIS:																	
Without GIS, the maps would be produced using manual cartographic techniques and would require approximately 5 times the effort to produce the products. The reproduction process would also be cumbersome.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS saves time and money spent compiling maps.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>200</td> <td>40</td> <td>160</td> <td>.5</td> <td>80</td> <td>2,716.00</td> </tr> </tbody> </table>						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)	200	40	160	.5	80	2,716.00
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)												
200	40	160	.5	80	2,716.00												



Other Benefits: \$1,600.00
The Board of Elections sells the Countywide Map series for \$20.00 per plot to citizens and campaign personnel. The map sales are a State of Maryland Requirement. The Board of Elections sells approximately 80 maps per year.
Annual Benefit: \$4,316.00
Areas for Improvement:
<ul style="list-style-type: none">• None Noted.
New Opportunities:
<ul style="list-style-type: none">• None Noted.
Benefits of Pursuing New Opportunities:
<ul style="list-style-type: none">• GIS could offer a better understanding of the spatial characteristics of entities within councilmanic districts and for new projects.• GIS could give more accurate population growth estimates.



4.3.2 Board of Elections – Logistics

Activity: Board of Elections - Logistics																	
Overview:																	
Board of Elections handles the logistics necessary for holding elections by providing materials to polling places. Individuals rely on trucks to deliver voting machines. Computers and polling books are also delivered to these locations.																	
Interviewee(s) Providing Information:																	
Craig Patterson																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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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	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	
New Opportunities:																	
<ul style="list-style-type: none"> A routing application could be used to effectively route trucks to polling locations. This application could use the transportation network data provided by the County to determine the most effective routing of a set of vehicles. This could save time and money spent on travel and help ensure that the materials being delivery arrive in a timely manner. An asset management system could be developed to record polling books and computers and allocate these assets to appropriate polling places. GIS data could be used in this effort to record the location of assets in storage or that have been deployed. This could help ensure that materials reach their destination in a timely manner. 																	



Benefits of Pursuing New Opportunities:

- GIS could save time and money spent on travel.
- GIS could help ensure that materials reach their destination in a timely manner.



4.3.3 Board of Elections – Voter Address & Precinct Verification

Activity: Board of Elections - Voter Address & Precinct Verification
Overview:
Personnel are responsible for driving to sites to confirm areas with zip code issues and house numbers on a street that is bisected by a voter precinct. The staff are using ArcIMS to validate addresses and locations of voter residence, which has resulted in a decrease in field visits by personnel.
Interviewee(s) Providing Information:
Craig Patterson, Diana Moran
Applications Used:
<ul style="list-style-type: none"> ArcIMS
Process with GIS:
ArcIMS is used to verify the addresses and zip codes of voter residence addresses. The use of ArcIMS has eliminated approximately 50% of all site field visits. Therefore, we would save 50% of the 136 hours per year spent performing site visits (detailed below in the Process Without GIS), therefore saving 68 hours per year.
Process without GIS:
<p>Without GIS and the use of ArcIMS, all discrepancy issues would require a field visit by two individuals (one to drive and the other to log house numbers). On average, a site visit requires 4 hours per person, however this time is an estimate based on the distance to where they have to travel and how long the fieldwork investigation takes.</p> <p>During Redistricting (every 10 years), there are many issues which require field work almost daily for six months out of the work year. This can be calculated as 20 work days per month x 6 months = 120 work days x 8 hours per day (4 hours for 2 staff members) = 960 hours. To factor this ten-year cycle on an annual basis would calculate as 960 hours / 10 = 96 hours per year.</p> <p>During the other 9 years between redistricting cycles, there are usually only approximately 5 issues per year requiring a field visit. Therefore, this would be calculated as 5 site visits x 8 hours (4 hours for 2 staff members) = 40 hours per year</p>
Total Staff Hours w/o GIS: 136 hours per year
Benefits Assessment: (H, M, L) Identify confidence level
<ul style="list-style-type: none"> High



Benefits to Using GIS for this 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)
136	68	68	1	68	\$2,308.60
Annual Benefit: \$2,308.60					
Areas for Improvement:					
None Noted.					
New Opportunities:					
<ul style="list-style-type: none"> Leverage the Facilities geodatabase and the address point based addresses to help improve the site/address investigation process. 					
Benefits of Pursuing New Opportunities:					
<ul style="list-style-type: none"> Potentially more site visits could be eliminated as a result of the better address information available for the investigation process. 					



4.3.4 Board of Elections – Precinct Identification Process

Activity: Board of Elections - Precinct Identification Process																	
Overview:																	
Personnel are responsible for identifying the corresponding precinct that a new development and streetname (provided from the Fire Department) resides within after the Board of Elections is notified of the changes.																	
Interviewee(s) Providing Information:																	
Craig Patterson, Diana Moran																	
Process with GIS:																	
GIS is currently not being used for this activity.																	
Process without GIS:																	
<p>Without GIS, the Board of Elections staff have taken all the pages of an ADC map book and taped them together. This map was then hung on the wall and the Board of Elections staff transposed and drew the precinct boundaries onto the wall map. This wall map is preferred because it has more detail and all the streets are named.</p> <p>As a new development or street name is provided from the Fire Department, the ADC wall map is used to identify which precinct the new feature is part of and associated to. This map is also used to locate and find schools and churches for possible precinct polling sites.</p>																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>						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	N/A	N/A	N/A
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	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
<ul style="list-style-type: none"> GIS is not used within the agency to support this activity. 																	



New Opportunities:

- GIS could be used to automate the process by providing an ArcIMS website with the voter precinct district layer and other GIS datasets (including geocoding capabilities) to allow for a quick review and identification of precinct numbers.
- GIS could be used to search for the nearest school, church, fire station, or other facility that may serve as a polling place venue. Buffering the precinct or location in GIS and locating all instances of a specific type of facility within a certain distance could generate the initial identification of the candidates. This list would still require review, field visits and comparisons to validate other criteria.
- Leverage the Facilities geodatabase and the address point based addresses to help improve the site/address investigation process. This dataset can also be used in the site location process for polling place identification.

Benefits of Pursuing New Opportunities:

- Potentially more site visits could be eliminated as a result of the better address information available for the investigation process.
- Board of Elections staff would be able to answer inquiries or identify a precinct without walking to the ADC wall map
- Board of Elections staff would not have to reconfigure the ADC wall map for new streets or changed district boundaries, because the GIS would be updated automatically by the enterprise layers.



4.4 Department of Aging

4.4.1 Department of Aging – Nursing Homes/ Assisted Living

Activity: Department of Aging – Nursing Homes/ Assisted Living																	
Overview:																	
Nursing homes and assisted living facilities are monitored through semiannual inspections and complaint responses. The location of these facilities is important for managing and conducting field visits.																	
Interviewee(s) Providing Information:																	
Judy Cook, Mike Lehmoth, Norma Nash, Patti Madigan, David Reter																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>						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	N/A	N/A	N/A
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	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	
New Opportunities:																	
<ul style="list-style-type: none"> GIS could be incorporated within the agency to support resource deployment and transportation routing. The locations of facilities could be mapped and corresponded with inspection schedules. Facilities that need to be inspected could be allocated by proximity analysis to field agent. 																	
Benefits of Pursuing New Opportunities:																	
<ul style="list-style-type: none"> GIS could save time and money spent inspecting facilities. 																	



4.4.2 Department of Aging – County Ride Transportation

Activity: Department of Aging – County Ride Transportation																	
Overview:																	
CountyRide is Baltimore County’s paratransit service comprised of 24 buses able to accommodate 12 ambulatory and two wheelchairs each. It is designed to serve county residents 60 years of age and over, handicapped residents age 21-59, and those living in the rural area of the County of any age.																	
Interviewee(s) Providing Information:																	
Judy Cook, Mike Lehmuth, David Reter																	
Process with GIS:																	
The County’s GIS is not used within the agency to support this activity. The agency accesses GIS through their in house Trapeze system.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> • High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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N/A	N/A	N/A	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	
New Opportunities:																	
<ul style="list-style-type: none"> • GIS data could be imported into the application, reducing the time (3-4 hours per week) spent maintaining the current data. The facilities database should contain all of the information needed about a resident’s address/ location and common destinations categorized by type. Currently, Department of Aging staff maintain a Trapeze-based street centerline layer and facility layer duplicating The 911 Center efforts. • An Automatic Vehicle Location (AVL) system could be incorporated into the Trapeze software, allowing the location of each vehicle to be monitored in real-time. This could allow for better fleet management and save time and money spent traveling. 																	



Benefits of Pursuing New Opportunities:

- GIS could save time and money spent maintaining data.
- GIS/ GPS could save time and money spent traveling.



4.4.3 Department of Aging – Miscellaneous

Activity: Department of Aging – Miscellaneous																	
Overview:																	
Involves several miscellaneous activities that used or have need of geographic information. Baltimore County volunteers is a service coordinated by the agency that could benefit from understanding the location of volunteers in order to improve recruiting. Maps are made of various issues, including Community Outreach clients, Rebuilding Together project homes, and senior centers.																	
Interviewee(s) Providing Information:																	
Judy Cook, Mike Lehmoth, Norma Nash, Patti Madigan, David Reter																	
Process with GIS:																	
MapInfo is used to occasionally make maps. 15,000 senior center client addresses are geocoded every 3-4 years.																	
Process without GIS:																	
Hardcopy maps would have to be gathered, copied, and pasted. The locations of addresses would need to be plotted on the maps.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
Maps not made frequently enough to provide benefits.																	
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N/A	N/A	N/A	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
<ul style="list-style-type: none"> ArcGIS should be introduced as a replacement to MapInfo for all map production and geocoding activities. Personnel should be trained on this software and made aware the availability of data provided by the County. This could provide added software support to the agency from OIT and enhance the analysis capabilities of personnel. 																	



New Opportunities:

- The address point dataset within the facilities database could be used to geocode client's addresses, giving a more accurate representation of the location than using street centerlines to geocode.
- Maps could be developed showing the residences of volunteers. Cluster analysis could be performed to determine where volunteers are coming from, in order to focus recruitment efforts better.
- Maps could be provided to the public as static files or through a web mapping service. These maps could be used by volunteers or clients, in order to understand where services and facilities are located.

Benefits of Pursuing New Opportunities:

- GIS could give a more accurate location of spatial data.
- GIS could improve communication between the public and the agency.
- GIS could improve spatial analysis conducted.
- GIS could help recruiting efforts of the agency.



4.5 Department of Corrections

4.5.1 Department of Corrections – Inmates

Activity: Department of Corrections – Inmates																	
Overview:																	
The Department of Corrections is responsible for helping released offenders, understanding offender demographics and socioeconomic characteristics, managing home detentions, and community service placement. Each of these duties relies on geographic information that is currently maintained as addresses for data that includes offenders, community service programs, and job placement locations.																	
Interviewee(s) Providing Information:																	
Randy Menztel, Sharon Tyler																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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N/A	N/A	N/A	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be used to help match released offenders with employers. Maps could be used to find employers that are accessible to the offender via mass transportation or that are within a short distance. This would require the addresses of employers and offenders to be mapped, and transportation data be made available for network analysis. GIS could help narrow the focus of employer matching by providing a filter based on location.
- GIS could help understand where offenders live when released, in order to aid law enforcement in targeting crime prevention strategies. The demographics of the inmate, and other information gathered by the department, such as gang affiliation, could be mapped with the geocoded location of an offender's address.
- GIS could help improve home and job checks of offenders in home detention by grouping caseloads by geographic proximity. There are approximately 30-40 inmates in home detention, and each are visited twice per month. The locations of inmate's homes and jobs would need to be geocoded by address.
- GIS could help place offenders in community service programs. Maps could be used to find programs that are accessible to the offender via mass transportation or that are within a short distance. This would require that the addresses of programs and offenders be mapped, and that transportation data be made available for network analysis. GIS could help narrow the focus of community service programs matching by providing a filter based on location.

Benefits of Pursuing New Opportunities:

- GIS could help match released offenders with employment and community service.
- GIS could help target crime prevention strategies.
- GIS could save time and money spent performing home and job checks of offenders in home detention.



4.5.2 Department of Corrections – Correction Facility Management

Activity: Department of Corrections – Correction Facility Management																	
Overview:																	
The Department of Corrections could use geographic information to recruit new applicants for correctional careers and locate new facilities.																	
Interviewee(s) Providing Information:																	
Randy Menztel, Sharon Tyler																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	
New Opportunities:																	
<ul style="list-style-type: none"> GIS could help target recruitment of new job applicants. This recruitment could be focused to areas where applications have historically come from. The addresses of previous applicants would need to be geocoded and mapped. GIS could be used to determine suitable locations for new correctional facilities. Information such as cadastral data, orthophotography, and zoning data could be used to find sites of acceptable size and proximity to other land uses. This information could be used to communicate the location to the public and stakeholders. 																	



Benefits of Pursuing New Opportunities:

- GIS could help focus recruiting.
- GIS could be used to determine suitable sites for new facilities.
- GIS could improve communication between the public and County officials.



4.6 Department of Social Services

4.6.1 Department of Social Services - Collaborative Supervision and Focused Enforcement (CSAFE)

Activity: Department of Social Services - Collaborative Supervision and Focused Enforcement (CSAFE)					
Overview:					
Support is given to the Collaborative Supervision and Focused Enforcement program. Maps and geographic data are used to give an understanding of hotspots of various types of crime, such as substance abuse, domestic violence, and juvenile arrests, in order to effectively support prevention and mitigation strategies, such as addiction recovery, community mobilization, and nuisance abatement, in high profile areas.					
Interviewee(s) Providing Information:					
Nick D'Alessandro					
Process with GIS:					
GIS is not used within the agency to support this activity. Geographic data and maps are gathered from various departments within the County, especially the Police department. These maps are provided either in hardcopy or digital format and are used to analyze the spatial distribution of crimes in relation to the location of residential structures and social services.					
Process without GIS:					
GIS is not used within the agency to support this activity.					
Benefits Assessment: (H, M, L) Identify confidence level					
<ul style="list-style-type: none"> High 					
Benefits to Using GIS for this Activity:					
<ul style="list-style-type: none"> GIS helps personnel understand the spatial characteristics of DUIs, aiding in prevention and detection of these events. GIS saves time and money spent on data creation, map compilation, and analysis. 					
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	N/A	N/A	N/A
Annual Benefit: N/A					
Areas for Improvement:					
GIS is not used within the agency to support this activity.					



New Opportunities:

- GIS could be incorporated into the agency in order to allow personnel to conduct their own analysis and data compilation. Datasets that are not provided by other agencies could be developed to ingest into GIS, or existing addressed-based data within the agency could be geocoded for inclusion in GIS.
- The Police Department could post data to a location available to the enterprise. The ArcSDE enterprise database could be used to host data that is not sensitive, and other secure servers or databases could be used to host sensitive data. This database would need to be continually maintained and updated as modifications are made to the data. This would decrease the reliance of the agency on the Police Department and increase data communication between the agencies.
- The GeoDa software used by the police department, or other geostatistical packages, could be used to analyze patterns and trends in spatial data that are unique to the agency. This could give the agency a better understanding of the spatial relationships between data in order to provide better mitigation and prevention solutions.

Benefits of Pursuing New Opportunities:

- GIS could increase communication between agencies.
- GIS could provide a better understanding of the nature of spatial phenomenon.
- GIS could give personnel increased control over analysis and data compilation efforts.



4.6.2 Department of Social Services – Housing Office

Activity: Department of Social Services - Housing Office																	
Overview:																	
The Housing Office helps provide over 6000 rent subsidies to low income families or elderly/ disabled persons. The location of these residential structures are important to this activity. Individuals need to analyze the spatial relationships between housing and transportation, schools, employment centers, public assistance centers, etc., in order to recognize patterns, detect trends in movement, and understand accessibility to services. This information would allow the agency to effectively allocate resources and service customers.																	
Interviewee(s) Providing Information:																	
Lois Kramer, Mike Demidencko																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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N/A	N/A	N/A	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be introduced to the department so that individuals could use data to understand the spatial relationships between housing locations and various types of services and demographics in an area. This could help the agency better provide services to customers and allocate resources.
- Regional GIS data collected from neighboring jurisdictions and the state would be useful to understand where individuals are coming from and migrating. This could help with reporting the issues and understanding the trends in housing change.
- HUD data could be incorporated into the GIS as a web service or as a static dataset. This would allow for the agency to be able to view housing locations in relation to HUD designated boundaries.
- Data provided by the Family Investment division, including food stamps, welfare, childcare, health care, emergency services, etc., could be geocoded and incorporated in the GIS. This could give an understanding of how these issues are distributed spatially.

Benefits of Pursuing New Opportunities:

- GIS could help provide better services to customers.
- GIS could help allocate resources more effectively.
- GIS could help report the spatial and demographic characteristics of housing.
- GIS could provide a better understanding of the nature of spatial phenomenon.



4.6.3 Department of Social Services – Foster Care

Activity: Department of Social Services – Foster Care																	
Overview:																	
The Foster Care unit is responsible for connecting children with foster care. Individuals also recruit and train foster care parents and license group foster homes. The locations of the origins of children, foster homes, and services are important to the agency for allocating resources, assigning children to homes, and understanding trends and patterns of child movement.																	
Interviewee(s) Providing Information:																	
Lois Kramer, Mike Demidencko																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be introduced to the department to help map the locations of children and foster homes. This could improve the placement of children by positioning them in a home close to their current residence. GIS could also improve the allocation of the 150 field workers who each inspect 2-4 foster homes per day.
- Foster home addresses could be geocoded to create spatial data to be used within the GIS. This could give a spatial representation of this information.
- GIS could be used to understand where volunteers are located, in order to improve recruitment activities by focusing them in these areas.
- Regional GIS data might be beneficial, since children and foster homes could be located across the state. This would give a broader view of the data currently provided by the County.
- GIS data could be stored temporally, allowing for the history of a child's movement to be tracked. This would allow for an understanding of how foster care is changing and moving over time.

Benefits of Pursuing New Opportunities:

- GIS could help provide better services to customers.
- GIS could help allocate resources more effectively.
- GIS could improve recruitment activities.
- GIS could provide a better understanding of the nature of spatial and temporal phenomenon.



4.7 Executive Office

4.7.1 Executive Office – Constituent Services and Office of Communication

Activity: Executive Office – Miscellaneous																	
Overview:																	
The Executive Office handles complaints, issues, and questions received from the public and community associations. These issues are shared with the executive and delegated to the responsible agency. Staff meet with communities to discuss issues, which occasionally use maps provided by the Office of Planning. Personnel also develop publications and design video and photographic media. Maps are occasionally received from OIT and DEPRM to incorporate into these various media formats.																	
Interviewee(s) Providing Information:																	
Cathy Bevins, Bryan Dunn																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
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N/A	N/A	N/A	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be used within the agency to develop maps that fit the look and feel of each unique publication. Giving designers access to GIS allows for freedom in making important design decisions that a GIS specialist might not be aware of or capable of performing. This could result in better designed publications.
- GIS could be used in video production to produce maps that highlight areas of interest, such as individual neighborhoods. This could allow for more informative videos.
- A web mapping service could be used by constituent services to search for an address of a caller. This would allow for the appropriate personnel to be notified of the issue and would make the call taker more informed.
- A centralized call-taking application with integrated GIS capability (i.e. CASS WORKS) could be implemented to help centralize all county communications from all departments (assuming an enterprise rollout of the application).

Benefits of Pursuing New Opportunities:

- GIS could improve design.
- GIS could improve constituent services.
- GIS could provide more informative videos.
- GIS could help streamline reporting on issues and enable a quicker diagnosis of problems reported by constituents allowing staff to see trends and identify root causes of problems with spatial analysis.



4.8 Human Resources

4.8.1 Human Resources – Employee Administration

Activity: Human Resources – Employee Administration																	
Overview:																	
Human Resources is responsible for managing employee records, recruiting new job applicants, training new hires, and handling workplace issues (such as violence or sexual harassment).																	
Interviewee(s) Providing Information:																	
Mark Ewing, Jo Anne Krach																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
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Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be used to provide maps to new employees showing the locations of facilities. This could make these employees more informed and reduce the chance of these individuals getting lost.
- GIS could be used to give a visual representation of the distribution of personnel among the various County facilities. This could help plan training or other events by giving an idea of where suitable locations would be to be accessible to the largest number of employees.
- GIS could be used to determine where job applicants reside, in order to locate training in buildings that are the most accessible by these individuals. This could reduce the amount of travel time and money spent by applicants.
- GIS could help target recruitment of new job applicants. This recruitment could be focused to areas where applications have historically arrived. The addresses of previous applicants would need to be geocoded and mapped. Demographic information could also be used to target specific groups of people that are of interest for a type of job. This could help narrow the focus of recruitment to those types individuals that have been successful in the past, potentially reducing the amount of money that is spent on training and the hiring process.
- GIS could help look up the location of addresses for new hires, in order to ensure that the tax cards are registered in the proper jurisdiction. This could save time and money spent researching these addresses.

Benefits of Pursuing New Opportunities:

- GIS could improve recruitment efforts.
- GIS could save time and money spent researching address locations.
- GIS could save time and money spent by applicants and employees traveling to event locations.



4.9 Law Office

4.9.1 Law Office – Legal Support

Activity: Law Office – Legal Support
Overview:
The Law Office supports litigation matters with evidence. Maps produced by OIT are occasionally used as evidence for property/ boundary disputes or to aid in location reference. The MyNeighborhood web mapping application is used to research legal transactions in negotiations and preparation of legal documents.
Interviewee(s) Providing Information:
Amy Grossi
Application:
<ul style="list-style-type: none"> • MyNeighborhood ArcIMS
Data:
<ul style="list-style-type: none"> • Street Centerlines • Railroads • Orthophoto (2005) • Orthophoto (2002) • Cadastral
Process with GIS:
ArcGIS is used to create maps by symbolizing GIS data, annotating features, and compiling supporting information on the map. Sample types of maps produced to support the litigation included: <ol style="list-style-type: none"> 1. Baltimore County/AT&T identified Property Maps Along the CSX and Amtrak rail line 2. AT&T cable marker location Maps. 3. Amtrak Row Track maps 4. Row Track maps
Process without GIS:
Hardcopy maps would need to be gathered, copied and pasted. Some features would need to be manually drawn in on each map.
Benefits Assessment: (H, M, L) Identify confidence level
<ul style="list-style-type: none"> • High



Benefits to Using GIS for this Activity:					
GIS saves time and money spent compiling maps.					
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)
6.5	1	5.5	81	445.5	\$15,124.73
Annual Benefit: \$15,124.73					
Areas for Improvement:					
None determined.					
New Opportunities:					
<ul style="list-style-type: none"> A County-owned property layer would benefit this activity by giving a reference for locating properties that are the responsibility of the County. This layer could contain the responsible agency and a reference to additional information located on digital plats. This would save time and money spent researching these properties and coordinating with PDM. 					
Benefits of Pursuing New Opportunities:					
<ul style="list-style-type: none"> GIS could save time and money spent researching County-owned property information. 					



4.10 Liquor Board

4.10.1 Liquor Board – Liquor License Regulation

Activity: Liquor Board – Liquor License Regulation																	
Overview:																	
The Liquor Board is responsible for assigning liquor licenses and inspecting businesses for compliance. Personnel also answer questions from the public regarding the locations of businesses with liquor licenses and the availability of liquor licenses within an election district.																	
Interviewee(s) Providing Information:																	
Chaunte Thomas																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>						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	N/A	N/A	N/A
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	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	
New Opportunities:																	
<ul style="list-style-type: none"> A map could be created within GIS showing the locations of businesses with liquor licenses. This could be posted to the agency website so that the public can access it, potentially reducing the number of calls received by the agency from citizens. This could save the County time and money spent handling public inquiries. A map could be created within GIS showing the boundaries of election districts. This could be posted to the agency website so that the public can access it, potentially reducing the number of calls received by the agency from citizens about where election districts are located. This could save the County time and money spent handling public inquiries. 																	



Benefits of Pursuing New Opportunities:

- GIS could save time and money spent handling public inquiries.



4.11 Local Management Board

4.11.1 Local Management Board – Child Well-being

Activity: Local Management Board - Child Well-being																	
Overview:																	
<p>The Local Management Board (LMB) monitors indicators related to child well-being. Data from various sources and in various formats is analyzed, leading to recommendations on how resources should be allocated. Personnel are interested in the availability and accessibility of different services, including mentoring, respite services, skill development youth out of school programs, mental health counseling, therapy, and substance abuse treatment, in order to determine the need for new services based on existing and projected populations.</p> <p>The major constraint to the use of GIS by the Local Management Board is the availability of information from the main organizations in the County. LMB has to request information and data from specific sources, however responsiveness, consistency, accuracy and usability of the data is always an issue and a concern that impacts the ability to utilize GIS for analysis and decision making.</p>																	
Interviewee(s) Providing Information:																	
Roe Davis, Mary Pace, Don Schlimm, Lisa Wyckoff																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>						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	N/A	N/A	N/A
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	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be used to disaggregate data based on population and residential building density. This would allow for data that is currently gathered from different sources in various formats to be reaggreated to a common enumeration unit, such as a Census block. This would allow for spatial correlations and regressions to be performed in order to understand the relationships between different spatial data. This is a planned activity to begin when the Data Collaborative ArcGIS toolset is completed and available for usage.
- Addresses of services could be geocoded in order to understand the location of these services and determine where gaps or overlaps in services may be occurring. This could help in the allocation of new services or reallocation of existing services by geographic area. This could also help procure funds for state agencies by including maps in funding requests to relay the needs more effectively.
- The addresses of children of interest could be geocoded to understand where these individuals are and where they are going to. This could help understand where services need to be focused.

Benefits of Pursuing New Opportunities:

- GIS could help give an understanding of where services should be focused.
- GIS could help procure funding.



4.12 Office of Budget and Finance

4.12.1 Office of Budget and Finance – County Property

Activity: Office of Budget and Finance - County Property
Overview:
The Office of Budget and Finance is interested in the properties that the County owns or that could be acquired, in order to understand where future County services might be located. There is also interest in investigating tax sale properties for which the County became the default tax sale certificate holder. This investigation and analysis is performed to determine if it would be in the best interest of the County to initiate legal foreclosure actions.
Interviewee(s) Providing Information:
George Klunk, Keith Dorsey, Bob Franke, Ed Blades
Data:
<ul style="list-style-type: none"> • Contours • Orthophoto (2005) • Railroads • Roads • Street Centerlines • Zoning
Process with GIS:
ArcGIS is used to create maps to show the locations of properties and the inherent landscape characteristics and relationships with other properties.
Process without GIS:
Hardcopy maps would need to be gathered and copied and pasted. Features would need to be manually symbolized and annotated.
Benefits Assessment: (H, M, L) Identify confidence level
<ul style="list-style-type: none"> • High
Benefits to Using GIS for this Activity:
<ul style="list-style-type: none"> • GIS saves field visits (2 hours each) for concept plans 100% of the time (18 - 24 times per year). • GIS saves field visits (2 hours each) for tax sales 90% of the time (28 annually x .9 = 26 annually). • GIS saves time and money spent creating maps.



Task	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)
Create Maps	4.5	.5	4	45	180	\$6,036.00
Field Visits	2	0	2	47	96	\$3,259.20
Total						\$9,295.20
Annual Benefit: \$9,295.20						
Areas for Improvement:						
None determined						
New Opportunities:						
<ul style="list-style-type: none"> • A dataset showing the locations of County-owned property would benefit this activity. This would save time and money spent researching the locations of these properties. • A dataset showing the location of easements would benefit this activity. This would save time and money spent researching the locations of these features. 						
Benefits of Pursuing New Opportunities:						
<ul style="list-style-type: none"> • GIS could save time and money spent researching the location of County properties and easements. 						



4.13 Office of Workforce Development

4.13.1 Workforce Development– Employment

Activity: Office of Employment & Training - Employment																	
Overview:																	
The Office of Workforce Development is responsible for matching employees up with employers. Personnel are interested in understanding the profile of existing and potential employees, in addition to the nature of businesses within the County, in order to effectively connect the two with each other.																	
Interviewee(s) Providing Information:																	
Betty Racicot, David Berney																	
Process with GIS:																	
GIS is not used within the agency to support this activity.																	
Process without GIS:																	
GIS is not used within the agency to support this activity.																	
Benefits Assessment: (H, M, L) Identify confidence level																	
<ul style="list-style-type: none"> High 																	
Benefits to Using GIS for this Activity:																	
GIS is not used within the agency to support this activity.																	
<table border="1"> <thead> <tr> <th>Staff Hours w/o GIS (Manual)</th> <th>Staff Hours with GIS</th> <th>Difference</th> <th>Annual # Iterations Per Year</th> <th>Total Hours Saved Using GIS</th> <th>Annual Time Savings Benefit (Based on \$33.95/hr)</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>						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	N/A	N/A	N/A
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	N/A	N/A	N/A												
Annual Benefit: N/A																	
Areas for Improvement:																	
GIS is not used within the agency to support this activity.																	



New Opportunities:

- GIS could be used to determine how the location of a job affects an applicants decision to take a job. The location of existing employee's addresses could be geocoded and a spatial autocorrelation technique could be used to determine what the influence of a job's location has on these employees. This could help determine how much focus should be put on the location of a business when referring applicants to specific jobs.
- GIS could be used to give the locations of businesses. The facilities geodatabase could be related to information about the business, including the number of employees and their job classifications. This information could be analyzed against transportation data to give an idea of the accessibility of a business. An application could be developed that searches for a business of a given type, within a specific distance or time of an applicant. This could help position applicants with businesses that are appropriate for each individual.
- GIS could be used to determine the best location for a new office for the agency and to allocate resources within this new office. The new office could be positioned so that the distance that an applicant needs to travel is minimized. The addresses of existing applicants could be geocoded and analyzed against potential building sites.
- GIS could be used to map jobseeker customers by demographics such as age, gender, ethnicity, education, occupational skill sets, occupational goals, employment status and residency.

Benefits of Pursuing New Opportunities:

- GIS could determine the importance that transportation distance/ time is for an applicant that is applying for a job.
- GIS could be used to better position job applicants into new jobs.
- GIS could be used for site analysis of new agency offices, need for services and partnership.
- GIS could be used to identify potential employees to meet labor market demand by geographical location.



4.14 People’s Counsel

4.14.1 People’s Counsel – Zoning Laws

Activity: People’s Counsel – Zoning Laws
Overview:
The People’s Counsel defends the zoning laws of the County. Personnel present evidence in trials to show how new development might have a negative impact on the community. This evidence can include maps showing the location and zoning for an area.
Interviewee(s) Providing Information:
Rebecca Meile
Applications:
<ul style="list-style-type: none"> • MyNeighborhood ArcIMS
Data:
<ul style="list-style-type: none"> • Cadastral • Contours • Orthophoto (2005) • Street Centerlines
Process with GIS:
Maps are viewed and printed from the MyNeighborhood web application, which are used to show the zoning of a location. OIT also uses ArcMap to create maps showing the zoning of a location and supporting basemap reference information.
Process without GIS:
Hardcopy maps would need to be gathered. These maps would then need to be copied and pasted to cover the area of interest. Annotation and feature symbology would need to be manually drawn on each map. Field visits would also be necessary most of the time to determine property characteristics.
Benefits Assessment: (H, M, L) Identify confidence level
<ul style="list-style-type: none"> • High
Benefits to Using GIS for this Activity:
<ul style="list-style-type: none"> • GIS saves time any money spent creating maps. • GIS saves field visits 95% of time for zoning determinations



Task	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)
MyNeighborhood	0.56	0.12	0.44	182	80	\$2716.00
Maps	1.13	0.25	0.88	110	97	\$3293.15
Field Visits	2	0	2	75	150	\$5,092.50
Total						\$11,101.65
Annual Benefit: \$11,063.46						
Areas for Improvement:						
None determined.						
New Opportunities:						
<ul style="list-style-type: none"> A Zoning Case history dataset would benefit this activity. Having information about the zoning history of a property could eliminate the need to work with PDM to retrieve this information. This could save time and money spent researching this information. 						
Benefits of Pursuing New Opportunities:						
<ul style="list-style-type: none"> GIS could save time and money spent researching zoning history. 						



4.15 Sheriff's Office

4.15.1 Sheriff's Office - Transportation

Activity: Sheriff's Office - Transportation					
Overview:					
The Sheriff's Office is responsible for the service of warrants and summons, as well as posting signs informing of the sale of a property. 22 officers travel to approximately 30 addresses per day to complete this work with warrant and transportation squads traveling throughout Baltimore County and the state of Maryland throughout the week and weekends. Hardcopy ADC maps are used by the officers to find addresses and determine directions.					
Interviewee(s) Providing Information:					
Captain Darrin Granger, Colonel Robert Haukdale					
Process with GIS:					
GIS is not used within the agency to support this activity.					
Process without GIS:					
GIS is not used within the agency to support this activity.					
Benefits Assessment: (H, M, L) Identify confidence level					
<ul style="list-style-type: none"> High 					
Benefits to Using GIS for this Activity:					
GIS is not used within the agency to support this 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)
N/A	N/A	N/A	N/A	N/A	N/A
Annual Benefit: N/A					
Areas for Improvement:					
GIS is not used within the agency to support this activity.					
New Opportunities:					
<ul style="list-style-type: none"> A database could be designed showing information about warrants, including the location, date served, name of served, court date, etc. This could be used to map warrant locations and track the status of warrants. Maps could be developed for the officers in the field to show where the addresses are for the warrants needing to be served. These maps could also show the court date for each warrant, in order to prioritize the service of the warrants. This could save travel time of the officer. 					



Benefits of Pursuing New Opportunities:

- GIS could help save travel time.
- GIS could help understand the geographic nature of warrant distribution.



4.16 State's Attorney

4.16.1 State's Attorney

Activity: State's Attorney					
Overview:					
Maps are used in court cases as supporting evidence or to illustrate a geographic issue. Some ways that these maps are used include: showing distance between items or locations, supporting an officer or witness testimony, explanation of the crime, and understanding the crime scenario in spatial terms.					
Interviewee(s) Providing Information:					
Brendon Bengermano, Elisa Poole					
Data:					
<ul style="list-style-type: none"> • Cadastral • Orthophoto (2005) • Street Centerlines 					
Process with GIS:					
OIT uses ArcMap to create maps showing the location and supporting basemap reference information.					
Process without GIS:					
Hardcopy maps would need to be gathered. These maps would then need to be copied and pasted to cover the area of interest. Annotation and feature symbology would need to be manually drawn on each map.					
Benefits Assessment: (H, M, L) Identify confidence level					
<ul style="list-style-type: none"> • High 					
Benefits to Using GIS for this Activity:					
<ul style="list-style-type: none"> • GIS saves time and money spent creating maps. 					
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)
.75	0.25	0.5	72	36	\$1,222.20
Annual Benefit: \$1,222.20					
Areas for Improvement:					
<ul style="list-style-type: none"> • None determined. 					
New Opportunities:					
<ul style="list-style-type: none"> • None determined. 					



Benefits of Pursuing New Opportunities:

- N/A



5 Short-form Online Questionnaires

Agency Administration
Name Donna Morrison
Job Title Deputy Administrative Officer

What County programs do you manage or support?

Council Action Requests

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

Executive & Administrative Office Budgets - Prepare Budgets and Analyze expenditures County Council Documents - Coordinate all agency Council Action Requests to the Council for Admin. Dry Run, Worksession, & Leg. Mtgs. Personnel Tickets, PRFs. Oversee payroll Oversee Administrative Document Log Prepare Dept. Head Meeting Briefings & Agenda General office mgmt. OIT Steering Committee, ITAC Committee & EGov Computer Security Liaison Training Liaison Solid Waste Citizens Review Committee

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

60% Council 10% Budget 10% Department Head Issues 10% Office Administration & Personnel 10% Committees

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

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

Council district maps Attachments to Council Legislation

Please provide any additional comments you have regarding the use of GIS technology.



Agency Administration

Name George Gay

Job Title Labor Commissioner

What County programs do you manage or support?

None

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

I negotiate labor agreements for the County Executive with the unions representing employees of Baltimore County. I interpret for the County the collective bargaining agreements with each of the labor unions. I hold grievance hearing as provided for in the Memorandums of Understanding with the six labor unions.

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

75% for negotiations and interpretation of the agreements. 25% for grievance hearings

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

NO

Do you provide data products or services to other agencies or the public?

NO

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

Unknown

Please provide any additional comments you have regarding the use of GIS technology.



Agency Aging
Name Barbara Korenblit
Job Title Manager, Community Outreach

What County programs do you manage or support?

The Community Outreach Program - this program, staffed by 10 case managers, provides casework services to seniors 60 years of age and older, who live in the community. The case managers assess clients' needs, link them to benefits and services, and monitor the implementation of the care plan.

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

1. Hire, train and supervise the case managers. 2. Attend meetings and trainings. 3. Provide consultation to staff within the department and outside the department of clinical issues regarding community clients. 4. Represent the Department on the Baltimore County Mental Health Advisory Council. 5. Represent the Department on the Vulnerable Adult Assistance Network interagency committee. 6. Support the Department's emergency operations in coordination with the County's EOC. 7. Chair the Mental Health Work Group within the Department of Aging. 8. Hire, train, supervise Office Assistant. 9. Provide presentations on aging-related topics to professional and community groups. 10. Compile service delivery and other reports for state and federal authorities.

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

1. 80% 2. 5% 3. 2% 4. 3% 5. 1% 6. 1% 7. 2% 8. 2% 9. 5% 10. 3%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

I occasionally ask for maps. For example, I have currently requested a map showing locations of all of our clients in one area of the County so that we can re-align workers' geographical catchment areas.

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

I have used this rarely (see #15 above)

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

I would like to be able to map client individual residences, which will assist with caseload assignments and also will help in cases of a localized emergency (hurricane, power outage, etc.). I would also like to be able to map senior apartment buildings, for the same reasons.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Aging
Name David Reter
Job Title Office Automation Tech

What County programs do you manage or support?

County Ride transportation

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

Transport of senior & Disabled

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

100

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Yes TO fine clients location. To help talk driver in to location

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

n/a

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Yes, Trapeze software

Do you use or produce hardcopy or digital maps to perform your daily job?

n/a

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

Yes I add street to the Trapeze maps

Briefly list the activities that you perform using GIS.

Mapping

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

n

Please provide any additional comments you have regarding the use of GIS technology.



Agency Aging
Name Judy Cook
Job Title Computer Operations Coordinator

What County programs do you manage or support?

I am the supervisor for the Computer Operations Unit of the Department of Aging. My unit is responsible for PC support, network support, database management, web coordination, computer training, grant program data collection and data entry, NAPIS (federal grant) reporting, and computer security.

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

(1)Liaison to State Department of Aging and County OIT for computer and data management functions. (2)Analyze and develop systems to automate departmental functions. Evaluate potential technology alternatives for implementation. Compile data from multiple sources for grant applications, agency plans and special projects. (3)Supervise Database Manager in the design of automated PC database systems and data entry operations for Aging mainframe database. (4)Supervise LAN administrator in the implementation and management of network systems and PCs for 21 sites used by the Department of Aging. (5)Supervise Computer Training Liaison in development and implementation of training plans for Aging personnel.

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

(1)10% (2)20% (3)30% (4)25% (5)15%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

Sometimes. When Department of Aging employees want maps of facilities or client data, I use MapInfo to develop maps for them. My office also uses such information (usually MapQuest) if client addresses need to be

Do you provide data products or services to other agencies or the public?

Not GIS data. I sometimes provide data in response to requests for information on Baltimore County's aging population. Sometimes I refer them to other sources (such as census data) for this information. Sometimes they request data that is compiled by my office, such as the number of seniors who use our Senior Centers.

Do you perform any GIS data maintenance activities?

I am not sure. The only maintenance we do is to update our client records if we have to map them. For example, I was asked to map a particular worker's clients because they wanted to reassign some of them to another worker. When the addresses did not geocode, I checked them and made the corrections to our

Briefly list the activities that you perform using GIS.

Create maps for Department of Aging staff upon request.

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

database. Our volunteer office (Baltimore County Volunteers) is not presently using maps, but could consider using them for emergency preparedness functions.



Please provide any additional comments you have regarding the use of GIS technology.

I would like to be able to use the County GIS system to produce maps of clients/participants who we serve, if we can do this without affecting the security of our data.



Agency Aging
Name Kenya Johnson
Job Title Medicaid Waiver Program Manager

What County programs do you manage or support?

I manage a home and community based service program. The program provides an alternative to nursing home placement, by providing supportive services to remain in their private home or assisted living facility.

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

I am responsible for the day to day administration of the older adult waiver program. I am also the direct supervisor of approx. 12 case managers who perform in-home assessments of all applicants and individuals enrolled in the program. I

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?

No.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes. The case managers perform in-home assessments. They frequently use MapQuest or a map of Baltimore County to locate the homes of new clients.

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

Yes. The case managers perform in-home assessments. They frequently use MapQuest or a map of Baltimore County to locate the homes of new clients. Additionally, we would like to create maps that identify where our clients are located. We would like to do the same for our assisted living providers.

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

The clients we serve are medically compromised. It would be great if we could create maps to identify the locations of all of our clients. These maps could be used to provide information to the EOC during emergency situations. It should be nice to create maps of certain service providers, so the case managers can make appropriate referral based on the providers proximity to the client's home.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Aging
Name Laura Riley
Job Title Division Chief

What County programs do you manage or support?

Medicaid Waiver for Older Adults Senior Information and Assistance Senior Resources Caregivers Support Services Long-Term Care Ombudsman Community Outreach Services BCDA Emergency Operations Coordination

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

Division Chief Oversee operations of the programs mentioned in Number 11

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

80%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

not currently

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

not currently

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

not currently

Do you use or produce hardcopy or digital maps to perform your daily job?

not currently

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

none

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

mapping of client residences for emergency response and planning purposes for allocation of resources
mapping of nursing homes and assisted living facilities for planning and emergency response

Please provide any additional comments you have regarding the use of GIS technology.

We have a vast database of client data that I believe would be useful if mapped for the assigning of staff and emergency responding.



Agency Aging
Name Michael Lehmuth
Job Title Long Term Care Ombudsman Program Manager

What County programs do you manage or support?

Long Term Care Ombudsman Program- Advocacy program that protects the rights and promotes the well being of nursing home and assisted living residents.

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

1. Manage/Supervise a team of 6 human service workers who investigate complaints filed on behalf of nursing home and assisted living residents. There are 47 nursing homes and over 350 assisted living facilities in Baltimore County. In addition to complaint investigation, all nursing homes are monitored/visited at least monthly. Assisted living facilities are monitored as needed, but no less than twice per year. 2. Serve as Emergency Operations Center (EOC)Alternate Representative for the Department of Aging. Respond to and staff EOC during times of emergency or disaster as directed by the Office of Homeland Security and Emergency Management. Provide support, direction, and assistance, as needed, as it might specifically relate to an older citizen.

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

1. 90% 2. 10%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

No.

Do you provide data products or services to other agencies or the public?

No.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

Do not use GIS.

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

The mapping of all long term care facilities in Baltimore County would be very help as an overlay map that could be viewed during an activation of the emergency operations center. During a regional disaster/emergency, the map would enable emergency personnel to view immediately which facilities were located in the affected area, which would help determine which resources would need to be deployed.



Also, there is a very high concentration of assisted living facilities located on the West side of the County. If the homes were mapped, it would make it easier to assign program staff to a cluster of homes, which would maximize program efficiency, in terms of mileage and time spent making site visits. These maps would help the agency identify large clusters of vulnerable populations throughout the County.

Please provide any additional comments you have regarding the use of GIS technology.

I see the use of GIS technology as a tremendous benefit to our agency. I hope that my recommendations can be explored further. Thank you.



Agency Aging
Name Norma J. Nash
Job Title Deputy Director

What County programs do you manage or support?

In charge of operations for a Dept. of 268 employees. Supervise CountyRide, IT, Administrative functions in the Dept.

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

Administration, Policy, Crisis Intervention, Supervision

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

50 percent 10 percent 10 percent 30 percent respectively

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

DataQuery when available

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

Services to the public (elderly) Coordinative role with other agencies working with elderly

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

Locate nursing homes, senior centers and interact, when appropriate, with Emergency Management

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

Availability of client data (where our clients live), target specific populations and densities

Please provide any additional comments you have regarding the use of GIS technology.

None



Agency Aging
Name Patti Madigan
Job Title Employment_Housing Manager

What County programs do you manage or support?

I manage Senior Employment and Housing services. Senior Employment Services- Over the next decade, the number of Americans age 55 or older will increase by almost 30 percent - they will be working well beyond the traditional age of retirement. The goal of the Department of Aging is to provide employers and mature jobseekers with the resources needed to address the changing workforce. Senior AIDES Program- Project Director In the Senior AIDES program, Individuals age 55 and older are subsidized in part-time community service positions not to exceed 20 hours per week and are paid minimum wage. These positions enable host agencies to increase service to the community and give participants new or updated skills that will enable them to enter the competitive job Employment Services Employers seeking mature adults 55 or older for their business needs can register job postings free of charge. Visit the Baltimore County Department of Aging web site at www.seniorexpoonline.com and select link to Job Fair/Employment. Mature Workers are not obsolete; they are an on-going resource to you and your business. Senior Housing Program Manager Provide Regulatory oversight for all 5-15 Baltimore County Licensed assisted Living Homes. Assisted living is a program that offers housing and support services designed to meet the individual needs of people who need assistance with the activities of daily living but do not need the skilled medical care provided in a nursing home. Assisted living program promotes independence and dignity for residents. Family and friend participation is welcomed and part of care plan for residents. Subsidies Available for Residents of Assisted Living Group Homes. I also manage the Maryland Senior Assisted Living Group Home Subsidy Program. The Baltimore County Department of Aging announces the availability of subsidy funds for residents currently living in subsidy approved Senior Assisted Living Group Homes (5-15 beds) in the County. The Senior Assisted Living Group Home Subsidy Program provides financial assistance up to \$550 for eligible assisted living group home residents, age 62 and older. Monthly income for an individual cannot exceed \$2141 and assets cannot exceed \$11,000.

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

Supervise operations for Senior Employment-Management services. Interpret local, state and federal policy and procedures. Respond to client -constituent request, Administer trainings to staff, service providers and other state agencies, coordinate with federal and state agencies to meet all program mandates. attend state and national conferences, develop public business partnerships with employers, maintain day to day operations, participate in departmental 'special projects', promote encourage outstanding customer service delivery. other duties include staff development, project management, marketing, and coordination planning. manage day to day quality assurance in assisted living facilities.

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

25% management administration for employment-housing 25% supervision staff and program compliance 25% recertifications, program mandate reviews and budget requirements including payroll for over 85 persons 15% administration trainings, meetings, and con

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Yes, for housing and employment verifications.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Yes for school and housing locations including maps

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

yes, but I use map quest. I use spatial to identify housing emergency operations and preparedness

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes example is maintained on agency server and it maps all 76 residential housing , location regional based. no example included see Judy Cook for request.



Do you provide data products or services to other agencies or the public?

no services data or products. responsible for providing provide critical housing information for emergency preparation.

Do you perform any GIS data maintenance activities?

Annual update housing operation for emergency preparation.

Briefly list the activities that you perform using GIS.

Create maps locate County site information specific to locations

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

Increase GIS use for housing. Identify homes, and population data in case of emergency. Our population is the aging frail

Please provide any additional comments you have regarding the use of GIS technology.

I am not as trained as our I.T. staff but do see and welcome additional conversation to increase system.



Agency Board of Appeals
Name Kathleen Bianco
Job Title Administrator

What County programs do you manage or support?

The Board of Appeals is a quasi-judicial agency charged with conducting hearings of appeals filed from final orders of various County agencies, including, but not limited to, Permits & Development Management, Zoning Commissioner, Animal Hearing Board, etc. The Board functions much like a court, receiving appeals, scheduling hearings, conducting hearings and issuing orders which are then appealable to the upper courts of

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

As Administrator, I oversee the day-to-day operations of the Board, schedule hearings, grant/deny postponements, handle correspondence, meet with counsel and litigants, interpret and apply Board's rules to general operations and specific cases; generally perform the functions similar to those of a Clerk in the Circuit Court. In addition, I prepare and monitor the operating budget for the Board, prepare routine orders, and review orders prepared by Board members prior to issuance.

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

25% -daily office functions; reviewing appeals for prospective scheduling requirements 40% -responding to the public, County agencies, parties to actions before the Board, interpreting and applying rules of Board; reviewing postponement requests 15% -sc

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not as part of the function of the office itself. However, the Board may review GIS data but ONLY when submitted to it as part of an appeal hearing. The Board is not authorized to seek out evidence on its own, which would include GIS data not submitted to it on the record, but may utilize only that presented by the litigants during the course of a hearing.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

No. The Board, which includes office staff, would not produce any type of map for review but is authorized only to utilize evidence presented at hearing by the parties to a case.

Do you provide data products or services to other agencies or the public?

No.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

While the answer at this time would be 'none,' there's a possibility that GIS could be helpful in locating addresses for notice of hearing when such addresses are not provided or are incorrect. Not being certain how GIS really works, there's always the possibility that we are missing out on something that might be useful during daily operations (excluding map requests for particular cases).



Maryland.

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

This answer would relate back to question #17 - and I would be interested in knowing if anything is available that would assist in those areas where we use addresses for notice of hearings, deliberations and so forth.

Please provide any additional comments you have regarding the use of GIS technology.

The utilization of GIS technology by the Board of Appeals is limited as to requests from this agency. However, litigants, including the Office of People's Counsel, do utilize GIS services during the course of hearings.



Agency Budget & Finance
Name Ed Blades
Job Title Budget Analyst III

What County programs do you manage or support?

I manage the capital budget and the operating budgets of the Police Department, State's Attorney's Office, and Sheriff's Office.

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

(1)Capital and operating budget formulation and administration. (2)Organizational analysis. (3)Position control. (4) Duties as assigned.

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

(1) 60%. (2) 10%. (3) 15%. (4) 15%.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Yes. For specific projects orthos, topo, and property maps are used.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Use MyNeighborhood website but do not print from this due to poor quality. I go to the GIS center for maps to be produced.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes. Maps are used to review sites of capital projects or potential acquisition sites. Maps are also prepared by the Office of Planning for inclusion in the Capital Budget to show the location of a project.

Do you provide data products or services to other agencies or the public?

Products often shared with executive staff and public.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

None. Request GIS staff to perform work.

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

Unsure of additional uses at this time.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Budget & Finance
Name George Klunk
Job Title Property Manager

What County programs do you manage or support?

Capital Projects - construction of new buildings and renovation of existing buildings. Space management - manage leases, request for space, purchase and sale of properties.

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

Manage all programs listed in question number 9

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?

Yes, I use GIS data to generate site maps with aerial, topo and acreage. I use the data to identify potential sites for the purchase or sale of property within Baltimore County.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Yes, I use MyNeighborhood to pull up properties that come up for tax sale within Baltimore County.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes, through Baltimore County's GIS dept. we use hardcopy to perform our daily job.

Do you provide data products or services to other agencies or the public?

In order to develop conceptual development of the site I provide a hardcopy of the GIS plans for community meetings and various County agencies.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

Locate property to layout building and site concepts.

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

Currently, the GIS system as is meets my needs.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Budget & Finance
Name Robert J. Franke
Job Title Customer Service Manager

What County programs do you manage or support?

I am responsible for Cashiering Operations, Parking and Red Light Citations and Collections, Taxpayer Services, Transfer and Recordation, Alarm Reduction, and County Mailroom Operations. The cashiers are responsible for receiving and processing all payments coming in to the County. The Parking/Red Light Section is responsible for processing and maintaining all citation records and related collection efforts. The Transfer and Recordation Section is responsible for processing all requests for lien certificates and deed transfers to collect appropriate transfer and recordation taxes. Taxpayer Services is responsible for the entire real property tax process from issuing bills and delinquency notices, customer services, pre-pays, installment program, tax sale, etc. The Alarm Reduction team is responsible for monitoring all false alarm calls County-wide as reported by the police department and generating notices and invoices (collections) as required by County Code. The Mailroom operation handles all incoming and outgoing mail flowing through the US

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

I am responsible for ensuring the smooth and efficient operation of all of the above areas. I handle all escalated customer issues, executive inquiries, purchasing/procurement, personnel issues, budget monitoring

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

Taxpayer Services is about 40% Transfer/Recordation is about 20% Mailroom is about 20% Parking/Red Light is about 10% Alarm Reduction is about 5% Cashiers is about 5%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

When properties go to the annual tax sale for delinquent taxes, tax liens not acquired by private buyers are acquired by the County by default. If the properties are not redeemed by the owners, the County must decide if it wants to foreclose and take legal possession. One of the initial steps of making this determination is to request a GIS aerial photograph to assess the physical layout and positioning of the property with respect to adjoining properties, as well as to determine whether there are any existing structures on the property. As examples, some property parcels are 'land-locked' and inaccessible, making them of no value. Some properties also have run-down structures that are classified as historic and would require excessive spending by

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

I don't know.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

I don't know.

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes, we print out copies of the aerial photographs.

Do you provide data products or services to other agencies or the public?

Sometimes our images and property information is shared with the Director of Budget and Finance and/or the Law Office.

Do you perform any GIS data maintenance activities?

I don't think so.



Postal Service. etc. the County to rehabilitate.

Briefly list the activities that you perform using GIS.

As described in question 12. To locate properties usually by address if we have one. If we have no address, that creates a problem for us.

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

I would think usage by Land Acquisition (if not already), Law (in applicable situations), Maybe Building Services and Property Management.

Please provide any additional comments you have regarding the use of GIS technology.

More understanding of if we can search in ways other than property address. More information on our image printing options. Our information right now is limited so the process seems very complex. We have only one person who has participated in some GIS training.



Agency Communications

Name Malina Colon

Job Title Office Coordinator

What County programs do you manage or support?

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?

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Do you use or produce hardcopy or digital maps to perform your daily job?

Do you provide data products or services to other agencies or the public?

Do you perform any GIS data maintenance activities?

Briefly list the activities that you perform using GIS.

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.



Agency Corrections
Name Randy T. Mentzell
Job Title Commitment Manager

What County programs do you manage or support?

Jail Management System - Intake, Booking, Legal information, Sentencing information, Sentence Calculation, DNA, Social Security Eligibility, Sex Offender Registration, Court Transport, Release from Custody, Transfer of Custody, Mental Health custody, Demographics, Country of Origin (Homeland Security Information), Case Management, Work Release, Home Detention Orders, Security, Case Processing, Statistical Reporting and Analysis.

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

The Commitment Manager is responsible to review all records with regard to legal custody of inmates as well as provide reports to local, state, and federal government with regard to participation in mandated requirements of those offenders meeting appropriate criteria.

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

70%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

Yes DNA Social Security Eligibility Prisoners Transported to Court Country of Origin Reports We used to do a Hot Spots report that showed what zip codes inmates came from DHMH (Mental Hygiene) Reports Sentencing Statistical Report Waived Juvenile Report Prisoner Incarceration Report (To the Court) Population Count Report Homeless Report Inmate Averages and Totals Report Confined Population Statistical Report Work Release/Detail Report Home Detention Report

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

No

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

I believe we could report on our offenders by extrapolating their address information and placing that information in the various reports to show where our population resides, where most of the incarcerated



individuals come from, where those individuals who are juveniles reside, as well as those w/Mental Health Issues. We could also relate this to our Gang data to see in the population where these individuals come from.

Additionally I would think we could use the data to target population trends and match them with crime analysis and demographics and locations. We could also map where most of our employers come from for work release issues and our home detention population. We could also track offenders in custody on Civil Matters, or where domestic violence cases are etc.

Please provide any additional comments you have regarding the use of GIS technology.

I think the data would be valuable to the criminal justice community and we could work closer with police and sheriff on these issues.



Agency Corrections
Name Sharon Tyler
Job Title Program Manager

What County programs do you manage or support?

Coordinate all programs in the jail including religious services, recreation, library, education, social services, substance abuse, classification and pre-trial services. Coordinate community corrections programs of Work Release, Home Detention, Community Service and Treatment Alternatives for Street Crime (TASC)

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

Administrator, responsible for programs with supervisors under me who directly interact with staff.

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

Administration Activities - 85% Direct Supervision of Staff -15%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not at the present time.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

N/a

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

We currently track clients on Home Detention and Work Release. It would be helpful to be able to create maps of the locations of the inmates in the community to make job/home checks more efficiently. Also in Alternative Sentencing (Community Service and TASC) it would be helpful to be able to locate where the client base is in order to schedule additional resources.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Corrections
Name Thomas, Jerry Jr.
Job Title Correctional Sergeant

What County programs do you manage or support?

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

I gather gang intelligence within the department as well as supervise and manage custody staff.

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

Well for Gang intell its approx. 40% of my time and the remainder of my time is spent managing custody staff.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

N/A

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

N/A

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

N/A

Do you use or produce hardcopy or digital maps to perform your daily job?

N/A

Do you provide data products or services to other agencies or the public?

Yes, The Baltimore County Police Gang Unit. When I gather intell in reference to some gang activity within our facility; it's passed on to the police for intelligence purposes.

Do you perform any GIS data maintenance activities?

N/A

Briefly list the activities that you perform using GIS.

N/A

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

N/A

Please provide any additional comments you have regarding the use of GIS technology.

N/A



Agency Corrections

Name William R. Reineck Jr.

Job Title Lieutenant

What County programs do you manage or support?

We keep the bad guys locked up.

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

Administrative, Supervisory.

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

100%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

No.

Do you provide data products or services to other agencies or the public?

No.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

None.

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

None.

Please provide any additional comments you have regarding the use of GIS technology.

To my knowledge, this department does not use GIS at all.



Agency County Auditor
Name Elizabeth Irwin
Job Title Director, Fiscal & Policy Analysis

What County programs do you manage or support?

Budget, fiscal, and policy analysis to support the legislative branch

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

Manage a staff of 6 year-round and approximately 15 during peak budget analysis time in preparation of budget, fiscal, and policy analysis and draft Council legislation. My focus is on gaining a thorough understanding of a wide range of County government issues and applying my understanding to producing useful reports, analyses, and draft legislation for the County Council.

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

N/A

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not extensively, but see answer to #18.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Not extensively, but see answer to #18.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Not at this time.

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes. See answer to #18.

Do you provide data products or services to other agencies or the public?

See answer to #10.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

Create Countywide maps showing the capacity/service loads of various County government facilities (e.g., school capacity/enrollment). Locate the Councilmanic district numbers for specific addresses or facilities.

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

It would help me in my job if any/all available data on the capacities/performance levels of various County facilities/agency activities were included in the GIS database. I could also see myself utilizing GIS when surveying other jurisdictions for comparison analyses.

Please provide any additional comments you have regarding the use of GIS technology.

Field activities of agencies should be planned utilizing GIS (e.g., an agency that makes site visits should schedule its visits so as to minimize employee travel time, within whatever performance constraints exist for that activity). I would benefit personally from receiving a 'bible' that explains all the County-level data that are available and where to access them.



Agency County Auditor
Name Michelle Ganjon
Job Title Legislative Specialist

What County programs do you manage or support?

I support the County Auditor's Office for the County Council. My duties involve the capital budget analysis, special projects for the Council, economic data and reports.

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

Baltimore County Public Schools (BCPS) Capital Budget analysis: Includes the analysis of school enrollment and capacity data
 Capital Budget analysis: Analysis of the County's 6-year capital budget and program
 Special projects for County Council

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?

Occasionally - see question 18

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

NO

Do you use or produce hardcopy or digital maps to perform your daily job?

no

Do you provide data products or services to other agencies or the public?

Not generally. However, elementary, middle and high school maps showing school enrollment and capacity by individual school are available to the public during the budget analysis process. They are distributed to the County Council and may also be distributed to other agencies as required/requested.

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

I use GIS data/databases during the budget process (March through May) to assist with BCPS budget analysis - mapping current year enrollment and capacity data by individual school to determine overcrowding. I also use GIS data/databases data throughout the year for mapping of Councilmanic districts and roads (i.e., to look up a specific address or road for its corresponding Council district)

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

Although I cannot speak on behalf of the County, there are certainly many special projects within my own office that could benefit from increased use of GIS. In particular, special requests that come from Council members which vary by scope and nature.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Election Board
Name Craig Patterson
Job Title Office Automation Analyst

What County programs do you manage or support?

I am the LAN Administrator for Elections. I support the Voters Registration Database (MDVoters), Candidate Registration (ElekTrak), Hiring Election Judges (Mainframe). I edit the Baltimore County web site for Elections.

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

I support Desktops, Novell Server, and do network troubleshooting. Serve on Committees to implement new projects for the State Board of Elections and the County. I work with the State Board of Elections to implement Desktop Applications, such as MDVoters, and ElekTrak. I manage the purchasing and distribution of Department Computer inventory. I help to coordinate testing and distribution of Voting Equipment.

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

I spend about 25% of my week working on problems in MDVoters. I spend 15 to 20% working on ElekTrak during the Election season. I spend 5% working on Judges Books. Web site editing varies per the season, 10% on the off season and as much as 40% during the

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Yes, but not a lot. I support the Streets and Addresses to get data for district and precinct changes. This saves them from having to drive streets to see where new developments are added.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

We are using DataQuery.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

At the present time we are printing static maps from PDF files provided by Planning. I would like to see the Streets and Addresses Department using the GIS Computer to create projects for custom maps that are

Do you provide data products or services to other agencies or the public?

I do not myself. Streets and Addresses provides nonGIS (Spreadsheets, etc...)data to the Planning Department for changes in districts and Precincts.

Do you perform any GIS data maintenance activities?

No. I only support the Desktop Unit.

Briefly list the activities that you perform using GIS.

None. I support the machine in the office. and I am working with Diana to show her how to bring up data.

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

We would like to be able to provide better demographic information to Candidates. We need the mapping capabilities to set up routing for Precinct deliveries and map routes for Tech Support on Election Day (Quickly).

We would like to have easy access data about precincts(population, available building space, communication ports and available electric power) to determine the need for voting equipment, and plan logistics for that precinct on Election Day. We would like to be able to keep a database of Education Facilities and their resources such as room capacities, presentation equipment, available times. The Vendor for MDVoters has written a module to incorporate GIS Data into MDVoters. I would like to see if we could use our GIS Data safely in that Application for Streets and Address Department.



Please provide any additional comments you have regarding the use of GIS technology.

We are not presently using GIS for a lot, but after this election, I have seen many uses for database information. We could start writing a bunch of little MS Access Databases, but I would like to us using a Database that is more robust with the capability to provide a visual picture of such a geographically expansive operation. I will be spending a great deal of time between now and the time of the face to face interview writing down ways that we can use this database.



Agency Election Board
Name Craig Patterson
Job Title Office Automation Analyst

What County programs do you manage or support?

I support voter Registration on the Mainframe. I support The State MDVoters Program for Voter Registration. I support ElekTrak For Candidate Tracking. I edit the Web page for the Election Board.

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

I am the LAN Administrator for the Election Board. I troubleshoot desktop, Novell Server and, network connectivity. I work on Committees with the State and County for deployment of projects. I assist with the maintenance and deployment of Voting Equipment.

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

I work on MDVoters about 25% of the week. ElekTrak is about 15% during Candidate filing.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

I support the GIS machine in our Office. I help if there is a problem getting an image that is needed.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

WE use DataQuery and ARCIMS.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No. I would like to use routing.

Do you use or produce hardcopy or digital maps to perform your daily job?

We presently print PDFs from planning.

Do you provide data products or services to other agencies or the public?

We provide Election District maps to Candidates and constituents.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

I only support the GIS machine. I am waiting to get training on DataQuery.

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

We can provide Demographic Information to Candidates. We can create custom maps for Candidates. We can route equipment deliveries to precincts. We can put inventory data in the database and set that inventory to a location (precinct). There is a module with our Voter Registration System that can incorporate GIS Data. I would like to have that capability if we can do it safely.

Please provide any additional comments you have regarding the use of GIS technology.

After this last election, I have seen many uses for GIS to solve logistical problems.



Agency Election Board
Name Diana Moran
Job Title Supervisor II

What County programs do you manage or support?

Street Index-A list of all residential addresses within Baltimore County. Polling Places-A list of all polling places used during elections for voting. Precincts-visible features as defined by the Bureau of the Census MDVoters, Electrac(State Programs)

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

Place new streets in proper Legislative, Congressional and Councilmanic districts. Create and alter the boundaries for precincts in the County. Locate possible facilities to use for elections.

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

40% on Master Street Index 10% on Polling Places/precinct boundary lines

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

I use information from Baltimore Co. Fire Department, Department of Permits, House Numbering Department, Department of Assessments and Taxation. I presently use ARCIMS, but I need to start using ARCGIS.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

At the present time, no, but we are learning DataQuery.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

At the present time, no.

Do you use or produce hardcopy or digital maps to perform your daily job?

I print maps of new streets for the records.

Do you provide data products or services to other agencies or the public?

I print and sell maps to candidates and other constituents. I provide Street Indexes to Elected Officials, Schools, and various agencies throughout Baltimore County.

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

Locating new developments, streets, and facilities for various elections.

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

I could use the GIS system instead of physically driving to destinations, gathering information I need. I would be able to accurately place new streets in precincts.

Please provide any additional comments you have regarding the use of GIS technology.

I would like to get some tutoring on bringing up maps in DataQuery.



Agency Employment & Training
Name Betty Racicot
Job Title Manager Information Systems & Performance

What County programs do you manage or support?

Baltimore County Office of Workforce Development provides services to jobseekers and employers to support workforce development. Services to jobseekers include job search assistance, employability seminars, access to computer labs and other resources to assist in their job seeking, and, occupational training if needed. Services to employers include assistance with recruitment, screening applicants, customized recruitment activities and skills enhancement training funds for current employees, and outplacement assistance.

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

Manager of Information Systems and Performance. All reports and statistics related to services and outcomes.

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?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

Yes. All demographic and statistical data related to customers (jobseekers and employers), services provided and outcomes.

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

1. Map jobseeker customer demographics by residence associated to service locations. 2. Map employers by industry clusters, company size, job openings or proximity to service locations and access to transportation. 3. Map service locations in relation to access to transportation.

Please provide any additional comments you have regarding the use of GIS technology.

A better understanding and knowledge of the capabilities of GIS would help to answer this question. Additionally, it would be beneficial for the different agencies to collaborate with the data for providing



Agency Employment & Training

Name Lisa Scott

Job Title Manager of Operations

What County programs do you manage or support?

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?

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Do you use or produce hardcopy or digital maps to perform your daily job?

Do you provide data products or services to other agencies or the public?

Do you perform any GIS data maintenance activities?

Briefly list the activities that you perform using GIS.

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.



Agency Executive Office
Name Cathy Bevins
Job Title Constituent Services Representative

What County programs do you manage or support?

none

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

I acknowledge and respond to all inquiries that come into the Executive Office for the East side of Baltimore County on the County Executive behalf.

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

NA

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

yes, last year the County Executive attended Roundtables that were held in BC communities and the maps were very helpful in locating roadways, schools etc.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

no

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

sometimes, when I attend community meeting that are being held for a specific reason, I like to have maps to become familiar with the area.

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

NA

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

I think that all constituent services should have material copied to them of any updated maps of area's in which we represent.

Please provide any additional comments you have regarding the use of GIS technology.

I think its a great tool to become familiar with area's of interest.



Agency Executive Office
Name Dionne Grier
Job Title Constituent Services Representative

What County programs do you manage or support?

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?

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Do you use or produce hardcopy or digital maps to perform your daily job?

Do you provide data products or services to other agencies or the public?

Do you perform any GIS data maintenance activities?

Briefly list the activities that you perform using GIS.

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.



Agency Executive Office
Name James
Job Title Executive Assistant to the Chief of Staff

What County programs do you manage or support?

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?

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Do you use or produce hardcopy or digital maps to perform your daily job?

Do you provide data products or services to other agencies or the public?

Do you perform any GIS data maintenance activities?

Briefly list the activities that you perform using GIS.

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.



Agency Executive Office
Name Marjorie Hampson
Job Title Communications Specialist

What County programs do you manage or support?

I plan events for the County Executive; write news releases; field media calls; promote County programs w/the CE's involvement. My job entails writing, human relations skills, oral communications, and media relations.

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

I plan events for the County Executive; write news releases; field media calls; promote County programs w/the CE's involvement. My job entails writing, human relations skills, oral communications, and media relations.

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?

I use MapQuest.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

N/A

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

None

Please provide any additional comments you have regarding the use of GIS technology.

N/A



Agency Executive Office

Name Susan Ehman

Job Title Executive's Scheduler

What County programs do you manage or support?

None

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

Scheduling

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

zero

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

None

Please provide any additional comments you have regarding the use of GIS technology.

None



Agency Human Resources

Name Jo Anne Krach

Job Title Personnel Analyst IV

What County programs do you manage or support?

Unemployment Cost Control. New Hire Processing. Personnel transactions from new hire through exit from County service. HR database and time and attendance system management. Leave management. FMLA administration. Employment verifications. Performance evaluations. Interpretation, application and enforcement of HR rules, regs, policies, procedures, and MOU's.

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

1) Management of HRIS, OLTA, new HRM, etc. 2) Management of leave, time and attendance, including FMLA. 3) Policy, process and procedure recommendation & improvement. 4) Interpretation of regs, etc. 5) Unemployment Administration. 6) Misc. 7) Provide advice and assistance to staff, other managers.

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

1)25% 2)20% 3)10% 4)20% 5) 1% 6) 9% 7)10%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

OHR could use GIS for recruiting new employees. data analysis of where employees reside, and to determine County of residence (for tax purposes). We also get questions from Exec. Office and Council regarding residency of certain categories of employees from time to time - ability to plot using GIS.

Please provide any additional comments you have regarding the use of GIS technology.

None



Agency Human Resources
Name Mark Ewing
Job Title Deputy Director, OHR

What County programs do you manage or support?

All human resources functions, including: employment, employee and labor relations, EEO, compensation, training, HR administration.

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

direct/supervise these functions

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?

no

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

no

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

no

Do you use or produce hardcopy or digital maps to perform your daily job?

no

Do you provide data products or services to other agencies or the public?

Employee related info and communication

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

none

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

Locate employees work or home areas, based on these locations we could decide the best place for meetings or training ,etc.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Human Resources
Name Shannon Powell
Job Title Human Resources Generalist

What County programs do you manage or support?

I manage the administrative support staff in the Employment Division of the Office of Human Resources. This function is responsible for the recruitment, testing, and qualifying of applicants for County employment.

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

My responsibilities include posting vacant job announcements, qualifying applications, administering written examinations, when necessary, establishing eligible and certification lists, and scanning the certification lists to County managers and supervisors. I also serve as Human Resources Generalist in the Office of Human Resources. In this role, I advise County managers in employee relations issues involving disciplinary actions, terminations, workplace violence incidents and other managerial concerns.

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

60% of workweek is dedicated to assisting managers with employee relations matters. 40% of workweek is devoted to various recruitment and employment functions/supervising staff

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

NO

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

NO

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

NO

Do you use or produce hardcopy or digital maps to perform your daily job?

NO

Do you provide data products or services to other agencies or the public?

NO

Do you perform any GIS data maintenance activities?

NO

Briefly list the activities that you perform using GIS.

None

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

GIS would be helping to the Employment Division in recruiting candidates for County employment. We could use GIS to identify populations of the County in order to do some targeted recruitment and to determine possible testing sites that are convenient to the applicants.

Please provide any additional comments you have regarding the use of GIS technology.

I knew that several County agencies have been using the GIS system for years for mapping and geocoding duties. I had never really thought about how this tool could be used in the Office of Human Resources. I am interested in learning all of the aspects of GIS so that I can discover other ways that we (OHR) can use this tool to more effectively recruit qualified applicants for County positions.



Agency Human Resources
Name Teresa S. Tacka
Job Title Personnel Analyst IV

What County programs do you manage or support?

Maintenance of the County's Classification and Compensation Plans including: Classification of Positions
The classification of full-time County positions into the classified service. Compensation The development of salary schedules and the assignment of classes of work to a pay grade.

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

Oversee the classification of jobs, the development of salary schedules, support labor negotiations by conducting salary surveys, and assist the Labor Commissioner at negotiations.

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

15%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

Not sure if 'data products or services' refers specifically to GIS related services. If that is the case, the answer to this question is no. We do provide the Classification and Compensation Plans and salary data by posting all information to the web. Information is accessed by other jurisdictions for salary comparisons and the general public for class specifications describing classes of work.

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

I'm not sure as it relates to my area.

Please provide any additional comments you have regarding the use of GIS technology.

I am not familiar enough with the programs to know what benefit they may be to the Office of Human Resources.



Agency Human Resources

Name Theresa Hill

Job Title Director, OHR

What County programs do you manage or support?

Office of Human Resources

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

Director

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

100%No

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

none

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

emergency management - locating emergency essential employees by home address

Please provide any additional comments you have regarding the use of GIS technology.



Agency Law Office
Name Amy Grossi
Job Title Assistant County Attorney

What County programs do you manage or support?

none- Our office provides legal counsel to County agencies.

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

I provide general legal counsel

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

NA

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

The Law Office has been using GIS information for evidence in several litigation matters

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

I use the MyNeighborhood application frequently for zoning information and also for general mapping, for instance in researching code enforcement matters and other various matters.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

not sure what this means

Do you use or produce hardcopy or digital maps to perform your daily job?

I do use maps

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

request maps for litigation matters view aerial photographs for zoning and locations, etc. in other legal matters

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

I think these resources would be very useful if more attorneys and support staff of the Law Office were aware of what's available and how easy it is to get support from the GIS team in OIT.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Liquor Board
Name Chaunte Thomas
Job Title Office Administrator

What County programs do you manage or support?

None - We have an outside contractor

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

Process Liquor License Applications

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

Not Applicable

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not Applicable

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Not Applicable

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Not Applicable

Do you use or produce hardcopy or digital maps to perform your daily job?

Use Baltimore County Mapbook

Do you provide data products or services to other agencies or the public?

Assist public on business locations

Do you perform any GIS data maintenance activities?

Not Applicable

Briefly list the activities that you perform using GIS.

Not Applicable

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

Not Sure

Please provide any additional comments you have regarding the use of GIS technology.



Agency Local Management Board
Name don schlimm
Job Title program administrator

What County programs do you manage or support?

Healthy Families - Home visiting program for parents of newborns. Focus is on the Dundalk, Essex and Middle River communities. School-Based Health Ctrs. - Provides social workers for 5 County schools. Youth Service Bureaus - Provides affordable family counseling services. Bureaus are located in Dundalk, Catonsville and Randallstown. Interagency Family Preservation - Provides in-home crisis intervention for families with children at risk for out of home placement. Oversight of the VPA and Group Home Impact funding awards. Special Projects - short term activities such as grant proposals or time-limited research projects such as the Teen Reproductive Health Needs Assessment

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

Grant writing, grant management, project management

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

I probably spend about 60% of my time doing monitoring and evaluation activities for the programs listed, and about 40% of my time doing special projects.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not presently. However, we are working hard to build a system that would allow us to use GIS extensively with social service and health department data.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Not presently.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Not presently.

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes. We use maps produced by OIT and the Police to demonstrate juvenile crime, etc.

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

NO

Briefly list the activities that you perform using GIS.

NA

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

Mapping data would allow us to: -create awareness of issues -prioritize and target resources -evaluate the match between resources and needs in specific communities -evaluate Countywide and community level impact of resource investments

Please provide any additional comments you have regarding the use of GIS technology.

GIS is absolutely crucial to the LMB's goal of improving conditions for the County's children and families in need



Agency Local Management Board
Name Elise Andrews
Job Title Program Coordinator

What County programs do you manage or support?

LMB/Univ of MD/BCPS After School Programs - After School programs at five middle schools in the County. The project is research-based attempting to prove the hypothesis that three structured components offered at every site make a difference in students academic success and school attendance. I oversee a contract with the Department of Rec and Parks to implement the programs.

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

Oversight of above-mentioned programs along with as-needed assistance with other LMB projects (specifically the data collaborative).

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

100% on after school programs

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not currently - as the data collaborative gets going, I anticipate using GIS much more frequently.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Not currently - as the data collaborative gets going, I anticipate using GIS applications much more frequently.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Not currently - as the data collaborative gets going, I anticipate using spatial analysis more frequently.

Do you use or produce hardcopy or digital maps to perform your daily job?

No, but I anticipate doing so once the data collaborative get going.

Do you provide data products or services to other agencies or the public?

No, but I anticipate doing so once the data collaborative get going.

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

I anticipate receiving data and producing project specific maps to justify the need for funding for LMB projects.

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

Not sure until I get to using it more regularly.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Local Management Board
Name Lisa Wyckoff
Job Title Program Manager

What County programs do you manage or support?

After school programs, substance abuse and mental health treatment programs, programs for juvenile justice involved youth

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

Our agency funds other agencies and organizations, so I am mainly a grant manager and program monitor. I also do data analysis of child well being indicators for various projects.

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

about 1/3 for after school, 1/3 for juvenile justice programs, 1/3 for substance abuse and mental health treatment programs

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

It would be useful in preparing and comparing data for various child well being indicators on a neighborhood level, looking at needs versus where programs and services are currently located and where they need to be

Please provide any additional comments you have regarding the use of GIS technology.



Agency Local Management Board
Name Mary Pace
Job Title LCC Program Manger

What County programs do you manage or support?

Local Coordinating Council - members from local child-serving agencies meet weekly to review cases of youth with special needs who have a recommending for a residential treatment center placement. CSI- Community Service Initiative - return/diversion program for youth with special needs who are either in or eligible for residential treatment center placement.

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

1. Oversee the Local Coordinating Council and cases they review. 2. Community Service Initiative (CSI) - oversee this program for the County. 3. Other work initiatives as assigned; e.g., systems of care planning, local access plan

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

1. 85% 2. 10% 3. 5%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

no

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

no

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

no

Do you use or produce hardcopy or digital maps to perform your daily job?

no

Do you provide data products or services to other agencies or the public?

no

Do you perform any GIS data maintenance activities?

no

Briefly list the activities that you perform using GIS.

none

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

to plot areas of the County where youth live who are placed in RTC's.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Local Management Board
Name Roe Davis
Job Title Executive Director

What County programs do you manage or support?

A range of programs that provide services to children and families including Healthy Families home visiting; school health readiness; youth services bureaus; after school programs; substance abuse and mental health treatment/interventions; truancy prevention; disproportionate minority contact initiative; Local Coordinating Council; family preservation; single point of access for information; as well as data collection and mapping and strategic, results-based planning.

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

Policy development; strategic planning; data analysis; convening stakeholders around children's issues; represent County and LMB to State partners and at State functions; partner with other County agencies around resource development.

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

Admin. and oversight of programs - 50%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Receive public safety maps from Police Dept. on a regular basis.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

Yes, collect and plot data and trends around child well-being indicators: Babies Born Healthy, Healthy Children, Children Enter School Ready to Learn, Children Successful in School, Children Completing School, Children Safe in their Families and Communities, Stable and Economically Independent Families, and Communities that Support Family Life.

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None at present.

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

We could better plan and much more effectively target resources if we had the capacity to map child well-being indicators by community/neighborhood. We could also map existing resources and identify where there are gaps in services.

Please provide any additional comments you have regarding the use of GIS technology.

We want it, we need it!!



Agency People's Counsel
Name Rebecca Meile
Job Title Legal Secretary

What County programs do you manage or support?

N/A

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

Answer phones, produce documents relating to zoning cases, obtain zoning maps, aerial maps, and any additional maps needed for hearings, pay invoices for services rendered along with many other job essentials.

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

It really depends on the work load and cases that week. Most of the time 50% of my time is spend creating and producing documents for use in hearings. The rest of the job duties are fairly evenly spread out percentage

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

I use the County websites version of GIS maps along with ordering the larger more detailed version for the GIS department. In addition, I use the zoning maps almost daily for use in zoning cases we participate in at different levels.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

I use the MyNeighborhood website almost daily. I obtain zoning map coordinates in order to obtain the proper zoning map. In addition, I can also print out a 'small' aerial map of a certain property in order to get a general

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

N/A

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

It would be nice for our office to have access to the aerial maps of the County. We could then preview the map before ordering it in case it would not be of any help to our case.

Please provide any additional comments you have regarding the use of GIS technology.



Agency Sheriff's Office
Name Barbara L. Bailone
Job Title Criminal Records Supervisor

What County programs do you manage or support?

I use the Miles/Ncic system to access and enter criminal information I use the local process inventory system to enter warrants and summonses.

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

I over see the work of 5 Criminal Record Clerks. I enter warrants and summonses. I quality control my employees work.

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

Miles/Ncic - 70% Process inventory - 30%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

None

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

I do not use this technology so I don't know.

Please provide any additional comments you have regarding the use of GIS technology.

Would have to see the program to know what benefits it could provide to our dept.



Agency Sheriff's Office

Name Darrin Granger

Job Title Captain

What County programs do you manage or support?

Payroll, time and attendance Child Support Grant Field and Court Operations /Manpower Field Operations- Writs & Sales Budget Personnel Functions/assignments

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

Administrative Duties Court and Field Operations with Deputy Sheriffs, Lt.'s and Sgt's. Security

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

20%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

NO

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

NO

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes. The road Deputy Sheriffs and warrant personnel use maps for service of process.

Do you provide data products or services to other agencies or the public?

Yes. We provide law Enforcement information to other agencies. Protective Order information Warrant Information Inmate information with the County Detention Center & other related law enforcement

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

NONE

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

The road and warrant Deputies using the GIS for field operation duties. Administrative.

Please provide any additional comments you have regarding the use of GIS technology.

Our office does not use this system on a regular basis.



Agency Sheriff's Office
Name Renae Nelson
Job Title Criminal Records Clerk

What County programs do you manage or support?

Miles/Ncic-National Database Process service-(in house system) our local system to input summons/warrants and domestic violence orders Cases-updating child support summonses and warrants Time and attendance system- payroll

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

Entering payroll, processing domestic violence orders in local/Ncic, entry of summons and warrants, updating child support warrants and summonses

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

payroll-10 local system-20 cases- 20 Miles/Ncic-40

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

NO

Do you use or produce hardcopy or digital maps to perform your daily job?

No

Do you provide data products or services to other agencies or the public?

No

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

Do not use

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

Our field operations would benefit from Gis for mapping and locating specific locations.

Please provide any additional comments you have regarding the use of GIS technology.

I am really unable to comment since I am not using the Gis system now.



Agency Sheriff's Office

Name Robert Haukdal

Job Title Undersheriff

What County programs do you manage or support?

Sheriff's Office: Security to Circuit Court House, court rooms, transport prisoners, serve arrest warrants, serve summonses. Although I am not certain this is what the question meant.

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

Second in command. Oversee day to day operations.

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

Amount varies per week depending of issues raised.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

We get a maps of the County that show the boundaries for the various posts our sheriff deputies who serve summonses. The maps will show locations of summonses issued and served. Maps also show locations of

Do you provide data products or services to other agencies or the public?

Our services to other agencies and public include: security to Circuit Court House, court rooms, transport prisoners, serve arrest warrants, serve summonses.

Do you perform any GIS data maintenance activities?

None that I am aware.

Briefly list the activities that you perform using GIS.

None.

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

None other than maps mentioned earlier.

Please provide any additional comments you have regarding the use of GIS technology.

Our responsibilities and functions may not have significant use for GIS. If we were advised of uses that we are not aware of, we would be pleased make better utilization of GIS.



Agency Social Services
Name Evelyn Lipscomb
Job Title Administrative Assistant

What County programs do you manage or support?

I do not manage any County programs. I am an employee with the Baltimore County Housing Office, which administers the Housing Choice Voucher Program to help families who qualify pay their rent. I serve as the lead administrative aide to management and is responsible for office support functions.

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

In the Housing Office some of my duties I perform are: 1. Identify, gather and interpret information and issues requiring management actions. Transmits policies and instructions to key members of the staff and explains policies to the public and other departments and agencies. 2. Use automated office systems to generate a variety of documents, reports, tables, graphs, maps, and analyses. 3. Prepares performance plans, reports and certifications, and serves as agency designs for transmitting these to the federal government. 4. Assists management by providing direct support in areas such as personnel and office functions. 5. Plans, organizes and manage administrative support staff. 6. Prepares and maintains agency personnel and correspondence records. *Other duties

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

The time frame varies for each of these activities.

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Yes. Council District maps.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Not used on a daily basis.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

Hard copy maps when needed for a specific project or presentation.

Do you provide data products or services to other agencies or the public?

No.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

Please see #15.

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

More detail information of census tract locations.

Please provide any additional comments you have regarding the use of GIS technology.

No additional comments.



Agency Social Services
Name Nick D'Alesandro
Job Title Community Liaison

What County programs do you manage or support?

I work with CSAFE teams in Yorkway, Hillendale, Woodlawn, and Riverview. In addition, I work on various ad hoc community projects throughout the County.

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

The primary purpose of the job of Community Liaison is to assist fellow service providers (BCoDSS coworkers, government agencies, churches, community groups, etc.) in unifying into teams with specific goals and strategies. This is to maximize the effectiveness of the team's limited resources. In addition, the job includes tracking pertinent bills during the Maryland General Assembly Session as well as working with the local media.

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

35%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not daily, although I would love to- As a one man unit, I used GIS either with maps from other agencies (For years, the BCoPD Scanning and Forecasting Team has been fantastic!)or when I am working on a project where I've gathered enough raw data to get a map made (For in-house, I work with Office of Community Conservation, most recently on a map on calls for service for domestic violence in Hillendale area for one

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No-I will check them out again though.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No

Do you use or produce hardcopy or digital maps to perform your daily job?

Recently created map for Child Protective Services Investigations for community wide 'Service Array' project, map for previously mentioned DV in Hillendale.

Do you provide data products or services to other agencies or the public?

On a minimal level, such as gathering data for a CSAFE project.

Do you perform any GIS data maintenance activities?

No

Briefly list the activities that you perform using GIS.

Over the years, I have contacted BCoPD S & F Team for many maps and data including -DV in Essex area - Crime in Woodlawn CSAFE -Juvenile related crime-Essex, Dundalk, Lansdowne -Countywide 'composite' maps Also, have made maps such as -Juvenile Drinking related incidents in Towson -Drug arrests Yorkway CSAFE -Calls for Service Yorkway CSAFE

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

In CSAFE projects to quickly track incidents to discern any patterns and develop a data based response year)

Please provide any additional comments you have regarding the use of GIS technology.

It's a fantastic tool to help push discussion from anecdotal to far more databased and specific, great to help graphically and dramatically see how interventions may be impacting identified problem. If I knew how to access more easily, I would definitely use as essential part of community work.



Agency Social Services

Name William Bogen

Job Title Programmer/Analyst III

What County programs do you manage or support?

Section 8 Rental Subsidy

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

Responsible for all design, programming and testing of housing systems. Manage all reporting and data transmissions to HUD. Trouble shoot any HUD reporting problems and errors.

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

100%

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

No.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Yes. American Factfinder. We need the census tract number for address in Baltimore County

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

Yes. Need the councilmanic district number along with census tract number

Do you provide data products or services to other agencies or the public?

No.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

Use American FactFinder to find census tract numbers in Baltimore County. Use maps of Baltimore County to find Councilmanic District Numbers.

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

Accurate and up to date census tract and councilmanic district numbers.

Please provide any additional comments you have regarding the use of GIS technology.



Agency State's Attorney's Office

Name Brendon Bengermينو

Job Title LAN Manager

What County programs do you manage or support?

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?

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

Do you use or produce hardcopy or digital maps to perform your daily job?

Do you provide data products or services to other agencies or the public?

Do you perform any GIS data maintenance activities?

Briefly list the activities that you perform using GIS.

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.



Agency State's Attorney's Office

Name Elisabeth Poole

Job Title Evidence Technician

What County programs do you manage or support?

I support the prosecuting office for the County. All criminal cases processed through this office.

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

I assist prosecutors with case preparation for trial by providing photos, maps, diagrams, video, etc. I also help create PowerPoint presentations for opening/closing arguments.

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

n/a

Do you use GIS data or databases (e.g., orthophotos, topography, property maps) to perform your daily job?

Not on a daily basis, but several times a month. An attorney will ask for a map showing the relationship of several locations involved in a case.

Do you use GIS applications (e.g., DataQuery, MyNeighborhood websites) to perform your daily job?

No.

Do you use spatial analysis (e.g. geocoding, routing) to perform your daily job?

No.

Do you use or produce hardcopy or digital maps to perform your daily job?

Not on a daily basis. See #12. Hardcopies are printed to show the jury; digital copies are used in PowerPoint presentations.

Do you provide data products or services to other agencies or the public?

No.

Do you perform any GIS data maintenance activities?

No.

Briefly list the activities that you perform using GIS.

Create maps for trials. Maps usually show crime scene, some times showing relation of crime scene to Defendant's house or point of arrest, etc. Maps are also used in PowerPoint.

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

Not sure.

Please provide any additional comments you have regarding the use of GIS technology.

GIS technology is great for presenting location information to the jury. A visual presentation is sometimes crucial to explaining relationships between addresses. There has been an increased use by this office in the