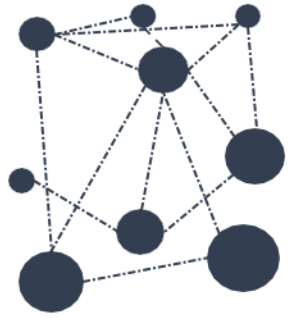


Lane Council of Governments



# SWOT Analysis Report

# Table of Contents

<b>SWOT Analysis.....</b>	<b>4</b>
Introduction.....	4
<b>LCOG.....</b>	<b>5</b>
Strengths.....	5
Weaknesses .....	8
Opportunities.....	11
Threats.....	17
<b>City of Springfield.....</b>	<b>21</b>
Strengths.....	21
Weaknesses .....	22
Opportunities.....	23
Threats.....	27
<b>Lane County.....</b>	<b>28</b>
Strengths.....	28
Weaknesses .....	29
Opportunities.....	30
Threats.....	31
<b>EWEB.....</b>	<b>33</b>
Strengths.....	33
Weaknesses .....	34
Opportunities.....	35
Threats.....	36
<b>City of Eugene: Planning &amp; Development.....</b>	<b>38</b>
Strengths.....	38
Weaknesses .....	39
Opportunities.....	40
Threats.....	41

**City of Eugene: Public Works..... 42**  
Strengths..... 42  
Weaknesses ..... 43  
Opportunities..... 44  
Threats..... 45

# SWOT Analysis

## Introduction

The SWOT Analysis is an evaluation of the strengths, weaknesses, opportunities and threats (SWOT) attributable to the Lane Council of Governments (LCOG), Cooperative Partnership Agreement (CPA) and the Regional Land Information Database (RLID).

By identifying the areas where LCOG, the CPA, and RLID are sufficient in supporting the regional data-sharing and GIS services and offerings encompassed within them, executive staff and stakeholders will find it easier to set goals and devise plans to:

- Strengthen exposed weak spots
- Capitalizing on improvement, expansion and enhancement opportunities
- Counter any threats to the efforts or success of their objectives

## Strengths

Strengths are the qualities, conditions and/or characteristics that have and will continue to contribute to success, growth and/or stability with regards to LCOG, the CPA and RLID

## Weaknesses

Weakness are the deficiencies and/or inadequacies that have and will continue to hinder success, growth and/or stability with regards to LCOG, the CPA and RLID.

## Opportunities

Opportunities are the future endeavors and/or undertakings that, if successful, have the potential to contribute to LCOG, the CPA and RLID's success, growth and/or stability.

## Threats

Threats are the challenges, barriers and/or pitfalls that, if run into, have the potential to hinder LCOG, the CPA and RLID's success, growth and/or stability.

The following sections outline the strengths, weaknesses, opportunities, and threats identified by each Partner agency. Information gleaned from each workshop will be leveraged to complete the needs assessment and recommendations report.

## Strengths

### Governance & Protocols

- **Quality Control**
  - Error checking across the ecosystem – report this back to users for updates
- **User Feedback**
  - Users have good feedback about the RLID site
  - List of 140 RLID improvements requested (generated from support calls usually)
- **Centralization**
  - Data and resources, services, thought leadership, software
- **Regional Engagement**
  - Planners are engaged with other agencies and may be able to bring in contracts to GIS because of this interaction
- **E-permitting**
  - Statewide e-permitting
- **Processes**
  - Have improved invoicing processes over the past 1.5 -2 months
- **Project Management**
  - Implemented basic project management (milestones, deliverables, dates)
- **Staff Creativity & Expertise**
  - Have a lot of good/solid/clever ideas to grow RLID – great staff on the team

- Have a variety of experience that gives LCOG staff a broad perspective – they see it from many viewpoints – staff strengths; relationships built with each of the Partners
- Smart and creative staff at LCOG

## Data & Databases

### • Data Quality

- Richness of GIS data layers that are made available

### • Database Stability

- Management of databases is top notch
- RLID has been incredibly stable for many years

### • Data Warehouse Expansion

- Been responsive in growing the data warehouse; do it in a way so that it does not break things (Lane County Assessment and Taxation)
- RLID has several databases that are a part of it

### • Data Consolidation

- A lot of data from other agencies has already been put together by LCOG; regional file server and enterprise database that is made available to end-users

### • Data Extrapolation

- Users can pull data directly without needing to interact with LCOG

## Infrastructure & Architecture

### • ETL Processes

- Sophisticated - prevents the website from going down during script processes running each night

## Software & Integration

- **Search Tools**
  - Search tools are of good quality; provide unique ways to search for data
- **Address matching**
  - Developed sophisticated address matching function
- **Accessibility**
  - Partners can access and query directly
- **Lane County A&T**
  - Delivered RLID Lite; has reduced amount of counter time needed
- **Crowdsourcing**
  - RLID serves as a crowd-sourcing mechanism; RLID support emails often lead to identifying data accuracy or issues

## Education & Support

- **Responsiveness**
  - Very responsive, helpful, and available; more responsive than some inter-agency staff; if they get an email from a Partner they are always going to respond to them
- **Turnaround Time**
  - In a good place to get data and give back to organizations – don't have an agenda or other things to weigh them down – lessens conflict in certain situations
- **Fire District Support**

- Ability to support small cities and fire districts due to support and staff expertise
- **Outside Agency Support**
  - Staff can/will assist a new (or current) employee at a different organization by educating them on the history, process, etc. related to parts of their workflow

## Weaknesses

### Education & Support

- **Brand Awareness**
  - People are not aware of all the services offered by LCOG
- **Solicitation & Buy-In**
  - Feel they have not spent time working with the communities and getting buy-in
- **Promotion of Services**
  - Communication; conveying and communicating the services we can and do provide
- **Acquiring New Customers**
  - Have never done customer acquisition/marketing activities – have not gone out and tried to acquire new customers; see this being a good thing to contract out with “RLID Disciples” (i.e. Springfield Board of Realtors)
- **Social Media**
  - No social media page – want to have a FB page and interact more with customers through this medium
- **Partner Agency Training**
  - No knowledge of training at the partner agencies for years



## Data & Databases

- **Address Quality**
  - How to know when addresses are good? (Don't know what they are missing)
- **Decentralized Storage**
  - Internal siloing within LCOG and other agencies even
- **Metadata**
  - Availability and dissemination
- **Missing Lien Data**
  - Have lien information, but not for the City of Eugene

## Governance & protocols

- **Staff Stability**
  - Must provide staff with stability
- **Staff Creativity**
  - Sometimes [staff] a victim of their own creativity
- **Leakage**
  - Need to cut out the leakage
- **Subsidized Billing Rates**
  - Subsidized billing rates are not comparable to LCOG rates
- **Subscriber Rate Structure**
  - Don't have anyone on staff that can do this; want to hire someone that can come in and do this study and change the fee structure in July

- **Partner Perceptiveness**

- Not completely plugged into what the partners are doing yearly, monthly, weekly, etc.

- **Management Processes**

- No formal project management processes or tools

- **Quick-Look App Funding**

- No funding stream for quick look apps – one is used for the schools and they are mission critical and the schools heavily rely on them

- **Limited Staff & Funds**

- Not a lot of staff or money to implement new technology and apps – frustrating to them

## **Software & Integration**

- **Promoting Address Match**

- Address matching function – not heavily advertised; could be made available as a service (services needs to be examined more)

- **Innovation**

- Not offering new services and exciting things

## **Infrastructure & Architecture**

- **Cloud Storage & Hosting**

- Pricing for SQL hosting is very high for them to move everything to that platform

## Opportunities

### Education & Support

- Promoting Services

- Educating partners on the services we do and can provide has been identified as something to improve on.
- Greater possibility for positive interpretation by not using marketing, but rather education when referring to SWOT and the RLID website

- Cultivating Knowledge

- Identified in the survey and initial results, a common theme appears to be Education of some form. Whether it's relative to governance, metadata, or the RLID website, it seems applicable to almost everything identified as a weakness. It's encouraging though, as education and the like has also been identified as a strength and not something unknown or new to us.
- Going to do a deeper dive into the survey that was done and start gathering more information to support the building of the new site

- Face-To-Face Interaction

- Want to have more face to face time with key RLID staff and users in other agencies

- Access & Query Training

- Need to educate users how to access and query the data warehouse
- Bob will ensure they are present in the partner agencies and do training each year – Nick will be tasked with this, starting with City of Springfield

### Data & Databases

- Creation of New Data Layers

- Open the door for new data layer creation opportunities (e.g. School District 4J Utilities, Clusters of small agencies, EPUD, SUB, non-profits (Technology Association

of Oregon (TAO), RAIN, United Way), U of O may join the MPO as a non-voting member, cities, utilities, school districts, etc.

- A lot of data-related additions (liens for Eugene, subdivisions, etc.)

#### • **ED Zones for RLID**

- City of Eugene Economic Development - Want ED Zones in RLID; already in progress by Bob at LCOG

#### • **Liens for RLID**

- Other company would love for them to do all liens, but RLID having this is critical – adding Eugene liens is a big thing and will be critical

#### • **Public Health & Non-Market Data**

- Could be an opportunity – need a data model to serve up this type of data (Social Service Model) – should be a regional opportunity (work with United Way on some planning projects)

#### • **Open-Data Like Trimette**

- To identify how to not resist this initiative; query Trimette on how they are doing open data – have been doing it for 10 years

#### • **A&T Addressing Procedures**

- A&T – working to enhance addressing processes for them

#### • **EWEB Data Improvement**

- EWEB – several items to improve, including addresses (As the new RLID PM, Bob is wanting to do this) - Currently in maintenance mode with current staff; believes they need to hire a web developer within the RLID/GIS unit, not within the IT unit

## Software & Integration

- **Viewer applications**

- Build viewer applications and market them to the smaller member agency cities and charge maintenance to them

- **New Markets**

- Commercial and economic development markets

- **OreMap**

- Funded tax lot development for the State of Oregon – developed goals for tax lots and steps; need something like this for addressing

- **Drone Imagery**

- Verbal confirmation from the GIS Coordinators that a drone program from a regional perspective is desired

- **Mobile RLID**

- User survey needed to identify how they are going to use it in the field
- May be able to make the app mobile friendly without much effort or use a vendor to help with this effort

- **Worthwhile Esri Solutions**

- Identify if users are truly interested in LCOG spinning up new Esri tools and testing Esri tools before they are deploying them

- **WRIS**

- Discussed hosting this in their environment so it can live there while they work on a new one, but if LCOG wants to add new items to the CF site, they will give to WRIS and they will tell them how much it will be to add it

- **Web Services Access**

- Enable partners to access these directly

- **Newer, Better RLID Site**

- Future website: GeoAdvantage, Dial, Real Quest (competitors)
- Want to aim high and make sure it has the best elements of the competitors and RLID – RLID will always have better data than the other competitors (will always have this advantage)

## **Governance & Protocols**

- **New Partnerships**

- Expansion of Partner agencies (identify member agencies) – need to identify how to bring them in and provide more services and charge them for this service

- **Refresh, Revisit, Rebuild Partnerships**

- New relationships – with existing and possible new Partner agencies
- Refresh, revisit, rebuild relationships with Partners
- Work with the county and other agencies to understand their needs – need to continue to build and foster a good relationship with the county

- **Revenue from Training**

- Charge attendees for training; dedicated annual funding stream

- **Funding from The State**

- Statewide Developments – Oregon Cascades West and others get more funding from the state since they don't have as much established
- Looking to use the funds from them to help them build their structure

- **ROI for Quick Non-Billable Support**

- Often it will be a short conversation that isn't necessarily billable, but may save the person hours in time researching what data or specific field to use for a task, who to contact, caveats, etc. If we can't help directly, we typically know who/what can. I feel that's a natural and applicable role for LCOG given the nature of our organization.

- **Commercial Revenue**

- Really want more commercial revenue to support implementing some of their ideas – need new data and web developers

- **Extended Web Development Funding**

- Need to be able to fund the web developer after the first 2-3 years – where do they charge their time?

- **Upcoming U of O Initiative**

- Starting in January they are hiring a group from U of O to assist with various projects – masters level students; run out of the business school

- **County Versus LCOG Offerings**

- Need to understand what the county offers vs what LCOG offers and work together

- **Extend Reach to New Counties**

- RLID was initially developed with only Lane County in mind – opportunity to bring in additional counties but would need to revisit RLID

- **Dovetailing with County**

- Have a good relationship with Melissa Crane regarding this since the county is not doing it – sees more dovetailing with the county than direct competition

- **Untapped Markets: Insurance**

- Large untapped markets for the RLID site (insurance companies – have not identified why all the insurance companies have not signed up)

- 750 individual insurance brokers in town (6 subscribe and the rest do not – need to identify why and get them to buy-in; more insurance type data needed? Needs to be researched)

- **Communicating Training as a Service**

- I believe when referring to this topic “educating” (or the like) rather than marketing, would be perceived more positively, but how do we effectively convey this as not only a valuable service, but one we provide?
- Contact the Title Companies to see if they can purchase all the old deeds and records (older than 1995 does not exist at Lane County)

- **RLID Documentation & Media**

- Need a RLID data warehouse user manual, data dictionary, user tutorial videos, etc.

- **Priority management**

- List of priorities is very dynamic – need to be able to shift priorities as needed

## **Infrastructure & Architecture**

- **New Infrastructure/Architecture Tech**

- Take info from GTG product to guide the [resolution to this issue]
- Need to embrace new technology and embrace new technology architecture

- **SQL Azure: The Future?**

- Looking at moving to SQL Azure
- Would need training
- Where is the funding for training going to come from for this and other architecture upgrades?
- Can they partner with other partners and agencies that have this knowledge and have gone through this already?



## Threats

### Software & Integration

- **Esri: Competition & Threat?**
  - Now showing up as a competitor/threat – Esri does not have the local knowledge that LCOG does and can offer
  - Not on board with license sharing as it is currently established
  - Would have all Cities on an EA if they could

- **Statewide Licensure**

- There is a movement around statewide licensure (a meeting with Esri occurred on 12/17 to discuss this topic)

- **Maintaining RLID's Relevancy**

- RLID is not just GIS focused
- What is it about the current version of RLID that people love? Don't want to change these.
- There are competing products coming in, so they don't want RLID to sit stagnant for too long

### Education & Support

- **Quantifiable Services**

- A fair amount of service we provide isn't necessarily quantifiable and thus difficult to show as a service provided

- **Institutional Knowledge**

- The variety of work LCOG and GIS related departments conduct, facilitates a more 'regional' understanding and knowledge than that of a specific institution or organization, generally

## Infrastructure & Architecture

- **ColdFusion Framework**

- Currently on ColdFusion for RLID – will not likely stay on this framework, but they must be careful to not misfire

- **Server Redundancy**

- Lack of server redundancy and high availability

- **Virtual Servers?**

- Not familiar with virtual servers; there is a disconnect between IT and GIS functions at LCOG

- **Moving the Servers**

- Servers live at Lane County and must be moved after the first of the year
- Desire to move to other counties, but the warehouse and site were not architected to support other counties

- **Aging, Firewalled Servers**

- Have aging infrastructure of servers;
- Currently behind firewall at the county;
- Must move them in next several months.

## Governance & Protocols

- Resource Management

- Spent three years of two staff full time to develop and implement the first RLID website – what funded this was non-CPA resources

- Pulled in Different Directions

- Biggest challenges seen in the PM role – everyone working in RLID are working on other things too; they get pulled into other things

- Extreme Workloads

- A lot of opportunities, but it is difficult to prioritize them with everything that is going on. Workload is extreme and not maintainable

- Lower-Level GIS Jobs?

- Lower level GIS staff feel their jobs are threatened (techs, analysts, etc.)
- RLIM - With staff turnover, committees and direct communications have been falling off

- Funding for Future Developments

- To create something even better (including an upgraded design) will require a lot of time – do they have the budget to do this?
- Have another set of funding that can cover training, R&D, etc.

- Don't Call It "Marketing"

- Marketing is often referred to as something that needs to take place or could use improvement. I agree with this, but it was noted that it may not be the best look for us to *market* RLID. I believe when referring to this topic, "educating" (or the like) rather than marketing, would be perceived more positively

- Overstepping Bounds

- Must be careful to not compete and overstep bounds

- **IT or GIS? Responsibilities**

- There is a disconnect between IT and GIS functions at LCOG

- **Quantifiable Services**

- A fair amount of service we provide isn't necessarily quantifiable and thus difficult to show as a service provided

## **Data & Databases**

- **Data: "Good" vs. "Bad"**

- There's probably an education component here as well but using the term good/bad data is quite subjective especially if "good" isn't explicitly defined. It's often based on the user's needs. The same "good" data may be considered "bad" for a different user when used to try and fit their needs. Accurate and inaccurate are also terms that could be misinterpreted when used describe data. These terms aren't always subjective, though; but hybrid or regional datasets that are created using multiple sources are where you tend to see these terms misused.

# City of Springfield

## Strengths

### Data & Databases

- **Data Consolidation**
  - Bringing data all together and stitching it together
- **Springfield: Street-Data Masters**
  - Springfield will do streets better than anyone else in the region because they are invested and maintain them
  - LCOG is a good data steward
- **Data Alignment**
  - Data lines up due to LCOG working to put it all together
- **Removing Unnecessary Information**
  - LCOG strips fields that are not needed in tax lots before sending to some agencies
- **Springfield: Exemplary Tax Lot Data**
  - Springfield has a tighter tax lot layer than most
- **Minimal Duplication**
  - Gone a long way to rid of data duplication; there is some still, but not as bad

### Governance & Protocols

- **LCOG: More Than Just GIS**
  - Was good that LCOG does not do just GIS as they understand more about them

- **LCOG: Neutral & Mission-Focused**

- LCOG is a good neutral agency to work with; they are focused on their mission; they were created as an ORS190 by the agencies to support them

- **Regional Project Coordination**

- have specialized experience that Springfield can rely on

## Education & Support

- **Responsiveness**

- LCOG is responsive

- **CPA: Filling in MPO Gaps**

- Having a CPA allows the region to fill holes where the MPO fails

## Weaknesses

### Governance & Protocols

- **Procedural Accountability**

- Lack of documented processes – accountability; if we are doing our part, how do we know others are doing their part as well?

- **Not Going Well? Don't Tell Anyone**

- Feel LCOG is reluctant to share if something is not going well – need more transparency

- **Staff Turnover**

- There is turnover that occurs

- **CPA: What Is the Goal Here?**

- Not a clear definition of what you put in and what you get out as part of the CPA. Identify if it is worth it – they believe it is.

## Education & Support

- **Help: Who & Where to Go**

- Need more communication (individual communication and questions are good, but sometimes you just don't know who to call)
- Don't know who to call or even if LCOG provides certain services

- **Structured Training**

- Need more training and education – structured training courses are needed

## Data & Databases

- **Data Catalog**

- Not a good catalog of data available

- **Metadata Reliability**

- Need more reliable metadata and ensure it is updated and maintained

- **No More Aerials?**

- Everyone was used to aerial acquisition every few years and the City of Eugene backed out; this hurts other agencies when this happens

## Opportunities

### Governance & Protocols

- **Proactive Expansion of Services**

- Extension of current services provided; start with internal GIS staff and then go to LCOG to get additional support on an as needed basis; LCOG has insight into what other partners have done
- Would like to see more of a proactive approach to anticipate needs and make it available; recall if they created a report for Eugene that they have it available and can share it with Springfield as well

- **Committees: Necessary or Obsolete?**

- Identify how existing committees can come together and some morph into the sub-committees of old; need to evaluate committees annually to determine if new committees are needed or if existing committees are not needed

## Software & Integration

- **User-Base Expansion**

- More users accessing the data and system will identify issues and areas for improvement

- **Shared Software**

- Shared software is critical; ability to see the latest deed, land value, improved value, tax lot cards, etc. (usability; all together and indexed)

- **911 Support**

- Bring together addresses, streets, etc. and tweak as needed for use in Superior

- **Automation**

- Tools to help users integrate their data into RLID through more automated functions

- **Accessing & Querying Tax Info**

- Ability to access tax code info by parcel
- You must know what the fields are and what you are looking for in some of the data (I.e. tax lots) – data dictionary would be good



- **LCOG: Forget About Web Apps**

- LCOG should focus on what they do best, no need to get into web apps since the agencies are so far ahead of them

- **A Common Operating Picture**

- Platform shared by all public agencies and critical infrastructure partners in Lane County
- Consumes all data already available from each agency and partner, with appropriate restrictions on access as required by letter of the law (not as limited by personal or agency preference or interpretation)
- Adds new data as we identify the needs
- Consumes and shares appropriate data with OEM RAPTOR
- Includes AVL on all public agency vehicles
- Incorporates as much one-touch authentication capability as possible
- Viewable and updateable from any device or browser platform
- Consumes live, static, and recorded feeds from all surveillance cameras (public agency and critical infrastructure partners) and traffic system cameras (ODOT and everyone else)
- Consumes live, static, and recorded feeds from body cameras and dashboard cameras
- Consumes and shares data with a county-wide incident management platform
- Consumes and shares data with a county-wide public facing portal
- Consumes and shares data with a county-wide emergency notification system
- Consumes and shares data with law enforcement, fire, ems and public works agencies through their existing platforms call taker and dispatch systems

## **Education & Support**

- **Video Development**

- Orientation videos for RLID – especially for entry level users

- **Fostering GIS Culture**

- GIS Day, URISA meetings (have a regional IT/GIS nerd convention) – allow everyone to show off and share successes and issues (Lane County User Group)

## Data & Databases

### • Integrated & Indexed Property Data

- Ability to see the latest deed, land value, improved value, tax lot cards, etc. (usability; all together and indexed)

### • Delegating Custodianship Roles

- Harness the skill set and ownership of data by people that are most interested in them

### • MSA Data

- LCOG to help pull apart the Metro Stat Area data

### • Valet Data

- More collaborative sharing and valet data services
- Enable member agencies to share their data back with the region as well

### • Emergency Ops Database

- Need a standard database for emergency operations

### • Increased Access to Data

- Some of these agencies (Willamalane) need access to more data; Springfield does have access to this data

## Threats

### Governance & Protocols

- **RLID: Obsolete Without Action?**
  - Concerned that somehow, we cannot collaborate and RLID will eventually go away
  - Inability to modernize RLID due to lack of funding and resources; need to move towards an interoperable and standard database

- **LCOG: Irrelevant?**

- As the agencies have become more advanced and self-sustaining, the reliance on LCOG has become less of a necessity (LCOG is not refreshing their offerings – they are in more of a reactive mode than proactive)

- **Client Identities**

- Not knowing who the clients or CPA clients are; need to make sure that Springfield does not rely on LCOG to get this information out to the clients

- **Cyber Security**

- Cyber and information security

### Software & Integration

- **Esri's Evolution: Hard to Keep Up?**

- [Platform changes] that can affect processes they have put into place
- How quickly can everyone respond to technology changes?

# Lane County

## Strengths

### Data & Databases

- Data Creation & Upkeep

- Data compilation and value add; data maintenance

- Data Validation

- Use some of their programs to run addresses through to fix spelling or other issues

### Infrastructure & Architecture

- RLID: Old Faithful

- RLID is reliable – rarely down

### Software & Integration

- Property Report PDF

- Detailed property report PDF output is nice – it has all they need in it

- MSAG: Making Elections Great Again

- Elections rely heavily on RLID and addressing tools (MSAG coordination and helping in those respects)

### Governance & Protocols

- Representing the Little Guys

- Local resource - represent a lot of small communities and organizations that don't necessarily have a voice
- **LCOG: Great Staff**

- Have great staff at LCOG

## Weaknesses

### Education & Support

- **IT Knowledge Deficiencies**
  - LCOG is behind in technology, so they are not a good resource for advice or questions
  - Lack of IT knowledge and skill sets within the GIS team and even the LCOG IT team
- **GIS Projects: Don't Hold Your Breath**

- GIS related requests have slow responsiveness (a project took 4.5 years at one point)

### Governance & Protocols

- **Inadequate Funding Models**
  - Not enough funding model options exist currently – access to RLID
- **Financial Stability**
  - Financial stability and budget management; accounting for money and projects
- **Leadership Lacking**
  - Coordination, communication and leadership at LCOG
- **Slow, Stiff and Incomplete**
  - Completeness and quality of service (RLID)

- Lack of adaptability and nimbleness
- Speed of service
- Governance

## Software & Integration

- Risk Aversion: Open Data
  - Lack of innovation; RLID is not mobile friendly Shy away from discussing open data

## Opportunities

### Governance & Protocols

- Clarify and Optimize Offerings
  - [Clarify] Clear, well-defined services. Need to become a center of excellence
- Think Entrepreneurially
  - Begin to think entrepreneurial; work with title agencies and insurance agencies; be an organizer of services and not a provider of services
- Future LCOG: Service Broker or Provider?
  - Think about things differently – LCOG does not need to do everything. Lane, Springfield, etc. could do some of the items; become more of a service broker versus a service provider
- Modernize Funding Model
  - [Modernize] modern funding model
- Fiscal Responsibility
  - The county must be accountable and fiscally responsible to the tax payers, but there is a lack of accountability and transparency from LCOG in this regard

## Data & Databases

- Regional Data Leader
  - As they have done for regional data; have an opportunity to become a regional leader for data (open data, all regional data)

## Software & Integration

- Collaborate with Tech Companies
  - Connect with tech companies downtown and create an open data portal "Entrepreneur Model"
- Extend Reach to Other Cities
  - Could provide more services to cities (own mapping applications, Collector, Survey123, etc.)
- RLID for A&T?
  - Leverage RLID site for A&T tasks
- Esri Analytical Extensions
  - Leverage GIS technology like Image Server, Analytics Server, GeoEvent Server) – would play nicely into Emergency Management

## Threats

### Infrastructure & Architecture

- Old & Outdated Hardware
  - Antiquated technology; unstable infrastructure; dated

## Governance

- **Sustention: Preventing Partner Pull Outs**

- Current model regarding keeping this partnership going [is] not sustainable; other partners pulling out will negatively affect the other partners
- Eugene wants their own infrastructure – what are they going to participate in the partnership with and what will be their own

- **Staff Shortages and Losses**

- Limited staff and staff turnover

- **Conflicts of Interest**

- Conflicts of interest

- **No EOC Assistance?**

- Will require them to build trust, but not enough now to justify or get buy-in

## Software & Integration

- **Outside Competition**

- Private agencies; may become out-innovated

- **Esri Master Purchase Agreements**

- A strength in the past, but a little less now due to Esri license model

## Education & Support

- **Left Behind by Partners**

- Not adapting further entices the partner agencies to evolve and develop additional skill sets



## Strengths

### Data & Databases

- **Essential Data: Tax Lots**
  - The data addition that LCOG provides to the tax lot data is critical; LCOG creates the addresses
- **Essential Data: Deeds and Property Records**
  - Having deeds and property records available on RLID is very beneficial and a time saving

### Software & Integration

- **Mapping Property Rights**
  - Currently map property rights as part of an added GIS service
- **Esri Relationship Management**
  - Manage relationship with Esri and other vendors

### Governance & Protocols

- **Great Staff, Great Maps**
  - Experienced staff and provide high quality maps

### Education & Support

- **Quick to Respond**
  - Really responsive and interested in finding solutions to problems – inquisitive

- Staff realize that their responsiveness is their lifeblood and critical for them to say in business

- **Valuable Knowledge**

- Have regional expertise that is greatly beneficial

## Weaknesses

### Education & Support

- **Promoting Offerings**

- [No] menu of services to know what they have and offer

- **Data: Thanks, But Now What?**

- Provided data, but not educated on how to use it (i.e. given LiDAR data, but not educated on how they can use it and what they can do with it)

### Governance & Protocols

- **A Little More Neutrality Please**

- Could be more neutral

- **Budgeting & Planning**

- Don't have good budget maintenance or capital planning to support hardware upgrade needs

- **Staff Turnover**

- Turnover of staff

## Software & Integration

- In Tune with The Tech?
  - Feel they are out of touch with what is or is not innovative

## Infrastructure & Architecture

- Weak Infrastructure
  - Weak and lacking IT infrastructure

## Data & Databases

- No Change Control
  - [No] tracking [of] changes on the parcel/tax lot layer

## Opportunities

### Data & Databases

- Improve Address Process
  - Leverage and potentially enhance address process from LCOG
  - Better addresses for unimproved areas (undeveloped areas)
- More Layers: Permitting, Railroads and more
  - LCOG to offer more regional layers (i.e. railroads)
  - Ability to bring in permitting data to GIS
  - Expand to encroachments and view leases as a layer

## Governance

- **Bring Back the Committees**

- Sub-committees being reconvened would be helpful for this effort

- **Entering the Private Sector**

- Market RLID in the private sector and be able to obtain more revenue

- **Clarify and Improve Services**

- Leverage the neutrality that they provide to offer better services; identify services

- **Mom & Pop Shops**

- Mom and pop shops that need a site plan for some work being done; smaller cities and counties in the area

- **Thought Leadership**

- Innovative thought leadership – for this to work there must be a feedback loop with LCOG to educate them on what to and not to do and what is or is not working

## Software & Integration

- **MapRoom through RLID**

- MapRoom funneled through RLID would be very nice and offered as a service

## Threats

### Infrastructure & Architecture

- **Longevity of Hardware**

- Hardware is aging

## Governance & Protocols

- Partnership Deterioration

- Partners pulling out of the partnership

- Contingency Budgets (Or Lack Thereof)

- No contingency budget exists

- Pushed to Obsolete

- Become irrelevant because Google and other agencies (government and private) are providing their own data and services

- Failure: Trying to Do Too Much

- LCOG management (on the business side of things)
- If LCOG tries to do too much, they are going to fail. They must focus on what they do best and do just that.

## Education & Support

- Lack of Outreach

- Lack of outreach

## Software & Integration

- Web Services Needed

- Unable to keep up with needs and desires

# City of Eugene: Planning & Development

## Strengths

### Infrastructure & Architecture

- **Networking**
  - [no information]

### Data & Databases

- **Data Consolidation**
  - Aggregate a lot of data sources

### Software & Integration

- **Esri License Sharing**
  - Esri license sharing

### Education & Support

- **Technical Assistance Contract**
  - Rolls over if they don't use it all (separate from the CPA) – given as a lump sum amount
  - Also pay for services as needed (hourly)
- **More Than Just GIS**
  - Very responsive and knowledgeable
  - Staff have more knowledge than just GIS. Have staff that are knowledgeable about regulations and policies; not just GIS knowledge; need to have a large understanding of land supply and how that is structured – they have been helpful

## Governance & Protocols

- Vision: The Big Picture
  - Interactions with LCOG staff show that they really know their areas. They think about the bigger picture, not just a small area.
- County-Wide Leadership
  - Provide a lot of coordination in the county

## Weaknesses

### Data & Databases

- Historical Data (To the Contrary)
  - Not readily available; LCOG presents data as the current data; since they don't have access to historical tax data, it can cause issues – have talked with them about having access to historical data; usually talk with GIS staff, but not sure this is strictly a GIS issue

### Governance & Protocols

- Quality Control Procedures
  - In the past, there have been quality control challenges; things zoned incorrectly
- Communication Gaps
  - Lack of coordination within the City of Eugene since they don't have a central person; creates a communication gap

### Data & Databases

- Need to Know POCs

- Need updated POC for each data layer
- **Duplicated Data**

- Data duplication is heavy

## Software & Integration

- **Web Services: Work Needed**

- Infancy of the online presence (map and feature services are extremely lacking)
- Nothing that denotes what each of the agencies have published
- Limited to no ArcGIS Online usage within LCOG

## Opportunities

### Governance & Protocols

- **Quality Control Structures**

- Creation of more quality control structures; more of a structure would benefit not just LCOG, but also the City of Eugene – it may be that LCOG needs to get sign off from the cities to make sure all is correct

- **Collaboration & Communication**

- Need more conversation and communication internally and with LCOG especially; need someone to champion the GIS coordinator position and effort
- Become more assertive and forward thinking – leadership thought change

### Data & Databases

- **Metadata Access and Upkeep**

- Updated metadata access and information (e.g. POC for each data layer)



- **Expand Data Warehouse**

- Expand the data warehouse

- **Historical Data Acquisition**

- Setting up a meeting to discuss land track to get historical data

## Software & Integration

- **Open-Data Portal for Citizens**

- Open-data portal to point citizens to this resource to get data they need and are looking for
- Make some data available – maybe not updated as frequently or made with stripped down fields

## Threats

### Software & Integration

- **Existing Structure**

- Threat to current fee structure
- Other agencies don't want to depend on LCOG and want to be able to stand on their own

- **LCOG: Experts Now, But How Much Longer?**

- Danger for them to become the lowest common denominator; other agencies are becoming more advanced

# City of Eugene: Public Works

## Strengths

### Data & Databases

- **Data Consolidation**
  - Compilation of regional data (tax lots, property records, addresses, boundaries)
- **Historical Data**
  - Have a lot of historical data and have backups (i.e. tree charter – had underlying data that was 80 years old – lots of knowledge by people and data files)

### Education & Support

- **Technical Support**
  - Advanced technical support (programming – python, JavaScript, VB.NET; server related issues, web issues)

### Software & Integration

- **Imagery Services**
  - Compile regional service that is used for imagery

### Governance & Protocols

- **CPA: Goal Alignment**
  - Feel the stated goals for the CPA are still good goals and focus areas

## Weaknesses

### Governance & Protocols

- **Slow Sub-Committees**
  - Process with sub-committees was slower than desired
- **Transitional Period**
  - In a period of transition – consider it a moving target
- **Equitable Contributions**
  - Equitable contribution – feel Eugene is paying more than they need to be
- **No Service Catalog**
  - Lack of a service catalog
- **Unclear Roles & Responsibilities**
  - Don't know who is who and what their specialty is

### Education & Support

- **Who to Call for Support**
  - More so for casual users; they will not know who to call

### Data & Databases

- **No Master Data List**
  - Lack of data list and availability

## Opportunities

### Governance & Protocols

- **Bring Back Sub-Committees**
  - Bring back sub-committees and ensure they are efficient and effective
- **Roles & Responsibilities**
  - Who are the contacts for the end-users?
  - List of contacts and their specialties
- **Service Catalog with SLA**
  - LCOG to develop a service catalog showing what they offer; including a SLA showing what they offer and how often they can do it

### Data & Databases

- **Master Data List**
  - Make a master data list and share (will require some regional coordination meetings between the Partners)
- **Data Sharing, Especially for EOC**
  - Ability to share data and information with other agencies during an EOC event (coordination efforts and contact sharing)

### Education & Support

- **RLID Users: More Info, More Training**
  - RLID proper users – need more info about deeds and other detailed info – need to have training

- Open training for all partners for some apps/processes; open to more specialized training; one-on-one training
- **Attend User Groups**

- LCOG staff attend meetings at the city to get plugged in; feel it would be valuable for them to hear what they are saying and offer input

## Software & integration

- **Pool Software Licenses for Sharing**

- Desire to share licenses/named users with Esri licensing – pooling software licenses (extensions as well – check out an extension as needed i.e. image analysis)

- **Drones Needed**

- Regional drone program (have some staff in LCOG and Eugene that can offer this service – needs to be more coordinated)

## Infrastructure & Architecture

- **Evolving Data Architectures**

- Evolving data architectures – need to have a coordinated effort to take this forward

## Threats

### Governance & Protocols

- **Growing Partner Independence**

- ISD has been working to hire database and server admins internally so they don't need LCOG as much; Partners are becoming more independent

- **Flexibility Required**

- Not nimble enough – being able to respond to changing needs rapidly is needed; need to be adaptable

- **Cost Per Member**

- Proportional cost per member needs to be evaluated

## **Data & Databases**

- **Data Contributors vs. Data Consumers**

- If you are a Partner and contribute data, maybe you should get something in return versus an agency that just consumes it

## **Software & Integration**

- **Falling Behind Technologically**

- Expanding technology (desktop GIS, web GIS, etc.)