

## 2009 Non-Mandated Expenditures Department Response

DEPARTMENT: SAMPLE

DEPARTMENT HEAD / ELECTED OFFICIAL: NAME

OCA TITLE: SAMPLE

*Hamilton County departments and agencies have the opportunity to respond and provide insight to the Office of Budget and Strategic Initiatives (BSI) initial assessment as to non-mandated services. This response form should be used for each specific BSI assessment; not a general response for entire department. Take as much space as necessary for each question.*

1. Are there elements of the BSI non-mandated services that you believe are mandated? If so, provide the specific Ohio Revised Code (ORC) citation, Code of Federal Regulation (CFR) and/or relevant case law information. Please be especially diligent if there is a specific service or staffing level prescribed by law.

ORC2950\_11 requires the sheriff send a notice of intent by a sexual offender to reside within Hamilton County to all residents within 1000 feet of the address. CAGIS supplies the address and proximity data required by the computer application used by the Sheriff to comply with the law and identify all addresses within 1000 feet of the offender's intended residence.

It is the addressing data entered by the agencies in the county using the CAGIS system for development, code enforcement, etc. that creates an addressing database that exceeds 99% in address data accuracy. It is the GIS database and the addressing database contributed to and verified by the agencies participating in the CAGIS consortium that enables the Sheriff to comply with the law effectively.

2. Who are the recipients of the service or activity for the non-mandated service? How many recipients? Please note any internal customers, other county departments, jurisdictions, businesses, etc. If the service is geographic specific (i.e., a satellite probation office), please identify the neighborhood, township or municipality.

All County agencies are eligible to receive CAGIS services. Currently 16 County offices utilize CAGIS applications and support. Fourteen City of Cincinnati offices, twelve townships and incorporated jurisdictions within Hamilton County, Cincinnati Water Works, MSD, Duke Energy, SORTA, two publically funded regional organizations, and two local universities are also member organizations and receive CAGIS services.

All of these organizations and the CAGIS applications they utilize are listed in the accompanying document "CAGISServices.xls". The numbers and types of automated business workflows supported by CAGIS applications, for each organization referred to above, are show in both chart and tabular form in the first two worksheets of the accompanying document "organizational workflows supported by CAGIS applications.xls". Please also see attachment "CAGIS Integrated Workflows.pdf" for a concise, yet concentrated insight into the business systems that CAGIS supports.

With development tracking, permitting, code enforcement, CSR and Construction Coordination it is envisioned that CAGIS will expand to serve all of the jurisdictions within Hamilton County utilizing the shared system.

## 2009 Non-Mandated Expenditures Department Response

One of the visions for CAGIS is that the system will be used to identify each time government service or activity touches a parcel. The GIS tracks information on infrastructure and parcels for the entirety of the county, while the workflow system tracks changes, and specific requests for service. For example, the workflow element of the shared system (Permits Plus) at its current state of implementation has been used by multiple governments to track services on more than 50% of the parcels in the County. The services tracked include permits, code enforcement, customer service response, licenses and capital projects. CAGIS is continuing to expand the participation of governments in the shared system and to expand the types of services tracked.

3. Are there county revenues associated with the non-mandated services? If so, please provide the methodology for any lost revenues. Please consider state or federal reimbursements, grants, fees, etc. Please note if the service or activity is included in the county's indirect cost plan.

96.25% of the funding supporting CAGIS is derived from non-county general sources. In addition, \$90,000 a year in service fees is paid by local governments other than Cincinnati, utilities, or County government organizations. CAGIS generates another \$50,000/year in fees for data services provided to the general public.

CAGIS is currently managed as a function of Cincinnati government and therefore does not participate in the county's indirect cost plan.

4. If the county did not provide the non-mandated service, is there the potential for increased expenditures in another jurisdiction within Hamilton County? If so, please list the specific municipality and/or township.

One of the reasons CAGIS was created was to reduce duplication of costly record maintenance services in the various agencies throughout the County by providing technology that enables standardization, sharing and reuse of information between agencies. Eliminating or reducing CAGIS services would have an immediate impact of requiring agencies to revert to duplicating service now provided by CAGIS. Prior to CAGIS, different departments in the City and County maintained 96 different sets of maps containing largely the same information. "A 1984 study of four Cincinnati departments (Public Works, Water Works, Metropolitan Sewer District and Cincinnati Planning), by the Kellogg Corporation shows that the City paid about \$9 million yearly to maintain, seek and verify its mapping and records system. Using today's (1987) systems and practices it is projected that these costs will rise to \$10.7 million in 1987 and by 1998, this cost is expected to exceed \$24 million annually." The preceding quote is from the Geographic Information Systems Committee Report of the Infrastructure Commission City of Cincinnati, better known as the Smile Commission. Note that the described costs are for the City of Cincinnati only and do not reflect the County-wide impact, nor do they include an additional decade of inflation.

Currently there are 25 map editors consortium-wide. At an average cost of \$50,000 per map editor and including the cost of the CAGIS consortium development, support and design efforts that encompass workflow as well as the GIS, the total county-wide expense for shared geographic information system in 2009 will not exceed \$5,000,000.

## 2009 Non-Mandated Expenditures Department Response

Many business and service workflows in the County are now entirely dependent upon CAGIS technology such as the tax mapping, zoning and planning, building permits, road permits, sewer permits, MSD wet weather program, service request response program, and the capital project programs. Again, eliminating or reducing CAGIS services would have an immediate impact on these services requiring alternate, and assuredly more costly, solutions as geographic positioning is a required component of each of these service areas.

5. Does the non-mandated service include Board of County Commissioner policy via resolution or motion?

Yes. On July 17<sup>th</sup> 2008, item 34, the Board of County Commissioner's adopted a resolution indicating the Commission's continued support for the County's participation in the CAGIS Consortium (see attachment "item 34.pdf"). The resolution states in part: "WHEREAS in partnership with the city and DUKE Energy, the County has made considerable financial investment in the CAGIS Consortium to develop shared resources which allow for a transformation in the way government services, particularly those associated with land and infrastructure, are managed for the citizens of Hamilton County and Greater Cincinnati; WHEREAS the County has utilized this investment to enhance efficiencies within its own operations; WHEREAS, the Board of Commissioners wishes to continue to leverage past and on-going investment in CAGIS to promote the shared development of technology tools to spur efficient cost-effective government and quality of life improvements throughout all of Hamilton County;....."

A copy of the full resolution has been included as an attachment to this document.

6. Are there contracts or agreements that preclude the elimination of a non-mandated service? If so, please provide the specific language as to termination and/or amendment terms.

Yes. The CAGIS Consortium exists by a contract in which the County participates as a key signatory.

7. What are the equipment/non-personnel expenditure considerations with discontinuing a non-mandated service? (i.e., surplus equipment).

With regard the County's CAGIS Consortium membership, the CAGIS Master Agreement Article Five dictates the process and ramifications of discontinuation of participation. Article Five follows:

### ARTICLE FIVE

#### Breach and Termination

5.1. Party Default and Termination. If any party fails to perform in a satisfactory and timely manner any of its material obligations under this Agreement or in any other way defaults or breaches the provisions of this Agreement except as may be provided in Section 5.2, the other Parties may terminate the participation of such Party in CAGIS by giving the Party twenty (20) days written notice to cure the breach alleged. In the absence of curing the breach within said twenty day period or in such extended period of time agreed to by the other Parties, the breaching Party

## 2009 Non-Mandated Expenditures Department Response

shall be deemed in default of the terms hereof and subject to termination of CAGIS participation, including services and products provided hereunder, provided that any termination for breach shall be endorsed by a majority of the CAGIS Board prior to the sending of any termination notice hereunder. In such case, all of the breaching Party's rights to continued CAGIS services, products, and CAGIS participation under this Agreement shall terminate on the date set forth in the written termination notice and the Party shall no longer be entitled to have a representative on the CAGIS Board, but the Agreement shall continue as it regards the other Parties. In the event of default and termination by the City or the County, however, the said City and/or County shall retain its ownership rights in CAGIS Property as defined herein. The remedies recited herein are in addition to any other remedies for breach that the Parties may have in law or in equity.

In the event that a Party is terminated pursuant to this Paragraph the Parties shall have six (6) months after the date of the Party's termination to locate Additional Parties and/or renegotiate the funding obligations required of each Party under this Agreement. Nothing in this Paragraph shall relieve the Party in default from any funding obligations under this Agreement, including funding obligations for the 6 month period allowed the other Parties to locate additional funding. At the end of such six (6) month period, this Agreement shall terminate as to all Parties if no such Agreement among the remaining Parties can be reached, and CAGIS funds and property will be distributed in accordance with Sec. 5.3 hereof.

5.2.           Failure of Appropriation. Notwithstanding any other provision of this Agreement, if funds for the continued fulfillment of this Agreement are at any time insufficient due to the failure of the legislative authority or corporate Board of Directors of any Party to appropriate sufficient funds to discharge its commitment hereunder, such Party shall have the right to terminate its obligations under this Agreement without penalty by giving written notice documenting said lack of funding, subject to the provisions of this Section.

In the event that a Party terminates pursuant to this provision, the Parties shall have six (6) months after the date of the Party's termination to locate additional Parties and/or renegotiate the funding obligations required of each Party. If no other arrangements have been made satisfactory to all Parties at the end of said six (6) month period, this Agreement shall terminate as to all Parties in accordance with the termination procedure described in Paragraph 5.3 hereof.

## 2009 Non-Mandated Expenditures Department Response

In the event that the City or County terminates pursuant to this clause, the remaining Parties if they elect to continue CAGIS shall continue rights from the withdrawing Party for the use of CAGIS Property owned by the Party withdrawing or otherwise compensate said withdrawing Party for the use or purchase of its CAGIS Property at a reasonable and fair amount. Should any other Party terminate pursuant to this clause, it shall be entitled to the return of any CAGIS funds contributed by such Party and remaining uncommitted in the CAGIS account as of the date of termination.

A Party withdrawing from CAGIS under this Paragraph shall cease to have representation on the CAGIS Board or access to CAGIS services or products as of the last day of the fiscal period for which appropriations or other corporate authority for the fulfillment of its obligations hereunder were received.

The Parties agree that they will make best efforts to obtain sufficient funds for their share in CAGIS financial responsibilities, including but not limited to, the inclusion in their budgets for the legislative or ultimate corporate authority a request for sufficient funds to meet their CAGIS obligations hereunder in full.

5.3. Division of CAGIS Property and Funds in Event of Termination. In the event the Agreement is terminated as to all Parties and no new amendments or agreements are executed prior to termination, the remaining funds in the CAGIS Account which have not been spent or otherwise committed shall be returned to the Party, proportionate to the funding allocations specified herein, within a reasonable time after termination. Any remaining CAGIS Property shall be equally divided between the City and the County, which Parties shall, at all times under this Agreement, retain ownership rights to any CAGIS Property acquired pursuant to this Agreement.

At the time of termination under this Paragraph, each Party shall receive a copy of the CAGIS Land Base Map, digital data, and any other CAGIS workproduct developed with CAGIS funds, in whatever form it exists at the date of termination, and shall retain CAGIS core workstation equipment and software installed at the Party's location as described in the CAGIS hardware and software vendor contracts.

**The problem would be that the City/County would get one snapshot copy of the GIS, however if the workflow systems were terminated the hiring of duplicate support staff would be required on behalf of both the City and the County. New separate staffs would be required to sustain the workflow coding and servers, notify the other governments that the County would or would not discontinue support of the workflows automated under the**

## 2009 Non-Mandated Expenditures Department Response

general auspices the county and utilities for townships and cities in the county or provide some notice and revert the county to paper processing on the government workflows attached.

8. Do any of the non-mandated services include employees represented by a bargaining unit? If so, please note the union and provide information as to reduction-in-force and job abolishment considerations.

13 of the 17 members of the CAGIS staff are represented by the "CODE" union, Cincinnati Organized and Dedicated Employees.

9. For positions within non-mandated services, are there special circumstances that preclude a traditional job abolishment process? Separation costs will be addressed centrally including leave balance payouts, unemployment compensation and severance (based on current Commission policy).

The CAGIS positions are currently City of Cincinnati positions and would require notification to the City so that their civil service procedures could be utilized were applicable.

10. In addition to positions associated with non-mandated services, the Budget Office included a review of management layers, support staff, and currently vacant positions. Please comment on the impact of eliminating these positions.

CAGIS has one vacant posted position supporting the necessity for the consortium to migrate both the GIS and primary workflow software, Permits Plus, to newer technologies. Please see the attachments "impact of not funding cagis consortium budgets.doc" for an explanation of the adverse impacts to the Consortium of not funding the CAGIS Consortium 2009 budget requests.

11. What is the performance impact of not providing the non-mandated service? For example, wait times, waiting lists, case loads, operating hours and other consequences of not providing the service.

Many business and service workflows in the County are now entirely dependent upon CAGIS technology. Again, eliminating or reducing CAGIS services would have an immediate impact on these services requiring alternate and likely, costly solutions. See the detail list of workflows that are automated today that would either require the hiring of additional separate staff in the County to support or which would revert back to the more expensive paper workflow.

12. Are there any alternatives that result in savings to the general fund?

No. There is no alternative that does not increase costs.

13. Are there more efficient ways to deliver a mandated service that may allow for the savings to offset the cost of a non-mandated service?

## 2009 Non-Mandated Expenditures Department Response

No

14. Is there an opportunity to transfer any non-mandated expenditures to another funding source (i.e., restricted fund or grant)?

No

15. Does your department have any fees that could be raised to offset the cost of a mandated service?

Yes, however CAGIS fees are tied to the consumer price index for the Cincinnati metro area.

### Other Considerations and Comments:

1. CAGIS Contractual Responsibility of the County
  - a. County is party, along with MSD, CWW, Duke, the City of Cincinnati and others to the CAGIS Contract
2. CAGIS technology is mandated by County Commissioners' resolution and an adopted priority
  - a. County Commissioners by resolution adopted CAGIS strategies for coordinated development, customer service improvements and potential for service and cost efficiencies.
3. CAGIS provides support for mandated services
  - a. CAGIS directly supports the County's mandate to track sex offenders
  - b. CAGIS directly support the County's mandate for building code compliance
  - c. CAGIS directly provides support services for County Road and infrastructure maintenance and management
  - d. CAGIS technology is building to provide eventual Federal reporting of Publically owned assets under the GASB 34 requirements
  - e. CAGIS provides essential technology to track and manage County zoning and planning
  - f. CAGIS provides technology and support for County Tax mapping
4. CAGIS support County Commissioners' directives for service
  - a. Reduction of duplication of services
    - o CAGIS's CSR and Construction Coordination System have the potential to promote service efficiencies and cost reduction as outlined in County Commissioners' Resolution for 2009 Budget Goals, item 1 expressed as a Goal "Items that reduce expenses, increase revenues or provide new approaches that stabilize the budget will be given priority". One of the goals in creating CAGIS

## 2009 Non-Mandated Expenditures Department Response

was the elimination of the great cost of duplication of geographic based records such as property, infrastructure and transaction based activity records. The use of CAGIS technology has resulted in net savings of 40-70% per person per workflow where implemented in business workflows.

- b. Coordination of services
  - o Identified as a goal is “working in partnership with those jurisdictions (sic within Hamilton County)—including the City of Cincinnati and the many first ring suburbs in the County – to improve the their quality of life”. CAGIS’s CSR and Construction Coordination project directly support the goal of coordination and partnership.
- c. Support Systems for Local Governments
  - o CAGIS provides systems and information to multiple jurisdictions, utilities and citizens within the County, providing information systems support and collaborative technology
- d. Cost reduction
  - o CAGIS provide direct cost reduction across agency boundaries by the sharing of data, resources, and reduction of duplicate records and data maintenance activities. Further, CAGIS systems provide direct efficiencies to business processes such as code enforcement, managing the County’s Sewer system, supporting infrastructure management and other activities by automating information and decision support for County and County business partners’ workflows. Future systems such as CSR and Construction Coordination have the potential for very significant service increases and cost reductions.
- e. Analysis of revenue opportunities
  - o CAGIS’s technology provides innovative means to analyze potential revenue activities. For instance, using CAGIS technology MSD was able to realize a significant increase in revenue by identifying customers not paying fee enabling MSD to both recover back fees but also to increase annual revenues.
- f. Improvements in customer service
  - o The planned extension of the CAGIS City CSR system to a County-wide system has vast potential to enable agencies to better coordinate service delivery directly to County customers.