



Local Agency Formation Commission of Napa County

Subdivision of the State of California

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We Manage Local Government Boundaries, Evaluate Municipal Services, and Protect Agriculture

TO: California Association of LAFCOs

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MEETING DATE: October 31, 2019

SUBJECT: Innovative Delivery of Services: Doing Government Differently
CALAFCO Annual Conference 2019 panel

What's this got to do with LAFCO? Simple answer: Municipal Service Reviews (MSRs) and boundary changes

The expectations for MSRs continues to expand both in functionality and responsibility. State legislators regularly turn to LAFCO MSRs when deliberating bills that effect an agency. At the core of a service review is evaluating the efficiency and best practices of agencies. Digital solutions can boost efficiency especially when staff is limited.

The intent of this handout is to provide examples of digital local government solutions, as well as, resources for a "deep dive" into areas of interest. Local governments of all sizes are turning to digital technology to provide an increasing array of services. "Citizen-centered" design focuses on the citizen's needs by providing easy, efficient ways for them to interact with government. "One-stop" government is becoming "no-stop" government with residents conducting government business without even visiting a brick and mortar building. Builders can check permit status on a mobile device while in the field. Inspectors can access "dashboards" to determine project status at the site. These improvements foster good relations between citizens and local government.

Internally, agencies can go beyond their standard procedures. Rather than looking at "how" things have always been done, now they can address "why" is this our process and ways to improve. The result includes automating routine processes and improving turnaround time. It is possible to break down silos between departments, agencies and non-profits. Citizen needs can be addressed "as a whole" in a coordinated fashion resulting in better provision of service. Staff can be more efficient and effective which also leads to better staff morale.

Innovation requires leaders like you. Informed LAFCO Commissioners and staff can better evaluate local agencies and recommend improvements. Citizens are ready and local government can provide the needed digital solutions.

Today's constituents want access to government services in the same way they do everything online – fast, easy and protected. (["Preparing for the Network of Tomorrow Today" AT&T executive's guide](#))

Kenneth Leary, Vice Chair
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Representative of the General Public

Brendon Freeman
Executive Officer

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Innovations in Service Delivery: “Doing Government Differently”

Problem / Solution	Details / Description	Reference / Source / Web Link
Disaster Response/Public Safety		
<p>Problem: disjointed services to critical needs</p> <p>Solution: Citizen-centered service, breakdown silos between departments, agencies & non-profits</p>	<p>After the devastating 2017 wildfires, Sonoma County reorganized their processes to address residents with critical needs. Previously clients had to maneuver a disjointed social service system. The County worked with IBM to breakdown department silos, provide coordination with service agencies and non-profits. The result allowed case managers to access full services (ie. housing, health care, training) to achieve “one-stop” services for clients.</p>	<p>Sonoma Co & IBM: Project brief & video So Co Supervisor James Gore: Resilient podcast Response, recovery, and rising from the ashes</p>
<p>Problem: visualize and distribute information to quickly deploy resources</p> <p>Solution: geospatial strategy</p>	<p>Hard copy maps fall short when time and emergency resources are critical. Digital maps provide the ability to view incidents in real-time, not what occurred hours ago. Interactive digital maps allow emergency personnel to access data sets to provide crucial data to decision makers and citizens (ie. shelter locations, road closures, power outages). Rather than taking crucial time for briefings, the information is provided visually. During the Napa earthquake CalOES turned to Esri to develop a geospatial system which forever changed the way they did business.</p>	<p>California Office of Emergency Services (CalOES)</p> <p>Video case study (Esri)</p>
<p>Problem: Debris slide required evacuation, residents needed updates</p> <p>Solution: Geospatial real-time mapping allowed residents to view status of their homes</p>	<p>Santa Barbara County Planning and Development Department developed a web-based GIS mapping tool that helped inform, educate – and relieve the anxiety of — property owners who fled the devastated Montecito region and had no idea on the status of their property or how to begin rebuilding.</p>	<p>Santa Barbara County</p> <p>CSAC Challenge Award Video</p>

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: disseminate information to personnel and citizens</p> <p>Solution: Mobile apps developed to map crime activity, first responder app for personnel</p>	<p>The city has an extensive, well used, open data portal. A crime incident mapping app provides current crime activity. Another mobile app gives first responders crucial information to identify appropriate services. The Data Warehouse is a clearinghouse for various data sets which allows users to crosscheck information to allow coordination of public safety services.</p>	<p>City of Long Beach</p> <p>GovTech Digital Cities Award (2018)</p>
<p>Problem: critical timing to administer CPR</p> <p>Solution: closest citizens trained in CPR can respond while emergency services are in route.</p>	<p>The app, called PulsePoint, sends Fire Department alerts to mobile phone users at the same time that dispatchers send the official messages to emergency crews — increasing the possibility that a cardiac arrest victim could get lifesaving cardiopulmonary resuscitation from a trained bystander while medical responders are still on the way.</p> <p>“Sudden Cardiac Arrest is not just a job for emergency responders but rather a community-based issue that requires a community-based response.” – International Association of Fire Chiefs “In no other medical situation is there such a vital reliance on the community.”</p>	<p>City of Los Angeles</p> <p>PulsePoint app</p>
<p>Problem: assuring connectivity for emergency responders</p> <p>Solution: National broadband public safety network</p>	<p>In an emergency, first responders need unlimited connectivity. San Jose is the first city in the country to connect to FirstNet for all its safety personnel. FirstNet is a national broadband public safety network that has been many years in the making. It is an effort to centralize and modernize emergency response communications across the country. GovTech</p>	<p>City of San Jose</p> <p>FirstNet Authority</p>

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: limited police resources</p> <p>Solution: drones to supplement resources</p>	<p>The city of Pittsburg California is using drones to assist their police force. Recently a suspect was holding hostages in a house. Drones were used to provide crucial data without putting police officers in harms way. The drones could be deployed faster than a helicopter. The city has been transparent in its use of drones for emergency operations only. Fire departments are also using drones for similar reasons to keep emergency personnel out of harms way.</p>	<p>Pittsburg, CA</p> <p>GovTech article</p>
<h3>Transparency/Open Data/Civic Engagement</h3>		
<p>Problem: include citizens in the design & construction of new park</p> <p>Solution: drone fly-over videos, visual updates, outreach meetings and web site interaction</p>	<p>District staff kept residents informed throughout the duration of construction by posting drone fly-over videos (which garnered 1,977 views) and published regular updates on the District website. Both in the beginning and end stages of the project, the District relied on community outreach to guarantee the success of the project and generate a sense of pride and ownership of the park.</p>	<p>Cordova Recreation and Park District</p> <p>CSDA Award: “Innovative Program/Project of the Year (large district category)”</p>
<p>Problem: increase voter turnout</p> <p>Solution: Public-private partnership</p> <p>CODE for America/Sacramento developed app for voters</p>	<p>The mobile app allows voters to access their voter registration status, receive GPS directions to their polling place and view their sample ballot.</p>	<p>Sacramento County</p> <p>SACVOTE app</p>

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: Make government data available to citizens</p> <p>Solution: Open data/transparency portal and apps</p>	<p>“With a click of a button, citizens can now access meaningful city data on one webpage, create reports and download information including building permit activity, crime reports, budget information, and land-use data. This open data website, aimed to promote government transparency and openness, gives residents, visitors and businesses access to a growing number of datasets.” Institute for Local Government</p> <p>“We want to ensure that all useful public City data can be easily found and used by citizens.” Maria MacGunigal, Chief Information Officer.</p>	<p>City of Sacramento</p> <p>Open data/transparency portal and apps</p>
<p>Problem: Provide detailed data to the public</p> <p>Solution: Open data portal with detailed information and visualization tools</p>	<p>“The City of San José is committed to open and honest government. Open Data is an important component of this commitment; through making its data publicly available and easily accessible, the City will empower the community to engage with government on a new level and stimulate new ideas, new services, and new economic opportunities. In addition, Open Data will provide a new platform to increase the sharing of information among City departments, improving the City’s ability to deliver services to the community efficiently and effectively.”</p>	<p>City of San Jose</p> <p>Open Data Portal</p> <p>Can responsive traffic lights save lives?</p>
<p>Problem: provide transparency/open data to citizens</p> <p>Solution: political leadership prioritized open data through technology</p>	<p>The city’s open data and transparency initiatives won an ISO Platinum certificate. Citizens have a variety of choices to access data in a clear and concise manner. The open data portal includes instructions for use and feedback from users. The portal includes data relevant to budget, street repair work, revenue from parking meters and other city projects.</p>	<p>City of San Diego</p> <p>Open data portal</p>

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: provide transparency/open data to citizens</p> <p>Solution: Use fiber-optic network to create a “smart city”</p>	<p>“The city developed an open data policy that commits the city to implementing practices that allow it to make available useful data in a useful format; provide access to free, historical archives of data; and support innovative uses of the city’s publishable data by external agencies, the public, and other partners.” Smart city digital services will include open data; smart buildings and facilities; connecting facilities; and using integrated management systems for climate control and HVAC energy.</p>	<p>City of San Leandro</p> <p>GovTech Digital Cities Award (2018)</p>
<p>Problem: provide transparency/open data to citizens</p> <p>Solution: Share data with a university for solutions, provide social media platform</p>	<p>“The city had one of the first open data sites in southern California and continues to become more transparent, especially around budgeting and city council activities.” This data is shared with CalTech to obtain input for solutions. Also, the city has provided free Wi-Fi to parks, has a robust social media platform and is testing Alexa as a voice assistant service for its residents.</p>	<p>City of Pasadena</p> <p>GovTech Digital Cities Award (2018)</p>

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Improve Services / Digitize Processing																		
<p>Problem: provide services with limited staff, engage citizens</p> <p>Solution: Mobile apps for “no-stop” government, citizens report problems with smartphone</p>	<p>County mobile apps:</p> <table border="0"> <tr> <td>Tell Us Now</td> <td>Finding Rover</td> </tr> <tr> <td>SD Food Info</td> <td>CA Child Support</td> </tr> <tr> <td>SD Emergency</td> <td>SD Beach Water Quality</td> </tr> <tr> <td>County News Center</td> <td>Where Can I Recycle?</td> </tr> <tr> <td>The Veterans App</td> <td>Breathe Well</td> </tr> <tr> <td>Pay Property Taxes</td> <td>CalWIN Mobile App</td> </tr> <tr> <td>Know Your H2O</td> <td>SD County Library</td> </tr> <tr> <td>PulsePoint</td> <td>Easy2Hike</td> </tr> </table>	Tell Us Now	Finding Rover	SD Food Info	CA Child Support	SD Emergency	SD Beach Water Quality	County News Center	Where Can I Recycle?	The Veterans App	Breathe Well	Pay Property Taxes	CalWIN Mobile App	Know Your H2O	SD County Library	PulsePoint	Easy2Hike	<p>County of San Diego</p> <p>County App Center</p>
Tell Us Now	Finding Rover																	
SD Food Info	CA Child Support																	
SD Emergency	SD Beach Water Quality																	
County News Center	Where Can I Recycle?																	
The Veterans App	Breathe Well																	
Pay Property Taxes	CalWIN Mobile App																	
Know Your H2O	SD County Library																	
PulsePoint	Easy2Hike																	
<p>Problem: provide digital services citywide</p> <p>Solution: provide a variety of digital solutions</p>	<p>The City of San Diego has been labeled the “world’s largest smart city platform” by General Electric and government officials. Over 3,000 “smart” streetlamps are equipped with cameras and sensors. The city has embarked on various programs to improve the quality of life of its citizens through technology.</p>	<p>City of San Diego</p> <p>GovTech Digital Cities Award (500,000 or more population)</p>																

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: develop cost-effective mobile apps</p> <p>Solution: Low-code solutions</p>	<p>The City of Oakland development team worked with OutSystems to deliver eight apps in just 12 months, including the single sign-on OAKAPPS portal at the heart of their transformation. Not only were they able to develop each app in weeks versus years, but they saved the city an estimated \$1 million—all while improving city services to residents.</p>	<p>City of Oakland</p> <p>OAKAPPS</p> <p>Video</p> <p>OutSystems Report</p>
<p>Problem: paper-based services</p> <p>Solution: digitize processing, allow wireless communication and processing</p>	<p>City’s Development Services Department shifted from a paper-based system to a computerized system, improving communication between employees, citizens, builders and inspectors, who can now connect, and review permits wirelessly while they’re in the field. William Thomas, Director of Development Services, “We’ve got communications occurring between field staff and their supervisors—and it’s happening in real time right from the field.”</p>	<p>City of Sacramento</p> <p>Web based permitting system</p>
<p>Problem: surplus city computers</p> <p>Solution: Public-private partnership to refurbish and distribute surplus city computers</p>	<p>The city has distributed more than 3,250 refurbished computers in the past year and one half. A non-profit organization refurbished discarded city computers. The project was accomplished through a city partnership with the non-profit.</p>	<p>City of Los Angeles</p> <p>GovTech Digital Cities Award (2018)</p>

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: provide service to homeless</p> <p>Solution: Citizen-centered service, provide shelter AND full range of services ie health care, training</p>	<p>14Forward Project: Tiny homes made out of modified Tuff Sheds get a lot of the publicity, but the program is much more than that. It provides wrap-around services for homeless individuals who are ready to start a new chapter.</p> <p>“It’s really not about the sheltering,” explains Yuba County Supervisor Gary Bradford. “It’s about the services that are provided.” His comments are echoed by 14Forward Project Manager Chaya Galicia who says, “Shelter is good, but coupled with case management is 100 times better.”</p>	<p>Yuba County</p> <p>CSAC Challenge Award: 14Forward Project video</p>
<h3>Networking/Connectivity</h3>		
<p>Problem: Citywide switch to 5G</p> <p>Solution: Public-private partnership with Verizon</p>	<p>One of the first cities in the nation to have citywide 5G residential broadband service.</p> <p>Progress toward making 5G available citywide and free Wi-Fi in all public parks by adding small cell towers to utility poles.</p>	<p>City of Sacramento</p>

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Cyber Security		
<p>Problem: protect against cyber attacks</p> <p>Solution: Install new firewalls with backup</p>	<p>San Leandro’s cybersecurity accomplishments include replacing existing firewalls with redundant Cisco Firepower 2140 Next-Generation firewalls. The agreement calls for the full suite of Next-Gen security functionality and includes identical models, which can be configured for automatic and instantaneous failure to avoid service disruption.</p>	<p>San Leandro</p> <p>GovTech Digital Cities Award (2018)</p>
<p>Problem: protect against cyber attacks</p> <p>Solution: establish cybersecurity framework</p>	<p>“To reduce its risk as a connected community, the city has implemented a robust cybersecurity framework, which includes an event management system that can monitor 1 billion data records daily from a single platform. The city’s overall security program has been nationally recognized for its exceptional protection of city data, certainly one of its most valuable assets.”</p>	<p>City of Los Angeles</p> <p>GovTech Digital Cities Award (2018)</p>

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Problem / Solution	Details / Description	Reference / Source / Web Link
<p>Problem: protect against cyber attacks on local businesses</p> <p>Solution: share cyber security data with local businesses</p>	<p>The LA Cyber Lab effort makes the city’s cyberthreat intelligence available to local businesses — for free. “This gets to the heart of what government is, taking this internal asset and sharing it out in support of the business community,” said Ted Ross, chief information officer of Los Angeles.</p> <p>Because the city is a high-profile target, with lots of financial data and other high-value digital assets, L.A.’s “cyberdefender” may see attack vectors the business community would never know about.</p> <p>To leverage and disseminate that knowledge, the city set up a freestanding nonprofit entity. Operationally, this ensures the information-sharing effort doesn’t become a drain on city resources. Philosophically, it expresses the cooperative spirit of the endeavor.</p>	<p>City of Los Angeles</p> <p>GovTech Digital Cities Award (2018)</p>
<p>Problem: protect against cyber attacks</p> <p>Solution: sign-on access, training and partnership with other agencies</p>	<p>The city of San Diego receives some 2.5 million cybersecurity attacks per month. IT staff has pushed to move toward single sign-on, awareness training across the board and partnerships with a large cross-section of private, local, state and federal partners.</p>	<p>City of San Diego</p> <p>GovTech Digital Cities Award (2018)</p>

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Additional Resources

The following are provided for further information. Any vendors or products listed are for reference purposes and are not intended as endorsements. An online version of this document with active web links is available at <https://calafco.org>.

Accela: [San Diego County uses Accela Civic Platform to improve agency efficiency and the customer experience.](#)

Accela: [San Luis Obispo project to reduce reliance on IT staff and increase productivity with cloud platform](#)

AQUIA: [The Future of .gov: Bringing State and Local Digital Services into the 21st Century](#)

[AT&T: Report, “Preparing for the Network of Tomorrow, Today”](#)

[CODE for America](#): Code for America uses the principles and practices of the digital age to improve how government serves the American public, and how the public improves government.

CODE for America: Governing magazine- [Geeks Come to the Government's Rescue](#)

[CODE for America Brigade](#): “We're a national alliance of community organizers, developers, and designers that are putting technology to work in service of our local communities. We believe that government can work, for the people, by the people, in the digital age, if we all help.” (85 brigades in U.S.)

CODE for America Founder TedTalk: [Coding for a better government](#)

[eRepublic](#): “Smart Media for Public Sector Innovation”

eRepublic publications and projects:

[Governing](#): “Covering politics, policy and management for state and local government leaders.”

[Government Technology \(GovTech\)](#): “The smart use of technology in state and local government.”

[Tech Wire](#): “Timely, actionable intelligence on the California IT market.”

[The Center for Digital Government](#): A division of GovTech

eRepublic and OutSystems: [Keeping Pace with Modernization in the Age of Rapid Obsolescence](#)

Governing: [The Problem With One-Stop Government](#) It was a big improvement for permitting and other forms of service delivery, but it's already outdated. The new goal should be no-stop government.

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[Esri](#): The Science of Where- We pioneer problem solving with GIS to help you see what others can't. ArcGIS is the heart of the Esri Geospatial Cloud

Esri Podcast: [On the Business of Battling Climate Change](#) Today, businesses and governments are using data science and advanced analytics to understand climate change and reduce its global impact.

Esri Podcast: [Digital Innovation in Local Government and the Public Sector](#)- Local governments are increasingly relying on location intelligence to create efficiency and save money.

Esri: ebook – [Making Sense of Digital Transformation](#)

Esri and GovLoop: [How Civic Inclusion Powers Smart Communities](#)- A key component of what makes a community smart is its ability to embrace civic inclusion.

Esri: [Use Location to Drive Innovation and Collaboration](#)

[GovLoop](#): GovLoop's mission is simple: connect government to improve government. We aim to inspire public sector professionals to better service by acting as the knowledge network for government. GovLoop serves a community of more than 300,000 government leaders by helping them to foster collaboration, learn from each other, solve problems and advance in their government careers.

GovLoop: [APIs: Securely Open Your Data](#)

GovLoop: [Your Guide to Becoming a Modern Government](#)

GovLoop: [7 Tips to Transform Your Data Into Compelling Stories](#)

[Institute for Local Government](#): The Institute for Local Government promotes good government at the local level with practical, impartial and easy-to-use resources for California communities.

[OutSystems](#): Low-code solutions for government digitization

OutSystems : [Breakdown the Barriers to Digital Transformation with Low-Code](#)

[Pew Research Center](#): A nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping America and the world.

Pew Research Center: [Digital Quiz: How Much Do You Know About Digital Topics?](#)

Pew Research Center: Results of Digital Quiz- [Americans and Digital Knowledge](#)

Pew Research Center: [Stories From Experts About the Impact of Digital Life](#)

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[TED Talks: “Ideas Worth Spreading”](#)

[CODE for America: “the peace corps for geeks”](#)

[Government as Innovators](#)

[Innovation in Local Government](#)

[Open Source Government](#)

[ViewPoint](#): Cloud based solutions for digital governance: