



Local Agency Formation Commission of Napa County
Subdivision of the State of California

1030 Seminary Street, Suite B
Napa, California 94559
Phone: (707) 259-8645
Fax: (707) 251-1053
www.napa.lafco.ca.gov

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

Agenda Item 5f (Consent/Information)

TO: Local Agency Formation Commission

PREPARED BY: Brendon Freeman, Executive Officer
Dawn Mittleman Longoria, Analyst II

MEETING DATE: November 18, 2019

SUBJECT: Report on the 2019 CALAFCO Conference

SUMMARY

This item is presented to the Commission for information purposes only. The Commission will receive a report summarizing the activities associated with the 2019 California Association of Local Agency Formation Commissions (CALAFCO) Conference held on October 30 to November 1 at the Hyatt Regency in Sacramento. The Commission was represented by the Executive Officer, Analyst II, and Commissioners Gregory, Kahn, Leary, Mohler, and Sedgley. The conference program is included as Attachment One.

CALAFCO was established in 1971 to assist members in fulfilling their duties to coordinate the orderly formation and development of governmental agencies and services. Key services include facilitating information sharing among members by organizing annual conferences and workshops as well as providing technical assistance through training classes. CALAFCO also serves as a resource to the Legislature and actively drafts and reviews new legislation. CALAFCO's membership currently includes all 58 LAFCOs.

Board Elections

Commissioner Mohler was re-elected to new term on the CALAFCO Board of Directors. CALAFCO Board members serve two-year terms and are elected by the individual LAFCOs within each of four regions. Napa County is in the Coastal Region, which held elections for the city and public members. Margie Mohler (Napa County) was re-elected as the Coastal Region City Member and Tom Murray (San Luis Obispo County) was elected as the Coastal Region Public Member.

Kenneth Leary, Vice Chair
Councilmember, City of American Canyon

Margie Mohler, Commissioner
Councilmember, Town of Yountville

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Councilmember, City of Napa

Brad Wagenknecht, Commissioner
County of Napa Supervisor, 1st District

Diane Dillon, Commissioner
County of Napa Supervisor, 3rd District

Ryan Gregory, Alternate Commissioner
County of Napa Supervisor, 2nd District

Gregory Rodeno, Chair
Representative of the General Public

Eve Kahn, Alternate Commissioner
Representative of the General Public

Brendon Freeman
Executive Officer

Membership Dues

On October 31, 2019, the individual LAFCOs voted and approved a proposed membership dues structure from CALAFCO for fiscal year 2020-2021 (Attachment Two). Notably, Napa LAFCO will be billed \$2,985 in 2020-2021, representing an 8.5% decrease compared to the current fiscal year amount of \$3,261. CALAFCO will follow up with a proposal for a new membership dues structure for future years beyond 2020-2021.

Breakout Session – Innovations in Service Delivery

Staff organized a well-received panel: “Innovations in Service Delivery: Doing Government Differently”. The theme showcased examples of digital solutions used to provide and enhance services. “One-stop” government is becoming “no-stop” government. Constituents expect to conduct government business in the same way they do everything online – fast, easy, and protected. It’s not enough for government to ask “how” we have always done things, but to ask “why” this is our process and can it be improved. Drones are used to aide first responders to assess hazards and keep personnel out of harms-way. Digital geospatial maps provide crucial real-time information (i.e., power outages, fire activity, evacuation routes and resource availability) for decision makers and the public.

The goal of the session was to assist Commissioners during LAFCO’s Municipal Service Review process. Knowledge of digital solutions to boost efficiency, especially when staff is limited, can be of value when evaluating service providers. A handout, included as Attachment Three, was provided to summarize a variety of digital solutions with hyperlinks for a “deep dive” into areas of interest.

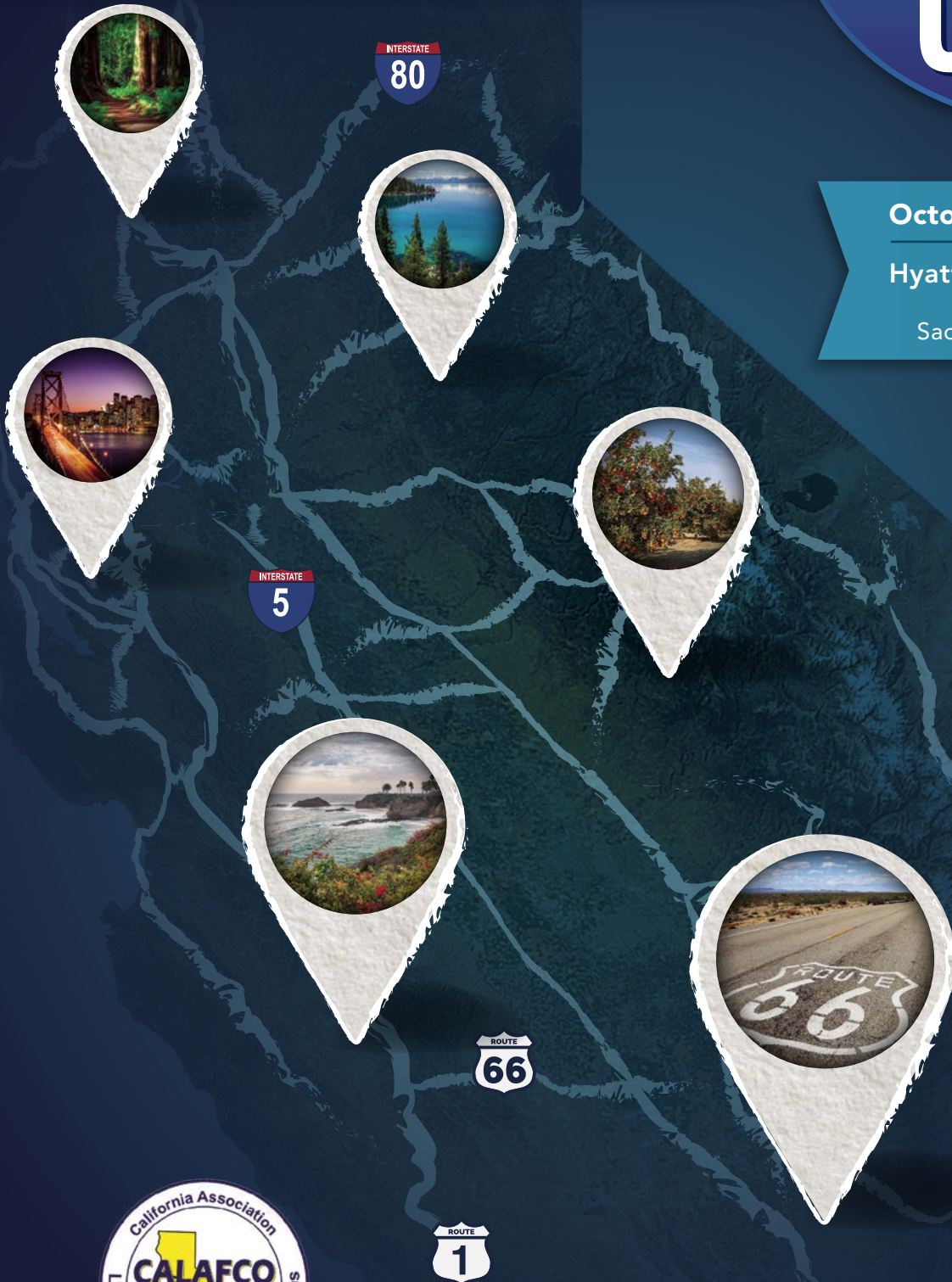
ATTACHMENTS

- 1) 2019 CALAFCO Conference Program
- 2) CALAFCO Membership Dues for Fiscal Year 2020-21
- 3) Innovations in Service Delivery Handout

— CALAFCO — CONNECTING CA

October 30 - November 1

Hyatt Regency Sacramento
1209 L Street
Sacramento, California 95814



2019 CALAFCO Conference Schedule At-a-Glance

WEDNESDAY – OCTOBER 30TH

7:30 a.m.	Mobile Workshop
10:00 a.m.	LAFCo 101 – Understanding and applying the basics
1:00 p.m.	Conference Opening
1:30 p.m.	Stress-testing LAFCos and local agencies in changing times
2:45 p.m.	Refreshment Break
3:00 p.m.	Groups escorted to State Capitol for final general session of the day
3:30 p.m.	It takes a village: State, County and LAFCo collaboration to solve a local problem
6:00 p.m.	Pre-dinner Reception with Sponsors
7:00 p.m.	Banquet and Awards
9:00 p.m.	After dinner gathering

THURSDAY – OCTOBER 31ST

7:00 a.m.	Continental Breakfast Buffet
8:00 a.m.	Regional Caucus meetings and elections
9:00 a.m.	CALAFCO Annual Business meeting
9:00 a.m.	Legal Counsel Roundtable
10:15 a.m.	Refreshment Break
10:30 a.m.	Regional Roundtables
12:00 p.m.	Luncheon Keynote
1:45 p.m.	BREAKOUT SESSIONS
1) Innovations in service delivery: Doing government differently	
2) Water, water everywhere but not a drop to drink	
3) The legislative menu: Plan it rather than be served on it	
3:00 p.m.	Refreshment Break with Sponsors

3:45 p.m. **BREAKOUT SESSIONS**

- 1) MSRs: You get out what you put in
- 2) What's your story? Crafting and communicating a compelling LAFCo narrative
- 3) Housing is a municipal service: Opportunities and challenges for LAFCo in addressing the housing call

5:30 p.m. CALAFCO Reception

7:00 p.m. Dinner on your own

FRIDAY – NOVEMBER 1ST

7:30 a.m.	Breakfast Buffet
7:30 a.m.	CALAFCO Board of Directors meeting
9:00 a.m.	Leading your LAFCo into the next decade with courage and independence
10:30 a.m.	Refreshment Break
10:45 a.m.	CALAFCO legislative update: 2019 legislative impacts on LAFCo

WELCOME TO THE 2019 CALAFCO CONFERENCE!

Attachment One

Welcome from the Chair of the Board

On behalf of the CALAFCO Board of Directors, I want to welcome you to our Annual Conference in Sacramento. As we gather to discuss statewide and local issues critical to LAFCo, I encourage you to take advantage of your time here and all of the information that is available to you and your LAFCo. CALAFCO continues to work connecting California and connecting our members with the resources we need to do our important work.



I thank you for your leadership in shaping the future of LAFCo and hope you enjoy the Conference!

Josh Susman, Commissioner, Nevada LAFCo
Chair, CALAFCO Board of Directors

Welcome from the Conference Chair

Welcome to the 2019 CALAFCO Annual Conference! The entire CALAFCO Conference Committee thanks you for taking time away to attend and for your engagement in the many sessions offered. This year's program is one of the best we've ever offered, with an impressive line-up of speakers and topics that are critical to the work of LAFCos around the state.



We hope that you leave with new resources, fresh ideas to tackle the many challenges we are facing, a more robust network and a renewed desire to affect positive change in the communities we serve.

Anita Paque, Commissioner, Calaveras LAFCo
Member, CALAFCO Board of Directors

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WEDNESDAY, OCTOBER 30

7:30 a.m. – 12:00 p.m. **Mobile Workshop: Info** *(Bus loads at 7:15 a.m. and departs at 7:30 a.m. in front of hotel)*

Join us as we visit the Port of West Sacramento and the Farmers Rice Cooperative. Our tour will start with a visit to the newly redeveloped Bridge District along the West Sacramento waterfront. From there we will travel to the West Sacramento Community Center (a LEED certified facility) and hear from West Sacramento Mayor Christopher Cabaldon on the unique relationship between the City and the Port. We will then travel to the West Sacramento Port and Farmer's Rice Cooperative for tours of these facilities. The mobile workshop will end with a tour and brunch at the new Sacramento Regional Fire Museum.

10:00 a.m. – 12:00 p.m. **GENERAL SESSION LAFCo 101 – Understanding and applying the basics** *(Regency A-B-C)*

This informative and interactive session is intended to provide elected officials and staff members with a better working knowledge of LAFCos' processes, legal framework and procedures. You will have the opportunity to work together in small groups to discuss and resolve some challenging LAFCo scenarios. We will discuss a number of topics: the authority and purpose of LAFCo, the LAFCo review process; the laws involved in LAFCo decisions and updating Spheres of Influence and Municipal Service Reviews. Panelists will share insights and stories relevant to LAFCo decisions. You always learn (or relearn) something by attending a LAFCo 101 session! Please join us for this fun and hands-on session on the LAFCo basics and more!

PANELISTS INCLUDE: Carole Cooper, Assistant Executive Officer, Sonoma LAFCo; Paula de Sousa Mills, LAFCo Attorney, Best Best & Krieger; and David West, Commissioner, Imperial LAFCo

MODERATED BY: David Church, Executive Officer, San Luis Obispo LAFCo

Approved for
2 AICP CM Credits

1:00 p.m. – 1:30 p.m. **Conference Opening: Welcome to the 2019 CALAFCO Annual Conference** *(Regency A-B-C)*

Welcome to the 2019 CALAFCO Annual Conference in Sacramento! The Sacramento Area Firefighters Honor Guard and Pipes and Drum Corps will help us officially open the Conference, along with CALAFCO Board Chair Josh Susman, Conference Chair Anita Paque and Executive Director Pamela Miller.

1:30 p.m. – 2:45 p.m. **GENERAL SESSION Stress-testing LAFCos and local agencies in changing times** *(Regency A-B-C)*

The landscape of the state is changing – both literally and metaphorically. LAFCos have the responsibility of considering many of the causes for those changes when reviewing applications and conducting MSR's; and there is an opportunity for LAFCos to step into a larger role in facilitating responses to local catastrophes that are the result of radical changes caused by nature or humans. This session will explore LAFCos' role as facilitator, engager and participant in the planning, review and response in these instances.

PANELISTS INCLUDE: Bill Connelly, Commissioner, Butte LAFCo; Kate Gordon, Director, Governor's Office of Planning and Research; and Ellen Hanak, Director, Public Policy Institute of California Water Policy Center

MODERATED BY: Keene Simonds, Executive Officer, San Diego LAFCo

Approved for
1.25 AICP CM Credits

2:45 p.m. – 3:00 p.m. **Refreshment Break** *(Regency Corridor)*

3:00 p.m. & 3:10 p.m. **Groups escorted to State Capitol for final general session of the day**

3:30 p.m. – 5:00 p.m. **GENERAL SESSION It takes a village: State, County and LAFCo collaboration to solve a local problem** *(State Capitol, Room 4202)*

Join us for a one-time unique experience in the State Capitol for this session. Sometimes solving local issues locally is tough and at times we all need a little help. What do you do with a service provider who just can't do the right thing? How do you know if and when you have exhausted all of the local options? What's the response when the situation reaches crisis levels? At what point does the LAFCo seek state assistance and intervention? This session explores these questions through a case study of the Sativa County Water Agency and the extraordinary collaborative effort it took to resolve the problem.



PANELISTS INCLUDE: Honorable Mike Gipson, California State Assemblymember; Janice Hahn, Chair, Los Angeles County Board of Supervisors; Jeff O'Keefe, P.E., Supervising Sanitary Engineer, State Water Resources Control Board, Division of Drinking Water; and Mark Pestrella, Director, Los Angeles County Department of Public Works

MODERATED BY: Paul Novak, AICP, Executive Officer, Los Angeles LAFCo

Approved for
1.5 AICP CM Credits

6:00 p.m. – 7:00 p.m. **Pre-dinner Reception with Sponsors** *(Regency Foyer & Corridor)*

7:00 p.m. – 9:00 p.m. **Banquet and Awards** *(Regency D-E-F)*

9:00 p.m. – 11:00 p.m. **After dinner gathering** *(Capitol Parkview Room)*

CALAFCO ANNUAL CONFERENCE: SACRAMENTO Attachment One

THURSDAY, OCTOBER 31

7:00 a.m. – 9:00 a.m.	Continental Breakfast Buffet <i>(Served in Regency Corridor; seating in Regency D-E-F)</i>
8:00 a.m. – 8:45 a.m.	Regional Caucus Meetings and Elections

CENTRAL REGION: Big Sur AB | **COASTAL REGION:** Golden State AB
NORTHERN REGION: Carmel A | **SOUTHERN REGION:** Carmel B

9:00 a.m. – 10:15 a.m.	CALAFCO Annual Business Meeting <i>(Regency A-B-C)</i> <i>All members are invited to attend.</i>
9:00 a.m. – 10:15 a.m.	Legal Counsel Roundtable <i>(Tahoe Room)</i>
10:15 a.m. – 10:30 a.m.	Refreshment Break <i>(Regency Corridor)</i>
10:30 a.m. – 11:45 a.m.	Regional Roundtables

CENTRAL REGION: Big Sur AB | **COASTAL REGION:** Golden State AB | **NORTHERN REGION:** Carmel A
SOUTHERN REGION: Carmel B | **LEGAL COUNSEL:** Tahoe Room

12:00 p.m. – 1:30 p.m.	Luncheon Keynote, Award-winning journalist and best-selling author Mark Arax <i>(Regency D-E-F)</i>
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Mark will share his unique insights and perspectives on the history of agriculture in California, the growing need for the rare resource of water and the growing pressures of farming and housing on the land, particularly in rural areas.

1:45 p.m. – 3:00 p.m.	BREAKOUT SESSIONS
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Innovations in service delivery: Doing government differently *(Regency A)*

Explore the amazing world of local government innovation: Streetlamps that help solve crimes, wastewater treated in four hours instead of 30 days, drones used to engage citizens and much more. “One-stop” government is becoming “no-stop” government. Today’s constituents want access to government services in the same way they do everything online – fast, easy and protected. Technology is pushing the envelope of what is possible in government and decision makers like you are leading the way.

PANELISTS INCLUDE: Mai Ann Healy, Head of Business Development, BioFiltro; Dan Henderson, Regional Manager for Local Government, Environmental Systems Research Institute (Esri); Laura Taylor, Park Planning and Development Manager, Cordova Recreation and Park District; Almیس Udrys, Deputy Chief of Staff, Office of the Mayor, City of San Diego
MODERATED BY: Dawn Mittleman Longoria, Analyst, Napa LAFCo

**Approved for
1.25 AICP CM Credits**

Water, water everywhere but not a drop to drink *(Regency B)*

We continue to grapple with ensuring all Californians have access to adequate and safe drinking water. New authorities granted to the SWRCB by the Legislature can create challenges and opportunities for LAFCo’s role of regulating service area boundaries. We will explore the implementation of SB 88 (consolidation of water agencies) and SB 1263 (service extensions to small public water systems) from multi-jurisdictional perspectives from the state to LAFCo level. Join us for a thought-provoking exchange on this critical issue.

PANELISTS INCLUDE: Daniel Feron, P.E., General Manager, Santa Margarita Water District; Michelle F. Frederick, P.E., Northern California Water Partnership Coordinator, State Water Resources Control Board, Division of Drinking Water; and Sara Lytle-Pinhey, Executive Officer, Stanislaus LAFCo
MODERATED BY: David Church, Executive Officer, San Luis Obispo LAFCo

**Approved for
1.25 AICP CM Credits**

The legislative menu: Plan it rather than be served on it *(Regency C)*

Learn how your active participation in the legislative process and awareness of how you can make a difference in impacting legislation that affects LAFCos. We will also discuss which conditions create the perfect storm for legislation to address a specific local issue (whether that be LAFCo-generated or otherwise).

PANELISTS INCLUDE: Curt Pringle, Former Speaker and Member, California State Assembly; and Alex Vassar, Legislative Historian, Communications Manager, California State Library
MODERATED BY: Gary Bell, Attorney, Colantuono, Highsmith & Whatley

**Approved for
1.25 AICP CM Credits**

PROGRAM: OCTOBER 30 - NOVEMBER 1, 2019 Attachment One

3:00 p.m. – 3:45 p.m. Refreshment Break with Sponsors *(Regency Corridor)*

3:45 p.m. – 5:00 p.m. **BREAKOUT SESSIONS**

MSRs: You get out what you put in *(Regency A)*

This session focuses on MSRs from a commissioner perspective – mustering up the political will to prioritize the resources to conduct MSRs; to address deficiencies identified by implementing recommendations; how to effectively assert LAFCo influence for full agency involvement in the MSR process; and what to do with them once they are done so they create maximum value for your local governance.

PANELISTS INCLUDE: Shiva Frentzen, Commissioner, El Dorado LAFCo; Debbie Kurita, Assistant Executive Officer, Orange LAFCo; Steve Lucas, Executive Officer, Butte LAFCo; Scott Smith, LAFCo legal counsel; and Susan Vicklund Wilson, Commissioner, Santa Clara LAFCo

**Approved for
1.25 AICP CM Credits**

What’s your story? Crafting and communicating a compelling LAFCo narrative *(Regency B)*

The majority of the population has no idea what a LAFCo is or what a LAFCo does, and we struggle with communicating and connecting with those who don’t. This session will explore one LAFCo’s experience in creating an outreach and engagement plan and the tangible results that have come from this outreach. Learn how to craft your own LAFCo’s compelling story.

PANELISTS INCLUDE: Marianna Leuschel, Director, NewAgency; Neelima Palacherla, Executive Officer, Santa Clara LAFCo; Rob Rennie, Commissioner, Santa Clara LAFCo; and Chad Upham, Creative Director, Covive
MODERATED BY: Martha Poyatos, Executive Officer, San Mateo LAFCo

**Approved for
1.25 AICP CM Credits**

Housing is a municipal service: Opportunities and challenges for LAFCo in addressing the housing call *(Regency C)*

In the face of the state’s housing crisis, local and state agencies are feverishly working to understand the issues and take action to address the lack of housing. LAFCo involvement in this conversation has long been debated, and with recent trends at the state and local level, it is becoming evident we should wake up to the call for action related to housing. Join us for a provocative discussion on how we do this and why we should care.

PANELISTS INCLUDE: Michael Colantuono, Attorney and shareholder, Colantuono Highsmith & Whatley; Lucy Dunn, President & CEO, Orange County Business Council and Former Director, California Department of Housing and Community Development; and Paul Jensen, Community Development Director, City of San Rafael
MODERATED BY: Carolyn Emery, Executive Officer, Orange LAFCo

**Approved for
1.25 AICP CM Credits**

5:30 p.m. – 7:00 p.m. **CALAFCO Reception *(Capitol Parkview Room)***

— Dinner on your own —



CALAFCO ANNUAL CONFERENCE: SACRAMENTO

Attachment One

FRIDAY, NOVEMBER 1

7:30 a.m. – 9:00 a.m.	Breakfast Buffet <i>(Served in Regency Corridor; seating in Regency D-E-F)</i>
7:30 a.m. – 8:45 a.m.	CALAFCO Board of Directors Meeting <i>(Big Sur AB)</i>
9:00 a.m. – 10:30 a.m.	GENERAL SESSION Leading your LAFCo into the next decade with courage and independence <i>(Regency A-B-C)</i>

Join us as we explore the delicate high-wire balancing act of independent LAFCo thinking and decision-making as well as what it looks like to lead your LAFCo into the next decade. Hear from a panel of LAFCo commissioners in a fire-side chat format and engage in robust conversation about the challenges and opportunities of leading your LAFCo with courage and independence.

PANELISTS INCLUDE: Merita Callaway, Commissioner (County) Calaveras LAFCo; James Curatalo, Commissioner (Special District), San Bernardino LAFCo; Blake Inscore, Commissioner (City), Del Norte LAFCo; and Sblend Sblendorio, Commissioner (Public) Alameda LAFCo
MODERATED BY: Pamela Miller, Executive Director, CALAFCO

Approved for
1.5 AICP CM Credits

10:30 a.m. – 10:45 a.m.	Refreshment Break <i>(Regency Corridor)</i>
10:45 a.m. – 12:00 p.m.	GENERAL SESSION CALAFCO legislative update: 2019 legislative impacts on LAFCo <i>(Regency A-B-C)</i>

Here we are at the end of another full legislative year. Join us as we recap the 2019 legislative impacts on LAFCos. We will hear from the consultants of the Assembly Local Government and Senate Governance and Finance Committees as they share their unique Capitol perspective and insider updates. We will also get updates from the members of the CALAFCO Legislative Committee. Join us as we review 2019 and look ahead to 2020.

PANELISTS INCLUDE: Anton Favorini-Csorba, Consultant, Senate Governance & Finance Committee; Jimmy MacDonald, Consultant, Assembly Local Government Committee; Sam Martinez, Executive Officer, San Bernardino LAFCo; Pamela Miller, Executive Director, CALAFCO; and Lou Ann Texeira, Executive Officer, Contra Costa LAFCo

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Sacramento, California 95814



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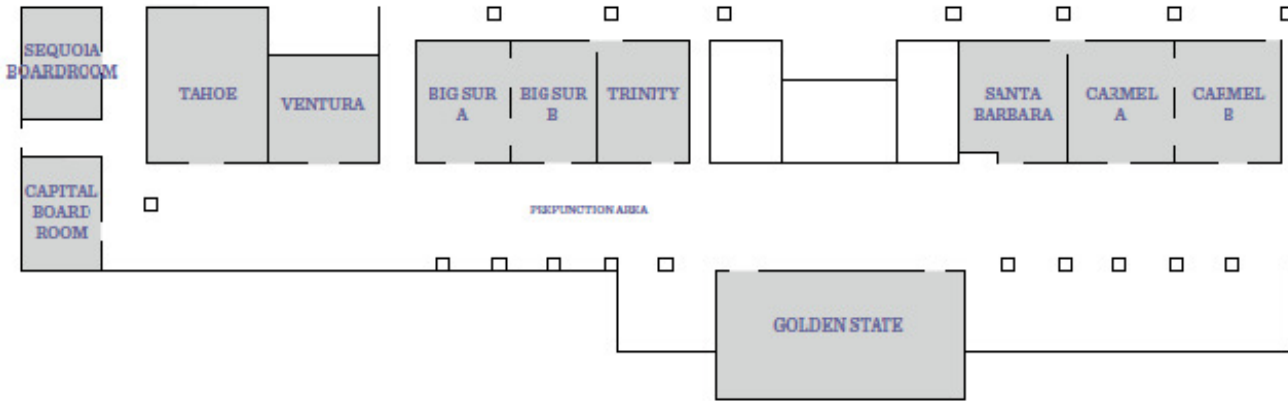
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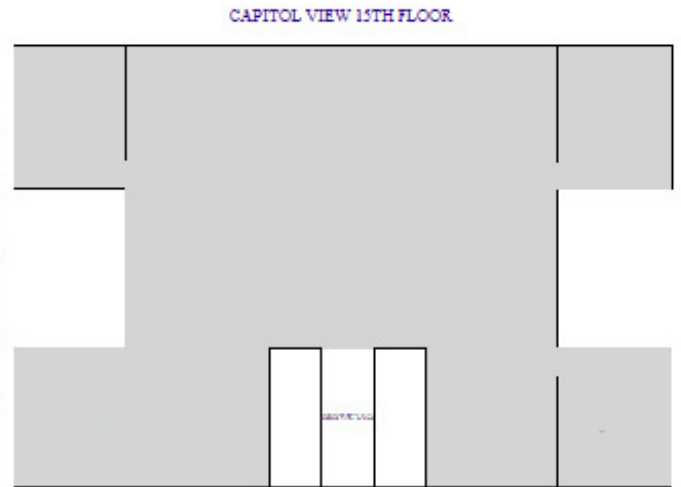
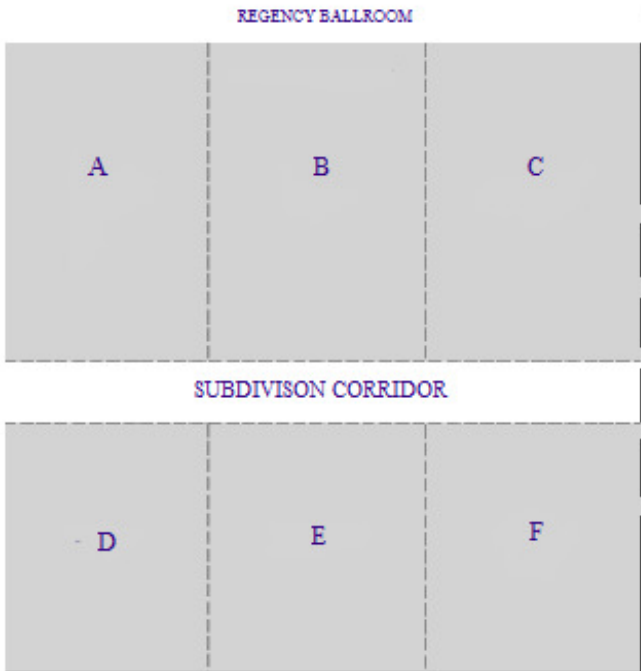
— HYATT REGENCY SACRAMENTO —

FLOOR PLAN
Second Floor



FLOOR PLAN
First Floor

FLOOR PLAN
15th Floor



CONGRATULATIONS CALAFCO ON ANOTHER GREAT CONFERENCE

**IT IS A PRIVILEGE TO PARTNER
WITH YOU AND SUPPORT YOU
IN TELLING YOUR STORY**

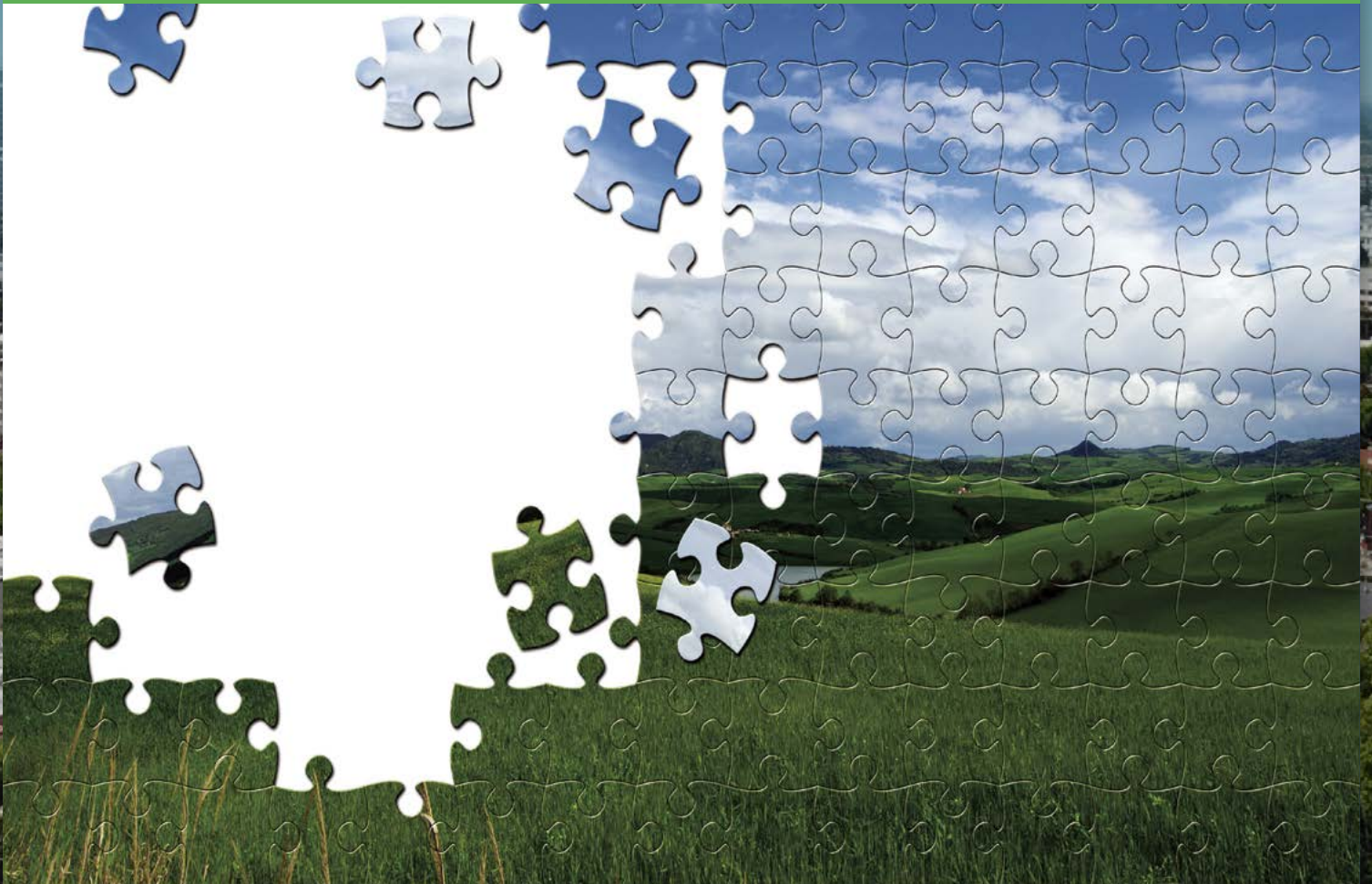
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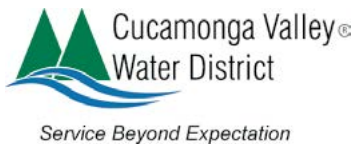
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**JOIN US FOR
OUR NEXT CONFERENCE**

OCTOBER 21-23, 2020

HYATT REGENCY MONTEREY
hosted by CALAFCO



CALAFCO

Proposed member LAFCo dues structure and dues beginning FY 2020-21

County	Population Estimate 2020	Population For Dues Calculation	Base Dues	Per Capita Dues	Base + Per Capita Dues	Total Per Capita Rate
ALAMEDA	1,703,660	700,000	1,000	9,662	10,662	0.0063
ALPINE	1,107	1,107	1,000	15	1,015	0.9171
AMADOR	37,560	37,560	1,000	518	1,518	0.0404
BUTTE	230,701	230,701	1,000	3,184	4,184	0.0181
CALAVERAS	44,953	44,953	1,000	620	1,620	0.0360
COLUSA	23,144	23,144	1,000	319	1,319	0.0570
CONTRA COSTA	1,178,639	700,000	1,000	9,662	10,662	0.0090
DEL NORTE	26,997	26,997	1,000	373	1,373	0.0508
ELDORADO	189,576	189,576	1,000	2,617	3,617	0.0191
FRESNO	1,033,095	700,000	1,000	9,662	10,662	0.0103
GLENN	29,691	29,691	1,000	410	1,410	0.0475
HUMBOLDT	137,711	137,711	1,000	1,901	2,901	0.0211
IMPERIAL	195,814	195,814	1,000	2,703	3,703	0.0189
INYO	18,724	18,724	1,000	258	1,258	0.0672
KERN	930,885	700,000	1,000	9,662	10,662	0.0115
KINGS	154,549	154,549	1,000	2,133	3,133	0.0203
LAKE	65,302	65,302	1,000	901	1,901	0.0291
LASSEN	30,626	30,626	1,000	423	1,423	0.0465
LOS ANGELES	10,435,036	700,000	1,000	9,662	10,662	0.0010
MADERA	162,990	162,990	1,000	2,250	3,250	0.0199
MARIN	265,152	265,152	1,000	3,660	4,660	0.0176
MARIPOSA	18,031	18,031	1,000	249	1,249	0.0693
MENDOCINO	90,175	90,175	1,000	1,245	2,245	0.0249
MERCED	286,746	286,746	1,000	3,958	4,958	0.0173
MODOC	9,422	9,422	1,000	130	1,130	0.1199
MONO	13,986	13,986	1,000	193	1,193	0.0853
MONTEREY	454,599	454,599	1,000	6,274	7,274	0.0160
NAPA	143,800	143,800	1,000	1,985	2,985	0.0208
NEVADA	99,548	99,548	1,000	1,374	2,374	0.0238
ORANGE	3,260,012	700,000	1,000	9,662	10,662	0.0033
PLACER	397,368	397,368	1,000	5,485	6,485	0.0163
PLUMAS	19,374	19,374	1,000	267	1,267	0.0654
RIVERSIDE	2,500,975	700,000	1,000	9,662	10,662	0.0043
SACRAMENTO	1,572,886	700,000	1,000	9,662	10,662	0.0068
SAN BENITO	60,067	60,067	1,000	829	1,829	0.0305
SAN BERNARDINO	2,230,602	700,000	1,000	9,662	10,662	0.0048
SAN DIEGO	3,398,672	700,000	1,000	9,662	10,662	0.0031
SAN FRANCISCO	905,637	700,000	1,000	9,662	10,662	0.0118
SAN JOAQUIN	782,662	700,000	1,000	9,662	10,662	0.0136
SAN LUIS OPISPO	284,126	284,126	1,000	3,922	4,922	0.0173
SAN MATEO	792,271	700,000	1,000	9,662	10,662	0.0135

CALAFCO

Proposed member LAFCo dues structure and dues beginning FY 2020-21

County	Population Estimate 2020	Population For Dues Calculation	Base Dues	Per Capita Dues	Base + Per Capita Dues	Total Per Capita Rate
SANTA BARBARA	460,444	460,444	1,000	6,355	7,355	0.0160
SANTA CLARA	2,011,436	700,000	1,000	9,662	10,662	0.0053
SANTA CRUZ	282,627	282,627	1,000	3,901	4,901	0.0173
SHASTA	180,198	180,198	1,000	2,487	3,487	0.0194
SIERRA	3,129	3,129	1,000	43	1,043	0.3334
SISKIYOU	44,186	44,186	1,000	610	1,610	0.0364
SOLANO	453,784	453,784	1,000	6,263	7,263	0.0160
SONOMA	515,486	515,486	1,000	7,115	8,115	0.0157
STANISLAUS	572,000	572,000	1,000	7,895	8,895	0.0156
SUTTER	101,418	101,418	1,000	1,400	2,400	0.0237
TEHAMA	65,119	65,119	1,000	899	1,899	0.0292
TRINITY	13,389	13,389	1,000	185	1,185	0.0885
TULARE	487,733	487,733	1,000	6,732	7,732	0.0159
TUOLUMNE	53,976	53,976	1,000	745	1,745	0.0323
VENTURA	869,486	700,000	1,000	9,662	10,662	0.0123
YOLO	229,023	229,023	1,000	3,161	4,161	0.0182
YUBA	79,087	79,087	1,000	1,092	2,092	0.0264

As proposed, the formula described below is used to create the proposed FY 2020-21 dues as noted above.

Notwithstanding the foregoing, Member LAFCO annual membership dues shall be levied based upon a formula that includes the following components:

1. Dues are population based. The fiscal year 2020-2021 dues uses a 0.013802199 per capita rate and 2020 population estimates based on data from the California Department of Finance.
2. A base charge as set by the Board of Directors, which shall be the same for each LAFCO. The base charge for fiscal year 2020-2021 is \$1,000 per LAFCO.
3. A population threshold as set by the Board of Directors.
4. Population estimates per County updated annually based on data provided by the California Department of Finance.
5. The per capita rate shall be set by the Board of Directors.
6. No LAFCO will pay less than its current dues based on the baseline dues of fiscal year 2018-2019.



Local Agency Formation Commission of Napa County

Subdivision of the State of California

1030 Seminary Street, Suite B
 Napa, California 94559
 Phone: (707) 259-8645
 Fax: (707) 251-1053
www.napa.lafco.ca.gov

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

TO: California Association of LAFCOs

PREPARED BY: Brendon Freeman, Executive Officer
 Dawn Mittleman Longoria, Analyst II

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
 Councilmember, City of American Canyon

Margie Mohler, Commissioner
 Councilmember, Town of Yountville

Scott Sedgley, Alternate Commissioner
 Councilmember, City of Napa

Brad Wagenknecht, Commissioner
 County of Napa Supervisor, 1st District

Diane Dillon, Commissioner
 County of Napa Supervisor, 3rd District

Ryan Gregory, Alternate Commissioner
 County of Napa Supervisor, 2nd District

Gregory Rodeno, Chair
 Representative of the General Public

Eve Kahn, Alternate Commissioner
 Representative of the General Public

Brendon Freeman
 Executive Officer

CALAFCO Annual Conference October 2019

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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Innovations in Service Delivery: “Doing Government Differently”

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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Innovations in Service Delivery: “Doing Government Differently”

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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Innovations in Service Delivery: “Doing Government Differently”

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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Innovations in Service Delivery: “Doing Government Differently”

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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Innovations in Service Delivery: “Doing Government Differently”

Problem / Solution	Details / Description	Reference / Source / Web Link																
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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Innovations in Service Delivery: “Doing Government Differently”

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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Innovations in Service Delivery: “Doing Government Differently”

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>
<p>Networking/Connectivity</p>		
<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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Problem / Solution	Details / Description	Reference / Source / Web Link
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.

CALAFCO Annual Conference October 2019**Innovations in Service Delivery: “Doing Government Differently”**

[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: