



El Cajon 2.0 STRATEGIC PLAN 2021





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EXECUTIVE SUMMARY

In today's world, technology has become a critical component of almost every single person's daily life. With the COVID-19 pandemic of 2020, technology went from being a convenience to a necessity. As citizens' lives have changed to incorporate technology, their expectations of their local government have evolved as well.

In the fall of 2020, the City of El Cajon launched an initiative to explore public opinion concerning the use of technology in providing municipal services. El Cajon prides itself on being a fiscally conservative city. As other cities around the country started working on smart city initiatives, El Cajon felt it was important to study whether the City's constituents were ready or even interested in technology and innovation, or if the status quo was sufficient.

To answer this question, City staff—at the direction of the City Council—created a multi-departmental committee to explore the concept of a smart city, poll stakeholders about their desire to move forward with smart city technologies, and define how such a concept could be implemented in El Cajon.

With the support of the City Council, citizens, and City staff, El Cajon 2.0 was launched with five key areas of focus identified (in order of importance):

1. Public Safety
2. Government Efficiency
3. Communications with the Public
4. Economic Development
5. Environmentally Friendly Solutions

The El Cajon 2.0 Strategic Plan is based on research of the smart city concept, case studies of how other jurisdictions implemented innovative technologies to address problems, survey results from both the El Cajon community and City staff, and feedback from the City Council. Its adaptive design is intended to be versatile enough to apply to both current and future challenges. As priorities shift and technology continues to evolve, the City will be well equipped to handle future needs through El Cajon 2.0.



INTRODUCTION

Over the past 109 years, El Cajon has grown from a small agricultural town to a lively suburb of San Diego County. The role of its local government is to create standards to ensure the general welfare and safety of its citizens. The City implements zoning standards and enforces building codes for how and where structures should be built. Streets are designed to move people and things through neighborhoods. Police and Fire Departments focus on public safety. City parks and recreation programs engage residents. City Staff and elected officials work to ensure the delivery of these key services to the public. Collectively, these efforts contribute to the lifeblood of the community.

El Cajon 2.0 represents the next generation of City services. Leveraging innovative technologies inspired by the emerging concept of smart cities, service delivery will be transformed. Rather than City staff and elected officials working alone to provide classic municipal services, El Cajon 2.0 envisions a city where citizens, businesses, City staff, and elected officials work together to develop innovative solutions to the City's most pressing issues.

Technology will play a key role in building the El Cajon of tomorrow. New tools, coupled with fresh perspectives, will change the way the City provides services to the public, allowing the City to do more while still maintaining a fiscally conservative stance.

VISION

El Cajon 2.0 is an ongoing commitment to utilize innovative technological solutions that support a safe, connected, thriving, and desirable community for all residents, businesses, and visitors.

APPROACH

The notion of a smart city is relatively new and surprisingly broad. From one organization or individual to another, a smart city can mean something different. The consulting company Deloitte provides a succinct definition:

A 360-degree smart city looks across every aspect of a city's operations and uses technology to improve outcomes. The digital infrastructure of a smart city sets the stage for a network of partnerships all focused on one goal: Creating a



smarter city. The result? An urban center that not only leverages technology to improve its own operations but connects with citizens, businesses, and nonprofits in new ways.

Great innovations often come from a combination of different perspectives and experiences. El Cajon 2.0 is based on the concept of a smart city as defined above, but also caters to the unique needs of the City. It represents a new way to think about innovation in El Cajon.

El Cajon 2.0 Committee

Following the City Council's direction, in October 2020 the City assembled a 13-person committee representing all departments. To ensure a broad focus, the committee researched smart city initiatives in other cities, listened to subject matter experts from various fields, and administered two surveys to understand the most pressing issues facing El Cajon and how an innovative technological approach to solve these issues might be received.

Surveys & Public Opinion

In November 2020, the committee surveyed nearly 50,000 people. The survey was distributed through social media, the El Cajon App, NextDoor.com, El Cajon's website, news releases, the East County Economic Development Council, and the Cajon Valley School District. In all, the City received 1,182 responses from residents, the local business community, and those that visit or work in the City. 288 of these responses were from local business owners.

The survey asked the public about the use of cameras and sensors in public spaces. If used solely by the City to enhance public safety, respondents overwhelmingly (74%) supported the use of these technologies. This level of support was consistent across all age and education levels surveyed, regardless of whether the respondent was a resident or a business owner.

The El Cajon 2.0 Committee chose to also survey City employees. These employees work every day with the public and understand some of the areas of City operations that citizens and businesses might not have access to. The committee received 141 survey responses from employees. In general, survey responses showed that the priorities of the employees matched closely with results from the public.



Areas of Focus

After analyzing the data and incorporating multiple perspectives, five key areas of focus have been identified, in order of importance, as the starting point for implementing El Cajon 2.0:

1. Public Safety
2. Government Efficiency
3. Communications with the Public
4. Economic Development
5. Environmentally Friendly Solutions

This plan is designed to guide technology investments over the next several years to ensure that the City is focusing on specific needs that are most important to the community. The focus areas listed above represent the most pressing needs of the City in 2021—but needs change. As the City evolves over time, it will be important to periodically check in with residents and businesses to understand if priorities remain accurate or if new ones should be established.

What's Different About an El Cajon 2.0 Project?

Each project will be defined by a very specific business need and intended outcome. By starting with actual problems and a clear vision of what the end result should be, the City is focusing time and effort on the City's most critical issues. Once a need is identified, El Cajon 2.0 solicits input from a variety of sources, including community members, staff, and outside companies. Anyone can submit an idea for an El Cajon 2.0 solution. While City staff members are experienced in tackling day-to-day challenges, they may not be City residents and therefore not see through the same lens as a community member. Someone from the community may have a new idea from another industry or different part of the world that addresses the issue in a new way. The process of soliciting ideas also creates additional transparency for civic engagement. New El Cajon 2.0 projects will be advertised using existing communications channels and selected solutions will be discussed at City Council, where citizens will have the ability to voice their comments and concerns.

Application of El Cajon 2.0 Concepts

El Cajon 2.0 does not replace the classic municipal project implementation process that includes vetting, budget analysis, and implementation. It does, however, enhance the existing process by



emphasizing points of view beyond just the City Council and City staff. The adaptive design of El Cajon 2.0's Strategic Plan can be applied to various problems and needs identified by the City or its residents. This flexibility will allow the City to reuse this framework for a number of projects or initiatives as the needs and priorities of the City change.

RISKS AND CONCERNS

Technology projects can be complex and full of challenges. The success of El Cajon 2.0 projects will depend on the City's ability to identify and mitigate these risks. Addressing as many of the technical, economic, social, and political issues as possible will help the City make more informed decisions while implementing smart city technologies. The following are some of the areas of risk and challenges the City may face.

Security

New projects can complicate security management when additional connections to the municipal private network are necessary in order to share data or enable access to new systems. The security risks of new connections will need to be carefully evaluated by City staff and addressed during the planning and development stages of each project in order to ensure that the City's private networks remain secure from cyber threats and meet existing security policies.

Communication

Communication is inherently challenging, but the newness and complexity of technologies may increase the likelihood of misunderstandings and confusion. Further, new technologies can sometimes bring unknown terminology and unfamiliar concepts. With each new project proposal, the goals, plans, solutions, and expectations must be clearly communicated and understood.

Privacy

Privacy is often a concern in smart city initiatives. Some of the newest innovations for local governments involve the monitoring and tracking of people's movement in and about a geographical area. The amount of privacy citizens should expect when traveling in public spaces can be controversial, therefore the privacy concerns of the public should be carefully considered and addressed for any project collecting data about the public.



Waste

There are risks of hastily managing time, money, and other public resources. Large investments carry a certain degree of risk to the public trust. It will be important to, as much as possible, define the clear and certain benefits of new projects. If the cost-to-benefit ratio is in question, the public could lose trust in its local government. Careful and thorough investigation of proposed projects, and the ability to articulate the return on investment, will help mitigate this risk.

Controversy

The role of government in some technology initiatives may be controversial. There may not be complete agreement that every project proposed is the best use of tax dollars, particularly if other, more clearly defined and known issues in the City appear neglected in favor of a particular goal. Some people are inherently skeptical of government technology projects and may object to certain initiatives. The City should be mindful to consider the values and ideals of this perspective. It is important to explain how and why the data is used, as well as the technological benefits to the public to mitigate the risk of fostering skeptics.

Mitigation Strategies for Risks

To address these risks, El Cajon will at a minimum implement the following mitigation strategies:

1. Develop a standard template for all El Cajon 2.0 projects which will include the following information:
 - a. Problem Statement
 - b. Intended Outcome
 - c. El Cajon 2.0 Priority Alignment
 - d. Benefit to the City
 - e. Impacted Areas of the City
 - f. Implementation Method
 - g. Measure of Success
2. Highlight El Cajon 2.0 Projects at City Council and other public meetings to encourage input and questions from the public.
3. Maintain a list of current El Cajon 2.0 projects on the City's webpage, including status reports, and contact information for questions from the public.



4. Where possible, El Cajon 2.0 projects should include a low-cost pilot to test the concept. Pilots last for a specified period of time and will be evaluated based on project metrics. Projects that are found not to produce intended results will be discontinued.
5. El Cajon 2.0 completed implementations will be evaluated against project metrics as part of a biennial review to ensure that the project is still relevant and should be continued.

AREAS OF FOCUS

As a starting point, the City has elected to limit the scope to only a handful of areas, based on the priorities listed above. These represent key areas where the City desires change, as determined by residents, businesses, staff, and elected officials.

PUBLIC SAFETY

Public Safety in the City is primarily the responsibility of the El Cajon Police Department and the Heartland Fire & Rescue Department. Services provided include calls for service, investigations, dispatch, medical aid, medical transport, public outreach, and special events.

Current Projects Addressing Public Safety

The following are current projects the City is working on towards this focus area:

<u>Year</u>	<u>Title</u>	<u>Description</u>
2021	Incident Tracking Software (Planned)	Heartland Fire & Rescue is in the research and development phase to launch an Emergency Incident Tracking and Mapping application within the Central zone (consists of Fire agencies geographically within East County). The use of this software (in conjunction with other zone agencies) offers central connectivity/software to deliver common information and operating plans on emergency incidents, making multi-department responses more fluid and therefore provide a more effective fire response while working with outside agencies.



	New Fire Records Management System (Planned)	The Heartland Fire & Rescue Department plans to upgrade its Fire Records Management software. This software is used for mandatory reporting, fire investigations, and tracking.
2019	Fire Inspection Software	Heartland Fire & Rescue implemented inspection software to track and document the results of Fire Safety Inspections. This ensures businesses are operating in accordance with both the locally adopted municipal codes and the California Fire Code to provide a safe environment for emergency responders and the public. The results of these inspections are compiled to detail community risk and identify trends, allowing Fire Inspectors to focus on specific hazards and common violations within communities.
	Police Drone Unit	The El Cajon Police Department began using Unmanned Aerial Vehicles (UAVs or drones) to perform accident reconstructions and provide situational awareness around the City during active calls for service. With the help of grant funding, the department now has multiple drones and a unit of officers trained and certified to perform drone operations within the City.
	Asset Panda	Asset Panda is a program used by Heartland Fire & Rescue to complete daily vehicle maintenance checks, write work orders, and complete narcotic medication checks.
2018	W.A.T.E.R (World Advancement of Technology for EMS and Rescue)	Used by Heartland Fire & Rescue to document medical and fire-related calls, W.A.T.E.R provides access to patient medical information, vital signs, and any treatment completed by the fire department prior to the ambulance arriving on scene by sending the data directly to other W.A.T.E.R. enabled devices. This speeds up patient care and eliminates the possibility of inaccurate information.
	Data Enabled Heart Monitors	Heartland Fire & Rescue utilizes modems as an attachment to all heart monitors as a way to transmit data during cardiac arrest



		<p>calls and other significant heart arrhythmias. These modems transmit cardiac data to the hospital’s emergency room physician to determine patient triage based on the patient’s current condition and heart rhythm. Additionally, cardiac data is shared with training partners who review the data and provide performance reports to the responding paramedic crew for continued skill improvement and learning opportunities for future training.</p>
	<p>Lucas CPR Devices</p>	<p>Lucas CPR devices perform chest compressions during cardiac arrest calls. The chest compressions performed by a Lucas device are always the exact depth and rate required to perform almost perfect CPR. The data from the device is linked to a heart monitor and is recorded. This information is also sent along with the heart rhythm data to training partners.</p>

Additional Needs for Addressing Public Safety

- Solutions to help analyze homelessness in El Cajon
- In an effort to maximize the effectiveness of the existing Police Department Patrol Division, the City is interested in ways to use artificial intelligence, drones, sensors, or other new technologies as a force multiplier, providing the ability to respond to calls, alert when crimes are suspected in a public place, or aid in the investigation of reported crimes. Examples include:
 - Deterrence of criminal behavior in parks using innovative solutions that require minimal additional resources.
 - Artificial Intelligence in camera systems to confirm active fires.
 - Drones as first responders to help triage or prioritize calls
 - Aid investigators in sorting through digital evidence from multiple sources
- Improve capabilities of citizens to self-report crimes.
- Leverage available data and technology to streamline the efficacy of emergency responses. This includes reviewing and modifying a response matrix based on best practices and data analysis. The goal is to utilize emergency resources and specialized



equipment to improve public safety and the safety of personnel based on incident needs and available response data.

- Opportunities for safer response practices.
- Increased safety/visibility for both pedestrians and vehicles to reduce fatalities due to pedestrians crossing streets mid-block.

Intended Outcomes

- Increase the number of police reports submitted by citizens through self-service applications.
- Decrease the number of calls for service in public parks.
- Decrease the number of illegal lodging and sanitation requests received through the El Cajon App.
- Decrease response time for fire calls.
- Decrease pedestrian vs. vehicle accidents.

GOVERNMENT EFFICIENCY

The City believes in the constant search for efficiencies. For El Cajon 2.0, the City is specifically looking to improve customer service, lower costs, streamline processes, update technology, and improve cybersecurity.

Current Projects Addressing Government Efficiency

<u>Year</u>	<u>Title</u>	<u>Description</u>
2021	PRA Management (Planned)	The City Clerk’s Office plans to implement software to track public records requests, including notifications, delivery of documents, and tracking of tasks associated with fulfilling requests from the public. The City receives over 500 public records requests a year. This tool will help streamline the process of identifying and reviewing requested documents, which is currently a manual process.
	Asset Management (Planned)	Enterprise Asset Management tracks City assets (e.g., lawn mowers, fire trucks, sewer pipes), manages their maintenance schedules, and creates work orders that enable staff to better



		manage their time. The system will link with the El Cajon App's Requests and Issues module and includes applications used to update the status of work orders from the field.
2020	Integration between Police Dispatch and Report Software	The El Cajon Police integrated two separate software products, one that tracks calls into the Communications Center and another for writing police reports. By using technology to move data between the two systems, officers spend less time entering duplicative data.
	Incorporating Evidence Tracking into Police Report software	The El Cajon Police Department integrated evidence tracking into their police report software. By using one system to track both, officers save time performing data entry while reducing costs.
	Digital Evidence Submission	The El Cajon Police Department implemented a new feature to allow citizens with picture or video evidence to upload files directly to the department's digital evidence system. This makes the submission of evidence easier for both citizens and the Police Department.
	Requests and Issues Management for Staff in the Field	The My Civic Staff App allows field crews and code enforcement staff to get information about issues and requests submitted by the public through the El Cajon App. Crews are able to receive new assignments and update existing tickets from the field. Status updates are sent to the person who reported the issue in real time.
	Implement Enterprise Resource Planning (ERP) Software	ERP software acts as a common platform to manage critical municipal services Citywide. This software manages the budget, accounts payable, accounts receivable, human resources, payroll, and more. Integrated components streamline processes such as accounts payable and payroll, thereby reducing administrative tasks.
	Police Dispatch Data on Smart	ShieldForce makes critical data about a call for service accessible from a smart phone or tablet. The system streamlines



	Phones and Tablets	public interactions and increases officer safety by providing real-time information.
2019	Agenda Management	City Council and Commission Meetings can have very complicated agendas. This software automates a previously manual process of drafting agenda reports, routing for comments, ensuring proper documentation including resolutions and ordinances, and then building the agenda for distribution.
	Inspection Management Using Tablets	Previously, inspectors carried around large clip boards full of plans and permit applications. Inspection tracking software organizes inspections for the day and provides access to relevant plans and documents submitted. Inspection results are relayed in real time to City Hall and to the applicants.
2018	Capital Improvement Project Management Software	The Public Works Department manages complicated multi-million dollar projects to improve infrastructure around the City. This software tool tracks all aspects of planning, design, procurement, contract management, and implementation of Capital Improvement Projects.
	LCP Tracker	The state has very specific labor laws when it comes to Public Works projects. This software tracks projects and ensures that vendors working with the City submit all required payroll documentation. In the past, City staff manually collected this information from each vendor to ensure compliance. Now the work is performed by the program, with the City receiving status updates as necessary.
	Scheduling Software	City staff work shifts at all times of the day and night. Public safety must ensure that they have at least minimum staffing even when people call in sick or have vacation time. In the summer, the Parks & Recreation Department staff doubles in



		size with part-time seasonal workers who staff camps, Rec Centers, the City pool, and special events.
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Additional Needs for Addressing Government Efficiency

- Enhance the City’s document management and organization, including storage, digitizing, archiving, and retrieval to provide quick and easy reference for both the public and City employees.
- Paperless processing of forms.
- Streamlined processes citywide, eliminating duplicative or unnecessary work.
- Determine data collection sets to evaluate services for quality, cost, efficiency, and redundancy.

Intended Outcomes

- Decrease processing times for general city services such as permit processing, business licenses, and public records requests.
- Reduce administrative tasks by implementing employee self-service applications for payroll and scheduling.

COMMUNICATIONS WITH THE PUBLIC

The City prioritizes open communication with the public for City services, events, and other information. El Cajon 2.0 is committed to improving and diversifying modes of communication with the public.

Current Projects Addressing Communications with the Public

Year	Title	Description
2021	Focus Groups (Planned)	The City will be conducting focus groups with constituents to determine how best to communicate and engage with the public, considering digital divides and language barriers.
2020	Public Notifications Regarding Call and Case Status	The El Cajon Police Department used grant funding to implement technology that sends text messages to callers, giving them the status of their calls for service and/or criminal



		case. This technology enables the public to understand what to expect when they call the Police Department and reduces follow-up calls to the communications center.
	El Cajon App	The City implemented the El Cajon App for Android and iOS devices in the spring of 2020. The app includes Requests and Issues for citizen reporting of issues around the City, as well as economic development and civic engagement pages. The app integrates with the City’s webpage and links to all online services El Cajon provides.
	Reconfigured City Website	Redesigned for easier location of data through quick buttons and advanced search features.
	Streaming Council Meetings on Facebook Live	Easier access and participation in government meetings through social media.
	Project Assistance Center Online (PACO)	Online self-service portal for customers to submit permit applications, check permit review status, pay fees, and schedule inspections.
	Public Map Galleries	Interactive maps of the City enables visitors to quickly view information on City parcels, zoning, Council Districts, and much more.
	Focus Groups and Workshops	In-person and online meetings focused on key issues around the City, including climate, housing, and zoning.
2019	Social Media Posting Strategy	Content is planned and scheduled to ensure that followers remain engaged with the City.
	Public Records Portal	Self-service access to official public documents.

Additional Needs for Addressing Communications with the Public

- Increase reach to a greater number of residents and businesses to provide information about City services, events, and other information. Especially working to close the digital divide to reach those who are not “tech savvy” (and obtain information through traditional means).



- How best to communicate with residents to ensure they are aware of important issues regarding the City such as homelessness, grant programs, new construction, etc.
- The Fire Department is interested in providing the public with information about medical emergencies, crashes, and other incident types with precise locations to allow for the public to avoid the area and minimize duplicative calls to the Dispatch Center.
- Residents of the City speak many languages, and the City needs a communication plan that includes reaching citizens in multiple languages. Solutions should be easy to use, able to automatically translate into multiple languages, and be defensible to tampering and graffiti.
- Provide a higher level of customer service for website users, including finding answers to questions or submitting issues.

Intended Outcomes

- Increase the number of citizens reached in general communications such as social media and press releases.
- Develop a communications strategy which is inclusive, utilizing both traditional and virtual platforms to reach the public.

ECONOMIC DEVELOPMENT

Economic development is a cornerstone to good municipal government. It is more than just attracting new businesses. It is being attentive to the needs of existing businesses in the community, providing growth and expansion opportunities, and working to ensure commercial and employment opportunities exist for residents.

Current Projects Addressing Economic Development

<u>Year</u>	<u>Title</u>	<u>Description</u>
2021	Small Business Strategy (Planned)	Create a small business economic development strategy and present it to the City Council for consideration. Elements will include financial assistance for start-up businesses, exploration of additional business districts, and business incentives.



	Capital Improvement Projects to Encourage Economic Development (Planned)	Several large-scale capital improvement projects are planned for the City’s Transit District area. Projects will include a new roundabout with public plazas and gathering areas, street revitalizations and improved connections to an existing transit hub. The improvements are expected to attract new businesses, bring additional visitors and residents to the area, and encourage economic development.
	Amendment to Sign Ordinance to Allow Digital Signs on City-owned Property	The City Council adopted changes to the City’s sign ordinance allowing for digital signs (e.g. billboards) on City property for general advertising for hire. Through the RFP process, the City Council is now able to maximize the economic value of City property, generate revenue to the City’s general fund, disseminate public messages and events, and promote economic activity in the City.
2020	El Cajon Business Directory	Within the El Cajon mobile app, the El Cajon Business Directory is a place for local businesses to advertise their businesses.
2019	EnerGov	Permit, planning, code enforcement, and inspection tracking software.
	The Magnolia	Joint venture with Live Nation to bring live entertainment to downtown El Cajon. This venture has brought revenue opportunities to businesses in downtown El Cajon.
2018	Transit District Specific Plan (TDSP)	A zoning update and formation of a 259-acre district situated among the City’s transit hub. The plan is intended to foster transit-supportive development in the district that will spur a mix of public and private investment.

Additional Needs for Addressing Economic Development

- Attract an array of businesses that complement each other in bolstering the City’s various districts as entertainment areas. This will encourage visitors to have dinner and shop in conjunction with their entertainment experience.
- Explore transformative multi-use development concepts that incorporate living, dining, and shopping options for residents and visitors.
- Innovative methods that incentivize shopping in El Cajon.



- Encourage public-private partnerships.

Intended Outcomes

Support a thriving local economy by:

- Attracting businesses that bring more jobs to El Cajon.
- Creating an environment that attracts visitors to the City.
- Partnering with businesses who are committed to investing in El Cajon’s future.
- Encouraging the retention and growth of existing businesses.

ENVIRONMENTALLY FRIENDLY SOLUTIONS

Environmental impact should be considered as a key characteristic when considering new innovation within the City. Needs for this priority will often overlap with safety and efficiency efforts, as safety in public spaces, alleviating traffic and energy efficiency are important constituent concerns. Through thoughtful investment in technology, environmentally friendly solutions can be an integral part of achieving intended outcomes.

Current Projects Addressing Environmentally Friendly Solutions

<u>Year</u>	<u>Title</u>	<u>Description</u>
2021	Converting Street Lights to LED	LED lights can adjust brightness based on activity in an area, lowering overall costs and improving street safety.
	Renewable Natural Gas (RNG) Powered Waste Haulers	In a new franchise agreement with EDCO, their Anaerobic Digestion Facility uses advanced technology to convert organic waste into RNG which powers 100% of waste hauling trucks in the City.
2020	Retrofitting City Buildings	The Public Safety Center houses critical operations for the City and must be operational 24 hours a day, 7 days a week. Solar panels and battery systems will reduce costs and ensure the energy needs of the building.



	El Cajon Sustainability Initiative	This policy document consists of eight sustainable strategies encompassing potential future actions the City may take to reduce Greenhouse Gas Emissions.
	Electric Vehicle (EV) Charging Stations	EV charging stations have been installed at various City locations including City Hall and the Public Works Yard.
2019	Pavement Management System	Citywide pavement tracking software used to monitor the condition of streets and serve as a baseline for budgeting future resurfacing projects.
	Renewable Water Sources	Joined the East County Advance Water Purification (AWP) to invest in new technologies which will yield up to 30% of renewable safe, clean drinking water for the region and the City.

Additional Needs for Addressing Environmentally Friendly Solutions

- Smart street lighting to improve lighting, develop street usage metrics for cars and pedestrians, reduce pedestrian and traffic accidents, and enhance wayfinding and safety for pedestrians walking at night.
- New ways to control traffic and discourage speeding.
- Implementing renewable energy generation projects in conjunction with battery storage to offset energy needs at additional City facilities.
- Installation of trash capture devices in channels and high-frequency trash locations.
- Innovative ideas for programs using technology to improve the cleanliness of the City.

Intended Outcomes

- Reduce the City’s carbon footprint
- Improve traffic flow
- Enhance cleanliness of public spaces
- Improve safety for pedestrians
- Reduce overall maintenance costs for City assets



IMPLEMENTING EL CAJON 2.0

With focus areas and intended outcomes established, it is important to outline how El Cajon 2.0 projects will be implemented. The El Cajon 2.0 framework for project selection and evaluation is meant to be inclusive. The City believes the best solutions for complex problems are achieved when multiple perspectives are incorporated into the process.

GOVERNANCE

The El Cajon 2.0 committee, representing all City departments, was tasked with studying smart city initiatives and drafting this strategic plan. This committee was meant to be in place for a short period of time while the smart city concept was being evaluated.

After the success of the cross-department coordination of the current El Cajon 2.0 committee, a permanent committee is recommended with participation from multiple City departments. The charter of this committee will be to:

- Review El Cajon 2.0 project proposals submitted by departments to ensure they match the current adopted priorities and have measurable effectiveness metrics for ongoing evaluation of value to the City
- Evaluate existing projects and pilots to ensure that they are meeting their effectiveness metrics as determined by the projects when first approved
- Coordinate a biennial survey of public opinion regarding technology within the City, and use that data to make recommendations to City Council for future priorities

The IT Department will act as staff to the El Cajon 2.0 committee, responsible for updating the public website, and assisting departments through various stages of the project from concept to implementation. Projects determined to have long-term viability will be included in the City's budget.

EL CAJON 2.0 PRIVACY POLICY ADOPTION

As El Cajon launches more sensors and applications in the public realm, it will be important to have well-established privacy practices to ensure the community understands what is being done and how the data will be used. This policy should define key principles for privacy and data



sharing, and clearly articulate how all El Cajon 2.0 projects will meet a minimum disclosure standard. This includes what data is collected, why it is needed, how it will be used, and recourse for the public to verify compliance.

DEVELOP PROJECT PROPOSALS

El Cajon 2.0 projects are based on a specific need. This plan identifies several sample needs that align with the stated focus areas. City staff and Council may decide to proceed with any of the ideas listed above, or may identify other specific needs that address El Cajon 2.0 established priorities. Once a project is ready to move forward, City staff will draft a Project Proposal for approval by the El Cajon 2.0 committee. Project Proposals will include:

1. Problem Statement
2. Intended Outcome
3. El Cajon 2.0 Priority Alignment
4. Benefit to the City
5. Impacted Areas of the City
6. Implementation Method
7. Measure of Success

HOW TO SOLICIT AND EVALUATE POTENTIAL PROJECTS

A key component of an El Cajon 2.0 project is the desire for outside input on potential solutions. To accomplish this, El Cajon 2.0 projects may solicit input from City staff, outside vendors, City partners, as well as citizens, through Request for Innovation (RFI) solicitations or similar means.

Once a project proposal is approved, a Project Manager will be assigned to draft a Request for Innovation. The RFI will include:

- General Information
- Overview of the Problem Statement/Business Need
- Key Questions to be Answered and Demonstrated
- Factors to be Evaluated
- Response Format
- Evaluation Timeline
- Submission and Contact Information



RFIs will be published on the City’s website and advertised using the City’s e-procurement system. Opportunities will be advertised using social media and other communication channels as appropriate. Anyone can respond to an RFI and all responses will be considered.

COLLABORATIONS

A fundamental concept of smart city initiatives such as El Cajon 2.0 is that government does not operate in a vacuum. Instead, collaborations with vendors, consultants, non-profits, local businesses, and citizens drive innovation. El Cajon believes these joint ventures will inspire new ideas and find more efficiencies in how the City operates.

PILOT PROJECTS

Pilot projects are a great way to work with partners to try new concepts without the large investments of time and money that a citywide project could entail. Pilot projects will follow the same evaluation process as other smart city initiative proposals in that they must align with priorities and be able to demonstrate measurable value to the City. Where a pilot is not feasible or possible, the Project Manager must request an exemption.

Due to the City’s competitive procurement rules, pilot projects must have a defined start and end date. Project pilot programs will be approved and budgeted separately from long-term project implementations.

EVALUATING PILOTS AND PROJECTS

Because El Cajon 2.0 is encouraging innovation and new ideas, it is possible that not all projects will realize the full value initially anticipated. To manage this risk, it is important to evaluate pilots and even long-term projects to ensure they are still worth the City’s investment. El Cajon 2.0 projects will be analyzed once a year as part of the budgeting process, to determine if the project should continue.

A key concern when implementing new concepts is how to measure success. All projects are evaluated initially based on perceived value to the City. Unique metrics will be set for each project as part of the project proposal and should be evaluated at project/pilot completion. In addition to the specific project metrics, the following questions should also be evaluated:



- Who will be the primary beneficiaries of this idea once implemented?
- What system is this eliminating/replacing?
- What does the customer service component look like?
- How does the public benefit from this?
- What is the return on investment (ROI)?
- How does this project add value to the City?

Once a project has been implemented, it is important to continue evaluating that value and comparing it to the costs the City incurs to keep the initiative up and running. Total Cost of Ownership and Success Metrics should be reevaluated annually for all continuing projects prior to budgeting for the next fiscal year. If an initiative does not match value expectations or proves more costly to run than originally estimated, it may be canceled to allow funds to be reallocated for new or different ideas.

BUDGETING AND APPROVAL

All projects that include the spending of public funds must be budgeted, approved by City Council, and follow all City procurement rules. New project budgets and annual renewals of existing implementations are generally submitted annually between January and March for inclusion in the next fiscal year budget starting the following July.

Once funds are budgeted and appropriated for a project, a contract will be finalized and a purchase order issued. Projects that include construction to public buildings, or in the public right of way, must meet mandatory requirements including, but not limited to, permits, insurance, business license, and prevailing wage. A project will receive a Notice to Proceed once all requirements are met.

PUBLIC ENGAGEMENT

With the public as a valued partner in El Cajon 2.0, it is important that they are kept up to date on current projects. This can be accomplished through the following communications strategies:

1. Public discussion of initiatives at City Council meetings including during the pilot phase, project initiation phase, and annual budget process
2. Information on the City's webpage



3. Social media posts about projects
4. Articles in the El Cajon Gateway
5. Biennial public surveys to determine current priorities and areas where more work is needed
6. Annual progress report on all El Cajon 2.0 initiatives

CITY OF THE FUTURE

Change does not happen overnight. Some El Cajon 2.0 projects may be very simple to implement, while others will require long-term planning and coordination. The City sees El Cajon 2.0 as a long-term strategy, envisioning progressive change over the next ten years.

Ten years is a long time for technology. Many factors may change in that timeframe. New products and concepts will become mainstream, while others may drop out of favor due to technical or even political reasons. It is also possible that one technology implementation will create a domino effect of other outcomes. For example, how will traffic patterns change if the public adopts self-driving vehicles?

El Cajon 2.0 is preparing for this change through constant evaluation and re-evaluation of projects, the changing technology landscape, and priorities of the City's constituents.

The speed of innovation greatly outpaces the speed of government. As soon as this document is finalized, there will be new ideas and new opportunities. As a long-term plan, the intention of this document is not to define all projects for the next decade. Instead, the City strives to develop processes to find, evaluate and implement new ideas to keep pace with the City and constantly strive to improve the resident and business experience in El Cajon.