



CITY COUNCIL STAFF REPORT



July 19, 2022

ITEM TITLE

Agreement: Approve an Agreement with Tribesy Consulting to Perform Outreach and Assessments to Develop a Justice, Equity, Diversity and Inclusion Action Plan

Report Number: 22-0211

Location: No specific geographic location.

Department: City Manager

Environmental Notice: The activity is not a "Project" as defined under Section 15378 of the California Environmental Quality Act State Guidelines; therefore, pursuant to State Guidelines Section 15060(c)(3) no environmental review is required.

Recommended Action

Adopt a resolution approving an agreement with Tribesy Consulting for outreach and assessments to develop and implement a Justice, Equity, Diversity, and Inclusion Action Plan for services performed through February 2025 and a total contract amount not to exceed \$200,000.

SUMMARY

To advance the City's efforts in creating a more inclusive and equitable community, culture and workplace, the City of Chula Vista is preparing to embark on a deliberate process that coordinates and collaborates with all city departments, all levels of city staff and our community in the development of strategies and recommendations to create a Justice, Equity, Diversity and Inclusion Action Plan (the "JEDI Action Plan"). On February 21, the City requested proposals (RFP P10-22/23) from qualified firms to provide consulting services for the creation of a city-wide JEDI Action Plan. At the close of the response period on March 31, four responses were received and three were determined to be responsive and responsible. All three firms were forwarded on to interviews with a panel of City staff on May 31. The highest scorer in the response and interview process was Tribesy Consulting. As such, staff is recommending awarding an agreement to Tribesy Consulting for the development of a JEDI Action Plan and related outreach.

ENVIRONMENTAL REVIEW

The Director of Development Services has reviewed the proposed activity for compliance with the California Environmental Quality Act (CEQA) and has determined that the activity is not a "Project" as defined under

Section 15378 of the State CEQA Guidelines because it will not result in a physical change in the environment; therefore, pursuant to Section 15060(c)(3) of the State CEQA Guidelines, the activity is not subject to CEQA. Thus, no environmental review is required.

BOARD/COMMISSION/COMMITTEE RECOMMENDATION

Not applicable.

DISCUSSION

The City has already made some significant strides towards advancing equity. Chula Vista is known as a Certified Welcoming City, is ranked #2 in the 2019 New American Economy Index, has been successfully addressing the digital divide, developing a healthy community, fostering conversations on equity and race through the Human Relations Commission, embarking on an inclusive economic development strategy with assistance from Harvard University, and many more efforts across the organization have been underway as well. However, as impressive as each of these achievements are, there is still more work to be done and it can be done in a more inclusive way.

The City is proud of and strengthened by its diverse communities. While some families claim generations of history, others have located here more recently because of a strong connection to the City's community character. To support the City's commitment to the immigrant community, the City has become a member of the Welcoming America network. Welcoming America provides tools and resources to help cities and partners "reduce the barriers that immigrants face to fully participating and build bridges between newcomers and long-time residents." On April 25, 2017, the Chula Vista City Council unanimously supported a resolution to affirm city policies regarding immigration enforcement and to join the "Welcoming America" network. The action further directed staff to develop and implement a program for better communication of City policies and services to the City's immigrant community and to provide the City Council with opportunities to actively support or oppose laws to advance city interests and policies on immigration enforcement.

In October 2019, the City of Chula Vista became the first city in the state of California to earn a designation by Welcoming America as a Certified Welcoming City. This designation puts in place a new approach to creating policies and programs that set the standard for embracing immigrants and refugees.

In May 2020, the City of Chula Vista became the first city in the County to adopt a Digital Equity and Inclusion Plan, which lays out a series of actions the City will take to bridge the digital divide. This plan establishes policies, goals and objectives that ensure Chula Vista residents have affordable access to high-speed internet, as well as the skills and devices needed to use it.

After the American Library Association passed a resolution in January 2019 recognizing fines as a form of social inequity, the City of Chula Vista was able to eliminate fines. As of July 1, 2021, overdue fees for books, magazines, audiobooks and music CDs are no longer charged. Items are also auto renewed up to five times if eligible. Fines and penalties were found to drive away the patrons who benefit the most from free library resources.

In May 2021, as part of the Climate Action Plan, staff worked with stakeholders to create the [Climate Equity Index](#). This report explains that as Chula Vista and other cities developed, not all residents were treated fairly

by institutions, such as governments and banks, or by fellow residents and businesses. Over decades, this inequality has had significant impacts to many communities, such as unequal economic participation, land-use and planning that can have negative health impacts or cause disparate educational achievement. These impacts have negatively affected Chula Vista residents and climate change will exacerbate those negative impacts. For example, if heat waves increase as expected under climate change predictions, it will be those residents who live in older buildings that typically are not well insulated or not air-conditioned, or residents who cannot afford to run older and less efficient air conditioners that will be impacted the most. To better understand and describe these types of impacts, the City initiated the Climate Equity Index. This study builds upon efforts other communities have taken across the nation to identify those communities most impacted by, or vulnerable to, climate and pollution burdens and to address the historical inequality residents have faced to identify solutions that can help.

The City also has additional efforts to address equity and inclusion underway. These current efforts, and others as described previously in this report, will be assessed and included in the city-wide diversity, equity and inclusion efforts. The City Manager has been accepted into and is currently participating in the Leadership Institute on Race, Equity and Inclusion led by the International City/County Management Association (ICMA), Kettering Foundation and National Civic League. Additionally, the City Mayor and Budget Manager are also participating in the Bloomberg Philanthropies City Budgeting for Equity and Recovery Program, which focuses on equity in budgeting for capital improvement projects. The City's Economic Development Department has prioritized an inclusive economic development strategy since 2016 and partners with the San Diego Regional Economic Development Corporation on a County-wide Inclusive Economic Development strategy.

Now, the City of Chula Vista seeks to elevate our focus to promote and encourage justice, equity, diversity, inclusion and accountability by addressing structural and systemic disparities in our community and municipal services with a focus on health, housing, education, employment/jobs, public safety, environmental justice, transportation and economic opportunity. Additionally, these efforts have historically been somewhat siloed within the organization and have potential to be expanded by being more inclusive to all who want to engage versus those who have been chosen to engage.

Through issuance and subsequent award of an RFP, City staff is preparing to embark on a deliberate process that coordinates and collaborates with all city departments, all levels of city staff and community stakeholders in the development of strategies and recommendations that will serve as the catalysts of a Diversity, Equity and Inclusion Action Plan to advance the City's efforts in creating a more inclusive and equitable community, culture and workplace.

These topics are wide-ranging and touch the operations of the entire City. As such, areas of importance for inclusion within the action plan include:

- Communication and civic engagement
- Digital equity and inclusion
- Education
- Employment
- Health

- Housing and land use
- Inclusive economic development
- Internal practices
- Mobility and transportation
- Public safety
- Race and social justice
- Sustainability and environmental justice

Goals of the Justice, Equity, Diversity and Inclusion Action Plan:

City staff has identified both short-term and long-term goals for the organization’s Justice, Equity, Diversity and Inclusion (JEDI) initiative and resulting action plan. These efforts are both internal and external.

Short Term Goals of the JEDI RFP Initiative:

Consultant shall direct and lead efforts to work towards the achievement of below goals:

- Conduct an organizational assessment and develop a baseline report for current organizational practices and level of JEDI awareness. Assess competency to fully appreciate the contribution of all staff and identify priorities to further strengthen the organization's JEDI capacity.
- Conduct inclusive and effective outreach to and communicate with key community partners on issues related to JEDI. Community outreach will be a critical component of creating an authentic JEDI Plan.
- Provide insight and knowledge on JEDI best practices in local government.
- Work with internal stakeholders to review and finalize a JEDI Statement of Intent, to enhance the City's ability to execute its mission, operations and strategic direction.
- Develop a five-year JEDI Action/Strategic Plan including prioritized recommendations on initial strategies for the City to invest in to achieve desired deliverables in first six months of the plan and in every year of the plan thereafter.
- Identify appropriate metrics for the City’s JEDI work to ensure a data-driven response with key performance indicators to measure progress over time.

Longer-Term Goals of the JEDI RFP Initiative:

- Support development of an organization-wide commitment and infrastructure to support and sustain the City's JEDI Strategy.
- Develop a training strategy, train the trainer, to continue staffs’ JEDI learning experience to develop skills and capacity that reflect the City's strategic intent.
- Support the implementation of the training strategies developed.

- Develop long-term monitoring and evaluation measures with relevant key performance indicators that include but are not limited to: internal staffing practices, policies and procedures, small business support, inclusive local procurement policies, budget outreach process, Capital Improvement Budget process and implementation, ongoing employee engagement and education and overall city service delivery.

Public involvement in the crafting of the plan is a critical component of the outreach process.

About the Selected Consultant: Tribesy Consulting:

Tribesy (trahyb-ah-c) is the premier diversity, equity and inclusion consulting firm working for city governments and nonprofits offering nearly 30 years of results-oriented experience. Tribesy assists local governments to assess, create, implement and evaluate action plans as part of an overall sustainable and transparent approach to infusing diversity, equity and inclusion into the organization. Over their years of experience, Tribesy has impacted 20 million people through their work with government agencies, the education industry and nonprofits.

Tribesy is a women-owned general partnership firm with Reena Doyle and Gail Watts as co-founders and the firm’s primary consultants. Reena and Gail each have about 29 years of experience and have been working together for almost 20 years. Professional summaries of the co-founders and primary consultants including education and areas of specialization are included within Tribesy’s response to the RFP on pages 30 and 31.

The Tribesy Team provides partner value through:

- Thought leadership in social justice
- Taking big ideas and making them easier to digest
- A comprehensive and thorough approach to organizational change models
- Focusing on relationships not transactions
- Executive / leadership coaching
- Expertise working with collective bargaining groups including public safety

Agreed-to Scope of Services:

Tribesy will provide JEDI consulting services through a detailed three-phase approach in which they are paid monthly for services rendered. A breakdown of tasks, milestones and deliverables are included in the table below. Although the timeline appears in a linear form, some of the deliverables and milestones could happen simultaneously, dependent on several factors such as availability of partner staff, delivery of materials, levels of trauma, commitment, internalized oppression, individual and collective journeys as well as power and privilege dynamics. The following table outlines a description of each phase, deliverables and milestones and the phase duration and cost.

Task	Description	Deliverables & Milestones	Timeline & Cost
1	<p>Foundation Assessment Phase</p> <p><i>This phase will result in the diagnostic assessment of root causes of current outcomes. These recommendations will lay the foundation for the following Development Phases.</i></p>	<ul style="list-style-type: none"> • Structural assessment • Cultural assessment • Reports with recommendations • Community engagement • Internal and external focus groups • Presentations 	<p>Phase Duration: August 2022 – March 2023</p> <p>(8 months)</p> <p>Cost: \$62,222</p>
2	<p>Foundation Development Phase: Roadmap Creation</p> <p><i>This phase will result in the creation of a strategic/action plan to infuse JEDI culturally and structurally.</i></p>	<ul style="list-style-type: none"> • Development of JEDI committee awareness in support of development of JEDI roadmap with metrics and accountability • Staff coaching • Community engagement with key stakeholder groups regarding the JEDI Action Plan • JEDI Action Plan 	<p>Phase Duration: April 2023 – August 2023</p> <p>(5 months)</p> <p>Cost: \$38,889</p>
3	<p>Foundation Development Phase: JEDI Lens Implementation</p> <p><i>This phase will result in the implementation of the JEDI Action Plan to ensure it becomes part of the culture and structure of our organization with a JEDI lens in all we do.</i></p>	<ul style="list-style-type: none"> • Development of JEDI lens and litmus test • Ongoing coaching • Engagement with stakeholder groups • Presentations regarding adoption of the lens and litmus test. 	<p>Phase Duration: September 2023 – February 2024</p> <p>(5 months)</p> <p>Cost: \$38,889</p>
4	<p>OPTIONAL ADDITIVE PHASE</p> <p>Ongoing Implementation Phase: Bridge and Align</p> <p><i>This optional phase would provide ongoing implementation support and evaluation of accountability mechanisms.</i></p>	<ul style="list-style-type: none"> • Training for department leadership to work with staff in creating departmental actions as part of the overall framework established by the DEI committee. • Measurable outcomes of organizational cultural and structural shifts • Evaluation of progress and accountability mechanisms • Communication strategies to assist with ongoing implementation 	<p>Phase Duration: February 2024 – February 2025</p> <p>(6 - 12 months)</p> <p>Cost: NTE \$60,000</p>

Staff performed a reference check for the top two scoring firms and received back positive references. Tribesy enters into a confidentiality agreement with each of their clients to assure their privacy during and following this process. As such, the names of responsive references will not be disclosed within this report out of respect to their organizations. Key responses from reference checks are included below.

“Tribesy is extremely knowledgeable with unions. The only way we were going to be successful in this organizational change was through buy in from our union leaders. Tribesy worked closely with the union leaders from very early on, knowing the relationship with the unions and keeping them an intricate part of the entire process including negotiations over articles that serve as labor identifiers for our bargaining unit. We could not have done real DEI implementation without items in the contract being changed. They also were instrumental in engaging our public safety in DEI conversations and realizing that our Police Department needed a different conversation than other organizations. Our PD is on board and have developed their own (under the larger plan) DEI plan over the next 5 years.”

“The entire process, as well as reports, were tailored to our needs. The assessments and plans uniquely reflected our organization and provided a much needed outside view of our processes and culture.”

“Tribesy set up a schedule from the beginning, which was appreciated. Any changes were prompted on my end. Reena and Gail communicated well from the start and were able to fulfill requests promptly so the scope of work would be completed without the use of last-minute subs or unreasonable time investments on my part. They handled their workload. As mentioned, Tribesy communicated very well and absorbed and responded to specific needs. Their input was clearly a part of the schedule, strategy, and assessment plan. Since speaking to others trying to go through DEI, I learned that Tribesy's process looks very different than other agencies and was customized.”

Procurement Process:

Staff is recommending award of this contract in compliance with Chula Vista Municipal Code Section 2.56.110. Below is an overview of actions taken in this solicitation process.

- On February 21, 2022 the RFP #P10-22/23 was advertised on PlanetBids.
- On March 14, 2022 a mandatory pre-submittal conference was held virtually.
- The question submission window for respondents to ask questions of staff was March 16-March 21, 2022.
- The deadline to submit all RFP submittals via PlanetBids was March 21, 2022.
- Interviews were held on May 31, 2022.
- Following final scoring of the interview panel, a thorough reference check process and a briefing to the City Manager, notice of intent to award was provided to Tribesy Consulting on June 22, 2022.

DECISION-MAKER CONFLICT

Staff has reviewed the decision contemplated by this action and has determined that it is not site-specific and consequently, the real property holdings of the City Councilmembers do not create a disqualifying real property-related financial conflict of interest under the Political Reform Act (Cal. Gov't Code § 87100, *et seq.*).

Staff is not independently aware, and has not been informed by any City Councilmember, of any other fact that may constitute a basis for a decision maker conflict of interest in this matter.

CURRENT-YEAR FISCAL IMPACT

As part of the American Rescue Plan Act Spending Plan adopted by the City Council on August 21, 2021, a total of \$200,000 was allocated for third-party services for this effort. The cost for services within this current fiscal year will be \$85,555. As described within the staff report, this is an ongoing engagement spanning 18 months. The entire amount for scoped services is \$140,000 with an optional \$60,000 contract extension.

ONGOING FISCAL IMPACT

To understand the resulting fiscal impact from the implementation and ongoing work within this plan, staff has requested that a five-year investment plan be an included deliverable with the Action Plan. This will provide an understanding of the annual funding required to reduce or close existing equity gaps and to continue implementation of the plan. Additionally, staff is interested in understanding the cost of not implementing equitable practices and policies. Staff is prepared to leverage existing local, state and federal resources to help advance our efforts and to ensure they are sustainable in future years.

ATTACHMENTS

1. Agreement – Tribesy Consulting
2. RFP Document
3. Tribesy Proposal
4. Interview Questions

Staff Contact: Miranda Evans, Special Projects Manager