



CITY COUNCIL STAFF REPORT



May 28, 2024

ITEM TITLE

Agreement: Approve an Agreement with The Centre for Organization Effectiveness to Complete a New Citywide Five-Year Strategic Plan

Report Number: 24-0183

Location: No specific geographic location

Department: City Manager

G.C. § 84308: Yes

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. Notwithstanding the foregoing, the activity qualifies for an Exemption pursuant to Section 15061(b)(3) of the California Environmental Quality Act State Guidelines.

Recommended Action

Adopt a resolution approving an agreement with The Centre for Organization Effectiveness to complete a new citywide five-year strategic plan.

SUMMARY

The City’s current strategic plan was completed in 2013. This plan has served as a framework for the City, but based on the amount of time since the last strategic plan was completed it is time to refresh the City’s plan. In accordance with the Chula Vista Municipal Code Section 2.56.110, the City solicited proposals for the development of a new city-wide strategic plan. After an evaluation of the firms that submitted proposals, staff recommends approving an agreement with The Centre for Organization Effectiveness to complete a new five-year citywide strategic plan.

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. Notwithstanding the foregoing, it has also been determined that the activity qualifies for an Exemption

pursuant to Section 15061(b)(3) of the California Environmental Quality Act State Guidelines. Thus, no environmental review is required.

BOARD/COMMISSION/COMMITTEE RECOMMENDATION

Not applicable.

DISCUSSION

The City current strategic plan, completed in 2013, contains five core goals:

- Operational Excellence
- Economic Vitality
- Healthy Community
- Strong and Secure Neighborhoods
- Connected Community

Since 2013 the City has adopted a number of planning documents and policies which may inform the development of a new strategic plan. The guiding documents that have been created or updated since the current strategic plan was developed include:

- City Manager's Annual Report
- Climate Action Plan
- Digital Equity and Inclusion Plan
- Fire Facility, Equipment and Deployment Master Plan
- Justice, Equity, Diversity and Inclusion (JEDI) Action Plan (in progress)
- Long Term Financial Plan
- Parks and Recreation Master Plan
- Police Department Five-Year Strategic Plan
- Public Library Strategic Vision Plan and Strategic Facilities Plan
- Smart City Strategic Action Plan
- Technology Oversight and Privacy Policy
- Telecommunications Master Plan

The City issued a request for proposal (RFP P03-2024) for a consultant team to facilitate a comprehensive municipal strategic planning process that builds upon the City's many independent guiding documents and engages the community, City Council, and City staff in producing an actionable and achievable five-year citywide strategic plan (Attachment 2). Specifically, drafting a strategic plan, which is conceptually envisioned to include the following elements, and to reflect the input and direction provided by the City Council:

- Executive Summary
- Mission, Vision and Values Statements
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- 5-Year Strategic Plan
- City Council Goals & Objectives

- Policies and Strategies to Achieve the Goals and Objectives
- Implementation Timeline
- Two-year Implementation Plan and Resourcing Strategy
- Performance Measures
- Strategic Planning Cycle
- Annual Report Template

The City received five proposals in response to RFP P03-2024. The City's selection committee completed its review of proposals and selected The Centre for Organization Effectiveness. The Centre for Organization Effectiveness is a Joint Powers Authority, founded in 1993, committed to advancing the public good by inspiring excellence in leaders and organizations. Based in San Diego, The Centre for Organization Effectiveness has a long history of supporting public agencies across the State of California with Organizational Development initiatives.

The agreement provides for compensation in the amount of \$102,810 for the Project Plan (Attachment 3). Staff is recommending the agreement incorporate a not to exceed amount of \$120,000 in the event the scope increases/changes during the course at a confirmed billable hourly rate.

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 Council members 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 Council members, of any other fact that may constitute a basis for a decision-maker conflict of interest in this matter.

CURRENT-YEAR FISCAL IMPACT

There is no additional current-year fiscal impact as a result of this action. Work is expected to occur over a two-year period. Funding is available in the fiscal year 2023-24 adopted budget to cover costs expected to be incurred in the current year.

ONGOING FISCAL IMPACT

The fiscal year 2024-25 adopted budget includes sufficient funds to cover project costs anticipated in year two of the agreement. There are no ongoing costs associated with approval of this item.

ATTACHMENTS

1. The Centre for Organization Effectiveness Agreement
2. RFP P03-2024 – Citywide Strategic Plan
3. Project Plan Timeline

Staff Contact: Courtney Chase, Deputy City Manager