CITY OF



2026 – 2031 STRATEGIC PLAN

Adopted August 18, 2026

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LETTER FROM THE CITY MANAGER

Dear community members and City employees,

I am honored to present the City of Chula Vista's 2026–2031 Strategic Plan, which reflects our shared commitment to thoughtful planning, responsible stewardship, and service to the community.

This plan was shaped by the voices of residents, businesses, and community partners, as well as the experience and dedication of City staff. It represents a collective understanding of what matters most to our community and how the City will focus its efforts in the years ahead.

Chula Vista continues to grow and evolve, and with that growth comes both opportunity and responsibility. This Strategic Plan provides a steady foundation to guide decision-making, support accountability, and help the City move forward with clarity and purpose. It is intended to be used, referenced, and revisited as conditions change and priorities evolve.

The work ahead will require collaboration, discipline, and shared responsibility. Progress will be measured over time, and continued engagement with the community will remain essential as the City translates this plan into action.

On behalf of the City of Chula Vista, I thank everyone for their contributions to this effort and for their ongoing commitment to our city. Together, we will continue working to strengthen Chula Vista as a welcoming, forward-looking, and well-served community.

Sincerely,



Tiffany Allen
City Manager
City of Chula Vista

ABOUT THIS PLAN

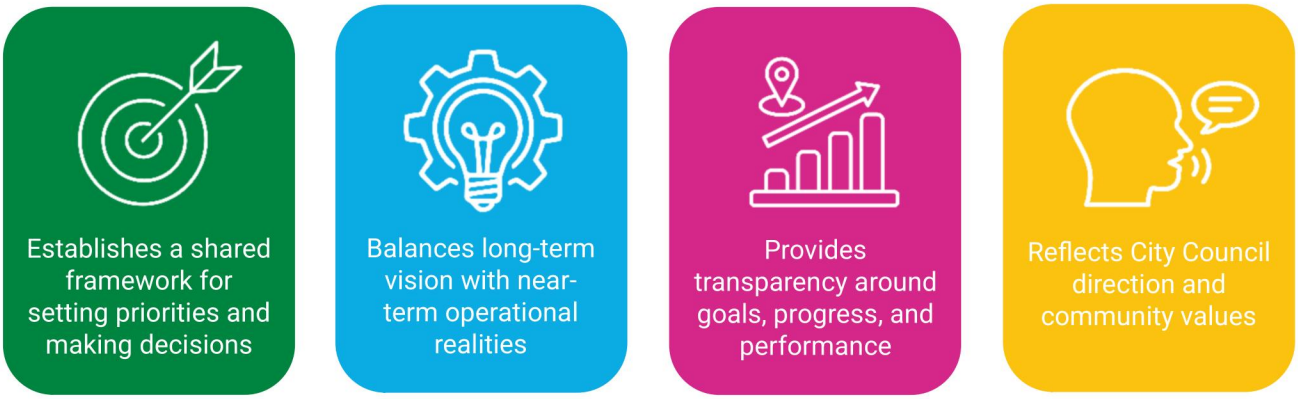
Chula Vista is a large, diverse, and growing city shaped by its people, neighborhoods, and shared commitment to opportunity, equity, and quality of life. As the second-largest city in San Diego County and 81st largest city in the United States, Chula Vista plays a critical role in the region's economy, housing market, outdoor spaces, and binational activity. These dynamics create both opportunity and complexity, requiring thoughtful, coordinated, and disciplined long-term planning.

The 2026–2031 City Strategic Plan establishes a clear framework to guide how the City sets priorities, allocates resources, and measures progress over the next five years. It translates City Council direction, community input, and organizational values into a focused set of strategic goals that align policy decisions, operational planning, and performance management across the organization.

This plan is intentionally designed to be both aspirational and practical. It looks ahead to the future Chula Vista is working toward, while remaining grounded in fiscal realities, organizational capacity, and the evolving needs of the community. Annual budgets, departmental work plans, and performance reporting will align with this plan to translate strategy consistently into action.

At its core, this Strategic Plan is a decision-making tool. It supports transparency, accountability, and long-term resilience, helping the City respond effectively to today's challenges while preparing thoughtfully for the future.

What This Plan Does



OUR CITY TODAY

Chula Vista is a dynamic city defined by its diversity, scale, and regional connections. Home to residents from many cultures, backgrounds, and generations, the City continues to experience population growth, development pressure, and increasing demand for public services and infrastructure.

Chula Vista benefits from significant strengths, including its location within the San Diego–Tijuana binational region, a growing economic base, and sustained public and private investment. These assets provide a strong foundation for long-term success.

Growth and opportunity also bring complexity. Infrastructure systems require ongoing maintenance and modernization. Housing affordability, traffic congestion, and climate resilience present persistent challenges. Fiscal limitations and workforce capacity constraints require disciplined prioritization and thoughtful sequencing of initiatives.

This Strategic Plan acknowledges these realities. It builds on the City's strengths while addressing the conditions necessary to sustain quality of life, promote equity, and guide responsible growth over time.



MISSION, VISION, & VALUES

Together, the City of Chula Vista's Mission, Vision, and Values provide a shared compass that guide how the City serves the community, plans for the future, and works together to deliver results.

Mission

The City of Chula Vista is dedicated to cultivating an inclusive and vibrant community where residents, businesses, employees, and visitors feel a true sense of belonging. We deliver innovative, exceptional public services that promote safety, providing a strong sense of community, economic opportunities, and enhanced quality of life for all.

Vision

Chula Vista is a safe, thriving, and inclusive city—recognized for its innovation, economic vitality, and exceptional quality of life, fostering community pride, sustainable growth, and creating a destination where people and businesses flourish for generations to come.

Values

The City's Values define how work is carried out and how decisions are made:

- **Inclusivity:** Creating an authentic sense of belonging by welcoming diverse perspectives and removing barriers to participation.
- **Community:** Building trust and shared responsibility through collaboration, partnership, and civic engagement.
- **Innovation:** Encouraging creativity, learning, and continuous improvement, and evidence-based decision making to proactively adapt to change and better serve the community.
- **Integrity:** Acting with honesty, transparency, and accountability in all actions and decisions.
- **Stewardship:** Managing public resources responsibly and sustainably to support long-term community benefit.
- **Excellence:** Holding high standards and taking pride in delivering exceptional public service.

COMMUNITY VOICES

Community input was a foundational element of this Strategic Plan. Through surveys, workshops, meetings, and online engagement, residents, businesses, and community stakeholders shared insights into the issues that matter most to them.



This engagement helped clarify priorities, highlight areas of concern, and identify opportunities for improvement. Community perspectives directly informed the plan's goals and strategic focus areas, reinforcing the City's commitment to inclusive and responsive governance.

Across engagement efforts, residents consistently expressed pride in Chula Vista's diversity and sense of belonging. Safety, quality parks and recreation, and reliable public services were identified as essential to quality of life. At the same time, participants raised concerns related to infrastructure conditions, housing affordability, traffic congestion, and the need for transparent, accountable government.

Top Community Priorities

- Community & Belonging
- Safety & Recreation
- Infrastructure & Housing
- Youth & Seniors (Intergenerational Engagement, all-age inclusion, generational well-being, community for every generation)
- Transparency & Accountability

STRATEGIC PLAN STRUCTURE

This Strategic Plan establishes the City's long-term direction. It does not replace departmental work plans or the annual budget. Instead, it provides a unifying framework to align decisions, investments, and actions across the organization.

City Council priorities and organizational responsibilities inform the strategic goals outlined in this plan. These goals guide annual work planning, budget development, and performance measurement. Progress is tracked through defined indicators and reported publicly to ensure transparency, accountability, and continuous improvement.



Strategic Goals

Each strategic goal follows a consistent structure designed to balance long-term vision with operational reality.

Focus Areas & Objectives

Strategic Focus Areas & Objectives define where the City will concentrate its efforts under each goal. They identify key policy and service domains requiring attention over the five-year planning horizon and provide flexibility to adapt as conditions evolve.

Core Services

Core Services represent the essential, ongoing functions the City delivers every day. These services account for the majority of City operations, staffing, and funding. Addressing Core Services in the Strategic Plan emphasizes that delivering reliable and consistent services remains the City's highest priority.

Major Initiatives

Major Initiatives are focused, time-bound efforts the City intends to advance during the plan period. These initiatives are aligned with available resources and organizational capacity, helping maintain focus and feasibility.

Future Opportunities

Future Opportunities identify additional priorities advanced by City Council and the community that are not currently funded, scheduled, or resourced for implementation due to fiscal, staffing, or operational constraints. Including these items promotes transparency and supports long-term planning by clarifying potential future direction as resources and capacity allow.

STRATEGIC GOALS

The Strategic Plan is organized around four strategic goals that reflect community priorities, City Council direction, and organizational responsibilities. Together, these goals guide how the City focuses resources, advances initiatives, and measures success.





GOAL 1: COMMUNITY INFRASTRUCTURE

Build and maintain the physical systems that support daily life and future growth

Why This Matters

Community infrastructure supports nearly every aspect of daily life, from public safety and mobility to economic opportunity and environmental sustainability. As Chula Vista continues to grow and evolve, infrastructure systems must be maintained, modernized, and expanded in a way that is strategic, fiscally responsible, and equitable. Proactive investment helps protect public assets, reduce long-term costs, and support safe, reliable, and accessible infrastructure across all neighborhoods.

Strategic Outcomes

By 2031, Chula Vista's infrastructure systems reliably support community needs through well-maintained, modern facilities, and accessible transportation networks. People experience safer and more efficient travel, accessible public spaces, and dependable infrastructure. Investments are prioritized transparently, informed by data, and distributed equitably across neighborhoods, supporting quality of life, economic vitality, and environmental goals.

Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

1.1 Infrastructure maintenance and modernization

- Establish and maintain a comprehensive, citywide inventory of infrastructure assets to support data-informed prioritization, lifecycle planning, and identification of efficiencies.
- Proactively assess opportunities to modernize aging infrastructure, reduce deferred maintenance, and improve long-term cost effectiveness.
- Enhance the maintenance and modernization of public facilities to support safe, functional, and accessible public spaces.

1.2 Housing affordability and stability

- Advance policies and programs that expand access to varied housing options throughout the city to meet the needs of all residents.
- Support housing strategies that promote long-term stability, accessibility, and neighborhood compatibility.
- Coordinate with state and regional partners to communicate the City's housing production efforts and planned opportunities.

1.3 Transportation, mobility, and accessibility

- Enhance multimodal transportation options to support safe and efficient movement for drivers, pedestrians, bicyclists, seniors, and individuals with disabilities.
- Improve access to essential services, employment, parks, and community facilities through transportation investments.
- Prioritize safety and visibility improvements in high-use and high-need areas.

1.4 Climate resilience and sustainability

- ► Integrate climate resilience into infrastructure planning, capital investments, and service delivery.
- ► Advance sustainable, conservation and environmental programs that reduce environmental impacts and support long-term resource stewardship.
- ► Align infrastructure investments with adopted sustainability and climate goals.

1.5 Balanced investment across neighborhoods

- ► Expand equitable access to parks, public spaces, and City amenities across all neighborhoods.
- ► Prioritize investments that address disparities and improve quality of life in underserved areas.
- ► Use data and community input to guide equitable allocation of infrastructure resources.

Core Services

- Planning and maintenance of City infrastructure, including streets, bridges, utilities, facilities, parks, and public spaces
- Asset management, capital planning, and lifecycle analysis to guide infrastructure investment and reduce long-term costs
- Transportation planning, traffic operations, and mobility improvements for all users
- Stormwater, wastewater, and environmental compliance services
- Engineering design, construction management, and delivery of capital improvement projects
- Efficient processing of housing and opportunities to provide balanced housing options
- Intergovernmental coordination and advocacy related to housing, development, and planned facilities policies

Major Initiatives

- Complete buildout of Millenia Library
- Complete the Police Department Facilities Master Plan, including evaluation of a potential police substation to improve service coverage and response times
- Conduct park master planning and feasibility studies to assess facility utilization and prioritize improvements that expand recreational access
- Expand mobility options for older adults, including evaluation of senior transit pass programs
- Complete a citywide lighting study and a safety study to identify opportunities to improve visibility, security, and public safety
- Explore the feasibility of establishing a senior center on the east side of the city to enhance access to services and programming
- Continue implementing the 2021-2029 City's Housing Element in compliance with state requirements and local priorities
- Coordinate with regional partners to explore grade separation opportunities that improve safety, reduce congestion, and enhance regional mobility
- Continue to implement asset management technology to support data-informed infrastructure planning, lifecycle management, and transparent investment decisions
- Develop a Public Works Master Plan that establishes a long-term vision for infrastructure, sustainability, and service delivery

Future Opportunities

- Complete streets sidewalks assessment and project to enhance safety, accessibility, and connectivity
- Fleet electrification to reduce emissions, support sustainability goals, and modernize City operations
- Develop facility maintenance plan to ensure longevity of all City owned facilities
- Revitalize the Women's Club



GOAL 2: QUALITY OF LIFE & SAFETY

Foster a safe, healthy, and connected community where everyone can thrive

Why This Matters

Safety, health, and well-being are foundational to community trust and quality of life. Reliable public safety services, effective emergency preparedness, and opportunities for connection and belonging contribute to a city where people feel supported and secure. As Chula Vista continues to grow and diversify, maintaining quality of life requires approaches that are community-centered, proactive, and responsive to evolving needs.

Strategic Outcomes (2031)

Chula Vista is a safe, welcoming, and connected city where community members have confidence in the City's ability to protect, serve, and respond. Public safety services are reliable and trusted, communities are prepared for emergencies, and people of all ages have access to programs and shared spaces that support well-being and connection.

Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

2.1 Community-centered public safety

- Strengthen trust and effectiveness in public safety services through data-informed strategies, innovation, and ongoing community engagement.
- Expand access to public safety services and improve responsiveness through coordinated communication, outreach, and service delivery.
- Support approaches that balance enforcement, prevention, and community partnerships to enhance overall safety and well-being.

2.2 Emergency preparedness and response

- Ensure timely, effective, and data-informed delivery of police and fire services by actively monitoring calls for service performance and deploying staff strategically to maintain a high standard of public safety for all community members.
- Strengthen emergency communications infrastructure, practices, and culture to ensure timely, transparent, and consistent delivery of information.
- Strengthen preparedness for natural disasters, climate-driven risks, technological hazards, and public health emergencies.
- Enhance coordination across departments and regional partners to improve emergency response and recovery capabilities.
- Advance wildfire mitigation and climate-adaptive strategies to protect residents, property, and critical infrastructure.

2.3 Community well-being

- Promote health, stability, and livability through services, programs, and environments that support people across all life stages.
- Expand access to recreation, wellness, and community programs that support physical, social, and emotional health.
- Address public health and vulnerable population needs through coordinated services, partnerships, and policy approaches that improve livability.
- Support safe, welcoming, and activated public spaces that encourage regular use and positive community interaction.
- Promote equitable access to opportunities, resources, and services that enhance quality of life across neighborhoods and populations.

2.4 Community connection and cultural engagement

- Expand access to library services, lifelong learning opportunities, and digital resources that support education, workforce readiness, and equitable access to information.
- Enhance arts and cultural programming, creative spaces, and public art that reflect community identity and support local artists.
- Activate community spaces through events, festivals, and programming that bring people together and strengthen a shared sense of belonging.
- Improve equitable access to cultural, educational, and community programming across neighborhoods.
- Strengthen partnerships with schools, community organizations, and cultural institutions to expand reach and maximize community impact.

2.5 Youth development and senior services

- Support programs and partnerships that promote positive youth development, workforce readiness, and civic engagement.
- Expand access to services, resources, and programming that support older adults in aging safely, independently, and with dignity.
- Strengthen coordination with advisory bodies and community partners to address the evolving needs of youth and older adults to increase livability across the age spectrum.

2.6 Animal care services

- Provide humane, responsive, and reliable animal care services that protect public health and safety.
- Promote responsible pet ownership through education, outreach, and enforcement.
- Maintain effective shelter operations, adoption programs, and partnerships that support animal welfare.

Core Services

- Police, fire, emergency medical, and disaster preparedness services
- Plan reviews and fire inspections to limit community risks
- Community-based public safety, prevention, and emergency response coordination
- Animal services, sheltering, veterinary care, and community education
- Parks, recreation, and community programming that promote health, connection, and belonging
- Public health–supportive services delivered through partnerships, addressing concerns through policies, and outreach
- Investigation and enforcement of regulations to maintain and enhance neighborhood quality
- Community engagement and education related to safety, preparedness, and well-being
- Resident participation through boards and commissions that inform policy, enhance transparency, and strengthen community representation

Major Initiatives

- Diversify emergency communications and public notification methods to increase reach, speed, clarity, and accessibility, and educate the public through a citywide campaign initiative
- Create and implement the Parks and Recreation Programming Plan to reflect current and future community needs
- Advance public health and safety policy initiatives
- Strategize funding and program priorities for homeless services
- Administration of federal and local grants in collaboration with community-based organizations
- Extend homeless services by expanding homeless tools to include the Chula Vista Village at Otay as a South Bay region asset
- Assess ADA access (ADA Self-Evaluation and Transition Plan Update)
- Train City Staff to support Emergency Operations Center
- Develop funding plan for safety vehicle replacement and complete staffing study for fleet staff to maintain vehicle and equipment readiness
- Support community-led cultural and neighborhood initiatives that strengthen civic pride
- Review structure and scope of the Police Department's Community Advisory Committee for potential modification
- Complete Fire Department Master Plan, Strategic Plan, Community Risk Assessment, Standards of Cover, Bottom-up Reviews, and Leadership Succession Plan

Future Opportunities

- Public safety vehicle storage to protect assets, improve readiness, and support efficient emergency response
- Implementation of the ADA Transition Plan to enhance accessibility, equity, and compliance across City facilities and spaces
- Fire Department training facility and Emergency Operations Center to strengthen preparedness, coordination, and response capabilities
- Enhanced emergency evacuation shelters to improve capacity, safety, and support for residents during disasters
- Increased fuel storage capacity to ensure operational continuity during emergencies and supply disruptions
- Expanded brush management and fire hazard mitigation to reduce wildfire risk and protect the community
- Animal Services Facility Master Plan to modernize facilities and improve operational efficiency and animal care
- Enhanced animal enrichment services to improve animal well-being, behavior outcomes, and adoption success



GOAL 3: GROWTH & ECONOMIC VITALITY

Strengthen economic vitality by expanding opportunity, encouraging innovation, and deepening regional collaboration

Why This Matters

A strong and diverse economy is essential to opportunity, quality of life, and the City's long-term fiscal health. Chula Vista's strategic location, growing population, and expanding regional and binational connections position the city to play an increasingly important economic role in the region. At the same time, economic growth must translate into tangible benefits for people and neighborhoods across the city.

Strengthening economic vitality requires aligning business development, workforce opportunity, land use planning, and regional partnerships. By building on existing assets and encouraging innovation, the City can support local businesses, attract investment, and expand access to quality jobs while maintaining high standards for growth and community character.

Strategic Outcomes (2031)

By 2031, Chula Vista has a more diverse and resilient local economy that offers expanded opportunity across industries and neighborhoods. Local businesses are positioned to grow and adapt, workforce pathways are better aligned with emerging industries, and regional collaboration supports innovation and investment. Economic activity contributes to long-term prosperity, fiscal stability, and a higher quality of life for the community.

Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

3.1 Business growth and economic diversification

- Strengthen efforts to retain, expand, and attract businesses that align with Chula Vista's assets and long-term economic priorities.
- Encourage diversification across industries to reduce economic vulnerability and support sustainable growth.
- Leverage major employment centers, district-scale initiatives, and catalytic projects to broaden the City's economic base.

3.2 Workforce opportunity and talent development

- Align workforce development initiatives with current and emerging industry needs to expand access to quality jobs.
- Strengthen partnerships with educational institutions, employers, and workforce organizations to support training, upskilling, and career pathways.
- Improve coordination across programs that connect people to employment and advancement opportunities.

3.3 Small business and entrepreneurship

- ► Improve the business environment for small businesses and entrepreneurs through streamlined processes and coordinated support.
- ► Strengthen neighborhood commercial areas to increase visibility, foot traffic, and local economic activity.
- ► Foster conditions that allow local businesses to start, grow, and reinvest in the community.

3.4 City policy and process compliance

- ► Identify business gaps, market needs, and regulatory barriers to better align City policies with current and emerging economic opportunities.
- ► Explore policies to encourage business development that enhances neighborhood character and community benefit.
- ► Streamline permitting and interdepartmental review processes for business development.

3.5 Regional collaboration and innovation

- ► Expand collaboration with regional, binational, and industry partners to encourage innovation and shared economic growth.
- ► Support initiatives that leverage Chula Vista's location, talent, and institutional partnerships to attract investment.
- ► Encourage innovation across sectors through collaboration, pilot programs, and shared learning.

Core Services

- Economic development, business attraction, retention, and small business support
- Land use planning, environmental review, and permitting aligned with adopted plans
- Real estate management, public-private partnerships, and strategic site development
- Special events permitting and coordination that activates public spaces, supports local businesses, and enhances the City's regional profile

Major Initiatives

- Complete an economic development strategic plan that lays out the long-term vision and near-term actions
- Advance procurement policies that improve local business participation, including evaluating options for scoring advantages or other mechanisms within the City's RFP and contracting processes
- Pursue removal of the SR-125 toll burden on residents and businesses, including advancing strategies to address toll debt obligations and advocating for equitable regional transportation solutions
- Continue implementation of the Chula Vista Bayfront Development, supporting long-term economic activity, tourism, hospitality, and public access consistent with adopted plans and agreements
- Advance the University District to establish a binational multi-institution higher education district, enhancing workforce development, research, and innovation in Chula Vista

- Partner with businesses to sustain downtown revitalization, encourage private investment, and strengthen the economic vitality of the City's historic core
- Complete the Chula Vista Elite Athlete Training Center Master Plan to establish a long-term vision for the campus, including land use, facility improvements, operations, and partnerships
- Update the Urban Core Specific Plan to guide reinvestment, land use, mobility, and placemaking in alignment with economic vitality and community character
- Advance Broadway revitalization and cultural district efforts to stimulate investment, celebrate cultural assets, and strengthen neighborhood-based economic activity along the corridor
- Adopt the Outdoor Dining Ordinance to incentivize and streamline the permitting of outdoor dining areas in the city
- Partner with the Chula Vista Elementary School District for workforce development at libraries and City facilities to connect students to career pathways in innovation, life science, energy, and sound

Future Opportunities

- Implementation of the Economic Development Strategic Plan
- Build capacity for data-driven economic development
- Enhance sports-oriented tourism
- Develop tourism economic development plan to expand visitor amenities and services in western area of Chula Vista
- Create focus areas that align complementary business and industry clusters to support established and emerging economic development opportunities, such as tourism for the Bayfront



GOAL 4: GOOD GOVERNANCE

Advance transparent, accountable, and effective government services

Why This Matters

Effective governance is essential to public trust, fiscal responsibility, and the City's ability to deliver consistent results. Clear communication, sound financial management, modern systems, and a prepared workforce support informed decision-making and accountability across the organization. As responsibilities and expectations evolve, strong governance enables the City to adapt, maintain high standards, and use public resources responsibly.

Strategic Outcomes (2031)

By 2031, the City continues to operate as a transparent, accountable, and effective organization. Decision-making is informed by data and clear standards, financial practices remain disciplined and sustainable, and City systems and workforce capacity continue to support consistent service delivery and public confidence.

Strategic Focus Areas & Objectives

The City will focus its efforts in the following areas to advance this goal:

4.1 Transparent communication and engagement

- Improve and expand access to information about City initiatives, budgets, and performance through clear, timely, and accessible communication.
- Expand the use of digital tools, dashboards, and multimedia platforms to share updates and explain City decisions.
- Strengthen two-way engagement through virtual and in-person forums that encourage inclusive participation and understanding.

4.2 Technology and data-informed decision-making

- Advance the use of technology and data to improve service delivery, internal coordination, and public access to information.
- Expand performance measurement, analytics, and dashboards to support informed decision-making, transparency, and accountability.
- Establish clear policies and governance for the responsible use of artificial intelligence and emerging technologies.

4.3 Workforce development and succession planning

- Support recruitment, retention, and leadership development to maintain a skilled, diverse, and high-performing workforce.
- Strengthen succession planning, knowledge transfer, and organizational continuity as the City evolves.
- Promote employee development, well-being, and work-life balance to sustain engagement and performance over time.

4.4 Fiscal Sustainability and Stewardship

- ► Maintain long-term fiscal health through structurally balanced budgets and long-term financial planning.
- ► Manage City reserves and financial policies in alignment with adopted standards and best practices.
- ► Align funding decisions with measurable outcomes to strengthen accountability, transparency, and resource allocation.
- ► Support risk management by proactively identifying, assessing, and mitigating risks that could impact the achievement of strategic goals.

Core Services

- Policy development, legislative support, and governance services
- Financial management, budgeting, financial reporting and auditing, and long-term financial planning
- Purchasing, payroll, accounts payable, accounts receivable/collections, and treasury operations
- Citywide administration, organizational leadership, and performance management
- Legal services, risk management, and code enforcement support
- Legislative administration, elections management, records preservation, and public access to support transparency, compliance, and continuity of government
- Human resources, labor relations, workforce development, and employee wellness
- Information technology, cybersecurity, data management, and digital services
- Public communication, community engagement, and emergency communications
- Intergovernmental relations and regional advocacy

Major Initiatives

- Develop and launch a new City website to improve accessibility, usability, and public access to services, information, and digital resources
- Develop an internal audit program and Council Policy to guide risk-based audits and strengthen governance, accountability, and organizational performance.
- Enhance long-term financial planning and fiscal management of all City funds
- Expand analytics and monitoring tools to assess public engagement, reach, and sentiment
- Conduct a comprehensive, data-driven staffing and organizational capacity study to evaluate current and future workforce needs across all City departments
- Develop and implement a citywide governance program for the use of artificial intelligence and emerging technologies, including policies, standards, and oversight
- Provide opportunities and avenues to prepare, recruit, and retain workforce from local community

Future Opportunities

- Expanded accessible online and digital service delivery, self-service platforms, while maintaining person-to-person service options
- Enhanced enterprise data integration and analytics tools
- Enhanced workforce development and leadership training programs
- Implement a data-driven staffing plan aligned with service demands, operational needs, and long-term financial capacity

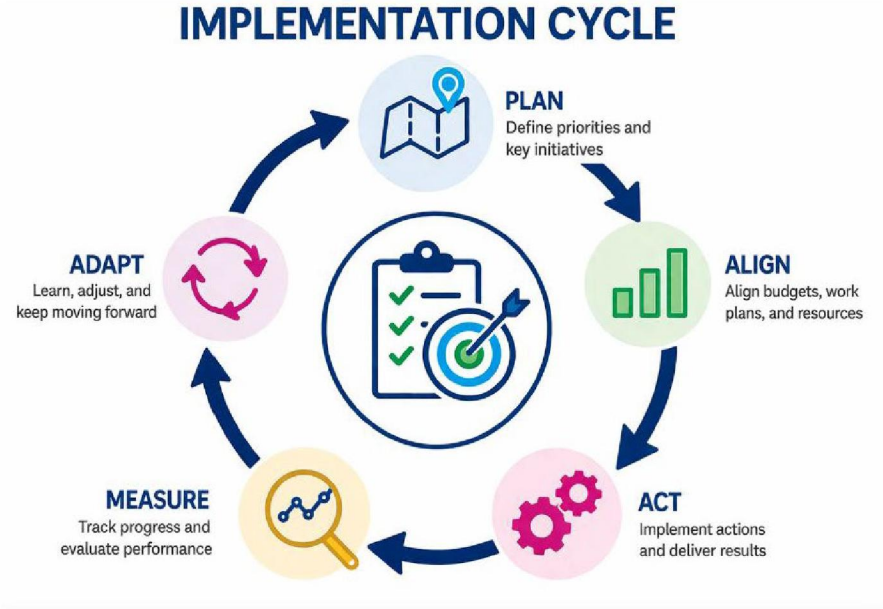
MEASURING PROGRESS

Measuring progress keeps the Strategic Plan accountable, transparent, and results-focused. Progress towards each strategic goal will be assessed using a limited set of high-level Key Performance Indicators (KPIs) aligned with the plan's priorities. Appendix A provides the Strategic Plan Implementation Tracker, including the status of major initiatives and detailed KPIs for core services. This plan may be updated to ensure it remains relevant, an effective measure of progress, and to incorporate annual Council direction.

These indicators are designed to track outcomes and overall effectiveness rather than individual tasks or activities. Results will be reported regularly to City Council and shared publicly to provide visibility into progress and performance.

Detailed operational metrics, targets, and timelines will be managed through citywide work plans and performance dashboards, allowing leadership to monitor progress and adjust strategies as needed.

FROM PLAN TO ACTION



This Strategic Plan guides how the City translates long-term priorities into day-to-day action. Annual budgets, departmental work plans, and capital planning processes will be aligned with the goals and initiatives outlined in this plan.

Departments will identify specific actions, timelines, and resource needs that support the plan's major initiatives while continuing to deliver core services. Budget decisions will be evaluated in the context of the Strategic Plan to ensure investments advance adopted priorities.

This alignment keeps the Strategic Plan remains an active decision-making tool rather than a static document.

SHARED RESPONSIBILITY

Achieving the goals of this Strategic Plan requires coordinated leadership, disciplined execution, and ongoing community partnership. Clear roles and accountability ensure that priorities remain focused, resources are aligned, and progress is transparent.



City Council

Sets policy direction and adopts budgets and annual work plans aligned with the Strategic Plan. Prioritizes the four goals and avoids competing direction that would dilute focus or delay implementation.



City Attorney

The City Attorney represents and provides independent legal advice to the City and all City officials, ensuring that municipal actions comply with local, state, and federal laws. The City Attorney represents the city in all legal matters, supports ethical governance, and protects the community's interests.



Boards, Commissions, & Committees

Align recommendations and annual work plans with the Strategic Plan's four goals, consistent with their advisory roles.



City Manager

Aligns resources, staffing, and operations to advance the Strategic Plan. Promotes organizational understanding of plan priorities, monitors performance, reports progress, and advises City Council when adjustments or tradeoffs are required due to changing conditions or resource constraints.



City Clerk

The City Clerk's Office serves as the official record-keeper for the city, managing public documents, legislative records, and access to information. It supports transparent and accountable government by overseeing public meetings, elections administration, and compliance with legal and regulatory requirements.



City workforce

Executes day-to-day work in alignment with the Strategic Plan and elevates opportunities or barriers to supervisors to improve outcomes.



Community members

Stay informed, provide ongoing input, and participate in engagement and budget processes to help guide implementation and monitor progress.

CLOSING

This Strategic Plan reflects the voices, values, and aspirations of the Chula Vista community. The City thanks residents, businesses, partners, and staff for their engagement and commitment to shaping the future of Chula Vista.



APPENDIX A. STRATEGIC PLAN IMPLEMENTATION TRACKER

The Strategic Plan Implementation Tracker supports implementation of the City's five-year Strategic Plan by tracking the KPIs for core services and the status of major initiatives. The tracker provides a consistent framework for monitoring progress, measuring performance, and supporting accountability across City departments. It is intended to serve as a living management tool that will be regularly reviewed and updated throughout the five-year implementation period.

City of Chula Vista 2026 – 2031 Strategic Plan Implementation Tracker

GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KPIs *(for Core Services)* / STATUS *(for Major Initiatives)*
GOAL 1: COMMUNITY INFRASTRUCTURE	**1.1 Infrastructure maintenance and modernization** ► Establish and maintain a comprehensive, citywide inventory of infrastructure assets to support data-informed prioritization, lifecycle planning, and identification of efficiencies. ► Proactively assess opportunities to modernize aging infrastructure, reduce deferred maintenance, and improve long-term cost effectiveness. ► Enhance the maintenance and modernization of public facilities to support safe, functional, and accessible public spaces.	Core Service	Planning and maintenance of City infrastructure, including streets, bridges, utilities, facilities, parks, and public spaces	1.3 ; 1.5	Clean 500 miles of sewer lines annually; Clean 300,000 square feet of storm channels annually; Complete 1,400 linear feet of storm drain lining annually
		Core Service	Asset management, capital planning, and lifecycle analysis to guide infrastructure investment and reduce long-term costs	1.4; 1.5	To be developed pending the completion of the Asset Management Plan
		Core Service	Engineering design, construction management, and delivery of capital improvement projects	1.3 ; 1.4 ; 1.5	Deliver at least 80% of Capital Improvement Program (CIP) projects projected on time and on budget.
		Major Initiative	Complete buildout of Millenia Library	1.5 ; 2.4 ; 2.5	In Progress
		Major Initiative	Complete the Police Department Facilities Master Plan, including evaluation of a potential police substation to improve service coverage and response times	1.5 ; 2.1 ; 2.2	In Progress
		Major Initiative	Continue to implement asset management technology to support data-informed infrastructure planning, lifecycle management, and transparent investment decisions	1.4 ; 4.2	Planning
		Major Initiative	Develop a Public Works Master Plan that establishes a long-term vision for infrastructure, sustainability, and service delivery	1.4	Not Started
		Future Opportunity	Develop facility maintenance plan to ensure longevity of all City owned facilities	1.5	N/A
	1.2 Housing affordability and stability ► Advance policies and programs that expand access to varied housing options throughout the city to meet the needs of all residents. ► Support housing strategies that promote long-term stability, accessibility, and neighborhood compatibility. ► Coordinate with state and regional partners to communicate the City's housing production efforts and planned opportunities.	Core Service	Efficient processing of housing and opportunities to provide balanced housing options		Complete expedited permit review process 75% of the time for qualifiying affordable housing projects
		Core Service	Intergovernmental coordination and advocacy related to housing, development, and planned facilities policies	1.3 ; 1.5	N/A
		Major Initiative	Continue implementing the 2021-2029 City's Housing Element in compliance with state requirements and local priorities		In Progress
	1.3 Transportation, mobility, and accessibility ► Enhance multimodal transportation options to support safe and efficient movement for drivers, pedestrians, bicyclists, seniors, and individuals with disabilities. ► Improve access to essential services, employment, parks, and community facilities through transportation investments. ► Prioritize safety and visibility improvements in high-use and high-need areas.	Core Service	Transportation planning, traffic operations, and mobility improvements for all users	1.5	Complete over 800 sidewalk repairs annually; Upgrade 25 traffic signals annually
		Major Initiative	Expand mobility options for older adults, including evaluation of senior transit pass programs	2.5	Planning
		Major Initiative	Complete a citywide lighting study and a safety study to identify opportunities to improve visibility, security, and public safety	1.5 ; 2.1	Planning
		Major Initiative	Coordinate with SANDAG to explore grade separation opportunities that improve safety, reduce congestion, and enhance regional mobility	2.1 ; 3.5	In Progress
		Future Opportunity	Complete streets sidewalks assessment and project to enhance safety, accessibility, and connectivity	1.5 ; 2.1	N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KPIs *(for Core Services)* / STATUS *(for Major Initiatives)*
GOAL 1: COMMUNITY INFRASTRUCTURE	**1.4 Climate resilience and sustainability** ► Integrate climate resilience into infrastructure planning, capital investments, and service delivery. ► Advance sustainable conservation and environmental programs that reduce environmental impacts and support long-term resource stewardship. ► Align infrastructure investments with adopted sustainability and climate goals	Core Service	Stormwater, wastewater, and environmental compliance services	1.1	Increase recyclable materials by 3% annually; Increase organic materials by 2% annually;
		Future Opportunity	Fleet electrification to reduce emissions, support sustainability goals, and modernize City operations	1.1 ; 4.2	N/A
	1.5 Balanced investment across neighborhoods ► Expand equitable access to parks, public spaces, and City amenities across all neighborhoods. ► Prioritize investments that address disparities and improve quality of life in underserved areas. ► Use data and community input to guide equitable allocation of infrastructure resources.	Major Initiative	Conduct park master planning and feasibility studies to assess facility utilization and prioritize improvements that expand recreational access	2.3	Planning
		Major Initiative	Explore the feasibility of establishing a senior center on the east side of the city to enhance access to services and programming	2.3 ; 2.5	Planning
		Future Opportunity	Revitalize the Women's Club facility to preserve a valued community asset and expand opportunities for community use	2.3 ; 2.5	N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KPIs *(for Core Services)* / STATUS *(for Major Initiatives)*
GOAL 2: QUALITY OF LIFE & SAFETY	**2.1 Community-centered public safety** ► Strengthen trust and effectiveness in public safety services through data-informed strategies, innovation, and ongoing community engagement. ► Expand access to public safety services and improve responsiveness through coordinated communication, outreach, and service delivery. ► Support approaches that balance enforcement, prevention, and community partnerships to enhance overall safety and well-being.	Core Service	Police, fire, emergency medical, and disaster preparedness services	2.2	Achieve Police Department Priority 1 response times of 6 minutes and Priority 2 response times of 12 minutes; Meet established response time standards for at least 90% of Fire Department responses: first Advanced Life Support (ALS) on scene within 7 minutes, ALS transport on scene within 12 minutes, Initial Arriving Force (IAF) on scene within 7 minutes, and Effective Response Force (ERF) on scene within 10 minutes
		Core Service	Community-based public safety, prevention, and emergency response coordination	2.2	Achieve an annual Police Department Group A crime rate below 30 crimes per 1,000 residents; Conduct at least one Fire Department public education and outreach event per quarter to reach elementary-age children and vulnerable populations
		Core Service	Investigation and enforcement of regulations to maintain and enhance neighborhood quality	2.3	Provide an initial response to at least 75% of Citizen Complaint Forms within 24 hours
		Major Initiative	Complete Fire Department Master Plan, Strategic Plan, Community Risk Assessment, Standards of Cover, Bottom-up Reviews, and Leadership Succession Plan	1.1; 2.2 ; 4.3	In Progress
		Major Initiative	Develop funding plan for safety vehicle replacement and complete staffing study for fleet staff to maintain vehicle and equipment readiness	1.1 ; 2.2	Not Started
		Major Initiative	Review structure and scope of Police Department's Community Advisory Committee for potential modification	2.4	Not Started
		Future Opportunity	Public safety vehicle storage to protect assets, improve readiness, and support efficient emergency response	1.1 ; 2.2	N/A
	2.2 Emergency preparedness and response ► Ensure timely, effective, and data-informed delivery of police and fire services by actively monitoring calls-for-service performance and deploying staff strategically to maintain a high standard of public safety for all community members. ► Strengthen emergency communications infrastructure, practices, and culture to ensure timely, transparent, and consistent delivery of information. ► Strengthen preparedness for natural disasters, climate-driven risks, technological hazards, and public health emergencies. ► Enhance coordination across departments and regional partners to improve emergency response and recovery capabilities. ► Advance wildfire mitigation and climate-adaptive strategies to protect residents, property, and critical infrastructure.	Core Service	Plan reviews and fire inspections to limit community risks	2.1	Complete 90% of fire plan reviews, completed within established timeframes; Complete 100% annual operational permit inspections; Complete 100% state-mandated fire inspections; Inspect 33% of Very High Fire Hazard Severity Zones (VHFHSZ) parcels annually
		Core Service	Community engagement and education related to safety, preparedness, and well-being	2.1	Conduct at least 40 Police Department community engagement events annually, including citizen academies and Neighborhood Watch programs; Conduct at least 15 Fire Department community engagement events annually, including Citizen's Fire Academy, car seat safety classes, and community forums
		Major Initiative	Diversify emergency communications and public notification methods to increase reach, speed, clarity, and accessibility and educate the public through a citywide campaign initiative	2.1 ; 4.1	In Progress
		Major Initiative	Train City Staff to support Emergency Operations Center	4.3	Planning
		Future Opportunity	Fire Department training facility and Emergency Operations Center to strengthen preparedness, coordination, and response capabilities	1.1	N/A
		Future Opportunity	Enhanced emergency evacuation shelters to improve capacity, safety, and support for residents during disasters	2.3	N/A
		Future Opportunity	Increased fuel storage capacity to ensure operational continuity during emergencies and supply disruptions	1.1	N/A
		Future Opportunity	Expanded brush management and fire hazard mitigation to reduce wildfire risk and protect the community	2.1	N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KPIs *(for Core Services)* / STATUS *(for Major Initiatives)*
GOAL 2: QUALITY OF LIFE & SAFETY	**2.3 Community well-being** ► Promote health, stability, and livability through services, programs, and environments that support people across all life stages. ► Expand access to recreation, wellness, and community programs that support physical, social, and emotional health ► Address public health and vulnerable population needs through coordinated services, partnerships, and policy approaches that improve livability. ► Support safe, welcoming, and activated public spaces that encourage regular use and positive community interaction. ► Promote equitable access to opportunities, resources, and services that enhance quality of life across neighborhoods and populations.	Core Service	Parks, recreation, and community programming that promote health, connection, and belonging	2.4 ; 2.5	Increase participation in Parks and Recreation Department programming by a minimum of 2% annually
		Core Service	Public health-supportive services delivered through partnerships, addressing concerns through policies, and outreach	2.5	Increase the percent of unsheltered individuals connected to public health-supportive services annually with a connected rate of 50% by 2031
		Major Initiative	Create and implement the Parks and Recreation Programming Plan to reflect current and future community needs	2.4 ; 2.5	Not Started
		Major Initiative	Advance public health and safety policy initiatives		In Progress
		Major Initiative	Strategize funding and program priorities for homeless services		In Progress
		Major Initiative	Administration of federal and local grants in collaboration with community-based organizations	2.4	In Progress
		Major Initiative	Extend homeless services by expanding homeless tools to include the Chula Vista Village at Otay as a South Bay region asset		In Progress
		Major Initiative	Assess ADA access (ADA Self-Evaluation and Transition Plan Update)	1.3 ; 2.4 ; 2.5	In Progress
		Future Opportunity	Implementation of the ADA Transition Plan to enhance accessibility, equity, and compliance across City facilities and spaces	1.3 ; 2.4 ; 2.5	N/A
	2.4 Community connection and cultural engagement ► Expand access to library services, lifelong learning opportunities, and digital resources that support education, workforce readiness, and equitable access to information. ► Enhance arts and cultural programming, creative spaces, and public art that reflect community identity and support local artists. ► Activate community spaces through events, festivals, and programming that bring people together and strengthen a shared sense of belonging. ► Improve equitable access to cultural, educational, and community programming across neighborhoods. ► Strengthen partnerships with schools, community organizations, and cultural institutions to expand reach and maximize community impact	Core Service	Resident participation through boards and commissions that inform policy, enhance transparency, and strengthen community representation	2.5	N/A
		Core Service	Support of community-led cultural and neighborhood initiatives that strengthen civic pride		Deliver at least 20 arts and culture partner-supported programs annually
	2.6 Animal care services ► Provide humane, responsive, and reliable animal care services that protect public health and safety. ► Promote responsible pet ownership through education, outreach, and enforcement. ► Maintain effective shelter operations, adoption programs, and partnerships that support animal welfare.	Core Service	Animal services, sheltering, veterinary care, and community education		Provide at least four no or low cost spay/neuter events annually
		Future Opportunity	Animal Services Facility Master Plan to modernize facilities and improve operational efficiency and animal care	1.1	N/A
		Future Opportunity	Enhanced animal enrichment services to improve animal well-being, behavior outcomes, and adoption success		N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KPIs *(for Core Services)* / STATUS *(for Major Initiatives)*
GOAL 3: GROWTH & ECONOMIC VITALITY	**3.1 Business Growth and Economic Diversification** ► Strengthen efforts to retain, expand, and attract businesses that align with Chula Vista's assets and long-term economic priorities. ► Encourage diversification across industries to reduce economic vulnerability and support sustainable growth. ► Leverage major employment centers, district-scale initiatives, and catalytic projects to broaden the City's economic base.	Core Service	Economic development, business attraction, retention, and small business support	3.2 ; 3.3	Complete at least 80 business retention, expansion, attraction, or startup assistance cases annually
		Major Initiative	Complete an economic development strategic plan that lays out the long-term vision and near-term actions	3.2 ; 3.3 ; 3.4 ; 3.5	In Progress
		Major Initiative	Continue implementation of the Chula Vista Bayfront Development, supporting long-term economic activity, tourism, hospitality, and public access consistent with adopted plans and agreements	3.5	In Progress
		Future Opportunity	Implementation of the Economic Development Strategic Plan	3.2 ; 3.3 ; 3.4 ; 3.5	N/A
		Future Opportunity	Enhance sports-oriented tourism	3.5	N/A
		Future Opportunity	Develop tourism plan to expand visitor amenities and services in western area of Chula Vista	3.5	N/A
		Future Opportunity	Create focus areas that align complementary business and industry clusters to support established and emerging economic development opportunities, such as tourism for the Bayfront	3.5	N/A
	3.2 Workforce Opportunity and Talent Development ► Align workforce development initiatives with current and emerging industry needs to expand access to quality jobs. ► Strengthen partnerships with educational institutions, employers, and workforce organizations to support training, upskilling, and career pathways. ► Improve coordination across programs that connect people to employment and advancement opportunities.	Major Initiative	Advance the University District to establish a binational multi-institution higher education district, enhancing workforce development, research, and innovation in Chula Vista	3.1 ; 3.5	Planning
		Core Service	Partner with the Chula Vista Elementary School District for workforce development programs at libraries and City facilities to connect the community to career pathways in innovation, life science, energy, and sound	3.5	Increase participation in library workforce development programs by 5% annually
	3.3 Small Business and Entrepreneurship ► Improve the business environment for small businesses and entrepreneurs through streamlined processes and coordinated support. ► Strengthen neighborhood commercial areas to increase visibility, foot traffic, and local economic activity. ► Foster conditions that allow local businesses to start, grow, and reinvest in the community.	Core Service	Special events permitting and coordination that activates public spaces, supports local businesses, and enhances the City's regional profile	3.1 ; 3.5	Complete 80% of special event permits within 45 days
		Major Initiative	Advance procurement policies that improve local business participation, including evaluating options for scoring advantages or other mechanisms within the City's RFP and contracting processes	3.4	Planning
		Major Initiative	Partner with businesses to sustain downtown revitalization, encourage private investment, and strengthen the economic vitality of the City's historic core	3.1	In Progress
		Major Initiative	Advance Broadway revitalization and cultural district efforts to stimulate investment, celebrate cultural assets, and strengthen neighborhood-based economic activity along the corridor	3.1	In Progress
	3.4 City Policy and Process Compliance ► Identify business gaps, market needs, and regulatory barriers to better align City policies with current and emerging economic opportunities. ► Explore policies to encourage business development that enhances neighborhood character and community benefit. ► Streamline permitting and interdepartmental review processes for business development.	Core Service	Land use planning, environmental review, and permitting aligned with adopted plans	3.1	Complete 80% of new application completeness reviews within 30 days
		Core Service	Real estate management, public-private partnerships, and strategic site development	3.1 ; 3.5	Implement a City-owned real estate database and populate at least 30% of the database with verified City-owned properties within the first year, maintaining 100% by 2031
		Major Initiative	Update the Urban Core Specific Plan to guide reinvestment, land use, mobility, and placemaking in alignment with economic vitality and community character	3.1	In Progress

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	business development.	Major Initiative	Adopt the Outdoor Dining Ordinance to incentivize and streamline the permitting of outdoor dining areas in the city	3.3	In Progress
GOAL 3: GROWTH & ECONOMIC VITALITY	**3.5 Regional Collaboration and Innovation** ▶ Expand collaboration with regional, binational, and industry partners to encourage innovation and shared economic growth. ▶ Support initiatives that leverage Chula Vista's location, talent, and institutional partnerships to attract investment. ▶ Encourage innovation across sectors through collaboration, pilot programs, and shared learning.	Major Initiative	Pursue removal of the SR-125 toll burden on residents and businesses, including advancing strategies to address toll debt obligations and advocating for equitable regional transportation solutions	3.1	Planning
		Major Initiative	Complete the Chula Vista Elite Athlete Training Center Master Plan to establish a long-term vision for the campus, including land use, facility improvements, operations, and partnerships	3.1	In Progress
		Future Opportunity	Build capacity for data-driven economic development	3.1 ; 4.2	N/A

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GOAL	FOCUS AREAS & OBJECTIVES	TYPE	DESCRIPTION	ALSO SUPPORTS	KPIs *(for Core Services)* / STATUS *(for Major Initiatives)*
GOAL 4: GOOD GOVERNANCE	**4.1 Transparent communication and engagement** ► Improve and expand access to information about City initiatives, budgets, and performance through clear, timely, and accessible communication. ► Expand the use of digital tools, dashboards, and multimedia platforms to share updates and explain City decisions. ► Strengthen two-way engagement through virtual and in-person forums that encourage inclusive participation and understanding.	Core Service	Legislative administration, elections management, records preservation, and public access to support transparency, compliance, and continuity of government	4.4	Finalize at least 90% of City Council minutes within two regular council meetings; Respond to 100% of Public Records Act requests within 10 days;
		Core Service	Public communication, community engagement, and emergency communications		Increase social media followers by 5% annually; Increase subscribers to the City's e-newsletter and Community Voices by 2.5% annually; Increase resident enrollment in City-designated emergency notification applications by 10% annually
		Core Service	Intergovernmental relations and regional advocacy	4.4	Engage 100% of priority regional, state, and federal partners annually
		Major Initiative	Develop and launch a new City website to improve accessibility, usability, and public access to services, information, and digital resources	4.2	In Progress
		Major Initiative	Expand legislative advocacy at the state and federal level on matters affecting the City	4.4	Planning
	4.2 Technology and data-informed decision-making ► Advance the use of technology and data to improve service delivery, internal coordination, and public access to information. ► Expand performance measurement, analytics, and dashboards to support informed decision-making, transparency, and accountability. ► Establish clear policies and governance for the responsible use of artificial intelligence and emerging technologies.	Core Service	Information technology, cybersecurity, data management, and digital services	4.1	Maintain 99% uptime for the City-managed network, with no more than 1% unplanned downtime; Maintain 99% website availability and achieve 75% website accessibility
		Major Initiative	Expand analytics and monitoring tools to assess public engagement, reach, and sentiment	4.1	In Progress
		Major Initiative	Develop and implement a citywide governance program for the use of artificial intelligence and emerging technologies, including policies, standards, and oversight	4.4	In Progress
		Future Opportunity	Expanded accessible online and digital services, self-service platforms, and person-to-person service options	4.1	N/A
		Future Opportunity	Enhanced enterprise data integration and analytics tools	4.4	N/A
	4.3 Workforce development and succession planning ► Support recruitment, retention, and leadership development to maintain a skilled, diverse, and high-performing workforce. ► Strengthen succession planning, knowledge transfer, and organizational continuity as the City evolves. ► Promote employee development, well-being, and work-life balance to sustain engagement and performance over time.	Core Service	Citywide administration, organizational leadership, and performance management	4.2 ; 4.4	Provide annual performance evaluations to 100% of eligible employees
		Core Service	Human resources, labor relations, workforce development, and employee wellness		Establish 90% of candidate eligibility lists within 120 days of recruitment being assigned to HR analyst.
		Major Initiative	Conduct a comprehensive, data-driven staffing and organizational capacity study to evaluate current and future workforce needs across all City departments	4.4	Not Started
		Major Initiative	Provide opportunities and avenues to prepare, recruit, and retain workforce from local community		Planning
		Future Opportunity	Enhanced workforce development and leadership training programs		N/A
		Future Opportunity	Implement a data-driven staffing plan aligned with service demands, operational needs, and long-term financial capacity	4.2 ; 4.4	N/A

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GOAL 4: GOOD GOVERNANCE	**4.4 Fiscal Sustainability and Stewardship** ▶ Maintain long-term fiscal health through structurally balanced budgets and long-term financial planning. ▶ Manage City reserves and financial policies in alignment with adopted standards and best practices. ▶ Align funding decisions with measurable outcomes to strengthen accountability, transparency, and resource allocation. ▶ Support risk management by proactively identifying, assessing, and mitigating risks that could impact the achievement of strategic goals.	Core Service	Policy development, legislative support, and governance services	4.1	Review or update 100% of City Council policies within a five-year cycle, with a target of 20% reviewed annually
		Core Service	Financial management, budgeting, financial reporting and auditing, and long-term financial planning		Maintain General Fund reserves at policy minimums; Issue the Annual Comprehensive Financial Report (ACFR) within 180 days of fiscal year-end; Present a balanced annual budget to the City Council at least 35 days before the start of FY
		Core Service	Purchasing, payroll, accounts payable, accounts receivable/collections, and treasury operations		Issue 95% of purchase orders within 5 business days of receiving request from City departments; Process 95% of invoice approvals within 5 business days of receiving request from City departments
		Core Service	Legal services, risk management, and code enforcement support		Acknowledge at least 95% of constituent requests for information within one business day of receipt; Respond to at least 95% of constituent requests for information within three business days of receipt
		Major Initiative	Develop an internal audit program and Council Policy to guide risk-based audits and strengthen governance, accountability, and organizational performance	4.2	In Progress
		Major Initiative	Enhance long-term financial planning and fiscal management of all City funds		In Progress