

FISCAL YEAR
2021

The City of
SAN DIEGO

Performance Management



— **ADOPTED BUDGET** —

MAYOR KEVIN L. FAULCONER

Performance Management



Page Intentionally Left Blank

Performance Management

About Performance Management

The City's performance management efforts integrate strategic planning and performance monitoring with the budget decision-making process. The goal is to create a more strategically- oriented organization that optimizes its operations to serve the City's residents most effectively and efficiently. The City's performance management efforts are designed to infuse accountability for performance into City services at every level of the organization, as well as improve communication throughout the City and support data-enabled decision-making. Performance management helps the City create and adhere to its goals and priorities while strategic planning enables the City to manage the resources necessary for achieving them.

City Strategic Plan

The City Strategic Plan is a vital component of the City's performance management efforts. It defines the City's mission, vision, values, goals, objectives, and key performance indicators. These efforts help optimize operations to serve City residents, visitors, and businesses in the most effective and efficient way possible.

The mission and vision statements articulate what the City's purpose is and what it strives to be. The values form the foundation on which City employees perform work and conduct themselves. The goals are broad areas of focus for the City supported by each mayoral department. Objectives are more specific, mid-term achievements that will help the City achieve its goals. Key performance indicators demonstrate the targets and results associated with the City's performance.

Fiscal Year 2021 is the final year of the current City Strategic Plan which focuses on Fiscal Years 2017 - 2021. With a five-year lifecycle, it is designed to be evaluated annually and updated as necessary. It provides the framework for City employees' activities and gives branches and departments the foundation necessary to develop more detailed tactical plans.

Tactical Plans

Along with the City Strategic Plan and newly-developed branch tactical plans came the citywide effort to update department tactical plans for all mayoral departments which occurred between July 2015 and January 2016. The citywide department tactical plan updates resulted in new and modified key performance indicators for Fiscal Year 2017 and continue to be used for Fiscal Year 2019. Please refer to Volume II for more details.

The City of San Diego launched the PerformSD dashboard (<http://performance.sandiego.gov/>) to visualize performance measures (i.e. KPIs) and organized them to align with the City Strategic Plan. The KPIs are both City-wide and also department-level KPIs categorized into the City's Strategic Plan goals and objectives. The data reflects targets and actuals for the prior fiscal year and targets and estimates for the current fiscal year.

City Strategic Plan



MISSION

To effectively serve and support our communities



VISION

A world-class city for all



VALUES

Integrity

- Do the right thing
- Be ethical, truthful, and fair
- Take responsibility for our actions

People

- Value customers and employees as partners
- Recognize that an engaged City workforce is the key to quality customer service
- Promote diversity as a strength

Service

- Exhibit pride in all that we do
- Treat others as we would like to be treated
- Anticipate and promptly respond to requests

Excellence

- Foster a high-performing culture
- Establish clear standards and predictable processes
- Measure results and seek improvement in everything we do



GOALS

Goal 1: Provide high quality public service

Goal 2: Work in partnership with all of our communities to achieve safe and livable neighborhoods

Goal 3: Create and sustain a resilient and economically prosperous city with opportunity in every community

Performance Management

Key Performance Indicators

To measure the City's progress in meeting goals and objectives, the City uses performance indicators to show results against expectations. These indicators help stakeholders and decision-makers understand how well the City is delivering its services.

The City Strategic Plan contains the following citywide performance indicators:

Goal #1 Provide high quality public service

Objective: 1.1 Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services

- Completion of biennial training on professional customer service by all employees
- Average of at least 90% "good" or "excellent" customer service scores on citywide resident satisfaction survey

Objective: 1.2 Improve external and internal coordination and communication

- Percentage of customers satisfied with process of reporting problems (e.g. potholes) to the City
- Number of visits to the City's public website, sandiego.gov
- Number of visits to the City's internal website, citynet.sandiego.gov

Objective: 1.3 Consistently collect meaningful customer feedback

- Percentage of public-facing City departments that routinely collect feedback

Objective: 1.4 Ensure equipment and technology are in place so that employees can achieve high quality public service

- Percentage of City employees that "Agree" and "Strongly Agree" that they have access to the necessary tools, equipment, and materials per the Citywide employee satisfaction survey

Goal #2 Work in partnership with all of our communities to achieve safe and livable neighborhoods

Objective: 2.1 Protect lives, property, and the environment through timely and effective response in all communities

- Improve police, fire, and emergency medical response times
- Decrease the fire cost/loss index
- Percentage of fire & life safety annual inspections complete

Objective: 2.2 Reduce and prevent crime

- Reduce the total number and per capita rate of Part 1 crimes
- Increase Part I crime clearance rates

Objective: 2.3 Invest in quality infrastructure

- Miles of streets repaired as a percentage of the Mayor's 1,000-mile by 2020 goal
- Miles of streets repaired by fiscal year
- Increase streets overall condition index
- Improve timeliness of project delivery

Objective: 2.4 Foster services that improve quality of life

- City library program attendance
- Recreation center program enrollment

Objective: 2.5 Cultivate civic engagement and participation

- Develop civic applications and tools to connect government with those we serve
- Increase community policing efforts

Performance Management

Objective: 2.6 Decrease unsheltered homelessness

- Rate of unsheltered homeless individuals

Goal #3 Create and sustain a resilient and economically prosperous City with opportunity in every community

Objective: 3.1 Create dynamic neighborhoods that incorporate mobility, connectivity, and sustainability

- Expand the number of bike-friendly miles
- Increase opportunities for alternative modes of transportation
- Increase accessibility of streets, sidewalks, and buildings for people with disabilities

Objective: 3.2 Increase water independence

- Implement the Pure Water program on schedule
- Reduce percentage of water demand met with imported water

Objective: 3.3 Diversify and grow the local economy

- Increase the number of businesses and associated jobs in the traded sectors
- Increase outreach efforts to diverse business sectors

Objective: 3.4 Prepare and respond to climate change

- Implement the City's Climate Action Plan
- Implement Zero Waste Plan

Objective: 3.5 Enhance San Diego's global standing

- Number of governments and organizations with which the City has a partnership
- Number of San Diego businesses that are exporting
- Value of San Diego exported products

Objective: 3.6 Maintain strong reserves across City operations

- Percentage meeting targets

Objective: 3.7 Increase net supply of affordable housing

- Implement HousingSD initiatives

Performance Management

Operational Framework

Building on the foundation established by strategic planning and the implementation of Key Performance Indicators, in Fiscal Year 2020 City operations leaders considered additional ways to improve operational efficiency, encourage data-informed decision making, and promote employee engagement. A holistic approach is needed to fulfill the City's vision of a diverse, valued workforce proud to consistently provide services exceeding customer expectations.

With support and input from the Mayor's Office and City department directors, Performance and Analytics department team members worked in partnership with the Executive team to create an Operational Framework to guide decision-making and connect the elements of our daily operations through standardized processes. Using a risk-based approach to continuous improvement, the Operational Framework's five overlapping components (Strategic Planning, Fiscal Planning, Measuring & Managing, Functional Threading, Motivating Culture) ensure the City is operating efficiently.

Balanced Scorecards

One component of the initial five-year City Operational Framework road map, the department Balanced Scorecards, began implementation in Fiscal Year 2020. Balance Scorecards focus on improving department operations by transforming performance data into action through executive-level, data-focused, work sessions centered on the department Scorecards and related performance improvement efforts. Through the working sessions, departments and the Operational Framework Team drive collective problem solving to help departments implement initiatives in their Balanced Scorecard. The sessions 1) track department progress toward achieving established goals; and 2) strategize solutions to help departments reach performance targets.

Risk Oversight Committee

A second component of the Operational Framework road map, the Risk Oversight Committee (ROC), was also established in Fiscal Year 2020. Comprised of the Chief Operating Officer, Assistant Chief Operating Officer, all Deputy Chief Operating Officers, and designated Performance and Analytics Department staff, the ROC meets quarterly and as-needed to ensure cross-departmental collaboration and executive-level focus on identifying, measuring, assessing, and mitigating risks to the City's strategic and operational objectives.

The Risk Oversight Committee is chaired by the City's newly-established Chief Compliance Officer (CCO), who reports directly to the Chief Operating Officer and Assistant Chief Operating Officer. The CCO will further enhance and internally coordinate Citywide compliance with federal, state, and local laws, regulations, policies and procedures, and is the Executive Team's point person to support City departments in identifying and managing risk throughout the organization.

Performance Management



Page Intentionally Left Blank