



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*

Key Performance Indicators (Listed by Goals and Objective)

Goal 1: Provide high quality public service

- ▶ *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
- ▶ *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
- ▶ *Consistently collect meaningful customer feedback*
 - Percentage of public-facing City departments that routinely collect feedback
- ▶ *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

- ▶ *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 completed
- ▶ *Reduce and prevent crime*
 - Reduce the total number and per capita rate of Part 1 crimes
 - Increase Part I crime clearance rates
- ▶ *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
- ▶ *Foster services that improve quality of life*
 - City library program attendance
 - Recreation center program enrollment
- ▶ *Cultivate civic engagement and participation*
 - Develop civic applications and tools to connect government with those we serve
 - Increase community policing efforts
- ▶ *Decrease unsheltered homelessness*
 - Rate of unsheltered homeless individuals

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

- ▶ *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
- ▶ *Increase water independence*
 - Implement the Pure Water program on schedule
 - Reduce percentage of water demand met with imported water
- ▶ *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
- ▶ *Prepare and respond to climate change*
 - Implement the Climate Action Plan
 - Implement Zero Waste Plan
- ▶ *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
- ▶ *Maintain strong reserves across City operations*
 - Percentage meeting targets
- ▶ *Increase the net supply of affordable housing*
 - Implement HousingSD initiatives