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

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

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

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 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 1 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 a resilient and economically prosperous City
- **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