

# A message from

Mayor Kevin L. Faulconer

The Strategic Plan sets the City of San Diego's direction and priorities. The mission, vision, values and goals laid out here were carefully chosen and developed to help all employees as we serve San Diego residents, visitors, businesses and neighborhoods.

As a City employee, you have the power to bring positive and lasting change to our communities. This document will ensure all of us are working with the same shared values when interacting with the public and our fellow employees.

I hope you will use this as a guide whether you are protecting our neighborhoods, repairing our infrastructure or assisting the public in any of the numerous ways City employees are asked to serve every single day. We all play a part in the overall success of our organization.

Following this plan will help us create a more inclusive and effective City government that improves the lives of every San Diegan in all of our neighborhoods. Working together, we will provide world-class service that is worthy of our world-class city.



## Mission

*To effectively serve and support our communities*



## Vision

*A world-class city for all*



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# City Strategic Plan



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This information is available in alternative formats upon request.

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# 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, Objectives and Key Performance Indicators

## Goal 1: Provide high quality public service

- ▶ **Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services**
  - Ensure completion of biennial training on professional customer service by all employees
  - Achieve an average of at least 90% "good" or "excellent" customer service scores on citywide resident satisfaction survey
- ▶ **Improve external and internal coordination and communication**
  - Deploy a 311-style customer experience program
  - Implement a City Communication Plan
  - Launch a new City internal website
- ▶ **Consistently collect meaningful customer feedback**
  - Increase the percentage of customer touch points with feedback loops
- ▶ **Ensure equipment and technology are in place so that employees can achieve high quality public service**
  - Achieve an average of at least 90% "good" or "excellent" scores for City-provided resources and job aids on 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
  - Increase the percentage of fires confined to area/room of origin or vegetation fires confined to 3 or less acres
  - Decrease percentage of days beaches are closed due to water quality
- ▶ **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**
  - Invest 50% of year-over-year major general fund revenue growth in infrastructure
  - Repair 1,000 miles of streets in five years
  - Improve timeliness of project delivery
  - Improve infrastructure quality
- ▶ **Foster services that improve quality of life**
  - Maintain quality services and programming at City libraries and recreation centers
- ▶ **Cultivate civic engagement and participation**
  - Develop civic applications and tools to connect government with those we serve
  - Increase community policing efforts

## 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 for people with disabilities
- ▶ **Increase water independence**
  - Implement the Pure Water program on schedule
  - Reduce per capita water consumption
- ▶ **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 City's Climate Action Plan
- ▶ **Enhance San Diego's global standing**
  - Build and maintain national and international partnerships
  - Increase number of companies that are exporting

