

City Management Program

About the City Management Program

The City Management Program (CMP) integrates strategic planning and performance monitoring efforts with the budget decision-making process. Its goal is to create a more strategically-oriented organization that optimizes its operations to serve the City's residents in the most effective and efficient way possible. Founded on Balanced Scorecard principles, the CMP is designed to infuse accountability for performance into City services at every level of the organization. In addition, the CMP is intended to improve communication throughout the City, instill accountability, and support data-based decision-making.



The Strategic Planning Process

Being strategic and proactive in its approach to governance is integral to achieving the City's goals. The CMP is intended to ensure that the City creates and adheres to its goals and priorities. The use of strategic planning enables the City to map its goals and manage the tools and resources necessary for achieving them. The strategic planning process takes a top-down approach beginning with the formulation of the City Strategic Plan at the citywide level and subsequent development of tactical plans at the department level.

The City Strategic Plan

The City Strategic Plan charts the strategic direction of the City. It contains the City's mission, vision, goals, objectives, and performance measures. The City Strategic Plan was a product of collaboration between City leadership and subject matter experts from across all departments. It defines the direction for the City and provides a strategic framework for the strategies and activities of the departments.

The current City Strategic Plan centers on four main goals:

- Goal 1: Safe, clean, and liveable city
- Goal 2: Fiscally-sound, effective city government
- Goal 3: Sustainable growth and economic prosperity
- Goal 4: Responsive, committed, and innovative workforce

These goals are broad areas of focus for the City and are intended to be supported by each Mayoral department. Strategic objectives are more specific, mid-term achievements that will help the City achieve its goals. They appear below under each of the goals that they support.

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Goal 1: Safe, clean, and liveable city

- Protect the quality of our oceans, bays, rivers, lakes, and groundwater
- Provide effective public safety
- Provide safe and effective infrastructure
- Protect our environmental quality of our city

Goal 2: Fiscally-sound, effective city government

- Ensure long-term financial viability
- Foster public trust through an open and ethical government
- Provide cost-effective, competitive, customer-focused services

Goal 3: Sustainable growth and economic prosperity

- Plan for smart and coordinated growth
- Cultivate CleanTech and promote base and emerging sector industries including manufacturing, international trade, and tourism, as well as support the military
- Develop fiscally-sound civic projects that enhance San Diego's quality of life
- Enhance water reliability through conservation and development of alternative sources

Goal 4: Responsive, committed, and innovative workforce

- Continue to support a diverse workforce reflective of, and responsive to, the residents, businesses, and visitors of San Diego
- Train a skilled, professional workforce
- Value innovation and entrepreneurship in service delivery

These objectives are designed to be evaluated annually and updated as necessary in order to respond to new challenges and demands of City residents, as well as to unexpected changes (e.g., economic, physical) to the environment.

Department Tactical Plans

Another part of the overall strategic planning process involves the development and maintenance of department tactical plans for all Mayoral departments. These plans include the following: mission and vision statements, goals, objectives, performance measures, and targets. Tactical plans are designed to be

reviewed and updated for each budget cycle. The annual review enables departments to determine the strategic direction for each fiscal year and ensure that it is aligned with the City's overall strategic direction and departments' resource requests.



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For Fiscal Year 2011, the annual effort to review department tactical plans did not occur due to implementation of changes resulting from budget reductions thereby affecting the departmental update process for Fiscal Year 2012.

In the future, the City intends to undergo the process for revising its individual department tactical plans and corresponding performance measures. Departments will use the newly updated City Strategic Plan, as the guiding document in creating the tactical plans which will include department goals and objectives, strategic initiatives, and outcome-based performance measures.

Features of the Budget

As a result of the City's strategic planning efforts, excerpts from the departmental plans are included in the departments' budget narratives (found in Volume II of this document). The original budget format was designed to help budget readers effectively evaluate City services and enables the City to accurately quantify service levels for all departments. Budget narratives typically include goals, objectives, and performance measures for every Mayoral department. In addition, baseline and target data is provided for each performance measure, along with sizing and workload information to put the budget into context.

For Fiscal Year 2012, budget narratives will include only the following sections: department description, Fiscal Year 2011 goals and objectives, key performance indicators, and service efforts and accomplishments for every Mayoral department.

New goals and objectives for Fiscal Year 2012 and sizing/workload data have not been included because of changes resulting from budget reductions and updates planned for the City Strategic Plan. Implementation of changes resulting from budget reductions occurred in phases over the course of Fiscal Year 2011, making it difficult to provide reliable projections of service levels and performance targets. In addition, future efforts to update the City Strategic Plan will likely result in new City goals, objectives, strategies, and performance measures.

Section descriptions of the budget narratives can be found below:

Department Description

This is a brief overview of the department that describes its history and the services it provides. It also includes the department's mission statement. This section can be found in the budget narratives contained in Volume II.

Goals and Objectives

This section describes the goals and objectives that make up the action plan for the department. Strategic goals are broad, multi-year areas of focus, while strategic objectives are articulated aims that support the identified goals. For Fiscal Year 2012, Fiscal Year 2011 goals and objectives have been reprinted as they were originally adopted. They have not been updated to reflect budget reductions, as implementation of those changes occurred in phases over the course of Fiscal Year 2011, making it difficult to provide reliable projections of service levels and performance targets. Additionally, an effort is planned to update the City's Strategic Plan goals and objectives, which may also alter the City's objectives, strategies, and performance expectations for Fiscal Year 2012 and beyond.

Key Performance Indicators

This section lists the key performance measures chosen by the department. Each indicator was selected based on one or more of the following reasons: it reflects the priorities of the department; it

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is considered useful in achieving the City's Strategic Plan goals and objectives; it shows department responsibilities highlighted as a result of Mayoral responses to audit, Grand Jury, and IBA reports or Council action; or it best reflects the results or outcomes of the department's primary responsibilities rather than workload or volume of work performed. Actual figures for Fiscal Year 2010 and Fiscal Year 2011 have been included for each performance indicator.

Service Efforts and Accomplishments

This is a narrative describing major efforts and achievements of a department. Programs, grants, and other major activities not included in the tactical plan are included at the discretion of the department. This area is appropriate for describing milestones met, services provided, accomplishments, as well as awards and special recognitions the department has received. This section can be found in the budget narratives contained in Volume II.