



CITY OF SAN DIEGO

ADOPTED BUDGET



FY: 2016

Performance Management

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 in the most effective and efficient way possible. 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, instill accountability, and support data-based decision-making.

Strategic Planning Process

The use of performance management helps the City create and adhere to its goals and priorities while the strategic planning enables the City to manage the 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 branch and department levels.

City Strategic Plan

The City Strategic Plan is the foundation of the City's performance management efforts. It defines the City's mission, vision, values, goals, objectives, and key performance indicators.

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 are to perform their work and conduct themselves. The 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. The key performance indicators show both the output (workload) and outcomes (results) associated with the City's performance and help our residents evaluate City services.

The City Strategic Plan has a lifecycle of five years and is designed to be evaluated annually and updated as necessary. Since the City has not focused on comprehensive strategic planning or performance management in the past, Mayor Faulconer formed a special team whose purpose was to develop a new City Strategic Plan.

The team was comprised of members from the Executive Team and some members of the Mayor's Office. Support for this effort was provided by the Performance & Analytics Department. These meetings were facilitated by Dr. Ken Blanchard and his associate, Mr. Matthew Booker. Dr. Blanchard is considered to be one of the most influential leadership experts in the world.

The team spent over 200 hours developing each component of the City Strategic Plan. At each stage of development, team members shared the content with key personnel from their respective departments. Recognized employee organizations were also provided with opportunities to review and comment on the content being developed. The following is a result of these efforts:



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 performance 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

Performance Management

The City Strategic Plan provides the framework for City employees' activities and gives branches and departments the foundation necessary to develop their own strategic plans (referred to as "branch tactical plans" and "department tactical plans", respectively). Typically, the City Strategic Plan is developed first, followed by departments. This sequence ensures that departments have direction to follow and support the goals and implementation of the City Strategic Plan.

Branch Tactical Plans

This year, the City's strategic planning process has expanded to include tactical plans for the City's operational branches: Finance, Infrastructure/Public Works, Internal Operations, Neighborhood Services, Fire-Rescue, and Police. Branch tactical plans are strategic plans at the branch level and are intended to govern groups of departments.

With the City Strategic Plan completed, the Deputy Chief Operating Officers (DCOOs), Chief Financial Officer, Fire Chief, and Police Chief worked with their direct reports to develop their plans. This effort was completed in July 2015¹.

Department Tactical Plans

After the branch tactical plans were created, the departments followed. Each department formed a team devoted to developing and/or updating their plan. This effort began in June 2015 and will conclude in January 2016.

Typically, department 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, their assigned branches' priorities, and departments' resource requests.

Performance Indicators

To measure how well objectives are being met, the City uses performance indicators to show both workload and results against expectations. These indicators help residents understand how well the City is delivering its services.

As a result of the new City Strategic Plan, the City has the following citywide performance indicators to measure progress in achieving its goals and objectives:

PERFORMANCE INDICATORS

Goal #1

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

- Biennial training on professional customer service completed by all employees
- An 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

- Development of a City Communication Plan

1. The Deputy Chief Operating Officer for the Infrastructure/Public Works Branch was filled in July 2015. As such, the tactical plan for this branch will be completed by January 2016 (the date for the department tactical plans to be completed).

Performance Management

- Launch of a new City website

Objective: 1.3 Consistently collect meaningful customer feedback

- Creation of a number of mechanisms, including surveys, to obtain feedback from internal and external customers
- Establishment of feedback loops for all customer/resident touch points

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

- 90% "good" or "excellent" employee satisfaction rating of City-provided resources and job aids

Goal #2

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 ratio of drowning to beach attendance
- Decrease cost/loss index benchmarked against similar agencies (measures Fire Department budget divided by fire loss in community)
- Increase % of fires confined to area/room of origin or vegetation fires confined to 3 or less acres
- Decrease % of days beaches are closed due to water quality

Objective: 2.2 Reduce and prevent crime

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

Objective: 2.3 Invest in infrastructure

- Invest 50% of year over year major general fund revenue growth in infrastructure
- Improve the quality and timeliness of project delivery

Objective: 2.4 Foster services that improve quality of life

- Expand hours and programming of City libraries and recreation centers

Objective: 2.5 Cultivate civic engagement and participation

- Facilitate development of civic applications and tools to connect government with those we serve
- Increase community policing efforts (e.g. Crime Stoppers, Neighborhood Watch, nextdoor.com, social media, community meetings, etc.)

Goal #3

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

- Expand the number of bike-friendly miles

Performance Management

- Increase opportunities for alternative modes of transportation
- Increase accessibility for people with disabilities

Objective: 3.2 Increase water independence

- Implement Pure Water program on schedule
- Reduce per capita water consumption
- Reduce imported water %

Objective: 3.3 Diversify and grow the local economy

- Increase business growth and value in the traded sectors (advanced industries, military, and tourism)
- Increase outreach efforts to diverse business sectors

Objective: 3.4 Prepare and respond to climate change

- Reduce CO₂ emission from City sources
- Advance public-private partnerships that facilitate alternative energy use
- Extend the useful life of Miramar landfill

Objective: 3.5 Enhance San Diego's global standing

Build national and international partnerships

Increase the number and/or value of companies that are exporting

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). These include goals, objectives, and key performance indicators for every Mayoral department. These elements are included to help put the budget into context and are described below:



Department Description

This section is a brief overview of the department which includes the department's purpose, mission statement, history, and services provided.

Goals and Objectives

This section lists 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.

Performance Management

Key Performance Indicators

This section lists the key performance indicators chosen by the department. These indicators show the results or outcomes of the department's performance. They help residents effectively evaluate City services.

Target and actual figures for Fiscal Year 2014, actual figures for Fiscal Year 2015, as well as targets for Fiscal Year 2016 have been included for each performance indicator.

Service Efforts and Accomplishments

This section describes major efforts and achievements of a department. This area is used to describe milestones met, services provided, accomplishments, challenges faced, as well as awards and special recognition a department has received