

The City of San Diego  
**Strategic  
Plan**





## 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

# 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 request

## **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 and Objectives

## **Goal 1: Provide high quality public service**

1. Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services
2. Improve external and internal coordination and communication
3. Consistently collect meaningful customer feedback
4. Ensure equipment and technology are in place so that employees can achieve high quality public service

## **Goal 2: Work in partnership with all of our communities to achieve safe and livable neighborhoods**

1. Protect lives, property, and the environment through timely and effective response in all communities
2. Reduce and prevent crime
3. Invest in infrastructure
4. Foster services that improve quality of life
5. Cultivate civic engagement and participation



## **Goal 3: Create and sustain a resilient and economically prosperous City**

1. Create dynamic neighborhoods that incorporate mobility, connectivity, and sustainability
2. Increase water independence
3. Diversify and grow the local economy
4. Prepare and respond to climate change
5. Enhance San Diego's global standing

# Performance Measures [ listed by goal ]

## **Goal 1: Provide high quality public service**

- 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
- Development of a City Communication Plan
- Launch of a new City website
- 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
- 90% “good” or “excellent” employee satisfaction rating of City-provided resources and job aids

## **Goal 2: Work in partnership with all of our communities to achieve safe and livable neighborhoods**

- 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
- Reduce crime rate (number of Part 1 crimes and per capita Part 1 crimes)

## **Goal 2: Continued**

- Increase Part I crime clearance rates
- Invest 50% of year over year major general fund revenue growth in infrastructure
- Improve the quality and timeliness of project delivery
- Expand hours and programming of City libraries and recreation centers
- 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: Create and sustain a resilient and economically prosperous City**

- Expand the number of bike-friendly miles
- Increase opportunities for alternative modes of transportation
- Increase accessibility for people with disabilities
- Implement Pure Water program on schedule
- Reduce per capita water consumption
- Reduce imported water %
- Increase business growth and value in the traded sectors (advanced industries, military, and tourism)
- Increase outreach efforts to diverse business sectors
- Reduce CO<sub>2</sub> emission from City sources
- Advance public-private partnerships that facilitate alternative energy use
- Extend the useful life of Miramar landfill
- Build national and international partnerships
- Increase the number and/or value of companies that are exporting