

FY: 2017

Operational Excellence



CITY OF SAN DIEGO

ADOPTED BUDGET

MAYOR KEVIN L. FAULCONER



Operational Excellence

The City of San Diego is committed to effectively serving and supporting our communities in order to create a world-class city for all. The Performance & Analytics Department oversees implementation of programs designed to improve City operations and provide optimal service delivery to the public. These programs include the Operational Excellence initiative which consists of San Diego Works, Lean Six Sigma, and Managed Competition.

San Diego Works

In Fiscal Year 2015, Mayor Faulconer announced the new San Diego Works program to challenge employees, labor organizations, and management to collaborate and submit cost-saving and operational streamlining ideas that would result in additional funding for neighborhood reinvestment. The initiative offers City employees rewards and recognition for outstanding proposals that save money or allow for enhanced services to taxpayers.

Over 550 employees submitted over 250 San Diego Works proposals. To date, 115 proposals have been approved, representing a total of about \$1.3 million in average annual net savings over the period from Fiscal Year 2016 through Fiscal Year 2021. Performance & Analytics continues to work with departments to monitor and assist with implementation of approved proposals.

Lean Six Sigma

In Fiscal Year 2015, Performance & Analytics sponsored a Lean Six Sigma Green Belt training class which introduced continuous process improvement principles to a cohort of 32 City employees representing 17 City departments. In Fiscal Year 2016, six Performance & Analytics employees obtained Lean Six Sigma Black Belt certifications and completed projects to assist the Fire-Rescue, Purchasing & Contracting, and Transportation & Stormwater departments. Plans are underway to continue Lean Six Sigma training for City employees. Performance & Analytics is currently providing internal facilitation services for Lean Six Sigma projects in the Purchasing & Contracting, Police, Planning, and Environmental Services Departments

Managed Competition

Managed competition is a process to determine when City services can be provided more economically and efficiently by an independent contractor than by persons employed by the City, while maintaining service quality and protecting the public interest. This strategy recognizes the high quality and potential of public sector employees, and seeks to tap their creativity, experience, and resourcefulness by giving them the opportunity to structure organizations and processes in ways similar to best practices in competitive businesses, while still being compatible with public sector realities.

The City has conducted managed competitions in publishing services, street sweeping, landfill operations, and fleet maintenance that were all won by the Employee Proposal Teams in the competitive bidding process, leading to an estimated annual savings of \$9.0 million. The City is currently in the process of streamlining the managed competition program.



Page Intentionally Left Blank