

# 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.



THE CITY OF SAN DIEGO

[sandiego.gov](http://sandiego.gov)

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## City Strategic Plan



[performance.sandiego.gov](http://performance.sandiego.gov)



## 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-performing culture
- Establish clear standards and predictable processes
- Measure results and seek improvement in everything we do



# Key Performance Indicators (Listed by Goals and Objective)

## Goal 1: Provide high quality public service

- *Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services*
  - Completion of biennial training on professional customer service by all employees
  - Average of at least 90% “good” or “excellent” customer service scores on citywide resident satisfaction survey
- *Improve external and internal coordination and communication*
  - Percentage of customers satisfied with process of reporting problems (e.g. potholes) to the City
  - Number of visits to the City’s public website, sandiego.gov
  - Number of visits to the City’s internal website, citynet.sandiego.gov
- *Consistently collect meaningful customer feedback*
  - Percentage of public-facing City departments that routinely collect feedback
- *Ensure equipment and technology are in place so that employees can achieve high quality public service*
  - Percentage of City employees that “Agree” and “Strongly Agree” that they have access to the necessary tools, equipment, and materials per the Citywide employee satisfaction survey

▸ [performance.sandiego.gov](https://performance.sandiego.gov)

## 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
  - Percentage of fire & life safety annual inspections completed
- *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*
  - Miles of streets repaired as a percentage of the Mayor’s 1,000-mile by 2020 goal
  - Miles of streets repaired by fiscal year
  - Increase streets overall condition index
  - Improve timeliness of project delivery
- *Foster services that improve quality of life*
  - City library program attendance
  - Recreation center program enrollment
- *Cultivate civic engagement and participation*
  - Develop civic applications and tools to connect government with those we serve
  - Increase community policing efforts
- *Decrease unsheltered homelessness*
  - Rate of unsheltered homeless individuals

## 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 of streets, sidewalks, and buildings for people with disabilities
- *Increase water independence*
  - Implement the Pure Water program on schedule
  - Reduce percentage of water demand met with imported water
- *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 Climate Action Plan
  - Implement Zero Waste Plan
- *Enhance San Diego’s global standing*
  - Number of governments and organizations with which the City has a partnership
  - Number of San Diego businesses that are exporting
  - Value of San Diego exported products
- *Maintain strong reserves across City operations*
  - Percentage meeting targets
- *Increase the net supply of affordable housing*
  - Implement HousingSD initiatives

