



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: October 31, 2007

REPORT NO: 07-180

ATTENTION: Budget & Finance Committee
Agenda of October 31, 2007

SUBJECT: City Management Program Status Update

REFERENCE:

REQUESTED ACTION:

This report provides an update on the City Management Program. No action is required.

STAFF RECOMMENDATION

This report is for information purposes only; no action is recommended.

SUMMARY

The City Management Program is intended be a way to sustain our recent accomplishments and to provide a framework to achieve additional success. It will integrate existing and necessary management tools and processes to provide us the means to develop a roadmap of where we're intending to go and a way of knowing whether we're making progress in getting there. The strategic planning element of it will provide us clearly articulated visions, missions, goals, and objectives to ensure that all of the groups and departments in the City are working toward the same end. The performance monitoring arm of the CMP will provide the data to understand if we're making progress in getting where we want to go.

The Business Office has initiated City Management Program work with all major departments, typically working over twelve weeks through two-hour sessions each week to articulate mission and vision statements and to document the planning and performance information that supports these. An example of the type of information that will be included in the Fiscal Year 2009 proposed budget document is attached.

To support effective planning and data based decision making, goals, objectives, performance measures and associated performance targets will be delineated and provided as part of the Fiscal Year 2009 proposed budget document. In instances where baseline information (e.g., Fiscal Year 2007 or Quarters 1 and 2 in Fiscal Year 2008) is

available, such information will be provided. In many instances, new data collection and reporting systems are being developed to support this initiative. In these instances, baseline information will not be available.

Planning and performance information will be provided for all Mayoral departments at the Department level with a few minor exceptions. First, Community and Legislative Services group information will be provided at the group level, with the Commission for Arts and Culture and Special Events called out discretely. This is in keeping with the structure of the budget document for Fiscal Year 2008. And second, although narrative information was provided at the department level for General Services in Fiscal Year 2008, in Fiscal Year 2009, narrative information will be provided at the division level (e.g., Fleet Services, Publishing, Facilities Maintenance) in order to provide additional insight into the varied missions of the department.

In addition to working with Mayoral departments and groups to generate planning and performance information, the Business Office will be gathering complete narrative information for the proposed budget for all City departments or entities, Mayoral and non-Mayoral. If any non-Mayoral departments or entities are interested in preparing planning and performance information to present in the proposed budget documents, the Business Office will be happy to support the effort, having already begun work with the Office of the City Clerk.

FISCAL CONSIDERATIONS:

There are no fiscal considerations.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

March 21, 2007. An overview briefing on the City Management Program was provided to the City Rules, Open Government and Intergovernmental Relations Committee.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

The City Management Program is intended to aid internal management as well as communications, both internally and with the community and City stakeholders. Accordingly, tactical plan information will be provided along with the Fiscal Year 2009 proposed budget.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

The City Management Program is intended to have a positive impact on both employees and external entities who are interested in the business of the City as it helps Departments to develop and document plans of actions and intended goals and objectives and improves transparency of operations.

Anna Danegger
Business Office Director

Jay Goldstone
Chief Operations Officer

**Attachment:
Example of Narrative Section of Fiscal Year 2009 Budget Documents**

Labor Relations



Department Description

The Labor Relations Department is comprised of the Labor Relations Director, the Labor Relations Deputy Director, three Labor Relations Officers, and one Executive Secretary. This Department supports a workforce of over 10,500 employees.

The Labor Relations Department provides advice, counsel, and policy direction to the Mayor and management on labor and employment issues such as meeting and conferring with labor unions, grievance resolution, disciplinary actions and appeals, leave provisions, federal and State labor laws, and rewards and recognition programs. The Department serves as the point of contact with the City's five recognized labor organizations and negotiates on behalf of the Mayor with regard to wages, hours, and terms and conditions of employment. Additionally, the Labor Relations Department delivers educational training on labor and employment related matters.

The Department's mission statement is:

To provide leadership and expertise in complex labor and employment-related matters for the City of San Diego.

Goals and Objectives

The following goals and objectives represent the action plan for the department.

Effectively represent the interests of the City in all bargaining matters

<Include narrative about what this goal means to the City and to the Department and why it's so critical as to have been defined as a goal.> Over the next one to two years, the Department will move toward accomplishing this goal by focusing on the following objectives.

- Complete negotiations of Memoranda of Understanding (MOUs) in advance of agreed-upon target dates

INTERNAL DRAFT – FOR DISCUSSION PURPOSES ONLY

- Effectively manage the Meet & Confer process
- Maintain awareness of changes to and trends in labor and employment law

Establish and promote collaborative and effective labor-management relationships in the City

<Include narrative about what this goal means to the City and to the Department and why it's so critical as to have been defined as a goal.> Over the next one to two years, the Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote effective dispute resolution
- Foster positive relationships through open communication between unions and management
- Support adherence to labor-related policies and procedures through continued education of employees and supervisors (including through mandatory training for appointing authorities)
- Encourage management to use Labor Relations to resolve relevant issues
- Understand the City's operations from the perspective of the employee

Achieve fair and competitive compensation for employees

<Include narrative about what this goal means to the City and to the Department and why it's so critical as to have been defined as a goal.> Over the next one to two years, the Department will move toward accomplishing this goal by focusing on the following objective.

- Engage in data-driven negotiations for salary and compensation

Develop and maintain consistency related to property rights discipline City-wide

<Include narrative about what this goal means to the City and to the Department and why it's so critical as to have been defined as a goal.> Over the next one to two years, the Department will move toward accomplishing this goal by focusing on the following objective.

- Apply balanced and objective reviews to property rights discipline

Service Efforts and Accomplishments

<Narrative describing major efforts and accomplishments>

Budget Dollars at Work: Performance Expectations

Goal: Effectively represent the interests of the City in all bargaining matters

Performance Measure	Baseline	Target
1.	(Provided as available)	
2.		
3.		

Goal: Establish and promote collaborative labor-management in the City

Performance Measure	Baseline	Target
1.	(Provided as available)	
2.		
3.		
4.		

Goal: Achieve fair and competitive compensation for employees

Performance Measure	Baseline	Target
1.	(Provided as available)	

Goal: Develop and maintain consistency related to property rights discipline City-wide

Performance Measure	Baseline	Target
1.	(Provided as available)	

Budget Dollars at Work: Sizing and Workload Data

Sizing Data

- City employees: X
- Employees represented by a labor organization: Y
- Labor organizations: Z

Workload Data (FY 2007 data):

- MOUs renegotiated: A
- Issues requiring Meet & Confer: B
- Meet & Confer sessions attended: C
- Property rights-related actions or discipline cases advised on or reviewed: D

