



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: October 22, 2008 **REPORT NO:** 08-150

ATTENTION: Budget and Finance Committee
Agenda of October 29, 2008

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

Background

The City Management Program (CMP) is intended to be a way to sustain our recent accomplishments and to provide a framework to achieve additional success. It has provided the organization with 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 provided us clearly articulated visions, missions, goals, and objectives for the City and all Mayoral Departments to ensure that we all are working toward the same end. The performance monitoring arm of the CMP has provided the data to understand if we're making progress in getting where we want to go.

The CMP involves:

- Developing a City-wide strategic plan
- Establishing tactical plans with associated performance measures
- Implementing performance reporting to support data-driven decision making

The CMP was created and implemented in 2007-2008 in advance of the FY 2009 budget season, allowing for tactical plans and performance measures for all Mayoral Departments to be included in the Proposed Budget. It was based on best practices in performance management.

Progress to Date

The CMP has made significant progress in creating a more effective and performance oriented organization. It is moving the City forward by instilling accountability for performance and has added transparency into city operations. The Business Office has led a variety of efforts in working towards this vision. The City-wide Strategic Plan has been developed. Tactical plans with associated performance measures were developed for each Mayoral Department and performance reporting processes have been established.

The Business Office provided facilitation services to assist departments in developing their mission, vision, goals, objectives, performance measures and associated performance targets. During the budget development and review periods, the Business Office assisted departments in incorporating their tactical plans and performance measures into the budget document. Performance targets were set based on the resources available to the department. In addition to this reporting effort, the Business Office has developed the templates necessary to report performance on a bi-annual basis.

These planning and performance monitoring efforts have supported more effective planning and data-based decision making during the budget development process. For the first time, the Fiscal Year 2009 budget included detailed performance information for each Mayoral Department adding another layer of transparency and accountability into city government.

Intended Next Steps

The budget document will continue to include departmental tactical plans, performance measures and data, and sizing and workload data. In an effort to create a more streamlined and efficient budget-development process, the Business Office has been working with Budgetec to develop a new budget tool compatible with SAP that will be used to combine departmental performance reporting with budget preparation. Once this instrument is in place departments will be able to input their own performance information into the budget document. This tool will help create and sustain a more performance oriented culture in the City.

Strategic Plan

The City of San Diego's Strategic Plan provides the City with a vision, and a strategy of how to get there. The plan was developed as a FY2009 – 2013 plan in preparation for Fiscal Year 2009. It was crafted through a series of facilitated sessions held with the City's top leadership, subject matter experts, and by using Council priorities delineated in the FY 2008 City Council Budget Prioritization Process.

The Five-year plan is now being updated for Fiscal Year 2010. A draft of the Fiscal Years 2010 - 2013 plan is attached at the end of this report. We would like to get Council feedback on whether you believe that there are additional objectives or performance

measures that should be added to the plan and/or whether there are objectives that should be removed from the plan. Please provide your feedback the Business Office by November 12, 2008 (providing us the time to update and share with Departments in advance of their updating tactical plans for the FY2010 budget).

In addition, we are soliciting resident feedback on the FY 2010 – 2013 strategic plan. A new internet site has been developed to gather feedback from the public on the Plan.

Tactical Plan and Performance Measure Updates

Departments are updating their tactical plans and performance measures for Fiscal Year 2010 to ensure their priorities are realistic and in line with the City's overall vision. The updated tactical plans will be incorporated into the Fiscal Year 2010 proposed budget document. If you would like see any specific performance measures incorporated into particular departmental tactical plans, please provide your suggested additions to the Business Office by December 31, 2008.

Performance Reporting

The Business Office will be releasing two performance reports each fiscal year. The reports will be organized around the goals, objectives, and performance measures in the City-wide Strategic Plan. The reports will focus on specific accomplishments made throughout the fiscal year and the steps the City needs to take in order to make progress towards its vision. A mid-year performance report will be released in February, 2009 which will include performance information for the first two quarters of Fiscal Year 2009. An annual report will be released in August, 2009 and will include performance information for all of Fiscal Year 2009.

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.

October 31, 2007: An informational update on the City Management Program was provided to the Budget and Finance Committee.

February 28, 2008: An informational update on the City Management Program was provided to the Budget and Finance Committee.

March 5, 2008: An informational update on the City Management Program was provided to the Budget and Finance 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. The Fiscal Year 2009 budget document included the City-wide Strategic Plan highlights and all Mayoral Departments' performance information. Two performance reports will be released in Fiscal Year 2009 delineating specific accomplishments and performance information based on the City's Strategic Plan. The Strategic Plan is being made available for the public viewing and comment online.

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 M. Goldstone
Chief Operations Officer

Attachment:
City of San Diego's Strategic Plan FY 2010 - 2013

A vital component of the City Management Program is the City Strategic Plan which charts the strategic direction of the City. It is a key document that contains the City's mission, vision, goals, and objectives. The City Strategic Plan was a product of collaboration between City leadership and subject matter experts from across all departments. It defines the direction for the City and provides a strategic framework for the strategies and activities of the departments.

The City Strategic Plan centers on four main goals:

- Safe, clean neighborhoods
- Fiscally-sound, efficient city government
- Sustainable growth and economic prosperity
- Responsive and innovative workforce

These are broad areas of focus for the City and are intended to be supported by each department. The City's objectives are more specific, mid-term achievements that will help the City achieve its goals. They appear below, under each of the goals that they support.

Safe, clean neighborhoods

- Ensure effective public safety
- Maintain safe and effective infrastructure
- Protect our oceans and bays and provide clean water.

Fiscally-sound, efficient city government

- Utilize strategic financial planning and to ensure financial viability
- Create public trust through an open and ethical government
- Provide the public with competitive, customer-focused services

Sustainable growth and economic prosperity

- Manage our water supply to promote our economy and quality of life

Responsive and innovative workforce

- Build a diverse workforce reflective of and responsive to the diverse citizens of San Diego

These objectives and their corresponding initiatives will be evaluated annually and updated as necessary in order to respond to new challenges and/or demands of the City's residents, as well as to unexpected changes to our environment (e.g., economy, physical environment). The strategic goals are expected to remain fairly stable for the five-year planning period.