



# SAN FRANCISCO PLANNING DEPARTMENT

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## Memo to the Planning Commission

HEARING DATE: MARCH 7, 2013

*Date:* February 28, 2013  
*Case:* Department Mission, Vision and Value Statements  
*Staff Contact:* John Rahaim – (415) 575-9121  
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*Recommendation:* **Approve**

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### BACKGROUND

On January 17<sup>th</sup>, the first version of the department's motto, mission, vision and value statements were presented to the Commission.

This memo presents the revised final version of the statements, reflecting comments made by the Commissioners:

- The title, 'charter', is misleading and confusing; recommendation to remove or change.
- Remove value, 'Deliberate: We are deliberate in our process and stand by our decisions, even when others disagree'.
- Add value about striving to be linguistically and culturally sensitive.
- Mission statement lists only five responsibilities of the department; include all or remove.
- Provide a plan outlining how the statements will be implemented within the department.

### Purpose

The purpose of these statements is to guide department staff in their work, defining our ideals and aspirations as a public agency. It will also be a test of our effectiveness and will guide our relationships with the communities of San Francisco.

### Components

Mission: a statement summarizing the Department's responsibilities

Vision: a statement describing the department's aspirational goal for the City

Values: a list of values describing desired principles to guide staff in the Department's work

Motto: a phrase intended to motivate and express the department's intention

## **INTERNAL ACTION PLAN**

**Review period:** Every five years, or as necessary.

**Implementation:** March – June 2013

### **Tactics:**

- Decision-Making: management and staff to ensure decisions are in alignment with department statements.
- Department Performance Measures: Ensuring the department's performance measures are reflective of the mission, vision and values. The performance measures are submitted to: the Mayor's Office, as part of the Mayor's Performance Initiative; the Office of the Controller, as part of the Citywide Performance Measurement Program and the quarterly Government Barometer Report.
- Employee Performance Appraisals: Managers to evaluate employee efforts in working towards the department vision, executing the department's mission, and upholding department values.
- Quarterly Staff Meetings: Conduct regular review of statements with all staff during quarterly department meetings
- Internal Awareness: Develop staff understanding, acceptance and awareness of department statements through:
  - Development of collateral (cubicle poster, desktop wallpaper, inclusion on business cards, wallet cards, signs in office hallways)
  - Posting of statements to the department website and intranet
  - Inclusion of statements in new employee orientation package
  - Regular article in employee quarterly newsletter, featuring staff demonstrating department values

As the tactics illustrate, the department's mission, vision and value statements are intended to guide department staff. Nonetheless, we support sharing our vision to the public through our website, and other regular publications such as the annual report and project plans.

## **STATEMENTS**

### **Mission**

The San Francisco Planning Department, under the direction of the Planning Commission, shapes the future of San Francisco and the region by: generating an extraordinary vision for the General Plan and in neighborhood plans; fostering exemplary design through planning controls; improving our surroundings through environmental analysis; preserving our unique heritage; encouraging a broad range of housing and a diverse job base; and enforcing the Planning Code.

### **Vision**

Making San Francisco the world's most livable urban place – environmentally, economically, socially and culturally.

**Values**

**Collaboration:** We collaborate with the people of San Francisco.

**Education:** We educate our community about our work and we learn from our communities about their neighborhoods and their vision.

**Respect:** We treat our stakeholders with professional courtesy and respect.

**Trust:** We build trust.

**Open Dialogue:** We facilitate ongoing dialogue that is open and responsive.

**Inclusive:** We provide clear communication that is accessible to all members of our diverse population.

**Fairness:** We provide a fair, objective and equitable process.

**Consistency:** We are consistent in our application of policy.

**Efficiency:** We are efficient and timely.

**Innovation:** We are innovative in setting new planning standards, and guiding change that embraces our extraordinary setting, unique heritage, vibrant communities and the aspirations of our diverse population.

**Employee Satisfaction:** We are a great place to work – cultivating intellectual inspiration, professional satisfaction and creativity.

**Passion:** We are passionate about our work.

**Visionary:** We are visionary in our plans and practical in their implementation.

**Motto**

“Great planning for a great city”

**REQUIRED COMMISSION ACTION**

So that the for the department to proceed in implementing this department-wide, the Commission must approve the proposed statements.

**BASIS FOR RECOMMENDATION**

- The statements will serve to guide the work of the San Francisco Planning Department.
- The statements will serve as an aspirational document, listing our mission, our vision for the City, and the values we wish to uphold.

<b>RECOMMENDATION:</b> <b>Approve</b>
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