

## **Performance & Analytics**



**Page Intentionally Left Blank**



## Department Description

Performance & Analytics improves the City's efficiency and effectiveness. The Department supports the improvement of City operations and customer service through innovative programs like Citywide Engagement, Data and Analytics, Operational Excellence, Performance Management, and the 311 Customer Experience project with its "Get it Done San Diego" web and mobile application. For more information on these programs, please visit the Performance & Analytics website (<https://www.sandiego.gov/panda>).

The Department's mission is:

*To engage and empower City employees, elected officials, and the public through transparency, efficiency, and accountability*

The Department's vision is:

*Excellence in municipal service delivery*

## Goals and Objectives

### ***Goal 1: Facilitate a culture of continuous improvement and innovation***

- Perform strategic planning and performance management
- Equip the workforce with tools for operational excellence
- Engage in proactive and collaborative problem-solving

### ***Goal 2: Increase data-enabled decision-making and transparency***

- Facilitate comprehensive data collection, management, and use
- Share data internally and publish externally

# Performance & Analytics

## Goal 3: Provide simple and easy customer-focused solutions

- Utilize a customer-first approach to reduce the number of non-emergency calls handled by 911
- Develop a 311-style system that allows customers to communicate with the City using their preferred communication channel or method

## Key Performance Indicators

Performance Indicator	FY2016 Target	FY2016 Actual	FY2017 Target	FY2017 Actual	FY2018 Target
1. Total percentage of key performance indicators (KPIs) published on the performance dashboard (cumulative)	N/A	N/A	19%	23%	40%
2. Percentage of City workforce participating in Operational Excellence initiatives	N/A	1%	1%	3%	1%
3. Percentage of overall customer service rated as “Excellent” and “Good” provided by City employees per the citywide resident survey <sup>1</sup>	N/A	62%	N/A	N/A	90%
4. Percentage of City employees that "Agree" and "Strongly Agree" that they have access to the necessary tools, equipment, and materials per the citywide employee survey	NA	NA	90%	69%	90%
5. Release percentage of high-value datasets to the web portal (cumulative)	N/A	24%	27%	46%	66%
6. Number of Get It Done mobile app downloads (cumulative)	N/A	N/A	25,000	24,088	35,000
7. Percentage of Get It Done reports via web or mobile app	N/A	76%	80%	83%	80%
8. Percentage of customers satisfied with process of reporting problems (i.e. potholes) to the City <sup>2</sup>	N/A	50%	N/A	N/A	65%

1. The Citywide Resident Satisfaction Survey occurs every other year with the next effort scheduled for Fiscal Year 2018.

2. Refer to Footnote #1.

# Performance & Analytics

## Department Summary

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
FTE Positions (Budgeted)	11.00	15.00	15.00	0.00
Personnel Expenditures	\$ 1,448,909	\$ 1,828,756	\$ 2,152,814	\$ 324,058
Non-Personnel Expenditures	383,382	1,105,883	658,836	(447,047)
<b>Total Department Expenditures</b>	<b>\$ 1,832,292</b>	<b>\$ 2,934,639</b>	<b>\$ 2,811,650</b>	<b>\$ (122,989)</b>
<b>Total Department Revenue</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## General Fund

### Department Expenditures

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Performance & Analytics	\$ 1,832,292	\$ 2,934,639	\$ 2,811,650	\$ (122,989)
<b>Total</b>	<b>\$ 1,832,292</b>	<b>\$ 2,934,639</b>	<b>\$ 2,811,650</b>	<b>\$ (122,989)</b>

### Department Personnel

	FY2016 Budget	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Performance & Analytics	11.00	15.00	15.00	0.00
<b>Total</b>	<b>11.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	0.00	\$ 164,601	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
<b>Reclassification of Positions</b>	0.00	159,457	-
Addition of 1.00 Program Manager and 3.00 Program Coordinators offset by the reduction of 1.00 Supervising Management Analyst and 3.00 Senior Management Analysts to better align position classifications with the services provided by the department.			
<b>Support for Information Technology</b>	0.00	43,020	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
<b>Non-Discretionary Adjustment</b>	0.00	14,933	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
<b>Reduction of Professional Services</b>	0.00	(130,000)	-
Reduction of non-personnel expenditures associated with professional services in support of Open Data, Managed Competition, and Performance Management initiatives.			

# Performance & Analytics

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>One-Time Reductions and Annualizations</b>	0.00	(375,000)	-
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2017.			
<b>Total</b>	<b>0.00</b>	<b>\$ (122,989)</b>	<b>\$ -</b>

## Expenditures by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 897,532	\$ 1,184,079	\$ 1,433,615	\$ 249,536
Fringe Benefits	551,377	644,677	719,199	74,522
<b>PERSONNEL SUBTOTAL</b>	<b>1,448,909</b>	<b>1,828,756</b>	<b>2,152,814</b>	<b>324,058</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 2,467	\$ 14,500	\$ 14,000	\$ (500)
Contracts	241,625	543,940	458,336	(85,604)
Information Technology	124,866	27,808	70,828	43,020
Energy and Utilities	10,687	16,035	12,072	(3,963)
Other	3,736	3,600	3,600	-
Capital Expenditures	-	500,000	100,000	(400,000)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>383,382</b>	<b>1,105,883</b>	<b>658,836</b>	<b>(447,047)</b>
<b>Total</b>	<b>\$ 1,832,292</b>	<b>\$ 2,934,639</b>	<b>\$ 2,811,650</b>	<b>\$ (122,989)</b>

## Revenues by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Other Revenue	\$ 750	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000024	Administrative Aide 2	0.00	1.00	1.00	\$42,578 - \$51,334	\$ 43,865
20001101	Department Director	1.00	1.00	1.00	59,155 - 224,099	150,000
20001234	Program Coordinator	2.00	5.00	8.00	23,005 - 137,904	725,000
20001222	Program Manager	3.00	4.00	5.00	46,966 - 172,744	514,750
20000015	Senior Management Analyst	3.00	3.00	0.00	59,363 - 71,760	-
20000970	Supervising Management Analyst	1.00	1.00	0.00	66,768 - 80,891	-
20000756	Word Processing Operator	1.00	0.00	0.00	31,491 - 37,918	-
<b>FTE, Salaries, and Wages Subtotal</b>		<b>11.00</b>	<b>15.00</b>	<b>15.00</b>		<b>\$ 1,433,615</b>
		FY2016 Actual	FY2017 Budget	FY2018 Adopted		FY2017-2018 Change
<b>Fringe Benefits</b>						
	Employee Offset Savings	\$ 12,395	\$ 9,994	\$ 9,438		\$ (556)
	Flexible Benefits	94,041	156,116	190,411		34,295
	Long-Term Disability	2,942	3,763	-		(3,763)
	Medicare	13,522	17,170	20,787		3,617

## Performance & Analytics

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Other Post-Employment Benefits	64,150	82,802	90,015	7,213
Retiree Medical Trust	879	1,808	2,725	917
Retirement 401 Plan	1,335	1,500	1,500	-
Retirement ADC	294,665	264,697	270,563	5,866
Risk Management Administration	10,907	14,308	15,165	857
Supplemental Pension Savings Plan	49,444	79,141	102,889	23,748
Unemployment Insurance	1,678	2,157	2,566	409
Workers' Compensation	5,418	11,221	13,140	1,919
<b>Fringe Benefits Subtotal</b>	<b>\$ 551,377</b>	<b>\$ 644,677</b>	<b>\$ 719,199</b>	<b>\$ 74,522</b>
<b>Total Personnel Expenditures</b>			<b>\$ 2,152,814</b>	



**Page Intentionally Left Blank**