

## **Performance & Analytics**



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# Performance & Analytics



## Description

A city is measured by how it delivers services. The City of San Diego is no different; we owe our communities the best and we work to deliver world-class service. Leading this effort is the City's award-winning Performance & Analytics Department (Panda). Equipped with experience, talent, and a track record of success, Panda is the City's internal consultant, driven by the following purposes: 1) Simplify the customer experience to make it easy to communicate with and receive services from City, 2) Implement data-informed decision making, migrating from reactive to predictive solutions, and 3) Adopt a culture of continuous improvement and accountability to optimize the delivery of services. The team works across departments to eliminate silos, empower employees as problem solvers, instill a culture of data-informed decision making, and continuously improve processes and accountability. Please visit the P&A website for more details: <https://www.sandiego.gov/panda/>

### ***The mission is:***

Challenge the status quo

### ***The vision is:***

Exceed expectations

# Performance & Analytics

## Goals and Objectives

### **Goal 1: Simplify the customer experience**

- Implement online platforms and straight-forward processes
- Establish and communicate service delivery standards
- Provide easily digestible and accessible City data

### **Goal 2: Champion data-informed decision making**

- Expand predictive analytics projects
- Deploy point of service measurement tools
- Develop data analytics tools to improve City processes

### **Goal 3: Promote a culture of continuous improvement and accountability**

- Implement solutions that reduce the likelihood of recurring issues
- Optimize delivery of City services
- Launch performance accountability initiative

## Key Performance Indicators

Performance Indicator	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actuals	FY2020 Target
Downloads of Get It Done mobile app <sup>1</sup>	35,000	41,613	60,000	77,117	100,000
Active Get It Done customers as a percent of total City population <sup>2</sup>	N/A	3.6%	N/A	9.5%	11.0%
Number of public-facing services available through Get It Done platform <sup>3</sup>	N/A	34	N/A	53	55
Annualized time savings stemming from PandA projects <sup>4</sup>	N/A	N/A	N/A	N/A	N/A
Annualized dollar savings stemming from PandA projects <sup>5</sup>	N/A	N/A	N/A	N/A	N/A
Percentage of KPIs that improve from PandA projects	N/A	N/A	N/A	N/A	N/A
Data Portal utilization rate <sup>6</sup>	N/A	1	N/A	1	1
Number of data projects completed to inform City decisions or support operations	N/A	N/A	N/A	18	25

1. Running total of mobile app downloads/users, which are categorized as "reporters" by the City's mobile app vendor.

2. City population is defined as City residents 18 years and older. Active users is defined as a customer contact record filing at least one Get It Done report in a fiscal year.

3. Total services offered to the public through Get It Done. Example: pothole, street light on during day, traffic light flashing red, etc.

4. Time savings calculated by pre- and post- time studies of work processes stemming from OptimizeSD projects. FY Targets will be based on baseline actuals after the conclusion of FY20.

5. Dollar savings defined as net ongoing cost reductions from improved work processes through OptimizeSD projects. FY Targets will be based on baseline actuals after the conclusion of FY20.

6. Weighted average of downloads per Open Data Portal visitor who visited a dataset page.

# Performance & Analytics

## Department Summary

	FY2018 Actual	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
FTE Positions (Budgeted)	15.00	14.00	15.00	1.00
Personnel Expenditures	\$ 1,940,859	\$ 2,168,480	\$ 2,180,191	\$ 11,711
Non-Personnel Expenditures	1,237,770	1,703,883	2,481,350	777,467
<b>Total Department Expenditures</b>	<b>\$ 3,178,629</b>	<b>\$ 3,872,363</b>	<b>\$ 4,661,541</b>	<b>\$ 789,178</b>
<b>Total Department Revenue</b>	<b>\$ 561,620</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## General Fund

### Department Expenditures

	FY2018 Actual	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
Performance & Analytics	\$ 3,178,629	\$ 3,872,363	\$ 4,661,541	\$ 789,178
<b>Total</b>	<b>\$ 3,178,629</b>	<b>\$ 3,872,363</b>	<b>\$ 4,661,541</b>	<b>\$ 789,178</b>

### Department Personnel

	FY2018 Budget	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
Performance & Analytics	15.00	14.00	15.00	1.00
<b>Total</b>	<b>15.00</b>	<b>14.00</b>	<b>15.00</b>	<b>1.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Mobility Program Coordinator and Get it Done Enhancements</b>	1.00	\$ 499,856	-
Addition of 1.00 Program Manager and associated one-time non-personnel expenditures to support Get it Done enhancements related to dockless devices.			
<b>Support for Information Technology</b>	0.00	372,759	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
<b>Non-Discretionary Adjustment</b>	0.00	255,408	-
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>Pay Equity Study</b>	0.00	250,000	-
Addition of one-time non-personnel expenditures to perform a citywide pay equity study.			
<b>Pay-in-Lieu of Annual Leave Adjustments</b>	0.00	3,530	-
Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.			
<b>Get It Done &amp; Open Data Programs</b>	0.00	(117,000)	-
Reduction of non-personnel expenditures related to Get It Done including Open Data and the Resident Satisfaction Survey.			
<b>Salary and Benefit Adjustments</b>	0.00	(141,075)	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			

# Performance & Analytics

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Additions and Annualizations</b>	0.00	(334,300)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2019.			
<b>Total</b>	<b>1.00</b>	<b>\$ 789,178</b>	<b>\$ -</b>

## Expenditures by Category

	FY2018 Actual	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,310,850	\$ 1,470,956	\$ 1,546,910	75,954
Fringe Benefits	630,008	697,524	633,281	(64,243)
<b>PERSONNEL SUBTOTAL</b>	<b>1,940,859</b>	<b>2,168,480</b>	<b>2,180,191</b>	<b>11,711</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 2,381	\$ 14,000	\$ 11,600	(2,400)
Contracts	186,028	829,936	945,358	115,422
Information Technology	239,398	531,347	904,106	372,759
Energy and Utilities	13,579	12,500	20,178	7,678
Other	6,384	3,600	3,600	-
Transfers Out	790,000	-	-	-
Capital Expenditures	-	100,000	100,000	-
Debt	-	212,500	496,508	284,008
<b>NON-PERSONNEL SUBTOTAL</b>	<b>1,237,770</b>	<b>1,703,883</b>	<b>2,481,350</b>	<b>777,467</b>
<b>Total</b>	<b>\$ 3,178,629</b>	<b>\$ 3,872,363</b>	<b>\$ 4,661,541</b>	<b>\$ 789,178</b>

## Revenues by Category

	FY2018 Actual	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
Charges for Services	\$ 561,170	\$ -	\$ -	-
Other Revenue	449	-	-	-
<b>Total</b>	<b>\$ 561,620</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2018 Budget	FY2019 Budget	FY2020 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000024	Administrative Aide 2	1.00	0.00	0.00	\$ 45,444 - 54,769	\$ -
20001101	Department Director	1.00	1.00	1.00	63,127 - 239,144	149,394
20001234	Program Coordinator	8.00	9.00	10.00	24,537 - 147,160	999,490
20001222	Program Manager	5.00	4.00	4.00	50,128 - 184,332	480,345
	Budgeted Vacancy Savings					(85,849)
	Vacation Pay In Lieu					3,530
<b>FTE, Salaries, and Wages Subtotal</b>		<b>15.00</b>	<b>14.00</b>	<b>15.00</b>		<b>\$ 1,546,910</b>

	FY2018 Actual	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 9,085	\$ 9,793	\$ 6,973	(2,820)
Flexible Benefits	154,037	175,302	181,501	6,199
Medicare	20,390	21,328	22,380	1,052
Other Post-Employment Benefits	76,827	85,736	85,750	14
Retiree Medical Trust	2,464	2,859	3,276	417
Retirement 401 Plan	1,774	1,735	-	(1,735)
Retirement ADC	254,759	256,018	174,203	(81,815)

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	FY2018 Actual	FY2019 Budget	FY2020 Adopted	FY2019-2020 Change
Risk Management Administration	12,686	14,742	16,870	2,128
Supplemental Pension Savings Plan	91,774	109,079	134,669	25,590
Unemployment Insurance	2,305	2,471	2,377	(94)
Workers' Compensation	3,907	18,461	5,282	(13,179)
<b>Fringe Benefits Subtotal</b>	<b>\$ 630,008</b>	<b>\$ 697,524</b>	<b>\$ 633,281</b>	<b>(64,243)</b>
<b>Total Personnel Expenditures</b>		<b>\$</b>	<b>2,180,191</b>	



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