

Performance and Analytics



Description

Our team members are data analysts, project managers, researchers, designers, and community members. We track progress and achieve results. Through a commitment to data, transparency, equity, and innovation, we aim to change how residents engage with the City of San Diego and how employees deliver services to our communities. As self-proclaimed data nerds who work in local government, we often use strangely specific words to describe what we do. At the end of the day, our job is to make City services more efficient and accessible. We do that through data collection and analysis, strategic planning, customer engagement, and a lot of research.

The vision is:

A City that can confidently confront the complex and uncertain challenges of today and tomorrow.

The mission is:

We discover, innovate, and optimize to help City employees better serve San Diegans.

Goals and Objectives

Goal 1: Build the City's capacity to respond to change

- Drive resident and staff engagement
- Create and promote sustainable innovation
- Improve data accessibility and use

Goal 2: Transform the way the City works

- Modernize and streamline City processes and technology
- Improve how the City pursues and develops services

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- Equip City leadership with the insights they need to improve the employee experience
- Build organizational capability to solve people, process, technology, or policy issues

Goal 3: Improve the quality of City decision making

- Champion diversity and collaboration
- Leverage analytics and insights as key tools for driving organizational decision-making
- Institutionalize learning and effective knowledge management
- Foster the development of strategy in driving the City's near- and long-term actions

Goal 4: Develop and support a team capable of tackling the realities of operating a local government

- Nurture the development of key department knowledge, skills, and abilities
- Ensure each team member has the tools they need to effectively do their work
- Support each team member to reach their full potential while on the team
- Create cross-functional, integrated project teams that maximize the strengths of each of our divisions and teammates
- Effectively manage the department portfolio of projects to ensure projects align with department/City goals and are appropriately managed

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Budget Equity Impact Statement

Equity Highlights

Examples from the current fiscal year.

- Released the City's first-ever Customer Experience Strategy (CXS), emphasizing both digital and non-digital improvements to the City's customer service delivery model.
- Executed a no-cost agreement with The People Lab (TPL) at the Harvard Kennedy School to ensure City programs and services are improved in an equitable manner.
- Used the most recent results from the City's Pavement Condition Index (PCI) to conduct a study of bias (under- and over-reporting) of Get It Done pothole reports.

Budget Equity Lens Summary

Ongoing Operations

Is there an opportunity to adjust the department's ongoing operations to mitigate the impacts of existing or potential disparities?

Yes

In Fiscal Year 2026, the department will analyze customer feedback from a variety of services in the Get It Done program and provide insights into what factors drive positive and negative customer feedback to meet expectations for customers with diverse needs and preferences and make services more accessible. The department will continue analyzing City services, in collaboration with service-providing departments, to determine how resources and work are prioritized, assigned, utilized, and performed throughout all of San Diego's communities. The department is also participating in the City's AI Governance Committee to develop policies that ensure the application of AI does not result in bias or harm for employees, customers, and residents.

Budget Adjustment(s)

Do the requests impact existing or potential disparities?

Yes

The proposed cuts to programs like the Get It Done app, outreach and user research, employee training, and Open Data initiatives risk impacting existing disparities. These tools and services play a critical role in promoting accessibility, reducing barriers for people with disabilities, and enabling participation from residents with diverse needs and communication preferences. This could exacerbate inequities by limiting access to vital resources, reducing engagement opportunities, and weakening the City's ability to respond effectively to community needs. The department will attempt to mitigate this by focusing on essential services only, leveraging new and existing partnerships, and considering phased implementations - where possible - over multiple budget cycles, and prioritizing high-impact, low-cost improvements first. The reduction of an additional 1.00 FTE Program Coordinator position will also impact the department's ability to produce the City's Workforce and Pay Equity Study. Unless restored, the department will be unable to mitigate delays to these work products.

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Key Performance Indicators

Performance Indicator	Definition	Baseline	FY2025 Performance	Goal
Medallia User Engagement ¹	Percentage of employee users who log into the Medallia platform	33%	33%	75%
Open Data Portal Conversion Rate	Percentage of user sessions during which a dataset was downloaded from the Open Data Portal	46%	42%	75%
Get It Done Customer Effort Score	Percentage of closure surveys scored with a 9 or 10 (on a scale of 1-10)	61%	63%	70%
Public User Experience Standards of Get It Done Services	Percentage of services that are at or above the minimum threshold of customer experience metrics (60%)	46%	58%	53%
Strategic Plan Awareness	Percentage of employees who understand how their work relates to the City Strategic Plan, as captured through the Employee Satisfaction Survey (ESS)	40%	51%	80%

1. Calculation methodology was updated for Fiscal Year 2026; baseline was established based on Fiscal Year 2025 year-end performance.

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Department Summary

	FY2024 Actual	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
FTE Positions (Budgeted)	18.00	19.31	17.00	(2.31)
Personnel Expenditures	\$ 3,499,281	\$ 3,716,543	\$ 3,780,983	\$ 64,440
Non-Personnel Expenditures	1,690,803	1,943,926	922,305	(1,021,621)
Total Department Expenditures	\$ 5,190,084	\$ 5,660,469	\$ 4,703,288	\$ (957,181)
Total Department Revenue	\$ 318,832	\$ 227,145	\$ 229,121	\$ 1,976

General Fund

Department Expenditures

	FY2024 Actual	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
Performance & Analytics	\$ 5,190,084	\$ 5,660,469	\$ 4,703,288	\$ (957,181)
Total	\$ 5,190,084	\$ 5,660,469	\$ 4,703,288	\$ (957,181)

Department Personnel

	FY2024 Budget	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
Performance & Analytics	18.00	19.31	17.00	(2.31)
Total	18.00	19.31	17.00	(2.31)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	\$ 436,550	\$ -
Employ and Empower Program Support Addition of 1.00 Management Intern - Hourly and associated revenue to support the Employ and Empower Program.	1.00	53,924	53,954
Non-Discretionary Adjustment 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.	0.00	8,283	-
Get It Done Mobile Application Addition of non-personnel expenditures to support the Get It Done mobile application in the Apple iOS and Android Google Play store.	0.00	5,250	-
Reduction of Community Outreach Reduction of non-personnel expenditures related to community outreach in the Get It Done program.	0.00	(1,500)	-

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Reduction of Non-Personnel Expenditures Reduction of miscellaneous supplies, memberships, and training.	0.00	(37,040)	-
Non-Standard Hour Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	(1.31)	(51,978)	-
Reduction in Open Data Reduction of non-personnel expenditures related to the development and maintenance of the Open Data Portal and Data Governance.	0.00	(100,000)	-
Reduction in 3-1-1 / Get It Done Customer Innovation Reduction of non-personnel expenditures associated with the implementation of a 3-1-1 phone system and Get It Done customer innovation.	0.00	(115,000)	-
Reduction in Medallia Reduction of non-personnel expenditures associated with contractual software subscription rates.	0.00	(150,000)	-
Support for Information Technology Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	(154,149)	-
Reduction in Software and Technology Solutions Reduction of non-personnel expenditures associated with technology and software solutions.	0.00	(230,357)	-
Reduction in Get It Done Modernization Reduction of non-personnel expenditures associated with the Get It Done Modernization.	0.00	(247,108)	-
Reduction of Program Coordinators Reduction of 2.00 Program Coordinators in the Strategic Initiatives Division.	(2.00)	(374,056)	-
One-Time Additions and Annualizations Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2025.	0.00	-	(51,978)
Total	(2.31)	\$ (957,181)	\$ 1,976

Expenditures by Category

	FY2024 Actual	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
PERSONNEL				
Personnel Cost	\$ 2,503,395	\$ 2,691,993	\$ 2,690,948	(1,045)
Fringe Benefits	995,887	1,024,550	1,090,035	65,485
PERSONNEL SUBTOTAL	3,499,281	3,716,543	3,780,983	64,440
NON-PERSONNEL				
Supplies	\$ 12,210	\$ 8,100	\$ 4,050	(4,050)
Contracts & Services	298,014	336,455	83,371	(253,084)
<i>External Contracts & Services</i>	<i>119,343</i>	<i>270,347</i>	<i>6,000</i>	<i>(264,347)</i>
<i>Internal Contracts & Services</i>	<i>178,671</i>	<i>66,108</i>	<i>77,371</i>	<i>11,263</i>
Information Technology	1,198,629	1,463,262	802,255	(661,007)

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Expenditures by Category

	FY2024 Actual	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
Energy and Utilities	28,672	32,509	29,029	(3,480)
Other	3,125	3,600	3,600	-
Capital Expenditures	150,154	100,000	-	(100,000)
NON-PERSONNEL SUBTOTAL	1,690,803	1,943,926	922,305	(1,021,621)
Total	\$ 5,190,084	\$ 5,660,469	\$ 4,703,288	\$ (957,181)

Revenues by Category

	FY2024 Actual	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
Charges for Services	\$ 318,329	\$ 227,145	\$ 229,121	\$ 1,976
Other Revenue	503	-	-	-
Total	\$ 318,832	\$ 227,145	\$ 229,121	\$ 1,976

Personnel Expenditures

Job Number	Job Title / Wages	FY2024 Budget	FY2025 Budget	FY2026 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20001101	Department Director	1.00	1.00	1.00	\$ 98,302 - 372,372	\$ 242,817
20001168	Deputy Director	1.00	1.00	1.00	78,886 - 290,057	220,095
90001073	Management Intern - Hourly	0.00	1.31	1.00	38,548 - 49,686	49,686
20001234	Program Coordinator	14.00	14.00	11.00	36,364 - 218,225	1,760,630
20001222	Program Manager	2.00	2.00	3.00	78,886 - 290,057	569,615
	Budgeted Personnel Expenditure Savings					(184,472)
	Vacation Pay In Lieu					32,577
FTE, Salaries, and Wages Subtotal		18.00	19.31	17.00		\$ 2,690,948

	FY2024 Actual	FY2025 Budget	FY2026 Adopted	FY2025-2026 Change
Fringe Benefits				
Employee Offset Savings	\$ 7,114	\$ 7,435	\$ 8,819	\$ 1,384
Flexible Benefits	235,112	243,723	224,817	(18,906)
Insurance	1,242	-	-	-
Long-Term Disability	10,296	10,134	13,476	3,342
Medicare	36,999	40,589	38,547	(2,042)
Other Post-Employment Benefits	73,482	70,346	61,080	(9,266)
Retiree Medical Trust	5,424	6,014	5,529	(485)
Retirement 401 Plan	14,590	16,480	17,335	855
Retirement ADC	484,300	498,769	612,713	113,944
Risk Management Administration	21,814	23,562	24,990	1,428
Supplemental Pension Savings Plan	84,469	92,425	69,904	(22,521)
Unemployment Insurance	2,824	2,884	2,524	(360)
Workers' Compensation	18,222	12,189	10,301	(1,888)
Fringe Benefits Subtotal	\$ 995,887	\$ 1,024,550	\$ 1,090,035	\$ 65,485
Total Personnel Expenditures			\$ 3,780,983	