

## **Performance & Analytics**



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# Performance & Analytics



## 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

# Performance & Analytics

## 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

**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
- Expand Get It Done and explore other 311-inspired models that allow customers to engage with the City using their preferred communication channel or method

## Key Performance Indicators

Performance Indicator	FY2017 Target	FY2017 Actual	FY2018 Target	FY2018 Actual	FY2019 Target
Total percentage of key performance indicators (KPIs) published on the performance dashboard (cumulative)	19%	23%	40%	40%	75%
Percentage of City workforce participating in Operational Excellence initiatives	1%	3%	1%	2%	2%
Percentage of City workforce participating in Operational Excellence initiatives (cumulative)	2%	4%	5%	5%	8%
Average rating (on a 5 point scale) on all city resident satisfaction survey categories (e.g., customer service) <sup>1</sup>	N/A	N/A	4.0	3.4	N/A
Average rating (on a 5 point scale) on all Citywide employee satisfaction survey categories (e.g., access to the necessary tools, equipment, and materials) <sup>2</sup>	4.0	3.6	N/A	N/A	4.0
Release percentage of high-value datasets to the web portal (cumulative)	27%	46%	66%	68%	80%
Number of Get It Done mobile app downloads (cumulative)	25,000	24,088	35,000	41,613	60,000
Percentage of Get It Done reports via web or mobile app (annual)	80%	83%	80%	89%	90%

1. The Resident Satisfaction Survey occurs every other year biennially, with the next effort anticipated scheduled for Fiscal Year 2020. This key performance indicator was previously reported as a percentage rated as "Excellent" and "Good."

2. The Citywide Employee Satisfaction Survey occurs every other year biennially, with the next effort anticipated scheduled for Fiscal Year 2019. This key performance indicator was previously reported as a percentage rated as "Agree" and "Strongly Agree."

# Performance & Analytics

## Department Summary

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
FTE Positions (Budgeted)	15.00	15.00	<b>14.00</b>	(1.00)
Personnel Expenditures	\$ 1,904,174	\$ 2,152,814	\$ <b>2,168,480</b>	\$ 15,666
Non-Personnel Expenditures	871,635	658,836	<b>1,703,883</b>	1,045,047
<b>Total Department Expenditures</b>	<b>\$ 2,775,808</b>	<b>\$ 2,811,650</b>	<b>\$ 3,872,363</b>	<b>\$ 1,060,713</b>
<b>Total Department Revenue</b>	<b>\$ 8,129</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## General Fund

### Department Expenditures

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Performance & Analytics	\$ 2,775,808	\$ 2,811,650	\$ <b>3,872,363</b>	\$ 1,060,713
<b>Total</b>	<b>\$ 2,775,808</b>	<b>\$ 2,811,650</b>	<b>\$ 3,872,363</b>	<b>\$ 1,060,713</b>

### Department Personnel

	FY2017 Budget	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Performance & Analytics	15.00	15.00	<b>14.00</b>	(1.00)
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>(1.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	\$ 794,819	-
<b>Non-Discretionary Adjustment</b> 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	250,228	-
<b>311 Get It Done Customer Experience Program</b> Addition of 1.00 Program Coordinator to provide support to departments and the public using the 311 Get It Done Customer Experience Program.	1.00	126,724	-

# Performance & Analytics

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b> 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	105,517	-
<b>Reduction of Administrative Aide 2</b> Reduction of 1.00 Administrative Aide 2 in the Performance & Analytics Department.	(1.00)	(69,272)	-
<b>Transfer of Program Manager</b> Transfer of 1.00 Program Manager from the Performance & Analytics Department to the Police Department.	(1.00)	(147,303)	-
<b>Total</b>	<b>(1.00) \$</b>	<b>1,060,713 \$</b>	<b>-</b>

## Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,284,758 \$	1,433,615 \$	<b>1,470,956 \$</b>	37,341
Fringe Benefits	619,415	719,199	<b>697,524</b>	(21,675)
<b>PERSONNEL SUBTOTAL</b>	<b>1,904,174</b>	<b>2,152,814</b>	<b>2,168,480</b>	<b>15,666</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 7,904 \$	14,000 \$	<b>14,000 \$</b>	-
Contracts	279,314	458,336	<b>829,936</b>	371,600
Information Technology	351,050	70,828	<b>531,347</b>	460,519
Energy and Utilities	11,521	12,072	<b>12,500</b>	428
Other	4,148	3,600	<b>3,600</b>	-
Transfers Out	172,434	-	-	-
Capital Expenditures	45,263	100,000	<b>100,000</b>	-
Debt	-	-	<b>212,500</b>	212,500
<b>NON-PERSONNEL SUBTOTAL</b>	<b>871,635</b>	<b>658,836</b>	<b>1,703,883</b>	<b>1,045,047</b>
<b>Total</b>	<b>\$ 2,775,808 \$</b>	<b>2,811,650 \$</b>	<b>3,872,363 \$</b>	<b>1,060,713</b>

## Revenues by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Charges for Services	\$ 7,361 \$	- \$	- \$	-
Other Revenue	768	-	-	-
<b>Total</b>	<b>\$ 8,129 \$</b>	<b>- \$</b>	<b>- \$</b>	<b>-</b>

# Performance & Analytics

## Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000024	Administrative Aide 2	1.00	1.00	0.00	\$ 43,983 - 53,028	\$ -
20001101	Department Director	1.00	1.00	1.00	61,107 - 231,494	173,544
20001234	Program Coordinator	5.00	8.00	9.00	23,764 - 142,455	843,925
20001222	Program Manager	4.00	5.00	4.00	48,516 - 178,445	453,487
20000015	Senior Management Analyst	3.00	0.00	0.00	61,322 - 74,128	-
20000970	Supervising Management Analyst	1.00	0.00	0.00	68,971 - 83,561	-
<b>FTE, Salaries, and Wages Subtotal</b>		<b>15.00</b>	<b>15.00</b>	<b>14.00</b>		<b>\$ 1,470,956</b>

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 12,292	\$ 9,438	\$ 9,793	355
Flexible Benefits	138,131	190,411	175,302	(15,109)
Long-Term Disability	3,406	-	-	-
Medicare	19,613	20,787	21,328	541
Other Post-Employment Benefits	78,041	90,015	85,736	(4,279)
Retiree Medical Trust	2,130	2,725	2,859	134
Retirement 401 Plan	1,563	1,500	1,735	235
Retirement ADC	257,631	270,563	256,018	(14,545)
Risk Management Administration	13,590	15,165	14,742	(423)
Supplemental Pension Savings Plan	84,204	102,889	109,079	6,190
Unemployment Insurance	2,326	2,566	2,471	(95)
Workers' Compensation	6,489	13,140	18,461	5,321
<b>Fringe Benefits Subtotal</b>	<b>\$ 619,415</b>	<b>\$ 719,199</b>	<b>\$ 697,524</b>	<b>(21,675)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 2,168,480</b>	



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