

# **Performance and Analytics**



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## 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, Performance & Analytics 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 Performance & Analytics website for more details: <https://www.sandiego.gov/panda/>

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

Exceed expectations

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

Challenge the status quo

## 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

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- 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	FY2021 Target	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2023 Target
Downloads of Get It Done mobile app	125,000	125,730	145,000	174,500	210,000
Active Get It Done customers as a percent of total City population	10.00 %	10.20 %	8.50 %	9.76 %	10.40 %
Number of public-facing services available through Get It Done platform	58	61	64	61	63
Data Portal utilization rate <sup>1</sup>	0.90	0.71	0.90	0.44	0.70
Number of data projects completed to inform City decisions or support operations	50	61	60	28	60

1. The data source to calculate this KPI changed in FY22 after the department put more accurate tracking in place.

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## Department Summary

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
FTE Positions (Budgeted)	15.00	15.00	17.00	2.00
Personnel Expenditures	\$ 2,330,321	\$ 2,376,332	\$ 2,910,478	\$ 534,146
Non-Personnel Expenditures	1,952,768	2,457,925	2,466,360	8,435
<b>Total Department Expenditures</b>	<b>\$ 4,283,089</b>	<b>\$ 4,834,257</b>	<b>\$ 5,376,838</b>	<b>\$ 542,581</b>
<b>Total Department Revenue</b>	<b>\$ 1,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## General Fund

### Department Expenditures

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
Performance & Analytics	\$ 4,283,089	\$ 4,834,257	\$ 5,376,838	\$ 542,581
<b>Total</b>	<b>\$ 4,283,089</b>	<b>\$ 4,834,257</b>	<b>\$ 5,376,838</b>	<b>\$ 542,581</b>

### Department Personnel

	FY2021 Budget	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
Performance & Analytics	15.00	15.00	17.00	2.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>17.00</b>	<b>2.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	0.00	\$ 247,676	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
<b>Pay Equity Study</b>	0.00	250,000	-
Addition of non-personnel expenditures associated with the completion of the Pay Equity Study.			
<b>Get It Done Support</b>	1.00	143,235	-
Addition of 1.00 Program Coordinator to support the expansion of Get It Done services for the Parks and Recreation Department.			
<b>Short-Term Rental Ordinance Support</b>	1.00	143,235	-
Addition of 1.00 Program Coordinator to support the City's Short-Term Rental Ordinance (STRO) program.			

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Non-Discretionary Adjustment</b>	0.00	68,946	-
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>Support for Information Technology</b>	0.00	(60,511)	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
<b>One-Time Additions and Annualizations</b>	0.00	(250,000)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2022.			
<b>Total</b>	<b>2.00</b>	<b>\$ 542,581</b>	<b>\$ -</b>

## Expenditures by Category

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,624,333	\$ 1,655,091	\$ 2,088,712	\$ 433,621
Fringe Benefits	705,987	721,241	821,766	100,525
<b>PERSONNEL SUBTOTAL</b>	<b>2,330,321</b>	<b>2,376,332</b>	<b>2,910,478</b>	<b>534,146</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 7,168	\$ 8,100	\$ 8,100	-
Contracts & Services	568,373	671,318	751,274	79,956
Information Technology	900,577	1,189,604	1,129,093	(60,511)
Energy and Utilities	18,601	30,853	19,843	(11,010)
Other	3,600	3,600	3,600	-
Capital Expenditures	-	100,000	100,000	-
Debt	454,450	454,450	454,450	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>1,952,768</b>	<b>2,457,925</b>	<b>2,466,360</b>	<b>8,435</b>
<b>Total</b>	<b>\$ 4,283,089</b>	<b>\$ 4,834,257</b>	<b>\$ 5,376,838</b>	<b>\$ 542,581</b>

## Revenues by Category

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
Other Revenue	\$ 378	\$ -	\$ -	-
Transfers In	956	-	-	-
<b>Total</b>	<b>\$ 1,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2021 Budget	FY2022 Budget	FY2023 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001101	Department Director	1.00	1.00	1.00	\$ 71,693 - 271,584	\$ 192,257
20001168	Deputy Director	0.00	0.00	1.00	56,929 - 209,339	152,945
20001234	Program Coordinator	10.00	10.00	13.00	34,070 - 167,127	1,441,817
20001222	Program Manager	4.00	4.00	2.00	56,929 - 209,339	281,037
	Vacation Pay In Lieu					20,656

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2021 Budget	FY2022 Budget	FY2023 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages Subtotal</b>		<b>15.00</b>	<b>15.00</b>	<b>17.00</b>	<b>\$</b>	<b>2,088,712</b>

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 5,047	\$ 4,960	\$ 5,735	\$ 775
Flexible Benefits	197,436	197,349	220,149	22,800
Insurance	1,118	-	-	-
Long-Term Disability	7,470	6,555	7,238	683
Medicare	24,402	23,698	29,989	6,291
Other Post-Employment Benefits	92,944	85,834	96,713	10,879
Retiree Medical Trust	3,465	3,490	4,500	1,010
Retirement 401 Plan	-	-	2,194	2,194
Retirement ADC	211,816	231,554	263,263	31,709
Risk Management Administration	15,312	14,854	19,805	4,951
Supplemental Pension Savings Plan	141,472	142,865	161,645	18,780
Unemployment Insurance	2,532	2,384	2,628	244
Workers' Compensation	2,972	7,698	7,907	209
<b>Fringe Benefits Subtotal</b>	<b>\$ 705,987</b>	<b>\$ 721,241</b>	<b>\$ 821,766</b>	<b>\$ 100,525</b>
<b>Total Personnel Expenditures</b>			<b>\$ 2,910,478</b>	