

## **Performance and Analytics**



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# Performance and Analytics



## Department Description

The Performance & Analytics Department, a new department created in Fiscal Year 2015, is responsible for supporting the improvement of City operations through long-term strategic initiatives, including strategic planning, performance management, operational excellence initiatives, and Managed Competition. As such, the Performance & Analytics Department works with all of the Mayoral departments to implement data-driven solutions and improve the efficiency and effectiveness of the City's service delivery practices and management structures.

### Analytics

The Performance & Analytics Department provides the City with internal consulting services that center on making effectiveness improvements. In its operational excellence projects, Performance & Analytics staff reviews department practices and policies to determine the most efficient way to conduct business, help multiple departments determine how to consolidate the delivery of redundant services, and realize the maximum potential of new technologies that the City has implemented. Key to this work is an emphasis on data-driven solutions. Performance & Analytics staff is responsible for conducting data gathering and analysis to help the City organization improve its use of statistical and data management techniques.

Performance & Analytics staff also ensures that the City implements Managed Competition in accordance with its policies and process. The voters expressed their support for competitive government within the City of San Diego through their approval of Proposition C in November 2006. Accordingly, the City is committed to delivering quality services to taxpayers, residents, and visitors in the most economical and efficient way possible. Managed Competition is a structured process that allows public sector employees to compete openly and fairly with independent contractors to deliver services. This strategy recognizes the high quality and potential of public sector employees and seeks to tap their creativity, experience, and resourcefulness by giving them the opportunity to structure organizations and processes in ways similar to best practices in competitive businesses while still being compatible with public sector realities.

### Performance Management

The City of San Diego's performance management efforts include the use of strategic planning and performance monitoring with the goal of creating a more strategically oriented organization that optimizes its operations to serve the City's residents in the most effective and efficient way possible. These efforts are meant to operate on a continuum

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of planning, management, measurement, adjusting or responding, and re-planning. They are designed to infuse accountability for performance into City services at every level of the organization; improve communication throughout the City; instill accountability; and support data-based decision-making, especially with respect to the City's budget process.

## Strategic Planning Process

Being strategic and proactive in its approach to governance is integral to achieving the City's goals. Strategic planning enables the City to map its goals and manage the tools and resources necessary for achieving them. The strategic planning process takes a top-down approach beginning with the formulation of the City Strategic Plan at the citywide level and subsequent development of tactical plans at the department level. This process is intended to occur every year to reflect the organization's priorities and areas of focus.

## City Strategic Plan

The City Strategic Plan charts the strategic direction of the City. It contains the City's mission, vision, goals, objectives, and performance measures. The City Strategic Plan is a product of collaboration between City leadership and subject matter experts from across all departments. It communicates the Mayor's priorities and provides a strategic framework for the strategies and activities of the departments.

## Department Tactical Plans

Another part of the overall strategic planning process involves the development and maintenance of department tactical plans for all Mayoral departments. These are strategic plans at the department level that include the following elements: mission and vision statements, goals, objectives, performance measures, and targets. Tactical plans are designed to be reviewed and updated for each budget cycle. The annual review enables departments to determine the strategic direction for each fiscal year and ensure that it is aligned with the City's overall strategic direction and departments' resource requests.

## Performance Measures

The City of San Diego wants to not only describe the size or scale of its efforts (outputs), but also the impact of those efforts (outcomes). It does this through the use of performance measures.

Each Mayoral department (and some non-Mayoral ones) maintains a list of key performance indicators, which can be seen in their respective department budget narrative. For the Fiscal Year 2015 Adopted Budget, each performance indicator includes data for three fiscal years: Fiscal Year 2013 actuals, Fiscal Year 2014 actuals, and Fiscal Year 2015 targets. This performance data enables the reader to understand how each department is using the resources it has been given. It also helps improve the transparency of the City's budget, the ease of communication around budget issues, and internal accountability.

Performance & Analytics staff works with departments to develop, collect, and report on performance measures citywide. The Department also works with Financial Management in the production of Volume II of the City's Proposed and Adopted Budget documents.

A complete, in-depth review of the current City Strategic Plan and all performance measures will be done during Fiscal Year 2015. These future efforts will help aid in the development of new City, branch, and department goals, objectives, and outcome-based performance measures.

## Emerging Issues

The Department's new and existing functions will not only help create more accountability and transparency in City government, it will help the Mayor implement his priorities, citywide initiatives, and other specialized areas of focus.

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The Department's mission is:

*To empower City employees and elected officials to serve the public through increased transparency, efficiency, and accountability*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department:

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

To achieve this goal, the Department intends to perform the following objectives:

- Encourage strategic and tactical planning
- Stimulate collaborative, creative problem solving
- Advance the knowledge of performance management tools
- Improve citywide efficiency and effectiveness

### ***Goal 2: Promote data-driven accountability***

To achieve this goal, the Department intends to perform the following objectives:

- Develop a citywide structure of accountability
- Champion the importance of collecting, managing, and using data

### ***Goal 3: Increase transparency through open data***

To achieve this goal, the Department intends to perform the following objective:

- Champion the sharing and publishing of data with the public and within the organization

## Key Performance Indicator

Performance Measure	Actual FY2013	Actual FY2014	Target FY2015
1. Amount of annual cost savings resulting from Managed Competition	\$1.5M	\$9.0M <sup>1</sup>	\$9.0M

1. The \$9.0 million in cost savings is comprised of the following: Publishing Services: \$1.0 million; Street Sweeping: \$0.5 million; Landfill Services: \$3.5 million; and Fleet Services: \$4.0 million.

## Service Efforts and Accomplishments

As part of the governmental operations improvement effort approved by Council in October 2013, the City retained Huron Consulting Group, a nationally renowned public sector efficiency expert to evaluate and improve government operations and protect the taxpayer's investment. Huron Consulting has assessed opportunities for improvement in five areas: Managed Competition, procurement, fleet services, management of real estate assets, and open data. Performance & Analytics staff will work to implement Huron's recommendations during Fiscal Year 2015.

Mayor Faulconer has announced a new program for Fiscal Year 2015 called *San Diego Works* to challenge employees and management to collaborate and submit cost-saving and operational streamlining ideas that will result in additional funding for neighborhood reinvestment.

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*San Diego Works* is the next chapter in the City's recent history of government reforms that make more tax dollars available for community projects and services, such as street repairs and public safety. The initiative proposes to spur innovative ideas that reduce operational costs by offering City employees rewards and recognition for outstanding efficiency proposals that save money or allow for enhanced services to taxpayers that benefit neighborhoods.

Complementing this effort, the Mayor also announced that he will work with City labor organizations to streamline the Managed Competition Program by implementing 24 recommendations from the Huron Consulting Group.

In addition to overseeing implementation of *San Diego Works* and an improved Managed Competition process, the Performance & Analytics Department will also continue working on other efforts to improve City operations, such as performance measurement and the implementation of the City's Open Data Program, which is expected to be considered by City Council for approval in the first quarter of Fiscal Year 2015.

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## Department Summary

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
FTE Positions (Budgeted)	7.75	0.00	8.00	8.00
Personnel Expenditures	\$ 597,029	\$ -	\$ 1,246,461	\$ 1,246,461
Non-Personnel Expenditures	85,515	-	190,745	190,745
<b>Total Department Expenditures</b>	<b>\$ 682,544</b>	<b>\$ -</b>	<b>\$ 1,437,206</b>	<b>\$ 1,437,206</b>
<b>Total Department Revenue</b>	<b>\$ 24</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## General Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Performance and Analytics	\$ 682,544	\$ -	\$ 1,437,206	\$ 1,437,206
<b>Total</b>	<b>\$ 682,544</b>	<b>\$ -</b>	<b>\$ 1,437,206</b>	<b>\$ 1,437,206</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Performance and Analytics	7.75	0.00	8.00	8.00
<b>Total</b>	<b>7.75</b>	<b>0.00</b>	<b>8.00</b>	<b>8.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Performance and Analytics</b> Transfer of the Business Office Section of the Office of the Assistant Chief Operating Officer to the Performance and Analytics Department.	6.00	\$ 996,307	\$ -
<b>Performance and Analytics Director</b> Addition of 1.00 Department Director to lead the Performance and Analytics Department.	1.00	218,189	-
<b>Addition of Open Data Officer</b> Addition of 1.00 Program Manager to serve as the Open Data Officer.	1.00	201,605	-
<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	20,486	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	619	-
<b>Total</b>	<b>8.00</b>	<b>\$ 1,437,206</b>	<b>\$ -</b>

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## Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 346,252	\$ -	\$ 738,803	\$ 738,803
Fringe Benefits	250,777	-	507,658	507,658
<b>PERSONNEL SUBTOTAL</b>	<b>597,029</b>	<b>-</b>	<b>1,246,461</b>	<b>1,246,461</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 7,265	\$ -	\$ 1,650	\$ 1,650
Contracts	22,826	-	165,490	165,490
Information Technology	27,481	-	619	619
Energy and Utilities	10,254	-	2,500	2,500
Other	2	-	-	-
Transfers Out	17,687	-	20,486	20,486
<b>NON-PERSONNEL SUBTOTAL</b>	<b>85,515</b>	<b>-</b>	<b>190,745</b>	<b>190,745</b>
<b>Total</b>	<b>\$ 682,544</b>	<b>\$ -</b>	<b>\$ 1,437,206</b>	<b>\$ 1,437,206</b>

## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Charges for Services	\$ 24	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 24</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000119	Associate Management Analyst	2.00	0.00	0.00	\$54,059 - \$65,333	\$ -
20001101	Department Director	0.00	0.00	1.00	59,155 - 224,099	130,000
20000924	Executive Secretary	1.00	0.00	0.00	43,555 - 52,666	-
20001222	Program Manager	2.00	0.00	3.00	46,966 - 172,744	319,750
20000015	Senior Management Analyst	2.00	0.00	3.00	59,363 - 71,760	208,403
20000970	Supervising Management Analyst	0.75	0.00	1.00	66,768 - 80,891	80,650
<b>FTE, Salaries, and Wages Subtotal</b>		<b>7.75</b>	<b>0.00</b>	<b>8.00</b>		<b>\$ 738,803</b>
		FY2013 Actual	FY2014 Budget	FY2015 Adopted		FY2014–2015 Change

## Fringe Benefits

Employee Offset Savings	\$ 8,029	\$ -	\$ 17,334	\$ 17,334
Flexible Benefits	29,134	-	56,678	56,678
Long-Term Disability	2,054	-	2,540	2,540
Medicare	5,181	-	10,711	10,711
Other Post-Employment Benefits	30,278	-	48,528	48,528
Retiree Medical Trust	-	-	169	169
Retirement ADC	146,402	-	316,609	316,609
Retirement Offset Contribution	532	-	-	-
Risk Management Administration	4,899	-	7,576	7,576
Supplemental Pension Savings Plan	18,197	-	39,332	39,332
Unemployment Insurance	1,042	-	1,455	1,455



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	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Workers' Compensation	5,029	-	6,726	6,726
<b>Fringe Benefits Subtotal</b>	<b>\$ 250,777</b>	<b>\$ -</b>	<b>\$ 507,658</b>	<b>\$ 507,658</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,246,461</b>	



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