

## **Performance & Analytics**



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## Department Description

The Performance & Analytics Department, a new department created in Fiscal Year 2015, is charged with improving the efficiency and effectiveness of the City's service delivery practices and management structures. The Department improves City operations through programs and initiatives such as Open Data, Efficiency and Operational Excellence, Managed Competition, and Performance Management.

### Open Data

The City is committed to the principles of open, accessible, efficient, and transparent government and the use of technology to help put those principles into practice.

The purpose of the Open Data Program is to make City operations more transparent and accountable while allowing the public to identify, create, and develop solutions for improving government services.

Empowerment, efficiency, and economic development are the main pillars of the Open Data Program:

- Taxpayers will benefit from a more efficient government that is capable of providing high quality public services most economically and efficiently through the use of data-driven decisions.
- Residents, business, and visitors who use applications will be empowered and connected to their City because government information will be readily available.
- City employees will become more efficient with immediate access to data across the City.
- Application engineers will be able to start businesses and help City customers by creating useful tools that contribute to the local economy.

Government data belongs to the taxpayer. By releasing information in consumable and reusable formats, the amount of time to respond to public requests for data can be streamlined to the benefit of the public and City employees alike.

### Efficiency and Operational Excellence

The City of San Diego is committed to providing high-quality public services to taxpayers, residents, businesses, and visitors in the most economical and efficient manner. This goal may be achieved via benchmarking, employee incentive programs, insourcing, outsourcing, and managed competition. The Performance & Analytics Department

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oversees implementation of initiatives that drive the City's success in fulfilling this goal such as the managed competition process, the San Diego Works program, and other operational excellence efforts.

**San Diego Works.** In Fiscal Year 2015, Mayor Faulconer announced the new San Diego Works program to challenge employees, labor organizations, and management to collaborate and submit cost-saving and operational streamlining ideas that will result in additional funding for neighborhood reinvestment. San Diego Works is a new chapter in the City's recent history of government reforms. The initiative proposes to spur innovative ideas that reduce operational costs or improve customer service by offering City employees rewards and recognition for outstanding proposals that save money or allow for enhanced services to taxpayers with an emphasis on incorporating the improvements into the Fiscal Year 2016 budget.

## Performance Management

The City's performance management efforts integrate strategic planning and performance monitoring efforts with the budget decision-making process. The goal is to create a more strategically-oriented organization that optimizes its operations to serve the City's residents in the most effective and efficient way possible. The City's performance management efforts are designed to infuse accountability for performance into City services at every level of the organization, as well as improve communication throughout the City and support data-based decision-making.

The use of performance management is intended to ensure that the City creates and adheres to its goals and priorities. The use of 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 branch and department levels.

**Performance Indicators.** To measure the City's progress in meeting goals and objectives, the City uses performance indicators that show both workload and performance against expectations. For Fiscal Year 2016, the City has a new set of citywide performance indicators that measure how well it is doing in achieving its goals and objectives. They can be found in the 'Performance Management' section of Volume I.

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 focuses on 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 focuses on the following objectives:

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

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## Goal 3: Increase transparency through open data

To achieve this goal, the Department focuses on the following objectives:

- Champion the sharing and publishing of data with the public and within the organization
- Release data to the public via a strategic and predictable process

## Key Performance Indicators

Performance Indicator	Actual FY2014	Target FY2015	Actual FY2015	Target FY2016
1. Amount of annual cost savings attributed to Managed Competition	\$9.0M <sup>1</sup>	\$9.0M <sup>1</sup>	\$9.0M <sup>2</sup>	\$9.0M <sup>2</sup>
2. Percentage of departments preparing for publication of high-value data sets to the web portal	N/A <sup>3</sup>	N/A <sup>3</sup>	N/A <sup>4</sup>	20%

1. The \$9.0 million in cost savings reflects budgetary reductions taken during the first fiscal year after which the winning proposal was announced. The budgetary reductions for the competitions are as follows: Publishing Services: \$1.0 million; Street Sweeping: \$0.5 million; Landfill Services: \$3.5 million; and Fleet Services: \$4.0 million.
2. For various reasons, including legally required meet-and-confer, not all competitions were implemented at the time the winning proposal was announced. Fleet Services was considered fully implemented as of January 2015; as such, the amount of cost savings attributable to Managed Competitions may change in the future. Performance & Analytics will continue to review new data regarding cost savings as it becomes available.
3. The Open Data Policy was adopted in December 2014. As such, there are no Fiscal Year 2014 actuals to report.
4. Between January and June 2015, all departments (both mayoral and non-mayoral) were involved in compiling the City's first data inventory. Preparing for publishing high value data sets to the web portal is an activity that will be initiated in Fiscal Year 2016. Therefore, there are no actuals to report for Fiscal Year 2015.

## Service Efforts and Accomplishments

**Open Data.** On January 2, 2014, the City Council approved Resolution No. R-308684 in support of creating an open data policy to allow for making City data available online using open standards. The Open Data Policy was developed and presented to the Economic Development & Intergovernmental Relations Committee on July 2, 2014 where it was unanimously approved.

On December 16, 2014, shortly after Mayor Faulconer appointed the City's first Chief Data Officer, the City Council passed the Open Data Policy marking a significant milestone in the City's open government efforts.

Since January 1, 2015, the Open Data Program has accomplished the following:

- Consistent with the policy timeline, the inventory guidelines were issued on March 9 (days before the March 31, 2015 deadline).
- By creating the City's first ever data inventory, Performance & Analytics was able to help the City:
  - o Collect base level attributes about its data
  - o Create a base knowledge of information at the City's disposal
  - o Establish a group of information coordinators across the departments
  - o Identify individuals currently working with specific sets of data
  - o Begin to establish a common body of knowledge about what data is
  - o Understand which software systems are authoritative for various pieces of information

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- Performance & Analytics is enhancing the City's engagement with the civic hacking community and other interested stakeholders. For example, the City participated in the National Day of Civic Hacking by co-hosting three events on June 5<sup>th</sup>-6<sup>th</sup>, 2015.

In Fiscal Year 2016, the City will publish technical guidelines for data management and engage with stakeholders to identify high value data sets to include in the City's open data portal set for launch by July 1, 2016. The City will also dedicate resources towards developing visualizations and tools for the public to navigate various City data.

**San Diego Works.** Employees responded enthusiastically to the new San Diego Works program with over 550 employees involved in submitting over 250 San Diego Works proposals by the November 15, 2014 deadline. Initial evaluation results of proposals to be implemented in Fiscal Year 2016 and beyond were compiled and presented in May 2015 to the Budget & Government Efficiency Committee. The initial batch of 100 approved proposals represents a total of about \$1.3 million in average annual net savings over the period from Fiscal Year 2016 through Fiscal Year 2021. The budgetary reductions included in the May Revision to the Fiscal Year 2016 budget total \$476,000. In Fiscal Year 2016, Performance & Analytics will evaluate the remaining proposals and monitor implementation.

**Operational Excellence.** In December 2014, Performance & Analytics sponsored a Lean Six Sigma Green Belt training class which introduced continuous process improvement principles to a cohort of 32 City employees representing 17 City departments. In Fiscal Year 2016, Performance & Analytics will continue to collaborate with this cohort to disseminate continuous process improvement throughout the City. In addition, by the end of Fiscal Year 2016, seven Performance & Analytics Department employees will have obtained Lean Six Sigma Black Belt certification.

In Fiscal Year 2016, Performance & Analytics will also be reviewing the City's overarching policies and procedures. It is anticipated that staff will coordinate with internal stakeholders to formulate a streamlined set of governing documents to guide City employees in the conduct of their daily duties. Having an up-to-date and simplified set of processes, procedures, and work instructions will ease employee training and understanding of their duties in addition to providing a stable base against which to measure performance and implement future improvement initiatives.

**Performance Management.** A new City Strategic Plan was created for Fiscal Years 2016-2020. With a five year lifecycle, it is designed to be evaluated annually and updated as necessary in order to respond to new challenges, demands of City residents, and unexpected changes (e.g., economic, physical) to the environment. Since the City has not focused on comprehensive strategic planning or performance management in the past, Mayor Faulconer formed a special team whose purpose was to develop a new City Strategic Plan.

The team was comprised of the entire Executive Management Team and the Mayor's Office. Support for this effort was provided by the Performance & Analytics Department. The meetings were facilitated by Dr. Kenneth Blanchard and his associate, Matthew Booker. Dr. Blanchard is considered to be one of the most influential leadership experts in the world and is respected for his expertise in the fields of leadership and management.

From September to December 2014, the team spent over 200 hours developing the City Strategic Plan. At every stage of development, team members shared the content with key personnel from their respective departments. In addition, recognized employee organizations were provided with opportunities to review and comment on the content. The result, the Fiscal Year 2016-2020 City Strategic Plan, can be found in the 'Performance Management' section of Volume I.

In Fiscal Year 2015, the City's strategic planning process has expanded to include tactical plans for the City's operational branches: Finance, Infrastructure/Public Works, Internal Operations, Neighborhood Services, Fire-Rescue, and Police. Branch tactical plans are strategic plans at the business center (or 'branch' level) and are intended to govern groups of departments. Branch tactical planning was scheduled to conclude by the end of July 2015.<sup>1</sup>

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1. The Deputy Chief Operating Officer for the Infrastructure/Public Works Branch was filled in July 2015. As such, the tactical plan for this branch will be completed by January 2016.

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In Fiscal Year 2016, all mayoral departments will develop their own tactical plans. Each department will form a team devoted to producing a plan by January 2016. Additionally, the Performance & Analytics Department is conducting a citywide review of existing department indicators which may result in new or modified indicators in the Fiscal Year 2017 Proposed Budget.



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## Department Summary

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
FTE Positions (Budgeted)	0.00	8.00	11.00	3.00
Personnel Expenditures	\$ -	\$ 1,246,461	\$ 1,558,900	\$ 312,439
Non-Personnel Expenditures	-	190,745	409,194	218,449
<b>Total Department Expenditures</b>	<b>\$ -</b>	<b>\$ 1,437,206</b>	<b>\$ 1,968,094</b>	<b>\$ 530,888</b>
<b>Total Department Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## General Fund

### Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Performance & Analytics	\$ -	\$ 1,437,206	\$ 1,968,094	\$ 530,888
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,437,206</b>	<b>\$ 1,968,094</b>	<b>\$ 530,888</b>

### Department Personnel

	FY2014 Budget	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Performance & Analytics	0.00	8.00	11.00	3.00
<b>Total</b>	<b>0.00</b>	<b>8.00</b>	<b>11.00</b>	<b>3.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Addition of Program Coordinator</b> Addition of 1.00 Program Coordinator and associated non-personnel expenditures to assist the Chief Data Officer and support the City's open data efforts.	1.00	\$ 174,915	\$ -
<b>Addition of Program Coordinator</b> Addition of 1.00 Program Coordinator and associated non-personnel expenditures to implement a user-focused customer service delivery model.	1.00	174,915	-
<b>Performance Dashboard/Open Budget Tool</b> Addition of contractual expenditures for the creation and support of an online performance dashboard and online open budget tool to further the City's transparency initiatives and open data efforts.	0.00	100,000	-
<b>Resident Satisfaction Survey</b> Addition of non-personnel expenditures for a resident satisfaction survey in support of the City's Strategic Plan and other performance management efforts.	0.00	80,000	-
<b>Addition of Word Processing Operator</b> Addition of 1.00 Word Processing Operator and associated non-personnel expenditures to provide support for performance management and open data efforts, and the City's operational excellence initiatives.	1.00	52,629	-

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## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<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	18,974	-
<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	8,525	-
<b>Addition of Training Expenditures</b> Addition of non-personnel expenditures for annual training for staff.	0.00	5,000	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2015 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(84,070)	-
<b>Total</b>	<b>3.00</b>	<b>\$ 530,888</b>	<b>\$ -</b>

## Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ -	\$ 738,803	\$ 1,052,583	\$ 313,780
Fringe Benefits	-	507,658	506,317	(1,341)
<b>PERSONNEL SUBTOTAL</b>	-	<b>1,246,461</b>	<b>1,558,900</b>	<b>312,439</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ -	\$ 1,650	\$ 4,300	\$ 2,650
Contracts	-	185,437	372,816	187,379
Information Technology	-	619	19,593	18,974
Energy and Utilities	-	3,039	12,485	9,446
<b>NON-PERSONNEL SUBTOTAL</b>	-	<b>190,745</b>	<b>409,194</b>	<b>218,449</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,437,206</b>	<b>\$ 1,968,094</b>	<b>\$ 530,888</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001101	Department Director	0.00	1.00	1.00	\$59,155 - \$224,099	\$ 130,000
20001234	Program Coordinator	0.00	0.00	2.00	23,005 - 137,904	275,808
20001222	Program Manager	0.00	3.00	3.00	46,966 - 172,744	319,750
20000015	Senior Management Analyst	0.00	3.00	3.00	59,363 - 71,760	214,643
20000970	Supervising Management Analyst	0.00	1.00	1.00	66,768 - 80,891	80,891
20000756	Word Processing Operator	0.00	0.00	1.00	31,491 - 37,918	31,491
<b>FTE, Salaries, and Wages Subtotal</b>		<b>0.00</b>	<b>8.00</b>	<b>11.00</b>		<b>\$ 1,052,583</b>

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	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ -	\$ 17,334	\$ 9,856	\$ (7,478)
Flexible Benefits	-	56,678	91,612	34,934
Long-Term Disability	-	2,540	3,433	893
Medicare	-	10,711	15,264	4,553
Other Post-Employment Benefits	-	48,528	64,746	16,218
Retiree Medical Trust	-	169	1,572	1,403
Retirement 401 Plan	-	-	1,300	1,300
Retirement ADC	-	316,609	222,350	(94,259)
Risk Management Administration	-	7,576	11,550	3,974
Supplemental Pension Savings Plan	-	39,332	71,517	32,185
Unemployment Insurance	-	1,455	1,967	512
Workers' Compensation	-	6,726	11,150	4,424
<b>Fringe Benefits Subtotal</b>	<b>\$ -</b>	<b>\$ 507,658</b>	<b>\$ 506,317</b>	<b>\$ (1,341)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,558,900</b>	



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