

Analytics and Performance Management



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Analytics and Performance Management



Department Description

The Department of Analytics and Performance Management is responsible for supporting the improvement of City operations through long-term strategic initiatives, including strategic planning, performance measurement and management, operational excellence initiatives, and Managed Competition. As such, the Department of Analytics and Performance Management 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 Department of Analytics and Performance Management provides the City with internal consulting services that center on making effectiveness improvements. In its operational excellence projects, 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. The Analytics staff is responsible for conducting data gathering and analysis to help the City organization improve its use of statistical and data management techniques.

Analytics staff also ensures that the City implements the Managed Competition Program 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 of San Diego 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 (normally private-sector firms) for the right 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.

- ***The 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.

- ***The 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 Proposed Budget, each performance indicator includes data for three fiscal years: Fiscal Year 2013 actuals, Fiscal Year 2014 estimates, 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.

The Analytics and Performance Management 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, department tactical plans, and all performance measures will be done during Fiscal Year 2015 for inclusion in the Fiscal Year 2016 budget in order to reflect the Mayor's areas of focus. These future efforts will result in new City and department goals, objectives, and outcome-based performance measures.

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Emerging Issues

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

Key Performance Indicator

Performance Measure	Actual FY2013	Estimated FY2014	Target FY2015
1. Amount of cost savings resulting from Managed Competition	\$1.5M	\$1.5M ¹	\$11.1M ¹

1. Managed Competition results for Landfill Services and Fleet Services have not been officially implemented in Fiscal Year 2014. Therefore, anticipated savings resulting from their implementation have been removed from the Estimated Fiscal Year 2014 figure. However, the anticipated savings are included in the Target Fiscal Year 2015 figure (Publishing Services: \$1.0 million; Street Sweeping: \$0.5 million; Landfill Services: \$5.6 million; Fleet Services: \$4.0 million). The figures are as published in the Fiscal Year 2014 Adopted Budget and will be updated upon the completion of the meet and confer process and the resolution of other pending issues prior to implementation.

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. Analytics staff will work to implement Huron's recommendations during Fiscal Year 2015.

In mid-Fiscal Year 2014, Analytics staff began a thorough operational excellence project with the Field Engineering Division of the Public Works Department. This project examines key services, business processes, and resources to improve the organization's operational and financial stability and to prepare the organization for the future. The operational excellence study involves the following:

- Evaluating the business context for Field Engineering—what is changing in the operating environment and what are the trends in demand for its services;
- Defining the organization's desired state and key goals for excellence in service delivery and organizational resiliency;
- Analyzing existing and alternative processes, organizational structures, and resources to meet the organization's goals; and
- Developing strategic recommendations and a road map for moving forward.

In Fiscal Year 2015, Analytics staff will assist other City functions with operational excellence projects in order to improve efficiency, effectiveness, and customer service. Specific projects will be selected based on needs identified in the strategic and tactical planning processes.



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Department Summary

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
FTE Positions (Budgeted)	7.75	0.00	7.00	7.00
Personnel Expenditures	\$ 597,029	\$ -	\$ 1,030,149	\$ 1,030,149
Non-Personnel Expenditures	85,515	-	190,745	190,745
Total Department Expenditures	\$ 682,544	\$ -	\$ 1,220,894	\$ 1,220,894
Total Department Revenue	\$ 24	\$ -	\$ -	\$ -

General Fund

Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Department of Analytics and Performance Management	\$ 682,544	\$ -	\$ 1,220,894	\$ 1,220,894
Total	\$ 682,544	\$ -	\$ 1,220,894	\$ 1,220,894

Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Department of Analytics and Performance Management	7.75	0.00	7.00	7.00
Total	7.75	0.00	7.00	7.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Analytics and Performance Management Transfer of the Business Office Section of the Office of the Assistant Chief Operating Officer to the Analytics and Performance Management Department.	6.00	\$ 997,797	\$ -
Addition of Open Data Officer Addition of 1.00 Program Manager to serve as the Open Data Officer.	1.00	201,992	-
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	20,486	-
Equipment/Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	619	-
Total	7.00	\$ 1,220,894	\$ -

Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
PERSONNEL				
Personnel Cost	\$ 346,252	\$ -	\$ 608,803	\$ 608,803

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Expenditures by Category (Cont'd)

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change
Fringe Benefits	250,777	-	421,346	421,346
PERSONNEL SUBTOTAL	597,029	-	1,030,149	1,030,149
NON-PERSONNEL				
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
NON-PERSONNEL SUBTOTAL	85,515	-	190,745	190,745
Total	\$ 682,544	\$ -	\$ 1,220,894	\$ 1,220,894

Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change
Charges for Services	\$ 24	\$ -	\$ -	\$ -
Total	\$ 24	\$ -	\$ -	\$ -

Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Proposed	Salary Range	Total
FTE, Salaries, and Wages						
20000119	Associate Management Analyst	2.00	0.00	0.00	\$54,059 - \$65,333	\$ -
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
FTE, Salaries, and Wages Subtotal		7.75	0.00	7.00		\$ 608,803
		FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change	
Fringe Benefits						
	Employee Offset Savings	\$ 8,029	\$ -	\$ 13,434	\$ 13,434	
	Flexible Benefits	29,134	-	48,459	48,459	
	Long-Term Disability	2,054	-	2,106	2,106	
	Medicare	5,181	-	8,826	8,826	
	Other Post-Employment Benefits	30,278	-	42,560	42,560	
	Retiree Medical Trust	-	-	169	169	
	Retirement ADC	146,402	-	256,381	256,381	
	Retirement Offset Contribution	532	-	-	-	
	Risk Management Administration	4,899	-	7,196	7,196	
	Supplemental Pension Savings Plan	18,197	-	35,367	35,367	
	Unemployment Insurance	1,042	-	1,206	1,206	
	Workers' Compensation	5,029	-	5,642	5,642	
Fringe Benefits Subtotal		\$ 250,777	\$ -	\$ 421,346	\$ 421,346	
Total Personnel Expenditures				\$ 1,030,149		