

Performance and Analytics



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Description

Our team members are data analysts, project managers, researchers, designers, and community members. We track progress and achieve results. Through a commitment to data, transparency, equity, and innovation, we aim to change how residents engage with the City of San Diego and how employees deliver services to our communities. As self-proclaimed data nerds who work in local government, we often use strangely specific words to describe what we do. At the end of the day, our job is to make City services more efficient and accessible. We do that through data collection and analysis, strategic planning, customer engagement, and a lot of research.

The vision is:

A City that can confidently confront the complex and uncertain challenges of today and tomorrow.

The mission is:

We discover, innovate, and optimize to help City employees better serve San Diegans.

Goals and Objectives

Goal 1: Build the City's capacity to respond to change

- Drive citizen and staff engagement
- Create and promote sustainable innovation
- Improve data accessibility and use

Goal 2: Transform the way the City works

- Modernize and streamline City processes and technology
- Improve how the City pursues and develops digital services
- Equip City leadership with the insights they need to improve the employee experience
- Build organizational capability to solve people, process, technology, or policy issues

Performance and Analytics

Goal 3: Improve the quality of City decision making

- Champion diversity and collaboration
- Leverage analytics and insights as key tools for driving organizational decision-making
- Institutionalize learning and effective knowledge management
- Foster the development of strategy in driving the City’s near- and long-term actions

Goal 4: Develop and support a team capable of tackling the realities of operating a local government.

- Nurture the development of key department knowledge, skills, and abilities
- Ensure each team member has the tools they need to effectively do their work
- Support each team member to reach their full potential while on the team
- Create cross-functional, integrated project teams that maximize the strengths of each of our divisions and teammates
- Effectively manage the department portfolio of projects to ensure projects align with department/City goals and are appropriately managed

Budget Equity Impact Statement	
Budget Equity Lens Summary Base Budget	Budget Equity Lens Summary Budget Adjustment
<p><i>Is there an opportunity to adjust the department’s ongoing Base Budget to address disparity?</i></p> <p>Yes</p> <p>Reviewing accessibility and availability of public-interest data via the Open Data Portal. Assessing the digital service offerings through Get It Done, and more broadly, the City’s overall customer experience and customer experience strategy. Analyzing City services, in collaboration with service-providing departments, to determine how resources and work are prioritized, assigned, utilized, and performed throughout all of San Diego’s communities. Improving the integration of equity into the City’s strategic management system and the development of the City Strategic Plan.</p>	<p><i>Do the Budget Adjustments address a disparity?</i></p> <p>Yes</p> <p>All of the Performance & Analytics department’s budget adjustments will address disparities that align with the following Tactical Equity Plan goals: Building the City’s capacity to respond to change; Transforming the way the City works; Improving the quality of City decision making. Adjustment #1: Medallia – Sentiment and Engagement Platform Equity Lens Response: All employees should have a voice in their organization and a way to convey feedback to the City about how it is performing as an employer. Since 2020, the City has utilized the Medallia platform to survey both City customers and staff about their experiences with City services and employment, respectively. The partial funding of this platform will assist City leadership in addressing disparities in access to feedback mechanisms. This feedback, in turn, influences the changes and improvements made to City operations. By capturing more voices in this process, the solutions developed by the City will be more inclusive and representative of employee and customer needs. The platform increases access to feedback mechanisms in two ways: first, by providing another channel by which employees can</p>

Performance and Analytics

Budget Equity Impact Statement	
	<p>provide feedback and, secondly, by scale – providing the platform on a Citywide basis, which supports departments who previously may not have had resources to conduct regular surveys of their employees or customers. Adjustment #2: Position Request - 1.0 FTE Equity Lens response: The addition of 1.0 FTE will ensure that, as the City continues to expand efforts to improve public services, implementation is conducted effectively and equitably. This 1.0 FTE will support improvements to customer service in the Public Utilities Department. This position will coordinate and collaborate with customer departments to ensure that improvement and implementation efforts are conducted in a manner that produces equitable outcomes for staff members within the department, as well as residents impacted by the department's services.</p>

Key Performance Indicators

Performance Indicator	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimate	Goal
Downloads of Get It Done mobile app	77,117	109,000	125,730	174,500	206,700	243,700
Active Get It Done customers as a percent of total City population	9.50 %	9.20 %	10.20 %	9.76 %	10.17 %	10.36 %
Number of public-facing services available through Get It Done platform ¹	53	56	61	61	65	TBD
Data Portal utilization rate	0.75	0.88	0.71	0.44	0.69	0.75
Number of data projects completed to inform City decisions or support operations	18	40	61	28	30	60

1. City is updating Get It Done/digital services roadmap to calculate this target.

Performance and Analytics

Department Summary

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
FTE Positions (Budgeted)	15.00	17.00	18.00	1.00
Personnel Expenditures	\$ 2,493,765	\$ 2,910,478	\$ 3,213,763	\$ 303,285
Non-Personnel Expenditures	2,109,849	2,466,360	2,024,336	(442,024)
Total Department Expenditures	\$ 4,603,615	\$ 5,376,838	\$ 5,238,099	\$ (138,739)
Total Department Revenue	\$ 743	\$ -	\$ 175,167	\$ 175,167

General Fund

Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Performance & Analytics	\$ 4,603,615	\$ 5,376,838	\$ 5,238,099	(138,739)
Total	\$ 4,603,615	\$ 5,376,838	\$ 5,238,099	(138,739)

Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Performance & Analytics	15.00	17.00	18.00	1.00
Total	15.00	17.00	18.00	1.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
PUD Customer Service Support Addition of 1.00 Program Coordinator for Public Utilities Department's Customer Service Support.	1.00	\$ 179,090	\$ 175,167
Employee and Customer Experience Addition of non-personnel expenditures associated with Citywide Employee Experience (EX) and Customer Experience (CX) quantitative and qualitative data collection and analysis.	0.00	150,000	-
Salary and Benefit Adjustments 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	124,195	-
Support for Information Technology Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	51,328	-
One-Time Additions and Annualizations Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2023.	0.00	(150,000)	-

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	0.00	(493,352)	-
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.			
Total	1.00	\$ (138,739)	\$ 175,167

Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
PERSONNEL				
Personnel Cost	\$ 1,713,652	\$ 2,088,712	\$ 2,275,952	187,240
Fringe Benefits	780,113	821,766	937,811	116,045
PERSONNEL SUBTOTAL	2,493,765	2,910,478	3,213,763	303,285
NON-PERSONNEL				
Supplies	\$ 8,064	\$ 8,100	\$ 8,100	-
Contracts & Services	878,135	751,274	553,102	(198,172)
<i>External Contracts & Services</i>	<i>728,827</i>	<i>520,347</i>	<i>370,347</i>	<i>(150,000)</i>
<i>Internal Contracts & Services</i>	<i>149,308</i>	<i>230,927</i>	<i>182,755</i>	<i>(48,172)</i>
Information Technology	738,407	1,129,093	1,330,421	201,328
Energy and Utilities	23,828	19,843	29,113	9,270
Other	3,739	3,600	3,600	-
Capital Expenditures	-	100,000	100,000	-
Debt	457,676	454,450	-	(454,450)
NON-PERSONNEL SUBTOTAL	2,109,849	2,466,360	2,024,336	(442,024)
Total	\$ 4,603,615	\$ 5,376,838	\$ 5,238,099	(138,739)

Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Charges for Services	\$ -	\$ -	\$ 175,167	175,167
Other Revenue	743	-	-	-
Total	\$ 743	\$ -	\$ 175,167	175,167

Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Proposed	Salary Range	Total
FTE, Salaries, and Wages						
20001101	Department Director	1.00	1.00	1.00	\$ 83,242 - 315,328	\$ 205,949
20001168	Deputy Director	0.00	1.00	1.00	62,941 - 231,483	170,316
20001234	Program Coordinator	10.00	13.00	14.00	33,904 - 184,808	1,834,387
20001222	Program Manager	4.00	2.00	2.00	62,941 - 231,483	312,414
	Budgeted Personnel					(267,770)
	Expenditure Savings					
	Vacation Pay In Lieu					20,656
FTE, Salaries, and Wages Subtotal		15.00	17.00	18.00		\$ 2,275,952

Performance and Analytics

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Fringe Benefits				
Employee Offset Savings	\$ 5,483	\$ 5,735	\$ 6,420	\$ 685
Flexible Benefits	201,409	220,149	219,273	(876)
Insurance	1,230	-	-	-
Long-Term Disability	7,468	7,238	9,020	1,782
Medicare	25,675	29,989	32,702	2,713
Other Post-Employment Benefits	94,072	96,713	91,440	(5,273)
Retiree Medical Trust	3,644	4,500	4,887	387
Retirement 401 Plan	-	2,194	13,098	10,904
Retirement ADC	264,942	263,263	446,145	182,882
Risk Management Administration	16,833	19,805	20,688	883
Supplemental Pension Savings Plan	148,863	161,645	77,482	(84,163)
Unemployment Insurance	2,547	2,628	2,639	11
Workers' Compensation	7,947	7,907	14,017	6,110
Fringe Benefits Subtotal	\$ 780,113	\$ 821,766	\$ 937,811	\$ 116,045
Total Personnel Expenditures			\$ 3,213,763	