

Performance & Analytics



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Department Description

The Performance & Analytics Department improves the efficiency and effectiveness of the City's service delivery practices and management structures. The Department supports the improvement of City operations and customer service through programs like Operational Excellence, Open Data, Performance Management, and the new 311-style Customer Experience & Service Delivery Program. More information on several of these initiatives is available in Volume I or on the Department's website (www.sandiego.gov/pad).

The Department's mission is:

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

The Department's vision is:

Excellence in municipal service delivery

Goals and Objectives

Goal 1: Facilitate a culture of continuous improvement and innovation

- Perform strategic planning and performance management
- Engage in proactive and collaborative problem-solving
- Provide excellent customer service

Goal 2: Promote data-enabled decision-making and transparency

- Promote and facilitate comprehensive data collection, management, and use
- Share data internally and publish externally

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Key Performance Indicators

Performance Indicator	Actual ¹ FY2015	Target ² FY2016	Actual FY2016	Target FY2017
1. Percentage of key performance indicators (KPIs) published on the performance dashboard	N/A	N/A	N/A ³	19%
2. Percentage of City workforce participating in a Lean Six Sigma process improvement project	N/A	N/A	1%	1%
3. Percentage of overall customer service (rated as “Excellent” or “Good”) provided by City employees per the citywide resident survey	N/A	N/A	62% ⁴	90%
4. Release percentage of high-value datasets to the web portal (cumulative)	N/A	N/A	24%	27%

1. During Fiscal Year 2016, new department tactical plans and key performance indicators were developed. As such, Fiscal Year 2015 data is unavailable.
2. New performance indicators for Fiscal Year 2016. Some baseline data is currently under development.
3. The performance dashboard was released in July 2016. Tracking will begin later in Fiscal Year 2017.
4. This is based on the 2015 Citywide Resident Satisfaction Survey which was completed in December 2015. The results will serve as the new baseline that the City will use as it prepares for its next survey effort tentatively scheduled for November 2017.

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Department Summary

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
FTE Positions (Budgeted)	8.00	11.00	15.00	4.00
Personnel Expenditures	\$ 1,107,484	\$ 1,558,900	\$ 1,828,756	\$ 269,856
Non-Personnel Expenditures	182,661	409,194	1,105,883	696,689
Total Department Expenditures	\$ 1,290,145	\$ 1,968,094	\$ 2,934,639	\$ 966,545
Total Department Revenue	\$ -	\$ -	\$ -	\$ -

General Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Performance & Analytics	\$ 1,290,145	\$ 1,968,094	\$ 2,934,639	\$ 966,545
Total	\$ 1,290,145	\$ 1,968,094	\$ 2,934,639	\$ 966,545

Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Performance & Analytics	8.00	11.00	15.00	4.00
Total	8.00	11.00	15.00	4.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Customer Experience and Service Delivery Program Addition of 2.00 Program Coordinators, 1.00 Program Manager, and associated non-personnel expenditures to support the development and deployment of the 311-style Customer Experience and Service Delivery Program.	3.00	\$ 712,829	\$ -
Customer Experience and Service Delivery System Addition of non-personnel expenditures to support the implementation of the 311-style Customer Experience and Service Delivery System.	0.00	400,000	-
Addition of Program Coordinator Addition of 1.00 Program Coordinator and associated non-personnel expenditures to expand Open Data initiatives and analytics.	1.00	113,483	-
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	16,474	-
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	8,215	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Employee Rewards and Recognition Program Addition of Non Personnel Expenditures to comply with the Employee Rewards and Recognition Program per Administrative Regulation 95.91.	0.00	5,000	-
Expenditure Reductions Reduction of non-personnel expenditures associated with contractual services.	0.00	(25,000)	-
One-Time Reductions and Annualizations Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2016.	0.00	(80,000)	-
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2016 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	(184,456)	-
Total	4.00	\$ 966,545	\$ -

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
PERSONNEL				
Personnel Cost	\$ 695,187	\$ 1,052,583	\$ 1,184,079	\$ 131,496
Fringe Benefits	412,297	506,317	644,677	138,360
PERSONNEL SUBTOTAL	1,107,484	1,558,900	1,828,756	269,856
NON-PERSONNEL				
Supplies	\$ 1,263	\$ 4,300	\$ 14,500	\$ 10,200
Contracts	111,613	372,816	543,940	171,124
Information Technology	55,826	19,593	27,808	8,215
Energy and Utilities	10,498	12,485	16,035	3,550
Other	3,462	-	3,600	3,600
Capital Expenditures	-	-	500,000	500,000
NON-PERSONNEL SUBTOTAL	182,661	409,194	1,105,883	696,689
Total	\$ 1,290,145	\$ 1,968,094	\$ 2,934,639	\$ 966,545

Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000024	Administrative Aide 2	0.00	0.00	1.00	\$42,578 - \$51,334	\$ 48,827
20001101	Department Director	1.00	1.00	1.00	59,155 - 224,099	150,000
20001234	Program Coordinator	0.00	2.00	5.00	23,005 - 137,904	392,560
20001222	Program Manager	3.00	3.00	4.00	46,966 - 172,744	409,605
20000015	Senior Management Analyst	3.00	3.00	3.00	59,363 - 71,760	212,051
20000970	Supervising Management Analyst	1.00	1.00	1.00	66,768 - 80,891	80,891
20000756	Word Processing Operator	0.00	1.00	0.00	31,491 - 37,918	-

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Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
Budgeted Vacancy Savings						(109,855)
FTE, Salaries, and Wages Subtotal		8.00	11.00	15.00		\$ 1,184,079
		FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change	
Fringe Benefits						
Employee Offset Savings		\$ 9,850	\$ 9,856	\$ 9,994	\$	138
Flexible Benefits		48,390	91,612	156,116		64,504
Long-Term Disability		6,438	3,433	3,763		330
Medicare		10,344	15,264	17,170		1,906
Other Post-Employment Benefits		48,303	64,746	82,802		18,056
Retiree Medical Trust		665	1,572	1,808		236
Retirement 401 Plan		1,343	1,300	1,500		200
Retirement ADC		237,344	222,350	264,697		42,347
Risk Management Administration		6,917	11,550	14,308		2,758
Supplemental Pension Savings Plan		35,438	71,517	79,141		7,624
Unemployment Insurance		1,461	1,967	2,157		190
Workers' Compensation		5,803	11,150	11,221		71
Fringe Benefits Subtotal		\$ 412,297	\$ 506,317	\$ 644,677	\$	138,360
Total Personnel Expenditures					\$	1,828,756