

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 & 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

Performance & Analytics

Key Performance Indicators

Performance Indicator	Target ¹ FY2015	Actual ¹ FY2015	Estimated ² FY2016	Target FY2017
1. Percentage of key performance indicators (KPIs) published on performance dashboard	N/A	N/A	TBD ³	19%
2. Percentage of City workforce participating in a Lean Six Sigma process improvement project	N/A	N/A	TBD ⁴	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% ⁵	90% ⁶
4. Release percentage of high-value datasets to the web portal (cumulative)	N/A	N/A	17% ⁷	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 is not scheduled to launch until Fiscal Year 2017.
4. New performance indicator for Fiscal Year 2016. Some baseline data is currently under development.
5. The 2015 Resident Satisfaction Survey is the first survey to be conducted since 2009. Therefore, 62% is the baseline.
6. This target is per the City Strategic Plan.
7. It is anticipated that 20 high-value data sets of 115 will be released in Fiscal Year 2016.

Performance & Analytics

Department Summary

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
FTE Positions (Budgeted)	8.00	11.00	15.00	4.00
Personnel Expenditures	\$ 1,107,484	\$ 1,558,900	\$ 1,814,626	\$ 255,726
Non-Personnel Expenditures	182,661	409,194	1,105,883	696,689
Total Department Expenditures	\$ 1,290,145	\$ 1,968,094	\$ 2,920,509	\$ 952,415
Total Department Revenue	\$ -	\$ -	\$ -	\$ -

General Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
Performance & Analytics	\$ 1,290,145	\$ 1,968,094	\$ 2,920,509	\$ 952,415
Total	\$ 1,290,145	\$ 1,968,094	\$ 2,920,509	\$ 952,415

Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Proposed	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	\$ 708,354	\$ -
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	111,991	-
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	-

Performance & Analytics

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	(192,619)	-
Total	4.00	\$ 952,415	\$ -

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
PERSONNEL				
Personnel Cost	\$ 695,187	\$ 1,052,583	\$ 1,184,079	\$ 131,496
Fringe Benefits	412,297	506,317	630,547	124,230
PERSONNEL SUBTOTAL	1,107,484	1,558,900	1,814,626	255,726
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	\$ 2,920,509	\$ 952,415

Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Proposed	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 Proposed	FY2017	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 Proposed	FY2016–2017 Change				
Fringe Benefits									
Employee Offset Savings	\$	9,850	\$	9,856	\$	9,994	\$	138	
Flexible Benefits		48,390		91,612		141,116		49,504	
Long-Term Disability		6,438		3,433		3,777		344	
Medicare		10,344		15,264		17,170		1,906	
Other Post-Employment Benefits		48,303		64,746		82,866		18,120	
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		265,435		43,085	
Risk Management Administration		6,917		11,550		14,322		2,772	
Supplemental Pension Savings Plan		35,438		71,517		79,141		7,624	
Unemployment Insurance		1,461		1,967		2,165		198	
Workers' Compensation		5,803		11,150		11,253		103	
Fringe Benefits Subtotal		\$	412,297	\$	506,317	\$	630,547	\$	124,230
Total Personnel Expenditures					\$			1,814,626	