

# **Performance and Analytics**



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# Performance and Analytics



## 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

### ***Goal 3: Improve the quality of City decision making***

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- 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

<p><b>Equity Highlights</b></p> <p><i>Examples from the current fiscal year.</i></p> <ul style="list-style-type: none"> <li>• As part of the Fiscal Year 2024 improvement project to City KPIs, integrated equity implications and equity lens questions to KPIs for all City departments.</li> <li>• Released the second edition of the City's Pay Equity Study.</li> <li>• Conducted a preliminary analysis of disparities in Get It Done reporting to determine potential under- and over-reporting of Get It Done issues by different communities. This will help inform future outreach activities.</li> </ul>
<p><b>Budget Equity Lens Summary</b></p> <p><b>Ongoing Operations</b>  <i>Is there an opportunity to adjust the department's ongoing operations to address a disparity?</i>  <b>Yes</b>            In collaboration with the Department of Race &amp; Equity, Performance &amp; Analytics will be undertaking a comprehensive analysis of disparities within the City's Strategic Management System (SMS). Implementing the City's Digital Customer Experience (DCX) Strategy to assess the needs of different communities, provide targeted outreach/engagement, and improve the accessibility of digital services. 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.</p>
<p><b>Budget Adjustment(s)</b>  <i>Do the Budget Adjustments address a disparity?</i>  <b>N/A</b></p>

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## Key Performance Indicators

Performance Indicator	Definition	Baseline	FY2024 Performance	Goal
Medallia User Engagement	Percentage of employee users who log into the Medallia platform	N/A	42%	75%
Open Data Portal Conversion Rate	Percentage of users who download a dataset from the Open Data Portal	N/A	47%	75%
Get It Done Customer Effort Score	Percentage of closure surveys scored with a 9 or 10 (on a scale of 1-10)	60%	59%	70%
Projects with Demonstrated Impact	Number of projects that demonstrated an impact (ex: decrease in response time)	10	11	10
Public User Experience Standards of Get It Done Services	Percentage of services that are at or above the minimum threshold of customer experience metrics	15%	34%	53%
Strategic Plan Awareness	Percentage of employees who understand how their work relates the City Strategic Plan, as captured through the Employee Satisfaction Survey (ESS)	40%	50%	80%

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## Department Summary

	FY2023 Actual	FY2024 Budget	FY2025 Proposed	FY2024-2025 Change
FTE Positions (Budgeted)	17.00	18.00	19.31	1.31
Personnel Expenditures	\$ 2,849,267	\$ 3,266,318	\$ 3,729,085	\$ 462,767
Non-Personnel Expenditures	2,182,159	2,024,336	1,946,129	(78,207)
<b>Total Department Expenditures</b>	<b>\$ 5,031,426</b>	<b>\$ 5,290,654</b>	<b>\$ 5,675,214</b>	<b>\$ 384,560</b>
<b>Total Department Revenue</b>	<b>\$ 852</b>	<b>\$ 175,167</b>	<b>\$ 227,147</b>	<b>\$ 51,980</b>

## General Fund

### Department Expenditures

	FY2023 Actual	FY2024 Budget	FY2025 Proposed	FY2024-2025 Change
Performance & Analytics	\$ 5,031,426	\$ 5,290,654	\$ 5,675,214	\$ 384,560
<b>Total</b>	<b>\$ 5,031,426</b>	<b>\$ 5,290,654</b>	<b>\$ 5,675,214</b>	<b>\$ 384,560</b>

### Department Personnel

	FY2023 Budget	FY2024 Budget	FY2025 Proposed	FY2024-2025 Change
Performance & Analytics	17.00	18.00	19.31	1.31
<b>Total</b>	<b>17.00</b>	<b>18.00</b>	<b>19.31</b>	<b>1.31</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b> 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	\$ 538,650	\$ -
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	131,989	-
<b>Employ and Empower Program Support</b> Addition of 1.31 Management Intern - Hourly and associated revenue to support the Employ and Empower Program.	1.31	51,980	51,980
<b>Executive Approval to Fill Vacancies</b> Addition of estimated savings associated with the implementation of the Executive Approval to Fill Vacancies process.	0.00	(22,050)	-
<b>Performance Dashboard/Open Budget Tool Reduction</b> Reduction of expenditures for the support of the online performance dashboard and open budget tool.	0.00	(100,000)	-

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Reduction of Personnel Expenditures</b> Reduction of personnel expenditures due to an anticipated delay in hiring for any vacancies that may occur in Fiscal Year 2025.	0.00	(105,813)	-
<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	(110,196)	-
<b>Total</b>	<b>1.31</b>	<b>\$ 384,560</b>	<b>\$ 51,980</b>

## Expenditures by Category

	FY2023 Actual	FY2024 Budget	FY2025 Proposed	FY2024-2025 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,894,997	\$ 2,328,832	\$ 2,691,993	\$ 363,161
Fringe Benefits	954,270	937,486	1,037,092	99,606
<b>PERSONNEL SUBTOTAL</b>	<b>2,849,267</b>	<b>3,266,318</b>	<b>3,729,085</b>	<b>462,767</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 5,054	\$ 8,100	\$ 8,100	-
Contracts & Services	864,904	553,102	336,825	(216,277)
<i>External Contracts &amp; Services</i>	636,863	370,347	270,347	(100,000)
<i>Internal Contracts &amp; Services</i>	228,041	182,755	66,478	(116,277)
Information Technology	813,004	1,330,421	1,462,410	131,989
Energy and Utilities	35,184	29,113	35,194	6,081
Other	3,600	3,600	3,600	-
Capital Expenditures	(490)	100,000	100,000	-
Debt	460,902	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>2,182,159</b>	<b>2,024,336</b>	<b>1,946,129</b>	<b>(78,207)</b>
<b>Total</b>	<b>\$ 5,031,426</b>	<b>\$ 5,290,654</b>	<b>\$ 5,675,214</b>	<b>\$ 384,560</b>

## Revenues by Category

	FY2023 Actual	FY2024 Budget	FY2025 Proposed	FY2024-2025 Change
Charges for Services	\$ -	\$ 175,167	\$ 227,147	\$ 51,980
Other Revenue	852	-	-	-
<b>Total</b>	<b>\$ 852</b>	<b>\$ 175,167</b>	<b>\$ 227,147</b>	<b>\$ 51,980</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2023 Budget	FY2024 Budget	FY2025 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001101	Department Director	1.00	1.00	1.00	\$ 96,395 - 365,173	\$ 228,987
20001168	Deputy Director	1.00	1.00	1.00	72,886 - 268,057	199,576
90001073	Management Intern - Hourly	0.00	0.00	1.31	36,814 - 45,925	48,227
20001234	Program Coordinator	13.00	14.00	14.00	36,814 - 214,004	2,091,008
20001222	Program Manager	2.00	2.00	2.00	72,886 - 268,057	356,243

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2023 Budget	FY2024 Budget	FY2025 Proposed	Salary Range	Total
	Budgeted Personnel					(252,704)
	Expenditure Savings					
	Vacation Pay In Lieu					20,656
<b>FTE, Salaries, and Wages Subtotal</b>		<b>17.00</b>	<b>18.00</b>	<b>19.31</b>		<b>\$ 2,691,993</b>

	FY2023 Actual	FY2024 Budget	FY2025 Proposed	FY2024-2025 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 151,042	\$ 6,581	\$ 7,435	\$ 854
Flexible Benefits	197,380	219,273	243,723	24,450
Insurance	1,311	-	-	-
Long-Term Disability	9,655	8,144	10,274	2,130
Medicare	28,123	33,465	40,589	7,124
Other Post-Employment Benefits	85,420	91,024	70,550	(20,474)
Retiree Medical Trust	4,015	4,999	6,014	1,015
Retirement 401 Plan	10,433	12,769	16,480	3,711
Retirement ADC	364,257	443,939	510,883	66,944
Risk Management Administration	20,924	20,592	23,613	3,021
Supplemental Pension Savings Plan	66,539	79,418	92,425	13,007
Unemployment Insurance	2,436	2,555	2,917	362
Workers' Compensation	12,736	14,727	12,189	(2,538)
<b>Fringe Benefits Subtotal</b>	<b>\$ 954,270</b>	<b>\$ 937,486</b>	<b>\$ 1,037,092</b>	<b>\$ 99,606</b>
<b>Total Personnel Expenditures</b>			<b>\$ 3,729,085</b>	