

# CITY OF OAKLAND

## AGENDA REPORT

OFFICE OF THE CITY CLERK  
715

2006 NOV - 2 AM 11: 32

TO: Office of the City Administrator  
ATTN: Deborah A. Edgerly  
FROM: Budget Office  
DATE: November 14, 2006

RE: **Report on FY 2005-06 Performance Measure Results for the Office of the City Administrator, Office of the City Attorney, Office of the City Clerk, and Finance and Management Agency**

---

### SUMMARY

This report presents Fiscal Year 2005-06 performance results for Office of the City Administrator, Office of the City Attorney, Office of the City Clerk , and Finance and Management Agency. The results are presented at a department level, by program, for both financial and operational performance. The intent of this report is to assist the Administration and Council in making managerial and/or policy decisions. The report is also intended to provide the information necessary to allow managers throughout the City to evaluate their programs and create an environment of accountability and achievement while helping their respective units and departments<sup>1</sup> remain focused on Council priorities.

### FISCAL IMPACT

There is no direct fiscal impact from the information presented in this report. However, the degree to which departments are meeting their respective performance targets does impact and is reflected in the City's overall financial performance.

### BACKGROUND

Fiscal Year 2005-06 marks the City's eighth year of performance data collection and reporting. In addition, this is the third year of reporting financial and operational performance at a program level with linkages to the overall goals and priorities of the Mayor and the City Council.

The City Administrator's Budget Office works with departments to verify the accuracy of Financial Performance data and to ensure that the performance measures reported by departments are consistent with those in the Adopted Policy Budget document. Departments are responsible for ensuring the relevance, accuracy and applicability of the Operational Performance Measures.

### KEY ISSUES AND IMPACTS

The FY 2005-06 Performance Reports (Attachments A-D) are organized by program.

---

<sup>1</sup> For purposes of this report, all agencies and departments are referred to as "departments."

- a) Financial Performance: Provides a summary of the revenues and expenditures (prior year actuals, current year adopted budget and current year actuals), and the number of authorized positions (in Full-Time Equivalents, or FTEs) for the current year. Explanations of major deviation in revenue collection or spending, compared to the prior year actual results or the current year budget, are provided.
- b) Operational Performance: Provides measures assigned to the program, with prior year actuals, current year target and current year actuals. Explanations for each performance measure, and whether or not the performance target has been achieved, are provided.

### **SUSTAINABLE OPPORTUNITIES**

This report does not directly impact economic, environmental or social equity issues.

### **DISABILITY AND SENIOR CITIZEN ACCESS**

This report does not directly impact disability or senior access.

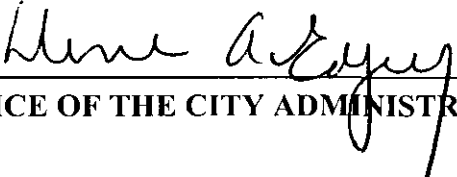
### **RECOMMENDATION AND RATIONALE**

This report contains Fiscal Year 2005-06 performance results for the Office of the City Administrator, Office of the City Attorney, Office of the City Clerk, and Finance and Management Agency. Staff recommends that the City Council accept the reports.

### **ACTION REQUESTED OF THE CITY COUNCIL**

Staff requests that City Council accept the FY 2005-06 performance reports.

APPROVED AND FORWARDED  
TO THE FINANCE & MANAGEMENT COMMITTEE

  
\_\_\_\_\_  
OFFICE OF THE CITY ADMINISTRATOR

Respectfully submitted,

  
\_\_\_\_\_  
JIM SMITH, JR.  
Budget Director

Prepared by:  
Gilbert Garcia  
Principal Financial Analyst  
Budget Office

Item: \_\_\_\_\_  
Finance & Management Committee  
November 14, 2006

Attachment A: The FY 2005-06 Performance Measure Report for the Office of the City Administrator

Attachment B: The FY 2005-06 Performance Measure Report for City Attorney

Attachment C: The FY 2005-06 Performance Measure Report for City Clerk

Attachment D: The FY 2005-06 Performance Measure Report for Finance & Management

**Agency / Department:** City Administrator

**Program Name:** American with Disabilities Act Program (YS10)

**Program Description:** This program coordinates all City ADA activities (excluding employment). It investigates complaints of disability discrimination, administers ADA capital improvement programs, reviews other City capital projects for ADA compliance, develops and implements disability policies and programs, provides technical assistance and training, and staffs the Commission on Persons with Disabilities. The ADA Programs Division serves the disability, business, and non-profit communities as well as City agencies and departments. Its activities are largely mandated by the ADA or other federal, state and local laws and regulations.

**Mayor / Council Goal:** Ensure that all Oakland youth and seniors have the opportunity to be successful.

**Citywide Objective:** Provide effective community programs for seniors, youth and people with disabilities.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	223,395	0	242,846	0	243,009	2.00

**Explanation of Revenue Collections and Spending**

The (slight) overspending from the adopted budget is due to spending on salaries for two authorized ADA Programs Division positions.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of qualified requests for auxiliary aids and services fulfilled (American Sign Language, Braille, etc.)	100.00%	100.00%	95.00%	100.00%	The ADA Programs Division's Auxiliary Aids and Services Program provides accommodations to city customers with disabilities as required by the Americans with Disabilities Act of 1990. FY 2005-06 records show that all 78 qualified requests were approved and fulfilled.
2) Percentage of ADA (disability access) complaints resolved without litigation	100.00%	100.00%	95.00%	100.00%	ADA Programs conducted 3 formal and 11 informal disability complaint investigations. All cases are closed, with ADA Programs coordinating various remedies. To date none of the 14 cases have gone to litigation.

**Agency / Department: City Administrator****Program Name: Budget Analysis and Operations Support (IP12)**

**Program Description:** This program provides financial and operations analysis for all City operations; develops and monitors the City's and Redevelopment Agency's Budgets and the Five-Year Capital Improvement Plan; monitors and forecasts City revenues and expenditures and provides recommendations for balancing measures; leads and administers the City's performance measurements/reporting, benchmarking, and performance based budgeting efforts; provides operations support to City Council, Mayor and City Administrator.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Develop and Institutionalize sound financial management policies and practices.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	1,768,588	0	2,187,860	0	2,098,830	15.50

**Explanation of Revenue Collections and Spending**

Under-spending in this program was a result of operational efficiencies, as well as salary savings acquired while waiting to complete the hiring process for vacancies.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Average number of days after the quarter end when a quarterly Revenue and Expenditure report is issued to City Council and public	69	67	65	101	The 65 day target was exceeded due to scheduling conflicts and staff transitions. The Budget Office continues to strive to produce the R&E report as early as possible following the availability of the financials for each completed quarter.
2) Maximum percentage variance between actual year-end surplus/shortfall and quarterly Revenue and Expenditure projections	5.00%	5.00%	5.00%	4.50%	The Budget Office's year-end projections are generally in line with the actual year-end results, with this year's variance not exceeding 4.50 percent.
3) Latest date by which current year's financials are interfaced from BRASS to Oracle and available to departments	N/A	7/9/2004	7/15/2005	7/5/2005	Due to continued diligent work of Budget Office staff, the interface of the FY2005-06 financials from BRASS to Oracle was completed before the established deadline.

	Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
4)	Date by which all Adopted Budget documents (including Policy, CIP and ORA budgets and the Master Fee Schedule) are published and distributed, and posted on the web site (bi-ennially)	9/15/2003	N/A	8/15/2005	8/26/2005	Due to staffing changes, the Budget Office experienced a delay in producing and distributing the Adopted Budget documents. However, it remains our goal to publish and distribute the Adopted Budget documents by mid-August.
5)	Latest date of issuance of Proposed Policy, ORA and CIP budgets to the City Council and public (bi-ennially)	5/13/2003	N/A	5/6/2005	5/6/2005	The Proposed budget documents were distributed as scheduled.
6)	Minimum number of monthly newsletters issued during the fiscal year, for internal and external customers	8	9	10	6	The Budget Office was not able to meet its target, having focused its efforts on preparing the FY 2005-07 budget. The recurrence of the newsletter was changed to a quarterly basis; therefore proposes to change the performance measure to a performance target of four.
7)	Minimum number of Inter-Departmental Budget Team meetings offered during the fiscal year, for City's fiscal / accounting staff	9	6	12	3	This measure is proposed to be deleted as members have decided to conduct the Inter-Departmental Budget Team (IBT) meetings on an "as needed basis". The Budget Office continues to have regular meetings with departments outside of the IBT venue.
8)	Date by which the annual Performance Measurement Report is made available to the Council Committee(s) and public	10/12/2004	10/25/2005	11/1/2006	11/3/06	The Budget Office continues to collaborate with all agencies and departments to ensure timely report preparation and presentation.

**Agency / Department: City Administrator****Program Name: Citizens Police Review Board (IP06)**

**Program Description:** This program is the civilian police oversight agency for the City of Oakland, established to review complaints of conduct by police officers, conduct fact-finding investigations of these complaints, and thereafter make advisory reports to the City Administrator of the facts of these complaints.

**Mayor / Council Goal:** Build community and foster livable neighborhoods.

**Citywide Objective:** Reduce crime by implementing a comprehensive crime prevention/reduction strategy.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
48,844	997,350	35,683	1,053,949	111,407	1,063,470	8.00

**Explanation of Revenue Collections and Spending**

The amount of revenues collected in FY 2005-06 by the Special Business Activity Permit Unit was more than the budgeted amount due to an increase in the number of special activity permits issued. The number of massage therapist permits increased from 91 to 190. The number of carnival permits doubled from three to six. The number of outdoor sound permits increased from 50 to 81. The number of charitable solicitation permits increased from 16 to 36. The total number of permits issued by the Special Business Activity Unit increased by 87% from FY 2004-05 to FY 2005-06.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of priority cases prepared for hearing within six months of initiating investigation	100.00%	86.00%	80.00%	80.00%	The target was met.
2) Percentage of post-hearing reports on sustained cases submitted to the City Administrator within thirty days of hearing	100.00%	100.00%	100.00%	100.00%	The target was met due to investigator's efforts to present timely reports.
3) Percentage of cases, subject for dismissal, submitted to the Board within sixty days of discovery of proper grounds for dismissal	99.00%	100.00%	75.00%	80.00%	The target was exceeded due to decreased workload, which equated to more time available per case.

**Agency / Department: City Administrator****Program Name: Contract Compliance and Employment Services (IP10)**

**Program Description:** This program supports all compliance policies that ensure social equity in public contracting and maximizes employment opportunities on city construction projects for Oakland residents. The CC&ES Division also seeks to maximize the economic stability of Oakland's diverse community via contracting, procurement and construction employment opportunities.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Encourage and support social equity for all Oakland residents.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
546,608	1,026,312	0	75,312	0	1,144,656	10.00

**Explanation of Revenue Collections and Spending**

Revenue collections were previously based on 3% of the contract amount for those contracts that are reviewed for compliance with City policies. Due to the implementation of the budget strategy implemented in FY 05-07, there is no revenue. The expenditure budget is offset by front-loading anticipated 3% assessments across those funds where the assessed projects reside. Ninety percent (90%) of the expenditures reflect salary costs for the division.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage increase in overall level of L/SLBE participation in City contracting	21.00%	49.00%	50.00%	53.89%	This year saw a significant increase in the dollar amount of contracts awarded by the City. Of those contracts awarded and analyzed by staff for compliance with the City's policies, local and small local businesses realized a 5% increase in participation over the previous fiscal year. It is important to note that the 53.89% participation is 33.89% over the program requisite level of 20%
2) Number of L/SLBE developed through joint ventures, and have mentor/protégé relationships with established businesses	1	0	4	2	The two joint ventures formed during this fiscal year are two more than were formed in the previous fiscal year. Staff is researching ways to promote more joint venture participation between small local businesses.



Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
3)	Percentage increase in the dollar value of all contracts awarded to L/SLBEs at the highest level that is reasonably achievable	8.00%	29.00%	16.00%	43.00%	Local and small local businesses were awarded more than \$ 12M in contracts, a 14% increase over the previous fiscal year.
4)	Percentage of businesses achieving fair and mutually beneficial partnerships	58.00%	66.55%	68.00%	54.27%	Using the number of certifications as the measurement tool, the 54.27% represents the percentage of new certifications processed for the year.
5)	Percentage increase in the use of local businesses in ownership and equity participation with City development projects	30.00%	25.00%	20.00%	27.00%	The target was met.

**Agency / Department: City Administrator****Program Name: Cultural Funding Program (CE02)**

**Program Description:** This program funds Oakland based art and cultural activities that reflect the diversity of the City for the citizens and visitors to Oakland, focusing on three key areas of support: General Support, Neighborhood Arts, and Arts in Education.

**Mayor / Council Goal:** Build community and foster livable neighborhoods.

**Citywide Objective:** Encourage and support civic engagement.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	414,101	0	371,046	0	332,638	3.00

**Explanation of Revenue Collections and Spending**

The Cultural Funding Program does not collect revenues. In terms of expenditures, approximately \$1.1 million is distributed through the program's grant categories: Individual and Organization Project Support, Organizational Assistance, and Art in the Schools, which is funded in part by departmental funds. Administrative/O&M costs include three FTE's, the Cultural Funding Program Coordinator, Assistant Cultural Funding Program Coordinator, and Cultural Funding Program Assistant. City services provided are in the areas of grant program management, development and evaluation of program policies and procedures, application content, printing, distribution, applicant workshops, the recruitment and training of application Review Panelists and the coordination and facilitation of Review Panels, as well as the distribution and management of grant contracts. Actual Expenditures for FY 05-06 reflect salary savings due to a staff vacancy.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of applications receiving awards, from fundable applications	64.00%	64.00%	50.00%	59.00%	For FY 05-06 a total of 138 grant applications were received. These applications were screened by staff for eligibility resulting in a total of 134 eligible applications being forwarded to review panels. Of the 134 eligible applications reviewed, 76 grant awards were recommended for funding based on the allocated program funds available, with the disbursement of funds going to the highest scoring applicants in each program category. It is noteworthy that 128 of the 134 eligible applications scored high enough to be considered "fundable"; of the 128 "fundable" applications, 59% were funded. Due to the large variance between the request amounts of the "fundable" applications and the program monies available, it was not possible to fund all the "fundable" applicants.

**Agency / Department: City Administrator****Program Name: Equal Access Program (IP05)**

**Program Description:** This program monitors and facilitates City Agencies' compliance with the Equal Access to Services Ordinance; develops translation quality control guidelines and language assessment tests; ensures Agencies' public document translation, and recommends the optimum number of bilingual personnel needed at Agencies' public contact areas.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Encourage and support social equity for all Oakland residents.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	444,107	0	444,640	0	430,594	4.00

**Explanation of Revenue Collections and Spending**

The largest percentage of program expenditures funded translation and interpretation services for all City Agencies/Departments. Other expenditures included the development of a server to house translated materials, and the purchase of office supplies.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of translated and recorded messages for City's multilingual telephone system	N/A	0	N/A	0	No new or modified phone message requirements were identified.
2) Number of translated and recorded Cityline multilingual updates on a quarterly basis	N/A	0	320	0	No activity during FY05-06.
3) Number of translated agencies' public documents in Spanish, Chinese and Vietnamese	N/A	203	200	240	Conducted more outreach projects, which increased the number of translated materials during FY05-06.
4) Number of Spanish and Chinese language assessment tests completed for hiring purposes	N/A	0	2	0	New tests were not requested to be developed by the Office of Personnel during FY05-06.
5) Number of assisted interpretation requests per fiscal year via interpreters or translation devices	N/A	944	100	189	The program had more interpretation requests during FY05-06 than anticipated.

**Agency / Department: City Administrator****Program Name: Homeland Security (PS21)**

**Program Description:** This program was established to secure and manage grants from federal and state agencies related to homeland security; to interface with City Departments and Agencies, County, State, and Federal personnel; to coordinate homeland security funded programs and activities, and to ensure information flows to the public and business community.

**Mayor / Council Goal:** Build community and foster livable neighborhoods.

**Citywide Objective:** Reduce crime by implementing a comprehensive crime prevention/reduction strategy.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
64,006	136,124	2,832,847	1,832,847	100,661	253,488	1.00

**Explanation of Revenue Collections and Spending**

This program is funded through a multi-year grant. All grant revenue is expected to be received by the end of FY 2006-07. The expenditures were all encumbered at the end of FY 2005-06 and are expected to be spent during FY 2006-07.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of Homeland Security website text updated within three working days of change	N/A	75.00%	100.00%	0%	After the initial project data was entered into the website, workload in other areas did not allow time for website updates. With the impending grant expiration, the website will be discontinued.
2) Percentage of e-mail and phone inquiries addressed within one working day	N/A	100.00%	100.00%	100.00%	All calls and emails are responded to upon receipt.

**Agency / Department:** City Administrator

**Program Name:** Marketing (SC02)

**Program Description:** This program is a strategic, multi-faceted citywide marketing program designed to position Oakland as a desirable place to live, work, visit, celebrate and do business. The Marketing Program oversees all of the City's multimedia communications, including the KTOP television station, the Oaklandnet.com website and the Oakland film office. The Marketing Program also is the Special Events arm of the City and oversees the Public Art Cultural Funding Programs.

**Mayor / Council Goal:** Build community and foster livable neighborhoods.

**Citywide Objective:** Encourage and support civic engagement.

#### Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
175,000	1,059,222	1,001,315	2,898,798	1,095,648	3,236,342	21.30

#### Explanation of Revenue Collections and Spending

Revenue is mostly derived from a portion of the telecommunications franchise fee, which came in slightly over budget. The adjusted budget for this program was \$3,019,111, which is slightly higher than the adopted budget due to project carryforwards. Expenditures were above budget primarily due to overspending in personnel.

#### Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of large-scale marketing campaigns created and implemented	2	3	2	3	There were three large-scale marketing campaigns. A unique collaboration with OPD/Personnel allowed Marketing to exceed the number of marketing campaigns.
2) Number of marketing tools produced for business attraction	6	10	8	8	There were eight marketing tools created for business attraction, which met the target.

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
3)	Number of business-related trade shows and events at which Oakland is marketed	11	12	13	13	The goal was met; Oakland was marketed at 13 business-related trade shows and events.
4)	Number of monthly updates to bus2oak.com	12	12	12	12	There were 12 updates to business2oakland.com.
5)	Number of graphics projects created and produced	50	52	50	160	There were 160 graphics projects created - more than triple the goal due to greater capacity on the part of the new in-house graphic designer.
6)	Number of city events photographed and archived	8	12	8	8	There were eight city events photographed and archived, which met the target.

**Agency / Department: City Administrator****Program Name: Public Art Program (CE01)**

**Program Description:** This program serves residents and visitors by commissioning permanent and temporary works of art to help create a vision and identity for the City and its diverse neighborhoods, and also provides career opportunities for local and regional artists through the commissioning of their work.

**Mayor / Council Goal:** Build community and foster livable neighborhoods.

**Citywide Objective:** Encourage and support civic engagement.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
22,891	605,805	53,395	484,355	44,201	395,251	3.00

**Explanation of Revenue Collections and Spending**

Program revenue is generated by Capital Improvement Program building and renovation projects. Eligible projects must set aside 1.5 percent for public art, which is transferred to spendable accounts within the Public Art Fund, to be administered by program staff for public art projects connected to the sites of improvement or other publicly accessible locations. Expenditures came in below budget due to timing of completing public art projects. Administration and operating costs include three positions.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of new public art projects awarded to Oakland-based artists	55.00%	67.00%	60.00%	67.00%	Three artists received commissions for new permanent public art projects in FY 05-06. Two of the artists were Oakland-based; the third was based in San Francisco.  An additional eight projects were in the bidding process during FY 05-06. These will result in artist selection and contract approval in FY 06-07.

**Agency / Department: City Attorney****Program Name: Litigation Services (IP17)**

**Program Description:** This program advocates the City's interest in claims and lawsuits filed against and on behalf of the City, its officers, employees, and agencies.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Develop and Institutionalize sound financial management policies and practices.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
333,179	4,273,583	71,998	4,192,693	75,034	3,908,467	27.0

**Explanation of Revenue Collections and Spending**

The revenue received is related to Code Enforcement fines and fees. The revenue received is used to offset the attorney positions funded in the Nuisance Eviction Ordinance Project #A252010 and the Public Nuisance Ordinance Project #A252110. Underspensing is due to salary savings from vacancies.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of claims settled prior to litigation	35.00%	29.00	26.00%	35.12%	It is more cost effective to settle claims where the City has clear liability; therefore avoiding costly litigation. OCA received 545 claims in 2005-06 and of those 447 claims were resolved (some of the claims span more than one fiscal year). Of the 447 claims resolved: 290 were denied with no monetary payout; 131 resulted in payouts of \$5K or less; 25 resulted in payouts between \$5K - \$25K; and one claim resulted in payout of over \$25K. The ratio represents the number of claims settled prior to litigation (157) to the total number of claims received (447).



	Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
2)	Percentage of defense lawsuits resolved within one year of filing	38.00%	42.00	36.00%	35.44%	Measurement slightly below target. Resolution depends on the nature and content of the claims. Of the 187 lawsuits received during 2005-06, 162 were resolved with some spanning over different fiscal years. Of the 162 resolved: 110 were resolved with no monetary payout; 19 were resolved for \$5K or less; 17 were resolved with payouts between \$5K - \$25K; 10 were resolved between \$25K - \$100K; 5 were resolved between \$100K - \$500K; and one resolved with payment over \$500K. The ratio represents the number of lawsuits closed <u>within a year</u> of filing against the City (56) to the number of lawsuits closed that were filed and closed within the City (158). Some of these lawsuits spanned multiple years.
3)	Percentage of claims resolved resulting in no monetary payout	65.00%	71.00%	74.00%	64.88%	This result has been consistent within the last several years. OCA is aggressively resolving claims where there is clear liability (i.e. assessments made prior to litigation) thus avoiding costly litigation. See Above. The ratio represents the number of claims closed with no monetary payout (290) to the total number of claims resolved (447).
4)	Percentage of lawsuits resolved resulting in no monetary payout	55.00%	53.00%	51.00%	69.62%	The reason for the increase is not readily identifiable since the number and the nature of lawsuits is not predictable and consistent from year to year. Therefore the number of methods by which lawsuits are resolved, either by monetary payout or settling them for less than \$5K, may vary also. See above for explanation on claims. The ratio represents the number of lawsuits filed against the City and were closed with no monetary payout (110) to the number of lawsuits that were filed against the City and closed (158).
5)	Percentage of claims settled for \$5,000 or less	87.00%	85.00%	90.00%	83.44%	See above for explanation and statistics on claims. The ratio represents the number of number of claims settled for \$5K or less (131) to the number of claims settled prior to litigation (157).

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
6)	Percentage of lawsuits settled for \$5,000 or less	18.00%	20.00%	18.00%	12.03%	See above for explanation and statistics on lawsuits. The ratio represents the number of lawsuits which were filed against the City and settled for \$5K or less (19) to the total number of lawsuits filed against the City and were closed (158).

**Agency / Department: City Clerk****Program Name: Agenda Management (IP14)**

**Program Description:** This program coordinates, prepares, and distributes legislative agendas. Ensures posting of agendas as mandated by law. Attends council committee and council meetings and Oakland Base Reuse Authority meetings, and prepares minutes. Processes, tracks, and archives legislation and contracts. Boards & Commission database and appointments.

**Mayor / Council Goal:** Build community and foster livable neighborhoods.

**Citywide Objective:** Encourage and support civic engagement.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
10,880	799,596	34,630	993,613	49,749	930,386	4.20

**Explanation of Revenue Collections and Spending**

The City Clerk collected 44% more revenues due to an increase in agenda subscription and under-spent 6% of expenditures due to position vacancies.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of legislative actions posted to Legistar within 72 hours	100.00%	100.00%	100.00%	100.00%	The Sunshine Ordinance requires legislative actions to be posted within 10 days. Therefore, the City Clerk is proposing to change this measure to "Percent of legislative agendas and minutes posted to Legistar within 10 days".

**Agency / Department: Finance and Management****Program Name: Financial Management (IP59)**

**Program Description:** This program provides comprehensive financial services for the City and Redevelopment Agency. Provides timely and accurate financial reports. Maintains integrity of information in the City's and Redevelopment Agency's financial systems; monitors internal controls. Processes payments. Processes payroll. Maintains inventory of critical supplies (warehousing). Collects, deposits and records city revenues. Procures materials, supplies and services for City departments. Manages the City's and Redevelopment Agency's investments. Issues and restructures City's and Redevelopment's bond issues and debt. Plans, directs and administers all risk management, insurance and safety activities.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Develop and Institutionalize sound financial management policies and practices.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
448,028,955	24,278,686	429,710,472	31,821,727	451,732,541	34,602,444	133.00

**Explanation of Revenue Collections and Spending**

FMA adjusted the actual revenues reported in to reflect FMA activity. The adjustments include subtracting the Debt service and transfers (\$50M), Pension tax override (\$28.4M) and Port (\$3.9M). The adjusted revenue variance is \$22M. The variance in expenditures is due to an interest annuity fund transfer (Fund 5800) was charged to FMA, but should have been charged to non-departmental. There was a net increase in interest transfers in/out by \$.56M in Fund 1010.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of demand / lien requests processed within five days	100.00%	100.00%	98.00%	100.00%	The target was exceeded.
2) Percentage of revenue generated from delinquent non-compliant businesses	4.00%	5.00%	5.00%	5.00%	The target was met.
3) Percentage of revenue collected from judgments	48.00%	50.00%	48.00%	50.00%	The target was exceeded.
4) Percentage change (from prior year) in workers' compensation claims filed	-17.00%	-16.60%	-5.00%	6.50%	The total claims count increased due to a number of unusual incidents, including 24 asphalt exposure claims originating in Public Works and a slight increase in claims from Oakland Fire Dept. related to the agility testing process.

	Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
5)	Number of health and safety work environment trainings conducted	144	152	150	153	The training was provided throughout the City in compliance with State and Federal standards.
6)	Number of individual insurance policies maintained by Risk Management office	60	56	60	56	Based on analysis of the City's risk exposures, various types of insurance policies are purchased to minimize the financial drain on the City for the covered losses.
7)	Gross interest income per dollar managed (in percentage terms)	2.64%	2.57%	3.25%	3.81%	FMA outperformed the target due to high interest rate environment
8)	Net interest income per dollar managed (in percentage terms)	2.37%	2.40%	2.95%	3.62%	FMA outperformed the target due to high interest rate environment
9)	Gross interest income per dollar as percentage of benchmark	172.00%	113.89%	105.00%	100.06%	FMA slightly underperformed the benchmark
10)	Date of completion of the Comprehensive Annual Financial Report (for prior fiscal year)	12/31/2003	2/4/2005	12/31/2005	12/31/2005	The report was issued on time. The City of Oakland received a Certificate of Excellence in Reporting .
11)	Date of completion and filing of the City's State Controller's Report (for prior fiscal year)	9/30/2003	1/28/2005	9/30/2006	9/30/2006	The report was issued on time.
12)	Date of completion and filing of the Redevelopment Agency's State Controller's Report (for prior fiscal year)	12/31/2003	2/4/2005	12/31/2005	12/31/2005	The report was issued on time.
13)	Date of completion and filing of Federal Single Audit Reports (for prior fiscal year)	3/31/2003	2/4/2005	3/31/2006	3/31/2006	The report was issued on time.
14)	Percentage of formal bids completed within 60 days of requisition receipt	82.00%	87.00%	90.00%	89.00%	The target was missed by 1% due to Purchasing having two vacant positions and assuming additional responsibilities. However, FY 05-06 showed improvement compared to the two prior years.
15)	Percentage of informal bids completed within 20 days of requisition receipt	91.00%	92.80%	90.00%	74.00%	The decrease is due to Purchasing having two vacant positions and assuming additional responsibilities.
16)	Percentage of employee and retiree paychecks processed accurately	99.00%	99.00%	99.00%	99.00%	The target for FY 05-06 was met.
17)	Percentage of supplemental checks processed accurately	99.00%	99.00%	99.00%	99.00%	The target for FY 05-06 was met.
18)	Percentage of employment and wage verifications processed within 48 hours	97.50%	97.50%	97.50%	97.00%	The actuals are slightly below the performance target, due largely to restructuring of the Payroll Division.

**Agency / Department: Finance and Management****Program Name: Human Resource Management (IP61)**

**Program Description:** This program manages all human resources functions. Administers benefit programs for employees and retirees. Provides employee training and support. Fosters positive relationships between management and unions. Directs and administers classification/compensation and position control system. Recruits qualified workforce for the City.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Develop and Institutionalize sound financial management policies and practices.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	2,275,313	0	5,307,326	0	5,490,639	45.75

**Explanation of Revenue Collections and Spending**

Human Resources has \$1.2M of unspent Measure Y funds for police recruitment, and \$.4M in carry-forwards. Retirement also conducted a PERS management audit, per the Board's direction, that cost \$.16M.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of Position Control documents processed within two working days	99.00%	93.00%	90.00%	98.00%	Staff processes daily changes within the established goals and works in conjunction with the Payroll Division to enhance the efficiency of current procedures.

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
2)	Percentage of class/comp requests completed within 60 working days	62.00%	7.00%	70.00%	2.00%	Although a small percentage of classification studies were completed within 60 days, the total number of studies completed increased dramatically during this period. The number increased from 16 (FY 2004-05) to 45 (FY 2005-06), which represents a 181% increase in the number of studies completed. During this period, the Division experienced a reorganization resulting in the formation of a separate/dedicated Classification Unit in January 2006. Three analysts are assigned to the unit. 22% of the studies during this timeframe were completed prior to January 2006. The other 78% were completed after the establishment of the new Classification Unit.
3)	Percentage of monthly checks issued to OMERS and PFRS without error	99.00%	100.00%	99.00%	99.00%	The target was met.

**Agency / Department: Finance and Management****Program Name: Information Technology Management (IP62)**

**Program Description:** This program provides comprehensive IT support to Mayor, Council, City Administrator and City Agencies/Departments. Primary services includes customer support of citywide radio system, mobile applications, City's Helpdesk etc. Application and Development maintenance/support of enterprise application. Technology project and business development.

**Mayor / Council Goal:** Develop a sustainable city.

**Citywide Objective:** Develop and Institutionalize sound financial management policies and practices.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
4,514,126	9,640,953	4,542,433	10,720,327	5,576,100	12,645,469	77.00

**Explanation of Revenue Collections and Spending**

The revenues include KTOP Revenue (Fund 1760) booked in FMA. The expenditures include a mid-year appropriation of \$1.4M for telephones and \$.2M for lease payments. FMA also carried forward \$.3M from the prior year, which led to a corresponding increase in expenditures.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Security breach avoidance on SUN Server and Oracle Databases	99.90%	100.00%	99.90%	100.00%	The target was met. No security breaches were detected.
2) Availability of SUN Server and Oracle databases	99.40%	99.91%	99.40%	99.50%	The target was exceeded.
3) Percentage of trouble calls resolved during initial call	50.38%	57.49%	57.00%	58.00%	The target was exceeded. Calls were resolved more efficiently during the initial call due to improvements in Help Desk Staff training.
4) Availability of SUN Enterprise Equipment and Oracle applications	97.50%	99.70%	99.00%	100.00%	There was no downtime for the SUN equipment.
5) Percentage of requests addressed within promised time	89.70%	94.99%	90.00%	96.00%	Improvement was made over last year's efforts.
6) Availability of Data Network	99.90%	99.90%	99.90%	99.90%	A total of 8 hours were lost on the network due to unscheduled outages.



Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
7)	Percentage of Agency / Department deadlines met for printing and copying	99.00%	98.00%	99.00%	98.00%	Downtime on the printing equipment in Reprographic Services occurred due to outdated equipment. FMA is in the process of replacing equipment for better performance.
8)	Availability of GIS to users	99.80%	99.00%	99.80%	99.80%	The Centralization of the GIS Database has provided higher availability to users.

**Agency / Department: Finance and Management****Program Name: Parking Management (IP60)**

Program Description: This program enforces all parking regulations, processes all citations, collects meter revenues, conducts administrative reviews and accepts and posts all payments.

Mayor / Council Goal: Develop a sustainable city.

Citywide Objective: Develop and Institutionalize sound financial management policies and practices.

**Summary of Revenues, Expenditures and Positions:**

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	8,620,032	0	9,922,246	31,524,184	\$10,268,475	96.05

**Explanation of Revenue Collections and Spending**

Parking exceeded revenue target because staff continually replaced the meters and meter parts to maintain working parking meters, and increased collections on citations. Actual expenditures were slightly higher than the budgeted amount for two reasons: The budgeted expenditure was not enough to cover the \$5 per ticket paid to Alameda County through Fiscal Year 05-06, and the Street Sweeping staff salaries were under-budgeted when they were transferred from PWA to Parking Division during the FY 05-06 & FY 06-07 budget process.

**Program Related Performance Measures**

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of revenue collected without adjudication efforts	99.00%	99.00%	95.00%	99.00%	The percentage of revenue collected without adjudication efforts exceeded the projected target by 4% because staff verified the functionality of meters within 48 hours of complaint, which decreased the number of citations contested.
2) Percentage of cases resolved prior to court hearings	76.00%	79.00%	80.00%	88.00%	The Parking Division exceeded the projected target by 8 percentage points due to formulating new systems to ensure reports of malfunctioning meters are verified within 48 hours of complaint.
3) Percentage of revenue paid without adjudication efforts	82.00%	83.00%	81.00%	81.00%	The target for FY 05-06 was met.
4) Percentage of meters collected weekly	90.00%	95.00%	90.00%	95.00%	Functional meters enabled better collection, which resulted in 5% increase over the projected target.
5) Percentage of parking meters working properly	87.00%	95.00%	95.00%	95.00%	The target for FY 05-06 was met.