

CITY OF OAKLAND
AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2010 APR 29 PM 7:42

TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Public Works Agency
DATE: May 11, 2010

RE: **Update And Action On The Implementation Of The City Auditor's Performance Audit Of The Public Works Agency Report Released on April 29, 2009**

SUMMARY

The City Auditor released a comprehensive performance audit ("Audit") of the Public Works Agency on April 29, 2009. The audit results were presented at the May 12, 2009, Public Works Committee meeting.

On this one year anniversary of the Audit's release, the Public Works Agency (PWA) reiterates the seriousness with which PWA takes the recommendations presented in the Audit. The Audit recommendations are not only numerous but their implementation complex as many are inter-related, require resources, require significant changes to existing rules and regulations, or may not be suitable for the City of Oakland. Since the Audit's release, PWA has deliberated on all 292 recommendations. Staff has been working diligently on implementing recommendations that are feasible and permitted within existing resources.

This report provides an update on the implementation of the Audit recommendations. In addition, this report recommends City Council approval to implement two of the Audit recommendations related to organizational structure - specifically the transfer of the Department of Engineering and Construction (DEC) from the Community and Economic Development Agency (CEDA) back to PWA and the transfer of 2.0 FTE Microcomputer Systems Specialist II positions from the Department of Information Technology (DIT) back to PWA.

FISCAL IMPACT

The Audit provided for 292 recommendations, including many that propose additional funding for infrastructure maintenance or require additional funding to implement. In the May 26, 2009 staff report titled, "Supplemental Report to the City Auditor's Report to Receive the Performance Audit of the Public Works Agency," staff estimated that in order to adequately preserve and renew some of the City's assets as per the Audit recommendations, additional funding in the amount of \$55.25 million annually would be needed.

For the purposes of this report, staff recommends that the City Council approve implementation of two (2) Audit recommendations related to organizational structure. Specifically, staff recommends the transfer of the Department of Engineering and Construction (DEC) from the Community and Economic Development Agency (CEDA) back to PWA and the transfer of 2.0

Item: _____
Public Works Committee
May 11, 2010

FTE Microcomputer Systems Specialist II positions from the Department of Information Technology back to PWA. The approval and implementation of these recommendations are cost neutral.

BACKGROUND

On April 29, 2009, the City Auditor released a comprehensive performance audit (“Audit”) of the Public Works Agency. The City Auditor presented the Audit results to the Public Works Committee at the May 12, 2009 meeting. At the request of the Public Works Committee, staff prepared a supplemental report to the May 12, 2009 presentation that identified immediate efficiencies from the audit recommendations, other recommendations that could potentially impact the FY 2009-11 budget deliberations, and information on the coordination and financing of the street rehabilitation and maintenance program. The supplemental report was heard at the May 26, 2010 Public Works Committee meeting.

As stated in the Audit’s Transmittal Letter, the “...Audit is a comprehensive evaluation of the Public Works Agency. Unlike a financial audit, this performance audit is a rigorous analysis of the operations, productivity and performance of every aspect of the Agency.” The Audit report exceeds 400 pages with over 290 recommendations organized into five categories: (1) management accountability, (2) asset management, (3) maintenance management, (4) financial management, and (5) organization structure. The Audit is available in its entirety for public viewing on the City Auditor’s website.

From the onset, PWA embraced the audit process in the spirit of continuous improvement, collaboration and transparency. While the Audit recommendations are numerous (292), PWA staff agrees with over eighty percent (80%) of them.

KEY ISSUES AND IMPACTS

The Audit recommendations are not only numerous (292), but their implementation is complex because many are inter-related, require resources, require significant changes to existing rules and regulations, or may not be appropriate for the City of Oakland. Some recommendations are achievable in short order and with little or no cost. Others involve investment in planning, negotiating, equipment and/or additional personnel. Still many other recommendations include funding recommendations that appear beyond the City’s available resources.

Since the Audit’s release, PWA has deliberated on all 292 recommendations. Staff has been working diligently on implementing recommendations that are feasible and permitted within existing resources. *Appendix A* provides a comprehensive list of the Audit recommendations.

Chart 1 below provides a summary of the status of implementation, followed with a brief explanation of recommendations that fall under each status.

Item: _____
Public Works Committee
May 11, 2010

Chart 1: Status of Audit Recommendations in Number and Percent of Total

Status	Count	Percent
Implemented	64	22%
In Progress	83	28%
Deferred - Low Priority	15	5%
Deferred - Resources	41	14%
Dropped	89	30%
Grand Total	292	100%

“Implemented” Recommendations

To date, PWA has implemented 22% of the Audit recommendations. Many of the Audit recommendations were implemented as part of the PWA FY 2009-11 Adopted Budget, which totaled over \$6 million in reductions.¹

“In Progress” Recommendations

Of the 28% of recommendations that are in progress, PWA’s highest priorities for implementation include the following:

1. Identify Public Works Agency’s core services (Audit recommendation #33).
Under the leadership of the Public Works Agency Interim Director, the core services for the Agency have been reviewed and restated. Furthermore, PWA developed “Asset Management Reports” to correspond to each core service. Each Asset Management Report includes the resources (FTE and Operations and Maintenance budgets) allocated to the core service and a list of performance measures. Staff is to complete and submit the Asset Management Reports to the Interim Director on a monthly basis beginning April, 2010.
2. Return DEC to PWA (Audit recommendation #286, 287).
Staff has drafted a separate report seeking City Council approval to amend the Oakland Municipal Code, Chapter 2.29, entitled “City Agencies, Departments and Offices” to implement this reorganization. This item is scheduled for the April 27, 2010 Public Works Committee as of the writing of this report.

¹ The \$6 million reflects PWA’s total budget reduction in the FY 2009-10 Adopted Budget, including position eliminations and across-the-board personnel cost reductions (i.e., proposed 12 days business shutdown and 5% employee pick-up of retirement costs). A total of 56.68 FTE were eliminated.

3. Implement performance measurement (Audit recommendation #7, 8, 9, 10, 13, 70).
PWA has developed an internal Asset Management Report system to provide monthly updates on its core services. These Asset Management Reports include a list of performance measures for each core service. PWA utilizes several systems to capture the data for performance measurement purposes. These systems include FleetFocusFA (the City's Fleet Management System); Cityworks Maintenance Management System (the system for most of the City's physical infrastructure assets including traffic signals, street lights, streets and sidewalks, sewers, storm drains, tree services, park maintenance, building maintenance, illegal dumping and graffiti removal); and Corrigo (the system used to manage custodial and building engineering services).
4. Utilize Cityworks and related GIS applications to support work and performance measurement (Audit recommendation #72, 73, 268, 269).
The Cityworks Maintenance Management System is built upon the City's Geographic Information System (GIS) and is integrally tied to it. The inter-relationship between Cityworks and GIS provides tremendous potential in how the data captured in the two systems can be used to conduct analysis, identify business process improvements and share valuable information with the community. Additional staff resources in the form of GIS specialists and analytic capacity within PWA are needed to genuinely develop this potential. But in the meantime, immediate benefits of Cityworks and GIS are emerging. One example is the development of the "Public Works Viewer" – a joint effort between DIT and PWA. The Public Works Viewer is a web-based query tool that enables staff and the public to query on Service Requests or Work Orders related to public works activities. The results of the query are displayed in a visual map format, as well as in a table format.
5. Increase employee training/qualification/certification (Audit recommendation #101,102,103, 111, 153).
PWA staff is working with the Department of Human Resources Management (DHRM) to develop mechanisms (including financial incentives) to increase the number of employees holding industry-related certifications that will increase the City's capacity to perform in the area of Equipment Services and Sewer Maintenance.
6. Increase ability of Agency managers to function as Asset Managers (Audit recommendation #37, 38, 40, 41).
The use of the Cityworks system, in conjunction with the requirement to submit Asset Management Reports, is instilling a culture of increased accountability amongst Agency managers. With each Asset Management Report, one individual is assigned as the Asset Manager providing for a single point of accountability. In addition, the transfer of DEC back to PWA will improve the long-term planning and prioritization of investment in the City's infrastructure assets.

7. Improve customer service. Implement service agreements/improve communication with clients (Audit recommendation #106, 108, 109, 174, 249).

For facilities and building maintenance, PWA has developed internal service level agreements for each major client department (e.g., Police, Parks and Recreation, Museum, etc.). Each agreement articulates the responsibilities of each party, scope of work, service level expectations, funding and staffing resources, and a description and square footage of the facility maintained. PWA staff is in the process of meeting with each client department to seek consensus on the agreements. The internal service level agreements are intended to span two years, consistent with the City's biennial budget development process.

For fleet maintenance, PWA has developed "point of sale receipts" and summarized reports from the Fleet Management System. These documents are still in the draft phase, however. Upon completion, PWA staff will be meeting and sharing these reports with the client departments.

8. Improve fiscal condition of funds managed by PWA (Audit recommendation #193, 194, 196, 197, 198, 201)

The Audit recommendations related to fund management and improvements to the fiscal condition of PWA funds continue to be a work in progress. PWA prepares quarterly fund analysis reports and conducts an internal review of all funds for which PWA is assigned fund manager responsibility. The primary intent of these reports and quarterly reviews is to notify internal and external departments of potential overspending and identify appropriate follow up actions. In addition, PWA worked closely with the Budget Office during the FY 2009-11 budget development process to re-align and balance the department allocations for the Internal Service Funds (Fund 4100 – Equipment and Fund 4400 – City Facilities).

PWA continues to struggle with capturing Equipment Service costs associated with unanticipated vehicle accidents. The annual budget accounts for the regular maintenance costs related to vehicles only. If damage is incurred due to a vehicle accident – presently an unbudgeted expense – the repair costs will need to come from elsewhere in the department's budget.

9. Increase use of volunteers/alternatives to City funded work without violating City's contracting out policies (Audit recommendation #152, 284).

PWA utilizes volunteers most especially in the area of park maintenance. The Oakland Parks Coalition (OPC) continues to champion this effort in partnership with PWA staff. OPC facilitated an increase in volunteer stewards who serve as the City's "eyes and ears" at adopted parks. PWA staff publishes a monthly calendar of volunteer opportunities on the website.

Unequivocally, volunteer efforts at City parks are a great asset to the City. However, such volunteer efforts do require intensive PWA staff labor, planning and coordination from the same staff that provide or supervise park maintenance activities. PWA staff continues to be challenged with effectively coordinating all the volunteer activity needed for our City's park needs.

10. Improve sewer maintenance in accordance with Environmental Protection Agency (EPA) Order (Audit recommendation #111-132).

PWA and CEDA/DEC, along with the City Attorney's Office, have been analyzing and taking the steps necessary to comply with the Environmental Protection Agency (EPA) Administrative Order (AO) issued on November 18, 2009. The scope of work and costs are significant, but the City is working to be in compliance. The City also is analyzing and will be negotiating with EPA regarding a proposed Stipulated Order for Preliminary Relief ("Consent Order") that is part of EPA litigation with various East Bay cities. Additional reports and actions requested of the City Council to assist in the compliance with the AO, including a rate increase, are in progress.

11. Transfer an Information Systems Administrator position and 2.0 FTE Microcomputer Systems Specialist positions back to PWA. (Audit recommendation #268).

As part of the FY 2007-09 Adopted Budget, the City Council "centralized" the Information Technology function of the City under the Department of Information Technology (DIT). This centralization effectively shifted the positions performing technology support to DIT while much of the tasks and assignments related to technology remained the responsibility of the departments/agencies. As a result, the Audit recommends PWA retain its own information technology support to meet the specific business needs of the Agency. These positions would be utilized to support applications unique to PWA (e.g., Cityworks, FleetFocusFA, Magic Help Desk, etc.), while DIT would focus on citywide applications.

At this time, staff is recommending the transfer of the two specific Microcomputer Systems Specialist II employees and positions back to PWA.²

"Deferred – Low Priority" / "Deferred – Resources" Recommendations

The status of Deferred – Low Priority and Deferred – Resources comprises 19% of the total Audit recommendations. PWA believes that all of the recommendations are worthy of implementation but have placed some in these statuses because they are of lower priority relative to those in the "In Progress" status and/or they require resources that are not readily available but may become available in the future.

² PWA is not recommending the transfer of the Information Systems Administrator position at this time because PWA was able to replace this position during the current FY 2009-10.

“Dropped” Recommendations

The status of “Dropped” includes Audit recommendations that fall under an array of reasons necessitating that staff not focus on them now or in the near future. The “Dropped” Audit recommendations fall into one or more of the following categories:

1. Recommendation requires significant additional funding by the City.
2. Recommendation requires preparation of plans which would be obsolete before funds to implement the plan become available.
3. Recommendation is the responsibility of an agency/department other than PWA.
4. Recommendation requires more administrative resources than are currently available.
5. PWA does not agree with the recommendation.

SUSTAINABLE OPPORTUNITIES

Economic: City Council action on this report will not generate any economic opportunities for the City of Oakland.

Environmental: City Council action on this report will not generate any environmental improvements or issues for the City of Oakland.

Social Equity: City Council action on this report will not generate any social equity opportunities for the City of Oakland.

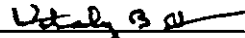
DISABILITY AND SENIOR CITIZEN ACCESS

City Council action on this report will not generate and disability and senior citizen access opportunities.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council approve this report including the implementation of two (2) Audit recommendations related to organizational structure. Specifically, staff recommends the transfer of the Department of Engineering and Construction (DEC) back from the Community and Economic Development Agency (CEDA) to PWA and the transfer of the 2.0 FTE Microcomputer Systems Specialist II employees and positions back from the Department of Information Technology to PWA.

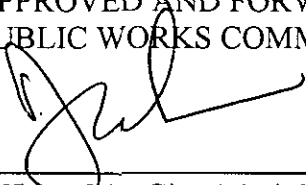
Respectfully submitted,



Vitaly B. Troyan, P.E.
Public Works Agency Interim Director

Prepared by:
Stephanie Hom, Agency Administrative Manager

APPROVED AND FORWARDED TO THE
PUBLIC WORKS COMMITTEE:



Office of the City Administrator

Item: _____
Public Works Committee
May 11, 2010

**PERFORMANCE AUDIT OF PWA (April 29, 2009)
LIST OF RECOMMENDATIONS**

**APPENDIX A
(Draft 4/16/10)**

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
1	22	n/a	Develop plan to implement audit recommendations.	Admin	Implemented	This table summarizes the recommended plan.
2	61	Low	Conduct a SWOT analysis.	Admin	Deferred - Low Priority	To be done by new Director
3	62	n/a	Revise mission statement.	Admin	Implemented	Statement revised as part of FY 2009-11 budget.
4	62	n/a	Revise vision statement.	Admin	Implemented	Statement reviewed as part of FY 2009-11 budget.
5	63	n/a	Publish vision statement on the Agency web page.	Admin	Implemented	
6	64	n/a	Enhance values statement.	Admin	Implemented	Statement revised as part of FY 2009-11 budget.
7	65	High	Develop goal statements for each of its sections.	Admin	In Progress	See Rec. #13
8	67	High	Develop objectives for each section.	Admin	In Progress	See Rec. #13
9	69	High	Expand array of performance measures	Admin	In Progress	See Rec. #13
10	70	High	Use Cityworks to further develop performance measures	Admin	In Progress	See Rec. #13
11	72	Low	Develop communication plan	Admin	Deferred - Resources	Need admin support.
12	72	Low	Improve depth & breadth of communication	Admin	Deferred - Resources	Need admin support.
13	74	High	Develop Agency-wide performance measurement system	Admin	In Progress	Core functions and resources identified. Performance measures drafted.
14	81	Low	Develop quarterly sick leave report	Admin	Deferred - Resources	Need admin support.
15	81	Low	Analyze quarterly sick leave report to identify leave problems	Admin	Deferred - Resources	Need admin support.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
16	82	Low	Develop training course on Attendance Management .	Admin	Deferred - Low Priority	Await DHRM update (Rec #22.
17	82	Low	Require all managers to attend Attendance Management course.	Admin	Deferred - Low Priority	Await DHRM update (Rec #22.
18	83	Low	Develop Attendance Management protocol.	Admin	Deferred - Low Priority	Await DHRM update (Rec #22.
19	84	Low	Clarify managers' and supervisors' responsibility in implementing Attendance Management policy.	Admin	Deferred - Low Priority	Await DHRM update (Rec #22.
20	85	Low	Audit Agency's effectiveness in implementing Attendance Management policy.	Admin	Deferred - Low Priority	Await DHRM update (Rec #22.
21	85	Low	Share Attendance Mgmt policy audit with supervisors & managers; develop corrective action plans as necessary.	Admin	Deferred - Low Priority	Await DHRM update (Rec #22.
22	85	Medium	The City should update its attendance policy.	Admin	In-Progress	Working with DHRM to update policy.
23	88	Low	Spell out choices in use of regular staff hours, alternate staffing options & overtime .	Admin	Deferred - Low Priority	PWA's overtime in FY 2007-08 was 5.7% compared to benchmark of 5%.
24	88	Low	Develop clear policy on maximum use and accrual of overtime in a pay period.	Admin	Deferred - Low Priority	PWA's overtime in FY 2007-08 was 5.7% compared to benchmark of 5%.
25	89	Low	Adopt a comprehensive policy governing oversight of overtime .	Admin	Deferred - Low Priority	PWA's overtime in FY 2007-08 was 5.7% compared to benchmark of 5%.
26	89	Low	Provide training and appropriate resources to supervisors and managers; provide expectations on managing overtime /compensatory time.	Admin	Deferred - Low Priority	PWA's overtime in FY 2007-08 was 5.7% compared to benchmark of 5%.
27	90	Low	Distribute monthly, quarterly and annual reports to document & monitor overtime .	Admin	Deferred - Resources	PWA's overtime in FY 2007-08 was 5.7% compared to benchmark of 5%.
28	94	Low	Develop a comprehensive, written policies and procedures manual for each Section.	Admin	In-Progress	On-going. To be performed as part of APWA re-accreditation.
29	94	Low	Assign staff to develop comprehensive policies and procedure manuals ; post manuals on intranet.	Admin	In Progress	On-going. To be performed as part of APWA re-accreditation.
30	98	n/a	Utilize GPS data effectively to evaluate productivity, safety & asset protection.	Admin	Implemented	GPS installed on 125 vehicles.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
31	98	n/a	Assist Section Mgrs with GPS in developing management reports.	Admin	Implemented	Section Mgrs have been trained to monitor GPS info.
32	98	n/a	Monitor effectiveness with GPS and GPS generated management reports.	Admin	Implemented	Section Mgrs have been trained to monitor GPS info.
33	100	n/a	Conduct a systematic evaluation of services to identify core services.	Admin	Implemented	Core services identified.
34	108	Low	Develop an asset management policy & procedure for the Mayor and City Council's consideration.	Admin	Deferred - Resources	Defer until City's financial position improves.
35	110	Low	Clarify accountability for the management of each asset when developing an asset management policy	Admin	Deferred - Resources	Defer until City's financial position improves.
36	110	Low	Establish an asset management council to facilitate a coordinated Agency approach.	Admin	Deferred - Resources	Defer until City's financial position improves.
37	110	n/a	Designate managers accountable for managing each specific type of asset assigned to the Agency.	Admin	Implemented	
40	112	n/a	Collect asset inventory data for each PWA asset.	Admin	Implemented	Inventory of each asset added to GIS.
41	114	n/a	Update asset inventory information on an ongoing basis.	Admin	Implemented	Updating is a continuous process.
42	114	n/a	Make Admin Services responsible for asset inventory updating.	Admin	Dropped	Disagree. Asset Managers manage own assets.
43	114	Low	Conduct periodic condition assessment of assigned assets .	Admin	In Progress	Done for most assets. Need \$\$\$ for lights, signals, trees.
63	152	n/a	Eliminate the auto allowance for employees designated as Category III and IV in the auto allowance policy.	CAO	Dropped	City -wide issue.
64	152	n/a	Significantly reduce the number of employees in Category II who receive auto allowance .	CAO	Dropped	City -wide issue.
65	152	n/a	Amend auto allowance policy to require Budget Office's review of auto allowance proposals before forwarding to	CAO	Dropped	City -wide issue.
291	538	n/a	Record value of asset when the City accepts the asset.	FMA	Dropped	City accounting issue.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
68	177	n/a	Develop a complete inventory of work activities performed by the Agency in infrastructure maintenance and repair.	Admin	Dropped	PWA's focus is to develop performance measurement system (Rec #13)
69	178	Low	Define the levels of service that the Agency can provide in the maintenance & repair of assets entrusted to the Agency.	Admin	In Progress	PWA's focus is to develop performance measurement system (Rec #13)
70	179	Low	Develop performance standards for each work activity.	Admin	In Progress	PWA's focus is to develop performance measurement system (Rec #13)
71	182	n/a	Utilize Cityworks to develop an annual work program and calendar.	Admin	Dropped	Disagree. Not practical given need for PWA to respond to changing priorities.
72	184	High	Utilize Cityworks to develop and deploy formal work planning and scheduling systems in each Section.	Admin	In Progress	See Rec. 13
73	185	High	Utilize Cityworks to generate a monthly performance report comparing planned versus actual performance and costs.	Admin	In Progress	See Rec. 13
76	192	Low	Deploy Cityworks in Facilities Mgmt.	Admin	Deferred - Resources	FM uses Corrigo for work management. OK for now.
179	305	n/a	Develop a Call Center service request aging management system.	Admin	Implemented	Reports on service request status are being distributed.
180	305	Medium	Adopt an objective for closing service requests .	Admin	In Progress	
181	306	Medium	Hold Managers & Supervisors accountable for meeting objective for closing service requests .	Admin	In Progress	
185	313	n/a	Adopt impact fees for sanitary sewer collection, stormwater collection, parks infrastructure, and community and capital facilities.	Admin	Dropped	CEDA responsibility.
186	313	n/a	Reduce or waive impact fees for affordable housing projects.	Admin	Dropped	CEDA responsibility.
187	313	n/a	Contract for a nexus study prior to adopting impact fees to determine the specific fee amount to be charged and the connection between that fee and the cost of sanitary sewer collection, stormwater collection, parks infrastructure, and community and capital facilities.	Admin	Dropped	CEDA responsibility.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
189	317	Medium	Develop for Council approval a sponsorship policy that includes: sponsorship / partnership process, solicitation and selection process, agreement process, follow-up and	Admin	Deferred - Resources	Need admin support.
190	317	Medium	Assign responsibility for soliciting/selecting sponsors based on adopted sponsorship policy.	Admin	Deferred - Resources	Need admin support.
191	317	Medium	Establish a 501(c)(3) charitable organization on behalf of the Agency.	Admin	Deferred - Resources	Need admin support.
192	319	Medium	Develop and implement public-private partnerships.	Admin	Deferred - Resources	Need admin support.
216	343	n/a	Eliminate Supervising Civil Engineer position through attrition.	Admin	Implemented	Position has been eliminated.
268	393	High	Transfer an Information Systems Administrator position and 2 Microcomputer Systems Specialist back to PWA.	Admin	In Progress	Negotiating with CAO for return of positions.
269	396	High	Authorize 2 Spatial Analyst II positions.	Admin	In Progress	Discussing with Budget Office
270	397	n/a	Eliminate Management Assistant position responsible for agenda mgmt and public records through attrition.	Admin	Implemented	Position has been eliminated.
271	402	n/a	Transfer Administrative Services Manager position in DFE to Admin. Svc.	Admin	Dropped	Elimination of administrative support for DFE would just move the problem.
272	402	n/a	Add a Budget and Operations Analyst III.	Admin	Dropped	Denied by Budget Office - no funds available.
273	403	n/a	Do not consolidate PWA Human Resources Section with FMA/Personnel.	Admin	Implemented	Agree with recommendation.
274	407	Low	Reassign 3 Payroll Clerk III positions from Human Resources to Fiscal Services section.	Admin	Deferred - Low Priority	Internal personnel issue.
275	412	n/a	Automate accounts payable process; focusing on streamlining invoice data entry, internal routing, and approval process.	FMA	Dropped	FMA responsibility
276	412	n/a	Utilize document imaging and OCR / ICR assisted data entry for invoice data entry.	FMA	Dropped	FMA responsibility

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
277	412	n/a	Initiate electronic payment for vendors with Agency contracts over \$25,000 per year.	Purchasing	Dropped	Purchasing responsibility.
278	412	Low	Eliminate 3 Account Clerk I/ II positions after automating internal routing/ approval of invoices.	Admin	Deferred - Low Priority	Defer until Rec #275 accomplished.
279	414	Low	Eliminate one Payroll Clerk II position after deploying distributed time entry.	Admin	Deferred - Low Priority	Defer until distributed time entry implemented.
280	415	n/a	Admin. Svcs - Call Center has capacity to handle approximately 42% more call volume workload.	Admin	Implemented	Remark noted - no action required.
285	423	Medium	Transfer electrical engineering and architectural services responsibilities to CEDA/ DEC.	Admin	In Progress	Architectural transferred; electrical under review.
286	424	High	Transfer CEDA/ DEC to PWA.	Admin	In Progress	Discussions held with CAO.
287	424	High	Reassign staff assigned to development engineering to CEDA/ DEC. Keep staff at Permit Center.	Admin	In Progress	Discussions held with CAO.
290	537	n/a	Increase General Fund appropriations for asset renewal and replacement.	Admin	Dropped	No funds available.
292	538	Low	The Oracle Asset Module should be linked to Cityworks.	Admin	Deferred - Resources	
38	110	n/a	Reassign fund manager responsibility to those managers responsible for managing the asset.	CAO	Implemented	Asset management responsibility assigned to operations managers. Fiscal Svcs Mgr responsible for oversight.
39	110	n/a	Reassign fund manager/asset responsibility for the Sewer Service Fund from DEC to PWA.	CAO	Dropped	Leave SSF management with DEC which may be transferred to PWA.
207	336	n/a	Reduce CEDA/DEC's budgeted expenditures to the level that can be substantiated by workload allocation, programs, and time charges.	DEC	Dropped	Refer to DEC.
212	339	n/a	Adopt ordinance to impose "duty" on property owners for third party injuries as a result of the owner's failure to maintain the sidewalk.	DEC	Dropped	Refer to DEC.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
213	339	n/a	Conduct annual sidewalk inspection in residential areas on a rotating basis to identify tripping hazards. Notify property owners to make necessary repairs.	DEC	Dropped	Refer to DEC.
178	303	Medium	Develop annual report on the City's sustainable practices, including recommendations for enhancements.	Env Svcs	In Progress	Annual report is being prepared.
49	128	Medium	Prepare 5-year equipment replacement plan.	Equipment	Deferred - Resources	No annual funding provided for vehicles for last six years.
50	128	High	Identify alternative sources of funding to meet equipment replacement needs.	Equipment	In Progress	Alternate fund sources have paid for flusher, police and fire vehicles.
51	128	n/a	Increase funding for the replacement of the equipment fleet by \$5.5 million annually.	Equipment	Dropped	No funds available.
62	149	High	Set an initial objective of eliminating two hundred ten (210) vehicles from the City's fleet.	Equipment	Implemented	Plan is to eliminate 110 vehicles. 91 gone. 35 more to be eliminated in January 2010.
66	153	Low	Establish a heavy equipment "pool".	Equipment	Deferred - Resources	Need resources to implement change.
67	153	Low	The Equipment Services Division should manage the heavy equipment pool.	Equipment	Deferred - Resources	See Rec # 67.
84	205	Low	Expand the use of swing shifts for the automotive shop and the heavy equipment shop.	Equipment	Deferred - Resources	Fund w/negative balance can't afford extra \$83,000.
85	205	Low	Establish a classification of Lead Heavy Equipment Mechanic and Lead Automotive Mechanic. Reclassify one Heavy Equipment Mechanic and two Automotive Mechanic positions to lead mechanic.	Equipment	Deferred - Resources	See Rec #84
86	205	Low	Assign two Equipment Parts Specialists and six to eight Mechanics to the swing shift at the Automotive Shop and the Heavy Equipment Shop.	Equipment	Deferred - Resources	See Rec # 84
87	206	Low	Utilize Fleet Focus FA to e-mail operating departments when their vehicles are due for preventive maintenance.	Equipment	In Progress	Need resources to implement change.
88	207	Low	Develop weekly preventive maintenance schedule that evenly distributes vehicles for preventive maintenance	Equipment	In Progress	Need resources to implement change.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
89	207	n/a	Specify the weekly schedule for each piece of equipment in Fleet Focus FA within the table codes.	Equipment	Implemented	Implemented in Fleet Focus FA upgrade in April 2009.
90	208	n/a	Hold Equip. and Heavy Equip Supervisors accountable for implementing and supervising preventive maintenance	Equipment	Implemented	
91	209	High	Implement "quick lube" for light & medium equipment; exclude emergency response vehicles.	Equipment	In Progress	Implemented for police and fire sedans.
92	213	n/a	Set objective of an average of 125 working hours charged to repair orders per month per technician.	Equipment	Implemented	Implemented in Fleet Focus FA upgrade in April 2009.
93	213	n/a	Review monthly direct-bill hours report, report adherence to average working hours objective monthly.	Equipment	Implemented	Implemented in Fleet Focus FA upgrade in April 2009.
94	214	Low	Develop and implement a Quality Control policy.	Equipment	Deferred - Resources	Need resources to implement change.
95	216	n/a	Perform a higher percentage of maintenance & repair at the HOJ.	Equipment	Dropped	Inadequate facilities at HOJ. No funds available to create one.
96	216	n/a	Require OPD staff to check fluid levels in assigned OPD vehicles as part of their pre-trip inspections.	Equipment	Dropped	This may be desirable, but there is no practical way to enforce it.
97	216	Low	Establish two Lead Automotive Mechanics and promote two mechanics to positions at HOJ.	Equipment	Deferred - Resources	Searching for resources to implement change.
98	217	n/a	Construct an equipment maintenance and repair facility at HOJ.	Equipment	Dropped	City does not have \$400k for new facility.
99	217	Low	Revise work schedule at HOJ to day and swing shift, Monday through Friday.	Equipment	In Progress	Discussing with OPD.
100	217	n/a	Move Equip. Services Supervisor assigned to Hall of Justice (HOJ) to 7101 Edgewater to reduce the spans of control for the current two Equip. Supervisors.	Equipment	Dropped	Removes only supervisor at HOJ.
101	220	High	Increase the number of technicians with EVT and ASE certification.	Equipment	In Progress	On line training established.
102	220	High	Proposed Lead Mechanic and Equip. Services supervisory positions should require ASE certification.	Equipment	In Progress	Agree. Requires job classification change.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
103	220	High	Consider financial incentives for EVT and ASE certification.	Equipment	In Progress	Agree. Proposed by PWA annually since 2001. Negotiating with DHRM.
104	221	High	Evaluate cost/benefits to participating in fuel cooperative purchase with Santa Clara County, San Jose, Santa Cruz and Sunnyvale.	Equipment	In Progress	Working w/Purchasing to implement agreement with San Francisco.
105	222	Low	Establish a Fleet Advisory Board to serve as a customer council for the Equip. Services.	Equipment	In Progress	Expanding scope of existing Fleet Utilization Committee.
106	223	High	Develop and adopt service level agreements with major operating departments.	Equipment	In Progress	Searching for resources to implement change.
107	224	n/a	Warranty maintenance and repair work.	Equipment	Dropped	Work which doesn't meet standards is redone.
108	226	Medium	Provide point of sale receipts for each transaction; provide summarized receipts in monthly reports to each department.	Equipment	In Progress	Investigating available software.
109	226	n/a	Meet monthly with departments; review monthly reports and discuss basis and nature of costs.	Equipment	Implemented	Monthly meetings began in August 2009.
110	226	n/a	Provide major customers with access to Fleet Focus F/A.	Equipment	Implemented	Police and Fire have access.
193	321	High	Recommend adjustments that address operating revenue imbalances in the Equipment Fund as part of the fiscal year 2009-10 budget submittal.	Equipment	In Progress	Will be done as part of budget.
194	321	High	Create two object accounts for the allocation of Equipment Fund costs: an equipment operating and maintenance object account and an equipment replacement object account.	Equipment	In Progress	Will be done as part of budget.
195	321	n/a	Forgive negative fund balance in the Equipment Fund. Do not implement ten-year repayment plan to recoup funds.	Equipment	Dropped	Denied by Budget Office - no funds available.
196	322	Medium	Modify Equipment Internal Services Fund to include two sub-funds: operating and maintenance revenue & expenses and replacement revenue & expenses.	Equipment	In Progress	Will be done as part of budget.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
197	324	High	Utilize a chargeback system that reflects the actual costs of providing services for each vehicle in the fleet, not a flat rate per class.	Equipment	In Progress	Will be done as part of budget.
198	324	High	Charge departments for accident repair costs or vehicle replacement resulting from accidents where the Division is unable to recover the costs from the other party's insurance.	Equipment	In Progress	Investigating process to charge either Department's budget.
199	326	High	Recalculate charge-back rates. Include hours staff should be charging to work orders based on the cost structure of the Equip. Services Division.	Equipment	In Progress	Rates calculated. Next step is to add to FA.
204	332	Medium	Assume responsibility for administering equipment leases for the City's fleet.	Equipment	In Progress	Being discussed with FMA.
215	343	n/a	Reassign Fleet & Safety Coordinator from Streets & Sidewalks to Equip. Services; fund position out of Equip. Services.	Equipment	Implemented	Implemented January 1, 2009
223	353	n/a	Reduce technician positions only if the number of equipment and the age of the fleet is reduced through equipment replacement.	Equipment	Implemented	Age of fleet has not been reduced - it has increased since audit.
224	353	n/a	Outsource work performed by the Body and Paint Shop; eliminate positions through attrition.	Equipment	Dropped	Disagree. Contracting out existing work is against City policy.
60	142	Medium	Develop a plan to address deferred replacement requirements identified in the facility condition assessment.	Facilities	Deferred - Resources	Issue is moot, since Facilities Fund has \$38M negative balance.
61	142	Low	Review the replacement needs identified in the facility condition assessment; develop an implementation plan for Agency staff to address those needs that are within current staff's capacity.	Facilities	Deferred - Resources	Current staff capacity is sufficient only for complaint response and some preventive maintenance.
169	294	Low	Develop and install a preventive maintenance program for all City buildings.	Facilities	Deferred - Resources	Issue is moot, since Facilities Fund has \$38M negative balance.
170	295	n/a	Contract for predictive testing equipment on an annual basis. In the mid-term, selectively acquire this equipment and train its staff in its use.	Facilities	Dropped	Identifying additional deficiencies should be deferred until existing deficiencies are remedied.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
171	297	Low	Develop and implement a facility commissioning policy.	Facilities	In Progress	Obtained sample policy. Need to review with DEC.
172	298	Low	Develop an equipment standardization policy.	Facilities	In Progress	Obtained sample policy. Need to review with DEC.
173	298	n/a	Establish a Facilities Management Advisory Board to serve as a customer council for the Facilities Management	Facilities	Dropped	Implement Rec # 174 instead
174	300	High	Develop and adopt service level agreements with the major operating departments.	Facilities	In Progress	Developing draft agreements with OPD, Fire, and Libraries.
175	300	High	Warranty maintenance and repair work.	Facilities	In Progress	Part of #174
176	302	n/a	Provide point of sale receipts for each transaction. Summarize receipts in monthly reports provided to each department.	Facilities	Dropped	Excessive paperwork. Results will be reviewed with clients annually.
177	302	High	Meet monthly with each department to review monthly reports, discuss costs.	Facilities	Implemented	Monthly meetings established with Police, Parks, and Fire.
182	306	Medium	Work with CAO & City Council to develop policy to require a provision for operating and maintenance funding each time the City accepts an asset that will be maintained by the Agency.	Facilities	In Progress	Working w/DEC to include maintenance cost in Council Reports for each CIP item.
200	326	Medium	Charge labor hours and costs to work orders and provide its costs to customers both in the total and as cost per square foot.	Facilities	In Progress	Results being incorporated as part of Cityworks implementation.
201	329	High	Adjust operating revenue imbalances among various funds for the fiscal year 2009-10 budget submittal.	Facilities	Deferred - Resources	Will conducting in-house review of facility funding after Equipment Fund reviewed.
202	330	n/a	Forgive negative fund balance in the Facilities Internal Service Fund. Do not implement ten-year repayment plan to recoup funds.	Facilities	Dropped	Denied by Budget Office - no funds available.
203	332	High	Utilize lease financing solely for replacing heavy equipment, particularly over the next three fiscal years.	Equipment	Deferred - Resources	Need funding for leases.
237	364	n/a	Increase the skilled positions in Building Maintenance by 4 positions.	Facilities	Dropped	No funds available.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
239	364	n/a	Upgrade skill mix for Building Maintenance to include fewer Painters, more Electricians and Plumbers.	Facilities	Dropped	No funds available.
240	365	n/a	Eliminate 6 Custodial positions through attrition.	Facilities	Implemented	Positions cut during budget reductions.
241	367	n/a	Eliminate 4 Architectural Services positions through attrition.	Facilities	Implemented	Positions cut during budget reductions.
242	367	n/a	Reclassify PPT Custodians assigned to pool maintenance as Pool Technicians.	Facilities	Dropped	Reclassification request denied by OPRM
281	423	Low	Consolidate the responsibility of managing all City buildings with the Facilities Manager.	Facilities	In Progress	Under discussion within PWA.
288	536	High	Develop strategy with the Real Estate Division to dispose of properties for the Mayor and the City Council's consideration.	Facilities	Dropped	Process being managed by CAO
156	280	n/a	Repair global positioning system units in street sweepers.	KOCB	Implemented	
157	280	Medium	Require all Street Sweeper Operators to report total hours worked, total hours parked, total hours driving, total hours street sweeping, and total curb miles swept.	KOCB	In Progress	Done manually. Need to upgrade system to record info automatically.
158	280	High	Set objective for Street Sweeper Operator to sweep 32 curb miles per full seven and one-half hour shift.	KOCB	In Progress	Working with IT to maximize productivity on each route.
159	280	High	Develop street sweeper routes into a GIS layer, adjust routes so the curb miles in each route represent a full shift's work.	KOCB	In Progress	Working with IT to maximize productivity on each route.
160	281	n/a	Develop a street sweeping cleanliness scorecard system.	KOCB	Implemented	Done quarterly.
161	281	n/a	Rate street cleanliness.	KOCB	Implemented	Done quarterly.
162	283	n/a	Upgrade to regenerative air sweepers when existing mechanical broom sweepers reach end of useful life.	KOCB	Dropped	Equipment scheduled for replacement in 2014.
163	287	n/a	Acquire twenty (20) additional illegal dumping surveillance cameras.	KOCB	Dropped	No funds available.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
164	288	n/a	Acquire Internet-based (Wifi) HDTV systems or wireless IP cameras in a fixed wireless network.	KOCB	Dropped	No funds available.
165	288	n/a	Engage Oakland neighborhood associations to assist in the clean-up and prevention of illegal dumping.	KOCB	Implemented	On schedule to do 30/year.
166	289	n/a	In cooperation with the police department, "pilot test" surveillance camera to detect and apprehend graffiti taggers.	KOCB	Dropped	No funds available.
167	290	Medium	Develop alternatives to using labor-intensive hand tools and controlling weeds and vegetation on a complaint basis. Plan should include the use of pre-emergent and post-emergent herbicides to control weeds in medians, sidewalks/ gutters, alleys, and the edges of streets/ gutters.	KOCB	In Progress	50% complete on training for herbicide application.
168	291	n/a	Modify process for abating graffiti on private property to place the burden of graffiti removal on private property owners.	KOCB	Implemented	First response handled by PWA. Second referred to Cose Enforcement.
238	364	n/a	Assume responsibility for graffiti abatement in or outside of parks.	KOCB	Dropped	Disagree. Park painters paint buildings as well as graffiti. Both KOCB & Parks have lost painters due to budget cuts.
254	379	n/a	Eliminate 5 street sweeping positions through attrition.	KOCB	Implemented	Implemented in July 2009.
255	380	Medium	Assign Street Sweeper Operators responsibility for minor maintenance and repairs of street sweepers .	KOCB	In Progress	Meet & confer completed.
261	384	n/a	Reallocate workload to downtown business improvement district; reduce downtown cleaning staff by 10 positions through attrition.	KOCB	Implemented	Positions deleted due to budget cuts.
262	385	Low	Expand waste hauler responsibilities to include waste container inspection, maintenance/ repair at the 2012 contract renewal.	KOCB	Deferred - Resources	To be included in 2012 contract negotiations.
263	385	n/a	Reduce waste container maintenance/ cleaning by 4 positions through attrition after expanding waste hauler responsibilities.	KOCB	Dropped	City policy forbids contracting out.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
264	389	n/a	Eliminate 9 positions in Illegal Dumping through attrition.	KOCB	Dropped	Disagree. Illegal dumping complaints exceed 1000/month.
265	389	n/a	Acquire 5 rear loader refuse collection trucks for illegal dumping collection crews.	KOCB	Dropped	No funds available.
266	390	n/a	Eliminate 3 positions in Litter Enforcement through attrition.	KOCB	Implemented	Positions deleted due to budget cuts.
267	391	n/a	Eliminate 3 supervisory positions through attrition after staffing adjustments are made.	KOCB	Dropped	Dropped. One eliminated reducing supervisory ratio to 1:16.
284	423	n/a	Consolidate overall responsibility for PWA's volunteer management under DFE's Clean Community Supervisor.	KOCB	Implemented	
59	140	n/a	Develop a five-year plan for the renewal and rehabilitation of City's parks.	Parks	Dropped	Park planning managed by DEC.
146	267	n/a	Adjust service level to provide effective turf management, tree / landscape management, irrigation management, and playground management.	Parks	Implemented	Level of service reduced by budget cuts.
147	267	n/a	Acquire additional equipment to improve turf mowing service level.	Parks	Dropped	No funds available.
148	269	n/a	Prepare route sheets for each maintenance route defining the routine maintenance work performed by staff assigned to each route.	Parks	Implemented	Maintenance schedules posted on web site.
149	273	Low	Develop written service level standards for each of the different types of parks maintained.	Parks	Deferred - Resources	Service standards will be prepared after implementation of Cityworks.
150	274	Low	Develop quality standards for park maintenance.	Parks	Deferred - Resources	Service standards will be prepared once City's financial position stabilizes.
151	275	n/a	Conduct written condition assessments of all park and landscaped areas every six months.	Parks	Dropped	Assessment every six months far exceeds industry standards. Annual assessment performed by NGO.
152	275	n/a	Enhance working relationship with volunteers; expand the use/involvement of volunteers in maintaining and repairing City parks.	Parks	Implemented	Over ___ volunteer hours worked in 2009.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
153	276	High	Develop a horticultural training program for Gardener II's and Gardener Crew Leaders.	Parks	In Progress	Researching financial incentives for certification.
154	276	n/a	Work with the Peralta Community College to develop the horticultural training program; provide ongoing instruction to Parks' employees.	Parks	Dropped	Peralta Community College requested funding, which is not available.
155	277	Low	In cooperation with CEDA/DEC and Building Services, develop a written landscape standards manual for use in City park and landscape capital projects and in developer-financed park and landscape projects.	Parks	Deferred - Resources	Requires consultant services.
210	338	High	Seek voter approval on a sales/ parcel tax override to fund maintenance and repair of parks, street and park trees, and streetlights.	Parks	In Progress	Discussions under way with CAO and Council.
211	338	Low	If approved, use funds from sales/ parcel tax override for maintenance, repair of existing facilities only, not for new construction.	Parks	Deferred - Resources	Deferred until funds available.
243	370	n/a	Maintain current staffing level for Park & Landscape Maintenance.	Parks	Implemented	Agree with recommendation, but budget restrictions have forced cuts.
244	372	Medium	Eliminate 10 Gardener II positions through attrition, replace with PT Park Attendant positions.	Parks	In Progress	Two gardeners departed through "Golden Handshake".
245	372	Medium	Authorize 10 additional PT Park Attendant positions.	Parks	In Progress	Park Attendant positions added by City Council.
246	373	n/a	Eliminate Parks and Building Division's Project Manager position through attrition.	Parks	Implemented	Position eliminated.
247	374	n/a	Authorize 4 Park Maintenance positions for a Park Construction and Repair crew.	Parks	Dropped	No funds available.
248	376	n/a	Transfer 6.4 FTEs from Parks & Rec to Park Maintenance; including LLAD funding of \$364,520.	Parks	Dropped	Disagree. Ball field maintenance should stay with Parks
249	376	Medium	Execute a service level agreement with Parks & Rec for baseball field preparation and maintenance.	Parks	In Progress	Draft MOU prepared.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
250	377	n/a	Transfer 2 F/T Route 4 custodians and 2 TPT custodians responsible for weekend cleaning stand-alone park restrooms to Park Maintenance.	Parks	Dropped	Disagree. Need gardeners to focus on gardening.
251	377	n/a	Reclassify 2 F/T and 2 TPT custodial positions to Gardener II's after transfer from KOGB to Parks.	Parks	Dropped	Disagree. Need gardeners to focus on gardening.
252	377	n/a	Reassign responsibility for cleaning stand-alone park restrooms to park maintenance crews assigned to the hubs.	Parks	Dropped	Disagree. Need gardeners to focus on gardening.
253	377	n/a	Add one Park Supervisor position	Parks	Dropped	No funds available.
257	382	Medium	Eliminate 6 vegetation control positions through attrition.	Parks	In Progress	Two positions have been eliminated.
258	382	Medium	"Pilot" test the use of organic herbicides and mulches for vacant lots to suppress weeds.	Parks	In Progress	Pilot test under review.
259	382	n/a	Reallocate vegetation control crew to Park Maintenance.	Parks	Dropped	Disagree - not a park maintenance function. Funded from KOGB.
260	382	n/a	Reclassify remaining six vegetation control crew positions to Gardener II's through attrition after reassigning to Park Maintenance.	Parks	Dropped	Disagree - not a park maintenance function. Funded from KOGB.
282	423	n/a	Reclassify Building Services Manager to a Parks Manager. Consolidate urban forest, parks, medians, and vegetation management with this position.	Parks	Dropped	Management of Urban Forest remains with Tree Division because of needed links to street & sidewalk maintenance.
46	119	Low	Update the sanitary sewer collection system master plan	Sewers	Deferred - Low Priority	Implement EPA's Administrative Order first.
74	191	High	Develop a formal policy and procedure requiring field crews to update the appropriate data layers in the sanitary sewer and stormwater maps by notifying GIS staff regarding infrastructure discrepancies.	Sewers	In Progress	SOP being developed.
75	191	Low	Develop computer/hydraulic models for the City's sanitary sewer and stormwater networks.	Sewers	Dropped	DEC responsibility.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
111	228	Medium	Modify Sewer Maintenance Leader classification to require a Grade II Collection System Maintenance Certificate by CWEA.	Sewers	In Progress	Obtaining information on certificate requirements.
112	230	Medium	Reduce crew size to 2 persons for service calls and power rodding; reduce construction & repair crew size to 4 persons, supplement w/ backhoe operator when required.	Sewers	In Progress	Evaluate as part of sewer cleaning pilot program.
113	230	n/a	DEC's construction inspectors, not Sewers should conduct sewer tap inspections.	Sewers	Implemented	Letter sent delegating inspection authority to DEC.
114	235	Medium	Increase the proportion of the sanitary sewer system receiving chemical root control	Sewers	In Progress	Evaluate as part of sewer cleaning pilot program.
115	235	Medium	Adopt process to include power rodding pipes directly before chemical root control, then 6 mos and 18 mos after the chemical root control.	Sewers	In Progress	Evaluate as part of sewer cleaning pilot program.
116	238	High	Require EBMUD to inspect food service establishments annually and to conduct follow-up inspections of establishments with deficiencies.	Sewers	In Progress	EPA Order - EBMUD to brief PWA staff on Fats, Oils & Grease (FOG) program.
117	238	High	Require EBMUD to inspect food service establishments within 1,000 ft of a sanitary sewer overflow when fats, oils, or grease caused the overflow.	Sewers	In Progress	EBMUD to brief PWA staff on Fats, Oils & Grease (FOG) program.
118	238	High	Actively monitor the effectiveness of the EBMUD fats, oils, and grease program.	Sewers	In Progress	See Rec #117
119	238	High	Audit the enforcement approaches utilized by EBMUD.	Sewers	In Progress	See Rec #117
120	238	High	Request EBMUD to provide information on food service establishments required to install grease removal equipment from 2005-2007 (excluding new construction).	Sewers	In Progress	See Rec #117
121	238	High	Compile a list of food service establishments that most frequently cause/ contribute to sanitary sewer overflows; request additional monitoring by EBMUD.	Sewers	In Progress	See Rec #117

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
122	238	High	Increase the high velocity cleaning frequency of "hot spots."	Sewers	In Progress	Seeking funds for three new hydroflushers.
123	238	n/a	Add pipe reach to "hot spot" list when sanitary sewer overflow is caused/contributed to by fats, oils, or grease.	Sewers	Implemented	
124	238	High	Maintain a "hot spots" inventory in a Microsoft Access database linked to Cityworks.	Sewers	In Progress	Database created. Link to GIS and Cityworks is next step.
125	239	High	Enhance preventive maintenance level for the sanitary sewer collection system.	Sewers	In Progress	Ordered by EPA.
126	242	n/a	Divide sanitary sewer collection system into zones with a specific hydroflusher assigned to each zone.	Sewers	Implemented	City divided into three zones.
127	242	High	Assign high velocity hydroflusher crews to the preventive maintenance cleaning of all City sanitary sewers in each zone.	Sewers	Deferred - Resources	Seeking funds for three new hydroflushers.
128	243	High	Replace four (4) sewer flusher combo's (#4169, #4165, #4796, and #4797) and one of the CCTV trucks (#4914) assigned to the Sanitary Sewer Section.	Sewers	Deferred - Resources	Consultant preparing report on sewer equipment needs.
129	243	n/a	Replace two power rodders with "hands free" rodders.	Sewers	Dropped	Disagree. Wrong equipment for this purpose.
130	243	High	Acquire three (3) additional sewer flusher combo's.	Sewers	Deferred - Resources	Consultant preparing report on sewer equipment needs.
131	243	n/a	Acquire a self-propelled easement power rodder.	Sewers	Dropped	Disagree. Wrong equipment for this purpose. Hills too steep.
132	244	High	Develop a quality control program for cleaning sewer mains.	Sewers	In Progress	Preparing SOP.
205	336	n/a	Sewer Service Fund Manager should be in DIO.	Sewers	Dropped	Disagree. Leave in DEC.
206	336	High	Require CEDA/DEC and any other department funded by the Sewer Service Fund to submit a budget request to DIO as part of the annual budget preparation process. DIO should review, comment on requests before submitting to the Budget Office.	Sewers	In Progress	Agree, but with DEC managing. City policy issue.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
208	336	High	Budget Right-of-Way Management in the General Fund, not Sanitary Sewer Fund.	Sewers	In Progress	Budget Office ok'ed if revenue neutral.
220	346	n/a	Sewer - eliminate 8 positions through attrition.	Sewers	Dropped	Newly issued EPA Order has increased sewer maintenance requirements.
58	139	n/a	Meet w/ DEC to revise sidewalk prioritization plan and develop a balanced approach that includes deploying Streets and Sidewalks' staff.	Streets	Implemented	Meetings w/DEC resulted in allocation of funds among O&M and capital needs.
44	118	Low	Prepare a long-term plan to implement Storm Drainage Master Plan.	Storm Water	Deferred - Resources	First priority is to create storm drain fee.
45	118	Low	Develop a work plan utilizing drainage staff to address the small to medium sized projects within the Storm Drainage Master Plan's high priority capital plan.	Storm Water	Deferred - Resources	Given 23.5 FTE, priority of in-house effort goes to storm drain deficiencies identified in the field.
133	245	High	Reduce crew size for cleaning of watercourses to three persons supplemented by the use of inmate labor.	Storm Water	In Progress	No inmate labor for over a year. Negotiating with Sheriff for new contract.
134	246	n/a	Clean 20 drain inlets per crew day.	Storm Water	Implemented	Established as goal for Drainage Maintenance Section
214	340	High	Create budget for storm drains separate from sewers.	Storm Water	In Progress	Dedicated storm water fund being discussed with Budget Office.
221	350	Low	Drainage - eliminate 9 positions through attrition.	Storm Water	In Progress	Re-evaluate after adoption of new NPDES permit.
222	350	Low	Eliminate a Public Works Supervisor II and Public Works Supervisor I through attrition.	Storm Water	In Progress	Re-evaluate after adoption of new NPDES permit.
289	536	n/a	Work with the Alameda County Flood Control District to identify the Drainage Master Plan projects that will be addressed by the District.	Storm Water	Dropped	DEC responsibility.
209	337	n/a	Treat Electrical Svcs Administration as a direct cost, not an Agency-wide overhead cost.	Street Lights	Implemented	Electrical Services Administration is now a direct cost.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
225	355	n/a	Eliminate Electrical Construction and Maintenance Planner through attrition.	Street Lights	Dropped	Planner is essential to coordination of workload and management of utility undergrounding.
228	357	n/a	Eliminate Limited Duration Electrician positions in Streetlights through attrition.	Street Lights	Implemented	Positions have been eliminated.
229	357	n/a	Transfer one Electrician position from Streetlights to Traffic Signals.	Street Lights	Implemented	Position eliminated due to budget reductions.
230	357	n/a	Assign Streetlight Maintenance & Repair staff to new streetlight construction/ installation only as time permits; otherwise, outsource work.	Street Lights	Implemented	New street lights added by contract.
231	357	n/a	City - discontinue group relamping of streetlights.	Street Lights	Implemented	Group relamping is good idea, but budget reductions caused it to be dropped.
232	357	n/a	Inspect arterials and collectors streetlights for burnouts and replace as identified. Replace residential streetlight burnouts as reported by residents.	Street Lights	Implemented	Arterials are inspected annually.
236	360	n/a	Eliminate a vacant Program Analyst II position.	Street Lights	Dropped	Eliminated through budget reductions.
256	381	n/a	Eliminate 3 electrical painting positions through attrition.	Street Lights	Implemented	Positions transferred to Facilities.
283	423	n/a	Reclassify Electrical Services Manager to a Public Works Operations Manager. Consolidate electrical services and street management with this position.	Street Lights	Dropped	Disapproved by DHRM.
47	125	n/a	Prepare a long-term plan for City street repair and rehabilitation, include alternative funding sources and strategies to enhance Streets and Sidewalks' staff capacity to repair and rehabilitate streets.	Streets	Dropped	Pavement management is DEC responsibility.
48	125	n/a	Increase annual funding for slurry seal to not less than \$8.75 million annually.	Streets	Dropped	No funds available.
136	250	n/a	"Pilot" test the use of spray injection pothole patching.	Streets	Dropped	Investigation concluded system was not appropriate for Oakland.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
137	250	n/a	Acquire spray injection truck and utilize spray injection to patch potholes if "pilot" test is successful.	Streets	Dropped	Investigation concluded system was not appropriate for Oakland.
138	254	n/a	Do not divert Major Paving Crew from street overlay and asphalt grinding for other work activities.	Streets	Dropped	Crew eliminated as part of budget reductions.
139	255	n/a	Contract for asphalt grinding hauling and hot mix asphalt delivery; acquire two 15-yard transfer dump bodies and trailers in the next 3 fiscal years.	Streets	Dropped	No funds available.
140	255	n/a	Acquire two 15-yard transfer dump bodies and trailers to haul asphalt grindings; do not use three-axle dump trucks.	Streets	Dropped	No funds available.
141	255	n/a	Transfer responsibility for speed bumps to DEC; handle projects as a capital project via contracts.	Streets	Dropped	DEC responsibility. PWA speed bump crew deleted from budget.
142	255	n/a	Increase asphalt budget by \$400,000 to \$800,000 annually to enable street paving for eight months/year.	Streets	Dropped	No funds available.
183	310	n/a	Contract for a nexus study to enable the City to charge a construction street impact fee.	Streets	Dropped	DEC/CEDA is handling.
184	310	n/a	Adopt a construction road impact fee.	Streets	Dropped	DEC/CEDA is handling.
188	314	High	Ask ORA to pay for street and sidewalk capital improvement projects in the City's redevelopment areas.	Streets	Deferred - Resources	Discussed with ORA - no funds available.
217	343	n/a	Maintain existing staffing levels for streets and sidewalks.	Streets	Implemented	13 people deleted in budget cuts since audit published.
135	247	n/a	Reduce crew size as follows: Pothole Patching to 2 persons; Major Paving to 5 persons for grinding, 7 persons for asphalt overlay; concrete pouring to 3 persons; concrete sidewalk construction to 2 persons; sidewalk grinding to one person.	Streets	Implemented	
53	133	n/a	Prepare a long-term plan for traffic signal renewal and replacement.	Traffic	Dropped	Revisit when City's financial position improves.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
54	133	n/a	Replace traffic signal controllers every 20 year.	Traffic	Dropped	No funds available.
55	133	n/a	Increase annual funding for signal controller replacements.	Traffic	Dropped	No funds available.
56	136	Low	Prepare a long-term plan for replacement of traffic signs.	Traffic	Deferred - Resources	Revisit when City's financial position improves.
57	136	n/a	Develop a plan utilizing Traffic Maintenance staff to replace signs identified as being in poor condition by the <i>Citywide Sidewalk / ADA Inventory</i> .	Traffic	Dropped	Regulatory signs are replaced as necessary. Informational signs are replaced as funding becomes available.
143	257	High	Develop a preventive maintenance program to maintain traffic signals minimum once annually.	Traffic	In Progress	Goal is to perform PM on all signals annually (56/month). SOP being prepared.
144	260	n/a	Develop and install a preventive maintenance program for traffic striping.	Traffic	Dropped	Remaining 3 traffic painters can only restripe as needed.
145	260	Medium	Schedule work for Sign Maintenance Workers and Traffic Painters.	Traffic	In Progress	Supervisors have begun to use City works for scheduling.
226	355	n/a	Eliminate Public Works Supervisor II through attrition.	Traffic	Dropped	Disagree - that would leave one supervisor to manage 18 people.
227	356	n/a	Eliminate Administrative Assistant II who supports the Public Works Supervisor II through attrition.	Traffic	Implemented	Position eliminated through budget reduction.
233	358	n/a	Add one Electrical Leader position, 4 additional Electricians and 2 Electrical Helper positions for traffic signal maintenance.	Traffic	Dropped	No funds available.
234	358	n/a	Focus on traffic signal maintenance and repair; outsource construction of new signalized intersections.	Traffic	Implemented	
235	359	n/a	Add one Traffic Painter, one Public Works Maintenance Worker, and 3 Sign Maintenance Worker positions.	Traffic	Dropped	No funds available.
52	129	Low	Collaborate with CEDA to develop an urban forest master plan; be responsible for its implementation.	Trees	Deferred - Resources	Consultant services required. No funds available.
77	194	n/a	Prepare a policy study on tree trimming service level for City Council consideration.	Trees	Dropped	Lack of resources makes this recommendation moot.

Recommendation Number	Page Number	Priority	Recommendations	Category	Status	Remarks
78	196	Low	Prepare a comprehensive tree planting plan	Trees	Deferred - Resources	Maintaining existing 38,000 street trees with 19 employees is higher priority.
79	197	n/a	Acquire CITYgreen software from American Forests; work with IT to deploy the software.	Trees	Dropped	Maintaining existing 38,000 street trees with 19 employees is higher priority.
80	198	n/a	Reduce tree maintenance service request crew size to two positions.	Trees	Implemented	
81	201	n/a	Provide contractual funding for the proactive tree trimming of 7,350 park and street trees annually.	Trees	Dropped	No funds available.
82	201	n/a	Enhance working relationship with non-profit, tree conservation organizations; leverage their ability to obtain grant funding for street tree planting.	Trees	Implemented	Working with five tree non-profits.
83	201	n/a	Outsource street tree planting to non-profit, tree conservation organizations.	Trees	Implemented	Tree planting by non-profits has begun.
218	345	n/a	Eliminate one tree maintenance worker position through attrition.	Trees	Implemented	12 positions eliminated due to budget cuts.
219	345	Medium	Reduce equipment by two (2) cranes, two (2) tool trucks, two (2) flatbed trucks, a crew cab light dump, a brush chipper, and a compact sedan.	Trees	In Progress	1/2 of vehicles eliminated. Remainder under review.