
CITY OF OAKLAND
COUNCIL AGENDA REPORT

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OFFICE OF THE CITY CLERK
OAKLAND
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TO: Office of the City Administrator
ATTN: Deborah Edgerly, City Administrator
FROM: Budget Office
DATE: October 12, 2004

SUBJECT: Report for Council Review and Consideration on FY 2003-04 Citywide Performance Results

SUMMARY

This report presents for City Council review and consideration the Citywide performance measures, targets and results for Fiscal Year 2003-04. This report is designed to provide program and performance results to assist the Administration, Mayor and Council members in reviewing the overall performance of the City's selected programs and to make related budget/policy decisions. The report also provides 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 departments¹ remain focused on Council priorities. **To this end, the report is now organized around the Council's adopted goals and Citywide objectives.** As the City transitions to performance-based budgeting, City agencies and departments have continued revising and/or proposing new measures and targets for FY 2004-05, as summarized here, to more accurately reflect services provided and focus on improvement.

FISCAL IMPACT

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

BACKGROUND

Fiscal year 2003-04 marks the City's sixth year of performance data collection and reporting. During this time, the performance measurement program has evolved and become much more focused. An important result of this focus has been the development of two types of measures, selected and "internal" (formerly called "non-selected"). Performance data for the selected performance measures (SPM) are reported to the Council, while the internal measures are tracked by each department and are designed to assist departments in day-to-day management and decision-making. **This report presents annual performance results for FY 2003-04 selected performance measures and recommends changes to selected measures and their respective targets for FY**

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

2004-05 where necessary. The changes are intended to further enhance the effectiveness of the City's performance measurement and reporting.

KEY ISSUES

City departments are making progress in adopting a culture of performance enhancement and continuous improvement. The Budget Office and departments continue efforts to further this goal as well as share City results with outside agencies.

Significantly, the performance measurement and reporting program is now shifting focus to be more directly aligned with Council goals and objectives. Historically, performance reports depicted results organized by department. For the first time, however, this report is now formatted around the seven Council goals as adopted in the FY 2003-05 Budget:

1. Make Oakland a Safe City
2. Develop a Sustainable City
3. Improve Oakland Neighborhoods
4. Ensure that All Oakland Youth and Seniors Have the Opportunity to Be Successful
5. Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
6. Maintain and Enhance Oakland's Physical Assets
7. Inspire Creativity and Civic Engagement

This report is sorted secondarily by Council-adopted Citywide Objectives and further by program according to program codes (e.g. NB04 for Competitive Sports). Individual measures and corresponding performance data are then shown for each program along with some financials. This significant change is intended to further help the Administration and department managers in their efforts to focus on improving programs and policies the Council deems important, while providing Council with additional information to make performance-based budgetary decisions. Appendix A provides a visual illustration of how Council goals are linked to Citywide objectives and departmental programs as reflected in the FY 2003-05 budget document. **This report, therefore, utilizes the program-based structure adopted by the City Council as part of the FY 2003-05 budget, creating a strong linkage between performance reporting and budgeting.**

Further enhancements to the report include the addition of financial information for each program, summarizing the revenues, expenditures and full-time equivalent (FTE) positions related to that program. The "FY 2003-04 Budget" column represents the Adopted Budget while "FY 2003-04 Actuals" depicts actual expenditures for the fiscal year. While adjusted budget figures may be a closer "apples to apples" comparison with actual expenditures, the adopted budget figures are used for easy reference back to the Adopted Budget document, as well as for ease of administration. In some cases, this adopted to actual comparison may be somewhat misleading if new funds have been added to the budget (e.g. unspent project funds, new grant funds, etc.), and spending increases in a similar manner, giving the false impression that the program has overspent its budget (for example, see program SC17: Recycling and Solid Waste). In cases where significant differences exist between

the adopted budget and actual revenue collection or spending, explanations are provided. Moving forward, we also plan to include both adopted and adjusted budget information in the FY 2004-05 report. Other improvements are also being considered, based on FY 2003-04 experience.

The City Administrator's Budget Office plays a key role in continuously improving the City's performance reporting by working with departmental staff to ensure the accuracy of the database and consistency in data collection. Departments regularly review their performance measures for relevance, accuracy and applicability. In cases where measures are outdated or no longer reflect the specifics of departmental functions or types of services provided, departments may propose to replace their existing performance measures with new, more accurate measures. Hence, this report contains departmental and Budget Office recommendations for changing some performance measures and/or targets for FY 2004-05.

DISCUSSION

Attachment B presents the performance results for FY 2003-04 organized by the Mayor and Council goals, then by Citywide objectives and programs, as discussed in the previous section.

The City's selected performance measures and reporting on results continue to improve. Fiscal year 2003-04 measures and reporting have been revised from prior years to become more meaningful and useful and rely on information that is reasonably available to City departments. In the interest of continuous self-improvement, departmental staff have been and will be working closely with the Budget Office in preparing appropriate language for new or amended measures and in agreeing on appropriate data sources, where necessary, to support the measures. While most of the fiscal year 2003-04 measures have been included in the FY 2003-05 budget, some have been revised, and for many, targets have been added. **These new and amended measures are summarized in the table on the following page, by Mayor/Council Priority.**

A few new measures are requested by the Office of Parks and Recreation (OPR). OPR had no approved performance measures as part of its FY 2003-05 budget. Based on the City Auditor's finding that OPR was lacking meaningful performance measures, as presented in the "Office of Parks & Recreation Administration Audit" (June 8, 2004), City Council had asked that OPR incorporate the Auditor's recommendations into its performance program. The Budget Office and OPR staff have developed performance measures that take into consideration the following recommendations from the Auditor: (1) ensure that performance measures match OPR goals, objectives and mission; (2) ensure that performance measures address a range of user groups and ages; and (3) develop consistent performance measures to allow for comparisons to previous years. The final result is that five of OPR's 11 programs need to have their Mayor/Council Priority and/or Citywide Objective changed to match the function of the program. Eleven new measures were created, four of which are selected measures and are summarized in the table below.

The Budget Office is also proposing a number of changes, mainly to add new measures in order to allow our customers to track our performance through this Citywide report. The Police Services Agency, Community and Economic Development Agency, and Finance and Management Agency are also proposing changes, all to FY 2004-05 targets.

New/ Amended Performance Measures and/or Targets Proposed for FY 2004-05

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)	Proposed New Target (FY 2004-05)
Mayor/Council Goal #1: Make Oakland a Safe City				
<i>PS08 (Communications)</i> : Average number of seconds to answer 7-digit emergency calls	10.25	50.00	9.5	10.00
<i>PS33 (Port Security)</i> : Percentage certification of k-9s for narcotics detection/searches	N/A	75.00%	N/A	Delete entire measure
Mayor/Council Goal #3: Improve Oakland Neighborhoods				
<i>NB32 (Home Ownership & Rehabilitation)</i> : Percent of completed home purchase transactions of total homeownership assistance loan applications	100.00%	100.00%	90.00%	90.00%
Mayor/Council Goal #4: Ensure that All Youth and Seniors Have the Opportunity to Be Successful				
<i>NB03 (Recreation, Cultural, Civic), Measure 1</i> : Implement the Roving Radical Recreation Street Team for ages 14-18	NEW	Serve a minimum of 500 youths annually	NEW	Serve a minimum of 500 youths annually
<i>NB03 (Recreation, Cultural, Civic), Measure 2</i> : Increase the amount of programming for ages 5-18	NEW	Expand programming services by 10 percent over previous year	NEW	Expand programming services by 10 percent over previous year
<i>NB04 (Competitive Sports)</i> : Expand programming and serve youth who have traditionally not participated in sports programs	NEW	Increase first-time users by 5 percent	NEW	Increase first-time users by 5 percent
<i>NB05 (Aquatics)</i> : Serve youth who have traditionally not participated in recreation programs	NEW	Increase first-time users by 5 percent	NEW	Increase first-time users by 5 percent
<i>YS06 (Older Workers Employment & Training -- ASSETS), Measure 1</i> : Number of low-income Oakland citizens age 55 years and older served	203.00	203.00	274.00	269.00
<i>YS06 (Older Workers Employment & Training -- ASSETS), Measure 2</i> : Percent of the programs authorized enrolled level transitioned into unsubsidized employment	28.75%	25.00%	38.00%	37.00%
Mayor/Council Goal #5: Model best practices to improve customer services and to be a fiscally sound and efficiently run city				
<i>IP08 (Risk Management), Measure 2</i> : Average cost per worker' compensation.	\$12,700.	\$1,205.00	\$12,959.00	\$12,500.00
<i>IP12 (Budget Office), Measure 2</i> : Average number of days after the quarter end when a quarterly Revenue & Expenditure Report is issued to City Council and Public	71.00	60.00	69.00	65.00

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)	Proposed New Target (FY 2004-05)
<i>IP12 (Budget Office), Measure 4:</i> Latest date by which the current year's financials are interfaced from BRASS to Oracle and available for departments	NEW	NEW	NEW	July 15, 2004
<i>IP12 (Budget Office), Measure 5:</i> Date by which all Adopted Budget documents (including Policy, CIP and ORA budgets and Master Fee Schedule) are published and distributed and posted on website	NEW	NEW	NEW	August 15, 2004
<i>IP12 (Budget Office), Measure 7:</i> Minimum number of monthly newsletters issued during the fiscal year, for internal and external customers	NEW	NEW	NEW	10.00
<i>IP12 (Budget Office), Measure 8:</i> Minimum number of Inter-Departmental Budget Team meetings, offered during the fiscal year for fiscal & accounting staff	NEW	NEW	NEW	12.00
<i>IP36 (Revenue Collections), Measure 3:</i> Percent of non-compliant businesses identified through data sources	N/A	90.00 %	68.00 %	50.00 %
<i>IP36 (Revenue Collections), Measure 4:</i> Percent of registered non-compliant businesses identified through data sources	N/A	50.00 %	6.34 %	7.50 %
<i>IP36 (Revenue Collections), Measure 5:</i> Percent of business tax revenue generated from non-compliant businesses	N/A	10.00 %	4.00 %	5.00 %

ENVIRONMENTAL OPPORTUNITIES

There are many environmental opportunities to be realized by active City participation in the performance measurement program. In terms of this report, however, none are noted.

DISABILITY AND SENIOR ACCESS

Some disability and senior access issues are impacted by active City participation in the performance measures program. In terms of this informational report, however, none are noted.

RECOMMENDATIONS

This report contains results of fiscal year 2003-04 Citywide performance along with proposed changes to measures and/or targets for fiscal year 2004-05. Staff recommends that the City Council accept the report and approve the proposed changes, as summarized in the table on pages 4 and 5 above, as well as listed throughout Attachment B.

ACTION(S) REQUESTED OF CITY COUNCIL

Staff requests that City Council accept the FY 2003-04 performance measures report and approve the new and amended "Selected Measures" and targets as proposed for FY 2004-05.


Respectfully Submitted,



Marianna Marysheva
Budget Director

Prepared by: J. Kelly Sessions
Budget & Operations Analyst III
Budget Office

APPROVED FOR FORWARDING
TO FINANCE & MANAGEMENT COMMITTEE


OFFICE OF THE CITY ADMINISTRATOR

Attachments:

- A - Citywide Budget/Performance Program Structure
- B - Citywide Performance Results for FY 2003-04

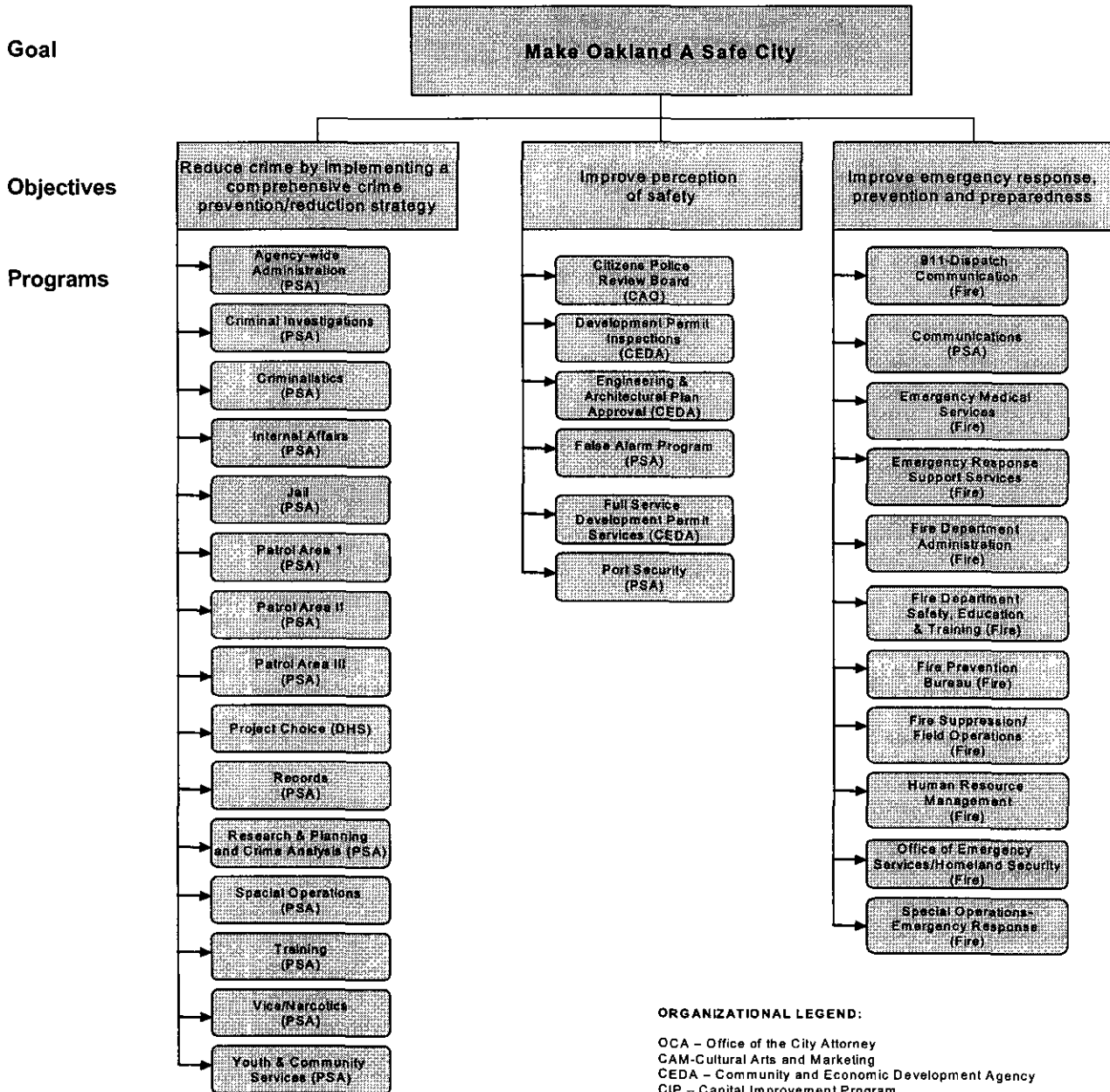
APPENDIX A

CITYWIDE BUDGET/PERFORMANCE PROGRAM STRUCTURE:

LINKAGES BETWEEN MAYOR/COUNCIL GOALS, OBJECTIVES & PROGRAMS

**ADOPTED BUDGET
FY 2003-05**

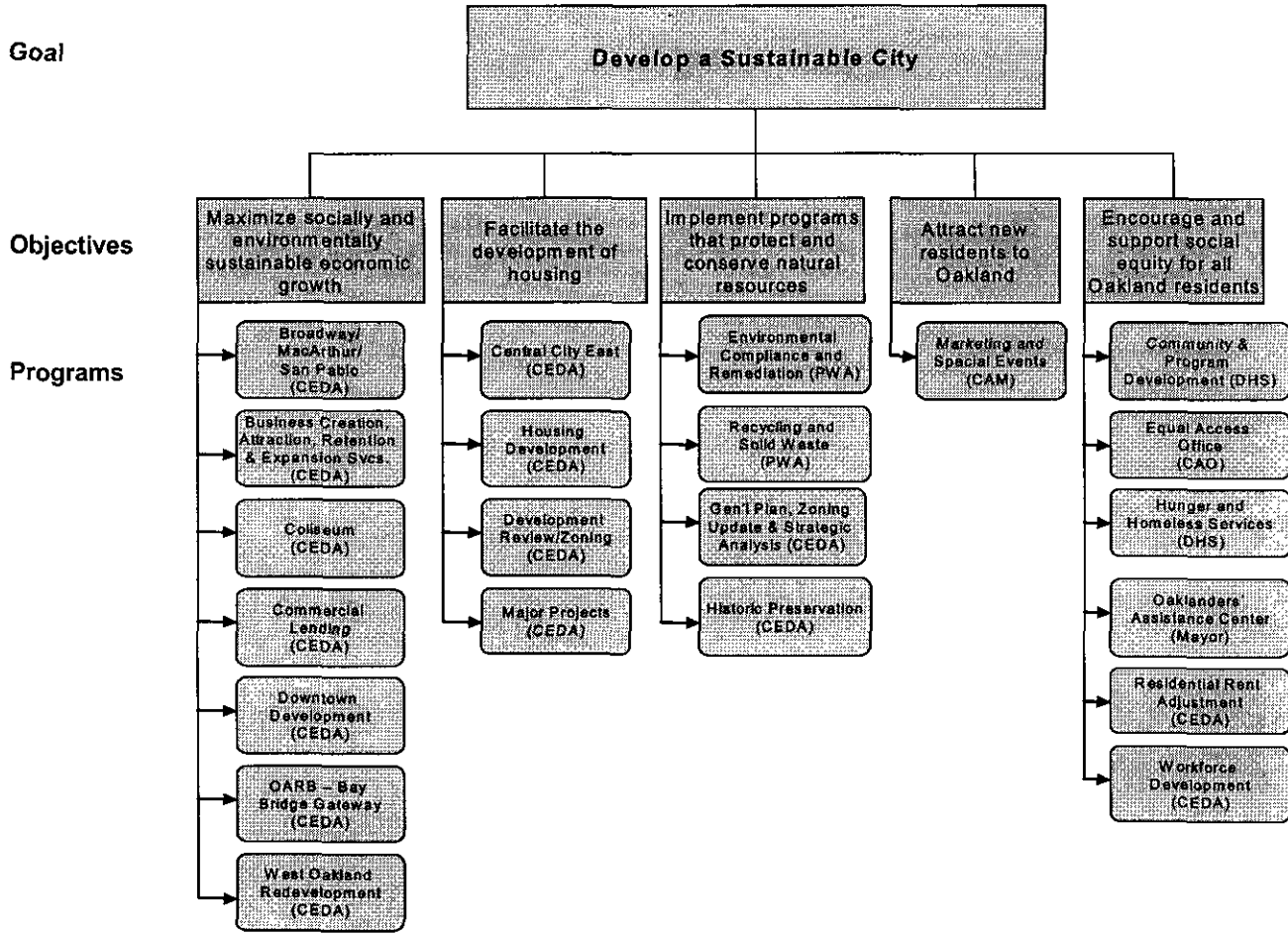
Citywide Program Structure



ORGANIZATIONAL LEGEND:

- OCA - Office of the City Attorney
- CAM-Cultural Arts and Marketing
- CEDA - Community and Economic Development Agency
- CIP - Capital Improvement Program
- CAO - City Administrator's Office
- DHS - Department of Human Services
- FMA - Finance & Management Agency
- N-D - Non-Departmental
- OPR - Office of Parks and Recreation
- OPL - Oakland Public Library
- PSA - Police Services Agency
- PWA - Public Works Agency

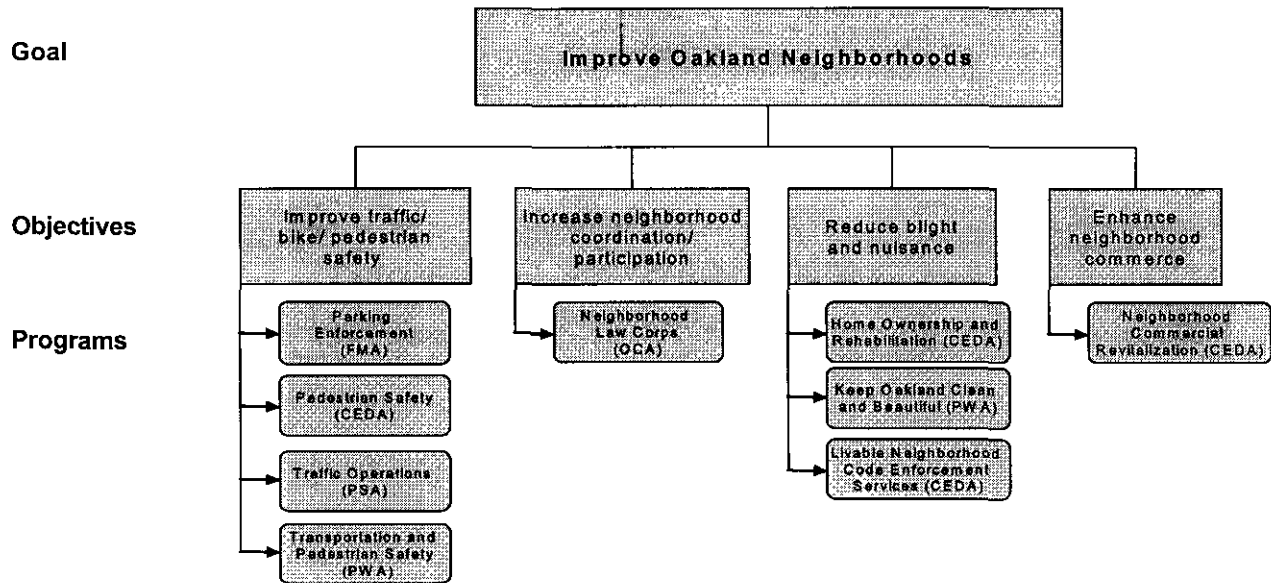
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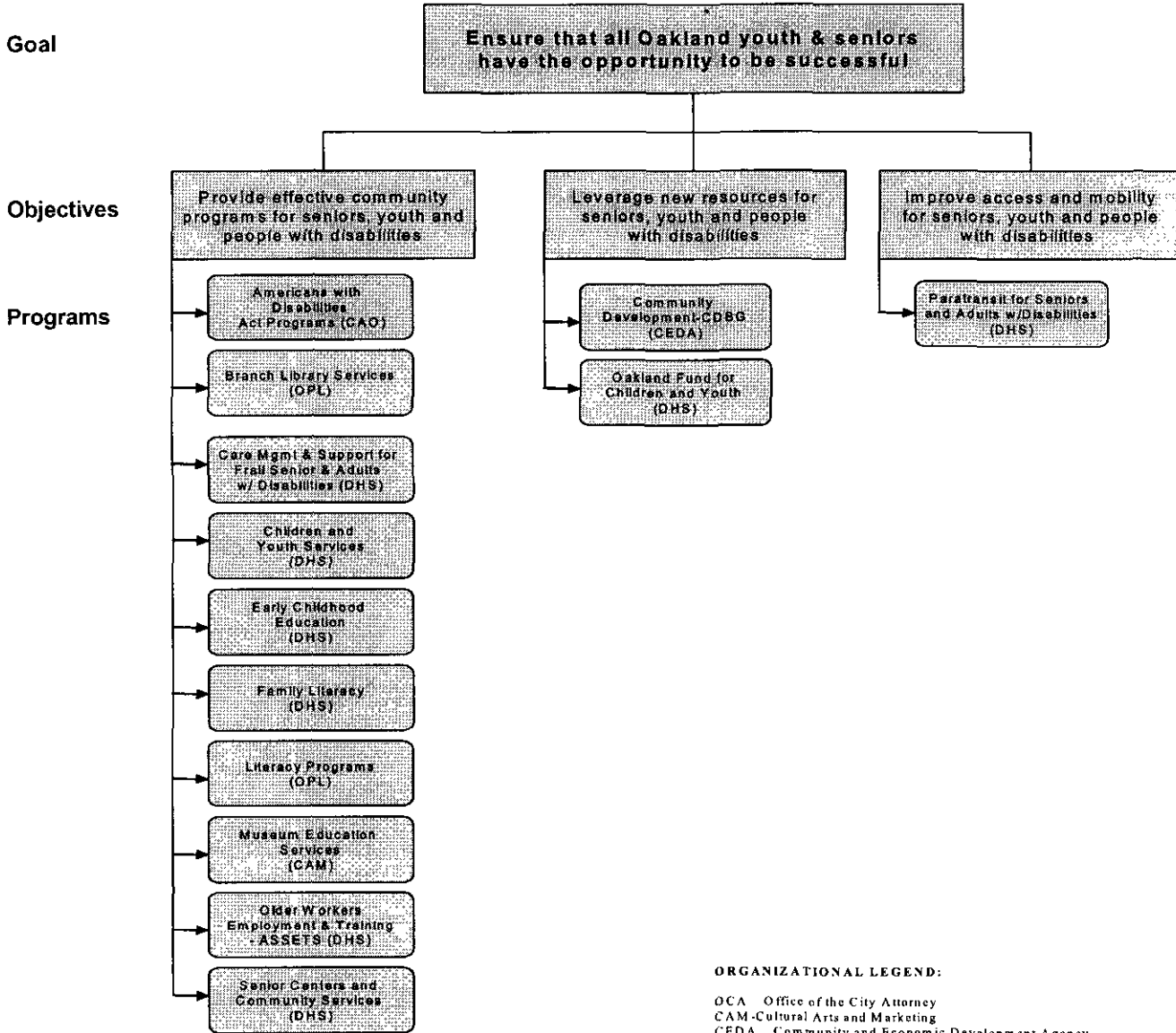
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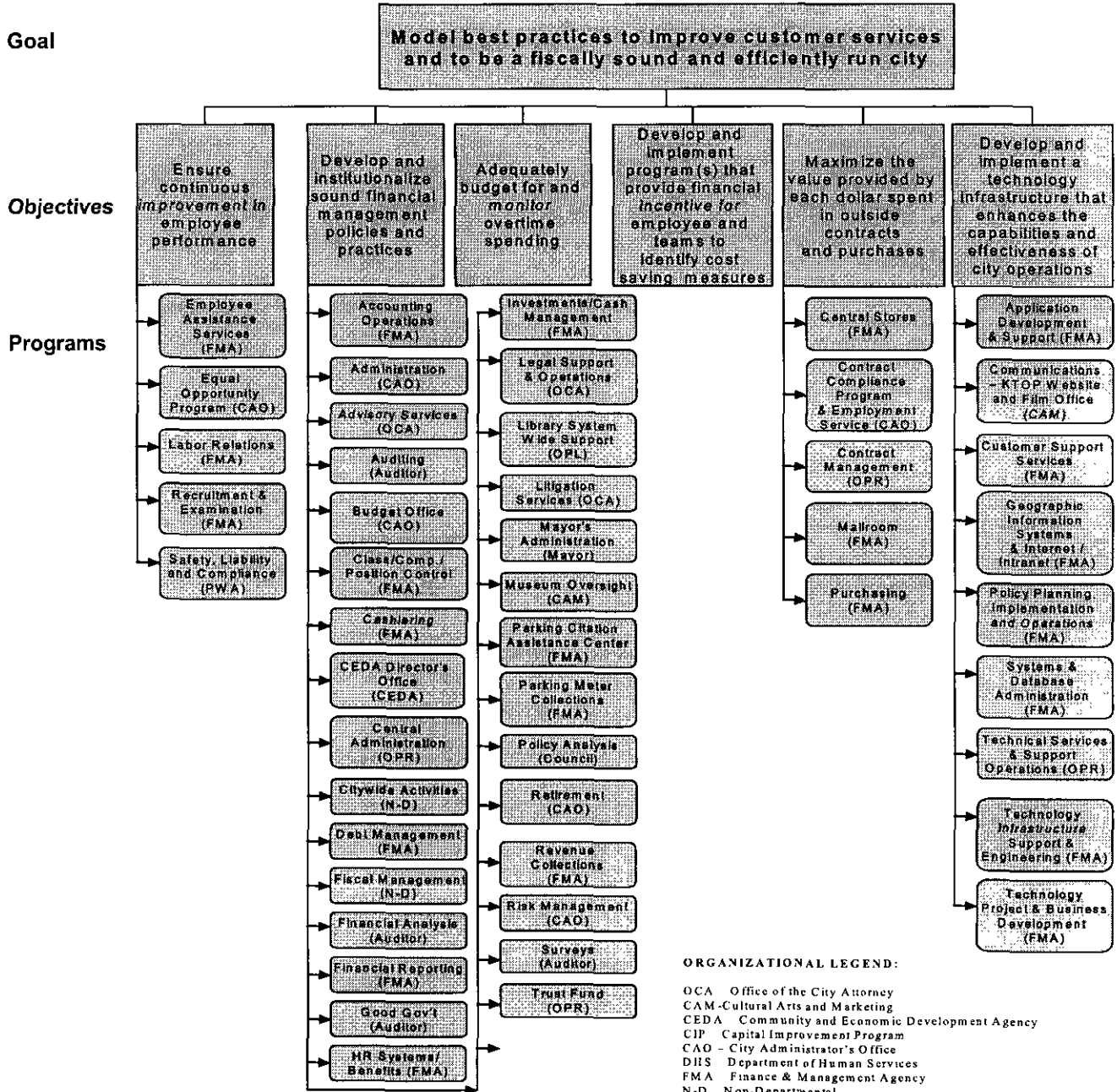
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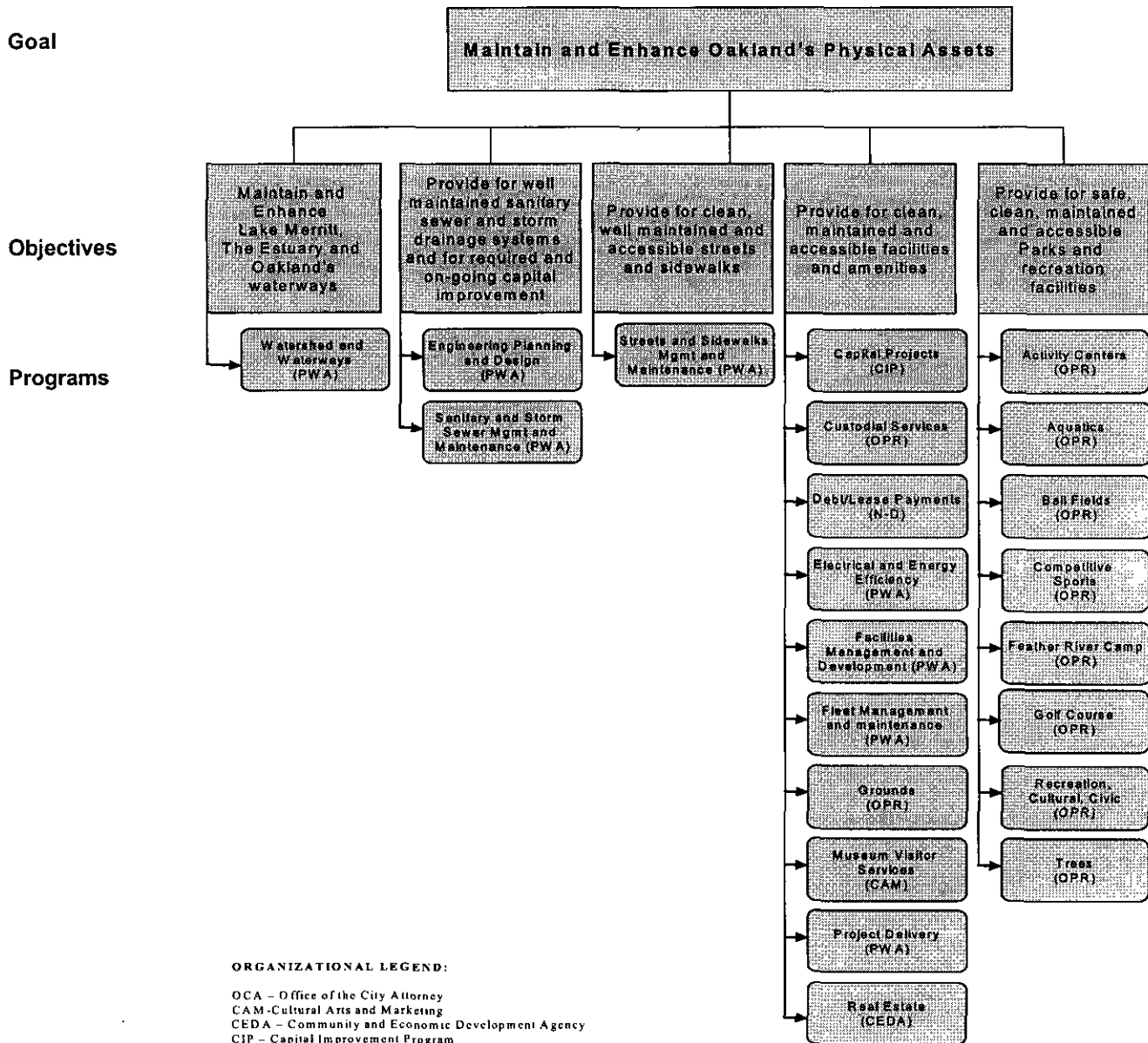
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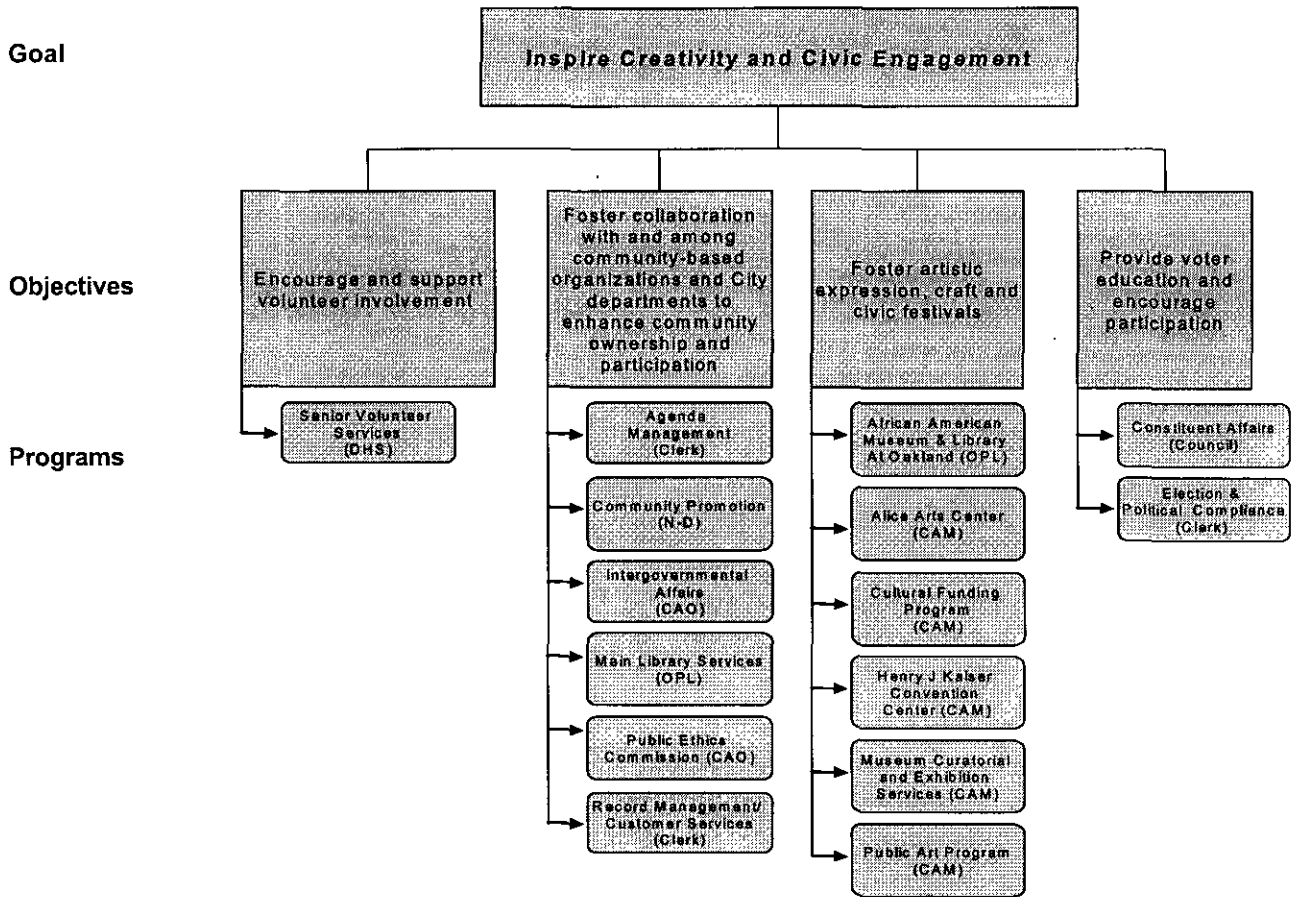
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APPENDIX B

FY 2003-04 PERFORMANCE RESULTS

**ORGANIZED BY GOAL, OBJECTIVE
AND PROGRAM**

FY 2003-04 PERFORMANCE RESULTS

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FY 2003-04 PERFORMANCE RESULTS

SECTION I

**GOAL 1:
MAKE OAKLAND A SAFE CITY**

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Agency-wide Administration (PS01)
Program Description: This program provides agency-wide administrative functions including executive leadership, fiscal services, personnel services, grant administration and information technology.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$31,971	\$18,702,096	58.5	\$4,971,044	\$27,132,538	58.5

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percentage change (from prior year) in Part 1 violent crimes	N/A	-5.00%	-8.52%
2. Percentage change (from prior year) in Part 1 property crimes	N/A	-5.00%	-9.42%

Explanation of Revenue Collection and Spending

Revenue consisted of the following funding sources—General Purpose Fund, 5th Year State COPS Grant, State of California and the Kerrison Trust for Police Enhancement. Appropriations were to the areas of Subpoena Jury and Witness Charges, Miscellaneous Fees and Pass Through Loans and Miscellaneous Sales.

Of the \$4,971,044 indicated, \$4,144,965 are non-General Purpose Fund (GPF) monies. \$826,079 is from the GPF of which \$366,490 should have been captured under PS11 (Patrol Area I) but is captured under this program code.

The variation among expenditures reflects the incorporation of an expanded number of organization codes assigned to this program during the year. They primarily provide administrative support for departmental services and operations and were moved from various other programs.

Council Goal:	Make Oakland a Safe City
Citywide Objective:	Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department:	Police Services Agency
Program:	Agency-wide Administration (PS01)
Program Description:	This program provides agency-wide administrative functions including executive leadership, fiscal services, personnel services, grant administration and information technology.

Explanation of Performance

Measure 1: In October 2003, the Oakland Police Department implemented a new enforcement operating strategy in an effort to reduce violent crime. The 'Violence Reduction Plan' consists of four phases, each of which addresses interrelated violent crime issues faced by the City of Oakland. It has been necessary to implement the Violence Reduction Plan in phases, as each phase requires training and the development of partnerships and working agreements with allied agencies, to include California State Parole, the Alameda County Probation Department, and the Alameda County District Attorney's Office. The combined phases form a comprehensive and sustainable citywide violence reduction strategy.

Phase I: On 1 Oct 03, the Oakland Police Department implemented Phase I of the Violence Reduction Plan. Project S.A.F.E. (Supplemental and Focused Enforcement). Project S.A.F.E. is the foundation of the Violence Reduction Plan and was designed to coordinate and focus Department resources towards well-defined violence crime objectives. The plan also increases the effectiveness of specialized and undercover operations and holds personnel at all levels accountable for their violence reduction efforts.

Phase II: On 19 Nov 03, the Oakland Police Department entered into a partnership agreement with California State Parole to enhance the supervision of individuals on parole who are most likely to be involved in violent criminal activity. This new partnership has greatly increased communication between the Oakland Police Department and State Parole and places greater responsibility on Oakland Police Officers to assist with the supervision of at-risk parolees. Furthermore, the agreement encourages police officers in the field to recommend the modification of parole conditions for individuals who are found to be engaging in activity that is indicative of more serious criminal behavior. The partnership also provides parolees with new increased access to a wide range of counseling and support services sponsored by the Oakland Police Department.

Phases III and IV of the Violence Reduction Plan were not implemented during FY 2003-04.

Measure 2: Although the Department continues to focus on violent crime, the City of Oakland has also seen reductions in burglary.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Internal Affairs (PS02)
Program Description: This program investigates complaints and helps resolve disputes arising from internal employee actions.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,433,951	11.0	\$0	\$1,997,706	11.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent change (from prior year) in force and bias complaints	-7.69%	-25.00%	+24.00%

Explanation of Revenue Collection and Spending

The increased expenditure level reflects the implementation of mandates of the Riders' Case. Additional staffing was necessary to accommodate and comply with requirements.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Internal Affairs (PS02)
Program Description: This program investigates complaints and helps resolve disputes arising from internal employee actions.

Explanation of Performance

Measure 1: Force and bias misconduct complaints:

There was a marked increase in fourth quarter (FY 2003-04) force complaints compared to the same period for FY 2002-03. This is due in part to:

1. An increase in Citizens Police Review Board (CPRB) complaints forwarded to and investigated by OPD.
2. City Attorney's Office (CAO) legal claims investigated as misconduct complaints.
3. OPD Management Level Liaison (MLL) notifications--investigations forwarded from the Public Defenders Office to OPD through the MLL, an assigned Captain of Police.
4. Independent Monitoring Team (IMT) review of OPD/Internal Affairs Division (IAD) investigations.
5. As a result of the Riders' Settlement Agreement, Internal Affairs is now required to initiate an investigation into all complaints, whereas, in prior years some of these complaints were resolved informally.

There were twelve (12) force complaints related to the crowd control problems which stemmed from the Carijama Festival in May 2004.

Further analysis of the increase in force complaints is pending.

The actual number of force complaints for FY 2003-04 were 31, 18, 24 and 53 for quarters 1, 2, 3 and 4 respectively, for a total of 126. The total for FY 2002-03 was 106.

Bias complaints remained relatively unchanged compared to the same period -- fourth quarter--last fiscal year (02-03).

The individual numbers of bias complaints for FY 2003-04 were 4, 8, 2 and 7 for quarters 1, 2, 3 and 4 respectively, for a total of 21. The total for FY 2002-03 was 13.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Criminal Investigations (PS03)
Program Description: This program investigates criminal activity and develops cases for the prosecution of crimes.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$287,414	\$8,257,188	58.0	\$321,745	\$13,710,043	58.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of investigated cases presented to DA.	9.76%	19.00%	55.75%
2. Percent of investigated cases charged by DA	94.83%	85.00%	91.94%
3. Percent of actual homicide cases investigated that are cleared	101.72%	20.00%	51.75%

Explanation of Revenue Collection and Spending

Revenue sources included General Funds, Department of Justice Grants and Unclaimed Cash and consisted of Police Permits, Extradition Reimbursement, Miscellaneous Sales and Receipt of Trust Funds.

The increase in expenditures includes some personnel expenses, overtime costs, and replacement/upgrade of outdated computers and furniture. Also, due to inherent aspects of the work involved in homicide investigations, it is very difficult to precisely predict or estimate actual costs since they are driven by caseload, the nature of the investigative work, witness leads, etc.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Criminal Investigations (PS03)
Program Description: This program investigates criminal activity and develops cases for the prosecution of crimes.

Explanation of Performance

Measure 1: At year-end, approximately 56 percent of homicide cases were presented to the District Attorney's (DA's) Office. Individual quarterly percents of 41, 56, 73 and 53 for quarters 1, 2, 3 and 4 respectively were outcomes. The largest number of cases presented was in the third quarter, with quarters 2 and 4 within a similar range and also in context with the year-end number.

The projected goal of 19 percent was greatly exceeded for all quarters.

Measure 2: The District Attorney's (DA's) Office for the fiscal year charged approximately 92 percent of the homicide cases that were presented for review. The biggest factor for this fiscal year compared to last fiscal year, is that there were 14 fewer homicides or a 12 percent reduction for this fiscal year. As of 6 Aug 04, there have been 49 homicides for 2004, which is 20 fewer than for the same period in 2003, or a 29 percent reduction.

The number of actual homicide cases charged by the DA per quarter were: 17, 10, 15 and 8, for a year-end total of 50. The percentages of cases aligned by quarter were 94, 100, 94 and 80, with the year-end outcome of 91.94. The target of 85 percent was exceeded.

Measure 3: Approximately 52 percent of the homicide cases were cleared. Actual numbers of cases cleared were: 17, 10, 15 and 8 for quarters 1, 2, 3 and 4, respectively, along with matching percentage indications of 41, 56, 68 and 42. The largest percentage of cases cleared occurred in the third quarter. The year-end result overwhelmingly surpassed the target of 20 percent.

Homicide cases are very difficult cases to solve and most take several months to years to solve. All of the cases are continually investigated and new leads are developed as more information is learned about the victim and the circumstances leading to the murder. Generally, the percentage of cases solved goes up after the year is completed and continues to improve in the upcoming years.

Last year, the Homicide Section was very successful in clearing some of the more difficult murder investigations. This can be attributed to the hard work and skills of the investigators.

To reiterate, OPD has been very successful in solving homicide cases over the last two (2) years. FY 2003-04 cases are lower than those for FY 2002-03 (as expected), since homicide investigations take several months to 1 1/2 years and longer to solve. The clearance rates of homicide cases will continue to get higher for any year as time goes on.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Criminalistics (PS05)
Program Description: This program analyzes and documents evidence for the prosecution of crime.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$6,630	\$2,124,759	17.1	\$637,667	\$2,659,938	17.1

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Identification rate with CAL-ID on latent print searches	37.32%	30.00%	26.00%
2. Number of violent crime cases on which perpetrators are identified through DNA typing and database searches	N/A	5.00	37.00

Explanation of Revenue Collection and Spending

The budgeted revenues were received as planned from various state and federal grants. Additional unbudgeted revenues of \$631,667 were realized from state and federal grant receipts.

Expenditure levels are different because grants were received for additional staffing.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Criminalistics (PS05)
Program Description: This program analyzes and documents evidence for the prosecution of crime.

Explanation of Performance

Measure 1: Significant success has been achieved using the statewide fingerprint AFIS database (CAL-ID) to identify latent print evidence in unsolved cases. OPD has also begun using the national fingerprint database (National AFIS) to identify prints not identified within the State. This is proving quite successful. The hit rate is lower this year due to the fact that a proportionally greater number of homicides were searched compared to the number of property crimes. Hit rates on person crimes are expected to be lower than on property crimes.

Actual numbers for latent print cases searched in CAL ID were 78, 47, 105 and 65 for Quarters 1, 2, 3 and 4 respectively for a year-end total of 295.

The actual number of cases in which atleast one (1) hit was made in CAL-ID: 19, 8, 29 and 20 for Quarters 1, 2, 3 and 4 respectively for a year-end total of 76.

Actual percentage outcomes in terms of the identification rate with CAL-ID on latent print searches per quarter were 24.36, 17.02, 28 and 31 for quarters 1, 2,3 and 4 respectively for a year end average of 26 percent.

Measure 2: Case targets were greatly exceeded for the identification of perpetrators using DNA. Perpetrators were identified in 37 unsolved sexual assault and homicide cases through a DNA analysis of body fluid evidence and subsequent searching of the DNA profile in the state DNA Offender Database. Further, in 14 additional cases, DNA evidence established connections (i.e. same assailant) between cases not known to be associated; the assailants have not yet been identified in these cases. Cases with hits are being investigated, charged and litigated. All litigated cases to date have resulted in convictions.

DNA evidence has also been used to exonerate defendants who were falsely accused. Charges were dropped against two such defendants during the reporting period (one homicide and one sexual assault).

Actual case outcomes were 3, 12, 6 and 16, for quarters 1, 2 3 and 4 respectively for a total of 37.

These statistics show the tremendous power of using forensic databases, particularly DNA and fingerprint databases, to solve unsolved violent crimes. The majority of lab staff working in both the DNA and Latent Print areas are grant funded. Retention of these staff is key to our future success.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Records (PS07)
Program Description: This program maintains all official police reports and records.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$207,474	\$2,922,063	39.0	\$165,560	\$3,398,634	39.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of time daily crime reports developed, maintained and distributed to the crime analysis unit prior to 9:00 AM, Monday through Friday, except Holidays	N/A	90.00%	100.00%

Explanation of Revenue Collection and Spending

Records-related revenue is specific to the General Fund from the receipt of inspection fees, miscellaneous service charges, collections, fees and sales, special reports and police permits. The reduction in revenues is due to certain enforcement activities that were reduced or cancelled, thereby reducing the amount of revenue that would have been generated from the release of vehicles.

The increased spending is due to the additional overtime required for staff to perform data entry operations to resolve and clear the backlog from the prior year of records to be entered or updated in the system. This backlog was generated by prior restrictions in overtime authorization.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Records (PS07)
Program Description: This program maintains all official police reports and records.

Explanation of Performance

Measure 1: The OPD/Records Division has been able to input the statistical portion of the reports submitted daily by the Officers so that the previous day's crime activity report can be produced for Crime Analysis. As seen by the yearly figures, Records has been able to submit the reports each and every day.

Daily crime reports were distributed in accordance with requirements 100 percent of the time. This outcome exceeded the target performance of 90 percent.

The number of requests and performance results matched exactly each quarter, with 63 requests and completions for quarters 1, 2, 3 and 4, for a total of 252 each, producing 100 percent.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Patrol Area I (PS11)
Program Description: This program provides police patrol, general investigation and crime prevention in North, West, and Downtown Oakland, and includes BFO Admin.-Court Liaison and Problem Oriented Policing (Beat Health).

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,161,071	\$26,372,978	200.0	\$173,596	\$28,067,750	200.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
I. Percent of investigated adult personal and property crime cases presented to DA	61.76%	60.00%	56.03%

Explanation of Revenue Collection and Spending

The budgeted revenue not only includes overtime reimbursement for Patrol Area I, but also Patrol Areas II and III as well (programs PS34 and PS35 respectively). Revenue amounts primarily consist of miscellaneous document fees and reimbursable overtime, including Summit Hospital police security. Some reimbursements were counted to PS01 (Administration) and should have been included here. Further research is being undertaken in this area.

The increase in spending is due to MOU salary adjustments and the shift to put more officers on patrol.

Council Goal:	Make Oakland a Safe City
Citywide Objective:	Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department:	Police Services Agency
Program:	Patrol Area I (PS11)
Program Description:	This program provides police patrol, general investigation and crime prevention in North, West, and Downtown Oakland, and includes BFO Admin.-Court Liaison and Problem Oriented Policing (Beat Health).

Explanation of Performance

Measure 1: During January 2004, OPD underwent a major reorganization which primarily affected the Bureau of Field Operations. As a result, data is now compiled in accordance with comprehensive, Citywide crime prevention/reduction strategies and classifications. These involve:

1. Property Crimes Section/Arson and Inspectional Services

For quarters 1 and 2, data was collected by Area. For (the former) Area III, 1,016 and 931 cases were assigned to be investigated, respectively, with 397 and 305 cases being referred to the District Attorney(DA). This produced outcomes of 39.07 percent and 32.76 percent of cases being referred to the DA for quarters 1 and 2, respectively.

Information for quarters 3 and 4 was collected consistent with the recently implemented organizational structure and reflect Citywide Property Crimes Section data which includes Arson and Inspectional Services cases. For these quarters, 918 and 839 cases were assigned to be investigated, respectively, with 602 and 873 cases being presented to the DA for the respective quarterly periods. Outcomes were 65.58 and 104.05 percent, respectively.

As can be noted, there was a significant increase in cases presented during quarters 3 and 4 because the data consists of Citywide categories of cases --Arson and Inspectional Services--and is not specific to a defined geographical area.

2. Robbery and Assault

For quarter 1, data was collected by Area. For (the former) Area II, 668 cases were assigned to be investigated, with 351 being referred to the District Attorney(DA). This produced the outcome of 52.54 percent of cases being referred to the DA.

Data for quarters 3 and 4 were collected consistent with the recently implemented organizational structure and reflect Citywide Assault and Robbery crimes rates.

Robbery: 234 and 227 cases were assigned to be investigated for quarters 3 and 4, respectively.

During these same respective quarters, 142 and 92 cases were presented to the DA. The outcome for cases presented to the DA were 61 percent and 41 percent for the respective quarters.

Assault: 389 and 412 cases were assigned to be investigated for quarters 3 and 4, respectively. The number of cases presented to the DA were 183 and 227 for these respective quarters. Percentage results for cases presented to the DA were 47 and 55 for quarters 3 and 4.

For quarter 1, data was collected by Area. For (the former) Area I, 1,011 cases were assigned to be investigated, with 595 being referred to the District Attorney(DA). This produced the outcome of 58.85 percent of cases being referred to the DA.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Vice/Narcotics (PS12)
Program Description: This program provides investigative services and support for field units for the prevention, intervention, investigation and prosecution of vice/narcotics crimes.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$627,581	\$5,303,818	45.0	\$658,719	\$2,854,150	45.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent increase in vice-related arrests	N/A	5.00%	-22.51%
2. Percent increase in narcotics-related arrests	N/A	10.00%	-7.49%

Explanation of Revenue Collection and Spending

Revenue sources include the General Fund (Deemed Approved Program), Federal Asset Forfeiture—15 Percent Set Aside, Federal Asset Forfeiture—85 Percent City Share, and State Asset Forfeiture. This revenue is comprised of miscellaneous service charges; State criminal justice grants; forfeitures and miscellaneous penalties; and receipt of trust funds.

As indicated, there was a significant decrease in expenditure amounts. This is due to the elimination of the Narcotics Unit in October 2002.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Vice/Narcotics (PS12)
Program Description: This program provides investigative services and support for field units for the prevention, intervention, investigation and prosecution of vice/narcotics crimes.

Explanation of Performance

Measure 1: Actual year-end result for vice-related arrests was -22.51 percent, indicating a reduction in comparison to the prior year (FY 2002-03).

The actual number of arrests was 98 for the fourth quarter and the year-end total was 420.

During the prior year, there were 76 arrests for the fourth quarter, with a year-end total of 542. The reasons for the reduction in numbers are:

1. City pulled funding for Beat Feet enforcement.
2. City Attorney advised not to run Beat Feet enforcement until the lawsuit regarding the validity of Beat Feet laws was resolved.

Measure 2: Actual year-end result for Narcotics-related arrests was -7.49 percent, indicating a reduction in comparison with the prior year (FY 2002-03).

The significant decrease in narcotics related arrests is attributed to the elimination of the Narcotics Unit in October 2002. Crime Reduction Teams were subsequently redeployed to address 'Sideshow' activities during this time period.

Arrests for the current reporting period were 1,146 for the fourth quarter and a year-end total of 4,905.

Prior year arrests were 1,202 for the fourth quarter, with a year-end total of 5,302.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Special Operation (PS13)
Program Description: This program provides support services and specialized enforcement needs for general investigation, prevention and enforcement of criminal activity.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$309,092	\$5,854,946	53.0	\$300,545	\$5,511,017	53.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
I. Percent increase in volunteer reserve staffing	N/A	25.00%	-9.38%

Explanation of Revenue Collection and Spending

Revenues of \$300,000 are comprised primarily of fees for services at the Animal Shelter, the bulk of which is attributable to animal licenses (approximately \$190,000) with the remaining amounts coming from veterinary procedures, shelter fees, contributions, etc.

Expenditures are right on the targeted budget.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Police Services Agency
Program: Special Operation (PS13)
Program Description: This program provides support services and specialized enforcement needs for general investigation, prevention and enforcement of criminal activity.

Explanation of Performance

Measure 1: The target was not achieved. Despite a recruiting effort, there was an insufficient number of candidates that completed the pre-academy selection process to hold an academy this year. No reserve academies were conducted for the previous fiscal period (FY 2002-03) nor the current reporting period. Therefore, vacancies which occurred were not filled.

Actual numbers (of volunteer reserve staffing) for the current period were 16, 14, 14 and 14 for quarters 1, 2, 3 and 4, for a year-end average of 14.50.

Actual numbers (of volunteer reserve staffing) for the prior year (02-03) were 16, 16, 16 and 16 for quarters 1, 2, 3 and 4, for a year-end average of 16.

In view of the above, the outcomes for the change in staffing were 0 percent, -12.50 percent, -12.50 percent and -12.50 percent for quarters 1, 2, 3 and 4, respectively. The year end change was -9.38.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Human Services
Program: Project Choice (PS28)
Program Description: This program provides parolees returning to Oakland, who are at high risk of reoffending, with pre-release and post-release intensive support services and an emphasis on building a relationship with a coach/case manager. Project Choice will serve a minimum of 60 clients in the coming year, with the potential for the number to increase.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$486,712	1.7	\$347,975	\$200,200	1.7

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of participants provided w/ comprehensive pre-release assessment and support services	60.00	60.00	18.00
2. Number of participants provided with coaching/case management services	N/A	60.00	N/A
3. Percent of project participants with full time employment within 6 months of release	N/A	65.00%	N/A
4. Percent of project participants who have stable housing one year post release	N/A	50.00%	N/A

Explanation of Revenue Collection and Spending

Revenues are derived from Department of Justice grants applied for and received during the fiscal year for the Going Home project which is part of the Project Choice program. Expenditures were below the budgeted amount because Project Choice is still recruiting participants.

Council Goal: Make Oakland a Safe City
Citywide Objective: Reduce Crime by Implementing a Comprehensive Crime Prevention/Reduction Strategy
Agency/Department: Human Services
Program: Project Choice (PS28)
Program Description: This program provides parolees returning to Oakland, who are at high risk of reoffending, with pre-release and post-release intensive support services and an emphasis on building a relationship with a coach/case manager. Project Choice will serve a minimum of 60 clients in the coming year, with the potential for the number to increase.

Explanation of Performance

Measure 1: As of the end of FY 2003-04, Project Choice was still recruiting participants in the institution and, therefore, projected target had not yet been reached. The actual will likely meet the target in FY 2004-05.

Measure 2: As of the end of FY 2003-04, Project Choice was still recruiting participants in the institution and, therefore, outcome data was not yet available. This data will start to become available in FY 2004-05.

Measure 3: As of the end of FY 2003-04, Project Choice was still recruiting participants in the institution and, therefore, re-entry outcome data was not yet available. This data will start to become available in FY 2004-05.

Measure 4: As of the end of FY 2003-04, Project Choice was still recruiting participants in the institution and, therefore, outcome data was not yet available. This data will start to become available in FY 2004-05.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: City Administrator
Program: Citizens Police Review Board (IP06)
Program Description: This program monitors Police services to address complaints against police officers' and park rangers' use of excessive force or communication of bias based on an individual legally protected status.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$21,795	\$889,141	8.0	\$0	\$959,619	8.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of Priority cases prepared for hearing within 6 months of initiating investigation	N/A	100.00%	100.00%
2. Percent of post-hearing reports on sustained cases submitted to the City Manager within 30 days of hearing	N/A	100.00%	100.00%
3. Percent of cases, subject for dismissal, submitted to the Board within 60 days of discovery of proper grounds for dismissal	N/A	100.00%	99.00%

Explanation of Revenue Collection and Spending

The Citizen's Police Review Board Program does not collect revenues. (The revenues budgeted are related to permitting and licensing activities performed by the hearing officer/complaint investigator and not related to the measures presented).

With regard to spending, the CPRB Program's spending is primarily for staff (8.0 FTEs) and operating costs. Staff monitors police services to address misconduct complaints against police officers and park rangers. The overspending from the Adopted Budget is due to spending on salaries and added costs in printing the annual report.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: City Administrator
Program: Citizens Police Review Board (IP06)
Program Description: This program monitors Police services to address complaints against police officers' and park rangers' use of excessive force or communication of bias based on an individual legally protected status.

Explanation of Performance

Measure 1: One hundred percent of priority cases were prepared for hearing within six months of initiating investigation. Data for this measure was collected using internal documents.

Measure 2: One hundred percent of post-hearing reports on sustained cases were submitted to the City Administrator within thirty days of hearing. Data for this measure was collected using internal documents.

Measure 3: One complaint (out of 83) was proposed for administrative closure more than 60 days after proper grounds for dismissal were discovered because this complaint was very complex and the investigator needed more time to write the closure report. This complaint involved multiple incidents, multiple officers, and 16 interview tapes.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Community and Economic Development
Program: Full Service Development Permit Services (PS29)
Program Description: This program assists builders, property owners, architects, engineers, and realtors in understanding the appropriate building regulation and permit processes; accepts permit applications; issue permits; and maintains all development records and archives. Services are provided to 55,000 walk-in customers per year. Pre-application review teams and single-seat service provide integrated responses to difficult development issues.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$2,418,201	\$3,450,721	33.9	\$4,766,548	\$2,108,676	33.9

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of customers rating the service as meeting expectations	N/A	80.00%	81.00%
2. Percent of customers served within 15 minutes	N/A	60.00%	47.00%
3. Number of customers served	N/A	7,500.00	6,800.00

Explanation of Revenue Collection and Spending

Revenue for the Full Services Development Permit Services program is collected through the permit application fees to property owners, developers, and contractors. The revenue is appropriated to General Fund 1010. Revenue increases are due to permit applications for major projects that were not anticipated in fiscal year 03-04 e.g., Leona Quarry. Expenditures are less due to unfilled vacancies and transfers of expenses to other, more appropriate programs.

Council Goal:	Make Oakland a Safe City
Citywide Objective:	Improve Perception of Safety
Agency/Department:	Community and Economic Development
Program:	Full Service Development Permit Services (PS29)
Program Description:	This program assists builders, property owners, architects, engineers, and realtors in understanding the appropriate building regulation and permit processes; accepts permit applications; issue permits; and maintains all development records and archives. Services are provided to 55,000 walk-in customers per year. Pre-application review teams and single-seat service provide integrated responses to difficult development issues.

Explanation of Performance

Measure 1: To offset the staff reductions at the Permit Counter, Building Services assigned engineers and field inspectors to work at the Permit Counter. The customers were able to get questions answered by plan check engineers and field inspectors the same day they visited the office. Data is collected from two primary sources: 1) customer survey cards distributed at the Permit Counter, and 2) oral surveys of the applicants at the conclusion of their transactions. Very few customers are willing to spend the additional time at the conclusion of their transactions filling out the pre-printed survey cards. Most elect to respond orally to staff and the Permit Counter supervisor. The vast majority of the responses are positive for the service once they finally interact with staff at the transaction desk, and negative for the waiting time before receiving the service. Of the 250 daily average number of customer served at the Permit Counter, the supervisor personally samples about 30 customers daily. About 6,600 customers responded orally and 200 customers completed the survey card.

Measure 2: Data for the Permit Counter is collected from the automated Q-Matic software system. The Q-Matic system is a customer numbering system. Every customer is issued a ticket. The software tracks the time from when the ticket is issued to when the customer is served. The staffing level was reduced at the Permit Counter. The surge in home remodel and new condominium development projects due to low interest rates has caused the wait time delays.

Measure 3: Approximately 250 customers were served each day. The surge in home remodel and new condominium development projects has caused an increase in customers from prior years. However, at times, waits at the counter are so long that some customers opt to phone, fax, mail or e-mail their requests to Permit Services. This is perhaps one reason that we have not met the FY 2003-04 target of 7,500 customers served at the counter. Data for the Permit Counter is collected from the automated Q-Matic software system that tracks each customer at the counter.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Community and Economic Development
Program: Engineering and Architectural Plan Approval (PS30)
Program Description: The purpose of this program is to review development plans to ensure that they are in compliance with applicable state and city building codes. Engineering and Architectural Plan Approval program disseminates the requirements for and reviews development plans to ensure compliance with complex applicable state and city laws, codes, and ordinances relating to buildings, structures, land development, and private work in the public right-of-way. This program serves property owners, developers, contractors, building occupants, architects and engineers in the joint effort to develop a healthy and safe environment and infrastructure for the citizens, workers and visitors of Oakland.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$6,054,006	\$1,716,842	12.0	\$6,039,679	\$2,301,700	12.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Average completion time (days) of major addition and alteration permits	15.00	15.00	10.00
2. Average completion time (days) for grading permits	30.00	30.00	29.00
3. Percent of customers rating service good or better	85.00%	85.00%	86.00%
4. Average completion time (days) for single family dwelling plan checks	10.00	10.00	12.00
5. Average completion time (days) for additions / alterations to single family dwellings permits	17.00	17.00	16.00

Explanation of Revenue Collection and Spending

Revenue for the Engineering & Architectural Plan Approval program is collected through permit plan check fees for reviews of construction permits. The revenue is appropriated to General Purpose Fund. Expenditures are greater than budgeted due to overtime over spending, mainly on reimbursable activities.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Community and Economic Development
Program: Engineering and Architectural Plan Approval (PS30)
Program Description: The purpose of this program is to review development plans to ensure that they are in compliance with applicable state and city building codes. Engineering and Architectural Plan Approval program disseminates the requirements for and reviews development plans to ensure compliance with complex applicable state and city laws, codes, and ordinances relating to buildings, structures, land development, and private work in the public right-of-way. This program serves property owners, developers, contractors, building occupants, architects and engineers in the joint effort to develop a healthy and safe environment and infrastructure for the citizens, workers and visitors of Oakland.

Explanation of Performance

Measure 1: Data is collected from the supervisor's plan check logs and plan check engineers logs for the actual time spent plan checking building permit applications. The actual time spent plan checking building permit applications cannot be tracked in the Permit Tracking System. The average days completion time is 50 percent lower than in FY 2002-03 due to the reimbursement for expedited permits; staff overtime continues to be used by customers who want to avoid the longer review time for services.

Measure 2: Data is collected from the supervisor's plan check logs and plan check engineers' logs for the actual time spent plan checking building permit applications. The average days decreased slightly because more adjoining lots were permitted.

Measure 3: Data is collected from two primary sources: 1) customer survey cards distributed at the Permit Counter, and 2) oral surveys of the applicants at the conclusion of their transactions. Customers rate plan check service as good.

Measure 4: Data is collected from the supervisor's plan check logs and plan check engineers' logs for the actual time spent plan checking building permit applications. The average plan check time increased by two days due to staff shortages and the complex topography for the remaining lots in the Oakland hills.

Measure 5: Data is collected from the supervisor's plan check logs and plan check engineers' logs for the actual time spent plan checking building permit applications. There was an effort to staff the Permit Counter with inspectors and engineers to address the wait time and to assure more complete drawings submittals, which in turn, has assured rapid turn around for Plan Check.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Community and Economic Development
Program: Development Permit Inspections (PS31)
Program Description: The purpose of this program is to assure conformance with the California Building Electrical, Plumbing, and Mechanical Codes and the Oakland Municipal Code regulating the construction of residential and non-residential buildings and structures, geotechnical remediation, and land use conditions. Inspectors perform 45,000 construction permit inspections annually.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$6,633,801	\$5,472,945	48.0	\$6,671,336	\$3,179,239	48.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of customers rating the City inspection fair or better	80.00%	80.00%	80.00%
2. Number of customer calls per staff member	N/A	4,750.00	4,344.00

Explanation of Revenue Collection and Spending

Revenue for the Development Permit Inspections program is collected through permit inspection fees for residential and commercial construction projects. The revenue is appropriated to General Purpose Fund (1010). The revenue is reflected in the Full Service Development Permit Services (PS29) program in which staff are asked to attend community meetings after normal business hours and are paid on an overtime basis. Several of the developers of anticipated major projects filed for building permits, but had not paid for the development portion as of the end of the fiscal year. Those development permit fees will be paid at the time permits are issued. Expenditures are less than budgeted because, throughout the year staff and related operations and maintenance was shifted to other programs within Building Services to complete work as needed. Additionally, this program delayed other O&M costs (including offsite trainings) due to heavy workloads.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Community and Economic Development
Program: Development Permit Inspections (PS31)
Program Description: The purpose of this program is to assure conformance with the California Building Electrical, Plumbing, and Mechanical Codes and the Oakland Municipal Code regulating the construction of residential and non-residential buildings and structures, geotechnical remediation, and land use conditions. Inspectors perform 45,000 construction permit inspections annually.

Explanation of Performance

Measure 1: Data is collected from two primary sources: 1) customer survey cards distributed at the Inspection Counter, and 2) oral surveys of the applicants at the conclusion of their transactions. Customers rate next day service as good. However, customers are dissatisfied with having different inspectors completing their inspections. The reason different inspectors are assigned is due to the volume of inspections per day and the scheduling of inspections calls.

Measure 2: The number of calls per staff decreased from prior years' target due to additional duties and assignments for the Call Assistance Center telephone operators. During this fiscal year, the department reorganized and employee layoffs took place. On some days there were only one or two staff members to answer calls. The total call volume received has remained relatively the same. The number of calls not responded to by staff results in the customer either having a 40 minute wait time on the telephone or the customer chooses to hang up rather than wait up to one hour for an employee to answer the telephone. This results in some customers visiting the office to schedule inspections.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Police Services Agency
Program: Port Security (PS33)
Program Description: This program provides security services, traffic safety, and law enforcement in and around Oakland's airport and seaport.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$4,829,657	\$5,064,754	31.0	\$2,138,220	\$4,312,522	31.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percentage certification of K-9s for narcotics detection/searches.	N/A	75.00%	N/A

Explanation of Revenue Collection and Spending

Funding is derived from the General Purpose Fund specific to Police Permits, Personnel Services, Encroachment Permits and Port Special Revenues. Revenues reflected are those actually received from the Port. Invoices for the full cost have been submitted to the Port and the City continues to seek full-cost reimbursement for services provided.

Expenditures levels varied because actual O & M costs were decreased. Expenses were greater during the initial setup of the program, reflecting start-up costs—purchases of vehicles, office furniture, etc. The budgeted expenditure amount includes some start-up that did not materialize.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Police Services Agency
Program: Port Security (PS33)
Program Description: This program provides security services, traffic safety, and law enforcement in and around Oakland's airport and seaport.

Explanation of Performance

Measure 1: This measure is proposed for DELETION in view of the following: Canine certification for narcotics detention/searches is not applicable in regard to Airport security. They are not used at the Airport for this purpose. The Canines assigned to the Airport Police Station are explosives detecting, not narcotics. They are certified by the Transportation Security Administration (TSA) for use primarily at the Airport. The TSA maintains the certification records. The Canines are owned by the TSA. New measures for this program will be addressed through the FY 2005-07 budget cycle.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Perception of Safety
Agency/Department: Police Services Agency
Program: False Alarm Program (PS36)
Program Description: This program provides alarm permitting and recovery of costs incurred by the City responding to false alarms.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$600,000	\$218,209	1.0	\$0	\$81,263	1.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Revenue generated through the collection of fees for new permits and fines.	N/A	\$600,000.00	\$0.00
2. Percent reduction in the number of false alarms	N/A	-25.00%	N/A

Explanation of Revenue Collection and Spending

Program implementation was delayed, pending the establishment of the new Computer Aided Dispatch (CAD) system, completion of which is projected for Spring 2005.

There is no actual revenue for this Program. Funds totaling \$337,688 have been generated and are held in a lock-box account with the Bank of America as trustee. These funds were not transferred to the City/Oracle System prior to the close of FY 03-04, but will be moved to City revenue for the FY 04-05 period.

Expenditures shown are for the cost of administrative staff and minor operations and maintenance expenses. The difference between budget and actual is due to the delay in program implementation. Some start-up costs that would have hit in FY 2003-04 are now expected in FY 2004-05.

Council Goal:	Make Oakland a Safe City
Citywide Objective:	Improve Perception of Safety
Agency/Department:	Police Services Agency
Program:	False Alarm Program (PS36)
Program Description:	This program provides alarm permitting and recovery of costs incurred by the City responding to false alarms.

Explanation of Performance

Measure 1: The new Printrak Computer Aided Dispatch (CAD) system was installed in Jul 2004. This system will enable this unit to collect information necessary to track false alarms by specific disposition codes. Training for this new system will be completed by December 2004.

Operations have not begun for tracking false alarms due to delays with the implementation of OPD's new dispatch system. In addition, due to budget and staffing cuts, waivers, exemptions and returned checks are still being processed.

Alarm companies were advised of the new alarm installation registration procedures in April 2004. So far \$22,000 in revenue has been collected for 790 new alarm installations.

This is the complete breakdown of funds which consists solely of alarm registration fees--installation of newly installed and self-registered systems. The remainder of funds were previously collected from existing systems included in the initial mass registration mailing.

Funds totaling \$337,688 have been generated and are held in a locked-box account with the Bank of America, as trustee. These funds were not transferred to the City-Oracle system prior to the close of FY 2003-04, but will be moved to City revenue for the new FY 2004-05 period.

Measure 2: No data or outcomes are available at this time, and are pending establishment of the new CAD System. Implementation of the system will enable the tracking of false alarms. It is projected to be operational by Spring 2005.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Emergency Response, Prevention and Preparedness
Agency/Department: Police Services Agency
Program: Communications (PS08)
Program Description: This program manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$411,314	\$8,561,765	88.5	\$1,284	\$8,889,886	88.5

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of "A" priority calls dispatched within 1 minute	74.89%	70.00%	74.76%
2. Percent of "A" priority calls dispatched between 1 to 5 minutes	19.28%	25.00%	18.60%
3. Average seconds to answer 911 calls	8.50	10.00	5.25
4. Average number of seconds to answer 7-digit emergency calls	10.25	50.00	9.50

Explanation of Revenue Collection and Spending

Revenue generated by Communications involves miscellaneous fees that accrue to the General Fund. The difference between budgeted and actual is the result of a programming error; the budgeted amount of \$411,314 should have been shown under PS01.

Council Goal:	Make Oakland a Safe City
Citywide Objective:	Improve Emergency Response, Prevention and Preparedness
Agency/Department:	Police Services Agency
Program:	Communications (PS08)
Program Description:	This program manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel.

Explanation of Performance

Measure 1: Statistical information comes from two (2) different sources. The calls for service are generated by information from the Department's Computer Aided Dispatch (CAD) system. Telephone statistics are collected by the 911 system. The target of 70 percent was surpassed for all quarters and also the year-end outcome of 74.75 percent. Actual percentage results were relatively consistent, reflecting 75.10, 75.08, 75.64 and 73.22 for quarters 1, 2, 3 and 4 respectively.

PRIORITY A calls involve potential danger for serious injury to persons, prevention of violent crimes, serious public hazards and felonies in progress with a possible suspect on the scene. All calls for service are tracked using the CAD system. The remainder of calls for services are classified as follows: (1) PRIORITY B--Urgent, but not emergency situations such as hazardous or sensitive matters, in-progress misdemeanors and crimes where an expedited response may facilitate apprehension of a suspect in the area; (2) PRIORITY C--Cold reports and non-emergencies, no cover is required, no reason to suspect immediate danger to life and/or property; (3) PRIORITY D--Non-emergency assignments or informational type messages which generally do not require a response by field units. Code 1 type assignments.

Measure 2: The dispatch rate was under the projection of 25 percent for all quarters. Percentages were 18.78, 18.37, 17.93 and 19.34 for quarters 1, 2, 3 and 4, respectively, in addition to the year-end result of 18.60 percent. Averaging the combined percentages for a less than one minute response time and the one-to-five minute response time results in a total year-end rate of 93.36 percent for the dispatch of PRIORITY A calls within a 5 minute period.

The amount of time to dispatch calls is measured in terms of priorities. The information used to measure calls for service dispatch is gathered from the Department's CAD system. Call dispatch time (i.e. how fast) is determined by the availability of patrol or field officers to respond. The more patrol officers working, the faster the 911 Center staff can dispatch an officer to the crime scene.

Measure 3: For each quarter and also in regard to the ending average, the number of seconds to answer 911 calls was consistently lower than the projection of 10 seconds. The actual numbers were 6, 4, 4 and 7 for quarters 1, 2, 3 and 4 respectively. For quarters 2 and 3, less than half. However, the 10 second average is still considered to be a reasonable standard, as recommended by the State of California-Telecommunications Division and is utilized by virtually all police departments in the State. The OPD/Communications Division's average answering speed of 5.25 percent is significantly lower than the State's recommended average.

Measure 4: For each quarter, the resulting rate was overwhelmingly below the projection of an average of 50 seconds, indicating a consistently accelerated answer time, in comparison to the projection. This pattern was continued with the year-end average of 9.50. Individual outcomes were 11, 7, 7 and 13 for quarters 1, 2, 3 and 4 respectively. Recognizing that call-answering times will fluctuate due to changes in staffing, etc., the target for this measure has been significantly achieved the past two years and is proposed to change to 10 seconds.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Emergency Response, Prevention and Preparedness
Agency/Department: Fire Services Agency
Program: Fire Suppression/Field Operations (PS17)
Program Description: This program provides timely responses to over 60,000 emergency calls annually.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$70,597,695	469.0	\$725	\$70,358,173	469.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of first company arriving to fire related emergencies within 5 minutes of notification to dispatch center	68.09%	73.00%	63.72%
2. Percent of first company arriving to fire related emergencies within 5-7 minutes of notification to dispatch center	22.78%	17.00%	22.76%
3. Percent of first company arriving to fire related emergencies within 7-10 minutes of notification to dispatch center	8.00%	9.00%	9.57%
4. Percent of first company arriving to fire related emergencies more than 10 minutes after notification to dispatch center	1.13%	1.00%	3.95%

Explanation of Revenue Collection and Spending

The Fire Services Agency received \$725 in revenue from the County of Alameda as compensation for use of Fire Stations as official election voting sites. This revenue was not budgeted. Expenditures are right on budget.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Emergency Response, Prevention and Preparedness
Agency/Department: Fire Services Agency
Program: Fire Suppression/Field Operations (PS17)
Program Description: This program provides timely responses to over 60,000 emergency calls annually.

Explanation of Performance

Measure 1: The published standard for Oakland Fire Department responses to medical and fire emergencies is within 7 minutes 90 percent of the time. In FY 2002-03 we achieved the within 7 minute response standard 91 percent of the time (i.e. the sum of data for measures 1 and 2). In FY 2003-04 we did not achieve the response standard, instead registering a slightly lower 86.48 percent result. The 90 percent standard was not achieved due to the implementation of flexible deployment and the closure of fire station 2.

Measure 2: The published standard for Oakland Fire Department responses to medical and fire emergencies is within 7 minutes 90 percent of the time. In FY 2002-03 we achieved the within 7 minute response standard 91 percent of the time (i.e. the sum of data for measures 1 and 2). In FY 2003-04 we did not achieve the response standard, instead registering a slightly lower 86.48 percent result. The 90 percent standard was not achieved due to the implementation of flexible deployment and the closure of fire station 2.

Measure 3: In FY 2002-03 Oakland Fire responded to fire related emergencies within 7-10 minutes of notification to the dispatch center 8 percent of the time with a target of 4 percent. In FY 2003-04 we responded within 7-10 minutes 9.57 percent of the time with a target of 9 percent. Both years, the 7-10 minute response percentages were higher than the target because the under-7 minute actuals were lower (and the cumulative total of the 'under-7' and '7-10' and 'over 10' always equals 100 percent).

Measure 4: In FY 2002-03 and FY 2003-04 the target for response taking over 10 minutes was 1 percent. The actual result for this fiscal year was 3.95 percent. This increase in response times taking over 10 minutes was due to the implementation of flexible deployment and the closure of Station 2.

Council Goal: Make Oakland a Safe City
Citywide Objective: Improve Emergency Response, Prevention and Preparedness
Agency/Department: Fire Services Agency
Program: Emergency Medical Services (PS19)
Program Description: This program manages implementation of programs related to 48,000 annual 9-1-1 medical emergencies, including maintaining inventory of equipment for Basic/Advanced Life Support, and developing community preventive health programs.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$2,060,268	\$1,839,495	5.0	\$1,784,757	\$1,219,052	5.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of sworn personnel that received all mandated training	79.26%	96.00%	96.00%
2. Percent of sworn personnel with full paramedic training	16.37%	19.00%	20.00%
3. Percent of first company arriving to medical service emergency within 5 minutes of dispatch	69.48%	73.00%	66.04%
4. Percent of first company arriving to medical service emergency within 5-7 minutes of dispatch	23.68%	17.00%	25.86%
5. Percent of first company arriving to medical service emergency within 7-10 minutes of dispatch	6.42%	9.00%	6.84%
6. Percent of first company arriving to medical service emergency more than 10 minutes after dispatch	0.68%	1.00%	1.26%

Explanation of Revenue Collection and Spending

The Fire Services Agency received \$625,117 from the County of Alameda as reimbursement for First Responder Advanced Life Support in addition to \$1,159,640 for Measure N, which is the voter-approved parcel tax to provide paramedic services on fire engines. The total revenue collected for this program is \$1,784,757 or 86.6 percent of the budgeted amount. Expenditures are recorded as \$1,219,052 against a budget of \$1,839,495 or 66.3. This under-spending is due to vacant positions in the services.

Council Goal:	Make Oakland a Safe City
Citywide Objective:	Improve Emergency Response, Prevention and Preparedness
Agency/Department:	Fire Services Agency
Program:	Emergency Medical Services (PS19)
Program Description:	This program manages implementation of programs related to 48,000 annual 9-1-1 medical emergencies, including maintaining inventory of equipment for Basic/Advanced Life Support, and developing community preventive health programs.

Explanation of Performance

Measure 1: We met our goal, as we projected. The significant improvement over FY 2002-03 results is due to implementation of Local 55 MOU-mandated training for paramedic staff. Development of the training program and materials began in FY 2002-03, but the actual training didn't start until later that year. In FY 2003-04, the training component of the program was fully implemented. We are now in 100 percent compliance with the training program with the exception of injured staff.

Measure 2: We met and exceeded our goal, as we projected. The significant improvement over FY 2002-03 results is due to implementation of Local 55 MOU-mandated training for paramedic staff. Development of the training program and materials began in FY 2002-03, but the actual training didn't start until later that year. In FY 2003-04, the training component of the program was fully implemented. We are now in 100 percent compliance with the training program with the exception of injured staff.

Measure 3: The published standard for Oakland Fire Department responses to medical emergencies is within 7 minutes 90 percent of the time (the sum of target data for measures 3 and 4). In FY 2003-04, we met the 7-minute target 91.90 percent of the time.

Measure 4: The published standard for Oakland Fire Department responses to medical emergencies is within 7 minutes 90 percent of the time (the sum of target data for measures 3 and 4). In FY 2003-04, the 7-minute target was achieved 91.90 percent of the time.

Measure 5: The published standard for Oakland Fire Department responses to medical emergencies is within 7 minutes 90 percent of the time. Since the 7-minute or less response target was achieved in both FY 2002-03 and FY 2003-04 (see measures 3 and 4 above), the percentage for the 7-10 minute response is lower than the 7 percent target for both fiscal years.

Measure 6: Our estimation was very close to the actual established performance target, although slightly higher than the prior year's actuals.

FY 2003-04 PERFORMANCE RESULTS

SECTION II

GOAL 2:

DEVELOP A SUSTAINABLE CITY

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize Socially and Environmentally Sustainable Economic Growth

Agency/Department: Community and Economic Development

Program: Commercial Lending (SC04)

Program Description: This program provides tools and resources for Oakland's business owners and entrepreneurs. These resources promote business attraction, retention and expansion leading to the creation of jobs and economic development primarily in Oakland's low- and moderate-income communities. Programs contribute to Oakland's economic revitalization by expanding the City's tax base by focusing lending activity in the City's economic development target industries; placing low-moderate income Oakland residents into sustainable jobs created by loan recipients; leveraging private investment through participation loans and abating blight through financing commercial and mixed-use developments.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,731,558	\$3,241,281	6.0	\$4,791,360	\$3,069,682	6.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of loans approved	8.00	20.00	23.00
2. Total dollar volume of all loans approved	\$2,300,000.00	\$3,000,000.00	\$765,764.00
3. Total project investment dollars leveraged by City loans	\$4,600,000.00	\$9,000,000.00	\$3,163,954.00
4. Number of jobs projected to be created / retained as a result of lending activity	66.00	86.00	35.00

Explanation of Revenue Collection and Spending

In FY 2003-04 many borrowers took advantage of the lower interest rates by refinancing their existing loans. As a result of market conditions, Commercial Lending collected more revenue because the value of loans paid off was greater than the value of loans made. There was no material variation between budgeted and actual expenditures.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Maximize Socially and Environmentally Sustainable Economic Growth
Agency/Department:	Community and Economic Development
Program:	Commercial Lending (SC04)
Program Description:	This program provides tools and resources for Oakland's business owners and entrepreneurs. These resources promote business attraction, retention and expansion leading to the creation of jobs and economic development primarily in Oakland's low- and moderate-income communities. Programs contribute to Oakland's economic revitalization by expanding the City's tax base by focusing lending activity in the City's economic development target industries; placing low-moderate income Oakland residents into sustainable jobs created by loan recipients; leveraging private investment through participation loans and abating blight through financing commercial and mixed-use developments.

Explanation of Performance

Measure 1: The number of loans approved was higher than projected due to efforts of the Oakland Business Development Corporation (OBDC) to package loans using multiple City funded lending options. Because of this effort, the City may have loans from different funding sources to the same loan recipient.

Data is collected through internal records of City Staff and staff of contracted service provider, OBDC. This is first hand information; the staff who provides this data has a primary responsibility of delivering program services including marketing programs to target communities and performing loan origination duties.

Measure 2: The Commercial Lending Unit discontinued underwriting loans over \$100,000 during FY 2003-04. All loans, with the exception of 1, approved during the reporting period were underwritten by the City's contracted vendor, the Oakland Business Development Corporation, whose authority to underwrite City loans does not exceed \$100,000. The one loan underwritten by the City was a \$250,000 loan that leveraged \$650,000 private sector dollars and enabled the development of a blighted property in a neighborhood commercial district.

Measure 3: During the review period the City discontinued underwriting commercial loans and contracted this service to the Oakland Business Development Corporation. The OBDC's underwriting authority is limited to loans of \$100,000 or less. The smaller loans underwritten by the OBDC generally will not generate levels of private sector match for this category as projected by staff several years ago when these measures were created.

Measure 4: The majority of loans generated during this review period were smaller loans, under \$100,000 and many of these loans were made from funding sources that do not have job creation requirements.

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize Socially and Environmentally Sustainable Economic Growth

Agency/Department: Community and Economic Development

Program: Business Creation, Attraction, Retention, and Expansion Services (B-CARES) (SC11)

Program Description: This program provides services to multiple parties to stimulate business creation, attract business to Oakland, retain firms in Oakland and/or assist in their expansion here. Services include site location assistance, permit assistance, marketing, financing referrals, employee or business license tax credit assistance, business networking and other activities. These services benefit consumers, employees, business owners, investors, commercial brokers, property owners, and developers and generate property, sales, business and utility consumption tax revenues for the City's General Fund.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$2,161,042	11.0	\$55,567	\$1,847,415	11.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percentage of existing businesses assisted that chose to expand or continue operations in Oakland	95.00%	95.00%	99.00%
2. Percentage of active business leads that chose to locate in Oakland	15.00%	15.00%	20.00%
3. Percent of potential jobs at risk that were retained.	70.00%	70.00%	99.00%

Explanation of Revenue Collection and Spending

The \$55,567 revenue received which was not budgeted under program SC11 represents: grants of \$37,885 from EPA-Oakland Brownfield Project, \$17,682 from State of California-Business Energy Project and \$3,602 miscellaneous interest income for the HUD 108 regular Project. There was no material variation between budgeted and actual expenditures.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Maximize Socially and Environmentally Sustainable Economic Growth
Agency/Department:	Community and Economic Development
Program:	Business Creation, Attraction, Retention, and Expansion Services (B-CARES) (SC11)
Program Description:	This program provides services to multiple parties to stimulate business creation, attract business to Oakland, retain firms in Oakland and/or assist in their expansion here. Services include site location assistance, permit assistance, marketing, financing referrals, employee or business license tax credit assistance, business networking and other activities. These services benefit consumers, employees, business owners, investors, commercial brokers, property owners, and developers and generate property, sales, business and utility consumption tax revenues for the City's General Fund.

Explanation of Performance

Measure 1: One hundred ninety-nine out of 201 existing businesses working with staff chose to expand or continue operations in Oakland, exceeding the target of 95 percent or 191 businesses. Issues of concern typically are security and employment issues, marketing and publicity, which staff can usually address. See's Candy, J. Malnick, Oakland Metro, Pro Arts Gallery, Starbucks and Longs were some of the businesses staff assisted.

Measure 2: Of the 90 solid new-to-Oakland business leads staff cultivated this year, 18 signed leases or moved into the City, exceeding the goal of 13. Successful attractions include Comcast, Vella's Locker Room, Enterprise Communications, Whole Foods, Enviropress, @ Seventeenth, Breads of India, Gazzalis Market, Paws & Claws, Ask Jeeves, Its a Grind cafe, Occupational Testing and Bakesale Betty. In addition to solid leads, staff speaks with dozens more business prospects throughout the year.

Measure 3: Not surprisingly, the City also retained a high percentage of jobs -- at 7,547 -- with a loss of only 86 jobs. This surpasses the staff's target job retention rate of 70 percent. There are multiple explanations for the higher actual in FY 2003-04: addition of one staff person, greater effectiveness on part of existing staff, higher and slight improvements in the economy.

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize Socially and Environmentally Sustainable Economic Growth

Agency/Department: Community and Economic Development

Program: Downtown Development (SC13)

Program Description: This program manages projects for the Oakland Redevelopment Agency's Central District Redevelopment Project Area. The purpose of the project area is to foster reuse of vacant and underutilized properties, eliminate physical and economic blight, and invest in strategic public infrastructure to stimulate major economic development projects. To this end, the Downtown Development staff identifies parcels for development and recruits developers to foster economic development activity. Additionally, street and building facade improvements are funded and implemented to reduce physical blight. Central District redevelopment serves residents, associations, businesses, property owners and institutions such as the Port and BART through funding support for the Oakland Higher Education Center, Oakland Technology Cluster, and the Oakland Asian Cultural Center. The Central District redevelopment area also supports facilities such as the Ice Center, Paramount Theater, and the renovation of the Fox Theater complex.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,926,132	14.0	\$0	\$2,145,222	14.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of residents downtown of 10,000 goal	1,667.00	1,667.00	262.00

Explanation of Revenue Collection and Spending

There was neither a revenue expectation nor actual revenues generated. This is because revenues from the Oakland Redevelopment Agency are budgeted centrally in the Flow Through Loans Unit. There was no material variation between budgeted and actual expenditures.

Council Goal: Develop a Sustainable City
Citywide Objective: Maximize Socially and Environmentally Sustainable Economic Growth
Agency/Department: Community and Economic Development
Program: Downtown Development (SC13)
Program Description: This program manages projects for the Oakland Redevelopment Agency's Central District Redevelopment Project Area. The purpose of the project area is to foster reuse of vacant and underutilized properties, eliminate physical and economic blight, and invest in strategic public infrastructure to stimulate major economic development projects. To this end, the Downtown Development staff identifies parcels for development and recruits developers to foster economic development activity. Additionally, street and building facade improvements are funded and implemented to reduce physical blight. Central District redevelopment serves residents, associations, businesses, property owners and institutions such as the Port and BART through funding support for the Oakland Higher Education Center, Oakland Technology Cluster, and the Oakland Asian Cultural Center. The Central District redevelopment area also supports facilities such as the Ice Center, Paramount Theater, and the renovation of the Fox Theater complex.

Explanation of Performance

Measure 1: 262 new downtown residents were added in FY 2003-04. This low intensity of residential development was a delayed reaction to the dot.com triggered economic decline from 2000 to 2002. Few projects started construction during and immediately after this decline, although recent strong sales have been encouraging development. As of July 1, 2004 1,491 units were completed, housing approximately 2,535 residents; in addition, 343 units are under construction; 1,311 units have planning approvals; 1,832 units are in planning. This is a total of 4,977 units or housing for 8,461 residents that is in process. When all of the projects in process are completed, the City will have met 85 percent of the 10K goal.

Council Goal: Develop a Sustainable City
Citywide Objective: Facilitate the Development of Housing
Agency/Department: Community and Economic Development
Program: Development Review/Zoning (SC10)
Program Description: Zoning is the largest function of the Planning and Zoning Division and provides two major services: information at the zoning counter about zoning regulations, e.g. land uses allowed and the rules for buildings; and reviews proposed development applications. Approximately 20,000 people are served annually at the zoning counter seeking information or application sign-offs approximately 1,200 development applications are processed per year. The number of development applications has doubled over the past five years. Development applications break into three main categories: 1] Major cases reviewed by the Planning Commission (10 percent); 2] Administrative cases decided by the Zoning Administrator after public notice and comment (40 percent); and 3] Residential design review cases decided by staff (50 percent).

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,573,756	\$2,407,218	23.0	\$2,253,569	\$2,266,459	23.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of customers for whom Zoning Counter wait time was less than 15 minutes	42.00%	80.00%	45.00%
2. Average zoning telephone wait time (minutes)	10.00	5.00	15.00
3. Percent of counter visitors rating service satisfactory or better	72.00%	80.00%	70.00%
4. Percent of Administrative cases processed within 60 calendar days after complete	40.00%	80.00%	38.00%
5. Percent of Special Residential Design Review processed within 21 calendar days after complete	20.00%	80.00%	16.00%

Explanation of Revenue Collection and Spending

The types of revenues collected are as follows: 1) Construction Permits 2) Tree Removal Permits 3) Zoning Permits 4) Planning Permits 5) EIR 6) Design Review 7) General Plan Surcharge 8) Notification 9) Clean Oakland 10) Reports & Miscellaneous

The total projected revenue for the program was \$1,573,756, however the actual revenue was \$2,253,569. This occurred because the program experienced a 30% increase in Zoning Administrative cases, and a 25% increase in Special Residential Design Review cases. The total expenditure budget for the program was \$2,407,218. The actual expenditure was \$2,266,459. The difference of \$140,759 was due to the fact that the Planner IV position in Zoning was vacant for most of the year.

Council Goal: Develop a Sustainable City
Citywide Objective: Facilitate the Development of Housing
Agency/Department: Community and Economic Development
Program: Development Review/Zoning (SC10)
Program Description: Zoning is the largest function of the Planning and Zoning Division and provides two major services: information at the zoning counter about zoning regulations, e.g. land uses allowed and the rules for buildings; and reviews proposed development applications. Approximately 20,000 people are served annually at the zoning counter seeking information or application sign-offs approximately 1,200 development applications are processed per year. The number of development applications has doubled over the past five years. Development applications break into three main categories: 1] Major cases reviewed by the Planning Commission (10 percent); 2] Administrative cases decided by the Zoning Administrator after public notice and comment (40 percent); and 3] Residential design review cases decided by staff (50 percent).

Explanation of Performance

Measure 1: Data for this measure was collected from the Permit Tracking System (PTS). The percentage of customers waiting less than 15 minutes increased slightly from the prior year, reflecting improved customer service, even with an overall reduction in staffing levels. The target for the current year was set at 80 percent, because it was expected that this high level of service could be attained. Two factors are primarily responsible for keeping the actual levels much lower: 1) Reduced staff, combined with 2) significantly increased customer visits.

Measure 2: The average zoning telephone wait time increased from FY 2002-03 to approximately 15 minutes, due to two main factors; a decrease in staff and an increase in calls, which is consistent with increased development interest.

Measure 3: The percentage of counter visitors rating service of at least 'Satisfactory' remained relatively consistent with the previous year, although remained lower than the target. Customer satisfaction is tracked in one of two ways: 1] walk-in customers can complete a survey card available at the permit counter and; 2] administrative staff mail surveys to applicants whose cases have been completed. In FY 2003-04, 1,200 surveys were mailed with a 20 percent response rate.

Measure 4: Data for this measure was obtained from the Permit Tracking System(PTS). The percentage of administrative cases being processed within 60 days of completeness remained relatively consistent with last year's statistics, even with an overall decrease in staffing levels and an increase in the number of cases submitted. The target was set at 80 percent because it was anticipated that this improved level of processing for Administrative Zoning cases could be attained. Two factors are primarily responsible for keeping the actual level much lower: 1) reduced staff, combined with 2) significantly increased case loads (30 percent increase).

Measure 5: Data for the measure was collected from the Permit Tracking System (PTS). The percentage of Special Residential Design Review cases being processed within 21 days slightly decreased from last year, due to reduced staffing and an increase in the number of cases submitted. The target for this year was set at 80 percent because it was anticipated that the improved level of processing for Special Residential Design Review cases could be attained. Two factors are primarily responsible for keeping the actual level much lower: 1) reduced staff, combined with 2) significantly increased case loads (25 percent increase).

Data for the measure was collected from the Permit Tracking System (PTS).

Council Goal: Develop a Sustainable City

Citywide Objective: Facilitate the Development of Housing

Agency/Department: Community and Economic Development

Program: Housing Development (SC14)

Program Description: The Housing Development program provides safe, decent and affordable housing throughout the City and promotes neighborhood revitalization through both development and policy. The program provides financing for the development of rental and homeownership units affordable to low- and moderate-income households through programs for predevelopment loans, site acquisition loans, acquisition/rehabilitation loans, and low-moderate housing development loans. Additionally, staff administer third-party contracts for fair housing and other housing-related services. Staff both develops and implements housing policy and provides ongoing management of several federal and local housing programs including the HOME program. On-going goals include development and preservation of housing affordable to low- and moderate-income households; promotion of neighborhood revitalization with residential development as part of a comprehensive strategy; and development of plans and policies for expansion of programs that serve low- and moderate-income households including seniors and persons with disabilities.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$5,668,000	\$7,063,827	13.9	\$5,759,731	\$2,379,355	13.9

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of housing units made available within two years of receiving funds	250.00	300.00	315.00

Explanation of Revenue Collection and Spending

Revenues come from federal CDBG funds, federal HOME funds and Redevelopment Agency Low-Moderate Income Housing funds. The difference in expenditures between the budgeted and actual amounts occurs primarily where funds have been awarded to programs/projects but the actual loans have not closed yet or where payments are still being made for Housing Development projects/programs that are underway.

Council Goal: Develop a Sustainable City
Citywide Objective: Facilitate the Development of Housing
Agency/Department: Community and Economic Development
Program: Housing Development (SC14)
Program Description: The Housing Development program provides safe, decent and affordable housing throughout the City and promotes neighborhood revitalization through both development and policy. The program provides financing for the development of rental and homeownership units affordable to low-and moderate-income households through programs for predevelopment loans, site acquisition loans, acquisition/rehabilitation loans, and low-moderate housing development loans. Additionally, staff administer third-party contracts for fair housing and other housing-related services. Staff both develops and implements housing policy and provides ongoing management of several federal and local housing programs including the HOME program. On-going goals include development and preservation of housing affordable to low- and moderate-income households; promotion of neighborhood revitalization with residential development as part of a comprehensive strategy; and development of plans and policies for expansion of programs that serve low- and moderate-income households including seniors and persons with disabilities.

Explanation of Performance

Measure 1: For this year, 315 units were made available within two years of receiving funds. Our annual goal is 300 units. The goal is one percent of the need; the number of households estimated to need affordable housing is 30,000. The need is based upon Census data that show that 30,000 low income households in Oakland pay more than 30 percent of their income for housing costs.

Data collection process: Loan agreements require that the affordable housing developers meet with City staff 90 days prior to the completion of the units in order to begin the closeout of projects. Also, affordable housing developers submit Notice of Completion forms confirming that units are completed and ready for occupancy.

Council Goal: Develop a Sustainable City

Citywide Objective: Implement Programs that Protect and Conserve Natural Resources

Agency/Department: Public Works Agency

Program: Recycling and Solid Waste (SC17)

Program Description: This program provides for services that maintain the city's 50% reduction of solid waste currently going into landfills (in accordance with State mandate) and to further reduce the waste disposed to 75% by 2010 (in accordance to County and City mandate). Activities include overseeing the implementation of the Construction and Demolition Debris Recycling Ordinance, and participating in planning and development of sustainable initiatives, especially in the area of Green Building and procurement. The program oversees facility recycling and manages contracts for residential services (over 329,000 units) including recycling, yard trimmings, and garbage collection. This program also provides education and public information in support of all its activities.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$6,017,350	\$5,901,205	11.0	\$6,701,865	\$6,302,143	11.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of pounds of residential recycled materials collected	50,000,000.00	50,000,000.00	56,883,130.00

Explanation of Revenue Collection and Spending

Revenues in this program are primarily derived from a surcharge collected on refuse bills, as well as from grants. Revenue is shown as above budget due to additional grant revenue having been received.

The expenditure of \$6.3 million is above the original adopted budget; however, it is under the adjusted budget of \$6,888,274 that reflects carry forwards and additional grant revenue of \$488,000.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Implement Programs that Protect and Conserve Natural Resources
Agency/Department:	Public Works Agency
Program:	Recycling and Solid Waste (SC17)
Program Description:	This program provides for services that maintain the city's 50% reduction of solid waste currently going into landfills (in accordance with State mandate) and to further reduce the waste disposed to 75% by 2010 (in accordance to County and City mandate). Activities include overseeing the implementation of the Construction and Demolition Debris Recycling Ordinance, and participating in planning and development of sustainable initiatives, especially in the area of Green Building and procurement. The program oversees facility recycling and manages contracts for residential services (over 329,000 units) including recycling, yard trimmings, and garbage collection. This program also provides education and public information in support of all its activities.

Explanation of Performance

Measure 1: Number of pounds of residential recycled materials collected is reported monthly to the City by contracted recycling collectors (Waste Management of Alameda County, and California Waste Solutions), based on certified scale net weights from the trucks that perform collection.

Oakland meets the statewide goal of 50 percent waste reduction, with a rate of 50 percent in 2002 (the last year for which the final state-approved calculation has been made), and is working toward the County and City goal of 75 percent. Residential waste reduction is expected to increase with the 2005 residential recycling expansion: implementation of weekly one-cart recycling and weekly residential yard/food waste programs citywide. Programs addressing construction and demolition debris, commercial recycling, and City facilities recycling also contribute to meeting the 75 percent goal.

Council Goal: Develop a Sustainable City
Citywide Objective: Attract New Residents to Oakland
Agency/Department: Cultural Arts and Marketing
Program: Communications - KTOP, Website and Film Office (IP13)
Program Description: This program provides public communication resources to the City and community, especially KTOP-TV, Oaklandnet.com website and the Oakland Film Office.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$249,934	2.0	\$0	\$183,014	2.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of key pages/services for which design and access are improved	N/A	4.00	10.00
2. Number of online applications for city services implemented	N/A	4.00	5.00

Explanation of Revenue Collection and Spending

Film Office expenditures are primarily related to personnel cost of film coordinator and assistant film coordinator who provide services in the areas of: Stimulation of commercial revitalization and cultural enrichment through film projects; Promoting Oakland as premier location for film, video and television productions; Creation and implementation of strategies, campaigns, and tools to attract film business to Oakland; and Facilitating filming activity throughout Oakland

Council Goal: Develop a Sustainable City
Citywide Objective: Attract New Residents to Oakland
Agency/Department: Cultural Arts and Marketing
Program: Communications - KTOP, Website and Film Office (IP13)
Program Description: This program provides public communication resources to the City and community, especially KTOP-TV, Oaklandnet.com website and the Oakland Film Office.

Explanation of Performance

Measure 1: Marketing-Web Team Section improved and maintained the following web pages: the Oakland City Council Information Page, CORE Website redesign, Leona Quarry Site, Council District Locator Tool, Oaklander's Assistance Center's Report a Problem, AB63 Tax Compliance Program, Council Speaker Card, Bay Bridge Jobs, Commercial Retail Suites, and Councilmember Brooks website.

Web access and design are improved when a process allows a content provider (i.e. agency, department, or individual) to accomplish a task that they were not able to perform without the web or to enhance a process that was already available.

Measure 2: Marketing-Web Team Section implemented the following online applications for City services: Added Search Engine, Updated and improved Council District Locator Tool, Crime Watch II, Join the Oakland Volunteer Community website, and Report a problem page for Councilmember Brooks.

Council Goal: Develop a Sustainable City
Citywide Objective: Attract New Residents to Oakland
Agency/Department: Cultural Arts and Marketing
Program: Marketing and Special Events (SC02)
Program Description: This program positions Oakland as a prime location for business, development and investment. It supports economic development, redevelopment and commercial revitalization through the creation and production of vital tools for outreach to the business community, including CEO's, corporate relocators, small business owners, developers, commercial brokers and other investors.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$175,000	\$1,033,200	5.5	\$60	\$1,030,051	5.5

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of business-related events coordinated, facilitated or supported	5.00	8.00	11.00
2. Number of community-based events facilitated or supported	15.00	20.00	20.00
3. Number of City-hosted civic ceremonies coordinated / facilitated	6.00	10.00	10.00
4. Number of city-sponsored public events coordinated	6.00	6.00	6.00
5. Value of free private sector/media marketing support secured	\$500,000.00	\$500,000.00	\$512,000.00
6. Number of external marketing partners enlisted	N/A	10.00	15.00
7. Number of Ogawa Plaza events (City co-sponsored / hosted) facilitated	15.00	15.00	15.00

Explanation of Revenue Collection and Spending

Marketing revenues budgeted are from the City-owned Oakland Convention Center. The budgeted goal of \$175,000 is anticipated to be recorded during the year-end closing process (i.e. after June 30, 2004). Administrative/O&M costs include but are not limited to 5.5 FTE's - Marketing Manager, Special Events Coordinator, Assistant Special Events Coordinator (Administrative Analyst II), Public Information Officer II, Graphic Design Specialist, and Walking Tours Program Coordinator (.5 FTE - Program Analyst II, PPT.) In addition, Marketing Division oversees KTOP, Film, and Web units.

Majority of expenditures in FY 03-04 are attributed to marketing Oakland as a desirable place to live, work, visit, celebrate and do business through marketing campaigns and collateral materials; business attraction strategies and tools; commercial revitalization and cultural enrichment through special events, walking tours program and annual Shop Oakland campaign; and oversight of the Oakland Convention & Visitors Bureau contract.

Marketing Division is also funded by Oakland Redevelopment Agency and majority of the expenditures during FY 03-04 is attributed to citywide marketing and management strategies through special events coordination, business attraction, and graphics designs. Marketing manager, admin analyst, special events coordinator, public information officer, tour analyst, and graphics design analyst worked hand in hand to meet Marketing goals and objectives.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Attract New Residents to Oakland
Agency/Department:	Cultural Arts and Marketing
Program:	Marketing and Special Events (SC02)
Program Description:	This program positions Oakland as a prime location for business, development and investment. It supports economic development, redevelopment and commercial revitalization through the creation and production of vital tools for outreach to the business community, including CEO's, corporate relocators, small business owners, developers, commercial brokers and other investors.

Explanation of Performance

Measure 1: Marketing Division have coordinated various business-related events namely: Neldam's 75th Anniversary in West Oakland, Grand Opening of Happy Hound in West Oakland, Grand Opening of Starbuck's Old Oakland, Grand Opening of J. Malnicks in Downtown, Investors' Circle Sustainable Venture Conference, Grand Opening of Gazzali's Groceries in East Oakland, Home Depot Grand Opening in East Oakland, San Francisco Business Times Annual 'Building Oakland' Breakfast, Minority Economic Summit, Grand Opening of Vella Locker Room, and Urban Land Institute Conference.

Our improved outreach in the business and development community and closer collaboration with CEDA Business Development were the two primary factors that contributed to the increase in performance in business-related events. In addition, more businesses and developers approach each year to co-host these types of events due to our successes of the previous year and the positive media attention these events generate for Oakland and our business partners.

Measure 2: Marketing Division had also supported various community-based events. Annual events are: Fourth of July Celebration, Chinatown Streetfest, East Bay Pride Celebration, Black Cowboy Parade, Dia de los Muertos, Lakeshore Merchants Street Fair, Oakland Holiday Parade, Hoop it Up 3 on 3 Basketball, Universoul Circus, Cinco de Mayo Festival, California Music Awards, Millsmont Farmer's Market, Shop Oakland Annual Merchants Rally, Black Expo, and Taste of Oakland.

Sistah's Steppin' in Pride, KKSF Listener/Earth Day Concert, Frameline Film Festival, Fox Theater Fundraiser, and Pro Arts 30th Anniversary Celebration were new events during FY 2003-04.

Measure 3: The September 11 Remembrance, Oakland Celebrates the Dream (MLK, Jr.), Oakland Honors La Toya London Celebration, Youth Memorial Quilt Ceremony, Walter Hood Earth Day Recognition, Celebrate Oakland (A's), Lexus Groundbreaking, Olympic Trials Tree Planting, Bus Shelter Unveiling, and the Coliseum AMTRAK Rail Station Groundbreaking in East Oakland were among the civic ceremonies hosted by the City of Oakland through Marketing Division.

Civic events are driven primarily by various City and civic organizations. In FY 2003-04, there were more organizations who wanted to do events, and we responded/supported accordingly. In addition, our Marketing Division initiated a major new annual civic event to commemorate and celebrate the life and work of Martin Luther King, Jr., through a \$30,000 sponsorship from SBC; and produced a highly successful celebration for American Idol finalist and Oakland resident La Toya London; both of which helped to increase our performance.

Measure 4: The following city-sponsored public events were coordinated by Marketing Division: Olympic Canoe Kayak Trials, Citywide Martin Luther King Jr. Celebration, Old Oakland Outdoor Cinema Series, Art and Soul Festival, Old Oakland Holiday Victorian Night, and Small Business Symposium.

Measure 5: Marketing Division had secured \$100,000 from cash sponsors, \$230,000 from media sponsors,

Council Goal:	Develop a Sustainable City
Citywide Objective:	Attract New Residents to Oakland
Agency/Department:	Cultural Arts and Marketing
Program:	Marketing and Special Events (SC02)
Program Description:	This program positions Oakland as a prime location for business, development and investment. It supports economic development, redevelopment and commercial revitalization through the creation and production of vital tools for outreach to the business community, including CEO's, corporate relocators, small business owners, developers, commercial brokers and other investors.

Explanation of Performance

\$40,000 from Clear Channel media sponsors during Art and Soul; \$35,000 from SBC cash sponsors for MLK Celebration; \$100,000 from cash and media sponsors for Olympic Canoe/Kayak Trials; \$5,000 for Holiday Parade Event; and \$2,000 for Old Oakland Victorian Nights.

Measure 6: Marketing Division had enlisted various external marketing partners namely: Oakland Clear Channel Outdoor, San Francisco Young and Rubicam Advertising, Design Visual Communications, San Francisco Chronicle, Oakland Tribune, Oakland Merchants Leadership Forum, Oakland Chamber of Commerce, Port of Oakland, Albertsons, CBS5, Diablo Magazine, Oakland City Center, KFOG 104.5 FM., KBLX 102.9 FM, and KNBR 1050.

Measure 7: Marketing Division had facilitated and supported Ogawa Plaza events such as: Raiders Rally, Chinese Flag Raising, Domestic Violence Awareness, La Toya London Celebration, City of Oakland Homebuyers Fair, City of Oakland Job Fair, Senior Awareness Event, Filipino City Employees Celebration, Juneteenth City Employees Celebration, KBLX Concert, Women Will free performance, Carijama Festival, and Young Child Awareness Event.

Council Goal: Develop a Sustainable City

Citywide Objective: Encourage and Support Social Equity for all Oakland Residents

Agency/Department: Community and Economic Development

Program: Workforce Development (SC03)

Program Description: This program promotes economic development through the direction of staffing, worker training and hiring tax credit services for hundreds of businesses. As staff to the 45-member Oakland Workforce Investment Board (WIB), the WFD Unit creates employment and career advancement opportunities for more than 5,000 job seekers and workers annually through the direction of Oakland's One Stop Career Centers and youth service providers. The WFD Unit also promotes continuous improvement of all city-funded employment and training programs through the management of the Job Training Performance Standards system. The Oakland Higher Education Center (OHEC) improves the quality of life for working adults and students by providing access to multiple higher education services within a shared urban facility.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$5,562,050	\$5,603,014	7.0	\$5,302,645	\$5,094,329	7.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Employment rate for adult and dislocated workers	62.00%	63.00%	94.00%
2. Employment rate for older youth	52.00%	52.00%	63.00%

Explanation of Revenue Collection and Spending

The main source of revenue comes from the Workforce Investment Act. Out of the \$5,302,645 total, \$534,875 is for revenue received from Enterprise Zone Hiring Tax Credit voucher fees. In FY 2003-04, the Workforce Development unit began collecting a fee of \$20 per each Enterprise Zone Hiring Tax Credit voucher processed. There was no material variation between budgeted and actual expenditures.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Encourage and Support Social Equity for all Oakland Residents
Agency/Department:	Community and Economic Development
Program:	Workforce Development (SC03)
Program Description:	This program promotes economic development through the direction of staffing, worker training and hiring tax credit services for hundreds of businesses. As staff to the 45-member Oakland Workforce Investment Board (WIB), the WFD Unit creates employment and career advancement opportunities for more than 5,000 job seekers and workers annually through the direction of Oakland's One Stop Career Centers and youth service providers. The WFD Unit also promotes continuous improvement of all city-funded employment and training programs through the management of the Job Training Performance Standards system. The Oakland Higher Education Center (OHEC) improves the quality of life for working adults and students by providing access to multiple higher education services within a shared urban facility.

Explanation of Performance

Measure 1: Results for FY 2003-04 Adult employment exceeded the 63 percent goal imposed by the state, with 94 percent of clients included in this calculation finding work. Though this exceeded the percentage attained in the previous FY 2002-03 period, the total number of placed individuals declined relative to FY 2002-03, due to reduced levels of services as determined by the Oakland Workforce Investment Boards annual budget process. These reduced service levels relate to a Board decision to serve fewer people but to serve them better, attaining improved results in the state assessment system. Adult and dislocated worker employment data are collected as follows: Oakland's contracted Workforce System Administrator, the Oakland Private Industry Council (PIC), enters individual information on every client into a State-maintained tracking database. Subsequent employment results for those clients are gathered by the State in that database, using quarterly EDD Base Wage File data, which shows all wages reported by all firms, for every individual in the State. A client who shows no wages at enrollment and subsequently posts wages after service through Oakland's system is deemed employed, per State and federal definition under the Workforce Investment Act.

Measure 2: Results in FY 2003-04 on Youth employment exceeded the 52percent goal imposed by the state, with 63percent of clients included in this calculation finding work. Though this percentage was higher than that attained in the previous FY 2002-03 period, the total number of placed youth declined slightly (8percent) relative to FY 2002-03 clients. Youth employment data are collected as follows: Oakland's contracted Workforce System Administrator, the Oakland Private Industry Council (PIC), enters individual information on every client into a State-maintained tracking database. Subsequent employment results for those clients are gathered by the State in that database, using quarterly EDD Base Wage File data, which shows all wages reported by all firms, for every individual in the State. A client who shows no wages at enrollment and subsequently posts wages after service through Oakland's system is deemed employed, per State and federal definition under the Workforce Investment Act.

Council Goal: Develop a Sustainable City

Citywide Objective: Encourage and Support Social Equity for all Oakland Residents

Agency/Department: Community and Economic Development

Program: Residential Rent Adjustment (SC15)

Program Description: The Rent Adjustment program helps provide decent, safe, affordable and sanitary residential rental housing in the City of Oakland. In conjunction with other laws, Rent Adjustment mitigates rent increases, promotes housing stability and consequent neighborhood stability, while encouraging new construction and rehabilitation of rental properties. Rents are kept low by fixing a maximum annual residential rent increase as a function of annual increases in two Consumer Price Indices. Additional increases beyond the basic annual increase may be justified on a number of grounds. In addition, residential Rent Adjustment offers information on compliance and mediation services.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,400,000	\$1,126,294	11.0	\$1,194,469	\$1,171,313	11.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of cases in which initial decisions are issued within 120 days of filing	65.00%	90.00%	75.00%
2. Percent of appeals in which decisions are issued within 90 days of filing appeal	45.00%	80.00%	20.00%
3. Percent of public inquiries responded to within 2 working days	100.00%	100.00%	99.99%

Explanation of Revenue Collection and Spending

Revenue for the Rent Adjustment Unit of CEDA comes from a dedicated fee collected from certain residential property owners as outlined in the Rent Ordinance. Revenues were lower than expected because of a problem with sending the bills due the bankruptcy of the mailing company, which resulted in a large number of bills being mailed late. These bills were collected in fiscal year 2004-05. Expenditures were \$45,019 more than budgeted due to the fact that the Rent adjustment budget is made up of mostly salaries. There were no vacancies during the year, except for the last month. Therefore there were insufficient salary savings to meet the 6% vacancy target.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Encourage and Support Social Equity for all Oakland Residents
Agency/Department:	Community and Economic Development
Program:	Residential Rent Adjustment (SC15)
Program Description:	The Rent Adjustment program helps provide decent, safe, affordable and sanitary residential rental housing in the City of Oakland. In conjunction with other laws, Rent Adjustment mitigates rent increases, promotes housing stability and consequent neighborhood stability, while encouraging new construction and rehabilitation of rental properties. Rents are kept low by fixing a maximum annual residential rent increase as a function of annual increases in two Consumer Price Indices. Additional increases beyond the basic annual increase may be justified on a number of grounds. In addition, residential Rent Adjustment offers information on compliance and mediation services.

Explanation of Performance

Measure 1: This number represents the percentage of petitions filed in the period beginning 120 days before the start of the fiscal year and 120 days before the end of the fiscal year. It is the goal of the City Council to have initial decisions in cases issued within 120 days of the date of filing. Most of the delay during the last fiscal year is the result of scheduling problems with groups of petitions being filed, rather than individual cases. The time from filing to decision was reduced significantly. More than 90percent of the initial decisions were rendered within 150 days. The average time from petition filing to initial staff decision was reduced from 123 days in FY 2002-03 to 98 days in FY 2003-04

Measure 2: This number represents the percentage of appeals filed in the period 90 days before the start of the fiscal year and ending 90 days before the end of the fiscal year. It is the goal of the City Council to have appeals decisions issued within 90 days of the date of filing the appeal. The reduction in the percentage of appeals completed within 90 days is due to a large number of pending appeals from 1998 - 2002 that had not been decided. Older cases, notably the 1200 Lakeshore cases, were scheduled first to reduce the backlog, therefore the number of current cases heard on appeal was reduced. Once the appeals backlog has been reduced, and we are only working on new cases, the performance will be closer to target.

Measure 3: This data is no longer being collected. During the last fiscal year, the Program received 15,559 phone inquiries and received 14 customer complaints. That is greater than 99.99 percent rate of inquiries handled without complaint.

Council Goal: Develop a Sustainable City

Citywide Objective: Encourage and Support Social Equity for all Oakland Residents

Agency/Department: Human Services

Program: Hunger and Homeless Services (YS12)

Program Description: This program provides housing and services to people in Oakland who are homeless, hungry, HIV/AIDS positive, or living on extremely low incomes. The end goal is to prevent and end homelessness and hunger in Oakland by ensuring that everyone has access to available and sustainable housing that is decent, safe, and affordable. Program resources are able to meet approximately five percent of need based on the fact that there are an estimated 5,000 to 7,000 homeless people in Oakland at any given time. Almost 28 percent of the need for HIV/AIDS housing is also met. The program provides residential relocation services to Oakland residents who are displaced by government action, such as the purchase of an occupied building for a redevelopment project or demolition due to unsafe conditions.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$5,113,733	\$7,189,149	10.0	\$1,719,720	\$9,574,638	10.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Cost per emergency bed night provided	\$8.39	\$9.00	\$9.69
2. Number of supportive/transitional housing bedroom units provided	137.00	123.00	81.00
3. Number of HIV/AIDS bedroom units provided	210.00	249.00	288.00
4. Number of emergency bed nights provided	82,874.00	82,800.00	76,392.00

Explanation of Revenue Collection and Spending

Revenues were provided through Federal Government Department of Housing and Urban Development Community Development Block grants, Alameda County grants, as well as some matching funds from the City's General Fund. Actual revenues did not meet the budgeted amount due to timing differences in billing and receiving grant monies from the Federal government and late draw-downs of funds resulting from delays in incorporating personnel in Oracle and program deficiencies such as reporting delays from the various contract providers to the Hunger and Homeless program. Actual expenditures exceeded budgeted amounts due to increased contract provider / residential costs.

Council Goal:	Develop a Sustainable City
Citywide Objective:	Encourage and Support Social Equity for all Oakland Residents
Agency/Department:	Human Services
Program:	Hunger and Homeless Services (YS12)
Program Description:	This program provides housing and services to people in Oakland who are homeless, hungry, HIV/AIDS positive, or living on extremely low incomes. The end goal is to prevent and end homelessness and hunger in Oakland by ensuring that everyone has access to available and sustainable housing that is decent, safe, and affordable. Program resources are able to meet approximately five percent of need based on the fact that there are an estimated 5,000 to 7,000 homeless people in Oakland at any given time. Almost 28 percent of the need for HIV/AIDS housing is also met. The program provides residential relocation services to Oakland residents who are displaced by government action, such as the purchase of an occupied building for a redevelopment project or demolition due to unsafe conditions.

Explanation of Performance

Measure 1: Most agencies funded under the FY 2003-04 homeless service contracts are 95 percent-100 percent up-to-date in their reporting and payment requests. One non-profit agency abstained from submitting progress reports and reimbursement requests during their headquarters review of the City's Equal Opportunity Benefits requirement for contracts. With the intention of not breaching contract, the non-profit agency decided not to submit reports or payment requests under the shelter programs until clearance by their headquarters. As a result, approximately 1,800 bed nights were lost. Funds allocated to this provider for the FY 2003-04 program year have been redirected to cover costs of needed services for the FY 2004-05 program year. The increase in cost for the FY 2003-04 actual compared to the target and prior year actual is due to the fact that motel stock has decreased, some were demolished, etc. Consequently the market has capitalized on this by raising their rates, thereby increasing the cost of hotel/motel vouchers. Also, the Oakland Army Base Temporary Shelter program incurred unexpected costs and had to be closed earlier this year due to insufficient funds to operate the full term of the program period, resulting in a loss of 2,000 bed nights from the winter shelter. As a result, fewer bed nights were provided under this program at an increased cost over last year's actual.

Measure 2: With an inventory of 97 supportive/transitional housing units, an average of 81 units or 83 percent were occupied throughout the year. The 16 vacancies, or more accurately, the 17 percent vacancy rate was mostly due to units needing mold remediation work (health hazards) which in turn caused air quality issues. Public Health closed down several units within one facility for several months, not allowing admittance of clients to these units until full clearance was given. After Public Health gave clearance, clientele re-entry was very low due to fear of contracting air-borne viruses that contaminated the air in the various units of the facility prior to the completion of the mold remediation work performed. A very minor portion of the 17 percent vacancy rate was due to eligibility issues under the Supportive Housing Programs (SHP), SHP Contractors' protocols and a low complement of case managers to perform intakes and assessments.

Measure 3: The units measured are specific to the HIV/AIDS population through funding from a federal Housing Opportunities for Persons With AIDS (HOPWA) grant. The City receives an entitlement grant from HOPWA each year. One goal of HOPWA is to increase the number of housing units dedicated to persons living with HIV/AIDS and their families. In addition to actual bed units for which services were provided during the fiscal year, construction and rehabilitation of over 200 bedroom units were started during the FY 2003-04 fiscal year. This year's increase in units can be attributed to the fact that more new and permanent housing units were completed this year than anticipated.

Measure 4: Most agencies funded under the FY 2003-04 homeless service contracts are 95 percent-100 percent up-to-date in their reporting and payment requests. One non-profit agency abstained from submitting

Council Goal:	Develop a Sustainable City
Citywide Objective:	Encourage and Support Social Equity for all Oakland Residents
Agency/Department:	Human Services
Program:	Hunger and Homeless Services (YS12)
Program Description:	This program provides housing and services to people in Oakland who are homeless, hungry, HIV/AIDS positive, or living on extremely low incomes. The end goal is to prevent and end homelessness and hunger in Oakland by ensuring that everyone has access to available and sustainable housing that is decent, safe, and affordable. Program resources are able to meet approximately five percent of need based on the fact that there are an estimated 5,000 to 7,000 homeless people in Oakland at any given time. Almost 28 percent of the need for HIV/AIDS housing is also met. The program provides residential relocation services to Oakland residents who are displaced by government action, such as the purchase of an occupied building for a redevelopment project or demolition due to unsafe conditions.

Explanation of Performance

progress reports and reimbursement requests during their headquarters review of the City's Equal Opportunity Benefits requirement for contracts. With the intention of not breaching contract, the non-profit agency decided not to submit reports or payment requests under the shelter programs until clearance by their headquarters. As a result, approximately 1,800 bed nights were lost. Funds allocated to this provider for the FY 2003-04 program year have been redirected to cover costs of needed services for the FY 2004-05 program year. The increase in cost for the FY 2003-04 actual compared to the target and prior year actual is due to the fact that motel stock has decreased, some were demolished, etc. Consequently the market has capitalized on this by raising their rates, thereby increasing the cost of hotel/motel vouchers. Also, the Oakland Army Base Temporary Shelter program incurred unexpected costs and had to be closed earlier this year due to insufficient funds to operate the full term of the program period, resulting in a loss of 2,000 bed nights from the winter shelter.

As a result, fewer bed nights were provided under this program at an increased cost over last year's actual. However, if the 2,000 bed nights from the winter shelter and the 1,800 bed nights from the provider who elected not to report for reimbursement had been delivered, the projected target would have been exceeded.

FY 2003-04 PERFORMANCE RESULTS

SECTION III

GOAL 3:

**IMPROVE OAKLAND
NEIGHBORHOODS**

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Improve Traffic / Bike / Pedestrian Safety
Agency/Department: Public Works Agency
Program: Transportation and Pedestrian Safety (NB33)
Program Description: This program enhances vehicular and pedestrian safety on city streets and around schools, parks and senior centers. Activities include designing, installing, and maintaining traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. This program manages city-owned parking facilities assuring that clean, safe and affordable parking is available citywide. This program also promotes alternative modes of transportation such as walking and bicycling.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$14,687,061	\$8,540,062	55.6	\$11,768,474	\$7,959,044	55.6

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of days required to reinstall a damaged/knocked down sign	N/A	2.00	1.00

Explanation of Revenue Collection and Spending

Revenue in this program is derived from several sources, including: the Multipurpose Reserve Fund (off-street parking fees), a grant from the California Department of Transportation, California State Vehicle Code fines, and other miscellaneous grants. However, the primary source of revenue is Measure B ACTIA funds.

Revenues were below budget due to lower than expected revenues from Measure B ACTIA, and also due to lower than anticipated collection of grant revenue.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Improve Traffic / Bike / Pedestrian Safety
Agency/Department: Public Works Agency
Program: Transportation and Pedestrian Safety (NB33)
Program Description: This program enhances vehicular and pedestrian safety on city streets and around schools, parks and senior centers. Activities include designing, installing, and maintaining traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. This program manages city-owned parking facilities assuring that clean, safe and affordable parking is available citywide. This program also promotes alternative modes of transportation such as walking and bicycling.

Explanation of Performance

Measure 1: Signs that are called in during the daily work shift were repaired the same day. Those called in after the work shift were repaired the following day.

The total number of signs installed and/or repaired in FY 2003/2004 is 9546.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Improve Traffic / Bike / Pedestrian Safety
Agency/Department: Police Services Agency
Program: Traffic Operations (PS14)
Program Description: This program promotes traffic safety, investigates traffic complaints and enforces traffic and vehicular laws.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$2,887,922	\$8,661,334	58.0	\$3,367,831	\$9,772,999	58.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of complaints resolved / addressed within 30 days	100.00%	100.00%	100.00%

Explanation of Revenue Collection and Spending

Revenue came from the General Fund and the Alameda County Vehicle Abatement Fund. This funding pertained to miscellaneous service charges, personnel services, encroachment permits, DUI collections, abandoned vehicles, computer search fees, unallocated receipts, sales/special reports and miscellaneous sales.

In regard to actual revenue, \$1,082,732 are grants. The balance of \$2,285,099 represents General Funds. The remaining amount, approximately 21%, is still outstanding, a portion of which is considered to be uncollectible revenue from special event services and includes discount rates given to City sponsored and/or Coliseum events.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Improve Traffic / Bike / Pedestrian Safety
Agency/Department: Police Services Agency
Program: Traffic Operations (PS14)
Program Description: This program promotes traffic safety, investigates traffic complaints and enforces traffic and vehicular laws.

Explanation of Performance

Measure 1: The Traffic Section places a high priority on handling complaints in a timely manner. The complaints received are related to traffic safety and usually request an enforcement response. In the future, the Section will also include complaints related to abandoned autos and commercial vehicles, both of which represent important work of the Traffic Section. The complaints are logged in a database and assigned to a squad or individual officer for follow-up. During the fiscal year, OPD continued to experience a significant number of complaints related to motorized scooters and pocket bikes. These problems were anticipated. The Department has continued to address these problems through a combination of education and enforcement and is also actively working on legislation (AB1878) which, if signed by the Governor, will have a significant impact on the problem. Complaints of speeding also continue to be a problem in the City. This problem is exacerbated by the fact that many of the speed surveys for Oakland streets are expired or expiring. These surveys are necessary to legally do radar speed enforcement. The surveys are done by the Transportation Services Section of PWA. However, they have had trouble getting them done in a timely manner. During the fourth quarter, the Traffic Section began to deploy radar speed trailers to many of the streets where the community has complained about speeding. The trailers, which were purchased with funding from the State Office of Traffic Safety, have been well received and have a positive educational impact.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Reduce Blight and Nuisance
Agency/Department: Community and Economic Development
Program: Livable Neighborhood Code Enforcement Services (NB31)
Program Description: The purpose of this program is enforcement of California Housing Code and the Oakland Municipal Code regulating the maintenance of buildings used for human occupancy and the surrounding property, land use activities on private property, and the vending of food and the use of public telephones in the public right-of-way. Staff performs 35,000 complaint and abatement inspections annually.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$5,764,469	\$4,194,807	23.0	\$4,061,032	\$1,574,223	23.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of residential cases resolved	70.00%	70.00%	72.00%
2. Percent of commercial cases resolved	65.00%	65.00%	43.00%
3. Average number of days to resolve a case	30.00	30.00	25.00
4. Average number of days to perform initial inspection	5.00	5.00	5.00

Explanation of Revenue Collection and Spending

Revenue for the Livable Neighborhood Code Enforcement program is collected through fines and penalties for blight abatement, sub-standard property rehabilitation, and legalization of un-permitted construction. The revenue is appropriated to General Fund 1010. Budgeted revenues were \$5,764,469. Actual revenues were \$4,061,032, which is \$1,703,437 less than budgeted due to staffing shortages in Inspection Services and increased demand for permit inspections. Budgeted expenditures were \$4,197,807. Actual expenditures were \$1,574,223. This is \$2,623,584 less than budgeted, which was due to the fact that Code Enforcement staff were shifted to respond to requests for timely permit inspections.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Reduce Blight and Nuisance
Agency/Department: Community and Economic Development
Program: Livable Neighborhood Code Enforcement Services (NB31)
Program Description: The purpose of this program is enforcement of California Housing Code and the Oakland Municipal Code regulating the maintenance of buildings used for human occupancy and the surrounding property, land use activities on private property, and the vending of food and the use of public telephones in the public right-of-way. Staff performs 35,000 complaint and abatement inspections annually.

Explanation of Performance

Measure 1: Data is collected from the Permit Tracking System screen-by-screen triage, including accounting records of complaints. There were 7,361 residential complaints per year for which 5,300 cases were resolved within the fiscal year. Many of these cases were handled by a dedicated unit, Problem Properties Unit, which attributed to a slight increase in the FY 2003-04 actual, compared to FY 2002-03 actual and FY 2003-04 target. These are complaints from neighbors or residential tenants; these are not cases from property owners.

Measure 2: Data is collected from the Permit Tracking System screen-by-screen triage, including accounting records of complaints. There were 4,028 commercial complaints for the year for which 4,028 cases were resolved within the fiscal year. The Problem Properties Unit has benefited the resolution of many of these cases. However, there is a slight decline in meeting the volume of inspections requested for next day service due to staffing levels.

Measure 3: Data is collected from the Permit Tracking System screen-by-screen triage, including accounting records of complaints. The creation of the Problem Properties Unit has aided in processing cases from the Inspection Services Unit. This provides staff time to focus on resolution with less complex issues.

Measure 4: Data is collected from the Permit Tracking System screen-by-screen triage, including accounting records of complaints. The actual is five days because that is how our dispatching module in the Permit Tracking System is programmed. The computer selects an initial inspection date that is no more than five working days to allow Inspectors resources to also respond to permit inspections within a reasonable timeframe.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Reduce Blight and Nuisance
Agency/Department: Community and Economic Development
Program: Home Ownership and Rehabilitation (NB32)
Program Description: Homeownership programs provide financial assistance in the form of secured, deferred, and/or interest-bearing loans to very low- and low-income persons to purchase homes in Oakland as well as home purchase counseling and education to Oakland residents. The program works with lenders to expand opportunity for all home buyers and to thwart predatory lending. Rehabilitation programs offer home maintenance loans and construction project management of up to \$40,000 to very low- to low-income Oakland homeowners. Priority is given to physically disabled and senior citizens for the purpose of completing home health and safety repairs and code violations. Other programs provide grants for minor hole repairs of up to \$1,500 to extremely low-income Oakland homeowners and grants of up to \$15,000 to very low-income disabled homeowners and renters to complete accessibility modifications to their residents. Staff also manages, monitors, and services all housing rehabilitation and homeownership loans (a portfolio of 2,700 loans, totaling \$48 million).

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$5,300,000	\$9,448,042	19.9	\$10,326,587	\$6,712,981	19.9

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of completed home purchase transactions of total homeownership assistance loan applications received	100.00%	100.00%	90.00%
2. Percent of completed home rehabilitation projects of total home maintenance loan applications approved	65.00%	65.00%	44.17%
3. Percent of rehab loan and grant recipients rating process and service above average	80.00%	80.00%	93.00%

Explanation of Revenue Collection and Spending

While staff projected revenue of \$5.3 million from various loan program repayments (i.e. Home and ORA funded First-time home buyer loans, CDBG funded HMIP loans, and Rental Rehab Program loans), the actual revenues received were \$5 million higher than projected. This increase in revenue was due largely to a planned and executed loan collection strategy. This collection strategy was necessary, as some of these additional funds collected have been used to augment funding shortfalls in various projects throughout the Housing division. With regard to the \$2.7 million difference between FY2003-04 budgeted and actual expenditures, this was due to staff cuts and our consequential inability (with less staff) to process and commit funds for more rehab loans and grants.

Council Goal:	Improve Oakland Neighborhoods
Citywide Objective:	Reduce Blight and Nuisance
Agency/Department:	Community and Economic Development
Program:	Home Ownership and Rehabilitation (NB32)
Program Description:	Homeownership programs provide financial assistance in the form of secured, deferred, and/or interest-bearing loans to very low- and low-income persons to purchase homes in Oakland as well as home purchase counseling and education to Oakland residents. The program works with lenders to expand opportunity for all home buyers and to thwart predatory lending. Rehabilitation programs offer home maintenance loans and construction project management of up to \$40,000 to very low- to low-income Oakland homeowners. Priority is given to physically disabled and senior citizens for the purpose of completing home health and safety repairs and code violations. Other programs provide grants for minor hole repairs of up to \$1,500 to extremely low-income Oakland homeowners and grants of up to \$15,000 to very low-income disabled homeowners and renters to complete accessibility modifications to their residents. Staff also manages, monitors, and services all housing rehabilitation and homeownership loans (a portfolio of 2,700 loans, totaling \$48 million).

Explanation of Performance

Measure 1: Staff did not meet projected goal of 100 percent of completed home purchase transactions of total homeownership assistance loan applications received. Staff did achieve 90 percent of all applications received resulted in completed home purchase transactions. This year was the first time staff attempted to attain 100 percent for this performance measure, and we have concluded that 100 percent is not a realistic goal, as it does not take into account cancellations or declined applications. For the past 5 years, approximately 5 to 10 percent of all applications received have resulted in cancellation or withdrawal (by the applicant). Thus a goal of 100 percent of all applications received resulting in a completed home purchase transaction is not realistic, and we respectfully request that the goal of 100 percent be CHANGED back to 90 percent to allow for a reasonable number of applicant cancellations or withdrawals.

Measure 2: The percentage of applications that resulted in completed projects was 44.17 percent. The project goal was 65 percent. The shortfall was largely due to receiving more applications than anticipated. Of the 206 applications received, 130 were approved with funds committed; 91 rehabilitation projects were completed. The number of projects completed does not include 181 Minor Home Repair Program (MHRP) completions. Programs included in this Performance Measure were: 1] Home Maintenance & Improvement Program (HMIP; 46 completions); 2] Access Improvement Program (AIP; 16 completions); Emergency Home Repair Program (EHRP; 15 completions); and Lead Safe Homes Paint Program (LSHPP; 14 completions).

Measure 3: Staff exceeded this effectiveness measure with 93percent of loan recipients rating our services above average. This goal was exceeded due to the hard work and diligence of assigned staff to regularly review and follow-up on ALL customer surveys received. This performance measure is determined by the customer satisfaction surveys that are completed by loan/grant recipients at the conclusion of both the application processing stage and the construction completion stage. These surveys are sent to all loan/grant recipients and approximately 25 to 35percent of customers respond. The surveys have been very useful in allowing staff to address customers concerns and to avert potential problems with contractors and or staff.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Reduce Blight and Nuisance
Agency/Department: Public Works Agency
Program: Keep Oakland Clean and Beautiful (NB35)
Program Description: This program maintains and enhances the cleanliness, health, and appearance of city streets and neighborhoods. It also promotes community involvement in clean-up activities such as Adopt-A-Drain and Maintain-A-Drain. Components of this program include street cleaning, litter removal, graffiti abatement, and investigation of illegal dumping on city streets and public right-of-way.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$15,920,000	\$12,513,007	127.1	\$14,577,343	\$12,806,525	127.1

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of miles of residential streets swept	64,000.00	83,400.00	81,310.00
2. Number of cubic yards illegal dumping removed from public right of ways	16,200.00	50,000.00	44,693.00
3. Number of illegal dumpers cited	N/A	700.00	562.00
4. Percent of neighborhoods and districts satisfied with support for clean up events	N/A	100.00%	94.67%

Explanation of Revenue Collection and Spending

All revenues for this program are derived from a surcharge on refuse collection bills.

Spending in excess of the adopted budget was covered by budget adjustments approved after FY 2003-05 budget adoption.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Reduce Blight and Nuisance
Agency/Department: Public Works Agency
Program: Keep Oakland Clean and Beautiful (NB35)
Program Description: This program maintains and enhances the cleanliness, health, and appearance of city streets and neighborhoods. It also promotes community involvement in clean-up activities such as Adopt-A-Drain and Maintain-A-Drain. Components of this program include street cleaning, litter removal, graffiti abatement, and investigation of illegal dumping on city streets and public right-of-way.

Explanation of Performance

Measure 1: This information, mileage, is tracked by the sweeper operators daily checklist, which also details any mechanical problems fleet services must address.

The increase in the number of miles swept is a result of two Street Sweeper Operators added in FY 2003/04.

Measure 2: Drivers of all vehicles, both commercial and non-commercial, provide dump receipts daily from the Davis St. transfer station enumerating their loads.

Tonnage for appliances and tires removed from the right of way was not included in previous reporting measures.

Measure 3: These numbers are derived from the number of cases created by investigations done by the Litter Enforcement Unit.

The Litter Enforcement Program began in 2002. At that time it was uncertain as to reduction in illegal dumping incidents and the number of perpetrators cited. The program has been successful in reducing illegal dumping.

Measure 4: In the past, Keep Oakland Beautiful Program distributed a customer satisfaction survey to those community groups that participate in cleanup events. This information was compiled and the percentage of satisfied groups was determined.

Percent of satisfaction is based on the number of neighborhoods and districts that participate in cleanup events and are satisfied with the support from the Keep Oakland Beautiful Program.

Keep Oakland Beautiful showed an overall increase in volunteer participation for the fourth quarter 2004 reporting period, compared to the same period last year. In particular, volunteer involvement improved during our annual citywide Earth Day and in the Adopt-a-Spot program. We have seen a decrease in the number of school campus and neighborhood sponsored cleanups. We anticipate growth in the program with the release of a new adopt-a-spot sign and a citywide daffodil planting program this fall.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Enhance Neighborhood Commerce
Agency/Department: Community and Economic Development
Program: Neighborhood Commercial Revitalization (NB30)
Program Description: The purpose of this program is to improve the physical appearance and economic condition of targeted neighborhood commercial districts. This is accomplished through analyzing existing conditions, implementing the Commercial Property Façade Improvement Program, assisting merchant associations, developing urban design plans and coordinating the delivery of city services. The NCR Program serves seventeen neighborhood commercial districts in which more than 3,000 small businesses operate.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,675,793	6.0	\$42,137	\$1,694,103	6.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of merchants / businesses rating services satisfactory or better.	97.90%	95.00%	100.00%

Explanation of Revenue Collection and Spending

The \$42,137 in revenue was not budgeted. The revenue is from a Grant from the State of California-West Oakland Village Project. There was no material variation between budgeted and actual expenditures.

Council Goal: Improve Oakland Neighborhoods
Citywide Objective: Enhance Neighborhood Commerce
Agency/Department: Community and Economic Development
Program: Neighborhood Commercial Revitalization (NB30)
Program Description: The purpose of this program is to improve the physical appearance and economic condition of targeted neighborhood commercial districts. This is accomplished through analyzing existing conditions, implementing the Commercial Property Façade Improvement Program, assisting merchant associations, developing urban design plans and coordinating the delivery of city services. The NCR Program serves seventeen neighborhood commercial districts in which more than 3,000 small businesses operate.

Explanation of Performance

Measure 1: Surveys were distributed to all program participants. Of the 25 surveys sent, 11 surveys were received rating services satisfactory or better. This years performance was a slight improvement from the 97.90 results for the FY 2002-03 fiscal year period due to increased emphasis on customer service.

FY 2003-04 PERFORMANCE RESULTS

SECTION IV

GOAL 4:

**ENSURE THAT ALL OAKLAND
YOUTH AND SENIORS HAVE THE
OPPORTUNITY TO BE
SUCCESSFUL**

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
Agency/Department: Office of Parks and Recreation
Program: Recreation, Cultural, Civic (NB03)
Program Description: This program operates city-wide Recreation Centers.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,295,353	\$7,535,080	90.3	\$954,215	\$7,137,972	90.3

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Minimum Number of Youth ages 14-18 served annually through the Radical Roving Recreation Street Team	N/A	500.00	N/A
2. Percent increase in Recreation Center Programming for youth ages 5-18	N/A	10.00%	-4.00%

Explanation of Revenue Collection and Spending

Revenues for the Recreation, Cultural, Civic Program are derived from user fees, charged to participants in Recreation programs. Revenues were below budget in FY 2003-04 due to a slowed economy. OPR reduced spending in this program in order to compensate for the lower-than-expected revenues.

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
Agency/Department: Office of Parks and Recreation
Program: Recreation, Cultural, Civic (NB03)
Program Description: This program operates city-wide Recreation Centers.

Explanation of Performance

Measure 1: No data is available for this category for FY 2003-04, but will be collected for FY 2004-05. Radical Roving Recreation is a new program this year. The program integrates cultural enrichment activities with structured skills-building activities and is targeted to Oakland's most at-risk and underserved youth.

Measure 2: This year saw a slight decrease in the number of programs being offered throughout the Office of Parks and Recreation. During this last period, the operation of one recreation center (Verdese Carter) and the City's remote camp were turned over to local Nonprofits. As a result of these changes, programs there are no longer being reported as part of OPR. Additionally, the excessive turnover in the department's administration in the last few years has created a lack of stability. These changes have also resulted in a lack of clear direction and expectation for the staff's performance. While OPR enjoys the benefits of having a stable and veteran workforce, the lack of advancement and training opportunities for the past several years has had the effect of diminishing motivation and creativity. OPR is actively working to change this through developing new opportunities, while requiring new skills development through internal and external trainings and workshops.

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
Agency/Department: Office of Parks and Recreation
Program: Competitive Sports (NB04)
Program Description: This program provides sports programs in middle schools, league sports including soccer, flag football, baseball, basketball, volleyball, and sports officials.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$134,528	\$1,489,065	28.3	\$81,393	\$2,090,543	28.3

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent increase in first-time users age 5-18 who have traditionally not participated in Competitive Sports programs	N/A	5.00%	N/A

Explanation of Revenue Collection and Spending

The revenues in the Competitive Sports program are derived from user fees charged to program participants. Revenues were below budget in Fiscal Year 2003-04 for several reasons, including a slower-than-expected economy.

Expenditures in the Competitive Sports program are primarily personnel related, including staff costs for recreation leaders, center directors, sports officials, and program coordinators. Staff costs were higher than expected primarily due to the mandated increase in salaries for sports officials, and other part-time staff.

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
Agency/Department: Office of Parks and Recreation
Program: Competitive Sports (NB04)
Program Description: This program provides sports programs in middle schools, league sports including soccer, flag football, baseball, basketball, volleyball, and sports officials.

Explanation of Performance

Measure 1: This is a new measure for the department and data will be collected beginning in FY 2004-05. The Office of Parks and Recreation plans to expand in the area of competitive sports by offering more programs for Peewees and girls. OPR will also offer new programming in the areas of golf and tennis.

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
Agency/Department: Office of Parks and Recreation
Program: Aquatics (NB05)
Program Description: This program includes pools and boating activities and Jack London Aquatics Center.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$200,077	\$1,865,833	29.1	\$330,273	\$1,778,115	29.1

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent Increase in first time users age 5-18 who have traditionally not participated in Aquatics programs	N/A	5.00%	N/A

Explanation of Revenue Collection and Spending

Revenues in the Aquatics program are derived from user fees, including charges for boat rentals, boat launching fees, swimming lessons, and general admission to the City's swimming pools. Revenues were higher than expected due to an increasing demand for the City's aquatic programming. Expenditures stayed within budget.

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
Agency/Department: Office of Parks and Recreation
Program: Aquatics (NB05)
Program Description: This program includes pools and boating activities and Jack London Aquatics Center.

Explanation of Performance

Measure 1: This is a new measure for the department and data will be collected beginning in FY 2004-05. The Office of Parks and Recreation plans to expand its outreach to at-risk and underserved youth by working closely with youth-serving community-based and faith-based organizations. New programs will offer the target group opportunities to learn to swim, sail, and compete in water sports.

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
Agency/Department: Library Services
Program: Branch Library Services (NB17)
Program Description: This program represents the public services provided at the 15 Branch Libraries located throughout Oakland, the Bookmobile, and Branch Administration.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$6,348,929	93.8	\$82,797	\$6,959,926	93.8

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent change from prior year in circulation of materials	+6.74%	+7.00%	-10.00%
2. Percent change from prior year in number of Oakland school classes visiting the Library	+7.59%	+5.00%	+9.32%
3. Percent of PASS participants that are OUSD students	86.47%	80.00%	87.00%

Explanation of Revenue Collection and Spending

Although no revenues were budgeted for this program, the sources of actual revenues received by to this program are California Library Grants, trust funds, and some private contributions. Actual expenditures exceeded the budgeted amount due to increased staff costs to cover equity pay adjustments, as well as expenditures for the newly-opened Cesar Chavez library.

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
Agency/Department: Library Services
Program: Branch Library Services (NB17)
Program Description: This program represents the public services provided at the 15 Branch Libraries located throughout Oakland, the Bookmobile, and Branch Administration.

Explanation of Performance

Measure 1: As a result of the city's budget crisis last year, the Library reduced the amount of materials purchased from previous years. Additionally, with the budget crisis, the branch libraries decreased their open hours to the public by 34.5 hours weekly, and the Cesar Chavez branch was closed for 8 weeks and the bookmobile was out of circulation for 5 months. All of these factors significantly affected the overall branch circulation. Circulation statistics are collected by the Library's automated circulation system.

Measure 2: The Library filled Children's Librarians positions last year, and hired a Children Coordinator (the position had been filled with temporary staff for 2 years), who saw to it that there was a vigorous outreach to the schools. This resulted in an enormous increase in Oakland school class visits. The class visits are scheduled and are counted by each branch.

Measure 3: With the hiring of a new Program Coordinator in this area, additional OUSD school visits and a significant increase in programs, this area received a higher than anticipated increase in OUSD participating in PASS. The information as to whether a PASS participant is a OUSD student is included in the student registration form for the program.

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
Agency/Department: Cultural Arts and Marketing
Program: Museum Education Services (NB23)
Program Description: This program provide strategic and project management of Museum Education programs, services to schools, children, youth and family programs, and community festivals and events.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$447,944	5.0	\$0	\$378,387	5.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of students visiting on school tours	55,000.00	55,000.00	53,769.00

Explanation of Revenue Collection and Spending

The Museum Education Services program does not collect revenues. A staff vacancy lowered our actual expenditures against budget.

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
Agency/Department: Cultural Arts and Marketing
Program: Museum Education Services (NB23)
Program Description: This program provide strategic and project management of Museum Education programs, services to schools, children, youth and family programs, and community festivals and events.

Explanation of Performance

Measure 1: The economic impact on schools has reduced their ability to schedule field trips. Consequently, student attendance, which is coordinated and tabulated by the museum's Docent office, is slightly lower than anticipated.

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

Agency/Department: Human Services

Program: Early Childhood Education (YS01)

Program Description: This program provides comprehensive child development and education, family support and other ancillary services to low-income young children and their families. Through Head Start, Early Head Start and the Downtown Child Care Center, this program serves 1,678 children and their families at multiple sites.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$14,348,446	\$14,687,522	140.9	\$13,490,237	\$16,961,907	140.9

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of four-year old children showing an interest in reading-related activities (book knowledge) - Posttest	71.00%	95.00%	95.50%

Explanation of Revenue Collection and Spending

Revenue is predominantly from Federal Department of Health & Human Service Head Start grants and some grants from the State of California. Actual expenditures, which are higher than the budgeted amount, reflect awarded grant amounts that exceeded projected and budgeted grants included as part of the adopted FY 03-04 budget. However, actual revenues as of June 30, 2004 do not reflect the increased grant awards because some revenue amounts are received and recorded after the fiscal year end.

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
Agency/Department: Human Services
Program: Early Childhood Education (YS01)
Program Description: This program provides comprehensive child development and education, family support and other ancillary services to low-income young children and their families. Through Head Start, Early Head Start and the Downtown Child Care Center, this program serves 1,678 children and their families at multiple sites.

Explanation of Performance

Measure 1: Data on FY 2003-04 Child Observation Records/Child Outcomes Data (for children ranging from beginning to mastery) of showing an interest in reading activities was based on 1,163 participating grantees. The increase from the FY 2002-03 actual can be attributed to improved teacher/staff training and updated data gathering tools. In FY 2003-04, Child Plus computer tallying software was implemented.

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

Agency/Department: Human Services

Program: Children and Youth Services (YS03)

Program Description: This program provides services that improve the health, safety and quality of life for Oakland's children and youth. Efforts include the Summer Food Program, providing nutritious lunches for low-income school-aged children during the summer months; the Safe Walk to School program that provides adult monitors at school sites before and after school; and Youth Leadership Development that generates training and civic engagement opportunities for youth, including the Youth Advisory Commission.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$749,000	\$1,239,782	18.7	\$204,457	\$389,235	18.7

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of SFSP meals delivered	51,907.00	57,097.00	61,929.00

Explanation of Revenue Collection and Spending

The source of revenue for this program is the State of California Department of Education Nutrition Services Division. Actual revenues fell below budgeted revenues due to change in the program from the Year-Round School Food Program to a Summer Food Program only. Actual expenditures also reflect this reduction and therefore were below budgeted expenditures.

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
Agency/Department: Human Services
Program: Children and Youth Services (YS03)
Program Description: This program provides services that improve the health, safety and quality of life for Oakland's children and youth. Efforts include the Summer Food Program, providing nutritious lunches for low-income school-aged children during the summer months; the Safe Walk to School program that provides adult monitors at school sites before and after school; and Youth Leadership Development that generates training and civic engagement opportunities for youth, including the Youth Advisory Commission.

Explanation of Performance

Measure 1: The Summer Food Service Program provides free lunches to children at various State-approved sites during the Summer school break. The number of sites and lunches served fluctuate from year to year depending on site availability and State certification. The Program collects its meal distribution counts from each site daily. More outreach to the Oakland community occurred and new sites were established in coordination with community organizations leading to an increase to the number of SFSP meals delivered in FY 2003-04, in comparison to FY 2002-03.

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
Agency/Department: Human Services
Program: Senior Centers and Community Services (YS05)
Program Description: This program provides recreation, educational activities, support services and civic engagement for Oakland seniors ages 55 and older. Specific programs include multipurpose senior centers in multiple locations, grant-making of City funds for needed community services for seniors, information and outreach activities, and the Commission on Aging.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$68,271	\$2,598,843	15.6	\$786,316	\$1,726,264	15.6

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of members of Multipurpose Senior Centers	2,400.00	2,700.00	2,147.00

Explanation of Revenue Collection and Spending

Revenues are raised from the \$2 parking ticket Senior set-aside and Senior Center rentals. The actual revenue amount exceeded the budgeted amount due to increase in the \$2.00 Parking ticket and rental revenue. Actual expenditures significantly under-ran the budgeted amount because of the delay in opening the new senior center at the Fruitvale Transit Village. Additionally, expenditures appropriated from Senior center rental revenues are controlled by the Senior Center members themselves who held down actual expenditures.

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
Agency/Department:	Human Services
Program:	Senior Centers and Community Services (YS05)
Program Description:	This program provides recreation, educational activities, support services and civic engagement for Oakland seniors ages 55 and older. Specific programs include multipurpose senior centers in multiple locations, grant-making of City funds for needed community services for seniors, information and outreach activities, and the Commission on Aging.

Explanation of Performance

Measure 1: The FY 2003-04 actual is based on paid memberships as of August 1, 2004 which is the mid-point of the Senior Centers enrollment period. The measure is not currently fulfilled because the total annual number of Senior Center members will not be known until December 31, 2004. That is when the Centers' enrollment year ends, and Center enrollment is closed. Paid memberships as of December 31, 2003 (end of the Senior Center 2003 enrollment period) was 2,159.

If the current enrollment trend of a 16 percent annual increase continues through the end of the year, we expect Senior Center enrollment to reach 2,500. Additionally, because the price of membership is reduced as the year ends, we often see enrollment increase towards the end of the year. The target established was expected to reflect membership at the newly opened Fruitvale/San Antonio Senior Center. However, the new center does not have a system of paid membership in place, therefore, the target anticipated was over projected.

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

Agency/Department: Human Services

Program: Older Workers Employment and Training - ASSETS (YS06)

Program Description: This program provides a continuum of services that are designed to meet the needs of employers and older job seekers. The program trains and prepares older adults for entry or re-entry into the competitive job market by offering vocational classroom training, work experience, career counseling, and resources for job search. The program serves low-income residents who are 55 years or older.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$914,012	\$1,572,520	68.2	\$1,133,182	\$1,685,530	68.2

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of low-income Oakland citizens age 55 yrs. and older served	203.00	203.00	274.00
2. Percent of the programs authorized enrolled level transitioned into unsubsidized employment	28.75%	25.00%	38.00%
3. Percent of program participants rating services received as good or better	90.00%	90.00%	77.00%

Explanation of Revenue Collection and Spending

The source of revenue for the ASSETS program is Federal Department of Labor grants which exceeded the budgeted revenues due to receipt of additional funding relating to the Department of Labor's (DOL) expansion of ASSETS' service area from northern Alameda County to an area encompassing all of Alameda County and consequent increase in DOL's target enrollment goal. Expenditures are slightly higher than budgeted due to this service area expansion.

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
Agency/Department:	Human Services
Program:	Older Workers Employment and Training - ASSETS (YS06)
Program Description:	This program provides a continuum of services that are designed to meet the needs of employers and older job seekers. The program trains and prepares older adults for entry or re-entry into the competitive job market by offering vocational classroom training, work experience, career counseling, and resources for job search. The program serves low-income residents who are 55 years or older.

Explanation of Performance

Measure 1: ASSETS enrolled and served 274 participants and exceeded both the FY03-04 performance measure target of 203 and Department of Labor (DoL) target of 269 enrolled eligible participants. This continues ASSETS' record of meeting and exceeding its enrollment and placement targets. ASSETS' target enrollment goal of 203 eligible participants (low income persons 55 years of age and older) for the FY 2003-04 performance measures was established before a Department of Labor requirement to enroll at least 269 participants. The DoL change in enrollment target was the result of increasing ASSETS' service area from northern Alameda County to an area encompassing all of Alameda County. Although ASSETS city staff remained approximately the same size, the increase in serving an additional 71 clients and assisting 26 more client in finding unsubsidized employment was due to utilizing more senior support staff and increased outreach efforts. ASSETS mails information about the program to locate eligible enrollees to 800 locations throughout the county each quarter. These locations include libraries, One Stop Career Centers, churches, and Senior Centers.

The program services residents of Alameda County who are 55 years or older and have limited income. Oakland residents served by the ASSETS represent less than 1 percent of eligible participants in Oakland which has a high percentage of seniors living in poverty. Currently, ASSETS has a waiting list of approximately 1-1/2 months at all times.

It is recommended that the FY 2004-05 target for this measure be changed to be more consistent with the Department of Labor requirements.

Measure 2: The Performance Measure Target is 25 percent of the program's authorized enrollment level and the Department of Labor's goal is 37 percent. The Department of Labor goal was established after the FY 2003-04 Performance Measure Target was set. Of the 179 authorized enrollment level, ASSETS was to transition at least 66 program participants into unsubsidized employment during the program year. ASSETS exceeded its unsubsidized placement goal and placed 68 program participants.

ASSETS' goal of 37 percent reflects the increasing DOL emphasis on placement of enrollees as established after the FY 2003-04 Performance Measures target was already set at the previous years' goal of 25 percent.

Measure 3: The customer service satisfaction, obtained through a survey was lower than previous years. During FY 2003-04, ASSETS was contracted to increase its enrollment level due to an expansion of service area. As a result, the staff was required to place 26 more enrollees into unsubsidized employment. There were also policy changes and more emphasis placed on job search. For FY04-05, ASSETS will complete a mid-year survey in December and hold participant focus groups to obtain a better understanding of the issues and to address any concerns.

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

Agency/Department: Human Services

Program: Care Management and Support for Frail Seniors and Adults with Disabilities (YS07)

Program Description: Through Linkages and MSSP, this program enables frail seniors and adults with disabilities to continue living safely and independently in the community. Services include nutrition, personal care, service coordination and information and referral. MSSP serves individuals 65 years or older, receiving MediCal and at risk of nursing home placement. Linkages serves individuals 18 years or older who are either frail seniors or adults with disabilities and need assistance to remain living at home.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$2,042,380	\$2,390,990	22.6	\$1,743,373	\$2,536,075	22.6

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of hours of in-home assistance arranged or purchased	N/A	79,644.00	61,404.00

Explanation of Revenue Collection and Spending

Revenues for this program were provided through grants mainly from the Federal government Department of Health & Human Services and State of California Department of Aging. Actual revenues were below budgeted revenues due to Targeted Case Management amounts that the State has not reimbursed DHS as yet. Additionally, DHS now only receives the parking violation income from the Link Handipark lot. The Finance department had previously included parking violation income from other lots which resulted in an overstatement of FY 03-04 budgeted revenues from this source. Actual expenditures are in line with budgeted amounts.

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
Agency/Department: Human Services
Program: Care Management and Support for Frail Seniors and Adults with Disabilities (YS07)
Program Description: Through Linkages and MSSP, this program enables frail seniors and adults with disabilities to continue living safely and independently in the community. Services include nutrition, personal care, service coordination and information and referral. MSSP serves individuals 65 years or older, receiving MediCal and at risk of nursing home placement. Linkages serves individuals 18 years or older who are either frail seniors or adults with disabilities and need assistance to remain living at home.

Explanation of Performance

Measure 1: The Performance Measures Target is 79,644 hours in home care arranged or purchased while the FY 2003-04 actual was only 61,404. The difference in the figures can be explained by the 5 percent reduction of MSSP clients due to state program mandates. The hourly wage for the in-home care providers has increased and the funding for purchasing in-home assistance has remained at the same level. Also, the arrangement or purchase of assistive devices for the majority of clients tends to increase the level of independence, as a result decreasing the number of needed home care hours.

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
Agency/Department: City Administrator
Program: Americans with Disabilities Act Programs (YS10)
Program Description: This program monitors ADA capital improvement programs, complaint investigation, program and policy development, auxiliary aids and services delivery, Mayor's Commission on Persons with Disabilities staffing, technical assistance and training.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$211,820	2.0	\$0	\$187,771	2.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of qualified requests for auxiliary aids and services fulfilled (American Sign Language, Braille, etc.)	N/A	95.00%	100.00%
2. Percent of ADA (disability access) complaints resolved without litigation	N/A	95.00%	100.00%

Explanation of Revenue Collection and Spending

The ADA Programs Division does not collect any significant amounts of revenue. We receive funds from the sale of tickets for our annual Art of Disability performance event. However, these receipts are deposited so that they directly offset the cost of producing the event.

In regard to spending, the ADA Programs has stayed within the Adopted Budget. The Program's budget pays for 2 FTEs (an ADA Projects Coordinator and an Administrative Assistant II) who deliver a wide array of services including: Disability policy and program development; ADA capital improvement programs; City capital improvement project review; Information and referral; Complaint investigation and mediation; ADA accommodations programs; Technical assistance and training; Mayor's Commission on Persons with Disabilities staffing; and Community partnership programs. The variance in spending from the budget amount is due in part to a vacancy during the year.

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
Agency/Department:	City Administrator
Program:	Americans with Disabilities Act Programs (YS10)
Program Description:	This program monitors ADA capital improvement programs, complaint investigation, program and policy development, auxiliary aids and services delivery, Mayor's Commission on Persons with Disabilities staffing, technical assistance and training.

Explanation of Performance

Measure 1: The ADA Programs Division's Auxiliary Aids and Service Program provides accommodations to city customers with disabilities as required by the Americans with Disabilities Act of 1990. ADA Programs tracks requests from various departments for auxiliary aids and services using a Microsoft Excel spreadsheet. Our records show that all 47 qualified requests were approved and fulfilled.

Measure 2: The ADA Programs Division investigates complaints of disability discrimination, such as lack of access to City programs, activities and services. In FY 2003-04, ADA Programs conducted 8 informal and 4 formal complaint investigations, facilitating architectural and programmatic access improvements when necessary. To date, none of the complaints received in FY 2003-04 have gone to litigation.

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

Agency/Department: Community and Economic Development

Program: Community Development (CDBG) (YS11)

Program Description: This program is responsible for the management of the City of Oakland's Community Development Block Grant (CDBG) which is funded by the U.S. Department of Housing and Urban Development. The City of Oakland utilizes CDBG to rebuild and revitalize depressed areas and sustain neighborhoods with full access to life-enhancing services. CDBG receives a little over \$10 million to provide funding for housing, economic development and a variety of neighborhood improvement/public service projects for low-and moderate-income residents in the seven community development areas. To determine the distribution of CDBG funds, the City of Oakland has an extensive community process, which includes seven community development district boards and a citywide Citizen Advisory Committee. The CDBG Program staffs and provides technical assistance to both bodies. The CDBG Program is also responsible for the development, administration and monitoring of contracts with about 50 non-profits and other city departments to provide services funded by CDBG.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$10,106,000	\$3,199,738	5.8	\$7,189,726	\$3,017,475	5.8

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of eligible Oakland residents served	15.00%	15.00%	21.00%
2. Percent of program recipients reporting service as satisfactory or better	75.00%	80.00%	81.00%
3. Percent of contracts developed and executed by the City within 30 days of receiving all necessary documentation from a contractor	70.00%	90.00%	77.00%

Explanation of Revenue Collection and Spending

The CDBG Programs generate revenue through CDBG grants awarded by the U.S. Department of Housing and Urban Development. The variance between the Adopted Budget revenue and Actual revenue occurred because disbursement of CDBG funds is through cost reimbursement. The projects awarded funding for FY 2003-04 have not expended all of their funds; therefore, the City has not received all of the grant revenue. These funds will carry forward to FY 2004-05. There was no material variation between budgeted and actual expenditures.

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
Agency/Department:	Community and Economic Development
Program:	Community Development (CDBG) (YS11)
Program Description:	This program is responsible for the management of the City of Oakland's Community Development Block Grant (CDBG) which is funded by the U.S. Department of Housing and Urban Development. The City of Oakland utilizes CDBG to rebuild and revitalize depressed areas and sustain neighborhoods with full access to life-enhancing services. CDBG receives a little over \$10 million to provide funding for housing, economic development and a variety of neighborhood improvement/public service projects for low-and moderate-income residents in the seven community development areas. To determine the distribution of CDBG funds, the City of Oakland has an extensive community process, which includes seven community development district boards and a citywide Citizen Advisory Committee. The CDBG Program staffs and provides technical assistance to both bodies. The CDBG Program is also responsible for the development, administration and monitoring of contracts with about 50 non-profits and other city departments to provide services funded by CDBG.

Explanation of Performance

Measure 1: CDBG-funded programs served 21 percent of eligible Oakland residents for FY 2003-04, which exceeded the projected goal of 15 percent. We do not know specifically why there was increase in the number of residents served, but we can speculate that it is due to the increasing need of the low-moderate income residents of the City of Oakland. The number of eligible Oakland residents is 93,854 and the number served was 19,709.

Measure 2: The 81 percent of recipients reporting services satisfactory or better for FY 2003-04 met and exceeded our projected goal of 80 percent. We attribute the improvement to the fact that this is the third year of the contractors utilizing the client surveys conducted by the evaluation contractors. The contractors are more accustomed with conducting the surveys which make the clients comfortable with their responses which have proven to be favorable. There were 6,500 surveys distributed by the contractors and 5,263 reported services as satisfactory or better.

Measure 3: The CDBG Program completed 77 percent of the contracts within 30 days of receiving all the necessary documentation from the contractor, not the projected 90 percent. The processing of a contract, which starts after receipt of all required documentation from the contractor and ends with sign off by the City Administrator, can now take from four (4) to eight (8) weeks, but the average is about five (5) weeks. This is derived by a contract log kept on the time it takes to process CDBG contracts.

Council Goal: Ensure that All Oakland Youth and Seniors Have the Opportunity to Be Successful
Citywide Objective: Leverage new Resources for Seniors, Youth and People with Disabilities
Agency/Department: Human Services
Program: Oakland Fund for Children and Youth (YS04)
Program Description: This program is mandated set aside of funds, calculated at 2.5% of the unrestricted General Fund, for community and public programs fostering the development of young people ages 0-20. The four priority areas of the program include children's success in school; child health and wellness; healthy transitions to adulthood; and youth empowerment.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,218,122	3.6	\$0	\$1,156,777	3.6

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Hours of service provided to children and youth	1,910,000.00	2,000,000.00	3,155,788.00
2. Number of unduplicated children and youth served	12,134.00	12,134.00	19,701.00
3. Percent of children and youth rating OFCY services satisfactory or better	85.00%	90.00%	90.00%
4. Percent of parents rating OFCY services satisfactory or better	89.00%	95.00%	95.00%

Explanation of Revenue Collection and Spending

Revenue for the OFCY program is derived from 2.5 percent of the City's unrestricted General Fund revenues. However, this set-aside for OFCY is recorded in the City's non-departmental Community Promotions unit. Expenditures reflect 3.6 FTE personnel, who primarily work on evaluating and administering the grant contracts awarded to groups providing community and public programs.

Council Goal:	Ensure that All Oakland Youth and Seniors Have the Opportunity to Be Successful
Citywide Objective:	Leverage new Resources for Seniors, Youth and People with Disabilities
Agency/Department:	Human Services
Program:	Oakland Fund for Children and Youth (YS04)
Program Description:	This program is mandated set aside of funds, calculated at 2.5% of the unrestricted General Fund, for community and public programs fostering the development of young people ages 0-20. The four priority areas of the program include children's success in school; child health and wellness; healthy transitions to adulthood; and youth empowerment.

Explanation of Performance

Measure 1: Quarterly reports are collected by OFCY as part of an established evaluation system. An independent evaluator produces an annual evaluation report based on data from the quarterly reports, customer and staff surveys, site visits, and focus groups. More children were served for more hours due to an increase in available and leveraged funds and increased productivity by grantees.

Measure 2: Quarterly reports are collected by OFCY as part of an established evaluation system. An independent evaluator produces an annual evaluation report based on data from the quarterly reports, customer and staff surveys, site visits, and focus groups. More children were served for more hours due to an increase in available and leveraged funds and increased productivity by grantees.

Measure 3: Children and youth are surveyed as part of an established evaluation system. An independent evaluator produces an annual evaluation report based on data from the quarterly reports, customer and staff surveys, site visits, and focus groups. OFCY continues to achieve high customer satisfaction ratings. Customer satisfaction rates show a slight increase due to OFCY's emphasis on continuous improvement in which grantees respond to feedback and recommendations from evaluation coaches and parent/child customers ratings reflect the improvements in service delivery or program quality.

Measure 4: Parents are surveyed as part of an established evaluation system. An independent evaluator produces an annual evaluation report based on data from the quarterly reports, customer and staff surveys, site visits, and focus groups. OFCY continues to achieve high customer satisfaction ratings. Customer satisfaction rates show a slight increase due to OFCY's emphasis on continuous improvement in which grantees respond to feedback and recommendations from evaluation coaches and parent/child customers ratings reflect the improvements in service delivery or program quality.

Council Goal: Ensure that All Oakland Youth and Seniors Have the Opportunity to Be Successful
Citywide Objective: Improve Access and Mobility for Seniors, Youth and People with Disabilities
Agency/Department: Human Services
Program: Paratransit for Seniors and Adults with Disabilities-OPED (YS08)
Program Description: This program provides subsidized paratransit services to people who cannot access public transportation. Taxis and wheelchair-lift vans give clients access to services such as medical appointments, shopping, and daily excursions. The program serves residents 70 years of age or older and 18 years and older with mobility disabilities.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$972,508	\$1,208,944	3.2	\$697,494	\$1,103,044	3.2

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of one-way subsidized trips	50,170.00	57,000.00	54,587.00

Explanation of Revenue Collection and Spending

Revenues are derived from the Alameda County Measure B Sales & Use Tax as well as miscellaneous fees collected from sale of discount-ride script tickets. Actual revenues and expenditures are below budgeted amounts due to a 5 percent reduction in the funding from Alameda County Measure B.

Council Goal: Ensure that All Oakland Youth and Seniors Have the Opportunity to Be Successful
Citywide Objective: Improve Access and Mobility for Seniors, Youth and People with Disabilities
Agency/Department: Human Services
Program: Paratransit for Seniors and Adults with Disabilities-OPED (YS08)
Program Description: This program provides subsidized paratransit services to people who cannot access public transportation. Taxis and wheelchair-lift vans give clients access to services such as medical appointments, shopping, and daily excursions. The program serves residents 70 years of age or older and 18 years and older with mobility disabilities.

Explanation of Performance

Measure 1: The Performance Measure Target is 57,000 one-way subsidized trips. The FY 2003-04 actual number of one-way trips was slightly lower than the FY 2003-04 target which presumed a 5 percent higher level of FY 2003-04 Alameda County Measure B funding than what was eventually experienced. The Measure B FY 2003-04 funding, while lower than expected, was still higher than the FY 2002-03 actuals and the FY 2003-04 increase in one-way subsidized trips over FY 2002-03 actual trips reflects this increased funding.

FY 2003-04 PERFORMANCE RESULTS

SECTION V

GOAL 5:

**MODEL BEST PRACTICES TO
IMPROVE CUSTOMER SERVICES
AND TO BE A FISCALLY SOUND
AND EFFICIENTLY RUN CITY**

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Ensure Continuous Improvement in Employee Performance

Agency/Department: Finance and Management Agency

Program: Employee Assistance Services (IP23)

Program Description: This program provides counseling, group facilitation and programs that will enable City Associates to become high performing, accountable and in alignment with the City's goals and expectations. The cores services consist of: brief counseling and referrals, teambuilding and strategic planning assistance, management coaching, conflict mediation and managing the City's Employee Recognition Program, Performance Appraisal System, and New Employee Orientation.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$429,371	3.0	\$0	\$441,812	3.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of classes held	400.00	200.00	323.00
2. Number of students attending classes	5,250.00	3,000.00	5,645.00
3. Hours of training offered	21,500.00	12,500.00	14,530.00
4. Percent of training sessions scored with highest ranking (5)	98.00%	100.00%	79.00%
5. Total number of counseling sessions held	450.00	450.00	692.00

Explanation of Revenue Collection and Spending

The Employee Assistance program does not collect any revenue. However, on occasion, City departments are charged fees for certain classes, which are not recorded at the program level.

Expenditures in the Employee Assistance program are primarily personnel related costs for analysts and support staff who provide services in the areas of: 1) Providing a variety of trainings to staff in all City agencies and departments including instructor-led classes and on-line training 2) Provide counseling sessions and various treatment programs for employees and their dependents. The variance in spending from the budget amount is due, in part, to a lack in vacancies in the Program.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Ensure Continuous Improvement in Employee Performance
Agency/Department:	Finance and Management Agency
Program:	Employee Assistance Services (IP23)
Program Description:	This program provides counseling, group facilitation and programs that will enable City Associates to become high performing, accountable and in alignment with the City's goals and expectations. The cores services consist of: brief counseling and referrals, teambuilding and strategic planning assistance, management coaching, conflict mediation and managing the City's Employee Recognition Program, Performance Appraisal System, and New Employee Orientation.

Explanation of Performance

Measure 1: Citywide Training, via 3 course catalogs, provided trainings to staff in every City agency in areas including leadership and management, communication, customer service, performance management, technology, Oracle, health and safety, City policy and procedures, succession planning and other specialized topics. In addition to these 323 instructor-led classes, two online courses were delivered on the Prevention of Workplace Harassment. Training support was also provided to approximately 235 other meetings/seminars held in City classrooms and labs.

Measure 2: In addition to the 5,645 students in instructor-led courses, an additional 2,995 City staff completed the online Prevention of Workplace Harassment training for a total of 8,640 students served.

Measure 3: 3,900 additional hours were logged by City staff completing the Prevention of Workplace Harassment online training for a total delivery of 18,430 training hours.

Measure 4: The department strives for excellence, however, students have widely different opinions of their personal learning experiences. Seventy-nine percent rated their training as excellent, resulting in a combined total of ninety-eight percent rating their experiences as satisfactory or better. A return on investment measure is that more than seventy-five percent indicated at least an hour's time saved per month due to knowledge gained.

Measure 5: The demand and utilization of the EAP services and treatment programs continues to be stable and responsive to the needs of the organization and its employees. Due to the number of organizational changes and workload demands occurring Citywide, the EAP is being employed in a trend to mediate conflict and facilitate effective operational agreements in the workplace. The EAP also provided 6 critical incident debriefings to address traumatic events that have impacted work units.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Ensure Continuous Improvement in Employee Performance

Agency/Department: Finance and Management Agency

Program: Labor Relations (IP25)

Program Description: This program develops and maintains the relationships between management and unions, and provides assistance, advice and training to management on the application of Personnel Rules, Memoranda of Understanding and other personnel related policy and documents. This is achieved through effective interaction with the City's employee organizations including meet and confer grievance processing, discipline, and implementation/administration of labor agreements.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$469,115	3.0	\$0	\$173,413	3.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of employee grievances resolved within management control	N/A	80.00%	80.00%
2. Percent of disciplinary action cases resolved within management control	N/A	80.00%	85.00%

Explanation of Revenue Collection and Spending

The Labor Relations program does not collect any revenue.

Expenditures in the Labor Relations program are primarily personnel related costs for analysts and support staff who provide services in the areas of: 1) Resolving MOU grievances and employee disciplinary cases 2) Responding to managers, supervisors, and employees on requests for labor relations assistance 3) Negotiating with bargaining units and employee association representatives

The variance in spending from the budget amount is due, in part, to a vacancy in the Program

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Ensure Continuous Improvement in Employee Performance
Agency/Department:	Finance and Management Agency
Program:	Labor Relations (IP25)
Program Description:	This program develops and maintains the relationships between management and unions, and provides assistance, advice and training to management on the application of Personnel Rules, Memoranda of Understanding and other personnel related policy and documents. This is achieved through effective interaction with the City's employee organizations including meet and confer grievance processing, discipline, and implementation/administration of labor agreements.

Explanation of Performance

Measure 1: We are on target in resolving grievances within management control. The 80 percent is especially significant in the context of the number of initial queries from supervisors and managers (currently 1220 per month) involving employee grievance and disciplinary matters. To improve our percentage, we are working to establish processes for more effective early interventions with managers and supervisors. Adding another ER Analyst to the staff in FY 2004-05 should aid in the accomplishment of our objectives.

Measure 2: We have exceeded our target, but are currently setting up processes to allow us to interact with supervisors and managers much earlier in the discipline process, as well as to achieve interaction on a consistent basis. Adding another ER Analyst to the staff in FY 2004-05 should aid in the accomplishment of our objective. Working on this objective should dramatically improve our case success level.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Ensure Continuous Improvement in Employee Performance

Agency/Department: Finance and Management Agency

Program: Recruitment and Examination (IP26)

Program Description: This program provides qualified applicants for City employment. Local, statewide and national candidates are recruited for sworn and civilian positions to reflect the City's diversity objectives. The program works closely with community agencies, provides employment information, counseling and job readiness training, and promotes development and recruitment of Oakland residents. The program also consults with City management on such matters as examination appeals and position appointments.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$954,784	9.0	\$0	\$1,006,394	9.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of civilian recruitments/examinations completed within target period	N/A	90.00%	66.00%
2. Percent of sworn promotional recruitments/examinations completed within MOU target	100.00%	100.00%	100.00%
3. Percent of internal customers rating services good or better	90.00%	90.00%	85.00%

Explanation of Revenue Collection and Spending

The Recruitment and Examination Unit does not collect any revenue.

Expenditures in the Recruitment and Examination program are primarily personnel related costs for analysts and support staff who provide services in the areas of: 1) Conducting recruitment activities to hire and fill City positions including sworn and non-sworn classifications, with qualified employees 2) Developing fair and defensible examination / assessment processes 3) Conducting research and analysis related to labor markets/employment and labor negotiations.

The variance in spending from the budget amount is due, in part, to a lack in vacancies in the Program.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Ensure Continuous Improvement in Employee Performance
Agency/Department:	Finance and Management Agency
Program:	Recruitment and Examination (IP26)
Program Description:	This program provides qualified applicants for City employment. Local, statewide and national candidates are recruited for sworn and civilian positions to reflect the City's diversity objectives. The program works closely with community agencies, provides employment information, counseling and job readiness training, and promotes development and recruitment of Oakland residents. The program also consults with City management on such matters as examination appeals and position appointments.

Explanation of Performance

Measure 1: A total of 33 percent of the examinations completed during this period exceeded the 90 day goal; and of these, only five exceeded the goal by 10 or more days. In general the majority of the examinations completed this year were completed within the 90 day timeframe goal. It is important to note for next fiscal year, as well, that vacancies created by retirements and succession planning may result in an increase in the timeframe to complete recruitments/examinations. Staff has maintained an average load of 15-18 projects each.

Measure 2: There were four sworn promotional examinations completed during the last fiscal year: Sergeant of Police, Captain of Police, Lieutenant of Fire and Captain of Fire. All were completed within the examination timeframes contained within the applicable promotional MOU's. It should also be noted that both of the two fire promotional lists were exhausted within a month of certification. This has been a trend over the last two fiscal years. There will be a minimum of six sworn examinations administered during the next fiscal year.

Measure 3: Of the approximately 15 percent that rated the overall services below good, the lower ratings were generally attributed to the rater's assessment of the candidate pool. We are addressing this issue in the current fiscal year by working with the Marketing Division of the City Administrator's Office to develop marketing strategies that will enhance Oakland's appeal as a competitive employer. We are also investigating alternative recruitment methods using print advertising as well as internet services.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: City Administrator

Program: Risk Management (IP08)

Program Description: This program plans, directs and administers all Risk Management, insurance and safety activities related to health and safety mandates, injury/illness reduction, regulatory compliance, workers compensation and general liability loss reduction.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$780,457	5.0	\$0	\$1,019,134	5.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent change (from prior year) in workers' compensation claims filed	+23.70%	-5.00%	-23.30%
2. Average cost per workers' compensation	\$12,700.00	\$1,205.00	\$12,959.00
3. Number of health and safety work environment trainings conducted	146.00	150.00	144.00
4. Number of worksite modifications or equipment provided for health and/or safety	331.00	300.00	342.00
5. Number of individual insurance policies maintained by Risk Management office	88.00	60.00	56.00

Explanation of Revenue Collection and Spending

The Risk Management Program does not collect revenues.

With regard to spending, the Program's spending is primarily for staff (5.0 FTEs) and contractual obligations for health services at the City of Oakland- Jail. In addition the Program plans, directs and administers all Risk Management, insurance and safety activities related to health and safety mandates, injury/illness reduction, regulatory compliance, workers compensation and general liability loss reduction.

The Program's expenditures are over budget by roughly \$238,677. The difference is due to the State of California raising its fees for self-insured entities without warning, as a part of the workers compensation law reform. The City of Oakland had no say in this matter and was forced to come up with the added fee.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	City Administrator
Program:	Risk Management (IP08)
Program Description:	This program plans, directs and administers all Risk Management, insurance and safety activities related to health and safety mandates, injury/illness reduction, regulatory compliance, workers compensation and general liability loss reduction.

Explanation of Performance

Measure 1: In FY 2002-03, City workers filed 952 workers' compensation claims. In FY 2003-04, City workers, have to date, filed 771 claims. The decrease can be related to Risk Management (Risk) implementing a comprehensive workers' compensation management program in April of 2003. The program combined increased training for department coordinators, supervisors and managers with the implementation of a uniform program for claims handling. Risk also worked with departments to increase safety awareness and assisted many divisions in making their workplaces safer.

Measure 2: The Target value for this measurement was developed in error and will be changed in FY 2004-05. The increase in the average cost per claim from FY 2002-03 to FY 2003-04 is roughly 2 percent. The City's cost per claim did not change despite the fact that the major cost drivers rose significantly this year. The fact that our cost per claim did not change while California medical costs rose over 15 percent and while salaries rose at least 6 percent means that our costs per claim, adjusted for inflation, decreased by a significant amount. There is no benchmarking among Cities of these numbers.

There are several reasons for this success. Risk implemented an aggressive Return to Work Program along with its comprehensive management program beginning in April 2003. Risk also changed the meeting structure with departments so that claims could be handled assertively at the earliest possible juncture. Our third-party administrator worked with Risk in aggressively managing claims, in bringing a skillful nurse case manager to review difficult medical files and in using hearing representatives to assist in fighting claims in court. There is no industry standard for cost per claim.

Measure 3: Risk Management continued to provide a broad range of Safety and Health trainings to departments and employee groups. New programs were developed including an online driver safety program, a Fall Health and Wellness Fair, quarterly Floor warden trainings and many more. Risk Management trained over 2,000 City employees in the course of the year. Risk Management also continued to provide training to City departments via its fourth annual Safety Academy, which has been the model for several safety academies now being conducted within other public entities.

In FY 2003-04, Risk had roughly a 2 percent decrease in trainings from FY 2002-03. This is due in part to an increase in on-line trainings. In addition, Risk was short one staff member for a significant part of the year and that ergonomic modifications (which are performed by the same staff) rose by 11 and are significantly above our target (more than 10 percent).

Measure 4: Risk Management continued to conduct worksite inspections and evaluations to assist departments in providing safe working environments for their employees. In addition to the anchor programs - Workspace Ergonomics, Indoor Air Quality, CalOSHA Compliance - Risk Management began working with departments on reviewing the equipment provided to employees to ensure their ergonomic soundness, often resulting in recommendations and assistance in cost-effective procurement of such approved equipment.

Measure 5: In July 2001 (in FY 2001-02), the City joined a public entity insurance authority (pool) for the

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: City Administrator

Program: Risk Management (IP08)

Program Description: This program plans, directs and administers all Risk Management, insurance and safety activities related to health and safety mandates, injury/illness reduction, regulatory compliance, workers compensation and general liability loss reduction.

Explanation of Performance

purpose of procuring property and casualty insurance at a below-market rate. Initially only three policies were transferred to the pool and no policies were initially cancelled. During FY 2001-02, the City maintained 93 separate insurance policies. During FY 2002-03, the policy count was reduced to 88. The following FY 2003-04 it was further reduced to 56. By joining the pool, Risk was allowed to consolidate several stand-alone insurance policies into a single insurance program and obtain coverage at a greatly reduced rate. Also assisting in the policy count reduction was a policy audit Risk performed in FY03-04 by which several policies with certain similarities were identified and further consolidated at the time of policy renewal.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: City Administrator

Program: Budget Office (IP12)

Program Description: This program provides financial and operations analysis for all City operations; prepares and monitors the City's Proposed and Adopted Policy Budgets and Capital Improvement Programs; monitors and forecasts revenues and expenditures.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,862,867	15.0	\$0	\$1,878,229	15.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Latest date of issuance of PROPOSED Policy, ORA and CIP budgets to City Council and Public (bi-annually)	N/A	5/15/03	5/13/03
2. Average number of days after the quarter end when a quarterly Revenue and Expenditure report is issued to City Council and Public	71.00	60.00	69.00
3. Maximum percent variance between actual year-end surplus/shortfall and quarterly Revenue and Expenditure projections	5.00%	5.00%	5.00%

Explanation of Revenue Collection and Spending

The Budget Office does not collect any significant amounts of revenue. While we receive funds from the sale of budget documents and publications (after complimentary copies are distributed to all agencies / departments and key external clients), these receipts are generally deposited so that they directly offset the continuously increasing costs of printing and duplicating.

On the expenditure side, the Budget Office has generally stayed within the Adopted Budget (with a variance of less than 1.0 percent). The Office's budget pays for 15 FTEs – including budget, accounting, systems support and administrative staff – who provide a wide range of services in the areas of: Budget Development, Training and Production; Annual Interface of financial from BRASS to Oracle and BRASS; Master Fee Schedule Development and Production; Financial Analysis and Forecast; Performance Measurement, Training and Reporting; Legislative analysis; Review of Management Practices and Benchmarking; Fiscal impact analysis of agenda reports and position changes; Management of district engineer's, BRASS and other Citywide contracts; Ongoing project set-up, review and clean-up, and closure; Transfer of funds for all agencies / departments, vendor payments and payroll processing for CAO; Administering the Mayor's and City Council Pay-Go program; and Support to the Budget Advisory Committee and the Inter-Departmental Budget Team

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	City Administrator
Program:	Budget Office (IP12)
Program Description:	This program provides financial and operations analysis for all City operations; prepares and monitors the City's Proposed and Adopted Policy Budgets and Capital Improvement Programs; monitors and forecasts revenues and expenditures.

Explanation of Performance

Measure 1: The Proposed Budget Documents for FY 2003-05 (biannual) were issued slightly earlier than the target date of May 15, 2003. The goal for the FY 2005-07 biannual budget issuance is proposed to be set at May 6, 2005. This target will appear in the FY 2004-05 performance measurement report, along with the actual result.

Measure 2: In FY 2003-04, only the Second and Third quarter Revenue & Expenditure (R&E) reports were issued. (The Fourth quarter reports are never officially presented; the First quarter reports are always prepared but often not presented.) The Second quarter R&E report for FY 2003-04 was issued on March 9, 2004, i.e. 69 days after the end of the Second quarter on December 31, 2003. The Third quarter R&E report for FY 2003-04 was issued on June 8, 2004 - also 69 days after the end of the quarter. For comparison, in FY 2002-03 the Second and Third quarterly reports were issued on March 11, 2003 and June 10, 2003 - i.e. an average of 71 days after the quarter completion. The slight delay in issuing the reports is mainly due to the late availability of complete and accurate quarterly data in the financial system as a result of payroll and other related adjustments. While we will work with FMA-Accounting to ensure that the financial records are available in the Oracle system sooner after each quarter completion, WE ARE PROPOSING TO SLIGHTLY INCREASE THE TARGET FOR THIS MEASURE TO 65 DAYS FOR FY 2004-05.

Measure 3: Budget Office's quarterly projections of year-end shortfall or surplus in the General Purpose Fund are generally in line with the actual year-end results, with the variance not exceeding 5.0 percent.

In addition to the above measures, the Budget Office is Proposing the following new measures for FY 2004-05:

1. Latest date by the which current year's financials are interfaced from BRASS to Oracle and available for departments. (Target- July 15, 2004)
2. Date by which all ADOPTED Budget documents (including Policy, CIP and ORA budgets and Master Fee Schedule) are published and distributed, and posted on the website. (Target: August 15, 2004)
3. Minimum number of monthly Newsletters issued during the fiscal year, for internal and external customers. (Target: 10)
4. Minimum number of Inter-Departmental Budget Team meetings offered during the fiscal year, for fiscal / accounting staff. (Target: 12)

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: City Attorney

Program: 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.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$399,000	\$3,076,411	24.0	\$17,000	\$3,533,006	24.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of claims settled prior to litigation	20.00%	26.00%	35.00%
2. Percent of defense lawsuits resolved within one year of filing	43.00%	36.00%	38.15%
3. Percent of claims resolved resulting in no monetary payout	80.00%	74.00%	65.00%
4. Percent of lawsuits resolved resulting in no monetary payout	67.00%	51.00%	54.62%
5. Percent of claims settled for \$5,000 or less	89.00%	90.00%	86.60%
6. Percent of lawsuits settled for \$5,000 or less	16.00%	18.00%	17.67%

Explanation of Revenue Collection and Spending

Revenues are solely derived from fees for legal services provided to the Oakland Housing Authority. Revenues are lower than the budgeted amount which included projected revenues to be received from the Oakland Housing Authority for legal services. However, as of shortly after the beginning of FY 03-04, the City Attorney's office no longer provides these legal services to the Oakland Housing Authority. Actual expenditures exceeded budgeted amounts due to higher than expected personnel costs.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	City Attorney
Program:	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.

Explanation of Performance

Measure 1: The three effectiveness measures for claims: Percent of Claims Settled Prior to Litigation, Percent of Claims Resolved with No Monetary Payout and Percent of Claims Settled for \$5,000 or Less, should be reviewed together because of their relationship to one another. Claims resolved with no monetary payout are claims that have been denied after investigation determined the City has no liability. Claims are settled for monetary value when it is determined that the City has liability. It is more cost effective to settle a claim in the pre-litigation stage due to the cost of litigation.

The FY 2003-04 projection of Claims Settled Prior to Litigation (paid pre-litigated claims) is 26 percent, the FY 2002-03 actual was 20 percent. The actual performance in FY 2003-04 is 35 percent. The increase is a result of more aggressively resolving claims where there is clear liability, thus avoiding costly litigation.

Measure 2: It is important to review the three lawsuits performance measures (i.e. Percent of defense lawsuits resolved within one year of filing, Percent of lawsuits resolved resulting in no monetary payout, and Percent of lawsuits settled for \$5,000 or less) together. The longer a matter is in litigation the more costly it can be. As such, Percentage of Lawsuits Resolved Within One Year is an excellent measure to control legal costs. Through the application of aggressive defense tactics, a matter may be resolved quickly through dismissal without monetary payout. Or if the facts are not favorable to the City, the matter can be resolved by settlement, thus minimizing the City's cost of litigation.

The projection for lawsuits resolved within one year was 36 percent. The actual result for FY 2003-04 is 38.15 percent which is slightly higher than the target; however, lower than the FY 2002-03 actual. The reason for the decrease from the prior year is not readily identifiable since not all lawsuits can be resolved as quickly as others - it depends on the type and nature of the lawsuit. Additionally, the number and types of lawsuits (i.e. quickly-resolved versus longer-term resolution cases) that come to the City Attorney's office is not predictable.

Measure 3: The three effectiveness measures for claims: Percent of Claims Settled Prior to Litigation, Percent of Claims Resolved with No Monetary Payout and Percent of Claims Settled for \$5,000 or Less, should be reviewed together because of their relationship to one another. Claims resolved with no monetary payout are claims that have been denied after investigation determined the City has no liability. Claims are settled for monetary value when it is determined that the City has liability. It is more cost effective to settle a claim in the pre-litigation stage due to the cost of litigation.

The projection for Claims resolved with no monetary payout was 74 percent. The actual percentage for FY 2003-04 is 65 percent, which is also lower than the FY 2002-03 actual. The decrease is a result of more aggressively resolving claims where there is clear liability (i.e. assessments made prior to litigation) thus avoiding costly litigation.

Measure 4: It is important to review the three lawsuits performance measures (i.e. Percent of defense lawsuits resolved within one year of filing, Percent of lawsuits resolved resulting in no monetary payout, and Percent of lawsuits settled for \$5,000 or less) together. The longer a matter is in litigation the more costly it can be.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	City Attorney
Program:	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.

Explanation of Performance

As such, the Percentage of Lawsuits Resolved Within One Year is an excellent measure to control legal costs. Through the application of aggressive defense tactics, a matter may be resolved quickly through dismissal without monetary payout which saves the City money. Or if the facts are not favorable to the City, the matter can be resolved by settlement, thus minimizing the City's cost of litigation.

The projection for lawsuits resolved resulting in no monetary payout was 51 percent. The actual result for FY 2003-04 is 54.62 percent which is slightly higher than the target; however, lower than the FY 2002-03 actual. The reason for the decrease from the prior year is not readily identifiable since the number and nature of lawsuits that come to the City Attorney's office is not predictable and consistent from year to year. Therefore the number and methods by which these lawsuits are resolved, either by no monetary payout or settling them for less than \$5,000, may vary also.

Measure 5: The three effectiveness measures for claims: Percent of Claims Settled Prior to Litigation, Percent of Claims Resolved with No Monetary Payout and Percent of Claims Settled for \$5,000 or Less, should be reviewed together because of their relationship to one another. Claims resolved with no monetary payout are claims that have been denied after investigation determined the City has no liability. Claims are settled for monetary value when it is determined that the City has liability. It is more cost effective to settle a claim in the pre-litigation stage due to the cost of litigation.

The projection for percent of claims settled for \$5,000 or less is 90 percent. The actual percentage for FY 2003-04 is 86.60 percent. The FY 2003-04 actual is lower than the FY 2003-03 actual and FY03-04 target due to additional review requirements by the City's insurance pool auditor to obtain necessary documentation before denying a claim. Previously the City Attorney's office would deny many claims outright to avoid costly litigation. As a result, there is an additional review step that may result in some previously denied claims being paid because the City was indeed liable. In the future, this additional review procedure may result in a reduction in claims that evolve into lawsuits however it may remain to be seen if this will be a trend.

Measure 6: It is important to review the three lawsuits performance measures (i.e. Percent of defense lawsuits resolved within one year of filing, Percent of lawsuits resolved resulting in no monetary payout, and Percent of lawsuits settled for \$5,000 or less) together. The longer a matter is in litigation the more costly it can be. As such, the Percentage of Lawsuits Resolved Within One Year is an excellent measure to control legal costs. Additionally, through the application of aggressive defense tactics, a matter may be resolved quickly through dismissal without monetary payout which saves the City money. Or if the facts are not favorable to the City, the matter can be resolved by settlement, thus minimizing the City's cost of litigation.

The projection for lawsuits settled for \$5,000 or less was 18 percent. The actual result for FY 2003-04 is 17.67 percent which is slightly lower than the target; however, higher than the FY 2002-03 actual. The reason for the increase from the prior year is not readily identifiable since the number and nature of lawsuits that come to the City Attorney's office is not predictable and consistent from year to year. Therefore the number and methods by which these lawsuits are resolved, either by no monetary payout or settling them for less than \$5,000, may vary also.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Classification/Compensation (IP22)

Program Description: This program manages, develops and maintains competitive classification and compensation systems required by the City Charter, which enable the City to recruit and retain a viable workforce. The program is responsible for salary and market surveys, development of new job classifications, revisions to existing job specifications, reduction in force activities, restructuring and organizational development, and strategic and succession planning management consultation. Additionally the program maintains the City's Position Control system that measures levels of employment, vacancies and staffing allocations and their relationship to the authorized budget. This system provides reporting tools to allow for tracking of positions, both occupied and vacant. The system further, when linked with Oracle HR Payroll, GL, PA and BRASS, will produce critical workforce data to management to support budget tracking, forecasting and reduction-in-force activities. Classification is responsible for final sign-off on the following: requisitions, transfers, re-instatement, re-employment, and voluntary demotion.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$561,065	6.0	\$0	\$656,437	6.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of class/comp requests completed within 60 working days	N/A	75.00%	62.00%

Explanation of Revenue Collection and Spending

The Classification/Compensation program does not collect any revenue.

Expenditures in the Classification/Compensation program are primarily personnel related costs for analysts and support staff who provide services in the areas of: 1) Conducting classification and compensation research 2) Conducting citywide, departmental, and individual classification studies and consultations 3) Maintaining and coordinating Position Control activities 4) Maintaining the classification system.

The variance in spending from the budget amount is due, in part, to spending on overtime for Payroll related activities.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Classification/Compensation (IP22)

Program Description: This program manages, develops and maintains competitive classification and compensation systems required by the City Charter, which enable the City to recruit and retain a viable workforce. The program is responsible for salary and market surveys, development of new job classifications, revisions to existing job specifications, reduction in force activities, restructuring and organizational development, and strategic and succession planning management consultation. Additionally the program maintains the City's Position Control system that measures levels of employment, vacancies and staffing allocations and their relationship to the authorized budget. This system provides reporting tools to allow for tracking of positions, both occupied and vacant. The system further, when linked with Oracle HR Payroll, GL, PA and BRASS, will produce critical workforce data to management to support budget tracking, forecasting and reduction-in-force activities. Classification is responsible for final sign-off on the following: requisitions, transfers, re-instatement, re-employment, and voluntary demotion.

Explanation of Performance

Measure 1: The percentage of studies completed within the 60 day goal was 62percent, 13 percentage points shy of the goal for this new performance measure for FY 2003-04. Although the goal was 75percent for this year, some classification studies were more difficult to complete and required a longer time frame, while other less complex studies were completed under the 60-day goal. The total number of projects assigned to each analyst continued to increase during this period affecting the rate at which class/comp projects are completed. Related projects that have also impacted the class/ comp completion rates during this period include layoff-related activities in August, 2003 and February, 2004, and a large scale, citywide classification project.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Accounting Operations (IP29)

Program Description: This program maintains the integrity of information in the City's and Redevelopment Agency's financial management systems; designs, implements, and monitors internal controls that safeguard the assets of the City; prints and distributes payroll checks for both active and retired employees; handles the processing of payment requests, issues and distributes vendor checks; handles state and federal reporting requirements for sales tax and 1099 miscellaneous forms for vendors.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$829,403	8.8	\$0	\$1,008,027	8.8

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of days vendor invoices are processed for payment	3.00	3.00	3.00

Explanation of Revenue Collection and Spending

The Accounting Operations Program does not collect revenues.

FY 03-04 actual expenditures exceeded the budget by about 21 percent, mainly due to the overtime spent in processing vendor checks and payroll checks.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Accounting Operations (IP29)

Program Description: This program maintains the integrity of information in the City's and Redevelopment Agency's financial management systems; designs, implements, and monitors internal controls that safeguard the assets of the City; prints and distributes payroll checks for both active and retired employees; handles the processing of payment requests, issues and distributes vendor checks; handles state and federal reporting requirements for sales tax and 1099 miscellaneous forms for vendors.

Explanation of Performance

Measure 1: Vendor invoices were processed within three days of receipt.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Financial Reporting (IP32)

Program Description: This program provides timely and accurate reports to the City Manager, City Council, Mayor, other agencies and the public; prepares financial schedules, analyzes accounts and variances for the outside auditors; work with outside auditors in completing the year-end audit; prepares and submits the Comprehensive Annual Financial Report to the reporting agencies; completes and submits the State Controller's Report.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$2,867,390	22.5	\$0	\$3,019,478	22.5

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. CAFR completion date (due within 6 months after close of fiscal year)	5/02/03	12/31/03	2/29/04
2. Date of completion and filing the City's State Controller's Report (due within 3 months after close of fiscal year)	9/30/02	9/30/03	12/31/03

Explanation of Revenue Collection and Spending

The Financial Reporting Program does not collect revenues.

FY 03-04 actual spending exceeded the budget by about 5 percent primarily due to the overtime hours put in by staff in order to complete the CAFR and State Controller's mandated reports.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Financial Reporting (IP32)

Program Description: This program provides timely and accurate reports to the City Manager, City Council, Mayor, other agencies and the public; prepares financial schedules, analyzes accounts and variances for the outside auditors; work with outside auditors in completing the year-end audit; prepares and submits the Comprehensive Annual Financial Report to the reporting agencies; completes and submits the State Controller's Report.

Explanation of Performance

Measure 1: The delay in completing the CAFR is attributable to the GASB 34 reporting mandate which required considerable staff time and efforts in converting financial data into the new format.

Measure 2: The delay in completing the City's State Controller's Report is attributable to the GASB 34 reporting mandate which required considerable staff time and efforts in converting financial data into the new format.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Investments/Cash Management (IP33)

Program Description: This program manages assets to ensure liquidity and maximizes revenues through forecasting and monitoring cash flow and carrying out daily investment activities.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$363,143,549	\$2,662,612	5.8	\$10,897,459	\$4,240,612	5.8

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Gross annualized interest income generated per average dollar managed	5.50%	3.00%	2.64%
2. Net annualized interest income allocated per average dollar managed	5.38%	2.70%	2.37%
3. Gross interest income per average dollar managed as % of same measure for selected portfolio	104.30%	105.00%	172.26%

Explanation of Revenue Collection and Spending

The vast majority of citywide revenues (\$363 million) were budgeted under this program code. However, in FY 04-05 the Program intends to create new programs codes that capture city-wide revenues not related to the Program and its activities. In general, incoming city-wide revenues in FY 03-04 were not recorded under this program code. Rather the city-wide revenues are recorded in city-wide program coding. The \$10.9 million recoded in the Program as actual revenues primarily resulted from 5 components: the refuse franchise fee (\$3.88 million); a \$2.00 million transfer from Fund 1700 (Mandatory Garbage); a \$2.10 million transfer from Fund 1750 (Multipurpose Reserve); a \$3.30 million payment from ORA (on various loans/debt); \$0.42 million from ORA for purchase of City railroad spur parcel. These revenues were partly offset by entries for unbudgeted and/or unanticipated tax refunds: to United Airlines (\$0.61 million in sales tax rebates) and City of Emeryville (\$0.36 million in sales and business license tax).

The \$2.66 million in budgeted expenditures for the Program includes: \$0.563 million budgeted by Treasury for its ordinary activities. The \$4.20 million in actual spending consisted primarily of: \$2.10 million in transfer from Fund 1750 (Multipurpose Reserve), and \$2.00 million in transfer from Fund 1700 (Mandatory Garbage). During the fiscal year, the Treasury Division stayed generally within the Adopted Budget for its own activities. However, a transfer-out of funds is recorded as a spending (expenditure) item, which appears as overspending against the budget amount.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	Finance and Management Agency
Program:	Investments/Cash Management (IP33)
Program Description:	This program manages assets to ensure liquidity and maximizes revenues through forecasting and monitoring cash flow and carrying out daily investment activities.

Explanation of Performance

Measure 1: Actual annual gross interest income per dollar managed (gross yield) for the City investment pool in FY 2003-04 was 2.64 percent, which was below the target of 3.0 percent. Prior to the start of the fiscal year, treasury staff forecasted expected annual yield for the City's investment pool based on then current and expected market conditions. At that time, consensus expectations in the investment community were that U.S. economic activity and subsequently interest rates would rise in FY 2003-04.

Measure 2: Actual annual net interest income per dollar managed (net yield) for the City investment pool also fell short of the targeted rate of return of 2.7 percent for FY 2003-04 due to the historic low interest rate environment. The net yield forecast was based on unrealized expectations that interest rates would climb during the fiscal year.

Measure 3: The City of Oakland's FY 2003-04 investment portfolio showed a higher annual return on investment as compared to the annual yield for the benchmark Local Agency Investment Fund (LAIF) Portfolio. The first key factor behind this difference in yield was that during the year, LAIF had substantial holdings in traditionally lower-yielding U.S. Treasuries and treasury-linked securities, while the City portfolio contained a higher percentage of higher-yielding agency securities. For comparison, in recent years, agency securities have typically yielded a return that is 25-35 basis points (about 0.3 percent) higher than the return on U.S. Treasuries.

The second key factor that drove the higher return on City investments versus LAIF investments was that the average time to maturity on City investment securities was roughly 50 percent longer than that for LAIF held securities. Historically, longer-term investments yield higher returns. Hence, at a given time, a 6-month agency security might offer a yield of 2.05 percent while a comparable 12-month agency might yield 2.40 percent.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Revenue Collections (IP36)

Program Description: This program collects, deposits, records and reports on City revenues; enforces and monitors compliance with the provisions of the City's ordinances and complies with the State reporting requirements pertaining to taxes and fees, e.g. business tax, parking tax, sales tax, real estate transfer tax and mandatory garbage; identifies and brings into compliance non-registered and delinquent taxpayers; and serves as the repository of all liens as mandated by the State.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$2,392,175	\$6,280,728	59.5	\$62,240	\$6,272,830	59.5

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of demand / lien requests processed within five days	N/A	98.00%	100.00%
2. Percent of revenue collected from judgements	N/A	65.00%	47.70%
3. Percent of non-compliant businesses identified through data sources	N/A	90.00%	68.00%
4. Percent of registered non-compliant businesses identified through data sources	N/A	50.00%	6.34%
5. Percent of business tax revenue generated from non-compliant businesses	50.00%	10.00%	4.00%
6. Percent of cases resolved prior to Court action	N/A	40.00%	54.09%
7. Percent of case judgements awarded through court action	N/A	85.00%	97.30%

Explanation of Revenue Collection and Spending

The Revenue Collections Program collects, deposits, records and reports on the following revenues: Business Tax; Parking Tax; Transient Occupancy Tax; Real Property Transfer Tax; and Utility Consumption Tax. The \$2.4 million in budgeted revenues are anticipated based on the activities described above. However, actual revenues collected are recorded in a city-wide program in the Treasury Division. The Program intends to realign revenues during the year-end closing process.

The Revenue Division has stayed within the Adopted Budget. The Division's budget pays for 59.5 FTEs – who provide a wide range of services in the areas of: Revenue Administration; Revenue Audit; Customer Service; Citywide Liens; Central Collections; and Tax Compliance.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	Finance and Management Agency
Program:	Revenue Collections (IP36)
Program Description:	This program collects, deposits, records and reports on City revenues; enforces and monitors compliance with the provisions of the City's ordinances and complies with the State reporting requirements pertaining to taxes and fees, e.g. business tax, parking tax, sales tax, real estate transfer tax and mandatory garbage; identifies and brings into compliance non-registered and delinquent taxpayers; and serves as the repository of all liens as mandated by the State.

Explanation of Performance

Measure 1: Changes in business processes and the implementation of the Citywide Lien Applications has significantly decreased the amount of manual research required to complete demand / lien requests.

Measure 2: The lower than expected results is due to the high number of staff persons on extended leave, in addition to the delayed receipt of tools to identify debtor's assets, such as access to the Employment Development Department's data, which identifies debtor's employment.

Measure 3: This measure should illustrate the percent of businesses (newly established accounts) identified through non-compliance efforts. The target at 90 percent is excessive and staff is requesting to lower the target to a more realistic 50 percent for FY 2004-05.

The reason for the better than expected results from the modified target of 50 percent is due to the implementation of the AB63 Project.

Measure 4: This measure should illustrate the percent of revenue generated from delinquent registered businesses. The target at 50 percent is excessive (it is unrealistic for compliance efforts to realize \$22.6 million) and staff is requesting to lower the target to a more realistic 7.5 percent (\$3.4 million) for FY 2004-05.

The reason for the shortfall of 1.16 percent (\$520,000); from the modified target of 7.5 percent, is due to the delay of one of the projects used to collect delinquent revenues because of the reorganization of staff assignments.

Measure 5: The target at 10 percent is excessive and staff is currently working to modify the target to a more realistic 5 percent.

The reason for the shortfall is due to the interruption of the AB63 Project to allow Council to evaluate the application of the tax to the respondents.

Measure 6: The better than expected results are due to new approaches pertaining to collection activities and negotiations of debt.

Measure 7: The better than expected result is due to educating the courts on city ordinances.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Parking Citation Assistance Center (IP37)

Program Description: This program processes all parking violation citations, maintains parking meters, accepts and posts all payments, reviews and renders decisions on appeals and provides real-time assistance to citizens via telephone or in person. Handles approximately 250 calls per day and 1,200 pieces of mail daily. The payments are handled through cashier services for in-person payment option and through mail payment processing for mail-in payments.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$4,052,028	21.1	\$0	\$4,296,406	21.1

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of cases resolved prior to court hearings	81.00%	90.00%	76.00%
2. Percent of citations paid without adjudication efforts	81.00%	81.00%	82.00%
3. Percent of revenue collected without adjudication efforts	99.85%	95.00%	99.00%

Explanation of Revenue Collection and Spending

The Parking Citation Assistance Center (PCAC) does not generate revenue in the parking division. However, all Parking Citation payments are recorded into a city-wide program code.

The personnel and overtime expenditure in the PCAC rose 5 percentage points above the Adopted Budget in the FY 03-04 as a direct result of layoffs and bumping. The turnover and retraining of new staff negatively impacted the processing of all workloads, particularly, the administrative reviews and mail payments. In order to get caught up with the backlog, Parking Division had to provide overtime and hire temporary personnel.

The PCAC provides the following functions within the Parking Division: Processes all parking violation citations; Posts citation payments (through cashier or mail); Provides direct in person or telephone assistance to citizens regarding citations / permits & other parking related issues; Issues Residential Parking Permits; and Performs administrative reviews and renders decisions on appeals.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Parking Citation Assistance Center (IP37)

Program Description: This program processes all parking violation citations, maintains parking meters, accepts and posts all payments, reviews and renders decisions on appeals and provides real-time assistance to citizens via telephone or in person. Handles approximately 250 calls per day and 1,200 pieces of mail daily. The payments are handled through cashier services for in-person payment option and through mail payment processing for mail-in payments.

Explanation of Performance

Measure 1: The percentage of cases resolved prior to court hearings was 14 percentage points lower than the projected target of 90 percent as well lower than the prior year actual due to the turnover and retraining of new staff that negatively impacted the administrative review process.

Measure 2: We exceeded the FY 2003-04 target and FY 2002-03 actual by 1 percentage point due to the fact that more citations were issued in the FY 2003-04 compared to FY 2002-03.

Measure 3: We exceeded the FY 2003-04 target by 4 percentage points, but stayed within the FY 2002-03 actual.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Parking Meter Collections (IP38)

Program Description: This program collects parking meter revenues on a daily basis, sorts, counts and prepares coins collected for deposit to the bank; maintains and repairs parking meters to keep them in good working order.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,650,579	22.3	\$0	\$1,795,391	22.3

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of meters collected weekly	100.00%	90.00%	90.00%
2. Percent of Parking Meters working properly	N/A	95.00%	87.00%

Explanation of Revenue Collection and Spending

Revenues from the Parking Meter Collections are derived from the collection of coins from the on-street and off-street parking metered lots. However, all Parking Citation revenues are recoded into a city-wide program code in the Treasury Division. Parking Meter Collections met the revenue target for FY 03-04.

Parking Meter Collections exceeded its expenditures by 8 percentage points from the FY 03-04 budget. This was mainly due to staff working overtime to repair the broken and vandalized meters, and replace old parking mechanisms with the new ones.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Finance and Management Agency

Program: Parking Meter Collections (IP38)

Program Description: This program collects parking meter revenues on a daily basis, sorts, counts and prepares coins collected for deposit to the bank; maintains and repairs parking meters to keep them in good working order.

Explanation of Performance

Measure 1: We met the FY 2003-04 projected target of 90 percent, but it was lower than FY 2002-03 actual due to malfunctioning equipment and meter mechanisms.

Measure 2: The percentage of meters working properly dropped by 8 percentage points from FY 2003-04 target as a result of malfunctioning parking meters that had reached their life expectancy of seven years. Parking meter repair staff are working diligently to repair broken meters that are caused by vandalism and abuse on a daily basis. In addition, they are replacing the old meters with the more efficient meter mechanisms.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Develop and Institutionalize Sound Financial Management Policies and Practices

Agency/Department: Cultural Arts and Marketing

Program: Museum Oversight (NB20)

Program Description: This program provide strategic planning, fulfillment of goals and objectives, liaison with the Museum of California Foundation and Oakland Museum Women's Board, and fiscal controls to Museum, Kaiser, and Alice Arts Centers.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$465,447	\$2,377,308	6.0	\$259,994	\$1,982,228	6.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Amount of private contributions, grants earned, and other revenues	N/A	\$6,500,000.00	\$6,756,048.00
2. Museum renovation design development - percent completion	N/A	100.00%	10.00%
3. California Collections and Research Center design development - percent completion	N/A	100.00%	10.00%

Explanation of Revenue Collection and Spending

Revenues are earned from admissions, parking, and concession fees. Attendance at the museum was down by 30% this past year, thereby lowering revenue. Our expenditures are much lower than anticipated due to vacancies in the program.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Develop and Institutionalize Sound Financial Management Policies and Practices
Agency/Department:	Cultural Arts and Marketing
Program:	Museum Oversight (NB20)
Program Description:	This program provide strategic planning, fulfillment of goals and objectives, liaison with the Museum of California Foundation and Oakland Museum Women's Board, and fiscal controls to Museum, Kaiser, and Alice Arts Centers.

Explanation of Performance

Measure 1: The Oakland Museum of California Foundation, through fundraising activities and operations, has been successful at raising \$6.8 million (unaudited) last fiscal year to fund the ongoing exhibitions, education programs, marketing, and other operating costs to meet the community's and Greater Bay Area's needs. Funds were raised from a wide variety of government institutions, individuals, and businesses. Government and Foundation grants were obtained from the National Endowment for the Humanities, the National Endowment for the Arts, the California Arts Council, the Irvine Foundation, the Ash Foundation and others. Corporate supporters included Chevron-Texaco, Target Corporation, and Kaiser Permanente. Individual support from annual fund drives, donor forums, gifts, and membership activities, etc., raised over \$2.2 million. The overall sum includes funds raised by the Oakland Museum Women's Board.

Measure 2: The museum renovation design and development phase took longer than anticipated. Delays were encountered during the process of transferring project management from the Museum Foundation to Public Works, which was accomplished in the Spring of 2004. The selection process to choose an architect was performed in June-July of 2004, and Public Works as of August 2004 was currently negotiating a contract with the architect. We currently anticipate that 50 percent of the design development phase will be completed by June 2005.

Measure 3: The project was delayed in the development of a Memorandum of Understanding between the City and the Museum Foundation. Project management Requests for Proposals have been issued and responses were considered during June-July of 2004. The project's construction manager has been selected as of August 2004. Completion of the project is expected by the end of FY 2004-05.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: City Administrator

Program: Contract Compliance and Employment Services (IP10)

Program Description: This program monitors and enforces City policies and administers City programs that ensure local businesses and residents participate in City contracting, procurement, and employment opportunities.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$598,575	\$979,988	10.0	\$978,358	\$914,642	10.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percentage increase in overall level of L/SLBE participation in City contracting	N/A	20.00%	21.32%
2. Highest reasonably achievable dollar value of all contracts awarded to L/SLBEs	N/A	\$6,000,000.00	\$8,827,353.00
3. Percent increase in the use of local businesses in ownership and equity participation with city development projects	N/A	20.00%	60.00%

Explanation of Revenue Collection and Spending

Revenue for Contract Compliance and Employment Services is derived from a three percent assessment on capital improvement projects and professional services projects. On projects under the Council imposed moratorium certain projects (housing) are assessed at one percent. The same scenario is true for certain projects funded with Measure DD funds. We have and will continue to employ aggressive revenue collection methodologies working in concert with departments, while maintaining our current conservative spending patterns for the ensuing fiscal year.

With respect to spending, the Contract Compliance and Employment Services Program spends its current allocation on staffing (10 FTEs) and operating costs. Staff monitors and enforces City policies and administers City programs that ensure local businesses and residents participate in City contracting, procurement and employment opportunities.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases
Agency/Department:	City Administrator
Program:	Contract Compliance and Employment Services (IP10)
Program Description:	This program monitors and enforces City policies and administers City programs that ensure local businesses and residents participate in City contracting, procurement, and employment opportunities.

Explanation of Performance

Measure 1: Our analysis is based on those contracts that were reviewed by staff during the period covered by this report, July 1, 2003 to June 30, 2004.

The increase in the percentage of overall level of local and small local business enterprise participation in city contracting was a result of the following contributing factors:

The number of contracts reviewed by Contract Compliance staff increased from eighteen to twenty-two for the reporting period.

Local and small local business enterprise program goals changed from goals to requirements as per the recommendations from the Moving Oakland Forward initiative. On January 1, 2004, the Program changed from a fifty percent L/SLBE participation goal to a twenty percent L/SLBE participation requirement.

Measure 2: Our analysis is based on those contracts that were reviewed by staff during the period covered by this report, July 1, 2003 to June 30, 2004

It is important to note that local and small local business enterprise program goals changed from goals to requirements as per the recommendations from the Moving Oakland Forward initiative. On January 1, 2004, the Program changed from a 50percent L/SLBE participation goal to a 20percent L/SLBE participation requirement.

Measure 3: There was a sixty percent increase in the use of local and small local business enterprises on city development projects over the previous year. Last year, LBE/SLBE participation was at forty percent. According to information received from CEDA, for the FY 2003-04 fiscal year, only one DDA was awarded with an estimated construction cost of \$2 million. One hundred percent of the work will be completed by an Oakland certified firm.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Purchasing (IP28)

Program Description: This program procures materials, supplies, equipment and services for City departments; prepares requests for proposals and specifications, reviews bid documents, analyzes and awards bids; approves and issues purchase orders; implements and monitors compliance with the purchasing ordinance.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$451,758	\$661,081	7.2	\$0	\$644,266	7.2

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of formal bids completed within 60 days of requisition receipt	80.00%	80.00%	85.92%
2. Percent of informal bids completed within 20 days of requisition receipt	80.00%	80.00%	95.59%

Explanation of Revenue Collection and Spending

The Purchasing Division does not collect revenues. Revenues budgeted are city-wide estimates, which were recorded at the city-wide level and not the program level.

Spending associated with the Purchasing performance measure is for FTEs. Approximately 75 percent of the expenditure or time is directly or indirectly associated with the 4.4 FTEs and operating costs.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Purchasing (IP28)

Program Description: This program procures materials, supplies, equipment and services for City departments; prepares requests for proposals and specifications, reviews bid documents, analyzes and awards bids; approves and issues purchase orders; implements and monitors compliance with the purchasing ordinance.

Explanation of Performance

Measure 1: This performance measure reflects the percentage of formal bids in excess of \$50,000.00 process by the Purchasing Section within 60-days of the requisition. The FY 2003-04 actual is slightly higher than the FY 2003-04 projected target and the FY 2002-03 actual due to Purchasing's efforts to streamline procedures and educate internal and external customers in the City's purchasing system.

Measure 2: This performance measure reflects the percentage of informal bids less than \$50,000.00 process by the Purchasing Section within 20-days of the requisition. The FY 2003-04 actual exceeded the FY 2003-04 projected target and the FY02-03 actual due to Purchasing having a full complement of trained staff, and our efforts to capitalize on staff's individual strengths.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Customer Support Services (IP42)

Program Description: This program provides support to Citywide radio systems, mobile applications, fire station alerting systems, and public safety server and support systems; operates the Help Desk; and provides desktop equipment support and IT services to all City associates.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$2,890,398	\$2,852,462	24.0	\$43,017	\$3,212,623	24.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of trouble calls resolved by Help Desk during initial call	56.00%	42.00%	50.38%

Explanation of Revenue Collection and Spending

The revenues budgeted for the Program is derived from Radio leases. The amount collected from leases internal within the City and leases from outside agencies (i.e. radio leases with City of Alameda Fire Dept., Alameda County Probation Dept., City of Piedmont Police & Fire Depts., Emeryville Police & Fire, Port of Oakland, American Medical Response and California Highway Patrol) total approximately \$1.5 million. However, the majority of these revenues are recorded in a city-wide program code and not captured within the Customer Support Services program. The Program intends to realign revenues during the year-end closing process.

Spending for the Program is primarily for staffing. The variance in spending from the budget amount is due, in part, to overtime spending to support the city's servers/networks.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Customer Support Services (IP42)

Program Description: This program provides support to Citywide radio systems, mobile applications, fire station alerting systems, and public safety server and support systems; operates the Help Desk; and provides desktop equipment support and IT services to all City associates.

Explanation of Performance

Measure 1: This number continues to reflect the accuracy of our new Help Desk reporting system software. The majority of calls resolved on the initial call include password related, Oracle and individual Outlook (e-mail) Help Desk calls.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Application Development and Support (IP43)

Program Description: This program maintains and supports enterprise applications (Oracle and Brass); designs and develops program solutions for enterprise applications; researches and analyzes proposed solutions; researches, analyzes, and refines business processes; and develops enterprise reports.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$2,524,371	16.0	\$0	\$5,359,715	16.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent availability of SUN Server to users	99.00%	99.00%	97.50%
2. Percent availability of IBM AS/400 computer to users	99.00%	99.00%	99.70%

Explanation of Revenue Collection and Spending

This Program does not collect any revenue.

This Program has 16 FTE's. The spending variance from the budget amount is attributed, in part, to overtime and various other program/function costs such as: Project Management, System & Computer Operations and Database Administration. The spending recorded in the Program reflects spending not associated with the Program. The Program intends to realign spending during the year-end closing process.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Application Development and Support (IP43)

Program Description: This program maintains and supports enterprise applications (Oracle and Brass); designs and develops program solutions for enterprise applications; researches and analyzes proposed solutions; researches, analyzes, and refines business processes; and develops enterprise reports.

Explanation of Performance

Measure 1: The Sun server was available 8,537 hours to the users, out of 8,760 possible hours. The Sun Server upgrade and the Oracle 11i upgrade accounted for increased scheduled maintenance downtime during this period.

Measure 2: There were 19 hours of IBM/AS-400 system downtime - just less than two hours a month. This has placed the FY 2003-04 Actual above both the FY 2002-03 Actual and FY 2003-04 Target.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Technology Infrastructure Support and Engineering (IP44)

Program Description: This program supports the IT infrastructure that provides voice and data Citywide, including the data network, SBC telephone and data circuits, voice mail processor and e-mail systems. This program is responsible for the daily maintenance and repair of Citywide voice and data networks and the security of the same.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$30,000	\$1,292,905	10.0	\$1,357,932	\$1,396,549	10.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
I. Percent availability of Data Network to users (up time)	N/A	99.00%	99.90%

Explanation of Revenue Collection and Spending

This Program receives funds from billable work orders for technology installations such as alarms, telephones and Dept/ Agencies relocations. Traditionally, these revenues amount to \$40,000 to \$50,000 annually. However, other revenues not related to the program were recorded in the program. The Program intends to realign revenues during the year-end closing process.

This Program has 10 FTE's which support Server Maintenance, Desktop Support and Network Engineering & Maintenance. The variance in spending from the budget amount is, in part, attributed to overtime spending on the activities described above.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Technology Infrastructure Support and Engineering (IP44)

Program Description: This program supports the IT infrastructure that provides voice and data Citywide, including the data network, SBC telephone and data circuits, voice mail processor and e-mail systems. This program is responsible for the daily maintenance and repair of Citywide voice and data networks and the security of the same.

Explanation of Performance

Measure 1: This total represents the amount of time that the network was available to users. Scheduled and unscheduled outages are included in this calculation.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Policy Planning, Implementation, and Operations (IP45)

Program Description: This program provides direction relative to information technology policy implementation issues; develops and facilitates the implementation of action plans to address current and future City information technology needs; and manages the department's resources to meet the goals of the Mayor and Council. The program components include personnel management, fiscal services and budget development, project and agenda management, customer service, training, providing Citywide duplicating and reprographic services, managing the Citywide copier contract, and providing administrative support to other Information Technology divisions.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,128,581	\$1,624,485	10.0	\$0	\$1,253,569	10.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of Agency / Department deadlines for printing and copying met	N/A	99.00%	99.00%

Explanation of Revenue Collection and Spending

The budgeted revenue amount of \$1.2 million is from citywide duplication & copying services provided to Agencies/Departments. However, actual revenues were recorded in city-wide programs and various other programs. The Program intends to realign revenues during the year-end closing process.

This Program supports 10 FTE's in reprographics & duplicating services citywide, policy planning, accounting and fiscal, budget monitoring & projection and administrative support. The variance in spending from the budget amount is due, in part, to vacancies in the program.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases
Agency/Department:	Finance and Management Agency
Program:	Policy Planning, Implementation, and Operations (IP45)
Program Description:	This program provides direction relative to information technology policy implementation issues; develops and facilitates the implementation of action plans to address current and future City information technology needs; and manages the department's resources to meet the goals of the Mayor and Council. The program components include personnel management, fiscal services and budget development, project and agenda management, customer service, training, providing Citywide duplicating and reprographic services, managing the Citywide copier contract, and providing administrative support to other Information Technology divisions.

Explanation of Performance

Measure 1: There were 2068 of 2088 departmental requests completed within promised time. Promised time is documented on reprographics request form submitted by customer.

(The above numbers are a total of all reprographics requests made of the Municipal Service Center and Quickcopy)

Both small and large requests are submitted by all Agencies/Department throughout the year.

Council Goal: Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City

Citywide Objective: Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases

Agency/Department: Finance and Management Agency

Program: Geographic Information Systems and Internet/Intranet Web Services (IP46)

Program Description: This program maintains and manages GIS database accessibility; provides GIS information to users; researches GIS database accuracy and completeness; creates and maintains software standards and procedures; develops web applications to access various resources; incorporates intranet applications to web services; devises intra/internet security strategies; designs and implements enterprise web services; and assists maintenance of citywide web services server.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$330,831	3.0	\$0	\$342,456	3.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent availability of GIS to users	N/A	99.00%	99.80%

Explanation of Revenue Collection and Spending

This Program does not collect any revenue.

This program supports 3 FTE's. The variance in spending from the budget amount is due, in part, to a lack of vacancies.

Council Goal:	Model Best Practices to Improve Customer Services and to Be a Fiscally Sound and Efficiently Run City
Citywide Objective:	Maximize the Value Provided by each Dollar Spent in Outside Contracts and Purchases
Agency/Department:	Finance and Management Agency
Program:	Geographic Information Systems and Internet/Intranet Web Services (IP46)
Program Description:	This program maintains and manages GIS database accessibility; provides GIS information to users; researches GIS database accuracy and completeness; creates and maintains software standards and procedures; develops web applications to access various resources; incorporates intranet applications to web services; devises intra/internet security strategies; designs and implements enterprise web services; and assists maintenance of citywide web services server.

Explanation of Performance

Measure 1: GIS uptime encompasses access to data for both internal and external GIS applications. Internally, the Public Works GIS, City Owned Properties GIS and the Office of Emergency Services GIS applications were available 100 percent. Externally, the Community & Economic Development Agency GIS Counter Application was available 100percent. CrimeWatch II GIS was transitioned into a new environment with minimal maintenance downtime. This change improved the applications capabilities. City of Oakland users had access 99.5 percent of the time to CrimeWatch II.

FY 2003-04 PERFORMANCE RESULTS

SECTION VI

GOAL 6:

**MAINTAIN AND ENHANCE
OAKLAND'S PHYSICAL ASSETS**

Council Goal: Maintain and Enhance Oakland's Physical Assets

Citywide Objective: Provide for Well-Maintained Sanitary Sewer and Storm Drainage Systems and for Required and Ongoing Capital Improvements

Agency/Department: Public Works Agency

Program: Sanitary and Storm Sewer Mgmt and Maintenance (IN03)

Program Description: This program provides for the inspection, cleaning, and repair of sanitary and storm sewer structures such as inlets, manholes, pipes, culverts, V-ditches, pump stations, and open channels. Investigation and assistance is also provided in solving problems with private sewer laterals.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$18,812,963	\$8,084,645	83.2	\$19,142,376	\$8,273,244	83.2

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Maximum number of hours to respond to and resolve all reports of sewer backups	2.50	2.50	2.50
2. Maximum number of hours to respond to and resolve all reports of flooding	1.25	1.25	1.25

Explanation of Revenue Collection and Spending

There is no significant difference between Adopted Budget revenue/expenditures and Actual revenue/expenditures. The Actual expenditures of approximately \$8 million relates specifically to personnel and O & M expenditures. The balance of approximately \$11 million of revenues is used for Sewer and Storm Drainage Capital Improvement Project (CIP) expenditures. All revenues are received through Sewer Service Fund (3100).

The expenditure overage is a result of overtime expenses for: a) Supervision for weekend night street sweeping (no supervisor is scheduled for weekend street cleaning shifts). b) When we are short of night sweeper operators, a employee scheduled on the day shift will return to sweep at night in order to maintain the schedule. c) Over the past three years, overtime has been authorized to perform work in the medians/islands. A crew will work a total of seven Saturdays in June and July. d) Support to community cleanups, city-sponsored special events such as Earth Day and Creek to Bay Day. e) Staff received standby pay to be on call for emergencies that occur after regular work hours.

Overtime expenditures also exceed the amount budgeted due to flooding during the winter, sewer backups that occur after hours, and the Harvesting of Lake Merritt that takes place seven days a week.

Council Goal:	Maintain and Enhance Oakland's Physical Assets
Citywide Objective:	Provide for Well-Maintained Sanitary Sewer and Storm Drainage Systems and for Required and Ongoing Capital Improvements
Agency/Department:	Public Works Agency
Program:	Sanitary and Storm Sewer Mgmt and Maintenance (IN03)
Program Description:	This program provides for the inspection, cleaning, and repair of sanitary and storm sewer structures such as inlets, manholes, pipes, culverts, V-ditches, pump stations, and open channels. Investigation and assistance is also provided in solving problems with private sewer laterals.

Explanation of Performance

Measure 1: Staff continues to maintain a timely response (2.5 hours) to respond to and clear sewer blockages that are mostly caused by tree roots and grease build up.

There are no major differences in performance. Crews are radio equipped which allows for quick response to complaints as received.

Field staff completes a response log for each complaint as received which supervisors check on a daily basis.

Measure 2: Staff continues to maintain a timely response (1.25 hours) to respond to and clear flooding reports.

This target was accomplished due to the fact the majority of flooding reports were caused by leaves and debris that collected in our inlets and culverts, which restricted water flow into our storm structures. In most cases, debris collected at the mouth of the pipe and crews were able to alleviate flooding without the use of mechanical equipment such as the Power Rodder.

Field staff completes a response log for each complaint as received which supervisors check on a daily basis.

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Public Works Agency
Program: Fleet Management and Maintenance (IN01)
Program Description: This program provides for vehicle and equipment management and maintenance for the city organization. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventive maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$12,158,413	\$16,015,485	54.8	\$12,104,069	\$16,306,269	54.8

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of fleet available for use by operating personnel - Police Services	N/A	92.00%	N/A
2. Percent of fleet available for use by operating personnel - Fire Services	N/A	92.00%	N/A

Explanation of Revenue Collection and Spending

Revenue in this program is derived from Internal Service charges to departments that utilize Equipment Division services, as well as from outside work-orders and the sale of surplus equipment.

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Public Works Agency
Program: Fleet Management and Maintenance (TN01)
Program Description: This program provides for vehicle and equipment management and maintenance for the city organization. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventive maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.

Explanation of Performance

Measure 1: As part of the Year 2000 project, the City identified systems on the AS/400 mainframe computer that would need to be migrated to new platforms. Two of these systems were the financial management system and the fleet management system. Oracle was selected to provide the financial management system. At the time, the City selected a fleet management information software system that was never implemented, due to compatibility and other issues. As a result, the Equipment Division has been without a fleet management system since 1999, and has therefore been unable to segregate mileage, usage and cost data according to agency/department and function.

Vehicle miles are captured by the automated fuel system when vehicles refuel at the City's pumps. The Equipment Division has not had an operable fuel management system since June 1998 when ITD migrated most of the HTE's software and functions from the System 38 to the AS/400, excluding fuel and mileage data. The use of the System 38 was discontinued, leaving Equipment staff with no way of retrieving the mileage data.

The City's new fuel management system, the RNI 2000, went online October 2000; however, it still does not interface with the City's HTE system. It will be able to interface with the new Maximus' system when Maximus' is fully implemented in FY 2004-05.

Measure 2: See M1

Council Goal: Maintain and Enhance Oakland's Physical Assets

Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities

Agency/Department: Public Works Agency

Program: Streets and Sidewalks Mgmt and Development (IN04)

Program Description: This program provides for safe vehicular and pedestrian passage throughout the city's limits. The program's two major components are streets and sidewalks. Street activities concentrate on providing safe and comfortable road surface conditions through resurfacing, asphalt overlaying, pavement reinforcement, and base repair. Other street activities include speed bump installation, crack and joint sealing, and repair of pot holes, guard rails, fencings, cross culverts, and paths and stairways. Sidewalk activity concentrates on repairing damaged sidewalks, curbs, gutters, and tree removal; and inspecting newly constructed sidewalks, assessing damaged sidewalks and providing support for claims investigations.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$13,474,935	\$7,464,241	66.6	\$10,354,779	\$6,563,510	66.6

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Streets - Percentage of lane miles resurfaced by contract of total lane miles maintained	1.57%	2.57%	1.21%
2. Streets - Average number of working days between pothole repair requests and potholes filled by staff	8.00	5.00	6.00
3. Sidewalks - Average number of working days to respond to sidewalk complaints received	3.00	3.00	4.33
4. Sidewalks - Percentage of linear feet of sidewalk repairs completed (of the total sidewalk backlog identified)	9.42%	10.00%	6.20%

Explanation of Revenue Collection and Spending

••The majority of the revenues for this program are Measure B funds.

••Actual revenues are lower than budget due to a delayed allocation of a Measure B grant. A one-time Measure B grant was awarded to the City for approximately \$5.2 million. The entire amount is in the FY 2003-04 Budget but it was split into 2 years and only \$2 million was allocated in FY 2003-04. The remaining portion should be allocated in FY 2004-05.

••Actual expenditures of approximately \$6.6 million relates specifically to personnel and O & M expenditures. The balance of approximately \$3.8 million of revenues is used for Streets and Sidewalks Capital Improvement Project (CIP) expenditures.

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Public Works Agency
Program: Streets and Sidewalks Mgmt and Development (IN04)
Program Description: This program provides for safe vehicular and pedestrian passage throughout the city's limits. The program's two major components are streets and sidewalks. Street activities concentrate on providing safe and comfortable road surface conditions through resurfacing, asphalt overlaying, pavement reinforcement, and base repair. Other street activities include speed bump installation, crack and joint sealing, and repair of pot holes, guard rails, fencings, cross culverts, and paths and stairways. Sidewalk activity concentrates on repairing damaged sidewalks, curbs, gutters, and tree removal; and inspecting newly constructed sidewalks, assessing damaged sidewalks and providing support for claims investigations.

Explanation of Performance

Measure 1: Two paving contracts were constructed in 2003/04. A total of 33 lane miles were resurfaced under these two contracts. The construction phase of one additional contract was delayed and not started in 2003/04 as proposed. The construction of this project will be complete in 2004/05.

Measure 2: Potholes are inspected and repaired whenever a complaint is received. The average response time is directly related to the number of pothole complaints and staff availability. The decrease in number of working days to respond to pothole repair requests is attributed to a smaller number of potholes being reported.

Measure 3: The number of days required to respond to sidewalk complaints is directly related to the number of complaints received. The increase in response time from last year to this year is due to an increase in sidewalk complaints received.

Measure 4: Approximately 1011 sidewalk repairs locations were completed this year out of a total sidewalk backlog of more than 15,000 locations citywide. The total percentage of sidewalk repairs completed has decreased because the amount of new sidewalk damage reported and added to the backlog is growing at a faster rate than the sidewalk repairs.

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Public Works Agency
Program: Electrical and Energy Efficiency (IN07)
Program Description: This program monitors, manages, and maintains electrical and alternative energy apparatus and programs throughout the city. The components of this program include street lighting, traffic signals, energy efficiency programs, and electrical-related capital improvements.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$1,417,669	\$6,959,329	28.9	\$1,453,949	\$7,137,479	28.9

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Street Lighting - Percentage of repair calls responded to and repaired within one working day	87.99%	80.00%	86.60%
2. Traffic Signals - Average number of hours to repair traffic signals	1.63	2.00	1.38

Explanation of Revenue Collection and Spending

The major portion of the revenues for PWA-Electrical is from Work Orders, damage repairs, and State reimbursements for traffic signal and street lighting maintenance.

Additional expenditures in excess of the adopted budget are covered by fully funded Capital projects carried forward from prior years.

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Public Works Agency
Program: Electrical and Energy Efficiency (IN07)
Program Description: This program monitors, manages, and maintains electrical and alternative energy apparatus and programs throughout the city. The components of this program include street lighting, traffic signals, energy efficiency programs, and electrical-related capital improvements.

Explanation of Performance

Measure 1: PWA-Electrical exceeded the expected performance target of 80 percent by achieving a result of 86.6 percent of repair calls responded to and repaired within one working day.

The percent of repair calls responded to and repaired within one working day is derived from the total number of trouble calls responded to and repaired divided by the number of trouble calls received within one working day.

Measure 2: PWA-Electrical exceeded the performance goal of 2.0 hours for the average number of hours to repair traffic signals, with the actual of 1.38 hours for FY 2003-04.

The average number of hours to repair traffic signals is derived from the formula of aggregate hours to repair traffic signals divided by number of corrective actions at intersections.

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Community and Economic Development
Program: Real Estate (PS32)
Program Description: This program provides Real Estate Services to the City/agency and Internal City clients.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$516,645	\$2,405,088	8.0	\$2,649,712	\$1,980,854	8.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of clients satisfied with the negotiated lease	100.00%	90.00%	100.00%
2. Value of actual rent collected	\$652,000.00	\$652,000.00	\$1,375,717.00

Explanation of Revenue Collection and Spending

Revenues collected from land sales were tied to the Moving Oakland Forward Program Goal 2E. The original expectation for land sales was \$20,000. The Real Estate Division was tasked with selling all City surplus property. This was accomplished by having a 1-day live auction of City surplus property. As a result of the one day live auction all ten parcels were sold for \$1.6 million. All of the parcels have closed with the exception of one parcel that will close at the end of the calendar year. The variance in expenditures is in direct correlation to Real Estate renegotiating out-leases (where we rent from others) and from staff moving out of leased space (i.e., OHEC and One Stop).

Council Goal: Maintain and Enhance Oakland's Physical Assets
Citywide Objective: Provide for Clean, Well-Maintained and Accessible Facilities and Amenities
Agency/Department: Community and Economic Development
Program: Real Estate (PS32)
Program Description: This program provides Real Estate Services to the City/agency and Internal City clients.

Explanation of Performance

Measure 1: This measure captures the total number of leaseholds* performed by the Real Estate Division along with a rating for the level of service provided. The percentage is measured by responses from our clients providing satisfaction/dissatisfaction with our services. Our projected rating is 24 negotiated lease types per year. In FY 2003-04, we completed a total of 26 various types with the majority being the re-negotiation of telecommunications leases, as well as standard renewals.

*(leaseholds include in-leases, outleases, rights of entry, easements, etc.)

Measure 2: Revenue collected during FY 2003-04 is income from leases. The high current year actual revenue is anomalistic due to an exceptional cache of City-owned properties. This level of revenue collection should not be counted on in the future.

Revenues are generated from three City funds: General Purpose Fund (#1010), Telecommunications Land Use (#1770); and City Facilities-CAM Charges (#4400); and two Oakland Redevelopment Agency funds: 1986 Bond/Acorn Capital fund (#9504) and Chinatown Parking Lot fund (#9515).

FY 2003-04 PERFORMANCE RESULTS

SECTION VII

GOAL 7:

**INSPIRE CREATIVITY AND
CIVIC ENGAGEMENT**

Council Goal: Inspire Creativity and Civic Engagement

Citywide Objective: Foster Collaboration with and Among Community-Based Organizations and City Departments to Enhance Community Ownership and Participation

Agency/Department: City Clerk

Program: 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. This program also includes management of the City's Boards and Commission database and appointments. (Legally mandated)

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$37,773	\$821,443	4.2	\$39,400	\$806,050	4.2

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of legislative actions posted to Legistar within 72 hours	90.00%	90.00%	100.00%

Explanation of Revenue Collection and Spending

The Agenda Management Unit collects revenue from City Council agenda subscription. Total revenues collected were above the budgeted amount in FY2003-04. These receipts are deposited to offset the continuously increasing costs of printing and duplicating the agenda packets.

On the expenditure side, the Agenda Management unit has stayed below the Adopted FY2003-04 Budget. We had various salary and O&M savings in FY2003-04.

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Explanation of Performance

Measure 1: During FY 2003-04, the percentage of legislative actions posted to Legistar within 72 hours was 100 percent! The number of items posted to Legistar decreased from 4,409 items in FY 2002-03 to 2,430 items in FY 2003-04. This represents a decrease of 1,979 items posted to Legistar which equates to a 45 percent decrease from FY 2002-03 to FY 2003-04. Increases and decreases are not based on selective posting as ALL legislative items that are adopted by Council must be posted. The standard is to post them within 72 hours.

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Collaboration with and Among Community-Based Organizations and City Departments to Enhance Community Ownership and Participation
Agency/Department: Library Services
Program: Main Library Services (NB16)
Program Description: This program represents the public services provided at the Main Library. These include General Reference services, Main Library Administration, the Oakland History Room, Art/History and Literature, Magazines and Newspapers, Science, Business and Sociology, Children's Room, Computer Center, etc.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$84,207	\$3,139,520	52.4	\$25	\$4,047,968	52.4

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent change from prior year in circulation of materials	+3.38%	+7.00%	+0.26%
2. Percent of new items received, processed, and available for circulation within 30 days	N/A	50.00%	48.00%
3. Percent change from prior year in turnover of circulating materials	+3.13%	+5.00%	+13.00%
4. Percent change from prior year in number of visitors/users	+24.86%	+7.00%	-7.00%

Explanation of Revenue Collection and Spending

Revenues budgeted were based on receipt of grants from the California Library Grant fund which were not posted to this program. Actual revenues reflected in the program, which significantly under-ran the budgeted amount, are from receipt of trust funds. The actual expenditures are higher than budgeted amounts due to increased staff costs to cover equity pay adjustments and O&M expenditures.

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Agency/Department: Library Services

Program: Main Library Services (NB16)

Program Description: This program represents the public services provided at the Main Library. These include General Reference services, Main Library Administration, the Oakland History Room, Art/History and Literature, Magazines and Newspapers, Science, Business and Sociology, Children's Room, Computer Center, etc.

Explanation of Performance

Measure 1: As a result of the city's budget crisis last year, the Library reduced the amount of materials purchased from previous years. Consequently, it experienced very little increase in circulation. Circulation statistics are collected by the Library's automated circulation system.

Measure 2: As a result of the City's budget crisis last year, the Library reduced staffing in the Technical Services area. These cuts directly impacted staff's ability to get books received and processed, and on the shelf for circulation. Nevertheless, the FY 2003-04 actual remained very close to that year's target of 50 percent. New materials are tracked in batches as they move from acquisitions, through Cataloging and processing, and then to the library shelves.

Measure 3: With fewer materials purchased and an aggressive weeding of materials due to outdated and shabby items, and a higher circulation, the percent change in circulating material turnover for the Main Library showed a significant increase. Using the circulation statistics collected by the Library's automated circulation system, the turnover rate is the average total annual circulation per volume owned. This number is calculated by dividing the total annual circulation by the total number of the Library's books and serial volumes (including audio materials and video materials). The resulting number reflects, on average, how often each item in the Library's collection circulates per year.

Measure 4: As a result of the city's budget crisis last year, the Library was closed 4 extra days in FY 2003-04. That, together with the required cutbacks in the purchasing of popular materials, resulted in a 7 percent decrease in visitors to the Main Library. Visitor count is collected by the Library's security gates which registers each visitor entering the Library building.

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: 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. This program also provides career opportunities for local and regional artists through the commissioning of their artwork.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$330,450	\$524,036	2.0	\$51,165	\$369,280	2.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of new public art projects awarded to Oakland-based artists	N/A	51.00%	54.54%

Explanation of Revenue Collection and Spending

Revenues in the Public Art Unit is derived from the 1 1/2% assessment applied to new capital improvement Program (CIP) projects during fiscal year 03-04. The amount received was based on allowable and eligible CIP funds that year.

Administrative/O&M costs include but are not limited to 2.5 FTE's - the Public Art Coordinator, Assistant Public Art Coordinator and Measure DD Project Manager who provide services in the areas of: Development of annual public art plan; Collaborative planning with City capital project managers and project design groups; Development of Requests for Qualifications for public art projects, printing and distribution/marketing; Leading project orientation workshops; Recruitment of Selection Panelists; Coordination and facilitation of selection panels for public art projects; Preparation and management of artists' contracts; Oversight of artwork construction and installation; and Staff support to Public Art Advisory Committee and liaison to Cultural Affairs Commission. The variance in spending from the budget amount is due, in part, to vacancies in the Program.

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Explanation of Performance

Measure 1: In FY 2003-04, we awarded contracts to 11 visual artists through the Public Art Program. Of the 11 artists, 6 were based in Oakland, 4 in other Bay Area cities, and one in the Los Angeles area.

We paid out a total of \$141,307 to these artists. Of the total, \$98,557 (70percent) was paid to Oakland artists and the remaining \$42,750 (30percent) to non-Oakland artists.

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: 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. CFP focuses on three key areas of support namely: General Support, Neighborhood Arts, and Arts in Education.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$9,961	\$585,762	3.0	\$0	\$487,581	3.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Percent of applications receiving awards, from fundable applications	N/A	50.00%	64.00%

Explanation of Revenue Collection and Spending

The Cultural Funding Program does not collect revenues. The revenues budgeted are estimates for the Friday Artisan Market Place at the Ogawa Plaza. The actual revenues were deposited in a city-wide program and are not reflected in the Program. The Program is, however, responsible for distributing city-wide funding in the form of grants to the activities in the Program Description (General Support, Neighborhood Arts and Arts in Education) that total approximately \$1.3 million, which are not reflected in the program.

Administrative/O&M costs include but are not limited to three FTEs: CFP Coordinator, assistant CFP coordinator and CFP Assistant who provide services in the areas of: Development and evaluation of program policies and procedures; Program application content, printing and distribution/marketing; Application workshops; Recruitment and training of application review panelists; Coordination and facilitation of review panels for program applicants; Distribution and management of award contracts; and Support to Funding Advisory Committee and Cultural Affairs Commission. The variance in spending from the budget amount is due, in part, to vacancies in the Program.

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Explanation of Performance

Measure 1: The core funding categories of the Cultural Funding Program are:

- General Operating Support (Organizational Assistance)
- Strategic Development Support (Organizational Assistance)
- Organization Project Support
- Art in the Schools
- Individual Artist Project Support

For FY 2003-04, a total of 145 applications and proposals were received in these 5 categories. From these, six were deemed by staff as ineligible or incomplete based on the guidelines and policies set forth by City Council. Of the 139 applications forwarded to review panels, 132 were deemed fundable, scoring a panel average of 70 or higher out of a possible 100 criteria points.

Given the funds available vs. the high applicant request amounts, it would have been impossible and/or irresponsible to spread program funds to award all eligible applicants. On average, the final 84 applicants selected to receive funding were awarded only 65 percent of their request amount. (This figure excludes the Individual Artist Project Support program for which the top applicants are awarded their full request amount until the allocation is depleted).

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: Communications - KTOP, Website and Film Office (IP13)
Program Description: This program provides public communication resources to the City and community, especially KTOP-TV, Oaklandnet.com website and the Oakland Film Office.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$187,013	2.0	\$11,500	\$202,808	2.0

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of major film productions coordinated, for revenue generation	2.00	2.00	3.00

Explanation of Revenue Collection and Spending

Web Team does not collect any amount of revenue.

Expenditures in the Web Team Office are primarily personnel related cost of web master and web editor who provide services in the areas of: Providing public information and marketing support for City agencies and departments through the oaklandnet.com website; Creating and posting content on the website; and Coordinating continued site development and upgrades.

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Agency/Department: Cultural Arts and Marketing
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Program Description: This program provides public communication resources to the City and community, especially KTOP-TV, Oaklandnet.com website and the Oakland Film Office.

Explanation of Performance

Measure 1: The major film productions were: Bee Season, Assassination of Richard Nixon, and Jugular. Over-all economic impact from filming is believed to have valued at \$8.2 million. The amount of revenue generated by City-owned location rentals was \$18,000.

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: Museum Curatorial and Exhibition Services (NB22)
Program Description: This program provides exhibition development and management, and manage the Museum's Collections.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$0	\$1,701,196	20.4	\$4,262	\$1,629,899	20.4

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Total museum attendance	160,000.00	150,000.00	132,353.00
2. Number of new temporary exhibits opening at the Main Museum	9.00	8.00	11.00

Explanation of Revenue Collection and Spending

The program does not collect revenues. The Program intends to realign actual revenues captured in the program during the year-end closing process.

Active review of costs has reduced our expenditures by a small amount against budget.

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Program Description: This program provides exhibition development and management, and manage the Museum's Collections.

Explanation of Performance

Measure 1: Attendance was 12 percent lower than expected during FY 2003-04, and is 13 percent lower than attendance during the prior fiscal year. Attendance at all cultural institutions, including museums, continues to be lower than pre '9/11' levels. However, the Oakland Museum of California will be premiering 'What's Going On-California and the Vietnam Era' in August 2004, and we are expecting this event to bring wider attendance as well as Bay Area and national attention to the institution.

Measure 2: Exhibitions produced include: 'A Retrospective on Marvin Lipofsky,' 'The Art of Fred Martin,' 'Global Elegies: Ofrendas for the Days of the Dead,' 'Wildflowers,' 'Fungus Fair July 2003,' 'Henry J. Kaiser-Think Big!,' 'David Ireland,' 'Therese Thau Heyman: A Curator's Legacy,' 'In Our Own Voice: The Making of a Korean Community,' 'Fungus Fair April 2004,' and 'The Cars of Kaiser-Frazer: A Car for Everyone.'

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: Alice Arts Center (NB24)
Program Description: This program provide operational and project management of services to arts groups and patrons of the Alice Arts Center.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$483,102	\$426,049	5.8	\$356,898	\$552,529	5.8

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
I. Number of Arts Groups in Residence	5.00	6.00	8.00

Explanation of Revenue Collection and Spending

Revenues are raised from: apartment, studio, office, café, and office rentals. Revenues are lower than anticipated due to low market demand. Expenditures are much higher than budget as the center has been historically understaffed to meet the services requested by the Council and Mayor's office to support the Oakland School for the Arts. The budget has been realigned in FY 04/05 to reflect the services requested.

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Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: Alice Arts Center (NB24)
Program Description: This program provide operational and project management of services to arts groups and patrons of the Alice Arts Center.

Explanation of Performance

Measure I: Arts groups in residence include: Axis Dance Company, Bay Area Blues Society, Citicentre Dance Theatre, Dance-A-Vision, Diamano Coura, Dimensions Dance Theatre, Moving on Center, and the Oakland Youth Orchestra. The actual number of groups in residence is higher than the target as we had concerns about the financial health of some of the groups as evident by the dissolution of Citicentre Dance Theatre in July of 2004. Through payment of studio rental and office rental revenues, the groups contribute about 34 percent of the center's overall revenues. The focus of the center is to work with the groups to foster growth of and engage the community with cultural and artistic programming.

Council Goal: Inspire Creativity and Civic Engagement
Citywide Objective: Foster Artistic Expression, Craft and Civic Festivals
Agency/Department: Cultural Arts and Marketing
Program: Henry J Kaiser Convention Center (NB25)
Program Description: This program provide operational and project management of the civic auditorium that host performing arts and promotional sporting events for local and national clients.

Summary of Revenues, Expenditures and Positions

FY 2003-04 Budget			FY 2003-04 Actuals		
Revenue	Expenditure	FTE	Revenue	Expenditure	FTE
\$790,000	\$1,100,081	20.2	\$449,026	\$853,190	20.2

Program-Related Selected Performance Measures

Measure	Prior Year Actual (FY 2002-03)	Current Year Target (FY 2003-04)	Current Year Actual (FY 2003-04)
1. Number of people attending events	N/A	135,000.00	113,487.00
2. Days booked as a Percentage of days available (365 days)	69.00%	60.00%	52.00%
3. Amount of revenue earned	\$496,995.00	\$450,000.00	\$449,026.00

Explanation of Revenue Collection and Spending

Revenues are raised from renting the Calvin Simmons Theatre and Arena, and from parking fees. Revenues are lower than anticipated due to low market demand and exorbitant stagehand union fees. Expenditures are lower than budget due to less variable costs associated with meeting client bookings and active efforts by management to lower costs due to lower revenues realizable.

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Agency/Department:	Cultural Arts and Marketing
Program:	Henry J Kaiser Convention Center (NB25)
Program Description:	This program provide operational and project management of the civic auditorium that host performing arts and promotional sporting events for local and national clients.

Explanation of Performance

Measure 1: Attendance at the Henry J. Kaiser Center is primarily comprised of theatre and arena use. FY 2003-04 figures show that 58,155 attended events at the Calvin Simmons Theatre, 51,921 attended events at the Arena, and 3,411 attended events held in the Ballrooms.

Measure 2: The variance attributable to this measure is detailed in the measure discussing revenue. Please see below.

Measure 3: The target revenue of \$450,000, which is mostly derived from renting the Arena and Calvin Simmons Theatre, does not match the budgeted revenue of \$790,000. However, our actual revenue of \$449,026 came very close to achieving the target. When the Kaiser Center revenue budget was initially developed, Cultural Arts and Marketing was mandated to submit a revenue budget to achieve a self-sustaining center. We believed we could achieve this goal by increasing marketing efforts, successfully negotiating pending contracts with clients, successfully negotiating a favorable labor agreement with the Stagehand Union, Local 107, and by benefiting from a recovering economic market for entertainment events. Unfortunately, the economic climate did not improve, we could not obtain funds to spend on marketing, two existing clients cancelled their contracts due to the fees imposed by Local 107 charges, we failed to attract a major wrestling event due to our fees, and one large concert event we had hoped to get under contract was not successful. Slow, protracted negotiations with Local 107 did not produce favorable rates. According to spurned clients, one of whom documented the event, stagehand fees was the primary reason for canceling current and future rental of the facility. Our former facility manager was told by more than one client that our stagehand fees are the second highest in the nation. Since revenues were not going to meet budget, our efforts concentrated on reducing expenses. We had some success in this effort as we saved \$133,113 from our expenditure budget. Of the 20.2 FTE cited in the performance measure, 5.1 FTE are for full-time staff to operate the center, and 15.1 are for part-time staff. The part-time staff represents a labor pool that we draw on to meet the services of forecasted events. Therefore, part-time staff is a variable cost. Since actual events activity was lower than forecasted, we were able to lower these variable costs.