

CITY OF OAKLAND

AGENDA REPORT

OFFICE OF THE CITY ADMINISTRATOR
CITY OF OAKLAND

2006 NOV 20 PM 5:51

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Budget Office
DATE: December 12, 2006

RE: **Report on FY 2005-06 Performance Measure Results for Parks and Recreation, Human Services, Library, and Museum**

SUMMARY

This report presents Fiscal Year 2005-06 performance results for Parks and Recreation, Human Services, Library, and Museum (Attachments A, B, C, & D). The results are presented at a department level, by program, for both financial and operational performance. The intent of this report is to assist the Administration and Council in making managerial and/or policy decisions. The report is also intended to provide the information necessary to allow managers throughout the City to evaluate their programs and create an environment of accountability and achievement while helping their respective units and departments¹ remain focused on Council priorities.

FISCAL IMPACT

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

BACKGROUND

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

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

KEY ISSUES AND IMPACTS

The Parks and Recreation, Human Services, Library, and Museum Fiscal Year 2005-06 Performance Reports (Attachments A, B, C, & D respectively) are organized by program.

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

Item: _____
Life Enrichment Committee
December 12, 2006

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

SUSTAINABLE OPPORTUNITIES

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

DISABILITY AND SENIOR CITIZEN ACCESS

This report does not directly impact disability or senior access.

RECOMMENDATION AND RATIONALE

This report contains Fiscal Year 2005-06 performance results for Parks and Recreation, Human Services, Library, and Museum. Staff recommends that the City Council accept the report.

ACTION REQUESTED OF THE CITY COUNCIL

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

APPROVED AND FORWARDED
TO THE LIFE ENRICHMENT COMMITTEE

Respectfully submitted,


OFFICE OF THE CITY ADMINISTRATOR


JIM SMITH, JR.
Director of Budget

Prepared by:
Gilbert Garcia,
Principal Financial Analyst
Budget Office

Attachment A: the FY 2005-06 Performance Measure Report for Parks and Recreation
Attachment B: the FY 2005-06 Performance Measure Report for Human Services
Attachment C: the FY 2005-06 Performance Measure Report for Library
Attachment D: the FY 2005-06 Performance Measure Report for Museum

Agency / Department: Parks and Recreation**Program Name: Adult Sports (NB04)**

Program Description: Provides year-round adult sports programs for men and women and ensures that teamwork and sportsmanship are emphasized in the programs.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
42,664	369,399	59,502	584,887	56,787	593,843	6.52

Explanation of Revenue Collections and Spending

Revenues in this program are derived from user fees charged to participants in Adult Sports programs.

Expenditures were above the budget amount primarily due to salary over-spending.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage increase in annual program participation	N/A	32.00%	5.00%	-18.00%	Participation in Adult Sports programming decreased in FY 2005-06 primarily because a women's softball league was not offered due to insufficient lighting and safety issues. In addition, the adult volleyball program was changed into a "drop in" program, and enrollment was not tracked in our RecWare system. In the future, OPR will track enrollment in its "drop in" adult programs.

Agency / Department: Parks and Recreation**Program Name: After School Sports (YS16)**

Program Description: Develops and implements citywide sports programs for youth at recreation centers, middle schools and playground sites that teach fundamentals, teamwork and sportsmanship.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
25,588	1,275,826	21,891	640,788	21,553	1,113,301	14.56

Explanation of Revenue Collections and Spending

Revenues in the After-School Sports program are derived from user fees from participants.

Actual spending is reflective of an adjusted budget, which is inclusive of project carry forward balances. The adjusted expenditure budget in this program was \$1.04 million. The additional funds came from project carry-forward and from the "Raiders Surcharge" funds for Middle School sports, which were transferred after the FY 2005-06 budget was adopted. Spending was slightly above the adjusted budget due to overspending in personnel (which was offset by under-spending in other programs).

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage annual increase in first-time users ages 5-18 who have traditionally not participated in competitive sports programs	N/A	N/A	5.00%	112.00%	OPR initiated a new Girls Sports initiative during FY 2005-06, which increased enrollments in competitive sports programs significantly.

Agency / Department: Parks and Recreation**Program Name: Aquatics – Boating (IN11)**

Program Description: Provides high-quality, effective and affordable recreational boating programs for Oakland youth and adults. Courses stress environmental stewardship of Lake Merritt, enhancing the overall quality of Lakeside Park.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
142,312	226,519	136,974	276,086	169,172	277,843	4.28

Explanation of Revenue Collections and Spending

Revenue in the Boating program is derived from user fees from participants in boating programs, as well as from boat rentals and boat launching. Revenue exceeded budget due to the increased number of boating programs in FY 2005-06.

Spending was aligned with the adopted budget.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage annual increase in first-time users ages 5-18 who have traditionally not participated in boating programs	N/A	0.00%	5.00%	13.00%	This increase was due to expanding programming, including our "Sailing into Science" program, which was offered in collaboration with Federal & State agencies.

Agency / Department: Parks and Recreation
Program Name: Aquatics – Pools (NB05)

Program Description: Provides high quality, effective and affordable recreational swimming programs that encourage a healthy lifestyle for Oakland youth and adults.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
192,299	1,533,258	193,299	1,517,549	243,451	1,566,013	23.33

Explanation of Revenue Collections and Spending

Revenues in this program are primarily derived from fees charged to users of OPR's Aquatics programs. Revenues were above budget due to the increased aquatics programming.

Expenditures were slightly above budget due to overspending in personnel (which was offset by under-spending in other programs).

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage annual increase in first-time users ages 5-18 who have traditionally not participated in aquatics programs	N/A	-29.60%	5.00%	6.00%	Usage of the City's pools increased primarily due to recruitment for competitive swim programs; swim teams were added at Fremont and Lions pools. The Aquatics program also provided additional scholarships for low-income youth.

Agency / Department: Parks and Recreation**Program Name: Automated Systems (NB13)**

Program Description: Ensures administrative support of OPR services and programs by providing training, support and maintenance of the department's automated (RecWare) system; maintaining desktop computer systems in the department; and providing customer service through the department's website and online registration.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	313,215	0	427,308	0	125,847	6.00

Explanation of Revenue Collections and Spending

Under-expenditures in this program are due to salary savings. (These savings offset over-spending in other OPR programs).

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of trainings provided annually for all staff involved with the RecWare system	N/A	N/A	4	7	The performance measure goal was exceeded.

Agency / Department: Parks and Recreation**Program Name: Ball Fields (NB10)**

Program Description: Provides for safe, clean and well-maintained parks, ball fields and tennis facilities citywide.

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

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
152,328	452,833	0	311,086	0	416,796	5.52

Explanation of Revenue Collections and Spending

Actual spending is reflective of an adjusted budget, which is inclusive of project carry forward balances. The adjusted expenditure budget for the program was \$0.50 million, which is due to the carryforward of project budgets from the prior year. Under-expended funds in this program area are related to the "Leveling the Playing Field" project, which will be spent in future years.

Program Related Performance Measures

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1)	Number of ball fields renovated annually	N/A	N/A	5	7	Bambino Field, Garfield, Shepherd Canyon, Otis Spunkmeyer, and Bella Vista fields were renovated during this time period. Two tennis courts were also renovated in FY 2005-06, at Montclair and Arroyo Viejo. An additional field (Lucky A's) was completed in August 2006.
2)	Percentage increase in field usage by community and youth organizations	N/A	N/A	15.00%	42.00%	The increase in field usage in FY 2005-06 was due to better coordination with field users and to the growth of sporting leagues that use OPR's fields, including: North Oakland Little League, Jack London Soccer League, and Oakland Girls Softball League. In addition, many of the new charter schools are utilizing OPR fields for their sports teams.

Agency / Department: Parks and Recreation**Program Name: Central Administration (NB01)**

Program Description: Provides fiscal oversight for the department including management of budgets, receivables and payables, payroll and financial reporting. Enhances and expands OPR services through comprehensive staff training and development, enabling staff to deliver high quality recreational programs that effectively meet the needs and demands of our customers and employees.

Mayor / Council Goal: Develop a sustainable city.

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
38,601	3,216,754	69,266	2,841,683	24,600	3,329,216	10.00

Explanation of Revenue Collections and Spending

Revenue in this program is derived from "Trust Fund" donations and from collection on bounced checks. Revenues were lower than projected in both areas this year.

Actual spending is reflective of an adjusted budget, which is inclusive of project carry forward balances. The adjusted expenditure budget in the program was \$3.2 million, which was due to project carry-forward funding. Expenditures were above the adjusted budget primarily due to over-spending in personnel. (Personnel savings were achieved in other program areas to offset this over-spending).

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of monthly financial forecast meetings with fiscal staff reviewing account totals and balances	N/A	N/A	12	4	The Fiscal Manager position was vacant for part of 2005-06. During that time, OPR Managers reviewed, tracked, and analyzed their respective budgets, but did not hold formal forecast meetings.

Agency / Department: Parks and Recreation**Program Name: Central Reservations (IP57)**

Program Description: Provides high quality customer service through facility reservations to the public at OPR's Enterprise Facilities and more than 100 parks.

Mayor / Council Goal: Develop a sustainable city.

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
508,935	388,769	541,511	425,912	580,036	378,757	7.22

Explanation of Revenue Collections and Spending

Revenues in Central Reservations are derived from the rental of OPR's Enterprise Facilities, including the Lakeside Garden Center, Joaquin Miller Cascade and Sailboat House. Revenues exceeded budget due to increased awareness and improved quality of OPR services and programs, and to streamlining the facility reservations process.

Expenditures were below budget due to salary savings.

Program Related Performance Measures

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1)	Percentage increase in annual facility rentals	N/A	N/A	10.00%	8.00%	Facility rentals increased due to improved marketing of the spaces as well as due to streamlining the rental process, which should result in continued growth.

Agency / Department: Parks and Recreation**Program Name: Cultural Arts (CE05)**

Program Description: Develops and delivers high quality arts programs for the citizens of Oakland through visual and performing arts and other cultural experiences. Presents and sponsors annual special events such as the holiday pageant that helps in promoting a more cohesive City.

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

Citywide Objective: Encourage and support civic engagement.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
31,687	536,189	32,480	1,029,824	42,377	544,864	18.56

Explanation of Revenue Collections and Spending

Revenues in this program are derived from user fees from participants in Cultural Arts programming. Revenue was above budget due to revenue from cultural arts performances, such as the Holiday Festival.

Expenditures were below budget due to salary savings (which offset over-spending in other program areas).

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage increase in annual participation in Cultural Arts programs	N/A	N/A	7.00%	0%	Enrollments in Cultural Arts classes are down significantly due to ventilation issues at the Malonga Center, which reduced the availability of ceramics and photography classes for six months. However, OPR managed to maintain a steady participation rate in cultural arts programming overall through performances such as the Holiday Festival, International Youth Day, and "Sundays in the Redwoods."

Agency / Department: Parks and Recreation**Program Name: Contract Management (NB02)**

Program Description: This program maintains contracts with the Oakland Zoo, Children's Fairyland, Dunsmuir House and Gardens, Jack London Aquatic Center, Producers Associates (Woodminster Amphitheatre), Sequoia Nursery School, Junior Center of Art & Science, etc.

Mayor / Council Goal: Develop a sustainable city.

Citywide Objective: Encourage and support civic engagement.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
237,748	240,392	267,417	1,357,413	196,908	1,327,111	1.00

Explanation of Revenue Collections and Spending

Revenue in this program is entirely derived from the City's golf courses. The lower than budgeted revenue was due to reduced usage of the golf courses.

Expenditures in this program are related to the City's contracts with the Zoo, Children's Fairyland and the Lake Chabot Golf Course.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Average number of meetings held annually with each contract provider to maintain oversight of contracts and facilities	N/A	N/A	4	4	OPR met with all 25 of its contract holders / licensees this year. Activities in this category also included renewing 7 contracts and initiating 2 new contracts.

Agency / Department: Parks and Recreation**Program Name: Davie Tennis and Citywide Tennis (IN12)**

Program Description: Provides safe, clean, well-maintained tennis courts and offers tennis instruction and play opportunities for adults and children.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
24,068	353,156	0	44,096	8,521	89,472	1.37

Explanation of Revenue Collections and Spending

Revenues are derived from user fees charged to participants in tennis programs.

Expenditures were above budget due to overspending in personnel. (Personnel savings in other programs offset this amount.)

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage increase in annual youth tournament participation	N/A	N/A	7.00%	0.00%	The Laney College tennis courts that are used for tournaments were closed for renovation during this time period. (This renovation was still in negotiations with Cal Trans during the time that performance measure goals were developed).

Agency / Department: Parks and Recreation**Program Name: Malonga Casquelourd Center for the Arts (NB24)**

Program Description: This program provide operational and project management of services to arts groups and patrons of the Malonga Casquelourd Center for the Arts.

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

Citywide Objective: Encourage and support civic engagement.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
300,017	550,924	324,692	596,979	330,791	603,570	8.45

Explanation of Revenue Collections and Spending

Revenues in this program are derived from rental of apartments and from rental of rehearsal and performance spaces at the Malonga Center.

Expenditures slightly exceeded budget due to over-spending in personnel (which was offset by under-spending in other program areas).

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of arts groups in residence	8	20	7	14	This measure was developed by the Museum (previous facility manager) and will be changed for the FY 2007-09 budget process. The Malonga Center had 14 arts groups "in residence" during this time period, meaning that these non-profit organizations used the Malonga Center for classes, rehearsal and office space.

Agency / Department: Parks and Recreation**Program Name: Recreation Centers and Programs (NB03)**

Program Description: Provides high quality, effective recreation programs for children, youth, teens and the underserved community to maximize resources through collaboration with other agencies and community-based organizations.

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

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
1,349,625	8,210,928	1,225,620	7,486,743	1,387,037	7,665,845	101.34

Explanation of Revenue Collections and Spending

Revenue in this program is derived from fees charged to participants in recreation programs. The program exceeded its revenue target this year due to improved and increased recreation programming, which led to increased participation.

Actual spending is reflective of an adjusted budget, which is inclusive of project carry forward balances. The program's adjusted expenditure budget was \$8.9 million, which was due to project carryforward funding. Although the program appears to have overspent its budget, the program actually remained well within its adjusted budgeted expenditures.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of youth ages 14-18 served annually through the Radical Roving Recreation Street Team	N/A	879	500	132	Although the program served fewer youth, the number of "contact hours" for individual participants increased significantly. This improved the quality of the experience for youth. Staffing turnover for this population of youth has been challenging.
2) Percentage increase in annual participation in Recreation Center programming for youth ages 5-18	-4.00%	20.00%	10.00%	7.00%	OPR fell short of meeting its goal to increase enrollment by 10 percent due to lack of outreach at many of the Centers, as well as the retirement of Center Directors who had established programs and activities which fostered youth participation in recreation center programming. OPR anticipates that after a brief transition period, the new Center Directors will re-build and increase participation and programming

Program Name: Empowering Seniors and People with Disabilities (YS14)

Program Description: This area includes an array of programs that together provide a comprehensive and coordinated network of support services, information and referrals, and activities for seniors and people with disabilities. It includes the Multipurpose Senior Services Program, Linkages, Senior Companion and Foster Grandparent Program, Oakland Paratransit for the Elderly and Disabled (OPED), ASSETS, City-sponsored Senior Centers, and the Senior Services \$2 Parking Set-Aside Grant Program.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
5,192,077	6,922,599	4,943,187	8,300,257	4,374,970	8,525,603	111.46

Explanation of Revenue Collections and Spending

Actual Revenues are less than Estimated Revenues due to FY05-06 revenues not billed as of June 30, 2006. This understatement of FY05-06 revenues is partially offset by FY04-05 revenues received during FY05-06. Actual Expenditures exceeded Estimated Expenditures due to the use of available carry-forward dollars.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of unduplicated clients served through case management	N/A	689	750	813	The target was exceeded, and the contract goals were met.
2) Number of one-way subsidized trips	54,587	48,539	54,000	56,898	Exceeded target due to one-time Measure B funding to provide additional medical trips.
3) Number of low-income Oakland citizens age 55 years and older served	274	283	203	232	The ASSETS Program exceeded the mandated contract goal.
4) Percentage of the program's authorized enrolled level transitioned into employment	38.00%	36.00%	37.00%	36.00%	The Department of Labor subsidized placement goal for the ASSETS Program is 30%. The program exceeded mandated goal.
5) Percentage of program participants rating services received as good or better	77.00%	85.00%	85.00%	72.00%	The ASSETS Program was impacted by staff transition. The Program was without a supervisor for six-months. We are actively recruiting for a replacement for the program supervisor.
6) Number of members in Multipurpose Senior Centers	2,147	2,633	2,200	2,534	Exceeded goal due to effective outreach.

Agency / Department: Human Services**Program Name: Fostering Safe and Healthy Communities (SC22)**

Program Description: This area encompasses services specifically designed to make Oakland residents safer and to support individuals and families in areas such as housing and income supports that contribute to the overall well-being of the Oakland community. Includes A Safe Walk to School, Youth Leadership & Development, Project Choice, Community Housing Services and the Community Action Partnership programs.

Mayor / Council Goal: Develop a sustainable city.

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
7,419,594	5,228,748	6,815,598	9,131,333	2,610,236	7,498,566	29.95

Explanation of Revenue Collections and Spending

Spending: Appropriations for housing grants are fully funded upon execution of housing contracts, while actual expenditures are expected to be expended over multiple years. Unused appropriations are reprogrammed to the next fiscal year. Expenditures to date are on target with expectations.

Revenue: The 2005-06 Adopted Budget revenue estimate includes the full funding for multi-year projects. The actual revenue received in 2005-06 reflects the actual reimbursements for which the SC22 was eligible in 2005-06.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of participants provided with comprehensive pre-release assessment and support services	18	65	60	61	The target was exceeded.
2) Number of participants provided with coaching/case management services	N/A	96	60	61	The target was exceeded.
3) Percentage of project participants with full time employment within six months of release	N/A	N/A	65.00%	59.00%	This percentage is based on all participants, some of whom have been released for less than one month. We expect to exceed the target by the time current new parolees have reached six months.
4) Percentage of project participants who have stable housing one year post release	N/A	N/A	50.00%	93%	The target was exceeded.

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
5)	Cost per emergency bed night provided	\$ 9.69	\$ 7.00	\$ 9.69	\$ 9.95	Came \$.26 short of meeting targeted emergency bednight cost. While the targeted number of bednights were met and exceeded, the cost of administering hotel/motel voucher and shelter bednights increased for some of the contracted agencies.
6)	Number of emergency bed nights provided	76,392	89,502	55,000	58,646	The target was exceeded.
7)	Number of HIV/AIDS bedroom units provided	288	211	249	247	Projected target of HIV/AIDS bedroom units provided was not met by two units. HIV/AIDS bedroom unit inventory was increased by 36, two units under the expected increase of 38 units for 2005-06. Several units came on-line following the end of the fiscal year.
8)	Number of supportive/transitional housing bedroom units provided	81	77	80	80	CHS achieved the goal of providing 80 transitional/supportive housing bedroom units during the program year. Out of a total of 102 bedroom units (77 living units), 24 bedroom units were vacant due to rehabilitation work needed to be completed prior to occupancy.

Agency / Department: Human Services**Program Name: Oakland Fund for Children and Youth (YS04)**

Program Description: This program fosters the development of young people ages 0 to 20 by providing grant funds for services and programs that improve the condition and well-being of Oakland children and youth.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
8,803,136	9,127,992	9,263,564	9,304,789	9,263,564	10,401,790	5.81

Explanation of Revenue Collections and Spending

Actual Revenues are equal to Estimated Revenues.

Expenditures exceed revenues due to the reprogramming and expenditure of prior years' unused appropriations. These reprogrammed appropriations were approved by Council.

Program Related Performance Measures

Measure		FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1)	Hours of service provided to children and youth	3,155,788	3,726,019	3,200,000	3,946,992	Unspent revenues from prior years have been used to increase the number of hours of service delivered.
2)	Number of unduplicated children and youth served	19,701	23,816	15,000	18,285	Target has been increased to reflect revised revenue estimate. Unspent revenues from prior years were used to increase the number of children served above the target.
3)	Percentage of children and youth rating OFCY services satisfactory or better	90.00%	86.00%	90.00%	85%	Target for FY06-07 has been reduced to 80% as recommended by the evaluator.
4)	Percentage of parents rating OFCY services satisfactory or better	95.00%	89.00%	95.00%	89%	Target for FY06-07 has been reduced to 80% as recommended by the evaluator.

Agency / Department: Human Services**Program Name: Strengthening Children, Youth and Their Families (YS13)**

Program Description: This program provides services that improve the health, development and quality of life for children, youth and their families. It includes programs such as Head Start, Early Head Start, Even Start, Summer Food Service and Child Care Food Programs.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
16,498,742	17,008,240	16,285,958	15,852,528	17,306,320	16,866,256	137.34

Explanation of Revenue Collections and Spending

Actual Revenues are greater than Estimate Revenues due to lagged receipts of FY04-05 revenues received during FY05-06. Actual Expenditures are on target with Budgeted Expenditures.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of four-year old children showing an interest in reading-related activities (book knowledge) – Post-test	95.50%	95.50%	95.00%	100.00%	Actuals reflect those children with post-test data. Performance measure will change for 2006-07 to better reflect HS program goals.
2) Number of Summer Food Service Program (SFSP) meals delivered	61,929	78,946	57,097	84,045	Program expansion is due to effective outreach efforts.

Agency / Department: Library**Program Name: 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.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
39,886	7,545,952	6,513,345	8,348,484	10,169	8,597,828	107.61

Explanation of Revenue Collections and Spending

The revenue represents collection of fees and was spent on personnel and materials in support of services provided. Revenue was down due to some state grants (i.e the California Library Services grants) that were not received or realized. At the same time personnel costs increased.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage change from prior year in circulation of materials	-10.00%	14.38%	4.00%	10.00%	The target was exceeded because there was a full year of Measure Q funding, which allowed for expansion of the "Hot Picks" collections and increased the number of the Library's patrons.
2) Percentage change from prior year in number of Oakland school classes visiting the Library (system wide)	9.32%	7.40%	5.00%	11.00%	The Children's program attendance increased by 11 percent due to the full staffing of children's services at all branches. There was also a full year of services at the remodeled Children's Room at the Main Library, which had been closed during part of the previous year. Increased school class visits can also be attributed to a new program planning team that scheduled thematic programming at all branches.

Agency / Department: Library**Program Name: Library System-wide Services (NB37)**

Program Description: This program represents the system-wide services provided by the Finance and Administrative Unit, Teen Services, Children's Services, Community Relations, Materials Unit, Computer Services Unit, and the Acquisitions and Cataloging Unit.

Mayor / Council Goal: Develop a sustainable city.

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
11,151,086	7,548,096	12,178,443	9,341,292	12,261,424	8,525,139	64.99

Explanation of Revenue Collections and Spending

The revenue is the result of Measure O/Q appropriations which are distributed among all Library programs and spent on personnel and materials in support of Measure O/Q objectives. The actual Measure O/Q revenue was higher than the projected budget estimate. Although the library ordered materials as budgeted during the fiscal year, actual expenditures were lower than budgeted because some of the materials ordered had not yet been received by the close of the Fiscal year.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage change in number of Oakland school classes visiting the Library (Children Services)	9.00%	7.00%	5.00%	11.00%	The Children's program attendance increased by 11 percent due to the full staffing of children's services at all branches. There was also a full year of services at the remodeled Children's Room at the Main Library, which had been closed during part of the previous year. Increased school class visits can also be attributed to a new program planning team that scheduled thematic programming at all branches.
2) Percentage of PASS participants who are OUSD students (Children Services)	87.00%	69.00%	75.00%	70.00%	Due to the implementation of Success!, OUSD's new after school program available at school sites, fewer OUSD student attended PASS! than projected.

Agency / Department: Library**Program Name: Literacy Programs (NB19)**

Program Description: This program represents the literacy services provided by the Second Start Literacy Center.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
86,437	444,732	170,460	617,941	89,462	553,350	9.45

Explanation of Revenue Collections and Spending

The revenue was the result of grant funds received and was spent on personnel and materials in support of the grants' objectives. Expenditures were below budget due to personnel vacancies.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of literacy students who meet one personal literacy goal	46.00%	53.00%	50.00%	54.00%	This measure reflects the increased determination of the adult students to improve their lives, setting goals and following through with the hard work to achieve them.
2) Percentage of literacy students who read at Level 2	27.00%	30.00%	50.00%	33.00%	Although our target was not met, over the past three years we have steadily increased the percentage of students who are reading at Level 2. These students start at the very lowest reading level which is almost pre-literate. They are adults who have struggled with reading from an early age. It is a most difficult task, and a slow process which goes faster once the Level 2 reading is attained.

Agency / Department: Library**Program Name: 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.

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

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
88,032	3,986,477	0	4,077,415	3,662	4,513,876	55.19

Explanation of Revenue Collections and Spending

Revenue was the result of collection of various service fees. Expenditures were more than expected due to increased personnel expenditures.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage change from prior year in circulation of materials	0.26%	4.74%	4.00%	19.54%	This is the first year we received a full year of Measure Q funding for collections and introduction of "Hot Picks", which appealed to a wider range of Library patrons and therefore increased the circulation levels.
2) Percentage change from prior year in number of visitors/users	-7.00%	-7.07%	3.00%	11.30%	The increase is due to the completion of the Children's Room remodel, the closure of which, and the resulting small temporary space, brought down last year's attendance. There was an average of 5,187 visitors during the remodel versus an average of 10,744 visitors after the remodel and re-opening. A full year of Measure Q funding allowed for increases in the collections, which also attracted more visitors.

Agency / Department: Museum**Program Name: Cultural Arts Oversight (NB20)**

Program Description: This program provides strategic planning, fulfillment of goals and objectives, liaison with the Oakland Museum of California Foundation and Oakland Museum Women's Board, and fiscal controls for the Oakland Museum of California.

Mayor / Council Goal: Develop a sustainable city.

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

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
212,044	2,259,285	188,402	2,156,598	154,337	2,078,619	4.00

Explanation of Revenue Collections and Spending

Expenditures were under budget due to a vacancy in the program. Actual Revenues were less than Budgeted Revenues because \$30,607 of anticipated revenue for past legal claims were not received.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Amount of private contributions, grants earned, and other revenues	6,756,048	6,509,123	6,000,000	7,706,942	Funds were raised by the Oakland Museum of California Foundation from a wide variety of government agencies, private and community foundations, businesses and individuals. We exceeded our target.
2) Museum renovation design / development - Percent completed	10.00%	25.00%	60.00%	72.00%	Design development was at 95% for the Art Gallery and 50% for the History Gallery. Schematic design for the building renovation was at 50%
3) California Collections and Research Center design development - Percent completed	10.00%	100.00%	55.00%	100.00%	Design development was completed last year. The construction phase was 80% complete at 6/30/06. Construction was completed in Sept. 2006.

Agency / Department: Museum**Program Name: Museum Curatorial and Exhibition Services (NB22)**

Program Description: This program provides exhibition development and management, and manages the Museum's collections.

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

Citywide Objective: Encourage and support civic engagement.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
58,708	1,757,200	0	2,030,569	0	2,183,505	21.25

Explanation of Revenue Collections and Spending

Expenditures were over budget due to a retroactive pay adjustment from a job study which resulted in a long awaited job reclassification, acting pay paid, and payroll costs reflecting full staffing.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Total museum attendance	132,353	129,973	152,000	163,757	Exceeded FY 2005-06 target.
2) Number of new temporary exhibits opening at the Main Museum	11	7	9	13	Exceeded FY 2005-06 target.

Agency / Department: Museum

Program Name: Museum Education Services (NB23)

Program Description: This program provides strategic and project management of Museum Education programs, services to schools, children, youth and family programs, and community festivals and events.

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

Citywide Objective: Encourage and support civic engagement.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
0	532,316	0	552,948	0	571,279	5.00

Explanation of Revenue Collections and Spending

Expenditures were over budget due to personnel related costs.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Number of students visiting on school tours	53,769	50,388	55,000	56,536	Exceeded FY 2005-06 target.

Agency / Department: Museum

Program Name: Museum Visitor Services (NB21)

Program Description: This program provides public safety, security, landscaping, and custodial services to maximize positive visitor experience at the Museum.

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

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees.

Summary of Revenues, Expenditures and Positions:

Prior Year Actuals (FY 2004-05)		Current Year Adopted Budget (FY 2005-06)		Current Year Actuals (FY 2005-06)		Authorized FTE
Revenue	Expenditures	Revenue	Expenditures	Revenue	Expenditures	
2,122	1,074,903	0	1,485,063	0	1,329,956	21.42

Explanation of Revenue Collections and Spending

Expenditures were under budget due to vacancies in the program.

Program Related Performance Measures

Measure	FY 2003-04 Actuals	FY 2004-05 Actuals	FY 2005-06 Target	FY 2005-06 Actuals	Explanation of Performance
1) Percentage of visitors surveyed saying services are good or better	86.00%	90.00%	80.00%	90.00%	In surveys of selected programs and exhibits, 90 percent of our visitors rated our services at good or better.