



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: Erin Roseman

SUBJECT: Status Of Citywide Performance
Management System

DATE: October 7, 2022

City Administrator
Approval

Date Oct 27, 2022

INFORMATION

SUMMARY

The Administration has taken steps towards implementing a performance management system as the Council directed. Staff is currently developing a process for the establishment of initial performance measures. This process will be rooted in the best practices established by the Government Finance Officers Association and the City's commitment to measuring and resolving racial inequities. Staff expect initial performance measures to accompany the Fiscal Year (FY) 2023-25 Biennial Budget.

DETAIL

On May 21, 2019 Council Adopted Resolution 87688 C.M.S. directing the City Administrator to develop recommendations for applying the best practices of performance management, measurement, and reporting.

Since the Adoption of Resolution 87688 C.M.S., the Administration has taken a number of steps towards more strongly incorporating performance management into the organization. These steps include the following.

- *Executive Performance Objectives* – The City Administrator's Office has developed performance objectives for the City's executive staff, based on the City's four priority goals. CAO leadership and department directors establish performance plans each year identifying specific objectives in support of the Citywide goals. This process is meant to align the work of the City departments and drive the achievement of the goals into the organization.
- *Performance Data Reporting* – Various departments have developed online dashboards and other reporting mechanisms in order to share data with the public. Much of the data is available online via the City's [Open Data portal](#) and on the City's website. Specific

department efforts include the Economic & Workforce Development Department's [Economic Dashboard](#), the Police Department's [data on crime, stops, use of force, etc.](#), Housing and Community Development's [Housing Dashboard](#) and the Finance Department's [financial reports](#).

- *Department Performance Tracking* – A few departments, most notably Police and Public Works, use performance data to drive regular working meetings to identify trends, troubleshoot problems, and identify actions to achieve improved performance outcomes. Crime and Risk Management meetings in the Police Department and Asset Management meetings in Public Works enable managers to see, analyze, and drill down into data in order to inform needed changes in operations, tactics, and priorities.
- *Priority Area Focus Teams* – The Administration established three inter-departmental teams to focus on the areas of public safety, housing, and cleanliness. With pro bono support from Bloomberg Associates, the Administration used this effort to not only seek tangible changes in near-term outcomes in these three areas, but also to use the process to develop a replicable and sustainable process for potential deployment Citywide.
- *Citywide Performance Management Framework and Dashboard Development* – The City Administrator's Office engaged a Fuse Fellow to develop a framework for a more unified Citywide approach to performance management and public data sharing. That effort left the City a prototype of a performance management system and recommendations to be implemented once there is a dedicated position on board to lead the effort.

Meanwhile, staff in the Finance Department have reviewed professional studies and engaged with peer jurisdictions to develop best practices for the development of performance measures for the City of Oakland. Staff's plan for development measures will be grounded in best practices established by the Government Finance Officers Association on this topic. Finance staff have also engaged with the Department of Race and Equity to establish key framing and concepts that should be imbedded within performance measures to ensure that they address the City's commitment to measure and resolve racial inequities, alongside a broader review of the City's budget processes.

In the Summer of 2022, the Department Finance brought aboard an intern from UC Berkeley's Goldman School of Public Policy to add capacity to enable progress on this project. In the Fall of 2022, the Department of Finance created a draft rubric and accompanying forms to facilitate the development of initial performance measures. This draft rubric was tested among the Bureaus within in the Finance Department and will be refined based on that experience.

Finance staff next plan to seek additional guidance from the City Administrator and Department of Race and Equity before distributing the rubric as a component of the FY 2023-25 Biennial Budget Development Process. In the Winter of 2022 Finance staff will engage with the Department of Information technology on tools for display and communication of performance measures. Finance staff currently plan to release initial measures in conjunction with the FY 2023-25 Biennial Budget.

HONORABLE MAYOR AND CITY COUNCIL

Subject: Status Of Citywide Performance Management System

Date: October 7, 2022

Page 3

In May 2022 the Mayor and City Administrator proposed a budget that included the addition of an Assistant to the City Administrator to facilitate the intent of Resolution 87688. Subsequent Council Amendments and the Adopted of the FY 2022-23 Midcycle budget delayed the start of that position till July 2023.

The City Administrator's Office is eager to onboard a full-time resource to lead and institutionalize these efforts in support of a Citywide performance management approach.

Respectfully submitted,



ERIN ROSEMAN
Director of Finance, Finance Department