Promote Best Practices and Accountability in City Government

- Partner with the City Administrator’s Office and Department of Human Resources to launch the Government Operations Recovery Project, focused on streamlining hiring, contracting, and financial processes.
- Complete additional planned public integrity reviews, designed to investigate and report on ethics and other high-risk activities in city government.
- Complete over 100 planned audits or assessments, including key work on construction projects, city contractors, cybersecurity risks, and other risk areas.
- Operate the City’s whistleblower program, completing 75% of investigations within 90 days and completing a benchmark review of best practices.
- Follow up on audits to ensure that over 90% of recommendations are implemented within two years.
- Complete improvements to better support and monitor nonprofit contractors, support planning for legislative changes to the City’s mental health system, and support oversight of the City’s largest funding stream for homeless services.
- Establish a new voter-adopted refuse rate team to set customer rates, audit, and oversee the City’s trash and recycling system.

Inform Policies and Increase Public Access to Timely Information

- Relaunch a suite of public reporting products that track the performance of city services, including the Performance Scorecard webtool and updated annual reports on the conditions of City streets, sidewalks, and parks.
- Conduct and issue the City Survey by March 2023, measuring resident perceptions of government services.
- Complete ballot analyses and economic impact reports within targeted timelines, providing decision-makers with information on the potential impacts of the items before them.
- As part of a citywide initiative, update the Controller’s Office website, including archiving outdated information and making information more findable, accessible, and understandable.

Safeguard the City’s Long-Term Financial Health

- Provide regular reporting on the status of the City’s economic and financial recovery from the pandemic, including monthly economic scorecards, quarterly budget projections, and forecasts of the recovery of the City’s office sector.
- Support the biennial development of the City’s Ten-Year Capital Plan and Five-Year Financial Plan.
- Complete a review and offer recommendations regarding the implications of post-pandemic shifts on the City’s long-term tax structure.
- Maintain the City’s strong credit ratings, including a AAA rating from two of three rating agencies.
- Lead the City’s claiming process to secure over $300 million in additional federal and state emergency reimbursements.

Provide High-Quality City Financial Services and Systems

- Provide timely payroll services for over 35,000 city employees, maintaining a 98.5% accuracy rate and improving use of employee self-service pay and tax options.
- Issue $550 million of debt to fund approved infrastructure and housing, and support the development of major development area plans.
- Prepare the City’s Annual Comprehensive Financial Report (ACFR), free of material weaknesses reported by the City’s external auditor and incorporating a new accounting standard for leases.
- Complete planned functional improvements to the City’s new property tax and budget systems, and support the development of the Assessor’s property tax system, along with a host of improvements to the City’s financial, procurement, and human capital systems.
- Support the Treasurer’s Office transition to new banks for the City’s banking and processing needs.
- Maintain 99% uptime for the City’s budget, financial, procurement, and human resource systems.

Strengthen Our Department and Invest in Our Employees

- Prioritize and expedite hiring plans to fully staff the department by the end of the fiscal year, filling over 30 positions vacated during the pandemic.
- Implement needed workspace, technology, and human resource policy changes to successfully support the department’s hybrid work environment and plan for changes needed in future years.
- Complete actions detailed in the department Racial Equity Action Plan, including foundational department trainings, improved support for the department racial equity workgroup, and a survey of staff on equity-related issues.
- Expand the department’s 360-degree performance appraisal program to include additional senior staff and managers across the entire department.
- Progress with identified climate improvements in the Systems Division and design and conduct the department’s biannual employee climate survey in 2023.
- Ensure that 100% of staff receive an annual performance review and a minimum of 24 hours of professional development training.