



# Item 07 - Executive Director's Report

Ryan Allen, Chair  
Francis Upton IV, Vice Chair  
Tanya Bayeva  
Alea Gage  
Vincent Steele  
Karun Tilak

Nicolas Heidorn, Executive Director

---

TO: Public Ethics Commission  
FROM: Nicolas Heidorn, Executive Director  
DATE: January 17, 2025  
RE: Executive Director's Report for the January 29, 2025, Regular PEC Meeting

---

This memorandum provides an overview of some of the Public Ethics Commission's (PEC's or Commission's) most significant activities in 2024 and significant upcoming activities which were not included in other program reports, including a discussion of Commission transitions, staffing and budget, and policy initiatives.

## 2024 in Review

2024 was a busy year for the Commission, with significant accomplishments but also challenges relating to resource constraints.

As detailed further below or in other memos, some highlights include:

- successfully handling its campaign finance filing officer duties and candidate training and advice for the 2024 election;
- reinstating and successfully administering the Limited Public Financing Program;
- bringing forward several significant enforcement cases to the Commission for resolution;
- proposing a charter amendment to strengthen the PEC's independence and staffing, which the voters approved;
- making significant progress on the logistics of Measure W implementation, including negotiating a contract for building the software needed for implementation;
- adopting new policies relating to the debate requirement for participating in public financing and lobbyist training requirements; and
- successfully adopting new salaries for the City Attorney, City Auditor, and City Council.

Also as further detailed below, the Commission faced numerous challenges, including staffing challenges in its Enforcement program and staffing and funding for the Democracy Dollars Program, both of which have impacted the Commission's ability to fulfill its mission with regards to those core services, and will remain critical challenges for the Commission to overcome or manage in 2025.

A more detailed review follows.

## Commissioner Transitions

The PEC saw several Commissioners transition from and on to the Commission in 2024. Commissioner **Arvon Perteet**, a Commission-appointee, concluded his term with PEC on January 21, 2024. Commissioner **Charlotte Hill**, also a Commission-appointee, stepped down from the Commission in June of 2024. We're deeply appreciative of Arvon and Charlotte for their commitment and years of public service to the Commission and the people of Oakland!

The PEC also welcomed two new Commission-appointed Commissioners in 2024. Commissioner **Karun Tilak** was selected for a full term beginning on January 22, 2024, and running through January 21, 2027. Commissioner **Tanya Bayeva** was selected to fill the partial term vacated by Commissioner Hill, and the following full-term, which goes until January 21, 2028. Chair **Ryan Micik** was also re-appointed to the Commission by City Attorney Barbara Parker, for a new term that runs from January 22, 2024, through January 21, 2027.

The PEC has one vacancy presently, which is for the Mayor-appointed seat, which has been vacant for two years. Vacancies proved a challenge for the Commission in 2024, requiring the cancellation of two meetings, and leading to some deadlocked votes. With the passage of Measure OO (2024), the Commission now has the concurrent authority to fill vacancies to seats appointed by elected officials that remain vacant for over 120 days.

### Staffing Updates

The Commission saw several staff transitions last year as well. In October 2024, Enforcement Chief **Simon Russell** resigned from the Commission. Russell had nearly a decade of service with the Commission, first as an investigator and then, in his last two years, as Chief leading the Commission's Enforcement Unit. Russell's accomplishments include professionalizing the processes of the Commission, launching the PEC's Form 700 enforcement initiative, and investigating or prosecuting the Commission's most important cases during his tenure. Commission Assistant **Chris Gonzales**, whose duties included providing important assistance with the processing of PEC complaints and noticing Commission meetings, also left the PEC last year to join another City department. We're grateful to Simon and Chris for their service to the Commission.

The PEC was also excited to welcome several new staff last year, who have had a significant and positive impact on the Commission's work. **Alex Van Buskirk** was hired first to a temporary Investigator position, and subsequently hired to a permanent Ethics Analyst III position to lead the Commission's regulatory program, including serving as filing officer for lobbying and campaign finance disclosures. Through a generous grant from the Haas Jr. Foundation, the Commission was able to hire **Bobby Zaidi** to develop a broad and equitable outreach plan for the launch of the Democracy Dollars Program. The Commission hired a new Commission Assistant, **Melanie Newcomb**, to assist with processing complaints and organizing the Commission's processes and work. The Commission also hired Consultant and former PEC Executive Director **Whitney Barazoto** to provide part-time help with the Commission's enforcement work during this transition period. **Jelani Killings** was promoted from Ethics Analyst I to Ethics Analyst II, in

recognition of his superior work in leading the Commission's education, advice, and outreach programs.

After Simon Russell's resignation, the Commission immediately began a recruitment process to hire a new Enforcement Chief. The PEC is pleased to announce the hire of **Tovah Ackerman** as the Commission's new Chief. Ackerman has extensive investigative experience, most recently serving as an Investigator with the Prison Law Office, where she led investigations into conditions at California prisons. She received her J.D. from New York University School of Law and has a Master's of Philosophy in Criminology from Cambridge University. She will begin with the PEC in late January. Welcome, Tovah!

Fortunately, considering the City's general hiring freeze, the PEC expects to have no staff vacancies at the start of 2025. However, the PEC remains critically understaffed to perform its core functions. As the Commission has noted for several years, the Commission has only one Investigator for over 140 complaints, which is an unsustainable caseload that has forced the Commission to place a substantial proportion of its complaints on hold. With the passage of Measure OO (2024), the PEC's minimum enforcement staffing will increase to two Investigators in July of 2026, which will be a significant improvement. However, Commission staff estimates it will require a minimum of three Investigators and one Staff Attorney to manage its ongoing caseload and make significant progress in addressing its complaint backlog.

In addition, although Measure W provides that the Commission shall have a minimum of four Democracy Dollars (DD) staff positions, with the City's declaration of an extreme fiscal necessity, the City Council has frozen all but one of these positions. Commission staff estimates the immediate hire of at least two additional staff positions would be required for a 2026 limited pilot to be remotely feasible. Moreover, even if the DD Program is again postponed, if at least one additional staff position to assist with Program planning and logistics is not included at the end of FY 26-27, this may jeopardize the Commission's ability to implement even a limited pilot of DD in time for the 2028 election.

### **Recent Budget Amendments and the FY25-27 Cycle**

While the PEC avoided significant additional budget cuts in 2024, the PEC's budget remains significantly below its operational needs or what the City Charter requires. The City's challenging fiscal situation will likely make it difficult for the PEC to secure the resources needed to fully fund its programs, and in 2025 the Commission should explore and potentially propose revenue options for partially or fully funding its Enforcement Program and the Democracy Dollars Program.

Under the City Charter, the City is required to provide the PEC with a minimum number of staff positions and, pursuant to Measure W (2022), to further appropriate funding and four positions to the PEC to implement the Democracy Dollars Program, which was set to launch in 2024. However, in 2023, facing a significant budget deficit, the Council voted to declare an "extreme fiscal necessity" and reduced the majority of the PEC's Democracy Dollars mandatory funding and staffing, effectively postponing the Program to 2026. The Council, however, appropriated

\$525,000 for the PEC to develop the software platform necessary for implementing the Program and funded the Charter-mandated Program Manager position to lead this work.

Because of the significant fiscal challenges that the City was facing, and because the anticipated sale of the Oakland Coliseum was not realized on schedule, the City's budget was amended twice in 2024. In June 2024, the City adopted a mid-cycle budget, which reduced funding available for the Democracy Dollars (DD) software contract by almost \$100,000. The PEC was successful in advocating that the Council restore funding for the Limited Public Financing Program (LPF), ensuring 2024 would not be the first election in over 20 years without public financing in Oakland, but the Council rejected the PEC's other requests to add a second Investigator to the Commission's Enforcement Unit and unfreeze an Ethics Analyst in the second half of FY 24-25 to prepare for DD implementation. In late December of last year, the City conducted another mid-cycle budget adjustment to further reduce City spending because expected revenues from the sale of the Oakland Coliseum had not been realized on schedule; in this case, no further reductions were made to the PEC's budget.

As of October 2024, City fiscal staff estimate that the City needs to close an annual structural deficit of around \$120 million over the next two years. Although the last mid-cycle budgeting process just concluded, the budget process for the FY25-27 biennial budget has already begun, which will likely result in further reduction targets for departments to meet.

Consistent with its prior budget positions, in the current cycle PEC staff will prioritize:

1. **Maintaining existing PEC staffing**, including the Haas Jr.-funded Outreach Specialist position, and minimizing any cuts to staff or core programs. The PEC is critically understaffed with no staff redundancies; any reductions in PEC staffing will result in a severe reduction or elimination of a PEC core service.
2. **Adding 1 FTE Investigator** to better address the Commission's ongoing and backlogged complaint caseload.
3. **Restoring DD startup funding and adding 1 FTE Ethics Analyst at the end of FY26-27** to ensure the Democracy Dollars Program can be implemented in 2028. Even if, as seems increasingly likely, Democracy Dollars is postponed for the 2026 election cycle, funding and completing the software platform and other technical requirements in FY25-27 is a necessary precondition for successful Program launch in 2028.
4. **Reinstating and funding the LPF Program for 2026**, if a 2026 Democracy Dollars pilot is not funded/feasible, as was done in 2024.

Parallel to the budget process, Commission staff will also examine potential revenue sources to fund the Commission's enforcement program and Measure W, for consideration by the Commission.

### Measure W Program Milestones

Despite reduced resources, 2024 was a productive year for preparing for Democracy Dollars implementation in a number of areas.

**Administrative Processes and Technology** – The development of the Democracy Dollars Program requires the design and implementation of a secure software platform with strong accountability controls to administer the program, and a user-centered design that makes participation simple for both candidates and residents with easy access to program and campaign data. In 2024, Commission and IT staff gained City Council approval to contract with the vendor MapLight to design, build and implement the Democracy Dollars software platform. PEC staff concluded its negotiations with MapLight over the scope of work and moved the contract to final review by the City Attorney and IT Department prior to submission for City Administrator approval. Although contingency provisions in the FY 2024-25 Midcycle Budget Amendments require unfinalized contracts be evaluated by the City Administrator on a case-by-case basis, PEC budget allocations for this project were not reduced and staff continues advancing the contract so this major Program milestone can be concluded in time for future program launch.

Commission Staff and volunteers from civic technology group [Open Oakland](#) concluded a successful exploratory project during 2024 to conduct user testing with mock-ups of potential Democracy Dollars designs and mobile-first webpages simulating the resident experience registering and then assigning their Democracy Dollars. The project provides a model for continued iteration and user testing of core program materials with stakeholders in the coming year focused on accessibility, youth, and community members with limited-English proficiency.

**Staffing** – In 2024, the PEC utilized grant funds from the Haas Jr. Foundation to support an inclusive outreach strategy for the Program's roll-out to hire a part-time graduate student intern and a full-time Community Engagement Specialist. In July, UC Berkeley Goldman School of Public Policy graduate **Trishia Claudine Lim** presented a summary of her capstone policy report, **(Small) Money Talks: Strategies to Implement the Democracy Dollars Program in the City of Oakland**, to the Commission with recommendations for conducting Democracy Dollars program outreach and education to reach communities with historically low rates of political giving. In March, Commission staff began recruitment for the grant-funded Democracy Dollars Community Engagement Specialist position and received 54 applicants. On August 3, the PEC welcomed **Rabab "Bobby" Zaidi** to our team as our Democracy Dollars Community Engagement Specialist. Bobby brings a wealth of experience to the PEC as a former community engagement planner with the City of Austin Watershed Protection Department.

**Debate Policy** – In May, the Commission adopted a policy describing what events qualify as a "public debate or forum" for the purposes of candidate eligibility to participate in the Limited Public Financing Program of 2024 (LPF) or the Democracy Dollars Program and how the Commission will implement this requirement. The new policy and verification process was successfully implemented for the 2024 City Council District candidates participating in the LPF program.

**Pilot Options** – In recognition of Oakland's on-going fiscal crisis, the Commission discussed options for a scaled back Democracy Dollars pilot for the 2026 election, if a full program is not feasible, that would significantly reduce program costs and offer a responsible balance between the City's present fiscal situation and its obligation to implement Measure W. The discussion concluded with

a general consensus for staff to continue to evaluate paths to a scaled-down Council District-only pilot and report back on feasibility as more information becomes available.

Given the City's fiscal situation, the reduction targets the Commission has been provided, and recent Council actions and directives, it seems very unlikely that sufficient funding will be provided to launch a Democracy Dollars pilot in 2026, although staff will continue to explore this possibility. Because of budgetary reductions last cycle and limited staffing resources for the current budget year, logistical challenges to implementing a pilot in 2026 are already mounting even if funding can eventually be secured.

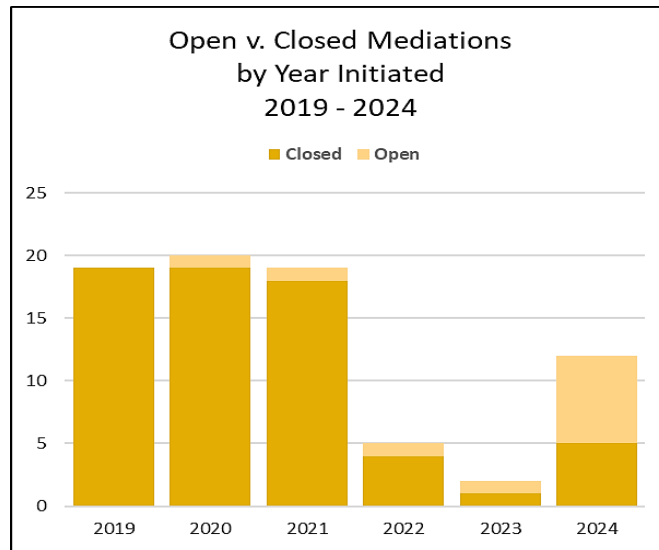
**Community Engagement** – Throughout 2024, staff initiated informal meetings with internal and external stakeholders to introduce the program, gauge support, and identify potential partnerships. Staff reviewed the PEC community contact list and the citywide community engagement contact list, to build out a centralized list of priority contacts for Democracy Dollars outreach. Staff created a log for stakeholder contacts as well as a standardized form to gather input and track follow-up. Staff created materials with basic information about the Democracy Dollars program to introduce and raise awareness of the Program prior to launch including a slide presentation and one-page flyer to use at community events. Staff also registered dedicated Facebook, Instagram, X, and YouTube accounts for Democracy Dollars branding and content for the future online and social media launch campaigns.

### **Mediation Program**

Pursuant to the Oakland Sunshine Ordinance, the Commission conducts mediation of public records requests made by members of the public to City departments for records within the department's control. The Commission received 12 requests for mediation in 2024. 14 mediations were completed in 2024.

The PEC currently has 11 open mediations. No new mediations have been opened since the PEC's last meeting.





## Major Executive Policy and Program Initiatives

The PEC was successful in advancing or implementing a number of policy and program initiatives in 2024, including passing a charter reform proposal, reinstating the Limited Public Financing (LPF) Program, and exercising its new Charter responsibility to provide formal “review and comment” on Council proposals affecting the PEC.

Major executive policy and program initiatives last year included:

- **Charter Amendment Reform.** Through the work of the PEC’s Charter Ad Hoc Subcommittee, the PEC proposed a package of reforms to strengthen the PEC’s independence and staffing. A modified version of this proposal was placed on the ballot as Measure OO, which was approved by 73% of voters.
- **Mayoral Salary Setting Reform.** In response to a Council directive to amend the City Charter to transfer responsibility for setting the salary of the Mayor to the PEC, the Commission studied and provided a detailed proposal for how this should be done. A modified version of the PEC’s recommendation was proposed for the ballot by Councilmember Kalb to the full Council, although not adopted.
- **Lobbyist Training Policy.** The Commission adopted a policy requiring lobbyists to attend a training on the LRA at least once every two years, which was successfully implemented in 2024.
- **Reinstating the LPF:** In 2023, with the postponement of the Democracy Dollars Program for 2024, the Council enacted a PEC-proposed ordinance reinstating the LPF for the 2024 election cycle, which was funded in the FY23-25 budget. In the proposed midcycle FY24-25 budget, funding for this program was cut. The PEC then successfully advocated for reinstatement of funding and successfully implemented the Program with some program revisions to incorporate new policies mandated under Measure W.

- **Debate Policy.** Consistent with Measure W, in 2024 the PEC adopted, and successfully implemented, a requirement that LPF participants certify their attendance of at least one campaign debate or forum.
- **Formal Review and Comment.** Under Section 603(h), the Commission provided review and comment on two proposals affecting the PEC: one relating to the Commission's investigation of alleged Police Commissioner misconduct and another proposing to increase Oakland's campaign contribution limits.
- **Elected Official Salary Adjustments.** The PEC adjusted the City Council, City Attorney, and City Auditor's salaries, as required by the City Charter. This was only the second time that the PEC set the City Attorney and City Auditor's salaries.
- **Transparency and Records Presentations:** Led by its Transparency Subcommittee, the Commission hosted presentations on its public records practices by the Oakland Police Department, Oakland Fire Department, and Planning and Building Departments. The PEC also had a team of UC Berkeley Goldman School master's degree students provide a presentation recommending potential best practices reforms for government transparency.

The PEC also advocated, in the FY24-25 midcycle budget process, for sufficient resources to conduct a limited Democracy Dollars pilot in 2026, and provided technical support to the Administration, which then proposed placing a parcel tax on the April 2025 special election ballot to fully fund the City's oversight agencies, including the PEC. However, the City Council did not move forward with either proposal.

### Preview of Major 2025 Projects or Initiatives

Looking at the first six months of this year, there are a number of PEC projects or initiatives that are either extensions of the Commission's work in 2024 or obligatory core services that require substantial staff time that staff wishes to flag for the Commission. These include:

- **Policy/Executive**
  - *FY27-27 Budget Process.* Staff responds to Department of Finance information requests and advocates for PEC priorities in the budget process. The Interim Mayor Kevin Jenkins's budget proposals are expected in April, with Council adoption in June.
  - *PEC Staff Performance Evaluations.* Management staff conducts performance evaluation of all employees according to City policy and develops work plans for the coming year, which must be submitted to Human Resources May - June.
  - *In Re Dabney Administrative Hearing.* With staff and City Attorney's Office support, Commissioner Tilak conducts an administrative hearing in January for PEC 23-28, *In Re Dabney*. Presentation of Commissioner Tilak's Findings of Fact and Conclusions to the Commission is expected at the Commission's March meeting. This will be the Commission's first administrative hearing in 5 years.
  - *Measure W Revenue Proposal.* Last budget cycle, the Council passed a directive for the City Administrator to identify revenue options to fund the Democracy Dollars Program. As discussed at the last PEC meeting, Commission staff, potentially in partnership with



an ad hoc subcommittee, will return with a proposal for Commission consideration in the first half of the year.

- *OMC Cleanup and LPF Reinstatement.* After the 2024 election and lobbying cycle, staff has identified a number of areas where the Oakland Municipal Code could be improved to address ambiguities, inconsistencies, or administrability issues in the laws the Commission enforces or administers. These changes require Council approval and should be adopted in a non-election year. Staff therefore hopes to bring a cleanup bill, along with a potential additional extension of the LPF if Democracy Dollars implementation is postponed, for Commission consideration in the first half of this year.
- **Regulatory/Education & Outreach**
  - *2024 Election Aftermath.* Staff assists committees and candidates in filing their semi-annual campaign disclosures, which discloses final 2024 campaign activity, and conducts compliance reviews. Council District candidates that participated in the LPF must return a proportion of surplus funds.
  - *April 2025 Special Election.* Staff assists committees and candidates with registering and filing two pre-election statements and 24-hour reports, provides technical support and compliance advice, and conducts compliance reviews.
  - *Online Lobbyist Registration Fee Payment System.* PEC launches an online system for collecting lobbyist registration fees and provides technical support to Lobbyists.
  - *Citywide Website Migration.* As part of a citywide effort, the PEC will migrate its website content to the new Open Cities platform with improvements to content organization and useability.
  - *Fall Commissioner Recruitment.* Two PEC-appointed Commission seats will be up for appointment January 2026. PEC staff will prepare its fall outreach plan if a recruitment is needed.
  - *Review PEC Guides and Publish Updates as needed,* including OCRA Guide and Boards and Commission Guide Updates.
- **Enforcement**
  - *Enforcement Chief Onboarding.* New Enforcement Chief Tovah Ackerman will engage in a months-long onboarding process, including training with respect to general City procedures, PEC procedures, the laws the PEC enforces, and complaint reviews.
  - *April 2025 Special Election-Related Enforcement.* See above.
  - *In Re Dabney Administrative Hearing.* See above.
  - *Major Cases.*
- **Democracy Dollars**
  - *Measure W Revenue Proposal.* See above.
  - *Democracy Dollars Software Program Contract.* Staff finalizes the software contract and begins the development planning process.
  - *Community Engagement Plan.* Consistent with its Haas grant, staff presents a draft community engagement plan for Program launch to the Commission.
  - *Identity and Signature Verification Logistics.* Staff identifies options for identity and signature verification for voucher redemption, including coordination with the County registrar and/or vendors, and integration into the DD software platform as required.

After the conclusion of the April Special Election and City budget process, which will increase staff capacity and provide greater clarity as to PEC resources over the next two years, staff recommends that the Commission hold its board planning retreat to discuss Commission priorities over the next 1-2 years.

### 2025 Regular Meeting Schedule

At its December 2024 meeting the PEC adopted a 2025 regular meeting schedule of six meetings, one every other month, on Wednesdays at 6:30pm, with a preference for the third Wednesday of the month. Working with Facilities, the PEC was able to secure the following meeting rooms:

- January 29, 6:30pm, in Hearing Room 2
- March 19, 6:30pm, in Hearing Room 2
- May 21, 6:30pm, in Hearing Room 2
- July 16, 6:30pm, in Hearing Room 2
- September 17, 6:30pm, in Hearing Room 2
- **November 26, 6:30pm, in Hearing Room 1**

Please note that the **November 26 meeting** is the only upcoming meeting date that is being held on the *fourth* instead of *third* Wednesday of the month and is being held in *Hearing Room 1* instead of *Hearing Room 2*.

**Additional Attachment:** Commission Programs and Priorities.

# Item 07 - Executive Director's Report

## PUBLIC ETHICS COMMISSION

### Programs and Priorities 2023/24 (new additions in **bold**)

Program	Goal	Desired Outcome	Regular Program Activities	2023/24 Projects
<b>Lead/ Collaborate (Policy, Systems, Culture)</b>	PEC facilitates changes in City policies, laws, systems, and technology and leads by example to ensure fairness, openness, honesty, integrity, and innovation.	Effective campaign finance, ethics, and transparency policies, procedures, and systems are in place across City agencies	<ul style="list-style-type: none"> <li>○ Lead Measure W implementation</li> <li>○ Engage in review of laws PEC enforces</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lobby Registration Act amendment to incorporate new fees and waiver policy</li> <li>✓ Ordinance for one-time LPF for 2024 elections</li> <li>○ Voter Guide Pilot – on hold</li> <li>✓ Mayor Salary Setting Guidance</li> <li>✓ Charter Review Options</li> <li>○ Policy Review: Lobbyist Registration Act– on hold</li> <li>✓ Ethics Commission Network</li> <li>✓ Invite Department Presentations on Records Request Responses</li> </ul>
<b>Educate/ Advise</b>	Oakland public servants, candidates for office, lobbyists, and City contractors understand and comply with City campaign finance, ethics, and transparency laws.	The PEC is a trusted and frequent source for information and assistance on government ethics, campaign finance, and transparency issues; the PEC fosters and sustains ethical culture throughout City government.	<ul style="list-style-type: none"> <li>• Regular ethics training</li> <li>• Information, advice, and technical assistance</li> <li>• Targeted communications to regulated communities</li> <li>• New trainings as needed for diversion</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Collaboration with Clerk and HR on process improvements for ethics onboarding/exit and Form 700 compliance - ongoing</b></li> <li>✓ Public Records training</li> </ul>
<b>Outreach/ Engage</b>	Citizens and regulated community know about the PEC and know that the PEC is responsive to their complaints/questions about government ethics, campaign finance, or transparency concerns.	The PEC actively engages with clients and citizens demonstrating a collaborative transparency approach that fosters two-way interaction between citizens and government to enhance mutual knowledge, understanding, and trust.	<ul style="list-style-type: none"> <li>• Public Records mediations</li> <li>• Commissioner-led public outreach</li> <li>• Outreach to client groups – targeted training and compliance</li> <li>• PEC social media outreach</li> </ul>	<ul style="list-style-type: none"> <li>✓ Update OCRA, LPF, and LRA guides</li> <li>✓ Update public and stakeholders on Democracy Dollar postponement</li> <li>✓ Update Lobbyist Registration Act educational materials and share with Council</li> <li>✓ Recruit for PEC vacancy</li> <li>✓ Publicize Enforcement Needs</li> <li>✓ <b>Publicize PEC campaign finance tools</b></li> <li>○ Publicize how to file complaints – on hold</li> </ul>

## Item 07 - Executive Director's Report

Program	Goal	Desired Outcome	Regular Program Activities	2023/24 Projects
<b>Disclose/ Illuminate</b>	<p>PEC website and disclosure tools are user-friendly, accurate, up-to-date, and commonly used to view government integrity data.</p> <p>Filing tools collect and transmit data in an effective and user-friendly manner.</p>	<p>Citizens can easily access accurate, complete campaign finance and ethics-related data in a user-friendly, understandable format.</p> <p>Filers can easily submit campaign finance, lobbyist, and ethics-related disclosure information.</p>	<ul style="list-style-type: none"> <li>• Monitor compliance (campaign finance/lobbyist/ticket use)</li> <li>• Proactive engagement with filers</li> <li>• Technical assistance</li> <li>• Assess late fees/refer non-filers for enforcement</li> <li>• Maintain data assets</li> </ul>	<ul style="list-style-type: none"> <li>○ Democracy Dollars Admin System: <ul style="list-style-type: none"> <li>✓ Approval to Contract</li> <li>✓ Vendor Selected</li> <li>○ Contract Entered</li> <li>○ Work Begun</li> </ul> </li> <li>○ Updates to Ticket Distribution (Form 802) database – on hold</li> <li>✓ Implement LRA Changes</li> <li>✓ <b>Integrate Lobbyist App with Payment System</b></li> <li>○ Public Records Performance Dashboard – on hold</li> <li>✓ Update Open Disclosure 2024</li> <li>✓ Update Show Me The Money</li> <li>○ Digitize Schedule O Form – on hold</li> </ul>
<b>Detect/ Deter</b>	<p>PEC staff proactively detects potential violations and efficiently investigates complaints of non-compliance with laws within the PEC's jurisdiction.</p>	<p>Public servants, candidates, lobbyists, and City contractors are motivated to comply with the laws within the PEC's jurisdiction.</p>	<ul style="list-style-type: none"> <li>• Process and investigate complaints</li> <li>• Initiate proactive cases</li> <li>• Collaborate/coordinate with other government law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>○ Digital complaint form/ mediation request – on hold</li> <li>✓ Improve Enforcement database</li> </ul>
<b>Prosecute</b>	<p>Enforcement is swift, fair, consistent, and effective.</p>	<p>Obtain compliance with campaign finance, ethics, and transparency laws, and provide timely, fair, and consistent enforcement that is proportional to the seriousness of the violation.</p>	<ul style="list-style-type: none"> <li>• Prioritize cases</li> <li>• Conduct legal analyses, assess penalty options</li> <li>• Negotiate settlements</li> <li>• Make recommendations to PEC</li> </ul>	<ul style="list-style-type: none"> <li>○ Resolve 2016 and 2017 case backlog</li> <li>○ Review/revise policies for release of public information and election-related complaints – <b>on hold</b></li> <li>✓ Develop internal Enforcement staff manual</li> <li>✓ Expand streamline &amp; diversion</li> </ul>
<b>Administration/ Management</b>	<p>PEC staff collects and uses performance data to guide improvements to program activities, motivate staff, and share progress toward PEC goals.</p>	<p>PEC staff model a culture of accountability, transparency, innovation, and performance management.</p>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Budget proposal</li> <li>• Ongoing professional development and staff reviews</li> <li>• Fill staff vacancies</li> <li>• Commissioner onboarding</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2023 – 2025 strategic plan preparation/retreat</li> <li>✓ Develop process for City Attorney and City Auditor Salary Adjustment and adopt resolution for Council</li> <li>✓ Increase enforcement capacity – <b>partially accomplished/ongoing</b></li> </ul>