

# SARAH DE WOLF

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## PROFESSIONAL EXPERIENCE

### City of Philadelphia, Office of the Director of Finance

July 2019-Present

*Chief of Staff and Deputy Finance Director for Policy and Practice*

- Represents the Office of the Director of Finance in the implementation of key policy areas for the City.
- Plans and supports efforts to strengthen financial policies and practices across the organization and to build the capacity of finance officials and staff.
- Serves as the Office of the Director of Finance's contact for the Mayor's legislative and communications offices.
- Serves as part of the management team overseeing departments that report to the Director of Finance, including the Office of Property Assessment, Office of Property Data, Department of Revenue, Grants Office and Office of the City Treasurer.
- Monitors School District finances and meets regularly with School District finance officials to ensure that the District maintains fiscal stability while achieving its long-term objectives.

### City of Philadelphia, Office of Budget and Program Evaluation (OBPE)

January 2016-July 2019

*Deputy Budget Director for Program Evaluation*

- Lead the citywide transition to program-based budgeting, a best-practice municipal budgeting system designed to increase transparency and make the budgeting process more efficient and effective.
- Lead the team that produces the City's annual Five-Year Financial and Strategic Plan, a central document outlining and contextualizing the City's annual proposed budget that has earned the Distinguished Budgeting Presentation Award from the Government Finance Officers Association for the last three years.
- Developed presentation and communication materials to accompany the proposed budget and to be distributed to stakeholders, including City Council and the press.
- Provided input on the budgetary recommendations that are proposed to the Mayor, assisted with the development of revenue projections, and participated in discussions with Council staff to help influence the passage of the budget and appropriations bills.
- Coordinated legislative processes surrounding finance and the budget, including departmental testimony and responses to City Council, the press, and the City's financial oversight authority.
- Assisted in the timely production of the Quarterly City Manager's Report, including producing quarterly reports on departmental performance and leave usage, conducting analyses of overtime usage and developing an executive summary.
- Lead and participated in a variety of special projects, including leading a project to build and maintain a central record of all fees, fines and other sources of locally generated non-tax revenue collected by departments and participating in a review of the City's tax incentive programs.

### City of Philadelphia, Department of Public Health (PDPH)

November 2012-January 2016

*Director of Performance Management and Quality Improvement*

- Designed and implemented PDPH's first department-wide performance management system in alignment with national standards set by the CDC and the Public Health Accreditation Board.
- Worked closely with division directors and staff to develop over 100 performance measures, which are collected and reported quarterly to the department's executive leadership.
- Implemented performance reporting and quality improvement processes in 13 administrative and programmatic divisions, which together comprise over 1,300 employees.



- Co-led departmental working groups, including the Quality Improvement Council (co-chair) and the Workforce Development Committee (committee member) and served as the Performance Improvement Manager and liaison to the CDC on the National Public Health Improvement Initiative Grant (NPHII).
- Managed a portfolio of quality improvement projects, including standardizing the food business inspection process and increasing the number of air pollution license holder inspections conducted annually.

**City of Philadelphia, Managing Director's Office**

**February 2010-November 2012**

*PhillyStat Analyst*

- Led the planning and implementation of PhillyStat Outcomes, a performance review process led by the Mayor of Philadelphia.

Worked closely with deputy mayors, department heads and staff to develop content for PhillyStat Outcomes presentations, including maps, dashboards, and statistical analyses.

**Public Service Electric and Gas Company (PSE&G)**

**September 2009- January 2010**

*Design Consultant*

- Used ArcGIS and other mapping software to design company-wide reference maps for use by repair crews coordinating service delivery.
- Updated working records of the energy and gas lines in ArcGIS.

**Center City District**

**May 2009- September 2009**

*Policy Intern*

- Created a statistical tool for prospective center city retailers to predict optimal business locations using quantitative factors such as pedestrian traffic, average income, purchasing power, and proximity to restaurants.

**EDUCATION**

**University of Pennsylvania**

- Master of Urban Spatial Analytics, Graduate School of Design September 2007-May 2009
- Bachelor of Arts in Urban Studies, Minor in Architecture September 2003-May 2007

**OTHER EXPERIENCE**

- Earned Distinguished Budgeting Presentation Award from the Government Finance Officers Association in 2016, 2017, and 2018 for the City's Five Year Financial and Strategic Plan.
- Appointed a founding member of the City's Innovation Working Group, responsible for selecting projects for the Innovation Fund, a \$100,000 grant provided by the Mayor's Fund for Philadelphia.
- Recognized by the National Association of City and County Health Officials (NACCHO) for successes achieved under the CDC's NPHII grant ("Stories from the Field").
- Trained in Intermediate Project Management.