

City Comptroller



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Department Description

The Office of the City Comptroller performs the general accounting and financial reporting function for the City of San Diego. The Department has ten primary sections that service the financial accounting needs of the City. Included within its scope of responsibility are the following: financial reporting including the Consolidated Annual Financial Report (CAFR); governmental accounting for all funds including the General Fund; payroll accounting and processing for all City employees; disbursements of all City obligations including vendor invoice payments and contract debts; Successor Agency accounting and reporting; Public Utility, other enterprise, and internal service fund accounting; long-term debt accounting and reporting, grant management, and accounting for all City grants; fixed asset accounting; construction-in-progress (CIP) accounting that includes all ongoing building projects; and internal controls over financial reporting and operations.

The Department's mission is:

To provide timely and accurate financial services and information to City management, elected officials, and the public in order to effectively manage public resources

Goals and Objectives

The following are the strategic goals and objectives for the Department:

Goal 1: Provide accurate and timely accounting services to the City

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Organize accounting sections to provide the right level of service to each of the Department's internal customers
- Work closely with the Department of IT to identify system risks and enhancements that improve the Department's operational effectiveness
- Work with customer department management and staff to help develop more streamlined transaction processing workflows

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Goal 2: Provide high quality financial reports in a timely manner

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Continue to develop comparative interim period actual-to-budget summary financial reports for public presentation
- Develop a set of SAP summary and detail financial reports for management
- Continue to develop key metric databases and reports and push key metric reports out to management in a timely manner to allow them to gauge department performance and make real-time decisions that affect operational efficiency

Goal 3: Engage in continuous improvement of the City's internal controls over financial reporting and operations

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Continue to develop process narratives and workflow documents to further define transactional processes across all operations and the key internal control elements within each process
- Lead the version upgrade implementation of the SAP Governance, Risk, and Compliance (GRC) tool; develop automated and manual testing routines of key controls within GRC; and begin testing material key internal control elements
- Encourage active participation and ownership of internal control processes and monitor progress
- Maintain and monitor an audit recommendation database to ensure that all agreed-to audit recommendations get implemented across City department operations

Goal 4: Hire, retain, and develop a skilled professional workforce

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Effectively monitor employee performance and set individual and group target goals
- Cross-train employees to create a flexible workforce within the Department
- Promote training and professional development to keep employee skill sets current with technical accounting issues and technology

Key Performance Indicators

Performance Measure	Actual FY2011	Actual FY2012	Target FY2013
1. Percentage of invoices paid on time citywide according to the terms established with each vendor (G1/O1)	68%	77%	80%
2. Percentage of Charter 39 reports issued on time (G2/O1)	N/A ¹	50% ¹	100%
3. Number of completed internal control process narrative documents and process flow diagrams completed and posted to the City Internal Controls Document Repository (cumulative) (G3/O1)	200	262	360
4. Number of citywide internal and external audit recommendations identified during the fiscal year (G3/O4)	156	84	90
5. Number of audit recommendations completed by management during the fiscal year (G3/O4)	181	189	150
6. Number of outstanding audit recommendations remaining to be completed by management at the fiscal year-end (cumulative) (G3/O4)	209	125	150

¹ This is a new statistic for Fiscal Year 2013. Monthly financial period closings were current in February 2012, and are projected to be issued on time in Fiscal Year 2013.

Service Efforts and Accomplishments

In Fiscal Year 2012, the Office of the City Comptroller became current with its annual audits, financial reports, and monthly financial closings. Having worked to resolve the financial system problems and set permanent solutions in place, the Office of the City Comptroller completed and issued the Fiscal Year 2010 CAFR on August 31, 2011 and the Fiscal Year 2011 CAFR on January 31, 2012. Monthly financial period closings were made current in February 2012. A substantial department effort was needed in order to be in compliance with financial reporting and auditing requirements that required all available Department resources.

The Department continued to develop key metric reports which were distributed to City management on a monthly basis. These reports featured key performance metrics and executive management-set target achievement goals for all City departments. The Department also continued to report and monitor key citywide operational statistics regarding on-time payment of vendor invoices and on-time employee payroll submission and approval. A new monitoring report for discounts earned and lost was developed this year and is monitored on a monthly basis.

The Department's efforts in internal controls continued in Fiscal Year 2012. The Department developed process narratives and workflow documents and managed a comprehensive Master Audit Database that catalogs all open and completed audit recommendations from both external and internal audits. Monthly reports measuring the timeliness of City management's progress in implementing agreed-to audit recommendations were distributed to management and reported to the Audit Committee on a regular basis. New automated and manual internal control tests were developed and implemented through the SAP GRC tool to measure if specific key material internal controls are operating as designed. The Department also began work on upgrading the SAP GRC tool to version GRC 10.



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Department Summary

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Positions (Budgeted)	81.00	79.75	79.75	0.00
Personnel Expenditures	\$ 9,431,042	\$ 9,197,742	\$ 9,326,022	\$ 128,280
Non-Personnel Expenditures	796,283	870,482	869,201	(1,281)
Total Department Expenditures	\$ 10,227,325	\$ 10,068,224	\$ 10,195,223	\$ 126,999
Total Department Revenue	\$ 1,980,983	\$ 2,541,760	\$ 2,716,760	\$ 175,000

General Fund

Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
City Comptroller	\$ 778,611	\$ 10,068,224	\$ 10,195,223	\$ 126,999
Gov't Accounting Fin Reporting & CAFR	2,384,668	-	-	-
Government Accounting & Grants	2,174,262	-	-	-
Proprietary & RDA	1,827,485	-	-	-
Systems Payments & Internal Controls	3,062,301	-	-	-
Total	\$ 10,227,325	\$ 10,068,224	\$ 10,195,223	\$ 126,999

Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
City Comptroller	3.00	79.75	79.75	0.00
Gov't Accounting Fin Reporting & CAFR	21.00	0.00	0.00	0.00
Government Accounting & Grants	20.00	0.00	0.00	0.00
Proprietary & RDA	14.00	0.00	0.00	0.00
Systems Payments & Internal Controls	23.00	0.00	0.00	0.00
Total	81.00	79.75	79.75	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2012 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	\$ 128,280	\$ -
Equipment/Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	33,203	-
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	27,293	-
Copier Savings Adjustment to reflect savings resulting from the new convenience copier contract.	0.00	(10,777)	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
One-Time Reductions and Annualizations	0.00	(51,000)	-
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.			
Revised Revenue	0.00	-	175,000
Adjustment to reflect Fiscal Year 2013 revenue projections.			
Total	0.00	\$ 126,999	\$ 175,000

Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
PERSONNEL				
Salaries and Wages	\$ 5,570,354	\$ 5,526,239	\$ 5,518,089	\$ (8,150)
Fringe Benefits	3,860,688	3,671,503	3,807,933	136,430
PERSONNEL SUBTOTAL	\$ 9,431,042	\$ 9,197,742	\$ 9,326,022	\$ 128,280
NON-PERSONNEL				
Supplies	\$ 77,493	\$ 107,611	\$ 106,495	\$ (1,116)
Contracts	189,273	165,859	109,236	(56,623)
Information Technology	471,720	462,304	536,930	74,626
Energy and Utilities	51,865	62,961	47,161	(15,800)
Other	4,267	66,859	65,544	(1,315)
Transfers Out	1,666	2,888	1,835	(1,053)
Capital Expenditures	-	2,000	2,000	-
NON-PERSONNEL SUBTOTAL	\$ 796,283	\$ 870,482	\$ 869,201	\$ (1,281)
Total	\$ 10,227,325	\$ 10,068,224	\$ 10,195,223	\$ 126,999

Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Adopted	FY2012-2013 Change
Charges for Services	\$ 1,960,996	\$ 2,516,760	\$ 2,691,760	\$ 175,000
Other Revenue	19,987	25,000	25,000	-
Rev from Money and Prop	1	-	-	-
Total	\$ 1,980,983	\$ 2,541,760	\$ 2,716,760	\$ 175,000

Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
Salaries and Wages						
20000010	Account Audit Clerk	7.00	7.00	7.00	\$33,114 - \$39,832	\$ 271,852
20000866	Accountant 2	21.00	21.00	21.00	54,059 - 65,333	1,116,618
20000007	Accountant 3	13.00	14.00	14.00	59,363 - 71,760	970,462
20000102	Accountant 4	13.00	12.75	12.75	66,768 - 88,982	1,051,751
20000024	Administrative Aide 2	2.00	2.00	2.00	42,578 - 51,334	100,102
20001105	Comptroller	1.00	1.00	1.00	34,694 - 207,210	154,786
20000924	Executive Secretary	1.00	1.00	1.00	43,555 - 52,666	51,349
20001172	Financial Operations Manager	4.00	4.00	4.00	25,376 - 148,200	525,455
20000681	Payroll Audit Specialist 2	5.00	5.00	5.00	39,686 - 48,069	234,335
20000936	Payroll Audit Supervisor-Auditor	1.00	1.00	1.00	47,986 - 57,949	56,500

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Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Adopted	Salary Range	Total
20001182	Principal Accountant	9.00	8.00	8.00	19,323 - 151,840	813,676
20000054	Senior Account Audit Clerk	3.00	3.00	3.00	37,877 - 45,677	134,747
20000927	Senior Clerk/Typist	1.00	0.00	0.00	36,067 - 43,514	-
	Bilingual - Regular					1,456
	Overtime Budgeted					35,000
Salaries and Wages Subtotal		81.00	79.75	79.75		\$ 5,518,089
Fringe Benefits						
	Employee Offset Savings					\$ 108,682
	Flexible Benefits					577,442
	Long-Term Disability					32,084
	Medicare					81,636
	Other Post-Employment Benefits					485,597
	Retiree Medical Trust					314
	Retirement 401 Plan					1,259
	Retirement ARC					2,021,477
	Retirement DROP					2,821
	Retirement Offset Contribution					12,034
	Risk Management Administration					79,973
	Supplemental Pension Savings Plan					312,360
	Unemployment Insurance					16,322
	Workers' Compensation					75,932
Fringe Benefits Subtotal						\$ 3,807,933
Total Personnel Expenditures						\$ 9,326,022



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