

Department of Finance



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Department of Finance



Description

The Department of Finance (DoF) provides services to the Mayor and serves as an internal fiscal consultant to the City. The Department was established through the merger of the Office of the City Comptroller and the Financial Management Department to maximize efficiencies and minimize redundancies within the fiscal management of the City. The DoF is made up of three divisions, Financial Planning, Internal Financial Reporting, and External Financial Reporting.

The Financial Planning division coordinates the development of a balanced budget by working with departments to identify expenditure savings and implement Mayoral initiatives; develops the Five-Year Financial Outlook, identifies new revenue sources, and forecasts revenues. This division develops and monitors the CIP Budget which supports projects that help maintain or improve City infrastructure.

The Internal Financial Reporting division performs the general accounting and internal financial reporting functions for the City; monitors the City's expenditures and revenues, oversees budget transfers and adjustments, produces reports to Council to forecast year-end results and aids in budget adjustments throughout the year to accommodate unforeseen budget changes; develops and monitors the personnel expense components of the operating budgets, including analysis of salaries and fringe rates, conducts analyses to support labor negotiations and payroll processing for the City's approximately 11,350 employees.

The External Financial Reporting division prepares the Comprehensive Annual Financial Report (CAFR) which includes an accounting of all City funds and its component units, including related disclosures; implements and monitors internal controls over financial reporting, and prepares the required reporting to Audit Committee and City Council; maintains multiple modules of the SAP system to ensure data accuracy and develops and provides citywide financial training. This division is also responsible for centralized processing for all vendor payments.

The vision is:

To set the national standard for municipal financial management

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The mission is:

To provide the highest quality financial services with integrity, transparency, and accountability

Goals and Objectives

Goal 1: Safeguard public assets through strong financial management

- Maintain strong internal controls over financial reporting
- Establish fiscally sound financial policies
- Produce transparent financial reporting
- Prepare fiscally sound balanced budgets and capital plans

Goal 2: Optimize financial resources through long-term fiscal planning

- Identify and implement continuous business process improvements
- Seek strategic opportunities to reduce costs and enhance revenues
- Promote sound long-term financial and infrastructure planning

Goal 3: Provide excellent customer service

- Reach out to customers and collaborate to meet their goals
- Provide accurate and timely financial information

Goal 4: Strengthen the City's financial knowledge, skills, and abilities

- Maximize use of the City's financial data
- Provide robust training programs for Finance Department staff
- Establish training programs for citywide staff

Key Performance Indicators

Performance Indicator	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Number of months after the end of the fiscal year when the Comprehensive Annual Financial Report (CAFR) is issued ¹	6	6	6	6	6
Percentage of invoices paid by the city on time per the monthly "On Time Invoice Payment Report"	80%	79%	80%	76%	80%
Percentage of annual reserves targets achieved ²	100%	100%	100%	83%	92%
Percentage of departments with actuals within 5% of projections ³	90%	87%	90%	80%	90%
Percentage variance between Major General Fund revenue projections versus year-end actuals ³	2.00 %	0.00 %	2.00 %	0.00 %	2.00 %
Percentage of Annual Adopted and Added CIP Budget expended/committed ³	100%	150%	100%	128%	125%

1. The Comprehensive Annual Financial Report (CAFR) is completed one fiscal year in arrears.
2. Due to the COVID-19 pandemic, the City did not make a contribution to the General Fund Reserves in either FY 2020 or FY 2021. Staff expects to take an update to the reserve policy during FY 2021 to update the target levels and schedule
3. Estimated amount for FY2020; actuals are not finalized until approval of the Audited FY2020 CAFR



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Department Summary

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
FTE Positions (Budgeted)	113.27	113.27	106.00	(7.27)
Personnel Expenditures	\$ 15,737,848	\$ 18,524,327	\$ 17,358,303	\$ (1,166,024)
Non-Personnel Expenditures	1,048,599	1,218,944	1,331,992	113,048
Total Department Expenditures	\$ 16,786,447	\$ 19,743,271	\$ 18,690,295	\$ (1,052,976)
Total Department Revenue	\$ 2,045,734	\$ 2,100,000	\$ 2,092,153	\$ (7,847)

General Fund

Department Expenditures

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Department of Finance	\$ 2,524,090	\$ 2,995,764	\$ 3,076,930	\$ 81,166
External Financial Reporting	3,769,876	4,373,496	6,404,844	2,031,348
Financial Planning & Disbursements	4,264,241	4,943,178	4,145,747	(797,431)
Internal Financial Reporting	6,228,239	7,430,833	5,062,774	(2,368,059)
Total	\$ 16,786,447	\$ 19,743,271	\$ 18,690,295	\$ (1,052,976)

Department Personnel

	FY2019 Budget	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Department of Finance	10.27	8.27	5.00	(3.27)
External Financial Reporting	26.00	24.00	37.00	13.00
Financial Planning & Disbursements	40.00	33.00	28.00	(5.00)
Internal Financial Reporting	37.00	48.00	36.00	(12.00)
Total	113.27	113.27	106.00	(7.27)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	0.00	\$ 528,956	\$ -
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.			
Pay-in-Lieu of Annual Leave Adjustments	0.00	77,989	-
Adjustment to expenditures associated with projected compensation in-lieu of the use of annual leave.			
Transfer of Buyer's Aide 1	1.00	63,132	-
Transfer of 1.00 Buyer's Aide 1 from the Purchasing and Contracting Department to Department of Finance to support for the Vendor Management Software System.			
Support for Vendor Management System	1.00	12,346	-
Reclassification of 1.00 Buyer's Aide 1 to 1.00 Administrative Aide 2 in the Department of Finance to support the SAP Vendor Management Software System.			

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Standard Hour Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	0.00	5,955	-
Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	(415,908)	-
Salary and Benefit Adjustments Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	(564,940)	-
Reduction of Citywide Financial Support Reduction of 5.00 Financial Analysts, 2.00 Account Audit Clerks and hourly interns who provide citywide financial support for budget processes, internal controls, accounts payable and financial accounting.	(8.27)	(760,506)	-
Revised Revenue Adjustment to reflect revised TransNet revenue projections from the San Diego Association of Governments (SANDAG).	0.00	-	(7,847)
Total	(7.27)	\$ (1,052,976)	\$ (7,847)

Expenditures by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
PERSONNEL				
Personnel Cost	\$ 8,890,668	\$ 10,692,820	\$ 9,916,405	(776,415)
Fringe Benefits	6,847,180	7,831,507	7,441,898	(389,609)
PERSONNEL SUBTOTAL	15,737,848	18,524,327	17,358,303	(1,166,024)
NON-PERSONNEL				
Supplies	\$ 81,474	\$ 111,260	\$ 111,312	52
Contracts	422,965	508,419	522,370	13,951
Information Technology	439,338	502,646	594,722	92,076
Energy and Utilities	99,834	86,819	93,788	6,969
Other	4,988	9,800	9,800	-
NON-PERSONNEL SUBTOTAL	1,048,599	1,218,944	1,331,992	113,048
Total	\$ 16,786,447	\$ 19,743,271	\$ 18,690,295	\$ (1,052,976)

Revenues by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Charges for Services	\$ 1,889,891	\$ 2,000,000	\$ 1,992,153	(7,847)
Other Revenue	155,843	100,000	100,000	-
Total	\$ 2,045,734	\$ 2,100,000	\$ 2,092,153	\$ (7,847)

Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
FTE, Salaries, and Wages						

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Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
20000866	Accountant 2	22.00	0.00	0.00	\$ 66,664 - 80,558	\$ -
20000007	Accountant 3	19.00	0.00	0.00	73,216 - 88,483	-
20000102	Accountant 4	11.00	0.00	0.00	82,347 - 109,715	-
20000010	Account Audit Clerk	4.00	4.00	2.00	35,345 - 42,500	83,501
20000024	Administrative Aide 2	4.00	4.00	5.00	45,444 - 54,769	265,502
20000018	Assistant Department Director	1.00	0.00	0.00	33,863 - 185,643	-
20000019	Assistant Department Director	1.00	0.00	0.00	33,863 - 185,643	-
20001140	Assistant Department Director	0.00	2.00	2.00	33,863 - 185,643	309,462
20001035	Associate Budget Development Analyst	7.00	0.00	0.00	63,449 - 76,685	-
20000020	Chief Accountant	1.00	0.00	0.00	50,128 - 184,332	-
20001113	Chief Accountant	0.00	1.00	1.00	50,128 - 184,332	154,731
20001101	Department Director	1.00	1.00	1.00	63,127 - 239,144	192,067
20001168	Deputy Director	1.00	0.00	0.00	50,128 - 184,332	-
20000924	Executive Assistant	2.00	1.00	1.00	46,475 - 56,208	56,202
21000576	Finance Analyst 2	0.00	0.00	26.00	67,829 - 82,472	1,954,872
21000577	Finance Analyst 3	0.00	0.00	27.00	74,651 - 90,709	2,369,248
20000043	Finance Analyst 4	0.00	10.00	0.00	92,560 - 112,486	-
21000578	Finance Analyst 4	0.00	0.00	10.00	92,560 - 112,486	1,119,544
20000029	Finance Analyst 2	0.00	29.00	0.00	67,829 - 82,472	-
20000016	Financial Operations Manager	0.00	1.00	0.00	28,080 - 158,142	-
20001172	Financial Operations Manager	6.00	5.00	6.00	28,080 - 158,142	800,340
20000293	Information Systems Analyst 3	0.00	1.00	1.00	63,342 - 76,578	76,345
20000033	Finance Analyst III	0.00	28.00	0.00	74,651 - 90,709	-
90001073	Management Intern - Hourly	2.27	2.27	0.00	28,080 - 31,158	-
20000681	Payroll Audit Specialist 2	5.00	5.00	5.00	46,696 - 56,534	280,691
20000936	Payroll Audit Supervisor	1.00	1.00	1.00	56,451 - 68,182	68,182
20000680	Payroll Specialist 2	1.00	1.00	1.00	40,726 - 49,171	46,712
20000021	Principal Accountant	3.00	3.00	0.00	28,080 - 162,032	-
20001182	Principal Accountant	9.00	10.00	13.00	28,080 - 162,032	1,595,360
20000025	Program Coordinator	0.00	1.00	0.00	28,080 - 147,160	-
20000046	Program Coordinator	0.00	1.00	0.00	28,080 - 147,160	-
20001234	Program Coordinator	0.00	1.00	3.00	28,080 - 147,160	284,190
20000054	Senior Account Audit Clerk	1.00	1.00	1.00	40,416 - 48,731	47,757
20001036	Senior Budget Development Analyst	11.00	0.00	0.00	69,680 - 84,227	-
	Budgeted Vacancy Factor					(67,829)
	Overtime Budgeted					50,000
	Termination Pay Annual Leave					11,307
	Vacation Pay In Lieu					218,221
FTE, Salaries, and Wages Subtotal		113.27	113.27	106.00	\$	9,916,405

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	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Fringe Benefits				
Employee Offset Savings	\$ 104,228	\$ 125,961	\$ 108,334	\$ (17,627)
Flexible Benefits	1,362,728	1,389,914	1,397,263	7,349
Long-Term Disability	-	-	34,851	34,851
Medicare	134,436	151,049	145,016	(6,033)
Other Post-Employment Benefits	685,632	679,875	698,529	18,654
Retiree Medical Trust	8,543	10,350	11,270	920
Retirement 401 Plan	7,040	6,362	6,753	391
Retirement ADC	3,818,724	4,559,275	4,187,453	(371,822)
Retirement DROP	12,623	11,400	11,200	(200)
Risk Management Administration	116,187	133,755	117,549	(16,206)
Supplemental Pension Savings Plan	565,096	699,185	684,252	(14,933)
Unemployment Insurance	14,978	16,174	15,467	(707)
Workers' Compensation	16,966	48,207	23,961	(24,246)
Fringe Benefits Subtotal	\$ 6,847,180	\$ 7,831,507	\$ 7,441,898	\$ (389,609)
Total Personnel Expenditures			\$ 17,358,303	