

FINANCE DIVISION

OPERATIONS MANUAL

Revised April 2026

Overview

The Finance Division provides centralized fiscal and payroll services to the Police Department through the development of the Department's annual budget and the administration of all fiscal resources, including the procurement of all supplies, equipment and services, management of contracted services, and the processing of travel and training expenses. The Finance Division also provides development and administration of grants and other special funds; provides Department-wide payroll services and organizational management; and, prepares special reports, studies and internal audits.

The objectives of the Finance Division, specifically the Fiscal Operations and Payroll Units, are as follows:

Objectives

Provide complete and accurate financial information.

- Maintain close adherence to all City policies and procedures.
- Document and maintain records of all transactions.
- Serve as a fiscal resource to all levels of the organization.
- Maintain open communications with all City departments and Police units.

POSITIONS, DUTIES AND RESPONSIBILITIES

Finance Director

Under direct supervision from the Chief of Police, plans and directs the work of professional staff responsible for providing fiscal, grants, payroll, and information technology support for the Police Department. Manages, directs, and organizes all of the activities of the Fiscal Operations, Information Technology, Grants and Payroll Units.

Functional Duties: Advises the Chief and Assistant Chiefs of Police on the establishment and implementation of fiscal policies and procedures for Department operations; confers with, and makes presentations to Department management, City officials or outside agencies regarding fiscal policy or other issues within the scope of responsibility; prepares and presents written and oral reports to decision-making bodies; selects, assigns, schedules, trains and evaluates the performance of subordinates; determines the Division resource needs, including staffing and equipment; directs or participates in the analysis of critical or highly complex studies pertaining to a variety of fiscal, administrative or operational problems; reviews, analyzes, and makes recommendations on policies, procedures, and legislation having Department or City-wide impact; directs and oversees the development of the Department's budget and preparation of fiscal analyses and studies; ensures that City policies and procedures are adhered to in all Department fiscal matters and monitors all expenditures to ensure quality control as to conform to all City regulations; and monitors and enforces all best practices to ensure the protection of all personal identifying information.

Program Coordinators (Budget Analysis and Support Services)

Under direct supervision from the Finance Director, supervises, trains and directs subordinate staff in all Fiscal Operations and Payroll activities. Reviews work of subordinate staff to ensure accuracy, thoroughness, and appropriate information and recommendations. Develops and administers the Police Department's annual operating and Capital Improvement Program (CIP) budgets and oversees organizational management and payroll operations. Assists the Finance Director and other office staff with special projects, and provides assistance to the Chief's office, as necessary.

Functional Duties: Develops projections and closely monitors Department revenue and expenditures. Develops, solicits, and administers complex contracts with vendors and other agencies; performs special studies on fiscal, policy and procedural matters; develops spreadsheets, graphs, and presentation materials; composes various reports, documents, and correspondences; prepares employee performance plans; selects, assigns, schedules, trains and evaluates the performance of subordinates; develops training; approves payment and procurement documents; assists employees with problem-solving and resolving issues with Department units and the public. Also represents the fiduciary controls of the Department in various committees, meetings, or assignments, as needed.

Prepares all required documents for the development of the Department's operating budget, including special presentations to the Mayor, City Council, or Chief Operating Officer. Analyzes and performs scheduled review of revenues and expenses, prepares financial statements and conducts trend analysis to document Department fiscal status. Prepares periodic reports on the status of the budget expenditures and revenues; performs special analyses and studies in various areas of the budget and organizational management.

Program Coordinator (Grant Management)

Under direct supervision from the Finance Director, this position is responsible for the administration of the Police Department's grant management program and special funds.

Functional Duties: Oversees all departmental grants and special funds; synopsis and makes recommendations for appropriate grant applications; assists with the development of, and submits, grant applications; tracks and monitors all donations received by the Department; prepares all required documents for grant acceptance, including Mayoral and Council authorization, and sub-contracts as necessary; reviews and approves requests for expenditure of grant and special funds; maintains documentation of all grant and special funds financial and administrative matters and adheres to granting and special funds agency reporting requirements; maintains record of all potential, active and expired grants and special funds; supervises the Grant Management Section staff; and prepares performance evaluations for the employees assigned to the section.

Senior Management Analysts

Under direct supervision from a Program Coordinator, conducts complex analyses related to Departmental revenue and expenditures and has lead role in the budget monitoring and development processes.

Functional Duties: Assists in the Departments operating and CIP budget preparation, development

and monitoring of Departmental revenues and expenditures; reviews procurement requests and ensures that expenditures are appropriate, in conformance with City guidelines and requirements, and meet Department budget objectives; performs special studies and analyses, including cost-benefit analyses; provides assistance with cost recovery rates and indirect and fringe benefit rates; serves on Department and City-wide boards and committees and provides fiscal support, as needed; administers non-general funds and special funds; prepares revenue and expenditure analysis reports; performs internal studies and analyses, as required; assists Finance Director with development and tracking of the Department's long-range facility plans; may supervise administrative/clerical staff/payroll staff; and prepares performance evaluations for the employees.

Associate Management Analysts

Under direct supervision from a Program Coordinator, assists units with organizational management, expense monitoring, and obtaining the supplies, services, and equipment needed to accomplish their units' objectives by reviewing requests and ensuring that expenditures are appropriate, in conformance with City guidelines and requirements, and meet Department budget objectives.

Functional Duties: Assists units in preparing and processing forms and documents to procure goods, services and equipment; assists in budget preparation, development, monitoring, and administration; assists units in preparing reports; reviews financial information on requests for City Council action; serves as liaison with Purchasing and Contracting, Department of Finance, City Treasurer, Department of Real Estate and Airport Management (DREAM), Personnel and other City departments or divisions; assists and/or prepares contracts for City services; performs special studies and analyses, including cost-benefit analyses; provides fiscal support and advice, as needed; and administers the Department's contracts, as assigned, including but not limited to Headquarters cafeteria, janitorial and landscaping services. As assigned, is the liaison for the Department for Fixed Assets and assists Units in the biennial Fixed Assets inventory.

Associate Management Analysts (Grants Management)

Under direct supervision from a Program Coordinator, assists with managing special funds and all aspects of a grant from application to grant close out.

Functional Duties: Assists units with successfully applying for grants, obtaining the appropriate authorization from City Council, then tracking and achieving the grant objectives by the end of the grant performance period. Liaison with Department of Finance to manage special funds and grant budgets and to provide projections for General Fund impacts. Interface with state and federal entities to monitor and achieve grant goals and objectives. Assists units in obtaining the goods and services to be purchased with special funds and grant funds. Ensures all special funds and grant expenditures accomplish grant objectives and are in conformance with City guidelines as well as the specific guidelines of the granting agency. Liaison with Purchasing and Contracting Department to procure goods and services paid for with grant funds.

Undergo periodic audits which involve preparing documentation requests, meeting with auditors, explaining processes, and following up questions or concerns to ensure grant funding continues. Required periodic reporting of grant activity to granting agency in the form of Reimbursement claims or invoices, and receipt of funds. Maintain electronic and physical records for each special fund and grant, manage retention of those records per grant guidelines.

Administrative Aides

Under direct supervision and general direction, is responsible for Accounts Payable, Accounts Receivable, civil subpoenas, employee reimbursements, travel and training, and grant support duties.

Functional Duties: Provides direction and guidance to subordinate employees; serves as information resource on City-wide accounting systems and office procedures; researches and responds to inquiries for correct procedures, as per Administrative Regulations, Council Policies, Department Policies and Procedures, etc.; studies workload issues and recommends changes to improve operations (e.g., staffing adjustments, task assignments, process improvements, form development); pays and assists in resolving invoices issues, prepares invoices for cost recovery for police services, including both grant and non-grant activities; prepares receipts and daily cash deposits and performs special studies; processes GRC requests for SAP/Ariba access, coordinates employee uniform allowance and tuition reimbursements; serves as the custodian of Petty Cash funds; reconciles P-Card payments as the Department's backup Billing Official.

Senior Account Clerk

Under direct supervision and general direction, oversees procurement, Accounts Payable activities, travel/training expenses, and cost recovery.

Functional Duties: Provides direction and guidance to subordinate employees; selects, assigns, schedules, trains, and evaluates the performance of subordinates; reviews, reconciles and processes Purchase Order and Non-Purchase Order invoice payments; coordinates, reconciles, and issues P-Card payments including acting as the Department's Billing Official; prepares Purchase Requisitions; reviews collection and payment analysis reports; and problem solves Accounts Payable issues. Serves as custodian for Division internal control requirements. Advises and makes recommendations regarding travel, training, and extradition processes; reviews and reconciles travel expense reports to ensure compliance with Department Procedures and Administrative Regulations; issues traveler payments/reimbursements; prepares legal paperwork required for extraditions, monitors the extradition fund, and pursues extradition and training cost recovery.

Account Clerks

Under direct supervision and general direction, performs administrative, financial, procurement, and cost-recovery activities. Also assists Department employees with training, travel and cost reimbursement needs.

Functional Duties: Accepts and processes civil, federal and DMV subpoenas, as well as Civil Subpoena Cost Recovery forms and invoices; prepares purchase requisitions and non-PO payments; monitors and reconciles Purchase Order Goods Receipts or Payments; creates and maintains spreadsheets for purchases; closes/opens Purchase Orders, as needed and at fiscal year-end/beginning; assists Department employees with travel and training needs by arranging travel advances, reservations, etc.; reconciles travel and training reports upon travel completion; and prepares employee reimbursements.

Clerical Assistant II

Under direct supervision and general direction, provides administrative support for the Finance Division.

Functional Duties: Provides direct support to the Grant Unit and provides general support to the entire Division, including: processing payroll; ordering supplies; answering phones and directing calls; handling mail responsibilities; updating rosters and other divisional information; and assisting visitors.

Payroll Unit

Payroll Supervisors

Under direct supervision and general direction, the Payroll Supervisors oversee and direct the activities of the Police Department's centralized payroll processing support staff as part of an automated City-wide personnel payroll system.

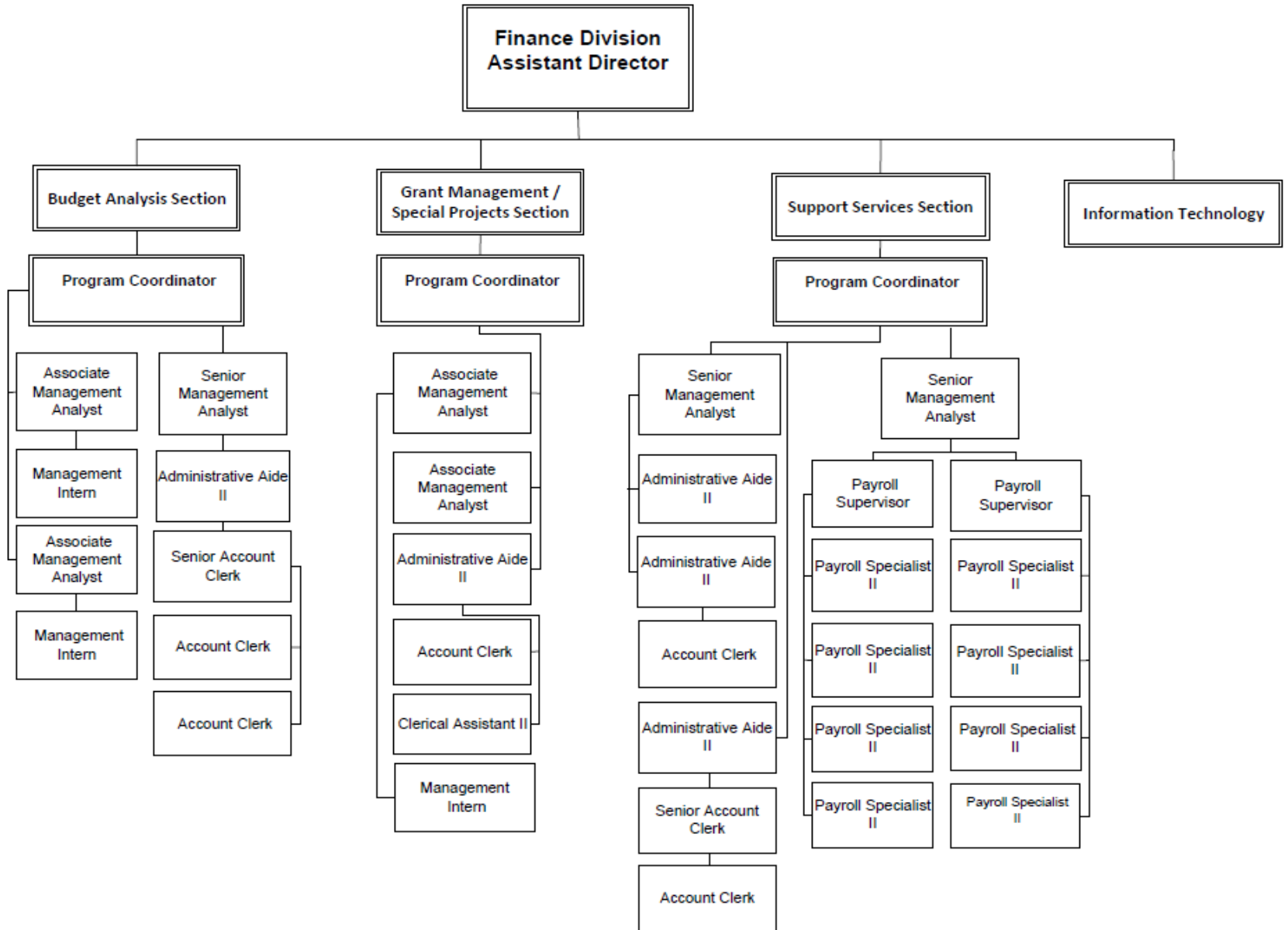
Functional Duties: Plans, directs and guides the payroll processing activities of subordinate staff to ensure that the Payroll Unit processes timely and appropriate information of pay and work hours for all Department employees; ensures that confidentiality of employee information is maintained; performs continuous oversight of special add-on pays, overtime, and out-of-class assignments to ensure conformance with City personnel regulations; prepares special payroll reports as needed; selects, assigns, schedules, trains and evaluates the performance of subordinates; provides new employee orientation on payroll policies and procedures; and works with the Department of Finance and Personnel Departments to resolve complex payroll issues.

Payroll Specialist(s) II

Under direct supervision from the Payroll Supervisor, ensures that all labor accounting information is entered accurately and timely into the City's automated payroll system (OneSD).

Functional Duties: Verifies the accuracy of all labor card data entered into OneSD, by reconciling discrepancies, researching records and contacting employees/supervisors, as well as checking unit payroll/time logs, payroll change notices, payoff identifications, and other payroll documents for accuracy; makes calculations for, and completes, a wide variety of payroll forms, documents, and related materials, such as new hire records setup, promotions, transfers, pay increases/reductions, status changes, etc.; maintains a variety of payroll and personnel files and records; answers questions from employees on payroll matters, requiring the interpretation and explanation of Personnel Regulations, MOU requirements, and other City payroll-related policies and regulations; and maintains confidentiality of employee payroll information.

Finance Division



OPERATING GUIDELINES AND PROCEDURES

Service Delivery

The Finance Division shares the Department's commitment to deliver excellent service to all internal and external stakeholders. By forming partnerships with our customers, we learn what their specific needs are so we can provide the necessary services in the time frame required. Each member of Finance Division is expected to provide the highest level of service possible to customers and co-workers. Expectations of all employees include:

- Maintain a positive attitude and a daily commitment to conduct themselves in accordance with the Department's Mission, Vision, Goals and Objectives, as well as the Code of Ethics;
- Ensure the complete protection of all personal identifying information;
- Develop and maintain positive working relationships with customers within the Department, the City, vendors, and the public;
- Respond to inquiries promptly, courteously, and with accurate and complete information;
- Recognize and respect the individual needs of all customers and co-workers;
- Look for and implement ways to improve the service provided by Finance Division; and,
- Develop the skills necessary to perform up to stated job standards.

Code of Ethics

Every City employee occupies a position of public trust which demands the highest moral and ethical standard of conduct. Efficient, productive and high-quality services should be given in a courteous and impartial manner. Such services should be equally available, with no special advantage given to any citizen or stakeholder beyond that available to all citizens and stakeholders. Employees must adhere to the guidelines contained in Administrative Regulation 95.60, Conflict of Interest and Employee Conduct. These guidelines are also reaffirmed in Department Policy 9.0, Personal Conduct Policies.

Confidentiality of Information

Employees shall not disclose confidential personnel information acquired by or available to them in the course of their employment with the City, except in the performance of their duties as required by law. Employees must also ensure that confidential or personal identifying information is secure and access is limited.

Equal Employment Opportunity

All Finance employees must commit to the principle of equal employment opportunity and to a work environment free of discrimination and harassment as outlined in the Equal Employment Opportunity (EEO) Policy – Annual Statement. The EEO policy is also reaffirmed in Administrative Regulation 95.60, and Department Policy and Procedure 5.03, Equal Employment Opportunity.

Cash Handling

The Finance Division has several employees who are required to receive, deposit, account for, and safeguard revenues (cash and checks), and account for credit card transactions and petty cash/change funds. Employees handling these transactions must comply with the requirements in the City Treasurer's cash-handling guidelines. These guidelines were established to ensure that all monies due to the City of San Diego are received, properly accounted for, safeguarded, and deposited timely. Supporting documentation is to be appropriately completed and transmitted to appropriate parties ensuring adequate records are maintained for accountability.

Internal Controls

The Finance Division has established and maintained business processes to ensure compliance with the following five internal control elements:

- Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring

The Control Environment will be valued as the most important of the five elements because the effectiveness of the other four elements will depend upon it.

The primary objective in maintaining this control environment will be to provide reasonable assurance to Department management, employees and all other stakeholders regarding the achievement of Department objectives including the effectiveness and efficiency of operations and the reliability of financial reporting.

Continuous training, education and focused communication to all Division staff will be required throughout the year. This will be used to properly identify significant Risk Assessment and comply with control policies and procedures affecting procurement, cash management and security of personal identifying information.

Division employees will be provided current accurate and appropriate information on a timely basis in order to assist in conducting their respective responsibilities. Multi-directional communication will be encouraged at all levels.

Lastly, the Division, in cooperation with the Department of Finance and other appropriate stakeholders, will monitor and report on the internal controls of the Division in accordance with the San Diego Municipal Code.

Hours of Operation

Fiscal Operations section shifts must begin no earlier than 7:00 a.m. and no later than 8:30 a.m. Monday through Friday. The workday must end no earlier than 3:30 p.m. and no later than 6:00 p.m. A lunch break should be taken approximately mid-shift. Payroll shifts must begin no earlier than 6:30 a.m. and end no later than 5:30 p.m., with a lunch break taken approximately mid-shift. Exceptions may be made with approval from the Finance Director in accordance with Department policies and procedures and applicable labor standards.

The Fiscal Operations Office is officially open from 7:00 a.m. to 5:00 p.m. Monday through Friday. The Payroll Office is officially open from 6:30 a.m. to 5:00 p.m. Monday through Friday; except for non-payday weeks when the Payroll Office is closed on Tuesdays and Wednesdays from 7:00 a.m. to 12:00 p.m. for payroll processing.

Work Schedules

Employees may adopt a flexible work schedule, subject to their supervisor's approval. "Flex hours" means fixed hours for the beginning and ending of a shift, as well as for the lunch break (e.g., 8:30 a.m. to 5:30 p.m. with a lunch break from 12:30 p.m. to 1:30 p.m.; 7:30 a.m. to 4:30 p.m. with a lunch break from 11:30 a.m. to 12:30 p.m.) within a range of possible times.

Attendance

Employees are expected to be performing work at their scheduled times. Absences require advance supervisor approval.

Absences from Work

Illness

When an employee or family member is sick, the employee must call, text, or email their supervisor before the normal start time of the shift. If the employee's immediate supervisor is not available, the employee should contact another supervisor. A voice message is not an alternative to contact with a supervisor.

The employee must inform the supervisor of any pending or urgent work that must be completed in their absence. The employee must update their outgoing voice message indicating their absence and the anticipated date of return. If possible, the employee will also prepare an out-of-office email reply in Outlook indicating whom to contact in their absence. The contacted supervisor will update the Division sign in/out board on the employee's behalf.

Upon their return to work, the employee must promptly complete an electronic leave request in OneSD or the form CS-14-25A, "Request for Leave of Absence," and obtain supervisor approval. Absences due to personal or family illness will be recorded as sick leave.

Vacation or Other Time Off

Employees must request time off at least five days in advance. The employee will complete either an electronic leave request in OneSD or a form CS-14-25A, "Request for Leave of Absence," and obtain supervisor approval prior to taking leave or making travel arrangements. The employee should also note their absence in the Redbook for supervisor approval. Supervisors will consider factors such as workload and staffing levels when approving time-off requests. Employees must update their outgoing voicemail message to indicate their absence and the anticipated date of return. The employee will also prepare an out-of-office email reply in Outlook, indicating when they will return and whom to contact while they are out of the office, and record their out-of-office days on their Outlook calendar. In addition, prior to leaving, the employee should record their absence on the Division sign-in/out board, indicating the date of return to duty.

Lunch Periods and Breaks

Lunch and break periods from the work site are to be within prescribed limits. Breaks and lunch cannot be combined or added to the beginning or end of the shift. Lunch breaks must be at least 1/2 hour and no more than 1 hour. The length and timing of the lunch period will depend on several factors, such as the requirements of the position and the office's overall coverage. In addition, prior to leaving the office, employees should reflect their breaks on the Division sign-in/out board, indicating the time they are expected to return to duty. Supervisors will discuss this with employees during orientation

Staff Meetings

Division staff meetings will be held on a quarterly basis to discuss issues and share relevant information. Employees are to advise their supervisor or the Finance Director if they are unable to attend these meetings.

Time Cards

Each employee will record their respective labor time each pay period, and accurately reflect the actual hours worked and time off. Entry is made via the OneSD Employee Self-Service Time Management system. The completed record must be submitted to the employee's supervisor for approval no later than 12:00 p.m. the last Friday of the pay period.

Paydays are every two weeks, coinciding with the end of the pay periods. Employees receive their pay via direct deposit to their financial institution. Employees can access their paycheck information via the OneSD system.

Finance Office and Payroll Office Closing Procedure

- Ensure that all shredders and similar equipment are turned off.
- Ensure that all cubicle lights are turned off.
- Ensure that all safes are closed and locked.
- Ensure that all entry doors, back and front, are closed and locked.

General City Policies

City and Department policies, procedures, and regulations for employee conduct are contained in the California Government Code, City Charter, Municipal Code, Council Policy Manual, Administrative Regulations, Personnel Manual, and Police Department Policies and Procedures Manual. Many of these documents are available online on the City of San Diego Intranet site.