

# City Treasurer



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# City Treasurer



## Description

The Office of the City Treasurer is responsible for the receipt, custody, and reconciliation of all City revenue, banking and cash management, tax administration, enforcement of the Earned Sick Leave and Minimum Wage Ordinance, parking administration and meter operations, and collection of delinquent accounts. The City Treasurer is also responsible for the investment of all operating and capital improvement funds which total \$2.59 billion as of June 30, 2020. In addition, the City Treasurer serves as a member of the Funds Commission and Trustee for the City's Defined Contribution Plans. Please visit our website at <https://www.sandiego.gov/treasurer> for additional information.

### ***The vision is:***

To be the leader in municipal treasury services

### ***The mission is:***

To receive, safeguard, and efficiently manage public funds while providing the highest level of customer service

## Goals and Objectives

**Goal 1: *Safeguard public assets through strong financial management***

- Maintain strong internal controls
- Produce transparent financial reporting
- Maintain secure data environments
- 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

**Goal 3: *Provide excellent customer service***

- Own the problem until it is resolved
- 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 Branch staff
- Establish training programs for Citywide staff
- Build bench strength in key financial competencies

## Key Performance Indicators

Performance Indicator	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Percentage of Annual User Access Reviews completed for Treasury Systems	95%	100%	95%	100%	100%
Percentage of satisfied customers from lobby surveys	90%	98%	90%	91%	95%
Percentage by which City outperforms the ACA International (Association of Credit & Collection Professionals) recovery rate on government debt	60%	66%	60%	65%	60%

## Department Summary

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
FTE Positions (Budgeted)	139.00	141.00	130.00	(11.00)
Personnel Expenditures	\$ 13,441,224	\$ 15,329,512	\$ 14,058,528	\$ (1,270,984)
Non-Personnel Expenditures	14,478,487	13,823,203	13,977,768	154,565
<b>Total Department Expenditures</b>	<b>\$ 27,919,711</b>	<b>\$ 29,152,715</b>	<b>\$ 28,036,296</b>	<b>\$ (1,116,419)</b>
<b>Total Department Revenue</b>	<b>\$ 41,256,202</b>	<b>\$ 44,609,358</b>	<b>\$ 51,167,060</b>	<b>\$ 6,557,702</b>

## General Fund

### Department Expenditures

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Administration	\$ 3,015,160	\$ 2,974,033	\$ 3,606,796	\$ 632,763
Revenue Collections	5,303,976	6,117,701	5,803,444	(314,257)
Treasury Operations	7,958,035	9,203,111	7,868,802	(1,334,309)
<b>Total</b>	<b>\$ 16,277,170</b>	<b>\$ 18,294,845</b>	<b>\$ 17,279,042</b>	<b>\$ (1,015,803)</b>

### Department Personnel

	FY2019 Budget	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Administration	14.00	16.00	17.00	1.00
Revenue Collections	50.00	50.00	47.00	(3.00)
Treasury Operations	60.00	62.00	54.00	(8.00)
<b>Total</b>	<b>124.00</b>	<b>128.00</b>	<b>118.00</b>	<b>(10.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Non-Discretionary Adjustment</b> 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	\$ 1,571,267	\$ -
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2020.	0.00	250,000	(321,640)
<b>Pay-in-Lieu of Annual Leave Adjustments</b> Adjustment to expenditures associated with projected compensation in-lieu of the use of annual leave.	0.00	12,929	-
<b>Reduction of Public Information Clerk</b> Reduction of 1.00 Public Information Clerk in the Business Tax section.	(1.00)	(59,422)	-
<b>Reduction of Public Information Clerk</b> Reduction of 1.00 Public Information Clerk in the Parking Administration section.	(1.00)	(66,145)	-

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Reduction of Collections Investigator 1</b> Reduction of 1.00 Collections Investigator 1 in the Delinquent Accounts section due to the consolidation of department operations.	(1.00)	(67,266)	-
<b>Reduction of Administrative Aide 2</b> Reduction of 1.00 Administrative Aide 2 in the Treasury Accounting section.	(1.00)	(71,131)	-
<b>Reduction of Non-Personnel Expenditures</b> Reduction of non-personnel expenditures related to travel, training, and miscellaneous contractual services.	0.00	(77,700)	-
<b>Reduction of Senior Account Clerk</b> Reduction of 1.00 Senior Account Clerk in the Delinquent Accounts section.	(1.00)	(108,446)	-
<b>Reduction of Assistant Director</b> Reduction of 1.00 Assistant Director in the Treasury Accounting and Business Tax sections.	(1.00)	(143,012)	-
<b>Reduction of 2.00 Accountant 2s</b> Reduction of 2.00 Accountant 2s in the Revenue Audit section due to the consolidation of department operations.	(2.00)	(187,044)	-
<b>Treasury Operations</b> Reduction of 1.00 Account Clerk, 1.00 Clerical Assistant 2 and non-personnel expenditures in the Treasury Accounting and Delinquent Accounts sections due to a consolidation of department operations.	(2.00)	(211,783)	-
<b>Salary and Benefit Adjustments</b> 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	(399,347)	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	(1,458,703)	-
<b>Cannabis Business Tax</b> Adjustment to reflect revised revenue projections for Cannabis Business Tax.	0.00	-	7,487,702
<b>Transient Occupancy Tax (TOT)</b> Adjustment to reflect revised revenue projections for Transient Occupancy Tax (TOT) provisions.	0.00	-	321,640
<b>Business Tax Revenue</b> Adjustment to reflect revised revenue projections related to Business Tax.	0.00	-	(430,000)
<b>Collection Referral Fee Revenue</b> Adjustment to reflect revised revenue projections related to Collection Referral Fees.	0.00	-	(500,000)
<b>Total</b>	<b>(10.00) \$</b>	<b>(1,015,803) \$</b>	<b>6,557,702</b>

# City Treasurer

## Expenditures by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 6,873,272	\$ 8,181,887	\$ 7,299,134	\$ (882,753)
Fringe Benefits	5,162,143	5,657,227	5,337,995	(319,232)
<b>PERSONNEL SUBTOTAL</b>	<b>12,035,415</b>	<b>13,839,114</b>	<b>12,637,129</b>	<b>(1,201,985)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 461,386	\$ 303,650	\$ 278,481	\$ (25,169)
Contracts	2,065,925	1,666,182	1,782,937	116,755
Information Technology	1,513,518	2,397,503	2,473,332	75,829
Energy and Utilities	38,634	72,140	97,657	25,517
Other	12,291	10,006	5,506	(4,500)
Transfers Out	150,000	-	-	-
Capital Expenditures	-	6,250	4,000	(2,250)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>4,241,755</b>	<b>4,455,731</b>	<b>4,641,913</b>	<b>186,182</b>
<b>Total</b>	<b>\$ 16,277,170</b>	<b>\$ 18,294,845</b>	<b>\$ 17,279,042</b>	<b>\$ (1,015,803)</b>

## Revenues by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Charges for Services	\$ 1,957,886	\$ 1,508,021	\$ 1,969,798	\$ 461,777
Fines Forfeitures and Penalties	3,868,364	3,954,006	3,454,006	(500,000)
Licenses and Permits	23,671,550	27,372,702	34,430,404	7,057,702
Other Revenue	3,311	-	-	-
Rev from Other Agencies	6,995	15,000	15,000	-
Transfers In	-	461,777	-	(461,777)
<b>Total</b>	<b>\$ 29,508,107</b>	<b>\$ 33,311,506</b>	<b>\$ 39,869,208</b>	<b>\$ 6,557,702</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000866	Accountant 2	10.00	10.00	8.00	\$ 66,664 - 80,558	\$ 550,790
20000007	Accountant 3	5.00	5.00	5.00	73,216 - 88,483	394,110
20000102	Accountant 4	5.00	6.00	6.00	82,347 - 109,715	597,586
20000011	Account Clerk	6.00	6.00	7.00	33,605 - 40,459	276,827
20000024	Administrative Aide 2	12.00	14.00	13.00	45,444 - 54,769	649,054
20000017	Assistant Department Director	1.00	0.00	0.00	33,863 - 185,643	-
20001140	Assistant Department Director	0.00	1.00	0.00	33,863 - 185,643	-
20001208	Assistant Investment Officer	2.00	2.00	2.00	28,080 - 147,160	250,765
20000119	Associate Management Analyst	4.00	3.00	5.00	57,691 - 69,723	328,719
20000539	Clerical Assistant 2	5.00	5.00	1.00	31,929 - 38,482	39,314
20000267	Collections Investigator 1	16.00	16.00	15.00	42,887 - 51,782	707,190
20000268	Collections Investigator 1	1.00	1.00	1.00	42,887 - 51,782	51,792
20000269	Collections Investigator 2	4.00	5.00	5.00	48,237 - 58,228	287,405
20000270	Collections Investigator 3	4.00	4.00	4.00	53,050 - 64,094	256,340
20000287	Collections Manager	1.00	1.00	1.00	71,249 - 86,311	86,320
20000013	Deputy Director	1.00	0.00	0.00	50,128 - 184,332	-
20000014	Deputy Director	1.00	0.00	0.00	50,128 - 184,332	-

# City Treasurer

## Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
20001168	Deputy Director	1.75	3.75	3.75	50,128 - 184,332	544,220
20000924	Executive Assistant	1.00	1.00	1.00	46,475 - 56,208	53,111
20000016	Financial Operations Manager	1.00	0.00	0.00	28,080 - 158,142	-
20001172	Financial Operations Manager	0.00	1.00	1.00	28,080 - 158,142	92,612
20000293	Information Systems Analyst 3	1.00	2.00	2.00	63,342 - 76,578	153,172
20000998	Information Systems Analyst 4	1.00	1.00	1.00	71,249 - 86,311	86,320
20000377	Information Systems Technician	1.00	0.00	0.00	45,444 - 54,769	-
20001194	Investment Officer	1.00	1.00	1.00	37,021 - 221,117	154,731
20000680	Payroll Specialist 2	1.00	1.00	1.00	40,726 - 49,171	46,942
20001182	Principal Accountant	2.00	3.00	3.00	28,080 - 162,032	352,122
20000741	Principal Clerk	1.00	1.00	1.00	46,475 - 56,208	53,336
20001234	Program Coordinator	3.00	3.00	3.00	28,080 - 147,160	271,554
20001222	Program Manager	3.50	3.50	3.50	50,128 - 184,332	408,543
20000783	Public Information Clerk	18.75	18.75	16.75	33,605 - 40,459	629,590
20000869	Senior Account Clerk	3.00	3.00	2.00	38,482 - 46,432	84,210
20000927	Senior Clerk/Typist	2.00	1.00	0.00	38,482 - 46,432	-
20000015	Senior Management Analyst	2.00	2.00	2.00	63,342 - 76,578	139,922
20000970	Supervising Management Analyst	1.00	2.00	2.00	71,249 - 86,311	172,640
20001148	Treasurer	1.00	1.00	1.00	33,863 - 185,643	176,051
	Bilingual - Regular					41,863
	Budgeted Vacancy Factor					(710,696)
	Overtime Budgeted					25,102
	Sick Leave - Hourly					898
	Vacation Pay In Lieu					46,679
<b>FTE, Salaries, and Wages Subtotal</b>		<b>124.00</b>	<b>128.00</b>	<b>118.00</b>		<b>\$ 7,299,134</b>

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 59,642	\$ 62,437	\$ 62,423	\$ (14)
Flexible Benefits	1,349,523	1,510,662	1,305,738	(204,924)
Insurance	1,001	-	-	-
Long-Term Disability	-	-	24,919	24,919
Medicare	107,135	115,701	102,528	(13,173)
Other Post-Employment Benefits	690,427	759,504	660,766	(98,738)
Retiree Medical Trust	8,234	10,771	10,184	(587)
Retirement 401 Plan	6,126	5,552	6,265	713
Retirement ADC	2,289,287	2,356,959	2,471,673	114,714
Retirement DROP	18,728	23,751	5,873	(17,878)
Risk Management Administration	116,955	149,420	111,195	(38,225)
Supplemental Pension Savings Plan	450,231	570,991	507,451	(63,540)
Unemployment Insurance	11,679	12,447	11,065	(1,382)
Workers' Compensation	53,176	79,032	57,915	(21,117)
<b>Fringe Benefits Subtotal</b>	<b>\$ 5,162,143</b>	<b>\$ 5,657,227</b>	<b>\$ 5,337,995</b>	<b>\$ (319,232)</b>



# City Treasurer

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
<b>Total Personnel Expenditures</b>			\$ 12,637,129	

## Parking Meter Operations Fund

### Department Expenditures

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Revenue Collections	\$ 11,642,541	\$ 10,857,870	\$ 10,757,254	\$ (100,616)
<b>Total</b>	<b>\$ 11,642,541</b>	<b>\$ 10,857,870</b>	<b>\$ 10,757,254</b>	<b>\$ (100,616)</b>

### Department Personnel

	FY2019 Budget	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Revenue Collections	15.00	13.00	12.00	(1.00)
<b>Total</b>	<b>15.00</b>	<b>13.00</b>	<b>12.00</b>	<b>(1.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Flexible Benefit Plan Adjustments</b> Adjustments to the Flexible Benefit plan as a result of negotiated changes in how the plan will be administered for new and existing employees, including changes to tiers and cash-back options.	0.00	\$ 13,000	\$ -
<b>Pay-in-Lieu of Annual Leave Adjustments</b> Adjustment to expenditures associated with projected compensation in-lieu of the use of annual leave.	0.00	3,634	-
<b>Non-Discretionary Adjustment</b> 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	(13,922)	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	(17,695)	-
<b>Salary and Benefit Adjustments</b> 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	(17,957)	-
<b>Reduction of Parking Meter Technician</b> Reduction of 1.00 Parking Meter Technician in the Parking Meter Operations section due to a decrease in parking meter coin collection.	(1.00)	(67,676)	-
<b>Total</b>	<b>(1.00)</b>	<b>\$ (100,616)</b>	<b>\$ -</b>

# City Treasurer

## Significant Budget Adjustments

	FTE		Expenditures		Revenue
<b>Expenditures by Category</b>					
	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change	
<b>PERSONNEL</b>					
Personnel Cost	\$ 734,099	\$ 808,778	\$ 767,571	\$ (41,207)	
Fringe Benefits	671,710	681,620	653,828	(27,792)	
<b>PERSONNEL SUBTOTAL</b>	<b>1,405,809</b>	<b>1,490,398</b>	<b>1,421,399</b>	<b>(68,999)</b>	
<b>NON-PERSONNEL</b>					
Supplies	\$ 37,847	\$ 44,612	\$ 44,629	\$ 17	
Contracts	3,305,432	3,137,256	3,097,092	(40,164)	
Information Technology	12,230	17,695	24,375	6,680	
Energy and Utilities	22,504	15,255	17,105	1,850	
Other	20,794	-	-	-	
Transfers Out	6,837,925	6,152,154	6,152,154	-	
Capital Expenditures	-	500	500	-	
<b>NON-PERSONNEL SUBTOTAL</b>	<b>10,236,732</b>	<b>9,367,472</b>	<b>9,335,855</b>	<b>(31,617)</b>	
<b>Total</b>	<b>\$ 11,642,541</b>	<b>\$ 10,857,870</b>	<b>\$ 10,757,254</b>	<b>\$ (100,616)</b>	

## Revenues by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change	
Licenses and Permits	\$ 11,642,743	\$ 11,297,852	\$ 11,297,852	\$ -	
Other Revenue	2,849	-	-	-	
Rev from Money and Prop	102,495	-	-	-	
Transfers In	9	-	-	-	
<b>Total</b>	<b>\$ 11,748,095</b>	<b>\$ 11,297,852</b>	<b>\$ 11,297,852</b>	<b>\$ -</b>	

## Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001168	Deputy Director	0.25	0.25	0.25	\$ 50,128 - 184,332	\$ 37,349
20000678	Parking Meter Supervisor	3.00	3.00	3.00	50,515 - 60,398	181,209
20000674	Parking Meter Technician	10.00	8.00	7.00	44,112 - 52,706	367,981
20001222	Program Manager	0.50	0.50	0.50	50,128 - 184,332	58,687
20000783	Public Information Clerk	0.25	0.25	0.25	33,605 - 40,459	9,564
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	46,389 - 55,263	55,266
	Bilingual - Regular					3,273
	Overtime Budgeted					50,608
	Vacation Pay In Lieu					3,634
<b>FTE, Salaries, and Wages Subtotal</b>		<b>15.00</b>	<b>13.00</b>	<b>12.00</b>		<b>\$ 767,571</b>

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change	
<b>Fringe Benefits</b>					
Employee Offset Savings	\$ 3,954	\$ 4,088	\$ 3,488	\$ (600)	
Flexible Benefits	154,732	154,260	156,299	2,039	
Long-Term Disability	-	-	2,472	2,472	
Medicare	10,787	10,994	10,345	(649)	

# City Treasurer

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Other Post-Employment Benefits	83,392	79,621	75,515	(4,106)
Retiree Medical Trust	663	697	578	(119)
Retirement ADC	352,477	361,127	339,417	(21,710)
Retirement DROP	-	-	1,842	1,842
Risk Management Administration	14,130	15,665	12,708	(2,957)
Supplemental Pension Savings Plan	47,863	50,749	47,228	(3,521)
Unemployment Insurance	1,252	1,166	1,092	(74)
Workers' Compensation	2,461	3,253	2,844	(409)
<b>Fringe Benefits Subtotal</b>	<b>\$ 671,710</b>	<b>\$ 681,620</b>	<b>\$ 653,828</b>	<b>\$ (27,792)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,421,399</b>	

# City Treasurer

## Revenue and Expense Statement (Non-General Fund)

Parking Meter Operations Fund	FY2019 Actual	FY2020* Budget	FY2021** Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 355,204	\$ 460,759	\$ 515,792
Continuing Appropriation - CIP	30,000	-	-
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 385,204</b>	<b>\$ 460,759</b>	<b>\$ 515,792</b>
<b>REVENUE</b>			
Licenses and Permits	\$ 11,642,743	\$ 11,297,852	\$ 11,297,852
Other Revenue	2,849	-	-
Revenue from Use of Money and Property	102,495	-	-
Transfers In	9	-	-
<b>TOTAL REVENUE</b>	<b>\$ 11,748,095</b>	<b>\$ 11,297,852</b>	<b>\$ 11,297,852</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 12,133,300</b>	<b>\$ 11,758,611</b>	<b>\$ 11,813,644</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 734,099	\$ 808,778	\$ 767,571
Fringe Benefits	671,710	681,620	653,828
Supplies	37,847	44,612	44,629
Contracts	3,305,432	3,137,256	3,097,092
Information Technology	12,230	17,695	24,375
Energy and Utilities	22,504	15,255	17,105
Other Expenses	20,794	-	-
Transfers Out	6,837,925	6,152,154	6,152,154
Capital Expenditures	-	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 11,642,541</b>	<b>\$ 10,857,870</b>	<b>\$ 10,757,254</b>
<b>EXPENDITURE OF PRIOR YEAR FUNDS</b>			
CIP Expenditures	\$ 30,000	-	-
<b>TOTAL EXPENDITURE OF PRIOR YEAR FUNDS</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENSE</b>	<b>\$ 11,672,541</b>	<b>\$ 10,857,870</b>	<b>\$ 10,757,254</b>
<b>BALANCE</b>	<b>\$ 460,759</b>	<b>\$ 900,741</b>	<b>\$ 1,056,390</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 12,133,300</b>	<b>\$ 11,758,611</b>	<b>\$ 11,813,644</b>

\* At the time of publication, audited financial statements for Fiscal Year 2020 were not available. Therefore, the Fiscal Year 2020 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2020 Adopted Budget, while the beginning Fiscal Year 2020 balance amount reflects the audited Fiscal Year 2019 ending balance.

\*\* Fiscal Year 2021 Beginning Fund Balance reflect the projected Fiscal Year 2020 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2020.