

**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, 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 \$2.65 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	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Percentage of Annual User Access Reviews completed for Treasury Systems	95%	100%	100%	100%	100%
Percentage of satisfied customers from lobby surveys <sup>1</sup>	90%	91%	95%	N/A	95%
Percentage by which City outperforms the ACA International (Association of Credit & Collection Professionals) recovery rate on government debt	60%	65%	60%	65%	60%

1. Treasury lobbies closed in FY21; no lobby surveys received.

## Department Summary

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
FTE Positions (Budgeted)	141.00	130.00	126.00	(4.00)
Personnel Expenditures	\$ 13,949,754	\$ 14,058,528	\$ 15,551,302	\$ 1,492,774
Non-Personnel Expenditures	10,637,725	13,977,768	14,235,507	257,739
<b>Total Department Expenditures</b>	<b>\$ 24,587,479</b>	<b>\$ 28,036,296</b>	<b>\$ 29,786,809</b>	<b>\$ 1,750,513</b>
<b>Total Department Revenue</b>	<b>\$ 46,860,842</b>	<b>\$ 51,167,060</b>	<b>\$ 53,159,212</b>	<b>\$ 1,992,152</b>

## General Fund

### Department Expenditures

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Administration	\$ 3,198,710	\$ 3,606,796	\$ 3,955,927	\$ 349,131
Revenue Collections	5,145,689	5,803,444	6,575,973	772,529
Treasury Operations	7,771,948	7,868,802	8,446,921	578,119
<b>Total</b>	<b>\$ 16,116,347</b>	<b>\$ 17,279,042</b>	<b>\$ 18,978,821</b>	<b>\$ 1,699,779</b>

### Department Personnel

	FY2020 Budget	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Administration	16.00	17.00	17.00	0.00
Revenue Collections	50.00	47.00	46.00	(1.00)
Treasury Operations	62.00	54.00	51.00	(3.00)
<b>Total</b>	<b>128.00</b>	<b>118.00</b>	<b>114.00</b>	<b>(4.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<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	\$ 1,976,447	\$ -
<b>Delinquent Accounts and Cashiering Systems</b> Addition of non-personnel expenditures to replace the delinquent accounts system and cashiering system for lobby operations.	0.00	280,000	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology requirements.	0.00	158,155	-
<b>Pay-In-Lieu of Annual Leave Adjustments</b> Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.	0.00	44,267	-

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Equipment Rate Reduction</b> Reduction in non-personnel expenditures associated with a rate reduction for equipment rentals.	0.00	(1,007)	-
<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	(18,657)	-
<b>Citywide Contracts Reduction of 2.6%</b> Reduction of non-personnel expenditures associated with a 2.6% reduction in contracts citywide.	0.00	(58,920)	-
<b>Minimum Wage Program</b> Transfer of 4.00 FTE Positions and associated non-personnel expenditures from the Office of the City Treasurer to the new Compliance Department.	(4.00)	(680,506)	-
<b>Revised Cannabis Business Tax Revenue</b> Revised Cannabis Business Tax revenue as a result of an increase of 12 outlets and manufacturing production facilities anticipated to operate within the City limits.	0.00	-	3,382,152
<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 2021.	0.00	-	930,000
<b>Revised Collection Referral Fee</b> Adjustment to reflect revised Collection Referral Fee revenue projections as a result of reduced parking enforcement in Fiscal Year 2021.	0.00	-	(500,000)
<b>Transient Occupancy Tax (TOT) Transfer</b> Adjustment to reflect revised revenue for safety and maintenance of tourism-related facilities from the TOT Fund.	0.00	-	(1,820,000)
<b>Total</b>	<b>(4.00)</b>	<b>\$ 1,699,779</b>	<b>\$ 1,992,152</b>

## Expenditures by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 7,140,420	\$ 7,299,134	\$ 7,775,523	\$ 476,389
Fringe Benefits	5,455,269	5,337,995	6,253,875	915,880
<b>PERSONNEL SUBTOTAL</b>	<b>12,595,689</b>	<b>12,637,129</b>	<b>14,029,398</b>	<b>1,392,269</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 220,914	\$ 278,481	\$ 275,572	\$ (2,909)
Contracts	1,554,576	1,782,937	1,762,577	(20,360)
Information Technology	1,673,804	2,473,332	2,796,487	323,155
Energy and Utilities	64,526	97,657	105,281	7,624
Other	6,839	5,506	5,506	-
Capital Expenditures	-	4,000	4,000	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>3,520,659</b>	<b>4,641,913</b>	<b>4,949,423</b>	<b>307,510</b>
<b>Total</b>	<b>\$ 16,116,347</b>	<b>\$ 17,279,042</b>	<b>\$ 18,978,821</b>	<b>\$ 1,699,779</b>

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## Revenues by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Charges for Services	\$ 2,595,134	\$ 1,969,798	\$ 149,798	\$ (1,820,000)
Fines Forfeitures and Penalties	4,122,173	3,454,006	3,454,006	-
Licenses and Permits	31,339,545	34,430,404	38,242,556	3,812,152
Other Revenue	39,645	-	-	-
Rev from Other Agencies	20,084	15,000	15,000	-
Transfers In	116,298	-	-	-
<b>Total</b>	<b>\$ 38,232,879</b>	<b>\$ 39,869,208</b>	<b>\$ 41,861,360</b>	<b>\$ 1,992,152</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000866	Accountant 2	10.00	8.00	8.00	\$ 69,331 - 83,781	\$ 599,370
20000007	Accountant 3	5.00	5.00	5.00	76,145 - 92,023	433,153
20000102	Accountant 4	6.00	6.00	6.00	85,641 - 114,109	653,201
20000011	Account Clerk	6.00	7.00	8.00	34,957 - 42,074	332,176
20000024	Administrative Aide 2	14.00	13.00	13.00	47,266 - 56,957	683,072
20001140	Assistant Department Director	1.00	0.00	0.00	65,653 - 248,703	-
20001208	Assistant Investment Officer	2.00	2.00	2.00	32,448 - 153,046	260,795
20000119	Associate Management Analyst	3.00	5.00	4.00	60,007 - 72,510	269,645
20000539	Clerical Assistant 2	5.00	1.00	0.00	33,205 - 40,019	-
20000267	Collections Investigator 1	16.00	15.00	15.00	45,720 - 55,210	767,643
20000268	Collections Investigator 1	1.00	1.00	1.00	45,720 - 55,210	55,210
20000269	Collections Investigator 2	5.00	5.00	5.00	51,419 - 62,062	294,486
20000270	Collections Investigator Supervisor	4.00	4.00	4.00	56,541 - 68,314	257,726
20000287	Collections Manager	1.00	1.00	1.00	74,090 - 89,773	89,773
20001168	Deputy Director	3.75	3.75	3.75	52,133 - 191,703	565,987
20000924	Executive Assistant	1.00	1.00	1.00	48,326 - 58,450	56,404
20001172	Financial Operations Manager	1.00	1.00	1.00	32,448 - 164,468	138,726
20000293	Information Systems Analyst 3	2.00	2.00	2.00	65,869 - 79,649	159,298
20000998	Information Systems Analyst 4	1.00	1.00	1.00	74,090 - 89,773	89,773
20001194	Investment Officer	1.00	1.00	1.00	38,505 - 229,970	160,920
20000680	Payroll Specialist 2	1.00	1.00	1.00	43,414 - 52,417	50,581
20001182	Principal Accountant	3.00	3.00	3.00	32,448 - 168,513	371,767
20000741	Principal Clerk	1.00	1.00	1.00	48,326 - 58,450	57,197
20001234	Program Coordinator	3.00	3.00	1.00	32,448 - 153,046	107,120
20001222	Program Manager	3.50	3.50	2.50	52,133 - 191,703	302,815
20000783	Public Information Clerk	18.75	16.75	16.75	34,957 - 42,074	678,528
20000869	Senior Account Clerk	3.00	2.00	2.00	40,019 - 48,283	95,842
20000927	Senior Clerk/Typist	1.00	0.00	0.00	40,019 - 48,283	-
20000015	Senior Management Analyst	2.00	2.00	2.00	65,869 - 79,649	159,298

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Adopted	Salary Range	Total
20000970	Supervising Management Analyst	2.00	2.00	2.00	74,090 - 89,773	179,546
20001148	Treasurer	1.00	1.00	1.00	35,217 - 193,066	183,093
	Bilingual - Regular					37,495
	Budgeted Personnel					(432,063)
	Expenditure Savings					
	Overtime Budgeted					25,102
	Sick Leave - Hourly					898
	Vacation Pay In Lieu					90,946
<b>FTE, Salaries, and Wages Subtotal</b>		<b>128.00</b>	<b>118.00</b>	<b>114.00</b>		<b>\$ 7,775,523</b>

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 64,206	\$ 62,423	\$ 63,455	\$ 1,032
Flexible Benefits	1,357,238	1,305,738	1,500,923	195,185
Insurance	1,181	-	-	-
Long-Term Disability	-	24,919	30,563	5,644
Medicare	110,843	102,528	108,697	6,169
Other	8,281	-	-	-
Other Post-Employment Benefits	697,545	660,766	656,015	(4,751)
Retiree Medical Trust	9,662	10,184	10,902	718
Retirement 401 Plan	6,378	6,265	6,704	439
Retirement ADC	2,502,478	2,471,673	3,110,265	638,592
Retirement DROP	5,085	5,873	6,755	882
Risk Management Administration	134,656	111,195	113,527	2,332
Supplemental Pension Savings Plan	485,535	507,451	536,200	28,749
Unemployment Insurance	11,233	11,065	11,119	54
Workers' Compensation	60,949	57,915	98,750	40,835
<b>Fringe Benefits Subtotal</b>	<b>\$ 5,455,269</b>	<b>\$ 5,337,995</b>	<b>\$ 6,253,875</b>	<b>\$ 915,880</b>
<b>Total Personnel Expenditures</b>			<b>\$ 14,029,398</b>	

## Parking Meter Operations Fund

### Department Expenditures

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Revenue Collections	\$ 8,471,131	\$ 10,757,254	\$ 10,807,988	\$ 50,734
<b>Total</b>	<b>\$ 8,471,131</b>	<b>\$ 10,757,254</b>	<b>\$ 10,807,988</b>	<b>\$ 50,734</b>

### Department Personnel

	FY2020 Budget	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Revenue Collections	13.00	12.00	12.00	0.00
<b>Total</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>



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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	0.00 \$	104,139 \$	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
<b>Support for Information Technology</b>	0.00	14,695	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology requirements.			
<b>Equipment Rate Reduction</b>	0.00	(512)	-
Reduction in non-personnel expenditures associated with a rate reduction for equipment rentals.			
<b>Pay-In-Lieu of Annual Leave Adjustments</b>	0.00	(3,634)	-
Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.			
<b>Non-Discretionary Adjustment</b>	0.00	(63,954)	-
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.			
<b>Total</b>	<b>0.00 \$</b>	<b>50,734 \$</b>	<b>-</b>

## Expenditures by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 723,684	\$ 767,571	\$ 790,932	23,361
Fringe Benefits	630,380	653,828	730,972	77,144
<b>PERSONNEL SUBTOTAL</b>	<b>1,354,065</b>	<b>1,421,399</b>	<b>1,521,904</b>	<b>100,505</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 38,328	\$ 44,629	\$ 44,914	285
Contracts	2,615,023	3,097,092	3,471,231	374,139
Information Technology	18,507	24,375	39,070	14,695
Energy and Utilities	23,648	17,105	13,975	(3,130)
Other	5,877	-	-	-
Transfers Out	4,415,683	6,152,154	5,716,394	(435,760)
Capital Expenditures	-	500	500	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>7,117,067</b>	<b>9,335,855</b>	<b>9,286,084</b>	<b>(49,771)</b>
<b>Total</b>	<b>\$ 8,471,131</b>	<b>\$ 10,757,254</b>	<b>\$ 10,807,988</b>	<b>\$ 50,734</b>

## Revenues by Category

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
Licenses and Permits	\$ 8,469,024	\$ 11,297,852	\$ 11,297,852	-
Other Revenue	1,229	-	-	-
Rev from Money and Prop	110,217	-	-	-
Transfers In	47,493	-	-	-
<b>Total</b>	<b>\$ 8,627,963</b>	<b>\$ 11,297,852</b>	<b>\$ 11,297,852</b>	<b>-</b>

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001168	Deputy Director	0.25	0.25	0.25	\$ 52,133 - 191,703	\$ 38,843
20000678	Parking Meter Supervisor	3.00	3.00	3.00	52,544 - 62,819	186,573
20000674	Parking Meter Technician	8.00	7.00	7.00	45,881 - 54,815	382,890
20001222	Program Manager	0.50	0.50	0.50	52,133 - 191,703	61,035
20000783	Public Information Clerk	0.25	0.25	0.25	34,957 - 42,074	10,234
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	48,239 - 57,476	57,476
	Bilingual - Regular					3,273
	Overtime Budgeted					50,608
<b>FTE, Salaries, and Wages Subtotal</b>		<b>13.00</b>	<b>12.00</b>	<b>12.00</b>		<b>\$ 790,932</b>

	FY2020 Actual	FY2021 Budget	FY2022 Adopted	FY2021-2022 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 3,633	\$ 3,488	\$ 3,625	\$ 137
Flexible Benefits	147,107	156,299	192,392	36,093
Long-Term Disability	-	2,472	2,949	477
Medicare	10,420	10,345	10,734	389
Other Post-Employment Benefits	79,809	75,515	73,574	(1,941)
Retiree Medical Trust	600	578	601	23
Retirement ADC	320,999	339,417	372,832	33,415
Retirement DROP	2,238	1,842	3,588	1,746
Risk Management Administration	15,403	12,708	12,732	24
Supplemental Pension Savings Plan	46,282	47,228	49,043	1,815
Unemployment Insurance	1,141	1,092	1,075	(17)
Workers' Compensation	2,748	2,844	7,827	4,983
<b>Fringe Benefits Subtotal</b>	<b>\$ 630,380</b>	<b>\$ 653,828</b>	<b>\$ 730,972</b>	<b>\$ 77,144</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,521,904</b>	

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

Parking Meter Operations Fund	FY2020 Actual	FY2021* Budget	FY2022** Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 460,759	\$ 617,590	\$ 640,383
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 460,759</b>	<b>\$ 617,590</b>	<b>\$ 640,383</b>
REVENUE			
Licenses and Permits	\$ 8,469,024	\$ 11,297,852	\$ 11,297,852
Other Revenue	1,229	-	-
Revenue from Use of Money and Property	110,217	-	-
Transfers In	47,493	-	-
<b>TOTAL REVENUE</b>	<b>\$ 8,627,963</b>	<b>\$ 11,297,852</b>	<b>\$ 11,297,852</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 9,088,722</b>	<b>\$ 11,915,442</b>	<b>\$ 11,938,235</b>
OPERATING EXPENSE			
Personnel Expenses	\$ 723,684	\$ 767,571	\$ 790,932
Fringe Benefits	630,380	653,828	730,972
Supplies	38,328	44,629	44,914
Contracts	2,615,023	3,097,092	3,471,231
Information Technology	18,507	24,375	39,070
Energy and Utilities	23,648	17,105	13,975
Other Expenses	5,877	-	-
Transfers Out	4,415,683	6,152,154	5,716,394
Capital Expenditures	-	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 8,471,130</b>	<b>\$ 10,757,254</b>	<b>\$ 10,807,988</b>
<b>TOTAL EXPENSE</b>	<b>\$ 8,471,130</b>	<b>\$ 10,757,254</b>	<b>\$ 10,807,988</b>
<b>BALANCE</b>	<b>\$ 617,592</b>	<b>\$ 1,158,188</b>	<b>\$ 1,130,247</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 9,088,722</b>	<b>\$ 11,915,442</b>	<b>\$ 11,938,235</b>

\* At the time of publication, audited financial statements for Fiscal Year 2021 were not available. Therefore, the Fiscal Year 2021 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2021 Adopted Budget, while the beginning Fiscal Year 2021 balance amount reflects the audited Fiscal Year 2020 ending balance.

\*\* Fiscal Year 2022 Beginning Fund Balance reflect the projected Fiscal Year 2021 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2021.