

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 FY2012	Actual FY2013	Target FY2014
1. Percentage of invoices paid on time citywide according to the terms established with each vendor	77%	81%	80%
2. Percentage of Charter 39 reports issued on time	50%	100%	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)	262	290	350
4. Number of citywide internal and external audit recommendations identified during the fiscal year	84	65	60
5. Number of audit recommendations completed by management during the fiscal year	189	52	50
6. Number of outstanding audit recommendations remaining to be completed by management at the fiscal year-end (cumulative)	125	135	100

Service Efforts and Accomplishments

In Fiscal Year 2013, the Office of the City Comptroller was current with its annual audits, financial reports, and monthly financial closings. The Office of the City Comptroller completed and issued the Fiscal Year 2012 CAFR on November 30, 2012 and had an independent audit report that indicated no material or significant audit findings. Financial operations were normalized for the first time in almost a decade. This allowed the Department to initiate and support process improvement projects within other city departments to improve overall financial operations.

The Department continued to develop key metric reports which were distributed to City management on a monthly basis. These reports featured key performance metrics as 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. The Office of the City Comptroller also took the lead in directing the development of a comprehensive series of financial analysis and operational reports from the SAP system.

The Department's internal controls efforts continued in Fiscal Year 2013. The Department developed process narratives and workflow documents, as well as 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 substantially completed work on upgrading the SAP GRC tool to version GRC 10.



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Department Summary

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013–2014 Change
FTE Positions (Budgeted)	79.75	79.75	82.75	3.00
Personnel Expenditures	\$ 9,211,557	\$ 9,326,022	\$ 10,250,192	\$ 924,170
Non-Personnel Expenditures	841,990	869,201	785,653	(83,548)
Total Department Expenditures	\$ 10,053,547	\$ 10,195,223	\$ 11,035,845	\$ 840,622
Total Department Revenue	\$ 2,261,681	\$ 2,716,760	\$ 2,468,547	\$ (248,213)

General Fund

Department Expenditures

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013–2014 Change
City Comptroller	\$ 10,053,547	\$ 10,195,223	\$ 11,035,845	\$ 840,622
Total	\$ 10,053,547	\$ 10,195,223	\$ 11,035,845	\$ 840,622

Department Personnel

	FY2012 Budget	FY2013 Budget	FY2014 Adopted	FY2013–2014 Change
City Comptroller	79.75	79.75	82.75	3.00
Total	79.75	79.75	82.75	3.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2013 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	\$ 605,083	\$ -
Transfer of Procurement Card (P-Card) Program Transfer of 1.00 Administrative Aide 2, 1.00 Associate Management Analyst, and associated revenue and expenditures as a result of the transfer of the P-Card Program from the Purchasing & Contracting Department to the Office of the City Comptroller.	2.00	212,494	70,000
Transfer of Accountant 3 Transfer of 1.00 Accountant 3 from the Public Utilities Department to the City Comptroller Department to perform internal controls work.	1.00	106,593	106,787
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	(4,360)	-
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	(79,188)	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
One-Time Reductions and Annualizations	0.00	-	(175,000)
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2013.			
Revised Revenue	0.00	-	(250,000)
Adjustment to reflect Fiscal Year 2014 revenue projections.			
Total	3.00	\$ 840,622	\$ (248,213)

Expenditures by Category

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013-2014 Change
PERSONNEL				
Personnel Cost	\$ 5,564,629	\$ 5,518,089	\$ 5,779,668	\$ 261,579
Fringe Benefits	3,646,928	3,807,933	4,470,524	662,591
PERSONNEL SUBTOTAL	\$ 9,211,557	\$ 9,326,022	\$ 10,250,192	\$ 924,170
NON-PERSONNEL				
Supplies	\$ 63,340	\$ 106,495	\$ 101,462	\$ (5,033)
Contracts	243,564	109,236	108,175	(1,061)
Information Technology	417,910	536,930	434,603	(102,327)
Energy and Utilities	52,954	47,161	54,429	7,268
Other	61,333	65,544	82,500	16,956
Transfers Out	2,888	1,835	2,484	649
Capital Expenditures	-	2,000	2,000	-
NON-PERSONNEL SUBTOTAL	\$ 841,990	\$ 869,201	\$ 785,653	\$ (83,548)
Total	\$ 10,053,547	\$ 10,195,223	\$ 11,035,845	\$ 840,622

Revenues by Category

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013-2014 Change
Charges for Services	\$ 2,247,111	\$ 2,691,760	\$ 2,373,547	\$ (318,213)
Other Revenue	14,567	25,000	95,000	70,000
Rev from Money and Prop	3	-	-	-
Total	\$ 2,261,681	\$ 2,716,760	\$ 2,468,547	\$ (248,213)

Personnel Expenditures

Job Number	Job Title / Wages	FY2012 Budget	FY2013 Budget	FY2014 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000010	Account Audit Clerk	7.00	7.00	7.00	\$33,114 - \$39,832	\$ 229,784
20000866	Accountant 2	21.00	21.00	21.00	54,059 - 65,333	1,263,865
20000007	Accountant 3	14.00	14.00	15.00	59,363 - 71,760	979,982
20000102	Accountant 4	12.75	12.75	12.75	66,768 - 88,982	1,032,473
20000024	Administrative Aide 2	2.00	2.00	3.00	42,578 - 51,334	152,076
20000119	Associate Management Analyst	0.00	0.00	1.00	54,059 - 65,333	64,516
20001105	Comptroller	1.00	1.00	1.00	34,694 - 207,210	157,578
20000924	Executive Secretary	1.00	1.00	1.00	43,555 - 52,666	52,008
20001172	Financial Operations Manager	4.00	4.00	4.00	25,376 - 148,200	548,664
20000681	Payroll Audit Specialist 2	5.00	5.00	5.00	39,686 - 48,069	237,340

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Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2012 Budget	FY2013 Budget	FY2014 Adopted	Salary Range	Total
20000936	Payroll Audit Supervisor-Auditor	1.00	1.00	1.00	47,986 - 57,949	57,225
20001182	Principal Accountant	8.00	8.00	8.00	19,323 - 151,840	821,850
20000054	Senior Account Audit Clerk	3.00	3.00	3.00	37,877 - 45,677	135,318
	Bilingual - Regular					1,456
	Overtime Budgeted					35,000
	Termination Pay Annual Leave					10,533
FTE, Salaries, and Wages Subtotal		79.75	79.75	82.75		\$ 5,779,668
		FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013-2014 Change	
Fringe Benefits						
	Employee Offset Savings	\$ 105,109	\$ 108,682	\$ 109,954	\$ 1,272	
	Flexible Benefits	581,141	577,442	633,037	55,595	
	Insurance	337	-	-	-	
	Long-Term Disability	31,831	32,084	31,087	(997)	
	Medicare	88,505	81,636	84,247	2,611	
	Other Post-Employment Benefits	222,887	485,597	497,719	12,122	
	Retiree Health Contribution	43,258	-	-	-	
	Retiree Medical Trust	560	314	694	380	
	Retirement 401 Plan	2,207	1,259	2,776	1,517	
	Retirement ARC	2,132,952	2,021,477	2,581,943	560,466	
	Retirement DROP	2,832	2,821	4,588	1,767	
	Retirement Offset Contribution	12,156	12,034	-	(12,034)	
	Risk Management Administration	80,587	79,973	75,524	(4,449)	
	Supplemental Pension Savings Plan	297,163	312,360	314,697	2,337	
	Unemployment Insurance	18,217	16,322	16,514	192	
	Workers' Compensation	27,188	75,932	117,744	41,812	
Fringe Benefits Subtotal		\$ 3,646,928	\$ 3,807,933	\$ 4,470,524	\$ 662,591	
Total Personnel Expenditures					\$ 10,250,192	



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