

City Comptroller



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Office Description

The Office of the City Comptroller performs the general accounting and financial reporting function for the City of San Diego. It is also responsible for payment services, including payroll processing for the City's approximately 10,000 employees and centralized processing for all vendor payments. More recently, the Office of the Comptroller added the Internal Controls Section, mainly responsible for implementing and monitoring internal controls over financial reporting and operations. The Office of the City Comptroller is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR), which includes an accounting of all City funds and its component units. The CAFR also contains note disclosures that provide additional financial information and are necessary to fully understand the City's financial position. In addition, as part of the City's reporting requirements, the Office of the City Comptroller is responsible for preparation of the Schedule of Expenditures of Federal Awards and for the coordination of the City's Single Audit of federal assistance programs. The accounting and reporting division also prepares internal financial reports, such as the monthly Charter 39 report which focuses on the General Fund and Public Utilities Department's Water and Wastewater Funds. It also includes summary year-to-date financial information for all budgeted funds.

The Office'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 Office:

Goal 1: Provide accurate and timely accounting services to the City

The Office 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 Office's internal customers and maximize efficiencies within the Office

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- Work closely with the Department of Information Technology to identify system risks and enhancements that improve the Office's operational effectiveness
- Work with customer department management and staff to help develop more streamlined transaction processing workflows
- Identify necessary training opportunities with customer departments and develop training programs that contribute to more efficient financial processing and process flow understanding

Goal 2: Provide high-quality financial reports in a timely manner

The Office 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 and staff
- 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 Office 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
- Develop automated and manual testing routines of key controls within the SAP Governance, Risk, and Compliance (GRC) tool and begin testing material key internal control elements
- Encourage active participation and ownership of internal control processes and monitor progress

Goal 4: Hire, retain, and develop a skilled professional workforce

The Office 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 Office
- Promote training and professional development to keep employee skill sets current with technical accounting issues and technology

Key Performance Indicators

Performance Measure	Actual FY2013	Actual FY2014	Target FY2015
1. Percentage of invoices paid on time citywide according to the terms established with each vendor	81%	82%	85%
2. Percentage of Charter 39 reports issued on time	100%	90%	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) ¹	271	310	410

1. Total number of process narratives and process flow diagrams fluctuates annually as departments identify new processes or delete/modify existing ones.

Service Efforts and Accomplishments

In Fiscal Year 2014, 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 2013 CAFR on December 6, 2013, and had an independent audit report that indicated no material or significant audit findings. Financial operations were normalized during Fiscal Year 2013, as there were no disruptive operational events. This allowed the Office to initiate and support process improvement projects within other City departments to improve overall financial operations.

The Office 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 Office 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 took the lead in configuring the new credit card program (P-Card) software. All responsibilities for the management and reporting of the P-Card program were transferred to the Office of the City Comptroller in February 2013. The consolidation of all City credit card programs reduced the number of issued credit cards by 600 and reduced overall City credit exposure from \$8.0 million to \$3.0 million. This effort was an improvement in spending oversight, reporting, and fraud detection and prevention.

The Office's internal controls efforts continued in Fiscal Year 2014. The Office developed process narratives and workflow documents. New automated and manual internal control tests were developed and implemented through the SAP Governance, Risk, and Compliance (GRC) tool to measure if specific key material internal controls are operating as designed. New process design assessments were developed and pushed out to each process owner to determine the continued effectiveness of the City's financial operational processes.

In Fiscal Year 2014, the Office launched an effort to develop stronger and more efficient financial reports for citywide internal use. Partnering with the Department of Information Technology, the Office is developing a suite of reports that will facilitate financial analysis and will allow the City to take advantage of the ample information currently stored in its financial system. The Office anticipates that this initiative will help support the financial needs of departments, giving them the information they need to make better decisions in a more efficient manner. The reports will allow the Office to quickly access information that is meaningful to management and elected officials, address current information needs, and increase transparency to the public. The Office is currently in the design and development phase of the first set of reports, which include project-to-date capital improvement project expenditure information, personnel expenditure detail, and budget-versus-actual revenue and expenditure reports. The Office anticipates completion of the first set of reports in early Fiscal Year 2015 and then move forward with design and development of additional reports as the fiscal year progresses.



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Department Summary

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
FTE Positions (Budgeted)	79.75	82.75	82.75	0.00
Personnel Expenditures	\$ 9,156,886	\$ 10,250,192	\$ 9,808,532	\$ (441,660)
Non-Personnel Expenditures	865,643	785,653	926,748	141,095
Total Department Expenditures	\$ 10,022,529	\$ 11,035,845	\$ 10,735,280	\$ (300,565)
Total Department Revenue	\$ 2,247,117	\$ 2,468,547	\$ 2,468,547	\$ -

General Fund

Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
City Comptroller	\$ 10,022,529	\$ 11,035,845	\$ 10,735,280	\$ (300,565)
Total	\$ 10,022,529	\$ 11,035,845	\$ 10,735,280	\$ (300,565)

Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
City Comptroller	79.75	82.75	82.75	0.00
Total	79.75	82.75	82.75	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Addition of Consulting Services Adjustment to reflect the addition of non-personnel expenditures for consulting services to develop SAP financial reports for departments.	0.00	\$ 217,000	\$ -
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	(15)	-
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	(75,890)	-
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2014 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	(441,660)	-
Total	0.00	\$ (300,565)	\$ -

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Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
PERSONNEL				
Personnel Cost	\$ 5,372,598	\$ 5,779,668	\$ 5,668,309	\$ (111,359)
Fringe Benefits	3,784,288	4,470,524	4,140,223	(330,301)
PERSONNEL SUBTOTAL	9,156,886	10,250,192	9,808,532	(441,660)
NON-PERSONNEL				
Supplies	\$ 79,332	\$ 101,462	\$ 101,792	\$ 330
Contracts	132,414	108,175	324,318	216,143
Information Technology	395,191	325,897	250,007	(75,890)
Energy and Utilities	48,117	50,012	54,397	4,385
Other	4,677	10,931	10,931	-
Transfers Out	205,912	187,176	183,303	(3,873)
Capital Expenditures	-	2,000	2,000	-
NON-PERSONNEL SUBTOTAL	865,643	785,653	926,748	141,095
Total	\$ 10,022,529	\$ 11,035,845	\$ 10,735,280	\$ (300,565)

Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Charges for Services	\$ 2,131,091	\$ 2,373,547	\$ 2,373,547	\$ -
Other Revenue	116,026	95,000	95,000	-
Rev from Money and Prop	1	-	-	-
Total	\$ 2,247,117	\$ 2,468,547	\$ 2,468,547	\$ -

Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
2000010	Account Audit Clerk	7.00	7.00	7.00	\$33,114 - \$39,832	\$ 274,522
20000866	Accountant 2	21.00	21.00	22.00	54,059 - 65,333	1,187,160
20000007	Accountant 3	14.00	15.00	16.00	59,363 - 71,760	1,103,140
20000102	Accountant 4	12.75	12.75	11.75	66,768 - 88,982	1,045,539
20000024	Administrative Aide 2	2.00	3.00	3.00	42,578 - 51,334	145,763
20000119	Associate Management Analyst	0.00	1.00	0.00	54,059 - 65,333	-
20001105	Comptroller	1.00	1.00	1.00	34,694 - 207,210	159,573
20000924	Executive Secretary	1.00	1.00	1.00	43,555 - 52,666	52,666
20001172	Financial Operations Manager	4.00	4.00	4.00	25,376 - 148,200	416,706
20000681	Payroll Audit Specialist 2	5.00	5.00	5.00	39,686 - 48,069	192,276
20000936	Payroll Audit Supervisor-Auditor	1.00	1.00	1.00	47,986 - 57,949	57,080
20001182	Principal Accountant	8.00	8.00	8.00	19,323 - 151,840	841,442
20000054	Senior Account Audit Clerk	3.00	3.00	2.00	37,877 - 45,677	86,738
20000015	Senior Management Analyst	0.00	0.00	1.00	59,363 - 71,760	69,248
	Bilingual - Regular					1,456
	Overtime Budgeted					35,000
FTE, Salaries, and Wages Subtotal		79.75	82.75	82.75		\$ 5,668,309

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	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Fringe Benefits				
Employee Offset Savings	\$ 98,639	\$ 109,954	\$ 97,391	\$ (12,563)
Flexible Benefits	556,863	633,037	663,364	30,327
Insurance	306	-	-	-
Long-Term Disability	30,916	31,087	19,370	(11,717)
Medicare	80,078	84,247	81,687	(2,560)
Other Post-Employment Benefits	495,308	497,719	477,698	(20,021)
Retiree Medical Trust	910	694	1,080	386
Retirement 401 Plan	2,534	2,776	1,694	(1,082)
Retirement ADC	2,041,237	2,581,943	2,361,842	(220,101)
Retirement DROP	4,079	4,588	7,302	2,714
Retirement Offset Contribution	9,125	-	-	-
Risk Management Administration	79,709	75,524	74,577	(947)
Supplemental Pension Savings Plan	294,805	314,697	322,327	7,630
Unemployment Insurance	15,767	16,514	11,093	(5,421)
Workers' Compensation	74,013	117,744	20,798	(96,946)
Fringe Benefits Subtotal	\$ 3,784,288	\$ 4,470,524	\$ 4,140,223	\$ (330,301)
Total Personnel Expenditures			\$ 9,808,532	



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