

City Treasurer



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City Treasurer



Department Description

The Office of the City Treasurer is responsible for the receipt and custody of all City revenue including banking, tax administration, collection of delinquent accounts, and accounting for these funds. The City Treasurer is also responsible for the investment of all operating and capital improvement funds totaling \$2.20 billion on June 30, 2011, and the reinvestment of debt proceeds of the City and its affiliated agencies. In addition, the City Treasurer serves as a member of the Funds Commission and trustee for the SPSP/401(k) Plans.

The major programs of the Office of the City Treasurer are as follows:

Accounting

The Accounting Program is responsible for the administration of the City's Accounts Receivable process, the Transient Occupancy Tax (TOT), and Tourism Marketing District (TMD) assessment; the collection of citywide payments including fees, fines, permits, and taxes; the oversight of the citywide deposit process including approving daily deposits and reconciling the City's bank accounts; and accounting for investments in the Mount Hope Cemetery Perpetuity, Los Penasquitos Canyon Preserve, Jane Cameron, G.E. Peters, Effie Sergeant, and Edwin A. Benjamin Memorial Trust Funds. The Accounting Program also provides cash handling guidance and training to City departments accepting cash on behalf of the City Treasurer.

Business and Rental Unit Business Tax

The Business and Rental Unit Business Tax Program administers the collection of the City's Business Tax and Rental Unit Business Tax assessments and fees, compliance enforcement, collects Business Improvement District fees, and maintains the regulatory clearance review data for businesses operating within the City of San Diego.

Investments

In compliance with the City Treasurer's Investment Policy, the Investments Division manages the City's operating, capital improvement, and project financing funds in order to safely preserve principal, provide adequate liquidity, and earn a return comparable to performance benchmarks. The Investments Division manages the reinvestment of additional bond proceeds for the City, City Agencies, and Joint Power Authorities; provides cash management services including maintenance of banking relationships and reviewing new banking legislation; and assists in the

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development and implementation of new payment and collection systems for the City which includes participating in the review, implementation, and monitoring of all electronic banking services, e-commerce systems, and third-party payment-processing services.

Revenue Audit

The Revenue Audit Program conducts audits of Transient Occupancy Tax and Tourism Marketing District assessment operators, lessees, waste hauler and cable franchisees, and other special audit requests to ensure revenue due to the City is remitted timely and accurately. The Program also administers appeal hearings conducted by the City Treasurer.

Revenue Collections

The Revenue Collections Division administers the Delinquent Accounts and Parking programs. The Delinquent Accounts Program is responsible for the administration and collection of delinquent accounts referred to the City Treasurer by other City departments and agencies. The Program also represents the City in small claims court actions on delinquent accounts. The Parking Administration section handles parking citation customer service functions, issues residential parking permits, and reviews and processes parking citation appeals. The Parking Meter Operations section collects parking meter coins and installs, maintains, and enforces City parking meters.

The Department's mission is:

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

Goals and Objectives

The following are the strategic goals and objectives for the Department:

Goal 1: Safeguard all City monies through the use of strong internal controls

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Continue to ensure safe and secure working facilities
- Maintain a secure data environment that safeguards information collected by the Department
- Effectively manage banking services to safeguard City assets
- Properly account for all City revenue
- Effectively manage City investments

Goal 2: Engage in continuous improvement to effectively manage resources

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Evaluate business processes to identify areas for improvement
- Utilize technology to continue enhancing the services provided

Goal 3: Stay current and in compliance with laws and regulations that pertain to treasury services

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Ensure compliance with legal and regulatory requirements
- Provide training, educational, and networking opportunities to ensure that employees are aware of changes to applicable laws and regulations
- Maintain compliance with internal and external audit reviews
- Effectively perform revenue auditing in order to maintain compliance
- Effectively administer all City taxes to ensure tax compliance

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Goal 4: Provide world-class customer service to both internal and external customers

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Assist the public in understanding the services that the Department provides
- Effectively provide accurate and timely information to customers and stakeholders

Goal 5: Foster and promote a supportive, collaborative, and integrated work environment through a trained and skilled workforce

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Provide necessary equipment, training, and resources to support employees
- Create an environment where employees are celebrated and recognized for outstanding performance

Goal 6: Promote the highest ethical standards and behavior among employees

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Offer training to management and staff on ethical standards
- Conduct management review of standards and ethical practices with staff on a regular basis

Goal 7: Prudently invest and manage the City's cash investment portfolio pursuant to the State of California Government Code

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Fully comply with the City Treasurer's Investment Policy, as well as with all applicable California Government Code regulations
- Preserve principal, ensure liquidity, and achieve a reasonable yield for the City's Pooled Investment Fund
- Annually update the City Treasurer's Investment Policy to reflect new legislative changes and prudent investment practices

Service Efforts and Accomplishments

Accounting

In Fiscal Year 2012, the Accounting Program implemented a new web-based TOT system. In addition to enhanced reporting, this new system created numerous efficiencies including automating the recording of daily deposits and the revenue distribution processes. The Accounting Program continues to reap the benefits of the online TOT/TMD assessment payment application implemented in Fiscal Year 2011; this new online payment option has decreased the number of payments manually processed by approximately 30 percent. In addition, the creation and modification of Accounts Receivable (AR) master data was centralized to strengthen controls and create efficiencies.

In Fiscal Year 2012, it is projected that the Accounting Program will process over \$155.0 million in TOT/TMD and over \$294.0 million in AR payments. In addition, it is estimated the Cashiering section will process over 45,000 transactions totaling more than \$300.0 million. The Accounting Program is also projected to post over 31,000 deposit documents totaling more than \$1.00 billion.

Administration

In Fiscal Year 2012, the City Treasurer's Information Technology (IT) staff led the TOT/TMD legacy system replacement project that was completed in October 2011. The IT staff also identified and completed all the work necessary to meet the City's initiative to retire its enterprise mainframe system.

IT staff will complete a number of major system enhancements related to the Business Regulatory Consolidation project and the implementation of the Convention Center Facilities District Special Tax in Fiscal Year 2013. Staff will also continue to implement self-service functions to streamline processes and enhance customer service.

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Business and Rental Unit Business Tax

The Business Tax Program implemented the Employee Count Verification Program that ensures businesses accurately report their employee count to the City and pay the correct tax and Business Improvement District assessments.

The Business Tax Program also implemented various enhancements to the Rental Unit Business Tax billing system. The enhancements have led to increased revenue including the automated referral of accounts to the City's Delinquent Accounts Program and improvements to the system billing data.

The Business Tax Program is managing the City's Business Regulatory Consolidation project. The overall objective of this project is to eliminate redundancy, optimize regulatory and tax revenue collection, and improve overall service to the business community.

In Fiscal Year 2012, it is projected that the Business Tax Program will process 13,000 Business Tax applications and 160,000 Business Tax renewals totaling \$13.0 million in revenue while assisting 70,000 customers over the phone and 5,000 in the Treasury lobby.

Investments

The Department projects that over the course of Fiscal Year 2012 the Investments Division will have invested an average of \$2.14 billion in operating and capital improvement funds, reinvested an average of \$150.0 million in construction fund debt proceeds, and realized approximately \$22.3 million in interest earnings on the City Treasurer's Pooled Investment Fund that is projected to yield a return of approximately 1.06 percent. The Investments Division continues to work with the Debt Management Department to provide timely investment services for the City's ongoing maintenance of its existing bond issue reserve funds.

As required by Government Code, the City Treasurer's 2012 Investment Policy was presented to, and accepted by, the City Council in November 2011. The Division upgraded its bond analytic software system adding new functionality and improved efficiencies. In its role as a fiduciary charged with the prudent investment of City funds, the Investments Division continues to work to ensure that exemplary internal controls and safeguards are in place.

The City's Banking Services Request for Proposal (RFP) will be put out for bid in Fiscal Year 2012. This will provide the City with the opportunity to implement new banking products to enhance its banking processes and offer more payment solutions to the public.

Revenue Audit

The Department projects that in Fiscal Year 2012, 120 revenue audits of TOT and TMD assessment operators, lessees, business taxes, and franchisees will be completed resulting in deficiencies of \$3.0 million.

Revenue Collections

The Delinquent Accounts Program maintains a net collection rate of 87 percent on delinquent receivables. Due to the Program's aggressive stance on collections and the resulting success, the Program is often contacted by other cities interested in establishing delinquent account collection programs.

In Fiscal Year 2012, the Delinquent Accounts Program expects it will respond to 120,500 calls and collect \$16.3 million in delinquent account revenue, \$1.0 million of which is through participation in the State's Interagency Intercept Collections Program with the Franchise Tax Board.

In Fiscal Year 2012, the Parking Administration Program expects to process 430,000 parking citations totaling \$24.0 million in revenue, review and process 32,000 citation appeals, and assist 70,000 parking customers over the phone.

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In Fiscal Year 2012, the Parking Meter Operations Program projects it will collect 350,000 pounds of coin totaling \$7.6 million in parking meter revenue.

In Fiscal Year 2011, the Parking Meter Operations Program collaborated with the San Diego Police Department, Center City Development Corporation, the Downtown Parking Management Group, and the City's Traffic Engineering Division to purchase 51 pilot and 80 new multi-space parking meters. These high tech meters replaced 400 single head, older model meters. These new meters provide better customer service, help improve parking availability by using varied rates and time limits, and increase overall parking revenue.

Key Performance Indicators

Performance Measure	Actual FY2011	Estimated FY2012	Target FY2013
1. Percentage of bank reconciliations completed within 45 days of month-end (G1/O3)	100%	100%	100%
2. Percentage of satisfied customers from Treasury lobby surveys (G4/O1)	97%	93%	93%
3. Number of basis points the Core and Liquidity Investment Portfolios out-performed their benchmarks on a rolling 3-year basis. (Core Portfolio benchmark: Bank of America Merrill Lynch 1-3 year Treasury Index; Liquidity Portfolio benchmark: Bank of America Merrill Lynch 3-6 month Treasury Bill Index) (G7/O2)	Core: 24 bps Liquidity: 20 bps	Core: 22 bps Liquidity: 30 bps	Outperform benchmarks
4. Transient occupancy tax, lease, and franchise audits completed within the Revenue Audit Program's budgeted hours (G3/O4)	100%	100%	100%
5. Percent of professional workforce attending trainings, conferences, and continuing education programs (G5/O1)	97%	90%	90%
6. Percentage of delinquent account referrals collected (G1/O3)	77%	80%	80%



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Department Summary

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Positions (Budgeted)	110.63	116.63	118.63	2.00
Personnel Expenditures	\$ 10,087,589	\$ 10,563,575	\$ 10,869,448	\$ 305,873
Non-Personnel Expenditures	7,167,140	8,347,189	8,595,858	248,669
Total Department Expenditures	\$ 17,254,729	\$ 18,910,764	\$ 19,465,306	\$ 554,542
Total Department Revenue	\$ 24,355,030	\$ 24,672,674	\$ 25,046,475	\$ 373,801

General Fund

Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Administration	\$ 2,912,466	\$ 2,698,961	\$ 2,756,168	\$ 57,207
Revenue Collections	10,292,973	11,318,637	11,560,828	242,191
Treasury Operations	4,049,290	4,893,166	5,148,310	255,144
Total	\$ 17,254,729	\$ 18,910,764	\$ 19,465,306	\$ 554,542

Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Administration	18.63	11.63	12.63	1.00
Revenue Collections	60.00	64.00	64.00	0.00
Treasury Operations	32.00	41.00	42.00	1.00
Total	110.63	116.63	118.63	2.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Addition of Program Managers Addition of 2.00 Program Managers and related non-personnel expenditures for the Revenue Collections Program.	2.00	\$ 330,304	\$ -
Centralized Business Regulatory Program Addition of 1.00 Senior Management Analyst, 1.00 Public Information Clerk, and related non-personnel expenditures to assist in the administration of the proposed Centralized Business Regulatory Program which will centralize citywide regulatory permits and billing processes.	2.00	204,841	-
Security Services Adjustment of non-personnel expenditures for the annual security guard services contract, security system upgrade, and related maintenance costs for the Revenue Collections lobby.	0.00	58,000	-
Rental Tax Billing Adjustment to non-personnel expenditures due to additional postage costs related to the increase in billing efforts for non-compliant rental tax payers.	0.00	50,000	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Administrative Hearing Officer Adjustment in non-personnel expenditures due to increased contractual costs for retaining an Administrative Hearing Officer for parking citation appeals.	0.00	45,000	-
CALE Annual Warranty Adjustment to non-personnel expenditures for the annual warranty cost of 80 new CALE multi space meters.	0.00	33,600	-
Relocation Expenditures Adjustment to reflect the addition of one-time expenditures for the relocation and purchase of office furniture for the Delinquent Accounts and Parking Administration Programs.	0.00	30,000	-
Accurant Batch Process Program Adjustment of non-personnel expenditures and revenue for additional contract services with Accurant to include additional batch processing that will allow for receipt of more timely Social Security data used in the Delinquent Accounts Franchise Tax Board Offset Program.	0.00	25,000	50,000
Collection of Old Debt Adjustment to reflect one-time non-personnel expenditures and revenue due to enhanced collection efforts on old parking citation debt.	0.00	20,000	250,000
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2012 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	12,670	-
Bank of America Services Contract Adjustment in non-personnel expenditures for increased costs with the Bank of America services contract, including additional costs associated with online merchant account fees for the Business Tax Program.	0.00	12,500	-
Parking Referral Notices Adjustment in non-personnel expenditures for additional printing costs due to an increase in the volume of parking referral notices being mailed to the public.	0.00	10,000	-
Independent Hearing Officer Adjustment in non-personnel expenditures to support an Independent Hearing Officer to hear appeals made by hotels related to Transient Occupancy Tax (TOT) and Tourism Marketing District (TMD) penalties and fees.	0.00	5,000	-
Parking Citation DMV Hold Adjustment in non-personnel expenditures and revenue to account for the DMV Hold Fee charged to the City for collection of delinquent parking citations.	0.00	4,800	4,800
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	891	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Non-Standard Hour Personnel Funding Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	0.00	148	-
One-Time Reductions and Annualizations Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.	0.00	(12,062)	(318,386)
Copier Savings Adjustment to reflect savings resulting from the new convenience copier contract.	0.00	(17,625)	-
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	(61,935)	-
Reduction of Positions Reduction of 1.00 Collections Manager and 1.00 Clerical Assistant 2 in the Revenue Collections Division.	(2.00)	(196,590)	-
Revised Revenue Adjustment to reflect Fiscal Year 2013 revenue projections.	0.00	-	1,303,515
Installation of New Parking Meters Adjustment to reflect additional revenue associated with the installation of 80 new parking meters in Fiscal Year 2012.	0.00	-	300,000
Revenue from New/Revised User Fees Adjustment to reflect an anticipated revenue increase or decrease from the implementation of new and revised user fee charges.	0.00	-	(4,283)
Legal Fees Recovered Adjustment in revenue to reflect a decrease in legal fees recovered due to a fewer number of Small Claims Court lawsuits being filed.	0.00	-	(5,000)
Parking Meter Utilization Plan Revenue Adjustment to reflect a decrease in projected revenue due to delays in implementing the Parking Meter Utilization Plan.	0.00	-	(1,206,845)
Total	2.00	\$ 554,542	\$ 373,801

Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
PERSONNEL				
Salaries and Wages	\$ 5,790,658	\$ 6,278,003	\$ 6,351,178	\$ 73,175
Fringe Benefits	4,296,931	4,285,572	4,518,270	232,698
PERSONNEL SUBTOTAL	\$ 10,087,589	\$ 10,563,575	\$ 10,869,448	\$ 305,873
NON-PERSONNEL				
Supplies	\$ 293,709	\$ 417,685	\$ 525,069	\$ 107,384
Contracts	1,322,799	1,810,173	2,011,031	200,858
Information Technology	2,094,451	2,354,752	2,292,122	(62,630)
Energy and Utilities	21,349	36,545	47,801	11,256

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Expenditures by Category (Cont'd)

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Other	10,312	296,737	268,822	(27,915)
Transfers Out	3,424,521	3,424,547	3,427,263	2,716
Capital Expenditures	-	6,750	23,750	17,000
NON-PERSONNEL SUBTOTAL	\$ 7,167,140	\$ 8,347,189	\$ 8,595,858	\$ 248,669
Total	\$ 17,254,729	\$ 18,910,764	\$ 19,465,306	\$ 554,542

Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Charges for Services	\$ 921,731	\$ 1,026,423	\$ 999,938	\$ (26,485)
Fines Forfeitures and Penalties	2,252,155	2,641,386	2,927,800	286,414
Licenses and Permits	21,180,779	21,004,865	21,118,737	113,872
Other Revenue	365	-	-	-
Total	\$ 24,355,030	\$ 24,672,674	\$ 25,046,475	\$ 373,801

Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
Salaries and Wages						
20000011	Account Clerk	3.00	3.00	5.00	\$31,491 - \$37,918	\$ 181,719
20000866	Accountant 2	4.00	3.00	4.00	54,059 - 65,333	199,407
20000007	Accountant 3	4.00	4.00	4.00	59,363 - 71,760	272,883
20000102	Accountant 4	1.00	1.00	1.00	66,768 - 88,982	80,704
20000546	Accountant Trainee	0.00	1.00	0.00	38,750 - 46,738	-
20000012	Administrative Aide 1	0.00	2.00	0.00	36,962 - 44,533	-
20000024	Administrative Aide 2	4.00	3.00	5.00	42,578 - 51,334	236,943
20001208	Assistant Investment Officer	2.00	2.00	2.00	23,005 - 137,904	172,900
20000119	Associate Management Analyst	2.00	2.00	2.00	54,059 - 65,333	127,400
20000266	Cashier	2.00	2.00	2.00	31,491 - 37,918	73,940
20000539	Clerical Assistant 2	10.00	10.00	8.00	29,931 - 36,067	281,320
20000540	Clerical Assistant 2	1.00	1.00	0.00	29,931 - 36,067	-
20000268	Collections Investigator 1	2.00	2.00	2.00	40,186 - 48,526	94,626
20000267	Collections Investigator 1	17.00	17.00	16.00	40,186 - 48,526	709,695
20000269	Collections Investigator 2	3.00	3.00	3.00	45,198 - 54,558	159,582
20000270	Collections Investigator 3	4.00	4.00	5.00	49,712 - 60,070	292,840
20000287	Collections Manager	1.00	1.00	0.00	66,768 - 80,891	-
20001168	Deputy Director	1.00	1.00	2.00	46,966 - 172,744	253,861
20000924	Executive Secretary	1.00	1.00	1.00	43,555 - 52,666	-
20001172	Financial Operations Manager	1.00	1.00	1.00	25,376 - 148,200	104,762
20000290	Information Systems Analyst 2	1.00	1.00	0.00	54,059 - 65,333	-
20000293	Information Systems Analyst 3	0.00	0.00	1.00	59,363 - 71,760	64,974
20000377	Information Systems Technician	1.00	1.00	1.00	42,578 - 51,334	50,051
20001194	Investment Officer	1.00	1.00	1.00	34,694 - 207,210	135,801
90001073	Management Intern - Hourly	0.63	0.63	0.63	24,274 - 29,203	15,292
20000678	Parking Meter Supervisor	1.00	2.00	2.00	47,341 - 56,597	56,597
20000674	Parking Meter Technician	8.00	11.00	11.00	41,330 - 49,400	472,890

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Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20001182	Principal Accountant	2.00	3.00	3.00	19,323 - 151,840	280,361
20000741	Principal Clerk	1.00	1.00	1.00	43,555 - 52,666	51,349
20001222	Program Manager	2.00	3.00	4.00	46,966 - 172,744	403,028
20000783	Public Information Clerk	16.00	16.00	17.00	31,491 - 37,918	620,327
20000869	Senior Account Clerk	4.00	4.00	4.00	36,067 - 43,514	163,345
20000927	Senior Clerk/Typist	4.00	4.00	4.00	36,067 - 43,514	168,648
20000015	Senior Management Analyst	3.00	2.00	3.00	59,363 - 71,760	199,295
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	43,472 - 51,792	51,792
20000970	Supervising Management Analyst	1.00	1.00	1.00	66,768 - 80,891	78,464
20001148	Treasurer	1.00	1.00	1.00	31,741 - 173,971	140,649
	Bilingual - Regular					27,664
	Overtime Budgeted					128,069
Salaries and Wages Subtotal		110.63	116.63	118.63		\$ 6,351,178
Fringe Benefits						
	Employee Offset Savings					\$ 92,991
	Flexible Benefits					736,459
	Long-Term Disability					41,797
	Medicare					86,833
	Other Post-Employment Benefits					724,124
	Retiree Medical Trust					955
	Retirement 401 Plan					3,820
	Retirement ARC					2,136,852
	Retirement DROP					9,929
	Retirement Offset Contribution					16,166
	Risk Management Administration					118,660
	Supplemental Pension Savings Plan					294,130
	Unemployment Insurance					18,644
	Workers' Compensation					236,910
Fringe Benefits Subtotal						\$ 4,518,270
Total Personnel Expenditures						\$ 10,869,448



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