

## 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 \$2.52 billion as of June 30, 2018. 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 mission is:***

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

***The vision is:***

To be the leader in municipal treasury services

## 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	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Estimate	FY2020 Target
Percentage of Annual User Access Reveiws completed for Treasury Systems	95%	100%	95%	95%	95%
Percentage within revenue projections at fiscal year end	15%	0%	15%	15%	15%
Percentage of satisfied customers from lobby surveys	90%	98%	90%	95%	90%
Percentage by which City outperforms the ACA International (Association of Credit & Collection Professionals) recovery rate on government debt <sup>1</sup>	60%	67%	60%	67%	60%

1. In comparison to the ACA 2017 Top Market Survey

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## Department Summary

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
FTE Positions (Budgeted)	134.70	139.00	141.00	2.00
Personnel Expenditures	\$ 12,852,104	\$ 14,488,077	\$ 15,357,113	\$ 869,036
Non-Personnel Expenditures	14,117,261	13,661,645	14,073,203	411,558
<b>Total Department Expenditures</b>	<b>\$ 26,969,365</b>	<b>\$ 28,149,722</b>	<b>\$ 29,430,316</b>	<b>\$ 1,280,594</b>
<b>Total Department Revenue</b>	<b>\$ 34,784,828</b>	<b>\$ 37,933,809</b>	<b>\$ 44,209,358</b>	<b>\$ 6,275,549</b>

## General Fund

### Department Expenditures

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Administration	\$ 3,226,549	\$ 2,930,018	\$ 3,228,615	\$ 298,597
Revenue Collections	5,542,281	6,055,713	6,125,238	69,525
Treasury Operations	6,814,236	8,566,351	9,215,498	649,147
<b>Total</b>	<b>\$ 15,583,066</b>	<b>\$ 17,552,082</b>	<b>\$ 18,569,351</b>	<b>\$ 1,017,269</b>

### Department Personnel

	FY2018 Budget	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Administration	14.00	14.00	16.00	2.00
Revenue Collections	50.00	50.00	50.00	0.00
Treasury Operations	55.70	60.00	62.00	2.00
<b>Total</b>	<b>119.70</b>	<b>124.00</b>	<b>128.00</b>	<b>4.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	\$ 979,045	-
<b>Short Term Residential Occupancy Tax Compliance Program</b> Addition of 5.00 FTE and non-personnel expenditures associated with the administration of the Short Term Residential Occupancy Tax Compliance Program.	5.00	604,872	-
<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	466,483	-
<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	33,750	-
<b>Reduction of Senior Clerk/Typist</b> Reduction of 1.00 Senior Clerk/Typist from the Business Tax Program and non-personnel expenditures associated with Cannabis Business Tax contractual audit service.	(1.00)	(140,862)	-

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## 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	(216,919)	-
<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 2019.	0.00	(709,100)	-
<b>Cannabis Tax Revenue</b> Adjustment to reflect revised revenue related to the Cannabis Business Tax due to an increase in the tax rate and additional businesses registering for Business Tax Certificates.	0.00	-	5,903,909
<b>Transient Occupancy Tax Transfer</b> Increase in reimbursements to the Office of the City Treasurer for Transient Occupancy Tax (TOT) administration from the Fund.	0.00	-	321,640
<b>Citation Revenue Reduction</b> Adjustment to reflect revised revenue due to the Hospitality and Hillcrest Community Zone citation enforcement responsibilities shifting from the Office of the City Treasurer to the Police Department.	0.00	-	(230,000)
<b>Total</b>	<b>4.00 \$</b>	<b>1,017,269 \$</b>	<b>5,995,549</b>

## Expenditures by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 6,343,535	\$ 7,522,666	\$ 8,181,887	659,221
Fringe Benefits	5,072,492	5,386,845	5,681,733	294,888
<b>PERSONNEL SUBTOTAL</b>	<b>11,416,027</b>	<b>12,909,511</b>	<b>13,863,620</b>	<b>954,109</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 208,245	\$ 295,871	\$ 303,650	7,779
Contracts	1,800,710	2,892,010	1,916,182	(975,828)
Information Technology	1,855,043	1,418,458	2,397,503	979,045
Energy and Utilities	4,017	19,976	72,140	52,164
Other	14,024	10,006	10,006	-
Transfers Out	285,000	-	-	-
Capital Expenditures	-	6,250	6,250	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>4,167,039</b>	<b>4,642,571</b>	<b>4,705,731</b>	<b>63,160</b>
<b>Total</b>	<b>\$ 15,583,066</b>	<b>\$ 17,552,082</b>	<b>\$ 18,569,351</b>	<b>\$ 1,017,269</b>

## Revenues by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Charges for Services	\$ 1,502,520	\$ 1,186,381	\$ 1,508,021	321,640
Fines Forfeitures and Penalties	4,151,040	4,184,006	3,954,006	(230,000)
Licenses and Permits	17,605,626	21,068,793	26,972,702	5,903,909
Other Revenue	44,005	-	-	-
Rev from Other Agencies	26,044	15,000	15,000	-
Transfers In	-	461,777	461,777	-
<b>Total</b>	<b>\$ 23,329,234</b>	<b>\$ 26,915,957</b>	<b>\$ 32,911,506</b>	<b>\$ 5,995,549</b>

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2018 Budget	FY2019 Budget	FY2020 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000866	Accountant 2	11.00	10.00	<b>10.00</b>	\$ 62,010 - 80,565 \$	651,754
20000007	Accountant 3	4.00	5.00	<b>5.00</b>	68,090 - 88,488	364,660
20000102	Accountant 4	2.00	5.00	<b>6.00</b>	76,599 - 109,715	580,887
20000011	Account Clerk	6.00	6.00	<b>6.00</b>	33,605 - 40,459	226,416
90000011	Account Clerk - Hourly	0.35	0.00	<b>0.00</b>	33,605 - 40,459	-
20000024	Administrative Aide 2	10.00	12.00	<b>14.00</b>	45,444 - 54,769	713,983
90000024	Administrative Aide 2 - Hourly	0.35	0.00	<b>0.00</b>	45,444 - 54,769	-
20000017	Assistant Department Director	0.00	1.00	<b>0.00</b>	33,863 - 185,643	-
20001140	Assistant Department Director	0.00	0.00	<b>1.00</b>	33,863 - 185,643	154,724
20001208	Assistant Investment Officer	2.00	2.00	<b>2.00</b>	24,537 - 147,160	224,093
20000119	Associate Management Analyst	4.00	4.00	<b>3.00</b>	57,691 - 69,723	191,717
20000539	Clerical Assistant 2	5.00	5.00	<b>5.00</b>	31,929 - 38,482	189,302
20000267	Collections Investigator 1	16.00	16.00	<b>16.00</b>	42,887 - 51,782	779,423
20000268	Collections Investigator 1	1.00	1.00	<b>1.00</b>	42,887 - 51,782	51,782
20000269	Collections Investigator 2	4.00	4.00	<b>5.00</b>	48,237 - 58,228	274,096
20000270	Collections Investigator 3	4.00	4.00	<b>4.00</b>	53,050 - 64,094	251,040
20000287	Collections Manager	1.00	1.00	<b>1.00</b>	71,249 - 86,311	86,311
20000013	Deputy Director	0.00	1.00	<b>0.00</b>	50,128 - 184,332	-
20000014	Deputy Director	0.00	1.00	<b>0.00</b>	50,128 - 184,332	-
20001168	Deputy Director	2.75	1.75	<b>3.75</b>	50,128 - 184,332	549,572
20000924	Executive Assistant	1.00	1.00	<b>1.00</b>	46,475 - 56,208	46,475
20000016	Financial Operations Manager	0.00	1.00	<b>0.00</b>	27,073 - 158,140	-
20001172	Financial Operations Manager	2.00	0.00	<b>1.00</b>	27,073 - 158,140	133,387
20000293	Information Systems Analyst 3	1.00	1.00	<b>2.00</b>	63,342 - 76,578	139,920
20000998	Information Systems Analyst 4	1.00	1.00	<b>1.00</b>	71,249 - 86,311	71,249
20000377	Information Systems Technician	1.00	1.00	<b>0.00</b>	45,444 - 54,769	-
20001194	Investment Officer	1.00	1.00	<b>1.00</b>	37,021 - 221,117	154,724
20000680	Payroll Specialist 2	1.00	1.00	<b>1.00</b>	38,783 - 49,160	44,554
20001182	Principal Accountant	3.00	2.00	<b>3.00</b>	20,627 - 162,029	354,760
20000741	Principal Clerk	1.00	1.00	<b>1.00</b>	46,475 - 56,208	56,208
20001234	Program Coordinator	3.00	3.00	<b>3.00</b>	24,537 - 147,160	288,986
20001222	Program Manager	3.50	3.50	<b>3.50</b>	50,128 - 184,332	414,038
20000783	Public Information Clerk	18.75	18.75	<b>18.75</b>	33,605 - 40,459	688,759
20000869	Senior Account Clerk	3.00	3.00	<b>3.00</b>	38,482 - 46,432	136,279
20000927	Senior Clerk/Typist	2.00	2.00	<b>1.00</b>	38,482 - 46,432	46,432
20000015	Senior Management Analyst	2.00	2.00	<b>2.00</b>	63,342 - 76,578	150,476
20000970	Supervising Management Analyst	1.00	1.00	<b>2.00</b>	71,249 - 86,311	169,087
20001148	Treasurer	1.00	1.00	<b>1.00</b>	33,863 - 185,643	176,059
	Bilingual - Regular					37,856
	Budgeted Vacancy Savings					(276,872)
	Overtime Budgeted					25,102
	Sick Leave - Hourly					898
	Vacation Pay In Lieu					33,750
<b>FTE, Salaries, and Wages Subtotal</b>		<b>119.70</b>	<b>124.00</b>	<b>128.00</b>		<b>\$ 8,181,887</b>

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	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 55,173	\$ 56,294	\$ 62,435	6,141
Flexible Benefits	1,307,302	1,464,704	1,510,665	45,961
Insurance	1,109	-	-	-
Medicare	98,719	106,204	115,705	9,501
Other Post-Employment Benefits	659,640	728,757	766,809	38,052
Retiree Medical Trust	6,907	9,481	10,771	1,290
Retirement 401 Plan	5,880	6,107	5,552	(555)
Retirement ADC	2,321,987	2,218,966	2,368,577	149,611
Retirement DROP	21,073	21,102	23,751	2,649
Risk Management Administration	108,631	125,307	150,784	25,477
Supplemental Pension Savings Plan	402,937	503,780	570,987	67,207
Unemployment Insurance	11,425	12,454	12,607	153
Workers' Compensation	71,708	133,689	83,090	(50,599)
<b>Fringe Benefits Subtotal</b>	<b>\$ 5,072,492</b>	<b>\$ 5,386,845</b>	<b>\$ 5,681,733</b>	<b>294,888</b>
<b>Total Personnel Expenditures</b>		<b>\$</b>	<b>13,863,620</b>	

## Parking Meter Operations Fund

### Department Expenditures

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Revenue Collections	\$ 11,386,298	\$ 10,597,640	\$ 10,860,965	263,325
<b>Total</b>	<b>\$ 11,386,298</b>	<b>\$ 10,597,640</b>	<b>\$ 10,860,965</b>	<b>263,325</b>

### Department Personnel

	FY2018 Budget	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Revenue Collections	15.00	15.00	13.00	(2.00)
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>	<b>(2.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Parking System Contract</b> Addition of non-personnel expenditures related to funding for the Intelligent Parking Systems annual contract.	0.00	\$ 457,000	-
<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	102,870	-
<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	51,977	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	3,309	-



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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Reduction of Parking Meter Technicians</b> Reduction of 2.00 Parking Meter Technicians in the Parking Meter Operations Fund.	(2.00)	(136,896)	-
<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 2019.	0.00	(214,935)	-
<b>Revised Revenue</b> Adjustment to reflect revised revenue projections for parking meter collections.	0.00	-	450,000
<b>Parking Card Program Revenue Reduction</b> Adjustment to reflect revised revenue projections associated with the elimination of the parking card program.	0.00	-	(170,000)
<b>Total</b>	<b>(2.00) \$</b>	<b>263,325 \$</b>	<b>280,000</b>

## Expenditures by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 738,277	\$ 867,078	\$ 808,778	(58,300)
Fringe Benefits	697,800	711,488	684,715	(26,773)
<b>PERSONNEL SUBTOTAL</b>	<b>1,436,077</b>	<b>1,578,566</b>	<b>1,493,493</b>	<b>(85,073)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 76,474	\$ 44,417	\$ 44,612	195
Contracts	3,303,846	2,577,874	3,137,256	559,382
Information Technology	11,778	14,386	17,695	3,309
Energy and Utilities	32,730	14,808	15,255	447
Other	20,220	-	-	-
Transfers Out	6,505,174	6,152,154	6,152,154	-
Capital Expenditures	-	215,435	500	(214,935)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>9,950,222</b>	<b>9,019,074</b>	<b>9,367,472</b>	<b>348,398</b>
<b>Total</b>	<b>\$ 11,386,298</b>	<b>\$ 10,597,640</b>	<b>\$ 10,860,965</b>	<b>263,325</b>

## Revenues by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Licenses and Permits	\$ 11,388,753	\$ 11,017,852	\$ 11,297,852	280,000
Other Revenue	334	-	-	-
Rev from Money and Prop	53,830	-	-	-
Transfers In	12,678	-	-	-
<b>Total</b>	<b>\$ 11,455,594</b>	<b>\$ 11,017,852</b>	<b>\$ 11,297,852</b>	<b>280,000</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2018 Budget	FY2019 Budget	FY2020 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001168	Deputy Director	0.25	0.25	0.25	\$ 50,128 - 184,332	\$ 37,348
20000678	Parking Meter Supervisor	2.00	3.00	3.00	50,515 - 60,398	177,757
20000674	Parking Meter Technician	11.00	10.00	8.00	44,112 - 52,706	417,799
20001222	Program Manager	0.50	0.50	0.50	50,128 - 184,332	58,690
20000783	Public Information Clerk	0.25	0.25	0.25	33,605 - 40,459	8,401
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	46,389 - 55,263	55,263
	Bilingual - Regular					2,912

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## Personnel Expenditures

Job Number Job Title / Wages	FY2018 Budget	FY2019 Budget	FY2020 Proposed	Salary Range	Total
Overtime Budgeted					50,608
<b>FTE, Salaries, and Wages Subtotal</b>	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>		<b>\$ 808,778</b>

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 3,810	\$ 3,960	\$ 4,090	130
Flexible Benefits	164,879	176,172	154,257	(21,915)
Medicare	11,100	11,797	10,990	(807)
Other Post-Employment Benefits	87,435	91,859	80,399	(11,460)
Retiree Medical Trust	710	875	697	(178)
Retirement ADC	358,087	338,451	362,955	24,504
Risk Management Administration	14,419	15,796	15,808	12
Supplemental Pension Savings Plan	49,372	56,692	50,753	(5,939)
Unemployment Insurance	1,336	1,363	1,178	(185)
Workers' Compensation	6,653	14,523	3,588	(10,935)
<b>Fringe Benefits Subtotal</b>	<b>\$ 697,800</b>	<b>\$ 711,488</b>	<b>\$ 684,715</b>	<b>(26,773)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,493,493</b>	