


TO: Mayor & Council
FROM: Ana Urquijo, City Manager 
DATE: September 22, 2023
SUBJECT: History and Information of City Treasurer and Finance Director Titles

This will serve as an informational memorandum to provide the City Charter role of the officer of City Treasurer and the history of the City Treasurer appointment by Mayor and Council, and the history of the Finance Director position.

City Charter

The City Charter refers to the City Treasurer in four sections as follows:

Article III Section 7C.

Power of Appointment and Removal. Subject to the exceptions expressly provided by this Charter, it shall be the duty of the Manager to, and the Manager shall appoint, remove, promote and demote any and all officers and employees of the City, except City Magistrate, City Attorney, City Clerk and Treasurer, City Physician and Counsel. All this shall be subject to all applicable personnel ordinances, rules and 14 regulations (Amended 5/17/2022).

Article III Section 7G.

Budget. It shall be the duty of the Manager and Treasurer, with the advice of the finance committee, to prepare and submit the proposed annual budget. (Amended 3/10/98)

Article IV. Section 1C.

The Council shall provide for the, qualifications, powers, duties and compensations of the City Manager, City Attorney, City Treasurer and City Magistrate and for the number and a compensation schedule for all employees of the City. (Amended 5/17/2022)

Article IV. Section 3.

Sec. 3. City Treasurer. The Mayor, with the approval of the Council, shall appoint an officer who shall have the title of City Treasurer, who shall be responsible to the Council and who shall receive and have custody of all the money of the City and shall keep and save said money, and dispense the same only as provided by ordinance. He shall always be bound by the Constitution, laws of this State, this Charter and City ordinances. Legal garnishments may be served upon him

The City Charter also provides additional information about other Administrative Departments, Offices and Employees, as follows.

Article IV Sec. 1. Administrative Departments and Offices.

A. The Council, by ordinance not inconsistent with this Charter, shall provide for the organization, conduct and operation of the several offices and departments of the City as established by this Charter, for the creation of additional departments, divisions, offices and agencies and for their consolidation, alteration or elimination. (Amended 5/17/2022).

B. The Council may assign additional functions or duties to offices, departments or agencies. Where the positions are compatible, the Council may combine in one person the powers and duties of two or more offices created or authorized by this Charter.

Past and Current City Treasurer Incumbents

In accordance with the City Charter, the following City Treasurer appointments have been made since the adoption of the charter:

Name	Employment Dates	Treasurer Appointment Date	Title(s)
Victor Stevens	10/12/1975-09/16/1994	8/9/1985	City Clerk/ City Treasurer
Pat Krueger	3/6/95 – 5/30/1995	2/8/1995	Finance Director/City Treasurer
Doris Pulsifer	09/26/1994-04/15/1999	8/6/1995	Acting Finance Director Finance Director/City Treasurer
Regina Pace	07/26/1999-04/04/2005	**	Finance Director/City Treasurer
Alex Ruiz	03/14/2005-07/29/2005	3/9/05	Finance Director/ City Treasurer
Brenda Aguilar	07/14/2005-06/25/2006	n/a	Additional Duties as Finance Director only
Karen Asquith	11/07/2005-04/06/2007	**	Finance Director/ City Treasurer
Jorge Trevino	06/06/2007-09/20/2011	**	Finance Director/City Treasurer
Luis Pedroza	11/18/2006 - Present	2/08/2012	Deputy City Manager/City Treasurer*

* Luis Pedroza's titles during his employment:
 Management Intern - 11/18/2006 - 07/27/2008
 Financial Analyst - 07/28/2008 - 07/09/2010
 Finance Manager - 07/10/2010 - 10/08/2011
 Finance Manager/Interim Finance Director (OC) - 10/09/2011 - 02/07/2020
 Finance Director/City Treasurer - 02/08/2012 - 10/12/2019
 Management Services Director/City Treasurer - 10/13/2019 - 01/20/2021
 Interim City Manager/Management Services Dir/City Treasurer - 01/21/2021 - 10/17/2021
 Management Services Director/City Treasurer - 10/18/2021 - 12/4/2021
 Deputy City Manager/City Treasurer - 12/5/2021 - present

** Actual appointment dates are not available.

Finance Director Position

The Finance Director position was created as a professional position reporting under the organizational structure of the City Manager after the retirement of Mr. Stevens as City Clerk/City

Treasurer. The first job description was adopted by the Mayor and Council on October 6, 1994, and is attached as Attachment 1.

Finance Department Evolution

Over time, the Finance Department has evolved as the organization began to require increased efficiency and stronger oversight due to more complex government reporting regulations as part of Generally Accepted Accounting Principles (GAAP). As an example, over the years, compliance in reporting on leases, pension and statistical section for our audit has been added to financial oversight.

In 2019, there was a consolidation of Finance, IT, Transit and Grants into a Management Services Department. This restructuring changed the title of Finance Director/City Treasurer to Management Services Director/City Treasurer.

Deputy City Manager Position

As the organization continued to evolve, the position of Deputy City Manager was once again filled in 2019, after being vacant since my retirement in 2016. The promotion of Mr. Pedroza at the end of 2021 to this position vacated his seat as Management Services Director. In this restructuring, the Finance role would no longer report directly to the City Manager. There was also a change eliminating the Management Services Department and creating the Finance Department once again. IT now reports directly to the City Manager; Grants and Transit now report to the Neighborhood Resources and Grants Department. The position of Finance Manager was reclassified to Finance Director as part of an overall reorganization. As part of the reorganization, changes to the Deputy City Manager job description were adopted by the Mayor and Council in May of 2022, which also included the officer title of City Treasurer (Attachment 4). In the current organizational chart, departments are distributed as follows between the City Manager and Deputy City Manager:

City Manager	Deputy City Manager/City Treasurer
Information Technology	Public Works
Human Resources	Finance
Police	Neighborhood Resources and Grants
Fire	
Community Services & Economic Development	

Attached are job descriptions to include adopted titles approved by the Mayor and Council at past council meetings when the City Treasurer officer's title is included alongside a different title (Attachments 2a,2b).

Duties

The duties of both the Finance Director and the Deputy City Manager/City Treasurer are attached as their respective job descriptions (Attachments, 2b, 3). The charter role of the Treasurer is broken down below:

...who shall be responsible to the Council - means this position is also an appointed officer by the Mayor and Council

and who shall receive and have custody of all the money of the City- means that is responsible for the collection of revenues and the deposit of revenues.

and shall keep and save said money, – means that revenues are deposited and/or invested.

and dispense the same only as provided by ordinance. - means that accounts payable, payroll and other payments are processed according to ordinance and/or other regulatory requirements.

In the current structure, the oversight of the financial operations stated above is accountable to the Deputy City Manager/City Treasurer, through the Finance Director.

Current structure of City Treasurer and Finance Director

Currently, the Deputy City Manager continues to train and develop the Finance Director in the various functions of municipal financial operations. The City Treasurer works with the Finance Director to provide financial policy direction to the Mayor & Council and/or answer any questions. The Finance Department produces monthly financial reports, and the City Treasurer provides a monthly sales tax report to the Council as well. Under the City Manager's direction, we have embarked on a transition to higher standards and processes in our day-to-day financial work. We have many new efforts underway to streamline data, bank reconciliations, and strengthen financial practices from past manual processes to more automated with use of data mining and analytics.

Past Recommendations of Audit Findings

Below are comments from official audit findings stating how an additional layer of financial oversight in this case, the City Treasurer overseeing the Finance Director, ideally removes sole control over one individual, and also provides stronger checks and balances and separation of duties as recommended by Government Financial Officer Association (GFOA) best practices.

"The City should contemplate if there are sufficient resources available to prepare a complete set of financial statements and to provide a secondary management review process in order to detect errors prior to delivery for the audit. Additional personnel should be considered to enhance the City's internal control over the financial reporting and within each transaction cycle, to ensure transactions are thoroughly evaluated, reviewed, and recorded in order to facilitate the accurate and complete year end closing of the general ledger." (*Single Audit and Independent Auditor's Reports For the Year Ended June 30, 2021, page 21*)

Related Research

Attachment 5 reflects research conducted on how other cities and towns in Arizona handle the financial function. Not all are consistent as they have varying types of organizational structures. The important thing is that sound financial practices are in place and proper internal controls are established.