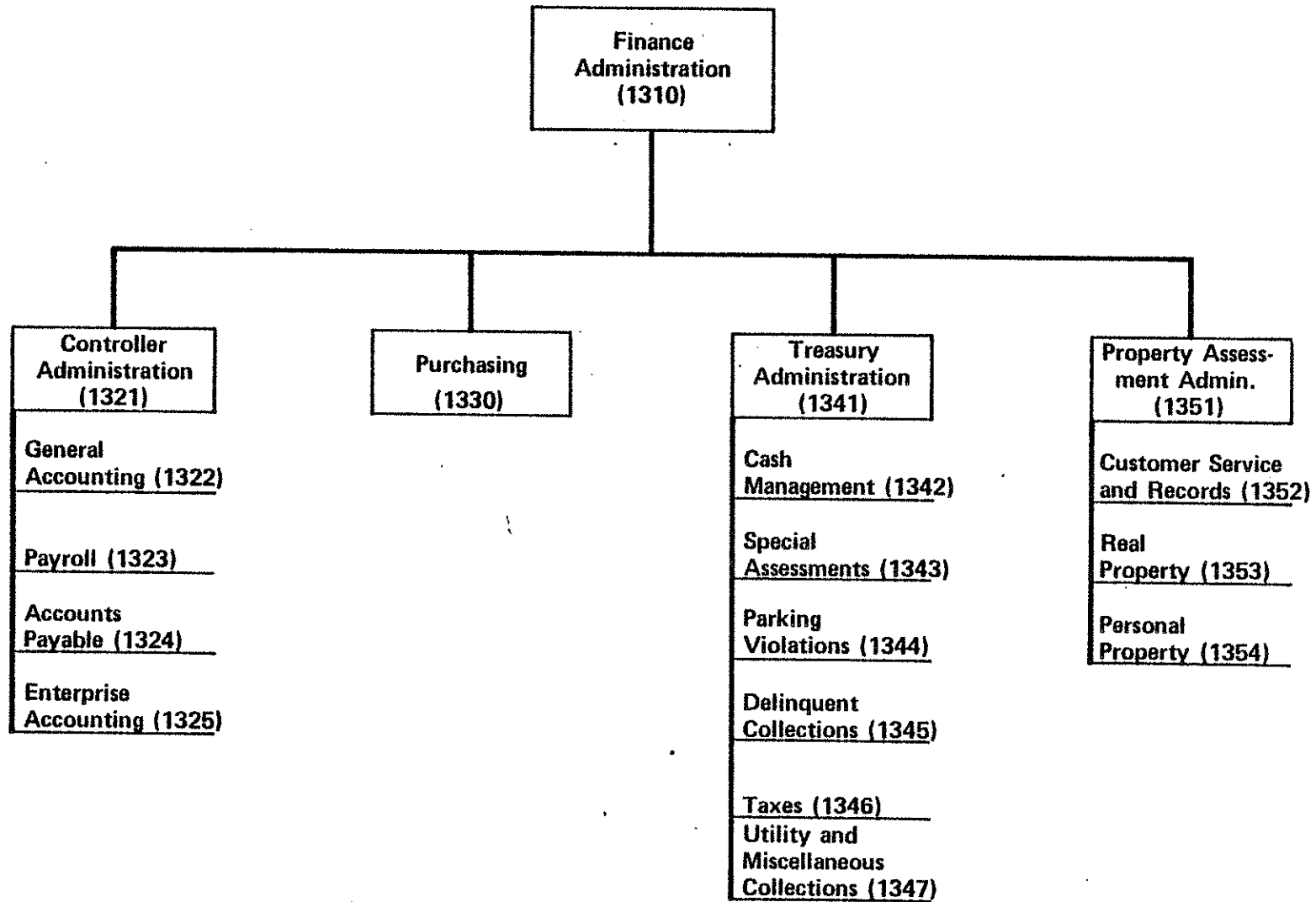


# ORGANIZATION CHART

## Finance Department



DEPT. Finance		MAJOR OBJECTIVES FOR 1977	MAJOR OBJECTIVES FOR 1978	MAJOR PROGRAM CHANGES FOR 1978
CODE	BUDGET UNIT			
1310	Finance - Administration			
1321	Controller - Administration			
1322	Controller General Accounting	Furnish financial reports to all departments.	Maintain financial records of all departments.	System generated reports with established schedule of due dates.
1323	Controller - Payroll	Complete new payroll system.	Reduce by 30% the number of manual checks issued.	New payroll subsystem.
1324	Controller - Accounts Payable	Pay 80% of vendor invoices within the discount period.	Pay 90% of vendor invoices within the discount period.	Increase number of vouchers processed.
1330	Purchasing	Process 75% of requisitions within 30 days.	Process 80% of requisitions within 30 days.	Establish back-up capability; hold training programs for departments having diffi- culties.
1341	Treasury - Administration			
1342	Treasury Cash Management	Process 39,000 cash receipts and bank transfers; sign and disperse 91,200 checks.	Process 52,000 cash receipts and bank transfers; sign and disperse 96,000 checks.	Automated UFMS system.
1343	Treasury - Special Assessments	Produce 11,500 bills; process 14,000 payments and adjustments.	Produce 13,500 bills; process 15,000 payments and adjustments.	All accounts will be on one automated Data Processing System.
1344	Treasury - Parking Violations	Process 100,000 traffic citation payments.	Process 120,000 traffic citation payments.	Increase delinquent notices sent and summons issued.
1345	Treasury - Delinquent Collections	Reduce delinquent personal property tax receivable by \$1,890,000.	Reduce delinquent personal property tax receivable by \$2,314,000.	Increase phone contacts and mailing of delinquent notices.
1347	Treasury - Utility & Misc. Collection	Process 1,150,000 pieces of mail.	Process 1,300,000 pieces of mail.	Increase in amount of pay- ments processed and revenues deposited daily.
1351	Property Appraisal Administration			
1352	Property Appraisal Customer Service			
1353	Property Appraisal Real Property	Reappraise 19,500 parcels of real estate; review remaining 39,500 parcels in areas not under reappraisal.	Reappraise 20,000 parcels of real estate; review remaining 40,000 parcels in areas not under reappraisal.	Use of on-line capabilities with central processing unit.
1354	Property Appraisal Personal Property			

DEPT. Finance	Unit No. 1300	DIV. Administration	Unit No. 1310	SEC.	Unit No.
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
1. Provide overall fiscal policy interpretation and direction for the Municipality	Timely and accurate response		X			
2. Supervise and provide direction to the employees of the Finance Department	Quality performance in providing service		X			
3. Provide specialized support and expertise to the operating Divisions of the Finance Department and to other Municipal Departments	Timely and accurate response		X			
4. Provide direction and policy guidance during the annual audit of the Municipal financial records	Completion of financial audit by March 31		X			

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The successful operation of any Municipality requires a strong and well managed financial organization capable of providing immediate and quality response.

**CHANGES FROM CURRENT OPERATIONS:**

None.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

Through continuous review and involvement of all matters and activities impacting Municipal finances, insure that necessary resources and expertise will be provided.

DEPT. Finance	Unit No. 1300	DIV. Controller	Unit No. 1320	SEC. Administration	Unit No. 1321
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
1. Furnish required financial reports as requested.	# of reports prepared.	X			20	25
	Cost per report.		X		TBD	TBD
2. Supervise Controller Division objectives.	Acceptance-reports returned for corrections.			X	3	0
	Establish plans and schedules.	X				1
	% of completion of objectives.		X			100%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

1. Special reports required for rate hearings, grants, and as requested by Assembly, management and public.
2. To properly serve all departments.

**CHANGES FROM CURRENT OPERATIONS:**

1 & 2: Aid in implementing enhancements to the Financial Management System.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

OBJECTIVE	TASKS
1. Furnish financial reports.	Assign duties. Establish due dates. Review. Deliver report.
2. Supervise objectives.	Establish work plan. Schedule review of completed work. Review objectives.

DEPT. Finance	Unit No. 1300	DIV. Controller	Unit No. 1320	SEC. General Accounting	Unit No. 1322
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work-load	Efficiency	Effectiveness			
1. Maintain financial records of all departments.	Generate and review all documents.	X				25,000	30,000
	# of accurate monthly reports - correcting entries required.			X		1,500	1,200
2. Complete assigned reports and audit schedules.	# of reports and audit schedules	X				500	450

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

- Necessary for successful operation of all departments.
- Charter and bond covenant required.

**CHANGES FROM CURRENT OPERATIONS:**

1 & 2: Reassignment of duties.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

<u>OBJECTIVE</u>	<u>TASKS</u>
1. Maintain financial records.	Review accounting documents. Review System generated reports. Analyze and reconcile accounts.
2. Complete reports and audit.	Establish work schedule. Assign duties.

DEPT. Finance	Unit No. 1300	DIV. Controller	Unit No. 1320	SEC. Payroll	Unit No. 1323
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work load	Efficiency	Effectiveness		
Reduce by 30% the number of manual checks issued.	# of checks issued.	X			960	672
	Cost per check.		X		\$ 20	\$ 25
	# of checks issued.			X	672	470

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

To preclude possible employee grievance.

**CHANGES FROM CURRENT OPERATIONS:**

New payroll subsystem.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

OBJECTIVE

Reduce manual checks

TASKS

Assist in training department payroll clerks.

DEPT. Finance	Unit No. 1300	DIV. Controller	Unit No. 1320	SEC. Accounts Payable	Unit No. 1324
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work-load	Effi- ciency	Effac- tiveness			
1. Pay 90% of vendor invoices within the discount period.	# of vouchers processed	X				1,000	1,640
	Increase vouchers processed		X			1,250	1,822
	# of discounts taken			X		1,250	1,822
2. Pay 90% of remaining invoices on or before due date.	# of vouchers processed	X				10,320	16,613
	Increase number of vouchers processed			X		12,900	18,459

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

- a. Cut costs of operations and construction.
- b. Good community relations.

**CHANGES FROM CURRENT OPERATIONS:**

Possible reassignment of duties.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

**OBJECTIVE:**  
Pay Municipal obligations

**TASKS:**  
Review all invoices  
Process all invoices into system  
Review all receiving reports  
Process all receiving reports into system  
Review voucher requests  
Process voucher requests into system  
Educate all departments to timely submit receiving reports to enable payment by due date and before expiration of discount period.

MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1978

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DEPT. Finance	Unit No. 1300	DIV. Controller	Unit No. 1320	SEC. Enterprise Accounting	Unit No. 1325
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OBJECTIVES	PERFORMANCE INDICATORS					
	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
NOT SUBMITTED						

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

**CHANGES FROM CURRENT OPERATIONS:**

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**



DEPT. Finance	Unit No. 1300	DIV. Purchasing	Unit No. 1330	SEC.	Unit No.
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
Process 80% of all requisitions within 30 days.	% of requisitions processed within time parameters.		X		75%	80%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

Demands from all using agencies would indicate this level of service is minimum required, provided proper planning is accomplished.

**CHANGES FROM CURRENT OPERATIONS:**

- a. Establishment of back-up capability.
- b. Departments must inform Purchasing at an earlier date concerning common use items for consolidation of requirements.
- c. Training program for departments having difficulties.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

- a. In December letters will be sent out requesting information for bid consolidation.
- b. Departments will be monitored for input quality, and those with problems will be contacted and briefings scheduled.
- c. Division personnel will be trained in other areas to ensure a back-up system is available.
- d. The revised code raising the bid limit from \$2,500 to \$5,000 will speed up the purchasing process over the formal bidding procedures.
- e. Increase division surveillance concerning timeliness of purchases.

DEPT. Finance	Unit No. 1300	DIV. Treasury	Unit No. 1340	SEC. Administration	Unit No. 1341
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
1. Establish Treasury policies to be adhered to by six sections.	Prompt and accurate reporting of revenues		X			
2. Supervise and monitor activities of Treasury employees.	Quality performance.		X			
3. Timely reporting of Municipal investments.	Monthly Treasury report to Administration and Assembly		X			
4. Provide that cash is available to meet various expenditures	Develop cash flow data		X			

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The amount of revenues to be processed has increased as a result of the population growth.  
 The daily processing of revenues and investments of idle funds requires a sound cash management program.

**CHANGES FROM CURRENT OPERATIONS:**

None

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

**OBJECTIVE**

Through review and involvement of all matters impacting the Treasury Division, insure that activities are carried out by all six sections.

**TASK**

Assure that billings are done on a timely basis in the respective sections  
 Monitor cash flow data  
 Invest idle funds  
 Cross-train employees

DEPT. Finance	Unit No. 1300	DIV. Treasury	Unit No. 1340	SEC. Cash Management	Unit No. 1342
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work load	Efficiency	Effectiveness			
1. Process 52,000 cash receipts and bank transfers	# of cash receipts processed	X			39,000	52,000	
	# of staff-hours required		X		3,380	2,990	
	Cost per unit		X		67.6¢	45.8¢	
2. Sign and disperse 96,000 checks	# of checks dispersed	X			91,200	96,000	
	# of staff-hours required		X		2,860	3,250	
	Cost per unit		X		24.5¢	27.0¢	

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The normal growth pattern of Municipal services to the public will, in turn, result in an increase of cash received and disbursements made. A reduction of man-hours in processing receipts can be attained by automation of the UFMS system.

The major demand factors considered for proper control of revenues received and accurate disbursement of checks are (1) prompt processing of revenues received, and (2) accurate disbursement of checks released with emphasis on security. The resultant benefits would be (1) money available more readily for Municipal use, and (2) prompt payment to vendors.

Cash receipts received by this section will average 200 per day. Checks dispersed will average 370 per day.

**CHANGES FROM CURRENT OPERATIONS:**

The management of cash will be improved by the automation of the UFMS system.  
 Reduce time spent on inputting cash receipts through the computer terminal.  
 Process more cash receipts daily.  
 Increase time spent on dispersing checks.  
 Cross-train three personnel.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

OBJECTIVE

1. Process 52,000 cash receipts

2. Disperse 96,000 checks

TASK

Verify cash receipts for proper accounting  
 Balance cash receipts daily through cash register  
 Batch receipts and input each one through computer

Sign each check  
 Maintain control list  
 Disperse checks through mail and by pickup

MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1978

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Finance	1300	Treasury	1340	Special Assessments	1343	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work load	Efficiency	Effectiveness	1977	1978
1. Billing of special assessments	# of bills produced	X			11,500	13,500
	Unit cost to bill		X		\$4.44	\$4.56
	% of accounts billed			X	100%	100%
2. Collection of special assessments	# of payments and adjustments processed	X			14,000	15,000
	Unit cost to collect and adjust		X		\$14.61	\$15.00
	% of accounts collected			X	99.4%	99.4%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The Special Assessment Receivable has shown an increase due to the formation of many new districts.

System	Year	Amount
GAAB & City	1975	\$ 8.7 Million
GAAB & City	1976	\$ 9.3 Million
GAAB & City	1977	\$13.5 Million

**CHANGES FROM CURRENT OPERATIONS:**

The greatest change from current 1977 method of operation is that all accounts will be on one automated Data Processing System.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

OBJECTIVE  
1. Billing

TASK  
Input new account setups  
Send out bills  
Hire and train personnel  
Receive calls on assessments from public and title companies

2. Collections

Process payments  
Process adjustments  
Foreclosure action  
Provide information on assessments to public and title companies

DEPT. Finance	Unit No. 1300	DIV. Treasury	Unit No. 1340	SEC. Parking Violations	Unit No. 1344
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
Maintain control of receivable by processing 120,000 traffic citation payments	# of accounts	X			100,000	120,000
	staff-hours cost		X		\$ 67,380	\$ 75,538
	staff-hours cost per unit			X	67.4¢	62.9¢

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

Traffic citations issued in 1978 will total 140,000 which is higher than previous years. In order to maintain this receivable, the amount collected will rise in proportion.

Year	Citation Issued	Payments Processed
1977	120,000	100,000
1978	140,000	120,000

A resultant benefit is the reduction of the delinquent citation receivable providing Treasury with revenues from the prompt collection of accounts.

**CHANGES FROM CURRENT OPERATIONS:**

The management of the Parking Violations Section's maintenance of the delinquent receivable will be improved by an increase of delinquent notices sent and summons issued.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

Objectives	Task
Maintain traffic citation receivable	Send 30,000 delinquent notices Process and balance payments received daily Batch process payments for input to Data Processing Issue summons

DEPT. Finance	Unit No. 1300	DIV. Treasury	Unit No. 1340	SEC. Delinquent Collections	Unit No. 1345
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
Reduce the Delinquent Personal Property Tax Receivable by \$2,314,000.	Delinquent Personal Property Tax Receivable	X			\$3,096,000	\$3,305,000
	Reduction to Delinquent Personal Property Tax Receivable		X		\$1,890,000	\$2,314,000
	Delinquent Personal Property Tax collection percentage			X	61%	70%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

One of the main demand factors in the collection of delinquent accounts is the need for prompt follow-up. Continued growth in 1978 will increase the delinquent receivables. This must be collected to help maintain the overall budget within the Municipality.

**CHANGES FROM CURRENT OPERATIONS:**

The collection of delinquent account receivables will be improved by a concentrated effort of prompt follow-up of delinquent accounts.

- Increase phone contacts.
- Increase mailing of delinquent notices.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

Objective

Reduce the Delinquent Personal Property Tax Receivable by \$2,314,000

Tasks

- Re-assign work loads
- Cross-training
- Send out 45,000 collection letters
- Process 11,000 returned bills
- Handle 15,000 telephone calls
- Process 11,000 payments

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.		
Finance	1300	Treasury	1340	Taxes	1346		
PERFORMANCE INDICATORS							
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978	
1. Provide Tax Billing	# of bills prepared	X			120,000	95,000	
	Unit cost to bill		X		\$ .94	\$ 1.18	
	% of accounts billed			X	100%	100%	
	2. Provide Tax Collection	# of payments and adjustments processed	X			122,000	97,000
		Unit cost to collect and adjust		X		\$ 2.15	\$ 2.17
		% of Real Property Taxes collected			X	99.5%	99.5%
	% of Personal Property Taxes collected			X	50%	75%	

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The major demand factor considered when planning tax billing and collection is that tax revenue has increased in recent years.

Year	Revenue Collected
1974	40 Million
1975	49 Million
1976	64 Million
1977	70 Million
1978	70 Million

**CHANGES FROM CURRENT OPERATIONS:**

In 1978 the Municipality of Anchorage will bill about 25,000 less Personal Property accounts due to the State of Alaska collecting the tax at the time the license plate fee is paid. This will result in 25,000 fewer Personal Property account billings. Demands on the staff will, therefore, be lessened to a point where the Section will be able to (1) handle work on a timely basis, (2) issue Tax Certificates, and (3) issue Mobile Home Certificates.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

Objectives

Task

1. Billing

Set up annual billing program  
Produce and send tax bills  
Hire and train personnel  
Receive calls on tax billing from public and mortgage companies

2. Collection

Process payments  
Process adjustments  
Foreclosure action  
Provide tax information to public and mortgage companies

DEPT. Finance	Unit No. 1300	DIV. Treasury	Unit No. 1340	SEC. Utility & Misc. Collections	Unit No. 1347
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
Process 1,300,000 pieces of mail	# processed and balanced	X			1,150,000	1,300,000
	# of hours required		X		14,560	14,560
	% of payments processed			X	100%	100%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The growth of the population in Anchorage will increase, which will result in an increase in the amount of people billed for Utility services.

<u>Year</u>	<u>Payments Received by Mail</u>
1977	1,150,000
1978	1,300,000

The major demand factor is the daily processing of the Utility payments. The resultant benefit is the quick deposit of revenues received. Daily processed mail payments will average 5,000 pieces per day.

**CHANGES FROM CURRENT OPERATIONS:**

There will be an increase in amount of payments processed and revenues deposited daily.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

<u>OBJECTIVE</u>	<u>TASK</u>
Process, daily, all Utility mail received	Batch process all payments and stubs Collect and batch payments at Seventh and G Cross-train all cashiers



DEPT. Finance	Unit No. 1300	DIV. Property Appraisal	Unit No. 1350	SEC. Administration	Unit No. 1351
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OBJECTIVES	PERFORMANCE INDICATORS					
	DESCRIPTION	Work-load	Effi- ciency	Effec- tiveness	1977	1978
Administer the Property Appraisal function in an effort to obtain utmost production from existing staff.	Control day to day operations of the Property Appraisal function so that it flows smoothly.	X		X	6240 hours A more equitable assessment roll than in 1976.	6240 hours A more equitable assessment roll than in 1977.

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

Without the Administrative function, the office would have no leadership and equity of appraisals would suffer.

**CHANGES FROM CURRENT OPERATIONS:**

None

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

To continue carrying out the Administrative function as in the past and to make an effort to improve the Property Appraisal function.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Finance	1300	Property Appraisal	1350	Customer Service and Records	1352	
<b>PERFORMANCE INDICATORS</b>						
OBJECTIVES	DESCRIPTION	Work load	Efficiency	Effectiveness	1977	1978
1. Furnish immediate service to customers at the counter and on the telephone.	Provide immediate polite service to anyone who comes to the counter with a question or problem.	X	X	X	10,400 hours 20 seconds Better public relations.	10,400 hours 20 seconds Better public relations.
2. Furnish all necessary aid and assistance to both real and personal property appraisers in their endeavor to complete their assigned tasks.	Provide access to records and prompt help to all appraiser requests concerning real and personal property.	X	X	X	10,400 hours 100% More appraisals at less cost.	10,400 hours 100% More appraisals at less cost.
<b>EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:</b>						
<p>Without the Customer Service and Records Section, each appraiser would complete approximately 50% less appraisals than they are now doing, and there would be no one at the counter to assist customers.</p>						
<b>CHANGES FROM CURRENT OPERATIONS:</b>						
None						
<b>SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:</b>						
<p>Each clerk will be assigned to assist the appraisal staff in any way necessary so that the appraisal function can be carried out in a most expeditious manner.</p>						

DEPT. Finance	Unit No. 1300	DIV. Property Appraisal	Unit No. 1350	SEC. Real Property	Unit No. 1353	
<b>PERFORMANCE INDICATORS</b>						
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
1. Complete reappraisal of approximately one-third of the municipal real property, in accordance with AR 45A.	Complete 19,500 real property appraisals in accordance with Alaska State Statute, 29.53.060.	X	X	X	19,000 hrs. 1.4 hours per appraisal. \$750,000,000 increase in assessment roll.	26,400 hours 1.35 hours per appraisal 750,000,000 increase in assessment roll.
2. Complete a review of all properties not reappraised.	Complete a review of 39,500 real estate parcels not reappraised to determine if any major changes occurred.	X	X	X	3650 hours 9 reviews per hour \$50,000,000 increase in roll.	3650 hours 10.5 reviews per hour \$60,000,000 increase in roll.
3. Equalize the 1978 Real Property Assessment Roll.	Prepare cases for the Board of Equalization that could not be resolved to the taxpayer's satisfaction, attend the hearings to defend property values.	X	X		3650 hours \$370 per case	3650 hours \$370 per case.
<b>EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:</b>						
Alaska State Statute, 29.53.095, requires property to be reappraised at its full and true value in the shortest time possible.						
<b>CHANGES FROM CURRENT OPERATIONS:</b>						
Use of on-line capabilities with central processing unit.						
<b>SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:</b>						
1. Reappraise 1/3 of all real property Spend from April through October appraising property through the use of mass appraisal techniques in conjunction with methods approved by the International Association of Assessing Officers.						
2. Review remaining 2/3 of all real property. Review all other properties from November through January for additions, deletions, and changes in physical characteristics.						
3. Prepare an assessment roll and equalize same. February through May prepare appeals for the Board of Equalization and attend hearings to defend cases.						