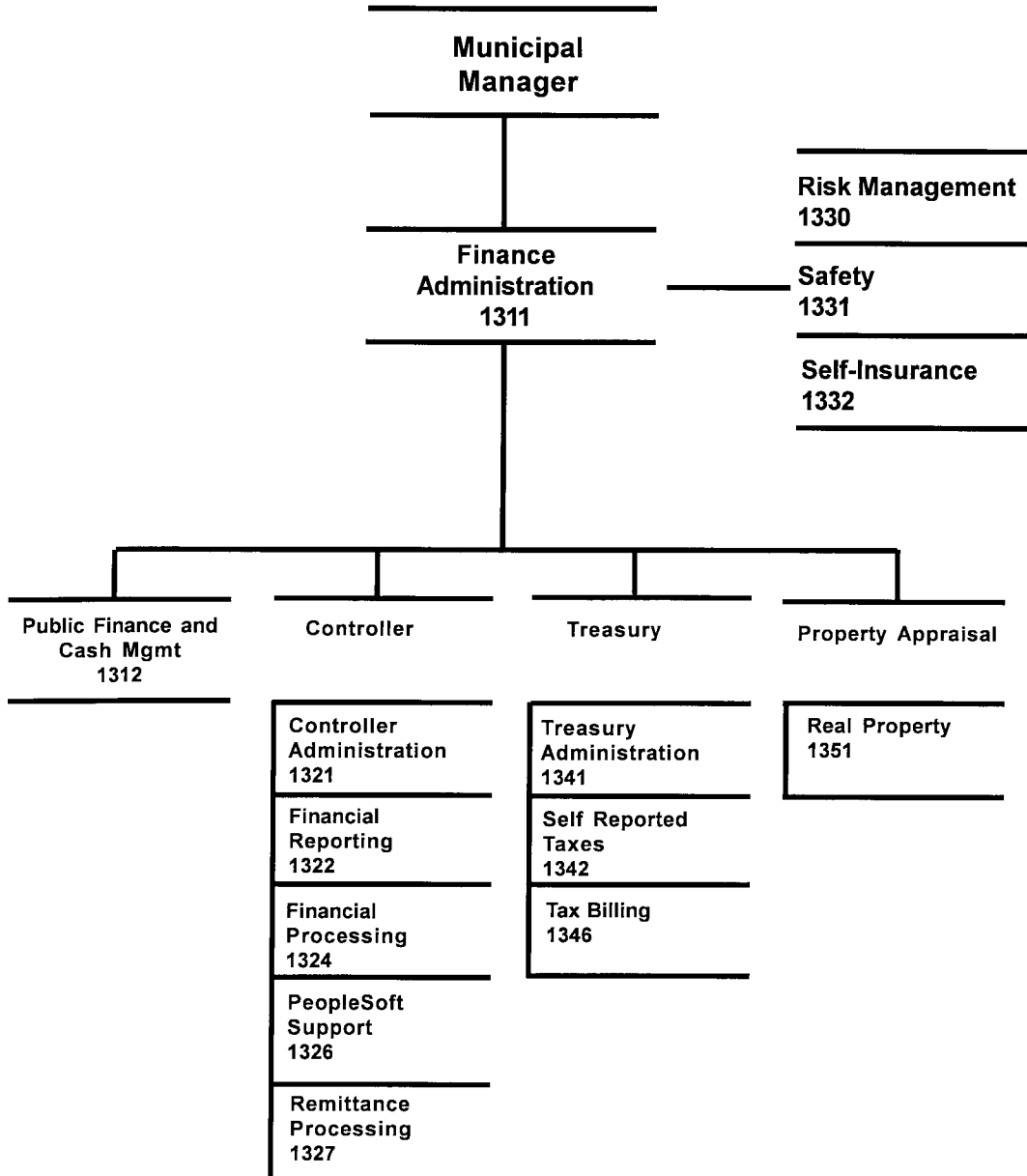


FINANCE

FINANCE





Finance Department

Our Mission: To support sustained public services through prudent and proactive financial services

Core Services

- Generate and collect revenues to fund Municipal operations
- Maintain the highest possible bond rating
- Deliver monthly, quarterly and annual financial results of operations
- Process, record and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

Direct Services

Direct Services Provided by Divisions

See: Controller Division

See: Property Appraisal Division

See: Public Finance and Investment Division

See: Risk Management Division

See: Treasury Division

Focus Areas

- Provide real and personal property tax rolls reflecting fair and equitable distribution of the tax burden
- Engage in comprehensive tax audit practices ensuring appropriate receipt of tax revenues
- Issue the lowest possible cost of debt for infrastructure projects and school construction
- Provide internal and external users of Municipal financial information with accurate, informative and concise annual financial results in accordance with Generally Accepted Accounting Principles
- Initiate e-government projects that will make doing business with the Municipality easier
- Improve business processes and procedures making full use of modern technology and best practices

We will measure our success by:

- Municipal Credit Rating

2001	2002	2003	2004	2005
AA	AA			

Note: AA rating is among the highest ratings

- Percent variance in actual annual tax revenues generated versus projected. Negative percentage indicates actual revenues collected were less than projected

2001	2002	2003	2004	2005
1%				

- Annual Receipt of the Government Financial Officer Association's Certificate of Achievement Award for Financial Reporting. Indicates a national standard of excellence has been met

2001	2002	2003	2004	2005
YES				

Investing for Results

- Explain more...
- Letter from the Mayor...
- Results by Department

Priorities





- Public Safety
- Economic Growth
- Quality of Life
- Individual & Family Development
- Spirit of Community

- Number of audit adjustments posted versus prior year during the annual external audit. Indicates the degree to which the Municipality's financial accounting practices are done in accordance with the Governmental Accounting Standards Board and Generally Accepted Accounting Principles

-	2001	2002	2003	2004	2005
Number	45				
% Change	(50%)				

- Ask a Question about Finance Department
- Make a Comment about Finance Department

Questions and Comments about Finance Department

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**Finance Department
Costs Allocated to Core Services**

Core Services	Administration Division	Public Finance Division	Controller Division	Risk Management & Safety Divisions	Treasury Division	Property Appraisal Division	Total Service Cost
Generate & Collect Revenues to Fund MOA Operations	\$25,000	\$50,000	\$908,400		\$1,196,590	\$2,162,640	\$4,342,630
Maintain Highest Possible Municipal Bond Rating	\$50,000	\$200,000					\$250,000
Deliver monthly, quarterly and annual results of operations	\$50,000		\$581,450				\$631,450
Process, record and analyze financial data		\$28,020	\$598,030				\$626,050
Improve access to municipal records and information	\$25,000	\$25,000	\$272,520			\$573,340	\$895,860
Safeguard Municipal Assets	\$25,000	\$25,000	\$270,440	\$341,160	\$171,830		\$833,430
Migitate Risk Of Financial Loss	\$25,590			\$7,201,200	\$385,150		\$7,611,940
Total Division Costs	\$200,590	\$328,020	\$2,630,840	\$7,542,360	\$1,753,570	\$2,735,980	\$15,191,360

2003 Resource Plan

Department: Finance

Division	Financial Summary		Personnel Summary							
	2002	2003	2002 Revised				2003 Approved			
	Revised	Approved	FT	PT	Temp	Total	FT	PT	Temp	Total
Administration	284,160	200,590	2			2	2			2
Public Finance & Cash Mgmt	383,600	328,020	4			4	3			3
Controller	2,485,740	2,630,840	37			37	36			36
Risk Management	210,190	248,480	3			3	3			3
Safety	92,890	92,680	1			1	1			1
Treasury	2,237,780	1,753,570	23			23	21			21
Property Assessment	2,317,250	2,735,980	36			36	35		6	41
Self Insurance	6,613,030	7,201,200				0				0
Operating Cost	14,624,640	15,191,360	106	0	0	106	101	0	6	107
Add Debt Service	0	0								
Direct Organization Cost	14,624,640	15,191,360								
Charges From/(To) Others	(7,455,510)	(8,324,260)								
Function Cost	7,169,130	6,867,100								
Less Program Revenues	(783,780)	(424,500)								
Net Program Cost	6,385,350	6,442,600								

2003 Resource Costs by Category

Division	Personal Services	Supplies	Other Services *	Capital Outlay	Total Direct Cost
Finance Administration	183,590	3,300	13,700		200,590
Public Finance & Cash Mgmt	284,310	1,800	41,910		328,020
Controller	2,586,820	25,150	161,660	7,210	2,780,840
Risk Management	232,100	4,550	11,830		248,480
Safety	92,680	0	0		92,680
Treasury	1,404,900	24,950	322,270	11,450	1,763,570
Property Assessment	2,619,100	32,550	174,330		2,825,980
Self Insurance			7,201,200		7,201,200
Operating Cost	7,403,500	92,300	7,926,900	18,660	15,441,360
Less Vacancy Factor	(250,000)				(250,000)
Add Debt Service					0
Total Direct Organization Cost	7,153,500	92,300	7,926,900	18,660	15,191,360

* Travel budgeted by this department within the Other Services category is \$56,380

2003 Budget Highlights

Technology investment, process re-engineering, and re-organization have contributed to 2003 savings:

- Combining the Treasury and Property Appraisal customer service counters (instead of two counters on separate floors) will mean fewer staff necessary to provide the same level of customer service. In peak times, temporary employees will be hired to ensure satisfactory customer service.
- Implementation of Procurement cards in 2002 reduced the volume of cash disbursements by approximately 40%. This reduced workload, coupled with implementation of a new workflow for accounts payable and cash receipts will allow transactions to be entered and approved at the source rather than as a centralized activity.
- During 2002 Finance launched a web-based property tax payment system. Over 50% of all property tax payments are received from mortgage companies. These payments are now made via the world wide web, which substantially eliminated a 25-year old manual process and allows tax payments to be recorded within three days compared to two weeks or more under the old system.

2003 Resource Plan

Department: Finance

- New procedures for processing appeals of property assessments will reduce the current 10,400 hours annually required to process appeals to 8,320 hours in 2003.

RECONCILIATION FROM 2002 REVISED BUDGET TO 2003 APPROVED BUDGET
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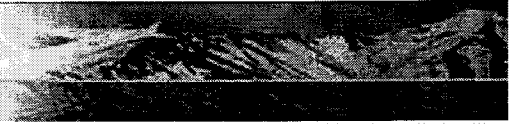
DEPARTMENT: FINANCE

	<u>DIRECT COSTS</u>	<u>POSITIONS</u>		
		<u>FT</u>	<u>PT</u>	<u>T/Seas</u>
2002 REVISED BUDGET:	\$ 14,624,640	106	0	0
2002 ONE-TIME REQUIREMENTS:				
- Implementation of GASB 34	(250,000)			
- Legal services for Treasury Division	(20,000)			
- Escrow fund for City Hall Improvement	(100,000)			
- Reduction of vacancy factor	(214,000)			
- Property Appraisal temporary positions	(154,000)			
TRANSFERS (TO)/FROM OTHER AGENCIES:				
- None	0			
DEBT SERVICE CHANGES:	0			
CHANGES IN EXISTING PROGRAMS FOR 2003:				
- Salaries, benefits adjustment	484,550			
- Self-insurance	103,670			
- Insurance	(7,010)			
CONTINUATION LEVEL FOR 2003:	\$ 14,467,850	106	0	0
2003 PROGRAMMATIC CHANGES:				
- Add funding for increased self insurance needs	484,500			
- Miscellaneous adjustments in non-labor costs	91,830			
- Miscellaneous adjustments in personal services	87,510			
- Eliminate nine positions (four in Controller Division and one in Public Finance) due to increased use of current technology and (two in Treasury and two in Property Appraisal) due to consolidation of similar services within department	(374,370)	(9)		
- Creation of three accountant positions that will be funded by capital projects to track infrastructure development in accordance with GASB 34 and one full-time and six temporary positions to assist Property Appraisal in meeting SOA mandated re-appraisal requirements	371,160	4		6
- Adjust vacancy underfunding (from 4.89% to 3.36% of personnel costs)	99,720			
2003 PROPOSED BUDGET:	\$ 15,228,200	101	0	6

RECONCILIATION FROM 2002 REVISED BUDGET TO 2003 APPROVED BUDGET
--

DEPARTMENT: FINANCE

	DIRECT COSTS	POSITIONS		
		FT	PT	T/Seas
2003 AMENDMENTS:				
- Adjust budgeted amount for medical insurance costs for active employees	(36,840)			
2003 APPROVED BUDGET:	\$ 15,191,360	101	0	6



Public Finance and Investment Division

Finance Department

Our Purpose: Support the Municipality's ready access to capital markets for infrastructure and construction projects and provide investment management services for the Municipality's liquid assets

Core Services Supported

- Generate and collect revenues to fund Municipal operations
- Maintain the highest possible bond rating
- Deliver monthly, quarterly and annual financial results of operations
- Process, record and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

Direct Services

- Issue Municipal debt instruments at the lowest possible cost
- Return strong investment performance
- Maintain relationships with bond rating agencies and underwriters
- Ensure compliance with all bond covenants and regulatory requirements
- Improve customer understanding of public finance and investment strategies

Focus Areas

- Improve long range forecasting
- Minimize non-invested cash
- Establish bond record-keeping procedures and policies
- Minimize arbitrage rebates

We will measure our success by:

- Investment yield compared to ninety-day treasury index (Indicates return on investment over and above the national minimum standard)

	Q1-2002	Q2-2002	Q3-2002	Q4-2002
Anchorage	2.86%	2.87%	2.55%	
Treasury	1.753%	1.803%	1.805%	

- Interest rates on Municipal debt issuances versus national benchmark

Data in Q2	2002	2003	2004	2005	2006
Anchorage	3.93				
National Benchmark	3.83				

- Ask a Question about Public Finance and Investment Division
- Make a Comment about Public Finance and Investment Division

Questions and Comments about Public Finance and Investment Division



2003 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: PUBLIC FINANCE & CASH MGT

PROGRAM: Debt and Investment Management

PURPOSE:

Ensure the Municipal debt and investments are properly managed, retired and accounted for.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

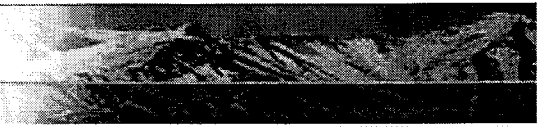
See Strategic Framework

RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	4	0	0	3	0	0
PERSONAL SERVICES			\$ 0			\$ 346,120			\$ 284,310
SUPPLIES			0			2,000			1,800
OTHER SERVICES			0			35,480			41,910
TOTAL DIRECT COST:			\$ 0			\$ 383,600			\$ 328,020
PROGRAM REVENUES:			\$ 0			\$ 371,230			\$ 321,000

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:

2



Controller Division

Finance Department

Our Purpose: Manage the assets and liabilities of the Municipality of Anchorage and provide financial reporting services supporting the decisions of internal and external users

Core Services Supported

- Generate and collect revenues to fund Municipal operations
- Maintain the highest possible bond rating
- Deliver monthly, quarterly and annual financial results of operations
- Process, record and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

Direct Services

- Prompt response to public and agency needs for financial information
- Rapid and accurate processing of financial transactions
- Aggressive collection of Municipal receivables
- Timely measuring of financial results of operations
- Prudent management of State and Federal grant awards
- Ensure compliance with Municipal code
- Disseminate accounting knowledge

Focus Areas

- Improve all aspects of financial reporting
- Streamline transaction processing
- Optimize the use of technology
- Meet the training needs of the user community
- Maintain stable, happy and well-trained work force

We will measure our success by:

- Number of management letter comments by External Auditors compared to prior years. A comment means something requires improvement

2000	2001	2002	2003	2004
14	9	0		

- Number of accounting processes that are converted from manual to automated

	Q1-2002	Q2-2002	Q3-2002	Q4-2002
Number	3	2	1	
%Change	NA	NA	NA	

- Number of employees who terminated employment with the division

2001	2002-YTD	2003	2004	2005
7	4			

Investing for Results

- [Explain more...](#)
- [Letter from the Mayor...](#)
- [Results by Department](#)

Priorities

- [Public Safety](#)
- [Economic Growth](#)
- [Quality of Life](#)
- [Individual & Family Development](#)
- [Spirit of Community](#)

- [Ask a Question about Controller Division](#)
- [Make a Comment about Controller Division](#)

2003 P R O G R A M P L A N

DEPARTMENT: FINANCE
 PROGRAM: Controller Administration

DIVISION: CONTROLLER

PURPOSE:

The Controller manages professional accounting staff to provide detailed analysis, interpretation and presentation of the Municipality's financial results and operations through financial reporting and oversight.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

See Strategic Framework

RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	16	0	0	5	0	0	5	0	0
PERSONAL SERVICES			\$ 1,215,770			\$ 362,900			\$ 324,090
SUPPLIES			24,520			3,770			3,400
OTHER SERVICES			102,038			41,320			40,260
TOTAL DIRECT COST:			\$ 1,342,328			\$ 407,990			\$ 367,750

WORK MEASURES:

See Strategic Framework 0 0 0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 15, 21

2003 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Fund Accounting

DIVISION: CONTROLLER

PURPOSE:

The Fund Accounting Unit of the Controller's Division is responsible for maintaining accurate and timely financial records, meeting regulatory reporting requirements, preparing the annual Comprehensive Annual Financial Report and reconciliation of MOA's operating funds and grant programs.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

See Strategic Framework

RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	16	0	0	18	0	0
PERSONAL SERVICES			\$ 0			\$ 1,050,460			\$ 1,346,000
SUPPLIES			0			7,200			9,000
OTHER SERVICES			0			167,110			32,160
CAPITAL OUTLAY			0			5,600			5,010
TOTAL DIRECT COST:			\$ 0			\$ 1,230,370			\$ 1,392,170

WORK MEASURES:

See Strategic Framework 0 0 0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
18, 20, 23

2003 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Financial Processing

DIVISION: CONTROLLER

PURPOSE:

The Financial Processing Unit of the Controller's Division is responsible for financial reporting at the transaction level. MOA processes thousands of individual cash receipts, checks, and invoices each year and the Financial Processing Unit ensures each is properly processed and reported.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

See Strategic Framework

RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	15	1	0	13	0	0	11	0	0
PERSONAL SERVICES	\$	796,660		\$	619,430		\$	667,800	
SUPPLIES		3,150			6,900			7,300	
OTHER SERVICES		103,590			33,280			38,340	
CAPITAL OUTLAY		0			0			2,200	
TOTAL DIRECT COST:	\$	903,400		\$	659,610		\$	715,640	
PROGRAM REVENUES:	\$	125,000		\$	125,000		\$	0	

WORK MEASURES:

See Strategic Framework 0 0 0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 19, 24

2003 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Remittance Processing

DIVISION: CONTROLLER

PURPOSE:

The Remittance Processing Unit processes millions of dollars annually of tax and cash receipts; collects, controls, and transmits ML&P, AWWU and Solid Waste Services payments and summarizes daily cash receipts to bank deposits through an automated processing machine.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

See Strategic Framework

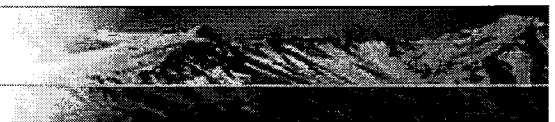
RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	3	0	0	2	0	0
PERSONAL SERVICES			\$ 0			\$ 140,640			\$ 98,930
SUPPLIES			0			5,550			5,450
OTHER SERVICES			0			41,580			50,900
TOTAL DIRECT COST:			\$ 0			\$ 187,770			\$ 155,280

WORK MEASURES:

See Strategic Framework 0 0 0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:



Risk Management Division

Finance Department

Our Purpose: To ensure Municipal claims arising from accident, injury or property damage are handled in an equitable and timely manner

Core Services Supported

- Generate and collect revenues to fund Municipal operations
- Maintain the highest possible bond rating
- Deliver monthly, quarterly and annual financial results of operations
- Process, record and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

Direct Services

- Maintain State of Alaska self-insurance certification
- Contract for the lowest cost, highest-rated insurance coverage
- Settle claims against the Municipality for the lowest possible cost
- Ensure all contractors carry levels of insurance adequate for the services performed
- Enhance customer service to the public and Municipal agencies
- Make third party recoveries (subrogation) for damage done to MOA property

Focus Areas

- Improve the trending, analysis, reporting and circulation of loss data
- Improve the education of and communication with users of loss data
- Participate in safety initiatives to promote a safe work environment
- Recover 30% of damage done to MOA property
- Maintain 24 hour contact on all claims filed against the MOA
- Opine on contracts submitted for review within 48 hours
- Improve the allocation of loss across Municipal agencies and departments.
- Negotiate the best premiums available for excess auto liability, general liability, workers comp and property coverage within a hardening market
- Reduce the potential for litigation against the Municipality

We will measure our success by:

- Percent of dollars recovered from the total payout of damage to Municipal property

Q4-2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
70%	29.27%	52.59%	92%	

- Percent of claims settled at no cost to the Municipality as compared to total claims filed against the self insured fund

Q1-2002	Q2-2002	Q3-2002	Q4-2002
42%	42.5%	50%	

- Dollar amount of the total cost of claims settled from the self insured fund (percent change from same quarter previous year)

	2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
Amount	4,345,944	995,663	1,256,480	1,358,337	
%Change	N/A	23%	57%	92%	

Investing for Results

- Explain more...
- Letter from the Mayor...
- Results by Department

Priorities

- Public Safety
- Economic Growth
- Quality of Life
- Individual & Family Development
- Spirit of Community

- Average cost per claim against the MOA self-insured certificate fund (includes workers comp and all 3rd party liability claims)

Q4-2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
\$5,042	\$3,970	\$4,248	\$4,021	

Note: *Claim average in the 2nd quarter is an anomaly based on the increase of claims for this time period in previous years.

- Percent recovered from the total amount of claims paid from the self-insured fund

Q4-2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
6%	8%	8%	8%	

- Ask a Question about Risk Management Division
- Make a Comment about Risk Management Division

Questions and Comments about Risk Management Division

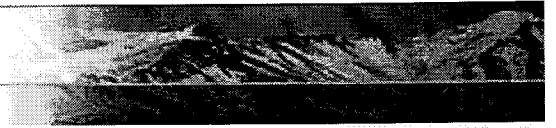
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You are here : Home > Results > Measures > Safety officer

Safety officer

Our Mission: To provide direction and guidance for the Municipal Safety Program to ensure a safe work environment for all Municipal employees

Core Services

- Mitigate incidents and accidents

Direct Services

Direct Services Provided by Divisions

Focus Areas

- Perform safety reviews for all departments to ensure regulatory compliance
- Interpretation and application of appropriate regulations and standards
- Provide guidance to department directors to ensure safety and health related issues are handled in a consistent manner

We will measure our success by:

- Number and percent of employee incidents that result in a Workers' Compensation claim

-	2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
Number	386	102			
Percent	64%	82%			

- Number of total reported incidents (claim or no claim filed)

2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
603	125			

- Loss Time Incident Rate as reported to OSHA (Occupational Safety & Hazard Association)

Q1-2002	Q2-2002	Q3-2002	Q4-2002
6.64	7.16	6.35	

Note: The rate is calculated by taking the number of loss time incidents x 200,000, divided by total manhours worked. Reports the effectiveness of our employee safety programs

- Ask a Question about Safety officer
- Make a Comment about Safety officer

Questions and Comments about Safety officer



Find

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2003 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Safety Division

DIVISION: SAFETY DIVISION

PURPOSE:

Protect the Municipality from loss by developing and enforcing policies and procedures which will reduce the frequency and severity of losses to the Municipality.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

See Strategic Framework

RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	1	0	0	1	0	0
PERSONAL SERVICES	\$		0	\$	92,890		\$	92,680	
TOTAL DIRECT COST:	\$		0	\$	92,890		\$	92,680	

WORK MEASURES:

See Strategic Framework 0 0 0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:



Treasury Division

Finance Department

Our Purpose: Manage the tax revenue base of the Municipality; educate public to encourage greater compliance with local tax laws and act in a fiduciary capacity with respect to public funds

Core Services Supported

- Generate and collect revenues to fund Municipal operations
- Maintain the highest possible bond rating
- Deliver monthly, quarterly and annual financial results of operations
- Process, record and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

Direct Services

- Provide exceptional customer service
- Ensure realization of Municipal tax revenue supporting the operating budget
- Maintain the integrity of the tax system
- Provide education services to encourage compliance with local tax laws

Focus Areas

- Continually improve the convenience of doing business with the Municipality
- Convert MOA Trust Fund to an endowment model
- Enhance coordination between Treasury and Property Appraisal
- Aggressively pursue delinquent collection activities
- Implement an active tax audit plan

We will measure our success by:

- Percent of taxpayers responded to within 5 business days

Q1-2002	Q2-2002	Q3-2002	Q4-2002
76%	75%	79%	

- Percent of planned program tax audits actually performed

2001	2002	2003	2004	2005
60%				

- Percent change in year-end delinquent tax receivables (tax money owed to the Municipality) Note: () indicates a reduction in delinquent receivables

2001	2002	2003	2004	2005
2.7%				

- Ask a Question about Treasury Division
- Make a Comment about Treasury Division

Questions and Comments about Treasury Division

Investing for Results

- Explain more...
- Letter from the Mayor...
- Results by Department

Priorities

- Public Safety
- Economic Growth
- Quality of Life
- Individual & Family Development
- Spirit of Community



2003 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Self Reporting Tax Revenue

DIVISION: TREASURY

PURPOSE:

Administer Self Assessed and Self Reported Tax Codes: Administer Tobacco, Hotel-Motel, Rental Vehicle and Personal Property Taxes; and E-911 Surcharge. Identify and assess all business and personal property. Conduct compliance audits and provide services to customers.

2002 PERFORMANCES:

See Strategic Framework

2003 PERFORMANCE OBJECTIVES:

See Strategic Framework

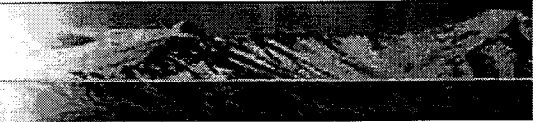
RESOURCES:

	2001 REVISED			2002 REVISED			2003 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	15	0	0	16	0	0	16	0	0
PERSONAL SERVICES	\$	888,020		\$	923,150		\$	1,089,180	
SUPPLIES		3,550			16,350			15,250	
OTHER SERVICES		81,600			241,260			200,980	
CAPITAL OUTLAY		200,000			0			8,250	
TOTAL DIRECT COST:	\$	1,173,170		\$	1,180,760		\$	1,313,660	
PROGRAM REVENUES:	\$	17,200		\$	161,300		\$	103,500	

WORK MEASURES:

See Strategic Framework	0	0	0
See Strategic Framework	0	0	0
See Strategic Plan	0	0	0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
10, 11, 12



Property Appraisal Division

Finance Department

Our Purpose: Provide the ad valorem property valuations on real property parcels

Core Services Supported

- Generate and collect revenues to fund Municipal operations
- Deliver monthly, quarterly and annual financial results of operations
- Process, record and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

Direct Services

- Establish the value of all taxable real property residing within the boundaries of the Municipality on January 1 annually
- Ensure compliance with State tax law
- Repository for all historical real property records
- Uphold International Association of Assessing Officers standards in property valuation
- Capture all new taxable construction
- Ensure accurate property valuations by administering the taxpayer appeal program
- Provide exceptional customer service

Focus Areas

- Responsiveness to the Public
- Accurate description of property
- Collection of market data
- A knowledgeable and well trained staff
- Technological innovation

We will measure our success by:

- Percent of taxable construction permits issued that were captured by January 1 (Reports how much new construction is captured for taxation)

2001	2002	2003	2004	2005
Data in Q4	Data in Q4			

- Average number of days a property tax appeal has been in process

2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
Data in Q3	Data in Q3			

- Number of changes/corrections in property valuations subsequent to the annual published tax roll. Indicates the accuracy of the valuation process

-	2002	2003	2004	2005	2006
Number	Data in Q4				
%Change	Data in Q4				

Investing for Results

- Explain more...
- Letter from the Mayor...
- Results by Department

Priorities

- Public Safety
- Economic Growth
- Quality of Life
- Individual & Family Development
- Spirit of Community

- Ask a Question about Property Appraisal Division
- Make a Comment about Property Appraisal Division

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M U N I C I P A L I T Y O F A N C H O R A G E
 2003 DEPARTMENT RANKING

DEPT: 12 -FINANCE
 DEPT BUDGET UNIT/
 RANK PROGRAM

SL SVC
 CODE LVL

1 1311-FINANCE ADMINISTRATION CB 1 Support Municipal goals through prudent
 0438-Office of the Chief Fisca OF and conservative management of Municipal
 SOURCE OF FUNDS, THIS SVC LEVEL: 1 financial resources. Supervise Treasury
 TAX SUPPORT Accounting, Property Appraisal, Public
 IGC SUPPORT Finance and Risk Management. Support
 Municipal agencies and departments with
 timely financial information and
 reports.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
2	0	0	183,590	3,300	13,700	0	0	200,590

2 1312-PUBLIC FINANCE & CASH MGT CB 1 Manage MOA's and ASD's debt portfolios
 0848-Debt and Investment Manag OF recommending and pursuing financing
 SOURCE OF FUNDS, THIS SVC LEVEL: 1 opportunities which result in the lowest
 IGC SUPPORT cost of debt. Maintain compliance with
 PROGRAM REVENUES 321,000 debt covenants, provide financing and
 investing advice to MOA agencies. Total
 debt managed \$1.2 billion. Total cash
 managed \$500 Million.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
3	0	0	284,310	1,800	41,910	0	0	328,020

3 1351-PROPERTY APPRAISAL CB 1 Provide foundation level services to
 0822-Property Appraisal OF meet State and Municipal mandated
 SOURCE OF FUNDS, THIS SVC LEVEL: 5 property appraisal requirements for
 TAX SUPPORT 90,000 commercial and residential
 properties. Provide personnel and
 program oversight and quality and
 quantity review. Certify assessment
 rolls. Provide assessment projections
 to Office of Management and Budget.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
3	0	0	227,250	32,550	142,300	0	0	402,100

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4 1351-PROPERTY APPRAISAL CB 2 Provide valuation estimates for
 0822-Property Appraisal OF Anchorage's 90,000 improved residential
 SOURCE OF FUNDS, THIS SVC LEVEL: 5 and commercial property utilizing mass
 TAX SUPPORT appraisal techniques. Resolves
 valuation questions and brings cases
 to the Board of Equalization to arrive
 at a fair and equitable valuation at
 full market value. Tracks ownership
 transfers of real property and provides
 property information to public.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
11	0	0	860,520	0	0	0	0	860,520

5 1351-PROPERTY APPRAISAL CB 3 Meets mandates under statute and
 0822-Property Appraisal OF ordinance to review inventory on a
 SOURCE OF FUNDS, THIS SVC LEVEL: 5 cyclical basis. Discovers and lists
 TAX SUPPORT new construction. Provides mass
 appraisal value estimates for land
 parcels.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
8	0	0	625,690	0	32,030	0	0	657,720

6 1351-PROPERTY APPRAISAL cb 5 Perform reinventory on a six-year cycle
 0822-Property Appraisal OF for commercial and residential property
 SOURCE OF FUNDS, THIS SVC LEVEL: 5 in compliance with State regulatory
 TAX SUPPORT requirements.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
3	0	6	246,990	0	0	0	0	246,990

7 1351-PROPERTY APPRAISAL CB 4 Interfaces with the public and provides
 0049-Customer Service OF exceptional customer service for the
 SOURCE OF FUNDS, THIS SVC LEVEL: 5 combined functions of tax collection,
 TAX SUPPORT property appraisal, tax exemptions and
 CAMA processing.

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PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
10	0	0	568,650	0	0	0	0	568,650

8 1341-TREASURY ADMINISTRATION
 0047-Division Admin and Manage
 SOURCE OF FUNDS, THIS SVC LEVEL:

CB

1 Ensure fiscal integrity of the
 OF Municipality by meeting performance
 1 objectives and administering the
 functions of the Treasury Division in
 compliance with applicable Municipal
 policies, ordinances and State statutes.

IGC SUPPORT

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
2	0	0	134,900	1,400	23,380	0	2,150	161,830

9 1346-TAX BILLING
 0444-Tax Billing and Collectio
 SOURCE OF FUNDS, THIS SVC LEVEL:
 TAX SUPPORT

1 Supervise and maintain property tax
 OF billings and collections; receive and
 2 process tax payments and requests for
 tax information. To balance tax receiv-
 able system with FIS daily; input
 adjustments and payments to the tax
 system; and provide information to the
 public regarding property taxes.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
2	0	0	116,430	8,300	97,910	0	1,050	223,690

10 1342-SELF-REPORTED TAXES
 0661-Self Reporting Tax Revenu
 SOURCE OF FUNDS, THIS SVC LEVEL:
 TAX SUPPORT

CB

1 Verify the sufficiency, of all Tobacco,
 OF Hotel/Motel, Rental Vehicle, and
 3 Personal Property Tax returns submitted
 by businesses subject to Municipal Code.
 Perform audits of business records of
 reporting entities. Identify and
 register taxpayers. Verify and account
 for tax returns and payments.

PROGRAM REVENUES 3,500

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
5	0	0	348,820	2,850	10,780	0	3,150	365,600

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11 1342-SELF-REPORTED TAXES CB 2 Pursue collection of delinquent
0661-Self Reporting Tax Revenu OF personal property taxes, business pro-
SOURCE OF FUNDS, THIS SVC LEVEL: 3 perty taxes and delinquent leasehold
TAX SUPPORT taxes.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
3	0	0	196,310	4,600	129,000	0	850	330,760

12 1342-SELF-REPORTED TAXES CB 3 Identify and assess all business and
0661-Self Reporting Tax Revenu OF personal property. Certify six personal
SOURCE OF FUNDS, THIS SVC LEVEL: 3 and business property rolls. Review and
TAX SUPPORT resolve property valuation protests and
appeals. On-going discovery of
assessable business property. Input
business/personal property data.
Respond to public inquiry, conduct
audits for compliance by taxpayers and
ensure integrity of assessment roll.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
8	0	0	544,050	7,800	61,200	0	4,250	617,300

13 1346-TAX BILLING 2 Coordinate real property bankruptcy
0444-Tax Billing and Collectio OF cases with MOA attorneys. Process tax
SOURCE OF FUNDS, THIS SVC LEVEL: 2 payments and provide information to the
TAX SUPPORT public. Administer Aircraft Registration
program and collect aircraft tax.
Administer Business Improvement District
Assessment (BID); billing and
collections.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
1	0	0	54,390	0	0	0	0	54,390

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14 1332-SELF INSURANCE
 0439-Risk Management
 SOURCE OF FUNDS, THIS SVC LEVEL:

 IGC SUPPORT
 PROGRAM REVENUES 0

CB 1 Costs associated with administering the
 OF Self Insurance Program (workers'
 1 compensation for Municipal employees
 and to provide insurance coverage to the
 Municipality and ASD in the event of
 casastrophic loss).

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
0	0	0	0	0	7,201,200	0	0	7,201,200

15 1321-CONTROLLER ADMINISTRATION
 0042-Controller Administration
 SOURCE OF FUNDS, THIS SVC LEVEL:

 IGC SUPPORT

CB 1 Supervise and direct the compilation of
 OF Municipal financial transactions
 1 through 115 different operating funds.
 Oversee the completion of the annual
 audit, Comprehensive Annual Financial
 Report (CAFR) and single audit.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
2	0	0	72,370	2,200	20,660	0	0	95,230

16 1330-RISK MANAGEMENT
 0439-Risk Management
 SOURCE OF FUNDS, THIS SVC LEVEL:

 IGC SUPPORT

CB 1 Manage the MOA's \$7 million self in-
 OF surance pools for workers' compensation
 1 and general liability. Recover up to
 \$1 million annually from persons
 damaging MOA property. Work to reduce
 MOA's exposure to worker's compensation
 and tort claims. Manage litigation
 related to workers' compensation and
 maintain MOA's self insurance status.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
3	0	0	232,100	4,550	11,830	0	0	248,480

17 1331-SAFETY DIVISION
 0840-Safety Division
 SOURCE OF FUNDS, THIS SVC LEVEL:

 IGC SUPPORT

1 Provide guidance on safety procedures to
 OF help lower general liability and workers
 1 compensation cost.

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PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
1	0	0	92,680	0	0	0	0	92,680

18	1322-FUND ACCOUNTING				CB	1	Responsible for all financial reporting activities within the Municipality, including monthly and annual statements. Compile the annual financial report; prepare all workpapers for the external audit. Implement new pronouncements of the GASB, ensure MOA compliance with regulatory requirements.
	0837-Fund Accounting					OF	
	SOURCE OF FUNDS, THIS SVC LEVEL:					3	
	IGC SUPPORT						

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
6	0	0	447,580	5,000	30,960	0	0	483,540

19	1324-FINANCIAL PROCESSING				CB	1	Perform Municipal-wide transaction processing for all MOA cash receipts and cash disbursements, 1099s. Maintain vendor relationships, assist MOA agencies and departments in processing transactions and provide internal controls assurance over the \$300 million in transactions.
	0044-Financial Processing					OF	
	SOURCE OF FUNDS, THIS SVC LEVEL:					2	
	IGC SUPPORT						

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
9	0	0	550,020	5,200	36,590	0	2,200	594,010

20	1322-FUND ACCOUNTING				CO	2	Responsible for financial record keeping reporting for the Federal and State grants issued to and by the Municipality. Compile the Municipality's annual Single Audit report; prepare all workpapers for external audit. Financial oversight for all grant and debt funded infrastructure development in accordance with GASB 34.
	0837-Fund Accounting					OF	
	SOURCE OF FUNDS, THIS SVC LEVEL:					3	
	IGC SUPPORT						

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24 1324-FINANCIAL PROCESSING
 0044-Financial Processing
 SOURCE OF FUNDS, THIS SVC LEVEL:
 IGC SUPPORT

CO 2 Process and collect over \$3.5 million
 OF annually in criminal fines, traffic
 2 citations and other fines assessed by
 the Police, MOA Prosecutors Office and
 District Court.

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
2	0	0	117,780	2,100	1,750	0	0	121,630

 SUBTOTAL OF FUNDED SERVICE LEVELS, FINANCE

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
101	0	6	7,153,500	92,300	7,926,900	0	18,660	15,191,360

----- DEPARTMENT OF FINANCE FUNDING LINE -----
 15,191,360

TOTALS FOR DEPARTMENT OF FINANCE

FUNDED AND UNFUNDED

PERSONNEL			PERSONAL	SUPPLIES	OTHER	DEBT	CAPITAL	TOTAL
FT	PT	T	SERVICE		SERVICES	SERVICE	OUTLAY	
101	0	6	7,153,500	92,300	7,926,900	0	18,660	15,191,360