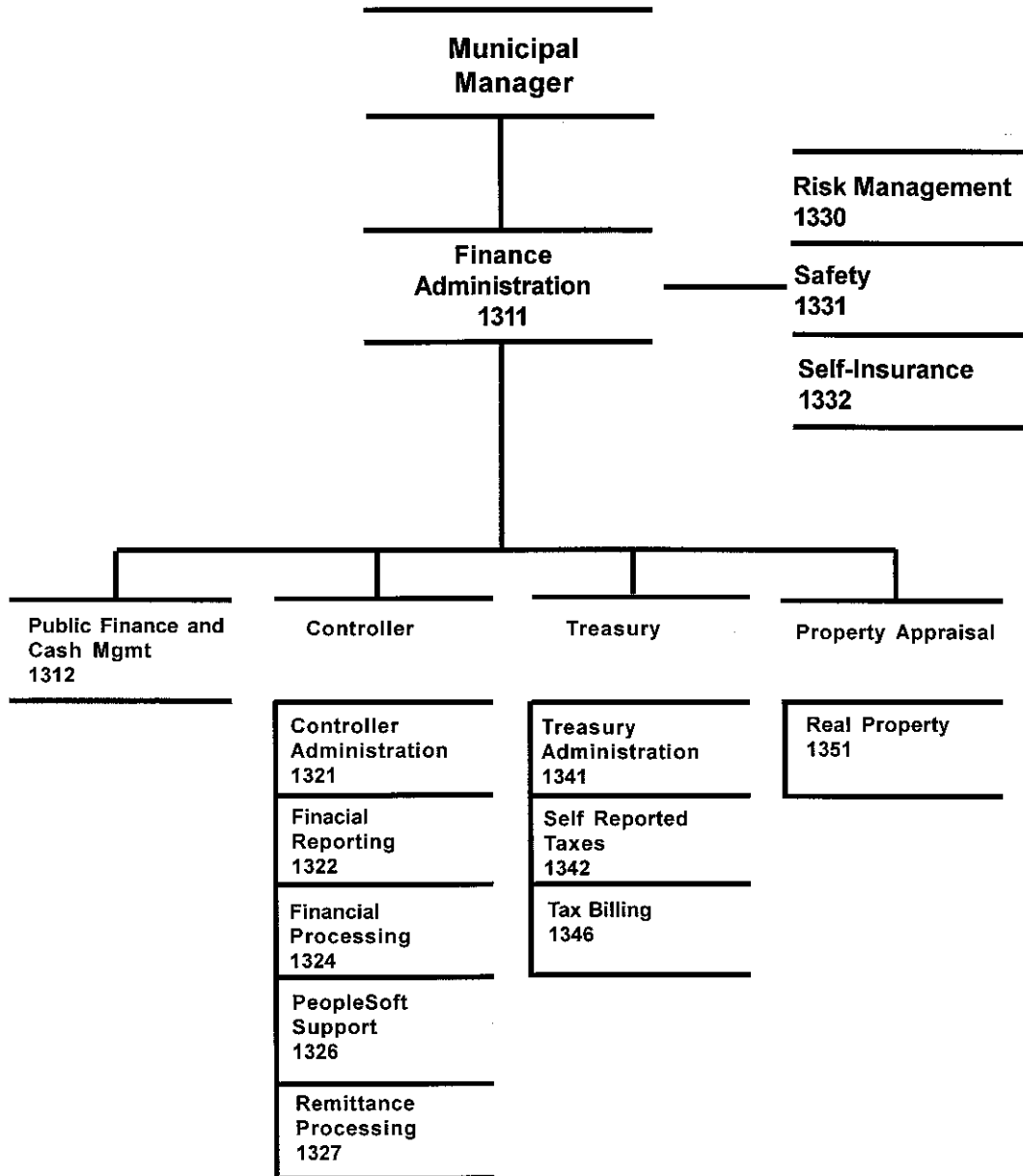
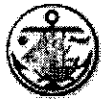


**FINANCE**

# 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...
- Program Results...

### 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**

Mayor | Assembly | Departments | How Do I... | Visiting Anchorage 

©Copyright 2001 MOA IT e-Government Services

**Finance Department  
Costs Allocated to Core Services**

<b>Core Services</b>	<b>Administration Division</b>	<b>Public Finance Division</b>	<b>Controller Division</b>	<b>Risk Management &amp; Safety Divisions</b>	<b>Treasury Division</b>	<b>Property Appraisal Division</b>	<b>Total Service Cost</b>
Generate & Collect Revenues to Fund MOA Operations	\$25,000	\$50,000	\$921,790		\$1,201,280	\$2,181,400	\$4,379,470
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
<b>Total Division Costs</b>	<b>\$200,590</b>	<b>\$328,020</b>	<b>\$2,644,230</b>	<b>\$7,542,360</b>	<b>\$1,758,260</b>	<b>\$2,754,740</b>	<b>\$15,228,200</b>

## 2003 Resource Plan

**Department: Finance**

Division	<b>Financial Summary</b>		<b>Personnel Summary</b>							
	2002	2003	2002 Revised				2003 Proposed			
	Revised	Proposed	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	2,644,230	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	1,758,260	23			23	21			21
Property Assessment	2,317,250	2,754,740	36			36	35		6	41
Self Insurance	6,613,030	7,201,200				0				0
<b>Operating Cost</b>	<b>14,624,640</b>	<b>15,228,200</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>106</b>	<b>101</b>	<b>0</b>	<b>6</b>	<b>107</b>
Add Debt Service	0	0								
<b>Direct Organization Cost</b>	<b>14,624,640</b>	<b>15,228,200</b>								
Charges From/(To) Others	(7,455,510)	(8,258,600)								
<b>Function Cost</b>	<b>7,169,130</b>	<b>6,969,600</b>								
Less Program Revenues	(783,780)	(424,500)								
<b>Net Program Cost</b>	<b>6,385,350</b>	<b>6,545,100</b>								

### 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	2,450,210	25,150	161,660	7,210	2,644,230
Risk Management	232,100	4,550	11,830		248,480
Safety	92,680	0	0		92,680
Treasury	1,399,590	24,950	322,270	11,450	1,758,260
Property Assessment	2,547,860	32,550	174,330		2,754,740
Self Insurance			7,201,200		7,201,200
<b>Operating Cost</b>	<b>7,190,340</b>	<b>92,300</b>	<b>7,926,900</b>	<b>18,660</b>	<b>15,228,200</b>
Add Debt Service					0
<b>Total Direct Organization Cost</b>	<b>7,190,340</b>	<b>92,300</b>	<b>7,926,900</b>	<b>18,660</b>	<b>15,228,200</b>

\* 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. This saves \$91,570 and eliminates two clerical positions in the Property Assessment Division.
- 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, and will result in a savings of \$212,730 and elimination of four positions (three in Financial Processing and one in Fund Accounting).
- 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. This has resulted in a savings of \$48,890 and one position.

- New procedures for processing appeals of property assessments will reduce the current 10,400 hours annually required to process appeals. The new procedures will reduce hours required to 8,320 in 2003, thereby allowing a savings of \$71,150 and one Sr. Residential Appraisal staff. A total of 22 appraisal staff remain.







## 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		
Treasury	1.75	1.80		

- 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 & 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			

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

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

- Number of employees who terminated employment with the division

2001	2002-YTD	2003	2004	2005
7	4			

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

### Investing for Results

- Explain more...
- Letter from the Mayor...
- Program Results...

### 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: Controller Admin**

**DIVISION: CONTROLLER**

**PURPOSE:**

The Controller manages professional accounting staff to provide detailed analysis, interpretation & 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 & reconciliation of MOA's 115 operating funds & 600 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		\$	1,355,370	
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		\$	1,401,540	

WORK MEASURES:

See Strategic Framework

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, refunds, & 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		\$	671,820	
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		\$	719,660	
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 SWS 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:  
 22

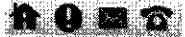


# Investing for Results

OFFICE OF MANAGEMENT & BUDGET

Mayor | Assembly | Departments | How Do I... | Visiting Anchorage

You are here : Home > Results > Measures > Finance > Risk Management



## 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

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

- 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%		

- Dollar amount of the total cost of claims settled from the self insured fund

-	2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
Amount	3,928,959	995,663	1,256,480		
%Change	N/A	68%	77%		

### Investing for Results

- Explain more...
- Letter from the Mayor...
- Program Results...

### 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)

2001	Q1-2002	Q2-2002	Q3-2002	Q4-2002
\$3,205	\$3,485	\$4,154		

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

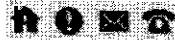
- Percent recovered from the total amount of claims paid from the self-insured fund

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

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

### Questions and Comments about Risk Management Division

Mayor | Assembly | Departments | How Do I... | Visiting Anchorage



©Copyright 2001 MOA IT e-Government Services

Home Site Help Contact Us Muni Directory Privacy Policy Disclaimer

▲ Back to top

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

**DEPARTMENT: FINANCE**  
**PROGRAM: Risk Management**

**DIVISION: RISK MANAGEMENT**

**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:	3	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	230,310		\$	193,590		\$	232,100	
SUPPLIES		3,350			3,350			4,550	
OTHER SERVICES		5,064,670			6,626,280			7,213,030	
CAPITAL OUTLAY		540			0			0	
TOTAL DIRECT COST:	\$	5,298,870		\$	6,823,220		\$	7,449,680	

**WORK MEASURES:**

See Strategic Framework 0                      0                      0

24 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 14, 16



## 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		

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



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%		

- 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...
- Program Results...

### 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: Customer Service

DIVISION: TREASURY

PURPOSE:

Interface with the public and provide exceptional customer service for the functional areas of tax collection and adjustments, property appraisal and appeals, and cash receipts and disbursements.

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	10	0	0	10	0	0
PERSONAL SERVICES	\$		0	\$	573,060		\$	573,340	
TOTAL DIRECT COST:	\$		0	\$	573,060		\$	573,340	

WORK MEASURES:

See Strategic Framework

0	0	0
---	---	---

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

7









## 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				

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

### Investing for Results

- Explain more...
- Letter from the Mayor...
- Program Results...

### Priorities

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



BPAB010R  
09/24/02  
162300

MUNICIPALITY OF ANCHORAGE  
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 & Investment Managem 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	227,920	32,550	142,300	0	0	402,770

BPAB010R  
 09/24/02  
 162300

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

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	867,220	0	0	0	0	867,220

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	630,380	0	32,030	0	0	662,410

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	249,000	0	0	0	0	249,000

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.

BPAB010R  
09/24/02  
162300

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

PERSONNEL			PERSONAL SERVICE	SUPPLIES	OTHER SERVICES	DEBT SERVICE	CAPITAL OUTLAY	TOTAL
FT	PT	T						
10	0	0	573,340	0	0	0	0	573,340

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

CB

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

PERSONNEL			PERSONAL SERVICE	SUPPLIES	OTHER SERVICES	DEBT SERVICE	CAPITAL OUTLAY	TOTAL
FT	PT	T						
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 billings and collections; receive and process tax payments and requests for tax information. To balance tax receivable system with FIS daily; input adjustments and payments to the tax system; and provide information to the public regarding property taxes.

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

BPAB010R  
09/24/02  
162300

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

11 1342-SELF-REPORTED TAXES CB 2 Pursue collection of delinquent  
0661-Self Reporting Tax Revenue 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 Revenue 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	548,740	7,800	61,200	0	4,250	621,990

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

BPAB010R  
09/24/02  
162300

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

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 Admin  
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.



BPAB010R  
09/24/02  
162300

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

PERSONNEL			PERSONAL		OTHER	DEBT	CAPITAL	
FT	PT	T	SERVICE	SUPPLIES	SERVICES	SERVICE	OUTLAY	TOTAL
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		OTHER	DEBT	CAPITAL	
FT	PT	T	SERVICE	SUPPLIES	SERVICES	SERVICE	OUTLAY	TOTAL
6	0	0	450,260	5,000	30,960	0	0	486,220

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		OTHER	DEBT	CAPITAL	
FT	PT	T	SERVICE	SUPPLIES	SERVICES	SERVICE	OUTLAY	TOTAL
9	0	0	554,040	5,200	36,590	0	2,200	598,030

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						



BPAB010R  
 09/24/02  
 162300

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

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

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	7,190,340	92,300	7,926,900	0	18,660	15,228,200

----- DEPARTMENT OF FINANCE FUNDING LINE -----  
 . . . . . 15,228,200

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	7,190,340	92,300	7,926,900	0	18,660	15,228,200