

FINANCE

FINANCE

Municipal
Manager

Finance
Administration
(1310)

Controller
(1320)

Controller
Administration
(1321)

General
Accounting
(1322)

Payroll
(1323)

Accounts Payable
(1324)

Enterprise
Accounting
(1325)

Financial Information
Systems
(1326)

Grants
Accounting
(1327)

Purchasing
(1330)

Treasury
(1340)

Treasury
Administration
(1341)

Cash Management
(1342)

Delinquent
Collections
(1345)

Taxes
(1346)

Utilities and
Miscellaneous
Collections
(1347)

Property Appraisal
(1350)

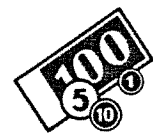
Property Appraisal
Administration
(1351)

Customer Service
and Records
(1352)

Real Property
(1353)

Personal Property
(1354)

DEPARTMENT SUMMARY



Department

FINANCE

Mission

To ensure the fiscal integrity of the municipality and to provide quality support services to the public and to municipal agencies.

Major Program Highlights

- Provide accounting support to general government, utilities and grants; process invoices and pay personnel, vendors and payroll taxes in a timely manner.
- Implement a municipal-wide consolidated freight program to reduce freight costs.
- Process all tax payments and cash receipts; bill, collect and maintain accounts receivable for special assessments, collect hotel-motel tax; reduce delinquent accounts receivable; and process all utility payments.
- Provide fair market value appraisals on real property parcels; maintain customer service records for real and personal property; update records to keep a valid tax roll; and operate a public service counter for property appraisal.
- Assist all municipal agencies and utilities in procuring financing for capital projects.
- Provide a centralized purchasing function for the municipality.
- Invest all municipal funds to yield the highest revenues to the municipality consistent with financial security.

Resources

	1985	1986
Direct Costs	\$ 7,880,600	\$ 7,686,500
Program Revenues	\$ 47,170	\$ 52,000
Personnel	164FT 1PT 1T	155FT 1T

RESOURCE PLAN
1986 APPROVED BUDGET

DEPARTMENT FINANCE

1985/1986 RESOURCE COMPARISON

Division Title	FINANCIAL RESOURCES		PERSONNEL RESOURCES							
	1985 REVISED	1986 APPROVED	1985 REVISED				1986 APPROVED			
			FT	PT	TEMP	TOTAL	FT	PT	TEMP	TOTAL
Administration	421,910	349,780	6	0	0	6	5	0	0	5
Controller	2,244,870	2,233,020	47	0	0	47	46	0	0	46
Purchasing	1,024,850	1,057,830	22	0	0	22	22	0	0	22
Treasury	1,671,470	1,536,570	40	1	0	41	35	0	0	35
Property Appraisal	2,517,500	2,509,300	49	0	1	50	47	0	1	48
Direct Organizational Cost	7,880,600	7,686,500	164	1	1	166	155	0	1	156
Add Intragovernmental Charges From Others	6,337,520	6,409,750								
Total Department Cost	14,218,120	14,096,250								
Less Intragovernmental Charges to Others	9,258,480	8,756,260								
Function Cost	4,959,640	5,339,990								
Less Program Revenue	47,170	52,000								
Net Program Cost	4,912,470	5,287,990								

1986 APPROVED RESOURCES BY CATEGORY OF EXPENSE

Division/Title	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	DEBT SERVICE	CAPITAL OUTLAY	DIRECT COST TOTAL
Administration	333,320	2,900	13,560	-0-	-0-	349,780
Controller	2,087,450	21,000	121,360	-0-	3,210	2,233,020
Purchasing	982,170	17,800	57,860	-0-	-0-	1,057,830
Treasury	1,372,740	30,340	128,590	-0-	4,900	1,536,570
Property Appraisal	2,246,340	61,780	195,850	-0-	5,330	2,509,300
Department Total	7,022,020	133,820	517,220	-0-	13,440	7,686,500

RECONCILIATION FROM 1985 REVISED TO 1986 APPROVED BUDGET

DEPARTMENT: FINANCE

	DIRECT COSTS	POSITIONS
1985 REVISED BUDGET:	\$7,880,600	164FT 1PT 1T
AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1986	223,120	
REDUCTIONS IN EXISTING PROGRAMS:		
° Reduce staff for writing accounting procedures and monitoring compliance.	(70,070)	(1FT)
° Reduce assistance to finance divisions in the development and implementation of new programs.	(82,660)	(1FT)
° Redistribute and reduce staff within the property appraisal division.	(106,060)	(2FT)
° Transfer special assessments function to Anchorage Water Utility.	(199,640)	(5FT)(1PT)
EXPANSIONS IN EXISTING PROGRAMS:		
° Provide full year funding for position added in 1985 to process cash receipts, vendor checks and bank deposits.	28,990	
NEW PROGRAMS:		
° Professional audit services for annual single audit of all active state grants.	46,500	
OTHER (MISCELLANEOUS INCREASES/DECREASES):		
° Reduce capital outlay, travel, supplies, and increase vacancy factor.	(48,560)	
° Increase in professional services for income modeling system.	14,280	
1986 APPROVED BUDGET:	<u>\$7,686,500</u>	<u>155FT 1T</u>

1986 PROGRAM PLAN

DEPARTMENT: Finance

DIVISION: Administration

PROGRAM: Administration

PROGRAM CATEGORY:

PURPOSE: To provide policy guidance, direction and assistance to Finance divisions.

1985 PERFORMANCE:

- Arranged \$40 million in bond anticipation notes and \$153 million in bond sales for utilities, roads and drainage projects and Providence Hospital.
- Procured lease financing for municipal acquisitions resulting in favorable terms.
- Initiated review of departmental document routing to reduce review, handling and signature requirements.
- Initiated a reorganization of buyers to departments and commodities.
- Coordinated extensive request for proposal process to select the municipal auditor for 1986 through 1988.

1986 OBJECTIVES:

- Continue the same level of financial services provided to municipal departments.
- Explore alternative methods of capital financing in order to secure funds at the lowest possible cost to the municipality.
- Implement appropriate recommendations from the International Association of Assessing Officers study.
- Coordinate the development and implementation of policies and procedures for Purchasing.

1986 PROGRAM PLAN

RESOURCES:	<u>1984 Revised</u>	<u>1985 Revised</u>	<u>1986 Approved</u>
PERSONNEL:	6FT	6FT	5FT
COST:			
PERSONAL SERVICES	\$382,890	\$406,070	\$333,320
SUPPLIES	1,500	1,700	2,900
OTHER SERVICES	9,870	14,140	13,560
DEBT SERVICE	-0-	-0-	-0-
CAPITAL OUTLAY	-0-	-0-	-0-
	<u>\$394,260</u>	<u>\$421,910</u>	<u>\$349,780</u>
REVENUES:	\$ -0-	\$ -0-	\$ -0-

PERFORMANCE MEASURES:

1986 PROGRAM PLAN

DEPARTMENT: Finance

DIVISION: Controller

PROGRAM: Financial Record Management

PROGRAM CATEGORY:

PURPOSE: To provide accounting support to all municipal departments, maintain essential accounting records and provide financial information as requested.

1985 PERFORMANCE:

- Assisted in the annual audit of municipal financial records and prepared the consolidated annual financial report.
- Maintain records and account for funds for all general government, grant, construction and enterprise activities.
- Input all financial transactions into the financial information system in a timely manner to insure accurate monthly reports.
- Process grant requests in a timely manner to maximize use of grant revenues.

1986 OBJECTIVES:

- Process grant requests and financial transactions in a timely manner.
- Assist in the annual audit and prepare the consolidated annual financial report.
- Implement the single audit of all active state grants.
- Convert manual processing tasks to micro computer systems to handle the increasing workload with existing staff resources.

1986 PROGRAM PLAN

RESOURCES:	<u>1984 Revised</u>	<u>1985 Revised</u>	<u>1986 Approved</u>
PERSONNEL:	28FT	29FT	28FT
COST:			
PERSONAL SERVICES	\$1,359,220	\$1,451,170	\$1,384,430
SUPPLIES	12,290	15,860	14,330
OTHER SERVICES	57,690	59,730	108,110
DEBT SERVICE	-0-	-0-	-0-
CAPITAL OUTLAY	26,950	7,300	1,510
	<u>\$1,456,150</u>	<u>\$1,534,060</u>	<u>\$1,508,380</u>
REVENUES:	\$ -0-	\$ -0-	\$ 2,000
PERFORMANCE MEASURES:			
	<u>1984 Revised</u>	<u>1985 Estimated</u>	<u>1986 Projected</u>
° Input documents reviewed	62,740	37,400	56,748
° Reports prepared	4,067	4,510	4,275
° Transactions input	697,400	696,480	722,600

1986 PROGRAM PLAN

DEPARTMENT: Finance

DIVISION: Controller

PROGRAM: Check Issuance

PROGRAM CATEGORY:

PURPOSE: To issue checks for payroll, process vouchers, issue checks to vendors and process all required reports and associated forms.

1985 PERFORMANCE:

- Issue payroll checks as required with a minimum number of errors and in a timely manner.
- Process vouchers received for payment in a timely manner to take advantage of discounts offered by vendors.
- Process all payroll reports.

1986 OBJECTIVES:

- Continue to process payroll checks promptly with a minimum of overtime.
- Continue timely payments of vendors to take advantage of all possible discounts offered to the municipality.

1986 PROGRAM PLAN

RESOURCES:	<u>1984 Revised</u>	<u>1985 Revised</u>	<u>1986 Approved</u>
PERSONNEL:	18FT	18FT	18FT
COST:			
PERSONAL SERVICES	\$653,160	\$687,290	\$703,020
SUPPLIES	9,530	7,700	6,670
OTHER SERVICES	117,940	13,810	13,250
DEBT SERVICE	-0-	-0-	-0-
CAPITAL OUTLAY	810	2,010	1,700
	<u>\$781,440</u>	<u>\$710,810</u>	<u>\$724,640</u>
REVENUES:	\$ -0-	\$ -0-	\$ -0-
PERFORMANCE MEASURES:			
	<u>1984 Revised</u>	<u>1985 Estimated</u>	<u>1986 Projected</u>
° Number of checks issued	135,500	143,050	152,510
° Invoices paid	176,950	193,950	213,345
° Reports prepared	14,830	15,100	15,380

1986 PROGRAM PLAN

DEPARTMENT: Finance

DIVISION: Purchasing

PROGRAM: Purchasing & Contracting Services

PROGRAM CATEGORY:

PURPOSE: To provide centralized purchasing and contracting services for all municipal agencies and dispose of surplus property.

1985 PERFORMANCE:

- Provide purchasing services for all municipal agencies.
- Assist in the preparation of requests for proposals and conduct bid openings.
- Conducted annual sale for the disposal of surplus property.
- Establish a consolidated freight program.
- Increase number of annual supply contracts, including municipal office supplies.
- Conduct an in-depth review of Title 7 with the Business System Plan Task Force and begin writing policies and procedures.

1986 OBJECTIVES:

- Continue to refine the request for proposal process to reduce delays.
- Implement the consolidated freight program to lower freight charges.
- Sell municipal plans and specifications to the public to generate additional revenue.
- Conduct annual sale for disposal of surplus property.
- Complete development and begin implementation of policies and procedures.

1986 PROGRAM PLAN

RESOURCES:	<u>1984 Revised</u>	<u>1985 Revised</u>	<u>1986 Approved</u>
PERSONNEL:	20FT	22FT	22FT
COST:			
PERSONAL SERVICES	\$ 805,450	\$ 941,930	\$ 982,170
SUPPLIES	18,680	18,670	17,800
OTHER SERVICES	208,590	61,210	57,860
DEBT SERVICE	-0-	-0-	-0-
CAPITAL OUTLAY	-0-	3,040	-0-
	<u>\$1,032,720</u>	<u>\$1,024,850</u>	<u>\$1,057,830</u>
REVENUES:	\$ 12,500	\$ 12,500	\$ 14,000
PERFORMANCE MEASURES:			
	<u>1984 Revised</u>	<u>1985 Estimated</u>	<u>1986 Projected</u>
° Formal bids & quotations prepared	600	690	760
° Requests for proposal prepared/distributed	100	100	100
° Construction contracts awarded	110	140	150
° Purchase orders processed	8,400	8,400	8,800

1986 PROGRAM PLAN

DEPARTMENT: Finance

DIVISION: Treasury

PROGRAM: Collection & Management of Funds

PROGRAM CATEGORY:

PURPOSE: To bill for taxes, collect and account for all monies received by the municipality and invest funds to obtain maximum interest earnings.

1985 PERFORMANCE:

- Send bills for taxes and special assessments on time to ensure prompt receipt of funds.
- Pursue collection of delinquent accounts.
- Monitor cash needs of the municipality and invest funds to obtain maximum interest revenue.
- Process all payments received on a daily basis.
- Develop and implement cash management policies and procedures.

1986 OBJECTIVES:

- Continue 1985 activities and further pursue collection of delinquent accounts.
- Monitor hotel-motel tax payments to insure correct amount paid in a timely manner.
- Coordinate the transfer of the Special Assessment unit to Anchorage Water Utility.

1986 PROGRAM PLAN

RESOURCES:	<u>1984 Revised</u>	<u>1985 Revised</u>	<u>1986 Approved</u>
PERSONNEL:	40FT 1PT	40FT 1PT	35FT
COST:			
PERSONAL SERVICES	\$1,409,760	\$1,504,210	\$1,372,740
SUPPLIES	30,000	27,610	30,340
OTHER SERVICES	124,190	131,590	128,590
DEBT SERVICE	-0-	-0-	-0-
CAPITAL OUTLAY	5,180	8,060	4,900
	<u>\$1,569,130</u>	<u>\$1,671,470</u>	<u>\$1,536,570</u>
REVENUES:	\$ -0-	\$ 8,000	\$ 8,200
PERFORMANCE MEASURES:			
	<u>1984 Revised</u>	<u>1985 Estimated</u>	<u>1986 Projected</u>
° Checks and advices dispersed	209,280	216,700	233,280
° Non-sufficient funds checks processed	7,460	7,500	8,000
° Tax payments processed	140,600	140,000	142,000
° Investment bids sought	34	24	30

1986 PROGRAM PLAN

DEPARTMENT: Finance

DIVISION: Property Appraisal

PROGRAM: Property Appraisal

PROGRAM CATEGORY:

PURPOSE: To appraise property within the boundaries of the municipality and provide services to customers on appraisal related matters.

1985 PERFORMANCE:

- Update appraisals on property in the municipality and submit the assessment rolls to treasury for tax billing.
- Manually value each business and personal property assessment form.
- Implement Computer Assisted Mass Appraisal System.

1986 OBJECTIVES:

- Enhance the Computer Assisted Mass Appraisal System (CAMAS) to allow flexibility and better utilization of the system.
- Update tax rolls and provide information on parcels as required.
- Implement Computer Assisted Land Pricing System.
- Implement recommendations from the International Association of Assisting Officers Study.

1986 PROGRAM PLAN

RESOURCES:	<u>1984 Revised</u>	<u>1985 Revised</u>	<u>1986 Approved</u>
PERSONNEL:	49FT 1T	49FT 1T	47FT 1T
COST:			
PERSONAL SERVICES	\$2,181,440	\$2,278,860	\$2,246,340
SUPPLIES	70,840	63,020	61,780
OTHER SERVICES	79,970	163,070	195,850
DEBT SERVICE	-0-	-0-	-0-
CAPITAL OUTLAY	5,000	12,550	5,330
	<u>\$2,337,250</u>	<u>\$2,517,500</u>	<u>\$2,509,300</u>
REVENUES:	\$ 28,160	\$ 26,670	\$ 27,800
PERFORMANCE MEASURES:			
	<u>1984 Revised</u>	<u>1985 Estimated</u>	<u>1986 Projected</u>
° Business assessment forms valued	9,059	9,500	9,500
° Personal property tax forms processed	27,193	29,000	29,000
° Property records maintained	81,000	89,000	89,000