

**FINANCE**

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# FINANCE

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Manager

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Administration  
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Controller  
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Administration  
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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 Programming Highlights

- Provide accounting support to general government, utilities, and grants; process invoices and pay personnel, vendors and payroll taxes in a timely manner.
- Process all cash receipts; bill, collect, and maintain accounts receivable for property taxes; collect hotel-motel tax; and reduce delinquent accounts receivable.
- Provide fair market value appraisals on real and personal property; 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.
- Invest all municipal funds to yield the highest revenues to the municipality consistent with financial security.

Resources

	1986	1987
Direct Costs	\$ 11,491,030 *	\$ 11,635,220
Program Revenues	\$ 38,000	\$ 38,200
Personnel	137FT 1T	123FT

\* Includes 1986 adjusted budget amount for Risk Management function transferred from Property and Facility Management.

1987 RESOURCE PLAN

DEPARTMENT: FINANCE

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY			
	1986 REVISED	1987 BUDGET	1986 REVISED		1987 BUDGET	
			FT	PT	T	TOTAL
FINANCE ADMINISTRATION	349,780	357,550	5			5
CONTROLLER	2,575,870	2,334,970	50			50
TREASURY	1,536,570	1,250,410	35			35
PROPERTY ASSESSMENT	2,486,200	2,473,290	47	1		48
SELF INSURANCE	4,542,610	5,219,000				
OPERATING COST	11,491,030	11,635,220	137		1	138
ADD DEBT SERVICE	0	0				
DIRECT ORGANIZATION COST	11,491,030	11,635,220				
ADD INTRAGOVERNMENTAL CHARGES CHARGES FROM OTHERS	6,775,260	6,527,540				
TOTAL DEPARTMENT COST	18,266,290	18,162,760				
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	12,473,500	12,302,130				
FUNCTION COST	5,792,790	5,860,630				
LESS PROGRAM REVENUES	38,000	38,200				
NET PROGRAM COST	5,754,790	5,822,430				

1987 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
FINANCE ADMINISTRATION	336,730	3,250	18,180		358,160
CONTROLLER	2,223,130	32,580	118,410	3,740	2,377,860
TREASURY	1,074,860	33,540	144,170	9,240	1,261,810
PROPERTY ASSESSMENT	2,398,400	37,300	137,930	6,980	2,580,610
SELF INSURANCE			5,219,000		5,219,000
LESS VACANCY FACTOR	162,220				162,220
DEPT. TOTAL WITHOUT DEBT SERVICE	5,870,900	106,670	5,637,690	19,960	11,635,220
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	5,870,900	106,670	5,637,690	19,960	11,635,220

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 Programming Highlights

- Provide accounting support to general government, utilities, and grants; process invoices and pay personnel, vendors and payroll taxes in a timely manner.
- Process all cash receipts; bill, collect, and maintain accounts receivable for property taxes; collect hotel-motel tax; and reduce delinquent accounts receivable.
- Provide fair market value appraisals on real and personal property; 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.
- Invest all municipal funds to yield the highest revenues to the municipality consistent with financial security.

Resources

	1986	1987
Direct Costs	\$ 12,091,030 *	\$ 11,635,220
Program Revenues	\$ 38,000	\$ 38,200
Personnel	137FT 1T	123FT

\* Includes 1986 adjusted budget amount for Risk Management function transferred from Property and Facility Management.

1987 RESOURCE PLAN

DEPARTMENT: FINANCE

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1986 REVISED	1987 BUDGET	1986 REVISED		1987 BUDGET					
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
FINANCE ADMINISTRATION	349,780	357,550	5			5	5			5
CONTROLLER	2,685,820	2,334,970	51			51	46			46
TREASURY	1,536,570	1,250,410	35			35	24			24
PROPERTY ASSESSMENT	2,487,600	2,473,290	46		1	47	48			48
SELF INSURANCE	4,542,610	5,219,000								
OPERATING COST	11,602,380	11,635,220	137		1	138	123			123
ADD DEBT SERVICE	0	0								
DIRECT ORGANIZATION COST	11,602,380	11,635,220								
ADD INTRAGOVERNMENTAL CHARGES CHARGES FROM OTHERS	6,323,590	6,527,540								
TOTAL DEPARTMENT COST	17,925,970	18,162,760								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	12,305,000	12,302,130								
FUNCTION COST	5,620,970	5,860,630								
LESS PROGRAM REVENUES	38,000	38,200								
NET PROGRAM COST	5,582,970	5,822,430								

1987 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
FINANCE ADMINISTRATION	336,730	3,250	18,180		358,160
CONTROLLER	2,223,130	32,580	118,410	3,740	2,377,860
TREASURY	1,074,860	33,540	144,170	9,240	1,261,810
PROPERTY ASSESSMENT	2,398,400	37,300	137,930	6,980	2,580,610
SELF INSURANCE			5,219,000		5,219,000
LESS VACANCY FACTOR	162,220				162,220
DEPT. TOTAL WITHOUT DEBT SERVICE	5,870,900	106,670	5,637,690	19,960	11,635,220
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	5,870,900	106,670	5,637,690	19,960	11,635,220

## RECONCILIATION FROM 1986 REVISED TO 1987 BUDGET

Department	FINANCE	Direct Costs	Positions
1986 Revised Budget:			
Amount Required to Continue Existing Programs in 1987:		\$ 6,605,570	133FT 1T
		393,800	
TRANSFER FROM P&FM:			
- Risk Management and Self Insurance		4,885,460	4FT
REDUCTIONS IN EXISTING PROGRAMS:			
- Data entry staff for input into the Financial System		(22,790)	(1FT)
- Staff for processing invoices for payment to vendors		(27,220)	(1FT)
- Clerical staff in support of Grants Accounting and Controller Administration		(31,320)	(1FT)
- Supervisory staff for General/Enterprise Accounting		(55,550)	(1FT)
- Transfer utility bill remittance processing to Public Utility Affairs		(279,050)	(8FT)
- Transfer utility cashiers to the Telephone Utility		(131,290)	(4FT)
EXPANSIONS IN EXISTING PROGRAMS:			
- Increase staff for pursuing collection of delinquent accounts receivable through Small Claims Court		40,400	1FT
- Self Insurance increase		600,000	
NEW PROGRAMS:			
- None			
MISCELLANEOUS INCREASES (DECREASES):			
- Reduction in personnel account		(238,580)	
- Miscellaneous increases/decreases including copier supplies		(104,210)	1FT (1T)
1987 BUDGET		\$11,635,220	123FT

1987 P R O G R A M P L A N

DEPARTMENT: FINANCE  
PROGRAM: Administration

DIVISION: FINANCE ADMINISTRATION

PURPOSE:

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

1986 OBJECTIVES:

- Arrange \$156 million in bond sales for Anchorage School District, Animal Control, utilities, roads & drainage and water quality projects.
- Procure lease financing for municipal acquisitions resulting in favorable terms.
- Coordinate extensive request for proposal process to select the municipal auditor for 1987 through 1989.
- Finalize the sale of Certificates of Participation in the amount of \$57 million to fund a portion of the Municipality's pension liability which should result in a savings of almost \$7 million over the next 20 years.

1987 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.

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	5	0	0	5	0	0
PERSONAL SERVICES	\$	406,070		\$	333,320		\$	336,120	
SUPPLIES		1,700			2,900			3,250	
OTHER SERVICES		14,140			13,560			18,180	
TOTAL DIRECT COST:	\$	421,910		\$	349,780		\$	357,550	

41 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
1, 10, 28, 37



## RECONCILIATION FROM 1986 REVISED TO 1987 BUDGET

Department	FINANCE	Direct Costs	Positions	
1986 Revised Budget:		\$ 6,605,570	133FT	1T
Amount Required to Continue Existing Programs in 1987:		393,800		
TRANSFER FROM P&FM:				
- Risk Management and Self Insurance		5,467,140	4FT	
REDUCTIONS IN EXISTING PROGRAMS:				
- Data entry staff for input into the Financial System		(22,790)	(1FT)	
- Staff for processing invoices for payment to vendors		(27,220)	(1FT)	
- Clerical staff in support of Grants Accounting and Controller Administration		(31,320)	(1FT)	
- Supervisory staff for General/Enterprise Accounting		(55,550)	(1FT)	
- Transfer utility bill remittance processing to Public Utility Affairs		(279,050)	(8FT)	
- Transfer utility cashiers to the Telephone Utility		(131,290)	(4FT)	
EXPANSIONS IN EXISTING PROGRAMS:				
- Increase staff for pursuing collection of delinquent accounts receivable through Small Claims Court		40,400	1FT	
NEW PROGRAMS:				
- None				
MISCELLANEOUS INCREASES (DECREASES):				
- Reduction in personnel account		(238,580)		
- Miscellaneous increases/decreases including copier supplies		(85,890)	1FT	(1T)
1987 BUDGET		\$11,635,220	123FT	

1987 P R O G R A M P L A N

DEPARTMENT: FINANCE  
PROGRAM: Administration

DIVISION: FINANCE ADMINISTRATION

PURPOSE:

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

1986 OBJECTIVES:

- Arrange \$156 million in bond sales for Anchorage School District, Animal Control, utilities, roads & drainage and water quality projects.
- Procure lease financing for municipal acquisitions resulting in favorable terms.
- Coordinate extensive request for proposal process to select the municipal auditor for 1987 through 1989.
- Finalize the sale of Certificates of Participation in the amount of \$57 million to fund a portion of the Municipality's pension liability which should result in a savings of almost \$7 million over the next 20 years.

1987 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.

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	5	0	0	5	0	0
PERSONAL SERVICES	\$	406,070		\$	333,320		\$	336,120	
SUPPLIES		1,700			2,900			3,250	
OTHER SERVICES		14,140			13,560			18,180	
TOTAL DIRECT COST:	\$	421,910		\$	349,780		\$	357,550	

41 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
1, 10, 28, 37

1987 PROGRAM PLAN

DEPARTMENT: FINANCE

DIVISION: CONTROLLER

PROGRAM: Financial Record Management

PURPOSE:

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

1986 OBJECTIVES:

- Assist in the annual audit of municipal financial records and prepare 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.

1987 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 microcomputer systems to handle the increasing workload with existing staff resources.

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	29	0	0	28	0	0	25	0	0
PERSONAL SERVICES	\$ 1,458,010			\$ 1,384,430			\$ 1,295,600		
SUPPLIES	15,860			14,330			16,960		
OTHER SERVICES	59,730			108,110			76,800		
CAPITAL OUTLAY	7,300			1,510			2,770		
TOTAL DIRECT COST:	\$ 1,540,900			\$ 1,508,380			\$ 1,392,130		
PROGRAM REVENUES:	\$ 0			\$ 2,000			\$ 8,200		

PERFORMANCE MEASURES:

Input documents reviewed	48,572	50,088	51,500
Reports prepared	9,996	12,956	13,700
Funds verified	5,579	6,020	6,300
Transactions input	696,480	722,600	756,870

41 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
2, 12, 13, 15, 17, 22, 35

1987 PROGRAM PLAN

DEPARTMENT: FINANCE DIVISION: TREASURY  
 PROGRAM: Collection & Management of Funds

PURPOSE:

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

1986 OBJECTIVES:

- Bill and collect taxes due the Municipality.
- Pursue the collection of delinquent accounts.
- Monitor cash flow and invest funds to obtain maximum interest revenue consistent with safety of principal.
- Process all payments received on a daily basis.
- Implement policy and procedure on cash control.

1987 OBJECTIVES:

- Implement automated remittance processing capability for utility payments.
- Continue pursuing collection of delinquent accounts and automate record keeping where possible.
- Monitor cash flow and provide funds to cover daily expenditures.
- Continue 1986 activities.

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	40	1	0	35	0	0	24	0	0
PERSONAL SERVICES	\$ 1,504,210			\$ 1,372,740			\$ 1,063,460		
SUPPLIES	27,610			30,340			33,540		
OTHER SERVICES	131,590			128,140			144,170		
CAPITAL OUTLAY	8,060			5,350			9,240		
TOTAL DIRECT COST:	\$ 1,671,470			\$ 1,536,570			\$ 1,250,410		
PROGRAM REVENUES:	\$ 8,000			\$ 8,200			\$ 2,200		

PERFORMANCE MEASURES:

Ambulance Bills Processed	6,890	6,900	7,000
Hotel/Motel Tax Collected	3,435,000	3,500,000	3,675,000
Tax Bills Issued	153,600	155,000	155,000
Utility Payments Processed Daily	4,700	4,700	0
Investment Bids Issued	24	30	30
Cash Receipts Processed	59,145	55,620	55,600
Checks and Advices Dispersed	178,349	175,000	161,800
Cashier Training Sessions	23	50	25
Receivables Reduced	13,700,000	13,550,000	13,200,000

41 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 3, 14, 18, 19, 21, 32, 33, 34, 36, 38, 40, 41

1987 P R O G R A M P L A N

DEPARTMENT: FINANCE  
PROGRAM: Property Appraisal

DIVISION: PROPERTY ASSESSMENT

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	49	0	1	47	0	1	48	0	0
PERSONAL SERVICES			\$ 2,278,860			\$ 2,246,340			\$ 2,291,080
SUPPLIES			63,020			61,780			37,300
OTHER SERVICES			163,070			172,750			137,930
CAPITAL OUTLAY			12,550			5,330			6,980
TOTAL DIRECT COST:			\$ 2,517,500			\$ 2,486,200			\$ 2,473,290
PROGRAM REVENUES:			\$ 26,670			\$ 27,800			\$ 27,800

PERFORMANCE MEASURES:

Certify rolls (includes coordination and preparation)			6			6			6
Process exemption requests.			2,500			4,000			5,700
Public/MOA inquires, customer contacts			35,000			38,000			64,800
Maintain property records			49,000			52,000			81,500
Personnel admin for division staff			50			48			48
Valuation of personal/business property returns			23,906			23,900			24,500
Revaluation of real property (includes admin processing)			0			89,000			91,000
Input real/business/personal property data			60,000			77,000			100,000
Business property discovery program			40			30			65
Add new commercial construction to roll. (includes admin process)			0			930			670
Prepare appeals to the Board of Equalization (includes admin review)			950			400			3,572
Add residential new construction/remodels to roll (inc admin process)			0			1,200			0

41 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
4, 5, 6, 7, 8, 16, 29, 30, 31

## 1987 P R O G R A M P L A N

DEPARTMENT: FINANCE  
PROGRAM: Property Appraisal

DIVISION: PROPERTY ASSESSMENT

### PURPOSE:

To appraise all property within the limits of the Municipality and provide services to customers on appraisal related matters and records information.

### 1986 OBJECTIVES:

- To assess 89,000 real property parcels.
- To assess personal and business property.
- To certify 1 real property and 5 personal/business property rolls.
- To review/act upon about 3500 sr cit/dis vet, educational, religious, charitable, farm use exemption requests.
- To begin development of the Division training program.
- To respond to about 40,000 requests for information regarding real, personal and business property, legal/ownership status, and other property related information.
- To research and resolve real and personal property appeals.
- To begin the development of a public relations program.

### 1987 OBJECTIVES:

- To assess 91,000 parcels of real property within the Municipality.
- To certify six (6) real and personal/business property rolls.
- To review and act upon exemption requests for Sr. Cit/Dis Vets, farm use religious, charitable, and educational considerations.
- To continue development of the Division training program.
- To assess personal and business property within the Municipality.
- To respond to about 45,000 inquiries for information on real, personal and business property.
- To maintain ownership and legal descriptions for property in MOA.
- To systematically review real property within the Municipality.
- To receive, research, and resolve real and personal/business property appeals at the administrative level.
- To research and prepare formal appeals to the Board of Equalization.
- To develop a personal/business property audit program.

1987 P R O G R A M P L A N

DEPARTMENT: FINANCE  
PROGRAM: Risk Management

DIVISION: CONTROLLER

PURPOSE:

To protect the Municipality's assets which include property, employees and monies by reducing the frequency and severity of accidental loss.

1986 OBJECTIVES:

- Identify and treat exposures to loss.
- Management of worker's compensation and liability claims.
- Administer self-insurance program.
- Collect damages to general government and utilities.
- Collect restitution for Municipal public defender program.
- Maintain comprehensive property insurance program on all Municipal real and personal property.

1987 OBJECTIVES:

- Identify and treat exposures to loss.
- Management of worker's compensation and liability claims.
- Administer insurance/self-insurance program.
- Collect damages to general government and utilities.
- Collect restitution for Municipal public defender program.
- Maintain comprehensive property insurance program for all Municipal real and personal property.

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	5	0	0	4	0	0
PERSONAL SERVICES	\$	296,760		\$	260,750		\$	199,950	
SUPPLIES		11,100			8,490			8,740	
OTHER SERVICES		3,953,000			4,723,770			5,247,840	
CAPITAL OUTLAY		2,800			2,400			220	
TOTAL DIRECT COST:	\$	4,263,660		\$	4,995,410		\$	5,456,750	

PERFORMANCE MEASURES:

Damage claims recovered (\$)	678,600	800,000	500,000
Municipal contracts reviewed	330	480	550
Worker's compensation claims reduced	672	640	576
General liability claims reduced	469	450	428
Auto liability claims reduced	228	205	195

41 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS: 20, 23, 24, 25, 26, 27

1987 P R O G R A M P L A N

DEPARTMENT: FINANCE  
PROGRAM: Check Issuance

DIVISION: CONTROLLER

PURPOSE:

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

1986 OBJECTIVES:

- 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.

1987 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.

RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	18	0	0	18	0	0	17	0	0
PERSONAL SERVICES	\$	680,450		\$	703,020		\$	684,690	
SUPPLIES		7,700			6,670			6,880	
OTHER SERVICES		13,920			13,250			12,770	
CAPITAL OUTLAY		2,010			1,700			750	
TOTAL DIRECT COST:	\$	704,080		\$	724,640		\$	705,090	

PERFORMANCE MEASURES:

Payroll checks and advices written	106,289	112,448	105,950
Manual payroll checks written	2,674	1,968	1,968
Payroll data base transactions	18,147	18,200	17,860
Payroll processing documents handled	654,115	660,000	653,977
Accounts payable checks issued	43,682	45,000	48,100
Vouchers paid	59,571	62,500	65,700
Invoices paid	188,400	197,800	207,700

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

9, 11, 39