

FINANCE

FINANCE

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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 Program 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 tobacco tax; reduce delinquent accounts receivable; bill and collect for Emergency Medical Services; and process all payments for utility services.
- Provide fair market value assessments on real and personal property; maintain customer service records for real and personal property; update records to keep a valid assessment roll; and operate a public service counter for property assessments.
- Assist all Municipal agencies and utilities in procuring financing for capita projects.
- Invest all Municipal funds to yield the highest revenues to the Municipality consistent with financial security.
- Administer the risk management program for the Municipality to provide claims administration and adequate liability and workers' compensation insurance coverage.

Resources

	1994	1995
Direct Costs	\$14,375,190	\$13,962,030
Program Revenues	\$ 163,140	\$ 254,120
Personnel	118FT 9PT	114FT 9PT

1995 RESOURCE PLAN

DEPARTMENT: FINANCE

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1994 REVISED	1995 BUDGET	1994 REVISED				1995 BUDGET			
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
FINANCE ADMINISTRATION	184,580	189,120	2			2	2			2
CONTROLLER	2,134,690	1,986,680	34	2		36	32	2		34
RISK MANAGEMENT	292,200	296,050	4			4	4			4
TREASURY	2,222,470	2,191,870	34	7		41	32	7		39
PROPERTY ASSESSMENT	2,931,250	2,988,310	44			44	44			44
SELF INSURANCE	6,610,000	6,310,000								
OPERATING COST	14,375,190	13,962,030	118	9		127	114	9		123
ADD DEBT SERVICE	0	0								
DIRECT ORGANIZATION COST	14,375,190	13,962,030								
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	5,580,850	6,005,040								
TOTAL DEPARTMENT COST	19,956,040	19,967,070								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	8,699,210	10,932,050								
FUNCTION COST	11,256,830	9,035,020								
LESS PROGRAM REVENUES	163,140	254,120								
NET PROGRAM COST	11,093,690	8,780,900								

1995 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
FINANCE ADMINISTRATION	171,120	1,000	11,250	5,750	189,120
CONTROLLER	1,928,170	14,100	64,180	20,740	2,027,190
RISK MANAGEMENT	282,410	3,500	9,940	200	296,050
TREASURY	1,956,310	30,250	238,550	4,300	2,229,410
PROPERTY ASSESSMENT	2,822,380	31,100	181,200	1,350	3,036,030
SELF INSURANCE			6,310,000		6,310,000
DEPT. TOTAL WITHOUT DEBT SERVICE	7,160,390	79,950	6,815,120	32,340	14,087,800
LESS VACANCY FACTOR	125,770				125,770
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	7,034,620	79,950	6,815,120	32,340	13,962,030

RECONCILIATION FROM 1994 REVISED BUDGET TO 1995 PROPOSED BUDGET
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DEPARTMENT: FINANCE

	<u>DIRECT COSTS</u>	<u>POSITIONS</u>		
		FT	PT	T
1994 REVISED BUDGET:	\$ 14,375,190	118	9	0
1994 ONE-TIME REQUIREMENTS:				
- None				
1994 BUDGET REDUCTIONS (1995 IMPACT):	(300,000)			
AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1995:				
- Salaries and Benefit Adjustment	77,680			
- Non-Personal Services Inflation Adjustment	21,310			
1994 CONTINUATION LEVEL:	<u>\$ 14,174,180</u>	<u>118</u>	<u>9</u>	<u>0</u>
FUNDED NEW/EXPANDED SERVICE LEVELS:				
- None				
UNFUNDED CURRENT SERVICE LEVELS:				
- Accounts Payable Accounting Clerk I/II	(21,050)	(1)	1	
- Delinquent Collections - Accounting Clerk I	(35,710)	(1)		
- Remittance Processing - Accounting Clerk II	(9,140)	(1)	1	
- Remittance Processing - Accounting Clerk I	(27,800)		(1)	
- Grants - Senior Staff Accountant	(65,990)	(1)		
MISCELLANEOUS INCREASES (DECREASES):				
- Payroll - Accounting Clerk III (from FT to PT)	(22,190)	(1)	1	
- Personal Services Changes	(20,760)	1	(2)	
- Supplies	1,760			
- Other Services and Charges - Miscellaneous	(5,750)			
- Capital Outlay	(5,520)			
1995 BUDGET REQUEST:	<u>\$ 13,962,030</u>	<u>114FT</u>	<u>9PT</u>	<u>0T</u>

1995 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.

1994 PERFORMANCES:

- Continued to provide same level of financial services to municipal departments.
- Continued to seek alternative methods of capital financing in order to secure funds at the lowest possible cost to the municipality.

1995 PERFORMANCE OBJECTIVES:

- Continue to provide same level of financial services to municipal departments.
- Continue to seek alternative methods of capital financing in order to secure funds at the lowest possible cost to the municipality.

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	175,410		\$	170,440		\$	171,120	
SUPPLIES		1,000			1,000			1,000	
OTHER SERVICES		10,690			10,690			11,250	
CAPITAL OUTLAY		5,750			2,450			5,750	
TOTAL DIRECT COST:	\$	192,850		\$	184,580		\$	189,120	

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
1, 27

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: CONTROLLER

PROGRAM: Financial Record Management

PURPOSE:

To ensure the fiscal integrity of the Municipality and to provide quality accounting support services to the public and Municipal agencies.

1994 PERFORMANCES:

- Provided annual financial reports with supporting audit workpapers in an accurate and timely manner.
- Provided monthly and special financial reports in most effective format in an accurate and timely manner.
- Provided training to FIS computerized monthly report users in regards to preparing input documents, reading and understanding reports, and using on line inquiry.
- Controlled expenditure of funds based on Assembly appropriation.
- Processed grant reports, requests and financial transactions in a timely manner.
- Drafted portions of accounting guide.
- Put in place procedures, programming changes for automated distribution of monthly financial and labor distribution reports.

1995 PERFORMANCE OBJECTIVES:

- Provide annual financial reports with supporting audit workpapers in an accurate and timely manner.
- Provide monthly financial reports in most effective format in an accurate and timely manner.
- Provide training to FIS computerized monthly report users in regards to preparing input documents, reading and understanding reports, and using on line inquiry.
- Control expenditures of funds based on Assembly appropriation.
- Process grant reports, requests and financial transactions in a timely manner.
- Draft accounting guide.

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: CONTROLLER

PROGRAM: Financial Record Management

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	22	0	0	21	2	0	21	1	0
PERSONAL SERVICES	\$ 1,399,880			\$ 1,382,580			\$ 1,316,670		
SUPPLIES	8,930			8,510			10,080		
OTHER SERVICES	41,640			51,560			47,730		
CAPITAL OUTLAY	17,890			17,690			13,740		
TOTAL DIRECT COST:	\$ 1,468,340			\$ 1,460,340			\$ 1,388,220		
WORK MEASURES:									
- Input documents reviewed	1,600			1,600			1,424		
- Reports prepared	8,500			8,500			7,400		
- Funds verified	1,100			1,150			1,000		
- Transactions input	599,346			630,680			642,760		
- Grants accounted for in single audits (state and federal)	500			550			575		
- Funds Managed	95			99			101		
- Individual grant revenue confirmations completed	510			560			582		

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 2, 8, 9, 10, 28, 31, 32, 33, 45, 46, 47, 48, 57, 58, 61,
 65

1995 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.

1994 PERFORMANCES:

- Processed 26 bi-weekly payrolls for approximately 3120 employees and issued approximately 81,120 checks/advices annually.
- Provided required payroll reports to regulatory agencies in a timely manner.
- Continued timely payments to vendors to take advantage of all possible discounts offered to the Municipality.
- Processed required Federal reporting on vendors in a timely manner.

1995 PERFORMANCE OBJECTIVES:

- Process 26 bi-weekly payrolls for approximately 3100 employees and issue approximately 83,200 checks/advices annually.
- Provide required payroll reports to regulatory agencies in a timely manner.
- Continue timely payments to vendors to take advantage of all possible discounts offered to the Municipality.
- Process required Federal reporting on vendors in a timely manner.

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	13	0	0	13	0	0	11	1	0
PERSONAL SERVICES	\$	669,940		\$	647,080		\$	570,990	
SUPPLIES		2,810			4,290			4,020	
OTHER SERVICES		16,340			15,980			16,450	
CAPITAL OUTLAY		1,000			7,000			7,000	
TOTAL DIRECT COST:	\$	690,090		\$	674,350		\$	598,460	

WORK MEASURES:

- Manual payroll checks written	1,350	1,450	1,500
- Payroll data base transactions	9,200	9,800	9,850
- Biweekly checks/advices	83,200	81,120	80,600
- Accounts payable checks issued	32,300	32,300	32,900
- Vouchers paid	46,400	46,400	45,000
- Invoices paid	133,500	133,500	134,000
- Manual checks, leave adj leave dontns, adjsting wrksh input transactn.	23,800	23,800	23,800

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
6, 7, 19, 20, 35, 50, 67, 75

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE DIVISION: TREASURY
 PROGRAM: Division Admin and Management of Funds

PURPOSE:

To collect and account for all monies received by the municipality, invest funds to obtain maximum interest earnings consistent with safety of principal; bill and collect all municipal taxes.

1994 PERFORMANCES:

- Supervised and administered the functions of the Treasury Division in accordance with all applicable laws, policies and regulations.
- Invested municipal funds as provided by Municipal Code.
- Monitored cash flow and ensured availability of funds to cover daily expenditures.

1995 PERFORMANCE OBJECTIVES:

- Supervise and administer the functions of the Treasury Division in accordance with all applicable laws, policies and regulations.
- Invest municipal funds as provided by Municipal Code.
- Monitor cash flow and ensure availability of funds to cover daily expenditures.

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	5	0	0	5	0	0	5	0	0
PERSONAL SERVICES	\$	376,490		\$	371,170		\$	373,630	
SUPPLIES		4,400			4,400			4,400	
OTHER SERVICES		13,510			13,520			12,690	
CAPITAL OUTLAY		6,520			720			720	
TOTAL DIRECT COST:	\$	400,920		\$	389,810		\$	391,440	
PROGRAM REVENUES:	\$	13,550		\$	22,340		\$	28,570	

WORK MEASURES:

- Investment bids issued 94 94 94

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 4, 30, 41, 59, 62

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: TREASURY

PROGRAM: Cash Management & Misc Tax Collection

PURPOSE:

To collect and account for all monies received by the Municipality and disburse accounts payable and payroll checks. To maintain security of all revenue collections and check disbursements. To administer and enforce the Tobacco Tax and Hotel/Motel Tax collection systems.

1994 PERFORMANCES:

- Verified all MOA cash receipts and supporting documentation prior to FIS recording in general ledger.
- Provided accountability for the municipal cash flow.
- Maintained control and security of all municipal cash collections.
- Maintained control of disbursements of municipal checks.
- Administered and enforced the Tobacco Tax and Hotel/Motel Tax collection systems.

1995 PERFORMANCE OBJECTIVES:

- Verify all MOA cash receipts and supporting documentation prior to FIS recording in the general ledger.
- Provide accountability for the municipal cash flow.
- Maintain control and security of all municipal cash collections.
- Maintain control of disbursements of municipal checks.
- Administer and enforce the Tobacco Tax and Hotel/Motel Tax collection systems.

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: TREASURY

PROGRAM: Cash Management & Misc Tax Collection

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	6	0	0	6	0	0
PERSONAL SERVICES	\$	287,880		\$	291,900		\$	303,520	
SUPPLIES		7,850			2,750			2,750	
OTHER SERVICES		46,870			22,410			26,710	
CAPITAL OUTLAY		1,130			2,520			720	
TOTAL DIRECT COST:	\$	343,730		\$	319,580		\$	333,700	
PROGRAM REVENUES:	\$	10,000		\$	11,300		\$	11,300	
WORK MEASURES:									
- Cash receipts processed		29,150			30,000			30,000	
- Checks and advices disbursed		124,000			124,000			124,000	
- Revenue deposits verified		17,000			18,250			18,250	
- Tobacco tax collected		2,816,670			2,887,390			2,887,390	
- Hotel/Motel tax collected		6,280,920			6,280,920			6,280,920	
- Penalties & Interest collected		21,020			21,020			21,020	
- Miscellaneous fees collected		11,300			11,300			11,300	
- Tobacco tax audit findings/collections		45,800			46,950			46,950	
- Hotel/Motel tax audit findings/collections		81,440			81,440			81,440	

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
11, 23, 40, 69

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Tax Billing and Collection

DIVISION: TREASURY

PURPOSE:

To bill, collect, and process all property taxes; to maintain taxes receivable; to issue tax certificates; to provide tax information to the public; to provide for annual foreclosure for unpaid taxes and; to administer aircraft registration & collect registration tax.

1994 PERFORMANCES:

- Billed and collected both real and personal property taxes.
- Issued tax certificates.
- Proceeded with foreclosures as necessary.
- Provided professional service and information to the public.

1995 PERFORMANCE OBJECTIVES:

- Bill and collect both real and personal property taxes.
- Issue tax certificates.
- Proceed with foreclosures as necessary.
- Provide professional service and information to the public.
- Administer aircraft tax registration and collection.

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	6	0	0	6	0	0
PERSONAL SERVICES	\$	270,090		\$	267,480		\$	279,760	
SUPPLIES		9,000			8,800			8,800	
OTHER SERVICES		104,180			107,030			92,290	
CAPITAL OUTLAY		420			980			980	
TOTAL DIRECT COST:	\$	383,690		\$	384,290		\$	381,830	
PROGRAM REVENUES:	\$	3,500		\$	2,500		\$	3,250	

WORK MEASURES:

- Tax bills issued	108,946	112,200	112,200
- Assessor adjustments	2,704	3,430	3,430
- Replats processed	149	90	90
- Foreclosures	1,151	1,400	1,400
- Tax payments opened & batched on a timely basis	141,297	142,760	142,760
- Tax certificates issued	519	550	500
- Bankruptcy cases coordinated	717	775	700
- Taxpayer inquiries processed	36,688	35,440	35,440
- Tax deposits prepared	600	600	600
- Aircraft registrations	0	0	1,800
- Aircraft tax collected	0	0	180,000

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS: 12, 34, 38, 53

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE
PROGRAM: Remittance Processing

DIVISION: TREASURY

PURPOSE:

To process all utility payments received daily for prompt credit to customer accounts and deposit to bank; to collect, control, and transmit utility payment data to the four municipal utilities daily.

1994 PERFORMANCES:

- Processed 1,614,600 utility payments throughout the year.
- Prepared an average daily deposit of \$855,240.
- Monitored and processed all returned checks for collection.
- Processed exception items as required.
- Processed 41,820 tax collections through remittance processor machine.

1995 PERFORMANCE OBJECTIVES:

- Process 1,614,600 utility payments throughout the year.
- Prepare an average daily deposit of \$855,240.
- Monitor and process all returned checks for collection.
- Process exception items as required.
- Process 41,820 tax collections through remittance processor machine.

RESOURCES:

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	8	0	4	7	0	3	7	0
PERSONAL SERVICES	\$	398,800		\$	341,870		\$	323,280	
SUPPLIES		8,500			8,500			8,500	
OTHER SERVICES		39,440			47,340			46,490	
CAPITAL OUTLAY		4,710			980			980	
TOTAL DIRECT COST:	\$	451,450		\$	398,690		\$	379,250	

WORK MEASURES:

- Utility remittances opened and batched	1,614,600	1,614,600	1,614,600
- Returned/NSF checks processed	4,465	4,470	4,470
- Tax remittances machine processed	41,820	41,820	41,820
- Utility remittances machine processed	1,614,600	1,614,600	1,614,600

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
14, 22, 37, 51, 63, 72, 73

1995 PROGRAM PLAN

DEPARTMENT: FINANCE
PROGRAM: Risk Management

DIVISION: RISK MANAGEMENT

PURPOSE:

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

1994 PERFORMANCES:

- Identified and minimized exposure to loss.
- Managed workers' compensation and liability claims.
- Administered insurance/self-insurance program.
- Recovered damages for general government and utilities.
- Maintained comprehensive property insurance program for all municipal real and personal property.
- Reduced the cost of workers' compensation claims.
- Returned injured Municipal workers to duty as soon as possible utilizing modified work policy.

1995 PERFORMANCE OBJECTIVES:

- Identify and minimize exposure to loss.
- Manage workers' compensation and liability claims.
- Administer insurance/self-insurance program.
- Maintain comprehensive property insurance program for all municipal real and personal property at a reasonable insurance premium.
- Continue to reduce the cost of workers' compensation claims.
- Return injured Municipal workers to duty as soon as possible utilizing modified work policy to reduce cost.
- Continue reducing the cost of legal by use of in-house attorney and cost-control litigation program.
- Recover twice the Risk Management operating budget by collection of subrogated tort damage claims for general government and the utilities.
- Continue to administer strong Municipal wide safety program to reduce the cost of workers' compensation and tort liability claims and suits.
- Assist all Municipal departments in administering and understanding Federal OSHA and Environmental unfunded mandates.

1995 P R O G R A M P L A N

DEPARTMENT: FINANCE
 PROGRAM: Risk Management
 RESOURCES:

DIVISION: RISK MANAGEMENT

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	281,570		\$	277,970		\$	282,410	
SUPPLIES		3,700			3,500			3,500	
OTHER SERVICES		6,620,130			6,620,530			6,319,940	
CAPITAL OUTLAY		400			200			200	
TOTAL DIRECT COST:	\$	6,905,800		\$	6,902,200		\$	6,606,050	
WORK MEASURES:									
- Damage claims recovered (\$)		610,000			610,000			610,000	
- Municipal contracts reviewed		600			600			600	
- Workers' compensation claims reduced		450			550			550	
- General liability claims reduced		200			265			265	
- Auto liability claims controlled		160			160			160	
- Safety meetings held		0			40			40	
- Safety building inspections		0			35			35	

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 3, 18, 29, 36, 81

1995 PROGRAM PLAN

DEPARTMENT: FINANCE
PROGRAM: Property Appraisal

DIVISION: PROPERTY ASSESSMENT

PURPOSE:

To assess all real property within the jurisdiction of the municipality. To assess all filed personal and business property. To conduct audits of personal and business property and identify unreported items. To provide services to customers on appraisal related matters and records information.

1994 PERFORMANCES:

- Assessed 87,000 parcels of real property within the Municipality.
- Certified seven (7) real and personal/business property rolls.
- Reviewed and acted upon exemption requests for Sr. Cit/Dis Vets, farms use, religious, charitable, and educational considerations.
- Further enhanced the division training program.
- Assessed personal/business property within the Municipality.
- Maintained ownership and legal descriptions for properties within the MOA.
- Systematically reviewed 14,500 commercial and residential properties.
- Responded to about 150,000 inquiries for information on real and personal/business properties.
- Researched and resolved real and personal/business property valuation protests at the administrative level.
- Implemented a computerized system for the costing of all personal/business property records.
- Researched and prepared formal appeals to the Board of Equalization.
- Implemented computerized real property cartographics w/in A.G.I.S system.

1995 PERFORMANCE OBJECTIVES:

- Assess 88,196 parcels of real property within the Municipality.
- Certify seven (7) real and personal/business property rolls.
- Review and act upon exemption requests for Sr. Cit/Dis Vets, farm use, religious, charitable, and educational considerations.
- Further enhance the division training program.
- Assess personal/business property within the Municipality
- Maintain ownership and legal descriptions for properties within the MOA.
- Systematically review 15,000 commercial and residential properties.
- Respond to about 150,000 inquiries for information on real and personal/business properties.
- Research and resolve real and personal/business property valuation protests at the administrative level.
- Implement a computerized system for the costing of all personal/business property records.
- Research and prepare formal appeals to the Board of Equalization.
- Implement computerized real property cartographics within A.G.I.S system.

1995 PROGRAM PLAN

DEPARTMENT: FINANCE
 PROGRAM: Property Appraisal
 RESOURCES:

DIVISION: PROPERTY ASSESSMENT

	1993 REVISED			1994 REVISED			1995 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	45	0	0	44	0	0	44	0	0
PERSONAL SERVICES	\$ 2,822,920			\$ 2,725,190			\$ 2,774,660		
SUPPLIES	31,000			31,340			31,100		
OTHER SERVICES	154,440			171,990			181,200		
CAPITAL OUTLAY	1,200			2,730			1,350		
TOTAL DIRECT COST:	\$ 3,009,560			\$ 2,931,250			\$ 2,988,310		
PROGRAM REVENUES:	\$ 16,000			\$ 12,000			\$ 11,000		
WORK MEASURES:									
- Certify rolls (includes coordination and preparation)	7			7			7		
- Process exemption requests. (incl. Sr. Citizens & Veterans).	16,750			17,295			20,985		
- Public/MOA inquiries, customer contacts	149,885			104,734			69,331		
- Maintain property/ownership records	120,625			124,625			123,124		
- Valuation of personal/business property returns	22,500			22,500			22,500		
- Revaluation of real property (includes admin processing)	86,459			86,995			88,200		
- Input real/business/personal property data	74,500			86,500			65,157		
- Business property discovery program (expressed as a %)	35			35			35		
- Add new commercial construction to roll. (inc. admin process)	339			492			432		
- Conduct on-site physical reinventories. (inc. admin process)	3,970			6,310			4,980		
- Prepare appeals to the Board of Equalization (inc. admin review)	3,030			3,725			4,050		
- Add residential new construction/remodels to assessment roll.	875			980			882		
- Coordinate Real Property Appeals' Process.	3,875			3,500			4,050		
- Business/Personal Property Audit Program	275			275			275		

81 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 5, 15, 16, 17, 24, 25, 26, 42, 43, 44, 49, 54, 55, 56, 60,
 71, 74, 76, 77, 78, 79, 80