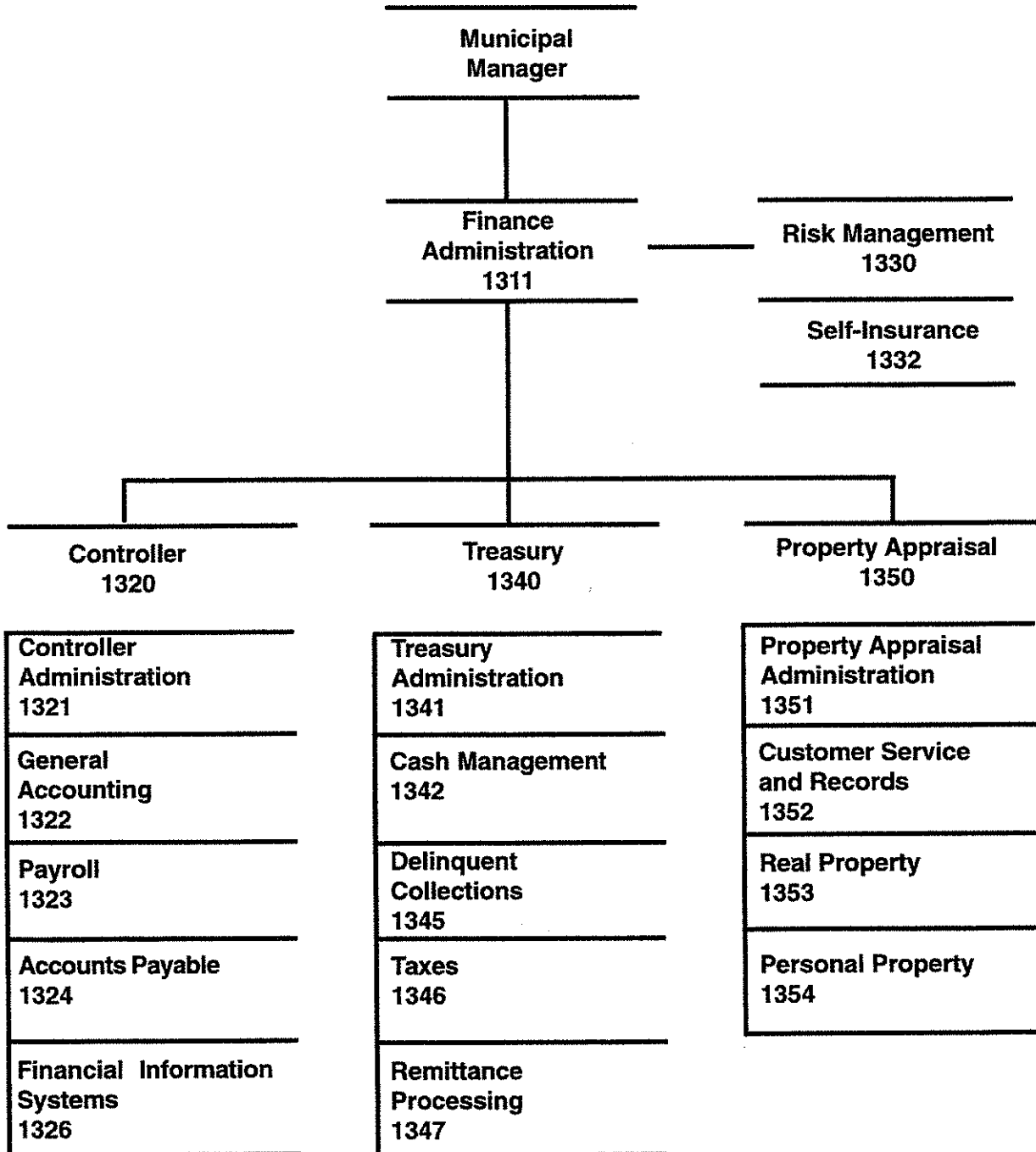


FINANCE

FINANCE



DEPARTMENT SUMMARY

Department FINANCE

Mission

To ensure the fiscal integrity of the Municipality by maintaining an itemized account of money received, disbursed, and invested in accordance with standards set by the Governmental Accounting Standards Board (GASB) and generally accepted accounting procedures. To provide quality support services to the public and to Municipal agencies.

Major Program Highlights

- Working with MISD and Employee Relations, implement a new Financial Information/Human Resources/Payroll System. This new system will replace outdated systems and allow for elimination of multiple independent shadow files and provide better access to information.
- 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 capital 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

	1997	1998
Direct Costs	\$13,827,990	\$13,622,070
Program Revenues	\$ 438,080	\$ 443,590
Personnel	115FT 9PT 7T	114FT 7PT 8T

1998 RESOURCE PLAN

DEPARTMENT: FINANCE

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY								
	1997	REVISED	1998	1997 REVISED				1998 BUDGET			
				FT	PT	T	TOTAL	FT	PT	T	TOTAL
FINANCE ADMINISTRATION	188,520	181,680		2			2	2			2
CONTROLLER	1,996,700	1,910,060		31	2		33	30	1		32
RISK MANAGEMENT	219,580	208,810		3			3	3			3
TREASURY	2,268,760	2,251,540		31	7		38	31	6		37
PROPERTY ASSESSMENT	3,294,430	3,368,590		48		7	55	48		8	56
SELF INSURANCE	5,860,000	5,701,390									
OPERATING COST	13,827,990	13,622,070		115	9	7	131	114	7	8	129
ADD DEBT SERVICE	0	0									
DIRECT ORGANIZATION COST	13,827,990	13,622,070									
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	6,318,970	6,557,200									
TOTAL DEPARTMENT COST	20,146,960	20,179,270									
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	9,794,940	9,969,210									
FUNCTION COST	10,352,020	10,210,060									
LESS PROGRAM REVENUES	438,080	443,590									
NET PROGRAM COST	9,913,940	9,766,470									

1998 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
FINANCE ADMINISTRATION	164,580	1,320	11,710	6,070	183,680
CONTROLLER	1,831,580	18,510	89,100	19,380	1,958,570
RISK MANAGEMENT	199,430	3,600	10,240	540	213,810
TREASURY	1,861,470	35,380	372,230	20,000	2,289,080
PROPERTY ASSESSMENT	3,135,290	32,740	231,290	26,260	3,425,580
SELF INSURANCE			5,701,390		5,701,390
DEPT. TOTAL WITHOUT DEBT SERVICE	7,192,350	91,550	6,415,960	72,250	13,772,110
LESS VACANCY FACTOR	150,040				150,040
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	7,042,310	91,550	6,415,960	72,250	13,622,070

RECONCILIATION FROM 1997 REVISED BUDGET TO 1998 BUDGET

DEPARTMENT: FINANCE

	<u>DIRECT COSTS</u>	<u>POSITIONS</u>		
		FT	PT	T
1997 REVISED BUDGET:	\$ 13,827,990	115	9	7
1997 ONE-TIME REQUIREMENTS:				
- None				
AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1998:				
- Salaries and Benefits Adjustment	(4,060)			
- Non-Personal Services Inflation Adjustment	24,840			
- Reduction in Budgeted Costs of Programs and Services	(113,710)			
MISCELLANEOUS INCREASES (DECREASES):				
- None				
1997 CONTINUATION LEVEL:	<u>\$ 13,735,060</u>	<u>115</u>	<u>9</u>	<u>7</u>
FUNDED NEW/EXPANDED SERVICE LEVELS:				
- Geographic Information System (GIS) Parcel Uncoupling	38,740			1
UNFUNDED CURRENT SERVICE LEVELS:				
- Self-Insurance Savings	(50,000)			
<i>The Following Items Were Taken in Lieu of a Reduction in Budgeted Costs of Programs and Services:</i>				
- Financial Information Systems Position	(50,520)		(1)	
- Accounts Payable Position	(32,250)	(1)		
- Remittance Processing Position	(12,610)		(1)	
- Self-Insurance Savings	(6,350)			
1998 BUDGET:	<u>\$ 13,622,070</u>	<u>114 FT</u>	<u>7 PT</u>	<u>8 T</u>

1998 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.

1997 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.

1998 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:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	169,610		\$	169,970		\$	162,580	
SUPPLIES		1,000			1,280			1,320	
OTHER SERVICES		11,250			11,370			11,710	
CAPITAL OUTLAY		5,750			5,900			6,070	
TOTAL DIRECT COST:	\$	187,610		\$	188,520		\$	181,680	

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
1, 28

1998 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.

1997 PERFORMANCES:

- Processed 26 bi-weekly payrolls for approximately 2800 employees.
- 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.

1998 PERFORMANCE OBJECTIVES:

- Process 26 bi-weekly payrolls for approximately 2700 employees.
- 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:

	1996 REVISED			1997 REVISED			1998 BUDGET		
PERSONNEL:	FT	PT	T	FT	PT	T	FT	PT	T
	12	1	0	12	0	0	11	20	0
PERSONAL SERVICES	\$	572,530		\$	596,310		\$	547,200	
SUPPLIES		4,220			4,470			4,610	
OTHER SERVICES		17,000			17,420			18,270	
CAPITAL OUTLAY		7,100			7,300			7,190	
TOTAL DIRECT COST:	\$	600,850		\$	625,500		\$	577,270	

WORK MEASURES:

- Manual payroll checks written		1,200		1,100		1,000
- Payroll database transactions		7,800		7,800		8,000
- Biweekly checks/advices		79,850		72,800		71,000
- Accounts payable checks issued		36,900		35,900		36,900
- Invoices paid		140,750		140,750		140,735
- Manual checks, leave adjustments/donations worksheet adjustments		20,000		20,000		18,000

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
6, 7, 20, 21, 35, 49, 63

1998 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.

1997 PERFORMANCES:

- Provided annual financial reports with supporting audit workpapers in an accurate and timely manner.
- Provided monthly financial reports in the 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 expenditures of funds based on Assembly appropriation.
- Processed grant reports, requests and financial transactions in a timely manner.
- Completed Municipal accounting guide.

1998 PERFORMANCE OBJECTIVES:

- Provide annual financial reports with supporting audit workpapers in an accurate and timely manner.
- Provide monthly financial reports in the 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.
- Update Municipal accounting guide.
- Provide support for the new HR/FIS implementation project.

1998 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: CONTROLLER

PROGRAM: Financial Record Management

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	20	1	0	19	2	0	19	1	0
PERSONAL SERVICES			\$ 1,321,000			\$ 1,281,730			\$ 1,235,870
SUPPLIES			10,030			13,190			13,900
OTHER SERVICES			50,300			64,440			70,830
CAPITAL OUTLAY			12,250			11,840			12,190
TOTAL DIRECT COST:			\$ 1,393,580			\$ 1,371,200			\$ 1,332,790
WORK MEASURES:									
- Input documents reviewed			1,470			1,425			1,415
- Reports prepared/reviewed			7,210			7,200			7,000
- Funds verified			975			960			1,640
- Transactions input			634,087			662,621			662,621
- Grants accounted for in single audits (state and federal)			575			560			530
- Funds managed			101			101			101
- Individual grant revenue confirmations completed			570			540			515

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
2, 8, 9, 29, 32, 33, 45, 46, 47, 56, 61

1998 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.

1997 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.
- Coordinated and enforced the collection of funds due the Municipality.

1998 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.
- Coordinate and enforce the collection of funds due the Municipality.

1998 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: TREASURY

PROGRAM: Division Admin and Management of Funds

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	5	0	0	5	0	0	5	0	0
PERSONAL SERVICES	\$	367,600		\$	359,540		\$	362,780	
SUPPLIES		4,400			4,540			4,540	
OTHER SERVICES		12,490			12,700			14,460	
CAPITAL OUTLAY		720			17,870			12,500	
TOTAL DIRECT COST:	\$	385,210		\$	394,650		\$	394,280	
PROGRAM REVENUES:	\$	33,470		\$	25,770		\$	30,000	

WORK MEASURES:

- Investment pieces bid		150		150		150
- Average daily investment balance (\$000)		400,140		400,140		400,000
- Real & personal property taxes billed (\$000)		210,727		237,330		237,330
- Average monthly balance Misc. accts receivable (\$000)		4,700		5,500		5,500
- Average monthly balance delinquent fines & fees (\$000)		4,300		4,300		4,300
- Utility payments (\$000)		233,800		236,800		236,800
- Investment & collateral items recorded on JEs & tracked on database		825		825		825

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
4, 31, 41, 57, 71

1998 PROGRAM PLAN

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, Hotel/Motel Tax programs and Enhanced 911 Surcharges.

1997 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, hotel/motel tax programs and Enhanced 911 surcharges.

1998 PERFORMANCE OBJECTIVES:

- Verify all MOA cash receipts and supporting documentation prior to FIS recording in 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, Hotel/Motel Tax programs and Enhanced 911 surcharges.

1998 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: TREASURY

PROGRAM: Cash Management & Misc Tax Collection

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	6	0	0	6	0	0
PERSONAL SERVICES	\$	306,520		\$	313,310		\$	302,550	
SUPPLIES		2,750			2,840			2,890	
OTHER SERVICES		27,710			19,520			22,480	
CAPITAL OUTLAY		720			3,520			3,000	
TOTAL DIRECT COST:	\$	337,700		\$	339,190		\$	330,920	
PROGRAM REVENUES:	\$	11,300		\$	11,300		\$	11,300	
WORK MEASURES:									
- Cash receipts processed		31,000			31,000			31,000	
- Checks and advices disbursed		120,000			120,000			120,000	
- Revenue deposits verified		19,500			19,500			19,500	
- Tobacco tax collected (\$)	5,418,000			5,524,980			4,979,000		
- Hotel/Motel tax collected (\$)	7,852,000			7,929,740			8,400,000		
- Penalties & Interest collected (\$)		50,000			60,000			60,000	
- Tobacco tax audit findings/collections (\$)		107,000			120,000			120,000	
- Hotel/Motel tax audit finding/collections (\$)		89,000			154,000			154,000	
- Enhanced 991 surcharges		989,400			983,500			983,500	

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
10, 24, 40, 64

1998 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: TREASURY

PROGRAM: Delinquent and Miscellaneous Collections

PURPOSE:

To enforce collection of personal and business property taxes and government and utility bills for collection (BFC's). To bill & collect Emergency Medical Service (EMS) transport fees, and to collect delinquent fees and fines.

1997 PERFORMANCES:

- Collected delinquent personal property tax revenues.
- Collected miscellaneous accounts receivable.
- Billed and collected emergency medical service (EMS) fees.
- Collected judgements for unpaid criminal fines, indigent defense fees, minor offense/traffic fines and costs of imprisonment through attachment of permanent fund dividends.
- Collected fines imposed by MOA Hearing Officer under AMC TITLE 14.
- Collected current and delinquent business personal property taxes due from applicants for liquor license transfers and renewals.

1998 PERFORMANCE OBJECTIVES:

- Collect delinquent personal property tax revenues.
- Collect miscellaneous accounts receivable.
- Bill and collect emergency medical service (EMS) fees.
- Collect judgements for unpaid criminal fines, indigent defense fees, minor offense/traffic fines and const of imprisonment through attachment of Permanent Fund Dividends.
- Collect fines imposed by MOA Hearing Officer under AMC TITLE 14.
- Collect current and delinquent business personal property taxes due from applicants for liquor license transfers and renewals.

1998 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: TREASURY

PROGRAM: Delinquent and Miscellaneous Collections

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	11	0	0	11	0	0	11	0	0
PERSONAL SERVICES	\$	582,540		\$	599,580		\$	586,120	
SUPPLIES		5,800			8,800			8,360	
OTHER SERVICES		61,760			62,700			69,700	
CAPITAL OUTLAY		1,190			1,230			2,000	
TOTAL DIRECT COST:	\$	651,290		\$	672,310		\$	666,180	
PROGRAM REVENUES:	\$	200,000		\$	195,000		\$	195,000	
WORK MEASURES:									
- Receivables reduced (in \$000's)		17,799			32,000			32,000	
- Small Claims Court cases filed		160			350			350	
- Criminal fines collected (in \$)		473,059			473,000			473,000	
- Collections from litigation support (in \$)		143,628			100,000			100,100	
- Ambulance services billed		8,433			8,400			8,400	
- Insurance claims processed for EMS		4,477			4,400			4,400	
- Indigent defense fees collected (in \$)		186,033			186,000			186,000	
- Minor offenses/traffic fines collected (in \$)		129,341			129,000			129,000	
- Tax collections from liquor license protests (in \$)		78,441			78,000			78,000	
- Costs of imprisonment collected (in \$)		174,802			174,000			174,000	
- Collected from small claims process (in \$)		107,445			180,000			180,000	

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
12, 22, 39, 51, 60, 62, 72

1998 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; to administer aircraft registration & collect registration tax.

1997 PERFORMANCES:

- Billed and collected both real and personal property taxes.
- Issued tax certificates.
- Proceeded with foreclosures as provided by AS 29.45.
- Provided professional service and information to the public.
- Administered aircraft tax registration and collection.

1998 PERFORMANCE OBJECTIVES:

- Bill and collect both real and personal property taxes.
- Issue tax certificates.
- Proceed with foreclosures as provided by AS 29.45.
- Provide professional service and information to the public.
- Administer aircraft tax registration and collection.

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	6	0	0	6	0	0
PERSONAL SERVICES	\$	284,980		\$	285,850		\$	283,400	
SUPPLIES		11,380			11,730			12,090	
OTHER SERVICES		147,780			178,880			184,710	
CAPITAL OUTLAY		980			0			1,000	
TOTAL DIRECT COST:	\$	445,120		\$	476,460		\$	481,200	
PROGRAM REVENUES:	\$	55,750		\$	80,250		\$	80,250	

WORK MEASURES:

- Tax bills issued	94,700	99,500	99,500
- Tax foreclosed parcels	1,230	1,200	1,200
- Property tax payments processed (\$ 000)	210,720	217,400	238,590
- Tax certificates issued	350	450	450
- Bankruptcy cases maintained	410	400	400
- Taxpayer inquiries serviced	31,980	32,000	32,000
- Tax deposits processed	948	1,100	1,100
- Aircraft tax collected (in \$)	205,990	206,000	206,000

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
11, 34, 38, 52

1998 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.

1997 PERFORMANCES:

- Processed 1,600,000 utility payments throughout the year.
- Prepared an average daily deposit of \$895,750.
- Monitored and processed 3,930 returned checks for collection.
- Processed exception items as required.
- Machine processed 37,750 property tax payments.

1998 PERFORMANCE OBJECTIVES:

- Process 1,600,000 utility payments throughout the year.
- Prepare an average daily deposit OF \$927,335.
- Monitor and process 3,930 returned checks for collection.
- Process exception items as required.
- Machine process 37,500 property tax payments.

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	7	0	3	7	0	3	6	0
PERSONAL SERVICES	\$	307,500		\$	301,910		\$	289,080	
SUPPLIES		8,500			7,700			7,500	
OTHER SERVICES		47,830			75,530			80,880	
CAPITAL OUTLAY		980			1,010			1,500	
TOTAL DIRECT COST:	\$	364,810		\$	386,150		\$	378,960	

WORK MEASURES:

- Utility remittances opened and batched	1,594,050	1,600,000	1,600,000
- Returned/NSF checks processed	3,510	3,930	3,930
- Tax remittances machine processed	37,540	37,750	37,750
- Utility remittances machine processed	1,520,700	1,520,700	1,520,700

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
13, 23, 37, 50, 59

1998 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.

1997 PERFORMANCES:

- Identified and minimized exposure to loss.
- Managed workers' compensation and liability claims.
- Administered insurance/self-insurance program.
- Maintained comprehensive property insurance program for all Municipal real and personal property at a reasonable insurance premium.
- Continued to reduce the cost of workers' compensation claims.
- Returned injured Municipal workers to duty as soon as possible utilizing modified work policy to reduce cost.
- Continued reducing the cost of legal services by use of in-house attorney and cost control litigation program.
- Recovered twice the Risk Management operating budget by collection of subrogated tort damage claims for general government and the utilities.
- Continued to administer strong Municipal-wide safety program to reduce the cost of workers' compensation and tort liability claims and suits.
- Assisted all Municipal departments in administering and understanding Federal OSHA and Environmental unfunded mandates.

1998 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 services 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.

1998 P R O G R A M P L A N

DEPARTMENT: FINANCE
 PROGRAM: Risk Management
 RESOURCES:

DIVISION: RISK MANAGEMENT

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	3	0	0
PERSONAL SERVICES			\$ 204,780			\$ 205,520			\$ 194,430
SUPPLIES			3,500			3,500			3,600
OTHER SERVICES			5,932,300			5,870,040			5,711,630
CAPITAL OUTLAY			200			520			540
TOTAL DIRECT COST:			\$ 6,140,780			\$ 6,079,580			\$ 5,910,200
WORK MEASURES:									
- Damage claims recovered (\$)			525,000			610,000			610,000
- Municipal contracts reviewed			615			625			625
- Workers' compensation claims reduced			420			400			325
- General liability claims reduced			160			195			175
- Auto liability claims controlled			90			115			120
- Safety meetings held			40			40			45
- Safety building inspections			35			35			40

78 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 3, 17, 18, 19, 30, 36

1998 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.

1997 PERFORMANCES:

- Assessed all taxable real property within the Municipality.
- Certified seven (7) real and personal/business property rolls.
- Completed reinventory on 9,000 real property parcels.
- Reviewed and resolved property valuation protests.
- Reviewed and completed appeal responses to the Board of Equalization.
- Reviewed and completed administrative decisions on exemption requests for Sr. Citizens/Disabled Veterans, educational, religious, charitable and farm deferment considerations.
- Assessed all taxable business property in the Municipality.
- Maintained ownership and legal descriptions for property in the MOA.
- Completed uncoupling of 400 parcels to support GIS efforts.
- Completed discovery of approximately 9,000 taxable business properties.
- Reviewed and completed administrative decisions on 300 additional exemption requests as result of business personal property discovery program.
- Responded to approximately 150,000 inquiries for information on real and business properties.

1998 PERFORMANCE OBJECTIVES:

- Assess all taxable real property within the Municipality.
- Certify seven (7) real and personal/business property rolls.
- Complete reinventory on 9000 real property parcels.
- Review and resolve property valuation protests.
- Review and complete appeal responses to the Board of Equalization.
- Review and complete administrative decisions on exemption requests for Senior Citizens/Disabled Veterans, educational, religious, charitable and farm deferment considerations.
- Assess all taxable business property in the Municipality.
- Maintain ownership and legal descriptions for property in the MOA.
- Complete uncoupling of 600 parcels to support GIS efforts.
- Complete discovery of approximately 7,500 taxable business properties.
- Review and complete administrative decisions on 150 additional exemption requests as a result of business personal property discovery program.
- Respond to approximately 150,000 inquiries for information on real and business properties.

1998 PROGRAM PLAN

DEPARTMENT: FINANCE
 PROGRAM: Property Appraisal
 RESOURCES:

DIVISION: PROPERTY ASSESSMENT

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	45	0	7	48	0	7	48	0	8
PERSONAL SERVICES			\$ 2,877,300			\$ 3,026,270			\$ 3,078,300
SUPPLIES			31,380			32,210			32,740
OTHER SERVICES			200,550			207,060			231,290
CAPITAL OUTLAY			3,360			28,890			26,260
TOTAL DIRECT COST:			\$ 3,112,590			\$ 3,294,430			\$ 3,368,590
PROGRAM REVENUES:			\$ 10,700			\$ 125,760			\$ 127,040
WORK MEASURES:									
- Certify rolls (includes coordination and preparation)			7			7			7
- Process exemption requests (incl. Sr. Citizens & Veterans)			22,190			15,600			18,300
- Public/MOA inquiries, customer contacts			87,897			89,435			91,225
- Maintain property/ownership records			77,403			78,185			78,975
- Valuation of personal/business property returns			18,000			20,000			25,500
- Revaluation of real property (includes admin processing)			86,200			87,100			87,876
- Input real/business property data			51,358			51,870			52,400
- Business property discovery program (expressed as a %)			80			80			90
- Add new commercial construction to roll (inc. admin process)			324			279			318
- Conduct on-site physical reinventories (inc. admin process)			7,766			9,617			9,617
- Prepare appeals to the Board of Equalization (inc. admin review)			4,050			4,425			4,425
- Add residential new construction/remodels to assessment roll			792			729			791
- Coordinate real property appeals process			2,011			2,564			2,900
- Business property audit program			475			375			450
- Business property random sample audits			0			0			350

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

5, 14, 15, 16, 25, 26, 27, 42, 43, 44, 48, 53, 54, 55, 58,
 65, 66, 67, 68, 69, 70, 73, 74, 75, 76, 77, 78