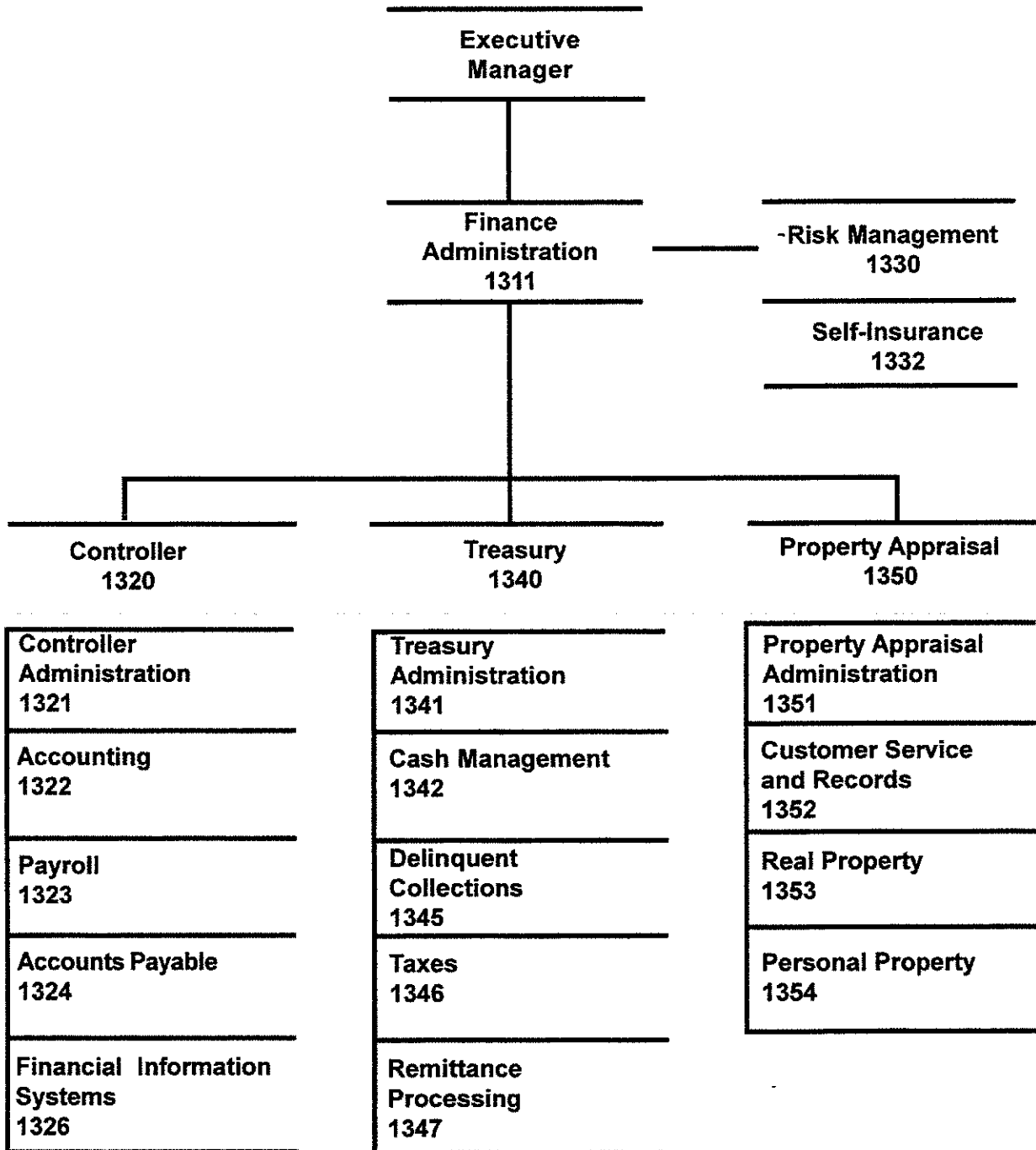


FINANCE

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 This new system will replace outdated systems and allow for elimination of multiple independent shadow files and provide better access to information.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.
- Maintain case files and collect default judgments for traffic tickets and other minor offenses.
- 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

	1998	1999
Direct Costs	\$13,717,070	\$13,288,840
Program Revenues	\$ 443,590	\$ 1,044,770 *
Personnel	114FT 7PT 8T	120FT 3PT

* \$564,000 of these revenues will actually be credited to the Police Department.

1999 R E S O U R C E P L A N

DEPARTMENT: FINANCE

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1998 REVISED	1999 BUDGET	1998 REVISED				1999 BUDGET			
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
FINANCE ADMINISTRATION	181,680	178,770	2			2	2			2
CONTROLLER	1,910,060	1,918,210	30	1		31	30	1		31
RISK MANAGEMENT	208,810	209,750	3			3	3			3
TREASURY	2,251,540	2,222,670	31	6		37	33	2		35
PROPERTY ASSESSMENT	3,463,590	3,380,260	48		8	56	52			52
SELF INSURANCE	5,701,390	5,379,180								
OPERATING COST	13,717,070	13,288,840	114	7	8	129	120	3		123
ADD DEBT SERVICE	0	0								
DIRECT ORGANIZATION COST	13,717,070	13,288,840								
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	6,557,200	8,170,670								
TOTAL DEPARTMENT COST	20,274,270	21,459,510								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	9,968,590	13,424,760								
FUNCTION COST	10,305,680	8,034,750								
LESS PROGRAM REVENUES	443,590	1,044,770								
NET PROGRAM COST	9,862,090	6,989,980								

1999 R E S O U R C E S B Y C A T E G O R Y O F E X P E N S E

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
FINANCE ADMINISTRATION	161,670	1,320	11,710	6,070	180,770
CONTROLLER	1,839,730	18,510	89,100	19,380	1,966,720
RISK MANAGEMENT	200,370	3,350	10,490	540	214,750
TREASURY	1,834,570	30,950	381,340	13,350	2,260,210
PROPERTY ASSESSMENT	3,100,290	37,810	299,150		3,437,250
SELF INSURANCE			5,379,180		5,379,180
DEPT. TOTAL WITHOUT DEBT SERVICE	7,136,630	91,940	6,170,970	39,340	13,438,880
LESS VACANCY FACTOR	150,040				150,040
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	6,986,590	91,940	6,170,970	39,340	13,288,840

RECONCILIATION FROM 1998 REVISED BUDGET TO 1999 BUDGET

DEPARTMENT: FINANCE

	DIRECT COSTS	POSITIONS		
		FT	PT	T
1998 REVISED BUDGET:	\$ 13,717,070	114	7	8
1998 ONE-TIME REQUIREMENTS:				
- Reappraisal of Captain Cook Hotel	(95,000)			
AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1999:				
- Salaries and Benefits Adjustment	49,440			
MISCELLANEOUS INCREASES (DECREASES):				
- Property Appraisal Reorganization	0	4		(8)
- Self-Insurance Services to ATU Deleted	(322,210)			
- Remittance Processing Services to ATU Deleted	(108,790)	1	(4)	
- Miscellaneous	750			
1998 CONTINUATION LEVEL:	\$ 13,241,260	119	3	0
FUNDED NEW/EXPANDED SERVICE LEVELS:				
- <i>Delinquent Collections - Process Default Judgments Transferred from the Alaska Court System (results in \$564,000 additional revenues)</i>	47,580	1		
UNFUNDED CURRENT SERVICE LEVELS:				
- None				
1999 BUDGET:	\$ 13,288,840	120 FT	3 PT	0 T

1999 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.

1998 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.

1999 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:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	169,970		\$	162,580		\$	159,670	
SUPPLIES		1,280			1,320			1,320	
OTHER SERVICES		11,370			11,710			11,710	
CAPITAL OUTLAY		5,900			6,070			6,070	
TOTAL DIRECT COST:	\$	188,520		\$	181,680		\$	178,770	

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

1, 28

1999 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.

1998 PERFORMANCES:

- Processed 26 bi-weekly payrolls for approximately 2900 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.

1999 PERFORMANCE OBJECTIVES:

- Process 26 bi-weekly payrolls for approximately 2800 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:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	12	0	0	11	1	0	11	1	0
PERSONAL SERVICES		\$	596,310		\$	547,200		\$	583,060
SUPPLIES			4,470			4,610			4,610
OTHER SERVICES			17,420			18,270			18,270
CAPITAL OUTLAY			7,300			7,190			7,190
TOTAL DIRECT COST:		\$	625,500		\$	577,270		\$	613,130

WORK MEASURES:

- Manual payroll checks written			1,100			1,000			1,000
- Payroll database transactions			7,800			8,000			8,000
- Biweekly checks/advices			72,800			76,000			71,000
- Accounts payable checks issued			37,500			38,500			38,500
- Invoices paid			139,500			140,735			140,735
- Manual checks, leave adjustments/donations worksheet adjustments			20,000			18,000			18,000

75 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
6, 7, 20, 21, 35, 49, 62

1999 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.

1998 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.
- Responded to FIS computerized monthly report users inquiries 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.
- Updated Municipal accounting guide.
- Provided support for the new HR/Payroll/FIS implementation project.

1999 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/Payroll/FIS implementation project.

1999 P R O G R A M P L A N

DEPARTMENT: FINANCE

DIVISION: CONTROLLER

PROGRAM: Financial Record Management

RESOURCES:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	19	2	0	19	0	0	19	0	0
PERSONAL SERVICES	\$ 1,281,730			\$ 1,235,870			\$ 1,208,160		
SUPPLIES	13,190			13,900			13,900		
OTHER SERVICES	64,440			70,830			70,830		
CAPITAL OUTLAY	11,840			12,190			12,190		
TOTAL DIRECT COST:	\$ 1,371,200			\$ 1,332,790			\$ 1,305,080		

WORK MEASURES:

- Input documents reviewed	2,500	2,600	2,600
- Reports prepared/reviewed	7,400	7,600	7,600
- Funds verified	820	820	820
- Transactions input	662,621	748,762	523,559
- Grants accounted for in single audits (state and federal)	617	637	637
- Funds managed	101	101	102
- Individual grant revenue confirmations completed	250	275	275

75 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
2, 8, 9, 29, 32, 33, 45, 46, 47, 56, 60

1999 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.

1998 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 flows and ensured availability of funds to cover daily expenditures.
- Coordinated and enforced the collection of funds due the Municipality.

1999 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.

1999 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, Hotel-Motel Tax programs and Enhanced 911 Surcharges.

1998 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.

1999 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.

1999 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.

1998 PERFORMANCES:

- Processed 1,567,000 utility payments throughout the year.
- Prepared an average daily deposit of \$927,335.
- Monitored and processed 3,550 returned checks for collection.
- Processed exception items as required.
- Machine processed 39,050 property tax payments.

1999 PERFORMANCE OBJECTIVES:

- Process 894,000 utility payments throughout the year.
- Prepare an average daily deposit OF \$429,700.
- Monitor and process 2,100 returned checks for collection.
- Process exception items as required.
- Machine process 39,050 property tax payments.

RESOURCES:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	7	0	3	6	0	4	2	0
PERSONAL SERVICES	\$	301,910		\$	289,080		\$	182,320	
SUPPLIES		7,700			7,500			6,100	
OTHER SERVICES		75,530			53,130			37,900	
CAPITAL OUTLAY		1,010			19,250			1,000	
TOTAL DIRECT COST:	\$	386,150		\$	368,960		\$	227,320	

WORK MEASURES:

- Utility remittances opened and batched	1,567,000	1,567,000	894,000
- Returned/NSF checks processed	3,550	3,550	2,100
- Tax remittances machine processed	39,050	39,050	39,050
- Utility remittances machine processed	1,584,670	1,584,670	878,000

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

1999 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.

1998 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.

1999 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.
- Provide 3 seminars monthly in conjunction w/ the "Insights" 3 year plan.

1999 P R O G R A M P L A N

DEPARTMENT: FINANCE
 PROGRAM: Risk Management
 RESOURCES:

DIVISION: RISK MANAGEMENT

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	205,520		\$	194,430		\$	195,370	
SUPPLIES		3,500			3,600			3,350	
OTHER SERVICES		5,870,040			5,711,630			5,389,670	
CAPITAL OUTLAY		520			540			540	
TOTAL DIRECT COST:	\$	6,079,580		\$	5,910,200		\$	5,588,930	
WORK MEASURES:									
- Damage claims recovered (\$)		610,000			610,000			861,000	
- Municipal contracts reviewed		625			625			625	
- Workers' compensation claims reduced		400			400			454	
- General liability claims reduced		195			225			238	
- Auto liability claims controlled		115			120			120	
- Safety meetings held		40			45			45	
- Safety building inspections		35			40			40	

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

1999 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.

1998 PERFORMANCES:

- Assessed all taxable real property within the Municipality.
- Certified seven (7) real and personal/business property rolls.
- Completed reinventory on 9000 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 Senior Citizens/Disabled Veterans, educational, religious, charitable and farm deferment considerations.
- Assessed all discovered taxable business property in the Municipality.
- Maintained ownership and legal descriptions for property in the MOA.
- Completed uncoupling of 600 parcels to support GIS efforts.
- Completed discovery of approximately 10,000 taxable business properties.
- Completed transfer of 5000 property cards to electronic file by scanning.
- Populated electronic data file with 5000 photo images, 3000 sketches.
- Responded to approximately 150,000 inquiries for information on real and business properties.

1999 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 remaining parcels to support GIS efforts.
- Complete transfer of 15000 property cards to electronic file by scanning.
- Populate electronic data file with 15000 photo images, 5000 sketches.
- Respond to approximately 150,000 inquiries for information on real and business properties.

1999 P R O G R A M P L A N

DEPARTMENT: FINANCE
 PROGRAM: Property Appraisal
 RESOURCES:

DIVISION: PROPERTY ASSESSMENT

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	48	0	7	48	0	8	52	0	0
PERSONAL SERVICES				\$ 3,026,270		\$ 3,078,300			\$ 3,043,300
SUPPLIES					32,210	32,740			37,810
OTHER SERVICES				207,060		326,290			299,150
CAPITAL OUTLAY				28,890		26,260			0
TOTAL DIRECT COST:				\$ 3,294,430		\$ 3,463,590			\$ 3,380,260
PROGRAM REVENUES:				\$ 125,760		\$ 127,040			\$ 126,110
WORK MEASURES:									
- Certify rolls (includes coordination and preparation)			7			7			7
- Process exemption requests (incl. Sr. Citizens & Veterans)		15,600			18,300			16,600	
- Public/MOA inquiries, customer contacts		89,435			91,225			102,460	
- Maintain property/ownership records/ Digitize records		78,185			78,975			89,801	
- Valuation of personal/business property returns		20,000			25,500			31,500	
- Revaluation of real property (includes admin processing)		87,100			87,876			89,801	
- Input real/business property data		51,870			52,400			71,550	
- Business property discovery program (expressed as a %)		80			90			100	
- Add new commercial construction to roll (incl admin process)		279			318			120	
- Conduct onsite physical reinventories and digitize photo/sketch		9,617			9,617			9,675	
- Prepare appeals to the Board of Equalization (incl admin review)		4,425			4,425			7,275	
- Add residential new construction/remodels to assessment roll		729			1,200			1,700	
- Coordinate real property appeals process		2,564			2,900			3,400	
- Business property audit program		375			450			450	
- Business property random sample audits		0			50			100	

75 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,
 64, 65, 66, 67, 68, 69, 72, 74, 75