

---

**Division of Treasury**  
**Department of Finance**  
*Anchorage: Performance. Value. Results.*

---

**Purpose**

Maximize realization of the Municipality's primary revenue sources.

**Direct Services**

- Bill and collect all types of taxes (property taxes and program taxes)
- Audit and analyze major City revenues and regularly report on realization status
- Audit, input and process all City cash receipts
- Efficiently and timely process utility and municipal tax payments
- Pursue all types of delinquent collections on behalf of City departments, most particularly the Anchorage Police Department
- Manage all major municipal receivables and administer various collection related contracts with external service providers
- Equitably enforce various Municipal Tax Code chapters and update periodically as needed
- Promote high level of internal controls, print and distribute all municipal checks and safeguard daily deposits and other similar nature assets through implementation and periodic updating of various Policies & Procedures and municipal wide training
- Act as fiduciary in managing MOA Trust Fund

**Accomplishment Goals**

- Enforce and increase collections of all valid taxes and delinquent fines and fees owed to the Municipality.
- Provide enhanced service to the general public and business community and increase growth in e-commerce (i.e., information sharing and monetary transactions) through increased public use of the Municipal website and other means.
- Promote and improve timely posting and analysis of municipal revenues.

**Performance Measures**

Progress in achieving goals shall be measured by:

**Measure #1: Treasury - Direct Revenues Collected vs. Cost (updated as of April 2020)**

**Efficiency Measure (budgeted cost):** Since 2010, Treasury's direct cost budget has increased \$126K (+3.9%)

**Effectiveness Measure (budgeted revenue):** Since 2010 Treasury's direct annual revenue collection total has increased \$115.4M (+21.4% )

	millions of dollars		
Treasury Function/Group	2019 Revenues Budgeted	2019 Budgeted Direct Costs	Calculated multiple (revenue-to-cost ratio)
Prop. tax revenues *	\$559.84	\$0.81	690X
Program tax revenues	\$83.63	\$0.89	94X
Delinq. crim./civil fines & fees	\$5.27	\$0.64	9X
MOA Trust Fund contribution	\$6.50	\$0.74	9X
<b>Total</b>	<b>\$655.24</b>	<b>\$3.09</b>	<b>213X</b>

\* Revenues include real and personal property taxes, PILT, penalty & interest, foreclosure cost recovery and aircraft registration fees; Costs include a one-third allocation of remittance processing direct costs as well as delinquent personal property collections.

NOTE: In addition to the data in the above table, Treasury's budget further invests \$0.95M to provide indirect support of over \$735M of general government budgeted 100 fund operating revenues associated with centralized cash journal posting and audit, remittance processing for municipal utilities, management of departmental (and municipal utility) misc. accounts receivable and city-wide revenue analysis and reporting performed on recurring cycle.

**Measure #2: Tax website and e-commerce made available to public, local businesses and 3<sup>rd</sup> party servicers (e.g., property taxpayers, mortgage/title cos., lodging industry, etc.)**

**Treasury Tax Performance Statistics**

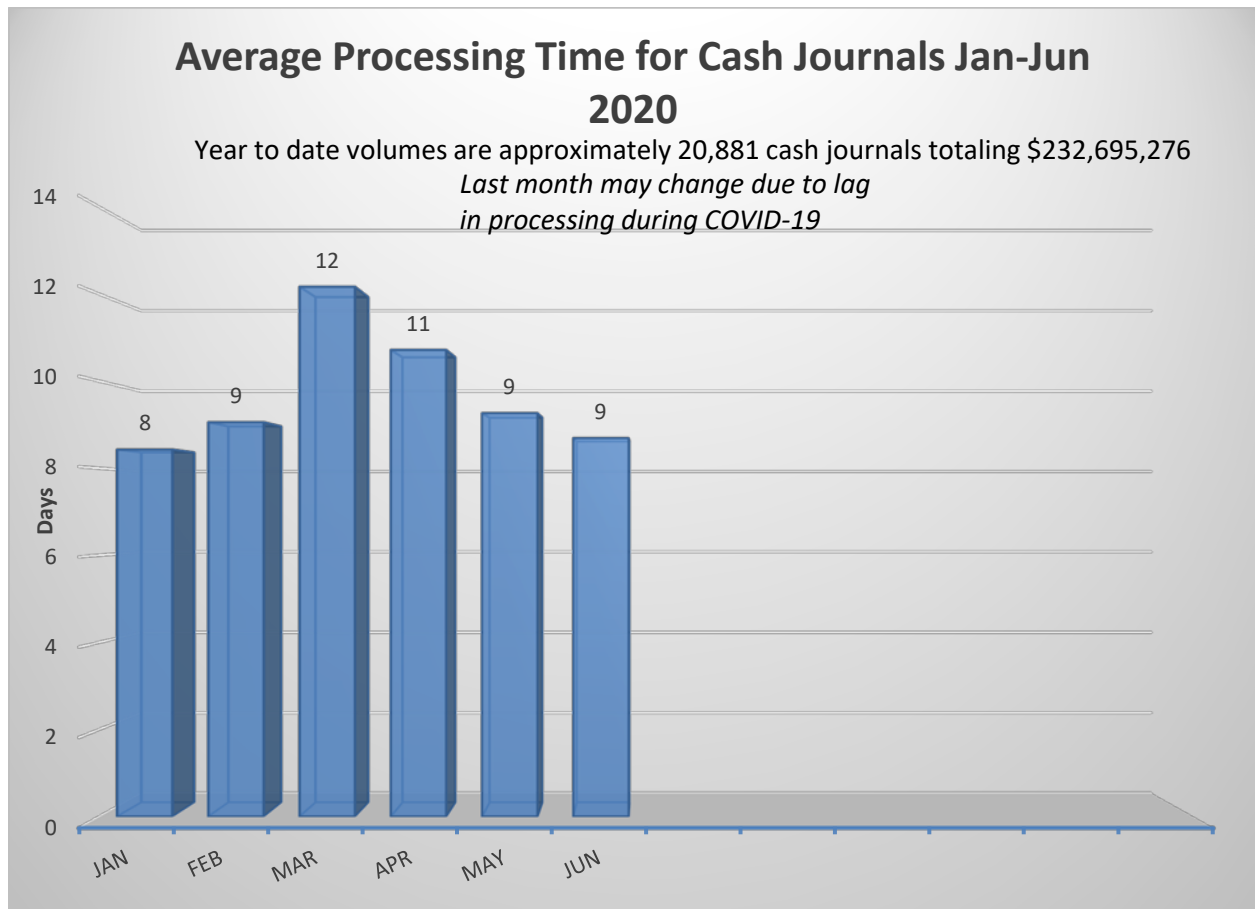
Measurement	2017	2018	2019	Comments
<b>Tax web site and e-commerce</b>				
# of in-coming calls	6,747	6,842	6,924	12/31 Year-end; personnel count of 4
Average wait time	62	72	63	Reported in seconds
# of website hits	1,579,594	1,975,411	2,130,723	Includes Property Taxes and CAMA
# of credit card payments (via phone/web and in-person)	3,712	4,112	4,419	
# of e-check payments	2,567	2,973	3,229	
Total # of credit card + e-check payments	6,279	7,085	7,648	

**The full value of these statistics require presenting a complete annual cycle. Annual data will be compiled and reported no later than the end of the 1st quarter following each calendar year.**

Percentage increase in # of web hits since year 2010 66%  
 Percentage increase in volume of e-commerce payments since year 2010 93%

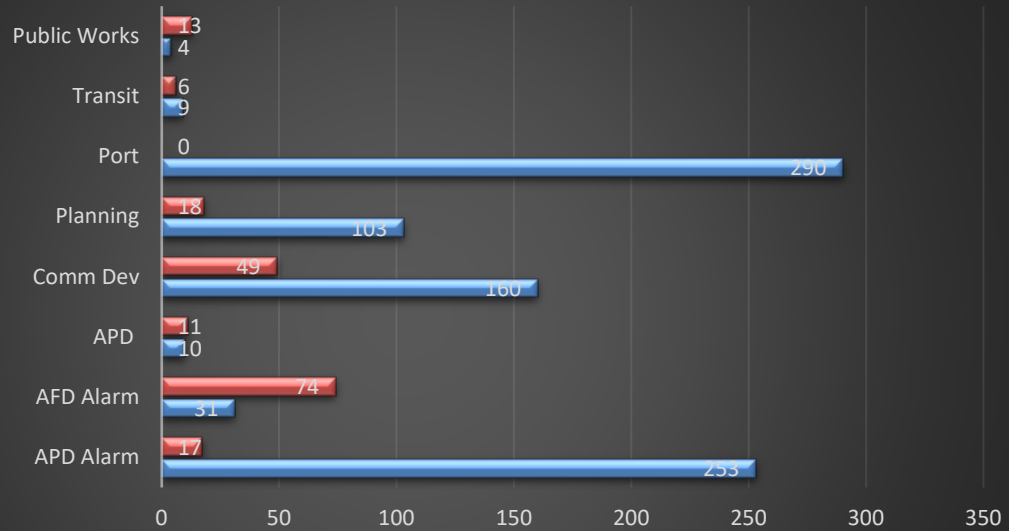
Tax Billing Dept ID 1346  
 direct cost budget-2019 612,487  
 Tax Billing Dept ID 1346  
 direct cost budget-2010 605,681  
 Dollar Change 6,806  
 Percentage Change 1.1%

**Measure #3: Cash Journal processing time, from initial transaction date to posting date**



**Measure #4: Timeliness of billings through SAP accounts receivable billing system**

## Invoice Volume & Average Processing Days April - June 2020

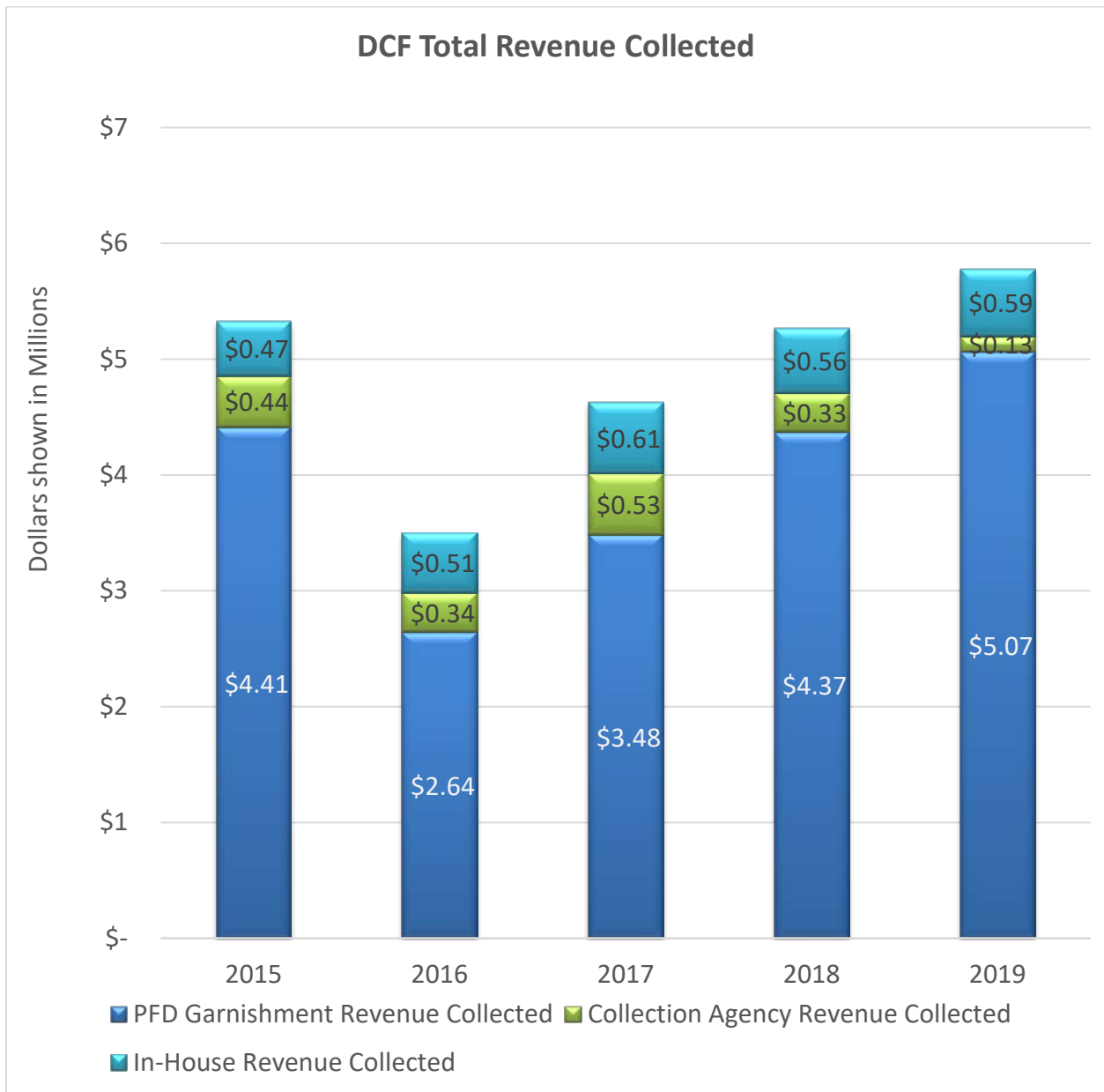


	APD Alarm	AFD Alarm	APD	Comm Dev	Planning	Port	Transit	Public Works
■ Avg # of Invoice Processing Days	17	74	11	49	18	0	6	13
■ # of Service/Invoices Calls	253	31	10	160	103	290	9	4

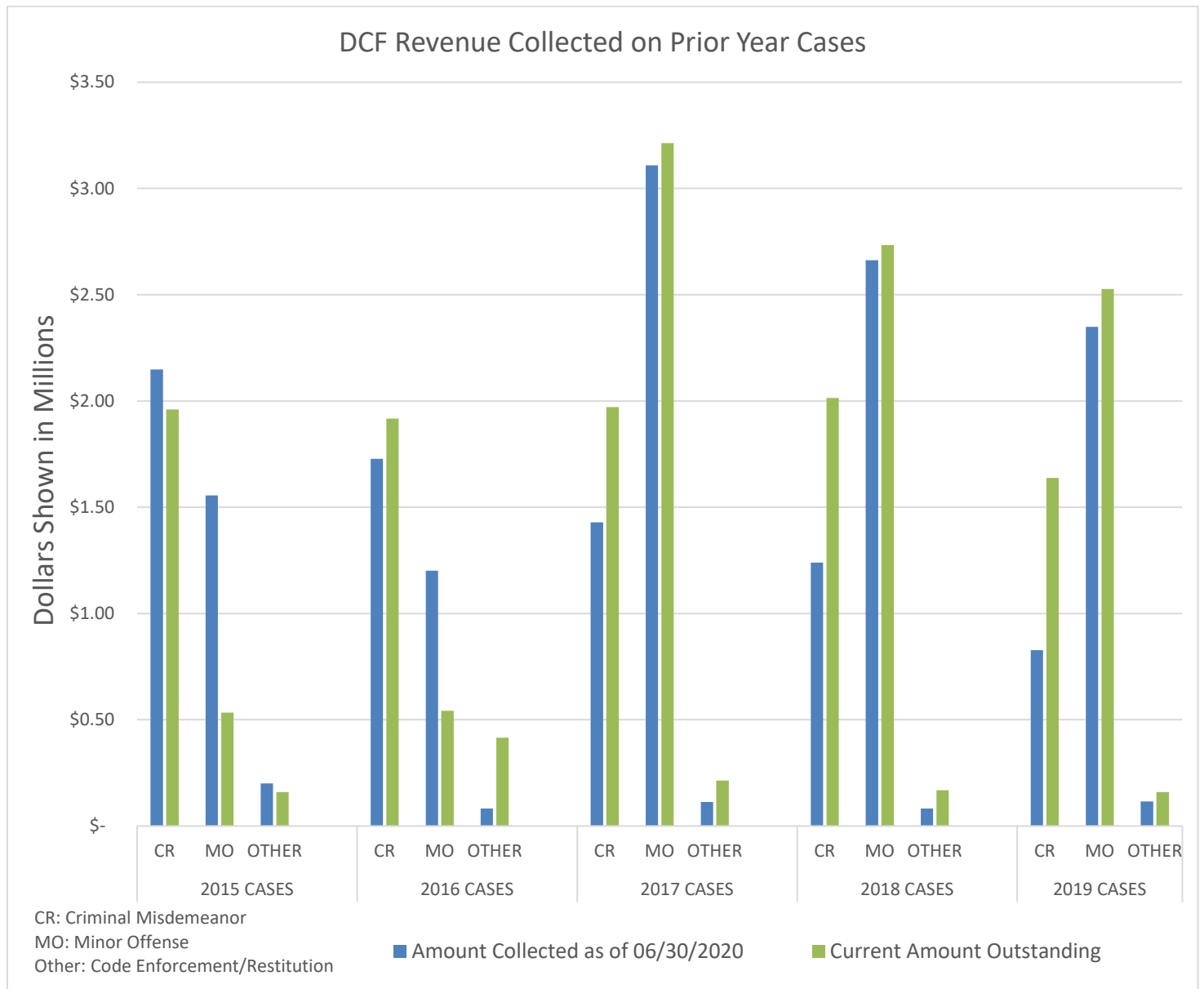
■ Avg # of Invoice Processing Days    ■ # of Service/Invoices Calls

**Measure #5: 5a.) Collections on delinquent criminal/civil fines and fees (DCF).**

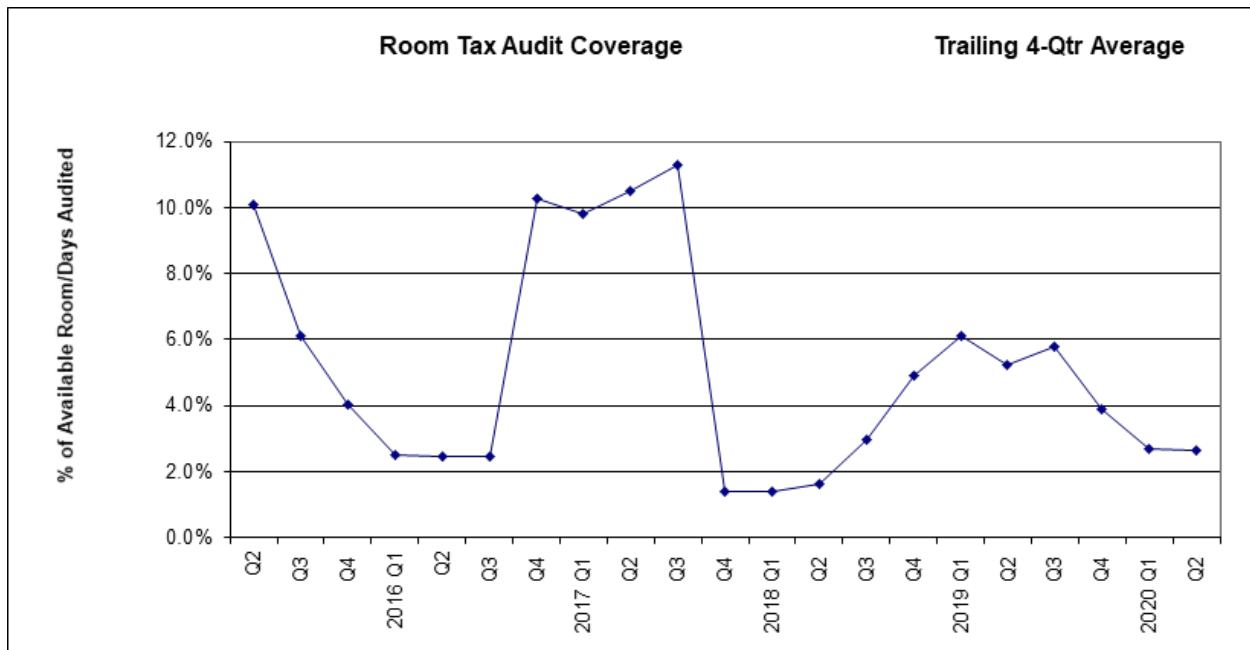
(5a.)



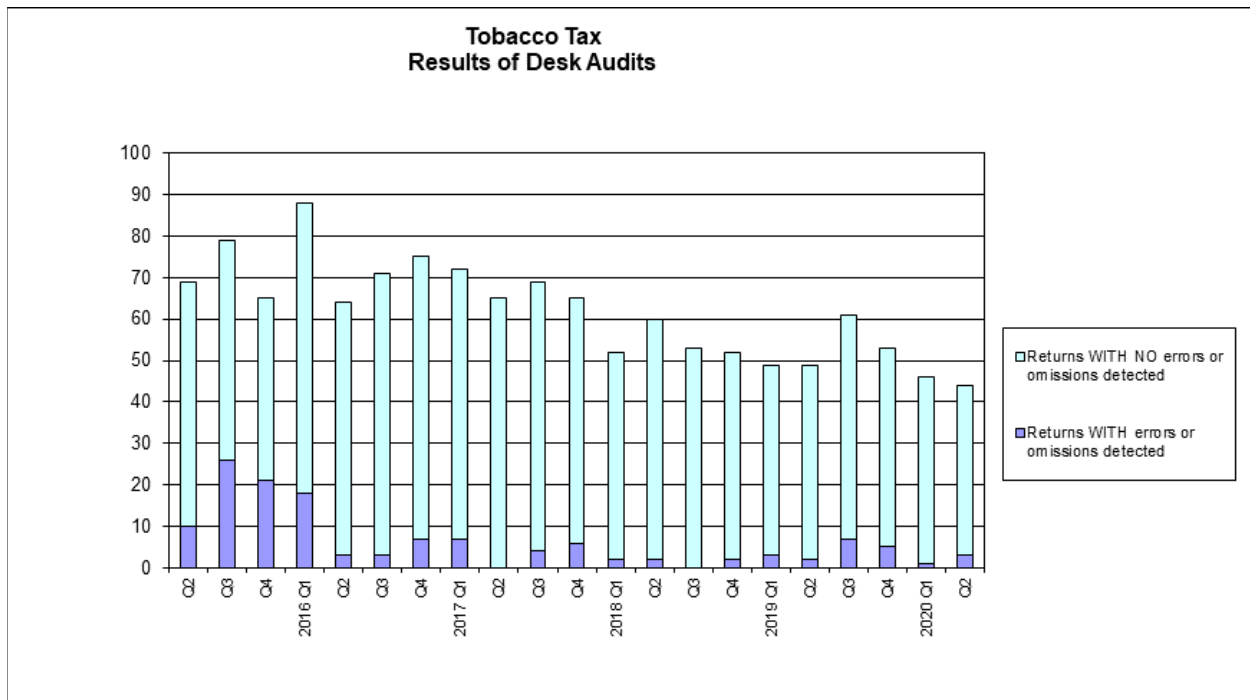
**(5b.) Continuing collection efforts on trailing 5 years of DCF cases.**



**Measure #6: Audit coverage related to room tax (i.e., auditor examined rooms versus total annual number of rooms offered for rent by local operators)**



**Measure #7: Percent of incomplete or incorrect tobacco tax filings discovered through desk audits**





### PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.

