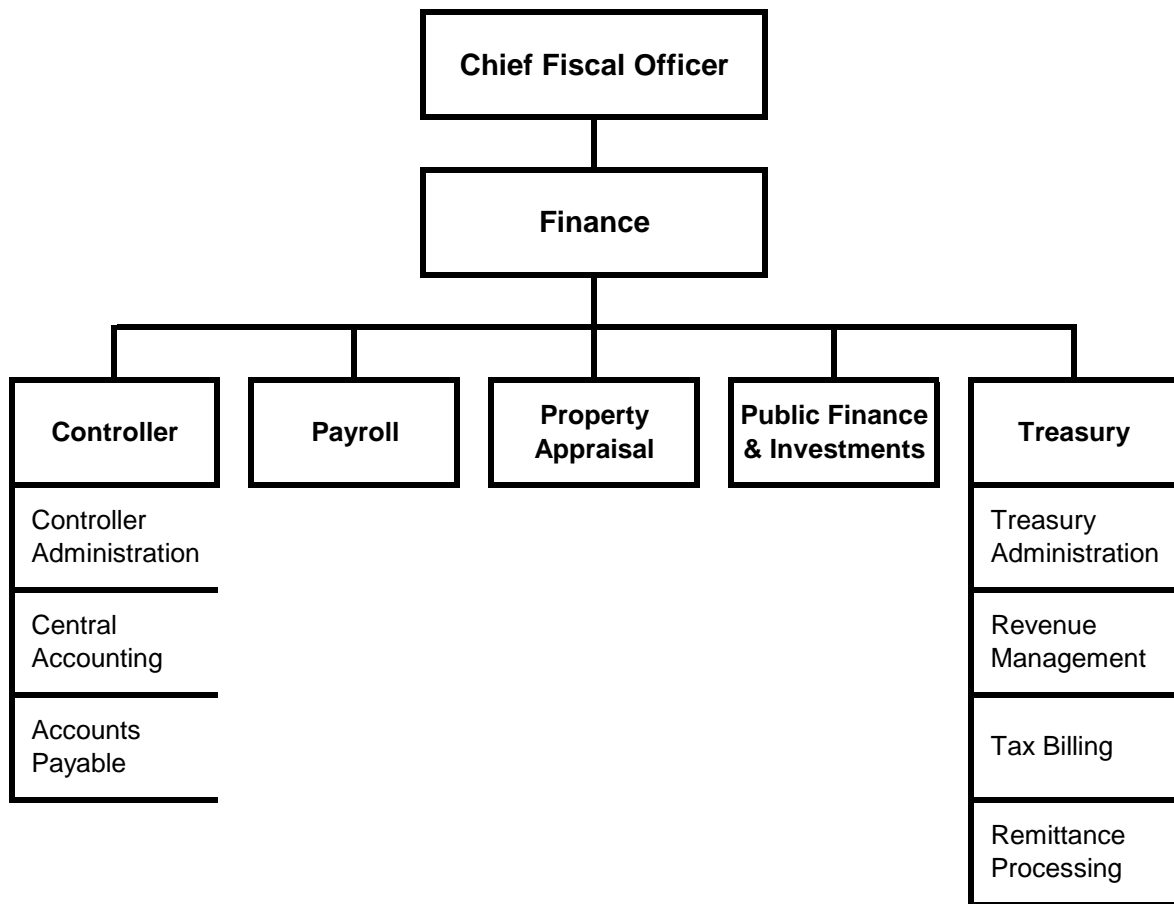


# Finance



## Finance

### Description

The Finance Department's mission is to support public services with prudent and proactive financial services, such as:

Generate and collect revenues to fund municipal operations

- Maintain the highest possible bond rating
- Deliver monthly, quarterly, and annual financial results of operations
- Process, record, and analyze financial data
- Improve access to Municipal records and information
- Mitigate risk of financial loss
- Safeguard Municipal financial and fixed assets

### Department Services/Divisions

- Controller Division is responsible for all municipal accounting functions. This includes fund accounting, grant accounting, capital project accounting, reconciliations, accounts payable, fixed assets, and the compilation of the Comprehensive Annual Financial Report (CAFR).
- Central Payroll Division is responsible for all bi-weekly payroll processing, serving over 2,800 Municipal employees. Central Payroll is responsible for all weekly, quarterly and yearly payroll taxes and year-end W2s. All payroll liability accounts are reconciled by Central Payroll as well as any audits that are requested by the external auditors and the internal Collective Bargaining Units. Central Payroll modifies and maintains the KRONOS time keeping system.
- Property Appraisal Division provides a fair and equitable basis for the valuation of all taxable property within the Municipality of Anchorage. The Division administers all property tax exemption determinations as well as provides administrative support for the Board of Equalization.
- Public Finance and Investment Division is responsible for issuing and managing municipal bonds, investments, and cash.
- Treasury Division is responsible for billing, collecting, and auditing major municipal revenue sources. Additional Treasury Division responsibilities include cash receipt processing and remittance processing services.

### Department Goals that Contribute to Achieving the Mayor's Mission:



**Administration – Make city government more efficient, accessible, transparent, and responsive to the citizens of Anchorage**

#### Finance Department - Controller Division

- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error.
- Pay employees and vendors accurately and timely.

#### Finance Department - Public Finance and Investments Division

- Maintain at least the current AAA rating by Standard & Poor's and AA+ rating by Fitch for the MOA's general obligation.

- Provide an aggregate investment return, net of fees, that outperforms the benchmark for the MOA's aggregate portfolio.
- Refund any outstanding debt that provides a minimum net present value savings and provide the most cost effective source of financing for all departments of the MOA.
- Invest only securities that comply with AMC at the time of investment.

Finance Department - Treasury Division

- Enforce and increase collections of all valid taxes and delinquent fines and fees owed to the Municipality.
- Promote and improve timely posting and analysis of municipal revenues.



**Strengthen Anchorage's Economy – Build a city that attracts and retains a talented workforce, the most innovative companies, and provides a strong environment for economic growth**

Finance Department - Treasury Division

- 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.

Finance Department - Property Appraisal Division

- Timely annual assessment of all taxable property.
- Completion of annual assessment appeals.
- Improve Property Appraisal assessment functions to ensure accurate data collection for property records and market assessments.
- Advance public education about assessment issues.

## Finance Department Summary

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Division</b>				
FIN Controller	2,967,245	3,899,286	3,629,965	(6.91%)
FIN Payroll	1,206,493	1,643,089	1,319,581	(19.69%)
FIN Property Appraisal	3,973,747	5,338,680	4,341,936	(18.67%)
FIN Public Finance & Investment	1,548,758	1,610,068	1,639,009	1.80%
FIN Treasury	3,344,599	3,197,023	3,172,504	(0.77%)
<b>Direct Cost Total</b>	<b>13,040,841</b>	<b>15,688,146</b>	<b>14,102,996</b>	<b>(10.10%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(3,224,882)	(3,890,569)	(3,564,254)	(8.39%)
<b>Function Cost Total</b>	<b>9,815,960</b>	<b>11,797,577</b>	<b>10,538,742</b>	<b>(10.67%)</b>
Program Generated Revenue	(2,377,662)	(2,602,673)	(2,282,659)	(12.30%)
<b>Net Cost Total</b>	<b>7,438,298</b>	<b>9,194,904</b>	<b>8,256,083</b>	<b>(10.21%)</b>
<b>Direct Cost by Category</b>				
Salaries and Benefits	10,775,457	12,700,610	12,247,356	(3.57%)
Supplies	85,929	67,090	71,790	7.01%
Travel	7,598	7,000	7,000	-
Contractual/Other Services	2,117,297	2,874,346	1,753,050	(39.01%)
Debt Service	-	-	-	-
Equipment, Furnishings	54,561	39,100	23,800	(39.13%)
<b>Direct Cost Total</b>	<b>13,040,841</b>	<b>15,688,146</b>	<b>14,102,996</b>	<b>(10.10%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	98	113	104	(7.96%)
Part-Time	2	2	1	(50.00%)
<b>Position Total</b>	<b>100</b>	<b>115</b>	<b>105</b>	<b>(8.70%)</b>

## Finance

### Reconciliation from 2015 Revised Budget to 2016 Approved Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
<b>2015 Revised Budget</b>	15,688,146	113	2	-
<b>2015 One-Time Requirements</b>				
- <u>Controller</u> - Remove ONE-TIME - GFOA training and contract costs for CAFR and SAP work	(10,000)	-	-	-
- <u>Controller</u> - Remove ONE-TIME - Unexpected payroll temps spent most of budget; will need temps throughout the year	(10,000)	-	-	-
- <u>Property Appraisal</u> - Remove ONE-TIME - Dome settlement contingency	(1,000,000)	-	-	-
- <u>Treasury</u> - Remove ONE-TIME - 2014 CARRYFORWARD - RPS equipment upgrade and software required by external proprietary vendor	(16,000)	-	-	-
<b>Changes in Existing Programs/Funding for 2016</b>				
- Salary and benefits adjustments including reduction a position to cover grade increases	549,643	(1)	-	-
<b>2016 Continuation Level</b>	<b>15,201,789</b>	<b>112</b>	<b>2</b>	<b>-</b>
<b>2016 Proposed Budget Changes</b>				
- <u>Controller</u> - Decrease Professional Services for SAP Backfill contractors	(70,000)	-	-	-
- <u>Controller</u> - Reduce operating budget to reflect movement of SAP dedicated positions to be funded directly from capital project	(618,513)	(5)	-	-
- <u>Public Finance and Investment</u> - Reduce operating budget to reflect movement of SAP dedicated positions to be funded directly from capital project	(119,683)	(1)	-	-
- <u>Payroll</u> - Decrease Professional Services: SAP Backfill & IAFF Audit	(42,496)	-	-	-
- <u>Payroll</u> - Reduce operating budget to reflect movement of SAP dedicated positions to be funded directly from capital project	(198,094)	(2)	-	-
- <u>Treasury</u> - Increased postage cost	6,400	-	-	-
- <u>Treasury</u> - Various increases to non-labor expense accounts to account for anticipated cost increases, including contract increases for equipment and computer hardware and software maintenance costs	10,200	-	-	-
- <u>Treasury</u> - Eliminate PT Delinquent Personal Property Tax Collector 0.5 FTE position	(66,607)	-	(1)	-
<b>2016 Approved Budget</b>	<b>14,102,996</b>	<b>104</b>	<b>1</b>	<b>-</b>

**Finance**  
**Division Summary**  
**FIN Controller**

(Fund Center # 132479, 132179, 132279, 132100, 132400, 132200)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,445,608	3,338,756	3,159,435	(5.37%)
Supplies	9,891	12,230	12,230	-
Travel	-	2,000	2,000	-
Contractual/Other Services	503,475	534,300	444,300	(16.84%)
Equipment, Furnishings	8,271	12,000	12,000	-
<b>Manageable Direct Cost Total</b>	<b>2,967,245</b>	<b>3,899,286</b>	<b>3,629,965</b>	<b>(6.91%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>2,967,245</b>	<b>3,899,286</b>	<b>3,629,965</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(2,861,511)	(3,903,124)	(3,582,369)	(8.22%)
<b>Function Cost Total</b>	<b>105,734</b>	<b>(3,838)</b>	<b>47,596</b>	<b>(1340.27%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	8,872	9,600	9,600	-
<b>Program Generated Revenue Total</b>	<b>8,872</b>	<b>9,600</b>	<b>9,600</b>	<b>-</b>
<b>Net Cost Total</b>	<b>96,862</b>	<b>(13,438)</b>	<b>37,996</b>	<b>(382.76%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	21	30	24	(20.00%)
<b>Position Total</b>	<b>21</b>	<b>30</b>	<b>24</b>	<b>(20.00%)</b>

**Finance**  
**Division Detail**  
**FIN Controller**

(Fund Center # 132479, 132179, 132279, 132100, 132400, 132200)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,445,608	3,338,756	3,159,435	(5.37%)
Supplies	9,891	12,230	12,230	-
Travel	-	2,000	2,000	-
Contractual/Other Services	503,475	534,300	444,300	(16.84%)
Equipment, Furnishings	8,271	12,000	12,000	-
<b>Manageable Direct Cost Total</b>	<b>2,967,245</b>	<b>3,899,286</b>	<b>3,629,965</b>	<b>(6.91%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>2,967,245</b>	<b>3,899,286</b>	<b>3,629,965</b>	<b>(6.91%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(2,861,511)	(3,903,124)	(3,582,369)	(8.22%)
<b>Program Generated Revenue</b>				
406625 - Reimbursed Cost-NonGrant Funded	6,549	9,600	9,600	-
408380 - Prior Year Expense Recovery	2,300	-	-	-
408550 - Cash Over & Short	23	-	-	-
<b>Program Generated Revenue Total</b>	<b>8,872</b>	<b>9,600</b>	<b>9,600</b>	<b>-</b>
<b>Net Cost</b>				
Direct Cost Total	2,967,245	3,899,286	3,629,965	(6.91%)
Charges by/to Other Departments Total	(2,861,511)	(3,903,124)	(3,582,369)	(8.22%)
Program Generated Revenue Total	(8,872)	(9,600)	(9,600)	-
<b>Net Cost Total</b>	<b>96,862</b>	<b>(13,438)</b>	<b>37,996</b>	<b>(382.76%)</b>

**Position Detail as Budgeted**

	2014 Revised		2015 Revised		2016 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
6SAP SME - NEW 004	-	-	1	-	-	-
6SAP SME - NEW 006	-	-	1	-	-	-
Accounting Clerk IV	2	-	2	-	2	-
Administrative Officer	1	-	1	-	1	-
Controller	1	-	1	-	1	-
Finance Management Asst	1	-	-	-	-	-
Finance Supervisor	2	-	3	-	3	-
Junior Accountant	1	-	1	-	1	-
Junior Admin Officer	1	-	-	-	-	-
Management Systems Officer II	-	-	1	-	1	-
Principal Admin Officer	1	-	1	-	1	-
SAP Analyst	-	-	1	-	1	-
SAP NEW 08	-	-	1	-	-	-
SAP SME - NEW	-	-	1	-	-	-
SAP SME - NEW 002	-	-	1	-	-	-

**Position Detail as Budgeted**

	2014 Revised		2015 Revised		2016 Approved	
	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>
SAP SME - NEW 003	-	-	1	-	1	-
SAP SME - NEW 05	-	-	1	-	-	-
Senior Accountant	3	-	4	-	4	-
Senior Staff Accountant	8	-	8	-	8	-
<b>Position Detail as Budgeted Total</b>	<b>21</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>24</b>	<b>-</b>



**Finance**  
**Division Summary**  
**FIN Payroll**

(Fund Center # 132379, 132300)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	1,121,576	1,577,939	1,296,927	(17.81%)
Supplies	968	1,250	1,250	-
Travel	-	-	-	-
Contractual/Other Services	83,948	63,900	21,404	(66.50%)
<b>Manageable Direct Cost Total</b>	<b>1,206,493</b>	<b>1,643,089</b>	<b>1,319,581</b>	<b>(19.69%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,206,493</b>	<b>1,643,089</b>	<b>1,319,581</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(1,173,711)	(1,589,089)	(1,315,581)	(17.21%)
<b>Function Cost Total</b>	<b>32,782</b>	<b>54,000</b>	<b>4,000</b>	<b>(92.59%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	4,621	4,000	4,000	-
<b>Program Generated Revenue Total</b>	<b>4,621</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>
<b>Net Cost Total</b>	<b>28,161</b>	<b>50,000</b>	<b>-</b>	<b>(100.00%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	11	16	14	(12.50%)
<b>Position Total</b>	<b>11</b>	<b>16</b>	<b>14</b>	<b>(12.50%)</b>

## Finance Division Detail

### FIN Payroll

(Fund Center # 132379, 132300)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	1,121,576	1,577,939	1,296,927	(17.81%)
Supplies	968	1,250	1,250	-
Travel	-	-	-	-
Contractual/Other Services	83,948	63,900	21,404	(66.50%)
<b>Manageable Direct Cost Total</b>	<b>1,206,493</b>	<b>1,643,089</b>	<b>1,319,581</b>	<b>(19.69%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,206,493</b>	<b>1,643,089</b>	<b>1,319,581</b>	<b>(19.69%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(1,173,711)	(1,589,089)	(1,315,581)	(17.21%)
<b>Program Generated Revenue</b>				
406610 - Computer Time Fees	660	1,000	1,000	-
406625 - Reimbursed Cost-NonGrant Funded	3,955	3,000	3,000	-
440040 - Other Short-Term Interest	6	-	-	-
<b>Program Generated Revenue Total</b>	<b>4,621</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>
<b>Net Cost</b>				
Direct Cost Total	1,206,493	1,643,089	1,319,581	(19.69%)
Charges by/to Other Departments Total	(1,173,711)	(1,589,089)	(1,315,581)	(17.21%)
Program Generated Revenue Total	(4,621)	(4,000)	(4,000)	-
<b>Net Cost Total</b>	<b>28,161</b>	<b>50,000</b>	<b>-</b>	<b>(100.00%)</b>

#### Position Detail as Budgeted

	2014 Revised		2015 Revised		2016 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Assistant Payroll Manager	1	-	-	-	-	-
Finance Supervisor	1	-	1	-	1	-
Junior Accountant	4	-	6	-	5	-
Principal Accountant	1	-	3	-	3	-
Senior Accountant	1	-	3	-	2	-
Senior Staff Accountant	1	-	1	-	1	-
Technology Analyst	1	-	1	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>11</b>	<b>-</b>	<b>16</b>	<b>-</b>	<b>14</b>	<b>-</b>

**Finance**  
**Division Summary**  
**FIN Property Appraisal**  
(Fund Center # 135100)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	3,758,604	4,159,318	4,162,574	0.08%
Supplies	43,773	32,160	32,160	-
Travel	3,054	5,000	5,000	-
Contractual/Other Services	136,907	1,139,202	139,202	(87.78%)
Equipment, Furnishings	31,409	3,000	3,000	-
<b>Manageable Direct Cost Total</b>	<b>3,973,747</b>	<b>5,338,680</b>	<b>4,341,936</b>	<b>(18.67%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,973,747</b>	<b>5,338,680</b>	<b>4,341,936</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	1,347,045	1,891,732	1,675,372	(11.44%)
<b>Function Cost Total</b>	<b>5,320,792</b>	<b>7,230,412</b>	<b>6,017,308</b>	<b>(16.78%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	5,508	7,780	7,780	-
<b>Program Generated Revenue Total</b>	<b>5,508</b>	<b>7,780</b>	<b>7,780</b>	<b>-</b>
<b>Net Cost Total</b>	<b>5,315,283</b>	<b>7,222,632</b>	<b>6,009,528</b>	<b>(16.80%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	36	36	36	-
<b>Position Total</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>-</b>

**Finance**  
**Division Detail**  
**FIN Property Appraisal**  
(Fund Center # 135100)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	3,758,604	4,159,318	4,162,574	0.08%
Supplies	43,773	32,160	32,160	-
Travel	3,054	5,000	5,000	-
Contractual/Other Services	136,907	1,139,202	139,202	(87.78%)
Equipment, Furnishings	31,409	3,000	3,000	-
<b>Manageable Direct Cost Total</b>	<b>3,973,747</b>	<b>5,338,680</b>	<b>4,341,936</b>	<b>(18.67%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,973,747</b>	<b>5,338,680</b>	<b>4,341,936</b>	<b>(18.67%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	1,347,045	1,891,732	1,675,372	(11.44%)
<b>Program Generated Revenue</b>				
406130 - Appraisal Appeal Fee	1,230	5,000	5,000	-
406570 - Micro-Fiche Fees	2,601	2,000	2,000	-
406580 - Copier Fees	297	680	680	-
406610 - Computer Time Fees	167	100	100	-
406625 - Reimbursed Cost-NonGrant Funded	1,213	-	-	-
<b>Program Generated Revenue Total</b>	<b>5,508</b>	<b>7,780</b>	<b>7,780</b>	<b>-</b>
<b>Net Cost</b>				
Direct Cost Total	3,973,747	5,338,680	4,341,936	(18.67%)
Charges by/to Other Departments Total	1,347,045	1,891,732	1,675,372	(11.44%)
Program Generated Revenue Total	(5,508)	(7,780)	(7,780)	-
<b>Net Cost Total</b>	<b>5,315,283</b>	<b>7,222,632</b>	<b>6,009,528</b>	<b>(16.80%)</b>

**Position Detail as Budgeted**

	2014 Revised		2015 Revised		2016 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk III	4	-	4	-	4	-
Administrative Officer	-	-	1	-	1	-
Appraisal Analyst	11	-	11	-	11	-
Appraisal Supervisor	3	-	3	-	3	-
Appraiser	5	-	5	-	5	-
Municipal Assessor	1	-	1	-	1	-
Property Appraisal Admin	2	-	2	-	2	-
Senior Appraiser	10	-	9	-	9	-
<b>Position Detail as Budgeted Total</b>	<b>36</b>	<b>-</b>	<b>36</b>	<b>-</b>	<b>36</b>	<b>-</b>

**Finance**  
**Division Summary**  
**FIN Public Finance & Investment**  
(Fund Center # 131300)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	613,347	646,914	675,855	4.47%
Supplies	8,161	2,100	2,100	-
Travel	4,544	-	-	-
Contractual/Other Services	920,860	959,054	959,054	-
Equipment, Furnishings	1,846	2,000	2,000	-
<b>Manageable Direct Cost Total</b>	<b>1,548,758</b>	<b>1,610,068</b>	<b>1,639,009</b>	<b>1.80%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,548,758</b>	<b>1,610,068</b>	<b>1,639,009</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	94,377	107,555	108,190	0.59%
<b>Function Cost Total</b>	<b>1,643,135</b>	<b>1,717,623</b>	<b>1,747,199</b>	<b>1.72%</b>
<b>Program Generated Revenue by Fund</b>				
Fund 164000 - Public Finance and Investment	1,977,799	1,819,133	1,811,479	(0.42%)
<b>Program Generated Revenue Total</b>	<b>1,977,799</b>	<b>1,819,133</b>	<b>1,811,479</b>	<b>(0.42%)</b>
<b>Net Cost Total</b>	<b>(334,665)</b>	<b>(101,510)</b>	<b>(64,280)</b>	<b>(36.68%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	4	4	4	-
<b>Position Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

**Finance**  
**Division Detail**  
**FIN Public Finance & Investment**  
(Fund Center # 131300)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	613,347	646,914	675,855	4.47%
Supplies	8,161	2,100	2,100	-
Travel	4,544	-	-	-
Contractual/Other Services	920,860	959,054	959,054	-
Equipment, Furnishings	1,846	2,000	2,000	-
<b>Manageable Direct Cost Total</b>	<b>1,548,758</b>	<b>1,610,068</b>	<b>1,639,009</b>	<b>1.80%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,548,758</b>	<b>1,610,068</b>	<b>1,639,009</b>	<b>1.80%</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	94,377	107,555	108,190	0.59%
<b>Program Generated Revenue</b>				
406560 - Service Fees - School District	339,705	416,000	416,000	-
406625 - Reimbursed Cost-NonGrant Funded	509,029	285,228	285,228	-
408580 - Miscellaneous Revenues	1,096,078	1,090,000	1,090,000	-
440010 - GCP CshPool ST-Int(MOA/ML&P)	19,992	7,726	20,251	162.11%
440040 - Other Short-Term Interest	12,068	20,179	-	(100.00%)
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	928	-	-	-
<b>Program Generated Revenue Total</b>	<b>1,977,799</b>	<b>1,819,133</b>	<b>1,811,479</b>	<b>(0.42%)</b>
<b>Net Cost</b>				
Direct Cost Total	1,548,758	1,610,068	1,639,009	1.80%
Charges by/to Other Departments Total	94,377	107,555	108,190	0.59%
Program Generated Revenue Total	(1,977,799)	(1,819,133)	(1,811,479)	(0.42%)
<b>Net Cost Total</b>	<b>(334,665)</b>	<b>(101,510)</b>	<b>(64,280)</b>	<b>(36.68%)</b>

**Position Detail as Budgeted**

	2014 Revised		2015 Revised		2016 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Officer	1	-	-	-	-	-
Finance Manager	1	-	-	-	-	-
Principal Accountant	1	-	1	-	1	-
Public Finance Manager	1	-	2	-	2	-
Senior Finance Officer	-	-	1	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>4</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>4</b>	<b>-</b>

**Finance**  
**Division Summary**  
**FIN Treasury**

(Fund Center # 134179, 134200, 134679, 134273, 134100, 134700, 134272, 134279, 134274,...)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,836,321	2,977,683	2,952,564	(0.84%)
Supplies	23,135	19,350	24,050	24.29%
Travel	-	-	-	-
Contractual/Other Services	472,107	177,890	189,090	6.30%
Equipment, Furnishings	13,035	22,100	6,800	(69.23%)
<b>Manageable Direct Cost Total</b>	<b>3,344,599</b>	<b>3,197,023</b>	<b>3,172,504</b>	<b>(0.77%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,344,599</b>	<b>3,197,023</b>	<b>3,172,504</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(631,082)	(397,643)	(449,866)	13.13%
<b>Function Cost Total</b>	<b>2,713,517</b>	<b>2,799,380</b>	<b>2,722,638</b>	<b>(2.74%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	380,861	762,160	449,800	(40.98%)
<b>Program Generated Revenue Total</b>	<b>380,861</b>	<b>762,160</b>	<b>449,800</b>	<b>(40.98%)</b>
<b>Net Cost Total</b>	<b>2,332,656</b>	<b>2,037,220</b>	<b>2,272,838</b>	<b>11.57%</b>
<b>Position Summary as Budgeted</b>				
Full-Time	26	27	26	(3.70%)
Part-Time	2	2	1	(50.00%)
<b>Position Total</b>	<b>28</b>	<b>29</b>	<b>27</b>	<b>(6.90%)</b>

## Finance Division Detail

### FIN Treasury

(Fund Center # 134179, 134200, 134679, 134273, 134100, 134700, 134272, 134279, 134274,...)

	2014 Actuals	2015 Revised	2016 Approved	16 v 15 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,836,321	2,977,683	2,952,564	(0.84%)
Supplies	23,135	19,350	24,050	24.29%
Travel	-	-	-	-
Contractual/Other Services	472,107	177,890	189,090	6.30%
Equipment, Furnishings	13,035	22,100	6,800	(69.23%)
<b>Manageable Direct Cost Total</b>	<b>3,344,599</b>	<b>3,197,023</b>	<b>3,172,504</b>	<b>(0.77%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,344,599</b>	<b>3,197,023</b>	<b>3,172,504</b>	<b>(0.77%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(631,082)	(397,643)	(449,866)	13.13%
<b>Program Generated Revenue</b>				
401040 - Tax Cost Recoveries	1,576	100	100	-
404220 - Miscellaneous Permits	47,870	40,000	40,000	-
406600 - Late Fees	15,318	10,000	10,000	-
406625 - Reimbursed Cost-NonGrant Funded	305,640	712,060	399,700	(43.87%)
408060 - Other Collection Revenues	10,570	-	-	-
408550 - Cash Over & Short	(120)	-	-	-
408580 - Miscellaneous Revenues	7	-	-	-
<b>Program Generated Revenue Total</b>	<b>380,861</b>	<b>762,160</b>	<b>449,800</b>	<b>(40.98%)</b>
<b>Net Cost</b>				
Direct Cost Total	3,344,599	3,197,023	3,172,504	(0.77%)
Charges by/to Other Departments Total	(631,082)	(397,643)	(449,866)	13.13%
Program Generated Revenue Total	(380,861)	(762,160)	(449,800)	(40.98%)
<b>Net Cost Total</b>	<b>2,332,656</b>	<b>2,037,220</b>	<b>2,272,838</b>	<b>11.57%</b>

### Position Detail as Budgeted

	2014 Revised		2015 Revised		2016 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk II	1	-	1	-	1	-
Accounting Clerk III	6	-	6	-	6	-
Administrative Officer	2	-	2	-	2	-
Collector	4	1	4	1	4	-
Junior Admin Officer	1	-	1	-	1	-
Municipal Treasurer	1	-	1	-	1	-
Principal Admin Officer	1	-	1	-	1	-
Remittance Processing Operator	2	-	2	-	2	-
SAP NEW 09	-	-	1	-	-	-
Senior Admin Officer	3	-	3	-	3	-
Senior Staff Accountant	-	1	-	1	-	1



**Position Detail as Budgeted**

	2014 Revised		2015 Revised		2016 Approved	
	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>
Tax Enforcement Assistant	3	-	3	-	3	-
Tax Enforcement Officer	2	-	2	-	2	-
<b>Position Detail as Budgeted Total</b>	<b>26</b>	<b>2</b>	<b>27</b>	<b>2</b>	<b>26</b>	<b>1</b>

*Anchorage: Performance. Value. Results*

**Controller Division  
Finance Department**

*Anchorage: Performance. Value. Results.*

**Mission**

Provide timely and accurate financial information while ensuring compliance with debt covenants, Municipal Ordinances and grant reporting requirements.

**Core Services**

- Prepare Comprehensive Annual Financial Report
- Close monthly financial cycle
- Reconcile accounts on a monthly basis and maintain system of internal controls
- Process payroll
- Process payment to vendors

**Accomplishment Goals**

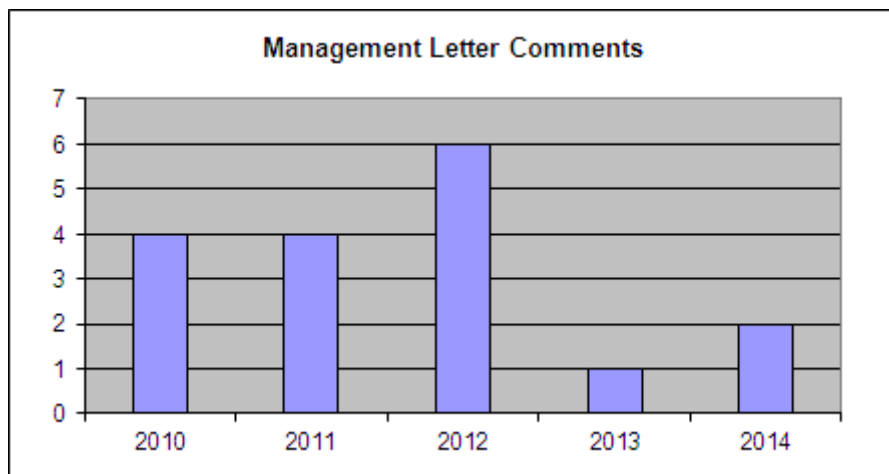
- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error.
- Record transactions accurately and timely.
- Pay employees and vendors accurately and timely.

**Performance Measures**

Progress in achieving goals shall be measured by:

**Measure #1: Reduce number of external audit comments.**

For Audit Yr:	2010	2011	2012	2013	2014
# Management Letter Points in Annual Audit Management Letter	4	4	6	1	2

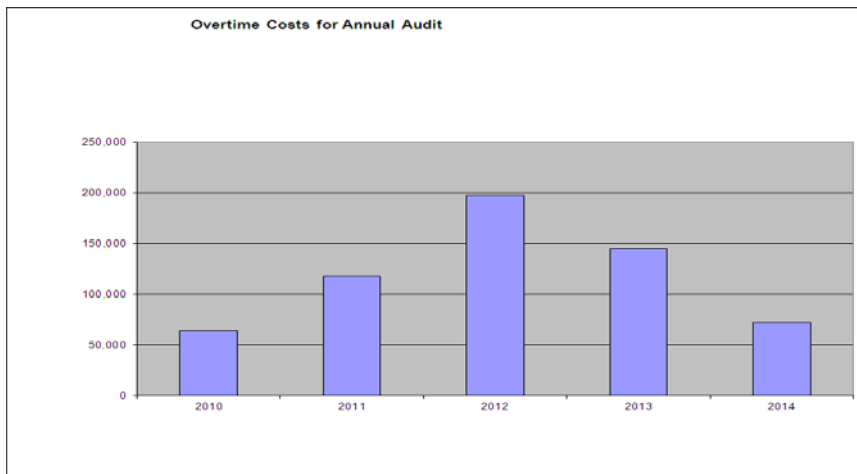


**Measure #2: Ensure audit comments from internal and external auditors are addressed within 90 days of receipt of comment.**

2014 – Comments will be resolved; audit concluded 6/30/15

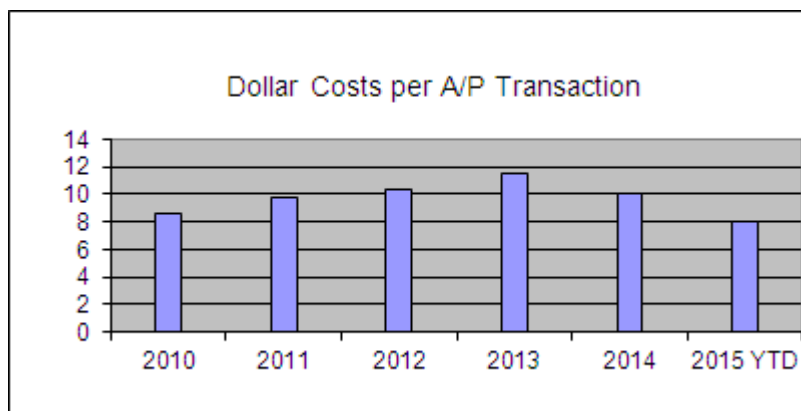
**Measure #3: Reduce overtime costs associated with annual audit.**

	2010	2011	2012	2013	2014
Overtime Cost:	\$64,062	\$117,723	\$196,892	\$144,877	\$72,165



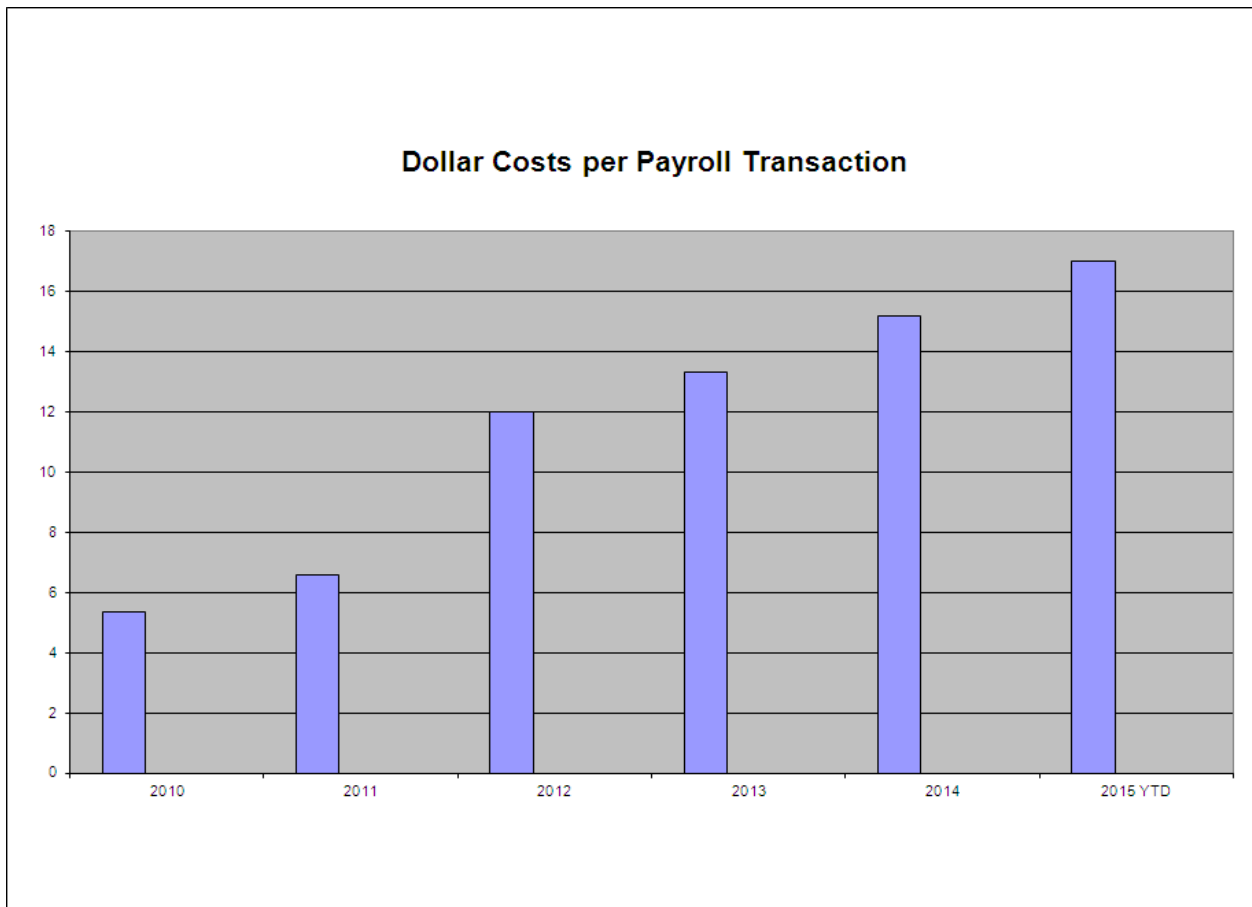
**Measure #4: Cost to produce vendor checks.**

Accounts Payable Division	2010	2011	2012	2013	2014	2015 YTD
\$ cost per transaction	\$8.58	\$9.81	\$10.31	\$11.58	\$10.04	\$7.98
# invoices processed for departments	35,681	32,976	33,734	32,737	33,001	16,235



**Measure #5: Cost to produce payroll checks.**

Payroll Division	2010	2011	2012	2013	2014	2015 YTD
Cost per payroll payment (annual, automated,	\$5.36	\$6.57	\$12.01	\$13.31	\$15.19	\$17.01
Number payrolls not met	0	0	0	0	0	0
Number payroll payments / year	75,912	73,824	75,074	71,085	77,595	39,682



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**Property Appraisal Division  
Finance Department**

*Anchorage: Performance Value Results*

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**Mission**

Provide fair and equitable basis for taxation in the Municipality of Anchorage in conformance with State law and professional standards.

**Core Services**

- **Valuation** - Annually assess all real and personal property in the Municipality of Anchorage.
- **Appeal Response** - Timely response to all appeals of property assessments.
- **Data Collection** - Ensure that all real and personal property descriptions, ownership records and taxability status are accurate.
- **Public Education** - Provide taxpayer and community education on issues related to assessment practices.

**Accomplishment Goals**

- Timely Annual Assessment of all taxable property.
- Completion of annual assessment appeals.
- Improve Property Appraisal assessment functions to ensure accurate data collection for property records and market assessments.
- Advance public education about assessment issues.

**Performance Measures**

Progress in achieving goals shall be measured by:

**Measure #1: Valuation - Meeting or exceeding State Assessor benchmark standards for valuation of property.**

**Sales Ratio (Assessed Value/ Sales Price – Benchmark Standard over 90%)**

<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Actual</b>
95.4%	94.1%	94.1%	94%	95.2%	95%	96%	96%	96%

**Measure #2: Number of properties inspected per year**

<b>Year</b>	<b>Percentage of total required inspections completed</b>
2007	54% of target
2008	62% of target
2009	102% of target
2010	118% of target
2011	116% of target
2012	108% of target
2013	101% of target
2014	100% of target
2015	51% of target (to be completed 12/31/15)

**Measure #3: Appeal Response – Substantive completion of annual property assessment appeals process by June 1<sup>st</sup> of the tax year.****Number of Appeals Completed by June 1<sup>st</sup>**

<b>Year</b>	<b>Appeals Filed</b>	<b>Appeals Completed by June 1st</b>	<b>Percentage Complete</b>
2008	825	821	99.51%
2009	1,058	1,040	98.00%
2010	716	710	99.16%
2011	627	625	99.68%
2012	551	551	100%
2013	416	416	100%
2014	393	391	99.49%
2015	417	416	99.76%

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**Public Finance and Investments Division**  
**Finance Department**

*Anchorage: Performance. Value. Results.*

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**Purpose**

Prudently and efficiently manage the debt and investment portfolios of the MOA while providing liquidity to meet daily cash requirements.

**Direct Services**

Provide the most cost effective source of financing for all departments of the MOA.

Manage investment portfolios of the MOA with the objectives of:

- Safety of Principal,
- Liquidity to meet all operating requirements and
- Achieve the highest return on investment while complying with investment guidelines.

Provide investment performance reporting for all investment portfolios.

Provide investment accounting and investment earnings allocation services to all MOA departments.

**Accomplishment Goals**

- Maintain a rating of at least “AA” for the MOA’s general obligation bonds.
- Refund any outstanding debt that provides a minimum net present value savings and provide the most cost effective source of financing for all departments of the MOA.
- Invest only in securities that comply with AMC at the time of investment.
- Provide an aggregate investment return, net of fees, that outperforms the benchmark for the MOA’s aggregate portfolio.

**Performance Measures**

- The rating of the MOA’s general obligation by Standard & Poor’s and Fitch.
- Dollar amount of net present value savings achieved by refunding outstanding debt and cost effective and innovative sources of financing.
- Monthly compliance report for investments that measures if the investments in the portfolio are in compliance with AMC and P&P 24-11.
- Monthly portfolio performance reports that measure the actual return, net of fees, of the aggregate portfolio compared to the benchmark return for the aggregate portfolio.



<b>Measure #1: The rating of the MOA's general obligation by Standard &amp; Poor's and Fitch.</b>
---

<u>Year</u>	<u>S&amp;P</u>	<u>Fitch</u>
2008	AA Stable	AA Stable
2009	AA Stable	AA Stable
2010	AA Stable	AA+ Stable
2011	AA Stable	AA+ Stable
2012	AA+ Stable	AA+ Stable
2013	AAA Stable	AA+ Stable
2014	AAA Stable	AA+ Stable
2015	AAA Stable	AA+ Stable

<b>Measure #2: Dollar amount of net present value savings achieved by refunding outstanding debt and cost effective, innovative and creative sources of financing.</b>
--

**REFUNDING**

<u>Year</u>	<u>Description of Refunding</u>	<u>Par Amount</u>	<u>Nominal Savings</u>	<u>NPV Savings</u>
2008	No Refunding			
2009	AWWU-Water	\$49,680,000	\$14,953,362	\$5,848,119
2010	GO-GP (refunding) C-1	\$11,715,000	\$1,036,948	\$1,133,804
	GO-GP (restructuring) C-2	\$11,735,000	-\$2,225,256	-\$579,537
		<u>\$23,450,000</u>	<u>-\$1,188,308</u>	<u>\$554,267</u>
2011	GO-School C	\$28,310,000	\$1,947,120	\$1,833,004
2012	GO-GP (refunding) B	\$30,215,000	\$1,934,725	\$2,526,664
	GO-Schools (refunding) D	\$24,080,000	\$1,504,758	\$1,502,047
		<u>\$54,295,000</u>	<u>\$3,439,483</u>	<u>\$4,028,711</u>
2013	No Refunding			
2014	GO-GP (refunding) B	\$89,590,000	\$11,375,985	\$10,445,889
	GO-Schools (refunding) D	\$39,920,000	\$4,247,874	\$3,628,808
	MLP A	\$12,285,000	\$1,720,900	\$1,444,736
		<u>\$141,795,000</u>	<u>\$17,344,759</u>	<u>\$15,519,433</u>

**FINANCING**

<u>Financing Program</u>	<u>Savings</u>
Master Lease Program 2008 – 2014	\$600,000
Port Commercial Paper Program 2008 - 2013	\$7,200,000
ML&P Commercial Paper Program 2012 - 2014	\$27,000,000
Port Direct Loan Agreement 2013-2014	\$2,800,000
ASU Direct Loan Agreement 2013-2014	\$4,200,000
AWU Direct Loan Agreement 2013-2014	\$5,500,000
Tax Anticipation Note Issuances 2006 - 2014 *	<u>\$11,100,000</u>
<b>2008 - 2014 Savings Achieved</b>	<b><u>\$58,400,000</u></b>

\* Net profit achieved by keeping long-term funds invested in the Municipal Cash Pool.

**Measure #3: Monthly compliance report for investments that measures if the investments in the portfolio are in compliance with AMC and P&P 24-11.**

Month	In full compliance?	Notes
1/2013	Yes	
2/2013	Yes	
3/2013	Yes	
4/2013	Yes	
5/2013	Yes	
6/2013	Yes	
7/2013	Yes	
8/2013	Yes	
9/2013	Yes	
10/2013	Yes	
11/2013	Yes	
12/2013	Yes	
01/2014	Yes	
02/2014	Yes	
03/2014	Yes	
04/2014	Yes	
05/2014	No <sup>1</sup>	A large inflow of cash (tax payments) was received late in the day and left in the Keybank repurchase agreement investment overnight, causing the relative percentage of government securities in the internally managed portfolio to dip below 50%. This issue was corrected on the following business day.
06/2014	Yes	
07/2014	Yes	
08/2014	No <sup>1</sup>	A large inflow of cash (ML&P commercial paper proceeds) was received late in the day and left in the Keybank repurchase agreement investment overnight, causing the relative percentage of government securities in the internally managed portfolio to dip below 50%. This issue was corrected on the following business day.
09/2014	Yes	
10/2014	Yes	
11/2014	No <sup>1</sup>	Concentration of investments in one single issuer exceeded the limits established in P&P 24-11 by 1.47%. This was corrected in December.
12/2014	Yes	
01/2015	Yes	
02/2015	Yes	
03/2015	Yes	
04/2015	Yes	
05/2015	Yes	
06/2015	Yes	

**Measure #4: Monthly portfolio performance reports that measure the actual return, net of fees, of the aggregate portfolio compared to the benchmark return for the aggregate portfolio**

Month	Since Inception <sup>2</sup> Return (%)		
	Portfolio	Benchmark	Excess Return over Benchmark
1/2012	2.83	2.69	0.14
2/2012	2.79	2.63	0.16
3/2012	2.73	2.56	0.17
4/2012	2.74	2.59	0.15
5/2012	2.73	2.58	0.15
6/2012	2.70	2.54	0.16
7/2012	2.73	2.57	0.16
8/2012	2.71	2.54	0.17
9/2012	2.69	2.51	0.18
10/2012	2.65	2.48	0.17
11/2012	2.63	2.46	0.17
12/2012	2.59	2.42	0.17
1/2013	2.53	2.36	0.17
2/2013	2.53	2.36	0.17
3/2013	2.49	2.34	0.16
4/2013	2.49	2.35	0.14
5/2013	2.39	2.24	0.15
6/2013	2.29	2.14	0.15
7/2013	2.28	2.13	0.15
8/2013	2.24	2.07	0.17
9/2013	2.25	2.08	0.17
10/2013	2.26	2.09	0.17
11/2013	2.23	2.07	0.16
12/2013	2.17	2.01	0.16
01/2014	2.20	2.03	0.17
02/2014	2.20	2.03	0.17
03/2014	2.15	1.98	0.17
04/2014	2.15	1.98	0.17
05/2014	2.17	2.01	0.16
06/2014	2.14	1.98	0.16
07/2014	2.11	1.94	0.17
08/2014	2.11	1.95	0.16
09/2014	2.07	1.91	0.16
10/2014	2.07	1.92	0.15
11/2014	2.07	1.93	0.14
12/2014	2.03	1.89	0.14
01/2015	2.08	1.94	0.14
02/2015	2.03	1.89	0.14
03/2015	2.04	1.89	0.15
04/2015	2.01	1.87	0.14
05/2015	2.00	1.86	0.14

## Notes

1. The portfolio was in compliance with P&P 24-11 when the investments were originally purchased. With the withdrawal of bond proceeds from trust accounts and market value changes, the portfolio could shift out of compliance temporarily from time to time. The MOA reports portfolio compliance status at month end.
2. Inception date is June 1, 2007

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**Treasury Division**  
**Finance Department**

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**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:

<b>Measure #1: Revenue generated directly by Treasury operations as a multiple of stated function cost</b>
--

<b>Treasury - Direct Revenues Generated vs. Cost</b> (updated as of Jan 8 2015)
---

Efficiency Measure (budgeted cost): Since 2010, Treasury's overall budget has cumulatively increased \$77K or 2.6%
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Effectiveness Measure (budgeted revenue): Since 2010 Treasury has directly generated an additional \$26M of cumulative revenue or +4.8%
---

Treasury Function/Group	millions of dollars		Calculated multiple (revenue-to-cost ratio)
	2014 Revenues Budgeted	2014 Budgeted Direct Costs	
Prop. tax revenues *	\$498.00	\$0.88	566X
Program tax revenues	\$58.96	\$0.60	98X
Delinq. crim./civil fines & fees	\$5.35	\$0.55	10X
MOA Trust Fund contribution	\$4.90	\$0.08	61X
<b>Total</b>	<b>\$567.21</b>	<b>\$2.11</b>	<b>269X</b>

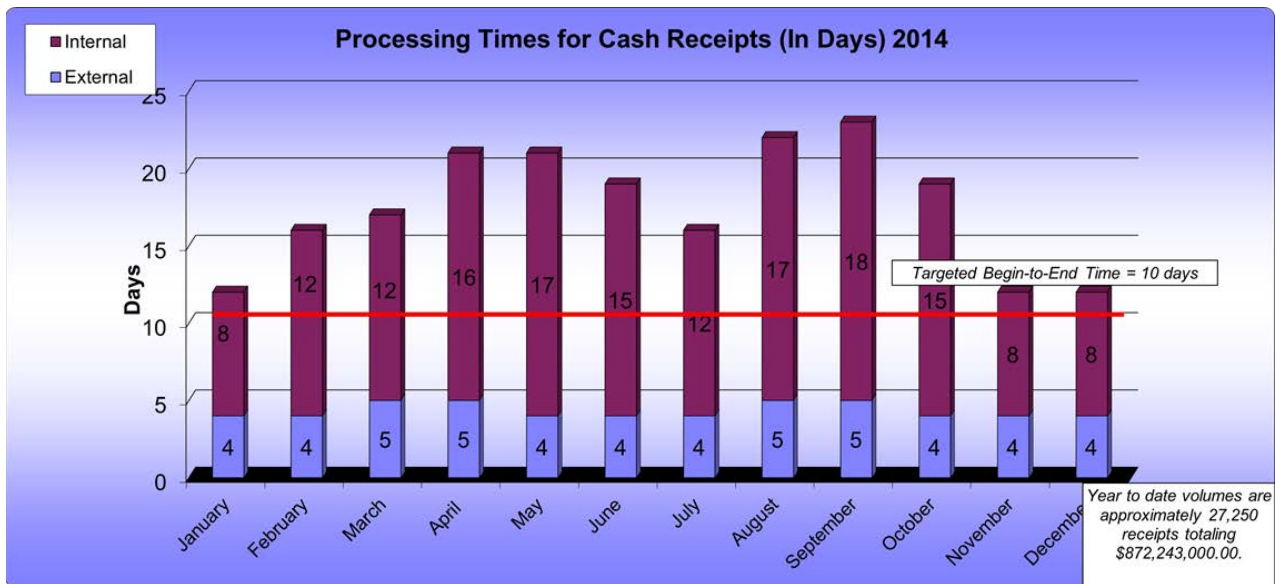
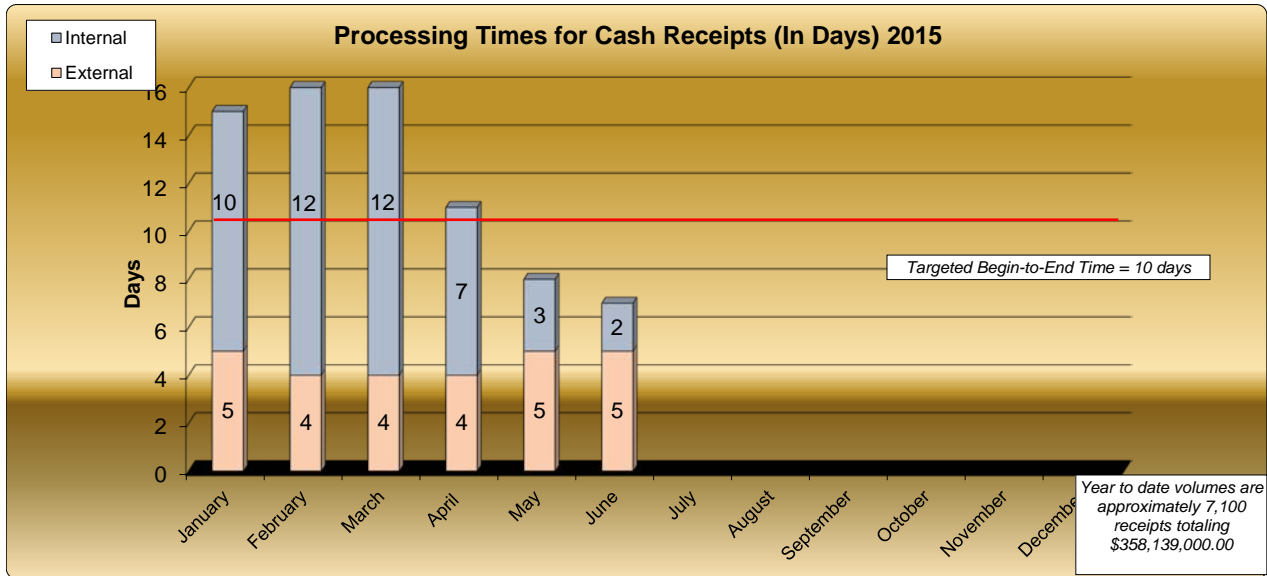
\* Revenues include PILT, penalty & interest, foreclosure cost recovery and aircraft registration fees; Costs include a one-third allocation of remittance processing direct costs as well as delinquent personal property collections.

NOTE: In addition to the data in the above table, Treasury's budget further invests \$0.84M to provide indirect support of over \$646M of general government 100 fund operating revenues by performing high volume cash receipt audit/input, remittance processing for municipal utilities, management of departmental (and municipal utility) misc. accounts receivable and city-wide revenue analysis and reporting performed on a continual basis.

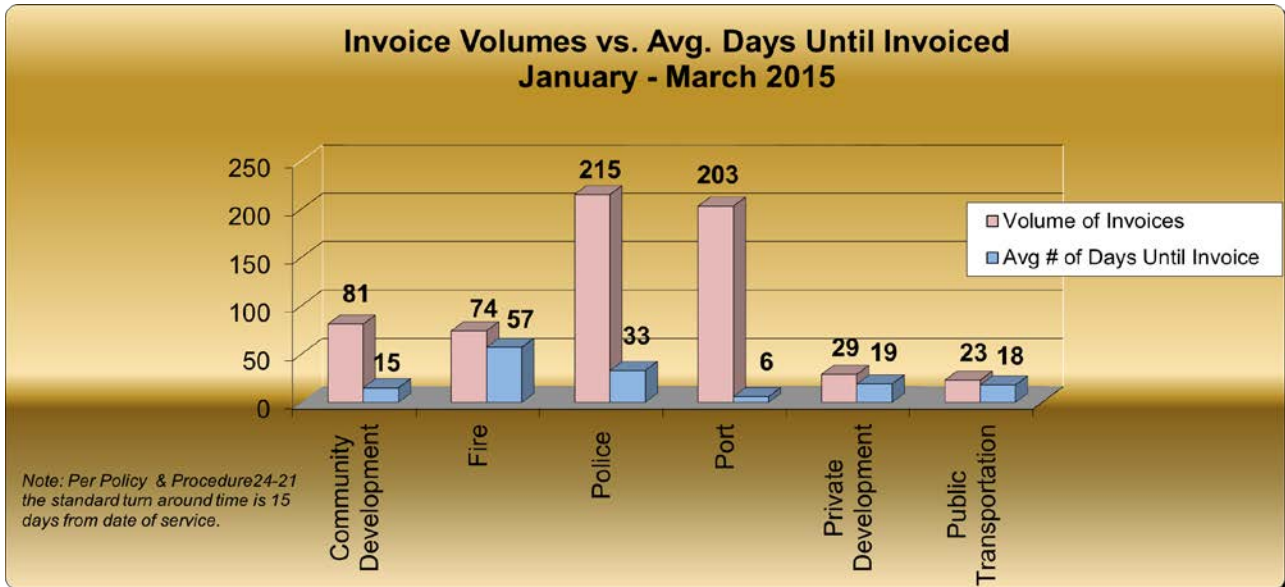
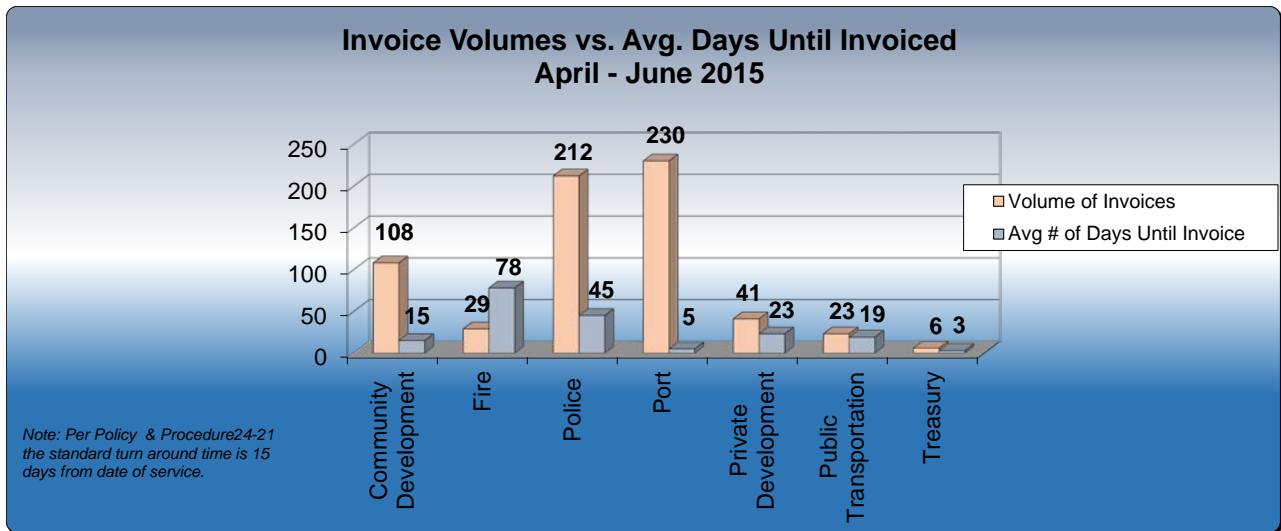
**Measure #2: Tax website and e-commerce made available to public, local businesses and third party servicers (e.g., property taxpayers, mortgage/title companies, lodging industry, etc.)**

Treasury Tax Performance Statistics						
Efficiency Measure (budgeted cost): Since 2010, Tax Billing Section's overall budget has increased only \$34K or 5.6%						
Effectiveness Measure (increase public use of online services): Since 2010 Treasury web hits have increased 8% and e-commerce payment volume has increased 37%						
Measurement	2010	2011	2012	2013	2014	Comments
<b>Tax web site and e-commerce</b>						
# of in-coming calls	6,335	6,219	6,046	6,975	6,403	Year-to-date, as of 12/31/14
Average wait time	35	45	42	46	52	Reported in seconds
# of web site hits	1,281,671	1,316,840	1,575,593	1,411,469	1,387,256	Includes Property Taxes and CAMA
# of Credit card payment	2,242	2,301	2,534	2,872	3,060	
# of e-check payments	1,423	1,477	1,594	1,668	1,960	
Total # of e-payments	3,665	3,778	4,128	4,540	5,020	
The full value of these statistics require presenting a complete annual cycle. Annual data will be compiled and reported by the end of the 1st quarter following each calendar year.						
Cumulative % change in # of web hits since 2010						8%
Cumulative % change in volume of e-commerce payments since 2010						37%
Tax Billing Dept ID 1346 direct cost budget-2014						639,495
Tax Billing Dept ID 1346 direct cost budget-2010						605,681
					Dollar Change	33,814
					Percentage Change	5.6%

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



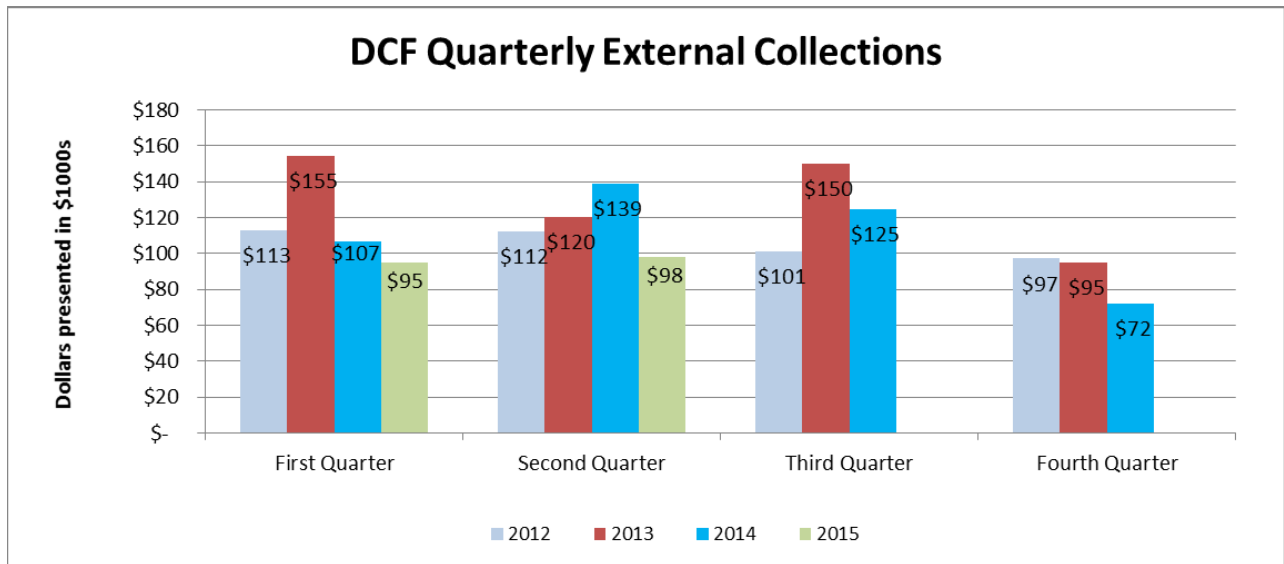
**Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system**



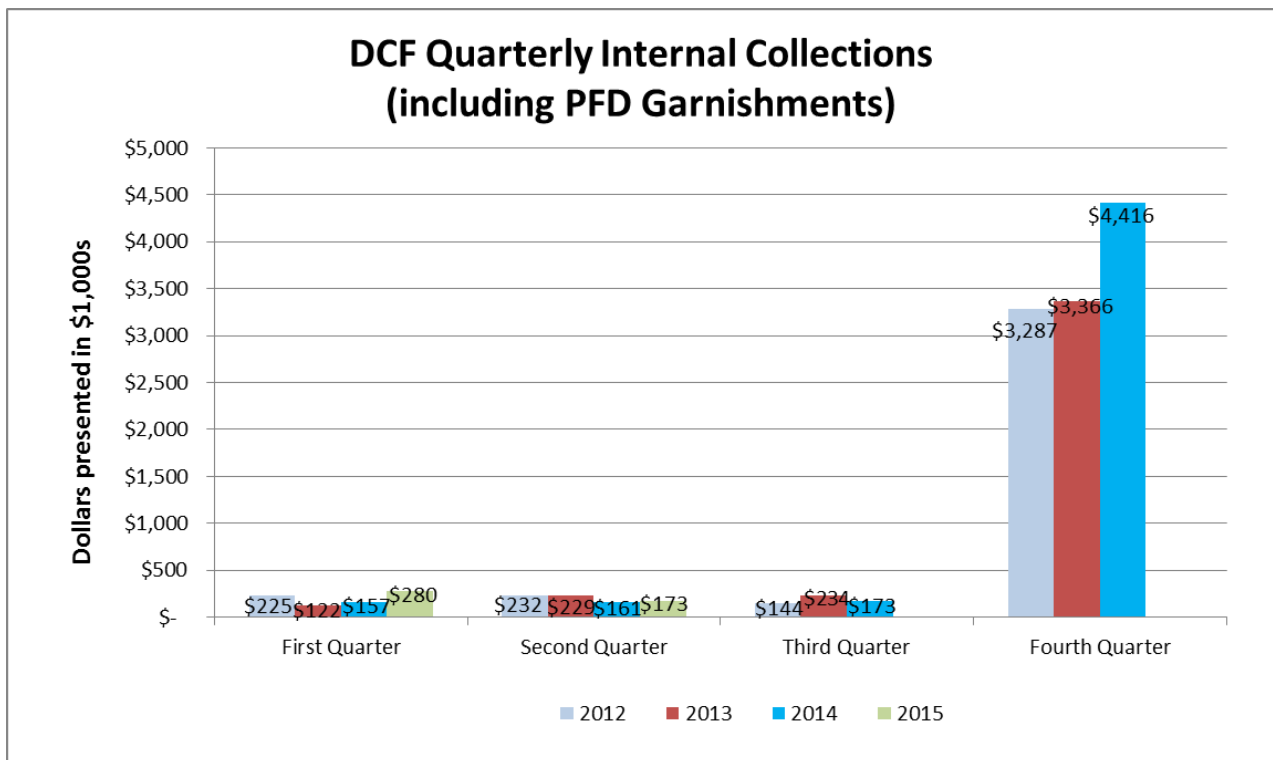


**Measure #5: Collections on delinquent criminal/civil fines and fees (DCF), reflecting both internal and external efforts**

(5a.)



(5b.)



(5c.)

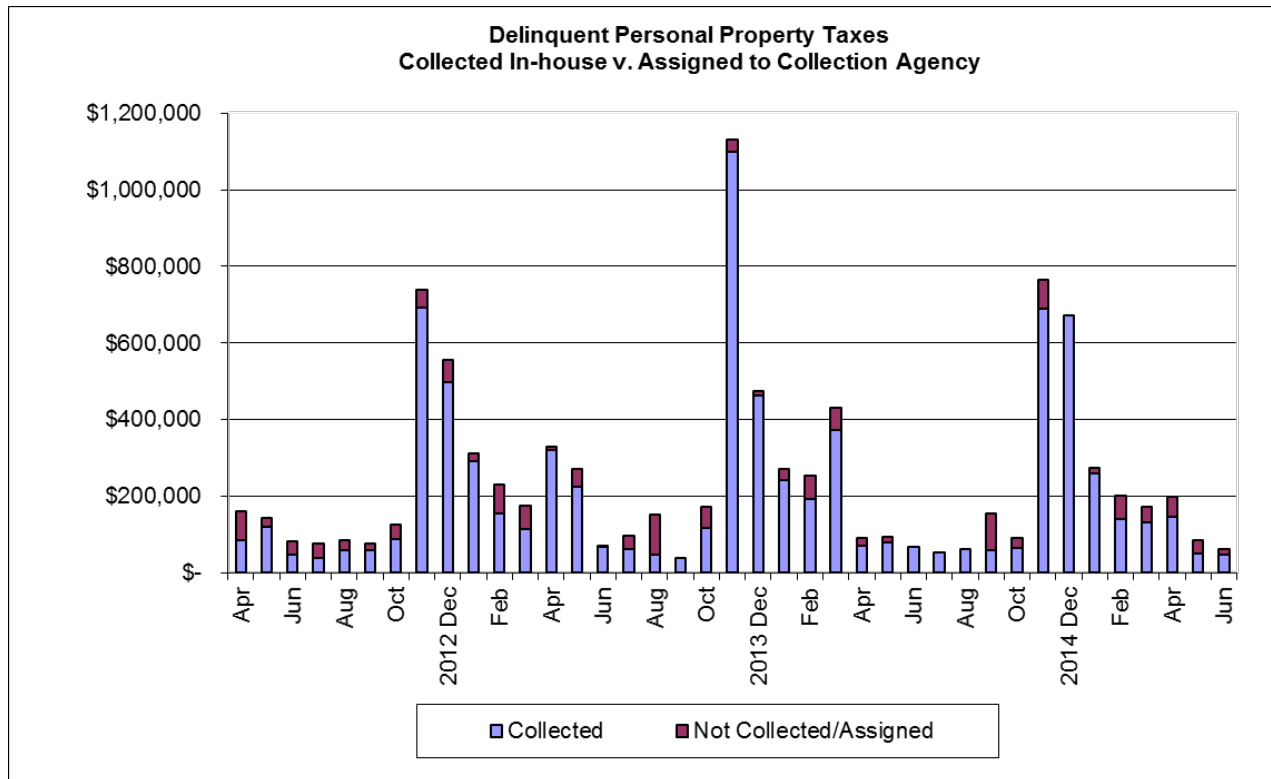
### External Collection Agency Statistics

MOA Debt Type	Avg. Annual Number of Cases Submitted for Collection	Avg. Annual Dollars Submitted for Collection	Cumulative Liquidation Rate Since Inception
Traffic Citations	14,000	\$ 1,800,000	37%
Criminal Cases	7,000	\$ 3,500,000	34%
Code Enforcement Cases	1,400	\$ 550,000	9%

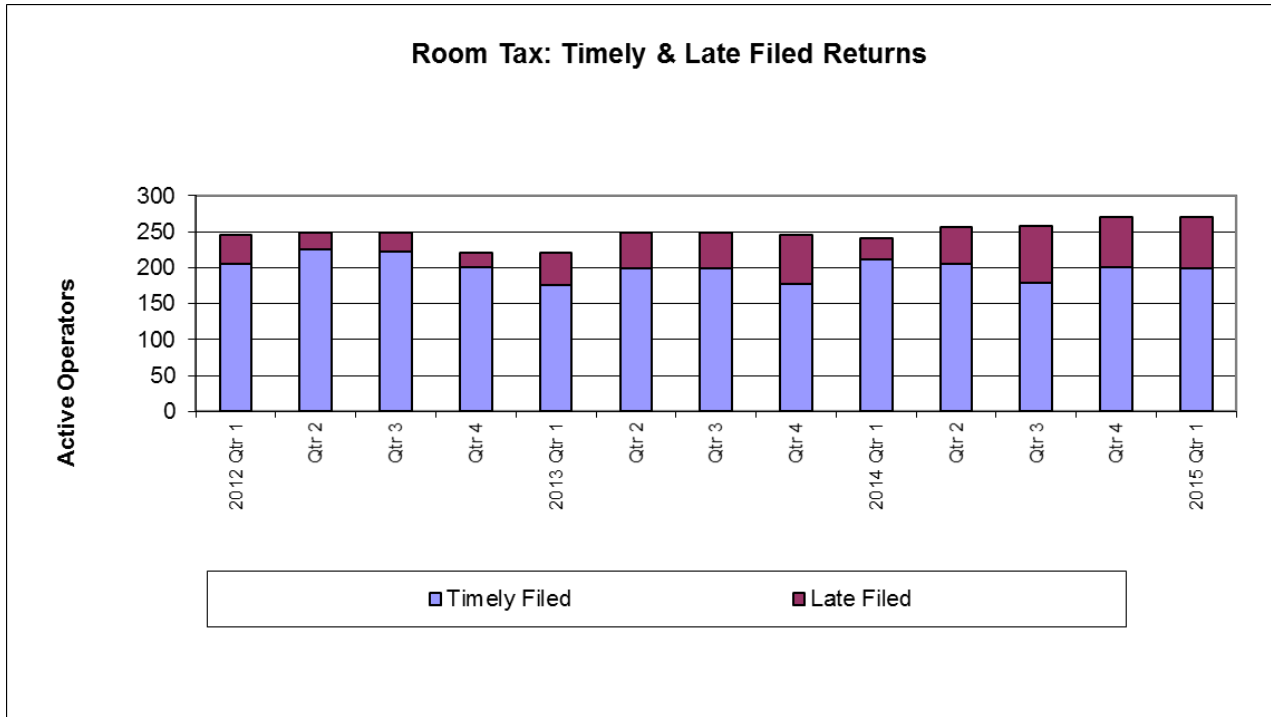
**NOTE:** Municipal Services Bureau (MSB) is currently the sole external collection agency for MOA DCF collections. This table displays the average amount of MOA debt submitted to MSB for collection on an annual basis, as well as MSB's liquidation rates since contract inception.

- *Traffic Citations* include a fine, surcharge and collection costs.
- *Criminal Cases* include a fine, surcharge, defense fees and cost of imprisonment.
- *Code Enforcement Cases* include a fine and late fee for violations of Anchorage Municipal Code. Examples include Minor Tobacco Fines, Curfew Violations and Zoning Violations.

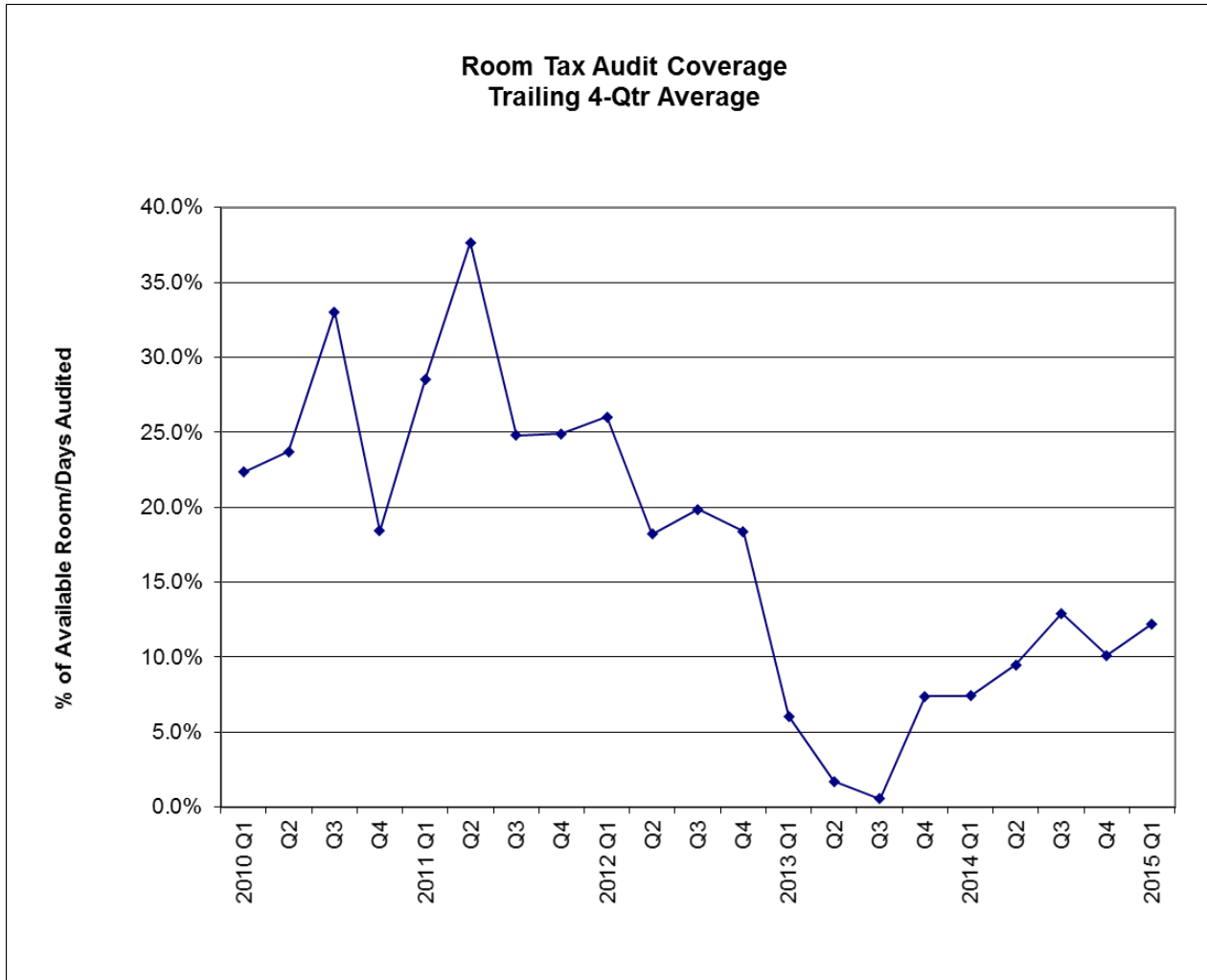
**Measure #6: Internal v. External caseload of delinquent personal property taxes**



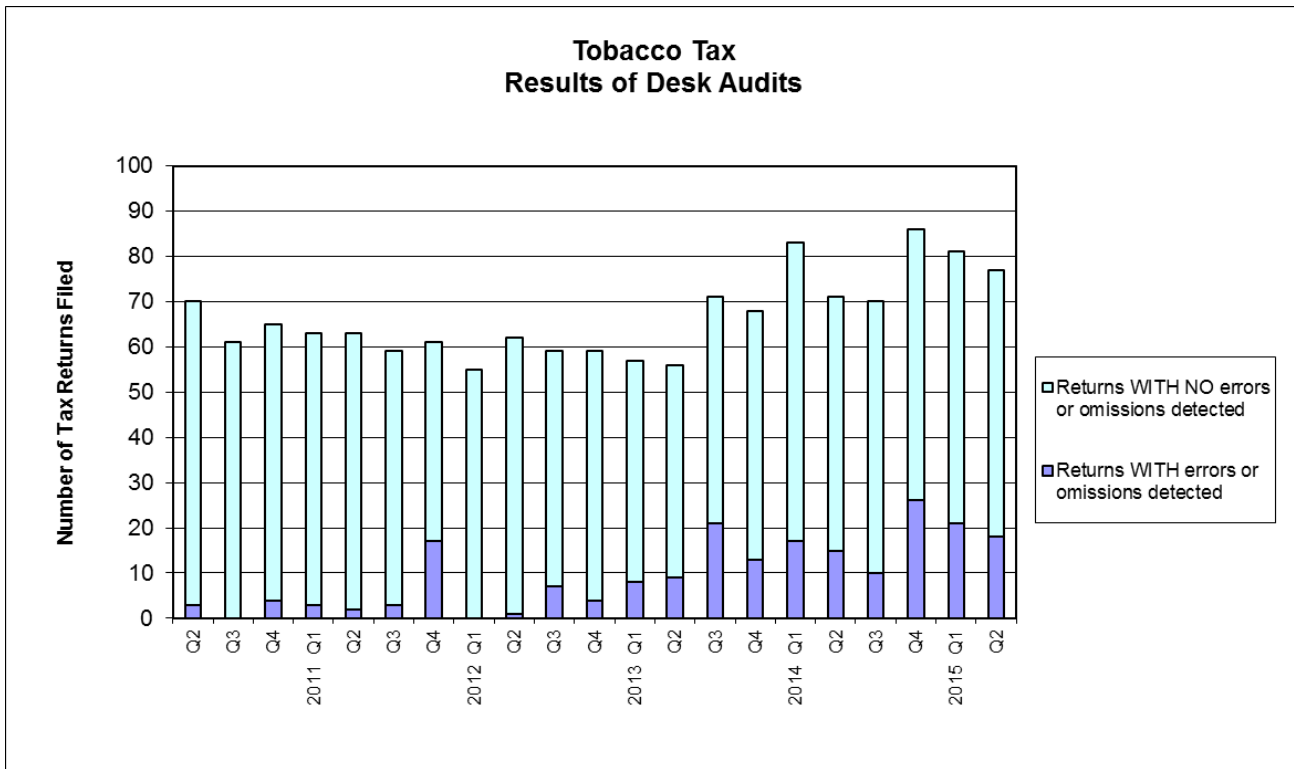
**Measure #7: Number of timely v. late room tax filings**



**Measure #8: Audit coverage related to room tax (i.e., auditor examined rooms versus total annual number of rooms offered for rent by local operators)**



**Measure #9: 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.

