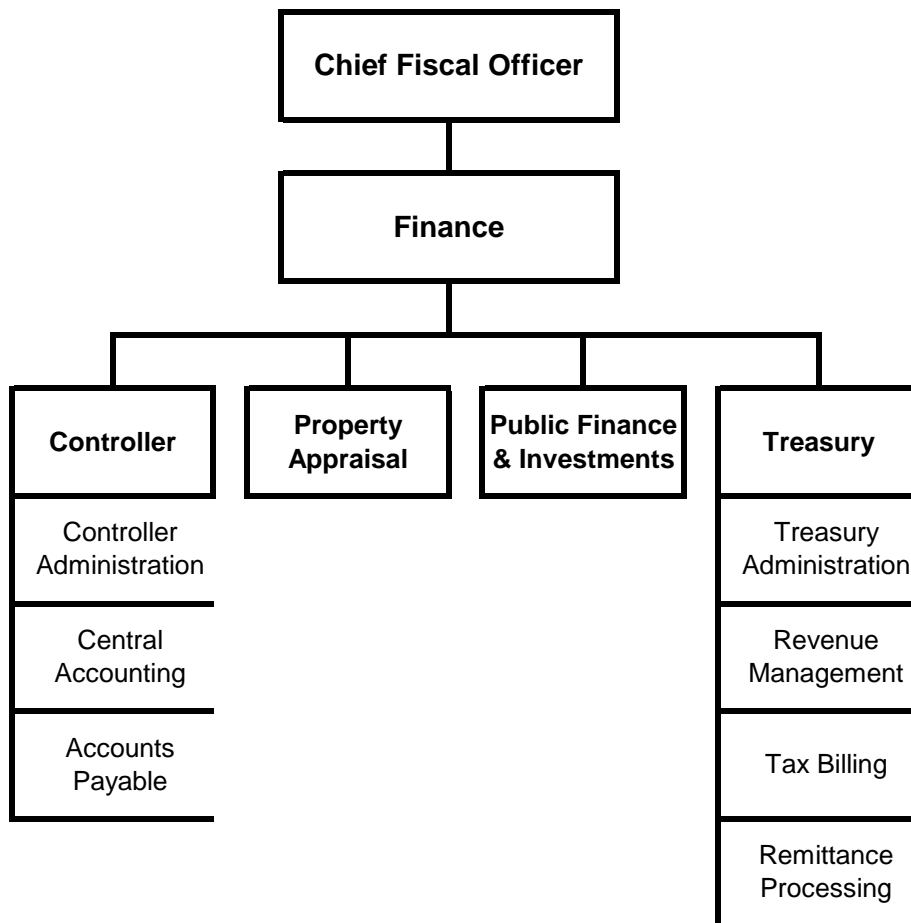


Finance



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).
- Property Appraisal Division provides fair and equitable valuation of all taxable real and personal property within the Municipality of Anchorage. The Division also administers all property tax exemptions and provides administrative support for the Board of Equalization.
- Public Finance and Investments 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

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.
- Record transactions accurately and timely.
- Pay 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.

Finance Department - Property Appraisal Division

- Provide enhanced public access to data created by the Division through web applications.



Economy – Build a city that attracts and retains a talented workforce, is hospitable to entrepreneurs, small business and established 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

- Accurate annual assessment of all taxable property thereby creating confidence in the community that taxes are divided fairly.
- Improve Property Appraisal assessment functions to ensure accurate data collection for property records and market assessments.

Finance Department Summary

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Division				
FIN Controller	3,059,924	3,064,305	2,710,534	(11.54%)
FIN Property Appraisal	4,446,593	4,366,181	4,421,478	1.27%
FIN Public Finance & Investment	1,864,196	1,891,030	1,903,257	0.65%
FIN Treasury	3,301,455	3,372,862	3,311,001	(1.83%)
Direct Cost Total	12,672,169	12,694,377	12,346,270	(2.74%)
Intragovernmental Charges				
Charges by/to Other Departments	(2,025,775)	(1,860,244)	(1,480,808)	(20.40%)
Function Cost Total	10,646,394	10,834,133	10,865,462	0.29%
Program Generated Revenue	(2,642,987)	(2,902,303)	(3,188,041)	9.85%
Net Cost Total	8,003,408	7,931,830	7,677,421	(3.21%)

Direct Cost by Category				
Salaries and Benefits	11,057,152	11,310,233	11,002,126	(2.72%)
Supplies	62,322	60,542	60,542	-
Travel	13,977	13,680	43,680	219.30%
Contractual/Other Services	1,525,581	1,288,122	1,218,122	(5.43%)
Debt Service	-	-	-	-
Equipment, Furnishings	13,136	21,800	21,800	-
Direct Cost Total	12,672,169	12,694,377	12,346,270	(2.74%)

Position Summary as Budgeted

Full-Time	91	90	90	-
Part-Time	1	1	1	-
Position Total	92	91	91	-

2017 Positions: end-of-year count is 103: 1 FT position eliminated as of July 1, 2017 due to SAP go-live, and include 12 Payroll positions (Payroll moved to Employee Relations in 2019).

2018 Positions: end-of-year count is 105: to include 14 Payroll positions (Payroll moved to Employee Relations in 2019).

Finance

Reconciliation from 2018 Revised Budget to 2019 Approved Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
2018 Revised Budget	14,291,122	104	1	-
2018 One-Time Requirements				
- Remove 2018 1Q - ONE TIME - Professional services for Consolidate Annual Financial Report (CAFR) support	(40,000)	-	-	-
- Remove 2018 1Q - ONE-TIME - Payroll Temporary Position	(119,652)	(1)	-	-
- Remove 2018 1Q - ONE-TIME - Additional overtime for payroll and other municipal department staff that are providing assistance for SAP payroll issue	(75,024)	-	-	-
Transfers (to)/from Other Agencies				
- Transfer of Payroll Division from the Finance Department to the Employee Relations Department	(1,432,593)	(13)	-	-
Changes in Existing Programs/Funding for 2019				
- Salaries and benefits adjustments	122,417	-	-	-
2019 Continuation Level	12,746,270	90	1	-
2019 One-Time Requirements				
- <u>Treasury</u> - Charge partial position to Computerized Assisted Mass Appraisal (CAMA) Upgrade capital project	(50,000)	-	-	-
2019 Proposed Budget Changes				
- <u>Controller</u> - Reduce labor for efficiencies	(350,000)	-	-	-
2019 Approved Budget	12,346,270	90	1	-

Finance
Division Summary
FIN Controller

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

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	2,872,598	2,974,503	2,660,732	(10.55%)
Supplies	6,654	11,102	11,102	-
Travel	2,826	-	-	-
Contractual/Other Services	177,846	66,700	26,700	(59.97%)
Equipment, Furnishings	-	12,000	12,000	-
Manageable Direct Cost Total	3,059,924	3,064,305	2,710,534	(11.54%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,059,924	3,064,305	2,710,534	-
Intragovernmental Charges				
Charges by/to Other Departments	(2,765,083)	(2,737,427)	(2,433,308)	(11.11%)
Function Cost Total	294,842	326,878	277,226	(15.19%)
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	23,088	-	-	-
Program Generated Revenue Total	23,088	-	-	-
Net Cost Total	271,753	326,878	277,226	(15.19%)

Position Summary as Budgeted

Full-Time	22	21	21	-
Position Total	22	21	21	-

2017 Positions:
end-of-year count is
21 due to 1 FT
position being
eliminated as of
July 1, 2017 due to
SAP go-live.

Finance
Division Detail
FIN Controller

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

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	2,872,598	2,974,503	2,660,732	(10.55%)
Supplies	6,654	11,102	11,102	-
Travel	2,826	-	-	-
Contractual/Other Services	177,846	66,700	26,700	(59.97%)
Equipment, Furnishings	-	12,000	12,000	-
Manageable Direct Cost Total	3,059,924	3,064,305	2,710,534	(11.54%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,059,924	3,064,305	2,710,534	(11.54%)
Intragovernmental Charges				
Charges by/to Other Departments	(2,765,083)	(2,737,427)	(2,433,308)	(11.11%)
Program Generated Revenue				
406625 - Reimbursed Cost-NonGrant Funded	23,088	-	-	-
Program Generated Revenue Total	23,088	-	-	-
Net Cost				
Direct Cost Total	3,059,924	3,064,305	2,710,534	(11.54%)
Charges by/to Other Departments Total	(2,765,083)	(2,737,427)	(2,433,308)	(11.11%)
Program Generated Revenue Total	(23,088)	-	-	-
Net Cost Total	271,753	326,878	277,226	(15.19%)

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk IV	2	-	2	-	2	-
Administrative Officer	1	-	-	-	-	-
Controller	1	-	1	-	1	-
Finance Supervisor	3	-	3	-	3	-
Principal Admin Officer	1	-	1	-	1	-
SAP SME - NEW 003	1	-	-	-	-	-
Senior Accountant	4	-	4	-	4	-
Senior Finance Officer	1	-	1	-	1	-
Senior Staff Accountant	8	-	9	-	9	-
Position Detail as Budgeted Total	22	-	21	-	21	-

2017 Positions: end-of-year count is 21 due to 1 FT position being eliminated July 1, 2017 due to SAP go-live.

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

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	4,285,156	4,213,372	4,268,669	1.31%
Supplies	22,951	23,290	23,290	-
Travel	3,990	13,680	13,680	-
Contractual/Other Services	130,897	114,839	114,839	-
Equipment, Furnishings	3,599	1,000	1,000	-
Manageable Direct Cost Total	4,446,593	4,366,181	4,421,478	1.27%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	4,446,593	4,366,181	4,421,478	-
Intragovernmental Charges				
Charges by/to Other Departments	1,621,521	1,707,564	1,654,414	(3.11%)
Function Cost Total	6,068,115	6,073,745	6,075,892	0.04%
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	4,417	7,780	7,780	-
Program Generated Revenue Total	4,417	7,780	7,780	-
Net Cost Total	6,063,698	6,065,965	6,068,112	0.04%
Position Summary as Budgeted				
Full-Time	36	36	36	-
Position Total	36	36	36	-

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

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	4,285,156	4,213,372	4,268,669	1.31%
Supplies	22,951	23,290	23,290	-
Travel	3,990	13,680	13,680	-
Contractual/Other Services	130,897	114,839	114,839	-
Equipment, Furnishings	3,599	1,000	1,000	-
Manageable Direct Cost Total	4,446,593	4,366,181	4,421,478	1.27%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	4,446,593	4,366,181	4,421,478	1.27%
Intragovernmental Charges				
Charges by/to Other Departments	1,621,521	1,707,564	1,654,414	(3.11%)
Program Generated Revenue				
406130 - Appraisal Appeal Fee	730	5,000	5,000	-
406570 - Micro-Fiche Fees	2,920	2,000	2,000	-
406580 - Copier Fees	82	680	680	-
406610 - Computer Time Fees	315	100	100	-
406625 - Reimbursed Cost-NonGrant Funded	252	-	-	-
406670 - Sale Of Books	117	-	-	-
Program Generated Revenue Total	4,417	7,780	7,780	-
Net Cost				
Direct Cost Total	4,446,593	4,366,181	4,421,478	1.27%
Charges by/to Other Departments Total	1,621,521	1,707,564	1,654,414	(3.11%)
Program Generated Revenue Total	(4,417)	(7,780)	(7,780)	-
Net Cost Total	6,063,698	6,065,965	6,068,112	0.04%

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk III	4	-	4	-	4	-
Administrative Officer	1	-	1	-	1	-
Appraisal Analyst	11	-	10	-	10	-
Appraisal Supervisor	3	-	3	-	3	-
Appraiser	5	-	5	-	5	-
Municipal Assessor	1	-	1	-	1	-
Property Appraisal Admin	2	-	2	-	2	-
Senior Admin Officer	-	-	1	-	1	-
Senior Appraiser	9	-	9	-	9	-
Position Detail as Budgeted Total	36	-	36	-	36	-

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

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	856,065	993,812	1,006,039	1.23%
Supplies	1,670	2,100	2,100	-
Travel	6,349	-	30,000	100.00%
Contractual/Other Services	998,502	893,118	863,118	(3.36%)
Equipment, Furnishings	1,611	2,000	2,000	-
Manageable Direct Cost Total	1,864,196	1,891,030	1,903,257	0.65%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,864,196	1,891,030	1,903,257	-
Intragovernmental Charges				
Charges by/to Other Departments	216,939	246,340	240,742	(2.27%)
Function Cost Total	2,081,135	2,137,370	2,143,999	0.31%
Program Generated Revenue by Fund				
Fund 164000 - Public Finance and Investment	2,137,014	2,429,203	2,429,783	0.02%
Program Generated Revenue Total	2,137,014	2,429,203	2,429,783	0.02%
Net Cost Total	(55,879)	(291,833)	(285,784)	(2.07%)
Position Summary as Budgeted				
Full-Time	6	6	6	-
Position Total	6	6	6	-

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

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	856,065	993,812	1,006,039	1.23%
Supplies	1,670	2,100	2,100	-
Travel	6,349	-	30,000	100.00%
Contractual/Other Services	998,502	893,118	863,118	(3.36%)
Equipment, Furnishings	1,611	2,000	2,000	-
Manageable Direct Cost Total	1,864,196	1,891,030	1,903,257	0.65%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,864,196	1,891,030	1,903,257	0.65%
Intragovernmental Charges				
Charges by/to Other Departments	216,939	246,340	240,742	(2.27%)
Program Generated Revenue				
406560 - Service Fees - School District	332,112	416,000	372,296	(10.51%)
406625 - Reimbursed Cost-NonGrant Funded	550,653	402,018	500,660	24.54%
408580 - Miscellaneous Revenues	1,205,519	1,570,000	1,515,062	(3.50%)
440010 - GCP CshPool ST-Int(MOA/ML&P)	44,886	41,185	41,765	1.41%
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	3,845	-	-	-
Program Generated Revenue Total	2,137,014	2,429,203	2,429,783	0.02%
Net Cost				
Direct Cost Total	1,864,196	1,891,030	1,903,257	0.65%
Charges by/to Other Departments Total	216,939	246,340	240,742	(2.27%)
Program Generated Revenue Total	(2,137,014)	(2,429,203)	(2,429,783)	0.02%
Net Cost Total	(55,879)	(291,833)	(285,784)	(2.07%)

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Principal Accountant	2	-	2	-	2	-
Public Finance Manager	2	-	2	-	2	-
Senior Accountant	1	-	1	-	1	-
Senior Finance Officer	1	-	1	-	1	-
Position Detail as Budgeted Total	6	-	6	-	6	-

Finance
Division Summary
FIN Treasury

(Fund Center # 134700, 134276, 134274, 134271, 134771, 134679, 134273, 134671, 134275,...)

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	3,043,334	3,128,547	3,066,686	(1.98%)
Supplies	31,047	24,050	24,050	-
Travel	812	-	-	-
Contractual/Other Services	218,336	213,465	213,465	-
Equipment, Furnishings	7,926	6,800	6,800	-
Manageable Direct Cost Total	3,301,455	3,372,862	3,311,001	(1.83%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,301,455	3,372,862	3,311,001	-
Intragovernmental Charges				
Charges by/to Other Departments	(1,099,152)	(1,076,721)	(942,656)	(12.45%)
Function Cost Total	2,202,303	2,296,141	2,368,345	3.14%
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	478,467	465,320	750,478	61.28%
Program Generated Revenue Total	478,467	465,320	750,478	61.28%
Net Cost Total	1,723,836	1,830,821	1,617,867	(11.63%)
Position Summary as Budgeted				
Full-Time	27	27	27	-
Part-Time	1	1	1	-
Position Total	28	28	28	-

Finance
Division Detail
FIN Treasury

(Fund Center # 134700, 134276, 134274, 134271, 134771, 134679, 134273, 134671, 134275,...)

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	3,043,334	3,128,547	3,066,686	(1.98%)
Supplies	31,047	24,050	24,050	-
Travel	812	-	-	-
Contractual/Other Services	218,336	213,465	213,465	-
Equipment, Furnishings	7,926	6,800	6,800	-
Manageable Direct Cost Total	3,301,455	3,372,862	3,311,001	(1.83%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,301,455	3,372,862	3,311,001	(1.83%)
Intragovernmental Charges				
Charges by/to Other Departments	(1,099,152)	(1,076,721)	(942,656)	(12.45%)
Program Generated Revenue				
401010 - Real Property Taxes (Excludes ASD)	11,546	-	-	-
401030 - P & I on Delinquent Taxes	739	-	-	-
401040 - Tax Cost Recoveries	(2,792)	100	100	-
401100 - Aircraft Tax	150	-	-	-
404220 - Miscellaneous Permits	60,250	40,000	40,000	-
406600 - Late Fees	6,828	10,000	10,000	-
406625 - Reimbursed Cost-NonGrant Funded	392,944	415,220	700,378	68.68%
407050 - Other Fines and Forfeitures	50	-	-	-
408060 - Other Collection Revenues	8,702	-	-	-
408550 - Cash Over & Short	-	-	-	-
408580 - Miscellaneous Revenues	50	-	-	-
Program Generated Revenue Total	478,467	465,320	750,478	61.28%
Net Cost				
Direct Cost Total	3,301,455	3,372,862	3,311,001	(1.83%)
Charges by/to Other Departments Total	(1,099,152)	(1,076,721)	(942,656)	(12.45%)
Program Generated Revenue Total	(478,467)	(465,320)	(750,478)	61.28%
Net Cost Total	1,723,836	1,830,821	1,617,867	(11.63%)

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk II	1	-	1	-	1	-
Accounting Clerk III	8	-	8	-	7	-
Administrative Officer	2	-	2	-	2	-
Collections Officer II/Collection Superv	1	-	1	-	1	-
Collector	3	-	3	-	3	-
Delinquent Property Tax Collector	1	-	1	-	1	-
Junior Administrative Officer	1	-	1	-	1	-

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 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>
Municipal Treasurer	1	-	1	-	1	-
Principal Admin Officer	1	-	1	-	1	-
Senior Admin Officer	2	-	2	-	2	-
Senior Staff Accountant	-	1	-	1	-	1
SME-Section Lead	-	-	-	-	1	-
Tax Enforcement Officer I	3	-	3	-	3	-
Tax Enforcement Officer II	3	-	3	-	3	-
Position Detail as Budgeted Total	27	1	27	1	27	1

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. – 2017 not yet concluded

For Audit Yr:	2013	2014	2015	2016	2017
# Management Letter Points in Annual Audit Management Letter	1	2	TBD	TBD	TBD

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

2017 – audit not yet concluded

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

For Audit Yr:	2013	2014	2015	2016	2017
Overtime Cost:	\$144,877	\$72,165	TBD	TBD	TBD

Measure #4: Cost to produce vendor checks.

Accounts Payable Division	2012	2013	2014	2015	2016	2017 YTD
\$ cost per transaction	\$10.31	\$11.58	\$10.04	\$9.77	TBD	TBD
# invoices processed for departments	33,734	32,737	33,001	33,297	TBD	TBD

Property Appraisal Division Finance Department

*Municipality of Anchorage: Performance Value Results
2nd Quarter 2018*

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%)

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual
94.1%	94.1%	94%	95.2%	95%	96%	96%	96%	96%	95%	96%

Measure #2: Number of properties inspected per year.

Year	Percentage of total required inspections completed by December 31st of year
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	108% of target
2016	108% of target
2017	118% of target
2018	50% of target (primary work done in Q2 and Q3)

Measure #3: Appeal Response – Substantive completion of annual property assessment appeals process by June 1st of the tax year.

Number of Appeals Completed by June 1st

Year	Appeals Filed	Appeals Completed by June 1st	Percentage Complete
2008	825	821	99.5%
2009	1,058	1,040	98.0%
2010	716	710	99.2%
2011	627	625	99.7%
2012	551	551	100%
2013	416	416	100%
2014	393	391	99.5%
2015	417	416	99.8%
2016	419	419	100%
2017	395	390	98.7%
2018	357	357	100%

Public Finance & Investments Division

Finance Department

Anchorage: Performance. Value. Results.

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 with 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.

Measure # 1
The rating of the MOA's general obligation by Standard & Poor's and Fitch

Year	Standard & Poor's	Fitch
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	AA+ Stable	AA+ Stable
2014	AAA Stable	AA+ Stable
2015 November	AAA Negative	AA+ Stable
2016	AAA Stable	AA+ Stable
2017	AAA Stable	AA+ Stable
2018 June	AAA Stable	AA+ Stable

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 Sept 2018)

Efficiency Measure (budgeted cost): Since 2010, Treasury's direct cost budget has increased \$77K (+2.4%)

Effectiveness Measure (budgeted revenue): Since 2010 Treasury's direct annual revenue collection total has increased \$94.5M (+17.5%)

Treasury Function/Group	millions of dollars		Calculated multiple (revenue-to-cost ratio)
	2017 Revenues Budgeted	2017 Budgeted Direct Costs	
Prop. tax revenues *	\$556.83	\$0.85	653X
Program tax revenues	\$67.34	\$0.85	79X
Delinq. crim./civil fines & fees	\$4.63	\$0.62	7X
MOA Trust Fund contribution	\$6.10	\$0.76	8X
Total	\$634.89	\$3.08	206X

* 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 \$0.92M to provide indirect support of over \$701M of general government 100 fund operating revenues associated with centralized cash receipt audit/input. Treasury further supports 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.

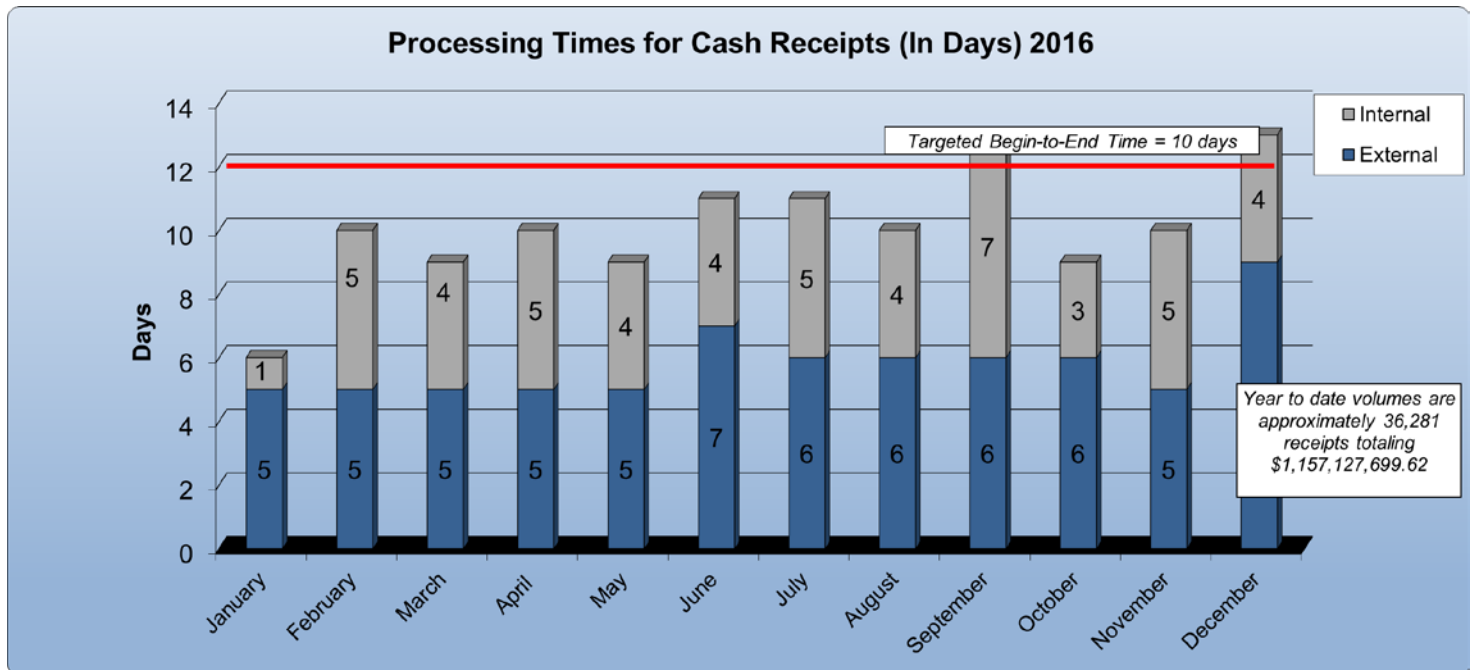
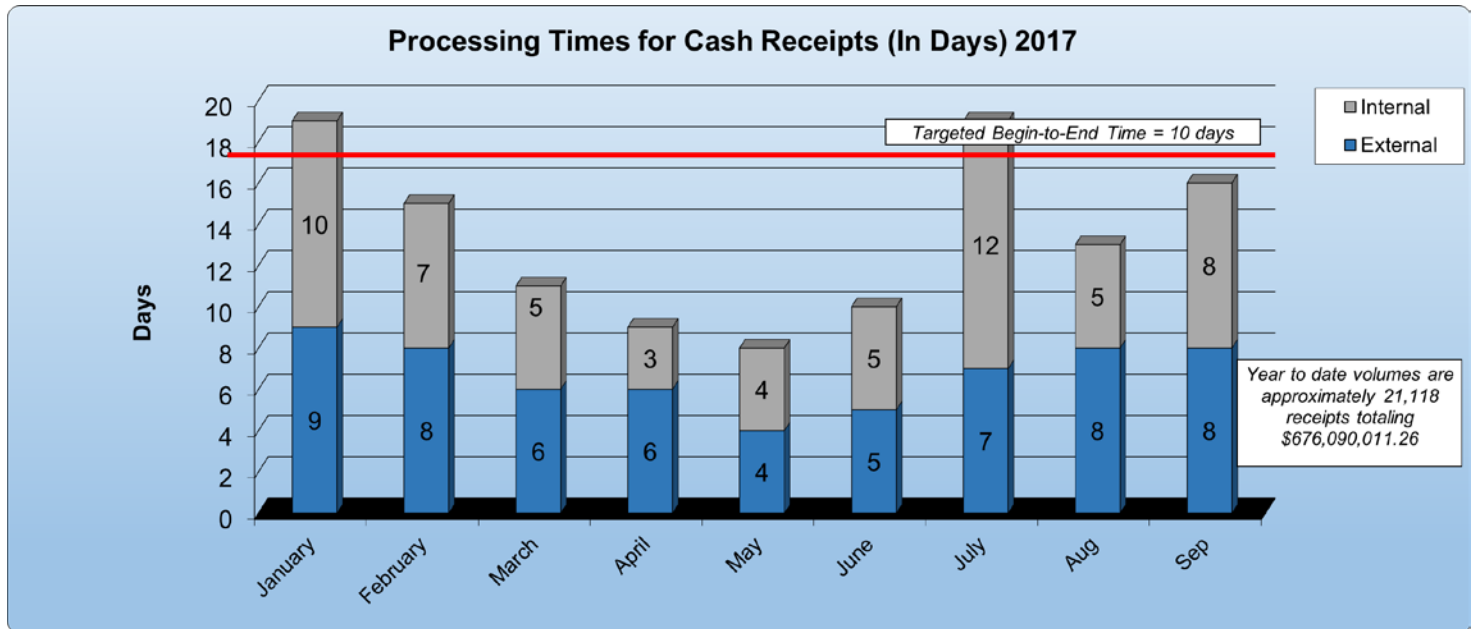
Measure #2: Tax website and e-commerce made available to public, local businesses and 3rd party servicers (e.g., property taxpayers, mortgage/title cos., lodging industry, etc.)

Treasury Tax Performance Statistics

Measurement	2014	2015	2016	2017	Comments
Tax web site and e-commerce					
# of in-coming calls	6,403	6,505	6,576	6,747	personnel count of 4
Average wait time	<1	<1	<1	1	Reported in minutes
# of website hits	1,387,256	1,396,188	1,987,455	1,579,594	Includes Property Taxes and CAMA
# of credit card payments (via phone/web and in-person)	3,060	3,171	3,232	3,712	
# of e-check payments	1,960	2,015	2,108	2,567	
Total # of credit card e-check payments	5,020	5,186	5,340	6,279	
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 change in # of web hits since year 2010				23%	
Percentage change in volume of e-commerce payments since year 2010				71%	
Tax Billing Dept ID 1346 direct cost budget-2017				665,777	
Tax Billing Dept ID 1346 direct cost budget-2010				605,681	
		Dollar Change		60,096	
		Percentage Change		9.9%	

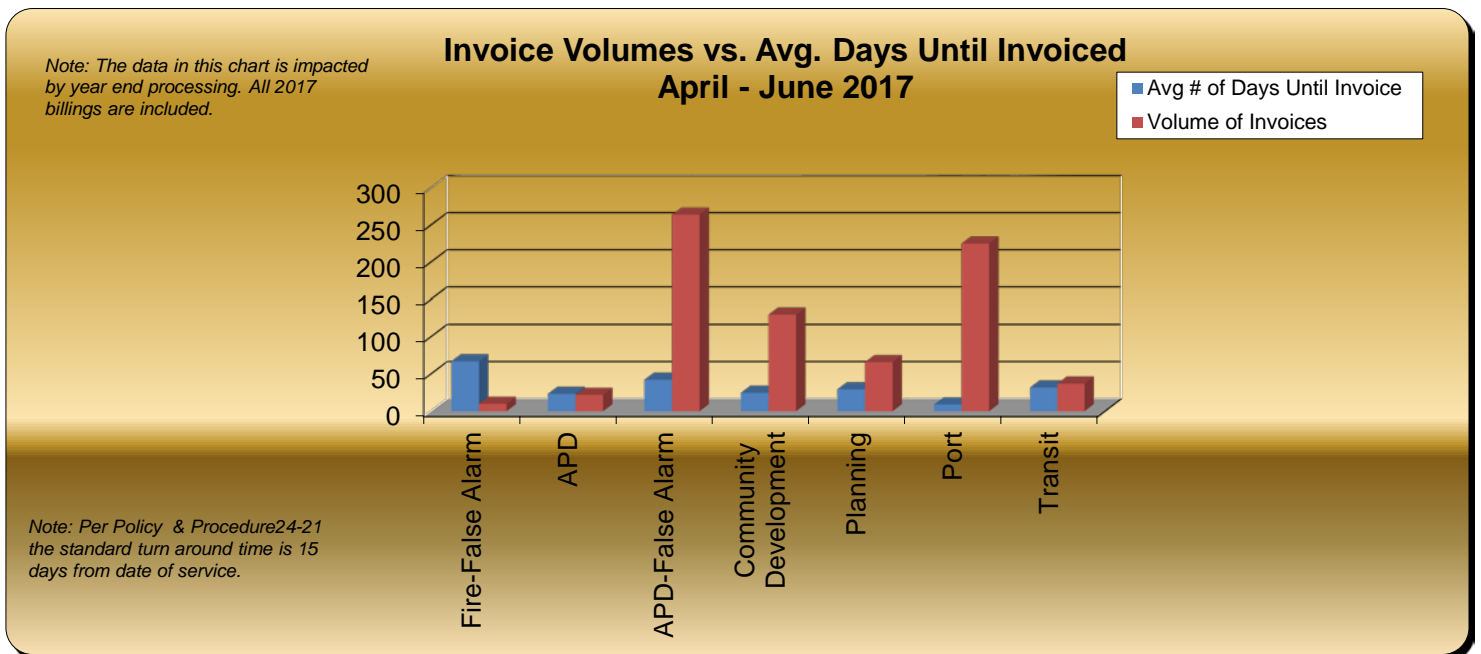
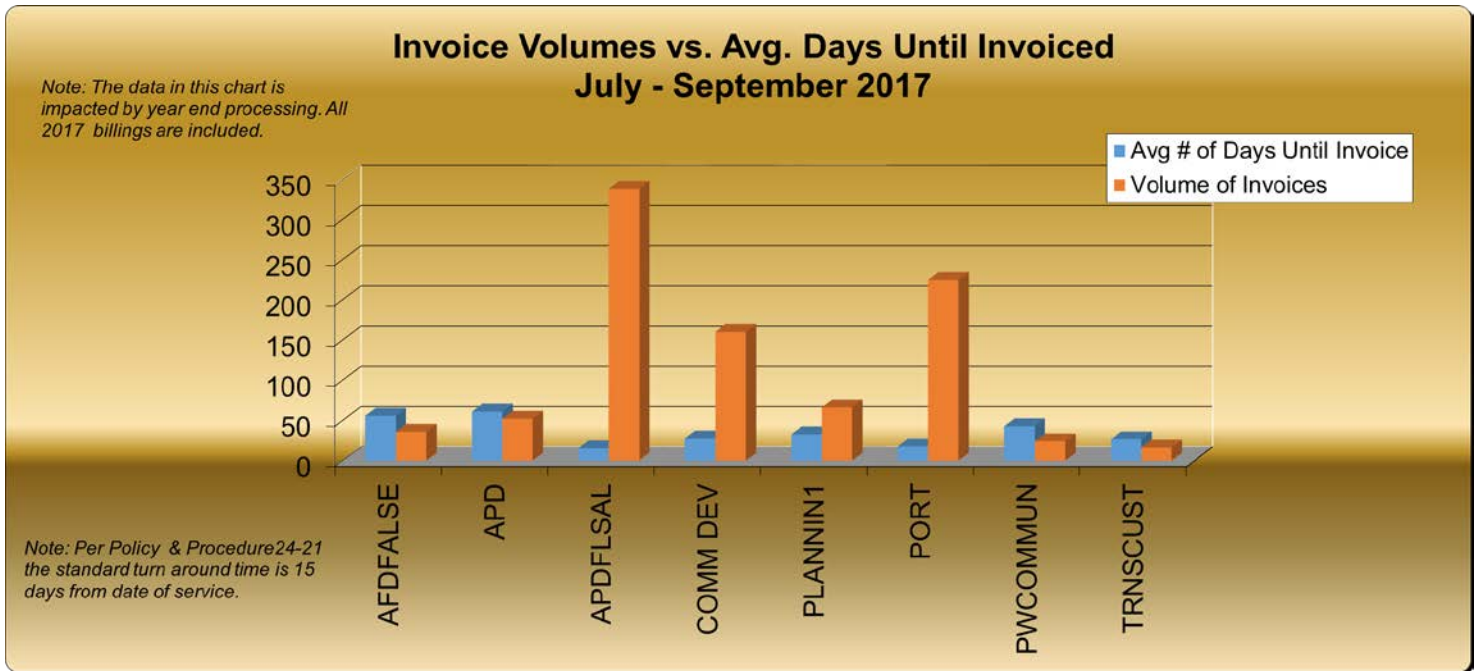
Measure #3: Cash receipt processing time, from initial transaction date to posting date

*Data will be reported later in 2018 after two stable quarters of activity in SAP. Current numbers not available at this time.



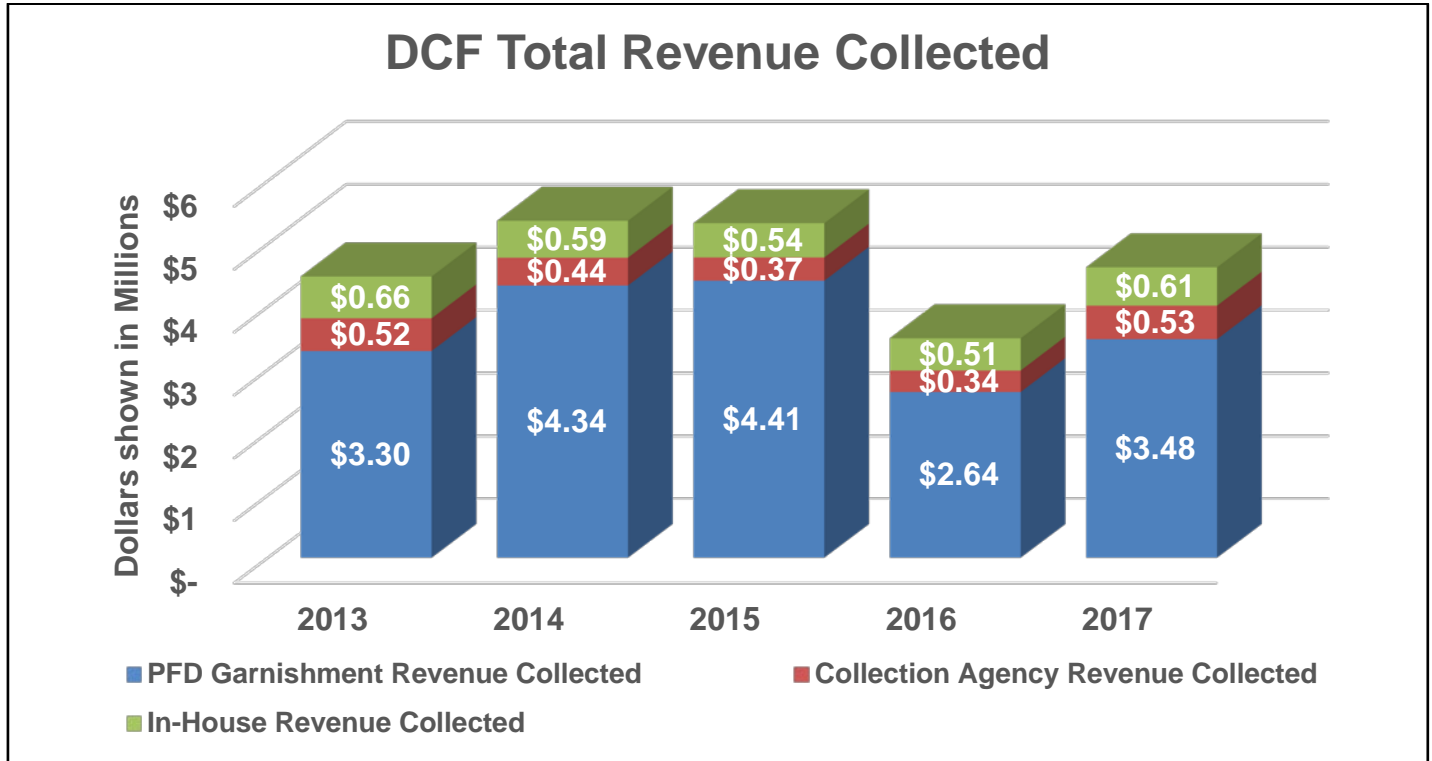
Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system

***Data will be reported later in 2018 after two stable quarters of activity in SAP. Current numbers not available at this time.**

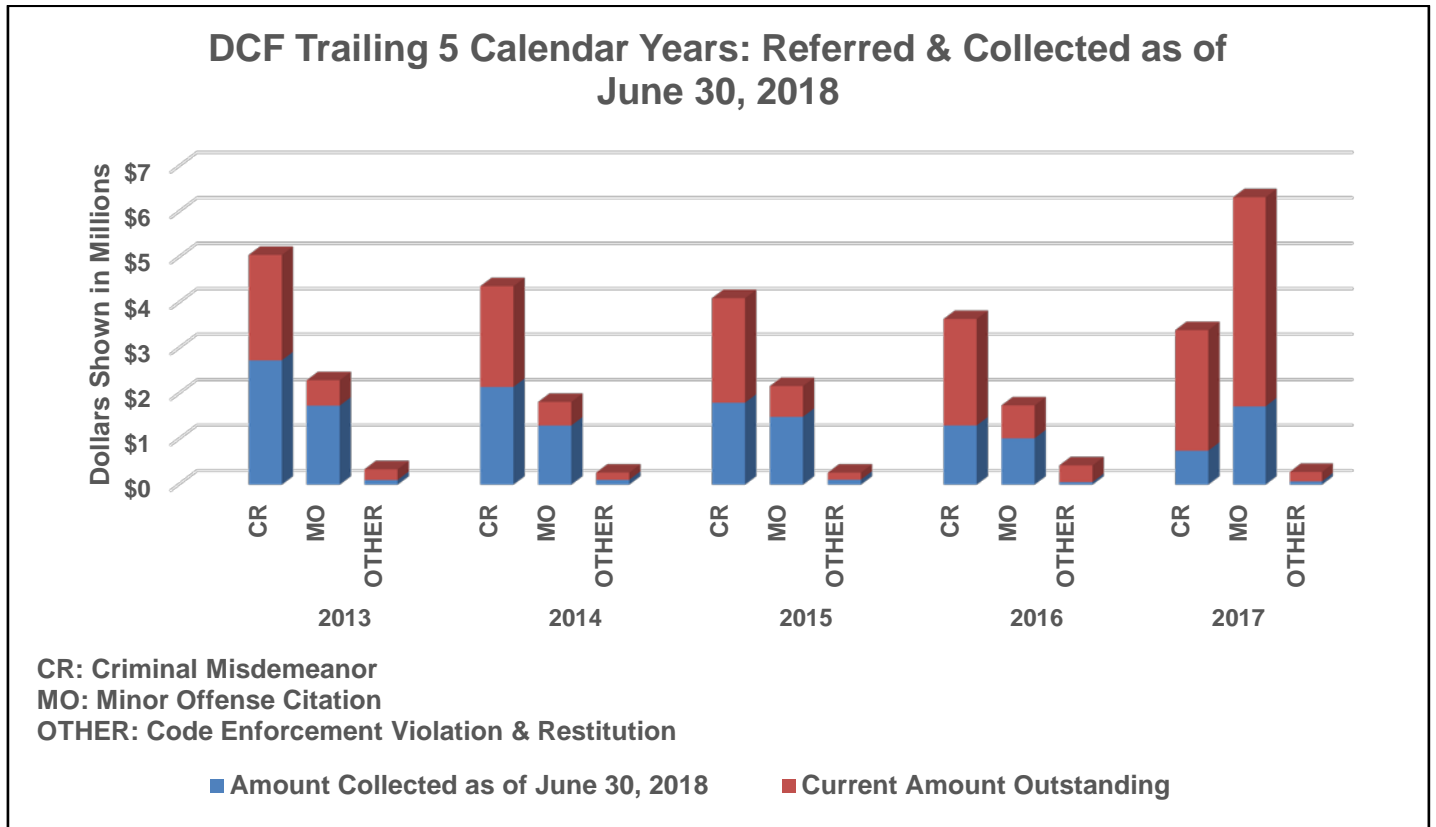


Measure #5: 5a.) Collections on delinquent criminal/civil fines and fees (DCF), reflecting PFD garnishment, internal, and external efforts 2013 – 2017. 5b.) Trailing 5-year collections on delinquent criminal/civil fines and fees (DCF), reflecting amount paid and amount still outstanding 2013-2017.

(5a.)



(5b.)



(5c.)

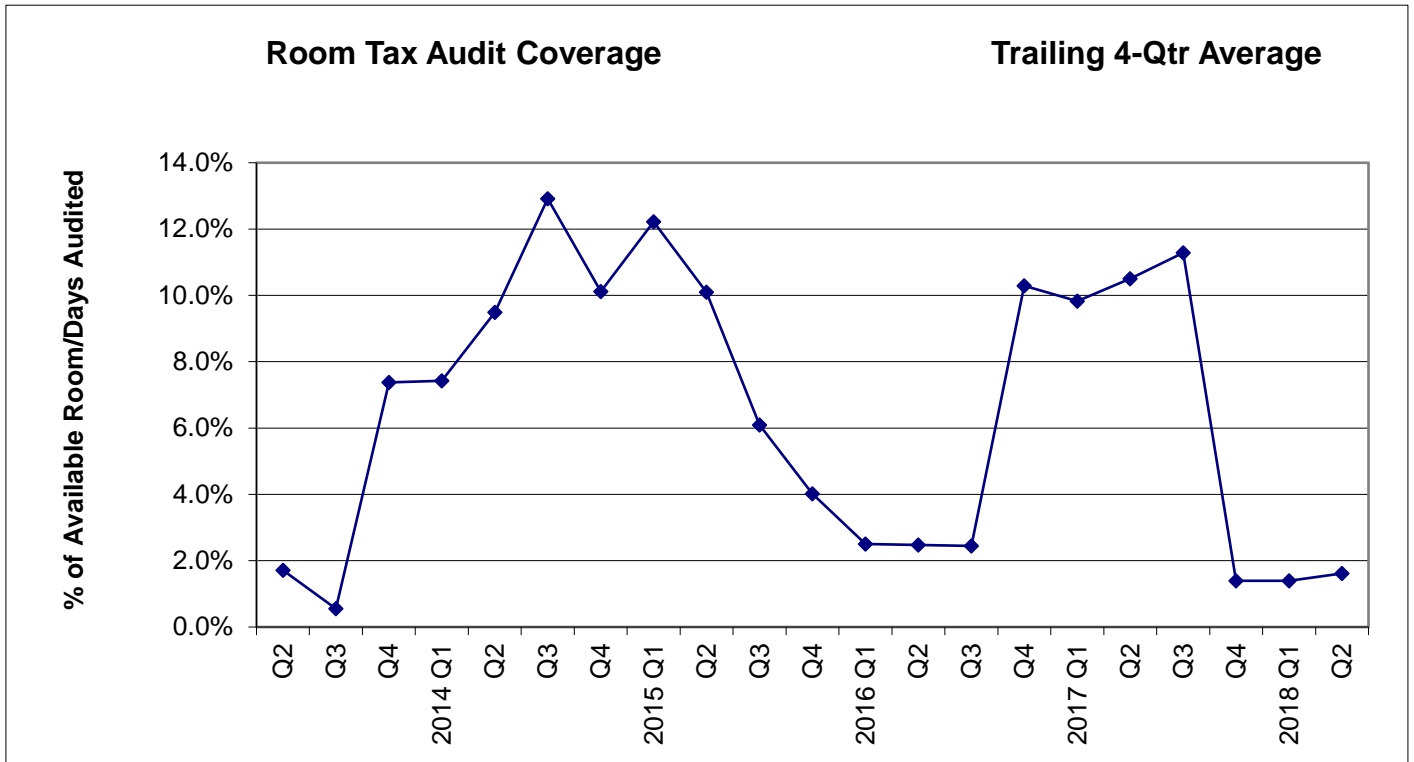
External Collection Agency Statistics

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%

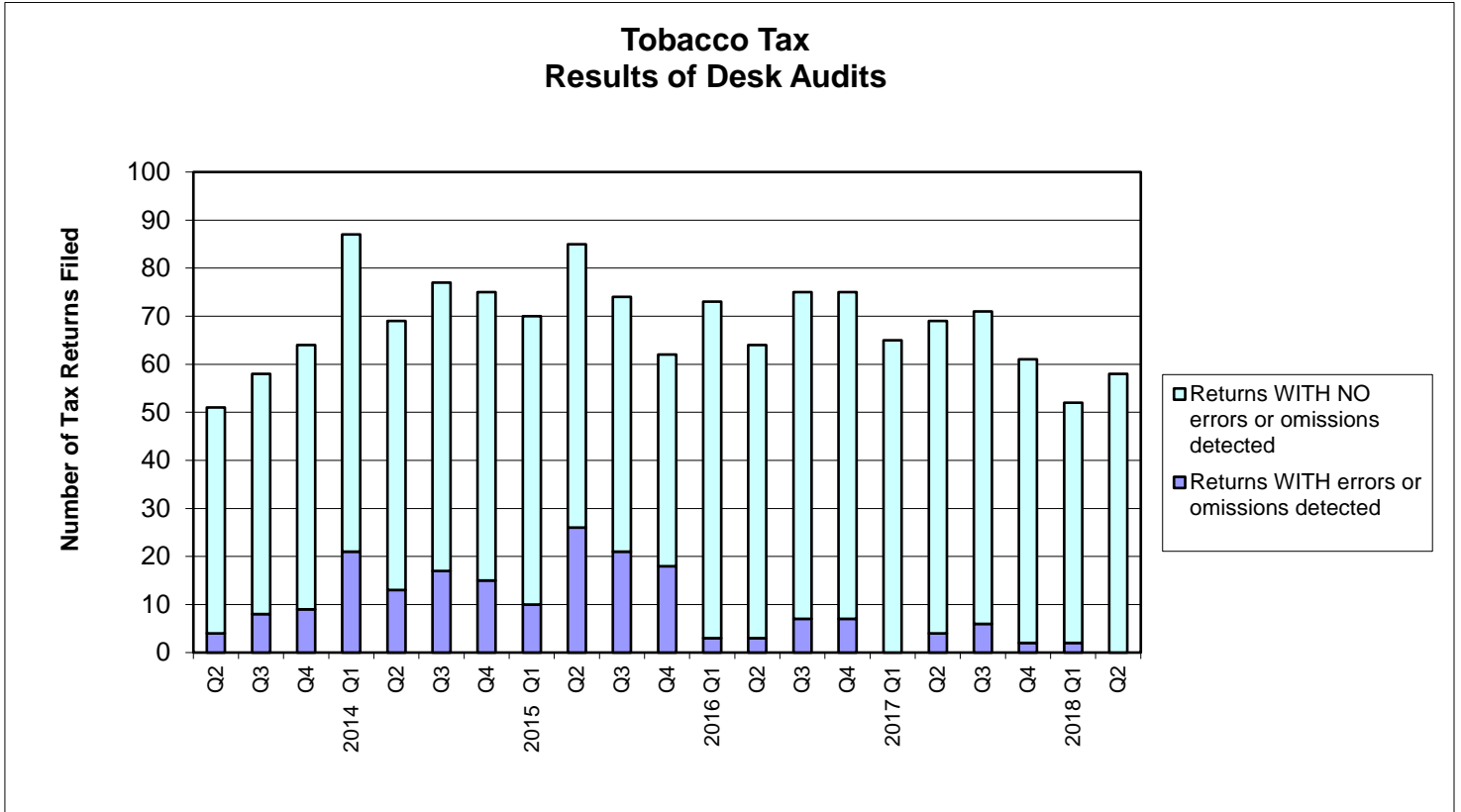
NOTE: Municipal Services Bureau (MSB) is currently the sole external collection agency for MOA DCF collections. This table displays the average amount of MOA debt submitted to MSB for collection on an annual basis, as well as MSB's liquidation rates since contract inception.

- *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: 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.

