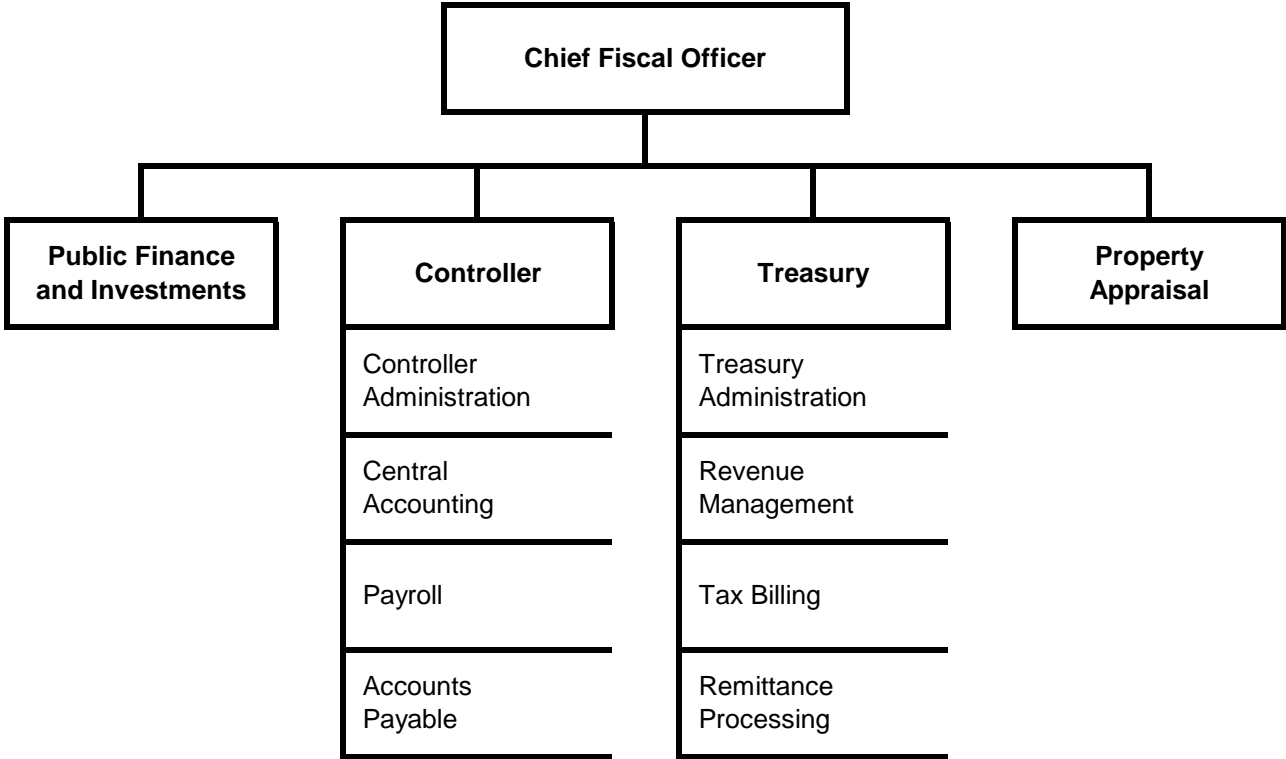


Finance



Finance

Department Summary

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
Division Summary				
Controller	2,722,727	2,912,668	2,925,881	0.45 %
Property Appraisal	4,479,344	4,400,293	4,610,339	4.77 %
Public Finance & Investment	1,187,680	1,206,883	1,236,298	2.44 %
Treasury	2,828,925	3,061,507	2,995,632	-2.15 %
Direct Cost	11,218,675	11,581,351	11,768,151	1.61 %
Intragovernmental Charges				
Charges By Other Departments	2,258,005	2,318,663	2,222,735	-4.14 %
Charges To Other Departments	(5,604,877)	(4,789,417)	(4,779,720)	-0.20 %
Function Cost	7,871,804	9,110,597	9,211,166	1.10 %
Program Generated Revenue	2,519,203	2,083,732	2,471,904	18.63 %
Net Cost	5,352,601	7,026,865	6,739,262	-4.09 %

Expenditures by Category

Personnel	9,792,698	10,107,726	10,010,316	-0.96 %
Supplies	70,826	65,985	65,985	0.00 %
Travel	2,750	21,960	21,960	0.00 %
Contractual/Other Services	1,289,001	1,364,180	1,270,636	-6.86 %
Debt Service/Depreciation	38,543	0	377,754	
Equipment, Furnishings	24,857	21,500	21,500	0.00 %
Total Direct Costs	11,218,675	11,581,351	11,768,151	1.61 %

Personnel Summary As Budgeted

Full-Time	106	102	84
Part-Time	0	0	16
Total Positions	106	102	100

Finance

Reconciliation from 2010 Revised Budget to 2011 Proposed Budget

	<u>Direct Costs</u>	<u>Positions</u>		
		<u>FT</u>	<u>PT</u>	<u>T</u>
2010 Revised Budget	\$ 11,581,351	101	1	-
2010 One-Time Requirements				
- None	-	-	-	-
Transfers (to)/from Other Agencies				
- None	-	-	-	-
Debt Service Changes				
- None	-	-	-	-
Changes in Existing Programs/Funding for 2010				
- Salary and benefits adjustments	607,945	-	-	-
- Treasury - change Treasury position from 1 to .75 FTE to reflect actual work schedule.	(27,182)	(1)	1	-
2011 Continuation Level	\$ 12,162,114	100	2	-
Transfers (to)/from Other Agencies				
- None				
Debt Service Changes				
- Property Appraisal - 2011 portion of Debt Service due to implementation of the new CAMA property appraisal system.	339,210	-	-	-
2011 Budget Changes				
- Controller Division - GASB road survey (every 3 years). If this survey is not performed, it could result in the Municipality violating Generally Accepted Accounting Principles.	115,000	-	-	-
- Treasury Division - Beginning in 2011, external collection agency commissions will be paid directly by the debtor to the respective contracted collection agency.	(170,000)	-	-	-
- Property Appraisal Division - Eliminate Supervisor position. No impact on services to citizens.	(121,586)	(1)	-	-
- Property Appraisal Division - Labor charged to capital for CAMA project. No impact on services to citizens.	(244,583)	(6)	6	-
- Controller Division - Labor charged to capital for ERP project.	(195,581)	(7)	7	-

	<u>Direct Costs</u>	<u>Positions</u>		
		<u>FT</u>	<u>PT</u>	<u>T</u>
- Treasury Division - Labor charged to capital for CAMA project. The impact to citizen's should be minimal as scheduling for supervisory participation in the CAMA project can be adjusted during high customer contact periods.	(32,301)	(1)	1	-
- Controller Division - Eliminate Accounts Payable position. Portions of this position will be transferred to another individual, some other job duties will temporarily not longer be performed if necessary.	(84,122)	(1)	-	-
2011 Proposed Budget	<u>\$ 11,768,151</u>	<u>84</u>	<u>16</u>	<u>-</u>

Expenditure & Revenue Summary

Controller

Division

(Dept ID # 1321, 1322, 1323, 1324)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
Expenditure by Category				
Salaries and Benefits	2,661,530	2,815,418	2,713,631	-3.62 %
Supplies	10,782	14,700	14,700	0.00 %
Travel	2,565	0	0	
Contractual/Other Services	39,787	68,550	183,550	167.76 %
Equipment, Furnishings	8,064	14,000	14,000	0.00 %
Total Manageable Costs	2,722,727	2,912,668	2,925,881	0.45 %
Debt Service, Depreciation	0	0	0	
Total Direct Cost	2,722,727	2,912,668	2,925,881	0.45 %

Program Generated Revenue by Fund

Division:

Fund 101 - Areawide General	55,882	13,600	13,600	0.00 %
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Positions As Budgeted

	2009 Revised		2010 Revised		2011 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk II	1	-	1	-	1	-
Accounting Clerk IV	2	-	2	-	1	-
Administrative Officer	2	-	2	-	2	-
Controller	1	-	1	-	-	1
Finance Management Asst	1	-	1	-	-	1
Junior Accountant	1	-	1	-	1	-
Junior Admin Officer	2	-	2	-	2	-
Junior/Senior Accountant	1	-	1	-	-	-
Principal Accountant	4	-	4	-	-	4
Principal Admin Officer	1	-	1	-	-	1
Senior Accountant	3	-	3	-	4	-
Senior Staff Accountant	8	-	8	-	7	1
Total	27	-	27	-	18	8

Expenditure & Revenue Detail**Controller****Division**

(Dept ID # 1321, 1322, 1323, 1324)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
<u>Expenditures</u>				
Salaries and Benefits				
1101 - Straight Time Labor	1,521,680	1,787,596	1,690,066	-5.46 %
1201 - Overtime	76,289	85,000	85,000	0.00 %
1301 - Leave/Holiday Accruals	137,186	119,590	113,065	-5.46 %
1401 - Benefits	926,121	967,683	969,951	0.23 %
1501 - Allow Differentials/Premiums	254	0	0	
1601 - Vacancy Factor	0	(144,451)	(144,451)	0.00 %
Salaries Total	2,661,530	2,815,418	2,713,631	-3.62 %
Supplies	10,782	14,700	14,700	0.00 %
Travel	2,565	0	0	
Contractual/Other Services	39,787	68,550	183,550	167.76 %
Equipment, Furnishings	8,064	14,000	14,000	0.00 %
Manageable Direct Cost Sub-Total	2,722,727	2,912,668	2,925,881	0.45 %
Debt Service, Depreciation	0	0	0	
Direct Cost Total	2,722,727	2,912,668	2,925,881	0.45 %
<u>Intra-Governmental Charges</u>				
Charges By Other Departments	420,262	463,814	441,685	-4.77 %
Charges To Other Departments	(3,089,776)	(3,362,881)	(3,353,960)	-0.27 %
<u>Program Generated Revenue</u>				
9497 - Computer Time Fees	1,600	1,000	1,000	0.00 %
9499 - Reimbursed Cost	50,320	12,600	12,600	0.00 %
9672 - Prior Yr Expense Recovery	1,575	0	0	
9765 - Other Interest Income	284	0	0	
9798 - Miscellaneous Revenues	2,104	0	0	
Sub-Total	55,882	13,600	13,600	0.00 %
<u>Net Cost</u>				
Direct Cost	2,722,727	2,912,668	2,925,881	0.45 %
Debt Service	0	0	0	
Charges By Other Departments	420,262	463,814	441,685	-4.77 %
Charges To Other Departments	(3,089,776)	(3,362,881)	(3,353,960)	-0.27 %
Program Generated Revenue	(55,882)	(13,600)	(13,600)	0.00 %
Total Net Cost	(2,669)	1	6	

Controller Division Finance Department

Anchorage: Performance. Value. Results.

Mission

To provide accurate and timely financial information.

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

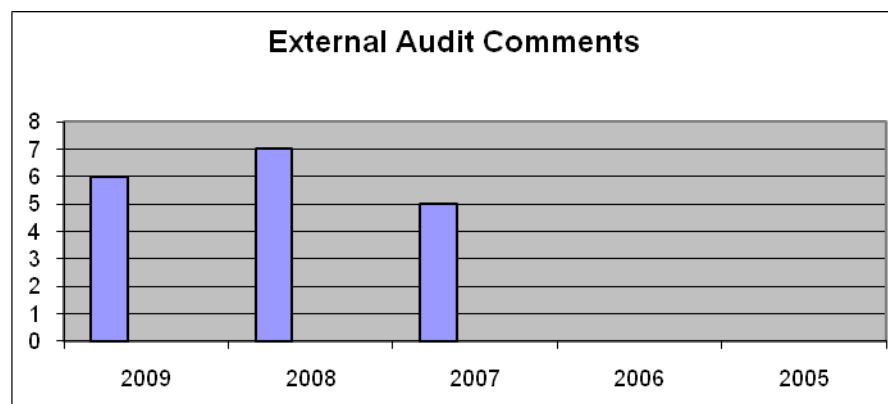
- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error.
- Record transactions accurately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

Performance Measures

Progress in achieving goals shall be measured by:

Measure: Reduce number of external audit comments.

	2007	2007	2009
# Management Letter Points in Annual Audit Management Letter	5	7	6

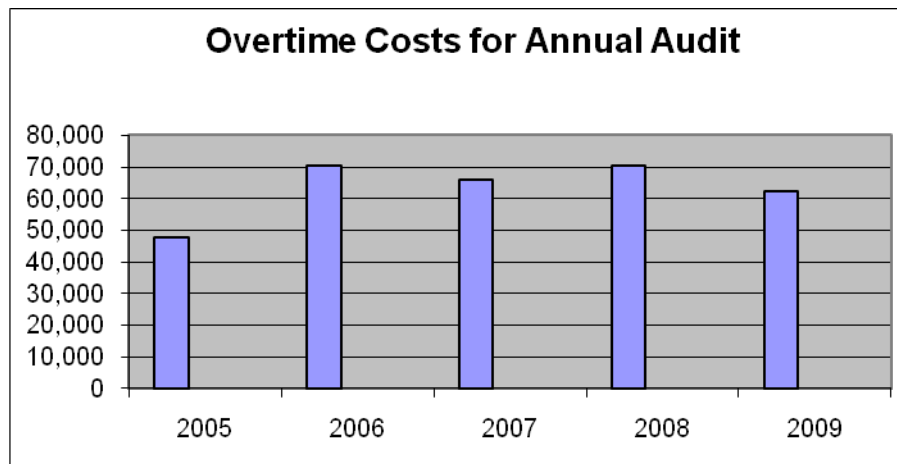


Measure: Ensure audit comments from internal and external auditors are addressed within 90 days of receipt of comment.

Data will be available by October 2010

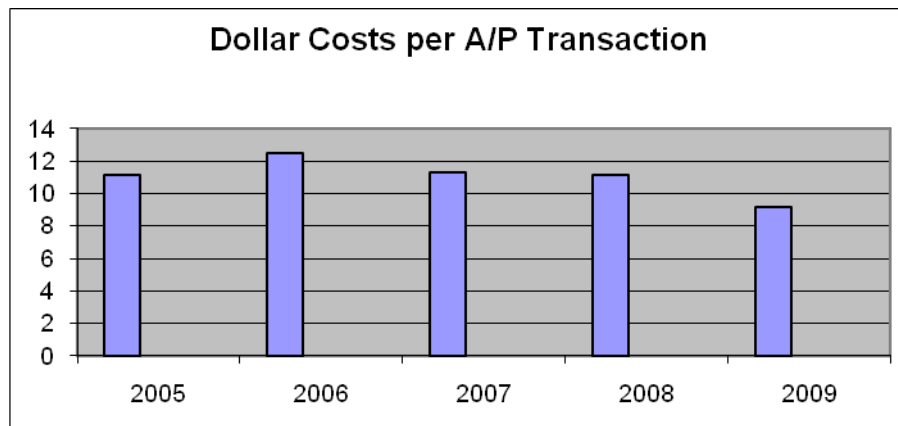
Measure: Reduce overtime costs associated with annual audit.

	2005	2006	2007	2008	2009
Overtime Cost:	\$47,916	\$70,581	\$66,151	\$70,432	\$62,281



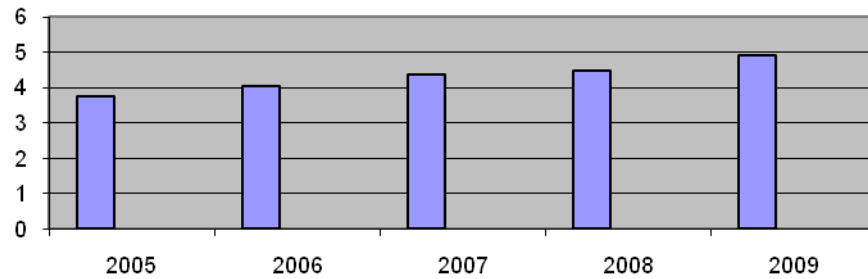
Measure: Cost to produce vendor checks and accuracy rate.

Accounts Payable Division	2005	2006	2007	2008	2008
\$ cost per transaction	\$11.18	\$12.46	\$11.32	\$11.16	\$9.14
# invoices processed for departments	30,433	30,405	32,201	34,828	37,446



Measure: Cost to produce payroll checks and accuracy rate.

Payroll Division	2005	2006	2007	2008	2009
Cost per payroll payment (annual, automated,	\$3.74	\$4.03	\$4.37	\$4.46	\$4.92
Number payrolls not met	0	0	0	0	0
Number payroll payments / year	78,646	79,311	81,456	84,285	83,040

Dollar Costs per Payroll Transaction

Expenditure & Revenue Summary

Property Appraisal

Division

(Dept ID # 1351)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
Expenditure by Category				
Salaries and Benefits	4,246,110	4,155,392	4,026,228	-3.11 %
Supplies	39,038	27,160	27,160	0.00 %
Travel	185	13,000	13,000	0.00 %
Contractual/Other Services	192,080	204,741	204,741	0.00 %
Equipment, Furnishings	1,931	0	0	
Total Manageable Costs	4,479,344	4,400,293	4,271,129	-2.94 %
Debt Service, Depreciation	0	0	339,210	
Total Direct Cost	4,479,344	4,400,293	4,610,339	4.77 %

Program Generated Revenue by Fund

Division:

Fund 101 - Areawide General	577,555	7,350	7,350	0.00 %
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Positions As Budgeted

	2009 Revised		2010 Revised		2011 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk II	1	-	-	-	-	-
Accounting Clerk III	4	-	4	-	4	-
Appraisal Analyst	13	-	12	-	12	-
Appraisal Supervisor	4	-	3	-	-	2
Appraisal Technician	1	-	1	-	1	-
Appraiser	5	-	5	-	5	-
Municipal Assessor	1	-	1	-	-	1
Property Appraisal Admin	-	-	1	-	-	1
Senior Admin Officer	1	-	1	-	-	1
Senior Appraiser	12	-	12	-	12	-
Senior Office Assistant	2	-	1	-	1	-
Special Admin Assistant II	2	-	1	-	-	1
Total	46	-	42	-	35	6

Expenditure & Revenue Detail**Property Appraisal****Division**

(Dept ID # 1351)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
<u>Expenditures</u>				
Salaries and Benefits				
1101 - Straight Time Labor	2,416,723	2,743,575	2,598,417	-5.29 %
1201 - Overtime	3,933	0	0	
1301 - Leave/Holiday Accruals	322,165	183,545	173,834	-5.29 %
1401 - Benefits	1,502,777	1,494,201	1,519,906	1.72 %
1501 - Allow Differentials/Premiums	512	0	0	
1601 - Vacancy Factor	0	(265,929)	(265,929)	0.00 %
Salaries Total	4,246,110	4,155,392	4,026,228	-3.11 %
Supplies	39,038	27,160	27,160	0.00 %
Travel	185	13,000	13,000	0.00 %
Contractual/Other Services	192,080	204,741	204,741	0.00 %
Equipment, Furnishings	1,931	0	0	
Manageable Direct Cost Sub-Total	4,479,344	4,400,293	4,271,129	-2.94 %
Debt Service, Depreciation	0	0	339,210	
Direct Cost Total	4,479,344	4,400,293	4,610,339	4.77 %
<u>Intra-Governmental Charges</u>				
Charges By Other Departments	1,158,887	1,102,125	1,172,719	6.41 %
<u>Program Generated Revenue</u>				
9418 - Appraisal Appeal Fee	13,370	5,000	5,000	0.00 %
9493 - Micro-Fiche Fees	3,081	2,000	2,000	0.00 %
9494 - Copier Fees	717	250	250	0.00 %
9497 - Computer Time Fees	158	100	100	0.00 %
9499 - Reimbursed Cost	550,265	0	0	
9672 - Prior Yr Expense Recovery	9,964	0	0	
Sub-Total	577,555	7,350	7,350	0.00 %
<u>Net Cost</u>				
Direct Cost	4,479,344	4,400,293	4,271,129	-2.94 %
Debt Service	0	0	339,210	
Charges By Other Departments	1,158,887	1,102,125	1,172,719	6.41 %
Program Generated Revenue	(577,555)	(7,350)	(7,350)	0.00 %
Total Net Cost	5,060,676	5,495,068	5,775,708	

Property Appraisal Division Finance Department

Anchorage: Performance. Value. Results.

Mission

Provide a 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.
- Advance public education about assessment issues.

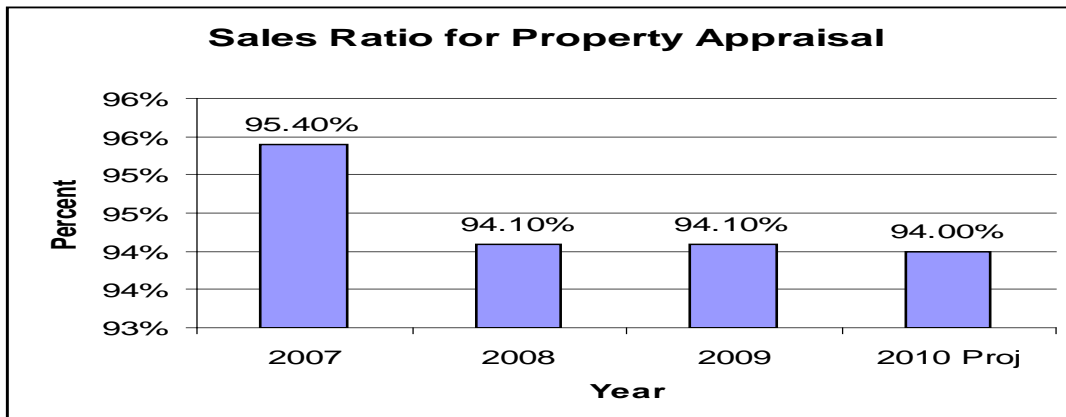
Performance Measures

Progress in achieving goals shall be measured by:

Measure: Valuation - Meeting or exceeding State Assessor benchmark standards for valuation and inspection of property.

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

2007 Actual	2008 Actual	2009 Actual	2010 Projected
95.4%	94.1%	94.1%	94%



Measure: Cost per property inspection per year

	Total required inspections	Total staff cost for inspection	Total Cost per inspection
2007	15,755	\$ 1,848,000	\$216
2008	15,883	\$ 1,749,000	\$177
2009	15,968	\$ 1,478,184	\$91
2010	15,983	\$ 1,452,097	\$93

Measure: Number of properties inspected per year

	Total number of parcels in MOA	Required number of parcels to inspect	Total Inspected	Percentage of total required inspections completed
2007	94,474	15,755	8,550	54% of target
2008	95,650	15,883	9,866	62% of target
2009	95,878	15,968	16,277	102% of target
2010 - projected	95,903	15,983	15,983	100% of target
2010 as of 8/30/10	95,0903	15,983	13,194	82.5% complete

Measure: 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	99.51%
2009	1,058	1,040	98.00%
2010- projected	716	710	99.16%
2010- As of 8/30/01	716	713	99.5%

Measure: Cost per appeal.

	Number of Appeals Filed	Cost Per Appeal
2008	825	\$2,120
2008	1,058	\$1,397
2010	716	\$2,028

Measure: Data Collection – Performs annual data collection activities to ensure accurate property records.**Number of properties inspected per year**

	Total number of parcels in MOA	Required number of parcels to inspect	Total Inspected	Percentage of total required inspections completed
2007	94,474	15,755	8,550	54% of target
2008	95,650	15,883	9,866	62% of target
2009	95,878	15,968	16,277	102% of target
2010 - projected	95,903	15,983	15,983	100% of target

Measure: Accuracy of Data Collection**Percentage of total data collection within 5% accuracy rate**

Year	Percentage Complete	Accuracy of Data – Error Rate
2007	97%	< 5%
2008	98%	<4%
2009	97%	<4%
2010 - projected	99%	<3%

Measure: Cost of data collection per year

	Number of Parcels in the MOA	Cost of Data Collection per parcel
2007	94,474	\$ 20
2008	95,650	\$ 18
2009	95,878	\$ 15
2010	95,903	\$ 15

Measure: Public Education – Annual conduct public education events.

Number of Training Events (Benchmark Standard over 5 per year)

2007 Actual	2008 Actual	2009 Actual	2010 Projected	2010 as of 8/30/10
7	6	6	8	5

Expenditure & Revenue Summary**Public Finance & Investment****Division**

(Dept ID # 1313)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
Expenditure by Category				
Salaries and Benefits	490,735	537,978	567,393	5.47 %
Supplies	983	2,100	2,100	0.00 %
Travel	0	6,860	6,860	0.00 %
Contractual/Other Services	685,273	657,945	657,945	0.00 %
Equipment, Furnishings	10,689	2,000	2,000	0.00 %
Total Manageable Costs	1,187,680	1,206,883	1,236,298	2.44 %
Debt Service, Depreciation	0	0	0	
Total Direct Cost	1,187,680	1,206,883	1,236,298	2.44 %

Program Generated Revenue by Fund

Division:

Fund 191 - Public Finance and Investment	1,427,653	1,523,382	1,652,000	8.44 %
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Positions As Budgeted

	2009 Revised		2010 Revised		2011 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Officer	1	-	1	-	1	-
Principal Accountant	1	-	1	-	1	-
Principal Admin Officer	2	-	2	-	2	-
Total	4	-	4	-	4	-

Expenditure & Revenue Detail

Public Finance & Investment

Division

(Dept ID # 1313)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
<u>Expenditures</u>				
Salaries and Benefits				
1101 - Straight Time Labor	301,418	346,909	360,000	3.77 %
1301 - Leave/Holiday Accruals	28,193	23,208	24,084	3.77 %
1401 - Benefits	161,124	167,861	183,310	9.20 %
Salaries Total	490,735	537,978	567,393	5.47 %
Supplies	983	2,100	2,100	0.00 %
Travel	0	6,860	6,860	0.00 %
Contractual/Other Services	685,273	657,945	657,945	0.00 %
Equipment, Furnishings	10,689	2,000	2,000	0.00 %
Manageable Direct Cost Sub-Total	1,187,680	1,206,883	1,236,298	2.44 %
Debt Service, Depreciation	0	0	0	
Direct Cost Total	1,187,680	1,206,883	1,236,298	2.44 %
<u>Intra-Governmental Charges</u>				
Charges By Other Departments	175,580	223,826	55,990	-74.98 %
<u>Program Generated Revenue</u>				
9492 - Service Fees-School Dist	271,731	90,400	228,000	152.21 %
9499 - Reimbursed Cost	264,080	469,474	351,000	-25.24 %
9761 - Cash Pools Short-Term Int	3,155	27,190	17,000	-37.48 %
9762 - Other Short Term Interest	65,257	20,000	45,000	125.00 %
9767 - Unrealized Gains & Losses	5,561	0	0	
9798 - Miscellaneous Revenues	817,869	916,318	1,011,000	10.33 %
Sub-Total	1,427,653	1,523,382	1,652,000	8.44 %
<u>Net Cost</u>				
Direct Cost	1,187,680	1,206,883	1,236,298	2.44 %
Debt Service	0	0	0	
Charges By Other Departments	175,580	223,826	55,990	-74.98 %
Program Generated Revenue	(1,427,653)	(1,523,382)	(1,652,000)	8.44 %
Total Net Cost	(64,393)	(92,673)	(359,711)	

Public Finance & Investments Division
Finance Department

Anchorage: Performance. Value. Results.

Purpose

To 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 entities of the MOA.
- Manage investment portfolios of the MOA with the following objectives:
 - Maintain safety of principal,
 - Provide 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 the current AA rating for the MOA's general obligation as currently assigned by the rating agencies Standard & Poor's and Fitch.
- Refund any outstanding debt that provides a minimum net present value savings to 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

Progress in achieving goals shall be measured by:

Measure: The rating of the MOA's general obligation by Standard & Poor's and Fitch.
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Year	S&P	Fitch
2008	AA Stable	AA Stable
2009	AA Stable	AA Stable
2010	AA Stable	AA+ Stable

Measure: Dollar amount of net present value savings achieved by refunding outstanding debt.

Year	Description of Refunding	Par Amount	Nominal Savings	NPV Savings
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
2010	Total	23,450,000	-1,188,308	554,267

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

Month	Compliance Review ¹
1/2010	
2/2010	Commercial Paper exceeded the concentration limit by 2.17% at the month end and returned to compliance as of 3/1/2010.
3/2010	
4/2010	
5/2010	
6/2010	Corporate bonds were 1.27% above limit.
7/2010	Corporate bonds were 0.77% above limit.

Measure: Review of 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.

1 Month Return (%)			
Month	Portfolio	Benchmark	Excess Return over Benchmark
1/2010	0.69	0.48	0.21
2/2010	0.17	0.15	0.02
3/2010	-0.01	-0.09	0.08
4/2010	0.34	0.23	0.11
5/2010	0.13	0.24	-0.11
6/2010	0.32	0.42	-0.10
7/2010	0.34	0.27	0.07

¹ The portfolio was in compliance with P&P 24-11 when the investments were originally purchased. With bond fund withdrawals and market value changes, the portfolio can shift out of compliance temporarily from time to time. The MOA reports the portfolio compliance status at month end.

3 Month Return (%)

Month	Portfolio	Benchmark	Excess Return over Benchmark
1/2010	0.70	0.40	0.30
2/2010	0.44	0.07	0.37
3/2010	0.84	0.53	0.31
4/2010	0.49	0.29	0.20
5/2010	0.45	0.38	0.07
6/2010	0.79	0.89	-0.10
7/2010	0.79	0.93	-0.14

Since Inception² Return (%)

Month	Portfolio	Benchmark	Excess Return over Benchmark
1/2010	3.60	3.40	0.20
2/2010	3.55	3.35	0.20
3/2010	3.44	3.22	0.22
4/2010	3.46	3.21	0.25
5/2010	3.41	3.20	0.21
6/2010	3.42	3.25	0.17
7/2010	3.44	3.25	0.19

² Inception date is June 1, 2007.

Expenditure & Revenue Summary

Treasury

Division

(Dept ID # 1341, 1342, 1346, 1347)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
Expenditure by Category				
Salaries and Benefits	2,394,324	2,598,938	2,703,063	4.01 %
Supplies	20,023	22,025	22,025	0.00 %
Travel	0	2,100	2,100	0.00 %
Contractual/Other Services	371,862	432,944	224,400	-48.17 %
Equipment, Furnishings	4,172	5,500	5,500	0.00 %
Total Manageable Costs	2,790,381	3,061,507	2,957,088	-3.41 %
Debt Service, Depreciation	38,543	0	38,544	
Total Direct Cost	2,828,925	3,061,507	2,995,632	-2.15 %

Program Generated Revenue by Fund

Division:

Fund 101 - Areawide General	458,113	539,400	798,954	48.12 %
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Positions As Budgeted

	2009 Revised		2010 Revised		2011 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk II	3	-	3	-	3	-
Accounting Clerk III	7	-	7	-	7	-
Administrative Officer	2	-	2	-	2	-
Collector	4	-	4	-	4	-
Junior Admin Officer	1	-	1	-	1	-
Municipal Treasurer	1	-	1	-	1	-
Principal Admin Officer	1	-	1	-	1	-
Remittance Processing Operator	2	-	2	-	2	-
Senior Admin Officer	3	-	3	-	2	1
Senior Staff Accountant	1	-	1	-	-	1
Tax Enforcement Assistant	2	-	2	-	2	-
Tax Enforcement Officer	2	-	2	-	2	-
Total	29	-	29	-	27	2

Expenditure & Revenue Detail

Treasury

Division

(Dept ID # 1341, 1342, 1346, 1347)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
<u>Expenditures</u>				
Salaries and Benefits				
1101 - Straight Time Labor	1,345,776	1,590,229	1,608,680	1.16 %
1201 - Overtime	2,862	0	0	
1301 - Leave/Holiday Accruals	152,559	106,386	107,621	1.16 %
1401 - Benefits	893,127	940,923	1,025,363	8.97 %
1601 - Vacancy Factor	0	(38,600)	(38,600)	0.00 %
Salaries Total	2,394,324	2,598,938	2,703,063	4.01 %
Supplies	20,023	22,025	22,025	0.00 %
Travel	0	2,100	2,100	0.00 %
Contractual/Other Services	371,862	432,944	224,400	-48.17 %
Equipment, Furnishings	4,172	5,500	5,500	0.00 %
Manageable Direct Cost Sub-Total	2,790,381	3,061,507	2,957,088	-3.41 %
Debt Service, Depreciation	38,543	0	38,544	
Direct Cost Total	2,828,925	3,061,507	2,995,632	-2.15 %
<u>Intra-Governmental Charges</u>				
Charges By Other Departments	503,275	528,899	552,340	4.43 %
Charges To Other Departments	(2,515,101)	(1,426,536)	(1,425,760)	-0.05 %
<u>Program Generated Revenue</u>				
9004 - Tax Cost Recoveries	1,623	100	100	0.00 %
9008 - Collection Service Fees	169,467	270,000	0	
9199 - Miscellaneous Permits	950	2,500	2,500	0.00 %
9210 - Fines & Forfeitures	1,700	0	0	
9499 - Reimbursed Cost	268,491	256,800	786,354	206.21 %
9536 - Late Fees	13,101	10,000	10,000	0.00 %
9672 - Prior Yr Expense Recovery	175	0	0	
9742 - Other Property Sales	397	0	0	
9762 - Other Short Term Interest	3	0	0	
9791 - Cash Over & Short	(232)	0	0	
9798 - Miscellaneous Revenues	2,438	0	0	
Sub-Total	458,113	539,400	798,954	48.12 %
<u>Net Cost</u>				
Direct Cost	2,790,381	3,061,507	2,957,088	-3.41 %
Debt Service	38,543	0	38,544	
Charges By Other Departments	503,275	528,899	552,340	4.43 %
Charges To Other Departments	(2,515,101)	(1,426,536)	(1,425,760)	-0.05 %

Expenditure & Revenue Detail**Treasury****Division**

(Dept ID # 1341, 1342, 1346, 1347)

Finance Department

	2009 Actuals	2010 Revised	2011 Proposed	11 v 10 % Chg
<u>Net Cost</u>				
Program Generated Revenue	(458,113)	(539,400)	(798,954)	48.12 %
Total Net Cost	358,986	1,624,470	1,323,259	

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: Revenue generated directly by Treasury operations as a multiple of stated function cost

Treasury - Direct Revenues Generated vs. Cost

	millions of dollars		
	2010 Revenue Generated	2010 Function Cost	Calculated multiple (revenue-to-cost)
Property tax revenues	\$464.90	\$0.80	581x
Program tax revenues	\$39.00	\$0.54	72x
Delinq. Crim./Civil fines & fees	\$5.30	\$0.51	10x
MOA Trust dividend	\$5.10	\$0.22	23x
Total	\$514.30	\$2.07	248x

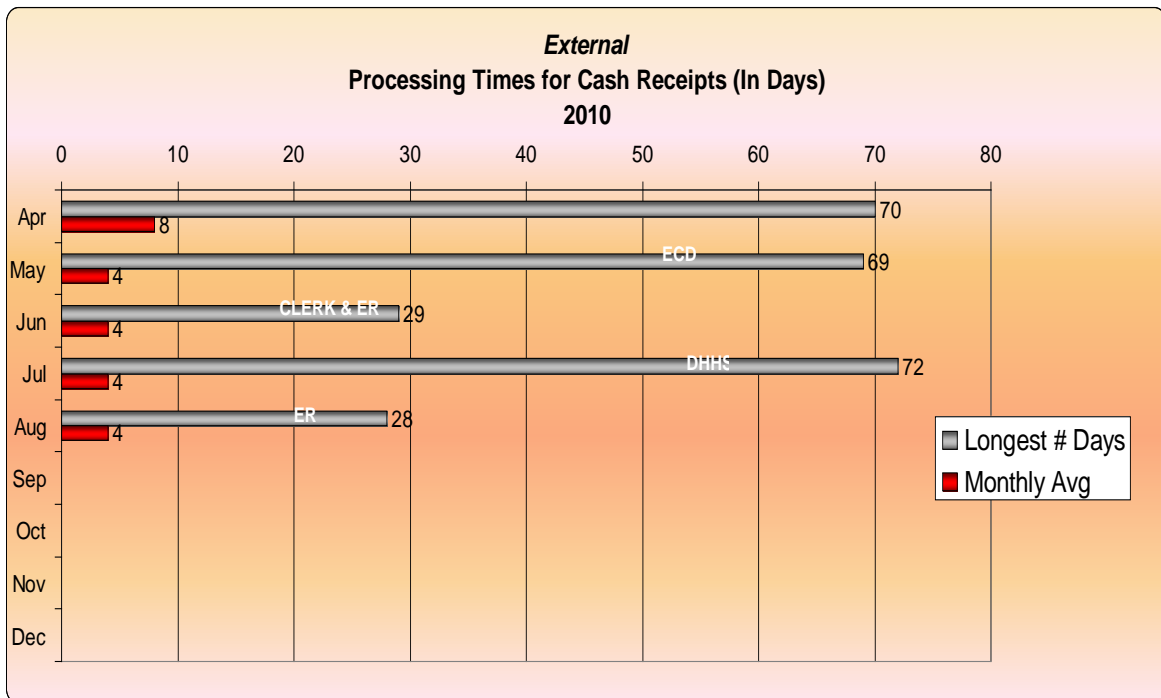
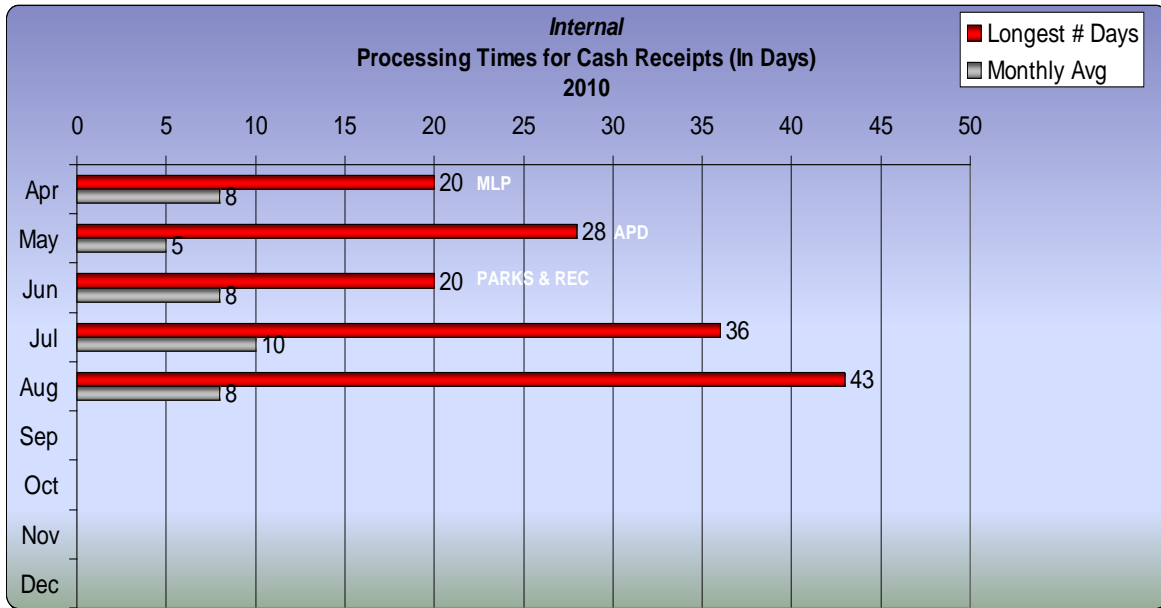
Note: In addition to the above data, Treasury further invests \$0.83M to indirectly support \$675M of generated revenues through high volume cash receipt audit/input and city-wide revenue analysis.

Measure: 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)

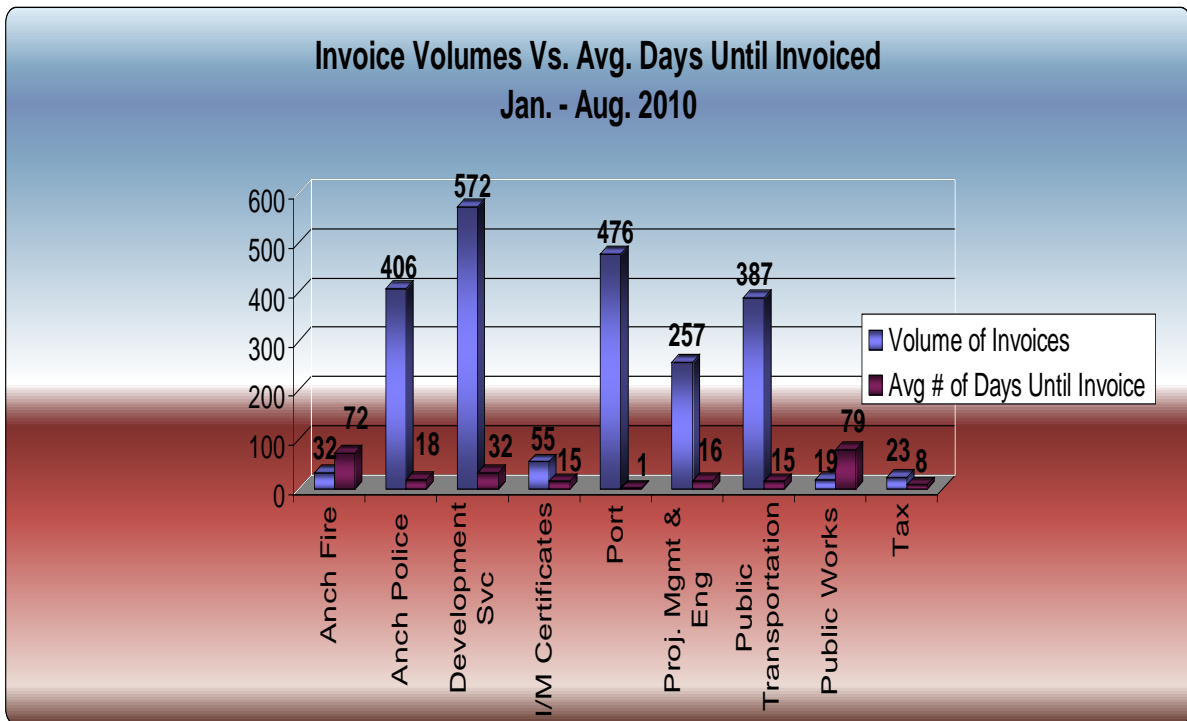
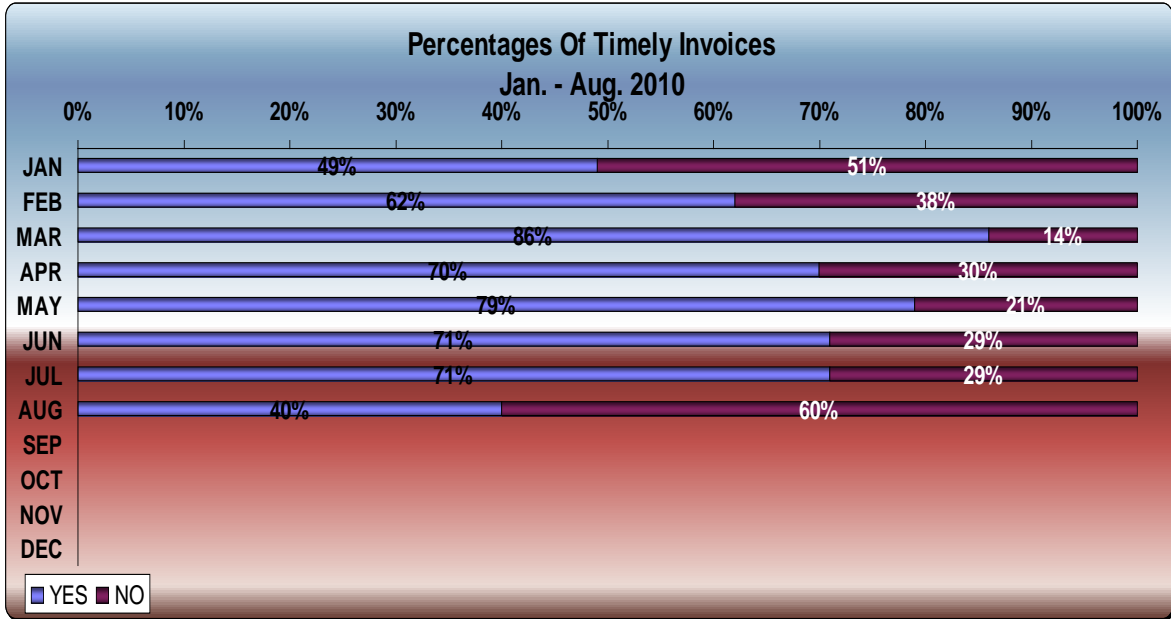
Measurement	2008	2009	2010	Comments
Tax web site and e-commerce				
# of in-coming calls	N/A	N/A	4,475	Year-to-date, as of 8/31/10
Average wait time	N/A	N/A	33	Reported in seconds
			see note	
# of web site hits	720,843	593,825	below	
# of Credit card payment	2,178	2,188	" "	
# of e-check payments	1,334	1,431	" "	
Total # of e-payments	3,512	3,619	" "	

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.

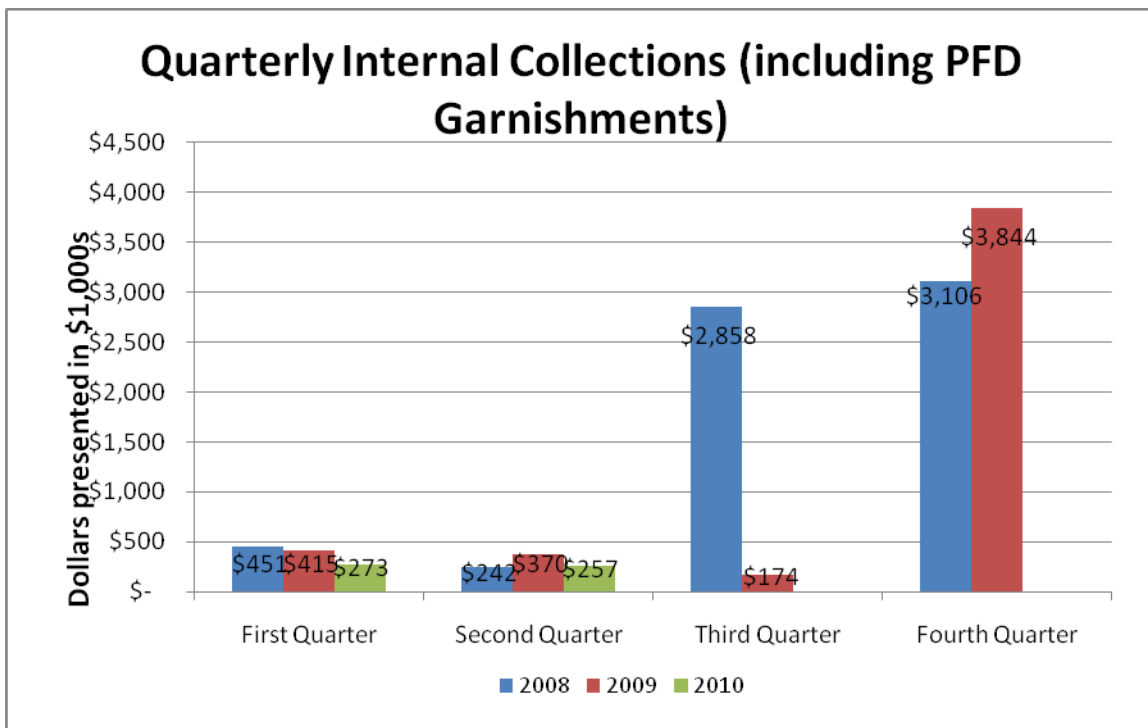
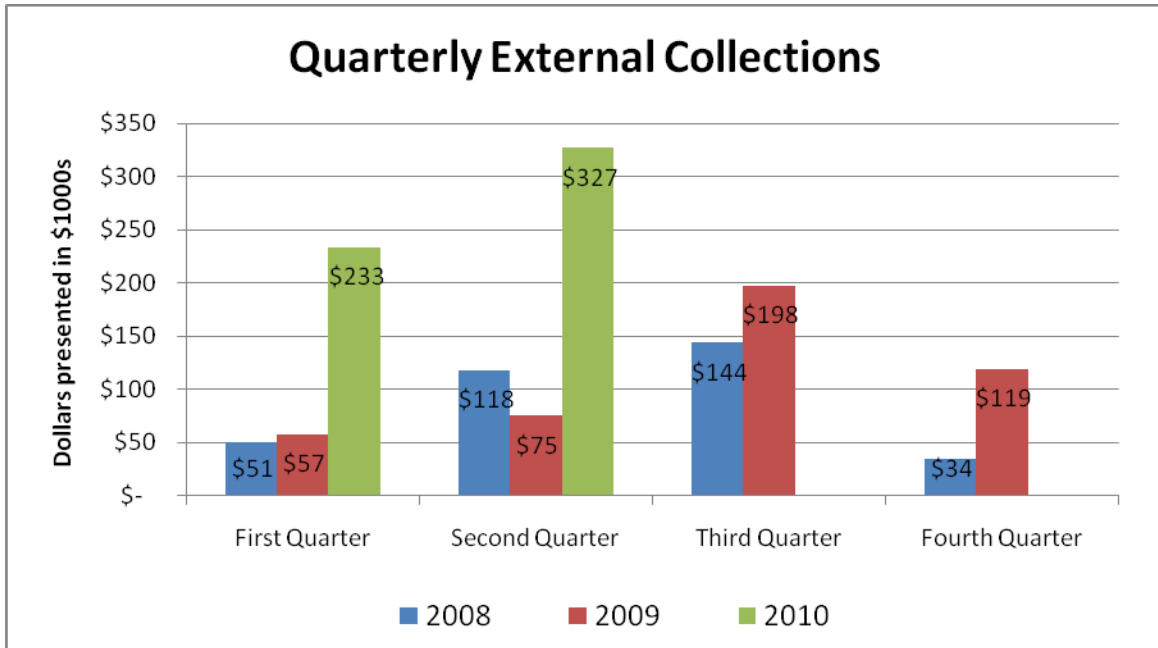
Measure: Cash receipt processing time, from initial transaction date to posting date

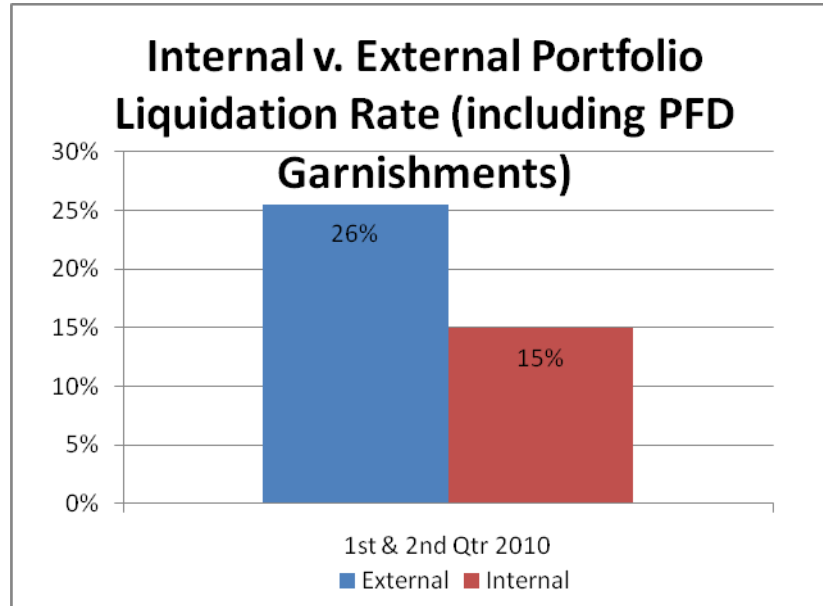


Measure: Timeliness of billings through PeopleSoft accounts receivable billing system

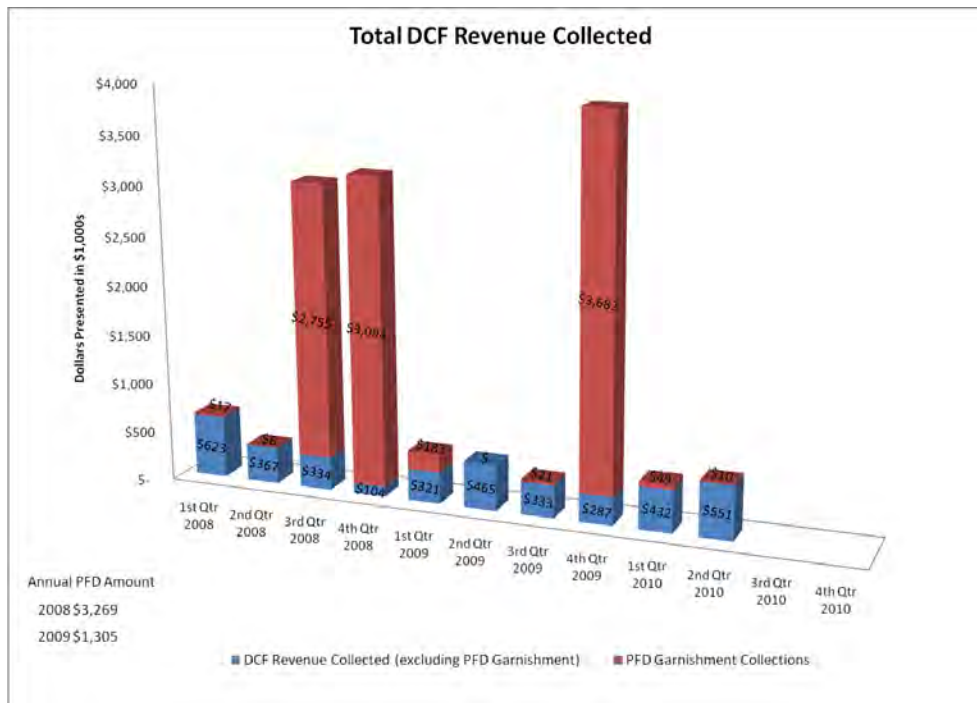


Measure: Liquidation rate on delinquent criminal/civil fines and fees (DCF), reflecting both internal and external collection efforts

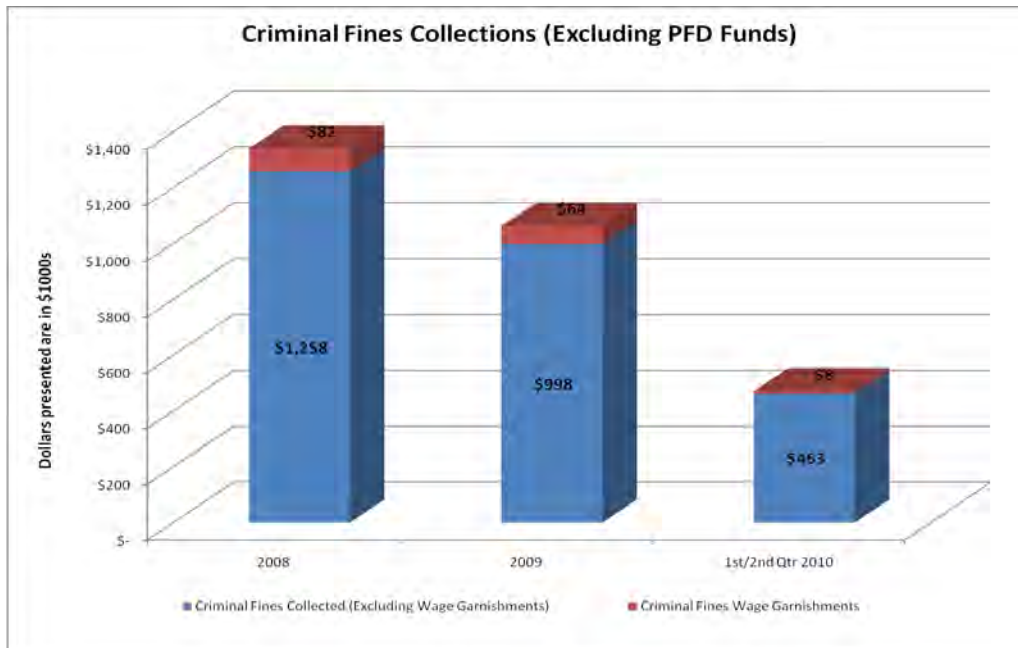




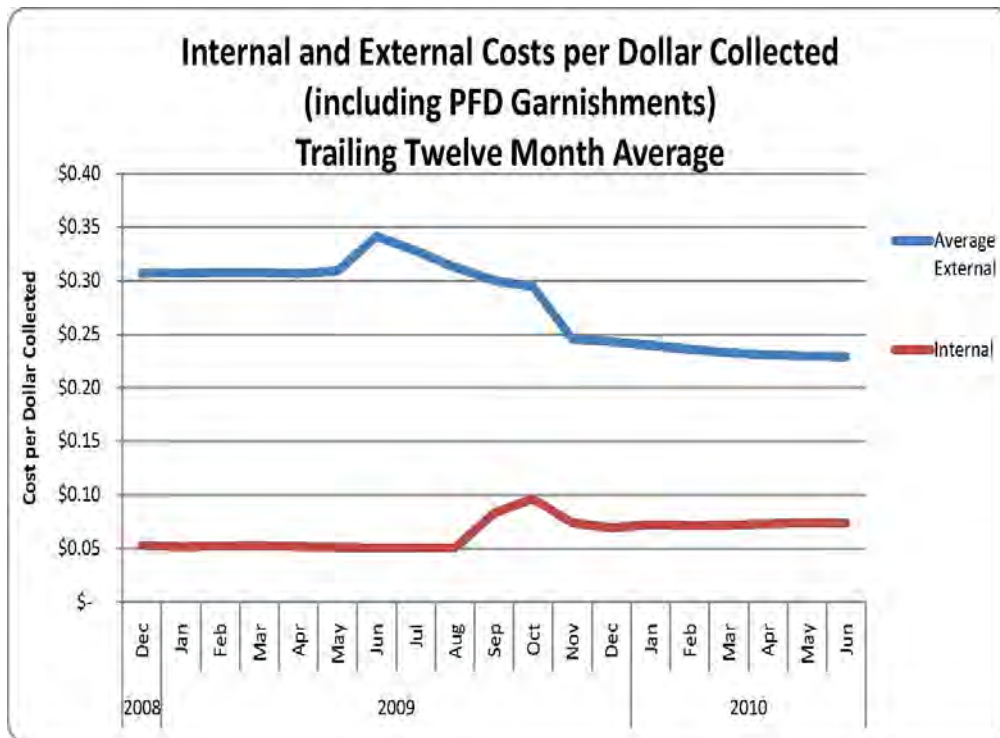
Measure: Total delinquent criminal/civil fines and fees (DCF) revenue derived from permanent fund dividend garnishment

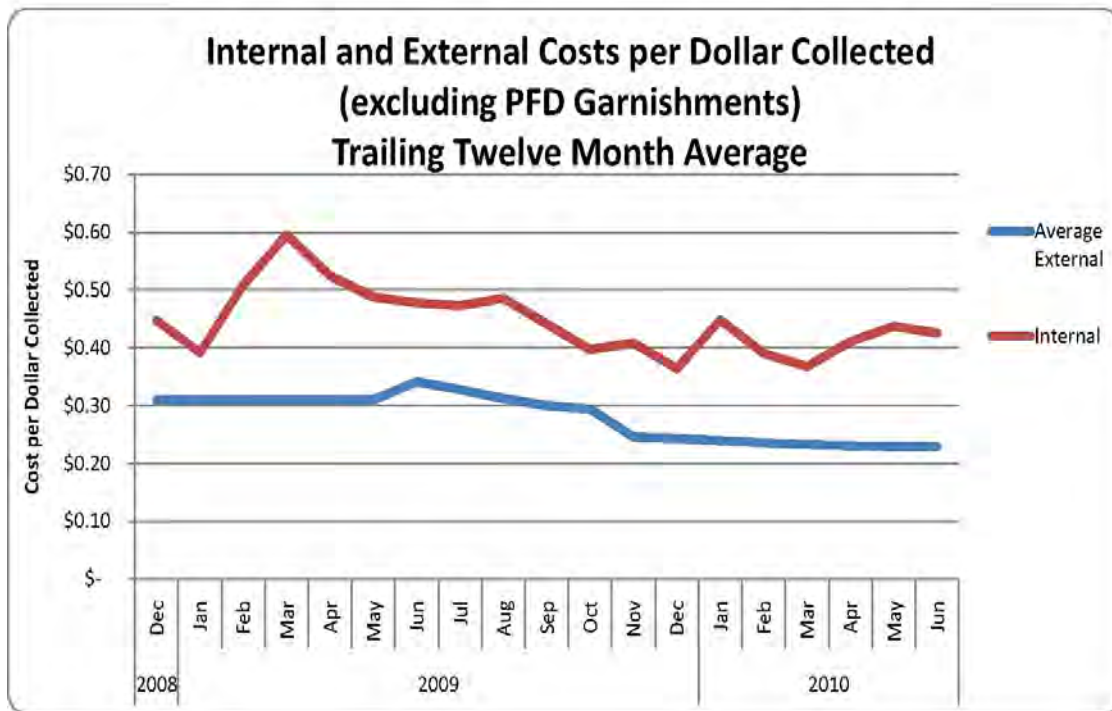


Measure: Total delinquent criminal/civil fines and fees (DCF) criminal fine revenue derived from wage garnishment

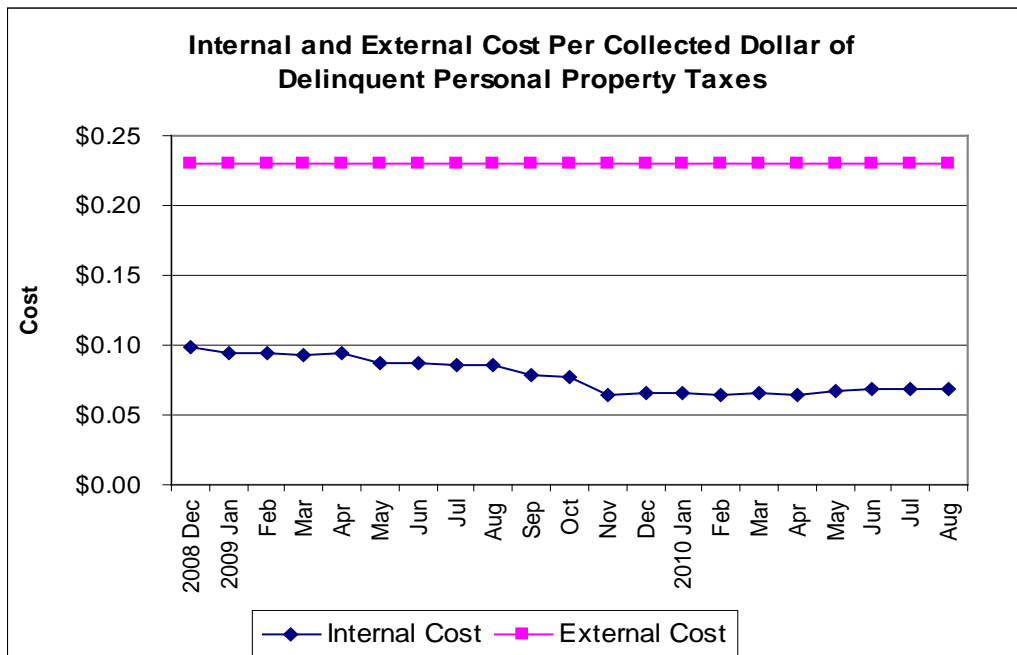


Measure: Cost of delinquent criminal/civil fines and fees (DCF) function per one dollar collected

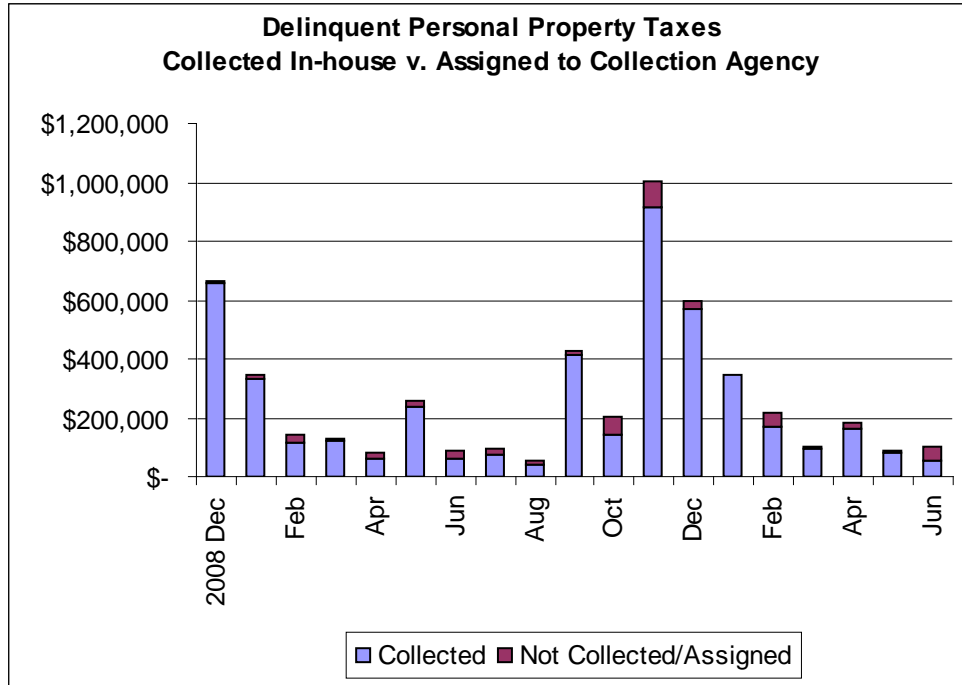




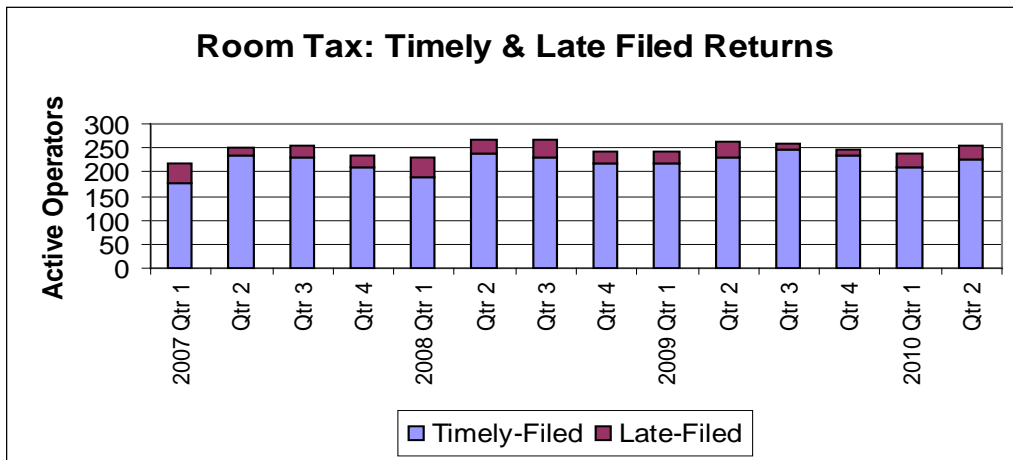
Measure: Cost of delinquent personal property function per one dollar collected



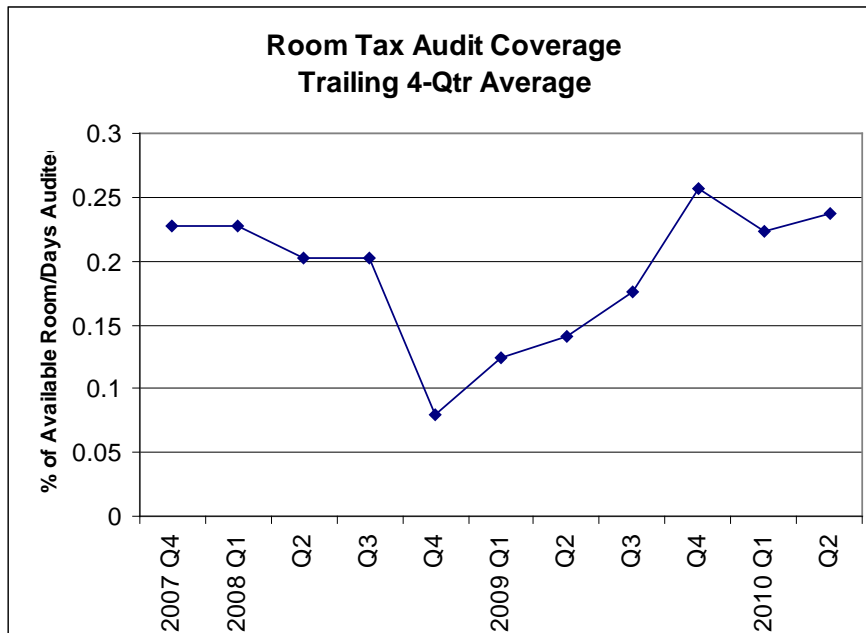
Measure: Internal v. external caseload of delinquent personal property taxes



Measure: Number of timely v. late room tax filings



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



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

