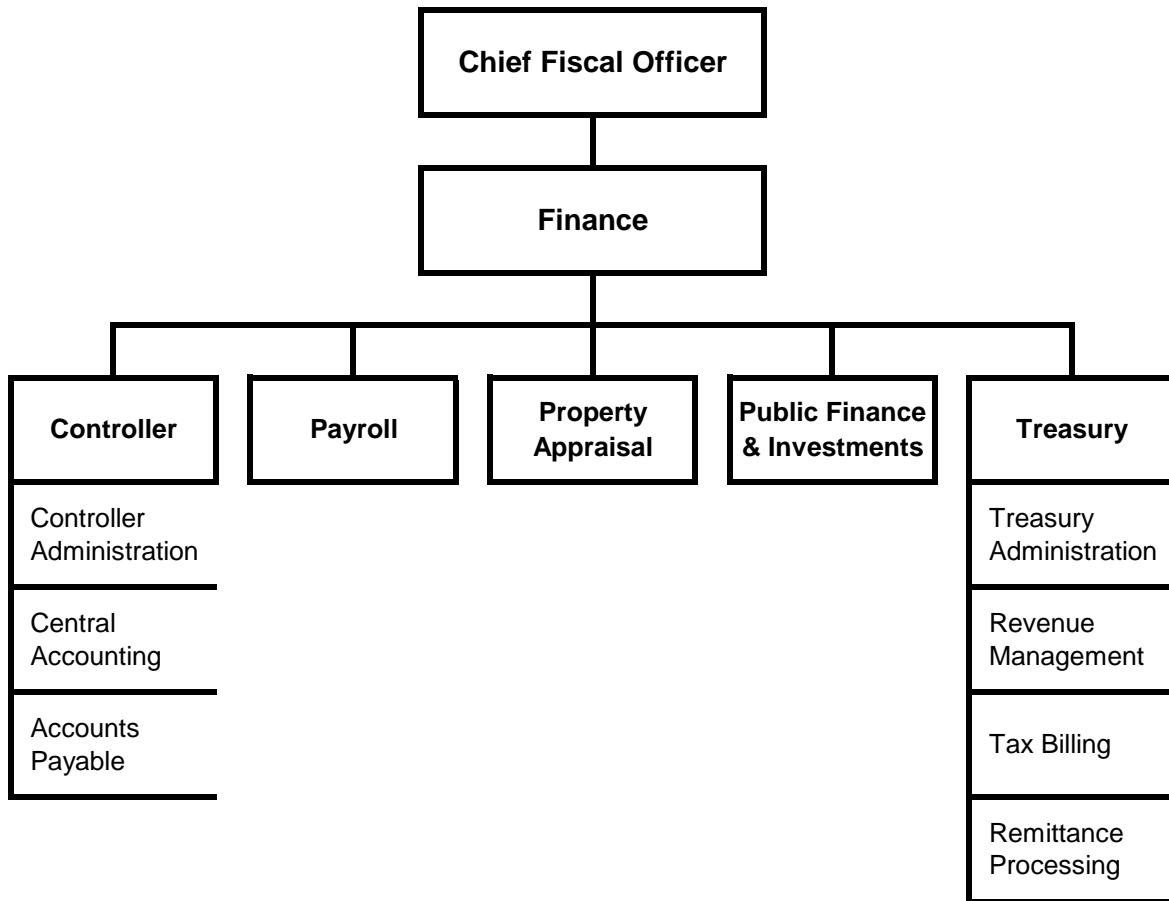


# Finance



## 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 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 employees and vendors accurately and timely.

#### Finance Department – Central Payroll Division

- Make accurate and timely payments to all Municipality Of Anchorage employees.
- Make all statutory deductions and verifying that all required procedures are followed in connection with these deductions.

- Maintain records and reports required by the Municipality, State, and Federal governmental agencies pertaining to personnel paid through the payroll system.

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Division</b>				
FIN Controller	3,379,673	3,179,952	3,024,305	(4.89%)
FIN Payroll	1,449,075	1,292,607	1,327,687	2.71%
FIN Property Appraisal	4,261,315	4,372,631	4,403,577	0.71%
FIN Public Finance & Investment	1,810,112	2,450,463	1,891,030	(22.83%)
FIN Treasury	3,406,343	3,288,147	3,372,862	2.58%
<b>Direct Cost Total</b>	<b>14,306,519</b>	<b>14,583,800</b>	<b>14,019,461</b>	<b>(3.87%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(4,285,923)	(3,385,042)	(3,542,269)	4.64%
<b>Function Cost Total</b>	<b>10,020,596</b>	<b>11,198,758</b>	<b>10,477,192</b>	<b>(6.44%)</b>
Program Generated Revenue	(2,290,240)	(3,099,838)	(2,906,303)	(6.24%)
<b>Net Cost Total</b>	<b>7,730,357</b>	<b>8,098,920</b>	<b>7,570,889</b>	<b>(6.52%)</b>

### Direct Cost by Category

Salaries and Benefits	12,258,175	12,408,256	12,622,771	1.73%
Supplies	61,793	69,969	61,792	(11.69%)
Travel	8,126	7,000	13,680	95.43%
Contractual/Other Services	1,948,160	2,074,775	1,299,418	(37.37%)
Debt Service	-	-	-	-
Equipment, Furnishings	30,265	23,800	21,800	(8.40%)
<b>Direct Cost Total</b>	<b>14,306,519</b>	<b>14,583,800</b>	<b>14,019,461</b>	<b>(3.87%)</b>

### Position Summary as Budgeted

Full-Time	104	105	102	(2.86%)
Part-Time	1	1	1	-
<b>Position Total</b>	<b>105</b>	<b>106</b>	<b>103</b>	<b>(2.83%)</b>

2017 Positions: end-of-year count is 103 due to 3 FT positions being eliminated July 1, 2017 due to SAP go-live.

## Finance

### Reconciliation from 2017 Revised Budget to 2018 Approved Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
<b>2017 Revised Budget</b>	14,583,800	102	1	-
<b>2017 One-Time Requirements</b>				
- Remove 2017 Prop S - Contribution from Public Finance Division to IT Print Shop for partial reinstatement of non-labor	(175,000)	-	-	-
- Remove 2017 Prop S - Contribution from Public Finance Division to Finance, Controller and Payroll Divisions for first 1/2 year SAP and Consolidated Annual Financial Report (CAFR) support	(212,552)	-	-	-
- Remove 2017 Prop S version - reinstate 1/2 of prof. services to Controller for SAP backfill for Consolidated Annual Financial Report (CAFR)	(212,552)	-	-	-
- Remove 2017 Prop - ONE-TIME - Reduction in fleet rental rates	10,767	-	-	-
<b>Changes in Existing Programs/Funding for 2018</b>				
- Salary and benefits adjustments including reduction of labor due to 3 SAP project positions eliminated mid-2017 (count included in 2017 Revised)	317,203	-	-	-
- Fleet rental rates	12,483	-	-	-
<b>2018 Continuation Level</b>	<b>14,324,149</b>	<b>102</b>	<b>1</b>	<b>-</b>
<b>Transfers (to)/from Other Agencies</b>				
- <u>Payroll</u> - Transfer Personnel Analyst I position from Employee Relations Department due to nature of work performed by position	109,194	1	-	-
<b>2018 Proposed Budget Changes</b>				
- Pause cost-of-living increase for Executive employees	(13,977)	-	-	-
- <u>Controller</u> - Reduce travel	(2,000)	-	-	-
- <u>Controller</u> - Eliminate one (1) full-time Administrative Officer position	(114,579)	(1)	-	-
- <u>Controller</u> - Add one (1) full-time Senior Staff Accountant position	137,796	1	-	-
- <u>Payroll</u> - Eliminate one (1) full-time Junior Accountant position	(78,836)	(1)	-	-
- <u>Property Appraisal</u> - Transfer labor worked to Computerized Assisted Mass Appraisal (CAMA) capital project	(142,286)	-	-	-
- <u>Public Finance</u> - Reduce external manager fees and custodian fees	(200,000)	-	-	-
<b>2018 Approved Budget</b>	<b>14,019,461</b>	<b>102</b>	<b>1</b>	<b>-</b>

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

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	3,025,519	2,919,350	2,974,503	1.89%
Supplies	5,581	11,102	11,102	-
Travel	3,329	2,000	-	(100.00%)
Contractual/Other Services	344,570	235,500	26,700	(88.66%)
Equipment, Furnishings	675	12,000	12,000	-
<b>Manageable Direct Cost Total</b>	<b>3,379,673</b>	<b>3,179,952</b>	<b>3,024,305</b>	<b>(4.89%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,379,673</b>	<b>3,179,952</b>	<b>3,024,305</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(3,324,300)	(2,930,460)	(2,985,553)	1.88%
<b>Function Cost Total</b>	<b>55,374</b>	<b>249,492</b>	<b>38,752</b>	<b>(84.47%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	5,613	208,800	-	(100.00%)
<b>Program Generated Revenue Total</b>	<b>5,613</b>	<b>208,800</b>	<b>-</b>	<b>(100.00%)</b>
<b>Net Cost Total</b>	<b>49,761</b>	<b>40,692</b>	<b>38,752</b>	<b>(4.77%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	23	22	21	(4.55%)
<b>Position Total</b>	<b>23</b>	<b>22</b>	<b>21</b>	<b>(4.55%)</b>

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 Detail**  
**FIN Controller**

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	3,025,519	2,919,350	2,974,503	1.89%
Supplies	5,581	11,102	11,102	-
Travel	3,329	2,000	-	(100.00%)
Contractual/Other Services	344,570	235,500	26,700	(88.66%)
Equipment, Furnishings	675	12,000	12,000	-
<b>Manageable Direct Cost Total</b>	<b>3,379,673</b>	<b>3,179,952</b>	<b>3,024,305</b>	<b>(4.89%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,379,673</b>	<b>3,179,952</b>	<b>3,024,305</b>	<b>(4.89%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(3,324,300)	(2,930,460)	(2,985,553)	1.88%
<b>Program Generated Revenue</b>				
406625 - Reimbursed Cost-NonGrant Funded	6,635	-	-	-
408380 - Prior Year Expense Recovery	(1,022)	-	-	-
450010 - Contributions from Other Funds	-	208,800	-	(100.00%)
<b>Program Generated Revenue Total</b>	<b>5,613</b>	<b>208,800</b>	<b>-</b>	<b>(100.00%)</b>
<b>Net Cost</b>				
Direct Cost Total	3,379,673	3,179,952	3,024,305	(4.89%)
Charges by/to Other Departments Total	(3,324,300)	(2,930,460)	(2,985,553)	1.88%
Program Generated Revenue Total	(5,613)	(208,800)	-	(100.00%)
<b>Net Cost Total</b>	<b>49,761</b>	<b>40,692</b>	<b>38,752</b>	<b>(4.77%)</b>

**Position Detail as Budgeted**

	2016 Revised		2017 Revised		2018 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting Clerk IV	2	-	2	-	2	-
Administrative Officer	1	-	1	-	-	-
Controller	1	-	1	-	1	-
Finance Supervisor	3	-	3	-	3	-
Junior Accountant	1	-	-	-	-	-
Management Systems Officer II	1	-	1	-	1	-
Principal Admin Officer	1	-	1	-	1	-
SAP SME - NEW 003	1	-	1	-	-	-
Senior Accountant	4	-	4	-	4	-
Senior Staff Accountant	8	-	8	-	9	-
<b>Position Detail as Budgeted Total</b>	<b>23</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>21</b>	<b>-</b>

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 Payroll**

(Fund Center # 132300, 132379, 132371, 132372)

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	1,427,996	1,273,705	1,312,537	3.05%
Supplies	3,426	1,250	1,250	-
Travel	815	-	-	-
Contractual/Other Services	16,038	17,652	13,900	(21.26%)
Equipment, Furnishings	800	-	-	-
<b>Manageable Direct Cost Total</b>	<b>1,449,075</b>	<b>1,292,607</b>	<b>1,327,687</b>	<b>2.71%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,449,075</b>	<b>1,292,607</b>	<b>1,327,687</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(1,545,269)	(1,284,854)	(1,323,688)	3.02%
<b>Function Cost Total</b>	<b>(96,194)</b>	<b>7,753</b>	<b>3,999</b>	<b>(48.42%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	4,967	7,752	4,000	(48.40%)
<b>Program Generated Revenue Total</b>	<b>4,967</b>	<b>7,752</b>	<b>4,000</b>	<b>(48.40%)</b>
<b>Net Cost Total</b>	<b>(101,161)</b>	<b>1</b>	<b>(1)</b>	<b>(236.27%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	14	14	12	(14.29%)
<b>Position Total</b>	<b>14</b>	<b>14</b>	<b>12</b>	<b>(14.29%)</b>

2017 Positions: end-of-year count is 12 due to 2 FT positions being eliminated July 1, 2017 due to SAP go-live.



**Finance**  
**Division Detail**  
**FIN Payroll**

(Fund Center # 132300, 132379, 132371, 132372)

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	1,427,996	1,273,705	1,312,537	3.05%
Supplies	3,426	1,250	1,250	-
Travel	815	-	-	-
Contractual/Other Services	16,038	17,652	13,900	(21.26%)
Equipment, Furnishings	800	-	-	-
<b>Manageable Direct Cost Total</b>	<b>1,449,075</b>	<b>1,292,607</b>	<b>1,327,687</b>	<b>2.71%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,449,075</b>	<b>1,292,607</b>	<b>1,327,687</b>	<b>2.71%</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(1,545,269)	(1,284,854)	(1,323,688)	3.02%
<b>Program Generated Revenue</b>				
406610 - Computer Time Fees	495	1,000	1,000	-
406625 - Reimbursed Cost-NonGrant Funded	4,472	3,000	3,000	-
450010 - Contributions from Other Funds	-	3,752	-	(100.00%)
<b>Program Generated Revenue Total</b>	<b>4,967</b>	<b>7,752</b>	<b>4,000</b>	<b>(48.40%)</b>
<b>Net Cost</b>				
Direct Cost Total	1,449,075	1,292,607	1,327,687	2.71%
Charges by/to Other Departments Total	(1,545,269)	(1,284,854)	(1,323,688)	3.02%
Program Generated Revenue Total	(4,967)	(7,752)	(4,000)	(48.40%)
<b>Net Cost Total</b>	<b>(101,161)</b>	<b>1</b>	<b>(1)</b>	<b>(236.27%)</b>

**Position Detail as Budgeted**

	2016 Revised		2017 Revised		2018 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Finance Supervisor	1	-	1	-	1	-
Junior Accountant	5	-	5	-	3	-
Leave Administrator	-	-	-	-	1	-
Principal Accountant	3	-	3	-	3	-
Senior Accountant	2	-	2	-	1	-
Senior Staff Accountant	1	-	1	-	1	-
Technology Analyst	1	-	1	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>14</b>	<b>-</b>	<b>14</b>	<b>-</b>	<b>12</b>	<b>-</b>

2017 Positions: end-of-year count is 12 due to 2 FT positions being eliminated July 1, 2017 due to SAP go-live.

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	4,078,324	4,205,676	4,213,372	0.18%
Supplies	28,542	31,467	23,290	(25.99%)
Travel	2,177	5,000	13,680	173.60%
Contractual/Other Services	145,734	127,488	152,235	19.41%
Equipment, Furnishings	6,540	3,000	1,000	(66.67%)
<b>Manageable Direct Cost Total</b>	<b>4,261,315</b>	<b>4,372,631</b>	<b>4,403,577</b>	<b>0.71%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>4,261,315</b>	<b>4,372,631</b>	<b>4,403,577</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	1,002,390	1,684,640	1,699,249	0.87%
<b>Function Cost Total</b>	<b>5,263,705</b>	<b>6,057,271</b>	<b>6,102,826</b>	<b>0.75%</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	10,571	7,780	7,780	-
<b>Program Generated Revenue Total</b>	<b>10,571</b>	<b>7,780</b>	<b>7,780</b>	<b>-</b>
<b>Net Cost Total</b>	<b>5,253,134</b>	<b>6,049,491</b>	<b>6,095,046</b>	<b>0.75%</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)

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	4,078,324	4,205,676	4,213,372	0.18%
Supplies	28,542	31,467	23,290	(25.99%)
Travel	2,177	5,000	13,680	173.60%
Contractual/Other Services	145,734	127,488	152,235	19.41%
Equipment, Furnishings	6,540	3,000	1,000	(66.67%)
<b>Manageable Direct Cost Total</b>	<b>4,261,315</b>	<b>4,372,631</b>	<b>4,403,577</b>	<b>0.71%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>4,261,315</b>	<b>4,372,631</b>	<b>4,403,577</b>	<b>0.71%</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	1,002,390	1,684,640	1,699,249	0.87%
<b>Program Generated Revenue</b>				
406130 - Appraisal Appeal Fee	2,300	5,000	5,000	-
406570 - Micro-Fiche Fees	3,490	2,000	2,000	-
406580 - Copier Fees	67	680	680	-
406610 - Computer Time Fees	99	100	100	-
406625 - Reimbursed Cost-NonGrant Funded	4,615	-	-	-
<b>Program Generated Revenue Total</b>	<b>10,571</b>	<b>7,780</b>	<b>7,780</b>	<b>-</b>
<b>Net Cost</b>				
Direct Cost Total	4,261,315	4,372,631	4,403,577	0.71%
Charges by/to Other Departments Total	1,002,390	1,684,640	1,699,249	0.87%
Program Generated Revenue Total	(10,571)	(7,780)	(7,780)	-
<b>Net Cost Total</b>	<b>5,253,134</b>	<b>6,049,491</b>	<b>6,095,046</b>	<b>0.75%</b>

**Position Detail as Budgeted**

	2016 Revised		2017 Revised		2018 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	-	11	-	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	-
Senior Appraiser	9	-	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)

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	782,783	965,693	993,812	2.91%
Supplies	1,543	2,100	2,100	-
Travel	-	-	-	-
Contractual/Other Services	1,023,989	1,480,670	893,118	(39.68%)
Equipment, Furnishings	1,797	2,000	2,000	-
<b>Manageable Direct Cost Total</b>	<b>1,810,112</b>	<b>2,450,463</b>	<b>1,891,030</b>	<b>(22.83%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,810,112</b>	<b>2,450,463</b>	<b>1,891,030</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	104,519	204,927	152,324	(25.67%)
<b>Function Cost Total</b>	<b>1,914,632</b>	<b>2,655,390</b>	<b>2,043,354</b>	<b>(23.05%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 164000 - Public Finance and Investment	1,835,476	2,425,706	2,429,203	0.14%
<b>Program Generated Revenue Total</b>	<b>1,835,476</b>	<b>2,425,706</b>	<b>2,429,203</b>	<b>0.14%</b>
<b>Net Cost Total</b>	<b>79,156</b>	<b>229,684</b>	<b>(385,849)</b>	<b>(267.99%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	4	6	6	-
<b>Position Total</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>-</b>

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	782,783	965,693	993,812	2.91%
Supplies	1,543	2,100	2,100	-
Travel	-	-	-	-
Contractual/Other Services	1,023,989	1,480,670	893,118	(39.68%)
Equipment, Furnishings	1,797	2,000	2,000	-
<b>Manageable Direct Cost Total</b>	<b>1,810,112</b>	<b>2,450,463</b>	<b>1,891,030</b>	<b>(22.83%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>1,810,112</b>	<b>2,450,463</b>	<b>1,891,030</b>	<b>(22.83%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	104,519	204,927	152,324	(25.67%)
<b>Program Generated Revenue</b>				
406560 - Service Fees - School District	402,354	416,000	416,000	-
406625 - Reimbursed Cost-NonGrant Funded	223,933	402,018	402,018	-
408580 - Miscellaneous Revenues	1,165,964	1,570,000	1,570,000	-
440010 - GCP CshPool ST-Int(MOA/ML&P)	37,762	37,688	41,185	9.28%
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	5,463	-	-	-
<b>Program Generated Revenue Total</b>	<b>1,835,476</b>	<b>2,425,706</b>	<b>2,429,203</b>	<b>0.14%</b>
<b>Net Cost</b>				
Direct Cost Total	1,810,112	2,450,463	1,891,030	(22.83%)
Charges by/to Other Departments Total	104,519	204,927	152,324	(25.67%)
Program Generated Revenue Total	(1,835,476)	(2,425,706)	(2,429,203)	0.14%
<b>Net Cost Total</b>	<b>79,156</b>	<b>229,684</b>	<b>(385,849)</b>	<b>(267.99%)</b>

**Position Detail as Budgeted**

	2016 Revised		2017 Revised		2018 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Financial Analyst	-	-	1	-	1	-
Principal Accountant	1	-	1	-	1	-
Public Finance Manager	2	-	2	-	2	-
Reconciliation Accountant	-	-	1	-	1	-
Senior Finance Officer	1	-	1	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>4</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>

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

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,943,553	3,043,832	3,128,547	2.78%
Supplies	22,702	24,050	24,050	-
Travel	1,805	-	-	-
Contractual/Other Services	417,829	213,465	213,465	-
Equipment, Furnishings	20,454	6,800	6,800	-
<b>Manageable Direct Cost Total</b>	<b>3,406,343</b>	<b>3,288,147</b>	<b>3,372,862</b>	<b>2.58%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,406,343</b>	<b>3,288,147</b>	<b>3,372,862</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(523,264)	(1,059,295)	(1,084,601)	2.39%
<b>Function Cost Total</b>	<b>2,883,079</b>	<b>2,228,852</b>	<b>2,288,261</b>	<b>2.67%</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	433,612	449,800	465,320	3.45%
<b>Program Generated Revenue Total</b>	<b>433,612</b>	<b>449,800</b>	<b>465,320</b>	<b>3.45%</b>
<b>Net Cost Total</b>	<b>2,449,467</b>	<b>1,779,052</b>	<b>1,822,941</b>	<b>2.47%</b>
<b>Position Summary as Budgeted</b>				
Full-Time	27	27	27	-
Part-Time	1	1	1	-
<b>Position Total</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>-</b>

**Finance**  
**Division Detail**  
**FIN Treasury**

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

	2016 Actuals	2017 Revised	2018 Approved	18 v 17 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,943,553	3,043,832	3,128,547	2.78%
Supplies	22,702	24,050	24,050	-
Travel	1,805	-	-	-
Contractual/Other Services	417,829	213,465	213,465	-
Equipment, Furnishings	20,454	6,800	6,800	-
<b>Manageable Direct Cost Total</b>	<b>3,406,343</b>	<b>3,288,147</b>	<b>3,372,862</b>	<b>2.58%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>3,406,343</b>	<b>3,288,147</b>	<b>3,372,862</b>	<b>2.58%</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(523,264)	(1,059,295)	(1,084,601)	2.39%
<b>Program Generated Revenue</b>				
401040 - Tax Cost Recoveries	2,402	100	100	-
404220 - Miscellaneous Permits	49,300	40,000	40,000	-
406600 - Late Fees	(12,245)	10,000	10,000	-
406625 - Reimbursed Cost-NonGrant Funded	390,040	399,700	415,220	3.88%
408060 - Other Collection Revenues	2,746	-	-	-
408395 - Claims & Judgments	539	-	-	-
408550 - Cash Over & Short	648	-	-	-
408580 - Miscellaneous Revenues	182	-	-	-
<b>Program Generated Revenue Total</b>	<b>433,612</b>	<b>449,800</b>	<b>465,320</b>	<b>3.45%</b>
<b>Net Cost</b>				
Direct Cost Total	3,406,343	3,288,147	3,372,862	2.58%
Charges by/to Other Departments Total	(523,264)	(1,059,295)	(1,084,601)	2.39%
Program Generated Revenue Total	(433,612)	(449,800)	(465,320)	3.45%
<b>Net Cost Total</b>	<b>2,449,467</b>	<b>1,779,052</b>	<b>1,822,941</b>	<b>2.47%</b>

**Position Detail as Budgeted**

	2016 Revised		2017 Revised		2018 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	-	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	-	3	-
Senior Staff Accountant	-	1	-	1	-	1

**Position Detail as Budgeted**

	2016 Revised		2017 Revised		2018 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	-
Tax Enforcement Officer II	1	-	1	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>27</b>	<b>1</b>	<b>27</b>	<b>1</b>	<b>27</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**

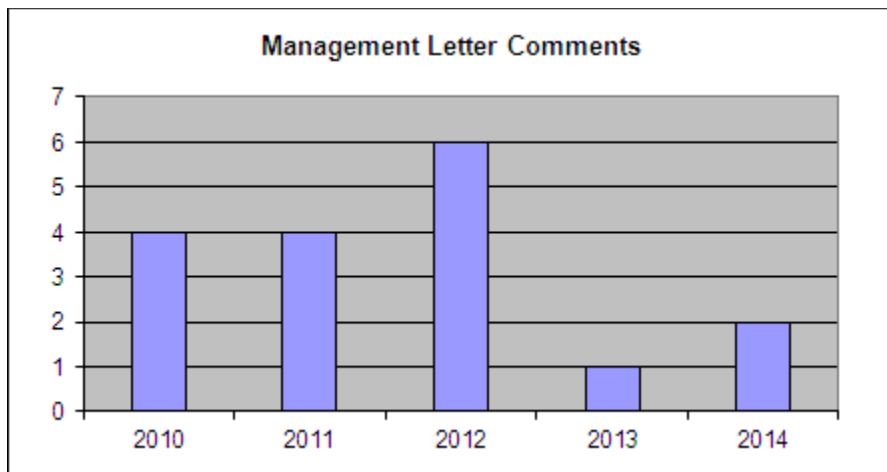
- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error.
- Record transactions accurately 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. – 2015 not yet concluded**

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

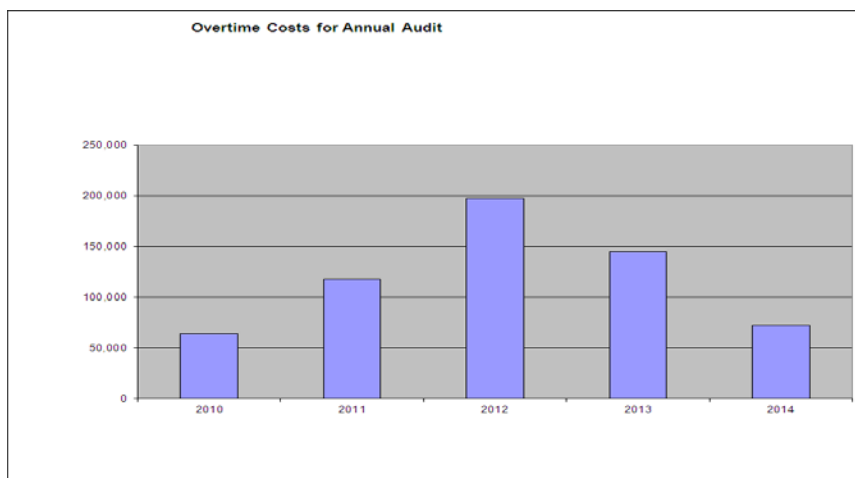


**Measure #2: Ensure audit comments from internal and external auditors are addressed within 90 days of receipt of comment.**

2015 – audit not yet concluded

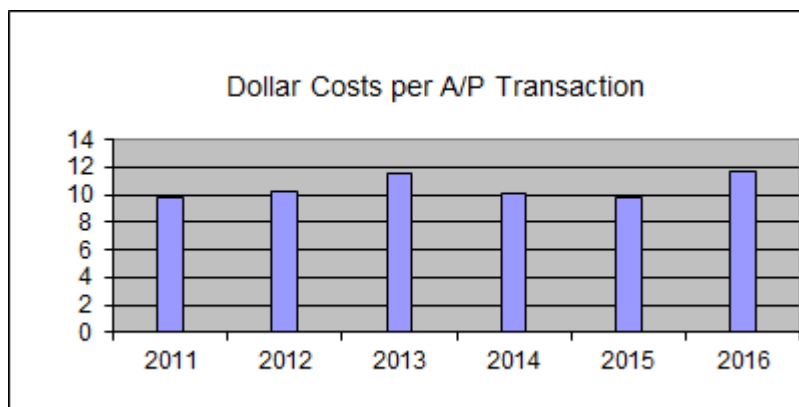
**Measure #3: Reduce overtime costs associated with annual audit.**

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



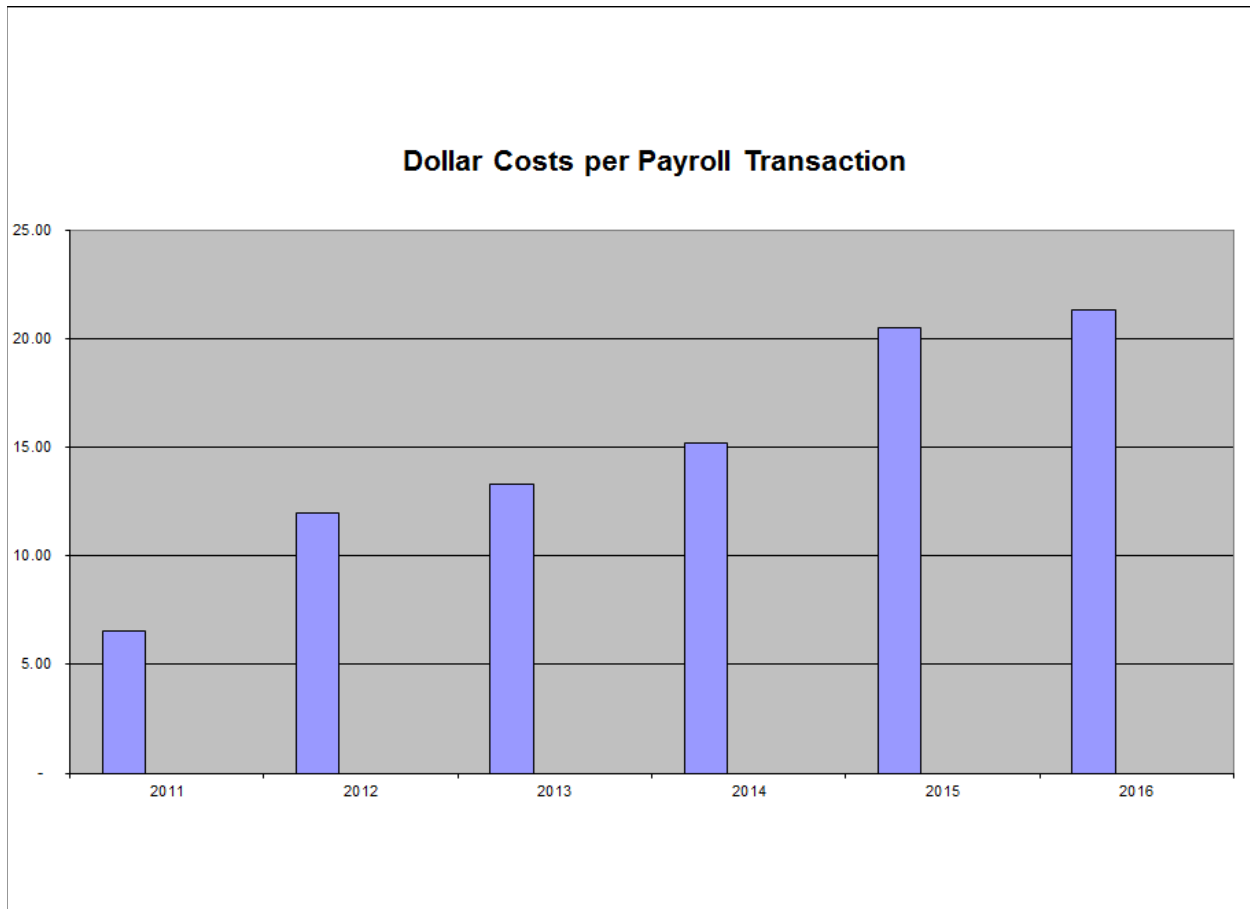
**Measure #4: Cost to produce vendor checks.**

Accounts Payable Division	2011	2012	2013	2014	2015	2016 YTD
\$ cost per transaction	\$9.81	\$10.31	\$11.58	\$10.04	\$9.77	\$11.77
# invoices processed for departments	32,976	33,734	32,737	33,001	33,297	15,570



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

Payroll Division	2011	2012	2013	2014	2015	2016 YTD
Cost per payroll payment (annual, automated,	\$6.57	\$12.01	\$13.31	\$15.19	\$20.51	\$21.34
Number payrolls not met	0	0	0	0	0	0
Number payroll payments / year	73,824	75,074	71,085	77,575	79,407	36,650



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**Performance Measure Methodology Sheet**  
**Controller Division**  
**Finance Department**

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**Measure 1 & 3: Reduce number of audit comments and overtime costs associated with the annual audit.**

**Type**

Efficiency

**Accomplishment Goal Supported**

Reduce the costs associated with putting together the Comprehensive Annual Report in both overtime and audit fees.

**Definition**

Measure the efficiency of the annual audit by focusing on the number of comments received by the auditors in the annual Management Letter.

**Data Collection Method**

Count number of comments in the annual management letter

**Frequency**

Annually

**Measured By**

The controller will maintain an annual list of comments in an Excel spreadsheet.

**Reporting**

The controller will maintain an annual report

**Used By**

The report will be used by the controller's department and CFO to gain a clearer idea of costs associated with annual reporting requirements.

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**Performance Measure Methodology Sheet**  
**Controller Division**  
**Finance Department**

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

**Type**

Efficiency

**Accomplishment Goal Supported**

Maintain the integrity of the systems of internal controls that have been established for the Municipality Of Anchorage.

**Definition**

Measure the ability of the Municipal departments to react and correct deficiencies noted in both internal and external audits.

**Data Collection Method**

Perform follow-up procedures to determine if comments provided for improvement by the auditors have been followed.

**Frequency**

Quarterly

**Measured By**

The controller will maintain documents to support department's response to audit reports.

**Reporting**

The controller will maintain a quarterly report

**Used By**

The report will be used by the controller's department and CFO to ensure that departments react appropriately to audit comments and follow established policies and procedures.

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**Performance Measure Methodology Sheet**  
**Controller Division**  
**Finance Department**

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**Measure 4: Costs to produce vendor checks.**

**Type**

Efficiency

**Accomplishment Goal Supported**

Reduce the costs associated with paying vendors and eliminate reissuing new vendor checks due to errors in processing.

**Definition**

Measure the efficiency of the accounts payable process by focusing on costs associated with producing vendor checks.

**Data Collection Method**

The calculation is performed by dividing the total costs of the central accounts payable department by the number of checks produced on a monthly basis and counting the number or checks reissued due to error.

**Frequency**

The measurement will be performed at the beginning of each quarter.

**Measured By**

The Accounts Payable Supervisor will maintain an excel spreadsheet with information pulled from Peoplesoft and maintain an accurate count of reissued checks.

**Reporting**

The controller will maintain a quarterly and annual report of costs to produce checks and reissued checks.

**Used By**

The accounts payable supervisor, controller and CFO will use the data to gain an understanding of the costs associated with managing a centralized accounts payable department.

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**Performance Measure Methodology Sheet**  
**Controller Division**  
**Finance Department**

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

**Type**

Efficiency

**Accomplishment Goal Supported**

Reduce the costs associated with making payroll payments (direct deposit and checks) to employees and eliminate processing errors.

**Definition**

Measure the efficiency of the payroll process by focusing on costs associated with paying employees.

**Data Collection Method**

The calculation is performed by dividing the total costs of the central payroll department by the number of biweekly payments made to employees and maintaining an accurate count of corrections made to employee's pay advice.

**Frequency**

The measurement will be performed at the beginning of each quarter.

**Measured By**

The Payable Supervisor will maintain an excel spreadsheet with information pulled from Peoplesoft and maintain an accurate count of processing errors.

**Reporting**

The controller will maintain a quarterly and annual report of costs to produce payroll advices and corrections to employee's pay advice.

**Used By**

The payroll supervisor, controller and CFO will use the data to gain an understanding of the costs associated with managing a centralized payroll department.



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**Central Payroll Service Center**  
**Finance Department**

*Anchorage: Performance. Value. Results.*

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**Mission**

- Process accurate and timely payments to all employees of the Municipality of Anchorage (MOA).
- Process all statutory deductions and verify all corresponding procedures are followed per requirements.
- Maintain records and reports required by the Municipality, State, and Federal governmental agencies pertaining to personnel paid through the Central Payroll system.

Our goal is to represent the MOA in a positive and professional manner through accountability, efficiency and sound business practices.

**Core Services**

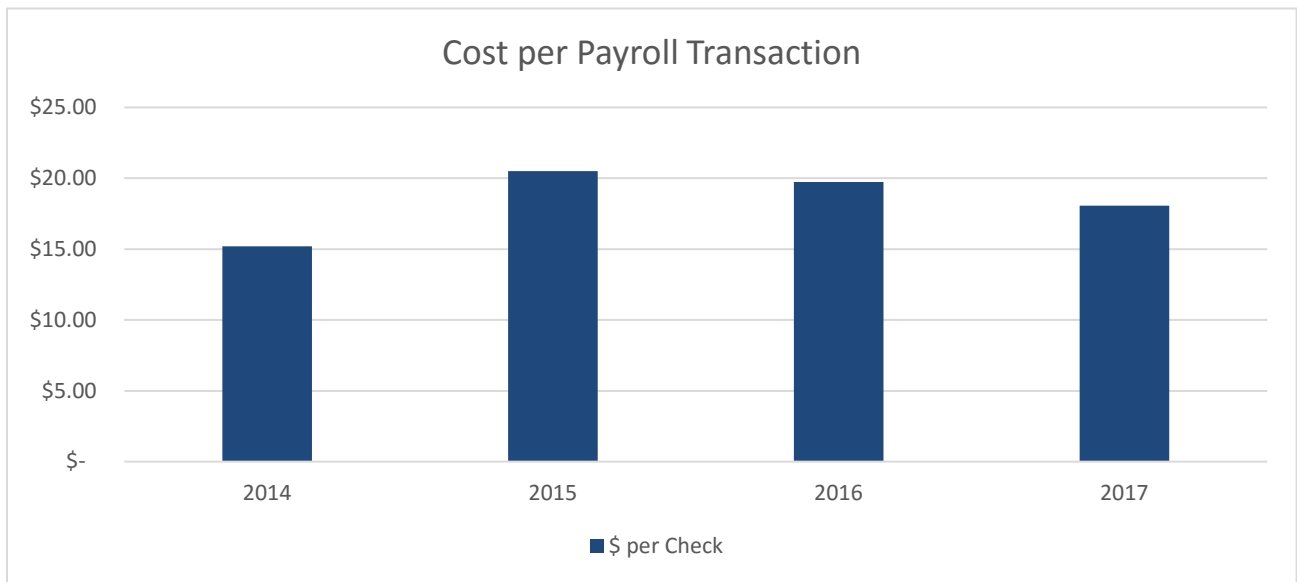
- Central Payroll Services is responsible for all bi-weekly payroll processing, serving over 2,800 of the Municipal employees. Central Payroll is responsible for all periodic payroll taxes and year end W-2's. All payroll related liability accounts are reconciled with in Central Payroll, the processing of W-2's for all MOA employees at the end of each calendar year, as well as any audits that are requested by the external auditing company and the internal Collective Bargaining units. Central Payroll Services assist all MOA employees with all of their questions on their pay through the Central Payroll Services Help Desk phone line or the Central Payroll [Services@muni.org](mailto:Services@muni.org) email address.
- Central Payroll Timekeeping is responsible for all modifications and maintenance to MOA's time keeping system. Central Payroll Timekeeping staff assist the Municipality's employees with any questions they may have to ensure proper time collection is adhered to per the departmental, organizational, bargaining unit, Municipal Code, and State and Federal laws. Support is maintained through the Timekeeping Help Desk phone line or the Central Payroll Timekeeping@muni.org email address.

**Accomplishment Goals**

- Report fairly, without material misstatement of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that reported time is accurately recorded to reduce the risk of fraud and error.
- Record payroll accurately and timely.
- Pay employees accurately and timely.

**Measure #1: Cost to produce payroll checks.**

Payroll Division	2013	2014	2015	2016	2017
Cost per payroll payment (annual, automated,	\$13.31	\$15.19	\$20.51	\$19.73	\$18.06
Number payrolls not met	0	0	0	0	0
Number payroll payments / year	71,085	77,575	79,407	77,575	36,822



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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%)**

2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual
95.4%	94.1%	94.1%	94%	95.2%	95%	96%	96%	96%	96%	95%

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

Year	Percentage of total required inspections completed by December 31 <sup>st</sup> of year
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	108% of target
2016	108% of target
2017	63% of target (primary work done in Q2 and Q3)

**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>**

Year	Appeals Filed	Appeals Completed by June 1st	Percentage Complete
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%
2016	419	419	100%
2017	395	390	98.7%

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**Public Finance & 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 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 ratings of the MOA's general obligation by Standard & Poor's and Fitch**

<b>Year</b>	<b>S &amp; P</b>	<b>Fitch</b>
<b>2008</b>	<b>AA Stable</b>	<b>AA Stable</b>
<b>2009</b>	<b>AA Stable</b>	<b>AA Stable</b>
<b>2010</b>	<b>AA Stable</b>	<b>AA+ Stable</b>
<b>2011</b>	<b>AA Stable</b>	<b>AA+ Stable</b>
<b>2012</b>	<b>AA+ Stable</b>	<b>AA+ Stable</b>
<b>2013</b>	<b>AA Stable</b>	<b>AA+ Stable</b>
<b>2014</b>	<b>AAA Stable</b>	<b>AA+ Stable</b>
<b>November 2015</b>	<b>AAA Negative</b>	<b>AA+ Stable</b>
<b>November 2016</b>	<b>AAA Stable</b>	<b>AA+ Stable</b>
<b>March 2017</b>	<b>AAA Stable</b>	<b>AA+ Stable</b>

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

Year	Description of Refunding	Par Amount	Nominal Savings	NPV Savings
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
			-1,188,308	554,267
2011	GO-Schools (refunding) 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
2013	No Refunding Activity			
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
	ML&P Refunding	12,285,000	1,720,900	1,444,736
2015	GO-GP (refunding) B	93,790,000	17,203,908	9,099,922
	GO-Schools (refunding) D	115,250,000	13,142,354	12,666,635
	CIVICVentures (refunding)	81,040,000	10,155,940	9,196,297
2016	GO-Schools (refunding) C	41,960,000	4,444,132	4,297,132

**FINANCING****Financing Program****Savings**

Master Lease Program 2008 - 2016	700,000
Port Commercial Paper Program 2008 - 2013	7,200,000
ML&P Commercial Paper Program 2012 - 2015	27,400,000
ML&P Direct Loan Agreement 2016	5,100,000
Port Direct Loan Agreement 2013 - 2016	4,500,000
ASU Direct Loan Agreement 2013 - 2016	6,700,000
AWU Direct Loan Agreement 2013 - 2016	8,500,000
Tax Anticipation Note Issues 2006 - 2017 *	11,000,000

<b>2008 - 2017 Savings Achieved</b>	<b>71,100,000</b>
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\* Net profit achieved by keeping long-term funds invested in the Municipal Cash Pool

<b>Measure #3: Monthly portfolio compliance report for investments that measure if the Investments in the portfolio are in compliance with AMC and P&amp;P 24-11.</b>
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Month	In full Compliance?	Notes
December-13	Yes	In full Compliance for entire year
Jan - Apr-14	Yes	
May-14	No	A large inflow of tax payments was received late in the day which caused the Keybank repurchase agreement to have uninvested cash overnight on the last day of the month. This caused the overall percentage of government securities in the internally managed portfolio to dip below the 50% minimum. This was corrected the following business day.
June - July-14	Yes	
August-14	No	A large inflow of cash in the form of commercial paper proceeds was received late in the day which caused the Keybank repurchase agreement to have uninvested cash overnight. This caused the overall percentage of government securities in the internally managed portfolio to dip below the 50% minimum. This was corrected the following business day.
Sept - Oct-14	Yes	
November-14	No	Concentration of investments in one single issuer exceeded the limits established in P&P 24-11 by 1.47%. This was corrected in December.
December-14	Yes	
Jan - June-15	Yes	
July-15	No	On July 31, a large payment was transferred to the internal portfolio for the August 1 debt service payment due US Bank. This was in the money market and not in a US Government security which caused the required 50% Government qualified holding to slip to 48.6%. The ratios returned to over 50% the following day as debt service payments were disbursed for August 1.
August-15	No	On August 31, a large payment was transferred to the internal portfolio for the Sept. 1 debt service payment due US Bank. This was in the money market and not in the US Government security which caused the required 50% Government qualified holding to slip to 39.1%. The ratios returned to over 50% the following day as the debt service payments were disbursed for September 1.
September-15	No	On September 30, the portfolios US Government and agency holdings slipped below the 50% minimum (P&P 24-11) to 39.9%. This ratio was corrected when the debt service was paid on October 1 and a portion of money market funds were invested in agency Notes on October 2.
Oct - Dec-15	Yes	
Jan - July-16	Yes	
August-16	No	On August 31, a large payment was transferred to the internal portfolio for the Sept. 1 debt service payment due US Bank. The combined debt service of \$44 million was held in a non-US Government qualified money market which caused the 50% Government holdings ration slip to 32.8%. The ratios returned to over 50% the following day when debt service payments were disbursed for September 1.
Sept - Dec-16	Yes	
Jan – June-17	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.**

<b>Since Inception (June 1, 2007) Return</b>			
Yearly Averages	Portfolio	Benchmark	Excess Return
			Over Benchmark
2012	2.71	2.55	0.16
2013	2.35	2.19	0.16
2014	2.12	1.96	0.16
2015	1.96	1.82	0.14
2016	Pending	Pending	Pending
2017	Pending	Pending	Pending
Month	Portfolio	Benchmark	Excess Return Over Benchmark
January-15	2.08	1.94	0.14
February-15	2.03	1.89	0.14
March-15	2.04	1.89	0.15
April-15	2.01	1.87	0.14
May-15	2.00	1.86	0.14
June-15	1.95	1.82	0.13
July-15	1.95	1.81	0.14
August-15	1.92	1.79	0.13
September-15	1.93	1.80	0.13
October-15	1.91	1.77	0.14
November-15	1.88	1.74	0.14
December-15	1.84	1.71	0.13
January-16	1.88	1.75	0.13
February-16	1.88	1.75	0.13
March-16	1.90	1.77	0.13
April-16	1.90	1.76	0.14
May-16	1.87	1.74	0.13
June-16	1.92	1.80	0.12
July-16	1.91	1.79	0.12
August-16	1.89	1.76	0.13
September-16	1.88	1.75	0.13
October-16	1.84	1.72	.12
November-16	1.77	1.67	.10
December-16	1.77	1.67	.10
March-17	1.78	1.67	0.11

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

*Anchorage: Performance. Value. Results.*

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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:

**Measure #1: Treasury – Direct Revenues Collected vs. Cost (updated as of April 19, 2017)**

**Efficiency Measure (budgeted cost):** Since 2010, Treasury's overall budget has cumulatively decreased <\$39K> or <1.2%>

**Effectiveness Measure (budgeted revenue):** Since 2010 Treasury has directly collected an additional \$64M of cumulative revenue or +11.8%

Treasury Function/Group	millions of dollars		Calculated multiple (revenue-to-cost ratio)
	2016 Revenues Budgeted	2016 Budgeted Direct Costs	
Prop. tax revenues *	\$532.94	\$0.84	631X
Program tax revenues	\$62.15	\$0.83	75X
Delinq. crim./civil fines & fees	\$3.50	\$0.61	6X
MOA Trust Fund contribution	\$5.50	\$0.82	7X
<b>Total</b>	<b>\$604.09</b>	<b>\$3.10</b>	<b>195X</b>

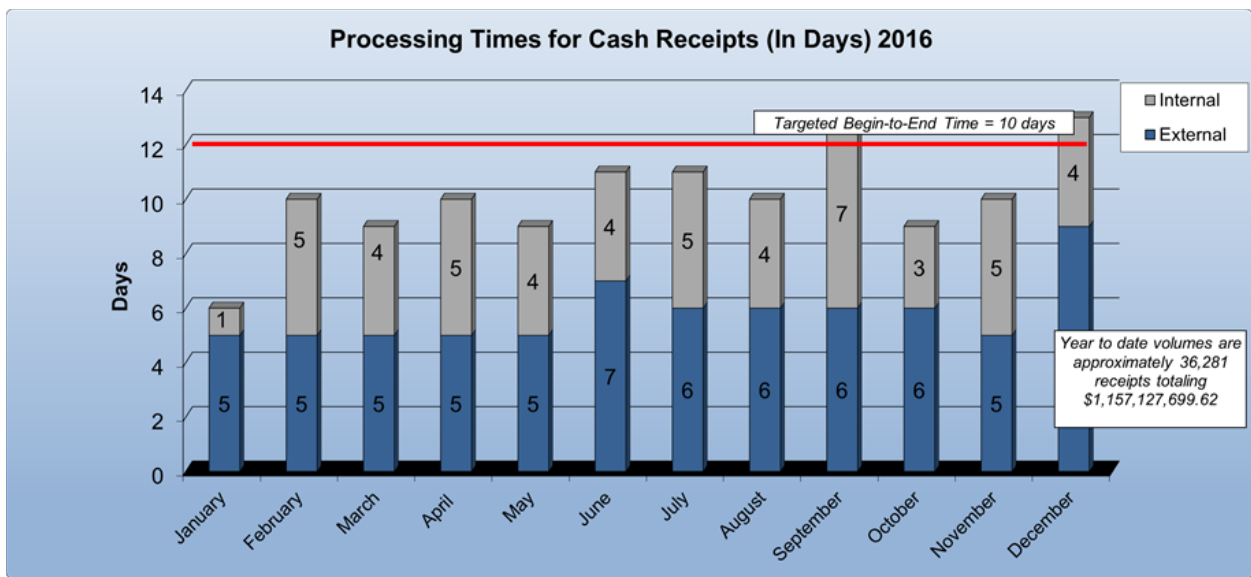
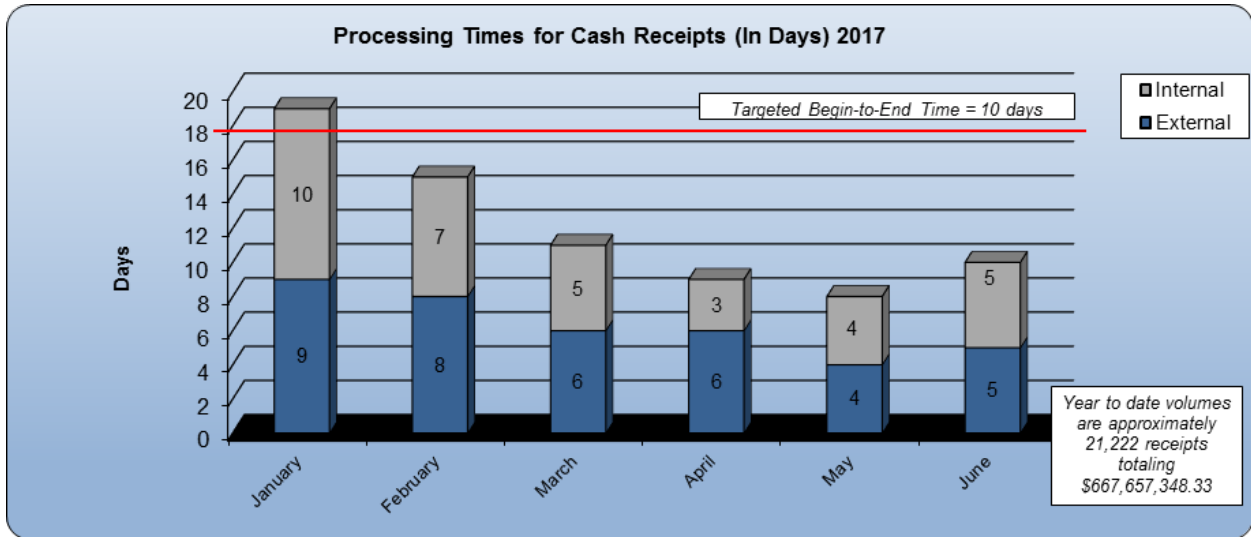
\* Revenues include PILT, penalty & interest, foreclosure cost recovery and aircraft registration fees; Costs include a one-third allocation of remittance processing direct costs as well as delinquent personal property collections.

NOTE: In addition to the data in the above table, Treasury's budget further invests \$0.92M to provide indirect support of over \$677M 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.

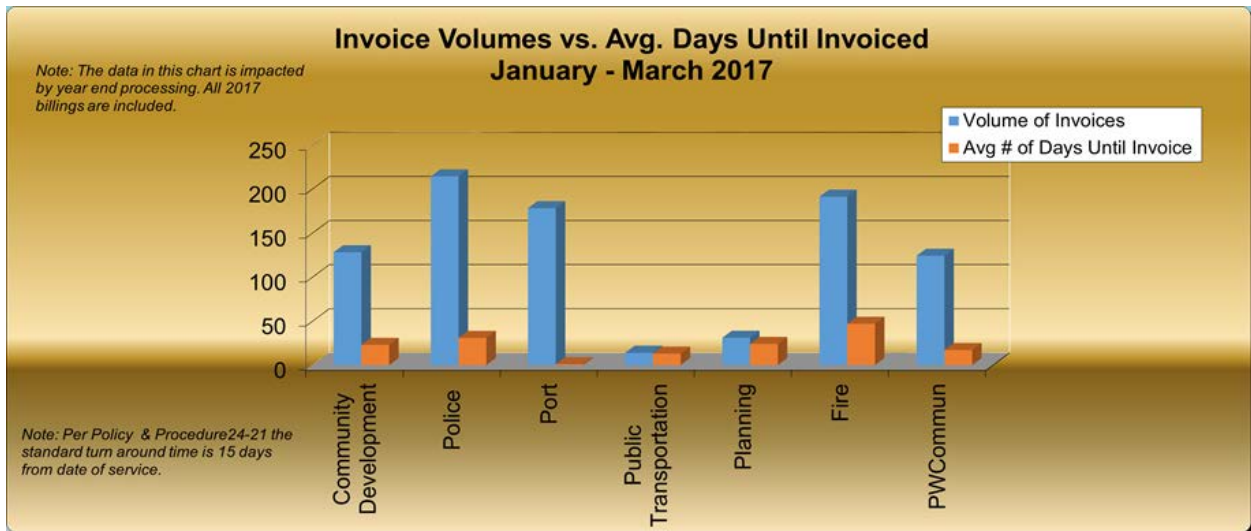
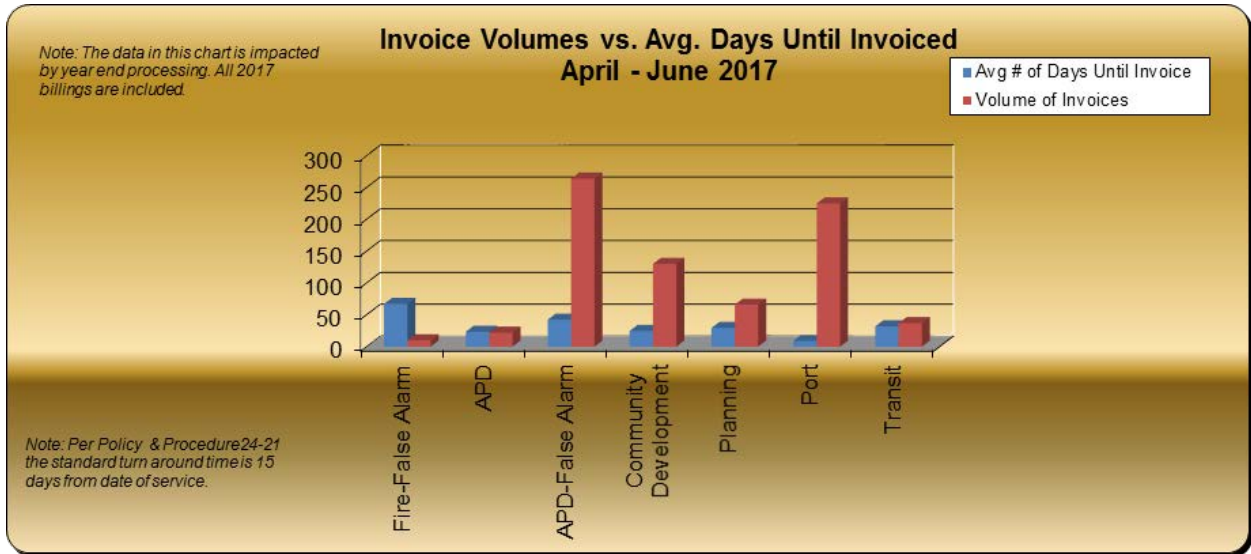
**Measure #2: Tax website and e-commerce made available to public, local businesses and third party servicers (e.g., property taxpayers, mortgage/title companies, lodging industry, etc.)**

Treasury Tax Performance Statistics				
Measurement	2014	2015	2016	Comments
<b>Tax web site and e-commerce</b>				
# of in-coming calls	6,403	6,505	6,576	Year-to-date, as of 12/31/16
Average wait time	52	48	59	Reported in seconds
# of web site hits	1,387,256	1,396,188	1,987,455	Includes Property Taxes and CAMA
# of credit card payments	3,060	3,171	3,232	
# of e-check payments	1,960	2,015	2,108	
Total # of e-payments	5,020	5,186	5,340	
<b>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.</b>				
Cumulative % change in # of web hits since 2010			55%	
Cumulative % change in volume of e-commerce payments since 2010			46%	
Tax Billing Dept ID 1346 direct cost budget-2016			654,286	
Tax Billing Dept ID 1346 direct cost budget-2010			605,681	
			Dollar Change	48,605
			Percentage Change	8%

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

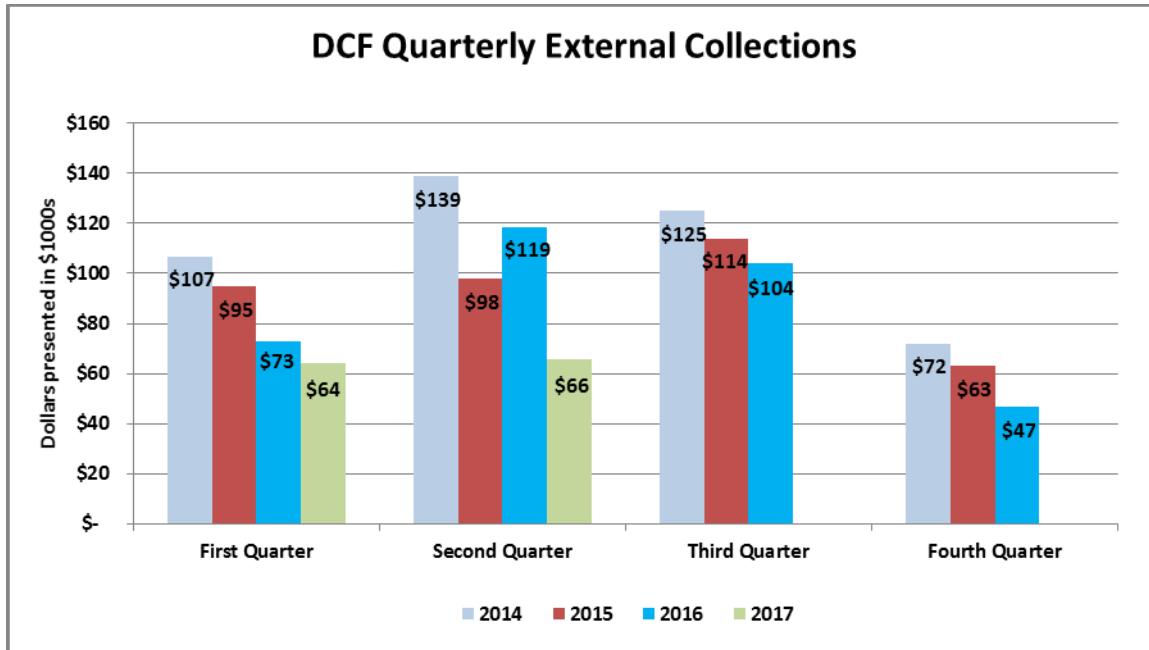


**Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system**

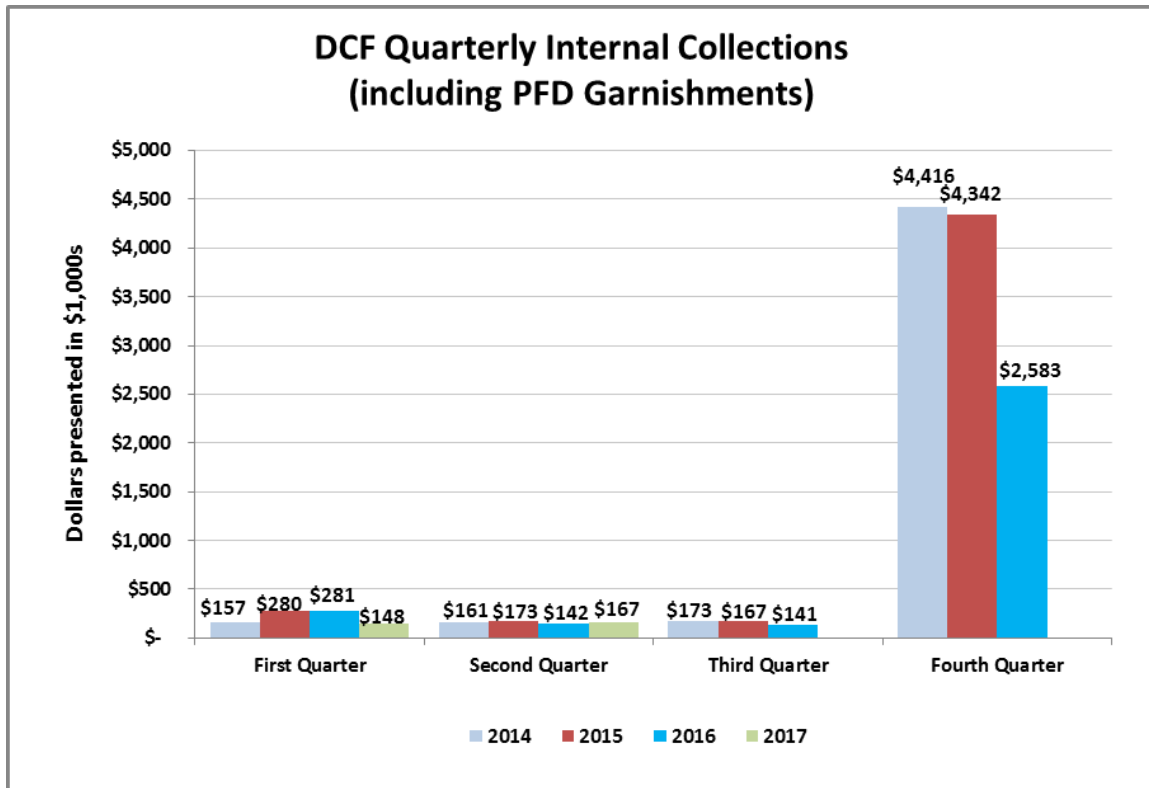


**Measure #5: Collections on delinquent criminal/civil fines and fees (DCF), reflecting both internal and external efforts**

(5a.)



(5b.)



(5c.)

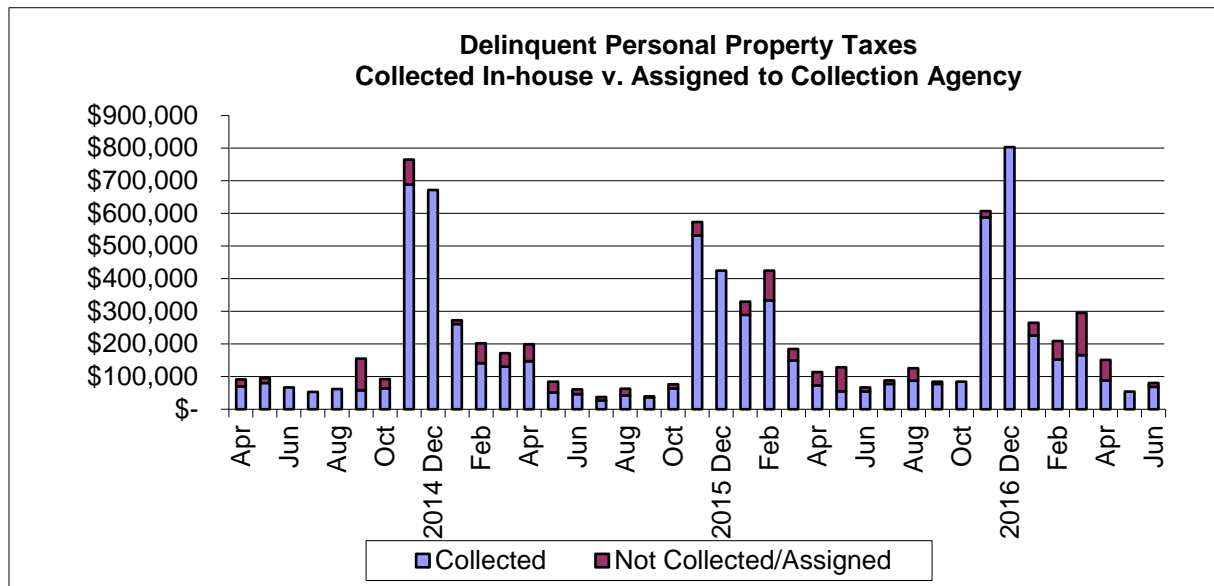
### External Collection Agency Statistics

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.

- o *Traffic Citations* include a fine, surcharge and collection costs.
- o *Criminal Cases* include a fine, surcharge, defense fees and cost of imprisonment.
- o *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.

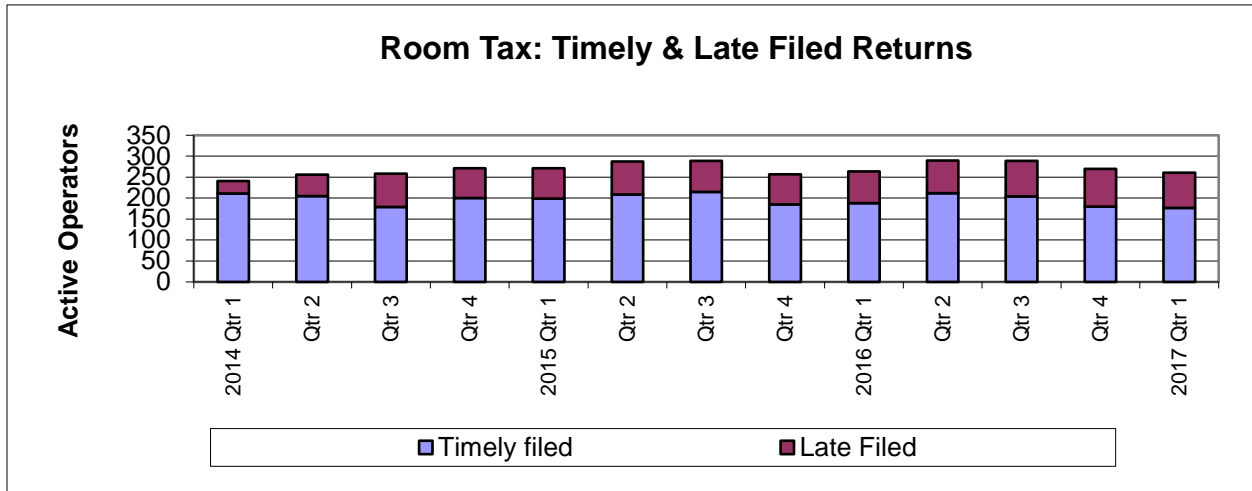
**Measure #6: Internal v. External caseload of delinquent personal property taxes**



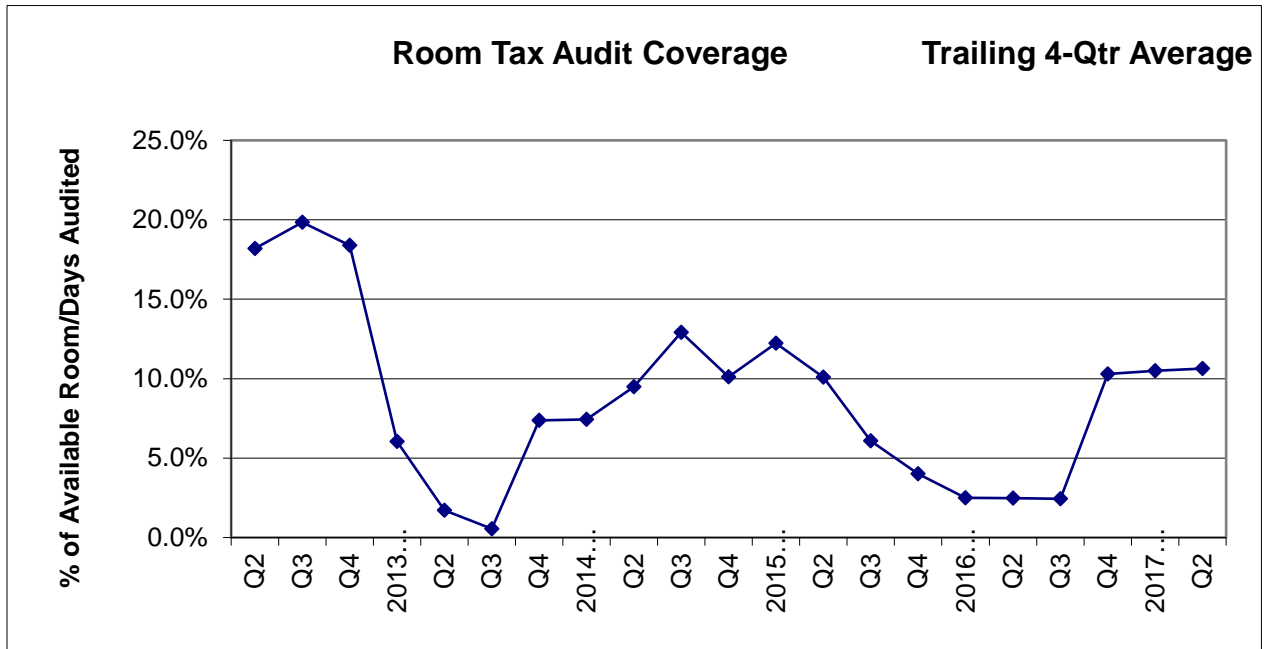


**Measure #7: Number of timely v. late room tax filings**

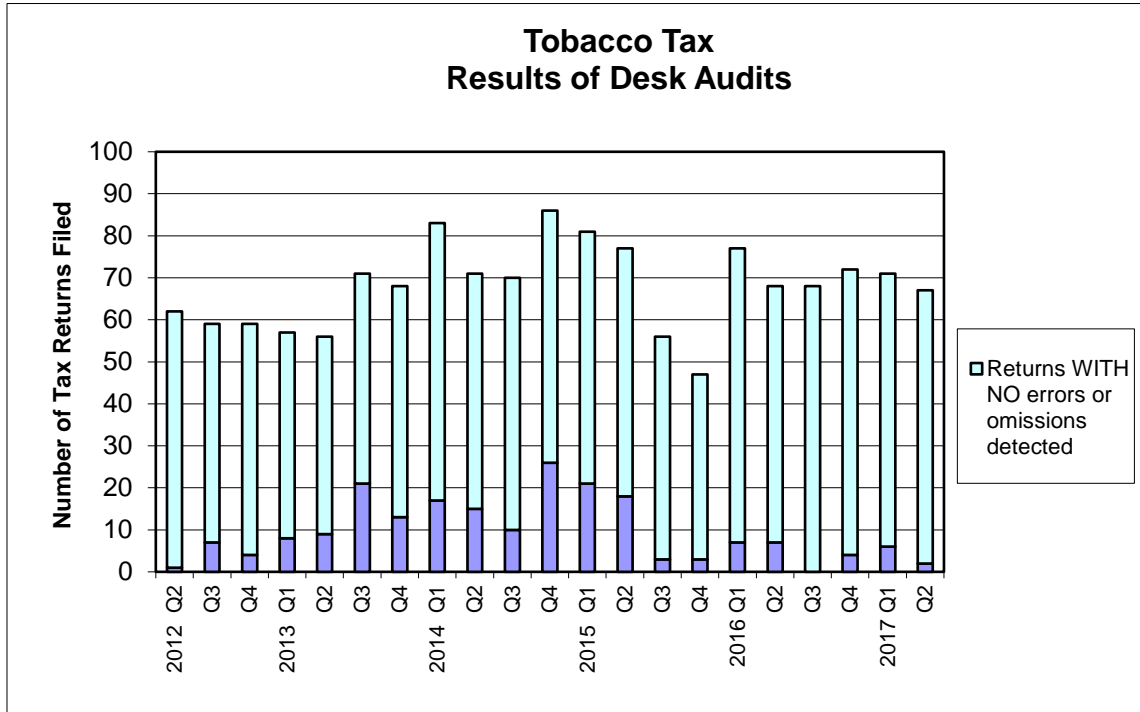
\*Data is reported on a one-quarter lag because of tax filing due date.



**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.

