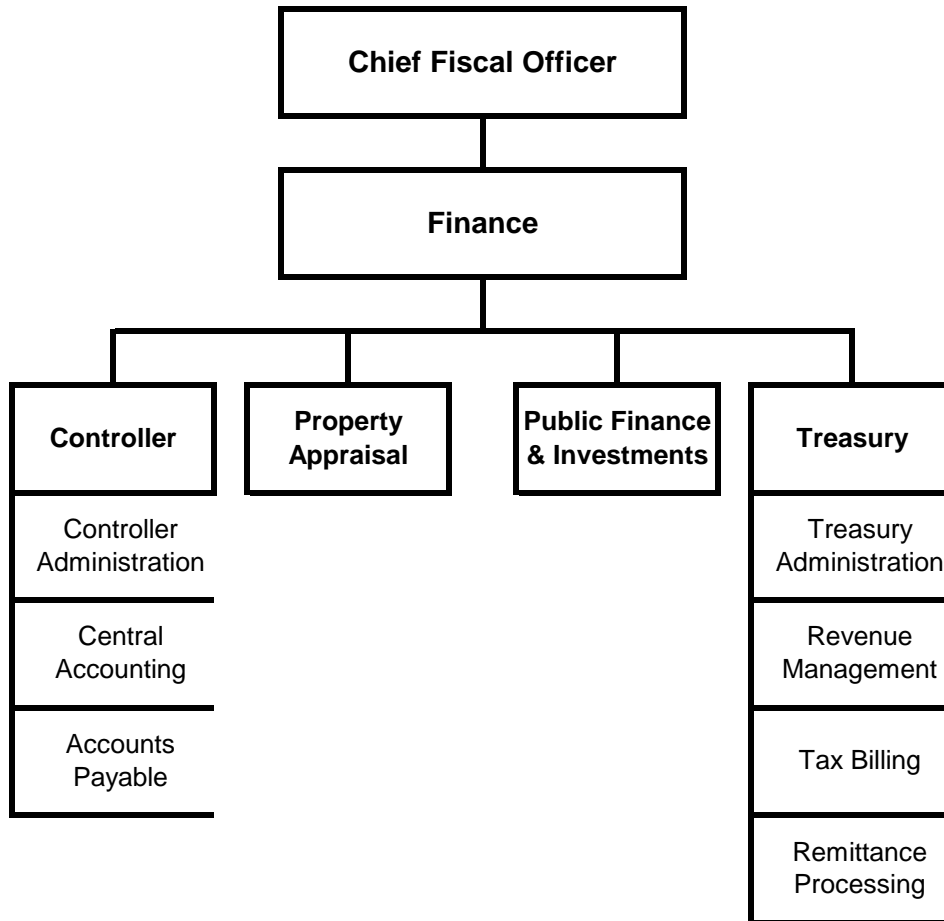


# Finance



## 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.



**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

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

## Finance Department Summary

|                                     | 2018<br>Actuals   | 2019<br>Revised   | 2020<br>Proposed  | 20 v 19<br>% Chg |
|-------------------------------------|-------------------|-------------------|-------------------|------------------|
| <b>Direct Cost by Division</b>      |                   |                   |                   |                  |
| FIN Controller                      | 3,334,279         | 2,698,378         | 2,741,804         | 1.61%            |
| FIN Property Appraisal              | 4,397,246         | 4,400,447         | 5,202,642         | 18.23%           |
| FIN Public Finance & Investment     | 2,097,945         | 1,903,257         | 1,883,923         | (1.02%)          |
| FIN Treasury                        | 3,282,919         | 3,304,153         | 3,441,969         | 4.17%            |
| <b>Direct Cost Total</b>            | <b>13,112,388</b> | <b>12,306,235</b> | <b>13,270,338</b> | <b>7.83%</b>     |
| <b>Intragovernmental Charges</b>    |                   |                   |                   |                  |
| Charges by/to Other Departments     | (2,120,644)       | (743,159)         | (1,121,075)       | 50.85%           |
| <b>Function Cost Total</b>          | <b>10,991,744</b> | <b>11,563,076</b> | <b>12,149,263</b> | <b>5.07%</b>     |
| Program Generated Revenue           | (2,408,593)       | (3,220,231)       | (2,932,440)       | (8.94%)          |
| <b>Net Cost Total</b>               | <b>8,583,152</b>  | <b>8,342,845</b>  | <b>9,216,823</b>  | <b>10.48%</b>    |
| <b>Direct Cost by Category</b>      |                   |                   |                   |                  |
| Salaries and Benefits               | 11,600,343        | 10,962,091        | 11,377,577        | 3.79%            |
| Supplies                            | 60,719            | 60,542            | 60,042            | (0.83%)          |
| Travel                              | 18,106            | 43,680            | 43,680            | -                |
| Contractual/Other Services          | 1,416,499         | 1,218,122         | 1,464,067         | 20.19%           |
| Debt Service                        | -                 | -                 | 303,172           | 100.00%          |
| Equipment, Furnishings              | 16,720            | 21,800            | 21,800            | -                |
| <b>Direct Cost Total</b>            | <b>13,112,388</b> | <b>12,306,235</b> | <b>13,270,338</b> | <b>7.83%</b>     |
| <b>Position Summary as Budgeted</b> |                   |                   |                   |                  |
| Full-Time                           | 90                | 90                | 93                | 3.33%            |
| Part-Time                           | 1                 | 1                 | 1                 | -                |
| <b>Position Total</b>               | <b>91</b>         | <b>91</b>         | <b>94</b>         | <b>3.30%</b>     |

2018 Positions: end-of-year is 105: 2 FT positions being eliminated in June 30, 2018 due to SAP go-live.

In 2019, the Payroll Division 13 positions moved from Finance to Employee Relations.

## Finance

### Reconciliation from 2019 Revised Budget to 2020 Proposed Budget

|  | Direct Costs      | Positions |          |          |
|--|-------------------|-----------|----------|----------|
|  |                   | FT        | PT       | Seas/T   |
| <b>2019 Revised Budget</b>   | 12,306,235        | 90        | 1        | -        |
| <b>Changes in Existing Programs/Funding for 2020</b>   |                   |           |          |          |
| - Salaries and benefits adjustments  | 141,046           | -         | -        | -        |
| - Fleet adjustment in line with projected fleet operations and vehicle purchases   | 13,685            | -         | -        | -        |
| <b>2020 Continuation Level</b>   | <b>12,460,966</b> | <b>90</b> | <b>1</b> | <b>-</b> |
| <b>2020 Proposed Budget Changes</b>  |                   |           |          |          |
| - <u>Property Appraisal</u> - Computer Assisted Mass Appraisal (CAMA) system debt service and maintenance  | 534,932           | -         | -        | -        |
| - <u>Property Appraisal</u> - Exemption Review - 1 Supervisor and 2 Clerk positions to review property tax exemptions and to provide increased equity for all property owners in the Municipality. Recovery may be about \$1M outside the charter limit. | 274,440           | 3         | -        | -        |
| <b>2020 Proposed Budget</b>  | <b>13,270,338</b> | <b>93</b> | <b>1</b> | <b>-</b> |

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

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

|  | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 3,256,269        | 2,648,576        | 2,692,002        | 1.64%            |
| Supplies                                 | 6,843            | 11,102           | 11,102           | -                |
| Travel                                   | 7,522            | -                | -                | -                |
| Contractual/Other Services               | 63,644           | 26,700           | 26,700           | -                |
| Equipment, Furnishings                   | -                | 12,000           | 12,000           | -                |
| <b>Manageable Direct Cost Total</b>      | <b>3,334,279</b> | <b>2,698,378</b> | <b>2,741,804</b> | <b>1.61%</b>     |
| Debt Service                             | -                | -                | -                | -                |
| Depreciation/Amortization                | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>3,334,279</b> | <b>2,698,378</b> | <b>2,741,804</b> | <b>-</b>         |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | (2,986,707)      | (2,419,129)      | (2,451,897)      | 1.35%            |
| <b>Function Cost Total</b>               | <b>347,572</b>   | <b>279,249</b>   | <b>289,907</b>   | <b>3.82%</b>     |
| <b>Program Generated Revenue by Fund</b> |                  |                  |                  |                  |
| Fund 101000 - Areawide General           | 7,485            | -                | 7,000            | 100.00%          |
| <b>Program Generated Revenue Total</b>   | <b>7,485</b>     | <b>-</b>         | <b>7,000</b>     | <b>100.00%</b>   |
| <b>Net Cost Total</b>                    | <b>340,087</b>   | <b>279,249</b>   | <b>282,907</b>   | <b>1.31%</b>     |
| <b>Position Summary as Budgeted</b>      |                  |                  |                  |                  |
| Full-Time                                | 21               | 21               | 21               | -                |
| <b>Position Total</b>                    | <b>21</b>        | <b>21</b>        | <b>21</b>        | <b>-</b>         |

## Finance Division Detail

### FIN Controller

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

|  | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 3,256,269        | 2,648,576        | 2,692,002        | 1.64%            |
| Supplies                                 | 6,843            | 11,102           | 11,102           | -                |
| Travel                                   | 7,522            | -                | -                | -                |
| Contractual/Other Services               | 63,644           | 26,700           | 26,700           | -                |
| Equipment, Furnishings                   | -                | 12,000           | 12,000           | -                |
| <b>Manageable Direct Cost Total</b>      | <b>3,334,279</b> | <b>2,698,378</b> | <b>2,741,804</b> | <b>1.61%</b>     |
| Debt Service                             | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>3,334,279</b> | <b>2,698,378</b> | <b>2,741,804</b> | <b>1.61%</b>     |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | (2,986,707)      | (2,419,129)      | (2,451,897)      | 1.35%            |
| <b>Program Generated Revenue</b>         |                  |                  |                  |                  |
| 406625 - Reimbursed Cost-NonGrant Funded | 7,485            | -                | 7,000            | 100.00%          |
| 408550 - Cash Over & Short               | -                | -                | -                | -                |
| <b>Program Generated Revenue Total</b>   | <b>7,485</b>     | <b>-</b>         | <b>7,000</b>     | <b>100.00%</b>   |
| <b>Net Cost</b>                          |                  |                  |                  |                  |
| Direct Cost Total                        | 3,334,279        | 2,698,378        | 2,741,804        | 1.61%            |
| Charges by/to Other Departments Total    | (2,986,707)      | (2,419,129)      | (2,451,897)      | 1.35%            |
| Program Generated Revenue Total          | (7,485)          | -                | (7,000)          | 100.00%          |
| <b>Net Cost Total</b>                    | <b>340,087</b>   | <b>279,249</b>   | <b>282,907</b>   | <b>1.31%</b>     |

### Position Detail as Budgeted

|  | 2018 Revised |           | 2019 Revised |           | 2020 Proposed |           |
|--|--------------|-----------|--------------|-----------|---------------|-----------|
|  | Full Time    | Part Time | Full Time    | Part Time | Full Time     | Part Time |
| Accounting Clerk IV                      | 2            | -         | 2            | -         | 2             | -         |
| Controller                               | 1            | -         | 1            | -         | 1             | -         |
| Finance Supervisor                       | 3            | -         | 3            | -         | 3             | -         |
| Principal Admin Officer                  | 1            | -         | 1            | -         | 1             | -         |
| Senior Accountant                        | 4            | -         | 4            | -         | 4             | -         |
| Senior Finance Officer                   | 1            | -         | 1            | -         | 1             | -         |
| Senior Staff Accountant                  | 9            | -         | 9            | -         | 9             | -         |
| <b>Position Detail as Budgeted Total</b> | <b>21</b>    | <b>-</b>  | <b>21</b>    | <b>-</b>  | <b>21</b>     | <b>-</b>  |

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

|  | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 4,248,912        | 4,247,638        | 4,501,216        | 5.97%            |
| Supplies                                 | 26,611           | 23,290           | 23,290           | -                |
| Travel                                   | 5,700            | 13,680           | 13,680           | -                |
| Contractual/Other Services               | 114,679          | 114,839          | 360,284          | 213.73%          |
| Equipment, Furnishings                   | 1,344            | 1,000            | 1,000            | -                |
| <b>Manageable Direct Cost Total</b>      | <b>4,397,246</b> | <b>4,400,447</b> | <b>4,899,470</b> | <b>11.34%</b>    |
| Debt Service                             | -                | -                | 303,172          | 100.00%          |
| Depreciation/Amortization                | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>303,172</b>   | <b>100.00%</b>   |
| <b>Direct Cost Total</b>                 | <b>4,397,246</b> | <b>4,400,447</b> | <b>5,202,642</b> | <b>-</b>         |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | 1,672,592        | 2,422,126        | 2,240,394        | (7.50%)          |
| <b>Function Cost Total</b>               | <b>6,069,838</b> | <b>6,822,573</b> | <b>7,443,036</b> | <b>9.09%</b>     |
| <b>Program Generated Revenue by Fund</b> |                  |                  |                  |                  |
| Fund 101000 - Areawide General           | 9,107            | 7,780            | 6,300            | (19.02%)         |
| <b>Program Generated Revenue Total</b>   | <b>9,107</b>     | <b>7,780</b>     | <b>6,300</b>     | <b>(19.02%)</b>  |
| <b>Net Cost Total</b>                    | <b>6,060,731</b> | <b>6,814,793</b> | <b>7,436,736</b> | <b>9.13%</b>     |
| <b>Position Summary as Budgeted</b>      |                  |                  |                  |                  |
| Full-Time                                | 36               | 36               | 39               | 8.33%            |
| <b>Position Total</b>                    | <b>36</b>        | <b>36</b>        | <b>39</b>        | <b>8.33%</b>     |



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

|  | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 4,248,912        | 4,247,638        | 4,501,216        | 5.97%            |
| Supplies                                 | 26,611           | 23,290           | 23,290           | -                |
| Travel                                   | 5,700            | 13,680           | 13,680           | -                |
| Contractual/Other Services               | 114,679          | 114,839          | 360,284          | 213.73%          |
| Equipment, Furnishings                   | 1,344            | 1,000            | 1,000            | -                |
| <b>Manageable Direct Cost Total</b>      | <b>4,397,246</b> | <b>4,400,447</b> | <b>4,899,470</b> | <b>11.34%</b>    |
| Debt Service                             | -                | -                | 303,172          | 100.00%          |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>303,172</b>   | <b>100.00%</b>   |
| <b>Direct Cost Total</b>                 | <b>4,397,246</b> | <b>4,400,447</b> | <b>5,202,642</b> | <b>18.23%</b>    |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | 1,672,592        | 2,422,126        | 2,240,394        | (7.50%)          |
| <b>Program Generated Revenue</b>         |                  |                  |                  |                  |
| 406130 - Appraisal Appeal Fee            | 5,890            | 5,000            | 5,000            | -                |
| 406570 - Micro-Fiche Fees                | 110              | 2,000            | 100              | (95.00%)         |
| 406580 - Copier Fees                     | 120              | 680              | 100              | (85.29%)         |
| 406610 - Computer Time Fees              | -                | 100              | 100              | -                |
| 406625 - Reimbursed Cost-NonGrant Funded | 2,636            | -                | 1,000            | 100.00%          |
| 406670 - Sale Of Books                   | 102              | -                | -                | -                |
| 407060 - Pre-Trial Diversion Cost        | 250              | -                | -                | -                |
| <b>Program Generated Revenue Total</b>   | <b>9,107</b>     | <b>7,780</b>     | <b>6,300</b>     | <b>(19.02%)</b>  |
| <b>Net Cost</b>                          |                  |                  |                  |                  |
| Direct Cost Total                        | 4,397,246        | 4,400,447        | 5,202,642        | 18.23%           |
| Charges by/to Other Departments Total    | 1,672,592        | 2,422,126        | 2,240,394        | (7.50%)          |
| Program Generated Revenue Total          | (9,107)          | (7,780)          | (6,300)          | (19.02%)         |
| <b>Net Cost Total</b>                    | <b>6,060,731</b> | <b>6,814,793</b> | <b>7,436,736</b> | <b>9.13%</b>     |

**Position Detail as Budgeted**

|  | 2018 Revised |           | 2019 Revised |           | 2020 Proposed |           |
|--|--------------|-----------|--------------|-----------|---------------|-----------|
|  | Full Time    | Part Time | Full Time    | Part Time | Full Time     | Part Time |
| Accounting Clerk III                     | 4            | -         | 4            | -         | 6             | -         |
| Administrative Officer                   | 1            | -         | 1            | -         | 2             | -         |
| Appraisal Analyst                        | 10           | -         | 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            | -         | 1             | -         |
| Senior Appraiser                         | 9            | -         | 9            | -         | 9             | -         |
| <b>Position Detail as Budgeted Total</b> | <b>36</b>    | <b>-</b>  | <b>36</b>    | <b>-</b>  | <b>39</b>     | <b>-</b>  |

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

|   | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|---|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>              |                  |                  |                  |                  |
| Salaries and Benefits                       | 1,033,191        | 1,006,039        | 986,705          | (1.92%)          |
| Supplies                                    | 1,111            | 2,100            | 2,100            | -                |
| Travel                                      | 4,884            | 30,000           | 30,000           | -                |
| Contractual/Other Services                  | 1,057,130        | 863,118          | 863,118          | -                |
| Equipment, Furnishings                      | 1,629            | 2,000            | 2,000            | -                |
| <b>Manageable Direct Cost Total</b>         | <b>2,097,945</b> | <b>1,903,257</b> | <b>1,883,923</b> | <b>(1.02%)</b>   |
| Debt Service                                | -                | -                | -                | -                |
| Depreciation/Amortization                   | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>     | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                    | <b>2,097,945</b> | <b>1,903,257</b> | <b>1,883,923</b> | <b>-</b>         |
| <b>Intragovernmental Charges</b>            |                  |                  |                  |                  |
| Charges by/to Other Departments             | 240,023          | 262,525          | 267,133          | 1.76%            |
| <b>Function Cost Total</b>                  | <b>2,337,968</b> | <b>2,165,782</b> | <b>2,151,056</b> | <b>(0.68%)</b>   |
| <b>Program Generated Revenue by Fund</b>    |                  |                  |                  |                  |
| Fund 164000 - Public Finance and Investment | 1,888,474        | 2,463,018        | 2,426,018        | (1.50%)          |
| <b>Program Generated Revenue Total</b>      | <b>1,888,474</b> | <b>2,463,018</b> | <b>2,426,018</b> | <b>(1.50%)</b>   |
| <b>Net Cost Total</b>                       | <b>449,494</b>   | <b>(297,236)</b> | <b>(274,962)</b> | <b>(7.49%)</b>   |
| <b>Position Summary as Budgeted</b>         |                  |                  |                  |                  |
| Full-Time                                   | 6                | 6                | 6                | -                |
| <b>Position Total</b>                       | <b>6</b>         | <b>6</b>         | <b>6</b>         | <b>-</b>         |

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

|  | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 1,033,191        | 1,006,039        | 986,705          | (1.92%)          |
| Supplies                                 | 1,111            | 2,100            | 2,100            | -                |
| Travel                                   | 4,884            | 30,000           | 30,000           | -                |
| Contractual/Other Services               | 1,057,130        | 863,118          | 863,118          | -                |
| Equipment, Furnishings                   | 1,629            | 2,000            | 2,000            | -                |
| <b>Manageable Direct Cost Total</b>      | <b>2,097,945</b> | <b>1,903,257</b> | <b>1,883,923</b> | <b>(1.02%)</b>   |
| Debt Service                             | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>2,097,945</b> | <b>1,903,257</b> | <b>1,883,923</b> | <b>(1.02%)</b>   |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | 240,023          | 262,525          | 267,133          | 1.76%            |
| <b>Program Generated Revenue</b>         |                  |                  |                  |                  |
| 406560 - Service Fees - School District  | 292,829          | 372,296          | 372,296          | -                |
| 406625 - Reimbursed Cost-NonGrant Funded | 489,385          | 500,660          | 500,660          | -                |
| 408380 - Prior Year Expense Recovery     | 304              | -                | -                | -                |
| 408580 - Miscellaneous Revenues          | 1,081,797        | 1,515,062        | 1,515,062        | -                |
| 440010 - GCP CshPool ST-Int(MOA/ML&P)    | 24,158           | 75,000           | 38,000           | (49.33%)         |
| <b>Program Generated Revenue Total</b>   | <b>1,888,474</b> | <b>2,463,018</b> | <b>2,426,018</b> | <b>(1.50%)</b>   |
| <b>Net Cost</b>                          |                  |                  |                  |                  |
| Direct Cost Total                        | 2,097,945        | 1,903,257        | 1,883,923        | (1.02%)          |
| Charges by/to Other Departments Total    | 240,023          | 262,525          | 267,133          | 1.76%            |
| Program Generated Revenue Total          | (1,888,474)      | (2,463,018)      | (2,426,018)      | (1.50%)          |
| <b>Net Cost Total</b>                    | <b>449,494</b>   | <b>(297,236)</b> | <b>(274,962)</b> | <b>(7.49%)</b>   |

**Position Detail as Budgeted**

|  | 2018 Revised |           | 2019 Revised |           | 2020 Proposed |           |
|--|--------------|-----------|--------------|-----------|---------------|-----------|
|  | 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             | -         |
| <b>Position Detail as Budgeted Total</b> | <b>6</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,...)

|  | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 3,061,972        | 3,059,838        | 3,197,654        | 4.50%            |
| Supplies                                 | 26,154           | 24,050           | 23,550           | (2.08%)          |
| Travel                                   | -                | -                | -                | -                |
| Contractual/Other Services               | 181,045          | 213,465          | 213,965          | 0.23%            |
| Equipment, Furnishings                   | 13,748           | 6,800            | 6,800            | -                |
| <b>Manageable Direct Cost Total</b>      | <b>3,282,919</b> | <b>3,304,153</b> | <b>3,441,969</b> | <b>4.17%</b>     |
| Debt Service                             | -                | -                | -                | -                |
| Depreciation/Amortization                | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>3,282,919</b> | <b>3,304,153</b> | <b>3,441,969</b> | <b>-</b>         |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | (1,046,552)      | (1,008,681)      | (1,176,705)      | 16.66%           |
| <b>Function Cost Total</b>               | <b>2,236,367</b> | <b>2,295,472</b> | <b>2,265,264</b> | <b>(1.32%)</b>   |
| <b>Program Generated Revenue by Fund</b> |                  |                  |                  |                  |
| Fund 101000 - Areawide General           | 503,526          | 749,433          | 493,122          | (34.20%)         |
| <b>Program Generated Revenue Total</b>   | <b>503,526</b>   | <b>749,433</b>   | <b>493,122</b>   | <b>(34.20%)</b>  |
| <b>Net Cost Total</b>                    | <b>1,732,840</b> | <b>1,546,039</b> | <b>1,772,142</b> | <b>14.62%</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,...)

|   | 2018<br>Actuals  | 2019<br>Revised  | 2020<br>Proposed | 20 v 19<br>% Chg |
|---|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>              |                  |                  |                  |                  |
| Salaries and Benefits                       | 3,061,972        | 3,059,838        | 3,197,654        | 4.50%            |
| Supplies                                    | 26,154           | 24,050           | 23,550           | (2.08%)          |
| Travel                                      | -                | -                | -                | -                |
| Contractual/Other Services                  | 181,045          | 213,465          | 213,965          | 0.23%            |
| Equipment, Furnishings                      | 13,748           | 6,800            | 6,800            | -                |
| <b>Manageable Direct Cost Total</b>         | <b>3,282,919</b> | <b>3,304,153</b> | <b>3,441,969</b> | <b>4.17%</b>     |
| Debt Service                                | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>     | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                    | <b>3,282,919</b> | <b>3,304,153</b> | <b>3,441,969</b> | <b>4.17%</b>     |
| <b>Intragovernmental Charges</b>            |                  |                  |                  |                  |
| Charges by/to Other Departments             | (1,046,552)      | (1,008,681)      | (1,176,705)      | 16.66%           |
| <b>Program Generated Revenue</b>            |                  |                  |                  |                  |
| 401010 - Real Property Taxes (Excludes ASD) | 4,605            | -                | -                | -                |
| 401030 - P & I on Delinquent Taxes          | 295              | -                | 222              | 100.00%          |
| 401040 - Tax Cost Recoveries                | 2,686            | 100              | 100              | -                |
| 404200 - Vehicle Emission Certification     | 75               | -                | -                | -                |
| 404220 - Miscellaneous Permits              | 67,407           | 40,000           | 60,000           | 50.00%           |
| 406600 - Late Fees                          | 14,443           | 10,000           | 8,000            | (20.00%)         |
| 406625 - Reimbursed Cost-NonGrant Funded    | 395,762          | 699,333          | 424,800          | (39.26%)         |
| 408060 - Other Collection Revenues          | 18,192           | -                | -                | -                |
| 408550 - Cash Over & Short                  | 61               | -                | -                | -                |
| <b>Program Generated Revenue Total</b>      | <b>503,526</b>   | <b>749,433</b>   | <b>493,122</b>   | <b>(34.20%)</b>  |
| <b>Net Cost</b>                             |                  |                  |                  |                  |
| Direct Cost Total                           | 3,282,919        | 3,304,153        | 3,441,969        | 4.17%            |
| Charges by/to Other Departments Total       | (1,046,552)      | (1,008,681)      | (1,176,705)      | 16.66%           |
| Program Generated Revenue Total             | (503,526)        | (749,433)        | (493,122)        | (34.20%)         |
| <b>Net Cost Total</b>                       | <b>1,732,840</b> | <b>1,546,039</b> | <b>1,772,142</b> | <b>14.62%</b>    |

### Position Detail as Budgeted

|  | 2018 Revised |           | 2019 Revised |           | 2020 Proposed |           |
|--|--------------|-----------|--------------|-----------|---------------|-----------|
|  | Full Time    | Part Time | Full Time    | Part Time | Full Time     | Part Time |
| Accounting Clerk II                      | 1            | -         | 1            | -         | 1             | -         |
| Accounting Clerk III                     | 8            | -         | 7            | -         | 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             | -         |
| Municipal Treasurer                      | 1            | -         | 1            | -         | 1             | -         |
| Principal Admin Officer                  | 1            | -         | 1            | -         | 1             | -         |

**Position Detail as Budgeted**

|  | 2018 Revised     |                  |  | 2019 Revised     |                  |  | 2020 Proposed    |                  |
|--|------------------|------------------|--|------------------|------------------|--|------------------|------------------|
|  | <u>Full Time</u> | <u>Part Time</u> |  | <u>Full Time</u> | <u>Part Time</u> |  | <u>Full Time</u> | <u>Part Time</u> |
| Senior Admin Officer                     | 2                | -                |  | 2                | -                |  | 2                | -                |
| Senior Staff Accountant                  | -                | 1                |  | -                | 1                |  | -                | 1                |
| SME-Section Lead                         | -                | -                |  | 1                | -                |  | 1                | -                |
| Tax Enforcement Officer I                | 3                | -                |  | 3                | -                |  | 3                | -                |
| Tax Enforcement Officer II               | 3                | -                |  | 3                | -                |  | 3                | -                |
| <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 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 vendors accurately and timely.

### Performance Measures

Progress in achieving goals shall be measured by:

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

| For Audit Year:  | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|------|------|------|------|------|
| # Management Letter Points in Annual Audit Management Letter | 1    | 2    | 2    | 3    | 8    |

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

2017 – Audit concluded

2018 – Audit in progress, not concluded

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

| For Audit Year: | 2013      | 2014     | 2015     | 2016      | 2017      | 2018      | 2019     |
|-----------------|-----------|----------|----------|-----------|-----------|-----------|----------|
| Overtime Cost:  | \$144,877 | \$72,165 | \$77,139 | \$149,533 | \$130,287 | \$250,570 | \$67,158 |

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

| Accounts Payable Division            | 2013    | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   |
|--------------------------------------|---------|--------|--------|--------|--------|--------|--------|
| \$ cost per transaction              | \$11.58 | 10.04  | 9.77   | 11.72  | 12.01  | 11.36  | 13.06  |
| # invoices processed for departments | 32,737  | 33,001 | 33,297 | 32,138 | 30,492 | 26,679 | 11,638 |



---

## Property Appraisal Division Finance Department

*Anchorage: Performance. Value. Results.*

---

**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.
- **Exemption Administration** – Administer Property Tax exemption programs.
- **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%)**

| 2011  | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------|------|------|------|------|------|------|------|------|
| 95.2% | 95%  | 96%  | 96%  | 96%  | 96%  | 95%  | 96%  | 96%  |

|   |
|---|
| <b>Measure #2: Number of properties inspected per year.</b> |
|---|

| Year | Percentage of total required inspections completed by December 31 <sup>st</sup> 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 | 101% of target  |
| 2019 | 20% of target as of 6-30-2019 (primary work done in Q2 and Q3)                          |

|   |
|---|
| <b>Measure #3: Appeal Response – Substantive completion of annual property assessment appeals process by June 1<sup>st</sup> of the tax year.</b> |
|---|

**Number of Appeals Completed by June 1<sup>st</sup>**

| Year | Appeals Filed | Appeals Completed by June 1 <sup>st</sup> | 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%                |
| 2019 | 713           | 675                                       | 94.72%              |

---

## **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 the portfolios within the Municipal Cash Pool (MCP).

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 investment return, gross of fees, that outperforms the respective benchmark for each portfolio manager within the MCP.

#### **Performance Measures**

- The rating of the MOA’s general obligation by Standard & Poor’s and Fitch.
- Dollar amount of the net present value savings achieved by refunding outstanding debt with cost effective, innovative and creative sources of funding.
- Monthly compliance report for investments that measure if the investments in the portfolio are compliant with AMC and P&P 24-11.
- Quarterly portfolio performance reports that measure the actual returns, gross of fees, of the portfolios within the MCP compared to the respective benchmark returns for the MCP.

**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     | AAA Negative      | AA+ Stable |
| 2016     | AAA Stable        | AA+ Stable |
| 2017     | AAA Stable        | AA+ Stable |
| 2018     | AAA Stable        | AA+ Stable |
| 2019 Jun | AAA Stable        | AA+ Stable |

**Measure #2: Dollar amount of the net present value savings achieved by refunding outstanding debt with cost effective, innovative and creative sources of funding.**

| Year        | Description of Refunding  | Par Amount  | Nominal Savings   | NPV Savings    |
|-------------|---------------------------|-------------|-------------------|----------------|
| <b>2009</b> | AWWU-Water                | 49,680,000  | 149,533,362       | 5,848,119      |
|             |                           |             |                   |                |
| <b>2010</b> | 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       |
|             | <b>Total Savings</b>      |             | <b>-1,188,308</b> | <b>554,267</b> |
|             |                           |             |                   |                |
| <b>2011</b> | GO-Schools (refunding) C  | 28,310,000  | 1,947,120         | 1,833,004      |
|             |                           |             |                   |                |
| <b>2012</b> | 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      |
|             |                           |             |                   |                |
| <b>2013</b> | No Refunding Activity     |             |                   |                |
|             |                           |             |                   |                |
| <b>2014</b> | 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      |
|             |                           |             |                   |                |
| <b>2015</b> | 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      |
|             |                           |             |                   |                |
| <b>2016</b> | GO-Schools (refunding) C  | 41,960,000  | 4,444,132         | 4,297,132      |
|             |                           |             |                   |                |
| <b>2017</b> | AWWU-Water                | 86,640,000  | 20,729,481        | 16,800,362     |
|             | AWWU-Wastewater           | 50,650,000  | 13,973,361        | 11,324,814     |
|             |                           |             |                   |                |
| <b>2018</b> | GO-GP (refunding) B       | 20,265,000  | 617,965           | 1,315,317      |
|             | GO-Schools (refunding) D  | 57,020,000  | 6,827,125         | 6,194,908      |

| <b>Financing Program</b>                  | <b>Savings</b>    |
|---|-------------------|
| Master Lease Program 2008 – 2017          | 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 – 2017    | 5,100,000         |
| Port Direct Loan Agreement 2016 – 2017    | 4,500,000         |
| ASU Direct Loan Agreement 2013 – 2017     | 6,700,000         |
| AWU Direct Loan Agreement 2013 – 2017     | 8,500,000         |
| Tax Anticipation Notes Issues 2006 -2018* | 11,000,000        |
|   |                   |
| <b>2008 – 2018 Savings Achieved</b>       | <b>71,100,000</b> |

\* Net profit achieved by keeping long term funds invested in The Municipal Cash Pool

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

| Year | In Full Compliance? | Notes  |
|------|---------------------|--|
| 2013 | Yes                 | Full Compliance for entire Yr.   |
| 2014 | Yes with exceptions |  |
|      | May                 | 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.                                 |
|      | August              | 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.                             |
|      | November            | 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.                             |
| 2015 | Yes with exceptions |  |
|      | July                | 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 the debt service payments were disbursed for August 1.     |
|      | August              | 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 a 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           | 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.   |

|                 |                            |   |
|-----------------|----------------------------|---|
|                 |                            |   |
| <b>2016</b>     | <b>Yes with exceptions</b> |   |
|                 | <b>August</b>              | 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. |
|                 |                            |   |
| <b>2017</b>     | <b>Yes</b>                 |   |
|                 |                            |   |
| <b>2018</b>     | <b>Yes</b>                 |   |
|                 |                            |   |
| <b>2019 Mar</b> | <b>Yes</b>                 |   |



**Measure #4:** Quarterly portfolio performance reports that measure the actual returns, gross of fees, of the portfolios within the MCP compared to the respective benchmark returns for the MCP.

|                            | 2018         | 2017        | 2016        | 2015        | 2014        |
|----------------------------|--------------|-------------|-------------|-------------|-------------|
| <b>BlackRock Portfolio</b> | <b>-0.04</b> | <b>3.63</b> | <b>2.96</b> | <b>1.32</b> | <b>3.15</b> |
| Benchmark                  | 0.25         | 3.34        | 3.09        | 1.07        | 3.13        |
| Excess Return              | -0.29        | 0.29        | -0.15       | 0.25        | 0.02        |
| <b>PNC Portfolio</b>       | <b>1.70</b>  | <b>1.19</b> | <b>1.35</b> | <b>0.81</b> | <b>0.87</b> |
| Benchmark                  | 1.60         | 0.84        | 0.93        | 0.57        | 0.64        |
| Excess Return              | 0.10         | 0.35        | 0.42        | 0.24        | 0.23        |
| <b>APCM Portfolio</b>      | <b>1.85</b>  | <b>0.90</b> | <b>0.49</b> | <b>0.23</b> | <b>0.21</b> |
| Benchmark                  | 1.87         | 0.86        | 0.33        | 0.05        | 0.03        |
| Excess Return              | -0.02        | 0.04        | 0.16        | 0.18        | 0.18        |
| <b>Total MCP</b>           | <b>0.67</b>  | <b>2.06</b> | <b>1.78</b> | <b>0.78</b> | <b>1.46</b> |

\* Values are expressed as percentages

---

## **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:

|   |
|---|
| <b>Measure #1: Treasury - Direct Revenues Collected vs. Cost (updated as of April 2019)</b> |
|---|

|   |
|---|
| <b>Efficiency Measure (budgeted cost):</b> Since 2010, Treasury's direct cost budget has increased \$161K (+5.0%) |
|---|

|  |
|--|
| <b>Effectiveness Measure (budgeted revenue):</b> Since 2010 Treasury's direct annual revenue collection total has increased \$104.4M (+19.3% ) |
|--|

|                                  | millions of dollars    |                            |   |
|----------------------------------|------------------------|----------------------------|---|
| Treasury Function/Group          | 2018 Revenues Budgeted | 2018 Budgeted Direct Costs | Calculated multiple (revenue-to-cost ratio) |
| Prop. tax revenues *             | \$554.50               | \$0.87                     | 638X  |
| Program tax revenues             | \$78.64                | \$0.92                     | 86X   |
| Delinq. crim./civil fines & fees | \$5.27                 | \$0.63                     | 8X  |
| MOA Trust Fund contribution      | \$6.30                 | \$0.82                     | 8X  |
| <b>Total</b>                     | <b>\$644.71</b>        | <b>\$3.23</b>              | <b>199X</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 \$0.94M to provide indirect support of over \$715M 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.

|  |
|--|
| <b>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.)</b> |
|--|

### Treasury Tax Performance Statistics

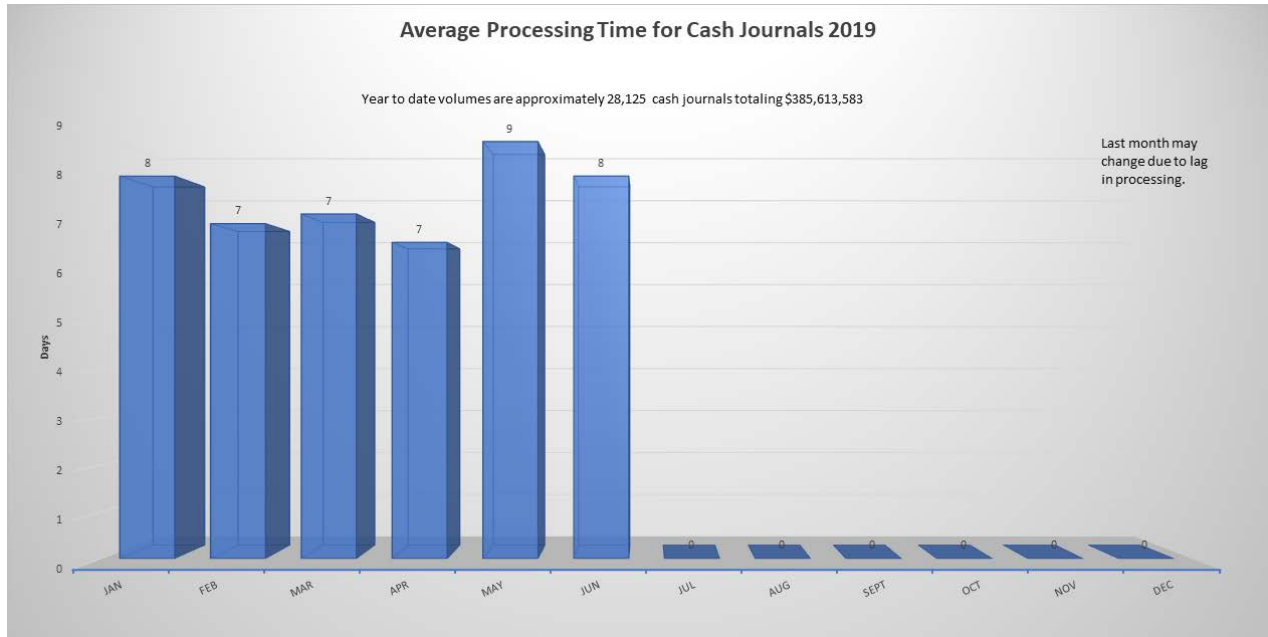
| Measurement   | 2016      | 2017      | 2018      | Comments                             |
|---|-----------|-----------|-----------|--------------------------------------|
| <b>Tax web site and e-commerce</b>                      |           |           |           |                                      |
| # of in-coming calls                                    | 6,576     | 6,747     | 6,842     | 12/31 Year-end; personnel count of 4 |
| Average wait time                                       | 59        | 62        | 72        | Reported in seconds                  |
| # of website hits                                       | 1,987,455 | 1,579,594 | 1,975,411 | Includes Property Taxes and CAMA     |
| # of credit card payments (via phone/web and in-person) | 3,232     | 3,712     | 4,112     |                                      |
| # of e-check payments                                   | 2,108     | 2,567     | 2,973     |                                      |
| Total # of credit card + e-check payments               | 5,340     | 6,279     | 7,085     |                                      |

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

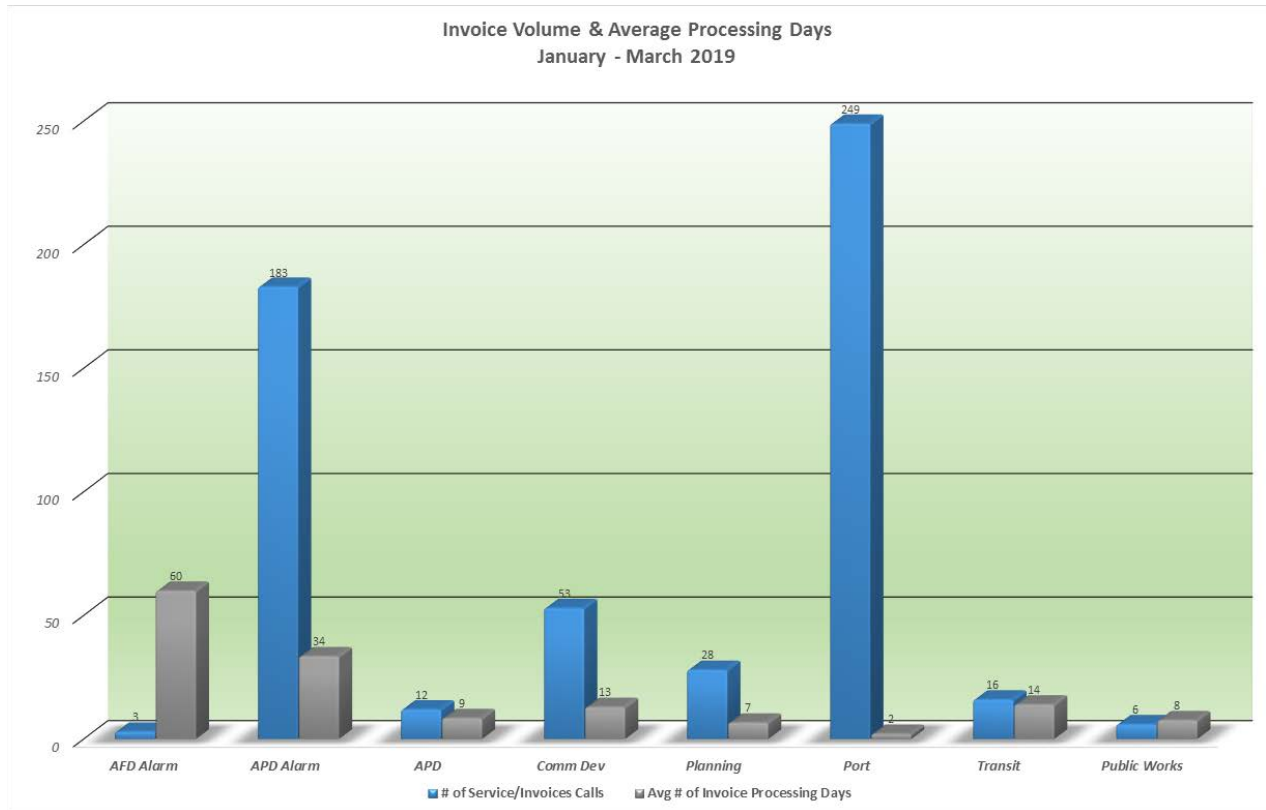
|  |     |
|--|-----|
| Percentage increase in # of web hits since year 2010                 | 54% |
| Percentage increase in volume of e-commerce payments since year 2010 | 71% |

|                          |         |
|--------------------------|---------|
| Tax Billing Dept ID 1346 |         |
| direct cost budget-2018  | 687,317 |
| Tax Billing Dept ID 1346 |         |
| direct cost budget-2010  | 605,681 |
| Dollar Change            | 81,636  |
| Percentage Change        | 13.5%   |

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

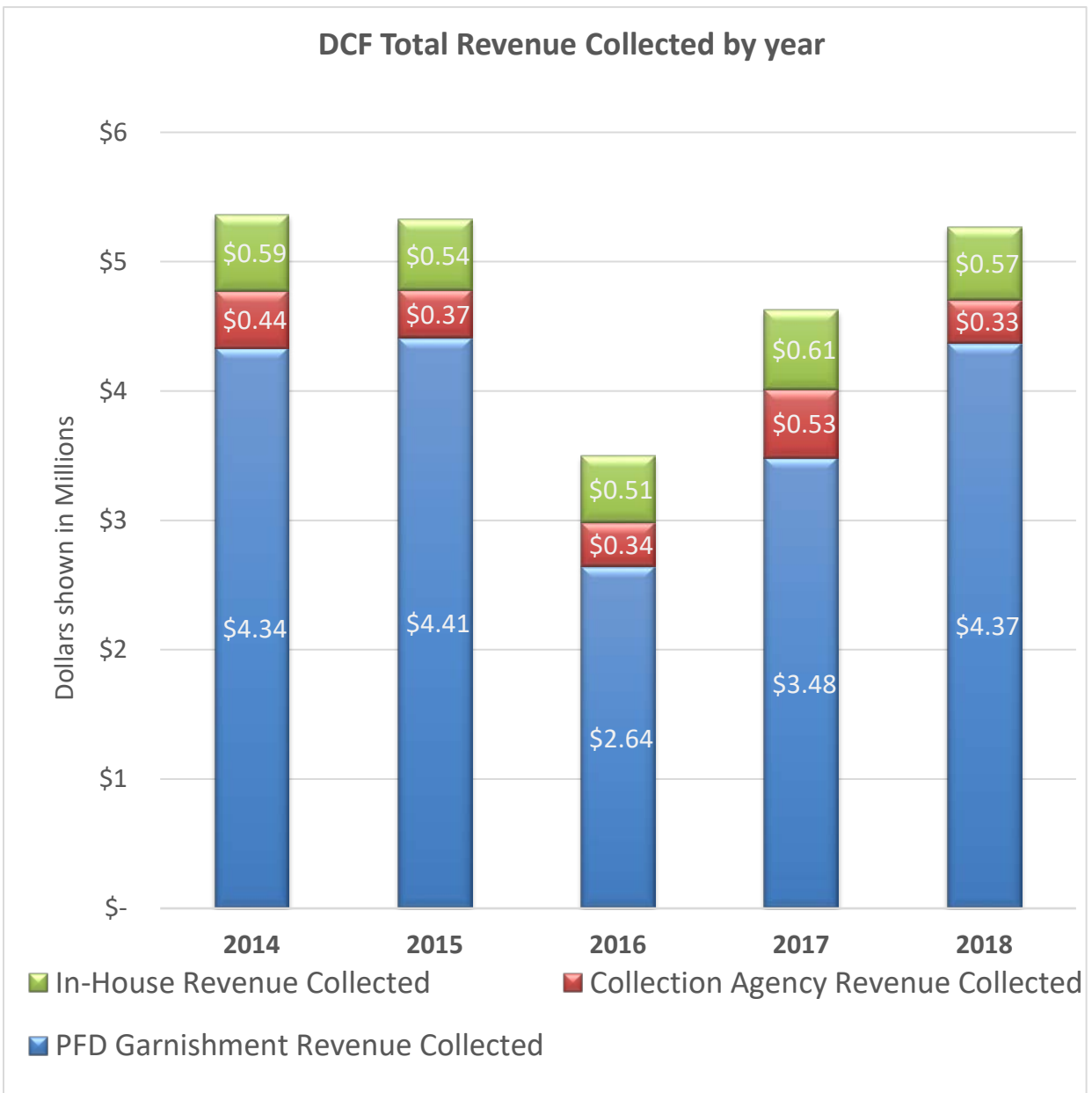


**Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system**

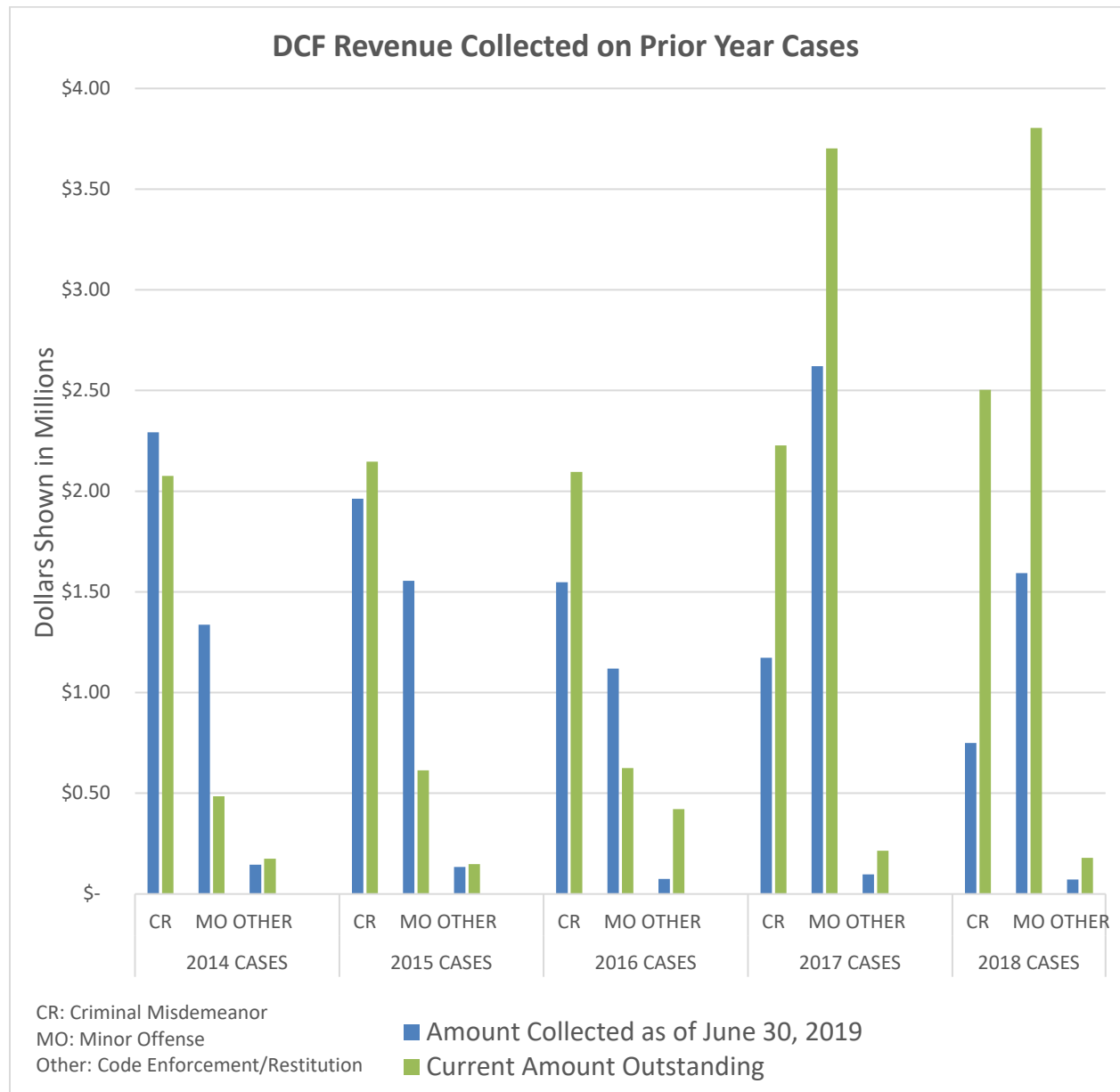


**Measure #5: 5a.) Collections on delinquent criminal/civil fines and fees (DCF).**

(5a.)

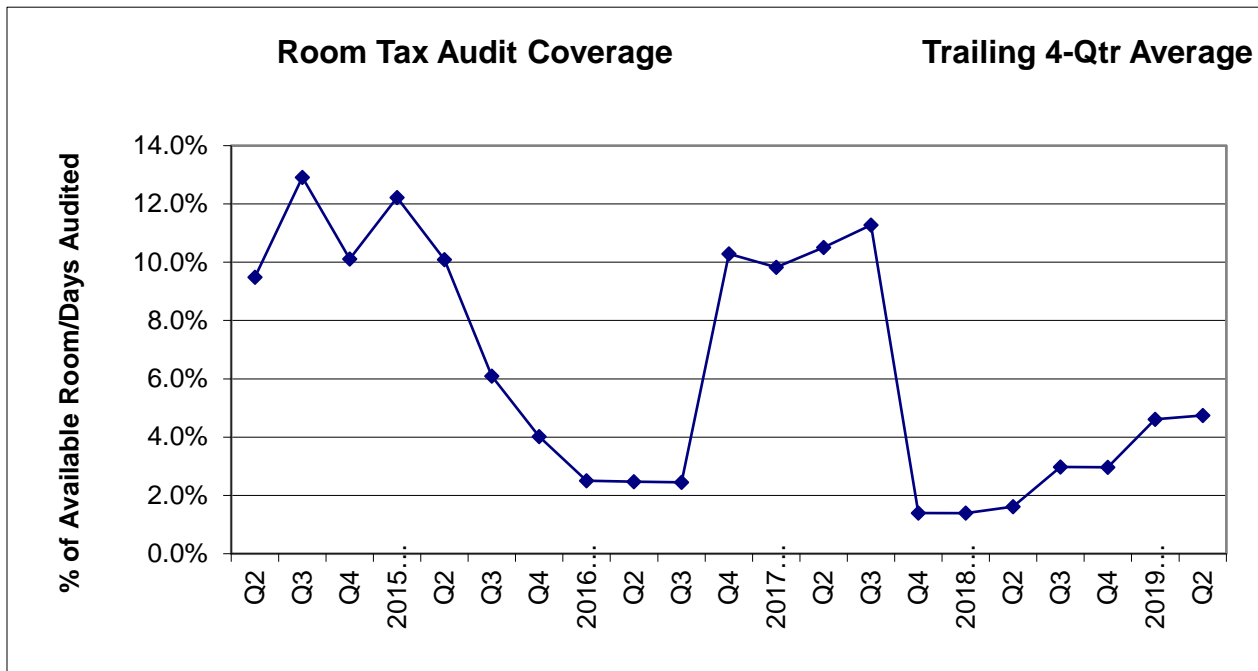


(5b.) Continuing collection efforts on trailing 5 years of DCF cases.

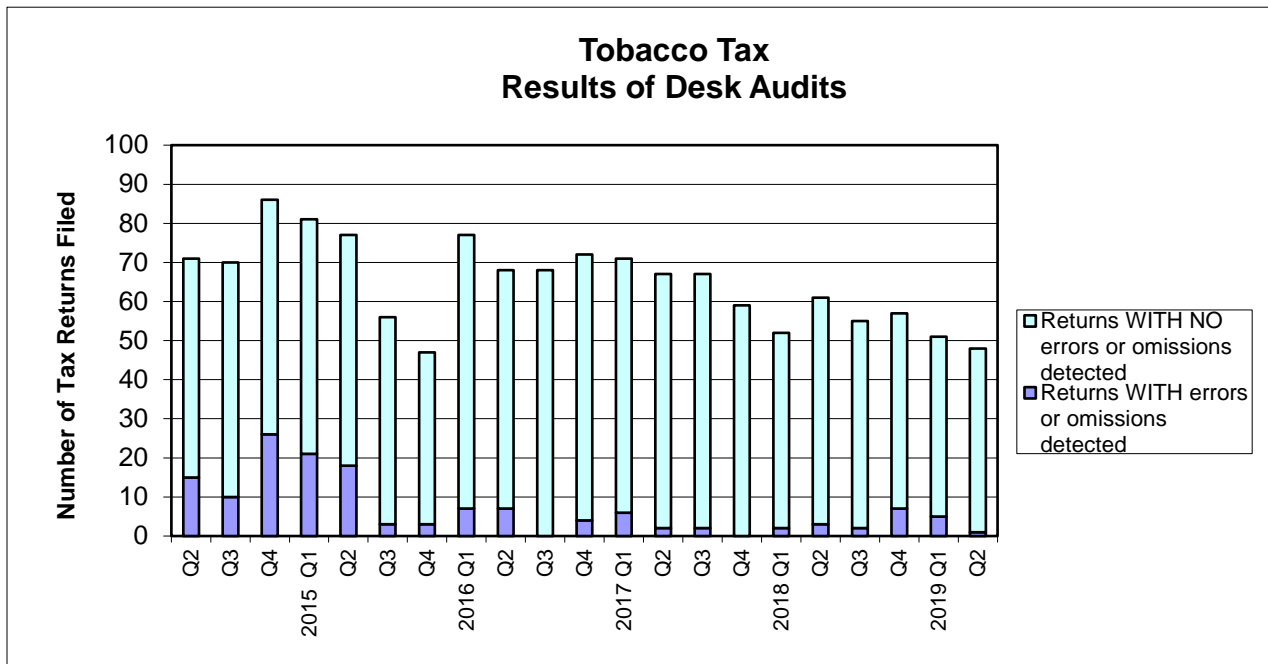




**Measure #6: Audit coverage related to room tax (i.e., auditor examined rooms versus total annual number of rooms offered for rent by local operators)**



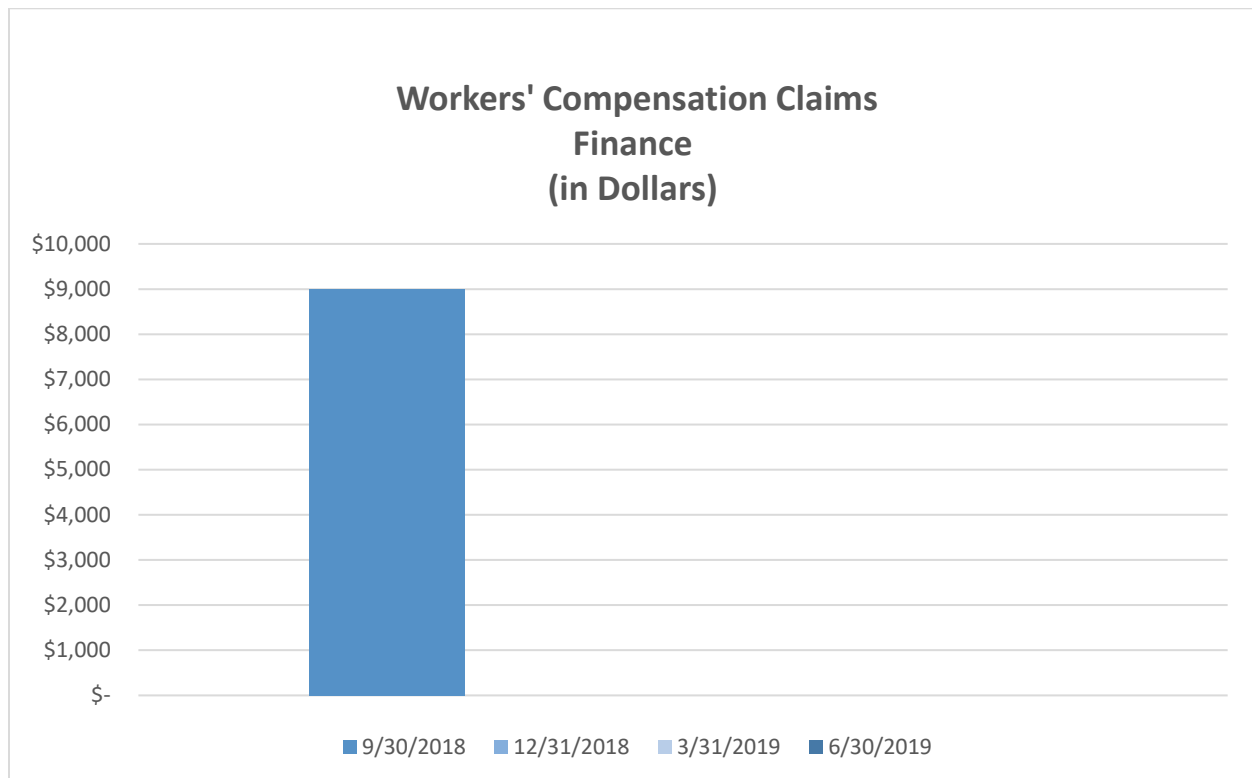
**Measure #7: Percent of incomplete or incorrect tobacco tax filings discovered through desk audits**



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

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

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



This page intentionally left blank.