

Finance



Chief Fiscal Officer

Finance

Controller

Property Appraisal

Public Finance & Investments

Treasury

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 Annual Comprehensive Financial Report (ACFR).
- 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 also include cash receipt processing, remittance processing services, and the MOA Trust Fund.

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



Economic Recovery – Build a city that attracts and retains a talented workforce, is hospitable to entrepreneurs and business owners, provides a strong environment for economic growth, attract new and innovative industries to Anchorage, and expand the tourism opportunities of Southcentral Alaska.

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 - 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.



Exemplary Municipal Operations – Improve the efficiency and effectiveness of Municipal operations to deliver services faster and better.

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 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.

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 Summary

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|-------------------------------------|-------------------|-------------------|-------------------|------------------|
| Direct Cost by Division | | | | |
| FIN Controller | 2,620,126 | 2,450,683 | 2,391,656 | (2.41%) |
| FIN Property Appraisal | 6,871,671 | 5,746,594 | 6,019,557 | 4.75% |
| FIN Public Finance & Investment | 1,964,690 | 2,314,570 | 2,337,566 | 0.99% |
| FIN Treasury | 3,165,730 | 3,175,788 | 3,235,513 | 1.88% |
| Direct Cost Total | 14,622,218 | 13,687,635 | 13,984,292 | 2.17% |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | (1,381,737) | (823,237) | (1,272,766) | 54.61% |
| Function Cost Total | 13,240,481 | 12,864,398 | 12,711,526 | (1.19%) |
| Program Generated Revenue | (3,820,488) | (3,417,933) | (3,452,933) | 1.02% |
| Net Cost Total | 9,419,993 | 9,446,465 | 9,258,593 | (1.99%) |
| Direct Cost by Category | | | | |
| Salaries and Benefits | 11,101,656 | 11,149,374 | 11,230,648 | 0.73% |
| Supplies | 54,565 | 57,542 | 58,142 | 1.04% |
| Travel | 60 | 33,680 | 33,680 | - |
| Contractual/Other Services | 2,989,940 | 1,757,168 | 1,691,347 | (3.75%) |
| Debt Service | 442,049 | 663,871 | 944,475 | 42.27% |
| Equipment, Furnishings | 33,947 | 26,000 | 26,000 | - |
| Direct Cost Total | 14,622,218 | 13,687,635 | 13,984,292 | 2.17% |
| Position Summary as Budgeted | | | | |
| Full-Time | 93 | 89 | 89 | - |
| Part-Time | - | - | - | - |
| Position Total | 93 | 89 | 89 | - |

Finance

Reconciliation from 2022 Revised Budget to 2023 Approved Budget

| | Direct Costs | Positions | | |
|-------------------------------------------------------------------------------|-------------------|-----------|----------|----------|
| | | FT | PT | Seas/T |
| 2022 Revised Budget | 13,687,635 | 89 | - | - |
| 2022 One-Time Requirements | | | | |
| - REVERSE - 2022 ONE-TIME - CAMA training, documentation, and go-live support | (66,356) | - | - | - |
| Debt Service Changes | | | | |
| - CAMA debt service | 280,604 | - | - | - |
| Changes in Existing Programs/Funding for 2023 | | | | |
| - Salaries and benefits adjustments | 81,274 | - | - | - |
| - Non-labor cost increases | 8,070 | - | - | - |
| - Fleet adjustment | (6,935) | - | - | - |
| 2023 Continuation Level | 13,984,292 | 89 | - | - |
| 2023 Proposed Budget Changes | | | | |
| - None | - | - | - | - |
| 2023 Approved Budget | 13,984,292 | 89 | - | - |

Finance
Division Summary
FIN Controller

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 2,598,194 | 2,410,381 | 2,351,354 | (2.45%) |
| Supplies | 4,271 | 8,602 | 8,602 | - |
| Travel | - | - | - | - |
| Contractual/Other Services | 13,081 | 25,500 | 25,500 | - |
| Equipment, Furnishings | 4,580 | 6,200 | 6,200 | - |
| Manageable Direct Cost Total | 2,620,126 | 2,450,683 | 2,391,656 | (2.41%) |
| Debt Service | - | - | - | - |
| Depreciation/Amortization | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 2,620,126 | 2,450,683 | 2,391,656 | - |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | (2,338,359) | (2,191,215) | (2,137,536) | (2.45%) |
| Function Cost Total | 281,767 | 259,468 | 254,120 | (2.06%) |
| Program Generated Revenue by Fund | | | | |
| Fund 101000 - Areawide General | 10,056 | 7,000 | 7,000 | - |
| Program Generated Revenue Total | 10,056 | 7,000 | 7,000 | - |
| Net Cost Total | 271,711 | 252,468 | 247,120 | (2.12%) |
| Position Summary as Budgeted | | | | |
| Full-Time | 20 | 18 | 18 | - |
| Position Total | 20 | 18 | 18 | - |

Finance
Division Detail
FIN Controller

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 2,598,194 | 2,410,381 | 2,351,354 | (2.45%) |
| Supplies | 4,271 | 8,602 | 8,602 | - |
| Travel | - | - | - | - |
| Contractual/Other Services | 13,081 | 25,500 | 25,500 | - |
| Equipment, Furnishings | 4,580 | 6,200 | 6,200 | - |
| Manageable Direct Cost Total | 2,620,126 | 2,450,683 | 2,391,656 | (2.41%) |
| Debt Service | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 2,620,126 | 2,450,683 | 2,391,656 | (2.41%) |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | (2,338,359) | (2,191,215) | (2,137,536) | (2.45%) |
| Program Generated Revenue | | | | |
| 406625 - Reimbursed Cost-NonGrant Funded | 8,182 | 7,000 | 7,000 | - |
| 408380 - Prior Year Expense Recovery | 2,098 | - | - | - |
| 408550 - Cash Over & Short | (224) | - | - | - |
| Program Generated Revenue Total | 10,056 | 7,000 | 7,000 | - |
| Net Cost | | | | |
| Direct Cost Total | 2,620,126 | 2,450,683 | 2,391,656 | (2.41%) |
| Charges by/to Other Departments Total | (2,338,359) | (2,191,215) | (2,137,536) | (2.45%) |
| Program Generated Revenue Total | (10,056) | (7,000) | (7,000) | - |
| Net Cost Total | 271,711 | 252,468 | 247,120 | (2.12%) |

Position Detail as Budgeted

| | 2021 Revised | | 2022 Revised | | 2023 Approved | |
|------------------------------------------|--------------|-----------|--------------|-----------|---------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Accounting Clerk IV | 1 | - | 1 | - | 1 | - |
| Controller | 1 | - | 1 | - | 1 | - |
| Finance Supervisor | 3 | - | 3 | - | 3 | - |
| Junior Accountant | 1 | - | - | - | - | - |
| Principal Administrative Officer | 1 | - | 1 | - | 1 | - |
| Senior Accountant | 1 | - | - | - | - | - |
| Senior Finance Officer | 1 | - | 1 | - | 1 | - |
| Senior Staff Accountant | 11 | - | 11 | - | 11 | - |
| Position Detail as Budgeted Total | 20 | - | 18 | - | 18 | - |

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 4,553,817 | 4,745,713 | 4,811,363 | 1.38% |
| Supplies | 19,870 | 23,290 | 23,290 | - |
| Travel | 60 | 13,680 | 13,680 | - |
| Contractual/Other Services | 1,855,614 | 289,040 | 215,749 | (25.36%) |
| Equipment, Furnishings | 261 | 11,000 | 11,000 | - |
| Manageable Direct Cost Total | 6,429,623 | 5,082,723 | 5,075,082 | (0.15%) |
| Debt Service | 442,049 | 663,871 | 944,475 | 42.27% |
| Depreciation/Amortization | - | - | - | - |
| Non-Manageable Direct Cost Total | 442,049 | 663,871 | 944,475 | 42.27% |
| Direct Cost Total | 6,871,671 | 5,746,594 | 6,019,557 | - |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 1,757,465 | 2,195,574 | 1,719,547 | (21.68%) |
| Function Cost Total | 8,629,136 | 7,942,168 | 7,739,104 | (2.56%) |
| Program Generated Revenue by Fund | | | | |
| Fund 101000 - Areawide General | 1,453,507 | 6,200 | 6,200 | - |
| Program Generated Revenue Total | 1,453,507 | 6,200 | 6,200 | - |
| Net Cost Total | 7,175,629 | 7,935,968 | 7,732,904 | (2.56%) |
| Position Summary as Budgeted | | | | |
| Full-Time | 39 | 39 | 39 | - |
| Position Total | 39 | 39 | 39 | - |

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 4,553,817 | 4,745,713 | 4,811,363 | 1.38% |
| Supplies | 19,870 | 23,290 | 23,290 | - |
| Travel | 60 | 13,680 | 13,680 | - |
| Contractual/Other Services | 1,855,614 | 289,040 | 215,749 | (25.36%) |
| Equipment, Furnishings | 261 | 11,000 | 11,000 | - |
| Manageable Direct Cost Total | 6,429,623 | 5,082,723 | 5,075,082 | (0.15%) |
| Debt Service | 442,049 | 663,871 | 944,475 | 42.27% |
| Non-Manageable Direct Cost Total | 442,049 | 663,871 | 944,475 | 42.27% |
| Direct Cost Total | 6,871,671 | 5,746,594 | 6,019,557 | 4.75% |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 1,757,465 | 2,195,574 | 1,719,547 | (21.68%) |
| Program Generated Revenue | | | | |
| 406130 - Appraisal Appeal Fee | 2,113 | 5,000 | 5,000 | - |
| 406570 - Micro-Fiche Fees | 50 | 100 | 100 | - |
| 406580 - Copier Fees | 84 | 100 | 100 | - |
| 406625 - Reimbursed Cost-NonGrant Funded | 4,278 | 1,000 | 1,000 | - |
| 408380 - Prior Year Expense Recovery | 3,646 | - | - | - |
| 460040 - Loan Proceeds | 1,443,337 | - | - | - |
| Program Generated Revenue Total | 1,453,507 | 6,200 | 6,200 | - |
| Net Cost | | | | |
| Direct Cost Total | 6,871,671 | 5,746,594 | 6,019,557 | 4.75% |
| Charges by/to Other Departments Total | 1,757,465 | 2,195,574 | 1,719,547 | (21.68%) |
| Program Generated Revenue Total | (1,453,507) | (6,200) | (6,200) | - |
| Net Cost Total | 7,175,629 | 7,935,968 | 7,732,904 | (2.56%) |

Position Detail as Budgeted

| | 2021 Revised | | 2022 Revised | | 2023 Approved | |
|------------------------------------------|--------------|-----------|--------------|-----------|---------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Accounting Clerk III | 6 | - | 6 | - | 6 | - |
| Administrative Officer | 1 | - | 1 | - | 1 | - |
| Appraisal Analyst | 10 | - | 10 | - | 10 | - |
| Appraisal Supervisor | 3 | - | 3 | - | 3 | - |
| Appraiser | 5 | - | 5 | - | 5 | - |
| Business Property Assessment Examiner | 1 | - | 1 | - | 1 | - |
| Municipal Assessor | 1 | - | 1 | - | 1 | - |
| Property Appraisal Administrator | 2 | - | 2 | - | 2 | - |
| Senior Admin Officer | 1 | - | 1 | - | 1 | - |
| Senior Appraiser | 9 | - | 9 | - | 9 | - |
| Position Detail as Budgeted Total | 39 | - | 39 | - | 39 | - |

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|---------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 1,013,263 | 1,034,917 | 1,057,913 | 2.22% |
| Supplies | 461 | 2,100 | 2,100 | - |
| Travel | - | 20,000 | 20,000 | - |
| Contractual/Other Services | 949,227 | 1,255,553 | 1,255,553 | - |
| Equipment, Furnishings | 1,740 | 2,000 | 2,000 | - |
| Manageable Direct Cost Total | 1,964,690 | 2,314,570 | 2,337,566 | 0.99% |
| Debt Service | - | - | - | - |
| Depreciation/Amortization | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 1,964,690 | 2,314,570 | 2,337,566 | - |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 214,645 | 222,338 | 227,736 | 2.43% |
| Function Cost Total | 2,179,336 | 2,536,908 | 2,565,302 | 1.12% |
| Program Generated Revenue by Fund | | | | |
| Fund 164000 - Public Finance and Investment | 1,825,047 | 2,870,157 | 2,905,157 | 1.22% |
| Program Generated Revenue Total | 1,825,047 | 2,870,157 | 2,905,157 | 1.22% |
| Net Cost Total | 354,289 | (333,249) | (339,855) | 1.98% |
| Position Summary as Budgeted | | | | |
| Full-Time | 6 | 6 | 6 | - |
| Position Total | 6 | 6 | 6 | - |

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 1,013,263 | 1,034,917 | 1,057,913 | 2.22% |
| Supplies | 461 | 2,100 | 2,100 | - |
| Travel | - | 20,000 | 20,000 | - |
| Contractual/Other Services | 949,227 | 1,255,553 | 1,255,553 | - |
| Equipment, Furnishings | 1,740 | 2,000 | 2,000 | - |
| Manageable Direct Cost Total | 1,964,690 | 2,314,570 | 2,337,566 | 0.99% |
| Debt Service | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 1,964,690 | 2,314,570 | 2,337,566 | 0.99% |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 214,645 | 222,338 | 227,736 | 2.43% |
| Program Generated Revenue | | | | |
| 406560 - Service Fees - School District | 79,379 | 551,000 | 551,000 | - |
| 406625 - Reimbursed Cost-NonGrant Funded | 979,628 | 745,660 | 745,660 | - |
| 408380 - Prior Year Expense Recovery | 658 | - | - | - |
| 408580 - Miscellaneous Revenues | 754,500 | 1,567,497 | 1,567,497 | - |
| 440010 - GCP Short-Term Interest | 10,883 | 6,000 | 41,000 | 583.33% |
| Program Generated Revenue Total | 1,825,047 | 2,870,157 | 2,905,157 | 1.22% |
| Net Cost | | | | |
| Direct Cost Total | 1,964,690 | 2,314,570 | 2,337,566 | 0.99% |
| Charges by/to Other Departments Total | 214,645 | 222,338 | 227,736 | 2.43% |
| Program Generated Revenue Total | (1,825,047) | (2,870,157) | (2,905,157) | 1.22% |
| Net Cost Total | 354,289 | (333,249) | (339,855) | 1.98% |

Position Detail as Budgeted

| | 2021 Revised | | 2022 Revised | | 2023 Approved | |
|------------------------------------------|--------------|-----------|--------------|-----------|---------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Principal Accountant | 2 | - | 2 | - | 2 | - |
| Public Finance Manager | 2 | - | 2 | - | 2 | - |
| Senior Accountant | 1 | - | 1 | - | 1 | - |
| Senior Finance Officer | 1 | - | 1 | - | 1 | - |
| Position Detail as Budgeted Total | 6 | - | 6 | - | 6 | - |

Finance
Division Summary
FIN Treasury

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 2,936,381 | 2,958,363 | 3,010,018 | 1.75% |
| Supplies | 29,963 | 23,550 | 24,150 | 2.55% |
| Travel | - | - | - | - |
| Contractual/Other Services | 172,019 | 187,075 | 194,545 | 3.99% |
| Equipment, Furnishings | 27,366 | 6,800 | 6,800 | - |
| Manageable Direct Cost Total | 3,165,730 | 3,175,788 | 3,235,513 | 1.88% |
| Debt Service | - | - | - | - |
| Depreciation/Amortization | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 3,165,730 | 3,175,788 | 3,235,513 | - |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | (1,015,488) | (1,049,934) | (1,082,513) | 3.10% |
| Function Cost Total | 2,150,242 | 2,125,854 | 2,153,000 | 1.28% |
| Program Generated Revenue by Fund | | | | |
| Fund 101000 - Areawide General | 531,878 | 534,576 | 534,576 | - |
| Program Generated Revenue Total | 531,878 | 534,576 | 534,576 | - |
| Net Cost Total | 1,618,364 | 1,591,278 | 1,618,424 | 1.71% |
| Position Summary as Budgeted | | | | |
| Full-Time | 28 | 26 | 26 | - |
| Position Total | 28 | 26 | 26 | - |

Finance
Division Detail
FIN Treasury

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

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|------------------------------------------|------------------|------------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 2,936,381 | 2,958,363 | 3,010,018 | 1.75% |
| Supplies | 29,963 | 23,550 | 24,150 | 2.55% |
| Travel | - | - | - | - |
| Contractual/Other Services | 172,019 | 187,075 | 194,545 | 3.99% |
| Equipment, Furnishings | 27,366 | 6,800 | 6,800 | - |
| Manageable Direct Cost Total | 3,165,730 | 3,175,788 | 3,235,513 | 1.88% |
| Debt Service | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 3,165,730 | 3,175,788 | 3,235,513 | 1.88% |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | (1,015,488) | (1,049,934) | (1,082,513) | 3.10% |
| Program Generated Revenue | | | | |
| 401040 - Tax Cost Recoveries | 4,959 | 100 | 100 | - |
| 404220 - Miscellaneous Permits | 89,032 | 60,000 | 60,000 | - |
| 406600 - Late Fees | 15,459 | 8,000 | 8,000 | - |
| 406625 - Reimbursed Cost-NonGrant Funded | 409,581 | 466,476 | 466,476 | - |
| 408060 - Other Collection Revenues | 10,183 | - | - | - |
| 408380 - Prior Year Expense Recovery | 2,589 | - | - | - |
| 408550 - Cash Over & Short | 76 | - | - | - |
| Program Generated Revenue Total | 531,878 | 534,576 | 534,576 | - |
| Net Cost | | | | |
| Direct Cost Total | 3,165,730 | 3,175,788 | 3,235,513 | 1.88% |
| Charges by/to Other Departments Total | (1,015,488) | (1,049,934) | (1,082,513) | 3.10% |
| Program Generated Revenue Total | (531,878) | (534,576) | (534,576) | - |
| Net Cost Total | 1,618,364 | 1,591,278 | 1,618,424 | 1.71% |

Position Detail as Budgeted

| | 2021 Revised | | 2022 Revised | | 2023 Approved | |
|----------------------------------|--------------|-----------|--------------|-----------|---------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Accounting Clerk II | 1 | - | 1 | - | 1 | - |
| Accounting Clerk III | 7 | - | 7 | - | 7 | - |
| Administrative Officer | 2 | - | 1 | - | 1 | - |
| Collector | 4 | - | 4 | - | 4 | - |
| Junior Admin Officer | 2 | - | 2 | - | 2 | - |
| Municipal Treasurer | 1 | - | 1 | - | 1 | - |
| Principal Administrative Officer | 1 | - | 1 | - | 1 | - |
| Public Finance Manager | 1 | - | 1 | - | 1 | - |
| Senior Admin Officer | 3 | - | 3 | - | 3 | - |
| Tax Enforcement Officer I | 3 | - | 3 | - | 3 | - |

Position Detail as Budgeted

| | 2021 Revised | | 2022 Revised | | 2023 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 Officer II | 3 | - | 2 | - | 2 | - |
| Position Detail as Budgeted Total | 28 | - | 26 | - | 26 | - |

Alcoholic Beverages Retail Sales Tax Program

Description

The net receipts from the alcoholic beverages retail sales tax, after payment of the costs of administration, collection, and audit to the municipality, are dedicated and shall be available to use only for:

- Funding for police, related criminal justice personnel, and first responders
- Funding to combat and address child abuse, sexual assault, and domestic violence
- Funding for substance misuse treatment, prevention programs, detoxification or long-term addiction recovery facilities, mental and behavioral health programs, and resources to prevent and address Anchorage's homelessness crisis.

Additional information is available in Appendix R.

Department Services

Administer AMC 12.65 to maximize realization of alcohol tax revenues required to be collected by retailers operating within the boundaries of the Municipality of Anchorage. Receive, process, adjust and audit monthly alcohol tax filings and remittances received from retailers.

Progressively enforce AMC 12.65 through desk and field audits where Treasury discovers non-compliance by local alcohol retailers with Code requirements.

Finance
Department Summary
Alcohol Tax

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|-------------------------------------|-----------------|-----------------|------------------|------------------|
| Direct Cost by Division | | | | |
| FIN Treasury | 211,978 | 259,116 | 272,106 | 5.01% |
| Direct Cost Total | 211,978 | 259,116 | 272,106 | 5.01% |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 621 | 5,345 | 5,511 | 3.11% |
| Function Cost Total | 212,599 | 264,461 | 277,617 | 4.97% |
| Net Cost Total | 212,599 | 264,461 | 277,617 | 4.97% |
| Direct Cost by Category | | | | |
| Salaries and Benefits | 189,619 | 237,116 | 250,056 | 5.46% |
| Supplies | 1,906 | 4,000 | 3,350 | (16.25%) |
| Travel | - | - | - | - |
| Contractual/Other Services | 20,294 | 18,000 | 18,700 | 3.89% |
| Debt Service | - | - | - | - |
| Equipment, Furnishings | 159 | - | - | - |
| Direct Cost Total | 211,978 | 259,116 | 272,106 | 5.01% |
| Position Summary as Budgeted | | | | |
| Full-Time | 2 | 2 | 2 | - |
| Part-Time | - | - | - | - |
| Position Total | 2 | 2 | 2 | - |

Finance
Division Summary
Alcohol Tax
FIN Treasury
(Fund Center # 134300)

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|-----------------------------------------|-----------------|-----------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 189,619 | 237,116 | 250,056 | 5.46% |
| Supplies | 1,906 | 4,000 | 3,350 | (16.25%) |
| Travel | - | - | - | - |
| Contractual/Other Services | 20,294 | 18,000 | 18,700 | 3.89% |
| Equipment, Furnishings | 159 | - | - | - |
| Manageable Direct Cost Total | 211,978 | 259,116 | 272,106 | 5.01% |
| Debt Service | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 211,978 | 259,116 | 272,106 | - |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 621 | 5,345 | 5,511 | 3.11% |
| Function Cost Total | 212,599 | 264,461 | 277,617 | 4.97% |
| Net Cost Total | 212,599 | 264,461 | 277,617 | 4.97% |

Position Summary as Budgeted

| | | | | |
|-----------------------|----------|----------|----------|----------|
| Full-Time | 2 | 2 | 2 | - |
| Position Total | 2 | 2 | 2 | - |

Finance
Division Detail
Alcohol Tax
FIN Treasury
(Fund Center # 134300)

| | 2021 Actuals | 2022 Revised | 2023 Approved | 23 v 22 % Chg |
|-----------------------------------------|-----------------|-----------------|------------------|------------------|
| Direct Cost by Category | | | | |
| Salaries and Benefits | 189,619 | 237,116 | 250,056 | 5.46% |
| Supplies | 1,906 | 4,000 | 3,350 | (16.25%) |
| Travel | - | - | - | - |
| Contractual/Other Services | 20,294 | 18,000 | 18,700 | 3.89% |
| Equipment, Furnishings | 159 | - | - | - |
| Manageable Direct Cost Total | 211,978 | 259,116 | 272,106 | 5.01% |
| Debt Service | - | - | - | - |
| Non-Manageable Direct Cost Total | - | - | - | - |
| Direct Cost Total | 211,978 | 259,116 | 272,106 | 5.01% |
| Intragovernmental Charges | | | | |
| Charges by/to Other Departments | 621 | 5,345 | 5,511 | 3.11% |
| Net Cost | | | | |
| Direct Cost Total | 211,978 | 259,116 | 272,106 | 5.01% |
| Charges by/to Other Departments Total | 621 | 5,345 | 5,511 | 3.11% |
| Net Cost Total | 212,599 | 264,461 | 277,617 | 4.97% |

Position Detail as Budgeted

| | 2021 Revised | | 2022 Revised | | 2023 Approved | |
|------------------------------------------|--------------|-----------|--------------|-----------|---------------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Tax Enforcement Officer I | 1 | - | 1 | - | 1 | - |
| Tax Enforcement Officer II | 1 | - | 1 | - | 1 | - |
| Position Detail as Budgeted Total | 2 | - | 2 | - | 2 | - |

Controller Division Finance Department

Anchorage: Performance. Value. Results.

Mission

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

Core Services

- Prepare Annual Comprehensive Financial Report (ACFR)
- 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: Maintain number of external audit findings at or near zero.

| For Audit Year: | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------------|------|------|------|------|------|
| # Audit Findings for Annual External Audit | 8 | 1 | 0 | 1 | 0 |

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

2020 – No Internal Audit findings.

2020 – External Audit concluded, one finding addressed by Management within 90 days.

2021 – No Internal Audit findings.

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

| For Audit Year: | 2018 | 2019 | 2020 | 2021 | 2022 |
|-----------------|-----------|----------|----------|----------|----------|
| Overtime Cost: | \$250,570 | \$75,401 | \$64,173 | \$91,574 | \$79,047 |

Measure #4: Cost to produce vendor checks.

| Accounts Payable Division | 2018 | 2019 | 2020 | 2021 | 2022 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| \$ cost per transaction | 11.36 | 13.41 | 12.82 | 12.58 | 13.95 |
| # invoices processed for departments | 26,679 | 25,833 | 26,975 | 28,720 | 13,350 |

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

- Real property went live with the new computer assisted mass appraisal (CAMA) system.
- Added additional property profile information on the new public website.
- Timely Annual Assessment of all taxable property.
- Completion of annual assessment appeals.
- Exemption Review team was proactive reaching out to Senior Citizens who may qualify for an exemption while removing over 600 exemptions in 2022.

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%)

| 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------|------|------|------|------|------|------|------|------|
| 96% | 96% | 96% | 95% | 96% | 95% | 96% | 95% | 95% |

| |
|-------------------------------------------------------------|
| Measure #2: Number of properties inspected per year. |
|-------------------------------------------------------------|

| Year | Percentage of total required inspections completed by December 31st of year |
|-------------|-----------------------------------------------------------------------------------------------|
| 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 | 60% of target |
| 2020 | 63% of target |
| 2021 | 70% of target |
| 2022 | 20% of target (as of 7/8/2022) |

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

Number of Appeals Completed by June 1st

| Year | Appeals Filed | Appeals Completed by June 1st | Percentage Complete |
|-------------|----------------------|--------------------------------------|----------------------------|
| 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 | 99.8% |
| 2017 | 395 | 390 | 98.7% |
| 2018 | 357 | 357 | 100% |
| 2019 | 706 | 675 | 95.6% |
| 2020 | 383 | 364 | 95.0% |
| 2021 | 366 | 364 | 94.5% |
| 2022 | 376 | 374 | 99.5% |

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 | AAA Stable | AA+ Stable |
| 2020 | AAA Stable | AA+ Stable |
| 2021 | AA+ Negative | AA+ Stable |
| 2022 June | AA+ Negative | 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 | Refunding Par Amount | Nominal Savings | NPV Savings |
|-------------|---------------------------|----------------------|-----------------|--------------|
| 2009 | AWWU-Water | \$ 49,680,000 | \$ 149,533,362 | \$ 5,848,119 |
| 2010 | GO-GP (refunding) C-1 | 11,840,000 | 1,036,948 | 1,137,757 |
| | GO-GP (restructuring) C-2 | 11,910,000 | -2,225,384 | -583,328 |
| 2011 | GO-Schools (refunding) C | 28,310,000 | 1,947,120 | 1,832,934 |
| 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 | 78,430,000 | 11,375,985 | 10,446,307 |
| | GO-Schools (refunding) D | 37,150,000 | 4,247,874 | 3,633,494 |
| | ML&P Refunding | 180,575,000 | 1,720,900 | 1,444,736 |
| 2015 | GO-GP (refunding) B | 115,250,000 | 13,142,354 | 12,667,732 |
| | GO-Schools (refunding) D | 81,040,000 | 10,155,939 | 9,198,977 |
| | CIVICVentures (refunding) | 93,970,000 | 17,203,908 | 9,099,922 |
| 2016 | GO-Schools (refunding) C | 41,960,000 | 4,444,132 | 4,297,132 |
| 2017 | AWWU-Water | 88,660,000 | 21,549,897 | 16,521,828 |
| | AWWU-Wastewater | 64,895,000 | 14,799,257 | 11,324,814 |
| | AWWU-Water Refunding (T) | 13,915,000 | 7,215,937 | 278,533 |
| 2018 | GO-GP (refunding) B | 20,265,000 | 617,965 | 1,199,551 |

| | | | | |
|-------------|--------------------------|------------|-----------------------|-----------------------|
| | GO-Schools (refunding) D | 57,020,000 | 6,827,125 | 6,301,871 |
| 2019 | GO-GP (refunding) B | 27,750,000 | 3,729,199 | 3,385,347 |
| | GO-Schools (refunding) D | 10,295,000 | 1,359,022 | 1,242,941 |
| 2020 | GO-GP (refunding) B | 1,765,000 | 255,829 | 254,632 |
| | GO-GP (refunding) C | 43,820,000 | 6,212,814 | 5,658,803 |
| | GO-GP (refunding) D | 13,900,000 | 2,917,962 | 2,804,721 |
| | GO-Schools (refunding) F | 77,830,000 | 8,941,887 | 8,124,692 |
| 2021 | GO-GP (refunding) B | 25,595,000 | 1,991,520 | 1,776,259 |
| | GO-Schools (refunding) D | 35,740,000 | 2,836,228 | 2,528,815 |
| | Grand Total | | \$ 295,277,263 | \$ 124,455,300 |

| Financing Program | Savings |
|------------------------------------------------------------|---------------------|
| Master Lease Program 2008 – 2019 | \$1,000,000 |
| Port Commercial Paper Program 2008 – 2015 | 9,600,000 |
| Port Direct Loan Agreement 2016 – 2020 | 3,000,000 |
| ML&P Commercial Paper Program 2012 – 2015 | 27,400,000 |
| ML&P Direct Loan Agreement 2016 – 2019 | 12,776,000 |
| ASU Direct Loan Agreement 2013 – 2019 | 9,380,000 |
| ASU Intermediate Term Borrowing Program (ITBP) 2017 – 2019 | 750,000 |
| AWU Direct Loan Agreement 2013 – 2019 | 11,900,000 |
| AWU Intermediate Term Borrowing Program (ITBP) 2017 – 2019 | 1,500,000 |
| Tax Anticipation Notes Issues 2006 – 2021* | 16,969,157 |
| 2006 – 2021 Savings Achieved | \$94,275,157 |

* 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 |
| 2017 | Yes | |
| 2018 | Yes | Full Compliance for entire year. |
| 2019 | Yes, with exceptions | |
| | July | A large inflow of cash due to property tax payments was received which caused KeyBank repurchase agreement to have uninvested cash over the weekend. This caused overall percentage of government securities in the internally |

2023 Approved General Government Operating Budget

| | | |
|-------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | managed portfolio to dip below the 50% minimum. This was corrected and routine. |
| | August | A large transfer made on August 30 th to pay debt service was made to account for a holiday weekend. The subsequent payment made on September 3 corrected the money market accounts which exceeded maximum value of 25% as set forth in P&P. |
| 2020 | Yes, with exceptions | |
| | February and March | A large number of investments were scheduled to mature in late February and March. In addition, the Fed dropped interest rates sharply, causing several large non-maturing investments to be called. The unprecedented market reaction to the Coronavirus Pandemic which occurred in late February and into March made it impossible to re-invest maturing and called assets at a reasonable yield. We have been monitoring markets and will reinvest when it is prudent to do so. |
| | April and May | A large number of investments were scheduled to mature in late February and March. In addition, the Fed dropped interest rates sharply, causing several large non-maturing investments to be called. The unprecedented market reaction to the Coronavirus Pandemic which occurred in late February and into March made it impossible to re-invest maturing and called assets at a reasonable yield. We have been monitoring markets and will reinvest when it is prudent to do so. |
| | August and September | On August 31 and September 30, CARES Act funds of approximately \$96 million and \$116 million (respectively) were invested in money markets in-order to maintain the liquidity required for rapid deployment of this money into the community. |
| 2021 | Yes, with exceptions | |
| | January, February, and March | Large cash positions were held in the RMF account for short term spending expected in January, February, and March; the returns on the type of short term, quality investments that would normally be invested in did not increase return, so these funds were left in money markets (which comprise Treasuries) rather than being invested individually in Treasuries (which would have reduced liquidity but not improved return). |
| | April, May, and June | Large cash positions were held in the RMF account for short term spending expected in the near term; the returns on the type of short term, quality investments that would normally be invested in did not increase return, so these funds were left in money markets (which comprise Treasuries) rather than being invested individually in Treasuries (which would have reduced liquidity but not improved return). |
| | July, August, and September | Large cash positions were held in the RMF account for short term spending expected in the near term; the returns on the type of short term, quality investments that would normally be invested in did not increase return, so these funds were left in money markets (which comprise Treasuries) rather than being invested individually in Treasuries (which would have reduced liquidity but not improved return). |
| | October, November, and December | Large cash positions were held in the RMF account for short term spending expected in the near term; the returns on the |

| | | |
|-------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | type of short term, quality investments that would normally be invested in did not increase return, so these funds were left in money markets (which comprise Treasuries) rather than being invested individually in Treasuries (which would have reduced liquidity but not improved return). |
| 2022 | Yes, with exceptions | |
| | January, February, and March | Large cash positions were held in the RMF account for short term spending expected in the near term; the returns on the type of short term, quality investments that would normally be invested in did not increase return, so these funds were left in money markets (which comprise Treasuries) rather than being invested individually in Treasuries (which would have reduced liquidity but not improved return). |
| | April, May, and June | Large cash positions were held in the RMF account for short term spending expected in the near term; the returns on the type of short term, quality investments that would normally be invested in did not increase return, so these funds were left in money markets (which comprise Treasuries) rather than being invested individually in Treasuries (which would have reduced liquidity but not improved return). |

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.

| | YTD 03/31/2022* | 2021 | 2020 | 2019 | 2018 | 2017 |
|----------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| BlackRock Portfolio | -4.32 | .24 | 6.89 | 9.18 | -.04 | 3.63 |
| Benchmark | -4.48 | .14 | 6.47 | 8.56 | .23 | 3.34 |
| Excess Return | 0.16 | 0.10 | 0.42 | 0.62 | -0.27 | 0.29 |
| PNC Portfolio | -2.40 | -.44 | 3.78 | 4.35 | 1.70 | 1.19 |
| Benchmark | -2.49 | -.47 | 3.33 | 4.03 | 1.60 | 0.84 |
| Excess Return | 0.09 | 0.03 | 0.45 | 0.32 | 0.10 | 0.35 |
| APCM Portfolio | 0.02 | .16 | .65 | 2.58 | 1.85 | 0.90 |
| Benchmark | 0.04 | .05 | .67 | 2.28 | 1.87 | 0.86 |
| Excess Return | -0.02 | 0.11 | -0.02 | 0.30 | -0.02 | 0.04 |
| Total MCP | -2.21 | .12 | 3.55 | 5.44 | .67 | 2.06 |

Values are expressed as percentages - * Quarter 2 returns were not available at the time of producing this report

Division of Treasury
Department of Finance

Anchorage: Performance. Value. Results.

Mission

Maximize realization of the Municipality's primary revenue sources.

Direct Services

- Bill and collect all types of taxes (property taxes and program taxes)
- Audit and analyze major City revenues and regularly report on realization status
- Audit, input and process all City cash receipts
- Efficiently and timely process utility and municipal tax payments
- Pursue all types of delinquent collections on behalf of City departments, most particularly the Anchorage Police Department
- Manage all major municipal receivables and administer various collection related contracts with external service providers
- Equitably enforce various Municipal Tax Code chapters and update periodically as needed
- Promote high level of internal controls, print, and distribute all municipal checks and safeguard daily deposits and other similar nature assets through implementation and periodic updating of various Policies & Procedures and municipal wide training
- Act as fiduciary in managing MOA Trust Fund

Accomplishment Goals

- Enforce and increase collections of all valid taxes and delinquent fines and fees owed to the Municipality.
- Provide enhanced service to the general public and business community and increase growth in e-commerce (i.e., information sharing and monetary transactions) through increased public use of the Municipal website and other means.
- Promote and improve timely posting and analysis of municipal revenues.

Performance Measures

Progress in achieving goals shall be measured by:

Measure #1: Treasury – Direct Revenues Collected vs. Cost (updated as of Sept. 2022)

Efficiency Measure (budgeted cost): Since 2010, Treasury's direct cost budget has increased \$433K (+13.5%).

Effectiveness Measure (budgeted revenue): Since 2010 Treasury's direct annual revenue collection total has increased \$207M (+38.3%).

| Treasury Function/Group | millions of dollars | | Calculated multiple (revenue-to-cost ratio) |
|-----------------------------------------|------------------------|----------------------------|------------------------------------------------|
| | 2021 Revenues Budgeted | 2021 Budgeted Direct Costs | |
| Prop. tax revenues * | \$628.92 | \$0.87 | 723X |
| Program tax revenues, incl. alcohol tax | \$93.42 | \$1.15 | 81X |
| Delinq. crim./civil fines & fees | \$6.01 | \$0.65 | 9X |
| MOA Trust Fund contribution | \$18.80 | \$1.85 | 10X |
| Total | \$747.15 | \$4.52 | 165X |

*Revenues include real and personal property taxes, 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 \$0.9M to provide indirect support of over \$796M of general government budgeted 100 fund operating revenues associated with centralized cash journal posting and audit, remittance processing for municipal utilities, management of departmental (and municipal utility) misc. accounts receivable and city-wide revenue analysis and reporting performed on recurring cycle.

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

Treasury Tax Performance Statistics

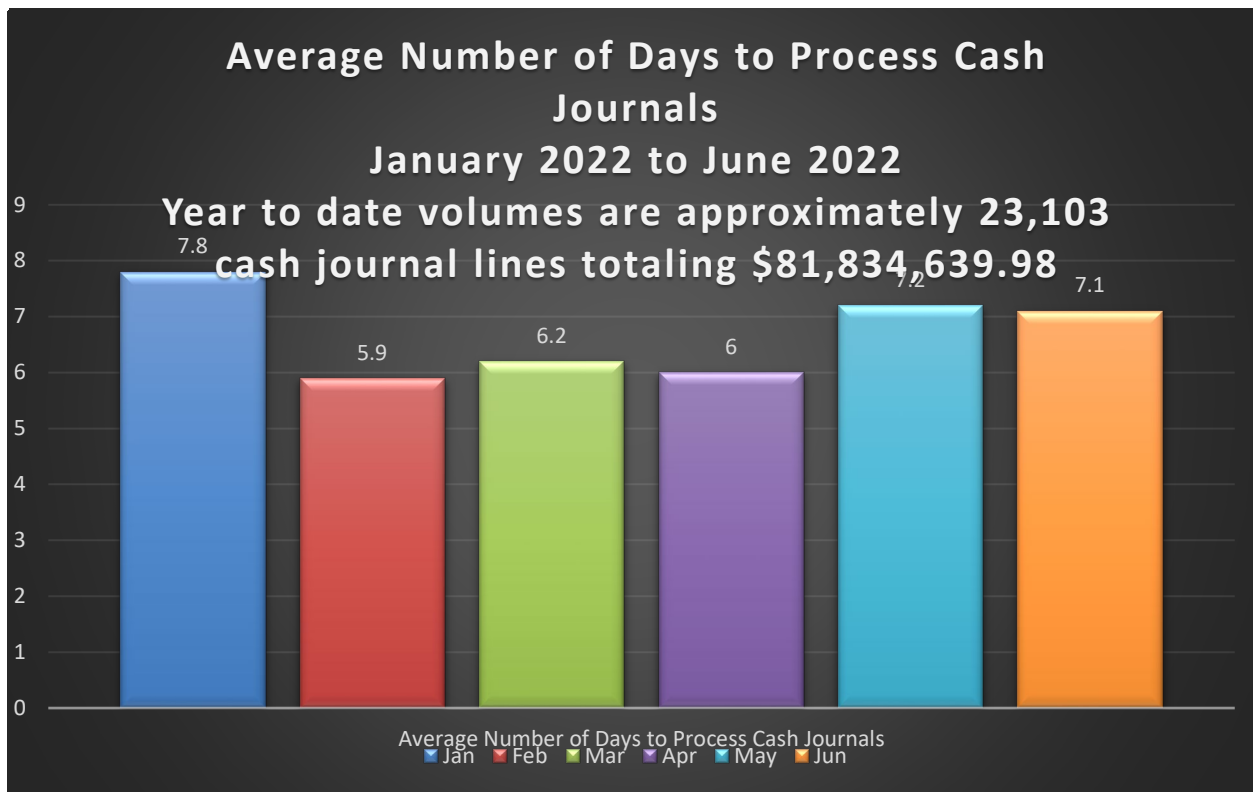
| Measurement | 2019 | 2020 | 2021 | Comments |
|---------------------------------------------------------|-----------|-----------|--------|--------------------------------------|
| Tax web site and e-commerce | | | | |
| # of in-coming calls | 6,924 | 8,928 | 10,110 | 12/31 Year-end; personnel count of 4 |
| Average wait time | 63 | 82 | 88 | Reported in seconds |
| # of website hits | 2,130,723 | 1,799,673 | n/a | Includes Property Taxes and CAMA |
| # of credit card payments (via phone/web and in-person) | 4,419 | 3,902 | 7,093 | |
| # of e-check payments | 3,229 | 3,970 | 5,094 | |
| Total # of credit card + e-check payments | 7,648 | 7,872 | 12,187 | |

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.

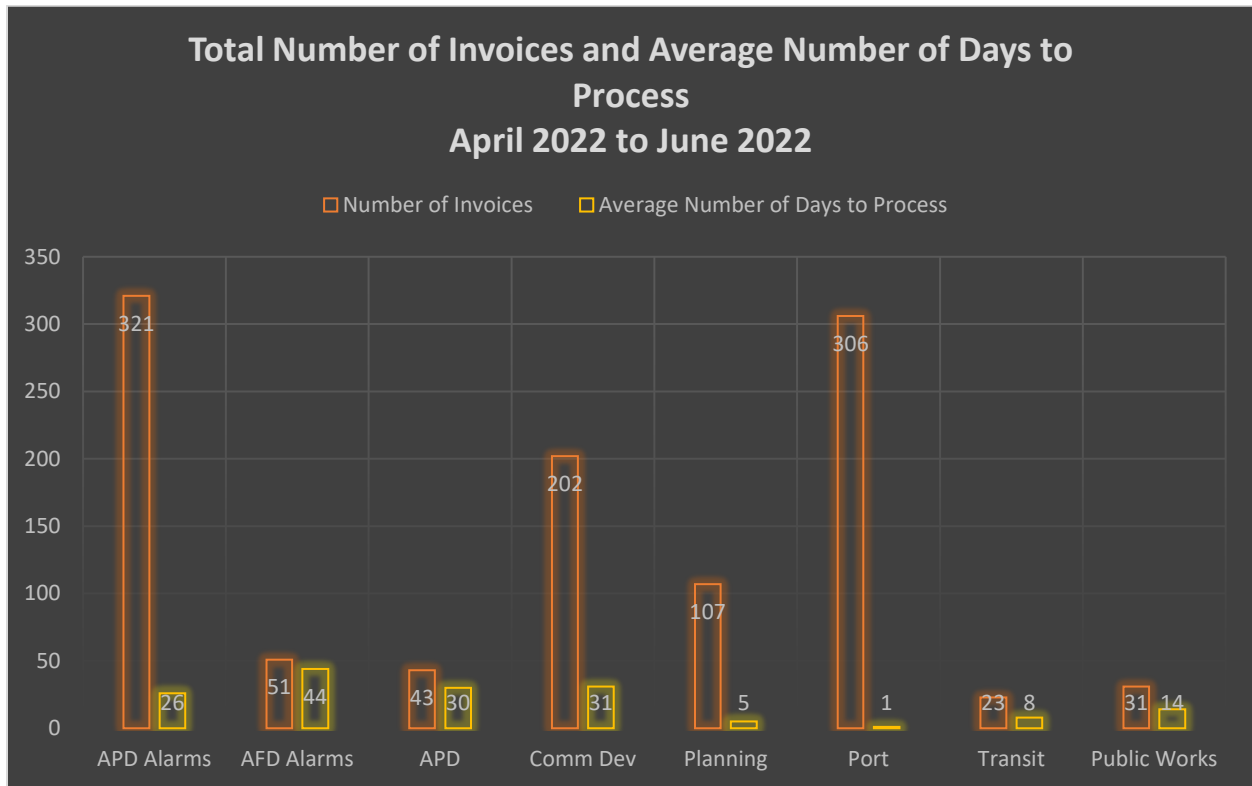
Percentage increase in # of web hits since year 2010 (using 2020 data, since full year 2021 data was not available_ 40%
 Percentage increase in volume of e-commerce payments since year 2010 233%

Tax Billing Dept ID 1346
 direct cost budget-2021 682,947
 Tax Billing Dept ID 1346
 direct cost budget-2010 605,681
 Dollar Change 77,266
 Percentage Change 12.8%

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

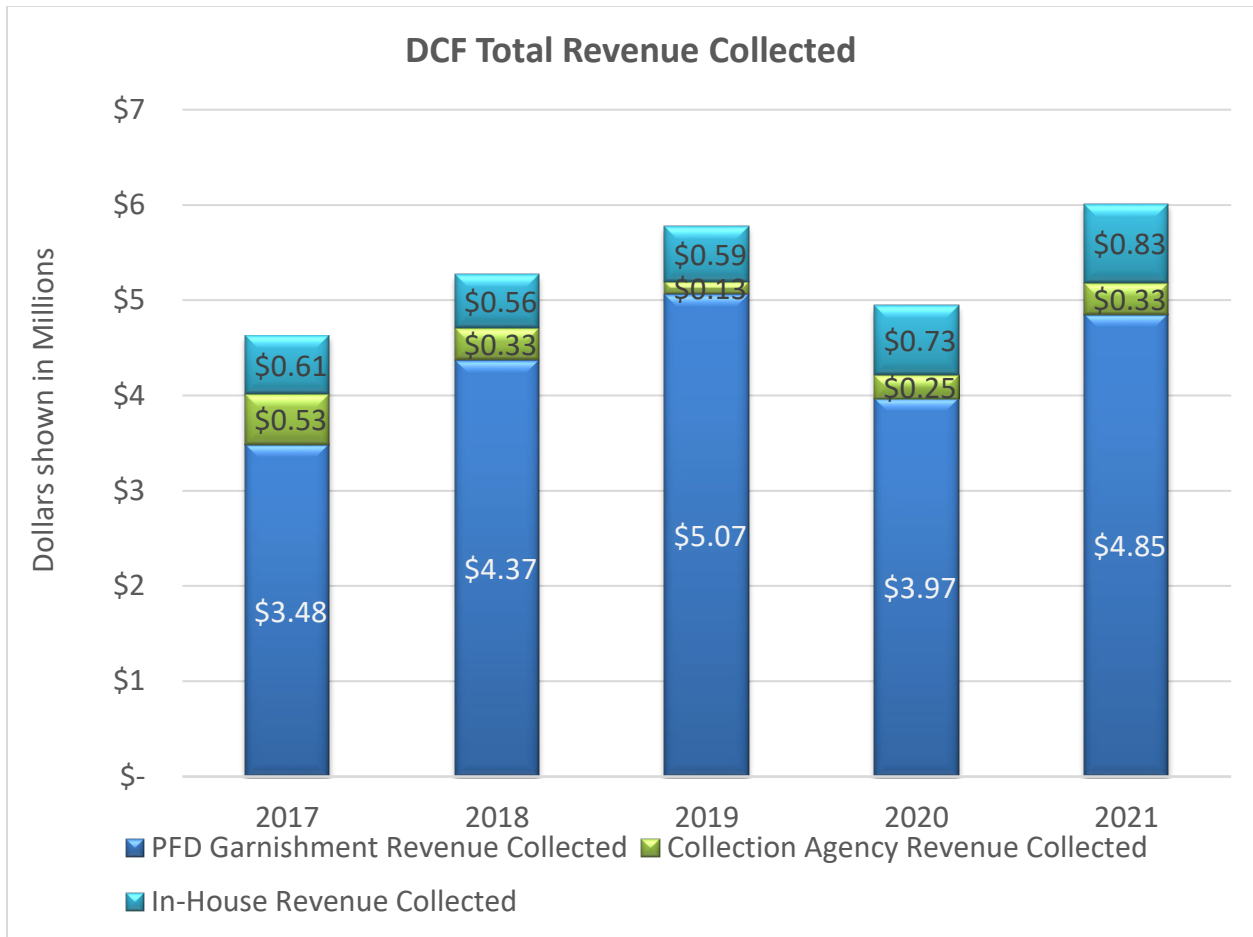


Measure #4: Timeliness of billings through SAP accounts receivable billing system

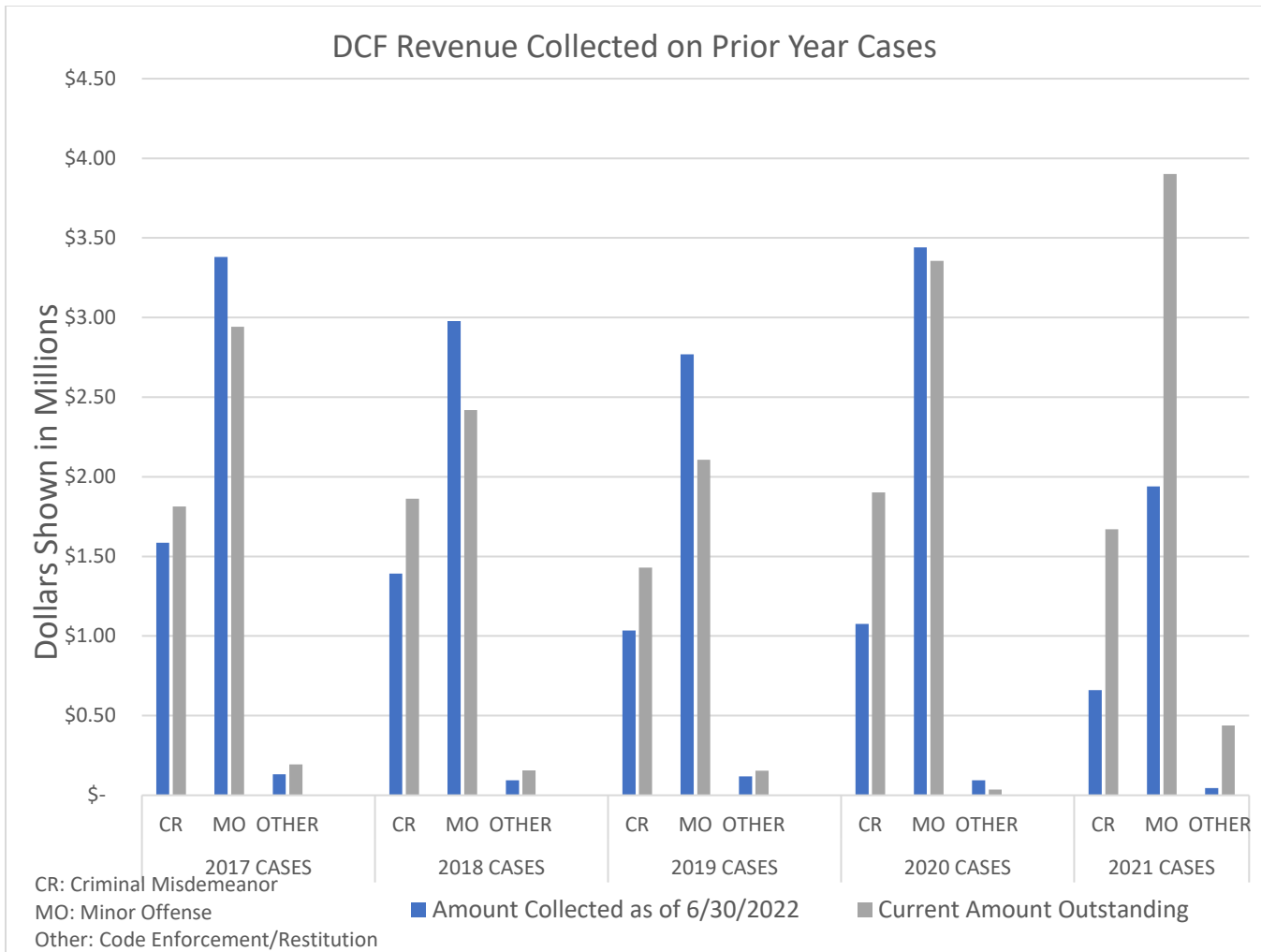


Measure #5: Collections on delinquent criminal/civil fines and fees (DCF).

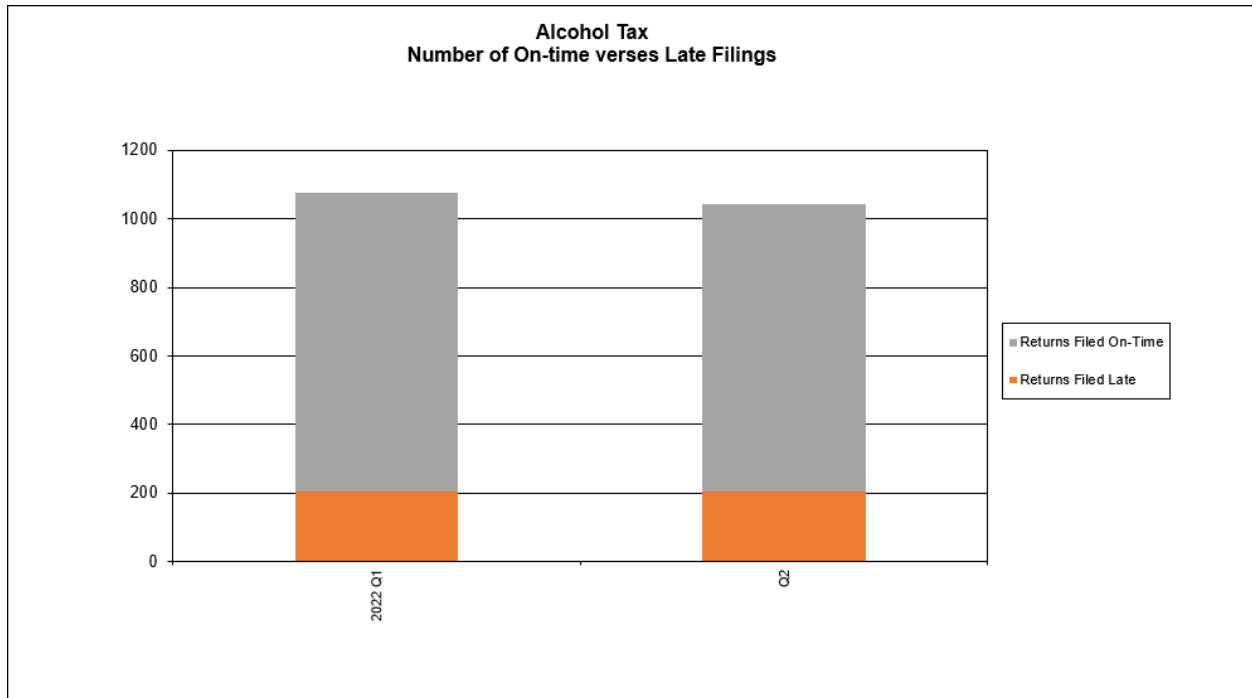
(5a.) Dollars collected per year through PFD garnishment, collection agency, and in-house collections



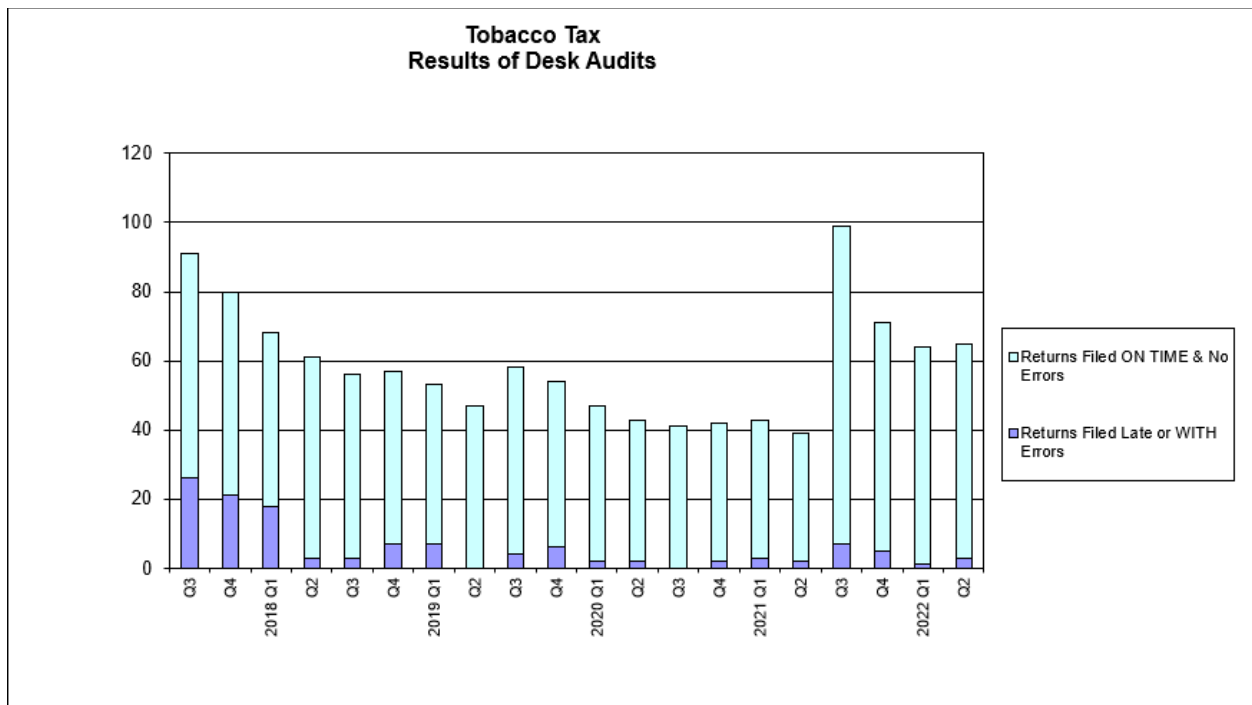
**(5b.) Continuing collection efforts on last 5 years of delinquent civil/criminal fines and fees (DCF) cases.
Amounts collected compared to remaining balances.**



Measure #6: Percent of alcoholic taxable sales assigned for auditing



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.

