
Division of Treasury Department of Finance

Anchorage: Performance. Value. Results.

Purpose

Maximize realization of the Municipality's primary revenue sources.

Direct Services

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

Accomplishment Goals

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

Performance Measures

Progress in achieving goals shall be measured by:

Measure #1: Treasury – Direct Revenues Collected vs. Cost (updated as of Sept 2018)

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

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

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

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

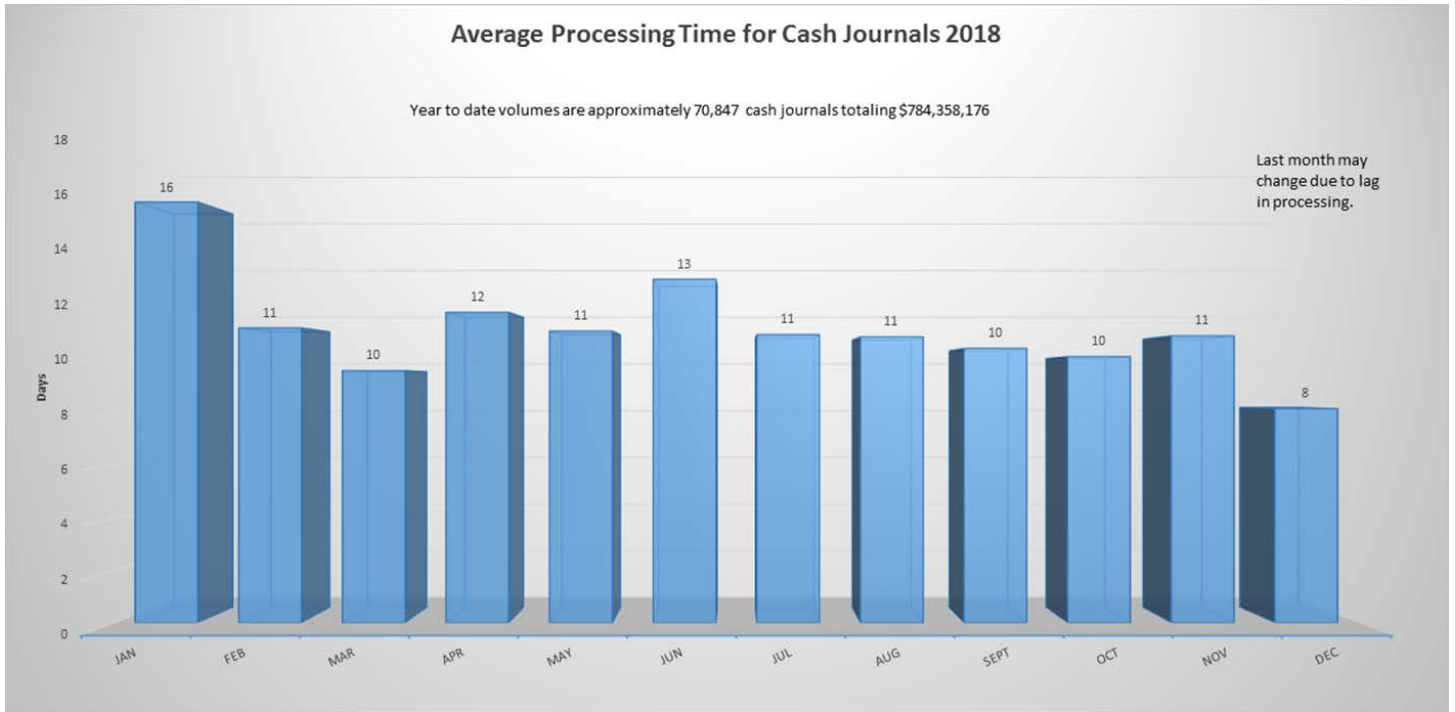
NOTE: In addition to the data in the above table, Treasury's budget further invests \$0.92M to provide indirect support of over \$701M of general government 100 fund operating revenues associated with centralized cash receipt audit/input. Treasury further supports remittance processing for municipal utilities, management of departmental (and municipal utility) misc. accounts receivable and city-wide revenue analysis and reporting performed on recurring cycle.

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

Treasury Tax Performance Statistics

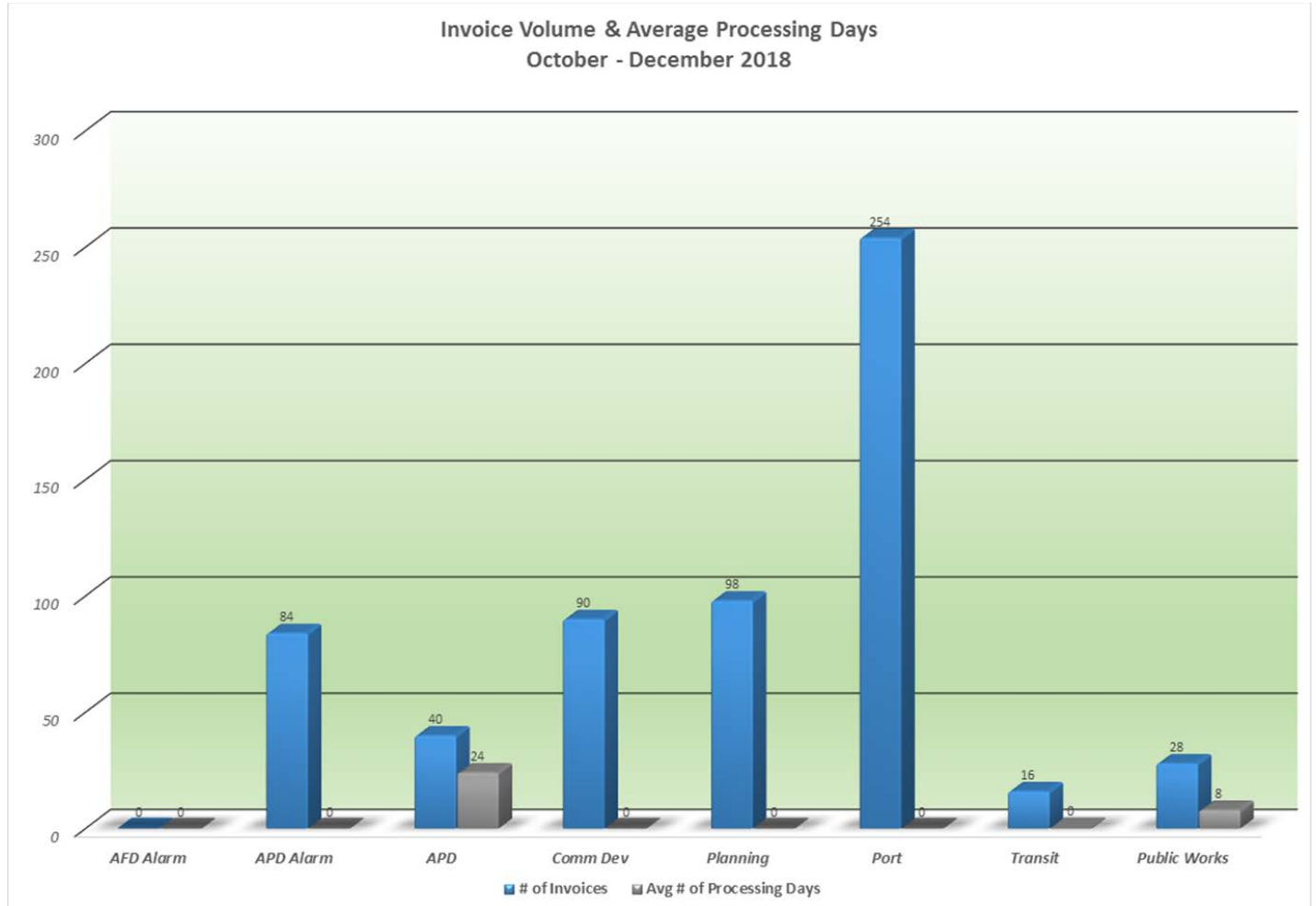
Measurement	2016	2017	2018	Comments
Tax web site and e-commerce				
# of in-coming calls	6,576	6,747	6,842	Year-to-date, as of 12/31/18
Average wait time	59	62	72	Reported in seconds
# of web site hits	1,987,455	1,579,594	1,975,411	Includes Property Taxes and CAMA
# of Credit card payment	3,232	3,712	4,112	
# of e-check payments	2,108	2,567	2,973	
Total # of e-payments	5,340	6,279	7,085	
<p>The full value of these statistics require presenting a complete annual cycle. Annual data will be compiled and reported by the end of the 1st quarter following each calendar year.</p>				

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



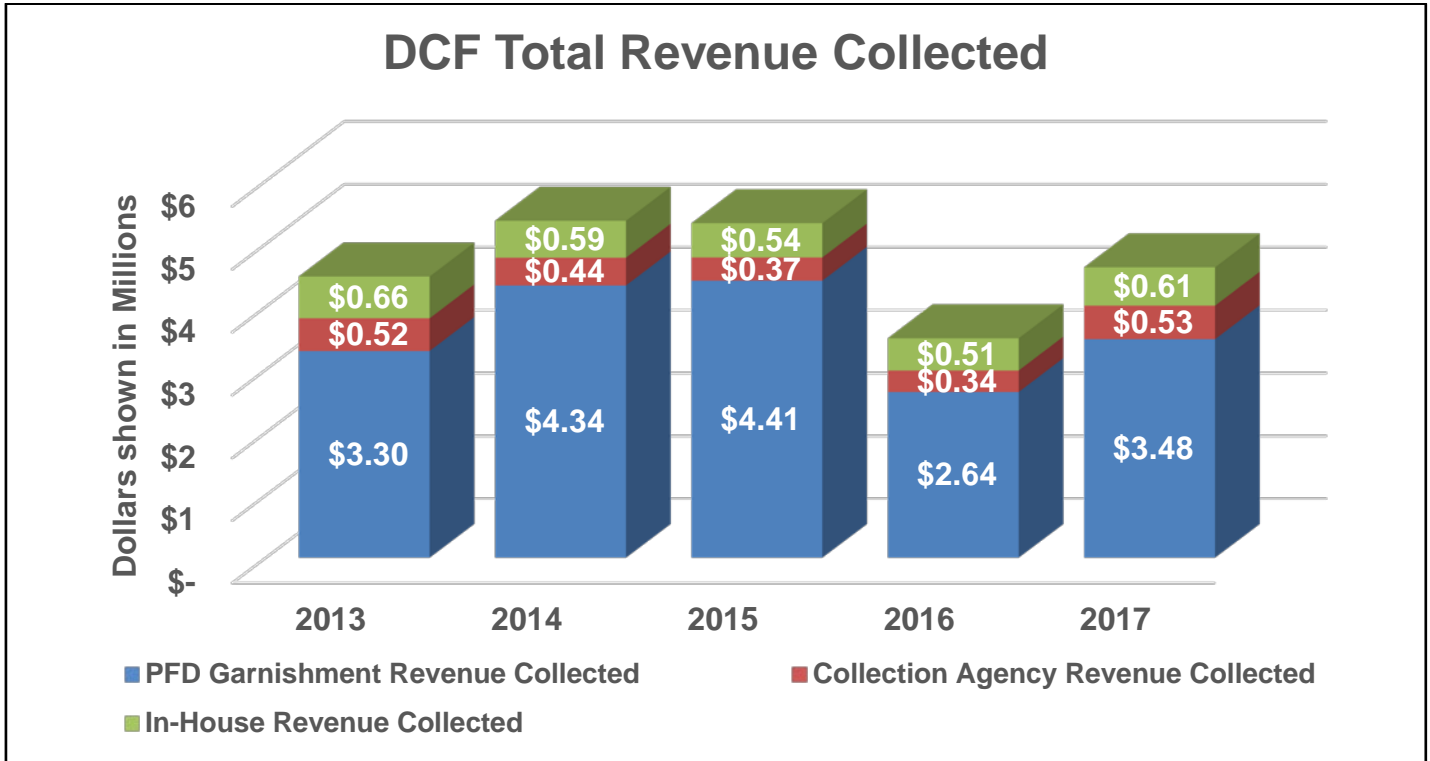
Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system

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

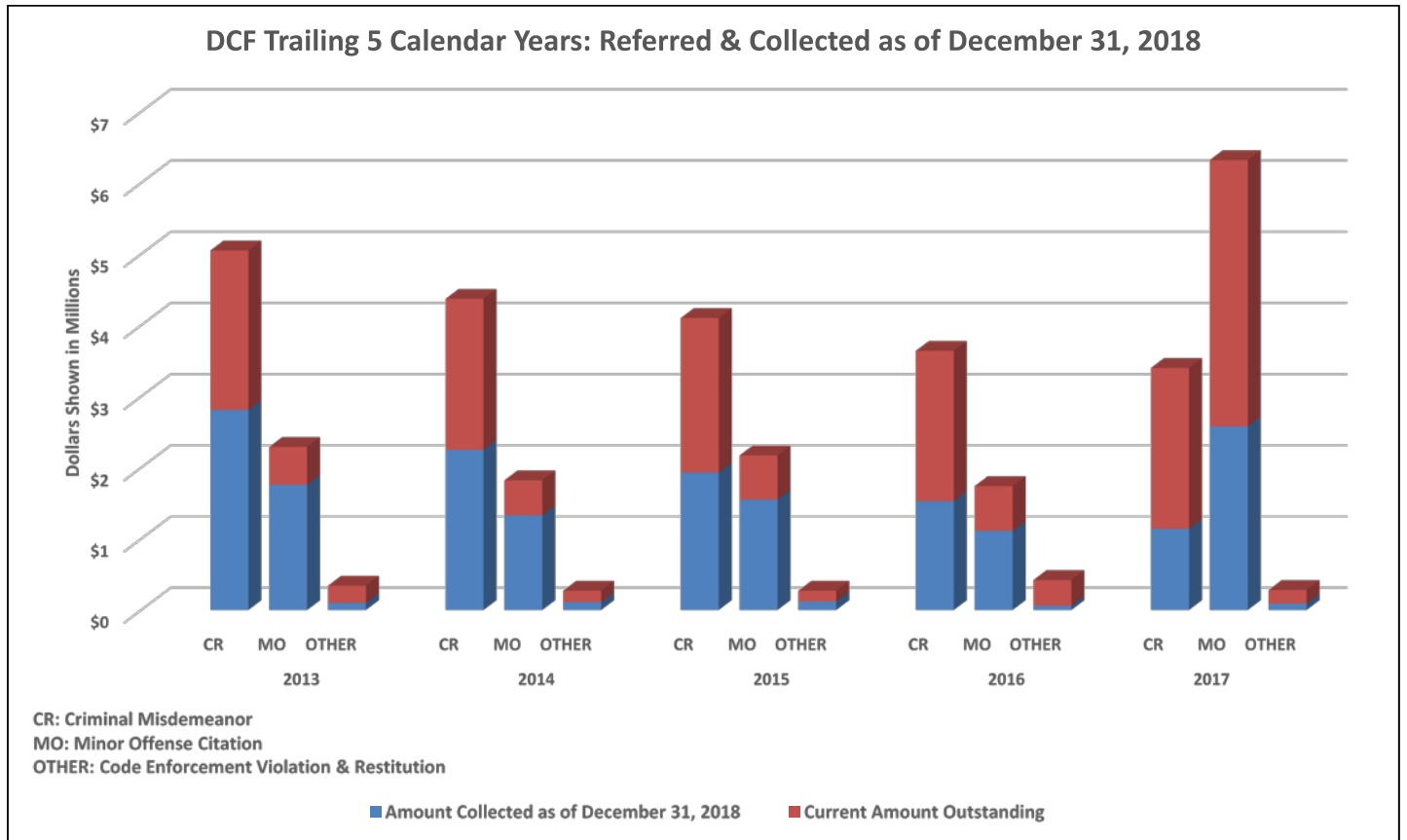


Measure #5: 5a.) Collections on delinquent criminal/civil fines and fees (DCF), reflecting PFD garnishment, internal, and external efforts 2013 – 2017. 5b.) Trailing 5-year collections on delinquent criminal/civil fines and fees (DCF), reflecting amount paid and amount still outstanding 2013-2017.

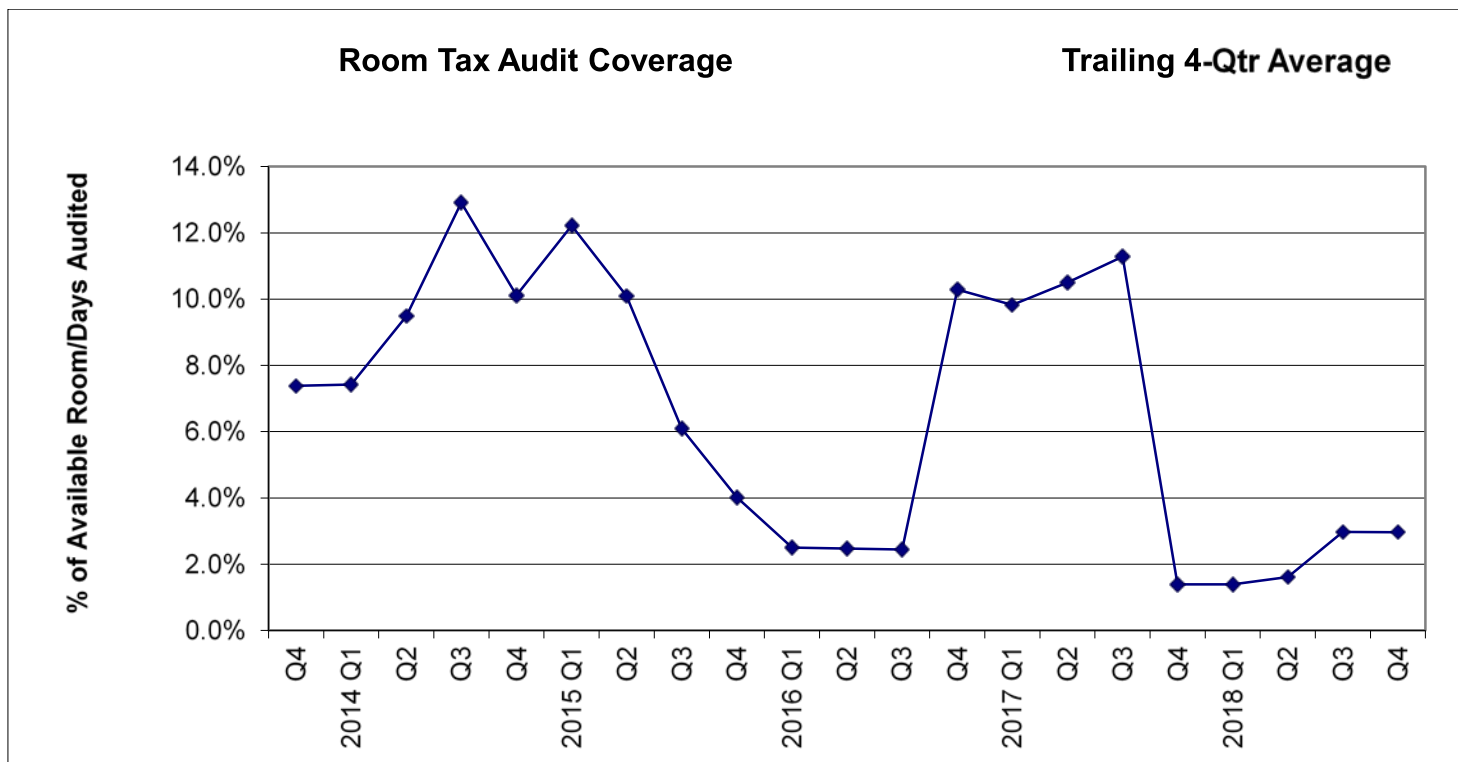
(5a.)



(5b.)



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

