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## **Division of Treasury** **Department of Finance**

*Anchorage: Performance. Value. Results.*

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### **Purpose**

Maximize realization of the Municipality's primary revenue sources.

### **Direct Services**

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

### **Accomplishment Goals**

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

**Performance Measures**

Progress in achieving goals shall be measured by:

**Measure #1: Treasury - Direct Revenues Collected vs. Cost** (updated as of

**Efficiency Measure (budgeted cost):** Since 2010, Treasury's direct cost budget has increased \$161K (+5.0%)

**Effectiveness Measure (budgeted revenue):** Since 2010 Treasury's direct annual revenue collection total has increased \$104.4M (+19.3% )

Treasury Function/Group	millions of dollars		Calculated multiple (revenue-to-cost ratio)
	2018 Revenues Budgeted	2018 Budgeted Direct Costs	
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.

**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**

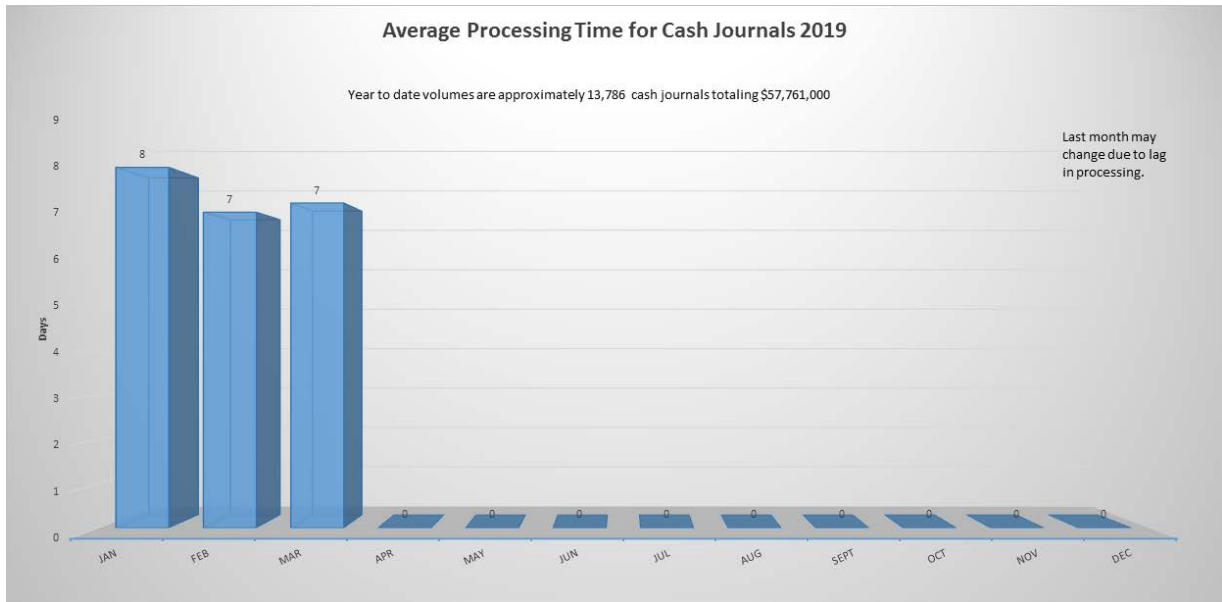
Measurement	2016	2017	2018	Comments
<b>Tax web site and e-commerce</b>				
# of in-coming calls	6,576	6,747	6,842	12/31 Year-end; personnel count of 4
Average wait time	59	62	72	Reported in seconds
# of website hits	1,987,455	1,579,594	1,975,411	Includes Property Taxes and CAMA
# of credit card payments (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.**

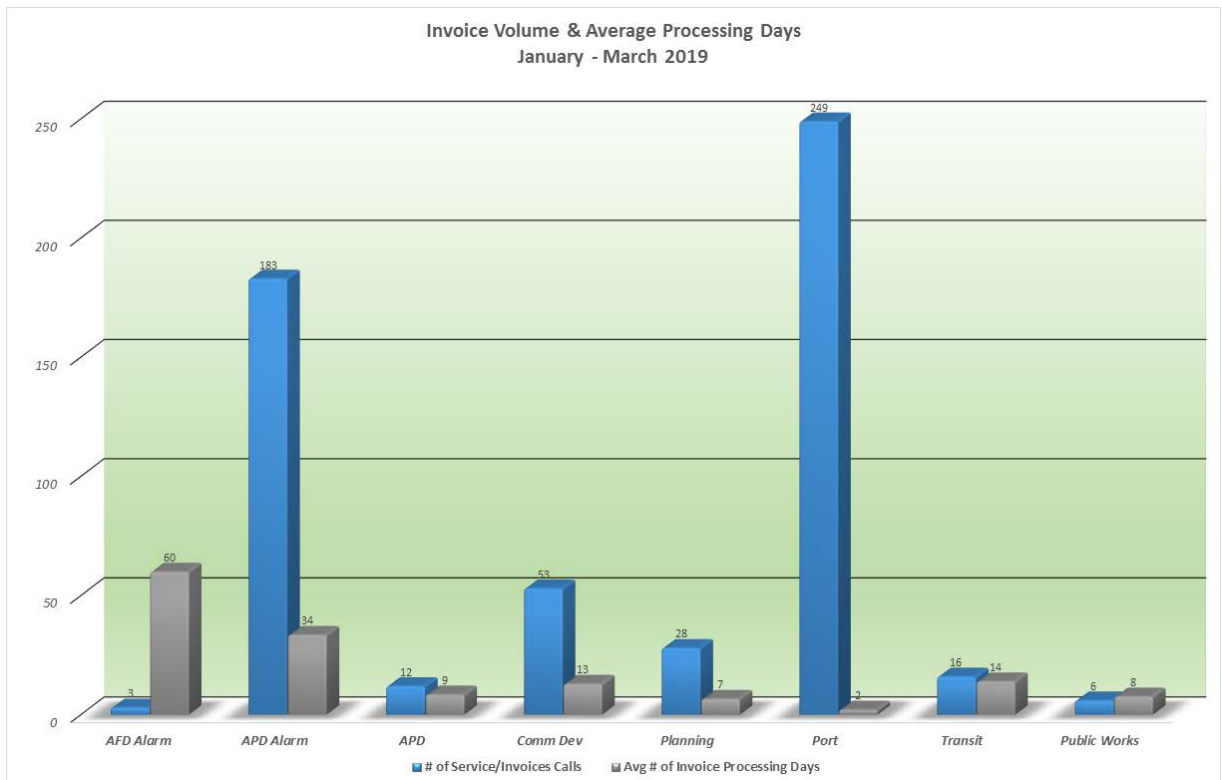
Percentage increase in # of web hits since year 2010 54%  
 Percentage increase in volume of e-commerce payments since year 2010 71%

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**

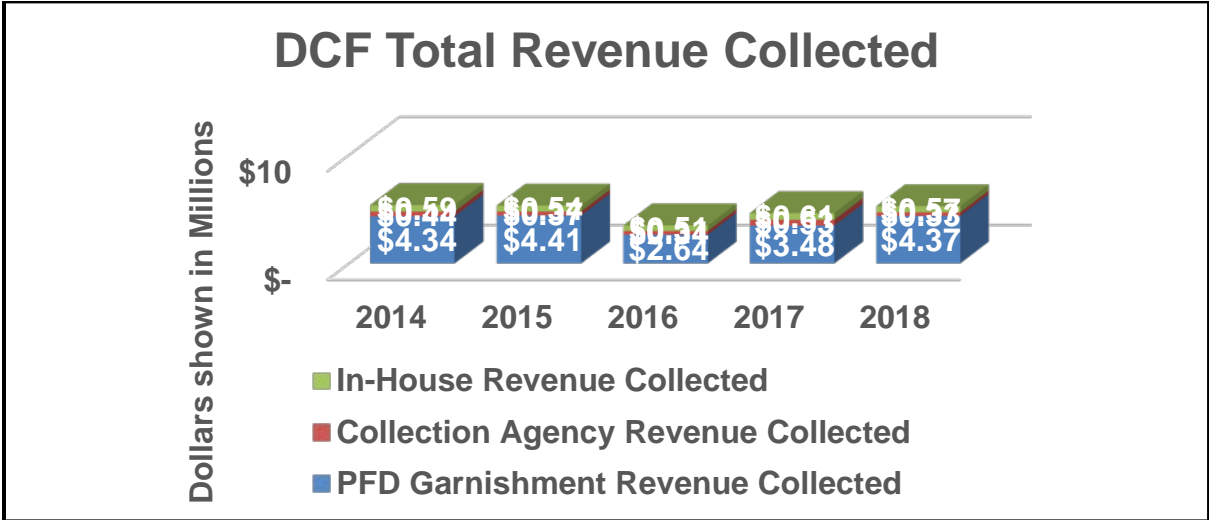


**Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system**

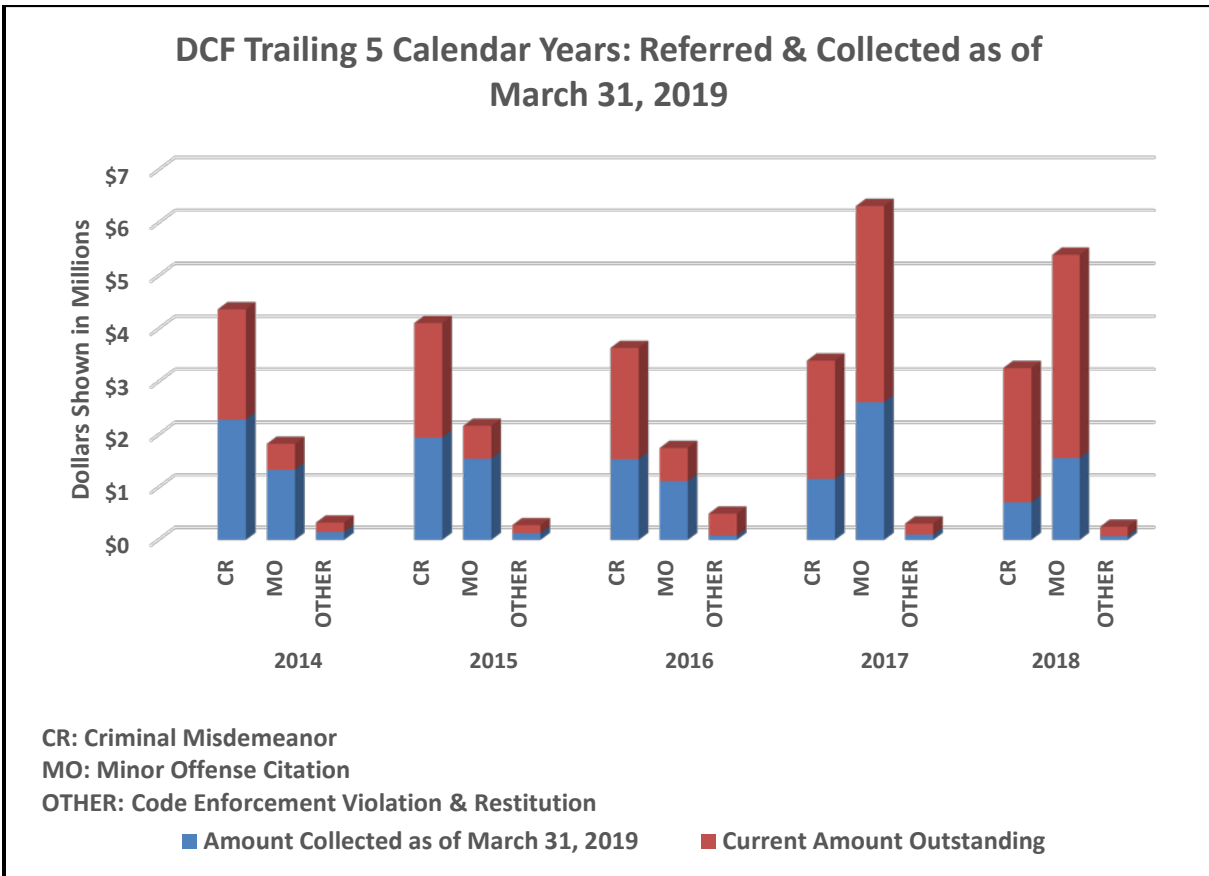


**Measure #5: 5a.) Collections on delinquent criminal/civil fines and fees (DCF), reflecting PFD garnishment, internal, and external efforts 2014 – 2018. 5b.) Trailing 5-year collections on delinquent criminal/civil fines and fees (DCF), reflecting amount paid and amount still outstanding 2014-2018.**

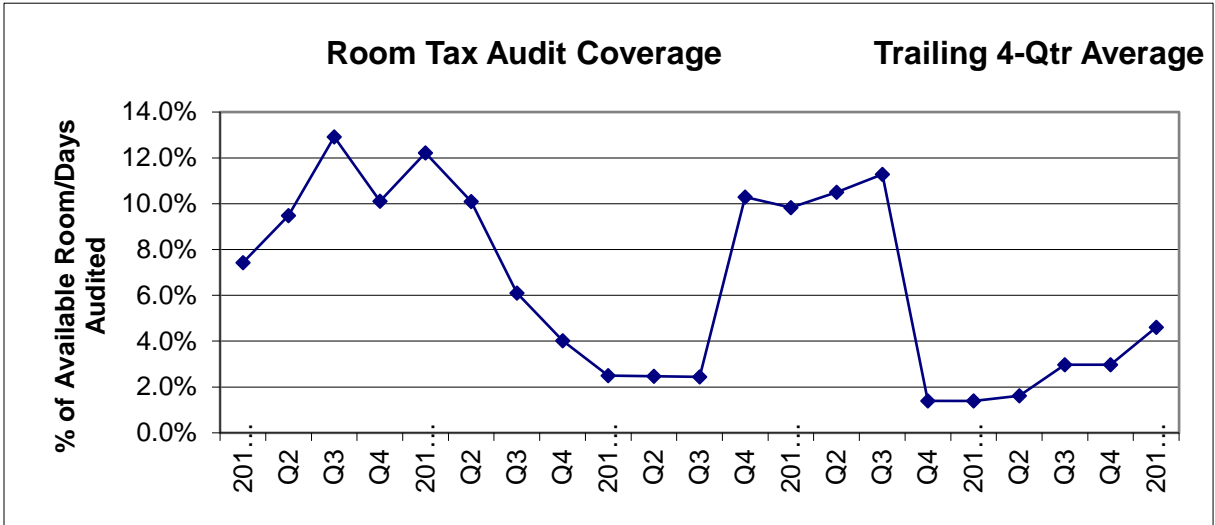
(5a.)



(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**

