
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 April 2019)

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
Total	\$644.71	\$3.23	199X

* 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

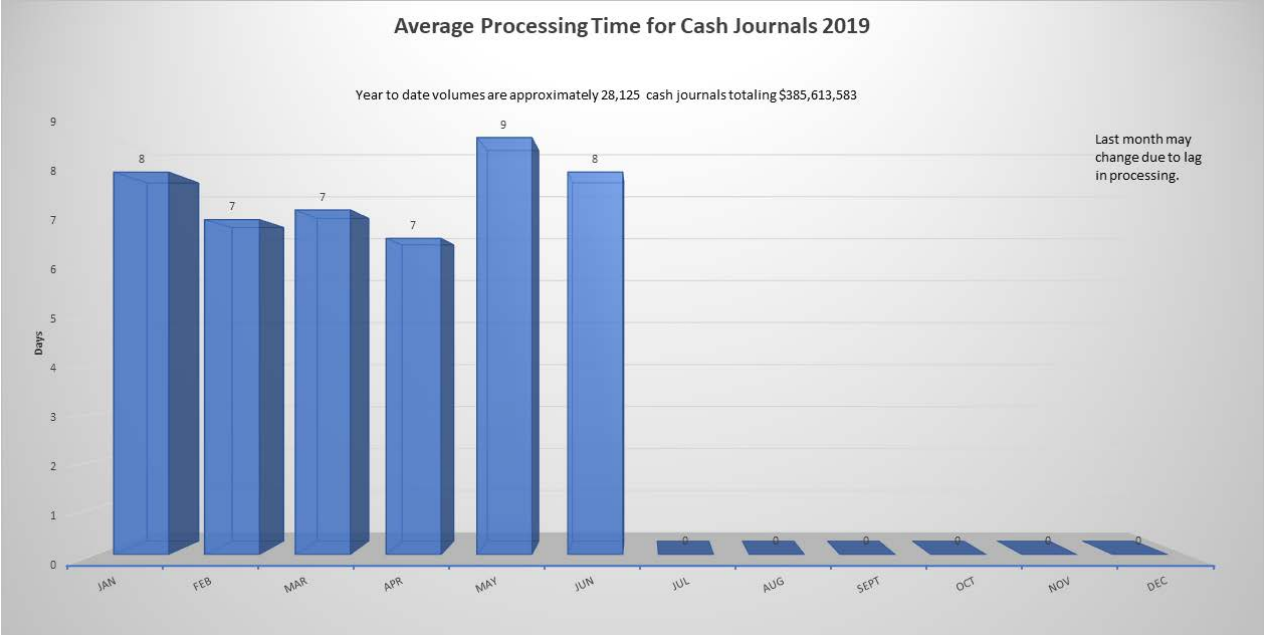
Measurement	2016	2017	2018	Comments
Tax web site and e-commerce				
# of in-coming calls	6,576	6,747	6,842	12/31 Year-end; personnel count of 4
Average wait time	59	62	72	Reported in seconds
# of website hits	1,987,455	1,579,594	1,975,411	Includes Property Taxes and CAMA
# of credit card payments (via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

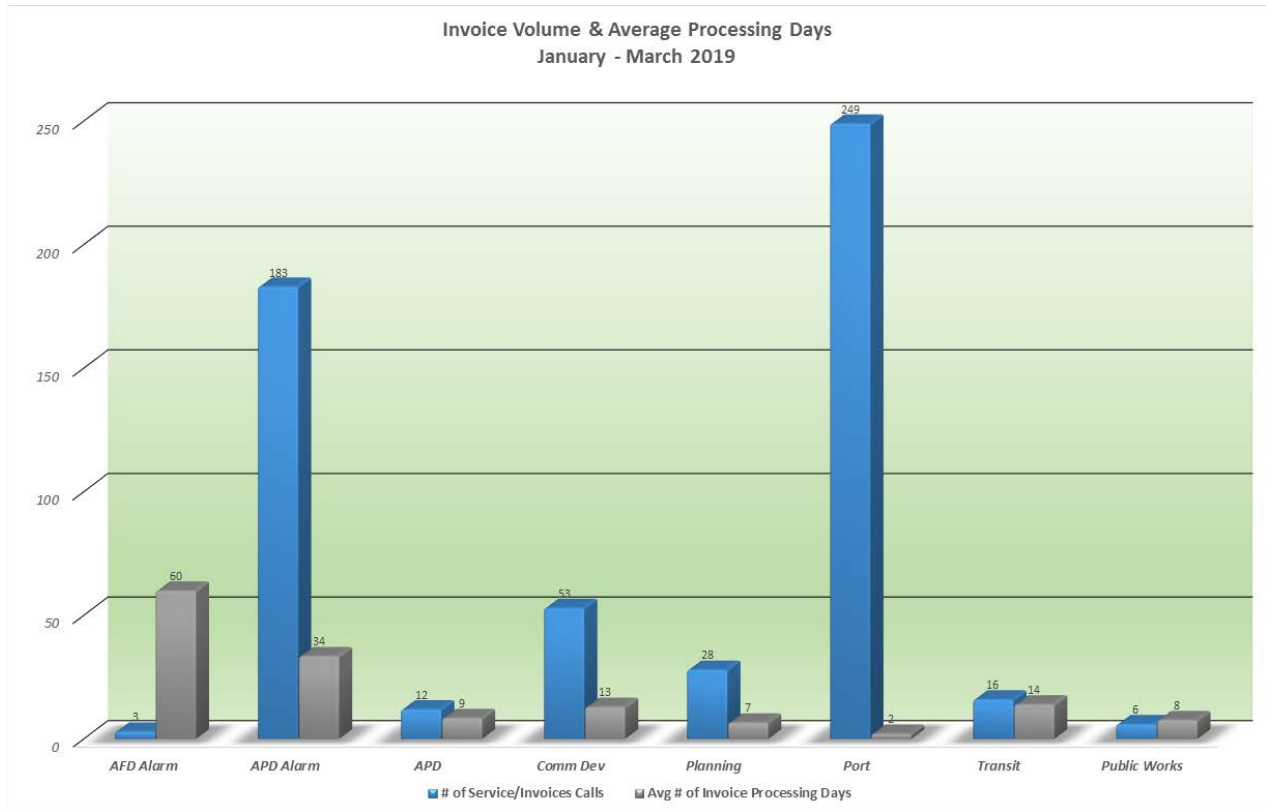
Percentage increase in # of web hits since year 2010 54%
 Percentage increase in volume of e-commerce payments since year 2010 71%

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

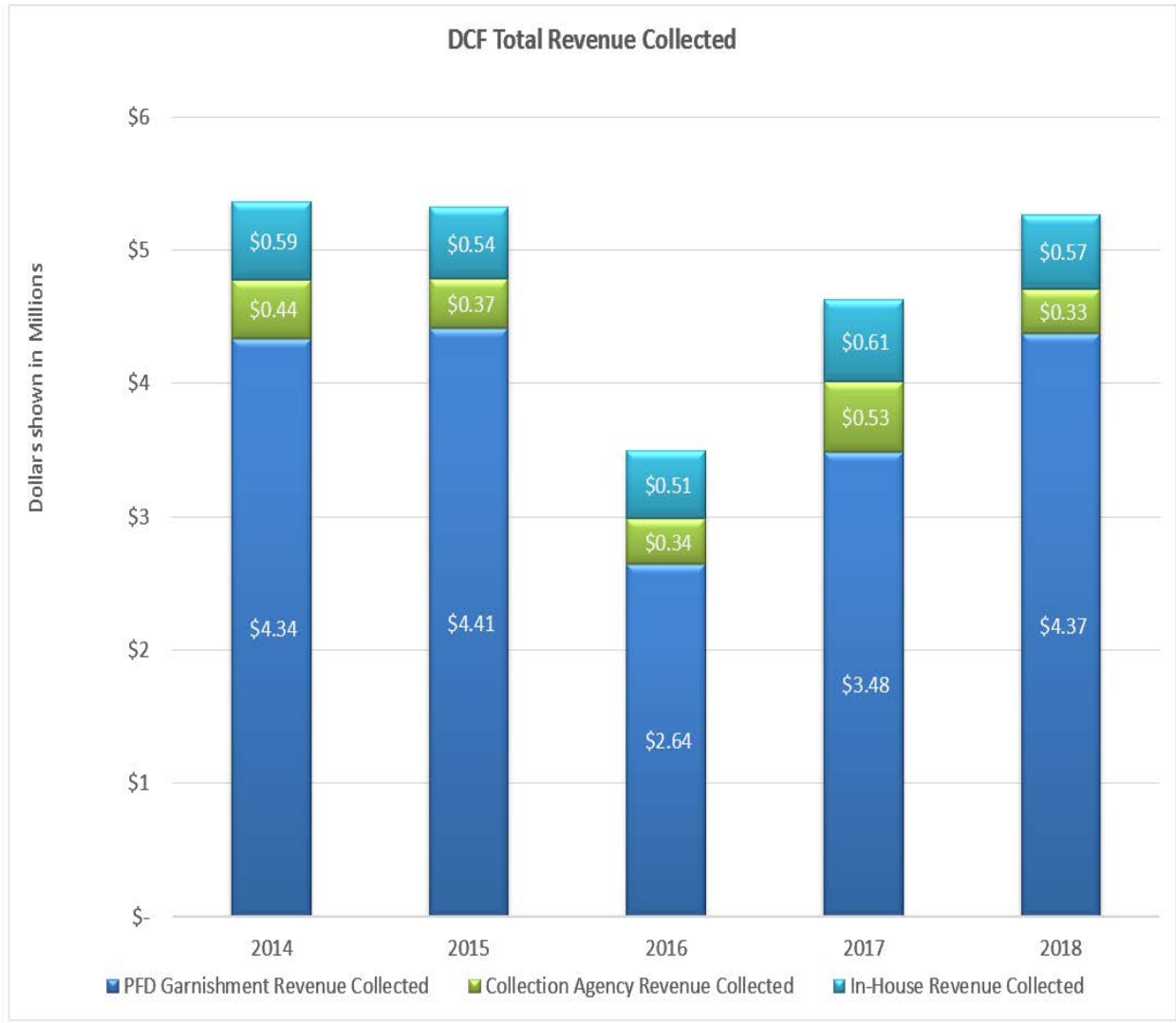


Measure #4: Timeliness of billings through PeopleSoft accounts receivable billing system

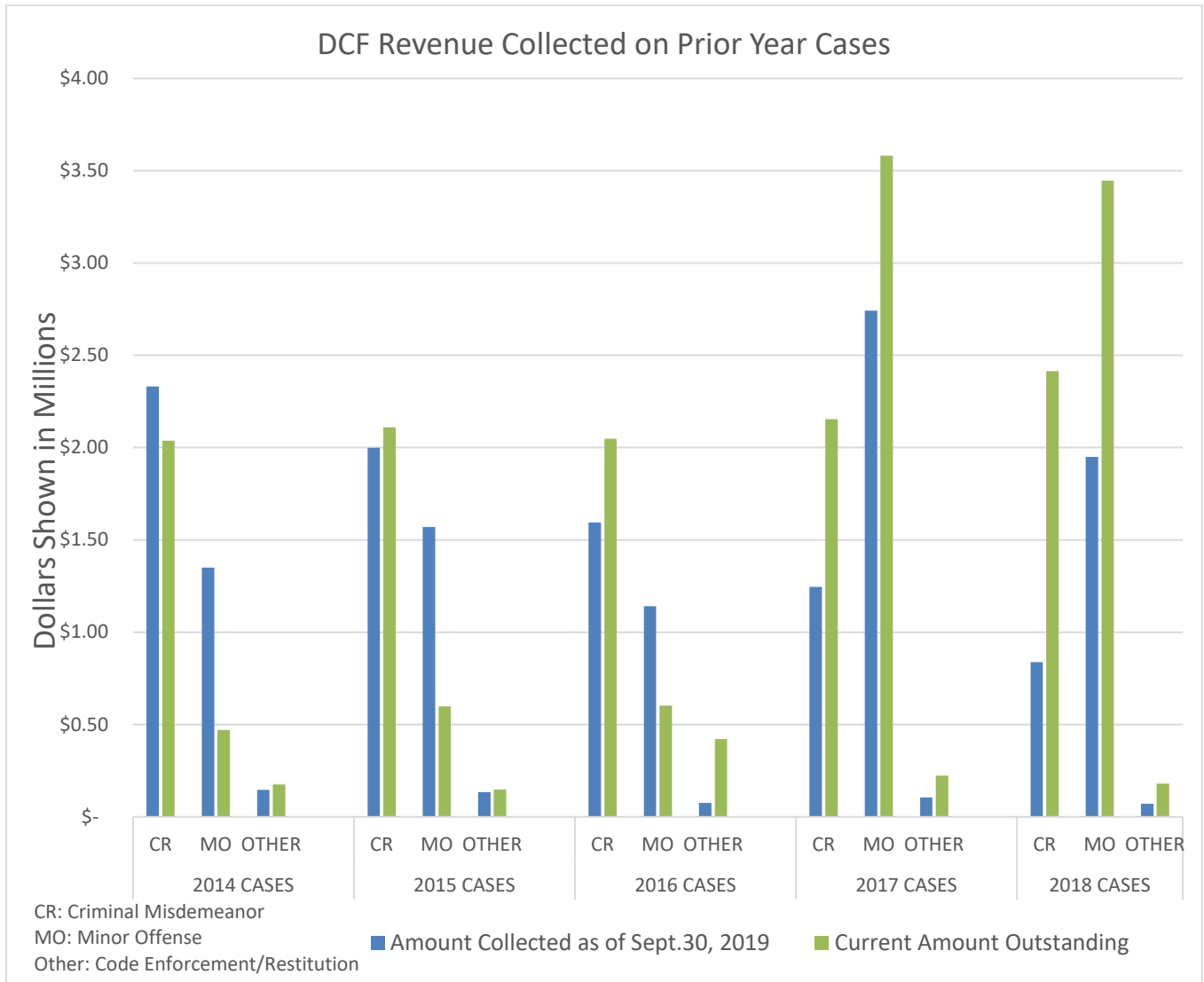


Measure #5: 5a.) Collections on delinquent criminal/civil fines and fees (DCF).

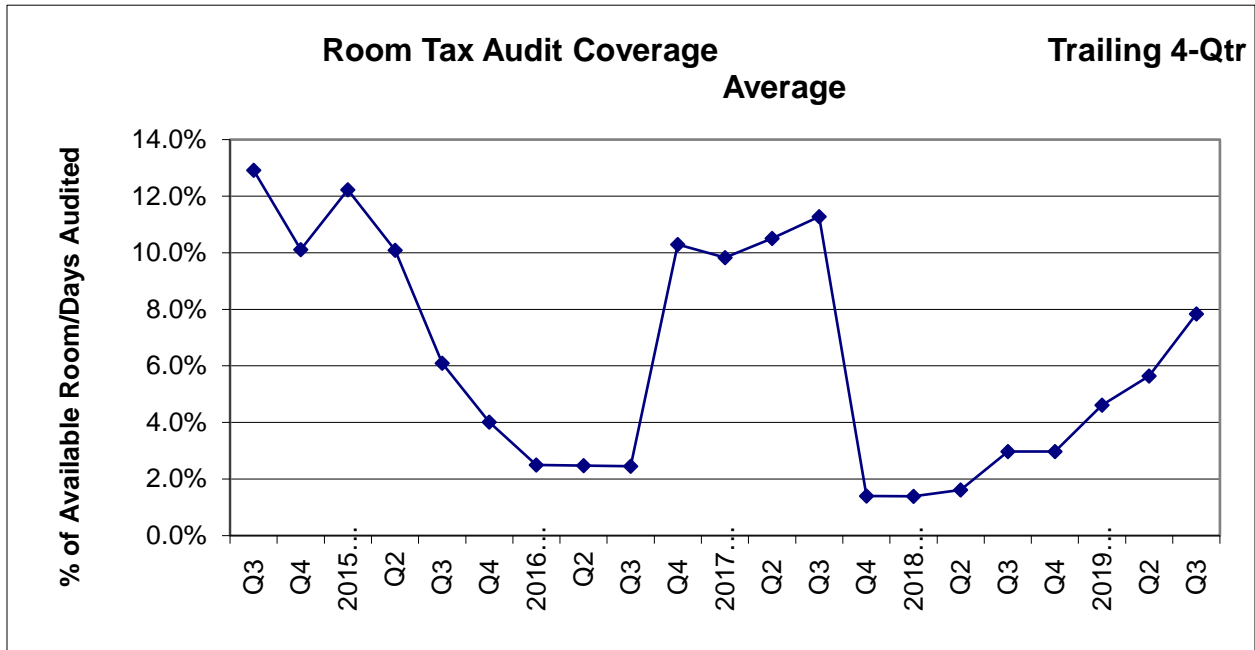
(5a.)



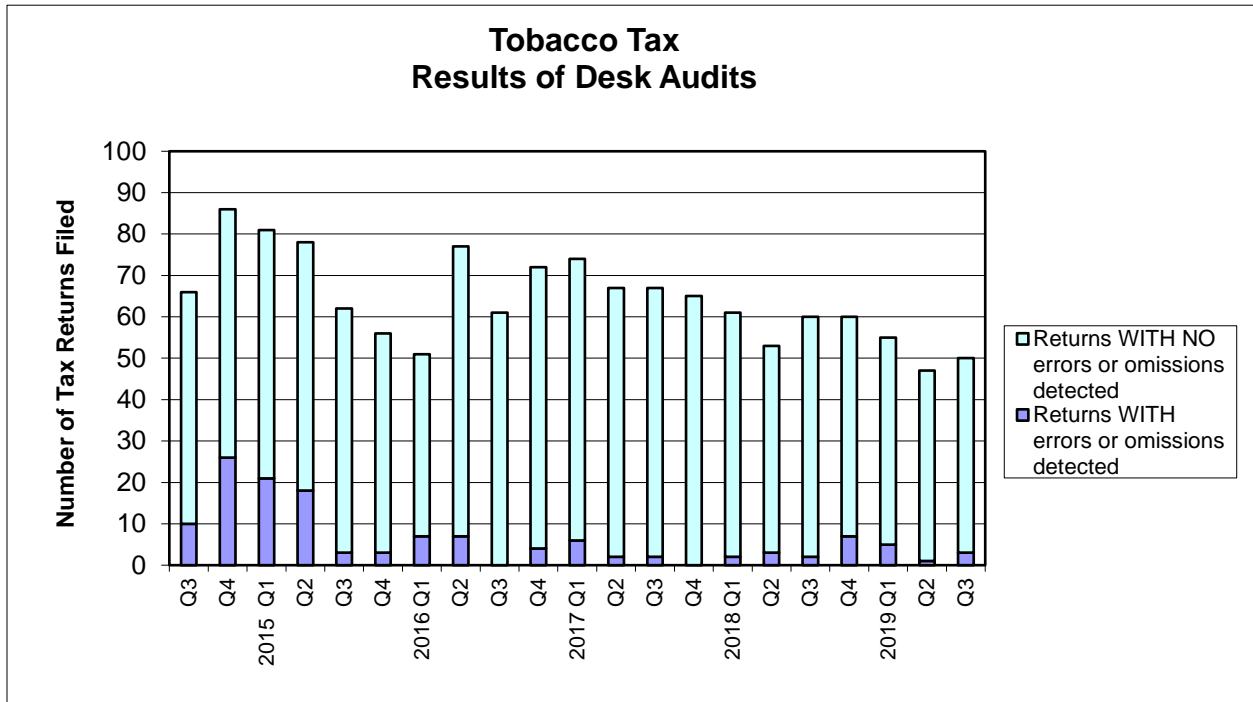
(5b.) Continuing collection efforts on trailing 5 years of DCF cases.



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.

