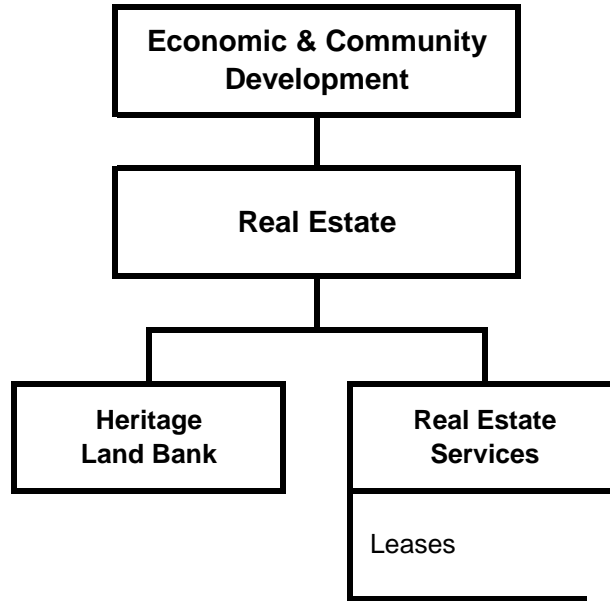


Real Estate



Real Estate Department

Description

Manages all municipally-owned land, both uncommitted and under management authority of municipal agencies, in a manner designed to benefit present and future citizens, promotes orderly development, and improvement of lands for municipal purposes.

Department Services

- Except as Anchorage Municipal Code (AMC) provides otherwise, the Real Estate Department has exclusive authority and responsibility to negotiate, administer, prepare and secure the execution of all real estate transactions, such as contracts, leases, conveyances and other documents pertaining to the acquisitions and disposal of real property for the municipality.
- Inventory: Maintain current and accurate inventory of municipal lands.
- Property Management: Provide management of municipal lands and improvements.
- Protection: Holder of all MOA-recorded Conservation Easements, maintenance and protection of MOA lands and improvements, to include prevention and cleanup of hazardous conditions.
- Highest and Best Use: Employs maximum value, use, and purpose for municipal lands and improvements.
- Tax Foreclosures: Administers the foreclosure proceedings for delinquent real estate property taxes and/or special assessments.

Divisions

- Heritage Land Bank (HLB)
 - Manages municipally-owned real estate in the HLB inventory, consistent with the HLB Work Plan, in a manner designed to benefit the citizens of Anchorage and promote orderly development.
 - Staffs the HLB Advisory Commission who provides recommendations to the Assembly on HLB-inventory actions including, acquisition, disposal, transfer, the HLB Work Plan, etc.
 - Monitors and provides reporting for existing Conservation Easements held or managed by the HLB. Facilitates the execution of Conservation Easements on appropriate HLB and non-HLB parcels to offset the impacts associated with public improvements that meet specific needs of the community as identified in local planning documents.
- Real Estate Services
 - Buys, sells, and leases land for other municipal departments.
 - Maintains and manages all municipal land for which no other managing agency has been designated.
 - Maintain all records in connection with foreclosure processing, acquisition, ownership and status of municipal land.
 - Disposes of private sector properties that the MOA has taken Clerk's Deed as a result of delinquent property taxes and/or special assessments.
 - Maintain a current inventory of all municipal land.

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



Administration – Make city government more efficient, accessible, transparent, and responsive

- Revenue generated through disposals of general MOA-owned property to further enhance other municipal properties.
- Land Use Permits on HLB-inventory land to municipal and other agencies to meet their respective missions, and to the private sector.
- Annual tax foreclosure process: Collection of delinquent property taxes and special assessments.
- Annual process for taking Clerk's Deed and subsequent sale of deeded properties via competitive sealed bid auction.
- Through annual review and public hearings, the HLB seeks Assembly approval for the HLB Work Plan that outlines yearly and five-year projects, therefore, providing the community with assurances on potential land actions.



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

- Ensure healthy municipal property by performing annual inspections of all accessible MOA-owned land to ensure the land is free of fire damage, insect damage, illegal dumping including hazardous or contaminated materials, illegal camping, and/or vandalism.
- Maximize amount of acreage available for development of housing by reviewing inventories, determining if the land is surplus to municipal needs, performing steps necessary for disposal, marketing approved disposals, completing real estate transactions with private parties to create a larger available housing inventory.
- Identify municipal raw lands suitable for pre-development activities; e.g. zoning, platting, roads, water/sewer, etc.
- Reviews requests from public and private sector for use of MOA-owned properties, including requests where the land is made available at less than fair market value.
- Offering solutions to expand parks and trails within municipally owned properties to provide an environment that potentially entices a talented and vibrant workforce.

Real Estate Department Summary

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Division				
RED Heritage Land Bank	775,263	609,096	618,774	1.59%
RED Real Estate Services	12,160,768	7,283,851	7,370,688	1.19%
Direct Cost Total	12,936,031	7,892,947	7,989,462	1.22%
Intragovernmental Charges				
Charges by/to Other Departments	(5,669,826)	(5,779,178)	(5,915,721)	2.36%
Function Cost Total	7,266,206	2,113,769	2,073,741	(1.89%)
Program Generated Revenue	(2,207,468)	(1,070,399)	(1,055,165)	(1.42%)
Net Cost Total	5,058,738	1,043,370	1,018,576	(2.38%)
Direct Cost by Category				
Salaries and Benefits	571,115	579,347	598,593	3.32%
Supplies	1,966	5,708	5,708	-
Travel	-	1,000	1,000	-
Contractual/Other Services	12,357,655	7,298,592	7,375,861	1.06%
Debt Service	-	-	-	-
Equipment, Furnishings	5,294	8,300	8,300	-
Direct Cost Total	12,936,031	7,892,947	7,989,462	1.22%
Position Summary as Budgeted				
Full-Time	5	5	5	-
Part-Time	1	1	1	-
Position Total	6	6	6	-

**Real Estate
Reconciliation from 2018 Revised Budget to 2019 Approved Budget**

	Direct Costs	Positions		
		FT	PT	Seas/T
2018 Revised Budget	7,892,947	5	1	-
Changes in Existing Programs/Funding for 2019				
- Salaries and benefits adjustments	19,246	-	-	-
2019 Continuation Level	7,912,193	5	1	-
2019 Proposed Budget Changes				
- Adjustments for contractual lease payments	77,269	-	-	-
2019 Approved Budget	7,989,462	5	1	-

Real Estate
Division Summary
RED Heritage Land Bank
(Fund Center # 122100)

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	318,452	294,636	304,314	3.28%
Supplies	568	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	456,243	301,460	301,460	-
Equipment, Furnishings	-	7,500	7,500	-
Manageable Direct Cost Total	775,263	609,096	618,774	1.59%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	775,263	609,096	618,774	-
Intragovernmental Charges				
Charges by/to Other Departments	422,696	417,740	352,511	(15.61%)
Function Cost Total	1,197,959	1,026,836	971,285	(5.41%)
Program Generated Revenue by Fund				
Fund 221000 - HLB Fund	1,148,024	362,197	346,963	(4.21%)
Program Generated Revenue Total	1,148,024	362,197	346,963	(4.21%)
Net Cost Total	49,935	664,639	624,322	(6.07%)

Position Summary as Budgeted

Full-Time	2	2	2	-
Part-Time	1	1	1	-
Position Total	3	3	3	-

Real Estate
Division Detail
RED Heritage Land Bank
(Fund Center # 122100)

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	318,452	294,636	304,314	3.28%
Supplies	568	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	456,243	301,460	301,460	-
Equipment, Furnishings	-	7,500	7,500	-
Manageable Direct Cost Total	775,263	609,096	618,774	1.59%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	775,263	609,096	618,774	1.59%
Intragovernmental Charges				
Charges by/to Other Departments	422,696	417,740	352,511	(15.61%)
Program Generated Revenue				
406010 - Land Use Permits-HLB	177,300	132,529	132,529	-
406080 - Lease & Rental Revenue-HLB	187,730	86,135	86,135	-
406090 - Pipeline in ROW Fees	67,058	62,899	62,899	-
440010 - GCP CshPool ST-Int(MOA/ML&P)	65,466	80,634	65,400	(18.89%)
440040 - Other Short-Term Interest	39,986	-	-	-
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	5,105	-	-	-
450010 - Contributions from Other Funds	240,520	-	-	-
460080 - Land Sales-Cash	364,859	-	-	-
Program Generated Revenue Total	1,148,024	362,197	346,963	(4.21%)
Net Cost				
Direct Cost Total	775,263	609,096	618,774	1.59%
Charges by/to Other Departments Total	422,696	417,740	352,511	(15.61%)
Program Generated Revenue Total	(1,148,024)	(362,197)	(346,963)	(4.21%)
Net Cost Total	49,935	664,639	624,322	(6.07%)

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Special Admin Assistant II	1	1	1	1	1	1
Position Detail as Budgeted Total	2	1	2	1	2	1

**Real Estate
Division Summary
RED Real Estate Services**

(Fund Center # 122306, 122307, 122302, 122308, 122300, 122309, 122200, 122301, 122305,...)

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	252,663	284,711	294,279	3.36%
Supplies	1,399	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	11,901,412	6,997,132	7,074,401	1.10%
Equipment, Furnishings	5,294	800	800	-
Manageable Direct Cost Total	12,160,768	7,283,851	7,370,688	1.19%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	12,160,768	7,283,851	7,370,688	-
Intragovernmental Charges				
Charges by/to Other Departments	(6,092,521)	(6,196,918)	(6,268,232)	1.15%
Function Cost Total	6,068,247	1,086,933	1,102,456	1.43%
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	1,059,444	708,202	708,202	-
Program Generated Revenue Total	1,059,444	708,202	708,202	-
Net Cost Total	5,008,803	378,731	394,254	4.10%

Position Summary as Budgeted

Full-Time	3	3	3	-
Position Total	3	3	3	-

**Real Estate
Division Detail
RED Real Estate Services**

(Fund Center # 122306, 122307, 122302, 122308, 122300, 122309, 122200, 122301, 122305,...)

	2017 Actuals	2018 Revised	2019 Approved	19 v 18 % Chg
Direct Cost by Category				
Salaries and Benefits	252,663	284,711	294,279	3.36%
Supplies	1,399	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	11,901,412	6,997,132	7,074,401	1.10%
Equipment, Furnishings	5,294	800	800	-
Manageable Direct Cost Total	12,160,768	7,283,851	7,370,688	1.19%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	12,160,768	7,283,851	7,370,688	1.19%
Intragovernmental Charges				
Charges by/to Other Departments	(6,092,521)	(6,196,918)	(6,268,232)	1.15%
Program Generated Revenue				
401040 - Tax Cost Recoveries	276,385	255,000	255,000	-
406010 - Land Use Permits-HLB	915	-	-	-
406080 - Lease & Rental Revenue-HLB	16,965	-	-	-
406540 - Other Charges For Services	-	7,981	7,981	-
406625 - Reimbursed Cost-NonGrant Funded	21,726	15,000	15,000	-
406640 - Parking Garages & Lots	45,079	50,171	50,171	-
408395 - Claims & Judgments	51,825	-	-	-
408405 - Lease & Rental Revenue	440,719	380,050	380,050	-
408580 - Miscellaneous Revenues	12	-	-	-
460080 - Land Sales-Cash	205,817	-	-	-
Program Generated Revenue Total	1,059,444	708,202	708,202	-
Net Cost				
Direct Cost Total	12,160,768	7,283,851	7,370,688	1.19%
Charges by/to Other Departments Total	(6,092,521)	(6,196,918)	(6,268,232)	1.15%
Program Generated Revenue Total	(1,059,444)	(708,202)	(708,202)	-
Net Cost Total	5,008,803	378,731	394,254	4.10%

Position Detail as Budgeted

	2017 Revised		2018 Revised		2019 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Director, Real Estate	1	-	1	-	1	-
Special Admin Assistant II	1	-	1	-	1	-
Position Detail as Budgeted Total	3	-	3	-	3	-

Real Estate Operating Grant and Alternative Funded Programs

Program	Fund Center	Award Amount	Amount Expended As of 12/31/2018	Expected Expenditures in 2019	Expected Balance at End of 2019	Personnel			Program Expiration
						FT	PT	T	
Rasmuson Foundation Grant									
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, January - March, 2018 (third party grant)	122100/ 122200	35,963	35,963	-	-	-	-	-	3/31/2018
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2018 - March, 2019 (third party grant)	122100/ 122200	160,000	124,037	35,963	-	-	-	-	3/31/2019
Environmental Protection Agency: Brownfields Grant									
Real Estate Department & Planning Department (federal grant)	122200	300,000	100,000	200,000	-	-	-	-	9/30/2020
Oscar Anderson House Museum Grant									
Real Estate Services (third party grant)	122200	11,300	11,300	-	-	-	-	-	
Total Grant and Alternative Operating Funding for Department		507,263	271,300	235,963	-	-	-	-	
Total General Government Operating Direct Cost for Department				7,989,462		5	1	-	
Total Operating Budget for Department				8,225,425		5	1	-	

Anchorage: Performance. Value. Results

Real Estate Department

Anchorage: Performance. Value. Results.

Mission

Manage all municipal land, both uncommitted and under management authority of municipal agencies, in a manner designed to benefit present and future citizens, to promote orderly development, and improvement of lands for municipal purposes.

Core Services

- Inventory and Contracts: Maintain current and accurate inventory of municipal lands. Maintain current and accurate contract files.
- Property Management: Provide management of municipal lands and improvements.
- Protection: Conservation and preservation of wetlands, maintenance and protection of MOA lands and improvements, to include prevention and cleanup of hazardous conditions.
- Acquisitions and disposals: Authority to administer on behalf of the MOA the acquisition and disposal of real property via lease, exchange, sale, easement, permits and use agreements.
- Highest and Best Use: Employ maximum valued use and purpose for municipal lands and improvements.
- Tax Foreclosures: Administer foreclosure proceedings for delinquent real estate property taxes and/or assessments.

Accomplishment Goals

- Review all contract files annually to maintain current and accurate information and contractor compliance.
- Maximize amount of acreage mitigated through appropriate responses to negative impacts on MOA land inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, trespassing, and/or vandalism by property inspections.
- Revenue generated through disposals and use permits of HLB inventory.
- Annual tax foreclosure process: Collection of delinquent property taxes and/or assessments.
- Annual process for taking Clerk's Deed and subsequent sale of deeded properties via sealed bid auction.

Measure #1: Number of contract files reviewed for current information, accuracy and contractor compliance (Goal: approximately 120 contracts annually).

Number of Real Estate Contract Files Reviewed						
	2017	Q1	Q2	Q3	Q4	EOY 2017
Contract Files Reviewed		29	45	48	45	167
	2018	Q1	Q2	Q3	Q4	2018 to date
Contract Files Reviewed		35	53			88

Measure #2: Number of parcels mitigated through appropriate responses to negative impacts on municipal land inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, trespass, and/or vandalism by property inspections (Goal: 150 parcels inspected annually).

Number of Municipal Parcel Inspections						
	2017	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2018 to date
Region 1 (Eagle River)	18	0	17			17
Region 2 (SE Anchorage)	6	0	6			6
Region 3 (NE Anchorage)	43	1	0			1
Region 4 (NW Anchorage)	25	2	9			11
Region 5 (SW Anchorage)	27	1	0			1
Region 6 (Bird, Indian & Girdwood)	36	10	1			11
TOTAL	164	14	33			47

Heritage Land Bank Division Real Estate Department

Anchorage: Performance. Value. Results.

Purpose

Pursuant to AMC 25.40.010, it is the mission of the HLB to manage uncommitted municipal land and the HLB Fund in a manner designed to benefit present and future residents of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan.

Division Direct Services

A self-supporting agency, HLB provides stewardship of municipal land in the HLB inventory with responsibility for:

- Land placed in the inventory for management reserved for unspecified purposes
- Land held in the inventory for specific or future public purposes.
- Land held for mitigation and conservation
- Land determined as excess to present or future municipal needs which may be suitable for disposal
- Land determined excess to municipal needs but unsuitable for disposal

Accomplishment Goals

- Respond appropriately in assessing and mitigating impacts of hazardous conditions such as fire, insect damage, illegal dumping of hazardous materials, vandalism, and trespass on HLB properties
- Disposal and permitting of inventory to appropriate municipal agencies and the private sector for approved uses that also generate revenue to the HLB Fund

Measure #3: Revenue generated by disposals and permits of HLB inventory to the HLB Fund

The graph below compares revenues to the fund from permits, leases and disposals of HLB inventory:

Revenue Type	Total 2017	2018 Q2	2018 to date
Land Use Permits	166,502.26	6,194.48	11,944.10
ROW Fees	67,058.16	10,316.64	25,791.60
Leases	187,760.16	111,939.58	212,906.31
Land Sales	568,859.00	0.00	0.00
Wetlands Mitig. Credits	0.00	0.00	0.00
TOTALS	990,179.58	128,450.70	250,642.01

Unaudited data with financial software conversion effective 2017 Q4.

Real Estate Services Division Real Estate Department

Anchorage: Performance. Value. Results.

Purpose

The Real Estate Services Division (RES) is responsible for administering the acquisition and disposal of real municipal property committed to government use via sale, lease, exchange, use permit or easement that is not in the ACDA or HLB inventories. RES administers the foreclosure process of delinquent property taxes and assessments. It also negotiates, funds and manages the leasing of office, warehouse and other spaces required for local government agencies to have a place to perform their services on behalf of citizens.

Division Direct Services

- Provide effective management of all non-HLB or ACDA municipal properties, including leased properties
- Administer the foreclosure process resulting from delinquent property taxes and assessments
- Administrative oversight of acquisition, retention and disposal of municipal lands
- Public and private businesses act as Lessors of facilities space for municipal agencies. As a result, this serves the public by providing leased space for local government agencies and programs that also serve the public.

Accomplishment Goals

- Annual foreclosure process: Collection of delinquent property taxes and assessments
- Annual process to complete taking Clerk's deeds to foreclosed properties and subsequent sale of deeded properties via sealed bid auction.

Measure #4: Annual foreclosure process: Collection of Delinquent property taxes and/or assessments

TAX YEAR	FORECLOSURE PUBLICATION			JUDGMENT & DECREE OF FORECLOSURE			EXPIRATION OF REDEMPTION PERIOD COURT CLERKS DEED ISSUED					
	FRCL Year	No. Accts.	Prin., Penalty Interest, Cost	FRCL Year	No. Accts.	Prin., Penalty Interest, Cost	Deed Year	No. Accts.	Prin., Penalty Interest, Cost			
2016	2017	Tax	1,473	\$7,191,357	2017	Tax	944	\$5,088,046	2018	Tax		
	1st Pub 3/2/17	DID	61	\$74,584	Apr	DID	50	\$50,399	Oct	DID		
		S.A	25	\$53,456		S.A	15	\$41,076		S.A		
	3AN-17-05180		1,559	\$7,319,396			1,009	\$5,179,522			0	\$0
2017	2018	Tax	1,348	\$6,994,029	2018	Tax	759	\$4,887,521	2019	Tax		
	1st Pub 3/8/17	DID	47	\$72,352		DID	23	\$52,122		DID		
		S.A	20	\$31,981		S.A	15	\$24,574		S.A		
	3AN-18-		1,415	\$7,098,362			797	\$4,964,217			0	\$0
2018	2019	Tax			2019	Tax			2020	Tax		
		DID				DID				DID		
		S.A				S.A				S.A		
	3AN-19-		0	\$0			0	\$0			0	\$0
2019	2020	Tax			2020	Tax			2021	Tax		
		DID				DID				DID		
		S.A				S.A				S.A		
	3AN-20-		0	\$0			0	\$0			0	\$0
2020	2021	Tax			2021	Tax			2022	Tax		
		DID				DID				DID		
		S.A				S.A				S.A		
	3AN-21-		0	\$0			0	\$0			0	\$0
2021	2022	Tax			2022	Tax			2023	Tax		
		DID				DID				DID		
		S.A				S.A				S.A		
	3AN-22-		0	\$0			0	\$0			0	\$0
2022	2023	Tax			2023	Tax			2024	Tax		
		DID				DID				DID		
		S.A				S.A				S.A		
	3AN-23-		0	\$0				\$0			0	\$0
2023	2024	Tax			2024	Tax				Tax		
		DID				DID				DID		
		S.A				S.A				S.A		
	3AN-24-		0	\$0				\$0			0	\$0

Measure #5: Annual process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction

Tax Foreclosed Properties Sale: 2009 - 2018										
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Properties Sold	3	11	3	3	9	5	5	6	4	3

In 2018 Q1, the Assembly approved the annual sale of tax-foreclosed properties (AO 2018-8, as Amended). An amended list of 18 properties scheduled for sale was approved. The Real Estate Services Division strived to reduce this number significantly before the actual sale date, which occurred in Q2.