
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

- Acquisitions and disposals: Authority to administer the acquisition and disposal of real property for the Municipality of Anchorage.
- Inventory: Maintain current and accurate inventory of municipal lands
- 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
- 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

Accomplishment Goals

- Maximize amount of acreage mitigated through appropriate responses to negative impacts on HLB inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, and/or vandalism.
- Number of disposals from HLB inventory provided to: a) municipal agencies, and b) the private sector
- Respond to project reviews with a goal of no more than five working days
- Maintain parity between moa disposal rates with those of the private sector
- Annual tax foreclosure process: Collection of delinquent property taxes and assessments
- Annual process for taking Clerk's Deed and subsequent sale of deeded properties via sealed bid auction.
- Competitively negotiate market rate leases of office, warehouse and other required building spaces for municipal agencies.

Heritage Land Bank Division Real Estate Department

Anchorage: Performance. Value. Results.

Purpose

"It is the mission of the Heritage Land Bank (HLB) to manage uncommitted municipal land and the Heritage Land Bank Fund in a manner designed to benefit present and future residents of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan." (AMC 25.40.010)

Division Direct Services

Provide 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
- Dispose of inventory to appropriate municipal agencies and the private sector
- Timely reviews in order to keep current and move forward on municipal projects involving real estate

Performance Measures

Progress in achieving goals will be measured by:

<p>Measure #1: Amount of acreage mitigated through appropriate responses to negative impacts on HLB inventory due fire, insect damage, illegal dumping of hazardous or contaminated materials, and vandalism.</p>
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Measure #2: Number of disposals from HLB inventory provided to: a) municipal agencies and; b) the private sector

	ENTITY	ACTION	HLB PARCEL #	ACRES	AMOUNT
PUBLIC SECTOR	AWWU	Easement			
	US Gov't.	Lease amendment	4-033A	.67	No fee
	Salvation Army	Lease	3-073		TBD
PRIVATE SECTOR	CEA				
	Private	Sale	6-003A		FMV
	Private	Sale	4-039		FMV

Measure #3: Respond to project reviews with a goal of no more than five working days.

2011							
1 st Qtr.		2 nd Qtr.		3 rd Qtr.		4 th Qtr.	
# of reviews	n/a	# of reviews	48	# of reviews		# of reviews	
Average response days	n/a	Average response days	1.67	Average response days		Average response days	

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 all real municipal property not in the Heritage Land Bank (HLB) or Anchorage Community Development Authority (ACDA) inventories. RES administers the foreclosure process of delinquent property taxes and assessments.

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

Accomplishment Goals

- Maintain parity of market sale and lease rates with those of the private sector
- 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.

<u>Measure #4:</u> Maintain parity between MOA disposal rates with those of the private Sector

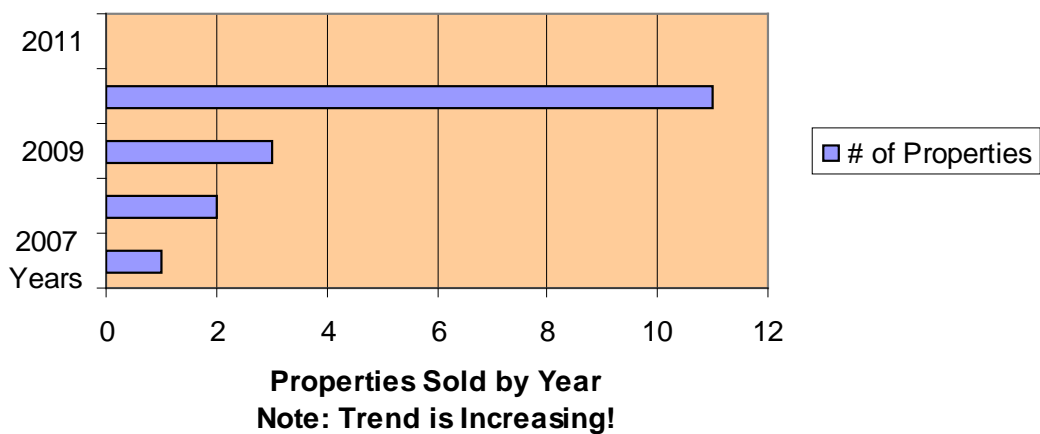
Data will be reported in January 2012

Measure #5: Annual foreclosure process: Collection of Delinquent property taxes and assessments

FORECLOSURE PUBLICATION				FINDINGS OF FACT			DEEDED				
TAX YEAR	FRCL Year	No. Accts.	Prin., Penalty Interest, Cost	FRCL Year	No. Accts.	Prin., Penalty Interest, Cost	Deed Year	No. Accts.	Prin., Penalty Interest, Cost		
1999	2000	Tax	2,016 \$4,874,891	2000	Tax	1,346 \$3,584,382	2001	Tax	42 \$54,052		
		BID	13 \$6,800		BID	8 \$4,080		BID	2 \$3,243		
		S.A.	209 \$225,259		S.A.	127 \$174,399		S.A.	3 \$1,201		
	3AN-00-5343		2,238 \$5,106,950		1,481 \$3,762,861		47 \$58,497				
2000	2001	Tax	2,008 \$4,971,818	2001	Tax	1,143 \$3,463,492	2002	Tax	35 \$62,255		
		BID	19 \$12,162		BID	15 \$11,956		BID	1 \$685		
		S.A.	227 \$255,316		S.A.	124 \$173,368		S.A.	3 \$1,767		
	3AN-01-05311		2,254 \$5,239,296		1,282 \$3,648,816		39 \$64,707				
2001	2002	Tax	1,831 \$5,179,633	2002	Tax	1,009 \$3,464,433	2003	Tax	55 \$108,654		
		BID	46 \$16,079		BID	22 \$12,116		BID			
		S.A.	177 \$224,513		S.A.	108 \$180,411		S.A.	4 \$8,853		
	3AN-02-05143		2,054 \$5,420,225		1,139 \$3,656,960		59 \$117,507				
2002	2003	Tax	1,748 \$4,602,814	2003	Tax	983 \$3,197,381	2004	Tax	34 \$80,684		
		BID	25 \$13,948		BID	13 \$11,220		BID	0 \$0		
		S.A.	140 \$204,514		S.A.	70 \$153,057		s/a only	3 \$4,074		
	3AN-03-04871		1,913 \$4,821,276		1,066 \$3,361,658		37 \$84,758				
2003	2004	Tax	1,570 \$4,349,292	2004	Tax	855 \$2,751,122	2005	Tax/BID	18 \$52,419		
		BID	66 \$27,282		BID	41 \$20,990		BID	0 \$0		
		S.A.	90 \$155,575		S.A.	44 \$106,940		S.A.	3 \$5,189		
	3AN-04-05143		1,726 \$4,532,149		940 \$2,879,052		21 \$57,608				
2004	2005	Tax	1,540 \$4,415,608	2005	Tax	819 \$2,647,767	2006	Tax	26 \$51,725		
		BID	47 \$39,373		BID	26 \$16,741		BID	1 \$564		
		S.A.	91 \$68,668		S.A.	38 \$45,530		S.A.	2 \$4,090		
	3AN-05-05683		1,678 \$4,523,649		883 \$2,710,038		29 \$56,379				
2005	2006	Tax	1,528 \$5,220,666	2006	Tax	936 \$3,235,347	2007	Tax	30 \$85,166		
		BID	44 \$20,716		BID	16 \$8,442		BID	0 \$0		
		S.A.	136 \$101,268		S.A.	50 \$54,192		S.A.	1 \$1,557		
	3AN-06-05726		1,708 \$5,342,650		1,002 \$3,297,981		31 \$86,723				
2006	2007	Tax	1,773 \$5,785,999	2007	Tax	972 \$3,500,725	2008	Tax	50 \$115,712		
		BID	37 \$49,754		BID	25 \$30,309		BID			
		S.A.	81 \$86,853		S.A.	45 \$58,348		S.A.	2 \$14,684		
	3AN-07-05551		1,891 \$5,922,606		1,042 \$3,589,382		52 \$130,396				
2007	2008	Tax	1,784 \$5,565,615	2008	Tax	1,112 \$4,670,006	2009	Tax	29 \$60,964		
		BID	38 \$26,518		BID	31 \$27,297		BID	0 \$0		
		S.A.	63 \$68,703		S.A.	63 \$40,601		S.A.	4 \$5,538		
	3AN-08-05622		1,885 \$5,660,836		1,206 \$4,737,904		33 \$66,502				
2008	2009	Tax	1,601 \$7,253,192	2009	Tax	1,040 \$5,568,889	2010	Tax	31 \$113,121		
		1st Pub 3/5/2009	DID		42 \$41,920	27-Apr		DID	27 \$31,999	DID	0 \$0
		S.A.	81 \$59,939		S.A.	25 \$25,626		S.A.	0 \$0		
	3AN-09-05631		1,724 \$7,355,051		1,092 \$5,626,514		31 \$113,121				
2009	2010	Tax	1,746 \$9,436,513	2010	Tax	1,008 \$5,822,545	2011	Tax			
		APU 004-201-10 PENDING SEPARATE RESOLUTION (1) (\$916,757)									
					ADJ'D TAX FRCL'D BAL- 1007 \$4,905,788						
		DID	41 \$77,255		DID	25 \$48,725		DID			
	S.A.	48 \$41,221	S.A.	21 \$23,887	S.A.						
3AN-10-05650		1,835 \$9,554,989	ADJ'D FRCL'D BAL- 1,053 \$4,978,400				\$0				
2010	2011	Tax	1,677 \$7,417,715	2011	Tax	972 \$5,006,176	2012	Tax			
		1st Pub 3/3/2011	DID		47 \$45,127	DID		24 \$33,077	DID		
		S.A.	44 \$42,557		S.A.	22 \$25,339		S.A.			
	3AN-11-05912		1,768 \$7,505,399		1,018 \$5,064,592			\$0			

Measure #6: Annual Process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction

**TABLE 2: Number of Foreclosed Properties Sold,
2007-2010**



Leases Section
Real Estate Services Division
Real Estate Department
Anchorage: Performance. Value. Results.

Purpose

Negotiate, fund and manage the leasing of office, warehouse and other required spaces for local government agencies in order for them to perform their services on behalf of citizens. The Leases Section of the Real Estate Services Division manages more than a dozen building or land leases throughout the MOA for municipal use. It's another way the Municipality of Anchorage saves resources by out-sourcing to the local private sector, by leasing privately owned office, warehouse and other necessary building spaces for municipal offices and programs.

Division Direct Services

Public and private businesses acting 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 Goal

- Provide competitively negotiated market rate leases of office, warehouse and other required building spaces for municipal agencies.

Performance Measures

Progress in achieving goals shall be measured by:

Creating and renewing leases in a timely manner and negotiated at local competitive rates.

<p><u>Measure #7:</u> Competitively negotiate market rate leases of office, warehouse and other required building space for use by municipal agencies</p>
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Performance Measure Methodology Sheet
Heritage Land Bank Division
Real Estate Department

Measure #1: Amount of acreage mitigated through appropriate responses to negative impacts on HLB inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, and/or vandalism.

Type

Effectiveness

Accomplishment Goal

Reduce risk and restore value to contaminated or damaged HLB inventory

Definition

Protection of HLB land, in coordination with Land Use Enforcement, from adverse impacts such as fire, insect damage, illegal dumping of hazardous or contaminated materials, and vandalism, and mitigate adverse conditions on inventory in order to eventually return properties to future municipal use.

Data Collection Method

Selected parcels will be visited and inspected by Land Management Officers on a scheduled basis, with selection based upon the potential for adverse impacts on parcels in the HLB Inventory. Provide immediate response to public inquiries and notifications of illegal activities (within 72 hours). Create and file reports on the condition of inspected parcels in the HLB inventory. Observations by professional services contractors will be reported to HLB staff and included in reports to the HLB Director, with emphasis on corrective actions taken. Data will be collected in the inventory file and on inventory data spreadsheet lists by region.

Frequency

Site visits are an on-going responsibility of all Land Management Officers. Responses to public notification of illegal activities on HLB property to be made within 72 hours of initial call.

Measured by

All Land Management Officers and contracted professional services shall observe and provide reports for inclusion in the appropriate parcel file. Data spreadsheets of HLB Inventory, listed by region, shall include inspection dates and comments from Land Management Officers.

Reporting

HLB will memorialize information with written comments and/or photos for inclusion in appropriate parcel files in hard copy format, and in electronic format. A report on the action taken will be added to the parcel files and made available to the Heritage Land Bank Advisory Commission at its regular meetings.

Used By

The Executive Director will use the reports to prioritize capital expenditures and actions required. Resources will be allocated as available to provide protection of the inventory.

Performance Measure Methodology Sheet
Heritage Land Bank Division
Real Estate Department

Measure #2: Number of disposals from HLB inventory provided to: a) municipal agencies, and b) the private sector.
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Type

Effectiveness

Accomplishment Goal

To insure: a) appropriate inventory is made available for municipal uses that will benefit the citizens of Anchorage, and b) parcels considered excess to municipal needs are disposed from the Heritage Land Bank with the intent of providing for the growth of the Anchorage tax base and providing revenue to the HLB Fund.

Definition

Disposal of property from HLB inventory to other non-self-supporting agencies, or through Fair Market Value (FMV) sales, leases, exchanges or easements

Data Collection

Properties considered for disposal are generally listed in the annual HLB Work Program. Properties are deemed excess to municipal needs through an agency review process before a recommendation for disposal is made by the Heritage Land Bank Advisory Commission. A public hearing is required. Following recommendation for disposal, the Municipal Assembly must approve specific property disposals, also through a public hearing process. Data for properties earmarked for potential disposal is included in the HLB's annual work program, available in both hard copy and online.

Frequency

Disposals are conducted as deemed necessary and with respect to market conditions. Most uncommitted land is held for a future unidentified use.

Measured by

HLB reports on the number of sales, leases, exchanges and easements in the annual HLB Work Program, and measures revenue levels on capital and operating budgets. Performance is based on the economy and the real estate market.

Reporting

Reports of property disposals are included in the following year's HLB Work Program.

Used by

The HLB Director, to assess progress of land disposals as a benefit to the community and to the MOA, and reports to the HLB Advisory Commission on their economic impacts to the tax base.

Performance Measure Methodology Sheet
Heritage Land Bank Division
Real Estate Department

Measure #3: Respond to project reviews with a goal of no more than five working days

Type

Efficiency

Accomplishment Goal

Timely reviews by land management staff in order to keep current on real estate projects and moving them forward.

Definition

This measure reports on the percentage of timely reviews on the many real estate projects handled by management staff.

Data Collection

Data will be collected biweekly by the Real Estate Department Director during staff meetings.

Frequency

Every other week/twice a month

Measured by

Land management staff currently oversees more than sixty active and continuing multi-year projects, which are recorded in a spreadsheet table. Project reviews occur following administrative presentations, or input and response by the public or government agencies, and as required during the project's progression towards completion.

Reporting

To HLB Advisory Commission and to other agencies, such as the US Army Corps of Engineers

Used by

Director will use this tool to assure staff is actively administering land management projects in a timely manner.

Performance Measure Methodology Sheet
Real Estate Services Division
Real Estate Department

Measure #4: Maintain parity between MOA disposal rates with those of the private sector
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Type

Effectiveness

Accomplishment Goal

Maintain comparable market value rates.

Definition

This measure will be supported with market information that supports MOA policy decisions related to Fair Market Value (FMV) leases, sales and/or easements.

Data Collection

Obtain information from the private sector, appraisers, federal, state and other governmental agencies and sources to determine current market valuations.

Frequency

This measurement is an ongoing effort in order to maintain current data.

Measured by

Staff and administration

Reporting

Assembly ordinances inform and authorize appropriations, rates and their conformance to AMC 25.40, which dictates requirements for market value disposals.

Used By

The Director and staff to support decisions for rate adjustments and implementation of new leases, permits and easements per municipal code

Performance Measure Methodology Sheet
Real Estate Services Division
Real Estate Department

Measure #5: Annual foreclosure process: Collection of Delinquent property taxes and assessments.

Type

Effectiveness

Accomplishment Goal

Aggressively manage the annual foreclosure procedure to reduce the number of delinquent tax properties by having owners pay their properties and recoup lost revenue.

Definition

The foreclosure process is initiated annually against real properties which there are delinquent property taxes and assessments from the prior year(s). Properties on which a foreclosure judgment is entered for nonpayment of taxes are held by the Municipality for the statutory 'one year' redemption period. During the redemption period a party having an interest in the property may redeem the property from the judgment by paying the lien amount applicable under the judgment plus penalty, interest and costs.

Data Collection

The statutory expiration of redemption period process gives the owner, mortgage or lien holders of record the opportunity to redeem the property from a prior year(s) foreclosure judgment by paying the delinquent year(s) tax and/or assessment lien amount applicable under the foreclosure judgment to prevent the property from being deeded to the Municipality.

Frequency

The foreclosure process begins annually in February with the last day to pay to prevent foreclosure falling in the later part of April. Thereafter, the Request for Foreclosure Judgment documents are prepared and filed with the court. Once the judgment is entered the statutory 'one year' redemption period commences.

Measured by

Collection is largely dictated by continuous monitoring and additional noticing that ensures property owners are noticed of the foreclosure proceedings.

Reporting

Maintain delinquent property foreclosure reports, property owner and lien-holder foreclosure notice mailing lists, publications and the Petition for Foreclosure and Request for Foreclosure Judgment court documents.

Used by

Real Estate Services and the Municipal Attorney's Office to ensure all statutory foreclosure requirements have been met.

Performance Measure Methodology Sheet
Real Estate Services Division
Real Estate Department

Measure #6: Annual process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction.

Type

Effectiveness

Accomplishment Goal

Enforce collection to recover delinquent unpaid property taxes and assessments by the statutory expiration of redemption period process and through sale of foreclosed/deed real property by sealed bid auction which returns foreclosed/deeded properties to tax-producing status.

Definition

To recover unpaid taxes and assessments on property deeded to the Municipality Real Estate Services may sell the property at public sealed bid auction upon approval of the Assembly. All property owners share equally in the responsibility for providing funding for services for good local government. If some do not pay their taxes or assessments, the responsibility falls disproportionately upon those that do.

Data Collection

Expiration of Redemption Period occurs for those property taxes and special assessments delinquent for more than one year. Upon issuance of the Clerk's Deed, the property is technically owned by the Municipality of Anchorage. Records are prepared for each property to include all documentation relevant to each property beginning with the foreclosure process through the deed process, and ultimately to the repurchase or sale of the foreclosed property.

Frequency

This is a four month annual process. On the first business day of June, a courtesy notice is mailed to delinquent taxpayers regarding the impending expiration of redemption period on foreclosed properties. In mid-July, title reports are ordered for all remaining unredeemed properties. The expiration of redemption period arises during the last week of October.

Measured by

Statistically the Municipality takes deed to between ten to thirty properties a year and on average sells one to six properties per year. The numbers are directly related to current local economic factors such as unemployment, inflation and periods of recession.

Reporting

Real Estate Services staff maintains expiration of redemption reports, mailings, court documents, repurchase files, and all public auction sale documentation.

Used by

The Real Estate Services division, legal review, uses these reports to determine and forecast relative progress in tax recovery from year to year.

Performance Measure Methodology Sheet
Leases Section
Real Estate Services Division
Real Estate Department

Measure #7: Competitively negotiate market rate leases of office, warehouse and other required building spaces for municipal agencies
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Type

Effectiveness

Accomplishment Goal

Provide the most cost-effective space management services to general government agencies for municipal facilities.

Definition

Leases are paid to private companies for use of office, warehouse, storage and other spaces to provide municipal services to the community. Needs for building space vary widely between the many municipal services, from basic heated warehouse space to office and other kinds of interior spaces suited to their particular functions.

Data Collection

The Real Estate Services Manager oversees, negotiates, and manages lease contracts and payments in a sometimes volatile lease market. The Real Estate Services Manager begins by soliciting Requests for Proposals and then negotiates lease rates and lease renewals based upon known market rates. This is achieved through maintaining extensive knowledge of market conditions by obtaining information from the private sector, appraisers, federal, state and other governmental agencies and sources to determine current market valuations and local economic strength.

Frequency

Leases are created and/or renewed on an as-needed basis, with a goal toward long-term lease periods to maintain stability and provide long-term use of leased space.

Measured by

Performance is measured by accurate prediction of annual costs to budget, with the goal of reducing the size of this overall lease expense.

Reporting

Payments to include operating expenses are processed and tracked, with monthly reports available.

Used by

The Real Estate Manager tracks the progress of leases management and payments, and reports to affected agencies and executive offices.