
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:

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

2012: # of Inspected HLB Inventory Parcels, by Quarter

	1 st Qtr 2012	2 nd Qtr 2012	3 rd Qtr 2012	4 th Qtr 2012	1 st Qtr 2013
Region 1	0	2	0	0	0
Region 2	0	0	0	0	0
Region 3	0	2	0	0	0
Region 4	3	4	0	0	0
Region 5	0	1	0	0	0
Region 6 (Bird/Indian)	0	0		0	0
Region 6 (Girdwood)	0	9	0	0	0
TOTAL	3	18			

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

2nd Quarter 2012

	ENTITY	ACTION	HLB PARCEL #	ACRES	AMOUNT
PUBLIC SECTOR	Parks & Rec	Transfer	3-061, 62 & 63	1.02	n/a
	Parks & Rec	Trail easement	6-010, 40 & 41	n/a	n/a
	ACDA	Sign easement	3-010	n/a	n/a
	ML&P	Elect. Easement	3-010	n/a	n/a
PRIVATE SECTOR					

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

2012							
1 st Qtr.		2 nd Qtr.		3 rd Qtr.		4 th Qtr.	
# of reviews	52	# of reviews	69	# of reviews	n/a	# of reviews	n/a
Average response days	1.18	Average response days	1.49	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 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 asses

2008 - 2015

	FORECLOSURE PUBLICATION				JUDGMENT & DECREE OF FORECLOSURE				EXPIRATION OF REDEMPTION PERIOD COURT CLERKS DEED ISSUED			
TAX YEAR	FRCL Year	No. Accts.	Prin., Interest, Cost	Penalty	FRCL Year	No. Accts.	Prin., Interest, Cost	Penalty	Deed Year	No. Accts.	Prin., Interest, Cost	Penalty
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	92	\$147,150
				APU 004-201-10 PENDING SEPARATE RESOLUTION (1) (\$916,757)								
		DID	41	\$77,255	ADJ'D TAX FRCL'D BAL-	1007	\$4,905,788			DID		
		S.A.	48	\$41,221		25	\$48,725			S.A.	1	\$717
	3AN-10-05650		1,835	\$9,554,989	ADJ'D FRCL'D BAL-	1,053	\$4,978,400				93	\$147,867
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
2011	2012	Tax	1,526	\$7,636,407	2012	Tax	996	\$5,749,710	2013	Tax		
	1st Pub 3/8/12	DID	65	\$51,631		DID	35	\$37,631		DID		
		S.A.	43	\$44,246		S.A.	26	\$34,089		S.A.		
	3AN-12-05833		1,634	\$7,732,284				\$5,821,430				\$0
2012	2013	Tax			2013	Tax	a		2014	Tax		
		DID				DID				DID		
		S.A.				S.A.				S.A.		
	3AN-13-0		0	\$0				\$0				\$0
2013	2014	Tax			2014	Tax			2015	Tax		
		DID				DID				DID		
		S.A.				S.A.				S.A.		
	3AN-14-0		0	\$0				\$0				\$0
2014	2015	Tax			2015	Tax			2016	Tax		
		DID				DID				DID		
		S.A.				S.A.				S.A.		
	3AN-15-0		0	\$0				\$0				\$0
2015	2016	Tax			2016	Tax			2017	Tax		
		DID				DID				DID		
		S.A.				S.A.				S.A.		
	3AN-16-0		0	\$0				\$0				\$0

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



Performance Measure Methodology Sheet
Heritage Land Bank Division
Real Estate Department

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

Type

Effectiveness

Accomplishment Goal

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: 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 #5: 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

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.