
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 on behalf of the Municipality of Anchorage the acquisition and disposal of real property via lease, exchange, sale, easements, permits and use agreements.
- 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
- 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.

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.

2013: # of Inspected HLB Inventory Parcels, by Quarter

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

Due to the amount of snow and inclement weather, there were no on-site inspections conducted of the HLB inventory during the 1st quarter of 2013.

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

1st Quarter 2013

| | ENTITY | ACTION | HLB PARCEL # | ACRES | AMOUNT |
|------------------------------|---------------------|-------------------------|-----------------|-------|-------------|
| a) PUBLIC SECTOR | | | | | |
| | | | | | |
| | | | | | |
| b) PRIVATE SECTOR | Misc. | Use Permits (annual) | 6-057 | 2.36± | \$4,120 |
| | Tanadgusix Corp. | Sale | 4-039 | 5± | \$4,500,000 |
| | | | | | |
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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 #3: Annual foreclosure process: Collection of Delinquent property taxes and assessments

| | FORECLOSURE PUBLICATION | | | | JUDGMENT & DECREE OF FORECLOSURE | | | | EXPIRATION OF REDEMP COURT CLERKS DEED | | | |
|----------|-------------------------|------------|-------------------------------|--|----------------------------------|-----------------------|-------------------------------|-------------|--|------------|----|--|
| TAX YEAR | FRCL Year | No. Accts. | Prin., Penalty Interest, Cost | | FRCL Year | No. Accts. | Prin., Penalty Interest, Cost | | Deed Year | No. Accts. | | |
| 2008 | 2009 | Tax | 1,601 | \$7,253,192 | 2009 | Tax | 1,040 | \$5,568,889 | 2010 | Tax | 31 | |
| | 1st Pub 3/5/2009 | DID | 42 | \$41,920 | 27-Apr | DID | 27 | \$31,999 | | DID | 0 | |
| | | S.A | 81 | \$59,939 | | S.A | 25 | \$25,626 | | S.A | 0 | |
| | 3AN-09-05631 | | 1,724 | \$7,355,051 | | | 1,092 | \$5,626,514 | | | 31 | |
| 2009 | 2010 | Tax | 1,746 | \$9,436,513 | 2010 | Tax | 1,008 | \$5,822,545 | 2011 | Tax | 92 | |
| | | | | 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 | 1 | |
| | 3AN-10-05650 | | 1,835 | \$9,554,989 | | ADJ'D FRCL'D BAL- | 1,053 | \$4,978,400 | | | 93 | |
| 2010 | 2011 | Tax | 1,677 | \$7,417,715 | 2011 | Tax | 972 | \$5,006,176 | 2012 | Tax | 40 | |
| | 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 | 6 | |
| | 3AN-11-05912 | | 1,768 | \$7,505,399 | | | 1,018 | \$5,064,592 | | | 46 | |
| 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 | | | 1,057 | \$5,821,430 | | | | |
| 2012 | 2013 | Tax | 1,602 | \$7,189,222 | 2013 | Tax | 1,011 | \$5,180,801 | 2014 | Tax | | |
| | 1st Pub 3/7/13 | DID | 53 | \$40,946 | | DID | 31 | \$27,021 | | DID | | |
| | | S.A | 25 | \$26,057 | | S.A | 11 | \$12,294 | | S.A | | |
| | 3AN-13-05671 | | 1,680 | \$7,256,225 | | | 1,053 | \$5,220,116 | | | | |
| 2013 | 2014 | Tax | | | 2014 | Tax | | | 2015 | Tax | | |
| | | DID | | | | DID | | | | DID | | |
| | | S.A | | | | S.A | | | | S.A | | |
| | 3AN-14-0 | | 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 | | | | |
| 2015 | 2016 | Tax | | | 2016 | Tax | | | 2017 | Tax | | |
| | | DID | | | | DID | | | | DID | | |
| | | S.A | | | | S.A | | | | S.A | | |
| | 3AN-16-0 | | 0 | \$0 | | | | \$0 | | | | |

Measure #4: Annual Process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction

In the first quarter of this year, the Assembly approved the annual sale of tax-foreclosed properties (AO 2013-48) and was provided with the initial list of 31 properties slated for sale, a number that is within the normal range at this stage of the sale notification process. The Real Estate Services Division strives to reduce this number significantly before the actual sale date. This year, the sealed bid sale is scheduled for June 18, 2013. It is anticipated that by June 18, only a handful of properties will be sold, with the rest successfully repurchased by the former owner(s) or record or their legal representatives.

Results from the June 18, 2013 sale will be reflected in an updated graph in the 2nd quarter 2013 PVR Report.



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

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| 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

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
Real Estate Services Division
Real Estate Department

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| Measure #3: Annual foreclosure process: Collection of Delinquent property taxes and assessments. |
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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

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| Measure #4: Annual process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction. |
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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.