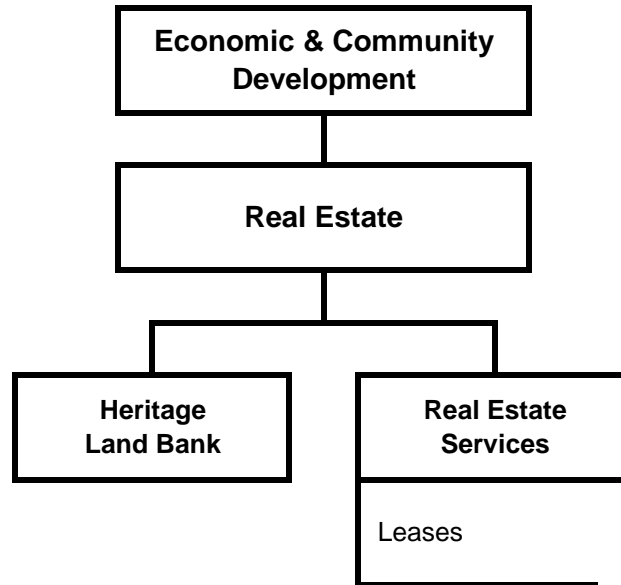


Real Estate



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

	2016 Actuals	2017 Revised	2018 Proposed	18 v 17 % Chg
Direct Cost by Division				
RED Heritage Land Bank	1,659,974	666,996	609,096	(8.68%)
RED Real Estate Services	8,764,941	7,246,491	7,222,439	(0.33%)
Direct Cost Total	10,424,914	7,913,487	7,831,535	(1.04%)
Intragovernmental Charges				
Charges by/to Other Departments	(5,333,837)	(5,708,038)	(5,657,069)	(0.89%)
Function Cost Total	5,091,078	2,205,449	2,174,466	(1.40%)
Program Generated Revenue	(3,432,669)	(1,117,859)	(1,070,399)	(4.25%)
Net Cost Total	1,658,409	1,087,590	1,104,067	1.52%
Direct Cost by Category				
Salaries and Benefits	727,155	684,345	579,347	(15.34%)
Supplies	5,897	5,708	5,708	-
Travel	989	1,000	1,000	-
Contractual/Other Services	9,689,109	7,214,134	7,237,180	0.32%
Debt Service	-	-	-	-
Equipment, Furnishings	1,765	8,300	8,300	-
Direct Cost Total	10,424,914	7,913,487	7,831,535	(1.04%)
Position Summary as Budgeted				
Full-Time	5	5	5	-
Part-Time	1	1	1	-
Position Total	6	6	6	-

Real Estate

Reconciliation from 2017 Revised Budget to 2018 Proposed Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
2017 Revised Budget	7,913,487	5	1	-
Changes in Existing Programs/Funding for 2018				
- Salary and benefits adjustments	66,896	-	-	-
- Contractual lease rate adjustments	23,046	-	-	-
2018 Continuation Level	8,003,429	5	1	-
2018 Proposed Budget Changes				
- Pause cost-of-living increase for Executive employees	(6,347)	-	-	-
- Charge director time to Rasmuson grant	(165,547)	-	-	-
2018 Proposed Budget	7,831,535	5	1	-

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

	2016 Actuals	2017 Revised	2018 Proposed	18 v 17 % Chg
Direct Cost by Category				
Salaries and Benefits	265,454	352,536	294,636	(16.42%)
Supplies	2,966	4,500	4,500	-
Travel	989	1,000	1,000	-
Contractual/Other Services	1,389,822	301,460	301,460	-
Equipment, Furnishings	743	7,500	7,500	-
Manageable Direct Cost Total	1,659,974	666,996	609,096	(8.68%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,659,974	666,996	609,096	-
Intragovernmental Charges				
Charges by/to Other Departments	497,029	308,356	326,967	6.04%
Function Cost Total	2,157,003	975,352	936,063	(4.03%)
Program Generated Revenue by Fund				
Fund 221000 - HLB Fund	1,153,585	409,657	362,197	(11.59%)
Program Generated Revenue Total	1,153,585	409,657	362,197	(11.59%)
Net Cost Total	1,003,418	565,695	573,866	1.44%
Position Summary as Budgeted				
Full-Time	3	2	2	-
Part-Time	-	1	1	-
Position Total	3	3	3	-

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

	2016 Actuals	2017 Revised	2018 Proposed	18 v 17 % Chg
Direct Cost by Category				
Salaries and Benefits	265,454	352,536	294,636	(16.42%)
Supplies	2,966	4,500	4,500	-
Travel	989	1,000	1,000	-
Contractual/Other Services	1,389,822	301,460	301,460	-
Equipment, Furnishings	743	7,500	7,500	-
Manageable Direct Cost Total	1,659,974	666,996	609,096	(8.68%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,659,974	666,996	609,096	(8.68%)
Intragovernmental Charges				
Charges by/to Other Departments	497,029	308,356	326,967	6.04%
Program Generated Revenue				
406010 - Land Use Permits-HLB	145,174	132,529	132,529	-
406080 - Lease & Rental Revenue-HLB	100,437	86,135	86,135	-
406090 - Pipeline in ROW Fees	61,900	62,899	62,899	-
406100 - Wetlands Mitigation Credit	573,459	-	-	-
408380 - Prior Year Expense Recovery	7,436	-	-	-
408580 - Miscellaneous Revenues	2,250	-	-	-
440010 - GCP CshPool ST-Int(MOA/ML&P)	55,880	108,094	80,634	(25.40%)
440040 - Other Short-Term Interest	61,307	20,000	-	(100.00%)
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	9,976	-	-	-
450010 - Contributions from Other Funds	94,514	-	-	-
460080 - Land Sales-Cash	41,252	-	-	-
Program Generated Revenue Total	1,153,585	409,657	362,197	(11.59%)
Net Cost				
Direct Cost Total	1,659,974	666,996	609,096	(8.68%)
Charges by/to Other Departments Total	497,029	308,356	326,967	6.04%
Program Generated Revenue Total	(1,153,585)	(409,657)	(362,197)	(11.59%)
Net Cost Total	1,003,418	565,695	573,866	1.44%

Position Detail as Budgeted

	2016 Revised		2017 Revised		2018 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Junior Admin Officer	1	-	1	-	1	-
Special Admin Assistant II	2	-	1	-	1	-
Special Administrative Assistant II	-	-	-	1	-	1
Position Detail as Budgeted Total	3	-	2	1	2	1

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

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

	2016 Actuals	2017 Revised	2018 Proposed	18 v 17 % Chg
Direct Cost by Category				
Salaries and Benefits	461,701	331,809	284,711	(14.19%)
Supplies	2,931	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	8,299,286	6,912,674	6,935,720	0.33%
Equipment, Furnishings	1,022	800	800	-
Manageable Direct Cost Total	8,764,941	7,246,491	7,222,439	(0.33%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	8,764,941	7,246,491	7,222,439	-
Intragovernmental Charges				
Charges by/to Other Departments	(5,830,866)	(6,016,394)	(5,984,036)	(0.54%)
Function Cost Total	2,934,074	1,230,097	1,238,403	0.68%
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	2,279,084	708,202	708,202	-
Program Generated Revenue Total	2,279,084	708,202	708,202	-
Net Cost Total	654,991	521,895	530,201	1.59%
Position Summary as Budgeted				
Full-Time	2	3	3	-
Part-Time	1	-	-	-
Position Total	3	3	3	-

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

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

	2016 Actuals	2017 Revised	2018 Proposed	18 v 17 % Chg
Direct Cost by Category				
Salaries and Benefits	461,701	331,809	284,711	(14.19%)
Supplies	2,931	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	8,299,286	6,912,674	6,935,720	0.33%
Equipment, Furnishings	1,022	800	800	-
Manageable Direct Cost Total	8,764,941	7,246,491	7,222,439	(0.33%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	8,764,941	7,246,491	7,222,439	(0.33%)
Intragovernmental Charges				
Charges by/to Other Departments	(5,830,866)	(6,016,394)	(5,984,036)	(0.54%)
Program Generated Revenue				
401040 - Tax Cost Recoveries	250,930	255,000	255,000	-
406080 - Lease & Rental Revenue-HLB	444,713	380,050	380,050	-
406540 - Other Charges For Services	-	7,981	7,981	-
406625 - Reimbursed Cost-NonGrant Funded	24,251	15,000	15,000	-
406640 - Parking Garages & Lots	52,725	50,171	50,171	-
408550 - Cash Over & Short	-	-	-	-
460080 - Land Sales-Cash	1,506,465	-	-	-
Program Generated Revenue Total	2,279,084	708,202	708,202	-
Net Cost				
Direct Cost Total	8,764,941	7,246,491	7,222,439	(0.33%)
Charges by/to Other Departments Total	(5,830,866)	(6,016,394)	(5,984,036)	(0.54%)
Program Generated Revenue Total	(2,279,084)	(708,202)	(708,202)	-
Net Cost Total	654,991	521,895	530,201	1.59%

Position Detail as Budgeted

	2016 Revised		2017 Revised		2018 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Junior Admin Officer	1	-	-	-	-	-
Program & Policy Director	-	1	1	-	1	-
Property Management Officer	-	-	1	-	1	-
Position Detail as Budgeted Total	2	1	3	-	3	-

Real Estate Operating Grant and Other Alternative Funding

Program	Fund Center	Award Amount	Amount Expended As of 12/31/2017	Expected Expenditures in 2018	Expected Balance at End of 2018	Personnel FT	PT	T	Program Expiration
Rasmuson Foundation Grant									
Match for the Code for America grant & outside Costs, per proposal	122100/ 122200	80,000	-	-	80,000	-	-	-	3/31/2018
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, January - March, 2018	122100/ 122200	80,000	34,121	40,324	5,555	-	-	-	3/31/2018
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2018 - March, 2019 (contingent upon performance review)	122100/ 122200	240,000	102,362	120,973	16,665	-	-	-	3/31/2019
Environmental Protection Agency: Brownfields Grant									
Real Estate Department & Planning Department	122200	300,000	-	100,000	200,000	-	-	-	Sep-20
Total Grant and Alternative Operating Funding for Department		620,000	136,483	261,298	222,220	-	-	-	
Total General Government Operating Direct Cost for Department				7,831,535		5	1	-	
Total Operating Budget for Department				8,092,833		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.

Performance Measures

Progress in achieving goals will be measured by:

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						
	2016	Q1	Q2	Q3	Q4	EOY 2016
Contract Files Reviewed		32	61	25	42	160
	2017	Q1	Q2	Q3	Q4	2017 To Date
Contract Files Reviewed		29	45			74

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						
	2016	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2017 To Date
Region 1 (Eagle River)	4	0	16			0
Region 2 (SE Anchorage)	19	0	4			0
Region 3 (NE Anchorage)	39	1	21			1
Region 4 (NW Anchorage)	45	2	8			2
Region 5 (SW Anchorage)	15	0	24			0
Region 6 (Bird, Indian & Girdwood)	68	11	10			11
TOTAL	190	14	83			97

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

Performance Measures

Progress in achieving goals will be measured by:

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 2016	2017 Q2	YTD 2017
Land Use Permits	145,174.42	1,526.66	25,981.26
ROW Fees	61,899.84	10,316.64	25,791.60
Leases	100,437.42	32,016.80	84,339.95
Land Sales	41,251.50	0.00	505.00
Wetlands Mitig. Credits	573,459.00	0.00	0.00
TOTALS	922,212.18	43,860.10	136,617.81

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.

Performance Measures

Progress in achieving goals will be measured by:

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				
	Year	No. Accts.	Prin., Penalty Interest, Cost	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
2017	2018	Tax			2018	Tax			2019	Tax	
		DID				DID				DID	
		S.A.				S.A.				S.A.	
3AN-18-		0	\$0			0	\$0			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	\$0
2023	2024	Tax			2024	Tax				Tax	
		DID				DID				DID	
		S.A.				S.A.				S.A.	
3AN-24-		0	\$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: 2008 - 2017										
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Properties Sold	2	3	11	3	3	9	5	5	6	4

In 2017 Q1, the Assembly approved the annual sale of tax-foreclosed properties (AO 2017-25, as Amended). An amended list of 20 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.