

# Real Estate



## Real Estate

### 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.
- Mortgage Foreclosure Registry: Maintain mortgage foreclosure registry records and database, monitor State of Alaska Recorder's Office website for recorded Notices of Default and communicate with the various lending entities of duty to register.

### Divisions

- Heritage Land Bank (HLB)
  - Manages municipally owned real estate in the HLB inventory, consistent with the HLB Work Program and Five-Year Management Plan (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 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, mortgage foreclosure registry, 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:**



**Economic Recovery – Build a city that attracts and retains a talented workforce, is hospitable to entrepreneurs and business owners, provides a strong environment for economic growth, attract new and innovative industries to Anchorage, and expand the tourism opportunities of Southcentral Alaska.**

- 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.
- Maximize amount of acreage available for development of housing by reviewing inventories, determining if surplus to municipal needs, perform steps necessary for disposal, market approved disposals, complete 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.



**Administrative Efficiency – Make city government more efficient and decrease departmental spending.**

- Generate revenue through disposals and use permits of HLB inventory provided to municipal and other agencies, and to 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.
- Review all contract files annually to maintain current and accurate information and contractor compliance.

## Real Estate Department Summary

|                                     | 2020<br>Actuals   | 2021<br>Revised  | 2022<br>Approved | 22 v 21<br>% Chg |
|-------------------------------------|-------------------|------------------|------------------|------------------|
| <b>Direct Cost by Division</b>      |                   |                  |                  |                  |
| RED Heritage Land Bank              | 454,064           | 717,263          | 725,893          | 1.20%            |
| RED Real Estate Services            | 21,211,288        | 7,601,139        | 7,394,997        | (2.71%)          |
| <b>Direct Cost Total</b>            | <b>21,665,353</b> | <b>8,318,402</b> | <b>8,120,890</b> | <b>(2.37%)</b>   |
| <b>Intragovernmental Charges</b>    |                   |                  |                  |                  |
| Charges by/to Other Departments     | (6,077,872)       | (6,168,533)      | (6,323,519)      | 2.51%            |
| Program Generated Revenue           | (2,381,221)       | (1,218,839)      | (1,185,839)      | (2.71%)          |
| <b>Function Cost Total</b>          | <b>15,587,481</b> | <b>2,149,869</b> | <b>1,797,371</b> | <b>(16.40%)</b>  |
| <b>Net Cost Total</b>               | <b>13,206,260</b> | <b>931,030</b>   | <b>611,532</b>   | <b>(34.32%)</b>  |
| <b>Direct Cost by Category</b>      |                   |                  |                  |                  |
| Salaries and Benefits               | 595,811           | 770,850          | 591,838          | (23.22%)         |
| Supplies                            | 2,941             | 5,708            | 5,708            | -                |
| Travel                              | -                 | 1,000            | 1,000            | -                |
| Contractual/Other Services          | 21,059,905        | 7,532,544        | 7,514,044        | (0.25%)          |
| Debt Service                        | -                 | -                | -                | -                |
| Equipment, Furnishings              | 6,695             | 8,300            | 8,300            | -                |
| <b>Direct Cost Total</b>            | <b>21,665,353</b> | <b>8,318,402</b> | <b>8,120,890</b> | <b>(2.37%)</b>   |
| <b>Position Summary as Budgeted</b> |                   |                  |                  |                  |
| Full-Time                           | 6                 | 6                | 4                | (33.33%)         |
| Part-Time                           | 1                 | 1                | 1                | -                |
| <b>Position Total</b>               | <b>7</b>          | <b>7</b>         | <b>5</b>         | <b>(28.57%)</b>  |

## Real Estate

### Reconciliation from 2021 Revised Budget to 2022 Approved Budget

|   | Direct Costs     | Positions |          |          |
|---|------------------|-----------|----------|----------|
|   |                  | FT        | PT       | Seas/T   |
| <b>2021 Revised Budget</b>  | 8,318,402        | 5         | 1        | -        |
| <b>Changes in Existing Programs/Funding for 2022</b>  |                  |           |          |          |
| - Salaries and benefits adjustments   | 11,414           | -         | -        | -        |
| <b>2022 Continuation Level</b>  | <b>8,329,816</b> | <b>5</b>  | <b>1</b> | <b>-</b> |
| <b>2022 Proposed Budget Changes</b>   |                  |           |          |          |
| - Reduce non-labor  | (18,500)         | -         | -        | -        |
| <b>2022 Assembly Amendments</b>   |                  |           |          |          |
| - Amendment #1 - Dunbar and Quinn-Davidson - Revenue Source Line 3 - Eliminate Real Estate Director (amended amendment) | (190,426)        | (1)       | -        | -        |
| <b>2022 Approved Budget</b>   | <b>8,120,890</b> | <b>4</b>  | <b>1</b> | <b>-</b> |

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

|  | 2020<br>Actuals  | 2021<br>Revised  | 2022<br>Approved | 22 v 21<br>% Chg |
|--|------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                  |                  |                  |                  |
| Salaries and Benefits                    | 284,721          | 402,803          | 414,433          | 2.89%            |
| Supplies                                 | 799              | 4,500            | 4,500            | -                |
| Travel                                   | -                | 1,000            | 1,000            | -                |
| Contractual/Other Services               | 168,545          | 301,460          | 298,460          | (1.00%)          |
| Equipment, Furnishings                   | -                | 7,500            | 7,500            | -                |
| <b>Manageable Direct Cost Total</b>      | <b>454,064</b>   | <b>717,263</b>   | <b>725,893</b>   | <b>1.20%</b>     |
| Debt Service                             | -                | -                | -                | -                |
| Depreciation/Amortization                | -                | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>454,064</b>   | <b>717,263</b>   | <b>725,893</b>   | <b>-</b>         |
| <b>Intragovernmental Charges</b>         |                  |                  |                  |                  |
| Charges by/to Other Departments          | 302,249          | 318,309          | 275,510          | (13.45%)         |
| <b>Function Cost Total</b>               | <b>756,313</b>   | <b>1,035,572</b> | <b>1,001,403</b> | <b>(3.30%)</b>   |
| <b>Program Generated Revenue by Fund</b> |                  |                  |                  |                  |
| Fund 221000 - Heritage Land Bank         | 1,708,368        | 614,678          | 581,678          | (5.37%)          |
| <b>Program Generated Revenue Total</b>   | <b>1,708,368</b> | <b>614,678</b>   | <b>581,678</b>   | <b>(5.37%)</b>   |
| <b>Net Cost Total</b>                    | <b>(952,055)</b> | <b>420,894</b>   | <b>419,725</b>   | <b>(0.28%)</b>   |

**Position Summary as Budgeted**

|                       |          |          |          |                 |
|-----------------------|----------|----------|----------|-----------------|
| Full-Time             | 3        | 3        | 2        | (33.33%)        |
| Part-Time             | 1        | 1        | 1        | -               |
| <b>Position Total</b> | <b>4</b> | <b>4</b> | <b>3</b> | <b>(25.00%)</b> |

Full-Time budgeted position counts include 1 Director position being budgeted in Heritage Land Bank (122100) and Real Estate (122200)

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

|   | 2020<br>Actuals  | 2021<br>Revised | 2022<br>Approved | 22 v 21<br>% Chg |
|---|------------------|-----------------|------------------|------------------|
| <b>Direct Cost by Category</b>          |                  |                 |                  |                  |
| Salaries and Benefits                   | 284,721          | 402,803         | 414,433          | 2.89%            |
| Supplies                                | 799              | 4,500           | 4,500            | -                |
| Travel                                  | -                | 1,000           | 1,000            | -                |
| Contractual/Other Services              | 168,545          | 301,460         | 298,460          | (1.00%)          |
| Equipment, Furnishings                  | -                | 7,500           | 7,500            | -                |
| <b>Manageable Direct Cost Total</b>     | <b>454,064</b>   | <b>717,263</b>  | <b>725,893</b>   | <b>1.20%</b>     |
| Debt Service                            | -                | -               | -                | -                |
| <b>Non-Manageable Direct Cost Total</b> | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                | <b>454,064</b>   | <b>717,263</b>  | <b>725,893</b>   | <b>1.20%</b>     |
| <b>Intragovernmental Charges</b>        |                  |                 |                  |                  |
| Charges by/to Other Departments         | 302,249          | 318,309         | 275,510          | (13.45%)         |
| <b>Program Generated Revenue</b>        |                  |                 |                  |                  |
| 406010 - Land Use Permits-HLB           | 164,602          | 169,135         | 169,135          | -                |
| 406080 - Lease & Rental Revenue-HLB     | 235,023          | 238,100         | 238,100          | -                |
| 406090 - Pipeline in ROW Fees           | 155,767          | 110,795         | 110,795          | -                |
| 406100 - Wetlands Mitigation Credit     | 25,000           | -               | -                | -                |
| 408380 - Prior Year Expense Recovery    | 20               | -               | -                | -                |
| 408550 - Cash Over & Short              | -                | -               | -                | -                |
| 408580 - Miscellaneous Revenues         | 1,580            | -               | -                | -                |
| 440010 - GCP CshPool ST-Int(MOA/ML&P)   | 298,235          | 53,000          | 20,000           | (62.26%)         |
| 440040 - Other Short-Term Interest      | 67,233           | 27,000          | 27,000           | -                |
| 440050 - Other Int Income               | 37,909           | -               | -                | -                |
| 460080 - Land Sales-Cash                | 723,000          | 16,648          | 16,648           | -                |
| <b>Program Generated Revenue Total</b>  | <b>1,708,368</b> | <b>614,678</b>  | <b>581,678</b>   | <b>(5.37%)</b>   |
| <b>Net Cost</b>                         |                  |                 |                  |                  |
| Direct Cost Total                       | 454,064          | 717,263         | 725,893          | 1.20%            |
| Charges by/to Other Departments Total   | 302,249          | 318,309         | 275,510          | (13.45%)         |
| Program Generated Revenue Total         | (1,708,368)      | (614,678)       | (581,678)        | (5.37%)          |
| <b>Net Cost Total</b>                   | <b>(952,055)</b> | <b>420,894</b>  | <b>419,725</b>   | <b>(0.28%)</b>   |

**Position Detail as Budgeted**

|  | 2020 Revised |           | 2021 Revised |           | 2022 Approved |           |
|--|--------------|-----------|--------------|-----------|---------------|-----------|
|  | Full Time    | Part Time | Full Time    | Part Time | Full Time     | Part Time |
| Administrative Officer                   | 1            | -         | 1            | -         | 1             | -         |
| Director, Real Estate                    | 1            | -         | 1            | -         | -             | -         |
| Special Administrative Assistant II      | 1            | 1         | 1            | 1         | 1             | 1         |
| <b>Position Detail as Budgeted Total</b> | <b>3</b>     | <b>1</b>  | <b>3</b>     | <b>1</b>  | <b>2</b>      | <b>1</b>  |

Full-Time budgeted position counts include 1  
Director position being budgeted in Heritage Land  
Bank (122100) and Real Estate (122200)

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

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

|  | 2020<br>Actuals   | 2021<br>Revised  | 2022<br>Approved | 22 v 21<br>% Chg |
|--|-------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                   |                  |                  |                  |
| Salaries and Benefits                    | 311,090           | 368,047          | 177,405          | (51.80%)         |
| Supplies                                 | 2,142             | 1,208            | 1,208            | -                |
| Travel                                   | -                 | -                | -                | -                |
| Contractual/Other Services               | 20,891,360        | 7,231,084        | 7,215,584        | (0.21%)          |
| Equipment, Furnishings                   | 6,695             | 800              | 800              | -                |
| <b>Manageable Direct Cost Total</b>      | <b>21,211,288</b> | <b>7,601,139</b> | <b>7,394,997</b> | <b>(2.71%)</b>   |
| Debt Service                             | -                 | -                | -                | -                |
| Depreciation/Amortization                | -                 | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>          | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>21,211,288</b> | <b>7,601,139</b> | <b>7,394,997</b> | <b>-</b>         |
| <b>Intragovernmental Charges</b>         |                   |                  |                  |                  |
| Charges by/to Other Departments          | (6,380,121)       | (6,486,842)      | (6,599,029)      | 1.73%            |
| <b>Function Cost Total</b>               | <b>14,831,167</b> | <b>1,114,297</b> | <b>795,968</b>   | <b>(28.57%)</b>  |
| <b>Program Generated Revenue by Fund</b> |                   |                  |                  |                  |
| Fund 101000 - Areawide General           | 672,853           | 604,161          | 604,161          | -                |
| <b>Program Generated Revenue Total</b>   | <b>672,853</b>    | <b>604,161</b>   | <b>604,161</b>   | <b>-</b>         |
| <b>Net Cost Total</b>                    | <b>14,158,314</b> | <b>510,136</b>   | <b>191,807</b>   | <b>(62.40%)</b>  |

**Position Summary as Budgeted**

|                       |          |          |          |                 |
|-----------------------|----------|----------|----------|-----------------|
| Full-Time             | 3        | 3        | 2        | (33.33%)        |
| <b>Position Total</b> | <b>3</b> | <b>3</b> | <b>2</b> | <b>(33.33%)</b> |

Full-Time budgeted position counts include 1 Director position being budgeted in Heritage Land Bank (122100) and Real Estate (122200)



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

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

|  | 2020<br>Actuals   | 2021<br>Revised  | 2022<br>Approved | 22 v 21<br>% Chg |
|--|-------------------|------------------|------------------|------------------|
| <b>Direct Cost by Category</b>           |                   |                  |                  |                  |
| Salaries and Benefits                    | 311,090           | 368,047          | 177,405          | (51.80%)         |
| Supplies                                 | 2,142             | 1,208            | 1,208            | -                |
| Travel                                   | -                 | -                | -                | -                |
| Contractual/Other Services               | 20,891,360        | 7,231,084        | 7,215,584        | (0.21%)          |
| Equipment, Furnishings                   | 6,695             | 800              | 800              | -                |
| <b>Manageable Direct Cost Total</b>      | <b>21,211,288</b> | <b>7,601,139</b> | <b>7,394,997</b> | <b>(2.71%)</b>   |
| Debt Service                             | -                 | -                | -                | -                |
| <b>Non-Manageable Direct Cost Total</b>  | <b>-</b>          | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Direct Cost Total</b>                 | <b>21,211,288</b> | <b>7,601,139</b> | <b>7,394,997</b> | <b>(2.71%)</b>   |
| <b>Intragovernmental Charges</b>         |                   |                  |                  |                  |
| Charges by/to Other Departments          | (6,380,121)       | (6,486,842)      | (6,599,029)      | 1.73%            |
| <b>Program Generated Revenue</b>         |                   |                  |                  |                  |
| 401041 - Foreclosed Prop-RES             | 63,720            | 159,780          | 159,780          | -                |
| 406625 - Reimbursed Cost-NonGrant Funded | 17,689            | 15,000           | 15,000           | -                |
| 406640 - Parking Garages & Lots          | 21,372            | 25,000           | 25,000           | -                |
| 408380 - Prior Year Expense Recovery     | 15                | -                | -                | -                |
| 408405 - Lease & Rental Revenue          | 357,539           | 404,381          | 404,381          | -                |
| 408580 - Miscellaneous Revenues          | 29,400            | -                | -                | -                |
| 460080 - Land Sales-Cash                 | 183,118           | -                | -                | -                |
| <b>Program Generated Revenue Total</b>   | <b>672,853</b>    | <b>604,161</b>   | <b>604,161</b>   | <b>-</b>         |
| <b>Net Cost</b>                          |                   |                  |                  |                  |
| Direct Cost Total                        | 21,211,288        | 7,601,139        | 7,394,997        | (2.71%)          |
| Charges by/to Other Departments Total    | (6,380,121)       | (6,486,842)      | (6,599,029)      | 1.73%            |
| Program Generated Revenue Total          | (672,853)         | (604,161)        | (604,161)        | -                |
| <b>Net Cost Total</b>                    | <b>14,158,314</b> | <b>510,136</b>   | <b>191,807</b>   | <b>(62.40%)</b>  |

**Position Detail as Budgeted**

|  | 2020 Revised |           | 2021 Revised |           | 2022 Approved |           |
|--|--------------|-----------|--------------|-----------|---------------|-----------|
|  | Full Time    | Part Time | Full Time    | Part Time | Full Time     | Part Time |
| Administrative Officer                   | 1            | -         | 1            | -         | 1             | -         |
| Director, Real Estate                    | 1            | -         | 1            | -         | -             | -         |
| Program & Policy Director                | 1            | -         | 1            | -         | 1             | -         |
| <b>Position Detail as Budgeted Total</b> | <b>3</b>     | <b>-</b>  | <b>3</b>     | <b>-</b>  | <b>2</b>      | <b>-</b>  |

Full-Time budgeted position counts include 1  
Director position being budgeted in Heritage Land  
Bank (122100) and Real Estate (122200)

## Real Estate Operating Grant and Alternative Funded Programs

| Program  | Fund Center       | Award Amount   | Expected Expenditures Thru 12/31/2021 | Expected Expenditures in 2022 | Expected Balance at End of 2022 | Personnel |          |   | Program Expiration |
|--|-------------------|----------------|---------------------------------------|-------------------------------|---------------------------------|-----------|----------|---|--------------------|
|  |                   |                |                                       |                               |                                 | FT        | PT       | T |                    |
| <b>Rasmuson Foundation Grant</b>   |                   |                |                                       |                               |                                 |           |          |   |                    |
| Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2020 - March, 2021. (third party grant)   | 122100/<br>122200 | 105,000        | 78,750                                | 26,250                        | -                               | -         | -        | - | 3/31/2021          |
| Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2021 - March, 2022. (third party grant)   | 122100/<br>122200 | 80,000         | -                                     | 60,000                        | 20,000                          | -         | -        | - | 3/31/2022          |
| Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2022 - March, 2023. (third party grant)   | 122100/<br>122200 | 40,000         | -                                     | -                             | 40,000                          | -         | -        | - | 3/31/2023          |
| <b>Environmental Protection Agency: Brownfields Coalition Grant</b>  |                   |                |                                       |                               |                                 |           |          |   |                    |
| Real Estate Department: grant implementation (federal grant)   | 122200            | 600,000        | 200,000                               | 350,000                       | 50,000                          | -         | -        | - | 9/30/2022          |
| <b>Oscar Anderson House Museum Grant</b>   |                   |                |                                       |                               |                                 |           |          |   |                    |
| Passed through from Alaska Community Foundation for Oscar Anderson House Museum costs, including, but not limited to repairs and collection acquisition. (third party grant) | 122200            | 11,300         | 11,300                                | -                             | -                               | -         | -        | - | N/A                |
| <b>Total Grant and Alternative Operating Funding for Department</b>  |                   | <b>836,300</b> | <b>290,050</b>                        | <b>436,250</b>                | <b>110,000</b>                  | -         | -        | - |                    |
| <b>Total General Government Operating Direct Cost for Department</b>   |                   |                |                                       | <b>8,311,316</b>              |                                 | <b>5</b>  | <b>1</b> | - |                    |
| <b>Total Operating Budget for Department</b>   |                   |                |                                       | <b>8,747,566</b>              |                                 | <b>5</b>  | <b>1</b> | - |                    |

*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 |      |    |    |    |    |          |
|---|------|----|----|----|----|----------|
|   | 2020 | Q1 | Q2 | Q3 | Q4 | EOY 2020 |
| Contract Files Reviewed                       |      | 25 | 46 | 49 | 42 | 162      |
|   | 2021 | Q1 | Q2 | Q3 | Q4 | YTD 2021 |
| Contract Files Reviewed                       |      | 33 | 20 |    |    | 53       |

**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).**

| <b>Number of Municipal Parcel Inspections</b>         |             |                |                |                |                |                 |
|---|-------------|----------------|----------------|----------------|----------------|-----------------|
|   | <b>2020</b> | <b>2021 Q1</b> | <b>2021 Q2</b> | <b>2021 Q3</b> | <b>2021 Q4</b> | <b>YTD 2021</b> |
| <b>Region 1<br/>(Eagle River)</b>                     | 16          | 0              | 11             |                |                | 11              |
| <b>Region 2<br/>(SE Anchorage)</b>                    | 4           | 0              | 2              |                |                | 2               |
| <b>Region 3<br/>(NE Anchorage)</b>                    | 23          | 0              | 25             |                |                | 25              |
| <b>Region 4<br/>(NW Anchorage)</b>                    | 20          | 5              | 36             |                |                | 41              |
| <b>Region 5<br/>(SW Anchorage)</b>                    | 21          | 0              | 10             |                |                | 10              |
| <b>Region 6<br/>(Bird, Indian &amp;<br/>Girdwood)</b> | 81          | 0              | 54             |                |                | 54              |
| <b>TOTAL</b>  | <b>164</b>  | <b>5</b>       | <b>138</b>     |                |                | <b>143</b>      |

## Heritage Land Bank Division Real Estate Department

*Anchorage: Performance. Value. Results.*

### Mission

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.

### Core 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, and wetlands mitigation credits for the land management of conservation easements in perpetuity:

| Revenue Type                       | Total 2020            | 2021 Q2             | YTD 2021            |
|------------------------------------|-----------------------|---------------------|---------------------|
| <b>Land Use Permits</b>            | \$ 169,426.95         | \$ 250.00           | \$ 5,074.95         |
| <b>ROW Fees</b>                    | 172,215.38            | 5,282.90            | 21,931.60           |
| <b>Leases</b>                      | 296,424.69            | 107,978.69          | 169,380.58          |
| <b>Land Sales</b>                  | 739,648.00            | 0.00                | 16,648.00           |
| <b>Wetlands Mitigation Credits</b> | 25,000.00             | 0.00                | 0.00                |
| <b>TOTALS</b>                      | <b>\$1,402,715.02</b> | <b>\$113,511.59</b> | <b>\$213,035.13</b> |

## Real Estate Services Division Real Estate Department

*Anchorage: Performance. Value. Results.*

### Mission

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.

### Core 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**

|      |                |      |       |              |      |      |       |             |      |      |    |          |
|------|----------------|------|-------|--------------|------|------|-------|-------------|------|------|----|----------|
| 2017 | 2018           | Tax  | 1,348 | \$6,994,029  | 2018 | Tax  | 759   | \$4,887,521 | 2019 | Tax  | 12 | \$41,674 |
|      | 1st Pub 3/8/18 | DID  | 47    | \$72,352     | Apr  | DID  | 23    | \$52,122    | Oct  | DID  | 0  | \$0      |
|      |                | S.A. | 20    | \$31,981     |      | S.A. | 15    | \$24,574    |      | S.A. | 0  | \$0      |
|      | 3AN-18-05176   |      | 1,415 | \$7,098,362  |      |      | 797   | \$4,964,217 |      |      | 12 | \$41,674 |
| 2018 | 2019           | Tax  | 1,506 | \$7,774,896  | 2019 | Tax  | 763   | \$4,966,654 | 2021 | Tax  |    |          |
|      | 1st Pub 3/6/19 | DID  | 54    | \$87,015     | Apr  | DID  | 25    | \$38,057    |      | DID  |    |          |
|      |                | S.A. | 19    | \$25,109     |      | S.A. | 12    | \$15,873    |      | S.A. |    |          |
|      | 3AN-19-06397   |      | 1,579 | \$7,887,020  |      |      | 800   | \$5,020,584 |      |      | 0  | \$0      |
| 2019 | 2020           | Tax  | 1,428 | \$7,798,965  | 2021 | Tax  |       |             | 2022 | Tax  |    |          |
|      |                | DID  | 59    | \$89,293     |      | DID  |       |             |      | DID  |    |          |
|      |                | S.A. | 20    | \$18,472     |      | S.A. |       |             |      | S.A. |    |          |
|      | 3AN-20-        |      | 1,507 | \$7,906,730  |      |      | 0     | \$0         |      |      | 0  | \$0      |
| 2020 | 2021           | Tax  | 2,651 | \$12,320,316 | 2021 | Tax  | 1,013 | \$7,281,584 | 2022 | Tax  |    |          |
|      |                | DID  | 73    | \$112,327    |      | DID  | 34    | \$68,502    |      | DID  |    |          |
|      |                | S.A. | 18    | \$27,572     |      | S.A. | 11    | \$17,679    |      | S.A. |    |          |
|      | 3AN-21-        |      | 2,742 | \$12,460,215 |      |      | 1,058 | \$7,367,765 |      |      | 0  | \$0      |

Due to COVID-19, there are current and future anticipated impacts on the tax foreclosure process.

|   |
|---|
| <b>Measure #5: Annual process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction</b> |
|---|

| Tax Foreclosed Properties Sale: 2009 - 2020 |      |      |      |      |      |      |      |      |      |      |      |
|---|------|------|------|------|------|------|------|------|------|------|------|
| Year  | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| Properties Sold                             | 3    | 3    | 9    | 5    | 5    | 6    | 4    | 3    | 3    | 8*   | 0    |

During 2021, the Real Estate Services Division did not hold a tax foreclosure sealed bid auction. Due to COVID-19, the Municipality did not foreclose on any properties in 2020..

In 2020 Q1, the Assembly approved the annual sale of tax-foreclosed properties (AO 2020-12, as Amended). An amended list of 11 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.

\*Includes 3 properties that were withheld from the 2019 Tax Foreclosure Sale, pursuant to AO 2019-30, As Amended.



**PVR Measure WC: Managing Workers' Compensation Claims**

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.

