

Real Estate



**Municipal
Manager**

**Community
Development**

Real Estate

**Heritage Land
Bank**

**Real Estate
Services**

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.



Exemplary Municipal Operations – Improve the efficiency and effectiveness of Municipal operations to deliver services faster and better.

- 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

	2021 Actuals	2022 Revised	2023 Approved	23 v 22 % Chg
Direct Cost by Division				
RED Heritage Land Bank	3,286,136	527,942	628,428	19.03%
RED Real Estate Services	8,561,449	7,727,192	7,938,757	2.74%
Direct Cost Total	11,847,585	8,255,134	8,567,185	3.78%
Intragovernmental Charges				
Charges by/to Other Departments	(6,204,642)	(6,593,399)	(6,665,118)	1.09%
Function Cost Total	5,642,943	1,661,735	1,902,067	14.46%
Program Generated Revenue	(1,928,867)	(2,239,396)	(2,375,396)	6.07%
Net Cost Total	3,714,076	(577,661)	(473,329)	(18.06%)
Direct Cost by Category				
Salaries and Benefits	594,845	475,184	677,491	42.57%
Supplies	844	5,708	5,708	-
Travel	-	1,000	1,000	-
Contractual/Other Services	11,245,114	7,764,942	7,874,686	1.41%
Debt Service	-	-	-	-
Equipment, Furnishings	6,783	8,300	8,300	-
Direct Cost Total	11,847,585	8,255,134	8,567,185	3.78%
Position Summary as Budgeted				
Full-Time	6	3	5	66.67%
Part-Time	1	1	1	-
Position Total	7	4	6	50.00%

Real Estate Reconciliation from 2022 Revised Budget to 2023 Approved Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
2022 Revised Budget	8,255,134	3	1	-
Changes in Existing Programs/Funding for 2023				
- Salaries and benefits adjustments	13,167	-	-	-
- Contractual cost increases	109,744	-	-	-
2023 Continuation Level	8,378,045	3	1	-
2023 Proposed Budget Changes				
- Real Estate Director funded with 50% Real Estate and 50% Heritage Land Bank	189,140	1	-	-
2023 Approved Budget	8,567,185	4	1	-

This reconciliation represents the actual position counts. The position counts on the Department and Division reports may include positions that are budgeted in multiple fund centers, which may result in a position being counted multiple times.

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

	2021 Actuals	2022 Revised	2023 Approved	23 v 22 % Chg
Direct Cost by Category				
Salaries and Benefits	237,657	216,482	316,968	46.42%
Supplies	490	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	3,047,989	298,460	298,460	-
Equipment, Furnishings	-	7,500	7,500	-
Manageable Direct Cost Total	3,286,136	527,942	628,428	19.03%
Debt Service	-	-	-	-
Depreciation/Amortization	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,286,136	527,942	628,428	-
Intragovernmental Charges				
Charges by/to Other Departments	304,528	252,379	261,469	3.60%
Function Cost Total	3,590,664	780,321	889,897	14.04%
Program Generated Revenue by Fund				
Fund 221000 - Heritage Land Bank	498,207	1,620,235	1,756,235	8.39%
Program Generated Revenue Total	498,207	1,620,235	1,756,235	8.39%
Net Cost Total	3,092,457	(839,914)	(866,338)	3.15%
Position Summary as Budgeted				
Full-Time	3	1	2	100.00%
Part-Time	1	1	1	-
Position Total	4	2	3	50.00%

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

	2021 Actuals	2022 Revised	2023 Approved	23 v 22 % Chg
Direct Cost by Category				
Salaries and Benefits	237,657	216,482	316,968	46.42%
Supplies	490	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	3,047,989	298,460	298,460	-
Equipment, Furnishings	-	7,500	7,500	-
Manageable Direct Cost Total	3,286,136	527,942	628,428	19.03%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,286,136	527,942	628,428	19.03%
Intragovernmental Charges				
Charges by/to Other Departments	304,528	252,379	261,469	3.60%
Program Generated Revenue				
406010 - Land Use Permits-HLB	31,190	169,135	169,135	-
406080 - Lease & Rental Revenue-HLB	232,876	238,100	238,100	-
406090 - Pipe ROW Fee	123,372	150,000	150,000	-
406100 - Wetlands Mitigation Credit	-	105,000	105,000	-
408380 - Prior Year Expense Recovery	450	-	-	-
440010 - GCP Short-Term Interest	48,714	7,000	139,000	1885.71%
440040 - Other Short Term Interest	31,872	27,000	31,000	14.81%
460080 - Land Sales-Cash	29,733	924,000	924,000	-
Program Generated Revenue Total	498,207	1,620,235	1,756,235	8.39%
Net Cost				
Direct Cost Total	3,286,136	527,942	628,428	19.03%
Charges by/to Other Departments Total	304,528	252,379	261,469	3.60%
Program Generated Revenue Total	(498,207)	(1,620,235)	(1,756,235)	8.39%
Net Cost Total	3,092,457	(839,914)	(866,338)	3.15%

Position Detail as Budgeted

	2021 Revised		2022 Revised		2023 Approved	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	-	-	-	-
Director, Real Estate	1	-	-	-	1	-
Special Administrative Assistant II	1	1	1	1	1	1
Position Detail as Budgeted Total	3	1	1	1	2	1

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

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

	2021 Actuals	2022 Revised	2023 Approved	23 v 22 % Chg
Direct Cost by Category				
Salaries and Benefits	357,187	258,702	360,523	39.36%
Supplies	354	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	8,197,125	7,466,482	7,576,226	1.47%
Equipment, Furnishings	6,783	800	800	-
Manageable Direct Cost Total	8,561,449	7,727,192	7,938,757	2.74%
Debt Service	-	-	-	-
Depreciation/Amortization	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	8,561,449	7,727,192	7,938,757	-
Intragovernmental Charges				
Charges by/to Other Departments	(6,509,170)	(6,845,778)	(6,926,587)	1.18%
Function Cost Total	2,052,279	881,414	1,012,170	14.83%
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	1,430,660	619,161	619,161	-
Program Generated Revenue Total	1,430,660	619,161	619,161	-
Net Cost Total	621,619	262,253	393,009	49.86%
Position Summary as Budgeted				
Full-Time	3	2	3	50.00%
Position Total	3	2	3	50.00%

Real Estate Division Detail

RED Real Estate Services

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

	2021 Actuals	2022 Revised	2023 Approved	23 v 22 % Chg
Direct Cost by Category				
Salaries and Benefits	357,187	258,702	360,523	39.36%
Supplies	354	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	8,197,125	7,466,482	7,576,226	1.47%
Equipment, Furnishings	6,783	800	800	-
Manageable Direct Cost Total	8,561,449	7,727,192	7,938,757	2.74%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	8,561,449	7,727,192	7,938,757	2.74%
Intragovernmental Charges				
Charges by/to Other Departments	(6,509,170)	(6,845,778)	(6,926,587)	1.18%
Program Generated Revenue				
401041 - Foreclosed Prop-RES	210,990	159,780	159,780	-
406625 - Reimbursed Cost-NonGrant Funded	-	15,000	15,000	-
406640 - Parking Garages & Lots	4,161	25,000	25,000	-
408380 - Prior Year Expense Recovery	350	-	-	-
408405 - Lease & Rental Revenue	427,705	404,381	404,381	-
408580 - Miscellaneous Revenues	15,200	15,000	15,000	-
450010 - Transfer from Other Funds	750,000	-	-	-
460080 - Land Sales-Cash	22,254	-	-	-
Program Generated Revenue Total	1,430,660	619,161	619,161	-
Net Cost				
Direct Cost Total	8,561,449	7,727,192	7,938,757	2.74%
Charges by/to Other Departments Total	(6,509,170)	(6,845,778)	(6,926,587)	1.18%
Program Generated Revenue Total	(1,430,660)	(619,161)	(619,161)	-
Net Cost Total	621,619	262,253	393,009	49.86%

Position Detail as Budgeted

	2021 Revised		2022 Revised		2023 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	-
Position Detail as Budgeted Total	3	-	2	-	3	-

Real Estate Operating Grant and Alternative Funded Programs

Program	Fund Center	Award Amount	Expected Expenditures Thru 12/31/2022	Expected Expenditures in 2023	Expected Balance at End of 2023	Personnel			Program Expiration
						FT	PT	T	
Oscar Anderson House Museum Grant									
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
Total Grant and Alternative Operating Funding for Department		11,300	-	11,300	-	-	-	-	
Total General Government Operating Direct Cost for Department				8,567,185		4	1	-	
Total Operating Budget for Department				8,578,485		4	1	-	

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						
	2021	Q1	Q2	Q3	Q4	EOY 2021
Contract Files Reviewed		33	20	43	53	149
	2022	Q1	Q2	Q3	Q4	YTD 2021
Contract Files Reviewed		11	22			33

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 Preventative/Routine Inspections						
	2021	2022 Q1	2022 Q2	2022 Q3	2022 Q4	YTD 2022
Region 1 (Eagle River)	15	1	0			1
Region 2 (SE Anchorage)	18	0	0			0
Region 3 (NE Anchorage)	73	0	0			0
Region 4 (NW Anchorage)	80	0	9			9
Region 5 (SW Anchorage)	22	0	0			0
Region 6 (Bird, Indian & Girdwood)	153	0	0			0
TOTAL	361	1	9			10

Number of Municipal Parcel Citizen Initiated Inspections						
	2021	2022 Q1	2022 Q2	2022 Q3	2022 Q4	YTD 2022
Region 1 (Eagle River)		0	0			0
Region 2 (SE Anchorage)		0	0			0
Region 3 (NE Anchorage)		0	0			0
Region 4 (NW Anchorage)		0	0			0
Region 5 (SW Anchorage)		0	1			1
Region 6 (Bird, Indian & Girdwood)		0	0			0
TOTAL		0	1			1

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 2021	2022 Q2	YTD 2022
Land Use Permits	\$ 31,189.95	\$ 7,641.95	\$ 12,111.95
Leases	232,875.89	144,806.74	170,057.66
ROW Fees	123,372.02	0.00	97,905.68
Land Sales	29,733.31	845,054.00	1,127,054.00
Wetlands Mitigation Credits	0.00	87,400.00	192,400.00
TOTALS	\$417,171.17	\$1,084,901.69	\$1,599,529.29

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

TAX YEAR	FORECLOSURE PUBLICATION			JUDGMENT & DECREE OF FORECLOSURE			EXPIRATION OF REDEMPTION PERIOD COURT CLERK'S DEED ISSUED					
	FRCL Year	No. Accts.	Prin., Penalty Interest, Cost	FRCL Year	No. Accts.	Prin., Penalty Interest, Cost	Deed Year	No. Accts.	Prin., Penalty Interest, Cost			
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		
	1st Pub 3/4/20	DID	59	\$89,293		DID	COVID			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		
	1st Pub 3/10/21	DID	73	\$112,327		DID	34	\$68,502		DID		
		S.A.	18	\$27,572		S.A.	11	\$17,679		S.A.		
	3AN-21-04880		2,742	\$12,460,215			1,058	\$7,367,765			0	\$0
2021	2022	Tax	1,298	\$8,920,738	2022	Tax	786	\$6,280,785	2023	Tax		
	1st Pub 3/9/22	DID	68	\$106,069		DID	42	\$89,022		DID		
		S.A.	10	\$25,256		S.A.	6	\$14,913		S.A.		
	3AN-22-		1,376	\$9,052,063			834	\$6,384,720			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
2023	2024	Tax			2024	Tax				Tax		
		DID				DID				DID		
		S.A.				S.A.				S.A.		
	3AN-24-		0	\$0				\$0			0	\$0

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

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

Tax Foreclosed Properties Sale: 2009 - 2022												
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
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 take Clerk's Deed to any properties in 2021.

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.

