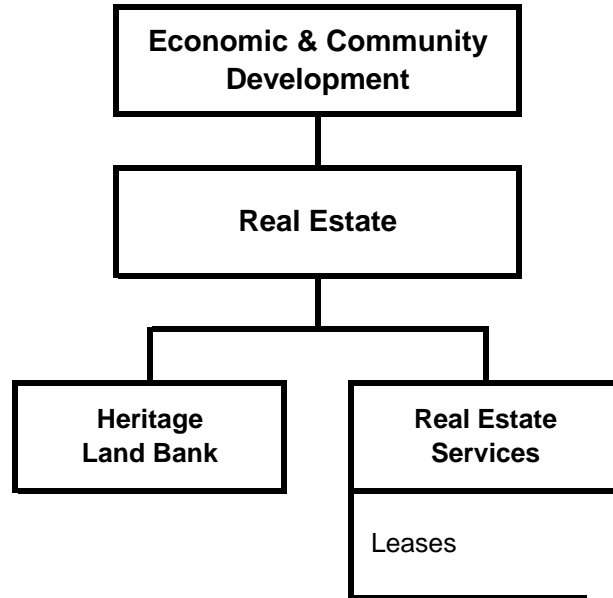


Real Estate



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.
- 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:



Administration – Make city government more efficient, accessible, transparent, and responsive

- 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.



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

- Maximize amount of acreage mitigated through appropriate responses to negative impacts on the MOA land inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, and/or vandalism.
- 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.

Real Estate Department Summary

	2018 Actuals	2019 Revised	2020 Proposed	20 v 19 % Chg
Direct Cost by Division				
RED Heritage Land Bank	624,478	618,774	697,214	12.68%
RED Real Estate Services	7,570,760	7,370,688	7,472,210	1.38%
Direct Cost Total	8,195,239	7,989,462	8,169,424	2.25%
Intragovernmental Charges				
Charges by/to Other Departments	(5,843,501)	(5,999,671)	(6,043,448)	0.73%
Function Cost Total	2,351,738	1,989,791	2,125,976	6.84%
Program Generated Revenue	(1,567,134)	(1,051,765)	(1,081,903)	2.87%
Net Cost Total	784,603	938,026	1,044,073	11.31%
Direct Cost by Category				
Salaries and Benefits	584,823	598,593	696,893	16.42%
Supplies	1,999	5,708	5,708	-
Travel	-	1,000	1,000	-
Contractual/Other Services	7,608,417	7,375,861	7,457,523	1.11%
Debt Service	-	-	-	-
Equipment, Furnishings	-	8,300	8,300	-
Direct Cost Total	8,195,239	7,989,462	8,169,424	2.25%
Position Summary as Budgeted				
Full-Time	5	5	6	20.00%
Part-Time	1	1	1	-
Position Total	6	6	7	16.67%

2020 Position count is 6 because the
Director is split between RES and HLB

Real Estate Reconciliation from 2019 Revised Budget to 2020 Proposed Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
2019 Revised Budget	7,989,462	5	1	-
Changes in Existing Programs/Funding for 2020				
- Salaries and benefits adjustments	21,825	-	-	-
- Lease and facilities contractual increases	81,662	-	-	-
2020 Continuation Level	8,092,949	5	1	-
2020 Proposed Budget Changes				
- Real Estate Director funding increase due to Chief Housing Officer (CHO) Grant award reduction in 2020	63,147	-	-	-
- Labor adjustments	13,328	-	-	-
2020 Proposed Budget	8,169,424	5	1	-

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

	2018 Actuals	2019 Revised	2020 Proposed	20 v 19 % Chg
Direct Cost by Category				
Salaries and Benefits	349,272	304,314	382,754	25.78%
Supplies	1,051	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	274,156	301,460	301,460	-
Equipment, Furnishings	-	7,500	7,500	-
Manageable Direct Cost Total	624,478	618,774	697,214	12.68%
Debt Service	-	-	-	-
Depreciation/Amortization	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	624,478	618,774	697,214	-
Intragovernmental Charges				
Charges by/to Other Departments	367,535	329,210	337,984	2.67%
Function Cost Total	992,014	947,984	1,035,198	9.20%
Program Generated Revenue by Fund				
Fund 221000 - HLB Fund	763,613	343,563	513,703	49.52%
Program Generated Revenue Total	763,613	343,563	513,703	49.52%
Net Cost Total	228,400	604,421	521,495	(13.72%)

Position Summary as Budgeted

Full-Time	2	2	3	50.00%
Part-Time	1	1	1	-
Position Total	3	3	4	33.33%

2020 Position count
includes Director that is
split between
RES and HLB

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

	2018 Actuals	2019 Revised	2020 Proposed	20 v 19 % Chg
Direct Cost by Category				
Salaries and Benefits	349,272	304,314	382,754	25.78%
Supplies	1,051	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	274,156	301,460	301,460	-
Equipment, Furnishings	-	7,500	7,500	-
Manageable Direct Cost Total	624,478	618,774	697,214	12.68%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	624,478	618,774	697,214	12.68%
Intragovernmental Charges				
Charges by/to Other Departments	367,535	329,210	337,984	2.67%
Program Generated Revenue				
406010 - Land Use Permits-HLB	188,007	132,529	169,910	28.21%
406080 - Lease & Rental Revenue-HLB	338,678	86,135	185,366	115.20%
406090 - Pipeline in ROW Fees	157,892	62,899	66,427	5.61%
440010 - GCP CshPool ST-Int(MOA/ML&P)	51,549	35,000	65,000	85.71%
440040 - Other Short-Term Interest	27,487	27,000	27,000	-
Program Generated Revenue Total	763,613	343,563	513,703	49.52%
Net Cost				
Direct Cost Total	624,478	618,774	697,214	12.68%
Charges by/to Other Departments Total	367,535	329,210	337,984	2.67%
Program Generated Revenue Total	(763,613)	(343,563)	(513,703)	49.52%
Net Cost Total	228,400	604,421	521,495	(13.72%)

Position Detail as Budgeted

	2018 Revised		2019 Revised		2020 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Director, Real Estate	-	-	-	-	1	-
Special Admin Assistant II	1	1	1	1	1	1
Position Detail as Budgeted Total	2	1	2	1	3	1

2020 Position count includes Director that is split between RES and HLB

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

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

	2018 Actuals	2019 Revised	2020 Proposed	20 v 19 % Chg
Direct Cost by Category				
Salaries and Benefits	235,551	294,279	314,139	6.75%
Supplies	948	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	7,334,262	7,074,401	7,156,063	1.15%
Equipment, Furnishings	-	800	800	-
Manageable Direct Cost Total	7,570,760	7,370,688	7,472,210	1.38%
Debt Service	-	-	-	-
Depreciation/Amortization	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	7,570,760	7,370,688	7,472,210	-
Intragovernmental Charges				
Charges by/to Other Departments	(6,211,037)	(6,328,881)	(6,381,432)	0.83%
Function Cost Total	1,359,724	1,041,807	1,090,778	4.70%
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	803,521	708,202	568,200	(19.77%)
Program Generated Revenue Total	803,521	708,202	568,200	(19.77%)
Net Cost Total	556,203	333,605	522,578	56.65%

Position Summary as Budgeted

Full-Time	3	3	3	-
Position Total	3	3	3	-

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

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

	2018 Actuals	2019 Revised	2020 Proposed	20 v 19 % Chg
Direct Cost by Category				
Salaries and Benefits	235,551	294,279	314,139	6.75%
Supplies	948	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	7,334,262	7,074,401	7,156,063	1.15%
Equipment, Furnishings	-	800	800	-
Manageable Direct Cost Total	7,570,760	7,370,688	7,472,210	1.38%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	7,570,760	7,370,688	7,472,210	1.38%
Intragovernmental Charges				
Charges by/to Other Departments	(6,211,037)	(6,328,881)	(6,381,432)	0.83%
Program Generated Revenue				
401041 - Foreclosed Prop-RES	159,780	255,000	159,780	(37.34%)
406010 - Land Use Permits-HLB	815	-	-	-
406540 - Other Charges For Services	-	7,981	-	(100.00%)
406605 - Contracted Services-PW Project	300	-	-	-
406625 - Reimbursed Cost-NonGrant Funded	14,690	15,000	15,000	-
406640 - Parking Garages & Lots	28,522	50,171	25,000	(50.17%)
408405 - Lease & Rental Revenue	455,812	380,050	368,420	(3.06%)
408580 - Miscellaneous Revenues	380	-	-	-
460080 - Land Sales-Cash	143,222	-	-	-
Program Generated Revenue Total	803,521	708,202	568,200	(19.77%)
Net Cost				
Direct Cost Total	7,570,760	7,370,688	7,472,210	1.38%
Charges by/to Other Departments Total	(6,211,037)	(6,328,881)	(6,381,432)	0.83%
Program Generated Revenue Total	(803,521)	(708,202)	(568,200)	(19.77%)
Net Cost Total	556,203	333,605	522,578	56.65%

Position Detail as Budgeted

	2018 Revised		2019 Revised		2020 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Director, Real Estate	1	-	1	-	1	-
Special Admin Assistant II	1	-	1	-	1	-
Position Detail as Budgeted Total	3	-	3	-	3	-

2020 Position count includes Director that is split between RES and HLB

Real Estate Operating Grant and Alternative Funded Programs

Program	Fund Center	Award Amount	Amount Expended As of 12/31/2019	Expected Expenditures in 2020	Expected Balance at End of 2020	Personnel			Program Expiration
						FT	PT	T	
Rasmuson Foundation Grant									
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, January - March, 2020. (third party grant)	122100/ 122200	135,000	101,250	33,750	-	-	-	-	3/31/2020
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2020 - March, 2021. (third party grant)	122100/ 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/ 122200	80,000	-	-	80,000	-	-	-	3/31/2022
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2022 - March, 2023. (third party grant)	122100/ 122200	40,000	-	-	40,000	-	-	-	3/31/2023
Environmental Protection Agency: Brownfields Coalition Grant									
Real Estate Department & Planning Department includes mandator travel in December 2019. (federal grant)	122200	600,000	25,000	375,000	200,000	-	-	-	9/30/2022
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		971,300	126,250	498,800	346,250	-	-	-	
Total General Government Operating Direct Cost for Department				8,169,424		5	1	-	
Total Operating Budget for Department				8,668,224		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						
	2018	Q1	Q2	Q3	Q4	EOY 2018
Contract Files Reviewed		35	53	56	58	202
	2019	Q1	Q2	Q3	Q4	YTD 2019
Contract Files Reviewed		23	57			80

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						
	2018	2019 Q1	2019 Q2	2019 Q3	2019 Q4	YTD 2019
Region 1 (Eagle River)	17	0	18			18
Region 2 (SE Anchorage)	6	0	7			7
Region 3 (NE Anchorage)	20	0	8			8
Region 4 (NW Anchorage)	25	2	23			25
Region 5 (SW Anchorage)	2	5	3			8
Region 6 (Bird, Indian & Girdwood)	15	10	2			12
TOTAL	85	17	61			78

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

Revenue Type	Total 2018	2019 Q2	YTD 2019
<i>Land Use Permits</i>	\$188,007.36	\$ 3,561.16	\$ 13,457.95
<i>ROW Fees</i>	147,892.31	16,448.70	32,897.40
<i>Leases</i>	338,678.00	66,979.26	160,158.30
<i>Land Sales</i>	0.00	266,600.00	266,600.00
<i>Wetlands Mitigation Credits</i>	0.00	408,750.00	408,750.00
TOTALS	\$674,577.67	\$762,339.12	\$881,863.65

Unaudited data with financial software conversion effective 2017 Q4.

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

YEAR	Year	No. Accts.	Interest, Cost	Year	No. Accts.	Interest, Cost	Year	No. Accts.	Interest, Cost			
2016	2017	Tax	1,473	\$7,191,357	2017	Tax	944	\$5,088,046	2018	Tax	22	\$60,381
	1st Pub 3/2/17	DID	61	\$74,584	Apr	DID	50	\$50,399	Oct	DID	1	\$759
		S.A.	25	\$53,456		S.A.	15	\$41,076		S.A.	0	\$0
	3AN-17-05180		1,559	\$7,319,396			1,009	\$5,179,522			23	\$61,140
2017	2018	Tax	1,348	\$6,994,029	2018	Tax	759	\$4,887,521	2019	Tax		
	1st Pub 3/8/18	DID	47	\$72,352		DID	23	\$52,122		DID		
		S.A.	20	\$31,981		S.A.	15	\$24,574		S.A.		
	3AN-18-		1,415	\$7,098,362			797	\$4,964,217			0	\$0
2018	2019	Tax	1,506	\$7,774,896	2019	Tax	763	\$4,966,654	2020	Tax		
	1st Pub 3/6/19	DID	54	\$87,015		DID	25	\$38,057		DID		
		S.A.	19	\$25,109		S.A.	12	\$15,873		S.A.		
	3AN-19-		1,579	\$7,887,020			800	\$5,020,584			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: 2009 - 2019											
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Properties Sold	3	11	3	3	9	5	5	6	4	3	3

In 2019 Q1, the Assembly approved the annual sale of tax-foreclosed properties (AO 2019-30, as Amended). An amended list of 10 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.

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.

