
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	EOY 2017
Contract Files Reviewed		29	45	48	45	167

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	EOY 2017
Region 1 (Eagle River)	4	0	16	2	0	18
Region 2 (SE Anchorage)	19	0	4	2	0	6
Region 3 (NE Anchorage)	39	1	21	18	3	43
Region 4 (NW Anchorage)	45	2	8	9	6	25
Region 5 (SW Anchorage)	15	0	24	0	3	27
Region 6 (Bird, Indian & Girdwood)	68	11	10	15	9	36
TOTAL	190	14	83	46	21	164

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 Q4	EOY 2017
<i>Land Use Permits</i>	145,174.42	131,200.00	166,502.26
<i>ROW Fees</i>	61,899.84	30,949.92	67,058.16
<i>Leases</i>	100,437.42	59,317.32	187,760.16
<i>Land Sales</i>	41,251.50	327,834.00	568,859.00
<i>Wetlands Mitig. Credits</i>	573,459.00	0.00	0.00
TOTALS	922,212.18	549,301.24	990,179.58

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

TAX YEAR	FORECLOSURE PUBLICATION			JUDGMENT & DECREE OF FORECLOSURE			EXPIRATION OF REDEMPTION PERIOD COURT CLERKS 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			
2008	2009	Tax	1,601	\$7,253,192	2009	Tax	1,040	\$5,568,889	2010	Tax	31	\$113,121
	1st Pub 3/5/2009	DID	42	\$41,920	27-Apr	DID	27	\$31,999		DID	0	\$0
		S.A.	81	\$59,939		S.A.	25	\$25,626		S.A.	0	\$0
	3AN-09-05631		1,724	\$7,355,051			1,092	\$5,626,514			31	\$113,121
2009	2010	Tax	1,746	\$9,436,513	2010	Tax	1,008	\$5,822,545	2011	Tax	92	\$147,150
				APU 004-201-10 PENDING SEPARATE RESOLUTION		(1)	(\$916,757)					
				ADJ'D TAX FRCL'D BAL-		1007	\$4,905,788					
		DID	41	\$77,255		DID	25	\$48,725		DID		
		S.A.	48	\$41,221		S.A.	21	\$23,887		S.A.	1	\$717
3AN-10-05650		1,835	\$9,554,989	ADJ'D FRCL'D BAL-		1,053	\$4,978,400			93	\$147,867	
2010	2011	Tax	1,677	7,417,715	2011	Tax	972	5,006,176	2012	Tax	40	131,875
	1st Pub 3/3/2011	DID	47	\$45,127		DID	24	\$33,077		DID		\$0
		S.A.	44	\$42,557		S.A.	22	\$25,339		S.A.	6	\$5,966
	3AN-11-05912		1,768	\$7,505,399			1,018	\$5,064,592			46	\$137,842
2011	2012	Tax	1,526	7,636,407	2012	Tax	996	5,749,710	2013	Tax	45	149,746
	1st Pub 3/8/12	DID	65	\$51,631		DID	35	\$37,631		DID	0	\$0
		S.A.	43	\$44,246		S.A.	26	\$34,089		S.A.	1	\$3,425
	3AN-12-05833		1,634	\$7,732,284			1,057	\$5,821,430			46	\$153,171
2012	2013	Tax	1,602	7,189,222	2013	Tax	1,011	5,180,801	2014	Tax	27	124,229
	1st Pub 3/7/13	DID	53	40,946		DID	31	27,021		DID	1	738
		S.A.	25	26,057		S.A.	11	12,294		S.A.	0	0
	3AN-13-05671		1,680	\$7,256,225			1,053	\$5,220,116			28	\$124,966
2013	2014	Tax	1,511	7,263,780	2014	Tax	856	4,885,740	2015	Tax	32	\$89,044
	1st Publ 3/6/14	DID	48	\$62,468		DID	27	\$51,164		DID	0	\$0
		S.A.	21	\$20,061		S.A.	13	\$16,382		S.A.	2	\$1,949
	3AN-14-05422		1,580	\$7,346,309			896	\$4,953,286			34	\$90,993
2014	2015	Tax	1,259	6,344,979	2015	Tax	821	4,835,275	2016	Tax	67	\$222,170
	1st Pub 3/5/15	DID	39	108,876		DID	30	85,303		DID	1	\$1,110
		S.A.	31	35,914		S.A.	11	16,832		S.A.	1	\$500
	3AN-15-05409		1,329	\$6,489,770			862	\$4,937,410			67	\$223,780
2015	2016	Tax	1,321	\$6,376,732	2016	Tax	870	\$4,432,675	2017	Tax	29	\$114,376
	1st Pub 3/3/16	DID	44	\$74,588	Apr	DID	23	\$56,157	Oct	DID	0	\$0
		S.A.	21	\$59,620		S.A.	13	\$24,668		S.A.	2	\$11,129
	3AN-16-05175	TOTAL	1,386	\$6,510,940			906	\$4,513,500			31	\$125,505

Note: S.A. accounts are all count for each assessment attached to the real property.

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.

Performance Measure Methodology Sheet
Real Estate Department

Measure #1: Number of contract files reviewed for current information, accuracy and contractor compliance.

Type

Effectiveness

Accomplishment Goal

Number of Real Estate Department (RED) contract files reviewed for current information, accuracy and contractor compliance.

Definition

Lease, permit, easement, reversionary, etc. contract files will be reviewed annually, at a minimum.

Data Collection Method

Randomly selected contract files will be reviewed by Land Management Officers (LMO) and approved by RED Director. Data will be collected, logged, tracked, and recorded in the contract file and next actions appropriately scheduled in the RED calendar.

Frequency

Randomly selected contract files will be supplied to LMOs on a weekly basis. All contract files will be reviewed on an annual basis, at minimum.

Measured by

LMOs shall review and provide Contract Summary reports for approval for inclusion in the appropriate contract file. Office Manager will log, track, record, and schedule required actions.

Reporting

The RED will memorialize information with written comments for inclusion in each contract file.

Used By

The RED Director will use the Contract Summary reports and RED calendar to prioritize and schedule actions required.

Performance Measure Methodology Sheet
Real Estate Department

Measure #2: Number of municipal 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.

Type

Effectiveness

Accomplishment Goal

Record number of municipal parcel inspections to manage the assets in a responsible manner, potentially reducing risk and restoring value to contaminated or damaged municipal land inventory.

Definition

Protection of municipal land, in coordination with Land Use Enforcement, from adverse impacts such as fire, insect damage, illegal dumping of hazardous or contaminated materials, trespass, and/or vandalism, and mitigate adverse conditions of inventory.

Data Collection Method

Selected parcels will be visited and inspected by on a scheduled basis, with selection based upon the potential for adverse impacts on parcels in the inventory. Provide immediate response to public inquiries and notifications of illegal activities (within 72 hours). Create and file reports on the condition of inspected parcels, with emphasis on corrective actions taken. Data will be collected in the parcel file and on inventory data spreadsheet lists by region.

Frequency

Site visits are an on-going responsibility of all LMOs. Respond to public notification of illegal activities on municipal property to be made within 72 hours of initial call.

Measured by

All LMOs shall observe and provide reports for inclusion in the appropriate parcel file. Data spreadsheets of municipal inventory, listed by region, shall include inspection dates and comments from LMOs.

Reporting

RED will memorialize information with written comments and/or photos for inclusion in appropriate parcel files in hard copy format, and in electronic format. A report on the action taken will be added to the parcel files and updated regularly.

Used By

The RED Director will use the reports to prioritize capital expenditures and actions required. Resources will be allocated as available to provide protection of the inventory.

Performance Measure Methodology Sheet
Heritage Land Bank Division
Real Estate Department

Measure #3: Revenue generated by disposals and permits of HLB inventory to the HLB Fund.

Type

Effectiveness

Accomplishment Goal

Amount of revenue generated through disposals and permits of HLB inventory to the HLB Fund.

Definition

Revenue generated through the disposal of property from the HLB inventory through sales, leases, exchanges or easements

Data Collection

HLB quarterly revenue will be tracked, calculated and reported by Office Manager.

Frequency

Quarterly and year-to-date HLB revenue will be reported by revenue type. Disposals are conducted as deemed necessary and with respect to market conditions. Most uncommitted land is held for a future unidentified use.

Measured by

HLB reports the revenue generated from land sales, leases, exchanges, and easements. Performance is based on the economy and the real estate market. Revenue levels assist RED in capital project planning and development with the recommendations of the HLB Advisory Commission.

Reporting

The HLB provides quarterly and annual reporting of revenue generated by property disposals, and are included in the following year's HLB Work Program.

Used by

The RED Director will use the report to assess progress of land disposals and determine capital project planning and development as a benefit to the community and to the MOA, and reports to the HLB Advisory Commission on their economic impacts to the tax base.

Performance Measure Methodology Sheet
Real Estate Services Division
Real Estate Department

Measure #4: Annual foreclosure process: Collection of Delinquent property taxes and assessments.

Type

Effectiveness

Accomplishment Goal

Aggressively manage the annual foreclosure procedure to reduce the number of delinquent tax properties by having owners pay their properties and recoup lost revenue.

Definition

The foreclosure process is initiated annually against real properties which there are delinquent property taxes and assessments from the prior year(s). Properties on which a foreclosure judgment is entered for nonpayment of taxes are held by the Municipality for the statutory 'one year' redemption period. During the redemption period a party having an interest in the property may redeem the property from the judgment by paying the lien amount applicable under the judgment plus penalty, interest and costs.

Data Collection

The statutory expiration of redemption period process gives the owner, mortgage or lien holders of record the opportunity to redeem the property from a prior year(s) foreclosure judgment by paying the delinquent year(s) tax and/or assessment lien amount applicable under the foreclosure judgment to prevent the property from being deeded to the Municipality.

Frequency

The foreclosure process begins annually in February with the last day to pay to prevent foreclosure falling in the later part of April. Thereafter, the Request for Foreclosure Judgment documents are prepared and filed with the court. Once the judgment is entered the statutory 'one year' redemption period commences.

Measured by

Collection is largely dictated by continuous monitoring and additional noticing that ensures property owners are noticed of the foreclosure proceedings.

Reporting

Maintain delinquent property foreclosure reports, property owner and lien-holder foreclosure notice mailing lists, publications and the Petition for Foreclosure and Request for Foreclosure Judgment court documents.

Used by

Real Estate Services and the Municipal Attorney's Office to ensure all statutory foreclosure requirements have been met.

Performance Measure Methodology Sheet
Real Estate Services Division
Real Estate Department

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

Type

Effectiveness

Accomplishment Goal

Enforce collection to recover delinquent unpaid property taxes and assessments by the statutory expiration of redemption period process and through sale of foreclosed/deed real property by sealed bid auction which returns foreclosed/deeded properties to tax-producing status.

Definition

Recover unpaid taxes and assessments on property deeded to the Municipality Real Estate Services may sell the property at public sealed bid auction upon approval of the Assembly. All property owners share equally in the responsibility for providing funding for services for good local government. If some do not pay their taxes or assessments, the responsibility falls disproportionately upon those that do.

Data Collection

Expiration of Redemption Period occurs for those property taxes and special assessments delinquent for more than one year. Upon issuance of the Clerk's Deed, the property is technically owned by the Municipality of Anchorage. Records are prepared for each property to include all documentation relevant to each property beginning with the foreclosure process through the deed process, and ultimately to the repurchase or sale of the foreclosed property.

Frequency

This is a four month annual process. On the first business day of June, a courtesy notice is mailed to delinquent taxpayers regarding the impending expiration of redemption period on foreclosed properties. In mid-July, title reports are ordered for all remaining unredeemed properties. The expiration of redemption period arises during the last week of October.

Measured by

Statistically the Municipality takes deed to between ten to thirty properties a year and on average sells one to six properties per year. The numbers are directly related to current local economic factors such as unemployment, inflation and periods of recession.

Reporting

Real Estate Services staff maintains expiration of redemption reports, mailings, court documents, repurchase files, and all public auction sale documentation.

Used by

The Real Estate Services division, legal review, uses these reports to determine and forecast relative progress in tax recovery from year to year.