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## **Real Estate Department**

*Anchorage: Performance. Value. Results.*

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### **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**

- Acquisitions and disposals: Authority to administer on behalf of the Municipality of Anchorage the acquisition and disposal of real property via lease, exchange, sale, easements, permits and use agreements.
- Inventory: Maintain current and accurate inventory of municipal lands
- 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
- 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

### **Accomplishment Goals**

- Maximize amount of acreage mitigated through appropriate responses to negative impacts on HLB inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, and/or vandalism.
- Number of disposals from HLB inventory provided to: a) municipal agencies, and b) the private sector
- Respond to project reviews with a goal of no more than five working days
- 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.

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## Heritage Land Bank Division Real Estate Department

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### Purpose

"It is the mission of the Heritage Land Bank (HLB) to manage uncommitted municipal land and the Heritage Land Bank Fund in a manner designed to benefit present and future residents of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan." (AMC 25.40.010)

### Division Direct Services

Provide 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
- Dispose of inventory to appropriate municipal agencies and the private sector
- Timely reviews in order to keep current and move forward on municipal projects involving real estate

### Performance Measures

Progress in achieving goals will be measured by:

<b>Measure #1:</b> Number of HLB parcels mitigated through appropriate responses to negative impacts on HLB inventory due fire, insect damage, illegal dumping of hazardous or contaminated materials, and vandalism.
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**2011: # of Inspected HLB Inventory Parcels, by Quarter**

	1 <sup>st</sup> Qtr 2011	2 <sup>nd</sup> Qtr 2011	3 <sup>rd</sup> Qtr 2011	4 <sup>th</sup> Qtr 2011
Region 1	0	0	0	0
Region 2	0	5	0	0
Region 3	0	6	2	0
Region 4	0	4	1	3
Region 5	1	0	4	0
Region 6 (Bird/Indian)	0	12	1	0
Region 6 (Girdwood)	1	4	14	1
TOTAL	2	31	22	4

**Measure #2:** Number of disposals from HLB inventory provided to: a) municipal agencies and; b) the private sector

2011 Year-to-Date

	ENTITY	ACTION	HLB PARCEL #	ACRES	AMOUNT
<b>PUBLIC SECTOR</b>	US Gov't.	Lease amendment	4-033-A	.67	No fee
<b>PRIVATE SECTOR</b>	CEA	Lease	6-009B	.32	FMV
	Private	Sale	6-003A	2.36	FMV
	Private?	Sale	4-039	5±	FMV
	GCI	Easement	6-002	.58	FMV
	CEA	Easement	6-016 (ptn.)	1,000 sq. ft.	No Fee

**Measure #3:** Respond to project reviews with a goal of no more than five working days.

2011							
1 <sup>st</sup> Qtr.		2 <sup>nd</sup> Qtr.		3 <sup>rd</sup> Qtr.		4 <sup>th</sup> Qtr.	
# of reviews	<b>n/a</b>	# of reviews	<b>52</b>	# of reviews	<b>34</b>	# of reviews	<b>37</b>
Average response days	<b>n/a</b>	Average response days	<b>2.38</b>	Average response days	<b>1.41</b>	Average response days	<b>1.423</b>

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**Performance Measure Methodology Sheet**  
**Heritage Land Bank Division**  
**Real Estate Department**

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**Measure #1: Number of HLB parcels mitigated through appropriate responses to negative impacts on HLB inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, and vandalism.**

**Type**

Effectiveness

**Accomplishment Goal**

Reduce risk and restore value to contaminated or damaged HLB inventory

**Definition**

Protection of HLB land, in coordination with Land Use Enforcement, from adverse impacts such as fire, insect damage, illegal dumping of hazardous or contaminated materials, and vandalism, and mitigate adverse conditions on inventory in order to eventually return properties to future municipal use.

**Data Collection Method**

Selected parcels will be visited and inspected by Land Management Officers on a scheduled basis, with selection based upon the potential for adverse impacts on parcels in the HLB 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 in the HLB inventory. Observations by professional services contractors will be reported to HLB staff and included in reports to the HLB Director, with emphasis on corrective actions taken. Data will be collected in the inventory file and on inventory data spreadsheet lists by region.

**Frequency**

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

**Measured by**

All Land Management Officers and contracted professional services shall observe and provide reports for inclusion in the appropriate parcel file. Data spreadsheets of HLB Inventory, listed by region, shall include inspection dates and comments from Land Management Officers.

**Reporting**

HLB 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 made available to the Heritage Land Bank Advisory Commission at its regular meetings.

**Used By**

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

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<b>Measure #2: Number of disposals from HLB inventory provided to: a) municipal agencies, and b) the private sector.</b>
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**Type**

Effectiveness

**Accomplishment Goal**

Insure: a) appropriate inventory is made available for municipal uses that will benefit the citizens of Anchorage, and b) parcels considered excess to municipal needs are disposed from the Heritage Land Bank with the intent of providing for the growth of the Anchorage tax base and providing revenue to the HLB Fund.

**Definition**

Disposal of property from HLB inventory to other non-self-supporting agencies, or through Fair Market Value (FMV) sales, leases, exchanges or easements

**Data Collection**

Properties considered for disposal are generally listed in the annual HLB Work Program. Properties are deemed excess to municipal needs through an agency review process before a recommendation for disposal is made by the Heritage Land Bank Advisory Commission. A public hearing is required. Following recommendation for disposal, the Municipal Assembly must approve specific property disposals, also through a public hearing process. Data for properties earmarked for potential disposal is included in the HLB's annual work program, available in both hard copy and online.

**Frequency**

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 on the number of sales, leases, exchanges, and easements in the annual HLB Work Program, and measures revenue levels on capital and operating budgets. Performance is based on the economy and the real estate market.

**Reporting**

Reports of property disposals are included in the following year's HLB Work Program.

**Used by**

The HLB Director, to assess progress of land disposals 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.

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<b>Measure #3: Respond to project reviews with a goal of no more than five working days</b>
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**Type**

Efficiency

**Accomplishment Goal**

Timely reviews by land management staff in order to keep current on real estate projects and moving them forward.

**Definition**

This measure reports on the percentage of timely reviews on the many real estate projects handled by management staff.

**Data Collection**

Data will be collected biweekly by the Real Estate Department Director during staff meetings.

**Frequency**

Every other week/twice a month

**Measured by**

Land management staff currently oversees more than sixty active and continuing multi-year projects, which are recorded in a spreadsheet table. Project reviews occur following administrative presentations, or input and response by the public or government agencies, and as required during the project's progression towards completion.

**Reporting**

To HLB Advisory Commission and to other agencies, such as the US Army Corps of Engineers

**Used by**

Director will use this tool to assure staff is actively administering land management projects in a timely manner.