

# Real Estate



**Municipal  
Manager**

**Planning,  
Development &  
Public Works**

**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:**



**Good Government – Staffing up departments, balancing the budget, and delivering better services.**

- 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.



**Safe Streets and Trails – Tackling homelessness, staffing up the Anchorage Police Department, and improving public safety for everyone.**

- 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.



**Building Our Future – Delivering better economic opportunities, more housing, affordable childcare, and a reliable energy future.**

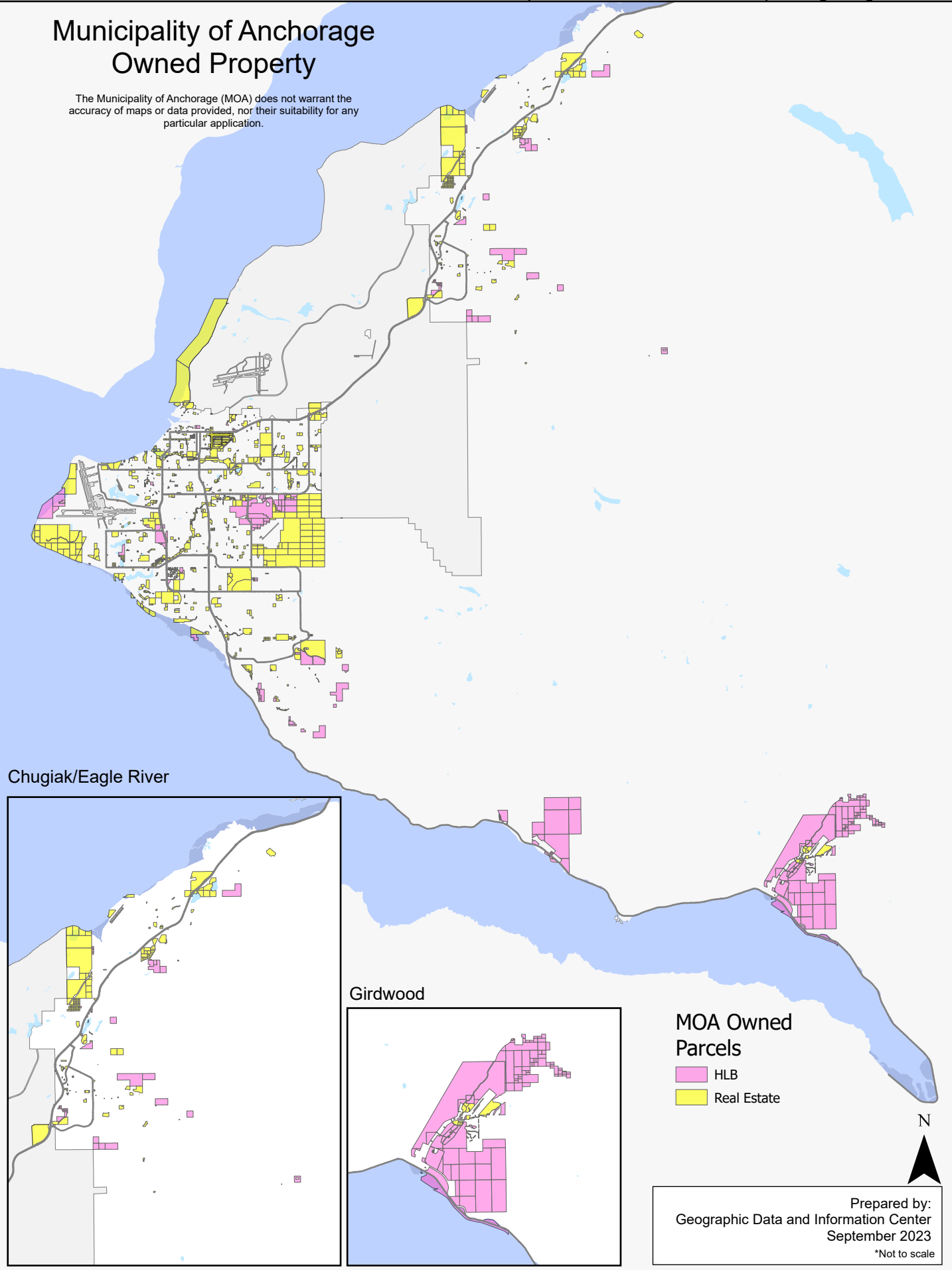
- Identify municipal raw lands suitable for pre-development activities, e.g., zoning, platting, roads, water/sewer, etc.
- Maximize amount of acreage available for development of housing by reviewing inventories, determining if surplus to municipal needs, perform steps necessary for disposal, market approved disposals, complete real estate transactions with private parties to create a larger available housing inventory.

## Real Estate Department Summary

	2023 Actuals Unaudited	2024 Revised	2025 Proposed	25 v 24 % Chg
<b>Direct Cost by Division</b>				
RED Heritage Land Bank	272,288	658,838	676,442	2.67%
RED Real Estate Services	26,414,393	10,133,303	9,837,703	(2.92%)
<b>Direct Cost Total</b>	<b>26,686,681</b>	<b>10,792,141</b>	<b>10,514,145</b>	<b>(2.58%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(6,808,674)	(8,058,490)	(8,170,538)	1.39%
<b>Function Cost Total</b>	<b>19,878,008</b>	<b>2,733,651</b>	<b>2,343,607</b>	<b>(14.27%)</b>
Program Generated Revenue	(22,243,655)	(2,449,396)	(1,586,044)	(35.25%)
<b>Net Cost Total</b>	<b>(2,365,647)</b>	<b>284,255</b>	<b>757,563</b>	<b>166.51%</b>
<b>Direct Cost by Category</b>				
Salaries and Benefits	457,698	726,036	794,500	9.43%
Supplies	295	5,708	5,708	-
Travel	-	1,000	1,000	-
Contractual/Other Services	25,926,600	3,988,426	3,547,808	(11.05%)
Debt Service	282,800	6,062,671	6,156,829	1.55%
Equipment, Furnishings	19,288	8,300	8,300	-
<b>Direct Cost Total</b>	<b>26,686,681</b>	<b>10,792,141</b>	<b>10,514,145</b>	<b>(2.58%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	6	6	6	-
Part-Time	-	-	-	-
<b>Position Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>

# Municipality of Anchorage Owned Property

The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.



### MOA Owned Parcels

- HLB
- Real Estate

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Prepared by:  
Geographic Data and Information Center  
September 2023

\*Not to scale

## Real Estate Reconciliation from 2024 Revised Budget to 2025 Proposed Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
<b>2024 Revised Budget</b>	10,792,141	5	-	-
<b>2024 One-Time Adjustments</b>				
- REVERSE - 2024 Assembly Amendment #4, ONE-TIME, (Mayor Vetoed, Veto Overridden) Creating specific fund in RE (Housing Fund)	(500,000)	-	-	-
<b>Debt Service Changes</b>				
- 716 Building	1	-	-	-
<b>Changes in Existing Programs/Funding for 2025</b>				
- Salaries and benefits adjustments	68,464	-	-	-
- City Hall operating and maintenance estimated increase	59,382	-	-	-
- Permit Center estimated lease increase	94,157	-	-	-
<b>2025 Continuation Level</b>	<b>10,514,145</b>	<b>5</b>	<b>-</b>	<b>-</b>
<b>2025 Proposed Budget Changes</b>				
- None	-	-	-	-
<b>2025 Proposed Budget</b>	<b>10,514,145</b>	<b>5</b>	<b>-</b>	<b>-</b>

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)**

	2023 Actuals Unaudited	2024 Revised	2025 Proposed	25 v 24 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	196,631	347,378	364,982	5.07%
Supplies	144	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	56,224	298,460	298,460	-
Equipment, Furnishings	19,288	7,500	7,500	-
<b>Manageable Direct Cost Total</b>	<b>272,288</b>	<b>658,838</b>	<b>676,442</b>	<b>2.67%</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>272,288</b>	<b>658,838</b>	<b>676,442</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	247,407	258,799	275,466	6.44%
<b>Function Cost Total</b>	<b>519,695</b>	<b>917,637</b>	<b>951,908</b>	<b>3.73%</b>
<b>Program Generated Revenue by Fund</b>				
Fund 221000 - Heritage Land Bank	3,086,697	1,830,235	966,883	(47.17%)
<b>Program Generated Revenue Total</b>	<b>3,086,697</b>	<b>1,830,235</b>	<b>966,883</b>	<b>(47.17%)</b>
<b>Net Cost Total</b>	<b>(2,567,002)</b>	<b>(912,598)</b>	<b>(14,975)</b>	<b>(98.36%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	3	3	3	-
<b>Position Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>

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

	2023 Actuals Unaudited	2024 Revised	2025 Proposed	25 v 24 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	196,631	347,378	364,982	5.07%
Supplies	144	4,500	4,500	-
Travel	-	1,000	1,000	-
Contractual/Other Services	56,224	298,460	298,460	-
Equipment, Furnishings	19,288	7,500	7,500	-
<b>Manageable Direct Cost Total</b>	<b>272,288</b>	<b>658,838</b>	<b>676,442</b>	<b>2.67%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>272,288</b>	<b>658,838</b>	<b>676,442</b>	<b>2.67%</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	247,407	258,799	275,466	6.44%
<b>Program Generated Revenue</b>				
406010 - Land Use Permits-HLB	21,418	169,135	169,135	-
406080 - Lease & Rental Revenue-HLB	346,546	15,581	15,581	-
406090 - Pipe ROW Fee	150,001	-	-	-
406100 - Wetlands Mitigation Credit	-	105,000	-	(100.00%)
408380 - Prior Year Expense Recovery	335	-	-	-
408590 - Lease Revenue GASB 87	-	283,223	283,223	-
440010 - GCP Short-Term Interest	505,063	213,000	362,000	69.95%
440040 - Other Short Term Interest	60,563	31,000	31,000	-
440045 - Lease Interest Income GASB 87	-	89,296	89,296	-
460080 - Land Sales-Cash	2,002,771	924,000	16,648	(98.20%)
<b>Program Generated Revenue Total</b>	<b>3,086,697</b>	<b>1,830,235</b>	<b>966,883</b>	<b>(47.17%)</b>
<b>Net Cost</b>				
Direct Cost Total	272,288	658,838	676,442	2.67%
Charges by/to Other Departments Total	247,407	258,799	275,466	6.44%
Program Generated Revenue Total	(3,086,697)	(1,830,235)	(966,883)	(47.17%)
<b>Net Cost Total</b>	<b>(2,567,002)</b>	<b>(912,598)</b>	<b>(14,975)</b>	<b>(98.36%)</b>

**Position Detail as Budgeted**

	2023 Revised		2024 Revised		2025 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Director, Real Estate	1	-	1	-	1	-
Special Administrative Assistant II	2	-	2	-	2	-
<b>Position Detail as Budgeted Total</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>-</b>



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

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

	2023 Actuals Unaudited	2024 Revised	2025 Proposed	25 v 24 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	261,067	378,658	429,518	13.43%
Supplies	150	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	25,870,376	3,689,966	3,249,348	(11.94%)
Equipment, Furnishings	-	800	800	-
<b>Manageable Direct Cost Total</b>	<b>26,131,593</b>	<b>4,070,632</b>	<b>3,680,874</b>	<b>(9.57%)</b>
Debt Service	282,800	6,062,671	6,156,829	1.55%
Depreciation/Amortization	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>282,800</b>	<b>6,062,671</b>	<b>6,156,829</b>	<b>1.55%</b>
<b>Direct Cost Total</b>	<b>26,414,393</b>	<b>10,133,303</b>	<b>9,837,703</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(7,056,081)	(8,317,289)	(8,446,004)	1.55%
<b>Function Cost Total</b>	<b>19,358,313</b>	<b>1,816,014</b>	<b>1,391,699</b>	<b>(23.37%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	19,156,958	619,161	619,161	-
<b>Program Generated Revenue Total</b>	<b>19,156,958</b>	<b>619,161</b>	<b>619,161</b>	<b>-</b>
<b>Net Cost Total</b>	<b>201,355</b>	<b>1,196,853</b>	<b>772,538</b>	<b>(35.45%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	3	3	3	-
<b>Position Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>

## Real Estate Division Detail

### RED Real Estate Services

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

	2023 Actuals Unaudited	2024 Revised	2025 Proposed	25 v 24 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	261,067	378,658	429,518	13.43%
Supplies	150	1,208	1,208	-
Travel	-	-	-	-
Contractual/Other Services	25,870,376	3,689,966	3,249,348	(11.94%)
Equipment, Furnishings	-	800	800	-
<b>Manageable Direct Cost Total</b>	<b>26,131,593</b>	<b>4,070,632</b>	<b>3,680,874</b>	<b>(9.57%)</b>
Debt Service	282,800	6,062,671	6,156,829	1.55%
<b>Non-Manageable Direct Cost Total</b>	<b>282,800</b>	<b>6,062,671</b>	<b>6,156,829</b>	<b>1.55%</b>
<b>Direct Cost Total</b>	<b>26,414,393</b>	<b>10,133,303</b>	<b>9,837,703</b>	<b>(2.92%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(7,056,081)	(8,317,289)	(8,446,004)	1.55%
<b>Program Generated Revenue</b>				
401041 - Foreclosed Prop-RES	146,525	159,780	159,780	-
406625 - Reimbursed Cost-NonGrant Funded	6,900	15,000	15,000	-
406640 - Parking Garages & Lots	21,060	25,000	25,000	-
408380 - Prior Year Expense Recovery	384	-	-	-
408405 - Lease & Rental Revenue	348,305	250,298	250,298	-
408580 - Miscellaneous Revenues	49,200	15,000	15,000	-
408590 - Lease Revenue GASB 87	-	145,333	145,333	-
440045 - Lease Interest Income GASB 87	-	8,750	8,750	-
460040 - Loan Proceeds	18,300,000	-	-	-
460080 - Land Sales-Cash	284,584	-	-	-
<b>Program Generated Revenue Total</b>	<b>19,156,958</b>	<b>619,161</b>	<b>619,161</b>	<b>-</b>
<b>Net Cost</b>				
Direct Cost Total	26,414,393	10,133,303	9,837,703	(2.92%)
Charges by/to Other Departments Total	(7,056,081)	(8,317,289)	(8,446,004)	1.55%
Program Generated Revenue Total	(19,156,958)	(619,161)	(619,161)	-
<b>Net Cost Total</b>	<b>201,355</b>	<b>1,196,853</b>	<b>772,538</b>	<b>(35.45%)</b>

#### Position Detail as Budgeted

	2023 Revised		2024 Revised		2025 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	1	-	1	-	1	-
Director, Real Estate	1	-	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>3</b>	<b>-</b>

## 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						
	2023	Q1	Q2	Q3	Q4	EOY 2023
Contract Files Reviewed		15	23	24	30	92
	2024	Q1	Q2	Q3	Q4	YTD 2024
Contract Files Reviewed		15	21			36

**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 Preventative/Routine Inspections</b>						
	2023	2024 Q1	2024 Q2	2024 Q3	2024 Q4	YTD 2024
Region 1 (Eagle River)	1					
Region 2 (SE Anchorage)	16					
Region 3 (NE Anchorage)	27					
Region 4 (NW Anchorage)	42					
Region 5 (SW Anchorage)	11					
Region 6 (Bird, Indian & Girdwood)	8					
<b>TOTAL</b>	<b>118</b>	<b>25</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>70</b>

<b>Number of Municipal Parcel Citizen Initiated Inspections</b>						
	2023	2024 Q1	2024 Q2	2024 Q3	2024 Q4	YTD 2024
Region 1 (Eagle River)	0					0
Region 2 (SE Anchorage)	1					0
Region 3 (NE Anchorage)	0					0
Region 4 (NW Anchorage)	0					0
Region 5 (SW Anchorage)	0					0
Region 6 (Bird, Indian & Girdwood)	0					0
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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 2023	2024 Q2	YTD 2024
<b>Land Use Permits</b>	\$ 21,418.00	\$ 17,095.00	\$ 27,715.00
<b>Leases</b>	346,546.35	65,469.37	147,338.01
<b>ROW Fees</b>	150,000.00	0.00	0.00
<b>Land Sales</b>	2,002,770.90	155,000.00	155,000.00
<b>Wetlands Mitigation Credits</b>	0.00	0.00	0.00
<b>TOTALS</b>	<b>\$2,520,735.25</b>	<b>\$237,564.37</b>	<b>\$330,053.01</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**

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			
2018	2019	Tax	1,506	\$7,774,896	2019	Tax	763	\$4,966,654	2022	Tax	14	\$238,624
	1st Pub 3/6/19	DID	54	\$87,015	Apr	DID	25	\$38,057		DID	0	\$0
		S.A.	19	\$25,109		S.A.	12	\$15,873		S.A.	2	\$7,723
	3AN-19-06397		1,579	\$7,887,020			800	\$5,020,584			16	\$241,347
2019	2020	Tax	1,428	\$7,798,965	2021	Tax			2023	Tax		
	1st Pub 3/4/20	DID	59	\$89,293		DID		COVID		DID		COVID
		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	2024	Tax	23	\$261,431
	1st Pub 3/10/21	DID	73	\$112,327		DID	34	\$68,502		DID	0	\$0
		S.A.	18	\$27,572		S.A.	11	\$17,679		S.A.	0	\$0
	3AN-21-04880		2,742	\$12,460,215			1,058	\$7,367,765			23	\$261,431
2021	2022	Tax	1,298	\$8,920,738	2022	Tax	786	\$6,280,785	2024	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	1,252	\$8,390,524	2023	Tax	619	\$6,036,989	2024	Tax		
		DID	74	\$126,714		DID	39	\$74,493		DID		
		S.A.	13	\$20,630		S.A.	2	\$1,960		S.A.		
	3AN-23-		1,339	\$8,537,868			660	\$6,113,442			0	\$0
2023	2024	Tax	1,008	\$6,863,294	2024	Tax				Tax		
	1st Pub 7/10/24	DID	30	\$61,457		DID				DID		
		S.A.	8	\$12,187		S.A.				S.A.		
	3AN-24-		1,046	\$6,936,938				\$0			0	\$0

<b>Measure #5: Annual process for taking Clerk's Deed and subsequent sale of deeded property via sealed bid auction</b>
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Tax Foreclosed Properties Sale: 2012 - 2023												
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2020	2022	2023
Properties Sold	3	9	5	5	6	4	3	3	8*	0	0	5

During 2021 and 2022, 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 or 2022.

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.

