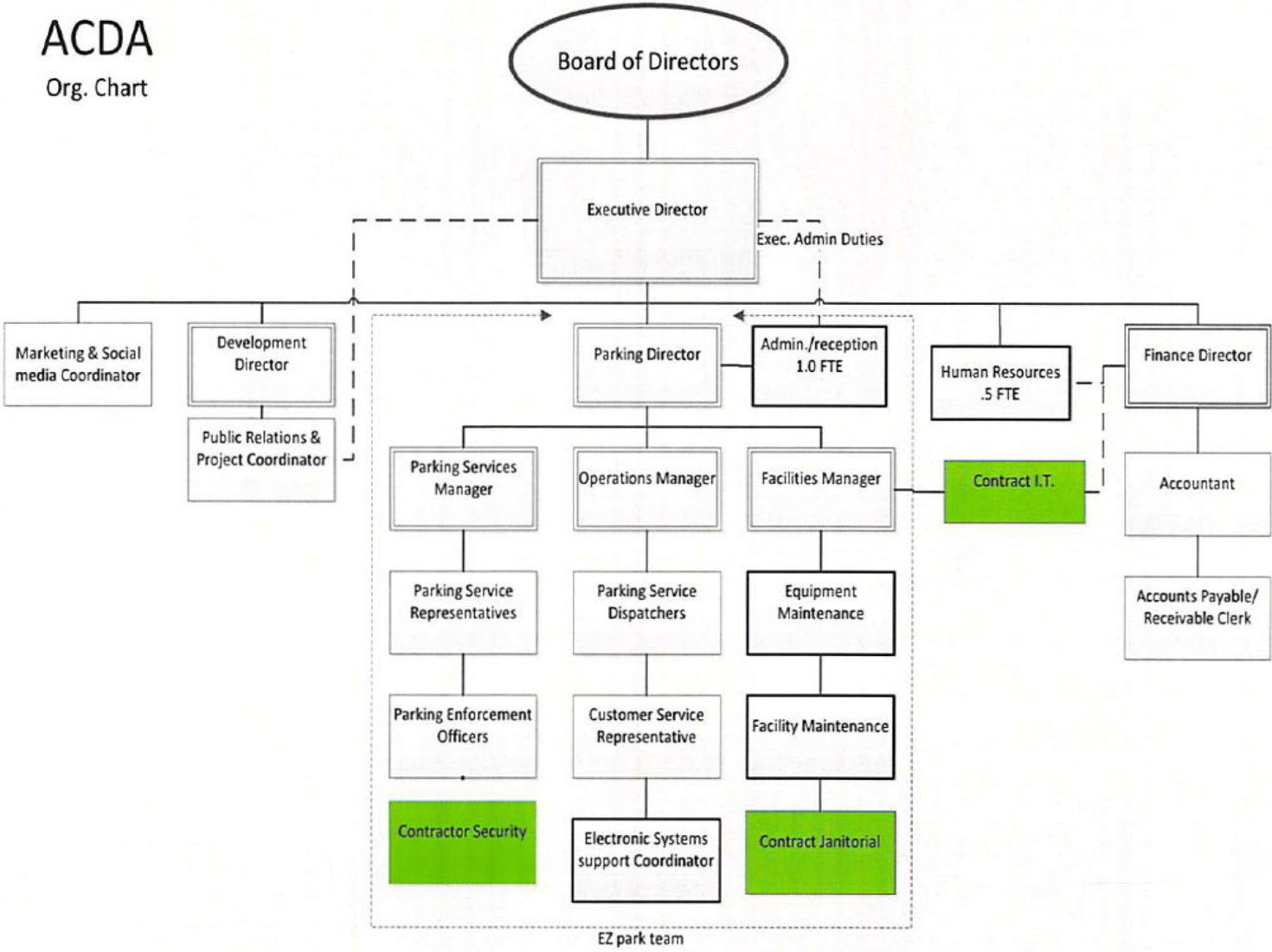


ACDA  
Org. Chart





## The Anchorage Community Development Authority 2018

### **Organization**

Pursuant to Municipal Code, AMC 25.35.010(A), the Anchorage Community Development Authority (ACDA) is “an instrument of the municipality, but exists independently of and separately from the municipality.” ACDA is governed by a nine-member board of directors appointed by the mayor and approved by the assembly. Two of the nine members are executive employees of the municipality. In addition, two assembly members serve as *ex officio* members of the board. The management team of ACDA reports to the Board of Directors. The Executive Director is appointed by and serves at the pleasure of the Mayor.

ACDA has an operational staff of 48 employees. These employees operate all municipal parking facilities, maintain and clean public garages and parking lots, maintain on-street parking meters, manage Anchorage Police Department’s parking citation system, plan and develop public projects, and manage property in the ACDA’s inventory. ACDA’s planning and development staff work on projects and property transferred from the Municipality to ACDA, along with other redevelopment projects, both in the public as well as the private sectors.

### **History**

The predecessor of ACDA, the Anchorage Parking Authority, was originally created as a separate public authority on February 28, 1984. That authority was created “to create an environment in the Anchorage area such that parking and parking policies are a position of influence for the community as a whole.” Within four years, the Anchorage Parking Authority operated three public garages (two of which were new), six surface lots and the on-street spaces are within the Central Business District (CBD). Total parking operated by the Anchorage Parking Authority was approximately 5,800 spaces. Revenues from parking operations were used to help pay debt service on the parking garages built in the 1980s.

In 2004, the municipality began considering creation of a community development authority that could aid in developing public lands identified for their development potential and redevelopment of deteriorated or demised areas or properties, as well as affording housing projects. On January 18, 2005, the assembly adopted an amendment to the Anchorage Parking Authority Ordinance that created the ACDA.

In June of 2011, the Anchorage Assembly delegated ACDA authority to enforce parking violations with the area bounded by Ship Creek on the north, Gambell Street on the east, 10<sup>th</sup> Avenue on the south, and M street on the west. The Assembly amended Anchorage Municipal Code chapter 25.35.

### **Mission & Vision**

In the fall of 2015, ACDA held a board strategy session to re-align our mission and vision, and to adopt a strong set of guiding principles anchored in our core values such as honesty, innovation and a commitment to our community.

The mission of ACDA is to deliver quality development and public parking services within the Municipality of Anchorage.

The vision of ACDA is to create a vibrant and prosperous Municipality of Anchorage facilitated by innovative community development and public parking.



### **Budget Assumptions**

The 5<sup>th</sup>, 6<sup>th</sup> & 7<sup>th</sup> Avenue Garages along with JC Penny Garage have hourly public parking available on a 24/7 basis. Effective July 1, 2016 rates were adjusted to \$1.25 per hour from \$1.00 per hour, as well as the expansion of the 1<sup>st</sup> hour free program to include 5<sup>th</sup> Avenue Garage in addition to JC Penny Garage.

Employer contributions for the most significant employee benefit expenses (Public Employees' Retirement System (PERS) and medical insurance) will continue to increase. Medical insurance is expected to increase by approximately 5.0% while 2017 employer contribution for PERS is 28.35%. Salary for staff is budgeted to increase by 1% creating a pool to support pay for performance incentive plan. This plan is subject to any budget shortfalls.

Effective July 1, 2016 monthly parking permits range from \$95 to \$110 per month depending on facility. Also effective July 1, 2016 monthly parking permits in surface lots and on-street permit zones range from \$50 to \$80 per month depending on location. Parking meter rates increased July 1, 2016 – (2 hour meters at \$1.75/hr. and 10 hour meters at \$1.25/hr.) There had been no meter increases in 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016 and 2017.

Lease revenue is generated by leases with small businesses in the 6<sup>th</sup> Ave Transit Mall, first floor area and the retail spaces in the 5<sup>th</sup> Avenue Garage. Revenue projections are based on current leases in effect.

### **Executive Director's Message**

2016 was a transformative year for ACDA and its Easy Park Division. Under an aggressive strategic plan established by the Board of Directors, the organization has begun to reimagine its role in developing Anchorage. By combining innovative thinking with existing assets, the organization has begun to evolve into a true development authority.

We moved forward to address the thirty year old problems at the downtown transit center. The building owned by ACDA, is planned to undergo major renovations in 2018 with proposed housing, retail and a dramatically re-configured public transit space. To address safety concerns we launched our "Safety First" program with the Anchorage Downtown Partnership, and to attract new downtown visitors we created the K Street Eats food truck pod and The Rooftop recreation area on the top of our 5th Avenue garage.

2016 also brought some challenges. A softening economy, combined with a decline in downtown employment has kept downward pressure on parking revenues. The loss of corporate accounts and the decline in daily parkers, bookended with escalating depreciation expense due to significant capital repairs has negatively impacted the bottom line. As we move into the future, we view the key to reversing the current revenue trends rests in the aggressive development of our assets. New housing, retail and parking amenities will all play a part in ACDA's future to build Anchorage.

This year for the first time our annual report to the Anchorage Assembly will not only review our prior year highlights, but look into the future to see the initiatives that ACDA/Easy Park is undertaking to meet our vision of a vibrant and prosperous Municipality of Anchorage facilitated by innovative development and public parking.

On behalf of the staff at ACDA and Easy Park, we are pleased to share our highlights from 2016, and look forward to continue serving the Anchorage Community.

Andrew Halcro

**Anchorage Community Development Authority  
Statement of Revenues and Expenses**

	<b>2017 Approved Budget</b>	<b>2018 Proposed Budget</b>
<b>Operating Revenue</b>		
Parking Revenue	8,572,828	8,159,102
Leased Space Revenue	672,480	572,184
Other Operating Revenue	215,000	131,564
Real Estate Sales - Development	427,350	-
<b>Total Operating Revenue</b>	<b>9,887,658</b>	<b>8,862,850</b>
<b>Non-Operating Revenue</b>		
Non-Operating Revenue	37,786	37,064
<b>Total Non-Operating Revenue</b>	<b>37,786</b>	<b>37,064</b>
<b>Total Revenue</b>	<b>9,925,444</b>	<b>8,899,914</b>
<b>Operating Expenses</b>		
Labor	3,896,429	3,608,796
Professional Fees	255,000	185,000
Contract Services	1,045,600	1,087,260
Information Services	426,800	434,800
Direct Maintenance Costs	205,000	197,000
Facility Maint. Contract Services	476,000	467,000
Utility Expenses	479,000	519,000
General Expenses	732,400	735,300
Transfers (MESA)	505,500	483,900
Office Expenses	60,600	60,600
Employee Expenses	80,000	75,000
Real Estate Costs - Northpointe	404,707	-
Depreciation	2,210,500	2,700,000
<b>Total Operating Expenses</b>	<b>10,777,536</b>	<b>10,553,656</b>
<b>Total Net Income</b>	<b>(852,092)</b>	<b>(1,653,742)</b>
<b>Appropriation</b>		
<b>Total Expenses</b>	10,777,536	10,553,656
Less: Non-Cash Items		
Depreciation	(2,210,500)	(2,700,000)
<b>Amount to be Appropriated (Cash Expenses)</b>	<b>8,567,036</b>	<b>7,853,656</b>

**Anchorage Community Development Authority  
2018 Capital Improvement Budget**

<b>Project Title</b>	<b>Total</b>
Closed Circuit TV System	50,000
Garage Structural Improvements	750,000
General Development/Tenant Improvements	75,000
IT Upgrades	50,000
<b>Total</b>	<b>925,000</b>

**Anchorage Community Development Authority  
Statement of Cash Sources and Uses**

	<b>2016 Actual</b>	<b>2017 Estimated</b>	<b>2018 Proposed Budget</b>
<b>Sources of Cash Funds</b>			
Parking Revenue	6,548,501	8,572,828	8,159,102
Leased Space Revenue	603,889	672,480	572,184
Other Operating Revenue	170,000	178,000	131,564
Development Services	910,439	427,350	-
Other Non-Operating Revenue	-	37,000	37,064
<b>Total Sources of Cash Funds</b>	<b>8,232,829</b>	<b>9,887,658</b>	<b>8,899,914</b>
<b>Uses of Cash Funds</b>			
Parking Operations	6,119,031	7,496,729	7,369,756
Development Operations	464,054	564,807	-
Payment in Lieu of Taxes (MESA)	481,160	505,500	483,900
Capital Investment-Parking Operations	2,499,346	1,930,000	850,000
Capital Investment-Development Operations	81,020	200,000	75,000
Other Uses of Cash Funds	-	-	-
<b>Total Uses of Cash Funds</b>	<b>9,644,611</b>	<b>10,697,036</b>	<b>8,778,656</b>
Net Increase (Decrease) In Cash Funds	(1,411,782)	(809,378)	121,258
Cash Balance January 1,	6,441,287	5,029,505	4,220,127
<b>Cash Balance December 31</b>	<b>5,029,505</b>	<b>4,220,127</b>	<b>4,341,385</b>