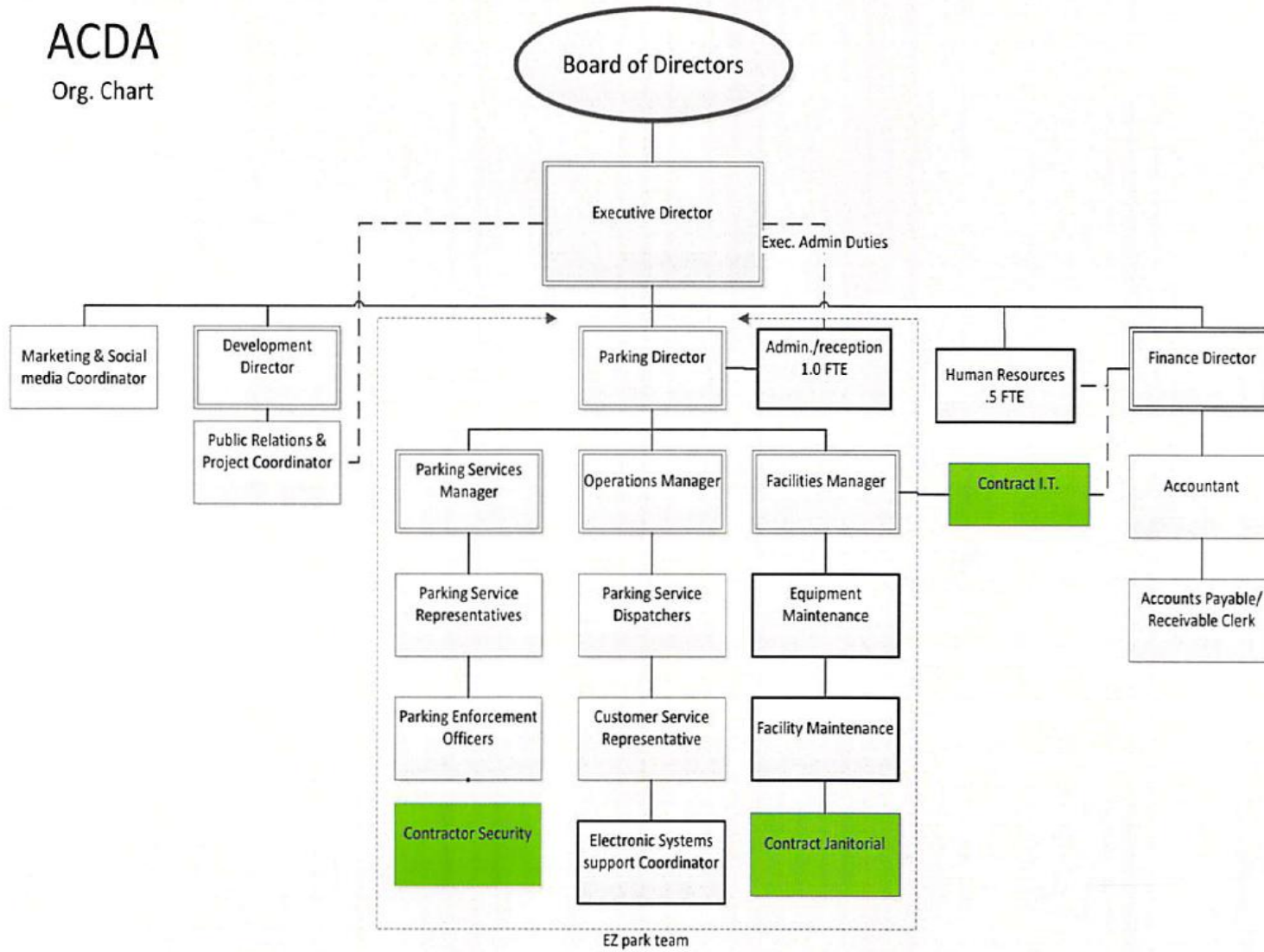


# ACDA Org. Chart





## **The Anchorage Community Development Authority 2019**

### **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 1980’s.

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, 10th Avenue on the south, and M street on the west. The Assembly amended Anchorage Municipal Code chapter 25.35.

### **Mission & Vision**

The mission of ACDA as adopted is “***We deliver quality development and public parking services within the Municipality of Anchorage.***”

The vision of ACDA as adopted is to “***A vibrant and prosperous Municipality of Anchorage facilitated by innovative community development and public parking.***”

We believe as an organization that everything we do, must add a tangible value to our three critical stakeholders: the MOA, ACDA, and the Anchorage Community.



In the fall of 2017, the ACDA Board of Directors held a planning session to determine the organization’s strategy for the coming year. Those goals included improvements in organizational efficiencies through new parking technologies and cost containment, and a more aggressive approach to new developments in downtown Anchorage.



## Development 2018-19 Strategic Goals

**ACDA will aggressively advocate and facilitate development in alignment with the Anchorage 2040 plan.**



**ACDA will:**  
Define development opportunities for existing assets.

**ACDA will:**  
Identify & pursue projects to grow asset base.

**ACDA will:**  
Be the leader in P3 advocacy & education.



- 8th & K
- 3rd & C
- Frag Lot
- Leaseholds at 5th Avenue
- Transit Center



- JCPenney Garage
- New properties to be purchased & redeveloped by ACDA
- Project participation with landowners/developers



- Collaborate with MOA to draft new tax incentives
- Targeted education offerings through P3 Summits
- Collaborate with MOA on land use map

### Budget Assumptions

The 5th, 6th & 7th 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.

Medical benefits might increase in 2019 by approximately 8%. ACDA's liability insurances are expected to go down a little bit based on the 2018 quotes.

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 retail spaces in 5th Avenue Garage and lease with People Mover business in the 6th Ave Transit Mall, first floor area. Revenue projections are based on current leases in effect. Also ACDA is buying a building on 716 W 3rd Ave and the first payment of \$802,500 interest component will be made in 2019. The building will be leased and ACDA will receive approximately \$1,634,540 revenue as well. The purchase of the building will increase ACDA's 2019 MESA tax and depreciation.

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

In 2017, the ACDA continued to reimagine its role in community development by making significant progress on re-development projects in downtown.

This past year we had a successful award to re-develop the downtown transit center, which has been a source of public safety issues for decades. The proposed plan calls for housing combined with a hotel/bar and restaurant. Construction is expected to begin in the spring of 2019.

ACDA is also looking to develop our three city blocks at the corner of 8th & K. During 2017, we did necessary planning and environmental work, and we anticipate offering an RFP to the market in the third quarter of 2018, with construction hopefully slated for the following spring. The project will be a combination of housing and structured parking.

One of the biggest projects we began work on in 2017 was the JCP garage re-development. After fifty plus years of service, the entire structure needs to be demolished. We have begun conversations with JCP about the future of the garage, and potential ways ACDA could facilitate the re-development of the parcel, including purchasing the garage outright. In 2018 we anticipate creating a financial plan for different development scenarios, and what if any tax incentives would be needed.

2017 also continued to bring challenges. A softening economy has depressed downtown parking revenues, including both daily and monthly parkers. New locations have helped slow revenue losses, but the overall health of parking demand is directly related to the health of the economy. We do see green shoots, as efforts to improve our parking services by adopting both technology and activating unused garage space has provided positive results. But possibly the biggest news about ACDA/Easy Park in 2017, is the organization was recognized with several local and national awards:

### ***IPI Awards of Excellence***

Parking Matters - Marketing & Communication Awards

- Safety First: Partnering to Make Downtown Anchorage Safe
- Employee Parking Incentive for Downtown Workers

### ***Award of Merit***

- The Rooftop – Innovation in a Parking Operation Program
- Amenities Program – Innovation in a Parking Operation Program

***Heart of Anchorage***

- Dena'ina Award – The EasyPark and ACDA team, received the 2017 Dena'ina Award for their successful deployment of Safety First and providing the Anchorage Downtown Partnership the leverage they needed to make “safe & clean” successful, offering the Amenities Program which gives back to the EasyPark customer the added-value services of a customer shuttle service, air for their tires, and battery jumps. EasyPark also kicked off the Employee Parking Program which made the monthly parking permit affordable for downtown part-time or lower income workers. The team also reinvented the use of an underutilized garage rooftop at the 5th & B garage and transformed it into an outdoor park.
- George M. Sullivan Award - Executive Director, Andrew Halcro, received the 2017 George M. Sullivan Award which highlighted Mr. Halcro's strong leadership skills and his efforts of fostering an effective EasyPark and Development team that has made a difference in downtown safety, cleanliness, and housing and redevelopment opportunities for Anchorage.

On behalf of the staff and management of ACDA and Easy Park, we are proud of our progress but realize our hard work has just begun. We are pleased to share with you our highlights from 2017, and our 2019 proposed budget.

Andrew Halcro

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

	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>
<b>Operating Revenue</b>		
Parking Revenue	8,159,102	8,026,119
Leased Space Revenue	572,184	2,006,166
Other Operating Revenue	131,564	132,000
Real Estate Sales - Development	-	-
<b>Total Operating Revenue</b>	<b>8,862,850</b>	<b>10,164,285</b>
<b>Non-Operating Revenue</b>		
Non-Operating Revenue	37,064	-
<b>Total Non-Operating Revenue</b>	<b>37,064</b>	<b>-</b>
<b>Total Revenue</b>	<b>8,899,914</b>	<b>10,164,285</b>
<b>Operating Expenses</b>		
Labor	3,608,796	3,690,000
Professional Fees	185,000	197,000
Contract Services	1,087,260	1,208,900
Information Services	434,800	478,800
Direct Maintenance Costs	197,000	167,300
Facility Maint. Contract Services	467,000	401,700
Utility Expenses	519,000	527,600
General Expenses	735,300	594,300
Transfers (MESA)	483,900	685,000
Office Expenses	60,600	71,500
Employee Expenses	75,000	70,000
Real Estate Costs - Northpointe	-	-
Interest Expense	-	802,500
Depreciation	2,700,000	3,150,000
<b>Total Operating Expenses</b>	<b>10,553,656</b>	<b>12,044,600</b>
<b>Total Net Income</b>	<b>(1,653,742)</b>	<b>(1,880,315)</b>
<b>Appropriation</b>		
<b>Total Expenses</b>	10,553,656	12,044,600
Less: Non-Cash Items		
Depreciation	(2,700,000)	(3,150,000)
<b>Amount to be Appropriated (Cash Expenses)</b>	<b>7,853,656</b>	<b>8,894,600</b>

**Anchorage Community Development Authority  
2019 Capital Improvement Budget**

<b>Project Title</b>	<b>Total</b>
General Development/Tenant Improvements	50,000
Closed Circuit TV System	30,000
Garage Structural Improvements	-
Garage Equipment Upgrade	250,000
IT Upgrades	50,000
<b>Total</b>	<b>380,000</b>



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

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Proposed Budget</b>
<b>Sources of Cash Funds</b>			
Parking Revenue	6,996,339	7,430,080	8,026,119
Leased Space Revenue	465,398	468,693	2,006,166
Other Operating Revenue	96,031	95,670	100,000
Development Services	427,350	-	-
Other Non-Operating Revenue	62,994	38,849	32,000
<b>Total Sources of Cash Funds</b>	<b>8,048,112</b>	<b>8,033,292</b>	<b>10,164,285</b>
<b>Uses of Cash Funds</b>			
Parking Operations	7,418,170	7,355,400	8,209,600
Development Operations	464,054	-	-
Payment in Lieu of Taxes (MESA)	481,109	482,330	685,000
Capital Investment-Parking Operations	1,753,000	850,000	330,000
Capital Investment-Development Operations	42,000	75,000	50,000
Other Uses of Cash Funds	-	-	-
<b>Total Uses of Cash Funds</b>	<b>10,158,333</b>	<b>8,762,730</b>	<b>9,274,600</b>
Net Increase (Decrease) In Cash Funds	(2,110,221)	(729,438)	889,685
Cash Balance January 1,	6,441,287	4,331,066	3,601,628
<b>Cash Balance December 31</b>	<b>4,331,066</b>	<b>3,601,628</b>	<b>4,491,313</b>