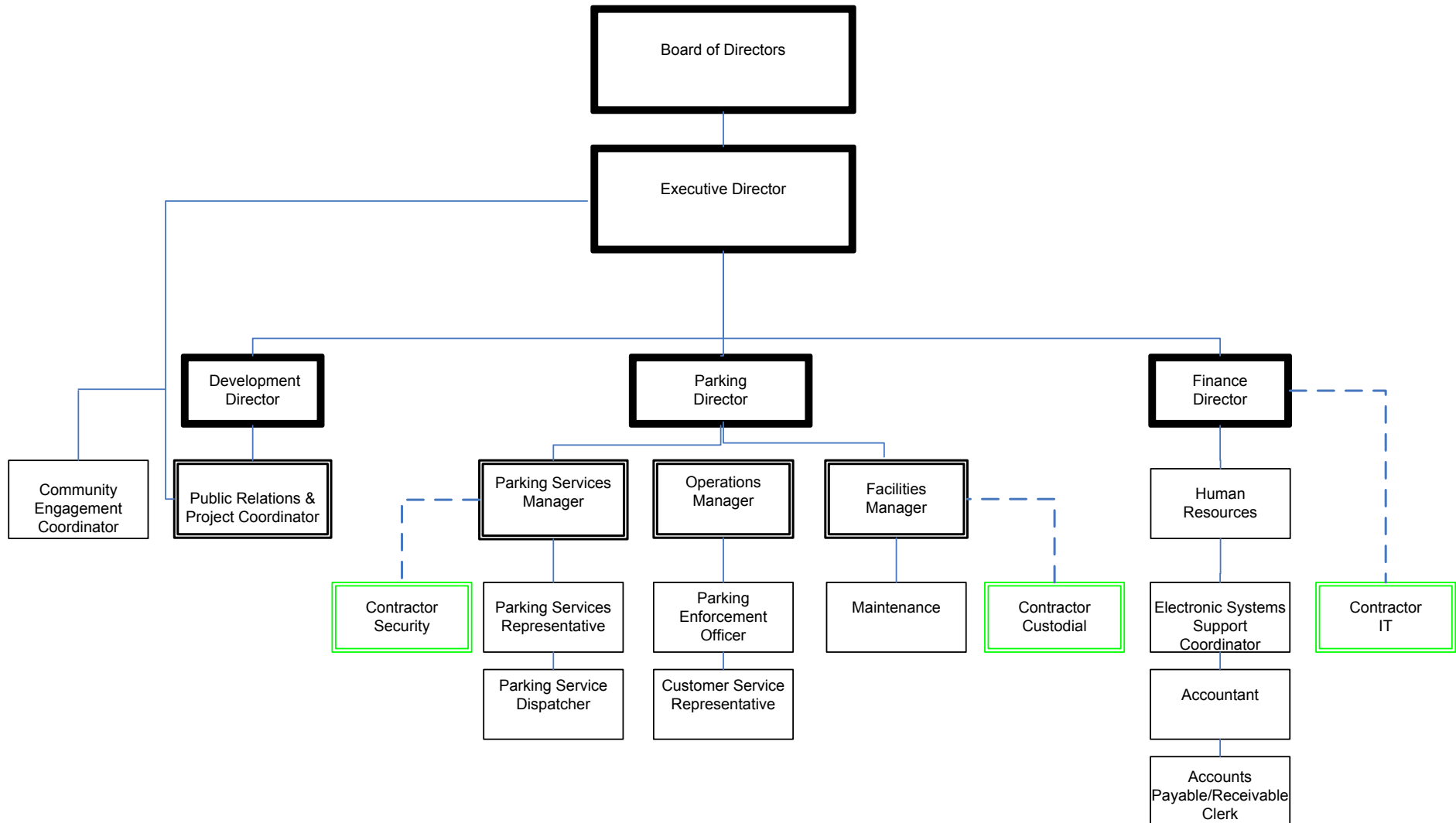




Internal Structure





The Anchorage Community Development Authority 2016

Organization

Pursuant to Municipal Code, AMC 25.35.010(A), the Anchorage Community Development Authority 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 Anchorage Community Development Authority (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 Anchorage Community Development Authority (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 is to manage and enhance public parking and facilitate development for a vibrant community.

The Vision of ACDA is to be a conduit for responsible development and convenient, safe parking services in the Municipality of Anchorage. ACDA will act as a catalyst for, and investor in, projects that help implement the economic and community development goals of the Anchorage community as expressed in our community plans and initiatives.

Budget Assumptions

The 5th, 6th & 7th Avenue Garages along with JC Penny Garage have hourly public parking available on a 24/7 basis.

Employer contributions for the most significant employee benefit expenses (PERS and medical insurance) will continue to increase. Medical insurance is expected to increase by approximately 5.0% while employer contribution for PERS will remain at 35.68% in 2016.

Salary for staff is planned to increase by 3% creating a pool to support the pay for performance incentive plan. This plan is subject to any budget shortfalls.

The existing rates for monthly parking permits range from \$85 to \$105 per month depending on facility.

The existing rates for monthly parking permits range from \$25 to \$90 per month depending on the location of lots.

Parking meter rates increased in 2008 – (2 & 4 hour meters at \$1.25/hr and 10 hour meters at \$0.75/hr.) There have been no meter rate increases for 2009, 2010, 2011, 2012, 2013, 2014, 2015 and no increase currently proposed for 2016.

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

A New Direction for ACDA in 2016

With the election of a new mayor, has come a new direction for the Anchorage Community Development Authority. With issues such as housing gridlock being experienced throughout Anchorage, the downtown core of the city is poised to begin attracting new private sector investment to help address the housing shortage in a way that adds value and opportunity to residents, and new tax revenues to the Municipality of Anchorage.

In the coming year, ACDA will begin an aggressive campaign to facilitate private/public partnerships focused on re-development and economic growth within Anchorage's downtown core for the purpose of achieving:

- An attractive housing and mixed-use development option for developers,
- An active and prosperous place for businesses and employees,
- A center for community, artists and cultural experiences, and
- A vibrant urban environment for residents, workers and visitors.

To accomplish these goals, ACDA will work closely with the Anchorage Assembly, the mayor's office and the Alaska State Legislature to propose a suite of tax incentives that have been

proven to enable development, while meeting the needs set forth in the Anchorage Downtown Comprehensive Plan.

Among communities nationwide there is a clear recognition that changing demographics and a demand for higher density housing has spurred downtown re-vitalization efforts. In Anchorage, our studies show similar demographics and the same desire to live, work and play downtown.

In addition to promoting community development projects downtown, ACDA will continue to enhance public parking through operating well maintained and safe parking facilities, along with integrating new technology for better yield management and a more pleasant customer experience. Currently Easy Park manages over 4,400 spaces, with 2,600 garage spaces and 1,800 street spaces.

Easy Park is in the midst of a \$3 million capital improvement project to address structural and maintenance issues that are common with aging infrastructure. In light of the significant capital investments we are making in our facilities, and the fact that we have not had any rate relief since 2008, ACDA will be evaluating 2016 pricing to ensure we are keeping up with the cost of providing the service. Currently, Anchorage's parking rates are significantly below the monthly and hourly rates in similar cities. The median cost of an unreserved monthly permit in Bellevue, Washington is \$195, compared to \$95 in Anchorage. The hourly rates for transient users of our garages are equally low, as the average daily rate in the U.S. in 2012 was \$17.19, compared to \$10.00 in Anchorage today.

The new direction for ACDA, combined with a strong belief that parking is essential to a growing the downtown core, means that 2016 will be an exciting year for the re-vitalization and economic growth of downtown Anchorage.

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

	2015 Revised	2016 Proposed
Operating Revenue		
Parking Revenue	8,404,113	8,440,410
Leased Space Revenue	690,500	690,500
Other Operating Revenue	225,405	231,500
Real Estate Sales - Development	1,335,000	1,370,250
Total Operating Revenue	10,655,018	10,732,660
Non Operating Revenue	105,500	53,500
Total Non Operating Revenue	105,500	53,500
Total Revenue	10,760,518	10,786,160
Operating Expenses		
Labor	3,688,468	3,766,177
Professional Fees	116,000	278,000
Contract Services	1,077,500	1,113,100
Information Services	500,580	426,300
Direct Maintenance Costs	183,250	200,200
Facility Maint. Contract Services	460,400	477,500
Utility Expenses	432,199	466,970
General Expenses	547,800	679,700
Transfers (MESA)	577,523	517,250
Office Expenses	63,100	72,400
Employee Expenses	73,000	78,500
Real Estate Costs - Northpointe	1,209,891	1,155,000
Depreciation	1,620,000	1,850,000
Total Operating Expenses	10,549,711	11,081,097
Total Net Income	210,807	(294,937)
Appropriation		
Total Expenses	10,549,711	11,081,097
Less: Non Cash Items		
Depreciation	(1,620,000)	(1,850,000)
Amount to be Appropriated (Cash Expenses)	8,929,711	9,231,097

**Anchorage Community Development Authority
2016 Capital Improvement Budget**

Project Title	Total
5th Ave Garage elevator upgrades	350,000
6th Ave Garage elevator upgrades	450,000
Closed Circuit TV System	25,000
Electronic Key unified system	25,000
Garage structural improvements	1,750,000
General Development - various projects	150,000
IT Upgrades	15,000
Mobile License Plate Recognition	40,000
Tenant Improvements - Leased Spaces	150,000
Total	2,955,000

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

	2014 Actual	2015 Proforma	2016 Proposed
Sources of Cash Funds			
Parking Revenue	8,217,504	8,565,748	8,440,410
Other Parking Operating Revenue	178,000	178,000	178,000
Leased Space Revenue	663,414	637,270	690,500
Development Services	646,532	1,274,000	1,370,250
Other Non-Operating Revenue	122,421	105,500	53,500
Total Sources of Cash Funds	9,827,871	10,760,518	10,732,660
Uses of Cash Funds			
Parking Operations	6,156,512	6,702,889	6,768,197
Development Operations	366,468	350,317	845,650
Payment in Lieu of Taxes	488,915	494,523	517,250
Capital Investment-Parking Operations	1,592,644	3,238,000	2,655,000
Capital Investment-Development Operations	55,897	170,000	300,000
Other Uses of Cash Funds	125,604	125,604	-
Total Uses of Cash Funds	8,786,040	11,081,333	11,086,097
Net Increase (Decrease) In Cash Funds	1,041,831	(320,815)	(353,437)
Cash Balance January 1,	6,296,331	7,338,162	7,017,347
Cash Balance December 31,	7,338,162	7,017,347	6,663,910

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.

