



March 26, 2021

Mayor Austin Quinn-Davidson  
Municipality of Anchorage  
Anchorage Alaska 99501

Dear Mayor Quinn - Davidson:

I am tendering my resignation as Executive Director of the Anchorage Community Development Authority effective immediately.

During the last several months ACDA staff, board of directors and its private sector partners have experienced an alarming pattern of bad faith dealings with the MOA. The end result has made it impossible for me to continue to lead ACDA given the continued actions that have placed this agency and our private sector partners at risk.

The tipping point occurred last week when the MOA threw a wrench into our transit center project as our board was preparing to approve the agreement thus putting a \$50 million development in jeopardy. In addition, the refusal to re-appoint ACDA's board chair and vice chair during the most critical time in this agency's history was inexplicable. In all honesty over the last several months I have felt like I have been leading this organization through the twilight zone.

During that time we have suffered unexplained delays, false and misleading statements to our board and a failure to deliver on promises that have put this agency's fiscal solvency and public reputation at risk. While I absolutely have no doubt that you were completely unaware of these promises being made by your senior leadership, it makes the point that trust with your staff is no longer salvageable.

The ACDA board of directors is comprised of nine voting members. Two of those members are direct appointees from the mayor's staff that include the MOA's Chief Fiscal Officer and the Director of Economic and Community Development. It has been clearly understood by myself and our board that when they speak they are speaking for the mayor. We believe what they say. We have faith their words represent the mayor's words and their assurances represent the mayor's assurances. However beginning last fall what they've said has been false and misleading.

After telling ACDA we couldn't sell assets and recapitalize the agency to hedge against rainy days and complete existing projects, your staff promised our board that the MOA was going to deliver \$5.7 million in exchange for our equity in the APD Headquarters building. For eight months, including the last five you have been mayor, your staff who work a combined 150 steps from your desk, have been making million dollar promises about relief. For eight months as ACDA board members your staff advocated and voted to pursue projects they knew we couldn't afford without the money they promised to deliver. But they didn't deliver. As of today they have yet to offer any coherent reason why they misled the board.

But the final straw was the removal of Terry Parks as the ACDA board chair. Over the last five years the success of ACDA in the development arena rests a lot on Terry's shoulders. His years as a developer and property owner have given ACDA significant advantages in negotiating deals that will transform downtown.

Mayor you personally instructed your staff to call me before removing Terry to ensure there would be no disruption to the organization. If they would have called me I would have said my agency is in the most difficult stretch of its history and Terry has been my best advisor in trying to navigate declining parking revenues and the costly broken promises from your staff. But they didn't bother to call me. Instead I found out Terry had been removed from the board by...Terry. This means I have been robbed of my key advisor and ACDA has been robbed of a valuable board member. Where is the accountability for any of this behavior?

Mayor I cannot thank you enough for dedicating the last three weeks to meeting with myself and our board of directors to explore solutions. Once you became aware of our dire situation you jumped in to help and have always been available. I can't thank you enough because before you entered into the conversation we had spent eight months hearing empty promises from your staff.

During the last five years I have been proud of the organization we have built, the private sector partnerships we have created and the work we have done in downtown. However I can no longer lead ACDA when the people I report to at the MOA have proven themselves to be destructive and untrustworthy.

Again, I thank you for your critical help the last few weeks and know our board and senior management will continue to be involved in the discussion about revenue relief for ACDA. I thank you for the opportunity to lead ACDA for the last five plus years and thank you for your service to Anchorage.

Andrew Halcro  
Executive Director  
Anchorage Community Development Authority