

TO: Assembly Members
FROM: Christina C. Hendrickson, Real Estate Director
RE: Whistleblower Compliant
DATE: 15 September 2021

Below and attached is a whistle blowing compliant as governed by AMC 3.75. The following is a matter of public concern meeting the definition in points 1 and 3, defined below from AMC 3.75. Because of AMC 2.6.110.D, this matter is unqualified for Item 4. I reasonably believe the following information is a matter of public concern. I make this report in good faith and provided this information to my supervisor on 9 September 2021. The report did not result in prompt action to remedy the matter of public concern. The specifics of the following report is known by multiple Directors and multiple departments' staff. I do believe an emergency exists based on the abuse of power, and I do fear reprisal or discrimination for both myself and my valued staff as a result of this disclosure.

Matter of public concern means:

1. A violation of federal, state or municipal law, regulations or ordinance;
2. A danger to public health or safety;
3. Gross mismanagement, a substantial waste of funds, or clear abuse of authority; or
4. A matter accepted for investigation by the office of the ombudsman under [section 2.60.110](#).

Much of the conversations among my supervisor and the Mayor's office are via phone and not recorded. Instead of relying on hearsay, I offer the attached documentation demonstrating the Department's organization, role and responsibility, our proper hiring procedures for the PCN that the Mayor's office transferred Jim Winegarner into, violating code, and more.

1. A violation of federal, state or municipal law, regulations or ordinance

The following AMC was violated: [3.30.067](#), [3.30.068.C.5](#), 25.4, and [3.30.172.D](#). I have not researched what fraud violations may be valid. Transfer of an employee without Director approval and without AO/AM and budget discussed in detail below.

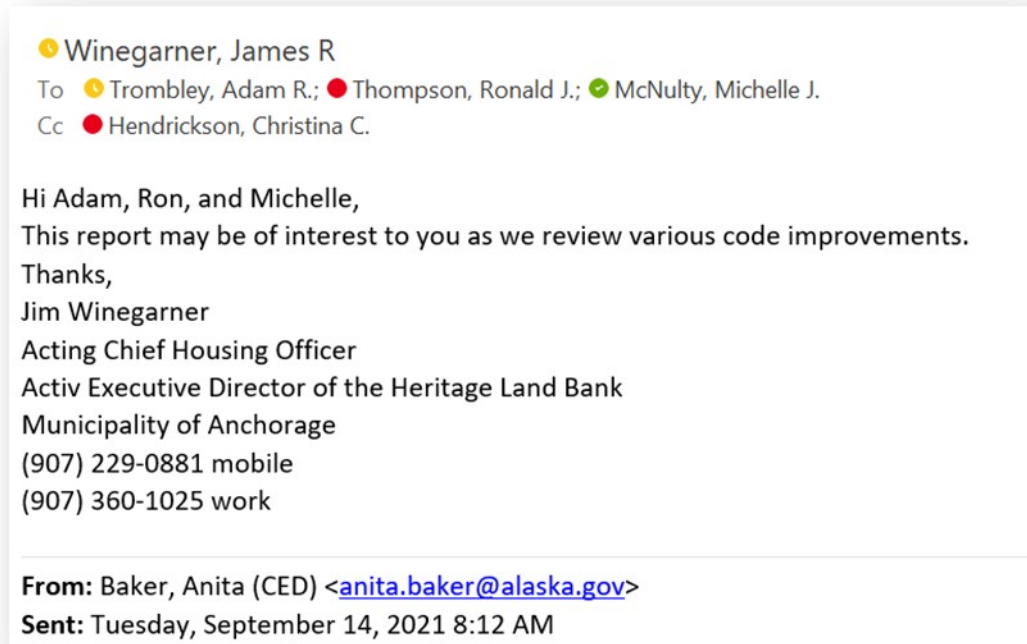
3. Gross mismanagement, a substantial waste of funds, or clear abuse of authority

- A. Enabling and allowing Jim Winegarner to be "Acting."
- B. Transferring a PCN under the guise of support to the Mayor's office when really it was a plant to name Jim as Executive Director of the Heritage Land Bank because the Rasmuson Foundation would not fund him as Chief Housing Officer.
- C. Fraudging public funds to locate monies for an unqualified candidate to serve in a role that is already filled with qualified staff with no demonstrated need identified.

On 25 June, both myself and Jim Winegarner interviewed for the Real Estate Director position, vacated by Robin Ward's retirement on 30 June 2021 (Attachment A). On 1 July, I began as the Real Estate Director. On 7 July, my office hosted Jim to onboard him as Chief Housing Officer (Attachment B). The Mayor's office appointed Jim as Acting Chief Housing Officer, a position [previously held by Robin Ward](#) while she was the Real Estate Director and Executive Director of the Heritage Land Bank. The Rasmuson Foundation funds the grant for this position and approves the candidate. The grant is executed through the Real Estate Department (Attachment C).

When Rasmuson did not approve the candidate, Jim continued to sign his emails and act as the Acting Chief Housing Officer (below). On 26 August, I followed protocol and submitted by Request to Hire a highly-skilled candidate for an open and funded PCN in my Department (Attachment F). On 27 August, the Mayor's office transferred Jim from their office to an open PCN in my department without approval (see attached voicemail), placing him in a position for which he is not qualified and for which another candidate was selected from a series of interviews. The Mayor's office gifted him title of Executive Director of the Heritage Land Bank, for which he is not qualified and for which there is no funding in 2021 nor 2022 budgets (Attachment D).

Jim now signs his emails as follows; and yes, his misspells "Acting"



During the week of 30 August, Adam Trombley worked with Sami Graham and Brice Wilbanks to remove Jim from the PCN I have for my qualified and selected candidate. None could articulate what Jim does; who he reports to; or how he is being paid. During the week of 7 September, while Adam was on PTO, Craig Campbell, filling the role of Policy and Programs Director, called Ron Thompson, delegated by Adam in his absence, and told him that Jim would remain in that PCN and that money was being located for him. I followed up with Office of Management and Budget and confirmed there is no budget for Jim in either Chief Housing Officer or as Executive Director of the Heritage Land Bank.

On 9 September, I provided the below email to my direct supervisor, Adam Trombley. He responded with an in-person meeting on 13 September with myself and Ron Thompson. He stated he would call Craig Campbell to resolve. Later he conveyed Craig's desire for Jim to become Executive Director of the Heritage Land Bank and would find the money to do so. Adam is on PTO from 15-20 September.

For over a decade, the Real Estate Director has fulfilled the role of Executive Director of the Heritage Land Bank. As shown in my budget proposal, there is no need for an additional Executive Director in the Real Estate Department (Attachment E). Our lean Department is a superb performer, exceeding the needs to stakeholders and collaborating among Departments in the best interest of citizens and neighbors. The method by which the Mayor's office hired, funded, transferred, and is trying to fund Jim violates multiple codes and is fiducially irresponsible. The Mayor required each Department to cut 5%. The Real Estate Department was unable to do so because we carry the lease and rent payments for municipal services. When evaluating my team for efficiency, I found the open and funded position in my department to be of the utmost need for modernization and succession planning. Further, the qualified candidate was willing to take a much lower salary to begin his/her career with the Municipality of Anchorage (Attachment F).

ATTACHMENT A

POSITION DESCRIPTION INSTRUCTIONS

Update Position Description: Update duties as needed but at least **every 2 years**. As duties change, be sure to review the physical, mental requirements and hazards under section 17.

Position Change Form (Formerly known as the OMB Funding Sheet): This form is required for the following actions: new positions, FTE increases/decreases, add/delete, bargaining unit change and reclassification actions to a higher/lower salary range.

Section 14

Examples of Poor and Good Duty Statements

Poor Statement

- Handles incoming Utility payments.
- Assists the Section Supervisor with the daily administration and control of operations.

Good Statement

Receives, opens, sorts, and prepares Utility payments for automated processing.

Monitors Section workload, adjusts work assignments to maximize productivity, participates with Section supervisor in interviewing and selecting new employees, trains new employees, develops and presents recommendations for problem resolution to Section supervisor.

List the duties of the position in the "good statement" format above.

Define Essential and Marginal Duties

Supervisors must determine and define essential and marginal functions/duties of the position. Essential functions are the fundamental duties of the position. Marginal functions are those duties that could reasonably be assigned to another position. A duty may be considered an essential function for several reasons, including but not limited to:

- ◇ the function may be essential because it is the reason the position exists;
- ◇ the function may be essential because of the limited number of employees available who could perform the function; and/or
- ◇ the function may be essential because it is highly specialized and requires specific expertise or ability.

For example, an essential function of a courier is mail delivery which typically requires lifting/carrying and transporting heavy items. The courier is also assigned to answer the office phones as a back-up to the regular staff person. The telephone reception duty is a marginal function as it can be assigned to another position.

The supervisor must mark each duty/function as essential (E) or marginal (M).

Calculate Percentage of Time for Each Duty

Determine the percentage of time spent on each duty by thinking of the job in a time block of a week. Estimate how much time spent is performing each duty. For example, if you spend one day each week processing Utility payments, divide the time spent on the duty by the time block: 1 day divided by 5 days equals 20 percent. Similarly, 6 hours/week divided by 40 = 15 percent. The total time spent on duties must equal 100 percent. If the work changes seasonally, prepare a Section #14 for each season; e.g., one for the summer season and one for winter.

13.	In one short paragraph, summarize the main purpose of the position to include duties and responsibilities and/or services provided. The Employment Office will use this text when posting the position for hire.	
<p>The Real Estate Director oversees the Real Estate Department, including the divisions of Real Estate Services and Heritage Land Bank (HLB), and is responsible for the management oversight of the acquisition, retention, and disposal of municipal lands and lands within the HLB inventory, to include reserving needed lands for future public uses. The Director also oversees lease, planning, acquisition, management, maintenance and disposition of real property owned or occupied by the municipality, including utilities, and tax foreclosures of property.</p>		
14.	<p>List the duties and responsibilities of the position. Begin with the most important duty and list in decreasing order of importance. Describe each duty in detail and include the percentage (%) of time of each. Use additional sheets as necessary.</p> <p>The supervisor must define each duty/function as essential (E) or marginal (M).</p>	
*E/ M	%T	DUTIES/FUNCTIONS

E 75% Oversee the Real Estate Department's exclusive authority and responsibility to administer the acquisition and disposal of real property for the Municipality, which includes but is not limited to, negotiating all acquisitions of real property for the MOA; administering all disposals of municipal land; preparing and securing the execution of all contracts, leases, conveyances and other documents pertaining to the acquisition and disposal of real property; maintaining all records in connection with foreclosure proceedings, pertaining to the acquisition, ownership and status of municipal land and pertaining to the management of that land; maintaining a current inventory of all municipal land; managing all municipal land for which no other managing agency has been designated; leasing or renting facilities or floor space, all within the division of Real Estate Services.

E 25% Oversee the Heritage Land Bank, a division of the Real Estate Department, whose mission is to manage uncommitted municipal land and the HLB Fund in a manner designed to benefit the present and future citizens of Anchorage, promote orderly development, and achieve the goals of the comprehensive plan. The HLB Director oversees acquisitions, purchases, donations, exchanges, all lands transferred from the state as part of the Municipal Entitlement Act, or other means which is to be managed by HLB on behalf of the MOA; perfect the Municipality's title to all land in the HLB inventory; maintain complete and accurate public records of all parcels in the HLB inventory; manage lands in the HLB inventory in a manner which will protect and enhance its economic and other municipal values; work with other agencies to determine long range analysis for future municipal needs and purposes; withdraw, transfer or dispose of lands; and oversee HLB's exclusive grantee of conservation easements and recipient of funds generated by compensatory mitigation agreements with the U.S. Army Corps of Engineers.

15. Employee's comments – Note any other aspects of the position not covered:

16. **Employee Certification** – I certify that the above statements are accurate and complete to the best of my knowledge.

Signed



Date

7/20/17

Note: **Employee signature is not required** if position description is: for a vacant position, for multiple positions, is being changed at the direction of management, or the employee does not want to sign.

The Supervisor, Division Manager, Director or designee must complete the following sections. Supervisory responses must be consistent with the information provided in Sections 13, 14, and 17, and the organization chart.

PHYSICAL AND MENTAL REQUIREMENTS AND POTENTIAL HAZARDS

17. The following identifies the physical demands and mental requirements and potential hazards typically encountered by this position. The information is necessary in part to ensure compliance with the Americans with Disabilities Act and the OSHA Blood borne Pathogens Standards. Responses should reflect physical demands or exposure to hazards that can be reasonably anticipated **and an expectation of the job**. If you are unsure and have questions in this are please contact Employee Relations, ADA Coordinator.

Mark the box with the rating that best matches the requirement of this position according to the following scale:

NA: Not applicable, not required of this position.

NE: Requirement is present, but is **not** essential to the position. (For example, a receptionist encounters aggressive/angry people, but this is not an essential assignment.)

O: Occasional up to 33 percent of the time **and** essential to the position. (For example, a lifeguard swims only occasionally, but it is essential that a lifeguard be able to swim; or a police officer must deal with aggressive/angry people.)

F: Frequent over 33 percent of the time.

Physical and mental requirements and potential hazards checked below must be consistent with Duties/functions/ tasks listed in Section 14.

	NA	NE	O	F
Speaking				X
Hearing				X
Interacting with others				X
Seeing in limited light			X	
Seeing objects at a distance		X		
Seeing objects peripherally			X	

	NA	NE	O	F
Seeing close work (e.g., typed print)				X
Distinguishing colors			X	
Reading				X
Writing				X
Calculating				X
Editing				X
Evaluating				X
Interpreting			X	
Organizing				X
Sitting				X
Walking			X	
Running	X			
Bending, Twisting, Kneeling		X		
Pushing/Pulling		X		
Climbing (includes into/out of cramped spaces)	X			
Crawling (includes into/out of cramped spaces)	X			
Swimming (Indoors)	X			
Swimming (Outdoors)	X			
Repetitive motion of hands/fingers				X
Grasping with hand, gripping			X	
Lifting/carrying 10-25 pounds		X		
Lifting/carrying 26-50 pounds	X			
Lifting/carrying more than 50 pounds	X			
Driving (regular class D license – list under # 20)				X
Driving (CDL Class A, B, or C – list class and endorsement under # 20)	X			
Work in/exposure to inclement weather	X			
Work at heights (e.g., towers, poles)	X			
Exposure to dust, chemicals, or fumes, exhaust	X			
Exposure to loud noises	X			
Exposure to infection, germs, or contagious diseases		X		
Exposure to blood, body fluid, or materials potentially contaminated by blood or body fluids	X			
Exposure to needles or sharp implements	X			
Exposure to electrical current (not outlets)	X			
Use of hazardous/dangerous equipment and/or machinery (e.g. chainsaws, explosives)	X			
Exposure to smoke, excessive heat, and fire (Public Safety)	X			
Exposure to aggressive/angry people (Public Safety)		X		
Restraining/grappling with people (Public Safety)	X			

	NA	NE	O	F
Firing Weapons	X			
Other:				
Other:				
Are there any other physical or mental requirements and/or potential hazards of the position that have not been addressed above?				
18. Review Sections 1-17 for accuracy and completeness. Note any additions or exceptions below:				
<p>19. List machinery, tools, equipment, instruments, vehicles, computer hardware/software, etc., required to perform the essential duties of the position (e.g. car, fire apparatus, bus, calculator, bulldozer, drill, Excel, etc.)</p> <p>Computers; Microsoft Office Suite, PACE-Stellant, PeopleSoft, Kronos, AdobePro, Enterprise Server (CAMA), mapping software; calculator; telephone; smartphone; printer/copier/scanner/fax; and motor vehicle.</p>				
<p>20. List any license (driver's, CDL class and endorsements, paramedic license, nursing license, etc.), registration, permit, certification, physical or other standards etc. required by municipal, state or federal law or regulation to perform the duties and responsibilities of the Position. Please be specific.</p> <p>Note: If a license/certification is listed as requirement, identify what type of license/certification and describe why the license/certification is required in the space below.</p> <p>Driver's license is necessary due to frequent off-site meetings in locations from Girdwood to Eklutna.</p>				
<p>21. List any laws, rules, regulations, standards, codes, or other regulatory guides regularly used in performing the work. Examples are municipal codes, statutes, federal regulations, professional standards, building codes, trade practices, and procedure manuals. Please be specific.</p> <p>AMC Title 25 in its entirety, Municipal Policy and Procedures, Heritage Land Bank Policies and Procedures, and some of the related provisions in AMC Titles 4, 6, 7, 8 and 21.</p>				
<p>22. List the types of decisions/actions the employee independently makes on a regular basis. These are decisions/actions that do not require prior supervisory approval.</p> <p>All decisions and actions by the incumbent are performed independently, however often require the support of the Administration and Assembly approval.</p>				

☐ NO, the position does **not directly** supervise (go to Section 24)

☒ YES, the position directly **supervises** others on a regular basis.

Definition of Authority

X = Employee effectively recommends and/or takes action.
Blank = No authority.

[illegible]

THIS SECTION MUST BE HAND WRITTEN

24. **Supervisor Certification** – I certify that I have read the above statements, and that they are accurate and complete to the best of my knowledge.

Signed _____

Date 07-24-2017

~~25. **Division Manager (or designee) Certification** – I certify that I have read the above statements, and that they are accurate and complete to the best of my knowledge.~~

Signed _____

Date _____

26. **Department Head Certification** – I certify that I have read the above statements, and that they are accurate and complete to the best of my knowledge.

Signed _____

Date 07-24-2017

ATTACHMENT B

From: [Hendrickson, Christina C](#)
To: winegarnerllc@gmail.com; [Briggs, Tiffany E](#); [Rowton, Shelley A.](#)
Cc: [Winegarner, James R](#); [Trombley, Adam R.](#)
Subject: RE: Chief Housing Officer position discussion
Date: Friday, July 9, 2021 9:15:00 AM

Jim,

Thanks for meeting with us. We discussed:

[Housing and Community Development 2021 Action Plan](#)

Anchorage Health Department – CDBG Grants
tamiah.liebersbach@anchorageak.gov – Admin Grants & Contracts

HUD Field Office
chad.stovall@hud.gov – AK Field Office Director (this used to be Colleen Bickford; I've never met Chad – he just took over this month)
carma.reed@hud.gov – Director, Community Planning & Development (I've met Carma; she handles CDBG and other programs)

Contacting AHBA to meet with their [Builder's Council](#)

Nikki Giordano

Chief Executive Officer

nikki@ahba.net

907-522-3605

-----Original Appointment-----

From: Hendrickson, Christina C <Christina.Hendrickson@anchorageak.gov>

Sent: Friday, July 2, 2021 11:48 AM

To: winegarnerllc@gmail.com; [Briggs, Tiffany E](#); [Rowton, Shelley A.](#)

Subject: Chief Housing Officer position discussion

When: Wednesday, July 7, 2021 11:00 AM-12:00 PM (UTC-09:00) Alaska.

Where: Conf. Permit Center, 266 - Real Estate (8)

ATTACHMENT C

From: [Hendrickson, Christina C.](#)
To: [Lawyer, Leilah I.](#)
Cc: [Briggs, Tiffany E](#)
Subject: 2022 Operating Grant and Alternative Funded Programs - Real Estate
Date: Thursday, August 12, 2021 9:47:00 AM
Attachments: [09 - RED 2022 - Grant and Alternative Funded Programs.xlsx](#)
[image002.png](#)

Leilah,

Attached is the [Operating Grant and Alternative Funded Programs spreadsheet](#) for today's 2022 Budget Meeting with the Mayor at 2:00pm.



Christina Hendrickson

Real Estate Director
Municipality of Anchorage
4700 Elmore Road, Anchorage Alaska 99507
(907) 343-7536
christina.hendrickson@anchorageak.gov

Real Estate Operating Grant and Alternative Funded Programs

Program	Fund Center	Award Amount	Expected Expenditures Thru 12/31/2021	Expected Expenditures in 2022	Expected Balance at End of 2022	Personnel			Program Expiration
						FT	PT	T	
Rasmuson Foundation Grant									
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2020 - March, 2021. (third party grant)	122100/ 122200	105,000	78,750	26,250	-	-	-	-	3/31/2021
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2021 - March, 2022. (third party grant)	122100/ 122200	80,000	-	60,000	20,000	-	-	-	3/31/2022
Real Estate Services & Heritage Land Bank: Chief Housing Officer for MOA, April, 2022 - March, 2023. (third party grant)	122100/ 122200	40,000	-	-	40,000	-	-	-	3/31/2023
Environmental Protection Agency: Brownfields Coalition Grant									
Real Estate Department: grant implementation (federal grant)	122200	600,000	200,000	350,000	50,000	-	-	-	9/30/2022
Oscar Anderson House Museum Grant									
Passed through from Alaska Community Foundation for Oscar Anderson House Museum costs, including, but not limited to repairs and collection acquisition. (third party grant)	122200	11,300	11,300	-	-	-	-	-	N/A
Total Grant and Alternative Operating Funding for Department		836,300	290,050	436,250	110,000	-	-	-	
Total General Government Operating Direct Cost for Department				8,252,175		5	1	-	
Total Operating Budget for Department				8,688,425		5	1	-	

ATTACHMENT D

Real Estate Department

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:



Administration – Make city government more efficient, accessible, transparent, and responsive

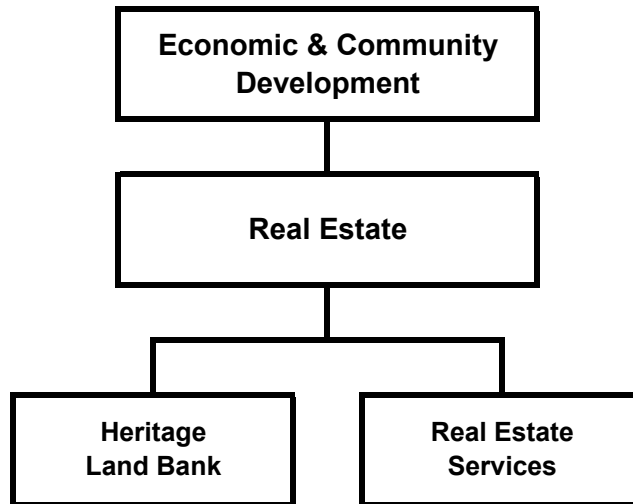
- Generate revenue through disposals and use permits of HLB inventory provided to municipal and other agencies, and to the private sector.
- Annual tax foreclosure process: Collection of delinquent property taxes and assessments.
- Annual process for taking Clerk's Deed and subsequent sale of deeded properties via sealed bid auction.
- Review all contract files annually to maintain current and accurate information and contractor compliance.



Economy – Build a city that attracts and retains a talented workforce, is hospitable to diverse entrepreneurs, small business and established companies, and provides a strong environment for economic growth

- 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.
- 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.
- Identify municipal raw lands suitable for pre-development activities; e.g. zoning, platting, roads, water/sewer, etc.

Real Estate



From: [Hendrickson, Christina C.](#)
To: [Lawyer, Leilah I.](#)
Cc: [Trombley, Adam R.](#); [Raszkievicz, Karl K.](#)
Subject: RE: 2022 Budget Department Proposal/Mayor's Meetings
Date: Tuesday, August 3, 2021 4:24:00 PM
Attachments: [RED-BudgetMemo-210803.pdf](#)

Leilah,

Attached is my reply to the below questions.

From: Lawyer, Leilah I. <leilah.lawyer@anchorageak.gov>
Sent: Tuesday, August 3, 2021 11:34 AM
To: IDirectors <Directors@anchorageak.gov>; Crapps, John E. <john.crapps@anchorageak.gov>
Cc: Banzhaf, Marilyn T. <marilyn.banzhaf@anchorageak.gov>; Chesnut, Christine L. <christine.chesnut@anchorageak.gov>; Petersen, Courtney <courtney.petersen@anchorageak.gov>; Demboski, Amy <Amy.Demboski@anchorageak.gov>; Campbell, Craig <Craig.Campbell@anchorageak.gov>
Subject: RE: 2022 Budget Department Proposal/Mayor's Meetings

Hello Directors,

As a request from the administration, please also provide by COB Friday, August 6th your responses to the following:

- What specific steps (minimum of three) will your department take in 2022 to make your department more efficient by bringing down costs for the people of Anchorage?
- What specific steps (minimum of three) will your department take in 2022 to make your department more effective in serving the people of Anchorage?
- Do you foresee any jobs/duties in your department that can be automated in the future due to the implementation of new software systems? Do we need to be aware of any resources that need to be allocated that will fulfill those goals?
- What new programs have been added to your department in the last six years?
- Would a reorganization of your department lead to more efficient operations thus leading to lowering the cost of operations?
- How many employees were added to your department in the last six years? Please explain those reasons.

Thank you very much!

Leilah Lawyer
Office of Management and Budget
Administrative Officer
Ext. 4496

From: Raszkievicz, Karl K. <karol.raszkievicz@anchorageak.gov>
Sent: Wednesday, July 14, 2021 5:05 PM
To: Acton, Jamie M. <jamie.acton@anchorageak.gov>; Alger, Rachelle <Rachelle.Alger@anchorageak.gov>; Anderson, Mitzi B. <mitzi.anderson@anchorageak.gov>;

Armstrong III, Clifford <clifford.armstrong@anchorageak.gov>; Babb, Brendan J
<brendan.babb@anchorageak.gov>; Banzhaf, Marilyn T. <marilyn.banzhaf@anchorageak.gov>;
Belden, Carrie M. <carrie.belden@anchorageak.gov>; Bergt, Patrick
<Patrick.Bergt@anchorageak.gov>; Bockenstedt, Jason R. <jason.bockenstedt@anchorageak.gov>;
Campbell, Craig <Craig.Campbell@anchorageak.gov>; Carpenter, Kim
<kim.carpenter@anchorageak.gov>; Chadwick, Michael B. <michael.chadwick@anchorageak.gov>;
Cole, Jacob O. <jacob.cole@anchorageak.gov>; Corsentino, Mark A.
<wwmac@awwu.mail.onmicrosoft.com>; Dahl, Marc <marcus.dahl@anchorageak.gov>;
Degenhardt, Richard Jr <richard.degenhardt@anchorageak.gov>; Demboski, Amy
<Amy.Demboski@anchorageak.gov>; Doehl, Robert A. <robert.doehl@anchorageak.gov>; Durand,
Joshua A. <joshua.durand@anchorageak.gov>; Ellis, Pamela J. <pamela.ellis@anchorageak.gov>;
Ennis, Deitra L. <deitra.ennis@anchorageak.gov>; Evans, Cheryl L.
<cheryl.evans@anchorageak.gov>; Fetko, DeeAnn <deeann.fetko@anchorageak.gov>; Frisk, Travis
C. <Travis.Frisk@anchorageak.gov>; Frost, Jack L. <jack.frost@anchorageak.gov>; Gadamus, Jack J
<jack.gadamus@anchorageak.gov>; Gibbs, Donald R. <donald.gibbs@anchorageak.gov>; Graham,
Sami <Sami.Graham@anchorageak.gov>; Griffith, Raylene M. <raylene.griffith@anchorageak.gov>;
Harris, Heather <heather.harris@anchorageak.gov>; Harvey, Garrett J.
<Garrett.Harvey@anchorageak.gov>; Henderson, Anna C. <anna.henderson@anchorageak.gov>;
Hendrickson, Christina C <Christina.Hendrickson@anchorageak.gov>; Hettrick, Jodie M.
<jodie.hettrick@anchorageak.gov>; Hickel, Kolby A. <Kolby.Hickel@anchorageak.gov>; Jarvis,
Edward A. <edward.jarvis@anchorageak.gov>; Jendrusina, Matthew J.
<matthew.jendrusina@anchorageak.gov>; Johnson Jr., Harold D.
<harold.johnsonjr@anchorageak.gov>; Jumao-as, Alex B. <alex.jumao-as@anchorageak.gov>;
Kamahele, Ronald C. <ronald.kamahele@anchorageak.gov>; Kerle, Michael
<michael.kerle@anchorageak.gov>; Kohlase, Kent E. <kent.kohlase@anchorageak.gov>; Loach,
Amanda <amanda.loach@anchorageak.gov>; MacAlpine, Heather
<heather.macalpine@anchorageak.gov>; Maglaqui, Joy P. <joy.maglaqui@anchorageak.gov>;
McCoy, Ken <ken.mccoy@anchorageak.gov>; McNulty, Michelle J.
<michelle.mcnulty@anchorageak.gov>; Mears, Tracy <tracy.mears@anchorageak.gov>; Miller, Tina
<christina.miller@anchorageak.gov>; Monfore, Mark A <mark.monfore@anchorageak.gov>; Moore,
Daniel A. <daniel.moore@anchorageak.gov>; Morgan, David A. <David.Morgan@anchorageak.gov>;
Morrison, Mollie C. <mollie.morrison@anchorageak.gov>; Oswald, Russ H.
<russell.oswald@anchorageak.gov>; Penney, Juna M <juna.penney@anchorageak.gov>; Pywell,
Claire F. <claire.pywell@anchorageak.gov>; Raszkievicz, Karl K.
<karol.raszkievicz@anchorageak.gov>; Ribuffo, Stephen <steve.ribuffo@anchorageak.gov>; Risvold,
Ross H. <ross.risvold@anchorageak.gov>; Roberts, Anneliese C
<anneliese.roberts@anchorageak.gov>; Robinson, Maury F. <maury.robinson@anchorageak.gov>;
Ross, Clare E. <clare.ross@anchorageak.gov>; Schrage, Douglas R.
<Douglas.Schrage@anchorageak.gov>; Schutte, Christopher M
<christopher.schutte@anchorageak.gov>; Shearer, Saxton O. <saxton.shearer@anchorageak.gov>;
Slivka, Alexander H. <alexander.slivka@anchorageak.gov>; Slomski-Pritz, Ira F. <ira.slomski-pritz@anchorageak.gov>; Spafford, Mark W. <mark.spafford@anchorageak.gov>; Stanley, Sarah E.
<sarah.stanley@anchorageak.gov>; Thern, Alden P <alden.thern@anchorageak.gov>; Trombley,
Adam R. <Adam.Trombley@anchorageak.gov>; Tshibaka, Niki <Niki.Tshibaka@anchorageak.gov>;
Walsh, Sharen A. <sharen.walsh@anchorageak.gov>; Ward, Robin E.

<robin.ward@anchorageak.gov>; Wilber, Lance R. <lance.wilber@anchorageak.gov>; Williams, Stephanie <Stephanie.Williams@anchorageak.gov>

Cc: Banzhaf, Marilyn T. <marilyn.banzhaf@anchorageak.gov>; Chesnut, Christine L. <christine.chesnut@anchorageak.gov>; Petersen, Courtney <courtney.petersen@anchorageak.gov>; Lawyer, Leilah I. <leilah.lawyer@anchorageak.gov>; Demboski, Amy <Amy.Demboski@anchorageak.gov>; Campbell, Craig <Craig.Campbell@anchorageak.gov>

Subject: 2022 Budget Department Proposal

July 14, 2021

Dear Directors,

Message from the Mayor:

It has been a full and rewarding first two weeks. I have enjoyed watching this great team come together. Though we have significant challenges ahead of us, I have full confidence in leadership and trust that we will get the job done. Thank you for your service to our great city. Please let me know if I can be of any help. Mayor Bronson.

2021

The Municipality faces many challenges related to its budget. To address these challenges and to protect the city's critical and necessary operations, swift and immediate action is required.

2022 Budget Proposals

The Administration will consider all constructive and productive operational improvement suggestions. Department submissions should identify not less than 5% in savings with an emphasis on efficiencies and effectiveness of government operations and streamlining services. All departments should strive to achieve an overall municipal-wide savings of not less than 5% of costs, while keeping core services intact to the extent possible. Submissions should include any possible service impacts resulting from the aforementioned savings identified.

As described above, we look forward to your suggestions for efficiencies as the Administration will be pursuing a variety of measures through the 2022 Proposed budget process. As you are preparing proposals, consider the following items that are included in the continuation budgets, with 2021 Revised as the basis of 2022 Proposed:

- One-time expenditure adjustments included in 2021 are removed when preparing the 2022 budget.
- Contractual salaries and benefits adjustments are adjusted by OMB throughout the decision-making process.
- For any labor cost increases by your department that are above the regular labor contracts agreements:
 - Offset the increase with other expenditure decreases to absorb (net zero).
- QuesticaBudget is available to review current personnel costing and make net-zero changes.
- For those departments considering 2022 capital projects, QuesticaBudget is open and available to input projects.

Please reach out to OMB direct contacts (attached) if you have questions and we encourage you to do so early if you are immediately aware of any new obligation(s) in 2022. Be sure to coordinate your proposed submissions with your Executive Managers before your submissions to OMB.

Some key dates in the process are (complete calendar attached):

Aug. 6 – All departments submit to OMB proposed 2022 department submissions in line with the guidance above, CIB/CIP, O&M schedules, and service area budgets.

Aug. 9-20 – Executive Managers and Mayor to meet with Departments to review proposals and budgets.

Aug. 27, Sept 1, Sept. 2 – Mayor's decisions on: Utility/Enterprise Operating and Capital Improvement Budget (CIB)/Capital Improvement Program (CIP), General Government CIB/CIP, and General Government Operations.

Sept. 1 – OMB provides 120-Day Memo with the Mayor's preliminary budget information to the Assembly.

Sept. 9-30 – OMB compiles budget.

Oct. 1 – OMB submits budgets and Six-Year Fiscal Program to Assembly and online.

Thank you in advance for your attention and action on this request.

Respectfully,

Karl Raszkievicz, Acting OMB Director



**MUNICIPALITY OF ANCHORAGE
MEMORANDUM
REAL ESTATE DEPARTMENT**

DATE: August 3, 2021
TO: Karl Raskiewicz, Director, Office of Management and Budget
THRU: Adam Trombley, Office of Community Development
FROM: Christina C. Hendrickson, Director, Real Estate Department
SUBJECT: Delegation of Authority

What specific steps (minimum of three) will your department take in 2022 to make your department more efficient by bringing down costs for the people of Anchorage?

1. Renegotiate Leases
2. Enforce lease terms and conditions
3. Hire a Land Management Officer

What specific steps (minimum of three) will your department take in 2022 to make your department more effective in serving the people of Anchorage?

1. Digitize records
2. Create space for visitors to the department to see for lease and sale opportunities and engage with the staff
3. Routinely engage other departments, such as Planning and Public Works, for investment related projects, such as infrastructure

Do you foresee any jobs/duties in your department that can be automated in the future due to the implementation of new software systems? Do we need to be aware of any resources that need to be allocated that will fulfill those goals?

Property and facility management software would reduce overhead burden and automate lease renewals, repair requests, vendor invoices, and manage facility and land assets and investments. The Real Estate Department is evaluating how other Department's software could be reprogrammed to service this need. The Director is engaging with other cities of similar size to learn what software they use and why.

What new programs have been added to your department in the last six years?

Brownfields cleanup program, funded by federal grant.

Would a reorganization of your department lead to more efficient operations thus leading to lowering the cost of operations?

No. Our Department has one subject matter expert for each of its service areas. The hiring of a Land Management Officer to support Heritage Land Bank and administrative functions will increase efficiencies by placing an officer in the field to issue citations and enforce terms and conditions and code.

How many employees were added to your department in the last six years? Please explain those reasons.

None.

From: [Hendrickson, Christina C.](#)
To: [Lawyer, Leilah I.](#)
Cc: [Briggs, Tiffany E](#)
Subject: RE: For ACTION: 2022 Proposed Budget Department Description and Org. Chart - Real Estate
Date: Tuesday, August 24, 2021 10:58:00 AM
Attachments: [02 - Real Estate 2021 - Department Information.docx](#)
[Copy of 01 - Real Estate 2021 - Organization Chart.xlsx](#)
[image002.png](#)

Leilah,

Attached are our revisions. Thank you.



Christina Hendrickson

Real Estate Director
Municipality of Anchorage
4700 Elmore Road, Anchorage Alaska 99519
(907) 343-7536
christina.hendrickson@anchorageak.gov

DISCLOSURE OF CONFIDENTIAL INFORMATION IS PROHIBITED BY AMC 1.15.120.
This communication is also covered by the Electronic Communications Privacy Act, 18 U.S.C. 2510-2521



Please consider the environment before printing this e-mail.

From: Briggs, Tiffany E <tiffany.briggs@anchorageak.gov>
Sent: Tuesday, August 24, 2021 8:16 AM
To: Hendrickson, Christina C. <Christina.Hendrickson@anchorageak.gov>
Subject: For ACTION: 2022 Proposed Budget Department Description and Org. Chart - Real Estate

From: Lawyer, Leilah I. <leilah.lawyer@anchorageak.gov>
Sent: Friday, August 20, 2021 8:34 AM
To: Briggs, Tiffany E <tiffany.briggs@anchorageak.gov>
Subject: 2022 Proposed Budget Department Description and Org. Chart - Real Estate

Hello Tiffany,

Happy Friday!

I am reaching out to ask for your review and update of the Real Estate Department's Information and Organization Chart sheets that I have attached. These sheets were included in the 2021 Approved Budget book and will be published in the 2022 Proposed Budget book. Please take a moment to make edits that you feel are necessary (please leave the text formatting as it is so that all departments look consistent throughout the

budget book) and send them back to me by *Wednesday, August 25th*. Feel free to contact me with any questions or concerns that you may have. Thank you for your time!



Leilah Lawyer

Administrative Officer

Municipality of Anchorage

632 W 6th Ave. Suite 800, Anchorage, AK 99501

P: 907-343-4496 F: 907-249-7702

www.muni.org Leilah.Lawyer@anchorageak.gov

From: [Hendrickson, Christina C.](#)
To: [Lawyer, Leilah I.](#)
Cc: [Briggs, Tiffany E](#)
Subject: RE: For ACTION: 2022 Proposed Budget Department Description and Org. Chart - Real Estate
Date: Tuesday, August 24, 2021 10:58:00 AM
Attachments: [02 - Real Estate 2021 - Department Information.docx](#)
[Copy of 01 - Real Estate 2021 - Organization Chart.xlsx](#)
[image002.png](#)

Leilah,

Attached are our revisions. Thank you.



Christina Hendrickson

Real Estate Director
Municipality of Anchorage
4700 Elmore Road, Anchorage Alaska 99519
(907) 343-7536
christina.hendrickson@anchorageak.gov

DISCLOSURE OF CONFIDENTIAL INFORMATION IS PROHIBITED BY AMC 1.15.120.
This communication is also covered by the Electronic Communications Privacy Act, 18 U.S.C. 2510-2521



Please consider the environment before printing this e-mail.

From: Briggs, Tiffany E <tiffany.briggs@anchorageak.gov>
Sent: Tuesday, August 24, 2021 8:16 AM
To: Hendrickson, Christina C. <Christina.Hendrickson@anchorageak.gov>
Subject: For ACTION: 2022 Proposed Budget Department Description and Org. Chart - Real Estate

From: Lawyer, Leilah I. <leilah.lawyer@anchorageak.gov>
Sent: Friday, August 20, 2021 8:34 AM
To: Briggs, Tiffany E <tiffany.briggs@anchorageak.gov>
Subject: 2022 Proposed Budget Department Description and Org. Chart - Real Estate

Hello Tiffany,

Happy Friday!

I am reaching out to ask for your review and update of the Real Estate Department's Information and Organization Chart sheets that I have attached. These sheets were included in the 2021 Approved Budget book and will be published in the 2022 Proposed Budget book. Please take a moment to make edits that you feel are necessary (please leave the text formatting as it is so that all departments look consistent throughout the

budget book) and send them back to me by *Wednesday, August 25th*. Feel free to contact me with any questions or concerns that you may have. Thank you for your time!



Leilah Lawyer

Administrative Officer

Municipality of Anchorage

632 W 6th Ave. Suite 800, Anchorage, AK 99501

P: 907-343-4496 F: 907-249-7702

www.muni.org Leilah.Lawyer@anchorageak.gov

ATTACHMENT E

Modify Position for Position: Land Management Officer

Approve

Reject

Form Utilities

▶ Attachments (0)

▼ Maintain Position

Attachments: When making changes your request must include a Position Description Form. Exception: Changes to funding source – if the funding of a position is the only item changing, a position description is not required.

Is this part of a Reorg?

- If this request is part of a re-organization of the Municipality's structure, see AMC 3.20.010 and attach a copy of the Assembly approval (AM & AO).
- If this request is part of a re-organization of a department, refer to Municipal Policy & Procedure 1-2 and attach a copy of the Mayor (including OMB and HR) approved memo.

Please note, before filling out this form make sure that all financial, cost and budget objects are created.

Effective Date *	<div>08/23/2021</div>	<div>Refresh Data</div>	Position	30001132	Executive Director of Heritage Land Bank
Process Reference Number	<div>000000029962</div>		Employee in Position:	00064399	Shelley Rowton

Current Position Details

Ready for Recruitment

☐

Requested Position Details

Ready for Recruitment

☐

Position Name	Land Management Officer	Position Name *	Executive Director of Heritage Lan...
Job	20000195	Job *	20000195
	Special Administrative Assistant II		Special Administrative Assistant II
Organization	10000013	Organization * ?	10000013
	Heritage Land Bank		Heritage Land Bank
Supervisor	30001131	Supervisor	30001131
	Christina Hendrickson		Christina Hendrickson



Is this part of a reorg?

Is this position being moved (a change in reporting structure or moving to an different organization unit) as part of a re-organization?

If it is part of a re-organization of the Municipality's structure, see AMC 3.20.010 using the link above. Please attach a copy of the Assembly approval (AM & AO).

If this is part of a re-organization of a department, please refer to Municipal Policy & Procedure 1-2 using the link above. Please attach a copy of the Mayor (including OMB and HR) approved memo.



Employee Grouping		Employee Grouping	
Employee Group	Regular Full Time	Employee Group *	Regular Full Time
Employee Sub-Group	Full Time Exempt	Employee Sub-Group *	Full Time Exempt

Work Schedule

Hours per Week	<input type="text" value="40.00"/>
Work Schedule Percentage	<input type="text" value="100.00"/>
Annual Budget FTE	<input type="text" value="0.75"/>

Account Assignment

Personnel Area	<input type="text" value="REAL ESTATE"/>
Personnel Sub-Area	<input type="text" value="Executives"/>

Planned Compensation

<input checked="" type="radio"/> Salaried(Grade)		<input type="radio"/> Hourly(Pay Scale)	
Type:	01	Salaried Exempt	Type:
Area:	01	EXE EX	Area:
Group:	GRD22		Group:
			To:
			ESG:
Level:	00		Level:
To:	00		To:

Work Schedule

Hours per Week *	<input type="text" value="40.00"/>
Work Schedule Percentage	<input type="text" value="100.00"/>
Annual Budget FTE *	<input type="text" value="0.75"/>

Account Assignment

Personnel Area *	<input type="text" value="REAL ESTATE"/>
Personnel Sub-Area *	<input type="text" value="Executives"/>

Planned Compensation

<input checked="" type="radio"/> Salaried(Grade)		<input type="radio"/> Hourly(Pay Scale)	
Type:	01	Salaried Exempt	Type:
Area:	01	EXE EX	Area:
Group:	GRD22		Group:
			To:
			ESG:
Level:	00		Level:
To:	00		To:

Physical Address

Building	Planning and Development Ce...
House No / Street	4700 Elmore Road
City	ANCHORAGE
State	AK
Zip Code	99507

Cost Objects

Master Cost Center	122100
	Heritage Land Bank

Existing Cost Assignment

Physical Address

Building *	Planning and Development Ce...
House No / Street *	4700 Elmore Road
City *	ANCHORAGE
State *	AK
Zip Code *	99507

Cost Objects

Master Cost Center *	122100
	Heritage Land Bank

[illegible]

ATTACHMENT F



**MUNICIPALITY OF ANCHORAGE
MEMORANDUM
REAL ESTATE DEPARTMENT**

DATE: August 26, 2021

To: Mayor Dave Bronson

Through: Adam Trombley, Director of OECD

Through: Niki Tshibaka, Chief Human Resources Officer

FROM: Christina Hendrickson, Real Estate Director

SUBJECT: Request to hire

I request your approval to hire Daniel Scheperle as Land Management Officer in the Real Estate Department.

The Land Management Officer position has been vacant for three years. In providing an additional staff member, both Real Estate Services and Heritage Land Bank operations improve in efficiency. Mr. Scheperle is an exemplary candidate in his forestry management background and his Geographic Information Systems (GIS) skillset. His references praised his organizational abilities and his agility in the field. He values data to make qualitative decisions and possess a background in developing technological applications with geospatial layers. As a true GIS user and project manager, he would be a formidable addition to the small, self-performing staff in the Real Estate Department. Mr. Scheperle will be trained as a Right of Way agent, enabling the Real Estate Department to self-perform and cite code violations and trespasses when in the field. His augmentation to the current team will increase revenues, enforce compliance, and ensure data-drive decisions for both Real Estate and Heritage Land Bank programs.

Mr. Scheperle will fill a current vacancy PCN 300001130 in the Real Estate Department with a desired effective hire date of 7 September 2021. A resume is attached for your review.

I propose to offer Mr. Scheperle a salary of \$60,000 with 120 hours of NCL. This position was budgeted in 2021 and in 2022. This timely hire brings in Mr. Scheperle as the Real Estate Department reviews wetlands delineations and appraisals and creates a 2022 work plan.

_____ Approved

_____ Denied

From: [Hendrickson, Christina C.](#)
To: [Demboski, Amy](#)
Cc: [Tshibaka, Niki](#); [Trombley, Adam R.](#)
Subject: Request to Hire
Date: Thursday, August 26, 2021 1:15:00 PM
Attachments: [RED-LMOMemo-210826.pdf](#)
[Daniel Scheperle Resume 210812.pdf](#)
[image006.png](#)



**MUNICIPALITY OF ANCHORAGE
MEMORANDUM
REAL ESTATE DEPARTMENT**

DATE: August 26, 2021
TO: Mayor Dave Bronson
Through: Adam Trombley, Director of OECD
Through: Niki Tshibaka, Chief Human Resources Officer
FROM: Christina Hendrickson, Real Estate Director
SUBJECT: Request to hire

I request your approval to hire Daniel Scheperle as Land Management Officer in the Real Estate Department.

The Land Management Officer position has been vacant for three years. In providing an additional staff member, both Real Estate Services and Heritage Land Bank operations improve in efficiency. Mr. Scheperle is an exemplary candidate in his forestry management background and his Geographic Information Systems (GIS) skillset. His references praised his organizational abilities and his agility in the field. He values data to make qualitative decisions and possess a background in developing technological applications with geospatial layers. As a true GIS user and project manager, he would be a formidable addition to the small, self-performing staff in the Real Estate Department. Mr. Scheperle will be trained as a Right of Way agent, enabling the Real Estate Department to self-perform and cite code violations and trespasses when in the field. His augmentation to the current team will increase revenues, enforce compliance, and ensure data-drive decisions for both Real Estate and Heritage Land Bank programs.

Mr. Scheperle will fill a current vacancy PCN 300001130 in the Real Estate Department with a desired effective hire date of 7 September 2021. A resume is attached for your review.

I propose to offer Mr. Scheperle a salary of \$60,000 with 120 hours of NCL. This position was budgeted in 2021 and in 2022. This timely hire brings in Mr. Scheperle as the Real Estate Department reviews wetlands delineations and appraisals and creates a 2022 work plan.

_____ Approved

_____ Denied



Christina Hendrickson

Real Estate Director

Municipality of Anchorage

4700 Elmore Road, Anchorage Alaska 99519

(907) 343-7536

christina.hendrickson@anchorageak.gov

DISCLOSURE OF CONFIDENTIAL INFORMATION IS PROHIBITED BY AMC 1.15.120.

This communication is also covered by the Electronic Communications Privacy Act, 18 U.S.C. 2510-2521



Please consider the environment before printing this e-mail.