

ALASKA MENTAL HEALTH TRUST AUTHORITY
SPECIAL RESOURCE MANAGEMENT COMMITTEE MEETING
DRAFT AGENDA

May 13, 2015
8:30 a.m. – 9:30 a.m.

Teleconference Numbers

Call in Number: (866) 469-3239
Meeting/Session Number: 805 234 750 #

Call to Order (Chair Larry Norene)

Committee Members (Voting):

Laraine Derr
Paula Easley
Russ Webb
Mary Jane Michael
Carlton Smith
John McClellan (ex-officio)

Announcements

Approval of Agenda

1. Approval

- [FY16 PRI Facility Budget \(Item 1\)](#)
- [Texas Building Acquisition - Project #2015-109 \(Item 2\)](#)

2. Executive Session

3. Other

4. Adjourn



Trust
Land Office

2600 Cordova Street
Anchorage, Alaska 99503
Phone: 907-269-8658
Fax: 907-269-8605

To: Larry Norene, Chair
Resource Management Committee
From: Craig Driver
Date: 5/13/2015
Re: Item 1 - FY16 PRI Facility Budget
Fiscal Year: 2016

Approval

Proposed RMC Motion:

Proposed Motion One: *"The Resource Management Committee recommends that the Alaska Mental Health Trust board of trustees approve an increase to appropriation [15960-2016] from the Facility Maintenance Account (AKSAS fund 34048) in the amount of \$149,700.*

Proposed Motion Two: *"The Resource Management Committee recommends that the Alaska Mental Health Trust board of trustees instruct the CFO to transfer up to \$114,200 to the third party property manager, as requested by the TLO, for management of the facilities."*

Background:

Transaction/Resource: Budgets are presented to seek approval from the Alaska Mental Health Trust board of trustees for the expenditures necessary to operate and maintain the properties. The proposed property expenditures are an incremental increase to previously approved expenditure amounts.

Property Description/Acreage/MH Parcel(s): The Program Related Investment ("PRI") properties are as follows:

2330 Nichols Street, Anchorage, AK
1300 Moore Street, Fairbanks, AK
1423 Peger Road, Fairbanks, AK

General Background: The Trust Land Office (TLO) has established a system to adequately plan, manage, and report activity in the real estate portfolio. Through the use of third party professional management services, the property information is accounted for by:

- 1) matching income to expenses;
- 2) comprehensive reporting and budgeting for each property; and
- 3) capital expense forecasting.

Consistency with the Resource Management Strategy: The proposal is consistent with the “Resource Management Strategy for Trust Land” (RMS), which was adopted January 2015 in consultation with the Trust and provides for assuring that the real estate needs of mental health programs sponsored by the Alaska Mental Health Trust Authority are met as appropriate. In addition, 11 AAC 99.020(c)(3) cites protection and enhancement of the long-term productivity of Trust land.

Trust Land Office Recommendation: The TLO recommends that it is in the Trust’s best interest to approve the incremental building expenditures for FY16.

Trust Authority Consultation: This briefing document fulfills the consultation requirements that are applicable to the transaction. In the event that significant changes to the transaction are made necessary by the public notice process, the Trust Authority will be consulted regarding the changes.

Schedule of Actions:

Board Approval:	05-13-2015
Resource Management Committee Approval:	05-13-2015

Exhibit(s):

Property Budget Summary

FY16 Real Estate Budget Summary

Name	City, State	Operating	Capital	Principal	Interest	Total	Estimated Cash Balance at FY15 Year End	Additional Appropriation for FY16
Nichols	Anchorage, AK	21,200				(21,200)	23,700	2,500
Moore	Fairbanks, AK	93,400				(93,400)	11,800	(81,600)
Peger	Fairbanks, AK	35,100				(35,100)		(35,100)
Totals		149,700	-	-	-	(149,700)	35,500	(114,200)



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To: Larry Norene, Chair
Resource Management Committee
From: John Morrison
Date: 5/13/2015
Re: Item 2 – Public – Texas Building Acquisition Project #2015-109
Fiscal Year: 2015

Approval

Proposed RMC Motion:

Proposed Motion One: “The Resource Management Committee recommends the Alaska Mental Health Trust board of trustees approve the action as described herein wherein the Trust Land Office (TLO) forms and manages a Single Purpose Entity (SPE) owned in full by the Trust for the purpose of acquiring, owning, and operating the proposed property.”

Proposed Motion Two: “The Resource Management Committee recommends the Alaska Mental Health Trust board of trustees approve the proposed action to fund the newly formed LLC with principal from the Trust Authority Development Account (TADA) fund code 34045, to acquire the property, up to \$7,075,000. This funding will include purchase price net of loan assumed, entity formation expenses, legal review, closing, and due diligence costs as necessary to complete the transaction, as presented.”

Proposed Motion Three: “The Resource Management Committee recommends the Alaska Mental Health Trust board of trustees concur with the proposed action to complete the financing of the proposed property.”

Proposed Motion Four: “The Resource Management Committee recommends the Alaska Mental Health Trust board of trustees approve an increase to appropriation 15960-2016 from the Facility Maintenance Account (AKSAS fund 34048) in the amount of \$1,218,750.”

Proposed Motion Five: “The Resource Management Committee recommends the Alaska Mental Health Trust board of trustees delegate to the Executive Director of the TLO the authority to determine if it is necessary to modify or cancel this transaction.”

Background:

Transaction/Resource: Form and fund a SPE, operated and managed by the TLO, to purchase and finance land and improvements, the Real Property.

Property Description/Acreage/MH Parcel(s): The parcel of land consisting of 7.385 acres +/-, together with all buildings erected thereon containing an approximate total of 86,400 square feet. Additional improvements include parking lots and landscaping.

Proposed Actions: There are four proposed actions:

1. Formation of a SPE to acquire the proposed property.
2. Approve funding the SPE for:
 - a. Entity organizational costs
 - b. Due Diligence period costs
 - c. Acquisition of the property under consideration
3. Assume the financing currently in place, and pursue additional financing options for the property under consideration after closing.
4. Approve an incremental increase of \$1,218,750 to the property budget. The incremental costs are attributable to the purchase and operation of this property (see Exhibit 2). This property will be among those managed by a third party property manager. Revenue from this property will be collected and then used to pay expenses for the property, by the property manager. The net funds, which are Trust funds, would then be distributed to the Trust. Finally, a journal entry would be made in order to capture all of the activity on the state accounting system. The journal entry uses the Facility Maintenance Account (fund code 34048) to record the property activity. This new budget appropriation is necessitated because it was not previously known the TLO would acquire this facility.

General Background: Through approval of the Real Estate Management Plan (REMP), the Trustees have directed the TLO to invest TADAⁱ funds in quality income properties that produce predictable market rate returns. The REMP contemplated various ways to increase long term benefit to the Trust through investments in income producing real property. The TLO, in accordance with the plan, has focused on ways to diversify the holdings of the Trust. Specifically, it discussed and approved the process and results of using leverage to increase returns and reduce risk to the Trust. In addition, the TLO has sought assets outside of the Trust's current geographical holdings.

This property is being presented with financing in place. The TLO is concurrently proposing additional financing actions with the proposal for acquisition in concordance with the business model presented in the REMP, as a result of present market opportunities. This financing proposal meets the REMP business model for three reasons. First, this asset will be owned by a title holding entity. This is an important consideration because the legal entity offers several protections for the Trust. The most important protection, as it relates to financing, is that the LLC provides a buffer between the lender and the Trust. In other words, because the Trust is not the owner of the property and will not be a signatory on the note, the liability related to the property and specifically the loan, cannot reach the Trust. In addition, the completion of the financing will provide cash for additional Trust investment. Finally, as shown below in the anticipated benefit section, the proposed financing will increase the return potential of this asset.

Purchase Considerations

Tenant and Lease: The facilities are currently 100 percent leased to five tenants. The remaining lease terms range from three to five years and the expirations are appropriately staggered. Two tenants have recently expanded their lease space and preemptively renewed leases, giving strong testimony to the marketability of the property. All leases are triple net.

Facility: The property was constructed in 2006 as an in-fill development. The buildings are Class B garden office buildings with a very attractive 4.65 per thousand square feet parking ratio. The buildings range from 27,000 to 32,400 square feet for a total of 86,400 square feet. The site is 7.39 acres and is located in San Antonio with easy access to several regional arterial roads, including, but not limited to Interstate 35, Highway 281, and Loop 1604. The central location, ease of employee access, and substantial parking are all unique attributes that would be difficult to replicate.

Market/Tenants: The facility is located in San Antonio, TX, in Bexar County at the confluence of Highways 281 and Loop 1604, just a few miles north of downtown and the airport. Each tenant provides a corporate guarantee.

Interesting market facts:

- San Antonio is home to five Fortune 500 company headquarters.
- San Antonio has one of the nation's best economies for the last five years.
- The San Antonio MSA has a population of 2.3 million.
- The San Antonio MSA is projected to grow 10 percent by 2019.
- The workforce is concentrated in education, medical, and governmental.
- Unemployment for the state is 4.3 percent; San Antonio is 3.7 percent as of February 2015.

Anticipated Revenues/Benefits: The key anticipated benefits that result from pursuing the transaction are as follows:

1. Provide a significant source of spendable Income Revenue to the Trust;
2. Increase cash available for investment in other opportunities;
3. Increase the return metrics of this property;
4. Reduce risk; and
5. Diversify Trust holdings.

First, this property will initially provide approximately \$450,000 of predictable spendable Income Revenue per year when leveraged as proposed. The most important aspect of this stream of cash is the predictability. The cash may be used to supplant unexpected changes in other cash sources.

Second, financing will allow the Trust to increase the power of its capital. It is important to have a ready supply of cash for active projects and those not yet identified.

The third benefit is apparent within the economics of financing this property. Without financing, the property will outperform the long term 7.5 percent projected return on Permanent Fund assets that consists of a 5 percent projected real return plus an assumed inflation rate of 2.5 percent. The project as proposed increases all of the key metrics the TLO uses to evaluate the merits of an investment (Exhibit 1). Potential modifications to the financing would further increase the return on investment.

Fourth, the use of financing has the potential to reduce risk in two ways. Foremost, it reduces Trust equityⁱⁱ in an individual asset. If an asset is destroyed or otherwise rendered worthless, the Trust's exposure to loss is reduced dollar for dollar by the amount of non-recourse financing on the investment. The Trust's financial exposure to the destruction or other risk associated with the property valuation is minimal in this instance as the tenant has indemnified the owner and insurance is carried to cover the full value of the building. In the unlikely event the asset is compromised, the insurance proceeds will cover the loss to the owner, and will pay the loan in full.

The other way that financing reduces risk is by allowing an equity pool of a certain amount to be invested across a greater variety of assets. For arguments sake, an unleveraged \$50 Million investment in one property would be the definition of putting all the Trust's eggs in one basket - generally, not considered wise financial planning. A more diversified unleveraged fund might buy a certain group of five properties across geographic regions, business types, and property types. If that same \$50 Million was leveraged at 50 percent it would produce \$100 Million of buying power. This would allow the purchase of ten properties under a similar scenario. Potential risk to the Trust is reduced by doubling the number of cash flow streams, diverse geographic locations, and diversity of tenants among other benefits. This approach is consistent with the Resource Management Strategy and Real Estate Management Plan.

The fifth benefit of this proposal is that this asset diversifies the Trust's holdings in several ways. First, the Trust is heavily invested in Alaska land and more specifically, its natural resources therein. The proposed asset is not in the same geographic or economic trade region as other Trust land. Second, the tenants are not associated with the natural resource industry, and third, the property is developed and located within a commercial district, both of which are unique attributes when compared to Trust holdings in general.

In summary, it is in the best interest of the Trust to pursue the acquisition and financing on its own merit and as part of the overall plan to invest in income revenue producing property.

Anticipated Risks/Concerns: There are two types of risk associated with this proposal. The first is the direct risk of nonperformance by the title holding entity. This specifically is the ability of the entity to pay the mortgage payments or the mortgage in full. Financing for this property only adds direct risk to the extent that the Trust, through the entity, would not have cash to pay the loan payment or the loan in full. This risk is quantified and limited to the equity in the property. In other words, the risk upon acquisition is capped at \$7.7 million. For all these reasons the direct risk is minimal and not increased by the proposed financing.

The second type of risk is indirect, specifically the risk that the Trust is not able to use financing due to some outside objection. This is specifically associated with precedent and procedure. Objections may come from an interested party in the government bureaucracy, a member of the public, or a Trust beneficiary. The concept of acquiring and mortgaging the Trust's property has been analyzed and discussed with the Attorney General and has been reviewed by the outside counsel to the Trust. Further discussion can be found under "Applicable Authority" (below). The Trust has completed other large purchases and subsequent financing without comment; the indirect risk is considered low.

Due Diligence: The terms of the purchase contract include a 45-day due diligence period, beginning the day the contract is executed. During that time the TLO will perform many tasks. In addition, the TLO will direct third party contractors to perform many important functions to study the asset. Some of the due diligence items are as follows:

- Appraisal – is performed by a Certified Real Estate Appraiser with any acquisition as part of the REMP plan.
- ALTA Survey – is a specific kind of survey that goes beyond locating the parcel and any structures. The ALTA Survey also notes any items related to title such as trespass and easements. ALTA surveys are also performed to a more exacting standard.
- Title Review – is performed early in the due diligence period by an attorney to ensure that the seller has the rights to the property they have presented.
- Phase 1 Environmental – is a review of the structures, grounds, and all the business processes performed there in. It is performed by an environmental engineer and provides information as to the possible presence of contaminants.
- ADA inspection – ensures that the building is up to proper code with regard to the Americans with Disabilities Act.
- Structural Inspection – provides an analysis of the structure as a whole as to the suitability of its current use, and an estimate of useful life.
- Geotechnical Inspection – specifically inspects the structure to ensure it meets seismic standards.
- Roof Inspection – provides a report on the condition and useful life of the roof. In addition, it will recommend a maintenance schedule to maximize the useful life.
- HVAC Inspection – provides a report on the condition and useful life of the HVAC system. In addition, it will recommend a maintenance schedule to maximize the useful life.
- Capital Project Review – is an analysis of projects performed over the life of the building so that any of the other inspections may pay close attention to the subject area. It is also used as part of the financial analysis to determine the capital budget.
- Financial Review – is an analysis of the operations of the property for the last several years to determine if they are as presented in the sale.
- Tenant Communications – the TLO will continue communications with the tenants to discuss their use and plans for the facility.
- Vetting of Seller – the overall analysis that the seller has the authority to sell their interest in the property as negotiated.

The TLO will amass and study all the information produced as well as make physical inspections of the property. The information will be taken as a whole to determine if the transaction will be completed. If a concern is uncovered during the process there are various ways to negotiate and mitigate the effects. If a concern is found that is unacceptable to the TLO, the transaction may be cancelled at any time before the end of the due diligence period without penalty.

Consistency with the Resource Management Strategy: The proposal is consistent with the long term “Resource Management Strategy for Trust Land” (RMS) which was adopted January 2015 in consultation with the Trust and provides for the TLO to focus on generating long term cash flow through asset acquisition and diversification.

Trust Land Office Recommendation: Proceed with the formation and funding of the SPE, operated and managed by the TLO, for the acquisition and financing of the proposed property, as described herein.

Applicable Authority: State and federal authority supporting this proposed action can be found in public law, and state statutes and regulations. Primarily, the Alaska Mental Health Enabling Act of 1956 - Section 202 of P.L. 84-530, authorized the Trust to mortgage its lands.

*“Such lands together with any property acquired in exchange therefore or acquired out of the income or proceeds therefrom, may be sold, leased, **mortgaged**, exchanged or otherwise **disposed** of in such manner as the Legislature of Alaska may provide...”*

By including the action of mortgage in the above authorized actions, Congress implied the mortgage of Trust lands was a disposal of a Trust interest. The State Legislature enacted laws providing Trust lands be managed by the Department of Natural Resources (AS 37.14.009(b)) and that the management of Trust lands be consistent with the federal enabling act (AS 38.05.801(a)). In the adoption of regulations for the Trust Land Office, the TLO Executive Director’s duties and authority provides that he/she shall manage Trust lands consistent with other provisions of law as “implemented by this chapter” (11 AAC 99.010(a) Authority and duties of executive director.) Actions authorized by chapter 99 of the Alaska Administrative Code include “management, sale, lease, conveyance, permitting, licensing, dedication, and other management and disposal of trust land...” (11 AAC 99.010(b)).

In addition, the Asset Management Policy Statement (AMPS), which has been adopted by reference (20 AAC 40.600), provides guidance consistent with this proposed action (page 9, revised January 28, 2015.)

“Lands, structures and resources may be acquired when the acquisition will add value to The Trust’s non-cash asset portfolio or will contribute to the mission of The Trust in some other way.”

Other applicable authorities include Alaska Statutes 36.30.850(B)16(B), 37.14.009, 38.05.801, 11 AAC 99.010(b), 11 AAC 99.020(b), 11 AAC 99.090(a), 11 AAC 99.090(e), 11 AAC 99.030(e), 20 AAC 40.700.

Trust Authority Consultation: This briefing document fulfills the consultation requirements that are applicable to the transaction.

Schedule of Actions:

Signed Purchase and Sale Agreement:	05-11-2015
Begin Due Diligence Process:	05-12-2015
Resource Management Committee Approval:	05-13-2015
Board Approval:	05-13-2015
Complete Due Diligence Process:	06-26-2015
Close transaction:	07-09-2015

ⁱ **TADA** previously referred to as “the Trust Land Development Account”, AMPS, Revised January 2015.

ⁱⁱ **Equity** is the difference between the market value of an asset and the mortgage thereon if any.