



# ASSEMBLY FINANCE COMMITTEE AGENDA

April 06, 2024 at 8:30 AM

Assembly Chambers/Zoom Webinar

<https://juneau.zoom.us/j/93917915176> or 1-253-215-8782 Webinar ID: 939 1791 5176

**A. CALL TO ORDER**

**B. ROLL CALL**

**C. APPROVAL OF MINUTES**

1. March 6, 2024

**D. AGENDA TOPICS**

2. Budget Summary & Overview (8:30 AM)

3. Capital Improvement Plan (approx. 10:00 AM)

4. Passenger Fee Plan (approx. 10:15 AM)

5. Bartlett Regional Hospital (approx. 10:45 AM)

6. Juneau School District (approx. 1:00 PM)

7. Docks & Harbors (approx. 1:45 PM)

8. Juneau International Airport (approx. 2:45 PM)

9. Eaglecrest (approx. 2:50 PM)

10. Info Only: Budget Calendar

**E. NEXT MEETING DATE**

11. April 17, 2024

**F. SUPPLEMENTAL MATERIALS**

12. Passenger Fee Plan CLIA Feedback

13. Bartlett Regional Hospital Updated Presentation

**G. ADJOURNMENT**

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: [city.clerk@juneau.gov](mailto:city.clerk@juneau.gov).

**ASSEMBLY FINANCE COMMITTEE MINUTES**

**March 6, 2024, at 6:30 PM**

**Assembly Chambers/Zoom Webinar**



<https://juneau.zoom.us/j/93917915176> or 1-253-215-8782 Webinar ID: 939 1791 5176

**A. CALL TO ORDER**

The meeting was called to order at 6:30 pm by Chair Christine Woll.

**B. ROLL CALL**

Committee Members Present: Chair Christine Woll; Mayor Beth Weldon; Michelle Hale; Greg Smith; Paul Kelly; Ella Adkison; Wáahlaal Gíidaak; Alicia Hughes-Skandijs; Wade Bryson

Committee Members Present Virtually: None

Committee Members Absent: None

Staff Members Present: Katie Koester, City Manager; Angie Flick, Finance Director; Adrien Wendel, Budget Manager

Others Present: Phil Huebschen, Juneau Arts & Humanities Council Executive Director; Amy Skilbred, Juneau Community Foundation Executive Director

**C. APPROVAL OF MINUTES**

**1. February 7, 2024**

The February 7, 2024 minutes were approved as presented.

**D. AGENDA TOPICS**

**2. Partner Agency Program Updates**

*Juneau Arts and Humanities Council*

Phil Huebschen, Juneau Arts & Humanities Council (JAHC) Executive Director, introduced page 15 of the packet that outlined the future direction of JAHC. He shared that the Margaret A. Cargill Philanthropies grant enabled JAHC to host in-classroom programs at Juneau School District (JSD) schools, as well as other activities outside of the classroom for Juneau’s youth. He stated that this grant would carry through to August 2025 and expressed the importance of creating sustainable education infrastructure to keep those activities continuing beyond that grant period.

Mr. Huebschen continued that, in-line with supporting JSD’s difficult financial situation, JAHC’s focus was to bolster the existing JAHC education programs including professional skill building workshops, teaching writing grants, building portfolios, and other skills. He stated that JAHC was exploring opportunities for future programs with community partners to deliver cross cultural and intergenerational arts education. He shared that one of the goals was to spread art experiences throughout Juneau and outside of the downtown area.

Mr. Huebschen stated the importance of a thriving art scene including how it would make Juneau more attractive to visitors and potential future residents, as well as how it would boost the local economy. He stressed that JAHC can't control partner funding but that they could make it clear to their partner organizations that they're prioritizing education initiatives in the grant application process. He shared some of the local success stories that came out of the major grant process, which were shown on page 17 of the packet.

Mr. Huebschen stated that in 2023 JAHC was only able to fund \$115,000 out of the \$260,000 requested. He stated that seventeen partner groups turned this \$115,000 funding into \$19 million in revenue, \$7 million of which went to local payroll and which ended up being a huge payoff for the local economy. He pointed to page 18 of the packet which laid out the strategy of the JAHC moving forward.

Assemblymember Hale asked if Mr. Huebschen had touched based with leadership at JSD to figure out how JAHC could help Juneau schools with their arts education programs.

Mr. Huebschen replied he had not had that conversation with JSD yet but that it was his intent to soon.

Assemblymember Smith asked if JAHC had the data on the amount of funds that the arts grants could leverage, in context with CBJ's contribution.

Mr. Huebschen answered that he had limited data from FY23 but more data would come from the funding request applications they were due to receive near the application deadline at the end of April.

#### *Juneau Community Foundation*

Amy Skilbred, Juneau Community Foundation (JCF) Executive Director, shared an overview of the funds JCF received from CBJ to provide social service grants. Since 2016 they had received \$8.2 million and provided \$8.6 million, which in total was about \$16 million that went into social services organizations in Juneau. She pointed to page 21 of the packet which showed the 2023 Juneau Hope Endowment and CBJ Social Service grants. She explained that organizations had asked JCF for funding throughout the years to provide community assistance with homelessness, mental health, suicide prevention, substance abuse, and adult education.

Ms. Skilbred continued by describing the process JCF used to fund programs, which started with an initial conversation with their partners to identify the needs within the community where programs could help. She stated that the next step in the process was the submission of a letter of interest, which was due from the applicants in early January. She explained that these letters of interest helped JCF identify the amount of funds in total needed compared to the amount they had available to allocate.

Ms. Skilbred pointed to pages 22-27 of the packet which showed the 2023 funding impact on Juneau Housing First Collaborative dba The Glory Hall, the Weekend Student Food Bags program by Douglas Methodist Church, senior services by Catholic Community Service, mental health support through Juneau Alaska Mental Health Institute (JAMHI), adult education services through Southeast Regional Resource Center, and families experiencing homelessness through Family Promise.

Assemblymember Smith expressed gratitude for the work JCF did for the extremely minimal administrative fee, stating that this fee was roughly 1.6% of the \$3 million in grants JCF funded.

### 3. 2024 Assessed Property Valuations

Angie Flick, Finance Director, directed the Assembly to page 30 of the packet which showed a memo that described the preliminary property assessment values. She explained that the 2024 property assessment notices had been sent out in the mail on March 1, which started the thirty-day appeal period. She expressed that the demand for appeals in the Assessor's Office had so far been significantly lower compared to previous years.

Ms. Flick stated that the data in the memo did not include the various exemptions. She explained how the two most popular exemptions (for senior citizens and disabled veterans) were applied and verified each assessment year and stated that these applicants were due to apply by March 31.

Ms. Flick continued that the appeal process would affect assessed values as new information was shared concerning the condition of physical structures in Juneau. She stated her desire to bring this information to the Assembly early and that the assessed property valuations role would not be certified until June 1.

Assemblymember Bryson asked if there was anything this year that could significantly change the amount of taxable property value compared to last year.

Ms. Flick answered that she did not foresee any significant changes this year. She reminded the Assembly that Juneau does have an aging population which meant that more seniors would be eligible for the senior citizen exemptions in the coming years.

Mayor Weldon asked when the next Assessed Property Valuation Lunch and Learn would be.

Ms. Flick stated that this would occur on March 15<sup>th</sup> in the Assembly Chambers and would be recorded live on Zoom. She planned to present a condensed overview of the assessment process discussed in the first Lunch and Learn, while spending most of the hour discussing the appeal process. She planned to share examples of different appeal experiences and whether they were successful or unsuccessful for the property owner.

Assemblymember Hughes-Skandijs asked what spurred the Finance Department to conduct the Assessed Property Valuation Lunch and Learns and if they had plans to host Lunch and Learns on other topics for the public.

Katie Koester, City Manager, responded that there had been a lot of questions and misinformation around the assessment process and that this process was complex and could be confusing. She stated this was the motivation behind doing the Lunch and Learn and that Staff was open to other topics and the possibility that it could become a more regular practice.

Assemblymember Kelly asked if Staff knew the total number of people that attended the last Lunch and Learn in person and on Zoom.

Ms. Flick answered that there had been 25 people on Zoom and several others physically present.

Chair Woll asked how accurate the previous estimate of property value increase from 2023 to 2024 was now that the property values had been released.

Ms. Flick stated that the estimated percentage of property value increase used at the Assembly retreat was two and a half percent, which was higher than the actual increase the current data showed.

#### 4. FY23 CBJ/BRH/JSD Audit

Ms. Flick stated that the financial statement audit for JSD, Bartlett Regional Hospital, and all CBJ departments was still in process. She shared that this process was behind the normal schedule due to past accountant vacancies in the Finance department and the Governmental Accounting Standards Board's (GASB) decision to introduce two new significant requirements including how to account for leases and software-based information technology agreements (SBITAs).

Ms. Flick explained that GASB's goal was to create standards so financial statements across governmental bodies used a common framework. The introduction of these new standards also slowed down the auditors' review. She stated that she expected the State Single Audit and the regular audit of the financial statements to be complete by the end of March, at which time the Assembly would receive those reports. She stated that Elgee Rehfeld would attend the June Assembly Finance Committee (AFC) meeting to talk about their audit and any findings they had. She expected findings from JSD and Bartlett to carry over to the CBJ wide audit, as well as any findings regarding leases and SBITAs.

Assemblymember Hughes-Skandijs asked if there were current Finance department vacancies.

Ms. Flick responded that the Controller division was currently fully staffed but that there had been some recent notices of resignations.

Chair Woll reminded the Assembly that discussion on the audit would happen on a future date after the audit was completed.

#### 5. Assembly/Community Grants & Budget Calendar

Ms. Flick shared that the next AFC meeting would be on Saturday, April 6 at 9 am. She stated it would be a full day with several presentations. She directed the Committee to page 31 of the packet that showed the plan for the Assembly meetings during the upcoming budget process. She pointed out that the April 3, 10, and 24 AFC meetings would be skipped according to the revised schedule.

Ms. Flick reminded the Assembly that the deadline to get community funding requests to Chair Woll was April 10 and that they would be presented in a packet and discussed on April 17. She introduced the new section of the CBJ website for Assembly Grants that showed historical information on Assembly approved grants.

Assemblymember Hale asked Ms. Flick if she believed that past grantees were familiar with the new grant process.

Ms. Flick shared that Staff had sent out communications to past grantees describing the change in the process.

Mayor Weldon asked on what date the Assembly needed to communicate the minimum local funding contribution they would approve for JSD.

Ms. Flick answered that this communication was due to occur at the April 29 Regular Assembly meeting.

**6. Export Manufacturing Exemptions**

Ms. Flick introduced page 32 of the packet which showed the applications for the export manufacturing exemption. She explained that this action was taken every year and that if the Assembly desired to approve these applicants they would need to do so tonight. She continued that they would also need to request it go to the Full Assembly for final approval.

**Motion: by Mayor Weldon for the purpose of approving the export manufacturing exemptions for Alaska Glacier Seafoods, Alaskan Brewing Company, Forbidden Peak Brewery, and Devil's Club Brewing Company and move them to the Full Assembly for approval.**

**Motion passes by unanimous consent.**

**E. NEXT MEETING DATE**

**8. April 6, 2024**

**G. ADJOURNMENT**

*The meeting was adjourned at 7:30 pm.*

# FY 2025 Proposed Budget

April 6, 2024

Assembly Finance Committee

# Topics for Today

1. Summary of Total Budget
2. Assumptions from the Retreat
3. Manager's Proposed Budget
4. Major Revenues
5. Debt Service
6. Proposed Mill Rate



# Retreat Assumptions

The FY 2025 Budget was prepared with these assumptions based on discussions from the December 2024 Assembly Retreat:

- Do not cut current services
- Keep a flat mill rate
- Include:
  - Rewrite of Title 49 Land Use Code (as one time funding)
  - Continue to fund affordable housing options
- Be aggressive with revenue forecasting and budgeting
- Carve out one-time funding, as appropriate
- Keep the debt service mill rate flat, pay off debt early

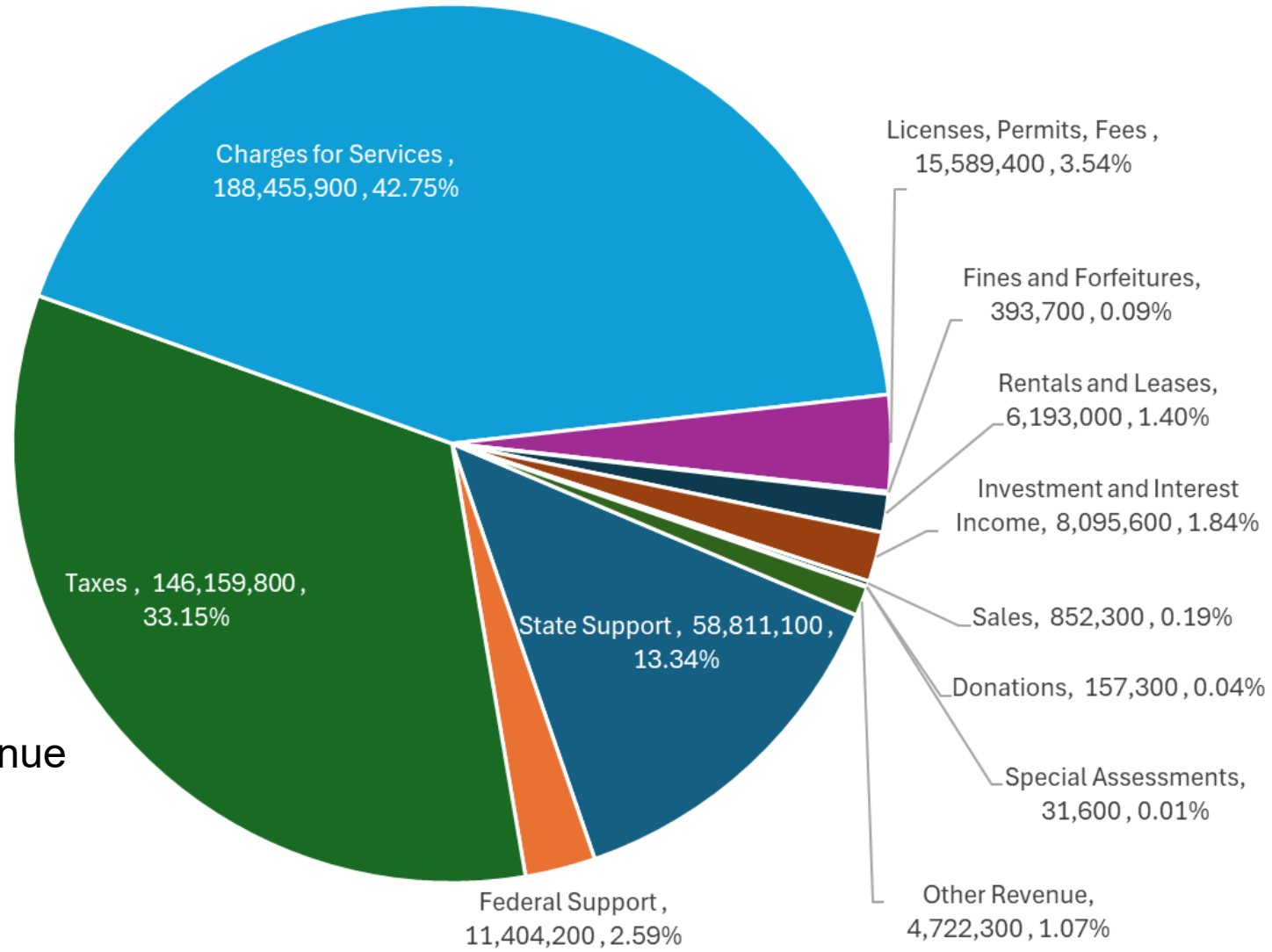
# Big Picture Summary

The next three charts summarize Revenue, Expenditures and FTE across the entire entity meaning: JSD, BRH and CBJ.

# CBJ Revenue Sources

## FY 25 Proposed Total \$440,866,200

(JSD, BRH & CBJ)



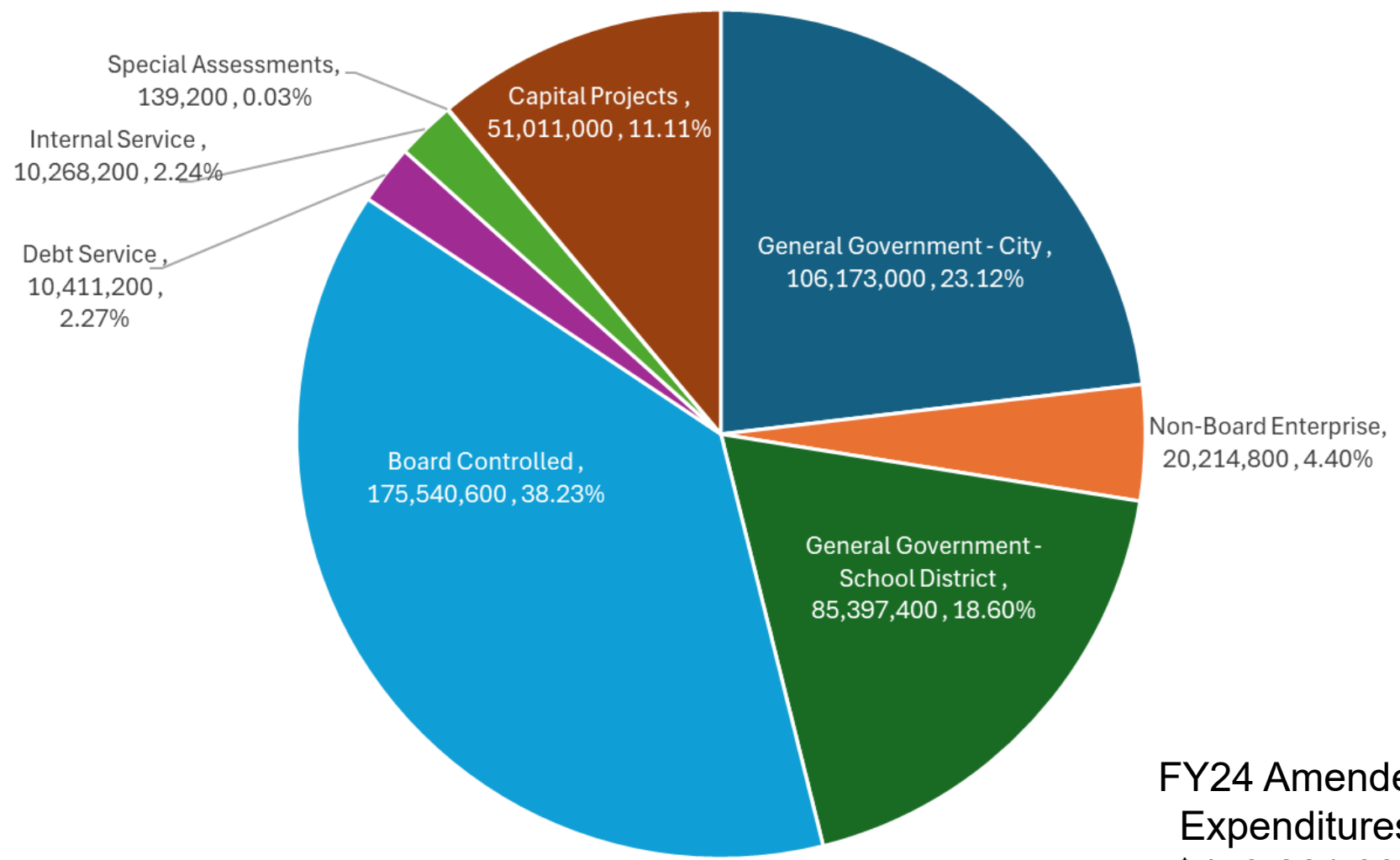
**FY24 Amended Revenue**  
**\$440,886,300**  
**Decrease \$20,100**

# CBJ Total Expenditures

## FY 25 Proposed \$459,155,400

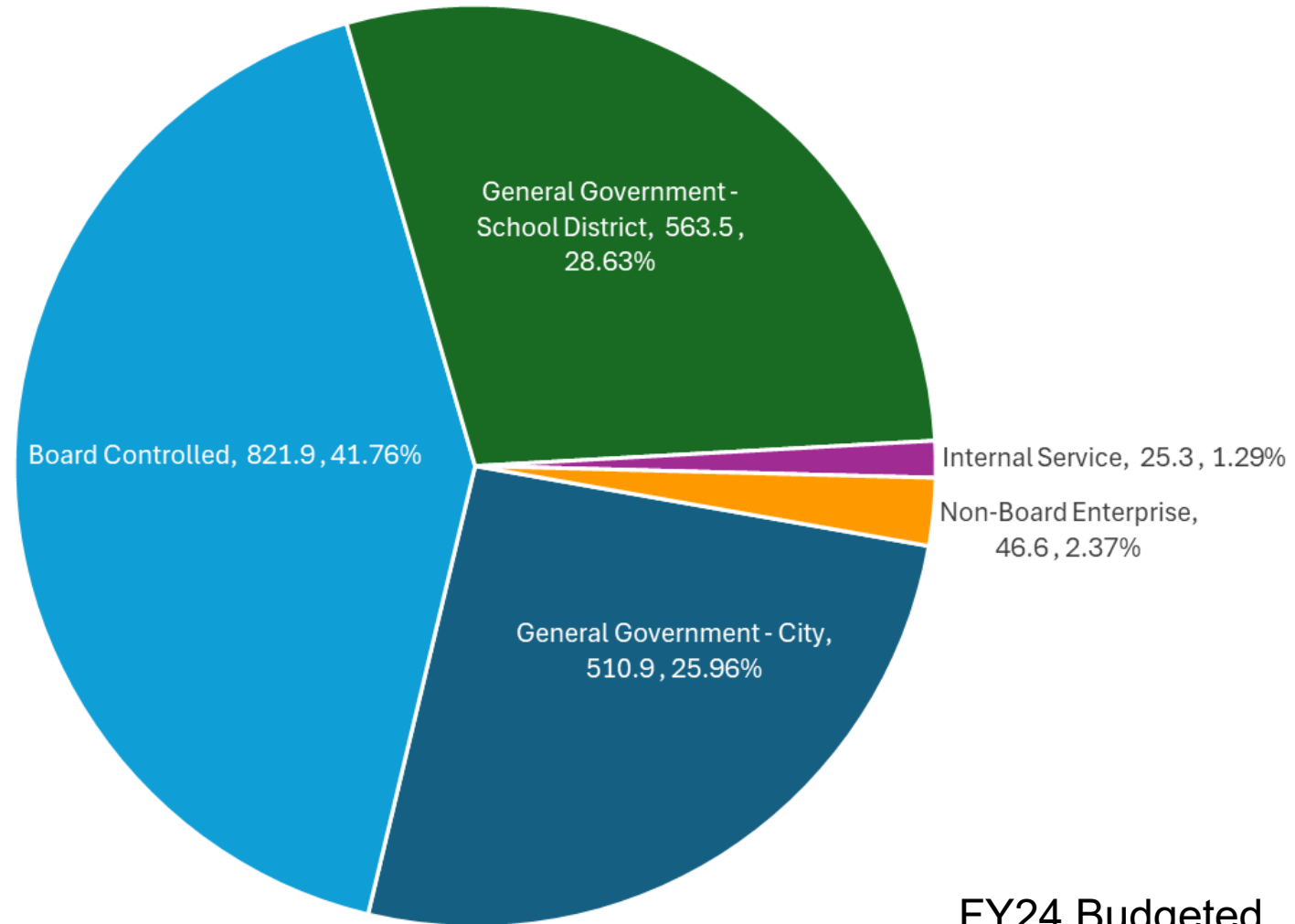
(JSD, BRH & CBJ)

Section D, Item 2.



**FY24 Amended Expenditures \$479,661,000**

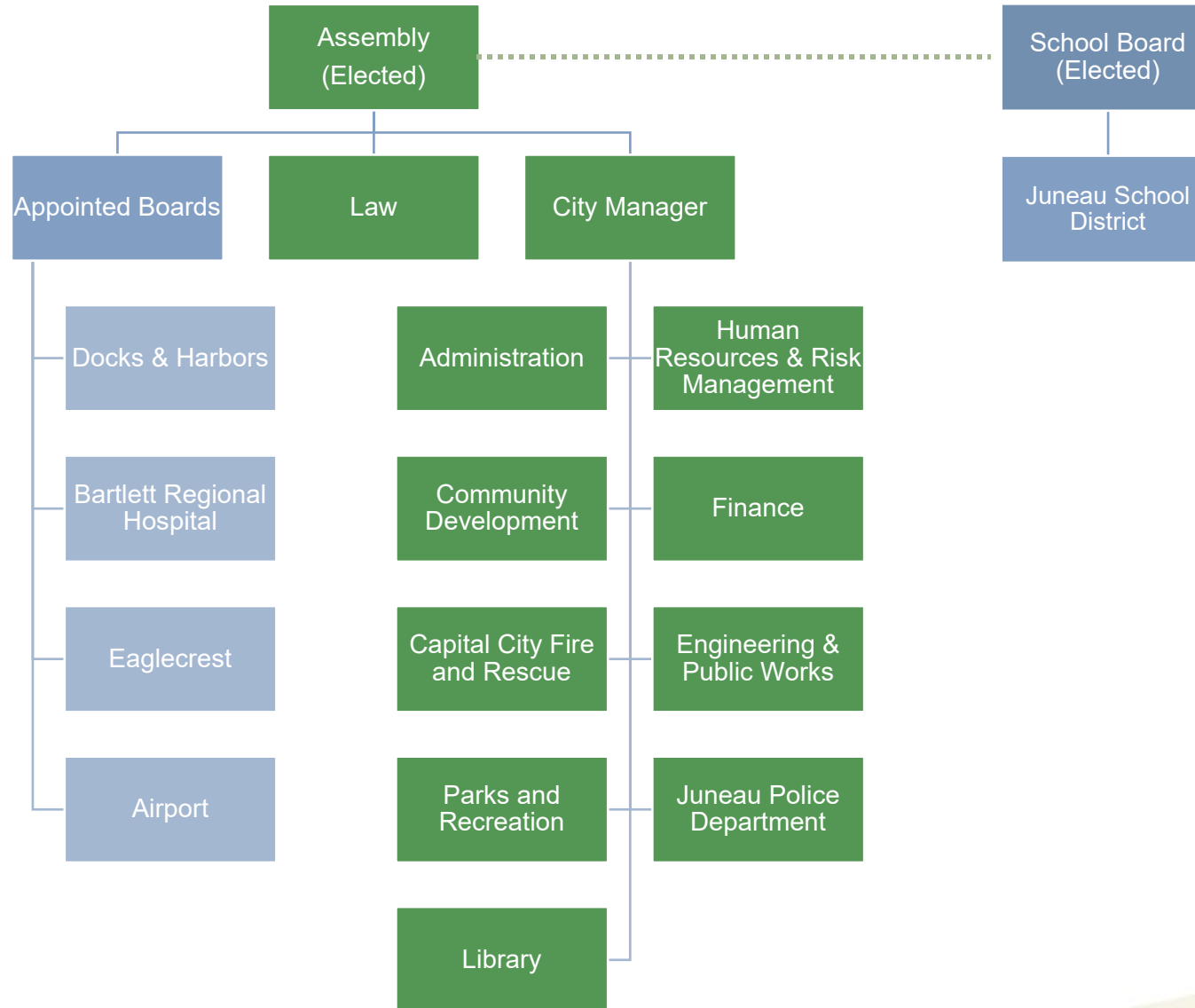
# CBJ Staffing in Full-Time Equivalents FY 25 Proposed Total 1,968.13 (JSD, BRH & CBJ)



FY24 Budgeted  
FTE's 1,998.55

# Manager's Proposed Budget

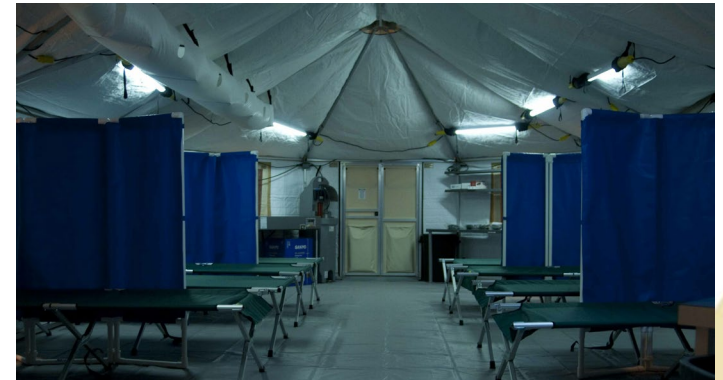
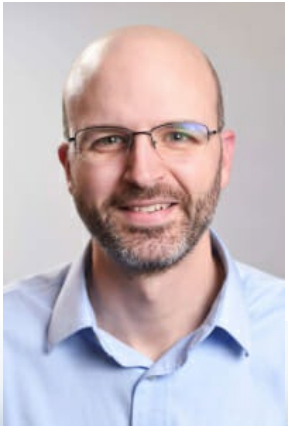
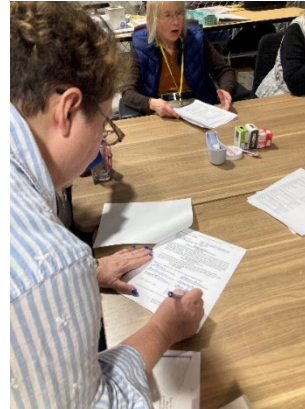
Section D, Item 2.



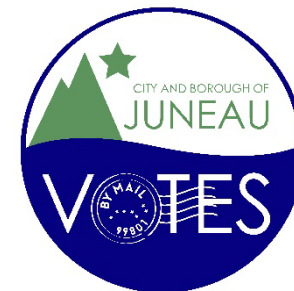
# Administration

Section D, Item 2.

City Manager, City Clerk, Lands & Resources, IT and Emergency Management



Stabler Point Rock Quarry



# Administration

	FY23 Actuals	FY24		FY25	FY25	
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
City Manager	2,786,100	3,713,800	3,162,800	3,599,500		3,599,500
City Clerk	606,700	932,800	858,400	942,900		942,900
Information Technology	3,506,200	4,403,200	4,282,200	4,680,800	12,900	4,667,900
<b>General Fund Total</b>	<b>\$ 6,899,000</b>	<b>\$ 9,049,800</b>	<b>\$ 8,303,400</b>	<b>\$ 9,223,200</b>	<b>\$ 12,900</b>	<b>\$ 9,210,300</b>
Lands	617,600	1,195,700	1,054,100	1,367,600		1,367,600
<b>Special Revenue Total</b>	<b>\$ 617,600</b>	<b>\$ 1,195,700</b>	<b>\$ 1,054,100</b>	<b>\$ 1,367,600</b>	<b>\$ -</b>	<b>\$ 1,367,600</b>
<b>Total Department</b>	<b>\$ 7,516,600</b>	<b>\$ 10,245,500</b>	<b>\$ 9,357,500</b>	<b>\$ 10,590,800</b>	<b>\$ 12,900</b>	<b>\$ 10,577,900</b>

\* Includes \$420,000 in one-time expenditures.

FY25 FTE = 33.4 a decrease of 2.5 from FY24  
 Transfer 1 FTE from IT to Police; Youth Coordinator (.75FTE) increase;  
 Eliminate 2.0 Contract Attorneys  
 One-time expenditures: ERP evaluations



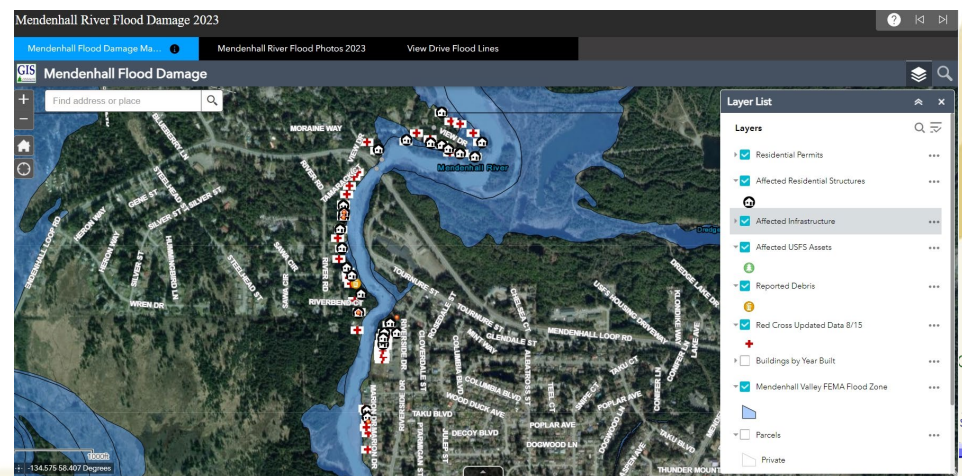
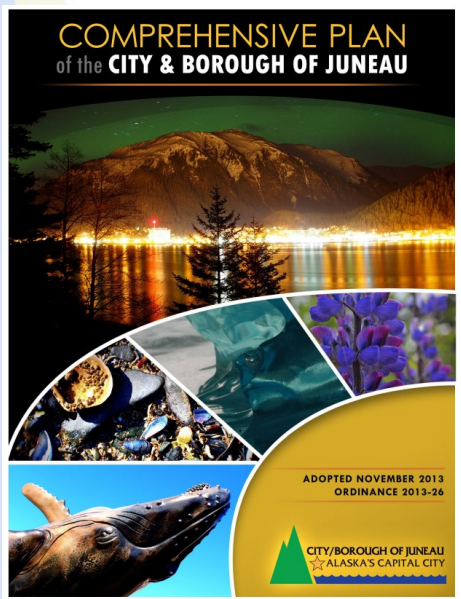
# Community Development

	FY23 Actuals	FY24		FY25		
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Community Development	3,239,500	4,398,000	3,883,300	4,406,800	376,500	4,030,300
<b>General Fund Total</b>	<b>\$ 3,239,500</b>	<b>\$ 4,398,000</b>	<b>\$ 3,883,300</b>	<b>\$ 4,406,800</b>	<b>\$ 376,500</b>	<b>\$ 4,030,300</b>
<b>Total Department</b>	<b>\$ 3,239,500</b>	<b>\$ 4,398,000</b>	<b>\$ 3,883,300</b>	<b>\$ 4,406,800</b>	<b>\$ 376,500</b>	<b>\$ 4,030,300</b>

\* Includes \$128,000 in one-time expenditures.

FY25 FTE = 25.7 an increase of 1.0 from FY24  
Create a Permit Center Manager position.

One-time expenditures include update of Comprehensive Plan  
and Sr. Planner certification.



# Engineering & Public Works

Section D, Item 2.

Engineering, Transit, Streets, Fleet Maintenance, Water and Wastewater



# Engineering & Public Works

	FY23 Actuals	FY24		FY25	FY25	
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Engineering	1,457,800	3,699,000	3,546,500	3,688,000		3,688,000
Recycleworks	1,721,800	2,419,400	2,216,500	2,421,500	7,300	2,414,200
Streets	5,960,200	6,953,800	6,672,300	6,990,400	-	6,990,400
Transit	6,715,300	8,135,900	7,273,700	9,138,100	42,100	9,096,000
<b>General Fund Total</b>	<b>\$ 15,855,100</b>	<b>\$ 21,208,100</b>	<b>\$ 19,709,000</b>	<b>\$ 22,238,000</b>	<b>\$ 49,400</b>	<b>\$ 22,188,600</b>
Fleet Maintenance	2,449,300	2,825,300	2,465,000	2,685,500		2,685,500
<b>Internal Service Total</b>	<b>\$ 2,449,300</b>	<b>\$ 2,825,300</b>	<b>\$ 2,465,000</b>	<b>\$ 2,685,500</b>	<b>\$ -</b>	<b>\$ 2,685,500</b>
Wastewater	13,068,700	15,078,100	13,203,800	15,527,700		15,527,700
Water	3,838,600	4,304,700	3,896,400	4,687,100		4,687,100
<b>Enterprise Total</b>	<b>\$ 16,907,300</b>	<b>\$ 19,382,800</b>	<b>\$ 17,100,200</b>	<b>\$ 20,214,800</b>	<b>\$ -</b>	<b>\$ 20,214,800</b>
<b>Total Department</b>	<b>\$ 35,211,700</b>	<b>\$ 43,416,200</b>	<b>\$ 39,274,200</b>	<b>\$ 45,138,300</b>	<b>\$ 49,400</b>	<b>\$ 45,088,900</b>

\* Includes \$10,000 in one-time expenditures.

FY25 FTE = 144.2 an increase of 3.7 from FY24 for additional Transit Operators

One-time expenditures equipping seven new electric busses and training.

# Finance

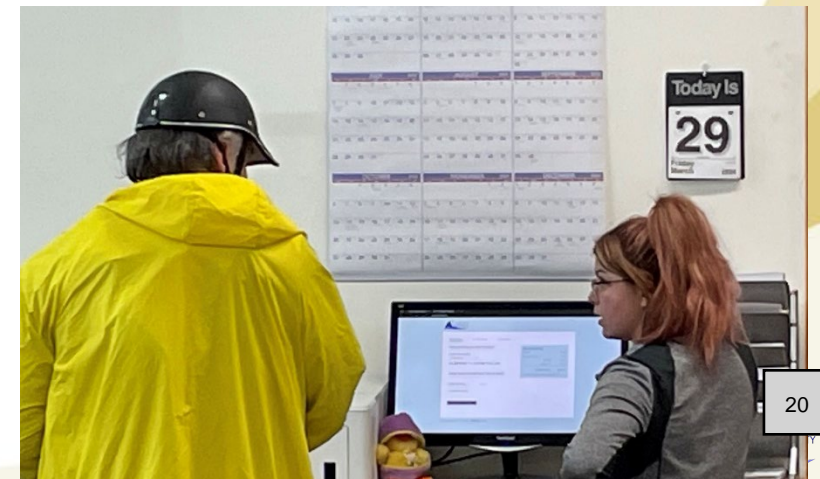
## Accounting, Assessor, Budget, Payroll, Purchasing and Treasury

	FY23 Actuals	FY24		FY25		
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Finance	6,260,700	7,376,100	6,856,000	7,429,200	139,600	7,289,600
<b>General Fund Total</b>	<b>\$ 6,260,700</b>	<b>\$ 7,376,100</b>	<b>\$ 6,856,000</b>	<b>\$ 7,429,200</b>	<b>\$ 139,600</b>	<b>\$ 7,289,600</b>
<b>Total Department</b>	<b>\$ 6,260,700</b>	<b>\$ 7,376,100</b>	<b>\$ 6,856,000</b>	<b>\$ 7,429,200</b>	<b>\$ 139,600</b>	<b>\$ 7,289,600</b>

\* Includes \$67,100 in one-time expenditures.

FY25 FTE = 46.05 an increase of 1.0 from FY24  
Create an Accountant III position for JSD financial analysis.

One-time expenditures include consultant for update of purchasing code, evaluation of assessment practices by IAAO, furniture replacement, budget training and ERP evaluation.



# Capital City Fire and Rescue

	FY23 Actuals	FY24		FY25		
		Amended Budget	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Fire	12,529,800	14,811,300	14,121,400	15,199,300	-	15,199,300
<b>General Fund Total</b>	<b>\$ 12,529,800</b>	<b>\$ 14,811,300</b>	<b>\$ 14,121,400</b>	<b>\$ 15,199,300</b>	<b>\$ -</b>	<b>\$ 15,199,300</b>
<b>Total Department</b>	<b>\$ 12,529,800</b>	<b>\$ 14,811,300</b>	<b>\$ 14,121,400</b>	<b>\$ 15,199,300</b>	<b>\$ -</b>	<b>\$ 15,199,300</b>

FY25 FTE = 70.3 same as FY24



# Human Resources and Risk Management

Section D, Item 2.

## Benefits, Employee Safety, Human Resources, Risk Management, Wellness

	FY23 Actuals	FY24		FY25	FY25	
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Human Resources	789,200	1,045,200	937,800	993,700	11,400	982,300
<b>General Fund Total</b>	<b>\$ 789,200</b>	<b>\$ 1,045,200</b>	<b>\$ 937,800</b>	<b>\$ 993,700</b>	<b>\$ 11,400</b>	<b>\$ 982,300</b>
Risk Management	28,558,800	37,000,200	32,205,500	35,289,600		35,289,600
<b>Internal Service Total</b>	<b>\$ 28,558,800</b>	<b>\$ 37,000,200</b>	<b>\$ 32,205,500</b>	<b>\$ 35,289,600</b>	<b>\$ -</b>	<b>\$ 35,289,600</b>
<b>Total Department</b>	<b>\$ 29,348,000</b>	<b>\$ 38,045,400</b>	<b>\$ 33,143,300</b>	<b>\$ 36,283,300</b>	<b>\$ 11,400</b>	<b>\$ 36,271,900</b>

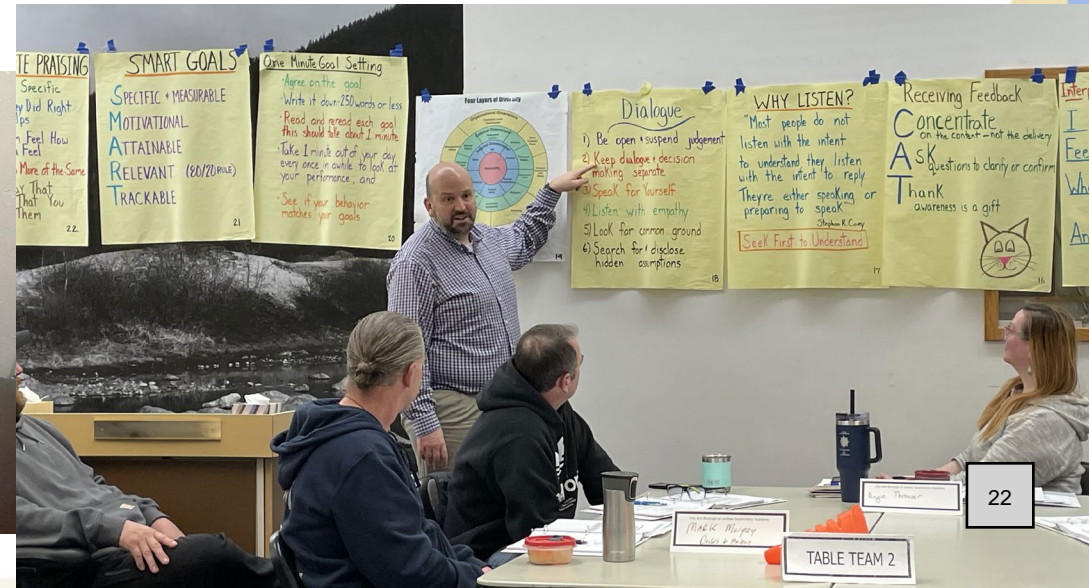
\* Includes \$10,500 in one-time expenditures.

FY25 FTE = 11.5 same as FY24

One-time expenditures: ERP evaluations

### Other ways to build safety in your body

- Routine
- Sleep
- Good nutrition and hydration



	FY23 Actuals	FY24		FY25		
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Law	2,333,900	2,572,800	2,509,300	2,677,500	-	2,677,500
<b>General Fund Total</b>	<b>\$ 2,333,900</b>	<b>\$ 2,572,800</b>	<b>\$ 2,509,300</b>	<b>\$ 2,677,500</b>	<b>\$ -</b>	<b>\$ 2,677,500</b>
<b>Total Department</b>	<b>\$ 2,333,900</b>	<b>\$ 2,572,800</b>	<b>\$ 2,509,300</b>	<b>\$ 2,677,500</b>	<b>\$ -</b>	<b>\$ 2,677,500</b>

FY25 FTE = 10.25 same as FY24

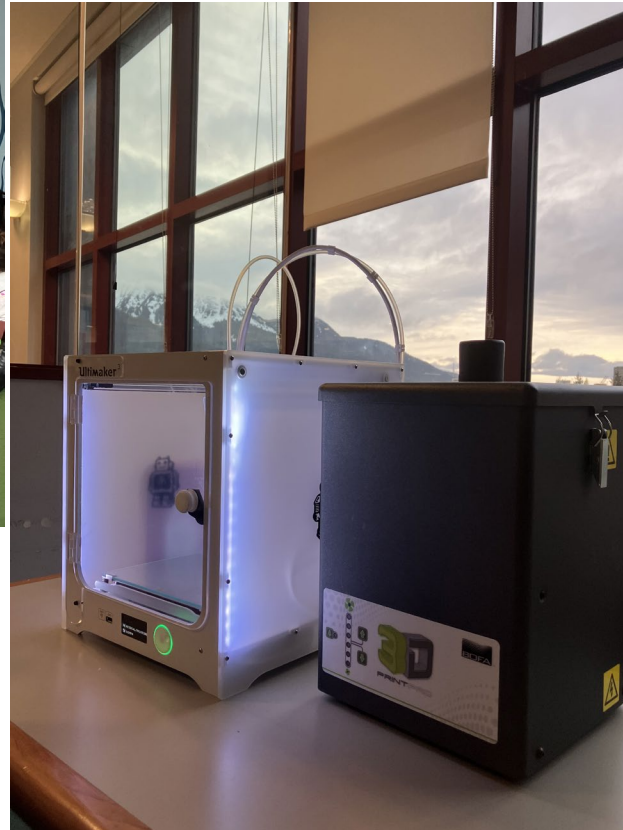


Representing the Assembly and the people of Juneau. The mission of the Law Department is to empower policymakers by drafting, explaining, and enforcing the law

# Libraries and Museums

	FY23 Actuals	FY24		FY25		
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Library	3,630,400	4,120,800	3,550,400	4,199,800	-	4,199,800
<b>General Fund Total</b>	<b>\$ 3,630,400</b>	<b>\$ 4,120,800</b>	<b>\$ 3,550,400</b>	<b>\$ 4,199,800</b>	<b>\$ -</b>	<b>\$ 4,199,800</b>
<b>Total Department</b>	<b>\$ 3,630,400</b>	<b>\$ 4,120,800</b>	<b>\$ 3,550,400</b>	<b>\$ 4,199,800</b>	<b>\$ -</b>	<b>\$ 4,199,800</b>

FY25 FTE = 27.42 same as FY24





# Parks and Recreation

Section D, Item 2.

Facilities Management, Parks & Landscape, Youth Services, Parking, Centennial Hall and Recreation (Pools, Field House, Treadwell Arenda, Sports)



# Parks and Recreation

	FY23 Actuals	FY24		FY25	FY25	
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Administration	1,139,900	1,189,200	1,265,000	1,208,400	5,000	1,203,400
Youth Activities Grant Prog	316,900	332,500	332,500	332,500	-	332,500
Youth Center and Shelter	1,578,500	2,103,900	1,916,800	2,495,200	-	2,495,200
Ice Rink	907,100	960,700	906,900	995,800	-	995,800
Aquatics	2,477,100	2,950,900	2,532,900	2,975,100	32,500	2,942,600
Dimond Park Field House	272,700	467,400	340,800	478,300	5,000	473,300
Parks and Landscape	2,885,700	3,213,900	2,900,500	3,495,300	136,000	3,359,300
Centennial Hall	563,200	670,500	664,500	695,000	-	695,000
<b>General Fund Total</b>	<b>\$ 10,141,100</b>	<b>\$ 11,889,000</b>	<b>\$ 10,859,900</b>	<b>\$ 12,675,600</b>	<b>\$ 178,500</b>	<b>\$ 12,497,100</b>
Facilities Maintenance	2,957,000	3,303,600	3,081,900	4,637,600		4,637,600
<b>Internal Service Total</b>	<b>\$ 2,957,000</b>	<b>\$ 3,303,600</b>	<b>\$ 3,081,900</b>	<b>\$ 4,637,600</b>	<b>\$ -</b>	<b>\$ 4,637,600</b>
Arboretum (Endowment Draw)	113,200	107,300	107,300	109,200		109,200
Parking	685,500	782,400	662,800	764,700		764,700
<b>Special Revenue Total</b>	<b>\$ 798,700</b>	<b>\$ 889,700</b>	<b>\$ 770,100</b>	<b>\$ 873,900</b>	<b>\$ -</b>	<b>\$ 873,900</b>
<b>Total Department</b>	<b>\$ 13,896,800</b>	<b>\$ 16,082,300</b>	<b>\$ 14,711,900</b>	<b>\$ 18,187,100</b>	<b>\$ 178,500</b>	<b>\$ 18,008,600</b>

\* Includes \$41,700 in one-time expenditures.

FY25 FTE = 107.2 an increase of 7.2 from FY24

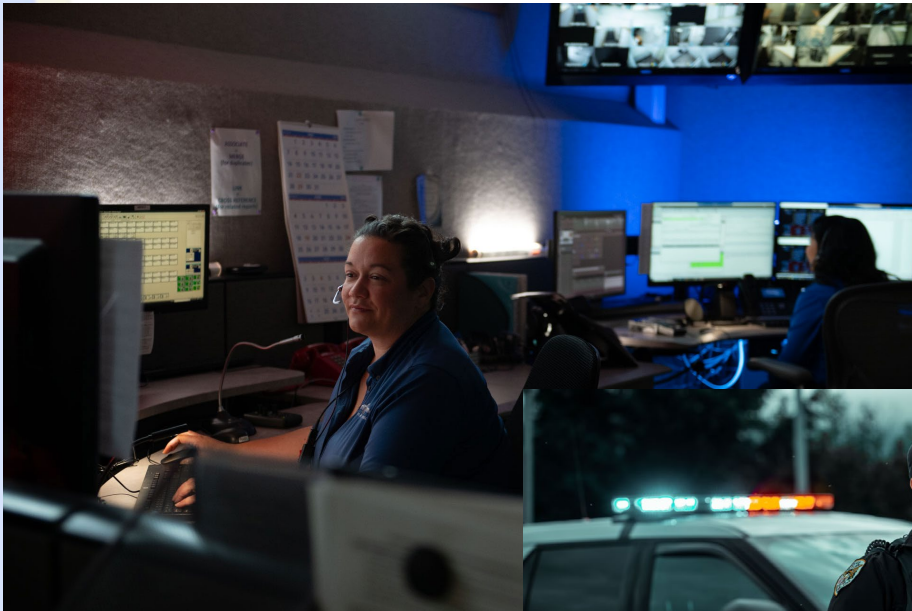
2 – Facility Maintenance positions; 1.0 FTE increase in Park Rangers, .16 Treadwell Activity Leader;

4 – Zach Gordon positions: 1 Admin Asst (grants), 3 Youth Leaders

# Police

	FY23 Actuals	FY24		FY25		
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Police	18,050,200	21,084,200	19,321,700	21,886,200	-	21,886,200
<b>General Fund Total</b>	<b>\$ 18,050,200</b>	<b>\$ 21,084,200</b>	<b>\$ 19,321,700</b>	<b>\$ 21,886,200</b>	<b>\$ -</b>	<b>\$ 21,886,200</b>
<b>Total Department</b>	<b>\$ 18,050,200</b>	<b>\$ 21,084,200</b>	<b>\$ 19,321,700</b>	<b>\$ 21,886,200</b>	<b>\$ -</b>	<b>\$ 21,886,200</b>

FY25 FTE = 96.84 an increase of 1.0 from FY24  
IT position transferred from Administration



# Mayor and Assembly

	FY23 Actuals	FY24		FY25	FY25	
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Mayor & Assembly	1,132,100	1,354,600	1,023,700	2,483,800	120,000	2,363,800
Assembly Grants	6,282,700	9,768,900	9,768,900	8,808,300	14,000	8,794,300
<b>General Fund Total</b>	<b>\$ 7,414,800</b>	<b>\$ 11,123,500</b>	<b>\$ 10,792,600</b>	<b>\$ 11,292,100</b>	<b>\$ 134,000</b>	<b>\$ 11,158,100</b>
<b>Total Department</b>	<b>\$ 7,414,800</b>	<b>\$ 11,123,500</b>	<b>\$ 10,792,600</b>	<b>\$ 11,292,100</b>	<b>\$ 134,000</b>	<b>\$ 11,158,100</b>

\* Includes \$2,218,600 in one-time expenditures.

FY25 FTE = 9.0 same as FY24

Operating expenditures include \$1.1M facility maintenance costs for the 3 new buildings from JSD.  
One-time expenditures includes 2 trucks for facilities maintenance and equipment for fireworks.



# Mayor and Assembly

## Grants Detail

	FY23	FY24		FY25	FY25		
	Actuals	Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating	
Arts and Humanities Council	184,300	202,000	202,000	202,000	-	202,000	
Juneau Economic Development Council	400,000	440,000	440,000	440,000	-	440,000	
Social Service Grants	1,393,500	1,803,900	1,803,900	1,803,900	-	1,803,900	
Childcare	907,000	2,330,000	2,330,000	2,255,000	-	2,255,000	
Travel Juneau	1,544,000	1,659,400	1,659,400	1,797,700	-	1,797,700	
Better Capital City	555,000	723,000	723,000	555,000	-	555,000	
Juneau Festival Committee	47,500	39,500	39,500	59,000	14,000	45,000	
Douglas Fourth of July	3,500	3,500	3,500	3,500	-	3,500	
Parents for a Safe Graduation	3,000	3,000	3,000	3,000	-	3,000	
<b>Total Partner Agencies</b>	<b>\$ 5,037,800</b>	<b>\$ 7,204,300</b>	<b>\$ 7,204,300</b>	<b>\$ 7,119,100</b>	<b>\$ 14,000</b>	<b>\$ 7,105,100</b>	
Juneau Alliance for Mental Health, Inc.	410,400	-	-	-	-	-	
Sealaska Heritage - Celebration	-	30,000	30,000	-	-	-	
Juneau Small Business Development Center	28,500	28,500	28,500	-	-	-	
Housing First	-	1,400,000	1,400,000	-	-	-	
Franklin Dock Enterprises, LLC	113,600	160,000	160,000	180,000	-	180,000	Passenger Fees
Alaska Juneau (AJ) Dock, LLC	230,000	160,000	160,000	180,000	-	180,000	Passenger Fees
Clean Technology Tourism Revolving Loan Program	-	-	-	1,000,000	1,000,000	-	Passenger Fees
Mobile Data Purchase	-	-	-	100,000	100,000	-	Passenger Fees
Tourism Best Management Practices	24,700	26,000	26,000	44,200	-	44,200	Passenger Fees
Downtown Business Association	150,000	130,000	130,000	-	-	-	
University of Alaska Southeast - Whale Health Study	-	-	-	160,000	160,000	-	Passenger Fees
NOAA - Statter Harbor Signage	-	-	-	25,000	25,000	-	Passenger Fees
Juneau Commission on Aging	10,000	-	-	-	-	-	
Heat Smart	250,000	235,100	235,100	-	-	-	
The Glory Hall	12,300	-	-	-	-	-	
Medical Respite	15,300	-	-	-	-	-	
Sealaska Heritage - STEAM Makerspace	-	320,000	320,000	-	-	-	
The Rock Dump	-	50,000	50,000	-	-	-	
Juneau Nordic Ski Club	-	25,000	25,000	-	-	-	
<b>Community Grants Total</b>	<b>\$ 1,244,800</b>	<b>\$ 2,564,600</b>	<b>\$ 2,564,600</b>	<b>\$ 1,689,200</b>	<b>\$ 1,285,000</b>	<b>\$ 404,200</b>	
<b>Total Grants</b>	<b>\$ 6,282,600</b>	<b>\$ 9,768,900</b>	<b>\$ 9,768,900</b>	<b>\$ 8,808,300</b>	<b>\$ 1,299,000</b>	<b>\$ 7,509,300</b>	

# Education

	FY23 Actuals	FY24		FY25	FY25	
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
Instructional	70,162,000	75,221,700	73,269,600	67,827,400	-	67,827,400
Non Instructional	21,484,500	21,095,300	19,278,100	17,570,000	-	17,570,000
<b>General Fund Total</b>	<b>\$ 91,646,500</b>	<b>\$ 96,317,000</b>	<b>\$ 92,547,700</b>	<b>\$ 85,397,400</b>	<b>\$ -</b>	<b>\$ 85,397,400</b>
<b>Total Department</b>	<b>\$ 91,646,500</b>	<b>\$ 96,317,000</b>	<b>\$ 92,547,700</b>	<b>\$ 85,397,400</b>	<b>\$ -</b>	<b>\$ 85,397,400</b>

FY25 FTE = 563.45 a decrease of 81.65 from FY24

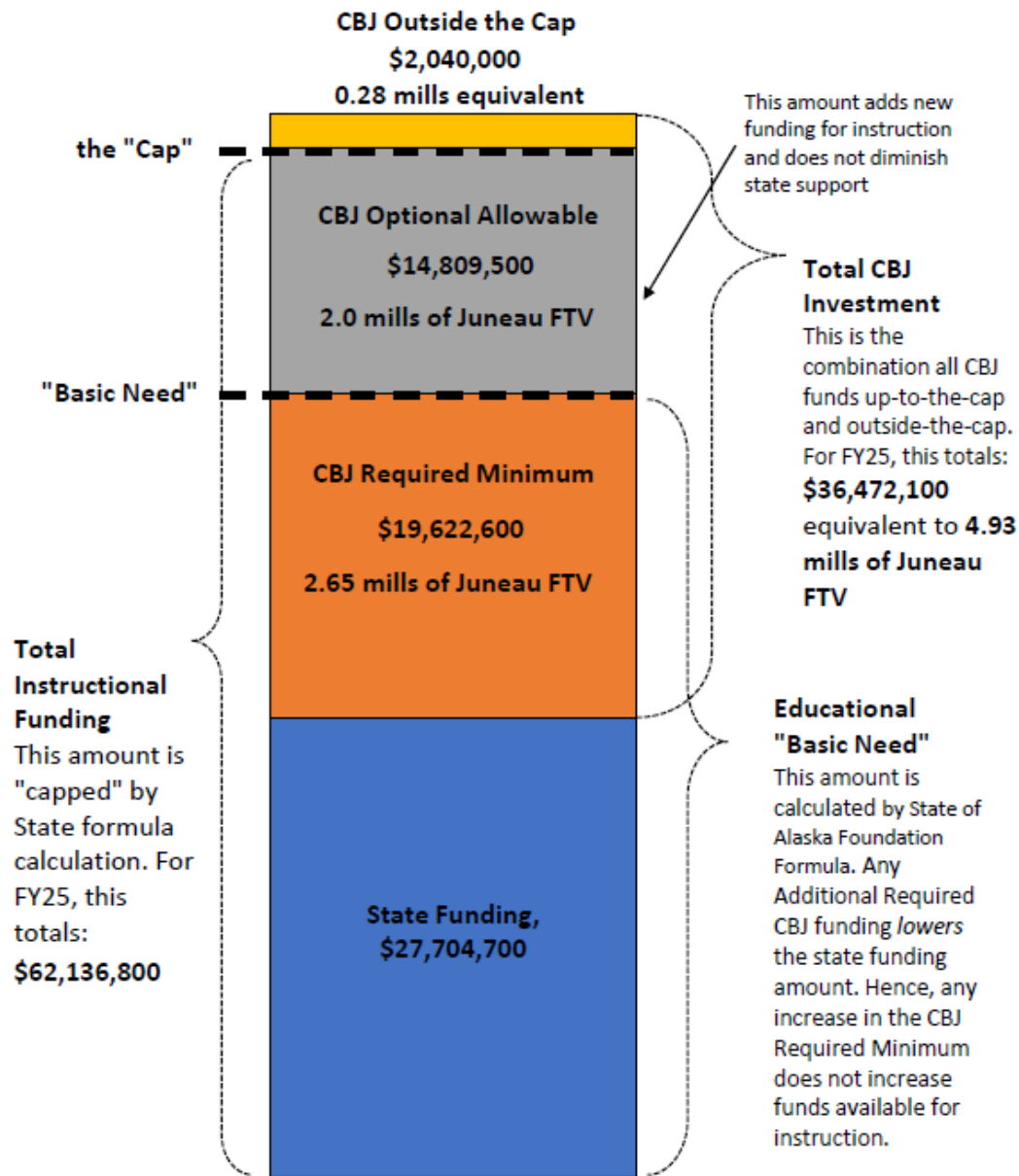
CBJ's instructional limit is increasing by \$3.7M which is a COST SHIFT from the State to CBJ.

Superintendent Hauser will present the full JSD Budget later this morning.

CBJ FY25 Funding to JSD includes one-time cost sharing support \$1.65M per ordinance.

## CBJ FY25 Funds to Juneau School District

*Exclusive of Capital Expenditure; Operating Only*



# Eaglecrest

	FY23 Actuals	FY24		FY25		
		Amended Budget*	Projected Actuals	Proposed Budget	Proposed One-Time	Proposed Operating
General Fund Support	930,000	1,055,500	1,055,500	930,000	-	930,000
Other Revenue	2,490,400	2,752,600	2,676,000	2,852,000	-	2,852,000
<b>Revenue Total</b>	<b>\$ 3,420,400</b>	<b>\$ 3,808,100</b>	<b>\$ 3,731,500</b>	<b>\$ 3,782,000</b>	<b>\$ -</b>	<b>\$ 3,782,000</b>
Expenditures	3,585,700	3,875,600	3,840,000	4,198,000	-	4,198,000
<b>Eaglecrest Fund Balance Impact</b>	<b>\$ (165,300)</b>	<b>\$ (67,500)</b>	<b>\$ (108,500)</b>	<b>\$ (416,000)</b>	<b>\$ -</b>	<b>\$ (416,000)</b>

FY25 FTE = 33.99 same as FY24

FY24's general fund support included one-time funding of \$125,500

Director Scanlan will present Eaglecrest's FY25 and FY26 budget request later today. The Assembly will need to determine how to resolve the structural balance issue of Eaglecrest in the context of their full request and other funding requests presented to the Assembly.



# Significant One-Time Funding

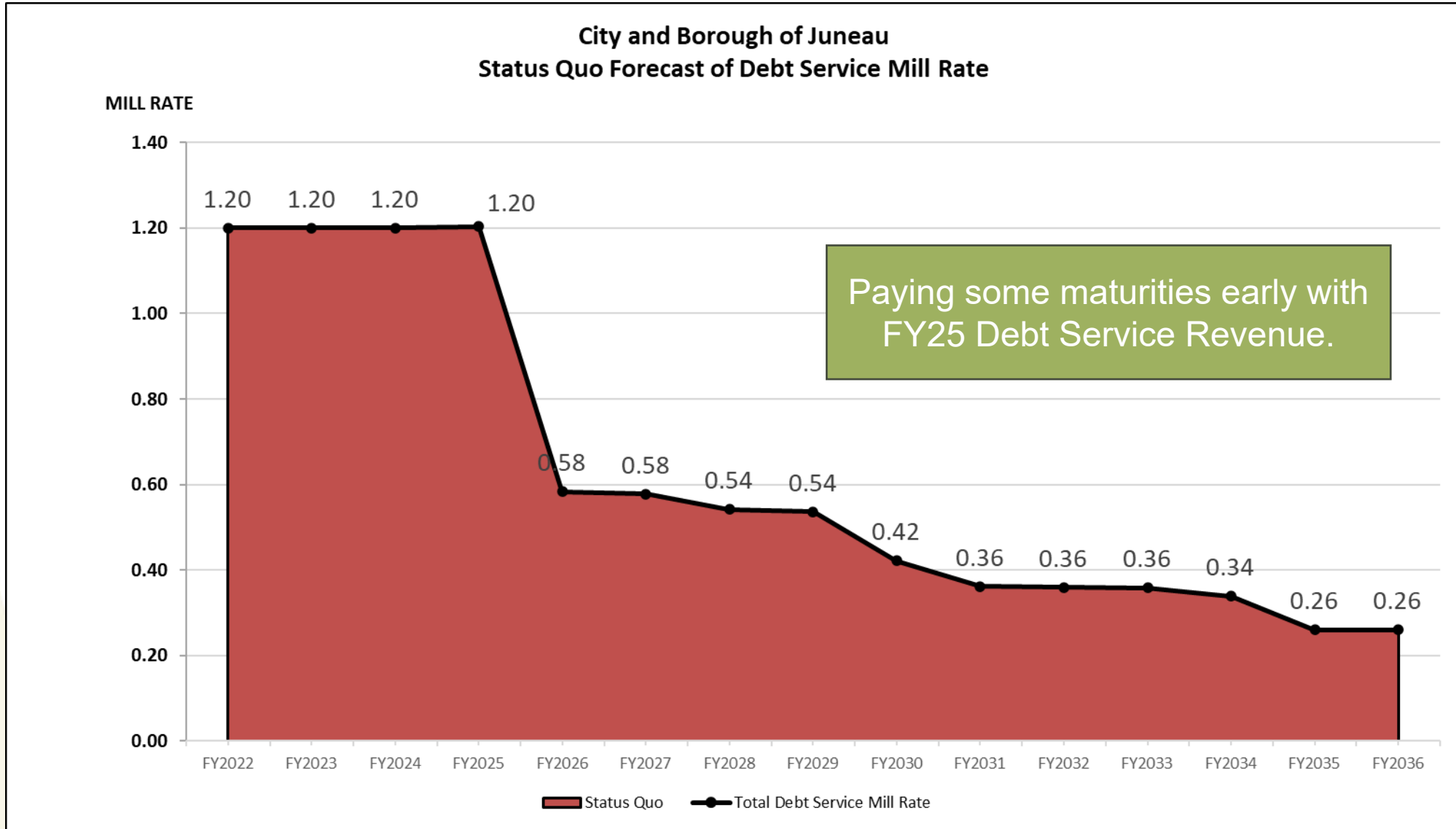
## Expenditures

\$6,000,000	Public Safety Communication Infrastructure Project – will also require bonding to fully fund
\$3,000,000	Title 49 Re-write
\$1,650,000	JSD Cost Sharing (already approved via Ordinance)

## Revenue

\$2,500,000	Passenger Fee payback to General Fund for Triangle Project
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# Debt Service



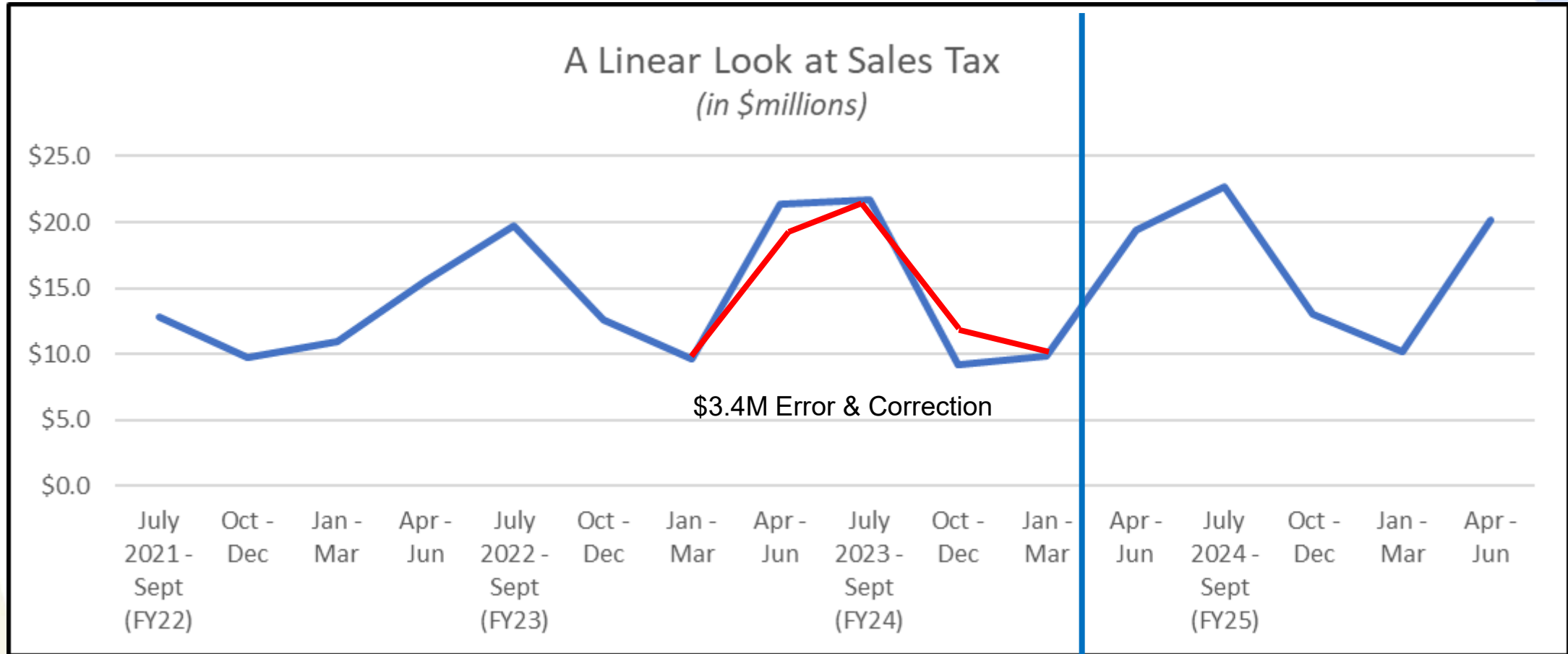
# Revenue Sources – Sales Tax

Section D, Item 2.

Sales Tax Forecast and Budget is aggressive.

FY23 includes too much revenue (\$3.4M) which was corrected in FY24.

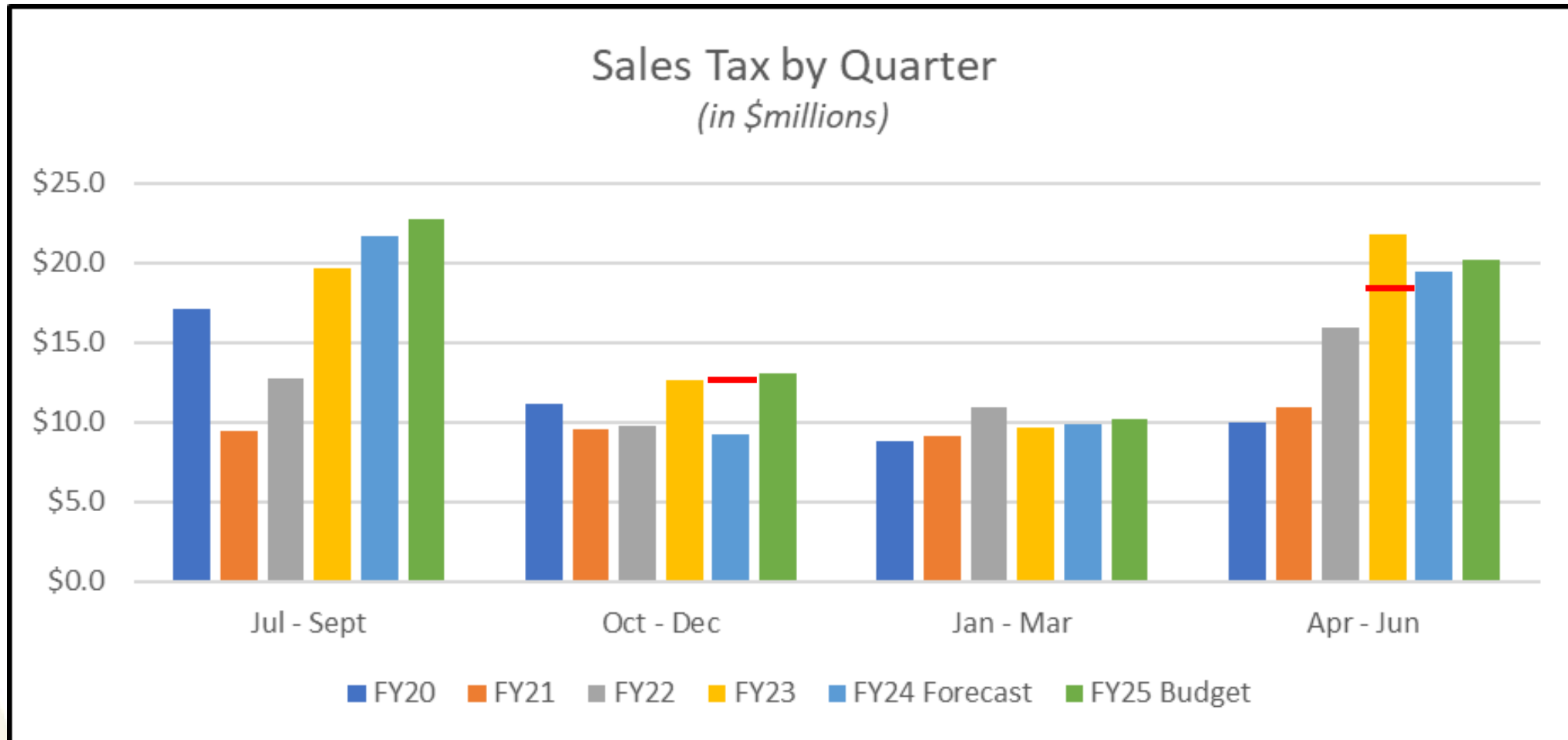
# Revenue Sources – Sales Tax



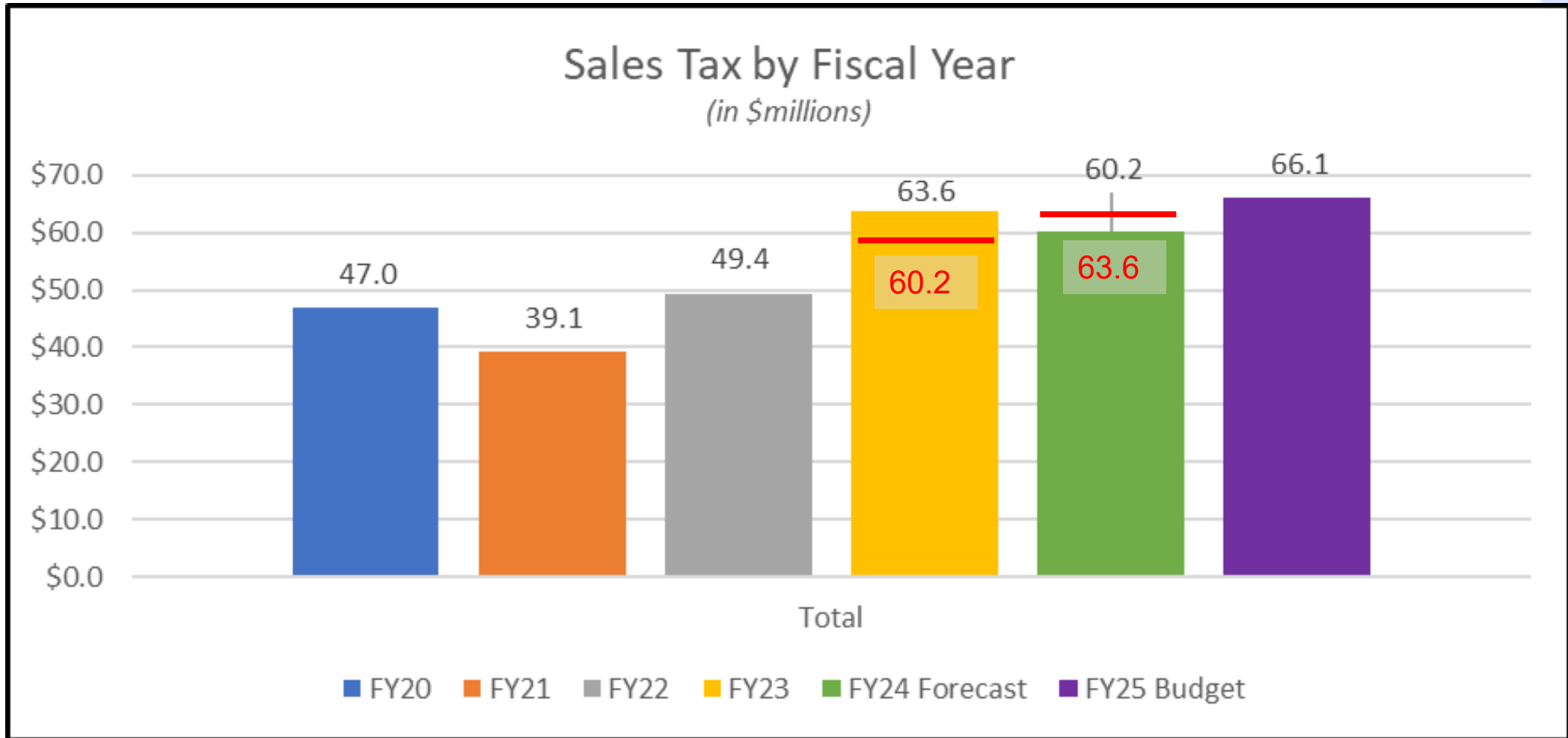
	July 2021 - Sept (FY22)	Oct - Dec	Jan - Mar	Apr - Jun	July 2022 - Sept (FY23)	Oct - Dec	Jan - Mar	Apr - Jun	July 2023 - Sept (FY24)	Oct - Dec
Booked:	12.8	9.7	11.0	15.6	19.7	12.6	9.6	21.4	21.7	9.2
Corrected	12.8	9.7	11.0	15.6	19.7	12.6	9.6	18.0	21.7	12.6

Forecast

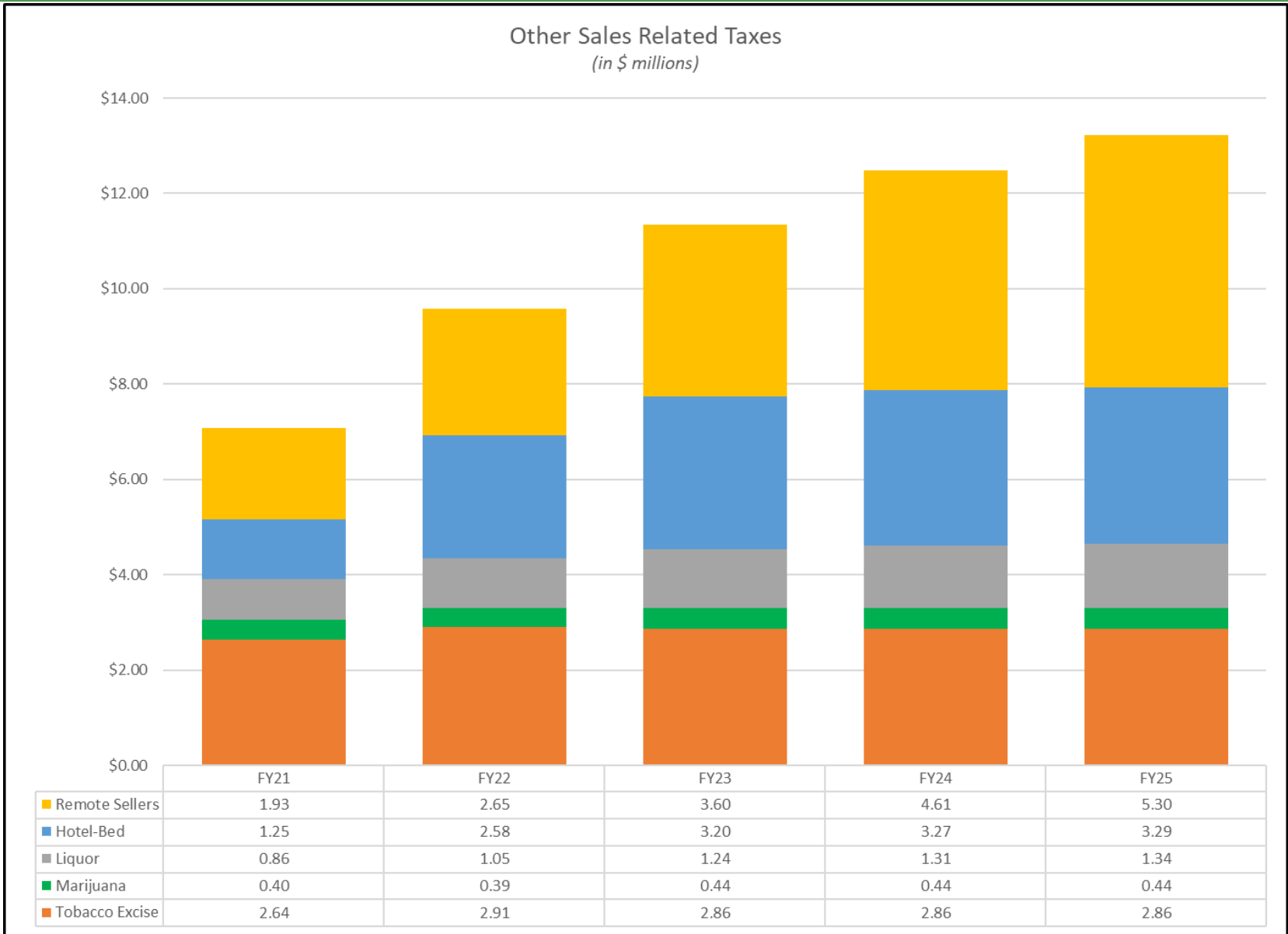
# Revenue Sources – Sales Tax



# Revenue Sources – Sales Tax



# Revenue Sources – Other Taxes



# Assessed Valuations

Overall, there was very little growth in assessed valuations.

0.6% growth

Full report of the valuations is available online:

[www.Juneau.org/finance/assessor-office](http://www.Juneau.org/finance/assessor-office)



**JUINEAU**  
ALASKA'S CAPITAL CITY

FINANCE DEPARTMENT

Businesses ▾ Resi

## Assessor Office

Welcome to the Assessor Office

The Assessor Office is responsible for the discovery, listing and valuation of all taxable real and business personal property in accordance with state law and borough code. The Assessor office also administers exemption programs as authorized by law.

### Documents of Interest

- [Assmt-Timeline-Calendar](#)
- [CBJ Parcel Viewer How to Guide](#)
- [CBJ Parcel Viewer Map](#)
- [Understanding Your Assessment](#)
- [For the Property Owner Who Wants to Know](#)
- [Disclosure Buyer Form](#)

### 2024 Value Information

- [2024 Assessment Report Residential](#)
- [2024 Assessment Report Commercial](#)

### Quick Links

- [ASSESSOR'S DATABASE](#)
- [PARCEL VIEWER](#)
- [ASSESSOR FORMS](#)
- [ASSESSOR FAQs](#)



# Balanced Operating Budget Mill Rate

Section D, Item 2.

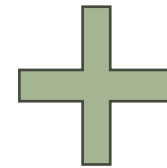
10.16 mills → FY 2024 Mill Rate

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10.16 mills



10.32 mills



# Unrestricted General Fund Balance

Section D, Item 2.

	Unrestricted Balance	Restricted Balance	TOTAL
<b>FY2023 Ending Balance</b>	41,144,762	16,030,000	57,174,762
<b>FY2024 Adopted Budget Ending Balance</b>	22,257,367	19,030,000	41,287,367
FY24 Projected Revenue	184,537,622		
FY24 Projected Expenditures	(203,425,017)		
FY24 JEDC COVID Loan Repayment		230,000	
FY24 JSD One-time Loan		(4,100,000)	
FY24 JSD One-time Funding	(3,922,787)		
Affordable Housing Fund	(1,600,000)		
Suicide Basin Monitoring	(28,000)		
Childcare (Deappropriation)	950,000		
Investment Income Above Estimates	2,000,000		
Property Tax Deferral from FY23	977,422		
Community Assistance Program Award Above Estimates	412,594		
Transit State Grant Increase	394,600		
Property Tax Certified Roll True-Up/Flood Impacts	(409,145)		
Sales Tax Revenue Below Estimates	(600,000)		
Anticipated Non-Personnel Services Lapse	1,000,000		
Anticipated Personnel Services Lapse	4,000,000		
<b>Change in Fund Balance</b>	<b>(15,712,711)</b>	<b>(3,870,000)</b>	<b>(19,582,711)</b>
<b>FY24 Projected Ending Balance</b>	<b>25,432,051</b>	<b>15,160,000</b>	<b>40,592,051</b>

# Unrestricted General Fund Balance

Section D, Item 2.

	<b>Unrestricted Balance</b>	<b>Restricted Balance</b>	<b>TOTAL</b>
<b>FY24 Projected Ending Balance</b>	<b>25,432,051</b>	<b>15,160,000</b>	<b>40,592,051</b>
FY25 One Time Revenue	2,636,000		
Public Safety Communication Infrastructure	(6,000,000)		
Title 49 Re-Write	(3,000,000)		
FY25 JSD One-Time Funding	(1,650,405)		
Department One-Time Costs	(632,300)		
One-Time Contribution to Parks & Playground CIP	(136,000)		
JSD Facilities Maintenance	(120,000)		
Juneau Festival Committee Equipment Replacement	(14,000)		
FY25 Anticipated Savings	(977,195)		
<b>Change in Fund Balance</b>	<b>(9,893,900)</b>	<b>-</b>	<b>(9,893,900)</b>
<b>FY25 Projected Ending Balance</b>	<b>15,538,151</b>	<b>15,160,000</b>	<b>30,698,151</b>

# Hotel-Bed Tax Fund

	FY23 Actuals	FY24		FY25
		Amended Budget*	Projected Actuals	Proposed Budget
Interdepartmental Charges	37,000	58,800	58,800	94,500
Centennial Hall	639,100	670,500	670,500	695,000
Short-Term Rental Data Collection	20,000	20,000	20,000	20,000
Travel Juneau	1,022,200	1,200,000	1,200,000	1,267,900
Downtown Business Association	75,000	-	-	-
Debt Service	464,400	229,200	229,200	297,600
Transfer to Affordable Housing	-	-	-	1,075,500
Transfer to Capital Projects	2,500,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,757,700</b>	<b>\$ 2,178,500</b>	<b>\$ 2,178,500</b>	<b>\$ 3,450,500</b>
Hotel Tax Revenue	3,202,300	3,420,000	3,270,000	3,290,000
<b>Total Revenue</b>	<b>\$ 3,202,300</b>	<b>\$ 3,420,000</b>	<b>\$ 3,270,000</b>	<b>\$ 3,290,000</b>
Beginning Reserve Balance	-	-	-	497,500
Fund Balance Change	-	-	497,500	433,500
<b>Centennial Hall Reserve</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 497,500</b>	<b>\$ 931,000</b>
Beginning Fund Balance	1,701,200	145,800	145,800	739,800
Fund Balance Change	(1,555,400)	1,241,500	594,000	(594,000)
<b>Hotel Tax Fund Balance</b>	<b>\$ 145,800</b>	<b>\$ 1,387,300</b>	<b>\$ 739,800</b>	<b>\$ 145,800</b>

# Affordable Housing Fund

	FY23 Actuals	FY24		FY25
		Amended Budget*	Projected Actuals	Proposed Budget
Interdepartmental Charges	16,200	25,800	25,800	40,700
Accessory Dwelling Units	36,000	96,000	33,000	216,000
Manufactured Home Loans	(9,500)	30,000	-	30,000
Competitive Grants/Loans	2,476,300	3,723,700	3,723,700	-
Transfer to General Fund	120,300	1,000,000	1,000,000	-
<b>Total Expenditures</b>	<b>\$ 2,639,300</b>	<b>\$ 4,875,500</b>	<b>\$ 4,782,500</b>	<b>\$ 286,700</b>
Loan Repayments & Interest	12,600	15,500	15,200	15,200
Transfer from General Fund	-	1,600,000	1,600,000	-
Transfer from Hotel Tax Fund	-	-	-	1,075,500
Transfer from Sales Tax Fund	400,000	-	-	500,000
<b>Total Revenue</b>	<b>\$ 412,600</b>	<b>\$ 1,615,500</b>	<b>\$ 1,615,200</b>	<b>\$ 1,590,700</b>
Beginning Fund Balance	6,458,300	4,231,600	4,231,600	1,064,300
Fund Balance Change	(2,226,700)	(3,260,000)	(3,167,300)	1,304,000
<b>Affordable Housing Fund Balance</b>	<b>\$ 4,231,600</b>	<b>\$ 971,600</b>	<b>\$ 1,064,300</b>	<b>\$ 2,368,300</b>

# Summary

The Manager's budget maintains city services while addressing strategic one-time capital investments. Unavoidable growth of \$1.1M from inheriting over 150,000 square feet of facilities from the JSD resulted in a proposed mill rate increase of .16 from 10.16 to 10.32.

The Assembly will identify unmet community needs that are not included in the Manager's Proposed Budget. Decisions you make on the level of city services, adjusting the debt service mill rate, and one-time funding of operational expenditures over the next 9 weeks will impact the final budget and impact on CBJ residents and taxpayer. I look forward to the process.

- Katie Koester

# FY 2025 Proposed Budget

Section D, Item 2.

Questions???

Next up:

- Capital Improvement Projects
- Break
- Passenger Fee Plan
- School District
- Lunch

# FY 2025 CAPITAL IMPROVEMENT PROGRAM





# The Capital Improvement Program

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- Capital Improvement Program (CIP)
  - The CIP is the overarching strategic plan for improving public infrastructure of Juneau.
  - The CIP is a plan of capital improvements proposed for a 6-year period, with estimated costs of each improvement.
  - The 6-year CIP is revised annually for the City Budget to reflect the changes in priorities that have emerged since the last CIP.
  - A Capital Improvement Project is a major, non-recurring budget item that results in a fixed asset (road, water / sewer utility, building, park, trail, sportsfield, etc.)
  - Six Year Plan - Project estimates and priorities are more refined the closer to the current year.
  - Only the upcoming Fiscal Year (2025 in this case) projects are funded.

# The CIP Timeline

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- October: Engineering solicits prioritized CIP nominations from departments and offers assistance on scoping and cost estimation.
- December: Finance provides revenue projections for Sales Tax funded CIP categories, which dictate available funding for priorities.
- January: Draft CIP resolution introduced at PWFC
- March: Six-year CIP reviewed at PWFC. This is the large book that includes appropriating resolution for current year, 6-year plan, and unfunded department priorities.
- April – May: Review by Assembly Finance Committee, Planning Commission, and SRRC
- April 29 – Regular Assembly Meeting – Public Hearing – **Opportunity for the Public to Comment on the CIP**
- June 15<sup>th</sup>: Charter deadline to pass CIP

# CIP Funding Categories

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- Voter Approved 3% Sales Tax
  - General Sales Tax - \$12.0 million
  - Areawide Street Sales Tax - \$11.8 million
- Voter Approved Special 1% Sales Tax – \$12 million
- Marine Passenger Fees – to be determined by Manager’s Public process
- Enterprise Funds

# Voter Approved 3% Sales Tax

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- Voter information from approved 3% Sales tax – Oct. 2021
- Approved through June 30, 2027
  - 1% police, fire, street maintenance, snow removal, EMT/ambulance service, parks and recreation, libraries and other general purposes. (general government operations - combined with the permanent 1%)
  - 1% for capital improvements to roads, drainage, retaining walls, sidewalks, stairs, and other capital improvements
    - **Areawide Street Sales Tax for FY25 CIP – \$11.8 million**
  - 1% for capital improvements, an emergency budget reserve, and other general public services.
    - **General Sales Tax for FY25 CIP – \$12.0 million**

# General Sales Tax Funds: \$12.0 million

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- Eaglecrest
  
- Manager's Office
  - Public Safety Infrastructure
  - Zero Waste
  - Title 49 Re-write
  - Outburst Flooding Improvements and Agency Coordination
  
- Parks and Recreation and Facilities Maintenance
  - Deferred Building Maintenance
  - Parks and Playgrounds
  - Sportsfields
  - Trails
  - Off-Road Vehicle Park

# Areawide Street Sales Tax: \$11.8 million

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- **Street Maintenance Projects**
  - Some priorities driven by Street Dept. maintenance
  - Other priorities driven by utility (Water or Wastewater) maintenance
  - Proposal to fund Water and Wastewater Utility work to allow Street Maintenance projects to move forward – Water and Wastewater Utilities are unable to fund these projects due to limited funds
  
- **Miscellaneous Items as Funding Needs Identified**
  - Transit – Matching funds for Fed Transit Grant for charging infrastructure and upgrades at the Bus Barn.
  - Zero Waste
  - Juneau Douglas North Crossing Project

# Voter Approved Special 1% Sales Tax

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- Voter Approved 1% Sales Tax funding Oct 2023 to Sept 2028 - \$12 Million
  - Projects approved by voters. Funding schedule set by the Assembly Finance Committee

## Allocation of Voter Approved 1% Sales Tax Projects FY24 - 29

### Proposition 3 from October 2022 Ballot

in \$Million

<u>Project/Expenditure Name:</u>	Funds Assigned	rem FY24 (9 months)	FY25	FY 26	FY 27	FY28	rem FY29 (3 months)	TOTAL
CBJ Building Maintenance Projects	11.5	2	2.5	2.35	2	1.65	1	11.5
Affordable Housing Fund	4.15		0.5	1	0.75	1.15	0.75	4.15
Childcare Funding	2.5	0.4	0.5	0.5	0.5	0.6		2.5
Parks & Recreation Major Maintenance & Repairs	5	0.75	1	1	1	1	0.25	5
CCFR Ladder Truck Replacement	1.2	1.2						1.2
North SOB Parking	5			1.15	2.5	0.4	0.95	5
School District Facility Funding	5	0.75	1	1	1	1	0.25	5
Telephone Hill Redevelopment	2	0.5	1	0.5				2
JPD Radio System Replacement	2	0.5		1.5				2
Lemon Creek Multi-Modal Path	1.5				1.5			1.5
Information Technology	3			0.75	0.75	1.5		3
Waterfront Museum	2	0.5		0.4	1	0.1		2
Street Maintenance Shop Bays	2		2					2
Pederson Hill Development	1.85			1.85				1.85
Harbor Projects/Grant Match	6.5	2.4	3.5			0.6		6.5
Gastineau Avenue Widening & Turn Around	4				1	3		4
Restricted Budget Reserve	1					1		1
<b>Total Requests:</b>	<b>60.2</b>	9	12	12	12	12	3.2	60.2

Areawide Street Sales Tax: \$11.8...



# Marine Passenger Fees

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- Project Nomination process through the City Manager's Office
- Public Comments were due to the Manager's Office by March 25
- To be reviewed today, following this presentation

# Enterprise Funds

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- Departments that generate revenue
- Contribute to CIP based on their available funds and their priorities
  - Bartlett Regional Hospital (BRH)
  - Docks and Harbors
  - Lands and Resources
  - Water, Wastewater Utilities
    - Note: due to limited Utilities' funds, use of Street Sales Tax funding has been proposed to allow Street Reconstruction projects to move forward efficiently

# Unscheduled Funding

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- Speculative funding requests that would require an appropriation of the funding when it becomes available:
  - Grant funding requests
    - Airport Projects- FAA Grant funding
    - Capital Transit - FTA Bus Barn Charging and improvement grants
    - Harbors – ADOT Harbors Facility Grant – Aurora Harbor, Dingell-Johnson Sportfish Grant for Taku Harbor Repairs,
    - Parks and Rec – Dimond Park Field House Elevator, Fish Creek Park ADA Improvements, ORV Park and Trails Grant
    - Managers – NOAA Habitat Restoration Grant – Mendenhall River
  - Project special needs without identified funding source
    - Harbors – Cruise Ship Dock Electrification
    - Public Safety Communication Infrastructure
    - Public Works – Upper Jordan Creek Sediment Control

# Project Selection for Funding

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- Priority lists provided by each department
  - ENG does not rank or prioritize projects
  - More project requests than available funding
  - ENG works with each department to identify specific priorities that will fit within available funding limits
  - Unfunded project priorities moved to next fiscal year in the 6-year priority list

# Project Proposed for Funding in FY2025 CIP

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- The Proposed Projects for Funding in the FY2025 CIP are listed in the CIP Resolution.
- Descriptions and details for the Proposed FY2025 Projects are on the pages following the FY2025 CIP Resolution.

# FY25 CIP is Mostly Infrastructure Maintenance

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- \$39.8 M in Sales Tax funded CIP projects
  - Highlights
    - \$6.45 M for Public Safety Infrastructure replacement
    - \$500k each for Affordable Housing Fund and Childcare
    - \$3.0 M for Title 49 Re-Write
    - \$800k Specifically identified for Green and Sustainability projects – Zero Waste Program, Juneau Renewable Energy Strategy (JRES), and Capital Transit Electric Bus Charging infrastructure
    - Standalone maintenance CIPs ALSO incorporate sustainability improvements
      - Street reconstructions upgrade street lighting with LED fixtures
      - Deferred Maintenance projects evaluate the most sustainable opportunities within available budget
- \$27.45M (77%) of Sales Tax funding goes to CBJ Infrastructure Maintenance and Repairs

# Questions?

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Thank you



## **MEMORANDUM**

**DATE:** March 26, 2024  
**TO:** Assembly Finance Committee  
**FROM:** Alexandra Pierce, Tourism Manager  
**SUBJECT:** Updated: Marine Passenger Fee Philosophy

This memo is an updated version of the one reviewed by the Finance Committee on February 7, and provides an overview of the passenger fee process as well as staff's current philosophy behind passenger fee allocations and our strategic plan for the future. There are three components to what we collectively refer to as "passenger fees": CBJ's \$5 Marine Passenger Fee and \$3 Port Development Fee and the State \$5 Commercial Passenger Vessel Excise Tax (CPV). This is actually a \$34.50 tax, of which Juneau receives a \$5 allocation. Not all ports collect passenger fees, but the first seven ports of call for a ship over 250 passengers receive \$5 in State CPV.

All ports fund tourism infrastructure through a combination of passenger and port fees. When we talk about passenger fees, we tend to lump all these pots of money together, but both the lawsuit and public process focus on MPF only. CBJ's ordinance requires staff to solicit for MPF suggestions in December and then put the proposed budget out for public review before it goes to the Assembly for adoption along with the Manager's budget.

The cruise industry holds a consensus view that Southeast Alaska visitor numbers will stay flat between 2023 and 2025, largely as a result of Juneau's five ship limit. The scheduled lower berth capacity is estimated to be 1.65 million visitors for the summer 2024 season.

### **Using Passenger Fees under the settlement agreement**

The use of Marine Passenger Fees is outlined in the Tonnage Clause of the US Constitution. Essentially the expenditure of fees must support the vessel. Our settlement agreement with CLIA allows us to expend fees to support and provide services to passengers.

Under the settlement agreement, fee usage is dependent on proximity to the ship and determined by a mapped area. We are able to use passenger fees in Zone A for services and infrastructure. In Zone B, we are required to discuss passenger fee usage at an annual meeting with CLIA. Projects outside Zone B are also subject to consultation with CLIA.

The settlement agreement requires us to meet annually to "discuss in good faith any new proposed projects and services for which Fees are sought to be expended in the following Fiscal Year with the ultimate decision resting with the Assembly." We have agreed to settle disputes over expenditures of fees through direct discussions, escalating to non-binding mediation before resorting to mitigation. This meeting took place on January 8.



**Funding**

Here is how that forecast for visitation translates to passenger fee revenue in FY24 and FY25:

		<b>PAX</b>	<b>MPF</b>	<b>PDF</b>	<b>State CPV*</b>	<b>Total</b>
CY2023 Jul/Aug/Sept	FY2024	990,000	\$ 4,950,000	\$ 2,970,000	\$ 8,250,000	\$ 16,170,000
CY2024 April/May/June	FY2024	660,000	\$ 3,300,000	\$ 1,980,000		\$ 5,280,000
CY2024 Jul/Aug/Sept	FY2025	990,000	\$ 4,950,000	\$ 2,970,000	\$ 8,250,000	\$ 16,170,000
CY2025 April/May/June	FY2025	660,000	\$ 3,300,000	\$ 1,980,000		\$ 5,280,000

*\*State CPV receipts remitted to CBJ approximately eight months after they are received*

**FY24 Passenger Fee Total \$ 21,450,000**  
**FY25 Passenger Fee Total \$ 21,450,000**

The absent 2020 cruise season and slow 2021 season still incurred operating and debt service expenses. As a result, we carried a negative fund balance of \$3.2 million into FY23. This was eliminated in FY24 and we will carry a positive fund balance into FY25.

The below chart lists the projects that staff is proposing to fund for FY25. A compilation of all requests received is included in attachments B and C. A more detailed version is included in your packet.

	Direct Cost	Overhead	Total	Available Balance in CIP
<b>Debt Service: Juneau Cruise Terminal Docks</b>	<b>\$ 2,026,600</b>	<b>\$ -</b>	<b>\$ 2,026,600</b>	<b>\$ -</b>
<b>CBJ Municipal Services</b>				
Police Support	\$ 1,067,600	\$ 9,800	\$ 1,077,400	\$ -
Ambulance/EMS Support	\$ 656,700	\$ 6,000	\$ 662,700	\$ -
Seawalk, Open Space and Restroom Maintenance	\$ 831,500	\$ 7,700	\$ 839,200	\$ -
Street Cleaning/Repair	\$ 339,200	\$ 3,100	\$ 342,300	\$ -
Capital Transit	\$ 1,000,000	\$ 9,200	\$ 1,009,200	\$ -
D&H - Port Management	\$ 275,000	\$ 2,500	\$ 277,500	\$ -
D&H - Port Customs Office Building Maintenance	\$ 142,000	\$ 1,300	\$ 143,300	\$ -
D&H - Access Control Security	\$ 300,000	\$ 2,800	\$ 302,800	\$ -
Tourism Management	\$ 342,000	\$ 3,100	\$ 345,100	\$ -
<b>Total City Services</b>	<b>\$ 4,954,000</b>	<b>\$ 45,500</b>	<b>\$ 4,999,500</b>	<b>\$ -</b>
<b>Third-Party Visitor Services by Assembly Grant</b>				
Travel Juneau - Downtown Visitor Info Centers	\$ 171,000	\$ -	\$ 171,000	\$ -
Travel Juneau - Crossing guard program	\$ 358,800	\$ -	\$ 358,800	\$ -
Tourism Best Management Practices (TBMP)	\$ 44,200	\$ -	\$ 44,200	\$ -
<del>Downtown Business Association</del>	<del>\$ 90,000</del>	<del>\$ -</del>	<del>\$ 90,000</del>	<del>\$ -</del>
AJ Dock - Access Control Security	\$ 150,000	\$ -	\$ 150,000	\$ -
AJ Dock - Restroom Maintenance	\$ 30,000	\$ -	\$ 30,000	\$ -
Franklin Dock - Access Control Security	\$ 150,000	\$ -	\$ 150,000	\$ -
Franklin Dock - Restroom Maintenance	\$ 30,000	\$ -	\$ 30,000	\$ -
Mobile Data Purchase (Partner TBD)	\$ 100,000	\$ -	\$ 100,000	\$ -
University of Alaska - Whale HEALTH Study	\$ 160,000	\$ -	\$ 160,000	\$ -
NOAA - Statter Harbor Signage	\$ 25,000	\$ -	\$ 25,000	\$ -
Revolving Loan Program	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
<b>Total 3rd Party Services</b>	<b>\$ 2,219,000</b>	<b>\$ -</b>	<b>\$ 2,219,000</b>	<b>\$ -</b>
<b>Capital Investments</b>				
Shore Power	\$ 5,000,000	\$ -	\$ 5,000,000	\$ 5,379,500
Overstreet Park and Canoe Statue Lighting	\$ 550,000	\$ -	\$ 550,000	\$ -
Downtown Bearproof Garbage Cans	\$ 100,000	\$ -	\$ 100,000	\$ -
Marine Park Improvements	\$ 2,000,000	\$ -	\$ 2,000,000	\$ 1,695,700
Triangle Project (Claw Back)	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -
South Franklin Seawalk Connection Improvements	\$ 200,000	\$ -	\$ 200,000	\$ -
Public Wi-Fi	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
Archipelago Museum	\$ 500,000	\$ -	\$ 500,000	\$ 500,000
<b>Total Capital Investments</b>	<b>\$ 11,850,000</b>	<b>\$ -</b>	<b>\$ 11,850,000</b>	<b>\$ 7,575,200</b>
<b>Total Proposed FY25 Passenger Fee Expenditures</b>	<b>\$ 21,049,600</b>	<b>\$ 45,500</b>	<b>\$ 21,095,100</b>	<b>\$ 7,575,200</b>

**Using Passenger Fees:**

Passenger fee funding for all CBJ municipal services and the related overhead is calculated by a third-party cost allocation consultant (Matrix Consulting) in compliance with applicable federal standards and industry best practices. Third-party visitor services are funded based on the settlement agreement and on discussions with CLIA as described therein.

**CBJ Municipal Services Highlights:**

CBJ municipal services are funded at status quo levels according to the third-party passenger fee allocation, except for the new addition of support for Capital Transit, as described below.

Capital Transit: there are two requests for bus service. One to formalize and fund what Capital Transit is currently doing and enhance service to the Valley. This request is included in the budget before the Committee. The second request is for a downtown circulator pilot project. The Assembly has directed staff not to pursue that option.

**Third-Party Visitor Services Highlights:**

University of Alaska/NOAA: the blubber cortisol study will use baseline data collected during COVID to assess the effects of boat traffic on whales. NOAA has also requested funding for interpretive signage at Statter Harbor.

Revolving Loan Program: this program would establish a low interest loan for tourism operators to invest in cleaner energy equipment. Examples include low emission bus or boat engine conversions. CBJ successfully implemented a similar program in the early 2000s to convert to quieter float plane engines. This project reimagines that program to help tour operators adopt cleaner technologies. The loans would be administered by a third party like JEDC or Southeast Conference.

**Capital Investments Highlights:**

Shore Power: staff is recommending \$5 million for shore power. This money may be used to purchase transformers for the 16B docks or may be used as a match for a grant.

Marine Park: we completed design of the Marine Park renovation this summer. This funds construction, the project and funding will be spread over two fiscal years, so the Assembly can expect to see another line item for FY26.

Overstreet Lighting: Parks & Recreation has a project planned to improve lighting along the Overstreet Park Seawalk. The artist who built the canoe sculpture put in a request to light the sculpture; this can be incorporated into the existing Parks & Recreation project.

Triangle Project: this is a passenger fee funded project that was completed using General Funds during the pandemic. The “claw back” makes the general fund whole.

South Franklin Seawalk Connection: this is a simple beautification and upgrade project for the Warner’s Wharf alleyway. Warner’s Wharf (next to Pier 49) is a key connection to the Seawalk.

Public Wi-fi: we received many complaints about the issues with internet service with cruise ships in town. Wi-fi throughout downtown is an effort to address those issues and take some of the load off our local network. There is still work to do with the providers, but this is something that CBJ can do quickly to address the problem. There is a memo in your packet from Chris Murray with further details on the project.

Waterfront Museum: under the current plan, the museum would include public restrooms and some visitor amenities.

**Long-Term Projects:**

Seawalk: Staff is working with Petro Marine, Franklin Dock Enterprises, and the A.J. Dock on securing easements and agreements for the Franklin to A.J. Seawalk. Staff will approach the Assembly with debt financing options that include this construction, filling of Seawalk “holes” and needed major maintenance once the project has progressed to the stage where we have agreements executed and reasonable cost estimates for all work. The north Seawalk connection is currently on hold pending decisions on the Subport and Coast Guard property.

Shore Power: Staff is currently working with AEL&P on design and seeking external funding through grants. We will come back to the Assembly with debt financing options if these efforts are unsuccessful.

Waterfront Museum: This project has \$500,000 attached to it, and staff is researching other funding sources to develop concepts and estimates for a facility that could include visitor services, restrooms, and port facilities as well as a museum.

Public Wi-fi: This is anticipated to be a two-year project.

Capital Transit: We will need to continue to supplement Capital Transit going forward.

Marine Park: This is anticipated to be a two-year project.

**Attachments:**

**Attachment A – FY25 Passenger Fee Funding Breakdown**

**Attachment B – Combined Passenger Fee Requests Table**

**Attachment C – Consolidated FY25 Passenger Fee Requests**

**Attachment D – Memorandum of Agreement (Amendment 1) – settlement agreement between CBJ and cruise lines**

**Attachment E – Maritime Industry Zones map**

**Attachment F – Consolidated Passenger Fee Budget Comments**

**Attachment G – Memo Regarding Public Wi-Fi**

## FY25 Passenger Fee Proposal

	Direct Cost	Overhead	Total	Available Balance in CIP
<b>Debt Service: Juneau Cruise Terminal Docks</b>	\$ 2,026,600	\$ -	\$ 2,026,600	\$ -
<b>CBJ Municipal Services</b>				
Police Support	\$ 1,067,600	\$ 9,800	\$ 1,077,400	\$ -
Ambulance/EMS Support	\$ 656,700	\$ 6,000	\$ 662,700	\$ -
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D&H - Access Control Security	\$ 300,000	\$ 2,800	\$ 302,800	\$ -
Tourism Management	\$ 342,000	\$ 3,100	\$ 345,100	\$ -
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<b>Third-Party Visitor Services by Assembly Grant</b>				
Travel Juneau - Downtown Visitor Info Centers	\$ 171,000	\$ -	\$ 171,000	\$ -
Travel Juneau - Crossing guard program	\$ 358,800	\$ -	\$ 358,800	\$ -
Tourism Best Management Practices (TBMP)	\$ 44,200	\$ -	\$ 44,200	\$ -
<del>Downtown Business Association</del>	<del>\$ 90,000</del>	<del>\$ -</del>	<del>\$ 90,000</del>	<del>\$ -</del>
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Archipelago Museum	\$ 500,000	\$ -	\$ 500,000	\$ 500,000
<b>Total Capital Investments</b>	<b>\$ 11,850,000</b>	<b>\$ -</b>	<b>\$ 11,850,000</b>	<b>\$ 7,575,200</b>
<b>Total Proposed FY25 Passenger Fee Expenditures</b>	<b>\$ 21,049,600</b>	<b>\$ 45,500</b>	<b>\$ 21,095,100</b>	<b>\$ 7,575,200</b>

Combined Passenger Fee Requests		Requested	Funded	Notes
CBJ Tourism	Annual Survey	\$50,000	x	
	Marine Park Construction	\$3,600,000	x	
	Pubic Wi-Fi	\$1,000,000	x	
	Warner's Wharf	\$200,000	x	
	Archipelago Museum	\$500,000	x	
	Revolving Loan Program	\$1,000,000	x	
	Triangle Project (claw back)	\$1,000,000	x	
	Seawalk	\$1,000,000		
CBJ Engineering and Public Works	Capital Transit Valley Service	\$1,000,000	x	Held in fund balance
	Downtown Circulator	\$672,000		
	New Wellhead for Pump	\$1,000,000		
	Wastewater Improvements	\$5,000,000		
CBJ Docks & Harbors	Statter Harbor Phase IIID	\$2,500,000		
	Areawide Port Operations	\$275,000	x	
	Customs & Visitor Center Maintenance	\$142,000	x	
	Dock Safety Rail	\$1,500,000		
	Dock Electrification	\$5,000,000	x	
	Security	\$300,000	x	
	Purchase Archipelago property	\$10,000,000		
	Lone sailor statue	\$1,000,000		
	USS Juneau Memorial	\$3,000,000		
	Rebuild emergency vessel float	\$650,000		
DBA	Downtown Ambassador Program	\$90,000	x	Financial breakdown requested
Franklin Dock	Security	\$130,000	x	
	Restrooms	\$30,000	x	
JEDC	Purchase mobile data	\$100,000	x	Must share with CBJ and other orgs
	Seasonal workforce housing construction	\$23,200,000		
NOAA	Blubber Cortisol Study	\$160,000	x	
	Statter Harbor Signage	\$25,000	x	
Travel Juneau	Visitor Information program	\$171,000	x	
TBMP	Crossing guard program	\$358,825	x	
	TBMP Budget	\$44,150	x	
Douglas Mertz	Dock Electrification		x	
	Maintenance of Park and Seawalk by Whale			
Bruce Denton	Replace Staging Area Tent			
	Downtown Circulator	\$1,200,000		
Catherine Don	Incinerator			
ILWU	Electric Shuttles	\$35,094		
	Food vendor/artist stalls on docks	\$11,036		
Emily Kane				
	Exercise Equipment on Seawalk			
Katy Ritter				
	Incinerator			
Margo Waring				
	Dock Electrification Park Maintenance		x	
Laurie Craig	Replace Bear Proof Garbage Cans	\$100,000	x	supported by P&R
LeCreatia Wilson	Lawyer Study to Amend MPF Usage			
	Purchase AJ & Franklin Docks			
	Buy Local Shops to Diversify			
	Purchase AEL&P Building Downtown			
Michael Riederer	Emissions Testing for Buses			
Nathan Teal	Eaglecrest Road Repairs			

Combined Passenger Fee Requests		Requested	Funded	Notes
Victoria Potter	Childcare			
Nancy Watterman	Dock Electrification			
Renewable Juneau	Dock Electrification	\$10,000,000		
Michael Clemens	Tourism Cost Benefit Study			
Robert Mills	Lighting on Canoe Sculpture	TBC	x	

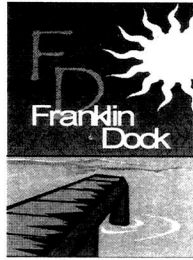
## Passenger Fee Funding Requests

The CBJ Code requires the Manager to forward all submittals for passenger fee requests to the Assembly for consideration. The Assembly is not required to take individual action on these requests.

Per Title 69, Chapter 20.120(b)(3):

*The manager shall forward all submittals, cruise line industry comments, board comments, public comments, and the manager's final recommendations to the Assembly Finance Committee for consideration. The Finance Committee will forward the final list of marine passenger fee proceeds' projects to the Assembly for consideration during its deliberations on the annual City and Borough budget.*





December 29, 2023

City and Borough of Juneau  
Alexandra Pierce, CBJ Tourism Manager  
155 South Seward Street  
Juneau, AK 99801

Dear Ms. Pierce,

Please accept this as a proposed list of expenditures at the Franklin Street Dock for funding consideration from Marine Passenger Fees for FY25. This request is consistent with our requests over past years.

This parallels requests for grant funding by CBJ and Docks & Harbors for security and restroom maintenance and cleaning. It therefore seems fair and reasonable for consideration of our funding request for similar expenditures at Franklin Dock.

**Dock Security as Required by USCG Regulations                      \$130,000**

This is requested for security supplies, audits, conducting exercises and training for all personnel with security-related duties and other security-related expenses. This also includes security guard enclosures/equipment necessary to achieve compliance with USCG approved security plan in providing ISPS related services to vessels while in port.

Additional personnel are now required (for all cruise ship facilities in SE Alaska) to address USCG Transportation Security Act regulations.

***On December 18, 2020, Coast Guard Sector Juneau released a Marine Safety Information Bulletin (see attached) clarifying the regulatory requirements for Maritime Transportation Security Act (MSTA) regulated facilities which receive large foreign passenger vessels (i.e., cruise ships). The Consolidated Cruise Ship Security final rule, published on March 19<sup>th</sup>, 2018, defined the differences between a “cruise ship terminal” and a “port of call”. The final rule also prompted a conversation between USCG Sector Juneau and SEAK industry stakeholders, including Franklin Dock Facility Security Officer (FSO) in Juneau. Previously, SEAK industry stakeholders (including Franklin Dock FSO) interpreted Title 33, Code of Federal Regulations (CFR), Section 105.255(d)(4) as a list of documents which could serve as personal identification irrespective of criteria in 33 CFR 101.515. As such, facility security***

*personnel were allowing individuals with only a vessel boarding pass or room key card to gain access to the secure area adjacent to the cruise vessel.*

*The resultant clarification in the MSIB is that, as of April 1<sup>st</sup>, 2021, facility security personnel must now use a two-prong approach to ensure proper identification and valid purpose:*

- 1. Check the personal identification meeting the criteria in 33 CFR 101.515; and,*
- 2. Confirm the purpose for access by examining at least one document listed in 33 CFR 105.255(d)(4).*

Although this may seem like a minor additional task to validate an ID with a boarding pass or key card, the impact will greatly impede the flow of passengers returning to their vessel. The above mentioned two-prong requirement will be similar to what one experiences at an airport TSA checkpoint. The extra time required to ensure each boarding pass matches the government issued ID has the potential to create delays as in some cases, in excess of 1,000 passengers/hour attempt to re-board their vessels in Juneau. Additionally, passengers who do not have government issued ID with them will need to be escorted to the vessel security officer by port facility security personnel.

By funding two (2) additional (seasonal part-time) port security officers, this will augment the standing Franklin Dock security staff enabling the proper checking of credentials in accordance with Coast Guard guidance while still monitoring the security perimeter as required.

**Public Restroom Cleaning and Maintenance      \$30,000**

These expenses include maintenance, repairs, supplies and cleaning for the public restrooms at the Franklin Dock which were originally built and funded with Marine Passenger Fees. The cleaning portion of the expenses is based on a three times-per-day cleaning schedule on ship days.

**Grand total requested = \$160,000**

Sincerely,

Reed Stoops  
Franklin Dock Enterprises  
350 N. Franklin, #2  
Juneau, AK 99801

cc: Kirby Day / Princess Cruises



# U.S. COAST GUARD SECTOR JUNEAU



December 18, 2020

## MARINE SAFETY INFORMATION BULLETIN

### Port of Call Access Control

This safety bulletin serves to clarify regulatory requirements for Maritime Transportation Security Act (MTSA)-regulated facilities that receive large foreign passenger vessels (hereafter “cruise ships”) throughout the Southeast Alaska Captain of the Port zone.

**Background** – The Consolidated Cruise Ship Security Regulations final rule, published on March 19, 2018, defined and clarified the differences between a “cruise ship terminal” and a “port of call.” The final rule also prompted a conversation between Sector Juneau and Southeast Alaska industry stakeholders to discuss processes and expectations. For years, industry had interpreted Title 33, Code of Federal Regulations (CFR), Part (§) 105.255(d)(4) as a list of documents that could serve as personal identification, irrespective of the criteria in 33 CFR § 101.515. As such, facility security personnel were allowing individuals with only a boarding pass or room key to gain access to the secure area. The Coast Guard Office of Port & Facility Compliance recently found that additional measures are needed to meet the intent of the security regulations.

**Requirement** – Before allowing any person, including apparent vessel passengers, to access the secure area of an MTSA-regulated facility, security personnel need to use a two-pronged approach to ensure proper identification and a valid purpose:

1. Check personal identification meeting the criteria in 33 CFR § 101.515; and
2. Confirm the purpose for access by examining at least one of the documents listed in 33 CFR 105.255(d)(4).

The Coast Guard understands that complying with these regulations for the first time will require industry to reassess their operations and procedures. The remoteness of Alaska and physical arrangement of some MTSA-regulated facilities are unique. These circumstances will likely necessitate a collaborative effort between industry and the Coast Guard to address any concerns, and my staff look forward to discussing the way forward with you. Together, I am confident we can find solutions that meet the letter and intent of MTSA regulations and overcome challenges that stakeholders may encounter.

**Deadline** – Facility owners/operators submit amendments to facility security plans that document compliance with 33 CFR § 101.515 and 33 CFR 105.255(d)(4) no later than April 1, 2021. In addition, every facility must have implemented the process proposed in the amendment before receiving a cruise ship.

**Contact** – For any questions regarding this safety bulletin or port of call access control, please contact the Sector Juneau Facilities Division at (907) 707-5513 or email [D17-PF-SectorJuneauPrevention@uscg.mil](mailto:D17-PF-SectorJuneauPrevention@uscg.mil).

Sincerely,

S. R. WHITE  
Captain, U.S. Coast Guard  
Captain of the Port  
Southeast Alaska



[www.JEDC.org](http://www.JEDC.org)  
 612 West Willoughby Avenue  
 Juneau, AK 99801  
 Phone: (907) 523-2300  
 Fax: (907) 463-3929

January 2, 2024

City Manager's Office  
 Attn: Alexandra Pierce  
 155 South Seward Street  
 Juneau, Alaska 99801

Re: CBJ FY25 Marine Passenger Fee Funding Proposal for Planning, Design and Construction of Seasonal Tourism Workforce Housing Project

Dear Ms. Pierce,

**EXECUTIVE SUMMARY**

The Juneau Economic Development Council (JEDC) is requesting FY25 Marine Passenger Fees. In our efforts to identify and provide a concrete solution to the seasonal worker housing shortage, JEDC would directly improve the ability of the visitor industry to provide services to Juneau visitors as well as alleviate some of the impacts on Juneau's housing market for year-round residents caused by the high number of seasonal workers requiring housing. JEDC seeks \$23,200,000 in FY25 passenger fee funding for the planning, design, and partial construction costs of a seasonal workforce housing project that will accommodate at least 200 (or higher) non-local seasonal workers. The proposed housing project strongly aligns with three of JEDC's five strategic priorities: 1) help make Juneau a great (capital) city; 2) develop talent; and 3) strengthen key regional industries.

Since 2011, JEDC has supported an industry cluster-based approach to economic development in the Southeast Alaska region called the Southeast Alaska Cluster Initiative. In support of the tourism sector specifically, this approach brings private sector firms in the Visitor Products industry together with federal, state, and local agencies, university faculty, trade association representatives, economic development organizations, community leaders, and other stakeholders in a facilitated cluster working groups to address industry needs, concerns, and opportunities on a cooperative basis. In October 2022, the Visitor Products Cluster Working Group (VPCWG) refreshed its priorities and outlined several "Action Initiatives," each led by private-sector business leaders. One of these initiatives focuses specifically on addressing the lack of sufficient seasonal workforce housing in Juneau and other cruise ship ports in Southeast Alaska.

**DESCRIPTION OF NEED FOR PROJECT**

The lack of available and affordable housing in Juneau remains a significant barrier to workforce recruitment. To gauge the severity of this issue, The Juneau Economic Development Council conducted a survey of Southeast Alaskan businesses from December 2022 through January 2023. The survey's objective was to determine how businesses in the region were impacted by a lack of affordable housing for seasonal employees, aiming to determine whether demand exists for a dormitory-style housing development for these workers. One hundred thirty-one (131) responses were received from business owners in Southeast Alaska who hire seasonal

employees, with most respondents being a part of the tourism industry. Of those 131 respondents, 84 indicated that they have businesses in Juneau.

The subset of respondents living in Juneau reported that businesses were impacted very negatively in 2022 by the lack of housing for non-local seasonal workers and that substantial demands exist for a dormitory-style development aimed at these employees. The responding businesses leaned towards a preference for locations closer to the Downtown area (in Juneau), and rated affordability and location as the most important aspects of housing for their employees. The busiest period for respondents was between April-October, with May-September being especially busy. On average, businesses estimated hiring 20 non-local employees during their 2023 busy season, out of an average of 40 total employees. This suggests that, on average, non-local seasonal employees comprise about half of these businesses' workforce. Local businesses described extreme staffing shortages in the summer season that prevented them from operating at normal capacity. Some businesses even shut down for periods of time during their peak season. When businesses are closed, have limited capacity, or the quality of service is affected, this negatively impacts the cruise ship visitor experience and results in significant losses for local businesses. Juneau's visitor experience and the visitor industry suffer due to this lack of available and affordable housing. See below for results:

- Forty-seven of the 51 respondents to date have identified explicitly as tourism businesses.
- 49+ businesses (>96%) have seasonal workers May-August; 47 businesses (92%) have seasonal workers in September; 40 businesses (78%) in April, 33 businesses (64%) in October, and then a sharp decline to 2-6 businesses (<12%) that have seasonal workers in the remaining months of the year.
- When considering multiple variables related to housing, businesses ranked Affordability as most important to their employees, followed closely by Location, then Size and Space; Privacy ranks last.
- On average, 20 non-local, seasonal workers who require housing will be hired per business in 2023. The 51 responses so far suggest that 1,000+ seasonal workers will need housing in the 2023 season.
- Collectively, the businesses responding so far intend to provide a financial subsidy for housing to 463 workers; this means local businesses will subsidize housing for 46% of these seasonal workers. Also, 34 businesses (65%) reported being willing to subsidize some amount of employee housing.
- Regarding maximum price range employees are willing to pay, 24 businesses (47% of respondents) reported \$500-\$750/month, 13 businesses (25%) reported under \$500/month, 11 businesses (21%) reported \$751-\$1000/month, and 3 businesses (6%) reported \$1001+/month.
- If housing for seasonal workers is built, 25 businesses (49%) are willing to provide transportation to/from work, 14 businesses (27%) may provide transportation, and 12 businesses (23%) will not provide any transportation assistance.
- If seasonal housing is built, 26 businesses (51% of respondents) are interested in reserving units (guaranteeing rent and damage deposits) for their seasonal employees and 17 businesses (33%) are possibly interested.

Another survey was conducted in 2023 by JEDC to identify specific residential properties that are used for seasonal workforce housing by Juneau businesses.

- Nine different visitor industry businesses reported owning residential property in Juneau. A total of 13 properties are occupied, with seven being owned by these businesses and the other six being leased.
- Sixteen out of 20 respondents employ seasonal workers. Among these, seven (7) reported owning or leasing property for use by seasonal workers. Only five (5) property addresses were identified, due in part to respondents not reporting specific locations. JEDC is still collecting information.

Data from Juneau tourism businesses indicate there is significant interest in addressing seasonal workforce housing. Many employers are also willing to provide financial subsidies and transportation to make such housing more attractive and affordable for employees. In response to Juneau's housing shortage and its effect on seasonal workforce recruitment, JEDC, along with the VPCWG, proposes the construction of a 200+-unit dormitory-style housing complex for seasonal tourism workers. The units will be leased directly to tourism businesses to meet workforce housing needs. Direct leases to tourism-focused businesses will ensure that the housing meets its intended primary purpose: addressing the housing needs of non-local seasonal workers required to support the businesses that serve 1.6 million cruise ship passengers visiting Juneau each year. Businesses will secure the appropriate number of units based on their needs and manage internal transitions between employees that occur during the rental period. Additional benefits of direct leases to businesses (versus rentals to individuals) include the reduced likelihood of missed payments, maintenance of security deposits, and overall ease of property management.

### **HISTORICAL SUPPORT FOR HOUSING**

The community of Juneau has historically built infrastructure to attract or accommodate workforce growth. The City and Borough of Juneau's *Juneau Townsite Historic Building Survey* (2023) provides a summary of the city's efforts in 1948 to provide office space and residences for government workers (p.17). Juneau's population began to falter as the mining era ended and the fishing and lumber industries declined in 1944. As noted by the report, the Community Building Corporation had stated that "the City of Juneau must place itself in a favorable position to attract Government agencies seeking office space" (Daily Alaska Empire, 1948). The city secured its place as the capital of Alaska by initiating and financing several major building projects for government workers and activities, such as the Community Building and the Mendenhall Towers.

### **PROJECT DESIGN & MANAGEMENT**

With the requested Marine Passenger Fee funding, JEDC seeks to cover planning and design costs in collaboration with a local firm, such as NorthWind Architects LLC to build six floors of seasonal work-force housing above a ground that offers commercial space in downtown Juneau. Additionally, JEDC seeks to add one to three additional stories to increase year-round housing supply downtown, which also will serve to supplement construction costs associated with the project. JEDC intends to finance the remaining construction costs not covered by Marine Passenger Fee funding through revenue generated by the project. Rental income from the property will offset the initial investment and fund ongoing property maintenance and overhead. Marine Passenger Fee funding is necessary to offset high construction costs and make this project feasible. Assuming 85-100% capacity from May through September, 55-70% capacity in April and October, and 0-15% capacity at a reduced rate from January through March and November through December.

JEDC is developing the proposed design in collaboration with NorthWind Architects LLC. Please find an example of a floor plan for seasonal housing design attached. CBJ-owned property at 324 Second Street has been selected to develop project construction cost estimations. However, the proposed project (non-local seasonal workforce housing to support the tourism industry) is not site-specific. JEDC will consider a modular design that can scale to different project sizes and locations, including throughout Southeast Alaska. A modular design requires less on-site labor to erect the structure, which acknowledges the constraints on our construction workforce in Juneau and other communities in Southeast Alaska. Regarding schedule, modular construction is underway at the same time as site construction, including foundation and utilities. This allows for a shorter, more efficient construction schedule and earlier availability for occupancy. JEDC will consider site suitability,

development costs, impact on local neighborhoods, and preferred location for businesses (based on the results of the Seasonal Workforce Housing study) to determine the optimal project location.

JEDC plans to hire a Program Director to oversee the development of this project. The project should take approximately 52 to 64 weeks from the time all permits and permissions to proceed with construction are obtained and materials are on site. Once the building is constructed, JEDC will consider hiring a private operator to work directly with local tourism operators and manage the property. Tourism businesses are the focus of this project and will be given priority in securing units, given the investment of Marine Passenger Fees. During the off-season, units will be made available to temporary workers in other industries, such as construction and healthcare, to address seasonal workforce needs in other sectors and create additional revenue to offset costs.

**COST ESTIMATE**

The current cost estimate outlines approximately seven floors, with the Ground Floor being a retail & amenity space available to the public and Floors 2 through 6 being dedicated to seasonal workforce housing. JEDC intends to offer additional upper floors of market-rate housing apartments to meet Juneau’s housing needs.

Considering a conventional site development, the total construction cost, including site development, was estimated at \$23,183,724. At 59,290 square feet, this comes out to \$325.00 per square foot. This square foot cost estimate was accompanied by a Probable Low Limit cost of \$211 per square foot and a Probable High Limit of \$487 per square foot. This estimate includes associated costs, including but not limited to site development, labor, equipment, materials, plumbing, and electrical, and factors in escalation for inflation. It does not include the cost of purchasing the CBJ-owned land (or any land). JEDC has identified options to increase affordability, such as increased density and building site configuration, and is actively working with NorthWind Architects to create an updated design that reduces overall costs.

<b>Total Workforce Housing - Area of SF 204 Beds</b>			<b>59,290</b>
<b>Mid-range Residential Construction Costs</b>			<b>\$325</b>
<b>Sub-total</b>			<b>\$19,239,605.00</b>
<b>Cost Type</b>	<b>Major Component</b>	<b>Percent Total</b>	<b>Subtotal</b>
Construction	<b>Subtotal Construction Costs</b>		<b>\$19,239,605.00</b>
Project	Design	10.0%	\$1,923,960.50
Project	Construction Management	5.0%	\$961,980.25
Project	Other	5.5%	\$1,058,178.28
<b>Estimated Total Development Costs</b>			<b>\$23,183,724.03</b>

**CONCLUSIONS**

Given the urgent need for seasonal housing in Juneau, and the time required to complete a project of this scope, JEDC is submitting a request for FY25 Marine Passenger Fee funding. By acquiring funding now, JEDC hopes to avoid delaying construction by an additional year or more. JEDC will secure funding for the other portion of construction costs from other sources.

Ultimately, available and affordable housing is good for all Juneauites. Seasonal workforce housing will benefit cruise ship passengers directly by allowing Juneau-based businesses to attract and retain workers to support visitor services. The provision of housing for non-local seasonal workers in the tourism industry will also alleviate

pressure on Juneau's housing market by reducing the need for tourism companies to occupy housing units for part of the year that could be available to year-round Juneau residents. The growth of Juneau's economy is limited by our ability to build housing for our workers, seasonal and year-round. Juneau continues to experience a housing crisis as the supply of newly built housing units has not kept up with the increased demand for units for short-term rentals, seasonal housing, and a growing adult population. The Juneau Economic Development Council, with the support of the Visitor Products Cluster Working Group, is committed to tackling these issues through the proposed seasonal workforce housing project.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Holst", written over a circular scribble.

Brian Holst  
Executive Director



# JEDC WORKFORCE HOUSING: MIXED USE

INITIAL PLAN CONCEPT



**34 BEDS MINIMUM  
TOTAL AREA = 8,470 SF**



**Juneau Commission on Sustainability**

(907) 586-0800

[jcos@juneau.org](mailto:jcos@juneau.org)

[www.juneau.org/engineering-public-works/jcos](http://www.juneau.org/engineering-public-works/jcos)

155 S. Seward Street • Juneau, AK 99801

January 3, 2024

Ms. Alexandra Pierce, Tourism Manager  
City & Borough of Juneau

Subject: Marine Passenger Fee Recommendations

Dear Ms. Pierce,

The Juneau Commission on Sustainability (JCOS), in its role as advisor to the CBJ Assembly, recommends three projects for 2024 Marine Passenger Fee (MPF) funding:

- \$5 Million for CBJ 16B dock electrification;
- \$1 Million as an initial contribution to a Tourism Clean Energy revolving loan fund and incentive program; and
- \$1.2 Million for a downtown circulator electric bus system.

These requests support Assembly goals, community sustainability goals, and the local Clean Port Initiative that JCOS proposed last year to advance Visitor Industry Task Force (VITF) recommendations. They also reinforce Juneau's long-term participation in the Green Corridor initiative.

MPF funding for these projects should be combined with related CBJ efforts into a broader community initiative to make Juneau a model for community sustainability and beneficial electrification. This approach strengthens Juneau's ability to attract federal infrastructure funding and support from existing federal programs under the Infrastructure Bill, Inflation Reduction Act, and directly from our Congressional Delegation; and potential energy funding from the State.

1) Shore Power for CBJ 16B Docks. \$5 million.

Electrification of the two CBJ cruise ship docks are consistently identified as a high priority in planning for Juneau’s downtown and for the visitor industry. JCOS supports the Docks and Harbors’ recommendation that \$5 million be allocated for this project in the FY25 budget.

As part of this project, JCOS recommends completing the following elements in 2024 in order to make timely and forward-looking progress on dock electrification:

- a. **A bid-ready document that includes all engineering/design and environmental/ cultural permitting** necessary to seek competitive bids to complete shore power infrastructure for the 16B docks. Completing these critical path documents contemporaneously avoids delays, drives down project costs, potentially saves Juneau millions of dollars by receiving low bids, and demonstrates project readiness when applying for state and federal funding.
- b. **An electrification analysis by knowledgeable consultants for the entire downtown port area** to ensure that CBJ investments in 16B shore power infrastructure harmonize with and meet the future needs of other electrification projects. The CBJ, the Assembly, and the public frequently receive conflicting information about the impacts and costs of proposed electrification projects, and there is a growing need to coordinate and integrate CBJ investments. In addition to shore power for the CBJ’s cruise ship docks, these include the proposed Huna Totem dock, a potential homeport facility for a U.S. Coast Guard icebreaker, small vessel and other docks, and increasing waterfront charging needs for electric vehicles and buses to meet Juneau Renewable Energy Strategy and Visitor Industry Task Force recommendations. JCOS recommends that a 3rd party contractor assist the CBJ and AELP, with public input, in assessing and evaluating alternative approaches and public/private investments in electrical infrastructure for the entire waterfront.
- c. As needed, **land acquisitions or substation modifications** to complete 16B dock electrification.
- d. **Final specifications and order for LTC transformers for 16B docks** as soon as possible.
- e. **Staff time for the CBJ grant writer or consultant services.** This effort requires a focus on federal and state funding sources to optimize 16B and full port electrification in the future.
- f. **Development of a financing plan**, including any needed consultant assistance.

2) Revolving Loan Fund and Incentive Program for Tourism Business Clean Energy Projects. \$1 million.

This pilot fund would assist tourism businesses in converting polluting transportation equipment to cleaner forms of energy. It would be partially modeled on the CBJ’s successful revolving loan fund that allowed conversions of tourism floatplanes to quieter engines in the early 2000s. In

addition, grants could be awarded for technical assistance and pilot projects. Flightseeing, marine tours, and tour buses and vans contribute significantly to Juneau’s carbon emissions, and many businesses are interested in finding ways to reduce their pollution. The JRES and the VITF recommended electrification of buses used by tourism businesses.

3) Downtown Electric Bus Circulator System. \$1.2 million.

JCOS continues to support development of a downtown circulator bus system and recommends funding a project as described in the *2023 Juneau Visitor Circulator Study*. This would help visitors and residents move between the docks, downtown businesses, and attractions such as the Overstreet/Whale Park and the State Museum, thereby reducing congestion and improving accessibility. Electric buses would provide quiet, pollution-free transportation and contribute to Juneau’s climate and renewable energy goals. Their purchase could be funded through a combination of MPF match, Inflation Reduction Act tax credit/direct pay, and federal grants.

Thank you for considering JCOS’ MPF funding request and recommendations. JCOS appreciates your strategic input and leadership in ensuring that Juneau moves forward with a cleaner port destination. The MPFs are critical for advancing the community’s sustainability and Juneau’s leadership and collaboration in the Green Corridor and cruise industry efforts. Please feel free to contact me if you have any questions.

Sincerely,



Gretchen Keiser, Chair  
Juneau Commission on Sustainability

cc: Mayor Weldon and Assembly Members  
Katie Koester, City Manager  
Carl Uchytel, Port Director



## MEMORANDUM

TO: CBJ City Manager/City Tourism Manager  
City and Borough of Juneau Assembly

FROM: Drew Green, AJ Juneau Dock LLC

SUBJECT: FY25 Marine Passenger Fee Proceeds Project List

DATE: 1-2-2024

The AJ dock is a cruise ship facility in the port of Juneau receiving cruise ship passengers contributing to the Marine Passenger Fee, State Excise Tax and Port Development Fee. Below are projects appropriate for Marine Passenger Fee proceeds funding.

### BACKGROUND

In 2023 the AJ dock received **462,021** “revenue” passengers. CBJ has collected and will receive Marine Passenger (MPF), Port Development Fees (PDF) and State Commercial Passenger Vessel Excise Tax (CPE) from vessels calling this facility. Below is a summary of funds collected by CBJ from AJ Dock vessels in 2023 and to date:

**Marine Passenger Fee** (MPF - \$5/passenger) in 2023: **\$2,310,105**  
**Port Development Fee** (PDF - \$3/passenger) in 2023: **\$1,386,063**  
**State Excise Tax** (CPE - \$5/passenger) for 2023: **\$2,310,105**  
**Total** estimated per passenger fees collected in 2023: **\$6,006,273**

Total since 2004:

**MPF: \$27,187,915**

**PDF: \$15,070,571**

**CPE: \$18,214,765** (Total CPE since 2011 - state appropriation formula change)

Total per passenger fees collected by CBJ from AJ Dock vessels to date: **\$60,473,251**

Thank you for consideration of this annual request with FY2024 projects listed below:

## AJ Dock CBJ MPF PROJECT REQUESTS FY25

### **AJ Dock Port Facility Security**

This project includes training; maintenance and supplies related to security, safety equipment. Items included are CCTV monitoring system maintenance; signage; credentialing; exercises and operations related to the safety and security of passengers, crew, public and the local workforce at the cruise ship facility. US Coast Guard regulatory determinations have recently increased Access Control screening requirements. To perform these additional identification screening requirements (similar to TSA) three times the security force of 2019 are mandatory in 2023 depending on the passenger volume of a given port call.

**\$282,000**

### **AJ Restroom Cleaning, Sanitization and Maintenance**

Cleaning, upkeep, and maintenance of facilities servicing passengers, public and workers at the facility.

**\$30,000**

### **Juneau Port Security Patrol and Short-Range Response Boat Operations**

The Department of Homeland Security Port Security Grant Program awarded the AJ dock with a port security boat that conducts port security patrols, vessel interceptions, at-sea deliveries to cruise ships in port (many items cannot be transferred over cruise ship docks for security reasons), spill response, salvage response, on-scene coordinator/command and CBP/law enforcement boarding when ships are at anchor or at sea. This request is solely to cover the manning, maintenance and operational expenses related to this vessel.

**\$19,600**

### **Barge Maintenance**

Every 5 years the AJ Dock floating barge components need to be towed and dry-docked for anti-fouling, painting, and zinc anode replacement. This maintenance project is due in 2024 winter for re-installation completed by March 20245 (the south barge has undergone maintenance in winter 2022/23). The project scope includes raising the access bridge, towing the barge to a shipyard drydock; dry dock labor, equipment and supplies; zinc anodes replacement; derrick crane barge to remove/replace mooring collars and the shore bridge; electrical decommissioning/reconnection, plumbing and wastewater disconnection/reconnection.

**\$750,000**

### **AJ Dock safety barrier fence replacement**

The AJ dock has fences around the perimeter of the barges that make up the dock. These fences over the last 20 years have been bent, damaged and are nearly unusable. A new barrier system like that of the new CBJ docks is preferred for safety and operations. This project is to design and build a stouter version of safety barrier fencing for the AJ dock with fork pockets for removal by forklift. This project was previously approved but these funds were reallocated into 2021 and 2022 CY security operations as per CBJ agreement due to Covid.

**\$87,000**

### **AJ Terminal, Security and Screening Facility**

Since the AJ Dock was originally constructed a footprint and plan for a future Terminal building has been in place. New security regulations in effect since 2019 (and implemented in the 2021 and 2022 seasons) require additional shoreside screening at facilities and ships for ports of call and for ships “turning” at a terminal. Having an indoor screening area is very advantageous for not only ship and facility security but for efficiencies in passenger and crew movement to and from the ship. Ships required to follow stringent security guidelines for “turning” a ship (passengers disembark and embark in Juneau) have been scheduled at the AJ dock as there is more ample space and a more robust makeshift terminal security program for these events. However, new federal regulations require measures not currently available in Juneau. A structure to house screening of persons, baggage, effects, check-in procedures, US Custom’s inspections and as well as secure baggage handling would greatly enhance our ability as a community to accommodate turning vessels. This request is to begin the architectural and engineering work required for this project.

**\$350,000**

### **AJ Uplands Modifications for Passenger Safety, Movement and Vehicle Staging**

The AJ Dock uplands was originally designed 20 years ago with a much different class and size of vessel than is experienced today. The movement of people through the facility uplands has become overcrowded and confusing for passengers going ashore making their way to experience Juneau. Of utmost concern is widening areas for pedestrian movement so that passengers are not walking in the roadways with a clear distinction or separation of shuttle and tour operations. Planners and architects along with tour operators have been involved in the design process to create a more conducive and safer operational site for current (and future) volumes of passengers. This project is designed and ready for permitting/construction during the fall/spring of 2024/2025 with an April 15th, 2025 completion date.

**\$379,000**

**From:** [Bruce Denton](#)  
**To:** [Alexandra Pierce](#); [Katie Koester](#)  
**Subject:** MPF funded project  
**Date:** Wednesday, January 3, 2024 2:00:47 PM

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Hi Alex,

I don't know if there is a master plan to do something about replacing this temporary tent with a more suitable permanent structure. Harbor board member, Jim Becker, said he was not aware of anything in the works. It is an embarrassment for this to be the best Juneau can offer as a gathering place for ship passengers disembarking at the 16B Alaska Steamship dock during inclement weather while they wait to board buses for shore excursions. I think Juneau should consider replacing this tent with a permanent architecturally pleasing pavilion type structure off the north side of the Marine Park Garage. Ideally, it should be big enough to house the kiosks on the dock that offer no protection from the weather to the tourists purchasing shore excursions. Quite often, the existing tent isn't even big enough to accommodate all the ship passengers that would like to use it, so many of them take refuge in the parking garage stairway which, unfortunately, is frequently a hangout area for disorderly homeless individuals.

Building a permanent structure for ship passengers is an appropriate use of Marine Passenger Fees. I would like to request that it be included for consideration for MPF funding.

Please contact me if you would like to discuss this further.

Thank you,  
Bruce Denton  
(907) 723-2259





**From:** [Catherine Don](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Cruise Ship Tax proposal  
**Date:** Thursday, December 14, 2023 10:51:43 AM

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Good Day,

Has the city considered using the money to repair or purchase a new city incinerator? The topic of garbage disposal is a hot topic in the community, and it impacts cruise ships as well. Currently, without an incinerator that handles APHIS garbage (see link below), ships hold onto their garbage throughout SE Alaska and dispose of it in Seattle or Vancouver. If the city purchased an incinerator with the money, they could offer ships the option to dispose of their garbage here (and charge more for it since APHIS garbage can only be handled by an incinerator) and also offer cheaper garbage services to city residents.

[USDA APHIS | Regulated Garbage](#)

Thanks

Cat

## Marine Passenger Fee Funding Proposal: Additional Capital Transit Bus Service

Capital Transit is requesting \$975,000 from the Marine Passenger Fee program to provide additional bus service during the FY25 cruise ship season:

- A new Mendenhall Express route between downtown and the Mendenhall Valley that would run every 15 minutes, seven days per week, from approximately 8:30 AM to 5:30 PM.
- Extended Service Hours:
  - Saturday-level bus service on Sundays throughout the cruise ship season.
  - Saturday-level bus service on the Memorial Day and Labor Day holidays.

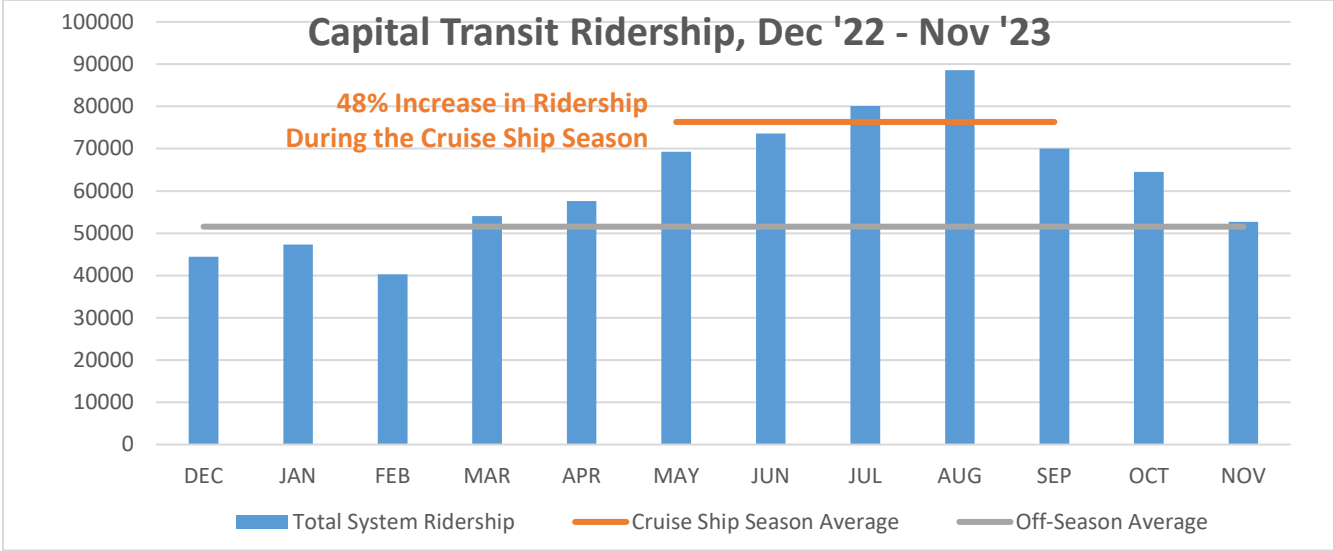
This additional service would run during the busiest 22 weeks of the cruise ship season, from approximately the beginning of May to the end of September.

The following sections provide a summary of the proposed new route and extended service hours, details about how each would benefit cruise ship passengers, and details about how each could help to mitigate some the impacts on our community caused by the cruise ships.

A separate sheet is attached, which provides a breakdown of the cost for the additional service.

### Mendenhall Express Service Summary

Cruise ship passengers and crew members frequently use Capital Transit buses to travel to the Mendenhall Glacier and other locations around town. This leads to overcrowding on the buses on our current routes, and passengers being left behind due to this overcrowding. As shown below, Capital Transit ridership during the 2023 cruise ship season was 48% higher on average than during the off-season. Adding more daily service during the busy cruise ship season would help mitigate the impacts of overcrowded buses for local passengers and provide more convenient bus service to the cruise ship passengers.



We are proposing to add a new high-frequency Mendenhall Express route that would run every 15 minutes during the day, seven days per week, from approximately 8:30 AM to 5:30 PM. This route would provide direct, non-stop service between the Downtown Transit Center and the Valley Transit

Center. The buses would then continue down Mendenhall Loop Road to a stop near the Mendenhall Glacier Visitor Center Park Entrance and provide service to existing bus stops along this segment. The buses would then return to the Downtown Transit Center via the Valley Transit Center.

### **Extended Service Hours Summary**

With the proposed extended service hours, Capital Transit would run Saturday-level service on Sunday and the Memorial Day and Labor Day holidays.

Saturday-level service means that Capital Transit would operate Core Service routes on Saturday schedules, in addition to the new Mendenhall Express route. The current Commuter routes that normally operate Monday – Friday would not run on the weekend or on holidays.

Capital Transit bus service on Sunday currently ends 5 hours earlier than Monday – Saturday bus service. On Sunday, the last buses of the evening start their runs around 5:30 PM, compared to 10:30 PM on the other days of the week.

We are proposing to increase Sunday service hours to be consistent with Saturday hours on our Core Service routes during the cruise ship season. This would help better match our bus service to the Sunday cruise ship schedules, where cruise ships are scheduled to be in port until at least 10:00 PM on every Sunday of this 22-week period in 2024.

Capital Transit does not currently operate any bus service on the Memorial Day or Labor Day holidays. Since both holidays fall during the busy cruise ship season, we are proposing to offer Saturday-level service on these two holidays as well.

### **How the Additional Service Would Benefit Cruise Ship Passengers**

#### **Mendenhall Express: Benefits for Cruise Ship Passengers**

The proposed Mendenhall Express service would provide much more convenient access to the Mendenhall Glacier Visitor Center Park Entrance, which is the most common destination for cruise ship passengers who ride Capital Transit buses. This new service would provide a one-way travel time from the Downtown Transit Center to the stop for the Mendenhall Glacier Visitor Center Park Entrance of about 22 minutes, compared to the 31 – 45 minutes required using our existing routes. This high-frequency service would also reduce the wait time between buses to 15 minutes, compared to the 30-minute wait with our existing service. This added service would also greatly reduce congestion on local routes, as discussed in the section below on mitigating impacts on the community.

#### **Extended Service Hours: Benefits for Cruise Ship Passengers**

Making our service more consistent on the weekends and holidays would make our service easier to understand and use for visitors and locals alike.

During the summer, it is common to turn away some cruise ship passengers that are trying to get to the Glacier or other destinations on Sunday afternoon, since they will not be able to make it back for the last bus of the evening to return downtown. Extending service on Sunday would allow these passengers to use transit.

The 2024 cruise ship schedule shows that there are ships in port until 10:00 PM or later on nearly every Sunday during the season. Being able to offer bus service beyond 5:30 PM would be a big benefit for cruise ship passengers that would like to use our service later in the day.

Capital Transit currently does not offer any bus service on the Memorial Day or Labor Day holidays. Providing bus service on these days would give cruise ship passengers more transportation options.

## **How the Additional Service Would Help Mitigate Impacts to The Community**

### **Mendenhall Express: Mitigating Overcrowded Buses**

It is not uncommon during the cruise ship season for buses to leave the Downtown Transit Center at or near full capacity with cruise ship passengers heading to the Mendenhall Glacier. Buses can also be overcrowded in the opposite direction when cruise ship passengers are returning downtown from the glacier. These overcrowded buses negatively impact local riders who are trying to ride the buses at those times. Passengers are sometimes left behind due to overcrowding, and then typically have to wait 30 minutes for the next bus, which might also be overcrowded.

The new Mendenhall Express route would move most cruise ship passengers off our other routes, preventing overcrowding on those buses, and mitigating the negative impacts cruise ship passengers cause for our local riders.

### **Mendenhall Express: Potential to Help Mitigate Traffic Congestion Downtown**

Given the expected patterns of use by cruise ship passengers, the Mendenhall Express service also provides a convenient option for locals to travel quickly between downtown and the valley.

For example, during the morning, most cruise ship passengers would be heading from downtown towards the valley, so there would be ample capacity for local riders on these buses heading in the opposite direction. The new service would provide access to some of the most frequently used stops in our system for local riders traveling between downtown and the valley.

As a comparison to existing service for local riders, the Mendenhall Express would only take 15 minutes to travel between transit centers, compared to 25 – 35 minutes on existing routes. The new service would also run twice as frequently as existing routes.

By promoting this new service to local residents in combination with the proposed Downtown Circulator route (submitted as a separate funding proposal) and the existing Park-and-Ride lot at the Valley Transit Center, there is the potential to reduce the number of personal vehicles downtown. This could help mitigate traffic congestion issues in the downtown area during the cruise ship season.

### **Extended Service Hours: Potential to Help Mitigating Traffic Congestion Downtown**

It is likely that extending service on Sunday evening and these two holidays would also help mitigate traffic congestion and parking issues downtown on these days. People that would normally ride the bus are forced to find other means of transportation when buses are not running, likely resulting in more personal vehicles in the downtown area.

**Capital Transit Marine Passenger Fee Request for Additional Summer Service: \$974,021.31**  
**For summer season lasting: 22 weeks**

<b>Capital Transit Driver Costs</b>		<b>Capital AKcess Operating Costs</b>	
Avg. new driver wage, \$/hr:	\$30.34	Total Current Annual Budget:	\$978,000.00
Average driver wage, \$/hr :	\$35.10	Current hours of operation per day, Mon-Sat:	18
Average driver benefits, \$/hr :	\$19.94	Current hours of operation per day, Sun:	11
Evening Differential, \$/hr:	\$2.00	Current hours of operation per week:	119
Overtime Evening Differential, \$/hr:	\$3.00	Avg. hours of operation per day:	17
Weekend Differential, \$/hr:	\$2.50	Approximate hours of operation per year (365 days):	6205
<b>Total Avg. driver cost (wage+benefits), \$/hr:</b>	<b>\$55.04</b>	<b>Avg. Capital AKcess operating cost, \$/hr:</b>	<b>\$157.61</b>
<b>Total Avg. driver cost for added Holidays, \$/hr:</b>	<b>\$72.59</b>		
<b>Capital Transit Bus Operating Costs</b>			
Depreciation & maintenance, \$/hr:	\$39.08	( \$1.87 /mile at 20.9 mile/operator-hr)	
Fuel cost, \$/hr:	\$13.57	( \$3.60 /gal at 3.77 gal/hr)	
<b>Total bus operating cost, \$/hr:</b>	<b>\$52.66</b>		

**Mendenhall Express Route, Daily Service, Mon-Sun**

48.5	Driver hours/day for 7 days =	339.5 hours, at	\$55.04 /hour =	\$18,686.08
48.5	Bus operation hours 7 days =	339.5 hours, at	\$52.66 /hour =	\$17,876.37
12	Eve. Diff. hours/day for 5 days =	60 hours, at	\$2.00 /hour =	\$120.00
48.5	Wknd. Diff. hours/day for 2 days =	97 hours, at	\$2.50 /hour =	\$242.50
			<b>Total cost per week:</b>	<b>\$36,924.95</b>
			<b>Total cost for Mendenhall Express Route daily service: 22 weeks:</b>	<b>\$812,348.96</b>

**Driver Training for 4 new seasonal drivers & new route training for existing drivers**

120 hours (3 weeks) training for 4 drivers =	480 hours, at	\$30.34 /hour =	\$14,563.39
1 hour training per driver for 25 drivers =	25 hours, at	\$35.10 /hour =	\$877.50

**Extended Sunday Service hours**

37.75	Driver hours/day for 1 days =	37.75 hours, at	\$55.04 /hour =	\$2,077.76
34.75	Bus operation hours for 1 days =	34.75 hours, at	\$52.66 /hour =	\$1,829.76
37.75	Wknd. Diff. hours/day for 1 days =	37.75 hours, at	\$2.50 /hour =	\$94.38
7	Add. Capital AKcess hours for 1 days =	7 hours, at	\$157.61 /hour =	\$1,103.30
			<b>Total cost per week:</b>	<b>\$5,105.20</b>
			<b>Total cost for Extended Sunday Service Hours: 22 weeks:</b>	<b>\$112,314.40</b>

**Saturday Level Holiday Service for Labor Day & Memorial Day**

**New Express Service**

48.5	Driver hours/day for 1 days =	48.5 hours, at	\$72.59 /hour =	\$3,520.62
48.5	Bus operation hours 1 days =	48.5 hours, at	\$52.66 /hour =	\$2,553.77
12	Overtime Eve. Diff hr/day for 1 days =	12 hours, at	\$3.00 /hour =	\$36.00

**Saturday Level Core Service**

113.25	Driver hours/day for 1 days =	113.25 hours, at	\$72.59 /hour =	\$8,220.82
113.25	Bus operation hours 1 days =	113.25 hours, at	\$52.66 /hour =	\$5,963.18
43	Overtime Eve. Diff hr/day for 1 days =	43 hours, at	\$3.00 /hour =	\$129.00

**Capital AKCess Holiday Service**

18	Add. Cap. AKCess hours for 1 days =	18 hours, at	\$236.42 /hour =	\$4,255.60
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	<b>Total cost per holiday:</b>	<b>\$24,678.98</b>
	<b>Total cost for Holiday Service on: 2 holidays:</b>	<b>\$49,357.96</b>

**Total Cost for Expanded Service for 22 weeks & 2 holidays \$974,021.31**

# Marine Passenger Fee Funding Proposal: Downtown Circulator Service

Capital Transit is requesting \$671,900 from the Marine Passenger Fee program to provide Downtown Circulator bus service during the cruise ship season.

This Downtown Circulator service would run every 10 – 20 minutes, seven days per week, from approximately 9:00 AM – 9:00 PM. The proposed service would run during the busiest 22 weeks of the cruise ship season, from approximately the beginning of May to the end of September.

A summary of the service is provided below, followed by sections describing how this service would benefit cruise ship passengers, and how it could also help to mitigate some of the impacts on our community caused by the cruise ships. The final section provides information on the cost of the service.

## Downtown Circulator Summary

From the *Juneau Visitor Circulator Study, Technical Memorandum 3 (2023)*:

“The general concept of a downtown circulator is to provide a short, simple, high-frequency transit service connecting the dock areas with nearby visitor-oriented activities. The goals for this service would be to better distribute visitors around the area to expand visitor spending, reduce pedestrian congestion in the areas immediately around the docks, and enhance the visitor experience while in Juneau by improving access to other cultural and historic sites. While it would focus on serving visitors, it would also help residents and downtown workers to move around the area without adding to traffic and parking problems.”

We are proposing to add the “Long Route Option” from the *Juneau Visitor Circulator Study*, which would run seven days a week from 9 am – 9 pm, with service every 10 – 20 minutes.



Downtown Circulator, Long Route Option from *Juneau Visitor Circulator Study*.

## **How the Downtown Circulator Would Benefit Cruise Ship Passengers**

The Downtown Circulator would provide a convenient way for cruise ship passengers to travel around the downtown area to access various visitor-oriented locations such as the Alaska State Museum and Overstreet Park. It would also help reduce pedestrian congestion in the downtown area.

## **How the Downtown Circulator Would Help Mitigate Impacts to The Community**

The Downtown Circulator service could help mitigate parking issues and pedestrian and traffic congestion issues downtown by providing a convenient way for both visitors and locals to travel around the downtown area during the busy cruise ship season.

## **Additional Mitigation Impacts When Combined With Additional Summer Bus Service**

Capital Transit has also submitted a separate proposal for additional summer bus service, which includes a new Mendenhall Express route that would run every 15 mins, seven days per week, from approximately 8:30 AM to 5:30 PM during the same 22 week cruise ship season. This Mendenhall Express route would run non-stop between the Valley Transit Center and the Downtown Transit Center, taking only 15 minutes for the trip, compared to 25 – 35 minutes with existing routes. The Mendenhall Express would also provide service to stops along Mendenhall Loop Road which are among the bus stops most used by local residents.

This combination of high-frequency service on both the Downtown Circulator and the new Mendenhall Express route, along with the existing Park-and-Ride lot at the Valley Transit Center, could be heavily promoted to local residents as a quick and convenient new transportation option between downtown and the valley during the summer. This could reduce the number of personal vehicles in the downtown area, which would help mitigate traffic and parking congestion issues during the cruise ship season.

## **Downtown Circulator Cost**

The *Juneau Visitor Circulator Study, Technical Memorandum 3 (2023)* calculated the cost of the proposed service to be \$471,900, but this did not include vehicle depreciation costs.

This service would require 3 buses at a cost of \$800,000 each, for a total of \$2,400,000. Given a 12-year life span for the buses, this gives a cost of \$200,000 per year.

This results in the total cost per season of \$671,900.

**SENATE BUILDING MALL**  
175 South Franklin St. Juneau, Alaska 99801

January 2, 2024

Alexandra Pierce  
CBJ Tourism Manager  
155 S. Heritage Way  
Juneau, Alaska  
99801

submitted via email [Alexandra.pierce@juneau.org](mailto:Alexandra.pierce@juneau.org)

Re: Marine Passenger Fee allocation request

Dear Ms. Pierce,

I am submitting a Marine Passenger Fee (MPF) request of \$1.2 million (as outlined in the 2023 Juneau Visitor Circulator Study) for a downtown circulator to cover the initial 2 years of operating, advertising and managerial costs using leased vehicles. Additionally, I strongly encourage the CBJ to pursue grant funding through the US DOT 5339 (c) Low/No Emissions bus grant program. While leased vehicles would expedite initiating service, ownership of the buses should be the ultimate goal. CBJ is uniquely qualified to successfully apply for and receive this grant funding for new buses. This federal program is administered through the State DOT. I plan on speaking directly with Commissioner Ryan Anderson in support of this grant application if the CBJ chooses to allocate MPF proceeds for a downtown circulator.

**Purpose and Need**

Lease/Purchase and operate multiple circulator buses for a regular and reliable downtown loop to interconnect the AJ Dock, Franklin Dock, 16B docks, Overstreet Park, and the potential future Huna NCL dock. A downtown circulator will provide better crowd disbursement and will greatly decrease pedestrian traffic crossing downtown streets. It will also afford cruise ship passengers a reliable and much safer means of commuting to and from the ships to enjoy downtown shopping and other off ship attractions.

**Background**

CBJ has conducted downtown transit studies for over 2 decades, all of which have addressed the need for a downtown circulator. The "Juneau Visitor Circulator Study" released last March states that, "a circulator for our downtown residents and tourists would assist less mobile tourists and citizens alike to move around downtown and obtain the services from merchants in all sector of downtown." Among other benefits the study lists: improved visitor experience; increased likelihood of ship passengers adding a second outing while in port; and increased visitor spending. It is no surprise that the Downtown Business Association has supported a circulator for decades as well.

Marine Passenger Fees provide appropriate funding for matching federal grant funds, thereby wisely leveraging the value of MPF to the cruise industry and CBJ taxpayers. Many cruise ship passengers do not leave the vessels due to disabilities and/or age. A circulator which is accessible at each of the dock



facilities would be a direct benefit to all cruise ship passengers and therefore a completely justifiable use of Marine Passenger Fees.

30 foot buses with their short turning radius which have low floors and two doors to expedite ingress and egress provide common sense efficiencies and safety that do not require further studies or delays.

In the 2022 Tourism survey 42% of respondents indicated that “Developing a Public Transit Option for Visitors” was a high priority. 29% identified it as a medium priority, and 21% a low priority leaving only 8% that did not consider it a priority. The commonsense takeaway from this recent survey demonstrates clear public support for a downtown circulator.

Summary of Request

Allocate 1.2 million dollars of marine passenger fees to operate multiple electric downtown circulator buses for two years and submit a US DOT 5339 (c) Low/No bus emissions grant application.

<https://www.transit.dot.gov/bus-program>

Respectfully submitted,

Bruce C. Denton  
Senate Properties, LLC.

cc. CBJ City Manager,  
CBJ Assembly  
Juneau Commission on Sustainability  
Downtown Business Association

**From:** [DOUGLAS MERTZ](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Marine Passenger Fees  
**Date:** Tuesday, January 2, 2024 10:18:59 AM

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These are my comments and recommendations related to usage of the Marine Passenger Fees.

1. The MPF should be used for **additional dock electrification**, Electrifying all large ship use of the port will significantly benefit the public from reduced air pollution, and would make Juneau a leader in the effort to keep our waterfront free of the kind of detriment that is a negative for both locals and visitors. A corresponding requirement that vessels use electrical hookups when they are available is essential as a component of an upgraded system.

(As a side note, I recommend that the fee be **adjusted upward** to take inflation into account, and that a permanent mechanism be developed to automatically increase the fee to adjust for inflation.

2. We should devote a portion of the MPF to **maintenance of the park and walkway in the area of the whale**. When MPF fees were proposed for this purpose during construction, the cruise industry claimed, in litigation, that there was no benefit to cruise passengers from the Whale Park. This assertion was also then and is demonstrably false now, when tour vehicles regular take passengers to the park. Cruise passengers should bear a significant part of this amenity.

Thank you.

Douglas Mertz  
11380 North Douglas Hwy  
Juneau 99801



# TOURISM BEST MANAGEMENT PRACTICES

## *Making tourism work for Juneau!*

December 15, 2023

Alexandra Pierce  
 Tourism Manager, City & Borough of Juneau  
 155 S Seward St  
 Juneau, AK 99801

Dear Ms. Pierce:

Tourism Best Management Practices (TBMP), through Travel Juneau, requests funding from Marine Passenger Fees to continue two cruise passenger and community service programs in FY25:

1) Crossing Guard Program - \$358,825: To be included in the FY25 TBMP budget, only staffing costs up to \$312,022 plus applicable CBJ sales tax (approximately \$15,601) will be invoiced against the passenger fee request; Travel Juneau will retain a 10% fee (\$31,202) to administer the program on behalf of CBJ. The request is based upon the estimated number of staff hours to accommodate the ship schedules for the fiscal, and billed at \$41.72/hr (holiday rate \$60.75/hr). The Crossing Guard Program encourages cruise passenger safety by addressing vehicular and pedestrian congestion along South Franklin Street and the Marine Park Plaza area. Primary crossing areas are at the Cruise Ship Terminal, People's Wharf, Marine Park, and at the Goldbelt Tram staging area.

Goldbelt Security's FY25 estimates are based upon the 2024 and preliminary 2025 cruise calendars. Considering the expected number of cruise passengers for these seasons, Goldbelt Security conservatively estimates that a minimum of 7448 hours will be required for this program for FY25, with their billing rate set at \$41.72 (\$60.75 for holiday) per staff hour. (Holiday rate is new for fiscal 25.)

Goldbelt Security will continue to employ supervisors to closely monitor needs and activity at the designated crosswalks. Further, the company will update TBMP regarding the program and is aware of the need to keep costs within the grant amount.

2) Tourism Best Management Practices (TBMP) - \$44,150: This request supports:


- HR costs for the administrator
- maintenance of the database module for the program
- maintenance of the program's microsite and URL
- program communications and PR
- modest community event support
- member collateral

Please refer to the attached documents for estimated expense details on these two programs. Note that the Crossing Guard Program request is part of the TBMP budget for FY25 (moved from the Travel Juneau budget). We appreciate CBJ's support of these efforts to make Juneau a safe and hospitable visitor destination. If you need further information about these programs, please don't hesitate to contact me.

Sincerely,

Elizabeth Arnett  
 Administrator  
 Tourism Best Management Practices

cc: Angie Flick, Director of Finance, CBJ  
 Liz Perry, President/CEO, Travel Juneau

		
<b>TBMP and Crossing Guard Program</b> <b>Proposed MPF Grant Budget for FY25</b>		
<b>PROGRAM EXPENSES</b>		<b>Notes</b>
<b>Administration</b>		
Contracted administrator	\$ 20,500	Based on 600 hrs over 12 mos @\$30/hr plus payroll expenses
Personal phone use	\$ 300	@25/month
Database maintenance	\$ 750	Through Simpleview
Microsite maintenance	\$ 550	Through Simpleview
URL subscription	\$ 330	traveljuneau.com/tbmp URL
Guidelines publication	\$ 1,470	Guidelines will be available on the microsite; approx 150 printed for limited distribution
TBMP operator instruction videos	\$ 3,000	update, create new TBMP training videos for operators' use
<b>Community outreach</b>		
Local print & radio ads	\$ 15,000	Ads to promote the program to locals & to thank members/public: cruise ship report, hotline, crossing guards, add KTOO sponsorship to reach new audience
Public meetings	\$ 1,200	Pre- and post-season meetings for members to review guidelines and operations: space rental, coffee service for 3 meetings
Community event support	\$ 600	Modest sponsorships to local events that bring in additional visitors: Salmon Derby, Litter Free, Safe Graduation
Crossing Guard Gift Certificates from TBMP	\$ 300	\$30 ea for 10 guards (Aug)
<b>Crossing Guard Program</b>	<b>\$ 358,825</b>	7448 hrs @ \$41.72/hr (\$60.75/hr holiday rate), includes 5% CBJ sales tax and 10% admin fee for Travel Juneau
<b>Supplies</b>		
Membership certificates	\$ 150	230 members: cost for envelopes, stickers, postage
<b>TOTAL EXPENSES FOR FY25</b>	<b>\$ 402,975</b>	



Goldbelt Security LLC  
3025 Clinton Dr.  
Juneau, Alaska 99801

December 14, 2023

Liz Perry / President & CEO  
Travel Juneau  
(907) 586-1761  
800 Glacier Ave Ste 201 Juneau, AK 99801

Dear Ms. Perry

Thank you for requesting a quote for fiscal 2025 Crossing guard services for the upcoming tour season. The Crossing guard Program for April 2024 through October 2024 with estimate for April through June 2025.

The noted costs are based on staffing needs on eight-hour shifts. One of the officers will be a lead officer who will rotate through the staffing positions daily to ensure the Crossing guards are safe and courteous to all individuals using the crosswalks, covering each location for lunch and rest periods. Staffing goals remain at 10 Crossing guards to complete the upcoming tourist season schedule.

The fiscal 2025 billing rate includes an increase of 3%, July 1, 2024, as well as the holiday hour billing rate is now included in this proposal.

The remaining Fiscal 2024 hourly rate billing is \$37.80 per hour, per officer.

April 2024 through June 30, 2024, Cost estimated,	<u>\$115,970.40</u>
Effective July 1, 2024, fiscal 2025 hourly billing rate per man hour is	<u>\$ 41.72</u>
Billing rate for holiday per man hour is	<u>\$ 60.75</u>
July 2024 through October 2024, Cost estimate,	<u>\$183,872.48</u>
April 2025 through June 2025 3,068 hours. Estimated cost is	<u>\$128,140.20</u>
Total fiscal 2025 estimated request to provide crossing guards service to the CBJ	<u>\$312,021.68</u>



Goldbelt Security LLC  
3025 Clinton Dr.  
Juneau, Alaska 99801

Crossing Guard priority locations are as follows:

1. Marine Way at CBJ library
2. South Franklin at People's wharf
3. Marine Way at Ferry Way
4. Elizabeth Peratrovich Plaza, South Franklin St.
5. Marine Way at South Franklin Street.

Estimated monthly hours for fiscal 24 ending June 30, 2024, Through June 30, 2025.

July 2024 1,504 1 holiday

August 2024 1,468 no holidays

September 2024 1,192 1 holiday

October 2024 216 no holidays.

April 2025 296, no holidays

May 2025 1,348 1 holiday

June 2025 1,424 no holidays

Respectfully

A handwritten signature in black ink, appearing to read 'Michael G. Tagaban', written in a cursive style.

Michael G. Tagaban  
General Manager  
Office 907-790-1436  
Cell 907-321-8800  
Fax 907-790-4999

December 29, 2023

Alexandra Pierce  
 Tourism Manager  
[Alexandra.pierce@juneau.gov](mailto:Alexandra.pierce@juneau.gov)

**Subject:** Proposal for Implementing Cushman Electric Shuttles

Dear Ms. Pierce,

The International Longshore and Warehouse Union (ILWU) presents a proposal for the integration of Cushman electric shuttles from Pacific Golf & Turf as a sustainable and efficient alternative to traditional cars within our organization. The adoption of electric shuttles aligns with our commitment to environmental responsibility, safety, cost-effectiveness, and employee well-being.

### **Background**

The rising concerns over environmental impact, increasing fuel costs, and the need for efficient intra-campus transportation have prompted us to explore alternative mobility solutions.

### **Product: Cushman electric shuttles**

Cushman electric shuttles offer a compelling solution, providing zero-emission, cost-effective, and convenient transportation.

### **Benefits of Cushman Electric Shuttles**

- **Environmental Impact:** Zero emissions contribute to our corporate social responsibility goals. Reduction in air and noise pollution for a healthier workplace environment.
- **Cost Savings:** The use of the electric shuttles may lighten the workload (manhours) on current port staff because they would spend less time directing dock traffic.
- **Employee Well-being:** Convenient and timely transportation between locations, improving overall work-life balance. Positive impact on employee morale due to the organization's commitment to sustainability and productivity.
- **Familiarity:** Juneau Docks and Harbors have purchased an electronic shuttle from Pacific Golf & Turf and have a working relationship with them.

### **Implementation Plan**

- **Pilot Program:** Begin with a small-scale pilot program (two shuttles) to assess the feasibility and user acceptance of electric shuttles.
- **Charging Infrastructure:** Charging infrastructure is already in place on city-owned and privately-owned docks and no additional charging infrastructure will be required.
- **Employee Training:** Conduct training sessions to familiarize employees with the new shuttle system, emphasizing safety and sustainability.

- **Monitoring and Evaluation:** Implement a system for monitoring shuttle usage, environmental impact, and cost savings to assess the success of the initiative.
- **Maintenance:** It is our recommendation that Southeast Stevedoring will own, operate, insure, and conduct maintenance on the electric shuttles.

**Conclusion**

The adoption of Cushman electric shuttles aligns with ILWU’s values, contributing to a sustainable and efficient future. This initiative not only showcases our commitment to environmental responsibility but also provides tangible benefits in terms of cost savings, employee satisfaction, and safety of passengers and employees.

Thank you for considering this proposal. We look forward to the positive impact this initiative can have on our organization and the community at large.

Sincerely,  
Kerry Crocker  
President  
ILWU Unit 16 Alaska Longshore Division  
907-209-2499  
[kerrycrocker@gmail.com](mailto:kerrycrocker@gmail.com)

Enc: Quotes from Pacific Golf & Turf for Cushman Shuttle





Snohomish  
 1818 BICKFORD AVENUE  
 SNOHOMISH, WA 98290  
 (360) 568-7798

Sales Order S Section D, Item 4.

EST COMP 12/15/2023  
 SALESPERSON Thomas Ficklin  
 tficklin@pacificgolfturf.com

BILL TO (☑️ AUTO-SEND)
City and Borough of Juneau 155 South Seward Street Juneau, AK 99801 (907) 586-5258

SHIP TO
HARBORS-ADMINISTRATION 155 S SEWARD ST Juneau, AK 99801 (907) 586-5255

CUST PO	CONTACT Kerry Crocker Kerrycrocker@gmail.com (907) 209-2499
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SHIP OUT Will Call	DROP SHIP No
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#	PART	DESCRIPTION	QTY	B/O	FILLED	RATE	DISC	NET	EXT
1	SHUTTLE 2 ELITE	(Cus) 2024 Cushman Shuttle 2 Elite.	1.00			17,522.00		17,522.00	17,522.00
2	PF11712	(EZG) MIRROR, CONVEX, 180 DEG REAR VIEW (Bin: 01/01/006/002)	1.00			25.14		25.14	25.14

PAYMENT	DETAILS	AMT

COMMENTS
2024 Cushman Shuttle 2 Elite 4.2 with standard options plus 116" long top, folding windshield, drop side rails, tail, brake lights and turn signals. Delivery to Alaska Marine Lines included.

REMIT TO
PO Box 16758 Portland, OR 97292

SUBTOTAL	17,547.14
<b>TOTAL</b>	<b>17,547.14</b>
PAYMENTS	0.00
<b>BALANCE DUE</b>	<b>17,547.14</b>

**ACCEPTANCE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Items returned within 30 days of purchase with original invoice are subject to a 20-70% restocking fee. Part must be returned with original box in excellent condition for manufacturers to take it back. Special order items are only returnable with factory "ok", plus a 30% restocking fee and return freight. Special order items not picked up after 30 days will be placed back in inventory, a 30% restocking fee and inbound shipping are charged. No returns on electrical parts. Signers warrant authority to execute this sales order on behalf of customer. Quotes are only valid for 2 weeks.

December 29, 2023

Alexandra Pierce  
 Tourism Manager  
[Alexandra.pierce@juneau.gov](mailto:Alexandra.pierce@juneau.gov)

**Subject:** Proposal for Procurement of [Wesco Cobra Pro Senior Powered Hand Trucks](#) for Ship Loading Operations

Dear Ms. Pierce,

The International Longshore and Warehouse Union (ILWU) is reaching out to present a proposal for the acquisition of four Wesco Cobra Pro Senior Powered Hand Trucks to enhance and streamline our ship loading operations. The ILWU loads hundreds of thousands of pounds of locally purchased cargo such as fish, beverages, supplies, and food during the cruise ship season. The hand trucks will be particularly useful on non-floating docks (such as the Franklin Dock) where items are often loaded at extreme tides, making it challenging due to the fact the use of mechanics are not possible therefore cargo must be loaded by hand which results in fatigue and could result in injury.

**Background**

As the ILWU continues to optimize our logistics and cargo handling processes, it has become apparent that investing in advanced equipment can significantly improve efficiency, reduce operational costs, and enhance overall safety. The Wesco Cobra Pro Senior Powered Hand Trucks have garnered a reputation for their durability, maneuverability, and effectiveness in material handling tasks, making them an ideal choice for ship loading activities.

**Product: Wesco Cobra Pro Senior Powered Hand Trucks**

These powered hand trucks are designed to handle heavy loads with ease, providing a substantial increase in productivity during ship loading operations. Their ergonomic design ensures operator comfort which minimizes fatigue, contributing to a safer working environment.

**Benefits:**

- **Increased Efficiency:** The powerful motor and intuitive controls of the Wesco Cobra Pro Senior will enable our team to load and unload cargo with greater speed, precision, and safety.
- **Versatility:** The hand trucks are adaptable to various cargo types and sizes, making them suitable for a wide range of ship loading scenarios.
- **Safety Features:** The built-in safety features, such as anti-slip surfaces and emergency braking systems, prioritize the well-being of our operators and protect the integrity of the cargo.

**Training and Support:**

Our proposal includes a comprehensive training program for our longshoremen to ensure they are proficient in operating the Wesco Cobra Pro Senior Powered Hand Trucks safely and effectively. Wesco offers excellent customer support, providing assistance with any technical issues and ensuring the continuous smooth operation of the equipment.

**Maintenance:** It is our recommendation that Southeast Stevedoring will own, operate, and conduct maintenance on the electric handcarts.

**Warranty:**

The Wesco Cobra Pro Senior comes with a manufacturer's warranty, offering peace of mind and protection against unforeseen issues.

**Next Steps:**

We propose scheduling a meeting at your earliest convenience to discuss this proposal in further detail, address any questions or concerns, and determine the best course of action for moving forward with the procurement process.

Thank you for considering our proposal. We believe that the integration of Wesco Cobra Pro Senior Powered Hand Trucks into our ship loading operations will have a positive impact on our overall efficiency and contribute to the success of our logistics endeavors.

We look forward to the opportunity to discuss this proposal with you further.

Best Regards,

Kerry Crocker  
President  
ILWU Unit 16 Alaska Longshore Division  
907-209-2499  
[kerrycrocker@gmail.com](mailto:kerrycrocker@gmail.com)

To view Wesco Cobra Pro Senior Powered Hand Trucks, visit this link:

<https://www.webstaurantstore.com/wesco-industrial-products-220653-cobrapro-jr-motorized-hand-truck-with-10-pneumatic-wheels-and-dual-hand-grips-24v/934220653.html>

**From:** [Emily Kane](#)  
**To:** [Alexandra Pierce](#)  
**Cc:** [George Schaaf](#); [Michele Elfers](#)  
**Subject:** Tourism passenger fees  
**Date:** Thursday, December 7, 2023 12:23:50 AM  
**Attachments:** [JCOA Position Paper Fall 2023 Draft Oc 24.pdf](#)

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Hello Alix

Thank you for compiling citizens input on how to spend passenger fees to benefit both the tourism industry and the locals.

Five dollars per head is way too low. Juneau is a valuable destination. I strongly recommend phasing in an increase to \$85 - \$100 per head over the next 5 years. It's a max min equation. Fewer tourists paying more is much better for the locals.

The Juneau Commission on Aging fully endorses commissioner Kathleen Salamon's recommendation for exercise stations along the sea walk. Other commissioners may chime in with specific ideas and photos to help CBJ move forward on this project. Senior fitness and recreational opportunities was one of the top three priorities from JCOA advising the Assembly in 2023.

I attach our end of year report to the Assembly.

Sincerely

Emily Kane, JCOA Chair

**[www.DrEmilyKane.com](http://www.DrEmilyKane.com)**

Be good to yourself :)

# JUNEAU COMMISSION ON AGING FALL 2023 PRIORITIES



The mandate of the JCOA is to advise the CBJ assembly on actions and policies needed to maintain and improve the quality of life for seniors within CBJ. We are committed to providing CBJ with proactive, coordinated, culturally sensitive and holistic strategies to solve the issue of services for an aging population. The JCOA has several subcommittees to allow focus in key areas, including building senior-appropriate housing, eldercare workforce development, and senior focused recreation/social engagement.

**Emily Kane, Chair**

The senior population in Southeast Alaska continues to grow faster than any other cohort. In 2010, only 11% of our population was aged 65 and over. By 2022, this had more than doubled and seniors now represents a 25% of our regional population (AKDOLWD 2022). Juneau seniors bring an array of benefits to our community: retirement income, home ownership and property tax payment, and a willingness to volunteer and contribute to the community on many levels. CBJ stated in its current 10-year fiscal plan that a top priority is to “grow the senior economy” and the Juneau Commission on Aging asks for CBJ support of Juneau seniors’ unique needs as we age in this community that we call home.

**Housing Sub Committee, Kathleen Samalon and Carole Ende****Focus: Influence the development of senior friendly housing in our community.**

**Background:** In 2020, the JCOA with the financial and technical support of CBJ conducted a survey of residents 55 and older. It clearly identified affordable, senior-friendly housing as a dominant concern that was inextricably connected with health care and cost of living concerns. Housing is defined not just as a roof overhead, but also as a home that meets the physical, social and financial needs of the elders living within it. Our goal is to have governing agencies, developers and individuals work to make Juneau have well-designed, age-friendly housing that allows elders to continue to spend their remaining years in Juneau.

**Priorities/Recommendations**

- CBJ needs to work with local developers and contractor to create programs that will encourage development of more senior-friendly housing using incentives, not regulations.
- CBJ must recognize that the senior population needs in Juneau includes all economic levels of home ownership. We ask that CBJ support housing diversity at all price-points, including rentals, condos, as well as more new and innovative smaller homes that are appropriate for seniors as well as younger individuals buying their first home (workforce housing).
- We urge CBJ to explore new ideas for senior housing that could diversify options for all elders and the community in general: co-housing, Tiny Homes and micro-housing, college dorm-sharing with seniors, senior “village-to-village” organizations, multigenerational housing, cottage style housing and more. CBJ needs to support these new approaches by removing regulatory obstacles to their development.
- The CBJ needs to have the overriding view that all housing approved in Juneau, whether starter homes for members of the workforce or seniors who want to downsize to age in place, meets the basic requirements for anyone regardless of a person’s age or physical ability. This concept is the basis of universal design which should be considered best practice for CBJ going forward. This also means integrating age-friendly features into the design, regardless of the age of the targeted buyer today. Small single level homes are ideal for some, but the 2020 Survey also indicated a strong desire for single level condos and/or multiplex housing with elevators.
- Whatever the CBJ’ employee’s role is in government, actively look for ways to facilitate age friendly housing, homes that are attractive to 1st time buyers as well as those residents who need to downsize. JCOA hopes that universal design will become the goal for the CDD, PC and Assembly, and that all city employees involved in permitting and development will keep this question in the forefront: “What kind of housing do you imagine needing and wanting for your well-being as you move towards being an elder?”

**CBJ Support: The JCOA seeks CBJ support in 1) ensuring that senior housing needs are encompassed in community planning and 2) creating a formal position within the CBJ that focuses specifically on Senior and Eldercare issues to better serve this formidable segment of our community.**

**Recreation and Social Engagement Sub Committee, Linda Kruger**  
**Focus: Age Friendly Domains of Outdoor Spaces and Buildings, Social Participation, Respect and Social Inclusion, and Civic Engagement.**

**Background:** In 2023 Juneau joined the *AARP Age Friendly States and Communities Network*. Age Friendly Communities encourage active participation by older residents and promote neighborhood cohesion and maximizing opportunities for residents to be active and engaged with their neighbors, family, and friends. As the population grows older, community design that supports the participation of older people will play a larger role in the fiscal health of the entire community. In an *Age Friendly Community*, all residents can meet their essential needs in a safe, healthy environment. Opportunities for social and civic participation make people feel they are part of the fabric of the community. The more connected and engaged people are, the more likely they are to contribute their skills and time to make the community a better place for all ages. Age Friendly initiatives contribute to improved economic performance and a more vibrant, desirable, and competitive environment for housing and commercial investment. Age Friendly initiatives bring public and private entities together to invest in and work on programs and projects. They make the community a better place to live for people of all ages by advocating for Age Friendly policies and making changes to the built, social, and service environments.

In honor of National Older Americans Month (May), and in response to the Surgeon General’s warning of “an epidemic of loneliness and isolation across the country” suggesting that experiencing loneliness is worse than obesity, physical inactivity or smoking up to 15 cigarettes per day, AARP and JCOA hosted listening sessions at the three Juneau libraries to learn from residents what services and facilities are valued and what changes or additions are desired. The supplemental information that was gathered updated what we knew from the 2020 Senior Needs Survey.

**Priorities:** One high priority identified is the need for an independent senior center offering meals, social and recreational activities, a fitness center, information resources, computers, IT help and classes, and a navigator to help seniors find services and information. The 2020 Senior Needs Survey found over 80% of seniors 55-74 are active, exercising or recreating at least once a week and 72% of those 75 and over exercise or recreate at least once a week. The survey also found that 40-48% of Juneau seniors who responded participate in Community Schools, UAS and online classes. We envision a “Zack Gordon Youth Center” concept dedicated to seniors, providing a focus for recreation, social and educational opportunities for our older community members.

Transportation related needs include improved snow removal from sidewalks and dry, safe places to walk in the winter. Walking was the most popular activity identified in the 2020 Senior Needs Survey, followed closely by hiking, but we heard that winter walking can be problematic and at times unsafe. Transportation associated with a meal program to address food security and isolation was also a priority. Better information and communication about senior services and opportunities were also identified as needs.

**CBJ Support:** The JCOA seeks CBJ support in 1) ensuring that seniors have a voice regarding recreational activities via a formal position within the CBJ that focuses specifically on senior and eldercare issues to better serve this growing segment of our community. Additionally, 2) the establishment of a community supported Senior Center.

**Workforce Sub Committee, Deborah Craig**

**Focus: Support workforce needs identified as critically needed and not being met in our community by other organizations.**

**Background:** Senior needs are frequently first felt in **medical and health care facilities**: a need for more medical services results in a need for all levels of medical providers from certificated to licensed medical professionals.

National, state and local surveys concur that older adults want to age out in their own homes and communities. This translates into a need for a workforce able to provide **home health care**: direct services providers, nursing staff and medical staff who are able to make home visits to make it possible for seniors to age at home.

Lastly, the skills needed to help seniors meet their needs are not intuitive. Thus, it is important to have **institutional assistance** in place to help seniors *navigate* the medical and home care services needed. While we have an array of services in Juneau to serve seniors, those services frequently operate in silos and are not well coordinated.

In response to all of our recognized needs, the JCOA helped form the Southeast Regional Eldercare Coalition (SREC) in early 2022 as a mechanism to bring regional providers together to better coordinate services. A JCOA led grant writing team proposed a SREC Project that was ultimately funded by a philanthropic group in the amount of \$2.5million to provides services across Southeast Alaska with a distinct focus on systems change.

The SREC Project, currently housed under the non-profit Juneau Economic Development Council, proposes to fund four positions dedicated to eldercare services: *Navigator, Trainer, Recruiter and a Program Director*. This project also intends to provide a \$1Million Wage Supplement for Direct Service Providers, as well as be a coalescing mechanism for providers to collaborate more effectively on recruitment, training and retention of staff. This project is intended to facilitate systems change in which eldercare providers will find economy of scale by collaborating and coordinating on key issues of recruitment, training and retention.

**Priorities:** Our priority is to strengthen the Direct Service Provider workforce by supporting the work of the SREC Project Navigator, Trainer, Recruiter led by the Program Director. Four of the founding members of the SREC serve on the JCOA and two currently serve on the SREC Steering Committee.

Additionally, the growth of the senior population whilst other age groups are diminishing, is a call to action to the CBJ to acknowledge the formidable resource of this group by ensuring adequate representation within the city structure by creating a position that can provide oversight and coordination of senior activities. Currently the CBJ provides support for senior services (Bartlett Regional Hospital, SAIL, Catholic Community Service, St. Vincent de Paul, Glory Hall, SERRC, UAS and our regional AHEC) and these activities could be more effective if coordinated more proactively.

**CBJ Support: The JCOA seeks CBJ support in 1) ensuring that the \$2.5 million SREC Project comes to fruition providing the array of services proposed and 2) implementation of a formal position within the CBJ focused specifically on Senior and Eldercare issues to better serve this formidable segment of our community.**





**JEDC.org**  
**612 West Willoughby Avenue**  
**Juneau, AK 99801**  
**Phone: (907) 523-2300**  
**Fax: (907) 463-3929**

January 2, 2024

City Manager’s Office  
 Attn: Alexandra Pierce  
 155 South Seward Street  
 Juneau, Alaska 99801

Re: JEDC FY25 Marine Passenger Fee Funding request of \$100,000 for ***Mobility Data for Juneau (and Southeast) to Provide Enhanced Tourism Services.***

Dear Ms. Pierce,

The Juneau Economic Development Council (JEDC) is requesting FY25 Marine Passenger Fees to purchase “Mobility Data” to enhance our ability to research all aspects of the tourism sector of our economy and provide insights to the public and private sector on improvements and strategies that will optimize the tourism economy for Juneau and Southeast Alaska.

JEDC’s mission is to foster a healthy and sustainable economic climate in Juneau and throughout Southeast Alaska. Mobility Data will help us advance our goals to make Juneau a great capital city, strengthen key regional industry, and deliver core economic development services. Mobility Data will improve all aspects of how we understand and research the visitor industry by allowing us unique insight into the travel habits of all visitors to the region. While this data will be beneficial to all aspects of our economy, the cruise industry will particularly benefit by gaining an invaluable understanding of where their passengers choose to visit upon reaching the ports they serve.

A summary of the components and total amount of this request is as follows:

- \$25,000 - Raw Data Purchase: anonymized and aggregated phone data from cell providers
  - \$25,000 - Data Cleaning: necessary to produce usable, relevant, and accurate datasets
  - \$25,000 - GIS Mapping: building study areas
  - \$25,000 - Dashboard Creation & Management: building tableau for current and future needs
- \$100,000 - Total Cost**

**MOBILITY DATA OVERVIEW**

Mobility Data is quickly emerging as the fastest, most powerful, and most efficient way to understand visitors and their behavior. By harnessing the power of mobile data and analyzing how people move through a destination/location, we can learn: Who is visiting and where are they from? How long are they staying? What are they doing and what places of interest are they visiting? How does that traffic flow within your destination? What are your visitor demographics? What are the peak days and times for visitors and traffic? [Credit: RRC Associates](#)

Mobility data is completely anonymized. Personally Identifiable Information (PII) is never collected.

- Mobile phone apps record users' location data. Nearly all apps can use location services. Common categories are maps, weather, exercise, and travel.
- Data is simple: anonymous device ID, coordinates, and timestamp. It is essentially a breadcrumb trail of GPS pings.
- Data is collected from everywhere, including no reception areas.
- Cell phone providers anonymize the pings and sell them in aggregate form to warehouse and research firms.
- Firms then clean the data to ensure it is accurate and relevant.
- Data is displayed spatially via GIS software with geo-fences drawn to plot study areas, which can be as small as a picnic table or as large as the Tongass National Forest.
- Data can show a heat map of movement and trends.
- Data does not provide an accurate total count of people. However, totals can be estimated by calibrating against real world counts.

## MOBILITY DATA APPLICATIONS

With the purchase of Mobility Data, JEDC will know where our visitors are coming from, when they are in Juneau and for how long, what attractions and facilities they visit, how far they walk on the sea walk from each of the downtown docks, where they overlap with residents, where they spend the night (no deeper than U.S Census Block), and so much more.

Mobility Data has many practical applications that are relevant for understanding and informing our tourism economy, recreation and land management, infrastructure, and housing.

### Visitor Profiles

Mobility Data can be paired with U.S. Census Block demographic information. JEDC could create visitor profiles that answer questions like: Where are visitors coming from? What is their average household income? How long do they stay? What languages do they speak? What attractions are they visiting? How many are overnight vs. day visitors? Where do people park? How far do cruise passengers walk downtown? From a special events perspective, one question could be: what percentage July 3 Fireworks attendees were visitors, seasonal workers, and year-round residents?

### Recreation Economy

Mobility data will show what recreation areas are used the most, when the peak times are, and transportation methods used. These insights can help inform Capital Transit and other providers on usage and demand for the Mendenhall Glacier Recreation Area. Mobility data will show the usage of all public hiking trails, as well as demographic information of those who use them. This would show which trails should be focused on for improvements, either due to having the most tourist use, or due to having less use and needing to be made more accessible.

### Infrastructure & Land Management

Mobility data shows how residents and visitors travel and use infrastructure, such as docks, trails, roads, bathrooms, and public transportation. Knowing use patterns, peak times, and flow can effectively inform a

variety of infrastructure and land management plans, including how to structure bus routes, what trails deserve more investment, and where restrooms should be located.

**Housing**

Mobility data can show where overnight visitors are staying within Juneau, as well as how far workers in the tourism industry are commuting for work. For example, knowing where the greatest number of employees who work downtown are housed could be used to optimize bus routes. Likewise, visitors who spend the night can be analyzed to determine what areas of Juneau they visit vs where they stay. This could show if the hotel locations are optimized or if there is demand for hotels in new locations.

**EXAMPLE MOBILITY DATA DASHBOARD**

- Data from 2019, 2021, 2023
- Study Area includes Juneau and the rest of Southeast Alaska
- Land Areas designations for Federal, State, Municipal, Tribal, Private
- Can query seasons and other custom time periods
- Can distinguish residents, visitors, and seasonal workers
- [Census block demographics](#) – population, age, sex, race, family arrangement, internet use, education, disability status, and household income
- Example from Northern Colorado: [Workbook: NoCo 2050 Dashboard \(tableau.com\)](#)

By purchasing mobility data, JEDC will be able to provide valuable insights about the economy of Juneau and Southeast Alaska. Mobility Data will particularly benefit cruise ship passengers directly because the insights gained will allow Juneau business, agencies, and authorities to better serve them and their interests.

Thank you for your continued support.

Sincerely,



Brian Holst  
Executive Director

**From:** [Katy Ritter](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Proposal to spend cruise ship passenger fees  
**Date:** Wednesday, December 6, 2023 7:25:22 PM

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Thank you for reading my email! I hope that if my suggestion does not fit the parameters of the spending allowances, you or someone else can explain the reasoning why. Our landfill is overflowing, and it will not last much longer. I found out from a friend of mine who works as a longshoreman in the summer time that cruise ship trash is unloaded at our docks and sent to our landfill. I propose that we use the cruise ship passenger fees to fund (or partially fund) an incinerator. It is unconscionable that we accept trash from sources outside our community without using the cruise ship fees to help fund a solution. It benefits the passengers because they can continue to visit beautiful Juneau and we can continue to ethically host the increasing numbers of passengers each year. Thank you again for considering my suggestion, or explaining why it doesn't meet the criteria.

Katy Ritter

Sent from my iPhone

**From:** [Laurie Craig](#)  
**To:** [Borough Assembly](#)  
**Subject:** Passenger fee money  
**Date:** Tuesday, January 2, 2024 6:05:30 PM

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My suggestion for passenger fee funds:

I'd like to see ALL the downtown BEAR RESISTANT TRASH CANS replaced.

They are shabby and dirty. Beyond repainting.

Please buy new ones, make them attractive and identifiable with "vinyl wraps" using bear photos. Make instructions easily readable and show tourists how to use them.

Laurie Craig  
907 789-2768

Sent from my iPhone

**From:** [LaCreatia Wilson](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Passenger Fees  
**Date:** Tuesday, January 2, 2024 6:47:41 PM

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Alexandra,

Please find a few ideas for the cruise ship passenger fees below:

1. Hire a panel of lawyers to see if the city can look at amending how and what the passenger fees are spent on. At this point the city is pigeonholed to make Juneau a "better playground" for the cruise ship passengers without taking into account the damage done yearly on our roads, amenities like restrooms, libraries and all of the littering. These fees could be used to increase the local city wages possibly.
  2. Purchasing Franklin and AJ Dock, so we as a city have more control over what size, and how many vessels can come to Juneau.
  3. Purchasing the old AELP building across from Franklin Dock to create affordable housing for the poorly paid dock reps, the van and bus drivers and any other seasonal workers coming up for the season. And possible Legislative housing as well. This would hopefully open up more full time housing for the locals that live in Juneau year round. If this location is not zoned for housing, it could also be turned into a parking lot allowing locals to enjoy the downtown area.
  3. Buy up some of the shops downtown diversifying the type of shops in the area. Making one a native art gallery.
- I appreciate your time and consideration.

Kind regards,  
LaCreatia Wilson  
[LaCreatia.Wilson@gmail.com](mailto:LaCreatia.Wilson@gmail.com)  
626.419.2036

**From:** [Michael Hekkers](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Passengers fee uses  
**Date:** Monday, December 11, 2023 4:01:11 PM

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It's not very sexy but I think we should start a emissions testing program for motor coaches. It's really important because most of these HAP and ACT coaches are rejects that don't comply with air quality tests in Anchorage or Fairbanks. We should not be getting these bad motor coaches just because we don't have a testing system.

I hope you are well.

Mike Hekkers

he/him

Get your congress persons to support a price on carbon pollution and carbon cashback to Americans!

Sent from my phone.



# Port of Juneau

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155 Heritage Way • Juneau, AK 99801  
(907) 586-0292 Phone • (907) 586-0295 Fax

**From:** *Carl Uchytel*  
Carl Uchytel, P.E.  
Port Director

**To:** Alexandra Pierce  
Tourism Manager

**Via:** (1) Docks & Harbors Operations-Planning **reviewed 12/20**  
(2) Docks & Harbors Board **approved 12/28**

**Date:** December 29<sup>th</sup>, 2023

**Re:** FY 2025 Marine Passenger Fee (MPF) Request

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1. Attached for your consideration is a list of FY25 Marine Passenger Fee requests from Docks & Harbors. This list was discussed by the Docks & Harbors Operations-Planning Committee at its December 20<sup>th</sup> meeting and approved at its December 28<sup>th</sup>, 2023 regular board meeting.
2. Docks & Harbors is very appreciative of the financial support received through this process. Please know that the MPF generously provided to the Docks Enterprise provides approximately one-third of all revenue collected. In November, the Assembly approved a 9% Docks Enterprise fee increase in 2024. Broadly speaking, this is the first fee increase since 2007; however, MPF will remain an important revenue source to the financial health of this Enterprise.
3. Please contact me should you have questions at 586-0282.

#

Encl: (1) FY25 Docks & Harbors Marine Passenger Fee Request

Copy: City Manager  
Parks & Recreation  
Finance Department



**CBJ Docks and Harbors Board**  
**FY2025 Marine Passenger Fee Request**

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Section D, Item 4.

**Statter Harbor Phase IIID**  
(Curb, gutter, paving & Baywalk)

**Descriptions:** Docks & Harbors has been diligently and methodically building out the Statter Harbor infrastructure since 2011. Statter Phase III is specifically designated to provide services to assist in passengers embarking on charter vessel excursions. Phase IIID would provide curb, gutter, paving and Baywalk amenities to complete the improvements for the charter operators. The November 2022 estimate for this work was \$3.5M and the existing CIP has \$1.5M available.

**Marine Passenger Fee Funds Requested (FY25):** \$2,500,000 (Total estimated project cost \$4M)

**Benefits:** This project would provide a clean and finished appearance at Statter Harbor, including the continuation of the Baywalk through the various Statter Harbor facilities (launch ramp, bus staging, bathroom and Harbor Office) .

**Maintenance and Operation Responsibility:** Docks & Harbors is responsible for all ongoing maintenance and operating expenses and will use Enterprise funds for these expenses.

Project Contact: Matthew Sill, Port Engineer, or Carl Uchytel, CBJ Port Director 586-0292.

## CBJ Docks and Harbors Board FY2025 Marine Passenger Fee Request

### Area Wide Port Operations

**Descriptions:** CBJ's cruise ship docks and associated infrastructure are run as an enterprise fund established by local ordinance. All expenses and revenues associated with operating and maintaining CBJ's cruise ship docks and associated infrastructure are accounted within this fund. The CBJ Assembly has placed these assets under the responsibility of the Docks and Harbors Board. CBJ Ordinance Title 85 requires the Board to be self-supporting, generating revenues sufficient to meet the operating costs of the Docks Enterprise. The Board has established a number of fees to generate revenues from users of the assets. The Board has calibrated these fees to assure the overall revenue generated by the enterprise equals the overall cost of running the enterprise.

Many of the uplands assets are used by entities which it is not possible, feasible, or acceptable to charge fees. As a result, users paying fees are subsidizing users that do not pay fees. The services provided to these users are area wide in nature benefiting the general public and cruise ship passengers of private docks. As part of this fee request, the Board identified services that are area wide in nature.

**Board identified the following services:**

1. Year round maintenance and monitoring of Marine Park.
2. Maintenance and operation of public parking at the Columbia Lot and seasonal public parking at the Steamship Wharf Plaza and the Visitor's Center Lot.
3. Maintenance and operation of unrestricted pedestrian access along the waterfront at the public docks.
4. Year round maintenance and monitoring of Peratrovich Plaza.
5. Costs associated with landscape maintenance services throughout the Downtown Waterfront.
6. Providing area wide port security. Of note are new Coast Guard requirements to validate credentials of passengers and crew returning to the cruise ships. New security structures have provided greater efficiencies but the resultant is greater staff responsibilities to meet the Facility Security Plan. [Note an additional \$300K MPF request for "Port of Call" access control is included in this year's request.]
7. Billing and collecting CBJ area wide fees for all docks.
8. Maintenance & repairs of Visitor's Kiosk.

The Board reviewed its FY22 budget and apportioned expenses associated with these services. Based on its review, it estimates that about 20% of the annual docks budget is attributable to area wide services.

**Marine Passenger Fee Funds Requested (FY25): \$275,000**

**Benefits:** This approach is supported by the cruise ship industry since it is more equitable than raising dockage fees, although Docks & Harbors is considering fee increases. This approach meets the intent of the marine passenger fee since the services benefit all cruise ship passengers, not just the passengers at the public docks. This approach allows the Docks and Harbors Board to direct part of the dock lease revenues to the much needed rebuild effort of the small boat harbors reducing the need for fee increases at the harbors.

**Maintenance and Operation Responsibility:** CBJ is responsible for all ongoing maintenance and operating expenses and will use local Docks enterprise funds for these expenses.

Project Contact: Teena Larson, Admin Officer or Carl Uchytel, CBJ Port Director 586-0292.

**CBJ Docks and Harbors Board**  
**FY2025 Marine Passenger Fee Request**

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**Port-Customs and Visitor Center Buildings Maintenance Support**

**Project Descriptions:** The Port-Customs and Visitor Center buildings are located on the downtown Juneau waterfront, an area that serves in excess of one and a half million cruise ship passengers each year. Docks and Harbors, an enterprise operation, is responsible for costs associated with operating the Port-Customs and Visitor Center Buildings. Expenses include all utilities (water, sewage, electrical, alarm monitoring) and facility support (parking lot, plaza, snow removal, janitorial and general maintenance). The two buildings comprise approximately 4450 square feet in area. Maintenance costs are estimated at \$2.66 per square foot per month equaling \$142,000.

**Marine Passenger Fee Funds Requested (FY25):** \$142,000

**Project Review:** The Port-Customs Building was completed in May 2011 with the Visitor Center completion in June 2012. The project which included the buildings, infill dock construction, covered shelters, landscaping and plaza cost approximately \$9M and was funded with Marine Passenger Fees. The Port-Customs Building is occupied by the US Customs and Border Protection (CBP) and Docks and Harbors staff. CBP claims to be exempt from any costs associated with their operations within a port. The Visitor Center Building is occupied by the Travel Juneau, a non-profit organization for the purpose of supporting cruise passenger inquiries. The Travel Juneau budget does not support maintenance of the building. This leaves the Docks enterprise funds fully exposed to the costs of maintaining and servicing these buildings.

**Benefits:** By establishing a Port-Customs and Visitor Center Buildings maintenance fund Docks & Harbors can effectively manage and maintain the properties entrusted under their responsibilities. Passenger fees have been granted for this purpose since FY2013.

**Maintenance and Operation Responsibility:** CBJ Docks and Harbors is responsible for all ongoing maintenance and operating expenses of these two buildings and associated upland support facilities.

**Project Contact:** Matthew Sill, CBJ Port Engineer or Carl Uchytel, CBJ Port Director 586-0292.

**CBJ Docks and Harbors Board**  
**FY2025 Marine Passenger Fee Request**

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**Safety Rail along Dock Face**

**Project Descriptions:** The project would be located along the downtown Juneau waterfront, an area that services over one and a half million cruise ship passengers each year. The project consists of constructing a new guardrail along the face of the existing dock.

**Marine Passenger Fee Funds Requested (FY25):** \$1,500,000

**Project Review:** This project would construct a new pedestrian guardrail along the existing dock face from Marine Park to the South Berth approach dock. The existing dock face only features an eighteen inch bullrail at the edge. For pedestrian safety a forty two inch high guard rail would be constructed. The proposed guardrail would be designed in the same character as other guardrails along the Seawalk.

**Project Time-Line:** This project would begin as soon as funding is allocated. The first step would be to design the guardrail and prepare construction bid documents. Upon award of a contract to the lowest qualified bidder construction would begin. The plan would be to have the guardrail installed by the end of the 2024 season, provided full funding is obtained.

**Maintenance and Operation Responsibility:** CBJ is responsible for all ongoing maintenance and operating expenses. Maintenance and operations expenses for the guardrail would be minimal.

**Project Contact:** Matthew Sill, CBJ Port Engineer or Carl Uchtyl, CBJ Port Director 586-0292.

**CBJ Docks and Harbors Board**  
**FY2025 Marine Passenger Fee Request**

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Section D, Item 4.

**Dock Electrification**

**Descriptions:** Docks & Harbors has been pursuing funding for cruise ship dock electrification for many years. Efforts for RAISE and PIDP grants have not realized success. On December 1<sup>st</sup>, a \$1.5M EPA DERA grant was submitted and we anticipate submission of an EPA Clean Port grant in the spring. The latest update to the Assembly was provided in a [memo dated August 31<sup>st</sup>, 2023](#). The purpose of this request is to augment the existing CIP with funds to construct a shoreside electrical system allowing cruise ship to connect to clean renewable power while moored.

**Marine Passenger Fee Funds Requested (FY25):** \$5M. In the EPA DERA grant application, the total project estimate to electrify both the AS & CT Docks is \$53M. Of which, \$5.3M is currently in a CIP. The project can be scaled to separate the construction into providing power to only one berth, as funding allows.

**Benefits:** This project seeks to reduce carbon emissions/greenhouse gases and has been a priority since the completion of the 16B project in 2017.

**Maintenance and Operation Responsibility:** Docks & Harbors has been working in concert with AELP to develop planning and design efforts to move forward in an efficient manner. Most likely, Docks & Harbors will be responsible for maintenance and operations of the constructed system via future Marine Passenger Fees. Docks & Harbors is hopeful to have a MOA crafted with AELP early in 2024 outlining design responsibilities and funding commitments.

**Project Contact:** Carl Uchytel, CBJ Port Director 586-0292.

**CBJ Docks and Harbors Board  
FY2025 Marine Passenger Fee Request**

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**Additional Personnel for “Port of Call” Access Control**

**Description:**

After two years of cruise ship inactivity due to the pandemic, CY23 rebounded with 1.65M arriving passengers which was a record number. The CY24 schedule calls for an equally busy season for the AS/CT Docks and at the PFO lightering dock. The 2020 Coast Guard requirements described below is a non-funded federal mandate that must met to remain compliant with our approved Federal Security Plan. Docks & Harbors has provided briefings to determining the financial resources necessary to meet this requirement.

On December 18<sup>th</sup>, 2020 Coast Guard Sector Juneau released a Marine Safety Information Bulletin clarifying the regulatory requirements for Maritime Transportation Security Act (MSTA) regulated facilities which receive large foreign passenger vessels (i.e. cruise ships). The Consolidated Cruise Ship Security final rule, published on March 19<sup>th</sup>, 2018 defined the differences between a “cruise ship terminal” and a “port of call”. The final rule also prompted a conversation between USCG Sector Juneau and SEAK industry stakeholders, including the Port of Juneau. Previously, SEAK industry stakeholders (including the Port of Juneau) interpreted Title 33, Code of Federal Regulations (CFR), Section 105.255(d)(4) as a list of documents which could serve as personal identification irrespective of criteria in 33 CFR 101.515. As such, facility security personnel (including the Port of Juneau) were allowing individuals with only a vessel boarding pass or room key to gain access to the secure area adjacent to the cruise vessel.

The resultant clarification in the MSIB is that, effective April 1<sup>st</sup>, 2021, facility security personnel must use a two-prong approach to ensure proper identification and valid purpose:

1. Check the personal identification meeting the criteria in 33 CFR 101.515; and,
2. Confirm the purpose for access by examining at least one document listed in 33 CFR 105.255(d)(4).

Although this may seem like a minor additional task to validate an ID with a boarding pass, we believe the impact will greatly impede the flow of passengers returning to their vessel. The above mentioned two-prong requirement will be similar to what one experiences at an airport TSA checkpoint. The extra time required to ensure each boarding pass matches the government issued ID has the potential to create delays when excess of 1000 passengers/hour attempt to embark their vessels during the waning time in Juneau. Additionally, passengers who do not have government issued ID will need to be escorted by port facility security to the vessel security officer which will only exasperate those waiting in the queuing line.

**Marine Passenger Fee Funds Requested (FY25):** \$300,000 (17 Part Time Limited Harbor Technicians)

**Benefits:** By funding an additional 17 PTL Harbor Technicians positions, Docks & Harbors will recruit seasonal employees who will augment the standing Docks security force enabling greater redundancy for properly checking credential in accordance with Coast Guard guidance.

**Maintenance and Operation Responsibility:** CBJ Docks & Harbors, as the facility manager for the AS and CT Docks, has uplands security requirements required under MTSA regulations.

**Project Contact:** Matt Creswell, CBJ Harbormaster or Carl Uchtyl, CBJ Port Director 586-0292.

### **Purchase of Archipelago Property, LLC Uplands**

**Description:** Purchase the upland property in private ownership adjoining Peratrovich Plaza. This 0.777 acre parcel is owned by Archipelago Property, LLC is assessed at \$9.5M. Docks & Harbors completed the [Marine Park to Taku Dock Urban Design Plan in 2018](#) which provided direction for expanding the use of the along the Juneau waterfront. This plan lead to a sophisticated land swap/sale with the private owner to achieve beneficial use.



**Board identified the following:** The Marine Park to Taku Dock Urban Design Plan envisioned the *terra firma* property to be developed with private capital for retail purchase. The plan was also a catalyst for identifying a future, undefined waterfront attraction on the wooden deck. The CBJ Manager has identified a project to relocate the Juneau-Douglas City Museum to the waterfront.

**Marine Passenger Fee Funds Requested (FY25):** \$10M

**Benefits:** Docks & Harbors believes the best use of the waterfront would be to purchase the uplands and develop the museum along Franklin Street. This would leave Peratrovich Plaza, including the Peratrovich mural, to have view planes protected along the Seawalk and to Juneau Harbor.

**Maintenance and Operation Responsibility:** As this is request is for property transaction only there is no maintenance and operational costs.

**Project Contact:** Carl Uchytel, CBJ Port Director 586-0292.

## CBJ Docks and Harbors Board FY2025 Marine Passenger Fee Request

### Lone Sailor Statue

**Description:** Alaska Pioneers (Igloo 6) are in the initial planning stages to erect a [Lone Sailor Statue](#) in Juneau. There are currently 17 Lone Sailor Statues around the world. Discussion with the Navy Memorial, which oversee the program, indicates that a sponsor would need to fundraise \$350,000 and provide a suitable location for display. The sailor is 7' 4" tall and made of bronze.



**Marine Passenger Fee Funds Requested (FY25):** \$100K

**Benefits:** This is a non-profit civic organization's efforts to bring art and vitality to Juneau. There is a connection to the USS JUNEAU and the Lone Sailor mission. The Lone Sailor is an iconic symbol of the Navy Memorial's mission to *Honor, Recognize, and Celebrate* the men and women of the Sea Services, past, present, and future; and to Inform the public about their service.

**Maintenance and Operation Responsibility:** Should a suitable location be found on CBJ property, the appropriate CBJ department could maintain the bronze statue. Else, the sponsoring organization could retain this responsibility.

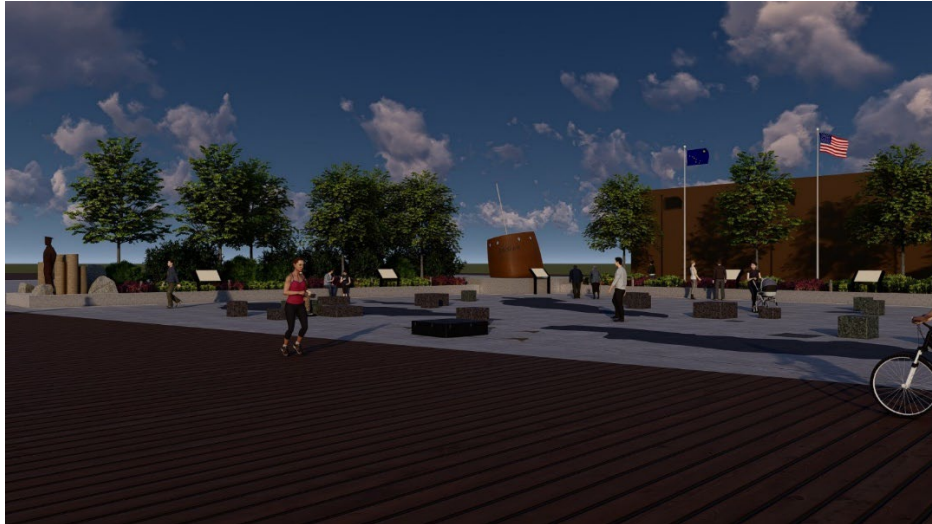
**Project Contact:** Carl Uchytel, CBJ Port Director 586-0292.



**CBJ Docks and Harbors Board  
FY2025 Marine Passenger Fee Request**

**USS JUNEAU MEMORIAL - EXPANSION**

**Description:** In the [Marine Park to Taku Dock Urban Design Plan in 2018](#) an option was explored to create a larger and more significant USS JUNEAU memorial along the Seawalk. The USS JUNEAU memorial is currently revered at its location; however, it lacks interpretive information on the Battle of Guadalcanal and the five Sullivan brothers. A well designed memorial could enhance the visitor experience and honor a local namesake.



**Marine Passenger Fee Funds Requested (FY25):** \$6M

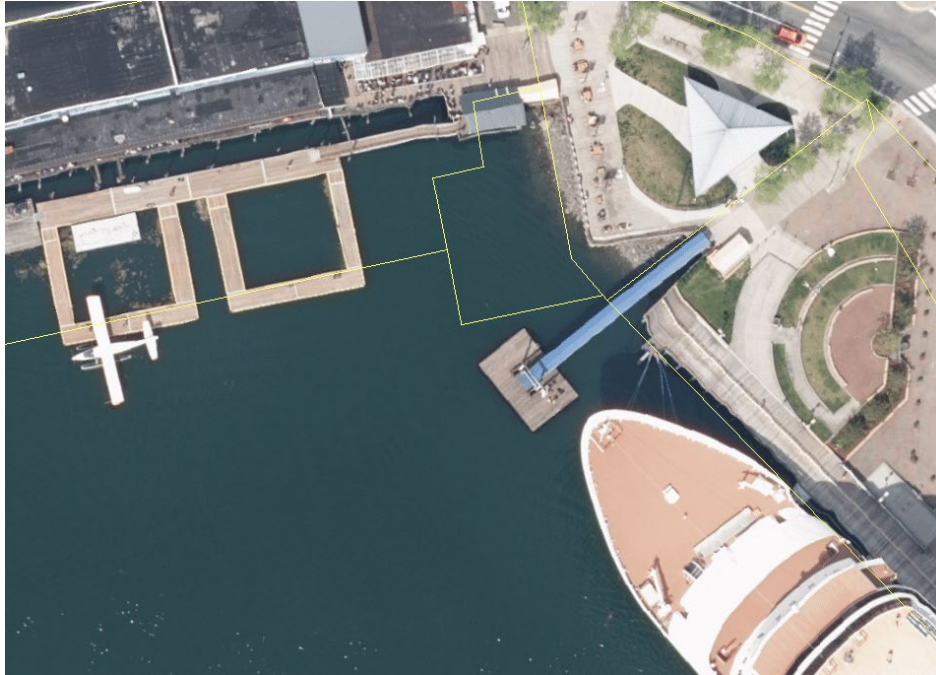
**Benefits:** This project could expand the useable width of the Seawalk, provide an historical educational display and honor those in the sea going services.

**Maintenance and Operation Responsibility:** CBJ is responsible for all ongoing maintenance and operating expenses of CBJ owned facilities and will use local Docks enterprise funds or future Marine Passengers Fees for these expenses.

**Project Contact:** Carl Uchytel, CBJ Port Director 586-0292.

**Reestablishment of Emergency Vessel Loading Float**

**Description:** With the construction of the new downtown cruise ship docks, the former lightering float became a risk to the float planes and was removed.



**Marine Passenger Fee Funds Requested (FY25):** \$1M

**Benefits:** This project, at a yet to be determined location, would contribute to providing a secondary emergency vessel mooring location to offload cruise ship passenger in the result of a mishap.

**Maintenance and Operation Responsibility:** Docks & Harbors would be responsible for all ongoing maintenance and operating expenses for this CBJ owned facility and will use local Docks enterprise funds or future Marine Passengers Fees for expenses.

**Project Contact:** Carl Uchtyl, CBJ Port Director 586-0292.

**From:** [Nathan Teal](#)  
**To:** [Alexandra Pierce](#)  
**Cc:** [Stephanie Warpinski](#)  
**Subject:** Eaglecrest road - passenger fees project  
**Date:** Thursday, December 28, 2023 1:47:00 PM

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Hi Alexandra,

I'm wondering if, once the gondola is installed and operational, EagleCrest road renovations might qualify for head tax fees funding. The road has gotten pretty bad and once we have a city operated tourist centric destination running busses up there it's going to need to be added to the shortlist for a facelift. It might be a long shot but I figured I would ask if it could be considered, just in case.

Thanks,  
Nathan

**From:** [porterv35@gmail.com](mailto:porterv35@gmail.com)  
**To:** [Alexandra Pierce](#)  
**Subject:** Fwd: City (cruise ship) excess money idea  
**Date:** Thursday, December 14, 2023 10:50:53 PM

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Sent from my iPhone

**Subject: City (cruise ship) excess money idea**

Hi Alexandra, I hope the window for suggestions is still open as I would like to offer one.

My suggestion would be for the city of Juneau to offer free childcare. Parents; especially women would be able to attend school or be employed earlier to become a part of Alaska's workforce and Juneau would have a better chance of attracting and hiring qualified candidates.

Children would also benefit by attending pre-school as they usually want to be with others about age 2.

Really it's an economic issue that would give Juneau yet another edge as a great place to live.

Thank you  
Victoria Porter  
503.739.5657

Sent from my iPhone

**From:** [weighty@ptialaska.net](mailto:weighty@ptialaska.net)  
**To:** [Alexandra Pierce](#)  
**Subject:** Marine Passenger Fee : Support for Dock Electrification  
**Date:** Sunday, December 10, 2023 11:52:23 AM

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Hello Alex,  
Adding my support for Dock Electrification with the Marine Passenger Fees/ Budget.  
Many thanks for your thoughtful work in our community.  
Nancy Waterman

**From:** [Renewable Juneau](#)  
**To:** [Alexandra Pierce](#)  
**Cc:** [Katie Koester](#); [Borough Assembly](#); [Dianna Robinson](#); [Carl Uchytel](#); [Gretchen Keiser](#)  
**Subject:** MPF for Dock Electrification  
**Date:** Tuesday, January 2, 2024 6:39:33 AM  
**Attachments:** [RJ comments\\_Dock Electrification Draft Study\\_1.16.22.pdf](#)

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Dear Alex,

The Board of Renewable Juneau strongly supports using marine passenger fees (MPF) to complete shore power for the CBJ's two cruise ship docks. We recommend appropriating \$10 million for this purpose in the FY25 budget.

The CBJ has been talking about dock electrification for more than a decade, without much to show for it. We have two recommendations for reducing further delays and for making real progress:

The City Manager and the Assembly should provide strong, ongoing leadership and oversight to complete CBJ dock electrification and require regular updates and deliverables on the pending contract for design and engineering work and the other steps needed to complete dock electrification..

The Assembly should adopt a formal "Clean Port" initiative, as proposed last year by the Juneau Commission on Sustainability. This would provide a focal point for implementing the recommendations of the Visitor Industry Task Force, give ongoing visibility to efforts to reduce climate and other types of pollution by the CBJ, the cruise industry, and local tourism businesses, and strengthen Juneau's case for federal funding for shore power and related activities.

Over 20 years ago Juneau led the world in providing clean, renewable energy to cruise ships while in port. Since then our community has continued to make progress in reducing greenhouse gasses by developing a climate action plan and renewable energy strategy, building out electric vehicle charging infrastructure, and providing resources and incentives for homeowners to replace fossil fuel heating systems with efficient air source heat pumps. Dock electrification is an integral part of our community vision of a clean energy future that improves public health, provides economic benefits, and enhances environmental quality.

Here is a short timeline that helps explain our concern about further delays:

In 2000 Princess Cruises, AELP and the CBJ began collaborating to provide shore power at the Franklin Dock. In about a year's time they completed and began operating the world's first cruise ship shore power facility.

In 2014-2015 CBJ's 16B docks were constructed: conduit was installed for future shore power. By that time almost half of the cruise ships visiting Juneau were electrification ready.

In 2016, the CBJ conducted a feasibility analysis for shore power for 16B docks. Renewable Juneau began annually supporting use of MPF to complete design and engineering for the necessary infrastructure.

In 2019 Renewable Juneau submitted a petition with 900 signatures to the Assembly requesting that MPF be used to complete shore power design and engineering for the 16B docks. The Assembly provided funding and direction to conduct engineering and design work (\*see Assembly language below). But instead the CBJ began another feasibility study.

In 2023 after the CBJ learned that there was a 2-3 year backlog for critical electrical infrastructure the Assembly appropriated \$5 million in the FY24 budget. But then the CBJ learned that not enough engineering/design work has been done to allow ordering the needed equipment;

In 2024, most cruise ships visiting Juneau are shore power ready. We understand that the CBJ hopes to develop a scope of work and a contract for design and engineering early this year.

Better late than never, but this history leaves us with little confidence in timely completion of the project. Each of the major steps of design, financing, obtaining specialized electric equipment, and construction involve significant risks of delay, and sets Juneau further behind other West Coast ports in minimizing the impacts of the cruise industry and reducing greenhouse gas emissions.

We understand that the CBJ is now turning to AELP to manage a 2024 design/engineering contract for the 16B docks. So far AEL&P has been a reluctant partner in developing shore power for the CBJ cruise ship docks. As we detailed in our 2022 report (see note below), AELP played a significant role in delaying progress on CBJ dock electrification by helping persuade Docks & Harbors to shift from the engineering and design work funded by the Assembly in 2019 to conducting another feasibility study.

By providing clear expectations, deadlines and oversight, the City Manager and Assembly can help reduce the risks of further delays.

We believe that using MPF for dock electrification will greatly improve downtown air quality, enhancing both the visitor experience and creating a cleaner environment in which we all live and work. We appreciate your consideration of our recommendations and comments.

\*Note. As detailed in “A Broken Study” Renewable Juneau’s 1/16/2022 report to the Assembly (<https://renewablejuneau.org/2022/01/18/a-flawed-study/>), also attached:

"In response to broad public support for dock electrification, the CBJ Assembly in 2019 funded a study to "...accomplish the Assembly goal of figuring out the necessary steps to connect more ships to shore power" by preparing "... a preliminary design and cost estimate for adding shore power..." (minutes, Assembly Finance, 5/8/2019).

"As discussed below (Section 3b & Appendix), Docks and Harbors (D&H) invited and allowed AEL&P to dictate the scope and details of the RFP for the study. We objected from the beginning that the D&H approach would waste CBJ money and result in a flawed product (see Section 3a)."

Sincerely,

Allison

\_\_\_\_\_  
Allison Bidlack, Vice President  
For the Board of Directors  
Renewable Juneau | Alaska Carbon Reduction Fund









**RENEWABLE  
JUNEAU**

# A Broken Study:

## RENEWABLE JUNEAU'S COMMENTS ON THE CBJ DOCKS & HARBORS DEPARTMENT (FLAWED) DRAFT DOCK ELECTRIFICATION STUDY 1.16.22

DRAFT

CRUISE SHIP DOCK ELECTRIFICATION STUDY



ENGINEERS, INC.



Formerly McDowell Group



## Introduction and Overview

Renewable Juneau ([www.renewablejuneau.org](http://www.renewablejuneau.org)) is an Alaska non-profit organization with a mission to help Juneau move toward its sustainability goals, with a focus on use of renewable energy. We offer the following specific comments and recommendations with the expectation that improving the study will improve the community's chances of successfully securing funding and providing dock electrification for the CBJ's cruise ship docks.

Providing cruise ships with access to shore power is crucial to meeting the sustainability goals adopted by the CBJ assembly. Using clean power generated at hydroelectric dams to replace power generated by burning petroleum onboard ships:

- improves air quality and public health
- creates jobs,
- reduces greenhouse gas (GHG) emissions,
- helps keep Juneau's visitor industry competitive
- mitigates negative aspects of tourism growth, and
- supports renewable energy development.

In response to broad public support for dock electrification the CBJ Assembly in 2019 funded a study to "...accomplish the Assembly goal of figuring out the necessary steps to connect more ships to shore power" by preparing "... a preliminary design and cost estimate for adding shore power..." and to advise them on the "...implications of the policy choice of requesting firm or interruptible power for new shore power, the potential implications for changes to ship docking and the potential effect on supply of power to other interruptible customers and on utility rates." (minutes, Assembly Finance, 5/8/2019).

However, the study got off to a biased and incomplete beginning, due to changes Docks and Harbors made to the Request for Proposals (RFP), changes that subverted the Assembly's intentions and direction by converting the study from an independent analysis to one that was based on a collaboration with AEL&P (see Appendix for details).

The Assembly clearly intended the study should deliver unbiased options for the CBJ to use in getting the project underway by designing and obtaining funding for cruise ship shore power. As discussed below (Section 3b & Appendix), Docks and Harbors (D&H) invited and allowed AEL&P to dictate the scope and details of the RFP for the study. We objected from the beginning that the D&H approach would waste CBJ money and result in a flawed product (see Section 3a).

When D&H re-crafted the RFP study design at AEL&P's request, they effectively sabotaged CBJ's effort to receive full and complete analysis of options to achieve CBJ goals, and to successfully compete for RAISE grant funding.

The result is a draft study with significant flaws in four areas. These flaws must be addressed and corrected before the draft can be accepted as final:

1. The draft defines the reasons for CBJ dock electrification too narrowly – project support is about much more than GHG emission reduction.

2. The study doesn't adequately address the key issue of how to efficiently connect and disconnect cruise ships.
3. The entire consideration of power availability is misleading and biased.
4. The economic analysis is misdirected, incomplete and biased.

Each of these deficiencies is discussed in these comments, followed by a set of recommendations for correcting these problems in the draft report.

## **1. It's more than GHG emissions. The draft takes too narrow a view of the reasons for CBJ dock electrification.**

The draft focuses on an important, but overly narrow, project purpose. The only objective it identifies is to reduce greenhouse gas (GHG) emissions, citing the 2010 Juneau Climate Action and Implementation Plan (JCAIP – misspelled “CCAIP” on p. 6 and elsewhere). While this is important, it ignores the other significant community values and benefits that have been identified as reasons for dock electrification, including improved air quality; reduced noise pollution; health benefits to downtown residents, workers and visitors; managing the impacts of tourism growth; supporting a transition to renewable energy; helping the cruise industry address its carbon footprint; and enhancing Juneau's role in the regional and world-wide tourism industry and its competitive position as a cruise destination.

These other values and benefits are documented in numerous studies and planning efforts, such as the Visitor Industry Task Force and Blueprint Downtown. They are evidenced by strong Assembly support and by cruise line support, action and plans, including Holland America's recent contract with AEL&P to use shore power at the Franklin St. dock, and Norwegian Cruise Line's promises to incorporate electrification into its proposed dock project. None of these benefits are identified in the draft.

We are particularly concerned that, despite the study's emphasis on energy supplies, the draft completely ignores CBJ energy policies. The study fails to even mention the main policy document guiding the use and development of energy in the community, the Juneau Renewable Energy Strategy (JRES), adopted by the Assembly in 2018. Dock electrification is noted in the JRES, and provides one of the pathways toward the JRES goals. However, there is no discussion in the draft of the role that dock electrification plays in meeting this community value. This omission particularly weakens the section on power availability as discussed in item 3 below. While the report includes a short description of possible future projects that would require electricity (p.18), there is no discussion about their relationships to broader community energy goals or how dock electrification can help accelerate or achieve these goals.

The study also omits any consideration of the increasing significance of dock electrification to the world-wide cruise industry and the Southeast Alaska (SE) region. It is common knowledge—as reported in industry publications—that environmental and cost considerations are increasingly driving world-wide and regional trends toward dock electrification. However, the report is silent on these important trends. For example, there is no mention of the fact that the community of Skagway is working on plans for dock electrification. As more Southeast Alaska and West Coast ports develop shore power, the practice becomes more valuable to cruise lines, to climate mitigation,

and to cementing Alaska’s—and particularly Juneau’s—position as sustainable and environmentally responsible, and, therefore, as more competitive and desirable destinations.

The study’s overly narrow view of its guiding objectives bleeds over into confusion and conflation of local air quality issues with climate impacts (pp.6, 40). JCOS identified this conflation as a significant weakness in the 2021 RAISE grant application, but Docks & Harbors dismissed this suggested improvement.

## **2. Making connections. The draft fails to adequately analyze shore power connection issues or to offer alternative solutions.**

The study presumes that it takes one hour, or more, to connect and another hour to disconnect cruise ships. World-wide shore power connection times are significantly lower. The report fails to provide the data needed to understand these differences, or to offer concrete solutions.

Minimizing operation of ship generators in port depends on maximizing the time that ships are connected to shore power. The number of hours that ships plug in to shore power affects air quality, GHG emissions, and economics. AEL&P is reportedly concerned about the burden on the utility to connect and disconnect each ship, and about impacts to system stability under its existing contract with Princess. But the study fails to provide adequate information or offer alternative solutions.

The study used the existing Franklin Dock system as a model because data was easily available, but the Franklin Dock is the oldest and most outdated system in the world for dock electrification. Dock electrification technology and management experience have seen several generations of improvement in the last 20 years. The draft fails to examine the limitations of AEL&P’s connection procedures and systems that burden the utility during ship connection, or how these would be magnified if multiple ships connect. The study describes some of the factors affecting this problem, including the location and configuration of different ships’ shore charging ports. But this section of the study lacks adequate information or any proactive discussion about how AEL&P could provide faster and more consistent connect or disconnect times through operational or policy changes, state-of-the-art connection technology to ramp up and ramp down faster, or any other approaches that would meet international standards.

The study also restricts the boundaries of the connection issues too narrowly. There is little or no discussion of the potential need to update the Franklin St. dock’s connection systems, and how this might interact with electrification of the CBJ’s docks. Similarly, there is little or no mention of possible electrification of the private AJ dock or the proposed Norwegian dock. All or each of these possibilities could either exacerbate the types of problems identified in the study, or contribute to solutions by spreading the costs of the needed infrastructure over more parties, however, the draft fails to consider them. Further, no consideration is given to how investments in more automated and advanced grid control systems could help alleviate current power outages, surges that damage household appliances and electronics, and other grid stabilization problems that directly impact Juneau ratepayers. Again, this is a failure to consider how dock electrification relates to the CBJ’s broader sustainability and renewable energy goals.

The draft mentions, but doesn't analyze, the ways that management of berthing schedules could help increase the number of ships and length of time that they could be connected. This scheduling could have spin-off benefits for the community, reducing the amount of air emissions involved with ship's maneuvering while arriving and departing, for example, or increasing the length of time that passengers can shop at downtown stores or take advantage of local tours. Given evolving industry standards, it seems reasonable to expect that within a few years' time, only ships using shore power will berth at the city docks—maximizing use and cost-recovery for the shore power infrastructure. These options are not adequately considered in the economic analysis.

The D&H study's use of assumptions that result in projected low utilization at the Cruise Terminal dock reduces the project's values. A final version should re-examine more specifically whether these values should be increased. A final version should also consider a scenario in which only the Alaska Steamship dock is electrified.

The RFP for dock electrification called for a 35% design for the project. The problems identified above and the failure to offer solutions that could speed up connections raise a question of whether this standard has been met.

### **3. The draft's consideration of power availability is inadequate and misleading.**

The story of how much electricity Juneau will have available to do the work the community wants to do is complicated. But the D&H study uses biased assumptions, draws a simple, misleading conclusion, doesn't consider alternative approaches, and doesn't identify possible solutions to the problems it identifies.

The study reports that "based on availability of 4 of 9 years and a cruise season that extends 5 of 12 months of the year, the conclusion is energy will be available for the cruise ships approximately 25 percent of the time from the present hydroelectric power plants" (p.26). While it is not clear how this was calculated, the assumption is apparently based on a rough estimate and judgment call by AEL&P (pp. 37, 44), combined with the study's assumption that CBJ's docks should not only be "interruptible" customers, but that they should be last in line among other interruptible customers.

Under RCA regulations, "firm" users, those that AEL&P is legally obligated to provide electricity for, have the first claim on available power, while "interruptible" customers, those who have signed up for special deals with AEL&P, get electricity only when there is enough hydroelectricity available. These "interruptible" customers typically get a break on rates, in return for agreeing to shift over to other sources of power when AEL&P decides it needs to conserve hydro resources due to projected shortfalls in available water supply. "Interruptible" customers include Princess Cruise Lines, the Greens Creek Mine and now the Holland America Line. The federal building and some Juneau schools are also interruptible customers for heating. Each of these interruptible customers has varying degrees of priority, depending on the specifics of their contracts with AEL&P. The draft's conclusions are based on the assumption that all interruptible customers would have priority over the CBJ's docks. The study fails to inform the Assembly and the public that the CBJ has the regulatory right to require firm power, fails to provide information about firm power costs and fails to provide a comparative analysis

of interruptible vs. firm power and how each approach could lead to maximizing CBJ and federal grant investments.

### **3(a) Future availability of sufficient power.**

This component of the study was misdirected. How utilities meet customers' needs is an issue for regulated utilities and the RCA, since regulated utilities are required to meet customers' power demands. The study was supposed to focus on dock electrification. Renewable Juneau was concerned from the beginning that including the issue of power availability in the scope of work would detract from the project's goal of figuring out how to electrify the city docks and, instead, become a series of inadequately studied or supported claims.

As we recommended in our Feb. 24, 2020 e-mail to the CBJ:

"Docks and Harbors will soon be releasing an RFP for studies related to dock electrification that appears to be significantly flawed, and seems likely to result in wasting city money. One major problem is that it proposes to determine the cost and impacts of dock electrification to AEL&P and ratepayers. This is a task that is AEL&P's responsibility, not CBJ's. The CBJ should determine how much electricity will be needed under different scenarios of dock electrification, but as a regulated utility it is AEL&P's job to determine how to meet those demands. They should do any analysis needed to get the public input that an Integrated Resource Plan requires and that the Regulatory Commission of Alaska (RCA) requires for tariff changes. It is outside the expertise of Docks and Harbors to oversee such a study."

The CBJ never responded to, or addressed, our concerns. Renewable Juneau believes that this dismissal wasted CBJ public funds and created a misleading conclusion that makes it appear that there is no reasonably adequate supply of power to electrify Juneau's public and other private docks.

We believe that CBJ should act as any other utility customer, not as a market maker or as an energy market coordinator. The CBJ needs to identify how it would build the project, and how much electricity the project needs. Identifying where the electricity will come from is the utility's legal responsibility, as is calculating the costs of adding service (3 AAC 52.455). Among other problems with the CBJ doing the utility's work is the fact that much of the critical data is unavailable to any party other than the privately owned utility. The draft shows the weaknesses of this "customer-do-it-yourself" approach. Key information is missing, while other information is fragmented and undocumented, including information about AEL&P's future plans to appropriately and properly serve 16B, Norwegian or AJ dock electrification consistent with the CBJ's energy goals identified in the JCAIP and JRES.

### **3(b) The study should have included consideration of "firm" power.**

As noted in the Introduction, the Assembly directed that the study should include examination of options for firm and interruptible power. The RFP for the study originally included consideration of firm power but this topic was dropped at the request of AEL&P, resulting in a biased, incomplete analysis that was inconsistent with Assembly direction (see Appendix). Apparently, the Juneau Commission on Sustainability was not consulted about these changes in the RFP, which is surprising

considering JCOS's role in supporting funding for the project and their charge to represent the public interest and advise the CBJ on sustainability issues. RJ's takeaway is that the D&H and CBJ paid more attention to a private business than it did to an advisory body appointed by the Assembly, and that in doing so it ignored specific direction from the Assembly.

Many of the supply availability and utilization issues raised in the study would not exist if CBJ's docks had parity with, or a priority over, interruptible users. The study should explore a firm or near firm power agreement scenario for comparison to the study's assumed "last-in-line" interruptible agreement for the CBJ.

If the CBJ inadvisably takes on the responsibility and cost of identifying the future of Juneau's power availability, it should do it completely. The first step would be to consider what it would mean to request firm power for dock electrification. This approach would have been consistent with the CBJ viewing itself, at least as an initial matter, as a customer for electricity. The study fails to provide basic information about the option of requesting firm power, the regulatory requirements for AEL&P, or to lay out pros and cons. The study omits the fact that AEL&P, as a regulated monopoly, must deliver firm and reliable power when requested by a customer. The draft states that this is a complicated issue, then unaccountably proceeds to ignore the option altogether. The study can't have it both ways – to claim to address power availability, but look at only the smallest, easiest, and least useful part of the issue.

The CBJ and the community should understand the option of firm power and its pros and cons. This would provide the basis for understanding the relative advantages to the CBJ, to the utility, and to various classes of customers. For example, the study notes (p.15) that if it is necessary to support the cruise ships with power from the diesel plants to meet firm power requirements, an additional 69 KV line will have to be constructed from the Lemon Creek power plant to the Salmon Creek Substation. However, there is no data supporting this statement and there are no cost estimates associated with this option. Again, there is no discussion about how this might fit with other future infrastructure needs, such as the proposed Aaw'k Village District Heating System.

Analyzing how to optimize dock electrification and summer loads requires more detailed information regarding the timing and amount of spilled water at our existing dams and at any future supply additions.

### **3(c) Options for “interruptible” supply are inadequately and incompletely considered.**

The study failed to consider or fully analyze alternatives to last-in-line interruptible power. A range of possibilities exist for interruptible arrangements that could provide hydroelectricity for cruise ships most of the time. But without a full and comparative analysis, no one can determine the relative effects and benefits of firm and various interruptible arrangements. The interruptible rate established for Princess provides a starting point for analysis. Currently, the Hecla Greens Creek power sales agreement and interruptible power priority limits power for CBJ publicly owned docks, but this could be changed in a number of ways. The study should address the CBJ's options for seeking changes in priorities for power.

Starting in 2010 Juneau customers saw an unprecedented 22% increase in rates to pay off construction of Lake Dorothy. Hecla appears to have been the main direct beneficiary of this change in rates. Greens Creek got a series of beneficial deals – an upfront reimbursement of connection costs, including a submarine transmission line, a period of free power, and locking in a \$.10/kwh rate that was below the cost of service for the first 7 years of the power sales agreement. The combination of cost overruns for the Lake Dorothy project and the Hecla agreements, resulted in costs of power that were substantially more than \$.10/kwh, which appears to be why firm customers saw the 22% increase. The record of RCA approval of this increase is complicated, but the Dept. of Law reportedly argued at the time that AEL&P should get only a 6% increase, rather than 22% approved by the RCA.

AEL&P asserts that all Juneau customers benefit from a Cost of Power Adjustment (COPA) to rates resulting from sales of interruptible power to Greens Creek. The study does not show that since the most recent AEL&P rate increase in 2018 Juneau firm customers have paid over \$9 million dollars in COPA surcharges. In order to thoroughly address power availability under the assumption of an interruptible power agreement, the study should address this history of the relative benefits of interruptible electricity rates to Green Creek and to Juneau’s firm ratepayers, including a detailed analysis of how COPA surcharges result in rate volatility that has recently cost Juneau ratepayers millions of dollars in their firm rate fees.

### **3(d) The rest of the story – when will there be enough hydroelectricity to meet Juneau’s future needs?**

“Based upon historical precipitation, existing hydroelectric generating capacity, and electrical demand, AEL&P projects they will be capable of offering electrical energy to the CBJ cruise ship docks only 25% of the time it is requested. It is expected this will improve over time as the firm load increases, requiring the construction of additional hydroelectric power plants. Such construction will likely facilitate additional capacity for interruptible loads.” (p.44).

The draft study focuses only on the short-term. Since the CBJ and its contractors chose to study and address power availability (the inadvisability of which we discussed previously) the draft should include scenarios of new supply meeting new demand rather than assuming static supply—and unmet demand for power. The rest of the story, and the far more important policy issue the report should have addressed, is buried in the quote above, and in the conclusion at the end of the report:

AEL&P’s forecast with one percent growth graphically indicates that without the addition of consumption by the CBJ docks, the community’s (including the Greens Creek interruptible load) energy consumption will exceed the identified average year capacity by 2023 or 2024. (p. 43).

While AEL&P has not experienced 1% load growth in recent years, local and national trends toward the “electrification of everything” make it likely that this will soon change. Rates of uptake of EV’s over the next decade are predicted to rapidly increase and Juneau is experiencing rapid growth in heating systems that rely on electricity, including both electric boilers and heat pumps. Additional future energy consumers identified in the draft would add significantly to electricity demand (p. 18).



Significant expansion of hydroelectric supplies will be needed to accomplish the goals of the Juneau Renewable Strategy in shifting from the present 20-25% reliance on renewable energy to powering the community with 80% renewable energy sources by 2045.

Despite this potential shortfall, AEL&P has indicated to the Regulatory Commission of Alaska that it has no plans to increase supplies over the next 10 years (p.38, but the associated footnote #2 is missing from the draft).

This is a chicken and egg problem. CBJ needs to know that power will be available before committing to dock electrification, but AEL&P has no incentive to arrange for new hydroelectric supplies until they have customers to buy the electricity. This is a common problem with new and shifting power demands.

Given the study's stated purpose of identifying the availability of power, the draft report should have examined how dock electrification, in combination with Juneau's energy trends and plans can contribute to solving this longer-term problem of inadequate hydroelectric supplies and transmission systems.

Recent statements by AEL&P support the view that an examination of longer-term solutions is needed:

We would need to see sustained load growth from firm (non-interruptible) customers or certainty of revenues from large interruptible customers before building additional generation capacity ..., (AEL&P spokesman Alec Mesdag – <https://www.juneauempire.com/news/grant-process-leaves-city-high-and-dry-but-electrification-plans-still-on-deck/>).

As noted above, the study fails to address this larger picture, ignoring Juneau's renewable energy goals as expressed in the JRES, and the longer-term trends and community plans that will require substantially more power in coming decades as the community migrates from using imported fossil fuels for industrial, heating and transportation purposes to using locally produced renewable energy sources.

The study lacks real data or serious analysis of possible new renewable energy supplies. It mentions three potential sources of new supplies, offering little information about them, and appears to include inaccuracies. For example, the draft study presents incomplete and incorrect information about the Sweetheart Lake project's capacity and permitting status. It also fails to describe the relative timeframes or pros and cons of the various options to provide reliable power for dock electrification, or how these relate to electrification trends or community energy goals as expressed in the Comprehensive Plan or the Juneau Renewable energy Strategy.

In conclusion, the study should either do a full job of addressing future electricity demand and supply, or it should assume that the local utility will meet demonstrated demands. A regulated utility, such as AEL&P, is responsible for meeting the electricity needs of its customers. AEL&P has been aware of CBJ's intentions to provide shore power for cruise ships for a number of years, yet has told the Regulatory Commission of Alaska that it needs no new supplies in the next 10 years.

## 4. The economics section is misdirected and incomplete.

The study draft's failures to adequately address ship connections and power availability, described above, result in a flawed economic assessment. The study draft says that the economics of the project are poor because too few ships will be hooked up for long enough to make full use of shore power infrastructure, and because hydroelectricity may not be available in some years. But these conclusions are based on unrealistically narrow and limiting assumptions based on the history of the 20 year old Franklin Dock, with its outdated technology and absence of active management of the docks for the benefit of the community.

The study fails to address the full relative costs/benefits of shore power. A comparison of the cost of utility power and self-generated power should include all relevant costs: energy, operating and maintenance costs, capital costs and profits. Ratepayers pay all those costs, plus distribution, for our utility's power. The cruise ships pay all those costs to self-generate.

The draft fails to provide even basic data about fuel costs for cruise lines and how they affect the relative value of self-generation and shore power. In terms of pricing assumptions the most relevant is Marine Gas Oil (MGO) which is currently \$784 per metric ton in Los Angeles. Generally, the vessels will bunker in Seattle/Vancouver and likely pay a small premium to LA/Long Beach (see World Bunker Prices). However, in recent years many ships have used a cleaner fuel mix to reduce visible air emissions as they near Juneau so their fuel costs while in port are higher than in open seas. This information should be available from the cruise lines but was missing from the study.

The study draft provides little or no analysis of the economic significance of dock electrification to the cruise lines or their future interests, or their marketing for Alaska and specifically, Juneau. The draft points out that dock electrification would result in avoidance of substantial quantities of fuel being burned and associated air pollutants and GHG emissions. Depending on connection times and management, dock electrification at two CBJ docks would result in the avoidance of burning between 358,000 gallons and 557,000 gallons per year.

The study draft fails to discuss industry trends in use of shore power in the west coast market or worldwide, or of the role that dock electrification will play as the cruise industry addresses air quality and carbon reduction in the future. It is clear that cruise lines are turning away from stack scrubbers as a solution to air quality problems and toward shore power. What will carbon reduction be worth to cruise lines in coming years? What will costs for self-generation look like under rising fuel costs, or if fuel taxes or a carbon tax are imposed? What are the costs if the CBJ does not electrify its docks? Would this create a competitive disadvantage for Juneau in coming decades? Would cruise lines prefer stops at electrified ports and avoid those that do not have shore power?

The report's assumption that emissions at Greens Creek are equivalent to emissions downtown is suspect. Shifting emissions out of downtown can have health benefits even if the community's net carbon emissions are unchanged. Federal grants place a high value on reductions in local air pollutants. The study does not examine or compare the relative levels of emissions between Greens Creek self-generation, cruise ship self-generation, and diesel generation by AEL&P.

Finally, the economic analysis makes a faulty and biased assumption that the project should pay for

itself. It concludes “that neither private or local public investment pass benefit/cost testing under any reasonable sales or fuel price assumptions” (p.35). But since it provides no analysis of the costs of firm versus interruptible power, this is clearly a subjective, unsupported assertion. More fundamentally, this cost recovery analysis is inapplicable to dock electrification, like most public infrastructure that has public benefits.

The study’s tone is superficially positive on dock electrification but this economics section focuses on reasons why dock electrification will not work rather than seeking known and constructive alternatives that will make dock electrification work for Juneau. The report assumes the CBJ is the provider of electricity to docks but fails to discuss how the CBJ would “sell” power to cruise ships given the provision in AEL&P’s tariff that prohibits reselling of power. The report fails to examine the special status and adequacy of the Marine Passenger Fees, which are intended to cover the extra costs to communities of accommodating cruise ships and which seem perfectly suited to contributing to the costs of dock electrification. At the public presentation of the draft at the Nov. 1, 2021 Committee of the Whole, the Assembly recognized this gap and directed the city manager to identify additional options for financing the project. The CBJ should consult with a qualified municipal advisor to assist in this task.

## Recommendations

- **Expand the discussion of benefits beyond just Greenhouse Gas (GHG) emission to include the full range of direct and secondary benefits resulting from dock electrification.** The study should address the full range of direct and secondary benefits (including clean air, health, jobs, competitiveness, meeting community energy goals, etc.) resulting from dock electrification, not just GHG emission reduction.
- **Update and expand the analysis of optimal ways to electrify docks and connect cruise ships to provide options/solutions.** The study needs more information about, and a focus on determining, the optimal way to electrify the docks and connect cruise ships. Such an optimization should include a comprehensive analysis of existing problems and consideration of state of the art grid control systems and ship connections, as well as potential solutions such as battery storage integration. It should include benefits and cost estimates, address AEL&P's concerns about electrical system stability, and offer options for mitigating those concerns to increase Juneau's grid resiliency.
- **Ask AEL&P to identify options for providing adequate power for dock electrification and to meet the Juneau Renewable Energy Strategy (JRES) goals.** The study draft should assume that AEL&P will address the question of power availability, and the CBJ should ask them to identify their plans for providing the power the community needs for dock electrification and meeting the goals of the Juneau Renewable Energy Strategy. Like a new tenant of the Walmart building, or a new fish processing business, the CBJ can request firm power as a customer and let AEL&P provide an engineering detail and cost of accomplishing the customer request.
- **Request expert, independent assistance to conduct an analysis that compares options and rate structures for firm/interruptible power for dock electrification.** If the study addresses power availability, it needs to correct two major omissions.
  1. First, rather than addressing the future of power availability in the abstract, it should start by exploring a firm or near firm power agreement scenario for comparison to a CBJ last-in-line interruptible agreement. The CBJ should request assistance from the RCA, or experienced utility advisors, and contract with appropriate independent experts to conduct an analysis that compares options and rate structures for firm and interruptible power for dock electrification. Referencing 3 AAC48.390-3AAC52.500, it appears that as a firm customer the docks could be served without impacting the rates of Juneau's firm ratepayers, that is, the costs of providing service would be borne by the cruise lines themselves.
  2. Second, the study needs to look at power availability for dock electrification in the context of full community needs and plans for electrification, including advancing the goals of the Juneau Renewable Energy Strategy.
- **Use the expertise of the Juneau Commission on Sustainability (JCOS) prior to finalizing and approving the study report.** The report is incomplete and inadequate. It is not a finished product and the CBJ should not accept it until the flaws and weaknesses identified here are corrected. Given the significance of this project to community sustainability goals and the

failure of the study draft to address them adequately, the Assembly should direct the Juneau Commission on Sustainability to advise the CBJ in finalizing the report.

- **Identify and discuss options for working with the cruise industry on their use and financing of dock electrification.** The study should include more information on cruise industry trends and the specific interests of the cruise lines in dock electrification, and should identify options for working more closely with them to develop a mutually beneficial path toward financing dock electrification.
- **Consult with an independent and qualified municipal advisor about financing options.**
- **Work with an experienced dock electrification contractor to outline efficient and effective connect/disconnect times of ships to shore power.** The next steps in design should be conducted by a contractor with specific experience in dock electrification, grid optimization and advanced controls, and other options for shortening connect and disconnect times.

## Summary

The dock electrification study was funded by the CBJ Assembly in 2019 to begin design and construction of dock electrification infrastructure. The Assembly intended the study to deliver objective information and options. Docks and Harbors allowed AEL&P to dictate the scope and details of the RFP for the study. When D&H re-crafted the RFP study design, they effectively sabotaged CBJ's effort to receive full and complete analysis of options to achieve CBJ goals and to compete effectively for federal funding. The study needs major revisions, with strong direction from the CBJ Assembly.

For more information, contact Renewable Juneau, [renewablejuneau@gmail.com](mailto:renewablejuneau@gmail.com)

# Appendix: How a flawed RFP for the dock electrification study resulted in a biased and inadequate study.

In trying to understand why the study included such limiting and misleading assumptions about power availability, and failed to evaluate the option of firm power, as directed by the Assembly, Renewable Juneau requested that the CBJ provide related public records (Renewable Juneau Public Records request to the CBJ, August 28, 2021).

While we still have not received all of the records we requested, the documents we received reveal a series of email and document exchanges between Port Director Carl Uchytel and AEL&P President and CEO Connie Hulbert that resulted in substantial changes to the intent and details of the Dock Electrification Study RFP (see email and document timeline, and AEL&P suggested edits, below).

At AEL&P’s request, Docks and Harbors dropped the firm power analysis and a comprehensive analysis of options from other power supply sources originally called for in the study scope. They also changed the focus of the study from its original (and Assembly directed) intent to move toward design and construction to one of “consideration”, while at the same time shifting it from an independent review to one of consultation with AEL&P.

AEL&P’s edits were completely adopted by the CBJ in the final RFP. We understand that there was no other review by interested and involved parties, such as the Juneau Commission on Sustainability. As noted above, we received no response to our concerns about the RFP expressed to the Port Director in our Feb. 24, 2019 e-mail. We fail to understand why a private company, with strong economic interest in the project, was given the chance to comment and significantly influence the RFP, while our comments, coming from a non-profit public interest group, were ignored, and the Juneau Commission on Sustainability, as an Assembly-appointed public body, with specific duties to advise the CBJ, was not consulted.

\*\*\*\*\*

### Email and document timeline:

10:35 AM February 20, 2020.  
Port Director Carl Uchytel sent AEL&P President Connie Hulbert email containing draft RFP.

5:16 PM on February 25, 2020.  
Ms. Hulbert sent Mr. Uchytel a return email with AEL&P suggested edits in file: RFP Electrification\_20FEB20 2-25-2020

5:24 PM February 25, 2020.  
Mr. Uchytel responded to Ms. Hulbert with a confirmation email accepting AEL&P modifications of the CBJ Dock Electrification Study RFP.

RFP signed and approved by CBH Port Director on Feb. 27, 2020 and issued on Feb.28, 2020 verbatim of AEL&P modifications

-----Original Message-----

**From:** Carl Uchytel <Carl.Uchytel@juneau.org>  
**Sent:** Thursday, February 20, 2020 10:35 AM  
**To:** Connie Hulbert <Connie.Hulbert@aelp.com>  
**Cc:** Alec Mesdag <Alec.Mesdag@aelp.com>  
**Subject:** \*\* EXTERNAL \*\* Dock Electrification Study - RFP

Connie -

Attached is the RFP, I intend to post in the coming days. As you know, the RFP is used to select the consultant to answer the question outlined in the Scope of Services (1.4). Once selected, there will be a similar detailed contract with the successful proposers for the work.

Sincerely,

Carl

Carl J. Uchytel, P.E.  
Port Director  
City & Borough of Juneau  
(907)586-0294  
<http://www.juneau.org/harbors>

---

**From:** Connie Hulbert <Connie.Hulbert@aelp.com>  
**Sent:** Tuesday, February 25, 2020 5:16 PM  
**To:** Carl Uchytel <Carl.Uchytel@juneau.org>  
**Cc:** Alec Mesdag <Alec.Mesdag@aelp.com>  
**Subject:** RE: \*\* EXTERNAL \*\* Dock Electrification Study - RFP  
EXTERNAL EMAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

Hi Carl,

Suggested edits incorporated in the attached version.

Connie

---

**From:** Carl Uchytel  
**Sent:** Tuesday, February 25, 2020 5:24 PM  
**To:** 'Connie.Hulbert@aelp.com'  
**Cc:** Erich Schaal; Alec Mesdag <Alec.Mesdag@aelp.com> (Alec.Mesdag@aelp.com)  
**Subject:** FW: \*\* EXTERNAL \*\* Dock Electrification Study - RFP  
Attachments: RFP Electrification\_20FEB20 2-25-2020.docx

Connie –

I'll have Erich double check but your changes look fine to me. Thanks for taking the time to engage.

Kind regards,

Carl

Carl J. Uchytel, P.E.  
 Port Director  
 City & Borough of Juneau  
 (907)586-0294  
 www.juneau.org/harbors

The following underlined excerpts and strike-throughs are the changes requested by AEL&P on 2.25.20, to the original draft RFP that Docks and Harbors shared with them on 2.20.20. Our numbered comments point out some of the implications of these changes for the intent and conduct of the study.

#### 1.4 SCOPE OF SERVICES

The Consultant shall provide professional services to study, evaluate and design facilities for consideration by Docks & Harbors. D&H may, at its own discretion, extend the master planning effort to include additional design level efforts, permitting, cost estimating, construction documents, as well as scheduling and construction phasing recommendations.

It is anticipated that D&H will negotiate fees with the selected consultant to develop elements to assist D&H in the following:

- Confirmation of electrical plans established in the 2016 *Shore Tie Power Feasibility Study Report* and review of as-builts drawings of New Cruise Ship Berth Project.
- Detailed engineering analysis of cruise ship vessels, regularly calling on Juneau, to determine the most versatile shore-side power connections to meet the suite of vessel options.
- Cost estimates for construction ~~and delivery~~ of electrical infrastructure necessary to deliver power to the Alaska Steamship and/or Cruise Ship Terminal Docks.
- Consultation with the design team of the Sub-Port Lot development to ascertain impacts of respective electrification projects ~~being constructed~~ under consideration.

1. Changed wording from the proactive, forward moving term “being constructed” to “under consideration” (implying that docks are merely being considered for electrification).

- Development of conceptual drawings, up to 35% Design efforts, ~~to install electrical~~ of electrical infrastructure necessary to deliver power to Alaska Steamship and/or Cruise Ship Terminal Docks.

2. Changed from active direction “to install” to the weaker, more passive “necessary to deliver.”



- ~~Coordinate with the electric utility to Evaluate/estimate impacts on Juneau ratepayers, under various scenarios, of electrification to one or more cruise ship docks to Juneau rate payers under a condition in which a dock is an interruptible customer and under a condition in which a dock is a firm customer.~~

3. Replaced the independent analysis standard for the CBJ to “evaluate/estimate” with “Coordinate with the utility...”, making this a joint AEL&P and CBJ evaluation.

4. Eliminated a firm power analysis. Originally: “under a condition of which a dock is an interruptible customer and under a condition of which a dock is a firm customer” (emphasis added). \*\*\* Accepting this AEL&P modification narrowed CBJ’s information and options, despite the Assembly specifically directing that this option be considered.

- ~~Evaluation of future power through the existing electrical utility or other new power provider(s) to increase energy availability to the Port of Juneau.~~

5. Removed the original language calling for a full, neutral analysis of future power supplies: “Evaluation of future power through the existing utility or either new power provider(s) to increase energy availability to the Port of Juneau.”

- ~~Coordinate with the electric utility to Evaluate and recommendation of a rate structure which D&H can impose on cruise ships connecting to shore power using publicly provided infrastructure, consistent with RCA guidance if D&H is the electric customer.~~

6. Replaced an independent analysis that would be consistent with Regulatory Commission of Alaska (RCA) guidance with a coordinated D&H-AEL&P analysis, again making the CBJ a partner with AEL&P instead of providing neutral information for public review and Assembly policy development. Replaced “Evaluate and recommend...a rate structure” (independent) with “Coordinate with the electric utility to recommend a rate structure...”.

- ~~Evaluate or approximate the cost savings impact to cruise lines for when using shore side provided electrification over self-generated power while moored in Juneau.~~

7. Removed the expectation of “savings” , replacing it with the more negative implication of “impact”.

Copy of the Scope of Services excerpt with AEL&P requested modifications supplied to Mr. Uchytel on February 25, 2020. These were accepted verbatim and became the RFP Scope of Services language for the dock electrification study.

1.4 SCOPE OF SERVICES

The Consultant shall provide professional services to study, evaluate and design facilities for consideration by Docks & Harbors. D&H may, at its own discretion, extend the master planning effort to include additional design level efforts, permitting, cost estimating, construction documents, as well as scheduling and construction phasing recommendations.

It is anticipated that D&H will negotiate fees with the selected consultant to develop elements to assist D&H in the following:

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- Cost estimates for construction ~~and delivery~~ of electrical infrastructure necessary to deliver power to the Alaska Steamship and/or Cruise Ship Terminal Docks.
- Consultation with the design team of the Sub-Port Lot development to ascertain impacts of respective electrification projects ~~being constructed~~under consideration.
- Development of conceptual drawings, up to 35% Design efforts, ~~to install electrical of electrical infrastructure necessary to deliver~~ power to Alaska Steamship and/or Cruise Ship Terminal Docks.
- Coordinate with the electric utility to evaluate/estimate impacts on Juneau ratepayers, under various scenarios, of electrifications to one or more cruise ship docks ~~to Juneau rate payers under a condition in which a dock is an interruptible customer and under a condition in which a dock is a firm customer.~~
- ~~• Evaluation of future power through the existing electrical utility or other new power provider(s) to increase energy availability to the Port of Juneau.~~
- Coordinate with the electric utility to evaluate and recommendation of a

Professional Design Services for  
Cruise Ship Dock Electrification Study  
DH20-037

Page 8 of 18

rate structure which D&H can impose on cruise ships connecting to shore power using publicly provided infrastructure, ~~consistent with RGA guidance if D&H is the electric customer.~~

- Evaluate or approximate the cost ~~savings~~ impact to cruise lines ~~for when~~ using shore side provided electrification over self-generated power while moored in Juneau.
- Evaluate or approximate air quality improvement anticipated in the Juneau downtown vicinity, if Alaska Steamship or Cruise Ship Terminal Docks were provided with shore power opportunities.

The scope of services is anticipated will include but not limited to the following milestones/deliverables:

- Meeting with Docks & Harbors Staff
- Meeting with cruise ship operators, coordinated by D&H Staff
- Meeting with local electric utility, coordinated by D&H Staff
- Meeting with Sub-Port Lot design & planning team, coordinated by D&H Staff
- Meetings with up to three potential ~~electrical providers, including micro-grid electrical providers~~ independent power producers, coordinated by D&H Staff
- Presentation to Docks & Harbors Board
- Presentation to CBJ Assembly

The product of the Consultant's work will be phased and managed as specific milestones/deliverables are achieved. Future design elements, bidding assistance, construction administration, and inspection services may be amended to the contract if desired by the Port Director as result of final deliverables.



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[www.renewablejuneau.org](http://www.renewablejuneau.org)  
[www.juneaucarbonoffset.org](http://www.juneaucarbonoffset.org)



Travel Juneau  
Visitor Information

Income	FY25 Projected	Notes	Internal Notes
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**TOTAL REQUEST:**                    \$     171,000

Expenses

60% of base salaries + 3% increase, increased \$2,200 from FY24	\$     72,000	60% of full-time expense: 2 FTE, year-round	To keep up with inflation rate of 3%
Increase by \$2,120	\$     29,000	100% of seasonal expense: 2 FTE, seasonal only \$20/hr with \$1/hour worked end of season bonus	To keep up with inflation and rising industry rate, 168 cruise ship days (2024) x 8 hours a day x \$21 an hour (including \$1 hr worked end of season bonus)
Same as FY24	\$     1,500	Volunteer Scheduling and Management Software	
Same as FY24	\$     6,000	Volunteer Recruitment and Training	
Same as FY24	\$     6,750	Volunteer Recognition	
Same as FY24	\$     2,750	Visitor Site Supplies	
Same as FY24	\$     24,000	DT Walking Maps & Translations: for 75,000 copies and translation, resizing and restructuring map	Volunteer & visitor feedback have prompted the decision to revamp the map
Reduced from FY24	\$     2,500	Telephone & Internet	
Increase by \$500	\$     25,500	Postage: Regular and journal Graphics Fulfillment (bulk mail)	Increase in postage price & running more mailings through fulfillment house
	\$     1,000	Parking for volunteers in Marine Parking Garage while volunteering in Kiosk	2 parking spots for 5 months in the Marine Parking Garage

**TOTAL**                                    \$     171,000

Note: This department's FY24 budget was \$319,470  
The remaining expenses are funded by Travel Juneau-generated revenue and the hotel bed tax grant.



Travel Juneau  
Visitor Information

Income

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Increase by \$500	\$ 25,500	Postage: Regular and journal Graphics Fulfillment (bulk mail)	Increase in postage price & running more mailings through fulfillment house
	\$ 1,000	Parking for volunteers in Marine Parking Garage while volunteering in Kiosk	2 parking spots for 5 months in the Marine Parking Garage

TOTAL

\$ 171,000

Note: This department's FY24 budget was \$319,470  
The remaining expenses are funded by Travel Juneau-generated revenue and the hotel bed tax grant.

December 18, 2023

Alexandra Pierce  
Tourism Manager, City & Borough of Juneau  
155 S Seward St  
Juneau, AK 99801

Dear Ms. Pierce,

Travel Juneau requests funding from Marine Passenger fees to continue Visitor Information Services programming in FY25. As note of reference, you will receive a separate request from Elizabeth Arnett, TBMP Administrator, for the FY25 request for both TBMP and the Crossing Guard programs.

*Travel Juneau Visitor Information Services program - \$171,000:* The Visitor Information Services (VIS) program assists cruise passengers by providing local directions, excursion referrals, and information about medical resources, community services and local activities. During the season, two dockside visitor information services centers are staffed with volunteers and two paid seasonal staff.

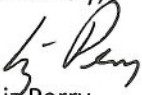
During the 2023 season, Travel Juneau's VIS assisted 160,950 visitors at its downtown sites, approximately 10% of total cruise visitation; 71 volunteers provided over 2,163 service hours. Travel Juneau anticipates that 2024 season will end higher as the overall visitor industry rebounds. The requested funding will support:

- 60% of base salary for 2 full-time TJ staff to recruit, train, and supervise approximately 75 Juneau volunteers, manage all visitor centers, and develop/maintain inventories of up-to-date visitor and volunteer informational materials. Travel Juneau provides regular communications to volunteers.
- 100 % of two seasonal staff for the Cruise Ship Terminal Visitor Center (CST) and Marine Park kiosk.
- volunteer recruiting efforts, including ad placement
- a minimum of 3 required full-group trainings and additional small group trainings – costs include materials and venues
- volunteer recognition to keep volunteers engaged and retained
- visitor materials, including informational handouts and approximately 75,000 walking maps and for distribution primarily at the dock visitor information centers
- supplies for the visitor centers
- postage for visitor guides
- subscription to online volunteer scheduling calendar

The program continues to work through inflation-driven increases to payroll, supplies, postage, and printing costs. A budget outlining the use of MPFs for this program accompanies this request.

Travel Juneau is proud to be associated with visitor information programs for our cruise visitors and residents, and we appreciate the CBJ's support of these efforts to make Juneau a safe and hospitable visitor destination. If you need further information about these programs, please don't hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Liz Perry".

Liz Perry  
President/CEO  
Travel Juneau

cc: Angie Flick, Director of Finance, CBJ

**From:** [Brian McGuire](#)  
**To:** [Alexandra Pierce](#)  
**Cc:** [Denise Koch](#); [Breckan Hendricks](#)  
**Subject:** Fwd: Utility MPF Requests  
**Date:** Wednesday, January 3, 2024 3:04:59 PM

---

Hi Alix-

Here are our MPF requests from the Utility. Please let me and Breckan know if we need to get it to you in a better format.

Thanks,  
Brian

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**From:** Brian McGuire <Brian.McGuire@juneau.gov>  
**Sent:** Wednesday, January 3, 2024 12:59 PM  
**To:** Denise Koch <Denise.Koch@juneau.gov>  
**Cc:** Alan Steffert <Alan.Steffert@juneau.gov>; Breckan Hendricks <Breckan.Hendricks@juneau.gov>; Ty Yamaoka <Ty.Yamaoka@juneau.gov>; Chad Gubala <Chad.Gubala@juneau.gov>  
**Subject:** Utility MPF Requests

Hi Denise -

Here is the Utility's MPF request for FY24.

Wastewater - we request funds for the construction of a waste surge tank located at the Juneau Douglas WWTP to ensure the cruise ships can manage their unload as needed and plant can introduce the waste to the treatment process at an optimal rate and time. Estimated funding request is at \$5MM.

Water Utility - we request funds for the activation and enclosure of new wellhead for pump #2 at Last Chance Basin. This would include installing a new pump, variable frequency drive, associated piping, enclosure and programming.

Please let us know if you need any follow up detail.

Thanks,  
Brian

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**From:** [Margo Waring](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Marine Passenger fees  
**Date:** Monday, December 18, 2023 9:18:14 AM

---

I write to express my priorities for expenditures of the Marine Passenger Fees for the coming fiscal year(s), as well as general comments.

Comment 1: I urge and will continue to urge that CBJ not grant a tideland permit to Huna Totem's request to build an additional dock. As we have seen, limiting dock space still allows growth in tourism. But surely additional docks, even with ship limits, will increase visitors. Huna Totem's design is absolutely bare bones. And not the attractive community asset of NCL. If, however, a tidelands permit is given, it should be conditioned on providing shore power.

Comment 2. It is time we put a revision to the current head tax for a public vote on an increase. I believe that the current \$5 is inadequate. A revised version could, for example, double the amount to catch up with inflation and could have a provision for biannual inflation adjustments.

Priorities for MPF expenditures:

A. Dock Electrification. Not only will electrifying the docks and requiring ships to "plug in" within a short time frame save money for companies, but it will protect health by improving air quality for passengers and residents. Further, it will help CBJ meet its carbon reduction goals. Each year ships release 40,000 metric tons of CO<sub>2</sub>, the equivalent of the annual emissions of 10,000 additional cars, according to the Marine Exchange. The only way to keep our downtown and Douglas areas healthy, while meeting CBJ goals, is to electrify the docks.

B. Cruise lines rejected the idea of MPF going to support Whale Park because, they said, ship visitors were too far from the area to go and see it. As we know nothing could be further from the reality—cruise ship passengers walk and, more often, take buses to the Park in order to take photos of themselves in front of the whale. Once shore power is fully addressed, maintenance of our public parks should have a high priority.



December 22, 2023

City Manager's Office  
Attn: Alexandra Pierce  
City & Borough of Juneau  
155 South Seward Street  
Juneau, AK 99801

RE: Passenger Fee Request for the Downtown Ambassador Program for FY25

Honorable Mayor Weldon, Ms. Pierce, and esteemed members of the CBJ Assembly:

The Downtown Business Association (DBA) hereby requests funding for the Downtown Ambassador Program for FY25 of \$90,000. With this funding, the DBA can continue to deliver this high-quality service to the hundreds of thousands of visitors projected to visit Downtown Juneau between July 1, 2024 and June 30, 2025; per the 2024 CLIA Cruise Ship Calendar, a full schedule awaits with the anticipated arrival of 4-5 ships in port each day as early as April 9 and as late as October 24 and use of marine passenger fee funds through June 30, 2024 was previously approved by the CBJ Assembly. The grant request includes 15% administrative overhead for the DBA.

Through the practice of hiring direct employees, the DBA will continue its excellent track record of enhancing the experience of cruise ship passengers visiting Downtown Juneau through these on-foot mobile concierge services, a common nationwide best practice for major tourist destinations. Through the dedicated deployment of friendly uniformed locals willing to share their knowledge of Juneau and standing ready to assist with all types of questions, visitors can quickly and easily get directions for shopping, dining, and sightseeing, as well as obtain information on a variety of topics such as walking distances, travel time projections, urgent care services, internet connectivity, Juneau's history, and the many points of interest around the downtown core. This ready access is key given the severe drag on internet services when many cruise ships are in town, as well as the need for older visitors – a typical demographic of cruise ship passengers – to minimize physical strain and optimize their time while in port.

While some visitor services have been delivered each summer season since 2014, the focus has shifted from being oriented more toward security monitoring to a specific mission of providing passengers with personalized hospitality. These ambassadors are also available to assist ships' shore excursion personnel, offer a visible safety presence, assist locals, and contact appropriate authorities, as needed. Here is some visitor feedback from summer 2023:

- *"You have been so helpful! Thank you for being a great ambassador for Juneau."*
- *"This information is awesome. We would have never known these special events were happening today!"*
- *"Wow! Thank you for the inside scoop on town!"*
- *"You sound like a local. You are so much more helpful than anyone on that ship!"*
- *"We are so glad you're here! All our questions answered in one spot!"*

A strong and vibrant downtown helps everyone from visitors for the day to year-round residents who live and operate businesses in the area. Downtown Juneau is truly the heart of our community. The Juneau Downtown Business Association exists to support these ideals for all Juneauites; see addendum for key highlights from last summer.

Thank you for your continued support.








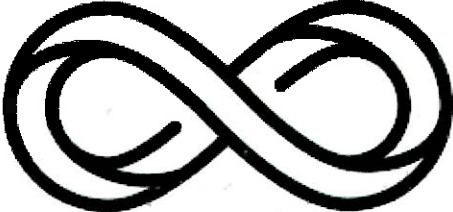
Sincerely,

Venietia "V" Bingham  
Venietia "V" Bingham (Jan 2, 2024 12:55 AKST)

V. Bingham  
President, Downtown Business Association



Summer by the Numbers  
April 17, 2023 – October 25, 2023

 <p>Number of Dedicated Downtown Ambassadors</p>	 <p>Total Downtown Ambassador Manhours</p>
 <p>Number of Downtown Map Distribution Points</p>	 <p>Total Number of Downtown Maps Distributed</p>
 <p>Number of Ships in Port</p>	 <p>Ratio of Arriving Guests per Downtown Ambassador</p>
 <p>Reports of Public Nuisance</p>	 <p>Amount of Goodwill and Happy Passengers</p>







# FY25 DBA Marine Passenger Fee Request for Ambassador Program, signature

Final Audit Report

2024-01-02

Created:	2024-01-02
By:	Brian Holst (bholst@jedc.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAP8b-DpR0lhpu9opDjRmpzdxYroMYnd-2

## "FY25 DBA Marine Passenger Fee Request for Ambassador Program, signature" History

-  Document created by Brian Holst (bholst@jedc.org)  
2024-01-02 - 9:54:49 PM GMT- IP address: 66.230.114.200
-  Document emailed to Venetia "V" Bingham (owner@vscellardoor.com) for signature  
2024-01-02 - 9:54:53 PM GMT
-  Email viewed by Venetia "V" Bingham (owner@vscellardoor.com)  
2024-01-02 - 9:55:15 PM GMT- IP address: 139.60.224.139
-  Signer Venetia "V" Bingham (owner@vscellardoor.com) entered name at signing as Venetia "V" Bingham  
2024-01-02 - 9:55:42 PM GMT- IP address: 139.60.224.139
-  Document e-signed by Venetia "V" Bingham (owner@vscellardoor.com)  
Signature Date: 2024-01-02 - 9:55:44 PM GMT - Time Source: server- IP address: 139.60.224.139
-  Agreement completed.  
2024-01-02 - 9:55:44 PM GMT

Presented by: The Manager  
Presented: 03/14/2022  
Drafted by: R. Palmer III

**RESOLUTION OF THE CITY AND BOROUGH OF JUNEAU, ALASKA**

**Serial No. 2979**

**A Resolution Authorizing the Manager to Amend the CLIA Settlement Agreement.**

WHEREAS, Resolution 2852 (March 22, 2019) authorized the Manager to execute a settlement agreement to resolve the litigation related to the legality of the collection and expenditure of fees imposed upon a vessel related to the provision of municipal services and the construction of capital improvements; and

WHEREAS, paragraphs 3(d) and 7 of the settlement agreement encourage the parties to annually consult to discuss any new proposed projects and services for which CBJ passenger fees are sought to be expended; and

WHEREAS, the amendments authorized by this resolution would update information and clarify that CLIA is waiving objection to the expenditure of up to \$10 million in passenger fees for support to the Capital Civic Center project.

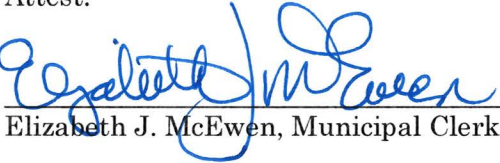
NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF JUNEAU, ALASKA:

**Section 1. Authorization.** The Manager may execute the amended settlement agreement in substantially the same form as attached in Exhibit A.

**Section 2. Effective Date.** This resolution shall be effective immediately after its adoption.

Adopted this 14<sup>th</sup> day of March, 2022.

  
\_\_\_\_\_  
Maria Gladziszewski, Deputy Mayor

Attest:  
  
\_\_\_\_\_  
Elizabeth J. McEwen, Municipal Clerk

**MEMORANDUM OF AGREEMENT (AMENDMENT 1)**

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This Memorandum of Agreement (hereinafter, the “Agreement”) is made and entered into effective as of March 2019, by and between Cruise Lines International Association Alaska and Cruise Lines International Association (“Plaintiffs or CLIA”), on the one hand and The City and Borough of Juneau, Alaska and Rorie Watt (hereinafter “CBJ” and “Watt” respectively and collectively “Defendants”), on the other hand (Plaintiffs and Defendants may sometimes be referred to hereinafter collectively as the “Parties,” or any one of them individually, a “Party”) and reflects amendments agreed to on March \_\_\_\_\_, 2022, in accordance with Paragraph 3(d), below.

**RECITALS**

A. WHEREAS, on or about April 13, 2016, Plaintiff filed an action in the United States District Court for the District of Alaska entitled Cruise Lines International Association Alaska and Cruise Lines International Association v. The City and Borough of Juneau, Alaska and Rorie Watt, bearing case number 1:16-cv-0008-HRH (the "Action"). In the Action, Plaintiffs challenged two fees imposed on vessels by the CBJ (the Marine Passenger Fee (MPF) a \$5-per passenger fee and the Port Development Fee (PDF) a \$3-per passenger fee, collectively referred to as “Fees”) that enter CBJ public or private docks, alleging the Fees were either facially unconstitutional or being expended by CBJ in an unconstitutional manner. Defendants disputed the Plaintiffs’ claims made in the Action, and generally and specifically disputed that the Fees were unconstitutional or unlawful, while asserting that CBJ’s use of the Fees was proper in all respects.

B. WHEREAS, Plaintiffs and Defendants filed cross motions for summary judgement and Defendants filed a motion to determine the law of the case. After oral argument the United States District Court Judge, Hon. H. Russel Holland, issued an Order on December 6, 2018 (“MSJ Order”) holding the Fees are permissible under the Tonnage Clause (“Tonnage Clause”) of the United States Constitution and the Rivers and Harbors Appropriation Act of 1899 (RHAA) codified at 33 U.S.C. section 5; provided said Fees are used for services to a vessel or rendered to facilitate the marine enterprise/operations of the vessel and not for services that only benefit passengers. While Judge Holland’s rulings clarified the law, they leave the parties discretion to amicably apply the Court Rulings. Thereafter, on January 25, 2019, Judge Holland entered a Final Judgement in the Action affirming the holding of the MSJ Order (MSJ Order and Final Judgement collectively referred to as “Court Rulings”).

C. WHEREAS, it is the desire of the Parties hereto to abide by this Agreement and resolve the Disputes raised by the Parties in the Action in a manner consistent with the terms of the MSJ Order and in compliance with the Final Judgement, unless the underlying legal authority changes. The parties agree that amicable resolution of the issues is better than continued litigation. This Agreement shall further set forth the terms and conditions of the Parties continuing relationship based on the terms of the MSJ Order and Final Judgment and under which Fees, if any, will be collected and expended. The MSJ Order and Final Judgment shall be subject to the good faith interpretation of the Parties for certain projects. The Parties wish to avoid the costs and the expenditure of resources in pursuing and defending continued litigation pertaining to the various claims and/or defenses raised in the Action. The Parties agree that the terms and conditions set forth in this Agreement are intended to be fully enforceable.

49 D. WHEREAS, other communities in Southeast Alaska are concerned about the  
 50 impact of the Court Rulings on their communities and have voluntarily offered the CBJ monetary  
 51 support to appeal the Court Rulings, and as such, any amicable resolution between CBJ and CLIA  
 52 must be practical, not harmful to other communities in Southeast, and should acknowledge each  
 53 community must exercise local control in its decision making because each community has unique  
 54 approaches and issues. The Parties also acknowledge that CBJ's Marine Passenger Fee and Port  
 55 Development Fee are fees imposed upon a vessel, and not fees imposed upon a passenger like the  
 56 State Commercial Passenger Vessel excise tax (A.S. 43.52.200 et. seq). The Parties agree that the  
 57 State Commercial Passenger Vessel excise tax was not litigated or an issue in the Action. The  
 58 State of Alaska and a predecessor of CLIA settled a dispute involving the State Commercial  
 59 Passenger Vessel excise tax in 2010 resulting from No. 3:09-cv-00015-TMB, United States  
 60 District Court for the District of Alaska.

61  
 62 E. WHEREAS, CBJ acknowledges that the construction of the western seawalk  
 63 project from Gold Creek to Overstreet Park may or may not have survived legal challenge and  
 64 that because CLIA chose not to seek an injunction for this part of the construction, this project  
 65 was not delayed and was successfully constructed; and while CLIA acknowledges that the western  
 66 seawalk project may or may not have survived a legal challenge, CLIA also acknowledges the  
 67 entire seawalk has been a part of CBJ's Long Range Waterfront Plan for more than 10 years, the  
 68 project has the support of the Juneau public and such public support is instrumental and necessary  
 69 to the development of the Juneau waterfront and the growth of the cruise industry.

70  
 71 F. WHEREAS, the Parties shall engage in annual meetings to discuss their respective  
 72 issues and positions, regarding major development projects, as early as possible. For example,  
 73 during the 2019 consultations with the City Manager, CLIA did not object to the CBJ using fees,  
 74 subject to Assembly appropriation, imposed on a vessel or passenger to lease space away from  
 75 the downtown Juneau area to temporarily stage containers during the cruise season to enable  
 76 vessels to efficiently unload, load, and timely depart instead of having containers trucked through  
 77 the Maritime Industry Zone during peak periods, and does not object to the use of an amount not  
 78 to exceed \$10 million in fees over no longer than a five year period to support renovations/  
 79 improvements/additions to the Capital Civic Center.

80  
 81 G. WHEREAS, the Parties affirm that nothing in this Agreement is an attempt to  
 82 interfere with the Assembly's responsibility to govern the affairs of the City and Borough of  
 83 Juneau but is provided to the Assembly as best practices pertaining to the collection and  
 84 appropriation of Passenger fees so that future disputes may be avoided.

85  
 86 NOW, THEREFORE, for valid and binding consideration acknowledged by the Parties,  
 87 the Parties hereby agree as follows:

#### 88 **DEFINITIONS**

89  
 90 A. The term "Cruise Lines International Association" shall include its Members  
 91 calling in Juneau, Alaska, specifically and without limitation to include: Carnival Cruise Lines,  
 92 Crystal Cruises, Disney Cruise Lines, Holland America Line, Norwegian Cruise Line, Oceana  
 93 Cruises, Princess Cruises, Regent Seven Seas Cruises, Royal Caribbean International and  
 94 Silverseas Cruises and any person or entity, past or present, acting on behalf of any of the  
 95 foregoing, including, but not limited to, each of their present and former agents, representatives,  
 96 owners, officers, executives, partners, directors, employees, insurers and/or attorneys.

97

98 B. The term “Cruise Lines International Association Alaska” (together with Cruise  
99 Lines International Association, “CLIA”) shall also include CLIA Northwest & Canada and any  
100 person or entity, past or present, acting on behalf of any of the foregoing, including, but not  
101 limited to, each of their present and former agents, representatives, owners, officers, executives,  
102 partners, directors, employees, insurers and/or attorneys.

103 C. The term “The City and Borough of Juneau, Alaska” shall include any person or  
104 entity, past or present, acting on its behalf, in the collection and expenditure of those certain Fees  
105 collected from cruise vessels calling at the docks and local waters within the jurisdiction of CBJ,  
106 including, but not limited to, each of their present and former members, representatives, officers,  
107 executives, partners, directors, employees, insurers and/or attorneys, but not individual  
108 Assemblymembers.

109 D. The term “Rorie Watt” shall include Mr. Watt in his official capacity as City  
110 Manager of Juneau, Alaska and any person or entity, past, present or future, acting in the official  
111 capacity as City Manager of Juneau, Alaska, including, but not limited to, each of their  
112 successors, assigns, representatives, officers, executives, partners, directors, employees, insurers  
113 and/or attorneys.

114 E. The term “Dispute(s)” shall be defined as all claims, defenses and/or allegations  
115 arising out of and in any way connected with the pleadings filed in the Action. The term shall not  
116 include future business dealings with respect to the collection and expenditure of Fees, except as  
117 otherwise agreed in this Agreement.

118 F. The term “Marine Passenger Fee” (“MPF”) shall mean that certain five U.S. dollar  
119 (US\$5.00) per passenger fee assessed on certain passenger vessels as codified by CBJ Code  
120 Sections 69.20.030 and 69.20.040.

121 G. The term “Port Development Fee” (“PDF”) shall mean that certain three U.S.  
122 dollar (US\$ 3.00) per passenger fee assessed on vessels carrying passengers for compensation on  
123 port calls in the City and Borough of Juneau pursuant to Resolution 2552 (2010).

124 H. The term “Motion for Summary Judgment Order” (“MSJ Order”) is defined  
125 above. The terms of the MSJ are incorporated herein by this and any other reference. The MSJ  
126 Order is attached hereto as Exhibit A.

127 I. The term “Final Judgment” refers to that certain Judgment In A Civil Case filed  
128 by the United States District Court Judge for the District of Alaska, Hon. H. Russel Holland, on  
129 January 25, 2019, and entered in the Action at Docket No. 217; the terms of which are incorporated  
130 herein by this and any other reference. The Final Judgment is attached hereto as Exhibit B.

131 J. The term “Maritime Industry Zone” shall refer to that certain map attached hereto  
132 as Exhibit D.

133 K. The term “Effective Date” shall be defined as the date of full execution of this  
134 Agreement by both parties.  
135

## AGREEMENTS

136  
137

138 1. **Incorporation.** This Agreement hereby incorporates the Recitals and Definitions stated  
139 above.

140

141



142 **2. Operational Services Budget.** Attached as Exhibit C to this Agreement and incorporated  
 143 herein by this reference is a true and correct copy of the CBJ FY 2019 Budgeted MPFs  
 144 expenditures. The Parties acknowledge the allocation of Fees stated therein and, for purposes of  
 145 this Agreement, CLIA does not object to each of the line item expenditures for FY 2019. With  
 146 respect to the allocation of Fees for General Government Services in the successive years  
 147 following FY 2019 governed by this Agreement, the Parties agree that in lieu of a line item  
 148 allocation for General Government Services, CBJ will obtain a cost allocation study of said  
 149 General Government Services and will allocate Fees based on the results of the future study  
 150 effective FY2021 (July 1, 2020). The Parties understand and agree the intent of procuring an  
 151 audit under this paragraph is that the cost of operational services will not vary significantly (+/-  
 152 ten percent) from historical allocations for operational services. The parties agree that from time  
 153 to time inflationary adjustments will likely be necessary.

154  
 155 **3. Agreed Use of Fees in Maritime Industry Zone.** The Parties acknowledge and agree to the  
 156 collection and expenditure of Fees in the Maritime Industry Zone. The Parties attach hereto as  
 157 Exhibit D an area map of downtown Juneau wherein CBJ provides (Zone A) or could provide  
 158 (Zone B) the infrastructure for cruise vessels, the support services for such vessels while in port,  
 159 and infrastructure and services that further the marine enterprise/operation of such vessels,  
 160 including: dockage, lightering, ship to shore infrastructure including utilities and debt service,  
 161 ship to ship infrastructure including debt service, seawalks, restrooms, signage/wayfinding, motor  
 162 coach staging, passenger queuing, terminal or emergency assembly facilities, access and parking  
 163 facilities for vehicles serving a vessel, and any infrastructure required or recommended by the  
 164 Department of Homeland Security (i.e. USCG and USCBP). The following expenditures are  
 165 agreed to by the Parties:

166  
 167 **a.** Debt service on the Cruise Ship Berth Enhancement project (commonly known as  
 168 16B) and the planning, design and construction necessary to improve private and public  
 169 cruise ship docks. The cost of acquiring land, tidelands, and easements required for the  
 170 construction of capital improvements would be considered eligible project costs. For  
 171 purposes of this Agreement, CLIA does not object to Fee expenditures for those  
 172 purposes.

173  
 174 **b.** For the purposes of this Agreement, CLIA does not object to Capital improvements  
 175 within Zone A of the Maritime Industry Zone that further the marine enterprise/operation  
 176 of vessels as described above including: dockage, lightering, ship to shore infrastructure  
 177 including utilities and debt service, ship to ship infrastructure including debt service,  
 178 seawalks, restrooms, signage/wayfinding, motor coach staging, passenger queuing  
 179 facilities, access and parking facilities for vehicles serving a vessel, and any infrastructure  
 180 required or recommended by the Department of Homeland Security (i.e. USCG and  
 181 USCBP). The Parties agree to the expenditure of Fees for this infrastructure in Zone A  
 182 and acknowledge that the CBJ may need to expand or change such services and  
 183 infrastructure in Zone A due to a change in circumstances, such as changes in vessel size,  
 184 scheduling, and demands for such services or infrastructure by the changes in  
 185 circumstance. The cost of acquiring land, tidelands, and easements required for the  
 186 construction of capital improvements would be considered eligible project costs. For  
 187 purposes of this Agreement, CLIA does not object to Fee expenditures for those  
 188 purposes.

189 c. Operational Services provided within Zone A pursuant to Paragraph 2, including but  
190 not limited to the following services that the CBJ provided in 2018 to CLIA, its  
191 passengers or crew: dockage, lightering, restroom maintenance, crossing guards,  
192 police/security patrols and infrastructure, fire and emergency medical service, weather  
193 monitoring, tug assist, trash collection and disposal, and any service required or  
194 recommended by the Department of Homeland Security (i.e. USCG and USCBP). The  
195 Parties agree to the expenditure of Fees for these services in Zone A and acknowledge  
196 that the CBJ may need to expand or change such services and infrastructure in Zone A  
197 due to a change in circumstances, such as changes in vessel size, scheduling, and  
198 demands for such services or infrastructure by the changes in circumstance. For purposes  
199 of this Agreement, CLIA does not object to Fee expenditures for those purposes.  
200

201 d. For proposed capital improvements or operational services within Zone B, the parties  
202 agree to discuss these ideas at the annual meeting. CLIA does not object to a Fee  
203 expenditure in Zone B of an amount not to exceed \$10 million (\$10,000,000), over no  
204 longer than a five year period, for the Centennial Hall Expansion Project (also known as  
205 the “Capital Civic Center”).  
206

207 e. The Parties agree that expenditure of Fees outside of Zones A and B may be  
208 necessary. In such case, the parties shall discuss such ideas in accordance with paragraph  
209 7.  
210

211 4. **Statter Harbor Improvement Project.** CBJ has developed construction plans for  
212 improvements to Statter Harbor that will promote marine commerce in the area and provide  
213 services to vessels. CLIA contends the full scope of construction of the Statter Harbor Project  
214 may be beyond the scope of permissible expenditure of Fees set forth in the MSJ Order, but for  
215 purposes of this Agreement, CLIA does not object to a Fee expenditure up to seventy-five  
216 percent (75%) of a total project budget not to exceed twelve million four hundred thousand  
217 dollars (US\$12,400,000.) CBJ agrees to finance the remainder of the Statter Harbor Project  
218 construction through other funding sources.  
219

220 5. **Attorney’s Fees.** Both Parties shall be reimbursed for their respective attorney’s fees incurred  
221 litigating the Disputes brought in the Action. The Parties agree that CBJ shall cause one million  
222 five hundred thousand dollars (\$1,500,000) to be paid from the MPF collected from CLIA  
223 Members to partially reimburse CLIA for its attorney’s fees incurred in the Action. The Parties  
224 acknowledge that CBJ incurred approximately Eight Hundred Thousand (\$800,000) in legal fees  
225 defending the Action and prior to the Effective Date of this Agreement has used approximately  
226 Three Hundred and Fifty Thousand Dollars (\$350,000) from MPF collected from CLIA  
227 Members. The Parties agree that CBJ may cause the remaining Four Hundred and Fifty  
228 Thousand Dollars (\$450,000) to be paid from the MPF collected from CLIA Members and use  
229 those funds as an “other funding source” in accordance with paragraph 5. Payment to CLIA shall  
230 be made on or shortly after March 22, 2019. The Parties acknowledge that the CBJ has initially  
231 provided the \$1.95M payments from FY2019 general funds (Ord. 2018-11(AF)); For purposes of  
232 this Agreement, CLIA does not object to the CBJ reimbursing the \$1.95M payments of general  
233 funds with FY20 MPF funds (Ord. 2019-14). Neither payment shall be deemed or constitute an  
234 admission of liability or wrongdoing by either Party nor shall either Party be considered the  
235 prevailing party.

- 236  
237  
238 6. **Public Records.** CBJ shall keep true and accurate records, sufficient to determine the amount  
239 of Fees collected and the appropriation, allocation and expenditure of said Fees during any Fiscal  
240 Year wherein Fees are collected from CLIA. Consistent with Alaska public records laws (e.g.  
241 A.S. 40.25.110 and CBJC 01.70), these records shall be maintained and open to inspection  
242 at CLIA's expense at reasonable intervals by an independent auditor during regular business  
243 hours of CBJ. All audit expenses shall be considered costs recoverable to the prevailing party in  
244 any dispute resolution initiated pursuant to Paragraph 9.
- 245 7. **Annual Consultation.** Guided by the timelines in CBJC 69.20.120(b) (March 14, 2019),  
246 the Parties agree for each and every Fiscal Year, the Parties shall endeavor to meet in person  
247 to discuss in good-faith any new proposed projects and services for which Fees are sought to  
248 be expended in the following Fiscal Year with the ultimate decision resting with the Assembly.  
249
- 250 8. **Amount of Fees.** CBJ acknowledges and agrees the MPF should remain at \$5.00 per  
251 passenger and the PDF should remain at \$3.00 per passenger for at least the next three years  
252 from the Effective date. However, if an Assembly determines otherwise during the next three  
253 years, the parties agree to meet and discuss consistent with paragraph 7. If there is any change  
254 to the State Commercial Passenger Vessel statutes (A.S. 43.52.200-295) during the three  
255 year period, then the intent of this section is null and void.  
256
- 257 9. **Dispute Resolution.** In the event of any dispute, claim, question, or disagreement arising out  
258 of or relating to this Agreement or the annual project planning meeting or any breach thereof,  
259 including any claims relating to collection and expenditure of the Fees, the Parties hereto shall  
260 use their best efforts to settle such disputes, claims, questions or disagreements through direct  
261 discussions and, if the matter cannot be settled through direct discussions, the parties agree to  
262 first endeavor to settle the dispute in an amicable manner by non-binding mediation, before  
263 resorting to litigation. The parties agree that upon notice to the other demanding mediation, the  
264 statute of limitations for the matter is tolled. If the parties cannot reach a resolution through  
265 mediation, then either party may file their claim in the United States District Court for the  
266 District of Alaska, which shall be the sole and exclusive forum for resolving such matters. The  
267 Parties agree that all claims shall be filed and adjudicated in the United States District Court for  
268 the District of Alaska. The intent of this paragraph is to provide a process to resolve only  
269 justiciable issues that the CBJ has undertaken or is reasonably certain to undertake with Fees;  
270 This paragraph is not intended to limit or compel the legislative discretion of the Assembly.  
271
- 272 10. **Cost of Enforcement.** In the event that either party shall institute any action (whether  
273 mediation and/or court litigation), at law or in equity, against the other party to enforce or  
274 interpret any provision(s) of the this Agreement, or for breach hereof or default hereunder, the  
275 prevailing party shall be entitled to reasonable legal fees and costs, and such other relief to which  
276 it may be entitled, for the enforcement of any of its rights hereunder consistent with Alaska Civil  
277 Rule 79 and 82.  
278
- 279 11. **Complete Agreement.** This Amended Memorandum of Agreement represents the complete  
280 and exclusive agreement by and between the Parties and supersedes all prior and  
281 contemporaneous promises and agreements of any kind relating to the resolution of the Disputes,

282 as well as all negotiations and discussions between the Parties hereto and/or their respective legal  
283 counsel with respect to the subject matters covered hereby. No other agreements, covenants,  
284 representations or warranties, express or implied, oral or written, have been made by any of the  
285 Parties hereto concerning the subject matter hereof. This is an integrated agreement.  
286

287 12. **Term of Agreement**. The term of this Agreement shall be ten years from the effective date  
288 with automatic ten year renewals unless either Party provides written notice to the other, sixty  
289 days prior to the renewal date, to terminate this Agreement.

290  
291 13. **Successors and Assigns**. All of the terms and provisions of the Agreement shall be binding  
292 upon and inure to the benefit of and be enforceable by the respective successors and assigns of the  
293 Parties.  
294

295 14. **Governing Law**. This Agreement, the rights and obligations of the parties hereto, and any  
296 claims or disputes relating thereto, shall be governed by and construed in accordance  
297 with the laws of the United States of America and the State of Alaska.  
298

299 15. **Waiver of Breach**. No waiver of any breach of any term or provision of this  
300 Agreement shall be construed to be, or shall be, a waiver of any other breach of this  
301 Agreement. No waiver shall be binding unless in writing and signed by the party waiving  
302 the breach.  
303

304 16. **No Admission of Liability**: The Parties agree that the execution of this Agreement is done  
305 solely for the purposes of compromise, and to eliminate the burden and expense of further  
306 litigation, and does not constitute, and shall not be construed as, an admission of liability,  
307 wrongdoing, fault or as evidence with respect thereto, by any Party, on account of any claims or  
308 matters arising between CLIA on the one side and the CBJ on the other side raised in the Action.  
309 The Parties further agree that this Agreement shall not be offered or received against any of the  
310 Parties as evidence of a presumption, concession or admission with respect to any liability, fault  
311 or wrongdoing, other than such proceedings as may be necessary to effectuate the terms of this  
312 Agreement, the MSJ Order and Final Judgment. The parties acknowledge and agree that nothing  
313 in this Agreement is intended to prohibit disclosure by CLIA Members to their passengers and  
314 guests of Fees paid to CBJ pursuant to this agreement or to prohibit CLIA Members from  
315 continuing to assess passengers/guests for reimbursement of fees paid to CBJ.

316 17. **Third party claims**. In the event that a third-party files a claim or lawsuit against the CBJ  
317 resulting from or related to this Agreement and/or the collection and expenditure of the Fees,  
318 CLIA shall have no obligation to defend or indemnify the CBJ for such claim and/or lawsuit.  
319 CLIA's agreements and/or cooperation with respect to the CBJ's collection and expenditure of  
320 Fees, does not bind the CBJ in any manner to collect and expend the Fees nor does CLIA have  
321 any responsibility for the expenditure of the Fees once the Fees are collected from CLIA  
322 Members.  
323

324 18. **Notice.** Any notice required to be given pursuant to this Agreement shall be deemed to have  
325 been sufficiently given either when served personally or when served by first-class mail  
326 addressed to the other Parties.

327

328 a. Notice to CLIA shall be effective only when addressed to:  
329 ~~President~~Chairman, CLIA Alaska  
330 360 K Street Suite 300  
331 Anchorage, AK 99501

332

333 with copy to:  
334 President, CLIA  
335 1201 F Street NW  
336 Suite 250  
337 Washington, DC 20004

338

339 b. Notice to CBJ shall be effective only when addressed to:  
340 City and Borough of Juneau  
341 c/o City Manager  
342 155 S. Seward St  
343 Juneau, AK 99801

344

345 19. **Mutual Drafters.** All Parties have cooperated in the drafting and preparation of this  
346 Agreement. Hence, this Agreement shall not be construed against any party on the basis that  
347 the party was the drafter.

348

349 20. **Severability.** If any provision of this Agreement shall be held by any court of  
350 competent jurisdiction to be illegal, void or unenforceable, such provision shall be of no force  
351 and effect, but the illegality or unenforceability of such provision shall have no effect upon and  
352 shall not impair the enforceability of any other provision of this Agreement.

353

354

355 **IN WITNESS WHEREOF**, the Parties hereto have executed this Memorandum of  
356 Agreement (Amendment 1).  
357

358 **Cruise Lines International Association Alaska**  
359

360 **By:** \_\_\_\_\_  
361

362 **Its:** \_\_\_\_\_  
363

364 **Dated:** \_\_\_\_\_  
365

366  
367

368 **Cruise Lines International Association**  
369

370 **By:** \_\_\_\_\_  
371

372 **Its:** \_\_\_\_\_  
373

374 **Dated:** \_\_\_\_\_  
375

376  
377

378 **The City and Borough of Juneau**  
379

380 **By:** \_\_\_\_\_  
381

382 **Its:** \_\_\_\_\_  
383

384 **Dated:** \_\_\_\_\_  
385

386  
387

388 **Rorie Watt**  
389

390 **By:** \_\_\_\_\_  
391

392 **Dated:** \_\_\_\_\_  
393

394



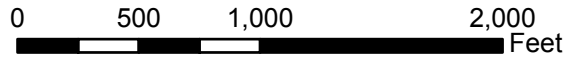
Zone B

Zone B

Zone A

Zone B

# Maritime Industry Zones



## Passenger Fee Public Comments

The CBJ Code requires the Manager to forward all public comments on the proposed uses of passenger fee funds to the Assembly for consideration. The Assembly is not required to take individual action on these comments.

Per Title 69, Chapter 20.120(b)(3):

*The manager shall forward all submittals, cruise line industry comments, board comments, public comments, and the manager's final recommendations to the Assembly Finance Committee for consideration. The Finance Committee will forward the final list of marine passenger fee proceeds' projects to the Assembly for consideration during its deliberations on the annual City and Borough budget.*



**From:** [jared.cure](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Bathrooms and Brevity  
**Date:** Friday, February 23, 2024 3:04:29 PM

---

Alex,

Build bathrooms.

Jared

**From:** [Peter Bangs](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Comment on marine passenger fees  
**Date:** Saturday, February 24, 2024 5:42:00 PM

---

Hi Alexandria. I've noticed an increasing number of cruise ship passengers on local trails in the last several years, perhaps it's spill over as the glacier permits are at capacity. In any case, I'd like to suggest investing in improvements in trails and trail access. For example, would it be possible to pave the pothole-ridden end of Industrial Blvd (where people access the wetland trail) and parking area? I've also noticed there is more and more litter on the trails - ranging from water bottles to human waste. Perhaps a seasonal employee could be hired to regularly walk the trails to pick up trash and other waste?

Peter

**From:** [Caitlin Stern](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Comments on use of passenger fees  
**Date:** Wednesday, February 21, 2024 7:48:07 PM

---

Dear Ms. Pierce,

I am writing to comment on the recommendations you submitted for the use of marine passenger fees for FY2024.

I strongly support the use of these fees for dock electrification. As a resident of downtown, I have a front row seat from which to view the toxic clouds of pollution emitted continuously from docked cruise ships, and feel a great deal of worry about the effects of this pollution on my children's health. I would very much like to see all docked cruise ships connected to electricity while in port in order to reduce the pollution they emit so close to Juneau residences.

Thank you for your time,  
Caitlin

**From:** [Laveda](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** cruise ship fees  
**Date:** Saturday, February 24, 2024 6:18:55 AM

---

Hello,

I read this article: [https://www.ktoo.org/2024/02/22/juneau-residents-can-comment-on-proposed-cruise-ship-passenger-fee-projects/?fbclid=IwAROs\\_jwyj3T4\\_n72bkx9Ta4NN2apRu\\_iFM1A2yI97ybX00-XWhxI6EcWNXE](https://www.ktoo.org/2024/02/22/juneau-residents-can-comment-on-proposed-cruise-ship-passenger-fee-projects/?fbclid=IwAROs_jwyj3T4_n72bkx9Ta4NN2apRu_iFM1A2yI97ybX00-XWhxI6EcWNXE)

Here are my suggestions/comments.

As a retiree of Bartlett, I know how SUPER busy Registration, ER, Same Day Surgery, and Med/Surg, is when the tourists and cruise ship employees, come! The other thing that happens is an increased need for medivac facilitation. The hospital should be getting some of these passenger fees (if they're not already) to help the costs incurred in patient care, (BRH staff time, which include maintenance staff)

Transit system, and all they're doing to get tourists around the city, should get some of the passenger fees, too. If they're dropping passengers off at the Dredge Lake Road, there needs to be an enhanced bus stop, built and a better crosswalk (maybe an overhead crossing) at Backloop and Loop Rd. The bike path ends shortly after the passengers get off the bus. Cruise ship passenger fees would be a good use for this purpose.

The sidewalks downtown can't handle more people. From 10-6, shut South Franklin and Front street down to cars and make it a pedestrian only area; or whatever time frame works best. When I'm downtown, and the sidewalk is packed with people, the first thing I do is go onto the street to get around. The tourists do the same thing. I'm sure some of these fees can go toward that, too.

As a person that likes to visit downtown, bathrooms are a BIG issue! The city hall bathroom is scummy and usually there's local people loitering around and in the bathroom. At least every time I go in there, there is. Between the tram bathrooms, parking garage bathrooms and City Hall bathrooms, it's not enough to handle the amount of tourists and staff that come to town. More regular maintenance of the facilities is a must! North Franklin could use a set of bathrooms. Maybe off the North Franklin parking lot? That would be an excellent use of fees.

If I thought about it more, I'm sure I could find other needs for the passenger fees!

Thanks,  
Laveda

**From:** [Janell Mountcastle](#)  
**To:** [Alexandra Pierce](#)  
**Cc:** [Janell Mountcastle](#)  
**Subject:** FY25 Marine Passenger Fees  
**Date:** Friday, February 23, 2024 8:55:21 AM

---

Hello,

Can it be used on roads to help tourism traffic?

For example, to build a road that goes from behind Fred Meyer's to Mendenhall Loop Road.

More city bus routes and better pay for drivers because when the Forest Service runs out of passes to the glacier the buses fill up with tourists and the locals cannot use them for getting to work, groceries and medical appointments.

How could it be used for housing? We have such a housing crisis. Could it build housing for tourism workers? Dormitory style maybe that would then relieve other housing for residents?

Could it be used to start a Fairbnb coop that gives back 50% of their profits to the community?

[Fairbnb.coop - sustainable B&B, rooms, bnb and vacation rentals](#)

Thank you for your consideration!

Janell Mountcastle

*J.Mountcastle@yahoo.com*  
*(317)213-8510*

**From:** [Jen LaRoe](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Marine passenger fee proposals  
**Date:** Friday, February 23, 2024 9:14:03 PM

---

Is this the only way to submit comments about the proposals? Not very clear on the website or in the KTOO article. It is also not very equitable access.

I am a previous affordable housing advocate and professional, working for local housing development projects. I am opposed to the JEDC proposal for over \$23 million for seasonal worker housing. There is a shortage of affordable housing in our community for many many years, and this proposal is wrong in many ways, but I want to make two main points.

1. Building housing for use only part of the year for summer "tourist" workforce is not sustainable for the community and those full-time residents who are struggling to find affordable housing. When residents have to spend more than 30% of their income on housing, they are unable to afford other necessities.
2. JEDC is NOT an appropriate housing development or management organization. If a project like this were to pencil out for the whole community, then it should be done by an organization with experience, and managed by a housing entity, not the JEDC.

Sincerely,  
*Jen LaRoe*  
*5134 Glacier Highway*  
*Juneau*

**From:** [Tracy LaBarge](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Marine Passenger Fee  
**Date:** Wednesday, March 20, 2024 11:40:10 AM  
**Attachments:** [image002.png](#)

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

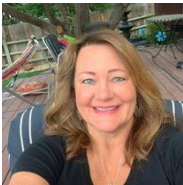
Hi Alex,

I wanted to request to fill in the open space in front of the crab shack as an improvement.

Also add more restrooms / garbage area behind the Visitors Center or over near the new bus parking. We have 1 small bathroom and get absolutely crushed during the season with people coming in just to use the bathroom. We don't have that capacity.

Third suggestion would be to make the dumpster in front of the Port Building a compactor type that crushes garbage. Our dump is overflowing as it is. We haul our own garbage several times a day to the second lot, to a dumpster. May garbage cost last year was \$54k! We are trying to recycle and compost, but it has been difficult with little space. It would be nice to I would be happy to pay to use that.

Thanks



**Tracy LaBarge**

Owner, Tracy's King Crab Shack

**Phone:** 907-790-2722 (CRAB)

**Mobile:** 907-723-2004

**Email:** [tracy@kingcrabshack.com](mailto:tracy@kingcrabshack.com)

PO BOX 21082

Juneau, AK 99802

[www.kingcrabshack.com](http://www.kingcrabshack.com)



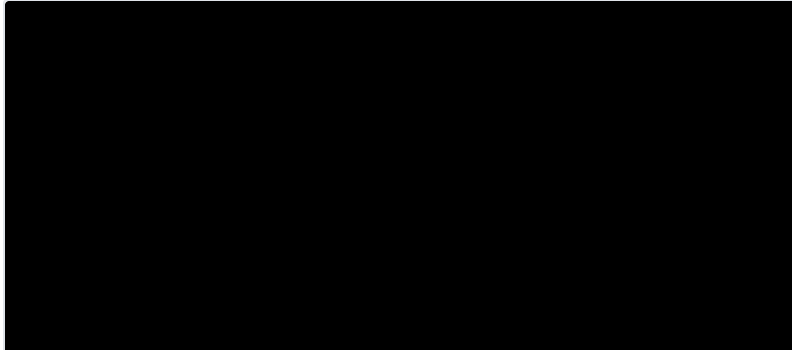


**From:** [G Lee](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Passenger Fees Proposal comments through March 25.  
**Date:** Sunday, March 10, 2024 2:16:21 PM

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

[Juneau residents can comment on proposed cruise ship passenger fee projects](#)



**Juneau residents can comment on proposed cruise ship passenger fee projects**

Clarise Larson

Residents have until March 25 to give feedback on proposals like free public Wi-Fi downtown, increased bus servi...

Build a driverless dedicated light rail to Mendenhall Glacier, starter link from Mendenhall Mall to Mendenhall Glacier, or downtown to Bartlett/Fish Hatchery; and gradually adding extensions, with stops at Fred Meyer, Costco.

High speed WiFi downtown through a VPN to prevent torrent downloads. Proton free VPN offers this through one connection per account, connect through the router.

The fee should be renegotiated higher like \$100 and includes transportation to Mendenhall Glacier owned and operated by the city and optional; a performance with the Juneau Symphony, or Juneau Jazz & Classics at Marine Park or Juneau Douglas High School auditorium; and not only just benefit the tourism industry, it could be used to benefit the local community, like increased transit, shore power, more housing, better hospital facilities, long-term care, more senior housing with Passivhaus certification for all new, retrofit, existing construction projects. Increases costs of 10-15% with benefits of better insulation of sound, temperature, using less energy over the life of the building by making it almost completely airtight.

G. Lee

500px.com/gl

**From:** [Dave Hanna](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Passenger funds  
**Date:** Tuesday, February 27, 2024 6:53:25 PM

---

Alex

If we are going to expand bus service to the glacier stopping at the back loop intersection, we need to install some vault toilets in the area. The poor folks that live around there are constantly inundated with requests from people who desperately need to use a toilet. AEL&P has a lot there and there is also land right next to the bus shelter. It could be seasonal use only. Please consider this.

Thanks,  
Dave Hanna  
907-723-1902

**From:** [Kris Benson](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** Proposed Expenditures with Passenger Fee Revenue  
**Date:** Saturday, February 24, 2024 1:33:28 PM

---

Dear Ms. Pierce:

I support the table of proposed expenditures for FY 25 using cruise ship passenger fees. In particular, the Whale Blubber Cortisol study is very important. We know anecdotally that whale behavior changed when we had no cruise ships due to the pandemic, which makes one worry about the future for both the whales and the whale watching industry. The growth in whale watching boats has been tremendously fast and it is critical to understand what risks might be involved as soon as possible.

All of the other proposals are sound and merit funding, with the exception of four line items that are for security and restroom maintenance at private docks. How is subsidizing the private docks by the city justified? I think the very profitable corporations that own the private docks can well afford to maintain their own security and restrooms.

Thank you for soliciting feedback,  
Kristine Benson  
145 Behrends Ave  
Juneau, AK



**RENEWABLE**  
**JUNEAU**

P.O. Box 22227  
Juneau, AK 99802

[renewablejuneau.org](http://renewablejuneau.org)  
[juneaucarbonoffset.com](http://juneaucarbonoffset.com)

March 5, 2024

Ms. Alexandra Pierce, Tourism Manager  
City & Borough of Juneau

Subject: Marine Passenger Fee Recommendations

Dear Ms. Pierce,

Renewable Juneau, a 501(c)(3) organization whose mission is to move Juneau towards a clean energy future, supports three projects for 2024 Marine Passenger Fee (MPF) funding. These include:

- 1) CBJ 16B dock electrification;
- 2) a downtown electric bus circulator;
- 3) an initial contribution to a Tourism Clean Energy revolving loan fund and incentive program.

These requests support community goals, as laid out in the Juneau Climate Action Plan and the Juneau Renewable Energy Strategy. They also align with the local Clean Port Initiative that the Juneau Commission on Sustainability proposed last year to advance Visitor Industry Task Force Recommendations, and they reinforce Juneau's active participation in the Green Corridor Initiative.

Reducing traffic congestion and dock electrification were ranked as the public's top two priorities in the most recent Juneau Tourism Survey (McKinley Research Group, 2023). Over twenty years ago, Juneau led the world in providing shore power to cruise ships at the Franklin Dock. However, that leadership has faded since the 16B docks were built in 2015 with conduit for shore power that was never installed, even as the majority of cruise ships that visit Juneau are now equipped to hook up to this renewable and clean energy source. We are heartened that dock electrification is once again on the docket and encourage you, the City Manager, and the Assembly, to provide strong leadership in moving this measure forward.

Similarly, the idea of a downtown circulator has simmered for years with no real progress. We support an all-electric circulator and providing funding to Capital Transit to make this idea a reality. The resulting reductions in congestion, improved visitor experience, reduction of emissions, and improved air quality are all strongly supported by Juneau residents.

Lastly, creating and providing seed funding for a revolving loan program for tourism operators to invest in cleaner energy equipment is an important step in moving Juneau towards a more sustainable future.

#### Officers

Sally Saddler, *President* | Allison Bidlack, *Vice President* | John Neary, *Secretary* | David Teal, *Treasurer*

#### Board of Directors

Steve Behnke | Clay Good | Andy Romanoff | Margo Waring



**RENEWABLE**  
**JUNEAU**

P.O. Box 22227  
Juneau, AK 99802

[renewablejuneau.org](http://renewablejuneau.org)  
[juneaucarbonoffset.com](http://juneaucarbonoffset.com)

We would like to thank the Assembly for their active engagement in and funding for tourism management. Tourism is important to our community's economy but can negatively impact our quality of life if not carefully managed. In particular, we would like to thank the Assembly for clarifying the role of the tourism manager and city manager in overseeing tourism policy, including management of the cruise ship docks.

Our community has made real progress toward reducing greenhouse gas emissions and saving residents money through multiple fronts, including building out electric vehicle charging infrastructure and providing resources and incentives for homeowners to replace aging fossil fuel heating systems with efficient, electric air source heat pumps. Let's continue this good work by eliminating some of the climate-warming emissions that tourism produces, while improving public health, providing economic benefits, and enhancing the quality for all who call Juneau home.

Sincerely,

Sally Saddler  
President, Renewable Juneau Board

cc:  
Mayor Weldon and Juneau Assembly Members  
Katie Koester, City Manager  
Carl Uchytel, Port Director

---

**Officers**

*Sally Saddler, President | Allison Bidlack, Vice President | John Neary, Secretary | David Teal, Treasurer*

**Board of Directors**

Steve Behnke | Clay Good | Andy Romanoff | Margo Waring



City and Borough of Juneau  
 City & Borough IT Dept.  
 155 Heritage Way  
 Juneau, Alaska 99801  
 Telephone: 907-586-5295

MEMORANDUM

TO:

FROM:

DATE:

RE: Public Wi-Fi in Marine Industry Zone

The increase in annual cruise ship passengers is causing heavy congestion on Juneau's local cellular networks (ATT, GCI, etc.). There are simply too many people with cellular devices trying to connect to the local cellular towers. This congestion is causing a negative experience for our visitors, citizens, businesses, and disruption of service in many of our CBJ-owned cellular devices. These networks are owned by private enterprises and are not subject to CBJ control. Communication with the major providers has yielded some assurances but the largest provider, ATT, does not acknowledge the extent of the congestion.

Providing publicly accessible Wi-Fi in areas with dense visitor populations will offload many of the users connected to the commercial cellular networks onto Wi-Fi. Splitting the user base between the commercial cellular networks and public Wi-Fi will relieve the current congestion issues.

Conceptually, this project mirrors the Marine Park Wi-Fi installation. Cruise ship passengers wishing to use the Downtown Library's free Wi-Fi were straining the occupancy capacity of the Library. By installing Wi-Fi in the Marine Park pavilion, the visitors looking for free Wi-Fi can enjoy the scenic views while freeing up space at the Library. Wi-Fi across the Maritime Industry Zone accomplishes the same goal, the only difference is network capacity instead of physical capacity.

An RFI (24-116) was issued in September 2024 to gather information and determine vendor interest in this project. The responses we received were positive.

Wi-Fi would be provided across the Maritime Industry Zone (see attached) via a series of interconnected wireless access points mounted on city facilities and light poles. This would provide Internet access across our most densely visited areas.

The wireless network would be configured to target cruise ship passengers:

- Broadcasting from April to October.
- Scheduled hours from 7AM to 9PM daily.
- Seamless service from dock to any part of the Maritime Industry Zone.
- Seamless authentication via PassPoint, OpenRoaming, or similar technology. \*
- Service levels to allow basic Internet access.
- Public Wi-Fi will be independent of CBJ networks and operations.
- The RFP process will result in a vendor operating and maintaining the Public Wi-Fi

\*These are newer technologies that allow cell phones to automatically use their built-in systems to authenticate to a Wi-Fi network without traditional usernames and passwords.

If funding becomes available an RFP will be issued to select an appropriate vendor. The sum would be used for in-depth frequency analysis, site surveys, and topology design. To adequately design a reliable Wi-Fi network, those surveys and analyses must happen during Juneau's busiest tourist season. Deployment would happen over the winter, with go-live to coincide with the tourism season of 2025.

Questions can be directed to the CBJ IT Director, Chris Murray.

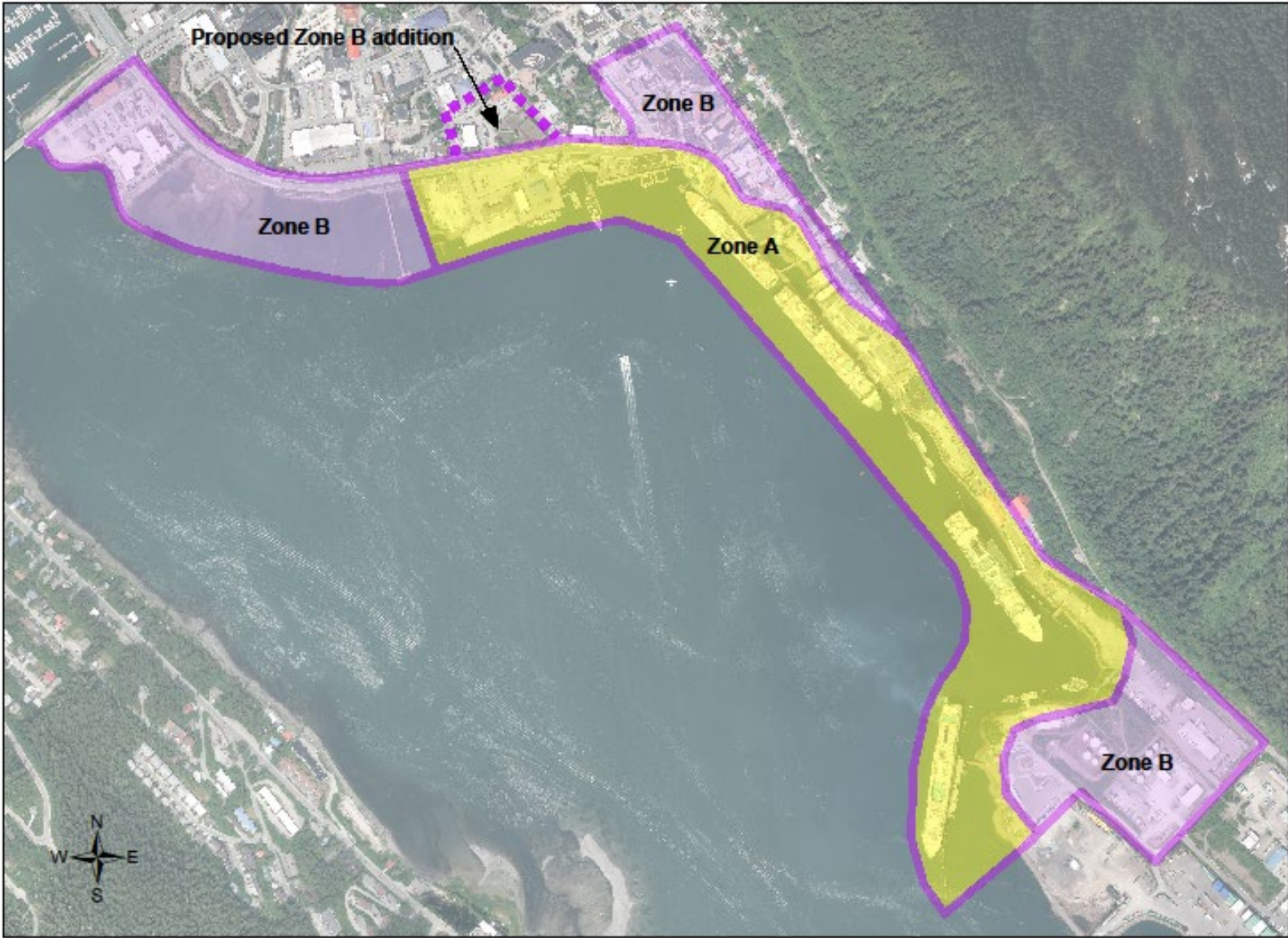


1 Concept map of Wi-Fi access point locations and coverage.



2 Example of a Wi-Fi access point mounted on a telephone pole.





**Maritime Industry Zones**

0 500 1,000 2,000 Feet

**City and Borough of Juneau**  
**Passenger Fees from All Sources**  
**(\$000 Thousands)**  
**March 15, 2024**

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
<b>MPF</b>										
Revenue	\$ 5,067	\$ 5,407	\$ 5,991	\$ 4,000	\$ 9	\$ 2,641	\$ 6,988	\$ 8,250	\$ 8,250	\$ 8,250
Unspent MPF returned to Fund	\$ 251	\$ 30	\$ 2,410	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	\$ (3,953)	\$ (3,337)	\$ (3,189)	\$ (5,424)	\$ (2,408)	\$ (2,963)	\$ (4,638)	\$ (4,889)	\$ (7,239)	\$ (5,958)
Capital Expenditures	\$ (1,303)	\$ (1,869)	\$ (5,385)	\$ (677)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Surplus/Deficit	\$ 62	\$ 231	\$ (173)	\$ (2,101)	\$ (2,399)	\$ (215)	\$ 2,350	\$ 3,361	\$ 1,011	\$ 2,292
Fund Balance	\$ 536	\$ 767	\$ 594	\$ (1,507)	\$ (3,906)	\$ (4,122)	\$ (1,771)	\$ 1,589	\$ 2,601	\$ 4,892
<b>SMPF</b>										
Revenue	\$ 4,600	\$ 4,600	\$ 5,271	\$ 5,971	\$ 2,446	\$ 572	\$ 5,680	\$ 8,250	\$ 8,250	\$ 8,250
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ (351)	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ (2,095)	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Expenditures	\$ (4,600)	\$ (4,600)	\$ (5,000)	\$ (4,500)	\$ -	\$ -	\$ (4,095)	\$ (11,000)	\$ (9,350)	\$ -
Surplus/Deficit	\$ -	\$ -	\$ 271	\$ 1,471	\$ -	\$ 572	\$ 1,585	\$ (2,750)	\$ (1,100)	\$ 8,250
Fund Balance	\$ 295	\$ 295	\$ 566	\$ 2,037	\$ 2,037	\$ 2,609	\$ 4,194	\$ 1,444	\$ 344	\$ 8,594
<b>PDF</b>										
Revenue	\$ 3,015	\$ 3,217	\$ 3,568	\$ 2,367	\$ -	\$ 1,557	\$ 4,171	\$ 4,950	\$ 4,950	\$ 4,950
Operating Expenditures	\$ (6)	\$ (6)	\$ (6)	\$ (363)	\$ (8)	\$ (8)	\$ (8)	\$ (20)	\$ (20)	\$ (20)
Debt Service	\$ (2,093)	\$ (2,095)	\$ (2,097)	\$ (2,095)	\$ -	\$ (1,883)	\$ (2,028)	\$ (2,026)	\$ (2,027)	\$ (2,027)
Capital Expenditures	\$ -	\$ -	\$ (3,700)	\$ -	\$ -	\$ -	\$ -	\$ (4,045)	\$ (2,500)	\$ -
Surplus/Deficit	\$ 916	\$ 1,116	\$ (2,235)	\$ (91)	\$ (8)	\$ (334)	\$ 2,134	\$ (1,142)	\$ 403	\$ 2,903
Fund Balance	\$ 1,732	\$ 2,848	\$ 613	\$ 522	\$ 514	\$ 180	\$ 2,314	\$ 1,173	\$ 1,576	\$ 4,479
<b>TOTAL PASSENGER FEES</b>										
Revenue	\$ 12,682	\$ 13,224	\$ 14,830	\$ 12,338	\$ 2,455	\$ 4,770	\$ 16,839	\$ 21,450	\$ 21,450	\$ 21,450
Unspent MPF returned to Fund	\$ 251	\$ 30	\$ 2,410	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	\$ (3,959)	\$ (3,343)	\$ (3,195)	\$ (5,787)	\$ (2,767)	\$ (2,971)	\$ (4,646)	\$ (4,910)	\$ (7,259)	\$ (5,978)
Debt Service	\$ (2,093)	\$ (2,095)	\$ (2,097)	\$ (2,095)	\$ (2,095)	\$ (1,883)	\$ (2,028)	\$ (2,026)	\$ (2,027)	\$ (2,027)
Capital Expenditures	\$ (5,903)	\$ (6,469)	\$ (14,085)	\$ (5,177)	\$ -	\$ -	\$ (4,095)	\$ (15,045)	\$ (11,850)	\$ -
Surplus/Deficit	\$ 978	\$ 1,347	\$ (2,137)	\$ (721)	\$ (2,407)	\$ 23	\$ 6,070	\$ (531)	\$ 314	\$ 13,445
Fund Balance	\$ 2,563	\$ 3,910	\$ 1,773	\$ 1,052	\$ (1,355)	\$ (1,333)	\$ 4,738	\$ 4,207	\$ 4,521	\$ 17,966



# Achieving Sustainability

FY25 Assembly Finance Committee Budget Presentation

April 6, 2024



## Coming Together for Your Care

- Bartlett provides quality, patient-centered care to over 55,000 people in more than 35 rural communities in the northern part of Southeast Alaska.
- Bartlett is licensed for a total of 57 inpatient beds, 16 residential substance-abuse treatment facility beds in the Rainforest Recovery Center, and 61 residential beds in the Wildflower Court long-term care facility.



# About Us

Bartlett is the sole health care organization in Southeast Alaska with Hospital Accreditation by The Joint Commission.



# Our Mission

To provide our community with quality, patient-centered care in a sustainable manner.

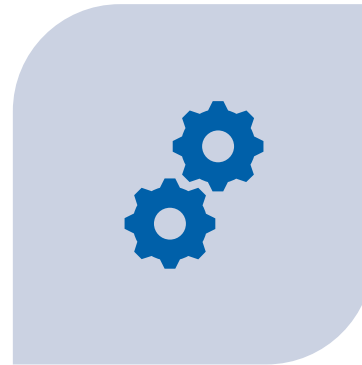
## At Bartlett, we C.A.R.E.

- Courtesy
- Accountability
- Respect
- Excellence

# Agenda Overview



Looking Behind:  
Financial Impacts



Where We Are Today:  
A Time Of Transition



Looking Ahead:  
Achieving Sustainability



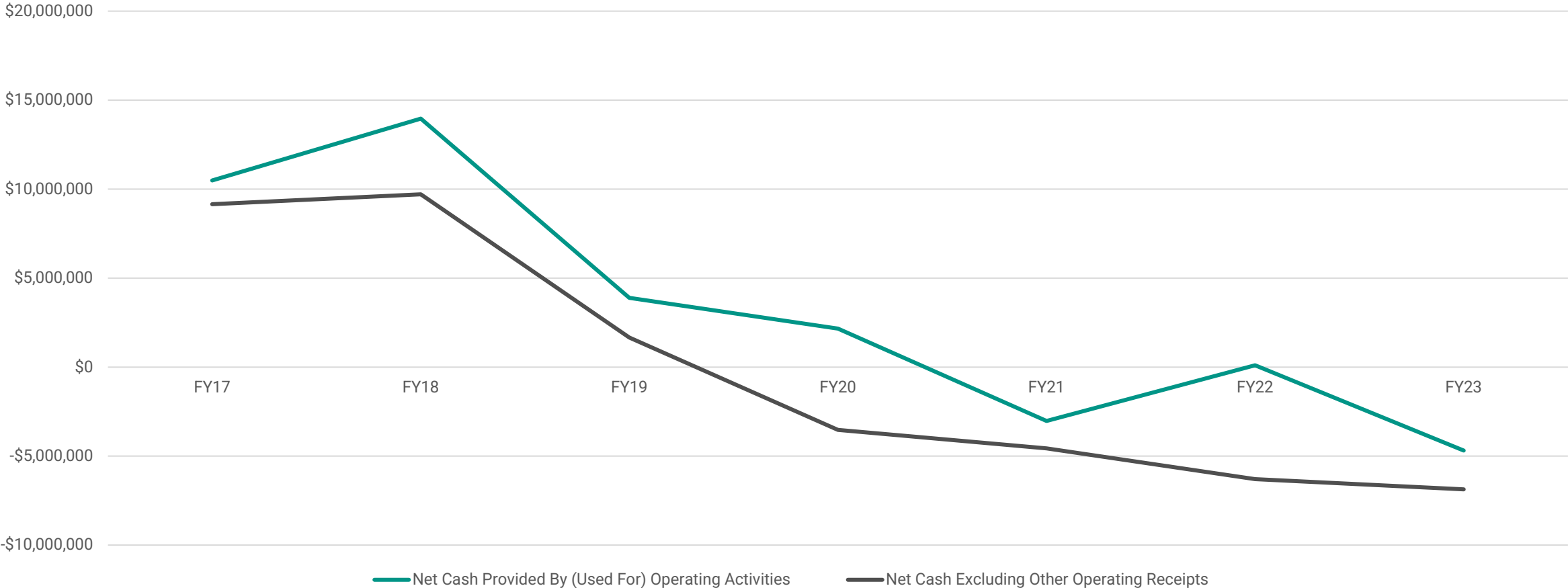
# Looking Behind

Financial Impacts

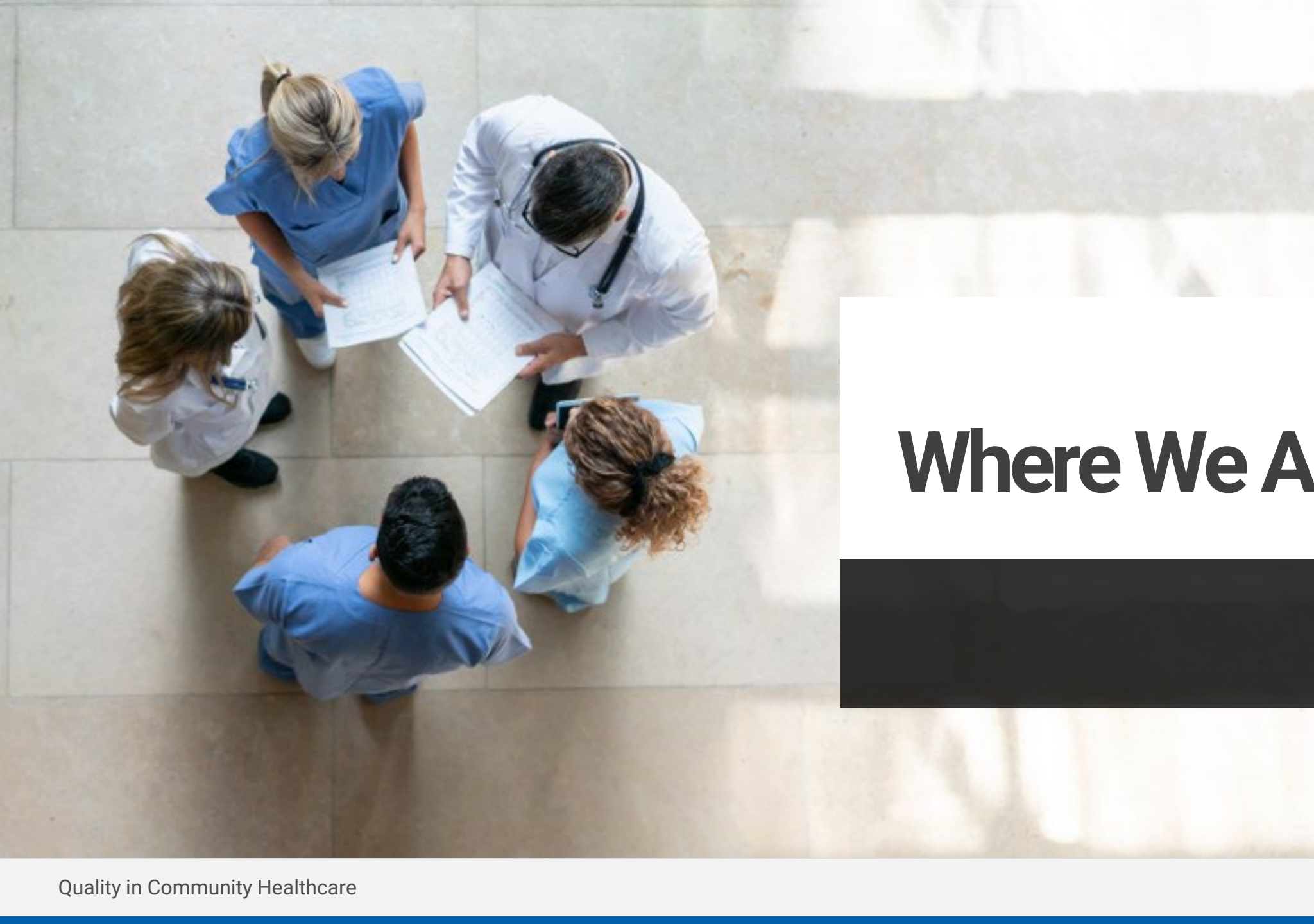
# Increasing Financial Pressures

Since FY2017...

Cash Flow







# Where We Are Today

A Time of Transition

# FY25 Proposed Budget

Section D, Item 5.

	FY23 Actuals	FY24		FY25	FY26
		Amended Budget	Projected Actuals	Proposed Budget	Proposed Budget
<b>EXPENDITURES</b>					
Personnel Services	\$ 74,977,500	99,962,000	92,996,800	102,012,800	102,044,000
Commodities and Services	34,179,800	40,917,800	50,745,400	42,814,300	42,878,600
Capital Outlay	-	3,548,200	3,763,900	2,423,500	2,500,000
Debt Service	2,722,000	2,841,000	2,841,000	2,850,700	1,958,700
Support to:					
Capital Projects	12,285,900	2,000,000	2,000,000	-	3,000,000
<b>Total Expenditures</b>	<b>124,165,200</b>	<b>149,269,000</b>	<b>152,347,100</b>	<b>150,101,300</b>	<b>152,381,300</b>
<b>FUNDING SOURCES</b>					
Charges for Services	122,039,800	140,352,300	134,951,200	143,760,900	143,760,900
State Revenue	-	750,000	-	750,000	750,000
Federal Revenue	-	-	-	-	-
Investment and Interest Income/(Loss)	1,031,500	1,000,000	2,460,900	1,800,000	1,800,000
Land Lease Revenue	335,700	-	-	322,300	322,300
Support from:					
Capital Projects	7,026,000	-	-	-	-
General Fund	-	2,000,000	2,000,000	-	-
Tobacco Excise Tax	518,000	-	-	-	-
<b>Total Funding Sources</b>	<b>130,951,000</b>	<b>144,102,300</b>	<b>139,412,100</b>	<b>146,633,200</b>	<b>146,633,200</b>
<b>FUND BALANCE</b>					
<b>Debt Reserve</b>					
Beginning Reserve Balance	3,139,000	3,241,000	3,241,000	3,241,000	3,241,000
Increase (Decrease) in Reserve	102,000	-	-	-	-
<b>End of Period Reserve</b>	<b>3,241,000</b>	<b>3,241,000</b>	<b>3,241,000</b>	<b>3,241,000</b>	<b>3,241,000</b>
<b>Available Fund Balance</b>					
Beginning of Period	38,914,200	45,598,000	45,598,000	32,663,000	29,194,900
Increase (Decrease) in Fund Balance	6,683,800	(5,166,700)	(12,935,000)	(3,468,100)	(5,748,100)
<b>End of Period Available Fund Balance</b>	<b>\$ 45,598,000</b>	<b>40,431,300</b>	<b>32,663,000</b>	<b>29,194,900</b>	<b>23,446,800</b>
<b>STAFFING</b>	<b>560.00</b>	<b>675.00</b>	<b>675.00</b>	<b>713.00</b>	<b>713.00</b>



# Looking Ahead

Achieving Sustainability – “No Margin No Mission”

# 2024 Key Areas of Operational & Fiscal Focus

## Process Discipline Methods

### Process Discipline & Standardization

- Continual cost center improvement using A3s
- FTE management, substitution, and productivity
- Contract review
- IT system development and standardization
- Capital allocation

### Program Review

#### Areas Analyzed Include:

- Strategic margin
- Reimbursement for services rendered
- External subsidization readily available
- Growth
- Productivity and staffing
- Reduction of key costs such as travelers
- Timeframe to improve
- Fixability – the level of effort and likelihood of improving performance to sustainable levels

# Achieving Sustainability Allows Us To...

## 2024-2027 Strategic Goals

### **Deliver seamless continuity of care**

Deliver quality, cost effective medical care, meeting patients where they are with the services they need.

### **Support the development and alignment of employees, providers, and partners**

Cultivate a work environment that enables our employees, providers, and partners to thrive, aligning around our shared mission, vision, and values.

### **Improve infrastructure to meet community needs**

Develop and maintain the physical and technological infrastructure needed to meet the growing health care services, access, and convenience needs of our patients.

### **Optimize and drive strategic clinical growth**

Achieve long term sustainability through optimization of operations and selective investment in service line growth.

### **Promote a distinct identity and brand**

Strengthen community engagement and increase awareness of the range and quality of services offered, elevating the reputation of the organization within Southeast Alaska.



March 24, 2024

Katie Koester  
 City Manager  
 City and Borough of Juneau  
 155 South Seward Street  
 Juneau, Alaska 99801

Dear Ms. Koester:

The following is the Juneau School District’s FY 2025 Budget for the District’s Operating Fund and all Special Revenue Funds, totaling \$85,397,373. The budget was unanimously adopted by the Board of Education at its March 14, 2024, regular meeting.

The FY 2025 Budget presents a spending plan that addresses the substantial budget challenges the District is facing. It demonstrates efficient and effective use of human, facility, and financial resources, while also steadfastly supporting the District’s Strategic Plan and the community’s commitment to successful student learning.

The FY 2025 Budget includes appropriations for all funds requiring annual budgets. It represents a drastically reduced funding level of the Operating Fund, with lesser adjustments in all other funds:

Fund Name	2024-25 Proposed Budget	2023-24 Original Approved Budget	Over (Under) 2023-24 Approved	% Change
<b>Operating Fund</b>				
<i>Total Operating Fund</i>	<b>\$ 67,827,373</b>	\$ 75,221,700	\$ (7,394,327)	-9.83%
<b>Student Activities</b>				
<i>Total Student Activities</i>	<b>\$ 2,940,000</b>	\$ 2,955,000	\$ (15,000)	-0.51%
<b>Targeted Assistance Programs</b>				
<i>Total Targeted Assistance Programs</i>	<b>\$ 5,777,000</b>	\$ 7,618,000	\$ (1,841,000)	-24.17%
<b>Professional Development</b>				
<i>Total Professional Development</i>	<b>\$ 420,000</b>	\$ 413,000	\$ 7,000	1.69%
<b>Student Services</b>				
<i>Total Student Services</i>	<b>\$ 168,000</b>	\$ 168,000	\$ -	0.00%
<b>Ancillary Services for Students and Community</b>				
<i>Total Ancillary Services for Students and Community</i>	<b>\$ 8,265,000</b>	\$ 7,631,000	\$ 634,000	8.31%
<b>TOTAL - All Funds</b>	<b>\$ 85,397,373</b>	\$ 94,006,700	\$ (8,609,327)	-9.16%

### OPERATING FUND OVERVIEW

This budget presents an operating spending plan based on a projected enrollment of **4,025** students, including 100 Intensive students, 84 Integrated Pre-K students (0.5 ADM), and 186

HomeBRIDGE homeschool students (0.9 ADM). The projected enrollment represents a loss of 140 students, or -3.4%, from FY 2024. In addition, the budget is built on a static level of state funding through the Base Student Allocation (BSA) of \$5,960.

The City and Borough of Juneau (CBJ) has historically provided the maximum allowed local contribution, as specified in the state foundation funding formula. This budget assumes that continued support and reflects an increase in local contribution of \$3,656,239, which is the maximum allowed local contribution for FY 2025.

The FY 2025 Operating Fund proposed revenue totals \$67,827,373, a decrease of \$(7,394,327), or -9.83%, from the FY 2024 approved Operating Fund Budget. A material overstatement of revenue in the FY 2024 Operating Fund Budget, coupled with an audited negative fund balance on June 30, 2023, of \$(1,947,423), has put the District in an extremely challenging budget scenario.

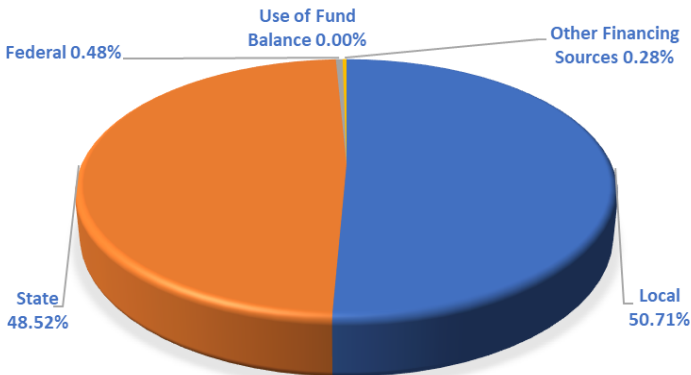
The table below summarizes estimated changes to Operating Fund revenues:

Operating Fund	% Budget	2024-25 Proposed Budget	2023-24 Original Approved Budget	Over (Under) 2023-24 Approved	% Change
Local Revenues	50.76%	\$ 34,432,039	\$ 30,775,800	\$ 3,656,239	11.88%
State Revenues	48.47%	\$ 32,876,153	\$ 43,719,200	\$ (10,843,047)	-24.80%
Federal Revenues	0.48%	\$ 327,000	\$ 526,700	\$ (199,700)	-37.92%
Other Financing Sources	0.28%	\$ 192,181	\$ 200,000	\$ (7,819)	-3.91%
Use of Fund Balance	0.00%	\$ -	\$ -	\$ -	0.00%
Operating Fund REVENUE		\$ 67,827,373	\$ 75,221,700	\$ (7,394,327)	-9.83%

**REVENUE OUTLOOK**

District Operating Fund funding sources are comprised of local, state, and federal revenues. The use of fund balance would also normally be included. However, given the current financial health of the District, no fund balance use is available or anticipated in the FY 2025 Operating Fund Budget.

**FY 2025 Estimated Revenue by Source**



### **Local Revenue**

Estimated local revenue from all sources in FY 2025 totals \$34,432,039. This amount reflects an 11.88% increase to the local contribution, amounting to \$3,656,239, as compared to the FY 2024 approved budget. The maximum allowed local contribution from CBJ has increased for the FY 2025 school year because of an increase in the 2023 full and true value of taxable property in the city and borough. The students in the District benefit greatly from the continued support of the City and Borough of Juneau and the CBJ Assembly.

### **State Revenue**

Estimated state foundation revenue in the FY 2025 Operating Fund Budget totals \$32,876,153, which is a decrease of \$10,843,047, or -24.80%, from the approved FY 2024 Operating Fund Budget. The FY 2025 Operating Fund Budget reflects a BSA of \$5,960, which is the FY 2024 level. There was legislative action, through CSSB 140, which would have increased the BSA by \$680. However, Governor Dunleavy vetoed this bill on March 14, 2024. Once again, the District is in an unknown funding situation and has no choice but to plan for the worst-case scenario. As previously noted, the District projects a 3.4% decrease in enrollment in FY 2025 from the previous year's student count.

A reduction of \$4.04 million in TRS and PERS on-behalf payments represents another significant reduction in state revenue from the approved FY 2024 Operating Fund Budget to the FY 2025 Operating Fund Budget. After contracting with an outside financial consultant in December 2023, the District determined that the \$8.4 million in TRS and PERS on-behalf in the approved FY 2024 Operating Fund Budget was grossly overstated. Further, the on-behalf revenue did not have corresponding expenditures. The FY 2025 Operating Fund Budget therefore reflects a large reduction in state revenue from the preceding year.

### **Federal Revenue and Other Financing Sources**

The FY 2025 Operating Fund Budget reflects less than 1% of District revenue sourced from federal and other financing sources. E-rate reimbursements for FY 2025 are estimated to be approximately \$302,000. Medicaid reimbursements are also included in this revenue category and are anticipated to be approximately \$25,000.

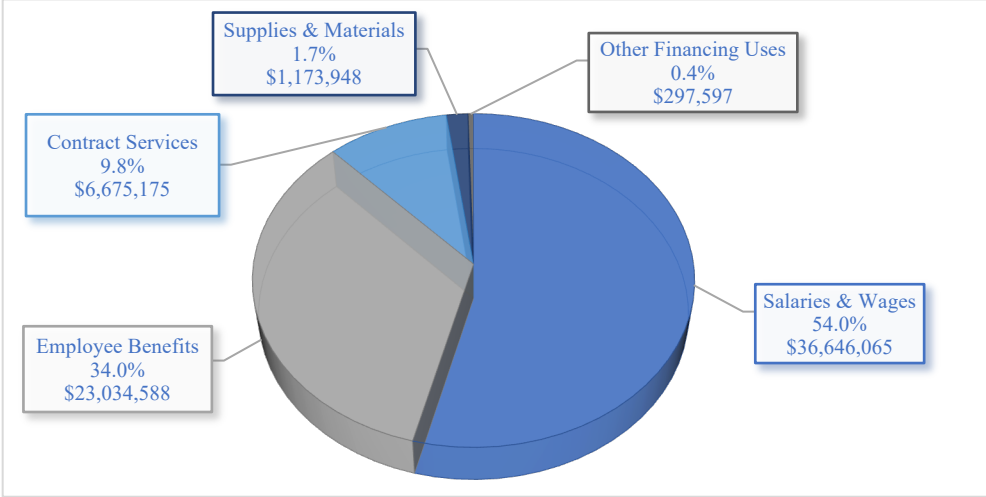
### **EXPENDITURE OUTLOOK**

A maintenance, level-services budget begins with the previous year's budget, with subsequent additions and reductions to staffing and other costs based on projected changes in enrollment, benefit costs, negotiated agreements, and other inflationary changes to existing, desired, or mandated programs.

Approximately 90% of the District's Operating Fund budget is allocated directly to personnel costs. Negotiated wages and health benefit costs comprise most of the District's Operating Fund costs. The FY 2025 Operating Fund Budget includes step movement and increases to salary scales based on existing collective bargaining agreements for all groups.



The Juneau School District is one of the largest employers in the City and Borough of Juneau.



District administration’s goal for FY 2025 is to provide the same—or an increased—level of services for students as existed in the prior year. This includes increased access to in-person course offerings, including CTE offerings, and electives for middle and high school students. The Board of Education adopted a district reorganization and consolidation plan on February 22/23, 2024, that will help preserve as many supports and opportunities for students as possible, despite declining revenue and increasing expenditures.

Below is a summary of the FY 2025 Operating Fund Expenditure Budget categorized by function, as described in the Alaska Department of Education and Early Development chart of accounts:

Operating Fund Function		2024-25 Proposed Budget
100	Instruction	\$ 26,032,492
200	Special Education Instr.	\$ 14,595,134
220	Special Education Support	\$ 4,948,952
320	Support Services-Student	\$ 3,267,912
350	Support Services-Instr.	\$ 3,319,739
400	School Administration	\$ 2,238,372
450	School Admin Support Svcs	\$ 2,397,757
500	District Administration	\$ 804,351
550	District Adm Support Svcs	\$ 3,986,393
600	Operations & Maintenance	\$ 6,206,272
700	Student Activities	\$ -
900	Other Financing Uses	\$ 30,000
		\$ 67,827,373

## BUDGET SCENARIO

### FY 2024 Budget

As previously noted, the material overstatement of revenue and understatement of expenditures in the adopted FY 2024 Operating Fund Budget, coupled with an audited negative fund balance on June 30, 2023, of \$(1,947,423), put the District in an extremely challenging budget scenario.

Current District administration has aggressively identified savings, adopted cost-saving measures, and worked with District partners, including CBJ, to address the ongoing district budget crisis. On March 4, 2024, the CBJ Assembly voted to approve a \$4.1 million loan and to support non-instructional, shared services. Ongoing effort and collaboration will ensure that the deficit is eliminated through Board action by June 30, 2024.

### FY 2025 Budget

The financial challenges of the FY 2024 budget year laid the groundwork for building the FY 2025 budget. It will take a combination of solutions to resolve the long-term effects of the District's financial position. Immediate cuts to current operations and larger structural changes to reduce costs, including consolidations and closures, were required to provide ongoing savings and balance the budget. Reconfiguration and consolidation will maintain as much support, opportunity, and programming for students as possible.

The Board of Education voted on February 22/23, 2024, to adopt the following reorganization plan for the 2024-25 school year:

- Six (6) Elementary Schools: K-6 grades at neighborhood schools
- One (1) Middle School: 7-8 grades at Thunder Mountain
- One (1) High School: 9-12 grades at Juneau-Douglas

Alternative/Optional programs:

- Montessori Borealis, Juneau Community Charter School, Yaakoosgé Daakahidi High School at Dzantik'i Heeni
- Tlingit Culture, Language and Literacy (TCLL) Program at Harborview Elementary
- District Office at Thunder Mountain, Harborview, or Dzantik'i Heeni (TBD)

Close three (3) facilities and relinquish to CBJ:

- Marie Drake
- Floyd Dryden Middle School
- District Office building

To meet the demands of a balanced budget and to make efficient use of school facilities, the pupil-teacher ratio (PTR) needed to rise at all levels; however, the board-adopted reorganization plan prevented PTRs from skyrocketing.

The PTR used to calculate the classroom teacher allocation for the FY 2025 Budget are as follows:

Pupil Teacher Ratio (PTR)		
FY 2024-25		
Grade Band	K-3	26.00
	4-6	30.00
	7-8	30.00
	9-12	30.00

On March 14, 2024, the Board of Education adopted a Reduction in Force (RIF) plan. The FY 2025 Budget will eliminate up to 46.5 teacher positions (FTE), 31.5 classified positions, and 3.5 administrator positions. It seems highly unlikely reductions in force can be managed solely through attrition. Had Governor Dunleavy not vetoed the BSA increase, few, if any, reductions in force would have been needed.

**Ongoing Budgeting Process**

The District anticipates the budget environment over the next five years will be difficult. The State of Alaska continues to struggle with their constitutional obligation to adequately fund public education in Alaska. The District faces continued inflationary pressures on personnel and other costs, combined with ongoing decreasing enrollment projections. The Board of Education must also plan for repayment of its FY 2024 loan over the course of the next five years.

The District believes strongly in the importance of establishing a sustainable fiscal plan to weather turbulent funding, not only in the immediate future but also longer term. The District further believes that maintaining a responsible fund balance is essential for the preservation of the financial integrity of the District. Indeed, the Board of Education has adopted [JSD BP3470 Fund Balance](#), which provides additional guidance through the budget process.

Currently, the District finds itself in a challenging scenario, in which the District has been operating with a negative fund balance for a number of years. The District, like the Board of Education, is committed to turning around the District’s financial position and is working diligently to remedy this situation. **The FY 2025 Budget repositions the District from a multimillion-dollar deficit to a balanced budget.**

**Budget Development**

Due to the unexpected FY 2024 budget shortfall that was discovered midyear, the District and the Board of Education had to take immediate action toward balancing the FY 2024 budget, while simultaneously working on the budgeting process for FY 2025. Board action to adopt structural changes positioned schools for the future and was pivotal in the development of the FY 2025 budget. The Board’s adoption of the specific reorganization plan described above reduced the initial FY 2025 projected deficit by nearly 50% and prevented devastating reductions in staffing levels, program offerings, and student supports. With Board action on the reorganization

plan and the \$680 BSA increase approved by the legislature (had it not been subsequently vetoed by the governor), few, if any, reductions in force would have been needed.

### **Community Input and Outreach**

Between January and March 2024, the District and Board of Education held numerous budget, finance committee, public input, staff, and board meetings to garner parent, community, staff, student, and stakeholder feedback on the district's budget and on [reorganization models](#).

- The District and Board of Education held 36 public meetings and community listening sessions with opportunities for input and feedback.
- Four community and staff input sessions were hosted and facilitated by the Alaska Family Engagement Center (AFEC) in partnership with the District. Approximately 300 participants attended these sessions.
- A JSD Budget Survey by AFEC received 595 responses.
- The Tlingit and Haida Office of the President and Cultural Heritage and Education Division hosted a Community Conversation on the District budget and reorganization, at which Superintendent Hauser presented and answered questions. More than 160 participants attended. Tlingit and Haida also circulated surveys to those in attendance, including Tribal citizens, parents, extended family, community members, and students.
- A JSD 2024 & 2025 Budget Feedback and Questions form online received 168 responses. All feedback was shared with the Board of Education, and questions were used to develop informational presentations. Respondents were 72% parents/guardians, 35.1% staff, 12.5% community members, and 4.2% students. (Some respondents represented multiple categories, so the total percentage of respondents exceeds 100%.)
- The District's dedicated [budgetinput@juneauschools.org](mailto:budgetinput@juneauschools.org) email received more than 350 messages during January and February 2024.
- The District launched a new Budget Update newsletter that was sent out to staff and families after budget meetings to keep the community informed. District announcements, including the newsletter, were also sent out through the Juneau Borough Schools App and CBJ social media accounts.
- Superintendent Hauser sent multiple budget messages to families and staff to communicate important updates throughout the process. He attended all board and public meetings, as well as staff meetings, site council meetings, and student council meetings. He also hosted a staff question-and-answer session in the Thunder Mountain High School Auditorium.

In addition, the District and Board of Education engaged extensively with the City and Borough of Juneau Assembly.

- A special joint meeting was held between the Assembly and Board of Education on January 30, 2024.
- Meetings of the CBJ Assembly regarding the school district budget and the Board of Education response were held on February 7, February 12, February 23, February 26, and March 4, 2024.
- CBJ issued five press releases between January 19 and February 27. These notices, as well as information on upcoming Board of Education meetings and Assembly meetings, were also disseminated on the CBJ Facebook page.

- The CBJ Assembly has received extensive community response regarding the Board of Education decisions.

The Operating Fund represents the largest portion of the FY 2025 Budget. However, other funding from grants and non-instructional funds outside the Operating Fund budget also support necessary and vital programs, resources, and opportunities for students.

## **OTHER FUNDS**

### **Grants**

Many federal grants passed through DEED are entitlement grants, for which the District can expect steady funding each year. However, some local grants are facing renewal, and the District will not receive confirmation on receipt of those grants until July 2024. The grants from local partners, such as Sealaska Heritage Institute, Goldbelt Heritage Foundation, and Douglas Indian Association, enhance place-based education, local Northwest Coast art education, and Tlingit language education. Several teachers are paid from these grants to support specialized programming.

Unconfirmed grants are **not** included in this budget at this time. If the grants are awarded, staff released through the reduction in force (RIF) process will be called back, pursuant to the RIF process and collective bargaining agreements.

### **High School and Middle School Activities**

The high school Student Activities Fund is funded solely by CBJ. Without CBJ support for high school activities, the District could not operate a high school activities program.

With the consolidation of two high schools into one, the District is committed to providing the same level of access for students wishing to participate in student activities. The District is therefore requesting the same funding level for high school activities in FY 2025 as in FY 2024. The District requests CBJ high school activities support of \$1,200,000 for FY 2025.

The District requests activities funding for the unified middle school in the amount of \$90,000, which is a reduction of \$15,000 from FY 2024.

### **Food Service**

The food service program for FY 2024 is not expected to end in the positive. On June 30, 2023, the Keep Kids Fed Act of 2022 sunsetted, resulting in a reimbursement loss of 40¢ per lunch and 15¢ per breakfast. The District requests \$75,000 to help subsidize the food service program and to continue to provide daily meals for students that are affordable for families.

### **Pupil Transportation**

The state funds the District's bus services at \$666 per student for students enrolled in regular, alternative, and charter schools. That per-pupil rate has not changed since **fall 2014**.

CSSB 140 included an increase to pupil transportation funding. The governor had not signaled opposition to an increase to pupil transportation funding. The board-approved budget reflects an

increase in transportation funding, indicative of CSSB 140. However, Governor Dunleavy vetoed that bill and the increase in pupil transportation funding it provided.

While state funding for transportation has not increased, contracted bus costs continue to increase and face inflationary pressures.

The District is currently working with the bus contractor to reduce and/or streamline routes in an effort to reduce and/or maintain transportation costs. However, students continue to live in all neighborhoods, which limits potential changes to routing. Special education routes are operating at capacity.

The District requests \$200,000, an increase of \$50,000 over the adopted FY 2024 budget, for pupil transportation next year.

**Pre-Kindergarten Program**

The district received a multi-year grant to support the kindergarten readiness program, KinderReady, and is not requesting KinderReady funding at this time.

The District is requesting \$250,000 to support non-KinderReady, pre-K programs in the district, including Integrated Pre-K (IPK) peers. Pre-kindergarten benefits students’ long-term academic outcomes and helps address the communitywide shortage of early childcare providers.

**Community Schools**

The Community Schools program is funded through facility rent-related revenue and appropriations from CBJ. The primary expenditures for the department are three full-time staff (one 9-month scheduler, one 12-month scheduler, and one 12-month auditorium manager) and a variable number of non-permanent building monitors and auditorium assistants, who provide in-building supervision during rental events. Building supervision is necessary regardless of the number of people attending the event. Personnel and custodial costs and supplies, such as cleaning and paper products, have increased over the years.

The District requests \$150,000 for the Community School program, an increase of \$55,000 from FY 2024. The additional funding for Community Schools will ensure the District is able to continue to provide a valuable community service, while keeping rental space affordable for community groups and youth programs.

**RALLY**

Historically, the District has requested additional funding in the amount of \$150,000 to support the RALLY childcare program.

The District is not requesting additional funding for the RALLY program for FY 2025, as it is anticipated to be self-sustaining. The District, along with Juneau families, appreciate the past support for the RALLY program.

**Learn to Swim**

Alaska has the longest coastline in the nation. Alaska also continues to have the nation’s highest rate of drowning deaths. According to a [state report](#), 19 children, ages 14 and younger, died in drownings between 2016-21. The report concludes, “Children should be taught to swim and flip on their backs.”

The District requests \$75,000 for the Learn to Swim Program. With the board-adopted reorganization and consolidation plan, the District can not only continue to support the Learn to Swim Program but also consider expanding opportunities for students to learn to swim, since more students will have ready access to pools. The opportunity to learn to swim is vital in a coastal city, like Juneau, with a high level of water-based activities and access.

**TOTAL LOCAL FUNDING REQUEST**

The District requests the Assembly fund general school operations at \$34,432,039, which is the maximum amount permitted according to the state foundation funding formula. This is an increase of \$3,656,239 over the FY 2024 approved budget.

The District also requests an additional \$2,040,000 for the non-instructional programs described above: Student Activities, Transportation, Food Service, Pre-K, Community Schools, and Learn to Swim. This is an increase of \$215,000 over the FY 2024 approved budget.

The following table summarizes the District’s funding request to the Assembly:

<b>Juneau School District FY25 Request for Funding Subject to CBJ Assembly Approval</b>	<b>FY23 Revised Budget</b>	<b>FY24 Approved Budget</b>	<b>FY25 Proposed Budget</b>	<b>Variance +/-</b>
<i>Presented to CBJ Assembly - 4.1.24</i>				
<b>K-12 Instructional Programs</b>				
100 General School Operating Fund <i>Maximum Allowable Local Contribution</i>	\$ 28,491,200	\$ 30,775,800	\$ 34,432,039	\$ 3,656,239
<b>Requests Non-Instructional</b>				
<b>K-12 Non-Instructional Programs</b>				
101 High School Activities	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ -
102 Middle School Activities	\$ 105,000	\$ 105,000	\$ 90,000	\$ (15,000)
205 Transportation	\$ 150,000	\$ 150,000	\$ 200,000	\$ 50,000
255 Food Service	\$ 75,000	\$ 75,000	\$ 75,000	\$ -
<i>Total K-12 Non-Instructional Programs</i>	\$ 1,530,000	\$ 1,530,000	\$ 1,565,000	\$ 35,000
<b>Other Programs</b>				
TBD Pre-K			\$ 250,000	\$ 250,000
227 Kinder-Ready	\$ 450,000	\$ -	\$ -	\$ -
215 Community Schools	\$ 95,000	\$ 95,000	\$ 150,000	\$ 55,000
103 Learn to Swim	\$ 50,000	\$ 50,000	\$ 75,000	\$ 25,000
399 RALLY	\$ 150,000	\$ 150,000	\$ -	\$ (150,000)
<i>Total Other Programs</i>	\$ 745,000	\$ 295,000	\$ 475,000	\$ 180,000
<b>Shared Services</b>				
TBD Shared Services Operations & Maintenance <i>* CBJ Approved on 3/4/2024 Non-Instructional O&amp;M</i>	\$ -	\$ 3,922,787	\$ 1,650,405	\$ (2,272,382)
<b>Total Non-Instructional</b>	\$ 2,275,000	\$ 5,747,787	\$ 3,690,405	\$ (2,057,382)
<b>Total Requests</b>	\$ 30,766,200	\$ 36,523,587	\$ 38,122,444	\$ 1,598,857

**Ongoing Commitment and Conclusion**


The FY 2025 Budget repositions the District from a multimillion-dollar deficit to a balanced budget. District administration is committed to establishing solid financial

footing for the district moving forward. That commitment is foundational to the district’s mission and Strategic Plan and essential to ensuring opportunities for current and future Juneau students.

The FY 2025 Budget reflects the District’s commitment to transparency, to effective and efficient use of resources, and to fiscal responsibility. It represents our best effort to accurately anticipate or request funding resources and to work within that level to provide a comprehensive, yet sustainable, level of service for our students and community in fulfilling our vital mission: to provide all students with meaningful, relevant, and rigorous learning experiences in order to graduate diverse, engaged citizens ready for a changing world.

District administration is available to answer any questions concerning the FY 2025 Budget and will be present, along with Board of Education members, at the upcoming Assembly meetings at which the District budget will be discussed.

The Juneau School District and Board of Education appreciate the ongoing support and partnership from the City and Borough of Juneau and the Assembly, and the steadfast commitment to Juneau’s students. Thank you for your consideration of the FY 2025 Budget.

Sincerely,  
  
Frank Hauser  
Superintendent



**Juneau School District  
FY25 Request for Funding Subject  
to CBJ Assembly Approval**

	FY23 Revised Budget	FY24 Approved Budget	FY25 Proposed Budget	Variance +/-
Presented to CBJ Assembly - 4.1.24				
<b>K-12 Instructional Programs</b>				
100 General School Operating Fund	\$ 28,491,200	\$ 30,775,800	\$ 34,432,039	\$ 3,656,239
<i>Maximum Allowable Local Contribution</i>				
<b>Requests Non-Instructional</b>				
<b>K-12 Non-Instructional Programs</b>				
101 High School Activities	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ -
102 Middle School Activities	\$ 105,000	\$ 105,000	\$ 90,000	\$ (15,000)
205 Transportation	\$ 150,000	\$ 150,000	\$ 200,000	\$ 50,000
255 Food Service	\$ 75,000	\$ 75,000	\$ 75,000	\$ -
<i>Total K-12 Non-Instructional Programs</i>	\$ 1,530,000	\$ 1,530,000	\$ 1,565,000	\$ 35,000
<b>Other Programs</b>				
TBD Pre-K			\$ 250,000	\$ 250,000
227 Kinder-Ready	\$ 450,000	\$ -	\$ -	\$ -
215 Community Schools	\$ 95,000	\$ 95,000	\$ 150,000	\$ 55,000
103 Learn to Swim	\$ 50,000	\$ 50,000	\$ 75,000	\$ 25,000
399 RALLY	\$ 150,000	\$ 150,000	\$ -	\$ (150,000)
<i>Total Other Programs</i>	\$ 745,000	\$ 295,000	\$ 475,000	\$ 180,000
<b>Shared Services</b>				
TBD Shared Services Operations & Maintenance	\$ -	\$ 3,922,787	\$ 1,650,405	\$ (2,272,382)
<i>* CBJ Approved on 3/4/2024 Non-Instructional O&amp;M</i>				
<b>Total Non-Instructional</b>	\$ 2,275,000	\$ 5,747,787	\$ 3,690,405	\$ (2,057,382)
<b>Total Requests</b>	\$ 30,766,200	\$ 36,523,587	\$ 38,122,444	\$ 1,598,857

**Juneau School District FY25 Revenue - Operating Fund**  
**Board Approved 3.14.24**  
**Presented to CBJ Assembly - 4.1.24**

Account Number / Description GENERAL FUND Fund	FY24 Approved	FY25 Proposed	Over (Under) 2023-24 Approved	% Change
100.00.000.000.000.0110 / CBJ DIRECT APPROPRIATIONS	\$ 30,775,800.00	\$ 34,432,039	\$ 3,656,239	11.88%
100.00.000.000.000.0400 / OTHER LOCAL REVENUE	\$ 24,700.00	\$ 15,000	\$ (9,700)	-39.27%
100.01.000.000.000.0400 / OTHER LOCAL REVENUE		\$ 3,545	\$ 3,545	
100.02.000.000.000.0400 / OTHER LOCAL REVENUE		\$ 24,824	\$ 24,824	
100.12.000.000.000.0400 / OTHER LOCAL REVENUE		\$ 6,798	\$ 6,798	
100.14.000.000.000.0400 / OTHER LOCAL REVENUE		\$ 9,718	\$ 9,718	
100.55.000.000.000.0400 / OTHER LOCAL REVENUE		\$ 1,622	\$ 1,622	
100.00.000.000.000.0410 / TUITION FROM STUDENTS		\$ 11,400	\$ 11,400	
100.00.000.004.000.0410 / TUITION FROM STUDENTS		\$ 47,000	\$ 47,000	
100.51.000.000.000.0410 / TUITION FROM STUDENTS	\$ 150,000.00	\$ 72,274	\$ (77,726)	-51.82%
100.00.000.000.000.0470 / E-RATE	\$ 302,000.00	\$ 302,000	\$ -	0.00%
100.00.000.000.000.0510 / STATE FOUNDATION	\$ 35,229,600.00	\$ 25,799,304	\$ (9,430,296)	-26.77%
100.00.000.000.000.0550 / SUPPLEMENTAL AID		\$ -	\$ -	
100.00.000.000.000.0560 / TRS ON-BEHALF REVENUE	\$ 8,489,600.00	\$ 4,757,646	\$ (3,731,954)	-43.96%
100.00.000.000.000.0570 / PERS ON-BEHALF REVENUE		\$ 413,841	\$ 413,841	
100.00.000.000.000.1505 / MEDICAID REIMBURSEMENTS	\$ 250,000.00	\$ 25,000	\$ (225,000)	-90.00%
			\$ -	
<b>Total For GENERAL FUND</b>	<b>\$ 75,221,700</b>	<b>\$ 65,922,011</b>		
<b>FY 25 School Closure Revenue Adjustment (100% Revenue)</b>		<b>\$ 1,905,362</b>		
		<b>\$ 67,827,373</b>	<b>\$ (7,394,327)</b>	<b>-9.83%</b>

**Juneau School District FY25 Revenue - All Funds**  
**Board Approved 3.14.24**  
**Presented to CBJ Assembly - 4.1.24**

<b>Fund Name</b>	<b>2024-25 Proposed Budget</b>	<b>2023-24 Original Approved Budget</b>	<b>Over (Under) 2023-24 Approved</b>	<b>% Change</b>
<b>Operating Fund</b>				
<i>Total Operating Fund</i>	\$ 67,827,373	\$ 75,221,700	\$ (7,394,327)	-9.83%
<b>Student Activities</b>				
High School Activities	\$ 1,200,000	\$ 1,200,000	\$ -	0.00%
Middle School Activities	\$ 90,000	\$ 105,000	\$ (15,000)	-14.29%
Student, Parent & Community Fundraised	\$ 1,650,000	\$ 1,650,000	\$ -	0.00%
<i>Total Student Activities</i>	\$ 2,940,000	\$ 2,955,000	\$ (15,000)	-0.51%
<b>Targeted Assistance Programs</b>				
PreK Programming	\$ 250,000	\$ -	\$ 250,000	100.00%
Kinder Ready	\$ 450,000	\$ 622,000	\$ (172,000)	-27.65%
Students and Families in Transition	\$ 25,000	\$ 20,000	\$ 5,000	25.00%
School Improvement	\$ 215,000	\$ 209,000	\$ 6,000	2.87%
Parent Involvement	\$ 20,000	\$ 20,000	\$ -	0.00%
Neglected and Delinquent Students	\$ 70,000	\$ 73,000	\$ (3,000)	-4.11%
Title I	\$ 480,000	\$ 474,000	\$ 6,000	1.27%
Title III	\$ 24,000	\$ 24,000	\$ -	0.00%
Title IV	\$ 180,000	\$ 174,000	\$ 6,000	3.45%
Title VIB/Sec 619	\$ 1,620,000	\$ 1,510,000	\$ 110,000	7.28%
Consolidated Admin	\$ 350,000	\$ 344,000	\$ 6,000	1.74%
Carl Perkins	\$ 80,000	\$ 89,000	\$ (9,000)	-10.11%
Indian Ed/SHI	\$ 1,350,000	\$ 1,339,000	\$ 11,000	0.82%
Alternative High School	\$ 21,000	\$ 21,000	\$ -	0.00%
DIPAC	\$ 23,000	\$ 23,000	\$ -	0.00%
Youth in Detention	\$ 125,000	\$ 125,000	\$ -	0.00%
STEPS	\$ -	\$ 495,000	\$ (495,000)	-100.00%
21st Century (LEAP/CONNECT)	\$ -	\$ 859,000	\$ (859,000)	-100.00%
Margaret Cargill Artful Teaching Project	\$ 375,000	\$ 400,000	\$ (25,000)	-6.25%
Literacy	\$ 214,000	\$ 214,000	\$ -	0.00%
Mental Wellness (AWARE)	\$ -	\$ 428,000	\$ (428,000)	-100.00%
Summer School (ESSER FY24 \$293,000)	\$ -	\$ -	\$ -	0.00%
Miscellaneous Grant Funds	\$ 155,000	\$ 155,000	\$ -	0.00%
<i>Total Targeted Assistance Programs</i>	\$ 5,777,000	\$ 7,618,000	\$ (1,841,000)	-24.17%
<b>Professional Development</b>				
Teacher Training	\$ 315,000	\$ 312,000	\$ 3,000	0.96%
State Contracted Travel	\$ 10,000	\$ 10,000	\$ -	0.00%
Title II-A grant	\$ 95,000	\$ 91,000	\$ 4,000	4.40%
<i>Total Professional Development</i>	\$ 420,000	\$ 413,000	\$ 7,000	1.69%
<b>Student Services</b>				
Social Services	\$ 90,000	\$ 90,000	\$ -	0.00%
Early Scholars	\$ 8,000	\$ 8,000	\$ -	0.00%
Juneau Youth Court	\$ 45,000	\$ 45,000	\$ -	0.00%
Suicide Prevention	\$ 25,000	\$ 25,000	\$ -	0.00%
<i>Total Student Services</i>	\$ 168,000	\$ 168,000	\$ -	0.00%
<b>Ancillary Services for Students and Community</b>				
Pupil Transportation	\$ 3,950,000	\$ 3,554,000	\$ 396,000	11.14%
Community Schools	\$ 525,000	\$ 495,000	\$ 30,000	6.06%
Food Service	\$ 2,465,000	\$ 2,389,000	\$ 76,000	3.18%
Learn to Swim	\$ 75,000	\$ 50,000	\$ 25,000	50.00%
RALLY	\$ 1,250,000	\$ 1,143,000	\$ 107,000	9.36%
<i>Total Ancillary Services for Students and Community</i>	\$ 8,265,000	\$ 7,631,000	\$ 634,000	8.31%
<b>TOTAL - All Funds</b>	\$ 85,397,373	\$ 94,006,700	\$ (8,609,327)	-9.16%

**Juneau School District FY25 Expenditures - by Function**  
**Board Approved 3.14.24**  
**Presented to CBJ Assembly - 4.1.24**

Function -	Board Adopted Configuration K-6, 7-8, 9-12 V.5	Shared Services	Non-Personnel Reductions	Personnel Reductions	FY25 Proposed
INSTRUCTION	\$ 31,330,430.40	\$ -	\$ (276,409.00)	\$ (5,021,529.41)	\$ 26,032,492.00
SPECIAL EDUCATION INSTR.	\$ 14,781,461.40	\$ -	\$ -	\$ (193,688.76)	\$ 14,595,134.37
SPECIAL EDUCATION SUPPORT	\$ 4,650,519.89	\$ -	\$ (2,500.00)	\$ 300,932.24	\$ 4,948,952.13
SUPPORT SERVICES-STUDENT	\$ 3,012,211.71	\$ -	\$ 1,535.00	\$ 254,164.79	\$ 3,267,911.50
SUPPORT SERVICES INSTR.	\$ 3,576,738.03	\$ -	\$ (89,774.00)	\$ (167,225.40)	\$ 3,319,738.62
SCHOOL ADMINISTRATION	\$ 2,492,683.23	\$ -	\$ -	\$ (254,311.08)	\$ 2,238,372.14
SCHOOL ADMIN SUPPORT SVCS	\$ 2,805,064.02	\$ -	\$ (90.00)	\$ (407,217.09)	\$ 2,397,756.93
DISTRICT ADMINISTRATION	\$ 783,887.04	\$ -	\$ 20,463.69	\$ -	\$ 804,350.73
DISTRICT ADM SUPPORT SVCS	\$ 3,995,604.94	\$ -	\$ (9,212.00)	\$ -	\$ 3,986,392.94
OPERATION AND MAINTENANCE	\$ 8,405,840.35	\$ (1,650,405.00)	\$ 34,989.06	\$ (587,781.46)	\$ 6,206,271.90
STUDENT ACTIVITIES	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER FINANCING USES	\$ 30,000.00	\$ -	\$ -	\$ -	\$ 30,000.00
<b>Grand Total</b>	<b>\$ 75,864,441.00</b>	<b>\$ (1,650,405.00)</b>	<b>\$ (320,997.25)</b>	<b>\$ (6,076,656.17)</b>	<b>\$ 67,827,373.26</b>

\* Comparative data from FY24 Operating Fund Budget is found in Exhibit A

**Juneau School District FY25 Expenditures - by Object**  
**JSD Board Approved 3.14.24**  
**Presented to CBJ Assembly- 4.1.24**

<b>Object -</b>	<b>Board Adopted Configuration K-6, 7-8, 9-12 v.5</b>	<b>Shared Services</b>	<b>Non-Personnel Reductions</b>	<b>Personnel Reductions</b>	<b>FY25 Proposed</b>
310 CERTIFIED SALARIES	\$ 27,297,869.74	\$ (156.41)	\$ -	\$ (2,041,088.27)	\$ 25,256,625.06
320 NON CERTIFIED SALARIES	\$ 13,096,656.17	\$ (890,154.13)	\$ 68,400.00	\$ (885,461.73)	\$ 11,389,440.31
360 EMPLOYEE BENEFITS	\$ 26,694,745.36	\$ (524,275.73)	\$ 3,233.69	\$ (3,150,106.17)	\$ 23,034,587.83
410 PROFESSIONAL & TECHNICAL	\$ 2,084,500.00	\$ -	\$ -	\$ -	\$ 2,084,500.00
420 STAFF TRAVEL	\$ 68,375.00	\$ (2,000.00)	\$ (33,187.00)	\$ -	\$ 33,188.00
425 STUDENT TRAVEL	\$ 4,500.00	\$ -	\$ (2,000.00)	\$ -	\$ 2,500.00
430 UTILITIES & COMMUNICATIONS	\$ 486,796.00	\$ (27,800.00)	\$ -	\$ -	\$ 458,996.00
435 ENERGY	\$ 1,559,723.34	\$ -	\$ 39,789.06	\$ -	\$ 1,599,512.40
440 OTHER PURCHASED SERVICES	\$ 574,598.00	\$ (70,518.73)	\$ -	\$ -	\$ 504,079.27
445 INSURANCE & BONDS	\$ 1,992,400.00	\$ -	\$ -	\$ -	\$ 1,992,400.00
450 SUPPLIES MTERIALS & MEDIA	\$ 2,271,526.39	\$ (123,000.00)	\$ (397,233.00)	\$ -	\$ 1,751,293.39
490 OTHER EXPENSES	\$ 253,859.00	\$ (2,500.00)	\$ -	\$ -	\$ 251,359.00
495 INDIRECT COSTS	\$ (577,346.00)	\$ -	\$ -	\$ -	\$ (577,346.00)
510 EQUIPMENT	\$ 26,238.00	\$ (10,000.00)	\$ -	\$ -	\$ 16,238.00
900 TRANSFERS TO OTHER FUNDS	\$ 30,000.00	\$ -	\$ -	\$ -	\$ 30,000.00
<b>Grand Total</b>	<b>\$ 75,864,441.00</b>	<b>\$ (1,650,405.00)</b>	<b>\$ (320,997.25)</b>	<b>\$ (6,076,656.17)</b>	<b>\$ 67,827,373.26</b>

**EXHIBIT A**

Additional information as a means of comparison for operating fund expenditures from FY24 to FY25

**Juneau School District  
FY25 Expenditure Comparison - Operating Fund**

Operating Fund Function		2024-25 Proposed Budget	2023-24 Projected Year End as of 12.19.23 data pull	Over (Under) 2023-24 Approved	% Change
100	Instruction	\$ 26,032,492	\$ 32,222,190	\$ (6,189,698)	-19.21%
200	Special Education Instr.	\$ 14,595,134	\$ 14,484,510	\$ 110,624	0.76%
220	Special Education Support	\$ 4,948,952	\$ 3,156,851	\$ 1,792,101	56.77%
320	Support Services-Student	\$ 3,267,912	\$ 3,294,117	\$ (26,206)	-0.80%
350	Support Services-Instr.	\$ 3,319,739	\$ 3,823,070	\$ (503,331)	-13.17%
400	School Administration	\$ 2,238,372	\$ 2,853,651	\$ (615,279)	-21.56%
450	School Admin Support Svcs	\$ 2,397,757	\$ 3,365,387	\$ (967,630)	-28.75%
500	District Administration	\$ 804,351	\$ 758,851	\$ 45,500	6.00%
550	District Adm Support Svcs	\$ 3,986,393	\$ 3,858,327	\$ 128,066	3.32%
600	Operations & Maintenance	\$ 6,206,272	\$ 8,998,958	\$ (2,792,686)	-31.03%
700	Student Activities	\$ -	\$ -	\$ -	-
900	Other Financing Uses	\$ 30,000	\$ 30,000	\$ -	0.00%
		\$ 67,827,373	\$ 76,845,912	\$ (9,018,539)	-11.74%

03/10/23 JSD Board Adopted FY24 Budget reflecting operating fund expenditures of \$75,221,700, as well as a beginning Fund Balance of \$968,017

\* Approved document does not provide function or object level detail.

06/30/23 Audited Financial Statements reflect a negative operating fund balance of -(\$1,947,423)

01/09/24 Review of FY24 budget identifies a deficit of -(\$7,597,651) based on many material mis-statements of both revenue and expenditure detail

01/09/24 Initial projection of FY24 Expenditures are estimated at \$76,845,912. This expenditure detail became the starting point for development of the FY25 budget

As of 3/14/24 Structural and programmatic adjustments have been considered and reflected in numerous iterations of the FY25 budget

FY 2024 BUDGET	Operating	K-12 Programs	Other Programs	Student Activities	ESSER III	Grants	NOTES
<b>REVENUES</b>							
State Foundation Program	\$ 35,229,600						Includes Quality Schools
CBJ General Fund Appropriation	30,775,800						
CBJ Restricted Fund Appropriation		325,000	845,000	1,305,000		-	
PERS/TRS On-behalf	8,489,600						Total Revenues
Other Revenues	726,700	5,037,000	1,693,000	-	1,660,291	10,049,000	\$ 96,135,991
<b>OTHER FINANCIAL SOURCES</b>							
Use of Unassigned Fund Balance							<b>Total Revenues and Other Financial Sources:</b>
<b>Total Funding Sources</b>	<b>75,221,700</b>	<b>5,362,000</b>	<b>2,538,000</b>	<b>1,305,000</b>	<b>1,660,291</b>	<b>10,049,000</b>	<b>96,135,991</b>
<b>EXPENDITURES</b>							
<b>REQUIRED OPERATING EXPENDITURES</b>							
Insurance: Property, Liability, etc.	1,987,800						CBJ policy increases
Recovery of Indirect Costs	(489,300)				(88,046)		
Utilities	2,292,900						
Certificated Payment for Leave	50,000						Contractual
Teacher Discretionary	50,400						Contractual
Student Activities—Elementary	57,800						Contractual
JSAA Professional Development	56,100						Contractual
Juneau Community Charter School	1,235,100						Contractual
Grants Administrator	4,800						
Payments to Retirement Systems by State	8,489,600						In-kind
<b>Subtotal Required Operating Expenditures</b>	<b>13,735,200</b>				<b>(88,046)</b>		
<b>ESSENTIAL EXPENDITURES</b>							
<b>Formula Driven Allocations</b>							
Elementary Teachers	9,680,000				868,337	474,000	PTR K-3 23.5, 4-5 26
Middle School Teachers	4,393,400				110,000		PTR 25
High School Teachers	6,842,000				110,000	23,000	PTR 26
Montessori Teachers	1,292,500						
HomeBRIDGE Teachers	308,000						2.80 FTE
Principals	1,650,000						
Assistant Principals	600,000						
Classified Staffing	3,684,200						School based staff
Cultural Education Paraeducators	125,600					318,000	
Health Services	939,200						
Health Services Supplies and Support	17,400						
School Non-personnel Budgets	932,200				-		Schools and HB allocation
<b>Total Formula Driven Allocations</b>	<b>30,464,500</b>				<b>1,088,337</b>	<b>815,000</b>	

<b>FY 2024 BUDGET</b>	<b>Operating</b>	<b>K-12 Programs</b>	<b>Other Programs</b>	<b>Student Activities</b>	<b>ESSER III</b>	<b>Grants</b>	<b>NOTES</b>
<b>Program Based Allocations</b>							
Special Education	17,366,400					1,510,000	
English Learner	1,144,000					-	
English Learner Supplies and Supervision	17,000					24,000	
Talented Enrichment Development	663,300					-	
Talented Enrichment Supplies	18,800					-	
Teaching & Learning District Staff & Supplies	333,300					344,000	+Equity and SeaWeek
Native Student Success Instruction	-					895,000	
Native Student Success Staff	98,700					776,000	
Assessment Staff and Supplies	526,200					-	Includes Quality Schools
PowerSchool Services	29,700					-	
Career & Technical Education Staff & Supplies	159,100					-	
Guidance Counselor Supplies	3,500					-	
Instructional Technology	852,500					-	
<b>Total Program Based Allocations</b>	<b>21,212,500</b>					<b>3,549,000</b>	
<b>Administration</b>							
Board of Education	73,800						
Office of Superintendent	358,500						
Chief of Staff and Communications	239,300						
Administrative Services and Fiscal Services	1,599,700						
Human Resources	723,000						
<b>Total Administration</b>	<b>2,994,300</b>						



FY 2024 BUDGET	Operating	K-12 Programs	Other Programs	Student Activities	ESSER III	Grants	NOTES
<b>Facility &amp; Informational Technology</b>							
Maintenance	1,661,700						
Custodial Services	3,475,400						
Auditorium	97,000						
Building Leases	(150,000)						JCCS \$-150K
Information Technology	1,414,500						
<b>Total Facility &amp; Information Technology</b>	<b>6,498,600</b>				-		
<b>Subtotal Essential Expenditures</b>	<b>61,169,900</b>	-	-	-	1,088,337	4,364,000	
<b>DISCRETIONARY SERVICES (PRIORITIZATION)</b>							
<b>School Based Support Services</b>							
Elementary Reading & Equity Specialists	-				330,000		
High School Tlingit Language Teacher-.20 FTE	21,600						
Expand Middle School World Language Program	110,000						
Second Career & College Advisor at HS	-						
Web Master & Online Program Technician	-						
High School Credit Recovery Programs	-				30,000		
<b>Total School Based</b>	<b>131,600</b>	-	-	-	360,000		
<b>Grant Funded Supplemental Instructional Programs</b>							
Carl Perkins	-					89,000	
<b>Total Grant Funded Supplemental Instructional Programs</b>	<b>-</b>	-	-	-	-	89,000	
<b>District Level Staff Services Provided to Schools</b>							
Elementary Art Specialists\	110,000						
Elementary STEM Specialist	-						
Elementary Integration Specialist	-						
<b>Total Staff Services</b>	<b>110,000</b>	-	-	-	-	-	

FY 2024 BUDGET	Operating	K-12 Programs	Other Programs	Student Activities	ESSER III	Grants	NOTES
<b>District Level Enrichment Services Provided to Schools</b>							
Instructional Services: Big Ideas Math Annual Digital and Workbook	50,000					-	
Elders' Honoraria	15,000					-	
Library Services	-					-	
SAT/ACT/WorkKeys	10,000					-	
Early Scholars	-					8,000	
Juneau Youth Court	-					45,000	
<b>Total District Level Enrichment Services</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,000</b>	
<b>Student Activities</b>							
High School Activities	-			1,200,000	-		
Middle School Activities	-			105,000	-		
Student, Parent & Community Fund Raised	-					1,650,000	
<b>Total Student Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,305,000</b>	<b>-</b>	<b>1,650,000</b>	
<b>Targeted Assistance Programs</b>							
Kinder Ready	-		450,000			172,000	
Students and Families in Transition	-					20,000	
School Improvement	-					209,000	
Parent Involvement	-					20,000	
Neglected and Delinquent Students	-					73,000	
Title IV	-					174,000	
Alternative High School	-					21,000	
Youth in Detention	-					125,000	
STEPS	-					495,000	
21st Century (LEAP/CONNECT)	-					859,000	
Margaret A. Cargill Artful Teaching Project	-					400,000	
Literacy	-					214,000	
Mental Wellness (AWARE)	-					428,000	
Summer School	-				300,000	-	
Miscellaneous Grant funds	-					155,000	
<b>Total Targeted Assistance Programs</b>	<b>-</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	<b>300,000</b>	<b>3,365,000</b>	

<b>FY 2024 BUDGET</b>	<b>Operating</b>	<b>K-12 Programs</b>	<b>Other Programs</b>	<b>Student Activities</b>	<b>ESSER III</b>	<b>Grants</b>	<b>NOTES</b>
<b>Professional Development</b>							
Professional Development	-					-	
Teacher Training	-					312,000	
State Contracted Travel	-					10,000	
Title II-A grant	-					91,000	
<b>Total Professional Development</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>413,000</b>	
<b>Student Services</b>							
Social Services	-					90,000	
Suicide Prevention	-					25,000	
<b>Total Student Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>115,000</b>	
<b>Ancillary Services for Students and Community</b>							
Pupil Transportation		3,554,000					
Community Schools			395,000				
Food Service		2,389,000					
RALLY			1,143,000				
<b>Total Ancillary Services</b>	<b>-</b>	<b>5,943,000</b>	<b>1,538,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Subtotal Discretionary Services</b>	<b>316,600</b>	<b>5,943,000</b>	<b>1,988,000</b>	<b>1,305,000</b>	<b>660,000</b>	<b>5,685,000</b>	
<b>Total Expenditures</b>	<b>75,221,700</b>	<b>5,943,000</b>	<b>1,988,000</b>	<b>1,305,000</b>	<b>1,660,291</b>	<b>10,049,000</b>	
<b>Estimated Funding Sources less Projected Expenditures</b>	<b>-</b>	<b>(581,000)</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
							<b>Total Expenditures: 96,166,991</b>

<b>FY 2024 BUDGET</b>	<b>Operating</b>	<b>K-12 Programs</b>	<b>Other Programs</b>	<b>Student Activities</b>	<b>ESSER III</b>	<b>Grants</b>	<b>NOTES</b>
<b>BUDGET SUMMARY</b>	<b>Operating</b>	<b>K-12 Programs</b>	<b>Other Programs</b>	<b>Student Activities</b>	<b>ESSER III</b>	<b>Grants</b>	
Total Funding Sources	75,221,700	5,362,000	2,538,000	1,305,000	1,660,291	10,049,000	
Required Expenditures	13,735,200	-	-	-	(88,046)	-	
Essential Expenditures	61,169,900	-	-	-	1,088,337	4,364,000	
Other Essential Expenditures	316,600	5,943,000	1,988,000	1,305,000	660,000	5,685,000	
<b>Total Expenditures</b>	<b>75,221,700</b>	<b>5,943,000</b>	<b>1,988,000</b>	<b>1,305,000</b>	<b>1,660,291</b>	<b>10,049,000</b>	
<b>Funding Sources less Expenditures</b>	<b>-</b>	<b>(581,000)</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>FUND BALANCE SUMMARY</b>	<b>Operating</b>	<b>K-12 Programs</b>	<b>Other Programs</b>	<b>Student Activities</b>	<b>ESSER III</b>	<b>Grants</b>	
Projected Beginning Fund Balance	968,017	(1,283,853)	(750,000)	1,152,547			
Use of fund balance	-	-	-	-	-	-	
Revenues in Excess of Expenditures	-	(581,000)	550,000	-	-	-	
<b>Estimated Year End Fund Balance</b>	<b>968,017</b>	<b>(1,864,853)</b>	<b>(200,000)</b>	<b>1,152,547</b>	<b>-</b>	<b>-</b>	<b><u>TOTAL REVENUE OVER EXPENDITURES</u></b>
							<b>(31,000)</b>
<b>Desired Ending Fund Balance, Board Policy</b>	<b>1,128,300</b>						4,185,417
							<b>4,154,417</b>

# Informational Section: Appendices

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# State Foundation Formula & Local Contribution

Funding for the school district is based off its **Average Daily Membership (ADM)**. ADM is the average student enrollment for 20 school days, ending on the fourth Friday in October. The ADM is then adjusted by the following factors, determined by the State of Alaska, to get the **Adjusted Average Daily Membership (AADM)**.



### SCHOOL SIZE FACTOR

A formula from the school size factor table is used to calculate the adjusted ADM for each school. Smaller schools will be adjusted at a greater level than larger schools.

Step 1: 3,797.00 -> 4,397.87



### VOCATIONAL & TECHNICAL EDUCATION FACTOR

Assist districts in providing career and technical education services in grades 7-12. The district's previously adjusted ADM is multiplied by the vocational and technical education factor of 1.015.

Step 4: 6,042.67-> 6,133.31



### DISTRICT COST FACTOR

Cost factors are specific to each school district and dependent on geographic location. The district's school size adjusted ADM is multiplied by the cost factor.

Step 2: 4,397.87 -> 5,035.56



### INTENSIVE SERVICES COUNTS

Adjustment for students meeting qualifications and receiving specialized services. The district's intensive count is added to the previously adjusted ADM.

Step 5: 6,133.31 -> 7,433.31



### SPECIAL NEEDS FACTOR

Includes special education, gifted/talented, and bilingual/bicultural. The previously adjusted ADM is multiplied by the special needs factor.

Step 3: 5,035.56 -> 6,042.67



### CORRESPONDENCE STUDENT COUNTS

Adjustment for students enrolled in correspondence courses. The correspondence count is added to the previously adjusted ADM.

Step 6: 7,433.31-> 7,600.71 (AADM)

The AADM is then multiplied by the **Base Student Allocation (BSA)**, which is set annually by the State of Alaska, to determine the district's **Basic Need Entitlement**.

$$7,600.71 \text{ (AADM)} \times \$5,960 \text{ (BSA)} = \$45,300,253 \text{ (Basic Need Entitlement)}$$

The **Required Local Contribution** and the **Deductible Federal Impact Aid** are then determined.

The **Required Local Contribution** equals the full and true value of taxable property multiplied by the mill rate.

$$\$7,404,739,517 \times .00265 = \$19,622,560$$

The **Deductible Federal Impact Aid** is: **N/A**

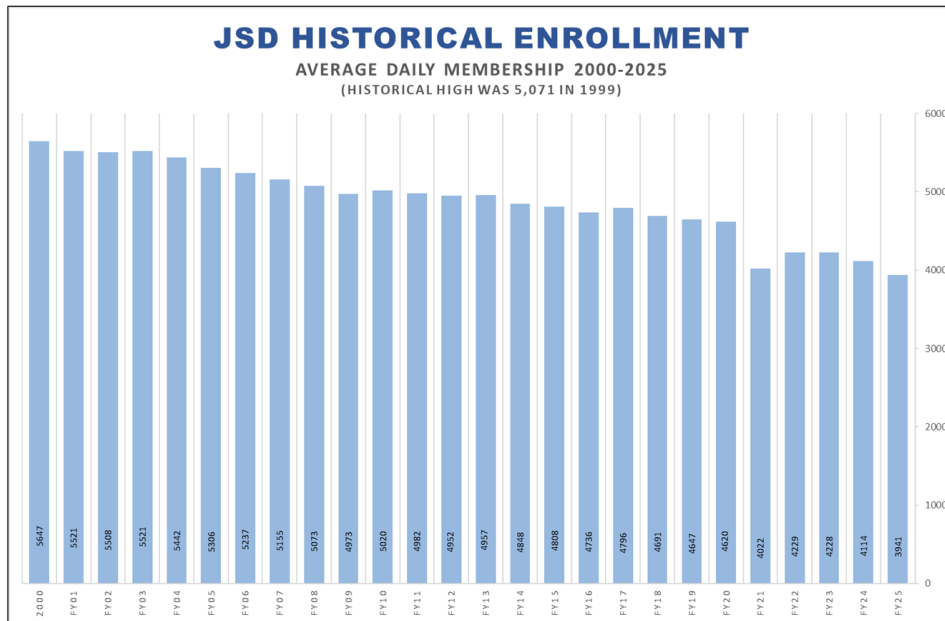
The **State Foundation Aid**, or the level of funding provided to the district from the State of Alaska, is determined by the **Basic Need Entitlement** subtracted by the **Required Local Contribution** and the **Level of Federal Impact Aid**.

<b>Basic Need Entitlement</b>	<b>\$45,300,253</b>
<b>Required Local Contribution</b>	<b>-\$19,622,560</b>
<b>Level of Federal Impact Aid</b>	<b>- \$ N/A</b>
<b>Quality Schools (\$16 x AADM)</b>	<b>+ \$121,611</b>
<b>State Foundation Aid</b>	<b>\$ 25,799,304</b>

**Juneau School District Enrollment by School and Grade Level  
2024 - 2025 School Year - Projected**

School	K	1	2	3	4	5	6	7	8	9	10	11	12	School Total
Auke Bay	35	38	45	41	54	63	54							330
Gastineau	31	33	37	37	36	48	48							270
Glacier Valley	38	35	45	51	36	43	51							299
Harborview	29	29	38	31	24	35	41							227
TCLL	12	12	12	12	12	12	12	11	11					106
Kaxdigowoo Heen	33	34	37	42	34	43	44							267
Mendenhall River	38	43	39	42	36	39	40							277
Floyd Dryden								106	132					238
Dzanti Heeni								130	148					278
Juneau Douglas										134	153	125	132	544
Thunder Mountain										138	155	143	125	561
Yaakoosgé											15	29	35	79
Juneau Charter	7	10	10	9	8	7	11	9	12					83
Montessori	11	24	22	25	23	27	15	17	18					182
Johnson Youth										1	1	3	2	7
<b>Sub Total</b>	<b>234</b>	<b>258</b>	<b>285</b>	<b>290</b>	<b>263</b>	<b>317</b>	<b>316</b>	<b>273</b>	<b>322</b>	<b>273</b>	<b>326</b>	<b>299</b>	<b>299</b>	<b>3755</b>
HomeBridge Correspondence	3	4	8	3	6	8	10	21	16	20	25	28	34	186
<b>Grade Total</b>	<b>237</b>	<b>262</b>	<b>293</b>	<b>293</b>	<b>269</b>	<b>325</b>	<b>326</b>	<b>294</b>	<b>338</b>	<b>293</b>	<b>351</b>	<b>327</b>	<b>333</b>	<b>3941</b>

\* Projected Enrollment numbers do not include estimated Integrated Pre-K ADM of 84 (50% eligible for Foundation Funding)



## Juneau Education Association Salary Schedule 2024 - 2025 School Year 185 Days

Prior to 5/1/1996 JEA 1	B+0	B+18	B+29	B+40	B+58
After 5/1/1996 JEA 2	B+0	B+18	M+0	M+18	M+36
			B+36	B+54	B+72
STEP	ANNUAL				
STEP 1	\$57,288	\$58,255	\$60,662	\$63,183	\$64,649
STEP 2	\$58,780	\$59,775	\$62,257	\$64,854	\$66,362
STEP 3	\$60,321	\$61,342	\$63,900	\$66,573	\$68,127
STEP 4	\$61,904	\$62,957	\$65,590	\$68,343	\$69,946
STEP 5	\$63,534	\$64,620	\$67,334	\$70,168	\$71,819
STEP 6	\$65,215	\$66,331	\$69,128	\$72,047	\$73,747
STEP 7	\$66,945	\$68,096	\$70,974	\$73,983	\$75,730
STEP 8	\$68,725	\$69,912	\$72,877	\$75,976	\$77,775
STEP 9	\$70,562	\$71,785	\$74,835	\$78,031	\$79,884
STEP 10	\$70,562	\$73,713	\$76,855	\$80,146	\$82,052
STEP 11	\$70,562	\$75,697	\$78,938	\$82,325	\$84,291
STEP 12	\$70,562	\$77,743	\$81,080	\$84,565	\$86,590
STEP 13	\$70,562	\$79,850	\$83,285	\$86,878	\$88,965
STEP 14	\$70,562	\$79,850	\$85,558	\$89,257	\$91,407
STEP 15	\$72,452	\$79,850	\$85,558	\$91,711	\$93,923
STEP 16	\$72,452	\$82,020	\$87,898	\$94,234	\$96,512
STEP 17	\$72,452	\$82,020	\$87,898	\$96,844	\$99,203
STEP 18	\$72,452	\$82,020	\$87,898	\$98,186	\$100,579



### 2024-25 Class Size - Proposed Budget

Pupil Teacher Ratio (PTR) FY 2023-24			Pupil Teacher Ratio (PTR) FY 2024-25		
Grade Band	K-3	23.50	Grade Band	K-3	26.00
	4-6	26.00		4-6	30.00
	7-8	25.00		7-8	30.00
	9-12	26.00		9-12	30.00

### Juneau Education Support Staff - Salary Schedule 2024 - 2025 School Year

Range	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A	21.69	22.11	22.55	23.00	23.46	23.92	24.40	24.93	25.41	25.97	26.51	27.08	27.64	28.26	28.87	29.51	30.15
B	22.60	23.05	23.51	23.99	24.47	24.98	25.49	26.02	26.56	27.14	27.74	28.33	28.95	29.59	30.24	30.93	31.63
C	23.60	24.10	24.57	25.09	25.62	26.18	26.73	27.32	27.91	28.53	29.13	29.78	30.46	31.14	31.83	32.58	33.31
D	24.60	25.14	25.65	26.21	26.76	27.34	27.93	28.56	29.16	29.82	30.48	31.16	31.87	32.63	33.34	34.13	34.92
E	25.74	26.31	26.85	27.43	28.01	28.64	29.30	29.93	30.60	31.28	31.99	32.72	33.48	34.24	35.08	35.87	36.73
F	26.91	27.51	28.10	28.72	29.38	30.02	30.69	31.39	32.10	32.83	33.58	34.35	35.17	35.97	36.84	37.73	38.60
G	28.23	28.83	29.48	30.13	30.82	31.53	32.22	32.98	33.75	34.51	35.34	36.16	37.00	37.90	38.81	39.76	40.71
H	29.55	30.19	30.88	31.59	32.29	33.03	33.81	34.58	35.39	36.21	37.09	37.98	38.88	39.82	40.82	41.80	42.81
I	31.01	31.71	32.45	33.18	33.97	34.74	35.58	36.41	37.27	38.16	39.07	40.02	41.00	41.99	43.04	44.09	45.20
J	32.53	33.26	34.06	34.85	35.67	36.50	37.35	38.26	39.18	40.13	41.09	42.09	43.15	44.19	45.30	46.41	47.59
K	34.20	35.02	35.83	36.69	37.52	38.44	39.38	40.31	41.29	42.33	43.36	44.46	45.56	46.70	47.86	49.08	50.32
L	35.94	36.80	37.67	38.57	39.51	40.46	41.43	42.47	43.51	45.01	45.68	46.83	48.00	49.23	50.47	51.77	53.09
M	37.83	38.74	39.66	40.63	41.62	42.62	43.67	44.75	45.84	47.00	48.19	49.42	50.69	51.96	53.28	54.65	56.07

Range	2	3	4	5	6	7	8	9	10	11	12	13
RN	33.55	34.50	35.51	36.55	37.59	38.73	39.87	41.05	42.29	43.56	44.86	46.24
RN+BSN	34.37	35.51	36.55	37.59	38.73	39.87	41.05	42.29	43.56	44.86	46.24	47.64
RN+BSN+MA	35.23	36.23	37.30	38.40	39.54	40.71	41.94	43.20	44.51	45.83	47.25	48.69

JESS JOB CLASSIFICATIONS	RANGE	JESS JOB CLASSIFICATIONS	RANGE
Accounting Technician I	E	Health Assistant	E
Accounting Technician II	I	HVAC Mechanic I	G
Accounts Payable Clerk	E	HVAC Mechanic II	H
Administrative Assistant I	E	Information Technology Support Specialist	I
Administrative Assistant I - Student Services	E	Library Assistant	B
Administrative Assistant I - ES	E	Mail and Freight Handler	C
Administrative Assistant I - MS	E	Maintenance Mechanic - Lead	I
Administrative Assistant II	F	Maintenance Mechanic I	F
Administrative Assistant II - Director	F	Maintenance Mechanic II	H
Administrative Assistant II - HS	F	Management Assistant - JCCS	M
Administrative Specialist - Charter School	G	Office Assistant I	A
Alaska Native Cultural Paraeducator	H	Office Assistant II	B
Athletics & Activities Assistant	E	Paraeducator	A
Auditorium Manager	I	Payroll & Benefits Specialist	I
Career Advisor	H	Payroll Specialist	G
Capital Community Learning Center Site Manager	H	Program Assistant, ISS, HS	D
Content Management Technician	G	Program Assistant, ISS, MS	C
Computer Lab Monitor	C	RALLY Assistant Site Manager	C
Computer Systems Technician	M	RALLY Recreation Assistant	A
Computer Technician - Head	K	RALLY Site Manager	H
Custodian	C	Registered Nurse	see schedule
Custodian - Head	D	Registrar-High School	E
Custodian/Warehouseman	D	Self-Contained Special Education Paraeducator	D
Data Technician	G	Special Education Paraeducator	C
Data Technician - Assessments	G	Student Services Specialist	G
Deaf Education Interpreter	F	Teaching and Learning Support Specialist	H
Electrical Maintenance Mechanic	H	Truancy Tracker	H

## JUNEAU SCHOOL DISTRICT FRINGE BENEFIT RATES FY 2022-23 to FY 2024-25

Certified	2022-23 Approved	2023-24 Approved	2024-25 Approved
Health Insurance	\$1634/mo	\$1644/mo	\$1654/mo
Unemployment	Reimbursable	Reimbursable	Reimbursable
Workers Comp	1.59%	1.59%	1.59%
Social Security	0.00%	0.00%	0.00%
Medicare	1.45%	1.45%	1.45%
TRS	12.56%	12.56%	12.56%
TRS On-Behalf	12.06%	12.96%	16.03%
Classified			
Health Insurance	\$1,704/mo	\$1,704/mo	\$1,704/mo
Legal Trust	\$12/mo	\$12/mo	\$12/mo
Unemployment	Reimbursable	Reimbursable	Reimbursable
Workers Comp	1.59%	1.59%	1.59%
Social Security	6.20%	6.20%	6.20%
Medicare	1.45%	1.45%	1.45%
PERS	22.00%	22.00%	22.00%
PERS On-Behalf	2.79%	3.10%	3.10%
Substitute/Temporary			
Workers Comp	1.59%	1.59%	1.59%
Social Security	6.20%	6.20%	6.20%
Medicare	1.45%	1.45%	1.45%

# State Chart of Accounts - Function Summary

## 100 - Instruction

Instruction includes the educational activities directly involving the interaction between teachers and students. Included here are the certificated classroom teachers or other certificated personnel who are performing as classroom teacher and classroom aides or classroom assistants who directly assist in the instructional process.

## 200 - Special Education Instruction

Special education instruction includes the educational activities directly involving the interaction between teachers and special education students in the classroom or other facility. Included here are the certificated special education teachers or other certificated personnel who are performing as the special education teacher and classroom aides or classroom assistants who directly assist in the special education instructional process.

## 220 - Special Education Support Services

Special education support services - students includes educational activities designed to assess and improve the wellbeing of special education students. Included here is the special education director/coordinator/manager. Also included are the costs of such activities as special education guidance, health services, social work, psychological services, speech pathology services, audiology services, and physical therapy services provided to students as the result of an Individualized Education Program (IEP).

## 300 - Support Services - Students

Support services - students includes the activities designed to assess and improve the wellbeing and health of students and to supplement the instruction process. Included here are guidance services, health services, attendance and social work services and boarding home costs.

## 350 - Support Services - Instruction

Support services - instruction includes those activities that assist instructional staff with the content and process of providing learning experiences for students. Included are improvement of instructional services (curriculum development and techniques of instruction), library services, audiovisual services, and in-service training. Included here are the costs of nonteaching

director/coordinator/managers who are specifically trained and directly assigned to instructional programs and librarians and library aides.

## 400 - School Administration

School administration includes the activities of overall management, direction and leadership of a school. This includes general supervision of the school, evaluation of school staff members, assignment of duties to staff members, and coordination of school instructional activities. Included here are certificated school administration staff including principals and head teachers while not in the classroom teaching.

## 450 - School Administration Support Services

School administration support services includes the activities that support School Administration, function 400 in the overall management of a school. Included here are the noncertificated school administration staff including secretaries and clerks.

## 510 - District Administration

District administration includes the activities of broad overall district-wide executive and general administration of the school district. This includes the office of the superintendent; activities of the elected school board and any expenditures for lobbyists; public relations and information services; and any district-wide planning, research, development and evaluation activities.

## 550 - District Administration Support Services

Activities of managing and conducting general administrative services of the school district including accounting, payroll and budgeting, purchasing, recruiting and placement, statistical manipulation and reporting, and data processing.

## 600 - Operations and Maintenance of Plant

Activities of keeping buildings open and ready for use, equipment in an effective state of repair and grounds keeping. This includes the director/coordinator/manager of operations, janitors, and custodial staff.

## 780 - Community Services

Activities provided by a school or school district for purposes of relating to the community as a whole or some segment of the community not directly related to providing education for students.



# CBJ Assembly Finance Committee Meeting

JSD FY 2025 Budget Submission

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Deedie Sorensen, Board of Education President

Frank Hauser, Superintendent

April 6, 2024

**MISSION:** In Juneau, we partner to provide each student with meaningful, relevant, and rigorous learning experiences in order to graduate diverse, engaged citizens ready for a changing world.

Section D, Item 6.

## **ACHIEVEMENT** ✦

**Support students in meeting their short and long-term academic goals to be prepared for future opportunities.**

- Increase use of evidence-based instructional practices through deployment of system-wide resources, high quality teaching, and effective intervention strategies.
- Integrate culturally relevant and place-based/experiential instruction using a rigorous, standards-based curriculum.
- Support coordinated professional learning opportunities focused on expanding expertise in equity, academic standards, teaching, and learning.

## **EQUITY**

**Ensure equity, access, and success for every student through prioritization of support structures, high quality instruction, and resources**

- Prioritize equity and effectiveness when allocating resources and support structures to ensure success for all students.
- Ensure equitable opportunity for team participation in classroom and extra-curricular activities. ✦
- Appropriately challenge identified students to advance their individual academic skills and abilities.
- Collaborate with community partners to foster the revitalization of Tlingit language.

## **PARTNERSHIPS** ✦

**Actively create an environment of collaboration where staff, students, families, and community engage to support all students.**

- Create an environment with a sense of well-being and safety for all students and families.
- Create an environment where all staff are engaged and supported to meet their students' academic and social-emotional needs.
- Support social-emotional health of all students using a trauma engaged lens and restorative practices.

## **RELATIONSHIPS**

**Ensure students, staff, and families have access to effective support and communication.** ✦

- Partner with staff, students, parents, caregivers, Alaska Native organizations, labor organizations, and community to enrich student learning experiences and success.
- Utilize community resources to support student needs.
- Engage community organizations in partnership to develop and implement practices to prepare young children for kindergarten.

# 2023-24 Timeline

1. November 14, 2023 – BoE Work Session, Reorganizing Delivery Systems and Services in our Schools
2. January 9, 2024 – BoE Work Session, Budget Discussion
3. January 9, 2024 – BoE Regular Meeting, FY 2024 Operating Fund Budget Revision
4. January 11, 2024 – Academic Outcomes/Reorganization Task Force Meeting
5. January 16, 2024 – BoE Special Meeting, FY 2024 and FY 2025 Budget Discussion
6. January 18, 2024 – Joint Site Council Meeting
7. January 20, 2024 – Saturday BoE Budget Retreat, JSD Structural Change/Building reorganization, consolidation, and/or closure
8. January 23, 2024 – BoE Work Session, Budget and School Consolidation Models
9. January 25, 2024 – Academic Outcomes/Reorganization Task Force Meeting
10. January 29, 2024 – CBJ Assembly Committee of the Whole with JSD
11. January 30, 2024 – Joint School Board & CBJ Assembly Meeting
12. January 31, 2024 – Native Education Advisory Committee Meeting, Budget and Reconfiguration/Consolidation
13. January 31, 2024 – AASB Reorganization/Consolidation Community Input Session (in person)

# 2023-24 Timeline

14. February 1, 2024 – BoE Public Forum, Budget and Reconfiguration/Consolidation
15. February 2, 2024 – BoE Special Meeting, Shared Services Agreement and Loan Request of the CBJ Assembly for the FY 2024 and FY 2025
16. February 2, 2024 – AASB Reorganization/Consolidation Staff Input Session (in person)
17. February 5, 2024 – BoE Special Meeting, Shared Services Agreement and Loan Request of the CBJ Assembly for the FY 2024 and FY 2025
18. February 5, 2024 – AASB Reorganization/Consolidation Community Input Session (online)
19. February 6, 2024 – AASB Reorganization/Consolidation Community Input Session (in person)
20. February 7, 2024 – Academic Outcomes/Reorganization Task Force Meeting
21. February 7, 2024 – CBJ Assembly Finance Committee Meeting with JSD
22. February 8, 2024 – Community Conversation, Central Council Tlingit and Haida
23. February 12, 2024 – JSD Staff Forum on School Reorganization (in person)
24. February 13, 2024 – BoE Work Session, Budget Development & School Reconfiguration/Consolidation
25. February 13, 2024 – BoE Regular Meeting, Adoption of School Reconfiguration Plan (First Reading)
26. February 15, 2024 – BoE Facilities Committee Meeting, Building Reconfiguration
27. February 15, 2024 – BoE Finance Committee Meeting, Building Reconfiguration



























# 2023-24 Timeline

28. February 17, 2024 – BoE Saturday Work Session, Budget and School Reconfiguration/Consolidation
29. February 22, 2024 – KINY Action Line, Budget and School Reconfiguration/Consolidation
30. February 22, 2024 – Juneau Chamber of Commerce, Budget and School Reconfiguration/Consolidation Presentation
31. February 22, 2024 – BoE Special Meeting, Adoption of School Reconfiguration/Consolidation Plan
32. February 23, 2024 – CBJ Assembly - First Reading of Three Ordinances
33. February 26, 2024 – CBJ Assembly - Meeting of the Whole
34. February 27, 2024 – BoE Special Meeting, FY 2024 and FY 2025 Budget Discussion
35. March 4, 2024 – CBJ Assembly - Meeting of the Whole
36. March 7, 2024 – BoE Special Meeting, Adoption of the FY 2025 Budget (First Reading) & Adoption of the Certified Reduction in Force (RIF) Plan
37. March 12, 2024 – BoE Work Session, JSD Transition - Logistics/Planning Discussion for Board-Adopted Reorganization Plan, including final summary of Non-Board-Adopted Models
38. March 12, 2024 – BoE Regular Meeting, Adoption of the FY 2025 Budget (Second Reading)
39. March 14, 2024 – BoE Special Meeting, Adoption of the FY 2025 Budget (Final Reading)

# Budget & Reorganization Public Documents

























Section D, Item 6.

FY2025 Budget Docum...

Name ↑	Owner	Last modified ▼	File size
 November 16, 2023 FY25 Budget Presentation to Site Councils 	 Owner hidden	Jan 24, 2024	2.2 MB
 2023-24 School Year K-12 Enrollment by grade 	 Owner hidden	Feb 26, 2024	59 KB
 2024 Budget Q & A List 	 Owner hidden	Feb 8, 2024	8 KB
 Adoption of School Reconfiguration Plan 	 Owner hidden	Feb 13, 2024	6 KB
 Budget Update 1 - January 18 	 Owner hidden	Feb 8, 2024	1.7 MB
 Budget Update 2 - January 25 	 Owner hidden	Feb 8, 2024	549 KB
 Budget Update 3 - February 8 	 Owner hidden	Feb 12, 2024	1.9 MB
 Budget Update 4 - February 19 	 Owner hidden	Feb 19, 2024	1.4 MB

# Budget & Reorganization Public Documents






















FY2025 Budget Docum...

Name	Owner	Last modified	File size
 Budget Update 5 - February 23 	 Owner hidden	Feb 26, 2024	1.2 MB
 Budget Update 6 - February 26 	 Owner hidden	Feb 26, 2024	588 KB
 Budget Update 7 - March 8 	 Owner hidden	Mar 8, 2024	1.3 MB
 Enrollment Forecast for Oct. 2024 - Final 	 Owner hidden	Mar 8, 2024	2.3 MB
 Enrollment Forecast for Oct. 2024 - Preliminary 	 Owner hidden	Mar 8, 2024	1.7 MB
 February 27, 2024 BoE Special Meeting Presentation 	 Owner hidden	Mar 1, 2024	2.3 MB
 January 16, 2024 Special Meeting Budget Presentation 	 Owner hidden	Jan 17, 2024	2.9 MB
 January 22 Budget FAQs from Supt Hauser 	 Owner hidden	Jan 22, 2024	4 KB

# Budget & Reorganization Public Documents

Section D, Item 6.

FY2025 Budget Docum...

 January 29 Budget Memo to CBJ Assembly 	 Owner hidden	Jan 30, 2024	181 KB
 JSD Historical Enrollment and State Funding Info 	 Owner hidden	Feb 3, 2024	793 KB
 Reorganization and Consolidation Concept Details 	 Owner hidden	Feb 1, 2024	61 KB
 Reorganization and Consolidation Models 	 Owner hidden	Feb 1, 2024	63 KB
 Reorganization Concepts by Grade Level 	 Owner hidden	Feb 6, 2024	609 KB
 School facilities report including school capacity 	 Owner hidden	Jan 31, 2024	9.7 MB
 School Reconfiguration Models Concept Worksheet - Copy of ... 	 Owner hidden	Feb 8, 2024	66 KB

# FY 2025 Budget

Section D, Item 6.

<b>Fund Name</b>	<b>2024-25 Proposed Budget</b>	<b>2023-24 Original Approved Budget</b>	<b>Over (Under) 2023-24 Approved</b>	<b>% Change</b>
<b><i>Operating Fund</i></b>				
<b><i>Total Operating Fund</i></b>	<b>\$ 67,827,373</b>	<b>\$ 75,221,700</b>	<b>\$ (7,394,327)</b>	<b>-9.83%</b>
<b><i>Student Activities</i></b>				
<b><i>Total Student Activities</i></b>	<b>\$ 2,940,000</b>	<b>\$ 2,955,000</b>	<b>\$ (15,000)</b>	<b>-0.51%</b>
<b><i>Targeted Assistance Programs</i></b>				
<b><i>Total Targeted Assistance Programs</i></b>	<b>\$ 5,777,000</b>	<b>\$ 7,618,000</b>	<b>\$ (1,841,000)</b>	<b>-24.17%</b>
<b><i>Professional Development</i></b>				
<b><i>Total Professional Development</i></b>	<b>\$ 420,000</b>	<b>\$ 413,000</b>	<b>\$ 7,000</b>	<b>1.69%</b>
<b><i>Student Services</i></b>				
<b><i>Total Student Services</i></b>	<b>\$ 168,000</b>	<b>\$ 168,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b><i>Ancillary Services for Students and Community</i></b>				
<b><i>Total Ancillary Services for Students and Community</i></b>	<b>\$ 8,265,000</b>	<b>\$ 7,631,000</b>	<b>\$ 634,000</b>	<b>8.31%</b>
<b>TOTAL - All Funds</b>	<b>\$ 85,397,373</b>	<b>\$ 94,006,700</b>	<b>\$ (8,609,327)</b>	<b>-9.16%</b>

**Juneau School District FY25 Revenue - All Funds**  
**Board Approved 3.14.24**  
**Presented to CBJ Assembly - 4.1.24**

Section D, Item 6.

Fund Name	2024-25 Proposed Budget	2023-24 Original Approved Budget	Over (Under) 2023-24 Approved	% Change
<b>Operating Fund</b>				
<i>Total Operating Fund</i>	\$ 67,827,373	\$ 75,221,700	\$ (7,394,327)	-9.83%
<b>Student Activities</b>				
High School Activities	\$ 1,200,000	\$ 1,200,000	\$ -	0.00%
Middle School Activities	\$ 90,000	\$ 105,000	\$ (15,000)	-14.29%
Student, Parent & Community Fundraised	\$ 1,650,000	\$ 1,650,000	\$ -	0.00%
<i>Total Student Activities</i>	\$ 2,940,000	\$ 2,955,000	\$ (15,000)	-0.51%
<b>Targeted Assistance Programs</b>				
PreK Programming	\$ 250,000	\$ -	\$ 250,000	100.00%
Kinder Ready	\$ 450,000	\$ 622,000	\$ (172,000)	-27.65%
Students and Families in Transition	\$ 25,000	\$ 20,000	\$ 5,000	25.00%
School Improvement	\$ 215,000	\$ 209,000	\$ 6,000	2.87%
Parent Involvement	\$ 20,000	\$ 20,000	\$ -	0.00%
Neglected and Delinquent Students	\$ 70,000	\$ 73,000	\$ (3,000)	-4.11%
Title I	\$ 480,000	\$ 474,000	\$ 6,000	1.27%
Title III	\$ 24,000	\$ 24,000	\$ -	0.00%
Title IV	\$ 180,000	\$ 174,000	\$ 6,000	3.45%
Title VIB/Sec 619	\$ 1,620,000	\$ 1,510,000	\$ 110,000	7.28%
Consolidated Admin	\$ 350,000	\$ 344,000	\$ 6,000	1.74%
Carl Perkins	\$ 80,000	\$ 89,000	\$ (9,000)	-10.11%
Indian Ed/SHI	\$ 1,350,000	\$ 1,339,000	\$ 11,000	0.82%
Alternative High School	\$ 21,000	\$ 21,000	\$ -	0.00%
DIPAC	\$ 23,000	\$ 23,000	\$ -	0.00%
Youth in Detention	\$ 125,000	\$ 125,000	\$ -	0.00%
STEPS	\$ -	\$ 495,000	\$ (495,000)	-100.00%
21st Century (LEAP/CONNECT)	\$ -	\$ 859,000	\$ (859,000)	-100.00%
Margaret Cargill Artful Teaching Project	\$ 375,000	\$ 400,000	\$ (25,000)	-6.25%
Literacy	\$ 214,000	\$ 214,000	\$ -	0.00%
Mental Wellness (AWARE)	\$ -	\$ 428,000	\$ (428,000)	-100.00%
Summer School (ESSER FY24 \$293,000)	\$ -	\$ -	\$ -	0.00%
Miscellaneous Grant Funds	\$ 155,000	\$ 155,000	\$ -	0.00%
<i>Total Targeted Assistance Programs</i>	\$ 5,777,000	\$ 7,618,000	\$ (1,841,000)	-24.17%

# FY 2025 Revenue All Funds

Fund Name	2024-25 Proposed Budget	2023-24 Original Approved Budget	Over (Under) 2023-24 Approved	% Change
<b>Professional Development</b>				
Teacher Training	\$ 315,000	\$ 312,000	\$ 3,000	0.96%
State Contracted Travel	\$ 10,000	\$ 10,000	\$ -	0.00%
Title II-A grant	\$ 95,000	\$ 91,000	\$ 4,000	4.40%
<i>Total Professional Development</i>	\$ 420,000	\$ 413,000	\$ 7,000	1.69%
<b>Student Services</b>				
Social Services	\$ 90,000	\$ 90,000	\$ -	0.00%
Early Scholars	\$ 8,000	\$ 8,000	\$ -	0.00%
Juneau Youth Court	\$ 45,000	\$ 45,000	\$ -	0.00%
Suicide Prevention	\$ 25,000	\$ 25,000	\$ -	0.00%
<i>Total Student Services</i>	\$ 168,000	\$ 168,000	\$ -	0.00%
<b>Ancillary Services for Students and Community</b>				
Pupil Transportation	\$ 3,950,000	\$ 3,554,000	\$ 396,000	11.14%
Community Schools	\$ 525,000	\$ 495,000	\$ 30,000	6.06%
Food Service	\$ 2,465,000	\$ 2,389,000	\$ 76,000	3.18%
Learn to Swim	\$ 75,000	\$ 50,000	\$ 25,000	50.00%
RALLY	\$ 1,250,000	\$ 1,143,000	\$ 107,000	9.36%
<i>Total Ancillary Services for Students and Community</i>	\$ 8,265,000	\$ 7,631,000	\$ 634,000	8.31%
<b>TOTAL - All Funds</b>	<b>\$ 85,397,373</b>	<b>\$ 94,006,700</b>	<b>\$ (8,609,327)</b>	<b>-9.16%</b>

# FY 2025 Revenue Assumptions

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- Enrollment projected at 4,025 students
  - 100 Intensive students
  - 84 IPK students (0.5 ADM)
  - 186 HomeBRIDGE students (0.9 ADM)
- Base Student Allocation @ \$5,960
- CBJ Maximum Local Contribution = \$34,432,039
- Ordinance No. 2024-01(b)(A) - \$1,650,405 for Non-instructional shared services

# JUNEAU SCHOOL DISTRICT

Section D, Item 6.

## Borough Revenue Calculations

### FY2025 Required and Maximum Contribution

#### Local Effort Calculation

2023 Full Value Determination		7,404,739,517
Prior Year Basic Need		48,456,886
Projected Basic Need		47,200,513
Full Value x 0.00265	<i>Whichever is lesser.</i>	19,622,560
45% Prior Year Basic Need		21,805,599
<b>Minimum Required Local Contribution</b>		<b>19,622,560</b>
Full Value x 0.00200	<i>Whichever is greater.</i>	14,809,479
23% of Projected Base Need + Quality Schools		10,855,262
<b>Additional Allowable Local Contribution</b>		<b>14,809,479</b>
<b>MAXIMUM ALLOWABLE Local Contribution</b>	<i>Minimum Required + Additional Allowable</i>	<b>34,432,039</b>

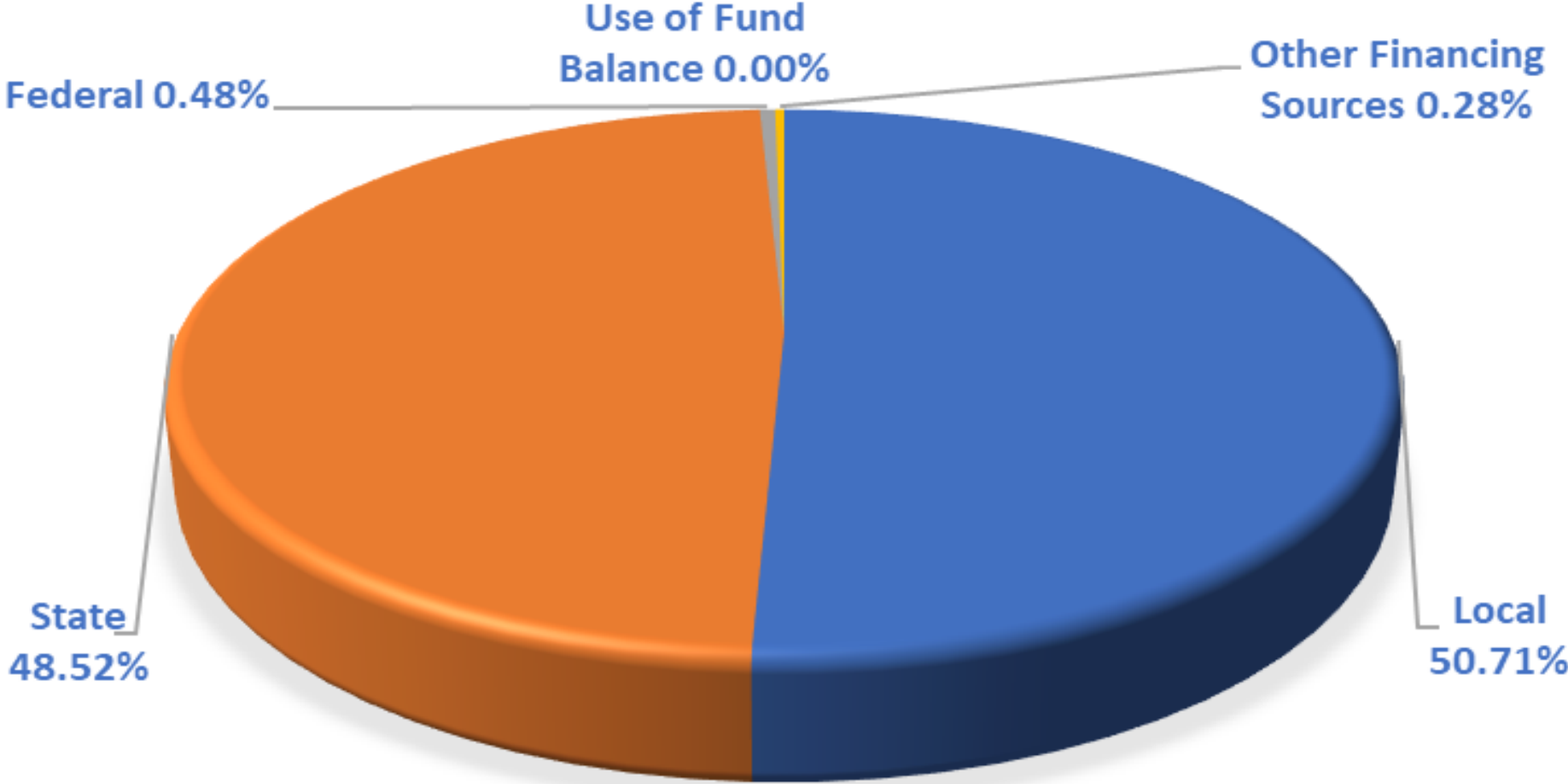
LOCAL CONTRIBUTION  
AS 14.17.410



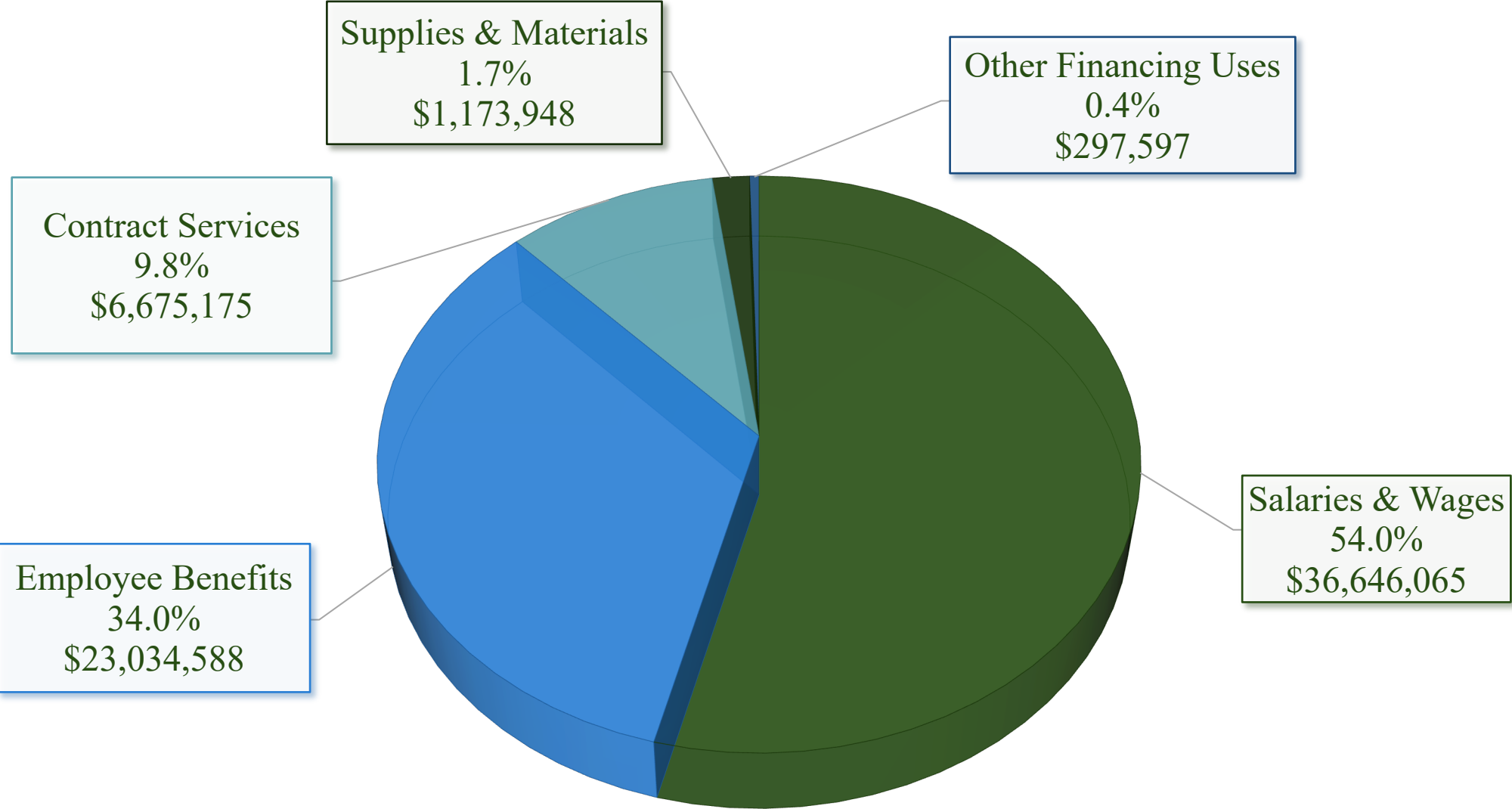
# Operating Fund Overview

Operating Fund	% Budget	2024-25 Proposed Budget	2023-24 Original Approved Budget	Over (Under) 2023-24 Approved	% Change
Local Revenues	<b>50.76%</b>	\$ 34,432,039	\$ 30,775,800	\$ 3,656,239	11.88%
State Revenues	<b>48.47%</b>	\$ 32,876,153	\$ 43,719,200	\$ (10,843,047)	-24.80%
Federal Revenues	<b>0.48%</b>	\$ 327,000	\$ 526,700	\$ (199,700)	-37.92%
Other Financing Sources	<b>0.28%</b>	\$ 192,181	\$ 200,000	\$ (7,819)	-3.91%
Use of Fund Balance	<b>0.00%</b>	\$ -	\$ -	\$ -	0.00%
Operating Fund REVENUE		\$ 67,827,373	\$ 75,221,700	\$ (7,394,327)	-9.83%

# Revenue Outlook



# Expenditure Outlook



# Expenditure Outlook by Function

Operating Fund Function		2024-25 Proposed Budget
100	Instruction	\$ 26,032,492
200	Special Education Instr.	\$ 14,595,134
220	Special Education Support	\$ 4,948,952
320	Support Services-Student	\$ 3,267,912
350	Support Services-Instr.	\$ 3,319,739
400	School Administration	\$ 2,238,372
450	School Admin Support Svcs	\$ 2,397,757
500	District Administration	\$ 804,351
550	District Adm Support Svcs	\$ 3,986,393
600	Operations & Maintenance	\$ 6,206,272
700	Student Activities	\$ -
900	Other Financing Uses	\$ 30,000
		\$ 67,827,373

# Adopted School Reorganization/Consolidation

Six (6) Elementary Schools: K-6 grades at neighborhood schools

One (1) Middle School: 7-8 grades at Thunder Mountain

One (1) High School: 9-12 grades at Juneau-Douglas

## Alternative/Optional programs:

- Montessori Borealis, Juneau Community Charter School, Yaākoosgé Daakahidi High School at the Dzantik'i Heeni Campus
- Tlingit Culture, Language and Literacy (TCLL) Program at Harborview Elementary
- District Office at Thunder Mountain, Harborview, or Dzantik'i Heeni (TBD)

## Close three (3) facilities and relinquish to CBJ:

- Marie Drake
- Floyd Dryden Middle School
- District Office building

# Pupil-Teacher Ratio (PTR)

Pupil Teacher Ratio (PTR) FY 2024-25		
Grade Band	K-3	26.00
	4-6	30.00
	7-8	30.00
	9-12	30.00

**Juneau School District  
FY25 Request for Funding Subject  
to CBJ Assembly Approval**

**FY23  
Revised  
Budget**

**FY24  
Approved  
Budget**

**FY25  
Proposed  
Budget**

Section D, Item 6.

**Variance +/-**

Presented to CBJ Assembly - 4.1.24

**K-12 Instructional Programs**

100	General School Operating Fund	\$ 28,491,200	\$ 30,775,800	\$ 34,432,039	\$ 3,656,239
	<i>Maximum Allowable Local Contribution</i>				

**Requests Non-Instructional**

**K-12 Non-Instructional Programs**

101	High School Activities	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ -
102	Middle School Activities	\$ 105,000	\$ 105,000	\$ 90,000	\$ (15,000)
205	Transportation	\$ 150,000	\$ 150,000	\$ 200,000	\$ 50,000
255	Food Service	\$ 75,000	\$ 75,000	\$ 75,000	\$ -
	<i>Total K-12 Non-Instructional Programs</i>	\$ 1,530,000	\$ 1,530,000	\$ 1,565,000	\$ 35,000

**Other Programs**

TBD	Pre-K			\$ 250,000	\$ 250,000
227	Kinder-Ready	\$ 450,000	\$ -	\$ -	\$ -
215	Community Schools	\$ 95,000	\$ 95,000	\$ 150,000	\$ 55,000
103	Learn to Swim	\$ 50,000	\$ 50,000	\$ 75,000	\$ 25,000
399	RALLY	\$ 150,000	\$ 150,000	\$ -	\$ (150,000)
	<i>Total Other Programs</i>	\$ 745,000	\$ 295,000	\$ 475,000	\$ 180,000

**Shared Services**

TBD	Shared Services Operations & Maintenance	\$ -	\$ 3,922,787	\$ 1,650,405	\$ (2,272,382)
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\* CBJ Approved on 3/4/2024 Non-Instructional O&M

	<b>Total Non-Instructional</b>	\$ 2,275,000	\$ 5,747,787	\$ 3,690,405	\$ (2,057,382)
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	<b>Total Requests</b>	\$ 30,766,200	\$ 36,523,587	\$ 38,122,444	\$ 1,598,857
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# Ongoing District Commitment

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- Transparency
- Effective and efficient use of resources
- Fiscal responsibility

*Mission: To provide all students with meaningful, relevant, and rigorous learning experiences in order to graduate diverse, engaged citizens ready for a changing world.*



*Questions?*

***Gunalchéesh!***

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***Thank you!***

# DOCKS AND HARBORS FY24/FY25/FY26 BUDGET

Docks & Harbors Board  
to  
Assembly Finance Committee  
April 6<sup>th</sup>, 2024

# Board Members

**Don Etheridge**(Board Chair)

**Debbie Hart** (Board Vice-Chair)

**Mark Ridgway**(OPS/Planning Chair)

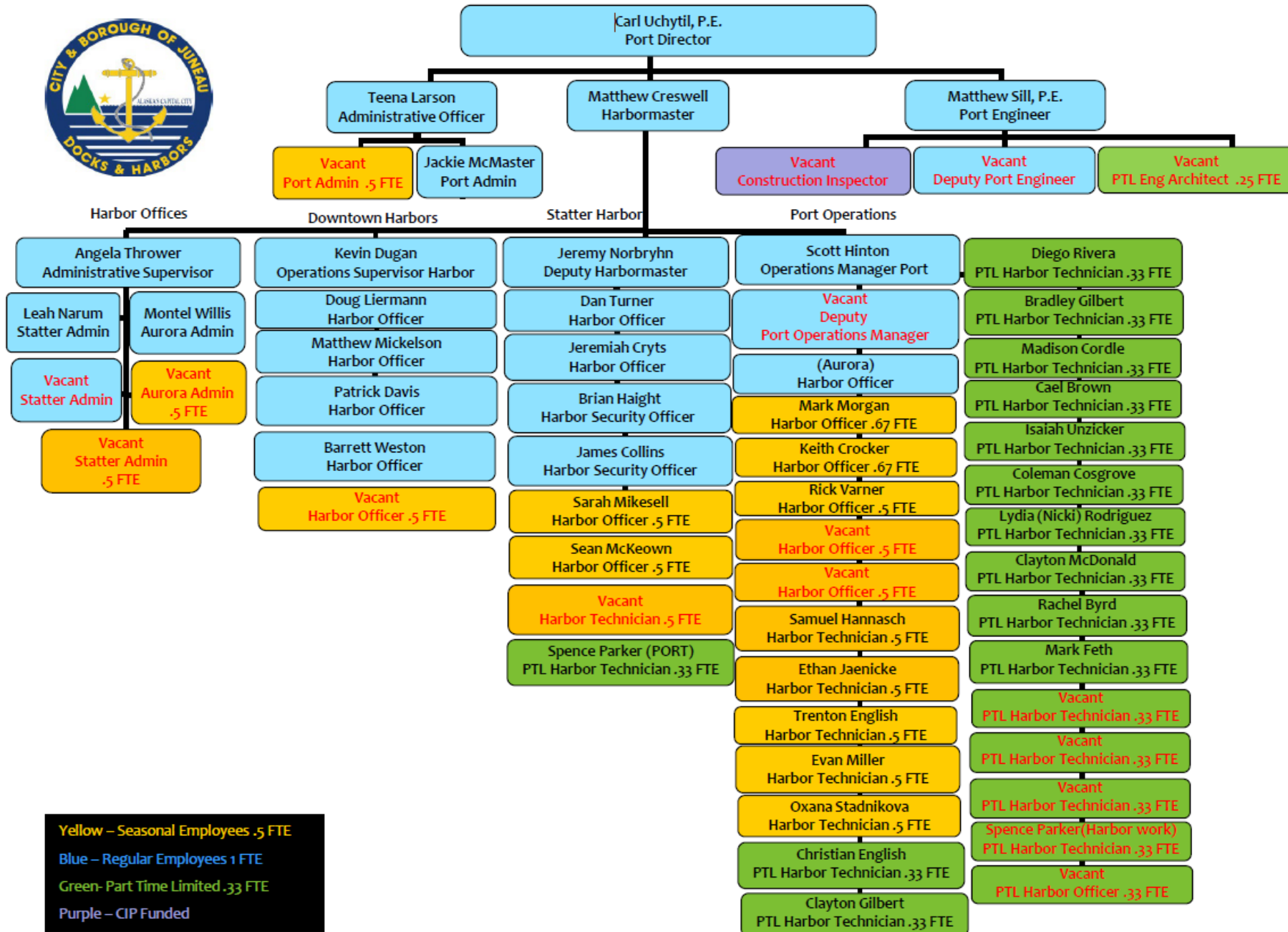
**Paul Grant**(OPS/Planning Vice-Chair) **1<sup>st</sup> term end June 30<sup>th</sup>, 2024**

**Matthew Leither** **1<sup>st</sup> term end June 30<sup>th</sup>, 2024**

**James Becker** **2<sup>nd</sup> term end June 30<sup>th</sup>, 2024**

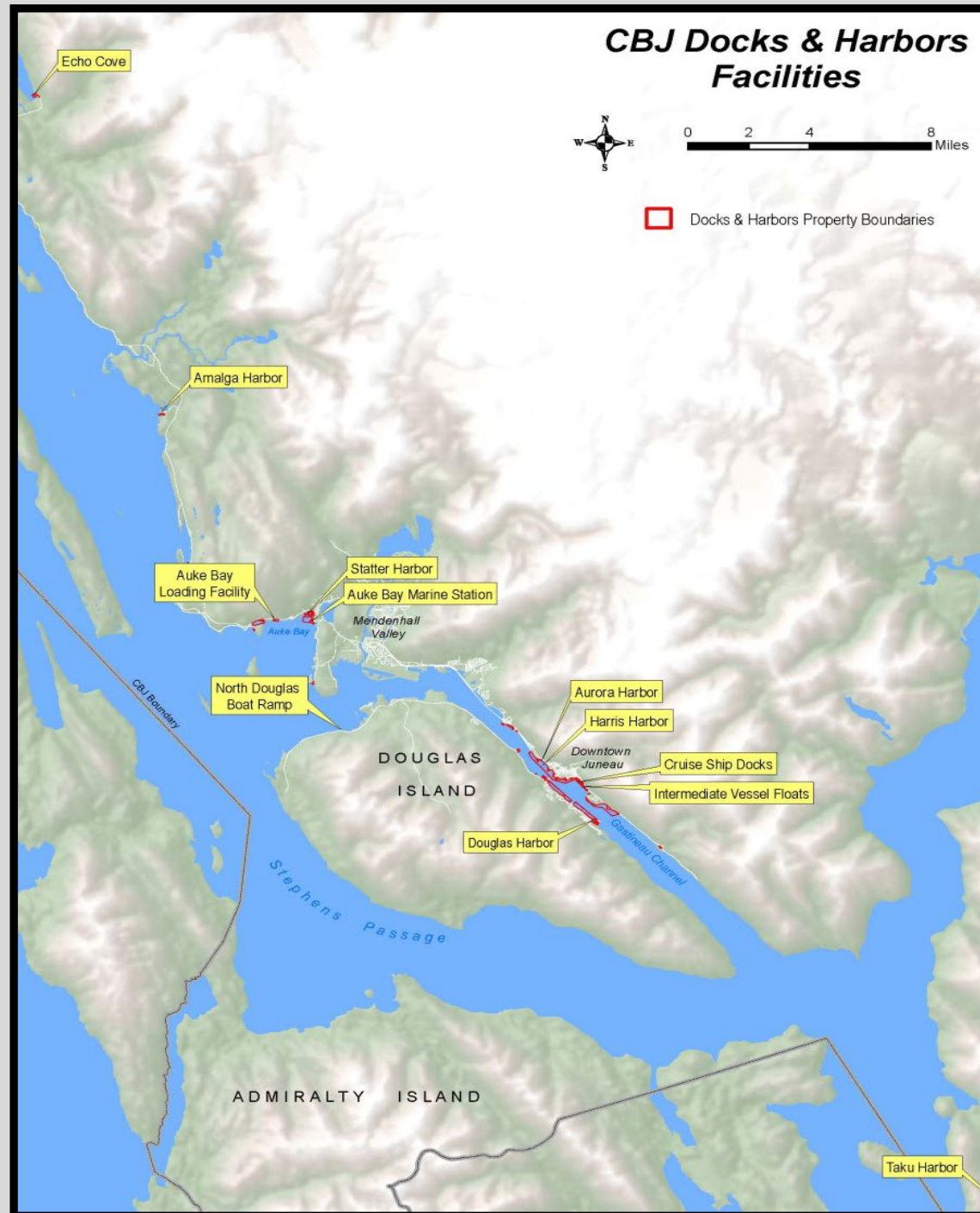
**Annette Smith**

**Shem Sooter**



Yellow – Seasonal Employees .5 FTE  
 Blue – Regular Employees 1 FTE  
 Green- Part Time Limited .33 FTE  
 Purple – CIP Funded

<b>Echo Cove Boat Launch</b>
<b>Amalga Harbor Boat Launch</b>
<b>Auke Bay Loading Facility</b>
<b>Statter Harbor/Launch</b>
<b>Auke Bay Marine Station</b>
<b>Aurora Harbor</b>
<b>Harris Harbor/Launch</b>
<b>North Douglas Boat Launch</b>
<b>Douglas Boat Harbor/Launch</b>
<b>Cruise Ship Floats</b>
<b>Intermediate Vessel Float</b>
<b>PFO Float</b>
<b>Inside of CT Float</b>
<b>National Guard Float</b>
<b>Taku Harbor</b>
<b>Wayside Park Float</b>



# Harbor Facilities

<b>Harris Harbor</b>	<b>204 slips</b>
<b>Aurora Harbor</b>	<b>239 slips + 268' side tie</b>
<b>Mike Pusich Douglas Harbor</b>	<b>190 slips</b>
<b>Don Statter Harbor Facility – Transient Moorage</b>	<b>10,000 LF</b>
<b>Don Statter Harbor - Reserved Moorage</b>	<b>70 slips</b>
<b>TOTAL</b>	<b>~ 1000 slips</b>

## Other Properties

### Cruise Ship Docks

- Alaska Steamship Dock
- Cruise Terminal

### Auke Bay Loading Facility

- Boat Yard area leased to Karl's Marine

### Auke Bay Marine Station

### Juneau Fisheries Terminal (Aurora Harbor)

- Boat Yard leased to Harri's Commercial Marine

43 Leases totaling several hundred acres of tidelands and waterfront properties

### Echo Cove Campground



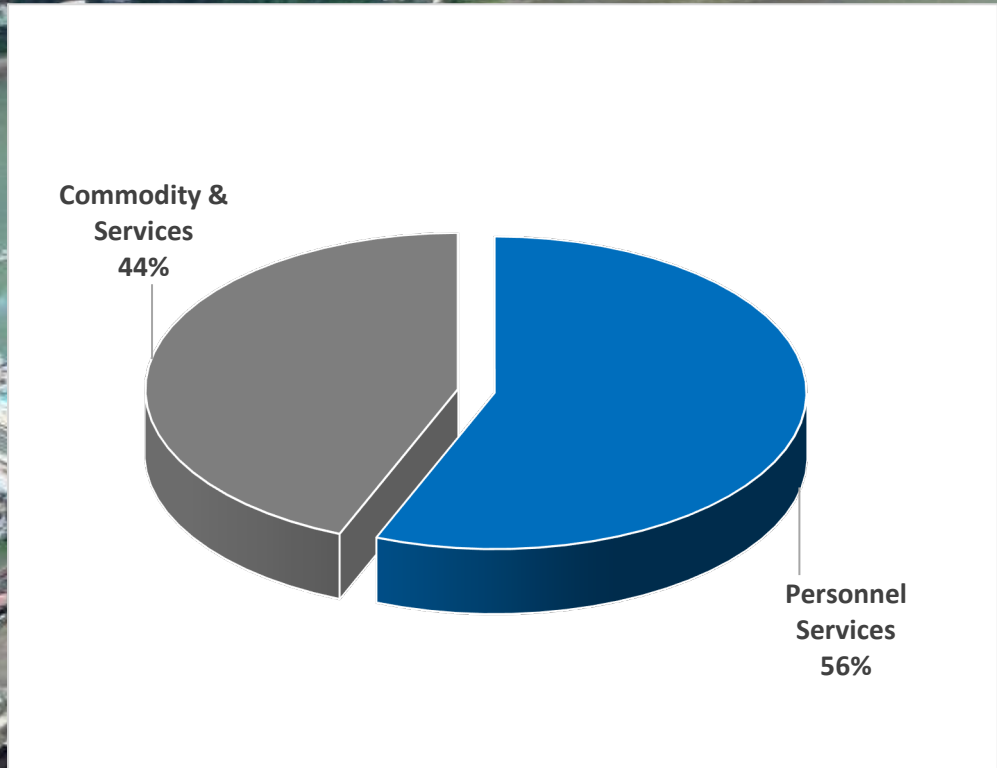
# Docks Overview

Section D, Item 7.

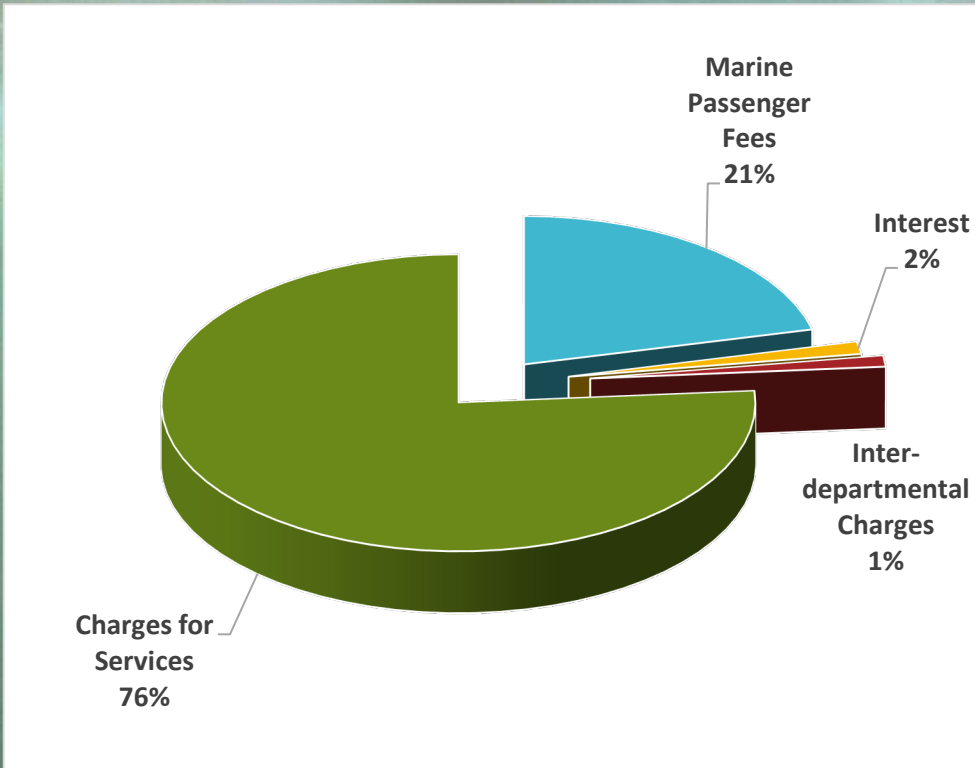
	FY23 Actuals	FY24		FY25 Proposed Budget	FY26 Proposed Budget
		Amended Budget	Projected Actuals		
<b>EXPENDITURES</b>					
Personnel Services	\$ 1,290,500	1,447,500	1,532,500	1,607,500	1,633,100
Commodities and Services	1,051,000	1,095,000	1,195,800	1,238,400	1,256,100
Capital Outlay	-	-	-	-	-
Support to:					
Marine Passenger Fee	-	-	-	-	-
Capital Projects	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,341,500</b>	<b>2,542,500</b>	<b>2,728,300</b>	<b>2,845,900</b>	<b>2,889,200</b>
<b>FUNDING SOURCES</b>					
Interdepartmental Charges	15,100	40,200	40,200	40,200	40,200
Charges for Services	2,487,800	1,800,000	2,579,500	2,625,000	2,625,000
Licenses, Permits, and Fees	-	-	-	-	-
Investment and Interest Income/(Loss)	34,900	67,100	45,100	62,300	64,600
Support from:					
Marine Passenger Fees	717,000	717,000	717,000	717,000	717,000
Port Development Fees	-	-	-	-	-
State Marine Passenger Fees	-	-	-	-	-
Capital Projects	-	-	-	-	-
<b>Total Funding Sources</b>	<b>3,254,800</b>	<b>2,624,300</b>	<b>3,381,800</b>	<b>3,444,500</b>	<b>3,446,800</b>
<b>FUND BALANCE</b>					
Beginning of Period	1,656,400	2,569,700	2,569,700	3,223,200	3,821,800
Increase (Decrease) in Fund Balance	913,300	81,800	653,500	598,600	557,600
<b>End of Period Fund Balance</b>	<b>\$ 2,569,700</b>	<b>2,651,500</b>	<b>3,223,200</b>	<b>3,821,800</b>	<b>4,379,400</b>
<b>STAFFING</b>	<b>19.20</b>	<b>19.24</b>	<b>19.75</b>	<b>19.75</b>	<b>19.75</b>

# Docks Budget FY24 \$2.7M

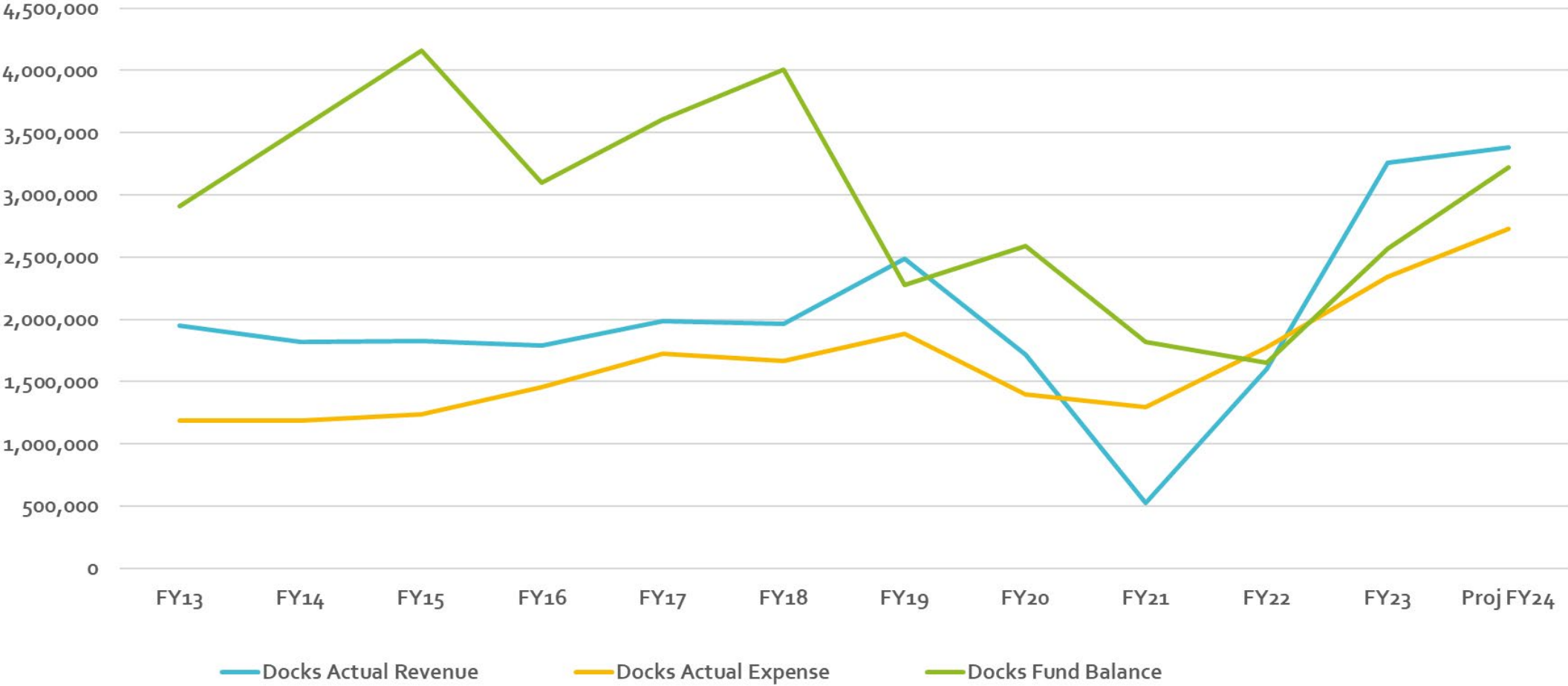
## Docks Expenditures



## Docks Revenue



### Docks Overview



# FY24 Dock Summary

- FY24 Docks Enterprise revenue is anticipated to be very strong through June 30th.
- Revenues will exceed expenditures
- However, there are a few unbudgeted expenses for FY24 to include:
  - Personnel increase for salaries - \$120K
    - Stood up Deputy Port Manager
    - Stood up 2<sup>nd</sup> evening Security Harbor Officer (1/2 FTE shared with Harbor Enterprise)
  - Replacement of Steamship Dock Lighting \$30K
- We are currently preparing an application for the EPA Clean Ports Grant program for dock electrification.

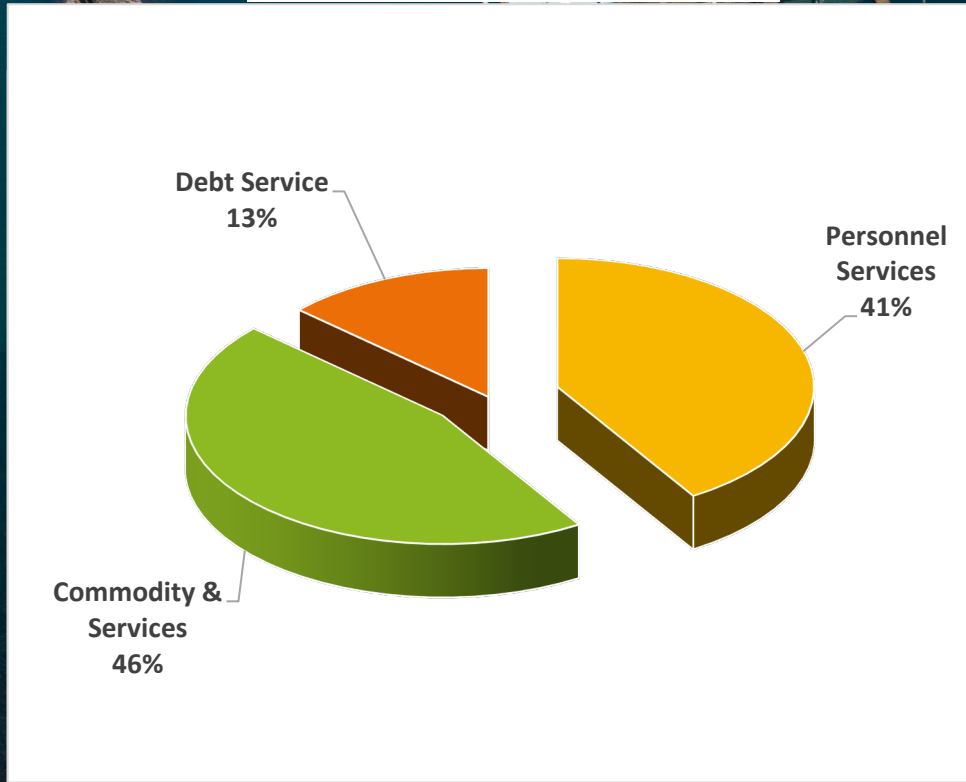
# Harbors Overview

Section D, Item 7.

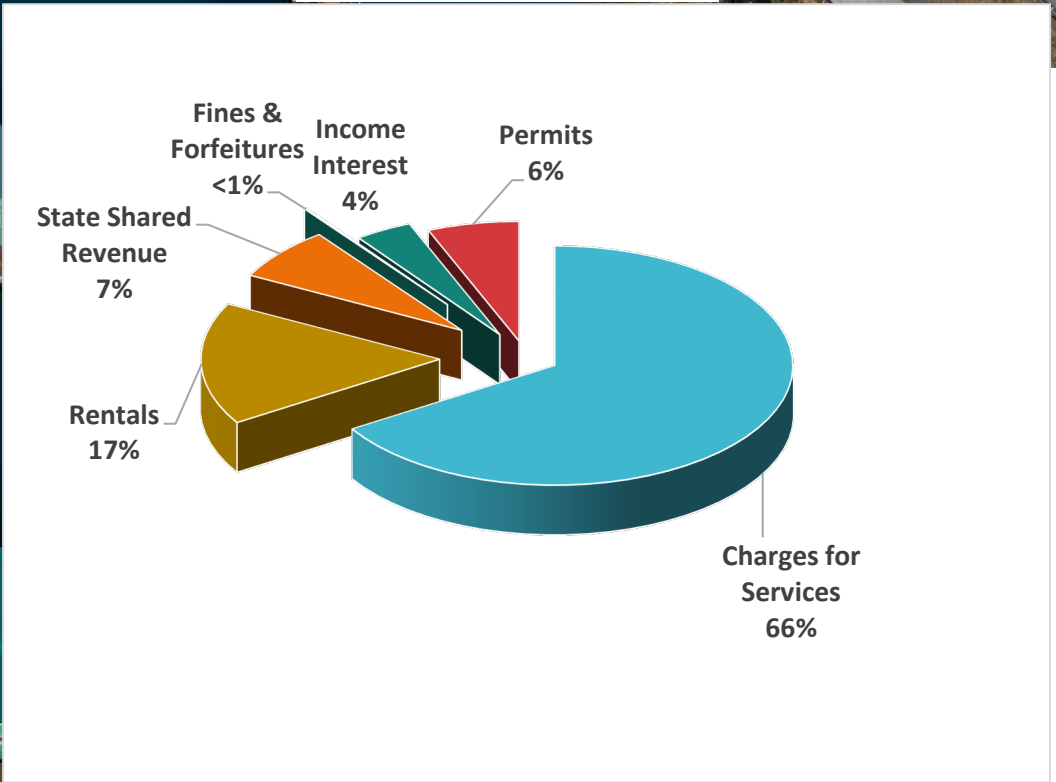
	FY23 Actuals	FY24		FY25	FY26
		Amended Budget	Projected Actuals	Proposed Budget	Proposed Budget
<b>EXPENDITURES</b>					
Personnel Services	\$ 1,827,400	2,132,900	2,135,300	2,252,400	2,288,700
Commodities and Services	1,890,400	2,377,800	2,372,500	2,428,400	2,476,000
Capital Outlay	7,300	-	-	-	-
Debt Service	683,500	683,600	683,600	694,400	699,100
Support to:					
Capital Projects	750,000	-	-	2,000,000	-
<b>Total Expenditures</b>	<b>5,158,600</b>	<b>5,194,300</b>	<b>5,191,400</b>	<b>7,375,200</b>	<b>5,463,800</b>
<b>FUNDING SOURCES</b>					
Charges for Services	3,740,200	3,705,000	4,275,000	4,325,000	4,375,000
Licenses, Permits, and Fees	386,000	360,000	400,000	412,000	424,300
Rentals and Leases	963,300	900,000	1,068,500	950,000	950,000
State Shared Revenue	467,400	350,000	463,000	350,000	350,000
Federal Revenue	11,000	-	-	-	-
Fines and Forfeitures	13,400	10,000	10,000	10,000	10,000
Investment and Interest Income/(Loss)	273,200	107,700	250,000	295,400	306,300
Support from:					
Pandemic Response	-	-	-	-	-
Capital Projects	-	-	-	-	-
<b>Total Funding Sources</b>	<b>5,854,500</b>	<b>5,432,700</b>	<b>6,466,500</b>	<b>6,342,400</b>	<b>6,415,600</b>
<b>FUND BALANCE</b>					
<b>Debt Reserve</b>					
Beginning Reserve Balance	791,900	795,400	795,400	795,400	795,400
Increase (Decrease) in Reserve	3,500	-	-	-	-
<b>End of Period Reserve</b>	<b>\$ 795,400</b>	<b>795,400</b>	<b>795,400</b>	<b>795,400</b>	<b>795,400</b>
<b>Available Fund Balance</b>					
Beginning of Period	2,246,500	2,938,900	2,938,900	4,214,000	3,181,200
Increase (Decrease) in Fund Balance	692,400	238,400	1,275,100	(1,032,800)	951,800
<b>End of Period Available</b>	<b>\$ 2,938,900</b>	<b>3,177,300</b>	<b>4,214,000</b>	<b>3,181,200</b>	<b>4,133,000</b>
<b>STAFFING</b>	<b>16.83</b>	<b>17.45</b>	<b>17.95</b>	<b>17.95</b>	<b>17.95</b>

# Harbors Budget FY24 \$5.2M

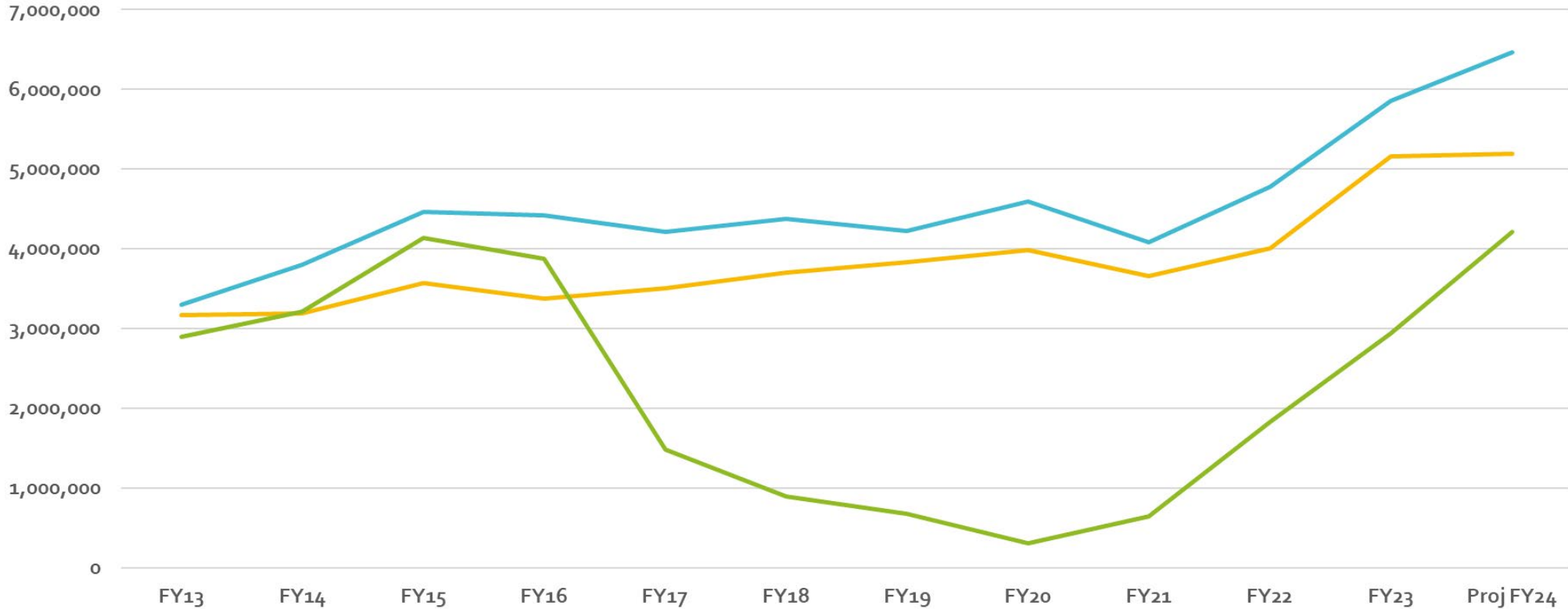
## Harbor Expenditures



## Harbor Revenue



### Harbors Overview



— Harbors Actual Revenue      — Harbors Actual Expense      — Harbors Fund Balance

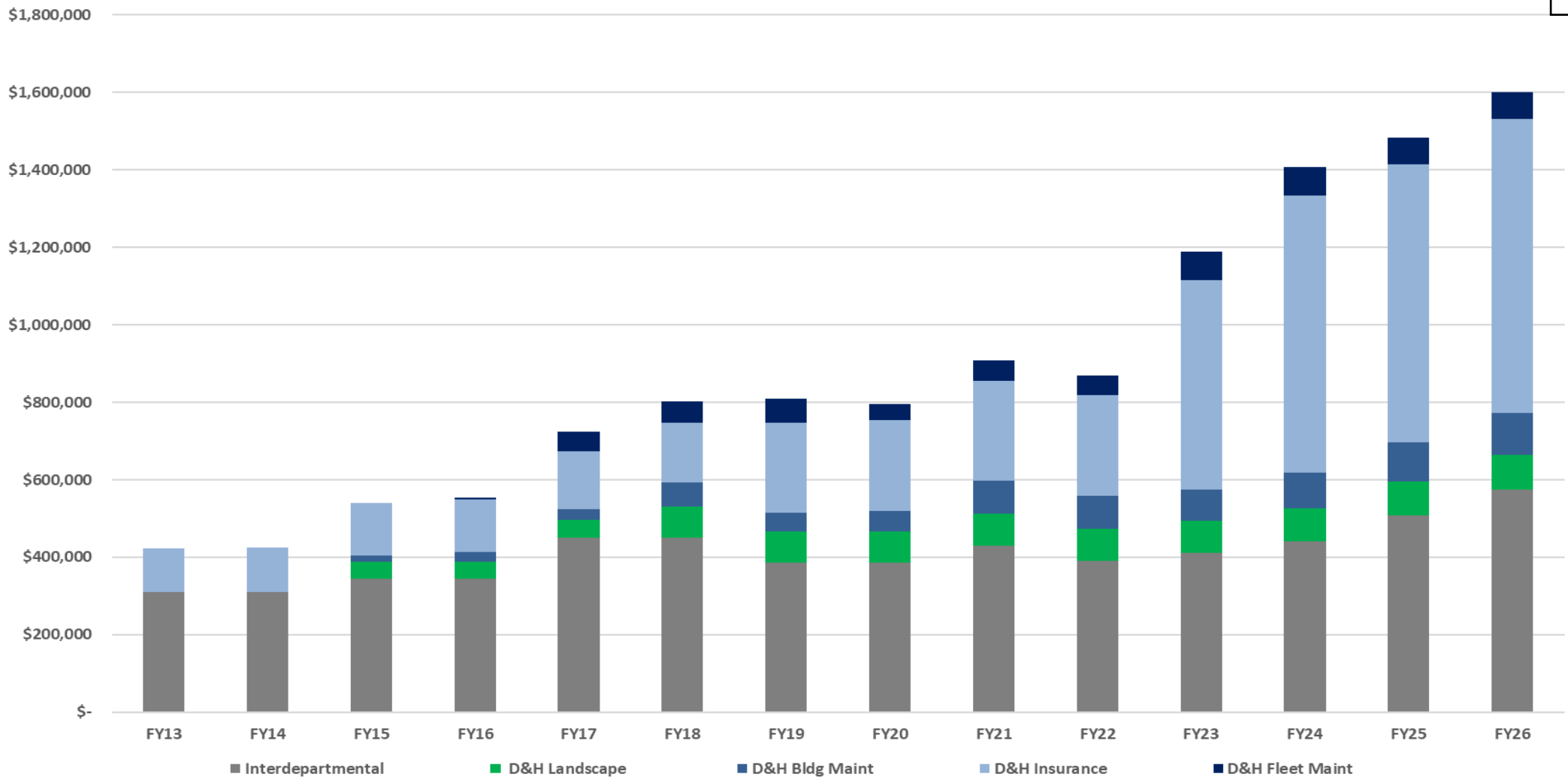
# FY24 Harbors Summary

- Staff is projecting Harbors will see strong revenues through June 30<sup>th</sup>
- Revenues will exceed expenditures
- However, there are a few unbudgeted expenses for FY24 to include:
  - ½ FTE for employing new nighttime security Harbor Officer
  - \$130K in cost associated with snow removal in January/February
  - \$100K in costs for vessel disposal
- Grant Applications:
  - Port Infrastructure Development Program (PIDP), Aurora Harbor drive down float - \$11.25 Mil
  - Alaska Harbor Facility Grant Program, Aurora Harbor phase IV - \$5 Mil



# Other City Department Fees

Section D, Item 7.



	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
<b>Interdepartmental</b>	\$ 309,600	\$ 309,600	\$ 343,800	\$ 343,800	\$ 450,400	\$ 450,400	\$ 386,400	\$ 386,400	\$ 430,800	\$ 391,600	\$ 412,400	\$ 441,022	\$ 507,516	\$ 574,010
<b>D&amp;H Landscape</b>	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 85,600	\$ 88,000	\$ 90,600
<b>D&amp;H Bldg Maint</b>	\$ -	\$ -	\$ 15,807	\$ 24,318	\$ 28,322	\$ 60,836	\$ 48,527	\$ 51,300	\$ 85,900	\$ 86,400	\$ 81,900	\$ 90,800	\$ 101,600	\$ 108,100
<b>D&amp;H Insurance</b>	\$ 114,200	\$ 114,566	\$ 136,400	\$ 136,400	\$ 149,324	\$ 154,680	\$ 231,674	\$ 236,384	\$ 257,706	\$ 258,452	\$ 538,600	\$ 716,500	\$ 717,900	\$ 757,700
<b>D&amp;H Fleet Maint</b>	\$ -	\$ -	\$ 0	\$ 3,660	\$ 51,661	\$ 54,391	\$ 60,547	\$ 41,000	\$ 53,000	\$ 52,000	\$ 74,700	\$ 72,700	\$ 68,100	\$ 70,000
<b>Total</b>	<b>\$ 309,600</b>	<b>\$ 309,600</b>	<b>\$ 404,607</b>	<b>\$ 416,778</b>	<b>\$ 575,383</b>	<b>\$ 646,627</b>	<b>\$ 576,474</b>	<b>\$ 559,700</b>	<b>\$ 650,700</b>	<b>\$ 610,600</b>	<b>\$ 1,188,600</b>	<b>\$ 1,406,622</b>	<b>\$ 1,483,116</b>	<b>\$ 1,600,410</b>

# Docks & Harbors Capital Improvement Projects

## Aurora Harbor

- Phase III – Substantial Completion May 2024
- Phase IV – Permitting
- Harbor Office Recapitalization – Condition Assessment

## Downtown Waterfront Improvements

- Archipelago Lot Development - Efforts for Phase II –On hold pending Museum
- Cruise Ship Berth Electrification Study – AELP – authority to proceed

## Seawalk Improvements

- Deck over open area in front of Pier 49 – Possible Future project

## Statter Harbor Improvements

- For Hire Facility Phase III C Restrooms – Completed
- Auke Bay Marine Station Wave Attenuator - \$500K match FY24

## Echo Cove

- ADFG – Robinson-Pittman spring FY25 Funding

## Taku Harbor

- ADFG – Dingell – Johnson FY25 CIP Funding

## Wayside Float

- Dredging Permit & Report by PND - \$1M estimate



Douglas Harbor Light Improvement



Harris Harbor Security Gate



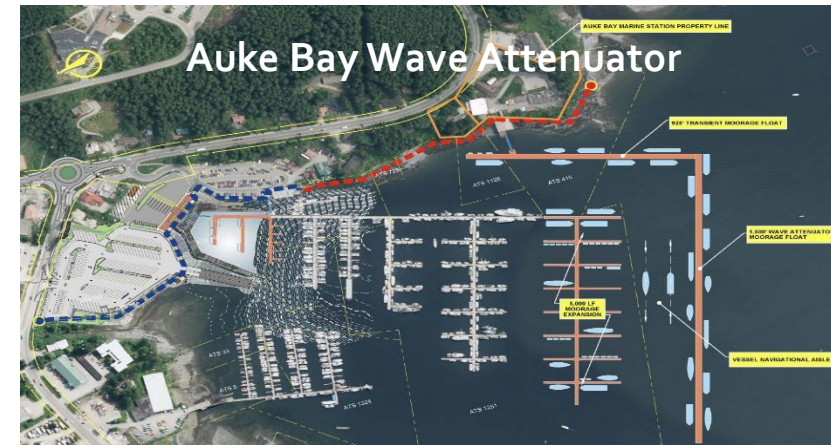
Statter Harbor Phase III

Section D, Item 7.

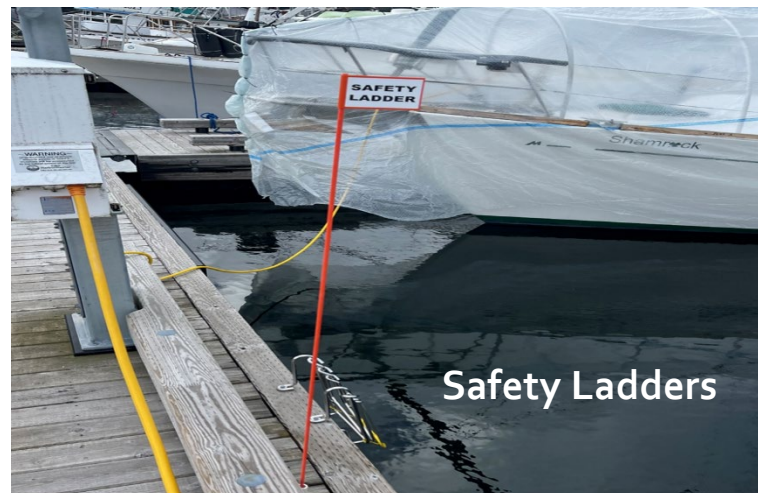


Douglas Harbor Lighting

Questions



Auke Bay Wave Attenuator



Safety Ladders



Marine Park Deckover



Aurora Harbor Phase III



**DATE:** April 1, 2024  
**TO:** Assembly Finance Committee  
**FROM:** Robert Barr, Deputy City Manager  
**SUBJECT:** FY25 Airport Budget

Consistency is necessary and required in financial reporting, budget preparation, review and approval processes. During the budget review process this year, we noted that the practice of the Airport Board is to approve most of the Airport operating budget before it goes to the Assembly, but not debt service costs or capital expenditures. Capital expenditures, and by implication debt service, are approved by the Airport Board as they occur. In discussion with the Airport Manager, this is a long-standing practice and the Airport Board regularly discusses capital and debt as part of their normal business.

Specifically, the Airport Board reviews and approves the portions of the budget which are applicable to setting rates. In FY24 and FY25, this means that roughly 4.2M and 2.5M of operating expenditures, respectively, have not been approved as part of the same budget process the Assembly is used to. The Airport Board reviews and approves each capital expenditure when it occurs.

I am making the Assembly aware of this practice as part of the FY25 budget process and have asked the Airport Board to approve the entire budget annually, in the same way the Assembly does, going forward. Per the Airport Manager, this change will not impact rates or rate setting.

Airport Board has approved:

EXPENSES						
	Actuals	Actuals	Amended	Projected <sup>1</sup>	Proposed	Proposed
	2022	2023	2024	2024	2025	2026
Personnel	\$3,171,223	\$3,361,122	\$3,573,400	\$3,641,800	\$3,909,700	\$3,963,800
Commodities & Services	\$5,146,141	\$6,504,175	\$6,088,100	\$6,311,900	\$6,630,800	\$6,733,700
Travel & Training	\$37,526	\$22,980	\$49,600	\$49,600	\$66,200	\$58,300
<b>Total</b>	<b>\$8,354,890</b>	<b>\$9,888,277</b>	<b>\$9,711,100</b>	<b>\$10,003,300</b>	<b>\$10,606,700</b>	<b>\$10,755,800</b>

<sup>1</sup> FY24 Expenses will require Supplemental Spending Authority.

The Assembly is being asked to approve:

EXPENDITURES	FY23	FY24		FY25	FY26
	Actuals	Amended Budget	Projected Actuals	Proposed Budget	Proposed Budget
Personnel Services	\$ 3,361,100	3,573,400	3,641,800	3,895,500	3,949,600
Commodities and Services	6,469,400	6,467,800	7,397,300	6,650,800	6,734,800
Capital Outlay	329,700	211,300	230,500	9,000	20,000
Debt Service	2,333,900	2,434,100	2,434,100	2,505,100	2,583,400
Support to:					
Debt Service	660,300	657,100	657,100	-	-
Capital Projects	-	600,000	600,000	-	-
<b>Total Expenditures</b>	<b>13,154,400</b>	<b>13,943,700</b>	<b>14,960,800</b>	<b>13,060,400</b>	<b>13,287,800</b>

# JUNEAU INTERNATIONAL AIRPORT FY 25/26 BUDGET April 6, 2024

Section D, Item 8.



*Jet on Departure w/Northern Lights  
Juneau International Airport  
Photo by Jack Beedle, 2021*

# EXPENSES

Section D, Item 8.

	Actuals	Actuals	Amended	Projected <sup>1</sup>	Proposed	Proposed
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Personnel	\$3,171,223	\$3,361,122	\$3,573,400	\$3,641,800	\$3,909,700	\$3,963,800
Commodities & Services	\$5,146,141	\$6,504,175	\$6,088,100	\$6,311,900	\$6,630,800	\$6,733,700
Travel & Training	\$37,526	\$22,980	\$49,600	\$49,600	\$66,200	\$58,300
<b>Total</b>	<b>\$8,354,890</b>	<b>\$9,888,277</b>	<b>\$9,711,100</b>	<b>\$10,003,300</b>	<b>\$10,606,700</b>	<b>\$10,755,800</b>

<sup>1</sup> FY24 Expenses will require Supplemental Spending Authority.

# REVENUES

Section D, Item 8.

	Actuals	Actuals	Amended	Projected	Proposed <sub>3</sub>	Proposed <sub>3</sub>
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Rents <sup>1</sup>	\$1,339,296	\$1,549,524	\$3,280,000	\$1,580,300	\$3,481,900	\$3,481,900
Landing Fees	\$2,179,036	\$2,335,188	\$2,781,900	\$2,993,000	\$3,379,500	\$3,379,500
Fuel Flowage Fees	\$780,010	\$969,104	\$1,468,400	\$1,380,600	\$1,625,200	\$1,625,200
Security Screening Fees	\$456,461	\$305,141	\$845,200	\$733,200	\$872,700	\$872,700
Federal Reimburse	\$245,819	\$141,401	\$280,900	\$287,600	\$288,100	\$288,100
Interest Income <sup>2</sup>	(\$231,110)	(\$56,871)	\$203,600	\$72,700	\$87,200	\$90,500
Miscellaneous Revenues	\$972,016	\$913,555	\$811,220	\$825,500	\$872,100	\$872,100
<b>Total</b>	<b>\$5,741,528</b>	<b>\$6,157,042</b>	<b>\$9,671,220</b>	<b>\$7,872,900</b>	<b>\$10,606,700</b>	<b>\$10,610,000</b>

- <sup>1</sup> RENTS in FY22, FY23 and Project FY24 were abated for commercial aviation tenants; CARES funding applied in-lieu; approx. \$1.5M
- <sup>2</sup> INTEREST INCOME FY22, FY23 Actuals came in at a loss
- <sup>3</sup> FY25/26 Revenues include proposed increases to Airport Rates & Fees Regulation: Landing Fees, Fuel Flowage Fees, Security Screening Fees and Terminal Lease Rates (Regulation currently out for public comment)

# EXPENSES VS REVENUES

Section D, Item 8.

	Actuals	Actuals	Amended	Projected <sup>2</sup>	Proposed <sup>3</sup>	Proposed <sup>3, 4</sup>
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<b>REVENUES <sup>1</sup></b>	\$5,741,528	\$6,157,042	\$9,671,220	\$7,872,900	\$10,606,700	\$10,610,000
<b>EXPENSES</b>	(\$8,354,890)	(\$9,888,277)	(\$9,711,100)	(\$10,003,300)	(\$10,606,700)	(\$10,755,800)
<b>Surplus (Deficit)</b>	(\$2,613,362)	(\$3,731,235)	(\$39,880)	(\$2,130,400)	-0-	(\$145,800)
<b>CARES Funding (Revenues)</b>	\$2,613,362	\$3,731,235	\$39,880	\$2,130,400		
<b>Total</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>	<b>(\$145,800)</b>

- <sup>1</sup> FY22, FY23 and FY24 Projected Revenues reflect the abated rent for commercial aviation tenants; CARES funding applied in-lieu; approx. \$1.5M. FY22 and FY23 Revenue shortage due to COVID/fewer travelers and lower revenues.
- <sup>2</sup> FY24 Projected Expenses will require Supplemental Spending Authority.
- <sup>3</sup> FY25/26 Revenues include proposed increases to Airport Rates & Fees Regulation: Landing Fees, Fuel Flowage Fees, Security Screening Fees and Terminal Lease Rates (Regulation currently out for public comment)
- <sup>4</sup> FY26 Proposed shows deficit budget of \$145,800; to be revisited for Rates/Fees increases next year during budget review.

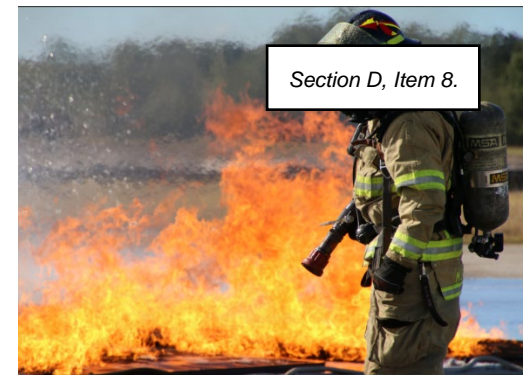


# EXPENSES

FY25/FY26 Expense increases compared to FY24 Amended :

**Personnel increased \$336,300 (FY25), \$390,400 (FY26)**

- Terminal added two janitorial positions and a maintenance mechanic
- union increases/ longevity increases



**Commodities and Services increased \$542,700 (FY25), \$645,600 (FY26)**

**Increases:**

- CBJ contractual increases- JPD, ARFF (FY25: \$221.5K; FY26: \$229.8K)
- Contract Mgmt increases-Bldg Equipment, runway paint, Wildlife program (FY25: \$89.4K FY26: \$71.4K)
- Minor Equipment increases – snow blowers, floor cleaners (FY25: \$42.5K; FY26: \$38.5K)
- Insurance increases (FY25: \$20.0K; FY26: \$59.6K)
- Commodities increases - runway deicer, sand, paper products (FY25: \$87.7K; FY26: \$164.5K)
- Fleet Reserves (both FY25/26: \$30K)
- Interim ARFF Truck Lease; (both FY25/26: \$24.0K)



**Travel & Training increased \$16,600 (FY25), \$8,700 (FY26)**



**Expenses increased \$895,600 (FY25), \$1,044,700 (FY26)**

# REVENUES

Revenues are assessed two-fold:

1. Shortfalls in \*prior year Revenues (why were revenues less than anticipated); combined with
2. Projected increases in Expenses.

*\*FY24 Note: in assessing prior year revenues, \$1.5M of the projected shortfall is rent/lease abatement paid by CARES; technically tenant credits, not a decrease in revenue collections.*

FY24 anticipates Revenue shortfall due to decreased passenger traffic, decreased aircraft traffic and less aircraft fuel used. These decreases in aviation activity are factored into the FY25/26 revenue projections. This is coupled with increased expenses anticipated for both FY25/26. The result is adjusting Airport Rates & Fees to balance the shortfall.



# REVENUES

## FY25 REVENUE SHORTAGE (by cost center)

Based on cost center needs

**-Security Cost Center:** Increased JPD costs; fewer passenger/fees collected

-short \$150.3K

**-ARFF Cost Center:** Fulltime supervisor (rather than PT); increased training costs, leased ARFF truck

-short \$65.9K

**-Terminal/Airfield Cost Center:** increased Personnel hired, increased cost of commodities

-short \$431.9K



## *To balance FY25*

## INCREASES TO REVENUES (through RATES/FEES Increases):

**\*Security Screening Fees:**

-Additional revenue \$139.5K

**\*Fuel Flowage Fees (all carriers/users):**

- Additional revenue \$209.3K

**\*Landing Fees:**

-Additional revenue \$281.6K

**\*Rents (Terminal):**

-Additional revenue \$17.7K

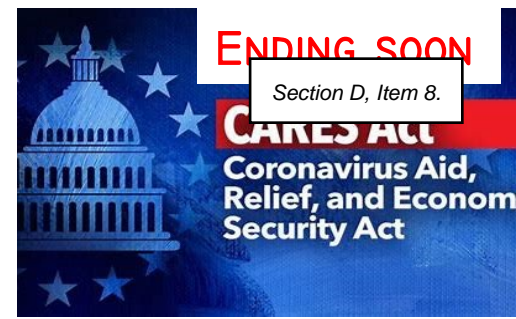


*\*Airport Rates & Fees Regulation increases currently out for public comment; estimate \$648,000 in additional revenues.*

**FY25/26 Revenues increased \$648,100\***

**(FY26 remains short by \$145,800, to be reviewed next year)**

# AIRPORT SUMMARY



- FY24 anticipates the use of \$2,130,400 of **CARES Funding** to balance (includes \$1.5M in tenant rent abatement). *CARES funds expire in 2024.*
- *FY25/26 Revenues include proposed increases to Airport Rates & Fees Regulation: Landing Fees, Fuel Flowage Fees, Security Screening Fees and Terminal Lease Rates (Regulation currently out for public comment)*
- FY26 Proposed shows deficit budget of \$145,800; to be revisited for Rates/Fees increases next year during budget review.

- Airport will require Supplemental Spending Authority of \$292,200 for FY24, funding provided by the Airport CARES grants.



*Airport Board approved the budget at the March 14, 2024 Airport Board meeting.*



**CARES/CRRSAA/ARPA Grant Funding Use/Availability**

<u>Description</u>	<u>Amount Proj</u>	<u>Actuals &amp; Encumb</u>
<b>TOTAL GRANTS:</b>	<b>30,491,786</b>	<b>30,491,786</b>
FY20 Operational Expenses	(724,664)	(724,664)
FY21 Oper Exp incl tenant relief; yearend	(3,693,321)	(3,693,321)
FY22 Op Exp+tenant relief+ 107.9K int hit	(2,456,528)	(2,456,528)
FY21 Airport GO Bond debt service	(602,375)	(602,375)
FY22 Airport GO Bond debt service	(662,600)	(662,600)
FY23 Airport GO Bond debt service	(660,300)	(660,300)
TWY Regulator Upgrade (appropriated)	(118,814)	(118,814)
Terminal Suspended Ceiling Tile Replac	(350,000)	(213,506)
Terminal Seating portion in FY23	(145,000)	(145,000)
SREB Circulation Pump Upgrade	(165,000)	(183,949)
SREB Wash Bay Protection	(49,925)	(49,925)
Float Pond Electrical Upgrades	(190,000)	(156,348)
Forklift vehicle	(48,715)	(48,715)
Bagwell Gas Det \$43k desgn, const 195.4k	(238,400)	(217,043)
FY23 Tenant Rent Relief	(1,250,000)	
FY23 Operational Expenses	(950,900)	(3,342,716)
Exp thru FY23	(12,306,542)	(13,275,804)
FY24 Tenant Rent Relief (est)	(1,600,000)	(1,600,000)
FY24 Operational Expenses (est)	(118,700)	(118,700)
FY24 Airport GO Bond debt service	(657,125)	(657,125)
Ramp Project Match	(312,500)	(312,500)
Terminal Seating portion in FY24	(305,000)	(305,000)
NWDA Electrical Upgrades	(296,400)	(296,400)
Temsco Sewer hookup	(295,000)	0
Bag Belt Replace; + \$50K design	(1,469,716)	(1,469,716)
Parking Lot Design & Construction	(10,454,010)	(10,454,010)
Parking Lot Quantity Amendment	(600,000)	(460,745)
Gate K Culvert Replace D+C	(670,426)	(670,426)
Gate K culvert PFAS/Dewater/remedia	(600,000)	(123,000)
Sand/Chem Backup Boiler Design/Trench	(175,000)	(175,000)
Sand/Chem bldg Portable oil-fired Boiler		0
Fuel Station Access Control & Generator	(35,000)	0
Buried Tank Removal & Replacmt	(254,950)	(254,950)
Man Lift	(20,000)	(19,210)
FY24 Expenses	(17,863,827)	(16,916,782)
<b>Available CARES:</b>	<b>321,417</b>	<b>299,200</b>

**Reminder:  
'CARES' Grant Summary**

Section D, Item 8.

The Airport received three 'CARES' grants for financial assistance:

- Airport operational costs
- Federal AIP grant match
- Capital projects not eligible for Federal \$
- Concessionaire Relief
- Tenant Relief
- GO Bond debt service

Estimate \$300K remaining, but will be drawn down with eligible expenses prior to grant sunset date (4 years after grant issue).

# CURRENT MAJOR PROJECTS

## **Airport Capital Improvement Projects:**

- \$17.7M Main Apron/Tarmac Rehab & Aircraft Parking *Awarded grant/underway*
- \$ 2M Passenger Board. Bridge Gate 5 Replace *Awarded grant/underway*
- \$ 1.5M ARFF Truck Acquisition *Grant application submitted*
- \$ 300K Wetland Rescue Vehicle Acquisition *Working on specs*
- \$ 500K Airport Master Plan Update *RFP in process*
- \$ 400K Runway Safety Area Shoulder Design *RFP in process*
- \$ 300K Mendenhall Riverbank Stabilization (post-flood) *in Design*

## **Recently completed:**

- \$10.5M Parking Lots Rehab
- \$ 1.6M Outbound Baggage Conveyor Replace
- \$ 2.4M Float Pond Access Rd Rehab/ Embankment Stabilization
- \$ 700M Culvert Replacement at Gate K (airport emergency access gate)
- \$ 200K Underground Fuel Tank Removal

# Questions?

Section D, Item 8.



*JNU Airport circa 1940s  
Photo by Austin Hegarty Collection*

# CBJ Finance Committee Meeting

## April 6th 2024

### *Eaglecrest Ski Area FY24 Review & FY25 Budget Presentation*

- FY24 (2023-2024 Season) – Overview
- Successes and track record & trends
- Increment Request Table
  - General Fund Loan to start Summer Operations
  - Start of Ski Area Expansion
- FY25 (2024-2025 Season) – Budget
- FY26 (2025-2026 Season) – Budget
- Goldbelt Franchise Agreement
- Future Opportunities





# Independent Traveler Growth

- ❖ Eaglecrest offers reciprocal pass programs with over 150 resorts nationwide to make our ski area more accessible to pass holders everywhere.
- ❖ Listed here are our redemptions from the Alaska Airlines boarding pass deal, Alaska Seaplanes and Ferry system day pass, Indy Pass user redemptions, and Independent resort stats.

Redemption Method	Number of Redemptions 22/23'	Number of Redemptions 23/24'
Ind. Season Pass Visitors	389 (total)	473 (YTD)
Powder Alliance	71	90
Boarding Pass (AK Airlines)	540	558
(Boarding Pass) Seaplanes/AMHS	13	14

# Marketing and Website Growth

- ❖ CHART 1 & 2: Comparative growth data from 2022/23 website traffic. 108,274 new (unique) visitors to the website this year (up 4% from 104K last year). And 330,403 total page views.
- ❖ CHART 3: Comparative data for social channels and paid social advertising compared to 2022-2023. 895 new Instagram followers (up from 9,500 in Sept. 2023), 37,900 Facebook page visits (up from 20,629 last year)
- ❖ Paid Facebook advertising reach is at 37,609 users (the number of accounts that saw our ads at least once) which is down from last year due to lack of bandwidth.
- ❖ Youtube channel video views 20,800.

CHART 1

Cities	New user #
Juneau	12,284
Anchorage	11,138
Seattle	6,260
Sitka	2,802
Ketchikan	2,334
Seward	2,253
Wasilla	2,208

CHART 2

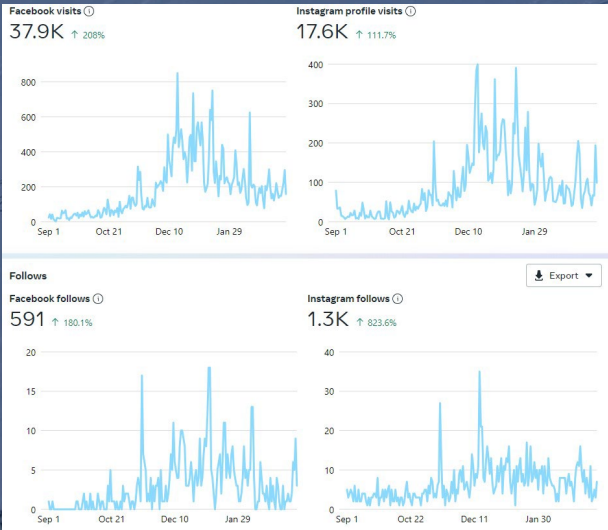
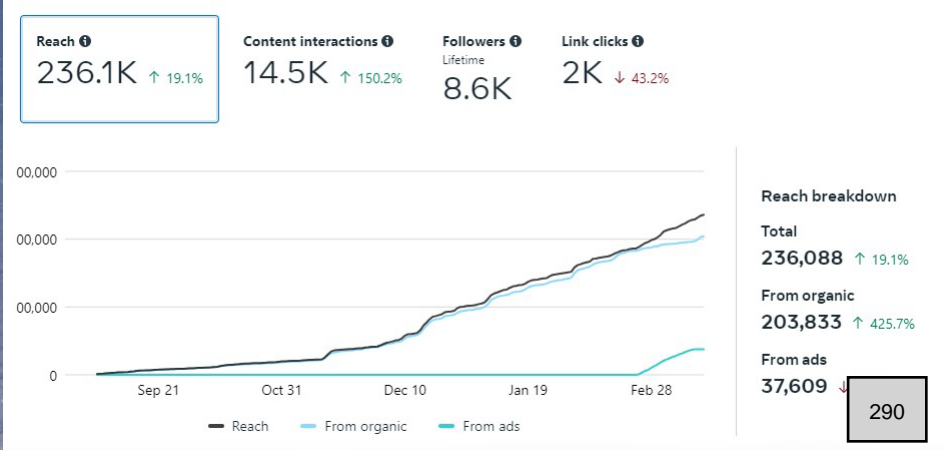


CHART 3



# SNOWSPORTS SCHOOL STATISTICS

Section D, Item 9.

Adult Daily Lessons – 619

Adult Multi-Week Lessons – 126

Child/Youth Daily Lessons – 586

Child/Youth Multi-Week – 2280

JSD Group Lessons – 640

Homeschool Group Lessons- 910

Community Lessons (Including Books 2 Boards, ORCA, and 5<sup>th</sup> Grade Passport) – 286

<b>5<sup>th</sup> Grade Passport</b>	<b>Quantity</b>
Passports Issued	133
Lessons	196
Tickets	920
Rentals	160

## COMMUNITY GROUPS

Eaglecrest Foundation - 10 Sponsored School Groups

300+ students Grades 2-4

5<sup>th</sup> Grade Passport Program

Books 2 Boards Program

JAMHI

Douglas Indian Association

Big Brothers Big Sisters

Girl Scouts of America

Tlingit/Haida - Native Youth Snowsports Series

Sitka Conservation Society

Sitka Community Group

Southeast Independent Living SAIL/ORCA Program

# Trends Across the Ski Industry

- ❖ J1 employee are a critical portion of meeting staffing needs at many ski areas
- ❖ High single day rates pushing people into Multi-Mountain Seasons Pass
- ❖ Frontline and entry level wages are increasing across the entire ski industry
- ❖ Cost of ski operations are rising due to inflation, labor market pressures, and climate change
- ❖ The trend is leading to leveraging summer revenue to support winter operations
- ❖ The 20% to 30% price increase at Eaglecrest since 2019 now bring Eaglecrest within average rate when compared to 10 similarly sized mountain across Alaska and Pacific Northwest
- ❖ Eaglecrest has chosen to keep youth and teen rates lower to attract more families
- ❖ Comparable Ski Areas to Eaglecrest: Mission Ridge WA, Montana Snow Bowl, Hoo Doo OR, Mt Shasta CA, Brundage ID , Silver Mountain ID, Monarch Mountain CO, White Pass WA

# Eaglecrest Product Pricing Comparison

Section D, Item 9.

Average Across All 10 Comparable Resorts			<i>*Tier 1 rates used for season pass comparison</i>						
Category	Adult 19-64	Teen 13-18	Youth 7-12	Child 0-6	Senior 65-74	Super 75+	College	Military	
Season Pass	\$ 636.80	\$ 412.91	\$ 265.56	\$ 87.78	\$ 474.38	\$ 296.67	\$ 414.00	\$ 379.00	
Lift Ticket	\$ 80.75	\$ 63.09	\$ 49.45	\$ 17.25	\$ 65	\$ 52.00	\$ 63.75	\$ 63.25	
Half Day	\$ 64.10	\$ 53	\$ 34.89	\$ 17.60	\$ 51.67	\$ 41.22	\$ 54.67	\$ 52.00	
Rental Package	\$ 41.78	\$ 40.08	\$ 33.56	\$ 28.60	\$ 37.44	\$ 34.00	\$ 35.00	\$ -	
Half Day Rental Package	\$ 36	\$ 32.38	\$ 28.38	\$ 22.88	\$ 31	\$ 31.67	\$ -	\$ -	
<b>Eaglecrest Pricing</b>									
Category	Adult 19-64	Teen 13-18	Youth 7-12	Child 0-6	Senior 65-74	Super 75+	College	Military	
Season Pass	\$ 630.00	\$ 330.00	\$ 180.00	\$ 32.00	\$ 510.00	\$ -	\$ 510.00	\$ -	
Lift Ticket	\$ 75.00	\$ 54.00	\$ 36.00	\$ 12.00	\$ 62	\$ 62.00	\$ 58.00	\$ 58.00	
Half Day	\$ 60.00	\$ 40	\$ 28.00	\$ 12.00	\$ 47.00	\$ 47.00	\$ 58.00	\$ 58.00	
Rental Package	\$ 46.00	\$ 36.00	\$ 32.00	\$ 18.00	\$ 46.00	\$ 46.00	\$ 46.00	\$ 46.00	
Half Day Rental Package	\$ 38	\$ 29.00	\$ 24.00	\$ 24.00	\$ 38	\$ 38.00	\$ 38.00	\$ 38.00	
<b>Difference</b>			<i>*in parantheses reflects where we are cheaper then our average competiton</i>						
Category	Adult 19-64	Teen 13-18	Youth 7-12	Child 0-6	Senior 65-74	Super 75+	College	Military	
Season Pass	\$ (6.80)	\$ (82.91)	\$ (85.56)	\$ (55.78)	\$ 35.63	\$ -	\$ 96.00	\$ -	
Lift Ticket	\$ (5.75)	\$ (9.09)	\$ (13.45)	\$ (5.25)	\$ (3.00)	\$ 10.00	\$ (5.75)	\$ (5.25)	
Half Day	\$ (4.10)	\$ (13.00)	\$ (6.89)	\$ (5.60)	\$ (4.67)	\$ 5.78	\$ 3.33	\$ 6.00	
Rental Package	\$ 4.22	\$ (4.08)	\$ (1.56)	\$ (10.60)	\$ 8.56	\$ 12.00	\$ -	\$ -	
Half Day Rental Package	\$ 2.00	\$ (3.38)	\$ (4.38)	\$ 1.13	\$ 7.00	\$ 6.33	\$ 38.00	\$ 38.00	

# Staffing Challenges

- Eaglecrest wage study determined Eaglecrest base wages are 14% below similar ski areas prior to Juneau COL adjustment
- Eaglecrest wages are 40% below after Juneau COL adjustment
- J1 employment program made it possible to operate
- UAS dormitory housing was the critical piece to allowing this to happen
- Eaglecrest Foundation posted a one time \$200,000 bond to buffer the increased insurance liability for employee housing for our trial year.
- Obtained approval from LWCF to find a private partner to construct shared onsite employee housing at Eaglecrest

# Increasing Costs of Status Quo Operation

Comparables from Fy 19 to Fy 25		FY19 Expense	FY 25 Expense	Difference
Workers Comp		\$ 46,200.00	\$ 100,800.00	\$ 54,600.00
Interdepartmental		\$ 220,700.00	\$ 444,600.00	\$ 223,900.00
Bank Card Fees		\$ 40,000.00	\$ 120,000.00	\$ 80,000.00
Spec and Prop Insurance		\$ 49,800.00	\$ 159,100.00	\$ 109,300.00
Cost of the 23% payscale increase based on FY21 actual personnel costs				\$ 410,021.00
<b>Total Expense Increase</b>				<b>\$ 877,821.00</b>
<b>Total Revenue increase during period</b>				<b>\$ 853,919.00</b>



# Bridge Loan from General Fund

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\$885K GF Bridge Loan

Cover deficits in FY24 and  
FY25,

Implement 6% wage scale  
adjustment in FY25 &  
Ensure adequate staffing for  
status quo winter  
operations

Fund staff to construct  
ancillary summer  
experiences

Fund the start of summer  
operations using the Hooter  
Chairlift in the spring of  
2025 as a lead up to  
Gondola summer  
operations

Fund staff and supplies  
needed to begin the  
expansion of the winter ski  
area.

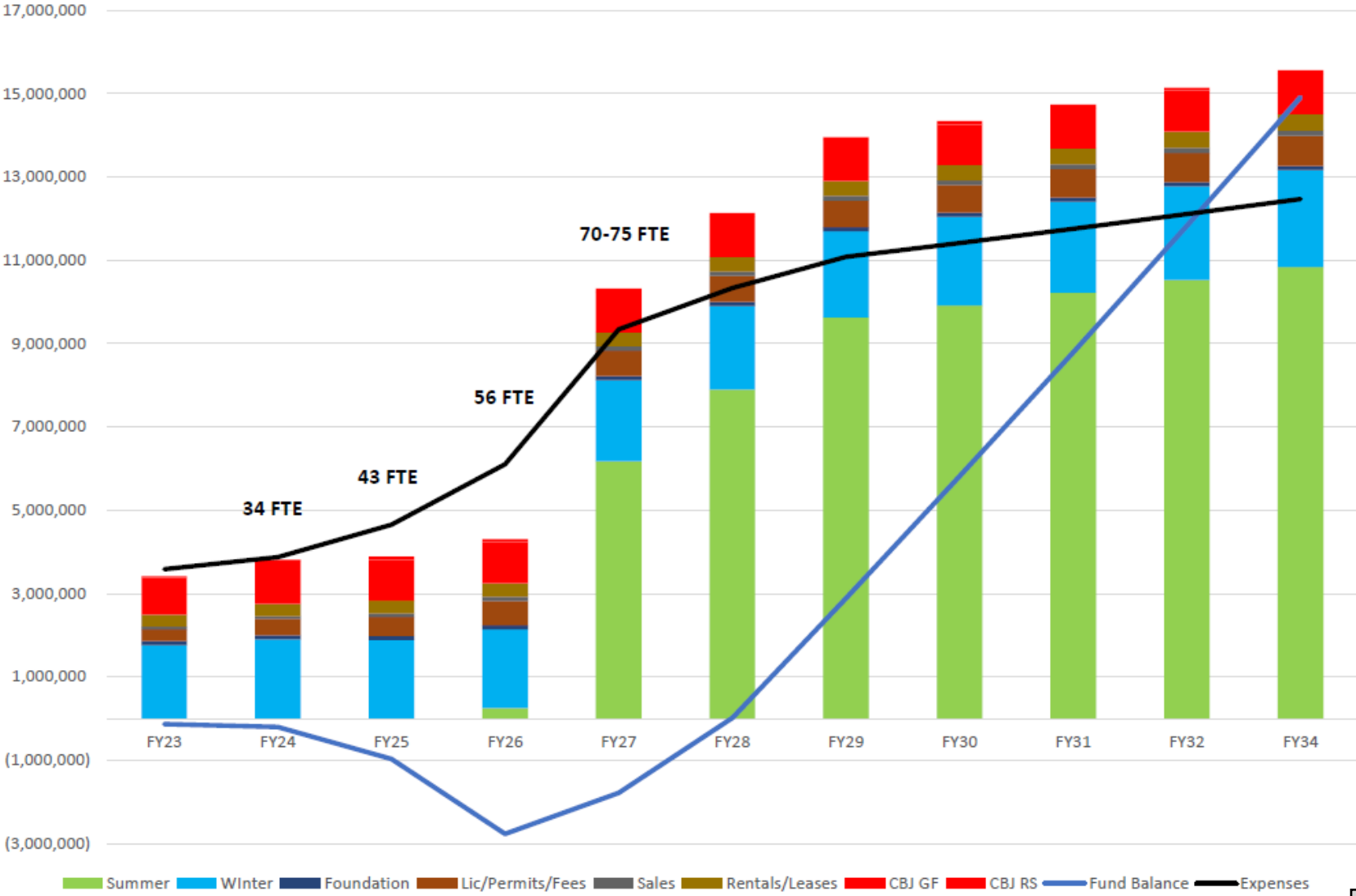
<b>FY 25 - 26 Eaglecrest Increments/Funding Requests (over FY24)</b>									
<b>FY 25</b>	<b>Base Budget &amp; Increment Requests for Status Quo Operations</b>								
	Comm/Services					\$163,100	<i>included in budget</i>		
	Status Quo Personnel Services Longevity & CIP Reallocation Increases					\$159,300	<i>included in budget</i>		
	Revenue Reduction / Carry-forward Deficit from FY24					\$84,300	<i>included in budget</i>		
	Additional needed FTE for status quo operations					\$162,910			
	FY 25 6% Pay Scale Correction on Increase Managers Budget FTE					\$112,200			
	FY25 6% Pay Scale Correction on Additional FTE for status quo operations					\$8,898			
	<b>Total Increases for Status Quo Operations</b>					<b>\$690,708</b>			
	<b>Ski Area Expansion and Start of Summer Operations</b>								
	Ski Area Expansion and Summer Operations Personnel 10.68 FTE					\$591,941			
	Ski Area Expansion/Summer Operations Comm & Services					\$358,000			
	<b>Total Expense</b>					<b>\$1,640,649</b>			
	<b>New Revenue from Summer Operations</b>					<b>\$756,000</b>			
	<b>Total Balance to be funded from GF Loan</b>					<b>\$884,649</b>			

<b>FY 26</b>	<b>Base Budget &amp; Increment Breakdown</b>						
	Comm/Services Increases					\$159,300	<i>Included in Budget</i>
	Status Quo Personnel Services (+reinstatement of CIP Salaries)					\$224,500	<i>Included in Budget</i>
	Additional of 4.54 FTE's for status quo operations					\$171,800	
	FY 25 Pay Increases Carrying Forward into FY26					\$126,700	
	<b>Total Increases for Status Quo Operations</b>					<b>\$682,300</b>	
	Comm/Services increases for Ski Area Expansion & Summer Operations					\$912,650	
	Personnel Services addition of 26.88 FTE					\$1,865,438	
	<b>Total Expense</b>					<b>\$3,460,388</b>	
	<b>New Revenue from Summer Operations</b>					<b>\$3,471,000</b>	
	<b>Total Balance</b>					<b>-\$10,612</b>	

# Budget Summary

	FY23 Actuals	FY24		FY25 Proposed Budget	FY26 Proposed Budget
		Amended Budget	Projected Actuals		
<b>EXPENDITURES</b>					
Personnel Services	\$ 1,993,700	2,111,500	2,155,400	2,270,800	2,336,000
Commodities and Services	1,592,000	1,764,100	1,684,600	1,927,200	1,980,800
Support to:					
Pandemic Response Fund	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,585,700</b>	<b>3,875,600</b>	<b>3,840,000</b>	<b>4,198,000</b>	<b>4,316,800</b>
<b>FUNDING SOURCES</b>					
Charges for Services	1,759,000	1,895,000	1,860,000	1,957,000	2,048,000
Licenses, Permits, and Fees	276,200	394,000	329,000	398,000	448,000
Sales	73,100	63,000	76,400	81,400	81,400
Rentals and Leases	281,700	300,600	310,600	315,600	325,600
Donations and Contributions	100,400	100,000	100,000	100,000	100,000
Support from:					
Roaded Service Area	50,000	50,000	50,000	50,000	50,000
General Fund	880,000	1,005,500	1,005,500	880,000	880,000
<b>Total Funding Sources</b>	<b>3,420,400</b>	<b>3,808,100</b>	<b>3,731,500</b>	<b>3,782,000</b>	<b>3,933,000</b>
<b>FUND BALANCE</b>					
<b>Inventory Reserve</b>					
Beginning Reserve Balance	257,600	253,900	253,900	253,900	253,900
Increase (Decrease) in Reserve	(3,700)	-	-	-	-
<b>End of Period Reserve</b>	<b>253,900</b>	<b>253,900</b>	<b>253,900</b>	<b>253,900</b>	<b>253,900</b>
<b>Available Fund Balance</b>					
Beginning of Period	29,200	(136,100)	(136,100)	(244,600)	(660,600)
Increase (Decrease) in Fund Balance	(165,300)	(67,500)	(108,500)	(416,000)	(383,800)
<b>End of Period Available</b>	<b>(136,100)</b>	<b>(203,600)</b>	<b>(244,600)</b>	<b>(660,600)</b>	<b>(1,044,400)</b>
<b>Combined End of Period Fund Balance</b>	<b>\$ 117,800</b>	<b>50,300</b>	<b>9,300</b>	<b>(406,700)</b>	<b>(790,500)</b>
<b>STAFFING</b>	<b>33.40</b>	<b>33.99</b>	<b>33.99</b>	<b>33.99</b>	<b>33.99</b>

### Projected Eaglecrest Revenue and Expenses For Discussion Purposes Only



# Turning the new Chapter for Eaglecrest

- Goldbelt Commercial Vendor Franchise Agreement coming soon
- Shifting to primary revenue months being associated with Summer Tourism
- Will create a more predicable revenue source
- Continuing to work with the J1 visa program to meet employment needs in both summer and winter season
- Exploring Public/Private partnerships for construction of onsite employee housing.
- Continuing to work on LWCF Land Conversion to allow housing development and employee home buyer incentive program.
- Leveraging Eaglecrest's revitalization and expansion to attract new families to Juneau



# Questions



**City and Borough of Juneau**  
**Assembly Finance Committee (AFC)**

Section D, Item 10.

**FY25/26 Proposed Budget Calendar and Key Dates – as of April 1, 2024**

**April 1<sup>st</sup> – 7:00 pm – Regular Assembly (Intro)**

- A. Mill Levy Ordinance 2024-03
- B. CIP Resolution 3052
- C. CBJ Budget Ordinance 2024-01
- D. School District Budget Ordinance 2024-02

**April 3<sup>rd</sup> – 5:30 pm – AFC Meeting**

- A. SKIP

**April 6<sup>th</sup> – 8:30 am – AFC Meeting #1 (~6-8 hrs)**

- A. Budget Summary & Overview
- B. Capital Improvement Plan
- C. Passenger Fee Plan
- D. Bartlett Regional Hospital
- E. Juneau School District
- F. Docks & Harbors
- G. Juneau International Airport
- H. Eaglecrest

**April 10<sup>th</sup> – 5:30 pm – AFC Meeting #2**

- B. SKIP

**April 17<sup>th</sup> – 5:30 pm – AFC Meeting #3**

- A. Assembly Grants & Community Requests
  - a. Assembly Information Needs

**April 24<sup>th</sup> – 5:30 pm – AFC Meeting #4**

- B. SKIP

**April 29<sup>th</sup> – 7:00 pm – Regular Assembly (Hearing)**

- A. Mill Levy Ordinance 2024-03
- B. CIP Resolution 3052
- C. CBJ Budget Ordinance 2024-01
- D. School District Budget Ordinance 2024-02
- E. Motion to Establish Local Funding for School District Operations

**May 1<sup>st</sup> – 5:30 pm – AFC Meeting #5\***

- A. Assembly Grants & Community Requests
- B. Youth Activity Grant Funding

**May 8<sup>th</sup> – 5:30 pm – AFC Meeting #6\***

- A. Manager’s Proposed Increments & Budget Amendments
- B. Capital Improvement Plan Amendments
- C. School District Budget – For Action
- D. Pending List – For Action

**May 13<sup>th</sup> – 7:00 pm – Regular Assembly**

- A. Adoption of the School District’s Budget Ordinance 2024-02

**May 15<sup>th</sup> – 5:30 pm – AFC Meeting #7\***

- A. Pending List – For Action
- B. Capital Improvement Plan – For Action
- C. Passenger Fee Plan – For Action

**May 22<sup>nd</sup> – 5:30 pm – AFC Meeting #8\***

- A. Pending List – For Final Action
- B. Set Mill Rates – For Final Action
- C. Final FY25 Proposed Budget Decisions
  - a. CIP Resolution 3052
  - b. Mill Levy Ordinance 2024-03
  - c. CBJ Budget Ordinance 2024-01

**June 3<sup>rd</sup> – 6:00 pm – Special Assembly (Adoption)**

- A. Mill Levy Ordinance 2024-03
- B. CIP Resolution 3052
- C. CBJ Budget Ordinance 2024-01

**June 5<sup>th</sup> – 5:30 pm – Regular Business AFC**

- A. TBD

*\* These may be consolidated into fewer meetings.  
May 29<sup>th</sup> likely not utilized.*

*Public hearings on the budget must be completed by May 1, per Charter Section 9.6*

*Assembly must determine school district instructional funding and notify district within 30 days of receipt of district budget (Charter Section 13.6(b))*

*Assembly must appropriate school district funding by May 31 (Charter Section 13.6(b))*

*Assembly must adopt Operating Budget, Mill Levy, and Capital Improvement Plan by June 15<sup>th</sup> or the manager’s proposal is deemed adopted (Charter Section 9.7 & 9.8)*





April 3, 2024

Alexandra Pierce, Tourism Manager  
City and Borough of Juneau  
City Hall  
Juneau, Alaska

Dear Alix,

Thank you for our recent discussions regarding the FY25 Marine Passenger Fee (MPF) projects the City and Borough of Juneau (CBJ) has identified. As mentioned in our conversations, Cruise Lines International Association (CLIA) appreciates the opportunity to discuss the projects and find agreement where possible.

As you are aware, because of the Tonnage Clause of the U.S. Constitution (as well as Section 5(b) of the River and Harbors Act), proper use of the funds from the CPV tax is very restricted. As outlined in Judge Holland’s ruling, “[F]ees for services that benefit a vessel (that facilitate marine operations) are constitutional, whereas those expenditures that do not benefit a vessel are unconstitutional.” *CLIA v. Juneau*, 356 F.Supp.3d 831 852 (D. Alaska 2018). *The expenditure must also have a “nexus to the marine operations of a vessel.” Id. at 852. Benefit to passengers is not enough, the benefit must be to the vessel itself. Id.* (emphasis added)

However, in the *2019 CLIA v. CBJ Settlement Agreement*, as part of a resolution of the underlying lawsuit by both sides, CLIA and CBJ did agree to some expenditures that do not strictly adhere to Judge Holland’s ruling.

“The Parties acknowledge and agree to the collection and expenditure of Fees in the Maritime Industry Zone. Parties attach hereto as Exhibit D an area map of downtown Juneau wherein CBJ provides (Zone A) or could provide (Zone B) the infrastructure for cruise vessels, the support services for such vessels while in port, and infrastructure and services that further the marine enterprise/operation of such vessels, including: dockage, lightering, ship to shore infrastructure including utilities and debt service, ship to ship infrastructure including debt service, seawalks, restrooms, signage/wayfinding, motor coach staging, passenger queuing, terminal or emergency assembly facilities, access and parking facilities for vehicles serving a vessel, and any infrastructure required or recommended by the Department of Homeland Security (i.e. 8 USCG and USCPB).”

The agreement goes on to say,

“For the purposes of this Agreement, CLIA does not object to Capital improvements within Zone A of the Maritime Industry Zone *that further the marine enterprise/operation of vessels as described above.*” (emphasis added)



Based on these legal parameters, we are sharing concerns and objections with some of the proposed expenditures as follows.

While a number of the projects CLIA is taking exception to are located within Zone A as outlined in the Settlement Agreement, they do not meet the underlying requirements referenced above. We contend the projects below do not meet the necessary criteria set forth by either the law or the Settlement Agreement and therefore do not support the following expenditures.

<b>Project</b>	<b>Direct Cost</b>	<b>Overhead</b>	<b>Total</b>
Street Cleaning/Repair	\$339,200	\$3,900	\$343,100
JEDC - Mobile Data Purchase	\$100,000	\$-	\$100,000
Overstreet Park and Canoe Statue Lighting		\$-	\$-
NOAA - Blubber Cortisol Study	\$160,000	\$-	\$160,000
Marine Park Improvements	\$2,000,000	\$-	\$2,000,000
Capital Transit	\$1,000,000	\$-	\$1,000,000
Public Wi-Fi	\$1,000,000	\$-	\$1,000,000
Archipelago Museum	\$500,000	\$-	\$500,000
Revolving Loan Program	\$1,000,000	\$-	\$1,000,000

We understand it is difficult to reject projects the community has requested or that may have been funded previously with MPF. While industry is often criticized for questioning or opposing projects, we are not doing so to be adversarial – in fact, from a public relations perspective, agreeing to all proposals would be far easier. CBJ is unique with its Settlement Agreement, but we recognize the importance of restating the parameters of the law and will be having these conversations with all port communities that receive MPF.

It is also noteworthy that while the proposed list includes a number of projects that do not conform to the legal requirements of MPF, project requests in service of the vessels for infrastructure at privately owned docks were not included in list before the Assembly. There appears to be a reluctance to provide MPF to private docks. However, passengers arriving at those facilities who have been assessed a fee have the expectation, rightfully so, that the fees they pay are being used for the docks that service the vessels on which those passengers arrive. The law is clear that fees may only be assessed on arriving vessels for services rendered to those vessels. The law does not permit the assessment of fees on vessels or passengers for use at other docks or facilities.

Thank you again for the collaborative relationship CLIA continues to have with the CBJ. We look forward to working together to reenergize the process outlined in the Settlement Agreement for the expenditure of MPF. Working together, we believe we can return to a productive



process that serves the community and industry, while adhering to the legal requirements of the fees.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ree", with a long, sweeping underline.

Renée Limoge Reeve  
Vice President of Government and Community Relations  
Cruise Lines International Association



April 5, 2024

Renee Limoge Reeve  
Vice President of Government and Community Relations  
Cruise Lines International Association  
360 K Street, Suite 300  
Anchorage, AK 99501

Dear Renee,

I received your letter citing CLIA's concerns about CBJ's proposed passenger fee expenditures and outlining the Commerce Clause and selected sections of the March 2019 Memorandum of Agreement between CBJ and CLIA (hereafter referred to as the settlement agreement). We do not dispute the language of either document. However, the settlement agreement states that we as the Parties should meet annually to, *"discuss in good-faith any new proposed projects and services for which Fees are sought to be expended in the following Fiscal Year with the ultimate decision resting with the Assembly"*.

As noted in my February 1 memo to the Assembly Finance Committee, this meeting took place on January 8. At that time, you were agreeable to the proposed budget, which we in fact discussed twice. While some of the personnel involved in the meeting have changed, CBJ does not view this process as different from previous years. As a result, I was disappointed to receive your letter, which suggests that CBJ willfully ignored the terms of the settlement agreement. In fact, we noted industry support for our proposed budget to the Assembly on February 7.

Regarding the discussion on private docks, you will see that CBJ staff has proposed to fund restroom maintenance and security personnel at both private docks. Additionally, as you know, we are currently working with the private dock owners on an agreement that would provide equal allocations to CBJ Docks & Harbors and the private dock owners. We have chosen to build on the success of our negotiated agreements with CLIA and its member lines by bringing the parties together to achieve a cohesive and well-functioning port, with the understanding that the private docks and our Docks & Harbors enterprise should be funded similarly. This, of course, will require CBJ to significantly raise its dockage fees to be competitive with the private docks. I will not expect to see a letter of opposition from CLIA regarding these rate increases.

You close your letter by mentioning our history of collaboration and of working to achieve shared goals and objectives. We are grateful and fortunate for this positive relationship, which has allowed us to achieve world-leading agreements around port behavior and ship limits. We are currently collaborating on a further agreement that will help ensure that Juneau remains a world-class destination and place to live. I will add that this relationship was born out of the negotiating process around the settlement agreement. As with any positive, collaborative relationship, ours continues to evolve. I agree that we need to reform our process for future years, and I commit to working with you on a passenger fee review process that is agreeable to both CLIA's member lines and the CBJ Assembly. However, I take exception to the suggestion that any of the items in our proposed budget is out of line with the

settlement agreement because we met, reviewed, and discussed each item. The agreement notes that the final decision rests with the CBJ Assembly.

While I knew CLIA's letter was coming, I was never informed of what line items CLIA opposed and why. The CBJ budget happens on a tight timeline and out of respect for our decision makers, we would appreciate feedback early in the process, which is why we solicited that feedback in January.

I look forward to working with you on an improved Marine Passenger Fee budget process for FY2026, and I am confident we can find a solution that respects CBJ's budget timeline, educates the community on the restrictions applied to these funds, and provides CLIA with a clear and timely process for review.

Sincerely,



Alexandra Pierce  
Tourism Manager  
City and Borough of Juneau



City and Borough of Juneau  
City & Borough Manager's Office  
155 Heritage Way  
Juneau, Alaska 99801  
Telephone: 586-5240 | Facsimile: 586-5385

Renee Limoge Reeve  
Vice President of Government and Community Relations  
Cruise Lines International Association  
360 K Street, Suite 300  
Anchorage, AK 99501

Ms. Limoge Reeve,

I am writing to express my disappointment at CLIA's objection to multiple passenger fee projects in your April 3, 2024 letter. The correspondence is late, inaccurate about funding for private docks, ignores the fact the CBJ communicated early and often with CLIA on these projects, and arbitrarily attacks long standing CBJ programs that are of great benefit to visitors. Ms. Pierce's letter goes into detail on how CBJ followed the process as established in the settlement agreement.

I don't think your member lines appreciate what a difficult situation this objection puts CBJ Administration in as we work with the public and the Assembly to give us time and trust in industry to negotiate fair and reasonable passenger limits instead of implementing unilateral policy changes without care for how it impacts your member lines. CBJ has worked hard to maintain a collaborative relationship with industry, often at the criticism of the public. I particularly want to call attention to the fact that due to the influx of visitors wanting to ride Capital Transit to a stop 1.5 miles from the Mendenhall Glacier last year, our bus drivers routinely had to leave local residents behind because the busses were too full of tourists. Is CLIA really objecting to adding drivers to those routes and advocating for Capital Transit continuing to leave people trying to get to work, people in wheelchairs, the elderly and mothers with toddlers at bus stops?

While I am familiar with the language of the Tonnage Clause, I also understand that CBJ does not need CLIA's permission on what to spend passenger fees on. However, in the past we have had constructive, collaborative and timely communication. I am hopeful that will be the case in the future.

Sincerely,

Katie Koester



# Achieving Sustainability

FY25 Assembly Finance Committee Budget Presentation

April 6, 2024

**Bartlett**  
Regional Hospital

## Coming Together for Your Care

- Bartlett provides quality, patient-centered care to over 55,000 people in more than 35 rural communities in the northern part of Southeast Alaska.
- Bartlett is licensed for a total of 57 inpatient beds, 16 residential substance-abuse treatment facility beds in the Rainforest Recovery Center, and 61 residential beds in the Wildflower Court long-term care facility.



# About Us

Bartlett is the sole health care organization in Southeast Alaska with Hospital Accreditation by The Joint Commission.





# Our Mission

To provide our community with quality, patient-centered care in a sustainable manner.

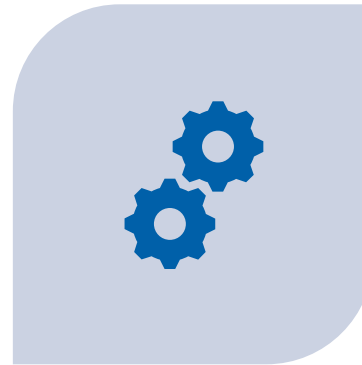
At Bartlett, we C.A.R.E.

- Courtesy
- Accountability
- Respect
- Excellence

# Agenda Overview



Looking Behind:  
Financial Impacts



Where We Are Today:  
A Time Of Transition



Looking Ahead:  
Achieving Sustainability



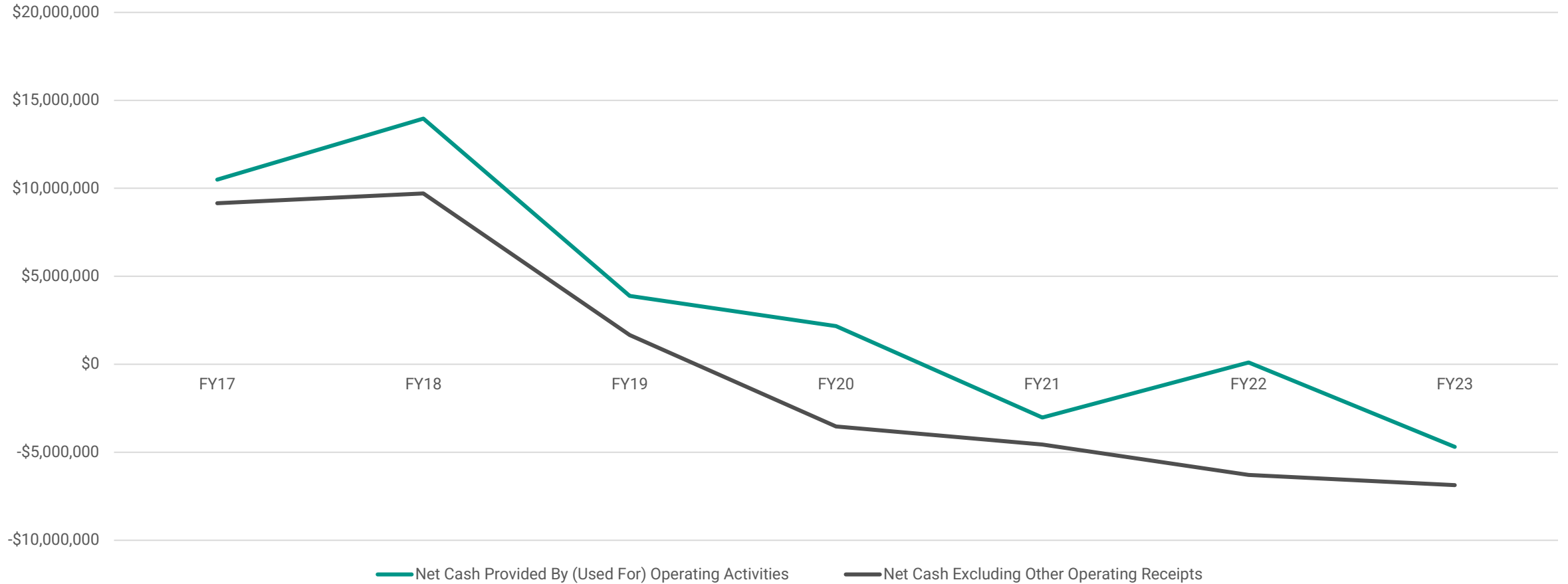
# Looking Behind

Financial Impacts

# Increasing Financial Pressures

Since FY2017...

### Cash Flow





# Where We Are Today

A Time of Transition

# FY25 Proposed Budget

Section F, Item 13.

	FY23 Actuals	FY24		FY25	FY26
		Amended Budget	Projected Actuals	Proposed Budget	Proposed Budget
<b>EXPENDITURES</b>					
Personnel Services	\$ 74,977,500	99,962,000	92,996,800	102,012,800	102,044,000
Commodities and Services	34,179,800	40,917,800	50,745,400	42,814,300	42,878,600
Capital Outlay	-	3,548,200	3,763,900	2,423,500	2,500,000
Debt Service	2,722,000	2,841,000	2,841,000	2,850,700	1,958,700
Support to:					
Capital Projects	12,285,900	2,000,000	2,000,000	-	3,000,000
<b>Total Expenditures</b>	<b>124,165,200</b>	<b>149,269,000</b>	<b>152,347,100</b>	<b>150,101,300</b>	<b>152,381,300</b>
<b>FUNDING SOURCES</b>					
Charges for Services	122,039,800	140,352,300	134,951,200	143,760,900	143,760,900
State Revenue	-	750,000	-	750,000	750,000
Federal Revenue	-	-	-	-	-
Investment and Interest Income/(Loss)	1,031,500	1,000,000	2,460,900	1,800,000	1,800,000
Land Lease Revenue	335,700	-	-	322,300	322,300
Support from:					
Capital Projects	7,026,000	-	-	-	-
General Fund	-	2,000,000	2,000,000	-	-
Tobacco Excise Tax	518,000	-	-	-	-
<b>Total Funding Sources</b>	<b>130,951,000</b>	<b>144,102,300</b>	<b>139,412,100</b>	<b>146,633,200</b>	<b>146,633,200</b>
<b>FUND BALANCE</b>					
<b>Debt Reserve</b>					
Beginning Reserve Balance	3,139,000	3,241,000	3,241,000	3,241,000	3,241,000
Increase (Decrease) in Reserve	102,000	-	-	-	-
<b>End of Period Reserve</b>	<b>3,241,000</b>	<b>3,241,000</b>	<b>3,241,000</b>	<b>3,241,000</b>	<b>3,241,000</b>
<b>Available Fund Balance</b>					
Beginning of Period	38,914,200	45,598,000	45,598,000	32,663,000	29,194,900
Increase (Decrease) in Fund Balance	6,683,800	(5,166,700)	(12,935,000)	(3,468,100)	(5,748,100)
<b>End of Period Available Fund Balance</b>	<b>\$ 45,598,000</b>	<b>40,431,300</b>	<b>32,663,000</b>	<b>29,194,900</b>	<b>23,446,800</b>
<b>STAFFING</b>	<b>560.00</b>	<b>675.00</b>	<b>675.00</b>	<b>713.00</b>	<b>713.00</b>

# FY25 Proposed Budget by Program

	Combined	Hospital/WFC	Healthcare Ancillary		Public Health			
			Home Health	Hospice	ABA	Crisis	RRC	BOPS
1. Net Patient Revenue	\$143,681,612	\$137,462,969	\$424,393	\$503,529	\$461,637	\$1,995,060	\$1,769,087	\$1,064,936
2. Other Operating Revenue	\$829,347	\$829,347	\$0	\$0	\$0	\$0	\$0	\$0
3. Total Operating Revenue	\$144,510,959	\$138,292,316	\$424,393	\$503,529	\$461,637	\$1,995,060	\$1,769,087	\$1,064,936
Expenses:								
4. Personnel Services	\$102,012,757	\$90,404,119	\$1,157,507	\$781,560	\$985,393	\$2,907,057	\$2,277,816	\$3,499,305
5. Commodities, Services, and Depreciation	\$52,166,388	\$50,740,798	\$200,830	\$169,500	\$132,420	\$282,904	\$273,624	\$366,312
6. Total Expenses	\$154,179,145	\$141,144,917	\$1,358,337	\$951,060	\$1,117,813	\$3,189,961	\$2,551,440	\$3,865,617
7. Income (Loss) from Operations	(9,668,186)	\$ (2,852,601)	\$ (933,944)	\$(447,531)	\$ (656,176)	\$ (1,194,900)	\$ (782,352)	\$ (2,800,681)
Non-Operating Revenue:								
8. Interest Income	\$1,800,000	\$1,800,000						
9. Other Non-Operating Income	\$322,256	\$322,256						
10. Total Non-Operating Revenue	\$2,122,256	\$2,122,256	\$0	\$0	\$0	\$0	\$0	\$0
11. Net Income (Loss)	(7,545,930)	(730,345)	(933,944)	(447,531)	(656,176)	(1,194,900)	(782,352)	(2,800,681)
			(1,381,475)		(5,434,110)			
FTE's	713	633.3	8.2	6.2	8	23	18.2	16.1



# Looking Ahead

Achieving Sustainability – “No Margin No Mission”



# 2024 Key Areas of Operational & Fiscal Focus

## Process Discipline Methods

### Process Discipline & Standardization

- Continual cost center improvement using A3s
- FTE management, substitution, and productivity
- Contract review
- IT system development and standardization
- Capital allocation

### Program Review

#### Areas Analyzed Include:

- Strategic margin
- Reimbursement for services rendered
- External subsidization readily available
- Growth
- Productivity and staffing
- Reduction of key costs such as travelers
- Timeframe to improve
- Fixability – the level of effort and likelihood of improving performance to sustainable levels

# Achieving Sustainability Allows Us To...

## 2024-2027 Strategic Goals

### **Deliver seamless continuity of care**

Deliver quality, cost effective medical care, meeting patients where they are with the services they need.

### **Support the development and alignment of employees, providers, and partners**

Cultivate a work environment that enables our employees, providers, and partners to thrive, aligning around our shared mission, vision, and values.

### **Improve infrastructure to meet community needs**

Develop and maintain the physical and technological infrastructure needed to meet the growing health care services, access, and convenience needs of our patients.

### **Optimize and drive strategic clinical growth**

Achieve long term sustainability through optimization of operations and selective investment in service line growth.

### **Promote a distinct identity and brand**

Strengthen community engagement and increase awareness of the range and quality of services offered, elevating the reputation of the organization within Southeast Alaska.