



ALASKA
MUNICIPAL
LEAGUE

February
2025

Condition of Communities

Senate
Finance

Nils
Andreassen

About AML – 75th Anniversary!



The purpose of the Alaska Municipal League is to:

- Safeguard the interests, rights, and privileges of Alaskan municipalities as they may be affected by Federal and State governmental actions.
- Secure cooperation among municipalities of the State in a thorough study of local problems and in the application of efficient methods of local government.
- Provide means whereby municipal officials may interchange ideas, experiences, and obtain expert advice.

The objectives of the Alaska Municipal League are to:

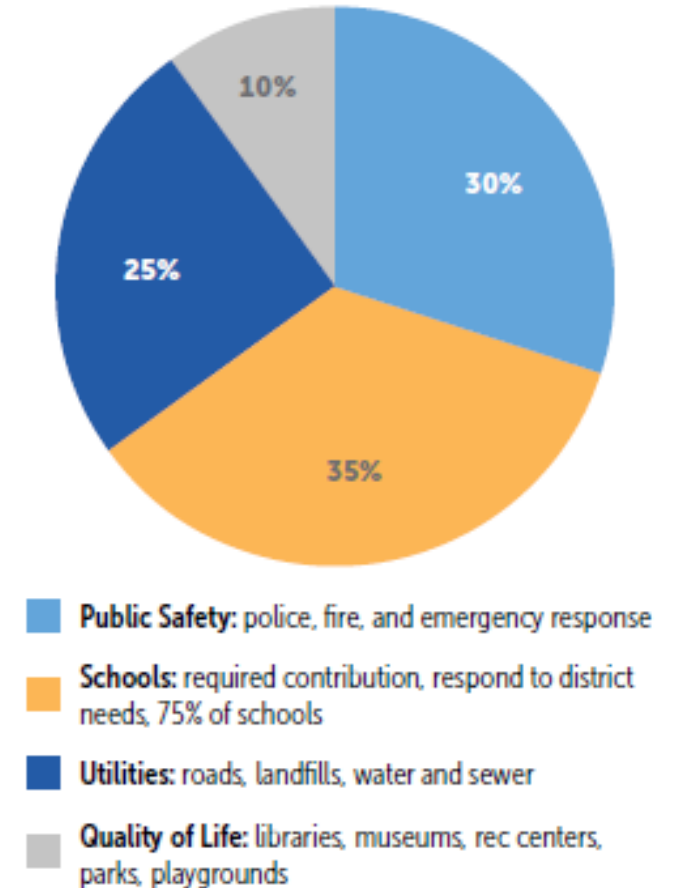
- Perpetuate and develop the League as an agency for the cooperation of municipalities for the practical study of municipal affairs.
- Promote application of the best methods in all branches of municipal service and the discussion of problems of administration.
- Gather and circulate information and experience concerning the most approved methods of municipal administration.
- Secure general and municipal legislation at the state and federal levels which will be beneficial to the municipalities and inhabitants thereof, and to oppose legislation injurious thereto.
- Engage in the study and preparation of uniform ordinances, resolutions, and practices
- Strengthen Alaskan local governments' ability to govern their own affairs and improve the well-being and quality of life of their constituents.

Differences that make a Difference



- Alaska's local governments are not created equal
- Home rule vs. general law; limited vs. full service
- Choices of some are not obligations of all
- Uneven systems create questions of fairness and inequity
- Tax base, population, and statutory obligations have consequences
- As political subdivisions of the state, the power of partnership means delivery of services that would otherwise be the State's responsibility.
- Additional services are paid by taxpayers or otherwise limit current activities.

Local government spending falls into a few categories:



Municipal Lane



Education

- 34 municipal school districts
- 4 greater than State contribution

Public Safety

- 70 with police powers
- 40 with combined budgets \$75 million more than DPS

Transportation / Public Works

- Road Miles = DOT&PF
 - 37 Electric Utilities
- 72 Ports and Harbors
- 112 Water/Wastewater

Quality of Life

- 47 Public Libraries
- Parks and Recreation
- Community Pools
- Ice Skating Rinks
- Community Halls

Planning, Platting, and Land Use



- **Planning:** The process of evaluating the best ways to use land for the public's benefit.
- **Platting:** The process of subdividing land, including recording the plat with the SOA District Recorder.
- **Land use regulation:** The process of creating and enforcing rules for how land can be used.

Costs of Compliance = \$30 million

- Planning Commissions
 - Small \$24-60k annually
 - Medium \$60-120k annually
 - Large \$120-300k annually
- Comprehensive Plans (29.40.030 and .010)
 - Small \$50-150k
 - Medium \$150-400k (Seward, Nome, Kodiak)
 - Large \$500k-\$1M (Mat Su, Anchorage)
- Additional - Land Use Plans (29.40.040), Hazard Mitigation Plans (FEMA), Capital Improvement (State funds), Transportation (MPOs), Economic Development (EDA), Water/Sewer (utilities)
- \$2000-2500 to DNR for survey or platting services

Development Barriers

- Survey
- Utilities and Access

Planning, Platting, and Land Use



State → (AS 29.65)

Municipal Entitlement Act

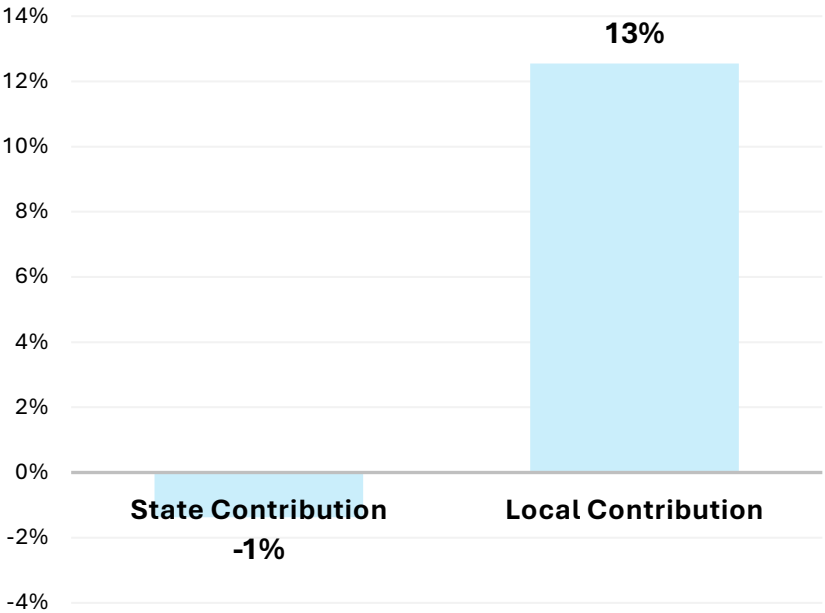
- Vacant, Unappropriated, Unreserved (VUU)
- Certified Entitlement - (AS) 29.65.010
- Patented – deed has been recorded
- Approved - but deed not recorded
- Conditional - State retains management authority
- Selected – lands have been applied for
- Estimated Remaining – what's left, pending survey (29.65.070(a))

Municipality	Certified	Patented*	Approved	Conditional	Selected	Remaining	% to Finalize
<i>Aleutians East Borough</i>	7,633	576	7,208	492		0	100.88%
<i>Municipality of Anchorage</i>	44,893	21,130	3,586		1,196		10.65%
<i>City of Anderson</i>	1,182	832	349	40	135	0	44.33%
<i>Bristol Bay Borough</i>	2,898	2,699				199	6.87%
<i>City of Coffman Cove</i>	222	220		2		0	0.90%
<i>City of Cordova</i>	235	168	76		184	0	110.64%
<i>Denali Borough</i>	49,789	5,844	42,656	1,920	20	0	89.57%
<i>City of Edna Bay</i>	320		314			6	100.00%
<i>Fairbanks North Star Borough</i>	112,000	97,396	15,697		2,407	0	16.16%
<i>Haines Borough</i>	5,967	2,569	2,413	20	1,692	987	85.67%
<i>City and Borough of Juneau</i>	19,584	17,273	2,100	100		0	11.23%
<i>Kenai Peninsula Borough</i>	155,780	104,111	41,931	320	561	9,738	33.73%
<i>Ketchikan Gateway Borough</i>	11,593	11,209	812			0	7.00%
<i>Kodiak Island Borough</i>	56,500	21,090	10,431				18.46%
<i>Lake and Peninsula Borough</i>	125,000	1	99,785		42,879	25,214	134.30%
<i>Matanuska-Susitna Borough</i>	355,210	264,388	79,722	3,495			23.43%
<i>North Slope Borough</i>	89,850	4,491	20,826		12,311	64,533	108.70%
<i>Northwest Arctic Borough</i>	285,438	107,130	176,770	1,532	19,314	1,538	69.77%
<i>Petersburg Borough</i>	14,666	1,048	5,895		7,184	7,723	141.84%
<i>City of Port Alexander</i>	53	8	45			0	84.91%
<i>City of Seward</i>	565	548			30	20	8.85%
<i>Municipality of Skagway</i>	7,977	4,672	3,003	55		118	39.81%
<i>City and Borough of Sitka</i>	10,500	10,671	46			0	0.44%
<i>City of Valdez</i>	7,593	7,212	413			0	5.44%
<i>City of Whale Pass</i>	296	5	289			2	98.31%
<i>City of Whittier</i>	600	600				0	0.00%
<i>City and Borough of Wrangell</i>	9,006	2,410	6,965			0	77.34%
<i>City and Borough of Yakutat</i>	21,500	364	22,487			0	104.59%
Totals	1,396,850	688,738	542,852		87,913	110,105	53.04%

School Funding

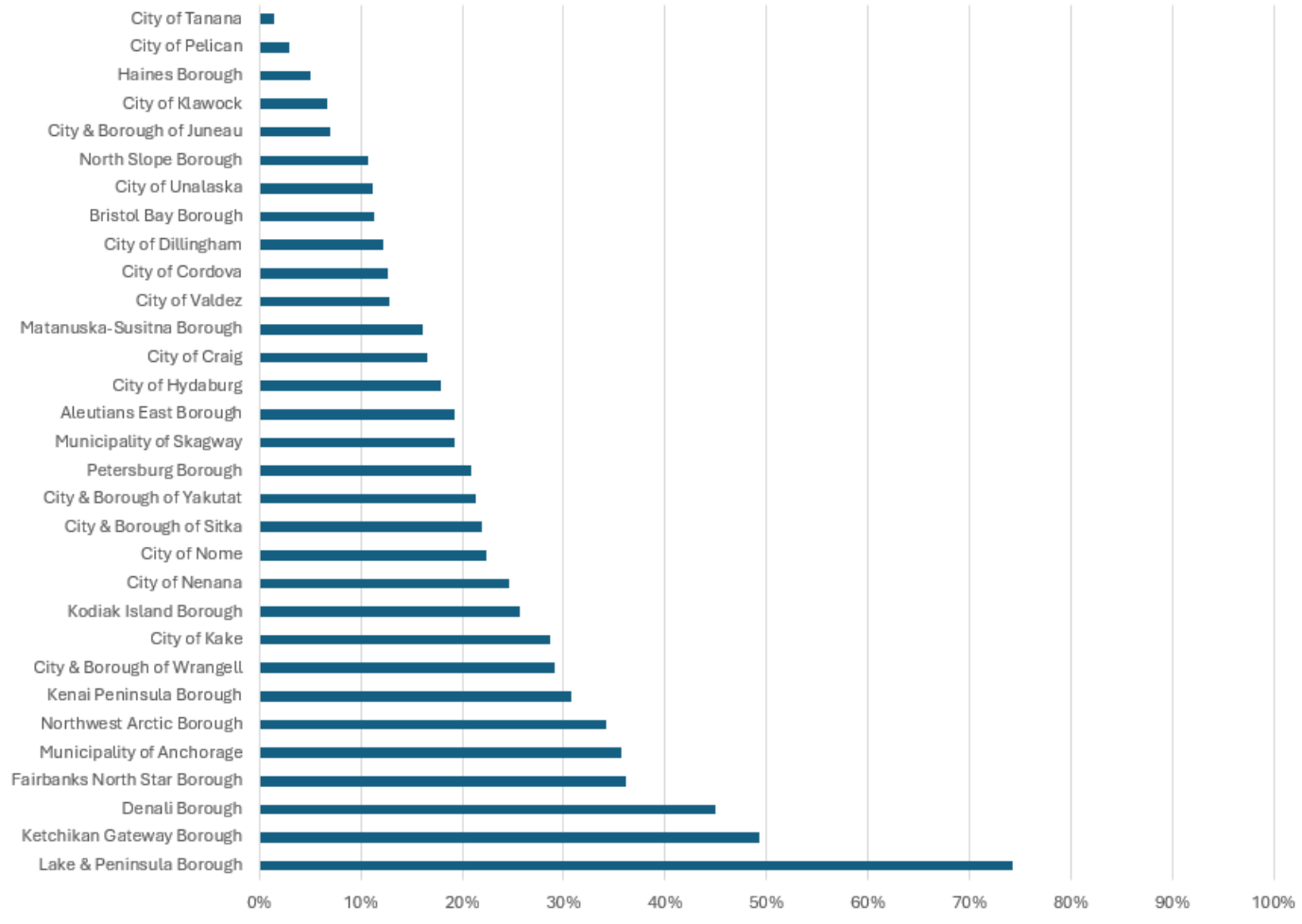


**Municipal School Districts
% Funding Change FY17 to FY24**



- \$530 million in local tax contributions
- Five contribute more than the State
- Own and maintain 76% of schools

FY23 Local Contribution as Percent of Municipal Budget



Public Works



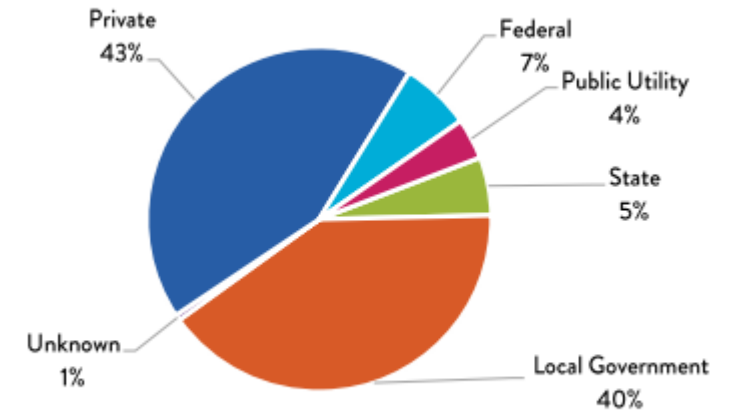
Society of Civil Engineers – 2024 Fact Sheet and 2021 Report

- 1,632 bridges – 8.2% structurally deficient
- 30 high-hazard dams, of 184
- \$1.4 billion drinking water need
- \$199 million in wastewater needs
- 37% of roads are in poor or fair condition
- Solid waste - C
- 3.4 million passenger trips across municipal, tribal, and nonprofit systems

Ports and Harbors – D+

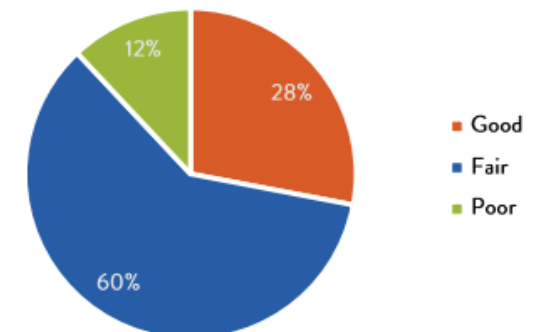
- 125 ports and harbors – freight, commercial fishing, tourism, etc.
- \$500 million needed for State-transferred assets (circa 2000)

Figure: Alaska Dam Ownership



Credit: ADNR Dam Safety Program 2021

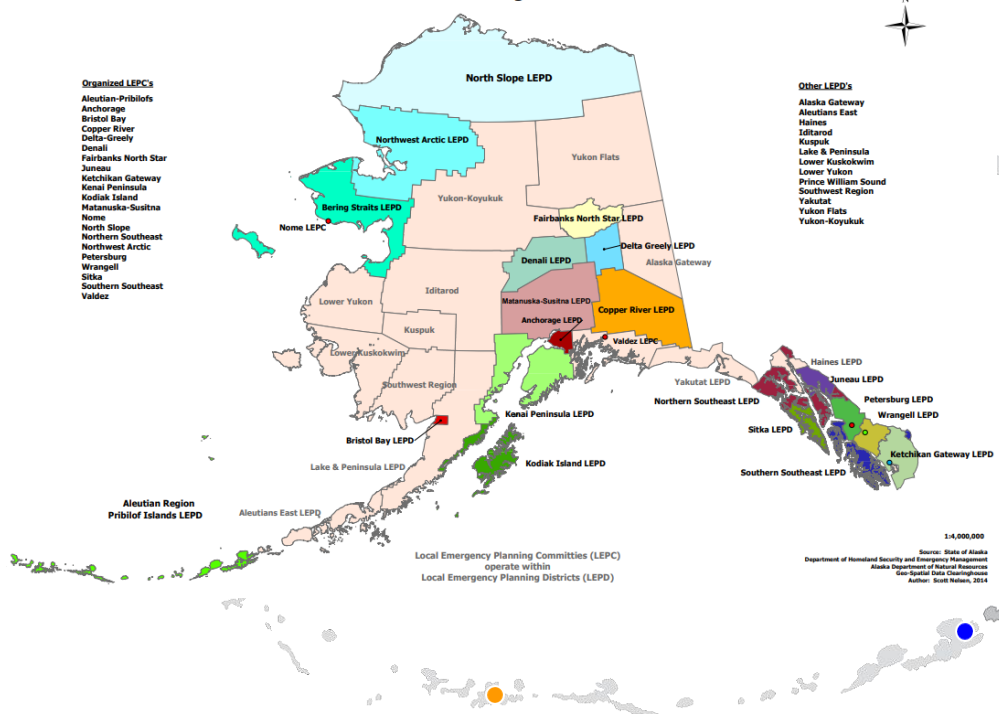
Figure: 2012 Rural Powerhouse Condition



Credit: Alaska Energy Authority Rural Powerhouse Survey (2012)

NWAB VPSO Program

-
- NWAB VPSO Program



Quality of Life

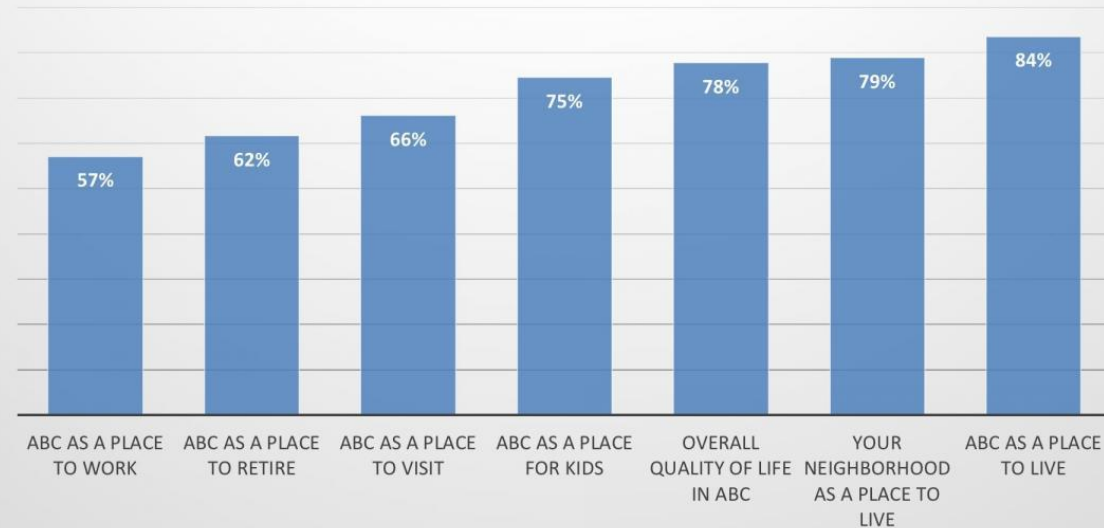


Full-Service Communities

- Pools
- Parks
- Schools
- Trails
- Rec centers
- Cemeteries
- Museums
- Senior centers
- Festivals
- Activities

Seven Aspects of Quality of Community Life

% Excellent + Good Ratings



Source: National Research Center, Inc., National Citizen Survey results of over 470,000 U.S. residents. Overall Index average = 72%

Salary Survey



Accounting Clerk

Municipal Range

Low: \$15.00-36.42

High: \$18.00-48.61

State of Alaska

Accounting Clerk (PCN 117072)

Full Time \$20.21-\$21.22 Hourly

Statewide

Average: \$26.25

25th percentile: \$21.91

75th percentile: 29.89

Municipal

Low: \$19.67 – 37.17

High: \$31.25 – 62.02

Statewide

Average: \$53.34

25th percentile: \$40.89

75th percentile: \$62.44

Firefighter

State of Alaska

Seasonal/Long Term Nonperm

\$23.50 - \$33.96

Full Time

\$33.18 - \$42.97

Police Officer

Municipal Range

Low: \$29.96-38.90

High: \$38.21-60.46

Village Police Officer: \$13.87/hr

Public Safety Officer: \$15-18/hr

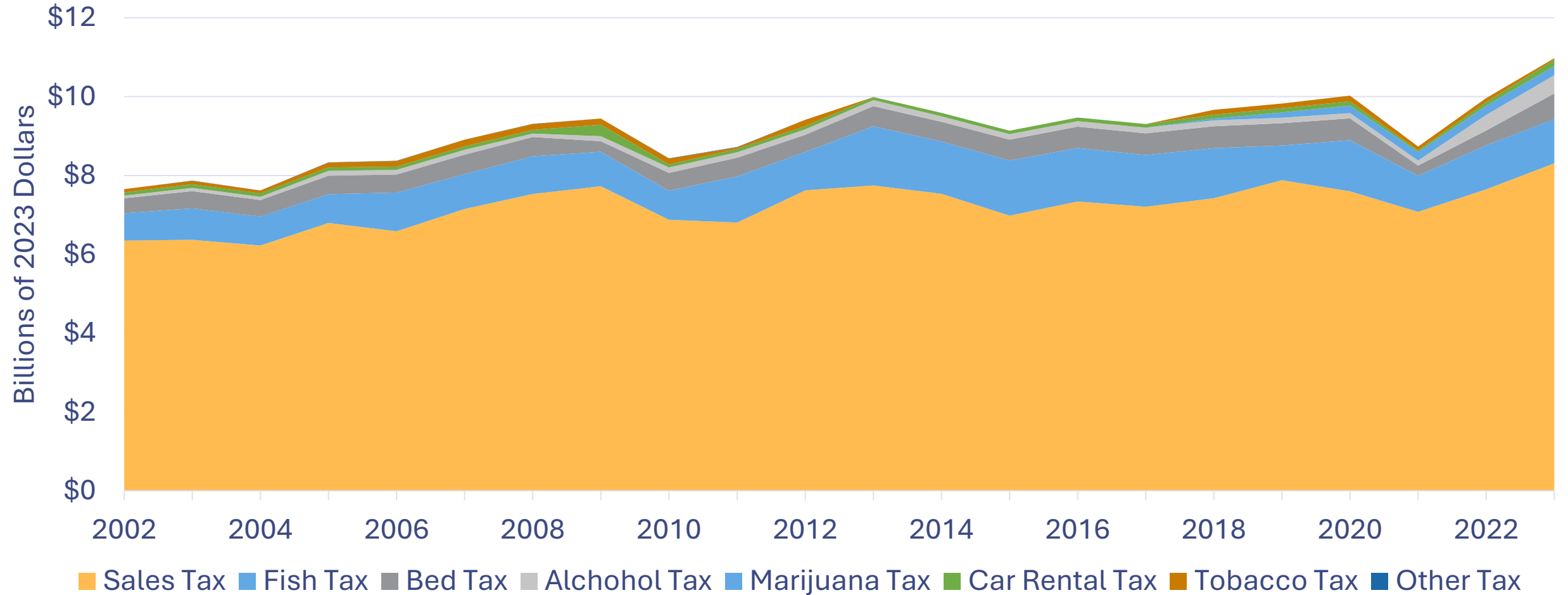
State Trooper Recruit / Lateral 25-01

Salary	\$40.92 - \$52.93 Hourly
Job Type	Full Time
Department	Public Safety - Recruitment Unit (Trooper/Court Services Officer/Deputy Fire Marshal)
Opening Date	01/01/2025
Division	Alaska State Troopers / Alaska Wildlife Troopers
Bargaining Unit	Public Safety Officers

Tax Base



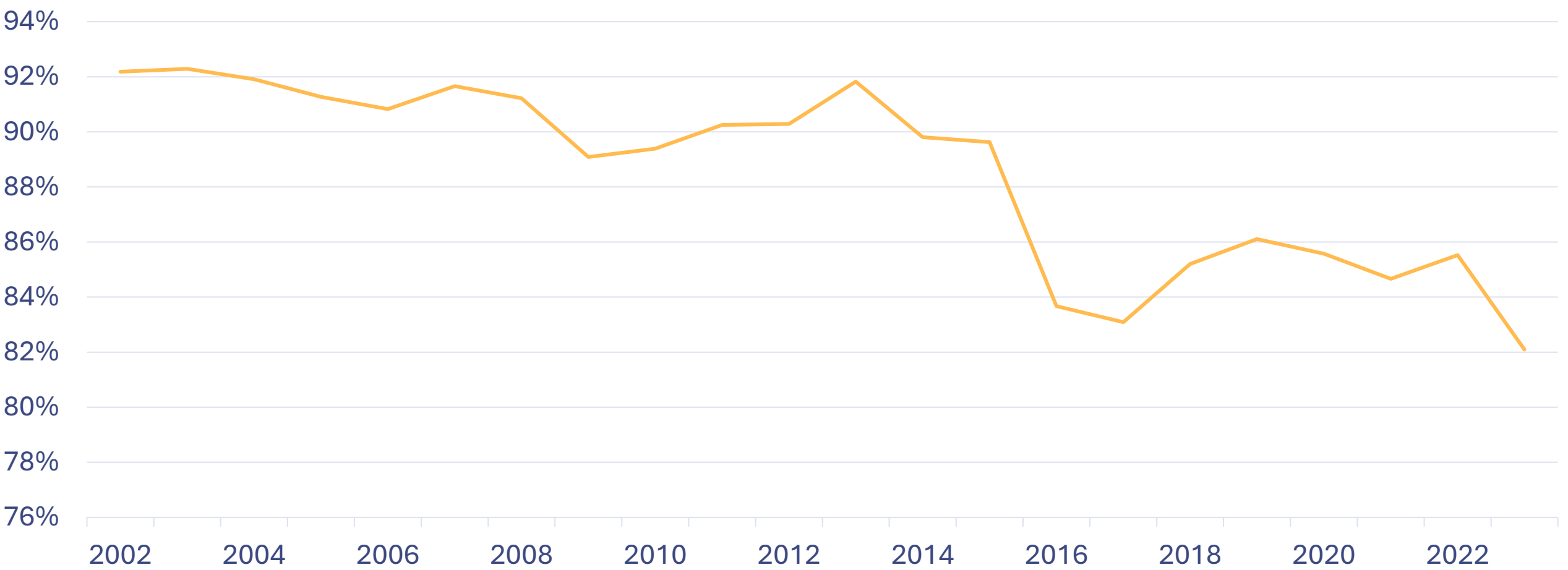
Calculable Base for Non-Property Taxes, 2002-2023, 2023 Dollars



Concentration of Tax Revenue



Average Tax Concentration Statewide, 2002-2023

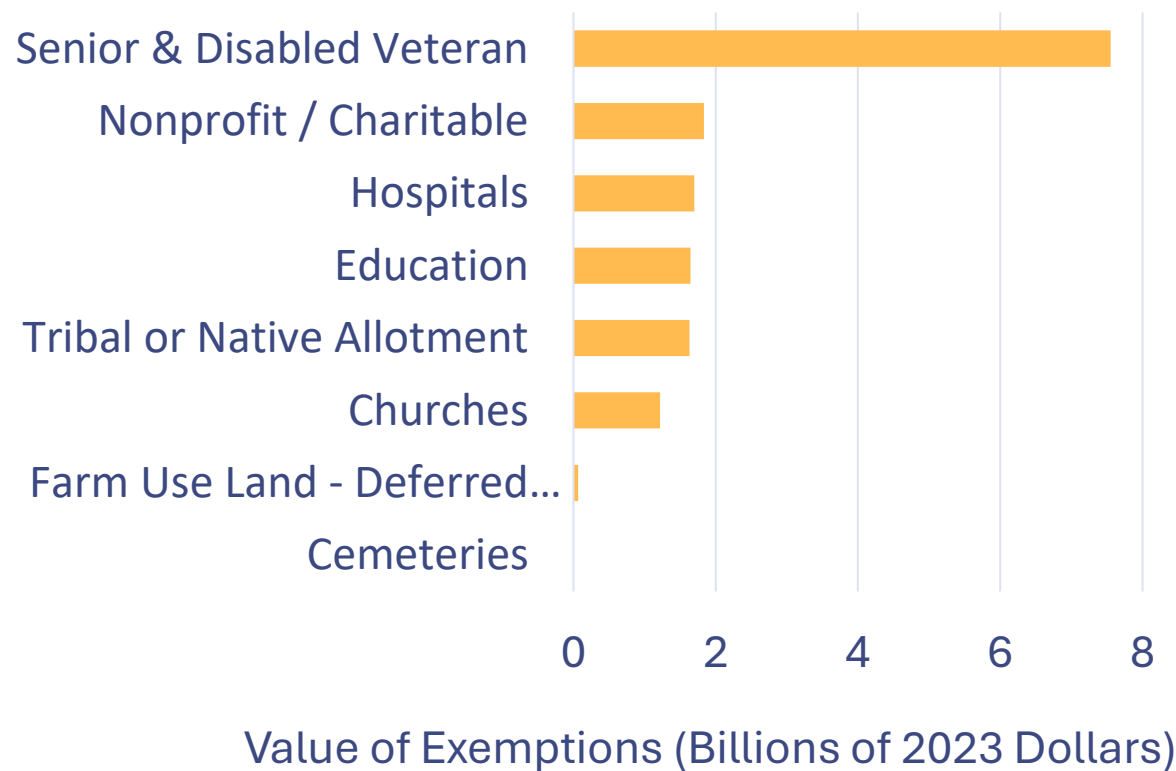


Mandatory Exemptions

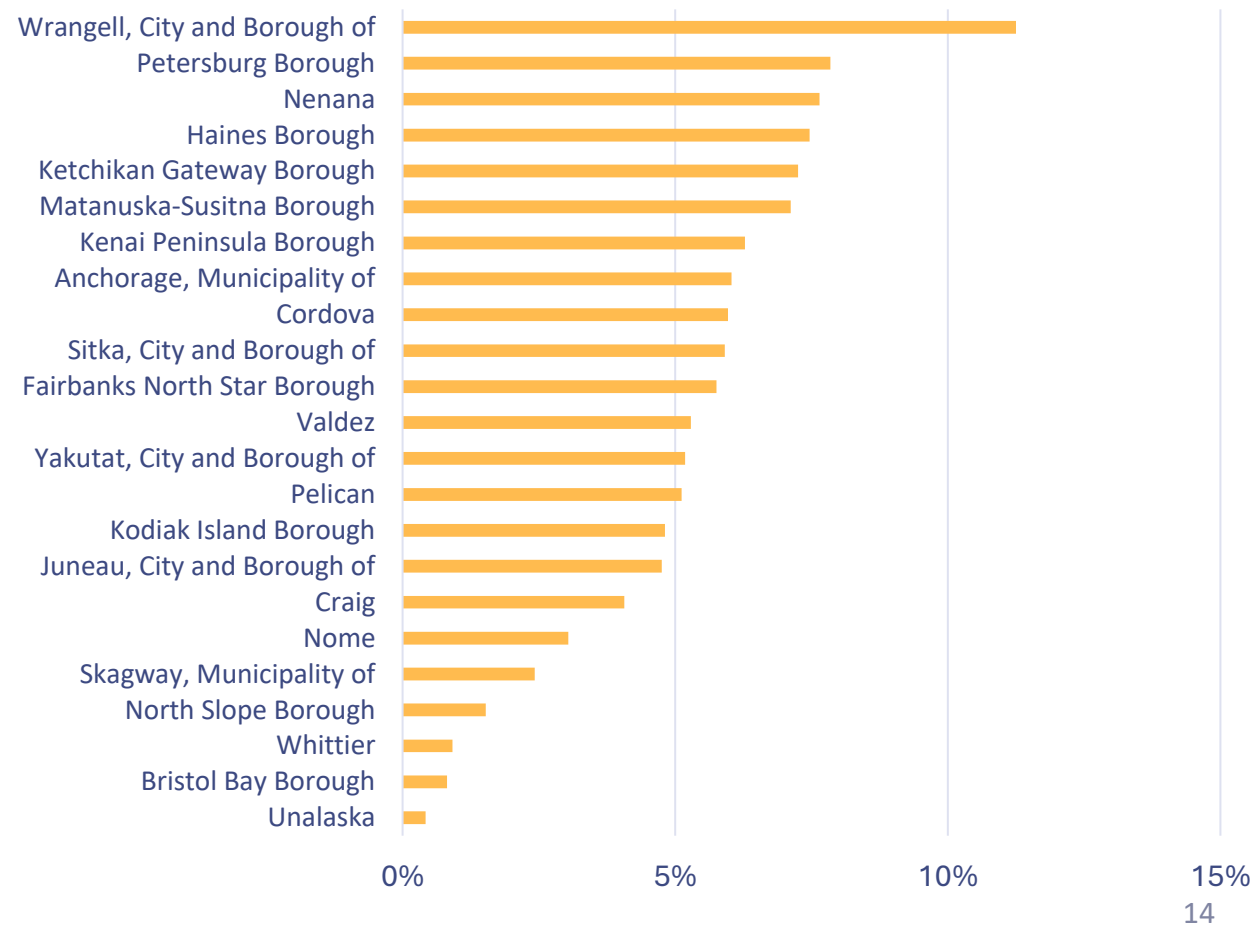


15.7\$ billion in 2023
12.4% of total taxable value
Not all jurisdictions appraise exempt categories

Mandatory Exemptions in 2023



Percentage of Property Tax Base Subject to S/DV Exemption, 2023

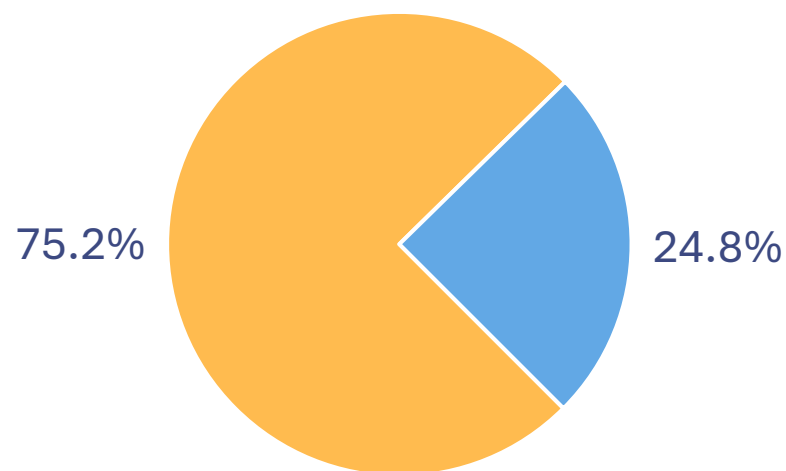


Optional Exemptions



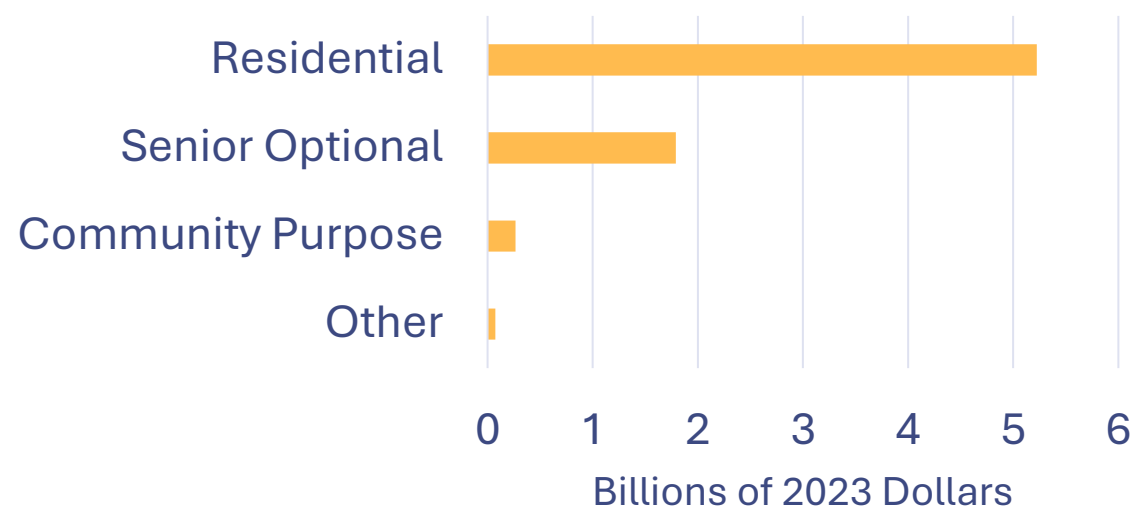
- \$27.4 billion exempted in 2024
- Includes real and personal property, including modeled values.
- Including mandatory exemptions, 34.2% of all property is exempt.

Share of Real Property that is Subject to Optional Exemptions

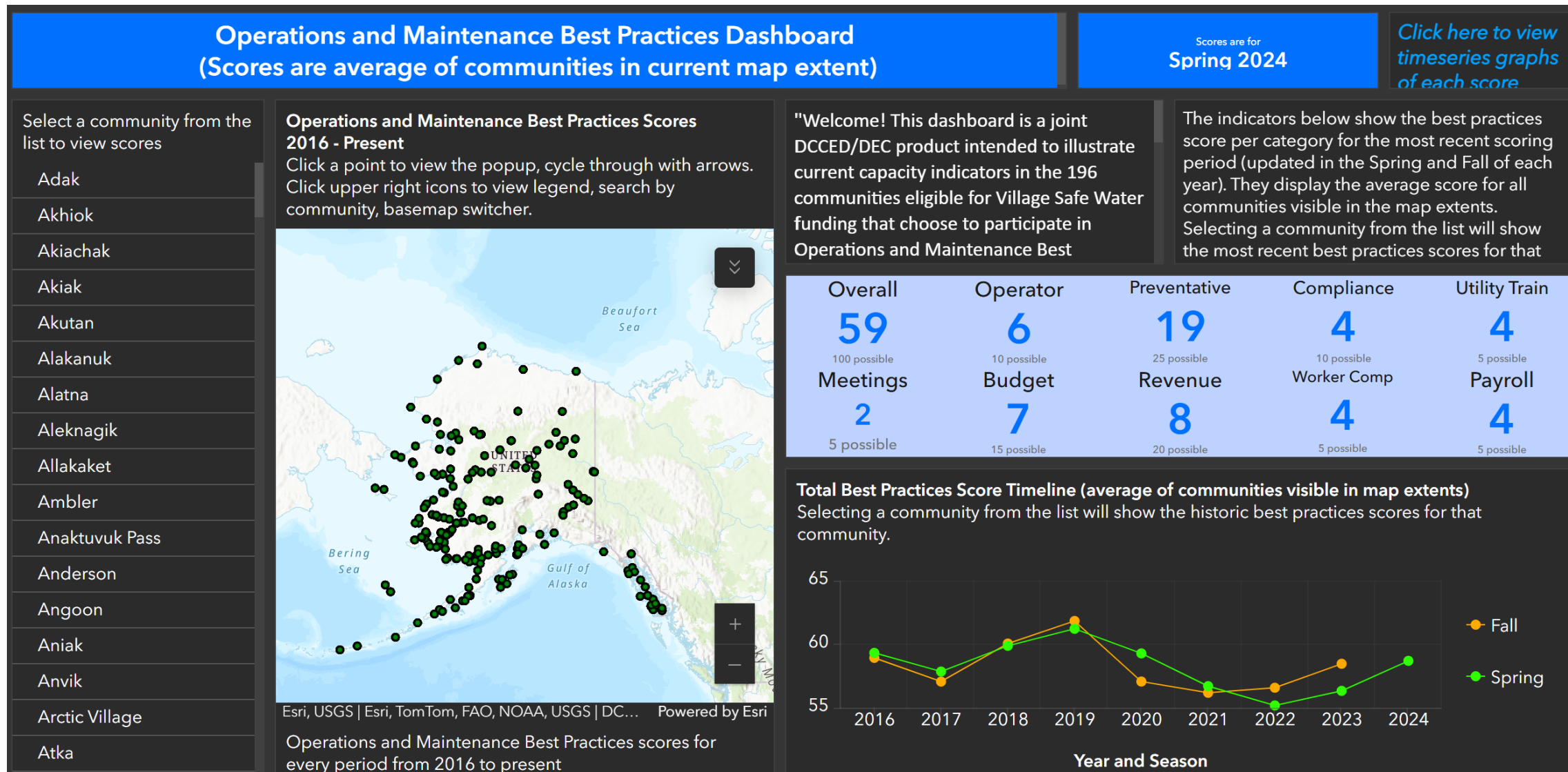


■ Taxable ■ Optionally Exempt

Value of Real Property Optional Exemptions, 2024



Stressed Communities



Challenges to Overcome



- Net Outmigration
- Reduced Purchasing Power
- Old Code
- Workforce
- Housing
- Increased Costs
- Limiting Liability
- Uncertainty
- Working Together

Community-centered economic inclusion agendas focused on a layered set of interdisciplinary priorities



7th Street,
BAY AREA

Anacostia,
WASHINGTON, D.C.

Blue Line Corridor,
PRINCE GEORGE'S COUNTY, MD

Casino Road,
PUGET SOUND

City Heights,
SAN DIEGO

Kalihi,
HONOLULU

Milwaukee Junction,
DETROIT

Skyway,
PUGET SOUND

South LA,
LOS ANGELES

Southwest Detroit,
DETROIT

Sweet Auburn,
ATLANTA

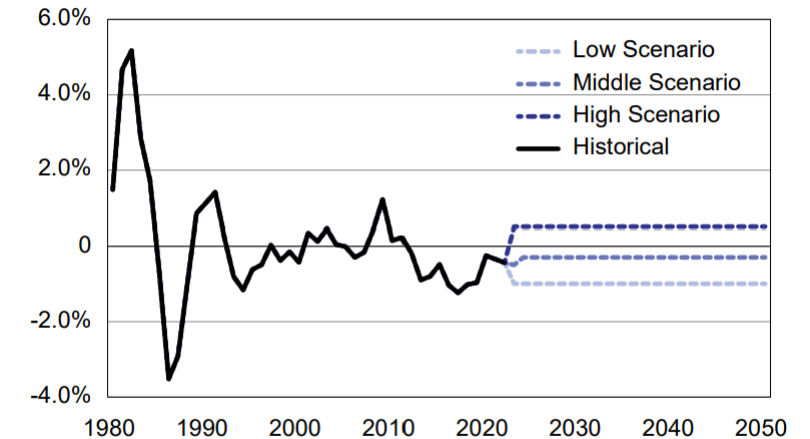
Source: Authors' synthesis of CCEI agendas and interview

Net Outmigration

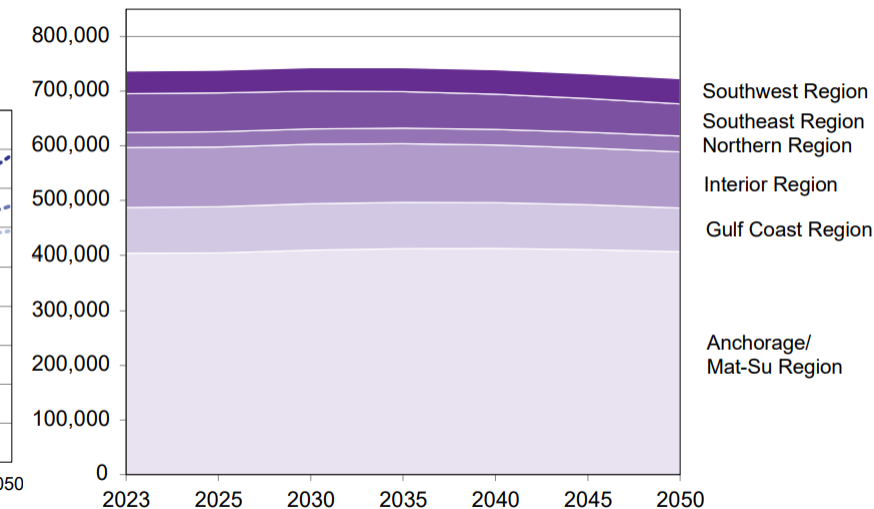


- What do we do to reverse trends?
- How do communities plan based on projections?
- How do policies respond to different age groups?
- How do policies respond to regional differences?

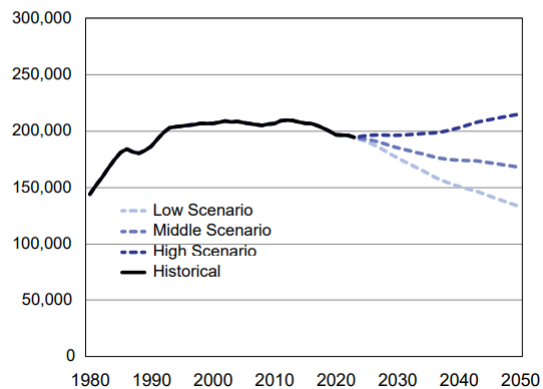
Alaska Net Migration Rate, 1980 to 2050



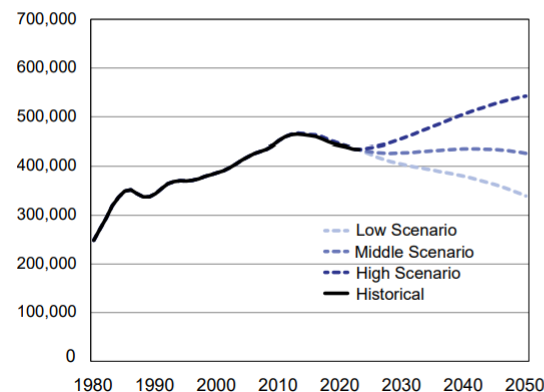
Population by Alaska Region, 2023 to 2050



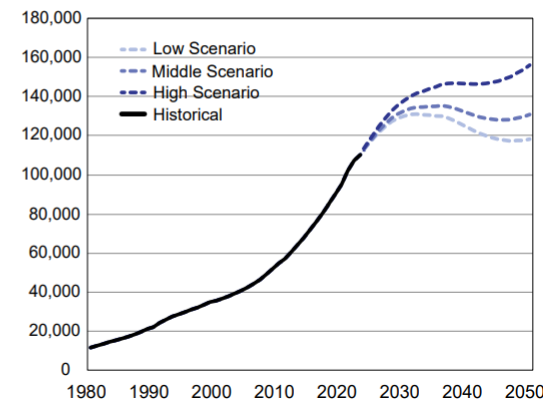
Population Age 0 to 19, Alaska, 1980 to 2050



Population Age 20 to 64, Alaska, 1980 to 2050



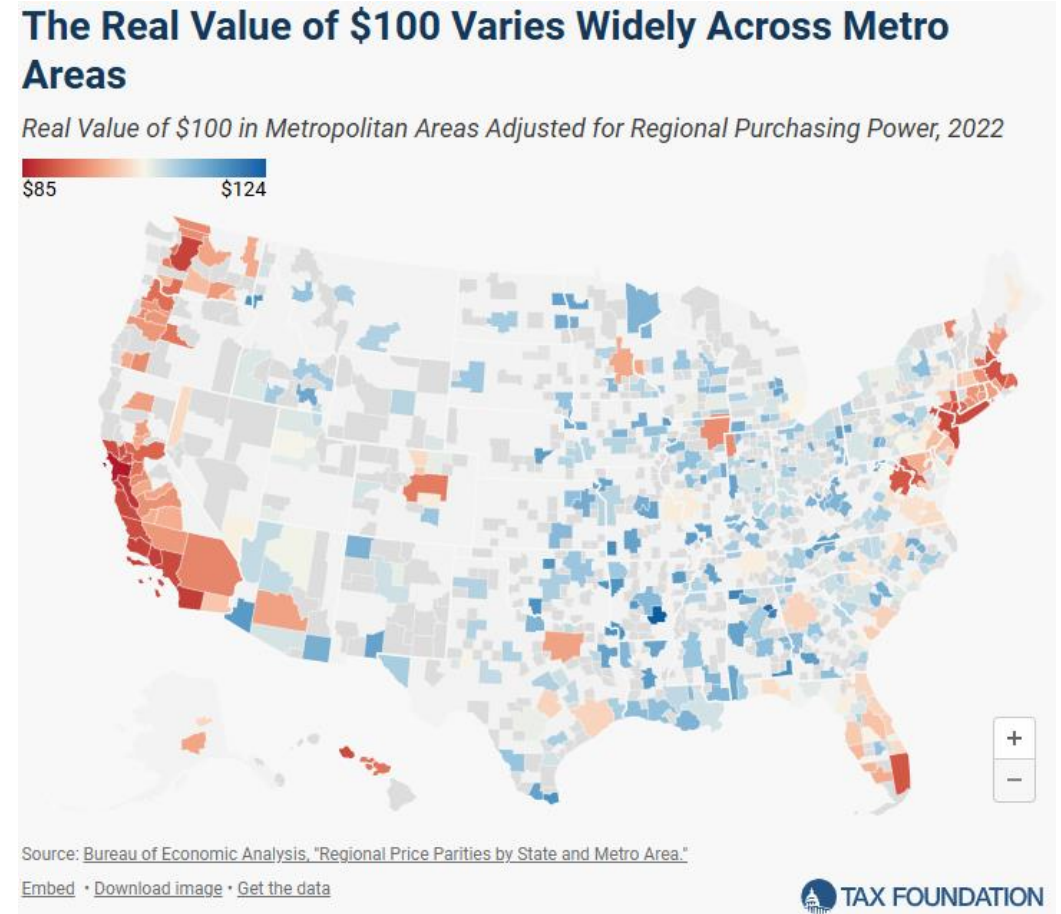
Population Age 65+, Alaska, 1980 to 2050



Reduced Purchasing Power



- \$30 million in 2017 would be \$39 million today = ~25% reduction in purchasing power
- Public safety – one officer that was \$80,000 in 2017, is \$120,000 today = 125 fewer officers
- Roads – resurfacing was \$200,000 in 2015, and is now \$300,000 = 50 fewer road miles
- Affects the 89 local governments receiving the least amount of Community Assistance, or the largest three.



Old Code



Keeping up with Code

- Late 1970s – development of template code
- 1980s adopted by many
- Standard language without adaptation for local circumstance
- Few changes since then, for many.
- DCRA code library
 - All boroughs and home rule cities
 - Most first class cities
 - 47 of 116, or 40%

Section 5. Vagrancy.

It is unlawful for any person to be at large, in a state of vagrancy. For the purpose of this ordinance the following persons are vagrants:

- A. All common prostitutes and keepers of bawdy houses or houses for the resort of common prostitutes.
- B. All habitual drunkards, gamesters or other disorderly persons.
- C. All persons wandering about and lodging in barns, out-buildings, tents, wagons or other vehicles, and having no visible calling or business to maintain themselves.
- D. All persons begging in public places, or from house to house, or inducing children or others to do so.
- E. All persons representing themselves as collectors of money for charitable institutions under any false or fraudulent pretenses.
- F. All persons playing or betting in any street or public or open place at any game, or pretended game of chance, or at or with any table or other instrument of gaming. This Chapter does not apply to authorized card or pool tournaments or bingo.

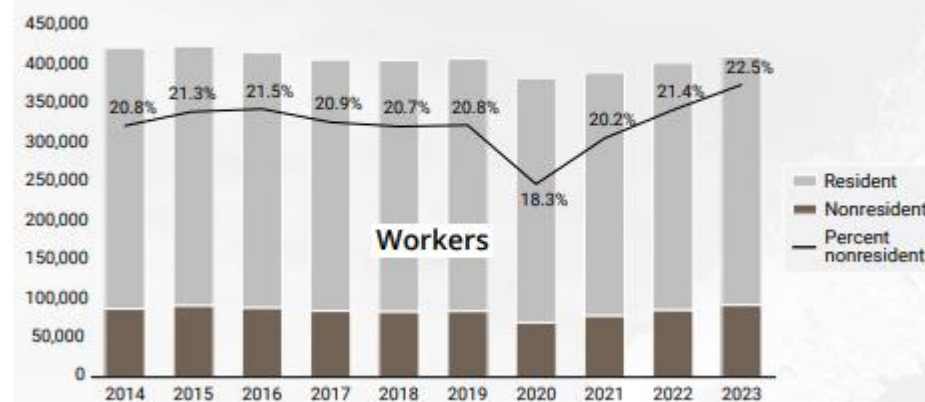


Alaska Municipal League says workforce retention is a challenge across communities

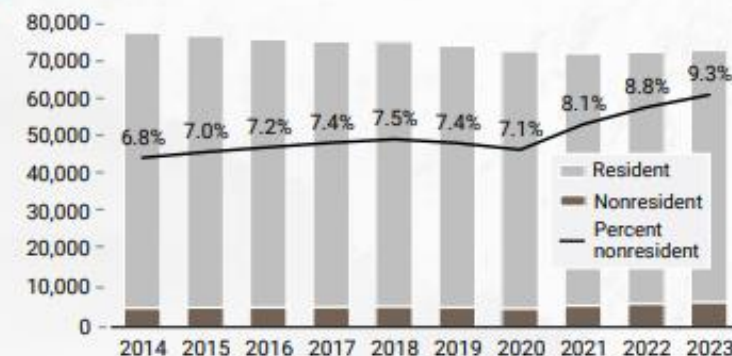
KMXT | By Davis Hovey
Published August 21, 2024 at 8:57 AM AKDT

- **Vacancies**
 - 14% average for state jobs, according to LegFin = 2,000
 - Local governments range similarly from 10-40%, depending on department
 - 2017-2021, average teacher turnover rate was 23%
- **Poaching**
 - Increasingly common between local governments and with the state – small pool of public sector employees
- **Nonresident Hire – State and Local Government**
 - Of top 20 occupations, 7 are schools, as much as 14.9%
 - Police (9.3%) and Correctional Officers (6.6%)

Workers and nonresidency, overall



Government residency



Housing



Local governments part of housing solution

- Subdivision and housing development
- Utilities and access
- Accessory Dwelling Units
- Manufactured homes
- Investment and capital
- Exemptions and abatement
- Workforce housing
- Housing assessments

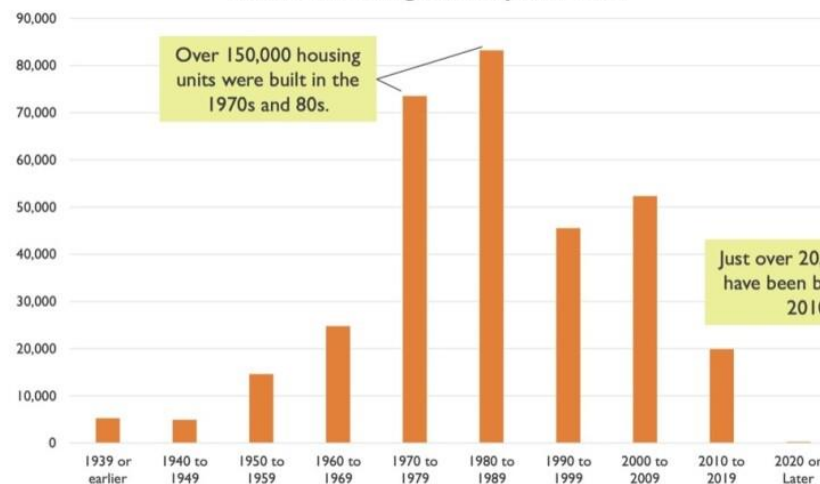
Alaska needs an estimated 27,500 housing units over the next 10 years.



14,000 new units
are needed to address population growth and severe overcrowding.

13,500 units need replacement or renovation
due to housing condition.

Alaska's Housing Stock by Year Built



KEY
FACTS

19,545
OR
21%

Renter households that are extremely low income

-14,722

Shortage of rental homes affordable and available for extremely low income renters

\$34,690

Average income limit for 4-person extremely low income household

\$59,516

Annual household income needed to afford a two-bedroom rental home at HUD's Fair Market Rent.

64%

Percent of extremely low income renter households with severe cost burden

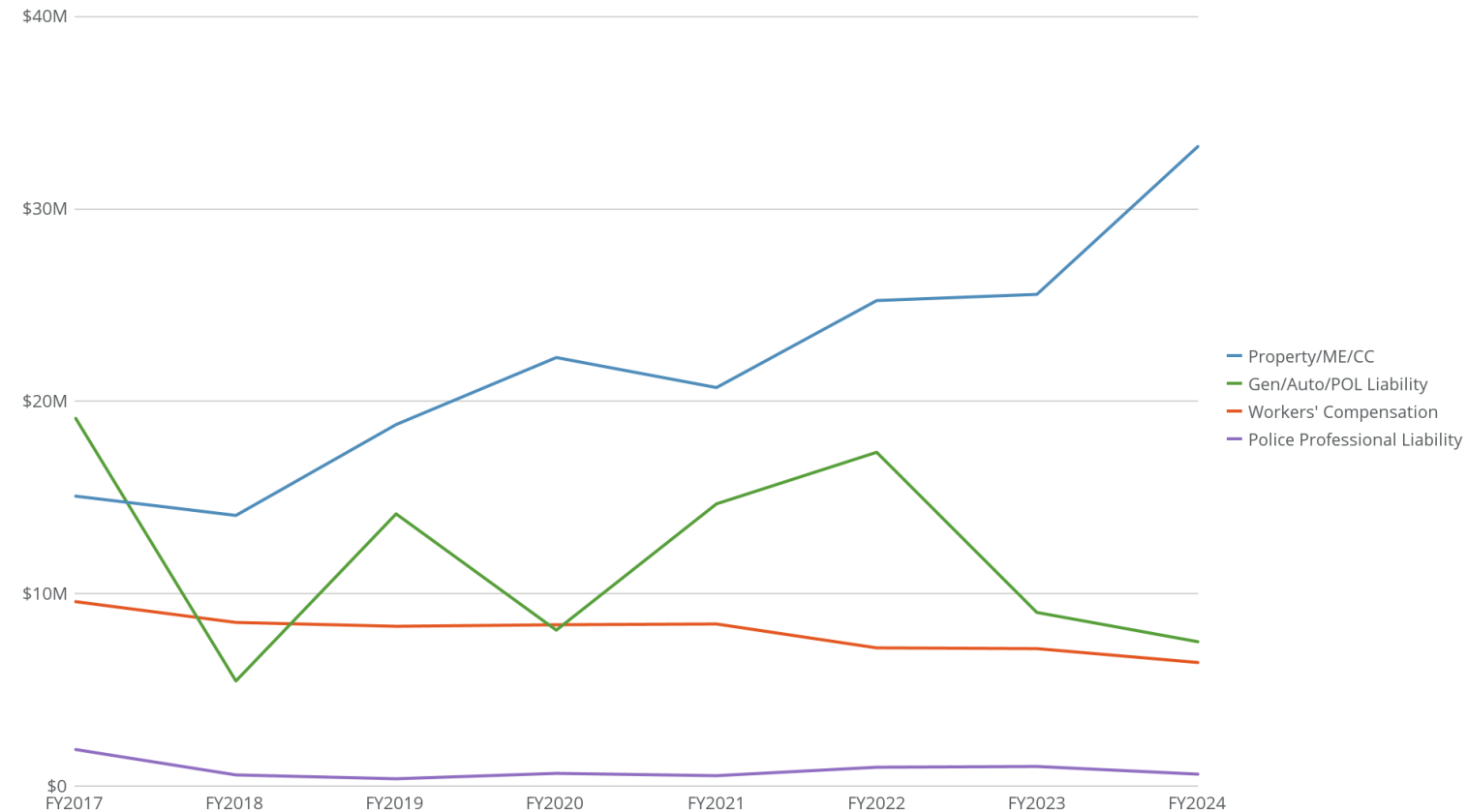
Increased Costs



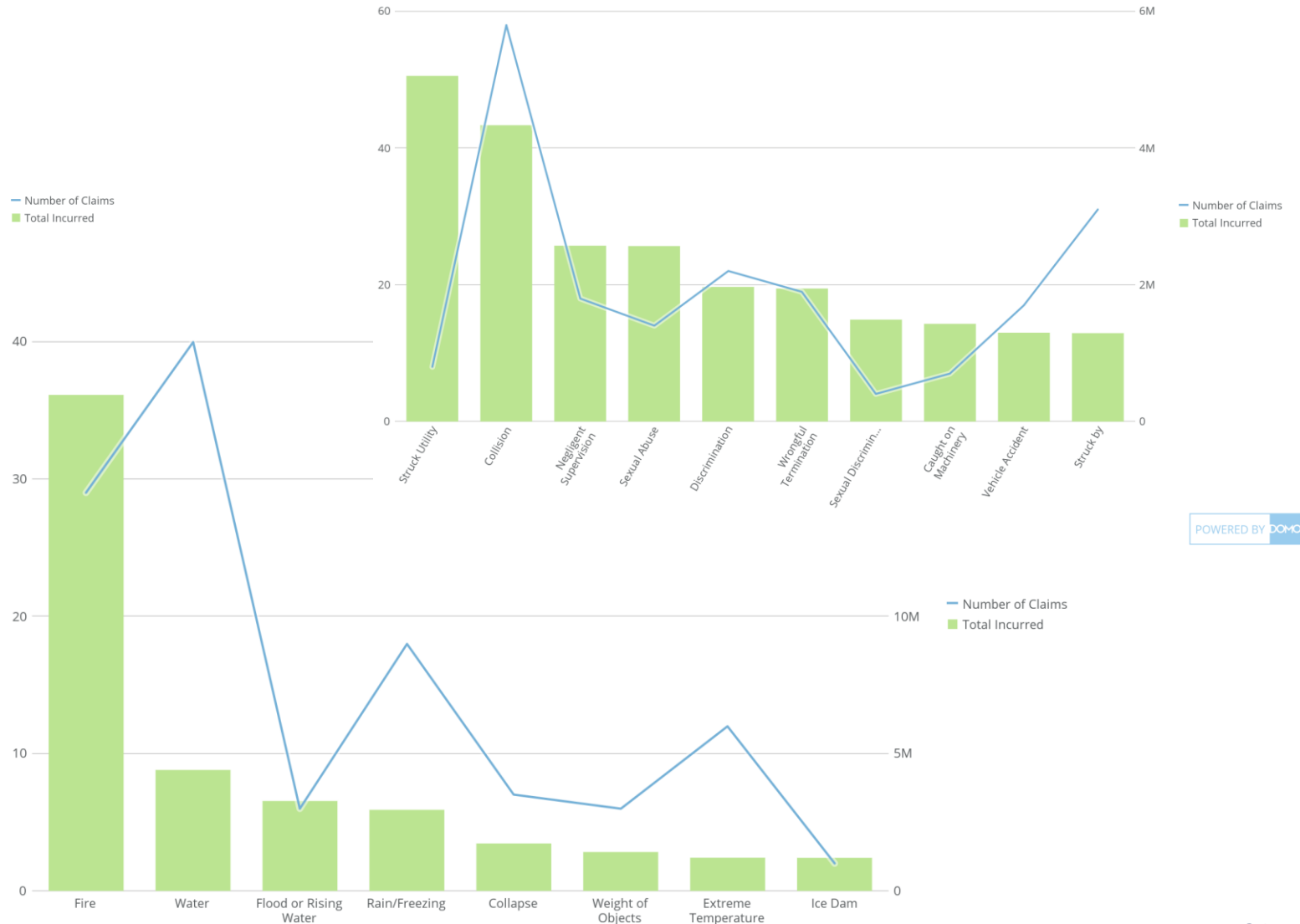
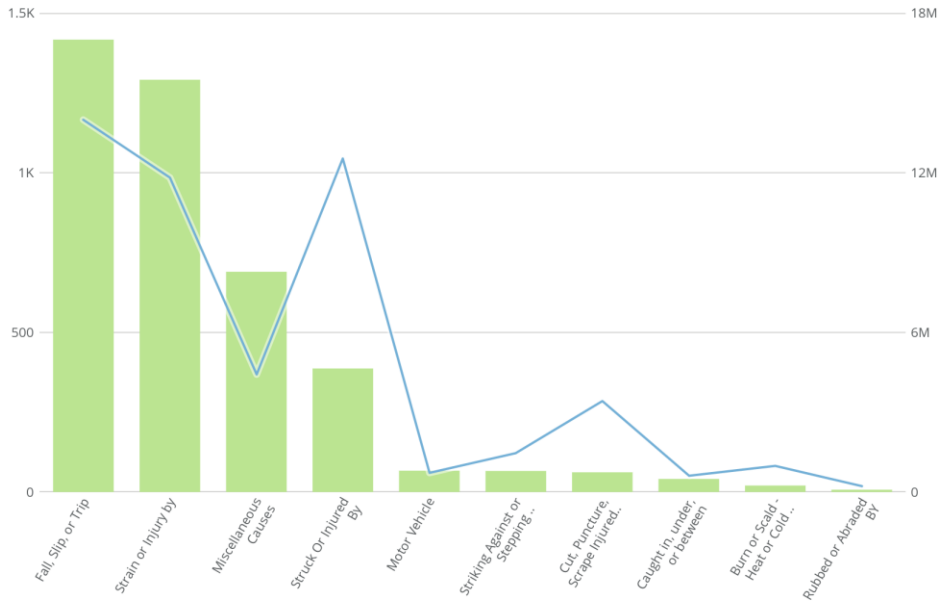
- Heating fuel in 2017 was around 4.49/gallon and in January 2024 was \$6.54.
- “Fuel is a 5th of our budget” – due to high prices, “the city ordered 7,000 gallons less than normal but still paid \$30,000 more”
- Insurance costs are especially impacts to highlight.

Reinsurance and Claims Costs

90% of public employers



Limiting Liability



POWERED BY DOMO

POWERED BY DOMO

Liability Frequency and Severity by Claim Type

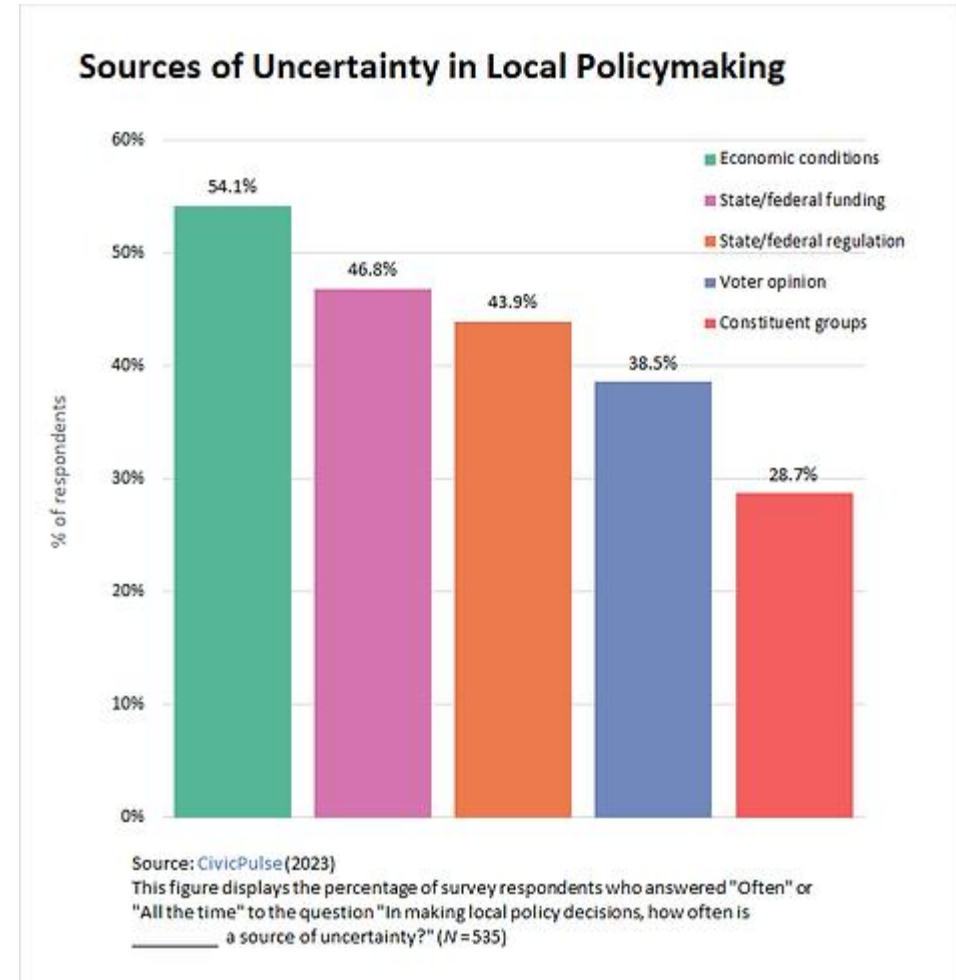
Last 10 Years

Uncertainty



- Natural disasters
- Cyber attacks
- Federal agency priorities
- Future of federal funding
- State revenue shortfall
- Fisheries
- Tax exempt bonds
- Federal budget
- Economy – inflation, development

“Local government is a balancing act between immediate needs and long-term planning in a constantly evolving landscape.”



<https://www.civicpulse.org/post/sources-of-uncertainty-in-local-policymaking>

AML Shared Solutions



Our shared services are intended to strengthen local governments' capacity.

Financial Success:

Alaska Municipal Financial Solutions
Alaska Municipal League Investment Pool (AMLIP)
Sales Tax Collection Service (STCS)
CashVest
Online Sales Tax
Grant Writing
Public Surplus procurement

Employee Benefits:

Unemployment Insurance
Workshield
Strategic Hiring
Alaska Municipal Health Trust (AMHT)
Nationwide Retirement Solutions

Effective Operations:

Live Healthy Discount Program
Professional Development Academy
Employee Mental Wellness
Reporting and Compliance
Remote Notary Services
Cybersecurity Solutions
Planning

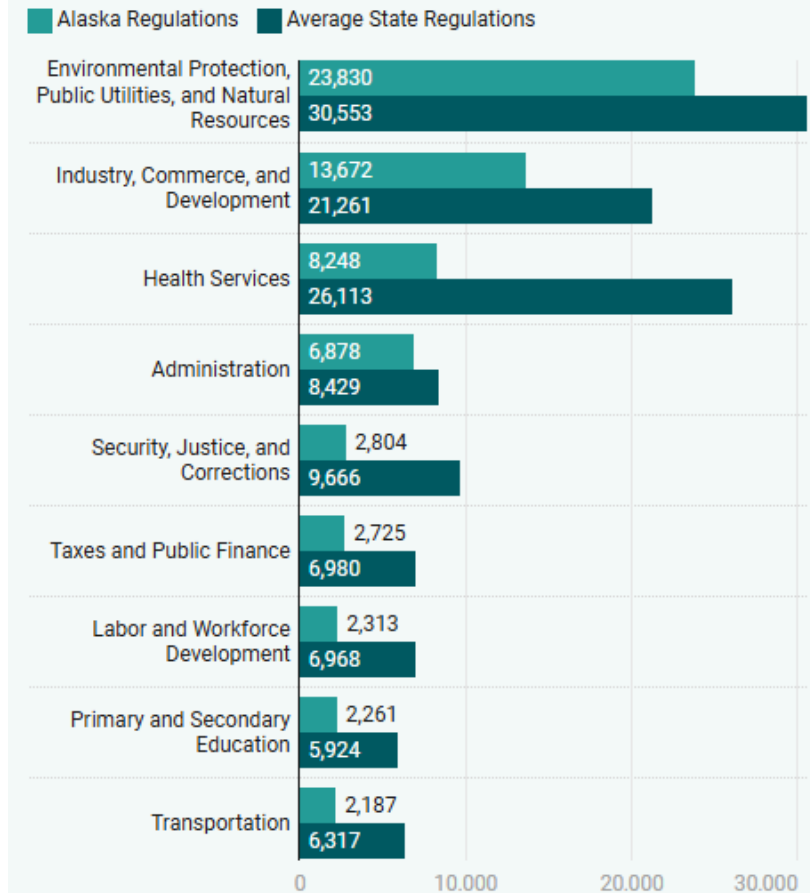


Role of State Decision-Making



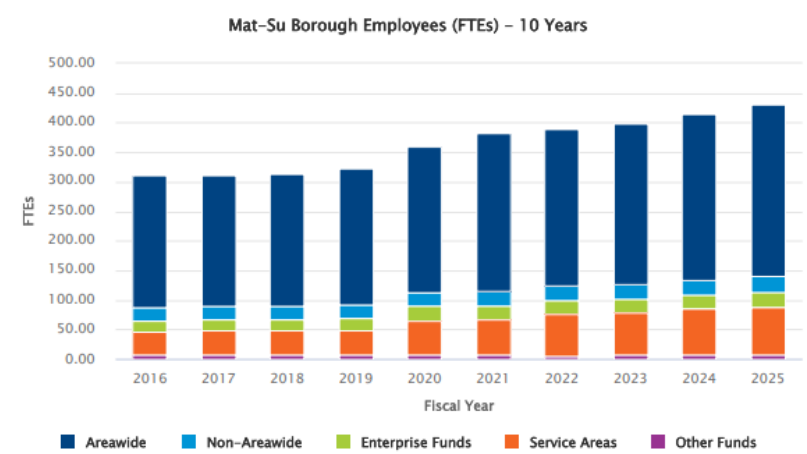
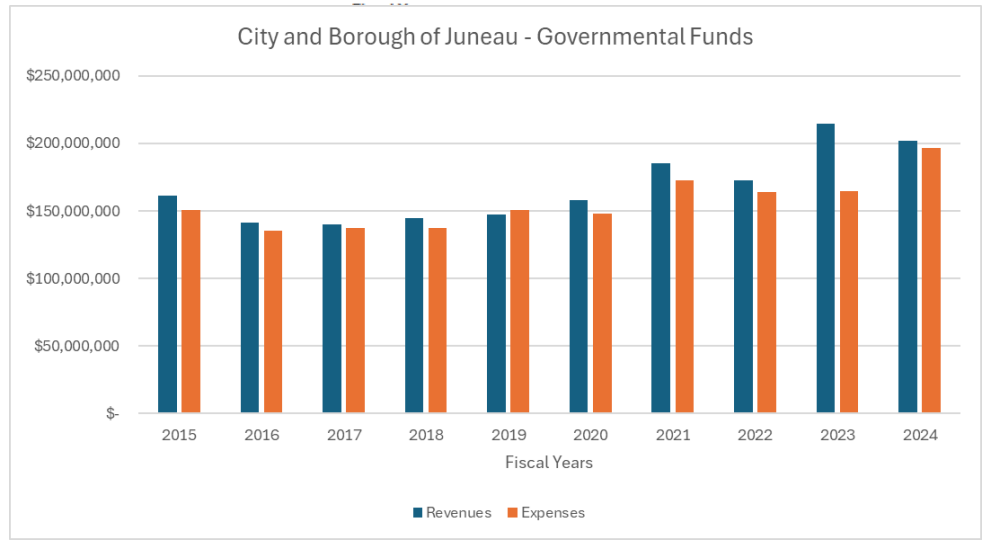
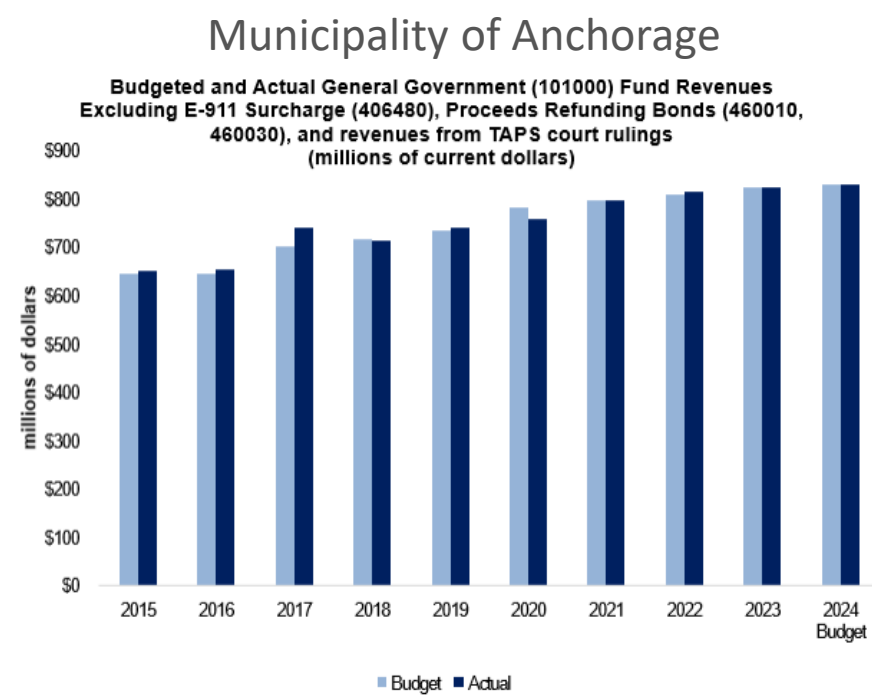
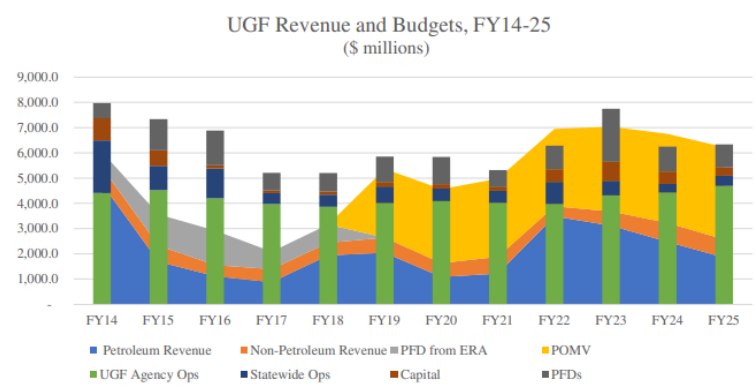
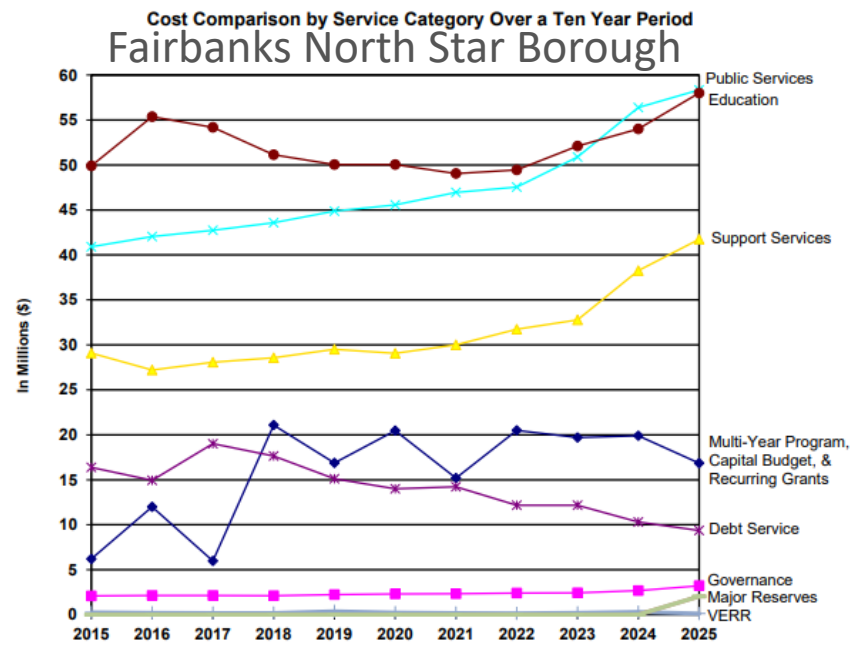
- Operating Budget
- Community Assistance
- PERS/TRS
- Schools – Finance
- Schools – Facilities
- Capital Budget
- Infrastructure Investment

Top 10 Policy Areas Targeted by Alaska State Regulation in 2023



This figure uses data that sorts restrictions based on the policy area they pertain to. This is done so that a reasonable comparison can be made between states, given that each state has a different structure for organizing their regulatory code.

Operating Budget



Community Assistance



CA as a % of FY23 Budget

- High of 96% 1
- Higher than 40 5
- Between 10-40 52
- Between 5-10 40
- Between 1-5 36
- Under 1 7

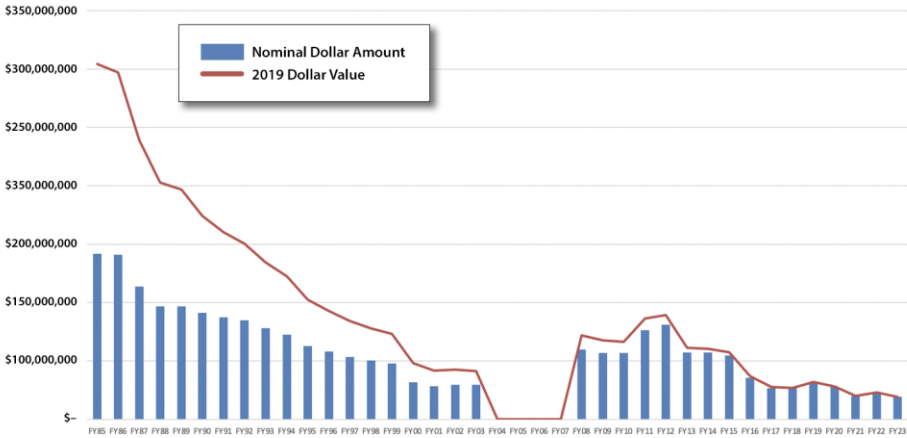


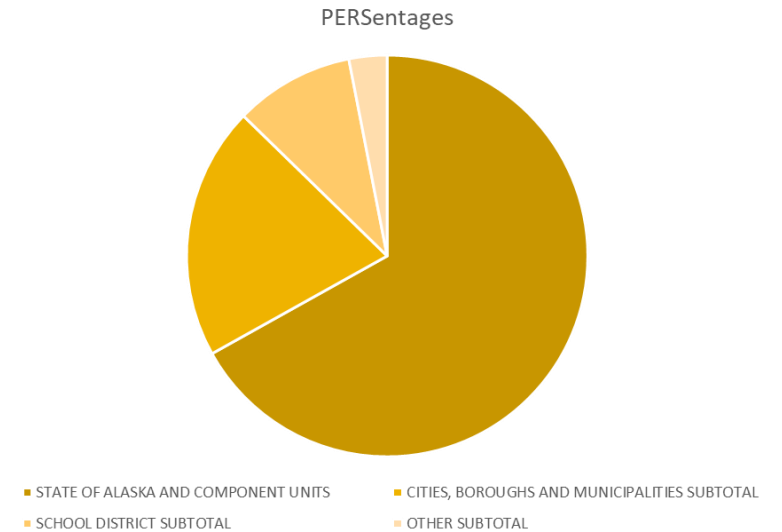
Table 1
The Categorical State Revenue Sharing Program FY 70 and FY 80

Public Service Category	1970	1980
1) Police Protection per capita	\$5.00	\$12.00
Military per capita*		6.00
2) Fire Protection per capita	2.50	7.50
3) Air or Water Pollution per capita	1.00	2.00
4) Land Use Planning per capita	1.00	2.00
5) Parks and Recreation per capita	NA	5.00
Military per capita		1.25
6) Transportation Facilities per capita	NA	5.00
Military per capita		2.50
7) Road Maintenance per mile	1,000	1,500
8) Ice Roads per mile	NA	900
9) Health Services per capita	NA	2.00
10) Hospitals per facility > 25 beds	NA	75,000
< 10 beds		25,000
per bed		1,000
11) Health Facilities per bed	NA	1,000
per facility		4,000
12) Hospital Construction Aid per bed	NA	2,500**
Total Revenue Sharing Appropriation	\$ 2 million	\$26.9 million



Recommendations from 2019 – to be updated

- Remove interest charged to PERS arrearages
- Update salary floor, or remove
- Remove administrative costs of termination study
- Develop mechanism for smaller employers to exit
- Enable employer to pay off their portion of net pension liability
- Address amortization period, and provide assessment of additional costs
- State to fund cost of difference between State projected employment and actual vacancy rates



Public Education



Facilities

- FY 6-year plan = \$1,846,645,049 (\$200M+ AVG)
- 19 districts did not submit 6-year plan / 35%
- Plans range from 2 to 6 years
- [HB2003](#) – Evaluation of combination of grant program, GO Bond, and SBDR = 1/3 of all schools benefiting from major maintenance
- FY11-24 - Grants from School Construction and Major Maintenance resulted in an average for school construction of \$52,677,128 (42% MSD) and for major maintenance of \$14,017,113 (59% MSD). 60% of school districts have benefited.
- 13 of 24 municipal districts submitted 112 applications for debt reimbursement = \$803 million (0 since 2016)
- Due to the decreasing amount of eligible debt reimbursement being paid by the state, the statutory calculation for the REAA fund capitalization is also declining each year.

Recommended & Funded Capital Renewal by Fiscal Year – DEED 2024

Fiscal Year	Insured Value Main School Facilities	Insured Value School-Related Facilities	Recommended 3% Capital Renewal	Total AS 14.11 Funding	Percent of Funded Capital Renewal
FY2011	\$6,024,558,783	\$611,992,436	\$199,096,537	\$244,938,510	123.0%
FY2012	\$6,284,565,324	\$672,832,563	\$208,721,937	\$487,746,214*	233.7%
FY2013	\$6,484,708,153	\$702,083,591	\$215,603,752	\$158,734,700*	73.6%
FY2014	\$6,674,414,111	\$731,668,516	\$222,182,479	\$222,622,004*	100.2%
FY2015	\$6,893,678,341	\$737,283,808	\$228,928,864	\$56,633,185	24.7%
FY2016	\$7,494,373,579	\$767,501,801	\$247,856,261	\$45,861,089*	18.5%
FY2017	\$7,527,851,947	\$843,273,351	\$251,133,759	\$74,562,588*	29.7%
FY2018	\$7,806,679,400	\$884,635,956	\$260,739,461	\$45,815,477*	17.6%
FY2019	\$7,948,009,247	\$928,767,221	\$266,303,294	\$69,690,759*	26.2%
FY2020	\$8,306,164,560	\$959,092,600	\$277,957,715	\$27,448,190*	9.9%
FY2021	\$8,375,372,209	\$968,531,369	\$280,317,107	\$34,277*	0.0%
FY2022	\$8,640,281,425	\$971,902,844	\$288,365,528	\$12,608,008	4.4%
FY2023	\$9,225,094,162	\$1,041,287,466	\$307,991,449	\$139,129,382*	45.2%
FY2024	\$10,461,130,625	\$1,242,840,821	\$351,119,143	\$70,416,930	20.1%
Totals			\$3,606,317,286	\$1,656,241,313	45.9%

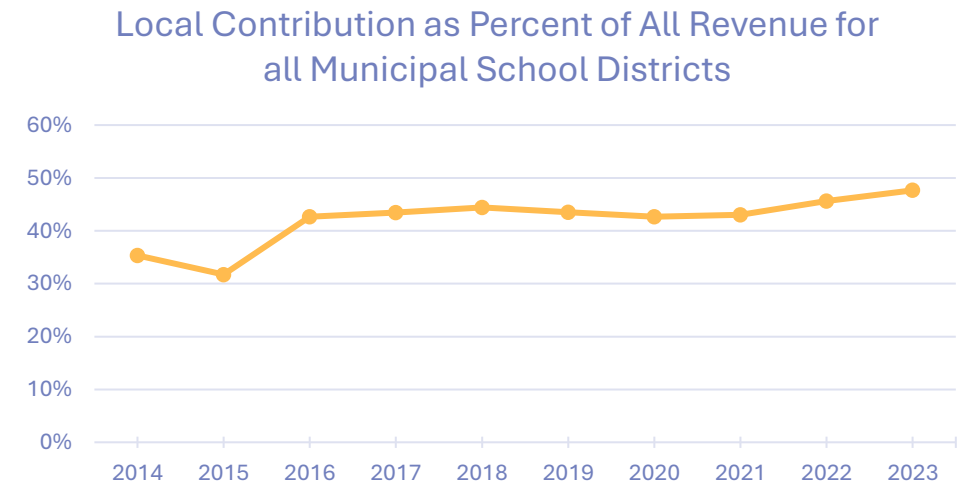
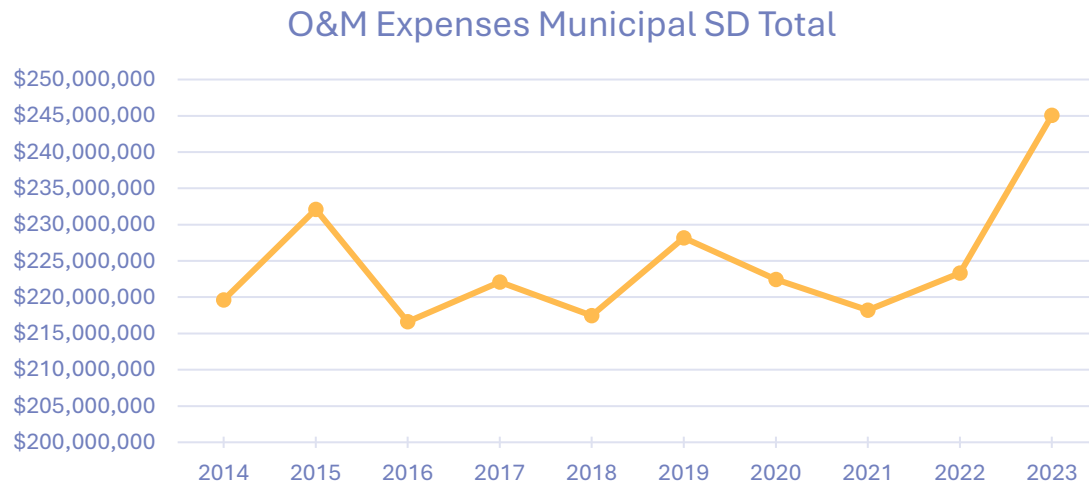
*See endnote.

Public Education



Finance (FY23 Audited Financials - DEED)

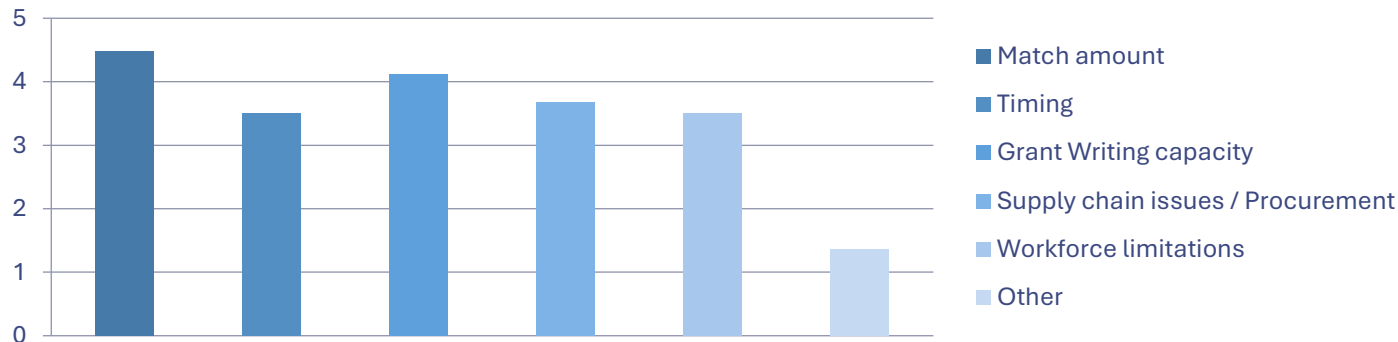
- Every local government contributed beyond the RLC in FY24 = \$240 million
- 18 of 33 provided more than 50% additional
- Four have RLC/FVD amounts greater than 45% Basic Need
- State takes 75% of Impact Aid to reduce its own obligation to meet Basic Need; 100% in REAAs
- Non-instructional functions = < 25% of costs
 - 58% is operations and maintenance
- The Alaska School District Cost Study hasn't been updated since 2005



Capital Budget

- Local CIP from FY20-25ish = \$2,835,244,289
- GOV proposed FY26 = \$282 million
- FY23 GO and Rev Bond Debt = \$195 million
 - 14 communities
- Municipal Bond Bank = \$1 billion
 - New and refunding since 2005
 - 2020 and 2021 – largest years (52!)
- Requests to AML FY26 = \$48 million for heavy equipment

What challenges to securing infrastructure funding are you most concerned about?



	Beginning of Year	New Debt	Repayments	End of Year	Due within One Year
General obligation bonds payable	\$ 1,016,715,000	\$ 35,120,000	\$ (73,505,000)	\$ 978,330,000	\$ 65,345,000

Borrower	Outstanding Par	Percent of Outstanding
City and Borough of Sitka	\$ 124,275,000	14.06%
Kenai Peninsula Borough	108,605,000	12.28%
City of Ketchikan	79,870,000	9.03%
Municipality of Skagway	79,195,000	8.96%
City and Borough of Juneau	76,380,000	8.64%
University of Alaska	75,475,000	8.53%
Fairbanks North Star Borough	62,920,000	7.12%
Kodiak Island Borough	51,195,000	5.79%
City of Unalaska	44,325,000	5.01%
City of Seward	30,375,000	3.43%
Ketchikan Gateway Borough	24,300,000	2.75%
Southeast Alaska Power Agency	16,605,000	1.88%
City of Cordova	13,950,000	1.58%
Lake and Peninsula Borough	11,935,000	1.35%
Aleutians East Borough	11,885,000	1.34%
Northwest Arctic Borough	10,970,000	1.24%
City of Soldotna	9,820,000	1.11%
City of Kodiak	9,700,000	1.10%
Petersburg Borough	9,480,000	1.07%
City of Dillingham	6,745,000	0.76%
City of Homer	5,250,000	0.59%
Haines Borough	3,770,000	0.43%
City and Borough of Wrangell	3,005,000	0.34%
City of Sand Point	2,755,000	0.31%
City of Anchorage	2,475,000	0.28%
City of King Cove	2,045,000	0.23%
City of Whittier	1,500,000	0.17%
City of Craig	1,210,000	0.14%
City of Klawock	1,045,000	0.12%
City of Bethel	910,000	0.10%
City of Kenai	665,000	0.08%
City of Nome	655,000	0.07%
City of Hoonah	600,000	0.07%
City of North Pole	195,000	0.02%
City of Saxman	115,000	0.01%
City of Adak	100,000	0.01%
Total Outstanding Par	\$ 884,300,000	100.00%

- [illegible]

Planning and Community Development



Strategic Infrastructure Maintenance and Operations

Community Planning and Prioritization

Grant Development and Response

Grant Award, Partnerships, and Match

Procurement and Workforce

Project Management

Grant Reporting and Outcomes

Maintenance and Operations

Asset Management and Sustainability

Leaning Local – Member Priorities



Rank	Issue
1	State maintains an adequate level of services
2	Increase State funding for municipal public safety obligations (including police training, operations of Community Jails, and prosecutors and public defenders)
3	Cost-shifting of State expenses and programs to municipalities
4	Prompt payments of Community Assistance and other state payments or pass-throughs to municipalities
5	Increase investment in school construction and deferred maintenance (including by providing a Base Facilities Allocation)
6	Increase Community Assistance distribution and tie to inflation
7	Increase and inflation-proof the BSA
8	Oppose the transfer of maintenance responsibilities to municipalities as the requirement for transportation projects
9	Reinstate the Municipal Matching Grant program to help match or supplement local and federal funding for water/sewer systems
10	Address opioid epidemic
11	Increase compliance with fisheries bycatch regulations
12	State-funded water and wastewater operator subsidy
13	Sustainability of the Alaska Marine Highway System
14	Increase investment in training and workforce development for residents
15	Increase capital budget to address deferred maintenance (including through mechanisms such as general obligation bonds)
16	Maintain the authority of local governments to tax the extraction or production of local resources
17	Transfer of State land to municipalities
18	PERS/TRS: Return to a defined benefit plan as a significant tool for recruitment and retention
19	Oppose new or expanding mandatory property tax exemptions
20	Clean-up and remediation of PFAS-contaminated sites

THANK YOU



Strengthening Local Governments