



## ASSEMBLY COMMITTEE OF THE WHOLE AGENDA - **UPDATED 2/23/2026**

February 23, 2026 at 6:00 PM

Assembly Chambers/Zoom Webinar

**Assembly Committee of the Whole Worksession — No Public Testimony will be taken.**

<https://juneau.zoom.us/j/95424544691> or 1-253-215-8782 Webinar ID: 954 2454 4691

**A. CALL TO ORDER**

**B. LAND ACKNOWLEDGEMENT**

We would like to acknowledge that the City and Borough of Juneau is on Tlingit land and wish to honor the indigenous people of this land. For more than ten thousand years, Alaska Native people have been and continue to be integral to the well-being of our community. We are grateful to be in this place, a part of this community, and to honor the culture, traditions, and resilience of the Tlingit people. *Gunalchéesh!*

**C. ROLL CALL**

**D. APPROVAL OF AGENDA**

**E. APPROVAL OF MINUTES**

1. 2026-01-26\_Assembly-COW\_Minutes - Draft

**F. AGENDA TOPICS**

1. Update on GLOF Enduring Solution and Phase 2 Flood Fighting
2. NRCS EWP Program and View Drive Resident Interest
3. Telephone Hill RFQ Input
4. Seawalk Procurement and Financing Update
5. Budget Process - How Members Propose Reductions
6. Results of CBJ Budget Survey  
*Documents will be added by Monday 2/23 under Supplemental Material*

**G. STAFF REPORTS**

**H. NEXT MEETING DATE - MARCH 16, 2026 AT 6:00PM**

**I. SUPPLEMENTAL MATERIALS**

1. Red Folder Item: Results of CBJ Budget Survey Presentation & Materials  
*[These items will be added by Monday, 2/23 prior to the meeting]*

Link to Juneau Budget Survey Report: <https://juneau.org/wp->

<content/uploads/2026/02/Final-Juneau-Budget-Survey-Report-2026.pdf>

*[Note: APPENDIX: Open Ended Responses\_start on page 48]*

## **J. 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 (907) 586-5278, e-mail: [city.clerk@juneau.gov](mailto:city.clerk@juneau.gov).



## ASSEMBLY COMMITTEE OF THE WHOLE

### DRAFT V2 - MINUTES

January 26, 2026 at 6:00 PM

Assembly Chambers/Zoom Webinar

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#### A. CALL TO ORDER

Deputy Mayor Smith called the Assembly Committee of the Whole to order at 6:01pm on Monday, January 26, 2026.

#### B. LAND ACKNOWLEDGEMENT

We would like to acknowledge that the City and Borough of Juneau is on Tlingit land and wish to honor the indigenous people of this land. For more than ten thousand years, Alaska Native people have been and continue to be integral to the well-being of our community. We are grateful to be in this place, a part of this community, and to honor the culture, traditions, and resilience of the Tlingit people. *Gunalchéesh!*

#### C. ROLL CALL

**Assemblymembers present:** Mayor Beth Weldon (via Zoom), Deputy Mayor Smith, Assemblymembers: Alicia Hughes-Skandijs, Christine Woll, Paul R. Kelly, Ella Adkison, Neil Steininger, Maureen Hall, and Nathaniel "Nano" Brooks.

**Assemblymembers absent:** None

**Staff Present:** City Manager Katie Koester, City Attorney Emily Wright, Deputy Municipal Clerk Andi Hirsh, and Meeting Clerk Kevin Allen.

#### D. APPROVAL OF AGENDA - *Approved by Unanimous Consent*

#### E. APPROVAL OF MINUTES - *Approved by Unanimous Consent*

1. 2024-11-04\_Assembly-COW\_Minutes - Draft
2. 2024-12-02\_Assembly-COW\_Minutes - Draft
3. 2025-01-27\_Assembly-COW\_Minutes - Draft
4. 2025-02-24\_Assembly-COW\_Minutes-Draft
5. 2025-03-05\_Special Assembly-COW Joint Meeting with Eaglecrest Board\_Minutes-Draft
6. 2025-09-08\_Assembly-COW\_Minutes-Draft(V2)
7. 2025-11-03\_Assembly-COW\_Minutes - Draft

## **F. AGENDA TOPICS**

Mr. Steininger declared a potential conflict of interest due to his employment with the Alaska Political Report, noting a sister publication could fall under the ordinance. Deputy Mayor Smith determined Mr. Steininger could participate, with no objection from the Assembly, after consulting with Attorney Wright who advised that the matter did not present a conflict at this stage and Mr. Steininger who confirmed that he could remain objective.

### **1. Ordinance 2026-10 An Ordinance Amending Title 1, General Provisions, to Add a Definition of Newspaper of General Circulation.**

Manager Koester introduced an ordinance to modernize the City's public notice requirements by defining "newspaper of general circulation" to include publicly accessible print or online sources without a required subscription or paywall. She reviewed current legal notice requirements and publication in the Juneau Empire at an annual cost of approximately \$60,000, noting logistical challenges with print deadlines. She emphasized that official notice must be broadly accessible, secure, searchable, verifiable, and preserved as part of the public record. She stated the City's website did not currently meet those documentation standards and that, if adopted, implementation would occur through an RFP process to identify a compliant provider.

In response to questions, Manager Koester explained to Mr. Kelly that the Juneau Empire currently qualifies due to its print edition and that any future respondent would need to address paywall concerns through the RFP process. In response to Mr. Brooks, she stated she would not intend to exceed the current \$60,000 annual cost and anticipated competitive proposals. Responding to Ms. Hughes-Skandijs, Manager Koester said she was unsure whether local media outlets currently meet the necessary technical standards but noted specialized vendors exist and that an RFP would favor local outlets where possible. She confirmed to Mayor Weldon that the intent was not to rely solely on the City's website. In response to Deputy Mayor Smith's questions, she stated that other municipalities' approaches have met legal muster, as confirmed by Attorney Wright, and explained the RFP would ensure documentation compliance and maximize transparency and public accessibility.

**MOTION** by Mr. Kelly to forward Ordinance 2026-10 to the Full Assembly and asked for unanimous consent. Deputy Mayor Smith objected for a brief comment regarding continued discussion of the RFP process and associated spending, then withdrew his objection. Mr. Brooks asked about total public notice expenditures across all communication platforms. Manager Koester stated those costs were absorbed within the Communications budget and would provide an estimate. Objections were withdrawn. ***Hearing no further objection, the motion passed by unanimous consent.***

### **2. An Ordinance Establishing the City and Borough Eaglecrest Recreation Area Department and Recreation and Ski Area Advisory Board.**

Mayor Weldon introduced the draft ordinance to convert the Eaglecrest Ski Area Board to an advisory board. She explained she brought the proposal forward due to ongoing operational instability, deferred maintenance, and financial challenges at Eaglecrest. She stated the City has invested and may continue to invest significant funds, and believed greater Assembly oversight was necessary to address structural governance issues and ensure accountability for large capital investments.

Assemblymembers raised questions regarding board structure, staffing impacts, hiring authority, financial recovery, maintenance standards, risk management, and alternatives to disempowerment.

Ms. Adkison asked about designated seats on the proposed advisory board; Attorney Wright explained the intent was to ensure expertise in ski operations and year-round recreation, though such requirements can be difficult to fill.

Ms. Woll asked about Manager's Office capacity and what decisions would shift to the Assembly and administration. Manager Koester responded that while involvement would increase, the office already spent significant time on Eaglecrest and would continue working with the board on major policy matters such as summer operations, business planning, and capital improvement.

Mr. Kelly asked who would hire the Eaglecrest Manager under the proposed structure; Manager Koester stated the Manager's Office would make the hire, with advisory board involvement, consistent with executive recruitment practices.

Mr. Brooks asked about cost recovery, hiring trade-offs, maintenance standards, and risk management. Manager Koester stated cost recovery direction would come from the Assembly; executive hiring would benefit from the Manager's Office experience; and maintenance would follow Citywide condition assessments and prioritization practices. She noted risk oversight would remain shared, with operational expertise informing decisions.

Ms. Hughes-Skandijs asked about governance history and risk tolerance; Attorney Wright reviewed the Charter origins of empowered boards and clarified the Assembly retains authority to define or modify board powers.

Discussion also addressed whether alternatives existed short of full disempowerment. Manager Koester and Attorney Wright stated the Assembly could redefine or limit board powers while maintaining an empowered board structure. A joint meeting with the Eaglecrest Board was noted as scheduled for March 4, 2026.

Ms. Woll stated she would oppose advancing the ordinance at this time and expressed concern that governance changes should follow broader policy decisions about Eaglecrest's future. Mr. Steininger, Assembly liaison to the Eaglecrest Board, supported exploring structural changes to ensure financial accountability and alignment with City budget realities, while recommending a

joint public discussion before final action. Ms. Hughes-Skandijs expressed openness to modified governance options and emphasized the need to reconcile Eaglecrest’s future with current fiscal constraints, but said she would not support immediate advancement without further discussion.

**MOTION** by Mayor Weldon to hold Ordinance 2026-XX (Eaglecrest governance ordinance serial number TBD) in the Committee of the Whole until after the March 4 Assembly and Eaglecrest Joint Meeting, with the intent that it return to the Committee of the Whole on March 16. She noted her original timeline would have advanced the ordinance sooner, but acknowledged the Assembly’s desire for additional discussion.

Deputy Mayor Smith and members sought clarification regarding the scope of the March 4 joint meeting and the procedural effect of holding the ordinance in committee. Attorney Wright confirmed that holding the ordinance would leave it in Committee of the Whole and bring it back on March 16.

**OBJECTION** by Ms. Woll, who stated she would prefer to pause the discussion rather than continue it in the near term. She expressed concern that proceeding with governance changes while recruiting a new General Manager could create uncertainty regarding reporting structure and oversight, and suggested it may be clearer either to move forward decisively or to set the issue aside for a longer period while leadership was hired and broader direction for Eaglecrest was determined.

*[Brief at Ease: 7:42 PM – 7:44 PM]*

**AMENDMENT #1** by Ms. Woll to postpone consideration until the first Committee of the Whole meeting in January 2027, citing concerns about hiring a new General Manager without governance clarity and preferring to pause the discussion.

**OBJECTIONS** by Mayor Weldon, Ms. Hughes-Skandijs, and Deputy Mayor Smith who expressed concern that a year-long delay would be too long given financial and governance considerations.

**ROLL CALL VOTE ON AMENDMENT #1**

Yeas: Woll, Brooks

Nays: Weldon, Hughes-Skandijs, Kelly, Hall, Steininger, Adkison, Smith

**Motion Failed: 2 Yeas to 7 Nays**

The Assembly then returned to the Mayor’s original motion to hold the ordinance in Committee of the Whole until after the March 4 joint meeting (to return March 16). ***Hearing no objection, the motion passed by unanimous consent.***

**3. Douglas / West Juneau Area Plan — Ordinance 2025-42 (Amending the Comprehensive Plan by Adopting the Downtown Douglas / West Juneau Area Plan)**

*[Break: 7:49 PM – 8:01 PM, returned to open session]*

Manager Koester provided background, noting the multi-year process, extensive public engagement, and Planning Commission amendments. She emphasized that the area plan, as part of the Comprehensive Plan, was aspirational and non-binding and that ordinances adopted by the Assembly take precedence over plan policies. Manager Koester highlighted the steering committee recommendation regarding 17 acres on Douglas behind 5th and 6th Streets, which the Planning Commission removed from park designation due to prior identification for potential development.

Assemblymembers asked questions regarding slope, drainage, infrastructure permitting, and aspirational elements such as the Mount Jumbo Gym/Community Center. Manager Koester explained that development permitting, including drainage and other impacts, would be addressed through the General Engineering Division, and that aspirational items did not constitute immediate funding or implementation.

**MOTION** by Ms. Woll to forward Ordinance 2025-42 to the full Assembly for public hearing.

**OBJECTION** by Mayor Weldon. She said that much of the plan was aspirational and would require resources beyond current priorities; she suggested consideration as a resolution instead of an ordinance.

**OBJECTION** by Mr. Kelly for the purpose of a question. Mr. Kelly asked Mayor Weldon what her intention would be if the ordinance were not forwarded, specifically if she would like to see it sent back out for additional public process. Mayor Weldon responded that she did not believe further public process was necessary, given the time already invested.

Attorney Wright clarified that Comprehensive Plans are traditionally adopted via ordinance, which is permanent, whereas resolutions are policy-oriented and temporary.

Ms. Woll spoke in support of forwarding the ordinance and acknowledged the aspirational nature of the plan, but emphasized that the plans reflect community values and long-term vision, even if implementation occurs over time as funding and priorities evolve.

Ms. Hughes-Skandijs supported moving forward, acknowledging the aspirational nature of the plan and the Assembly's discretion in implementation.

**ROLL CALL VOTE:**

**Yeas:** Woll, Brooks, Hall, Steininger, Adkison, Kelly, Hughes-Skandijs, Smith

**Nays:** Weldon

**Motion Passed : 8 Yeas to 1 Nay**

#### **4. Assembly Goals**

Deputy Mayor Smith introduced the discussion of Assembly goals, noting that they were initially developed during the retreat and revised for consideration. Manager Koester explained that most goals had been finalized, with only a few requiring minor tweaks.

Assemblymembers reviewed proposed goals and implementing actions, including housing objectives, public engagement in budget development, and access to CBJ financial information.

**MOTION** by Mr. Brooks to add an implementing action under Housing to Continue to pursue zoning amendments that support an increase in property ownership and incremental infill development opportunities (1.F.). ***Hearing no objection, the motion passed by unanimous consent.***

**MOTION** by Ms. Hall to add an implementing action under Housing to Evaluate support of existing community land trusts (1.G.). ***Hearing no objection, the motion passed by unanimous consent.***

**MOTION** by Mr. Steininger to correct wording from Assure to Ensure. ***Hearing no objection, the motion passed by unanimous consent.***

**MOTION** by Mr. Kelly to add an implementing action under Sustainable Budget to Increase public engagement and outreach in developing a sustainable operating budget that balances community priorities with reduced sales and property tax revenue (3.F.). ***Hearing no objection, the motion passed by unanimous consent.***

**MOTION** by Mr. Brooks to add an implementing action under Sustainable Budget to Investigate and implement methods to improve public access to CBJ financial information (3.G.).

**OBJECTIONS** by Ms. Woll, Ms. Hughes-Skandijs, and Mayor Weldon who raised concerns about staff capacity and resources.

**AMENDMENT #1** by Mr. Smith to strike “and implement” from that motion.

**OBJECTION** by Ms. Adkison, stating she would not support the amendment, noting that staff time and city funds could be wasted on initiatives unlikely to receive full support.

#### **ROLL CALL VOTE AMENDMENT #1**

Yeas: Smith, Woll, Hall, Steininger

Nays: Adkison, Brooks, Hughes-Skandijs, Kelly, Weldon

**Amendment Failed: 4 Yeas to 5 Nays**

**ROLL CALL VOTE (Mr. Brooks – Implementing Action – Public Access to CBJ Fin. Info.):**

Yeas: Brooks, Kelly, Steininger, Hall, Smith  
Nays: Woll, Adkison, Hughes-Skandijs, Weldon  
**Motion Passed: 5 Yeas to 4 Nays**

**MOTION** by Ms. Hall to add an implementing action under Community, Wellness, and Public Safety to Reassess policy on dispersed camping while continuing to identify/support sanctioned camping or shelter locations where adequate facilities exist (4.C.). ***Hearing no objection, the motion passed by unanimous consent.***

Deputy Mayor Smith emphasized that these goals were aspirational, providing guidance for staff and transparency for the public.

**MOTION** by Mayor Weldon to forward the goals, as amended, to the full Assembly and asked for unanimous consent. ***Hearing no objection, the motion passed by unanimous consent.***

**G STAFF REPORTS** – None

**H. NEXT MEETING DATE** February 23, 2026 at 6:00pm

**I. SUPPLEMENTAL MATERIALS**

- 1. November 3, 2025 Assembly COW Minutes - Draft**
- 2. 2026 Assembly Goals - Final Draft vCOW**

**J. ADJOURNMENT**

*With no further business to come before the Assembly Committee of the Whole, the meeting adjourned at 8:38 p.m.*



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# Glacial Lake Outburst Flooding

## An Enduring Solution to Juneau's Growing Annual Threat

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Denise Koch & Nate Rumsey  
CBJ, Engineering & Public Works  
[Denise.Koch@juneau.gov](mailto:Denise.Koch@juneau.gov)  
907-586-0800 ext. 4180



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## What are the Stakes, and What is the Plan?

- **Estimated future GLOF severity.**
- **Considerations for Enduring Solution.**
- **Flood fighting posture**



... Bigger, more dangerous every year

- August 2023 - 14.99 ft Lake Stage/ 34,000 cfs
- August 2024 - 15.99 ft Lake Stage/ 42,000 cfs
- August 2025 - 16.65 ft Lake Stage/ 51,000+ cfs

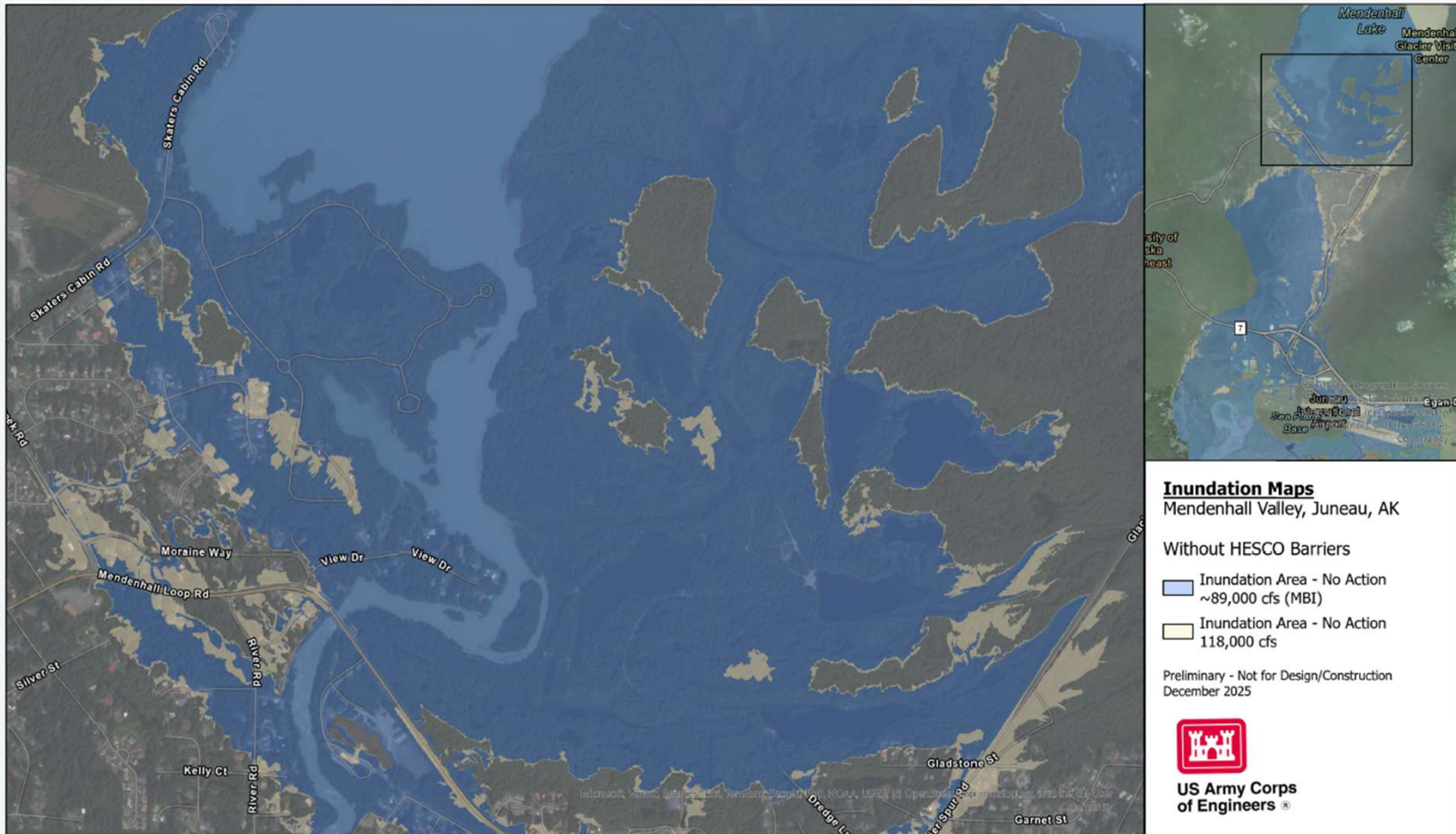
(provisional)

- Design Peak flow - 118,000 cfs

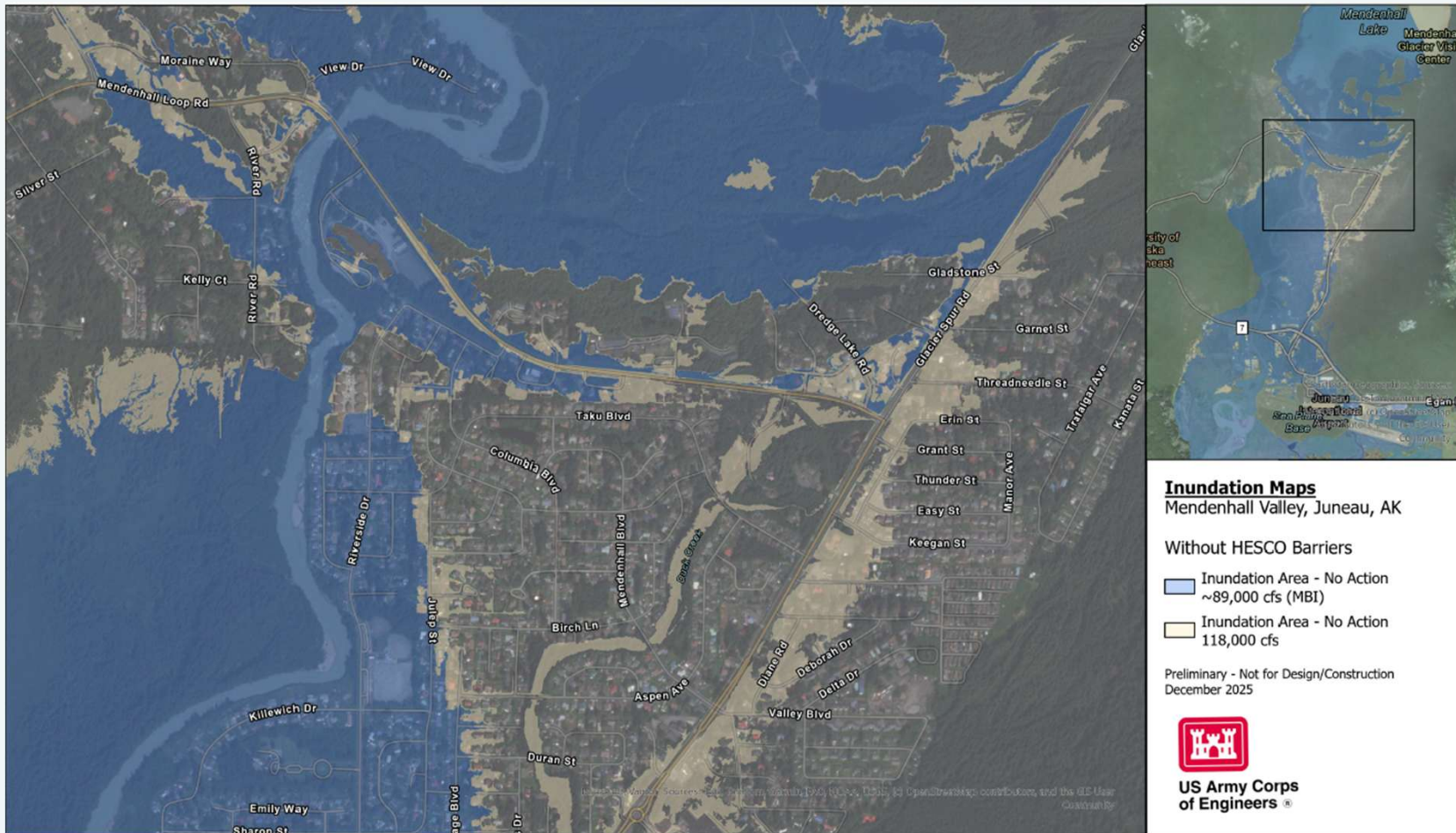
A new record every year for the last three years.

*There is no expectation that this trend will change.*

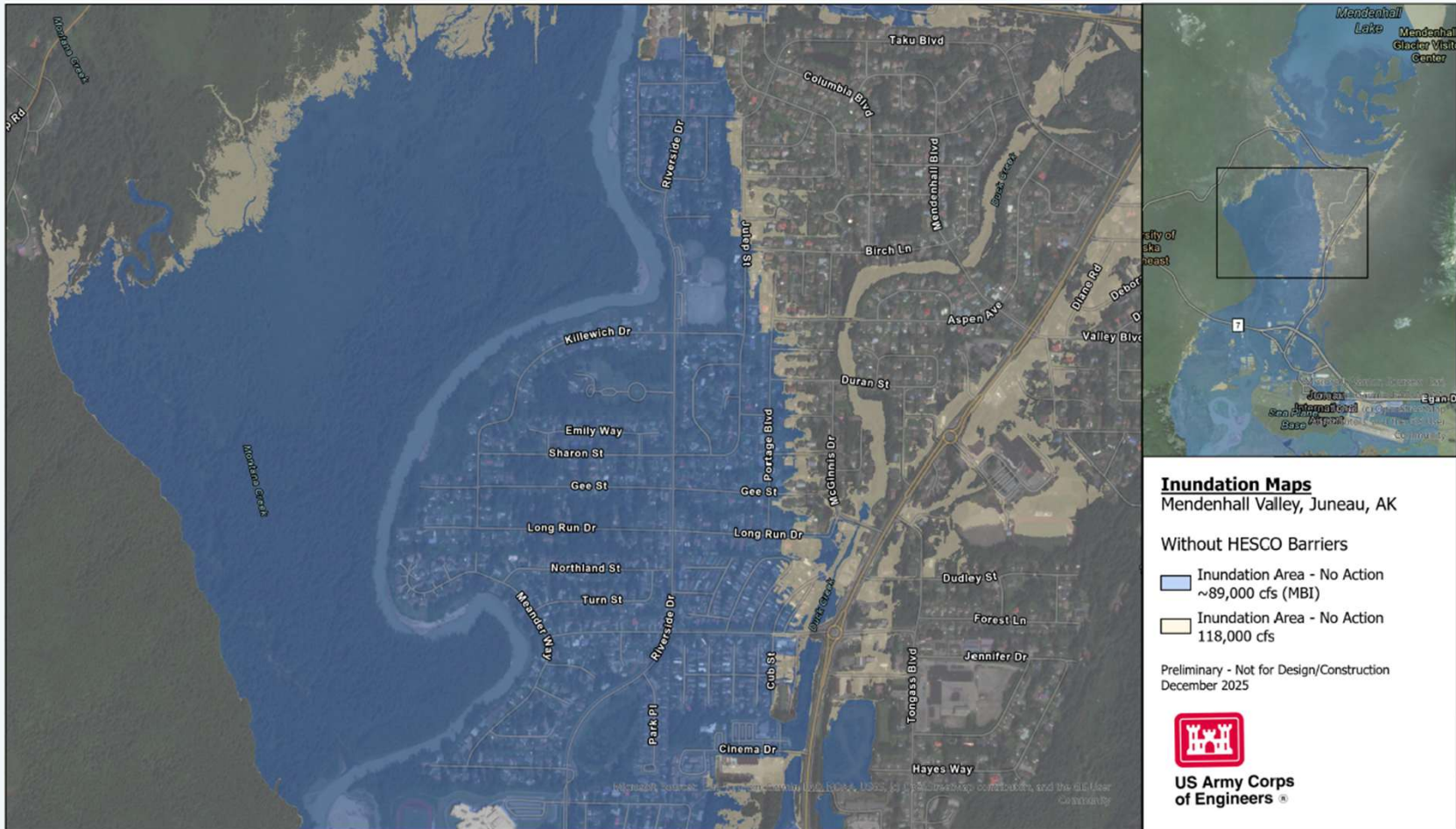
# ... Enduring Solution: Designing for Disaster



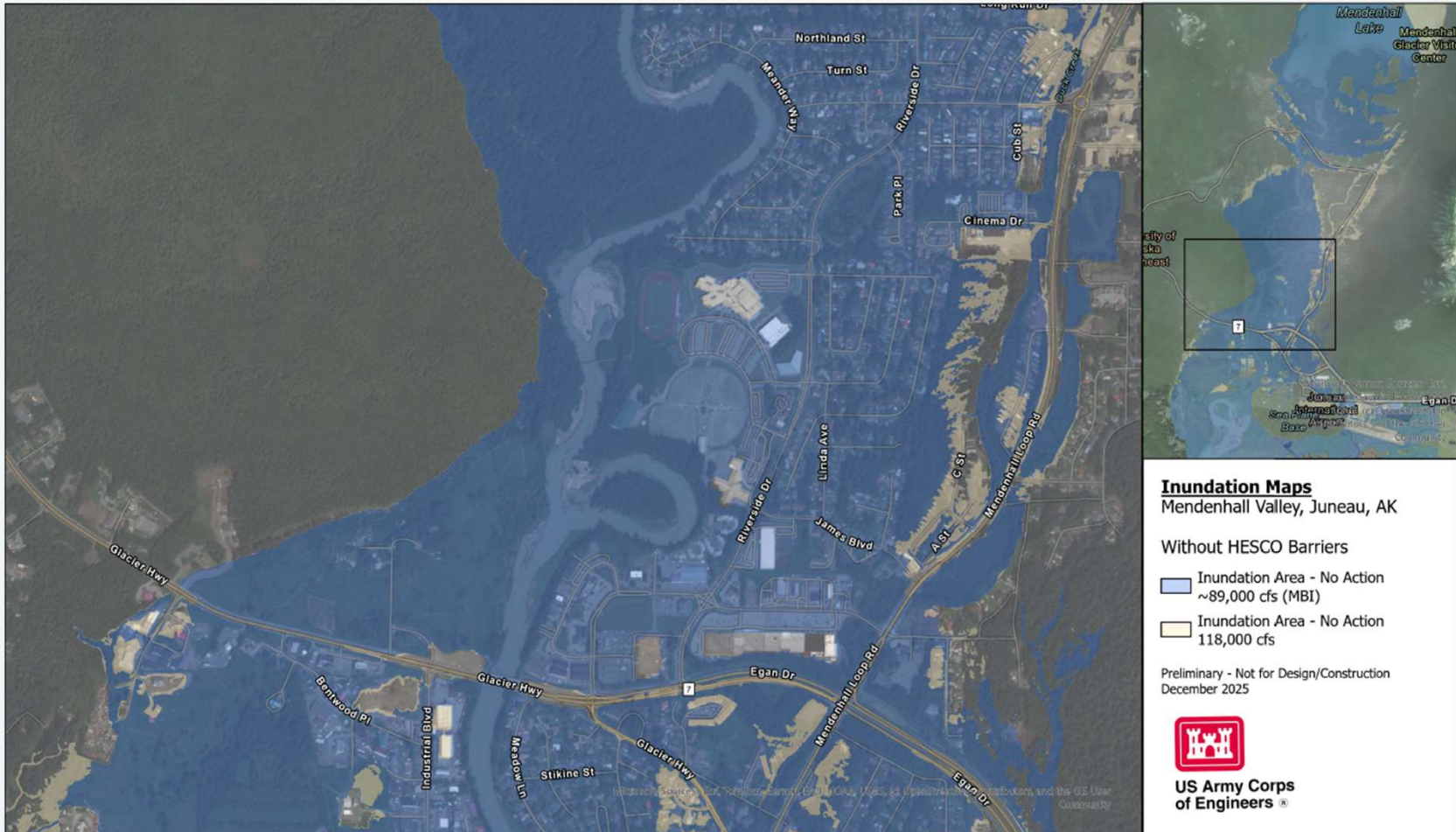
# ... Enduring Solution: Designing for Disaster



# ... Enduring Solution: Designing for Disaster



# ... Enduring Solution: Designing for Disaster



# ... Enduring Solution: Designing for Disaster





# ... Long Term Solution Options Summary

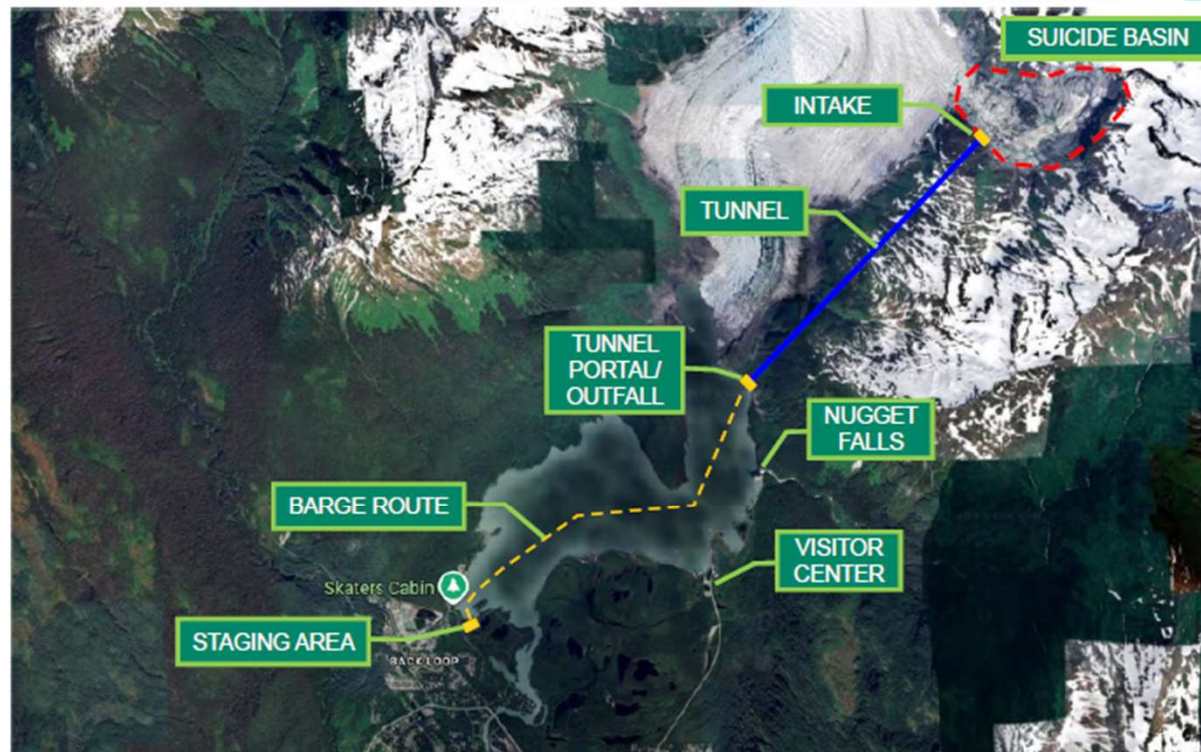
	Lake Tap	Dam	Floodwall/Levee	Hybrid (Dam + Floodwall/Levee)	Relocation
Likelihood of Risk Reduction	High	High	Medium (Doesn't address bank erosion or downcutting)	Low	High
Risk Reduction if failure	GLOF release (partial or full) - Not worse or better than natural conditions	Extreme hazard (flash flooding etc.) - Higher wall of water than experienced in GLOF	Extreme hazard (flash flooding etc.) - Worse than natural conditions	Extreme hazard (flash flooding etc.) - Worse than natural conditions	Many relocated property owners leave Juneau
Constructability	Moderate complexity	Extreme complexity	Extreme complexity	Extreme complexity and disturbance of lake shore and river bank	Complex plus long timeframe
Operation and Maintenance Complexity and Cost	Lower	Significant	Extreme	More extreme (maint on both Dam and Floodwalls)	n/a
Number of properties impacted	0	450	697	503	2855

# Preferred Alternative: ... Suicide Basin Lake Tap

## Alternatives Summary

Alternative	Estimated Contract Cost	Contingency +50%	Preliminary Design to Construction Completion
Lake Tap Tunnel	\$613M	\$1B	6 years
Dam	\$1.3B	\$2.1B	10 years
Relocations	\$2.1B	\$3.5B	10+ years
Floodwalls	\$2.3B	\$3.7B	9 years
Hybrid Flood & Dam	\$2.3B	\$3.8B	10 years

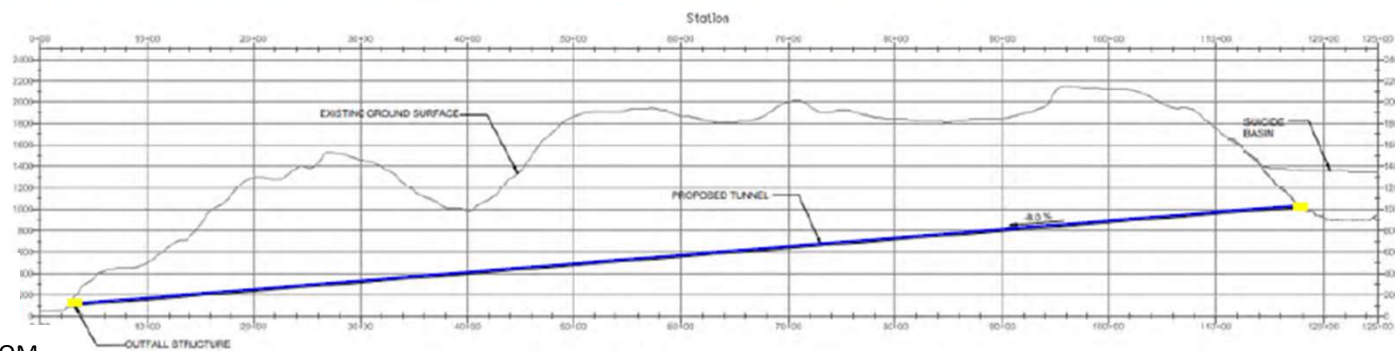
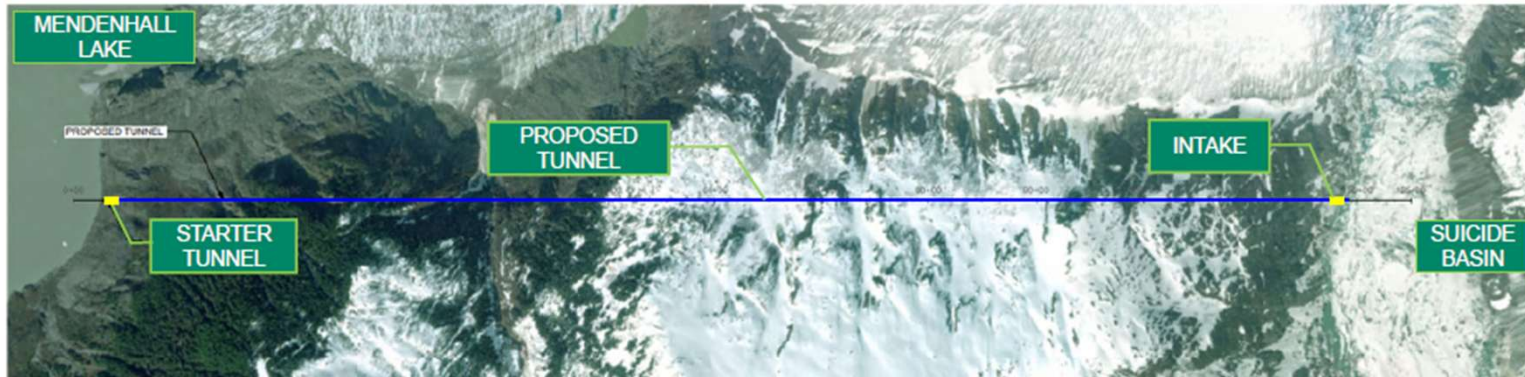
## Suicide Basin Lake Tap



Source: USACE and AECOM

# ... Suicide Basin Lake Tap

## Plan and Profile

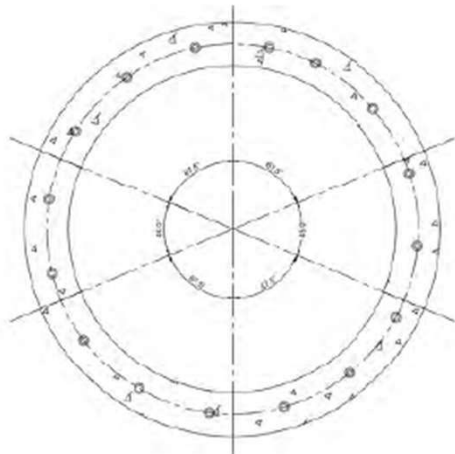


Source: USACE and AECOM

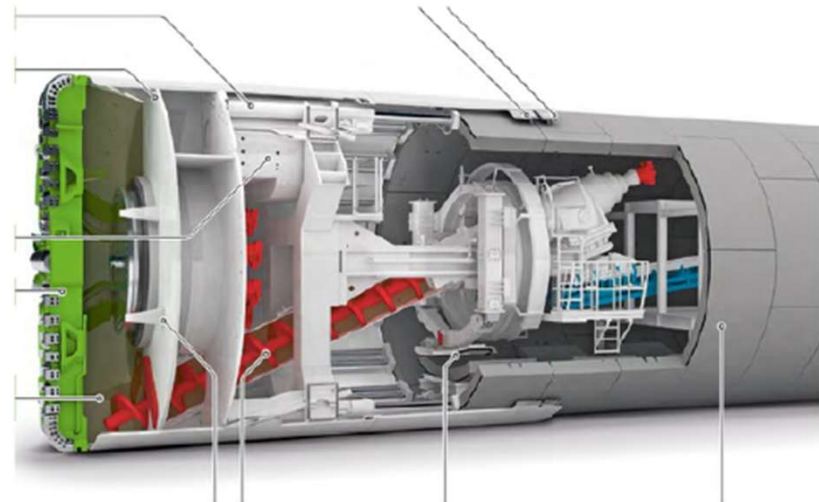
## ... Suicide Basin Lake Tap

### Main Tunnel Geometry

- ❑ Tunnel Length = approximately 12,000 ft
- ❑ Slope = approximately 8%
- ❑ Internal Diameter = 10 ft



TUNNEL CROSS SECTION



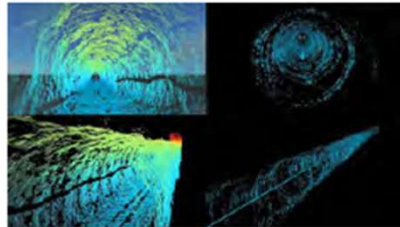
TUNNEL BORING MACHINE

Source: USACE and AECOM

# Preferred Alternative: ... Suicide Basin Lake Tap

## Operations and Maintenance

- Regular Inspection and Maintenance
- Unmanned and Manned Inspection
- Instrumentation and Monitoring

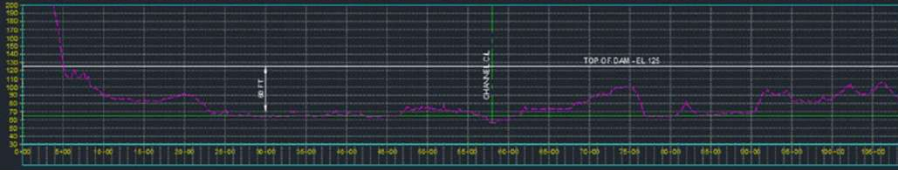
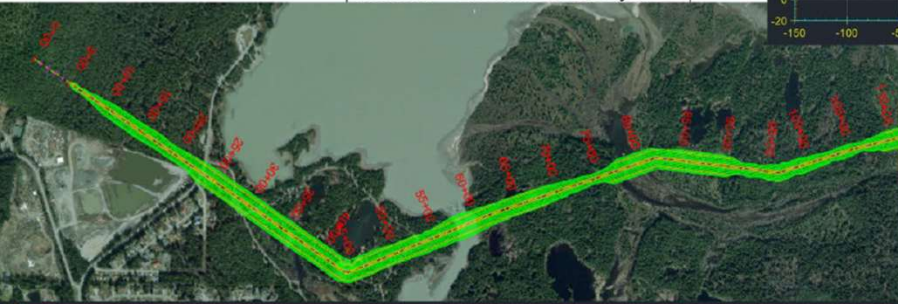
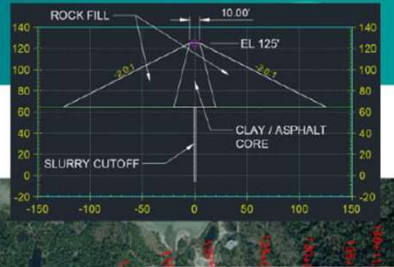


Source: USACE and AECOM

# Alternative: ... Mendenhall Lake Dam

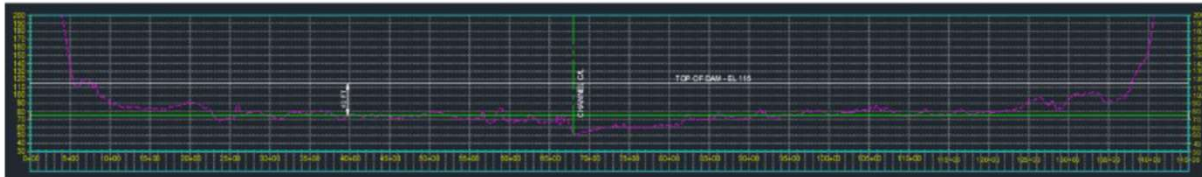
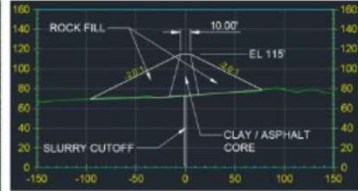
## Upstream Dam Alignment

Length ~ 2.4 miles  
Height ~ 60 feet (Scenario A)  
Earth Core Rockfill Dam (ECD)  
Material ~ 2.3 million cubic yards



## Downstream Dam

Length ~ 2.5 miles  
Height ~ 40 feet  
Material ~ 1.7 million cubic yards



Source: USACE and AECOM

## Alternative: ... Mendenhall Lake Dam

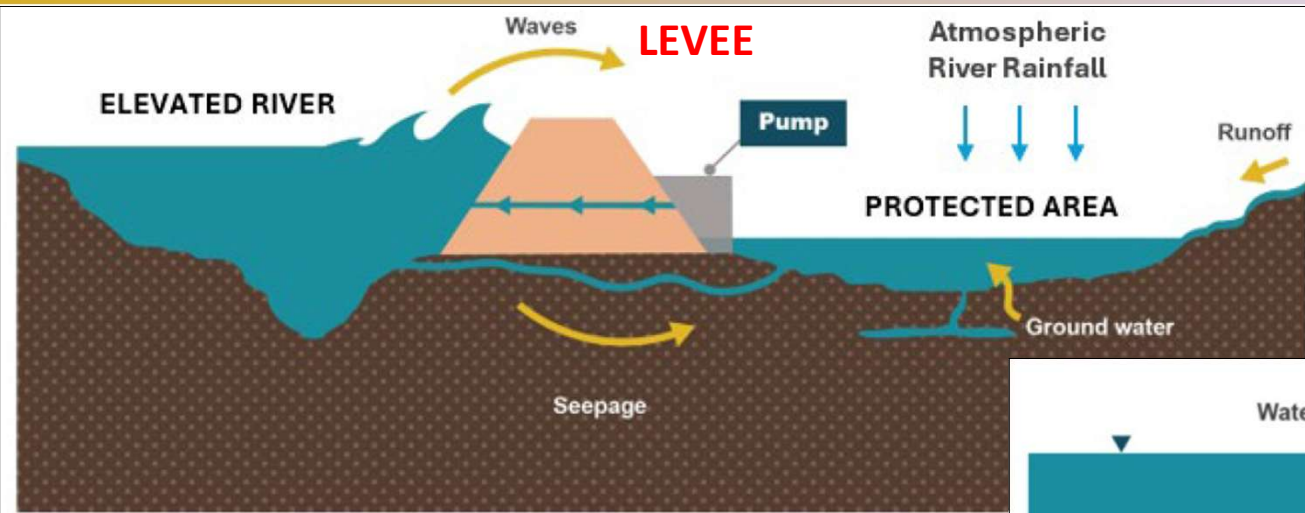
- Designed for peak release flow of 30,000cfs (similar to 2023 GLOF).
- Dam height of at least 40-60ft depending on alignment.
- Downstream alignment would require lower dam height, but footprint would impact significantly more properties.



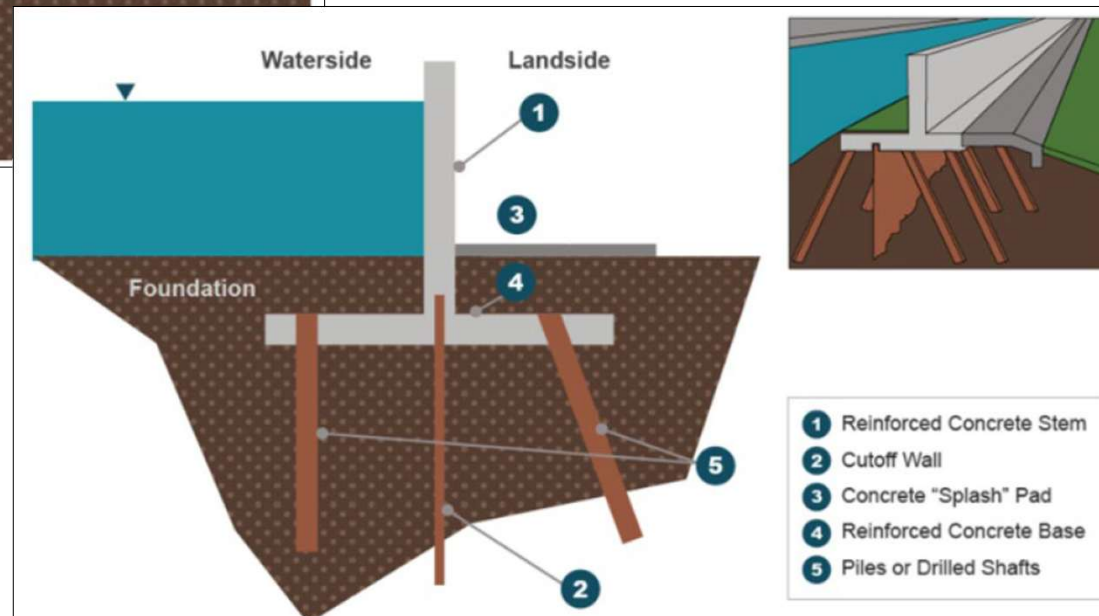
Source: USACE and AECOM

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# Alternative: Floodwall/Levee



## FLOODWALL



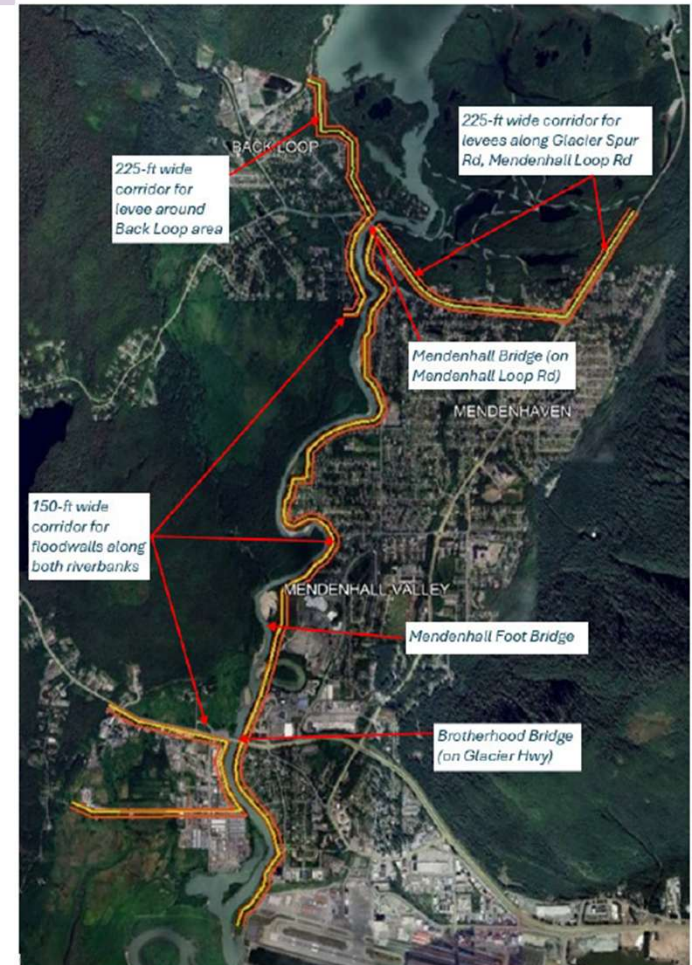
Source: USACE and AECOM

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## Alternative: Floodwall/Levee

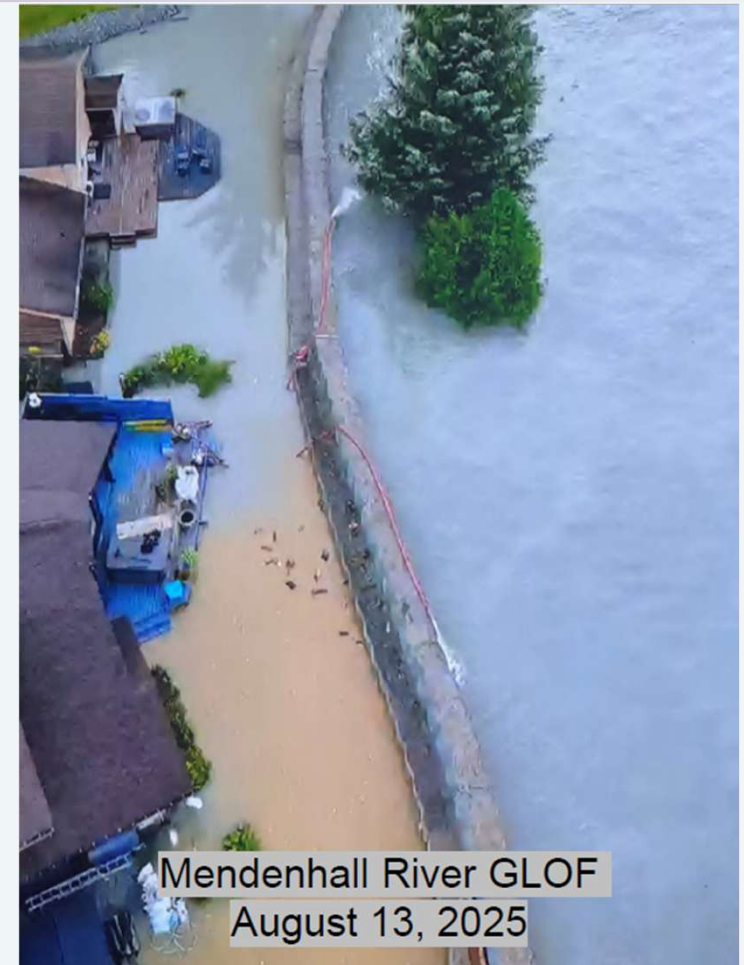
- Levee floodwall heights would range between 15 and 23 feet tall.
- Levee construction would require 150-225 ft "construction corridor".
- Requires extensive new permanent pumping and drainage infrastructure.

Source: USACE and AECOM

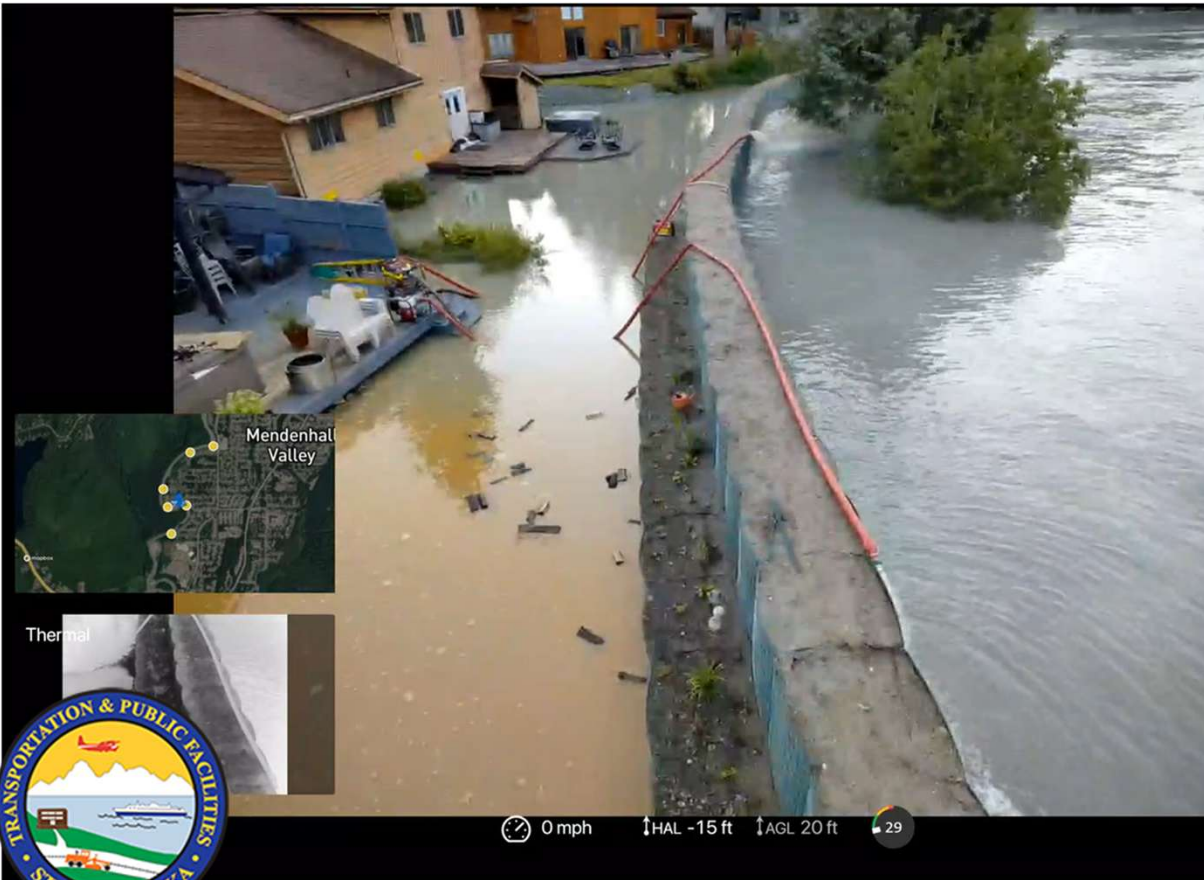


# Enduring Solution and Flood Fighting

- **Charrette held Dec. 9-11.**
  - Charrette report completed Jan. 29.
  - All stakeholders identified lake tap as preferred solution.
- **Technical Report**
  - Draft scheduled for completion Feb. 27.
- **USACE pivoting to more attention on mid-term solutions (advanced flood fighting).**



# ... SUICIDE BASIN GLOF 2025



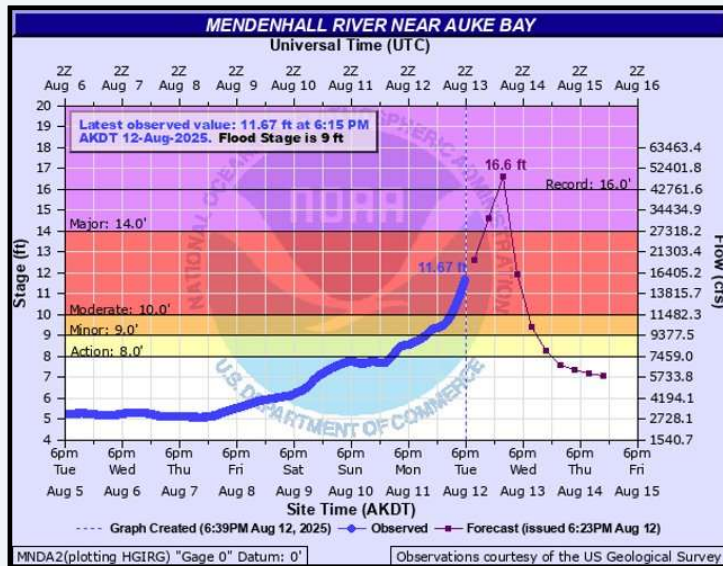
## ••• Interim Flood-Fighting



# ... Bigger, more dangerous every year

We don't have time to wait.

Emergency measures are critical, but highly vulnerable.






**JIC EMERGENCY ALERT**

**FLOOD WARNING UPDATE:**

**Peak now expected around 8AM at 16.75FT**

Some ponding water on Meander & Marion from water seeping at barriers.

**NO HESCO breach observed.**

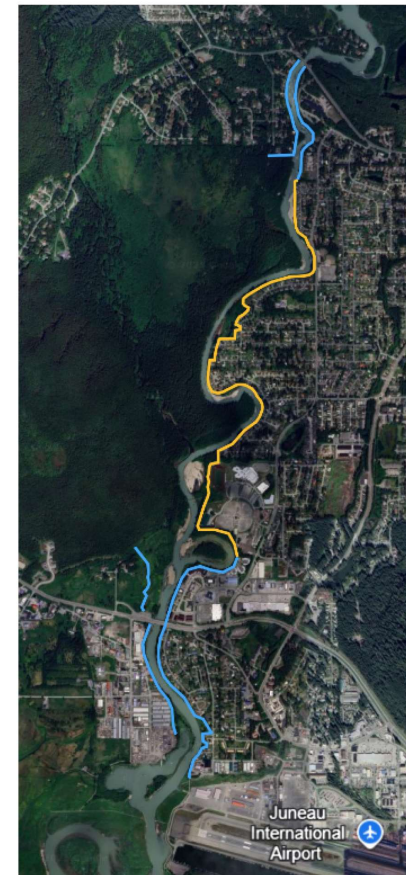





Damaged / breached HESCO barrier from tree impact during turbulent river flow

## ... Interim Flood-Fighting

- CBJ and USACE will need to continue to flood-fight
- Phase 1 - Completed prior to 2025 GLOF
- Phase 1 - Significant reconstruction required before 2026 GLOF

HESCO Barriers Map



## ... Interim Flood-Fighting

- **USACE will install Phase 2 before the Aug 2026 flood**
- **Repairs and maintenance required every year.**



# JUNEAU GLACIAL LAKE OUTBURST FLOOD (GLOF)

*Protecting our people & community*

## **ASSISTANCE REQUESTED :**

### **Enduring Solution**

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- Expedited timeline for Enduring Solution
- Funding for geotechnical work to further refine the lake tap option. Estimated Cost: \$6M
- Project authority in WRDA
  - This is *critical* to get the project from plan to solution.





City and Borough of Juneau  
 Engineering & Public Works Department  
 155 Heritage Way  
 Juneau, Alaska 99801  
 Telephone: 586-0800, FAX: 586-4565

DATE: February 23, 2026  
 TO: Greg Smith, Chair  
 Committee of the Whole  
 THROUGH: Katie Koester, City Manager  
 FROM: Denise Koch, EPW Director  
 SUBJECT: NRCS EWP Program and View Drive Resident Interest

Background

The Natural Resources Conservation Service (NRCS) has funding in their Emergency Watershed Program (EWP) for the federal portion (75%) of a buyout program for properties on View Drive. A buyout program includes more than just purchasing each home. It also includes environmental assessment, permitting, demolition, and returning properties to a natural state in perpetuity as part of the overall project cost. If all 18 eligible property owners participated, NRCS anticipates that the program would cost \$25M in total. CBJ requested a waiver of the 25% non-federal cost share; NRCS denied that request.

Informal Ballot Results

At the January 7, 2026 Assembly Finance Committee meeting, the Assembly directed staff to conduct an informal poll of eligible View Drive property owners on whether: a) they would like to participate in the View Drive property buyout program and were willing to pay the 25% project share; or b) if they did not intend to participate in the buyout project if they were required to pay the project cost share associated with the property. Each ballot was customized with a property specific estimated cost of the 25% project cost share. The assessed value was used as a proxy for appraised value; the program would use the appraised value before 2024 flood, which is likely higher. The ballot submission deadline was February 16, 2026. The results are listed in the table below.

Yes	No	Unclear (selected both Y and N)
2	11	1

Here are some of the prominent themes of the comments received with the ballots.

- disapproval of CBJ requesting individual property owners to pay the 25% project cost share
- inability to pay the 25% project cost share because they do not have that amount of money available to cover the cost share, and a desire for CBJ to pay the 25% project cost share
- some stated they would rather stay in their homes and spend the proposed 25% project cost share to fortify their homes and mitigate the flooding
- desire for additional information to inform their informal ballot

## Additional Considerations

### *NRCS Requirements*

An EWP buyout program still must meet NRCS overall goals for the project. Only one of the two properties that indicated a yes on the informal ballot has been subject to repetitive flooding; should CBJ proceed with the project under these circumstances, NRCS may only consider the one flooded property to be eligible for the program. (If for example, most of the properties that have flooded participated in the program NRCS would be more likely to also include adjacent properties that don't have a history of repetitive flooding.)

The EWP program is intended to be completed within 220 days of NRCS receiving funding for the project. NRCS received federal funding in November 2025. CBJ may request an extension of the timeline. However, NRCS will expect at minimum for participating properties that the home be purchased and vacated and any hazards mitigated prior to the 2026 GLOF. This means we need to have a final decision no later than mid-March.

### *CBJ Costs*

CBJ may submit monthly invoices to NRCS for reimbursement. CBJ can also request an advance from NRCS for the price of the home – the major cost driver of the project.

It is also important to note that CBJ will incur project costs that are not eligible for reimbursement under the EWP program. NRCS considers activities such as design, permitting, and project management to be Technical Assistance. These costs are typically 15% of the total project costs. However, NRCS will only reimburse 7.5% of project costs for Technical Assistance. Dependent upon the project cost per property (which is largely driven by home cost, demolition and site restoration), the non-reimbursable CBJ costs to carry out this project will likely average \$50k - \$100k per property.

The EWP buyout program typically purchases all the homes in a flood impacted area. The complete buyout eliminates the need for flood fighting and protecting against bank erosion because the properties are no longer occupied. If piecemeal buyouts occur, CBJ as the new owner of a property may need to armor the riverbank to protect the occupied properties on either side of the buyout property. Bank armoring cost to CBJ could range from \$0 if not necessary to \$200k - \$500k, depending on the extent of bank armoring required to protect adjacent homes from erosion damage.

The Assembly has not given any direction on if, or how much, CBJ is willing to contribute to the project. As a reminder, the Assembly has contributed approximately \$10,000 per parcel on behalf of the LID Phase 1 HESCO barrier project. Keep in mind there will be non-reimbursable expenditures in project management and permitting.

**Recommendation:** discuss what, if any, additional information you need to make a final decision on moving forward with the EWP buyout program no later than the March 16 COW.



City and Borough of Juneau  
City & Borough Manager's Office  
155 Heritage Way  
Juneau, Alaska 99801  
Telephone: 907-586-5240 | Facsimile: 907-586-5385

TO: Deputy Mayor Smith and Committee of the Whole  
FROM: Katie Koester, City Manager  
DATE: February 23, 2026  
RE: Input Request on Telephone Hill Development RFQ to Developers

The purpose of this memo is to update the Assembly on Telephone Hill and gather input from the body on specific outcomes you would like to prioritize and what you are willing to offer in regards incentives before drafting a request for qualifications (RFQ) from developers.

### **Status Update**

There is one remaining occupied home on Telephone Hill. The judge in the eviction case gave them until February 28<sup>th</sup>. At that time we will take possession of the property. Eviction hearings have taken much longer than is customary. This has delayed the project significantly (the original timeline anticipated demolition complete fall/winter of 2025). We will be able to finalize the plan set for demolition and bid it as soon as we have the complete information on the hazardous materials to inform the bid package. Phased demolition is an option if the body would like to move more quickly and I am happy to speak to the pros, cons and logistics of this during the meeting.

### **Meanwhile...**

CBJ contracted with Leland consulting to do preliminary developer outreach (attached). Major themes from the outreach include:

- Preference for a qualifications based process (RFQ) that allows for flexibility around design, affordability levels, construction materials, and parking. Importantly, an RFQ prioritizes a developer's ability to do the work – which means the bid review values work history, track record, bonding capacity, etc. Another reason for an RFQ is that they require much less time and cost to potential proposers to develop. RFPs require cost estimating, financing, architectural drawings, etc. that take months to put together and would be unattractive to developers that would otherwise be qualified for the work.
- The RFQ needs to be explicit in the incentives CBJ is willing to offer. Ie, land transfer for free, access to low interest loans and tax abatement.
- From a timing perspective, we should keep in mind interested contractors may want to pursue federal Low Income Housing Tax Credits. Applications are due in March and awards are distributed in May.
- There was some preference for 35-40 unit buildings as the 'sweet spot' for competitive tax credit financing. However, the consensus was to allow for flexibility in both the number of buildings and size.

### **Condition report**

All unoccupied residential units have been shuttered with the water pipes and oil tanks drained. Houses have been secured with updated locks to prevent any illegal access. In addition to a [condition assessment](#) performed in 2023, hazardous material surveys were completed for all but one structure, confirming the presence of lead and asbestos in all inspected homes. Additionally, onsite fuel tanks represent a potential environmental liability that will require future remediation."

### **Next Steps**

The most immediate next steps – that should happen over the next month- include 1) issuing a bid for demolition and 2) issuing a request for proposals for a firm to draft an RFQ. When demolition begins we will more aggressively reach out to potential developers through our consultants and internal contacts

with a version of the attached brochure and direct outreach. Demolition will take about 3 months, however because of the highly visible and political nature of the project it is unlikely developers will take us seriously before demolition begins. The vulnerability that the Assembly will change their mind is too great.

**Input Requested**

Review the attached statement of objectives and provide input on the draft including high density (100-155 units) and 20% affordability as the most important factors. In addition, review and comment on Assembly's willingness to apply incentives to a successful bidder including tax abatement, land transfer, and use of the Affordable Housing Fund.

**Enc:**

Draft Statement of Objectives  
Developer outreach summary  
Telephone Hill hazardous materials summary  
Telephone Hill informational brochure

## Statement of Objectives

### **Background:**

Located in Downtown Juneau, Telephone Hill is a bedrock hill that is optimally situated from all directions and within walking distance to stores, shops, entertainment centers, transportation, and over 5,000 jobs. Telephone Hills location makes it ideal for serving the downtown population, workforce, and tourism industries. The intent for the property upon acquisition was to foster economic and sustainable development in downtown Juneau. CBJ views Telephone Hill as well-suited for car-light, high-density residential development that maximizes limited downtown land.

### **Juneau Market:**

In recent years, Juneau's population growth has slowed due to increased outmigration, lower birth rates, and an aging population. As such, Juneau's population has remained stagnant, however this has not corresponded with reduced housing or workforce demand.

Juneau sees a seasonal influx of workforce and housing demand due to a strong tourism industry and the state government. Local, State, and Federal government workers, including the U.S. Coast Guard, also have a strong year-round presence in Juneau. Workforce recruitment is often limited to housing availability as housing vacancy rates have dwindled since the COVID-19 pandemic. Additionally, Juneau's aging population has created demand for senior and assisted living facilities. Workforce demand, low vacancy rates, and increasing rents are evidence of a strong demand for temporary, small-unit housing such as apartments.

Juneau's non-residential market has seen very little activity over the past two decades. Large office and retail development has declined nationwide with industries unlikely to need additional space. Similarly, hospitality development has seen declines, particularly in Juneau where demand is very seasonal in nature. Due to high tourism and government presence, downtown Juneau already has a prevalence of restaurants and shops geared toward serving these industries making new non-commercial development an unlikely project to be feasible.

### **Project Objectives:**

*From the Place Guide: "The aspiration for Telephone Hill is to forge a vibrant neighborhood dedicated to new housing downtown that also integrates social, ecological, and historical aspects."*

CBJ seeks a **high-density, multi-family housing development** ideally providing **100-155 units**, with flexibility on building count, configuration, and phasing. Development should **support year-round and seasonal workforce**, provide **affordable housing**, and accommodate the **senior population**. The site should encourage **safe access for pedestrians** and provide **greenspace or recreation areas**.

## What do we want?

Work from the redevelopment study, summarized in the Place Guide, show what is preferred for development. Scoring criteria will give preference to proposals that meet the list of wants, however no proposal will be excluded if a criteria listed below is not met. The project needs to maintain enough flexibility for the proposer to cost effectively develop the property while prioritizing community identified “wants” and “needs.” The (\*) items are the most important to the CBJ and will be weighted accordingly.

- Housing units\*
- High density, 100-150 units\*
- Minimum 20% affordable units\*
- Mix of unit sizes
- Building height not to exceed 5 floors
- Incorporate “old Juneau” building design
- Preserve or reestablish tree canopy
- Improve pedestrian access
- Improve roadway
- Green space
- Workforce, senior & Coast Guard housing

## What can be offered

- CBJ will demolish and clear the site to make way for development
  - Currently pursuing. Anticipated to begin demolition in Spring 2026 with completion being approximately 120 days from the commencement of work.
- No additional parking required
  - CBJ has expanded the downtown zero-parking zone to include Telephone Hill
- Market Analysis
  - [Completed in 2023](#)
- Tax abatement: Project would qualify for High Density Housing Tax Abatement program that provides 12-year tax abatement for developments with at least four new residential units. Total potential exemption does not include the school district’s required exemption. Units may not be used as short-term rentals during the 12-year period.
- Deferred land sell
  - Depending on how closely the proposal meets the community’s needs, the CBJ can sell the land for a nominal price and/or defer payment for the purchase of the land until the developer is realizing a return on their investment
- Gap funding or loan
  - Zero interest financing from the Affordable Housing Fund is available for the project at \$50,000 per year per unit if 20% affordability is achieved up to \$2M. (The assembly should consider dedicating the FY27 round of funding to this project).
- Permitting

- Subdivision / platting of this site is a minor development and requires approval from the Community Development Director. Subdivision does not require Planning Commission review or approval.
- Site is zoned Mixed Use, which does not have a maximum density. A housing development is considered a minor development and requires approval from the Community Development Director. Other uses, or mix of housing and other uses, may trigger a major development permit from the Planning Commission ([CBJ 49.25.300 Table of Permissible Uses](#))

### **Other Considerations**

**CBJ would like to see these items incorporated into the proposal as nice to have items.**

- Interpretive signage and wayfinding
- Historic markers
- Ground floor amenities
- Art or an installation that recognizes the history of the place

### **Contractor competency and ability to perform**

Determining criteria for evaluation will be critical for selecting a contractor to ensure they have appropriate experience, capability, and capacity to complete the project. Evaluation criteria will populate a weighted scoring matrix that will be used by the evaluation team when reviewing contractor responses. Weights will be assigned to each criterion based off their importance to CBJ for project success. Common evaluation criteria for similar projects include: firm qualifications and experience, key personnel qualifications and experience (include resume), understanding of project requirements, method for accomplishing project, capacity and ability to meet project timeline, past record of performance with references, and their internal quality assurance/quality control process.



# Telephone Hill Demolition

## Hazardous Material Sample Summary

16 February 2026

Summary tables are provided for regulated asbestos and lead sample results available as of 16 February 2026.

Table 1. Regulated Asbestos Sampling Results

Property	Sample Location	Material	Color	% Asbestos
124 Dixon Street	Upper-level walls/ceilings	Gypsum bd	White/aqua	2%
	Living room ceiling	Popcorn ceiling	White	6%
	Supply air grilles	Paper lining	Grey	20%
125 Dixon Street	Basement storage room floor	Vinyl Tile	Tan	2%
	Boiler breeching	Plaster	Grey	13%
128 Dixon Street	Main level bath floor	Vinyl Tile	Brown	15%
	Apartment kitchen floor	Vinyl Tile	Tan	2%
	Boiler breeching	Plaster	Grey	15%
211 Dixon Street	Entry and upstairs room floor	Vinyl Tile	Brown	2%
	Basement piping runs	Insulation	Grey	35%
	Basement pipe fittings	Insulation	Grey	25%
	Basement retort	Insulation	White	35%
	Boiler breeching	Plaster	Grey	15%
214 Dixon Street	Kitchen floor	Sheet vinyl	Tan	10%
	Most walls and ceilings	Gypsum board	White/misc	2%
	Ceilings on both levels	Popcorn ceiling	White	4%
135 W 2nd Street	STILL OCCUPIED			
203 W 3rd Street	Kitchen floor	Vinyl Tile	Tan	2%
	Walls and ceilings throughout	Gypsum board	White/misc	2%
	Ceilings in most areas	Popcorn ceiling	White/misc	4%
	Basement pipe runs	Insulation	Grey	35%

Table 2. Regulated Lead Sampling Results				
Property	Sample Location	Substrate	Color	ppm Lead
124 Dixon Street	Exterior trim	Wood	White	12,200
125 Dixon Street	Exterior siding and foundation	Wood/concrete	Yellow	15,600
	Exterior trim	Wood/concrete	Brown	35,900
	Kitchen ceiling and wlls	Plaster	Gold	10,500
	Exterior door	Wood	Blue	32,500
128 Dixon Street	Exterior siding	Wood/plaster	Grey	36,300
	Exterior trim	Wood/plaster	White	15,600
	Exterior fascia	Wood	White	2,230
	Interior wood trim	Wood	White	27,800
	Interior bath walls	Plaster	Yellow	133,000
211 Dixon Street	Exterior trim	Wood	Red	pending
	Interior walls	Plaster	White/Green	pending
	Interior trim throughout	Wood	White/Green	pending
214 Dixon Street	Kitchen ceiling and walls	Plaster	tan	82,000
	Interior trim throughout	Wood	white	3,580
	Exterior - lower level	Wood	yellow	112,000
	Exterior trim	Wood	white	
135 W 2nd Street	STILL OCCUPIED			
203 W 3rd Street	Interior walls	Gypsum board	misc	3,060
	Interior ceilings	Gypsum board	misc	2,830
	Exterior siding	Wood	Green	pending

Additional hazards are also present:

- Fuel tanks – at least one per property
- Mercury-bulb thermostats - at least one per property
- Fluorescent light fixtures – one or two per property.



# Developer Interview Summary

December 8, 2025

## Introduction

The City and Borough of Juneau (CBJ) retained Leland Consulting Group (Leland) to assist in initial outreach in advance of formally soliciting proposals from a developer or developers for the redevelopment of Telephone Hill in Downtown Juneau. Leland was part of the consultant team which produced the *Telephone Hill Place Guide* in 2024 and conducted some initial developer interviews during that process. For this effort, Leland conducted nine interviews (in total interviewing 13 individuals) in November 2025 with development firms based in Alaska, the Pacific Northwest, and the Mountain West. These interviews were intended to gauge developer interest in the site, identify potential red flags or areas of concern, and provide feedback to help the CBJ tailor a forthcoming request for qualifications (RFQ) that will maximize developer interest while clearly conveying the CBJ's vision and desires for development at Telephone Hill.

Some firms that were interviewed specialize in market-rate housing, others are exclusively developers of tax-credit funded regulated affordable housing, and some focus on a mix of income levels, price ranges, and capital sources. On the whole, more than half of developers interviewed were interested in the site and likely to respond to an RFQ, with understandable concerns regarding development costs and interest rates. The conversations revealed a range of perspectives on potential affordability levels, financing ideas, and overall concepts for the site.

## Interview Themes

This summary is organized by key themes discussed during the interviews. Feedback from all the interviewees is incorporated below. Where there was clear consensus or disagreement between developers, this has also been noted.

### Procurement (RFQ vs. RFP)

- Across-the-board, developers had a strong preference for an RFQ (request for qualifications) compared to an RFP (request for proposals). In general, an RFP has much more stringent requirements for design and financing specifics. Given the complexity of the site and challenging development environment with high interest rates and construction costs, developers encouraged the CBJ to create an RFQ with flexibility around design, affordability levels, and parking, with the aim of finding the right development partner to bring their goal to fruition while allowing developers the flexibility to accomplish those objectives through a range of programmatic and design strategies.
- Several developers provided examples in Alaska and Montana of projects where RFPs received either no responses or very few responses, and municipalities had to go back out for a more flexible RFQ or ask the development community for input on costs before going back out with a new RFP/Q.

# Development Financing, Costs, and Challenges

## Incentives

- Developers agreed that it is important for the CBJ to be very clear and transparent in outlining the incentives they are offering in the RFQ. The more incentives, the more attractive the project will be and the more likely they are to respond to an RFQ.
- Property Tax Abatement:
  - Most developers agreed that tax abatement would be the main needle-mover on feasibility compared to other incentives such as permit fee reductions or expedited permitting.
  - Few developers interviewed were familiar with Juneau’s existing tax abatement programs, which provide 12-year property tax abatements for projects that develop more than four units downtown or 15 units of assisted living for seniors.
  - Anchorage has a property tax exemption for multifamily development, and Washington State’s MFTE (Multifamily Tax Exemption) program has been very successful at funding multifamily market-rate and affordable units across the state in the past decade.
- Other incentives discussed included:
  - Provide the land for free (or for \$1 as is common in public-private partnerships).
  - Defer or waive impact and/or permit fees.
  - Provide capital from the Affordable Housing Trust Fund or a CBJ grant.
    - Several developers noted that certain levels of public funding in other states can trigger “prevailing wage” requirements which can be expensive.
  - Provide a low-interest loan or a credit enhancement to address persistently high interest rates.

## Costs

- All developers felt that this project would be very expensive due to its location, Juneau’s geographic isolation, and the high construction cost and interest rate environment.
- Developers described development costs of \$325-350 per square foot (all-in) in Anchorage in recent years and estimated that costs there may be upwards of \$400 per square foot currently. Note that this is consistent with developer estimates of construction costs during the previous round of interviews Leland conducted for this project in 2024.

## Construction Workforce

- .
- Many developers indicated that they would be likely to import their own workforce in order to meet the needs of the project. Several have had experience doing this in other remote locations, and others have existing travelling general contractors that they use regularly.

## Timing

- Most developers were not particularly concerned with climate or winter weather. Some indicated that they would likely develop in the winter, and others would rather wait, but overall, it was described as a

calculation of the costs of waiting compared to the costs of taking additional measures to work through the winter.

- More important than weather were discussions about tax credit financing cycles for projects that would be seeking competitive “nine percent” Low Income Housing Tax Credits (LIHTC), which are allocated by the state on a yearly schedule. Applications are due in March, and the state allocation occurs in May.

## Market-Rate and Mixed-Income Financing

- Some developers were concerned about the potential requirement to provide a percentage of units as regulated affordable housing, given the overall potential cost of the project.
- Other developers were concerned that if market rents in Juneau are close to rents that would serve households earning 80 percent AMI, there would be competition between the affordable and market-rate units, making it hard to build affordable units.
- On the other hand, several developers thought that the market-rate portion of the project would be more challenging, given the known sources of funding for affordable units and the current high interest rates.
- Overall, more developers expressed concerns over the financing of the market-rate component of the project than concerns over the financing of the regulated affordable component.
- Some developers have had success building “workforce housing” catering to middle income ranges (usually between 60 and 140 percent AMI), but others described this as a very challenging market. Some provided examples from Montana, Oregon, and Idaho of middle-income projects which were funded through city contributions, tax abatements, opportunity zones, or partnerships with community housing trusts.

## Affordable Financing

- Some developers specializing in tax credit projects indicated interest in developing one of the four buildings as a LIHTC nine percent project. In Alaska, a 35-40 unit building is the “sweet spot” for competitive tax credit funding.
- Other affordable developers were interested in developing the whole site as a tax credit project with a mix of four percent and nine percent credits (likely one building as nine percent) and potentially other federal or CBJ sources in the mix.
- When considering the potential for the whole site to be developed as affordable housing, one developer suggested that income averaging could be used to provide some deeply subsidized units (i.e. 30-40 percent AMI, potentially for low-income seniors) and then some at 80 percent AMI. Otherwise, a fully tax credit-funded project would require all units to serve a maximum of 60 percent AMI which may not align with the vision for the site.

## Site and Program

### Vision

- Most developers did not express strong concerns with the vision for the site articulated by the Telephone Hill Place Guide. However, several did recommend that the RFQ allow for flexibility in the number of buildings (e.g., two buildings instead of four, but with the same total unit count) in order to maximize construction efficiency and lower costs.

- Overall, developers would like there to be flexibility in the construction method (podium, wood frame, prefab/modular construction, etc.) in order to design the lowest-cost building to meet the needs of the market.

## Parking

- Developers had strong opinions and questions about parking. Overall, there was agreement that it would be extremely expensive and infeasible to blast an additional story of below-grade parking into the hill.
- There were numerous questions about the existing parking garage. Most importantly, many developers wanted to see detailed information on existing utilization of the garage and understand if there may be unused capacity or options for shared parking within the existing structure. There was also agreement that a requirement for the developer to add potential additional stories to the garage would be a large and unsupported cost. Some developers suggested that the CBJ could add parking or issue a tax exempt bond to finance the garage expansion.
- A couple of developers made the point that given the lack of parking requirements and downtown location, it would be better for the CBJ to spend money on getting the housing built rather than building more parking.

## One or Multiple Developers?

- Some developers were only interested in building a portion of the site, using nine percent tax credits as discussed above. Although a couple of developers thought the city should issue a separate proposal for the market-rate and affordable components of the site, overall, most agreed that the city should just undertake one RFQ process and that market-rate and affordable developers could propose as a team if desired. This would decrease administrative burden on the CBJ and improve alignment with project goals.
- Several developers described experiences where they have built market-rate and affordable (tax credit-funded) units in the same building, including one example with units scattered throughout the building. Overall, this has been challenging and required condoization, so most developers expressed a preference for building the tax credit-funded units in a separate building. In any case, the RFQ should allow for flexibility in approaches.

## Interested in the Project?

- More than half of the developers interviewed were definitely interested in responding to an RFQ. Several were focused on only the affordable component (in one building), whereas others envisioned the whole site as an affordable project at various income levels, and others focused on the market-rate or “workforce” portion.
- Several developers were potentially interested, but with certain conditions, most commonly that the CBJ structure the solicitation as an RFQ rather than an RFP, that they would not be responsible for expanding the parking garage, and that the CBJ is explicitly clear on incentives that they are willing to offer, particularly tax abatement and gift of the land.
- A few developers were not interested based on distance, uncertainty about the Juneau and Alaska markets, and other reasons.



# TELEPHONE HILL

Juneau, Alaska

**A transformative housing  
development opportunity in  
Alaska's Capital City**

# Telephone Hill: Housing in the Heart of Juneau

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## Location & Size

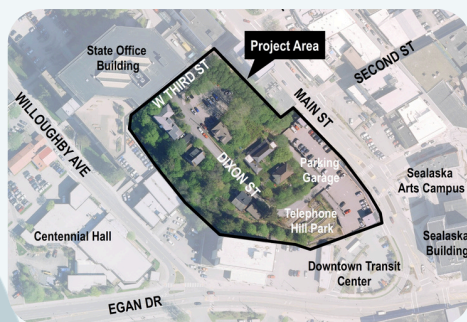
The City & Borough of Juneau (CBJ) is excited to offer a unique housing development opportunity for interested developers.

Covering 1.4 acres in the heart of scenic downtown Juneau, Telephone Hill is a highly desirable residential location for which CBJ is seeking development proposals. This area represents a prime housing opportunity for various industry professionals, as well as inbound US Coast Guard service members, retirees, and potential business owners at ground-level storefronts.

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## Market Demand & Community Incentives

A recent market analysis found that Juneau is in need of 400–600 new housing units to meet market need. CBJ is committed to promoting accessibility and affordability by offering subsidies in exchange for developments that include affordable housing options. Market studies show an acute need for workforce housing (studio and one bedroom apartments).



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## Development-Ready Site

CBJ is minimizing developer risk by prepping the site for immediate redevelopment. We aim to select a development partner in early 2026, for construction initiation in 2027.

Final designs consisting of mixed-income housing of various types are preferred. Recent design concepts have presented four separate buildings with at least 155 units.

New development should be distinct with its own identity, while respecting the identity and traditions of our community-focused city.

## Contact

**Dan Bleidorn**  
**Lands & Resources Manager**  
**City & Borough of Juneau**  
dan.bleidorn@juneau.gov  
(907)586-5252

**Get involved today - CBJ would love to learn about your interest and vision!**

# Tools & Details For Developers

- Size: ~18,000 ft<sup>2</sup>, mixed use
- No max units/acre
- No height limit
- Accommodates 4 multi-family buildings
- CBJ-funded topographical & geographical studies
- No wetlands
- <0.5 miles from the Subport
- No conditional use permit required
- Project eligible for Affordable Housing Fund applications
- Project eligible for 12-year tax abatement programs

## **Telephone Hill Place Guide:**

[bit.ly/THplaceguide](http://bit.ly/THplaceguide)

## **Redevelopment Study:**

[bit.ly/THredevelopment](http://bit.ly/THredevelopment)

## **Market & Feasibility Analysis:**

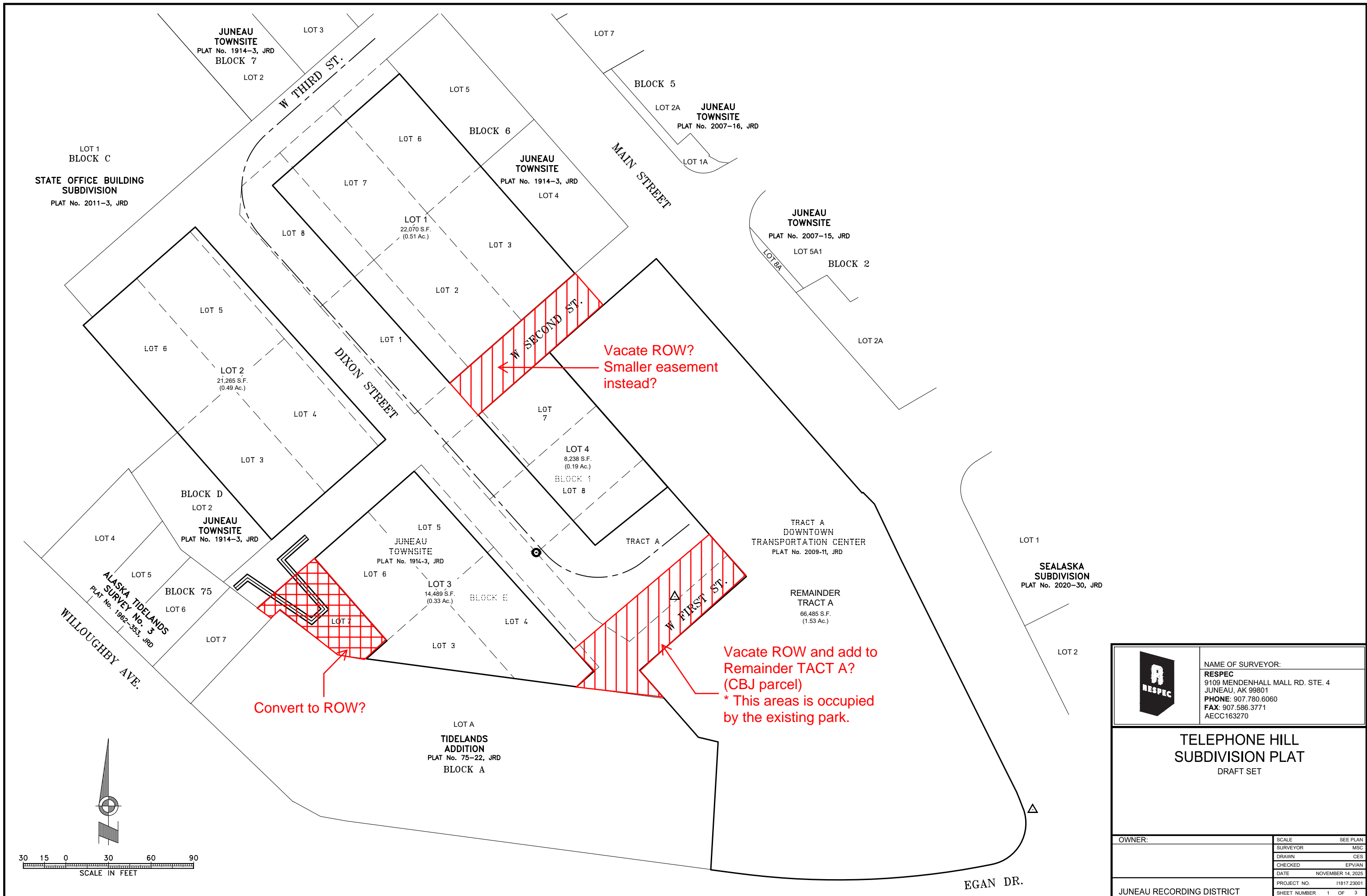
[bit.ly/THmarketanalysis](http://bit.ly/THmarketanalysis)

## **Google Maps:**

[bit.ly/THlocation](http://bit.ly/THlocation)

58.300431, -134.410114

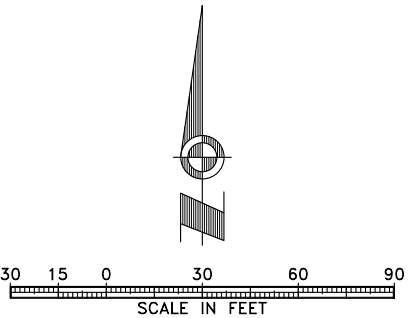





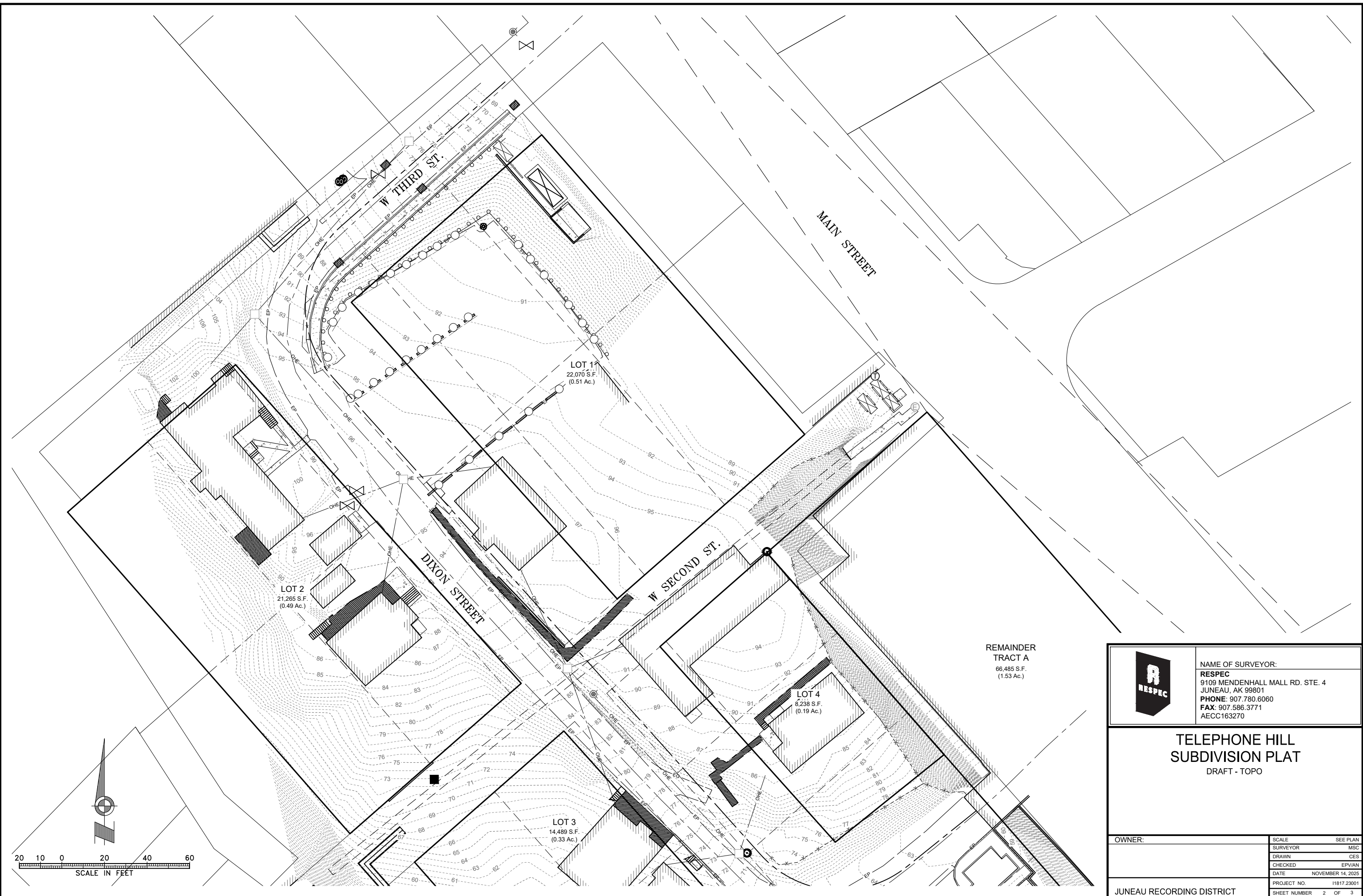
Vacate ROW?  
Smaller easement  
instead?

Convert to ROW?

Vacate ROW and add to  
Remainder TACT A?  
(CBJ parcel)  
\* This areas is occupied  
by the existing park.



	NAME OF SURVEYOR: <b>RESPEC</b> 9109 MENDENHALL MALL RD. STE. 4 JUNEAU, AK 99801 PHONE: 907.780.6060 FAX: 907.586.3771 AECC163270	
	<b>TELEPHONE HILL SUBDIVISION PLAT</b> DRAFT SET	
OWNER:	SCALE	SEE PLAN
	SURVEYOR	MSC
	DRAWN	CES
	CHECKED	EPVIAN
	DATE	NOVEMBER 14, 2025
	PROJECT NO.	11817.23001
JUNEAU RECORDING DISTRICT	SHEET NUMBER	1 OF 3



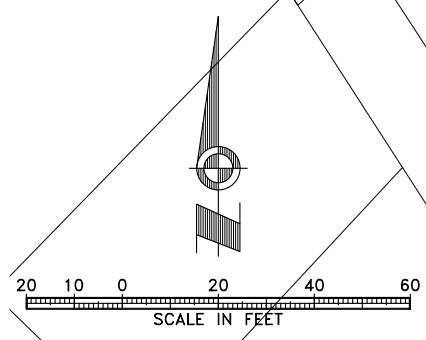
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(0.51 Ac.)

LOT 2  
21,265 S.F.  
(0.49 Ac.)

LOT 4  
8,238 S.F.  
(0.19 Ac.)

LOT 3  
14,489 S.F.  
(0.33 Ac.)

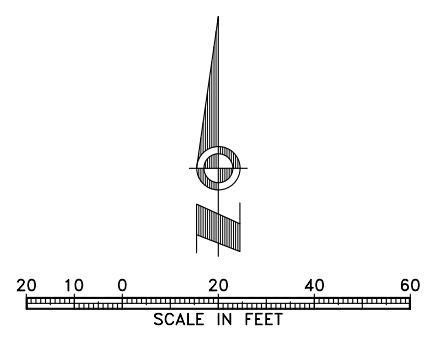
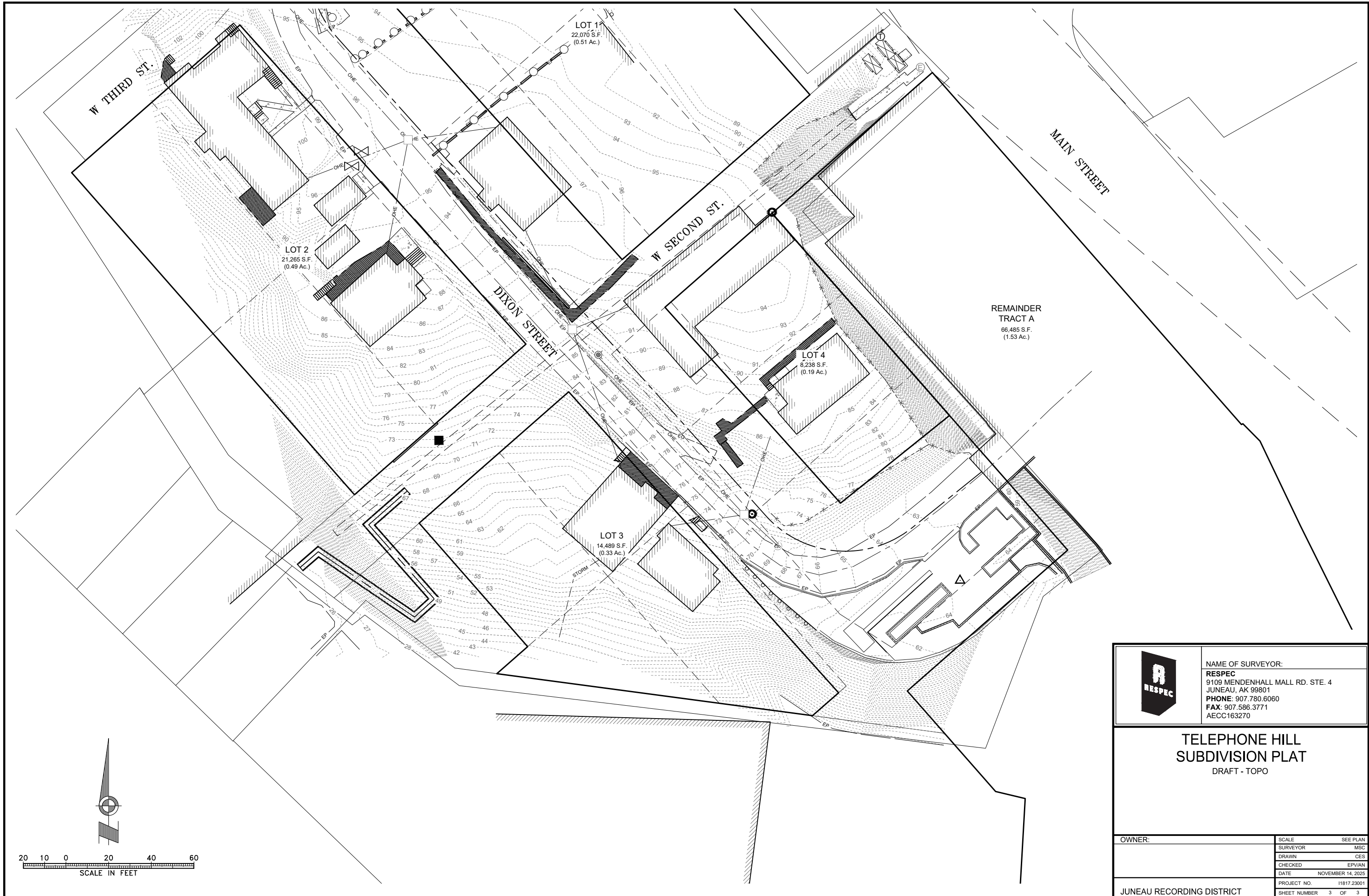
REMAINDER  
TRACT A  
66,485 S.F.  
(1.53 Ac.)




NAME OF SURVEYOR:  
**RESPEC**  
9109 MENDENHALL MALL RD. STE. 4  
JUNEAU, AK 99801  
PHONE: 907.780.6060  
FAX: 907.586.3771  
AECC163270

**TELEPHONE HILL  
SUBDIVISION PLAT**  
DRAFT - TOPO

OWNER:	SCALE	SEE PLAN
	SURVEYOR	MSC
	DRAWN	CES
	CHECKED	EPVIAN
	DATE	NOVEMBER 14, 2025
	PROJECT NO.	11817.23001
JUNEAU RECORDING DISTRICT	SHEET NUMBER	2 OF 3



	NAME OF SURVEYOR: <b>RESPEC</b> 9109 MENDENHALL MALL RD. STE. 4 JUNEAU, AK 99801 PHONE: 907.780.6060 FAX: 907.586.3771 AECC163270	
	<b>TELEPHONE HILL          SUBDIVISION PLAT</b> DRAFT - TOPO	
OWNER:	SCALE:	SEE PLAN
	SURVEYOR:	MSC
	DRAWN:	CES
	CHECKED:	EPVIAN
	DATE:	NOVEMBER 14, 2025
	PROJECT NO.:	11817.23001
JUNEAU RECORDING DISTRICT	SHEET NUMBER:	3 OF 3



**Office of the City Manager**  
155 Heritage Way  
Juneau, Alaska 99801  
PHONE: (907) 586-5240  
FAX: (907) 586-5385  
[Alexandra.Pierce@juneau.gov](mailto:Alexandra.Pierce@juneau.gov)

**TO:** Assembly Committee of the Whole  
**FROM:** Alix Pierce, Visitor Industry Director  
Angie Flick, Finance Director  
**THROUGH:** Katie Koester, City Manager  
**DATE:** February 23, 2026  
**RE:** Seawalk Procurement and Financing

**PURPOSE**

1. To provide the Assembly with an update including timing and financing options for the Seawalk; and
2. To discuss the need for manager's best interest finding of an estimated \$14,100,452 to Western Marine Construction to complete construction of the section of the Seawalk through Petro Marine property.

**PETRO MARINE ALIGNMENT**

The alignment through the Petro Marine property was approved through Ordinance 2025-35 to authorize a lease for the extension of the Seawalk. Simultaneous to the Seawalk project, Petro Marine is redeveloping their property and constructing a new dock. Because the projects are tied together both physically and logistically, PND Engineers (working independently for both parties) has determined that the improvements will need to be constructed all at once by the same contractor. Attachment A shows the current design for the full Seawalk alignment.

For a project of this nature, we would normally take it to 100% design and then bid the project through the low bid process. This project does not comport with the traditional CBJ procurement process and necessitates an alternative procurement method. After evaluating several different options including amending an existing contract, contracting with Petro Marine to construct the Seawalk as lease improvements, and bidding the contract to "fill in the gap" of the Seawalk, staff determined that the best option is for the City Manager to issue a manager's best interest finding to use the same contractor as Petro Marine to construct this portion of the Seawalk. The current cost estimate is approximately \$14,100,452.

Forgoing traditional procurement for a project of this size is highly unusual. However, the Petro project is moving quickly, and CBJ needs to align permitting and procurement timelines to ensure this portion of

the Seawalk project is completed successfully and timely. The contractor, Western Marine, has worked with CBJ in the past and is currently completing the Aurora Basin project for Docks and Harbors. They are an established regional construction company and one of the few regional contractors with the capacity to do large-scale marine construction like the Seawalk.

Integrating the Seawalk construction with Petro Marine’s construction work using the same contractor will save significant mobilization costs, eliminate duplicate construction management personnel costs, and reduce the costs of specialized equipment, material acquisition and transport. Added benefits are streamlined communications, a more closely coordinated construction schedule, and enhanced ability to adjust to unforeseen circumstances as they arise. This all translates to fewer hours expended on these activities for all parties and lowers the risk of costly delays. CBJ can require the contractor to get multiple quotes for materials and subcontractors, ensuring a fair price. This is an approved practice in other municipalities with different procurement codes (i.e. Sitka) and contractors are accustomed to working under these parameters. This is also CBJ standard practice when modifying an existing contract to ensure a fair price.

Petro Marine Services is actively planning for the complete rebuild of its Juneau Rock Dump Fuel Terminal facilities. Petro will be demolishing and replacing its existing marine fuel dock, approach dock, mooring and breasting dolphins, fuel lines, and upland truck loading rack. They will also be making extensive site grading, drainage, and shore protection improvements. The CBJ Seawalk passes through the Petro Fuel Dock at the approach dock which is sandwiched between the main dock and extensive over the slope fuel lines owned by Petro and Delta Western. That area will receive significant armor rock shore protection measures as part of the Petro project. The site is very constrained for keeping fuel operations ongoing during these construction activities. Both Petro Marine and Delta Western will have regular barge deliveries to this facility throughout construction amongst the multiple construction barges working on the site. Cruise ship arrivals from spring through fall will complicate the available maritime navigational space within the port.

Once Petro Marine’s new site improvements are in place and fully operational Petro will not allow CBJ to access the site to construct the Seawalk due to the significant impact to Petro Marine’s operations and infrastructure. Further, the armor rock placed along the shore during Petro Marine’s improvements would need to be removed in order for Seawalk piles to be installed. The best construction sequencing option is for a single marine contractor to install the Seawalk concurrently with the fuel dock construction activities. **According to PND Engineers, adding a second marine contractor to construct the Seawalk concurrent with this mix is not considered possible and is fraught with logistical and contractual risks.**

The remainder of the project that is not commingled with Petro Marine infrastructure, on the Franklin Dock side of the project, would be bid through the regular CBJ low bid procurement process (approximately \$14M). The current project estimate from PND Engineers is below:

Project Description	Budget
---------------------	--------

South Franklin Dock to Petro Marine Property	\$19,655,950
Petro Marine Property to A.J. Dock	\$14,100,401
<b>Total</b>	<b>\$33,756,401</b>

**FINANCING**

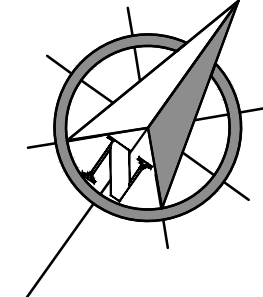
The Assembly has prioritized the Seawalk for some time through allocations of the Marine Passenger Fees to this and other Seawalk projects (MPF meaning a combination of Juneau’s Marine Passenger Fees, Port Development Fees and State Marine Passenger Fees). Assuming the Assembly wishes to fund the remaining construction of this section using MPF; the Assembly has the option to utilize revenue bonds in order to have the funds available to meet the construction timeline and then use MPF as the revenue source to repay the bonds.

Revenue bonds do not require a general election vote of the residents of Juneau, as the CBJ is pledging a revenue source to repay the bonds rather than levying a property tax in order to fund the bond repayment. The process does include an ordinance and resolution process, per the CBJ Charter as well as a TEFRA hearing in which residents have another opportunity to voice concerns about the financing. TEFRA hearings are hosted by staff as required through the Tax Equity and Fiscal Responsibility Act of 1982.

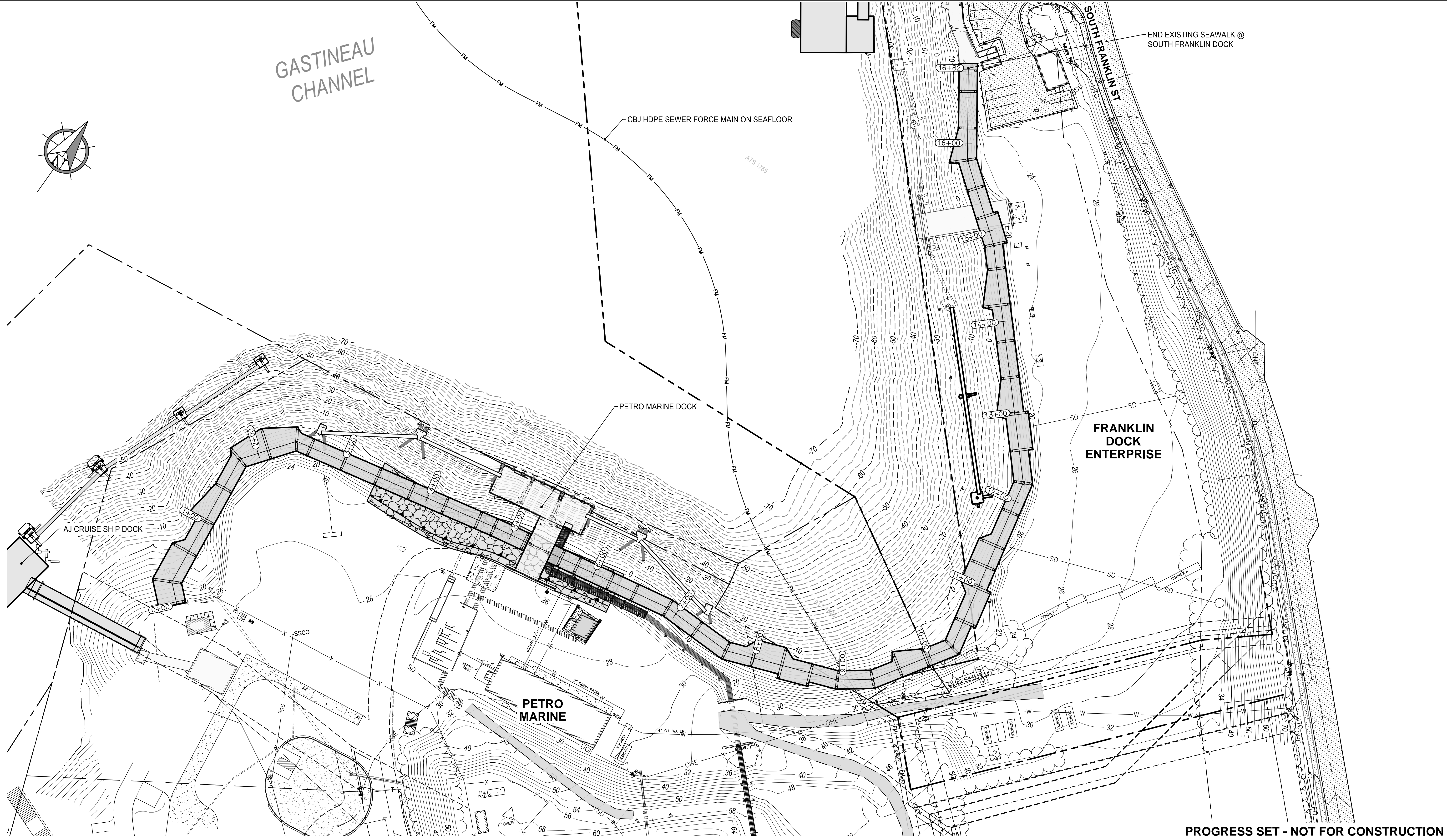
**REQUESTED MOTION**

Direct staff to draft an ordinance to pursue \$28M in revenue bonds for the Seawalk project to be funded by MPF.

**ATTACHMENT A:** Franklin to A.J. Seawalk Design



GASTINEAU CHANNEL



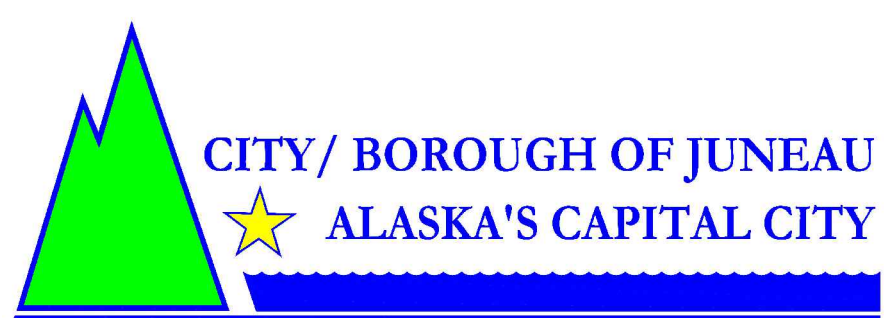
END EXISTING SEAWALK @ SOUTH FRANKLIN DOCK

FRANKLIN DOCK ENTERPRISE

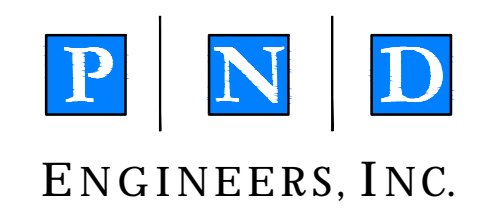
PETRO MARINE

AJ CRUISE SHIP DOCK

PROGRESS SET - NOT FOR CONSTRUCTION



REVISIONS					
REV.	DATE	DESCRIPTION	DWN.	CKD.	APP.



9360 Glacier Highway Ste 100  
Juneau, Alaska 99801  
Phone: 907-586-2093  
www.pndengineers.com

DESIGN: MBH CHECKED: MBH  
DRAWN: PJD APPROVED: CRS

SCALE: SCALE IN FEET  
0 50 100 FT.

**PROGRESS SET**  
DATE: 2/16/26

**CITY & BOROUGH OF JUNEAU  
SEAWALK EXTENSION  
FRANKLIN DOCK TO AJ DOCK**

SHEET TITLE: **OVERALL PLAN**  
PND PROJECT NO.: 172110.07 C.A.N. NO.: AECC250

**C1.01**



**DATE:** February 18, 2026

**TO:** Chair Smith and the Committee of the Whole

**FROM:** Christine Woll, Assembly Finance Committee Chair  
Angie Flick, Finance Director

**SUBJECT:** **FY 27 Assembly Budget Reduction Process**

155 Heritage Way  
Juneau, AK 99801  
Phone: (907) 586-5215

The purpose of this memo is to provide an update on the FY27 budget process as it pertains to budget (service) reductions. There are two pieces of engagement being requested of each Assemblymember.

It is an understatement to say that this budget cycle is going to be challenging for staff, the community and the Assembly! During the winter retreat, the Assembly determined the areas of work and assignment required to step into the revenue reductions stemming from the community direction through the October 2025 election. One of those areas the Assembly assigned to themselves is \$2M-\$4M in service reductions for FY27. In order to facilitate information and process, Assembly members are being asked to participate in two ways.

#### **Budget Scenario Workshops**

The Communications and Engagement Team is hosting community focused Budget Scenario Workshops in February and March to gain insights into community priorities and preferences given various scenarios. There will be three mini-workshops set up for Assemblymembers working in groups of three to experience the same workshop and to gather and consolidate Assembly preferences and solutions. This will be kept at a high level in order to preserve each Assemblymember's ability to discuss specific topics with other members of the Assembly without fear of violating open meeting law restrictions. The results of the Assembly mini-workshops will be presented along with the community workshops at the April 11<sup>th</sup> AFC Budget Retreat. The City Clerk will work to schedule these sessions soon.

#### **Budget Service Reductions**

There are many paths to starting and structuring service reduction conversations. Given Assembly time constraints, the number of AFC meetings allocated and the likely need to consume staff time to gather information on the many possible service reductions, the following path has been selected. Similar to the process the Assembly utilizes to form the Legislative Priorities each year, each Assemblymember is asked to submit a minimum of \$2M of operating service reductions to the Finance Director who will then consolidate and summarize the various reduction proposals. Members may also submit reductions that are one-time in nature above the \$2M in operating reductions. The summarized list will be presented to the AFC, providing the Body a structure to start working through reductions in earnest. This method will allow the AFC to see the full suite of ideas as well as where there are or are not common priorities.

#### **Here are important dates related to this process:**

Saturday, April 11 – Manager's Proposed Budget presentation, Budget Scenario Workshop Results provided  
Wednesday, April 15 – Listening session on budget  
Thursday, April 16 – Budget reduction ideas due to Finance Director  
Wednesday, April 22 – Service reduction summary presented to AFC

The Budget Reduction Idea form is attached to this memo and will be provided via email to the Assembly. While this is a structured process, the ability of Assemblymembers to bring forward ideas and actions at any time remains.

# City & Borough of Juneau Budget Reduction Ideas

\*\* Form is due back to the Finance Director by April 16, 2026 \*\*

Basic Information

Assemblymember	
Amount of Reduction	
Fund or Program Impacted	
Is the amendment a reduction, transfer or change?	
Is the amendment one-time or on-going?	
Summarize the amendment action:	

1. Amendment Request Title (Suggested heading):

2. Amendment description and benefit. Describe the amendment (in half a page or less), including specific aspects of the amendment and reasoning. Explain how the amendment will benefit the community. What sector(s) of the community will this amendment benefit and/or serve?

3. Amendment support. Is the amendment supported in CBJ or other community plans (List where the concept is mentioned or supports concepts in planning documents such as the Assembly Goals, Legislative Priorities, CIP Plan, etc.)

4. Amendment logistics. If the Assembly moves forward with this amendment, does it require other actions such as a resolution or ordinance?



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# 2026 CBJ Budget Priorities Survey Results

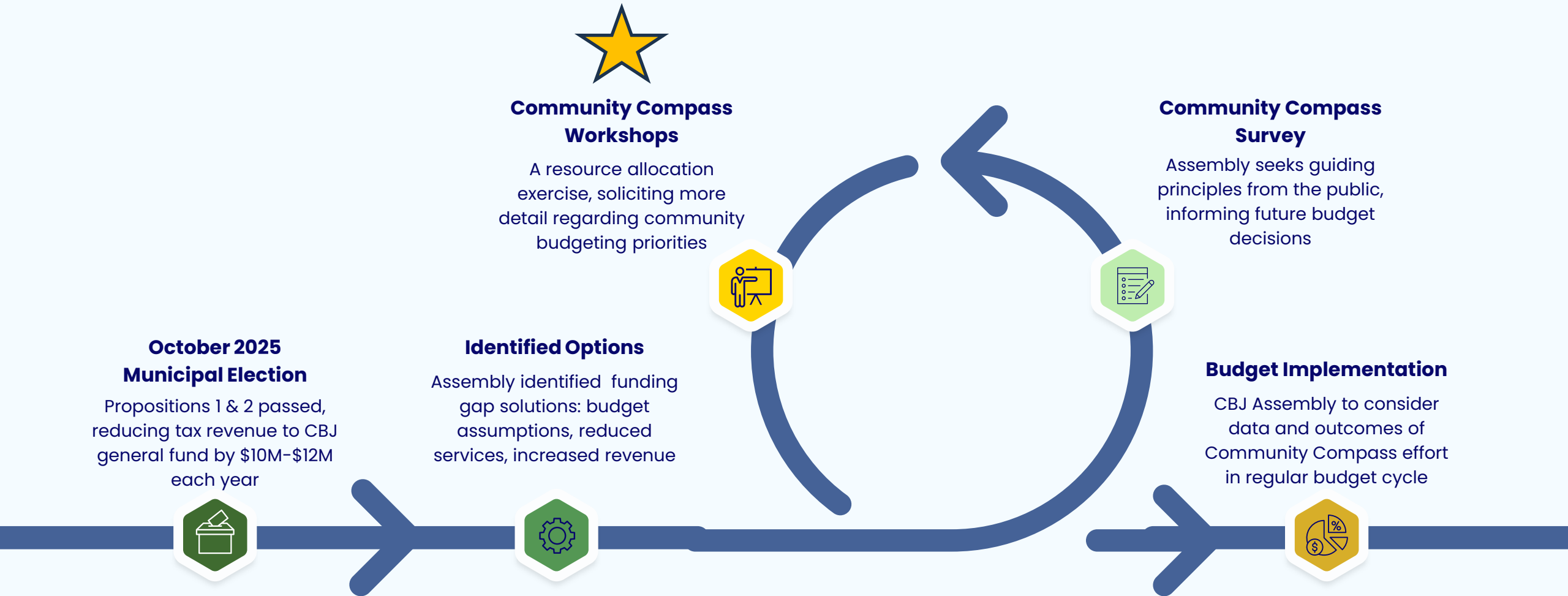
February 23, 2026 – Assembly Committee of the Whole

---

**Ashley Heimbigner**, CBJ Communications & Engagement Director

**Meilani Schijvens**, Rain Coast Data

# CBJ COMMUNITY COMPASS – Budget Process



# CBJ COMMUNITY COMPASS

## ➤ Community Compass Survey:

Sought guiding principles from the public, to inform community priorities and budget decision-making.

*Goals: Concise. Accessible. Replicable.*

*\*Additional Input form + Emails to Borough Assembly*

## ➤ Outreach/Distribution:

Website - Press Releases - Posters/Flyers -  
Social Media - Bus Signage - Radio Ads +  
Interviews (all major stations) - Table Tents in  
Community Spaces - Tabling - Staff Outreach -  
Direct Organizational and Local Influencer Outreach

*Tabling Locations: Lemon Creek Breeze In, Safeway,  
Foodland, Forbidden Peak, JDHS*



# CBJ COMMUNITY COMPASS: What's Next



## Community Compass Workshops:

A resource allocation exercise, small group discussion soliciting more detail regarding community budgeting priorities.

*Locations:*

*Filcom Community Hall (2/18),  
Valley Library (2/24), Douglas  
Library (3/3)*



## Assembly Listening Session:

Dedicated opportunity for public comment on draft budget.

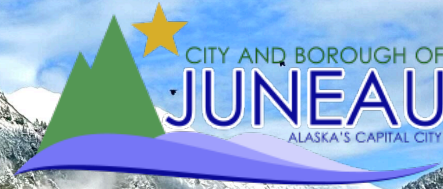
*April 15 – Assembly Chambers*



# Juneau Budget Survey Report



**CBJ COMMUNITY  
COMPASS**



Prepared for

Prepared by  
**Rain Coast  
Data**



# CBJ Budget Survey Summary 2026

**4,400**  
Unique Resident Surveys

**99%**  
Confidence Level

**1.8%**  
Confidence Interval

**JANUARY 16-FEBRUARY 10, 2026**

# Respondent Profile

## Generation, Geography, Race

Generation				
Residents by generation:	Juneau Residents	Survey Responses	Survey	
80+	Silent and Greatest Generation	3.6%	2.3%	99
60s, 70s	Baby Boomers	25%	28%	1,206
Late 40s, 50s	Generation X	24%	28%	1,221
30s to Mid 40s	Millennial Generation	28%	33%	1,428
Late-20s & younger	Generation Z and Alpha	20%	9%	412

Geography			
Residents by geography:	Juneau Residents 15+	Survey Responses	Survey
Mendenhall Valley	40%	38%	1,616
Lemon Creek and Twin Lakes	14%	9%	379
Douglas	20%	22%	946
Downtown or Thane	11%	16%	727
Auke Bay to end of the road	15%	15%	628

Race			
Residents by race:	Juneau Residents 15+	Survey Responses	Survey
White (only)	70%	83%	3,243
Alaska Native/Native American	17%	11%	408
Asian	10%	4%	162
Black or African American	2%	1%	42
Hawaiian/Pacific Islander	2%	1%	36
Hispanic (of any race)	6%	3%	112
Other, prefer not to answer, skipped			490

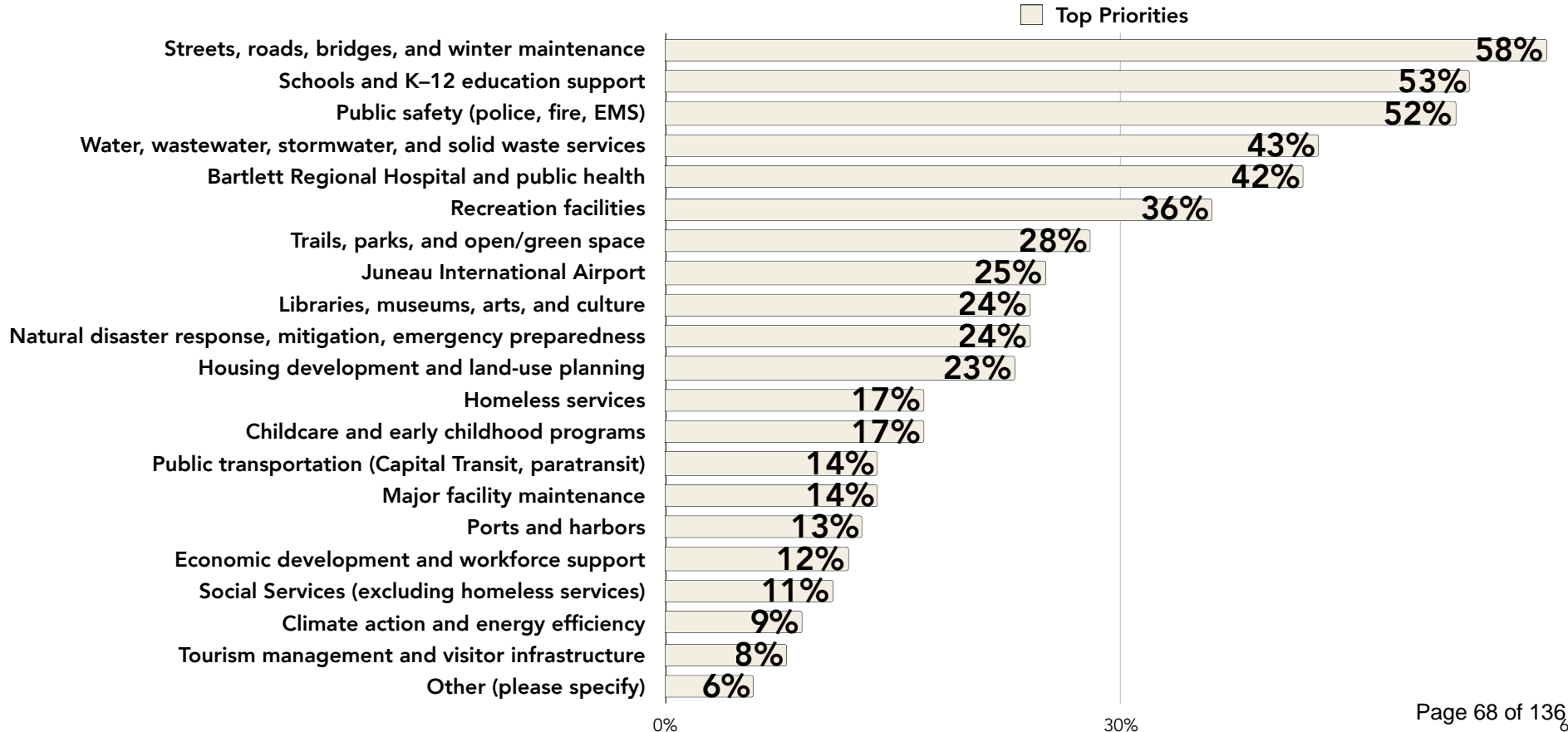
**Final results weighted by generation and geography**

# Juneau Budget Priorities

*“I had to leave off choices I strongly support to keep my list short.” — Public comment*

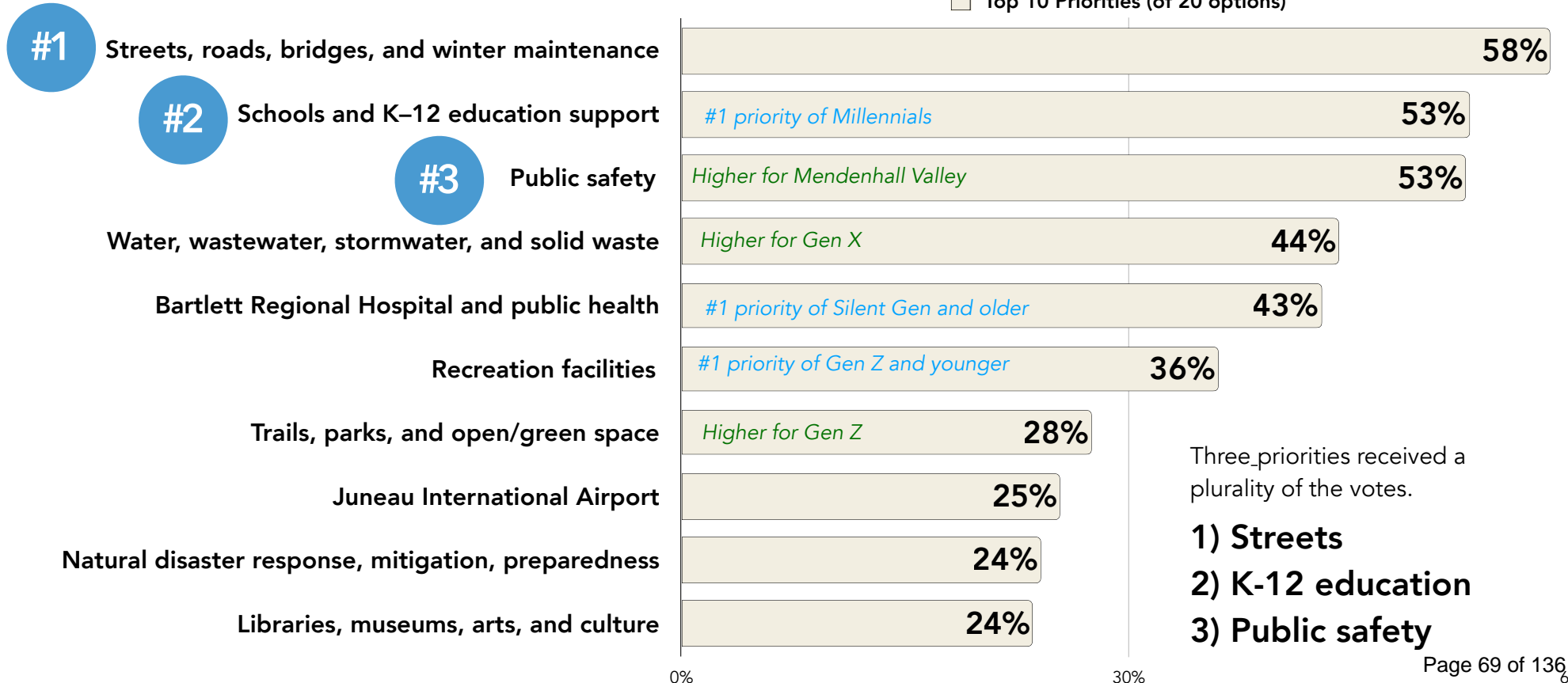
# CBJ Budget Priorities

## What top 4-5 CBJ areas of focus should be prioritized



# Top 10 Budget Priorities

What top 4-5 CBJ areas of focus should be prioritized



# Juneau Budget Priorities

## Priorities by Sub-Group

What top 4-5 CBJ areas should be prioritized? By Generation

	Silent and Greatest Generations	Baby Boomers	Generation X	Millennial Generation	Generation Z
Streets, roads, bridges, and winter maintenance	59%	62%	63%	53%	47%
Schools and K-12 education support	54%	47%	53%	59%	49%
Public safety (police, fire, EMS)	58%	59%	60%	45%	33%
Bartlett Regional Hospital and public health	63%	52%	41%	37%	34%
Water, wastewater, stormwater, and solid waste services	39%	49%	49%	40%	30%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	17%	26%	32%	45%	50%

What top 4-5 CBJ areas should be prioritized? By Geography

	Downtown/Thane	Douglas	Valley	Lemon Creek Twin Lakes	Auke Bay End of Road
Streets, roads, bridges, and winter maintenance	48%	57%	62%	61%	60%
Schools and K-12 education support	53%	52%	53%	56%	50%
Public safety (police, fire, EMS)	38%	50%	60%	51%	57%
Water, wastewater, stormwater, and solid waste services	38%	44%	46%	43%	48%
Bartlett Regional Hospital and public health	40%	40%	44%	43%	46%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	38%	43%	31%	34%	34%

What top 4-5 CBJ areas should be prioritized? By Race

	White	Alaska Native	Asian
Streets, roads, bridges, and winter maintenance	58%	58%	52%
Schools and K-12 education support	54%	53%	54%
Public safety (police, fire, EMS)	52%	50%	46%
Bartlett Regional Hospital and public health	44%	30%	39%
Water, wastewater, stormwater, and solid waste services	43%	37%	29%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	37%	27%	32%
Housing development and land-use planning	22%	32%	27%

What top 4-5 CBJ areas should be prioritized? By Income Status

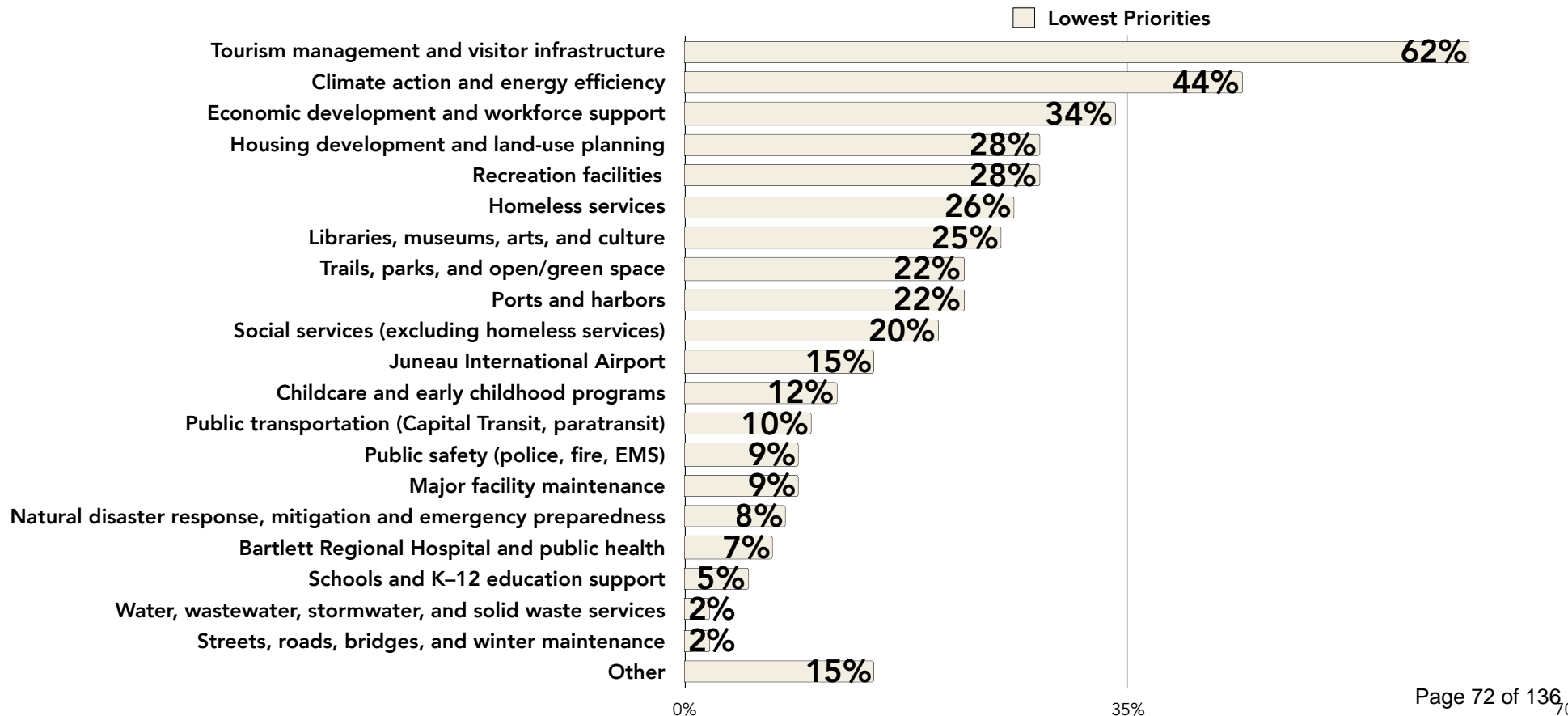
	Lower Income	Middle Income	Higher Income
Streets, roads, bridges, and winter maintenance	54%	58%	57%
Schools and K-12 education support	45%	54%	55%
Public safety (police, fire, EMS)	41%	52%	54%
Bartlett Regional Hospital and public health	35%	41%	46%
Water, wastewater, stormwater, and solid waste services	32%	44%	44%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	28%	37%	37%
Trails, parks, and open/green space	29%	28%	28%

# Juneau Budget Lowest Priorities

*“Almost impossible to pick. All seem like priorities.”  
— Public comment*

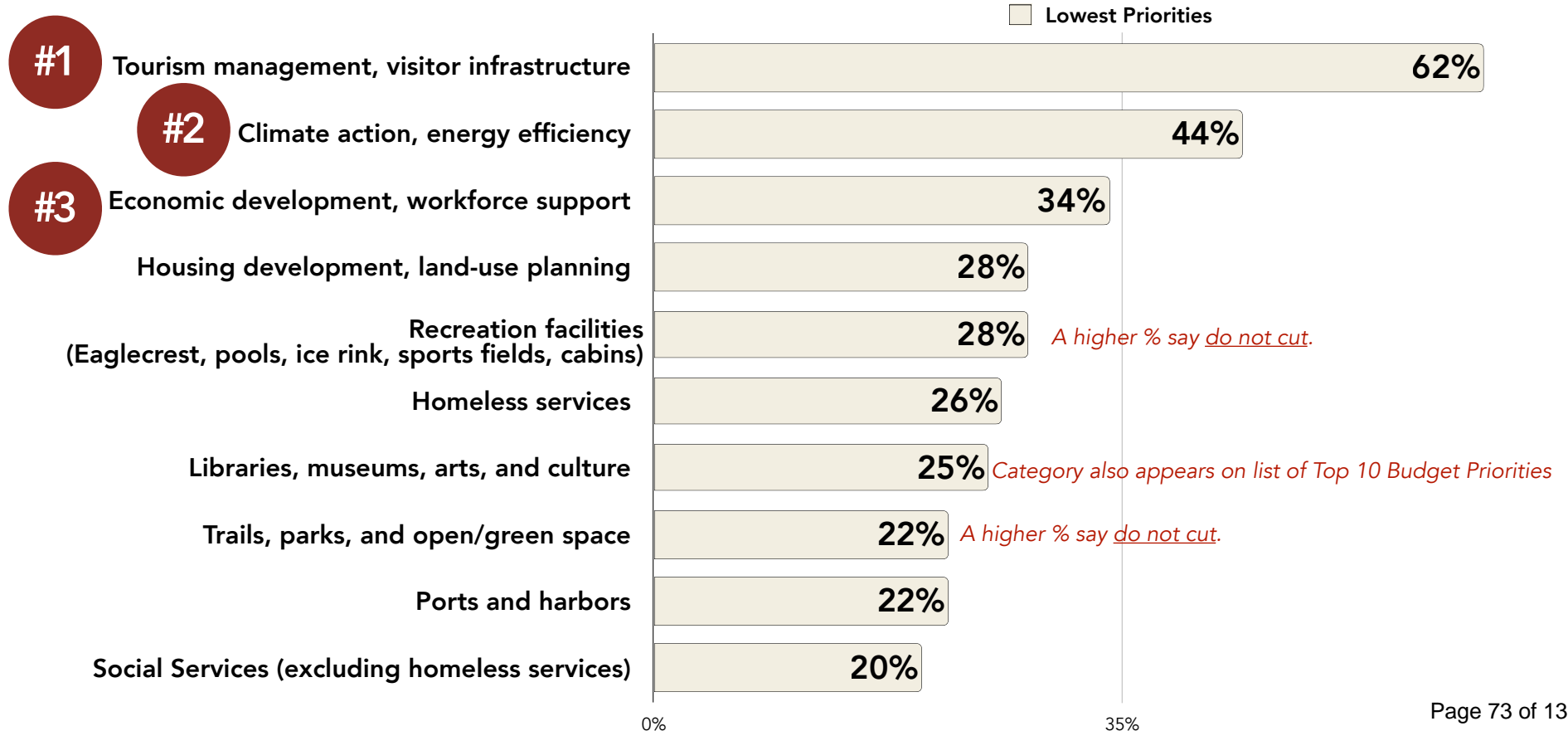
# CBJ Lowest Budget Priorities

## What top 4-5 CBJ areas of focus would you cut (if you had to)



# 10 Lowest Budget Priorities

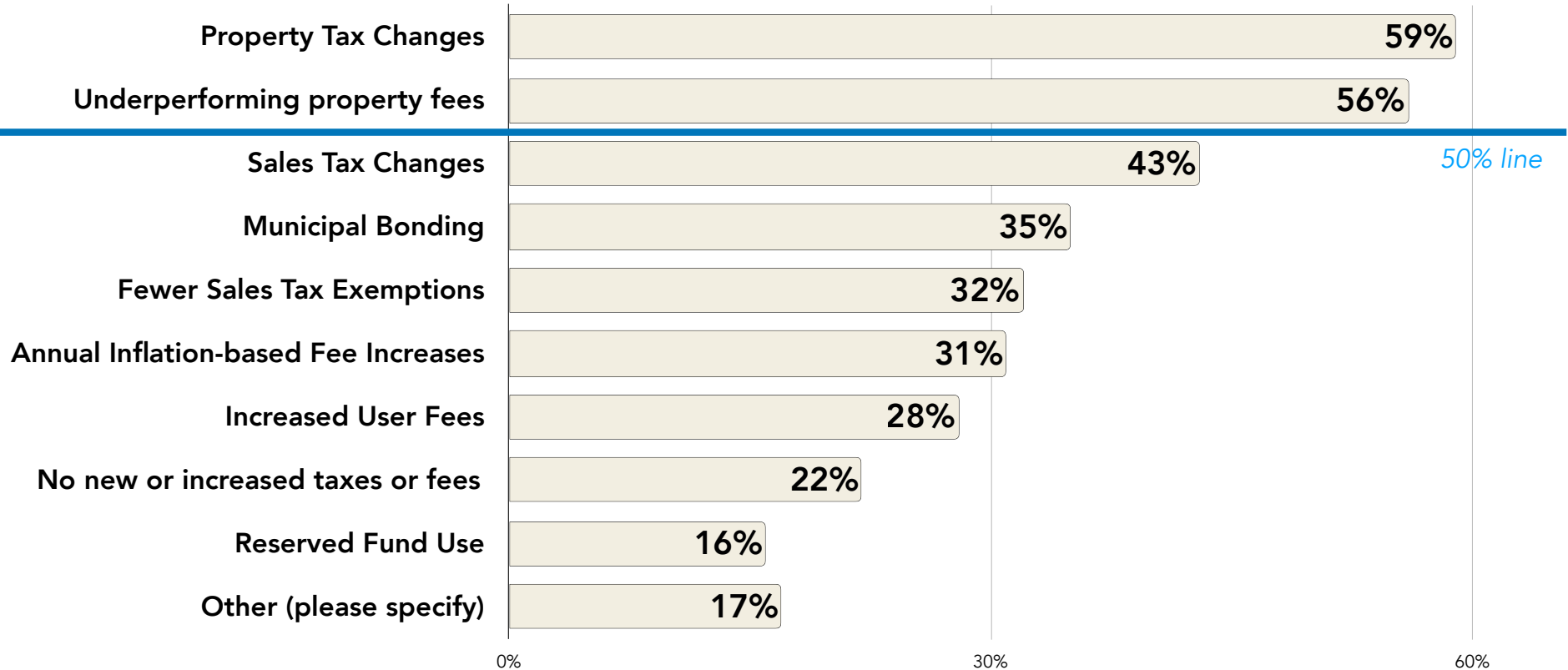
What top 4-5 CBJ areas of focus would you cut (if you had to)



# Revenue Generation

# Revenue Generation

Which New or Increased Revenue Generation Concepts Should be Considered?  
Select all that apply



# Community Values

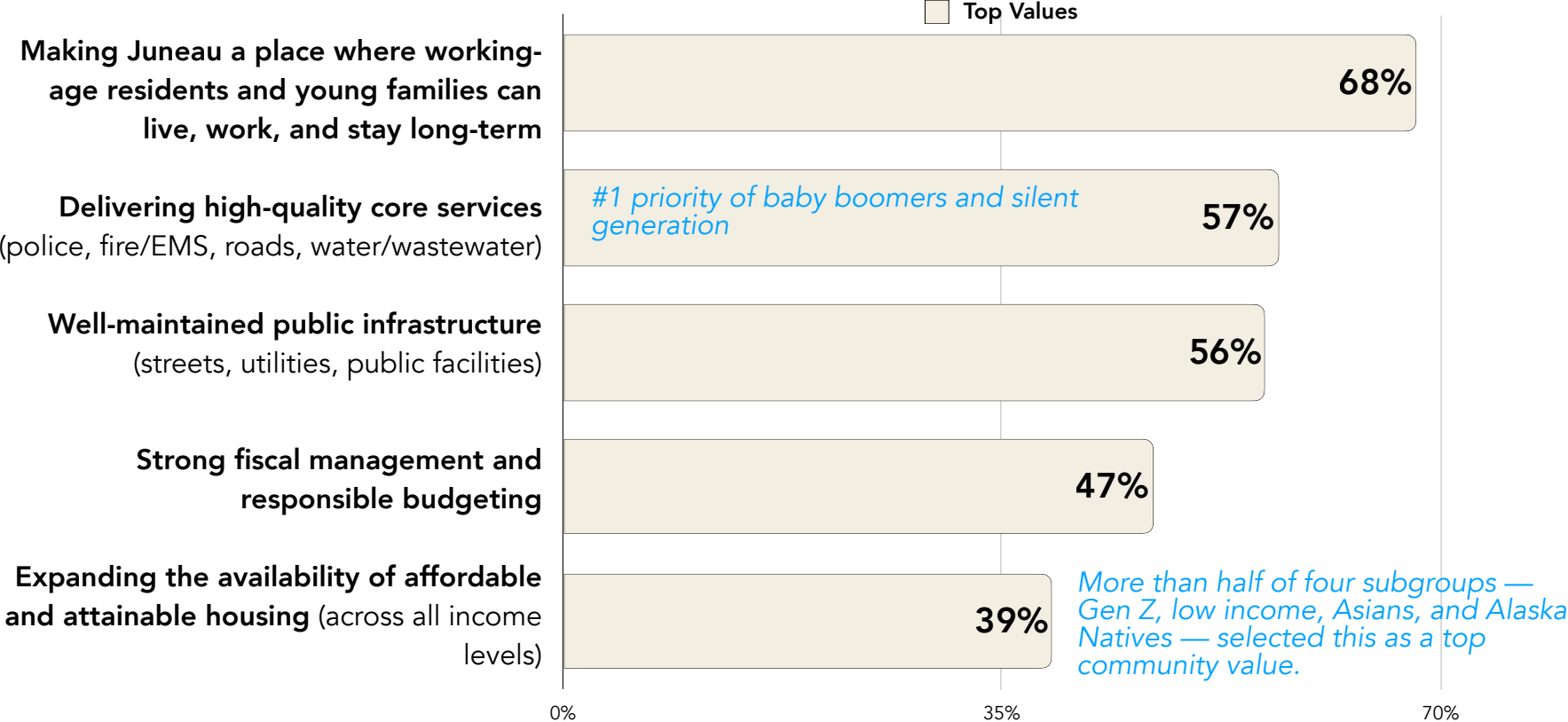
# Goals to Guide Municipal Success

Which goals should CBJ use to guide the success of the municipality?  
Mark 4 to 5 top answers.



# Goals to Guide Municipal Success

Which goals should CBJ use to guide the success of the municipality?  
Mark 4 to 5 top answers.

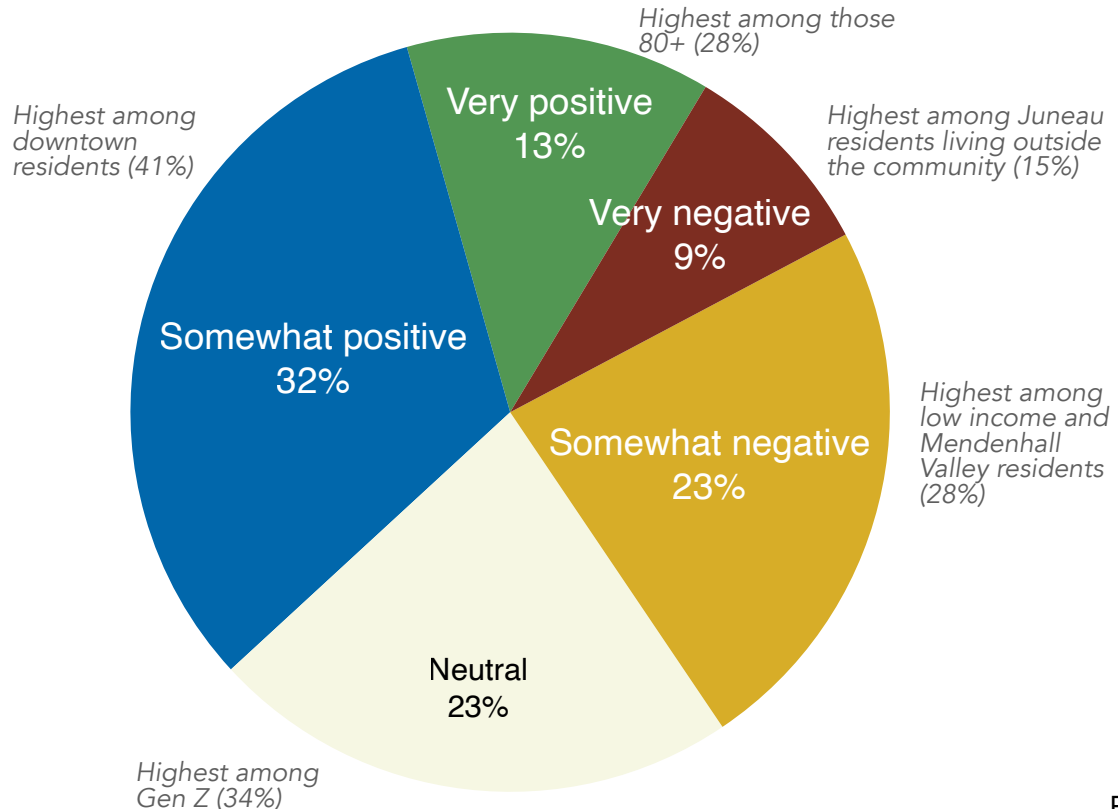


# Overall Feelings Toward CBJ

# Impressions of CBJ

## How would you describe your overall feelings toward CBJ?

**45% Positive / 32% Negative / 23% Neutral**



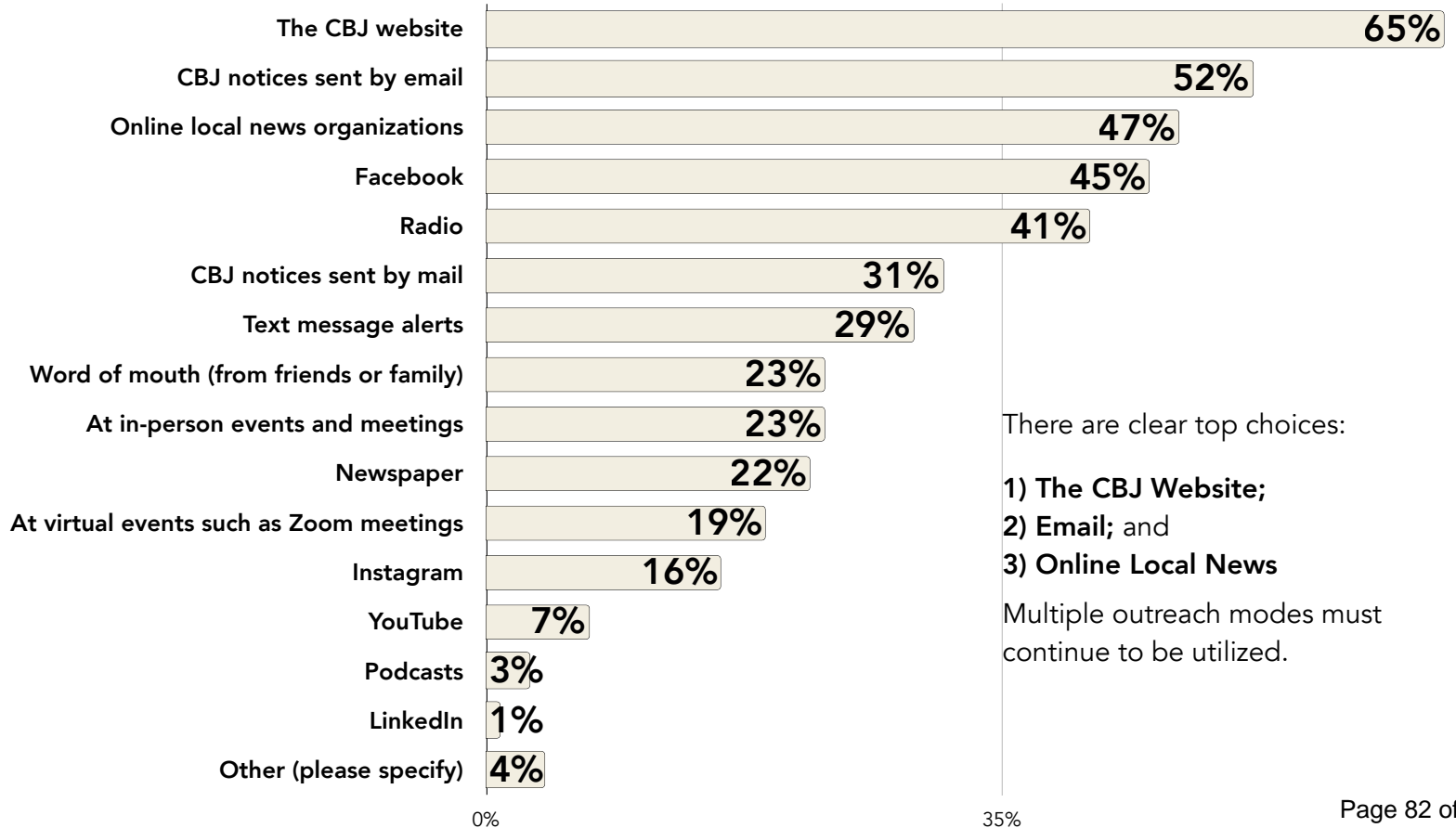
In 2026, 45% of residents say they have positive feelings towards CBJ, including 9% who say they have **very** positive feelings.

32% hold a negative view, including 9% who say they have **very** negative feelings.

# Communications

# CBJ Communications

Where would you most like to receive information regarding CBJ? Or where you'd be most likely to engage with CBJ? Mark all that apply to you personally.



# Juneau Residents Thoughts

# Open-Ended Responses



**424** Pages  
of Comments

**6,000+**  
Comments

**201,000+**  
Words

# Navigating the Report

**Pages 1-8 Standalone Report Summary**

**Pages 9-39 Analysis by Subgroup**

**Pages 40-471 Open Ended Responses**

# Questions?



Prepared for

Prepared by  
Rain Coast  
Data





# JUNEAU BUDGET SURVEY REPORT



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# CBJ BUDGET SURVEY RESULTS 2026

In October 2025, Juneau voters passed two propositions reducing taxes collected by the City and Borough of Juneau (CBJ) by an estimated \$10 to \$12 million annually, requiring budget adjustments that are expected to affect municipal service levels.

To inform the upcoming budget process, CBJ engaged Rain Coast Data to conduct a community budget survey. The survey asked residents which services they value most, where they would begin if reductions are necessary, and where there is openness to new revenue. Participants were asked to define guidelines for municipal success, describe how they feel about the CBJ, and indicate how they prefer to communicate with the municipality. Residents were given space to share open-ended comments in their own words. The survey was open from January 16 through February 10, 2026.

The results provide a statistically robust, community-generated, values-based framework for evaluating fiscal decisions. The report presents community preferences and tradeoffs, not a complete budget solution. The survey shows strong support for preserving core CBJ services, openness to some new or restructured revenue options, and a desire for Juneau to remain a place where working-age residents can prosper long term.

## City and Borough of Juneau Budget Survey Summary 2026

Seven primary findings emerged from the survey results:

### **1) High Response Rate**

Nearly 4,400 unique Juneau residents completed the CBJ budget survey.<sup>1</sup> The results carry a 99% confidence level with a  $\pm 1.8\%$  margin of error and were weighted by generation and geography to reflect Juneau's demographic distribution.

Approximately 6,000 written comments were collected and analyzed.

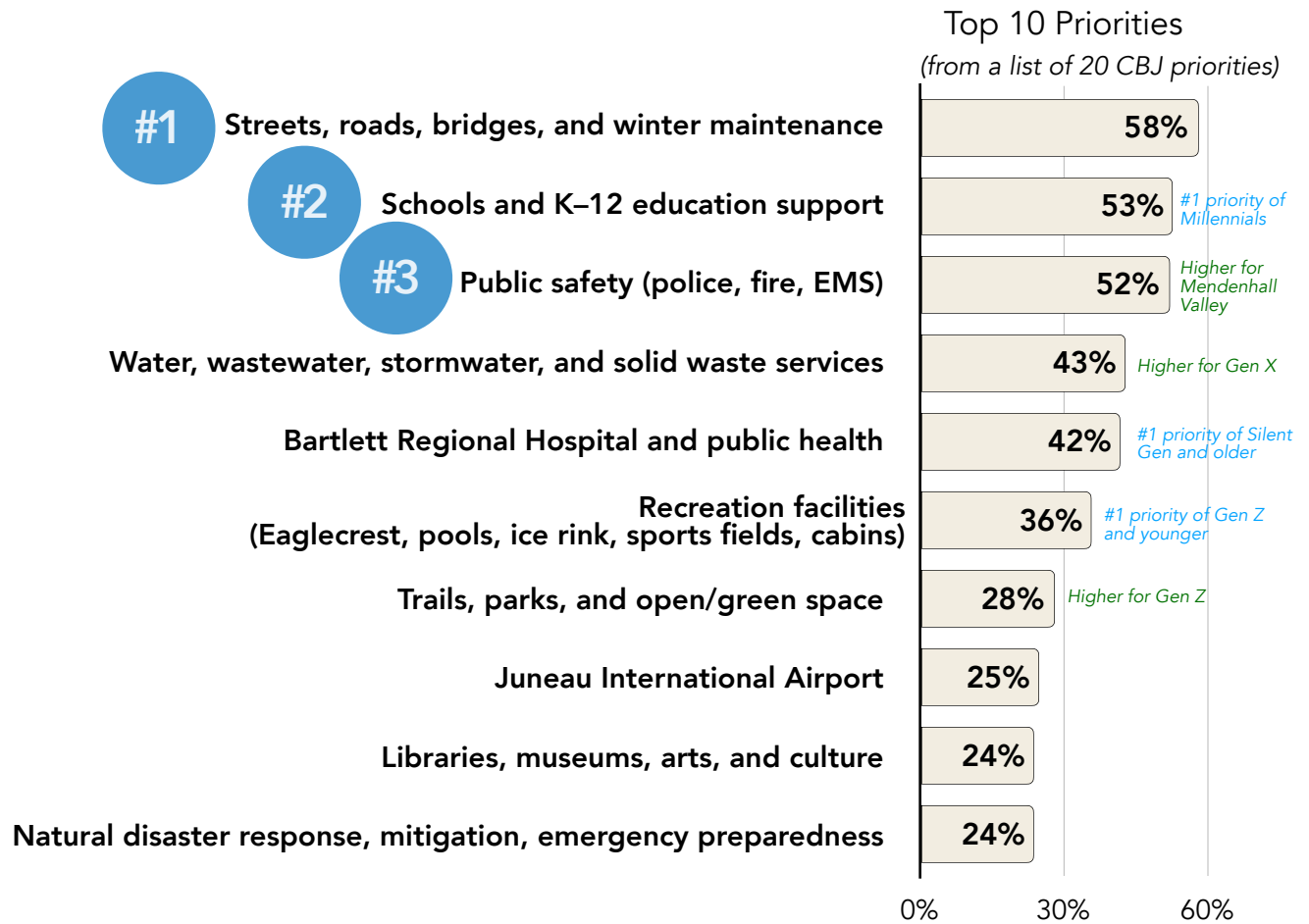
**Survey Respondents= 4,400**

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<sup>1</sup> The final dataset underwent quality control and quality assurance procedures to remove duplicate and invalid responses using metadata and other data-cleaning methods. The final sample includes only unique, valid survey responses.

**2) Core Services, K-12 Education, Health Care, and Recreation are top priorities**

Residents were asked to select their four to five most important priorities from a list of 20 CBJ priorities. Although many respondents emphasized the difficulty of the exercise due to the importance of multiple services, six priorities rose clearly above the rest: streets, schools, safety, water, health, and recreation.<sup>2</sup> While most subgroups shared the same #1 priority of streets, K-12 education was the top priority of Millennials, Bartlett was the top priority of those aged 80 and older, and recreation was the top priority of Generation Z.



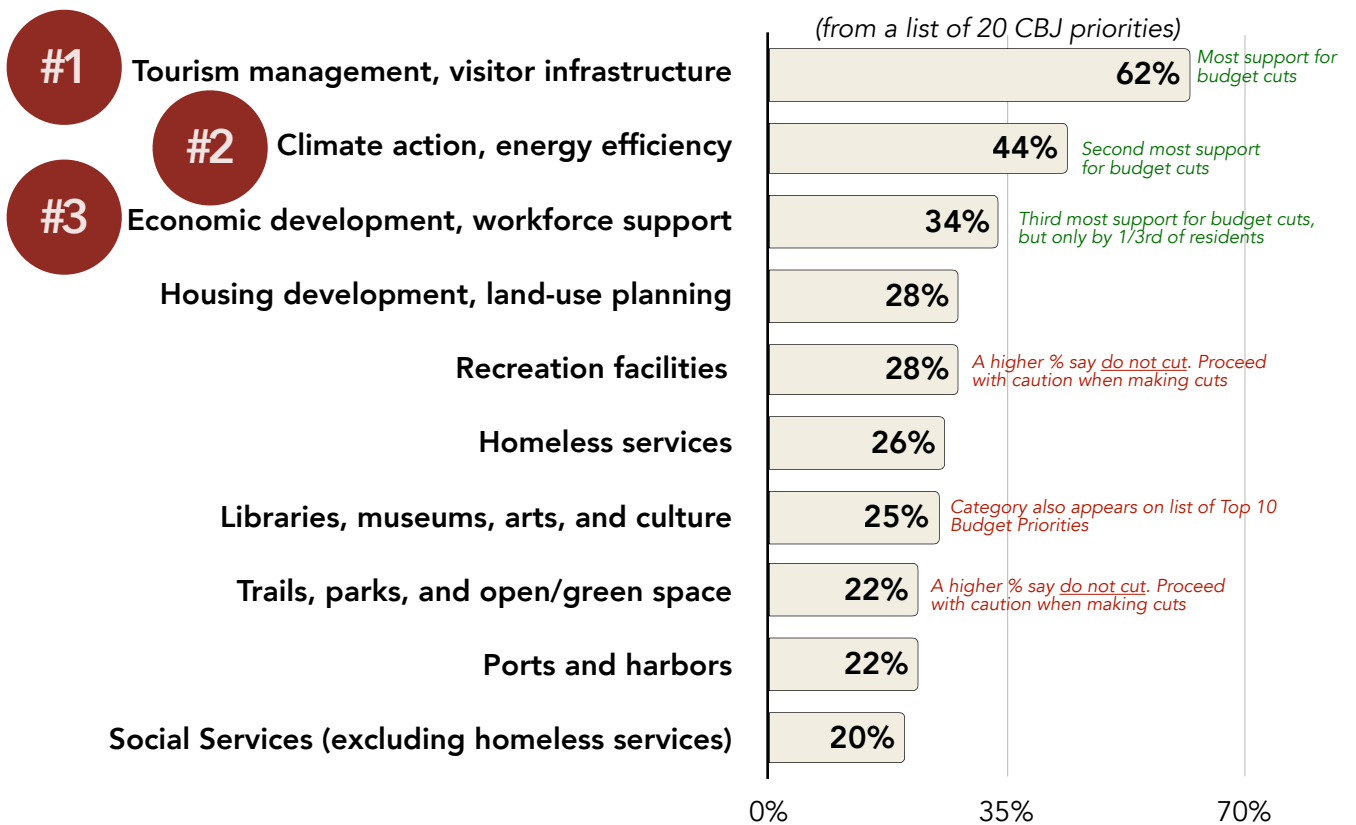
Residents prioritized the largest and most visible core services for protection, while identifying smaller or externally funded areas as more reducible, suggesting a preference to preserve foundational infrastructure and safety services.

*“I had to leave off choices I strongly support to keep my list short.”*  
 — Public comment

<sup>2</sup> Percentages represent the number of respondents that selected each priority, out of all residents taking the survey.

### 3) CBJ Spending on Tourism, Climate Action, and Economic Development emerged as lower funding priorities

Residents were asked to select the four to five *least* important spending priorities from the same list of 20 CBJ areas of focus. While many respondents noted the difficulty of identifying lower-priority areas, three service areas emerged most frequently in the budget reduction exercise: tourism, climate action, and economic development. Although respondents were not asked to explain their rationale, these categories share a common characteristic: each has access to revenue streams outside of the CBJ General Fund and is not directly dependent on municipal operating dollars to function.

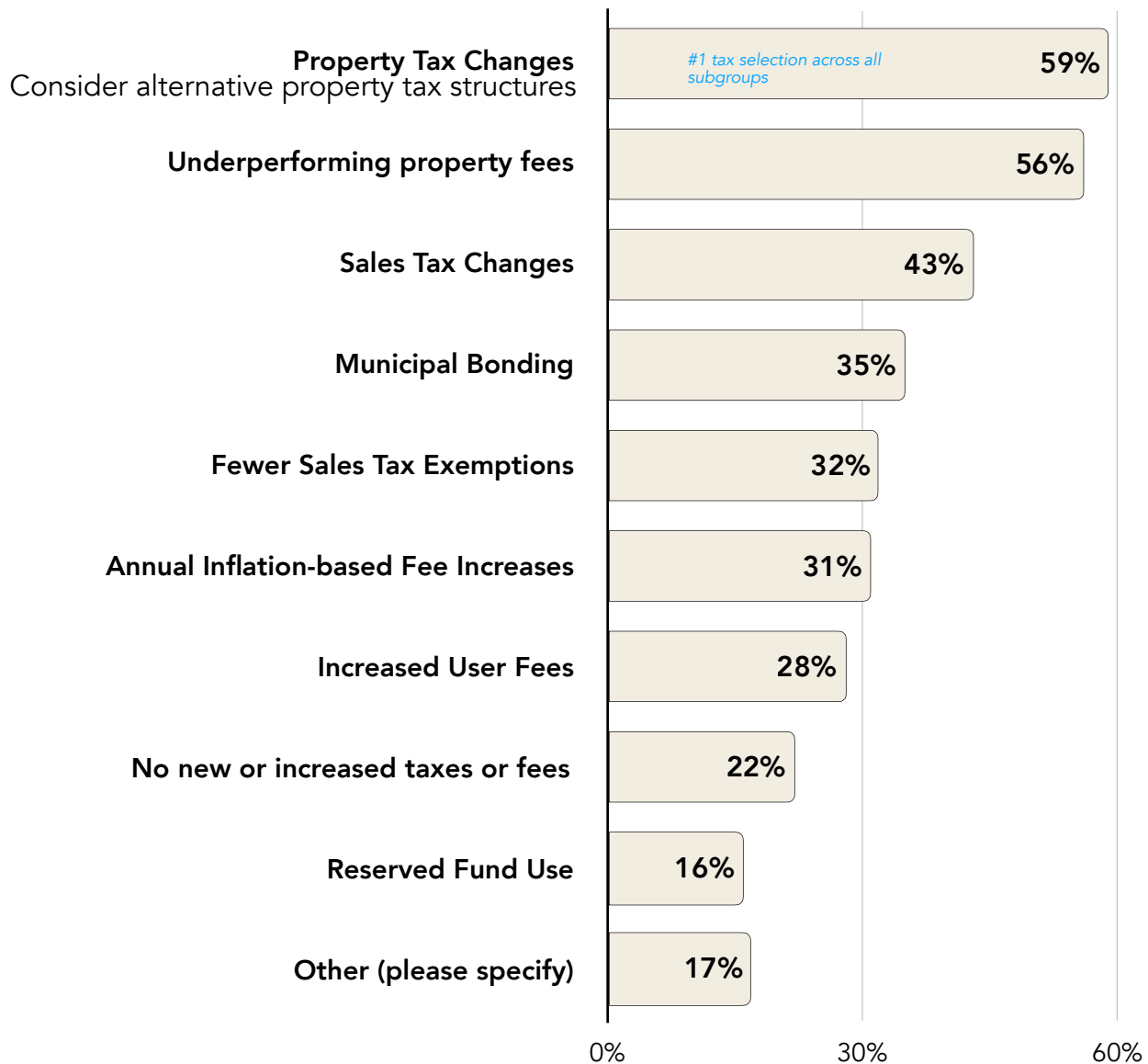


Residents identified some of the smallest components of the CBJ budget for the most significant reductions. With only three of the 20 categories surpassing one-third support, the results provide no clear mandate for where budget reductions would be broadly palatable. Three elements — recreation, trails/parks, and libraries/museums — appear on both the “do not cut” and “reduce funding” top 10 lists, suggesting these areas are likely to be controversial and divisive as budget decisions move forward.

*“Almost impossible to pick. All seem like priorities.”*  
— Public comment

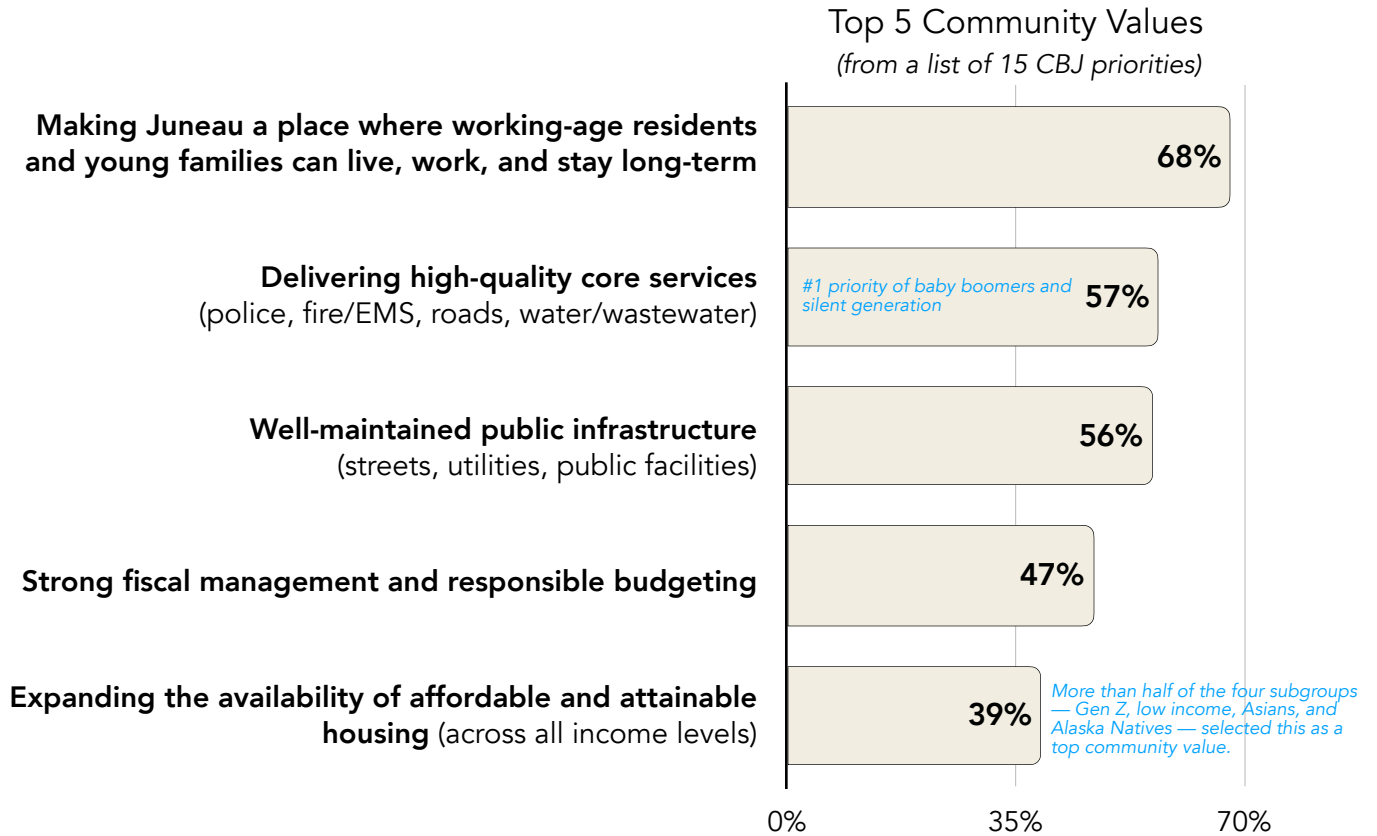
**4) Property tax restructuring and fees on underperforming properties emerged as the most supported new revenue options**

Along with questions about potential budget reductions, residents were asked to indicate which new or expanded revenue options they would be comfortable with from a list of nine potential approaches. Respondents were asked to check all new or increased revenue models they could support. While respondents expressed varying levels of support across options, two revenue strategies received majority support: property tax changes and underperforming property fees.



**5) Supporting young residents, delivering high-quality core services, and maintaining public infrastructure emerged as the community’s top funding goals**

Residents were asked to select four to five value statements, from a list of 15, to define how the City and Borough of Juneau should work towards municipal success. Four value statements received the strongest support, including three that received support from the majority of the community.

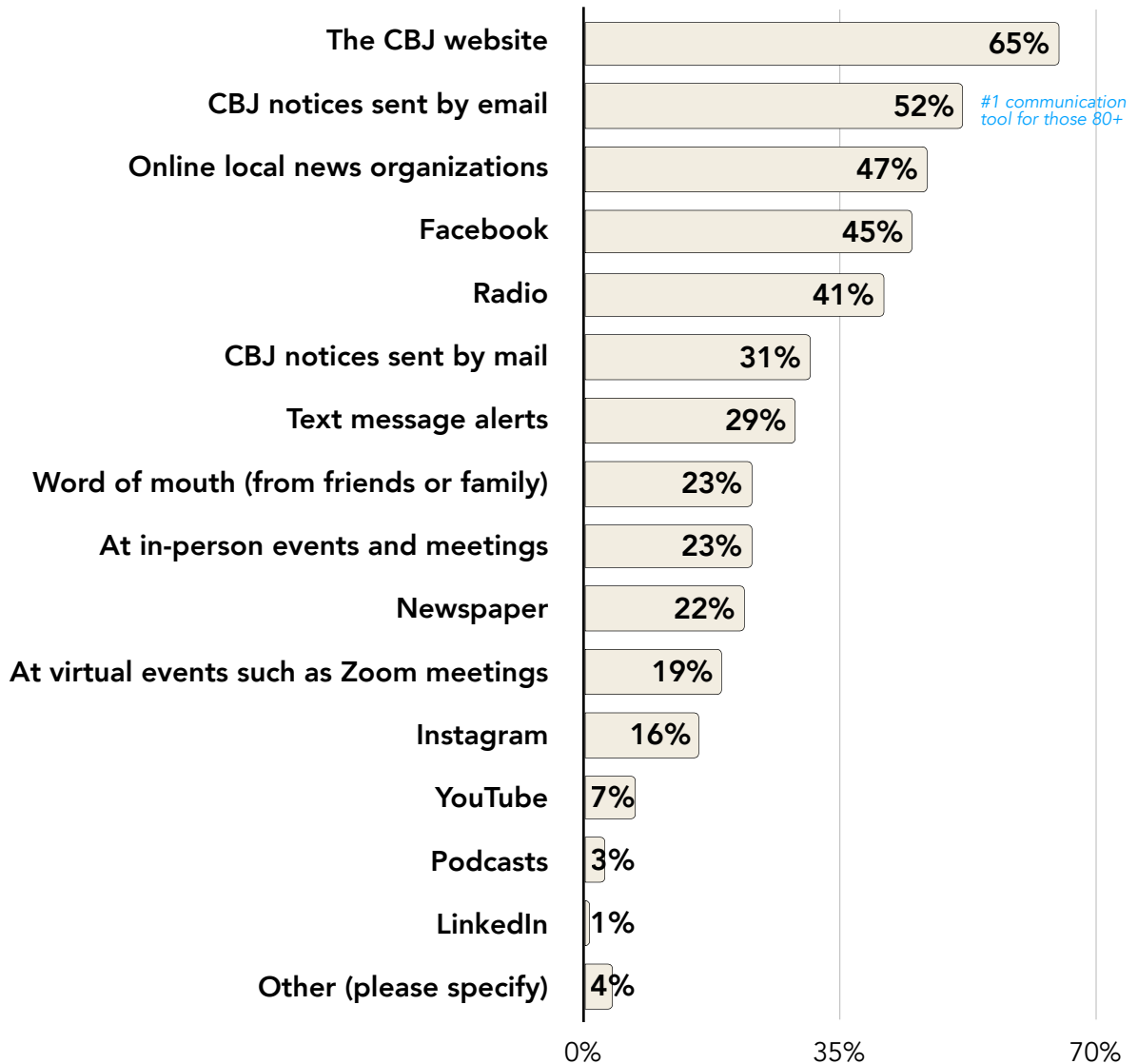


By applying these top values in this order to the budget and governing process, the CBJ can ensure it is operating in accordance with the overall priorities of the community.

**6) The preferred CBJ communications tools are the CBJ website and CBJ email**

The top ways Juneau residents prefer to hear from and interact with CBJ include 1) the CBJ website; 2) email notices; and 3) articles from online local news organizations. Social media and radio are the next top preferred sources of information. However, different demographic groups have varying communication preferences, requiring a multi-faceted approach. Respondents were asked to check all preferred forms of communication and engagement with the CBJ.

Top Communication Preferences

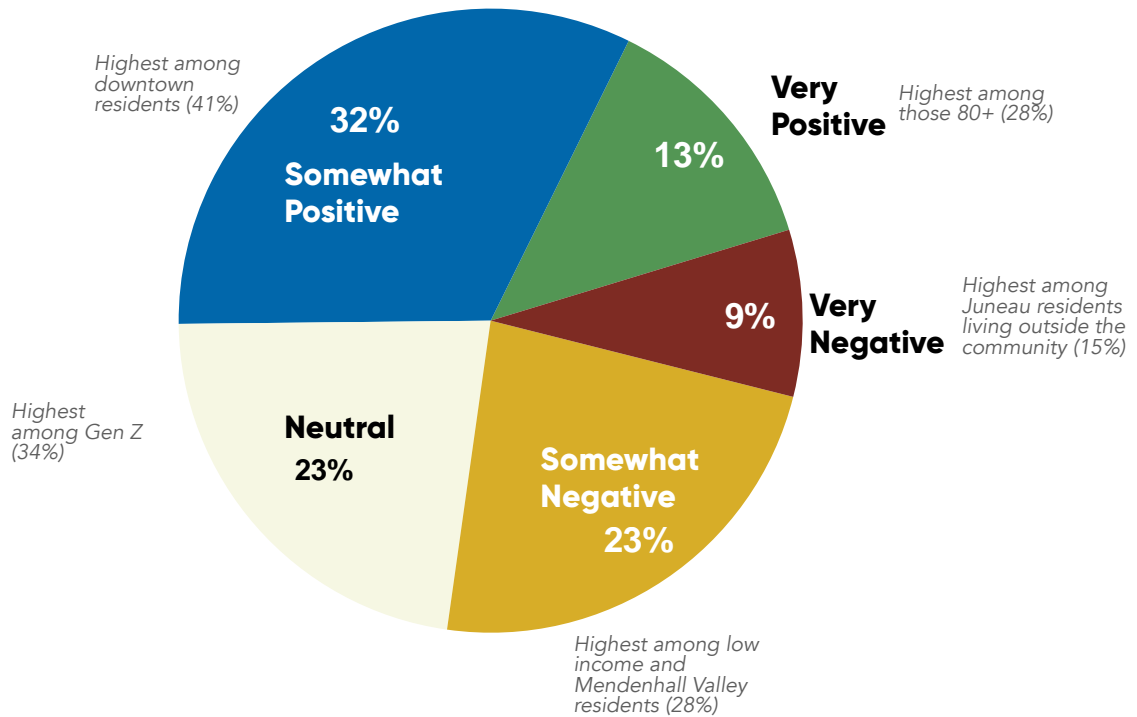


**7) Overall feelings regarding the City and Borough of Juneau are mixed, but positive sentiment outweighs the negative**

45% of residents say they have positive feelings towards the CBJ, including 13% who say they have very positive feelings. Less than a third of residents (32%) have negative feelings about the CBJ, including 9% that say they have very negative feelings. Another 23% are neutral.

**45% Positive / 32% Negative / 23% Neutral**

How would you describe your overall feelings toward the City and Borough of Juneau?



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## Survey Methodology

The City and Borough of Juneau contracted Rain Coast Data to conduct a budget prioritization survey on behalf so that community members could provide input into the municipal budget process. The City and Borough of Juneau wanted to better understand resident priorities and perspectives.

The 2026 survey included 12 questions focused on demographics, attitude toward the City and Borough of Juneau, prioritization of municipal services budgetary needs, and which values should be prioritized when measuring success. Respondents were also asked about their preferred communication modes. In addition, residents were given multiple opportunities to provide open-ended comments to express their thoughts in their own words. The results are intended to guide CBJ's future planning.

Rain Coast Data designed the survey instrument. The web-based survey was conducted from January 16 through February 10, 2026. Survey access was distributed via CBJ and Rain Coast Data email lists, social media posting, articles in traditional media, and outreach to community leaders. CBJ staff hosted a number of in-person events. Paper copies were also made available.

A total of 4,398 residents participated in the survey, representing 17% of all Juneau residents aged 15 and older. The findings have a 99% confidence level with a  $\pm 1.8\%$  margin of error.

Survey Response of Juneau Residents (Aged 15+)	
Total Juneau Residents Surveyed	4,398
Total Juneau Residents Aged 15 and Older	25,861
Percent of Juneau Residents Aged 15+ Surveyed	17%
Confidence level with a $\pm 1.8\%$ confidence interval	99%

# SURVEY RESPONDENT PROFILE

The survey sample was compared to Juneau’s population age 15 and older by generation, race, gender, and area of residence. With some exceptions, respondent demographics largely mirrored the overall population. Results were weighted by generation and Juneau geography to ensure the findings align with the community’s demographic distribution.

## Survey Response by Geography

Relative to the 2024 American Community Survey 5-Year Estimate of Juneau by Census Tract, the survey sample over-sampled residents who lived downtown, and under-sampled those who live in the Lemon Creek, Twin Lakes area. The full survey results were weighted by geography.

Geography			
Residents by geography:	Juneau Residents 15+	Survey Responses	Survey
Mendenhall Valley	40%	38%	1,616
Lemon Creek and Twin Lakes	14%	9%	379
Douglas (West Juneau, South Douglas, North and Remote Douglas)	20%	22%	946
Downtown or Thane	11%	16.5%	727
Auke Bay to end of the road	15%	15%	628
I am a Juneau resident, but I currently live outside of the community			102

**Data Notes:** U.S. Census Bureau, U.S. Department of Commerce. "Age and Sex." American Community Survey, ACS 5-Year Estimates Subject Tables, Table S0101 by Census Tract, Accessed on 26 Jan 2026.

## Survey Response by Generation

Generation data was developed using Alaska Department of Labor (ADOL) 2024 population data. Gen Z and Alpha residents were under-sampled. Final survey results were weighed by generation. The full survey results were weighted by generation.

Generation			
Residents by generation:	Juneau Residents	Survey Responses	Survey
Silent & Greatest Generations	3.6%	2.3%	99
Baby Boomers	25%	28%	1,206
Generation X	24%	28%	1,221
Millennial Generation	28%	33%	1,428
Generation Z & Gen Alpha (15+ only)	20%	9.4%	412
Skipped question			32

## Survey Response by Race

Based on 2024 Alaska Department of Labor data, white Juneau residents were modestly overrepresented in the survey sample, while non-white residents were underrepresented. Additionally, 490 respondents did not report their race, which limits the ability to fully assess how closely the sample reflects the community’s racial distribution.

Race			
Residents by race:	Juneau Residents 15+	Survey Responses	Survey
White (only)	70%	83%	3,243
Alaska Native/Native American	17%	11%	408
Asian	10%	4%	162
Black or African American	2%	1%	42
Hawaiian/Pacific Islander	2%	1%	36
Hispanic (of any race)	6%	3%	112
Other; prefer not to answer; skipped			490

**Data Notes:** Alaska Department of Labor Tables: Alaska Population by Age, Race (Alone) and Hispanic Origin, Sex and Borough/Census Area, July 2024; and Alaska Population by Age, Race (Alone or in Combination) and Hispanic Origin, Sex and Borough/Census Area, July 2024.

## Survey Response by Gender

Women taking the survey were overrepresented compared to the overall Juneau population.

Gender			
Residents by gender:	Juneau Residents 15+	Survey Responses	Survey
Male	51%	38%	1,670
Female	49%	56%	2,472
Prefer not to answer, skipped	NA	5%	226
Other	NA	1%	30

## Survey Response by Household Income Status

Survey takers were asked how they feel about their income status. No comparative data exists to measure how Juneau residents feel about their finances.

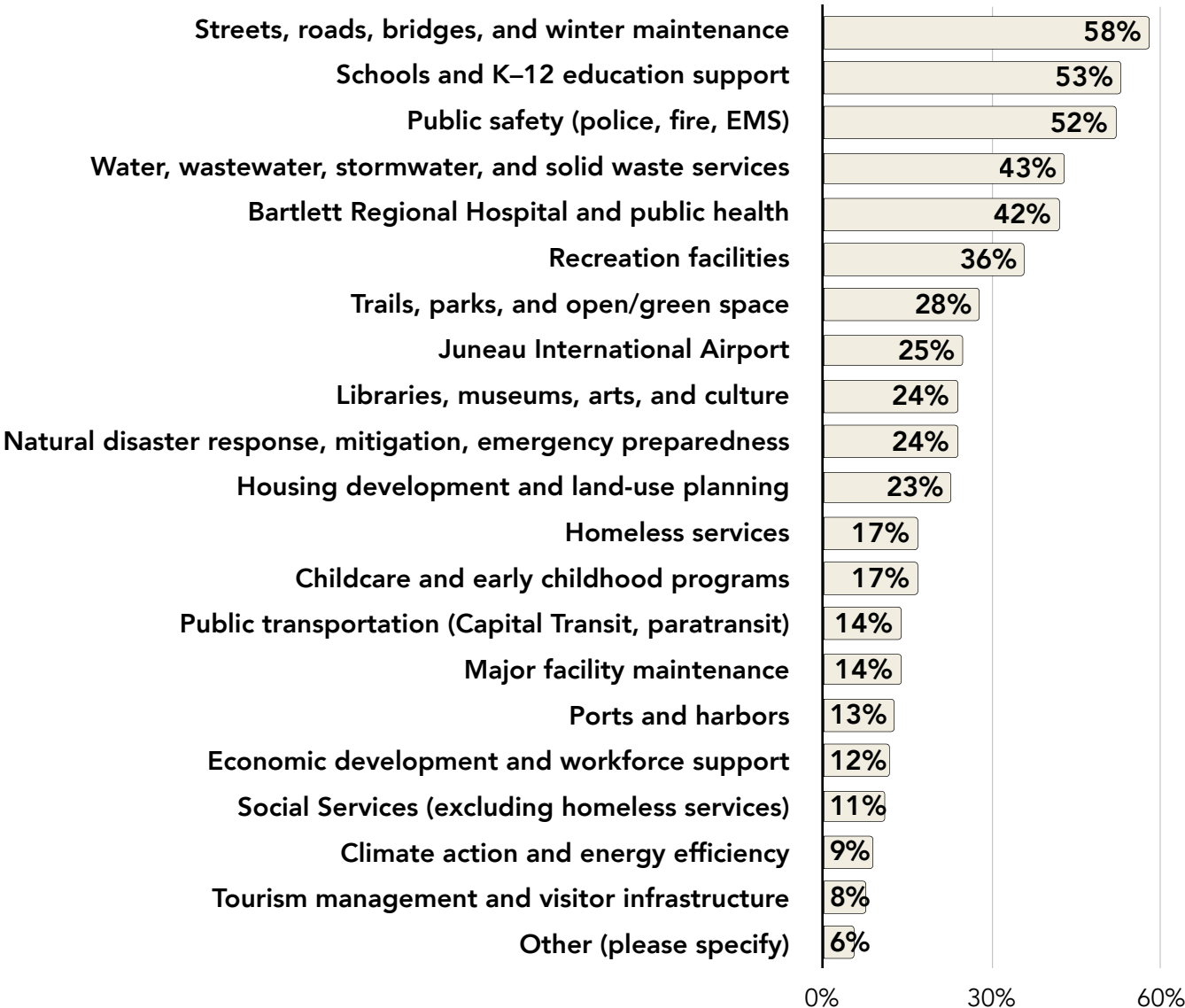
Income Status		
Shareholders by gender:	Survey Responses	Survey
Lower income (financially struggling)	7%	321
Middle income (financially managing)	55%	2,437
Higher income (financially comfortable)	29%	1,271
Other, prefer not to answer, skipped	8%	369

# CBJ BUDGET PRIORITIES

## Highest Budget Priorities

Juneau residents were asked to identify which programs and services are most important to them, and told to “select your 4 to 5 top answers.” Six service areas clearly rose above the rest: Streets, roads, bridges, and winter maintenance (58%); Schools and K–12 education support (53%); Public safety (52%), Water, wastewater, stormwater, and solid waste services (43%); health care (42%); and recreation (36%). Results were weighted by generation and Juneau geography.

What top 4-5 CBJ programs and services should be prioritized?



## Priorities by Generation

Overall the community prioritizes streets, but three generations have different top priorities: The top priority for Juneau residents over 80 top priority is healthcare. Millennials prioritize schools. Gen Z's #1 priority is recreation facilities.

What top 4-5 CBJ areas should be prioritized? By Generation					
	Silent and Greatest Generations	Baby Boomers	Generation X	Millennial Generation	Generation Z
Streets, roads, bridges, and winter maintenance	59%	62%	63%	53%	47%
Schools and K-12 education support	54%	47%	53%	59%	49%
Public safety (police, fire, EMS)	58%	59%	60%	45%	33%
Bartlett Regional Hospital and public health	63%	52%	41%	37%	34%
Water, wastewater, stormwater, and solid waste services	39%	49%	49%	40%	30%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	17%	26%	32%	45%	50%
Trails, parks, and open/green space	18%	22%	26%	33%	37%
Libraries, museums, arts, and culture	29%	25%	21%	26%	30%
Juneau International Airport	26%	27%	28%	21%	23%
Natural disaster response, mitigation and emergency preparedness	18%	22%	23%	24%	33%
Housing development and land-use planning	21%	17%	22%	26%	27%
Homeless services	23%	15%	13%	16%	32%
Public transportation (Capital Transit, paratransit)	19%	13%	12%	12%	23%
Major facility maintenance	23%	18%	16%	11%	8%
Childcare and early childhood programs	8%	12%	14%	23%	19%
Ports and harbors	13%	13%	15%	12%	12%
Social Services (excluding homeless services)	13%	8%	11%	11%	18%
Economic development and workforce support	8%	11%	13%	12%	11%
Climate action and energy efficiency	9%	9%	4%	9%	22%
Tourism management and visitor infrastructure	8%	9%	6%	8%	8%

## Priorities by Race

While Whites and Alaska Natives prioritize streets, roads, bridges and winter maintenance as their top priority, Juneau’s Asian community prioritizes schools. Alaska Natives were much less likely to prioritize municipally funded healthcare, and more likely to prioritize bus service and housing, compared to the overall results. Whites were less likely to support funding for homelessness than Alaska Native or Asian respondents. Asian respondents were more likely to support childcare.

What top 4-5 CBJ areas should be prioritized? By Race			
	White	Alaska Native	Asian
Streets, roads, bridges, and winter maintenance	58%	58%	52%
Schools and K–12 education support	54%	53%	54%
Public safety (police, fire, EMS)	52%	50%	46%
Bartlett Regional Hospital and public health	44%	30%	39%
Water, wastewater, stormwater, and solid waste services	43%	37%	29%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	37%	27%	32%
Housing development and land-use planning	22%	32%	27%
Natural disaster response, mitigation and emergency preparedness	24%	25%	27%
Trails, parks, and open/green space	29%	25%	21%
Libraries, museums, arts, and culture	26%	21%	26%
Homeless services	16%	26%	27%
Childcare and early childhood programs	16%	23%	29%
Juneau International Airport	25%	23%	18%
Public transportation (Capital Transit, paratransit)	13%	23%	20%
Economic development and workforce support	11%	17%	18%
Social Services (excluding homeless services)	11%	13%	20%
Major facility maintenance	14%	12%	14%
Ports and harbors	13%	14%	7%
Climate action and energy efficiency	9%	12%	13%
Tourism management and visitor infrastructure	8%	9%	11%

## Priorities by Geography

The top priority for those living in downtown Juneau is schools. For all other geographies the top priority is streets, roads, bridges, and winter maintenance.

What top 4-5 CBJ areas should be prioritized? By Geography					
	Downtown/ Thane	Douglas	Valley	Lemon Creek Twin Lakes	Auke Bay End of Road
Streets, roads, bridges, and winter maintenance	48%	57%	62%	61%	60%
Schools and K–12 education support	53%	52%	53%	56%	50%
Public safety (police, fire, EMS)	38%	50%	60%	51%	57%
Water, wastewater, stormwater, and solid waste services	38%	44%	46%	43%	48%
Bartlett Regional Hospital and public health	40%	40%	44%	43%	46%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	38%	43%	31%	34%	34%
Trails, parks, and open/green space	32%	30%	24%	27%	30%
Libraries, museums, arts, and culture	36%	28%	17%	26%	24%
Juneau International Airport	20%	24%	26%	25%	30%
Housing development and land-use planning	25%	20%	24%	26%	19%
Natural disaster response, mitigation and emergency preparedness	24%	19%	29%	20%	20%
Homeless services	24%	16%	14%	19%	13%
Childcare and early childhood programs	17%	15%	17%	23%	14%
Public transportation (Capital Transit, paratransit)	21%	13%	12%	17%	9%
Major facility maintenance	13%	14%	14%	11%	18%
Ports and harbors	7%	13%	14%	12%	18%
Social Services (excluding homeless services)	14%	10%	9%	14%	9%
Economic development and workforce support	8%	11%	14%	11%	9%
Climate action and energy efficiency	12%	8%	6%	12%	9%
Tourism management and visitor infrastructure	9%	8%	7%	9%	7%

## Priorities by Income Status

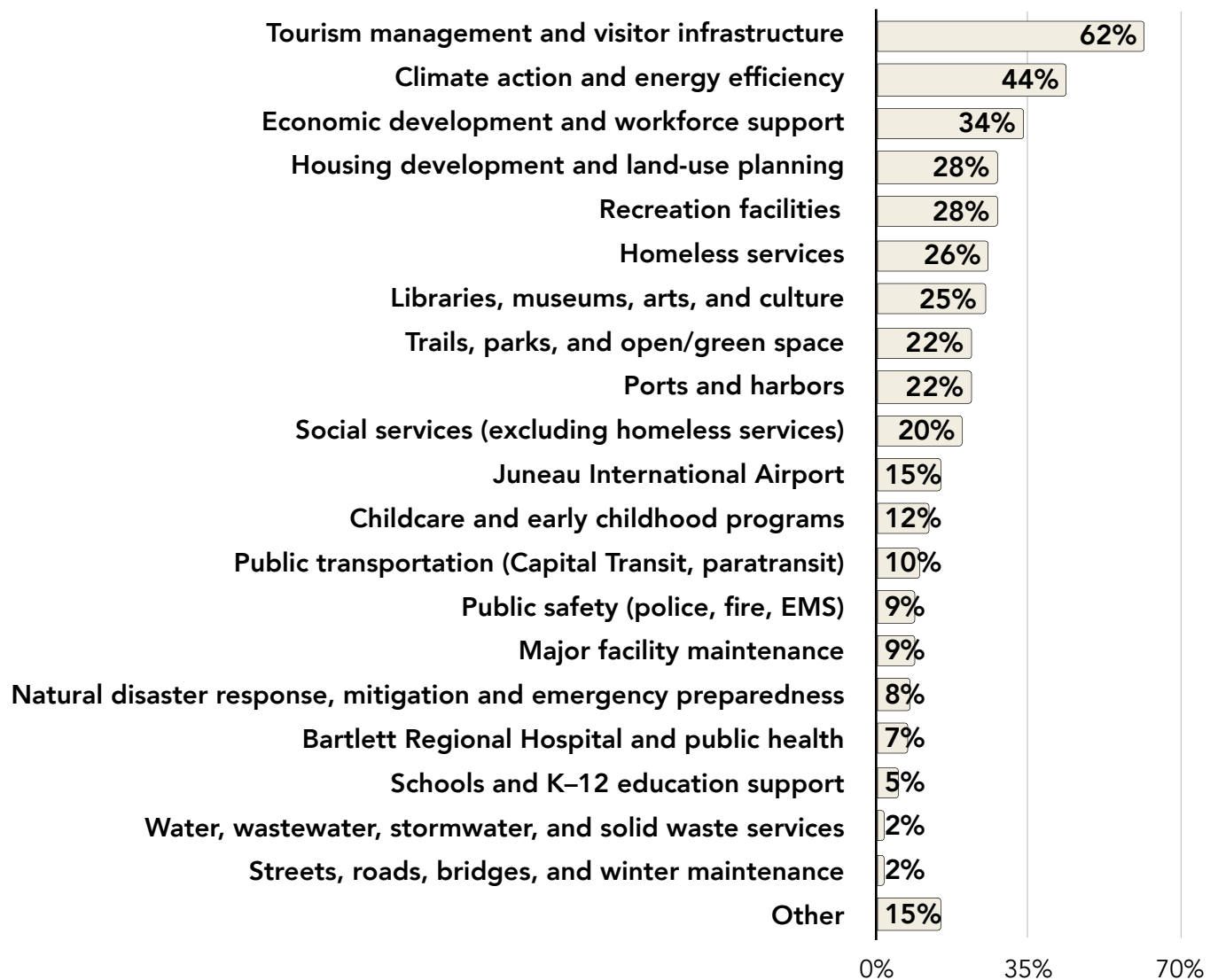
All income statuses share the category of streets, roads, bridges, and winter maintenance as their top CBJ priority. Low income respondents were more likely to prioritize housing, public transportation, homeless services, and social services than other income groups.

What top 4-5 CBJ areas should be prioritized? By Income Status			
	Lower Income	Middle Income	Higher Income
Streets, roads, bridges, and winter maintenance	54%	58%	57%
Schools and K–12 education support	45%	54%	55%
Public safety (police, fire, EMS)	41%	52%	54%
Bartlett Regional Hospital and public health	35%	41%	46%
Water, wastewater, stormwater, and solid waste services	32%	44%	44%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	28%	37%	37%
Trails, parks, and open/green space	29%	28%	28%
Libraries, museums, arts, and culture	31%	25%	25%
Natural disaster response, mitigation and emergency preparedness	30%	25%	21%
Juneau International Airport	19%	23%	28%
Housing development and land-use planning	32%	23%	20%
Childcare and early childhood programs	22%	18%	15%
Homeless services	25%	16%	14%
Public transportation (Capital Transit, paratransit)	24%	14%	10%
Major facility maintenance	9%	14%	15%
Economic development and workforce support	18%	11%	12%
Ports and harbors	12%	13%	12%
Social Services (excluding homeless services)	20%	12%	8%
Climate action and energy efficiency	17%	8%	7%
Tourism management and visitor infrastructure	10%	8%	8%

## Lowest Budget Priorities

Survey takers were presented with the same list and asked to identify which programs and services are most important to them, and told to select the top 4 to 5 services and programs they would want to reduce before other higher priority items were reduced. Many respondents made it clear that they are not advocating for cuts, but if cuts absolutely had to be made, there are ones they would pick over other, including the following: Tourism spending (62%), Climate action and energy efficiency spending (44%), and Economic development and workforce support (34%). The next four categories were too closely grouped to emerge as clear top priorities for budget cuts.

### What top 4-5 CBJ programs and services should be prioritized?



## Lowest Priorities by Generation

Funding tourism was the lowest priority across all generations. More than half of Gen X residents also call climate action their lowest priority, while less than a quarter of Gen Z feel the same way.

What top 4-5 CBJ areas could be reduced? By Generation					
	Silent and Greatest Generations	Baby Boomers	Generation X	Millennial Generation	Generation Z
Tourism management and visitor infrastructure	59%	57%	60%	66%	65%
Climate action and energy efficiency	49%	45%	53%	42%	24%
Economic development and workforce support	38%	41%	35%	32%	24%
Housing development and land-use planning	34%	29%	27%	27%	28%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	31%	33%	31%	22%	22%
Trails, parks, and open/green space	36%	24%	25%	19%	17%
Homeless services	20%	24%	29%	26%	19%
Libraries, museums, arts, and culture	16%	24%	31%	24%	22%
Ports and harbors	24%	21%	17%	24%	29%
Social services (excluding homeless services)	16%	23%	22%	17%	16%
Juneau International Airport	16%	12%	14%	18%	21%
Childcare and early childhood programs	19%	15%	14%	9%	7%
Public transportation (Capital Transit, paratransit)	6%	10%	9%	10%	10%
Public safety (police, fire, EMS)	1%	4%	5%	13%	20%
Major facility maintenance	2%	6%	7%	11%	17%
Natural disaster response, mitigation and emergency preparedness	7%	9%	9%	7%	7%
Bartlett Regional Hospital and public health	2%	5%	8%	7%	6%
Schools and K-12 education support	3%	5%	6%	5%	4%
Water, wastewater, stormwater, and solid waste services	2%	2%	2%	2%	4%
Streets, roads, bridges, and winter maintenance	3%	1%	2%	2%	3%

## Lowest Priorities by Race

All Juneau racial groups call tourism their lowest budget priority. Alaska Natives are less likely to prioritize housing for cuts than other racial groups.

What top 4-5 CBJ areas could be reduced? By Race			
	White	Alaska Native	Asian
Tourism management and visitor infrastructure	62%	60%	61%
Climate action and energy efficiency	44%	43%	33%
Economic development and workforce support	36%	26%	28%
Housing development and land-use planning	29%	21%	29%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	27%	30%	35%
Ports and harbors	22%	19%	43%
Libraries, museums, arts, and culture	24%	29%	24%
Trails, parks, and open/green space	21%	29%	26%
Homeless services	25%	26%	16%
Social services (excluding homeless services)	19%	18%	14%
Juneau International Airport	16%	15%	18%
Major facility maintenance	9%	13%	13%
Childcare and early childhood programs	11%	9%	11%
Public safety (police, fire, EMS)	9%	9%	12%
Natural disaster response, mitigation and emergency preparedness	8%	8%	7%
Public transportation (Capital Transit, paratransit)	10%	6%	6%
Bartlett Regional Hospital and public health	6%	7%	5%
Schools and K–12 education support	5%	6%	5%
Water, wastewater, stormwater, and solid waste services	2%	4%	4%
Streets, roads, bridges, and winter maintenance	2%	4%	3%

## Lowest Priorities by Geography

Funding tourism was the lowest priority across areas of town. More than half of Mendenhall Valley residents also call climate action their lowest priority. Downtown residents called reductions in economic development their second lowest budget priority.

What top 4-5 CBJ areas could be reduced? By Geography					
	Downtown/ Thane	Douglas	Valley	Lemon Creek Twin Lakes	Auke Bay End of Road
Tourism management and visitor infrastructure	64%	62%	61%	58%	63%
Climate action and energy efficiency	35%	41%	51%	40%	48%
Economic development and workforce support	46%	41%	27%	32%	35%
Housing development and land-use planning	26%	31%	25%	27%	34%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	27%	24%	31%	30%	27%
Homeless services	14%	23%	34%	23%	25%
Libraries, museums, arts, and culture	16%	22%	31%	22%	27%
Ports and harbors	28%	18%	19%	26%	22%
Trails, parks, and open/green space	19%	22%	24%	21%	22%
Social services (excluding homeless services)	14%	19%	22%	22%	24%
Juneau International Airport	19%	15%	13%	17%	14%
Childcare and early childhood programs	7%	14%	12%	13%	14%
Public transportation (Capital Transit, paratransit)	5%	10%	11%	9%	12%
Public safety (police, fire, EMS)	13%	10%	7%	10%	7%
Major facility maintenance	11%	9%	7%	9%	8%
Natural disaster response, mitigation and emergency preparedness	10%	9%	6%	7%	10%
Bartlett Regional Hospital and public health	7%	6%	6%	7%	8%
Schools and K–12 education support	3%	4%	6%	6%	7%
Water, wastewater, stormwater, and solid waste services	2%	2%	2%	2%	3%
Streets, roads, bridges, and winter maintenance	2%	3%	2%	2%	2%

## Lowest Priorities by Income Status

Funding tourism was the lowest priority across income levels.

What top 4-5 CBJ areas could be reduced? By Income Status			
	Lower Income	Middle Income	Higher Income
Tourism management and visitor infrastructure	68%	62%	61%
Climate action and energy efficiency	33%	44%	47%
Economic development and workforce support	23%	34%	39%
Recreation facilities (Eaglecrest, pools, ice rink, sports fields, cabins)	33%	27%	28%
Housing development and land-use planning	26%	29%	28%
Libraries, museums, arts, and culture	25%	25%	25%
Homeless services	20%	26%	24%
Trails, parks, and open/green space	23%	21%	24%
Ports and harbors	22%	22%	23%
Social services (excluding homeless services)	14%	19%	22%
Juneau International Airport	22%	16%	14%
Childcare and early childhood programs	10%	13%	10%
Major facility maintenance	12%	10%	7%
Public transportation (Capital Transit, paratransit)	8%	10%	11%
Public safety (police, fire, EMS)	11%	10%	7%
Natural disaster response, mitigation and emergency preparedness	6%	7%	10%
Bartlett Regional Hospital and public health	8%	6%	7%
Schools and K-12 education support	6%	5%	4%
Water, wastewater, stormwater, and solid waste services	5%	1%	2%
Streets, roads, bridges, and winter maintenance	3%	2%	2%

# GOALS TO GUIDE MUNICIPAL SUCCESS

Residents were asked which values or goals the City and Borough of Juneau should prioritize when balancing the budget. The top values residents feel CBJ should focus on include 1) supporting working age residents and young families (68%); 2) delivering high-quality core services (57%); 3) well-maintained infrastructure (56%); 4) strong fiscal management (47%); and 5) housing (39%).

**Which goals should CBJ use to guide the success of the municipality?  
Mark 4 to 5 top answers**



## Municipal Values by Generation

While Gen X, Millennials, and Gen Z prioritized *Making Juneau a place where working-age residents and young families can live, work, and stay long-term*. Baby Boomers and the Silent Gen prioritized delivering on core services. The second value priority for Gen Z is housing.

What top 4-5 CBJ goals should be prioritized? By Generation					
	Silent and Greatest Generations	Baby Boomers	Generation X	Millennial Generation	Generation Z
Making Juneau a place where working-age residents and young families can live, work, and stay long-term	44%	58%	66%	79%	70%
Delivering high-quality core services (police, fire/EMS, roads, water/wastewater)	71%	66%	64%	51%	38%
Well-maintained public infrastructure (streets, utilities, public facilities)	57%	58%	60%	53%	49%
Strong fiscal management and responsible budgeting	56%	56%	51%	42%	27%
Expanding the availability of affordable and attainable housing (across all income levels)	28%	31%	34%	43%	57%
Transparent decision-making and meaningful public engagement	39%	39%	37%	34%	31%
Keeping taxes stable and low	40%	31%	32%	25%	25%
Providing recreational opportunities and maintaining parks, trails, and community facilities	13%	27%	29%	38%	36%
Supporting local businesses and a resilient year-round economy	19%	22%	23%	24%	30%
Effective long-range community planning (land use, transportation, housing, capital projects)	15%	22%	24%	26%	24%
Preserving and celebrating Juneau's arts, culture, history, and Indigenous heritage	18%	14%	13%	16%	27%
Reliable and accessible public transportation	23%	14%	12%	11%	21%
Advancing climate resilience, energy efficiency, and sustainability	10%	12%	8%	13%	27%
Building strong partnerships with non-profits, Tribes, and regional organizations	13%	12%	11%	11%	18%
Efficient, responsive customer service across all departments	16%	12%	8%	5%	7%

## Municipal Values by Race

While all generations agree on what the top CBJ value should be, the number two value for Alaska Natives and Asians is *Expanding the availability of affordable and attainable housing*. Other significant value differences, including difference in feelings about taxes, recreation, partnerships, and public transportation, are shown below.

What top 4-5 CBJ goals should be prioritized? By Race			
	White	Alaska Native	Asian
Making Juneau a place where working-age residents and young families can live, work, and stay long-term	69%	64%	67%
Well-maintained public infrastructure (streets, utilities, public facilities)	57%	47%	50%
Delivering high-quality core services (police, fire/EMS, roads, water/wastewater)	59%	44%	44%
Expanding the availability of affordable and attainable housing (across all income levels)	37%	52%	59%
Strong fiscal management and responsible budgeting	47%	42%	40%
Keeping taxes stable and low	25%	42%	30%
Transparent decision-making and meaningful public engagement	36%	29%	30%
Providing recreational opportunities and maintaining parks, trails, and community facilities	34%	20%	26%
Effective long-range community planning (land use, transportation, housing, capital projects)	25%	25%	22%
Supporting local businesses and a resilient year-round economy	24%	24%	21%
Building strong partnerships with non-profits, Tribes, and regional organizations	11%	29%	20%
Preserving and celebrating Juneau's arts, culture, history, and Indigenous heritage	16%	21%	22%
Reliable and accessible public transportation	12%	17%	24%
Advancing climate resilience, energy efficiency, and sustainability	13%	14%	13%
Efficient, responsive customer service across all departments	8%	7%	7%

## Municipal Values by Geography

Auke Bay to the end of the road prioritized delivering on core services. Other value differences are shown below.

What top 4-5 CBJ goals should be prioritized? By Geography					
	Downtown/ Thane	Douglas	Valley	Lemon Creek Twin Lakes	Auke Bay End of Road
Making Juneau a place where working-age residents and young families can live, work, and stay long-term	69%	68%	68%	67%	64%
Delivering high-quality core services (police, fire/EMS, roads, water/wastewater)	52%	58%	60%	53%	66%
Well-maintained public infrastructure (streets, utilities, public facilities)	51%	56%	57%	54%	62%
Strong fiscal management and responsible budgeting	35%	43%	53%	48%	55%
Expanding the availability of affordable and attainable housing (across all income levels)	44%	36%	36%	44%	33%
Transparent decision-making and meaningful public engagement	38%	37%	36%	35%	31%
Providing recreational opportunities and maintaining parks, trails, and community facilities	38%	37%	27%	29%	31%
Keeping taxes stable and low	13%	23%	38%	30%	30%
Effective long-range community planning (land use, transportation, housing, capital projects)	29%	26%	22%	26%	21%
Supporting local businesses and a resilient year-round economy	22%	22%	25%	22%	25%
Preserving and celebrating Juneau's arts, culture, history, and Indigenous heritage	26%	17%	11%	18%	13%
Reliable and accessible public transportation	20%	13%	11%	16%	10%
Advancing climate resilience, energy efficiency, and sustainability	19%	12%	8%	14%	14%
Building strong partnerships with non-profits, Tribes, and regional organizations	15%	11%	10%	15%	12%
Efficient, responsive customer service across all departments	7%	8%	8%	8%	12%

## Municipal Values by Income Status

All income statuses agree on what the top CBJ value should be. The number two value for lower-income residents is *Expanding the availability of affordable and attainable housing*. Other value differences are shown below.

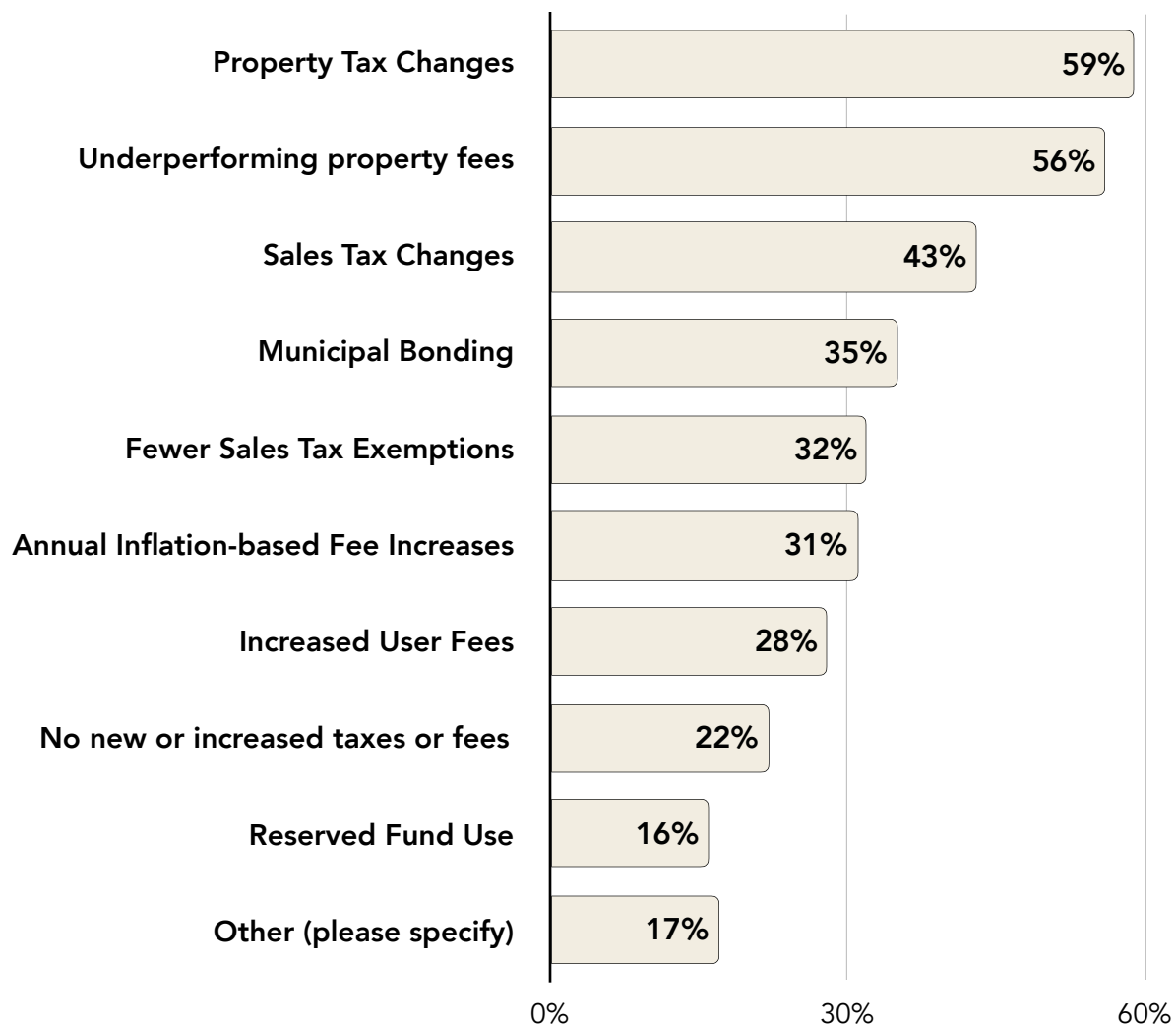
What top 4-5 CBJ goals should be prioritized? By Income Status			
	Lower Income	Middle Income	Higher Income
Making Juneau a place where working-age residents and young families can live, work, and stay long-term	70%	69%	68%
Delivering high-quality core services (police, fire/EMS, roads, water/wastewater)	41%	56%	64%
Well-maintained public infrastructure (streets, utilities, public facilities)	40%	55%	60%
Strong fiscal management and responsible budgeting	43%	46%	48%
Expanding the availability of affordable and attainable housing (across all income levels)	58%	39%	34%
Transparent decision-making and meaningful public engagement	37%	36%	34%
Providing recreational opportunities and maintaining parks, trails, and community facilities	24%	33%	33%
Keeping taxes stable and low	32%	30%	22%
Supporting local businesses and a resilient year-round economy	30%	24%	23%
Effective long-range community planning (land use, transportation, housing, capital projects)	22%	24%	27%
Preserving and celebrating Juneau's arts, culture, history, and Indigenous heritage	28%	15%	15%
Reliable and accessible public transportation	20%	13%	13%
Advancing climate resilience, energy efficiency, and sustainability	19%	13%	11%
Building strong partnerships with non-profits, Tribes, and regional organizations	18%	13%	10%
Efficient, responsive customer service across all departments	7%	8%	10%

# CBJ REVENUE GENERATION

Juneau residents were asked to identify which new or increased revenue options they would be comfortable with CBJ considering to meet the needs of the community in the future? Respondents were asked to select *all options* they would like CBJ to consider.

Two clear potential tax changes emerged, with more than half of respondents supporting Property Tax Changes or Alternative Property Tax Structuring (59%); and Underperforming property fees (56%).

## Which New or Increased Revenue Generation Concepts Should be Considered?



## New Revenue by Generation

What new revenue options should be prioritized? By Generation					
	Silent and Greatest Generations	Baby Boomers	Generation X	Millennial Generation	Generation Z
Property Tax Changes: Consider alternative property tax structures (e.g., lower tax rates for owner-occupied, year-round primary residences, and higher rates for part-year/seasonally occupied homes)	60%	57%	58%	63%	62%
Underperforming property fees: Increase vacant building or vacant land fees to encourage productive use and reduce blight	57%	48%	54%	63%	59%
Sales Tax Changes: Consider increases or alternatives sales tax structures (e.g., higher rates during peak summer months and lower rates during winter, or different rates for different activities)	34%	38%	42%	49%	49%
Bonding: Use municipal bonding for specific capital projects rather than funding those projects through the operating budget	33%	44%	39%	33%	18%
Fewer Sales Tax Exemptions: Review and modify existing sales tax exemptions to reduce the number or scope of exemptions	25%	30%	32%	35%	32%
Annual Inflation-based Fee Increases: Adjust permits, licenses, and service fees for inflation (e.g., update fees to 2026 dollars and then annually to reflect inflation increases)	32%	33%	33%	31%	25%
Increased User Fees: Increase user fees for specific public facilities or services (e.g., Eaglecrest, pools, field house, ice rink, CBJ cabins, harbor or airport-related services)	24%	33%	33%	26%	16%
No new or increased taxes or fees should be implemented	28%	23%	22%	20%	22%
Reserved Fund Use: Use available reserve or fund balance resources to address short-term budget gaps	23%	17%	15%	15%	16%

## New Revenue by Race

What new revenue options should be prioritized? By Race			
	White	Alaska Native	Asian
Property Tax Changes: Consider alternative property tax structures (e.g., lower tax rates for owner-occupied, year-round primary residences, and higher rates for part-year/seasonally occupied homes)	63%	51%	55%
Underperforming property fees: Increase vacant building or vacant land fees to encourage productive use and reduce blight	59%	46%	54%
Sales Tax Changes: Consider increases or alternatives sales tax structures (e.g., higher rates during peak summer months and lower rates during winter, or different rates for different activities)	47%	31%	38%
Bonding: Use municipal bonding for specific capital projects rather than funding those projects through the operating budget	39%	25%	39%
Annual Inflation-based Fee Increases: Adjust permits, licenses, and service fees for inflation (e.g., update fees to 2026 dollars and then annually to reflect inflation increases)	34%	19%	28%
Fewer Sales Tax Exemptions: Review and modify existing sales tax exemptions to reduce the number or scope of exemptions	34%	23%	25%
Increased User Fees: Increase user fees for specific public facilities or services (e.g., Eaglecrest, pools, field house, ice rink, CBJ cabins, harbor or airport-related services)	31%	23%	23%
No new or increased taxes or fees should be implemented	18%	31%	26%
Reserved Fund Use: Use available reserve or fund balance resources to address short-term budget gaps	16%	19%	22%

## New Revenue by Geography

What new revenue options should be prioritized? By Geography					
	Downtown/ Thane	Douglas	Valley	Lemon Creek Twin Lakes	Auke Bay End of Road
Property Tax Changes: Consider alternative property tax structures (e.g., lower tax rates for owner-occupied, year-round primary residences, and higher rates for part-year/seasonally occupied homes)	74%	60%	54%	63%	56%
Underperforming property fees: Increase vacant building or vacant land fees to encourage productive use and reduce blight	72%	59%	49%	61%	47%
Sales Tax Changes: Consider increases or alternatives sales tax structures (e.g., higher rates during peak summer months and lower rates during winter; or different rates for different activities)	59%	49%	34%	41%	42%
Bonding: Use municipal bonding for specific capital projects rather than funding those projects through the operating budget	42%	41%	33%	39%	33%
Fewer Sales Tax Exemptions: Review and modify existing sales tax exemptions to reduce the number or scope of exemptions	43%	36%	27%	29%	29%
Annual Inflation-based Fee Increases: Adjust permits, licenses, and service fees for inflation (e.g., update fees to 2026 dollars and then annually to reflect inflation increases)	40%	35%	27%	31%	30%
Increased User Fees: Increase user fees for specific public facilities or services (e.g., Eaglecrest, pools, field house, ice rink, CBJ cabins, harbor or airport-related services)	29%	31%	27%	29%	32%
No new or increased taxes or fees should be implemented	10%	15%	29%	21%	25%
Reserved Fund Use: Use available reserve or fund balance resources to address short-term budget gaps	15%	18%	15%	17%	16%

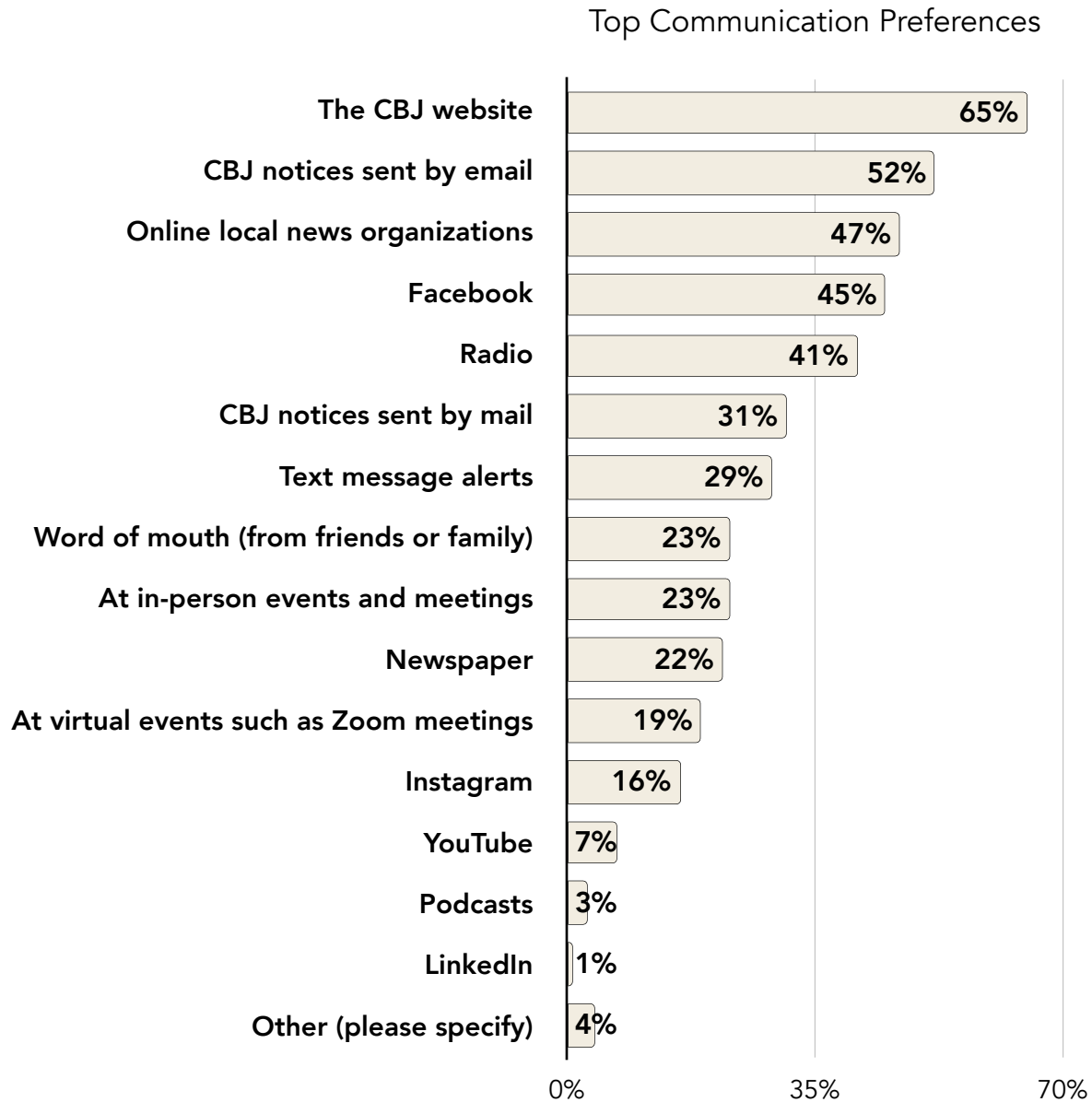
## New Revenue by Income Status

What new revenue options should be prioritized? By Income Status			
	Lower Income	Middle Income	Higher Income
Property Tax Changes: Consider alternative property tax structures (e.g., lower tax rates for owner-occupied, year-round primary residences, and higher rates for part-year/seasonally occupied homes)	64%	62%	60%
Underperforming property fees: Increase vacant building or vacant land fees to encourage productive use and reduce blight	60%	58%	55%
Sales Tax Changes: Consider increases or alternatives sales tax structures (e.g., higher rates during peak summer months and lower rates during winter, or different rates for different activities)	32%	43%	52%
Bonding: Use municipal bonding for specific capital projects rather than funding those projects through the operating budget	32%	35%	43%
Fewer Sales Tax Exemptions: Review and modify existing sales tax exemptions to reduce the number or scope of exemptions	24%	31%	39%
Annual Inflation-based Fee Increases: Adjust permits, licenses, and service fees for inflation (e.g., update fees to 2026 dollars and then annually to reflect inflation increases)	22%	28%	42%
Increased User Fees: Increase user fees for specific public facilities or services (e.g., Eaglecrest, pools, field house, ice rink, CBJ cabins, harbor or airport-related services)	18%	27%	37%
No new or increased taxes or fees should be implemented	29%	22%	14%
Reserved Fund Use: Use available reserve or fund balance resources to address short-term budget gaps	16%	16%	16%

# PUBLIC COMMUNICATION PREFERENCES

Juneau residents were asked about their communication preferences with the CBJ. The most preferred communication channels were identified as the CBJ website, notices sent by email, and by news stories posted online by local news organizations.

**Where would you most like to receive information regarding CBJ? Or where you would be most likely to engage with CBJ? Mark all that apply to you personally.**



## Communication by Generation

How would you like to receive information about CBJ? By Generation					
	Silent and Greatest Generations	Baby Boomers	Generation X	Millennial Generation	Generation Z
The CBJ website	53%	67%	67%	65%	60%
CBJ notices sent by email	56%	55%	53%	52%	46%
Online local news organizations	44%	50%	46%	49%	45%
Radio	52%	50%	42%	35%	39%
Facebook	24%	33%	48%	52%	48%
CBJ notices sent by mail	33%	34%	29%	32%	24%
Newspaper	49%	26%	17%	20%	26%
Text message alerts	18%	27%	32%	31%	26%
Word of mouth (from friends or family)	18%	17%	18%	27%	42%
At in-person events and meetings	18%	25%	22%	23%	21%
At virtual events such as Zoom meetings	18%	20%	22%	21%	12%
Instagram	0%	6%	12%	21%	36%
YouTube	2%	5%	7%	9%	12%
Podcasts	2%	2%	2%	3%	5%
LinkedIn	0%	0%	1%	1%	2%

## Communication by Race

How would you like to receive information about CBJ? By Race			
	White	Alaska Native	Asian
The CBJ website	66%	60%	69%
Facebook	44%	54%	53%
CBJ notices sent by email	55%	43%	48%
Online local news organizations	50%	37%	36%
Radio	43%	40%	32%
Text message alerts	30%	28%	32%
CBJ notices sent by mail	31%	25%	31%
Word of mouth (from friends or family)	23%	18%	27%
At in-person events and meetings	24%	20%	20%
At virtual events such as Zoom meetings	21%	21%	17%
Newspaper	23%	18%	18%
Instagram	15%	18%	22%
YouTube	7%	12%	12%
Podcasts	3%	5%	5%
LinkedIn	1%	2%	1%

## Communication by Geography

How would you like to receive information about CBJ? By Geography					
	Downtown/ Thane	Douglas	Valley	Lemon Creek Twin Lakes	Auke Bay End of Road
The CBJ website	73%	66%	62%	66%	65%
CBJ notices sent by email	57%	56%	50%	50%	52%
Online local news organizations	54%	50%	43%	45%	50%
Facebook	40%	44%	50%	44%	38%
Radio	46%	44%	38%	41%	43%
CBJ notices sent by mail	29%	30%	32%	33%	33%
Text message alerts	32%	28%	31%	27%	25%
At in-person events and meetings	27%	26%	20%	22%	23%
Word of mouth (from friends or family)	30%	23%	19%	20%	22%
Newspaper	25%	25%	18%	19%	26%
At virtual events such as Zoom meetings	22%	24%	18%	19%	20%
Instagram	16%	16%	14%	14%	14%
YouTube	7%	6%	9%	9%	5%
Podcasts	3%	3%	2%	2%	3%
LinkedIn	0%	1%	1%	0%	1%

## Communication by Income Status

How would you like to receive information about CBJ? By Income Status			
	Lower Income	Middle Income	Higher Income
The CBJ website	60%	66%	67%
CBJ notices sent by email	47%	51%	59%
Online local news organizations	47%	46%	53%
Facebook	46%	48%	40%
Radio	37%	43%	42%
CBJ notices sent by mail	30%	32%	29%
Text message alerts	29%	30%	29%
Word of mouth (from friends or family)	26%	23%	21%
At in-person events and meetings	20%	24%	24%
Newspaper	19%	21%	24%
At virtual events such as Zoom meetings	18%	21%	21%
Instagram	15%	17%	13%
YouTube	10%	7%	6%
Podcasts	4%	3%	2%
LinkedIn	0%	1%	1%

# IMPRESSIONS OF CITY AND BOROUGH OF JUNEAU

Residents' impressions of the City and Borough of Juneau are mixed; however positive sentiment outweighs negative feelings.

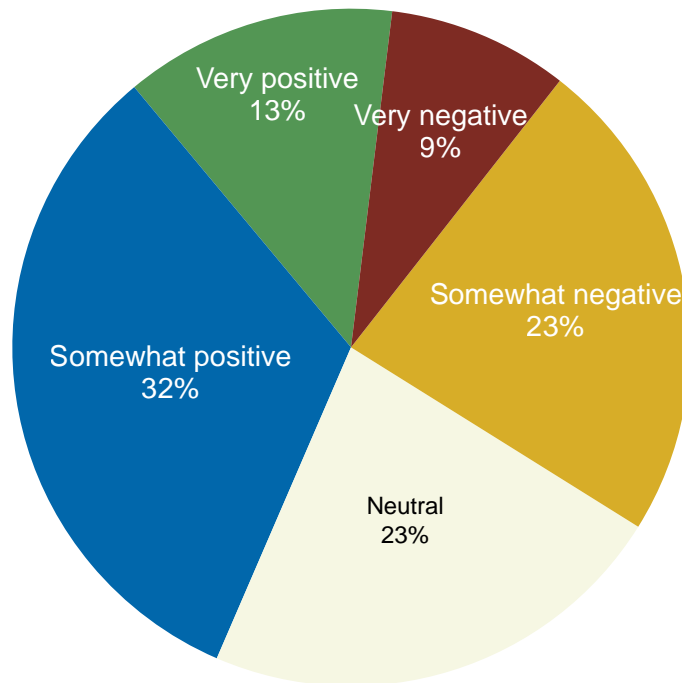
## Overall Feelings Towards City and Borough of Juneau

Overall, nearly half (45%) of residents expressed positive views towards the City and Borough of Juneau, with 13% indicating very positive feelings. Nearly a third of residents have a negative view of the CBJ (32%), including 9% that have a very negative impression of the municipality. Nearly a quarter (23%) expressed neutral feelings.

Residents age 80 and older are most likely to be very positive (28%), along with those identifying as having a higher income household (22%). Residents not currently living in Juneau were the most likely to say they feel very negatively about the CBJ (15%).

**45% Positive / 32% Negative / 23% Neutral**

How would you describe your overall feelings toward the City and Borough of Juneau?



## Overall Feelings by Generation

The majority of Silent Generation and Baby Boomers feel positive about the CBJ. Gen X has the highest negative rating, while Gen Z has the highest neutral rating.

How would you describe your overall feelings toward CBJ? By Generation							
Residents by generation:	Total Positive	Very Positive	Somewhat Positive	Neutral	Total Negative	Somewhat Negative	Very Negative
Silent Generation+	<b>56%</b>	28%	29%	<b>16%</b>	<b>28%</b>	21%	6%
Baby Boomers	<b>50%</b>	17%	33%	<b>18%</b>	<b>32%</b>	23%	9%
Generation X	<b>44%</b>	13%	31%	<b>21%</b>	<b>35%</b>	26%	9%
Millennial Generation	<b>42%</b>	10%	32%	<b>26%</b>	<b>32%</b>	23%	9%
Generation Z	<b>45%</b>	9%	35%	<b>34%</b>	<b>22%</b>	16%	6%

## Overall Feelings by Location

Among generations, downtown residents have the highest total positive rating regarding the CBJ (60%); while Mendenhall Valley residents have the highest total negative rating (38%).

How would you describe your overall feelings toward CBJ? By Location							
Residents by location:	Total Positive	Very Positive	Somewhat Positive	Neutral	Total Negative	Somewhat Negative	Very Negative
Downtown or Thane	<b>60%</b>	19%	41%	<b>18%</b>	<b>22%</b>	16%	5%
Douglas (West Juneau, South Douglas, North and Remote Douglas)	<b>49%</b>	14%	35%	<b>24%</b>	<b>27%</b>	21%	6%
Mendenhall Valley	<b>37%</b>	10%	28%	<b>25%</b>	<b>38%</b>	28%	10%
Lemon Creek and Twin Lakes	<b>46%</b>	11%	34%	<b>23%</b>	<b>31%</b>	21%	10%
Auke Bay to end of the road	<b>44%</b>	14%	30%	<b>20%</b>	<b>36%</b>	25%	11%
I am a Juneau resident, but I currently live outside of the community	<b>44%</b>	11%	33%	<b>21%</b>	<b>35%</b>	20%	15%

## Overall Feelings by Income Level

Those with higher incomes report higher positivity ratings regarding CBJ than lower income residents.

How would you describe your overall feelings toward CBJ? By Income Level							
Residents by income:	Total Positive	Very Positive	Somewhat Positive	Neutral	Total Negative	Somewhat Negative	Very Negative
Lower income (financially struggling)	<b>35%</b>	8%	27%	<b>24%</b>	<b>41%</b>	28%	13%
Middle income (financially managing)	<b>42%</b>	10%	33%	<b>25%</b>	<b>33%</b>	25%	8%
Higher income (financially comfortable)	<b>59%</b>	22%	37%	<b>18%</b>	<b>23%</b>	16%	7%

## Overall Feelings by Race

How would you describe your overall feelings toward CBJ? By Race							
Residents by race:	Total Positive	Very Positive	Somewhat Positive	Neutral	Total Negative	Somewhat Negative	Very Negative
White	<b>49%</b>	14%	35%	<b>21%</b>	<b>30%</b>	22%	8%
Alaska Native/ Native American	<b>33%</b>	8%	25%	<b>32%</b>	<b>35%</b>	26%	9%
Asian	<b>42%</b>	10%	32%	<b>33%</b>	<b>25%</b>	17%	8%

## Overall Feelings by Gender

Overall, women are more positive about the CBJ than Juneau men.

How would you describe your overall feelings toward CBJ? By Gender							
Residents by gender:	Total Positive	Very Positive	Somewhat Positive	Neutral	Total Negative	Somewhat Negative	Very Negative
Male	<b>44%</b>	13%	31%	<b>24%</b>	<b>33%</b>	23%	10%
Female	<b>48%</b>	14%	34%	<b>22%</b>	<b>30%</b>	23%	7%

# OPEN ENDED RESPONSE SUMMARY

In addition to the survey findings, residents shared 6,000 open-ended comments. The 424-page, 200,000-word appendix captures all of these comments. A summary of comments to key questions are presented below.

## How would you describe your overall feelings toward the City and Borough of Juneau?

We asked Juneau residents to tell us how they are feeling about the City and Borough of Juneau in their own words. We said: “What specifically makes you feel the way you do? Are there specific programs that make you feel that way?” A total of 3,458 residents took the time to express their thoughts.

Qualitative analysis of open-ended responses indicates that residents are highly engaged, deeply invested in Juneau’s future, and sharply attentive to fiscal and quality-of-life tradeoffs. Across positive, neutral, and negative comments, respondents consistently value Juneau’s natural setting, recreation assets, libraries, utilities, emergency response, and frontline staff. At the same time, many express concern about spending priorities, property taxes, housing affordability, tourism management, and perceived misalignment between Assembly decisions and voter intent. High-profile capital projects — including Eaglecrest, the gondola, City Hall, and Telephone Hill — frequently function as symbols of broader debate about fiscal discipline and core services. Even among neutral and positive respondents, there is a recurring call for clearer communication, stronger long-range planning, and a renewed focus on foundational services. Overall, the tone of the comments reflects not disengagement, but a community that cares deeply about its direction and expects thoughtful, transparent leadership in navigating constrained revenues and complex tradeoffs.

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## Summary of Positive & Very Positive Comments

(1,533 total comments — themes are not mutually exclusive)

- **Strong pride in Juneau’s natural setting and livability. 333 comments.** Many respondents described Juneau as a special place to live and raise a family, emphasizing quality of life, access to nature, and the uniqueness of the community. Pride in place was often emotional and place-based rather than policy-specific.

*“Great place to live! Recreational opportunities abound. Vibrant arts*

scene. Great music festivals and performances. Responsive municipal government. People and neighbors are mostly friendly and caring. Reasonable senior citizen agencies. I'm retired!"

- **Housing Recognition. 293 comments** acknowledged housing affordability and supply challenges, even while expressing overall positive sentiment. Supportive respondents frequently paired praise for Juneau with recognition that housing shortages, short-term rentals, and cost pressures remain unresolved and require continued attention.  
*"Housing is difficult to find, and affordable housing is harder still to find. Generally though, I enjoy living here."*
- **Recreation & Community Assets: 257 comments.** Eaglecrest, trail systems, parks, Treadwell Arena, and Dimond Park facilities were frequently mentioned as defining community assets that enhance quality of life. These facilities were described as defining community strengths that enhance year-round livability and contribute to Juneau's identity as an outdoor-oriented capital city.  
*"I love the JUNEAU community. I love the location of the city and it's access to the outdoors. I love the amenities the city offers, I've never lived anywhere with such close access to a swimming pool, skating rink, ski hill, etc.! ...I chose to live in Juneau largely because of the incredible city amenities and if things do shut down, it would largely factor into potentially making a decision to leave. Eaglecrest is a huge mental health saver in the winter and without it, it would be tough."*
- **Active engagement with Assembly decisions and local governance: 215 comments** demonstrated familiarity with Assembly decisions, ballot measures, and broader municipal governance. Even within positive sentiment, respondents often expressed thoughtful, nuanced perspectives on policy direction — reflecting high civic engagement.  
*"We have listened to some of the CBJ Assembly meetings on the radio and been very impressed with the courteous and professional way our elected leaders deliberate and interact. I am especially impressed with the leadership of the Mayor. Juneau's financial problems are not the result of poor local leadership."*
- **Recognition of effective emergency response and issues unique to Juneau. 197 comments** mentioned roads, snow removal, water, sewer systems, flooding, and other infrastructure realities unique to Juneau's geography. These comments reflect understanding of the operational complexity of managing a hillside, coastal capital city. Several comments specifically referenced recent flood

response and emergency management efforts as examples of competent local government.

*"The city response to the snow was impressive. I appreciate that the city sponsors so many activities. I also appreciate the time and effort to manage suicide basin and other potential floods from glacial outbursts."*

- **Appreciation for frontline municipal staff: 123 comments.** Residents expressed gratitude for police, fire, library staff, snowplow operators, transit workers, and other public employees. Frontline staff were frequently described as hardworking, responsive, and essential to community stability.  
*"Some of the smartest, most committed people I know work for CBJ and they are working to create a thriving community against a backdrop of frequent natural disasters, outmigration, housing challenges, and other persistent issues."*
- **Balanced Views on Tourism: 141 comments** referenced cruise ships or tourism. While generally supportive of economic activity, respondents emphasized the importance of thoughtful cruise management to protect resident quality of life and infrastructure capacity.  
*"We have a small town that has an outsized impact. Center of government, thriving tourism, vibrant arts and endless outdoors that are all managed in a way that benefits us residents, not to mention lots of jobs in fishing, mining. I can't think of any town with a population of 30k that has so much going on."*
- **Optimism. 101 comments** included language of hope, improvement, and confidence in Juneau's long-term future. These responses suggest residents who are invested and forward-looking. *"I love Juneau — and I want it to succeed."*

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## Summary of Negative & Very Negative Comments

(1,248 total comments — themes are not mutually exclusive)

- **Fiscal Frustration: 596 comments.** The most dominant theme is dissatisfaction with spending priorities. Respondents frequently described municipal spending as excessive, misaligned, or wasteful. Many comments reflect concern that core services are strained while high-cost projects move forward. Rising taxes combined with visible capital investments appear to have intensified scrutiny of financial decision-making.

*“The very poor money management of the city.”*

- **Housing & Development Conflict: 421 comments.** Housing affordability and land-use decisions remain contentious. Respondents referenced Telephone Hill, development density, short-term rentals, and neighborhood impacts. Negative sentiment often reflects disagreement with how housing challenges are being addressed rather than denial of the problem itself.

*“CBJ shouldn’t be involved in development, CBJ needs to open up more land with less hoops to go through to developers to lower housing costs, raising taxes isn’t going to solve anything.”*

- **High-Profile Facilities and Capital Projects as Symbols of Misaligned Priorities: 289 comments.** Several projects were cited as symbols of overspending. Eaglecrest operations and the gondola project were frequently referenced as emblematic of what respondents describe as excessive or discretionary spending. City Hall planning discussions and the Burns Building were also repeatedly mentioned as examples of capital investments residents question in light of budget constraints. Collectively, these facilities function as shorthand in many responses for a broader concern: that major investments are proceeding while core services and tax pressures remain unresolved.

*“The city continues to prioritize programs and projects long questioned or rejected by voters. They refuse to admit maybe a mistake was made, go back to the drawing board, and reach out to a broad group of residents with expertise on various matters.”*

- **Tourism Tension: 253 comments.** Cruise visitation levels, downtown congestion, dock management, and the broader scale of tourism were recurring concerns. Many respondents expressed the view that tourism interests are prioritized over resident quality of life. Some comments explicitly link cruise growth to housing pressures, environmental strain, and infrastructure impacts. Tourism policy functions as both an economic and quality-of-life issue within negative sentiment.

*“Catering too much to cruise lines... We are year-round, lifelong residents. Private enterprise, mining, fishing, roads should be a priority.”*

- **Core Service Performance Concerns: 197 comments.** Snow removal, road maintenance, public works, and infrastructure upkeep were cited as areas where residents feel performance has declined or is inconsistent. These comments suggest heightened expectations around delivery of basic services.

*"We need to fix our foundations before we get fancy."*

- **Perceived Lack of Listening: 151 comments.** A recurring sentiment is that public input does not meaningfully influence decisions. Rather than focusing on a single program, many comments convey cumulative frustration — a sense that municipal priorities are misaligned with resident priorities. Comments frequently reference the Assembly as "not listening," "predetermined," or "out of touch." This reflects a trust deficit that extends beyond any single policy issue.

*"The city does not feel like my partner or my entity but rather an entity working against citizens. Instead of listening to voters you create a very expensive department to try to convince voters to do what you want, and you call that engagement. Listen to people."*

- **Ideological / Political Direction Dissatisfaction: 43 comments.** A subset of comments reflects dissatisfaction with perceived ideological direction. These responses are less tied to specific line items and more focused on alignment with broader political values.

*"Juneau overtaxes home owners and underperforms in the need of the citizens. It feels like we are just here to give the over bloated city money and the priorities are completely leaning to the left. "*

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## Summary of Neutral Comments

(673 total comments — themes are not mutually exclusive)

### Spending Priorities & Fiscal Concerns

Many neutral respondents expressed concern about spending decisions — particularly large projects such as the gondola, City Hall relocation, or Telephone Hill — while still acknowledging that basic services are delivered adequately. The tone is skeptical but not fully oppositional.

*“I think we have great possibilities for Juneau's future, with mining, tourism, small businesses, etc. We need to encourage younger folks to return/remain in Juneau. Our population is getting significantly older, and we must reverse this trend to remain a vibrant community. We must create an environment that will attract young, working people. We also must get a better handle on our spending. We should always have a balanced budget, and just because we may get a little ahead one year, doesn't mean we have to spend it. Save for a rainy day.”*

### Mixed Performance / “Some Good, Some Not”

The most common neutral framing was evaluative balance. Respondents frequently stated that CBJ performs well in some areas (emergency response, utilities, parks, snow removal) while struggling in others (capital planning, housing, budgeting, tourism management). Neutral sentiment often reflects offsetting positives and negatives rather than indifference.

*“I selected neutral because while CBJ has made many positive achievements and contributions to the community, I feel there is a noticeable lack of focused, quality-driven support for strengthening our school district. Education is foundational to our community's long-term success, and it does not seem to be prioritized at the level it should be. My perspective comes from observing ongoing challenges within the district and not seeing consistent, strategic action or investment that reflects the urgency and importance of those issues.”*

### Tourism Balance Concerns

Cruise volume, downtown congestion, and perceived prioritization of tourism over residents were common in neutral comments. Unlike strongly negative responses, neutral respondents often paired these concerns with recognition of tourism's economic role.

*“I enjoy the community and believe the city does somewhat adhere to what the people want. Over the past few years though, it seems to have taken turns towards money and tourism rather than the people who live here and contribute to the community.”*

**Cost of Living & Tax Pressure:** Neutral respondents frequently referenced property taxes, utilities, housing costs, and overall affordability. Unlike negative comments, these statements often acknowledged that some pressures are outside CBJ's control.

*"I think we have some really amazing facilities, we love the libraries, parks and rec events. Unfortunately signing up for things like swimming lessons feels impossible. I don't always understand why the city makes the choices it does. I think Juneau is a wonderful place to live, but it's expensive, especially as a young family."*

**Recognition of Dedicated Staff:** Even within neutral sentiment, there was consistent appreciation for frontline workers, parks staff, snow crews, transit, and utilities. Many respondents distinguished between staff performance and Assembly-level decisions.

*"City employees are doing a great job providing essential services to the community."*

**Limited Information / Low Engagement:** A subset of neutral responses reflected limited knowledge rather than balanced evaluation. These respondents explicitly stated they do not follow CBJ closely or feel sufficiently informed to form a strong opinion.

*"I don't follow actions closely enough to know the entire scope."*

## Additional Public Feedback for CBJ

### *If you have additional final thoughts, please share.*

Finally residents were invited to share any final thoughts with CBJ. A total of 1,200 residents took the time to express their thoughts. The appendix captures all of these comments.

Juneau residents expressed a mix of appreciation and concern in their final comments, using the space to reflect on broader priorities rather than single issues. Many acknowledged the hard work of frontline staff and the complexity of governing in a high-cost, geographically isolated community. At the same time, respondents emphasized the need for clearer communication, stronger fiscal discipline, and greater alignment between voter intent and Assembly decisions. Affordability, tourism balance, and long-term planning surfaced repeatedly. Overall, the additional feedback reflects a community that remains engaged and invested, asking for transparency, responsiveness, and careful stewardship moving forward.

### **Key Takeaways from 1,200 additional Juneau resident messages:**

- 1. Residents Care Deeply About Juneau’s Future.** Even critical comments reflect strong attachment to the community. Many respondents emphasized that their feedback stems from wanting Juneau to remain livable, affordable, and vibrant for long-term residents and families.
- 2. Clearer Communication Is a Top Expectation.** A recurring message is the need for more transparent, timely, and understandable communication — particularly around ballot impacts, budget tradeoffs, and major projects. Residents want clearer explanations of consequences before decisions are made.
- 3. Spending Priorities Drive Ongoing Debate.** High-profile capital projects and discretionary initiatives continue to shape public perception. Many residents urged a renewed focus on core services — infrastructure, schools, public safety, utilities — before advancing large new investments.
- 4. Affordability and Retention Are Growing Concerns.** Housing costs, property taxes, utilities, and general cost of living were frequently referenced. Many respondents worry about retaining young families, workforce members, and long-term residents in an increasingly expensive community.
- 5. Trust and Alignment Matter.** Across perspectives, residents expressed a desire for leadership that feels responsive to voter intent and community priorities. Even when opinions differ on specific policies, there is broad agreement that public input should visibly shape outcomes.