



## ASSEMBLY FINANCE COMMITTEE AGENDA

April 1, 2026 at 5:45 PM

Assembly Chambers/Zoom Webinar

---

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

**A. CALL TO ORDER**

**B. ROLL CALL**

**C. APPROVAL OF MINUTES**

1. **March 4, 2026 AFC Joint Meeting with Eaglecrest**

**D. AGENDA TOPICS**

2. **Export Manufacturing Exemptions**
3. **Gondola Project Update**
4. **Information Only: Updated AFC Budget Calendar - revised 03.26.2026**
5. **Assembly Grants and Community Requests**
  - a. **Assembly Information Needs**
6. **FY27 Capital Improvement Plan**
7. **FY27 Passenger Fee Proposal**

**E. NEXT MEETING DATE**

8. **April 11, 2026 at 10:30 am**

**F. SUPPLEMENTAL MATERIALS**

9. **Gondola Project Status Presentation**
10. **Waterfront Restrooms Memo**
11. **Waterfront Museum Memo**
12. **Information Only: FY25 Financial Statement Publication**

<https://juneau.org/finance/controller>

**G. ADJOURNMENT**

ADA accommodations available upon request: contact the Clerk's Office (907)586-5278 or [city.clerk@juneau.gov](mailto:city.clerk@juneau.gov) at least 36 hours prior to a meeting, to request ADA arrangements.



**SPECIAL ASSEMBLY FINANCE COMMITTEE  
JOINT MEETING WITH EAGLECREST BOARD  
OF DIRECTORS MINUTES**

**March 4, 2026, at 5:30 PM**

**Assembly Chambers/Zoom Webinar**

---

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

**A. CALL TO ORDER**

The meeting was called to order at 5:33 pm by Mayor Weldon.

**B. ROLL CALL**

Committee Members Present: Mayor Beth Weldon (Chair); Nathaniel “Nano” Brooks; Maureen Hall; Neil Steininger; Paul Kelly; Alicia Hughes-Skandijs

Committee Members Present Virtually: Christine Woll; Greg Smith

Committee Members Absent: Ella Adkison

Staff Members Present: Katie Koester, City Manager; Robert Barr, Deputy City Manager; Angie Flick, Finance Director; Adrien Wendel, Budget Manager; Erin Lupro, Acting Eaglecrest General Manager

Eaglecrest Board Members Present: President Brandon Cullum; Vice President Kevin Krein; Secretary Wayne Stevens; Jim Calvin; Thor Lindstam; Sean O'Neil

Eaglecrest Board Members Absent: None

**C. AGENDA TOPICS**

**1. Joint Meeting with Eaglecrest Board of Directors**

**a. Introductions**

Introductions were made as per Roll Call above.

**b. Eaglecrest Manager Budget Presentation**

Eaglecrest Board President Brandon Cullum gave a brief overview of the planned presentation. Acting Eaglecrest General Manager Erin Lupro began the presentation with a summary of Eaglecrest Operations 2025-2026 (packet page 5). Eaglecrest opened for the season on December 5, 2025, and the Ptarmigan Lift opened on January 15, 2026. The snowfall total was 305” as of the date of the meeting (yearly average is 320”), and they’ve had 19 days of snowmaking this season. Eaglecrest has had 19 avalanche risk reduction missions. The West Bowl has been open 19 days, and 21 days for the East Bowl.

In terms of Community Engagement (packet page 6), last year’s Summer Camps hosted

50 kids over 4 weeks. They participated in hiking and other activities all over the mountain. The Eaglecrest Haunted house took place this past fall and supports the Eaglecrest Foundation fund and is a Books to Boards fundraiser. There was a Christmas Eve event with 60 kids and families. They have had 2 movie nights this past fall and winter and plan to hold more. Discover Eaglecrest Day is a community event that was held this fall, supported by lots of local vendors. This was also a fundraiser for the Eaglecrest Foundation and benefitted both Books to Boards and the School Group Scholarship program with a silent auction, barbecue, face painting, and other activities for families. The School Group Scholarship Program is reaching 19 classes of more than 30 kids each. Some of the classes bring 60 to 70 kids who are learning to ski through this program. The Books to Boards program supports 46 middle school students.

With thanks to the Assembly for providing funding, some major maintenance projects (packet page 7) have included the new bull wheel bearing on top of Ptarmigan, replacing the drive shaft on Ptarmigan, rebuilding sheaves on Hooter and Porcupine lifts. Eaglecrest was able to bring contractors and lift specialists to help with the big lift projects in the summer.

Major fleet maintenance and safety upgrades were done on the snowcat vehicles. Some snow guns were refurbished. Some blasting was done and the road to mid-station was hardened. The Fish Creek lodge water project and heating system repairs were completed. The mobile patrol hut was relocated. Non-destructive testing was done on Ptarmigan tower bolts and clips.

Mr. Cullum reviewed the FY24 through FY27 Budget Summary (packet page 8) and pointed out some patterns. General Fund support peaks in FY25 which helped Eaglecrest catch up with some maintenance and has since returned to a more typical contribution of \$930,000. FY27 shows a significant drop in expected Revenues, which is a function of declining pass sales and some additional factors which will be discussed.

Commodities and Services has had a jump in FY26 due to maintenance needs and central cost allocations. Eaglecrest's intent is to keep this budget flat in FY27. In Personnel Services, FY26 was originally budgeted for about \$3,800,000. This was due to bringing the Eaglecrest employees onto the CBJ pay plan. This cost ended up being about \$500,000 less than expected, and the excess authority was deappropriated. The increase in FY27 is due to standard wage growth per CBJ pay rates.

Starting in FY26, the Assembly made the decision to support Eaglecrest on its path to sustainability, and Eaglecrest was allowed to move into a negative fund balance. Some of the drivers that led to the negative balance were increased expenses for converting the Eaglecrest pay plan to CBJ's pay plan to improve retention, recruitment, and to better prepare for the gondola and year-round operations.

Mr. Cullum reviewed the Budget Summary Overview (packet page 9) which shows FY25 Actuals, FY26 Adopted and Amended Budgets, FY26 Projected Actuals, and FY27 Proposed Budget figures. On the personnel services line, Eaglecrest is projecting to come in significantly under budget in FY26 due to high turnover and vacancy rates. In FY27, Eaglecrest is applying a vacancy factor to better reflect real experienced turnover

throughout the year. Mr. Cullum stated that he believes this is the first time CBJ has applied a vacancy rate to the Eaglecrest budget, at a rate of 4.1%. However, he stated that Eaglecrest's actual vacancy rate is closer to 15%.

Revenue Trends (packet page 11) show operating revenues with snowfall. Looking at past years, there is somewhat of a correlation between the amount of snow and revenue. Winter FY25 was not a good snowfall year, and revenue dropped significantly. On the heels of that, FY26 winter started with slow sales, as people considered the prior year's snowfall and decided not to buy passes early in the season. Counterintuitively, the December "snowpocalypse" did not help sales as this was not great snow for skiing, driving was unsafe, and there were lift issues.

Eaglecrest Board Member Jim Calvin discussed Adult Pass Pricing and Sales (packet page 12). He noted a correlation between the increase in pass prices and reduced season pass sales. He stated that they have seen the same trend in teen and youth passes. Between 2022 and 2025, 250 fewer adult passes were sold, which is a 15% decrease over a 4-year period. Mr. Calvin stated that it is his belief that the best way to raise revenue is to increase the number of passes that are sold, rather than increase pass price. To accomplish this, confidence must be restored for potential pass buyers in terms of snow, lift functionality, and useability of the passes. While considering alternative revenue solutions, it is important to bear in mind the potential impact of raising season pass prices is to further alienate the community from Eaglecrest.

Ms. Lupro has noticed a trend that people are buying differently this year. They might not be buying season passes, rather they are buying 5 or 10 visit passes, flex passes, or day tickets because of uncertainty about the useability of the ski area due to weather or other issues.

Assemblymember Steininger asked how the prices at Eaglecrest compare to other, similar ski areas. Mr. Cullum answered anecdotally that other comparable ski areas in the lower 48 have higher season pass prices by \$100-\$150 for adult passes. Some of these ski areas have better infrastructure and get more winter tourism than Eaglecrest and Juneau.

Assemblymember Steininger asked if, looking at varying trends in pass purchases, Eaglecrest has considered changing the price structure of different types of passes. Mr. Calvin responded that there is a fine balance to consider between raising day passes and lowering season passes, as purchasers will consider the number of ski days they anticipate and determine if they expect to break even on the season pass purchase in comparison.

Assemblymember Hughes-Skandijs asked about installment payment plans to make season pass purchases more feasible for more people. Ms. Lupro answered that there is an existing installment plan that starts with the first payment in June, and when paid in full in November, the lift pass is activated.

Assemblymember Woll asked about the pool of potential Eaglecrest users in Juneau, and what is being done to incentivize new skiers. Mr. Calvin answered that the cost of skiing is a principal barrier, and this is why the Books to Boards and School Group Scholarship

Programs are so important, as they introduce kids to skiing at virtually no cost. Keeping them engaged is more challenging, so keeping youth pass prices low is one way to accomplish that. He added that the last time that Eaglecrest had market research done, there were 5,000 skiers in Juneau, which is a high percentage of a population of 30,000. Skiers also come to Eaglecrest from Sitka, Haines, and Skagway. Being a very small market, the community is fortunate to have had generous support from taxpayers to have a ski area here. Mr. Calvin added that they have considered charging \$800 for a season pass, for example, and a fair number of them would be sold, but then there would likely be fewer people skiing, unless the day passes were lowered to \$40. That would most likely lead to the issue of fewer season passes and more day passes purchased, which may not necessarily lead to more revenue.

Assemblymember Hall asked about the Funding Source line for Licenses, Permits, and Fees which has dropped steeply. Ms. Lupro responded that this is revenue from vendors such as zipline, iRide Alaska Segway and eBikeTours, Alaska Coach Tours' walking tours, etc. Alaska Coach Tours has stopped doing their tours, and the zipline is not operating due to the planned construction of the gondola project.

Mr. Cullum added that this situation does open other revenue opportunities on the mountain, in addition to the gondola project. Things to consider are holding events, other concessions, hiking and biking passes, etc.

*The Committee and Board continued to ask questions and discuss the topic.*

Ms. Lupro reviewed the Expense Trends for Commodities and Services (packet page 13), noting that additional funding from the Assembly was used to cover deferred maintenance through the summer, fall, and into the winter of FY26. As everywhere, prices have increased. Eaglecrest is working to be mindful and responsible about how they are spending money, while knowing they are spending more than the previous year in large part due to deferred repairs and maintenance work that is being done.

Eaglecrest is dealing with aging infrastructure, including lifts, buildings, fleet, the water system, and the parking lot (packet page 14). The lifts were built in the late 1960s and 1970s. Three of their lifts are Riblet lifts. Riblet has not been in business since 2003. This creates a problem when Riblet lift parts become worn and break, as manufacturing and sourcing replacement parts is challenging and expensive.

In 2024 a building lifespan assessment was commissioned to look at Fish Creek, Porcupine, and the maintenance shops. They are focusing on fleet, were able to get a new snowcat this winter, and are in process of doing repairs and maintenance to improve the remaining fleet to better and safer standards. The fleet overall is aging, and they are working on finding needed replacement equipment as appropriate.

With staff turnover, Eaglecrest loses important institutional knowledge about the mountain and the facilities. There are long-term, experienced Eaglecrest snowcat drivers who know the whole mountain and are aware of rocks, stumps, fallen trees, etc., and how to avoid these obstacles. There are also new snowcat drivers who have not yet had the time to learn all these quirks of the mountain. When a small amount of snow obscures these obstacles, this potentially leads to a situation when the fleet takes a hit

due to damage to a vehicle. This core knowledge is also crucial for maintenance of infrastructure, buildings, and machinery. This demonstrates the importance of staff retention to provide time and opportunities for this retained knowledge to be taught and carried forward over the long term.

Mr. Cullum spoke about Eaglecrest's vacancy rate gap and stated that there are currently over 7.0 vacant Full-Time Equivalent (FTE) positions, which are made up of 3 full-time plus 22 part-time positions. He added that to get to a sufficient operating level to carry the gondola, year-round operations and repairs, and stay ahead of needed maintenance, they need growth. He added that understanding the current restraints, they are not asking for more FTEs and referred to the Expense Trends chart (packet page 15), where Personnel Services expense for FY26 is projected to be over \$500,000 less than budgeted, due in part to the vacancy factor. He added that they have a plan to reassess these FTEs and the related Position Control Numbers (PCNs), with the goal of better allocating them to meet the core needs of Eaglecrest.

Mr. Cullum discussed packet page 16, noting from FY23 through FY25 that the Full Cost Allocation (FCA) stayed relatively flat, then grew slightly in FY26, and will continue to grow in FY26 and FY27. The percentage of Eaglecrest's General Fund support that is consumed by the FCA is increasing, and the amount of general funds spent on operations is decreasing. What this means is that less general funds are used for operations and discretionary expenses, because they're being used to pay for the support Eaglecrest receives from CBJ's central service departments.

Mr. Cullum addressed the Budgeted Fund Balance (packet page 17). He stated that an agreement was made with the Assembly in FY25 that CBJ would support Eaglecrest in its growth moving into the future. These numbers as presented reflect a negative fund balance at the end of FY27 of \$5,352,900. Mr. Cullum acknowledged that these numbers look intimidating and he reassured the Committee that Eaglecrest understands the commitment that will be needed to find solutions. They are putting this funding to good use, working on recruiting, maintenance, the old ski lifts, and focusing on the future regarding the gondola project, year-round operations, and overall efficiency to bridge this gap on their own at some point in the future.

Ms. Lupro stated that in FY26 Eaglecrest received total Capital Improvement Project support of \$576,000 (packet page 18). The biggest focus for FY26 so far has been on ski lifts. They have been working with contractors, lift specialists and fleet specialists with goals to diagnose and fix existing issues and predict and prevent further issues. In FY27, they have \$167,000 in total for the CIP and have decided to use \$127,000 for deferred mountain maintenance and \$40,000 toward additional capital and maintenance needs. Ms. Lupro stated that Eaglecrest also has \$61,000 in a CIP that was intended for the Eaglecrest Master Plan.

Mr. Calvin continued, explaining that Eaglecrest is in the process of designing a strategic and business planning effort, which involves securing the services of a professional mountain recreation planner to create a roadmap to get from where they are now, with a non-sustainable operating budget, to being self-sustaining.

Eaglecrest has immense recapitalization needs, including replacing Ptarmigan (\$5,000,000), Black Bear (\$3,500,000), and their 50-year-old lodge (\$13,000,000). The need to plan, prioritize, and look for resources is paramount.

**c. Joint Assembly and Eaglecrest Board Discussion (Budget and Gondola)**

Assemblymember Kelly asked if there is a schedule of upcoming expenditures to improve spending needs predictability. Ms. Lupro responded that some of the CIP plan involves the water system. When a pipe broke under a building recently, it was during a cold snap, and all the water in the line froze. There is a plan moving forward so this situation doesn't repeat itself, with \$40,000 of the CIP appropriated for this project. Mr. Cullum added that there are needs in terms of lifts, snow-making equipment, and infrastructure. All these projects are involved and expensive, and due to the age of some of the equipment, determining pricing in advance is challenging, and high costs are a barrier to accomplishing some of these goals.

Assemblymember Woll asked what the plan would be for the negative fund balance should the Assembly decide not to move forward with the gondola project. Mr. Cullum responded that with the maintenance budget, operating costs, and expected revenue, not being able to carry a negative fund balance will hobble Eaglecrest's ability to position themselves for summer operations and possibly hobble winter operations. They have not yet done much analysis on exactly how to reposition themselves if this comes about, however, they are aware they would need to pivot very quickly as this would create a question of whether they could continue to operate at all.

Mr. Calvin reviewed the Eaglecrest Summer Plan (packet page 22). Their goal is to achieve self-sufficiency for the ski operation, and that will require increasing summer operations revenue from \$110,000 to \$2,500,000 or more. This will be a challenge; however, it is feasible considering Juneau's annual visitor count of 2,000,000 people, which includes 1,700,000 cruisers plus another 300,000 independent visitors. To tap this visitor market and capture summer revenue, the plan is to offer scenic lift rides, mountain coasters, expanded zip lines, ropes courses, mountain biking, guided tours, a sky bridge, food and beverage services, retail sales, etc. Attaining this goal will require recapitalization to modernize or replace the old lifts and facilities and add infrastructure.

Projected Year-Round Revenue and Operating Costs for the gondola show a break-even status in FY32 or FY33 (packet page 23). This estimate uses certain Gondola Assumptions and Analysis (packet page 24), including the gondola's first customers in May 2028, first full year of service in FY29, and assumes only operating revenues (no General Fund support). They have looked carefully at these projected operating costs, including repairs, and have used proposed winter operations at FY27 levels, budgeted for inflation. The principal risk factor is market development, and they will be depending on Goldbelt as their partner to tap into the market. Other potential revenues from vendors, food, and retail sales, etc., could potentially accelerate this break-even timeframe.

Eaglecrest Summer Operations: Next Steps (packet page 25) are to prepare for this project to include planning infrastructure and amenities to have trails, viewing platforms, signage, restrooms, shelters, etc., in place. In-house business opportunities and vendor

recruitment need to happen to attract development. Detailed business and operations planning are required to ensure staffing, marketing, and budgeting are adequate, and necessary permits are secured.

All these tasks have been on hold, awaiting the construction cost estimate. About \$3,500,000 available funds for this project are unspent. After this presentation was prepared, Eaglecrest received the first estimate from Cornerstone General Contractors for a project cost of \$27,000,000. Considering that they were anticipating construction costs ranging from \$10,000,000 to \$15,000,000, this estimate is drastically higher than expected. They are awaiting a guaranteed maximum price estimate from the contractor. A meeting with the Cornerstone design team is planned for Monday, where they will discuss whether there is any room to maneuver within this estimate and if there are any possibilities of savings. However, it is unlikely that the cost could even get as low as \$20,000,000.

Prior to receipt of this estimate, Gondola Funding Scenarios (packet page 26) included CBJ funding the shortfall, Goldbelt funding the shortfall, CBJ borrowing to fund the shortfall, soliciting investors for the gondola and recapitalizing winter operations, or ending the gondola project. The amount of this estimate may require a reset of some of these options. Mr. Calvin noted that at this point, it is unlikely that CBJ will fund the shortfall. Goldbelt may be a possibility to preserve the current timeline, however, there will likely be conditions for additional investment which may include operating the mountain on a year-round basis including both the gondola and winter operations. CBJ would retain ownership, which would allow the City to implement strict operating requirements. Goldbelt is increasingly becoming the key to the gondola project, and depending on what resources they want to bring, may allow Eaglecrest to more quickly recapitalize their winter assets including lifts, lodges, etc.

Another option that was being considered was CBJ borrowing from the Alaska Industrial Development and Export Authority (AIDEA) or a different lender (packet page 29). This option may or may not still be viable, given the estimate. This would entail terminating the Revenue Sharing Agreement (RSA) with Goldbelt and seeking lender funds for working capital for winter operations. The cash flow requirements to repay Goldbelt according to the terms of the RSA and simultaneously pay debt service would likely leave so little money leftover as to provide no benefit to Eaglecrest. This would also mean that cruise marketing and transportation responsibilities would shift to Eaglecrest, would delay the construction schedule, and would probably add another year of heavily subsidized winter operations. This would entail borrowing from AIDEA (or another lender), however, AIDEA has a \$25,000,000 limit. The amount needed to pay Goldbelt back for the cost of the gondola, plus the construction costs for the lift would be \$37,000,000. They will continue to look at potential lending opportunities over the next month.

Another possibility is to search for third-party investors (packet page 30). The gondola project and Eaglecrest in general would be unattractive to investors with the RSA in place, so Goldbelt would need to be paid back to eliminate the RSA. The attraction to investment entities would be the truly strong business opportunity Juneau has with these

2,000,000 visitors annually. This option may require contracted management, it will be a complex transaction, and it is an uncertain opportunity, however, it is potentially the fastest way to recapitalize Eaglecrest. It would require a developer with a long vision, and hopefully, there will be more to report on this option at the next meeting.

Ending the gondola project (packet page 31) would entail a full payback to Goldbelt of \$11,900,000 in borrowed funds. This includes \$3,700,000 of unspent and uncommitted Goldbelt funds, considering the \$2,500,000 that was spent to purchase and ship the gondola, this leaves total sunk cost to CBJ of \$10,900,000. This scenario will also leave Eaglecrest with very little chance of becoming self-sustaining within the foreseeable future and they would not have a way to repay the fund balance. Eaglecrest would not be able to continue to add to their fund balance with no hope of repaying it, and thus would be looking for General Fund support, and then bonding to replace lifts. They would clearly focus attention on alternative summer development opportunities. However, nothing would happen at the pace the gondola would offer in terms of bringing Eaglecrest to a self-sufficient state. Nonetheless, it is urgent that they move forward aggressively seeking other summer development opportunities.

Mr. Calvin stated that if the gondola project is going to continue, for example if Goldbelt decides on further funding the project, it would lead to the question of whether Eaglecrest proceeds with phased construction (packet page 32). This would be needed to keep the project on track as it is unlikely that full permits would be in place to start construction this summer. Therefore, a phased construction effort could be started with a permit for earthwork.

Mr. Calvin added that, even if Goldbelt is willing to provide funding, it seems unlikely that all the funding will be lined up in time for this summer's construction season. If funding is found, and construction could start, it would need to be done on a phased basis to get the necessary permits in place. If, however, full funding is not lined up, any additional money that is spent on this project from the money that Goldbelt provided will increase the amount of money that will need to be paid back to Goldbelt.

Mr. Calvin stated that they are contemplating the risks of proceeding to try to stay on schedule and proceed with construction and will discuss this with the Committee during the April 1 AFC meeting. He noted that the urgent issue is Eaglecrest's operating budget, as they are going to continue needing roughly \$2,500,000 more than their General Fund support every year, unless they take draconian cost cutting measures. They have a deep sense of urgency to start generating revenue to ease this budget deficit. However, it is a complicated problem, and they need time to determine where to obtain that money.

Mr. Calvin added that they are expecting to receive the guaranteed maximum price estimate from the contractor in time for the April 1 AFC meeting. In the meantime, they would like to meet with the City Manager and with Goldbelt to understand their interest in further funding and if so, what conditions Goldbelt would want implemented. They would like to continue to look at AIDEA and other lending options. They would like to start looking nationally to "test the waters" to determine if Eaglecrest would be an attractive investment target for any big development firms.

Mr. Calvin stated that these developers are companies that look for ski areas that are in trouble, they invest in them and turn them around to profitability. He said that Eaglecrest will remain a Juneau-owned asset, but maybe Eaglecrest is an attractive target if their only desire is to operate the ski area in the winter. The lure of Eaglecrest as an investment opportunity would be the opportunities for summer and winter development. The conditions that Eaglecrest would want to make are to operate the ski area for 90 days in the winter, charge no more than \$750 for a season pass and \$75 for a lift ticket.

Mayor Weldon stated that the presentation and cost estimate were sobering and finding a good solution will be challenging. Assemblymember Woll asked how soon these decisions will need to be made. Ms. Koester responded that there are two separate questions that need to be answered. One is whether this project will move forward at all. The other is if it does proceed, what will the schedule be. Mayor Weldon added that these decisions will need to be made in the next two months.

Assemblymember Hughes-Skandijs asked if any more of the gondola money is going to be spent over the next few months while these decisions are considered. Mr. Calvin answered that the gondola cars are in Colorado, and contracted refurbishment work is beginning, so that money is committed. The design is essentially 95%, though there is still some engineering money that is being spent. The money that is being spent is on the pre-construction services contract with Cornerstone. Although they have a zero-budget contract for the pre-construction work the timing is such that they must produce their guaranteed maximum price by April 1. Hence the 3-week window to learn about all of the options, and especially about Goldbelt's position, considering the current situation.

Mr. Cullum reiterated that they just received this price estimate the previous day, and suggested it is better for everyone to take some time to digest this information than react immediately consider how big these decisions are.

Assemblymember Brooks asked if there has been any consideration of reaching out to large corporations for sponsorship opportunities. He mentioned Red Bull as an example, as they are very involved in winter sports. He wondered if advertising opportunities exist for sponsors to put up banners, logos, or provide guardrail ribbons as is seen at other ski resorts.

Mr. Calvin responded that they will be looking at every conceivable opportunity for summer revenue, including asking for letters of interest in developing summer tourism attractions at Eaglecrest. He gave an example of a business with mountain coasters who has \$3,000,000, and they negotiate an arrangement wherein Eaglecrest gets 10% of the business's gross. This could be done one at a time via ferratas, mountain coasters, ropes courses, and the like. They plan to look at all options including corporate sponsors, equity investors, debt investors, etc.

Mayor Weldon suggested that Ms. Koester and some Eaglecrest Board members could jointly reach out to Goldbelt first. Depending on Goldbelt's response, then look into AIDEA and other lenders, then last look for investors. The other Committee members agreed in this suggested order of operations.

Assemblymember Hughes-Skandijs noted that having just received the presentation slides and the cost estimate this same day, the City is dealing with deep financial restraints, and knowing that this project was started in a rush, she feels extreme trepidation. She appreciated the candid conversation with the Eaglecrest Board, and she agrees that taking time to respond is crucial.

Ms. Lupro stated that she knows this was a lot of information for everyone to take in at the last minute during this meeting. She expressed gratitude for the opportunity to meet, have a candid conversation, and thanked the Committee members for their pointed questions as she is aware of all the many concerns.

Mr. Cullum stated that with the gondola turning into a potentially \$30,000,000 project, he is not married to this idea. He added that there are other opportunities that have not yet been considered or explored. He added that he was not on the Board when the gondola project was adopted, so he was not part of that due diligence. However, clearly the value proposition of that project has changed since it began. It is now a completely different value proposition on the table, and it should be looked at through the lens of the opportunity cost that it presents currently. He added that he believes they all agree that Eaglecrest should stay in Juneau for the community, it adds value, and that it is important to work together to move Eaglecrest into the future, though that future does not necessarily need to include the gondola project.

Eaglecrest Board Vice President Kevin Krein agreed that they are all disappointed and shocked with the cost estimate. He was on the Board when the decision was made to purchase the gondola, and he feels that in hindsight, with the information they had at that time, it was a good decision. However, much time has elapsed since then, due to factors outside of the control of the Board, the City, and Eaglecrest. Construction costs and expenses overall have increased much more than anticipated when this decision was originally made. He agrees that other options need to be considered and they need to think very hard about whether it makes sense to put \$27,000,000 into this project, whether through a loan or an investor. Mr. Krein said that it is a good idea to take time and consider what alternatives there are and envision Eaglecrest if drastic spending cuts need to be made, which is a difficult prospect, but one that warrants consideration.

The Eaglecrest Board Members and the Mayor expressed their appreciation for the weight of the decisions that must be made and look forward to sharing additional information and furthering the discussion at the April 1, 2026, meeting.

#### **D. ADJOURNMENT**

*The meeting was adjourned at 7:32 pm*

**MEMORANDUM OFFICE OF THE ASSESSOR**

Mailing: 155 Heritage Way  
 Juneau, AK 99801  
 Physical: 1208 Glacier Ave  
 Juneau, AK 99801  
 Phone: (907) 586-5215 Ext 4906  
 Fax: (907) 586-4520  
 E-Mail: Mary.Hammond@juneau.gov

Date: February 20, 2026

To: Mayor and Assembly

From: Mary Hammond, Assessor

**RE: Economic Development – Export Manufacturing Exemption**

The Assessor’s Office received the following 2026 Export Manufacturing Exemption Applications for business personal property used in manufacturing. The Assembly must approve any export manufacturing exemption for real or business personal property, CBJ 69.10.020(1)(c).

The property owners listed below have had Assembly approval in the past. It is recommended that their new applications be approved.

2026	AK GLACIER SEAFOOD INC	AKBEV GROUP LLC	FORBIDDEN PEAK BREWERY	DEVILS CLUB BREWING CO
Total Assessed Value	2,628,270	8,361,689	231,401	202,277
Mandatory Exempt Amount	100,000	100,000	100,000	100,000
Taxable Value	2,528,270	8,261,689	131,401	102,277
<b>Tax Amount @ FY26 Estimated Mill Rate (10.24)</b>	<b>25,889</b>	<b>84,600</b>	<b>1,346</b>	<b>1,047</b>
Prior Years Export Mfg Exempt Value	461,448	481,003	4,113	65,340
New Export Mfg Exempt Value	308,231	126,014	39,050	6,254
<b>Total Export Mfg Exempt Value</b>	<b>769,679</b>	<b>607,017</b>	<b>43,163</b>	<b>71,594</b>
Taxable Value Before Mandatory Exemption Value	1,858,591	7,754,672	188,238	130,683
Mandatory Exempt Value	100,000	100,000	100,000	61,974
<b>Total Taxable Value after both exemptions</b>	<b>1,758,591</b>	<b>7,654,672</b>	<b>88,238</b>	<b>68,709</b>
<b>Total Amount Paid@ FY26 Estimated Mill Rate (10.24)</b>	<b>18,008</b>	<b>78,384</b>	<b>904</b>	<b>704</b>
Total Prior Years Export Mfg Tax Exempt	4,725	4,925	42	669
Total New Export Mfg Tax Exempt	3,156	1,290	400	64
<b>Total Tax to be Exempted</b>	<b>7,882</b>	<b>6,216</b>	<b>442</b>	<b>733</b>

Attached are copies of their applications.

**A. Export Manufacturing**

CBJ 69.10.020(10) provides for exempting qualifying manufacturing property from assessment and taxation. Qualifying property may receive a declining five-year percentage exemption from the property’s market value as follows:

- 100% exemption in year 1
- 80% exemption in year 2
- 60% exemption in year 3
- 40% exemption in year 4
- 20% exemption in year 5

Property owners seeking an exemption must file a request with the Assessor’s Office on or before January 31 of each year. The code places the authority for approving the manufacturing exemption requests with the Assembly.

The Assessor’s Office has received three property manufacturing exemption requests for the 2026 tax year (FY27 budget year).

1. Alaska Glacier Seafood’s, Inc. filed a manufacturing exemption for machinery and equipment totaling \$308,231 (\$3,156 in property tax).

In addition, Alaska Glacier Seafood’s has \$461,448.00 in property qualifying from prior years, for a total 2026 assessment exemption of \$769,679 or (\$7,882 in property taxes).

The Assessor’s Office has determined that the property exemption request meets the code requirements and recommends approval of this exemption request.

2. Alaskan Brewing Company, LLC filed a manufacturing exemption for machinery, equipment, furniture and fixtures, computers and software, and vehicles totaling \$126,014 (\$1,290 in property tax).

In addition, Alaskan Brewing has \$481,003 in property qualifying from prior years, for a total 2026 assessment exemption of \$607,017 (\$6,216 in property taxes).

The Assessor’s Office has determined that the property exemption request meets the code requirements and recommends approval of this exemption request.

3. Forbidden Peak Brewery has filed a manufacturing exemption for machinery and equipment totaling \$39,050 (\$400 in property tax).

In addition, Forbidden Peak Brewery has \$4,113 in property qualifying from prior years, for a total 2026 assessment exemption of \$43,163 (\$442 in property taxes).

The Assessor’s Office has determined that the property exemption request meets the code requirements and recommends approval of this exemption request.

4. Devils Club Brewing CO has filed a manufacturing exemption for machinery and equipment totaling \$6,254 (\$64 in property tax).

In addition, Devils Club Brewing CO has \$65,340 in property qualifying from prior years, for a total 2026 assessment exemption of \$71,594 (\$733 in property taxes).

The Assessor’s Office has determined that the property exemption request meets the code requirements and recommends approval of this exemption request.

**I recommend approval of these exemption requests.**

  
Mary Hammond  
Assessor

3-20-2024  
Date



Office of the Assessor  
155 Heritage Way  
Juneau, AK 99801

Export Manufacturing Exemption Application	
Assessment Year	<input checked="" type="checkbox"/> 2026 <input type="checkbox"/> Other _____
Organization Name	Alaska Glacier Seafoods, Inc
BPP Account #	598111
Parcel ID #	
Name of Applicant	Kristie Erickson
Email Address	Kristie@alaskaglaciarseafoods.com

In Accordance with CBJ 69.10.020(10) certain Real Property and Business Personal Property may be partially exempt when used in a manufacturing business. Application for this exemption must be submitted to the municipal assessor before January 31 of the applicable tax year.

Primary Phone #	907-790-3592	Secondary Phone #	907-790-3590
Mailing Address	Box 34363 Juneau, AK 99803	Property Address	13555 Glacier Highway Juneau, AK 99801
Type of Business	Seafood Processing		
Sales Tax Account Number	272728		
Has this property ever been taxed in the CBJ?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Is this property used in a trade or business having fewer than 500 annual full-time equivalent employees?	<input checked="" type="radio"/> Yes <input type="radio"/> No How Many? <input type="text" value="105"/>		
Does this business create employment within the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	We employ approx. 30 year round employees and hire another 125 or so seasonal workers who work within CBJ.		
Does this business generate sales outside the CBJ of goods produced within the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	We buy and process fish within CBJ and export approx 97% of it out of CBJ.		
What percent of total production is exported outside the CBJ?	<input type="text" value="97"/> %		
Does this business reduce the importation of goods from outside the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	We buy and process locally caught fish and sell it to local stores and restaurants, which reduces the need for importing fish into CBJ.		
Has this property been used in the same trade or business in another municipality within the past 6 months?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
List detail of real or personal property and the total market value which you are seeking to be exempted. (use attachment if necessary)	Total market value to be exempted: \$ <input type="text" value="All Allowable"/>		
Certification: I hereby certify that the answers given on this application are true and correct to the best of my knowledge. I understand that a willful misstatement is punishable by a fine or imprisonment under AS 11.56.210.			
Signature and Title of Applicant:		Date:	
Kristie Erickson <small>Digitally signed by Kristie Erickson Date: 2026.01.30 11:48:33 -09'00'</small>		<input type="text" value="1/30/2026"/>	
Assessor Approval [ ] Yes [ ] No Date: _____ Comments:			

Contact Us: CBJ Assessor's Office			
Phone:	Email:	Website:	Physical Location
Phone: 907-586-5215 x 4035 Fax: 907-586-4520	BPP.Office@juneau.gov	http://www.juneau.org/finance/assessor-office	155 Heritage Way Rm. 114 Juneau, AK 99801



Office of the Assessor  
 155 Heritage Way  
 Juneau, AK 99801

Export Manufacturing Exemption Application	
Assessment Year	<input checked="" type="checkbox"/> 2026 <input type="checkbox"/> Other _____
Organization Name	AKBEV GROUP, LLC
BPP Account #	521150
Parcel ID #	
Name of Applicant	Alaskan Brewing Company
Email Address	accounting@alaskanbeer.com

In Accordance with CBJ 69.10.020(10) certain Real Property and Business Personal Property may be partially exempt when used in a manufacturing business. Application for this exemption must be submitted to the municipal assessor before January 31 of the applicable tax year.

Primary Phone #	(907)780-5948	Secondary Phone #	
Mailing Address	5429 Shaune Drive Juneau, AK 99801	Property Address	5429 Shaune Drive Juneau, AK 99801
Type of Business	Beverage Manufacturing		
Sales Tax Account Number	890135		
Has this property ever been taxed in the CBJ?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Is this property used in a trade or business having fewer than 500 annual full-time equivalent employees?	<input checked="" type="radio"/> Yes <input type="radio"/> No How Many? <input type="text" value="79"/>		
Does this business create employment within the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	<input type="text" value="We proudly employ 61 FTEs in Juneau."/>		
Does this business generate sales outside the CBJ of goods produced within the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	<input type="text" value="We ship our products to 24 states in the lower 48 and throughout AK."/>		
What percent of total production is exported outside the CBJ?	<input type="text" value="93"/> %		
Does this business reduce the importation of goods from outside the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	<input type="text" value="Our products are on the shelves of local off-premise retailers and sold in nearly every on-premise bar in town, as well as our Tasting Room."/>		
Has this property been used in the same trade or business in another municipality within the past 6 months?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
List detail of real or personal property and the total market value which you are seeking to be exempted. (use attachment if necessary)	Total market value to be exempted: \$ <input type="text" value="420,680"/>		
Certification: I hereby certify that the answers given on this application are true and correct to the best of my knowledge. I understand that a willful misstatement is punishable by a fine or imprisonment under AS 11.56.210.			
Signature and Title of Applicant:	Date:		
<input type="text" value="Linda Pines, VP/Treasurer"/>	<input type="text" value="01/31/2026"/>		
Assessor Approval [ ] Yes [ ] No Date: _____ Comments:			

Contact Us: CBJ Assessor's Office			
Phone:	Email:	Website:	Physical Location
Phone: 907-586-5215 x 4035 Fax: 907-586-4520	BPP.Office@juneau.gov	http://www.juneau.org/finance/assessor-office	155 Heritage Way Rm. 114 Juneau, AK 99801



Office of the Assessor  
155 Heritage Way  
Juneau, AK 99801

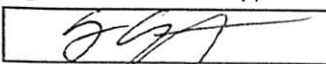
Received

DEC 22 2025

CBJ-Assessors Office

Export Manufacturing Exemption Application	
Assessment Year	<input checked="" type="checkbox"/> 2026 <input type="checkbox"/> Other _____
Organization Name	Forbidden Peak Brewery LLC
BPP Account #	911751
Parcel ID #	4B2801030091
Name of Applicant	Skye Stekoll
Email Address	info@forbiddenpeak.com

In Accordance with CBJ 69.10.020(10) certain Real Property and Business Personal Property may be partially exempt when used in a manufacturing business. Application for this exemption must be submitted to the municipal assessor before January 31 of the applicable tax year.

Primary Phone #	(907) 209-7348	Secondary Phone #	
Mailing Address	Forbidden Peak Brewery, LLC PO Box 211370 Auke Bay, AK 99821	Property Address	11798 Glacier Highway Juneau, AK 99801
Type of Business	Brewery Manufacturing/ Retail		
Sales Tax Account Number	01003760		
Has this property ever been taxed in the CBJ?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Is this property used in a trade or business having fewer than 500 annual full-time equivalent employees?	<input checked="" type="radio"/> Yes <input type="radio"/> No How Many? <input type="text" value="7"/>		
Does this business create employment within the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	Our +/-20 part and full time employees all live within the CBJ and our products are sold at our retail establishment and also other retail establishments (bars, restaurants, and tourism organizations) within CBJ		
Does this business generate sales outside the CBJ of goods produced within the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	We sell our product to various communities throughout Alaska, including remote fishing lodges, Haines, Skagway, and Anchorage.		
What percent of total production is exported outside the CBJ?	<input type="text" value="1"/> %		
Does this business reduce the importation of goods from outside the CBJ?	<input checked="" type="radio"/> Yes <input type="radio"/> No		
Explain:	Our product replaces imported beverages at local restaurants, bars, and tourism establishments.		
Has this property been used in the same trade or business in another municipality within the past 6 months?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
List detail of real or personal property and the total market value which you are seeking to be exempted. (use attachment if necessary)	Total market value to be exempted: \$ <input type="text" value="42,000"/>		
Certification: I hereby certify that the answers given on this application are true and correct to the best of my knowledge. I understand that a willful misstatement is punishable by a fine or imprisonment under AS 11.56.210.			
Signature and Title of Applicant:	Date:		
 member	12/17/25		
Assessor Approval [ ] Yes [ ] No Date: _____ Comments:			

Contact Us: CBJ Assessor's Office

Phone:	Email:	Website:	Physical Location
Phone: 907-586-5215 x 4035 Fax: 907-586-4520	BPP.Office@juneau.gov	http://www.juneau.org/finance/assessor-office	155 Heritage Way Rm. 114 Juneau, AK 99801



Office of the Assessor  
155 S Seward Street  
Juneau AK 99801

Export Manufacturing Exemption Application	
Assessment Year	<input type="checkbox"/> 2017 <input checked="" type="checkbox"/> Other <u>2026</u>
Organization Name	Devil's Club Brewing LLC
BPP Account #	904743
Parcel ID #	
Name of Applicant	Evan Wood
Email Address	evan@devilsclubbrewing.com

In Accordance with CBJ 69.10.020(10) certain Real Property and Business Personal Property may be partially exempt when used in a manufacturing business. Application for this exemption must be submitted to the municipal assessor before January 31 of the applicable tax year.

Primary Phone #	9072098451	Secondary Phone #	
Mailing Address	100 N Franklin St Juneau, AK 99801	Property Address	Same as <
Type of Business	Brewery		
Sales Tax Account Number	904743		
Has this property ever been taxed in the CBJ?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is this property used in a trade or business having fewer than 500 annual full-time equivalent employees?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No How Many? <u>16</u>		
Does this business create employment within the CBJ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Explain:	We employ cooks, beertenders, managers, brewers.		
Does this business generate sales outside the CBJ of goods produced within the CBJ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Explain:	We export beer and other products to Anchorage and other areas of the state.		
What percent of total production is exported outside the CBJ?	<u>10</u> %		
Does this business reduce the importation of goods from outside the CBJ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Explain:	We manufacture products to be purchased in Juneau.		
Has this property been used in the same trade or business in another municipality within the past 6 months?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
List detail of real or personal property and the total market value which you are seeking to be exempted. (use attachment if necessary)	Total market value to be exempted: <u>\$see standard de</u>		
Certification: I hereby certify that the answers given on this application are true and correct to the best of my knowledge. I understand that a willful misstatement is punishable by a fine or imprisonment under AS 11.56.210.			
Signature and Title of Applicant:	Date:		
<i>Evan Wood</i>	12/17/26		
Assessor Approval [ ] Yes [ ] No Date: _____ Comments:			

Contact Us: CBJ Assessor's Office			
Phone:	Email:	Website:	Physical Location
Phone # (907) 586-5215 Fax # (907) 586-4520	Assessor_Office@juneau.gov	http://www.juneau.org/finance	155 South Seward St Rm. 114 Juneau AK 99801



City and Borough of Juneau  
City Manager's Office  
155 Heritage Way  
Juneau, Alaska 99801

**TO:** Christine Woll, Finance Committee Chair  
Members of the Assembly Finance Committee

**FROM:** Craig Dahl, Special Projects Manager

**DATE:** March 25, 2026

**RE:** Financial Considerations – Gondola Project

This memo is presented to provide the CBJ Finance Committee with a status report on the gondola project and the impact it may have on the FY27 budget currently being developed.

At this time the project is on a “hard pause” following receipt of the ROM (Rough Order of Magnitude) estimate from Cornerstone General Contractors, the selected CM/GC (Construction Manager/General Contractor) for the project. The estimate of \$26.9 million was presented two weeks ago at a joint Assembly and Eaglecrest Board meeting held the day following receipt of the estimate. It is safe to say that the number was far greater than anticipated, resulting in directions from the City Manager to “pause” the project to the extent possible to allow time for alternatives to be considered.

Recognizing that the cost to construct is beyond the capacity of CBJ, the group working on the gondola project has turned its attention to how the project can be brought to a stop with the least amount of expense. There are various aspects of the project in motion that will continue to incur costs, and those costs will vary depending on decisions made over the next several weeks that are not evident at the time of writing this memo. The following are the primary costs for your consideration.

### **Revenue Sharing Agreement with Goldbelt, Inc. (RSA)**

The greatest financial risk to CBJ at this point is the RSA with Goldbelt. This agreement, that has been in place since June 8, 2023, contains a primary requirement to have an operating gondola system in place by May of 2028. Failure to meet this deadline would trigger (unless otherwise agreed to) the requirement to repay Goldbelt, their investment of \$10 million plus accrued interest at the rate of 7% compounded monthly. The project has been paused due to cost, and we are already approaching the start of the 2026 construction season, so it is a foregone conclusion that the 2028 deadline cannot be met. For perspective:

Payoff as of May 1<sup>st</sup>, 2026, would be \$12,045,720  
Monthly accrual is approximately \$70,000 (and growing)

The project has funding of \$12,721,608 comprised of \$10 million from Goldbelt and the remainder from the General (\$2.5M), Sales Tax (\$162K) and Fleet (\$60K) Funds. After accounting for known and anticipated expenses there is \$3.3 million left, although anticipated expenses are still being evaluated.

There is ongoing communication between Goldbelt and the Eaglecrest board that will hopefully bring clarity to this issue, but that will not be known until April 1<sup>st</sup>.

### **Shipping costs associated with gondola parts still in Austria**

The shipment of additional towers, crossbars, car hangers and rope for the gondola are still in Austria. They were moved to a staging yard last fall, but early snow and winter conditions prevented them from

being loaded and shipped. We understand that the parts are in process for loading but given the “hard pause”, we are discussing with our agent whether the shipment can be delayed or cancelled altogether.

The parts and shipping have all been paid for. However, unforeseen was President Trump’s introduction of a 50% tariff on steel and aluminum. These tariffs are not affected by the recent Supreme Court decision striking down many of Trump’s tariffs. We are anticipating (and have encumbered) \$930,000 for the tariff.

New to the risk category is a “yet to be determined” fuel surcharge due to the war in Iran. We’ve contacted Lynden International, who is our agent in Seattle, but the amount is not known yet.

**Refurbished gondola cars**

The gondola cars are now being worked on by The Gondola Shop in Fruita, Colorado. Eaglecrest staff have been working directly with the vendor to determine color and numbering schemes for each of the cars. We will still need to pay the balance of the contract of \$173,200 prior to the cars being shipped to Juneau in spring of 2027.

Since shipping the cars on their side (to fit the containers) got a lot of attention, the cars were inspected and deemed to be in perfect condition.

**Other expected costs**

Additional costs associated with the gondola will be tied to decisions that will be made over the next few weeks.

- If the Eaglecrest Board requests to keep all the gondola parts together as alternative funding and ski area management is considered, it is estimated that it will take approximately \$100,000 to have a contractor unload the parts containers, match and reposition all towers and cross bars to be stored in a new location, as well as inventory and match records for future assembly.
- Additional consulting/design/inspection fees, and contingency is budgeted at \$100,000

**Unencumbered Expenses Recap**

• Payoff Goldbelt RSA	\$12,045,720 (May 1 <sup>st</sup> payoff)
• Fuel Surcharge on part shipment	25,000 (pure estimate)
• Unloading, inventorying and storing parts	100,000 (estimated)
• Contingency	<u>100,000</u>
	<b>\$12,270,720</b>

**Next Steps**

Based on the direction at the March 4, 2026 joint Assembly and Eaglecrest Board meeting; the Gondola Team has met with Goldbelt to discuss their willingness to either change the terms of the RSA and/or increase their participation in the gondola project. Goldbelt’s response is expected on the same day as the AFC meeting discussing this subject.

Recommended action: Provide direction to the City Manager and Eaglecrest Board to either move full force forward with the project (including identifying funding) or to shutter the project in such a way as to retain as much value in acquired assets and design. If the decision is made to shutter the project, direct staff to prepare an ordinance to fulfill CBJ’s requirements per the RSA with Goldbelt and close the agreement.



**DATE:** March 26, 2026  
**TO:** Chair Woll and Assembly Finance Committee  
**FROM:** Angie Flick, Finance Director  
**SUBJECT:** **If A Gondola Stop or Pause, Then What About Eaglecrest's FY27 Budget?**

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

The purpose of this memo is to provide a range of funding options for the Assembly Finance Committee (AFC) to consider when determining the path forward on Eaglecrest's (EC) FY27 budget. This memo is relevant if the AFC determines a stop or long-term pause is required on the gondola project and is provided to assist the AFC in considering the financial connection and impacts of a change in the assumptions made in the FY26 budget process.

#### **Assumptions in FY26 EC Budget and Deficit**

After much conversation and review, the AFC agreed on these two assumptions and the following thought process:

1. CBJ should be in the business of operating a year-round mountain recreation area.
2. Eaglecrest will be 'profitable' in the near future.

With concurrence on these two assumptions, then an argument can be made that Eaglecrest is in the trough of an economic life cycle and will have a growth cycle in a time frame that is acceptable. This scenario allows Eaglecrest to operate as their appropriation allows. Eaglecrest-generated revenue above expectations will reduce the deficit amount. Code does require that this scenario be offset by a reserve. The restricted budget reserve, the unrestricted general fund or another available fund balance could be held in reserve to meet this requirement. This reserve is held until either the deficit is resolved through positive operations (repayment of the deficit) or until the Assembly determines the deficit will never be resolved and the reserve pays off the deficit.

Based on these assumptions, the FY26 Eaglecrest budget was established with an accepted deficit of \$2.5M for the year. This amount, along with the anticipated negative fund balance at the end of FY25, required the AFC to reserve \$3.0M. It was determined to use the Restricted Budget Reserve as the source of the funding reserve. There has been an amendment to the FY26 Budget reducing the expense budget by \$540K. However, the FY25 realized draw on fund balance was \$177K more than anticipated. So, no change to the reserve amount was proposed.

#### **FY27 budget implications of no gondola**

If a decision is made to stop or take a long-term pause on the gondola, then one of the assumptions made last year is no longer valid: "Eaglecrest will be 'profitable' in the near future." This will beg the question of what do we do now? Without a doubt, this change in the big revenue source of the future for Eaglecrest is new information. The paths forward can be drastic or on a glide path for transition at the Assembly's preference. The AFC has many options, which are variations around these concepts:

1. Make no change to the FY27 EC Board approved budget. This will require an additional reserve of funds for the anticipated deficit.
  - a. If no other direction to change the financial ecosystem of Eaglecrest is required, then the AFC is advised to fund the difference between Eaglecrest-generated revenue and expenses through a larger operating general fund subsidy rather than a deficit with a reserve.

2. Direct the Eaglecrest Board to submit revisions to the FY27 budget at the April 29<sup>th</sup> AFC meeting with some parameters such as:
  - a. Reduce expenses by \$X or Y%
  - b. Reduce expenses to match EC Revenue – with or without the normal General Fund Subsidy
  - c. Prepare an updated budget to accomplish \_\_\_\_\_ (AFC to fill in the blank)
  - d. Do the above with or without review/input from the Manager’s Office
3. Direct the Eaglecrest Board to present a different financial sustainability model that can be implemented quickly.
4. Direct the Eaglecrest Board to submit a plan to shutter operations or transition to another organization at the end of FY26 or FY27.

**Other financial considerations around Eaglecrest**

Eaglecrest has many assets of value, some can be sold and some cannot. CBJ cannot sell Eaglecrest as a whole due to the nature of the land on which it rests. The underlying land is part of the Land Water Conservation Fund that comes with many, many restrictions, one of which is that a government entity must be the owner. CBJ can make an arrangement to have another entity operate it. Ownership of the parts and pieces outside of the land can be negotiated. This third-party entity can make structural changes (update lifts, buildings, etc.) following the appropriate protocols and permitting. Eaglecrest staff are CBJ employees and changes to staffing levels must follow CBJ personnel rules.

The gondola parts and pieces owned by CBJ can be sold separately and can also be included as part of a transaction to have a third-party take over Eaglecrest operations. The gondola is a niche piece of equipment, and if it is determined to sell it (or some of it), it will take some time to find a willing buyer.

**How is the reserve for Eaglecrest’s deficit impacted with a no gondola decision?**

The resolution to reserve funds to cover the deficit is based on the future repayment of the deficit. This is true for any source of funding held in reserve but is particularly true when using the Restricted Budget Reserve. If the decision is made to stop working towards the gondola, which was the revenue source targeted to repay the reserved amount; then it is appropriate to move forward with the permanent reduction of the reserve and restore the Eaglecrest Fund balance to zero.

**City and Borough of Juneau**  
**Assembly Finance Committee (AFC)**

**FY27 Budget Calendar and Key Dates – updated 3/26/2026**

**April 1<sup>st</sup> – 5:30pm Special Assembly (intro)**

- A. Mill Levy Ordinance
- B. CIP Resolution
- C. CBJ Budget Ordinance
- D. School District’s Budget Ordinance

**April 1<sup>st</sup> – 5:45pm AFC Meeting #1**

- A. Gondola Project Update
- B. Assembly Grants & Community Requests
  - a. Assembly Information Needs
- C. Marine Passenger Fee FY27
- D. Capital Improvement Plan FY27

**April 8<sup>th</sup> – 5:30 pm – AFC Meeting #2**

- A. SKIP

**April 11<sup>th</sup> – 10:30 am – AFC Meeting #3**

**Saturday**

- A. Budget Summary & Overview
- B. Public Engagement Report
- C. Initial Service Reduction Discussion

**April 15<sup>th</sup> – 5:30 pm – AFC Meeting #4**

- A. Listening Session

**April 16<sup>th</sup> – Assembly Budget Reductions Due**

**April 22<sup>nd</sup> – 5:30 pm – AFC Meeting #5**

- A. Service Reduction Summary
- B. Empowered Board Follow-ups
- C. Foregone Revenue
- D. Draft 3% Temporary Sales Tax Ordinance

**April 29<sup>th</sup> – 5:30 pm – Special Assembly (Hearing)**

- A. Mill Levy Ordinance
- B. CIP Resolution
- C. CBJ Budget Ordinance
- D. School District Budget Ordinance
- E. Motion to Establish Local Funding for School District Operations

**April 29<sup>th</sup> – 6:00 pm – AFC Meeting #6**

- A. Assembly Grants & Community Requests
- B. Youth Activity Grant Funding
- C. FY27 Eaglecrest Budget

**May 6<sup>th</sup> – 5:30 pm – AFC Meeting #7**

- A. Manager’s Proposed Increments & Budget Amendments – For Action
- B. Capital Improvement Plan Amendments
- C. School District Budget – For Action
- D. Passenger Fee Plan – For Action

**May 13<sup>th</sup> – 5:30 pm – AFC Meeting #8**

- A. Pending List – For Action
- B. Set Mill Rates – For Action
- C. Final FY27 Budget Decisions
  - a. CIP Resolution
  - b. Mill Levy Ordinance
  - c. CBJ Budget Ordinance
- D. Bonds

**May 18<sup>th</sup> – 6:00 pm – Regular Assembly**

- A. Adoption of the School District’s Budget Ordinance

**May 20<sup>st</sup> – 5:30 pm – AFC Meeting #9**

- A. TBD

**May 27<sup>th</sup> – 5:30 pm – AFC Meeting #10**

- A. *Last day to decide on budget*

**June 3<sup>rd</sup> – 5:30 pm – Regular Business AFC**

- A. FY25 Audit Presentation

**June 8<sup>th</sup> – 6:00 pm – Regular Assembly (Adoption)**

- A. Mill Levy Ordinance
- B. CIP Resolution
- C. CBJ Budget Ordinance

*Public hearings on the budget must be completed by May 1, per Charter Section 9.6*

*Assembly must determine school district instructional funding and notify district within 30 days of receipt of district budget (Charter Section 13.6(b))*

*Assembly must appropriate school district funding by May 31 (Charter Section 13.6(b))*

*Assembly must adopt Operating Budget, Mill Levy, and Capital Improvement Plan by June 15<sup>th</sup> or the manager’s proposal is deemed adopted (Charter Section 9.7 & 9.8)*

# City & Borough of Juneau Community Funding Request

---

## Basic Information

Name of Requesting Group or Organization	United Way Southeast Alaska (UWSEAK)
Summary of request (sentence or phrase)	Voluntary Organization Assisting In Disasters (VOAD) Sustainability
Amount of request	\$20,000
Assemblymember Sponsor	Christine Woll
Is this a request for a one-time event, purchase or grant match?	One-Time Grant
Does this request provide monetary support for the group's ongoing or operating expenses?	No
Primary contact individual for this group	Loren Jones, Chair of Board of Directors
Primary contact's phone number	907-321-2056
Primary contact's email	Akjones134@gmail.com

1. Funding Request (Project) Title (Suggested heading):

### **Working Together to Prepare for and Recover from Disasters**

2. Project description and benefit: Describe the project (in half a page or less), including specific aspects of the funding request and project. Explain how the project will benefit the community. What sector(s) of the community will this project benefit and/or serve?

Juneau Voluntary Organizations Active in Disaster (VOAD) is the final stages of development, with a goal of sustaining a structured but flexible network where organizations contribute their strengths while maintaining their independence. Rather than a single entity directing disaster response, this approach allows organizations to collaborate, coordinate and communicate effectively to serve Juneau.

United Way of Southeast Alaska (UWSEAK) is the lead entity for this project. Cooperation, Communication, Coordination and Collaboration are the guiding principles of its activities in sustaining the Juneau VOAD. Major stakeholders is assisting UWSEAK with planning meetings; member recruitment and retention; and developing disaster prevention, response and mitigation protocols.

This project benefits the entire city and borough of Juneau. UWSEAK is dedicated to whole community engagement and recognizes that all sectors of our diverse community must work together throughout the disaster cycle – preparation, response, recovery and mitigation. Disasters occur without regard to location, demographics, sex, age, disabilities, and religion. This project will also decrease or prevent duplication of efforts.

We have much to do as building and maintaining a VOAD is an ongoing and continuing effort. Yet to do which forms our application are:

- Continue outreach efforts to key actors, including Tlingit & Haida, Local Emergency Planning Committee (LEPC), multiple faith groups, and others; pursue partnerships to build upon a whole-community approach to the VOAD.
- Review and update all existing materials for a formalized VOAD structure and policy manual, which will include names and contacts for all current members, committee and leadership structures, roles of each organization, and guidelines for disaster response.
- Identify a formal VOAD chair to take over coordination responsibilities when the Alaska Fellow leaves.
- Review and update steps for VOAD partners to take in order to prepare for future disasters.
- Identify needed training and provide training to VOAD members and other volunteers.

3. Plans and progress. Describe (in one or two paragraphs) what has been accomplished so far (if anything) toward this project's or funding's goal. This may include studies, designs, grant application status, fundraising activity, and total funds raised to date.

Last year's grant funded an Alaska Fellows position charged with formalizing a Volunteer Organizations Assisting in Disasters (VOAD) group in Juneau. The largest single expense was support of the Alaska Fellows position. The grant was for \$40,000. We intend to ask for \$20,000 this year as we have missed the window to secure another Alaska Fellow. So we will continue with volunteer efforts to build on this year's work.

This past seven months (Alaska Fellows is a nine month program – September to May) we have:

- Reached out to and built working relationships with key government, nonprofit, and faith leaders in Juneau previously involved in/interested in disaster relief efforts.
- Collaborated with CBJ to plan for the integration of VOAD activities into city actions during disasters.
- Developed a preliminary VOAD organizational structure based upon existing successful VOADs and the National Incident Management System.
- Built a coalition of over 15 organizations and faith groups.
- Continue to meet monthly as a VOAD to grow and to build a good network.

4. Project support. Is the project supported in CBJ or other community plans (List where the project is mentioned or supports concepts in planning documents such as the Assembly Goals, Legislative Priorities, CIP Plan, etc.

CBJ 2016 Emergency Operations Plan and the All Hazards Mitigation Plan (2012) each speak to various groups not part of CBJ like Red Cross and Salvation Army and emergency volunteers.

State of Alaska Emergency Operations Plan 2024 in Annex O mentions the role of VOAD's in managing Volunteer and Donations. The goal of Volunteer and Donation management is to match offers with needs.

RED Cross best practice is to build, manage and maintain partnerships to respond and augment Red Cross resources during a disaster. Partnerships extend RED Cross ability to respond

5. Goal of project. In one sentence or less, state the goal of the project. For example “economic development” or “improve non-motorized transportation routes.”

**Disaster Preparation, Response, Recovery and Mitigation**

6. Total cost:

A. TOTAL COST (including funds already secured) = \$ 30,000 \_\_\_\_\_

B. AMOUNT SECURED (include funding source) = \$10,000 \_\_\_\_\_ United Way SEAK

7. Timeline: Indicate when you hope to complete the project.

Sustaining a VOAD is an ongoing effort. While we will finish organization and policies June 30, 2027, it should be clear that a VOAD will always be needed year after year. We envision this effort continuing even as many of the persons involve may change over time.

8. Physical Location. Please provide the address or physical description of where the project is located.

8711 Teal Street, #204 Juneau, AK 99801

# FY 2027 CIP



# The CIP Process

---

- October: Engineering solicits prioritized CIP nominations from departments and offers assistance on scoping and cost estimation.
- December: Finance provides revenue projections for Sales Tax funded CIP categories, which dictate available funding for priorities.
- January: Draft CIP resolution introduced at PWFC
- March: Six-year CIP reviewed at PWFC. This is the large book that includes appropriating resolution for current year, 6-year plan, and unfunded department priorities. Lots of good info in here!
- April – May: Review by Assembly Finance Committee (April 1), Planning Commission, and SRRC
- April 29 – Special Assembly Meeting – Public Hearing – Opportunity for the Public to Comment on the CIP
- June 15<sup>th</sup>: Charter deadline to pass CIP

# CIP Funding Categories

---

- Voter Approved 3% Sales Tax
  - General Sales Tax - \$2.4 million
  - Areawide Street Sales Tax - \$9.6 million
- Voter Approved Special 1% Sales Tax – \$11.22 million
- Passenger Fees –
  - Marine Passenger Fees - \$3.5 million
  - Port Development Fees - \$3.75 million
  - State Marine Passenger Fees - \$9.0 million
- Enterprise Funds

# Voter Approved 3% Sales Tax

---

- Voter information from approved 3% Sales tax – Oct. 2021
- Approved through June 30, 2027
  - 1% police, fire, street maintenance, snow removal, EMT/ambulance service, parks and recreation, libraries and other general purposes (general government operations - combined with the permanent 1%)
  - 1% for capital improvements to roads, drainage, retaining walls, sidewalks, stairs, and other capital improvements
    - **Areawide Street Sales Tax for FY27 CIP – \$9.6 million**
  - 1% for capital improvements, an emergency budget reserve, and other general public services.
    - **General Sales Tax for FY27 CIP – \$2.4 million**

# General Sales Tax Funds: \$2.4 million

---

- Eaglecrest Maintenance
- Manager's Office – Waste Transfer Station
- Parks and Rec Maintenance Obligations
  - Facilities Maintenance
  - Parks and Playgrounds
  - Sportsfields
  - Trails
  - Security Cameras for Dimond Park Aquatic and Zach Gordon

# Areawide Street Sales Tax: \$9.6 million

---

- Street Maintenance Projects
  - Some priorities driven by Street Dept. maintenance
  - Other priorities driven by utility (Water or Wastewater) maintenance
  - Proposal to fund Water and Wastewater Utility work to allow Street Maintenance projects to move forward – Water and Wastewater Utilities are unable to fund these projects
- Miscellaneous Items as Funding Needs Identified
  - Transit – matching funds for FTA Bus Shelter Replacement Grant

# Voter Approved Special 1% Sales Tax

---

- Voter Approved 1% Sales Tax funding Oct 2023 to Sept 2028 - \$11.220 Million estimated for Tax Initiative
  - Projects approved by voters. Funding schedule set by the Assembly Finance Committee
  - Adjustments made to account for October 2025 CBJ Revenue Reductions
    - No allocation of \$2.5 M for North SOB Parking
    - No allocation \$1 M for Waterfront Museum
    - Added \$2.72 M to Restricted Budget Reserve

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

## Proposition 3 from October 2022 Ballot

in \$Million

Project/Expenditure Name:	Funds Assigned	rem FY24 (9 months)	FY25	FY 26	FY 27	FY28	rem FY29 (3 months)	TOTAL
CBJ Building Maintenance Projects	11.5	2	2.5	2.35	2	1.65	1	11.5
Affordable Housing Fund	4.15		0.5	1	0.75	1.15	0.75	4.15
Childcare Funding	2.5	0.4	0.5	0.5	0.5	0.6		2.5
Parks & Recreation Major Maintenance & Repairs	5	0.75	1	1	1	1	0.25	5
CCFR Ladder Truck Replacement	1.2	1.2						1.2
North SOB Parking	5			1.15	2.5*	0.4	0.95	2.5
School District Facility Funding	5	0.75	1	1	1	1	0.25	5
Telephone Hill Redevelopment	2	0.5	1	0.5				2
JPD Radio System Replacement	2	0.5		1.5				2
Lemon Creek Multi-Modal Path	1.5				1.5			1.5
Information Technology	3			0.75	0.75	1.5		3
Waterfront Museum	2	0.3			1*	0.7		1
Street Maintenance Shop Bays	2		2					2
Pederson Hill Development	1.85			1.85				1.85
Harbor Projects/Grant Match	6.5	2.6	3.5	0.4				6.5
Gastineau Avenue Widening & Turn Around	4				1	3		4
Restricted Budget Reserve	1				** 2.72	1		1
<b>Total Requests:</b>	<b>60.2</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>11.22</b>	<b>12</b>	<b>3.2</b>	<b>59.42</b>

\* funding removed per City Manager and Finance Director Funding Allocation Memo dated 12.30.2025 to account for anticipated revenue loss

\*\* Funding increase to RBR by City Manager Office and Finance

# Passenger Fees

---

- Project Nomination process through the City Manager's Office
  - Marine Passenger Fees
    - \$3.5 M – Waterfront Covered Shelter with Restrooms
  - Port Development Fees
    - \$3 M Taku Seawalk Replacement
    - \$750 K Water System Upgrades
  - State Marine Passenger Fees
    - \$9 M Seawalk Extension

# Enterprise Funds

---

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

# Unscheduled Funding

---

- Speculative funding requests for planning purposes that would require an appropriation of the funding when it becomes available:
  - Grant funding requests
    - Airport Projects- FAA Grant funding
    - Capital Transit - FTA Bus Barn Charging and improvement grants
    - Harbors –
      - ADOT Harbors Grant Statter Harbor
      - ADFG Grant for Statter Harbor Anodes

# Project Selection for Funding

---

- Priority lists provided by each department – ENG does not create project priorities
  - More project requests than available funding
  - Each department identifies specific priorities that will fit within available funding limits
  - Unfunded project priorities moved to next Fiscal Year priority list or reprioritized by each department

# FY27 CIP is Mostly Infrastructure Maintenance

---

- \$23.2M in Sales Tax funded CIP projects
  - \$250K for Waste Transfer Station
  - \$750K for Affordable Housing Fund
  - \$500K for Childcare
  - \$2.72M for the Restricted Budget Reserve
  - Standalone maintenance CIPs ALSO incorporate sustainability improvements
    - Street reconstructions upgrade street lighting with LED fixtures
    - Deferred Maintenance projects evaluate the most sustainable opportunities within available budget
- \$17.75 M (76%) of Sales Tax funding goes to CBJ Infrastructure Maintenance and Repairs

# Questions?

---

Thank you



## **MEMORANDUM**

**DATE:** March 26, 2026  
**TO:** Assembly Finance Committee  
**FROM:** Alexandra Pierce, Visitor Industry Director  
**SUBJECT:** Marine Passenger Fee Budget

This memo provides an overview of the passenger fee process. There are three components to what we collectively refer to as “passenger fees”: CBJ’s \$5 Marine Passenger Fee (MPF) and \$3 Port Development Fee (PDF) and the State \$5 Commercial Passenger Vessel Excise Tax (CPV). The CPV is actually a \$34.50 tax, of which Juneau receives a \$5 allocation. Not all ports collect passenger fees, but the first seven ports of call for a ship over 250 passengers receive \$5 in State CPV.

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

Juneau visitor numbers will stay relatively flat for 2026 and 2027, largely as a result of Juneau’s ship and passenger limits. The scheduled lower berth capacity is estimated to be 1.69 million visitors for the summer 2026 season. Actual visitor numbers fluctuate depending on how full the ships are. These numbers are not known until a ship leaves its homeport.

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

In 2019, CBJ and CLIA settled a lawsuit over CBJ’s use of passenger fees. The settlement agreement, included in the packet, provides guidance on where and how passenger fees are used. Under the settlement agreement, fee usage is dependent on proximity to the ship and determined by a mapped area. We are able to use passenger fees in Zone A for services and infrastructure. In Zone B, we are required to discuss passenger fee usage at an annual meeting with CLIA. Projects outside Zone B are also subject to consultation with CLIA.

The settlement agreement requires us to meet annually to “discuss in good-faith any new proposed projects and services for which Fees are sought to be expended in the following Fiscal Year with the ultimate decision resting with the Assembly.” We have agreed to settle disputes over expenditures of fees through direct discussions, escalating to non-binding mediation before resorting to litigation. This year, CLIA proposed a timeline and process for review, rather than a formal meeting. CBJ granted this request. A budget was submitted to CLIA in January, and a response was received on February 16. The response and further correspondence is included in the packet.

## Funding

Here is how that forecast for visitation translates to passenger fee revenue in FY26 and FY27:

			Passengers	MPF	PDF	State CPV*	Total
CY2025	Jul/Aug/Sept	FY2026	990,000	\$ 4,950,000	\$ 2,970,000	\$ 8,250,000	\$ 16,170,000
CY2026	April/May/June	FY2026	660,000	\$ 3,300,000	\$ 1,980,000		\$ 5,280,000
CY2026	Jul/Aug/Sept	FY2027	990,000	\$ 4,950,000	\$ 2,970,000	\$ 8,250,000	\$ 16,170,000
CY2027	April/May/June	FY2027	660,000	\$ 3,300,000	\$ 1,980,000		\$ 5,280,000
					<b>FY26 Passenger Fee Total</b>	<b>\$</b>	<b>21,450,000</b>
					<b>FY27 Passenger Fee Total</b>	<b>\$</b>	<b>21,450,000</b>

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

The below chart lists the projects that staff is proposing to fund for FY27. A compilation of all requests received is included in attachments B and C. Note that the funded amounts in the budget don't all align with the passenger fee requests. In many cases, especially for internal projects, staff collaborated on either phasing projects over multiple years or reducing the project costs. The FY27 proposal also uses unspent funds from prior years.

## FY27 Proposed Passenger Fee Proposal

	Direct Cost	Overhead	Total	Maritime Industry Zone
<b>Debt Service: Juneau Cruise Terminal Docks</b>	<b>\$ 1,534,800</b>	<b>\$ -</b>	<b>\$ 1,534,800</b>	
<b>CBJ Municipal Services</b>				
Police Support	\$ 1,557,300	\$ 14,500	\$ 1,571,800	Areawide
Ambulance/EMS Support	\$ 963,100	\$ 8,900	\$ 972,000	Areawide
Seawalk, Open Space and Restroom Maintenance	\$ 900,400	\$ 8,400	\$ 908,800	Zone A
Street Cleaning/Repair	\$ 336,300	\$ 3,100	\$ 339,400	Zone A&B
Tourism Management	\$ 517,900	\$ 4,800	\$ 522,700	Areawide
Capital Transit	\$ 607,500	\$ 5,600	\$ 613,100	Areawide
Public Wifi Annual Service Fee	\$ 794,600	\$ 7,400	\$ 802,000	
Pulse Point Emergency Notifications App Annual Service Fee	\$ 8,300	\$ 100	\$ 8,400	
ZOLLZ Ventilators	\$ 30,485	\$ 300	\$ 30,785	
<b>Total City Services</b>	<b>\$ 5,715,885</b>	<b>\$ 53,100</b>	<b>\$ 5,768,985</b>	
<b>Third-Party Visitor Services by Assembly Grant</b>				
Travel Juneau - Visitor services program	\$ 312,200	\$ -	\$ 312,200	Zone A
Travel Juneau - Crossing guard program	\$ 614,749	\$ -	\$ 614,749	Zone A
Tourism Best Management Practices (TBMP)	\$ 46,965	\$ -	\$ 46,965	Areawide
JMR Rescue Fee Offset	\$ 20,000	\$ -	\$ 20,000	Areawide
<b>Total 3rd Party Services</b>	<b>\$ 993,914</b>	<b>\$ -</b>	<b>\$ 993,914</b>	
<b>Capital Investments</b>				
Waterfront Covered Shelter with Restrooms	\$ 3,500,000	\$ -	\$ 3,500,000	Zone A
Taku Seawalk Replacement	\$ 3,000,000	\$ -	\$ 3,000,000	Zone A
Seawalk Extension	\$ 9,000,000	\$ -	\$ 9,000,000	Zone A&B
Water System Upgrades	\$ 750,000	\$ -	\$ 750,000	Zone A&B
<b>Total Capital Investments</b>	<b>\$ 16,250,000</b>	<b>\$ -</b>	<b>\$ 16,250,000</b>	
<b>Total Adopted FY27 Passenger Fee Expenditures</b>	<b>\$24,494,599</b>	<b>\$ 53,100</b>	<b>\$24,547,699</b>	

### **Using Passenger Fees:**

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

### **CLIA Communications and Timeline:**

The passenger fee correspondence with CLIA is included in the packet. Through follow up to the correspondence included herein, CLIA is now aware that other ports in the region use passenger fee funds to pay visitor center staff. This year's discussion highlights the need for regional reform to the way we approach passenger fees between communities and the cruise industry. Juneau is the only port in Alaska with an established process. Ketchikan has been working on a negotiated agreement similar to Juneau's. CBJ staff's position on this is that we need to return to the spirit of the settlement agreement, which is that the complexities of cruise tourism operations create a need for programs, services, and infrastructure to accommodate passengers, and abiding by the letter of the law does not adequately account for those needs both in terms of passenger services and offsetting community impacts. We believe there should be a coordinated regional approach to passenger fee use that adheres to these principles and to our shared goals of facilitating successful destinations with exceptional passenger services and visitor infrastructure.

### **Private Docks:**

Recent discussions around private dock funding have been confusing for both Assemblymembers and staff, which warrants providing a summary of the most recent discussion. In 2025, the Assembly voted to fund restroom maintenance and security services for private docks. During that discussion, the Assembly requested that staff not recommend funding for private docks in FY27. When the Assembly voted to raise dockage fees, the discussion was that we would apply the same conditions to all dock facilities – so either Docks & Harbors would be required to pay for its own security services through dockage fees, or CBJ would fund restrooms and security for all docks. The restroom maintenance line item in the CBJ budget is attributable to Parks & Rec at the City Hall restrooms, not to Docks & Harbors to reflect this Assembly direction.

### **Capital Investments:**

Wastewater System Upgrades: This project covers upgrades to surge tank infrastructure for cruise ship waste discharge.

Covered Shelter with Restrooms: CBJ has received at least one request for additional downtown restrooms annually for the past several years, and more restroom space is a frequently discussed need among tour vendors and other dock workers. Additionally, there have been multiple requests for improved covered spaces for passenger staging. Currently, passengers queue under tents and in the stairwell for the Marine Parking Garage. This proposal is already partially designed and fulfills both those needs.

Taku Dock Seawalk Replacement: Portions of the existing Seawalk are at end of life and need to be replaced. Docks & Harbors have identified the area around the Fisherman’s Memorial and Taku Smokeries as the most pressing need.

Seawalk: With the Franklin to A.J. Dock project moving forward, CBJ staff recommends funding the Seawalk project to the greatest degree possible in FY27. This reduces the amount of debt service necessary to complete the project.

**Additional Comments:**

In late 2025 CBJ commissioned McKinley Research to complete a community partner organization facilitation and evaluation. McKinley staff conducted interviews and held a facilitated meeting with JEDC, Travel Juneau, and the DBA to identify roles and responsibilities, potential areas of overlap, and recommendations for aligning funding MOAs between the organizations. The final report is attached (Attachment G). Staff recommends proceeding with McKinley’s suggestions regarding MOA alignment. Crossing guards and downtown ambassadors are discussed in the report, among other tourism topics.

Downtown Ambassadors: DBA submitted the attached letter (Attachment H), which led us to believe they would not be submitting a request this year. DBA let us know that they submitted their application on the website, but it somehow did not go through. They sent the application on March 23, and it is attached (Attachment H) separately but not reflected in the summary. Staff are not recommending funding the Ambassador program this year with expanded visitor center operations.

Crossing Guards: Travel Juneau manages the contract for crossing guards. Last year, they put the crossing guard contract out to bid and JEDC was the successful proponent. JEDC applied with a project budget that was accepted by Travel Juneau. This year, they applied for additional funds for the program. CBJ staff is not recommending funding the crossing guards beyond JEDC’s initial proposed budget.

Juneau Mountain Rescue (JMR): Over the past few years, multiple cruise passengers have gone missing and required Juneau Mountain Rescue’s services. The \$20,000 line item represents an attempt to offset costs borne by rescuing cruise passengers.

**Attachments:**

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

**Attachment B – FY27 Passenger Fee Requests**

**Attachment C – Passenger Fee Projection**

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

**Attachment E – Maritime Industry Zones map**

**Attachment F – CLIA Correspondence**

**Attachment G – McKinley Community Partner Organization Report**

**Attachment H – DBA Passenger Fee Request and DBA Assembly Letter**

**ATTACHMENT A**

**Combined Passenger Fee Requests**

Key

Fund

Previously Funded

Discuss

Row #	File Attachments	Project	Amount Requested	Zone	Proposed to Fund	Notes	Staff Comment
1	<b>CBJ Department Requests</b>						
2	CU Docks and Harbors	Docks/Harbors - Area Wide Port Operations	\$ 289,000.00	Zone A		ongoing maintenance and operating expenses	Funded with dockage fees
3	CU Docks and Harbors	Docks/Harbors - Port Customs and Visitor Center Bldg Maint. Support	\$ 149,000.00	Zone A	Yes	maintenance funding	Fund
4	CU Docks and Harbors	Safety Rail along Dock Face	\$ 2,100,000.00			new pedestrian guardrail from Marine Park to South Berth approach dock	Not an assembly priority
5	CU Docks and Harbors	Dock Electrification	\$ 31,500,000.00	Zone A		AS & CT Dock electrification utilizing current CIP funds	\$13 million in CIP, looking for grant funding for the rest
6	CU Docks and Harbors	Additional Personnel for Port of Call Access Control	\$ 315,000.00	Zone A	Yes	17 Part Time Limited Harbor Technicians	Security funding - for assembly discussion. Same as private docks if funded.
7	CU Docks and Harbors	Lone Sailor Statue	\$ 100,000.00			Donation to Pioneers of Alaska - Igloo 6 (sponsor of the statue)	Not an assembly priority
8	CU Docks and Harbors	USS Juneau Memorial - expansion	\$ 6,300,000.00			historical educational display and honor of sea going services	Not an assembly priority
9	CU Docks and Harbors	Reestablishment of Emergency Vessel Loading Float	\$ 1,050,000.00			secondary emergency vessel mooring location to offload cruise ship passengers in result of mishap	Not an assembly priority
10	CU Docks and Harbors	Relocation of Port Director's Office to New Aurora Harbor Facility	\$ 1,000,000.00			current office is month to month where Goldbelt is expressing a replacement that may or may not include suitable /affordable accommodations for Docks and Harbors	Not allowable under settlement
11	CU Docks and Harbors	Waterfront Covered Shelter w/ Restrooms	\$ 3,500,000.00	Zone A	Yes	Downtown Waterfront Improvement	Fund
12	CU Docks and Harbors	Taku Seawalk Replacement	\$3,000,000	Zone A	Yes	3400 sq ft - between Taku Smokeries and Fishermans Memorial	Fund
13	CBJ Tourism	Seawalk	\$5,000,000	Zone A	Yes	Franklin to AJ Seawalk	Fund
14	CBJ CCFR - Andrew Pantiskas	AP CCFR ventilators	\$ 30,485.00	Areawide	Yes	Extra ventilators stationed at cruise docks for transport	Fund
15	CBJ IT Department	Public WiFi	\$ 771,470.00	Zone A/B	Yes	Annual expense of cruise supporting wifi	Fund
16	CBJ Parks & Rec	Rainforest Trail	\$ 500,000.00	Areawide		Trail originally built with passenger fees for tour use	Discuss
17	CBJ Transit	Enhanced operations	\$ 1,100,000.00	Areawide	Yes	Annual expense of supporting extra bus service for cruise	Fund
18	CBJ Utilities	Water System Upgrades	\$ 750,000.00	Zone A/B	Yes	Completion of upgrade project started in FY26	Fund
19	<b>Partner Grant Requests</b>						
20	AGreen AJ dock	AJ Dock Port Facility Security	\$ 240,000.00	Zone A	Yes	required by USCG regulations to achieve compliance with MTSA and ISPS	For Assembly discussion - \$150K if funded
21	AGreen AJ dock	Cybersecurity Facility Security Plan & Exercise	\$ 15,000.00			Plan to include assessment, designation and training, employee training, exercise / drills as required by MTSA	Use own dockage fees
22	AGreen AJ dock	AJ Restroom Cleaning, Sanitation and Maintenance	\$ 30,000.00	Zone A	Yes	cleaning, maintenance, repairs, supplies and janitorial services at AJ Dock (cleaning 3 x day on ship days)	For Assembly discussion
23	AGreen AJ dock	Mooring Line Dock Winch Replacement	\$ 320,000.00			replace 4 of 6 mooring line winches that have exceeded useful life - quote includes design/build mounting pedestal, winch, shipping & installation	Use own dockage fees
24	AGreen AJ dock	AJ Uplands Fence Line Repair and Landscaping	\$ 30,000.00			Repair/replace AJ Dock fence line between dock entrance and tour coach staging area	Use own dockage fees
25	AGreen AJ dock	Permanent covered AJ Shuttle Pavilion	\$ 570,000.00			similar in type, larger in scale to CBJ covered area built at Columbia Lot on the downtown side of AJ Shuttle	Use own dockage fees
26	Andrew Green - A.J. dock	Permanent covered AJ Shuttle Pavilion	\$ 775,000.00			replace canvas covered area & expand covered area to 18 lanes from current 10	Use own dockage fees
27	AGreen AJ dock	AJ Dock Safety Barrier Fence Replacement	\$ 340,000.00			AJ dock fencing around perimeter of barges...previously approved but reallocated in 2021/2022	Use own dockage fees

ATTACHMENT A

Combined Passenger Fee Requests

Key

Fund

Previously Funded

Discuss

Row #	File Attachments	Project	Amount Requested	Zone	Proposed to Fund	Notes	Staff Comment
28	AGreen AJ dock	AJ Terminal, Security and Screening Facility	\$ 380,000.00			engineering and architectural work for indoor screening - replacing current makeshift outdoor spaces	Use own dockage fees
29	AGreen AJ dock	AJ Uplands Modifications for Passenger Safety, Movement and Vehicle Staging	\$ 679,000.00			widening areas for pedestrian movement with clear distinctions of shuttle, tour and port facility operations	Use own dockage fees
30	AGreen AJ dock	Dock and Uplands Lighting Head Replacement to Motion Activated LED	\$ 48,000.00			replace existing lighting for passenger, vehicle areas, dock surfaces and working/restricted areas	Use own dockage fees
31	AGreen AJ dock	CCTV Security Camera System	\$ 325,000.00			to cover entire restricted area of port facility and adjacent uplands	Use own dockage fees
32	Franklin Dock - Kirby Day	KD Franklin Dock	\$ 180,000.00	Zone A	Yes	Franklin Dock - security and restrooms	For Assembly discussion
33	JEDC - Brian Holst	BH JEDC housing	\$ 1,000,000.00			development/rehab yr-round workforce housing within walking distance of cruise docks	Not allowable under settlement
34	JMR - Marissa Capito	Marissa Capito JMR training and tools	\$ 20,000.00	Areawide	Yes	Includes: rescue training / certs; equipment/tools; outreach/prevention	Fund
35	JMR - Pat Dryer	PD drones	\$357,000 - \$388,000	Areawide		purchase of a mobile incident command vehicle, public-safety unmanned aerial systems (UAS), portable emergency lighting, and ALMR-compatible radios	Discuss
36	LP TBMP	TBMP operations requests	\$ 46,965.00	Areawide	Yes	request letter \$46965 / budget outlines a total of \$46,655	Fund
37	Travel Juneau TBMP Program - Liz Perry	LP Travel Juneau 1 - Crossing Guard Program	\$ 39,500.00			Request to Reimburse	Fixed contract awarded in FY26
38	LP Travel Juneau 3 - Budget	JEDC V.1 - FY27 (Personnel Services)	\$ 614,749.57	Zone A	Yes	Proposed FY 27 Budget	Fund
39	LP Travel Juneau 3 - Budget	JEDC V.1 - FY27 (Equipment/Supplies)	\$ 12,095.00			Proposed FY 27 Budget	Fixed contract awarded in FY26
40	Travel Juneau Visitor Services Program - Liz Perry	LP Visitor Information Services	\$ 312,200.00	Zone A	Yes	Visitor center facility staffing	Fund
<b>41 Public Requests</b>							
42	Andrew Dyke	AD Gold Creek restoration	\$ 100,000.00			study viability of restoring Gold Creek - Cope Park to stream terminus	Not allowable under settlement
43	Andrew Park	Andrew Park Surf Wave	\$ 3-5 million			engineered adjustable river surf feature	Use own dockage fees
44	Anjuli Grantham	AG water fountain	\$ 20,000.00			a water fountain at each dock for public use	There is a \$50K CIP for water bottle stations at existing CBJ water fountains, additional filling stations would require infrastructure upgrades.
45	Ashtyn Leana Aure	ALA un named	nothing offered			anything that would be open year round	Use own dockage fees
46	BW multiple	Seawalk extension		Zone A		AJ dock to Rock Dump	Project underway
47	BW multiple	Trail Maintenance & Signs				Valley bus stop at Back Loop to the Glacier	Not allowable under settlement
48	Bjorn Wolter	BW multiple				require tour buses to be electric	Not within CBJ's authority
49	BW multiple	Increase Bus operations		Areawide		Fund enhanced transit annually	Has been funded since FY25
50	BW multiple	Brotherhood Park				Fund trail maintenance	Not allowable under settlement
51	BW multiple	Flood defense				tourist infrastructure protection	Not allowable under settlement
52	Christine Ermold	Christine Ermold waste management improvement	\$ 250,000 - \$ 750,000			waste management / garbage access improvements	make large dumpsters available / free and accessible by everyone
53	Chuck Cohen	CC bridge	\$ 50,000,000.00			Complete funding for second bridge crossing	Not allowable under settlement
54	Emily Kane BRH	Emily Kane BRH	none given			bolster hospital to the max	no specific details of what it means to "bolster to the max"
55	Emily Kane	Emily Kane BRH	none given	Areawide		generic - increase public transit during the summer	Has been funded since FY25
56	Heather Martlow	HW 16b				"pay off 16b however it's been manipulated for refinancing"	Not an assembly priority
57	Hilliard Lewis III	HL public restrooms	\$ 500,000.00	Zone A		5 new restrooms where there are none	Recommended to fund through Docks & Harbors request
58	James McCants	James McCante binoculars	\$ 320,000.00			Binoculars tour attraction	Not an assembly priority

ATTACHMENT A

Combined Passenger Fee Requests

Key

Fund

Previously Funded

Discuss

Row #	File Attachments	Project	Amount Requested	Zone	Proposed to Fund	Notes	Staff Comment
59	Jim Parise	no title	\$ 100,000.00			suggesting a study - We keep hearing about the impact of how a decrease in cruise ship tourism would hurt Juneau families but a good use of the head tax would be to find out if that is actually true	Covered in Economic Impact Study
60	Joe Roth	Joe Roth Allen Marine left turn lane	Left turn lane at Allen Marine Dock		\$ 10,000,000.00	widen roadway to provide bus/traffic turning lane that does not block north bound traffic with tour buses	DOT road, not allowable under the settlement
61	Joe Roth	Joe Roth Rip rap Montana Creek	Rip-rap - shore up road at Montana Creek from bridge to end of the road		\$ 300,000.00		Not allowable under settlement
62	Joe Roth	JR Bouy	3-4 buoys		\$ 500,000.00	buoys record cruise ship speed, fines can then be assessed to violators	Not within CBJ jurisdiction
63	John Wright	John Wright	no title		none given	N/A	
64	Julie Staley	Julie Staley cross walk lighting	Cross walk lighting			near downtown Sheraton 4 Points; Glacier Hwy near Breeze In and Glacier Hwy / Alaway Ave	DOT road
65	Karla Hart	Karla Hart Drone Mapping	Drone Mapping Cruise Pollution		\$ 100,000.00	limited pilot demonstration project	Not within CBJ jurisdiction
66	Kerry Crocker	KC Electric Shuttles	Cushman Electric Shuttles		\$ 35,094.00	International Longshore and Warehouse Union integration of Cushman electric shuttles within the organization	Should be funded through longshore fees
67	LS Thane	streetlights	unknown			S Franklin St Dock to Mill Street	DOT road
68	laurie craig paid staff..	Paid Staff at Travel Juneau Visitor Centers	\$ 2,100,000.00	Zone A		paid staff at visitor information centers, kiosk downtown & at airport	Fund through Travel Juneau request
69	Larri Spengler	laurie craig paid staff..	Extra waste disposal		\$150,000	additional to the current 1 x day trash disposal	Discuss with Engineering
70	laurie craig paid staff..	bear resistant cans	\$95,000	Zone A/B		bear resistant and easy for tourists to use	Funded in FY25
71	laurie craig paid staff..	Crossing guards	none given	Zone A		no additional details	Funded
72	Mark Johnson	MJ EMS	additional EMS staff		\$350,000 / year	additional staffed EMS ambulance to serve cruise ship passengers	CCFR work through cost allocation
73	Molly Hodges	Molly Hodges arborist	permanent full time arborist		\$ 75,000.00	maintain downtown Evergreen Park and Cemetery Arboretum	P&R work through cost allocation
74	Morgan Johnson	Locals Lane	fund downtown business organization		\$ 950,000.00	Alternative to DBA	Not allowable under settlement agreement
75	Nicole Lynch	Nicole Lynch ND to False Outer Point path	walking/bike path ND boat launch to False Outer Point		\$ 100,000.00		Not allowable under settlement agreement
76	Patrick McCormick	PM moorage	Reduce Moorage fee's		\$ 12,445.00	reduce moorage fee's for commercial fisherman	Not allowable under settlement agreement
77	Paul DiCarlo	PD glorf	long term glacier flood solution		none given		Not allowable under settlement agreement
78	Peter Metcalfe	PM JMPF	CPR 911-app		\$ 27,740.00	Areawide additional funding to implement a 911 app - attachments on file include 4 letters of support	Discuss with JPD/CCFR
79	Rebecca Albert	RA trail safety	Hiking education safety briefings		none given	Areawide QR codes at trailheads to a video or bullet list of precautions - update what has been done before and add QR codes	Discuss with P&R - likely impact on staff time, not capital budget
80	Sally Saddler	Sally Sadler CBJ Dock Electrification	CBJ Dock Electrification		none given	Zone A to reduce local and climate pollution from cruise ships in port	Recommended for grant funding pursuit
81	Sam Roche	SM multiple	improve vehicle/pedestrian traffic flow		none given	develop sidewalk barriers, signage and alternative pedestrian routes; additional crossing guards	Funding crossing guards, have CIP for signage, needs champion
82	Sam Roche	SM multiple	boardwalk / dock development		none given	Zone A develop boardwalk facing businesses / restaurants alleviating clogged sidewalks/roadways	Seawalk key funding priority
83	Sam Roche	SM multiple	Wifi infrastructure		none given	Zone A improve downtown bandwidth of cellular services for emergency communications	Funded and implemented in FY26
84	Sandy Warner	SW safety video	Outdoor Safety Video		\$ 30,000.00	using Outdoor Safety Video created in 2000, produced by KTOO - use similar partnerships and create an update	In discussions with cruise lines and JMR about how to promote safety
<b>Total Recommended for Funding</b>			<b>\$ 15,969,869.57</b>				

# ATTACHMENT B

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Wednesday, December 3, 2025 4:58:48 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Andrew Dyke
<b>Email</b>
<a href="mailto:speedskatingturtle@gmail.com">speedskatingturtle@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Gold Creek Stream Restoration Feasibility Study</p> <p>This feasibility study will assess the ecological and economic viability of restoring a section of Gold Creek in downtown Juneau, Alaska between Cope Park and the streams terminus. The study will evaluate restoration alternatives may create salmon habitat along the seawalk frequented by tourists, improve water quality, and create accessible wildlife viewing and educational opportunities for cruise ship visitors. The study would consider impacts on flood control and assess creating new recreational opportunities. Located near Juneau's cruise docks and adjacent to upcoming cruise dock developments the restored stream corridor would provide passengers with convenient access to observe Alaska's iconic salmon runs, riparian wildlife, and functioning stream ecosystems during the peak May-September cruise season. This would compliment the planning for the new dock infrastructure located near the mouth of the creek.</p> <p>The study will include baseline ecological assessments, development of restoration design alternatives with integrated visitor infrastructure, regulatory pathway analysis, and economic impact evaluation. By combining habitat restoration with thoughtfully designed viewing platforms, interpretive signage, and accessible pathways, this project positions Juneau as a leader in sustainable tourism while supporting the community's environmental values. The restored Gold Creek would enhance existing shore excursion offerings and could include developments to cope park trail access. Findings are intended to support applications for state, federal, and private funding for implementation, assess tourism impacts, and create construction cost estimates.</p>
<b>Project Budget</b>
\$100,000
<b>Conformance with the Settlement Agreement</b>
The settlement allows for capital improvements within Zone B that further the marine enterprise and operation of vessels, including infrastructure like seawalks, restrooms, signage/wayfinding, and passenger queuing facilities. Gold Creek flows directly through the downtown waterfront area, and

restoration with visitor infrastructure would enhance the overall cruise passenger experience in this zone.

The settlement makes clear that Zone B projects require discussion and consultation rather than automatic approval. The feasibility study itself would be an ideal first step—demonstrating due diligence before requesting implementation funding and providing concrete data on tourism benefits for the annual consultation discussions.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Wednesday, December 3, 2025 10:59:50 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Anjuli Grantham
<b>Email</b>
<a href="mailto:anjulifgrantham@gmail.com">anjulifgrantham@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>We need public water fountains and water refill stations on/ near your the cruise ship docks. As it is, there is no place for tourists, workers, or residents to get water, except for purchasing bottles or drinking from the sinks in the public restrooms. These fountains should be large enough to accommodate at least two people- one person drinking and one person refilling their own bottle- at the same time.</p> <p>Selecting the sights for these fountains is best done by city staff, who know where they might be most easily plumbed. I suggest installing fountains at each of the docks. They will be heavily used every day.</p>
<b>Project Budget</b>
~\$20,000
<b>Conformance with the Settlement Agreement</b>
This provides tourists with a necessary good: access to free, clean drinking water.

**From:** [JPL Domain Admin](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 18, 2025 1:35:18 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Andrew Green
<b>Email</b>
<a href="mailto:andrewg@claalaska.com">andrewg@claalaska.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Upload Project Description
<b>Project Description (Upload)</b>
<ul style="list-style-type: none"><li><a href="#">AJ-CBJ-request-12-2025-MPF-FY27-projects.pdf</a></li></ul>
<b>Project Budget</b>
3,752,000
<b>Conformance with the Settlement Agreement</b>
<p>These projects are all located at the AJ Dock which is within the Maritime Industry Zone (Zone A, Exhibit D) referred to in Item 3 of the Settlement Agreement and are thereby qualified for use of these proceeds per Item 3 and subsections (a) and (b) of the agreement. The AJ Dock is one of 4 port infrastructure assets utilized by passengers of whom the fee(s) are collected and intended to be used in support of. The use of these fees at private docks is specifically indicated in the agreement for "dockage, lightering, ship to shore infrastructure including utilities and debt service, ship to ship infrastructure including debt service, seawalks, restrooms, signage/wayfinding, motor coach staging, passenger queuing, terminal or emergency assembly facilities, access and parking facilities for vehicles serving a vessel, and any infrastructure required or recommended by the Department of Homeland Security (i.e. USCG and USCBP).</p>



# A.J. JUNEAU DOCK, LLC.

P.O Box 8084, Ketchikan, AK 99901 ♦ Phone: (907) 225-0999 ♦ Fax: (907) 247-6042  
STREET ADDRESS: 1110 JACOBSEN DRIVE; JUNEAU, ALASKA 99801

## MEMORANDUM

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

FROM: Drew Green, AJ Juneau Dock LLC

SUBJECT: FY27 Marine Passenger Fee Proceeds Project List

DATE: 12-18-2025

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

### BACKGROUND

In CY 2025 the AJ dock received **481,608** “revenue” passengers. CBJ has collected and will receive Marine Passenger (MPF), Port Development Fees (PDF) and State Commercial Passenger Vessel Excise Tax (CPE) from vessels calling this facility. Below is a summary of funds collected by CBJ from AJ Dock vessels in 2025 and to date:

**Marine Passenger Fee (MPF - \$5/passenger) in 2025: \$2,408,040**  
**Port Development Fee (PDF - \$3/passenger) in 2025: \$1,444,824**  
**State Excise Tax (CPE - \$5/passenger) for 2025: \$2,408,040**  
**Total estimated passenger fees collected in 2025: \$6,260,904**

Total since 2004:  
**MPF: \$31,984,360**  
**PDF: \$17,948,438**  
**CPE: \$23,011,210 (Total CPE since 2011 - state appropriation formula change)**

Total per passenger fees collected by CBJ from AJ Dock vessels to date: **\$72,944,008**

Thank you for consideration of this annual request with FY27 projects listed below:

## AJ Dock CBJ MPF PROJECT REQUESTS FY27

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

Port facility security implementation as required by United States Coast Guard (USCG) regulations. This is for security supplies, uniforms, security equipment (maintenance/replacement), conducting exercises, and training for all personnel with security related expenses. It also includes the replacement of key security guard enclosures/equipment necessary to achieve compliance with USCG approved security plans in providing Marine Transportation Security Act (MTSA) and International Ship & Port Security (ISPS) related services to vessels while in port.

**\$240,000**

### **Cybersecurity Facility Security Plan and Exercise**

Development of a Cybersecurity Plan including an Assessment, the Designation/Training of a CISO, Employee Training, an Exercise and periodic Drills as required to be implemented under USCG Marine Transportation and Security Act regulations stemming from new cyber Information Technology (IT) and Operational Technology (OT) threats and vulnerabilities.

**\$15,000**

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

Public restroom cleaning and maintenance, including repairs, supplies, janitorial services at the AJ Dock. The cleaning portion is based on a three-time daily cleaning schedule on ship days.

**\$30,000**

### **Mooring Line Dock Winch Replacement**

Four of the six dock winches used to heave mooring lines from cruise ships have exceeded their useful life. They have been overhauled at varying extents, but a replacement is now required. The project includes design/build of a mounting pedestal, winch, shipping and installation.

**\$320,000**

### **AJ Uplands Fence Line Repair and Associated Landscaping**

Repair or replacement of the AJ Dock fence line section between the dock entrance and the tour coach staging area. This fence section has been damaged over numerous winters due to Taku winds. The area on the other side of the fence is rough terrain (undeveloped) and not suitable for pedestrian traffic. This project will either replace the fence with a more robust fence line or a adequate landscape separation similar to other CBJ landscape property line delineation projects at the CBJ own port facilities.

**\$30,000**

### **Permanent Covered AJ Shuttle Pavillion**

This project will replace a canvas covered area that has been insufficient in addressing the efficient movement of passengers through the port facility onto the shuttles. This structure would be permanent and reduce the cost of replacing canvas and maintaining the structure throughout the season. This would be similar in type but larger in scale to the CBJ covered area built at the Columbia Lot on the downtown side of the AJ shuttle. This area and the covered tour coach area at the Cruise Ship Terminal have both been constructed through passenger fee revenues.

**\$570,000**

### **Permanent Covered AJ Shuttle Pavillion**

This project will replace a canvas covered area with a permanent structure for the efficient movement of passengers onto tour coaches. And will expand the covered area to include all 18 lanes instead of the current 10 lanes. With current vessel size at the utilizing the facility it is not uncommon for all 18 lanes to be used in addition to overflow and B-zone type areas at the uplands. This structure would be permanent and reduce the cost of replacing canvas and maintaining the structure throughout the season. This project is similar to the covered tour coach area at the Cruise Ship Terminal which was constructed through use passenger fee revenues.

**\$775,000**

### **AJ Dock Safety Barrier Fence Replacement**

The AJ dock has fences around the perimeter of the barges that make up the pedestrian and gangway accessible areas of the dock. These fences over the last 20 years have been bent, damaged and are nearly unusable. A new barrier system similar to that of the CBJ docks is preferred for safety and operations. This project is to design and build a stouter version of safety barrier fencing for the AJ dock with fork pockets for removal by forklift. This project was previously approved, but these funds were reallocated into 2021 and 2022 CY security operations as per CBJ agreement due to COVID. The funds for this previously approved project were not replaced by CBJ MPF proceeds.

**\$340,000**

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

Since the AJ Dock was originally constructed a footprint and plan for a future Terminal building has been in place. New security regulations in effect since 2019 require additional shoreside screening at facilities and ships for ports of call and for ships "turning" at a terminal. Having an indoor screening area is very advantageous for not only ship and facility security but for efficiency in passenger and crew movement to and from the ship. Ships and port facilities are required to follow stringent security guidelines for "turning" a ship (passengers disembark and embark in Juneau) thus requiring more space for screening of baggage, stores and passengers. Currently makeshift barricaded outdoor spaces and a portable x-ray trailer are used to try to meet federal regulatory security requirements. A structure to house screening of persons, baggage, effects, check-in procedures, US Custom's inspections and as well as secure

baggage handling would greatly enhance our ability as a community to accommodate turning vessels. This request is to begin the architectural and engineering work required for this project.

**\$380,000**

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

The AJ Dock uplands was originally designed 20 years ago with a much different class and size of vessel than is experienced today. The movement of people through the facility uplands has become overcrowded and confusing for passengers going ashore making their way to experience Juneau. Of utmost concern is widening areas for pedestrian movement so that passengers are not walking in the roadways with a clear distinction or separation of shuttle, tour and port facility operations. Planners and architects along with tour operators have been involved in the design process to create a more conducive and safer operational site for current (and future) volumes of passengers. This project has been designed since 2020.

**\$679,000**

#### **Dock and Uplands Lighting Head Replacements to Motion Activated LED**

This project would replace the existing lighting heads for passenger and vehicles areas including the dock surfaces and working (restricted) areas. The existing are nearing the end of their useful life due to corrosion and a few have been replaced already. The intent is to replace the heads with LED lighting equivalent to the light throw as designed to address security and safety lighting concerns at the facility. Motion activation similar to CBJ port facilities would also be installed to enhance safety for both pedestrians and port facility workers.

**\$48,000**

#### **CCTV Security Camera System**

The AJ Dock has had prior federal port facility grant funds and CBJ MPF match to these funds. The system is now out of date, is not upgradable and is due for replacement. CCTV is used for port facility security and safety. CCTV is a key threat deterrent to and decreases risk. This project would cover the entire Restricted Area of the port facility and adjacent uplands.

**\$325,000**

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 8:31:09 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Ashtyn Leana Aure
<b>Email</b>
<a href="mailto:Ashtyn.leana@gmail.com">Ashtyn.leana@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
I frankly do not care what the project is just as long as it is open year round. If it is to benefit both cruisers and local residents, it cannot only be open or enjoyable in the summer because it is not enjoyable for locals to go downtown in the summer.
<b>Project Budget</b>
100
<b>Conformance with the Settlement Agreement</b>
It is

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 2, 2025 12:26:55 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Andrew Park
<b>Email</b>
<a href="mailto:andrewpark.meteorologist@gmail.com">andrewpark.meteorologist@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>The Gold Creek Surf Wave Initiative aims to create Alaska’s first engineered, adjustable river-surf feature—an attraction modeled after successful projects such as the Boise Whitewater Park. Designed to blend tourism and community development, this project will establish a world-class surf destination in the heart of Alaska’s capital city in Gold Creek.</p> <p>Located within close proximity to downtown Juneau, the Gold Creek surf wave will harness the natural flow dynamics of the local river system to create a consistent, safe, and surfable standing wave. The design will incorporate adjustable hydraulic structures to ensure usability across varying flow conditions, allowing for both beginner-friendly sessions and advanced surf performance.</p> <p>Beyond the recreational benefits, the surf wave will serve as a multi-season economic driver. By attracting visiting surfers, paddlers, outdoor enthusiasts, and spectators, Juneau can expand its tourism offerings beyond the cruise ship season and strengthen year-round visitation. Local businesses—including gear shops, guides, restaurants, and hospitality providers—stand to benefit significantly from increased activity in the area. Think: Juneau, Alaska's surf capital.</p> <p>Ultimately, the Gold Creek Surf Wave Initiative is an investment in community vitality, economic diversification, and outdoor culture. It will provide a unique amenity that enhances the region’s identity while creating long-term value for both residents and visitors.</p>
<b>Project Budget</b>
3 to 5 million dollars
<b>Conformance with the Settlement Agreement</b>
<p>The proposed Gold Creek Surf Wave Initiative—including enhancements that enable a controlled standing wave—creates infrastructure that directly supports cruise-ship passenger movement, commercial tour operations, and marine-dependent economic activity. Although the surf-wave feature is recreational in nature, the core of the project is the improvement of river access, shoreline infrastructure, safety features, and visitor-management systems used by cruise-industry operators that bring</p>

passengers to this corridor for guided river experiences.

Cruise passengers regularly participate in river-based excursions such as guided rafting, kayaking, packrafting, and naturalist-led shoreline tours. These activities rely on safe, stable access points, improved flow-management features, and visitor-serving infrastructure to load, offload, stage, and manage cruise passengers.

This project directly improves those marine enterprise services by:

Providing safe, engineered river access for commercial operators who serve cruise passengers.  
Creating controlled in-river hydraulics, which enhance safety and predictability for commercial surfing instructors.

Improving crowd and passenger management through better staging, pathways, and wayfinding infrastructure.

Reducing congestion and environmental impact from uneven, informal river entry and unstable embankments.

Supporting water-based commercial excursions, which are part of the maritime enterprise serving cruise vessels and are recognized as passenger-related marine activity.

Under Paragraph 3 of the Settlement Agreement, MPF/PDF funds may be used for:  
infrastructure that supports vessel operations and the marine enterprise  
restrooms, signage/wayfinding, staging, passenger queuing  
infrastructure serving passenger movement and safety  
projects outside Zones A & B when they relate to marine services provided to passengers

This project fits within that framework because its primary funded components are access infrastructure, visitor safety improvements, staging areas, shoreline stabilization, and tour-operator support, all of which are directly used by cruise-ship passengers participating in river excursions.

The recreational surf-wave component is not the funded element; instead, MPF dollars would support the underlying infrastructure improvements that enable safe cruise use of the site.

Thus, the project is allowable because it:

Supports cruise-ship passenger excursions, a marine-related commercial activity.

Improves safety, staging, and infrastructure required for operators to serve cruise passengers.

Manages cruise passenger flow, reducing impacts on local environments and congestion.

Fits within the Settlement's definition of facilities that facilitate marine enterprise and passenger operations.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 9:22:44 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Andew Pantiskas
<b>Email</b>
<a href="mailto:andrew.pantiskas@juneau.gov">andrew.pantiskas@juneau.gov</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Capital City Fire rescue (CCFR) requests marine-passenger fee funding to purchase three ZOLL Z Vent Portable Ventilators for use during critical medical transfers from cruise ships. Due to increasing cruise ship activity in Juneau — with up to eight ship-transfers per day during peak season — CCFR frequently is called to safely transport patients requiring ventilatory support. Ship-board ventilators are not portable; currently, CCFR crews manually ventilate intubated patients during transfer to ambulance, which is unsafe, labor-intensive, and inconsistent in care.</p> <p>Acquiring dedicated portable ventilators will ensure stable, safe ventilation from ship to shore, significantly improving patient care and crew safety during high-acuity transfers. This project is uniquely aligned with MPF’s purpose because it directly supports safe, quality medical services for cruise ship passengers and helps mitigate the impacts of increasing ship traffic on local emergency-response infrastructure.</p> <p>Project Budget</p> <p>Portable transport ventilators (e.g., ZOLL) 3 units \$ 8,495.00 × 3 = \$ 25,485.00 Training (instructor travel, hotel, 3-day course) One-time cost \$ 5,000.00</p> <p>Total Project Cost \$ 30,485.00</p>
<b>Project Budget</b>
30,485.00
<b>Conformance with the Settlement Agreement</b>
<p>Per the Settlement Agreement governing MPF funds — which requires that any funded project “serve both the cruise ships and their passengers,” and help offset community impacts caused by cruise ship activity — this proposal meets the criteria because:</p> <p>The project supports cruise ship passengers: many are medically fragile or require ventilatory care;</p>

ensuring safer, more timely transport from ship to hospital directly benefits those passengers.

The project addresses a clear community service need tied to increased maritime traffic: more ships and passengers mean more medical calls; this project prevents strain on local EMS services and helps maintain public safety and health standards.

The project helps mitigate impacts of cruise ship activity on local infrastructure and public services: by funding appropriate medical equipment, MPF helps ensure CCFR can safely meet the increased demand for high-acuity transfers without compromising service quality.

Thus, funding three portable ventilators and associated training meets the legal and policy requirements of the MPF funding program.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 30, 2025 2:23:46 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Brian Holst
<b>Email</b>
<a href="mailto:bholst@jedc.org">bholst@jedc.org</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>The Juneau Economic Development Council (JEDC) seeks \$1,000,000 in FY2027 Marine Passenger Fees (MPF) to capitalize a revolving loan fund for seasonal workforce housing in Downtown Juneau. The purpose of this fund will be to accelerate the development and rehabilitation of year-round workforce housing within walking distance of the cruise docks, prioritizing workers in visitor-serving businesses (hospitality, retail, food service, tours, transportation, and public safety). By housing workers near the waterfront, this initiative will enhance the quality, reliability, and resiliency of services provided to cruise passengers, while simultaneously advancing CBJ's long-standing efforts to revitalize downtown, housing, and housing inventory constraints. The proposed initiative strongly aligns with three of JEDC's five strategic priorities: 1) help make Juneau a great (capital) city; 2) strengthen key regional industries; and 3) develop talent.</p> <p>See more details in attached document entitled "CBJ FY2027 Marine Passenger Fee Request for JEDC Downtown Workforce Housing Loan Capital Fund"</p>
<b>Project Budget</b>
1000000
<b>Conformance with the Settlement Agreement</b>
<p>JEDC's proposed use of \$1,000,000 in Marine Passenger Fee (MPF) funds for a Downtown Workforce Housing Loan Capital Fund is allowable under the Settlement Agreement ("Agreement") because it is reasonably related to the support of cruise vessel operations and the marine enterprise that serves those vessels while in port. The Agreement does not require that MPF expenditures be limited solely to physical dock infrastructure; rather, it affirms that fees may be used for services, facilities, and investments that support the operation of vessels and the delivery of services associated with cruise activity, so long as there is a clear connection to the marine enterprise and port operations.</p> <p>Cruise vessel operations in Juneau depend on a stable, proximate workforce to deliver essential visitor-serving functions, including hospitality, food service, retail, transportation, tours, public safety, port operations, and city services that directly support cruise activity. A persistent shortage of workforce</p>

housing - particularly within walking distance of the docks - has become a structural constraint on these operations. Employers routinely cite housing availability as the primary driver of staffing instability, turnover, absenteeism, and service limitations during peak cruise season. These workforce constraints, in turn, affect the reliability, safety, and quality of services delivered to cruise passengers while vessels are in port.

The proposed revolving loan fund directly addresses this operational constraint by facilitating the development and rehabilitation of workforce housing units in downtown Juneau, immediately adjacent to the cruise waterfront. By prioritizing housing for employees who work in visitor-serving and port-related roles, the program supports the marine enterprise by ensuring that the labor force required to serve vessels and passengers can reliably live near their place of employment. This reduces transportation bottlenecks, decreases congestion in the port area, improves pedestrian safety, and strengthens day-to-day service delivery during vessel calls; outcomes that are directly connected to vessel operations and port functionality.

Importantly, the proposal does not use MPF revenues for general residential purposes or unrelated community housing. Instead, it establishes a targeted, performance-based financing tool that conditions participation on workforce use tied to visitor-serving and cruise-supporting employment. The revolving loan structure further strengthens allowability by creating a long-term asset that continues to support the marine enterprise beyond a single construction project, aligning with the Agreement's emphasis on fee expenditures that are operationally justified and not merely passenger amenities.

The Agreement also recognizes the authority of the CBJ to exercise legislative discretion in determining appropriate MPF uses, provided those uses are reasonably related to vessel operations and the marine enterprise. This proposal fits squarely within that discretion. While housing is not explicitly listed among example expenditures in the Agreement, the Agreement does not prohibit indirect or enabling investments where a clear operational link exists. Here, the nexus is well documented: without adequate downtown workforce housing, cruise-related businesses and public services cannot reliably meet vessel and passenger needs during port calls.

In addition, the geographic focus of the program, including downtown Juneau and the immediate port area, further supports allowability. The housing units supported by the loan fund are intended to serve employees whose daily work occurs in and around the maritime operation zone, reinforcing the functional connection between the expenditure and cruise operations. The program therefore aligns with both the spatial intent and operational purpose reflected in the Agreement.

JEDC's proposed Downtown Workforce Housing Loan Capital Fund represents a reasonable, defensible, and forward-looking use of MPF funds that supports cruise vessel operations by stabilizing the workforce that serves those vessels. It advances the Agreement's core principle that MPF may be used to sustain the infrastructure, services, and operational capacity necessary for cruise activity, while also addressing one of the most pressing constraints affecting the quality and reliability of Juneau's port experience.

**Please upload any supporting documents here - PDF ONLY**

- [CBJ-FY2027-Marine-Passenger-Fee-Request-for-JEDC-Downtown-Workforce-Housing-Loan-Capital-Fund.pdf](#)

December 31, 2025

CBJ City Manager's Office  
ATTN: Alexandra Pierce  
155 Heritage Way  
Juneau, AK 99801

RE: FY2027 Marine Passenger Fee Funding for Downtown Juneau Workforce Housing Loan Capital

### **Introduction**

The Juneau Economic Development Council (JEDC) seeks \$1,000,000 in FY2027 Marine Passenger Fees (MPF) to capitalize a revolving loan fund for seasonal workforce housing in Downtown Juneau. The purpose of this fund will be to accelerate the development and rehabilitation of year-round workforce housing within walking distance of the cruise docks, prioritizing workers in visitor-serving businesses (hospitality, retail, food service, tours, transportation, and public safety). By housing workers near the waterfront, this initiative will enhance the quality, reliability, and resiliency of services provided to cruise passengers, while simultaneously advancing CBJ's long-standing efforts to revitalize downtown, housing, and housing inventory constraints. The proposed initiative strongly aligns with three of JEDC's five strategic priorities: 1) help make Juneau a great (capital) city; 2) strengthen key regional industries; and 3) develop talent.

JEDC has made requests for use of MPF funds in the past for the purpose of building visitor industry seasonal workforce housing. These requests have not been funded. We continue to look for ways to address the need for affordable seasonal housing for workers that are here in Juneau to meet the need of cruise ship passengers visiting our community. This proposal requests Loan Capital as opposed to direct construction spending, which we hope the industry and CBJ might agree is an acceptable approach to reducing the costs to build seasonal housing, without asking for MPF funds to directly pay for the construction of housing. JEDC remains open to other sources of funds generated by the visitor industry, including Hotel Bed Tax, to help address the need for more visitor industry seasonal workforce housing.

### **Background: Juneau's Housing Challenge & Downtown Workforce Needs**

Multiple analyses over the past decade document that Juneau faces:

- A persistent shortage of affordable and workforce housing, driven by limited land, high construction costs, and low vacancy rates. ([Source](#))
- A structural gap between local wages and housing costs, resulting in many households spending more than 30% of income on housing. ([Source](#))
- Difficulty creating new rental units and small, centrally located units that serve seasonal and year-round workers in the visitor industry. ([Source](#))

The CBJ Housing Action Plan explicitly calls for:

- Increasing housing for workers, young families, and seniors through incentives, gap financing, and strategic use of CBJ land and funds. ([Source](#))
- Supporting projects that add housing units in and near downtown to help address Juneau's housing challenges and support economic development. ([Source](#))

Additionally, CBJ’s Blueprint Downtown Area Plan states that downtown should be “a great place to live with diverse housing options, services, and amenities that will stimulate commerce and community and create an 18 [hours a day]/365 [days a year] downtown” ([Source](#)). This plan specifically recommends that CBJ pursue incentives to rehabilitate underutilized buildings and empty lots to provide more housing, with a focus on downtown. [See Attachment A.](#)

At the same time, the visitor industry depends on a stable, proximate workforce. Many cruise-related jobs are downtown or near the waterfront, but employees often live far away or in crowded conditions, creating staffing instability, turnover and burnout, transportation bottlenecks and congestion during peak cruise days, and reduced service quality for visitors.

### **Proposed Initiative: Downtown Workforce Housing Loan Capital Fund**

Purpose: Use \$1,000,000 in MPF as revolving loan capital to stimulate development and rehabilitation of workforce housing units in Downtown Juneau to directly support visitor-serving employment and port operations.

Sample Basic Structure:

- Fund Size: \$1,000,000 MPF seed capital
- Use of Funds:
  - Low-interest loans, subordinate loans, or gap financing for:
    - Conversion of underused upper stories to workforce apartments.
    - Rehabilitation of existing buildings into code-compliant rental units.
    - Infill or mixed-use projects adding workforce housing within the Downtown/Blueprint boundary.
- Target Tenants:
  - Employees working in visitor-serving roles (e.g., lodging, food service, retail, excursions, transportation, port operations, public safety, and city services that provide support directly to cruise passengers and cruise operations).
- Example Loan Terms:
  - Below market interest rate to increase the financial viability of more units.
  - Performance requirements tied to unit affordability and workforce tenancy.
  - Repayments and interest flow back into the fund to support future projects.
- Administration:
  - Administered by JEDC to include clear underwriting, compliance, and reporting requirements.

### **Nexus to Marine Passenger Fees**

Under the MPF framework and related case law, funds must be used for purposes that provide a direct or reasonably related benefit to cruise passengers. This proposal meets that test by:

1. *Stabilizing the Visitor-Serving Workforce*  
Housing within walking distance of the docks reduces absenteeism and turnover, helping employers maintain consistent service quality for cruise passengers.
2. *Reducing Transportation and Congestion Pressures*  
Locating workers downtown decreases reliance on vehicle commutes, which reduces congestion and improves pedestrian safety in the port area—core visitor experience factors.

3. *Supporting Year-Round Operational Capacity*

Workforce housing contributes to sustaining businesses that serve both locals and visitors, supporting the 18/365 downtown vision in Blueprint Downtown and improving the likelihood that visitors have a pleasant experience. ([Source](#))

4. *Improving Safety & Public Realm Management*

When more workers live nearby, there are more “eyes on the street” and stronger informal oversight of the public realm, aligning with CBJ’s goals for a clean, safe, and welcoming downtown environment.

**Alignment with CBJ Goals and Priorities**

This initiative simultaneously advances several adopted or emerging CBJ policy directions:

1. Housing Action Plan
  - Calls for gap financing tools and CBJ participation to unlock workforce housing projects that are otherwise not financially feasible. ([Source](#))
  - Emphasizes strategic use of public tools to address the housing supply gap, particularly for workers and cost-burdened households.
2. Blueprint Downtown
  - Identifies housing growth in the downtown core as a central strategy to support year-round vitality and economic resilience. ([Source](#))
  - Recommends using incentives and rehabilitation of underutilized buildings to increase housing stock in downtown and adjacent neighborhoods. ([Source](#))
3. Juneau Economic Plan
  - Notes that additional downtown housing improves security, supports local businesses, and helps mitigate Juneau’s broader housing challenges. ([Source](#))
4. Tourism Management and Quality of Life
  - Stresses the interplay between housing, tourism management, and year-round business activity as part of a cohesive long-term plan.
  - CBJ has consistently framed tourism policy around balancing visitor benefits with resident quality of life. Investing MPF funds in workforce housing that directly supports visitor-serving jobs and reduces pressure on transportation and public services fits within this balanced approach.

**Expected Outcomes & Metrics**

If fully capitalized and deployed, the \$1,000,000 loan fund is expected to:

- Catalyze multiple housing projects, particularly smaller, complex downtown sites that are difficult to finance conventionally.
- Support the creation or rehabilitation of an estimated 5-10 workforce housing units annually (exact number depending on project size, leverage, construction costs, loan terms, and ability to revolve to new borrowers over time).
- Leverage private and other public capital, multiplying the impact of MPF dollars.
- Prioritize occupancy or allocation mechanisms for employees in visitor-serving roles.
- Track and report annually on:
  - Number of units supported;
  - Share of tenants working in visitor-serving jobs;

- Estimated reduction in commuter miles and vehicle trips;
- Employer feedback on staffing stability and service quality.

### **Considerations**

This proposed loan capital fund offers several notable advantages. It directly addresses one of the most significant structural constraints affecting Juneau’s visitor economy—limited workforce housing—by creating new opportunities for employees who support the cruise passenger experience to live closer to their workplaces. The initiative aligns with multiple adopted CBJ plans, including the Housing Action Plan, Blueprint Downtown, and broader economic development strategies, and it establishes a revolving asset rather than a one-time expenditure, extending the long-term impact of MPF funding. By adding workforce housing to the downtown core, the program also supports greater safety, livability, and year-round vibrancy for residents and visitors alike. The success of the program will depend on careful administration, underwriting, and compliance to ensure responsible lending and accurate targeting of visitor-serving workers. Additionally, because housing is an emerging use of MPF, the program will require ongoing documentation demonstrating the nexus between supported units, the downtown visitor-serving workforce, and improvements to cruise passenger experience and port operations.

### **RLF Administration**

As Juneau’s dedicated economic development organization established by CBJ Ordinance, JEDC has an extensive proven track record of delivering these types of financial services including:

- ✓ *Two decades of loan management performance.*
  - JEDC has administered multiple revolving loan programs for 20+ years—including the Southeast Alaska RLF, Juneau RLF, floatplane noise-reduction loans with CBJ funds, Childcare Loan Program, and CBJ COVID Emergency Loans—collectively supporting hundreds of local and regional businesses while simultaneously maintaining strong repayment and audit-verified compliance.
- ✓ *Established financial infrastructure already in place.*
  - JEDC’s staff is trained in credit analysis, cash-flow modeling, collateral evaluation, and portfolio risk assessment, enabling immediate deployment without new administrative build-out. These programs - backed by CBJ, USDA, EDA, and private lenders - demonstrate operational rigor.
- ✓ *Direct mission alignment with downtown workforce housing needs.*
  - JEDC’s statutory mandate includes strengthening Juneau’s workforce, improving downtown vibrancy, and supporting core industries—tourism, hospitality, retail, maritime—sectors experiencing the most acute housing-related labor shortages.
- ✓ *Proven regional convener for complex multi-party projects.*
  - JEDC regularly coordinates across municipal leaders, developers, state agencies, investors, and nonprofits, providing the neutral, credible governance needed for Marine Passenger Fee-aligned programs and equitable loan deployment.
- ✓ *Long-term stewardship and credibility with public capital.*

- As a stable institution, JEDC provides continuity for a multi-decade revolving fund. Its track record has earned sustained confidence from the CBJ Assembly, federal partners, and private capital, making it a low-risk administrator for this proposed loan capital fund.

### **Conclusion**

A \$1,000,000 investment in a Downtown Workforce Housing Loan Capital Fund is a strategic, plan-aligned use of MPF that:

- Supports the visitor experience by stabilizing and housing the downtown workforce that serves cruise passengers;
- Advances CBJ's adopted housing and downtown revitalization goals; and
- Creates a revolving, long-term tool to address one of Juneau's most persistent structural challenges.

Thank you for considering our proposal.

Sincerely,



Brian Holst

*Executive Director*

[bholst@jedc.org](mailto:bholst@jedc.org) | (907) 523-2333

**ATTACHMENT A**

Source: CBJ Blueprint Downtown, pg. 9.

# Vision

## Our Vision for the Future of Downtown Juneau:

Downtown Juneau is a vibrant, welcoming safe and accessible place to live, work, learn, play, create and explore. As the heart of Alaska's capital city and dynamic center of government, its unique heritage and history, access to natural beauty, arts and culture, urban amenities and waterfront setting provide opportunities for an exemplary quality of life and sustainable growth.



### MORE HOUSING OF ALL TYPES

Downtown is a great place to live with diverse housing options, services, and amenities that will stimulate commerce and community and create an 18/365 downtown.



### DIVERSE, WELL-MANAGED TOURISM

Tourism is managed in a way that addresses concerns of downtown residents and industry. Focused efforts to bring independent and business travelers to Juneau will diversify the sector and expand the season.



### A DOWNTOWN FOR EVERYONE

Juneau's diversity is celebrated by offering services, a range of mobility options, activities, goods, and amenities that appeal to all ages, backgrounds, and incomes.



### STRONG AND STABLE ECONOMY

Year-round economic vitality is stimulated by more residents, diverse businesses downtown, increased activity and programming, improved access, greater safety, and enhanced aesthetics. Private and public sector investment is coordinated and leveraged to catalyze desired development.



### SAFE AND WELCOMING

The safety of downtown is improved by incentivizing housing of all types, including vulnerable populations, reducing crime through environmental design, programming that draws people downtown.



### A DESTINATION WITH A SENSE OF PLACE

Downtown is a vibrant, appealing place that generates excitement and interest with seating, lighting, activities, clear and logical connections, where amenities destinations, housing, retail, offices, parks and natural resources are linked. Walking and bicycling are prioritized.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Friday, December 5, 2025 8:13:49 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Bjorn Wolter
<b>Email</b>
<a href="mailto:bjorn.wolter@gmail.com">bjorn.wolter@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
I have suggestions, not specific proposals: <ol style="list-style-type: none"><li>1. Finish extending the seawalk from the AJ dock through to the Rock Dump</li><li>2. Support trail maintenance and signage from the Valley bus stop at Back Loop through to the Glacier</li><li>3. Require tour busses to be electric</li><li>4. Increase bus operations</li><li>5. Fund trail maintenance at Brotherhood Park</li><li>6. Arguably flood defense should be allowable as it protects tourist infrastructure</li></ol>
<b>Project Budget</b>
2 million

**From:** [Alexandra Pierce](#)  
**To:** [Dianna Pierson](#)  
**Subject:** FW: New submission from TBMP - MPF Request Form  
**Date:** Thursday, January 8, 2026 2:45:24 PM

---

Last one!

---

**From:** domadmin@juneau.org <domadmin@juneau.org>  
**Sent:** Tuesday, January 6, 2026 11:19 AM  
**To:** Alexandra Pierce <alexandra.pierce@juneau.gov>  
**Subject:** New submission from TBMP - MPF Request Form

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

**Name**

Chuck Cohen

**Email**

[kodzoff@alasksn.com](mailto:kodzoff@alasksn.com)

**I have read the settlement agreement**

- I have read the settlement agreement

**Project Description Options**

Write out Project Description

**Project Description (Written)**

Complete funding for second channel crossing bridge 50'000,000. Direct tourist industry extra use of bridge.

**Project Budget**

50,000,000

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Monday, December 1, 2025 9:12:50 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Christine Ermold
<b>Email</b>
<a href="mailto:akermold@live.com">akermold@live.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Just as improvements to Juneau's wastewater systems, increasing utility effectiveness and efficiency for all of Juneau's residents and visitors was undertaken using these fees, it's imperative that waste management improvements be undertaken next.</p> <p>Our cruise passengers (and JNU residents) pay extra at some businesses to have them dispose of purchase-related garbage. E.g., Shoo-fly charges extra if you don't want to take your shoe box with you, and they will not dispose of your old shoes you just replaced. Compared to places like Hoonah, where multiple free dumpsters and large garbage cans are freely and easily accessible for everyone, JNU is living in the dark ages.</p> <p>Our tourists are driven past ridiculous amounts of trash dumped in various locations, and what is supposed to be a beautiful trip to the NDouglas boat launch to kayak or Out the Road in their own jeep rental, it's embarrassing and harmful to the ecosystem because no affordable option exists for both routine bag and large item disposal.</p> <p>It's essential for our marine and forest ecosystems that all the millions of straws, napkins, cups, bags, and pounds of food waste be managed differently here, and that could create new informational attractions for eco-minded tourists and support residents, as well. Please, please, please find a way to make this fit in the allowable expenditure. It's absolutely necessary for Juneau's future and our ability to continue welcoming so many guests on cruise ships!</p>
<b>Project Budget</b>
750,000
<b>Conformance with the Settlement Agreement</b>
<p>Just as improvements to Juneau's wastewater systems, increasing utility effectiveness and efficiency for all of Juneau's residents and visitors was undertaken using these fees, it's imperative that waste management improvements be undertaken next and using the same logic.</p>

Our cruise passengers (and JNU residents) pay extra at some businesses to have them dispose of purchase-related garbage. Most places include it as a cost of business, but garbage costs are proportionally more in Juneau compared to other cruise ports (like Hoonah, Sitka, or Seward) and it's not sustainable to pass the cost to consumers per-purchase. It's essential for our marine and forest ecosystems that all the millions of straws, napkins, cups, bags, and pounds of food waste be managed differently here, and that could create:

New informational attractions for eco-minded tourists,

Inspire other communities, and even

Contribute to world wide solutions.

Proposed cost of 250K is an estimate supporting an initial solution while a larger-scale solution is implemented.



# Port of Juneau

---

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

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

**To:** Alexandra Pierce  
Tourism Manager

**Via:** (1) Docks & Harbors Operations-Planning  
(2) Docks & Harbors Board

**Date:** December 29<sup>th</sup>, 2025

**Re:** FY 2027 Marine Passenger Fee (MPF) Request

---

1. Attached for your consideration is a list of FY27 Marine Passenger Fee requests from Docks & Harbors. This list was discussed by the Docks & Harbors Operations-Planning Committee at its December 10<sup>th</sup> meeting and approved at its December 18, 2025 regular board meeting.
2. Docks & Harbors is very appreciative of the financial support received thorough this process. Please know that the MPF generously provided to the Docks Enterprise provides approximately one-third of all revenue collected. MPF remains an important revenue source to the financial health of this Enterprise.
3. Please contact me should you have questions at 586-0282.

#

Encl: (1) FY27 Docks & Harbors Marine Passenger Fee Request

Copy: City Manager  
Parks & Recreation  
Finance Department

# CBJ Docks and Harbors Board FY2027 Marine Passenger Fee Request

---

## Area Wide Port Operations

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

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

**Board identified the following services:**

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

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

**Marine Passenger Fee Funds Requested (FY27): \$289,000**

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

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

**Project Contact:** Melody Musick, Admin Officer or Carl Uchtyl, CBJ Port Director 586-0292.

**CBJ Docks and Harbors Board**  
**FY2027 Marine Passenger Fee Request**

---

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

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

**Marine Passenger Fee Funds Requested (FY27):** \$149,000

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

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

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

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

**CBJ Docks and Harbors Board**  
**FY2027 Marine Passenger Fee Request**

---

**Safety Rail along Dock Face**

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

**Marine Passenger Fee Funds Requested (FY27):** \$2.1M

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

**Project Time-Line:** This project would begin as soon as funding is allocated. The first step would be to design the guardrail and prepare construction bid documents. Upon award of a contract to the lowest qualified bidder construction would begin.

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

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

**CBJ Docks and Harbors Board  
FY2027 Marine Passenger Fee Request**

---

**Dock Electrification**

**Descriptions:** Docks & Harbors has been pursuing funding for cruise ship dock electrification for many years. Efforts for RAISE, PIDP, EPA DERA and EPA Clean Ports grants have not realized success. The latter two were not approved in CY2024, which requested \$56.5M. Docks & Harbors and AELP have signed a MOA in 2024 outlining design responsibilities and funding commitments.

**Marine Passenger Fee Funds Requested (FY27):** \$31.5M.

In the FY24 EPA DERA grant application, the total project estimate to electrify both the AS & CT Docks is \$53M. Of which, approximately \$13M currently in a CIP. The project can be scaled to separate the construction into providing power to only one berth, as funding allows.

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

**Maintenance and Operation Responsibility:** Docks & Harbors has been working in concert with AELP to develop planning and design efforts to move forward in an efficient manner. Most likely, Docks & Harbors will be responsible for maintenance and operations of the constructed system via future Marine Passenger Fees.

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

**CBJ Docks and Harbors Board**  
**FY2027 Marine Passenger Fee Request**

---

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

**Description:**

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

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

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

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

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

**Marine Passenger Fee Funds Requested (FY27):** \$315,000 (17 Part Time Limited Harbor Technicians)

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

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

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

## CBJ Docks and Harbors Board FY2027 Marine Passenger Fee Request

---

### Lone Sailor Statue

**Description:** Alaska Pioneers (Igloo 6) are actively fundraising to erect a [Lone Sailor Statue](#) in Juneau. The sailor is a 7' 4" bronze statue and there are currently 19 Lone Sailor Statues in existence around the world. The [US Navy Memorial](#), which oversees the program, requires the sponsor to fundraise \$350,000 and provide a suitable location for display.

The authorization of a Lone Sailor Statue along the waterfront for installation and maintenance was approved under CBJ Resolution 3096. The City Manager is authorized to enter a MOA with the Pioneers of Alaska to erect the statue along the Juneau waterfront.



**Marine Passenger Fee Funds Requested (FY27):** \$100K (Donation to Pioneers of Alaska – Igloo 6)

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

**Maintenance and Operation Responsibility:** Under the terms of a proposed MOA with the Pioneers of Alaska, Docks & Harbors would be responsible for maintaining this statute.

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

# CBJ Docks and Harbors Board FY2027 Marine Passenger Fee Request

## USS JUNEAU MEMORIAL - EXPANSION

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



**Marine Passenger Fee Funds Requested (FY27):** \$6.3M

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

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

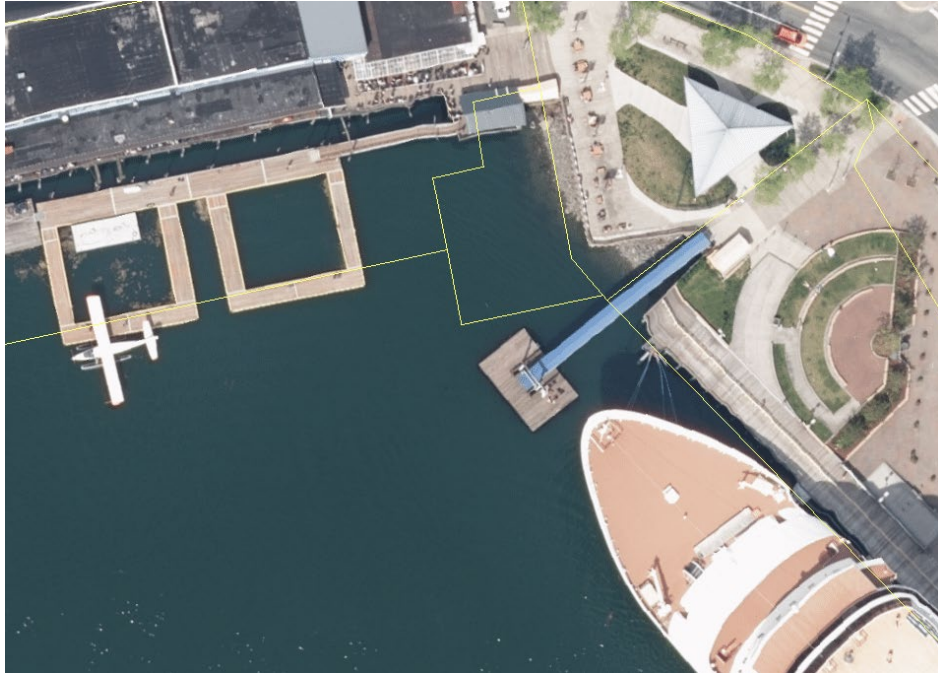
**Project Contact:** Carl Uchytel, CBJ Port Director 586-0292.

**CBJ Docks and Harbors Board  
FY2027 Marine Passenger Fee Request**

---

**Reestablishment of Emergency Vessel Loading Float**

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



**Marine Passenger Fee Funds Requested (FY27):** \$1,050,000

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

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

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

**CBJ Docks and Harbors Board  
FY2027 Marine Passenger Fee Request**

---

**Relocation of Port Director's Office to New Aurora Harbor Facility**

**Description:** The Port Director's Office (aka Port Office) is located in leased space in the Seadrome Building, which is owned by Goldbelt, Inc. Goldbelt has indicated a desire to raze the existing Seadrome Building and replace it with tourist-centric operations. The Port Office lease is on a month-to-month basis and there is no guarantee that the new Goldbelt building will have suitable and affordable accommodations for Docks & Harbors. There are 5 FTE assigned to the Port Office. Concurrent with the exit from the Seadrome Building would be the replacement of the Aurora Harbor Office, which is a 1960's garage retrofit.



Approximate location/footprint of proposed new joint Aurora Harbor Office & Port Office Building



Generic rendering of future joint Aurora Harbor Office & Port Office Building.

**Marine Passenger Fee Funds Requested (FY27): \$1M**

**Benefits:** There would be significant savings in combining the needs of the Port Office with recapitalizing the Aurora Harbor Office. The estimated ROM (rough order magnitude) of a new building would be \$4M

**Maintenance and Operation Responsibility:** Docks & Harbors would be responsible for all ongoing maintenance and operating expenses for this CBJ owned facility. Future cost to maintain the new facility would be by Harbors Enterprise, Docks Enterprise and future passenger fees

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

**CBJ Docks and Harbors Board  
FY2027 Marine Passenger Fee Request**

**Waterfront Covered Shelter with Restrooms**

**Description:** Docks & Harbors completed the [Marine Park to Taku Dock Urban Design Plan](#) in 2018 as a guiding document in development of the downtown waterfront. In July 2019, CBJ awarded a contract to Trucano Construction for \$12,367,699 for Downtown Waterfront Improvements Phase I which included constructing a retaining wall and small bus parking lot, installation of timber decking to create more waterfront open space and placing mechanical systems (water, sewer, electrical conduits & lift station) to support a follow on phase for a covered shelter with restrooms. The City Manager directed a pause to Phase II until certain alternatives were sorted out. It appears that pursuing a contract to provide a covered shelter with restrooms is appropriate at this time.



**Downtown Waterfront Improvements  
Concept Plan**

REV: 07/11/2018



**Marine Passenger Fee Funds Requested (FY27): \$3.5M**

**Benefits:** This request would provide additional restrooms along the waterfront as well as a covered waiting area for visitors to enjoy. The design of the covered shelter & bathrooms is complete to 65% following the completion of the “deck over project” also known as Downtown Waterfront Improvement (Phase I) in 2021.

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

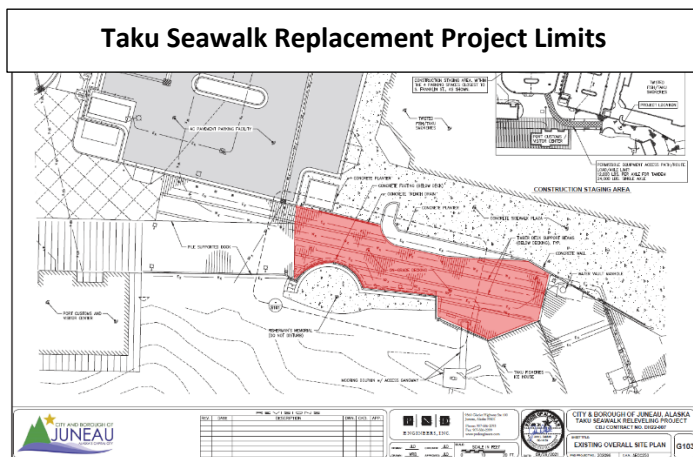
**Project Contact:** Carl Uchtyl, CBJ Port Director 586-0292.

# CBJ Docks and Harbors Board FY2027 Marine Passenger Fee Request

## Taku Seawalk Replacement

**Description:** A 120 foot long section of seawalk between Taku Smokeries and the Fisherman’s Memorial is sinking due the settlement of the fill material it was built on. Nearly all other sections of the seawalk were supported by piling driven to bedrock, so they are not settling. This has resulted in numerous trip hazards due to an uneven walking surface which have resulted in at least one serious injury to a cruise passenger who tripped and fell in this area. In 2021, a portion of the seawalk was pulled up, fill was added under the deck, and new foundations were installed. By the summer of 2025, continued settlement resulted in trip hazards more severe than existed prior to the 2021 project. Based on the observed settlement of the fill material in the area, replacement of the seawalk within the project limits with a pile supported structure will provide the most cost effective solution over the long term.

CBJ Docks and Harbors has historically maintained this portion of the seawalk, and has attempted to mitigate the ongoing safety issues by sanding ramps into the deck boards when the height difference between boards exceeds that allowable by the ADA, however, the settlement has resulted in walking surfaces which cannot be mitigated by our staff.



**Marine Passenger Fee Funds Requested (FY27): \$3.0M**

**Benefits:** This request would remove approximately 3,400 square feet of timber deck which was built on unstable fill materials, and replace it with a pile-supported seawalk. The design would be completed through the fall and winter of 2026 and the construction would take place in the fall and winter of 2027. The project will dramatically improve the safety of both cruise visitors and local users of Juneau’s waterfront by reducing trip hazards and will bring the facility into compliance with the Americans with Disabilities Act.

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

**Project Contact:** Matthew D. Sill, P.E., CBJ Port Engineer 586-0398.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Monday, December 1, 2025 8:39:18 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Emily Kane
<b>Email</b>
<a href="mailto:DrEmilyKane@gmail.com">DrEmilyKane@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
I have no project. I thought this was a comment forum. My suggestion is to bolster artlett Tegenal Hospital to the max. BRH is heavily impacted by crew and tourists every summer. Also consider increasing public transit during the summer. Locals have noted they cannot get to work on time when they are competing with tourists/cree riding out to Costco or the Glacier.
<b>Project Budget</b>
Work with BRH and Capital Transit
<b>Conformance with the Settlement Agreement</b>
Tourists heavily demand hospital and bus service

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 2, 2025 9:33:02 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Hilliard Lewis III
<b>Email</b>
<a href="mailto:lewis@acsalaska.net">lewis@acsalaska.net</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
My suggestions are more public restrooms in Zones A and B. Many businesses have signs that say No public restrooms.
<b>Project Budget</b>
Estimate of \$500,000.00 for 5 new restroom facilities
<b>Conformance with the Settlement Agreement</b>
My suggestion is really for those individuals who are coming to Juneau off of the ships

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, January 1, 2026 8:10:47 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Heather Marlow
<b>Email</b>
<a href="mailto:cdxx881@yahoo.com">cdxx881@yahoo.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Pay off 16b however it's been manipulated for refinancing.
<b>Project Budget</b>
Actual indebtedness
<b>Conformance with the Settlement Agreement</b>
MPF can pay for 16b



8585 Old Dairy Road  
Suite 208  
Juneau, Alaska 99801  
Phone: (907) 713-5154

## MEMORANDUM

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

**FROM:** James McCants, Alaskan Binoculars

**SUBJECT:** FY 2027 MPF Request

1. **Purpose.**

The intent of this memorandum is to formally transmit the attached proposal offering a no-cost alternative to current Marine Passenger Fee (MPF) subsidies to Capital Transit for expenditures and to establish the analytical basis from which the conclusions in the proposal were formed.

2. **Background.**

Between July 2023 and August 2024, structured field observations and interviews were conducted across three primary locations:

- Downtown Transit Center – Juneau
- Dredge Lake Bus Stop
- Gladstone neighborhood
- These efforts provided firsthand qualitative and quantitative insight into current visitor flow, access friction, public perception, and fiscal burden on municipal systems.

3. **Methodology.**

Analysis was conducted following a systems-based framework consistent with standard intelligence preparation and civil operational analysis:

- Identification of Priority Information Requirements (PIRs)
- Direct interviews (tourists and residents)
- Behavioral pattern-of-movement mapping
- Cost-model comparison of MPF expenditures vs. proposed private operational model
- Impact assessment across stakeholders (Forest Service, CBJ, cruise industry, residents)

4. **Findings.**

Preliminary analysis indicates:

- Current MPF expenditure trajectory projects ~\$14M over the next 10 years in avoidable public cost to the tax payer
- Public transportation infrastructure remains insufficient under cruise-season load

- Visitor confusion, lack of guidance and unmanaged movement contribute to poor passenger flows
- Forest Service fee compliance lacks any management from the city

5. **Conclusion.**

The attached proposal presents an actionable framework providing:

- Equivalent visitor movement capacity
- Zero taxpayer cost
- Increased verifiability of Forest Service fee compliance
- Reduced city operational strain
- Enhanced visitor experience and increased local public transit for locals

**Respectfully submitted,**

## 1. Executive Summary:

Juneau’s public transportation system is now operating in a condition of structural imbalance: demand scales automatically with cruise volume, but capacity increases only through annual subsidy. On cruise days, Capital Transit buses are filled to capacity with tourists while Juneau residents — including Elders who rely on transit for hospital appointments — are left waiting. This is not a question of blame, but of capacity: tourist demand now exceeds current system capacity. Capital Transit absorbs only a small fraction of total visitor demand, and this baseline ridership will continue to rise in direct proportion to overall cruise volume rather than disappear through additional service days at the Mendenhall Glacier Recreation Area (MGRA). Intervention through a dedicated public carrier would divert visitors before Capital Transit reaches overcapacity, prevent future unfunded liabilities requiring MPF or general fund support, and create a responsible partner with the Forest Service who can integrate ticketing with the \$5 Recreational Use Fee, preventing revenue leakage. This proposal creates a **Diversion System** that intercepts a pre-existing segment of non-excursion visitors before they reach Capital Transit, while preserving demand for permitted tour operators.

### **Adopting this diversion system would:**

- Protect taxpayers from a recurring unfunded liability exceeding \$1 million per year in Marine Passenger Fees (MPF) or General Fund support to Capital Transit
- Protect resident access to critical services such as hospitals, grocery stores, and employment by reducing tourist volume on Capital Transit busses
- Eliminate restroom-seeking and change-seeking tourist spillover currently impacting Gladstone Street residents
- Bring Recreation Use Fee collection into parity with actual visitor numbers accessing Mendenhall Glacier Recreation Area (MGRA)

The sections that follow provide supporting data, legal context, and implementation recommendations.

## 2. Mission Statement:

Our mission is to serve the pre-existing segment of non-excursion visitors who currently default into Capital Transit, by providing an alternative transportation pathway that absorbs their demand before they reach the Downtown Transit Center (DTC) and impact residents, city departments, or the Forest Service.

## 3. Fieldwork:

To validate assumptions about ridership and visitor flow, three days were selected in May 2025 to conduct direct headcounts of passengers disembarking at the Dredge Lake bus stop. An additional three days were spent in May 2025 at the Downtown Transit Center aiding visitors and conducting live interviews to determine decision patterns among non-excursion travelers.

Resident interviews were conducted on Gladstone Street in December 2024 and March 2025 to understand neighborhood impact, tourist spillovers, and general tourist while walking along Glacier Spur Road behavior.

Area-condition observations were also conducted at the state right-of-way at the property on the corner of Back Loop Road and Glacier Spur Road, including basic beautification and cleanup, to assess visitor use patterns and site readiness for transportation infrastructure.

#### **4. Data Collected:**

Visitor behavior was observed to show reasoning for why visitors did not choose paid excursions and instead choose public transportation. Price sensitivity did play a part, but not necessarily due to limited funds of the rider. What some perceived as high costs for a bus ride from operators with service days with the Forest Service led them to the cheaper option despite the 1 hour walk round trip from the Dredge Lake Bus Stop to the Visitor Center and back. On principal, some felt the cost was exorbitant. Others enjoyed the carefree nature of exploring on their own for an unscheduled day. Foreign travelers familiar with public transportation in their home country felt natural riding a bus as their first option. Large families calculated the expense, choosing the lower fare of Capital Transit and the time spent with family during the walk to the visitor center. With high costs in other parts of call for excursions, the Mendenhall Glacier was the only item on their list which had a public transit option. They used the opportunity for savings to spend later in another port.

Resident Impact Data from Gladstone interviews was collected in December of 2024 and May of 2025. One resident cited frequent restroom requests by tourists. At times they received knocks on their doors being asked if they could provide change. Cars parking in residential driveways such as at the head of Powerline Trail were reported. Frequent staging by taxis and rideshare drivers were also reported, leading at times the inability for those residents to enter their driveway.

Resident Impact Data was also taken from those traveling by foot during the beautification process at the Dredge Lake Bus Stop. The recurring theme from residents is the feeling the property should remain as an outdoor space. Words of appreciation for the flowers and terrain were often said. Residents would walk their dogs through the property or stroll on an afternoon walk.

Physical-Site Data from the Dredge Lake Bus Stop was collected leading to its cleanup. Shrubs and other plant life covering the boulders lining the Dredge Lake Bus Stop along Mendenhall Loop Road were selected for removal to allow the boulders to be used as natural seating. A resident on Dredge Lake Road provided free of charge the landmark pink boat that rests there today. Two days were spent sanding and painting culminating in its installation with help from a pastor from the local church who was in the area and saw the struggle. Photos were taken to determine feasibility for the placement of bear proof trash receptacles and portable restrooms, etc.. Natural wear patterns were observed to gauge where best in the future to place new gravel pathways or maintain the current existing ones. Many chose to walk along Mendenhall Loop Road after exiting the bus which sits at an angle due to wear. The angle led to passengers embarking and disembarking to get in each other's way due to limited space caused by this curvature in the topography,

#### **5. Analysis Applied:**

Visitor motivation data suggests travelers will always exist, regardless of permit levels, pricing or new docks because they are motivated by independence. The segment is persistent and unresponsive to commercial supply. Resident impact data suggests → unmanaged visitor spillover creates externalities felt by Gladstone residents, residents riding Capital Transit, and those living in the adjacent neighborhoods from the Dredge Lake Bus Stop to Gladstone Street which means doing nothing shifts burden onto citizens. Physical-site data suggests Dredge Lake is already unofficially functioning as a waypoint, gathering node, pedestrian corridor which means infrastructure is inevitable, planned or unplanned. Combined findings suggest demand is not random, but predictable, tied to cruise arrival waves. The culmination of these means the problem is interceptable.

## 6. Conclusions:

The presence of a persistent non-excursion visitor segment is now established as a fixed feature of Juneau's tourism environment. The effects of leaving this segment unmanaged—resident disruption, Capital Transit overload, and unplanned land-use pressure at Dredge Lake—are likewise no longer speculative. The observations across multiple sites indicate that passive tolerance is not neutral; it actively transfers cost and disruption onto neighborhoods and public systems. Because the demand is both predictable and interceptable, a structured response is not merely preferable, it is the next rational step. What remains to be determined is which entity will carry that mandate and under what authority.

Currently, the unmanaged non-excursion visitor movement creates a demand that CBJ is financially responsible for by default. With no structural alternative, the City must continue subsidizing seasonal service through MPF or General Fund contributions. This proposal offers a lawful pathway to transfer that burden — from automatic public responsibility to an optional private operator — using authority already available under CBJC 49.25.300

## 7. Proposed Operational Solution:

The core question is not whether a private carrier can solve the overflow problem — but whether it can be authorized to do so. Under CBJC 49.25.300, the gateway to legal operation is the activation of a Transit Station use, which occurs through the issuance of a building permit rather than legislative approval. The Dredge Lake site (Tax ID # 5B2401320090) is located within an R-5 residential zoning district. Under CBJC 49.25.300 (Table of Permissible Uses), use 15.620 “Transit station” is assigned a “1” designation within R-5, indicating a permitted use requiring approval only by the Department of Community Development in conjunction with a building permit (49.25.300(b)(1)).

The term "Transit station" is defined in CBJC 49.80.120 as a building or facility within or adjacent to a right-of-way where two or more transit vehicles stop for transfer or route termination, typically including elements such as an information kiosk, vending, bike storage, or a covered platform. The Dredge Lake location already functions as a de facto Transit Station between Capital Transit (Route 8 Express / 3 and 4 Valley) and pedestrians continuing on foot to the MGRA. Establishing a permitted Transit Station structure at this site formalizes an existing reality and provides the lawful platform on which visitor management, fee compliance, and operational oversight can occur.

To activate use 15.620, the project proposes construction of a small-scale covered passenger platform adjacent to the Mendenhall Loop Road right-of-way. The structure will consist of:

- Approx. 240-sq-ft tent roofed shelter (open-sided)
- Concrete slab foundation meeting minor-development thresholds (<5,000 sq ft)
- ADA-accessible landing and path from roadway edge
- A mounted information kiosk cabinet (static signage or digital tablet enclosure) to satisfy CBJC 49.80.120 typical components
- Anchor sleeves built into slab to enable a seasonal canopy extension during peak months (no enclosed footprint added)
- Gravel pathways for pedestrians and landscaping to enhance aesthetics of the property
- Either a gravel semicircle driveway connected to Dredge Lake Road or a cut through gravel path from Glacier Spur Road onto the property to accommodate busses for the purpose of passenger drop-off / pickup
- Bike racks for continued bike rentals and to make spaces available for those storing their bikes on site

This satisfies all Transit Station definition requirements by creating a facility adjacent to a right-of-way where two transit vehicles stop for transfer and where passengers can stage under a covered platform. Because the development size is below thresholds listed under CBJC 49.25.300(c) for residential districts, approval is eligible to occur administratively at the director level.

This intervention is not dependent on a zoning variance or legislative action. Under CBJC 49.25.300 (Table of Permissible Uses), Use 15.620 (“Transit Station”) is permitted in R5 with a “1” — meaning department approval in conjunction with a building permit. The definition of a transit station (CBJC 49.80.120) includes temporary or minimal structures that provide information, covered waiting area, or visitor transfer function.

Because permissibility attaches to the *structure*, not the underlying land, a compliant shelter or kiosk — even a small, covered platform meeting building-permit threshold — lawfully activates transit-station status. This establishes a permanent legal foundation for a private carrier to intercept voluntary riders outside the municipal system without requiring a Planning Commission vote or City Assembly action. In practical terms: this project is executable now, using existing law.

## 8. Fiscal Impact:

### Capital Transit Funding Pattern

Fiscal Year	MPF Request – Capital Transit	Use Case / Description
FY 2024	\$50,000	Information signage at Downtown Transit Center (NOT operations, NOT buses)
FY 2025	\$975,000	First year — significant MPF subsidy for seasonal cruise passenger transportation
FY 2026	\$1,041,613.88	Request for 23-week service only — buses, operations, drivers
FY 2027 (projected)	~\$1,093,694	Assuming conservative 5% inflation/contract drift
FY 2028 (projected)	~\$1,148,378	
FY 2029 (projected)	~\$1,205,797	
FY 2030 (projected)	~\$1,266,087	

This data illustrates Capital Transit MPF support has evolved into a recurring obligation — approaching \$1.04M annually — and, when projected forward across 10 seasons, represents more than \$10M in committed MPF

allocation without a requirement of cost efficiency, passenger fee recovery, or visitor-impact mitigation. It is this structural exposure that justifies piloting a lighter, transferable, R-5-zoned Transit Station model that requires no long-term municipal subsidy

The proposed intervention by Alaskan Binoculars replaces that cost exposure with a **zero**-subsidy model. A private carrier operating from Dredge Lake intercepts overflow demand *before* it reaches the municipal system, eliminating the need for additional city-funded service hours, driver overtime, or electric-bus capital acquisition to serve visitor volume.

For the Forest Service, integration with Token Transit or a sanctioned kiosk partner converts currently uncollected recreation-use fees into full compliance revenue. Under present conditions, thousands of visitors reach MGRA by foot without payment. Intercepting riders at Alaska Steamship Dock as they board the bus before entering the MGRA enables near-total fee capture and creates a recurring annual revenue stream for federal management and maintenance.

Cruise lines receive indirect financial protection: by reducing bus congestion and associated public backlash, political pressure to cap cruise arrivals — which carries billion-dollar implications across a decade — is materially reduced.

In summary, the fiscal effect is threefold:

**CBJ:** Avoids long-term subsidy exposure and reallocates MPF toward capital projects rather than operational band-aids.

**USFS:** Gains a reliable mechanism to ensure fees are paid proportionally to visitation.

**CLIA & Operators:** Preserve market stability and reduce the risk of political action arising from unmanaged visitor spillover and gain back MPF for projects in Zone A and B

### **A. Current Cost Pressure on City Resources**

Unmanaged visitor spillover to Capital Transit currently carries measurable fiscal impacts:

- Additional service day requests to maintain adequate capacity have historically exceeded \$1 million per year in MPF or General Fund subsidy allocations.
- Transit drivers have reported extended dwell times at stops caused by tourist boarding confusion, resulting in schedule disruption penalties and operational overtime.
- Neighborhood impacts in Gladstone, Glacier Spur, and Dredge Lake create secondary burdens — road wear, law enforcement calls, and restroom-seeking behavior — all absorbed by taxpayers.

These impacts already exist before future increases in cruise arrivals (projected +2026–2030).

### **B. Future Fiscal Liability if No Action Is Taken**

If visitor volume continues rising, and unmanaged city transportation remains the default, the City will face:

- Increased MPF requests from Capital Transit to scale capacity (potentially exceeding \$1.2M–\$1.4M annually under high-volume seasons) that may force General Fund subsidy
- Exposure to litigation risk, similar to the most recent lawsuit initiated by residents challenging impacts of tourism spillover
- Reduced visitor-to-fee compliance ratio, meaning Recreation Use Fee leakage continues at the MGRA — a Federal concern ultimately requiring response

### **C. Cost of Intervention – Transit Station Activation**

The proposed corrective action is intentionally minimal in capital outlay:

- Estimated cost to pour slab, erect open-air shelter, and install kiosk: \$70,000
- Gravel Connection to Glacier Spur Road or Mendenhall Loop Road with landscaping \$250,000

**No ongoing operational cost is requested from the City.**

Operations would be privately financed, with only the underlying stationary facility funded by FY 2027 MPF

**D. Who Pays and How**

- **City pays:** Only the cost of physical infrastructure (if City chooses to sponsor)
- **Private operator pays:** All operating costs, staffing, insurance, ticketing
- **Forest Service / nonprofit partner receives:** Guaranteed flow of \$5 recreation fees per passenger
- **Residents avoid:** MPF-funded capacity expansions and General Fund subsidy

The \$70,000 in unspent MPF funds previously allocated to a bus shelter at Dredge Lake to support the construction of a Transit Station structure would lower the amount expended from FY 2027 MPF

**E. Fiscal Gains – If Implemented**

The Transit Station structure yields measurable avoided-cost and value-added fiscal outcomes:

<b>Fiscal Outcome</b>	<b>Estimated Category</b>	<b>Beneficiary</b>
Avoided MPF subsidy for additional Capital Transit service days	\$1,000,000+ annually	City & residents
Forest Service fee compliance improves toward 1:1 parity with visitation	+Hundreds of thousands in revenue alignment	Forest Service
Reduced enforcement response, neighborhood disruption, and spillover impacts	Indirect taxpayer savings	Local residents
Private capital replaces public expense	Cost shift: public → private	CBJ budget

**F. Fiscal Summary Statement**

The cost of doing nothing is a **recurring seven-figure obligation**.

The cost of intervention is **one-time and minor**, and the operational expense is **fully privatized**.

The fiscal case therefore favors decisive action.

**9. Benefit to Stake Holders:**

**Cruise Line International Association (CLIA)**

- Ensures MPF dollars are used strictly in compliance with the lawsuit settlement — moving spending *away* from area-wide public transit (Capital Transit) and *toward* a directly vessel-generated need within the geographic A and B zones.
- Protects against future litigation risk by proving CBJ is funding services that directly benefit local passengers, not subsidizing tourists.

- Reduces resident resentment toward ships (currently triggered by overcrowded buses), improving the long-term viability of cruise access to Juneau.

**City & Borough of Juneau (CBJ)**

- Avoids > \$1M/year unfunded liability currently required to support Capital Transit with MPF or General Fund.
- Demonstrates legal compliance — MPF expenditures move back within Zone A + Zone B justification (vs. area-wide).
- Frees political pressure — instead of being blamed for subsidizing tourists, CBJ can point to a self-funded private operator resolving capacity.

**U.S. Forest Service**

- Gains a trusted fee-collection partner, integrating Token Transit or kiosk-based fee validation — eliminating leakage and ensuring fee revenue parity with visitor volume.
- Reduces staffing burden — because ticket verification shifts from manual head counting to system-verified access.

**Residents (Gladstone + Dredge Lake Corridor)**

- Stops unmanaged spillover into residential streets — eliminating bathroom knocks, driveway blockages, and trespassing.
- Converts chaos into order by intercepting tourists before arrival advising them of expected behavior.

**Capital Transit Riders**

- Medical appointments, grocery trips, and worker commutes no longer displaced by cruise surges.

**Visitors**

- Gain a clear, frictionless solution — a single system guiding them where to go, how to ride, and ensuring they pay the required fees.

**10. Call to Action:**

To prevent the continued diversion of Marine Passenger Fees away from their legally intended purpose, and to eliminate unmanaged tourist spillover impacting residents and Capital Transit, we respectfully request:

1. FY 2027 MPF Funding in the amount of \$250,000 for gravel road connection and landscaping
2. Transfer of previously allocated but unspent MPF funds of \$70,000 for FY 2026 Bus Shelter allocation to be spent on Transit Station construction
3. Approval by the Director of Community Development for a Transit Station under CBJC §49.25.300(15.620) and §49.80.120, authorizing construction of a minimal qualifying structure (foundation and covered platform) at the Mendenhall Loop Road and Glacier Spur Road intersection.

Appreciatively,

James J. McCants  
Owner, Alaskan Binoculars

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 8:05:05 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Jim Parise
<b>Email</b>
<a href="mailto:parisejim@gmail.com">parisejim@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>The only input that matters is the cruise ship industry. Asking for community input is a farce and meaningless. We keep hearing about the impact of how a decrease in cruise ship tourism would hurt Juneau families but a good use of the head tax would be to find out if that is actually true. It is certainly not true for Juneau families not involved in cruise ship tourism. I have lived in Juneau for 25 years and the quality of life over that time has dropped dramatically because of cruise ship tourism. The whale watching boats are an abomination, bus traffic is horrendous, "thrifty" tourists use city buses instead of tour buses to save a nickel, my taxes continue to increase, seasonal workers have caused a housing crisis, crime is worse, the homeless are overtaking parts of the town, the list goes on. The study should find out how many owners of cruise ship tourism related businesses are owned by Juneau residents that are eligible for a PFD dividend, how many whale boats are captained by Juneau residents eligible for a PFD dividend, how many crew of the whaleboats, drivers of busses, tour guide employees, etc. are Juneau residents eligible for a PFD dividend. My guess is very few.</p>
<b>Project Budget</b>
\$100,000
<b>Conformance with the Settlement Agreement</b>
<p>The settlement agreement only proves the cruise ship industry have better lawyers and lobbyists than CBJ. The cruise ships should be fee'd or taxed until we start to see a significant reduction in ships coming to port.</p>

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 30, 2025 7:54:52 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Joe Roth
<b>Email</b>
<a href="mailto:Uhongelikibeni@gmail.com">Uhongelikibeni@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Provide a left turn lane between Allen Marine dock and the ferry terminal. This will entail widening the road from the base of the quarry to the ferry terminal. Clearing the hill side, then blasting to widening the roadway, finally rebuilding the road to provide a left turn lane
<b>Project Budget</b>
10 million
<b>Conformance with the Settlement Agreement</b>
Only during the summer are there traffic jams heading north bound on the Egan Highway. This is due to buses waiting to turn left into the Allen Marine dock. This project will provide a left turn lane to benefit the population of Juneau and at the same time ease the access for the tour buses.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 30, 2025 7:42:46 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Joe Roth
<b>Email</b>
<a href="mailto:Uhongelikibeni@gmail.com">Uhongelikibeni@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Rip rap, and fill to shore up the road at Montana Creek, from the bridge to the end of the road. There are quite a few big bends where erosion has brought the road into significant potential to wash away. This will require dump truck loads of large rocks and small rocks, along with an excavator to place the large rocks. The road will then need some work on the uphill slides/erosion, along with the uphill ditch, and culverts. Also will need grading after work is done.
<b>Project Budget</b>
300,000.00
<b>Conformance with the Settlement Agreement</b>
This project will benefit passengers by providing long term consistent access to the Montana Creek drainage (and Windfall Lake). It will also provide the population of Juneau that same long term access for its many year round activities.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 10:27:56 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
John Wright
<b>Email</b>
<a href="mailto:AKski.NMfish@gmail.com">AKski.NMfish@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Line 189-199. Seek clarification from CLIA on line192 fire and emergency services for Zone A and B for full lifecycle costs to EMS and Barlett. Logical nexus between providing EMS service should extend to CCFR, ER, CCU, etc. for Barlett services. Considering CBJ is an enterprise, Maritime fees should be collected commensurate to cruise ship passenger usage. IE, a tourist, defined as non-local traveler, within Zone A who requires EMS services should offset some of the additional seasonal strain on BRH. If P&R can hire additional employees to maintain Zone A and B, there is a logical nexus of extending the personnel required for Zone A and B support for EMS and BRH staff. This should be in addition to reimbursement for uncollected costs supplementing the BRH budget. I would not think CLIA wants to bring passengers to an understaffed BRH or underpaid EMS staff, or EMS that is limited to call responses due to over usage in Zone A and B.
<b>Project Budget</b>
0
<b>Conformance with the Settlement Agreement</b>
Line 207 already allows this.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 30, 2025 7:35:36 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Joe Roth
<b>Email</b>
<a href="mailto:Uhongelikibeni@gmail.com">Uhongelikibeni@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Placement of 3-4 buoys in Gastineau channel that can record wake height and frequency (from Marmion Island to AML dock). Recording of this will be sent to the City Office (or designee). With height and frequency you should be able to determine cruise ship speed. If any cruise ships are moving faster than 5 knots in the channel they will be assessed a fine of \$500,000.00
<b>Project Budget</b>
\$500,000.00
<b>Conformance with the Settlement Agreement</b>
This project will support the passengers by providing protection of the surrounding environment that they have come to visit while protecting the shoreline, property, and houses of the population of Juneau.

**From:** [Katie Koester](#)  
**To:** [Julie Staley](#)  
**Cc:** [Alexandra Pierce](#); [Phil Huebschen](#)  
**Subject:** Re: Use of marine passenger fees.  
**Date:** Tuesday, December 9, 2025 1:29:21 PM

---

Hi Julie,

cc'ing the right people.

Thank you!

Katie

Get [Outlook for iOS](#)

---

**From:** Julie Staley <staleysak@gmail.com>  
**Sent:** Tuesday, December 9, 2025 11:51:36 AM  
**To:** Katie Koester <Katie.Koester@juneau.gov>  
**Subject:** Use of marine passenger fees.

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

Good morning Ms. Koester. I apologize if this is not the correct way to submit a suggestion. If it is supposed to be submitted in another format please let me know.

I would like to suggest that some funds be directed towards additional lighting of crosswalks. The one I find particularly challenging is the one outside of the Sheraton 4 Points downtown. There is so much activity with cars leaving the hotel, turning the corner onto Willoughby or the road to the Coastguard building, and entering the driveway of the Uncruise Adventures building, crosswalk lights and a flashing light would be very helpful and even more helpful when dark, raining or snowing.

Other walkways I find challenging, but perhaps outside of the realm of cruise passenger fees are the crosswalks along Glacier Highway in Lemon Creek in front of the Breeze In and further along closer to Alaway Ave where students cross the street to enter Creekside Park.

I appreciate your consideration.

--

Julie Staley

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Wednesday, December 31, 2025 10:37:44 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Karla Hart
<b>Email</b>
<a href="mailto:karlahart@gmail.com">karlahart@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Upload Project Description
<b>Project Description (Upload)</b>
<ul style="list-style-type: none"><li><a href="#">Drone-Mapping-Cruise-Pollution-.pdf</a></li></ul>
<b>Project Budget</b>
\$100,000
<b>Conformance with the Settlement Agreement</b>
Air pollution from cruise ships is 100% sourced from cruise ships and is waste that is emitted into the Juneau air shed. Almost 3 metric tons (MT) of fine particulates (PM2.5) were emitted while ships were at dock in Juneau in 2024, in addition to almost 190 MT of nitrous oxides, and 7 MT of sulfur dioxides. The Juneau landfill is not the only place in Juneau where cruise waste is a concern.

**From:** [JPL Domain Admin](#)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 12:28:21 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Kerry crocker
<b>Email</b>
<a href="mailto:kerrycrocker@gmail.com">kerrycrocker@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Upload Project Description
<b>Project Description (Upload)</b>
<ul style="list-style-type: none"><li><a href="#">ILWU-Proposal-Electric-Shuttles.pdf</a></li></ul>
<b>Project Budget</b>
35094.00
<b>Conformance with the Settlement Agreement</b>
Electric shuttle proposal complies with the CBJ–CLIA settlement because it:  Directly benefits cruise passengers through congestion reduction.  Improves passenger safety, a permitted MPF use.  Supports cruise-ship operations and worker mobility required for vessel services.  Reduces conflicting vehicle traffic in passenger zones.  Aligns with types of projects already approved using MPF funds.  Therefore, the project has a clear and defensible “direct nexus” to cruise passenger operations — the standard required under the settlement.

December 4, 2025

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

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

Dear Ms. Pierce,

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

### **Background**

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

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

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

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

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

### **Implementation Plan**

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

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

### **Conclusion**

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

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

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

Enc: Quotes from Pacific Golf & Turf for Cushman Shuttle



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

**Sales Order S901047SNO**

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

**BILL TO (☑️ AUTO-SEND)**

City and Borough of Juneau  
 155 South Seward Street  
 Juneau, AK 99801  
 (907) 586-5258

**SHIP TO**

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

**CUST PO** **CONTACT** Kerry Crocker Kerrycrocker@gmail.com (907) 209-2499

**SHIP OUT** Will Call **DROP SHIP** No

#	PART	DESCRIPTION	QTY	B/O	FILLED	RATE	DISC	NET	EXT
1	SHUTTLE 2 ELITE	(Cus) 2024 Cushman Shuttle 2 Elite.	1.00			17,522.00		17,522.00	17,522.00
2	PF11712	(EZG) MIRROR, CONVEX, 180 DEG REAR VIEW (Bin: 01/01/006/002)	1.00			25.14		25.14	25.14

PAYMENT	DETAILS	AMT

**COMMENTS**

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

**REMIT TO**

PO Box 16758  
 Portland, OR 97292

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

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

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



# U.S. COAST GUARD SECTOR JUNEAU



December 18, 2020

## MARINE SAFETY INFORMATION BULLETIN

### Port of Call Access Control

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

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

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

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

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

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

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

Sincerely,

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



December 22, 2025

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

Dear Ms. Pierce,

Please accept this as a proposed list of expenditures at the Franklin Street Dock for funding consideration from Marine Passenger Fees (MPF) for FY27. This request is consistent with our submittals from prior years. We understand as with past requests, if approved, this is a grant, and expenses are only reimbursable upon approval of invoices submitted for the below categories of expenditures.

This parallels requests for grant funding by Docks & Harbors and the CBJ for security operations and for restroom maintenance, supplies and cleaning. Although it seems in FY27, that this funding for CBJ Docks and Harbors may originate from the new dockage fees charged to cruise ships, it seems fair and reasonable that MPF proceeds be allocated to provide funding for similar expenditures at Franklin Street Dock. This request matches MPF received by Franklin Dock in FY26.

**Dock Security as Required by USCG Regulations      \$150,000**

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

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

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

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

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

Although this may seem like a minor additional task to validate an ID with a boarding pass or key card, the process greatly impedes the flow of passengers returning to their vessel. The above mentioned two-prong requirement can be similar to what one experiences at an airport TSA checkpoint. The extra time required to manage an electronic ID verification system, and to ensure that each boarding pass matches the government issued ID for those ships without this system, has the potential to create delays. In some cases, 1,000+ passengers/hour attempt to re-board their vessels in Juneau. Passengers who do not have government issued ID with them (from ships with no electronic system) must be escorted to the vessel security officer by port facility security personnel.

Continuing to fund additional (seasonal part-time) port security officers as part of the grant will augment the standing Franklin Street Dock security staff enabling the proper checking of credentials in accordance with Coast Guard guidance while still monitoring the security perimeter and managing overall security duties as required. This also will promote a more desirable visitor experience.

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

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

**Grand total requested = \$180,000**

Cruise passengers disembarking at the Franklin Dock are assessed the \$5.00 per person marine passenger fee. It is not unreasonable and seems fair for such a visitor to the Capital City to expect that a small portion of that \$5.00 is going towards enhancing security and providing an improved experience at the facility at which they disembark/embark.

Sincerely,

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

cc: Kirby Day / Princess Cruises

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Friday, January 2, 2026 11:47:32 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Laurie Craig
<b>Email</b>
<a href="mailto:lauriecraig@gmail.com">lauriecraig@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>PAID STAFF AT TRAVEL JUNEAU VISITOR CENTERS</p> <p>I recommend funding paid Travel Juneau staff for visitor information services to aid seasonal cruise ship passengers at the dock visitor center, kiosk adjacent to the downtown library and airport.</p> <p>The most essential location is the cruise ship dock visitor center.</p> <p>For many years, local volunteers have provided informational details to ship visitors. In recent years, volunteer help has dwindled and staff have been required to infill last minute schedules. Due to fewer volunteers, the program must now hire paid staff to serve in this capacity daily throughout the expanded April through October ship season.</p> <p>As a person who volunteered at the dock VC a few times, I quickly realized my longevity in Juneau and my experience as a U.S. Forest Service ranger at Mendenhall Glacier Visitor Center for 14 years did not prepare me to answer questions guests asked downtown. Juneau needs trusted and informed paid employees in these roles. At least two staff per shift are needed to handle the high demand at the dock center. We often had waiting lines of visitors needing directions for medical needs, hiking, transportation, shopping and tours.</p> <p>These questions are essential for passenger services during the busy summer months.</p> <p>Additionally, crossing guards and trash disposal are needed. Crossing guards provide safety for controlling ship passengers as pedestrians and motor coaches and to prevent jay-walking on downtown streets. Marine passenger fees allow for trash disposal. Additional more than once daily service for emptying full trash cans must be added. Bear resistant cans are needed for guests. They must be functionally accessible for people unfamiliar with the usage.</p>
<b>Project Budget</b>
\$2.1 million For Travel Juneau staff. \$150,000 for extra waste disposal and \$95,000 for bear resistant trash cans.

### **Conformance with the Settlement Agreement**

Zone A includes two downtown sites, in particular the dock visitor center.

Line 191 of the settlement agreement cites crossing guards which I have not specified in my recommendation but which are essential. The agreement also specifies marine passenger fees may be used for trash disposal.



**TBMP and Crossing Guard Program  
Proposed MPF Grant Budget for FY27**

**Account 8125 - TBMP**

PROGRAM EXPENSES		Notes
<b>Administration</b>		
	<b>\$ 24,705</b>	
9210	Contracted administrator	\$ 22,500 Based on 700 hrs over 12 mos @\$30/hr . Travel Juneau covers payroll taxes & fees), expenses. Hours are increased to cover additional responsibilities.
9220	Personal phone use	\$ 300 @25/month
9230	Database/microsite maintenance	\$ 1,575 Through Simpleview
9250	URL subscription	\$ 330 traveljuneau.com/tbmp URL
<b>Publications/Videos</b>		
9310	Guidelines publication	\$ 775 Guidelines will be available on the microsite; approx 75 printed for limited distribution
9320	TBMP operator instruction videos	\$ 500 update, create new TBMP training videos for operators' use
<b>Community Outreach</b>		
9410	Local print & radio ads	\$ 17,000 Ads to promote the program to locals & to thank members/public: cruise ship report, hotline, crossing guards, add KTOO sponsorship to reach new audience
9420	Public meetings	\$ 500 Pre- and post-season meetings for members to review guidelines and operations: space rental, coffee service for 3 meetings
9430	Community event support	\$ 600 Modest sponsorships to local events that bring in additional visitors: Salmon Derby, Litter Free, Safe Graduation
9440	Booth Rental	\$ 275 Travel Juneau travel fair, Maritime Festival
9450	Crossing Guard Gift Cards from TBMP	\$ 250 \$25 ea for 10 guards (Aug)
<b>Supplies</b>		
9510	Membership certificates	\$ 50 230 members: cost for envelopes, stickers
9520	Swag	\$ 1,500 TBMP logo items (pens, pins, stickers)
9530	Postage, mileage	\$ 500 Mailing certificates, mileage
<b>TOTAL FOR TBMP OPERATIONS</b>		<b>\$ 46,655</b>
<i>Note: Travel Juneau does not take an admin fee for TBMP.</i>		



December 30, 2025

Alexandra Pierce  
Visitor Industry Director, City & Borough of Juneau  
155 Heritage Way  
Juneau, AK 99801

Dear Ms. Pierce:

Tourism Best Management Practices (TBMP), through Travel Juneau, requests a grant of \$46,965 from Marine Passenger Fees to continue the program for FY27. This amount is unchanged from FY26.

This request supports:

- HR costs for the administrator and additional hours to monitor the Crossing Guard program
- maintenance of the database module for the TBMP program
- maintenance of the TBMP microsite and URL
- program communications and PR
- modest community event support
- member collateral

Please refer to the attached spreadsheet for details on the estimated expenses for this program. We appreciate CBJ's support of these efforts to make Juneau a safe and hospitable visitor destination. We're currently hiring to fill the vacant Administrator position for the program; if you need further information, please contact me directly.

Sincerely,

Liz Perry, President & CEO, Travel Juneau



TO: Alexandra Pierce  
Visitor Industry Director, City & Borough of Juneau

FROM: Liz Perry  
President & CEO, Travel Juneau  
on behalf of Tourism Best Management Practices

DATE: December 30, 2025

RE: Request for program grant funding via Marine Passenger Fees

Ms. Pierce,

Travel Juneau, and for the last three seasons, Tourism Best Management Practices (TBMP), have overseen the city's seasonal crossing guard program for approximately two decades. On July 1, 2025, the program shifted operations from Goldbelt Security to the Juneau Economic Development Council (JEDC) through an RFP process. TBMP received responses from Goldbelt Security and JEDC, with JEDC being awarded the program. No other responses were received after the deadline.

When discussing the program separately with the two respondents, Travel Juneau and TBMP staff determined that neither Travel Juneau nor Goldbelt knew the true cost for the program: as Goldbelt had underperformed with their contract for the previous three seasons (2022, 2023, 2024), we concluded that the contract amount may not have been sufficient to resource this important program. With that in mind, TBMP supported JEDC's proposal for \$554,586.27 – in line with previous years' requests – to operate the program from July 1, 2025 to October 30, 2026. Please note that, by design, this first-year contract covers a full season rather than concluding at the end of the fiscal, as process goals was to minimize disruption during the 2025 season.

The transition to JEDC went well after some early challenges and TBMP received compliments on the guard staff, their friendliness, and efficiency. In sum, the program was much more successful than in the last several years, including pre-Covid seasons.

However, as of July 1, 2025, start-up, hiring, and payroll costs exceeded JEDC's estimate; further, the program needed unanticipated additional management throughout the season. On November 10, 2025, JEDC requested \$39,500 in incremental funding to cover losses incurred ahead of the July 1 contract start throughout October, 2026. This increment would fill the gap and enable JEDC to provide the same level of service as in 2025. I have included Brian Holst's request dated November 10, 2025 for your reference.

TBMP has also received JEDC's request for FY27 funding which presents two scenarios showing different levels of programming. Version 1 proposes a higher level of staffing and hours to improve on the 2025 season; Version 2 proposes maintaining the level of service delivered last season. Both account for the

for increased payroll and management, and are aligned with the city's fiscal. I have included the estimate memo from JEDC dated December 11, 2025 for your reference.

Considering the program's 2025 success and to meet the goal of determining the true cost of this program, Travel Juneau requests and recommends the following actions:

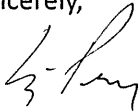
- 1) Approval of incremental funding from Marine Passenger Fees totaling \$39,500 as requested by Brian Holst in his letter of November 11, 2025. This amount will cover JEDC's subsidization of the program for the 2025 season.
- 2) Approval of Version 1 (V.1) of JEDC's projected budget, which aligns with the city's fiscal, provides significantly more service hours, and includes staffing of an additional crosswalk during high-volume days.

Travel Juneau anticipates that this course of action will 1) inform future funding requests for the Crossing Guard Program, and 2) provide the contractor confidence to perform well and maintain interest in future seasons.

Please note that Travel Juneau did not receive grant funding for the FY26 program as it had rollover from previous years of underperformance. At this time, we anticipate being able meet the financial obligation to the program through June 30, 2026.

Travel Juneau and TBMP are proud to be associated with this important community and commercial program, designed to keep our visitors safe and business traffic moving efficiently. Please let me know if you need additional information or have questions.

Sincerely,



Liz Perry  
President & CEO, Travel Juneau, and representing TBMP



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

November 10, 2025

Liz Perry  
 Tourism Best Management Practices  
 800 Glacier Avenue, Suite 201  
 Juneau, AK 99801

RE: FY2026 Break-Even Renumeration

Dear Liz,

During the winter and spring, as JEDC developed a budget proposal for Crossing Guard services and discussed it with TBMP, it became evident that—since only one group had previously performed the work, and not to an acceptable standard—the level of effort and cost required to meet a necessary higher standard were uncertain.

Having never performed this specific type of service before, JEDC developed its best good-faith estimate of the effort and costs required, which was included in the proposal accepted by TBMP in the spring. At the time, we believed the estimate would allow JEDC to be made whole for both performing the services from July through October 2025 and for the startup costs necessary to assume operations mid-summer, as well as earning 10% above those costs, which could be reprogrammed by JEDC to support our non-profit purposes.

Now, with a full accounting of the summer’s activities, it is clear that the level of effort—and corresponding costs—exceeded our initial projections. As shown in the accompanying profit and loss statement (excluding Support staffing expenses and revenues), JEDC incurred a total loss of \$39,500 operating the program, including startup activities. Of that amount, approximately \$19,900 reflects startup costs (May–June), and \$19,600 represents operational losses (July–October).

Ordinary Income/Expense	<u>1020 Crossing Guard Program</u>
<b>Income</b>	
430 · Fee Income	204,056.47
465 · Reimbursed Expenses	320.00
<b>Total Income</b>	<u>204,376.47</u>
<b>Gross Profit</b>	204,376.47
<b>Expense</b>	
Total 500 · Payroll & Benefits	194,238.64
512 · Advertising & Website	68.77
530 · Dues, Licenses, Subscriptions	190.00
533 · Events & Workshops Sponsored	298.40
534 · Program Expense	2,725.79
566 · Program Supplies	13,339.74
569 · Recruitment & Employee Moving	862.57
587 · Telephone & Internet	76.57
589 · Training & Staff Development	66.00
591 · Staff Travel, Meals & Meetings	236.72
<b>Total 590 · Travel, Meals &amp; Meetings</b>	<u>236.72</u>
594 · Shared Overhead	31,815.48
<b>Total Expense</b>	<u>243,918.68</u>
<b>Net Income</b>	<u><u>(39,542.21)</u></u>

As discussed in our recent meeting, the primary factors contributing to this variance were **staffing-related**. To recruit and retain qualified Crossing Guards, JEDC had to offer higher wages than anticipated—**\$25/hour vs. \$23.50 budgeted** for Guards, and **\$30/hour vs. \$26 budgeted** for Supervisors. Additionally, the program demanded significantly more **managerial oversight** than expected due to the complex, weather-dependent, and variable nature of downtown crossings. While our initial proposal included a **15% management fee** (or ~\$0.15 for every \$1 paid to crossing guard staff), actual management effort was closer to **25%**. Senior staff were frequently required to handle real-time operational challenges to maintain safety and service quality, often outside of the hours the crosswalks were open. Additionally, we believe that assuming the mid-season program exacerbated hiring issues, with much of the talent pool taken early in the spring/summer.

Despite these challenges, JEDC successfully elevated the program's performance—ensuring professionalism, reliability, and strong community coordination throughout the summer. We are confident that the lessons learned this year will further improve future operations.

To bring the organization to financial parity for this inaugural year, JEDC respectfully requests an additional payment of **\$39,542.21** from TBMP. This amount reflects the actual cost of program implementation and operations, beyond what was covered by our original estimate. It should be clear that this does not include the 10% additional earnings that JEDC had budgeted for and anticipated within our initial proposal.

Thank you for the consideration of these costs. As discussed at our meeting on October 29, 2025, once we know if these costs can be recovered directly, we will submit options for welcome guard services that will incorporate our lessons learned in 2025 and offer levels of service that we believe is required to meet the expectations of guests, operators, and citizens of Juneau.

JEDC remains committed to maintaining the high standards that the community and local businesses expect of the Crossing Guard program. Please let us know if you have any questions or concerns.



**Brian Holst**

**Executive Director**



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

**December 11, 2025**

**Liz Perry  
Tourism Best Management Practices  
800 Glacier Avenue, Suite 201  
Juneau, AK 99801**

**RE: CY2026 Budget Supplemental & FY2027 Budget Proposal**

Dear Liz,

Per your request and after our recent discussions around the CY2025 season, including fiscal realities around the operation of the program, we are eager to present what we think are two viable budget scenarios for the Crossing Guard moving forward, both for CY2026 and FY2027.

**CY2026 (April 2026 – October 2027) Projected Budget - Two Scenarios**

As a refresher, during the winter and spring, as JEDC developed a budget proposal for Crossing Guard services and discussed it with TBMP, it became evident that—since only one group had previously performed the work, and not to an acceptable standard—the level of effort and cost required to meet a necessary higher standard were uncertain.

Having never performed this specific type of service before, JEDC developed its best good-faith estimate of the effort and costs required, which was included in the proposal accepted by TBMP in the spring. At the time, we believed the estimate would allow JEDC to be made whole for both performing the services from July through October 2025 and for the startup costs necessary to assume operations mid-summer, as well as earning 10% above those costs, which could be reprogrammed by JEDC to support our non-profit purposes.

Now, with a full accounting of the summer's activities, it is clear that the level of effort—and corresponding costs—exceeded our initial projections. As shown in the accompanying profit and loss statement (excluding Support staffing expenses and revenues), JEDC incurred a total loss of \$39,500 operating the program, including startup activities. Of that amount, approximately \$19,900 reflects startup costs (May–June), and \$19,600 represents operational losses (July–October).

As discussed in our recent meeting, the primary factors contributing to this variance were **staffing-related**. To recruit and retain qualified Crossing Guards, JEDC had to offer higher wages than anticipated—**\$25/hour vs. \$23.50 budgeted** for Guards, and **\$33.70/hour vs. \$26 budgeted** for Supervisors. Additionally, the program demanded significantly more **managerial oversight** than expected due to the complex, weather-dependent, and variable nature of

downtown crossings. While our initial proposal included a **15% management fee** (or ~\$0.15 for every \$1 paid to crossing guard staff), actual management effort was closer to **18%**, excluding startup time. Senior staff were frequently required to handle real-time operational challenges to maintain safety and service quality, often outside of the hours the crosswalks were open. Additionally, we believe that assuming the mid-season program exacerbated hiring issues, with much of the talent pool taken early in the spring/summer.

Now, with a clear view of the CY2026 Cruise Ship calendar and a firmer grasp on the cost structure of the program, JEDC is submitting two revised budget scenarios for consideration.

### **Version 1**

Based on what we learned this past summer, our recommendation is to fund the program in such a way that allows JEDC to deliver the highest level of safety and service to our cruise ship guests. While the original contract sets the minimum coverage at two crosswalks and the maximum coverage at five crosswalks, our projections in this Version 1 scenario assume one crosswalk when there is only one ship in town and seven crosswalks when there are 10,000+ people in town. This also reflects how the program operated in the latter part of the season.

From our experience, the sidewalk infrastructure from the Marine Park Garage to the Tram is severely inadequate for that number of pedestrians. Adding the Roundabout crosswalk and the Tram South crosswalk will provide additional eyes and ears while minimizing the potential for accident and injury. Since these two crosswalks were added to our DOT permit last summer to ensure we could control those locations if and when necessary, we hope to have this formally agreed upon in advance to avoid JEDC's further subsidization of the program. Lastly, this scenario also adds coverage at two guards deep for the Tram crosswalk and the Library crosswalk during the busiest times of the day allowing guards to more easily rotate breaks without gaps in coverage

- Minimum Coverage - When there is only one large cruise ship in town, there will only be one crosswalk open, and it will be the one closest to where the one ship is docked. This is consistent with how the program operated in 2025 with approval from Travel Juneau for this contract deviation. This requires one guard and one supervisor/floater for breaks.
- 6,000-10,000 passengers – This schedule will include 3-5 guards, one supervisor, and one standby floater to cover Crosswalks A, B, C, and D/E, as needed.
- >10,000 – This is the maximum daily coverage and will involve 7 crosswalks being covered by 7-9 guards (two locations with double coverage - usually the Tram crosswalk and the Library crosswalk), one supervisor, and one standby floater scheduled to cover Crosswalks A, B, C, D, and E plus Tram South (F) and the Roundabout (G) on these days.

This new level of staffing, which results in **additional ~4,500 hours** of crossing guard work, would necessitate a **\$250,976** supplemental appropriation to the program budget for the

season. The proposed budget includes a modest 3% inflationary rise in the wages paid to staff last season (\$25.75 for Guards and \$34.71 for Supervisors). It holds all management rates and overhead steady from the approved budget.

<b>UPDATED BUDGET V.1</b>	
<b>(13,330 Hours)</b>	
<b>FY2026/2027 (April 2026 - Oct 2026)</b>	
<b>Personnel Services</b>	
Wages	370,102.48
Taxes	36,270.04
Season Completion Bonus	16,663.75
Management/Training	60,955.88
Overhead	70,099.26
Profit	<u>53,742.77</u>
Personnel Services Total	<b>\$ 607,834.18</b>
<b>Equipment/Supplies</b>	
Employee Gear	9,400.00
Crosswalk Equipment	850.00
Markup	<u>1,845.00</u>
Equipment Total	<b>\$ 12,095.00</b>
<b>Total Budget</b>	<b>\$ 619,929.18</b>

**Version 2**

This version maintains the status quo coverage from the proposed and contracted budget, with an update for total hours now that the CY2026 Cruise calendar is available.

The following assumptions were used in this budget proposal:

- <6,000 passengers – This is the minimum daily coverage based on having two guards, one supervisor, and one standby floater scheduled to cover Crosswalks A, B, and C on these days.
- 6,000-12,000 passengers – This schedule will include three guards, one supervisor, and one standby floater to cover Crosswalks A, B, C, and D/E, as needed.
- >12,000 – This is the maximum daily coverage based on having four guards, one supervisor, and one standby floater scheduled to cover Crosswalks A, B, C, D, and E on these days.

Our updated proposal for this service, which results in **additional ~300 hours** of crossing guard work, would necessitate a **\$84,000** supplemental appropriation to the program budget for the season. The proposed budget includes a 5% inflationary rise in the wages paid to staff last season (\$26.25 for Guards and \$35.39 for Supervisors). It also increases the management fee and overhead rate to 18%, per actual rates from the previous year.

<b>UPDATED BUDGET V.2 (9,100 Hrs)</b>	
<b>FY2026/2027 (April 2026 - Oct 2026)</b>	
<b>Personnel Services</b>	
Wages	\$ 255,392.34
Taxes	\$25,028.45
Season Completion Bonus	\$11,363.75
Management/Training	\$50,475.74
Overhead	\$59,561.38
Profit	\$39,045.79
Personnel Services Total	\$ 440,867.45
<b>Equipment/Supplies</b>	
Employee Gear	9,400.00
Crosswalk Equipment	850.00
Markup	1,845.00
Equipment Total	\$ 12,095.00
<b>Total Budget</b>	<b>\$ 452,962.45</b>

**FY2027 (July 2026 – June 2027) Projected Budget - Two Scenarios**

Each of these versions is a copy of the level of service described above, but for a slightly different time frame, aligning with the City’s budgeting process. The only changes are the addition of April 2027 – June 2027, to which we apply a 3% inflationary wage increase to the hourly Crossing Guard and Supervisor wages.

**Version 1**

*Enhanced level of Service*

<b>Proposed FY 2027 Budget (13,330 Hrs) V.1</b>	
<b>FY2027 (July 2026 - June 2027)</b>	
<b>Personnel Services</b>	
Wages	374,431.86
Taxes	\$36,694.32
Season Completion Bonus	\$16,663.75
Management/Training	\$61,668.93
Overhead	\$70,919.27
Profit	<u>\$54,371.44</u>
Personnel Services Total	\$ 614,749.57
<b>Equipment/Supplies</b>	
Employee Gear	9,400.00
Crosswalk Equipment	850.00
Markup	<u>1,845.00</u>
Equipment Total	\$ 12,095.00
<b>Total Budget</b>	<b>\$ 626,844.57</b>

**Version 2**

Maintaining Level of Service

<b>Proposed FY 2027 Budget (9,100 Hrs) V.2</b>	
<b>FY2027 (July 2026 - June 2027)</b>	
<b>Personnel Services</b>	
Wages	260,431.31
Taxes	25,522.27
Season Completion Bonus	\$11,363.75
Management/Training	\$51,471.64
Overhead	\$60,736.54
Profit	<u>\$39,816.18</u>
Personnel Services Total	\$ 449,341.69
<b>Equipment/Supplies</b>	
Employee Gear	9,400.00
Crosswalk Equipment	850.00
Markup	<u>1,845.00</u>
Equipment Total	\$ 12,095.00
<b>Total Budget</b>	<b>\$ 461,436.69</b>

We look forward to discussing this with you. If we can find the resources, we believe Option 1 will be the level of service that best meets the expectations of our guests, operators, and our community. We are happy to meet as needed.

Sincerely,

*Sam Muse*

**Sam Muse**  
**Finance & Administration Director**



December 30, 2025

Alexandra Pierce  
Visitor Industry Director, City & Borough of Juneau  
155 Heritage Way  
Juneau, AK 99801

Dear Ms. Pierce,

Travel Juneau requests funding from Marine Passenger fees to continue Visitor Information Services programming in FY27. As note of reference, you will receive separate requests from Travel Juneau for the FY27 TBMP and the Crossing Guard programs.

Travel Juneau Visitor Information Services program - \$312,200: The Visitor Information Services (VIS) program assists cruise passengers by providing local directions, excursion referrals, and information about medical resources, community services, and local activities. During the season, two dockside visitor information services centers are staffed seven days per week. For FY27, Travel Juneau will shift to paid seasonal staff from volunteers to better provide the operational hours required, and we invite CBJ leadership to read the accompanying rationale document. In short, Travel Juneau no longer has the volunteers required to properly maintain service hours at the downtown visitor centers.

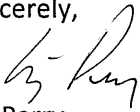
During the 2025 season, Travel Juneau's VIS assisted nearly 113,000 visitors at its downtown sites, approximately 7% of total cruise visitation; numbers this season were lower due to the kiosk being offline for repairs and the reduced number of available volunteers, who provided just over 2,000 service hours. Travel Juneau anticipates that 2026 season will end higher as we transition to paid staff and increase efforts with visitor education. The requested funding will support:

- 60% of base salary for 2 full-time TJ staff to recruit, train, and supervise 12 seasonal staff, manage all visitor centers, and develop/maintain inventories of up-to-date visitor and informational materials. Travel Juneau provides regular communications to staff.
- 100 % of 12 seasonal staff for the Cruise Ship Terminal Visitor Center (CST) and Marine Park kiosk. Seasonal staff will be hired and trained ahead of the season and Travel Juneau will absorb the cost of new seasonal staff through June 30, 2026.
- a minimum of 2 required full-group trainings and additional small group trainings as needed
- visitor materials, including informational handouts and approximately 50,000 walking maps and for distribution primarily at the dock visitor information centers
- supplies for the visitor centers
- postage for visitor guides
- subscription to online staff scheduling and timekeeping platform

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

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

Sincerely,



Liz Perry  
President & CEO  
Travel Juneau

**Travel Juneau  
Visitor Information**

Income	FY27 Projected	Notes	Internal Notes
--------	-------------------	-------	----------------

**Expenses**      **TOTAL REQUEST:**      **\$ 312,200** Marine Passenger Fee request

60% of salaries (gross + ER)	\$ 70,000	60% of full-time expense: 2 FTE, year-round	To keep up with inflation rate of 3%
Increase by \$110,000	\$ 175,000	100% of seasonal expense (base wages plus ER)	With continual issues getting volunteer
Same as FY26	\$ 1,500	Employee Scheduling Software	
Increase by \$450	\$ 3,200	Visitor Site Supplies	
Increase by \$4000	\$ 28,000	DT Walking Maps & Translations: for 50,000 copies and translation, resizing and restructuring map	Want to work with a different company to create a more pocket-friendly map
Same as FY26	\$ 4,500	Telephone & Internet	
Increase by \$500	\$ 26,000	Postage: Regular and journal Graphics Fulfillment	Increase in postage price & outsourcing
Increase by \$3000	\$ 3,000	Mileage for VIS Dept	
	\$ 1,000	Parking for staff in Marine Parking Garage while	2 parking spots for 5 months in the

**TOTAL**      **\$ 312,200**



# VISITOR SERVICES DEPARTMENTAL CHANGES

Prepared by **Timothy Sislo**

**Oct 23, 2025**

## PROPOSAL BRIEF

The Visitor Services department has been proudly serving Juneau's visitors using a volunteer-based model for approximately 40 years. However, like many organizations across the country, we've been experiencing a significant decline in volunteer participation following the pandemic. This trend has created increasing challenges in maintaining consistent staffing levels at our visitor sites, impacting our ability to deliver high-quality service and overextending department staff.

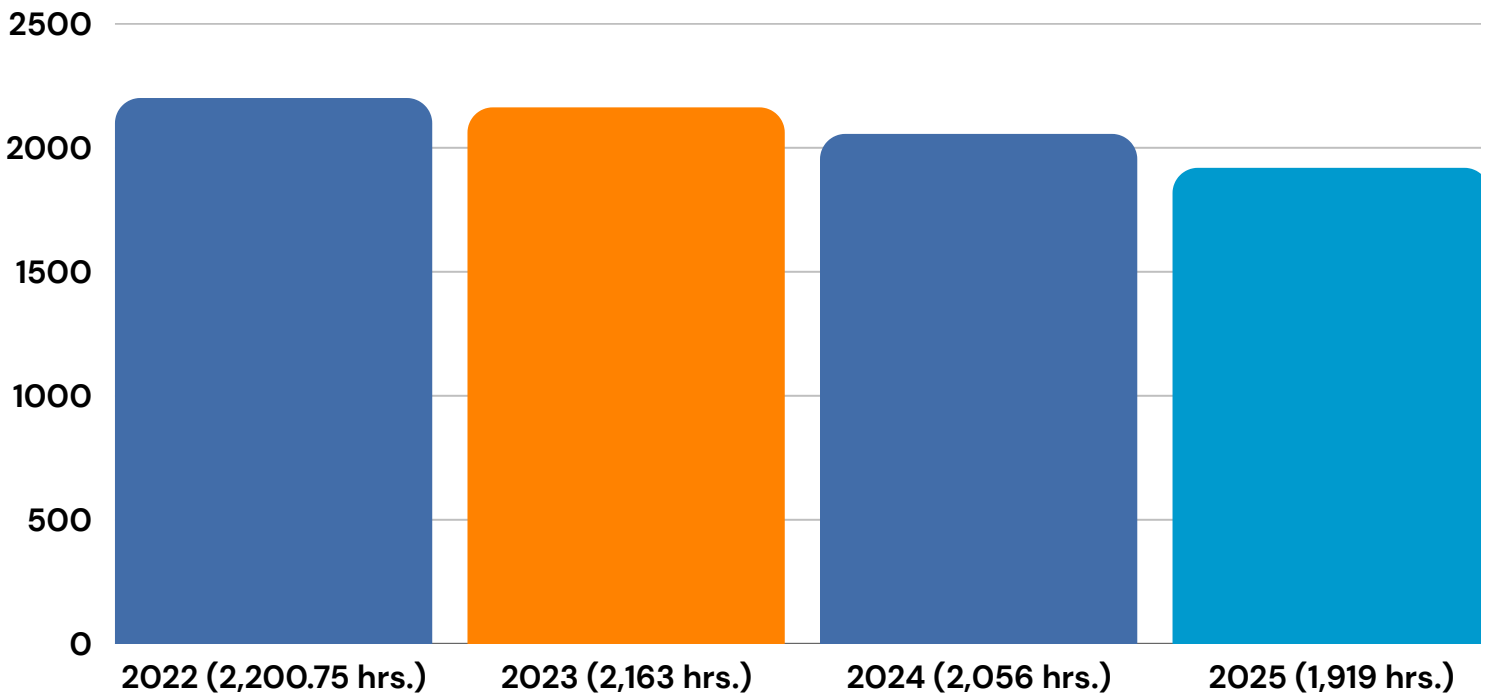
After careful consideration, we're proposing a strategic shift in our operational model. Specifically, we are proposing transitioning to paid staff positions at our two downtown seasonal visitor sites, the Cruise Ship Terminal and Kiosk, which would provide reliable, consistent coverage and maintain the exceptional visitor experience that reflects positively on our community.

We believe these adjustments will position Visitor Services for continued success while adapting to the realities of today's volunteer landscape.

# STAFFING PROPOSAL

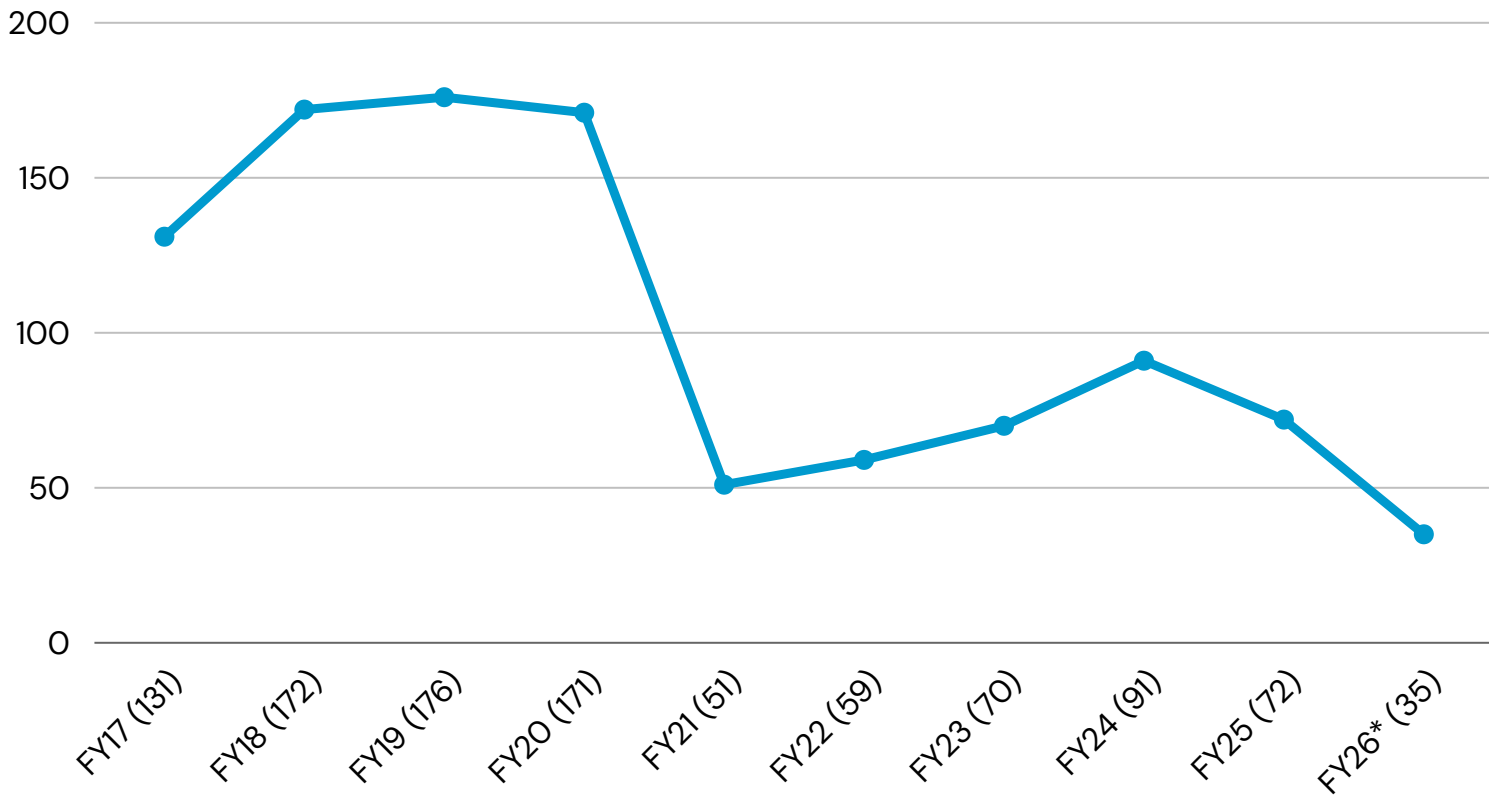
In 2019, volunteers contributed 5,665.13 hours of service across our various programs. Prior to the COVID-19 pandemic, volunteer participation consistently averaged approximately 5,500 hours per calendar year. This included staffing for the onboard greeter program and the ferry terminal, both of which have been discontinued since the pandemic. The onboard greeter program was halted due to enhanced security measures on the ships. The Ferry terminal became unstaffed due to ferry schedules and low interest from volunteers.

## VOLUNTEER HOURS BY CALENDAR YEAR



Volunteer engagement has evolved considerably since the COVID-19 pandemic. This past summer, 72 volunteers signed up for and completed training courses, yet only 35 actually worked shifts. Of those who worked, participation levels varied significantly. While 13 volunteers provided occasional support with fewer than 10 hours, seven dedicated individuals each exceeded 75 hours of service, with two contributing over 100 hours. This distribution underscores the challenge of maintaining consistent and reliable staffing levels.

## ACTIVE VOLUNTEERS BY FISCAL YEAR



\*YTD

## HOURS WORKED AT VISITOR SITES FOR SUMMER 2025

	CRUISE SHIP TERMINAL	MARINE PARK KIOSK	AIRPORT VISITOR DESK
<b>Total Available Hours if Staffed by 2 People</b>	2,934	2,394	2,813.50
<b>Total Hours Worked by Volunteers</b>	1,447	207	203.25
<b>Total Hours Worked by Seasonal Staff</b>	596	39	0
<b>Total Hours Worked by VIS Dept./TJ Staff</b>	357	6	0
<b>Total Hours Worked by Downtown Business Association</b>	N/A	39	N/A
<b>Total Hours Closed due to Staffing or Special Circumstance</b>	190 <i>(remaining hours of total, visitor center was open, but staffed with only one person)</i>	2104*	2,610.25

\*The Marine Park Kiosk was closed for two days for the installation of replacement windows. The remainder of closures was due to staffing.

## STAFFING PROPOSAL

- Travel Juneau proposes hiring 12 seasonal part-time staff, with one staff member acting as a shift lead, to staff the main Cruise Ship Terminal Visitor Center and the Marine Park Kiosk.
- With the competitive market, we have budgeted staff wage at \$24/hr., and our shift lead at \$25/hr.
- Travel Juneau will provide a \$1/hr. bonus for all hours worked for staff completing their contracted dates during the season.
- Some staff will be assigned to stock and deliver materials, with TJ providing mileage reimbursement based on the US federal rate.
- Travel Juneau has experienced staff capable of managing the program, and will continue to utilize an online employee scheduling system for employee management.

ITEM	CURRENT BUDGETED AMOUNT	NEW BUDGET REQUEST
Payroll & Bonus for Seasonal Staff	\$33,000 <i>(2 Part-time Staff)</i>	\$175,000
Mileage for VIS Department <i>(Including Full-time Staff, Requested in regular budget, not through MPF)</i>	\$1,900	\$3,000
Employee Scheduling System	\$1,500	\$1,500



# CONCLUSION

In conclusion, after 40 years of proudly serving Juneau's visitors through a volunteer-based model, it is time to evolve to address the realities of today's operational landscape. The significant decline in volunteer participation following the pandemic, coupled with increased visitation, has created ongoing staffing challenges—particularly at our downtown seasonal sites and during the airport's peak early morning and late evening flight activity.

Transitioning to paid staff positions at the Cruise Ship Terminal and Kiosk will ensure reliable, consistent coverage and maintain the exceptional service quality and messaging that reflects positively on our community.

We remain committed to engaging our valued volunteers through meaningful opportunities at conferences and special events, where they will continue to play a vital role in welcoming out-of-town guests. These strategic adjustments will position Visitor Services for continued success while honoring our legacy of outstanding service to Juneau's visitors.

Thank you for your thoughtful consideration of this proposal.

*\*Note: Written content of proposal was edited for clarity with the assistance of Claude AI software.*

## **TNA Proposal: Using Marine Passenger Fees to Install Street Lights**

### **Budget Considerations for Street Lights**

Proposing a budget is beyond the collective knowledge base of the Thane Neighborhood Association Board members. A simple example: we know the spacing required between street lights is dependent upon the height and cone of light produced by the installed lamp<sup>1</sup>, but we don't possess the information to determine those factors. Board members are also aware that stakeholder agreements between CBJ, DOT, AEL&P - plus soliciting bids from private contractors - may come into play. We trust these myriad, complex decisions are best left to those with the required expertise. And, of necessity, a certain amount of funding must be spent to conduct a study that provides such guidance.

An option that appears to be the least expensive and most straight-forward to implement is to request AEL&P mount and connect power to fixtures on existing wooden poles. There are six wooden poles on the sidewalk side of the road and five on the upper side. An article posted on the Alaska Village Electrical Cooperative from 2021 provided a cost of \$600 for the cost of the fixture, shipping and installation.<sup>2</sup> How to determine initial investment cost and payment for ongoing operational costs must also be determined by stakeholders.<sup>3</sup>

<sup>1</sup> <https://highways.dot.gov/safety/other/visibility/fhwa-lighting-handbook-august-2012/7-lighting-application>

<sup>2</sup> <https://avec.org/2021/11/01/how-to-add-or-upgrade-streetlights/>

<sup>3</sup> [https://www.cps-lighting.com/how-much-street-light-cost/#Breaking\\_Down\\_Street\\_Light\\_Costs\\_Shining\\_a\\_Light\\_on\\_Initial\\_Investments\\_and\\_Ongoing\\_Expenses](https://www.cps-lighting.com/how-much-street-light-cost/#Breaking_Down_Street_Light_Costs_Shining_a_Light_on_Initial_Investments_and_Ongoing_Expenses)

## **TNA Proposal: Using Marine Passenger Fees to Install Street Lights Conformance with the Settlement Agreement**

Before addressing conformance with the Settlement Agreement, it is important to call attention to Exhibit D, Maritime Industry Zones. According to this map, the Thane Neighborhood Association (TNA) is requesting street light installation along a stretch of road that is entirely within Zone B.

Two sections of the *Settlement Agreement* address the allowable use of Marine Passenger Fees (MPF) for installing street lights along the stretch of road between South Franklin Street Dock B to the Mill Street corner. #3 Agreed Use of Fees in Maritime Industry Zone states, "...Wherein CBJ provides (Zone A) or could provide (Zone B) the infrastructure for cruise vessels, the support services for such vessels while in port, and infrastructure and services that further the marine enterprise/operation of such vessels...(p. 3 of 9)" Street lights fall under the category of infrastructure and, arguably, lower the risk of accidents for vehicles engaged in vessel support and services. Early morning, evening and nighttime illumination would enhance the safety of passengers walking from and returning to ships berthed at the AJ Dock.

TNA is requesting increased lighting for a section of sidewalk within Zone B that becomes crowded with passengers following ships' arrival and preceding the onboard deadlines at AJ Dock. One assumes passengers' desire to stretch their legs may be an influence. When crowded, faster walking pedestrians frequently step into the road to maintain their walking speed. Since a long section of the sidewalk is uphill on the return to AJ Dock, a noticeable disparity between walkers' speeds is evident. Also evident to Thane drivers is that the bigger groups of happy vacationers tend to be less aware of their surroundings, particularly the children in those groups. Improved illumination could assist drivers, especially in failing evening light or on days with heavy overcast and rain, to avoid pedestrians walking in the roadway.

Morning and evening civil and nautical twilight didn't pose as great a danger to pedestrian passengers when the cruise ship season spanned late May to early September; however, increased numbers of passengers along that section of road, as well as the lengthened mid-April to mid-October season has significantly increased the potential for vehicle-involved injuries to ship passengers. Adding street lights reduces the risk of an accident for residential drivers; drivers providing cruise line support, in particular the larger multi-passenger vans and buses; and CDL drivers for local businesses, such as Alaska Marine Lines' semi-trailer trucks and Petro Marine Services' fuel trucks. Thane Road residents appreciated the increased pedestrian safety brought about by the bollards and chains installed along Franklin Street. The same would hold true for additional street lights along that stretch of Thane Road

Paragraph 3d under Agreements, further states: *For proposed capital improvements or operational services within Zone B, the parties agree to discuss these ideas at the annual meeting (p. 5 of 9, author italicized).* TNA urges the proposed Zone B infrastructure addition of street lights between Franklin Street Dock B and the corner of Mill Street be prioritized at the next annual meeting.

**THANE NEIGHBORHOOD ASSOCIATION**

**4545 Thane Road  
Juneau, Alaska 99801  
(907) 586-8277**

**larri.irene.spengler@gmail.com**



**Board**

**Robin Cassell, President**

**Nathan Carey**

**Mariann Cummings**

**Christopher Dillon**

**Rose Hagerup**

**Dan Palicka**

**Larri Spengler**

**Gordon Taylor**

Alexandra Pierce  
CBJ Tourism Manager  
155 Heritage Way Juneau, AK 99801

December 29, 2025

Re: passenger fee suggestion: streetlights

Dear Ms Pierce:

The Thane Neighborhood Association reiterates its request from last year the next cycle of cruise ship passenger fees be used to install streetlights along the dark, unlighted stretch of road from just past the South Franklin Street Dock (Dock B) to Mill Street.

With the increasing length of the cruise ship season, more and more tourists from ships berthed at the AJ Dock are walking in the dark along that section of road. Installation of streetlights would also benefit tourism traffic like buses and vans, as well as local and visiting pedestrians and bicyclists.

When the sidewalk is especially crowded, pedestrians have a tendency to step into the road - and traffic - to go around other people on the sidewalk or walk on the gravel margin on the opposite side of the road. The concerns with safety are additionally grave when considering many of the transiting vehicles are large multi-passenger vans, buses and AML semi-trucks.

Throughout the winter months, pedestrians continue to use that stretch of sidewalk. In particular, the new warming shelter on Mill Street increases the number of pedestrians and related safety issues. When it snows, that sidewalk is usually not cleared and people — often wearing dark colors — have to walk in the roadway.

Though the responsible party for that section of road may be the Alaska Department of Transportation, a collaboration with CBJ, in which materials and the installation are funded, may promote planning discussions.

Streetlights along this limited section of Thane Road would significantly ensure public safety. With this in mind, Thane Neighborhood Association proposes cruise ship passenger fees contribute to an effective solution before a visitor or resident is struck by a vehicle,

If you have any questions we can help with, please let us know.

Thank you for your consideration.

  
Larri Irene Spengler, Secretary  
Thane Neighborhood Association

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 2:19:06 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Mark Johnson
<b>Email</b>
<a href="mailto:markjak646@gmail.com">markjak646@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Please use some of these funds for an additional staffed EMS ambulance to serve cruise ship passengers. There have been news reports that response times to local emergencies can be delayed due to increased demands for these services from cruise ship passengers and crew members.
<b>Project Budget</b>
Approximately \$350,000 per year.
<b>Conformance with the Settlement Agreement</b>
The settlement agreement allows funds for emergency response, including EMS.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Monday, December 1, 2025 10:43:08 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Molly Hodges
<b>Email</b>
<a href="mailto:mollyp.hodges@gmail.com">mollyp.hodges@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
I propose the City and Borough of Juneau hire a permanent, full-time arborist to maintain the downtown Evergreen Park and Cemetery Arboretum along with the trees and shrubs in the other parks, paths and roadways frequented by tourists. I can think of no means of better show casing our beautiful city than to maintain it well. The Cemetery is of historic importance and a wealth of diverse interest horticulturally. We should showcase it, but need manpower to maintain it properly.
<b>Project Budget</b>
\$75,000/year
<b>Conformance with the Settlement Agreement</b>
Tours of Evergreen Park and Cemetery are offered by the City Museum and promoted to those visiting Juneau. The tourists use our roads, parks and paths. They are here to see the beauty of our natural world. It is up to us to showcase it, maintain it and enhance it.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, January 15, 2026 12:10:15 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Morgan Johnson
<b>Email</b>
<a href="mailto:hello@thepotteryjungleclub.com">hello@thepotteryjungleclub.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Project Description — Follow the Fish to Local Lane</p> <p>Follow the Fish to Local Lane is a permanent, place-based wayfinding and pedestrian safety project designed to guide cruise visitors and residents from the waterfront and into Juneau’s emerging Local Lane business district. The project uses a series of cast bronze salmon sculptures, coordinated signage, and enhanced crossing safety to create a clear, welcoming, and distinctly Alaskan pathway between the port and downtown.</p> <p>Local Lane is a grassroots neighborhood business district made up of year-round, locally owned shops, studios, galleries, cafes, and service businesses. While it has organically grown into a destination for residents and visitors alike, it remains just uphill and out of sight from the cruise ship docks. Follow the Fish bridges that gap by turning the walk itself into an experience; one that feels intuitive, safe, and uniquely Juneau.</p> <p>The bronze fish trail will feature five salmon species (Sockeye, King, Coho, Chum, and Pink) reflecting Alaska’s economic and cultural heritage. The current scope includes 75 cast bronze salmon, with fifteen of each species. Visitors will encounter these fish at regular intervals along the route, creating both visual interest and a clear directional cue: follow the fish to Local Lane. Interpretive signage will explain the fish species, the route and the neighborhood they are being led toward, reinforcing Juneau’s identity as a place rooted in local culture rather than generic cruise tourism.</p> <p>From a port and pedestrian management perspective, this project improves how people move through the waterfront district. By creating a defined, attractive route from the docks and Marine Park to downtown, Follow the Fish helps distribute pedestrian traffic more evenly, reduces congestion near ship disembarkation points, and supports safe and efficient movement through the Maritime Industry Zone. This directly benefits vessel operations and waterfront infrastructure by easing pressure on the busiest areas of the port and improving the overall flow of cruise passenger traffic.</p> <p>A critical safety element of this project is restoring safe, managed pedestrian movement at the City Hall–Marine Park crossing, which has historically been one of the primary routes used by cruise passengers and residents traveling between the waterfront and downtown. Although the marked crosswalk has been removed and replaced with barrels and “Do Not Cross” signage, people continue to cross at this location because it remains the most direct and intuitive path into the downtown corridor and is still a legal crossing. This creates a situation where pedestrians are exposed to vehicle traffic without any formal safety controls, while drivers are faced with unpredictable crossing behavior.</p>

This current arrangement not only creates real safety risks, it also places downtown businesses at a disadvantage by breaking the natural flow of foot traffic between the waterfront and uptown downtown. A seasonal crossing guard would re-establish a safe, orderly pedestrian connection at this critical point, allowing visitors to move confidently and predictably between ships, Marine Park, City Hall, and Local Lane. In addition, the installation of a large, rounded traffic safety mirror on City Hall would improve sightlines for both drivers and pedestrians, further reducing the risk of conflicts and collisions at this busy interface between the port district and downtown.

With my proposal, Follow the Fish will be integrated into Juneau's existing wayfinding system. The project includes the creation of new path-specific signage that visually ties into current city maps and directional signs, as well as the addition of decals and markers on existing large wayfinding maps throughout downtown and the waterfront. This ensures that Local Lane becomes a clearly marked and intuitive destination within the broader city navigation system, rather than a standalone or disconnected feature.

The project is designed to be implemented in phases over multiple years, making it scalable and financially flexible. Initial phases may include a smaller number of fish or fewer species, with additional sculptures and signage added as funding becomes available. This allows the City and project partners to grow the trail over time while immediately delivering visible and functional improvements to pedestrian circulation and visitor experience.

Because the Local Lane Association is still in its grassroots stage and installation locations would be on both city and private property, project implementation and coordination would require CBJ support. Funding estimates contemplate a City employee or project manager to oversee contracting, installation, coordination with Public Works and Parks, and integration into existing wayfinding systems. This ensures professional oversight, accountability, and alignment with broader downtown and waterfront planning efforts.

The route passes the Sealaska Heritage Institute and other major cultural destinations, creating opportunities for partnership and cost-sharing. The project also aligns naturally with Alaska's identity as a salmon state, opening the door to potential collaboration with organizations such as the Alaska Seafood Marketing Institute and other regional partners interested in promoting Alaska's fisheries and cultural heritage.

The bronze fish trail is intended as the foundation of a larger, long-term vision for fish-themed wayfinding and public art in downtown Juneau. Future phases could include murals, large welded salmon sculptures, and additional installations that continue to reinforce pedestrian Wayfinding and celebrate Alaska's marine culture. Together, these elements will create a cohesive, recognizable, and distinctly local experience that enhances Juneau's waterfront, supports downtown businesses, and improves how cruise visitors move through and perceive the city.

### **Project Budget**

950,000

### **Conformance with the Settlement Agreement**

#### **Allowable Use Under the CLIA Settlement Agreement**

The Local Lane wayfinding and safety project is an allowable use of Marine Passenger Fees under the 2019 CLIA v. CBJ Settlement Agreement because it directly supports infrastructure and operational services that facilitate the marine enterprise and vessel operations within the Maritime Industry Zone. The Settlement Agreement explicitly identifies "signage/wayfinding" and "crossing guards" as eligible expenditures within Zone A of the Maritime Industry Zone (Section 3(b) and 3(c)). The proposed use of funds aligns squarely with both categories.

The "Follow the Fish to Local Lane" bronze fish trail and its accompanying interpretive signage function as a wayfinding system that organizes and directs passenger movement from the Marine Park and waterfront dock areas toward downtown businesses and amenities. This improves pedestrian flow, reduces congestion, and supports the efficient movement of cruise passengers away from congested dock areas, which is directly related to facilitating vessel operations and marine enterprise activity.

The Settlement Agreement recognizes that infrastructure that helps move passengers safely and efficiently through the waterfront district—such as seawalks, signage, queuing areas, and access corridors—is a legitimate use of Marine Passenger Fees because these elements are necessary to support vessel operations and passenger handling.

In addition, the request for funding a seasonal crossing guard at the Marine Park / City Hall crosswalk falls squarely within the list of operational services approved under Section 3(c), which explicitly includes “crossing guards” as an allowable MPF-funded service. This crossing is located within the Maritime Industry Zone and is one of the primary pedestrian corridors used by cruise passengers traveling between the docks, Marine Park, and downtown. Providing dedicated crossing guard coverage improves safety, reduces traffic delays, and supports the orderly flow of passengers between ships and shore-based destinations.

Together, the wayfinding elements and the crossing guard position serve the same core purpose recognized by the Settlement Agreement: ensuring that CBJ provides the infrastructure and services necessary for the safe, efficient, and organized movement of cruise passengers and vessels within the waterfront district. These improvements reduce congestion, improve safety, and enhance the functionality of the marine transportation system rather than serving as general tourism promotion.

For these reasons, the Local Lane wayfinding and Marine Park crossing guard components are allowable expenditures under the CLIA Settlement Agreement and are consistent with the court-approved framework governing the use of Marine Passenger Fees.

**Please upload any supporting documents here - PDF ONLY**

- [Local-Lane-Slide-show-PDF.pdf](#)

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Monday, December 1, 2025 8:30:15 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Nicole Lynch
<b>Email</b>
<a href="mailto:nikilynch@gmail.com">nikilynch@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Build a walking/bike path between N. Douglas boat launch and False Outer Point parking lot that is separated from the road, even if only by a guardrail, except for the pullouts. Many people walk out there and ride bikes and keeping that separated for their safety from the many motorized vehicles would be great for marine passengers and locals alike. This provides more room for segways and e-bikes on the roadway by getting pedestrians and non-motorized bikes off the road. ore and more marine passengers are renting Jeeps and venturing out to that area on their own so even without dedicated tours marine passengers benefit.
<b>Project Budget</b>
100,000
<b>Conformance with the Settlement Agreement</b>
Under paragraph 7 the parties will discuss projects outside of the MIZ. It serves the marine passengers both by providing a safe, separated walk and bike path and by freeing road shoulder space for motorized, non-vehicular travel such as e-bikes and segways. M

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, January 1, 2026 9:30:01 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Pat Dryer
<b>Email</b>
<a href="mailto:pat.dryer@juneamountainrescue.org">pat.dryer@juneamountainrescue.org</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Upload Project Description
<b>Project Description (Upload)</b>
<ul style="list-style-type: none"><li><a href="#">JMR-Marine-Passenger-Fee-MPF-Proposal-Drones-IC-Vehicle.pdf</a></li></ul>
<b>Project Budget</b>
\$388,000
<b>Conformance with the Settlement Agreement</b>
<p>This proposal is consistent with the 2019 CLIA v. CBJ Settlement Agreement and the Court rulings incorporated into that agreement.</p> <p>The Settlement Agreement affirms that Marine Passenger Fee (MPF) funds may be expended for services rendered to facilitate the marine enterprise or operations of vessels, and for operational services provided to vessels, passengers, or crew, including fire and emergency medical services and security functions. The agreement specifically lists “fire and emergency medical service” and “police/security patrols and infrastructure” as allowable operational services when they are provided in response to vessel activity and passenger demand (Settlement Agreement ¶3(c), page 5)</p> <p>The Settlement Agreement also recognizes that while most expenditures occur within the Maritime Industry Zone, expenditures outside Zones A and B may be necessary, and that such projects are subject to annual consultation and Assembly approval (Settlement Agreement ¶3(e), page 5)</p> <p>This project funds emergency response support infrastructure that is directly activated in response to visitor and cruise-ship passenger incidents, including high-angle rescues, lost hiker searches, and medical emergencies involving passengers accessing Juneau’s backcountry from the port area. Juneau Mountain Rescue operates under formal MOUs with Alaska State Troopers and Capital City Fire/Rescue and is routinely requested to support incidents involving cruise-ship passengers and other visitors. The proposed mobile incident command vehicle, interoperable radios, aerial reconnaissance, and emergency lighting function as extensions of the fire, emergency medical, and security response capabilities contemplated by the Settlement Agreement.</p> <p>Accordingly, this project conforms to the Settlement Agreement because:</p> <p>It supports emergency response services that are expressly identified as allowable uses of MPF funds (¶3(c))</p>

It directly mitigates operational demands created by cruise-ship passenger and visitor activity, thereby facilitating the safe operation of the marine passenger enterprise; and  
It constitutes an expenditure outside the Maritime Industry Zone that is contemplated by the agreement and subject to annual consultation and Assembly approval (¶13(e))  
For these reasons, the proposed expenditure is consistent with both the letter and intent of the Settlement Agreement and the underlying Court rulings governing the collection and use of Marine Passenger Fees.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 8:06:53 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Paul DiCarlo
<b>Email</b>
<a href="mailto:pauldicarlo23@gmail.com">pauldicarlo23@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Use the money to help fund the long term glacier flood solution.  If the floods keep getting bigger and destroy the visitor center, roads and access to the glacier, the tourists will not be able to visit one of the most popular tourist destinations.
<b>Project Budget</b>
No idea
<b>Conformance with the Settlement Agreement</b>
If the floods keep getting bigger and destroy the visitor center, roads and access to the glacier, the tourists will not be able to visit one of the most popular tourist destinations.



***CAPITAL CITY FIRE/RESCUE***  
*820 Glacier Ave*  
*Juneau, Alaska 99801*

Date: Wednesday, December 24, 2025

Pulse Point

Capital City Fire Rescue (CCFR) strongly supports the implementation of the PulsePoint program in Juneau. PulsePoint has a proven record of saving lives in communities across the country, and both Fairbanks and Anchorage are current users of the program.

Juneau's large visitor population, combined with extended response times—particularly in remote locations—makes PulsePoint a valuable tool for improving outcomes in cardiac arrest incidents. When a cardiac arrest is reported to 911, individuals within a designated radius who have the PulsePoint app receive an alert along with the location of the nearest automated external defibrillator (AED). Because PulsePoint is a national program, visitors may already be nearby and able to initiate CPR before emergency responders arrive.

CCFR frequently responds to cardiac arrests on cruise ships, docks, and trails, where even small reductions in response time can significantly increase a patient's chance of survival.

CCFR is committed to supporting this program by entering community AED locations into the system and by hosting community CPR training to ensure as many residents and visitors as possible are prepared to help. However, CCFR does not currently have funding for the annual PulsePoint community license within its operating budget. Establishing a reliable funding source will be essential to ensure the program's long-term success and sustainability.

Rich Etheridge

A handwritten signature in black ink, appearing to read "Rich Etheridge", with a long horizontal line extending to the right.

Fire Chief

Dr. Peterson is on travel status. He sent this email to Peter Metcalfe on December 29, 2025:

3:36 PM

**Quigley Peterson**

Dear Mr. Metcalfe,

Thank you for your assistance in bringing this forward. Pulse Point has been proven to get CPR and AEDs to individuals in cardiac arrest in hundreds of cities across the country. The data are clear: Early CPR saves lives. Every minute without CPR increases mortality by 10%.

Patients on cruise ships have a higher average age than the general population in Juneau. The stress their numbers place on CCFR can delay response times. Pulse Point can crowdsource vetted individuals and locate AEDs within a short distance of the patient. This will benefit visitors and residents when CCFR has multiple calls at the same time.

Sincerely,

Tim Quigley Peterson, MD

--

[Tim Quigley Peterson, MD](#)  
**Medical Director**  
**Capital City Fire & Rescue**  
[Juneau, AK, 99801](#)

To: CBJ City Manager's Office

Re: Marine Passenger Fee Budget Request – PulsePoint Application

Dear City Manager's Office,

Capital City Fire Rescue (CCFR) and the EMS Chief are writing in support of the Marine Passenger Fee budget request to fund two additional years of the PulsePoint emergency response app to enhance visitor and community safety in Juneau.

PulsePoint enhances early emergency response by alerting nearby CPR-trained individuals when a 911 call is received for an unresponsive, non-breathing person. Juneau attracts many visitors each year, not only those who may benefit from PulsePoint but also those who are CPR-certified through workplace requirements, travel industry standards, or prior training. Those registered with the national PulsePoint app can be notified of incidents nearby, enabling quick bystander CPR and AED use before emergency responders arrive.

CCFR's average response time to out-of-hospital cardiac arrest (OHCA) is approximately nine minutes. In cardiac arrest, brain injury can begin within minutes, making early CPR and defibrillation by bystanders a critical determinant of survival. PulsePoint directly addresses this time gap by activating trained community members who may be able to begin lifesaving care well before fire or EMS units arrive. Community involvement is therefore not supplemental, but essential, to improving outcomes in these incidents.

While cardiac arrest response is a primary focus of PulsePoint, the application's utility extends beyond cardiac-specific events. The app is activated for any emergency involving a person who is unresponsive and not breathing, making it a valuable tool for a range of time-sensitive, life-threatening emergencies where immediate intervention can significantly affect patient outcomes.

CCFR strongly supports evaluating the PulsePoint program over a minimum of three years. These incidents occur relatively infrequently, and outcome data can fluctuate significantly from year to year. A three-year or longer evaluation period allows meaningful trend analysis of data, including bystander response rates, AED use, response times, and survival outcomes. This duration is necessary to accurately assess program effectiveness and avoid conclusions based on limited or variable data.

CCFR also acknowledges the need for administrative funding to support the program through three full years of operation. Sustained funding allows for platform management, data collection and analysis, and continued public outreach. A multi-year funding

approach ensures program stability and enables reliable evaluation of trends in bystander participation and survival rates.

CCFR personnel are enthusiastic about implementing PulsePoint and strongly support integrating it into Juneau's emergency response system. Our staff recognize the importance of engaging the community and visitors as active participants in emergency response and see PulsePoint as a valuable addition to the current chain of survival.

Significant progress has already been achieved in preparation for implementation. Public awareness initiatives have included local radio broadcasts, live demonstrations at events such as the Juneau Public Market, and ongoing community outreach, all of which have sparked strong public interest and enthusiasm. Simultaneously, efforts are in progress to locate and document AED sites throughout the community so they can be integrated into PulsePoint's AED mapping and location features.

CCFR appreciates the opportunity to support this initiative and encourages consideration of this funding request as an important investment in community engagement, visitor safety, and improved emergency medical outcomes in Juneau.

Respectfully,



**ANDREW PANTISKAS**  
Emergency Medical Services Program Manager  
Capital City Fire Rescue  
Office: (907)586-4329  
Cell: (907)419-8136

## **Marine Passenger Fee Project Request Explanation**

To: CBJ Visitor Industry Director Alexandra Pierce  
Re: Marine Passenger Fee Supplemental budget Request  
December 21, 2025

**Request** for \$27,740 to fully implement a CPR 911-app

Additional funding is needed for the City and Borough of Juneau to implement a 911 app, which, once installed, will provide a potentially life-saving rapid response to people in critical need of cardiopulmonary resuscitation (CPR).

Once the app is fully integrated with Juneau's 911 system, all CPR-certified individuals who have registered with the program, which is national in scope and likely to include many cruise ship visitors, will be alerted to nearby incidents that require immediate application of CPR.

A three-year evaluation period is the minimum required to assess program effectiveness accurately. Proof of concept will bolster efforts to secure long-term funding.

A year ago, Peter Metcalfe and Dr. Quigley Peterson, both Juneau residents, submitted a funding proposal for a 3-year, \$34,000 demonstration project to cover the acquisition of the PulsePoint Respond program<sup>1</sup> and three years of subscription costs.

The Marine Passenger Fee Program review committee approved the grant request in May of 2025. Since then, the Juneau Police Department, Capital City Fire Rescue (CCFR), and the City and Borough of Juneau (CBJ) City Manager's Office have been preparing to acquire and implement the mobile app. In the process, it was learned that additional funding is required to fund the three-year project.

---

<sup>1</sup> PulsePoint is a 911-connected mobile app that alerts CPR and AED\* trained individuals to nearby incidents involving individuals who have stopped breathing (usually cardiac arrests). It is used by over 5,000 communities in North America, including Anchorage and Fairbanks. There is no certainty PulsePoint will be selected following the CBJ release of a Request for Proposals.

CBJ administration estimates that the approved \$34,000 in funding will cover the first year, including the cost of PulsePoint's implementation and CBJ's first-year integration costs with its 911 system.

This request is for an additional 2 years of funding totaling \$27,740.

This additional funding will cover the next two years, with an allowance of 8% for a possible increase in subscription fees (to \$8,640 per year = \$17,240), anticipated administrative costs (\$1,500 per year = \$3,000), and \$7,500 for social media video production. Total grant request = \$27,740.

Social media videos will be used to recruit certified CPC individuals to join the 911 app, promote CPR and AED training and certification, and solicit interest in registering AED devices so the app's geolocation features can alert responders to the exact locations of nearby AEDs.

CCFR participants will continue to encourage public engagement with the 911 app through radio interviews, press releases, and participation in public events.

**This project is fundable under 69.20.120 (3) "Programs that promote safety ... of interstate and international commerce..."**

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Sunday, December 7, 2025 7:26:39 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Patrick McCormick
<b>Email</b>
<a href="mailto:mccormick.patrick@gmail.com">mccormick.patrick@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
Reduce moorage fees for commercial fishermen that are negatively impacted by the cruise industry at local harbors.
<b>Project Budget</b>
\$12445

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Sunday, December 7, 2025 12:32:47 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Rebecca Albert
<b>Email</b>
<a href="mailto:rebecca@alaska.net">rebecca@alaska.net</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Hiking education safety briefings for cruise ship passengers. Videos and pamphlets on the ship before they disembark in Juneau. QR codes at trail heads that lead to a video or bullet list of key precautionary recommendations before setting out. I know something like this was done years ago and endorsed by local first responder organizations such as Juneau Mountain Rescue and SEADOGS (I am a search and rescue dog handler with SEADOGS).</p> <p>You would not have to start from scratch but rather update what was previously available and add QR codes at trailheads.</p> <p>Given the number of individual fatalities that occurred this past cruise ship season, I'd think this would be a priority for you to make every effort for your passengers to remain safe and able to complete their cruise itinerary with you and perhaps do it again in future.</p>
<b>Project Budget</b>
I do not have a number but know that qr codes at trailheads would be low cost to implement and given that the bulk of this work has been done in the past, wouldn't cost a lot now to update.

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Tuesday, December 30, 2025 8:49:46 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Sally Saddler
<b>Email</b>
<a href="mailto:renewablejuneau@gmail.com">renewablejuneau@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>CBJ Dock Electrification.</p> <p>The Board of Renewable Juneau recommends that the CBJ prioritize action on cruise ship shore power and that it appropriate enough funding to allow real progress on the project this fiscal year.</p> <p>We regret that we are unable to make a more specific recommendation due to lack of information. Since August we have made a series of inquiries of CBJ staff about the status of CBJ dock electrification, without receiving any substantive responses. Without knowing what progress has been made, and what steps are needed it is impossible for us to provide a more detailed project description.</p> <p>The project has had strong public and Assembly support for nearly a decade. It is time to see real steps toward plugging in cruise ships and beginning to reduce the local and climate pollution that is equivalent to thousands of cars continuously circling downtown while cruise ships are in port.</p>
<b>Project Budget</b>
\$X
<b>Conformance with the Settlement Agreement</b>
<p>Providing dock electrification infrastructure is fully consistent with agreed use of fees in the Maritime Industry Zone. It would provide a direct service to the cruise ships and would allow them to reduce their air and climate pollution.</p> <p>Many, if not most cruise ships are equipped to operate on shore power rather than running generators while hotelled in Juneau.</p>

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Monday, December 8, 2025 8:55:21 AM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Sam Roche
<b>Email</b>
<a href="mailto:samwroche@gmail.com">samwroche@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Hello, my name is Sam Roche and I'm a Juneau resident at 3300 Nowell Ave in Douglas. I'm subitting this form to express my opinion in how the passenger fees are used by CBJ.</p> <p>Ultimately, I'd like to see the funds used to better manage the large number of people in downtown Juneau. A few specific issues I've noticed that could be addressed:</p> <p>-Vehicle and pedestrian traffic and obvious issues - the crossing guards (when posts are manned) do a great job of keeping traffic flowing through downtown. Further development of sidewalk barriers, signage, and alternative pedestrian routes could help keep pedestrians safe and foot traffic flowing. The addition of traffic guards could help further streamline the vehicle traffic, in particular near high traffic areas like the Tram.</p> <p>-Further commercial development of the boardwalk/dock in downtown. I believe this is already part of the long-term plan for downtown, but moving more passenger foot traffic to the boardwalk (and away from downtown sidewalk bottlenecks) could help. The addition of boardwalk facing businesses/restuarants has been a good start in getting people to spend more time on the waterfront and away from clogged sidewalks and roadways.</p> <p>-Cell phone/wifi infrastructure: this is likely a complicated issue, but the fact remains that cell phones and data are not reliable in downtown when there are large ships in port. This creates both a modern conveyence issue but more importantly a serious emergency communications issue when cell phones don't work. Hopefully it's possible to improve the bandwidth of cellular devices in downtown.</p> <p>Thank you, Sam Roche</p>
<b>Project Budget</b>
n/a

**From:** [domadmin@juneau.org](mailto:domadmin@juneau.org)  
**To:** [Alexandra Pierce](#)  
**Subject:** New submission from TBMP - MPF Request Form  
**Date:** Thursday, December 4, 2025 7:19:40 PM

---

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

<b>Name</b>
Sandy Warner
<b>Email</b>
<a href="mailto:swarnerski@gmail.com">swarnerski@gmail.com</a>
<b>I have read the settlement agreement</b>
<ul style="list-style-type: none"><li>• I have read the settlement agreement</li></ul>
<b>Project Description Options</b>
Write out Project Description
<b>Project Description (Written)</b>
<p>Need an updated "Outdoor Safety Video". One was done in early 2000 with passenger fee money. It was done in cooperation with Trail Mix, input and resources mentioned were CBJ Parks &amp;Rec, Forest service, state parks, Juneau Mountain Rescue, SEADOGS, US Coast Guard. Kirby Day has copies. (Most cruise lines did not make it available). Produced by KTOO. About a 4 minute video on hiking, a longer one included water safety. Enough background on this proposal.</p> <p>After another summer of cruise passengers dying on our trails, a new one needs to be produced, more information, available on various media, social media. Must include information on sudden weather changes, appropriate footwear, clothing layers, communication device, food, water, leave info on hike location and when expected back. . Areas not suitable with low cloud cover (like Mt Roberts above cross). Stay on marked trails. Common sense info. Information on specific trails (printed handout) is usually available at visitor centers, but not all the volunteers are experienced or knowledgeable hikers, or have time to provide necessary safety info.</p> <p>I used to volunteer at the kiosk in Marine Park. When cruise passengers asked me about hiking trails, after making suggestions, I would give a quick safety talk, and generally send them back to the ship to ditch the flip flops or sandals for appropriate footwear, get clothing layers and rain gear, a cell phone, info on route, food, water, daypack. The independent visitors usually were well prepared and just needed info on specific trails.</p> <p>This is just a way to help people safely enjoy our trails. Help CBJ and cruise lines avoid bad PR from deaths on the trails.</p>
<b>Project Budget</b>
The original one cost \$15,000, I believe, so probably double that.

**City and Borough of Juneau**  
**Passenger Fees from All Sources**  
**(\$000 Thousands)**  
**February 27, 2026**

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>MPF</b>											
Revenue	\$ 5,067	\$ 5,407	\$ 5,991	\$ 4,000	\$ 9	\$ 2,641	\$ 6,988	\$ 8,435	\$ 8,209	\$ 8,250	\$ 8,250
Unspent MPF returned to Fund	\$ 251	\$ 30	\$ 2,410	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ 104	\$ -
Operating Expenditures	\$ (3,953)	\$ (3,337)	\$ (3,189)	\$ (5,424)	\$ (2,408)	\$ (2,963)	\$ (4,638)	\$ (5,053)	\$ (6,329)	\$ (5,269)	\$ (6,783)
Capital Expenditures	\$ (1,303)	\$ (1,869)	\$ (5,385)	\$ (677)	\$ -	\$ -	\$ -	\$ -	\$ (2,000)	\$ (2,000)	\$ (3,500)
Surplus/Deficit	\$ 62	\$ 231	\$ (173)	\$ (2,101)	\$ (2,399)	\$ (215)	\$ 2,350	\$ 3,382	\$ (120)	\$ 1,085	\$ (2,033)
Fund Balance	\$ 536	\$ 767	\$ 594	\$ (1,507)	\$ (3,906)	\$ (4,122)	\$ (1,771)	\$ 1,610	\$ 1,490	\$ 2,575	\$ 542
<b>SCPV</b>											
Revenue	\$ 4,600	\$ 4,600	\$ 5,271	\$ 5,971	\$ 2,446	\$ 572	\$ 5,680	\$ 8,039	\$ 8,467	\$ 8,250	\$ 8,250
Unspent SMPF returned to Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5	\$ 200	\$ -
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ (351)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ (2,095)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Expenditures	\$ (4,600)	\$ (4,600)	\$ (5,000)	\$ (4,500)	\$ -	\$ -	\$ (4,095)	\$ (11,000)	\$ (9,550)	\$ (7,692)	\$ (9,000)
Surplus/Deficit	\$ -	\$ -	\$ 271	\$ 1,471	\$ -	\$ 572	\$ 1,585	\$ (2,961)	\$ (1,078)	\$ 758	\$ (750)
Fund Balance	\$ 295	\$ 295	\$ 566	\$ 2,037	\$ 2,037	\$ 2,609	\$ 4,194	\$ 1,233	\$ 155	\$ 913	\$ 163
<b>PDF</b>											
Revenue	\$ 3,015	\$ 3,217	\$ 3,568	\$ 2,367	\$ -	\$ 1,557	\$ 4,171	\$ 5,037	\$ 4,900	\$ 4,950	\$ 4,950
Unspent PDF returned to Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20	\$ -	\$ -
Operating Expenditures	\$ (6)	\$ (6)	\$ (6)	\$ (363)	\$ (8)	\$ (8)	\$ (8)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Debt Service	\$ (2,093)	\$ (2,095)	\$ (2,097)	\$ (2,095)	\$ -	\$ (1,883)	\$ (2,028)	\$ (2,026)	\$ (2,026)	\$ (2,028)	\$ (1,535)
Capital Expenditures	\$ -	\$ -	\$ (3,700)	\$ -	\$ -	\$ -	\$ -	\$ (4,045)	\$ (3,500)	\$ (3,000)	\$ (3,750)
Surplus/Deficit	\$ 916	\$ 1,116	\$ (2,235)	\$ (91)	\$ (8)	\$ (334)	\$ 2,134	\$ (1,055)	\$ (626)	\$ (98)	\$ (355)
Fund Balance	\$ 1,732	\$ 2,848	\$ 613	\$ 522	\$ 514	\$ 180	\$ 2,314	\$ 1,260	\$ 634	\$ 536	\$ 181
<b>TOTAL PASSENGER FEES</b>											
Revenue	\$ 12,682	\$ 13,224	\$ 14,830	\$ 12,338	\$ 2,455	\$ 4,770	\$ 16,839	\$ 21,511	\$ 21,576	\$ 21,450	\$ 21,450
Unspent MPF returned to Fund	\$ 251	\$ 30	\$ 2,410	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ 104	\$ -
Operating Expenditures	\$ (3,959)	\$ (3,343)	\$ (3,195)	\$ (5,787)	\$ (2,767)	\$ (2,971)	\$ (4,646)	\$ (5,074)	\$ (6,349)	\$ (5,289)	\$ (6,803)
Debt Service	\$ (2,093)	\$ (2,095)	\$ (2,097)	\$ (2,095)	\$ (2,095)	\$ (1,883)	\$ (2,028)	\$ (2,026)	\$ (2,026)	\$ (2,028)	\$ (1,535)
Capital Expenditures	\$ (5,903)	\$ (6,469)	\$ (14,085)	\$ (5,177)	\$ -	\$ -	\$ (4,095)	\$ (15,045)	\$ (15,050)	\$ (12,692)	\$ (16,250)
Surplus/Deficit	\$ 978	\$ 1,347	\$ (2,137)	\$ (721)	\$ (2,407)	\$ 23	\$ 6,070	\$ (634)	\$ (1,849)	\$ 1,545	\$ (3,138)
Fund Balance	\$ 2,563	\$ 3,910	\$ 1,773	\$ 1,052	\$ (1,355)	\$ (1,333)	\$ 4,738	\$ 4,104	\$ 2,280	\$ 4,025	\$ 886

**ATTACHMENT D**

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

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

**Serial No. 2979**

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

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

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

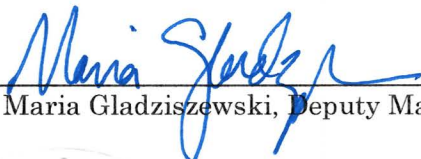
WHEREAS, the amendments authorized by this resolution would update information and clarify that CLIA is waiving objection to the expenditure of up to \$10 million in passenger fees for support to the Capital Civic Center project.

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

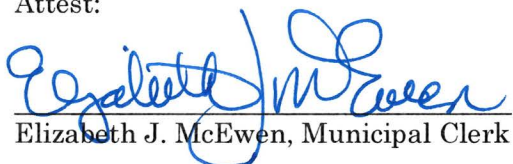
**Section 1. Authorization.** The Manager may execute the amended settlement agreement in substantially the same form as attached in Exhibit A.

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

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

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

Attest:

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

**MEMORANDUM OF AGREEMENT (AMENDMENT 1)**

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

**RECITALS**

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

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

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

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

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

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

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

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

### 88 DEFINITIONS

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

97

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

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

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

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

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

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

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

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

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

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

## AGREEMENTS

136  
137  
138 1. **Incorporation.** This Agreement hereby incorporates the Recitals and Definitions stated  
139 above.

140

141

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

327

328 a. Notice to CLIA shall be effective only when addressed to:

329 ~~President~~Chairman, CLIA Alaska

330 360 K Street Suite 300

331 Anchorage, AK 99501

332

333 with copy to:

334 President, CLIA

335 1201 F Street NW

336 Suite 250

337 Washington, DC 20004

338

339 b. Notice to CBJ shall be effective only when addressed to:

340 City and Borough of Juneau

341 c/o City Manager

342 155 S. Seward St

343 Juneau, AK 99801

344

345 19. **Mutual Drafters.** All Parties have cooperated in the drafting and preparation of this  
346 Agreement. Hence, this Agreement shall not be construed against any party on the basis that  
347 the party was the drafter.

348

349 20. **Severability.** If any provision of this Agreement shall be held by any court of  
350 competent jurisdiction to be illegal, void or unenforceable, such provision shall be of no force  
351 and effect, but the illegality or unenforceability of such provision shall have no effect upon and  
352 shall not impair the enforceability of any other provision of this Agreement.

353

354

355 **IN WITNESS WHEREOF**, the Parties hereto have executed this Memorandum of  
356 Agreement (Amendment 1).  
357

358 **Cruise Lines International Association Alaska**  
359

360 **By:** \_\_\_\_\_  
361

362 **Its:** \_\_\_\_\_  
363

364 **Dated:** \_\_\_\_\_  
365

366  
367

368 **Cruise Lines International Association**  
369

370 **By:** \_\_\_\_\_  
371

372 **Its:** \_\_\_\_\_  
373

374 **Dated:** \_\_\_\_\_  
375

376  
377

378 **The City and Borough of Juneau**  
379

380 **By:** \_\_\_\_\_  
381

382 **Its:** \_\_\_\_\_  
383

384 **Dated:** \_\_\_\_\_  
385

386  
387

388 **Rorie Watt**  
389

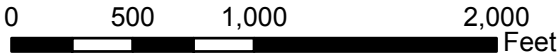
390 **By:** \_\_\_\_\_  
391

392 **Dated:** \_\_\_\_\_  
393

394



# Maritime Industry Zones



## ATTACHMENT F

**From:** [Renee Limoge Reeve](#)  
**To:** [Alexandra Pierce](#)  
**Cc:** [Lalanya Downs](#); [Katie Koester](#)  
**Subject:** Re: [EXT] CBJ Passenger Fee list  
**Date:** Thursday, March 5, 2026 12:37:21 PM

---

### EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

Hi Alix,

Thank you for the call this morning and for providing answers to our previous questions and for providing the additional detail surrounding the Travel Juneau request.

The cruise industry has supported using MPF for TBMP, a program founded and operated in partnership with the cruise industry. We continue to believe that TBMP is a benefit to the community and the many participating tourism operators who voluntarily sign on to the TBMP program.

However, while Travel Juneau's long-standing volunteer program has been a useful service to Juneau, CLIA and our member cruise lines object to the use of MPF for funding these now proposed paid seasonal positions. We also raise objection to using MPF to pay for mileage reimbursement to staff. Both of these proposed expenditures are new.

Lastly, we object to using MPF for postage to mail out visitor guides as advertised on the Travel Juneau website. This is not a service provided to cruise vessels and does not logically link to cruise passengers or the vessel.

CLIA and our member cruise lines do appreciate the opportunity to provide feedback and to work with you and the CBJ to constructively review MPF requests. We remain committed to this collaborative process and truly appreciate your time and effort to work through the MPF list.

Sincerely,  
Renee

---

**From:** Alexandra Pierce <Alexandra.Pierce@juneau.gov>  
**Sent:** Tuesday, February 17, 2026 1:20 PM  
**To:** Renee Limoge Reeve <rreeve@cruising.org>  
**Cc:** Lalanya Downs <l Downs@cruising.org>; Katie Koester <Katie.Koester@juneau.gov>  
**Subject:** RE: [EXT] CBJ Passenger Fee list

Hi Renee,

Thank you for your response. Please see answers below in red. Additionally, I have attached the cost breakdown for visitor services submitted with Travel Juneau's MPF request.

Kind regards,  
Alix

---

**From:** Renee Limoge Reeve <rreeve@cruising.org>  
**Sent:** Monday, February 16, 2026 9:05 AM  
**To:** Alexandra Pierce <Alexandra.Pierce@juneau.gov>  
**Cc:** Lalanya Downs <l downs@cruising.org>  
**Subject:** Re: [EXT] CBJ Passenger Fee list

**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

Good morning Alix,

I hope you're enjoying today off. I appreciate your understanding of our need to extend the agreed upon date by a working day.

Thank you for our recent discussions and correspondence regarding the FY27 Marine Passenger Fee (MPF) projects the City and Borough of Juneau (CBJ) has provided. Cruise Lines International Association (CLIA) appreciates its collaborative relationship with the CBJ and the opportunity to discuss the proposed projects.

Overall, CLIA and our member lines find the majority of the projects highlighted in blue to be reasonable uses of MPF. We appreciate and support funding for vessel-related services at private docks, as well, and most certainly for 'Facility Security', as passengers are assessed the fees regardless of who owns the dock. Passengers paying these fees have the expectation that the fees they pay are being used for the docks that service the vessels on which those passengers arrive.

CLIA and our member lines recognize the important work that Juneau Mountain Rescue (JMR) did on behalf of our passengers this year and do not object to \$20,000 MPF fund request. We are also supportive of funding a portion of their request for equipment, but would like JMR to seek grant funding so that the MPF funds could be used as matching dollars. The safety of our passengers is of the utmost importance to CLIA's member cruise lines. We remain committed to helping educate visitors on hiking safety in Alaska and members are considering the best way to accomplish this for the various brands.

*I propose we set up a meeting with JMR and perhaps Capital City Fire and Rescue to discuss opportunities for matching funds and how to work to mutually achieve the goals of*

*keeping passengers safe.*

With regard to the Wi-Fi expenditure, we do not object to the use as we understand it's importance to the community, but do feel it falls outside the scope of permissible uses. We would appreciate understanding if this is a one-time or anticipated ongoing expense? Is this for the increased capacity at the Library or another location? Would these funds complement or duplicate additional Wi-Fi services being provided in the community?

*From the CBJ IT Director: This is an importance to the community, but the aim is not to provide Wi-Fi to the community. Its aim is to provide Wi-Fi to the visitors so that there is capacity on the local infrastructure that the community relies on. Without that Wi-Fi it is proven that our cell-based meter sensors, parking systems, point of sale systems, etc. don't function properly during the daytime during the cruise season. This is especially worrisome as more and more Utility sensors and Fire Alarms are moving to cell networks.*

*It is an ongoing cost.*

*The Library has provided Wi-Fi at the Marine Park Pavilion because visitors were overwhelming the Library in search of Wi-Fi, blocking access for citizens and overloading capacity. That's not just frustrating for citizens but also a fire safety hazard. The Library pavilion Wi-Fi solved that issue, for the Library. The Starlink Wi-Fi helps visitor access, but only in the area the Starlink was installed (around the Tram). Those are targeted solutions, with no impact on the whole of the MIZ, and no impact on the actual issue.*

*Our Public Wi-Fi solves the real issue, overloading of local infrastructure during the surge of visitors, and it does it across the whole MIZ. The signal is only on when ships are in town and turned off at night because its only needed during that time. Since its installation, POS machines function reliably, our parking and monitoring systems run smoother, and citizens and city staff report that for the first time in years their cell phones work during the day while downtown.*

We would appreciate additional details on the following proposals:

- TBMP Operational Requests:
  - Regarding crossing guards, if positions can't be filled or if there are funds left over at the end of the season, where do the funds go? Are they returned to the MPF?  
*Correct. Costs from all programs go back to the MPF fund if they are not expended.*
- Visitors Information Services Budget:
  - We are disappointed this has moved from a volunteer program

to a paid one. At this point, this is not a use supported by the member lines. We would like to have additional discussion on this item and it would be helpful to understand what the funds would be used for. Could CBJ provide a detailed budget for the proposed \$312,200? In the past these positions haven't been utilized at the airport. Is that still the case?

*Since the pandemic, Travel Juneau has suffered from volunteer attrition to the point where they had to close the visitor centers during typical operational times. There is a nationwide trend of visitor centers moving to paid staff as volunteerism declines. Additionally, DBA/JEDC have long had paid downtown ambassadors providing duplicative services. This rolls both services into one workforce. Paid staff are necessary to complete the mission of providing information to our visitors. MPF funds are not used for visitor services at the airport. I have attached all materials that Travel Juneau provided to CBJ in its request including a memo providing the justification for paid staff.*

- Operational Expenses for Bus Services:
  - As with the crossing guards, if positions for additional bus service aren't filled, do those funds return to the MPF? It is our hope that CBJ will continue to advocate alongside operators for increased capacity at the Mendenhall Glacier, which would create a sustainable solution to this problem as well as increase USFS receipts at the site.

*As with all MPF expenditures, unexpended funds are returned to the MPF fund. I sincerely hope that CLIA and the lines are aware of the amount and depth of the CBJ's advocacy around the MGRA. To be clear, CBJ's preference would be for all visitors to access the MGRA through traditional tour operators. However, the price of tours, visitor awareness of public transit, and lack of a control gate at the MGRA combine to create a situation where visitors overwhelm our public transit resources. Unfortunately, and because we are acutely aware of the nuanced situation at the MGRA, simply increasing capacity is unlikely to resolve this issue unless there is a federal regulatory change that would only allow visitors to access the MGRA through a permitted tour.*

Once we receive further detail from CBJ, CLIA and our member lines will discuss these expenditures and respond to these specific requests.

While we understand MPF were originally used to build the Rainforest Trail, we do not support use of MPF for the trail going forward. It is our understanding that guide services pay a fee for use of the trail and would hope those funds could be used for trail maintenance, as well as funds from Parks and Recreation as the trail is open to and used by the public and not only commercial guiding companies.

*We will discuss this with the Parks & Recreation department and facilitate an ongoing*

*dialogue about the amount and use of funds received from commercial operators related to this specific project.*

Thank you again for working to ensure CBJ and CLIA remain collaborative and adhere to a streamlined process. We appreciate your partnership in this effort and look forward to hearing from you.

Best,  
Renée

---

**From:** Alexandra Pierce <[Alexandra.Pierce@juneau.gov](mailto:Alexandra.Pierce@juneau.gov)>

**Sent:** Friday, January 30, 2026 2:21 PM

**To:** Renee Limoge Reeve <[rreeve@cruising.org](mailto:rreeve@cruising.org)>

**Cc:** Lalanya Downs <[l downs@cruising.org](mailto:l downs@cruising.org)>

**Subject:** [EXT] CBJ Passenger Fee list

Hi Renee,

The passenger fee list is attached. As discussed, please have this back to me with CLIA's comments by February 13. The attached spreadsheet includes all the requests that CBJ received. The document is color coded as follows:

Blue: Currently recommended for funding by CBJ staff

Pink: For discussion – these are detailed below

Green: Currently recommended for funding elsewhere, previously funded, or funded through different sources

The projects detailed below are those that I believe warrant explanation.

**Security:** The CBJ Assembly has elected to debate this line item annually for all four Juneau docks.

**Waterfront Covered Shower with Restrooms:** To be constructed on the waterfront between AS and CT docks. Includes marshaling area and restrooms.

**Seawalk:**

- Taku Seawalk Replacement: major maintenance for Seawalk near Taku Smokeries. Need to replace pilings and decking.
- Seawalk Extension: additional funding for the Frankin to AJ alignment. This amount may change as it amounts to what is “left over” after funding everything else on this list and per the cost allocation study.

**ZOLLZ Ventilators:** These were requested specifically for transfers from ships. Ship-board ventilators are not portable; currently, CCFR crews manually ventilate intubated patients during transfer to ambulance, which is unsafe, labor-intensive, and inconsistent in care.

**Water System Upgrades:** Completing the project replacing the infrastructure that directly serves the docks – started last year.

**Discussion Items**

**Rainforest Trail:** Request from CBJ Parks & Rec for overhaul of a trail that was originally constructed using passenger fees for the singular purpose of moving hiking tour groups off a nearby popular trail. For CBJ/CLIA discussion.

**Juneau Mountain Rescue:** You will see two requests. I have discussed this several times with JMR. I asked them to provide the budget impact of cruise passenger rescues on their organization, which is represented by the \$20,000 request. They also asked about equipment, and as you can see, there is a substantial wish list. For CBJ/CLIA discussion.

**RA Trail Safety:** Public request somewhat related to the JMR requests. I think this is more of a staff time impact for Parks & Rec than a budget impact. Needs internal discussion.

Let’s discuss when you have the chance.

Kind regards,

**Alexandra Pierce | Visitor Industry Director**

City & Borough of Juneau  
155 Heritage Way, Juneau, AK 99801  
Phone: 907.586.5240 ext. 4172



This email originated from outside of CLIA's email system. Do not click links, open attachments or take action unless you recognize the sender and know the content is safe. Use the Phish alert button if you are not sure.

CONFIDENTIALITY NOTICE: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission.

This email originated from outside of CLIA's email system. Do not click links, open attachments or take action unless you recognize the sender and know the content is safe. Use the Phish alert button if you are not sure.

CONFIDENTIALITY NOTICE: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission.

# COMMUNITY PARTNER ORGANIZATION EVALUATION

## Findings and Recommendations

Prepared for:

CITY AND BOROUGH OF JUNEAU

March 2026

**McKINLEY RESEARCH**  
GROUP, LLC

# TABLE OF CONTENTS

<b>Summary</b> .....	<b>1</b>
Background.....	1
Approach.....	1
Key Findings.....	2
Recommendations for CBJ .....	2
<b>Evaluation Findings</b> .....	<b>3</b>
Document Review .....	3
Interviews and Discussion Findings.....	4
<b>Recommendations</b> .....	<b>9</b>
Memorandums of Agreement.....	9
Areas of Concern .....	11
Funding.....	13
Communication and Relationship-Building.....	14
<b>Appendix A: Interview Details</b> .....	<b>15</b>
<b>Appendix B: Discussion Agenda and Handout</b> .....	<b>18</b>
<b>Appendix C: Example Services for JEDC’s Scope of Program</b> .....	<b>21</b>
<b>Appendix D: Sample MOA Template</b> .....	<b>23</b>
<b>Appendix E: Comparison of Juneau Maps</b> .....	<b>26</b>

# Summary

## Background

The City and Borough of Juneau (CBJ) funds three Community Partner Organizations (CPOs) – the Downtown Business Association (DBA), Juneau Economic Development Council (JEDC), and Travel Juneau (TJ) – through a series of Memorandum of Agreements (MOAs). CBJ contracted with McKinley Research Group (MRG) to evaluate the scope of each MOA and identify opportunities for improved partnership and implementation.

## Approach

The evaluation approach was designed to provide each CPO with an opportunity to reflect on the scope of its MOA, its partnerships with CBJ, and its collaboration with the other CPOs. It also aimed to identify opportunities to amend the MOAs as needed. The evaluation process included:

- A review of CPO MOAs and annual reports.
- Interviews with CBJ and CPO stakeholders.
- A facilitated discussion to gather additional insights and recommendations.

## Document Review

MRG reviewed files provided by CBJ, including MOAs and recent annual reports for each CPO.

## Interviews

The study team designed the interview protocols following the document review, with questions tailored to each organization. They conducted interviews with seven CPO stakeholders using the interview protocols outlined in *Appendix A: Interview Details*. Interviewees included stakeholders from CBJ, three CPOs, and the Juneau Chamber of Commerce, which works closely with these organizations. The complete list of interviewees is provided in *Appendix A*.

## Facilitated Discussion

Following the document review and interviews, the study team facilitated a four-hour discussion on December 15, 2025, with representatives from the DBA, JEDC, TJ, and CBJ. The work session was designed for all parties to reflect on findings from the document review and interviews and to identify opportunities to improve and/or amend the MOAs. The facilitated discussion agenda and notes are provided in *Appendix B: Discussion Details*.

## Key Findings

- **Strong Commitment to Mission:** DBA, JEDC, and Travel Juneau are committed to fulfilling their missions and providing services that benefit their stakeholders and the community at large.
- **Shared Focus on Transparency:** Transparency and the responsible use of city resources are a priority for all three organizations.
- **Inconsistent Level of Detail in Service Expectations:** The MOAs vary in the level of detail provided regarding the activities to be completed, creating differences in clarity and opportunities for misunderstanding.
- **Lack of Defined Performance Measures:** Travel Juneau has clearly defined performance measures, resulting in a concise and focused annual report. DBA and JEDC lack performance measures, and their annual reports are primarily narrative-based, obscuring accomplishments and progress toward goals.
- **Limited Direct Communication:** There is limited direct, face-to-face communication between CBJ and its grantees, as well as among the grantees themselves.
- **Administrative Cost Tensions:** There are disagreements around perceived duplication of administrative costs for subcontracted services.

## Recommendations for CBJ

- Standardize how the program scope is written for each CPO. Provide more detail and specificity to JEDC's Scope of Program in the MOA.
- Require clear, actionable performance measures for JEDC and DBA in the MOAs.
- Establish a consistent, predictable process and timeline for completing MOAs each year.
- Ensure the *Juneau Blueprint* is incorporated into DBA's MOA.
- Hold discussions and formulate action plans to address the three key areas of concern: Juneau maps, visitor information distribution, and crossing guards.
- Establish quarterly and annual meetings with CPOs to improve communication.
- Create a CBJ liaison to assist CPOs in working with the city.
- Add communication requirements to the MOAs that would include quarterly check-ins, an annual meeting, and maintaining a CPO liaison.

# Evaluation Findings

The following summarizes findings from the document review and interviews, supplemented by perspectives shared during the facilitated discussion.

## Document Review

### Memorandum of Agreements

Each community partner MOA includes a Scope of Program section that outlines the efforts funded by CBJ. The three CPOs share common interests, working to support a vibrant downtown, thriving local businesses, and a healthy visitor industry. The Scope of Program is structured differently for each organization. The following briefly describes what is included in the scope of each organization's primary MOA with CBJ.<sup>1</sup>

**DBA's** scope is defined at the activity level, with the focus split between visitor industry-related and resident-focused activities. Specifically, the MOA provides funding for the Downtown Ambassador Program during the visitor season from marine passenger fees and for year-round efforts to promote a vibrant downtown for residents and visitors from the CBJ General Fund.

**JEDC's** scope is broad, referring to the organization's five key areas of focus:

- Help make Juneau a great capital city.
- Strengthen key regional industries.
- Develop talent.
- Promote entrepreneurship and small businesses.
- Deliver economic development services.

These five areas of focus were developed by the JEDC Board of Directors. A detailed description of the organization's specific activities is available in a complementary work plan; the MOA itself does not mention or reference the work plan. In addition to the five areas of focus, the scope states that the CBJ operating grant funds provided through the MOA will be used to pursue long-term goals, support organizational infrastructure, promote staff development and retention, and respond to community crises and opportunities.

---

<sup>1</sup> Both Travel Juneau and JEDC have more than one MOA with CBJ. For this report, MRG focused on the MOA for each organization that was directly related to work as a tourism partner; each of these MOAs was the larger of the two for each organization.

**Travel Juneau's** MOA explicitly defines eleven services the organization will provide, along with specific performance metrics. Additionally, the MOA defines the funding sources for the grant (hotel bed tax and marine passenger fees). Travel Juneau's activities are related to destination marketing, visitor services, and crossing guards.

## Annual Reports

CPOs are required to provide an annual report to CBJ. Recent annual reports from the organizations vary significantly in format, level of detail, and length. All three are structured in alignment with the Scope of Program for each organization's MOA. At a high level, the annual reports indicate that the CPOs are fulfilling the Scope of Program outlined in the MOAs.

## Interviews and Discussion Findings

All stakeholders expressed a strong intention to help Juneau succeed as an appealing visitor destination and a thriving business community.

Stakeholder interviews also revealed gaps in understanding of what each organization is doing, why it is doing it, and how activities are funded. Some stakeholders described CBJ partnerships as positive and effective; some expressed concern that some partners are trying to protect or expand their "turf," or serve their own agenda rather than that of the larger community.

## MOA Process

Stakeholders cited the following issues with the MOA process.

- **Communication lines are not always open.** CPO representatives would like CBJ to return phone calls more quickly and to engage more readily in discussions on differences of opinion.
- The **MOA was not finalized before the tourism season** began, causing one CPO to have to borrow funds to cover payroll associated with services provided under the MOA.

## Areas of Concern

Stakeholders identified three areas of particular concern: 1) Juneau maps provided to visitors, 2) distribution of visitor information, and 3) downtown crossing guards.

### MAPS

Travel Juneau produces a map that provides an overview of downtown Juneau and outlying areas of interest to visitors. DBA publishes a map that focuses solely on downtown and provides much greater detail than the TJ map. This map lists DBA businesses and helps visitors locate specific services and retail stores. The back of the map contains ads that cover the production costs.

Community leaders and members of the public have raised questions as to why two Juneau maps are needed, and some express concerns that public funding is being used to promote individual businesses because Downtown Ambassadors, who distribute the maps, are paid for by CBJ.

Perspectives on the maps fall into two camps, as shown in the table below.

### Perspectives on Juneau Maps

Perspective 1	Perspective 2
<ul style="list-style-type: none"> <li>The maps are duplicative.</li> </ul>	<ul style="list-style-type: none"> <li>The maps are not duplicative. The two maps provide different sets of information and serve different visitor interests.</li> </ul>
<ul style="list-style-type: none"> <li>Juneau would be better served with one map.</li> </ul>	<ul style="list-style-type: none"> <li>Visitors need two maps because it would be difficult to combine all of the information into just one map, and all of the information is needed.</li> </ul>
<ul style="list-style-type: none"> <li>Using CBJ funds to promote individual businesses is wrong and the city should not be paying Downtown Ambassadors to distribute DBA maps.</li> </ul>	<ul style="list-style-type: none"> <li>DBA members pay for the map – not CBJ – by purchasing ads and paying DBA membership fees.</li> <li>DBA maps are just one of the many pieces of information Downtown Ambassadors distribute; visitors are going to ask where to find certain types of stores and restaurants, and not telling them would be a disservice.</li> </ul>

For a more detailed comparison of maps, please see Appendix E.

#### *Discussion Takeaway: Resolution and Consensus*

At the end of the facilitated session, the CPO and CBJ representatives largely agreed that the two maps are distinct, serve different purposes, and that the DBA map is not funded by CBJ.

## VISITOR INFORMATION DISTRIBUTION

Information is primarily distributed to Juneau visitors via three types of tourism workers:

1. **Travel Juneau kiosk staff:** Volunteers stationed at the downtown kiosks to assist visitors with questions. The primary objectives are to enhance visitors' experience by providing timely information and promote Juneau as an attractive destination.
2. **DBA's Downtown Ambassadors:** Paid employees who move around downtown, answer visitors' questions, and distribute information and maps. They also address security, safety, and traffic issues, notifying police and emergency services of concerns as needed. Objectives are to enhance the visitor experience, support public safety; and help local businesses by handling visitor inquiries.
3. **Downtown crossing guards:** De facto distributors of information. While they do not have a formal role in disseminating information, visitors often ask them for guidance.

Some debate exists whether both Travel Juneau kiosk staff and Downtown Ambassadors are needed. Again, viewpoints on this fall into two groups.

### Perspectives on Visitor Information Distribution

Perspective 1	Perspective 2
<ul style="list-style-type: none"> <li>• Kiosk staff and Downtown Ambassadors are duplicative.</li> </ul>	<ul style="list-style-type: none"> <li>• These two groups perform different jobs, and both are needed.</li> </ul>
<ul style="list-style-type: none"> <li>• They should be combined under one organization.</li> </ul>	<ul style="list-style-type: none"> <li>• They should remain as they are because both groups fill different roles and meet different needs.</li> </ul>
<ul style="list-style-type: none"> <li>• Combining them into one organization would unify messaging.</li> </ul>	

In addition, some are concerned that kiosk staff are not paid and believe they should be, like Downtown Ambassadors. Finding willing volunteers to staff the kiosks has become increasingly difficult; in 2025, Downtown Ambassadors were sometimes asked to fill in at kiosks when volunteers were unavailable. Hired staff could resolve this problem.

#### *Discussion Takeaway: More Discussion and Decision-Making Needed*

The CPOs and CBJ representatives did not resolve differences in perspective on the distribution of visitor information during the facilitated session. Additional discussion with the CPOs is needed to explore differences in perspective and identify opportunities to improve coordination or consolidate the kiosk staff and Downtown Ambassador programs. Based on the discussions, CBJ should decide its approach to funding visitor information distribution.

## CROSSING GUARDS

The crossing guard program has been challenging due to difficulties maintaining effective staffing. For the 2025 season, Travel Juneau issued an RFP for crossing guards and awarded the contract to JEDC, which stepped in after it perceived that Juneau businesses were not interested in this work. All agreed that the quality of the crossing guard program improved considerably in 2025 and was the best it had been in years.

Some stakeholders raised concerns about Travel Juneau subcontracting with JEDC. They felt that this arrangement increased administrative costs, as both organizations incurred costs associated with managing the contract. JEDC representatives say this was not the case and that the organization stepped in to assist, in line with its mission to support the tourism sector and downtown community. The crossing guard program ran at a \$40,000 loss, which JEDC absorbed. JEDC representatives said crossing guard pay must increase if the community wants an effective crossing guard program.

### *Discussion Takeaway: Additional Analysis and Decision-Making Required*

The facilitated session highlighted the need for a detailed financial analysis to better understand subcontracting administrative costs. Additionally, CBJ could consider partnering with JEDC to develop a budget that covers the costs of attracting, training, managing, and retaining sufficient crossing guard staff. This could make the crossing guard contract more appealing to private businesses or allow a CPO to avoid operating the program at a loss. CBJ should also consider whether it wishes to prevent the crossing guard contract from being subcontracted and, if so, develop an appropriate subcontracting clause.

## Funding

CPO representatives reported that greater year-to-year financial predictability would be helpful, especially when managing multi-year projects and future events outside the current budget year. They acknowledged that CBJ faces tight budgets and is careful not to over-obligate itself financially. They said several measures would help with financial planning:

- **Create multi-year contracts**, enabling CPOs to pay for projects that span several years, festivals and other events, and other long-term initiatives.
- **Establish a funding formula** that provides some financial predictability, to the extent possible considering CBJ's current budget crisis.
- **Include a built-in accelerator** in the funding formula to keep up with inflation.

- **Include all CPO budgets** in the City Manager’s Office budget to avoid the necessity of Assembly approval.
- **Use bed tax revenue for destination promotion and Centennial Hall** as voters intended, rather than for unfunded employee pension obligations, which occurred due to budget shortfalls.

## Communication

CPO representatives made several suggestions to enhance communication with CBJ and among CPOs:

- Schedule an **annual information session** for partners and CBJ staff to talk face-to-face. Include Assembly liaisons to the CPOs.
- **Coordinate visitor information distributed** via ambassadors, kiosks, and crossing guards. This would allow for consistent messaging across all groups.
- Create a **CBJ point person to work with community partners**. This person would help CPOs navigate city processes and regulations and direct them to the appropriate department and staff member for any given issue.
- **Increase understanding of the Main Street USA program**, in which DBA participates, to see how it can help Juneau.

# Recommendations

The following recommendations are based on the document review, interviews, and facilitated work session. Suggested changes are designed to focus program scope; make MOAs consistent and more specific, where needed; streamline reporting to provide concise, informative records of activity; and create a smoother MOA approval process. Recommendations also address three primary areas of concern: maps, visitor information distribution, and crossing guards, as well as funding, communication, and relationship-building.

## Memorandums of Agreement

### Program Scope

Below are organization-specific considerations for the Scope of Program in each partner's MOA. The purpose of these recommendations is to make each CPO's Scope of Program more focused.

#### JEDC

Among the community partners' MOAs, JEDC's program scope is the broadest and vaguest. While the Assembly has a high degree of oversight over the organization, the lack of specificity in JEDC's MOA, combined with the range and volume of JEDC's work, makes it challenging to understand and effectively communicate the organization's work.

To improve transparency and understanding, **the JEDC MOA should define a manageable set of activities**, about 10-15 core services. This list need not include all programs and activities that JEDC operates, just those funded by CBJ through the MOA.

*Appendix C* provides examples of how the MOA could provide greater detail, which would then enable more concise, focused reporting.

#### DBA

The DBA's MOAs already provide clear and concise activities and expectations for each year. The recommended change is to **incorporate goals from the Juneau Blueprint Downtown Area Plan into the DBA's MOA**. *Juneau Blueprint* was adopted by the Juneau Assembly in January 2025 and includes a detailed list of goals and actions. The DBA is listed as a partner for implementing actions for about a dozen of the goals.

Incorporating the *Juneau Blueprint* into the MOA would begin with the DBA's annual proposal to CBJ. The DBA would identify which action items it can address over the next year; estimate

staffing, costs, and other needs; and include these estimates in its draft MOA for discussion and review. Identifying which *Juneau Blueprint* goals are priorities could also be a topic for discussion at an annual CPO meeting, to include others' input, or at a meeting between DBA and CBJ.

## TRAVEL JUNEAU

Travel Juneau's MOA already includes very specific activities in its Scope of Program and does not need additional changes.

## Reporting

### PERFORMANCE MEASURES

**For each CPO, identify performance measures that reflect priority areas of focus.** This section of the MOA will provide the framework for reporting. While this already exists for Travel Juneau, focused performance measures are needed in both the JEDC and DBA MOAs. Consider the following principles when developing performance measures:

- **Balanced mix.** Include *process measures* to track implementation and activity completion, and *outcome measures* to monitor results and long-term trends.
- **Keep it manageable.** Aim for three to eight process measures and two to five outcome measures per CPO. It may not be necessary for all activities to have a performance measure.
- **Define clearly.** For each measure, specify what is being measured and its data source.
- **Be practical.** Avoid measures requiring costly or burdensome data collection. Leverage existing data sources whenever possible.

## MOA Process

To help CPOs fulfill their duties for CBJ, the city should **establish a consistent, predictable process and timeline for completing MOAs each year.** CBJ should create an annual schedule for MOA development. The schedule should highlight the services CBJ is seeking from each MOA and dates for the following milestones.

- Timing for presenting proposals to the Assembly
- Submission deadline for submitting draft MOAs
- Expected timing for CBJ's written response to draft MOAs
- Window for one-on-one meetings with CPOs and CBJ to discuss draft MOAs, as needed
- Deadline for the submission of revised, final MOAs to CBJ

- Timing for announcement of full or partial funding award or rejection.

This process should be completed before the start of the tourism season, not only to secure funding, but to enable CPOs to focus their energy on the season rather than on MOA tasks.

Also important is a formal approach to resolving any disagreements regarding an MOA. In a typical grantor-grantee relationship, the grantor issues a grant opportunity, applicants submit applications, and the grantor announces whether the grant will be awarded. Slightly deviating from this practice, the above process for CBJ permits one revision to an MOA to meet city needs. Once the CPO submits a revision, CBJ staff can decide whether to accept or reject the MOA; after a decision is made, the discussion is closed.

## Areas of Concern

**Discussions between CBJ and CPOs should be held on how to address the three key areas of concern** identified by stakeholders: Juneau maps, visitor information distribution, and crossing guards. Discussions should:

- Be held separately for each area of concern so the issues can be addressed thoroughly.
- Be preceded by a written statement of all alternatives CBJ is considering, including maintaining the status quo.
- Offer an opportunity for CPOs to provide their input on their preferred alternatives.
- Be well-attended by CBJ staff for the entirety of the discussion, so they can hear all arguments put forth and consider all perspectives and information provided. Staff in attendance should include one representative from the City Manager's Office.

As the grantor, CBJ will ultimately decide how to proceed and should provide written explanations for its decisions to deny a proposal or part of a proposal.

## Maps

While some community leaders and members of the public have questioned the need for two Juneau maps, the decision to combine the Travel Juneau and DBA maps is ultimately rests on those two groups, which both fund their own maps and see a need for them.

If, following the December 2026 work session discussion, CBJ staff have concerns that the DBA is using public funds to promote its member businesses through the Downtown Ambassadors, CBJ staff and the DBA should revisit this. To clarify the issue, this discussion could include the following information:

- The number of DBA maps distributed by Downtown Ambassadors versus the number distributed at local businesses and Travel Juneau kiosks.
- The proportion of time Downtown Ambassadors spend distributing the DBA map versus other visitor materials.

During the work session, the possibility of CBJ funding Travel Juneau kiosk staff was mentioned (they are currently volunteers). If the kiosk staff become paid employees funded by CBJ, then CBJ would need to apply uniform rules to both kiosk staff and Downtown Ambassadors. If CBJ decides that Downtown Ambassadors should not distribute DBA maps due to a conflict of interest, paid Travel Juneau kiosk staff should also not be allowed to distribute information related to Travel Juneau members.

### Visitor Information Distribution

Visitor information distribution is the area in which the greatest change might take place. Additional discussion and decision-making are needed to **ensure the approach to visitor information distribution is aligned with CBJ's priorities.**

To build consensus and buy-in, CBJ staff should continue the conversation with the CPOs on options for visitor information distribution. Options include:

- Status quo** - Travel Juneau continues to oversee visitor kiosk staff while DBA manages Downtown Ambassadors.
- Status quo with increased communication** - This scenario is the same as A; however, the two groups meet before and after the season to coordinate their messaging and review what is needed in the future. Crossing guards would be included in this communication for maximum coordination.
- DMO-run visitor information** - As Juneau's Destination Marketing Organization (DMO), Travel Juneau takes over supervision of Downtown Ambassadors and coordinates messaging among visitor kiosk staff and ambassadors. Kiosk and ambassador positions could be interchangeable under this scenario. All staff would be paid.
- DBA-run visitor information** - Visitor kiosk staff would move under DBA's umbrella, so that DBA is the supervisor of visitor information. Again, kiosk and ambassador staff could be interchangeable, and all staff would be paid.

## DECISION-MAKING CRITERIA

To determine which option might work best, city staff should look at each option above and determine which option meets the most of the following objectives:

- Ensures visitors get the information they need to have a positive experience.
- Aligns with CBJ priorities.
- Provides the most consistency in messaging.
- Meets the needs of downtown businesses.
- Aligns with organizational missions.
- Provides structure for clear, efficient, and manageable coordination.

## Crossing Guards

Given that the RFP for crossing guard services has not attracted interest from Juneau businesses, **CBJ should either put the crossing guard program out to bid itself or include it in the JEDC MOA** so Travel Juneau is not required to be involved. CBJ and JEDC should discuss the compensation required to run an effective crossing guard program and adjust the budget accordingly, subject to city funding availability.

## SUBCONTRACTING

If CBJ continues to award Travel Juneau the crossing guard contract and subcontracting is a concern, CBJ should decide whether to include a subcontracting clause in its MOA. Options include:

- Prohibiting subcontracting entirely.
- Prohibiting subcontracting for certain activities.
- Prohibiting subcontracting for work above a set dollar amount.
- Requiring written consent for subcontracting.

If CBJ requires consent for subcontracting, it must ensure it has the capacity to issue timely approvals and establish clear policies and procedures for reviewing and approving requests.

## Funding

This evaluation did not specifically assess funding structures; however, CPOs provided ideas for consideration (see pages 7-8), particularly to improve CPOs' financial stability and enable long-term planning. Going forward, CBJ should consider the CPOs' recommendations and assess 1) if they are feasible and 2) if they would improve outcomes.

## Communication and Relationship-Building

Increasing communication between CPOs and CBJ is critical to maintaining and fostering strong relationships. The following are recommendations based on stakeholders' input.

- **Establish quarterly check-in meetings** with CPO and CBJ representatives. When setting the meeting schedule, consider the timing relative to the tourism season.
- **Host an annual meeting with all CPO and CBJ representatives** shortly after the close of the tourism season. These meetings could include:
  - Debriefing on how the tourism season played out.
  - Opportunities for collaboration.
  - Discussions to prevent overlap of activities.
  - Discussion of what CPOs and CBJ would like to see in the next year.
  - Time for CPOs to ask questions.
- **Create a CBJ liaison** in the Visitor Industry Director's office. This liaison would not only represent CBJ to CPOs but also help CPOs communicate with CBJ. This liaison would assist CPOs in navigating city regulations and processes and direct them to appropriate CBJ staff when needed.
- **Cultivate a culture of listening** in all CPO meetings. This is particularly important for CBJ at a time when citizens are questioning the responsiveness of their government locally and nationally. To foster strong listening:
  - Have two CBJ reps at all meetings with CPOs. One of these reps should be a staff member in the city manager's office.
  - Consider, at the end of meetings, having CBJ briefly summarize key takeaways it heard from CPOs, and CPOs briefly summarize key takeaways from CBJ.

# Appendix A: Interview Details

## Interview Protocol

### Community Partner Organizations

#### INTRODUCTION

CBJ contracted McKinley Research Group to evaluate its relationship with its community partners. We're interviewing leaders of several organizations to find out how CBJ can strengthen these partnerships. We're looking at things like opportunities for collaboration, overlapping activities, and gaps in promotional activities.

We protect people's identity when we report back to CBJ. We don't identify who provided this information, and we leave out any details that might identify who said what.

#### *Background*

1. How long have you worked with (the organization)?
2. Please tell me a little bit more about your role.
3. How long have you been working with CBJ in your role at JEDC/DBA?

#### PARTNERSHIP WITH CBJ

1. What do you see as JEDC/DBA's role in advancing Juneau's success as a community?
2. How would you describe the working relationship between JEDC/DBA and CBJ?
3. What would you most like to accomplish in your partnership with CBJ in the next several years?
  - a. What could help you reach those goals?
  - b. What could prevent you from reaching those goals?
4. What are the biggest challenges in this partnership?
5. What opportunities do you see for improving this partnership?

## MOAs

1. Does your MOA with CBJ align with your organization's priorities?
  - b. If not, how could the MOA be changed to better reflect your priorities?
2. Would you like to see the MOA include any other organizational activities that currently are not included?
3. How are the reporting requirements working?
  - a. Do you see any need for changing these?
4. Is the funding provided enough to fulfill the MOA?
5. If you could rewrite the MOA in any way, how would you do it?

## RELATIONSHIPS WITH OTHER CPOS

1. How would you describe your relationship with Travel Juneau?
2. Do you see yourself as having distinct roles or overlapping roles with Travel Juneau?
  - a. Please explain.
3. Is there any duplication of activities between Travel Juneau, JEDC, and DBA?
  - a. Please describe.
  - b. How could any overlap be removed?
4. Do you see any gaps in the promotion of Juneau and its businesses?
  - a. How could these gaps be filled?
    - i. Which organization would be best suited for addressing them?
5. Are there things you currently do that distract from your core mission and that might be better suited for another CPO?

## CLOSING

1. Do you have any other thoughts about the MOA?
2. Do you have any other comments?

## Interviewees

- **Alexandra Pierce**, Visitor Industry Director, CBJ
- **Robert Barr**, Deputy City Manager, CBJ
- **Liz Perry**, Executive Director, Travel Juneau
- **Brian Holst**, Executive Director, JEDC
- **Charla Brown**, Director of Special Projects, JEDC
- **Nimmy Phillips**, DBA President
- **Dezarae Arrowsun**, DBA Vice President
- **Becca Parks**, Executive Director, Juneau Chamber of Commerce

# Appendix B: Discussion Agenda and Handout

## Agenda

December 15, 2025 • 12:30-4:30 pm • 801 West 10<sup>th</sup> Street, Suite 100B

- |               |  |
|---------------|--|
| 12:30-1:00 pm | <ul style="list-style-type: none"><li>• Welcome and introductions</li><li>• Agenda review</li><li>• Project overview</li><li>• Grounding</li></ul> |
| 1:00-1:30 pm  | <ul style="list-style-type: none"><li>• Impressions from the document review</li><li>• Findings from stakeholder interviews</li></ul>              |
| 1:30-4:00 pm  | <ul style="list-style-type: none"><li>• Discussion on areas of concern</li></ul>   |
| 4:00-4:30 pm  | <ul style="list-style-type: none"><li>• Closing and next steps</li></ul>   |

## Participants

- **Alexandra Pierce**, Visitor Industry Director, CBJ
- **Robert Barr**, Deputy City Manager, CBJ
- **Liz Perry**, Executive Director, Travel Juneau
- **Brian Holst**, Executive Director, JEDC
- **Charla Brown**, Director of Special Projects, JEDC
- **Sam Muse**, Director of Finance and Administration, JEDC
- **Nimmy Phillips**, DBA President
- **Dezarae Arrowsun**, DBA Vice President
- **Jamie Smith**, DBA member
- **Becca Parks**, Executive Director, Juneau Chamber of Commerce

# Handout

## Who is in what lanes?

### Shared Lanes

Travel Juneau	JEDC	DBA
<p><b>Maps</b> Provide map of greater Juneau area</p>		<p><b>Maps</b> Provide map of downtown businesses</p>
<p><b>Crossing Guards</b> Hire subcontractor to provide crossing guards and (under TBMP) monitor crossing guard program</p>	<p><b>Crossing Guards</b> Hired by Travel Juneau in 2025 to provide crossing guards</p>	
<p><b>Visitor Information</b> Deliver array of visitor information Manage volunteers who staff visitor info kiosks downtown</p>	<p><b>Visitor Information</b> Manage crossing guards, who provide visitor information when asked (this is not an official role, but is a de facto one, and should be considered if consistent messaging across all parties is a goal)</p>	<p><b>Visitor Information</b> Provide Downtown Ambassadors, uniformed information/security staff who circulate downtown; they assist visitors; provide information; report security and safety issues to police; manage crowds; coordinate with Travel Juneau when it is unable to staff kiosks</p>
<p><b>Encourage entrepreneurship and small businesses in visitor industry</b></p>	<p><b>Promote entrepreneurship and small business development</b>, Arctic Innovation Competition, Local Frequency mobile app, and Southeast Alaska Revolving Fund</p>	<p><b>Promote a vibrant year-round downtown</b>: Light Up Juneau program, develop a transformation strategy using Main Street America principles; promote and advocate for downtown businesses</p>

Sources: CBJ Memorandums of Agreement with Travel Juneau, Juneau Economic Development Council, and Downtown Business Association.

## Unique Lanes

Travel Juneau	JEDC	DBA
<b>Provide destination marketing</b> for independent travelers	<b>Help make Juneau a great capital city</b> via Mendenhall flood relief, downtown revitalization, Alaska Committee, capital creep, Juneau-Douglas North Crossing, Juneau Works	Promote downtown as a family-friendly destination through activities such as Gallery Walk, First Friday and Brunch Punch Cards
<b>Market Juneau as a meetings and convention destination</b> and market Centennial Hall	<b>Strengthen key regional industries</b> , such as visitor products; Tongass Forest Plan revision; Oceans, Mining Service and Supply, Renewable Energy, Research, and Arts & Culture clusters	Foster an attractive, safe, and clean environment downtown; work with Visitor Industry Cluster Working Group and Downtown Clean Up
<b>Work with transportation industry</b> to maintain and improve <b>access</b> to Juneau and Southeast	<b>Develop talent</b> through Early Education and Childcare, Statewide Robotics, STEM programs, Senior Care Economy, Juneau Achievement, Post-Secondary Education	
<b>Collaborate</b> with state and regional tourism groups	<b>Deliver core economic development</b> services such as economic research, innovation summit, and JEDC Investor Program	
<b>To minimize tourism impacts under TBMP</b> , provide a part-time administrator to manage Tourism Hotline calls and emails, maintain database, submit reports, conduct public outreach and meetings, and manage communication to members and CBJ	Provide an administrator for DBA	

Sources: CBJ Memorandums of Agreement with Travel Juneau, Juneau Economic Development Council, and Downtown Business Association.

# Appendix C: Example Services for JEDC's Scope of Program

The following example shows how JEDC could take its existing Scope of Program and provide more detail for each goal by listing the specific services it uses to achieve them. Selecting which services to include would enable JEDC to focus on its 10-15 most meaningful services for the city. The specific duties below are not intended as recommendations for which services to choose; they are simply examples of how to add greater specificity to the MOA.

## EXAMPLE DUTIES FOR JEDC

### *Make Juneau a Great Capital City*

1. Collaborate with the Downtown Business Association to promote Main Street America initiatives and strengthen downtown economic activity by providing administrative and programming staff and other support to DBA.
2. Facilitate housing investment, respond to developer inquiries, and partner with the Northern Southeast Alaska Building Industry Association to promote residential growth.
3. Implement "Choose Juneau" strategies to attract new residents and assist employers with recruitment.
4. Serve on the Alaska Committee to support efforts to enhance Juneau as a great capital city.

### *Strengthen Key Regional Industries*

5. Engage with industry groups and businesses to support the visitor products, forestry, mining service and supply, renewable energy, research, and arts and culture clusters.

### *Promote Entrepreneurship and Small Business*

6. Create networking opportunities for entrepreneurs. Link entrepreneurs in Juneau to networks, programs, competitions, and resources across Alaska.
7. Operate the Local Frequency program.
8. Provide financing and technical assistance through the Southeast Alaska Revolving Loan Fund program.

### *Develop Talent*

9. Assist CBJ with implementing childcare initiatives to increase access to childcare and early education; support the Childcare Loan program.

10. Support STEAM activities and camps inside and outside of schools by delivering STEAM summer camps, overseeing the Alaska statewide robotics organization, and supporting the Juneau STEAM coalition.
11. Serve on the UAS Campus Council and advisory groups for UAS management programs.
12. Partner with the Southeast Regional Eldercare Coalition to increase eldercare workforce participation.

***Deliver Core Economic Development Services***

13. Provide monthly economic indicators for JEDC News.
14. Deliver presentations to community groups.
15. Provide updates on the Juneau Economic Plan to the CBJ Assembly.

# Appendix D: Sample MOA Template

The following is a sample MOA template, based on existing CBJ MOAs. Using the same template for all CPOs would ensure consistent clarity and detail across all MOAs.

A key element of this template is that each CPO duty is numbered and that number is carried through to the corresponding performance metrics and funding sections. This numbering should make it easier for CPOs to ensure they have identified appropriate performance metrics for each duty, and for CBJ staff to track related funding and program outcomes. Performance metrics do not need to be created for every individual service, but aligning performance measures at the duty level will allow both parties to make sure metrics sufficiently represent the array of duties.

Ideally, MOAs for Travel Juneau and DBA would be limited to 5 pages, with 5-7 pages for JEDC due to its more comprehensive program scope.

---

## **SAMPLE MEMORANDUM OF AGREEMENT**

*(Introduction identifying involved parties, total grant award, and grant period.)*

### **Scope of Program**

#### **Section 1. [CPO] Duties**

[CPO] shall provide the following services for Juneau: *(List duties and specific services under each duty to be provided.)*

#### **Duty 1. Destination Marketing**

- Service a. Develop and deliver destination marketing campaigns for CBJ, focusing on fully independent travelers (FITs), groups, and meeting planners. Campaigns will include in-state, domestic, and international travelers and will include digital, limited print, social, and video platforms. Destination marketing campaigns will incorporate Tlingit visual and language elements and support cultural tourism.
- Service b. Provide planner services for meeting and convention planners, including, but not limited to, full bids, hotel room bids and rates, catering bids and rates, service referrals, familiarization tours to qualified planners, and event promotion.
- Service c. Market and sell the Centennial Hall Convention Center to meeting planners; collaborate with facility staff to ensure ease of booking and the delivery of events and services.
- Service d. Develop and deliver a comprehensive array of accurate visitor information via destination website, mobile application, phone, face-to-face, and online inquiry.
- Service e. Provide additional marketing and promotional opportunities to local visitor industry businesses.

- Service f. Engage with the Alaska Travel Industry Association to ensure Juneau is represented in their ongoing national and international marketing programs.
- Service g. Work with a variety of local organizations to encourage entrepreneurship and small business development in the visitor industry.
- Service h. Maintain working relationships with visitor industry transportation providers to maintain and improve access to Juneau and Southeast.
- Service i. Collaborate with state and regional tourism-related groups, committees, and commissions.

**Duty 2. Make Juneau a Great Capital City**

- Service a. Collaborate with the Downtown Business Association to promote Main Street America initiatives and strengthen downtown economic activity by providing administrative and programming staff and other support to DBA.
- Service b. Facilitate housing investment, respond to developer inquiries, and partner with the Northern Southeast Alaska Building Industry Association to promote residential growth.
- Service c. Implement “Choose Juneau” strategies to attract new residents and assist employers with recruitment.
- Service d. Serve on the Alaska Committee to support efforts to enhance Juneau as a great capital city.

**Duty 3. Promote a Vibrant Year-Round Downtown**

- Service a. Promote downtown events and attractions to sustain and enhance downtown’s economic vitality, while aiming to attract both residents and visitors year-round. Activities and attractions to be promoted include Gallery Walk, monthly First Friday events, the Brunch Punch Card promotion, and the new Marine View Mural Project currently in production.
- Service b. Continue the Light Up Juneau campaign to enhance the atmosphere and safety, and promote activities to attract people downtown during the winter.
- Service c. Establish a family-friendly transformation strategy, guided by Main Street America principles, to create a more welcoming and accessible downtown experience for all ages.

**Section 2. Performance Metrics** *(Provide quantifiable metrics for each CPO duty. Reference the duty number to correspond metrics to the Scope of Program. If a metric is related to more than one duty and service, indicate as such.)*

[CPO] will set goals toward and track the following metrics:

**Duty 1. Destination Marketing**

# of meeting planners participating in Travel Juneau-sponsored FAMs

# of organizations that have sent one or more persons to scout and assess Juneau's suitability as a destination for their events or conventions

# of tour and cruise operators participating in Travel Juneau-sponsored FAMs

# of travel writers meeting with Travel Juneau staff while on visits to Juneau or participating in Travel Juneau-sponsored FAMs

Monthly hotel/overnight accommodation occupancy

**Duty 2. Make Juneau a Great Capital City**

# and type of Main Street America, Choose Juneau, and Alaska Committee initiatives supported

# of new building permits

**Duty 3. Promote a Vibrant Year-Round Downtown**

# and type of downtown events and attractions

# of estimated attendees by event and attraction

**Section 3. Funding** *(List the dollar value associated with each duty and identify the funding source.)*

A. CBJ will provide [DOLLAR VALUE] in grant funding to [CPO]. The grant funding is to be used for actual program costs towards the scope of this agreement, allocated as follows:

Duty 1. Destination Marketing – FUND SOURCE

Written dollar value (Numerical dollar value)

Duty 2. Make Juneau a Great Capital City – FUND SOURCE

Written dollar value (Numerical dollar value)

Duty 3. Promote a Vibrant Year-Round Downtown – FUND SOURCE

Written dollar value (Numerical dollar value)

B. Payment Schedule *(Identify the payment schedule to be followed.)*

[CPO] will be paid in four (4) equal quarterly payments for each quarter of the fiscal year.

C. Grant Funds Not Utilized *(Identify unspent funding policies.)*

[CPO] agrees to refund all CBJ advanced grant funds not utilized for the scope of work and may request to defer unspent funding to support the next fiscal year's budget within 30 days after the end of the grant period, [DATE].

D. Additional Income:

[CPO] may earn additional income or receive outside grant funding to augment the three CBJ grants. [CPO] financials shall reflect all revenue sources.

**Section 4. Communications** *(Identify expected communication commitments for the CPO.)*

CBJ will host a quarterly check-in meeting with [CPO]. The CPO shall coordinate with CBJ to participate.

---

*All items that follow the Scope of Program will use CBJ's standard boilerplate and be identical across all CPOs, except when customization is appropriate.*

# Appendix E: Comparison of Juneau Maps

The following is from a document titled *Two Maps, One Destination*, comparing the two Juneau maps distributed to visitors. This document was approved by DBA and Travel Juneau on June 4, 2025.

Juneau benefits from two widely circulated maps—each with a distinct purpose and funding model, yet both serving CBJ’s broader economic and visitor experience goals. Together, they form a complementary system: one drives economic activity in the downtown area, and the other deepens place-based orientation. Together, both maps reflect a layered approach to downtown vitality: the DBA map directs economic flow, while the Travel Juneau map supports wayfinding, storytelling, and context. One drives transactions, while the other builds trust and curiosity. And in a place like Juneau—where tourism is both an economic lifeline and a cultural encounter—both are essential.

<b>Downtown Walking Map</b> <b>Self-Sustaining Economic Activity Loop</b> <b>Providing a Focus on Downtown</b>	<b>Juneau Map</b> <b>Public-Service Oriented Resource</b> <b>Providing Context for the Broader Area</b>
<ul style="list-style-type: none"> <li>• This map is managed by the Downtown Business Association, funded wholly through advertising sales to members, and distributed through DBA members/ reps as a courtesy gift.</li> <li>• Designed to be a powerful economic engine in pocket-sized form, this map blends tactical promotion with strategic benefit for the entire downtown ecosystem.</li> <li>• Features ads and directory categories for Arts &amp; Culture, Convenience, Financial Services, Food &amp; Drink, Over 21 Club, Professional Services, Shopping, and Tours &amp; Excursions.</li> <li>• The one-page map showcases downtown with an inset focused on a smaller area of condensed commerce bounded by Main Street, 2nd Street, Franklin Street, and Egan Drive.</li> <li>• For use by visitors on foot in Downtown Juneau.</li> </ul>	<ul style="list-style-type: none"> <li>• This map is managed by Travel Juneau, funded by CBJ Marine Passenger Fees, and distributed through the Visitors Center, hotels, and various brochure racks in Juneau.</li> <li>• Designed to elevate civic assets, cultural landmarks, and spatial awareness, this map helps first-time visitors understand where they are and what surrounds them.</li> <li>• Features points of interest, statues and monuments, trailheads, and essential amenities for all of Juneau, as well as a map of the Inside Passage for regional context.</li> <li>• One side of the map shows the downtown waterfront from the AJ Dock to Aurora Harbor, and the other side of the map shows all of Juneau from Sheep Creek to Echo Cove.</li> <li>• For use by visitors with any form of transportation.</li> </ul>

Source: DBA

## **McKINLEY RESEARCH GROUP, LLC**

3800 Centerpoint Drive, Suite 1100 • Anchorage, AK 99503  
801 West 10<sup>th</sup> Street, Suite 100B • Juneau, AK 99801

[info@mckinleyresearch.com](mailto:info@mckinleyresearch.com) • [mckinleyresearch.com](http://mckinleyresearch.com) • (907) 274-3200

## ATTACHMENT H



March 14, 2026

To: CBJ Assembly

From: Juneau Downtown Business Association

Re: FY2027 Fiscal Environment

The Downtown Business Association (DBA) values its longstanding partnership with the City and Borough of Juneau and appreciates the Assembly's consistent support of our efforts through marketing, business coordination, events, and advocacy. With CBJ's help, the DBA supports local businesses that contribute to Juneau's local economy and visitor experience.

In light of the recently adopted ballot measures resulting in approximately \$12 million reduction in the City and Borough of Juneau's budget, the DBA acknowledges the difficult fiscal decisions facing the Assembly in the upcoming budget cycle. With these constraints in mind, the DBA Board has chosen not to request municipal funding for the upcoming fiscal year. This decision reflects our desire to allow the Assembly to prioritize essential municipal services while the City works through the implications of the new revenue limits.

As a result of this decision, several initiatives may need to be scaled back or deferred, including elements of Gallery Walk programming, the Downtown Mural Project, and further development of Light Up Juneau. While these adjustments will affect some of the Association's planned activities, the DBA remains committed to supporting downtown Juneau and will continue working to accomplish as many of our goals as possible within available resources.

Even with limited funding, the DBA remains dedicated to supporting a healthy and vibrant downtown district. We will continue collaborating with local businesses, partners, and community organizations to support economic activity and enhance the downtown experience for residents and visitors alike.

The DBA values its partnership with the Assembly and anticipates reassessing its funding needs in future budget cycles as the City and community adjust to the new fiscal landscape. Downtown Juneau remains a central economic and cultural hub for the community, and the DBA looks forward to continuing its collaboration with the Assembly and partners as conditions evolve.

Respectfully submitted,

Juneau Downtown Business Association



FY2027 Request for Marine Passenger Fees  
Downtown Ambassador Program

The Downtown Business Association (DBA) requests the use of \$75,000 in CBJ Marine Passenger Fees to fund the seasonal Downtown Ambassador program. Designed to enhance the overall port experience for cruise ship passengers visiting Juneau for the day, this initiative ensures arriving guests are warmly welcomed by easily visible and accessible local ambassadors on foot in the downtown corridor. This cadre of knowledgeable staff provides just-in-time assistance to cruise passengers by answering frequently asked questions and providing customized information to meet the unique needs and specific requests made by individual passengers. Additionally, the goals of this program align with elements found in CBJ Blueprint Downtown, the national Main Street America accreditation framework, and TBMP guidelines specific to ensuring Juneau’s cruise passenger visitors can enjoy tailored guidance, seamless navigation, and lasting memories of Juneau as a premier, hospitable, and unforgettable port of call.

**Impact and Details**

- **Staffing Levels:** Approximately 8–10 knowledgeable locals are hired on a temporary basis with schedules and staffing levels tied to daily cruise passenger volume counts and ships in port.
- **Daily Shifts:** Rain or shine, staff are assigned to work 4-hour shifts downtown in high traffic areas seven days a week with timing aligned to morning, mid-day, and afternoon cruise ship arrivals into port.
- **Local Expertise:** All ambassadors are Juneau locals, most with long-term residency, chosen for their knowledge of the community. Without exception, these employees are selected for their friendly nature, ease of conversation, and willingness to help others. Many tend to be retired with deep knowledge of Southeast Alaska, and about half of each summer’s crew are returning employees from year to year.
- **Training:** Each new ambassador is paired with a returning ambassador for a review of available materials, frequently asked questions, and pertinent resources (e.g., TBMP). This is followed by the new hire shadowing 1–2 ambassadors on the street for the day.
- **Visibility:** Staff wear bright blue gear marked as “AMBASSADOR” to help visitors locate them when needed. Items worn include rain jackets, waterproof coats, vests, and caps, as well as “Ask Me!” pins.
- **Passenger Needs:** While cruise passengers being assisted by ambassadors are mostly mobile, many older adults prefer to ration their energy and subsequently need help finding efficient routes on foot or via ground transportation. Other passengers are returning to Juneau again after being here in the past for some special occasion (e.g., honeymoons, reunions) or are following in the footsteps of a loved one who came before; these cruise passengers tend to be looking for a certain place, memorial, or photo opportunity to recreate the moment. On rainy and frigid days, cruise passengers walking the streets of Downtown Juneau are desperate to find the closest cup of hot chocolate or coffee. Others seek curated art, historical features, or a tour of the capitol complex. Some need to fill a prescription, receive medical attention, or find a pair of replacement shoes. For those trying to squeeze in what little time they have before or after an excursion to get a feel for the local vibe, ambassadors share key details about timing and logistics. No matter the request or the need, these ambassadors stand ready to help, including a few with bilingual skills who are able to provide assistance to those who not speak English.

**Communication:** To stay informed, staff will frequently check in with the Visitor Center to see if there are any announcements that need attention, and others will bring back newly available resources to share with the crew as they become available (e.g., rack cards, hours of operation for points of interest, new services). A group text also allows all ambassadors to pass along information, ask questions, dispatch resources, and share stories and photos with smiling cruise passengers. They bring forward concerns (e.g., city bus loads, crosswalk coverage, hawkers) and take pride in being prepared to answer any questions that come along.

### **Collaboration with Community Partners**

The DBA maintains strong, ongoing partnerships with key community organizations whose missions directly intersect with visitor experience, downtown vitality, and public safety. Through close communication with Travel Juneau visitor center staff, the DBA has ensured that ambassadors are adequately equipped with current information on tours, attractions, events, and updated operating hours that cruise passengers routinely inquire about. Additionally, having the Tourism Best Management Practices (TBMP) guidelines embedded into the ambassador training program ensures the ability to share accurate, consistent messaging around respectful tourism practices, vessel scheduling, transportation expectations, and community standards. These partnerships expand the program's capacity and situational awareness far beyond what a single organization could achieve independently. As a result, ambassadors serve as well-informed, reliable sources of guidance for visitors while also helping reinforce community norms, improve safety, and foster strong first impressions of Juneau. This collaborative network ensures the ambassador program is deeply integrated into Juneau's tourism ecosystem and remains aligned with community expectations, economic priorities, and visitor experience standards.

### **Collaboration with CBJ Departments**

The DBA's Downtown Ambassador program maintains coordination with CBJ departments to ensure accurate information flow, safe pedestrian movement, and seamless support for cruise passengers navigating the downtown corridor. By stationing ambassador staff near the CBJ Cash Office, ambassadors can divert distractions to city staff. Additionally, through coordination around the Transit Center, ambassadors can help guide visitors to the correct bus lines, understand detours and service adjustments, and provide real-time routing support for guests seeking efficient and accessible transportation options. Through these collaborative efforts, the ambassador program enhances operational efficiency, supports public safety goals, and reinforces consistent messaging across multiple CBJ touchpoints—strengthening Juneau's reputation as a well-managed, welcoming, and visitor-focused port community.

### **Alignment with CBJ Mission and Goals**

The Downtown Ambassador program directly supports the City and Borough of Juneau's mission to provide high-quality public services and maintain a safe, accessible, and welcoming environment for all who interact with the community. Ambassadors play a central role in helping CBJ manage the intensity of seasonal visitor activity by improving wayfinding, reducing confusion and congestion, and offering real-time assistance that enhances both safety and efficiency along the waterfront. These day-to-day functions closely reflect CBJ's commitment to operational excellence, responsive public service, and effective stewardship of the downtown core—especially during peak cruise passenger periods when municipal systems are most heavily utilized. The program also advances several goals articulated in Blueprint Downtown, including improving the pedestrian experience, strengthening the economic vitality of the urban core, and elevating Juneau's reputation as a vibrant, well-managed capital city. Blueprint Downtown

emphasizes the importance of creating a lively, walkable environment supported by clear information, reliable navigation, and a positive on-street experience—all of which are delivered directly by ambassadors throughout the season. By supporting visitor mobility, reinforcing CBJ messaging, and contributing to a safe and enjoyable public realm, the ambassador program aligns seamlessly with the plan’s 20-year vision for an active, resilient, and people-centered downtown that serves both residents and guests.

**Alignment with Settlement Agreement**

The Settlement Agreement allows marine passenger fees to be used to enhance the cruise passenger experience while at their Juneau port of call. This program provides personalized wayfinding assistance, support for accessibility needs, and improved downtown navigation via knowledgeable, friendly, visible, and dedicated local ambassadors. By providing cruise passengers with tailored recommendations and in-the-moment assistance, these guests can confidently feel welcomed and cared for as they spend a day in Juneau, the capital of Alaska.

**ADDENDUM A: FY2027 Proposed Program Budget**

<b>Expense</b>	<b>Amount</b>
Downtown Ambassador	\$50,000
Program Coordination	\$10,500
Accounting, Finance and Payroll	\$2,000
Supplies and Gear	\$3,000
Subtotal Operating Expense	\$65,500
Administrative Fee (15%)	\$9,500
<b>TOTAL</b>	<b>\$75,000</b>

**ADDENDUM B: Historical Approved Use of Marine Passenger Fees for Program**

<b>Fiscal Year</b>	<b>Amount Requested</b>	<b>Amount Awarded</b>
2025	\$75,000	\$75,000
2024	\$90,000	\$90,000
2023	\$90,000	\$75,000
2022	\$45,000	\$15,000
2021	\$67,000	-
2020	\$65,000	\$65,000
2019	\$59,000	\$58,710
2018	\$60,000	\$57,000
2017	\$57,000	\$57,000
2016	\$57,000	\$56,000
2015	\$56,000	\$56,000
2014	\$56,000	\$56,000

**ADDENDUM C: Two Maps, One Destination**

<b>DBA Downtown Walking Map Self-Sustaining Economic Activity Loop Providing a Focus on Downtown</b>	<b>Travel Juneau Map Public-Service Oriented Resource Providing Context for the Broader Area</b>
<ul style="list-style-type: none"> <li>This map is managed by the DBA, <i>funded wholly through advertising sales to members</i>, and distributed primarily through DBA members/ reps as a gift.</li> <li>Designed to be a powerful economic engine in pocket-sized form, this map blends tactical promotion with strategic benefit for the entire downtown ecosystem and features advertising.</li> <li>Includes a directory with categories for Arts &amp; Culture, Convenience, Financial Services, Food &amp; Drink, Over 21 Club, Professional Services, Shopping, and Tours &amp; Excursions.</li> <li>The one-page map showcases downtown plus an inset focused on condensed commerce bounded by Main Street, 2nd Street, Franklin Street, and Egan Drive.</li> <li>For use by downtown visitors on foot.</li> </ul>	<ul style="list-style-type: none"> <li>This map is managed by Travel Juneau, <i>funded by CBJ Marine Passenger Fees</i>, and distributed through the Visitors Center, hotels, and brochure racks in Juneau.</li> <li>Designed to elevate civic assets, cultural landmarks, and spatial awareness, this map helps first-time visitors understand where they are and what surrounds them.</li> <li>Features points of interest, statues and monuments, trailheads, and essential amenities in Juneau, as well as a map of the broader area for regional context.</li> <li>One side shows “Downtown Juneau” from the AJ Dock to Aurora Harbor, and the other side is a “Juneau Road Map” from Sheep Creek to Echo Cove plus the inset “Southeast Alaska Inside Passage Map.”</li> <li>Contains no advertising or businesses.</li> <li>For use by visitors with transportation.</li> </ul>



# *Gondola Project Status*

Assembly Finance Committee  
April 1, 2026

# ***Gondola Team***

***Craig Dahl, Special Projects Manager***

***Alix Pierce, Visitor Industry Director***

***Alan Steffert, CBJ Project Engineer***

***Carleton Shorey, CBJ Engineer***

***Jim Calvin, Eaglecrest Board Member***

***Erin Lupro, Acting Eaglecrest GM***

***Tracey Sunflower, Eaglecrest Marketing & Events Mgr.***



# *Design Team*

**Northwind Architects: Sean Boily / Harper Gun**

**SCJ Alliance: Steve Dorou, Jamie Bunch, Jim Fletcher, Cassandra Miertschin**

**RESPEC: Kevin Puustinen, Jennifer Kemp, Ben Haight, Doug Murray**

**PND: Brian Nielsen, San Sjostedt**

**57 North: Kelly O'Neil**

**Corvus: Chris Mertl**

**DOWL: Dana Johnson**

**CBJ Engineering: Alan Steffert**



**This presentation serves as additional information in support of the memo submitted to Finance Chair, Christine Woll for this meeting and focuses on costs that will or could be incurred in the process of exiting the gondola project.**

**The project is in a “hard pause” mode following the greater-than-expected estimate for cost of construction that likely exceeds the capacity of CBJ to fund.**



# ***“The Gondola”***

## ***A Way for Eaglecrest to be Self-Sustaining***

- The idea of a gondola may have started as far back as 2012 but became real in 2019 with the *Summer Development Plan* for Eaglecrest
- 2021 the gondola was integrated into the strategic goals for Eaglecrest
- February 2022 – Eaglecrest GM presented the gondola to the Assembly as the keystone to the summer development plan and a pathway for making Eaglecrest self-sustaining
- Included was an independent report from the *SE Group* agreeing that capitalizing on our unique market opportunity with cruise visitor revenue was good for Eaglecrest



- **SCJ Alliance – technical consultant on gondolas – found the project “to be feasible” and felt that it could be constructed for approximately \$7 million, but qualified in their report that 7 of 10 items were not validated and estimates only**
- **The proposal included a review conducted by JEDC, and letters of support from various local industry organizations**
- **The potential market for cruise and independent travelers utilized visitor industry statistics from the McKinley Group**
- **During 2019-2021 – 13 public meetings on summer development plan – plus all publicly noticed Eaglecrest Planning Committee meetings**
- **Informational webinar – Feb 2022    150-200 participants**



- February of 2022 the Assembly approved \$2 million for the purchase of the gondola
- April of 2022 Eaglecrest acquired a used pulse gondola from the Galsterberg Ski Resort in Austria.
- Recognizing the need for additional funding, in April of 2023 accepted \$10 million from Goldbelt, Inc as an investor in the project
- June 2023 CBJ entered into a Revenue Sharing Agreement (RSA) with Goldbelt which included a commitment for CBJ to deliver an operating gondola system by May of 2028. Once in operation Goldbelt would receive a share of all ridership revenue.
- Failure to meet the 2028 deadline would trigger the repayment of Goldbelt's investment plus interest



# Cost of the gondola project to date:

Gondola Systems & Parts	\$5,546,152
Salaries & Other Expenses	438,537
Design & Engineering	<u>2,309,005</u>
Total Expenditures to date	\$8,293,694
Tariff & Fuel Surcharge	\$946,000
Other costs associated with parts shipment	105,000
Contingency	100,000
Total Project Cost	\$ 9,444,694
Available funds	12,721,608
Amount remaining	\$ 3,276,914



**If the project were to continue, there will be additional costs besides the gondola itself. Design fees for mountain top development (platforms, restrooms, concession), upgrades to Eaglecrest facilities and all necessary systems necessary for a finished “Eaglecrest Gondola Experience”.**



# CM/GC Estimate – Resulting Actions

- **The ROM estimate (Rough Order of Magnitude) of \$27 million from Cornerstone General Contractors was reported to a joint meeting between the Borough Assembly and Eaglecrest Board the day after receipt**
- **Result is a “hard pause” for the project while options are considered**
- **Direction given to the gondola team to stop all further actions that would incur additional expense – identify ongoing and unavoidable costs**
- **Steps taken to meet with Goldbelt Inc to determine their level of interest in taking over the project**



# Repayment of Goldbelt

Meetings with Cornerstone has made it clear that meeting the May 2028 deadline for project completion is unrealistic

Unless otherwise agreed to, missing the May 2028 deadline triggers a repayment of Goldbelt's investment.

Repayment is based upon 7% interest compounded monthly, and as reported to you in my memo the current payoff as of May 1st would be:

- \$12,045,720
- The monthly accrual is approximately \$70,000 and increasing
- Net amount needed to repay Goldbelt \$8,768,000



# Ongoing Costs

In order to preserve the most cost-effective options for CBJ there will be ongoing costs that will have to be weighed. Options and related costs will depend on whether Goldbelt or a third-party investor wants the currently designed gondola project at Eaglecrest.

- **Tariff and fuel surcharge - \$946,000 (avoid if not shipped to the US)**
- **Completion and transportation of gondola car refurbish - \$173,000 plus shipping of \$37,000 (may leave stored in Colorado)**
- **Unloading / staging / inventorying additional parts - \$100,000**
- **Storage, additional transportation / contingency \$100,000**



# Gondola Performance Projections



# ***Gondola Project Projections***

**We are in a very unique market with the cruise industry, which provides the opportunity to market the “Eaglecrest Gondola Experience” to more than 1.7 million ship visitors each season.**

**Independent travelers add an additional 150,000 – 200,000 each year**

**Capturing a conservative number of visitors to ride the gondola creates a significant revenue stream that in turn can subsidize Eaglecrest operations in the years to come**

**Even with the higher than anticipated construction costs - while outside the capacity of CBJ - could still be attractive to an outside investor**



# Gondola Project Projections

Developed a dynamic revenue model that allows for changing wholesale price, capture rate for the three target groups, and days of operation.

Cruise Passengers	FY28-30	1,750,000	Capture Rate	FY28-30	4.00%	Rev per pass	FY28-30	\$ 85.00
Cruise Passengers	FY31-35	1,750,000	Capture Rate	FY31-35	5.00%	Rev per pass	FY31-35	\$ 90.00
Cruise Passengers	FY36 -FY40	1,750,000	Capture Rate	FY36 -FY40	6.00%	Rev per pass	FY36 -FY40	\$ 95.00
Independent Sales	FY28-30	2,500	Rev per rider	FY28-30	\$ 85			
Independent Sales	FY31-35	3,000	Rev per rider	FY31-35	\$ 85			
Independent Sales	FY36 -FY40	4,000	Rev per rider	FY36 -FY40	\$ 85			
Local Use	FY28-30	2,500	Local Fee	FY28-30	\$ 45.00			
Local Use	FY31-35	2,500	Local Fee	FY31-35	\$ 45.00			
Local Use	FY36 -FY40	2,500	Local Fee	FY36 -FY40	\$ 45.00			
Days of Operation	FY28-30	130	<b>Note: Days of operations changes the daily visitors based on the same capture rate</b>					
Days of Operation	FY31-35	130						
Days of Operation	FY36 -FY40	130						

# ***Gondola Project Projections***

**Developed detailed operating expenses**

**Conservative estimates for number of employees needed for operations and mountain safety reflected a full year expense of \$2,767,000 including personnel and non-personnel costs**

**The model allows for changing the annual inflation rate**



# Gondola Project Projections

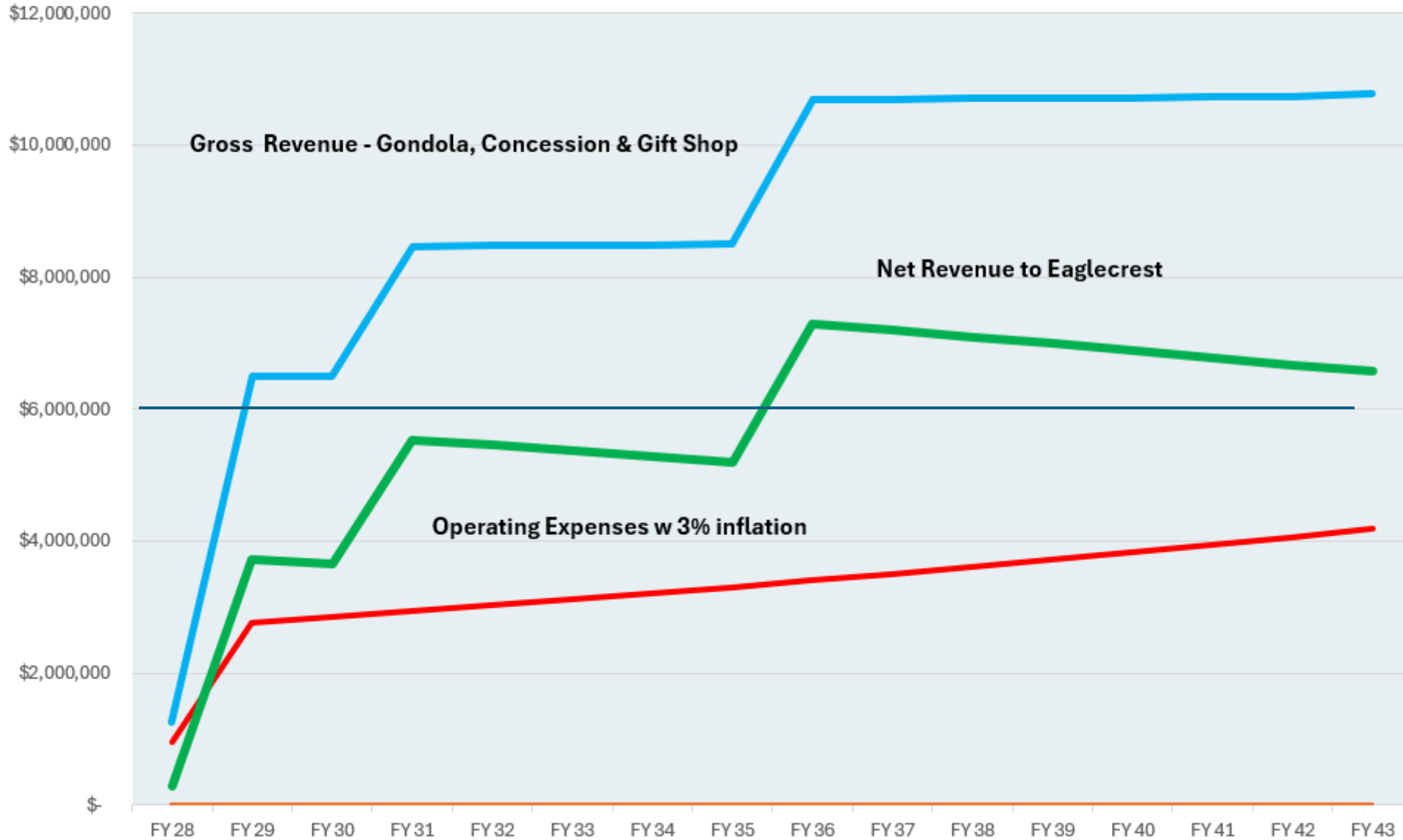
Consider manual adjust first year #'s	FY 29	FY 30	FY 31
Rev Cruise Passenger Sales	\$ 5,950,000	\$ 5,950,000	\$ 7,437,500
Indepentend Sales	212,500	212,500	255,000
Rev from Locals	112,500	112,500	112,500
<b>Gross Rev from Ridership</b>	<b>\$ 6,275,000</b>	<b>\$ 6,275,000</b>	<b>\$ 7,805,000</b>
Net Revenue from Gift Shop *	200,000	206,000	212,180
Net Revenue from Mtn Top concession **	15,000	15,000	15,000
<b>Total Revenue from Gondola Operations</b>	<b>\$ 6,490,000</b>	<b>\$ 6,496,000</b>	<b>\$ 8,032,180</b>
<b>Annual Operating Cost</b>	<b>Annual increase for inflation</b>	<b>3%</b>	
Labor	\$1,417,000	\$1,459,510	\$1,503,295
Insurance	250,000	257,500	265,225
Electricity	40,000	41,200	42,436
Full Cost Allocation (CBJ) charges	195,000	200,850	206,876
Lift Maintenance & Repair	170,000	175,100	180,353
Facilities Maintenance & Repair	100,000	103,000	106,090
Lift Replacement Fund	250,000	257,500	265,225
Marketing /Sales	175,000	180,250	185,658
Bank Card Fees	20,000	20,600	21,218
Sewage/Solid Waste Disposal	25,000	25,750	26,523
Materials/Supplies	50,000	51,500	53,045
Contract Services	-	-	-
Minor Equipment	25,000	25,750	26,523
Misc.	50,000	51,500	53,045
<b>Total Operating Costs</b>	<b>\$2,767,000</b>	<b>\$2,850,010</b>	<b>\$2,935,510</b>
<b>Net Operating Revenue</b>	<b>\$ 3,723,000</b>	<b>\$ 3,645,990</b>	<b>\$ 5,096,670</b>



# Gondola Operations - Net Revenue Projections - 2028-2043

(Net Revenue for all gondola operations)  
(FY 28 is only two months May & June)

Chart Area



# ***Gondola Project Projections***

**Parallel to the projections for the gondola are detailed projections for Eaglecrest to demonstrate how long it will take for Eaglecrest to be self-sufficient or to determine a reasonable amount of CBJ funding needed to operate.**

**The overall project is now fully in the hands of the Eaglecrest Board and the CBJ Assembly to determine the path forward.**



# Decisions for Assembly & Eaglecrest Board

- 1. Enter into a new development / operating agreement with Goldbelt Inc. for completion of the gondola and operating the ski area. If Goldbelt does not agree to pause or renegotiate the RSA, terminate the agreement as soon as possible.**
- 2. Keep the project intact but paused at the lowest possible cost – leave parts in Europe until the Eaglecrest Board can develop a prospectus and other planning materials for outreach to third-party investors**
- 3. Stop the project entirely – sell the existing gondola system and all parts in Europe**



# Questions





**Office of the City Manager**

155 Heritage Way  
Juneau, Alaska 99801  
PHONE: (907) 586-5240  
FAX: (907) 586-5385

---

TO: Assembly Finance Committee

FROM: Katie Koester, City Manager

DATE: March 31, 2026

RE: MPF Project for Waterfront Restrooms

I would like to highlight one of the projects included in the Manager's Proposed Marine Passenger Fee (MPF) projects: waterfront restrooms for \$3.5 (the project description can be found on page 82 of the AFC packet).

Restrooms and queueing for cruise passengers have been long identified as a need on the waterfront. The proposed location (Elizabeth Peratrovich Plaza) has also been discussed as a potential site for a new Juneau Douglas City Museum. The Public Works and Facilities Committee (PWFC) reviewed the competing projects at the February 23, 2026, meeting where the committee voted to include the restroom project in the Manager's Proposed MPF Budget.

Because moving forward with the waterfront restroom project as proposed precludes the new museum on this site, I wanted to bring special attention to it for your review.

Enc: Koester memo on waterfront museum



**Office of the City Manager**

155 Heritage Way

Juneau, Alaska 99801

PHONE: (907) 586-5240

FAX: (907) 586-5385

[Katie.Koester@juneau.gov](mailto:Katie.Koester@juneau.gov)

---

TO: Ella Adkison, Chair  
Public Works and Facilities Committee

FROM: Katie Koester, City Manager

DATE: February 23, 2026

RE: Future of Waterfront Museum

The Waterfront Museum concept was originally presented by City Manager Watt at a December 6, 2019, Committee of the Whole as part of waterfront improvements. The project vision was a museum located at the current Elizabeth Peratrovich Plaza that, because of its location, could capture significant visitor revenue to make our museum self-sustaining, provide an attraction for a large number of visitors thereby reducing congestion, and house the Morris Art Collection, currently stored by CBJ at the Docks & Harbors Auke Bay Marine Station – Specimen Building, per an agreement between CBJ and the Morris family. The agreement requires CBJ to pursue an eventual permanent home for the collection, and relocation of the collection would be the responsibility of the Morris family should a permanent location not be secured. An additional benefit of moving the museum would be the potential to repurpose the current facility as part of the Capitol Complex.

**Why are we talking about the Museum?**

At the 11.5.25 Assembly Finance Committee meeting the Assembly voted to pause the waterfront museum. At the 2.23.26 PWFC meeting Port Director Uchtyl will propose an alternative use for the Elizabeth Peratrovich Plaza that would likely rule out a museum at that location, which prompted this update.

**Current Juneau Douglas City Museum**

The current Juneau Douglas City Museum is housed in the CBJ owned Veteran’s Memorial Building at 4<sup>th</sup> and Main, across from the Capitol. It was the site of the Alaska Statehood Ceremony in 1959 and is significant to the history of Juneau and the State. The current building has challenges with moisture, storage, and exhibit capacity. It is not ideally constructed or climate controlled for the long-term preservation of art and artifacts. The museum welcomed over 36,000 visitors in FY25 and projects earnings of \$128,800 from entrance fees, sales, donations and grants in FY26. Expense to the general fund is \$528,100.

The vision of a new waterfront museum was to expand to approximately twice the square footage, purpose-built to preserve and protect the valuable objects in its care. The original idea was to use

most of the Elizabeth Peratrovich Plaza in addition to acquiring uplands from what is known as the “Archipelago lot,” a lot that until recently was available for purchase directly behind the plaza. Plans to develop an indoor experiential theater on the Archipelago lot have been submitted to the Planning Commission for approval at their next meeting. The museum concept would need to be reimagined to allow for the collocation of these two symbiotic visitor experiences. No CBJ funds have been spent on designing a project; however, a local architecture firm has done some preliminary drawings that help envision how the space could be used.

### **Funding**

Per the settlement agreement, it is unlikely that passenger fees could be used for construction of the entire museum facility. However, the MOA with CLIA includes provisions for facilities such as restrooms, visitor information, and passenger queuing which would be incorporated into a museum concept and allow passenger fees to offset that portion of the project. To that end, \$500,000 of passenger fees have been appropriated for the waterfront museum. The project was also included in the 1% schedule: \$300K in FY24 and \$1M in FY27. The FY24 funds were reappropriated to help fund renovations to the Municipal Building. The draft CIP addresses the reduction in sales tax revenue by not funding the scheduled FY27 dollars of \$1M. This leaves only \$500,000 of Passenger Fees in the account.

**Recommendation:** Discuss desired use for Elizabeth Peratrovich Plaza. If supportive of restroom and queuing concept from Docks & Harbors, direct staff to include the project in the Manager’s FY27passenger fee request.