



# 2024 Performance Report



Stefan Hinman/MSB



*Dedicated to being the greatest community in  
Alaska to live, work and play*



# STRATEGIC FOCUS

ECONOMIC  
GROWTH AND  
DIVERSIFICATION

DELIVERING HIGH  
QUALITY SERVICES

MANAGING  
GROWTH



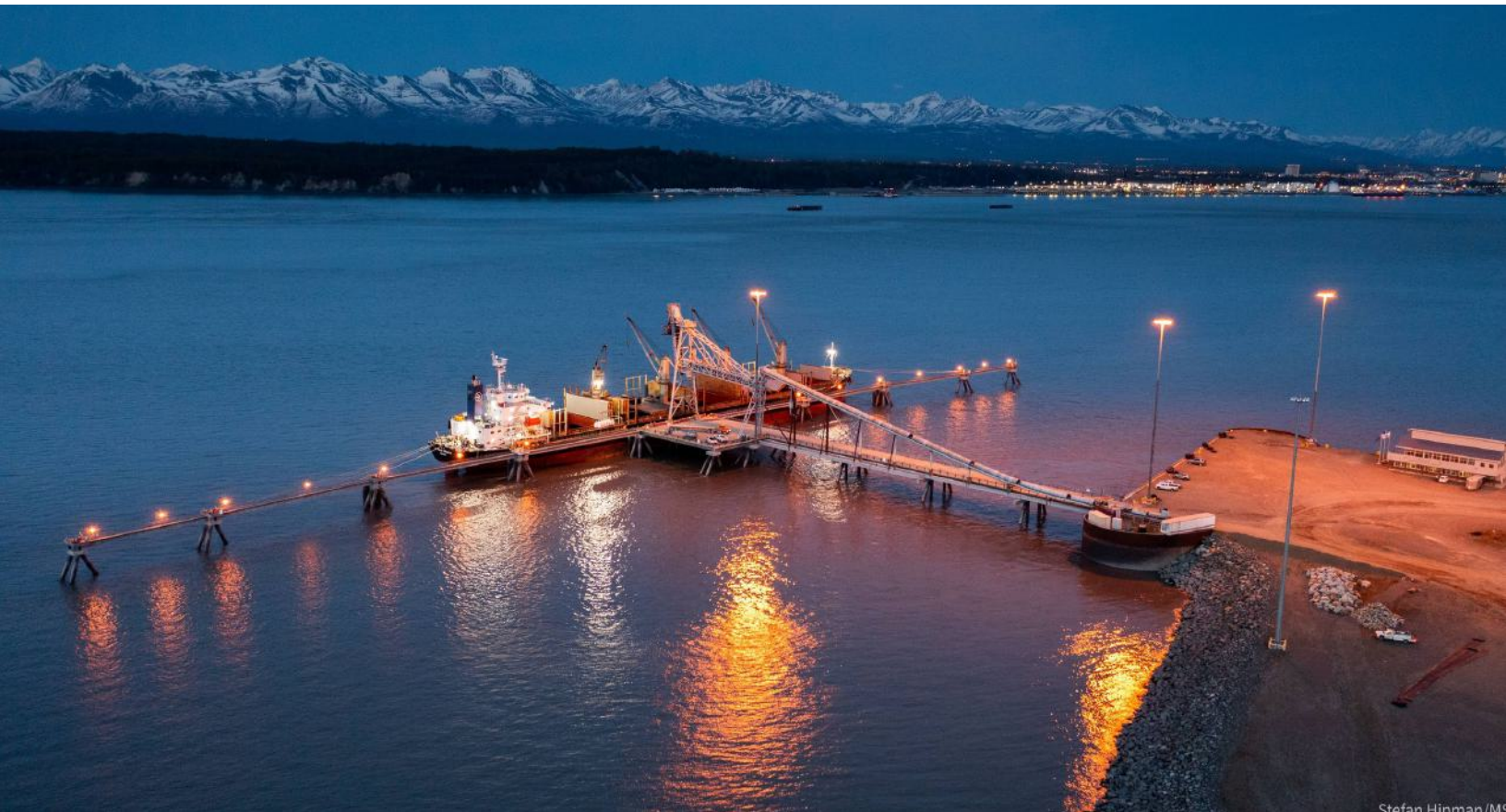
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MATANUSKA-SUSITNA BOROUGH



## Mayor and Assembly



**Edna DeVries**  
Borough Mayor

**Maxwell Sumner**  
District 4



**Tim Hale**  
District 1

**Bill Gamble**  
District 5



**Stephanie Nowers**  
District 2

**Dimitri Fonov**  
District 6



**Dee McKee**  
District 3

**Ron Bernier**  
District 7





# Economic Growth

Supporting economic development opportunities and evaluating barriers to growth

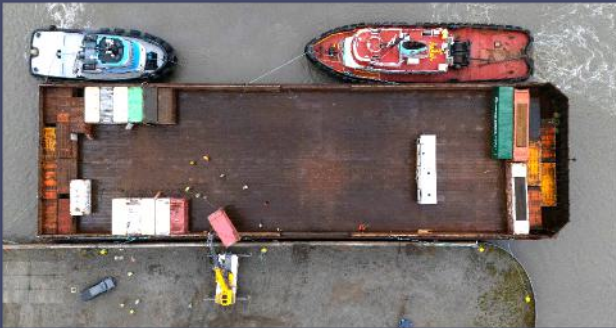
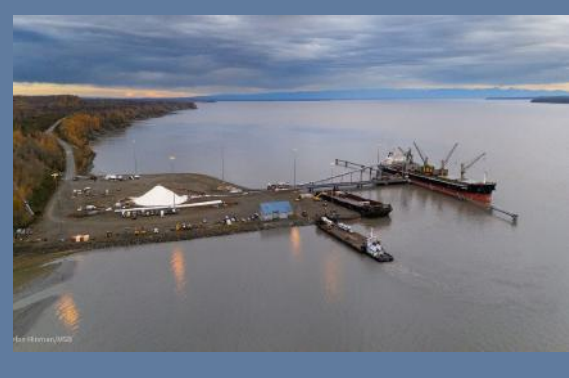


## 2024 Arctic Winter Games

In Spring of 2024, the Mat-Su hosted the 2024 Arctic Winter Games. We now know the Mat-Su can host world-class sporting and cultural events here. This was a huge accomplishment that involved a small staff and over 2,000 volunteers. This experience of the week-long event was profound for our community. The Borough wants to continue to be a resource for the Mat-Su, the State, and the Nation as an international destination that provides high-quality services, efficient facilities, and supportive infrastructure.



# Economic Growth & Diversification



## Port MacKenzie

Port MacKenzie and the surrounding Borough-owned “Port District” lands serve as a multi-modal gateway to southcentral and interior Alaska. Due to its strategic location and short distance from Anchorage (just 2 miles by water), the Port attracts interest from various maritime industry operators and business interests working in Cook Inlet. As other ports in the region, such as Seward, Homer, Whittier, and Anchorage, struggle with congestion and capacity due to tourism and construction projects, Port MacKenzie can meet the needs of operators seeking more flexibility. As a result, the Port received business from several new operators, some from Homer and others from Seattle/Tacoma. The barge activity involved project cargo, equipment, and housing movement to points as close as Fire Island and Tyonek, and as remote as Mertarvik and Kongiganak in western Alaska. Additionally, in 2024, the Port docked two bulk carriers, one for importing 32,000 tons of cement and the other for importing 52,000 tons of salt, which is part of the State of Alaska statewide winter road maintenance contract.

The strategic location of the Port and the access it provides is of importance to the US Department of Defense for training exercises, and for use importing munitions and sensitive cargo used by the military. On average, the Port received visits from members of the armed forces twice a month. In October of this year, the military’s Surface Deployment and Distribution Command performed a “proof of principle” operation at the barge dock. Many military visits supported planning for the upcoming Arctic Edge Training Exercise scheduled to take place at the Port in August of 2025.

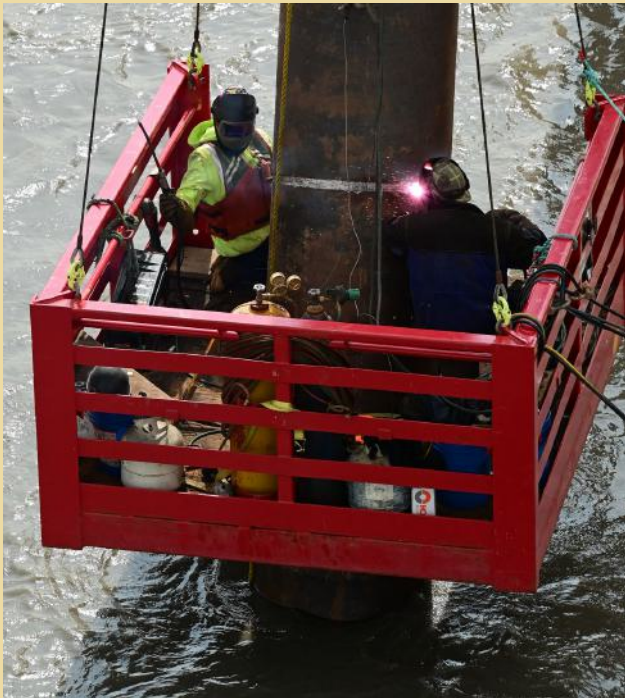
# Economic Growth & Diversification



Port MacKenzie



## Maintaining the deep draft dock



In 2024, the Port's "Pile Sleeve Protection Project" was completed. This \$10.5M project was grant funded through the US Economic Development Administration, and involved wrapping 32 deep-draft dock piles with heavy gauge steel that will extend the life of the dock by a minimum of 25 years. In addition to wrapping the piles, the project included the installation of sacrificial galvanic anodes on all the steel in the water, including the sheet piling of the barge dock. The anodes will provide cathodic protection and extend the life of the steel up to 10 years. To make the Port more capable for barge operators, we began designing, engineering, and permitting a barge haul-out ramp on the north end of the wharf. The design reached the 95% benchmark, and we are now working on acquiring the permits. The ramp will create new business opportunities by allowing the operators to haul out and launch barges for maintenance, inspections, repairs, and storage purposes. The Port also installed a new security camera system this year, allowing staff to monitor the port from mobile devices.



Barges:  
18 (2024)  
14 (2023)

Bulk Carriers:  
2 (2024)  
1 (2023)

Wharfage:  
\$215,505 (2024)  
\$70,000 (2023)

Land  
revenue:  
\$237,134  
(2024)  
\$230,000  
(2023)

Dockage:  
\$90,212 (2024)  
\$70,000 (2023)

Tonnage:  
94,505 (2024)  
40,961 (2023)



# Economic Growth

Through the development of  
Hatcher Pass & Government Peak



Government Peak Recreation Area (GPRA) is a high-use recreation area with about 45,000 visitors this past year. We have two Trail Care Agreements with local non-profits, the Mat-Su Ski Club and Valley Mountain Bikers and Hikers, supporting trail development and maintenance in the area. Additionally, both entities received a combined total of \$30k of Winter Trail Grooming monies from Community Development to maintain groomed winter trails. A Concessionaire operates the GPRA Chalet under a permit that was awarded and will end on January 1, 2027.

Outdoor recreation continues to grow in the Borough. West Butte trailhead has seen a 400% increase in use since 2021, and Community Development is planning to invest in deferred maintenance and develop a new trail to disperse the users and reduce impacts at some sites. The new trail dozer approved by the Assembly this year will be critical to helping develop and maintain our trail assets around the Borough.



Skeetawk downhill ski facility continues to expand development and has published their 2024-2029 Development Plan for the public. The recent transportation bond passed by voters in November includes their Phase 1B high priority Bus Accessible Road. Interested individuals can also visit [skeetawk.com/development](https://skeetawk.com/development) and subscribe to their newsletter per the 2024 Annual Report.

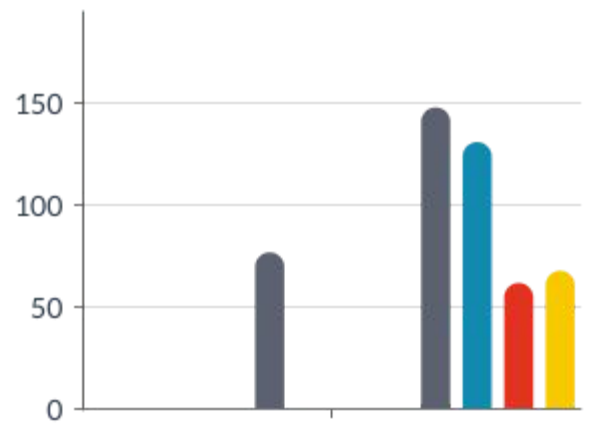


**Skeetawk**  
HATCHER PASS, ALASKA

# Economic Growth & Diversification



## MSB Timber Harvest 2013-2024



## Timber harvest

**197** Cords of personal-use firewood for harvest on 68 permits.

**707** Acres of timber sold for commercial harvest

**929** Acres currently under contract for harvest

**3,597** Cubic yards of gravel sold for commercial use

## Online Land Sales

Parcel #	Acres	Minimum-Bid	Sold/Final Price	Buyers Premium	Number of Bids	Number of Bidders	Number of Auction Views
24-7	20	\$70,200	\$162,200	\$8,110	61	3	1356
24-08	40	\$72,000	\$290,100	\$14,505	74	5	1353
24-09	17	\$30,600	\$235,100	\$11,755	63	7	1900
24-10	0.79	\$45,355	\$107,100	\$5,355	58	3	1540

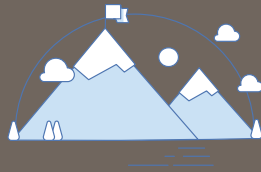
## Tax Foreclosure Sales

	TS42 - 2021	TS43 - 2022	TS44-2023	TS45-2024
<b>Total from sale</b>	\$ 266,056	\$ 312,733	\$ 589,789	\$ 747,400
<b>Bids received</b>	177	238	279	1322
<b>Excess proceeds</b>	\$ 162,159.22	\$ 179,294	\$ 367,685	\$ 543,998
<b>Claimed excess proceeds</b>	\$ 51,875	\$ 37,530	\$ 178,634	unknown
<b>Unclaimed excess proceeds to Land Management Fund</b>	\$ 110,283	\$ 141,764	\$ 189,051	unknown



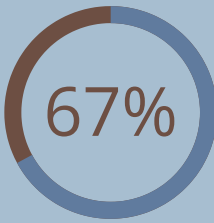
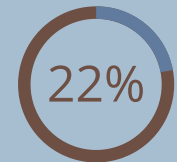
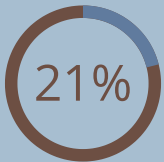
# Economic Growth

## & Tourism



### Visitor Spending

Visitors as percentage of total spending



of visitors come from out of state  
33% are visitors from Alaska

Restaurant spending

Retail spending

Attractions spending

**Bed tax collection: \$2.3 million** (all time high, up 31% from previous year)

**Short-term rental information** (AirBnB, VRBO, etc, does not include hotels)

\$24.5 million in total revenue

227,650 room nights booked (up 18.5% from 2023, which is an all-time high)



The Gateway Visitor Center will be a 9,400-square-foot facility located on a 40-acre site overlooking the Matanuska and Knik Valleys and the Chugach Mountains, featuring both natural and cultural attributes, including a salmon spawning tributary. Situated near the interchange of the Parks and Glenn Highways and adjacent to the Matanuska Lake State Recreation Area and Matanuska Greenbelt, the center will be easily accessible to travelers. It will serve as the new home for the Matanuska Susitna Convention and Visitor Bureau (MSCVB), which will operate year-round as a visitor information center, event venue, meeting space, and educational setting. With building designs complete and a construction contract in place, the project is expected to be finished by Spring 2026. This project is funded by the US Economic Development Administration (EDA).

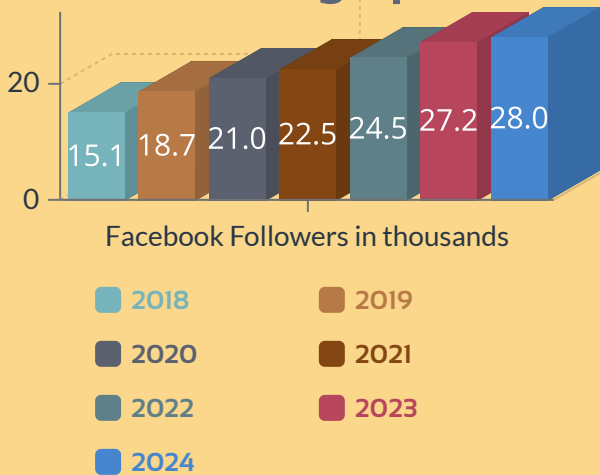


# Delivering Quality Services

## External Communication

Clear communication with the public is essential to the Borough’s success. Our website, matsugov.us, continues to be a central resource, providing access to tools like e-commerce services, the parcel viewer, land sale information, meeting schedules, agendas, public notices, and the problem reporter application. Social media links residents to these resources, keeping the public informed and engaged. In 2024, a new internal software tool now helps employees find and use the high-quality images shot by Public Affairs staff. Having access to high quality images improves workflow, saves money and aids in communicating with the public.

### Trending up



Through social media, the public is often informed at all hours and through weekends on important weather-related events. A January 2025 post on flooding and the work of road crews drew more than 100,000 views. Such outreach by the Public Affairs Office consistently ranks higher than most agencies and governments in the state. Today's audience is a complex moving target and this tool is helping us shape the message to the audience. 2025 will look vastly different from the previous 25 years.

## Crisis Communication

The Public Affairs Director is tasked with being the Lead Public Information Officer (PIO) for the Mat-Su Borough. This person leads crisis messaging during events, such as Earthquakes, Fires, Floods and more. There are currently three MSB Staff designated as PIOs. Technology provided by the GIS division act as force multipliers when conveying critical information to the public in the form of common operating picture (COP) maps critical to Crisis Communication.



# Delivering Quality Services

## Recreation Services

### Pools

- Palmer Pool attendance 51,013
- Wasilla Pool attendance 56,458
- Expanding offerings to six days/week at both pools
- Wasilla pool significant repairs to be completed in 2025



Brett Ice Arena Attendance

130546

Trail use

358527

Matanuska River Park visits

50000

Northern area trails daily transactions

10381

## Technology Efficiency

MSB is modernizing external processes for citizens, increasing efficiencies in technology workflows. In 2024, many projects assisted us in that effort. We introduced a new online payment platform that allows citizens to register for an account to track their payment history and schedule payments. We also expanded our payment types to allow citizens to pay for MSB items via ACH/E-Check. Parks & Recreation is moving to new online payments and activity registrations for ice skating lessons, swim lessons, facility rentals, and campground rentals. This Spring, the Borough will implement a more robust and transparent permitting, platting, fire plan review, and self-reported tax software.





# Delivering Quality Services

Public Works  
Project Management Division

## MAT-SU CENTRAL SCHOOL

As of January 2025, Mat-Su Central School is substantially complete. The building is fully enclosed and heated, with F-E Construction working on the flooring and installing interior doors, trim, and lighting. Final commissioning will take place in February. In the Spring of 2025, the contractor will complete exterior landscaping and address some final site drainage work. The project is set for final completion and closeout in June 2025.



### Project Values by Client

Administration: \$9,560,000  
Animal Care: \$1,915,000  
Community Development: \$4,767,000  
Emergency Services: \$32,949,000  
Port MacKenzie: \$20,694,000  
School District: \$62,428,000

**\$171,408,000**



# Delivering Quality Services

## Transportation Infrastructure

Transportation Infrastructure Package (TIP) 21 update: On Nov. 2, 2021, Mat-Su Borough voters approved 20 projects for a \$61 million transportation infrastructure improvement package. These projects focus on crucial arterial and collector roads as well as pedestrian and bike facilities aimed at improving traffic flow, reducing congestion, and enhancing overall safety across the Borough. Funding has been fully allocated **without incurring additional debt obligations**, and all projects are either in progress or complete. Three projects have been finished, three projects are substantially complete, four projects are contracted for 2025 construction, one project is expected to be bid for construction in 2025, and the remaining projects are in various design stages.



2018 Road Bond Package & CTP Match: On Oct. 2, 2018, the Mat-Su voters approved a \$23.8 million bond package containing 10 projects with the caveat that a 50% match must be found before the bonds will be sold and the projects developed. The Borough applied for the 50% match funding from the Alaska Department of Transportation & Public Facilities (ADOT&PF) Community Transportation Program (CTP) in fall 2019. Four of the projects, Hemmer Road Upgrade and Extension, Hermon Road Upgrade and Extension, Seldon Road Extension, Phase II, and Trunk Road Extension South, Phase III, are funded and being designed. These projects are expected to be constructed in 2026-2027.

Project websites: <https://www.hermonroadextension.com/>;  
<https://dot.alaska.gov/creg/hemmer/>; <https://www.seldon-phase2.com/>;  
<https://dot.alaska.gov/creg/trunk-nelson/>



# Delivering Quality Services

Transportation infrastructure funding

## TIP 24 ballot approval

TIP 24 ballot approval: On Nov. 5, 2024, Mat-Su Borough voters approved 10 projects for a \$36.4 million transportation infrastructure improvement package (TIP). These projects aim to reduce traffic congestion, support economic development, improve connectivity, enhance safety, increase reliability, and provide transportation options for residents. Most of these projects are identified in the MSB's Long Range Transportation Plan (LRTP), Official Streets and Highways Plan (OSHP), or Safe Routes to Schools Plan (SRTS), with some also included in previous TIP approvals. Initial efforts are underway to schedule and prepare these projects for execution when funding becomes available in April 2025.

## Seward Meridian Parkway Phase II

ADOT&PF is providing federal funding through the CTP, with the Borough providing a 9% local funds match. The estimated project cost is \$44 million. ADOT&PF advertised the project for construction in February 2024. Bids were opened on March 20, 2024, with a contract award to Mass Excavation. Utility relocations continue with a substantial amount of roadwork completed in front of Teeland Elementary School, Career Tech High School and Fronteras Charter School. Temporary street lighting has been installed for the winter months. Road construction will be restarting in Spring 2025.



## 2024 CTP & TAP Projects

MSB nominated projects in response to ADOT&PF's CTP and TAP request for nominations advertised in late 2023. ADOT&PF announced that two segments of Seldon Road between Wasilla Fishhook and Lucille Street would be awarded federal funding through their CTP. They also announced the award of funding for the Palmer Fishhook Pathway and Inner Springer Loop Pathway, which will be funded through the TAP. This federal funding will significantly supplement the Borough's available funding for these two projects in TIP 21 and TIP 23. MSB staff are working on completing funding and maintenance agreements with ADOT&PF as well as drafting more detailed scope, schedule, and budget documents.



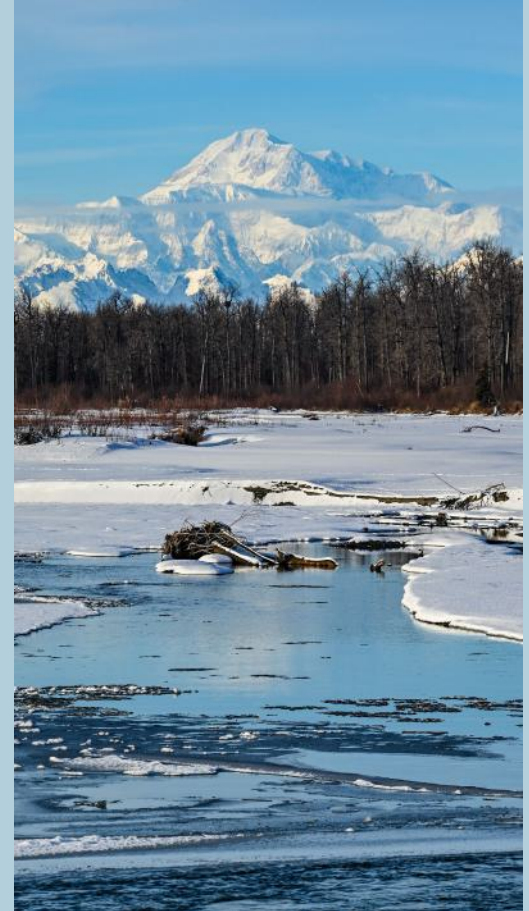
# Delivering Quality Services

## Talkeetna Sewer and Water

The Talkeetna Sewer & Water Utility continues to shine, producing approximately 8.7 million gallons of safe drinking water while treating and compliantly discharging over 17.3 million gallons of wastewater. The utility has seen an account growth of 9% in the past two years. In the past few years it has received grant allocations/funding from various sources totaling over \$11 million. The utility has received the URSA Major Award for the last six years by the Alaska Department of Environmental Conservation for maintaining operator certification compliance and water quality parameters for 12 consecutive months.

## Planned upgrades

The water system include a storage tank, new well, supply pump, and improved treatment system and chemical storage. The new well is not expected to require expensive arsenic treatment equipment and operations. A water system condition assessment is underway to determine the remaining useful life of distribution piping. The sewer system received a repair of the transfer pumps, which had not been operating properly, and a study to identify areas .



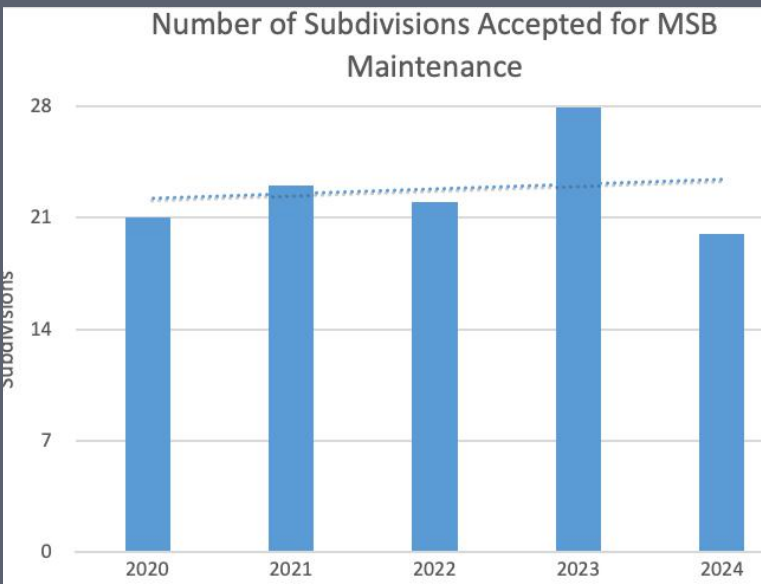


# Delivering Quality Services

## Road Maintenance

### Winter Road Maintenance dashboard

Road maintenance (Public Works). Winter Road Maintenance Dashboard: <https://matsugov.us/roadmaintenance>. The Borough went live with a new public winter road maintenance dashboard in November 2024. The map provides the public near real-time information about the location and the type of winter road maintenance activities reported by the Borough's Road Service Area (RSA) contractors in areas 9 (Midway), 14 (Fairview), 17 (Iknik), 20 (Willow), 25 (Bogard), 28 (Gold Trail), 21 (Big Lake), 27 (Meadow Lakes), and 29 (Talkeetna). This provides the public information on the status of road maintenance activities. Other RSAs will be included as new contracts are put out to bid this Spring. The map will be periodically reset or cleared in between weather events.



### New roads to maintain

2024 Subdivision Roads Added to Maintenance: Some 1,185 miles of road are under annual maintenance. In 2024, we accepted 5.90 miles of new subdivision roads from 20 subdivisions. Each subdivision was inspected a minimum of three times this year (once in the Spring during breakup, once in August to develop a punch list, and a final inspection in October).



### Problem Reporter

The Borough received over **4,540** maintenance requests in 2024, with **1,960** being from our Problem Reporter (43%). The continued increase of this public tool to communicate directly to maintenance contractors increases the efficiency of responses.





# Delivering Quality Services

Managing growth

## Awards

The Finance Department continues to earn awards that reflect expertise, including:

GOFA Distinguished Budget Award for FY2025

Certificate of Excellence for the ACFR and Popular Annual Financial Report FY2023

The Bond Ratings for both Fitch and Standard & Poor's are AA+ (S&P increased from AA to AA+ in FY2024)

The FY2024 Bed Tax Revenue is up 2.9% over FY2023

## Local Improvement Districts (LIDS)

The Borough took over financing Local Improvement Districts by setting aside \$1,500,000. During Fiscal Year 2024, two new gas LIDS were created. As of June 30, 2024, \$778,554.36 is available to finance future LIDs



## Assessments

4.27% increase in the average single-family residential value

5.6% The total appraised value up from tax year 2023 to 2024

4.6% Taxable assessed value projected to increase

491 new single-family residential homes

58 multi-family

25 commercial buildings

Single-family residential average appraised value increased from \$354,162 to \$369,300



# Delivering Quality Services

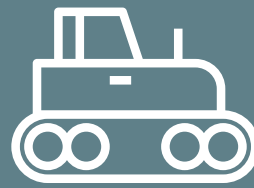
Managing growth through effective code compliance

## Cash for clean-up

The Cash for Cleanup Program was derived directly from the Assembly, to help clean up blight properties that have active code compliance cases.

The program started in August 2024 by partnering with nonprofits in the Mat-Su.

By the end of December 2024, 18 properties with active violations had been remediated and closed, and 308,000 tons of waste had been collected.



## Code compliance

- Code Compliance Data
- Permitting Center Data
- Code Compliance Inspections = 2,757
- ROW Inspections = 4,753
- New Cases Opened = 575
- New Driveway Permits = 1,450
- Cases Closed = 478
- New Utility Permits = 442
- Citations Issued = 211
- New Construction Permits = 43
- Impound Notices Issued = 249
- New Encroachment Permits = 20
- Warning Notices Issued = 121
- New right-of-way Complaints = 858
- Total Active Cases @ end of year = 776





# Delivering Quality Services

## Planning & Outreach

### CAMP

Staff presented a proposed corridor access management plan (CAMP) to the joint Assembly and Planning Commission meeting for the E. Bogard Road/E. Seldon Road corridor. The public comment period opened on 10/9/24 and closed on 12/3/24. A dedicated website was launched on 10/9/24. Website visitors were invited to download the plan document, use a series of interactive online maps, and provide public comments. From 11/3/24 to 12/3/24 there were some 2,500 visits to the website. About 50 public members attended an Open House held at the Mat-Su Career & Technical High School. Over 5,000 household mailers were sent to property owners living along the corridor. Email notification was sent to all community council board members, and over 100 other stakeholders. Public comments are being processed and will be used to revise the proposed plan before it is brought before the Assembly.



**2,500 Web Visits**



**5,000 mailers**



**50 open-house attendees**

### CIP

The Capital Improvement Program (CIP) helps the MSB plan and budget for community infrastructure improvements. The ranked list of CIP priorities is updated annually. In 2024, one CIP project was selected to be funded as part of the FY2025 Approved Budget, Pioneer Ridge-Austin Helmers Trailhead Expansion. The trailhead expansion project will expand the existing parking area and install improved bathrooms. Previously funded CIP projects which were completed in 2024 include the Jay Nolfi (Fish Creek) Park in Big Lake. Park enhancements included expanding and paving pathways, adding inclusive and accessible playground equipment, and paving a trail.

### SPuD

The South Knik River Community Council (SKRCC) requested staff support to draft a Special Land Use District (SpUD). The SKRCC website has general information about the Council, as well as information about the Special Land Use District: <https://skrcc.org/>  
The MSB Planning Department has created a website for this effort as well: <https://sknikriverspud.matsugov.us/>

## Outreach statistics

The Planning Department distributes a bi-monthly Planner Platform email to over 700 subscribers, providing updates on current planning projects and initiatives. Subscribers can sign up through the Planning Division Facebook page or the Mat-Su Borough website. The platform engages the public on key projects such as CAMP, Community Clean-Up, and Code-Compliance.



# Delivering Quality Services

Community driven management

## Citizens Firearms training

Firearms training began on 12/21/2024 and will continue through 5/24/2025. The contractor has filled all 300 slots with an addition 175 interested citizens on the waitlist.



## Junk car program

A contractor hired by the Borough has removed approximately 70% of the allowable vehicles under the current contract. To date we have been invoiced for a total of 307 vehicles with the total allowed under the current contract set at 431. The contractor has established a list of homeowners wishing to have vehicles removed once the activity resumes. All vehicles under this contract must be removed prior to June 30, 2025. Once there is space available, the contractor will resume accepting drop off vehicles at their yard free of charge at homeowner request.





# Delivering Quality Services

Managing growth through planning

## Historical Preservation Plan

The Borough is a Certified Local Government and was able to use that status to apply for and receive grant funding from the Federal government (via pass-through from the State) to bring on a contractor to assist in the completion of this project. Staff worked to complete a thoroughly researched section of the plan that discusses the Borough's history in detail. In 2025, the plan will be completed.



## Fuller Lake Management Plan

Fuller Lake, in the Meadow Lakes Community Council boundary, initiated a petition for a Lake Management Plan (LMP) in June 2024. At the outset, 50% of shoreline property owners expressed interest in a LMP to address shared community goals and concerns. Since then, the community has convened three meetings facilitated by the Matanuska-Susitna Borough (MSB) planning staff. The staff is collaborating with parcel owners to draft the LMP, and the community is now finalizing the regulations to include in the draft plan. Once completed, the draft will be sent out for a vote. If over 60% of respondents support the LMP, it will be submitted to the Planning Commission and Assembly for a public hearing and potential adoption into code.

## Port MacKenzie Strategic Plan

What started as a request to help update the Port's Master Plan, turned into an effort to create a useful strategic action plan, to help allow the Port to take advantage of opportunities over the next 5-6 years, which will assist in making it financially independent. Several resources will help create the backbone of the plan (the Master Plan, the Site Analysis and the unadopted Strategic Action Plan), which will outline a handful of preferred concepts. Each concept will tie into goals taken from the Master Plan and help provide steps to achieving those goals.





# Delivering Quality Services

Managing Growth through hazard mitigation

## Are you ready?

### 16th Annual Emergency Preparedness Expo



The 16th Annual Mat-Su Emergency Preparedness Expo delivered successfully, with 80 exhibitors and close to 2,000 attendees.

## CERT Program

The Emergency Management team has also delivered multiple Community Emergency Response Team (CERT) trainings. The CERT program educates volunteers about disaster preparedness for anticipated local hazards. It trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using their training, CERT members can assist in their neighborhood following an event when first responders are not immediately available to help.

## Wildland fire fuel reduction

The Borough continues to perform fuel reduction work at schools, facilities, and parks. Fuel reduction work at the urban-wildland interface is continuing at high-risk locations in the core area.

## Telecommunications up high

To help manage growth and DES response infrastructure and resiliency, Emergency Telecommunications completed a new repeater site on Montana Mountain. This site will better serve the northern areas of the Borough and allow for communications resiliency and redundancy in that area. We are also building two "on-the-road" sites to achieve this resiliency and redundancy in the core area and the northeast portion of the Borough.





# Delivering Quality Services

Managing growth through adaptive practices and training



## Fire/Rescue

Received and placed into service a new technical rescue trailer designed to support special rescue situations such as trench rescues and building collapse.

Secured funding and conducted special training in rescue and hazardous materials for DES responders to meet growing risks in our community.

Implemented a UAV/Drone program to support search and rescue.

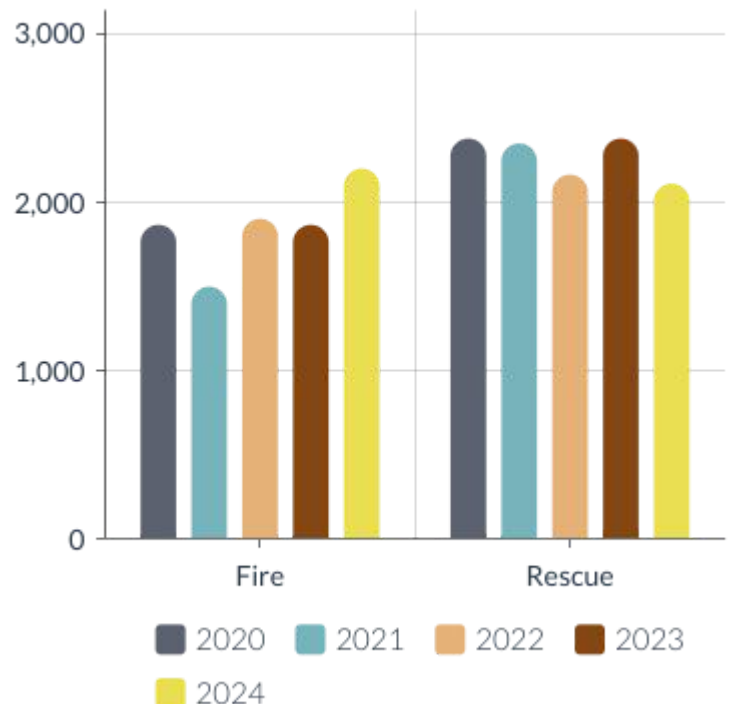
Modernized and re-distributed fire and rescue apparatus to better serve the community and replace apparatus that no longer meets safety standards.

## Service Demand

In 2023 DES on-call responders logged over 100,000 hours serving the visitors and residents of the Mat-Su Borough!

In 2024 Fire and EMS handled the continued growth in the valley and focused on both service improvements and resiliency. Staffing, equipment and training are continually evaluated to ensure we meet increasing demands.. Emergency services progressively ensured uninterrupted service during inclement weather and natural disasters to better protect our community. Youth training program with MSBSD continues with year two of the youth Firefighter program to attract responders.

## Fire/Rescue Incidents





# Delivering Quality Services

Managing growth through adaptive practices and training

## EMS

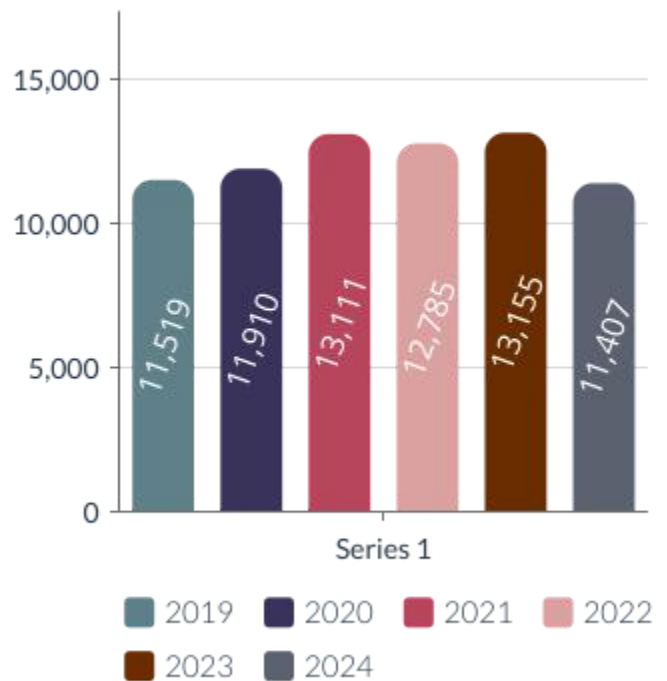
EMS has improved field recognition of critical heart attacks, and working with Mat-Su Regional Medical Center continues to show annual improvement in Emergency Department access times to critical interventions. Assisted the Rescue division with teaching ETT programs to the Borough fire departments, working toward training all responders in the MSB to a minimum of ETT, increasing medical response capabilities.

EMS has increased training for EMT II providers in 2024, expanding their training and knowledge and allowing them to provide better patient care.

MSB EMS is an active partner with Alaska's "Project Hope," providing naloxone kits and treatment resources in response to the opioid crisis.



### EMS Run Numbers







# Delivering Quality Services

Managing growth through recycling innovation

96,956

Tons of waste collected by the Solid Waste Division

66,000

Tons of Municipal Solid Waste (MSW)

24,700

Tons of Construction and Demolition waste (C&D)

1.3%



Tonnage increases 1.3% year over year

The Solid Waste Division of Public Works has recently cleared about 20 acres of landfill-designated land to build a new campus for solid waste collection and disposal. The new campus will start out with a new entrance for residential customers, a scale house, a tipping floor, and an operations building. The new campus will allow a greater ability to source separate items that can be reused or recycled. There are also plans to use the collected brush to compost on three of the 20 acres. Construction will begin in spring 2025. Some 55% of construction costs are coming from various grants.

Bays to be developed will collect recycling material that can be reused, recycled, or repurposed and diverted from the landfill. Future plans include a C&D reuse area, perhaps using a local non-profit such as Valley Community for Recycling Services (VCRS). A grant from the Environmental Protection Agency (EPA) fully pays for the 3-acre compost area. The intent is to create compost from collected woody debris from Central Landfill, Big Lake, Talkeetna, and Willow. Once the material is turned into compost, it will be sent back to the transfer sites to give back to the community. The compost can be used for home gardens or planting beds.

Future plans for the campus include a new Household Hazardous Waste building (HHWB), which will allow for more collected materials, better storage, and easier drop-off.

## New Campus





# Delivering Quality Services

Managing growth through recycling innovation

## Leachate

Leachate is water that travels through the waste mass. Currently, the landfill generates between 4 and 5 million gallons of leachate annually. For the last three years, the central landfill has been exploring options for better disposing of leachate and reducing future operational costs. The first method adopted was recirculation. Recirculation works to some degree but requires significant reporting and has unique challenges.

The Solid Waste Division is now working to develop and install an evaporation system. This system can evaporate up to 20,000 gallons of leachate per day saving roughly \$200,000 per year for leachate disposal plus additional costs to add trucks and drivers to meet our disposal volume needs. This system uses the methane generated from the waste mass to operate the evaporator. This saves the cost of installing and using natural gas. Construction will begin in Spring 2025 to build the system with full operations to start in time for the rainy season in late summer.



## Valley Center for Recycling Solutions VCRS

The Solid Waste Division diverts recyclable waste from the landfill to save expensive lined cell space for refuse. This lengthens the useful life of landfill cells and reduces future development costs. Each ton diverted saves the landfill \$106 in airspace costs.

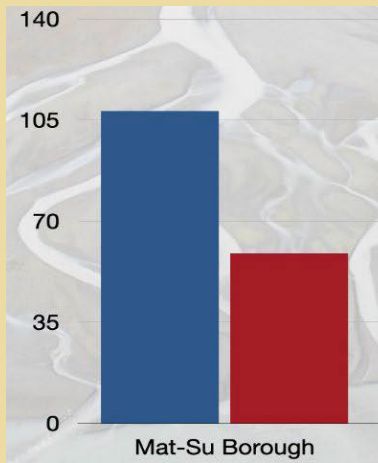
2023 recycling efforts diverted 9,614 tons of material from the landfill MSW cell. This included recycling material from VCRS, Big Lake, Central Landfill, Sutton, Talkeetna and Willow of 2,051 tons of material, an increase of 900 tons from the previous year.


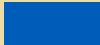
# Delivering Quality Services

Managing growth one culvert at a time

## Fish Culvert Improvement Program

More than half of culverts on Borough roads are fish-friendly and passable. In 2024 fish passage culverts were replaced on Crocker Creek at Settler's Bay Drive and at two Meadow Creek tributaries along West Lakes Boulevard as part of that larger road upgrade. A culvert replacement is under contract for Hidden Hills Drive as part of that road upgrade project and is planned for construction in 2025. The plans for the Fern Street culvert on Cottonwood Creek are nearly complete and will be advertised for bids and constructed in 2025. This project is being done in partnership with the City of Wasilla. We have received grants for eight (8) other culvert replacement projects that are now in various stages of development from grant acceptance to design and will be completed in the next two to three years. These include the Neklason Lake culvert on Homebuilt Circle, Anderson and Kings Lake outlets on Sierra Drive and Charley Drive, Coal Creek off of Sushana Drive, Birch Creek on Mastodon Road near Talkeetna, and three culverts on City of Houston Roads, in partnership with the City of Houston and the Knik Tribe.



 Unimproved  Improved

## Waterbody setbacks

The Waterbody Setback Advisory Board met 16 times 2024 engaging in in-depth discussions and hearing from a variety of professionals to deepen their understanding of the factors affecting waterbodies and the role of setbacks in protecting water quality. Through collaborative dialogue, the Board is working toward consensus on proposed changes to the waterbody setback code, aiming to create a clearer path to compliance for nonconforming properties while maintaining strong protections for water quality. Their work reflects a balanced approach to environmental stewardship and community needs. The Board will report back to the Assembly in March 2025.

# Delivering Quality Services

Managing growth responsibly

## Fish and Wildlife

The Fish and Wildlife Commission (FWC) had another productive year collaborating with State and federal agencies on conservation efforts. The publication *It Takes Fish to Make Fish* was published. Members attended the Board of Fisheries (BOF) meeting in Anchorage, focusing on the Upper Cook Inlet. FWC representatives also traveled to Seattle to participate in North Pacific Fishery Management Council meetings on federal fishery management in the Exclusive Economic Zone (EEZ) of Cook Inlet. Additionally, they advocated in Juneau, with unanimous support from the Mat-Su Delegation, for full funding to the Alaska Department of Fish and Game (ADF&G) for weirs and scientific studies in the region and secured the full funding for 5 years. The FWC has actively participated in several initiatives this year, including the Susitna Basin Recreational Rivers Management Plan update, Water Body Setback public engagement, Game Management proposals to ADF&G, CAPSIS submissions, Dëshka Land Classification, and providing public comments on the West Susitna Access Road development. They also engaged in discussions surrounding House Bill 169. This year featured two special meetings with ADF&G, the first discussed issues relative to the Mat-Su game population. The second will conclude with ADF&G and NOAA to review management reports and highlight key developments in commercial and sport fishing.





# Delivering Quality Services

Managing growth one adopted pet at a time

**1128** Adoptions  
**509** Return to owners  
**2036** Total Cases  
**2977** Intake of animals



Mat-Su Borough Animal Care and Regulation (MSB AC&R) comprises three divisions: **Shelter Operations, Enforcement Operations, and Veterinary Operations.**

As a public health and safety entity, we are instrumental in rabies prevention, decreasing the chance of other diseases, reducing the incidents of animal bites, and ensuring animals are properly restrained and cared for. This includes all domestic animals living in Mat-Su Borough.

We operate seven days a week, and our Enforcement Officers are available 24/7.



# Matanuska-Susitna Borough 2024 Performance Report



*Dedicated to being the greatest  
community in Alaska to  
live, work and play*

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