



City & Borough of Juneau



City of Saint Paul



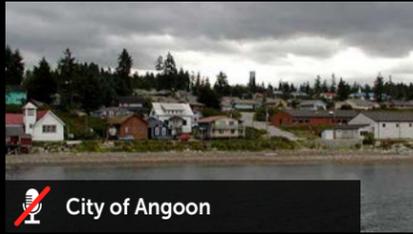
City of Gambell



City of Saint Mary's



City of Shishmaref



City of Angoon



City of Port Lions



City of Nome



City of Seward



City of Utqiagvik



City of Brevig Mission



City of Soldotna



City of Unalaska



City of Palmer



Matanuska-Susitna Borough



Haines Borough



1/8



City of Houston



City of Kotzebue



Municipality of Anchorage



City of Unalakleet



Ketchikan Gateway Borough



Fairbanks North Star Borough



City of Ketchikan



City of Dillingham



City of Wales



City of Anaktuvuk Pass



City of McGrath



City of Delta Junction



City of Cordova



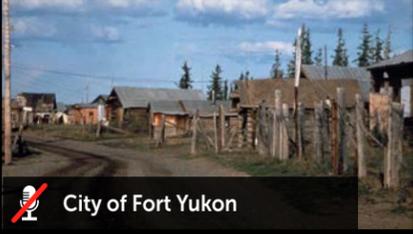
City of Mekoryuk



City of Hoonah



City of Tenakee Springs



City of Fort Yukon



City of King Cove



City of Kaltag



City & Borough of Wrangell

# 70th Annual Local Government Conference

November 9-20, 2020



## Mission

To represent the unified voice of Alaska’s local governments to successfully influence state and federal decision-making; to build consensus and partnerships to address Alaska’s challenges; and to provide training and joint services to strengthen Alaska’s local governments.

## Partnerships

**Affiliate** members are professional associations of municipal officials:

- Alaska Conference of Mayors
- Alaska Association of Municipal Clerks
- Alaska Association of Chiefs of Police
- Alaska Recreation and Parks Association
- Alaska Government Finance Officers Association
- Alaska Municipal Management Association
- Alaska Municipal Attorneys Association
- Alaska Association of Assessing Officers
- Alaska Association of Harbormasters & Port Administrators
- Alaska Fire Chiefs Association
- American Planning Association – Alaska

**Associate** members include non-profit, public and private sector organizations, agencies and companies that are engaged and in support of municipal affairs.

## AML, by the numbers...

AML staff expanded

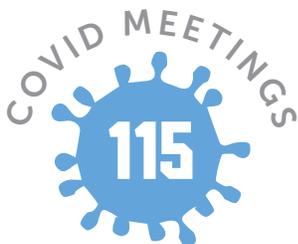
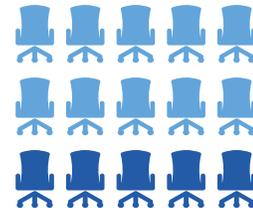


launch of online sales tax program



most in memory

Board expanded



49



CARES Act meetings



CARES Act calls



Salary Survey Respondents



Media mentions



Pages written

# Director's Report

Last year at about this time I was telling members to expect the worse. At the time, our biggest concern was how the Governor might approach the budget in his second year of office, after the first year's budget impacted local governments so dramatically. We were focused on a challenging fiscal reality faced by the State – we really had no idea that 2020 would turn out the way it has.

In 1939 Churchill described the potential for Russian action against Hitler as a "riddle wrapped in a mystery inside an enigma." That feels as though how 2020 has unfolded – a public health emergency contributing to an economic crisis, compounded by a national movement for police reform, all made more critical in the face of a presidential election. The nation has been hit by one of its more active wildfire summers (thankfully not in Alaska!), a busy hurricane season (also not in Alaska), potential reductions in service at the Postal Service (which felt like a hurricane may be hitting Alaska) and a Census count with a litigated deadline that kept moving. That's the short list...

CARES Act funds kept the lights on in many communities, thanks to the Governor's and Legislature's distribution of 45% of the State's portion, but while it avoided wholesale cuts in services and increased taxes, we know that many local governments will not be made whole. The confusion surrounding health mandates at the state or federal level wasn't made more helpful by the lack of clarity around Treasury guidance for allowable expenditures.

In the face of this, we've had mayors and managers who stepped quickly into incident commander positions, who put in place mitigation strategies and continuity of government operation plans. We had clerks who took on roles of public information officers even as they planned changes to how elections would occur. Across the state, municipal officials and staff worked together to ensure that public services continued, and that residents and businesses had what they needed throughout. In short, local governments in Alaska stepped up – and continue to do so.

AML during this time has focused on assisting where we could pitch in. Between COVID mitigation strategies, state mandates, and CARES Act funding and reporting, we've provided access to relevant information, analysis of potential paths forward, and venues for members to ask questions and share lessons learned. We maintained good collaboration with the Governor's office and DHSS, even as we kept communication up with state agencies who were still working through many other issues. We implemented the online sales tax program and are working on other shared services. We couldn't be prouder to serve you and hopeful that we've been helpful along the way.

We won't be together in person for our Annual Conference, but this year will be no different in delivering you quality content and important information. The theme of "Fires, Foundations and Futures" speaks to all that we have gone through, that we're committed to working with you on, and to the uncertainty that remains as we move forward. While the challenges in front of us will not lessen, we know that together we can confront and overcome what's ahead.

Nils Andreassen  
Executive Director

# Presidents' Message

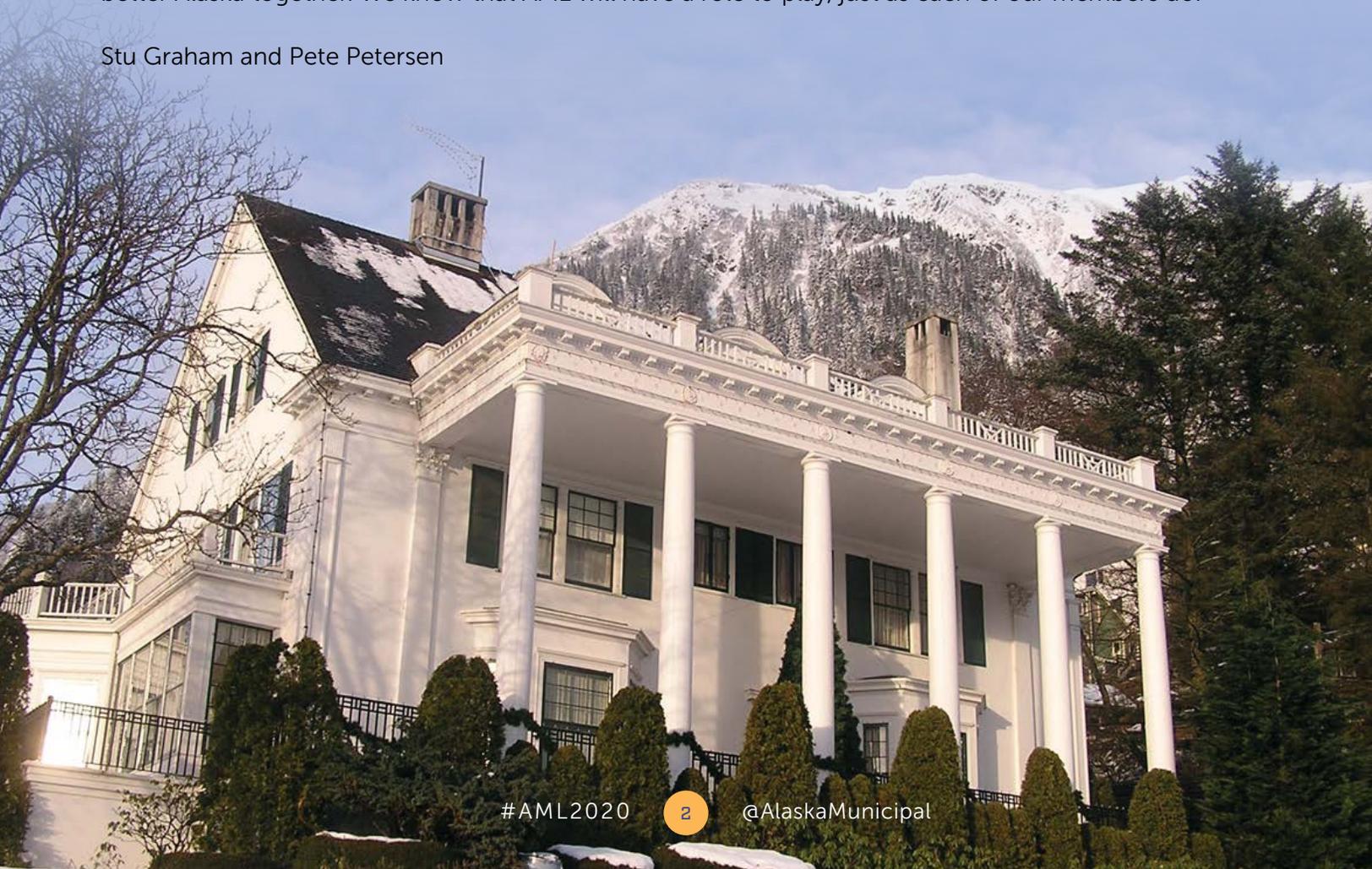
Change is something of a constant for local elected officials. At this point, we take it in stride, and know that our responsibility is to our community and that our lives of public service go on.

One of the priorities for AML this year was to strengthen our collaboration with the Governor's office. It's great to see an open line of communication established – the ability to discuss local priorities and to hear from the Governor directly is extremely helpful. We have a long road ahead; while we may disagree on policies as they are advanced, it is important that we do so from a foundation of local government perspectives and impact.

We've also seen change within AML itself, as the organization continues to grow in response to being able to support more member needs. The board, too, has placed AML on the frontlines of public policy in Alaska. Given the significant challenges in front of us, we're committed to new solutions and ideas, critical conversations, and problem-solving that positions local governments as partners. We have just as much a role in ensuring the State is sustainable as we do our communities; that interdependence can be clearly seen during this public health emergency and economic recovery.

Our hope for the future is for local governments to emerge from crisis in a way that communities have what they need to thrive. For us, that includes stability and continued essential services, a State able to deliver on education, infrastructure, and public safety promises, and a growth mindset that reduces barriers and incentivizes investment. We want to recognize the differences across communities but build a better Alaska together. We know that AML will have a role to play, just as each of our members do.

Stu Graham and Pete Petersen



## 2020 AML Board of Directors & Staff

### OFFICERS

- **Stu Graham**, President – Council Member, City of Wasilla
- **Pete Petersen**, 1st Vice President - Assembly Member, Municipality of Anchorage
- **Jim Matherly** – 2nd Vice President, Mayor, City of Fairbanks

### DIRECTORS

- **Jan Hill**, District 1 - Mayor, Haines Borough
- **Loren Jones**, District 2 - Assembly Member, City & Borough of Juneau
- **Lisa Parker**, District 3 - Council Member, City of Soldotna
- **Sabrina Combs**, District 4 - Council Member, City of Palmer
- **Suzanne LaFrance**, District 5 - Assembly Member, Municipality of Anchorage
- **Jeremy O'Neil**, District 6 - Mayor, City of Valdez
- **Liz Lyke** – District 7, Assembly Member, Fairbanks North Star Borough
- **Walter Sampson**, District 8 – Assembly Member, Northwest Arctic Borough
- **Mark Springer** – District 9, Council Member, City of Bethel
- **Dennis Robinson** – District 10, Council Member, City of Unalaska
- **Michelle Hale** – At-Large, Assembly Member, City & Borough of Juneau

### PAST PRESIDENTS

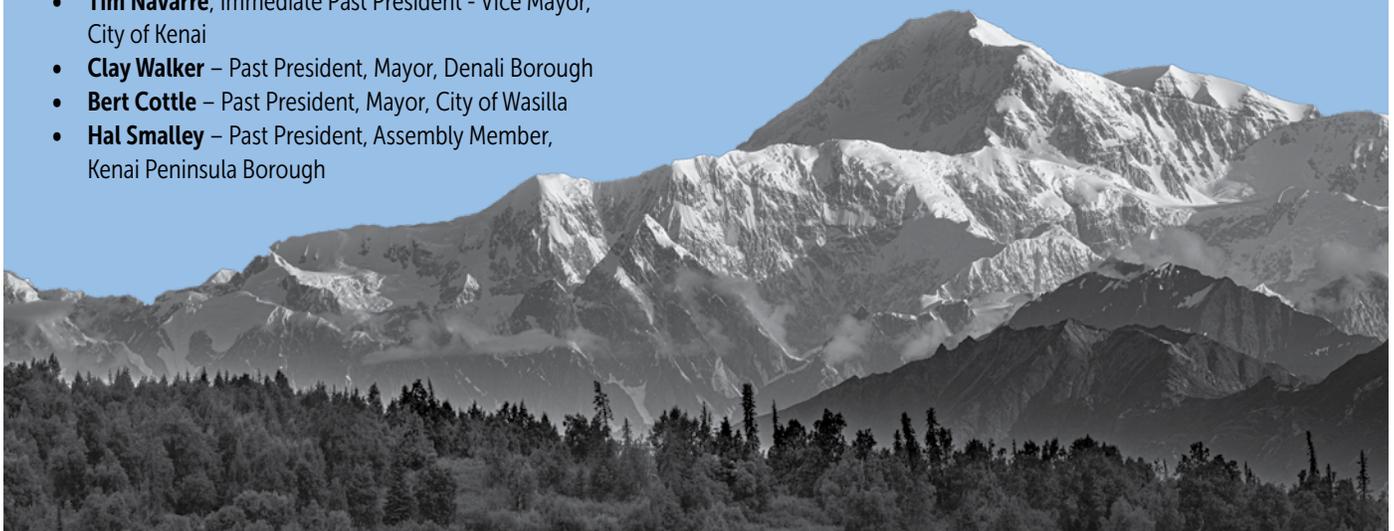
- **Pat Branson** – Past President, Mayor, City of Kodiak
- **Tim Navarre**, Immediate Past President - Vice Mayor, City of Kenai
- **Clay Walker** – Past President, Mayor, Denali Borough
- **Bert Cottle** – Past President, Mayor, City of Wasilla
- **Hal Smalley** – Past President, Assembly Member, Kenai Peninsula Borough

### EX-OFFICIO MEMBERS

- **Terry Haines** – NLC Representative, Council Member, City of Kodiak
- **David Landis** – NACo Representative, Assembly Member, Ketchikan Gateway
- **Sara Peterson** – AAMC Representative, Municipal Clerk, City and Borough of Sitka
- **Jill Dolan**, Alaska Municipal Attorneys Association
- **Dan Jager** – AFCA Representative, Fire Marshal, Capital City Fire Rescue
- **Lyn Carden** – AMMA Representative, Deputy Administrator, City of Wasilla
- **Joan Miller** – AGFOA Representative, Controller, City of Wasilla

### AML STAFF

- **Nils Andreassen**, Executive Director
- **Darian Musielak**, Administrative Assistant
- **Shawn Myers**, Finance Director
- **Melissa Kolwaite**, Director of Operations
- **Dawn Wesley**, Shared Services Program Manager
- **Kara Johnson**, Sales Tax Program Administrator
- **Clinton Singletary**, Statewide Municipal Sales Tax Director
- **Lisa Fisher**, CARES Act Program Coordinator
- **Portland Highbaugh**, Program Coordinator



# Shared Services

Being able to support members is core to our mission, even as our strategic plan includes to help members adjust to new fiscal realities. One of the ways we can do this is to augment capacity where it is needed. Ultimately, we want to strengthen local governments.

Over the coming months and into FY22 members will see more opportunities to benefit from AML's services. While many of these programs are still under development, here's what we're working on:

**Association Health Plan** – We began this effort last year and expect to launch a health plan early in 2021, in time for enrollment prior to FY22 and as part of your FY22 budgeting process. We're partnering with Premera on this and have established the Alaska Municipal Health Trust and governing documents for member participation. Members will have direct roles as co-sponsors of the plan, upon joining, and will be able to set the direction of the Plan.

**LiveHealthy** – In partnership with NLC, this Live Healthy Discount program is offering low-cost health discounts, low-cost dental discounts, and a no cost prescription discount for all residents of participating cities.

**Retirement Solutions** – In partnership with NACo and Nationwide, this is a meaningful way to increase recruitment and retention. We look forward to creating both employee funded, as well as Municipality/employee funded solutions that meet your and your employees' needs.

**Alaska Remote Sales Tax Commission** – Remote sales tax collection and remittance is now occurring for 35 of our members, with our hopes that it will continue to grow. We expect nearly \$10 million in additional tax dollars to come in this year, which will help members stabilize their budgets and continue to deliver services to residents.

**Bookkeeping and Audit Prep** – We know that many local governments have limited capacity to effectively carry out all of their bookkeeping obligations, including everything necessary to prepare certified financial statements or conduct audits. AML is developing a program that will assist in this, offering a suite of services – from payroll to bookkeeping, and audit prep – that members can choose from. This will be especially important to account for and report on CARES Act funding and expenditures.

**Cybersecurity** – in partnership with NACo, we are inviting members to join a Cybersecurity Collaborative. Membership is fee-based and open to all AML members, and connects you to the latest problem solving and information available to navigate and manage risk online, as well as access to a strike team if something happens. With more services shifting online due to COVID, now is a critical time to make sure you're protected. We're also working on software/hardware solutions!

**Legal Defense and Assistance Fund** – Access to appropriate and affordable legal advice is especially important for local governments who need to ensure that their code, ordinances, and overall activities are compliant with state and federal law. We're also aware of the potential for litigation that members may be involved in. This program will operate as a pool to 1) provide access to affordable legal advice and 2) underwrite litigation expenses as necessary.

There's a lot more to each of these, and we still have work to do to make sure that these can be implemented successfully, but ultimately we hope to strengthen local governments who may not otherwise have access to or capacity for these services on their own. Let's work together to help take pressure off your budgets, and bring peace of mind to staff and municipal officials.

# Agenda – Week Two

## Monday, November 16th

### 9:00am **Opening/Welcome: Beyond COVID-19**

Welcome to Fires, Foundations and Futures, AML's 70th Annual Local Government Conference. Speakers will review the public health emergency and economic crisis, the continued needs that local governments have, and where we're headed.

- ☐ **Nils Andreassen**, Executive Director, Alaska Municipal League
- ☐ **Stu Graham**, President (prior), Alaska Municipal League
- ☐ **Pete Petersen**, President, Alaska Municipal League

10:00am Interview with Governor **Mike Dunleavy**, State of Alaska

### 11:00am **Break and Sponsor/Exhibitor Visits**

### 12:00pm **Hot Wash – Coordinated Pandemic Response**

Participants in the State's Unified Command and COVID-19 response team will review State actions to date, reflect on what's worked and what could be improved, and provide a sense of the work still to be done on vaccination implementation and continued mitigation measures.

- ☐ **Bryan Fisher**, Incident Commander, Unified Command, DHS&EM
- ☐ Commissioner **Adam Crum**, DHSS, State of Alaska
- ☐ Dr. **Anne Zink**, Chief Medical Officer, DHSS

### 1:00pm **Break and Sponsor/Exhibitor Visits**

### 2:00pm **CONCURRENT SESSIONS**

#### ☐ **CIP List Management**

*The Fairbanks North Star Borough has implemented an innovative CIP identification process, which really engages the public in input and prioritization. Speakers will present what spurred the effort, how the process worked, and what outcomes may be applied to other circumstances.*

- Mayor **Bryce Ward**, Fairbanks North Star Borough
- **Jim Williams**, Fairbanks North Star Borough

#### ☐ **Elections and Voting**

*Municipal officials have been navigating between municipal elections that occurred during the public health emergency, continued improvements in voting technology, and the public interest in maximizing both engagement and security.*

- **Jeannette Lee**, Senior Researcher, Sightline Institute
- **Beth McEwen**, Clerk, City and Borough of Juneau
- **Scott Kendall**, Attorney, Holmes, Weddle & Barcott

### 3:30 pm **Break and small group socials**

Join AML board members in topical discussions that should be of interest – these are informal social opportunities to share common challenges and solutions.

### 4:30 pm **Adjourn for day**

## Tuesday, November 17th

### 9:00am CONCURRENT SESSIONS

#### ☐ **Manager Evaluations – Hosted by Alaska Municipal Management Association**

Facilitated by **Pat Martel**, West Coast Regional Director, ICMA – this session will ask current managers and mayors to share their experience and best practices for elected officials' evaluation of city and borough managers.

- **Rorie Watt**, Manager, City and Borough of Juneau
- **Josie Bahnke**, Deputy City Manager, City of Kodiak
- Mayor **Beth Weldon**, City and Borough of Juneau
- Mayor **Pat Branson**, City of Kodiak

#### ☐ **Strengthening Public Safety – Updating Standards for Law Enforcement**

In response to calls for police reform and national turbulence, now is a good time to reflect on the State's current standards and what potential changes could be forthcoming, and why.

- **John Skidmore**, Deputy Attorney General, Department of Law
- **Bob Griffiths**, Executive Director, Alaska Police Standards Council
- Chief **Robert Baty**, AACOP Representative

### 10:15am Break

### 10:30am CONCURRENT SESSIONS

#### ☐ **Alaska Marine Highway System Reform**

The AMHS Reform Working Group has completed its report to the Governor and made a series of recommendations. Find out more about how they were arrived at, and hear from municipal leaders who are making their own plans for the future.

- Admiral **Tom Barrett**, Chair, AMHS Reform Working Group
- Mayor **Andrew Cremata**, Municipality of Skagway
- Mayor **Clay Koplín**, City of Cordova

#### ☐ **Leading through Change**

Explore the use of Complex Adaptive Systems tools, such as Simple Rules and the CDE Model, to guide us during times of uncertainty and to influence systems change.

- **Gwen Kennedy** Ph.D., Triple Impact Leadership
- **Wendy Fraser** Ph.D., Triple Impact Leadership

### 11:45am Break

### 12:00pm Community Block Party – Roll Call

AML is celebrating its membership with a shout out from each community. Watch live, play along, and win prizes.

### 1:00pm Break and Sponsor/Exhibitor Visits

**2:00pm Elections Results and Legislative Update**

The general election is over but many results still being finalized. Hear from our lobbying team what the outcomes mean and what to expect for this next legislative session. Longtime political reporters will also comment on their expectations and how organization might occur.

- Dianne Blumer**, AML Lobbyist, Blumer and Associates
- Heather Brakes**, AML Lobbyist, Legislative Consultants
- James Brooks**, Anchorage Daily News
- Tim Bradner**, Legislative Update

**3:30pm Break and small group socials**

Join AML board members in topical discussions that should be of interest – these are informal social opportunities to share common challenges and solutions.

**4:30pm Adjourn for day**

## Wednesday, November 18th

**9:00am AML Business Meeting**

This year's format is different so there will be two business meetings. This first (from 9am to 11:30am) will provide an update on core programs offered in partnership with AML. The Nominating Committee will present a final slate of candidates, with an opportunity for each to speak to the membership. The Resolutions Committee will present the final slate of resolutions approved for discussion, and the membership may offer amendments as necessary. Outcomes from these discussions will be placed in an online voting tool and each member's designated voting representative will have the chance to vote by Friday, with results announced at that final business meeting.

- Alaska Municipal League
  - **Nils Andreassen**, Executive Director, Alaska Municipal League
- Alaska Municipal League Investment Pool
  - **Peggy MacDonald**, President, AMLIP
- AML Joint Insurance Association
  - **Brennan Hickok**, Deputy Director, AML-JIA
- Alaska Remote Seller Sales Tax Commissions
  - **Jeff Rogers**, President
- Nominating Committee, Candidate Statements
  - **Pat Branson**, Chair
- Position Committee and Resolution Committee
  - **Pete Petersen**, Chair

**10:00am Proposals: Winning and the Drawing Board**

Walk through the factors used at Alaska Housing Finance Corporation to differentiate housing proposals from one another to determine which ones receive funding through our statewide housing programs. Specific areas to be covered include the comparative paybacks from alternative energy systems and energy conservation, mixed-use development considerations, and balancing cost-consciousness with the disparate construction realities across our statewide service area.

- Daniel Delfino**, Director, Planning and Development, Alaska Housing Finance Corporation

**11:30am Break and Sponsor/Exhibitor Visits****12:00pm State Fiscal Policy**

The State is facing continuing deficits and very difficult policy decisions as it relates to the budget. Speakers will provide their perspectives on what solutions might look like, what major sticking points are, and how groups outside the local government world might be thinking about what's important.

- ☐ **Cheryl Frasca**, Chair, Fiscal Policy Group, Commonwealth North
- ☐ **Ian Laing**, Executive Director, Institute of the North
- ☐ **Bethany Marcum**, Director, Alaska Policy Forum

**1:00pm Break and Sponsor/Exhibitor Visits****CONCURRENT SESSIONS****1:30pm ☐ Community and Regional Jails**

More than a dozen local governments manage community or regional jails in support of State corrections and public safety. State funding for these has dropped to pre-2002 levels, and many local governments are left picking up as much as 50% of the expense. Learn more about the value these jails provide and the challenges of keeping them running.

- **Josie Bahnke**, Deputy City Manager, City of Kodiak
- **James Kerr**, Chief of Police, Petersburg Borough
- **Alan Nickell**, Lieutenant/Acting Chief of Police, City of Seward
- **Jeremy Hough**, Director of Institutions, Department of Corrections

**2:00pm ☐ Facilities Design and Planning**

What does COVID-conscious design look like and how can office spaces and public facilities respond to public health concerns? Appropriate design can play a big part in mitigation strategies. Emerging through the pandemic will be new attention placed on facilities that take public health into account.

- **Leah Boltz**, Bettisworth North

**3:30pm Break and small group socials**

Join AML board members in topical discussions that should be of interest – these are informal social opportunities to share common challenges and solutions.

**4:30pm Adjourn for day****Thursday, November 19th****9:00am CONCURRENT SESSIONS****☐ Borough Formation**

*Speakers will provide a review of the history of borough formation, the process and value, and why it might be more important than ever.*

- Mayor **Bryce Ward**, Fairbanks North Star Borough
- Mayor **Clay Walker**, Denali Borough

### ☐ **Regional Rural Transportation Planning**

*Regional Transportation Planning Organizations (RTPOs) are common across the nation but lacking in Alaska. Speakers will talk broadly about rural development and what they see as potential solutions, and specifically contribute thoughts about how RTPOs might help meet needs, lessons learned from other states, and meeting the needs of regional transportation.*

- **Carrie Kissel**, Associate Director, National Association of Development Organizations
- **Gabe Philips**, AICP, Tribal and Regional Integrated Planning Manager, State of Washington
- **Theresa Hutchins**, Federal Highway Administration

10:15am **Break**

### 10:30am **Budget Impacts and Decisions During Economic Crisis**

The majority of local governments in Alaska responded quickly to the public health emergency, economic crisis, and impact on local budgets. In preparation for the next fiscal year, speakers will address the considerations involved at a state level and how those might affect local governments. State policy may translate well into local government processes, and things to keep in mind for budgeting decisions.

- ☐ **Carl Davis**, Institute for Taxation and Economic Policy
- ☐ **Mouhcine Guettabi**, Institute for Social and Economic Research
- ☐ **Fred Nicely**, Senior Tax Counsel, and **Priya Nair**, Staff Attorney, Council on State Taxation

11:45am **Break**

### 12:00pm **Federal Advocacy**

AML's partners in DC – NACo and NLC, with whom we share many members – will describe the very intense challenges over the last six months and what's ahead for advocating for local governments. Between multiple federal aid packages, national protests, the Census and elections, NACo and NLC have been untiring in their action and support, which has translated very directly to benefits for Alaska, including the ability to make more informed decisions.

- ☐ **Clarence Anthony**, Executive Director, National League of Cities
- ☐ **Matt Chase**, Executive Director, National Association of Counties

1:00pm **Break and Sponsor/Exhibitor Visits**

### 2:00pm **CONCURRENT SESSIONS**

#### ☐ **Local Control of Federally Funded Transportation Projects**

*The FHWA agreement with the State DOT&PF provides space for the State to describe the process for local control of federally funded transportation projects. In Alaska, DOT&PF has chosen to keep that oversight at the State level. Discussants will explore why that is, how it works generally, and how improvements could be made to the overall process.*

- **John Lohrey**, Federal Highway Administration
- **Stephanie Queen**, City Manager, City of Soldotna
- **Judy Chapman**, Chief of Planning, DOT&PF
- **John Moosey**, City Manager, City of Palmer

#### ☐ **CARES Act – Closing out**

*It's early to think about the end of CARES Act funding, but also not too early to start planning for what that looks like. Start planning now for what actions may occur at the federal and state levels, what will be required of recipients, reporting and accounting, and preparing for post-CARES review and discussions.*

- **Neil Steininger**, Director, Office of Management and Budget
- **Emily Brock**, Government Finance Officers Association

**3:30pm Break and small group socials**

Join AML board members in topical discussions that should be of interest – these are informal social opportunities to share common challenges and solutions.

**4:30pm Adjourn for day**

## Friday, November 20th

**9:00am Economic Development and Recovery – Hosted by AMMA**

Facilitated by **Lyn Carden**, City of Wasilla – this session will review local government approaches to economic recovery, CARES funding and granting, what worked and what didn't, what questions should have been asked beforehand, and what the future holds.

- ☐ **Ruben Duran**, Borough Manager, Ketchikan Gateway Borough
- ☐ **Tod Larson**, Manager, City of Dillingham
- ☐ **Brittany Smart**, Fairbanks North Star Borough

**10:15am Break**

**10:30am Closing Session – Futures**

What's next? We'll think through some variables that might be off current radars but will need to be kept track of, and factors that will influence global, national, and state decisions. Scenario development can be a useful tool to imagine local government response and prepare accordingly.

- ☐ **Jonathan King**, Principal, Halcyon Consulting
- ☐ **Nils Andreassen**, Executive Director, Alaska Municipal League

**11:30am Break**

**12:00pm Municipal Awards**

Join us to recognize municipal leadership that has managed and responded to crisis at an unprecedented scale.

- ☐ **Vic Fischer** – "My Hopes for Local Government Leaders"

**1:00pm Break and Sponsor/Exhibitor Visits**

**2:00pm AML Business Meeting**

The Chairs of the Nominating Committee and Resolutions Committee will present the results of member voting. New officers will be sworn in and the incoming president will present final member announcements.

- ☐ **Pete Petersen** – Resolutions Results
- ☐ **Pat Branson** – Election Results

**3:30pm Adjourn**



## Annual Business Meeting

This year's business will be conducted differently than in past years, as we accommodate the move to an online platform. Most importantly, we feel confident in the process to ensure vetting of candidates and resolutions, allow for discussion, and provide an opportunity for members to vote.

Each participating member – registered to attend the conference – should be sure to name a representative able to vote on behalf of the city or borough. Each member will have one vote, and the representative will receive voting instructions for using the online ballot at [simplyvoting.com](https://www.simplyvoting.com).

### Elections

As you know, AML has implemented bylaw changes and a restructuring of districts as a result of board action to maximize member participation. We're excited about a robust and active board and thank all the candidates. The board's Nominating Committee received nominations up through November 1 and met on November 10th to vet candidates. They produced a final slate for member considerations, to be announced at the November 18th business meeting. Candidates will be able to make brief statements at the meeting, after which ballots will be distributed to voting delegates. These online ballots should be completed by 5pm on November 19th. The Nominating Committee will announce the results on Friday, November 20th, at the final business meeting.

### Resolutions

This year's resolutions reflect priorities of AML and its members, as we work with one another to address challenges at the State and federal level. Draft resolutions were distributed to members early in October for review. The Resolutions Committee vetted the resolutions on November 9th for consistency with board policy and has produced the final slate of resolutions and position statement for member discussion. These can be found in your legislative strategy packet.

In your legislative strategy packet, you will find the revisions to AML's policy statement, edits to past resolutions to reflect necessary technical updates, and this year's slate of resolutions produced by AML's board of directors and members. On Wednesday, November 18th, we will introduce these and provide an opportunity for member discussion. Members may offer amendments at that time.

The list of resolutions and any amendments will be distributed to the member's voting delegate. That delegate will indicate approval of the original resolution, and amendments, and a final version if amendments are found to be adopted. Voting should be complete by 5pm on November 19th, with the final tallies announced at the business meeting on November 20th.

We know that this will feel different, but we believe it meets our goals to provide an opportunity for member discussion, the ability to offer amendments, and a voting process that reflects member's interests. We encourage your patience and consideration through this process and appreciate your continued engagement in our active policy development. Remember, if you are interested in contributing to AML's policy and resolutions' development, join our Legislative Committee! That's the best way to be a part of the stance that AML takes on upcoming legislation and policy.

# Sponsors

Denali (\$10,000)



Foraker (\$5,000)



North Star (\$3,500)



BETTISWORTH<sup>NORTH</sup>

# Sponsors

Partner (\$2,000)



Supporter (\$1,000)



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