



ALASKA  
MUNICIPAL  
LEAGUE

April  
2026

# Asset Foundations & Shared Stewardship

Asset Management Challenges and Strategies for Alaska Municipalities

2026  
Infrastructure  
Development  
Symposium

Margaret  
Lenhart &  
Stephanie  
Hernandez  
McGavin

# Agenda

- ❖ Session Goals & the Value of Asset Management
- ❖ State of Infrastructure & Asset Management Needs Assessment Results
- ❖ Recommended Asset Management Strategies
- ❖ Activity!
- ❖ Key Takeaways & Questions

# Goal for Today's Session

---

## **By the end of this session, we want to:**

1. Determine the benefits of asset management for your community or clients.
2. Understand a potential framework for implementing asset management practices.
3. Recognize how AML and its partners can help.
4. Decide on the first step we want to take.

“I don’t have the time/money/staff to work on asset management, but I understand it’s important. Why should I try it despite that?”

1. You’re likely already doing it to some extent!
2. Not necessarily another thing to do, but taking a different approach for better results.
3. Technical and financial support are available.
4. It doesn’t have to be done all at once – you can take one step at a time.
5. It will make life easier for your future self and the next generation 😊




# Existing Conditions

# Alaska's 2025 Infrastructure Report Card

## Common Themes:

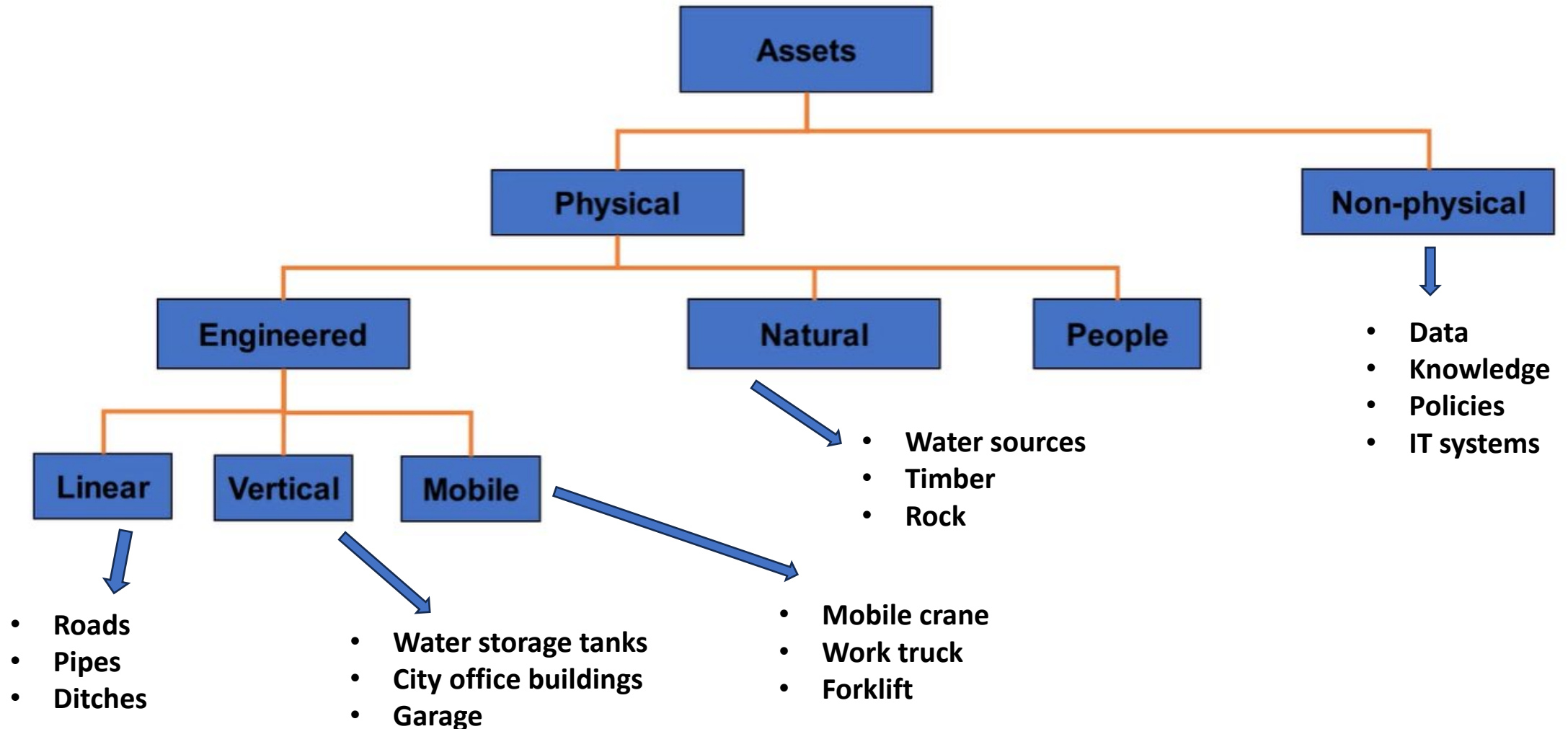
- ❖ Disproportionate funding for new construction vs. **Operations & Maintenance** (O&M).
- ❖ Reliance on state and federal funding, rather than local revenue.
- ❖ Aging infrastructure with increased maintenance/repair needs – and rising material costs.
- ❖ Limited workforce supply.





Starting (or progressing)  
your asset management  
journey

# What is considered an asset, in this context?



# Where are we starting from?

---

- Aging infrastructure with no/ outdated documentation
- Hard-to-find paper maps and drawings
- O&M practices stored in someone's head or notebook



**Rebuild institutional knowledge,  
reduce risk & emergency repairs**

- Rates set years ago
- Emergency repairs dominating the budget
- Lack of cost-of-service data



**Strengthen financial  
sustainability**

- No clear picture of when major replacements or repairs are coming due
- No secure funding for future projects



**Improve long-range and  
capital planning**

# Starting somewhere – anywhere – is a good start

---

Seldovia's asset management process began at the end of 2024.

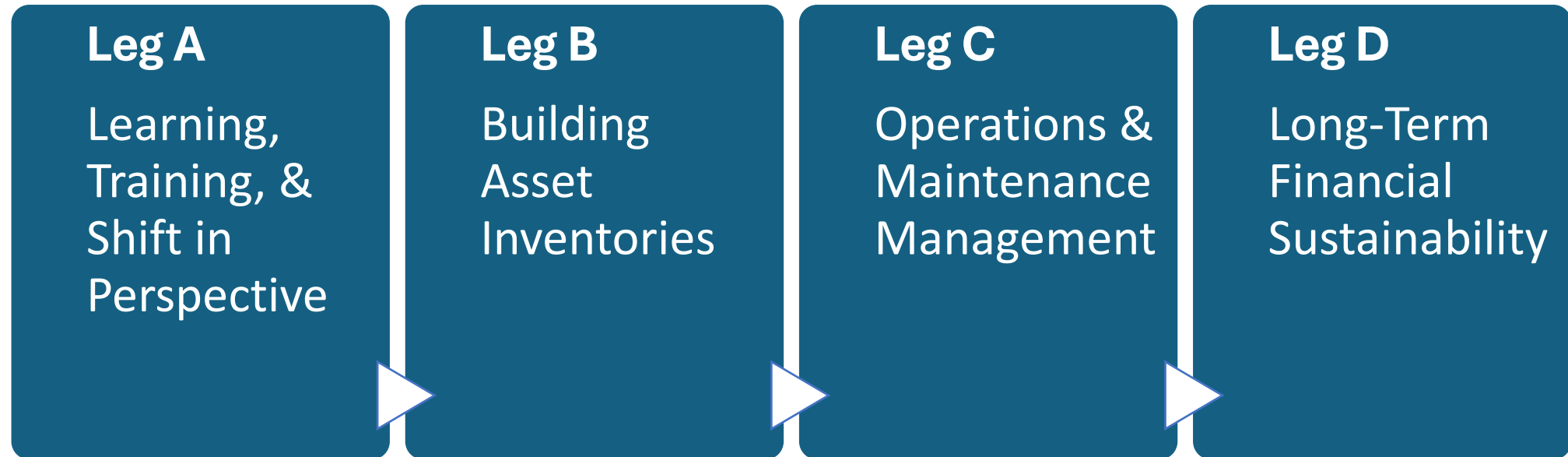
“Like many of you, asset management had been on the back of our minds, but **it was just a really daunting task with limited resources, staff and budget...**”

“An excel spreadsheet works. This is a living document that will continue to grow, change, and evolve. And with that in mind, **just starting somewhere – anywhere – is a good start.**”

– Heidi Geagel, City Manager, City of Seldovia

# Asset Management is a Journey

---



## Leg A: Building the Foundation Learning, Training, and a Shift in Perspective

- Develop a shared vocabulary across departments
- Understand how asset management supports planning, budgeting, and policy decisions
- Identify current practices, gaps, and informal knowledge
- Designate internal champions

The screenshot shows a course interface for "Introduction to Asset Management (~15 Mins)". The video player displays a diagram titled "What are Assets?".

The diagram is a hierarchical tree structure:

- Engineered**
  - Linear**
    - Pipes
    - Roads
  - Vertical**
    - Buildings
    - Plants
  - Mobile**
    - Light Vehicles
    - Heavy Equipment

The video player interface includes a table of contents on the left with the following items:

- How to Navigate Through The Course (VIDEO - 1 MIN)
- Alaska Municipal League's Mission- Nils Andreassen, Executive Director, AML (VIDEO - 2 MIN)
- Warm Welcome- Erin Reinders, Director of Infrastructure, AML (VIDEO - 1 MIN)
- Welcome to the AM101 Course - Iain Cranston, Founder and Lead Trainer, icInfrastructure (VIDEO - 1 MIN)
- What is Asset Management? (VIDEO - 4 MIN)
- What are Assets? (VIDEO - 3 MIN)**
- Sitka's Best Practices - Ron Vinson, Public Works Director, City and Borough of Sitka

A "NEXT LESSON →" button is visible at the bottom right of the video player.

Training at this stage may include foundational courses such as [“Asset Management 101.”](#)

# How AML can help

---

- Introductory asset management eLearning course ([Asset Management 101](#))
- Managing your Asset Data eLearning course ([Managing your Asset Data](#))
- Case-study webinars ([Peer Learning & Educational Webinars](#))
- Plain-language guidance and examples tailored to Alaska communities
- Possible personalized trainings and technical assistance, upon request
- Support integrating asset management with concepts such as planning, finance, and risk management
- [Infrastructure Office Hours](#) occur every Tuesday – and every fifth Tuesday is focused on asset management.



## Courses

### Introduction Course to Asset Management



#### Asset Management 101

 Course

AM101 explains what asset management is and why it is important. Learners will understand the current state of infrastructure and analyze some of the common challenges faced by asset managers.

Free

Enroll for free

### Leveraging Your Asset Data



#### Leveraging Your Asset Data

 Course

This course equips anyone involved in managing public infrastructure—including staff, managers and elected officials - with the knowledge and tools to analyze, interpret, and apply asset data effectively.

Free

Enroll for free

## Leg B: Mapping the Journey

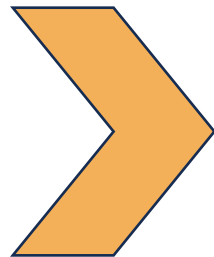
### Building Asset Inventories

---

Asset registries/inventories can start with a small amount of information using **standardized templates, spreadsheets, simple databases, or even paper records.**

As capacity evolves, information can be expanded and transitioned into **Geographic Information Systems** (GIS) or similar.

The goal is to build your **Asset Registry**



Centralized system of record that links asset location, characteristics, documentation, and condition information.

## You can start with...

---

- Make a list of what you have, what it's for, and basic information about it – when it was purchased/replaced and for how much.
- Identify the asset type, what requires maintenance, and who's responsible. You can identify additional details over time.

**It's likely someone is already tracking this information.**

**“It's not one more thing, it's doing what you're already doing in a different way to get a better result.”**

# Then you can start to plug in...

---

- Photos or scanned drawings of assets and facilities
- Paper maps entered gradually into digital form
- Basic attributes such as material, age, ownership, and condition
- Existing paper documents, including work orders, inspection logs, or purchase histories
- Condition findings from operator reports prepared for councils or utility boards



# Where to look

---

1. **Finance department:** Your first stop.
2. **Insurance schedules:** Potential to verify accurate coverage for value.
3. **Your public works & operations crew:** Including info stored in their head.
4. **Filing cabinets & old reports:** Flipping through pages and documents.

It will require time-consuming sleuthing.  
AML is developing plans for how to help.



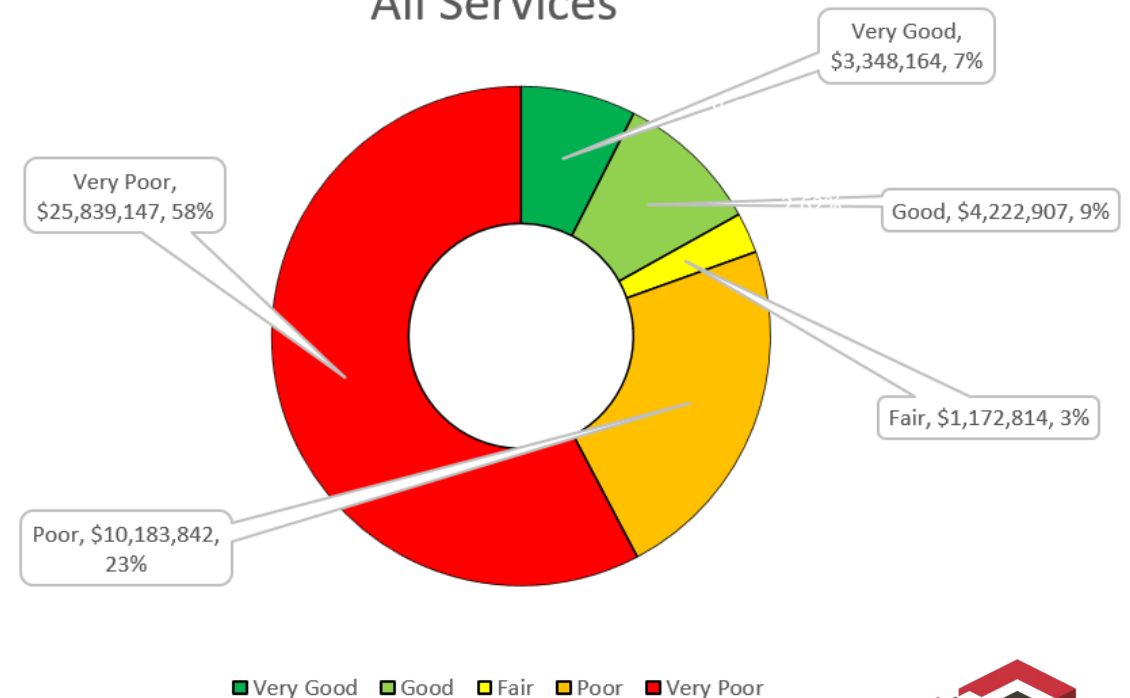
# icInfrastructure Tools & Templates

- Asset Registry and Forecast
  - Provides visualization of asset condition, risk, and future replacement cost
- Community Cost Calculator



**Tool demo at the end of this presentation!**

Current Replacement Value by Condition for All Services



# Asset Registry and Forecast Tool

- Enter basic asset data that is automatically compiled into an asset registry and generates a **State of Infrastructure** (SOI) report and a long-term replacement forecast. **Clear, transparent, defensible data.**

Asset UID	Service	Status	Asset Class	Asset Subclass	Acquisition Cost	Age	Estimated Service Life	Estimated Replacement Year	Physical Condition
FLT0000	Drinking Water	Active	Fleet	Heavy Duty Vehicles	\$200,000.00	15	8	2018	Very Poor
FLT0001	General Transportation	Active	Fleet	Heavy Duty Equipment	\$50,000.00	20	20	2025	Very Poor
RDS0000	General Transportation	Active	Roads	Arterial Road	\$201,678.19	14	30	2041	Fair
RDS0001	General Transportation	Active	Roads	Local Road	\$322,944.49	10	30	2045	Good
FAC0000	Parks/Recreation/Culture	Active	Facilities	Ice sheet	\$1,000,000.00	15	50	2060	Good
FAC0001	Drinking Water	Active	Facilities	Water Treatment Plan	\$1,500,000.00	35	50	2040	Poor
PIP0000	Drinking Water	Active	Pipes	Water Mains	\$200,000.00	70	100	2055	Poor
PIP0001	Drinking Water	Active	Pipes	Water Mains		70	65	2020	Very Poor



**Tool demo at the end  
of this presentation!**



# Community Cost Calculator

- icInfrastructure tool generates cost estimates for your local water and wastewater assets, relative to Anchorage.
- "Community Uplift Factor" based on: population, distance from Anchorage, supply method

This is the first version; we welcome your feedback!

Community		False Pass							
Uplift Factor		2.7							
<b>Drinking Water</b>				<b>Community Data</b>					
Asset Category	Asset Type	Anchorage Unit Cost	False Pass Unit Cost	Qty.	Units	Community Cost			
Source	Well	1.25 \$/Gallon/hr	3.37 \$/Gallon/hr	0	Gallon/hr	\$0			
	Impoundment	1.00 \$/Gallon/hr	2.70 \$/Gallon/hr	0	Gallon/hr	\$0			
Treatment	Water Treatment Facility	1.00 \$/Gallon/hr	2.70 \$/Gallon/hr	0	Gallon/hr	\$0			
Storage	Reservoirs (Impoundments)	7.00 \$/Gallon	18.87 \$/Gallon	0	Gallon	\$0			
	Water Storage Tanks	0.10 \$/Gallon	0.27 \$/Gallon	300,000	Gallon	\$80,886			
Distribution	Pump Stations (booster pump)	1.00 \$/Gallon/hr	2.70 \$/Gallon/hr	0	Gallon/hr	\$0			
	Water Mains (HDPE)	230 \$/ft	620 \$/ft	2,000	ft	\$1,240,248			
	Water Mains (Arctic Pipe)	600 \$/ft	1618 \$/ft	0	ft	\$0			
	Tanker Truck	50 \$/Gallon	135 \$/Gallon	2,000	Gallon	\$269,619			
<b>Wastewater</b>				<b>Community Data</b>					
Asset Category	Asset Type	Anchorage Unit Cost	False Pass Unit Cost	Qty.	Units	Community Cost			
Treatment	Sewage Treatment Facility	1.50 \$/Gallon/hr	4.04 \$/Gallon/hr	0	Gallon/hr	\$0			
Storage	Lagoon	240 \$/Gallon	647 \$/Gallon	0	Gallon	\$0			
	Storage (Septic) Tanks	10.00 \$/Gallon	26.96 \$/Gallon	0	Gallon	\$0			
Distribution	Wastewater Mains (HDPE)	230 \$/ft	620 \$/ft	1,000	ft	\$620,124			
	Wastewater Mains (Arctic)	600 \$/ft	1618 \$/ft	0	ft	\$0			
	Pump Stations (lift stations)	1.00 \$/Gallon/hr	2.70 \$/Gallon/hr	0	Gallon/hr	\$0			
	Vacuum Truck	600 \$/Gallon	230 \$/Gallon	1,000	Gallon	\$1,617,714			



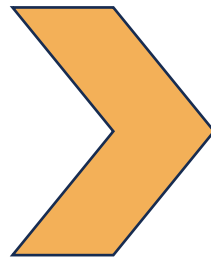
## Leg C: Gearing Up Operations & Maintenance Management

---

**O&M Goal:** Proactively manage your assets and learn how much it costs to keep them running. Improving O&M includes:

- Establishing procedures for O&M planning, scheduling, and delivery.
- Tracking O&M work, costs, and results.
- Eventually implementing a CMMS but...**establishing the habit of documenting work consistently comes first.**

Computerized Maintenance  
Management System  
(CMMS)



A software tool for standardizing work orders, scheduling preventative maintenance, tracking operational time and costs, among other things.

# Tools used in O&M

Parts of a healthy & balanced asset management meal!



## Construction Documents

- Engineers provide with specifications.

## As-Builts/Record Drawings

- What was actually constructed? Informs facility site plan.

## O&M Manual

- Includes maintenance schedule, parts list, warranty information.

## Commissioning Report

- Third party verifies system operates as intended.

## Maintenance/Inspection Logs

- Based on maintenance schedule – includes timeline, checklist, results.

## Repair/Maintenance Documentation

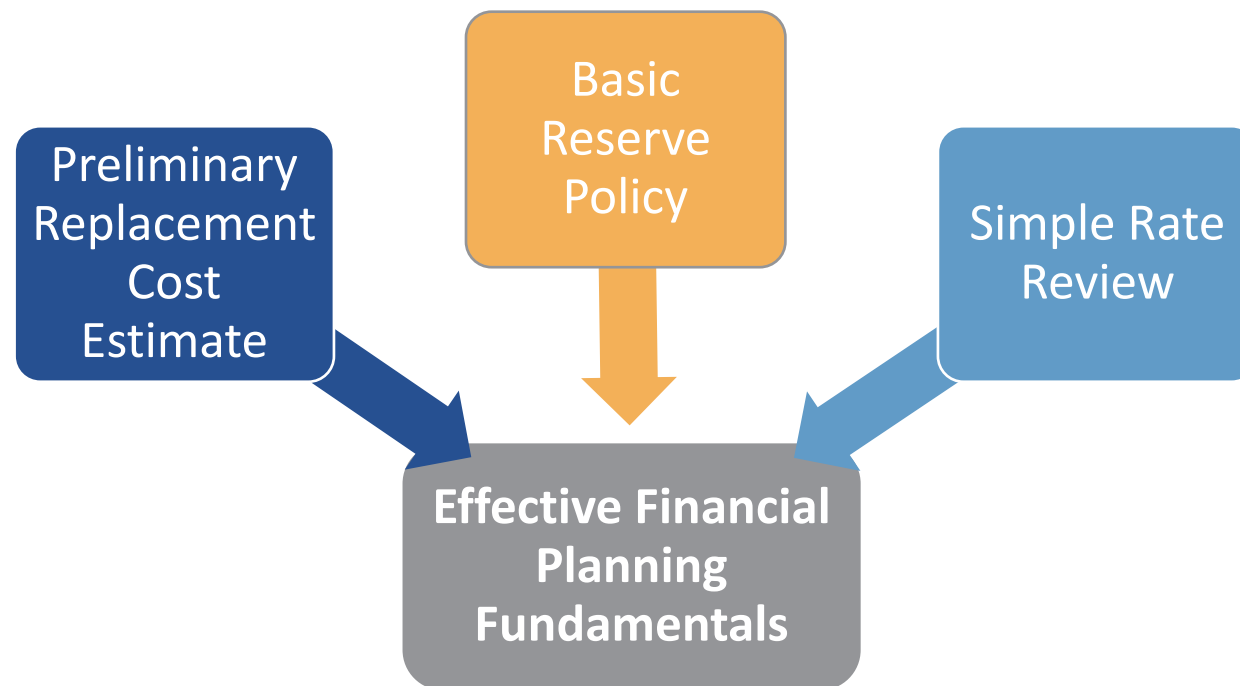
- Assigned and completed, parts used, cost of time and materials.

## Leg D: Planning Provisions

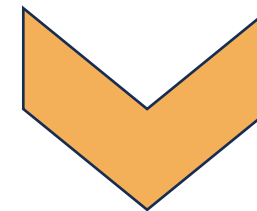
### Long-Term Financial Sustainability

---

**You're building the full picture. Do you have the funds to sustain it?**

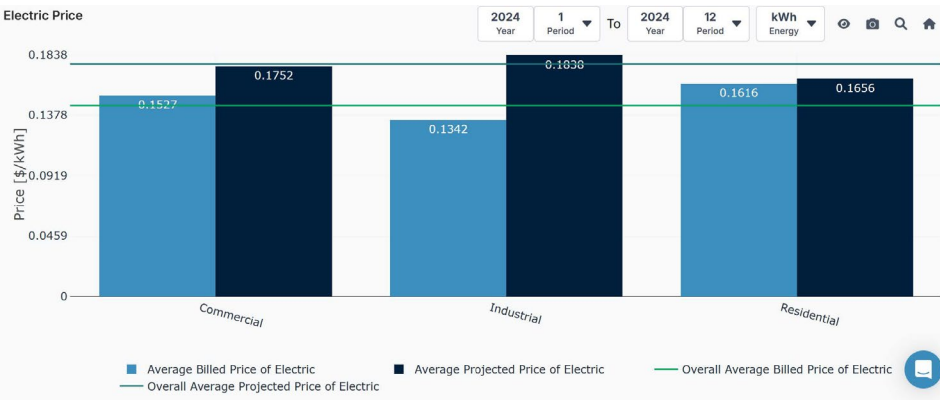
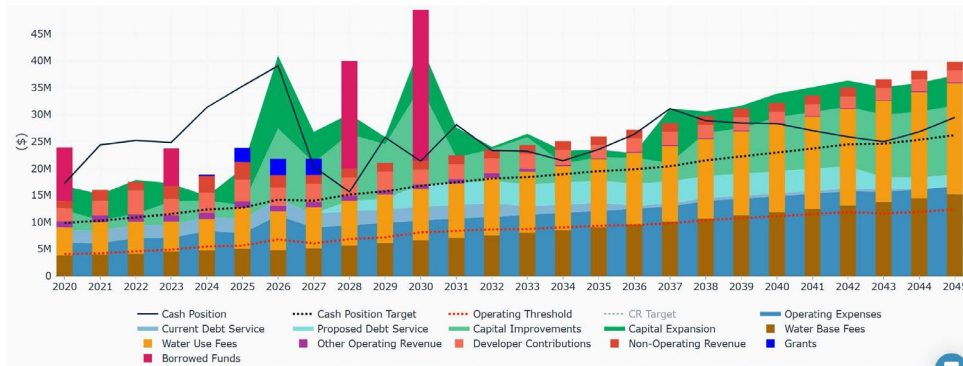


### True Cost of Service



The full lifecycle cost required to deliver a service: purchase price, operations, maintenance, repair, and removal/replacement.

# How AML can help



- Grant readiness and lifecycle cost documentation support
- Alaska Municipal Financial Solutions (AMFS)
- **Shared services**, such as:
  - Muniworth's rate setting software, Waterworth
  - Alaska Municipal League Investment Pool (AMLIP)
  - Alaska Remote Seller Sales Tax Commission (ARSSTC)
  - Cashvest three+one liquidity analysis



**ASSET REGISTRY &  
FORECAST TOOL:  
LONG-TERM  
REPLACEMENT  
FORECAST REPORT**

# Asset Registry and Forecast Tool

---

## Steps:

1. Facilitators will give a brief overview of the tool.
2. Each participant will receive a paper with asset data for a hypothetical community, *Beluga Pass*.
3. We'll work as a group to input the data into the asset registry.
4. We'll review the outputs of the data: State of Infrastructure Report and Long-Term Replacement Forecast.

# Essential Data Points

---

1. Service
2. Active or Disposed
3. Asset Class
- 4. Year Acquired**
- 5. Estimated Service Life**
- 6. Appraised Value**
- 7. Appraised Year**
8. Inflation Rate

Essential data

Other user defined data

Calculated fields

# Recap of Session Goals

**By the end of this session, we wanted to:**

1. Determine the benefits of asset management for your community or clients.
2. Understand a potential framework for implementing asset management practices.
3. Recognize how AML and its partners can help.
4. Decide on the first step we want to take.

Take a minute to write it down...

What is *one* asset management takeaway you will take back to your community or organization after the conference?

# Questions?

**Erin Reinders, AICP, CPM**

Senior Director, Planning & Community Development

Alaska Municipal League

907.586.1325 | [erin@akml.org](mailto:erin@akml.org)

---

**Margaret (Maggie) Lenhart**

Resilience Coordinator, Planning and

Community Development

Alaska Municipal League

907.790.5369 | [maggie@akml.org](mailto:maggie@akml.org)

**Stephanie Hernandez McGavin**

Program Coordinator, Planning and

Community Development

Alaska Municipal League

907.586.1325 | [stephaniem@akml.org](mailto:stephaniem@akml.org)