



City & Borough of Wrangell

Manager's Report

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Letter to the Community

Dear Wrangell Residents, Business Owners, and Community Partners:

July marked an important month of transition and progress as the Borough entered FY 2027 and moved several major initiatives from planning into implementation.

Construction is now underway on the McKinnon Street Rehabilitation Project and the Middle School Boiler Replacement Project, while preconstruction planning has begun for the District-wide School Renovations and Public Safety Building Rehabilitation projects. Together, these investments represent a significant reinvestment in Wrangell's utilities, transportation network, educational facilities, and public safety infrastructure. At the same time, design and engineering work continues on the Downtown Waterfront, Harbor Basin, Deepwater Port, Alaska Marine Lines cargo transfer facility, and proposed Wrangell Shipyard.

A major focus during July was the Wrangell Shipyard Fly-In, which brought representatives from JAG Alaska, The Pearlson Group, the Alaska Industrial Development and Export Authority, the Southeast Alaska Power Agency, Representative Jeremy Bynum, and other project partners to Wrangell for a detailed technical review, site visit, strategic planning sessions, and a well-attended community presentation at the Nolan Center. The response from the community was strongly supportive, and the discussions among the project team demonstrated broad alignment around advancing the project from preliminary design toward full design, permitting, financing, and construction readiness.

The proposed shipyard remains one of the most significant economic development opportunities in Wrangell's history. The project has the potential to generate substantial private investment, create skilled year-round employment, strengthen Alaska's maritime economy, and support the vessel construction, repair, maintenance, and logistics needs of the U.S. Coast Guard, commercial fishing fleet, marine transportation providers, and other public- and private-sector operators.

The Borough also continued advancing several complementary waterfront initiatives. Alaska Marine Lines (AML) has reached the 50% design milestone for its proposed cargo transfer facility at the Deepwater Port. AML is now evaluating a more cost-effective approach to the required geotechnical investigation, which will support development of a reliable construction cost estimate. The project is also advancing through the U.S. Army Corps of Engineers permitting process and the applicable NOAA authorization requirements. PND Engineers has advanced the Downtown Waterfront Fill and Abutment Project to approximately 65% design, and the Assembly will review the project's scope, phasing, and policy considerations during its July 28 work session.

Elsewhere in the community, Wrangell welcomed nationally recognized artist Ray "Bubba" Sorensen II to begin work on Alaska's first official Freedom Rock Veterans Memorial. The project will honor Wrangell's veterans while creating a lasting community landmark and visitor attraction.



The Borough also continued coordinating with the U.S. Forest Service on preservation of the historic Chugach vessel, including planning for construction of a protective shelter.

Operationally, Borough departments remain focused on delivering core services while managing a substantial portfolio of construction, design, permitting, and grant-funded work. Staff continues monitoring isolated manganese and brown-water events within the water distribution system, evaluating additional wastewater monitoring improvements, preparing for the FY 2026 audit, implementing the FY 2027 budget, and improving Borough-wide grant administration.

Wrangell continues to experience meaningful momentum across multiple fronts. This progress reflects the work of Borough employees, elected officials, contractors, volunteers, community organizations, and public- and private-sector partners. Administration remains focused on executing these opportunities responsibly, maintaining financial discipline, and ensuring that Wrangell's growth strengthens the community's long-term resilience and quality of life.

Sincerely,

Mason F. Villarma

Mason F. Villarma
Borough Manager
City and Borough of Wrangell



Economic Development & Public-Private Partnerships

Wrangell Shipyard Fly-In and Project Advancement

The Borough hosted representatives from JAG Alaska, The Pearlson Group, AIDEA, SEAPA, Representative Jeremy Bynum, and other project partners for a multi-day Wrangell Shipyard Fly-In in July.

The visit included a technical review of Pearlson's preliminary design work, a site visit at the Deepwater Port, strategic planning and financing discussions, and a public presentation at the Nolan Center. Community attendance and feedback were strongly supportive, and the meetings provided an important opportunity for the project team to align around the work required to advance the shipyard into the next phase.



Figure 1 Wrangell Shipyard Initiative Partners

Pearlson is preparing design review comments and a proposal for the geotechnical analysis needed to support further engineering. The Borough and its partners are also beginning to map the project's preliminary capital stack and evaluate funding pathways for the remaining design, permitting, geotechnical, and site-development costs.



Figure 2 Wrangell Shipyard Site Rendering

The immediate objective is to secure the resources necessary to advance the project to 100% design and true construction-ready status. Administration is continuing discussions with AIDEA regarding potential financing and investment pathways, including direct investment, loan financing, and funding support for remaining design and permitting activities. A future presentation to the AIDEA Board is also under discussion.

While the Borough awaits a decision from the U.S. Economic Development Administration on its Industry Transformation grant application, a coordinated promotional and advocacy campaign is being launched. This effort includes release of the project animation, press and website materials, social-media promotion, and outreach through local, state, federal, and private-sector partners.

The project is being designed to accommodate a broad range of large commercial, government, and defense-related vessels. In addition to creating year-round skilled employment and private investment, the shipyard would help address the shortage of vessel construction, repair, maintenance, and dry-docking capacity in Alaska and across the Pacific and Arctic maritime regions.

Deepwater Port Development

Coordination continues between Pearlson, which is leading the shipyard facility design, and PND Engineers, which is responsible for subdivision and site-development planning at the Deepwater Port. This coordination is intended to ensure that roadways, utilities, industrial lots, access corridors, and supporting infrastructure are aligned with the proposed shipyard layout and other future industrial users.

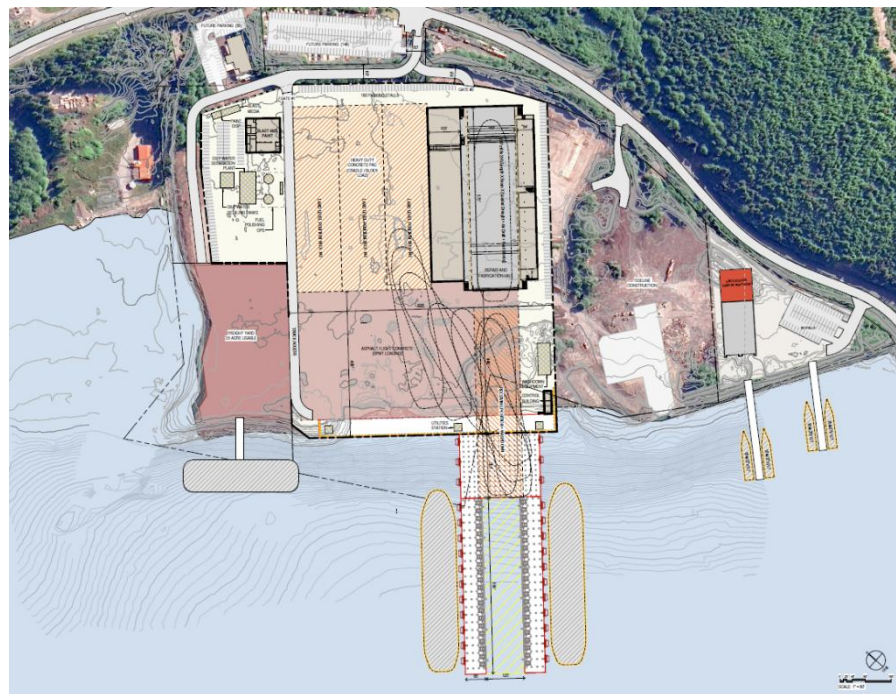


Figure 3 Wrangell Shipyard Conceptual Design

The Borough recently received the Phase I Environmental Site Assessment for the property. Following internal review and concurrence from the Alaska Department of Environmental Conservation, staff will establish a work plan to address any recommended Phase II environmental actions.

The broader Deepwater Port development remains central to the Borough's long-term economic strategy. The site provides approximately 42 acres of uplands, deepwater access, adjacency to SEAPA's electrical infrastructure, and sufficient space to accommodate shipyard operations, freight and logistics facilities, light manufacturing, and other marine industrial activity.

Alaska Marine Lines Cargo Transfer Facility

Alaska Marine Lines continues advancing design and permitting for a proposed cargo transfer facility at the Deepwater Port.

The project is currently at approximately 50% design and includes a modern freight ramp, cargo staging and laydown areas, improved site access, and sufficient space to accommodate long-term operational growth. AML and its engineering team have elected to pursue an alternative geotechnical investigation that is expected to provide the information needed for a dependable construction cost estimate without incurring the substantial expense associated with offshore test-pile installation.

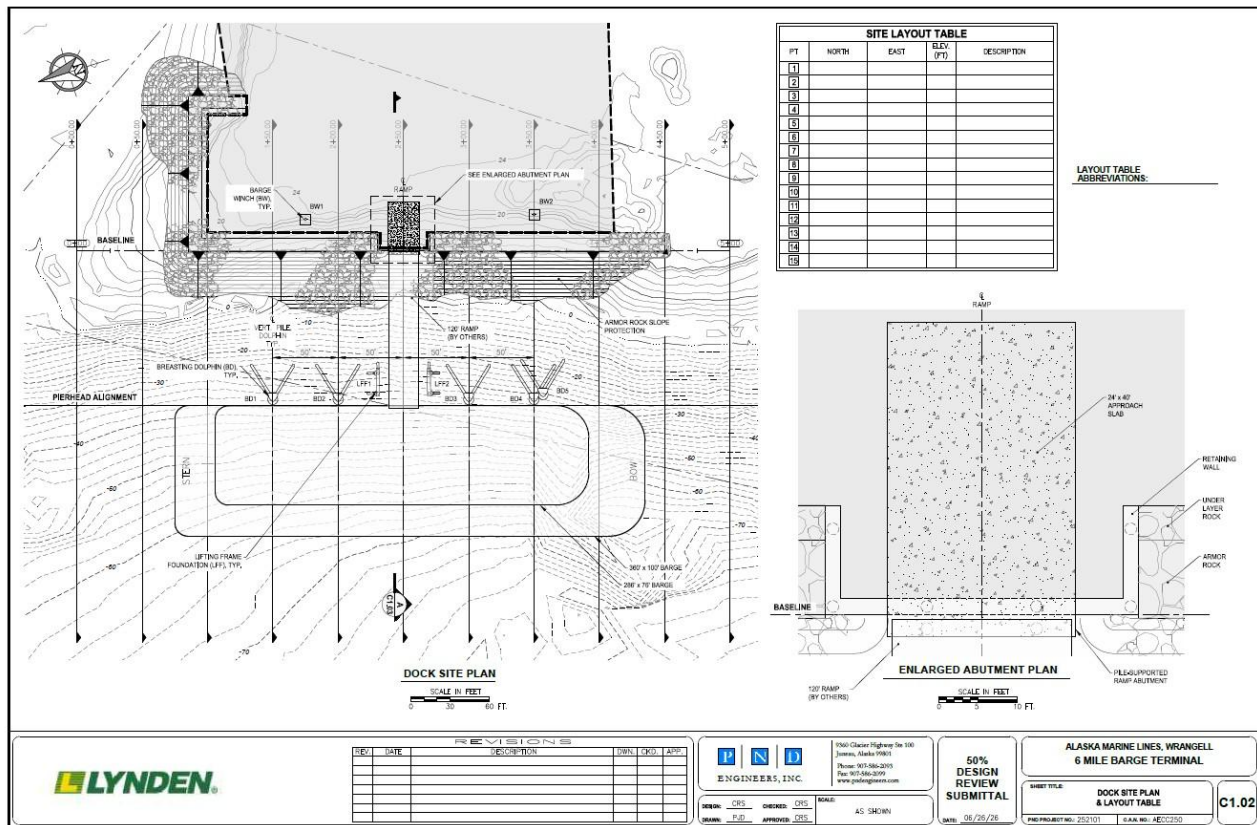


Figure 4 Lynden Alaska Marine Lines Design Concept

Permitting has commenced through the U.S. Army Corps of Engineers as of July 27th. A more reliable cost estimate is anticipated following completion of the geotechnical work and further design development.



Once the cost estimate is available, the Borough and AML can begin more detailed discussions regarding funding, ownership, construction, and long-term operational structure. Both parties remain focused on reaching construction-ready status by approximately September 2027.

This public-private project is strategically connected to the broader Deepwater Port development. Relocating freight operations would provide AML with a modern and expandable operating site while allowing the downtown and industrial waterfront areas to be reorganized for their highest and best long-term uses.

Structure Partnership

Structure is an Alaska-based technology and manufacturing company affiliated with AK Automations, which designed and implemented the supervisory control and data acquisition system at Wrangell's new water treatment plant. These systems use specialized software, sensors, and programmable control panels to monitor and operate critical infrastructure, including water, wastewater, power, and other industrial equipment.

Structure is purchasing the former Ottesen's storage building and establishing operations in Wrangell. The facility will support the assembly, programming, testing, and distribution of programmable logic controller panels and related industrial automation equipment for municipal utilities, industrial facilities, and other customers throughout Alaska.

The company's investment will bring a new technology-driven manufacturing operation to Wrangell, create opportunities for skilled local employment, and position the community to support infrastructure and industrial projects throughout Southeast Alaska and the state.

Alder Top Subdivision Planning

Administration continues evaluating the next phase of development at Alder Top, including the remaining residential lots and potential infrastructure partnerships.

The Borough has been engaged in preliminary discussions with contractors regarding a possible joint-development arrangement for Phase II. Under the concept being explored, the private developer would invest in water, sewer, and stormwater infrastructure while the Borough would be responsible for electrical infrastructure. The completed residential lots would then be marketed and sold at an agreed-upon market rate. Before any arrangement moves forward, Administration will conduct a more detailed financial analysis of the Borough's anticipated costs, required utility equipment, infrastructure obligations, and potential return. Any proposed agreement would require further review and authorization by the Assembly.



Figure 5 Structure President(s) & Manager



Figure 6 Alder Top Subdivision Plat
Yellow and Purple Symbol, Upcoming Land Sale

Business Climate Report 2026

The newly released 2026 Southeast Alaska Business Climate Report delivers especially encouraging news for Wrangell—and features our community on its cover. The report found that Wrangell recorded the strongest improvement in business-climate sentiment among Southeast communities, moving from among the weakest ratings in recent years to a 69% positive assessment in 2026. Even more significantly, Wrangell now reports one of the strongest economic outlooks in the region. As the report states, “Wrangell stands out for its dramatic shift in sentiment,” with renewed confidence tied to expanding economic-development opportunities, major infrastructure investment, and the community’s long-term potential. These findings reinforce the recent Southeast Economic Conditions Report, which documented significant growth in key Wrangell industries, and the latest population estimates showing that the community gained residents over the past year. Taken together, the reports provide clear, independent evidence that Wrangell is gaining momentum and is increasingly recognized as a community on the rise.



Partnership with Wrangell Cooperative Association

On July 27, Borough representatives met with the Wrangell Cooperative Association to discuss alternative parcels for the proposed Institute memorial park. The conversation was productive and focused on identifying a location that supports WCA's vision while preserving residential lots within the Alder Top Subdivision for future housing development. As a next step, I will provide WCA with a proposed work plan during my report to the Tribal Council on August 4. The work plan will outline opportunities for continued Borough–WCA collaboration, with an initial focus on transportation, trails, and tourism initiatives.

Mill Creek Public-Use Cabin Partnership

The Borough has proposed a partnership with the Stikine Sportsmen Association and Friends of Our Parks to advance the Wrangell Sea Trails concept through construction of a public-use cabin at Mill Creek. Because the site is located on Borough-owned property, it presents an opportunity to move more quickly than other potential cabin locations, with construction potentially beginning as early as spring 2027. Under the proposed partnership, the Stikine Sportsmen and Friends of Our Parks would lead fundraising and help coordinate the volunteer and community effort needed to purchase and construct the cabin. The Borough would provide access to the property and assist with planning, permitting, logistics, and long-term management through the Parks and Recreation Department. In recognition of its leadership and contribution, the Stikine Sportsmen would receive naming rights to the cabin. This project would create a new destination for recreation, hunting, fishing, subsistence activities, and visitor use while serving as an initial step toward a broader network of public-use cabins and tent platforms around Wrangell Island.

U.S. Forest Service Partnership

Borough representatives met with Wrangell District Ranger Tory Houser to discuss strengthening coordination with the U.S. Forest Service and reviving the SeaTrails program in Wrangell. The discussion also included the status of the 2018 Environmental Impact Statement renewal and advancing associated projects through the Wrangell Ranger District. As a follow-up, I will draft a letter to Forest Service leadership emphasizing the urgency of the Chugach shelter project, repairs to Roosevelt Dock, and restoration of Earl West Road. We also identified a Good Neighbor Authority work session with the State this fall as a prudent next step to clarify roles, identify eligible projects, and establish a practical framework for moving priority access, recreation, and infrastructure improvements forward.

Waterfront and Marine Infrastructure

Downtown Waterfront Fill and Abutment Design

PND Engineers has advanced the Downtown Waterfront Fill and Abutment Project to approximately 65% design.



The project supports the proposed American Cruise Lines docking facility while creating additional upland area for future Borough and partner infrastructure. The current design provides a more complete picture of the proposed fill area, public spaces, access, utilities, site circulation, and associated waterfront improvements.

Staff submitted review comments on the 65% package and directed PND to include a second additive alternate extending the waterfront fill to the full limit authorized under the Borough's U.S. Army Corps of Engineers permit. PND is evaluating the cost and schedule implications of the expanded scope.

The Assembly will review the design during its July 28 work session. Discussion will focus on project phasing, the American Cruise Lines facility, the broader waterfront layout, remaining policy questions, funding, and the appropriate scope to carry forward into the 95% design and public bidding process.

Any necessary contract amendments or schedule revisions will be brought back to the Assembly as the design progresses.

American Cruise Lines

The Borough continues coordinating with American Cruise Lines on the proposed docking facility and associated waterfront improvements.

Final ACL docking specifications remain necessary to complete portions of the Borough's fill and abutment design. Coordination is ongoing to ensure the vessel infrastructure, fill area, utilities, public spaces, and future site uses are properly aligned.

The broader objective is to create a waterfront that supports cruise operations, local businesses, public access, and community use while organizing industrial activities in more appropriate locations.



Figure 7 American Empress Under Construction

City Dock Damage

The Borough is evaluating damage to the southern breasting dolphin at City Dock following the recent visit of the Queen Elizabeth.

Based on the initial assessment, the vessel's lines were not sufficiently adjusted as the tide changed, placing excessive force on the dolphin and associated catwalk connection. Borough staff



Figure 8 City Dock Mooring Dolphin

documented the damage and initiated the appropriate engineering, insurance, claims, and recovery process.

The Borough's insurance coverage provides replacement-value protection, subject to a \$25,000 deductible. Administration anticipates processing the claim through the Alaska Public Entity Insurance program and allowing the insurer to pursue recovery from the responsible parties through subrogation.

The immediate priorities are to ensure City Dock remains safe and operational, document the full extent of the damage, obtain an engineering assessment, and develop a repair scope and cost estimate. The dock remains functional, and the Borough does not currently anticipate disruption to scheduled cruise vessel calls.

Wrangell Harbor Basin Engineering

The Borough received four proposals for engineering services associated with the Wrangell Harbor Basin Replacement Project.

The evaluation committee is completing its scoring and consultant-selection process. The selected consultant will help advance the federally funded harbor replacement project through design, permitting, bid preparation, and construction support.

Administration's objective is to position the project for construction in 2027 while coordinating the work with other anticipated pile-driving activities involving American Cruise Lines, Petro Marine, Alaska Marine Lines, and the Borough.

Capital Projects and Maintenance

McKinnon Street Rehabilitation

Construction began in July on the McKinnon Street Rehabilitation Project at Ottesen's Hill.

The project will replace aging water and sewer infrastructure, reconstruct the roadway and sidewalks, improve storm drainage, and make related accessibility improvements in the vicinity of the Senior Center. Separate work will address the Senior Center foundation and building access.



Figure 9 McKinnon Street Construction



Progress is expected to move more slowly over the next several weeks while the contractor awaits delivery of certain materials. In the interim, crews are conducting exploratory excavations to locate existing utilities and confirm field conditions.



Figure 10 Grave Street Expansion

Excavated material from the McKinnon project has been repurposed to expand the Grave Street public right-of-way and parking area near Petroglyph Beach. This work improves parking, public access, and traffic circulation while reducing hauling and disposal costs and maximizing the value of material already being generated through the project.

Public Works Road and Water System Repairs

Despite responding to two water main breaks—one on McKinnon Street on July 27 and another on Case Avenue on July 28—the Public Works crew also continued scheduled concrete roadway repairs throughout the community. Both water main failures required rapid mobilization, system shutdowns, excavation, and repair work to restore service as quickly as possible. The crew's ability to address these emergency utility failures



Figure 11 Lower Church Street Concrete Patching

while continuing important road maintenance demonstrates its commitment to maintaining Wrangell's critical infrastructure and minimizing disruptions to residents and businesses.



Figure 12 Public Safety Building Exterior Design

District-Wide School Renovations

The preconstruction meeting for the District-wide School Renovations Project was held on July 23 with McG Constructors, the Wrangell Public School District Superintendent, the District's Maintenance Director, and Borough representatives.

The group reviewed construction operations, sequencing, site access, and the project schedule with the goal of minimizing impacts on students and school services. Construction will begin at Evergreen Elementary School later this year and continue through the fall and winter as weather permits.

The project represents a major reinvestment in Wrangell's school facilities and will address long-standing building-envelope, mechanical, electrical, and facility-maintenance needs.

Middle School Boiler Replacement

On-site construction for the Middle School Boiler Replacement Project began on July 23.

The work remains on schedule for completion before the beginning of the upcoming school year. The project will replace aging heating equipment and improve system reliability and efficiency.

Public Safety Building Rehabilitation

Dawson Construction was in Wrangell during July to begin mobilization and construction planning for the Public Safety Building Rehabilitation Project.

An early September construction start is currently anticipated. Structural steel required for the planned roof reconfiguration remains a long-lead item, and the contractor is evaluating opportunities to begin other portions of the project, including exterior siding and window work, while awaiting delivery.



The rehabilitation will address critical structural, exterior, accessibility, mechanical, and life-safety needs and extend the useful life of a building that supports police, fire, emergency response, court, and other essential community functions.

SEARHC Housing Development

Capital Projects staff continues devoting substantial time to plan reviews, structural inspections, and building inspections associated with the ongoing SEARHC housing development.

The project represents an important addition to Wrangell's housing inventory and supports recruitment and retention of healthcare professionals and other essential workers.

Finance, Grants, and Administration

FY 2027 Budget Implementation

Implementation of the FY 2027 budget is underway.

The final budget document, including departmental narratives and supporting schedules, is being presented to the Assembly at its July 28 meeting. Administration will continue monitoring revenues, expenditures, staffing, capital-project activity, and enterprise-fund performance throughout the fiscal year.

Audit Preparation

Finance staff has begun preparing for the FY 2026 audit and recently received the draft FY 2025 audit report.

Staff will continue coordinating with the Borough's auditors to provide supporting documentation, respond to information requests, and complete the remaining review process.

Secure Rural Schools

Finance staff completed the required Secure Rural Schools reporting and FY 2027 election materials.

A change in the election process will allow an additional seven percent of the Borough's allocation to be directed locally. This is expected to provide approximately \$50,000 to \$70,000 in additional annual Title III funding that may be used for eligible emergency services and related equipment.

Grant Administration

Administration is developing a Borough-wide grant reporting dashboard and annual compliance calendar.

The goal is to improve tracking of grant agreements, reporting deadlines, reimbursement requests, match requirements, performance periods, and departmental responsibilities. As the Borough's grant-funded capital portfolio continues to expand, consistent internal reporting and accountability will be increasingly important.



FEMA Landslide Reimbursements

All FEMA projects associated with the 2023 landslide have been obligated, although payments for two projects remain outstanding.

The Borough expects total FEMA reimbursements of approximately \$1.055 million. Outstanding payments are anticipated within approximately 90 days, recognizing that there is often a two- to three-month delay between obligation and receipt of funds.

The reimbursements cover eligible Categories A, B, and F expenses, including debris removal, emergency protective measures, sheltering, and utility restoration. The funding reimburses costs already incurred by the Borough and is not available for unrelated new or follow-up projects.

Public Works and Utilities

Water-Quality Monitoring

Public Works continues evaluating intermittent manganese and brown-water concerns reported in limited areas of the water distribution system.

The events have generally been isolated and associated with high-flow conditions. They are not considered a pervasive system-wide issue, and Wrangell's overall treated water quality remains substantially improved following completion of the new water treatment plant.

Additional testing and monitoring will be implemented to develop a more complete data set for engineering review and future operational decisions. Staff is also preparing public information to provide additional context regarding water quality, system conditions, and the steps being taken to investigate the issue.

Wastewater Monitoring Improvements

Staff is evaluating installation of an inline monitoring meter near the Wastewater Treatment Plant outfall, downstream of the polishing pond.

The proposed meter would provide improved real-time monitoring of acidity and other operating conditions and would require integration with the Borough's SCADA system. The objective is to strengthen operational oversight, identify changing conditions earlier, and reduce the risk of future compliance issues.

Sanitation Facility Hours

At the Assembly's request, staff reviewed alternatives for maintaining public access to the sanitation facility during the currently posted lunch hour.

Several scheduling options have been identified that could improve public access while remaining operationally sustainable. Administration will present the alternatives to the Assembly for consideration.



Wrangell Municipal Light & Power

WML&P staff continues addressing system reliability and maintenance needs throughout the community.

Recent work included replacement of damaged electrical cutouts in the SEARHC subdivision area and near the NAPA building. These efforts are part of the department's ongoing program to replace aging equipment and address potential failure points before they result in larger outages or service disruptions.

Parks, Recreation, Facilities, and Community Initiatives

Community Pool Operations

The Community Pool reopened on schedule following its annual maintenance closure.

During the closure, Parks and Recreation hosted American Red Cross Lifeguard and Junior Lifeguard certification programs. Seven new lifeguards were certified, and twelve junior lifeguards were introduced to the profession. Recreation Coordinator Devyn Johnson and Parks and Recreation Director Lucy Robinson led the training while also preparing the facility for reopening.



Figure 13 Lifeguard Course Participants

Regular programming has resumed, including lap swim, water aerobics, arthritis exercise, tot swim, and daytime youth open-swim sessions. Additional programming may be added as the newly certified lifeguards complete onboarding and gain experience.

Mechanical improvements are also underway, including installation or replacement of the chlorination cell, HVAC fan motor, and heat exchanger. Much of this work is being completed in-house to reduce costs and improve long-term system reliability.

Summer Recreation Programming

The Summer Crew program continues providing youth activities through partnerships with the Police and Fire Departments, SEARHC, the U.S. Forest Service, community volunteers, and other organizations.

Recent activities have included emergency-response demonstrations, first-aid instruction, dock fishing, nature programming, and a jump-rope clinic. These partnerships provide meaningful educational and recreational opportunities while helping young residents build connections with local agencies and community leaders.



Grounds crews also remain active maintaining parks, trails, shelters, restrooms, and more than 58 acres of Borough green space. Work is continuing on the Mt. Dewey Trail and the spray-foam insulation project at the Borough Storage Shop.

Freedom Rock Veterans Memorial

Wrangell welcomed nationally recognized artist Ray "Bubba" Sorensen II in July to begin work on Alaska's first official Freedom Rock Veterans Memorial.

The project will honor the service and sacrifice of Wrangell's veterans while creating a permanent community landmark and visitor attraction. A community potluck was held at City Park to welcome the artist, share local military stories, and provide historical information that may help inspire the final artwork.

The project has been made possible through donations, sponsorships, volunteer labor, and strong community support. Additional fundraising and site work will continue for the planned pavilion, landscaping, and future dedication activities.

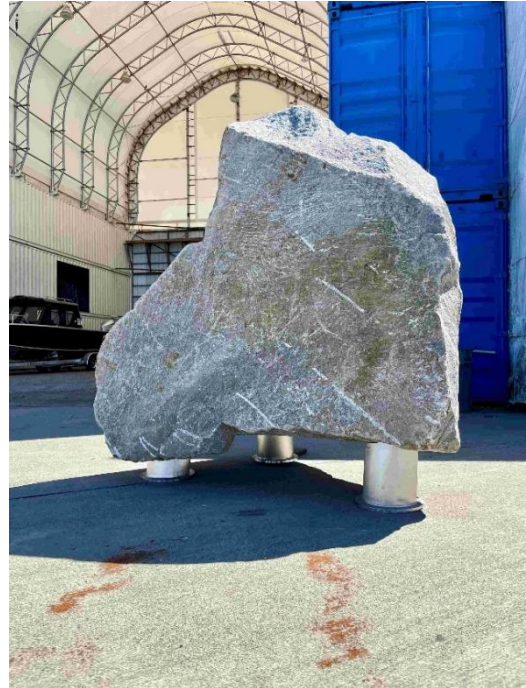


Figure 14 Freedom Rock Fabricated Base

Chugach Preservation Project

Borough Harbor and WML&P crews recently assisted the U.S. Forest Service with emergency removal of the mast from the historic Chugach vessel.

The work was completed safely without injury or additional damage to the vessel. More importantly, the Borough and U.S. Forest Service are making tangible progress toward construction of a protective shelter.

Staff is coordinating an on-site meeting to confirm the preferred shelter location and assist the Forest Service with advancing the project. The U.S. Forest Service currently has approximately \$200,000 appropriated for the shelter and may seek additional unencumbered federal funding. A construction contract may be executed in 2026, with shelter construction anticipated in 2027.

Preserving the Chugach remains an important component of the Borough's downtown waterfront, historic preservation, and visitor-economy efforts.



Regional Advocacy and Natural Resources

Sea Otter Management

Borough leadership met with legal counsel to evaluate potential strategies for addressing the increasing effects of sea otter predation on shellfish resources, commercial fisheries, subsistence users, and Southeast Alaska communities.

The previously discussed concept of a Borough-administered harvest incentive presents substantial legal, administrative, and operational risks under the existing federal regulatory framework and is not recommended in its current form.

Administration is continuing to evaluate lawful alternatives, including coordinated regional advocacy, legislative and legal strategies, improved documentation of local economic and subsistence impacts, and partnerships with municipalities, tribes, fishing organizations, and other affected stakeholders.

The objective is to develop a practical and coordinated regional strategy capable of advancing meaningful federal policy changes while protecting the Borough from unnecessary legal and financial exposure.

Looking Ahead

Administration's priorities for the coming weeks include advancing the shipyard design and financing strategy, continuing coordination with AIDEA and project partners, completing the Harbor Basin engineering consultant selection, progressing the Deepwater Port and waterfront designs, supporting active construction projects, and implementing the FY 2027 budget.

Additional work will focus on the AML cargo transfer facility, Public Safety Building mobilization, school construction, McKinnon Street utilities, environmental follow-up at the Deepwater Port, City Dock repairs and insurance recovery, water and wastewater monitoring, Alder Top planning, and continued coordination with Structure and other private-sector partners.

There is a substantial amount of work occurring across Borough departments, and this report represents only a portion of the projects and daily operations being managed by staff. I appreciate the continued commitment of Borough employees, contractors, community partners, volunteers, and elected officials who are helping move these initiatives forward.

