



City and Borough of Wrangell  
2024-03-19 Special Borough Assembly Meeting  
AGENDA



NIXLE Registration

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Tuesday, March 19, 2024  
5:30 PM

Location: Borough Assembly Chambers

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1. **CALL TO ORDER**
2. **PERSONS TO BE HEARD**
3. **CONFLICT OF INTEREST**
4. **EXECUTIVE SESSION / BUSINESS**
  - a. **Executive Session:** For the purpose of conducting interviews for the Borough Manager Position
  - b. Appointment of two members of the Assembly to make an offer to one of the candidates and negotiate a contract with the potential Borough Manager (*may or may not be considered*)
5. **ADJOURNMENT**

**CITY & BOROUGH OF WRANGELL, ALASKA  
BOROUGH ASSEMBLY AGENDA STATEMENT**

<u>AGENDA ITEM TITLE:</u>	<u>DATE:</u>	March 19, 2024
	<u>Agenda Section</u>	4

**Executive Session:** For the purpose of conducting interviews for the Borough Manager Position

SUBMITTED BY:

Kim Lane, Borough Clerk

FISCAL NOTE:

<b>Expenditure Required:</b> \$XXX Total		
FY 20: \$	FY 21: \$	FY22: \$
<b>Amount Budgeted:</b>		
	FY20 \$XXX	
<b>Account Number(s):</b>		
	XXXXX XXX XXXX	
<b>Account Name(s):</b>		
	Enter Text Here	
<b>Unencumbered Balance(s) (prior to expenditure):</b>		
	\$XXX	

Reviews/Approvals/Recommendations

<input type="checkbox"/>	Commission, Board or Committee
Name(s)	
Name(s)	
<input type="checkbox"/>	Attorney
<input type="checkbox"/>	Insurance

ATTACHMENTS: 1. None.

**RECOMMENDATION MOTION:**  
*I move, pursuant to 44.62.320 (c)(2), that we recess into executive session and invite the Borough Clerk into the session to facilitate the borough manager interviews, to discuss matters that may tend to prejudice the reputation and character of any person, specifically: conducting interviews for the Borough Manager Position.*

# Jack M. Harper II

832 Mockingbird St  
Navasota, TX 77868  
C: (210) 414-0052  
n7080f@sbcglobal.net

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February 28, 2024

Dear Mayor Gilbert and Assembly Members,

What an exciting opportunity it would be to work for the City and Borough of Wrangell! I have spent a great amount of time backpacking and doing all things outdoors in Alaska. In addition, since I was a youth, I have consistently traveled to Alaska, and have spent an extensive time throughout the state to include hiking the Historic Iditarod Trail, solo backpacking in Denali, and north of the Arctic Circle. Sadly, I have never made it to Southeast, but hope to now remedy that. I am at a point in my career, where I am desirous to work and reside near both the mountains and water, and where I can escape the large urban metropolitan sprawl that occurs in Texas. This is a lifestyle that I do not want anymore, especially as my fiancé' and I are avid kayakers and love the outdoors. Due to the high quality of life, and the opportunity to spend so much time outdoors, I am desirous of relocating from Texas to Alaska.

I have nearly thirty-one years municipal experience, with twenty-two years as City Manager or Assistant City Manager and due to my tenure, qualify as both a Life Member of the Texas City Management Association and International City/County Management Association. I have been an ICMA Credentialed Manager since July 2008. This diverse experience includes working for cities undergoing rapid growth, cities with populations from 5,000 residents to over 1.1 million and working on budgets up to \$1.2 billion. I am also familiar with all manner of infrastructure projects for water, wastewater, airports (I am a single engine land and sea plane pilot myself), streets, comprehensive land use planning, project/construction management, and in working with Special Districts. Having worked in different sized cities, and faced various challenges, I have acquired a strong background in the nuances of government and know how to get things done. Lastly, even though I am a City Manager, I worked for the United States Forest Service as a Liaison Officer for their Type 1 and 2 Incident Management Teams. These are the teams that would work on the biggest and baddest wildland fires or natural disasters throughout the United States. My job was to translate everything about the incident and what was occurring to local stakeholders, cities, and counties; and then translate their message back to the Forest Service. Thus, it will be easy for me to communicate with the Forest Supervisor and Wrangell District Ranger for the Tongass National Forest as I know how they work and operate. This strong background in emergency management has also helped me to handle large scale incidents for the State of Texas, such as hurricanes, tornadoes, ice storms, and other mass casualty events. I am mindful of the November mudslide, and while I hope no other incidents occur, if they do, I can ensure the Borough will be ready.

I look forward to having a personal interview with you and the Assembly to further discuss my qualifications, as it truly would be an honor and privilege to be able to make the long-term commitment to become the next Borough Manager for Wrangell.

Sincerely,

*Jack Harper*

# Jack M. Harper II

832 Mockingbird St  
 Navasota, TX 77868  
 C: (210) 414-0052  
 n7080f@sbcglobal.net

## EDUCATION

### WALDEN UNIVERSITY

*Ph.D. student-2010 PUBLIC POLICY AND ADMINISTRATION, (all classes completed)*

### HARVARD UNIVERSITY

*John F. Kennedy School of Government, June 2009*

SENIOR EXECUTIVES IN STATE AND LOCAL GOVERNMENT

### UNIVERSITY OF VIRGINIA

*Weldon Cooper Center for Public Service, June 2007*

SENIOR EXECUTIVE INSTITUTE

### TEXAS TECH UNIVERSITY

*MASTER OF PUBLIC ADMINISTRATION, AUGUST 1995*

*BACHELOR OF ARTS, POLITICAL SCIENCE, MAY 1993*

## PROFESSIONAL EXPERIENCE

### CITY OF FULSHEAR, TEXAS

*CITY MANAGER -APRIL 2018 – February 2024*

- Serve as chief administrative officer and assume full responsibility for all City services and activities under the direction of the City Council and according to the Home Rule Charter;
- Managed fastest growing city in Texas for 2019, 2020, and 2021;
- Responsible for planning, developing, implementing, and monitoring the operating and capital budgets of combined \$64 million;
- Achieved first ever bond rating of AA+
- Developed \$128 million infrastructure CIP projects for next 5 years;
- Negotiated 18 Development Agreements comprising more than 31,000 single family units and its associated infrastructure;
- Ensured issuance of more than 6,600 building permits;
- Managed and implemented Comprehensive Plan Update in 2021;
- Managed and implemented new Coordinated Development Ordinance in 2019;
- Managed and implemented new Major Thoroughfare Plan Update in 2019;
- Managed and implemented Parks and Pathways Master Plans 2018, 2020;
- Negotiated purchase and construction of new city hall municipal complex in 2021;
- Managed and implemented Water and Wastewater Master Plans in 2018 and 2021;
- Managed and implemented Master Drainage Study in 2021;

### CITY OF WACO, TEXAS

*ASSISTANT CITY MANAGER-AUGUST 2014-APRIL 2018*

- Direct, plan, and coordinate the operations/management of the following Departments: Budget, Finance, Fire (civil service), Human Resources, Information Technology, Police (civil service), and Waco Regional Airport. Previous Departments

managed include: Health, Municipal Information, Inspection/Code Enforcement, Internal Audit, Planning, Public Works, Waco Transit;

- Responsible for planning, developing, implementing, and monitoring the operating budget of \$248.7 million; increased bond rating to AA+;
- Special projects worked on include: Ten story high rise conversion and remodel of physician's offices to Waco Police Tower, remodel of old Police Department to be new IT and EOC location; Pavement Management System, City Comprehensive Plan, Magnolia Market (Fixer Upper TV show), Salary Compensation study and implementation, wellness initiatives, IT Enterprise Software Conversion, Meet and Confer Police contracts, Collective Bargaining Association Fire contracts; develop online employee training video program; coordinate and partner with TX DOT and Baylor University for Interstate 35 Brazos River Lighted Bridge; Waco Transit RideSystems GIS based phone app; refinement of new diversity recruitment program for Police and Fire; created IT equipment replacement program; implemented new Fire apparatus equipment replacement program;
- Work with Texas Tech University to develop larger presence in Waco for Master of Public Administration program, as well as to offer a greater number of Waco based undergraduate and graduate degrees;
- Provide management oversight to City of Waco Budget and Audit Committees, and City-County Intergovernmental Relations Committee;
- Served two consecutive years as United Way Co-Chair for City of Waco;

#### **TEXAS TECH UNIVERSITY**

*GRADUATE AND UNDERGRADUATE ADJUNCT INSTRUCTOR, 2016 -2019*

- Graduate courses taught include Public Personnel Administration and Public Budgeting;
- Created online Graduate course in Public Budgeting;
- Undergraduate courses taught include Public Policy Analysis;

#### **CITY OF HILLSBORO, TEXAS**

*CITY MANAGER –AUGUST 2006-AUGUST 2014*

- Serve as chief administrative officer and assume full management responsibility for all City services and activities under the direction of the City Council and according to the Home Rule Charter and EDC 4A laws;
- Responsible for full service city including Fire, Police, Water, Waste Water, Parks, Streets, Cemetery, Planning/GIS, Community Development, Library, Municipal Court, Airport, Economic Development, Emergency Management, and Finance;
- Served as Public Works Director for entire tenure in Hillsboro;
- Interim Economic Development Corporation Director from 2011-2014;
- Recruited IKO Industries (\$80 Million investment) to Hillsboro;
- Served as Emergency Management Coordinator from 2012-2014;
- Direct and manage the development and implementation of City goals, priorities, objectives, policies, and priorities for each service area by working with City Council and management team;
- Utilize qualitative and quantitative measures to monitor, evaluate, and provide analysis on the efficiency and effectiveness of City programs;
- Represent the City to elected and appointed officials of County, State and Federal government, and outside agencies;
- Provide highly responsible policy analysis and administrative staff assistance to the Mayor and City Council;

- Responsible for implementing \$9.9 million street bond program;
- Received numerous grants in excess of \$4 million from federal and state sources (for airport, streets, water and wastewater lines, parks, economic development, and downtown sidewalk and streetscape revitalization);
- Provide oversight for Hillsboro WWTP \$1.7 million renovation;
- Participant of U.S. Navy Distinguished Visitors at Sea Program on board aircraft carrier USS Ronald Reagan, CVN 76;

**UNITED STATES FOREST SERVICE- NATIONAL FORESTS AND GRASSLANDS IN TEXAS- Lufkin, TX**  
*LIAISON OFFICER, 2011 – 2020*

- Serve on Southern Area National Type 2 Incident Mgt. Gold Team (2016 – 2020);
- Serve on Southern Area National Type 1 Incident Mgt. Blue Team (2011 – 2015);

**TIFFIN UNIVERSITY, Tiffin, OH**  
*ONLINE UNDERGRADUATE ADJUNCT INSTRUCTOR, 2010-PRESENT*

- Public Administration; Political Science; Business Ethics; Organizational Theory

**HILL COLLEGE- Hillsboro, Texas**  
*ONLINE UNDERGRADUATE ADJUNCT INSTRUCTOR, 2007-2022*

- Texas Government; Federal Government
- Served on Hill College President Search Selection Committee - 2014

**CITY OF STAMFORD, TEXAS**  
*CITY MANAGER- DECEMBER 2002- JULY 2006*

- Serve as chief administrative officer for the city under the direction of the City Council and according to the Home Rule Charter and EDC 4A laws;
- Supervise and coordinate activities of all city departments/divisions, including: Police, Fire (combination dept.), Public Works, Water Production/Treatment, Wastewater Treatment, Parks/Recreation, Finance, Municipal Court, Airport, Cemetery, Animal Control, Zoning/Building and Code Enforcement, Lake/Marina Operations, Carnegie Library;
- Achieved “Superior Water Rating” from the Texas Commission on Environmental Quality in 2005; only 10% of cities in Texas have this;
- Excellent working relationship with Region 3 TCEQ; received perfect scores at Water Treatment Plant in 2003, 2004, and 2005;
- Constructed \$6.3 million water diversion project capable of diverting 10,000 acre feet of water annually to Lake Stamford from USDA grant/loan;
- Received \$500,000 grant from the FAA for runway resurfacing at Stamford Arledge Field;
- Received \$265,000 low interest loan from the TWDB for an additional clarifier at the Waste Water Treatment Plant;
- Received \$260,000 2005 TCDP grant for water line replacement;
- Received \$50,000 planning grant for City Long Range Plan, and for City CAD maps;
- Monitor and negotiate all raw and treated water contracts between city and six other municipalities/corporations;
- Prepare annual city budget and present it to City Council;
- Member: Development Corporation of Stamford, Main Street, EMS and Cemetery Boards;

**ABILENE NEIGHBORHOODS IN PROGRESS, ABILENE, TEXAS**  
*EXECUTIVE DIRECTOR- JANUARY 2000 – DECEMBER 2002*

- Responsible for implementation and management of neighborhood revitalization strategy through community based housing and economic development programs in Abilene as a Community Housing Development Organization (CHDO) and Community Development Corporation (CDC);
- Constructed an eighteen unit townhouse development for low to moderate income families from a \$1.8 million Low Income Housing Tax Credit (LIHTC) grant;
- Familiarity with many Federal programs such as CDBG and HOME;
- Write all grants and monitor for compliance;

**CITY OF SAN ANTONIO, TEXAS; CODE COMPLIANCE**  
*MANAGEMENT ANALYST-- MARCH 1998 - JANUARY 2000*

- Plan, develop, adopt performance measures, implement, and monitor departmental budget of \$5.02 million, and assist with overall City budget of \$1.2 billion;
- Write, coordinate, and monitor all grants (\$100,455 of budget);
- Acting Director of Code Compliance when Director and Assistant unavailable;
- Directly supervise ten employees; indirectly supervise eighty four employees;
- Coordinate issues with the City Council, City Manager, and Mayor;
- Conduct management studies, surveys, and analyze relevant statistical information;

**CITY OF LUBBOCK, TEXAS; ENVIRONMENTAL INSPECTION**  
*ENVIRONMENTAL SPECIALIST, JUNE 1993 TO MARCH 1998*

- Enforce all City Zoning ordinances, Minimum Housing, Junked Vehicles, and Public Nuisances;
- AHERA Asbestos Certification;
- With Departmental consolidation in 10/95, performed duties of Registered Sanitarian;
- Serve on City Organizational Assessment and Employee Satisfaction Committees;
- Serve as Departmental Chairman for United Way Campaign 1995

**CERTIFICATIONS**

*Credentialed Manager (7/08-Present), International City/County Management Assn*  
*Leadership ICMA (9/08) International City/County Management Association*  
*Gettysburg Leadership Institute, 5/10, Gettysburg, PA*  
*Williamsburg Leadership Institute, 11/13, Williamsburg, VA*  
*Certified Public Manager (CPM), 6/04 – Nat’l Certified Public Managers Consortium*  
*Certified Emergency Manager (CEM), - Intern’l Assn of Emergency Managers, 2013-18*  
*Texas Emergency Manager (TEM), - Emergency Management Assn. of Texas, 2013-18*  
*Housing Development Finance Professional, 1/01 National Development Council*  
*Economic Development Finance Professional- 6/05 National Development Council*  
*Qualified Liaison Officer, 2011 – 2020, United States Forest Service*  
*Certified Code Enforcement Officer CE1189, 4/94 (expired) Texas Department of Health*  
*Basic Code Enforcement, 4/94-Texas A & M Engineering Extension Service (TEEX)*  
*Intermediate Code Enforcement, 4/96 TEEX (first graduating class)*  
*FAA Private Pilot, Single Engine Land, with Complex Endorsement - 9/98*  
*FAA Private Pilot, Single Engine Seaplane- 1/99*  
*FAA Remote Pilot, Small Unmanned Craft System (drone) 9/2020*  
*FCC Extra Class Amateur Radio Operator- WM5P, 1/2011*  
*Amateur Radio Volunteer Examiner -ARRL; 2011-Present*

## AFFILIATIONS

Texas City Management Association (TCMA)  
Board of Directors, Texas City Management Association; 2015-2017  
President, Texas City Management Association, Region 7; 2011-2012  
President, Texas City Management Association, Region 3; 2005-2007  
TCMA Committees served on: Ethics, Professional Development, Coaching, Advocacy, Legacy Leaders, Our Town Texas, City Managers of Tomorrow;  
International City/County Management Association (ICMA)  
ICMA Coaching Advisory Committee  
Treasurer, Heart of Texas Regional Advisory Trauma Council 2012-2015  
President, Hillsboro Rotary Club; 2011-2012  
President, Stamford Exchange Club 2005-2006  
Vice President, Knights Templar Eye Foundation; 2021-Present  
Board of Trustees, Texas Scottish Rite Hospital for Children; 2014-2016  
International Association of Emergency Managers (IAEM)  
Emergency Management Association of Texas (EMAT)  
Aircraft Owners and Pilots Association (AOPA)  
Seaplane Pilots Association (SPA): Life Member  
Council Executive Board, Longhorn Council, BSA (Eagle Scout, 1989)

## REFERENCES

Marty Penney, Division Chief of Texas State Operations Center; Texas  
Division of Emergency Management: 254.266.3665  
Brad Stafford, Retired City Manager, current Parks Director, City of Bryan,  
Texas. 936.8255984  
Kenny Seymour, Chief of Police, City of Fulshear, Texas. 832.230.7255



City and Borough of Wrangell  
 PO Box 531  
 Wrangell, AK 99929

Mayor Gilbert:

I am writing to express my interest for the position of City and Borough Manager for the City and Borough of Wrangell. I hold a Master of Public Administration degree with an emphasis in Public Management and possess over 20 years of experience. I am confident the depth and breadth of my experience and my work in diverse economies has prepared me for the role in Wrangell. I have extensive management experience, including Alaska experience in Cordova and a recent interim role in Bethel.

My enclosed resume demonstrates a diverse background, detailing specific experience and expertise in a broad range of municipal management disciplines. My experience includes State level experience, County level experience and extremely strong local government management experience. I possess superior skills in the areas of Finance, Economic Development, Growth, Land Use Policy, public/private partnerships, tourism economies, agricultural economies, and fishing economies. I understand clearly, high community expectations.

I have gained considerable knowledge and skills in the following disciplines:

- Budget preparation (1.2m to 53m), budget management, financial analysis, financial planning;
- Planning and zoning, including annexations and annexation related issues and code revisions, development and redevelopment, airport planning and expansions, historic preservation;
- Economic development, including job creation, retail attraction, special events, tourism development, re-development, and traditional main street experience, gaming development, fisheries development;
- Public project planning, development and financing, including Base Area Redevelopment, Community Center, Town Hall, Fire Station, Public Works Facility, Water Plant, River Restoration, Aquatic Center, Senior Center, Downtown Revitalization, Retail Attraction, multiple streetscapes, Harbor, Marina, Affordable Housing, Justice Center;
- Grant writing and grant administration; Strong Historic Preservation Experience;
- Research, evaluation and statistical experience, gained in part working for the Arizona DES;
- Program evaluation and organizational management experience;
- Human Resources experience, supervising staff ranging from 10 to 300 and union experience;
- Urban Renewal Authority experience and traditional "Main Street" experience;
- Experience with municipally owned utilities (including telephone and cable), hospitals and airports;
- Public presentation experience, including Visioning processes, strategic planning, Town Hall meetings, Comprehensive Plans;
- Water rights experience, including public infrastructure planning and installation;
- Ballot experience, including debt issuance, public project issues and service delivery issues.

I am a successful team builder and exceptionally strong with finances and financial planning and as the Wrangell Manager, I believe I can contribute strong and diverse technical skills, outstanding communication skills and background diversity. In addition, I believe I can contribute strong technical skills in issue/problem analysis, project management, strategic planning, organizational management and problem solving. I also have recruiting experience in difficult rural Alaska environments. Finally, my Alaska experience in makes me a strong candidate. In all respects, I believe I am a good match and will provide excellent support to Wrangell, as a superior problem solver.

Attached you will find my current resume. I may be reached at (970) 875-4854(C).

Sincerely,  
Alan D. Lanning

# Alan D. Lanning

Item a.

685 Taylor St.  
Craig, Colorado 81625  
(970) 875-4854 (C)  
e-mail: lanning1724@gmail.com

## Career Objective

I am seeking a professional level position in management utilizing my private and public management experience.

## Education

### University of South Dakota, Vermillion, SD

Degree: Master of Public Administration, May-1992 Specialization: Public Management

### South Dakota State University, Brookings, SD

Degree: Bachelor of Arts and Science, Conferred 1982 Major: Political Science

Degree: Teaching Credentials, 1989 Minor: Economics/Education

### Interim City Manager

Employer: City of Bethel, Ak

Dates: July, 2023-October, 2023

Duties: Provided a full range of administrative duties, primarily working on staff stabilization and recruiting. Filled two critical positions in Human Resources and Finance.

### Hardside Associate

Employer: Murdochs, Craig CO

Dates: June, 2021 – March, 2023

Duties: Served as a retail associate providing customer service to shoppers and customers, assisting customers in finding products, providing product knowledge and other customer service functions. In addition, provided inventory support, stocking, pricing, loading and other functions as needed..

### City Manager

Employer: Goodland, KS

Dates: December, 2020 – June, 2021

Duties: Served as the City Manager in Goodland, KS providing complete support in all administrative functions, including budgeting, personnel, public works, streets and electric utility.

- I primarily worked on developing and distributing an RFP, working toward more affordable health care coverage.

### City Manager

Employer: Cordova, AK

Dates: October, 2016 – October, 2019

Duties: Cordova is a Home Rule, rural Alaskan community on the eastern side of Prince William Sound and a leading commercial fishing port. Cordova hosts a significant public harbor, with 700+ commercial fishing vessels and hosts 3 large processing plants. To accommodate the fishing industry, Cordova grows from 2,300 permanent residents, to nearly 5,000 during fishing season. Salmon fishing is the staple industry of the community, with recreational tourism becoming more important and viewed as an area of potential growth. Cordova is a full-service community, employing 60 staff, 5 enterprise funds and one collective bargaining unit, representing all but 16 staff. Cordova has an annual budget of \$14 million, with major income streams coming from property taxes, sales taxes and raw fish tax. Several important tasks have been undertaken or completed, including:

- Comprehensive and complete strategic planning and visioning process, with formal Council adoption. •
- Renewed focus on building community partners and collaborative project development.

- Improved relationships with various community partners and the Community, utilizing public engagement methodologies.
- Pursuing funding to complete major harbor renovations, a large hydro project and other community improvements.
- Revamping staffing and services to accommodate losses in federal and state funding, intended to make Cordova self-sufficient.
- Streamlining departments and service delivery mechanisms utilizing work flow analyses and improved strategic planning.
- Complete rebuild of the City budget, including revenue forecasting models, capital project planning and staffing models.
- Participated in Alaska Shield exercise including hosting the USCG, MSRT.
- Applied for Alaska State Harbor Grant (5m); Build Grant (25m) and secured 5m bond to match State Harbor Grant. Voter approved. Numerous Emergency Management grants, Law Enforcement grants and transportation grants.
- Completed ICS 300 and ICS 400 training.

## City Administrator

**Employer:** Lake City, MN

**Dates:** July, 2014 – July, 2015

**Duties:** Lake City is a designated Charter City. Served as the City Administrator providing a wide range of administrative duties, including budget preparation and monitoring and supervising the services of a full service community of over 5,000 residents. Lake City is working to transition to a more tourism focused economy, utilizing the assets of the Mississippi River corridor to supplement a strong manufacturing base, consisting of Federal Mogul and Hearth and Home. My focus was to guide that transition, working with various community groups and interested citizens. Several important tasks were completed, including:

- Public Library Renovation
- Visioning Process with the City Council
- Improved relationships with various community groups.
- Completed ICS (Incident Command System) Certifications
- 

## City Manager

**Employer:** Central City, CO

**Dates:** August, 2010 – March, 2014

**Duties:** Central City is an historic mining town which implemented voter approved, limited stakes gaming in 1993 and expanded to 24-hour gaming in 2007 and hosts over 1.3 million visitors annually. Central City provides police, fire, community development, public works, water, engineering, finance, municipal court and city clerk functions and supervised a total staff of 25. Served as the City Manager, providing a full range of administrative duties including budget preparation and monitoring (7.5 million/3.5 million GF), organizational management, economic development, project management, zoning related issues, development and supervise 6 direct reports, grant writing, working with the casino community, Central City Opera and acted as Historic Preservation Officer:

- Reorganized several City departments, addressing staff expertise, created Operations Director position.
- Implemented financial controls, addressing ongoing and significant budgetary pressures due to reduced gaming revenues.
- Completed annexation for a large development project, negotiated development agreement.
- Completed several important City projects, including a new City parking lot, water plant improvements, Parkway improvements, streetscape project, sign code rewrite, clean up of two historic dump sites, implemented water metering plan.
- Complete remodel of City Hall and developed employee housing. Completed energy audit and related improvements.
- Refinanced several bond offerings, saving \$80,000 in costs and improving cash flow, eliminating bonded debt in 2013.
- Improved Council relations leading a Council Visioning process. Improved relationship with casino owners and lead a Business Community Visioning process. Improved community relations. Fostered public/private partnerships.
- Developed and implemented a new transportation system for the City, implemented in 5 weeks at a cost savings.
- Received **Governor's Award for Excellence** for Best New Development or Infill Project for mainstreet, streetscape project.
- Received **APWA** (American Public Works Association) award for Best Design and Installation for Water Projects in the small City category.

## City Manager/Program Director

**Employer:** CH2MHILL

**Dates:** December, 2008 – March, 2010

**Duties:** Served as the contract start-up City Manager for Castle Pines North, a newly formed statutory city in CO. CH2MHILL through its Municipal Services division provides a wide range of municipal services and is providing a full-service "start-up" for Castle Pines North, including interim City Management Services. Served as the City Manager providing a wide range of administrative services, reporting directly to the Castle Pines North City Council supervising a staff of 6 department level professionals and 1.8 million budget. Successfully completed two large annexations totaling 3,850 acres, designed to have 2,700 housing units and 3.2 million s.f of retail/commercial space. In addition, reduced the "start-up" debt from 1.2 million to \$0 with very limited resources. Additionally, developed and implemented a complete set of City ordinances, resolutions, Council policies and procedures, and other regulations specifically designed for a newly formed statutory City, including numerous contracts for services with private vendors. All services were provided by contract.

## City Manager

**Employer:** City of Steamboat Springs, CO (Ski Town USA)

**Dates:** July, 2006 – July, 2008

Duties: Steamboat Springs is a Home Rule-Council/Manager (ICMA recognized) community of 12,000 residents with seasonal populations up to 50,000 and one of the Big 4 ski resort towns in Colorado. Served as the City Manager providing a wide range of administrative services, which included budget preparation (53 million/27 million GF), financial planning, policy implementation, staff supervision (staff of 300/10 direct reports), economic development, organizational management, project management, zoning related issues, development related issues, transportation issues, water rights, airport related issues, recreation related issues, Historic Preservation issues.

- Reorganized several City departments, addressing ongoing and significant growth pressures.
  - Purchased and developed hotel for affordable, community-wide workforce housing.
  - Improved Council/staff relations, including re-introduction of Governance Model, Improved employee morale. •
- Developed/implemented Watershed Protection Ordinance and Historic Preservation Ordinance utilizing citizen's committee. Improved Vacation Home Rental Ordinance.
- Implemented Inclusionary Zoning Ordinance and Commercial Linkage Ordinance.
  - Shared responsibility for construction of LEED certified Community Center.
  - Commissioned comprehensive Economic Development Study.
  - Worked with Staff and developer on proposed 700 acre, 2000 unit annexation.
  - Presenter (Gaining Public Support For Public Projects) at ICMA Conference in Pittsburgh.
  - Executive Director of SSRA (Steamboat Springs Redevelopment Authority), negotiating and planning for complete Base Area redevelopment with over 1 million square feet of commercial and residential development planned.
  - Implemented expansion of the Parks and Recreation office and maintenance facility.
  - Invited to apply as a **Gates Fellow** to the **Senior Executives in State and Local Government** program.

## City Manager

**Employer:** City of Brookings, South Dakota

**Dates:** April 2004 – June 2006

**Duties:** Brookings is a Home Rule-Council/Manager (ICMA recognized in 2000) community of 18,504 residents with a Division I-AA University of 12,000 students, municipally owned and operated utilities division, airport and a designated Preserve America community. Served as the City Manager providing a wide range of administrative services, reporting directly to the Brookings City Council per Charter and included budget preparation (19.5 million/10.3 million GF), policy implementation, staff supervision (staff of 113/13 direct reports), economic development/redevelopment, job creation/retention, airport issues, landfill issues, organizational management, project management, university relations, housing and historic preservation related issues, negotiating labor contracts, airport issues, municipally owned utilities division and hospital, recreation related issues.

- Co-developed and implemented a new economic/promotional/industrial development model, including regional partners on a county-wide basis. Directly responsible for large retail recruitment.
- Developed and implemented a regional plan for combating West Nile Virus. Partners included all municipalities, Brookings County and South Dakota State University.
- Successfully planned and financed Aquatic Center, streetscape project and community center project. • Brookings is home to Daktronics, Larson Manufacturing, 3M, Rainbow Play Systems and other manufacturing leaders. • Developed and implemented several new revenue sources.
- Developed and implemented a new investment policy, which included an innovative on-line bidding process. • Assisted in securing new Essential Air Service. Worked on a new airport Master Plan and feasibility/site selection study, the airport expansion is currently proceeding, based upon the study. Staff secured a \$1,000,000 FAA/AIP grant for a fire truck and building.
- Significantly improved Council/Manager relations, community relations, relations with other government entities. • Successfully negotiated with **Lowe's, Inc.** to locate a retail store in Brookings, SD which re-developed an existing and abandoned K-Mart property. The project was referred and approved by the voters.
- Significant planning and zoning experience, including growth management, capital projects and drainage plan. • Served on various regional and State boards.

## Town Manager

**Employer:** Town of Minturn, Colorado

**Dates:** May 1998 – March 2004

**Duties:** Minturn is a Home Rule-Council/Manager (ICMA recognized in 1999) mountain community of 1,200 residents immediately adjacent to Vail, CO and on a Scenic By-Way. Served as the Town Manager providing a wide range of administrative services, reporting directly to the Minturn Town Council per Town Charter. Responsibilities included budget preparation (1.2 million GF) and direction,

- Made significant budget and facility improvements, injecting \$4.9 million in grants and other “free” sources of funds into the Town budget. Successful Fire District Inclusion Election, three successful TABOR elections. Completely revamped all fee schedules.
- Formed the Minturn Visioning Committee, which provided the lead on a number of community projects, including a very successful Farmer’s Market (Featured in Colorado Municipalities Magazine and ICMA’s, Ideas in Action) and other economic development issues. Market nominated for 2002 **Innovations in American Government** Award.
- Successfully planned and financed a new Town Center, Public Works Facility, Fire Station, River Restoration. Developed and financed Town owned employee housing units. Settled a large water lawsuit with Vail Resorts.
- Significantly improved Minturn’s local/regional status and implemented improvements in all aspects of personnel.
- Significantly improved Council/Manager relations, improved community relations, improved relations with other local governments, state and federal agencies. **Minturn voted “Best Local Government” in the Vail valley in 2000.**
- Significant planning and zoning experience, including growth management issues and significant “water rights” experience.
- Served on numerous regional and State boards.

## **Administrative Assistant to the Moffat County Commissioners/Planning**

**Director Employer:** Moffat County Board of Commissioners, Craig, Colorado

**Dates:** January 1996 - December 1997

**Duties:** Served as the Administrative Assistant to the Moffat County Commissioners, reporting directly to the Commissioners and served as the Chief Administrative Officer for Moffat County, Colorado with overall management and administrative responsibilities for the departments of Administration, Planning and Zoning, Risk Management, Budget, Personnel (183 staff) and grants.

- Worked directly with the Board of County Commissioners, Elected Officials, and Department Heads.
- Developed and implemented policies as directed by the Board of Commissioners.
- Researched and administered grants (Energy Impact grant \$382,396, GOCO grant \$60,000, foundation grant \$60,000).
- Served on the Great Outdoors Colorado Trust Fund (GOCO) grant review committee.
- Preparation, administration, and monitoring of the annual County budget (26 million/7.5 million GF).
- Experience gained in financing capital projects (Public Safety Center, Youth Care Center, Library expansion).
- Developed a personnel policy and procedure manual for all Moffat County Departments and Elected Officials.
- Served as Risk Manager, Directed the County Planning Department.

## **Community Facilities Development Director:**

**Employer:** Pinetop-Lakeside, AZ

**Dates:** January, 1998-May, 1998

**Duties:** Worked a short-term contract to construct a “state of the art” Commerce Park with local, State, Federal and private partners in order to attract high-tech industry to Pinetop-Lakeside.

## **Programs and Projects Specialist II (Evaluation Specialist)**

**Employer:** Arizona Department of Economic Security (DES), Office of Evaluation, Phoenix, AZ

**Dates:** November 1992 - January 1996

**Duties:** Worked as a Project Leader performing complex duties related to development and implementation of program evaluations/organizational assessments.

- Developed program evaluation design, survey instrument design, data collection, data analysis, developed recommendations, wrote final evaluation reports.
- Experience gained in the areas of report writing, strategic planning, management analysis, budgeting, prioritizing multiple tasks and special assignments, writing formal reports, formal presentations, writing and evaluating RFPs.
- Major projects included evaluations in the areas of Developmental Disabilities, JOBS, Welfare Reform, Interagency Case Management Plan, Data Network for Human Services, and other special assignments.

## **Research Assistant:**

**Employer:** Governmental Research Bureau, University of South Dakota:

**Dates:** 1990-1992.

**Duties:** Various research related projects. Experience gained in program evaluation design, survey instrument design, data collection, data analysis, writing final evaluation reports, strategic planning, management analysis, budgeting, prioritizing multiple tasks and special assignments, writing formal reports, formal presentations, writing and evaluating RFPs.

**Manager/Private Sector:** Employer: Various Dates: 1981 – 1990 Duties: Personnel, production, financial.

### **Honors and Activities**

**ICMA (International City/County Managers Association) Full Member-Credentialed (2006-2010)**

**CCCMA (Colorado City/County Managers Association) Member, AML Member CAST**

**(Colorado Association of Ski Towns) Member**

**CML (Colorado Municipal League-Policy Committee) Member/AML Member**

**GOSCCMA (Great Opens Spaces City/County Managers Association) Board**

**Member Gilpin County Ambulance Authority Board Member**

**ECO (Eagle County Transportation Authority) Board Member**

**SSRA (Steamboat Springs Redevelopment Authority) Executive Director**

**Governor's Award for Excellence for Best New Development or Infill Project (Central City-2012) APWA (American Public Works Association) award for Best Design and Installation for Water Projects (Central City-2012)**

## REFERENCES

### Professional

Scot Mitchell, CEO-Cordova Community Medical Center, Cordova, AK--970-640-5717. Email: [scot@scotmitchell.com](mailto:scot@scotmitchell.com)

Russ Martin, Town Manager, Camp Verde, Arizona--(928) 239-0356. Email: [Russ.Martin@campverde.az.gov](mailto:Russ.Martin@campverde.az.gov)

Bill Efting, Former Frisco Town Manager: Westminster, CO--970-618-6671. Email: [billefting1@gmail.com](mailto:billefting1@gmail.com)

Jay Brunvand, Clerk/Treasurer, Minturn, CO: 970-827-5645. Email: [treasuer@minturn.org](mailto:treasuer@minturn.org)

Clay Koplín, Cordova Mayor: Cordova, AK—(907) 253-5026. Email: [claykoplín@gmail.com](mailto:claykoplín@gmail.com)

David Allison, Cordova Mayor: Cordova, AK—(907) 631-6792. Email: [Davidall99574@gmail.com](mailto:Davidall99574@gmail.com)

Other references available upon request.



# MASON F. VILLARMA

223 STIKINE AVENUE, WRANGELL, ALASKA 99929 | (360) 981-1010 |  
MASON.FELIX.VILLARMA@GMAIL.COM



Mason Villarma  
223 Stikine Avenue  
Wrangell, Alaska 99929

Dear Mayor Gilbert and Assembly Members,

I am writing to formally apply for the permanent Borough Manager position for the City and Borough of Wrangell. With a strong background in municipal management, extensive experience in finance, and a deep-rooted commitment to serving our community, I am excited about the opportunity to continue contributing to the growth and development of Wrangell in this leadership role.

During my tenure as Interim Borough Manager, I have had the privilege of leading Wrangell through significant challenges, including the November 20, 2023, 11-Mile Zimovia Landslide response. I successfully coordinated efforts with various agencies to ensure the safety and well-being of our community members. Additionally, I have been actively involved in enhancing public safety measures, securing funding for critical infrastructure projects, negotiating the sale of Old Wrangell Medical Center, and fostering strategic partnerships with the Wrangell Cooperative Association, Sealaska, the U.S. Forest Service, Trident Seafoods, Cruise Line Agencies of Alaska, SEARHC, and other organizations to address key issues and opportunities facing Wrangell.

My experience as Finance Director has equipped me with a comprehensive understanding of budget management, financial planning, and grant administration. I have managed multi-million-dollar budgets, prepared comprehensive financial reports, and implemented financial controls to ensure compliance with regulatory requirements. My ability to communicate complex financial information effectively has facilitated informed decision-making by borough leadership and stakeholders.

Furthermore, my background in public accounting at KPMG LLP has provided me with valuable insights into internal controls, risk assessment, and financial statement analysis. I have developed strong analytical skills and a keen attention to detail, which have been instrumental in my role as Interim Borough Manager and Finance Director.

I am deeply committed to the long-term success and sustainability of Wrangell. If selected as Borough Manager, I am dedicated to working collaboratively with borough staff, elected officials, and community partners to address current challenges and capitalize on opportunities for growth and development. I am passionate about fostering transparency, accountability, and innovation in borough operations to ensure that Wrangell remains a vibrant and resilient community for generations to come. I also believe I have garnered the respect of my colleagues and have helped cultivate an effective and determined team. In just the past few months, we have proven to the community that Wrangell is *on the move* and destined for growth and prosperity. I believe with the deepest conviction that my work ethic, competencies, energy, and leadership can drive Wrangell to a level of growth and prosperity not seen since before the logging days.

I am excited about the prospect of continuing to serve Wrangell as Borough Manager and am confident that my skills, experience, and dedication make me well-suited for this position. Thank you for considering my application. I look forward to the opportunity to discuss how I can contribute to the future success of the City and Borough of Wrangell.

Sincerely,

*Mason F. Villarma*

Mason F. Villarma  
Interim Borough Manager  
City and Borough of Wrangell

# MASON F. VILLARMA

223 STIKINE AVENUE, WRANGELL, ALASKA 99929 | (360) 981-1010 |  
MASON.FELIX.VILLARMA@GMAIL.COM

## PROFESSIONAL EXPERIENCE:

### CITY & BOROUGH OF WRANGELL - *Interim Borough Manager* | November 2023 - Present

Wrangell, AK

- Led Borough operations through the November 20, 2023, 11-Mile Zimovia Landslide response and cooperated with State, Federal and Tribal agencies to retain and deploy all resources necessary to safeguard the community.
- Working through enhancing public safety measures including but not limited to updating the Borough emergency operations plan, working with other communities and organizations to construct a landslide advisory platform, and continue to seek grants and resources to improve monitoring and oversight capabilities to provide constituents with the best information possible to make informed personal decisions.
- Lobbied and received an initial FY 24 supplemental appropriation for the Wrangell Dam Safety Upgrades Project in the amount of \$5,000,000.
- Ensured a complete and sustainable financing package for the Wrangell Water Treatment Plant and supported the Capital Projects department with construction activities.
- Received an additional \$2.5M in Wrangell Water Treatment Plant funding through Senator Murkowski's CDS appropriation.
- Formed a financing package through use of general obligation bond funding and a \$694k CDBG grant award to reroof and re-side portions of the Wrangell High School and Middle School.
- Negotiated and signed a purchase and sale agreement for the Old Wrangell Medical Center that will divest the Borough from a stranded asset and allow for opportunities to solve the housing crisis.
- Meet regularly with department heads and track established department goals and began the formation of a strategic plan for the Borough.
- Began the process of making the Mill Property productive in the short term and attractive to blue-chip enterprises for future development.
- Hired a competent Nolan Center Director and formed a strategy to get the facility to break-even and seek no further subsidization from taxpayers.
- Began negotiations with Alaska Marine Lines and Sampson Tug to move current barge service yard operations to the mill property and begin development of a revised Waterfront Development Masterplan
- Actively working with the State of Alaska to partner on mutually beneficial projects and initiatives including, but not limited to Petroglyph Beach infrastructure recapitalization, the airport generator project, line painting, landslide oversight, mitigating the risk of bluffs, and municipal entitlement lands.

### CITY & BOROUGH OF WRANGELL - *Finance Director* | September 2021 - Present

Wrangell, AK

- Establish annual departmental goals, objectives, and priorities. Direct, train, and supervise the performance of staff, ensuring adequate levels of service to other departments.
- Prepare and present the annual budget for all twenty-three governmental and business type funds. Project revenues and expenditures. Prepare preliminary and final budget summaries for all funds. Develop systems for and implement financial controls for budgets.
- Manage, report, and maintain compliance of over \$30M in federal and state grant awards for Borough capital projects.
- Assure protection of assets by developing and directing administration of internal accounting policies, controls, and procedures for accounting operations that include but are not limited to, revenues, expense budgets, accounts receivable, contracts and accounts payable, payroll, investments, grants, and special funds.
- Directly manage over \$42M of investment and financing activities of the Borough. Propose capital financing and investment guidelines and alternatives. Ensure compliance of financing and investment activities with policy requirements.
- Close all financial records to prepare year-end financial statements in accordance with U.S GAAP and GASB standards. Oversee preparation of accounting entries to close accounts, allocation of accounting adjustments, and consolidation to summaries. Prepare final financial statements and supplementary reports.
- Frequently provide timely, accurate and relevant financial information to the Borough Manager, Assembly, and other stakeholders to support in the decision-making process.
- Actively consult the Borough through collecting bargaining agreements and other negotiations with labor unions, public, private, tribal and governmental organizations.

### LLP - *Audit and Assurance Associate* | September 2020 - August 2021

Seattle, WA

- Performed processes and procedures to help reach audit conclusions, which requires a keen understanding of financial statements, internal controls, and business level processes.
- Conducted financial and internal control risk assessments to understand and evaluate the effectiveness of the client's internal control system, document control deficiencies, and form opinions on financial statements.
- Analyzed and reviewed interim and year-end financial statements (Form 10-K and 10-Q) to ensure financial statements and related disclosures align with client supporting documentation and SEC requirements.
- Obtained a specialized understanding of the healthcare, wealth management, and natural resource industries in order to critically assess the business processes, relevant risks facing the client, and the technical accounting concepts that are employed in each industry.

**KPMG LLP - *Audit Intern* | January 2020 - June 2020**

**Seattle, WA**

- Enhanced professional communication skills while working alongside various audit professionals and interacted with client executives to obtain information and maintain a conducive relationship between the client and the engagement team.
- Learned to think critically through complex accounting tasks and work effectively with my engagement teams to produce a high-quality audit

## **EDUCATION:**

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### **GONZAGA UNIVERSITY**

**Spokane, WA**

- Bachelor of Business Administration | Cumulative GPA: 3.86
- Double Major: Finance and Accounting
  - Academic Honors: Gonzaga University President's List, Gonzaga University Dean's List, Washington Society of CPAs Merit Scholarship, Gonzaga Community Scholar Award, and Charlotte Y. Martin Native American Scholar
  - Athletic Achievements: Division I NCAA Track and Cross Country First Team Academic All-American; Qualifier for the NCAA Outdoor Track and Field National Championships in the 1500m

## **OTHER EXPERIENCE:**

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ALASKA MUNICIPAL LEAGUE INVESTMENT POOL (AMLIP) - *Board Member* | January 2023 - Present

SOUTHEAST ALASKA POWER AGENCY - *Board Member* | January 2021 - January 2022 | January 2023 - Present

WRANGELL HIGH SCHOOL - *Head Cross Country Coach* | October 2022 - Present

GONZAGA UNIVERSITY ACCOUNTING ALUMNI BOARD - *Board Member* | October 2021 - Present

**CITY & BOROUGH OF WRANGELL, ALASKA  
BOROUGH ASSEMBLY AGENDA STATEMENT**

<u>AGENDA ITEM TITLE:</u>	<u>DATE:</u>	March 19, 2024
	<u>Agenda Section</u>	<b>4</b>

Appointment of two members of the Assembly to make an offer to one of the candidates and negotiate a contract with the potential Borough Manager (*may or may not be considered*)

SUBMITTED BY:

Kim Lane, Borough Clerk

FISCAL NOTE:

**Expenditure Required:** \$XXX Total

FY 20: \$	FY 21: \$	FY22: \$

**Amount Budgeted:**

	FY20 \$XXX
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**Account Number(s):**

	XXXXX XXX XXXX
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**Account Name(s):**

	Enter Text Here
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**Unencumbered Balance(s) (prior to expenditure):**

	\$XXX
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Reviews/Approvals/Recommendations

<input type="checkbox"/>	Commission, Board or Committee
Name(s)	
Name(s)	
<input type="checkbox"/>	Attorney
<input type="checkbox"/>	Insurance

ATTACHMENTS: 1. None.

**RECOMMENDATION MOTION:**

*No motion is necessary for this item. If the assembly desires to take action, the Mayor can appoint two members without a motion. Only consent of the assembly is needed.*

Please note that the negotiated contract and approval to hire a new Borough Manager will be at an upcoming Borough Assembly meeting.