

TRANSMITTAL MEMORANDUM

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TO: Honorable Mayor & City Council

FROM: Delilah A. Walsh, City Manager

Initials:



DATE: December 29, 2022

File #: MGR23-102

RE: **Manager's Report to Council**

Good News

Thank you very much to all staff for covering all service needs despite having several team members out due to illness, which was exasperated by current vacancies. Also:

- Thanks to our great team for keeping watch: James from Harbors called the manned line at the Bailey power plant to let us know the tree topper looked to be falling. Kim S. was called, the Telecom line crew (Jared Anderson & Ryan John) responded and Jeremy B opened the electric yard for the big bucket truck. Great team work.
- We had fire, water, telecom, and electric responding during our low temperatures with freezing water lines and sprinkler lines throughout town.
- I will be reporting on employee travel and training starting in February (reporting on January activities). I'm working with IT to build out a tool.
- We have the value and goal planning work session scheduled for FEB 16, 2023 at 6:00 PM. You will be provided with a base outline of steps to develop strategy and given worksheets to work on before a full work session.
- The federal grant cycle is open and we are reviewing.

Activities

This report will evolve as I identify Council priorities, but I did want to be able to track our many needs.

NOTE: As you know Three Bears will be opening in Saxman; please note that they will include grocery, sporting goods, and a hardware store. My very raw estimate is that we will see a loss of approximately \$200K in annual sales revenue once it is fully operational.

I have the following Council requests on deck for future items:

- Fiscal impact report and revenue recovery options associated with fixing a year-long rental sales tax rate of 3%. (Bradberry) – Planned for JAN 19TH meeting

- Increasing the transient tax rate from 7% to 9% (Gage) – Planned for 2ND JAN OR 1ST FEB
- Tourism needs white paper (Council). – READY SOON
- Expanding the anti-hawking ordinance/efforts to be more punitive to owners (Mahtani) – Legal is researching.
- Setting minimum hours for the library to be open (Bradberry)
- Review options of vendors for Port Security.
- Review Bank rates for FY24 (Mahtani).

Manager Tasks in Progress:

- Deliver new IAFF CBA.
- Researching hiring process timelines.
- Identify the Council's values and mission for the City. The Council must clearly articulate the organization's core values, core purpose, and vision to help me to develop policies that meet those goals. This also will give us the basis for developing our long-term strategic plan.
 - We will have a February WebEx work session to distribute the tools and questions to Councilors to prepare for the final in-person work day in early March.
- Finding the best grant writer solutions.
- Fill the electric division manager position.
- Launch new dock vendor leases. Updating the dock vendor program, ordinance, and contracts before mid-January.
- Programming "Day in the Life" social media series.
- Developing a guidance document for taxpayers explaining the season sales tax process and remittance FAQ (we need to be settled in our rates first). (Kistler)
- Mental Health Trust housing follow-up on recommendations (we are still waiting on the final report before we can pursue a new task order).
- Setting the Council's mission.
- Attacking grant funding opportunities.
- Addressing staff compensation, recruitment, and retention. Compensation review. It is evident in our recruitment and retention efforts that our compensation plan is not in line with current resources and market prices.
 - IBEW is open to the possibility of contributing to a new study, which would cover the majority of our staff.
 - I need to complete a turnover analysis to identify priority areas.
- Streamline reports to Council to align with mission/goals.
- Economic Rate setting work sessions and policy development. We need to establish responsible rate-setting policies for all rate-based services. This applies to our utilities as well as other services such as the harbor and cemetery.
- Develop outreach and education programs. We'll be starting the "A Day in the Life" series in January 2023 and expanding customer education.

- HVAC CIP and energy savings performance contract. The HVAC needs throughout the City have been long neglected. We have no funds to do the work necessary, and an ESPC would be a financing solution.
- Complete Conflict of Interest presentation and training docs with City Attorney to develop a council conflict of interest disclosure at meetings.
- IT strategy development and technology review.
- The following are policies or programs that need to be developed:
 - Apprenticeship program
 - Utility setting rate policies
 - ADA compliance and grievance
 - Nominal purchases
 - Taxation
 - Budget
 - Facility
 - Vehicle Acquisition & Replacement
 - Equipment Acquisition & Replacement
 - Public Art Installations
 - Remote work
 - Travel Policy
 - New CIP policies for extended planning
 - Bond and Debt cycling
 - Revamping procurement code.
- Strategic Business Plan & Comprehensive Plan. This cannot be started until the Council sets its mission. My plan is to have the RFP out in FY23 and to be funding in FY24.

Other identified items not yet in progress:

- Wastewater secondary treatment
- Water bypass and raw water treatment
- Address the shortage of water and wastewater operators, journeymen, and CDL drivers
- Develop a temporary workers program
- Pavement replacement plans
- Expand EM programs: all hazard risk mitigation plan, Firewise, CERT, Great American Shakeout
- Develop succession plans and devote resources for successful training
- Address dispatch center
- Address long-term compensation policy
- Increase off-season travelers

Outreach

Met with PeaceHealth business manager.