



City Manager/General Manager | 334 Front Street, Ketchikan AK 99901 | (907)228-5603

## TRANSMITTAL MEMORANDUM

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TO: The Honorable Mayor & City Council

FROM: Delilah A. Walsh

Initials:

DATE: March 29, 2023

File #: MGR23-172

RE: **Council Top Priorities**

The Ketchikan City Council met in a work session on 03/23/2023 to determine priorities of the Council in order to efficiently dedicate staff resources. This report is a summary of that discussion and Staff's understanding of Council's direction. This summary will be presented at the 04/06/2023 regular Council meeting for Councilor input and will be an actionable agenda item officially setting these priorities on 04/20/2023.

The Ketchikan Mayor and City Council have worked over the last several weeks to set action priorities, core values, and broad goals for the City/KPU organization. On March 23<sup>rd</sup>, the Council outlined the listed priorities. As part of that evolution to be a strategic organization, I have repeated the missions of the organization as well as that of the Council ahead of those priorities.

## Mission Statements

### Mission Statement of the City of Ketchikan

The mission of the City of Ketchikan government is to provide quality municipal services as efficiently and effectively as possible within guidelines established by federal and state law; the Charter of the City of Ketchikan; the Ketchikan Municipal Code; and the citizens of Ketchikan as represented by the City Council.

### Mission Statement of the Ketchikan City Council

As the elected governing board, the Mayor and City Council are charged with the responsibility of working together to represent the interests of the City of Ketchikan, uniting together to facilitate the effective management, growth and sustainability of the community at large.

## Council Actionable Priorities

### Staffing

Overall, there are many downfalls of failing to retain a qualified workforce included reduced productivity and efficiency, increased recruitment and hiring costs. Recognizing those impacts, the City Council is committed to addressing staff compensation, recruitment, and retention. Related tasks include:

- ❑ Longevity & turnover analysis
- ❑ Compensation Review
  - Internal Market study.
  - External consultant market study in conjunction with COK/KPU unions.
  - Job description reviews
- ❑ Address solutions for staff at maximum steps of pay grades and/or longevity incentives
- ❑ Explore the legal implications of a leave cash-out program
- ❑ Streamline hiring process
  - Provide automation of tools necessary for hiring
  - Update hiring policies
  - Train hiring managers to ensure efficiency
- ❑ Cultivate a positive and healthy work environment
  - Employee satisfaction survey
  - Ensure effective communication from the administration and throughout COK/KPU
  - Create diversity, equity and inclusion policy
  - Create a wellness program
  - Create an internal ombudsman or similar program
  - Create learning and growth opportunities
  - Create succession programming and training opportunities
  - Create career development plans or tools for such

## Budget

A city budget policy would outline the city's financial goals and how it plans to achieve them that is both effective and transparent.

- ☐ Review and negotiate bank and merchant fees
- ☐ Create travel policy
- ☐ Create a Council-approved Budget Policy
  - ☐ Identifying revenue sources
  - ☐ Setting spending priorities
  - ☐ Set fund reserve goals
- ☐ Tie spending to strategic fiscal or performance goals.
- ☐ Approve and set council priorities to staff at the start of budget preparation
- ☐ Set clean and inclusive/transparent rate setting policies
- ☐ Asset and vehicle management and replacement policies

## Tourism

- ☐ Fill the tourism manager position
- ☐ Complete allocation study related to City resources tied to tourism (this is tied to the budget priority too).
- ☐ Complete analysis for maximization of port and visitor revenues including rate setting policy
- ☐ Determine best investment of CPV funds
- ☐ Restructure transient tax structure to best support the Civic Center and community
- ☐ Identify best use of marketing investments (e.g. KVB, off season events, etc.)
- ☐ Clear policies for investment in tourism infrastructure and City/KPU infrastructure
- ☐ Launch ambassador program for enforcement and visitor experience
- ☐ Address Ted Ferry rates and usage plan
- ☐ Analyze infrastructure and resource capacity related to visitor numbers

## Grant Acquisition

Engaging with grant writers is an option to bring more revenue into Ketchikan. This can be achieved by:

- ☐ Filling a grant writer position
- ☐ Issuing an RFP to find a firm with access to multiple specialists with access to various opportunities.
- ☐ Engaging with multiple firms to find the best fit for each need.

## Future Agenda Items

This priorities set above are broad and include many time intensive tasks.

Topic	Councilor	Status	Dates
<b>Solid Waste Rate Adjustments</b>	Council	Finance is working with PW and will present in April.	In progress, April/May 2023
<b>Address overtime when hourly workers work</b>	Gage	This practice is compliant with FLSA rules, but I do have language where we can adjust work rules and will work with HR.	TBD by Council

<b>beyond working day in holiday weeks.</b>			
<b>Strategic Business Plan</b>	Council	Strategic Business Plan & Comprehensive Plan. This will be started after the Council sets its value statements and we match the mission. My plan is to have the RFP based on Council input out in FY23 and to be funded in FY24.	RFP by end of 2023 for award and start in 2024
<b>Paperless Billing</b>	Gage	In process with Paymentus Contract	Awarded 2023, by 2024
<b>Cost/benefit analysis of Non-profit solid waste rates</b>	Bradberry	I recommend we address this when we start developing rate-setting policies and tariffs.	After rate-setting policies are established
<b>Work session on port fees</b>	Gass	This is in process as we meet with CLIA and I anticipate a work session or discussion by March. However, based on our ongoing discussions regarding Berth 3, I believe this will be closer to May/June.	TBD by Council Requested May/June 2023
<b>Business Licensing for Fire Safety &amp; Compliance</b>	Bradberry	Met with Cooperative relations and first step will be meeting with Borough to develop better reporting for use of Fire.	Complete
<b>Bawden Street Lot Development</b>	Gage	There was a discussion regarding use of this lot for another community agency. However, given the value of the lot and limited space in the City, my recommendation is to add this as well as other City owned property to the strategic plan.	Add to Strategic Plan
<b>Define the City's purpose &amp; objective of KVB partnership</b>	Flora & Bradberry	Council work session to be set by Council, Flora suggested April	TBD by Council
<b>Setup Community Grant Fund</b>	Gage	Setup a community grant fund that can be built up each year. DAW: I recommend a new full CG policy that focuses on Council objectives	TBD by Council
<b>Define Guidelines for Community Grant Program</b>	Flora	Clarify objectives of program funds and expand application guidelines and processes	TBD by Council
<b>Cooperative Relations Committee discussion of community Grants</b>	Bradberry	The committee did not have time to address and it will do so at the next meeting in June/July.	TBD 2023
<b>Economic Development Powers</b>	Flora	Does this need to be addressed by funding or eliminated as a budget section.	TBD by Council
<b>Public Art Installations</b>	Bradberry		TBD by Council

<b>Composting and Circular Economy for Waste</b>	Flora	Recycling has been a challenge as no market exists and our weather conditions are difficult for cardboard. Composting is possible but again, we have to make an investment in balancing too much moisture. A grant would be ideal for feasibility.	TBD by Council
<b>Shore Power and port electrification</b>	Council	Staff will be working with ADOT for possible planning funds	Summer 2023
<b>Update KMC to allow for paid shuttle services</b>	Gass	Requested at 3/16/23 by potential shuttle operator. Paid shuttles are not yet permitted in the KMC. Legal will address	Will be on agenda for 4/6/2023

Ketchikan City Council work session was called to order by Mayor Kiffer at 6:00 p.m., March 23, 2023, with the following members present: Mark Flora, Riley Gass, Janalee Gage, Jai Mahtani, Abby Bradberry, Lallette Kistler and Jack Finnegan.

The Pledge of Allegiance was given by all persons in the Council Chambers.

Mayor Kiffer recited the Native Lands Acknowledgement.

Staff present were City Manager Walsh, Assistant Manager Simpson, Deputy Clerk Lee and City Clerk Stanker.

## **COMMUNICATIONS**

**PERSONS TO BE HEARD** - None

## **NEW BUSINESS**

### **Work Session – Priority Setting**

Manager Walsh provided a list of future agenda items Councilmembers have requested. She informed her priorities are: staff retention and compensation, along with employee development, career plans and training programs; define relationships and objectives regarding the Community Grants Program and Ketchikan Visitors Bureau; rate-setting policy. She stated a lot of the Council's future agenda items are in progress, but what she would like from the Council discussion tonight are the high-time and investment priorities.

Each of the Councilmembers explained their top priorities:

Councilmember Bradberry – Personnel, retention and compensation; defining relationship with the Ketchikan Visitor's Bureau, and finalize the tourism manager position; identifying and developing revenue sources within each department.

Councilmember Mahtani – Personnel, retention and compensation.

Councilmember Kistler – Personnel, retention and compensation; establishing a grant writer position; shore power to the Port of Ketchikan; determining the best use of Bawden Street lot.

Councilmember Gass – Developing a strategic business plan and budget policy; shore power to the Port of Ketchikan; establishing yearly Port fee rate increases; impacts of tourism on the community.

Councilmember Finnegan – Personnel, retention and compensation; shore power to Port of Ketchikan; tourism manager position; establishing a grant writer position; establishing a vehicle maintenance and acquisition policy.

Councilmember Flora – Personnel, retention and compensation; review of Ketchikan Visitor Bureau and economic development code; analysis of impacts of tourism on every department; develop a budget process based on a performance based budget; finalize the tourism manager position with a focus on capacity and impact management of tourism on the community.

Councilmember Gage – Shore power to Port of Ketchikan; personnel retention; establish a grant writer position; finalize tourism manager position; establish a vehicle maintenance and acquisition policy.

Councilmember Kiffer – Shore power to Port of Ketchikan.

Manager Walsh answered questions from the Council and summarized the Council's top priorities based on discussion as:

1. Addressing staff issues – employee satisfaction, retention and recruitment.
2. Budget policy – vehicle acquisition, rate structure, policy sessions.
3. Tourism – tourism manager position, long-term analysis, infrastructure.
4. Grant writer position

Manager Walsh said she will provide a list with bullet points for the next Council meeting for the Council to vote on. She stated this work session has been helpful and has given her direction moving forward.

## **MAYOR AND COUNCIL COMMENTS**

Councilmember Bradberry said she appreciates everyone and thanks them for taking the time to prepare and come to this work session.

Councilmember Mahtani stated this is a good start to help us streamline what we do for the City, and moving forward on actions we take during Council meetings. He said he is excited and looking forward to the Saturday work session and hopefully we will continue to achieve similarly what we achieved today.

Councilmember Finnegan, congratulated Councilmember Gass on the birth of his child. He said this meeting is essential to how we operate as a Council and having the opportunity to sit and talk with each other and staff about what we feel is important and why, makes the rest of the work we have to do that much easier. He stated going from a work session to a regular meetings gives him a much clearer sense of purpose. He felt this meeting was of value for both the Council and staff. He hopes work sessions like this become a regular occurrence.

Councilmember Gass said he found this work session useful and helpful, and was happy to see a lot of overlap between everyone's priorities. He felt there is more agreement between all of the Councilmembers lately, which will make it easier for staff. He reiterated he would like to see moving forward a reasonably responsible budget as possible and liked the Mayor's idea of providing a specific growth percentage for departments. He thanked everyone for the kind words on the birth of his daughter.

Councilmember Flora said he is becoming a fan of these work sessions as the Council operates pretty well in this format. He liked being able to hear Councilmember's elaborate on their priorities and is nice to see us all land in mostly the same place. He feels this was a productive work session.

Councilmember Gage said it is good to be back and it was a good meeting.

Mayor Kiffer said it is nice to look around the table and have everyone here and in person. He stated in Juneau they are offering police officers a \$30K bonus if they complete four years of service, which is what we are up against. He informed when he was up in Juneau a few weeks ago and one of his friends from up north made the comment that the problem with Ketchikan is that the population is just too stagnate, and thanked Councilmember Gass and Councilmember Finnegan for adding to the population of Ketchikan.

**ADJOURNMENT**

The Council adjourned the work session at 7:02 p.m.

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Dave Kiffer, Mayor

ATTEST:

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Kim Stanker, MMC  
City Clerk