

MEMORANDUM

7h

TO: The Honorable Mayor & City Council

FROM: Lacey G. Simpson, Assistant City Manager Initials: 

DATE: March 28, 2023 File #: MGR23-149

RE: **Approving Resolution No. 23-2877, Amending The City of Ketchikan Compensation Plan To Provide For The Classification Of The Position of Tourism Manager; And Establishing An Effective Date**

The motion detailed below was prepared at the request of the City Council. If adopted, Resolution No. 23-2877 amends the City of Ketchikan Compensation Plan to provide for the classification of a Tourism Manger position per the attached position description.

As the City Council will recall, a work session was held by the City Council on November 17, 2022 to discuss the purpose and principal duties of a Tourism Manger or similar as modeled after comparable positions recently established by other Southeast Alaska Municipalities. Utilizing the criteria established by the City Council, the City Manager's office worked with the Human Resources Manager to develop a position description as detailed in Human Resources Manager Marie Miller's attached transmittal memorandum. The position description was circulated to the City Council for comment and changes, which have been incorporated into the final description included here.

As reflected in Resolution No. 23-2877, the Human Resources Manager is recommending that the Tourism Manager position be classified at Grade 758, which provides for a salary range of \$62,301.48 to \$83,910.84 annually based on the established experience, training and education requirements. It is worth noting that at this time the position is non-supervisory. Should it be determined that the position's duties should be expanded to include supervisory functions, a reclassification of the compensation grade may become necessary.

The Human Resources Manager will be attending the meeting of April 6, 2023, in order to address any questions and/or concerns that Councilmembers may have.

**Recommended Motion:** I move the City Council approve Resolution No. 23-2877, amending the City of Ketchikan Compensation Plan to provide for the classification of the position of Tourism Manager; and establishing an effective date.



**HUMAN RESOURCES DEPARTMENT**  
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## **MEMORANDUM**

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**TO:** Delilah Walsh, City/General Manager

**FROM:** Marie K. Miller, Human Resources Manager

**DATE:** March 20, 2023

**RE:** **Tourism Manager**

At your request, Human Resources evaluated the Tourism Manager job description in order to determine the salary recommendation for this new classification. The following presents an overview of the request and analysis and the resulting recommendations. A copy of the new job description is attached.

### **Overview**

This new classification will report directly to the City/General Manager, will have the authority to collaborate with internal and external stakeholders, recommend policy decisions and proactively advance community goals related to the impact of tourism in the City of Ketchikan. The position plans, directs and leads public process to inform long-term decision making on tourism-related issues and also plans, develops, organizes, and coordinates sales and marketing programs to promote increased tourism and revenue enhancement in Ketchikan.

The Tourism Manager will not supervise employees; however, the position will oversee tourism related duties as they relate to planning, developing, organizing and coordinating sales, and marketing programs to promote increased tourism in Ketchikan under general direction from the City Manager.

The Tourism Manager job description will require five years of professional experience related to complex planning, analysis or management related to public infrastructure, travel, tourism or a closely related field. In addition, a Bachelor's degree from an accredited college or university with major course work in planning, marine management, finance, marketing, economics, tourism, business or public administration, or related field would be desirable or a combination of education and experience.

**Recommendation**

Based on the above, it is recommended that this new position be classified as a Tourism Manager and the salary level be set at Range 7-58, which has an annual wage range of \$62,301.48 - \$83,910.84. This recommendation places the Tourism Manager at the same range as the Communications & Media Manager classification, a classification with a similar level of responsibility.

## Tourism Manager

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

### **SUMMARY DESCRIPTION**

Under general direction from the City Manager, this position will have the authority to collaborate with internal and external stakeholders and government agencies, effectively recommend policy decisions, and proactively advance community goals related to the impact of tourism in the City of Ketchikan. This includes but is not limited to economic, resource, revenue and citizen impacts. This position performs administrative duties relating to planning, organizing, marketing, and coordinating tourism activities for the City of Ketchikan.

Activities will include coordinating diverse activities and entities involved in public outreach, consultants, stakeholder partnerships, planning, analysis, permitting, and infrastructure development. The Coordinator will promote effective and efficient use of the resources made available to the position.

The goal of the City of Ketchikan is to provide quality services as efficiently and effectively as possible within the 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. The Tourism Manager must perform these duties in a manner that reflects positively on the City. The employee is responsible for maintaining a level of professional expertise that promotes efficient use of the resources available to the City.

### **REPRESENTATIVE DUTIES**

*The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.*

1. Manages and participates in the development and implementation of goals, objectives, policies, and priorities related to the impact of tourism in Ketchikan; recommends and administers policies and procedures.
2. Plans, directs and leads public process to inform long-term decision making on tourism-related issues.
3. Plans, develops, organizes, and coordinates sales and marketing programs to promote increased tourism and revenue enhancement in Ketchikan by booking conventions, meetings, and other events in accordance with the City's mission and strategic efforts.
4. Participates in meetings on behalf of the City with other City departments, partners, service industry and hospitality organizations, regional organizations, community groups and other agencies.
5. Assesses and analyzes local and regional market dynamics and facilitates the development of communication strategies that meet the strategic objectives of the City.

6. Responsible for the development of tourism-related business plans and strategies.
7. Plans, develops, and coordinates work plans and policy recommendations in response to emerging issues and to mitigate impacts of industry, economic and regulatory changes.
8. Collaborates with external tourism entities to evaluate impacts from tourism across the community.
9. Serves as the City's central point-of-contact for all tourism-related projects, activities and issues.
10. Analyzes, plans, develops and directs destination marketing issues and responses.
11. Analyzes and forecast revenue impacts of tourism activities and prepares for necessary responses or adjustments.
12. Prepares comments and provides testimony while representing City interests before industry partners, regulatory agencies, and grant funding agencies.
13. Serves as the liaison for regulatory staff with other divisions, departments, and outside agencies; negotiates and resolves sensitive and controversial issues.
14. Serves on a variety of boards, commissions, and committees related to tourism; attends and participates in professional group meetings; maintains awareness of new trends and developments in the tourism industry and incorporates new developments as appropriate.
15. Responds to and resolves difficult and sensitive citizen inquiries and complaints.
16. Performs related duties as assigned by the City Manager.

## **QUALIFICATIONS**

*The following generally describes the knowledge and ability required to enter the job and/or be learned within a short period of time in order to successfully perform the assigned duties.*

### **Knowledge of:**

Operational characteristics, services, and activities of related to tourism, the cruise industry, and/or expedition and adventure travel.

Principles and practices of program development and administration.

Local, state, and federal regulations pertaining to the tourism industry, with emphasize on the cruise industry.

Office procedures, methods, and equipment including computers and applicable software applications such as word processing, spreadsheets, and databases.

Principles, practices, techniques, activities, rules, and regulations related to the operations and functions of the services provided.

Principles and practices of legal, ethical, and professional rules of conduct and effective customer service and problem resolution techniques.

Methodologies, practices, and techniques of market research and analysis.

### **Ability to:**

Participate in the development and administration of division goals, objectives, and procedures.

Prepare clear and concise administrative and analytical reports.

Prepare written and oral comments to partners, agencies and industry leaders; communicate clearly and concisely, both orally and in writing.

Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.

Research, analyze, and evaluate new industry and regulatory changes; interpret and apply federal, state, and local policies, laws, and regulations.

Operate office equipment including computers and supporting word processing, spreadsheet, and database applications.

Establish and maintain effective working relationships with those contacted in the course of work.

### **Education and Experience Guidelines**

Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

#### **Education/Training:**

A Bachelor's degree from an accredited college or university with major course work in planning, marine management, finance, marketing, economics, tourism, business or public administration, or a related field.

#### **Experience:**

Five years of professional experience related to complex planning, analysis or management related to public infrastructure, travel, tourism, or closely related fields.

#### **License or Certificate:**

Possession of an appropriate, valid driver's license.

#### **Physical demands and WORKING ENVIRONMENT:**

*The conditions herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions.*

**Environment:** Light physical demands; mostly desk work, some lifting and carrying of files and reports. Frequent to constant use of a personal computer. Position involves competing demands, performing multiple tasks, working to deadlines, occasional work beyond normal business hours, responding to customer issues and facilitating public outreach, and traveling for various conferences and meetings.

**Physical:** Sufficient physical ability to work in an office setting and occasionally travel; stand or sit for prolonged periods of time; operate office equipment including use of a computer keyboard; push, pull, lift, and/or carry light amounts of weight; verbally communicate to exchange information.

**Vision:** See in the normal visual range with or without correction.

**Hearing:** Hear in the normal audio range with or without correction.

Grade: 758

Union: No

FLSA: Exempt

Date Approved: March 2023

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Human Resources Manager Approval

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City Manager Approval

**CITY OF KETCHIKAN, ALASKA**

**RESOLUTION NO. 23-2877**

**A RESOLUTION OF COUNCIL OF THE CITY OF KETCHIKAN, ALASKA AMENDING THE CITY OF KETCHIKAN COMPENSATION PLAN TO PROVIDE FOR THE CLASSIFICATION OF THE POSITION OF TOURISM MANAGER; AND ESTABLISHING AN EFFECTIVE DATE**

**WHEREAS**, the Council of the City of Ketchikan, Alaska desires to amend the City Compensation Plan to better address the needs of the City of Ketchikan; and

**WHEREAS**, the City Council desires to provide for the classification of the position of Tourism Manager at salary grade 7-58 of the City Compensation Plan;

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Ketchikan, Alaska as follows:

**Section 1.** That the Compensation Plan is amended to classify the position of Tourism Manager at salary grade 7-58 of the City Compensation Plan.

**Section 2.** This resolution shall be effective immediately upon adoption.

**PASSED AND APPROVED** this 6<sup>th</sup> day of April 2023.

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Dave Kiffer, Mayor

ATTEST:

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Kim Stanker,  
City Clerk

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Ketchikan City Council work session was called to order by Vice-Mayor Flora at 6:00 p.m., November 17, 2022, with the following members present: Riley Gass (via WebEx), Janalee Gage, Jai Mahtani, Abby Bradberry (via WebEx) joined the meeting at 6:08 p.m., Lalette Kistler and Jack Finnegan. Mayor David Kiffer was absent.

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

Vice-Mayor Flora recited the Native Lands Acknowledgement.

Staff present were City Manager Walsh, Assistant Manager Simpson, Attorney Seaver, Police Chief Walls, Deputy Clerk Lee and City Clerk Stanker.

## **COMMUNICATIONS**

Manager Walsh explained that tonight's work session purpose is to identify the objectives of the Council related to a tourism manager position. She informed after tonight's discussion, the solution might be a new position, a tourism manager, assigning duties to staff, improvements in partnerships or hiring of a consultant. She stated her job is to listen to the Council's thoughts, identify their objectives, and come back with possible solutions.

## **PERSONS TO BE HEARD**

Judy Zenge said if tourism is our community's shining star, we should invest in ourselves. She felt the title for this position should be Director of Tourism Development, and the job description should include: permitting and remittance, develop and support community beautification programs, address safety and pollution concerns, enforce City code, liaison for industry organizations and other southeast communities, ports and the public to help responsibly develop tourism for the community. The goal should be to enrich the community, not just for visitors, but for the residents as well.

Bob Sivertsen stated there are a lot of moving parts with tourism, and we are dealing with large, global corporations. He felt the Council needs to figure out where they can be effective, and look into possible programs, resources or partnerships like other southeast communities are doing. He suggested developing a tourism advisory board. He said, no matter if the Council decides to hire a tourism manager or a consultant, everything will come back to the Council for a decision and they need to make sure it will work long-term. He suggested requesting the Passenger Vessel Services Act be a seasonal exemption for southeast Alaska.

## **NEW BUSINESS**

### **Tourism Position Work Session**

A lengthy discussion ensued, and City Manager Walsh summarized the top five issues addressed by the Council were:

1. Port revenues do not support, or help, the citizens of Ketchikan, and possible use of Commercial Passenger Vessel funding for infrastructure or uplands projects.
2. We have not developed partnerships that are a full benefit to the City.
3. Focus on improving tourists' and citizens' experiences.

November 17, 2022

4. Articulate and plan for sustainable growth, diversification and resiliency in our tourism economy to include: long and short-term planning; ordinances that protect our quality and way of life; looking at number of visitors that come into our community.
5. Staff has not been focused enough on tourism; currently duties, issues and problems-solving have been passed out to different departments, and Council would like to see somebody who is solely focused single point of contact relative to tourism.

**ADJOURNMENT**

As there was no further business, the Council adjourned at 7:16 p.m.

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Mark Flora, Vice-Mayor

ATTEST:

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Kim Stanker, MMC  
City Clerk