


**a.     Manager's Report to Council**

TRANSMITTAL MEMORANDUM

TO: The Honorable Mayor & City Council Initials:   
FROM: Delilah A. Walsh, City Manager/General Manager File #: MGR24-400  
DATE: June 14, 2024 Mtg. #: 06/20/24 MRa  
RE: **Manager's Report to Council**

**June 6<sup>th</sup> Follow Up**

**MMIP:** Regarding Councilor Gage's comment on KPD's presence at the MMIP forum, I want to assure you that the City and Police Department are deeply committed to addressing Missing and Murdered Indigenous People (MMIP) issues.

While staffing limitations unfortunately impacted the forum's attendance, KPD took proactive steps to ensure engagement:

- An officer attended for as much time as possible despite prior commitments and calls as well as the day's staffing shortage.
- Chief Walls proactively scheduled a separate, comprehensive MMIP briefing for the entire Police Department in July. This rescheduled session, originally planned for June, will allow for thorough training and Q&A.
- The day before the forum, Chief Walls met with the US Attorney to discuss MMIP collaboration.
- KPD's officer also met with guest speakers and the Ketchikan Indian Community (KIC) on the morning of the forum to understand their concerns and explain KPD's missing person and murder investigation protocols.

KPD's commitment to justice for all residents, including our Native population, remains unwavering. We are actively working to improve our knowledge of MMIP issues and will continue to seek collaboration with community partners like KIC.

**Reunification Grant:** A final grant agreement for an award of \$49,900 was sent to PATH for execution.

**Borough Encampment Partnership:** Councilor Gass requested an exploration of the possibility of creating a permitted homeless encampment in partnership with the Ketchikan Gateway Borough (KGB). I made contact with KGB management. After a productive discussion, it became clear that a permitted homeless encampment area won't be moving forward due to liability and safety concerns. The KGB is currently pursuing an informational campaign on dispersed camping locations. While permitted encampments can

be a solution in some communities, it's crucial to have collaboration with non-profit organizations that specialize in managing these facilities and providing essential support services to residents.

I understand the City & Borough of Juneau (CBJ) is exploring camping zones as a potential solution.

### **Other Items**

**4<sup>th</sup> of July:** The Chamber of Commerce will once again coordinate the 4<sup>th</sup> of July festival booths at the Main Street parking lot (across from the Police station). I have agreed to allow vendors to begin setup on the afternoon of July 3<sup>rd</sup> to open booths at 5 PM and have the opportunity to sell on the 3<sup>rd</sup> through the 4<sup>th</sup>.

**K-9 Unit:** On June 13<sup>th</sup>, we held a drawing for the name of our new canine unit, the winner of which was "Hondo." Hondo arrived on 6/13, and handler training began on Father's Day.

**Use of thrusters:** On May 27<sup>th</sup>, Acting Port Director Craig Bisson sent a letter to all Captains and Pilots to operate thrusters at the bare minimum necessary for safe maneuvering to minimize scouring of the seabed and reduce the risk of long-term damage to the port infrastructure.

**WTA Scholarship:** Congratulations to Viana Esposito and Catriona McCord. They are WTA Foundation scholarship winners from Kayhi for KPU Telecom.

**Mental Health First Aid:** Starting next week, all staff are offered mental health first aid training. Several course times have been set up to accommodate as many staff members as possible.

**Museum Director:** Many thanks to our wonderful Museum Director Anita Maxwell, whose last day was 6/14/2024. Anita had been with the City for 10 years, and during her time with the Museum Department, she oversaw some of the Museums' most notable achievements, including the renovation of the Tongass Historical Museum and installation of the permanent exhibit, expanded programming and community engagement, development of the Salmon Walk, totem pole restorations, and more. Marni Rickman and Hayley Chambers will serve as co-acting directors as we complete our candidate process.

**Youth Booth:** On June 13<sup>th</sup>, we launched the port's youth vendor booth successfully. We also successfully launched the online registration portal, which was our first test of the Laserfiche forms system. We will work on those interfaces to complete the Council's priority of online form systems.

**First City Homeless Services:** As you know, FCHS ended services on 6/14/2024. I've communicated notice that personal property must be moved out as of 7/15/2024. The organization will schedule a time for inspection of the building prior to that date, and representatives are aware that repairs should be made prior to the full vacation of the building. The City will absorb all operational costs of the building after it is vacated.

### **Travel Report**

First Name	Last Name	Travel Start	End	City	State	Reason	Department
Jared	Anderson	04/30/2024	05/04/2024	Fort Lauderdale	Florida	Leadership Training for Mgrs	KPU - Telephone
Brad	Cota	04/30/2024	05/04/2024	Fort Lauderdale	Florida	Leadership Training for Mgrs	KPU - Telephone

<b>Ryan</b>	John	04/30/2024	05/04/2024	Fort Lauderdale	Florida	Leadership Training for Mgrs	KPU - Telephone
<b>Tyler</b>	Headley	04/30/2024	05/06/2024	New York	New York	FDNY Search & Rescue Field Medicine Symposium	Fire
<b>Jared</b>	Anderson	05/12/2024	05/21/2024	Skagway	Alaska	4G-LTE Equipment Installation	KPU - Telephone
<b>Justin</b>	Benner	05/12/2024	05/22/2024	Skagway	Alaska	4G-LTE Equipment Installation	KPU - Telephone
<b>Ryan</b>	John	05/12/2024	05/21/2024	Skagway	Alaska	4G-LTE Equipment Installation	KPU - Telephone
<b>Taylor</b>	Lee	05/17/2024	05/23/2024	Calgary, Canada	Canada	Intl. Institute of Municipal Clerks Conf.	Clerk
<b>Kim</b>	Stanker	05/17/2024	05/23/2024	Calgary, Canada		Intl. Institute of Municipal Clerks Conf.	Clerk
<b>Kim</b>	Simpson	05/18/2024	05/22/2024	Phoenix	AZ	NTCA Marketing Board Meeting and Conference	KPU - Customer Service
<b>Jeremy</b>	Minshall	05/19/2024	05/29/2024	New York City	New York	Python Immersive Hands-on Programming Course	KPU - Telephone
<b>Dan</b>	Lindgren	05/19/2024	05/23/2024	Sitka	Alaska	Alaska Telecom Association Annual Meeting	KPU - Telephone
<b>Jeremy</b>	Bynum	05/20/2024	05/24/2024	Anchorage	Alaska	AK Sustainable Energy Conf.	KPU - Electric
<b>Jared</b>	Anderson	05/29/2024	05/31/2024	Skagway	Alaska	4G-LTE Equipment Installation	KPU - Telephone
<b>Ryan</b>	John	05/29/2024	05/31/2024	Skagway	Alaska	4G-LTE Equipment Installation	KPU - Telephone

### Council Items

I've included an updated report of Council items and will send the spreadsheet document as a separate email to councilmembers.

# Council Items

All items listed and tracked are in addition to daily operations and capital projects.

Project	Date Added	Category	Assigned to	Estimated finish	Anticipated Council Meeting	Progress	Last Update	Notes
Development of a responsible reunification program for unhoused individuals who may not want to be in Ketchikan.	5/16/2024	Council Request	Manager's Office	5/31/2024	6/6/2024	100%	6/13/2024	(Council) This item started on 9/5/23 to support a reunification program. Ty Retkke stated at the 1/18/24 meeting that PATH could work on a scope-of-work to develop this program for the City and we could contract with them. (Gass & Flora) On 5/16 the new direction is to consider the development of a reunification grant program. Draft grant policy and presentation from Retkke scheduled for 6/6 meeting. Grant program approved. Staff is awarding \$49,900 to PATH and grant
Explain how responders handle and respond to 988 calls or referrals. How are the calls received and dispatched.	5/17/2024	Council Request	PD & Fire	5/31/2024	6/6/2024	100%	5/17/2024	(Zenge) Assigned to PD and Fire; Fire is planning a presentation.
Explore options for restricting pedestrian access or jaywalking at 420 water Street.	5/16/2024	Council Request	PW, Port & Tourism	5/31/2024	6/6/2024	100%	6/5/2024	(Council) Staff has reviewed site, we can't do anything to restrict access to on-street parking use. Staff will place more crossing guards and presented at 6/6.
Explore City's options to prohibit cultural appropriation of native arts, referencing the federal Indian Arts & Crafts Act	5/2/2024	Future Agenda Item	Manager's Office, Legal, Tourism & Museums	6/30/2024	6/6/2024	100%	6/7/2024	(Gage) Staff presented options on agenda item on 5/16/24 agenda, which included a sample resolution. (Council) At the meeting of 5/16, Councilor Gage volunteered to meet with tribal leaders and develop a resolution for staff and attorney review, to be considered by Council. Resolution approved 6/20 and new agenda item for the Historic Commission added to this list below.
Set special meeting to discuss use of 'Akeela' buildings	4/4/2024	Future Agenda Item	Clerk's Office	6/15/2024	6/18/2024	100%	6/12/2024	(Zenge & Flora) On 4/25/24 the City Clerk polled the Council for a special meeting date in May and was set on 6/18. I've included all activities thus far in Council packets on 4/18 and 5/2. 4/22 sent Akeela letter to surrender bldgs by 6/30. 6/5, Council notified Akeela ends services on by 6/30. Inspection performed. As of 6/12, Akeela may be transferring the buildings to KTBC in partnership with SEARHC to provide
Exempting food from sales tax	3/7/2024	Future Agenda Item	Finance	5/30/2024	6/20/2024	100%	6/12/2024	(Kistler) Council requested Finance complete an analysis of revenue loss. On 4/5/24, the KGB estimate of the net taxable sales for food for stores within the city limits and estimated a loss of \$2.8MM. I have included an analysis in manager's reports for 6/20. We estimate a \$1MM loss in revenue, which could be offset. Finance staff has made several suggestions for Council Consideration. An analysis along with my recommendation was remitted to City Council for the 6/20
Reach out to Borough to explore Mayor Dial's suggestion for a partnership to open a permitted encampment site maintained by the City and Borough, on Borough property, on the bus system.	6/7/2024	Council Request	Manager's Office	7/1/2024	6/20/2024	100%	6/12/2024	(Gass) 4-hands given to refer to cooperative relations committee if necessary. Contact BoroCM on 6/7. Contacted Borough staff, they will be focusing efforts on a campaign to inform people of where camping is allowed. BoroMgr will send City campaign flyer and information. A permitted camp site will not be pursued at this time due to the logistical and liability challenges.
Reconsider the FCHS lease to allow for overnight sheltering use only. No additional services.		Future Agenda Item	Manager's Office	6/20/2024	6/20/2024	100%	6/7/2024	(Kistler). FCHS notified the City they are dissolving the organization after 6/14/2024 and this item is not necessary. They will vacate the building on 7/15
Make the tax rate the same or less for groceries	10/19/2023	Future Agenda Item	Finance	7/1/2024	6/20/2024	100%	5/8/2024	(Mahtani) Equalize the grocery tax rate to match the City of Saxman and Three Bears. Council was informed in Spring 2023 that Saxman was guaranteed \$250K in sales tax and understood there would be sales loss. If moved forward, Council would have to approve replacement revenue. This item was discussed as a possible cooperative relations committee item. Council requested an analysis from the Finance Department, they are working on this. An analysis along with my recommendation was remitted to City Council for the 6/20

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Increase consequences & severity of our local laws and penalties for public intoxication, assault and disturbing the peace.	5/2/2024	Future Agenda Item	Legal & PD	5/30/2024	6/20/2024	100%	6/7/2024	(Gass) Staff met on 5/10 to discuss, Attorney wrote the ordinance, included 2023 memo from PD regarding enforcement. New ordinance approved in 1st reading on 6/6/24. Scheduled for 2nd reading on 6/20
Address Terry Ferry CC rates and usage plan.	4/15/2023	Council Priority	Civic Center	5/8/2024	6/20/2024	100%	5/23/2024	(Council) Oct 23 TFCC Manager prepared a rate comparison report. In FY24 budget hearings, Finance made a proposal to Council of how much transient tax we could move. TFCC held public meeting on 1/8/2024 regarding rates, opened a public survey on 2/7/24, new rates scheduled prepared 3/22, final public hearing on 4/29. Final recommendation complete on 5/8. Will be presented to Council on 6/20. We may need to increase the transient tax in order to keep the
Develop a public safety plan for homelessness	9/5/2023	Future Agenda Item	Fire & Police Depts	6/1/2024	7/9/2024	65%	6/14/2024	(Flora) The Fire Department launched an MIH program in April 2024. The City Council also funded two additional police officers for FY24, our PD is still recruiting for those positions. The biggest issue is that we have no long-term facility for those with behavioral health needs (i.e. permanent supportive housing) and the current judicial system is built for releasing frequent violators. Our PD enforces ordinances but we have no teeth. Both chief remitted memorandums to the City Council regarding these issues. I am marking this as 60% complete due to additional officers and MIH. Staff will work on a clear plan for Council approval. Staff met on 6/14 to review first draft.
Explore mitigation and preservation of the promenade in relation to possible degradation by thrusters.	3/27/2024	Council Priority	Port	5/31/2024	7/9/2024	65%	5/24/2024	(CLIA Work session) The Port Director has met with PND and is setting up a meeting with CLIA in May regarding mitigation. A report will be prepared for Council. An update was made to Council on the 06/06/24 Manager's report. No definitive cause was determined. All cruise ships were notified to use limited thrusters and Port staff will be working with PND to install sensors. On May 27th Port Director sent letter to caps and pilots: In the fall of 2023, the City of Ketchikan had a bathymetric survey completed of the entire Port of Ketchikan as well as the connected promenade. The city now has a baseline for regular monitoring of the surveyed area. Port staff will be diligent in observing the amount of thrust used upon arrival and departure. If we feel that a ship has used excessive thrust, we will be in communication with the operators for an explanation or reasoning for the more than usual
Create and implement a comprehensive rate-setting policy	10/1/2022	Council Request	Clerk's Office & Public Works	5/15/2024	7/11/2024	75%	6/12/2024	(Council) My first step in changing the process was how we approached harbor rates in 2024 for 2025...i.e. setting by resolution, having a public input process, going through the advisory board then Council recommendations. The new rate engine tool should be ready by 06/30/2024. We've already seen the model for water. I've completed the first draft of the rate policy on 2/16/24, all department heads have reviewed as of 4/4 and we met. First draft was sent to Council 6/3. A special meeting will be scheduled for 7/11/24 for discussion and
Identify best use of marketing investments (KVB, special events, etc.)	4/15/2023	Council Priority	Tourism	6/1/2024	7/18/2024	85%	4/15/2024	(Flora & Bradberry) The City no longer provides marketing support to the KVB via funding, only a portion of the published visitor's guide. At 5/3/23 mtg, Council designated that KVB CPV funding match membership dues in FY25 and if we see additional increases in bed taxes based on increased use, we can increase KVB marketing funding to be commensurate with the transient tax take. For FY24 council approved funding of \$282,515 provides support for B2 & B3 visitor centers, ambassador program, and providing a portion of the visitor guide publicaion. The funds come from CPV and port fees. I plan to have an anlysis of bed tax revenues by the July meeting and this will

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Leave buyback policy	4/15/2023	Manager Priority	Finance & Human Resources	6/30/2024	7/18/2024	80%	4/8/2024	(Manager) This is a project we've been working on internally for the last year. Step 1 was to address our long-termed maxed employees, which occurred with the longevity policy. Step 2 was an item staff and unions have been requesting for several years, an annual leave buy back. This is a priority for me as I want to reduced our liability related to leave and it is of the best interest of the City to pay out leave earlier in a career rather than later when that leave dollar value is so much more. We've completed a draft policy, had it reviewed by our tax attorney and I've distributed to all department heads and union representatives for review. I expect all edits by May 1st, we'll then do our outreach with City/KPU employees. This cannot be an optional effort, every employee and bargaining group must agree to participate in whole. We've schedule meetings with our collective bargaining groups for May.
Paperless Billing		Council Request	KPU CS & Finance	6/1/2024	7/18/2024	80%	2/1/2024	(Gage) In process with Paymentus Contract approved in 2023. 10/2023 was database integration to avoid delaying payment posting by one day. 2/2024 Council approved Tyler New World upgrade for integration. Currently working on ERP integration.
Complete Analysis for maximizing port & visitor revenues (added visitor impact fee added 10/2023)	4/15/2023	Council Priority	Tourism & Manager's Office & Port	6/15/2024	7/18/2024	30%	5/24/2024	(Gass & Flora) This has been an ongoing project for the Tourism Director. Her first finding was that we do not charge sales tax on food & beverage sales when ships enter city limits. We've notified the Borough & CLIAA that we will begin collecting that sales tax beginning April 1, 2025. Next, we know that the tonnage clause prevents states from imposing taxes on cargo shipments without Congress's consent. However, if the Council is willing, we could tax visitor services (tours, excursions, etc.) We will prepare a report to Council on those recommendations and findings. We are looking into an economic impact study and will develop a scope. That would be a more logical step for determining the economic impact before we can come up with ways to maximize such. Port Dept completed a rate comparison study remitted to the PHAB on 2/13 and as a report to council on 5/2. The next step is
Streamline Hiring Process	4/15/2023	Council Priority	Human Resources & IT	7/31/2024	7/18/2024	20%	4/8/2024	(Council) In Progress: IT & Finance completed Laserefiche Forms proposal on 09/01/23. Budget was appropriated 12/24 and purchase was made on 2/2/24. A new Sr. Systems admin was hired at the end of March '24 and is currently training on the Laserefiche Forms system. We anticipate building out the entire workflow for new hiring on 07/31/24 based on the current hiring process policy/procedure. This will be two phases: 1. The internal hiring process; and 2. the external candidate
Create new KVB Funding Formula for FY25	5/3/2023	Future Agenda Item	Manager's Office	7/1/2024	8/5/2024	90%	4/1/2024	(Flora) This objective was completed for the most part in FY24 with the grant award process. The City funded visitor services and an ambassador program for the Port. The City no longer pays for marketing services. The last step is to evaluate how future funding will work and tie it bed tax revenues.
Employee Satisfaction Survey. Now Employee Retention Survey	4/15/2023	Council Priority	Manager's Office & Human Resources	6/15/2024	8/5/2024	70%	6/14/2024	I had to pivot from a satisfaction survey to a retention survey. Once we address retention and recruitment, this will aid in the analysis of satisfaction and hopefull learn reasonable strategies. Survey was launched to staff on 4/22/24, closed on 5/31/24 and I anticipate data analysis will take 3-4 weeks. We've made a large effort to post flyers in every area to reach employees who may not be on email as often.
Develop homelesses think tank	10/5/2023	Future Agenda Item	Manager's Office	6/30/2024	8/5/2024	20%	6/14/2021	(Kistler & Gage) Create some type of homelessness body addaress homelessness issue. The City's future rural housing coordinator will be responsible for exactly this, grant agreement presented at 6/20 meeting. In the meantime, I will notify Councilors of any community meetings my office is notified.
Complete Allocation Study related to City resources & the Port	4/15/2023	Council Priority	Tourism	7/31/2023	8/15/2024	10%	4/15/2024	(Flora) The appropriation to engage with a consultant programmed into FY24. A scope of work has been completed to include this study as well a saturation/distribution report. McKinley Group met with staff at end of April for kickoff. We should have work completed by 7/31. The scope is for the cost allocation study, create the cost model tool and deliver a passenger dispersion map to plan tourism capital infrastructure.

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City to investigate taking over the KVB building in FY25 to place operations under the Tourism Manager	5/3/2023	Council Request	Tourism, Port, Finance	7/31/2024	8/15/2024	5%	5/8/2024	(Flora) Staff met on 5/8 to outline the report. Finance is working on cost calculations and Tourism will prepare final report to Council. Outline is complete and Finance is working on numbers.
Analyze infrastructure and resources related to visitor numbers.	4/15/2023	Council Priority	Manager & Finance	8/30/2024	8/15/2024	0%	4/8/2024	(Flora) I had listed this under the Tourism department initially but this is going to require a data analysis. Therefore this will be a finance and manager item. I will need to program data parameters in order to complete this analysis. Another option is to engage with a consultant for this task. I can complete this work in less than two months, it is the start date that will be delayed. I don't believe I will have time to even pull in data numbers until our audit is complete and published so I've scheduled to start 6/15/24. The dispersion map planned by the McKinley group will also be added to this project.
Cancel current 911 interagency agreement and negotiate a new agreement with KGB.	4/4/2024	Future Agenda Item	Fire Dept	12/30/2024	8/19/2024	10%	4/22/2024	(Flora) Staff had a meeting with Councilor Flora on 4/24. Chief Hines and Chief Walls have set a discussion meeting on 4/26/2024. Our first step is to convene the Dispatch Steering Committee and approve the E911 upgrade project. PD is developing Fire SOPs with all three departments. If those steps prove successful, we can remove this item. Otherwise, we will bring this item to the Council in July. Staff believes we would need three months to draft a proposed agreement ready for Council review by 8/8/2024. Ther is a 180-day notification clause in the
Free Use of Civic Center Policy	5/2/2024	Future Agenda Item	Civic Center	8/1/2024	8/22/2024	50%	5/9/2024	The TFCC manager has drafted the initial SOP. Direction is to consider the impact of users on the revenue generation (i.e. more use of bed for bed tax).
Vehicle Management and replacment policies		Council Priority	Manager's Office	7/31/2024	8/22/2024	15%	3/1/2024	(Flora) I met with the Electric and PW department heads in July '23. As of 10/3 I had met with a contractor who manages fleet replacement, analyis, purchase and disposal plans and offers financing options to create more affordable replacement cycles that improves the fleets and saves money in the budget. We sent vehicle list and odometer readings to the vendor on 10/20. I met with our fleet shop leads in December and they have advised that rather using a lease/purchase scheme, they would rather see an acquisition and replacement policy that applies to all departments and they can manage recommendations. PW Shop is working with KPU shop to implement iWORQ to track vehicle maintenance better. I will be working on those policies to be ready for Council review by Summer 2024. I need to develop this policy. I have an outline and I anticipate a 6/1/24 start date based on my current
Setup Community Grant Fund and Policy		Future Agenda Item	Manager's Office	8/1/2024	8/30/2024	0%	3/1/2024	Setup a community grant fund that can be built up each year. After discussing with Council during the FY24 budget hearings, it was decided we have full community grant policy that focuses on Council objectives. This is similar to what we did with humanitarian grant program policy. This needs to be ready before the next budget cycle
Restructure transient tax to best support Civic Center & KVB	4/15/2023	Council Priority	Civic Center	8/31/2024	8/31/2024	5%	5/23/2024	(Council) 5/23/2024, I broke this task into two. We will be addressing the rate structure in May and the transient task item is separate.
Direct staff to contact the Historic Commission and Borough planning staff to determine how they are incorporating cultural authenticity in planning and the future		Council Request	Manager's Office	7/20/2024	9/5/2024	1%	6/7/2024	(Gage) 4-hands direction on 6/7/24. Assigned to staff on 6/11/24
Property surplus auctions	3/21/2024	Future Agenda Item	Manager's Office &	9/30/2024	10/1/2024	60%	5/9/2024	(Zenge) An updated report will be made at the 5/16/24 council meeting. PW is preparing new properties for auction in Fall 2024.
Online tools for parking permits and other applications	4/6/2023	Future Agenda Item	IT	9/30/2024	10/5/2024	40%	4/24/2024	(Bradberry) The City purchased Laserfiche forms in December 2023, we began implementatio in 03/2024, we hired a new DB Admin in 04/2024 who has attended all form training. The first phase of implementation will be to streamline the hiring process, registration for the dock vendor youth fundraising booth, then the agenda workflow. This project implementation will follow sometime in September 24.



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Borough/City Report. Division of duties and financial obligations between the City of Ketchikan and Ketchikan Gateway Borough	1/4/2024	Future Agenda Item	Manager's Office	10/1/2024	10/15/2024	30%	4/15/2024	(Flora) I requested all staff remit any C/B relationships on 1/12/24 and I received responses. I have not had time to create a formal report back to Council as I need to research when and how we divided duties, such as parks & rec. For now, I do have a general understanding as follows: KGB & City contribute to KVB; KGB retains all CPV funds but is open to using funds for city projects such as portable restrooms if we request; KGB covers planning & zoning; KGB takes care of parks, trails and rec w/in City limits; City operates Library and KGB provides property tax funds; City provides School Resource Officers at no cost to KGB or District. City operates all harbors w/no funding from KGB (KGB fish tax goes to general fund); KGB funds and operates the transit system (uses CPV funds to supplement); City operates Ted Ferry; KGB operates animal control services; KGB has no law enforcement beyond animal control & code enforcement; City & KGB operate their own water systems and wastewater systems; City & KGB operate their own Fire Departments with mutual aid agreements; City provides all dispatch services for the FD's; KGB is responsible for property valuation & assessment; KGB collects taxes for City; Borough operates the airport & airport ferry; City operates all landfill services and collection in City limits and KGB agrees on fees. The report itself should be easy to prepare but is time intensive as I do need to research resolutions.
Derilict building removal	3/21/2024	Future Agenda Item	Public Works and Fire Department	10/1/2024	10/30/2024	10%	5/7/2024	(Zenge) The Fire chief is working on a program document in conjunction with Public Works. Typically a derilict property program starts with budget funding (to remove the properties), a cleanup effort with the program (so we can order services at one time together), followed by placement of liens on properties. Typically, funds are recovered when the properties are sold and that money replenishes the
Increase wharfage fee for 2026	2/15/2024	Future Agenda Item	Port & Manager's Office	10/1/2024	11/1/2024	15%	4/15/2024	(Mahtani) The request is to increase the wharfage fees for 2026 by \$3.00 to bring them to \$16, \$13, and \$13 per head for 4/1/2026. Deferred by Council until PND study is complete (recommend sending to Northern Economics for recommendations) and we can plug in the capital requests to the rate model.
Career Development plans and tools		Council Priority	Human Resources	12/31/2024	1/2/2025	5%	3/1/2024	(Council) This project is stalled until a new HR manager is in place. City Mgr has sample documents and will be working with HR to customize them for COK/KPU. I met with department heads for input in November and they wanted to ensure we are not forcing as part of the evaluation or annual review process. I am rethinking the original form as we might be able to do something better, have a better tool once we implement Laserfiche forms in the Spring of 2024. I anticipate a year-end
Tongass Plan Revision participation	2/14/2024	Manager Priority	Manager's Office	12/31/2024	1/5/2025	50%	5/8/2024	on 2/27, we notified USFS that Ketchikan would be a cooperating agency in the Forest Plan process. The Asst. City Mgr. is our assigned representative. We are currently participating in meetings.
Limit cruise passengers - After January 1st, instruct staff to consider the possibility of limiting the number of cruise passengers to the Port of Ketchikan.	10/5/2023	Future Agenda Item	Tourism	12/31/2024	1/5/2025	5%	4/15/2024	(Flora) In order to facilitate a good discussion, we will have to consider the economic impact of such limits as well as community sentiment. Further, we do have some operations limits today (i.e. our berths cannot fit many giant ships, Juneau is limiting the number of ships per day thus impacting schedule growth). We've also been having this discussion with our Southeast Port Communities group as a region-wide approach would be additionally effective. The TM will contract for an economic impact study, to include step down information for reduced levels of cruise visitors and impact of closing city ports one day per week to cruise ship traffic. TM to schedule series of public listening sessions and contract for an end of season community sentiment survey. Recommend having all studies and info sessions completed to fully understand the impact (good and bad) and sentiments before Council

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Develop a policy to uphold all programming for all protected classes pursuant to the KMC in all City events and programming.	5/4/2023	Future Agenda Item	Manager's Office	12/31/2024	1/5/2025	0%	3/1/2024	(Gage) This item was related to the Manager's decision to instruct the Library to not sponsor a Drag Queen Story Time at the Library. The event was not restricted but I did not allow for the City to sponsor it. The Council requested a policy wherein the Council's wishes were clear that no programming should be restricted by the Manager. I have not started on this.
Develop a wharfage fee use and partnership agreement with the cruise line industry	3/27/2024	Council Priority	Tourism, Legal and Manager	12/31/2024	1/16/2025	15%	3/1/2024	(Council)Developing an agreement with the Cruise lines to include: <ul style="list-style-type: none"> <li>•Interpretation of Federal Law: Both parties acknowledge and affirm a shared understanding of federal law concerning the use of funds collected from passengers.</li> <li>•Upland Development: Agreement on acceptable parameters for development projects on land surrounding the port (zone idea from Juneau)</li> <li>•Use of Funds: Acceptable use of Cruise Line Industry Association (CLIA) funds and Port funds was established. Form the framework or process for approving and moving projects forward (the zone idea from Juneau again).</li> <li>•Port Revenue: Agree on factors and parameters for calculating port revenue requirements and conducting regular reviews to ensure the port rates (wharfage) are meeting its needs.</li> <li>•Infrastructure &amp; Possible Zones for Planning : Both parties agreed to establish regular partnerships for planning and development of capital projects and infrastructure.</li> <li>•Meetings: Regular meetings will be held to ensure ongoing communication and collaboration.</li> <li>•Grant Program: include a grant program component or community give-back.</li> </ul> <p>Other Items:            -Set a date of when we want to meet again. At the very least, establish what our future dialogue is going to look like – make this more regular to physically be present together. Maybe pre-season and post season.</p>
Set policy objectives for Tourism infrastructure	6/30/2023	Future Agenda Item	Tourism	12/31/2024	1/16/2025	15%	4/15/2024	TBD by Tourism Manager. This will require first Council directives regarding tourism. TM is working with CLIA to set policies so I've updated for that completion date. TM is currently working with PW on the pilot mobile bathroom program. TM will also meet with P&H and PW for covered shelters, more trash containers. TM has initiated more work on wayfinding and signage with local stakeholders.
Create Wellness Program	4/15/2023	Council Priority	Manager's Office & Human Resources	12/31/2024	2/6/2025	0%	4/8/2024	(Council) Assigned to ACM to work with HR to develop the program. The delay has been in starting as other projects have taken priority. I am scheduling a start time of 10/01/24. Premera has added behavior health services to our telehealth benefits meaning employees can access counselors at any time and don't have to use local providers. The new HR manager will be charged with finding EAP resources too.
Develop Strategic goals based on best run cities criteria	4/20/2023	Council Priority	Manager's Office	1/30/2025	2/15/2025	10%	5/9/2024	(Council) This item was added as the City's Vision Goal. I've researched best city criteria but need time to complete the initial review and public outreach. This unfortunately, has been lower on my priority list.
Determine highest & best use of CPV Funds	4/15/2023	Council Priority	Tourism	12/31/2024	2/20/2025	10%	4/8/2024	(Flora) CPV funds are managed by State Law and wharfage/port funds are managed by the City. The City met with CLIA in a work session on 3/27/24 and one of the items of discussion was to create an agreement between all parties accepting proper use of CPV funds. I've set the agreement as completion of this item. PND submitted a draft project need report on 3/27 and Port staff is reviewing for final completion. I anticipate that report will go to Council on 05/16/2024. This report will serve as a basis for developing the Port CIP which will then be used to determine the revenue requirement for port fees. CPV funds can only be used as listed in state law. CPV funds are administered by the State.

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Ombudsman Program	4/15/2023	Council Priority	Human Resources	1/31/2025	3/6/2025	2%	2/1/2024	(Bradberry) Investigate with union membership, identify outside training resources as this must be professionally trained for, this is not affordable in the FY24 budget request and I will use 2024 to find affordable options. This will also be on hold until a new HR manager is
Asset management and replacement policies		Council Priority	Manager's Office	3/1/2025	3/6/2025	0%	2/1/2024	(Council) On hold for fleet replacement policy, rate policy and rate engine. This will evolve from any system developed for the vehicle asset management processes as well as adopting of the rate setting policy as that impacts the CIP and considers equipment depreciation. The Fleet system will be the base model. We may need to consider combining the garages one day. I've pushed this back as we will focus on the rate policy and rate engine first.
Learning and growth opportunities for staff		Council Priority	Human Resources	3/31/2025	4/10/2025	5%	4/8/2024	This project is stalled until a new HR manager is in place. I've identified LocalGovU as a resource for learning, the City Council has begun better funding of training in FY24 though it does need to grow. The new HR Manager will be tasked with exploring a robust learning management system. The Fire Dept (it is usually FD who lead LMS directives for some reason) is already exploring an LMS. I did request a safety curriculum project from the safety committee in 2023 and that is not yet complete. However, all departments and positions are managing their own safety compliance training for the present.
Succession Programming & Training Opportunities	4/15/2023	Council Priority	Human Resources	3/30/2025	4/17/2025	10%	4/8/2024	This is an ongoing effort. Our first step has been to adjust the PW supervisor positions in order to encourage internal applicants. That was completed on 4/4/2024. In 2023, the FD introduced a new promotion evaluation process to encourage internal training and promotion; that is complete. On 2/8/24, I informed all Dept Heads that they can hire employees conditionally whose qualifications may not yet the minimums. I've also partnered with the Chamber to develop a Leadership Ketchikan program which should be ready to launch in Spring 2025. This is going to be ongoing. We will make a deeper dive once our new HR Manager starts around June '24
Update KMC for managing advisory boards.	8/23/2023	Manager Priority	Manager's Office	5/1/2025	6/15/2025	0%	3/1/2024	Though not an official future agenda item brought forth by a Councilor, I have added a task to improve how we manage and operate our advisory boards and committees via the KMC. I'd like to add more guidelines for the function of the committees as well as member and service expectations. The Clerk is improving the application process, and I'd like to expand the code to cover service, conduct, electing officers, etc. and the manner in which we notify and recruit. Based on other work priorities on this list, I don't think I will realistically address
Create Strategic Business Plan	4/15/2023	Future Agenda Item	Manager's Office	12/31/2025	1/1/2026	10%	3/1/2024	I understand this is a Council priority but we are not ready. On 4/20/23, we adopted our core values and vision statement. On 8/17/23, we passed our budget policy. We next need to pass a rate policy and an asset replacement policy then we will be able to act on a strategic plan. Those remaining policies will be done by 2024 and we can start the strategic plan in 2025. This will require significant staff time and resources to manage the public hearing process if we don't
Bawden Street Lot Development		Council Request	Manager's Office	12/31/2025	1/1/2026	0%	10/1/2023	(Gage) There was a discussion regarding use of this lot for another community agency. However, given the value of the lot and limited
Support Sobering Center	9/5/2023	Council Request	Manager's Office	12/31/2025	1/5/2026	20%	3/1/2024	A sobering or detox center is the #1 recommendation of the homelesses study conducted in 2022. Our first solution is the development of the MIH program. We will seek funding for a Stabailization center if funding is included in the FY25 state Budget. The Mayor made an excellent point that we must understand that a one-time grant for development is not sufficient for future operations. I

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Compensation Review	11/29/2023	Council Priority	Human Resources	Ongoing	1/5/2026	6%	3/1/2024	Council on 11/29/23 stated they did not want to pay for a study but an internal study. Council directed staff on 11/2 to complete a comp market study once funding to pay for pay increases is available. We are making some adjustments in positions with long vancancies, and brought PW supervisor grade changes to council on 2/15/24. The electric division is also working with a consultant to review the division. I can build out the model myself without hiring a consultant but it will take me time.This will be an ongoing project as we will have to address
Develop a performance-based budget		Council Priority	Manager's Office	12/31/2025	1/5/2026	0%	## ## ##	Strategic performance measures must first be developed via a strategic plan, general ledger modify to track those measures, then a performance budget can be introduced for FY25 budget planning.