



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

TRANSMITTAL MEMORANDUM

TO: The Honorable Mayor & City Council

FROM: Delilah A. Walsh

Initials:

DATE: November 9, 2022

File #: MGR22-004

RE: Tourism Position Work Session

The Ketchikan City Council has requested development of a tourism-related position and requested a status update at the 10/20/2022 Council meeting. At the 11/03/2022, a work session was scheduled to discuss the matter on 11/17/2022 at 6:00 PM in Council Chambers. Ahead of the work session, please review the following items to determine and articulate your purpose for the position.

I've referenced Juneau's job description, but please keep in mind their position evolved from Juneau's planning efforts and documents. Juneau had adopted a Tourism Management Plan in 2002, invested in Tourism Best Management Practices (TBMP) and established a Visitor Industry Task force in 2019. It was one of the objectives of this task force to create the Tourism Division in 2021. The objectives of that office were made clear in all planning documents and task force recommendations. Essentially, the position was created after a comprehensive planning process.

As we do not have the same planning advantage in determining the scope, purpose or objectives of this position, it is impossible to pursue without understanding the full intent of the Council. To that end, I am remitting the following questions to you to be discussed at the 11/17/2022 6:00 PM work session. Please review the enclosed items and I will record Council input during the work session with the goal of reaching consensus regarding Council intent.

Defined Purpose

1. Why do you want this position to exist?
2. What difference do expect this position to make in City operations?
3. How will this benefit the citizens of Ketchikan?
4. How will this benefit the City's revenues?
5. What do you want accomplished in the first year?
6. In the first five years?
7. What minimum background or qualifications do expect the successful candidate to possess?
8. Will this position eliminate any expenses from the City budget to offset cost (assuming \$100k in personnel expense)?
9. What plans or planning documents will this person use as guidance?

Partnerships

10. What are your expectations regarding stakeholder involvement?
11. With which partners, agencies, stakeholders, etc. do you expect this position to partner?
12. What are your expectations between this position and KVB?
13. How will this position interact with internal departments?
14. What resources are you committing to this individual (office space, travel budget, staffers)?
15. Can the duties of this position be filled through a contractor or partner instead?

Possible Duties

16. Which duties most important to you?

Below are the duties of the Juneau tourism manager as well as other possible duties.

Juneau's Tourism Manager Duties

Under general direction from the City Manager, this position will have the authority to collaborate with internal and external stakeholders, effectively recommend policy decisions, and proactively advance community goals related to tourism. This will include coordinating diverse activities and entities involved in public outreach, cruise scheduling, planning, permitting, infrastructure development, operations and maintenance, monitoring and reporting, and enforcement. The position will interact with local and international businesses, non-profit organizations such as Travel Juneau and TBMP, government agencies such as ADEC and CBJ entities, as well as the public.

Other Tourism Manager Sample Duties

- Provide information and services to tourists
- Promote tourism
- Assess and report on tourism opportunities for local communities
- Maintain knowledge about current trends in industry practices, laws, regulations, and technology
- Establishing relationships with travel suppliers such as airlines, cruise lines, hotels, car rental agencies, etc.
- Develop or managing the marketing and promotion of tourism services offered in the City (i.e. marketing campaigns)
- Developing strategies to increase tourism to the area through promotion of attractions, accommodations, events, or other offerings
- Manage vendor contracts and negotiations
- Traffic and pedestrian planning
- Create policies and ordinances to manage vendors or visitors
- Create tourism plans and planning documents
- Research

Qualifications

17. What are the minimum qualifications you expect? These are the must-haves.
18. What are the preferred qualifications you expect?

19. What knowledge is essential for the position?

20. Are there qualified members in the community to fill the position as you envision it or will there be an extended recruitment effort (does the labor market exist in Ketchikan)?

Using Juneau's job description and other reference, some examples are:

- Excellent written and oral communication skills
- Analytical skills including the ability to gather and interpret data
- Excellent interpersonal skills with the ability to influence others through persuasion and logic
- Collaborate and problem solve in areas beyond their direct control
- Business acumen and political sensitivity
- Desired Qualifications:
 - Bachelor's degree in Planning, Business, Marine Management, or any related field.
 - 5 years of advanced professional level experience that includes complex planning and/or management related to public infrastructure, tourism, or closely related industries.