
City of Homer
MAYOR AND CITY COUNCIL PLANNING RETREAT
Saturday, January 11, 2020: 8:30 am to 12:30 pm
Kenai Peninsula College – Kachemak Bay Campus

Facilitator: Susie Amundson

OBJECTIVES of RETREAT

- To determine the City Council's priorities and workflow for 2020 in order to ensure City resources are used efficiently to provide high-quality services to Homer citizens
- Establish a protocol for introducing council-initiated projects
- Set up a communication method/tool between Administration and Council for reporting on City Council prioritized projects

AGENDA

Saturday

8:30 – 8:45

Getting Ready to Plan

- Welcome and Warming Up
- Purpose and Outcomes

8:45 – 9:00

Leveraging the Science of Teams

- Defining and Predicting Team Effectiveness
- Agreements

9:00 – 9:20

Envisioning Our Town

9:20 – 10:50

Scoping the Council-Initiated Priorities

| Bio Break |

- Active City Projects
- Sharing Individual Proposal for 2020 and Beyond (1 min/proposal)
- Estimated Level of City's Effort per Proposal
- Questions and Answers

10:50 – 11:20

Championing the Council's Proposals

- Potential Patterns and Partnerships
- Taking Stock of Individual/Partner Proposals

11:20 – 12:00

Determining the Council's Priorities for 2020

| Bio Break |

- Current City and Council Capacity
- Ranking and Setting 2020 Priorities

12:00 – 12:30

Accountability with Council and City Administration

- Administration Reporting Project Progress to the Whole
- Process for Submitting New Proposals

Closure

City of Homer Active Projects



Council Initiated/Involved Projects

Project	Primary Impacted Departments/Divisions	Status	Category	% Complete	Next Steps	Sponsor/Champion
Green Infrastructure Study	Administration, Public Works	Draft complete. Out for comment. June 2020 final due. Pilot project incorporated into Police Station	Medium	90	Analyze for implementation	Lord
Energy Conservation at City Buildings (lighting)	Public Works	Most facilities' lighting has been converted	Medium	80		Stroozas
Ice Plant Feasibility Study	Port and Harbor	Reviewing draft	Small	75	Analyze for implementation	Stroozas
New Police Station	HPD, Public Works, IT	Estimated completion date: June 1, 2020	Large	40		Mayor/Council
Fund Balance Policy, City-wide	Administration, Finance	Needs Council direction	Medium	25		Castner
Traffic Calming Policy	Administration, HPD, Public Works	Research collated	Medium	20	Literature review and meet with sponsor	Lord
HERC Demolition Cost est.	Public Works	Proposals went out 12.19 for hazmat survey	Medium	10	Funding demo	Mayor/Council
Large Vessel Harbor General Investigation Study	Administration, Port and Harbor (and ADOT, Army Corps)	Soliciting proposal for program lead	Large	5	Funding General Investigation study; procure professional oversight CIP	Mayor/Council
Spit ADA Parking Improvements	Port and Harbor, Public Works	Funded in 2020 budget	Medium	0		Aderhold
Spit Parking Study	Port and Harbor, Public Works	Funded in 2020 budget	Medium	0		Lord
Spit Comp Plan	Port and Harbor, Planning	Funded in 2021 budget	Large	0		Lord
Re-opening HAWSP	Administration, Finance	Needs Council direction	Medium	0		Smith/Castner
Wayfinding Plan/Committee	Administration	Drafting RFP	Medium	0		Venuti/Smith
Medical Zoning District	Planning	Planning Commission working on this; Council issued moratorium on new CUPs	Medium	0		Smith
Right of Way Clearing Policy	Administration, Public Works	Working group met Dec. 20, 2019	Medium	0		Lord/Aderhold
Spit Parking Expansion	Public Works, Port and Harbor	CUP denied	Medium	On hold		Lord

Admin Initiated Projects

Project	Primary Impacted Departments/Divisions	Status	Category	% Complete	Next Steps	Sponsor/Champion
AKDOT&PF Harbor Facility Grant Application for the Homer Harbor Cathodic Protection Project	Administration (Economic Dev.), Port and Harbor	Completed; awaiting decision from State	Medium	100	If successful, project requires a 50% match	
Barge Mooring/ Vessel Repair Facility	Port and Harbor, Public Works	Design complete by July 1, 2020	Medium	90	Find \$ for project	
Disaster Mitigation Grant Application	Administration, Public Works	Grant due January, 2020 - replacing raw water main transmission line	Medium	90	If successful, project will begin in 2020	
Water Distribution Storage Improvements	Administration, Public Works	Working on grant closeout	Medium	90	If successful, project will begin in 2021	
Project Closeout	Finance, Administration	Ord. 19-57 awaiting decision for Jan. 13, 2020 Council Meeting	Large	80	Developing project closeout processes so that when the work is done, City books also reflect that closure	Castner
EDA Grant for Disaster Recovery Program	Administration (Economic Dev.)	Reso. 19-909 Adopted	Medium	80	Grant application to be submitted by end of Dec. 2019	
LAB Endowment Fund	Library	Ongoing topic for LAB; LAB to approach Council to support creation of Endowment Fund	Medium	15		Aderhold/Venuti
Airport Roof Replacement	Public Works	Design complete by January 1, 2020; Funding for replacement authorized in budget	Small	10	Issuing RFP, receiving bids by Jan. 2020	
Seawall Major Maintenance	Administration, Public Works	Council will discuss numbers/risk associated with bond Jan. 13, 2020	Large	5		Aderhold
Install Fire Hall Generator	Public Works, HVFD	Waiting for environmental doc.	Medium	5		
Spit Erosion	Port and Harbor (and ADOT, Army Corps), Administration	Working on beach re-nourishment plan	Large	1		
Jack Gist Ballfield Maintenance (1 of 6)	Parks	Funded in 2020 budget	Small	0		
New Banners (winter, summer)	Parks	Funded in 2020 budget	Small	0		
Derelict Facilities	Administration	Work with Council to set policy on how to manage current derelict facilities (HERC 1 & 2 & surrounding grounds, old police station, old ferry building)	Large	0		
Karen Hornaday Park Preliminary Design	PARCAC, Parks, Public Works	Plan new restroom placement	Medium	0	Funding to construct (possible grant project)	

Please note: *It is of great benefit for Admin Initiated projects to have the sponsorship of a Councilmember(s).

*The proposed categories (small, medium, and large) are intended to gauge workload for city staff and the attorney to develop or implement and do not reflect level of priority.

*Color-coding indicates how close to completion a project is; Red (0-24%), Yellow (25-74%), Green (75-100%)

CITY OF HOMER 2020/21 DEPARTMENT GOALS AND OBJECTIVES*

City Clerk

- Develop Standard Operation Procedures Manual for City Clerk's Office
- Work with Kenai Peninsula Borough to carry out recommendations of the KPB Election Stakeholders Group in transitioning into a hybrid vote by mail/vote center election process
- Researching the cost, benefits, and need for a City-wide records management system

City Manager

- Implement Council's direction for HERC1 and HERC2
- Implement a biennial budget and restructure of City finances
- Organize multiple jurisdictions to address erosion control on the Homer Spit
- Facilitate long term maintenance of the Seawall
- Transition planning within City departments

Personnel

- Continuing education to maintain certification
- Position updates; job descriptions to reflect current duties and requirements
- Revise key positions as required to support administrative changes and direction
- Monitor compliance with state and federal laws
- Earn Premera's Wellness discount for next renewal

Economic Development

- Complete Count-2020 census outreach
- Develop emergency preparedness public outreach materials and alert templates
- Computer/phone upgrade

Information Technology

- Increase redundancy in City WAN
- Support the IT design work for the Police Station

Community Recreation

- Expand afterschool and summer programs for children
- Recruit new volunteers and contracted instructors for new programs
- Conduct two Focus on Learning (FOL) sessions at Homer High School
- Create a comprehensive activity program guide that includes other recreational/educational partners.

Public Works - Administration

- Finish construction of \$7.5M Police Station
- Continue system wide fire hydrant painting
- Plan for new Public Works complex
- Finish Karen Hornaday Park access, parking & pedestrian safety improvements

Finance

- Submit the FY20/21 budget for GFOA Distinguished Budget Presentation Award
- Update internal policies/manuals to improve transparency in reporting
- Institute project management and close out policy and internal controls

Planning & Zoning

- Process information and make recommendations regarding slope and coastal shore development in consideration of natural hazards
- Consider methods to utilize green infrastructure guided by the Comprehensive Plan
- Support mixed use, higher density development

Library

- Expand holdings of electronic content and databases for public access
- Partner with community organizations to better target services and material purchases

Fire

- Implementing the use of emergency reporting software system
- Chief and Asst. Chief's establish an on-call schedule for assured command presence 24/7/365
- Improving emergency preparedness
- Increase citizen ability to be self-sustaining during a disaster through CERT training.
- Improve training and incentives for volunteers
- Develop a fleet replacement plan
- Update Emergency Operations Plan

Police

- Facilitate the construction of a new police station
- Complete a seamless transition to the new station
- Increase police officer patrol time

Public Works – Roads

- Continue improving neighborhood drainage ditches
- Continue clearing street right-of-way of overgrown vegetation
- Initiate the 2020/21 street paving projects

*Information taken from the Adopted FY 20-21 Biennial Budget Book

- Establish website public access to City GIS data
- Obtain funding for new water storage tank(s)

Public Works - Maintenance and Janitorial

- Support/implement ADA Committee recommendations
- Complete energy conservation measures

Public Works – Parks

- Finish construction of Karen Hornaday Park safety improvements
- Support public/private partnership grants
- Contract out the greenhouse operation
- Improve ADA accessibility in parks facilities

Public Works – Motor Pool

- Sell aging vehicles and equipment through surplus process outlined in HCC 18.30
- Continue training mechanics to provide certified fire/EMS vehicle and equipment maintenance
- Obtain tools/equipment needed to maintain new modern vehicles
- Modernize fleet to reduce maintenance costs

Utility Fund – Water Division

- Prepare for new water storage tank
- Re-evaluate mirco-hydro
- Paint 100 hydrants

Utility Fund – Sewer Division

- Rehab Beluga lift station
- Work to reduce inflow and infiltration

Port & Harbor

- Partner with ACOE/State/City to resume General Investigation on large vessel port expansion
- Partner with ACOE/State/City on long term erosion plan
- Parking enhancements – increase handicap spaces, drainage, and overall expansion
- Continue cathodic protection efforts – harbor floats
- Complete barge mooring design and engineering

Categories

Large

CRITERIA	EXAMPLE
Large Capital Project	New Police Station
Needs multiple ordinances/council action to complete	
Engages multiple departments, commissions and/or the City Attorney	Title 14/17 rewrite
Derelict City Facilities	What to do with the old police station?

Medium

CRITERIA	EXAMPLE
Establishes a Task Force or working group with follow up goals	Reso 19-073(S) moratorium on ROW clearing and working group
Requires coordinating outside assistance and follow up on policy recommendations	Memo 19-128 Third party analysis of HAWSP
Project requires some project management, scoping, public outreach and follow up	Ordinance 19-54(S)(A) to develop a Wayfinding-Streetscape Plan
Council direction to a commission	Ordinance 19-19(S)(A) Extraterritorial services
Small but staff intensive capital project	Traffic Calming at Karen Hornaday Park

Small

CRITERIA	EXAMPLE
On average, is less than 10 hours staff time to draft and or implement	
Ordinance requires some policy discussion and follow up	19-067 amending the HART policy manual
Funding a small project mostly completed by others	Ord 19-36 authorizing \$1,500 for work on Woodard Creek Trail
Pass through of funding to another organization	Ordinance 19-29 passing through \$13,900 from HART to Kach. Heritage Land Trust for ADA trail construction

Legislation not included in a Category. Not included in this workflow analysis is legislation that requires very little follow up or work by staff outside of perhaps helping draft and/or format legislation, issue a check request, etc. These tasks or projects would not be included in a regular report to Council viewed as a matter of course at the wishes of councilmembers. Think of these as items that could easily be on the consent agenda (though not necessarily).

CRITERIA	EXAMPLE
A simple statement in support of an outside organization	Reso 19-073(S) objecting to AMHS cuts
Transferring funds to an outside organization for a project or match	
Ordinance for a simple one time purchase	
Award of contract (authorization for expenditure/ effort may be higher tier)	Reso 19-065 Awarding Legal Counsel Services

*It is important to keep in mind that there is no bright line between categories; rather, this list should be seen as a work in progress and projects or initiatives could easily flux between different categories.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	New Police Station
Date + Champion (date and who is submitting)	April 2018 Mayor/Council
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Capital
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Provide a safe and hygienic workspace for City employees
Needs Statement (why does the community need this?)	To be able to provide safe and efficient public safety including patrol, jail and dispatch services
Proposed Outcomes (tangible, concrete, specific end results)	New building
Activities Scope (which steps are needed to complete project?)	Site-selection; geotechnical work; design and engineering; bond campaign and voter approval; construction
City Resources (preliminary estimate of resources needed)	Public works to manage project and get it started; administration to work on legal issues; Council for consensus building/ campaign; HPD for design; \$7.5m
Size Category (estimate) (large, medium, small)	Large

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Title of Proposed Project (descriptive title)	Title 14 and 17 re-write: Titles that govern public utilities and Special Assessment Districts
Date + Champion (date and who is submitting)	April 2018 Councilmembers Lord and Stroozas
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	This project will update code, make it easier for citizens and developers to understand their obligations, remove problematic inconsistencies in existing code, and consolidate related topics in one section.
Needs Statement (why does the community need this?)	To facilitate responsible development of City infrastructure
Proposed Outcomes (tangible, concrete, specific end results)	Two entire new sections of City Code, in addition to updates to related sections.
Activities Scope (which steps are needed to complete project?)	Review code for problem areas and inconsistencies. Compare current practice with code. Review for legal compliance. Educate Council on changes.
City Resources (preliminary estimate of resources needed)	Significant time from Public Works, Administration, Attorney, sponsors and Mayor/Council
Size Category (estimate) (large, medium, small)	Large (over 100 hours of staff time; multiple council meetings and worksessions).

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Title of Proposed Project (descriptive title)	
Date + Champion (date and who is submitting)	
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	
Needs Statement (why does the community need this?)	
Proposed Outcomes (tangible, concrete, specific end results)	
Activities Scope (which steps are needed to complete project?)	
City Resources (preliminary estimate of resources needed)	
Size Category (estimate) (large, medium, small)	

City of Homer
MAYOR AND CITY COUNCIL PLANNING RETREAT
Saturday, January 11, 2020: 8:30 am to 12:30 pm
Kenai Peninsula College – Kachemak Bay Campus – Room 209
Facilitator: Susie Amundson

OBJECTIVES of RETREAT

- To determine the City Council's priorities and workflow for 2020 in order to ensure City resources are used efficiently to provide high-quality services to Homer citizens
- Establish a protocol for introducing council-initiated projects
- Set up a communication method/tool between Administration and Council for reporting on City Council prioritized projects

AGENDA

Saturday 8:30 – 8:45	Getting Ready to Plan • Welcome and Warming Up • Purpose and Outcomes
8:45 – 9:05	Leveraging the Science of Teams • Defining and Predicting Team Effectiveness • Agreements
9:05 – 10:35 Bio Break	Scoping the Council-Initiated Priorities • Active City Projects + Category Review (Katie) • Sharing Individual Proposal for 2020+ (3 min/member) • Estimated Level of City's Effort per Proposal • Questions and Answers
10:35 – 11:05	Championing the Council's Proposals • Potential Patterns and Partnerships • Taking Stock of Individual/Partner Proposals
11:05 – 11:50 Bio Break	Determining the Council's Priorities for 2020 • Estimated Current City and Council Capacity • CIP Priorities Review (Katie) • Ranking and Setting 2020 Priorities • Next Steps
11:50 – 12:20	Accountability with Council and City Administration • Administration Reporting Project Progress to the Whole • Process for Submitting New Proposals
12:20 – 12:30	Public Comment

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Homer City Council Operating Manual Updates
Date + Champion (date and who is submitting)	1/6/2020, Donna Aderhold
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Revise the Homer City Council Operating Manual to flow more logically, aid user friendliness, and include useful information (e.g., our “norms”) currently not included.
Needs Statement (why does the community need this?)	Newly elected officials must come up to speed on Homer city code, behaviors that are required of elected officials by law (federal, state, and city code), and the “norms” of how elected officials interact with each other, city staff, city attorney, and commissions and other appointed bodies. Homer’s City Council Operating Manual is the go-to location for elected officials and city staff. Improving its ease of use and completeness would benefit the city overall and newly elected officials in particular because we have the potential for multiple new members in any given year. Our “norms” are unwritten, which potentially makes it difficult for a newly elected official to follow them and easy for elected officials and city staff to forget them.
Proposed Outcomes (tangible, concrete, specific end results)	The proposed outcome is a revised operating manual that includes the following: • A table of contents that makes information easy to find • Style and language consistency throughout (city clerks made vast improvements in recent years, and

	there is more that could be done) • Plain language that references city code where appropriate but does not necessarily quote city code (this would result in fewer needed updates to the manual when code changes) • Inclusion of new text that discusses information such as interactions between council members, mayor and council members, and mayor/council members and the city manager, staff, the city attorney, and commissions and other appointed bodies • Other information as identified by council, city clerks, and the city attorney
Activities Scope (which steps are needed to complete project?)	(1) Meet with clerks and city attorney to discuss operating manual revisions and develop an outline of proposed changes (2) Present proposed changes to council for review and discussion (3) Draft changes (4) Present draft of revised changes to council (5) Further revisions based on council discussion (6) Present final to council for adoption
City Resources (preliminary estimate of resources needed)	City attorney and clerks
Size Category (estimate) (large, medium, small)	Small

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Title of Proposed Project (descriptive title)	Climate Action Plan Next Steps
Date + Champion (date and who is submitting)	1/6/2020, Donna Aderhold
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy, program, plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Reinitiate work on Homer's Climate Action Plan to compare the city's current carbon footprint with that calculated 10 years ago, evaluate actual carbon footprint with goals set in the plan, determine best methods to further reduce the city's carbon footprint based on the plan; and work with the Kachemak Bay National Estuarine Reserve (KBNERR) on climate mitigation, adaptation, and resilience strategies for Homer.
Needs Statement (why does the community need this?)	Twelve years ago Homer was the first city in Alaska to adopt a Climate Action Plan. Following adoption of the plan, a consultant calculated Homer's carbon footprint and outlined additional specific measures Homer could take to reduce its carbon footprint. Homer has adopted numerous actions outlined in the plan and follow-up documents and continued to collect data on energy use at all facilities and by vehicle fuel consumption. Now is a good time to assess where we are and determine next steps to further reduce our carbon footprint. In addition, KBNERR has conducted workshops on climate adaption and resilience (city staff attended the workshops) and there are actions the city may benefit from based on the outcomes of the workshops. The green infrastructure study currently in development is an example of a resilience strategy that was discussed during the workshops.

	In addition, communities around Alaska are in various stages of climate action plan development and adoption, including the Municipality of Anchorage. The University of Alaska Anchorage is seeking a grant to help Alaska municipalities with climate actions and Homer has the opportunity to participate in the grant (Donna participated in a climate action discussion with Anchorage, UAA, The Alaska Center, and others following the fall Alaska Municipal League meeting during which the grant opportunity was discussed).
Proposed Outcomes (tangible, concrete, specific end results)	- Calculation of Homer's current carbon footprint and comparison to the previous calculation. - Consolidation of all climate action documents in one prominent place on the city's website (currently documents are scattered and some are not available, such as appendices to the plan). - Evaluation of what we've accomplished and additional steps the city can take to reduce its carbon footprint. - Adoption of green infrastructure recommendations from the current study. - Determination of additional mitigation, adaptation, and resilience steps the city could adopt.
Activities Scope (which steps are needed to complete project?)	(1) Consolidate energy use data and calculation of all data. (2) Compare energy use over time—before climate action plan, as climate action measures completed and new buildings (e.g., harbormaster's office) constructed, current. (3) Participate with UAA and other communities in climate action grant. (4) Update and make publicly available climate action measures the city has completed/implemented. (5) Council discuss and decide on next carbon footprint reduction steps to take. (6) Contract with KBNERR to develop report on climate mitigation, adaptation, and resilience workshops and measures. (7) Adopt green infrastructure recommendations based on report under development.
City Resources (preliminary estimate of resources needed)	City manager and special projects coordinator, planning department and commission, public works department
Size Category (estimate) (large, medium, small)	Medium

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Title of Proposed Project (descriptive title)	HERC next steps and Multi-use Community Center study
Date + Champion (date and who is submitting)	1/6/2020, Donna Aderhold
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	HERC: plan and capital (demolition); Community Center: reconnaissance / preliminary feasibility study
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Ultimate goal is demolition of the HERC and construction of a permanent multi-use community center that replaces the HERC and meets Homer's needs based on the 2015 PARC Needs Assessment; the 2020 conceptual goal is to make firm demolition plans for the HERC and conduct the first phase of the community center as presented in the CIP.
Needs Statement (why does the community need this?)	HERC demolition and community center development and construction are on parallel paths because loss of the HERC would result in loss of important recreational opportunities in Homer if a replacement facility is not in the works at the same time. During 2019, after much deliberation and consideration, council determined that, as much as we'd like to preserve the old middle school and modify it for community use, the costs of doing so are too great and we need to plan the building's demolition. Because the HERC provides important recreational activities (e.g., pickleball, Zumba, Native Youth Olympics training, and skateboarding), council needs to plan a new center that provides space for these activities and other community space opportunities as outlined in the 2015 PARC Needs Assessment. Council adopted the community center as one of its legislative priorities during the CIP process in 2019 and council consistently hears from constituents about the need for a community center.
Proposed Outcomes	The ultimate goal is construction of a multi-use community center that meets the needs of Homer and the surrounding

(tangible, concrete, specific end results)	area as we demolish the HERC. The proposed outcomes for 2020 include finalizing plans (and initiating?) demolition of the HERC and a feasibility study that outlines the size and type of a new facility, functional spaces based on community need, conceptual floor and site plans, estimated total construction cost and ongoing operational costs, and possible funding mechanisms.
Activities Scope (which steps are needed to complete project?)	2020 scope would include the following: (1) review outcome of HERC demolition study and make final plans for demolition, (2) develop scope of work and budget for community center reconnaissance/feasibility study, (3) issue RFP and award contract for study, and (4) receive and review study, determine next steps and timeline (#4 may not occur in 2020 depending on when contract awarded and schedule for study). Following the 2020 scope, council will need to fund HERC demolition, decide on community center construction budget, funding mechanisms, and issue contract(s) for design and construction.
City Resources (preliminary estimate of resources needed)	Multiple city departments will be involved in the project: city manager and special projects coordinator, city attorney, planning, recreation, and public works.
Size Category (estimate) (large, medium, small)	Large

Rachel Friedlander

From: Katie Koester
Sent: Wednesday, January 8, 2020 4:16 PM
To: Rachel Friedlander
Subject: FW: Retreat Topics

From: Ken Castner <kencastner@ci.homer.ak.us>
Sent: Tuesday, January 7, 2020 5:09 PM
To: Katie Koester <kkoester@ci.homer.ak.us>
Subject: Retreat Topics

- 1) In 2020 I would like to get resolution on the responsibility of the water and sewer customers in funding an unsubstantiated tariff increase to fund a reserve that has no established guidelines for expenditures.
- 2) In 2020 I would like to see a storm water master plan with pipe replacing the open ditches.
- 3) In 2020 I would like the City to adopt a familiar and established process for managing construction projects, including a hard dollar limit of promoting or accepting change orders that exceed the authorized scope of the project without review by the City Council.

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Title of Proposed Project (descriptive title)	Survey / Idea Generation re. Amending the Comprehensive Plan (and Code) to include Habitat Reserve and Green Space Dedication / Allocation as Emerging Development Need
Date + Champion	February 2020 – Evensen
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy & Program, with preliminary discussion for concepts and easiest (most pragmatic) way forward
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Leverage economic development plan for Homer with practical concepts for competitive economic growth using green space reserve concepts, which are currently missing within Homer and critically in areas immediately surrounding Homer.
Needs Statement (why does the community need this?)	Residents and visitors cite lack of green space and wildlife habitat (e.g., the 'over-developed Homer Spit') as negative qualities of our Hamlet, which ironically is positioned in an otherwise pristine setting worldwide. Lack of coherence between picturesque wildlife habitats and our Cityscape (which lacks significant green space, habitat reserve) negatively affects growth and seasonal economics of Homer.
Proposed Outcomes (tangible, concrete, specific end results)	I. Definitions and strategy surrounding Reserve space within City. II. Proportional quantity of Green Space as City Development Goal (Comp. Plan).
Activities Scope (which steps are needed to complete project?)	Planning preparations/scoping Feedback & strategy from City Departments & Chamber
City Resources (preliminary estimate of resources needed)	Planning Dept. preparations, feedback/strategy from various City Departments via City Manager
Size Category (estimate)	Small (idea generation/strategy stage)

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Title of Proposed Project	Redistricting/Rezoning of “Town Centers” Visitor Corridor
Date + Champion	February 2020 – Evensen
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy & Program, with preliminary discussion for concepts and easiest (most pragmatic) way forward. Interaction with State (DOT) regarding roadways.
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Strategic development goal to unify high-traffic visitor streets into singular District for inclusive grouping economically, which in turn provides path forward for effective beautification (incl. property clean-up) and increased economic prosperity, and ease of implementation for funded Streetscape & Way-Finding Project.
Needs Statement (why does the community need this?)	Residents and visitors cite ugly, seemingly un-zoned qualities of our City, particularly on the heavily traveled road to and from the Spit. This negative attribute limits the potential of numerous small businesses, and likely holds back the regional growth of property value. Combining the street regions together according to usage/function allows Planning to more effectively set policy, standards (cf. Comprehensive Plan) and when needed eases maintenance/enforcement.
Proposed Outcomes (tangible, concrete, specific end results)	Establishment of functional commercial zone for visitors and high-volumes of street-based traffic.
Activities Scope (which steps are needed to complete project?)	Planning preparations/scoping Feedback & strategy from City Departments & Chamber
City Resources (preliminary estimate of resources needed)	Planning Dept. preparations, feedback/strategy from various City Departments via City Manager
Size Category (estimate)	Medium

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Voluntary Expansion of City Limits at Request of Residents (aka Annexation)
Date + Champion	January 2020 – Evensen
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy, Program, with preliminary Plan/Study Phase (Planning) to consider Areas of Diamond Ridge, Fritz Creek, McNeil, 'Far East', etc.
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Unite Homer area residents into singular, more effective City organization with increased benefits for both Residents and City (including permanently fixed property taxes within added zones, expanded services, increased volume of Homer's tax base, better (more controlled) City planning and practicality for implementation of policy, and increased political and fiscal clout at State level.
Needs Statement (why does the community need this?)	Many residents are interested in joining COH simply for voting rights/applicability; others would benefit from public safety services and water/sewer (which is crucial regionally stemming from poor, even toxic, water quality of residential wells).
Proposed Outcomes (tangible, concrete, specific end results)	I. Feasibility & Benefits Exercise/Study: Simple tax base study to answer fundamental questions of economics for various annexation scenarios. II. Strategy for Positive Outcome (resulting in request by residential majority for given area). III. Implementation Plan (large-scale City program).
Activities Scope (which steps are needed to complete project?)	Planning preparations/scoping Feedback & strategy from City Departments
City Resources (preliminary estimate of resources needed)	Planning Dept. preparations, feedback/strategy from various City Departments via City Manager
Size Category (estimate)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Concurrent Multi-Use Community Center and HERC Planning
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Ultimately one or two capital projects (2021-22), with plan and design in 2020
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Provide for a multi-use community center, utilizing the HERC site
Needs Statement (why does the community need this?)	The community has identified gym space as a top priority for filling a substantial recreation gap in Homer. The City currently holds the HERC building in warm-status, providing limited opportunities with quickly deteriorating conditions. The HERC Task Force (2019) clearly stated that the building either required demolition or large and expensive upgrades. To best serve the community, this project emphasizes moving forward on both the planning (including timelines for construction) of a multi-use community center and the ultimate fate for the HERC building, utilizing the HERC property as the location.
Proposed Outcomes (tangible, concrete, specific end results)	A functional building that provides an indoor gym space that can be used for basketball, pickleball, volleyball, and other compatible activities and provides some additional community meeting space. Potentially modest offices to lease? Opportunities to partner with private recreation organizations/ Offices and space for City Parks & Rec, including maintenance.

Activities Scope (which steps are needed to complete project?)	Cost estimates (in-progress for HERC demolition), community-wide planning effort for a new facility with Council-established cost cap (i.e. no more than \$X) to constrain to reality, generating ideas for funding, long-term look at the full 4+ acres at that site for the most strategic opportunities for the community and City building needs.
City Resources (preliminary estimate of resources needed)	\$\$\$
Size Category (estimate) (large, medium, small)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Stormwater Management Plan, Phase II
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	To develop a comprehensive stormwater management plan for the City that provides adequate and safe drainage of stormwater to protect city infrastructure and water quality, as outlined as a top priority in the City's CIP, and building off of the nearly complete stormwater assessment project funded in part by ADEC.
Needs Statement (why does the community need this?)	A tremendous amount of water flows (and seeps) through the City of Homer. Large precipitation events, especially during the winter months, have resulted in flooding and damage to City and private infrastructure. Managing stormwater flows is critical to protecting assets and maintaining water quality. The opportunity to improve sidewalks and walkability is also tied to improved stormwater management along City streets.
Proposed Outcomes (tangible, concrete, specific end results)	A comprehensive stormwater management plan with realistic milestone dates and budget for implementation, as well as prioritized stormwater management areas taking into account large wintertime precipitation events.
Activities Scope (which steps are needed to complete project?)	Unsure? Develop scope of work from the information within the new stormwater report and additional work required as outlined in the CIP and put out to bid, with Council funding?
City Resources (preliminary estimate of	Public works, \$\$\$\$

resources needed)	
Size Category (estimate) (large, medium, small)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Build sidewalk for Main Street
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Design/engineering, Capital
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Using HART funds, this project will provide ADA-compliant sidewalks, curb and gutter on Main Street from Pioneer Ave to Bayview Park.
Needs Statement (why does the community need this?)	As a top priority in the City's CIP for many years, this project will ensure increased pedestrian safety, accessibility, and enhance the quality of life for residents and visitors alike.
Proposed Outcomes (tangible, concrete, specific end results)	Sidewalks!
Activities Scope (which steps are needed to complete project?)	Phase I: develop the designs and cost estimates Phase II: build
City Resources (preliminary estimate of resources needed)	Public Works time, HART funds. Estimated cost from CIP is \$943,055
Size Category (estimate) (large, medium, small)	Medium?

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Strategic plan for the water/sewer utility, including smart use of HAWSP
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan & Policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	A strategic examination of our water and sewer system to provide a roadmap for expansion and operations that work to reduce rates and provide excellent service, while establishing guidelines and policies for HAWSP projects that benefit the taxpayers and ratepayers.
Needs Statement (why does the community need this?)	Homer's water and sewer system is expensive. The extensive infrastructure coupled with a relatively low population density results in high rates to cover the cost of operations. In order to benefit all customers to the highest amount possible, Council should prioritize strategically examining the water/sewer system to look at opportunities, costs, and benefits to expansion, incentivizing infill, long-term maintenance costs, and other relevant issues facing the utility.
Proposed Outcomes (tangible, concrete, specific end results)	A policy that re-opens HAWSP, taking into account the overall system; policy suggestions for incentivizing infill; a reserve policy for the utility; a map of the City with goals for expanding services over time in a way that doesn't negatively impact rates.
Activities Scope (which steps are needed to complete project?)	Possible Task Force, or series of Council work sessions to ask questions/discuss. RFP for a consultant? Establish funding sources for planning work. Use policy questions raised in 2016 re: HAWSP to begin Council-level discussions again, ask what would be "ideal" utility rates

	(help with business recruitment, housing costs, etc), how do different scenarios pencil out using our current rate formula (i.e. with different levels of infill, with system expansion, with both infill & expansion, with increased consumption), how are utility reserves utilized, what big projects are on the horizon and how will they possibly be funded, how might climate change & increased summer drought potential possibly impact water storage at the reservoir? Etc.
City Resources (preliminary estimate of resources needed)	Water/Sewer and Finance staff time, \$\$
Size Category (estimate) (large, medium, small)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Erosion control on the Homer Spit & beyond
Date + Champion (date and who is submitting)	1/6/2020
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Capital, plan/study, policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Through this project, the City will establish a course of action to address erosion along the Homer Spit and other areas of concern along with State and Federal partners to protect critical infrastructure.
Needs Statement (why does the community need this?)	With a changing climate, erosion concerns along the Homer Spit and along the bluff are only increasing. This is a challenging effort, as there are few places in Homer where the City is the only (or even the primary) stakeholder. However, the community will suffer considerably in loss of critical infrastructure if action isn't taken to prevent erosion.
Proposed Outcomes (tangible, concrete, specific end results)	A plan and capital project to protect the Spit, a City policy addressing how proposed erosion projects should be addressed and funded.
Activities Scope (which steps are needed to complete project?)	Continued meetings with Federal and State partners with proposed action plans (including costs and alternatives) for FY21 erosion protection on the Homer Spit; continued meetings with staff/Council/landowners to address site-specific concerns; proposed action plans and legal review (including costs and alternatives) for erosion protection in other areas and funding sources; Planning Dept/Commission work and recommendations on natural hazard overlay; Council worksessions(s) to review policy

	options and proposed erosion control actions
City Resources (preliminary estimate of resources needed)	\$\$\$, Planning Dept. time, Public Works time, City Manager time
Size Category (estimate) (large, medium, small)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Fund Policies
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Establish policies surrounding fund balance, CARMA, CIP, and reserve accounts vetted by the community and established in code.
Needs Statement (why does the community need this?)	In 2019, the Mayor led Council and staff towards not only a 2-year budget but also a reorganization of City accounts. Additionally, ongoing questions exist regarding the appropriate size and use of different reserve accounts. While some work has happened (primarily with the GF fund balance), there are still many outstanding policy questions for Council to address. Having publically vetted sideboards to the City's financial pots of money is critical for a transparent and responsible government.
Proposed Outcomes (tangible, concrete, specific end results)	Policies surrounding the following accounts, which outline the purpose, any specific restrictions or requirements of that account, and the target floor/ceiling amounts in each: GF CARMA, GF CIP, GF Reserves, Utility Reserve, Port/Harbor Reserve,
Activities Scope (which steps are needed to complete project?)	Summaries of each pot of money, how it's currently used, how much is in it, possible history of its balance brought to Council along with a suite of questions to work through on each? A series of worksessions for Council to plug through, with Port & Harbor Commission input on the Harbor

	accounts, followed by Ordinances (or a single ordinance?) introduced for public hearing(s) before a final vote(s) and codification prior to our FY2022-24 budget cycle.
City Resources (preliminary estimate of resources needed)	Finance, City Managers office, Public Works Director (W/S), Port & Harbor Director
Size Category (estimate) (large, medium, small)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Port Expansion Progress
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Design/engineering, plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	This project serves to highlight Council's role in helping to lead the Port Expansion project, a top priority in our CIP, which will ultimately greatly benefit the marine trades, all vessel fleets, and tourism industries in Homer with expanded port and harbor capacity.
Needs Statement (why does the community need this?)	The new facility will fill the unmet needs of large commercial vessels in Cooke Inlet and beyond, as well as opening up much needed space in the small boat harbor.
Proposed Outcomes (tangible, concrete, specific end results)	A funded general investigation study which will provide all of the pieces necessary to begin construction of the project upon completion.
Activities Scope (which steps are needed to complete project?)	Community meeting(s) to ensure widespread buy-in, Council/staff meetings with State and Federal stakeholders, Council worksession(s) to establish funding sources and steps for project success.
City Resources (preliminary estimate of resources needed)	\$\$\$
Size Category (estimate) (large, medium, small)	Large

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Including sidewalk requirements in HCC
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	The goal of this project is to amend City Code to require sidewalks on new roads built within the City.
Needs Statement (why does the community need this?)	Especially within more urban areas of Homer, walkability and public safety are high priorities for the community. By requiring sidewalks on new roads built within the City, possibly within only certain zoning districts, the City will ensure that we are pro-actively emphasizing a safe, walkable community.
Proposed Outcomes (tangible, concrete, specific end results)	Ordinance with amended City Code requiring sidewalks
Activities Scope (which steps are needed to complete project?)	Memo to planning commission with direction from Council, recommendations back to Council, public hearing & vote
City Resources (preliminary estimate of resources needed)	Planning Department time

Size Category (estimate) (large, medium, small)	Medium
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COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Strategic look at City-held assets and future needs (i.e. derelict buildings)
Date + Champion (date and who is submitting)	1/6/2020 Rachel
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	As the City's buildings age, and new facilities are built or envisioned, a wholistic view of the assets and future needs is critical for smart decision-making.
Needs Statement (why does the community need this?)	The City currently has a soon-to-be old Police State, the two buildings at the HERC site, and the old ferry station on the Spit considered to be (or close to being) "derelict facilities". In addition to eyesores, they are a waste of valuable space and opportunity for the community. Additionally, the City holds lands that may serve a community-wide purpose. All of the City's assets and known future needs (including a multi-use community center and a public works facility, both included in the CIP) should be assessed together on the landscape to ensure good decisions are being made for taking decisive action with these aging and derelict facilities.
Proposed Outcomes (tangible, concrete, specific end results)	A current and future map with City properties identified under different scenarios of action. A table of choices for Council to act upon in regards to the current/soon-to-be derelict buildings.
Activities Scope (which steps are needed)	RFP for a consultant to help with this conversation? Urban/municipal planning effort? Community conversation, Council worksession.

to complete project?)	
City Resources (preliminary estimate of resources needed)	Planning Dept/Commission time, Public Works time, \$\$\$
Size Category (estimate) (large, medium, small)	Medium

Rachel Friedlander

From: Katie Koester
Sent: Tuesday, January 7, 2020 8:48 AM
To: Rachel Friedlander
Subject: FW: council retreat

From: Heath or Tara Smith <hptls@yahoo.com>
Sent: Monday, January 6, 2020 9:14 PM
To: Katie Koester <kkoester@ci.homer.ak.us>
Cc: Heath Smith <HeathSmith@cityofhomer-ak.gov>
Subject: council retreat

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Katie, this is all I have. My ipad was dead and was NOT doing this on my phone...

A few of Heath's projected 2020 endeavors:

1. Secure funding for the general investigation study for the large vessel port/harbor.

- A timely commitment to our portion will leverage our position as we petition the State to build this into their upcoming budget(s).
- Potential source for this \$750,000 would be a loan fund that is currently showing a balance of over \$900K and has sat unused for years. The remainder could be considered for use for HERC demolition? Finance is still Sherlocking this fund...more to come.
- The contributions of the Port and Harbor to the city's prosperity cannot be understated. It is a major part of our economic engine. The success of this project will have an enormous positive impact on our sales tax revenue and likely create growth in many economic sectors. This should be viewed as way the city can contribute to our ever elusive ways to effectively impact "economic development."

2. Map out a time line for all things HERC-Rec Center?

- Demolition

- Funding (are there any grants for asbestos remediation?)
- Consider full scope of all recreation opportunities currently available to the community.
- How much is enough? (library)
- Needs to be an integration of not a replacement to.
- Any new facility must be affordable and sustainable.
- If the HERC site is in fact the future location of such a facility planning will need to also commence on providing the public works maintenance crew with a suitable space to carry on with their duties.
- Recreational outlets are a core contributor to life balance and enjoyment. While the city plays a critical role in facilitating reasonable levels of access it must also be measured in its manifestation. Our current funding structure is limiting.

3. Codifying project account management, and reporting standards to council.

- In house administrative measures can change as its occupiers do.

Codification measures provide mandated timely reporting and consistent oversight.

4. Move to a comprehensive independent audit of all the city's finances.

- This will require additional funding.
- Will insure transparency and accountability on all lines throughout the city's books.

4. Establish a well founded, responsible, attainable, and sustainable reserve.

- This needs to be resolved.
- The city's residents have an expectation that we maximize the utility of their tax dollars to the benefit of the community at large. Reasonable reserve ceilings/floors must be

established as to not create any “dead money” or create conditions unfavorable to providing acceptable service standards.

6. Clarify our election code.

- Candidate qualifications.
- Clerks methods of verification.
- Add process for a contest prior to the election.
- Amend process of contesting an election.
- Consider moving seating new council date to Jan. as state and federal officials do.
 - Provides time for runoff (can coincide with state save \$?)
 - Provides time for contest
 - Can still attend AML as council member elect
 - Reduces budget “shock”
 - *Consider moving our budget off the calendar year (effectively passing the next budget June of 2021 vs December).*
 - *This will provide time for new council members to be up to speed when chomping off a two year budget.*
 - *Likely in the best interest of council and community.*

– We have an obligation to insure our elections are safeguarded by best practices. The vote of the people is the voice of the people, and our charge is to assure those voters that the city's policies in regard to them work to their best interest, providing protection and honor to the very foundation of a representative republic—the ballot box. Regardless of the outcome of the last election it became clear we need to improve this part of our code.

submit to happiness!

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	New Pioneer Avenue Banners
Date + Champion (date and who is submitting)	Councilmember Venuti 2020
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Physical
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	The banners will be visible and noticed by citizens and visitors instantly, they will share the beauty of Homer while adding life and color to the City's Pioneer Avenue.
Needs Statement (why does the community need this?)	Current banners are well worn and need replacement.
Proposed Outcomes (tangible, concrete, specific end results)	We will have banners changed for the seasons of winter and fall to add to the summer banners.
Activities Scope (which steps are needed to complete project?)	Parks and Recreation will oversee the design and inform the city council.
City Resources (preliminary estimate of resources needed)	There was funding put into the 2020-2021 budget for this. \$10,000 (1560385 funding source)
Size Category (estimate) (large, medium, small)	Small

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Wayfinding Streetscape Planning for City of Homer
Date + Champion (date and who is submitting)	Councilmembers Venuti and Smith December 2019
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan/study
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Create a Wayfinding Streetscape (WFSS) Committee that will be the communication link between user groups, city staff and a consultant to provide realistic streetscape amenities that will give Pioneer Ave. a welcoming, safe feel with pedestrian/driver signage to encourage walking and shopping.
Needs Statement (why does the community need this?)	Streetscape planning and Wayfinding will have a high return on investment as it will result in increasing business activity which generates tax revenue.
Proposed Outcomes (tangible, concrete, specific end results)	The downtown Homer businesses will be part of a vibrant, attractive and accessible area that will be a catalyst for economic development.
Activities Scope (which steps are needed to complete project?)	Create a RFP for hiring of a consultant that will work with the WF/SS committee to get public input at meetings and create focus groups.
City Resources (preliminary estimate of resources needed)	Funding from HART fund. Staff support (special projects) and council work sessions.
Size Category (estimate) (large, medium, small)	Medium

COUNCIL-INITIATED PROPOSAL

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Title of Proposed Project (descriptive title)	New City Recreation Center
Date + Champion (date and who is submitting)	Councilmember Venuti 2020
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Capital
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	To provide a safe, accessible building that will provide a space for indoor recreation activities for the citizens of Homer and house offices of Homer community Recreation.
Needs Statement (why does the community need this?)	Currently recreational services are spread out in many indoor facilities creating many accessibility and logistical issues, citizens are asking for a safe, accessible building to replace the aged HERC buildings.
Proposed Outcomes (tangible, concrete, specific end results)	New ADA compliant recreational building that provides safe, healthy choices of recreation for all ages of Homer residents.
Activities Scope (which steps are needed to complete project?)	The demolition of the existing buildings on the city owned property off Pioneer; bond campaign and voter approval; construction.
City Resources (preliminary estimate of resources needed)	Public works to manage project; administration to work on compliance and legal issues; council to do design approval and building construction campaign.
Size Category (estimate) (large, medium, small)	large

