

MANAGER'S REPORT
April 22, 2013

TO: MAYOR WYTHER / HOMER CITY COUNCIL

FROM: WALT WREDE

UPDATES / FOLLOW-UP

1. Lillian Walli Special Assessment District: At the meeting, we will provide you with an update on the status of this project and discuss a strategy for bringing the anticipated costs down.
2. Strategic Planning and Mission Statement: Attached is a discussion paper on this topic which I hope to spend some time on during the verbal report.
3. Cruise Ship Grant Projects and Spit Trail: Quite a bit is happening here and we will provide a verbal update.
4. Enstar: Work is proceeding on the distribution system. We have had several meetings with the contractor so far and Public Works is coordinating closely regarding pipe location in the ROW.

ATTACHMENTS

1. Enstar Letter to Property Owners re: Cultural Resources
2. Change Order: Paving Project
3. Discussion Paper: Memorandum 13-057 - Strategic Planning and Mission Statement



ENSTAR Natural Gas Company
P.O. Box 190288
Anchorage, AK 99519-0288
(907) 277-5551

April 2, 2013

HOMER CITY OF
491 E PIONEER AVE
HOMER, AK 99603

Borough Tax ID: 17719209

Dear Sir or Madam,

As you may know, ENSTAR Natural Gas Company (ENSTAR) is constructing a natural gas distribution system within the City of Homer and Kachemak City during the 2013 - 2014 spring, summer, and fall construction seasons.

In order to accomplish our proposed construction and related permitting activities, ENSTAR's contractor Stephen R. Braund & Associates (SRB&A) will be performing various cultural resource survey tasks in preparation of the approaching construction in the vicinity of your property. These tasks may include, hand digging small test holes to search for archaeological sites, documenting archaeological sites and historic structures, and talking with interested residents who are knowledgeable in the history of the area.

SRB&A encourages residents with historical information to contact them when on site performing these survey tasks, or by phone at (907) 276-8222.

SRB&A shall be working within existing public road rights-of-ways, public use easements, and utility easements situated on or adjacent to your property. ENSTAR and its contractors will not enter your property unless upon a valid public right of way or easement.

If you have any questions or concerns please feel free to contact me at (907) 334-7753 or at andrew.fraiser@enstarnaturalgas.com.

Régards,

A handwritten signature in cursive script that reads "Andrew Fraiser".

Andrew Fraiser
Right-of-Way Agent
ENSTAR Natural Gas Company

Property Description: T 6S R 13W SEC 20 SEWARD MERIDIAN HM 0540251A NILS O SVEDLUND SUB AMD LOT 7 TRACT B & PTN OF TR B AS FOLLOWS: BEG @SE CORNER OF LOT 7 TH N0 DEG 2'W 545 FT TO S ROW OF STERLING HWY, CORNER 2; TH N75 DEG 15'E ALONG ROW 62.6 FT TO CORNER 3; TH S0 DEG

CONTRACT MODIFICATION
(Change Order)

Contract Modification No. 1

Date: 8-Apr-13

OWNER: City of Homer

P.O. No. 6322

PROJECT NAME: 2012 PAVING PROJECT

Project No. 160-766

CONTRACTOR: Alaska Road Builders Inc.
44482 Frontier Ave.
Soldotna, AK 99669

THE FOLLOWING MODIFICATIONS TO THE CONTRACT ARE HEREBY ORDERED:

1. Fish Dock Road: grind and repave existing 700' x 24' AC
not to exceed \$49,794.00
2. W. Soundview Ave: repair subgrade failure area, grind and
repave 300' x 24' AC not to exceed \$91,090.00
3. Lake St / Ocean Drive Loop Intersection: grade/shape existing road,
provide 2" base course and 2" AC. Not to exceed: \$24,785.00

CONTRACT AMOUNT	CONTRACT TIME (CALANDAR DAYS)
Original Amount: <u>\$ 549,116.00</u>	Original Duration _____ Days
PREVIOUS Change Orders: <u>0</u>	PREVIOUS Change Orders: _____
(Add / Deduct) <u>\$ 165,669.00</u>	(Add / Deduct) _____ Days
THIS Change Order:	THIS Change Order:
(Add / Deduct) <u>\$ -</u>	(Add / Deduct) <u>30</u> Days
REVISED Contract Amount: <u>\$ 714,785.00</u>	REVISED Contract Time: _____ Days
Approved Budget: <u>\$ 900,000.00</u>	

Revised Contract Completion Date is 30-Jun-13

PUBLIC WORKS DIRECTOR	CONTRACTOR	ENGINEER / INSPECTOR
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By: <u>Carey Meyer</u> Carey S. Meyer, P.E.	By: _____	By: <u>James E. Fisher</u>
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Date: <u>4/9/13</u>	Date: _____	Date: <u>04/09/13</u>
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<u>Walt Schuch</u> City Manager	<u>04/9/13</u> Date
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MEMORANDUM 13-057

TO: Mayor Wythe and Homer City Council

FROM: Walt Wrede

DATE: April 17, 2013

SUBJECT: Strategic Planning

Introduction

Mayor Wythe and I have had several discussions over the past few weeks about the need for the City to be more strategic and focused regarding how it goes about setting its priorities and establishing its Budget and Capital Improvement Program. She has alluded to that several times during recent meetings; most recently when we returned from Juneau and she commented about changing how the CIP List is developed and presented. In addition to that, staff members in the City Manager's office have been discussing internally how beneficial it would be if the City adopted a mission statement that clearly defined its mission and core responsibilities. The benefits of strategic planning and developing a mission statement are complimentary and it makes sense to discuss them at the same time.

The purpose of this discussion paper is to stimulate Council discussion about strategic planning and the City's core functions. This paper also included a rough, suggested action plan for achieving these goals. The action plan does not contain target or deliverable dates because the Council already has a lot on its plate and summer is fast approaching; a time when many of us will not want to be sitting in meetings. The idea is simply to generate Council discussion about the basic concept. If Council wants to move forward, a detailed plan can be developed and approved at subsequent meetings.

Problem Statement

The City of Homer has many adopted plans which all contain goals, objectives, and action items. They all require significant time, funding, and resource commitments if success is to be achieved. These plans include the Comprehensive Plan, Spit Comprehensive Plan, Climate Action Plan, Transportation Plan, Non-Motorized Transportation Plan, Town Center Plan, Comprehensive Economic Development Strategy, Water and Sewer Master Plan, Land Allocation Plan, and Capital Improvement Plan. All of these plans are important components of the City's overall "master plan" and they contain goals and objectives that reflect Council and community priorities.

Ideally, these plans should be implemented together in a coordinated and comprehensive manner. It would be beneficial to establish priorities in a holistic manner keeping all of the adopted plans in mind. We (both the staff and the Council) work hard to achieve the goals in these plans but we don't do it in a prioritized way. We tend to focus on the goals that are easily achievable or have political momentum behind them, and we do so as time, opportunity, and budget permits. We need to establish a hierarchy of priorities, and a plan to implement the plans, so to speak. Strategic planning and developing a tight mission statement can help immensely. If this is done correctly, the City budget and

its CIP List should truly reflect Council and community priorities and help to keep us all focused on those priorities.

Benefits of Strategic Planning and a Mission statement

There are a wide variety of benefits associated with strategic planning and developing a mission statement. They include, but are not limited to:

- Budget Documents and the CIP List should reflect the City’s core mission and its identified priorities
- The staff will have a clear message about Council priorities and can be more focused and efficient.
- Prevention of mission creep. The City is constantly asked to take on more and more programs and responsibilities. Clearly identifying the core mission and priorities will slow mission creep and unintended budget growth.
- Increased productivity, efficiency, and quality of service. It is often better to do a few things well than a bunch of things in mediocre fashion.
- Strategic planning and a mission statement will make it easier to respond to anticipated budget shortfalls in future years.

Suggested Action Plan

Step 1: Data and Information Collection. This step includes deliverables from the staff.

Draft Mission Statement .	City Manager’s Office
Report on All Capital Projects Current and Pending	Public Works
Review of All Plans Including Goals Achieved, and Goals to be Accomplished; a Report to Council	Planning

Step 2: A workshop or workshops for presentation of deliverables and discussion

Step 3. Solicit input from Boards and Commissions re: City priorities and mission statement

Step 4: Town Hall Style Open House: Public input on core mission and priorities.

Step: 5: Strategic Planning Sessions. All day for several days. Could be facilitated by staff or a paid consultant.

Step 6: Draft Mission statement and Strategic Plan for public review. Hold Hearings.

Step 7. Approval.