

City of Homer, Alaska
Strategic Implementation Planning
Prioritization & Strategy Implementation Recommendations
January 7, 2015

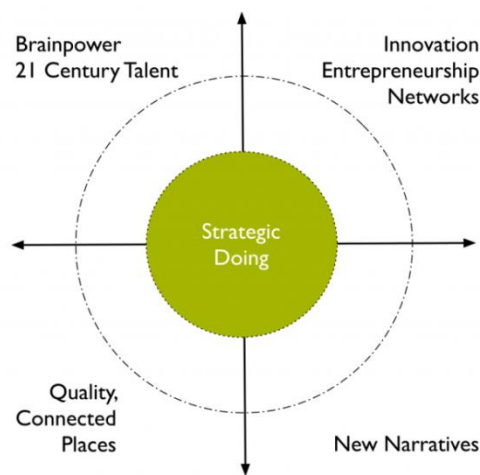
A. STRATEGIC IMPLEMENTATION PLANNING SESSION BACKGROUND

On October 25, 2014, the City of Homer engaged in a strategic implementation planning session with the goal of prioritizing projects and focus areas laid out in the City of Homer Comprehensive Plan (last updated June 23, 2010). During this seven hour session, the University of Alaska Center for Economic Development provided training to City Council members and City department heads on the strategy creation and implementation process known as Strategic Doing™. Through this training, work session attendees learned how to utilize Strategic Doing as a framework to reach continued prioritization goals and begin the project implementation process.

B. PORTFOLIO MODEL OF CIVIC INNOVATION – SEE APPENDIX 1

During the work session, attendees learned the way in which a well-rounded, prosperous community focuses on four quadrants in the Portfolio Model of Civic Innovation (see Figure 1). Developed by Ed Morrison, Strategic Doing utilizes the Portfolio Model of Civic Innovation to categorize community goals and initiatives. The various focus areas of both the Comprehensive Plan and the CEDS were mapped into the quadrants to exemplify how the City of Homer should strive to develop and prioritize projects or focus areas across community sectors. By paying close attention to projects in each quadrant, Council members can find a starting point for balanced prioritization efforts.

Figure 1) Portfolio Model of Civic Innovation



Each quadrant of the portfolio model of civic innovation contributes to creating a thriving community. **Brainpower/21st Century Talent** includes plans and focus areas which contribute to attracting and retaining business and community members who will lead and guide the community through the rapid and diverse changes that effect Homer as our economy, culture and technology continue to shift and develop. The **Innovation/Entrepreneurship Networks** quadrant houses plans which address the need to support local businesses and foster potential for increased innovation. In a rapidly-changing world, those who do not innovate do not lead, and those who do not adapt disappear. In order to attract and retain innovators and 21st century talent, deliberate attention must be put into creating a community in which these individuals will want to live. The **Quality, Connected Places** quadrant includes the focus areas that center on community beautification and various other projects, which create an atmosphere in which today's innovators, and tomorrow's leaders will want to spend their time and energies. Finally, the **New Narratives** quadrant addresses those projects and plans which focus on new opportunities for Homer. How does Homer portray itself to its residents and outsiders through these new narratives? What people say when they talk about Homer matters, and diverse City plans and projects can contribute to and shape that conversation.

See Appendix 1 for mapping of City of Homer Comprehensive Plan and CEDS focus areas into the four quadrants.

C. NUMERICAL PRIORITIZATION EXERCISE – SEE APPENDIX 2

Because it's impossible to effectively focus on and fully fund all project opportunities simultaneously when prioritizing City endeavors, the Council must create a clear and narrowed focus for City projects. Strategic Doing focuses on narrowing the conversation beyond what the City *could* do and into the realm of what the City *should* and *will* do. The numerical prioritization exercise moves the conversation in the direction of action, narrowing the priorities list from all the project possibilities laid out in the Comprehensive Plan towards what the City should (and is capable of) tackling first.

To identify low-hanging fruit and lay out a ranked course of action, the City Council participated in a Numerical Prioritization Exercise. During this exercise, focus areas as identified in the City of Homer Comprehensive Plan, Chapter 10 Plan Implementation section were positioned on a graph dividing the focus areas into four quadrants based on the relative and approximated difficulty and impact levels of each area. The quadrants: *High Impact | Low Difficulty*, *High Impact | High Difficulty*, *Low Impact | Low Difficulty*, and *Low Impact | High Difficulty*, provided a starting place for project mapping. Though all projects outlined in the Comprehensive Plan bear importance, limitations of staff capacity and funding generally create the impossibility of actively and simultaneously pursuing each project in each focus area with a maximum level of funding and earnest.

It's important to note that the prioritization process did not address an "inherent value or worthiness" of any of the departments. The ease/impact rating of each focus area was given based on the specific projects listed in the Comprehensive Plan and was assessed at the focus area level solely on the criteria of impact and difficulty. Project prioritization within each focus area was assessed using more detailed ranking criteria and can be found in Appendix 2.

A summary of focus area rankings can be found in Figure 2, with individual project rankings below the figure. The project list with extended descriptions, project updates, and specific group ranking is included in Appendix 2.

Figure 2) Numerical Prioritization Exercise Ease/Impact Ranking

High Impact	High Impact Low Difficulty <i>Focus Area (Impact, Difficulty)</i>	High Impact High Difficulty <i>Focus Area (Impact, Difficulty)</i>
	19 – Education (9, 1) 19 – Economic Vitality – Natural Resources (10, 2) 18 – Energy Plan (9, 2) 15 – Parking (7, 3) 13 – Trails/Non-motorized Transportation (9, 7) 13 – Senior Services (8, 6) 1	12 – Community Capacity (9, 8) 12 – Youth Services (9, 8) 11 – Port and Harbor (10, 10) 11 – Fire and Emergency Services (10, 10) 11 – Police Department (10, 10) 9 – Storm Water (5, 7) 9 – Parks, Recreation, & Culture (7, 9) 2
Low Impact	Low Impact Low Difficulty <i>Focus Area (Impact, Difficulty)</i>	Low Impact High Difficulty <i>Focus Area (Impact, Difficulty)</i>
	16 – Transportation – Misc. (8, 3) 15 – Improved Zoning (7, 3) 14 – Economic Vitality – Tourism (6, 3) 13 – Economic Vitality – Misc. (9, 7) 11 – Improved Standards and Regulations (7, 7) 3	14 – Solid Waste (5, 2) 13 – Library (8, 6) 12 – Water and Sewer (9, 8) 11 – Green Infrastructure (7, 7) 7 – Pattern of Development (4, 8) 4
	Low Difficulty	High Difficulty

Key:

- Difficulty rated on a scale of 1-10, 1 predicting relative ease in accomplishment, and 10 predicting extreme difficulty in accomplishment.
- Impact rated on a scale of 1-10, 1 predicting a relatively low impact in accomplishment, and 10 predicting an extremely high impact in accomplishment.
- The number preceding the focus area reflects its overall ease/impact score (scale of 1-20). Scores are relative internally to each quadrant. Total ease/impact score was calculated by inverting the number which represents the level of difficulty and adding it to the impact score.
- Begin prioritization efforts in the *High Impact | Low Difficulty* quadrant and follow the number sequence 1-4 across the quadrants.

When approaching the list below, begin at the top and work towards the bottom. Focus areas and the individual projects within each of those focus areas are ranked against one another. Prioritize those projects which scored higher during the numerical ranking. The numerical prioritization exercise ranked each focus area and project to provide an initial starting point for project

implementation. Even though the “low-hanging fruit” is found in the *High Impact | Low Difficulty* quadrant, highly ranked projects in the other three quadrants, if time-sensitive, should not be ignored.

High Impact | Low Difficulty

19 – Education

- **50** – Continue to partner and work to support efforts of the Kenai Peninsula Borough School District.

19 – Economic Vitality – Natural Resources

- **42** – Support staging areas for large development projects.
- **42** – Support commercial fishing and fish processing.
- **41** – Partner with and support the efforts of other organizations, such as the Chamber of Commerce, to plan for economic development.

18 – Energy Plan

- **42** – Improve energy efficiency and conservation in City facilities.
- **38** – Create a solid waste and recycling plan for City facilities.
- **37** – Implement the Climate Action Plan.
- **37** – Create an Energy Plan
- **34** – Partner with public, private and non-profit organizations to implement a plan to reduce, reuse and recycle solid waste.

15 – Parking

- **38** – Allow for shared parking and in-lieu fees for downtown businesses.
- **29** – Construct strategically located parking lots in or near downtown.
- **23** – Improve/increase on-street parking

13 – Trails/Non-motorized Transportation

- **44** – Develop bike/pedestrian friendly roadway design standards
- **43** – Implement the policy recommendations of the Non-Motorized Transportation Plan, e.g. an acceptance policy for trail easements.
- **39** – Build the recommended trail connections in the Non-Motorized Transportation Plan.

13 – Senior Services

- **37** – Encourage or create incentives for private businesses to provide or improve accessibility for seniors.
- **37** – Improve accessibility for senior citizens. Require all public facilities be accessible for seniors and individuals with disabilities.

High Impact | High Difficulty

12 – Community Capacity

- **39** – Continue to work with citizen groups and nonprofit organizations which play a large role in providing desired services in Homer
- **37** – Continue to work with residents and business to better understand community priorities, and to the extent possible, find resources to meet these needs.

- **35** – Increase the net revenues coming into the city, through managing costs and expanding the community’s tax base.
- **28** – Support the efficient use of existing community facilities. Partner with organizations to keep city facilities operating beyond normal hours.

12 – Youth Services

- **31** – Provide a range of activities and programs to benefit youth.

11 – Port and Harbor

- **40** – Address general harbor maintenance and erosion control.
- **36** – Complete the Port and Harbor projects listed in Homer’s current CIP.
- **34** – Expand the Deep Water Dock.
- **30** – Create an East Boat Harbor.
- **30** – Improve restrooms along the spit trail.

11 – Fire and Emergency Services

- **38** - Increase marine fire/emergency response capabilities.
- **37** – Increase training opportunities.
- **36** – Update Hazard Plans.
- **34** – Construct new building and training facility.
- **34** – Increase volunteer core to 50 people.
- **24** – Hire Fire Marshal/Code Examiner.

11 – Police Department

- **35** – Implement a reasonable vehicle replacement plan.
- **35** – Construct a new building.
- **31** – Address retention and recruitment issues, and retain a competitive compensation package.
- **27** – Hire dedicated Homer Spit Officer for summer months.

9 – Storm Water

- **36** – Develop storm water design criteria for large parcel development.
- **36** – Encourage the utilization of green infrastructure mapping as a means to identify and retain natural drainage channels and important wetlands, which serve drainage functions.
- **34** – Adopt area-wide storm water management standards.

9 – Parks, Recreation, & Culture

- **35** – Create a Parks and Recreation Master Plan.
- **35** – Update the Beach Policy.

Low Impact | Low Difficulty

16 – Transportation – Misc.

- **34** – Update the 1986 Master Streets and Roads Plan and the 2005 Transportation Plan. Implement the Transportation Plan.
- **31** – Establish a Road Corridor Preservation Program and adopt appropriate ordinances (e.g. road standards, cost sharing mechanism).

15 – Improved Zoning

- **38** – Develop new zoning code to implement new categories.

- **37** – Work with the Comprehensive Plan Land Use Recommendation map on an area by area basis to determine the feasibility and acceptability of rezoning.

14 – Economic Vitality – Tourism

- **32** – Provide adequate parking for Spit attractions and/or efficient shuttle service between downtown and Spit areas.
- **29** – Prepare a Tourism Management Plan.

13 – Economic Vitality – Misc.

- **36** – Accommodate and promote arts and culture events.
- **36** – Work with the University, KBC to develop education and vocation programs for Homer residents.
- **33** – Research and implement strategies to provide for a range of housing options.
- **31** – Improve technology infrastructure.

11 – Improved Standards and Regulations

- **35** – Adopt new development standards for development in environmentally sensitive areas. Includes road construction practices.
- **34** – Create new development standards for higher density residential development.
- **28** – Evaluate and consider shifting platting authority from Borough to City of Homer.
- **28** – Adopt building codes.

Low Impact | High Difficulty

14 – Solid Waste

- **40** – Institute measures to improve recycling among City departments.

13 – Library

- **27** – Increase staff to respond to increased demand.

12 – Water and Sewer

- **36** – Construct water and sewer lines to developed properties as demand warrants.
- **35** – Implement the Water Sewer Master Plan.
- **32** – Repair and rehabilitate sewer mains to reduce infiltration.
- **32** – Enact a sewer inflow reduction program.
- **24** – Develop a new water source.

11 – Green Infrastructure

- **35** – Adopt guidelines for sustainable development such as energy efficiency, use of recycled materials, and low impact landscaping in city buildings.
- **33** – Evaluate incentives to promote development that uses the green infrastructure ideas presented in Appendix D.

7 – Pattern of Development

- **36** – Work with Borough to prepare mutually acceptable development standards.
- **32** – Establish more specific criteria, process, schedule and objectives for possible future annexations.
- **31** – Amend city code to recognize the transfer of development rights to preserve environmentally sensitive or recreational areas.

D. PRIORITIZED PROJECT IMPLEMENTATION RECOMMENDATIONS – SEE APPENDICES 3 AND 4

During the prioritization work session, Council members focused on prioritizing focus areas and projects as laid out by the City of Homer Comprehensive Plan. This exercise served as the first stage of prioritization efforts and laid the groundwork to continue plan prioritization and project implementation. To move forward with implementation, several key steps need to be addressed.

PRIORITIZE HOMER SPIT COMPREHENSIVE PLAN

Included in this report is a Council member-prioritized ranking of all projects and focus areas included in the Chapter 10 Plan Implementation of the Comprehensive Plan. Not included in this report is a ranking of identified projects and focus areas in the Homer Spit Comprehensive Plan, which is adopted under the City of Homer Comprehensive Plan. In order to thoroughly address the needs and projects laid out in the Homer Spit Comprehensive Plan, Council members should devote time to the effort of prioritizing remaining project areas following the same ranking criteria as was utilized during the first stage of the prioritization process. See Appendix 3 for ranking criteria template.

BUILD A CORE TEAM

The Strategic Doing framework revolves around an ever-constant cycle of strategy creation and implementation (see Figure 3 below). The Strategic Doing Cycle is most typically engineered by a small group of committed individuals who are dedicated to working towards effective and meaningful outcomes through building trust, collaboration, and opportunity-oriented conversations. To meet the objectives of the City of Homer as laid out by this prioritization process, there are two avenues to build this “core team”.

The core team could simply be the City Council, with the responsibilities of continuing this process carried on by Council members during regularly-scheduled work sessions. The second option is to appoint a City-sanctioned task force or commission comprised of various Council members who wish to more actively participate, as well as City staff (department heads as preferred engagers), and community members as deemed appropriate by Council. In this scenario, Council members would work in conjunction with the sanctioned core team and continue to be responsible for ongoing prioritization of projects. However, the collaborative implementation and complementary alignment of existing projects and ideas for new projects or spin-off projects would be the responsibility of the commission or task force. This type of group setup is particularly helpful when addressing economic development opportunities and discovering new opportunities, more so than exclusively implementing existing plans.

Whichever model is selected for the core team, that model does not have to remain the exclusive constant. If the Council decides that they would like to comprise the core team at the start of this prioritization implementation process, but later establish a commission to carry on new and continued efforts, that change is at the Council’s discretion. However, as a standard, core teams increase in effectiveness over longer periods of time. Regardless of the path chosen, 12 months should be viewed as a minimum commitment for team members to follow their selected avenue of operation.

Figure 3) The Strategic Doing Cycle

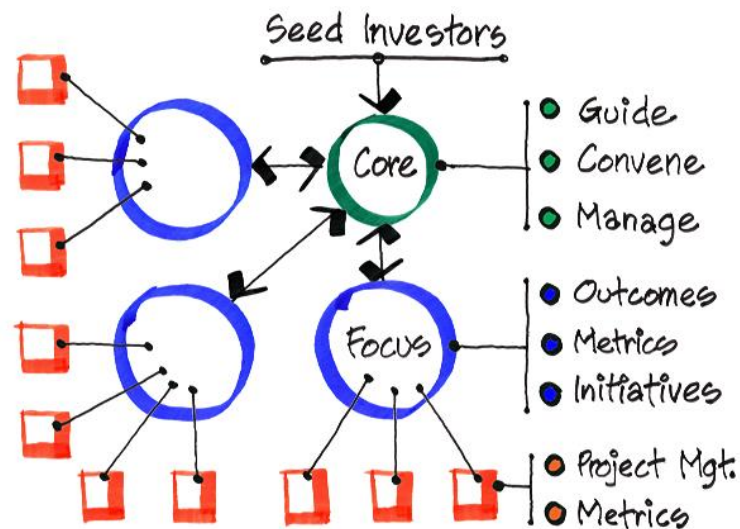


MANAGE FOCUS AREAS VIA WORK GROUPS

While the core team is responsible for the oversight and guidance of the prioritization plan and overarching goals, focus area workgroups should be devised to begin progress across multiple focus areas simultaneously (see Figure 4 below). As it is the responsibility of City staff to carry out Council’s direction, City staff would primarily comprise these focus area groups. As the core team (City Council) provides direction to the City Manager on which projects ought to be prioritized throughout the City, the City Manager can in turn deliver that message to City staff, who can utilize the Strategic Doing framework to help stay on track and accomplish goals within their departments and focus areas. To frame this process, the **Strategic Doing Master Pack** should be utilized within both the core team and the focus area workgroups (see Appendix 4).

Focus areas should be devised based on overlap of prioritized projects and can include participation by members of one City department or multiple departments. For example, if “public safety” were a focus area, it could include projects that involve the police department, fire department, the port and harbor, and ADA compliance or senior accessibility. If “quality, connected places” were a focus area, it might include projects that involve the library, Parks, Recreation, & Culture, tourism, infrastructure, etc. Focus areas should be broad enough that they encompass multiple projects, but narrow enough that all projects included in a focus area share an ultimate goal that can be reached via individual outcomes. No more than approximately 5 focus areas should be active at any given time unless there is adequate support behind each of them and within the core team.

Figure 4) Managing a Network with Strategic Doing



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ACTION PLANS AND PILOT PROJECTS

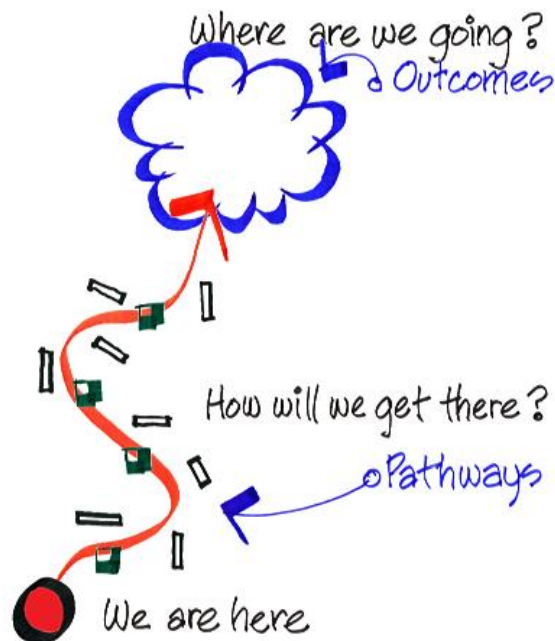
Each department or focus area should work through the Strategic Doing Master Pack based on the prioritizations laid out by the Council to devise work plans and action steps for moving projects forward. Timelines within Master Pack initiatives should be limited to short-term, accomplishable timeframes, typically no more than 30 days when getting started. Especially when launching pilot projects, action items should be of a scale that allows them to be completed in as little as one week. The purpose of pilot projects is to immediately invigorate and create forward motion to advance strategies. If timelines are extended too far, pilot projects could lose their effectiveness and the immediate energy that they provide to a project.

Strategic Doing and the Strategic Doing Master Pack help groups to narrow conversations and ensure that all players involved in a project are on the same page. To this end, the Strategic Doing Master Pack provides a framework for groups to hone in on specific projects that seek specific, measurable outcomes. Group members outline outcome characteristics, select milestones, and devise pathways along a timeline reaching towards that outcome (see Figure 5).

Because the Council has laid the foundation through project prioritization, focus area work groups can take the prioritized projects handed down to them and work through the Strategic Doing Master Pack to devise pathways towards accomplishing these projects. The pathways devised through the Master Pack are most helpful when the project involves players and participation across departments or community sectors. It's possible that not all projects will require the Master Pack framework to be accomplished in a timely and effective manner. However, the vaguer the project outline, the more players involved, the longer the timeline, and essentially the more difficult the project, the more critical the Master Pack framework becomes to maintain alignment throughout the project stages.

Strategy is complex, but the Strategic Doing Master Pack creates a simple framework through which groups can effectively accomplish their chosen strategic goals and objectives in a meaningful way.

Figure 5) Identifying Outcomes and Pathways



AGILE STRATEGY

Strategic Doing focuses on creating an agile strategy and implementation process. The heart of this agility rests in the constant identification, communication, and reassessment of where the implementation process currently is, and where it's headed over the next 30 or so days. This agility depends on a cycle of spreading out to work on projects followed by coming back together to regroup on a regular and predetermined basis. This process is known in Strategic Doing as the "30/30" and is the fourth stage of the Strategic Doing Cycle (see Figure 6 below). Simply put, the 30/30 is when a focus area work group or the core team regroups to assess what they've accomplished over the past 30 days. They then use those accomplishments and the information they've gathered to determine what they plan to do over the next 30 days.

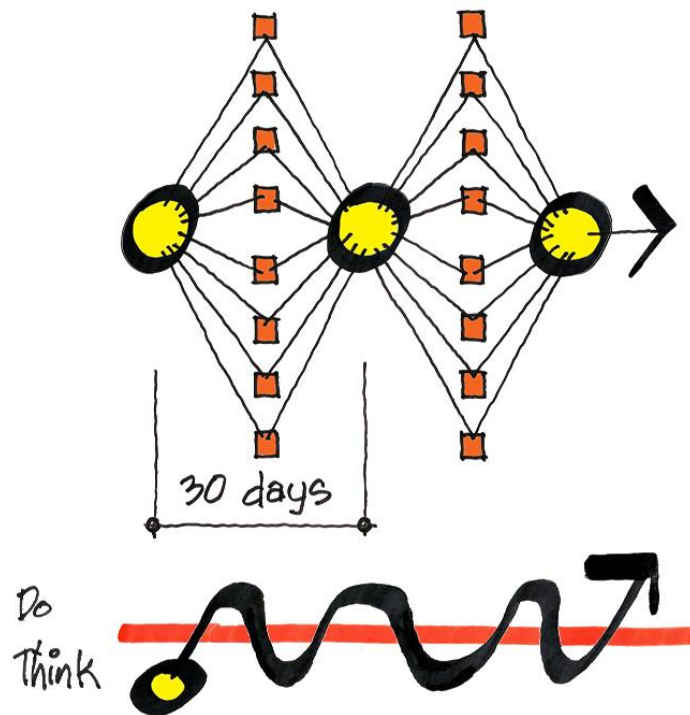
As this 30/30 process carries on and the Strategic Doing Cycle is continuously implemented, groups will see tangible and meaningful progress towards reaching outcomes and achieving goals.

As outcomes are reached and new plans are put into place, it's important to update any documents that coincide with strategic efforts. Strategic Doing Master Packs should be updated following each 30/30 meeting. The Comprehensive Plan should be updated annually to reflect changes to projects and to reflect this agile approach.

Aligning with the progress made by focus area work groups in project implementation, it's critical for the core team to also observe the 30/30 practice and ensure that the overarching implementation and prioritization strategy remains current and up to date. The core team should receive updates from each focus area work group at least every 60 days, if not monthly. The core team should in turn address and re-assess progress made in focus areas every 60 to 90 days and make adjustments to strategy as deemed appropriate.

When moving forward, keep in mind that the project list that was prioritized during the work session on October 25, 2014, only reflects those projects currently outlined in the Comprehensive Plan. As the implementation process gets underway, it's very likely that new projects or adjustments to current projects will come up. Agile strategy is dependent on not ignoring new information or adjustments that need to be made, but rather addressing those changes directly and preparing to move in different directions when the circumstances dictate.

Figure 6) Planning and Implementation Cycle of Strategic Doing



Strategic Doing © 2012 - Purdue Center for Regional Development

CONTINUED SUPPORT

As projects are implemented and strategy progresses, additional outside support may be a beneficial addition to the City's prioritization implementation strategy. Every community is unique and has different needs when addressing strategy implementation. The University of Alaska Center for Economic Development has successfully partnered with organizations and communities across Alaska to assist in the effective implementation of the Strategic Doing process. From providing additional team trainings to facilitating and guiding monthly meetings, Center staff can continue to be involved throughout this process in a wide range of capacities.

As the City of Homer assesses and moves forward with strategies and project areas, the University of Alaska Center for Economic Development is committed to assisting the City across the progressing stages of this process. As the need arises, the Center looks forward to a continued partnership with the City of Homer through this initiative.

Appendices

- Appendix 1: Portfolio Model of Civic Innovation Mapping
- Appendix 2: Numerical Prioritization Exercise: City of Homer Comprehensive Plan
- Appendix 3: Numerical Prioritization Exercise Template
- Appendix 4: Strategic Doing Master Pack

Portfolio Model of Civic Innovation

Ed Morrison created the Portfolio Model of Civic Innovation after many years of working directly with communities to spur economic development initiatives. He introduces the map with the following:

The basic idea behind this strategy map is that a competitive economy is built on a portfolio of investments. We need

- 1) **Brainpower with 21st Century skills**, because brainpower is the core competitive asset that drives most markets;
- 2) **Innovation and entrepreneurship networks** to convert brainpower into wealth;
- 3) **Quality, connected places**, because both smart people and innovative companies are mobile; they will only be attracted to quality, connected places;
- 4) **New narratives** to guide people and resources toward new opportunities; and
- 5) **Collaborative skills** that can be learned through **Strategic Doing**.

Using this map as a starting point can guide the development an effective strategy for a neighborhood, community or region.

The City of Homer can utilize this map to begin the prioritization process of the existing City plans with emphasis on the Comprehensive Plan.



Portfolio Model of Civic Innovation

Brainpower/21st Century Talent includes plans and focus areas which contribute to attracting and retaining business and community members who will lead and guide the community through the rapid and diverse changes that effect Homer as our economy, culture and technology continue to shift and develop. *“Brainpower is the core competitive asset that drives most markets.”*

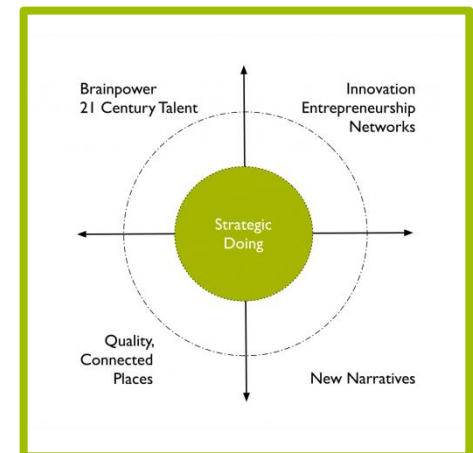
Community Partners: University, Senior Center, Borough School District, MAPP, Marine Trades Association, Islands and Oceans, Fish and Game, Alaska Marine Highway, US Coast Guard, Native Organizations (CIRI, English Bay, Seldovia), etc.

Comprehensive Plan Focus Areas:

- Public Services and Facilities
 - Project Areas: Fire & Emergency Services, Police Department, Water & Sewer, Port & Harbor, Solid Waste, Library, Administration, Senior Services, Youth Services, Education, Storm Water, Community Capacity
- Parks, Recreation & Culture
 - Projects (no defined categories): Increase staffing, landscaping standards, build city greenhouse, improve access, develop recreation facility, establish park endowment fund, multipurpose arts and cultural facility, create Parks and Rec Master Plan, update Beach Policy
- Economic Vitality
 - Project Areas: Tourism, Natural Resources, non-categorized misc. projects, marine trades, fishing industry, e-City Award (Google)
- Energy Plan
 - Projects (no defined categories): Create energy plan, implement existing plans and guidebooks, improve efficiency and conservation, create solid waste and recycling plan, partner with public, private, and nonprofit organizations to reduce, reuse, & recycle solid waste, dock incubator, natural gas, energy self-sufficiency

CEDS Focus Areas:

- Local Government Policies & Services
 - Goal: Local government will provide quality basic services and infrastructure needed to support and encourage private sector economic activity for the benefit of current and future generations.
- A Skilled, Educated Workforce
 - Goal: Ensure quality life-long learning opportunities in Homer
- The Bigger World
 - Goal: Help create a community that is resilient to adverse economic impacts related to such things as global financial crises, climate change, and escalating fossil fuel prices.
- Education
 - Goal: Enhance the economic development in Homer through the education sector.



Portfolio Model of Civic Innovation

Innovation/Entrepreneurship Networks includes plans that address the need to support local business and industry and foster potential for increased innovation. *“Innovation and entrepreneurship networks convert brainpower into wealth.”*

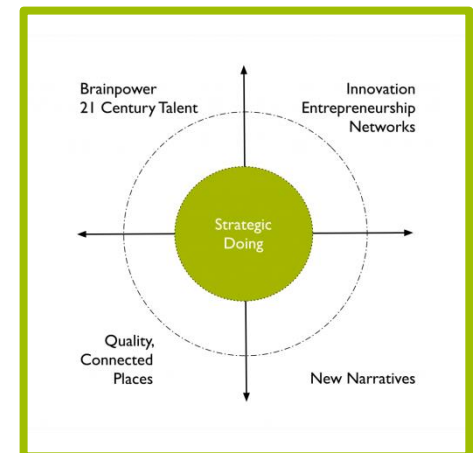
Comprehensive Plan Focus Areas:

- Parks, Recreation & Culture
 - Projects (no defined categories): Increase staffing, landscaping standards, build city greenhouse, improve access, develop recreation facility, establish park endowment fund, public restrooms in downtown, multipurpose arts and cultural facility, create Parks and Rec Master Plan, update Beach Policy, contracted instructors (local hire)
- Economic Vitality
 - Project Areas: Tourism, Natural Resources, non-categorized misc. projects
- Homer Spit
 - Goal: Wise land management of the Spit and its resources to accommodate natural processes, while allowing fishing, tourism, other marine related development, and open space/recreational uses.

CEDS Focus Areas:

- Technical and Financial Assistance for Business Owners
 - Goal: Improve chances of success for local entrepreneurs seeking to start or expand a business
- Commercial Fishing and Mariculture
 - Goal: Protect and enhance commercial fishing and mariculture as a key element in Homer’s basic (export) economy.
- General Marine Trades/Port & Harbor Development
 - Goal: Promote growth and vitality of the marine trades as an economic cluster in Homer.
- Tourism/Visitor Industry
 - Goal: Increase the net benefits that tourism brings to Homer. (Note: Objectives listed in CEDS are taken from the Homer Comprehensive Plan Economic Vitality Chapter.)
- Arts and the Creative Class
 - Goal: Continue to attract artists and other members of the creative class to Homer and maximize economic benefit to the community.
- Three Broad Sectors: Construction & Manufacturing, Retail, Services
 - Goal: Increase the contribution these sectors make to Homer’s overall economic health.
- High Tech/Internet Businesses
 - Goal: Support the growth of the high tech sector in Homer, including Internet-based businesses.

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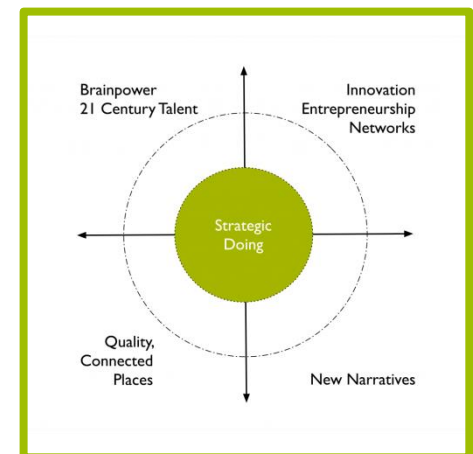


Portfolio Model of Civic Innovation

- Transportation and Warehousing
 - Goal: Increase the role of transportation and warehousing in Homer’s economy.
- Agriculture
 - Goal: Support expansion of local agricultural enterprises in the Homer area.
- An Organizational Structure for Economic Development
 - Goal: Greatly increase the chances that other goals in this plan will be accomplished by providing funding and staffing for an economic development office.

Additional Community Opportunities:

- Library as “Business incubator”
- Airport—underutilized asset
- Fiber hub for state of AK
- Harbor vessel haul out
- Public health—mental health, hospital, clinics, KBC nurses training
- Underutilized ferry service (Seldovia Bay Ferry)
- Scientific research (Kachemak Bay Research Reserve, UAF, UAA, NOAA)



Portfolio Model of Civic Innovation

Quality, Connected Places includes the focus areas that center on community beautification and various other projects, which create an atmosphere in which today’s innovators, and tomorrow’s leaders will want to spend their time and energies. *“Both smart people and innovative companies are mobile; they will only be attracted to quality, connected places.”*

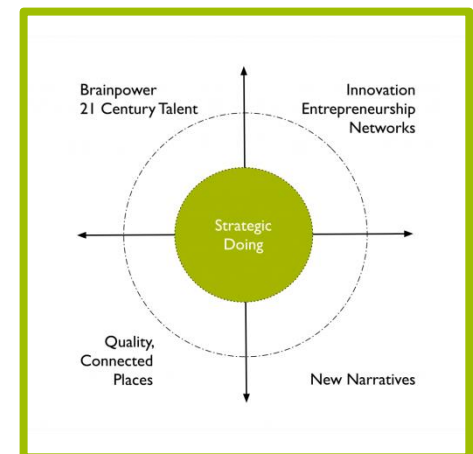
Comprehensive Plan Focus Areas:

- Land Use
 - Project Areas: Improved Zoning, Green Infrastructure, Pattern of Development
- Transportation
 - Project Areas: Parking, Trails/Non-Motorized Transportation, non-categorized misc. projects
- Public Services and Facilities
 - Project Areas: Fire & Emergency Services, Police Department, Water & Sewer, Port & Harbor, Solid Waste, Library, Administration, Senior Services, Youth Services, Education, Storm Water, Community Capacity
- Parks, Recreation & Culture
 - Projects (no defined categories): Increase staffing, landscaping standards, build city greenhouse, improve access, develop recreation facility, establish park endowment fund, public restrooms in downtown, multipurpose arts and cultural facility, create Parks and Rec Master Plan, update Beach Policy
- Energy Plan
 - Projects (no defined categories): Create energy plan, implement existing plans and guidebooks, improve efficiency and conservation, create solid waste and recycling plan, partner with public, private, and nonprofit organizations to reduce, reuse, and recycle solid waste
- Homer Spit
 - Goal: Wise land management of the Spit and its resources to accommodate natural processes, while allowing fishing, tourism, other marine related development, and open space/recreational uses.

CEDS Focus Areas:

- Quality-of-Life Factors
 - Goals include enhancing/protecting Homer’s visual impact, arts and culture scene, educational opportunities, ease of transportation including walking and biking, recreation and fitness opportunities, health services, festivals and special events, and vitality of the downtown district.
- Affordable Housing:
 - Goal: Assess options to met current and future needs for affordable housing

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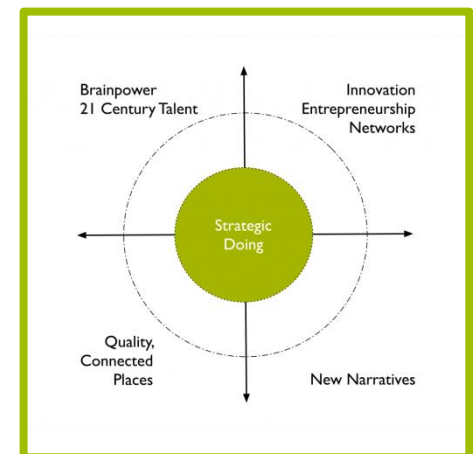


Portfolio Model of Civic Innovation

- Health, Wellness, and Recreation
 - Goal: Enhance the economic benefits to Homer from health, wellness, and recreation programs and providers.
- Retirees and Second-Home Residents
 - Goal: Maximize the benefits of retirees and second-home residents to the local economy.
- Government
 - Goal: Without advocating unnecessary growth of government, maximize the contributions of government (especially borough, state, and federal) as an economic sector in Homer.
- Downtown Vitalization
 - Goal: Enhance downtown Homer as a magnet for business development, a destination for residents and visitors, and a recognized asset contributing to Homer's quality of life.

Additional contributing factors:

- Safe community, safe living environment



Portfolio Model of Civic Innovation

New Narratives includes those projects and plans which focus on new opportunities for Homer. How does Homer portray itself to its residents and outsiders through these new narratives? *“New narratives guide people and resources toward new opportunities.”*

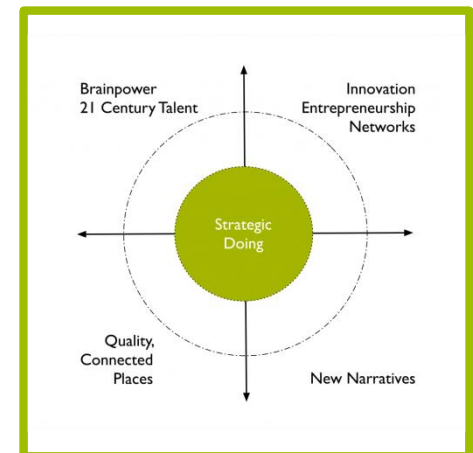
Comprehensive Plan Focus areas:

- Land Use
 - Project Areas: Improved Zoning, Green Infrastructure, Pattern of Development
- Transportation
 - Project Areas: Parking, Trails/Non-Motorized Transportation, non-categorized misc. projects
- Economic Vitality
 - Project Areas: Tourism, Natural Resources, non-categorized misc. projects, communications/connectivity, marine trades
- Energy Plan
 - Projects (no defined categories): Create energy plan, implement existing plans and guidebooks, improve efficiency and conservation, create solid waste and recycling plan, partner with public, private, and nonprofit organizations to reduce, reuse, and recycle solid waste, energy and resource self-sufficiency, looking locally
- Homer Spit
 - Goal: Wise land management of the Spit and its resources to accommodate natural processes, while allowing fishing, tourism, other marine related development, and open space/recreational uses.

CEDS Focus Areas:

- The Bigger World
 - Goal: Help create a community that is resilient to adverse economic impacts related to such things as global financial crises, climate change, and escalating fossil fuel prices.
- Affordable Housing:
 - Goal: Assess options to met current and future needs for affordable housing
- A Skilled, Educated Workforce
 - Goal: Ensure quality life-long learning opportunities in Homer
- An Organizational Structure for Economic Development
 - Goal: Greatly increase the chances that other goals in this plan will be accomplished by providing funding and staffing for an economic development office.

Continues on next page...

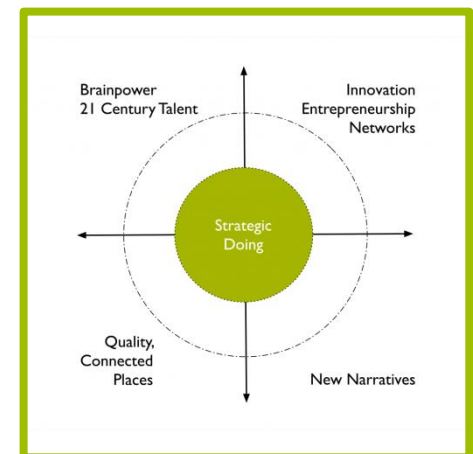


Portfolio Model of Civic Innovation

- Downtown Vitalization
 - Goal: Enhance downtown Homer as a magnet for business development, a destination for residents and visitors, and a recognized asset contributing to Homer's quality of life.

Additional Considerations:

- Balancing community safety with openness/welcoming environment



Numerical Prioritization Exercise: City of Homer Comprehensive Plan

Scoring Criteria	Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
HIGH IMPACT LOW DIFFICULTY						
Education(level of impact: 9, level of difficulty: 1)						
Continue to partner and work to support efforts of the Kenai Peninsula Borough School District. <i>Pg. 6-15, 6-16</i>	10	10	10	10	10	50
Natural Resources:(level of impact: 10, level of difficulty: 2)						
Support staging areas for large development projects. <i>Ongoing. Allow for short and long-term leases at '30 acres' by Deep Water Dock. Pg. 8-6</i>	7	8	9	10	8	42
Support commercial fishing and fish processing. <i>Ongoing. For example, recently installed new power pedestals at System 5. Spit zoning has been updated and better accommodates these uses. Lease policy has been updated. Pg. 8-6</i>	7	9	8	10	8	42
Partner with and support the efforts of other organizations, such as the Chamber of Commerce, to plan for economic development. <i>Increased collaboration with Chamber (designated seats for City of Chamber board and Chamber on EDC). Pg.8-3</i>	9	6	9	9	8	41

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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HIGH IMPACT | LOW DIFFICULTY CONT.

Energy Plan (level of impact: 9, level of difficulty: 2)

Improve energy efficiency and conservation in City facilities. <i>Ongoing. Converting City facilities to natural gas, interior and exterior lighting upgrades, new motors at water treatment plant, tracking energy costs at City facilities. Pg. 9-4</i>	7	9	8	10	8	42
Create a solid waste and recycling plan for City operations, and update procurement policies to reduce “upstream” waste and pollution. <i>Pg. 9-4</i>	6	6	8	9	9	38
Implement the Climate Action Plan, and strategies to grow and maintain the Sustainably Fund. <i>Implementation of Climate Action Plan ongoing. Pg. 9-4</i>	7	7	6	10	7	37
Create an energy plan. <i>Pg. 9-3</i>	5	7	9	9	7	37
Partner with public, private and non-profit organizations to implement a plan to reduce, reuse and recycle solid waste. <i>Pg. 9-4</i>	8	3	7	7	9	34

Parking (level of impact: 7, level of difficulty: 3)

Allow for shared parking and in-lieu fees for downtown businesses. <i>Partially complete: parking code has been updated and shared parking is easier to do. No work on in-lieu fee parking. Pg. 5-11</i>	8	8	5	8	9	38
Construct strategically located parking lots in or near downtown. <i>Designated RV parking areas at HERC and Chamber. Pg. 5-11</i>	3	8	6	7	5	29
Improve/increase on-street parking. <i>Pg. 5-11</i>	1	5	9	5	3	23

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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HIGH IMPACT | LOW DIFFICULTY CONT.

Trails/Non-Motorized Transportation (level of impact: 9, level of difficulty: 7)

Develop bike/pedestrian friendly roadway design standards. <i>Pg. 5-10</i>	8	9	9	10	8	44
Implement the policy recommendations of the Non-Motorized Transportation Plan, e.g. an acceptance policy for trail easements. <i>Ongoing. Trails design manual in place. New trails have been built (Spit trail, for example). Pg. 5-13</i>	7	9	9	9	9	43
Build the recommended trail connections in the Non-Motorized Transportation Plan. <i>Ongoing. Pg. 5-14</i>	6	8	9	9	7	39

Senior Services (level of impact: 8, level of difficulty: 6)

Encourage or create incentives for private businesses to provide or improve accessibility for seniors. <i>Pg. 6-14, 6-15</i>	5	6	9	9	8	37
Improve accessibility for senior citizens. Require all public facilities be accessible for seniors and individuals with disabilities. <i>Newer facilities are built ADA accessible. Library has additional ADA resources. No retrofitting has occurred at existing facilities. Pg. 6-14, 6-15</i>	8	8	8	7	6	37

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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HIGH IMPACT | HIGH DIFFICULTY

Community Capacity (level of impact: 9, level of difficulty: 8)

Continue to work with citizen groups and nonprofit organizations which play a large role in providing desired services in Homer. <i>Ongoing. Collaboration with various area non-profits. Pg. 6-16</i>	8	7	8	8	8	39
Continue to work with residents and businesses to better understand community priorities, and to the extent possible, find resources to meet these needs. <i>Ongoing. Pg. 6-16</i>	6	7	8	8	8	37
Increase the net revenues coming into the city, through managing costs and expanding the community's tax base. <i>Ongoing. Slight upward trend in revenue from 2010. Pg. 6-17</i>	5	7	8	8	7	35
Support the efficient use of existing community facilities. Partner with organizations to keep city facilities operating beyond normal hours. <i>Ongoing. HERC building is used by community. Pg. 6-17</i>	3	5	6	8	6	28

Youth Services (level of impact: 9, level of difficulty: 8)

Provide a range of activities and programs to benefit youth. <i>Continued work by Community Recreation, Library and Parks. Adequate staffing and facilities are limiting factors for the City. The needs assessment will identify community wide barriers and opportunities for non-city organizations and businesses. REC room provides youth services (non-profit). Pg. 6-15</i>	4	5	7	8	7	31
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Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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HIGH IMPACT | HIGH DIFFICULTY CONT.

Port & Harbor DWD & E. Boat Harbor (level of impact: 10, level of difficulty: 10)

Address general harbor maintenance and erosion control <i>Have a draft dredge management plan with Corps. Will be able to cross off the list soon. Pg. 6-8, 6-9</i>	7	8	8	9	8	40
Complete the Port and Harbor projects listed in Homer's current CIP <i>Pg. 6-9</i>	5	7	8	9	7	36
Expand the Deep Water Dock. <i>Feasibility study will be underway 2014. Pg. 8-6</i>	4	6	7	9	8	34
Create an East Boat Harbor <i>Pg. 6-8</i>	3	5	7	9	6	30
Improve restrooms along the spit trail. <i>Ongoing. 2 have been improved, others are on the CIP. Pg. 6-9</i>	4	6	6	7	7	30

Fire & Emergency Services (level of impact: 10, level of difficulty: 10)

Increase marine fire/emergency response capabilities. Refurbished marine fire carts is a top 5 CIP priority. <i>Pg. 6-3</i>	5	8	8	9	8	38
Increase training opportunities. <i>Ongoing. Pg. 6-3</i>	7	7	7	8	8	37
Update Hazard Plans. <i>Hazard Plan updated 2010, due for update in 2015. Pg. 6-3</i>	7	7	7	8	7	36
Construct new building and training facility. <i>Preliminary design underway for new joint public safety building. Pg. 6-3</i>	5	6	8	8	7	34
Increase volunteer core to 50 people. <i>Pg. 6-3</i>	5	6	7	8	8	34
Hire Fire Marshal/Code Examiner. <i>Pg. 6-3</i>	3	3	6	6	6	24

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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HIGH IMPACT | HIGH DIFFICULTY CONT.

Police Department (level of impact: 10, level of difficulty: 10)

Implement a reasonable vehicle replacement plan. <i>Have replaced 1 since 2010, 4 more need replacement. Pg. 6-4</i>	5	8	7	7	8	35
Construct new building. <i>Preliminary design underway for new joint public safety building. Pg.6-5</i>	4	7	8	8	8	35
Address retention and recruitment issues, and retain a competitive compensation package. <i>Ongoing. Pg. 6-4</i>	4	6	7	8	6	31
Hire dedicated Homer Spit Officer for summer months. <i>When all officer positions are filled, one officer is assigned to the Spit during the summer. Pg. 6-4</i>	5	4	5	7	6	27

Storm Water (level of impact: 5, level of difficulty 7)

Develop storm water design criteria for large parcel development. <i>Storm water plan submitted as CIP project. Pg. 6-9, 6-10</i>	6	7	7	8	8	36
Encourage the utilization of green infrastructure mapping as a means to identify and retain natural drainage channels and important wetlands, which serve drainage functions. <i>Ongoing. City uses environmental information for all developments and plats that are reviewed by the Planning Commission. Pg. 6-10</i>	6	7	8	7	8	36
Adopt area-wide storm water management standards. <i>Storm water plan submitted as CIP project. Pg. 6-9, 6-10</i>	5	6	8	7	8	34

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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HIGH IMPACT | HIGH DIFFICULTY CONT.

Parks, Recreation, & Culture (level of impact: 7, level of difficulty: 9)

Create a Parks and Recreation Master Plan. Still needed. <i>The results of the needs assessment is a piece of this future plan. Pg.7-5</i>	6	5	8	8	8	35
Update the Beach Policy. <i>Ongoing, as requested by the public and P&R Commission. Pg. 7-8, 7-9</i>	6	7	6	8	8	35
Increase staffing at Parks & Recreation and determine if a merger with Community Schools would be appropriate. <i>A partial merger has taken place and P&R seasonal staffing has increased. Pg. 7-4</i>	5	6	7	7	7	32
Conduct parks inventory and needs assessment ; establish a park dedication ordinance. <i>A needs assessment is underway. No work accomplished on a park dedication ordinance. Pg. 7-7</i>	5	6	7	7	8	33
Develop a community recreation facility. Pg. 7-7	3	4	8	8	8	31
Establish, implement park landscaping standards. <i>No progress. Pg. 7-7</i>	4	5	6	6	7	28
Investigate multipurpose arts and cultural facility. <i>The needs assessment is assessing the need for a facility. Homer Council on the Arts is also assessing need. Pg. 7-9</i>	3	4	6	7	8	28
Build a city greenhouse to support the Homer beautification program. <i>Currently use the HS greenhouse, but demand for that facility by school district is growing and will push out City eventually. Pg. 7-6, 7-7</i>	3	6	5	6	7	27
Establish park endowment fund. Pg. 7-5	3	4	6	6	6	25

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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LOW IMPACT | LOW DIFFICULTY

Transportation (level of impact: 8, level of difficulty: 3)

Update the 1986 Master Streets and Roads Plan and the 2005 Transportation Plan. Implement the Transportation Plan. <i>Implementation of Transportation Plan is ongoing (for example, CIP project for east west connector, etc). Plan should be updated in 2015. Pg. 5-2, 5-3, 5-4</i>	5	6	7	8	8	34
Establish a Road Corridor Preservation Program and adopt appropriate ordinances (e.g., road standards, cost sharing mechanisms). Pg. 5-8, 5-9	4	5	7	7	8	31

Improved Zoning (level of impact: 7, level of difficulty: 3)

Develop new zoning code to implement new categories. <i>Ongoing and have made good progress. Started with Mixed Use, Town Center, and Residential Office Districts. Pg. 4-9</i>	8	7	8	7	8	38
Work with the Comprehensive Plan Land Use Recommendation map on an area by area basis to determine the feasibility and acceptability of rezoning. <i>Ongoing and have made good progress. Pg.4-9, 4-10</i>	7	7	7	8	8	37

Tourism (level of impact: 7, level of difficulty: 6)

Provide adequate parking for Spit attractions and/or efficient shuttle service between downtown and Spit areas. <i>Homer Trolley serves as seasonal shuttle. Spit parking has been improved through enforcement. Pg.8-8</i>	5	5	7	7	8	32
Prepare a Tourism Management Plan. Pg. 8-10	4	4	7	7	7	29

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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LOW IMPACT | LOW DIFFICULTY CONT.

Economic Vitality (level of impact: 9, level of difficulty 7)

Accommodate and promote arts and culture events. <i>Ongoing. Pg. 8-5</i>	6	7	7	7	9	36
Work with the University, KBC to develop education and vocation programs for Homer residents. <i>University is conducting a space needs assessment. Pg. 8-6</i>	6	6	8	8	8	36
Research and implement strategies to provide for a range of housing options. <i>Pg. 8-10</i>	5	5	7	8	8	33
Improve technology infrastructure. <i>Pg. 8-5</i>	4	5	7	7	8	31

Improved Standards and Regulations (level of impact: 7, level of difficulty: 7)

Adopt new development standards for development in environmentally sensitive areas. Includes road construction practices. <i>Steep slope standards developed, CIP project submitted for storm water plan. Pg. 4-12</i>	5	7	7	8	8	35
Create new development standards for higher density residential development. <i>Ongoing. For example, secondary residential dwelling use has been opened up. Pg. 4-18,4-19</i>	6	7	6	7	8	34
Evaluate and consider shifting platting authority from Borough to City of Homer. <i>Reviewing Borough subdivision ordinance, high technical hurdles. Pg. 4-15</i>	5	6	6	5	6	28
Adopt building codes. <i>Pg. 4-10</i>	5	4	6	6	7	28

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria	Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
1 = Strongly Disagree 10 = Strongly Agree						
LOW IMPACT HIGH DIFFICULTY						
Solid Waste (level of impact: 5, level of difficulty: 2)						
Institute measures to improve recycling among City departments. <i>About half of City facilities have office recycling. Pg.6-12, 6-13</i>	8	8	8	8	8	40
Library (level of impact: 8, level of difficulty: 6)						
Increase staff to respond to increased demand. <i>2014 increased .3 position and 1 seasonal employee. Current staff levels are able to respond to customers at the front desk. Additional 1.5 staff are needed behind the scenes to manage technology services, implement programming, and catalog and process books and materials. Pg. 6-11</i>	4	3	6	7	7	27
Water & Sewer (level of impact: 9, level of difficulty: 8)						
Construct water and sewer lines to developed properties as demand warrants. <i>Ongoing. Master Plan is used to plat easements in new developments. Lines are constructed as requested through LIDs and HAWSP (latest example, K-Drive phase 2). Pg. 6-5, 6-6, 6-7</i>	5	7	7	9	8	36
Implement the Water Sewer Master Plan. <i>Ongoing. New water treatment plant, other capital projects in the works. Pg. 6-5, 6-6, 6-7</i>	5	7	7	9	7	35
Repair and rehabilitate sewer mains to reduce infiltration. <i>Sliplined 1800LF in central business district. Pg. 6-6, 6-7</i>	4	6	7	8	7	32
Enact a sewer inflow reduction program. <i>Some money is budgeted for smoke testing but more education, code revisions and enforcement is needed. Pg. 6-6</i>	5	5	7	8	7	32

Prioritization Strategy Implementation Recommendations - Appendix 2

Scoring Criteria

1 = Strongly Disagree 10 = Strongly Agree

Project has existing or easily accessible funding	Project has adequate existing or easily accessible staffing	Project is a first phase or foundation for additional projects	Project aligns with Homer's major needs and goals	Project can be easily adapted as future needs change and arise	TOTAL
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LOW IMPACT | HIGH DIFFICULTY CONT.

Water & Sewer Cont. (level of impact: 9, level of difficulty: 8)

Develop a new water source. <i>Long term CIP priority. Pg. 6-5</i>	3	5	5	6	5	24
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Green Infrastructure (level of impact: 7, level of difficulty: 7)

Adopt guidelines for sustainable development such as energy efficiency, use of recycled materials, and low impact landscaping in city buildings. <i>Ongoing. No official policy. Pg.4-14</i>	8	6	6	7	8	35
Evaluate incentives to promote development that uses the green infrastructure ideas presented in Appendix D. <i>Pg.4-12, 4-13</i>	6	6	7	7	7	33

Pattern of Development (level of impact: 4, level of difficulty: 8)

Work with Borough to prepare mutually acceptable development standards. <i>Pg. 4-20</i>	7	6	8	7	8	36
Establish more specific criteria, process, schedule and objectives for possible future annexations. <i>Pg. 4-21</i>	5	6	8	6	7	32
Amend city code to recognize the transfer of development rights to preserve environmentally sensitive or recreational areas. <i>Pg. 4-22</i>	5	5	7	7	7	31

Numerical Prioritization Exercise

Focus Area: _____

Project: _____

Scoring Criteria: 1 = Strongly disagree 10 = Strongly agree

- This project has existing or easily accessible funding _____
- This project has adequate existing or easily accessible staffing _____
- This project is a first phase or foundation for additional projects _____
- This project aligns with Homer's major needs and goals _____
- This project can be easily adapted as future needs change and arise _____

Numerical Priority Total (5-50): _____
(5 as Lowest Priority – 50 as Highest Priority)

General Priority Level: Low Medium High



Strategic Doing Pack

EVENT NAME: _____

DATE: _____

Our Framing Question:

Our Knowledge Keeper Name and e-mail: _____

Our Table Guide name and e-mail: _____



Table of Contents

Section	Explanation	Page
Group Assets	Identify assets we are willing to share	Page 2
What Could we do together?	Brainstorm how we might connect our assets	Page 3
What Could we do together?	Connect assets and define 1-3 new opportunities	Page 4
What Should we do together?	Select 1 opportunity & define a successful outcome	Page 5
What Will we do together?	Define a Pathway project and action plan to get us to our outcome	Page 6
What Will we do together?	Map our successful Outcome, a Pathway Project and key next steps	Page 7
What's our 30/30?	Define a process moving forward	Page 8
Participant List	Separate sheet – to be attached after completed	Page 9

Strategic Doing Question 1: What **could** we do together?

Connect the assets you shared to create new opportunities.

Brainstorming and Notes

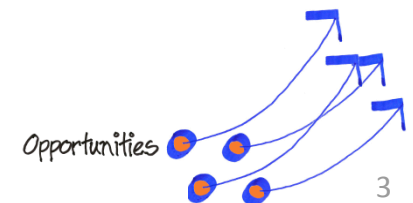
Quickly jot down connections that spring up from the discussion. Ask questions like ‘what would that look like’ or ‘what if we.....!’

Example of an opportunity connecting these assets:

Bill K – connected to young professionals; Jane S – skill of conducting surveys; Susan D. – social networking skills; ;Bob S – understanding City government

“We could use Jane’s and Bob’s knowledge and skills to create an online survey of ideas for connecting young adults to government . We can use Bill’s connection to young professionals to know who to survey and Susan’s social networking skills to survey online and thru venues such as Facebook and Twitter.”

Use the next page to narrow your ideas to 3 opportunities



Strategic Doing Question 1: What **could** we do together?

Describe up to 3 opportunities

Narrow your ideas from the brainstorming phase to 3 the top choices that connect the assets

How could you describe this opportunity in one or two phrases?

Example: Start an initiative to introduce young people to city government

Opportunity 1:

Opportunity 2:

Opportunity 3:

Use the next page to convert one opportunity to an outcome

Strategic Doing Question 2: What *should* we do together?

Select **ONE** opportunity & define success

Pick one of your opportunities and convert it to an outcome by defining measurable success

Example: Our Opportunity: Connecting our assets could lead us to an open innovation “hack” for Government 2.0

Our Outcome: An engaged community of at least 20 volunteers who produce new prototypes for government services and launch at least one redesigned service by 2015.

Success characteristic 1: Engaged city government volunteers	Metric: Number of volunteers
Success characteristic 2: Young adults enrolled in the introduction course	Metric: Number of young adults participating
Success characteristic 3: At least one service project with the groups within a year	Metric: One service project launched
Our Outcome:	How will you know if you're successful? <i>Hint: If you cannot figure out how to measure, the initiative is too vague to be useful.</i>
Characteristic 1:	Measurement:
Characteristic 2:	Measurement:
Characteristic 3:	Measurement:

Use the next page to design a pathway to your outcome

Map your outcome and project



Our Outcome.— (Where we are going):

Our Outcome or Success metrics.— (How we know we have arrived):

- 1.
- 2.
- 3.

Our Pathfinder Project.— (How we will get there):

Milestones along our way.— (To make sure we are not lost):

Our Key Action Steps to get started.— (What we will start doing by next week):

- 1.
- 2.
- 3.
- 4.

Strategic Doing Question 4: What's our **30/30**?

Maintaining alignments and connections is a dynamic process requiring continuous (but not constant) attention.

What's been done in the last 30 days? What needs to happen in the next 30 ? Small amounts of time (1-2 hours per month) can be devoted to revising our strategy. The point is to come back together share what we have learned, realign ourselves, and figure out our next steps for the next 30 days.

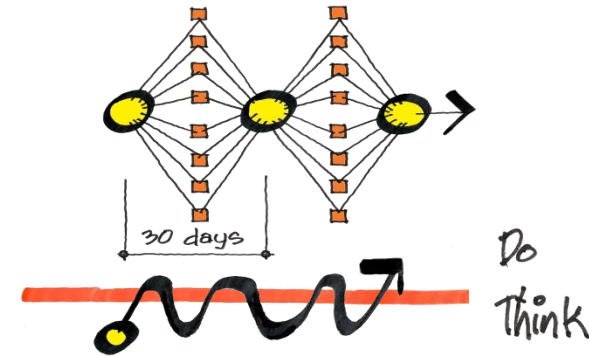
Follow-up Meeting (Sample)

Date	Dec 1
Time	2:00PM
Place	Conference call: Susan will arrange

Follow-up Meeting

Date	
Time	
Place	

Moving Forward



Internet Details

How will you use the Internet to stay connected?

We'll use e-mail for now. Might focus on a group blog. Bill will explore.

Internet Details

How will you use the Internet to stay connected?

