



City of Homer

www.cityofhomer-ak.gov

Office of the City Manager

491 East Pioneer Avenue
Homer, Alaska 99603

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Memorandum

TO: Mayor Lord and Homer City Council
FROM: Melissa Jacobsen, City Manager
DATE: April 23, 2025
SUBJECT: City Manager's Report for April 28, 2025 Council Meeting

Resolution 25-016 Follow-Up

In March the City Council adopted Reso 25-016 giving staff the direction to petitioning the Alaska State Alcoholic Beverage Control Board to Issue Ten Additional Restaurant or Eating Place Licenses within the City. At the Alcoholic Beverage Control Board meeting public comments were taken and five additional Restaurant or Eating Place Licenses (REPL's) were granted. The City's process of advertising and conducting a public hearing was appreciated.

Save the Date – HERC update!

The City of Homer is hosting a community informational meeting regarding the Homer Education and Recreation Center (HERC) on May 20, 2025 at 6pm. Special guests include staff from the State of Alaska Department of Environmental Conservation Brownfields Program, consultants from BGES – an environmental consulting firm hired by the state to conduct hazardous materials testing, and a facilitator from the Center for Creative Land Recycling. Join us at the Homer Public Library to discuss Brownfields, challenges, and what is happening now at the HERC. The presentation will begin at 6:15pm. Please send questions or comments to planning@ci.homer.ak.us.

Land Purchase North of Hornaday Park

In January, the Homer City Council unanimously approved the purchase of twenty acres north of Karen Hornaday Park. When the property came on the market, community members quickly stepped in to buy the land and hold it until the City was able to complete the property transaction process, securing the area for permanent public use. Through the current Comprehensive Plan process, it's clear the community supports greenspace and trails within the community and this purchase will increase outdoor recreation within walking distance to many residents. The City anticipates closing on the transaction in mid-May.

This new property adjoins the 38.3 acre Karen Hornaday Park and an additional 10-acre city owned property, creating the potential for nearly 70 acres of public lands with future hiking trails. To guide the planning of this enlarged recreation space, the City is in conversation with the Kachemak Heritage Land Trust on the possibility of applying for planning assistance with the Rivers, Trails, Conservation Assistance Program through the National Park Service. This program has been used several times in Homer, such as the design of the Kachemak Bay Water Trail, the lower end of Woodard Canyon with the Pratt Museum and other community members, with KHLT on the site planning for the Poopdeck Platt Community Trail and most

recently with the Homer Library on the western lot. Planning for high use trails that may cross private lands and traverse steep hillsides will benefit from the assistance provided by this free program. Stay tuned for future trail discussions if KHLT and the City are successful in the application for this program!

Camping at Hornaday Park

This year's mild winter provided the opportunity for Parks and Public Works staff to do work in the Karen Hornaday Park Campground. Sightlines were opened throughout the campground by clearing and cutting back overgrown alders and cleaning up brush and opening up lovely views from all the campsites. A memo is attached to this report that identifies the many improvements. Efforts are in place to bring a Camp Host on to spend the summer at the park to help facilitate the soft opening of 20 campsites for the 2025 season.

Homer Volunteer Fire Department (HVFD)

Last month the City Council held an off cycle worksession to discuss concerns that had been raised by citizens regarding turnover in department staff and volunteers, under budgeting for department plant and equipment, and the City's ISO rating. Attached to this report is department call volume for Homer, Kachemak City, KESA, and WESA responses over the last three years. Also included is a spreadsheet that includes a breakdown of runs per employee and per volunteer. For privacy reasons the names have been changed to numbers and you'll see some have served in both capacities. The chart is organized so instead of names; each employee or volunteer have the same number (employee # or volunteer #) over the course of 4 years.

I have drafted an RFP for evaluation services of the HVFD as was discussed that is attached for review and have also been in conversation with Robert Purcell very recently about conducting the evaluation locally. There are plusses and minuses for both options, so interested in feedback on Council's thoughts. Chief Kirko and I continue meet on a regular basis, fire fighter classes are underway, and the staff and volunteers continue their regular training. I was asked for a schedule or timeline for next steps, internal matters that are personnel related are being addressed in accordance with our personnel regulations. The next steps for the evaluation are in place, if we go out for RFP that will be put on the streets as soon as possible, and if the desire is to remain local, we'll need to make sure we are following proper procurement procedures and would start as soon as we're able.

City Manager Meetings and Events:

- April 15th – Conversations with a Councilmember w/ Councilmember Parsons
- April 16th – Attended Kachemak City Council Meeting
- April 20th – Met with Dr. Tyler Haas re: HVFD Medical Director
- Budget meetings with Departments
- Ongoing weekly meetings with Departments, Mayor and Councilmembers, and City Attorney

Attachments:

- AMCO Board Action Letter
- HERC Flyer
- Homer Foundation Quarterly Reports
- HVFD Run Volume 2022-2024
- HVFD Staff and Volunteer Annual Run Count spreadsheet
- HVFD Evaluation Draft RFP



THE STATE
of **ALASKA**
GOVERNOR MIKE DUNLEAVY

Department of Commerce, Community,
and Economic Development

ALCOHOL & MARIJUANA CONTROL OFFICE
550 West 7th Avenue, Suite 1600
Anchorage, AK 99501
Main: 907.269.0350

April 16, 2025

City of Homer
491 East Pioneer Ave
Homer, AK 99603

Re: Petition for additional licenses under AS 04.11.405

Dear City of Homer,

At the April 15, 2025 meeting of the Alcoholic Beverage Control Board in Nome, Alaska, the board voted to approve the City of Homer's resolution to grant additional licenses. The City of Homer requested 10 additional licenses and the Alcoholic Beverage Control Board approved 5 additional Restaurant or Eating Place Licenses (REPLs) in accordance with AS 04.11.405. The board also stipulated that the licenses are immediately available for application.

Restaurant or Eating Place licenses allowed by population:	4
Restaurant or Eating Place licenses currently in the City of Homer:	15
New allowed limit of Restaurant or Eating Place licenses:	20

The Alcohol and Marijuana Control Office (AMCO) will update the numerical allowance of this license type within the City of Homer. In accordance with subsection (d), the board may not authorize additional Restaurant or Eating Place Licenses under this section until 2027. Please contact our office if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Kristina Serezhenkov".

Kristina Serezhenkov
Local Government Specialist
Alcohol and Marijuana Control Office



**Homer Education and
Recreation Center (HERC)
Community Information Meeting**

MAY 20, 2025
6 pm • Homer Public Library
500 Hazel Avenue

Send questions or comments to planning@ci.homer.ak.us



What are
Brownfields?

What challenges
are causing
delays?

What is
happening now?

Doors open 6 pm
Presentation 6:15 pm

This meeting is hosted by
the City of Homer
with support from the
Alaska Department of
Environmental
Conservation
and BGES, Inc.

2024:

Homer (2500):

- EMS: 738
- Fire: 150

Kachemak City (2500K):

- EMS: 10
- Fire: 5

KESA:

- EMS: 4
- Fire: 8

WES:

- EMS: 0
- Fire: 8

2023:

Homer (2500):

- EMS: 628
- Fire: 123

Kachemak City (2500K):

- EMS: 24
- Fire: 7

KESA:

- EMS: 12
- Fire: 7

WES:

- EMS: 2
- Fire: 20

2022:

Homer (2500):

- EMS: 635
- Fire: 93

Kachemak City (2500K):

- EMS: 19
- Fire: 6

KESA:

- EMS: 10
- Fire: 7

WES:

- EMS: 1
- Fire: 13

Year	2021	2022	2023	2024
Employee 1	172	266	275	318
Employee 2	88			
Employee 3	65	101	107	94
Employee 4/Volunteer 58	127/0	57/0	0/1	0/124
Employee 5	209	199		
Employee 6/Volunteer 64	168/0	51/0	0/1	
Employee 7/Volunteer 50	203/0			
Employee 8/Volunteer 3	0/31	175/0	125	23
Employee 9/Volunteer 12	0/43	0/72	0/31	0/27
Employee 10/Volunteer 33		0/158	208/0	
Employee 11/Volunteer 31		0/111	160/0	59
Employee 12			144	188
Employee 13/Volunteer 14	0/127	0/239	16/0	
Employee 14/Volunteer 68			164/0	0/28
Employee 15/Volunteer 46		0/24	246/0	105/0
Employee 16			206	76
Employee 17				216
Employee 18				215
Employee 19/Volunteer 16	0/11	0/19	0/7	236
Employee 20				82
Employee 21/Volunteer 60			0/25	208/0

Volunteer 1	3			
Volunteer 2	6			
Volunteer 4	6	9		
Volunteer 5	10	10	11	8
Volunteer 6	17	19	29	50
Volunteer 7	1	23	2	1
Volunteer 8	11	3		
Volunteer 9	6	1		
Volunteer 10	4	4	2	
Volunteer 11	89	20		
Volunteer 13	3	11	10	10
Volunteer 15	98			
Volunteer 17	10			
Volunteer 18	15	26	23	30
Volunteer 19	13	1		
Volunteer 20	2			
Volunteer 21	4			
Volunteer 22	24	13	4	
Volunteer 23	24	15		
Volunteer 24	20	47	1	
Volunteer 25	138	15		
Volunteer 26	2	9		
Volunteer 27	2	7	2	

Volunteer 28	24	13	9	
Volunteer 29	6	11		
Volunteer 30	33			
Volunteer 32		14		
Volunteer 34		11	1	
Volunteer 35		17	19	14
Volunteer 36		12	11	
Volunteer 37		174	124	44
Volunteer 38		3		
Volunteer 39		2		
Volunteer 40		24		
Volunteer 41		46	3	
Volunteer 42		44	27	
Volunteer 43		2	1	
Volunteer 44		2	5	
Volunteer 45		9	7	18
Volunteer 47		19	2	
Volunteer 48		48	23	20
Volunteer 49		14	17	
Volunteer 50		15		
Volunteer 51			2	
Volunteer 52			11	
Volunteer 53			42	49
Volunteer 54			28	
Volunteer 55			3	
Volunteer 56			11	41
Volunteer 57			62	
Volunteer 59			59	
Volunteer 61			23	
Volunteer 62			33	2
Volunteer 63			3	27
Volunteer 65				10
Volunteer 66				1
Volunteer 67				4
Volunteer 68				28
Volunteer 68				2
Total Annual Response Count	1815	2187	2326	2330

REQUEST FOR PROPOSAL
By the City of Homer, Alaska
Professional Services to Perform
An Independent Evaluation of the Homer Volunteer Fire Department

The City of Homer, Alaska is seeking proposals from qualified consultants or firms to conduct an independent, comprehensive evaluation of the Homer Volunteer Fire Department which consists of both career and volunteer personnel. The goal of this evaluation is to assess current operations, identify areas for improvement, and provide actionable recommendations to ensure continued excellence in emergency services delivery.

It is the intent of this Request for Proposals (RFP) to have the successful firm enter into a Professional Services Contract with the City of Homer to provide the services outlined herein.

The following subjects are discussed in this RFP to assist in preparing a proposal.

- I. Introduction
- II. Project Overview
- III. Scope of Work
- IV. RFP General Requirements & Submittal Instructions
- V. Proposal Format & Content Requirements
- VI. Evaluation Criteria & Selection Process
- VII. Schedule

I. INTRODUCTION

The City of Homer recognizes the critical role the Homer Volunteer Fire Department plays in ensuring the safety and well-being of our community. As a combination department comprised of both professional and volunteer personnel, the organization has long benefited from the dedication and service of its members. However, like many fire service agencies across the nation, the department is facing evolving challenges—most notably, a steady decline in volunteerism, increasing service demands, and the growing complexity of emergency response.

In light of these challenges, the City is seeking an independent, comprehensive evaluation of the fire department to assess current operations, internal policies and procedures, and overall service delivery. The intent is to ensure that the department is well-positioned to meet both present and future demands with a clear, sustainable model that reflects best practices in emergency services management.

This evaluation will also seek to align departmental capabilities with the actual needs of the community, identify opportunities for improvement, and support the development of clear, modernized internal policies and procedures that strengthen organizational consistency, accountability, and performance.

II. PROJECT OVERVIEW

The primary goal of this evaluation is to identify strengths and areas for improvement, ensure best practices are being followed, and offer strategic recommendations that will support effective service

to the community now and into the future. The final deliverable will inform leadership, elected officials, and community stakeholders and serve as a roadmap for operational and structural enhancements.

III. SCOPE OF WORK

The selected consultant will be expected to provide the following deliverables as part of the project:

1. **Project Kickoff Meeting**
An initial meeting with city leadership and fire department representatives to confirm project scope, timeline, key contacts, and expectations.
2. **Stakeholder Engagement Plan**
A plan outlining how the consultant will gather input from key stakeholders, including fire department personnel (volunteer and career), city leadership, and community representatives.
3. **Departmental Assessment Report**
A comprehensive evaluation of the fire department, including analysis of:
 - Organizational structure and leadership
 - Staffing levels and deployment (volunteer and career)
 - Internal policies, procedures, and training
 - Operations and response capabilities
 - Equipment, apparatus, and facility conditions
 - Financial and budgetary practices
 - Compliance with applicable standards and regulations
 - Community needs and risk profile
4. **Benchmarking and Best Practices Review**
Comparative analysis of the department against similar-sized combination departments and industry best practices (e.g., NFPA standards, ISO ratings, strategic staffing models).
5. **SWOT Analysis**
A documented analysis of the department's strengths, weaknesses, opportunities, and threats.
6. **Community Needs Alignment**
Assessment of current services and resources compared to identified and anticipated community risks and expectations.
7. **Recommendations Report**
Clear, actionable recommendations prioritized by impact and feasibility, covering:
 - Operational improvements
 - Policy and procedural updates
 - Staffing models and recruitment strategies
 - Volunteer integration and support
 - Equipment and facility investments
 - Long-term strategic planning
8. **Executive Summary**
A concise, non-technical summary suitable for presentation to elected officials, stakeholders, and the general public.

9. **Presentation of Findings**

At least one in-person or virtual presentation of key findings and recommendations to municipal leadership and fire department leadership.

10. **Final Report Submission**

A complete final report, including appendices and supporting documentation, in both editable (e.g., Word) and print-ready (PDF) formats.

IV. RFP GENERAL REQUIREMENTS & SUBMITTAL INSTRUCTIONS

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below. Proposals that do not address the items listed in this request may be considered incomplete and may be deemed non-responsive by the City.

- A. **There will be an optional Pre-Close RFP meeting/teleconference held via Zoom on _____** This will give all proposers involved the opportunity for questions/ answers with City Staff to ensure all information is open and concise. Zoom meeting invitations will be sent to all qualified entities listed on the Plan Holder's List.
- B. **All proposers must submit a City of Homer Plan Holders Registration form to be on the Plan Holders List and to be considered responsive.**
- C. **Sealed proposals must be received by the City Clerk's Office at the address referenced below no later than 4:00 p.m. on _____.** The time of receipt will be determined by the City Clerk's time stamp. Proposals received after that time shall not be considered.
- D. Proposers must submit one original and five (5) copies of the completed proposal in an opaque envelope marked as follows:

City of Homer 2025 RFP
Independent Evaluation of the Homer Volunteer Fire Department

date _____

Bidders Name and Address

- E. Proposal submittals shall be delivered in person or mailed to:
- City of Homer
City Clerk's Office
491 E. Pioneer Avenue
Homer, Alaska 99603
- F. Proposals may be withdrawn by written, email, or facsimile notice received prior to the deadline for proposal submittal.
- G. Inquiries must be received at least 10 days prior to the RFP submittal deadline. Copies of all written requests and replies will be forwarded to each Proposer on the Official Plan Holders List. Only formal, written responses to properly submitted questions will be binding.
- H. Inquiries regarding the Scope of Work or clarification of the RFP must be directed in writing to:
- Melissa Jacobsen, City Manager
491 E. Pioneer Avenue
Homer, Alaska 99603
Phone: (907) 299-9354

Email: citymanager@ci.homer.ak.us

I. General RFP and proposal submission inquiries must be directed in writing to:

City Clerk's Office
491 E. Pioneer Avenue
Homer, AK 99603
Phone: (907) 235-3130
Email: clerk@ci.homer.ak.us

V. PROPOSAL FORMAT & CONTENT REQUIREMENTS

For ease of evaluation, the proposal should be presented in a format that corresponds to and references/labels the sections outlined in this RFP. Proposals should be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP.

To be considered responsive, each proposal must include (at a minimum) the following:

A. Letter of Transmittal (one page maximum): The transmittal letter shall briefly state the firm's understanding of the City's request, make a positive commitment to provide the professional services specified, and give the name, title, address, and phone number of the person(s) authorized to make representations for the firm. The letter shall be signed by a corporate officer or other individual who has the authority to bind the firm.

B. Proposal Narrative: The proposal narrative must provide the following information:

1. Specify in detail the firm's ability to fulfill the Scope of Work that has been outlined in this RFP, including any additional contractual requirements the firm chooses to propose. Other items that must be included in the proposal:
 - Standard, all-inclusive cost schedule that is to be used in this contract, including staff time per task, travel expenses, and incidentals. *Please include cost schedules with and without the optional site visit described in item 4 of the project scope.*
 - Schedule – An outline of the anticipated schedule for completing the Scope of Work beginning with issuance of a notice to proceed to submitting the final work product.
 - Insurance – Prior to commencement of work, the Proposer shall be required to provide proof of insurance and to keep it in full force and effect, at its own expense, the following minimum policy limits:
 - i. The City of Homer shall be named as additional insured during the project's duration.
 - ii. Worker's Compensation in accordance with the laws of the State of Alaska, and Employer's Liability Insurance with minimum limits of \$1,000,000/ \$1,000,000/ \$1,000,000.
 - iii. General Liability Insurance in an amount not less than \$1,000,000 per occurrence; \$1,000,000 personal and advertising injury; \$2,000,000 general aggregate; and \$2,000,000 products/completed operations aggregate for bodily injury or death and for property damage.
 - iv. Professional Liability with minimum limits of \$1,000,000 aggregate and each claim.

- v. Automobile Liability Insurance covering owned, non-owned, or hired vehicles used by the firm, with limits not less than \$1,000,000 combined single limit for bodily injury and property damage.
2. Proposed Project Manager and Team Members and Statement of Qualifications and Experience: This section shall introduce the project manager (Single Point of Contact) and members of the firm that will be performing the work for this project. This section will cover the project team/firm's qualifications for the proposed work and experience with similar projects. Full resumes are not required but can be included; 1-2 paragraphs on each member of the team will be sufficient.
3. Methods and Work Plan: Proposer will outline a work plan detailing the firm's step-by-step procedures for accomplishing the Scope of Work and the City's objectives for this project.
4. References: List the names, titles, and phone numbers of at least three clients who obtained similar services from your firm. Ideally, projects/contracts managed by the proposed project manager and completed by the proposed project team should be referenced.

VI. EVALUATION CRITERIA & SELECTION PROCESS

A. Evaluation Criteria

All proposals must meet the following minimum requirements.

Proposals will be evaluated on the following criteria and scored according to the point scale:

Proposed Contract, Work Plan, and Cost	
• Company Overview and Qualifications	5 points
• Project Understanding and approach	10 points
• Work plan and timeline	10 points
• Qualifications, experience, and training of staff to be assigned to project.	30 points
• Record of past performance of Firm in similar, previous projects.	25 points
• Quality of 3 references.	10 points
• Conformance with RFP requirements, including compliance and timely submission of all documents requested.	5 points
• Cost	5 points
Total Possible Points 100	

B. Selection Process

A selection committee comprised of two City Councilmembers, one Homer Volunteer Fire Department Captain, one active Homer Volunteer Fire Department Volunteer, and one member of the public will be confirmed by the Mayor to evaluate the proposals and make a recommendation to the City Manager and Homer City Council. If the Council approves, the City will offer the highest ranking Proposer an opportunity to negotiate a Contract.

Other Proposal selection terms, conditions, and exceptions:

1. Evaluators may discuss factual knowledge of, and may investigate proposer's prior work experience and performance. This includes projects referenced in the proposal, available written evaluations, and contacted references that were listed or other persons knowledgeable of a proposer's past performance. Factors such as overall experience relative to the proposed contract, quality of work, cost control, and the ability to meet schedules may be addressed during the evaluation.
2. This request for proposals is designed to be qualifications based, with cost playing a secondary role in the selection process. The City of Homer reserves the right to award a contract to the highest ranked firm based solely on the written proposal or request oral interviews. The highest ranked proposer will be invited to enter into negotiations with the City of Homer for the purposes of contract award. If an agreement with any proposer cannot be reached, the next highest ranked proposer may be contacted for negotiations. The City of Homer reserves the right to terminate contract negotiations with any proposer should it be in the City of Homer's best interest.
3. The City reserves the right to alter, amend, or modify any provisions of this RFP, or to withdraw this RFP, at any time prior to the award of a contract pursuant hereto, if it is in the best interest of the City to do so.
4. The City reserves the right to waive informalities and minor irregularities in proposals received. Alterations, modifications or variations to a proposal may not be considered unless authorized by the RFP or by addendum or amendment.
5. The City reserves the right to reject any and all proposals submitted and shall not be liable for any costs incurred by any proposer in response to this solicitation or for any work done prior to the issuance of a notice to proceed or signed contract.
6. Proposals will be kept confidential until contract is awarded, subject to law.

VII. RFP TIMELINE & AWARD SCHEDULE

These dates represent a tentative schedule of events. The City reserves the right to modify these dates at any time, with appropriate notice to applicable proposers on the Plan Holders List.

ACTIVITY	DATE/TIME
RFP Publish Dates	City of Homer Website Homer News
Optional Pre-Close Meeting	
Submittal Deadline for Proposals	
Evaluation Period and Proposal Selection	
Authority to Proceed by Homer City Council	
Contract Signing/Notice to Proceed	
Project Kickoff Meeting	