

Office of the City Clerk

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Agenda Changes/Supplemental Packet

TO: MAYOR LORD AND CITY COUNCIL FROM: RENEE KRAUSE, MMC, CITY CLERK

DATE: JUNE 9, 2025 SUBJECT: SUPPLEMENTAL

WORKSESSION AGENDA

a. FY26/FY27 Budget Discussion

Memorandum CC-25-168 from City Manager re: Budget Follow-up page 3

COMMITTEE OF THE WHOLE AGENDA

DISCUSSION TOPIC(S)

a. Bridge Creek Watershed Study Presentation - Drs. Mark & Kai Rains, Tylyn Brigino with University of South Florida, Ecohydrology Research Group

Partnerships for Water Security for Fish & People – Presentation

page 6

REGULAR MEETING AGENDA

MAYORAL PROCLAMATIONS AND RECOGNITIONS

a. Recognition of Wastewater System Award

Recognition City of Homer Wastewater Management Team & Large Wastewater System of the Year Award page 16

CONSENT AGENDA

b. Memorandum CC-25-156 from City Clerk re: Liquor Licenses/Marijuana Licenses. Recommend Non-Objection.

Corrected Memorandum from Homer Police Department re: Non-objection for Liquor License Transfer page 17

d. Ordinance 25-44, An Ordinance of the City Council of Homer, Alaska, Appropriating up to \$250,000 from the Homer Accelerated Roads and Trails (HART) Trails Fund for the Development of a Trailhead and Trail Segment on the North Side of the Sterling Highway at Green Timbers in Accordance with the Diamond Creek Recreation Area Trails Plan. Aderhold.

Diamond Creek Recreation Trail Underpass Conceptual Trail	page 18
Diamond Creek Recreation Trail Map	page 19

VISITORS

a. South Peninsula Hospital Presentation - Ryan Smith, CEO

South Peninsula Hospital Report page 22

CITY MANAGER'S REPORT

a. City Manager's Report

Memorandum from Public Works Director re: HERC Environmental Survey	page 45
Memorandum from City Manager re: Fire Department Follow-up	page 47



Budget Follow-up

Item Type: Informational Memorandum

Prepared For: Mayor Lord and Homer City Council

Date: June 5, 2025

From: Melissa Jacobsen, City Manager

This memo is an attempt to respond to questions that have been raised related to the operating and capital budget at and since the last meeting:

Information on the 2016 budget cuts-

In 2008 Homer agreed to participate with the Kenai Peninsula Borough in the seasonal sales tax exemption and as a result Homer does not collect sales tax on non-prepared food September 1st through May 1st. After years of belt tightening the City began taking more impactful measures to balance the budget. In 2015 the City switched from self-funding to a private insurance. This savings was used to balance the operating budget instead of putting it in the health insurance fund to cushion against future increases. On the personnel front, patrol officers were refactored to come closer to wages of neighboring communities.

In 2016, the State reduced the City's contract for providing jail services by 40%. Revenue Sharing was shrinking and scheduled to disappear, so Council removed it from the budget as a revenue source, and declining sales tax revenue, Homer faced a revenue decline by approximately \$900,000 for 2016.

Two budgets were presented to Council, Budget A assumed new revenue in the amount of \$1million, and Budget B was a bare bones budget that included cuts that would be necessary if \$1million was not found. The Council authorized a special election in December 2015 asking the voters to suspend the .75% sales tax that goes to roads and trails for 3 years. The measure passed and budget A was enacted. It was still a minimalist budget that included the reduction of 6.5 positions and non-personnel cuts to a variety of line items. One capital budget request was funded, \$200,000 for the expansion of the Hickerson Cemetery.

Cuts to the 2016 City of Homer 2016 Operating Budget

Department/Division	Reduction	Amount	Impact
Homer Police Department	2 positions- dispatch and jail officer	\$155,000	Less coverage in dispatch & jail. Increased liability
Planning	1 position – code enforcement	\$78,000	Less code enforcement
Library	Books and supplies	\$29,000	Book budget – older circulation

CC-24-168

June	9,	2025

City Manager's Office	4 position – admin assistant	\$28,000	Less responsiveness to public. Less capacity in admin
Finance	One position	\$127,000	Short term impact and ability to produce timely and accurate report
Public Works	two positions one project manager, .5 admin assistant and 0.5 equipment operator	\$154,000	Less ability to take on new projects. Administrative capacity. Less capacity for large snow events. Building maintenance goes to part-time.
Senior Center		\$10,000	2015 one time request
Homer Hockey Association		\$14,000	2015 one time request

Where do we end up with a 2.2 COLA and health?

FY26 Salary and wages Budgeted		2.2% COLA (Non-exempt 107.5)		2.2 COLA (All employees 121.50)
General fund Utility Port	\$10,843,436 \$ 1,257,736 <u>\$ 2,741,007</u> \$14,842,179	\$124,8 \$ 37,95 \$ 44,55 \$207,3	53 <u>50</u>	\$182,810 \$ 41,699 <u>\$ 50,510</u> \$275,020
General Fund (nd balance (as of April 2 COLA cost Ice Fund increase	025)	\$1,584,557 -\$ 124,824 -\$ 33,736 \$1,425,997	\$1,584,557 -\$ 182,810 -\$ 33,736 \$1,368,011
FY26 Salary and wages Budgeted		1% COLA (Non-exempt 107.5)		1% COLA (All employees 121.50)
General fund Utility Port	\$10,843,436 \$ 1,257,736 <u>\$ 2,741,007</u> \$14,842,179	\$56,73 \$17,25 <u>\$20,25</u> \$94,24	2 <u>0</u>	\$83,096 \$18,954 <u>\$ 22,959</u> \$125,009
Unassigned fund balance (as of April 202 General Fund COLA cost Health Insurance Fund increase			\$1,584,557 -\$ 56,738 -\$ 33,736 \$1,494,083	\$1,584,557 -\$ 83,096 <u>-\$ 33,736</u> \$1,467,725

Why did you support bringing forward the On-call and Shift Differential?

As municipal employees we have a responsibility to provide services to the tax payers in the City, and not all the services we provide run on a regular 8am-5pm Monday through Friday schedule. Rather than having 24/7 staffing in certain departments/divisions the City saves money by utilizing on-call pay and shift differentials to non-exempt employees to cover these after-hours needs.

On-call pay is for employees who are expected to respond to work-related needs and emergencies that happen after hours or on weekends. Typically, one employee for IT, Fire, Ice Plant, Equipment Operator, Water/Wastewater, and Building Maintenance will serve as the on-call person. They don't whoop it up at the Super Bowl party, or go dipnetting, hiking across the bay, camping at Skilak Lake, downhill skiing at Girdwood, or run to Home Depot during their off hours because they have the duty phone and have to pick it up and respond if it rings. The on-call pay is a small compensation for that expectation.

Shift differential pay is for employees who work outside standard business hours. It's compensates them for working the less desirable night shifts that may disrupt their regular schedule.

- Swing shifts are hours worked between 4:00 p.m. and midnight and currently receive 2% additional pay to their hourly rate
- Graveyard shifts are hours worked between midnight and 8:00 a.m. and currently receive 4% additional pay to their hourly rate

Increasing these percentages will help retain our current employees and assist in recruiting folks to work these less desirable night shifts.

We need staff to cover these on-call and night shifts.

What's the status of police station payoff?

We're still projecting to have enough in the Police Service Debt Payment fund to satisfy the debt at the end of FY26 (see page 20 of the FY25 3rd Quarter report from May 12th). We can't pay it off until after May 1, 2030 without prepayment penalty.

What's the status of effort on the emergency fund balance?

At the May 12th Council worksession, Mayor Lord asked members to send the City Manager questions or ideas on changes to the emergency fund. Input so far-

- Tweak wording so there is flexibility if it sometimes goes above or below, rather than always four months as a whole.
- Is economic uncertainty the right term in code or if there's something that offers more flexibility?
- The Unassigned fund balance I think it is easy to think cost overruns will be covered through this fund. I think we have to make sure that bids are held to the agreed amount. I also think that this is more for the out of budget emergency issues beyond the normal issues.
- I also think on those unassigned balance should have a line on the sheets with the requests to help us see where it is going and how much we really have left.

I'm happy to take direction from Council on scheduling a worksession for further discussion on this topic.

Partnerships for Water Security for Fish and People















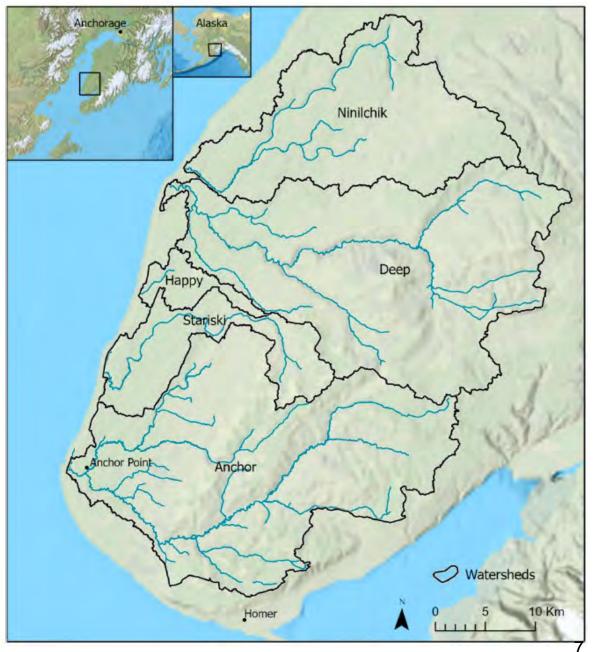


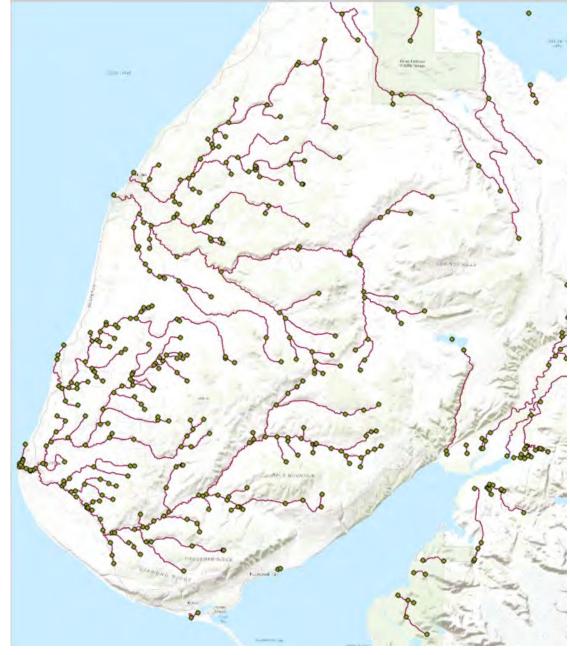




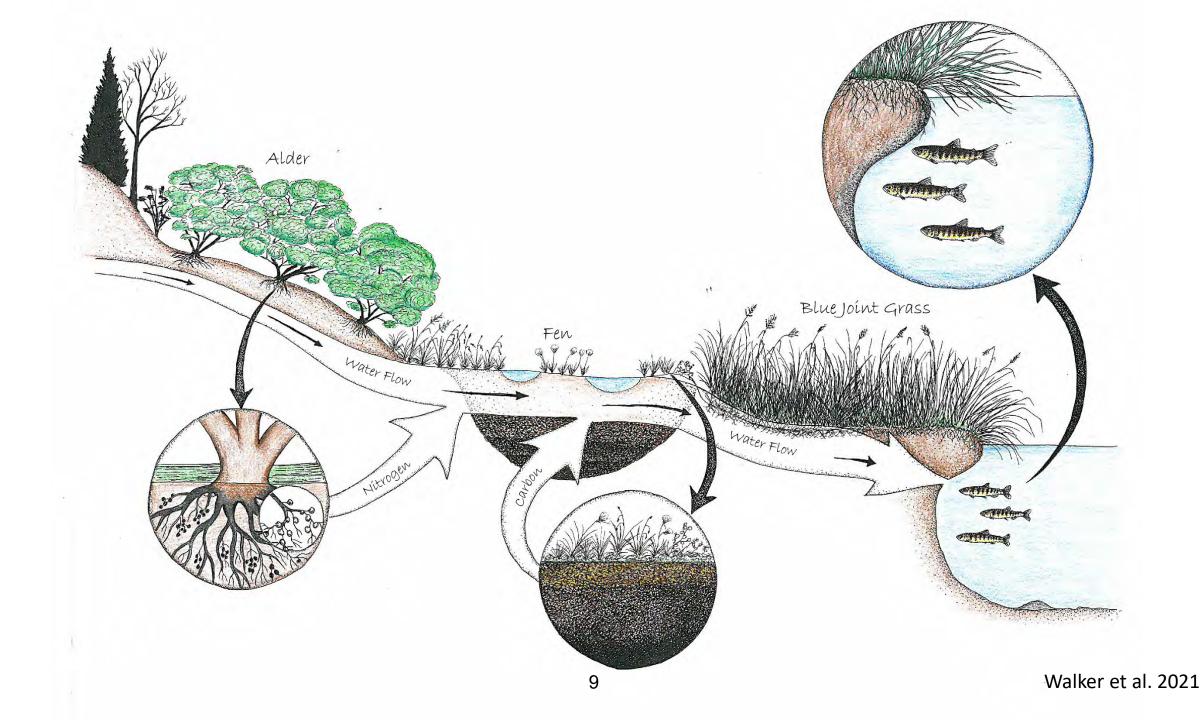


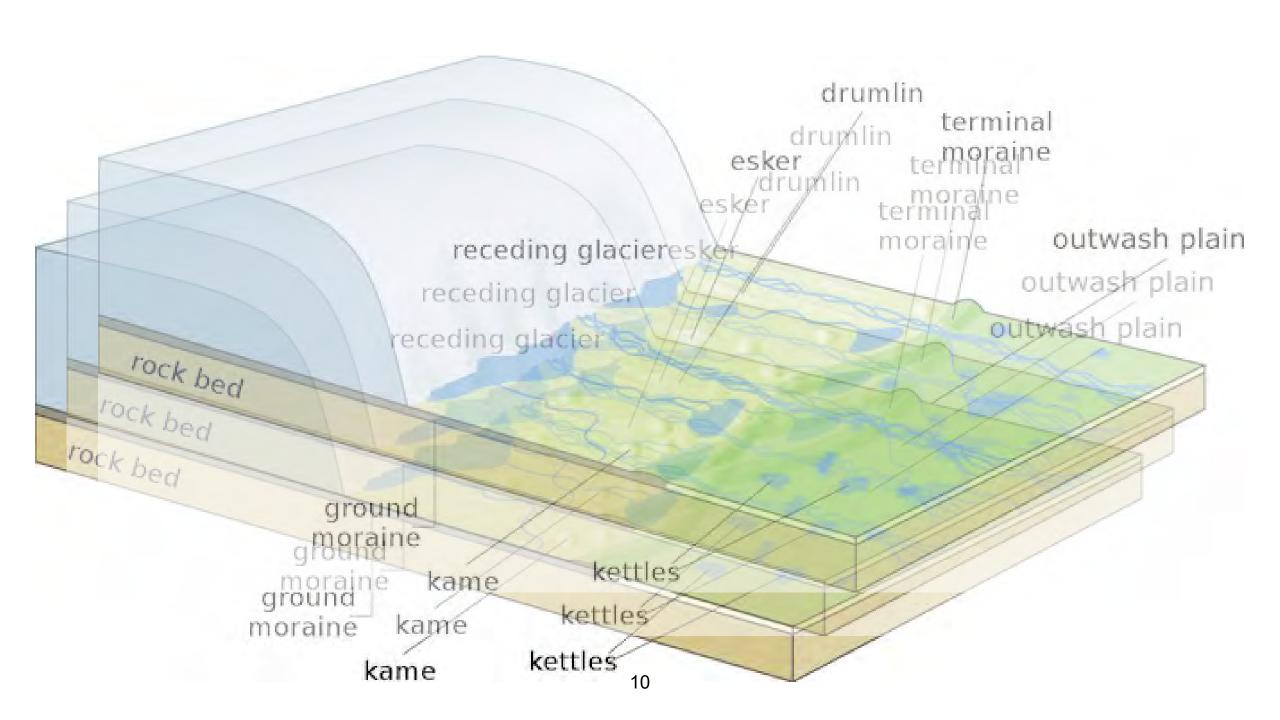


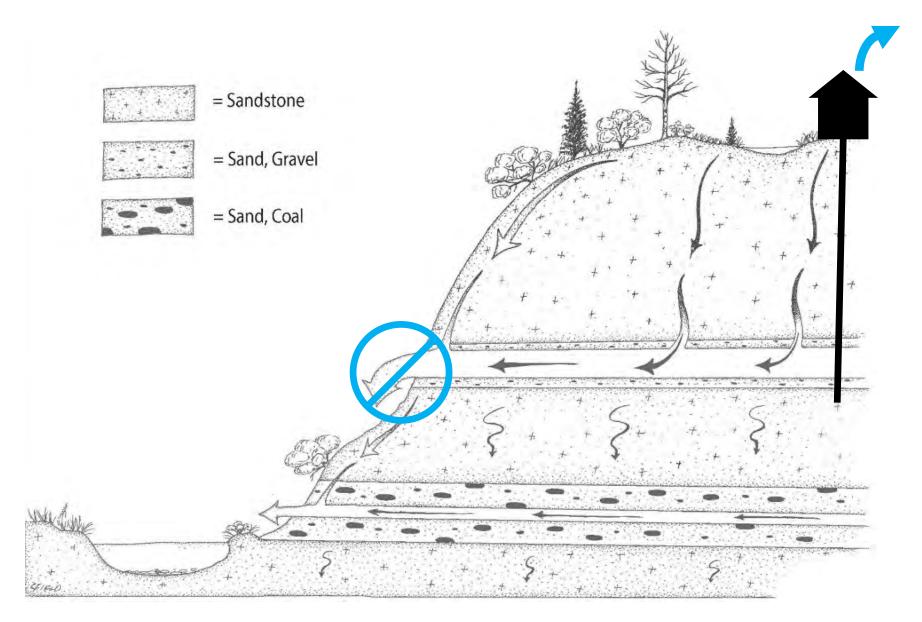


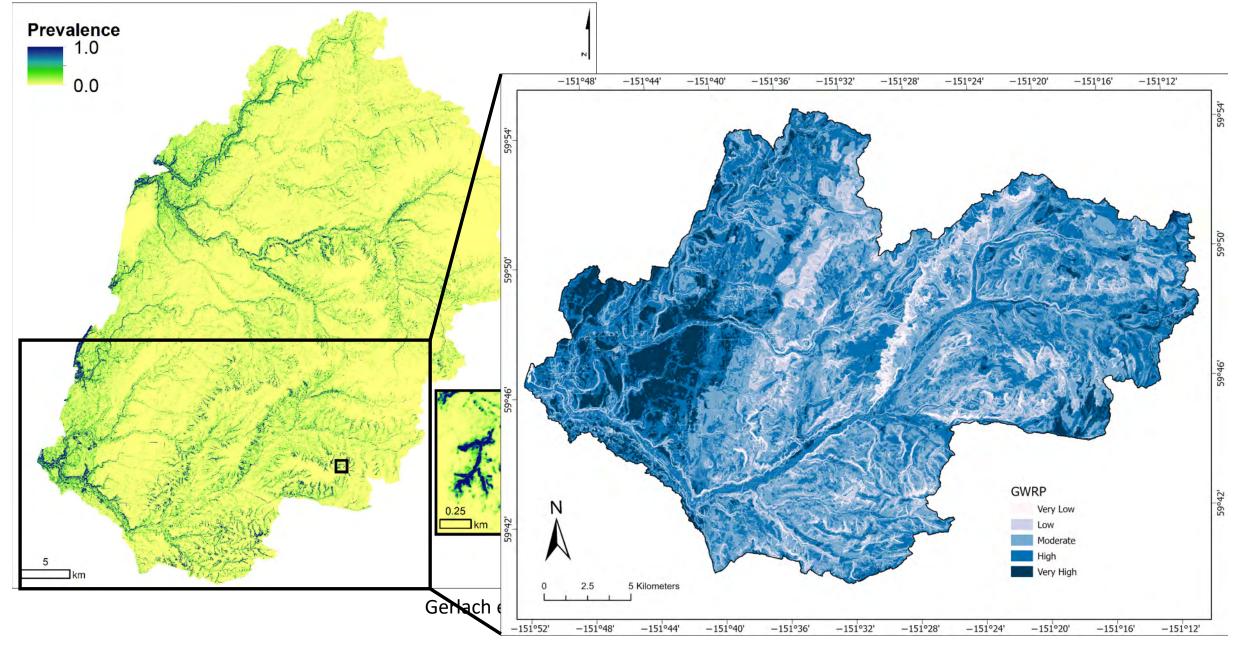












CITY OF HOMER RESERVOIR PROJECT: GROUNDWATER STUDY



2023

PREPARED FOR

City of Homer, Public Works Department









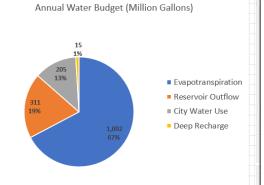






	Α	В	C	D	E	F	G	H
1	Month	P (cf)	Actual ET (cf)	Q (cf)	BCR Q (cf)	City Use Q (cf)	Total R (cf)	Balance
2	January	18,359,512	0	5467457	3535488	1931969	12892055	0
3	February	2,625,176	0	5002869	3193344	1809525	-2377693	C
4	March	9,547,615	0	5525344	3535488	1989856	4022271	0
5	April	7,384,492	0	5478559	3421440	2057119	1905933	C
6	May	14,644,135	24126907	6127818	3535488	2592330	-15610589	C
7	June	12,980,966	51054429	6347860	3421440	2926420	-44421323	C
8	July	24,094,769	43947284	6649849	3535488	3114361	-26502364	C
9	August	31,259,660	22158680	6357062	3535488	2821574	2743918	C
10	September	34,730,912	4738873	5772359	3421440	2350919	24219681	C
11	October	28,474,521	0	5542373	3535488	2006885	22932148	0
12	November	17,977,718	0	5277720	3421440	1856280	12699998	C
13	December	14,965,175.68	0	5436541	3535488	1901053	9528635	C
14	Total	217,044,653	146,026,172	68,985,812	41,627,520	27,358,292	2,032,669	C
15								
16		Tota	I (MG)					

	227/011/000	2.0,020,272
15		
16	Total (M	G)
17	Evapotranspiration	1,092
18	Reservoir Outflow	311
19	City Water Use	205
20	Deep Recharge	15
21		
22		
23		
24		
25		
26		
27		
28		
29		
30		
21		





Thanks to the Dena'ina and Sugpiaq people who have stewarded this land since time immemorial and the Ninilchik Village Tribe and Cook Inlet Region Corporation who continue to steward this land today, without which none of this work could ever have been done.



CITY OF HOMER HOMER, ALASKA

MAYORAL RECOGNITION FOR THE

CITY OF HOMER WASTEWATER MANAGEMENT TEAM & LARGE WASTEWATER SYSTEM OF THE YEAR AWARD

WHEREAS, The City of Homer sent several staff members of the water/wastewater utility to Anchorage for the Alaska Water and Wastewater Management Association 2025 Conference for Continuing Education Credits towards maintaining their certifications/licenses; and

WHEREAS, The City of Homer Wastewater Treatment Facility was Awarded the "Large Wastewater System of the Year" for recognition of the performance of a wastewater system serving communities of populations of 2,500 or more individuals; or processing an average of 250,000-gallons per day or more of wastewater; and

WHEREAS, This is a rather prestigious award in the state, meaning our community beat out much larger municipal systems such as Juneau, Anchorage, and Fairbanks; and

WHEREAS, This award demonstrates the commitment of our talented staff in the entire water/wastewater department, and their exemplary skills; and

WHEREAS, In addition, Michael Swoboda and Sean Love two water distribution and wastewater collection staff members, competed in the "Hydrant Hysteria Contest" where staff members work as a team to assemble a fire hydrant in the shortest time against other municipalities "best staff" members; and

WHEREAS, Anchorage is large enough that they employ staff who "only work on hydrants", has consistently won this contest for several years in a row; and

WHEREAS, The Homer team of Swoboda/Love won SECOND PLACE, with a time of 1:41.94, losing to the Anchorage team by only 1/10 of a second. This is a remarkable feat when you consider that 1/10 of a second is essentially the difference in reaction time of the two timers "clicking a button"; and.

WHEREAS, This is a testament of their dedication to their craft, a testament to the senior staff who have trained them, and the City for providing them the resources and training opportunities to be Top-Notch in their trade.

Attest:	Dated this 9 th Day of June, 2025		
Renee Krause, MMC, City Clerk	Rachel Lord, Mayor		



Alcohol License Applications for Grace Ridge Brewery and Vida's Thai Food

Item Type: Backup Memorandum

Prepared For: Renee Krause, MMC, City Clerk

Copy to: Mark Robl, Chief of Police

Date: June 6, 2025

From: Jona Focht, Homer Police Dispatch

The Homer Police Department has no objection the transfer of a Restaurant or Eating Place License for:

Licensee: Y & C LLC License #: 5819

License Type: Restaurant Eating Place (Repl)

DBA: Detour Food & Drink

Premises: 4400 Homer Spit Rd, Homer, AK 99603

Transfer to:

DBA Name: Vida's Thai Food

Service Location: 397 E Pioneer Avenue, Homer, AK 99603

Endorsement Type: None

Licensee: Vida's Thai Food, LLC
Designated Licensee: Wichulada Bunchim

Email Address: andymark180@gmail.com vidasthaifood@gmail.com

Phone #: 907-299-1791; 907-299-7912

The Homer Police Department has no objection to the applications for a new Distillery Retail, Distillery Manufacturer and Brewery Manufacturer Licenses for:

License Types: Distillery Retail Distillery Manufacturer Brewery Manufacturer

License #s: 16429 16428 5433

Licensee: Grace Ridge Brewing, Inc.
DBA: Grace Ridge Brewing

Premise Location: 870 Smoky Bay Way, Homer, AK 99603 Endorsement Type: Manufacturer Sampling Endorsement

Designated Licensee: Steven Stead

Email Address: graceridgebrewing@gmail.com
Phone #: 541-829-9408; 907-435-0601





Diamond Creek Recreation Area Concept Trails Addendum I

Produced for Homer Trails Alliance

Sterling Highway Underpass Trail Field Study

Purpose

On April 5, 2025, Jon Underwood of Happy Trails Inc. joined Homer Trails Alliance volunteers Billy Day, Sandy Cronland, and Dave Eberle to walk the proposed trail route between the proposed Green Timbers trailhead in the Diamond Creek Recreation Area (DCRA) and the Diamond Creek State Recreation Site (DCSRS). The purpose of the field work was to determine the feasibility of creating a trail connector through a proposed Sterling Highway underpass using the highway Right of Way.

Benefits and Challenges

Timely

The Diamond Creek Area Multi-Resource Management Plan, adopted by the City of Homer in 2013, mentions Sterling Highway underpass concept in two objectives: 1. to connect DCRA and DCSRS, and 2. form part of an all-season trail system in DCRA. This plan has been in place for 12 years awaiting an opportunity for such a project.

In the near future, the Alaska State Department of Transportation and Public Facilities (DOT-PF) plans to rebuild the area where the Sterling Highway crosses Diamond Creek, installing a fish passage culvert and widening the road to the north to include turn lanes. The road in this area will be completely rebuilt. It may be decades before a similar opportunity arises.

Safe Connectivity

At this time it is difficult to travel on foot from one area to the other. Even in early April, crossing the road on foot required waiting for a break in traffic, which is traveling at full highway speeds. Easy, quiet passage between these two recreation areas will expand opportunities for residents and tourists alike to visit either area and combine the trail experience in novel ways.

Sterling ROW

This plan requires constructing trail in the highway Right of Way. Permission and construction from DOT is necessary to do this, and it will be necessary for the City of Homer to commit to maintenance. At the same time, it is possible for the trail to utilize structures that will already be in place due to highway reconstruction. An access ramp is planned on the east side of the road, allowing construction access. The access ramp can be left in place and become the trail route. The access ramp can be extended across the planned fish passage culvert to route the trail across the creek to the underpass.

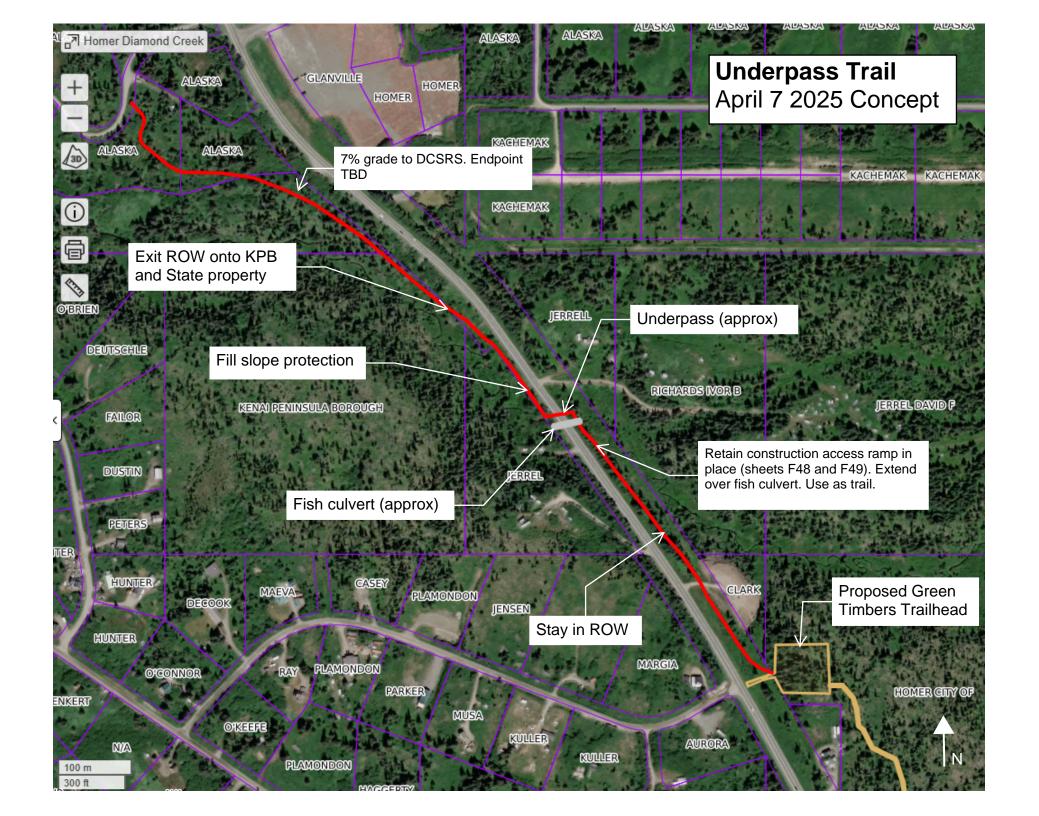
Avoiding Negative Control Areas

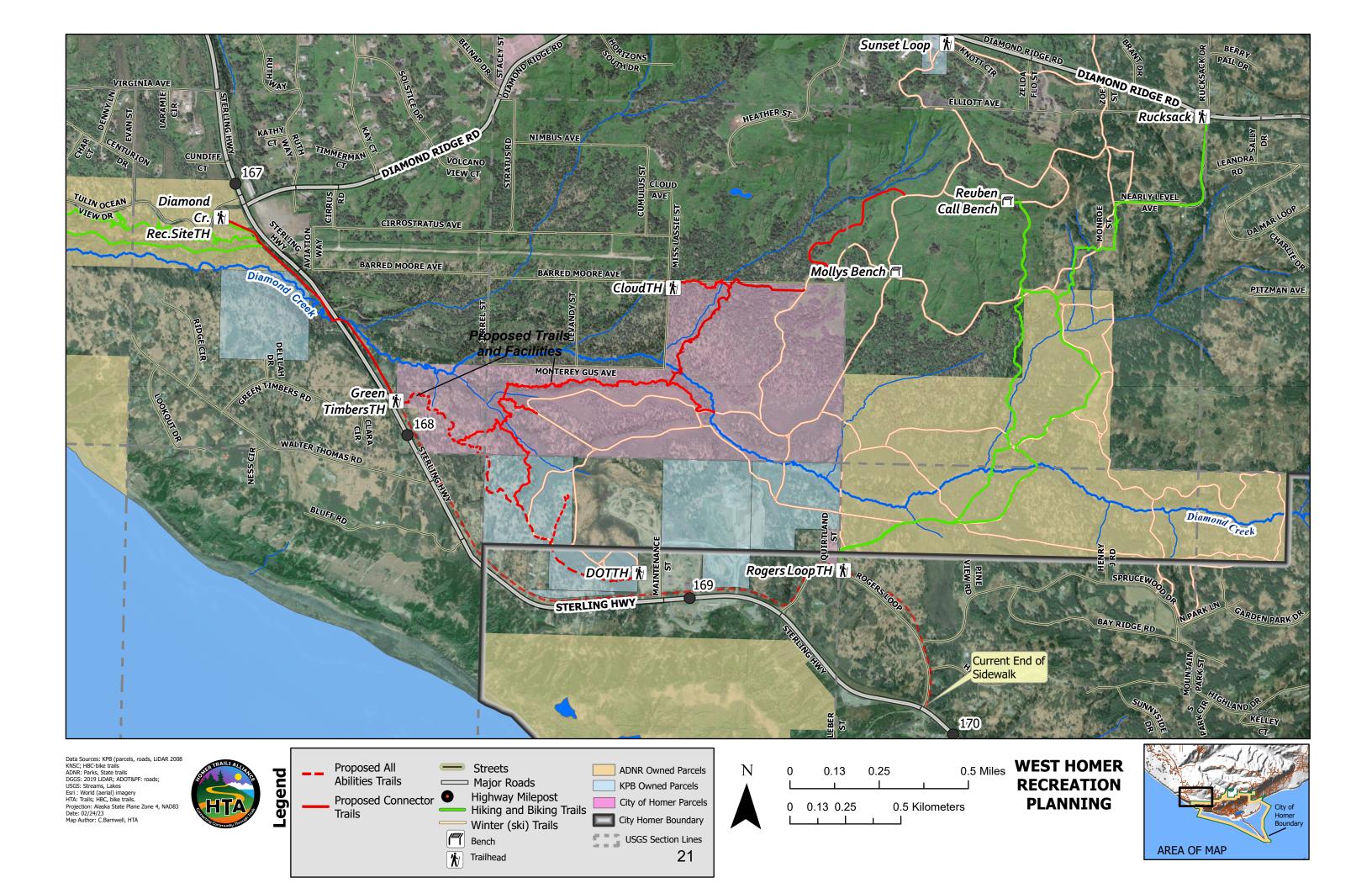
This route avoids multiple areas that are problematic for design and construction:

- 1. This route avoids private property, which abuts the crossing area on two sides, as well as the possible approaches.
- 2. This route minimizes crossings of Diamond Creek.
- 3. This route avoids the poor soil found in the creek bottom area. This poor soil would require a large amount of fill or long boardwalk structures to create a sustainable trail.

Concept Map

The following concept map portrays the idea of the connection desired between DCRA and DCSRS. It does not portray specific design of items in the highway ROW. The trail route has been field checked but not field flagged.







South Peninsula Hospital Report

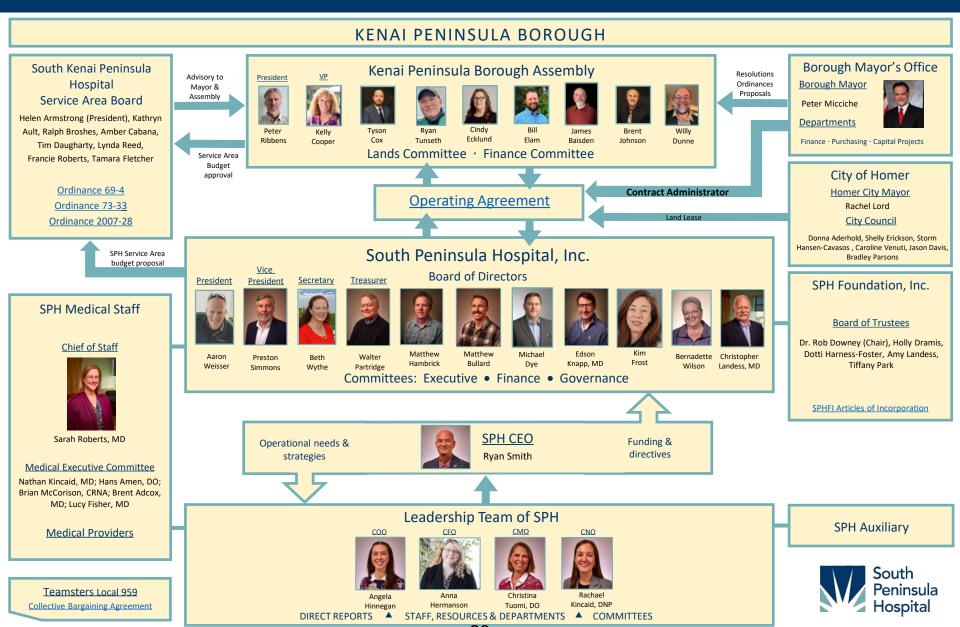
Prepared for

City of Homer

City Council Meeting Monday, June 9, 2025

South Peninsula Hospital promotes community health and wellness by providing personalized, high quality, locally coordinated healthcare.

SOUTH PENINSULA HOSPITAL OWNERSHIP AND GOVERNANCE



Local Leadership













Recent Achievements

Long Term Care received the Commitment to Quality Award









Recent Achievements

Alaska
Hospital
&
Healthcare





Newly Added or Expanded Services & Providers

- Heather Moon, NP Functional Medicine
- Melissa Heiry, MD Neurology
- Ian Wisecarver, MD
 Reconstructive Plastic Surgery
- Lars Matkin, MD
 Orthopedic Surgeon







New Providers this Summer

Lauren Dorsey-Spitz, DO – Pediatrics (June, 2025)

Joining the team at Homer Medical Center Medical School: University of Minnesota, Minneapolis



Jenna Aird, M.D. – Dermatology (July, 2025)

Joining Renew Plastics & Dermatology Clinic Medical School: Creighton Medical School, Residency: Mayo Clinic College of Medicine and Science



Gregory Aird, M.D. – Diagnostic Radiology (Fall, 2025)

Joining Dr. Knapp as a full-time employed Radiologist Medical School: Creighton University School of Medicine, Residency: Mayo Clinic College of Medicine and Science



Ian Lawrence, M.D. – Internal Medicine-Pediatrics (2025)

Joining the hospitalist team

Medical School: University of Colorado School of Medicine

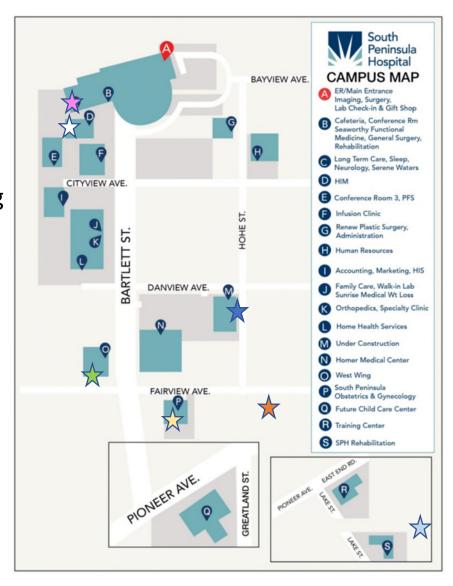
Residency: University of Colorado School of Medicine, Internal Medicine-

Pediatrics Residency Training Program

Relocation of Services

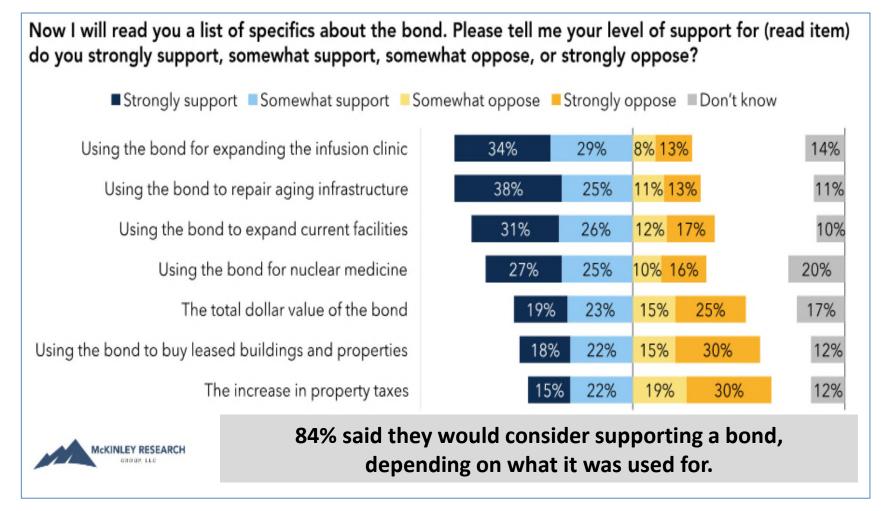
- <u>Rehabilitation Services</u> Lake Street
 <u>Behavioral Health Services</u> Serene
 Waters clinic flooded (non-recoverable)
- SPH Seaside Women's Health OB/GYN & Midwifery combining; adding
- ★ a behavioral health component <u>Dermatology & Plastic Surgery</u> – will reopen in a larger space on Fairview





Follow up to failed ballot proposition for general obligation bonds

Community Survey



- SPH Leadership / Borough planning
- Community conversations

Update on a few projects from the Bond Proposition

- <u>Buildings</u> Strategic Property Review by KPB, Continue to lease key properties
- <u>Certificate of Need project</u> Infusion and Pharmacy relocate to unfinished shelled space
 - Design work continues for Infusion Clinic relocation and pharmacy upgrade
 - Regulatory demands for pharmacy
 - Funding search continues
 - Nuclear Medicine on Hold
- Generator / Power plant
 - \$5 million Congressional discretionary funds
 - Contractor solicitations through July
 - Construction: late 2025 early 2027
 - Back up in Place





Housing Project Update

- Intent: free up 26 leases and streamline efforts
- RFP in fall 2023 for a ten year lease
- numerous proposals



- April 1st 2026 Phase One Completed (13 Rental Units)
- July 1st 2026 Phase Two Completed (12 Rental Units)

Housing Project – Location



Housing Project – Site Plan





First piling foundation and subfloor complete.

Childcare Update

Anticipated construction completion – August 2025

<u>Complete</u>

Interior framing

Electrical and plumbing

Family Handbooks and Manuals

Classroom furniture has arrived



Funding

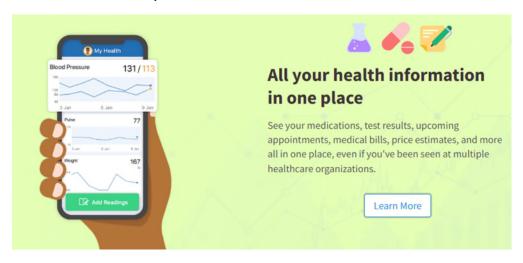
\$1.3 million grant from the American Rescue Plan Act / Coronavirus Response & Relief Several smaller grants (Rasmuson/AHHA)

SPH Foundation donations

Received \$779 thousand in additional funding in May 2025 to complete the project

New Electronic Health Record – August 2025

- Better for patients
- Staff training and system replacement under way
- New portal for everything except Long Term Care and Home Health
- Integrates with other hospitals (Alaskan & nationwide):
 Central Peninsula Hospital, Providence Alaska, AK Regional, Prov: Kodiak, Valdez, Seward

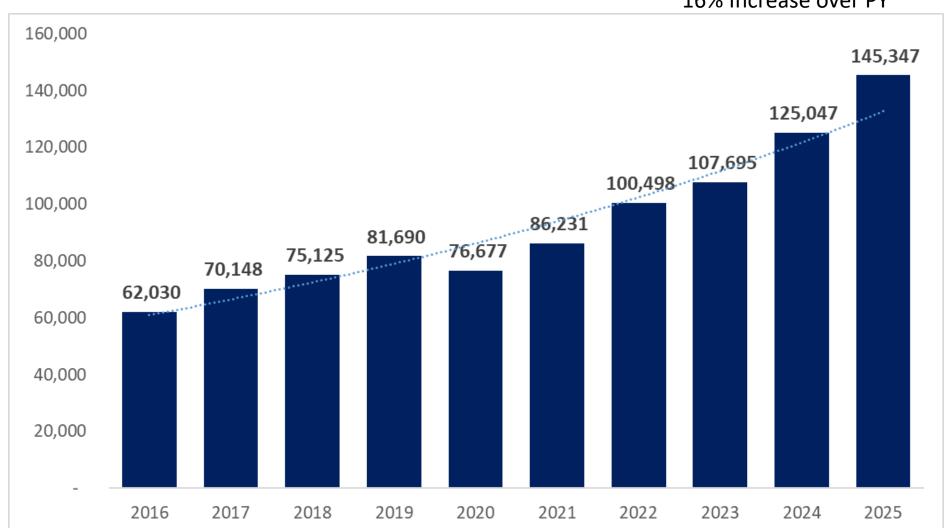




Total Operating Revenue

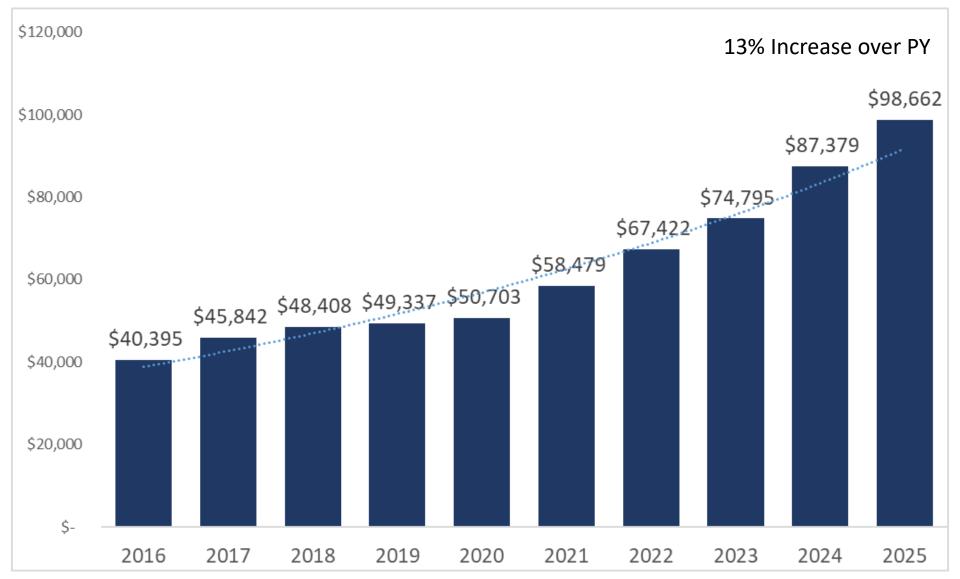
(in thousands)

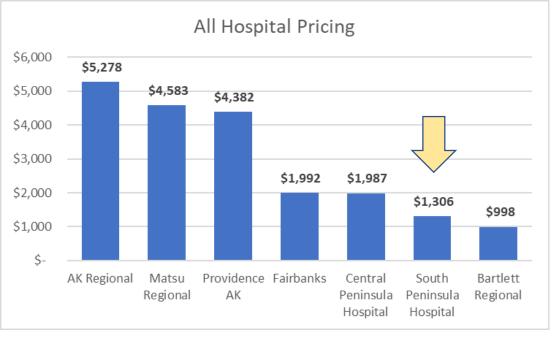
16% Increase over PY

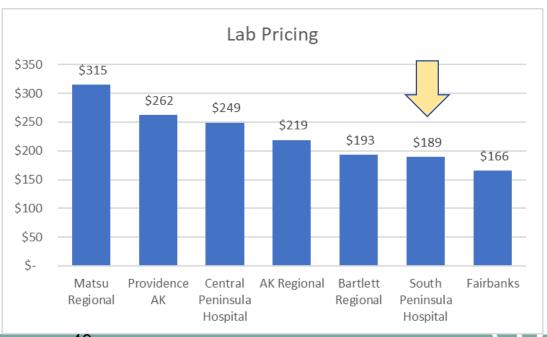


Salaries Wages & Benefits

(in thousands)







Help for Those in Need



Sliding Scale for: Households up to 350% of the FPG (60%-100% write off)

Medical Indigence:
Medical bills exceeds
20% of gross
household income

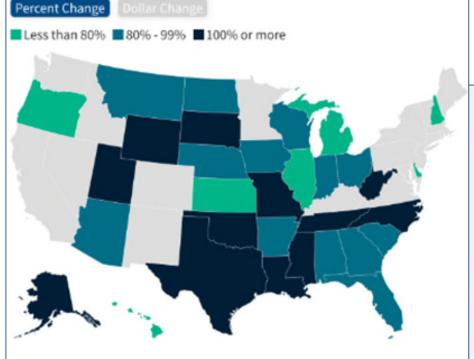
https://www.sphosp.org/for-patients/financial-assistance/

Call one of our Financial Counselors for more information: (907)235-0994

Monitoring the Political Landscape

Among States Using HealthCare.gov, on Average, Premium Payments Would At Least Double in 12 States If Enhanced Subsidies Expire

Percent Change in Premium Payments Without Inflation Reduction Act Subsidies Among HealthCare.gov Consumers Receiving APTC, 2024



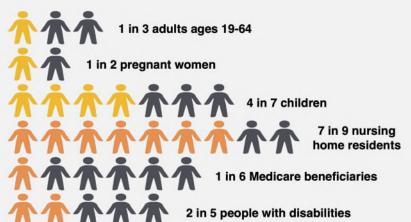
How major cuts to Medicaid could be 'catastrophic,' even for Alaskans with private insurance

Alaka Public Media | 19 Natural Cassando, N.R. Rodio
Pajade Month (1, 125 at 1953 MADE)

LETTEN - 1:51

PROTECT
OUR
MEDICAID

Medicaid coverage in Alaska



Honoring the Life of Roberta Highland

SKPHSA Board Member and former SPH employee



Thank you

QUESTIONS?



South Peninsula Hospital promotes community health and wellness by providing personalized, high quality, locally coordinated healthcare.



To: Mayor and Council

Through: Melissa Jacobsen, City Manager

From Daniel Kort, Public Works Director

Date: June 4, 2025

Subject: HERC Environmental Survey

Background:

The City of Homer (City) has been working with the Alaska Department of Conservation (ADEC) on characterizing the potential hazardous materials within the Homer Education and Recreation Complex (HERC) in order to determine the potential environmental reclamation that may be required in advance of future demolition.

Discussion:

The ADEC's contractor has recently notified the City that they found lead-based paint on all of the interior and exterior windows frames of HERC 1 (the large building). Of particular concern was the finding of flaking lead-based paint and dust from the interior window frames in the Multipurpose room, which is used for Community Recreation programs including several youth programs. Lead is of particular concern for children due to known developmental concerns, (though is less of a concern for adults.)

The Public Works Department reached out to the Alaska Department of Health for assistance and guidance on this issue. Unfortunately, lead-based paint and contamination is a common problem in Alaska, and the Department of Health confirmed that closing the Multipurpose room to all users is the appropriate action until remediation can occur. Notification was given to the Recreation Manager to find alternative areas to host recreational programs. The Recreation Division has reached out to class instructors who utilize the Multipurpose Room notifying them of the closure. The Division is working to secure alternative locations to offer ongoing programs with some short-term, temporary solutions at Homer High School. It is likely the Multipurpose room will not be usable for several months.

Public Works will be working to expedite remediation of this space. There are two immediate options being considered to determine which is most cost-effective and timely. These options include:

1. Removal of flaking lead-based paint, encapsulation of the remaining lead-based paint by painting over it, and decontamination of any lead dust from surfaces inside the room, or

2. Replacement of all windows within this room, and decontamination of any lead dust from surfaces inside the room.

Potential soil contamination from lead

Since there is flaking lead-based paint on all the exterior window frames, soil samples were collected around the drip line of the building to determine the level of potential soil contamination. If the soil has lead contamination, the City would need to remediate the lead from the soil in addition to the outside windows of the entire building. Remediation decisions will be made in coordination with the ADEC.

Options for soil remediation include either removal and disposal of the contaminated soil (excavate and haul away), or covering it with clean topsoil. Regardless of the choice, we will need to remediate the exterior window frames to prevent additional soil contamination. ADEC saw this potential soil contamination as an equal concern to the interior of the Multipurpose Room. However until we have soil samples indicating the presence of lead in the soil, this is currently speculative. Results from the soil samples are expected late this week or early next week (June 9th).

The City expects a finalized formal report on the latest environmental survey in August. In the interim, the City intends to address some of the immediate concerns of lead so that the City can resume use of the facility as soon as possible. Activities in the Gym will remain unaffected at this time, provided the ADEC or their consultant do not bring any other concerns forward. The remainder of the building is safe to the best of our knowledge for employees and the public to occupy.

Summary:

The Public Works Department is planning to expedite a solution that will minimize the cost of remediation and allow for activities to resume in the Multipurpose room as soon as possible. Staff will bring remediation information to Council for action.

Community Recreation is working to relocate classes to other facilities until such time that the Multipurpose room is remediated, retested, and found to be free of lead contamination.



June 9th City Manager's Report Supplement

Item Type: Informational Memorandum

Prepared For: Mayor Lord and Homer City Council

Date: June 9, 2025

From: Melissa Jacobsen, City Manager

Fire Department Follow-Up

A Request for Proposals for a Homer Volunteer Fire Department Operational Audit is being finalized and the notice will be to the Clerk's office by Thursday to meet the advertising deadline for next week's paper. The evaluation scope of work will include:

- a review of current operations by conducting a data analysis of the past three years to identify trends
- a review of the current deployment strategy for emergency calls, evaluate emergency medical service deliver and make recommendations on the level of EMS response appropriate for the community
- a review of existing policies and procedures and evaluation against industry best practices
- a staffing analysis by evaluating the coverage program and it effectiveness in meeting the demands of the department and the City
- a cultural assessment, including discipline, will be included along with an assessment of the
 employees' record management system, recruiting and hiring practices, employee retention
 programs, the promotional process the disciplinary process, and compliance with federal and state
 regulations
- an evaluation of the operational and capital budgets, a review of funding, fees, taxation, and other financial resources including any reserves
- identification of future fiscal forecasts and associated challenges and identify potential cost recovery programs/options
- an evaluation of training over the past three years, training programs/curriculums, staff certifications
 and professional development, and the training program, keeping in mind the size of the community
 and the department

The timeline to complete the audit will be three months during which time the consultant will develop a report of findings. The report will be provided in a draft version allowing an opportunity for review before the document is finalized. The consultant will provide a final overview presentation to the City Homer City Council. In the end, the audit will be a strategic planning Tool resulting in the production of a five-year road map for the Homer Volunteer Fire Department.

I have also been in communications with a company called Workshield who can assist with an independent reporting system for city employees and can include volunteers.