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

Facilitator: Susie Amundson

OBJECTIVES of RETREAT

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

AGENDA

Saturday

8:30 – 8:45

Getting Ready to Plan

- Welcome and Warming Up
- Purpose and Outcomes

8:45 – 9:00

Leveraging the Science of Teams

- Defining and Predicting Team Effectiveness
- Agreements

9:00 – 9:20

Envisioning Our Town

9:20 – 10:50

Scoping the Council-Initiated Priorities

| Bio Break |

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

10:50 – 11:20

Championing the Council's Proposals

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

11:20 – 12:00

Determining the Council's Priorities for 2020

| Bio Break |

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

12:00 – 12:30

Accountability with Council and City Administration

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

Closure

City of Homer Active Projects



Council Initiated/Involved Projects

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

Admin Initiated Projects

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

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

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

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

CITY OF HOMER 2020/21 DEPARTMENT GOALS AND OBJECTIVES*

City Clerk

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

City Manager

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

Personnel

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

Economic Development

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

Information Technology

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

Community Recreation

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

Public Works - Administration

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

Finance

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

Planning & Zoning

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

Library

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

Fire

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

Police

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

Public Works – Roads

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

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

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

Public Works - Maintenance and Janitorial

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

Public Works – Parks

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

Public Works – Motor Pool

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

Utility Fund – Water Division

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

Utility Fund – Sewer Division

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

Port & Harbor

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

Categories

Large

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

Medium

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

Small

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

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

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

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

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

A proposal is a brief summary of your council-initiated project that can be used to introduce a project to the City Manager, Mayor, and Homer City Council. It serves as a tool for clarifying ideas, scoping the project, and communicating about the benefits of this project with council and administration. Please complete this proposal form by tabbing through the table and submit to the City Manager.

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

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

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Needs Statement (why does the community need this?)	
Proposed Outcomes (tangible, concrete, specific end results)	
Activities Scope (which steps are needed to complete project?)	
City Resources (preliminary estimate of resources needed)	
Size Category (estimate) (large, medium, small)	