
City of Homer

MAYOR, CITY COUNCIL, and CITY LEADERSHIP VISIONING

2022: Wed, March 16 (9:00 am to 1:00 pm) + Thur, Mar 17 (9:00 am to 1:30 pm)

Pratt Museum | 3779 Bartlett Street, Homer, Alaska

Facilitator: Susie Amundson

OBJECTIVES of RETREAT

- To build consensus and set strategic direction including priority areas and goals for Calendar Year 2022
- To leverage strategic priorities through the intersection of Mayor and Council-Initiated Proposals and City-Initiated Recommendations
- To foster relationship building with the Council, Mayor, City Manager, and Department Heads

AGENDA for Wednesday, March 16

9:00 – 9:30	Getting Ready to Plan <ul style="list-style-type: none">• Welcome and Warming Up• Purpose and Process
9:30 – 10:00	Review of 2020 Strategic Goals <ul style="list-style-type: none">• Status, Reflection, and Discussion
10:00 – 10:35	Presentation of City Staff Goals <ul style="list-style-type: none">• Q&A with Rob
10:35 – 10:45	Bio Break
10:45 – 11:30	City-Initiated Recommendations <ul style="list-style-type: none">• Presentations• Q&A with Rob and City Dept Leaders
11:30 – 11:45	Sharing Council-Initiated Priorities (#1) <ul style="list-style-type: none">• Presentation with Q&A
11:45 – 12:20	Lunch (downstairs)
12:20 – 12:50	Sharing Council-Initiated Priorities (#2, #3) <ul style="list-style-type: none">• Presentations with Q&A
12:50 – 1:00	Wrap Up



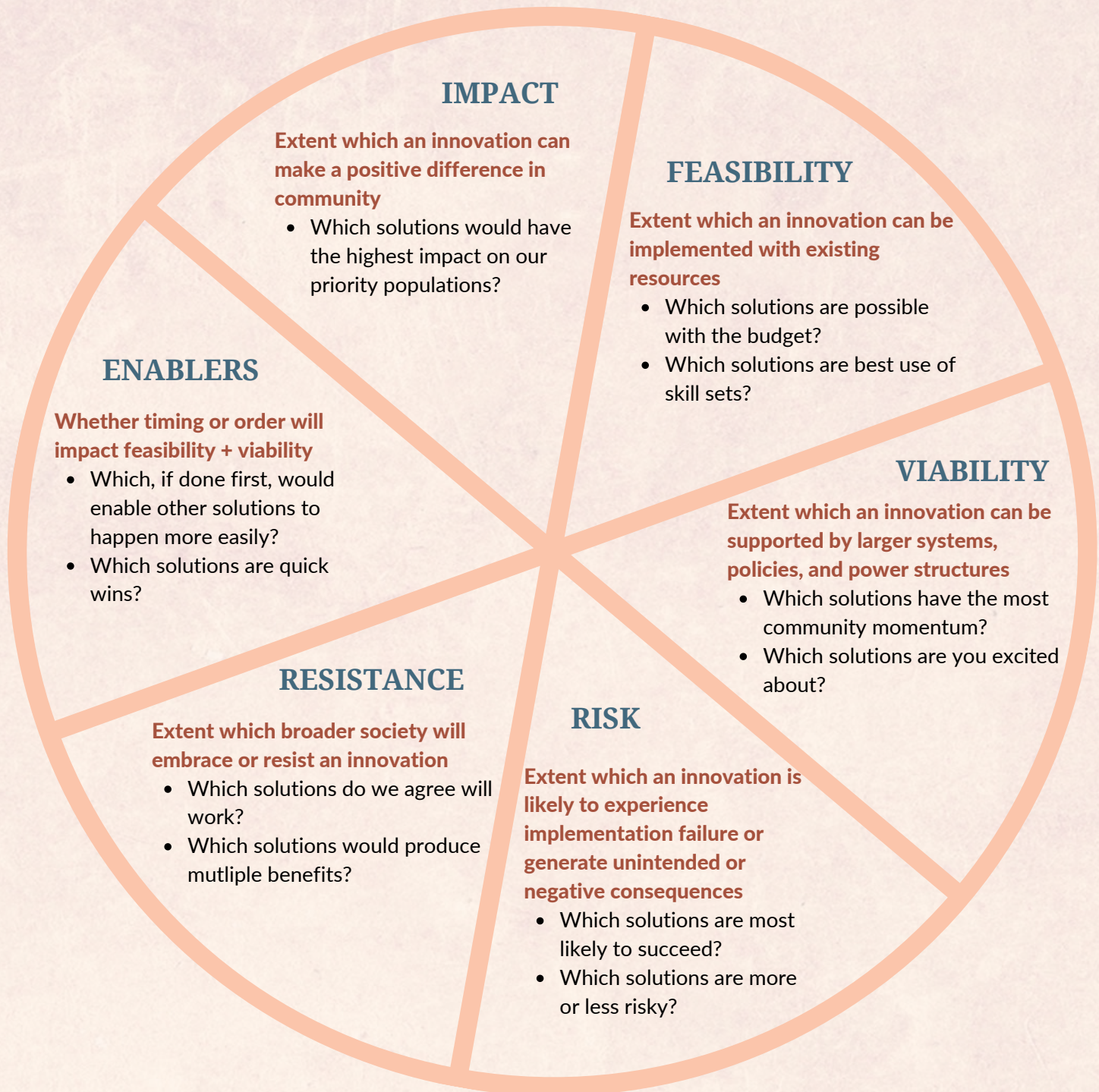
AGENDA for Thursday, March 17

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| 9:00 – 9:10 | Welcome and Reflections of Day 1 |
| 9:10 – 10:15 | Sharing Council-Initiated Priorities (#4, #5, #6, #7) <ul style="list-style-type: none">• Presentations with Q&A |
| 10:15 – 10:25 | Bio Break |
| 10:25 – 11:30 | Common Ground of Council and City-Initiated Proposals <ul style="list-style-type: none">• Potential Patterns and Partnerships• Overlapping Interests and Partnerships [Break-Outs] |
| 11:30 – 12:05 | Lunch (downstairs) |
| 12:05 – 1:00 | Determining City of Homer Priorities for 2022 <ul style="list-style-type: none">• Project Pitches: Group + Individual• Discerning and Setting 2022 Priorities |
| 1:00 – 1:20 | Next Steps <ul style="list-style-type: none">• Planning• Tracking and Monitoring Priorities |
| 1:20 – 1:30 | Public Comment |

BREAK OUT HANDOUT:

Six Dimensions to Prioritize Strategic Solutions

Prioritizing strategic solutions can help a group achieve a sense of consensus and cohesion spurring on momentum and action. The following dimensions serve as a filter to discern solutions and clarify the understanding of what "priority" means in a group. There is no right way to use these dimensions. Posing the questions in a group will often deepen discussions and decision-making.





City of Homer

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Memorandum

TO: Mayor Castner and Homer City Council

FROM: Rob Dumouchel, City Manager

DATE: March 8, 2022

SUBJECT: Staff Goals and Council-Priority Suggestions for 2022

Each calendar year, I ask the City's leadership team to go through a goal setting exercise that considers their department/division goals, professional goals, and personal goals. I find this to be a very useful exercise as it gives me insight into what my team finds important and what they aspire to achieve in the upcoming year. In preparation for the 2022 Council visioning session, I have distilled the team's department/division goals, along with my own goals, into a set of high-level organizational goals that will help guide staff activities. This is presented to the Council for informational purposes as part of the Council visioning sessions.

THEME	GOALS
TRAINING, DEVELOPMENT, RECRUITING & RETENTION	1.1: Support development of staff through investments in training and a culture of continuous professional development
	1.2: Recruit and retain sufficient staff to meet organizational needs and Council goals
	1.3: Provide fair, competitive, and equitable wages for all staff members
TEAMWORK AND COLLABORATION	2.1: Foster a culture of teamwork and collaboration among staff, departments, elected officials, and external stakeholders
	2.2: Reinvent and invest in City volunteer programs to account for nationwide trends in volunteerism
	2.3: Experiment with new forms/methods of public engagement
PLANNING FOR A SUSTAINABLE HOMER	3.1: Plan for the future of Homer with well-coordinated plans
	3.2: Integrate consideration of sustainability principles, to include social, economic, and environmental factors, into all City operations
	3.3: Invest in emergency preparedness through planning, zoning, and public education
	3.4: Proactively invest in fleet modernization to keep up with operational and community needs
	3.5: Improve financial planning and reporting as an investment in long-term financial health
MODERNIZED POLICIES AND PROCEDURES	4.1: Review, update, and modernize City policies, procedures, handbooks, etc.
	4.2: Create clear standard operating procedures for City tasks and processes

Beneath these organizational goals, we have numerous projects, programs, initiatives, etc. that have been put forward by department/division leaders to my office. Many specific staff goals are operational and I'm working with staff to scope concepts and build project teams where appropriate. There are many instances where departments/divisions have very similar goals and could benefit from pursuing them together. We're making those connections.

Above our organizational goals, Administration has a short list of big projects for which I would like to recruit Council supporters to help move forward during 2022. The following will be presented in the hopes of finding Council champions to consider them for inclusion into the 2022 Council-Initiated Priorities.

- **Comprehensive Plan Fast Forward:** The current Comprehensive Plan rewrite was completed in 2018. Much has changed in the years since it was adopted. I believe now is a great time to start moving forwards with a rewrite of the Comprehensive plan to give Homer a proper foundation upon which to build the future of the City.
- **Building Safety and Code Enforcement:** Homer does not have an adopted building code, and only commercial structures are reviewed by the Fire Marshal for any kind of code compliance. This is not a safe nor sustainable solution in the long term. We need to begin to consider the adoption of a building code and how to operate a building and code enforcement division.
- **Volunteer Action Plan:** Volunteerism is struggling across America, and we see results of that trend within our own volunteer programs. This plan would evaluate the local barriers to volunteerism and consider ways to improve and expand our programs and numbers of active volunteers.
- **Public Safety Citizens' Advisory Board:** This group would function in a similar way to groups like the Library Advisory Board. It would give our public safety departments more engagement with the community.
- **Strengthening of Cybersecurity Program:** Cybersecurity has been identified as a critical area in which the City needs to invest time and resources. The IT Division has been actively working towards cybersecurity goals for many years, however, we need to step up our efforts in this area to protect the City's operations.
- **Emergency Preparedness Planning & Training:** Homer's physical geography leaves it vulnerable to many types of hazard. While we have existing plans for emergency preparedness (All-Hazards Mitigation Plan, Emergency Operations Plan), they are due for a refresh. Additionally, the City would benefit from more FEMA training and conducting more regular tabletop and live action exercises.



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Memorandum

TO: Mayor Castner and Homer City Council
FROM: Rob Dumouchel, City Manager
DATE: March 8, 2022
SUBJECT: Update on 2020 Council-Initiated Priorities

In January of 2020, the City Council participated in a planning retreat which took place at the Kachemak Bay Campus of the Kenai Peninsula College. The retreat was facilitated by Susie Amundson and resulted in a list of Council-initiated priorities which were meant to help guide Council and Administration through the next year. Shortly thereafter, the pandemic disrupted the City's operations and created new priorities related to COVID response and mitigation. Despite the unexpected events of early 2020, staff and Council have been pushing forward on the majority of the priorities. This memo gives a brief update on each priority.

HERC Demolition/Community Recreation Center

Demolition: In June 2020, the City Engineer reported on a completed demolition study. The study estimated that it would cost \$667,843 to demolish both buildings on the HERC site. No moves have been made to demolish the existing buildings.

Development: In September 2021, Council approved Ordinance 21-58 appropriating \$75,000 from the HERC CARMA fund for professional services to conduct a study and create a potential design for a redeveloped HERC site. Stantec was awarded the project and has been working with staff to move this project forward. Stantec presented their progress to Council on Feb 28 and public engagement events are underway this month. The next steps will be for Council to determine if they accept the general vision/direction and decide how they wish to move forward.

Stormwater Management Plan and Implementation

Considerable effort was put into this topic, see attached memo from the Public Works Director for more information.

Climate Action Plan

A white paper based upon climate action data collected over many years was produced by Aaron Yeaton in Engineering. We have not been able to make much progress on a large scale climate action plan update, in part because we want to have heavy public engagement which was not an easy thing to do during the pandemic. Staff suggests two ways to improve this priority item: 1. Add a climate/sustainability chapter to a future comprehensive plan update; 2. Focus on smaller initiatives that weave sustainability into our organizational culture and processes.

Wayfinding and Streetscapes

The Economic Development Advisory Commission (EDC) worked diligently on the Wayfinding and Streetscape Plan with consulting firm Corvus Design. The design was adopted by Council on February 28th (Resolution 22-016). Staff is working on prioritizing what signage should be installed first as part of a prototype phase. A funding request will be presented to Council in the coming months.

Public Conversation re: Community Incorporation

There has been no progress on this topic and the original Council champion has departed from the Council. Staff is looking for Council guidance as to whether this item should be pursued in the future or dropped for now.

Water and Sewer Policy/Reserve Funding (Water and Sewer)

Considerable effort was put into these topics, see attached memo from the Public Works Director for more information.

Election Code

Councilmembers Aderhold, Hansen-Cavasos, and Smith worked with the City Clerk on updates to the City's election code by adopting Ordinance 21-35 which pertains to HCC 4.10.030 Review of Candidate Qualifications, 4.35.040 Certification of Election, 4.45 Election Recount, and 4.50 Election Contest.

City Council Operating Manual

Amendments are under consideration, but more work is required. The Clerks will do outreach to Council champions to increase forward movement on the project.

Procurement (Construction Policy)

This is a work in progress. I launched an internal finance stakeholder group which has a broad base of interests, however, one of the biggest interests for the group is procurement policy. They are meeting on a monthly basis and discussing the challenges they're having with the existing procurement policy. An internal survey was launched in March to gather procurement-related data from staff. I'm expecting to receive suggestions for modifications and improvements from this group before summer. I have also had conversations with the City Attorney on the topic and they are standing by to assist when we are ready to begin code modifications.

Funding for Large Vessel Harbor Study

In February 2020, City Council passed Ordinance 20-06 to set aside funds for the City's share of a new start general investigation with the Army Corps of Engineers. To help move this goal forward, the City Council took multiple actions to support the use of a City lobbyist (Resolutions 20-23, 20-60, and 20-120, as well as Ordinance 20-91). In December 2020 we signed a contract with J&H Consulting for lobbying services. Staff has had a great amount of success with J&H in making contact with state and federal decision-makers to include a recent lobbying trip to Juneau.

Enclosures:

- Memorandum from Public Works Director regarding City Council Priorities



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Memorandum

TO: Rob Dumouchel, City Manager
FROM: Janette Keiser, PE, Director of Public Works
DATE: February 7, 2022
SUBJECT: City Council Accomplishments

Following is a description of policies, actions and legislation that were accomplished in 2020-21 related to the City Council's goals.

I. Storm water management plan and implementation

A. Accomplishment: City committed to spending over \$1,200,000 to repair drainage-related damage.

1. Ordinance 20-34 \$110,000 for Small Works Drainage Improvement Program
2. Ordinance 20-58 \$300,000 for drainage-caused road damage on Horizon Court. We did not need all this money to make the repair, but we didn't know that when we asked for the appropriation.
3. Resolution 20-098 Directed Public Works Department to explore engineering solutions to relocate the surface water discharge at Sterling Highway/Mt. Augustine Drive
4. Ordinance 20-85 \$97,000 to execute an engineering solution to the surface water problem at Sterling Highway/Mt. Augustine Drive
5. Ordinance 21-08 \$113,353.33 to repair Woodard Creek Culvert sink-hole. Later Council awarded a contract for \$324,997 for culvert replacement and road repair.
6. Ordinance 21-38 \$150,000 to address drainage problem at Iris Court
7. Ordinance 21-39 Additional \$180,657 to address drainage problem at confluence of Sterling Highway and Mt. Augustine Drive

B. Accomplishment: City worked to better understand its drainage issues.

1. Ordinance 20-31 \$90,000 to update City's 1979 Drainage Management Plan
2. Ordinance 20-52 \$25,000 from HART Road Fund for on-call services contract with Homer Soil & Water Conservation District
3. Ordinance 21 -16 \$100,000 for ground water research, which demonstrates the connections between ground water, slope stability and bluff erosion

4. Resolution 21-016 Awards Term Contract to Coble Geophysical Services for hydrological research

C. Accomplishment: City developed strategies for managing drainage issues on a holistic and sustainable basis.

1. In summer of 2020, Public Works adopted Road Assessment Plan, which systematizes assessments of road conditions, including drainage.
2. Ordinance 21-057 Accepted Road Financial Plan, which includes drainage projects, as a blueprint for planning Homer's transportation needs and declaring it should be updated as part of the City's Budget Cycle.
3. In the fall of 2021, the Public Works Director talks with Planning Commission about the need to amend HCC to allow more comprehensive management of drainage issues
4. City Council Work Session – January 10, 2022 Homer Green Storm water Management System unveiled.
5. Ordinance 22-01 Will authorize \$25,000 to update Design Criteria Manual, Standard Construction Specifications, and Standard Construction Details as well as reconcile new language with elements of Development Standards in HCC.
6. Ordinance 22-08 Will authorize \$140,000 for appraisals/technical field work to support development of Homer's Green Storm water Management System

II. Water and sewer policy (HAWSP, etc.)

A. Accomplishment: City established policy requiring property owners who want City water service, to be connected to City sewer service, except in designated circumstances.

1. Ordinance 20-074 Required property owners requesting connection to City's water system be connected to City's sewer system.
2. Ordinance 21-27 Amended HCC to create a process, with criteria, for waiving the requirement that property be connected to City sewer as a condition precedent to being connected to City water.

B. Accomplishment: City established practice of using HAWSP Fund for projects benefitting future capacity.

1. Ordinance 21-11 \$88,569 from HAWSP Fund for "betterment" to Tasmania Ct. Water/Sewer SADs to serve future capacity.
2. Ordinance 21-16 \$50,000 from HART Road Fund and \$50,000 from HAWSP Fund for ground water research, for existing and future application.
3. Ordinance 21-69 \$70,485 from HAWSP Fund for future Mission Road water main extension.
4. Ordinance 22 -03 \$45,000 for Pennock Street Water Main Gap for improve future capacity.

C. Accomplishment: City continued practice of using HAWSP Fund to finance water/sewer Special Assessment Districts.

1. Alder Lane Water Special Assessment District
2. Tasmania Court Water and Sewer Special Assessment Districts

D. Accomplishment: City established practice of not allowing HAWSP Fund to be diluted by financing assessments the City Council chooses to defer.

1. Ordinance 21-05 \$79,000 from Land Acquisition Fund to pay assessments on private property that was transferred to Kachemak Bay Moose Habitat.

D. Accomplishment: City deliberated on how to fund capital projects, which benefit growth and future capacity and adopted financial policies.

1. Ordinance 21-31(S)(A) Removed the Homer Accelerated Water and Sewer Program (HAWSP) Funds from the Special Utility Fund and established its own major fund, benefiting from the annual income from sales tax and assessments collected, and required quarterly reporting.
2. Resolution 21-066 Adopted the Water and Sewer Utility Financial Plan, Rate Setting Policies and Utility Financial Model, recommended by HDR's financial management study, which include a long term capital plan incorporated HAWSP in the Financial Model.

III. Reserve funding (water and sewer)

A. Accomplishment: City established practice of using Water and Sewer Depreciation Funds for repair/replacement capital projects, but renamed them "CARMA".

1. Ordinance 20-56 \$550,000 from Water Depreciation Fund for urgent repair/replacement capital projects.
2. Ordinance 20-57 \$484,900 from Sewer Depreciation Fund for urgent repair/replacement capital projects.
3. Ordinance 20-92 \$18,696 from Sewer Reserve Fund and \$16,546 from Water Reserve Fund to retrofit treatment plants with LED light fixtures
4. Ordinance 21-01 \$19,573 from Sewer CARMA Fund for preliminary engineering for Beluga Lift Station
5. Ordinance 21-15 \$49,000 from Water CARMA Fund and \$49,000 from Sewer CARMA Fund for repairs to City's utilities on East Hill Road, as part of AK DOT/PF's repaving project.
6. Ordinance 21 -18 \$247,585 to design replacement for Raw Water Transmission Line
7. Ordinance 21-61 Additional \$30,953 (for total of \$128,953) to be split between Water & Sewer CARMA Funds for utility repairs on East Hill Road.

B. Accomplishment: City adopted long term planning strategies for capital repair/replacement projects.

1. Resolution 20-075 Accepted 2020 Water Capital Improvement Plan and declared it should be updated as part of the City's Budget Cycle.
2. Resolution 20-076 Accepted 2020 Sewer Capital Improvement Plan and declared it should be updated as part of the City's Budget Cycle
3. Ordinance 21-03 \$35,000 for Utility Financial Management Services
4. Resolution 21-062 and 21-063 Awarded contracts for the development of a comprehensive asset management software system for water and sewer assets.
5. Resolution 21-066 Adopted the Water and Sewer Utility Financial and Rate Setting Policies and Utility Financial Model, version 2021, recommended by HDR's financial management study, which includes a long term capital plan and incorporates the 15% capital reserve element into the water/sewer rates.

C. Accomplishment: City deliberated on how to fund repair/replacement needs and adopted reserve fund policies for capital repairs/replacements for the water/sewer utilities.

1. Resolution 20-077(S) Adopted Reserve Fund Policy for the Collection and use of water and sewer depreciation reserve funds, creating the Capital Asset Repair and Maintenance Allowance Fund (CARMA Fund) for repairs and replacements.
2. Resolution 20-118(S) Amended the Homer Water & Sewer rates, which did not include the 15% reserve element for FY 21, to provide temporary relief from utility rate increases during the pandemic and provide the City Council with time to deliberate on funding policies.
3. Resolution 21-066 Adopted the Water and Sewer Utility Financial and Rate Setting Policies and Utility Financial Model, version 2021, recommended by HDR's financial management study, which includes a long term capital plan and incorporates the 15% capital reserve element into the water/sewer rates.



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Memorandum

TO: Mayor Castner and Homer City Council
FROM: Rob Dumouchel, City Manager
DATE: March 11, 2022
SUBJECT: 2022 Visioning Proposals

Following this memo are a series of worksheets which contain proposals for future Council Priorities. I distributed the worksheets to Council and the Mayor and requested three to four proposals. Each Councilmember provided three proposals and the Mayor provided 4. There are also six proposals from staff provided for Council consideration.

During the visioning sessions, our facilitator will ask for each proposal to be presented to the group. Afterwards, the facilitator will help us navigate the discussion and prioritization phases of the visioning. I have requested that my staff leadership team be present both days to ensure Council has experts on hand to help vet ideas.

Staff Recommendation: Read all proposals and be prepared to give a brief overview of your own proposals to the rest of the Council

COUNCIL-INITIATED PROPOSAL**CITY OF HOMER ALASKA**

Title of Proposed Project (Descriptive title)	Zoning Code and Comprehensive Plan Review
Date + Champion (Date and who is submitting)	2/14/2022 Donna Aderhold
Description of Project (Briefly describe the project in simple terms)	This project seeks to take an overarching look at Homer's zoning code and comprehensive plan to make sure they reflect where we want to be as a city in the future, then make changes to reflect a future vibrant and livable city and that these founding documents are consistent and understandable by the public.
Needs Statement (Why does the community need this?)	Homer's zoning code should be consistent, readable, and understandable by the public. Zoning code should reflect how the city intends to grow and change over time. The City is in the process of evaluating drainage and green infrastructure and zoning code is key to this process. A new large vessel harbor, the city's #1 capital improvement project, could drive changes in Homer's development as a community (e.g., marine trades industry, residential and infrastructure needs, affordability) and we need to evaluate our zoning code and development plans for the future. Zoning code and the City's comprehensive plan work together. This is an opportunity to review the comprehensive plan to determine what has been accomplished and what we want to look like in the future as a community.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	A comprehensive review of Homer's zoning code and comprehensive plan will set up the City for appropriate future growth and development that maintains high quality of life.
Proposed Outcomes (Tangible, concrete, specific end results)	<ol style="list-style-type: none">1. Updated zoning code and comprehensive plan that reflect Homer's future.2. Zoning code that is consistent and easily understandable by residents, the planning department, and Planning Commission members.3. Comprehensive plan and city code that reflect current and future work on city-wide drainage and wetlands.4. Knowledge of how the city will grow, given proposed large capital projects such as the proposed large vessel harbor.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Improving Nonmotorized Transportation in Homer
Date + Champion (Date and who is submitting)	2/14/2022 Donna Aderhold
Description of Project (Briefly describe the project in simple terms)	This project seeks to explore methods and implementation measures to improve nonmotorized (e.g., pedestrian, bicycling) transportation within the City of Homer. Methods could include code and policy updates, seeking funding sources for additional sidewalks and trail connections, implementing additional roadway signage, public outreach (e.g., Homer Cycling Club's Homer Shares the Road program), and other possibilities.
Needs Statement (Why does the community need this?)	Improving nonmotorized transportation is consistent with Homer's nonmotorized transportation and climate action plans. Safely walking and bicycling through our city for personal health, to run errands, to commute between home and work, and for other reasons is important for the quality of life of Homer residents.
Conceptual Goal of Project	Homer is a walkable and bikeable healthy, livable city.
Proposed Outcomes (Tangible, concrete, specific end results)	<ol style="list-style-type: none">1. More residents will feel safe walking and bicycling in town, resulting in reduced tailpipe emissions and improved overall community health.2. Motorists and non-motorists will share our roadways more amicably.3. Sidewalks and trails through town will make walking more pleasant, enjoyable, and enticing.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project	Affordable Housing for Homer
Date + Champion	2/14/2022 Donna Aderhold
Description of Project (Briefly describe the project in simple terms)	This project seeks to develop an understanding of problems with affordable long-term and seasonal housing in Homer and then develop solutions through city code and policy updates.
Needs Statement (Why does the community need this?)	A consistent theme I hear from constituents is that some people cannot afford to live close to where they work in Homer and/or that they cannot find year-round or seasonal housing because some property owners rent out housing during fall, winter, and spring, then convert the housing to short-term rentals during the “tourist” season. During 2021, housing prices escalated substantially in Homer and elsewhere, potentially exacerbating the problem. I would like to explore this issue to understand the reality and extent of the problem and seek methods the city has through code and policy to ensure an equitable housing environment.
Conceptual Goal of Project	Individuals and families who work in Homer can afford to live here and can find acceptable year-round housing and people who come to Homer for seasonal employment have access to adequate housing.
Proposed Outcomes (Tangible, concrete, specific end results)	<ol style="list-style-type: none">1. Data on the availability of affordable long-term and seasonal housing and the issues faced by Homer area residents and seasonal workers in finding adequate housing.2. Once we understand the nature and extent of the housing availability and affordability situation in Homer we can work on appropriate solutions at the City’s disposal through code and policy revisions.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Fiscal Policy Improvements
Date + Champion (Date and who is submitting)	March 2022 Mayor Castner
Description of Project (Briefly describe the project in simple terms)	See points 1-3 in attached memo
Needs Statement (Why does the community need this?)	With the limited sources of revenue we have, it is important to carefully account for expenditures.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Improved management for public funds to include HART, HAWSP, and utility funds.
Proposed Outcomes (Tangible, concrete, specific end results)	Creation and implementation of improved fiscal policies



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Memorandum

Date: March 4, 2022
To: Rob Dumouchel
From: Mayor Castner
Subject: Aspirations

My top priority is new fiscal policy. With the limited sources of revenue we have, it is important to carefully account for expenditures

- 1) Long term debt: Our long term debt is partially supported by assessments, hypothecated funds from the HAWSP, and a 30 basis point sales tax increment passed by the voters to pay the police station bonded indebtedness. These are, to me, three separate silos of funds. HAWSP funds have been used to make up the shortages of delinquent and deferred assessments. HAWSP funds were also taxed in the past ('administrative fees') which further eroded their debt reduction power.

I think we have come to an understanding concerning the accounting for the police station and finding a date of sales tax reduction.

The assessment structure is a mess and another reason I want job cost accounting.

HAWSP was never set up to be a bank that financed the personal debt of individuals.

Assessments should be adequate to cover the yearly payments, and if they aren't a better shortage method needs to be devised to protect the fund. I'd like to think about a separate revolving loan fund to handle those so that the pain is shifted elsewhere.

I'd like to look at paying off a few of the shorter term loans to allow some more room for larger leveraged projects. The remote sales tax will add ~\$93k to HAWSP annually (There will be a like amount for HART, \$37,000 for police station debt, and \$377,000 for the general fund. We should establish the existing ratio between HAWSP 25% contributions and HAWSP community benefit and see what can be hypothecated towards leveraged matching money for water and sewer trunkline expansion.

- 2) I really want to stand the water and sewer fund up without paying for services that are already covered in the operating budget. I hate transfers. They are not new revenues – they just take from one pocket and place in another. Same with the Port and Harbor Fund.
- 3) I am not averse to including some of the expenses that are estimated to exist into the tariff. I'm also not opposed to having the water and sewer fund make HAWSP contributions. I don't want to continue to have a junior HAWSP fund with few restrictions.
- 4) I want to put pipe in the ground to serve the entire City. New trunklines will create some new demand for the City match, but any new subdivisions must provide water and sewer to each lot. The sooner we make trunkline commitments, the sooner we can require those services.
- 5) I'd like to get many of the ditches in downtown Homer filled with storm water pipe with drainage features and sidewalk caps.
- 6) On the economic front, I'd like to put some minds to work on seasonal housing for the workforce.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Extend Utilities to Entire City
Date + Champion (Date and who is submitting)	March 2022 Mayor Castner
Description of Project (Briefly describe the project in simple terms)	I want to put pipe in the ground to serve the entire City. New trunk lines will create some new demand for the City to match, but any new subdivisions must provide water and sewer to each lot.
Needs Statement (Why does the community need this?)	The sooner we make trunk line commitments, the sooner we can require new subdivisions connect to water and sewer.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Water and sewer utility access for all parcels in City limits (understanding that there will be some exceptions, i.e. conservation land)
Proposed Outcomes (Tangible, concrete, specific end results)	Installation of utilities which expand the availability of services to our residents

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Stormwater Pipes and Sidewalks for Downtown
Date + Champion (Date and who is submitting)	March 2022 Mayor Castner
Description of Project (Briefly describe the project in simple terms)	Identify ditches in downtown Homer which can be filled with stormwater pipe, drainage features, and sidewalk caps.
Needs Statement (Why does the community need this?)	Stormwater management is extremely important to protecting existing develop and making future development possible. Sidewalks are a highly desired community amenity.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Project would improve stormwater management while increasing safe sidewalks access for pedestrians
Proposed Outcomes (Tangible, concrete, specific end results)	Replacement of open ditches with piped stormwater infrastructure and sidewalks.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Seasonal Housing
Date + Champion (Date and who is submitting)	March 2022 Mayor Castner
Description of Project (Briefly describe the project in simple terms)	Develop feasible solutions for seasonal housing needs.
Needs Statement (Why does the community need this?)	Homer's economy is reliant on seasonal jobs and those workers require safe, affordable housing options
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Expand available housing for seasonal workers that support the operations of our local businesses
Proposed Outcomes (Tangible, concrete, specific end results)	Identification of feasible projects. May lead to grant applications, partnerships, or other methods of pursuing implementation.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Enable the Private Sector to Develop Town Center as a Dense, Pedestrian-centric Mixed Use Neighborhood with Abundant Workforce Housing
Date + Champion (Date and who is submitting)	March 1, 2022 – Jason Davis
Description of Project (Briefly describe the project in simple terms)	Revive the Town Center project by constructing a new street connecting Main with Grubstake or Hazel. Zone it so that new apartments and business buildings (shops, offices, restaurants, etc) must include housing, above or behind them (tiny house?) -- a minimum of 2 efficiency units -- that must be rented for minimum of 2 months (no vacation rentals).
Needs Statement (Why does the community need this?)	We have a severe lack of affordable housing for our workforce and for singles and young couples. We aspire to have a dense, mixed-use town center. We can encourage this on Pioneer with modern zoning codes – but change would come slowly, over decades. In Town Center it can come quickly. The only initial cost to taxpayers would be designing/building one street & utilities (even paving could come later if necessary), with new side streets coming later, based on demand. If there is an aversion to spending any public funds to launch this game-changing project, it is possible that a larger developers might be willing to offer competing bids to carry out initial street/utility development in exchange for a larger lot & rights to develop it.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	This neighborhood would develop and expand incrementally, as neighborhoods traditionally developed, and with the completion of its first buildings would be a draw for visitors and residents alike, help alleviate over time our shortage of ideally located workforce housing.
Proposed Outcomes (Tangible, concrete, specific end results)	A pedestrian-centric mixed use street/neighborhood connecting Main and Grubstake that incorporates shops, cafes, and workforce housing.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Establish a Mechanism to Ensure a Significant Proportion of HART Funds are Used to Fund Trail & Sidewalk Improvements
Date + Champion (Date and who is submitting)	March 1, 2022, Jason Davis
Description of Project (Briefly describe the project in simple terms)	Set aside a larger percentage of HART funds, at least 25% if not 40%, to be spent annually on new trails & sidewalks, (and possibly on improving existing roads) -- and develop a mechanism (Trails & Sidewalks Commission?) to ensure such improvements are carried out methodically.
Needs Statement (Why does the community need this?)	HART funds are being well utilized on an ad-hoc basis to address urgent infrastructure and equipment needs that arise. But the city could benefit from a thoughtful and strategic approach to expanding our network of trails and sidewalks on a consistent and ongoing basis. As a lower, less urgent priority, this same principle could apply to completing and paving certain connector streets.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Create a more walkable and interconnected city.
Proposed Outcomes (Tangible, concrete, specific end results)	New trails: more Reber-like connections between Ridge neighborhoods and schools, trail easements in or between new subdivisions. New sidewalks in existing neighborhoods, especially along streets leading to schools (sidewalks in new urban residential developments will be built by developers following zoning code update). Also to consider: reduce congestion on Pioneer by extending Fairview west to HHS? Pave dusty parts of Fairview?

COUNCIL-INITIATED PROPOSAL

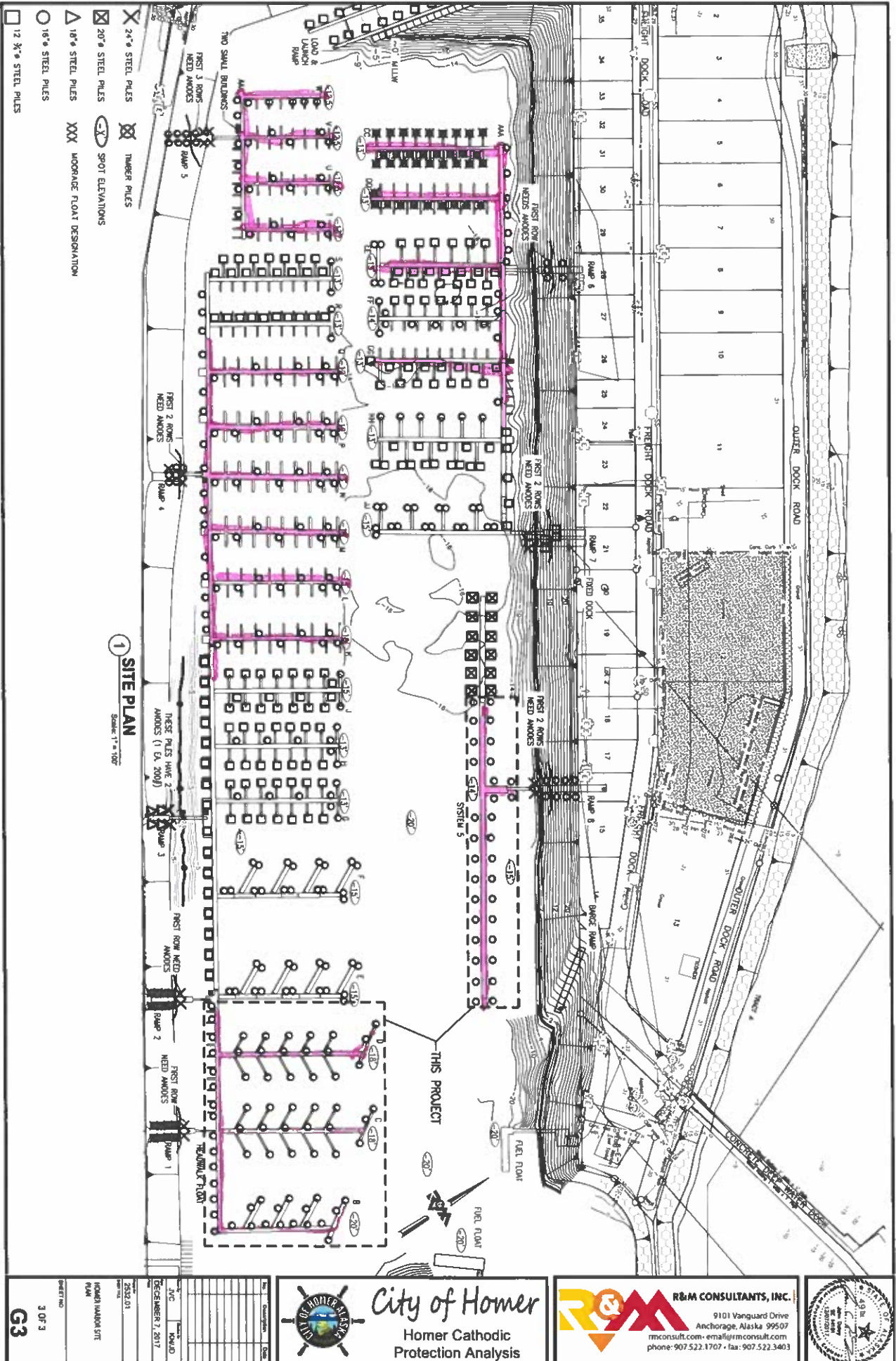
CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Modernize Zoning Codes
Date + Champion (Date and who is submitting)	March 1, 2022 – Jason Davis
Description of Project (Briefly describe the project in simple terms)	Update zoning codes to favor increased walkability throughout the city, and a more walkable, robust, mixed-use CBD. Trail easements and sidewalks mandatory in new subdivisions; retrofitted sidewalks encouraged in existing urban residential neighborhoods, and denser, pedestrian-friendly development encouraged in the CBD.
Needs Statement (Why does the community need this?)	Our zoning codes are based on 1960's-era principles that favor automobiles over pedestrians, with no sidewalks required in new subdivisions. Downtown, car-friendly requirements include large setbacks from small streets, maximum 30% lot coverage, large amounts of off-street parking that is often located between buildings and the street.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Make our streets and neighborhoods more conducive to moving around on foot and by bike, with trail easements, sidewalks and a more intimate, inviting streetscape in line with "Strong Towns" ideals.
Proposed Outcomes (Tangible, concrete, specific end results)	In urban residential areas: a town where parents and kids alike can walk or ride a bike, off the street, from home to school, or the town center. In the CBD: a denser, mixed use town center with affordable workforce housing and streets more inviting to pedestrians.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Harbor Float Replacement and Establishment of a Fund for Grant Matching
Date + Champion (Date and who is submitting)	2/23/2022 Shelly Erickson
Description of Project (Briefly describe the project in simple terms)	This project would initiate planning and design for a significant harbor float replacement project and create a mechanism for setting aside funds for potential grant matching purposes. These designs and City funds would be used to make the physical improvements to harbor float systems
Needs Statement (Why does the community need this?)	The floats (pictured in the attachment) are in desperate need of replacement as they are old, and some are sinking with the snow, let alone twisted and growing grass on them. We need to be responsible with our infrastructure maintenance.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Upgrade the float system to ensure a safe harbor for the boats and the people on the floats themselves.
Proposed Outcomes (Tangible, concrete, specific end results)	Plans that can be used for grant applications. Updated float systems that benefit harbor users.



PROJECT NO.	2532 D1
DATE	DECEMBER 7, 2017
PROJECT NAME	HOMER PORT TERM BSH
PROJECT LOCATION	RAILROAD FLOAT
PROJECT DESCRIPTION	RAILROAD FLOAT
PROJECT STATUS	RAILROAD FLOAT
PROJECT OWNER	RAILROAD FLOAT
PROJECT CONTACT	RAILROAD FLOAT
PROJECT ADDRESS	RAILROAD FLOAT
PROJECT CITY	RAILROAD FLOAT
PROJECT STATE	RAILROAD FLOAT
PROJECT ZIP	RAILROAD FLOAT
PROJECT PHONE	RAILROAD FLOAT
PROJECT FAX	RAILROAD FLOAT
PROJECT EMAIL	RAILROAD FLOAT
PROJECT WEBSITE	RAILROAD FLOAT
PROJECT SOCIAL MEDIA	RAILROAD FLOAT
PROJECT OTHER	RAILROAD FLOAT



City of Homer
Homer Cathodic Protection Analysis

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COUNCIL-INITIATED PROPOSAL**CITY OF HOMER ALASKA**

Title of Proposed Project (Descriptive title)	Extend City Utilities into Unserved Areas
Date + Champion (Date and who is submitting)	2022 Shelly Erickson
Description of Project (Briefly describe the project in simple terms)	There are areas of the City which have not yet been able to connect to City water and sewer utilities, particularly annexed areas. This project would work on planning and funding those extensions.
Needs Statement (Why does the community need this?)	Access to water and sewer utilities is important to quality of life, public health, and an expected benefit of living within the limits of a full-service city.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	To extend water and sewer utilities to as many corners of Homer as physically and economically feasible
Proposed Outcomes (Tangible, concrete, specific end results)	Planning and feasibility studies for various extensions projects. Funding plans to include grant strategy targeting federal infrastructure bill money. Implementation of extensions.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Critical Water Infrastructure: Shellfish Tank & Water trunk line on West side replacement
Date + Champion (Date and who is submitting)	2/28/22. Shelly Erickson
Description of Project (Briefly describe the project in simple terms)	Get the tank made, installed and water-mains connected to the proper water main connections. Replace water main trunk line on the west side.
Needs Statement (Why does the community need this?)	This is part of the emergency management. At this point we have no holding tank between the water shed and the end of the spit. In an emergency (major earthquake) we could be without water if the line gets broken on the way to town, with no reserves. The West Side water main replacement is a old cast iron line and there is concern of breakage in a major earthquake. It needs to be replaced with a plastic pipe that is durable on the steep slope in a disaster.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Infrastructure that will protect the town against loss of water in a major earthquake or disaster.
Proposed Outcomes (Tangible, concrete, specific end results)	Infrastructure that will allow us to move on to growth related infrastructure.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Downtown Public Space Development Plan
Date + Champion (Date and who is submitting)	March 2022 Storm Hansen-Cavasos
Description of Project (Briefly describe the project in simple terms)	Conduct planning and stakeholder engagement to determine opportunities for increased public space in the downtown area for public events, community gatherings, and recreation. This could include development of a park, a plan for street closures to support public events, etc.
Needs Statement (Why does the community need this?)	The City has limited space in the downtown area that is open for passive recreation, public events, etc. WKFL Park serves some of that need, however, it is not large enough to fully serve the community.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Give people positive and safe places to get together in downtown that are appropriate for people of all ages.
Proposed Outcomes (Tangible, concrete, specific end results)	Identification of park, intermittent street fair, or other public congregation space. Feasibility review followed by plans for potential funding and implementation.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Improved ADA Access to Trails and Pedestrian Facilities
Date + Champion (Date and who is submitting)	March 2022 Storm Hansen-Cavasos
Description of Project (Briefly describe the project in simple terms)	Evaluate and improve potential routes through town, both trails and sidewalks, that would benefit those with barriers to mobility
Needs Statement (Why does the community need this?)	Homer can be difficult to traverse if one has barriers to mobility. These individuals deserve appropriate public trails and sidewalks to allow them maximum access to different parts of the City.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Increased ease of mobility within Homer for people of all abilities.
Proposed Outcomes (Tangible, concrete, specific end results)	A plan that identifies specific routes for ADA accessibility improvements and potential funding opportunities. Implemented mobility projects.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Expanded Youth Recreational Programming
Date + Champion (Date and who is submitting)	March 2022 Storm Hansen-Cavasos
Description of Project (Briefly describe the project in simple terms)	Develop and fund an expansion of youth recreational programming.
Needs Statement (Why does the community need this?)	There are limited opportunities for youth in Homer to have safe and productive things to do in their free time. An expansion of recreation programming with a focus on youth programs would help support this demographic.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Improved quality of life, health, and safety for Homer's youth.
Proposed Outcomes (Tangible, concrete, specific end results)	A plan for expansion of recreation programs to include partnerships, staffing, and funding. Implementation of new programs.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (descriptive title)	Including sidewalk requirements in HCC
Date + Champion (date and who is submitting)	1/6/2020 ** February 2022 Rachel Lord
Description of Project (Briefly describe the project in simple terms)	Rewrite the City Code to require sidewalks in reasonable zoning districts to benefit the public and transportation systems.
Needs Statement (why does the community need this?)	Especially within more urban areas of Homer, walkability and public safety are high priorities for the community. By requiring sidewalks on new roads built within the City, possibly within only certain zoning districts, the City will ensure that we are pro-actively emphasizing a safe, walkable community.
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	The goal of this project is to amend City Code to require sidewalks on new roads built within the City.
Proposed Outcomes (tangible, concrete, specific end results)	Ordinance with amended City Code requiring sidewalks

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Code Review Regarding Housing and Development Density
Date + Champion (Date and who is submitting)	February 2022 Rachel Lord
Description of Project (Briefly describe the project in simple terms)	Regulations and policy of the City, specifically within planning and zoning, play a role in shaping the development and use of land within City limits. This project proposes to take a deep dive into the Comp Plan, current development patterns, community needs, and City Code to ensure we're tracking towards a livable community for year-round and seasonal residents.
Needs Statement (Why does the community need this?)	Homer is growing and housing is an increasing challenge for the community. Together with improving drainage/stormwater and road codes, our planning and land use codes need to be thoroughly reviewed alongside the Comprehensive Plan. Town feels inundated with vacation rentals and large, expensive single-family homes. If the balance tips completely in that direction, our labor shortage will only continue to grow as seasonal workers and working families will increasingly have nowhere to live.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	To create a positive regulatory framework that guides development and land use for a livable, sustainable community into the future.
Proposed Outcomes (Tangible, concrete, specific end results)	Updated Comprehensive Plan, updated Planning & Zoning Code guiding development & land use.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Recreation Department Priorities/Planning
Date + Champion (Date and who is submitting)	February 2022 Rachel Lord
Description of Project (Briefly describe the project in simple terms)	As part of the development of a multi-use rec center, this project will dig into scenarios of different levels of recreational services into the future.
Needs Statement (Why does the community need this?)	We have not invested in recreation in the past. With a capital project in the works, we are taking steps to invest more heavily in recreation as a city service. Aside from the immediate & ongoing capital costs, we need to answer the question of what a recreation department looks like and how it's funded.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	To vet and establish a direction for recreation services within the City budget.
Proposed Outcomes (Tangible, concrete, specific end results)	A five- to ten-year plan for recreation services and associated budgetary costs.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Purchase land for the replacement of the Public Works Offices and Motor Pool
Date + Champion (Date and who is submitting)	March 2022. Council member Caroline Venuti
Description of Project (Briefly describe the project in simple terms)	This was a recommendation from the Public Works task force. The recommendation was made after many meetings with scientists that were familiar with the tsunami risks with the current site. The current sit is in a zone that could be heavily impacted by a tsunami. Furthermore, the purchase of new equipment, which is larger, makes the Motor Pool unsafe for mechanics. It does not permit them to have enough space to safely work.
Needs Statement (Why does the community need this?)	Public Works is a core city service. The current building offices do not meet the ADA requirements and are outdated and crowded. The Motor Pool is an essential service that is a necessity in the recovery process after a tsunami.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	A new out of the tsunami zone public works campus would not have the issue of moving equipment across the busy by pass into a safety zone and the motor pool can be accessed quickly for repair work on infrastructure.
Proposed Outcomes (Tangible, concrete, specific end results)	Once the Public Works Office and Motor Pool are relocated there will be an area that can be used by Parks and Recreation and Building Maintenance that are currently at the HERC 2 building. This would fit into the HERC campus plan as it moves forward in expanding the sit for other purposes.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	IT Staff Expansion
Date + Champion (Date and who is submitting)	March 2022, Council member Caroline Venuti
Description of Project (Briefly describe the project in simple terms)	The IT Department for the City of Homer is not adequately staffed to keep current with Cybersafety issues. This is crucial to the security risk of information and property from computer crime. Some research says 70% of all reported ransomware attacks in the US target local governments.
Needs Statement (Why does the community need this?)	Our world is increasingly digital and increasingly interconnected. We need to protect our city from the cybercrime and terrorism. This requires additional IT staff and a path to adopt a comprehensive city approach to security. Cybersecurity must be an essential priority.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	The City of Homer has to stay well-staffed at all times to have a risk-informed, all hazards approach to safe guarding critical infrastructure of our city. Cybersecurity is a critical aspect of our risk management strategies. The IT team is responsible for more than fixing computer issues and helping employees log back into the computer when they have a password problem. Cybersecurity measures need to be set up correctly, they need regular and proper maintenance, which takes an adequate number of IT staff.
Proposed Outcomes (Tangible, concrete, specific end results)	The IT Department will be staff adequately to stay abreast with the latest training and exercises needed for cybersafety.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Coast Guard City Designation
Date + Champion (Date and who is submitting)	March 2022. Council member Caroline Venuti
Description of Project (Briefly describe the project in simple terms)	The City of Homer would begin the application process to apply for the recognition as a Coast Guard City. In doing so, the city can begin to put in place ways to recognize publicly the importance of the Coast Guard and celebrate the diversity and enrichment the Coast Guard brings to Homer.
Needs Statement (Why does the community need this?)	<p>The Coast Guard City Program recognizes communities of special importance to the US Coast Guard. Homer is a natural fit and would benefit from this distinction. Homer is the home port of two Coast Guard vessels and a Marine Safety Detachment. We would strengthen our relationship with the Coast Guard personnel in Homer joining four other communities that are Coast Guard cities.</p> <p>The very nature of the Coast Guard's mission creates a need for understanding between the Coast Guard and the local community. Homer has Coast Guard personnel that reside in Homer. The Coast Guard families that reside in Homer enroll children in our schools and use city services. The city can be welcoming and recognize the ways the Coast Guard enriches the community.</p>
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	According to the US Coast Guard, applications are expected to demonstrate an applicant jurisdiction's ability to meet multi-part criteria that can include: erection of monuments and memorials to the Coast Guard, organization of civic celebrations on the anniversary of the founding of the US Coast Guard, offer of special recognition and merchandise discounts to Coast Guard personnel by the local business community, and providing support to local Coast Guard.
Proposed Outcomes (Tangible, concrete, specific end results)	Designation as a Coast Guard City.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Comprehensive Plan Fast Forward
Date + Champion (Date and who is submitting)	FEB22 City Manager
Description of Project (Briefly describe the project in simple terms)	Initiate an early rewrite of the City's Comprehensive Plan.
Needs Statement (Why does the community need this?)	The Comprehensive Plan is due for a rewrite in 2028, however, much has changed since it was originally written in 2008 and updated in 2018. The disruption of the pandemic matched with the growth of Homer makes this a good time to lay a planning foundation for issues we know are going to affect the City in the next 20 years. This document can help set the City up for success in many ways to include land use and development, economic development, housing equity, etc.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Bring the City's foundational planning document in line with the City's needs and ambitions for the future.
Proposed Outcomes (Tangible, concrete, specific end results)	A completed comprehensive plan adopted by Council and the Kenai Peninsula Borough

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Building Safety and Code Enforcement
Date + Champion (Date and who is submitting)	FEB22 City Manager, City Planner, Fire Chief
Description of Project (Briefly describe the project in simple terms)	Build a plan and conduct stakeholder outreach related to the adoption of a building code and creation of an active code enforcement operation. Culminate in the adoption of code and implementation of appropriate systems for enforcement.
Needs Statement (Why does the community need this?)	Homer does not have an adopted building code, and only commercial structures are reviewed by the Fire Marshal for any kind of code compliance. This is not a safe nor sustainable solution in the long term. We also have significant challenges with code enforcement without a Building Official or dedicated code enforcement staff member.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Ensure buildings in Homer are safe, that the City has a system for enforcing regulations, and allow for a denser pattern of development in the future.
Proposed Outcomes (Tangible, concrete, specific end results)	Create a plan for adopting and implementing a building code. Budget for and hire a Building Official and/or Building Inspector.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Volunteer Action Plan
Date + Champion (Date and who is submitting)	FEB22 City Manager, Fire Chief, Recreation Manager
Description of Project (Briefly describe the project in simple terms)	Conduct an evaluation of existing volunteer programs, volunteer needs, and challenges/barriers facing volunteerism in Homer.
Needs Statement (Why does the community need this?)	Volunteerism is on the decline in Homer, and across America. There are numerous barriers to volunteerism, particularly among younger people, which is hampering services like volunteer firefighting. The City needs to address trends in volunteerism head-on in order to maintain an appropriate level of services.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Increase volunteerism in Homer for fire, parks, library, recreation, etc.
Proposed Outcomes (Tangible, concrete, specific end results)	A plan which outlines action items for the City to pursue that will enhance, increase, and improve volunteerism in the city. Funding to support implementation.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Establishment of a Public Safety Citizens Advisory Board
Date + Champion (Date and who is submitting)	3/1/2022 Chief Kirko & Chief Robl
Description of Project (Briefly describe the project in simple terms)	Establish a group of people to become more familiar with the processes of providing public safety services (Police, Fire, EMS, and emergency preparedness and response) in and around Homer and serve as an advisory body to the Council.
Needs Statement (Why does the community need this?)	To ensure there is a supported, cooperative connection between the Homer citizens and the public safety agencies expected to provide the services.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	The citizens of homer should be familiar with the services that are provided by HPD and HVFD and have input to service capability. The department will be able to better establish short and long term goals that are derived from community input and feedback.
Proposed Outcomes (Tangible, concrete, specific end results)	Creation of an advisory body to the Council focused on public safety and emergency preparedness/response. A better understanding of what the community wants in its public safety services. Increased opportunities for public safety education. A more unified relationship between the public and public safety agencies.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Strengthen Cybersecurity
Date + Champion (Date and who is submitting)	2/28/22 Dave Berry
Description of Project (Briefly describe the project in simple terms)	Adopt a variety of measures to upgrade Homer's defenses against cyberattacks. Improving and maintaining cybersecurity is an ongoing process which requires investment and continuous upkeep.
Needs Statement (Why does the community need this?)	Homer's computer systems are obvious targets. Given the City's increasing reliance on digital infrastructure, defense is a critical concern.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Protecting our systems against attack serves the interests of the entire community by preventing disruption of essential City services.
Proposed Outcomes (Tangible, concrete, specific end results)	Our overarching goal is to detect and block attacks on City infrastructure, with a secondary goal of responding effectively to any attacks that do get through.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

Title of Proposed Project (Descriptive title)	Emergency Preparedness Planning & Training
Date + Champion (Date and who is submitting)	FEB22 City Manager, Police Chief, Harbormaster, Fire Chief
Description of Project (Briefly describe the project in simple terms)	Reevaluate emergency preparedness plans and test systems more regularly. Determine a budget for training and exercises. Consider feasibility of vertical evacuation tsunami tower on Homer Spit
Needs Statement (Why does the community need this?)	Homer's physical geography leaves it vulnerable to many types of hazard. The Spit is particularly vulnerable. While we have existing plans for emergency preparedness, they are due for a refresh. Additionally, the City would benefit from more FEMA training and conducting more regular drills with staff.
Conceptual Goal of Project (One sentence of benefits to City/Homer citizens)	Development of a City workforce that is well prepared to respond to many different types of disaster within the community and facilities which support emergency response and community resilience.
Proposed Outcomes (Tangible, concrete, specific end results)	An updated All-Hazards Mitigation Plan (in progress). An updated Emergency Operations Plan. At least one disaster response exercise per year. A feasibility study for a tsunami evacuation tower, and, if successful, grant applications for funding of construction.