



City of Homer

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Office of the City Manager

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Memorandum 20-015

TO: Mayor Castner and Homer City Council
FROM: Katie Koester, City Manager
DATE: January 22, 2020
SUBJECT: Follow up to January 11th, 2020 Planning Retreat

Thank you for your engagement and participation in the Council Planning Retreat. Significant headway was made in identifying Council priorities for 2020 through the selection of projects proposed by individual members. The Council worked to determine the scale of each project (large, medium, medium-policy focused, and small), prioritize them in order of importance, and identify champions to be involved in specific projects until completion. I have attached the retreat summary from Facilitator Amundson that outlines the work that was accomplished, including a chart outlining the Council's priorities for 2020.

Much work was done on January 11th, however there remain some topics that the group was not able to get to. The questions are listed below with suggestions from Administration on follow up.

-How is the Council going to track projects?

By Administration continuously updating the Active Projects chart and presenting the information within the Manager's Report during the first Council meeting of the month.

-How will new projects/initiatives be added?

Council will review the Active Projects chart while considering the staff time and resources associated with the proposed project. Administration will make a recommendation as to if current efforts need to be rerouted in order to meet the demands of the new project or if the new project would be possible to incorporate and accomplish within the given year.

-What threshold needs to be reached to initiate Council review and approval of proposals to move forward because of the high amount of City resources required to develop the proposal?

This is a difficult question to answer. I ask that as Councilmembers approach me with projects, they consider the size and scope of their project, and engage in that dialogue as ideas develop. The Council Initiated Proposal Template that Susie asked each one of you to fill out for the retreat is a great starting place to think through the aspects of a proposal that will facilitate that conversation.

-How will Council ensure everyone is represented through the priorities identified by the body?

Encourage members who were not able to have their priorities represented in the 2020 goals to work with Administration on adding new proposals to the Active Project Chart and/or becoming champions for identified 2020 Council Goals.

I want to congratulate Council on the work you did to establish your goals for 2020. This provides a great starting place for the identified champions to work with each other and with Administration on advancing those priorities. Please know, I still need active direction from Council and participation on next steps, including proposed legislation, to advance the identified goals.

I look forward to working with you in 2020 on moving these important projects forward. It is my hope you will be able to look back on 2020 and see the significant accomplishments you have made on behalf of your community by working strategically together.

Recommendation: Formally adopt Council-Initiated 2020 Priorities.

Enc:

Council Initiated Proposal Template

Active Project Chart updated 1/22/2020

Mayor and City Council Planning Retreat Summary and 2020 Goals prepared by Susie Amundson

Council proposals organized by Council-Initiated 2020 Priorities

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	
Date + Champion (date and who is submitting)	
Type of Project (e.g., capital, policy, physical, plan/study)	
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	
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)	

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		Mayor
Traffic Calming Policy	Administration, HPD, Public Works	Research collated	Medium	20	Draft policy for dept review	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; Council will consider ordinance for City match on 1-27-20	Large	5	Procure professional oversight; get DOT onboard as partner	Lord/Smith
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
Re-opening HAWSP	Administration, Finance	Council will consider resolution on 1-27-20	Medium	0	Schedule worksession; refer to Planning Comm.	Smith/Mayor
Wayfinding Plan/Committee	Administration	Drafting RFP: will issue in Feb.	Medium	5	Advertise RFP.	Venuti/Smith
Medical Zoning District	Planning	Planning Commission is refining boundaries; Council issued moratorium on new CUPs	Medium	35	Neighborhood meeting planned in early March. SPH will present at next meeting on expansion plans.	Smith
Right of Way Clearing Policy	Administration, Public Works	Working group met twice	Medium	20	Request legal opinion on covenants draft language that could be included in policy document	Lord/Aderhold
Spit Parking Expansion	Public Works, Port and Harbor	CUP denied - P&H Commission considering Reso 20-008(S) to designate as green space	Medium	On hold	Consider for removal if resolution passes	Evensen

Updated 1/22/2020

Please note:

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

*Future chart will have 'Date Initiated' column

*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 capital project is; Red (0-24%), Yellow (25-74%), Green (75-100%)

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 #209

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.

City of Homer Champions

- | | |
|---------------------------|---|
| • Ken Castner, Mayor | • Heath Smith, Council |
| • Donna Aderhold, Council | • Caroline Venuti, Council |
| • Joey Evensen, Council | • Katie Koester, City Manager |
| • Rachel Lord, Council | • Storm Hansen-Cavasos, Council (not present) |

Agenda of the Retreat

The agenda allowed for participants to enjoy opening warm-ups, discuss the science of teams, take stock of current active projects, scope each other's council-initiated proposals, and determine the 2020 (and beyond) council-initiated priorities. A group discussion also focused on how to introduce emerging council-initiated proposals throughout the year and when to ask the council for review and approval of a proposal requiring city resources beyond a small project.

Council-Initiated Projects and Priorities for 2020

Each participant presented three proposals to the group, fielded questions, and discussed the feasibility of the proposed project and the level of effort needed from the City for it. From the whole of the proposals, participants were able to recognize synergy and partnerships regarding projects, discuss the interrelatedness of projects (e.g., Climate Action Plan related to the Storm Water Management Plan and Implementation), and declare themselves as champions for specific projects. Page 2 contains a table that outlines the projects into the categories of large, medium, small, and policy and will serve as the priorities this year. A number of projects will just address one phase or part of a phase in 2020.

No clear decisions were made regarding the process for introducing council-initiated proposals that emerge throughout the year nor the threshold to be reached when Council needs to review and approve proposals to move forward because of the high amount of city resources required to develop a proposal. I encourage you to judiciously weigh other proposed projects with your prioritized ones throughout the year and to keep in mind this quote by Michael Porter "The essence of strategy is choosing what not to do."

I appreciate you including me in your work to determine your priorities for 2020. Please let me know if I can help with anything moving forward. Also, thank you for your dedicated, enthusiastic, and unflagging efforts to provide a vibrant, safe, and appealing Homer community for our citizens and visitors.

Susie Amundson, PhD, OTR, FAOTA
susie.wisecatwork@gmail.com | 509-998-1009

Council-Initiated 2020 Priorities

Large	HERC Demolition/ Community Recreation Center (Champions: Aderhold, Lord, Venuti)		Storm Water Management Plan and Implementation (Champions: Castner, Lord, Aderhold) [sidewalk/road improvements; water and sewer; green space; wayfinding; climate action plan]		
Medium	Climate Action Plan (Champions: Aderhold, Evensen) [1%]	Wayfinding/Streetscape Champions: Venuti, Evensen [new banners, beautification effort to Spit]	Public Conversation re: Community Incorporation (Champions: Evensen, Venuti)		
Policy Focus*	Water and Sewer Policy (Champions: Lord, Aderhold)	Reserve Funding (water and sewer) (Champions: Castner, Lord)	Election Code (Champions: Smith, Aderhold)	City Council Operating Manual (Champion: Aderhold)	Procurement (construction) Policy (Champion: Castner)
Small	Funding for Large Vessel Harbor Study (Champions: Lord, Smith)				

*Note: Council prioritized in order from left to right.

City of Homer Council-Initiated 2020 Priorities

HERC Demolition/Community Recreation Center

Champions: Aderhold, Lord, Venuti

Council-Initiated Proposals Submitted at Retreat:

- New City Recreation Center (Venuti)
- Concurrent Multi-Use Community Center and HERC Planning (Lord)
- Map out a time line for all things HERC—Rec Center (Smith)
- HERC next steps and Multi-use Community Center study (Aderhold)

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	New City Recreation Center
Date + Champion (date and who is submitting)	Councilmember Venuti 2020
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)	To provide a safe, accessible building that will provide a space for indoor recreation activities for the citizens of Homer and house offices of Homer community Recreation.
Needs Statement (why does the community need this?)	Currently recreational services are spread out in many indoor facilities creating many accessibility and logistical issues, citizens are asking for a safe, accessible building to replace the aged HERC buildings.
Proposed Outcomes (tangible, concrete, specific end results)	New ADA compliant recreational building that provides safe, healthy choices of recreation for all ages of Homer residents.
Activities Scope (which steps are needed to complete project?)	The demolition of the existing buildings on the city owned property off Pioneer; bond campaign and voter approval; construction.
City Resources (preliminary estimate of resources needed)	Public works to manage project; administration to work on compliance and legal issues; council to do design approval and building construction campaign.
Size Category (estimate) (large, medium, small)	large

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Title of Proposed Project (descriptive title)	Concurrent Multi-Use Community Center and HERC Planning
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Ultimately one or two capital projects (2021-22), with plan and design in 2020
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Provide for a multi-use community center, utilizing the HERC site
Needs Statement (why does the community need this?)	The community has identified gym space as a top priority for filling a substantial recreation gap in Homer. The City currently holds the HERC building in warm-status, providing limited opportunities with quickly deteriorating conditions. The HERC Task Force (2019) clearly stated that the building either required demolition or large and expensive upgrades. To best serve the community, this project emphasizes moving forward on both the planning (including timelines for construction) of a multi-use community center and the ultimate fate for the HERC building, utilizing the HERC property as the location.
Proposed Outcomes (tangible, concrete, specific end results)	A functional building that provides an indoor gym space that can be used for basketball, pickleball, volleyball, and other compatible activities and provides some additional community meeting space. Potentially modest offices to lease? Opportunities to partner with private recreation organizations/ Offices and space for City Parks & Rec, including maintenance.

Activities Scope (which steps are needed to complete project?)	Cost estimates (in-progress for HERC demolition), community-wide planning effort for a new facility with Council-established cost cap (i.e. no more than \$X) to constrain to reality, generating ideas for funding, long-term look at the full 4+ acres at that site for the most strategic opportunities for the community and City building needs.
City Resources (preliminary estimate of resources needed)	\$\$\$
Size Category (estimate) (large, medium, small)	Large

Map out a time line for all things HERC—Rec Center

- Demolition
- Funding (are there any grants for asbestos remediation?)
- Consider full scope of all recreation opportunities currently available to the community.
- How much is enough? (library)
- Needs to be an integration of not a replacement to.
- Any new facility must be affordable and sustainable.
- If the HERC site is in fact the future location of such a facility planning will need to also commence on providing the public works maintenance crew with a suitable space to carry on with their duties.
- Recreational outlets are a core contributor to life balance and enjoyment. While the city plays a critical role in facilitating reasonable levels of access it must also be measured in its manifestation. Our current funding structure is limiting.

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Title of Proposed Project (descriptive title)	HERC next steps and Multi-use Community Center study
Date + Champion (date and who is submitting)	1/6/2020, Donna Aderhold
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	HERC: plan and capital (demolition); Community Center: reconnaissance / preliminary feasibility study
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Ultimate goal is demolition of the HERC and construction of a permanent multi-use community center that replaces the HERC and meets Homer's needs based on the 2015 PARC Needs Assessment; the 2020 conceptual goal is to make firm demolition plans for the HERC and conduct the first phase of the community center as presented in the CIP.
Needs Statement (why does the community need this?)	HERC demolition and community center development and construction are on parallel paths because loss of the HERC would result in loss of important recreational opportunities in Homer if a replacement facility is not in the works at the same time. During 2019, after much deliberation and consideration, council determined that, as much as we'd like to preserve the old middle school and modify it for community use, the costs of doing so are too great and we need to plan the building's demolition. Because the HERC provides important recreational activities (e.g., pickleball, Zumba, Native Youth Olympics training, and skateboarding), council needs to plan a new center that provides space for these activities and other community space opportunities as outlined in the 2015 PARC Needs Assessment. Council adopted the community center as one of its legislative priorities during the CIP process in 2019 and council consistently hears from constituents about the need for a community center.
Proposed Outcomes	The ultimate goal is construction of a multi-use community center that meets the needs of Homer and the surrounding

(tangible, concrete, specific end results)	area as we demolish the HERC. The proposed outcomes for 2020 include finalizing plans (and initiating?) demolition of the HERC and a feasibility study that outlines the size and type of a new facility, functional spaces based on community need, conceptual floor and site plans, estimated total construction cost and ongoing operational costs, and possible funding mechanisms.
Activities Scope (which steps are needed to complete project?)	<p>2020 scope would include the following: (1) review outcome of HERC demolition study and make final plans for demolition, (2) develop scope of work and budget for community center reconnaissance/feasibility study, (3) issue RFP and award contract for study, and (4) receive and review study, determine next steps and timeline (#4 may not occur in 2020 depending on when contract awarded and schedule for study).</p> <p>Following the 2020 scope, council will need to fund HERC demolition, decide on community center construction budget, funding mechanisms, and issue contract(s) for design and construction.</p>
City Resources (preliminary estimate of resources needed)	Multiple city departments will be involved in the project: city manager and special projects coordinator, city attorney, planning, recreation, and public works.
Size Category (estimate) (large, medium, small)	Large

City of Homer Council-Initiated 2020 Priorities

Storm Water Management Plan and Implementation

Champions: Castner, Lord, Aderhold

Council-Initiated Proposals Submitted at Retreat:

- Storm Water Master Plan with Pipe Replacing the Open Ditches (Castner)
- Storm Water Management Plan, Phase II (Lord)
- Including Sidewalk Requirements in Homer City Code (Lord)
- Build sidewalk for Main Street (Lord)
- Amending the Comprehensive Plan and Code to include Habitat Reserve and Green Space Dedication/Allocation as Emerging Development Need (Evensen)

Mayor Castner

In 2020 I would like to see a storm water master plan with pipe replacing the open ditches.

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Title of Proposed Project (descriptive title)	Stormwater Management Plan, Phase II
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	To develop a comprehensive stormwater management plan for the City that provides adequate and safe drainage of stormwater to protect city infrastructure and water quality, as outlined as a top priority in the City's CIP, and building off of the nearly complete stormwater assessment project funded in part by ADEC.
Needs Statement (why does the community need this?)	A tremendous amount of water flows (and seeps) through the City of Homer. Large precipitation events, especially during the winter months, have resulted in flooding and damage to City and private infrastructure. Managing stormwater flows is critical to protecting assets and maintaining water quality. The opportunity to improve sidewalks and walkability is also tied to improved stormwater management along City streets.
Proposed Outcomes (tangible, concrete, specific end results)	A comprehensive stormwater management plan with realistic milestone dates and budget for implementation, as well as prioritized stormwater management areas taking into account large wintertime precipitation events.
Activities Scope (which steps are needed to complete project?)	Unsure? Develop scope of work from the information within the new stormwater report and additional work required as outlined in the CIP and put out to bid, with Council funding?
City Resources (preliminary estimate of)	Public works, \$\$\$\$

resources needed)	
Size Category (estimate) (large, medium, small)	Large

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Title of Proposed Project (descriptive title)	Including sidewalk requirements in HCC
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
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)	The goal of this project is to amend City Code to require sidewalks on new roads built within the City.
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.
Proposed Outcomes (tangible, concrete, specific end results)	Ordinance with amended City Code requiring sidewalks
Activities Scope (which steps are needed to complete project?)	Memo to planning commission with direction from Council, recommendations back to Council, public hearing & vote
City Resources (preliminary estimate of resources needed)	Planning Department time

Size Category (estimate) (large, medium, small)	Medium
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Title of Proposed Project (descriptive title)	Build sidewalk for Main Street
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Design/engineering, Capital
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Using HART funds, this project will provide ADA-compliant sidewalks, curb and gutter on Main Street from Pioneer Ave to Bayview Park.
Needs Statement (why does the community need this?)	As a top priority in the City's CIP for many years, this project will ensure increased pedestrian safety, accessibility, and enhance the quality of life for residents and visitors alike.
Proposed Outcomes (tangible, concrete, specific end results)	Sidewalks!
Activities Scope (which steps are needed to complete project?)	Phase I: develop the designs and cost estimates Phase II: build
City Resources (preliminary estimate of resources needed)	Public Works time, HART funds. Estimated cost from CIP is \$943,055
Size Category (estimate) (large, medium, small)	Medium?

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Title of Proposed Project (descriptive title)	Survey / Idea Generation re. Amending the Comprehensive Plan (and Code) to include Habitat Reserve and Green Space Dedication / Allocation as Emerging Development Need
Date + Champion	February 2020 – Evensen
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy & Program, with preliminary discussion for concepts and easiest (most pragmatic) way forward
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Leverage economic development plan for Homer with practical concepts for competitive economic growth using green space reserve concepts, which are currently missing within Homer and critically in areas immediately surrounding Homer.
Needs Statement (why does the community need this?)	Residents and visitors cite lack of green space and wildlife habitat (e.g., the 'over-developed Homer Spit') as negative qualities of our Hamlet, which ironically is positioned in an otherwise pristine setting worldwide. Lack of coherence between picturesque wildlife habitats and our Cityscape (which lacks significant green space, habitat reserve) negatively affects growth and seasonal economics of Homer.
Proposed Outcomes (tangible, concrete, specific end results)	I. Definitions and strategy surrounding Reserve space within City. II. Proportional quantity of Green Space as City Development Goal (Comp. Plan).
Activities Scope (which steps are needed to complete project?)	Planning preparations/scoping Feedback & strategy from City Departments & Chamber
City Resources (preliminary estimate of resources needed)	Planning Dept. preparations, feedback/strategy from various City Departments via City Manager
Size Category (estimate)	Small (idea generation/strategy stage)

Medium-1st priority

City of Homer Council-Initiated 2020 Priorities

Climate Action Plan

Champions: Aderhold, Evensen

Council-Initiated Proposals Submitted at Retreat:

- Climate Action Plan Next Steps (Aderhold)

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Title of Proposed Project (descriptive title)	Climate Action Plan Next Steps
Date + Champion (date and who is submitting)	1/6/2020, Donna Aderhold
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy, program, plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Reinitiate work on Homer's Climate Action Plan to compare the city's current carbon footprint with that calculated 10 years ago, evaluate actual carbon footprint with goals set in the plan, determine best methods to further reduce the city's carbon footprint based on the plan; and work with the Kachemak Bay National Estuarine Reserve (KBNERR) on climate mitigation, adaptation, and resilience strategies for Homer.
Needs Statement (why does the community need this?)	Twelve years ago Homer was the first city in Alaska to adopt a Climate Action Plan. Following adoption of the plan, a consultant calculated Homer's carbon footprint and outlined additional specific measures Homer could take to reduce its carbon footprint. Homer has adopted numerous actions outlined in the plan and follow-up documents and continued to collect data on energy use at all facilities and by vehicle fuel consumption. Now is a good time to assess where we are and determine next steps to further reduce our carbon footprint. In addition, KBNERR has conducted workshops on climate adaption and resilience (city staff attended the workshops) and there are actions the city may benefit from based on the outcomes of the workshops. The green infrastructure study currently in development is an example of a resilience strategy that was discussed during the workshops.

	In addition, communities around Alaska are in various stages of climate action plan development and adoption, including the Municipality of Anchorage. The University of Alaska Anchorage is seeking a grant to help Alaska municipalities with climate actions and Homer has the opportunity to participate in the grant (Donna participated in a climate action discussion with Anchorage, UAA, The Alaska Center, and others following the fall Alaska Municipal League meeting during which the grant opportunity was discussed).
Proposed Outcomes (tangible, concrete, specific end results)	<ul style="list-style-type: none"> -Calculation of Homer's current carbon footprint and comparison to the previous calculation. -Consolidation of all climate action documents in one prominent place on the city's website (currently documents are scattered and some are not available, such as appendices to the plan). -Evaluation of what we've accomplished and additional steps the city can take to reduce its carbon footprint. -Adoption of green infrastructure recommendations from the current study. -Determination of additional mitigation, adaptation, and resilience steps the city could adopt.
Activities Scope (which steps are needed to complete project?)	<ol style="list-style-type: none"> (1) Consolidate energy use data and calculation of all data. (2) Compare energy use over time—before climate action plan, as climate action measures completed and new buildings (e.g., harbormaster's office) constructed, current. (3) Participate with UAA and other communities in climate action grant. (4) Update and make publicly available climate action measures the city has completed/implemented. (5) Council discuss and decide on next carbon footprint reduction steps to take. (6) Contract with KBNERR to develop report on climate mitigation, adaptation, and resilience workshops and measures. (7) Adopt green infrastructure recommendations based on report under development.
City Resources (preliminary estimate of resources needed)	City manager and special projects coordinator, planning department and commission, public works department
Size Category (estimate) (large, medium, small)	Medium

Medium- 2nd priority

City of Homer Council-Initiated 2020 Priorities

Wayfinding/Streetscape

Champions: Venuti, Evensen

Council-Initiated Proposals Submitted at Retreat:

- Redistricting/Rezoning of “Town Centers” Visitor Corridor (Evensen)
- New Pioneer Avenue Banners (Venuti)
- Wayfinding Streetscape Planning for City of Homer (Venuti)

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Title of Proposed Project	Redistricting/Rezoning of “Town Centers” Visitor Corridor
Date + Champion	February 2020 – Evensen
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy & Program, with preliminary discussion for concepts and easiest (most pragmatic) way forward. Interaction with State (DOT) regarding roadways.
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Strategic development goal to unify high-traffic visitor streets into singular District for inclusive grouping economically, which in turn provides path forward for effective beautification (incl. property clean-up) and increased economic prosperity, and ease of implementation for funded Streetscape & Way-Finding Project.
Needs Statement (why does the community need this?)	Residents and visitors cite ugly, seemingly un-zoned qualities of our City, particularly on the heavily traveled road to and from the Spit. This negative attribute limits the potential of numerous small businesses, and likely holds back the regional growth of property value. Combining the street regions together according to usage/function allows Planning to more effectively set policy, standards (cf. Comprehensive Plan) and when needed eases maintenance/enforcement.
Proposed Outcomes (tangible, concrete, specific end results)	Establishment of functional commercial zone for visitors and high-volumes of street-based traffic.
Activities Scope (which steps are needed to complete project?)	Planning preparations/scoping Feedback & strategy from City Departments & Chamber
City Resources (preliminary estimate of resources needed)	Planning Dept. preparations, feedback/strategy from various City Departments via City Manager
Size Category (estimate)	Medium

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	New Pioneer Avenue Banners
Date + Champion (date and who is submitting)	Councilmember Venuti 2020
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Physical
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	The banners will be visible and noticed by citizens and visitors instantly, they will share the beauty of Homer while adding life and color to the City's Pioneer Avenue.
Needs Statement (why does the community need this?)	Current banners are well worn and need replacement.
Proposed Outcomes (tangible, concrete, specific end results)	We will have banners changed for the seasons of winter and fall to add to the summer banners.
Activities Scope (which steps are needed to complete project?)	Parks and Recreation will oversee the design and inform the city council.
City Resources (preliminary estimate of resources needed)	There was funding put into the 2020-2021 budget for this. \$10,000 (1560385 funding source)
Size Category (estimate) (large, medium, small)	Small

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Wayfinding Streetscape Planning for City of Homer
Date + Champion (date and who is submitting)	Councilmembers Venuti and Smith December 2019
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan/study
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Create a Wayfinding Streetscape (WFSS) Committee that will be the communication link between user groups, city staff and a consultant to provide realistic streetscape amenities that will give Pioneer Ave. a welcoming, safe feel with pedestrian/driver signage to encourage walking and shopping.
Needs Statement (why does the community need this?)	Streetscape planning and Wayfinding will have a high return on investment as it will result in increasing business activity which generates tax revenue.
Proposed Outcomes (tangible, concrete, specific end results)	The downtown Homer businesses will be part of a vibrant, attractive and accessible area that will be a catalyst for economic development.
Activities Scope (which steps are needed to complete project?)	Create a RFP for hiring of a consultant that will work with the WF/SS committee to get public input at meetings and create focus groups.
City Resources (preliminary estimate of resources needed)	Funding from HART fund. Staff support (special projects) and council work sessions.
Size Category (estimate) (large, medium, small)	Medium

City of Homer Council-Initiated 2020 Priorities

Public Conversation regarding Community Incorporation

Champions: Evensen, Venuti

Council-Initiated Proposals Submitted at Retreat:

- Voluntary Expansion of City Limits at Request of Residents (aka Annexation) (Evensen)

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Voluntary Expansion of City Limits at Request of Residents (aka Annexation)
Date + Champion	January 2020 – Evensen
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Policy, Program, with preliminary Plan/Study Phase (Planning) to consider Areas of Diamond Ridge, Fritz Creek, McNeil, 'Far East', etc.
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	Unite Homer area residents into singular, more effective City organization with increased benefits for both Residents and City (including permanently fixed property taxes within added zones, expanded services, increased volume of Homer's tax base, better (more controlled) City planning and practicality for implementation of policy, and increased political and fiscal clout at State level.
Needs Statement (why does the community need this?)	Many residents are interested in joining COH simply for voting rights/applicability; others would benefit from public safety services and water/sewer (which is crucial regionally stemming from poor, even toxic, water quality of residential wells).
Proposed Outcomes (tangible, concrete, specific end results)	I. Feasibility & Benefits Exercise/Study: Simple tax base study to answer fundamental questions of economics for various annexation scenarios. II. Strategy for Positive Outcome (resulting in request by residential majority for given area). III. Implementation Plan (large-scale City program).
Activities Scope (which steps are needed to complete project?)	Planning preparations/scoping Feedback & strategy from City Departments
City Resources (preliminary estimate of resources needed)	Planning Dept. preparations, feedback/strategy from various City Departments via City Manager

Size Category (estimate)	Large
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Medium, Policy Focus-1st priority

City of Homer Council-Initiated 2020 Priorities

Water and Sewer Policy

Champions: Lord, Aderhold

Council-Initiated Proposals Submitted at Retreat:

- Strategic plan for the water/sewer utility, including smart use of HAWSP (Lord)

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Strategic plan for the water/sewer utility, including smart use of HAWSP
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Plan & Policy
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	A strategic examination of our water and sewer system to provide a roadmap for expansion and operations that work to reduce rates and provide excellent service, while establishing guidelines and policies for HAWSP projects that benefit the taxpayers and ratepayers.
Needs Statement (why does the community need this?)	Homer's water and sewer system is expensive. The extensive infrastructure coupled with a relatively low population density results in high rates to cover the cost of operations. In order to benefit all customers to the highest amount possible, Council should prioritize strategically examining the water/sewer system to look at opportunities, costs, and benefits to expansion, incentivizing infill, long-term maintenance costs, and other relevant issues facing the utility.
Proposed Outcomes (tangible, concrete, specific end results)	A policy that re-opens HAWSP, taking into account the overall system; policy suggestions for incentivizing infill; a reserve policy for the utility; a map of the City with goals for expanding services over time in a way that doesn't negatively impact rates.
Activities Scope (which steps are needed to complete project?)	Possible Task Force, or series of Council work sessions to ask questions/discuss. RFP for a consultant? Establish funding sources for planning work. Use policy questions raised in 2016 re: HAWSP to begin Council-level discussions again, ask what would be "ideal" utility rates

	(help with business recruitment, housing costs, etc), how do different scenarios pencil out using our current rate formula (i.e. with different levels of infill, with system expansion, with both infill & expansion, with increased consumption), how are utility reserves utilized, what big projects are on the horizon and how will they possibly be funded, how might climate change & increased summer drought potential possibly impact water storage at the reservoir? Etc.
City Resources (preliminary estimate of resources needed)	Water/Sewer and Finance staff time, \$\$
Size Category (estimate) (large, medium, small)	Large

City of Homer Council-Initiated 2020 Priorities

Reserve Funding (Water and Sewer)

Champions: Castner and Lord

Council-Initiated Proposals Submitted at Retreat:

- Responsibility of the water and sewer customers in funding an unsubstantiated tariff increase to fund a reserve that has no established guidelines for expenditures (Castner)
- Fund Policies (Lord)
- Establish a well founded, responsible, attainable, and sustainable reserve (Smith)

Mayor Castner

In 2020 I would like to get resolution on the responsibility of the water and sewer customers in funding an unsubstantiated tariff increase to fund a reserve that has no established guidelines for expenditures.

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Fund Policies
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
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)	Establish policies surrounding fund balance, CARMA, CIP, and reserve accounts vetted by the community and established in code.
Needs Statement (why does the community need this?)	In 2019, the Mayor led Council and staff towards not only a 2-year budget but also a reorganization of City accounts. Additionally, ongoing questions exist regarding the appropriate size and use of different reserve accounts. While some work has happened (primarily with the GF fund balance), there are still many outstanding policy questions for Council to address. Having publically vetted sideboards to the City's financial pots of money is critical for a transparent and responsible government.
Proposed Outcomes (tangible, concrete, specific end results)	Policies surrounding the following accounts, which outline the purpose, any specific restrictions or requirements of that account, and the target floor/ceiling amounts in each: GF CARMA, GF CIP, GF Reserves, Utility Reserve, Port/Harbor Reserve,
Activities Scope (which steps are needed to complete project?)	Summaries of each pot of money, how it's currently used, how much is in it, possible history of its balance brought to Council along with a suite of questions to work through on each? A series of worksessions for Council to plug through, with Port & Harbor Commission input on the Harbor

	accounts, followed by Ordinances (or a single ordinance?) introduced for public hearing(s) before a final vote(s) and codification prior to our FY2022-24 budget cycle.
City Resources (preliminary estimate of resources needed)	Finance, City Managers office, Public Works Director (W/S), Port & Harbor Director
Size Category (estimate) (large, medium, small)	Large

Establish a well founded, responsible, attainable, and sustainable reserve.

- This needs to be resolved.
- The city's residents have an expectation that we maximize the utility of their tax dollars to the benefit of the community at large. Reasonable reserve ceilings/floors must be established as to not create any “dead money” or create conditions unfavorable to providing acceptable service standards.

Medium, Policy Focus-3rd priority

City of Homer Council-Initiated 2020 Priorities

Election Code

Champions: Smith, Aderhold

Council-Initiated Proposals Submitted at Retreat:

- Clarify our election code (Smith)

Clarify our election code.

- Candidate qualifications.
- Clerks methods of verification.
- Add process for a contest prior to the election.
- Amend process of contesting an election.
- Consider moving seating new council date to Jan. as state and federal officials do.
 - Provides time for runoff (can coincide with state save \$?)
 - Provides time for contest
 - Can still attend AML as council member elect
 - Reduces budget “shock”
 - *Consider moving our budget off the calendar year (effectively passing the next budget June of 2021 vs December).*
 - *This will provide time for new council members to be up to speed when chomping off a two year budget.*
 - *Likely in the best interest of council and community.*

Medium, Policy Focus-4th priority

City of Homer Council-Initiated 2020 Priorities

City Council Operating Manual

Champions: Aderhold

Council-Initiated Proposals Submitted at Retreat:

- Homer City Council Operating Manual Updates (Aderhold)

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Homer City Council Operating Manual Updates
Date + Champion (date and who is submitting)	1/6/2020, Donna Aderhold
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)	Revise the Homer City Council Operating Manual to flow more logically, aid user friendliness, and include useful information (e.g., our “norms”) currently not included.
Needs Statement (why does the community need this?)	Newly elected officials must come up to speed on Homer city code, behaviors that are required of elected officials by law (federal, state, and city code), and the “norms” of how elected officials interact with each other, city staff, city attorney, and commissions and other appointed bodies. Homer’s City Council Operating Manual is the go-to location for elected officials and city staff. Improving its ease of use and completeness would benefit the city overall and newly elected officials in particular because we have the potential for multiple new members in any given year. Our “norms” are unwritten, which potentially makes it difficult for a newly elected official to follow them and easy for elected officials and city staff to forget them.
Proposed Outcomes (tangible, concrete, specific end results)	The proposed outcome is a revised operating manual that includes the following: <ul style="list-style-type: none">• A table of contents that makes information easy to find• Style and language consistency throughout (city clerks made vast improvements in recent years, and

	<p>there is more that could be done)</p> <ul style="list-style-type: none"> • Plain language that references city code where appropriate but does not necessarily quote city code (this would result in fewer needed updates to the manual when code changes) • Inclusion of new text that discusses information such as interactions between council members, mayor and council members, and mayor/council members and the city manager, staff, the city attorney, and commissions and other appointed bodies • Other information as identified by council, city clerks, and the city attorney
Activities Scope (which steps are needed to complete project?)	<ol style="list-style-type: none"> (1) Meet with clerks and city attorney to discuss operating manual revisions and develop an outline of proposed changes (2) Present proposed changes to council for review and discussion (3) Draft changes (4) Present draft of revised changes to council (5) Further revisions based on council discussion (6) Present final to council for adoption
City Resources (preliminary estimate of resources needed)	City attorney and clerks
Size Category (estimate) (large, medium, small)	Small

Medium, Policy Focus-5th priority

City of Homer Council-Initiated 2020 Priorities

Procurement (Construction) Policy

Champions: Castner

Council-Initiated Proposals Submitted at Retreat:

- City to adopt a familiar and established process for managing construction projects (Castner)
- Codifying project account management, and reporting standards to council (Smith)

Mayor Castner

In 2020 I would like the City to adopt a familiar and established process for managing construction projects, including a hard dollar limit of promoting or accepting change orders that exceed the authorized scope of the project without review by the City Council.

Councilmember Smith

Codifying project account management, and reporting standards to council.

- In house administrative measures can change as its occupiers do.
- Codification measures provide mandated timely reporting and consistent oversight.

City of Homer Council-Initiated 2020 Priorities

Funding for Large Vessel Harbor Study

Champions: Lord, Smith

Council-Initiated Proposals Submitted at Retreat:

- Port Expansion Progress (Lord)
- Secure funding for the general investigation study for the large vessel port/harbor(Smith)

COUNCIL-INITIATED PROPOSAL

CITY OF HOMER ALASKA

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Title of Proposed Project (descriptive title)	Port Expansion Progress
Date + Champion (date and who is submitting)	1/6/2020 Rachel Lord
Type of Project (e.g., capital/physical, policy, program, design/engineering, plan/study)	Design/engineering, plan
Conceptual Goal of Project (one sentence of benefits to City/Homer citizens)	This project serves to highlight Council's role in helping to lead the Port Expansion project, a top priority in our CIP, which will ultimately greatly benefit the marine trades, all vessel fleets, and tourism industries in Homer with expanded port and harbor capacity.
Needs Statement (why does the community need this?)	The new facility will fill the unmet needs of large commercial vessels in Cooke Inlet and beyond, as well as opening up much needed space in the small boat harbor.
Proposed Outcomes (tangible, concrete, specific end results)	A funded general investigation study which will provide all of the pieces necessary to begin construction of the project upon completion.
Activities Scope (which steps are needed to complete project?)	Community meeting(s) to ensure widespread buy-in, Council/staff meetings with State and Federal stakeholders, Council worksession(s) to establish funding sources and steps for project success.
City Resources (preliminary estimate of resources needed)	\$\$\$
Size Category (estimate) (large, medium, small)	Large

Secure funding for the general investigation study for the large vessel port/harbor.

- A timely commitment to our portion will leverage our position as we petition the State to build this into their upcoming budget(s).
- Potential source for this \$750,000 would be a loan fund that is currently showing a balance of over \$900K and has sat unused for years. The remainder could be considered for use for HERC demolition? Finance is still Sherlocking this fund...more to come.
- The contributions of the Port and Harbor to the city's prosperity cannot be understated. It is a major part of our economic engine. The success of this project will have an enormous positive impact on our sales tax revenue and likely create growth in many economic sectors. This should be viewed as way the city can contribute to our ever elusive ways to effectively impact “economic development.”