



# MEMORANDUM

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CC-26-059

## Strategic Plan and Goals Work Session

**Item Type:** Informational Memorandum  
**Prepared For:** Mayor Lord and Homer City Council  
**Date:** March 20, 2026  
**From:** Melissa Jacobsen, City Manager

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### **HISTORY:**

In January 2025 Council held a strategic planning work session and spent a Saturday morning brainstorming projects that interested them and finding where common interests lied. Over the year Council took time to prioritize the list and accomplished some of the goals that they identified. With 2026 well underway this is an opportunity to revisit the plan.

### **DISCUSSION:**

City Clerk Woodruff prepared and distributed a survey to Mayor and Council, and also to staff, to gather input on where the current plan and goals fall in this year's priorities.

A goal of this work session is to have guidance on where you want me and staff to focus our resources for FY27 and into the upcoming years. In addition to the information compiled in the survey, I've included a starting draft of current projects that Council has approved and are underway or recently completed.

| Project   | Departments            | Phase      | Overall Budget | Funding Source   |
|---|------------------------|------------|----------------|--|
| Short Term Rentals  | Community Development  | Initiating | \$ 40,000      | General Fund   |
| Develop Cybersecurity Plan                                  | Information Technology | Executing  | \$ 25,000      | State of Alaska (SLCGP) Grant  |
| Library Security Grille                                     | Library                | Executing  | \$ 70,000      | Library CARMA, Rasmussen Grant, Library Donation Account               |
| Replacement of Handheld Computers                           | Port & Harbor          | Closing    | \$ 10,000      | FY26 Capital Budget  |
| Homer Harbor Expansion Study                                | Port & Harbor          | Executing  | \$ 4,154,093   | General Fund, Port & Harbor Reserves, State Legislative Grant, Federal |
| Homer Harbor Critical Float System Replacement              | Port & Harbor          | Executing  | \$ 60,240,898  | Various  |
| Replacing Ice Metering System                               | Port & Harbor          | Executing  | \$ 145,000     | FY24/25 Capital Budget   |
| Outfall Line Permit   | Port & Harbor          | Executing  |                |  |
| Steel Grid Engineering Assessment                           | Port & Harbor          | Executing  | \$ 30,000      | Ord 25-51  |
| Infiltration stormdrains                                    | Port & Harbor          | Executing  | \$ 40,000      | Ord 25-50 & 25-58  |
| High Mast Ligth Inpsection & Service                        | Port & Harbor          | Initiating | \$ 75,000      | FY26 Capital Budget & Ord 25-60  |
| Fish Dock Fendering   | Port & Harbor          | Initiating | \$ 100,000     | FY26 Capital Budget  |
| Deep Water Dock Fendering                                   | Port & Harbor          | Initiating | \$ 25,000      | Ord 26-15  |
| New Crane/Ice Control Software                              | Port & Harbor          | Planning   | \$ 100,000     | FY26 Capital Budget  |
| Beluga Lift Station Upgrades                                | Public Works           | Closing    | \$ 850,000     | ADEC Loan  |
| Highland Drive Culvert Replacement                          | Public Works           | Closing    | \$ 588,000     | HART Fund  |
| Ohlson & Bunnell Water Main and Road Reconstruction         | Public Works           | Closing    | \$ 2,064,000   | HART Fund & ADEC Loans   |
| Paint Brush Booster Station Upgrades                        | Public Works           | Closing    | \$ 500,000     | Water CARMA  |
| WWTP Transfer Switch Replacement                            | Public Works           | Closing    | \$ 37,550      |  |
| Fuel Island Replacement                                     | Public Works           | Closing    | \$ 317,440     |  |
| City Hall Elevator Upgrades                                 | Public Works           | Closing    | \$ 166,769     | Ord 24-28  |
| Fire Hydrant Replacement 2025                               | Public Works           | Completed  | \$ 100,000     | Water CARMA  |
| Raw Water Transmission Line Replacement                     | Public Works           | Executing  | \$ 2,000,000   | FEMA Grant   |
| Membrane Filter Replacements                                | Public Works           | Executing  | \$ 463,870     |  |
| Bridge Creek Watershed Land Acquistion                      | Public Works           | Executing  | \$ 2,000,000   | NOAA Grant   |
| Woodard Canyon Trail Construction (aka Hornaday Park Trail) | Public Works           | Pending    | TBD            | RFP for design & cost is in the works                                  |
| Bay Avenue Trail  | Public Works           | Pending    |                |  |
| HAAP Loop Trail/Sidewalk (design/construction)              | Public Works           | Pending    | \$ 3,875,500   | Grant Funded   |
| Bayview Ct - Rebuild Cul-du-Sac                             | Public Works           | Pending    | \$ 42,000      | Awaiting Funding Source  |
| Calhoon Ct - Rebuild Cul-du-Sac                             | Public Works           | Pending    | \$ 42,000      | Awaiting Funding Source  |
| Fairview Dr. (near Mulkin) - Culvert Replacement            | Public Works           | Pending    | \$ 20,000      | Awaiting Funding Source  |
| A-Frame Water Storage Tank Replacement                      | Public Works           | Pending    | \$ 1,000,000   | Awaiting Funding Source  |
| Shellfish Water Storage Tank                                | Public Works           | Pending    | \$ 3,000,000   | Awaiting Funding Source  |
| Sludge Drying Beds  | Public Works           | Pending    | \$ 1,000,000   | Awaiting Funding Source  |
| DCRA Highway Underpass                                      | Public Works           | Pending    | \$ 250,000     | AKDOT Approval Pending   |

| Project  | Departments  | Phase    | Overall Budget | Funding Source                        |
|--|--------------|----------|----------------|---------------------------------------|
| DCRA Phase I Design and Construction (Green Timbers to View Point)       | Public Works | Pending  | TBD            | Awaiting Funding                      |
| DCRA Trails Phase II (KPB Trailhead)                                     | Public Works | Pending  | TBD            | Awaiting Funding                      |
| DCRA Trails Phase III (Loop A/Connect Rogers Trailhead)                  | Public Works | Pending  | TBD            | Awaiting Funding                      |
| DCRA Trails Phase IV (Loop B/Homestead Connector)                        | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Library Siding   | Public Works | Pending  | \$ 500,000     | Awaiting Funding Source               |
| Airport Siding   | Public Works | Pending  | \$ 500,000     | Awaiting Funding Source               |
| Airport Furniture Replacement  | Public Works | Pending  | \$ 60,000      | Awaiting Funding Source               |
| Airport ADA Improvements   | Public Works | Pending  | TBD            | Awaiting Funding & Design             |
| City Hall ADA Front Entrance and ADA Parking Improvements                | Public Works | Pending  | \$ 400,000     | Awaiting Funding & Design             |
| Kachemak Way Sidewalk to City Hall (for Voters)                          | Public Works | Pending  | \$ 300,000     | Awaiting Funding & Design             |
| Island View Ct Drainage and Pavement Replacement (design & construction) | Public Works | Pending  | \$ 715,000     | Awaiting Funding & Design             |
| Shelford St Road Re-alignment  | Public Works | Pending  | \$ 340,000     | Awaiting Funding & Design             |
| Baycrest Bathroom  | Public Works | Pending  | \$ 500,000     | Awaiting Funding                      |
| Clarifier Coating  | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Digester Coating   | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Highland Ave Guardrail   | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Jack Gist Park Restroom  | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Karen Hornaday Park Restroom   | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Krueth Way / Lampert Ln / Seabreeze Ct ROW Resolution                    | Public Works | Pending  | TBD            | Awaiting Funding                      |
| New Public Works Campus  | Public Works | Pending  | TBD            | Awaiting Funding                      |
| Airport Front Entry Door Replacement                                     | Public Works | Pending  | TBD            | Awaiting Funding                      |
| A-Frame Water Transmission Main Replacement                              | Public Works | Planning | \$ 1,331,882   | FY26 ADEC Loan; City of Homer Match   |
| Water & Wastewater Master Plan 2025                                      | Public Works | Planning | \$ 150,000     | ADEC Loan                             |
| Kachemak Peatlands Green Infrastructure                                  | Public Works | Planning | \$ 1,500,000   | NOAA Grant                            |
| Bay Avenue Reconstruction  | Public Works | Planning | \$ 800,000     | HART Fund                             |
| Heath Street Reconstruction  | Public Works | Planning | \$ 1,500,000   | HART Fund                             |
| Woodard Canyon Trail Design ( aka - Hornaday Park Trail)                 | Public Works | Planning |                | RFP for design & cost is in the works |
| Bayview Park Fence Replacement   | Public Works | Planning | \$ 20,000      | FY26/27 Budget                        |
| City Hall ADA Downstairs Entrance  | Public Works | Planning | \$ 10,000      | Ord 26-01                             |
| REACH Grant - (sidewalk design)  | Public Works | Planning | \$ 2,050,000   |                                       |
| Hickerson Memorial Cemetery Improvements                                 | Public Works | Planning | \$ 25,000      | FY26 Capital Budget                   |

# STRATEGIC PLANNING SURVEY - COUNCIL PRIORITIES

- Designed by City Clerk with input from Mayor & City Clerk
- Draft Project Summary provided for each project
- Rank project priority on a Likert scale
  - Not Important, Neutral, Somewhat Important, Important, Very Important
  - Ranked by average of numerical value 0-4
- Identify Timeline for Completion\*
- Now through FY27, FY28 through FY29, FY30 through FY35
- Mode (most common response)
- Free-response questions for respondents to provide updates to project summaries and suggest concrete steps to move the projects forward
- Survey responses: Council & Mayor (7) City Staff (9)
- This provides information and a snapshot of collective preferences, it is not a commitment to timeline or prioritization

# PROJECT RANKINGS - NOW THROUGH FY27

Stormwater Management Plan

Spit Erosion

Title 21 Rewrite

Asset & Reserve Management

Financial Policy Development

Election Code Updates

Emergency Preparedness Planning & Training

City Employee Morale Program

HART Policy Manual Update

Homer Volunteer Fire Department Operations

Lease Policies and Procedures

Emergency Preparedness Planning & Training

City Employee Morale Program

Financial Policy Development

HART Policy Manual Update

Election Code Updates

Title 21 Rewrite

Tied rankings

Tied rankings

**COUNCIL**

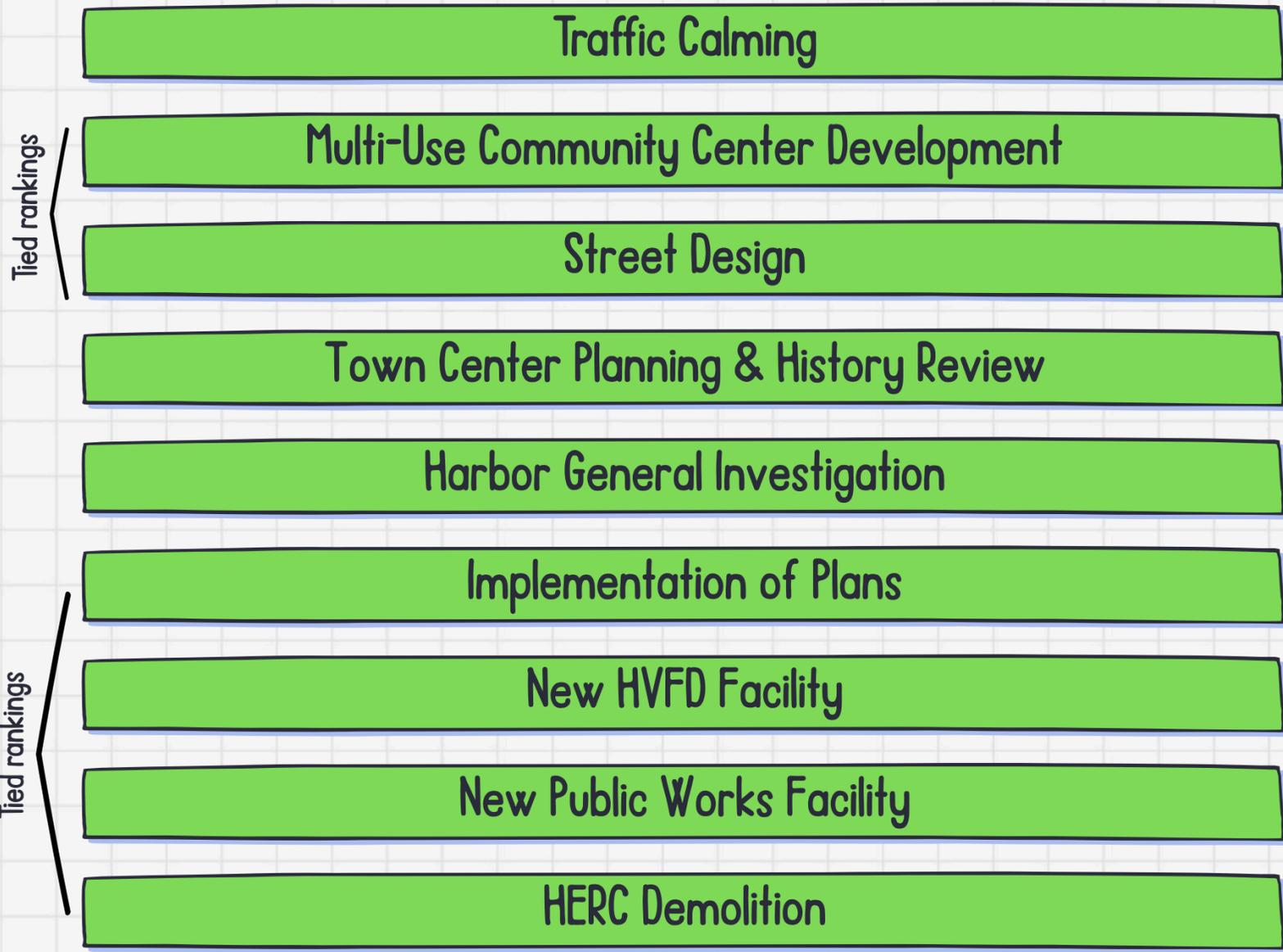
**STAFF**

Now through FY27

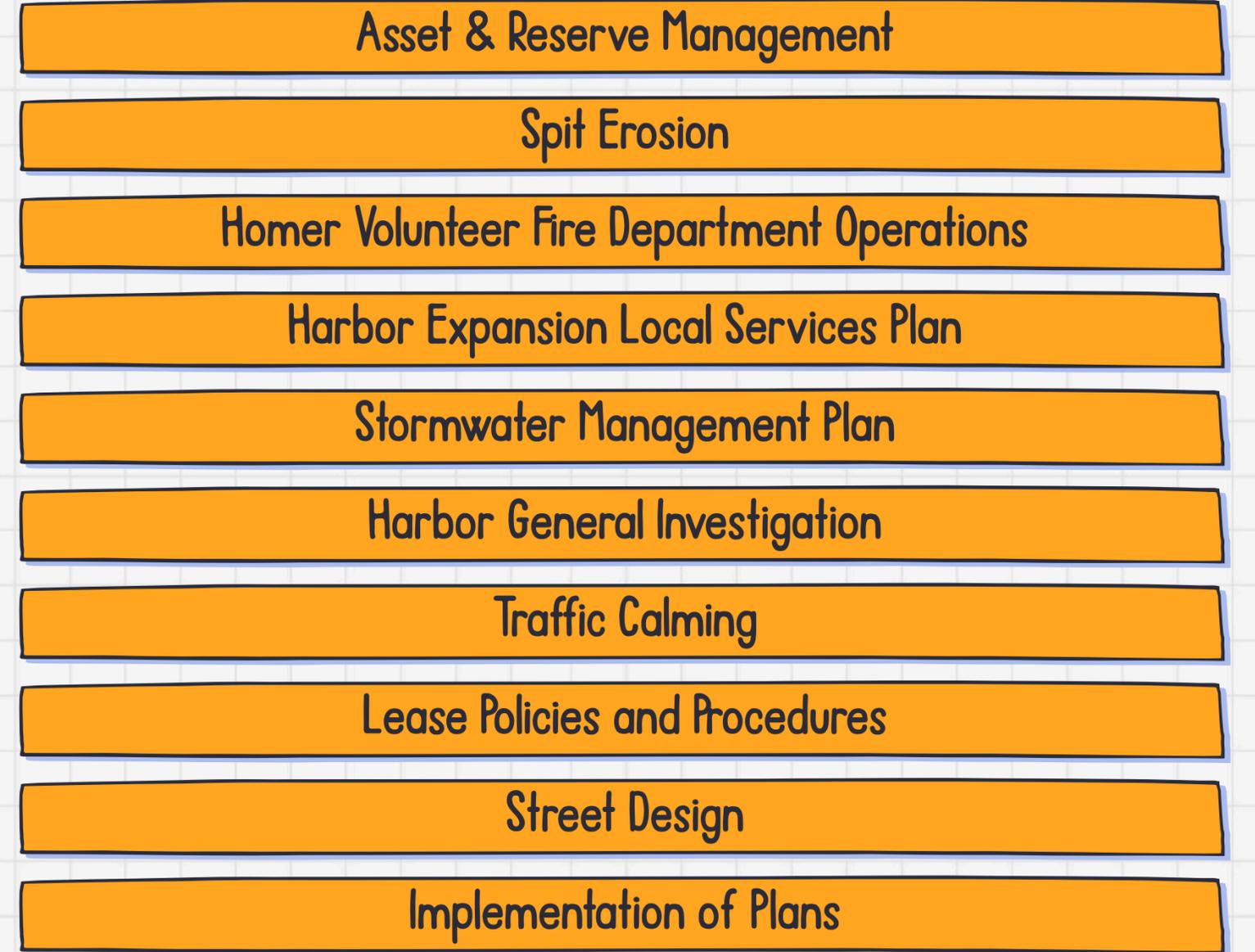
FY28 through FY29

FY30 through FY35

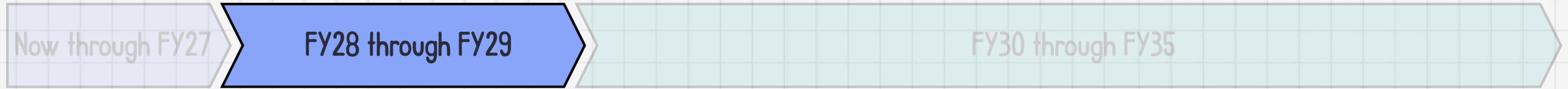
# PROJECT RANKINGS - FY28 THROUGH FY29



**COUNCIL**



**STAFF**



# PROJECT RANKINGS - FY30 THROUGH FY35

Harbor Expansion Local Services Plan

New Public Works Facility

New HVFD Facility

HERC Demolition

Multi-Use Community Center Development

Town Center Planning & History Review

**COUNCIL**

**STAFF**

Now through FY27

FY28 through FY29

FY30 through FY35

Asset & Reserve Management

Implementation of Plans

|                 | Ranking            | Timeline          | Updates   | Concrete Steps  | Ranking            | Timeline          | Updates  | Concrete Steps  |
|-----------------|--------------------|-------------------|---|---|--------------------|-------------------|--|---|
| Shelly Erickson | Important          | Now through FY27  |   | Basic list from each department and anticipated replacement vs wanting a new one  | Neutral            | FY30 through FY35 |  | While this is a good idea, it is not a critical in the timeline for me  |
| Donna Aderhold  | Very Important     | Now through FY27  | Everything the city does relies on knowing what assets the city has and what condition they are in. I believe the city is well on its way with this. Some departments have good knowledge of their assets and maintenance/replacement costs while others do not. Once a good program is in place it will need to be maintained in perpetuity. | Melissa has received training and been part of a cohort. Additional staff may need some level of training. Each department will need develop an inventory of their assets, asset type and condition, and costs to maintain/replace. Departments should present asset plans to council when they are nearing completion for discussion and council/public awareness. | Important          | Now through FY27  | I initially set this for FY28-29, but realized we need this plan so that staff can refer back to the implementation plan whenever council members come and ask for a project to jump the line. I would include the ADA transition plan in the list of plans. | Departments/staff responsible for aspects of various plans develop outlines for implementation. If there is a nexus with a commission or board, staff should review their outlines with the them and use that input to flesh out plans and possible costs/timelines to implement various aspects of the plans. Staff should then come to city council with plans, followed by resolutions or ordinances needed to implement various pieces. |
| Caroline Venuti | Important          | Now through FY27  |   | Costly assets that need to be replaced need a schedule (vehicles, IT purchases eg)  | Important          | FY28 through FY29 | AI might benefit this project  | Needs to be online options  |
| Bradley Parsons | Important          | FY28 through FY29 | Prioritization of assets based on need. Identification of high need assets with considerable replacement costs.   | Initial lists with assets with high \$\$\$ replacement costs.   | Important          | FY28 through FY29 | Create implementation table for Transportation Plan  | Create and/or edit current implementation tables. I do not believe the Transportation Plan included an implementation table. Lots of "to do's" embedded in the recommendations, but that will need to be analyzed and reframed to create an implementation table.   |
| Storm Hanser    | Very Important     | Now through FY27  |   |   | Important          | FY28 through FY29 |  |   |
| Jason Davis     | Somewhat Important | Now through FY27  | I would like to focus on the reserves aspect - mentioned in the title, but not the supporting text.   | Rationalize the target amounts for our various reserve fund and the criteria for accessing them.  | Somewhat Important | FY28 through FY29 |  |   |
| Rachel Lord     | Very Important     | Now through FY27  |   | Some framework to be presented to Council during the midbiennium budget process, even if it's a work in progress.   | Very Important     | FY28 through FY29 |  | Develop a single document that is available online and distributed to all Council & Commissions/Boards of compiled implementation tables. Review some framework for updating progress on those actions, and aligning with Council priorities & Commission/Board annual work plans/goals.  |

Financial Policy Development

Harbor Expansion Local Services Plan

|                 | Ranking            | Timeline          | Updates  | Concrete Steps  | Staff Question: Who should be included in the working group?                           | Ranking        | Timeline          | Updates  | Concrete Steps  |
|-----------------|--------------------|-------------------|--|---|--|----------------|-------------------|--|---|
| Shelly Erickson | Very Important     | Now through FY27  | I think having a port financial policy is going to be critical in planning for the expansion on many levels.   | It must be realistic and include what the community see as needs in the year round harbor   | Port, EDC, Council, Chamber  | Very Important | FY28 through FY29 |  | Same as the answer before   |
| Donna Aderhold  | Important          | FY28 through FY29 |  |   |  | Very Important | Now through FY27  | This project needs to keep pace with USACE decision making on the harbor expansion project.  |   |
| Caroline Venuti | Very Important     | Now through FY27  |  |   | Maybe a task force consisting of citizens that have financial background.              | Important      | FY30 through FY35 | The comp plan and Title 21 need to be fully adopted and made user friendly. The public needs to be on board. This harbor expansion needs to be supported by the community. Not all citizens use the harbor and don't see the significance to Homer. This takes careful education for all of the community members. | The current floats and dock improvements need to be funded currently.   |
| Bradley Parsons | Important          | Now through FY27  | I would like to hear more about what folks envision here. Is this working group focused on policies or reporting, or both?   | Gathering info in conjunction with upcoming budget cycle.   | A representative from each department.   | Important      | FY30 through FY35 |  | Updated timeline from HDR and Army Corps to accurately weigh-in on priority timeline.   |
| Storm Hanser    | Important          | Now through FY27  |  |   |  | Important      | FY28 through FY29 |  |   |
| Jason Davis     | Somewhat Important | FY28 through FY29 |  |   |  | Neutral        | FY30 through FY35 | Support grants but hesitant to spend time on energy on it until it's clear that this long shot pipe dream is becoming a reality.   |   |
| Rachel Lord     | Very Important     | Now through FY27  | We need to have the Utility Financial Policies posted on the website somewhere so they are accessible. I would also like to see fund use justification be part of the narrative within the financial supplements that accompany memos. | PHAC started (?) this awhile ago for the Enterprise, maybe? Developing the list of policy guidelines that should be developed for GF + Enterprise, reviewing HCC + budget document for existing policies, looking at the Utility policies to see what's applicable. | City Manager, Finance Director, Port Director to start. Mayor is happy to participate. | Very Important | Now through FY27  | The City needs to have a local services plan alongside the Chief's Report from the USACE. I know we've been waiting on grant funding for HDR support, but there may need to be contingency funds available to pay otherwise. This is a critical step for the next steps of this very long process.                 | We need a TSP from the USACE, which is forthcoming. Once we have that, the work for developing our local vision and red light/green light needs to be started ASAP. |

Multi-Use Community Center Development

New HVFD Facility

|                 | Ranking            | Timeline          | Updates  | Concrete Steps  | Ranking            | Timeline          | Updates  | Concrete Steps   | What's a 5-year goal for this project?   |
|-----------------|--------------------|-------------------|--|---|--------------------|-------------------|--|--|--|
| Shelly Erickson | Important          | FY28 through FY29 | We are still waiting for the moving parts before we can realistically move forward. The bigger picture is seeing how we can engage the whole 99603 in the funding  | Funding, design, client base needs, develop the town square road/water/sewer system   | Somewhat Important | FY28 through FY29 | There is a fund for HVFD replacement in the state I believe. We need to look into those new funding sources dealing with this issue.   | Funding, Land, what do we really need in a building  | Secure a place for the fire department and also look at the whole picture with KESA and moving forward from this hard spot we have been in                         |
| Donna Aderhold  | Important          | FY28 through FY29 |  |   | Very Important     | FY28 through FY29 |  | Steps need to be similar to those taken so far for a community recreation center. This project has stalled for many years and no one has been a champion for it. City council needs to be brought up to speed on the need for the new fire station, need to identify a location, identify funding, design the building, etc. We also need to determine what happens with the current location. |  |
| Caroline Venuti | Somewhat Important | FY28 through FY29 | We are spending funds now on maintaining the floor of the used gymnasium for sports. The multipurpose room is being cleaned and made useable.  | Demolish the small HERC building and build a new gymnasium to meet demands of community recreation.   | Important          | FY28 through FY29 | We should go into a discussion with the Borough to ask if the borough maintenance could be moved to the land purchased for a new Public Works facility. The current borough maintenance site would be a good fit for a new fire station. | This should be a Bond issue before the voters with real numbers and an ADA compliant project.  |  |
| Bradley Parsons | Important          | Now through FY27  |  | Create a timeline for necessary steps with a goal to have a project plan to present to voters for the 2027 election., if feasible. Investigate the pros and cons of pursuing service area funding and make a decision on best funding route moving forward. | Somewhat Important | FY30 through FY35 |  | Current status and comparable station report. Anticipated maintenance cost and safety assessment for current structure.  | A very clear path forward including timeline and site location.  |
| Storm Hanser    | Important          | FY28 through FY29 |  |   | Important          | FY28 through FY29 |  |  |  |
| Jason Davis     | Very Important     | Now through FY27  |  |   | Neutral            | FY30 through FY35 |  |  |  |
| Rachel Lord     | Very Important     | FY28 through FY29 | Conversations are percolating around a recreation service area, which may or may not implicate the City's recreation programming. That is a big question mark, but forward progress needs to be made on this project regardless. | Council needs to establish a top-level budget and functional priorities for a facility.   | Very Important     | FY30 through FY35 |  |  | There is a conceptual plan for what is needed at what scale, and options for how/where and funding options. Possibly a fund set up to start accruing some capital. |

**New Public Works Facility**

**Stormwater Management Plan**

**Street Design**

|                 | Ranking            | Timeline          | Updates  | Concrete Steps   | What's a 5-year goal for this project?   | Ranking            | Timeline          | Updates  | Concrete Steps   | Ranking            | Timeline          | Updates   | Concrete Steps   |
|-----------------|--------------------|-------------------|--|--|--|--------------------|-------------------|--|--|--------------------|-------------------|---|--|
| Shelly Erickson | Somewhat Important | FY28 through FY29 |  | Tsunami fear needs to be replaced what is actually a need. What place should this building be at? What is really needed at that space. | We should start prepping the land and design the site. Do this in steps so we can financially get in all moved to one spot over the period of 5 years.             | Very Important     | Now through FY27  |  | The critical spots we know of should be in the Title 21 update   | Important          | FY28 through FY29 | We should get the easy/cheap fixes done or at least functioning, and then handle the larger picture   | Crosswalks in practical places, hazardous crossing lights  |
| Donna Aderhold  | Very Important     | FY28 through FY29 |  | Bring back in front of council and the public so everyone understands the need. Identity funding sources, design, and build.           |  | Very Important     | Now through FY27  | This needs to be part of implementing the comprehensive plan. When a development project is proposed to the city, drainage and the change in water flows needs to be part of the evaluation.   | I think a group from public works, planning, and council needs to meet to discuss and come to agreement on what we all mean and how we can build a plan.   | Important          | FY28 through FY29 |   |  |
| Caroline Venuti | Very Important     | FY28 through FY29 | We already have the land. We need to move forward with this project. If there is a tsunami ring the equipment (which is costly) would not have to be moved to HHS. Also, the increase in size of equipment poses safety issues for mechanics and drivers as there isn't proper space between vehicles. | Investigate if a Bond might be acceptable for this project.  |  | Very Important     | Now through FY27  | Erosion on the bluff puts our road to the rest of the world at risk. This has to be a state/borough/city partnership. No one entity can solve this issue alone. Stormwater management is an important consideration for Title 21.  | Our Mayor, city manager and council need to be in an open dialogue with city planning to address this issue appropriately.   | Somewhat Important | FY30 through FY35 | The road design manual needs to be examined for flexibility and current needs of users. Maybe this could be a task force initiative.                              | Keep up the discussions to educate citizens on the plans for street design changes.  |
| Bradley Parsons | Somewhat Important | FY30 through FY35 |  | Current status and comparables. Can this project be done in stages?  | Detailed timeline for shovel ready plan and securing funding source.   | Very Important     | Now through FY27  |  |  | Important          | Now through FY27  | In addition to the Road Design Manual update, add: neighborhood traffic calming policy, update Master Roads Plan, update Construction Criteria, update City Code. | Regular meetings with Council champions, Staff, and members of public.   |
| Storm Hanser    | Important          | FY28 through FY29 |  |  |  | Very Important     | FY28 through FY29 |  |  | Important          | FY28 through FY29 |   |  |
| Jason Davis     | Neutral            | FY30 through FY35 |  |  |  | Somewhat Important | Now through FY27  | I strongly support updating Title 21 to require all zoning permit applications to show how storm water will be managed. Default should be that water leaves the developed lot in the same place and manner as it did prior to development But this effort is (or should be) ongoing, no need for special focus or funding. |  | Very Important     | Now through FY27  | Should include traffic calming discussions & strategies   |  |
| Rachel Lord     | Important          | FY30 through FY35 |  |  | There is a conceptual plan for what is needed at what scale, and options for how/where and funding options. Possibly a fund set up to start accruing some capital. | Very Important     | Now through FY27  |  | Ensuring Title 21 is strongly addressing stormwater concerns. Clearly identifying what other policies/documents/code is implicated, and identifying either in-house capacity or contractor needs + clear deadlines and products for completion and implementation. | Very Important     | Now through FY27  |   | Update to incorporate new things learned in regards to specification manual, etc. Present Council with whatever clear needs are to Get This Done asap. |

Town Center Planning & History Review

Traffic Calming

|                 | Ranking            | Timeline          | Updates   | Concrete Steps   | Ranking        | Timeline          | Updates   | Concrete Steps   |
|-----------------|--------------------|-------------------|---|--|----------------|-------------------|---|--|
| Shelly Erickson | Very Important     | FY28 through FY29 | Many moving parts we are still waiting on before we can actually start developemnt  | Start designing access into town square to the City lots.  | Important      | FY28 through FY29 | There are 2 scenarios the first being already constructed roads vs new roads being built. New roads being built - staff is rewriting the specs for the road now which is a big improvement for the future starting this building season. The already underbuilt roads, we will need to find good solutions and work our way from the critical areas to the least critical based on safety for all types of traffic. | ADA crossings, neighborhood bike/crosswalk markings and road width with appropriate shoulder widths  |
| Donna Aderhold  | Important          | FY28 through FY29 |   |  | Very Important | FY28 through FY29 |   |  |
| Caroline Venuti | Somewhat Important | FY30 through FY35 | This really needs an investor to get things started. Is this the city? A citizen? Another business that owns land in that area? How can community development lead this to be success? The public needs to see the financial benefits for developing the town center. | When Title 21 update is presented to the Council we will have an opportunity to direct this issue. | Neutral        | FY28 through FY29 | The Public Works Dept and Police Dept should be on the forefront of this discussion. Partnerships with the State Dept of Transportation is crucial to the state managed roads being safer by reducing speed limits.   |  |
| Bradley Parsons | Somewhat Important | FY28 through FY29 |   | Discussion about the 2007 Town Center plan and current community desires.                          | Very Important | Now through FY27  | Draft policy crafted. To be determined if applies only to neighborhood streets or a broader set of roadways.  | Staff and Council Champions working group. Staff feedback on feasibility, challenges, and shortcomings of current draft plan.  |
| Storm Hansen    | Important          | FY28 through FY29 |   |  | Important      | FY28 through FY29 |   |  |
| Jason Davis     | Very Important     | Now through FY27  |   |  | Very Important | Now through FY27  |   |  |
| Rachel Lord     | Important          | FY28 through FY29 |   | See notes re: Title 21 + community center development. Most of "Town Center" is privately owned.   | Very Important | Now through FY27  |   | Move forward to Council a traffic calming policy that provides clear guidelines for the Community, Council, and Staff on how to address traffic calming priorities in a finite-resource environment. |

|                 | City Employee Morale Program |                   | Election Code Updates |                  | Emergency Preparedness Planning & Training |                   | Harbor Expansion General Investigation |                   | HART Policy Manual Update |                   | HERC Demolition    |                   | Homer Volunteer Fire Department Operations |                   | Lease Policies and Procedures |                   | Spit Erosion   |                   | Title 21 Rewrite |                   |
|-----------------|------------------------------|-------------------|-----------------------|------------------|--|-------------------|--|-------------------|---------------------------|-------------------|--------------------|-------------------|--|-------------------|-------------------------------|-------------------|----------------|-------------------|------------------|-------------------|
|                 | Ranking                      | Timeline          | Ranking               | Timeline         | Ranking                                    | Timeline          | Ranking                                | Timeline          | Ranking                   | Timeline          | Ranking            | Timeline          | Ranking                                    | Timeline          | Ranking                       | Timeline          | Ranking        | Timeline          | Ranking          | Timeline          |
| Shelly Erickson | Neutral                      | Now through FY27  | Somewhat Important    | Now through FY27 | Very Important                             | Now through FY27  | Somewhat Important                     | FY27 through FY28 | Important                 | FY27 through FY28 | Somewhat Important | FY27 through FY28 | Somewhat Important                         | Now through FY27  | Somewhat Important            | Now through FY27  | Important      | Now through FY27  | Important        | Now through FY27  |
| Donna Aderhold  | Very Important               | Now through FY27  | Very Important        | Now through FY27 | Very Important                             | Now through FY27  | Very Important                         | Now through FY27  | Important                 | Now through FY27  | Important          | Now through FY27  | Important                                  | Now through FY27  | Important                     | Now through FY27  | Very Important | Now through FY27  | Important        | Now through FY27  |
| Caroline Venuti | Very Important               | FY27 through FY28 | Very Important        | Now through FY27 | Very Important                             | Now through FY27  | Important                              | FY27 through FY28 | Important                 | FY27 through FY28 | Very Important     | FY27 through FY28 | Very Important                             | Now through FY27  | Very Important                | Now through FY27  | Very Important | Now through FY27  | Very Important   | Now through FY27  |
| Storm Hansen    | Very Important               | FY27 through FY28 | Important             | Now through FY27 | Somewhat Important                         | FY27 through FY28 | Important                              | FY29 through FY35 | Important                 | Now through FY27  | Somewhat Important | FY27 through FY28 | Somewhat Important                         | FY27 through FY28 | Somewhat Important            | Now through FY27  | Important      | FY27 through FY28 | Important        | Now through FY27  |
| Bradley Parsons | Very Important               | Now through FY27  | Important             | Now through FY27 | Very Important                             | Now through FY27  | Very Important                         | FY27 through FY28 | Important                 | FY27 through FY28 | Important          | FY27 through FY28 | Very Important                             | Now through FY27  | Important                     | Now through FY27  | Very Important | Now through FY27  | Important        | FY27 through FY28 |
| Jason Davis     | Neutral                      | FY29 through FY35 | Important             | Now through FY27 | Neutral                                    | FY29 through FY35 | Somewhat Important                     | FY27 through FY28 | Important                 | Now through FY27  | Somewhat Important | FY27 through FY28 | Somewhat Important                         | FY27 through FY28 | Somewhat Important            | FY27 through FY28 | Important      | FY27 through FY28 | Very Important   | Now through FY27  |
| Rachel Lord     | Very Important               | Now through FY27  | Very Important        | Now through FY27 | Very Important                             | FY27 through FY28 | Very Important                         | FY27 through FY28 | Very Important            | Now through FY27  | Important          | FY29 through FY35 | Somewhat Important                         | Now through FY27  | Somewhat Important            | FY27 through FY28 | Very Important | FY29 through FY35 | Very Important   | Now through FY27  |

|                 | Building Safety & Code Enforcement - is this still on the list given that funding for the project is not in place?   | Public-Private Partnerships - For this to stay on the list, please identify concrete steps for consideration by Council to pursue  |
|-----------------|--|--|
| Shelly Erickson | I think that inspections are being done by the banks etc., those inspections could be required by the City (copy) so not have added expense for the builder.                               | I am happy to work on this and come back with ideas. I think for buy in on the rec center this will be an important part of the process. I would like to see user groups help fund raise for certain parts of the equipment, rooms etc.. I also believe there would be people willing to donate their services etc to make it happen depending on what sport (skate park). I would like to see how other communities have handled this. Getting an account for donations was the first step. |
| Donna Aderhold  | Sigh, I believe this is important but we can't do everything and we have no funding; can we leave it on the list at the bottom so it doesn't get completely lost?                          | Remove this from the list. This is not a specific project, it is an opportunity for certain projects and is always an option to consider.  |
| Caroline Venuti | This is still important. It is time for the city to adopt the building codes. The problem is that this would involve a building dept. which works under the umbrella of the planning dept. | Liability is always a risk when there is a partnership with public volunteers.   |
| Bradley Parsons | Be ready to act on this if a funding source becomes feasible.  | Current example: Community efforts focused on youth while Rec and Library are also pursuing youth opportunities. There is a lot of community energy focused on youth and teens, with some entities pursuing significant grant funding and concrete plans moving forward. PARCAC and LAB have also expressed interest in increasing youth opportunities and spaces. This seems like a potential confluence where a public-private partnership could be beneficial.                            |
| Storm Hanser    |  |  |
| Jason Davis     | YES. Funding was to hire inspectors - we don't need that.  | Yes  |
| Rachel Lord     | This is not a high priority for me.  | I'm not clear on what this means, and in light of the many many things on the list I would remove this as a priority "project".  |