



Agenda

Parks, Art, Recreation & Culture Advisory Commission Regular Meeting

Thursday, June 18, 2026 at 5:30 PM

City Hall Cowles Council Chambers In-Person & Via Zoom Webinar

Homer City Hall

491 E. Pioneer Avenue
Homer, Alaska 99603
www.cityofhomer-ak.gov

Zoom Webinar ID: 205 093 973 Password: 610853

<https://cityofhomer.zoom.us>
Dial: 346-248-7799 or 669-900-6833;
(Toll Free) 888-788-0099 or 877-853-5247

CALL TO ORDER 5:30 P.M.

AGENDA APPROVAL

PUBLIC COMMENTS ON MATTERS ALREADY ON THE AGENDA (3 minute time limit)

RECONSIDERATION

APPROVAL OF MINUTES

- [A.](#) May 2026 Minutes

VISITORS/PRESENTATIONS (10 minute time limit)

STAFF & COUNCIL REPORT/COMMITTEE REPORTS (5 minute time limit)

- A. Clerk's Report
- B. Parks Report
- [C.](#) Community Recreation Report
- [D.](#) Staff Liaison Report
- E. Commissioner for City Council:_____

PUBLIC HEARING

PENDING BUSINESS (15 minute time limit)

- [A.](#) PARCAC Bylaws- Second Reading

NEW BUSINESS (15-20 minute time limit)

- [A.](#) Election of Officers

INFORMATIONAL MATERIALS

- [A.](#) National Recreation and Park Association 2026 Agency Performance Review
- [B.](#) City Manager's Reports
- [C.](#) 2026 Calendar

COMMENTS OF THE AUDIENCE (3 minute time limit)

COMMENTS OF THE CITY STAFF

COMMENTS OF THE COMMISSION

COMMENTS OF THE COMMISSION

ADJOURNMENT

Next Regular Meeting is Thursday, **August 20th, at 5:30 p.m.** All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar.

1. CALL TO ORDER

Session 26-05, a Regular Meeting of the Parks, Art, Recreation and Culture Advisory Commission was called to order by Chair David Lewis at 5:35 p.m. on April 16, 2025, in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar.

PRESENT: COMMISSIONERS ROEDL, DICKSON, ARCHIBALD & LEWIS

ABSENT: COMMISSIONERS PARSLEY & HARRALD

STAFF: RECREATION MANAGER ILLG, DEPUTY CITY CLERK PILLIFANT

2. AGENDA APPROVAL

ARCHIBALD/DICKSON MOVED TO APPROVE THE AGENDA.

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

3. PUBLIC COMMENTS ON MATTERS ALREADY ON THE AGENDA (3-minute time limit)

4. RECONSIDERATION

5. APPROVAL OF MINUTES

A. Unapproved Meeting Minutes for APRIL 2026

DICKSON/ROEDL MOVED TO APPROVE THE MEETING MINUTES

There was no discussion.

VOTE: NON-OBJECTION: UNANIMOUS CONSENT.

Motion carried.

6. VISITORS/PRESENTATIONS (10-minute time limit)

A. Homer Hockey Association-Matt Clarke

Slide Presentation-

- History of HHA-Founding 1991, 2005 opening Kevin Bell Arena
- HHA Programs-Youth Hockey, Mariners, Adult Leagues, Public Skates and more...
- Aging infrastructure- 20 year old systems need replacing
- New skates! Received \$20,000 from LOTTO
- Calendar-close down for summer months
- Finance-everything runs on a shoestring, \$450,000 annual operating budget.
- Scholarships available-HHA doesn't turn anyone away.
- Equipment needs attention-looking at buying new Zamboni.
- Goal to fundraise and pursue grants to support building upgrades.

Discussion of revenue ideas-

- Solar-Matt said that may be an option after new roof
- Approach City of Homer to be on CIP
- HART Funds

7. STAFF & COUNCIL REPORT/COMMITTEE REPORTS (5-minute time limit)

- A. Clerk's Report
- B. Parks Report
- C. Community Recreation Report

Chair Lewis introduced the item by reading of the title and deferred to Staff Liaison Illg who presented his written report.

Items discussed included:

- Safe & Healthy Kids Fair
- Teaming up with HYPE
- Basketball camp
- Zumba Kids
- Volleyball offered 6th-8th grade
- Intro to Pickleball
- Drop in soccer

- D. Staff Liaison Report

Chair Lewis introduced the item by reading of the title and deferred to Staff Liaison Illg who presented his written report.

- E. Commissioner for City Council
Commissioner Archibald volunteered to attend the May 26th meeting.

8. PUBLIC HEARING

9. PENDING BUSINESS

10. NEW BUSINESS

- A. Bylaws

The commission will review the Bylaws and bring back any discussion or amendments to June meeting. Staff Liaison Illg has included his review and edits in the packet.

11. INFORMATIONAL MATERIALS

City Council Action

12. COMMENTS OF THE AUDIENCE (3-minute time limit)

13. COMMENTS OF THE CITY STAFF

14. COMMENTS OF THE MAYOR/COUNCILMEMBER

15. COMMENTS OF THE COMMISSION

Commissioner Roedl: Good meeting.

Commissioner Dickson: Thank you for welcome and good meeting.

Commissioner Archibald: Good meeting, great presentation.

Commissioner Lewis: Good meeting. Wish city had more support for HHA. They have good people on their finance side, all volunteers. Request for printed version of the Homer Harbor Draft Expansion Document as well as a bulleted list of items that commissioners should review.

ADJOURNMENT

There being no further business to come before the Commission, Chair Lewis adjourned the meeting at 6:43p.m. The next regular meeting is **Thursday, June 18th, 2026 at 5:30 p.m.** All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom Webinar.

MARYA PILLIFANT, Deputy City Clerk I

Approved:_____



MEMORANDUM

Item Type: Informational Memorandum Community Recreation
Prepared For: Parks, Arts, Recreation & Culture Advisory Commission
Date: June 8, 2026
From: Mike Illg, Recreation Manager/Staff Liaison

Recreation Manager's Report for May 21, 2026

General Notes

On Saturday, May 16th we hosted our 33rd Annual Safe & Healthy Kids Fair at Homer High. There were over 35 organizations and approximately 500 participants. Special thanks to the City of Homer Library, Public Works/Parks, Police and Fire staff who participated and helped out!

We are teaming up with HYPE/The Center to offer Community Kids Program that will run from June to early August Monday-Friday, 1-4pm at the HERC. This will be a summer camp like program with fun indoor and outdoor activities and snacks. More information will be provided.

Community Rec drop-in soccer and Ultimate frisbee at the Homer High Turf will be starting early June as the community needs to wait until all HHS sports games and practices are over.

Summertime Youth Volleyball & Basketball has started.

Staff Notes

Manager's meetings:

- 2- Homer High Admin meetings
- 1- Department head meeting

Ongoing Events

Activity Update 6/8	Day(s)	Time	Location	Ages	Free for Youth?
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Ongoing

Morning Basketball-Drop In	M-W-F	6-7am	HHS	7th-Adults	Yes
Fitness Class- Drop In	T-W-TH	8-9am	HERC	7th-Adults	Yes
Morning Pickleball-Drop In	M-W-F	9:15-11:15am	HERC	7th-Adults	No
Evening Basketball-Drop In	TU	6:30-8:30pm	HHS	7th-Adults	Yes
Evening Pickleball-Drop In	M-W-F	4:30-8pm	HERC	7th-Adults	No
Evening Pickleball-Drop In	TH	4:30-6:30pm	HERC	7th-Adults	No
Advanced Pickleball-Drop In	TU	4:30-6:30pm	HERC	7th-Adults	No
Intermediate Pickleball- Drop In	TU	6:30-8:30pm	HERC	7th-Adults	No
Beginner Pickleball- Drop In	WED	11:15am-1:15pm	HERC	7th-Adults	No
Pick Up Soccer	Sun Wed Fri	7-9pm	HHS	7th-Adults	Yes
Pick Up Frisbee	M & TH	7-9pm	HHS	7 th -Adults	yes
Corn Hole-Drop In	TH	7-9pm	HERC	7th-Adults	No
Volleyball Drop In	TH & SUN	6:30-8:30pm	HHS	7th-Adults	Yes
Tai Chi	TH	5:30-6:30pm	HERC	7th-Adults	No



SUMMER 2026
CITY OF HOMER COMMUNITY REC
DROP IN
ULTIMATE FRISBEE





MONDAYS AND THURSDAYS 7-9PM
AT HOMER HIGH TURF

FOR 7TH GRADERS TO ADULTS
EVERY ONE MUST REGISTER TO PLAY!

COLLEGE STUDENTS: \$3 VISIT OR \$27 WHOLE SUMMER
ADULTS: \$5 VISIT OR \$45 WHOLE SUMMER
7TH-12TH GRADE: FREE

SOME CANCELLATIONS DUE TO HHS ACTIVITIES
FOR MORE INFORMATION: CALL OR TEXT LORETTA AT 1-576-574-8102



CITY OF HOMER COMMUNITY REC PRESENTS:

SUMMER 2026 *Pick Up*
SOCCER

WEDNESDAYS & FRIDAYS: 7-9PM*
SUNDAYS 6:30-8:30PM

*SOME TIME CANCELLATIONS DUE TO HHS ACTIVITIES

HOMER HIGH TURF **JUNE-SEPT**
7TH GRADE -ADULTS

COLLEGE STUDENTS: \$3 VISIT OR \$27 WHOLE SUMMER
ADULTS: \$5 VISIT OR \$45 WHOLE SUMMER (OR MEMBERSHIP)
7TH-12TH GRADE: FREE

EVERYONE MUST REGISTER!





CONTACT GINNY: 907-398-4027
KPHSD posts flyers as a community service, such posting does not constitute an endorsement for or against the materials and viewpoints expressed in them.

CITY OF HOMER COMMUNITY REC PRESENTS:

Summer Youth VOLLEYBALL PROGRAM

JUNE 4-JULY 31
HERC GYM

Spike Into Summer Learning & Playing Volleyball!

Let the fun begin!

7-8 Graders:
Thursdays, 11:30am-1pm
June 4-July 30

5-6 Graders:
Fridays, 11:30am-1pm
June 5-July 31

Only \$15 for All Sessions!

Register today:
Email or call Rafael at
ratalouz@ci.homer.ak.us
907-299-8954

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City of Homer Community Rec Presents:

FINLEY'S SMALL TOWN HOOPS YOUTH BASKETBALL PLAYER DEVELOPMENT

Summer 2026

This summer, don't just watch—PLAY. Join our Summer Basketball Program and train with experienced coaches who are ready to help you sharpen your skills, boost your confidence, and dominate the game!

SCHOLARSHIPS AVAILABLE **LOCATION: HOMER HIGH GYM**

✔ **Session 1: June 1-17, MON & WED (& SUN for 7-12)**

AGE	TIME	FEE
K-2	5:30-6:30pm (6 sessions)	\$100 all sessions or \$20 drop in
3-6	6:30-7:30pm (6 sessions)	\$100 all sessions or \$20 drop in
7-12	7:30-9pm M/W 2:30-4pm SUN (8 sessions)	\$140 all sessions or \$20 drop in

✔ **Session 2: July 6-22, MON & WED (& SUN for 7-12)**

AGE	TIME	FEE
K-2	5:30-6:30pm (6 sessions)	\$100 all sessions or \$20 drop in
3-6	6:30-7:30pm (6 sessions)	\$100 all sessions or \$20 drop in
7-12	7:30-9pm M/W 2:30-4pm SUN (8 sessions)	\$140 all sessions or \$20 drop in

441-905-6684 **Coach Nick Finley**

https://www.cityofhomer.ak.gov/cdm-rec/youth-basketball-finley-small-town-hoops-summer-2026

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City of Homer Community Rec: Summer 2026

EVENING VOLLEYBALL DROP IN

Follow "Homer Community Volleyball" on Facebook to get the most updated scheduling info.

FREE for active service members!

7th-12th graders* (FREE) & Adults (\$5)/membership

Sundays: 6:30-8:30pm at Homer High**
Thursdays: 6:30-8:30pm at Homer High**

*7th & 8th grade participants MUST have a guardian/parent present at the activity.

**Moved to HERC following dates: June 21, 25, 28 & July 30

KPBSD posts flyers as a community service. Such posting does not constitute an endorsement for or against the materials and viewpoints expressed in them.

Some cancellations may occur due to school activities!

CITY OF HOMER COMMUNITY RECREATION

EVENING DROP-IN BASKETBALL SUMMER 2026

DROP IN, PICK UP BASKETBALL FOR PARTICIPANTS IN 7TH GRADE TO ADULTS. YOUTH IN 7-8 GRADE MUST HAVE A PARENT OR GUARDIAN PRESENT. CLEAN INDOOR SHOES ARE REQUIRED.

FREE FOR YOUTH!

ADULTS MUST PAY \$5 EACH TIME OR PURCHASE MEMBERSHIP!

FREE FOR ACTIVE SERVICE MEMBERS!

SCHEDULE/TIME:
SUNDAYS, 4-6PM
TUESDAYS, 6:30-8:30PM

CANCELLED
JUNE 23, 30 & JULY 28

KPBSD posts flyers as a community service. Such posting does not constitute an endorsement for or against the materials and viewpoints expressed in them.

AT HOMER HIGH GYM

FOR MORE INFO CALL 907-235-6090



MEMORANDUM

Item Type: Informational Memorandum-City Council Action
Prepared For: Parks, Arts, Recreation & Culture Advisory Commission
Date: June 8, 2026
From: Mike Illg, Recreation Manager/Staff Liaison

The following Mayor and City Council memorandums, resolutions and ordinances relevant to the Parks, Arts, Recreation and Culture Advisory Commission since the last PARCAC regular meeting on May 21, 2026.

May 26, 2026 City Council Worksession

Multi-Purpose Community Recreation Center Memo

May 26, 2026 City Council Regular Meeting

Resolution 26-039, a Resolution of the City Council of Homer, Alaska, Selecting a Cleanup Alternative for the HERC property with Kenai Peninsula Borough Parcel ID 17510070 to Demolish the HERC 2 Building and Not Pursue Cleanup on the Larger Building. **Adopted.**

Memorandum to confirm the Appointments of Linda Franklin to the Parks, Art, Recreation and Culture Advisory Commission. **Adopted.**

June 8, 2026 City Council Regular Meeting

Ordinance 26-30, An Ordinance of the City Council of Homer, Alaska Amending the FY27 Capital Budget by Appropriating \$50,000 from the Homer Accelerated Roads and Trails (HART) Trails Fund for the Purpose of Funding Conceptual Planning for a Looped Trail above Karen Hornaday Park.

Resolution 26-041, A Resolution of the City Council of Homer, Alaska Directing the City Manager to Issue a Request for Proposals for Route Identification and Conceptual Planning for a Low Impact Looped Hiking Trail above Karen Hornaday Park.

Resolution 26-042, A Resolution of the City Council of Homer, Alaska Adopting the Amended Homer Accelerated Roads and Trails (HART) Policy Manual.

RECOMMENDATION: Informational Only.



MEMORANDUM

Multi Use Community Recreation Center – Next Steps

Item Type: Informational Memorandum
Prepared For: Mayor Lord and Homer City Council
Date: May 19, 2026
From: Melissa Jacobsen, City Manager

Summary: The Multi-Use Community Recreation Center has been a Council priority for some time and a lot of work has been done to get us to where we are today! A few of the early highlights include-

- Convened the Homer Education and Recreation Complex (HERC) Task Force to develop the [HERC Task Force Final Recommendation Report](#) in 2018.
- Reaffirmed the commitment to Indoor Recreation Opportunities by [Resolution 20-016](#).
- Designated the Multi-Use Recreation Center as a top priority in the City’s Capital Improvement Plan.

Council had a HERC Reboot presentation in 2022 and a HERC Momentum Goals presentation in 2023. Since then, more progress has been made -

- Moved out of the small building, aka HERC 2.
- Determined building new instead of refurbishing the large building, aka HERC 1.
- Added one FTE for Community Recreation Staff.
- Implemented Software for Data Collection and Management.
- Updated and Incorporated Community Recreation fees into the City Fee Schedule.
- Appropriated \$900,000 for a Multi-Use Community Recreation Center Project fund by [Ordinance 24-30\(A\)](#) and \$400,000 in the FY24/25 Capital Budget for a total of \$1.3 million.
- Established a Community Recreation Building Non-Endowed Field of Interest Fund with the Homer Foundation by [Resolution 25-049](#) and [Ordinance 25-63](#).
- Selected the preferred location for a new Multi-Use Recreation Center on City owned lots in the Town Center by [Resolution 25-088](#).
- HERC Brownfields Study completed and recommendation to demolish HERC 2.
- Conceptual draft Business Plan developed.



LET’S KEEP THE MOMENTUM GOING

City Permitting

- Indoor and Outdoor recreational facilities are permitted in Town Center District
- A Conditional Use Permit (CUP) will be necessary for a building size greater than 8000 sf in the district.

Building Size Suggestion (from 2023 presentation)

- Approximately 22,000 sf including
 - Two multi use courts up to 128'x102' total
 - Up to three multi-purpose rooms
 - Bathrooms
 - Up to three offices
 - Breakroom
 - Storage
 - Reception lobby
- Design for future expansion

City Infrastructure Site Prep

- Water and Sewer
- Road, storm drain and sidewalk

Funding

- Estimated cost to construct \$600 - \$800 sf
- Estimated total cost \$13.2 to \$17.6 million
- Bond debt at \$15 million has projected debt service of \$1.2 million
- Bond debt at \$20 million has projected debt service of \$1.6 million
- Sales tax rate of 0.3% generates roughly \$820,000 a year

DISCUSS

- **Possible next steps for FY27**
 - Confirm max building size. Is 22,000 a feasible starting point?
 - Set a maximum construction cost amount. Are the taxpayers willing to invest?
 - Apply for CUP
 - Appropriate funds for Design (up to 35%?) and Cost Estimate
 - Finalize Business Plan
 - Plan for funding for city infrastructure
- **Possible next step for FY28**
 - Adopt Ordinance to send a question to voters for a sales tax and general obligation bond to fund a new Multi-Purpose Recreation Center

Attachments:

- 2022 and 2023 presentations
- Conceptual Draft Business Plan

HERC REBOOT

City Council Work Session

June 6, 2022

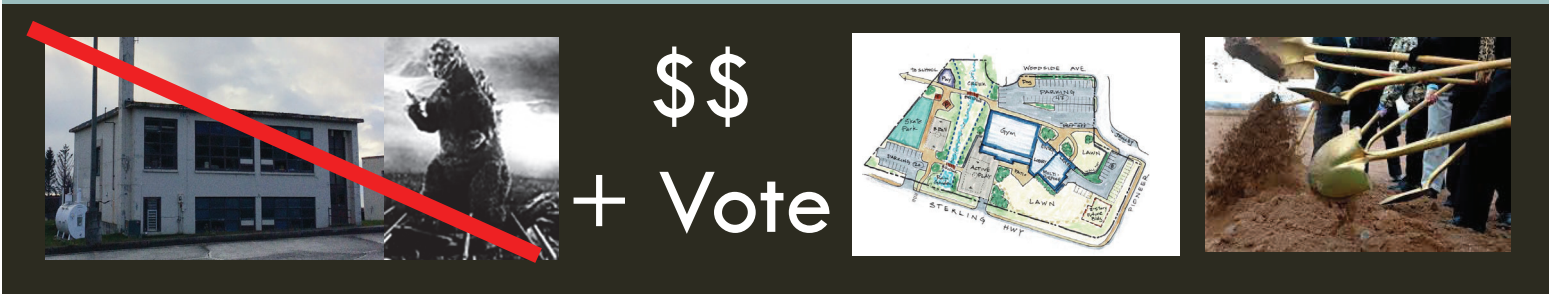


GUIDING PRINCIPLES

- * 2022 Council Strategic Priority to expand youth recreational programming
- * Community facility as a place of synergy, more than one activity at a time, place for people to do positive things together
- * Economic growth component
- * We have a great municipal recreation program now. If we want more or different services, a new facility AND new staffing are required. If we choose to not build or increase staffing, that is a decision to keep the status quo.

4-Step Re-Use & Recreation Expansion Plan

1. Demolish smaller building
2. Make decision on level of funding for recreation facility STAFF
3. Finalize facility plans, cost and construction bond measure
4. Demolish larger building and build new



\$\$
+ Vote

1. DEMOLISH SMALLER BUILDING

NEAR TERM GOALS:

- Move out of smaller building
- Demolish smaller building
- Result - **Visible change** to the site
- Opportunity to learn before tackling larger building
- Potential Federal appropriation or EPA Brownfield grant



ASK:
Resolution to support moving PW staff and applying for demolition funding.

INTENT:
Get rid of the smaller building ASAP. Continue to fine tune a new multi-purpose community center including operations and maintenance plan.

DISCUSSION:

1. What does Council think about moving PW staff and demolishing smaller building?
2. Resolution sponsor?

Resolution in support of moving PW staff and to applying for funds for demolition.

ASK: 1

2. RECREATION FACILITY STAFF FUNDING

What questions does the City need to answer before moving forward on facility design?

1. Staff Funding: Operations & Maintenance
2. What is the forecast on what we think we can afford?
3. Consider increasing Recreation FTE by 2 in the next budget cycle. *(If that is not possible then the City may not be ready to expand recreation services to include a wider use facility in time for a vote in fall 2025).*

ASK:
Increase recreation staff, custodial and building maintenance levels in the next budget cycle.

DISCUSSION:

1. Council thoughts on increasing staff levels by 2 FTE?

Increase recreation staffing by 2 FTE
in the next budget cycle

ASK: 2

3. FACILITY PLANS, COST & CONSTRUCTION BOND TIMING

- Over 20 years, the city may need to build or rehab more than one existing facility.
- Right now, what is the debt ceiling right for a community center?
- New Facility Time Frame:
Bond Ballot measure Fall 2025 or later.
- 0.3% Sales Tax generates about \$820,000 a year.

Bond debt	Projected Debt Service
\$1 M	80,000
\$5 M	400,000
\$10 M	800,000
\$15 M	1,200,000
\$20 M	1,600,000

ASK 3

Set construction cost and timing guidelines.

DISCUSSION:

1. Council thoughts on bond level?
2. Timing of anticipated bond measure?

Set construction cost and timing guidelines.

ASK: 3

DEMOLISH LARGER BUILDING & BUILD NEW



ASK 4
Refine CIP project with phases – Council person to assist.



City of Homer Capital Improvement Plan • 2022 – 2027

2. Multi-Use Community Center, Phase 1

Project Description & Benefit: This project is the first phase in designing and constructing a multi-use Community Center to adequately serve the social, recreation, cultural, and educational needs of the Homer community. Years of growing numbers of requests for Parks and Recreation for access to indoor facilities highlights the need for this project. A 2015 City of Homer Parks, Art, Recreation and Culture (PARC) Needs Assessment validated this perceived need. Incorporating an extensive public input process, the PARC Needs Assessment reflects the community's high priority on community access to public recreational and educational spaces and identifies a community center as a significant future investment for the community.

The PARC Needs Assessment included a statistically valid survey question asking the community's interest in constructing and funding an \$18 million facility. 30% of respondents agreed with the statement that this facility is a priority in the next five years; an additional 27% placed it as a priority in the next five to ten years. The success of this project requires sources for capital funding and a second feasibility study to determine how ongoing operations would be funded.

Public input identified a general purpose gymnasium and a multi-purpose space for safe walking/running, dance, martial arts, performing arts, community meetings and events, and dedicated space for youth as priority features. The PARC Needs Assessment describes the community center as a comprehensive multi-generational facility that offers something for people of all ages; an important part of the feasibility study will be to help avoid overbuilding, building without considering other area amenities, or underestimating operations and maintenance costs to create a vibrant, sustainable multi-purpose public space.

Plans & Progress: In 2017, community members completed construction on the South Peninsula Athletic and Recreation Center (SPARC) on Kinnal Peninsula Borough School District property located adjacent to the Homer Middle School. SPARC offers indoor recreation and event space for activities such as indoor soccer, walking, and running; parent/child play groups; roller skating and roller derby; pickleball (with a non-regulation ball); and open gym.

In 2018 the Homer Education and Recreation Complex (HERC) Task Force completed several months of study and provided recommendations to the City Council regarding the future of HERC. Based on Task Force recommendations the City Council requested letters of interest for use of the facility and issued a request for proposals to upgrade and manage HERC in spring 2018. Two proposals were received and the City Council initiated steps to re-evaluate HERC demolition.

In September 2021, City Council appropriated \$75,000 for professional services for public process and feasibility of a new multi-use center. A big step towards refining the scope of the project and moving it forward. This study will evaluate the size and type of facility, recommended functional spaces based on community need and not duplicating services, develop conceptual floor plans and site plans, estimate total construction cost, project ongoing operational costs and identify private investment opportunities and funding mechanisms.

Total Project Cost: \$500,000

FY2023 State Request: \$425,000
(City of Homer 15% Match: \$75,000)



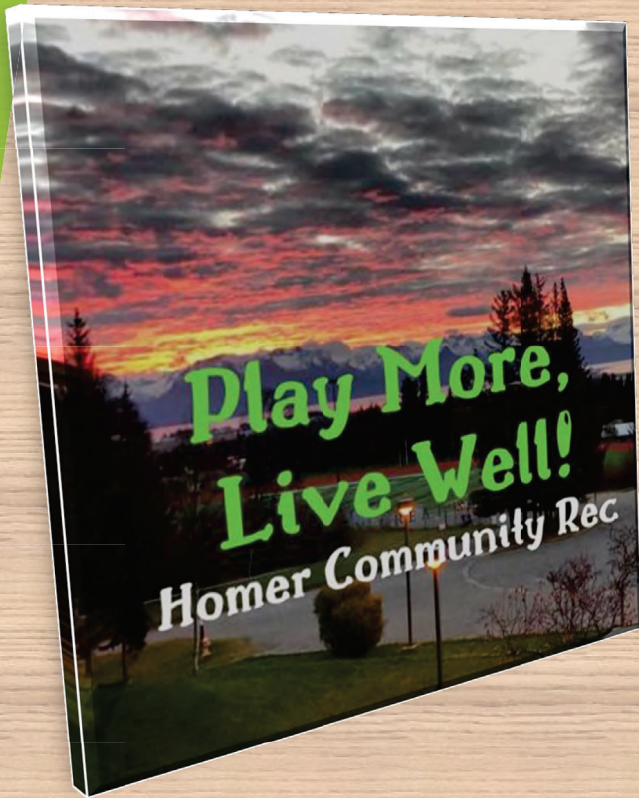
The City of Unalaska's Community Center is the hub of community activities. Centrally located, the Community Center is widely used by both residents and visitors. It has everything from a cardio and weight room to music and art areas.

Contact Mayor Ken Castner or Rob Dumouchel, City Manager at 907.235.8121

ROAD MAP

SUMMARY:

1. Demolish smaller building and move PW staff.
2. Consider increasing staffing by 2 FTE in the next budget cycle.
3. Timing of construction bond measure and amount to borrow.
4. Revise Capital Improvement Project for CIP.



H.E.R.C.

MOMENTUM GOALS

What do we want?

Modern, safe community recreation center

What do we need?

1. *Demolish HERC 2*
2. *Business Plan*
3. *Right-Size Design Plan*
4. *Capital Funding*

Everyone likes a Community Recreation Center

- ✓ *Community Strongly Supports Recreation*
- ✓ *Vision of a Recreation Campus*
- ✓ *Redevelopment of the Site for Future Generations*
- ✓ *CIP Top 5 for last 10 years*

What if ?

- **Funding Available & Approved** **2025**
 - Voters approve bond measure
- **Site prep completed**
- **Design plan chosen**
- **Business plan in place**

To Do List...

- Council priority commitment*
- Demolition*
- Business Plan*
- Path forward on right-sizing the building*
- \$\$ to Build*
- \$\$ to Sustain*

Where do we stand?

MOMENTUM

"You'll never plow a field by turning it over in your mind."

Irish Proverb

CITY COUNCIL 2022 PRIORITY

- ✓ Council agreed with bond measure concept for 2025
- ✓ 2015 Needs Assessment
 - *Community desire*
- ✓ Task Force
 - *History/Size/Budget*
- ✓ EDA Grant Opportunity
 - *Survey 2021-2022*
 - *Consultant work on a 'Campus model'*
 - *Community wants recreation options*
 - *Double gym preferred*
 - *Cost factors*

What do we need?

GOALS

1. *Demolish HERC 2*
2. *Business Plan*
3. *Right-Size Design Plan*
4. *Capital Funding*



GOAL 1

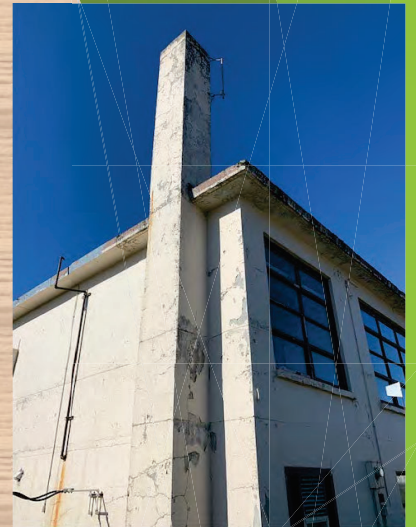
HERC 2 Demolition



Where will **Goal 1** be in 1-2 Years?

HERC-2 - DEMOLITION

- *Site clean up complete*
- *Valuable lessons learned for HERC-1 demolition*
- *Plan for PW relocation in place*
- *Visible progress*



HERC 2 *(small building)*

- ✓ Completely cleared out
- ✓ *Demolition Plan in place*
 - *Partial Demolition costs covered*
 - *Issues continue*
 - *HAZMAT challenges*
 - *Timeline*



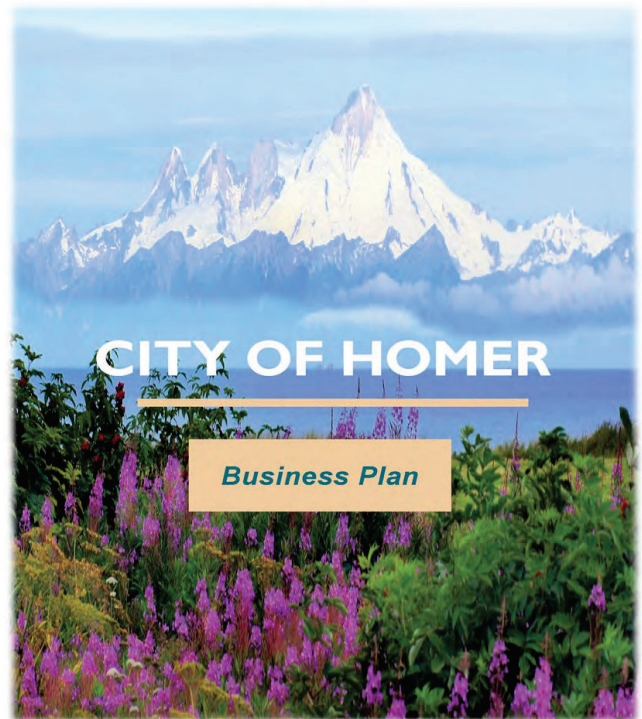
HOW to TRACK GOAL 1 for SUCCESS?

CLEAR WAYPOINTS for Demolition/Site Prep:

- Hazmat report
- Contract to demolish building
- Clean up
- New staff space identified
- Communication with Council and public
- Status reports - Monthly? Quarterly?

GOAL 2

Business Plan



“It takes a much energy to wish as it does to plan.”
-Eleanor Roosevelt

HOMER COMMUNITY RECREATION CENTER

BUSINESS PLAN

- Requires management software
- Cost recovery model exploration
 - *Support facility operations (i.e. utilities)*
 - *Maintenance*
- Facility operations: deliver services/programs
 - *Staffing requirements revealed*
 - *Program costs*

WHAT WILL A BUSINESS PLAN TELL US?

Quantitative **Data** needed for Funding Opportunities & an effective **Business Plan** to plan for administrative and program needs.

- **GOALS & OBJECTIVES** -
- **PATRONS** - *Who is our customer?*
- **USAGE** - *Time/Programs*
 - How much is it being used?
 - What programs best meet community needs?
 - Rental potential
- **SUPPORT** - *How much time does it take to support programs?*
 - Staff Management hours
 - Volunteer hours

FEE SCHEDULE AMENDMENT

- Establish rental policy
- Membership dues
- Drop-in fees

PARTNERSHIPS

- Expand existing relationships
- Identify new opportunities
- Sponsorship opportunities
- Volunteer Plan



Where will **Goal 2** be in 1-2 Years?

✓ **Solid Business Plan Created**

- Cost Recovery Goals
- Sustainability
 - Volunteer Management
 - Programmatic
- Operations & Maintenance Costs

HOW to **TRACK GOAL 2** for **SUCCESS?**

CLEAR WAYPOINTS for Business Plan:

- Include CR fees in Fee Schedule
- Software for Data Collection & Management
- Participation & Revenue Projections
- Project Milestones

Let's Chat

Do Council & Staff
have consensus
on Goals 1 & 2?

Refreshments



GOAL 3

Right-Size
Building



"A place for everything, everything in it's place."
-Benjamin Franklin

Where will **Goal 3** be in 1-2 Years?

RIGHT-SIZED DESIGN PLAN

- Capacity: Determine size specs needed to accommodate most popular programs
 - Existing programs
 - Planning for future programs
- Spectator options
- Administrative offices

- Storage

DESIGN-BUILD THE DREAM

- How do we right-size the building and get to where we're going?
 - *Stakeholder groups*
 - *Gather info: open houses; comments*
 - *Report data*

- Approved by voters

- Deliver and meet community's need for indoor recreation space



HERC Gym
6,111 square feet

HERC 1 (large bldg.)

- ✓ **Lower Level - *Daily Community Recreation programs***
 - *Gym*
 - *Activity Room*
 - *Storage*
 - *Restrooms*

- ✓ **Upstairs - *Building Maintenance, Parks and Custodians using space until new location is identified and secured.***



HERC Activity Room
Approximately
900 square feet



Homer High School
12,210 square feet

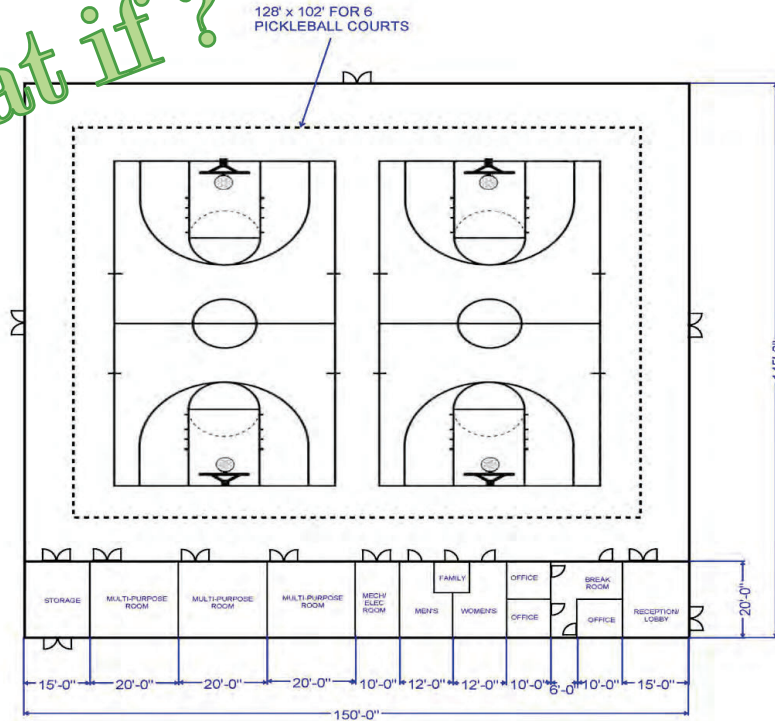


HERC FACILITY - OPTION C - GROUND FLOOR PLAN
 HOMER, ALASKA



© 2005 King David Interiors Corp.

What if?



Gym
125' x 150'
18,750 sq. ft.

HOW to TRACK GOAL 3 for SUCCESS?

CLEAR WAYPOINTS for Right-Sizing:

- Feasibility
- Top recreation needs
- Budget \$15M max
- Public Safety/Community Shelter needs
- Stakeholders Group - Reso to create business plan to accomplish w/in \$15M budget; commissions;
- Are Council & Staff in agreement on how to proceed?
- What are sticking points?

GOAL 4

Capital Funding



"Show me the money!" - Jerry McGuire

Where will **Goal 4** be in 1-2 Years?

Capital Funding

- Bond measure
- Matching funds

Current Bond Rates - 20 yr

Bond debt	Projected Debt Service
\$1 M	80,000
\$5 M	400,000
\$10 M	800,000
\$15 M	1,200,000
\$20 M	1,600,000

0.3% Sales Tax Generates about \$820,000 a year

HOW to TRACK GOAL 4 for SUCCESS?

Clear Waypoints for Capital Funding:

- Bond rate tracking
How much building will a sales tax buy us?
- Collaborative Planning
Building right sizing and bonding capacity need to work in tandem.
- Project Milestones
When HERC-2 is demolished?



*"The pessimist sees the difficulty in every opportunity; the optimist, the opportunity in every difficulty."
-L.P. Jacks*

REALITY TIMELINE

- 2025 : *Earliest time available to take on more bond debt with HPD sunset.*
 - We need this time to prepare and have business plan in place.
 - Big picture conversation about City bonding and general fund operations and maintenance is necessary
 - Additional variables to consider
 - Need Work Session in the fall after budget approved?
 - Work with some Council members?

Where will we be a year from now? *(summer/fall 2024)*

- Herc 2 demolished
- Presentation to Council on the Business Plan/Cost Recovery
- Conceptual Building Model-decisions
- Track funding options from grants to bond payments

What do we want?

Modern, safe community recreation center

What do we need?

1. *Demolish HERC 2*
2. *Business Plan*
3. *Right-Size Design Plan*
4. *Capital Funding*

Anything is possible!



*"Nothing is impossible, the word itself says I'm possible."
-Audrey Hepburn*

Business Plan for a Municipal Recreation Facility featuring a 3-court gymnasium, multi-use spaces, and staff offices. This is tailored to support diverse recreational needs such as futsal, pickleball, basketball, volleyball, and fitness/dance programming. The facility would also be utilized for large special events that could attract visitors and commerce to the community. This is only for a new facility with assumptions of keeping current Community Rec staffing and budget, no longer using local schools and HERC facility.

Municipal Recreation Facility Business Plan

I. Executive Summary

Facility Name: City of Homer Community Recreation Center

Location: TBD

Size: Approx. 35,000sq. ft.

Ownership: City of Homer

Management: Community Recreation

Opening Target: TBD

Mission:

To provide accessible, diverse, and inclusive recreation opportunities that promote health, wellness, community engagement and economic development through high-quality facilities and programming.

Vision:

To be a community hub for recreational activities, lifelong wellness, and civic pride.

II. Facility Overview

Key Features:

Three Full-Court Gymnasiums

- Flexible divider curtains for simultaneous use
- Court markings for basketball, volleyball, pickleball, futsal

Exercise/Dance Room (1,000 sq. ft.)

- Hardwood flooring, mirrors, sound system
- Group fitness classes, dance, martial arts, wellness workshops

Staff Offices

- Private and shared workspaces for facility and program staff

Storage Rooms

- Secure storage for sports, fitness, and event equipment

Potential Additions (Future Expansion):

- Concession area
- Outdoor courts or trails
- Meeting/multipurpose rooms

III. Market Analysis

Target Demographics:

- Youth and teen sports leagues
- Adult fitness and recreational sports participants
- Seniors (pickleball, fitness classes)
- Local schools and clubs
- Tournament organizers and traveling teams

Market Needs:

- Indoor space for year-round recreation
- Safe, structured after-school and weekend activities
- Affordable group fitness and wellness options
- Venue for league play and tournaments

Competitive Analysis:

- Nearby private gyms may lack indoor court space
- Limited multi-use public recreation centers in the area
- Potential to serve as a regional tournament destination

IV. Programming and Services

Sports & Recreation:

- Open gym hours for basketball, volleyball, futsal, and pickleball
- Drop-in play and leagues for all age groups
- Skills clinics and youth development programs

Fitness & Wellness:

- Group classes (Zumba, yoga, cardio dance)
- Seasonal wellness challenges
- Senior-specific programming

Community Events:

- Health fairs, cultural events, holiday activities
- Local school partnerships for P.E. support and events
- Facility rentals for conferences, trade shows, parties or club use

V. Operations Plan

Staffing:

- Recreation Manager (FTE already budgeted)
- Recreation Programmer (FTE already budgeted)
- Part-Time Attendants & Instructors (**NEW**-seasonal, no benefits)
- Custodial/Maintenance Staff (**NEW**-half time position w/ benefit)
- Volunteers and contracted instructors (no cost)

Hours of Operation:

- Monday–Friday: 7am – 9pm
- Saturday: 8am – 6pm
- Sunday: 10am – 5pm (optional, based on demand)

Maintenance Plan:

- Daily facility checks and cleaning
- Quarterly equipment inspections
- Annual floor resurfacing as needed
-

Risk Management:

- Identification of potential risks (financial, operational, legal) and mitigation strategies.
- Operational Manual
- Policies and Procedures
- Insurance coverage (liability, property).

VI. Financial Plan

Start-up Costs:

- Construction: \$10-\$15 million (estimate via bonding)
- Equipment & Furnishings: \$250,000
- Technology and security: \$100,000
- Half time Maintenance position (**\$65,000**) O/M
- Seasonal Part time Staff (**\$15,000**) O/M

Operations and Maintenance Costs:

- Estimated cost for all utilities is \$5.5745 per sq. ft. (water, sewer, fuel/lube, electric, property insurance, snow removal)
- 35,000 sq. ft. X \$5.5745= **\$195,107.50 annual utilities cost** O/M

Revenue Streams:

- Memberships & Drop-in Fees
- Program Registration Fees
- League and Tournament Fees
- Facility Rentals (courts, rooms)
- Sponsorships and Naming Rights
- Grant and Public Funding Support

Operating Budget (Annual Estimate):

- Revenues: \$300,000
- Expenses (new facility only): \$300,000 (O/M & new staffing costs)
- Goal: Cost recovery within 3–5 years

VII. Marketing and Outreach

Strategies:

- Launch campaign with community open house
- Partner with schools, clubs, and local businesses
- Regular social media presence and email newsletter
- Offer introductory pricing, referral incentives, and family plans
- Collaborate with healthcare providers and senior centers

VIII. Evaluation and Impact

Success Metrics:

- Facility usage and participation growth
- Cost recovery and revenue targets met
- Program satisfaction (surveys and feedback)
- Community engagement and volunteer hours
- Health and wellness outcomes (qualitative and quantitative)

Annual Review Process:

- Program and financial evaluation
- Community needs assessment updates
- Operational and staffing adjustments as needed

Notes:

New and ongoing expenses

Half time maint. position	\$65,000
Seasonal staff	\$15,000
Utilities	\$195,108

Total: \$275,108 O/M

Facility Overview (35,000 sq ft)

Let's assume typical space usage:

- **3 Full Courts** (~18,000 sq ft)
- **Dance/Exercise Room** (~1,000 sq ft)
- **Office/Admin Space** (~2,000 sq ft)
- **Storage/Support** (~2,000 sq ft)

- **Open Multi-Use/Flex Space** (~5,000 sq ft)
- **Restrooms, Hallways, etc.** (~7,000 sq ft)

This size allows for robust programming, league play, rentals, memberships, and events.

Revenue Target: \$300,000/year

Revenue Breakdown Based on Capacity:

Category	% of Revenue	Target Amount
Memberships	35%	\$105,000
Rentals	30%	\$90,000
Drop-Ins	20%	\$60,000
Programs/Classes	15%	\$45,000
Total	100%	\$300,000

1. Memberships – Target: \$105,000

Assume 450 members (3% of area of 15,000 (southern Kenai Pen.):

Type	Monthly	Annual	Members	Revenue
Adult	\$30	\$360	200	\$72,000
Senior/Youth	\$20	\$240	100	\$24,000
Family (up to 5)	\$60	\$720	15	\$10,800
Total	–	–	315 members	\$106,800

2. Rentals – Target: \$90,000

Facility	Rate	Usage	Revenue
Full Gym (3 courts)	\$150/hr	400 hrs/year	\$60,000
Dance Room	\$40/hr	300 hrs/year	\$12,000
Weekend Events/Tournaments	\$1,200/day	10 weekends	\$12,000
Meeting/Office Use	\$25/hr	240 hrs/year	\$6,000
Total	–	–	\$90,000

Gym rentals support leagues, club sports, and tournament income.

3. Drop-In Use – Target: \$60,000

With steady traffic from youth and adult recreation:

Type	Fee	Estimated Visits	Revenue
Youth (under 18)	\$3	6,000	\$18,000
Adults	\$5	7,500	\$37,500
Seniors	\$2	2,500	\$5,000
Total	–	16,000 visits	\$60,500

Consider punch cards or monthly drop-in passes to build loyalty.

4. Programs & Classes – Target: \$45,000

Program	Fee	Participants	Revenue
Youth Sports Leagues	\$60/session	300	\$18,000
Adult Leagues (Basketball, Volleyball)	\$80/team/player	200	\$16,000
Group Fitness/Dance	\$40/session	250	\$10,000
Camps/Clinics	Varies	–	\$1,000
Total	–	~750 enrollments	\$45,000

Optional Revenue Boosters

Item	Est. Revenue
Concession/Vending	\$5,000–\$10,000
Corporate Sponsorship	\$10,000–\$20,000
Ad Space (gym banners)	\$5,000–\$10,000
Event Fundraisers	\$5,000

Key Assumptions

- Open 6–7 days/week
- Strong community engagement
- Active marketing and partnerships (schools, clubs)
- Seasonal and year-round programming
- Variable pricing models for nonprofits, residents, etc.

Summary

Revenue Source	Amount
Memberships	\$105,000
Rentals	\$90,000
Drop-Ins	\$60,000
Programs	\$45,000
Total	\$300,000

Conceptual Draft

**CITY OF HOMER PARKS, ART, RECREATION AND CULTURE ADVISORY COMMISSION
BYLAWS**

ARTICLE I - NAME AND AUTHORIZATION

This organization shall be called the Parks, Art, Recreation and Culture Advisory Commission, established via Ordinance 16-22, existing by virtue of the provisions of Chapter 2.60 and Chapter 18.07 of the Homer Municipal Code, and exercising the powers and authority and assuming the responsibilities delegated under said Code. The following bylaws were adopted on December 13, 2021 and shall be in effect and govern the procedures of the Parks, Art, Recreation and Culture Advisory Commission.

ARTICLE II - PURPOSE

Section 1. Act in an advisory capacity to the City Manager and the City Council on matters involving:

- City Parks
- Recreation Facilities
- Parks and Recreation operational policies and procedures
- Parks and recreation fee schedule
- Parks, arts, recreation and culture strategic goals and plans
- Public Beaches and Trails
- Support of the Arts
- Acquisition, maintenance and disposition of works of art
- Land Use and Future Development related to Parks and Recreation Facilities
- The administration of the public arts fund established by HCC 18.07.090.

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Any recommendation by the Commission regarding the matters described above shall be directed to the City Council through the City Manager, except that the recommendation shall be sent directly to the Council when the Commission so requests.

Section 2. Perform the functions prescribed in Chapter 18.07 HCC related to funding works of art in public spaces.

Section 3. Further the development and awareness of the arts in the City.

Section 4. Consider any specific proposal, problem or project as directed by the City Council and report thereon directly to the Council or as the Council otherwise directs.

Section 5. Solicit donations of money and property in support of the commission's duties, and make recommendations to the Council for the disposition of money or property so received.

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ARTICLE III - MEMBERSHIP

Section 1. The Commission will be composed of seven members, comprised of at least four (4) members that reside inside city limits. Members shall be nominated by the Mayor and confirmed by City Council to serve for three-year terms to expire on October 31st of designated years.

Section 2. Notice of term expirations will be delivered to members by the City Clerk's Office. Members wishing to continue services upon the completion of a three-year term must submit a reappointment application to the City Clerk's Office, which is subject to review by the Mayor and confirmed by City Council. There are no limits on the number of terms a member may serve.

Section 3. Members may not have alternates. If a position is vacated during a term, it shall be filled for the unexpired term by an appointee selected by the Mayor and confirmed by City Council.

Section 4. A member's appointment is vacated under the following conditions:

- A member fails to qualify to take office within 30 days after their appointment;
- A member resigns;
- A member is physically or mentally unable to perform the duties of the office;
- A member is convicted of a felony or of an offense involving a violation of their oath of office; or
- A member has three consecutive unexcused absences, or misses half of all meetings within an appointment year, whether excused or unexcused.

Section 5. The Mayor may appoint, subject to confirmation by the City Council, one City Council member and one Homer area high school Student Representative to serve as consulting, non-voting members. The Mayor, City Manager ~~and Public Works Director or Parks Coordinator,~~ may serve as non-voting, consulting members.

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Deleted: City Planner, and Parks Superintendent

ARTICLE IV - OFFICERS

Section 1. A Chairperson and Vice-Chairperson shall be elected from among the appointed commissioners at the regular ~~April meeting of the Commission or as soon thereafter as practicable by the appointive members.~~

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Section 2. Officers shall serve a term of one year from the ~~April meeting at which they are elected,~~ and until their successors are duly elected. Officers may be re-elected in subsequent years.

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Section 3. The Chairperson shall preside at all meetings of the Commission, authorize calls for any special meetings, execute all documents authorized by the Commission, serve as ex officio/voting member of all committees, and generally perform all duties associated with that office.

Section 4. In the event of the absence, or disability of the Chairperson, the Vice-Chairperson shall assume and perform the duties of the Chair. If both the Chairperson and Vice-Chairperson are absent, and a quorum of four members are present, the senior member shall assume and perform the duties and functions of the Chair.

ARTICLE V - CITY STAFF ROLES

Section 1. The Recreation Manager shall serve as a staff liaison to the commission. The staff liaison shall assist the Chairperson in setting meetings, preparing agendas, and other documentary material, and coordinating the acquisition of needed materials and training. The staff liaison shall submit reports and recommendations for those agenda items requiring decisions or recommendations by the Commission. Other staff having experience, education, and professional training in the subject matter may provide input into the reports and recommendations, or may provide supplemental information. The information submitted may be oral, written or graphic, or some combination of all.

Section 2. The City Clerk shall designate a recording clerk to take minutes for the Commission and serve as the Commission's parliamentary advisory pursuant to AS 29.20.380(10) and HCC 2.12.010, and assist the Chairperson with the conduct of the meeting.

ARTICLE VI - MEETINGS

Section 1. Regular meetings shall be open to the public and held on the third Thursday February through June and August through November at 5:30 p.m. in the designated location and shall be posted for public information as required by Homer City Code and Alaska State Statutes.

Section 2. Special meetings and Worksessions may be called by the staff liaison, Chair, or a majority of the Commission. Notice of such meetings shall be posted in the same manner as that for regular meetings.

Section 3. A quorum for the transaction of business at any meeting shall consist of four members. For purposes of determining the existence of a quorum, consulting members shall not be counted. Worksessions do not require a quorum, however, no action may be taken at a worksession; items on the agenda are for discussion only.

Section 4. Any member who is unable to attend a meeting, whether regular or special, shall contact the Clerk in advance no later than two hours prior to the scheduled meeting time for excusal.

Section 5. Meeting agenda deadline is 5:00 p.m. the Wednesday preceding the meeting. Allowances will be made for holidays.

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Section 6. The order of business for the regular meetings shall include, but not be limited to, the following items, which shall be covered in the sequence shown, as far as circumstances permit. Agenda shall be posted for public information as required by Homer City Code and Alaska State Statutes.

CITY LOGO	NOTICE OF MEETING REGULAR MEETING AGENDA NAME OF BODY DAY OF WEEK, DATE, AND TIME OF MEETING PHYSICAL LOCATION OF MEETING & MEETING ROOM	DEPT. CONTACT INFO (City Clerk's Office)
-----------	--	---

1. CALL TO ORDER
2. AGENDA APPROVAL
3. PUBLIC COMMENTS UPON MATTERS ALREADY ON THE AGENDA (3 minute time limit)
4. RECONSIDERATION
5. APPROVAL OF MINUTES
6. VISITORS/PRESENTATIONS (Chair set time limit no to exceed 20 minutes. Public may not comment on the visitor or the visitor's topic until audience comments. No action may be taken at this time.)
7. STAFF & COUNCIL REPORT/COMMITTEE REPORTS
8. PUBLIC HEARING (3 minute time limit)
9. PENDING BUSINESS
10. NEW BUSINESS
11. INFORMATIONAL MATERIALS (No action may be taken on these matters, for discussion only.)
12. COMMENTS OF THE AUDIENCE (3 minute time limit)
13. COMMENTS OF THE CITY STAFF
14. COMMENTS OF THE COUNCILMEMBER (If one is assigned)
15. COMMENTS OF THE COMMISSION (includes Comments of the Chair since they are part of the commission.)

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16. ADJOURNMENT Next regular meeting is scheduled for _____ (Note any other worksessions, special meetings, committee meetings etc.) All meetings scheduled to be held in the Homer City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska. (The meeting may be scheduled for the Conference Room or virtually.)

Section 7. Per Resolution of the City Council (Resolution 06-IIS(A)), Public Testimony shall normally be limited to three minutes per person. Exceptions may be provided for at the Chairperson's discretion or by a majority vote of the members in attendance.

Section 8. Recorded minutes shall be made available by the City Clerk's Office to the Commission prior to the next meeting and a record of all voting will be included in the minutes of each meeting. Minutes shall be available to the public as required by Homer City Code and Alaska State Statutes.

Section 9. Teleconference participation is allowed per the rules and limitations set forth in Homer City Code 2.58.060.

ARTICLE VII - GENERAL OPERATING PROCEDURES

Section 1. The Commission shall abide by the current edition of Robert's Rules of Order insofar as it is consistent with the Commission's bylaws, other provisions of Homer City Code, or standing rules. In all other cases, bylaws, the code, or the standing rule shall prevail. This includes, but is not limited to, HCC 1.18 Conflicts of Interest, Partiality, and Code of Ethics; HCC 2.58 Boards and Commissions; HCC 2.60 Parks, Art, Recreation, and Culture Advisory Commission; the Open Meetings Act - AS 44.62.310-312; HCC 18.07 Funds for Works of Art in Public Places; the City of Homer Gift, Donation and Art Policies, Procedures and Guidelines; and the City of Homer 1% for the Arts Program Procedures.

Section 2. Each member, including the chairperson, shall vote, and shall not abstain from voting, unless such member claims a conflict of interest, or has an excused absence, in which event the member shall be excused from voting. The member shall then state for the record the basis for the abstention. Four affirmative votes are required to pass a motion. Voting will be by a roll call vote, the order to be rotated; or by unanimous consent if no objection is expressed. Voting by proxy or absentee is prohibited.

Section 3. Any rule or resolution of the Commission, whether contained in these Bylaws or otherwise, may be suspended temporarily in connection with business at hand; and such suspension to be valid; may be taken only at a meeting at which at least four of the members of the Commission shall be present, and two-thirds of those present shall so approve.

Section 4. Training sessions developed or arranged by the City Clerk and approved by the City Manager shall be mandatory unless a member's absence is excused by the Chairperson. The City Manager and/or City Clerk, in their discretion and in consultation with the City Attorney as needed, may develop model procedures to be used as a guide for the Commission.

ARTICLE VIII - COMMITTEES

Section 1. Committees of one or more members for such specific purposes as the business of the Commission will only become active upon approval of Council. A memorandum and resolution will go before Council outlining the reason, tasks assigned and termination date. Committees shall be

considered to be discharged upon completion of the purpose for which it was appointed, and after its final report is made to and approved by the Commission.

Section 2. All committees shall make a progress report to the Commission at each of its meetings.

ARTICLE IX - BYLAW AMENDMENTS

The Bylaws may be amended at any meeting of the Commission by a majority plus one of the members, provided that notice of said proposed amendment is given to each member in writing. The proposed amendment shall be introduced at one meeting and action shall be taken at the next Commission meeting. Amendments to bylaws shall be effective upon approval of the amendments by City Council via resolution.



MEMORANDUM

Election for Economic Development Advisory Commission Officers

To: Economic Development Advisory Commission
From: Amy Woodruff, City Clerk
Meeting Date: May 12, 2026

Summary Statement:

Per Article IV, Sec. 1 of the Bylaws: “A Chairperson and Vice-Chairperson shall be elected from among the appointed board members at the regular April meeting of the Board.”

Recommended process for Election of Vice Chair:

- 1) A board member will make a motion to determine the LAB’s method of voting for the elections. Voting is commonly done by a Show of Hands or a Voice Vote (yes/no).
- 2) Once the election method is decided, the Chair will open the floor for nominations.
- 3) Board members are free to call out nominations, they don’t need to be recognized by the Chair.
 - **These are not motions and do not require a second.**
 - It’s ok for a board member to nominate themselves.
 - If a board member calls out a nomination and that individual is fully against serving, it is acceptable for that nominated board member to speak up and say they would not be willing to accept the seat if elected. They have still been nominated though and should still go through the voting process; the rest of the board members at least now knows who of the nominees is/is not interested in serving.
- 4) Once all nominations are called out, the Chair will close the floor to nominations.
- 5) Chair will then call out each nominee’s name for voting. For each name called out, board members will vote using the selected method (Show of Hands/Voice Vote).
- 6) As soon as one of the nominees receives the majority of votes, the Chair will declare them elected. If only one person is nominated, the Chair simply declares the nominee elected.

Recommended process for Election of Chair:

- 1) It is preferred that the gavel be handed over to the newly elected Vice Chair to conduct the vote.
- 2) Election is conducted in the same manner as it was for the Vice Chair (see steps 2-6 above).
- 3) The gavel/meeting will be turned over to the newly elected (or re-elected) Chair to conduct the remainder of the meeting. The newly elected Chair will conduct the remainder of the meeting.

2026 NRPA AGENCY PERFORMANCE REVIEW





Cover image: A group gathers at the Carson Valley Swim Center in Minden, Nevada, to celebrate being voted “Best of Carson Valley” for 10 years in a row.

Photo courtesy of The Record-Courier.

Table of Contents



People in Cleveland, Ohio, take part in Parade the Circle, a cultural event featuring hundreds of innovative costumes, giant puppets and handmade masks created by artists, families, schools and community groups.

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How to Use This Report

NRPA's Park Metrics database is the **only** source of nationwide park and recreation benchmarking data that accurately describe agency characteristics. Use this report to understand the data agencies often need to answer important questions during a typical journey as a park and recreation professional.

FUNDING

Sources, revenue per capita, cost recovery, capital expenditures, deferred maintenance



Does my agency spend a typical proportion of improvement dollars toward new development versus renovations?

BUDGETING

Operating expenditures per capita/acre/FTE, earmarks



Are my agency's operating expenditures per FTE on par with other agencies of a similar size?

STAFFING

FTEs, operational areas



What percentage of FTEs do typical park and recreation agencies allocate to operations and maintenance?

PROGRAMMING

Quantity offered, participants, types



Do most agencies offer daycare services?

MASTER PLANNING

Parkland, facilities, trails



How does my total acres of parkland per 1,000 residents compare to the typical agency serving a similarly sized population?

Introduction

Local park and recreation agencies and the professionals who work in this field create environments that support thriving communities. These unique entities shape neighborhoods, provide opportunities for health and well-being, serve as environmental havens and offer facilities where communities of all sizes can gather.

Recognizing the wants and needs of the residents they serve, park and recreation professionals are keenly aware of the necessary balance between providing vital services and working within the confines of budgetary restrictions. Maintaining accurate knowledge of current assets and planning for future needs are critical for every park and recreation agency. To assist individual agencies in evaluating their programs and making critical decisions that will benefit their communities, the National Recreation and Park Association (NRPA) collects annual nationwide data on characteristics of agencies, including types of programs offered, size of population served, budget and staffing. This report provides summaries of these data.

About the Review

Park and recreation agencies nationwide used the [NRPA Park Metrics](#) survey tool to self-report all data included in this review. The *2026 NRPA Agency Performance Review* presents data from the more than 850 unique park and recreation agencies across the country that completed the Agency Performance Survey within Park Metrics from 2023 to 2025. Note that not all agencies answered every survey question.

This report highlights the characteristics of park and recreation agencies across the country in terms of facilities, programming, budget and other facets of agencies. These results are not standards that agencies

should strive to meet. Instead, they represent a snapshot of current circumstances that agencies can use for benchmarking. Throughout this report, the term “typical agency” refers to the median — the middle value in a set of numbers where 50 percent of data points are above and 50 percent are below. When possible, the report includes the lower quartile (25th percentile) and upper quartile (75th percentile) for a fuller view of the data.


Why not showcase averages instead? Agencies participating in this survey serve populations ranging from a few hundred to several million residents and have operating budgets varying from less than \$20,000 to more than \$100 million. These extreme values may skew averages. Therefore, medians are a more stable measurement. If appropriate, the report also will include and clearly identify averages.

Additional Information

The data in this report are presented at a high level with minimal details. While all benchmark figures contain overall results representative of the entire United States, additional breakdowns of these figures by community and agency characteristics are available on NRPA’s website, allowing readers to recognize even more powerful evidence regarding the vital work of park and recreation professionals and their agencies. Visit the [NRPA Agency Performance Review webpage](#) to use an interactive tool to filter results by population, population density, budget, jurisdiction type, region, number of full-time equivalents (FTEs), number of parks and acres of parks maintained.

Additionally, visit the [NRPA Park Metrics webpage](#) to learn more about this survey and the suite of benchmarking reporting tools. We encourage park and recreation agencies to create a Park Metrics account or

log in to an existing agency account to build a more customized benchmark report based on specific agency size, type and geographic region. You also may use this tool to generate reports to further assist with analysis of an agency's needs and to identify peer agencies with similar characteristics.

 You will see this icon throughout the report to indicate an example of how park and recreation agencies have used Park Metrics data to answer important questions.










People participate in Cycling Without Age, which offers adaptive bike rides, in Akron, Ohio.

PHOTO COURTESY OF SUMMIT METRO (OHIO) PARKS

Infographic

2026 NRPA Agency Performance Review Key Findings

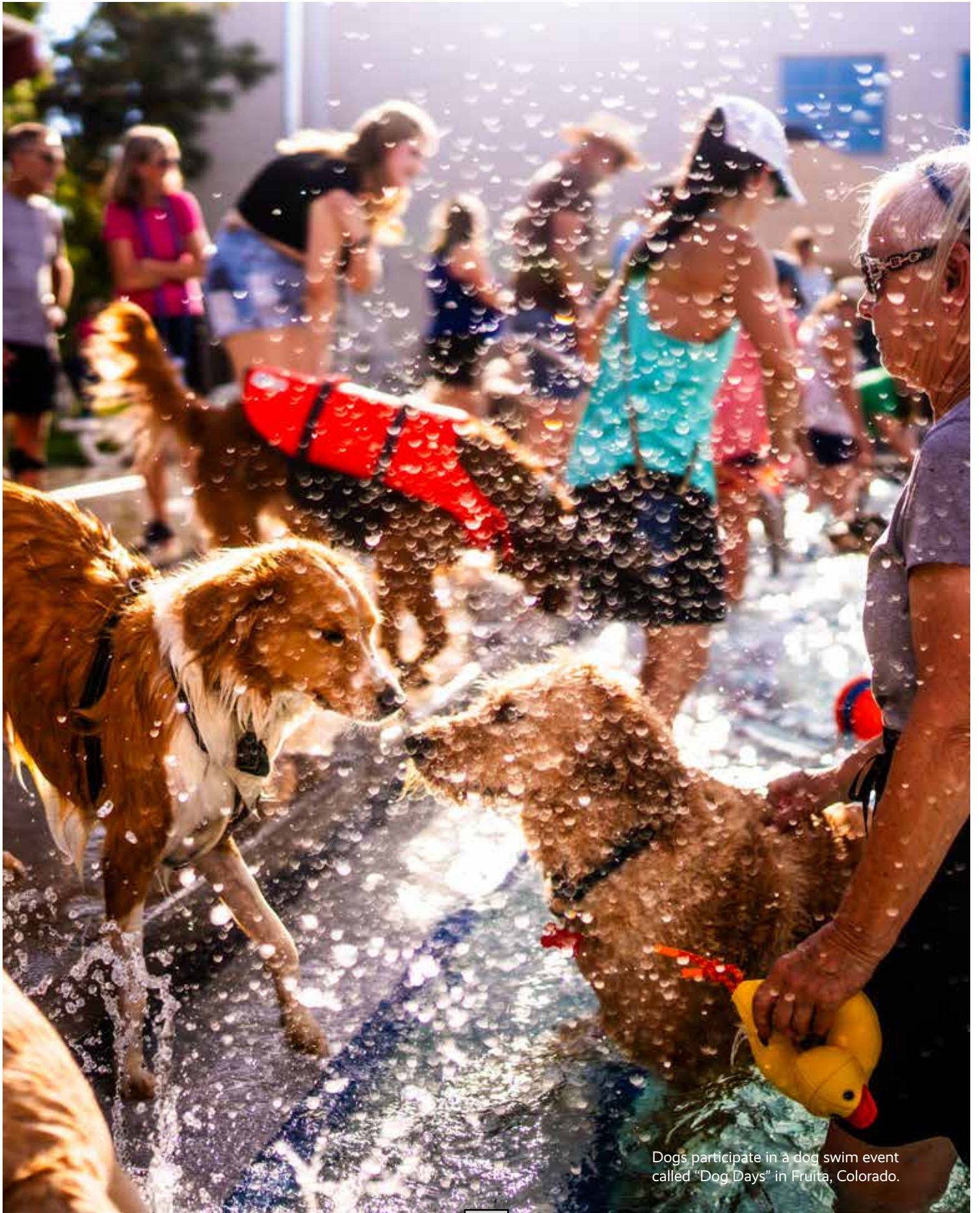
	Residents per park 2,437
	Acres of parkland per 1,000 residents 10
	Number of programs offered annually 300
	Full-time equivalents per 10,000 residents 9.2
	Operating expenditures per capita \$111.73
	Revenue-to-operating expenditures (cost recovery) 26%
	Capital expenditures designated to improvements 87%

*These numbers represent the typical U.S. park and recreation agency 57

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Dogs participate in a dog swim event called "Dog Days" in Fruita, Colorado.

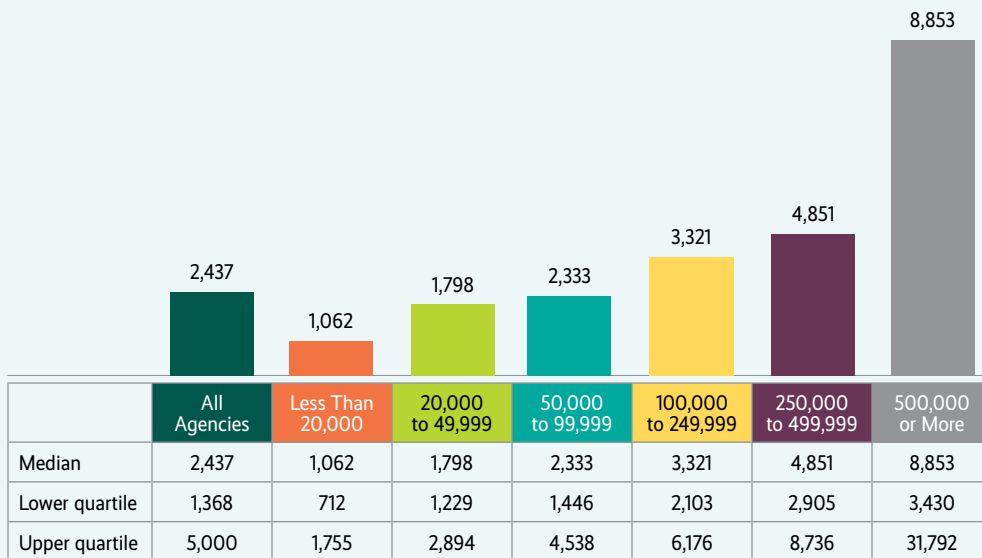
PHOTO COURTESY OF AMMON PIERCE

Park Facilities

Park and recreation professionals provide their communities with vital infrastructure that fosters a sense of togetherness while recognizing the uniqueness of the individuals they serve. The indoor and outdoor facilities operated by local park and recreation professionals serve a multitude of purposes, like promoting health and well-being, providing spaces where all are welcome, providing shelters in emergencies and mitigating the impacts of natural disasters.

Park sizes range from small neighborhood “pocket parks” to large regional parks. In heavily populated jurisdictions, a single park may serve many thousands of residents. It is vital to ensure that all people have access to quality parks, whether through preserving existing parks and green spaces or requiring these spaces as part of newly developed neighborhoods. **The typical park and recreation agency has one park per every 2,437 residents.**

FIGURE 1: NUMBER OF RESIDENTS PER PARK
(MEDIAN) BY JURISDICTION POPULATION



Not all lands managed by local park and recreation agencies are formal parks. Many agencies are responsible for non-park sites such as the courtyards around government buildings, green spaces used for flood

management and numerous other open spaces. For this report, “parkland” refers to both formal parks and non-park sites. **The typical park and recreation agency manages 10 acres of parkland per 1,000 residents.**

A mother reads a storybook to her daughter during Monday Funday, a toddler-focused program that encourages early childhood development through recreation in Palm Coast, Florida.

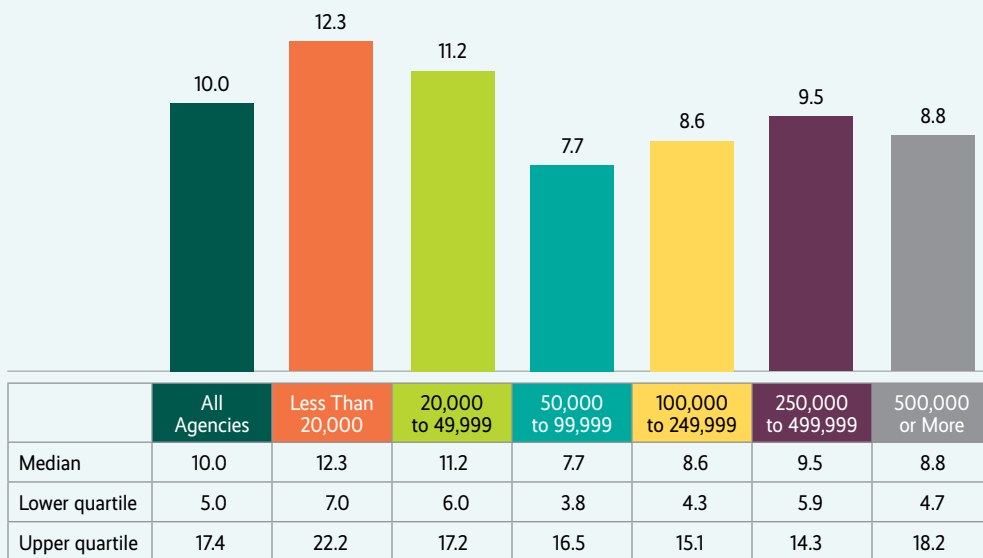


PHOTO COURTESY OF ISEBELLE BRENNES

Attracting New Residents

A park and recreation agency in the western United States serving a population of about 490,000 people calculated that it has 1,950 residents per park. Its location is known for access to outdoor spaces, and they want to develop a marketing campaign to encourage new residents who value outdoor recreation to move to the area. To see if it is performing on par with other agencies serving similar population sizes, the director examines Figure 1 in the *2026 NRPA Agency Performance Review* and finds that the typical U.S. agency of its size has 4,851 residents per park. The city marketing and communications team then uses this information to support the message that their city offers more abundant parkland for residents compared to a typical U.S. city.

FIGURE 2: ACRES OF PARKLAND PER 1,000 RESIDENTS (MEDIAN) BY JURISDICTION POPULATION



Park and recreation professionals recognize the importance of outdoor facilities that enable families and the community to gather, socialize, enjoy nature and exercise however they prefer. A single tot lot for toddlers or a pickleball court for older adults may serve thousands of residents. Ninety-six percent of park and recreation agencies provide playgrounds in their local communities for all ages. Overall, agencies have one playground

per 3,710 residents. Playground data can be broken down further based on age and accessibility. Sixty-seven percent of park and recreation agencies offer tot lots dedicated to children ages 2 to 5, 69 percent offer playgrounds primarily dedicated to kids ages 5 to 12, and 61 percent of all playgrounds include play elements for children with differing abilities.

FIGURE 3: OUTDOOR PARK AND RECREATION FACILITIES

BY PREVALENCE AND POPULATION PER FACILITY

Median Number of Residents per Facility

Population of Jurisdiction

Types of Facilities	Percent of Agencies	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Playgrounds [#]	96%	3,710	1,866	3,010	3,656	4,922	6,502	13,907
Basketball courts*	87%	8,634	4,928	7,934	8,881	9,595	16,558	22,497
Diamond fields	77%	5,257	2,165	3,650	5,287	7,246	8,821	13,628
Tennis courts*	76%	7,278	3,238	6,646	7,242	8,239	11,959	13,714
Dog parks	71%	48,539	10,311	26,147	54,684	71,032	97,645	154,123
Rectangular fields	71%	6,839	3,400	4,294	6,291	7,187	11,885	18,007
Volleyball courts*	58%	24,991	6,880	16,569	26,454	34,728	42,314	90,521
Fitness zones+	56%	33,188	7,421	23,138	32,294	37,819	75,801	99,842
Splash pads+	56%	44,052	12,304	28,000	39,138	65,806	103,016	172,057
Community garden plots	55%	42,472	9,857	26,437	56,816	63,576	129,360	106,537
Swimming pools	53%	48,461	9,138	27,262	46,888	59,742	102,121	143,541
Disc golf courses	51%	66,898	9,514	32,812	61,480	106,552	164,442	390,249
Walking/Running tracks+	51%	16,570	6,500	15,233	17,881	36,209	26,241	74,296
Pickleball courts*	50%	10,657	2,667	6,537	8,333	17,280	22,719	69,929
Skateboard parks	48%	58,404	11,028	34,275	60,576	104,592	170,914	258,016
Multiuse racquet courts [^]	41%	16,651	4,375	10,723	13,234	29,750	54,814	46,911
Multiuse courts [^]	35%	26,534	5,323	21,477	28,262	41,034	64,380	92,287
Driving range stations	34%	27,830	6,978	23,382	33,449	11,606	85,889	260,035
Eighteen-hole golf courses	34%	102,422	11,904	34,275	64,096	118,723	153,690	305,726
Synthetic fields+	23%	43,643	12,778	24,096	35,523	51,041	85,416	131,955
Nine-hole golf courses	19%	130,822	11,790	36,000	65,000	140,880	284,771	611,731
Overlay fields	18%	19,189	8,570	12,504	25,500	16,897	36,269	83,126
Waterparks	18%	67,892	15,000	33,544	62,469	164,118	253,886	679,157
Ice rinks	17%	25,000	8,894	21,075	26,179	110,000	170,000	729,000
Racquetball/Handball/Squash courts	9%	45,060	14,000	ID	29,500	34,000	121,910	100,000

[#]Includes all playgrounds regardless of age or ability of intended user. ^{*}Dedicated to a single sport (not multiuse). ⁺Fitness zones/exercise stations; splash pads/spray grounds/spray showers; walking/running tracks/loops; synthetic rectangular fields. [^]Multiuse courts: basketball, volleyball, etc.; multiuse racquet courts: tennis, pickleball, etc. (excluding racquetball/handball/squash courts). ID= insufficient data

Indoor recreation facilities offer year-round opportunities. These facilities within recreation centers, aquatics centers, community centers and more offer solo and group activities from pick-up basketball games to aqua aerobics. **Forty-five percent of park and recreation agencies provide indoor multiuse courts. Overall, agencies have one indoor multiuse court per 23,568 residents.**

Pools are a large investment for agencies of any budget. Slightly more than a third of park and recre-

ation agencies (34%) operate, maintain or manage indoor swimming facilities or indoor water parks. Twenty-five percent of agencies have competitive swimming pools (measuring 25 yards/25 meters or larger), while 23 percent have leisure pools (measuring less than 25 yards/25 meters). Sixteen percent of park and recreation agencies offer therapeutic pools (characterized as pools with zero-grade entry and/or heated for therapeutic benefit).

FIGURE 4: INDOOR PARK AND RECREATION FACILITIES

BY PREVALENCE AND POPULATION PER FACILITY

Median Number of Residents per Facility

Population of Jurisdiction

Types of Facilities	Percent of Agencies	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Multiuse courts [^]	45%	23,568	5,546	14,615	26,250	41,034	56,061	81,433
Basketball courts*	32%	23,839	5,799	16,842	24,583	61,880	81,400	65,000
Walking/Running tracks ⁺	27%	55,250	10,156	34,573	62,014	116,616	193,321	500,350
Competitive swimming pools	25%	68,722	10,197	37,306	64,150	116,998	284,771	308,216
Leisure pools	23%	70,440	13,000	34,495	64,028	112,022	255,012	604,735
Multiuse racquet courts [^]	19%	17,138	3,711	9,000	15,312	38,823	78,746	161,043
Therapeutic pools	16%	81,127	11,000	33,556	64,908	151,000	278,410	592,619
Pickleball courts*	14%	15,893	4,250	14,131	17,240	29,849	77,060	100,717
Racquetball/Handball/Squash courts	12%	35,220	6,884	15,262	38,030	57,834	86,048	364,500
Tennis courts*	5%	25,414	N/A	8,973	10,438	41,245	52,892	114,743

*Dedicated to a single sport (not multiuse). +Walking/running tracks/loops; synthetic rectangular fields. ^Multiuse courts: basketball, volleyball, etc.; multiuse racquet courts: tennis, pickleball, etc. (not including racquetball/handball/squash).

Park and recreation professionals operate, maintain and manage buildings of varying sizes and uses. Programming within building facilities, such as recreation centers, teen centers and senior centers, provides integral opportunities for community members to gather, learn and be active. **Sixty-seven percent of**

park and recreation agencies operate recreation centers. Overall, agencies have one recreation center per 33,231 residents. The buildings under the care of parks and recreation are not only for sports. They also may include amphitheaters, nature centers, and restroom facilities in parks and sports fields.

Master Planning for Older Adult Facilities and Programming



A city in Virginia with an aging population of a little less than 250,000 people is working on master planning. Needs surveys in several communities have indicated more services and support for older adults are necessary. The park and recreation director calculated that the city has one senior center per about 231,000 residents and wants to know if she can justify planning for at least one additional senior facility. Using Figure 5 in the *2026 NRPA Annual Performance Review*, she learns that the median number of residents per senior facility for similarly sized jurisdictions in the United States is 128,957. She presents this information to support a planned addition of one dedicated center for older adults in an area of the city that has the strongest need for, and interest in, older adult support and programming.

FIGURE 5: TYPES OF INDOOR PARK AND RECREATION FACILITIES AND AMENITIES

BY PREVALENCE AND POPULATION PER FACILITY

Median Number of Residents per Facility

Population of Jurisdiction

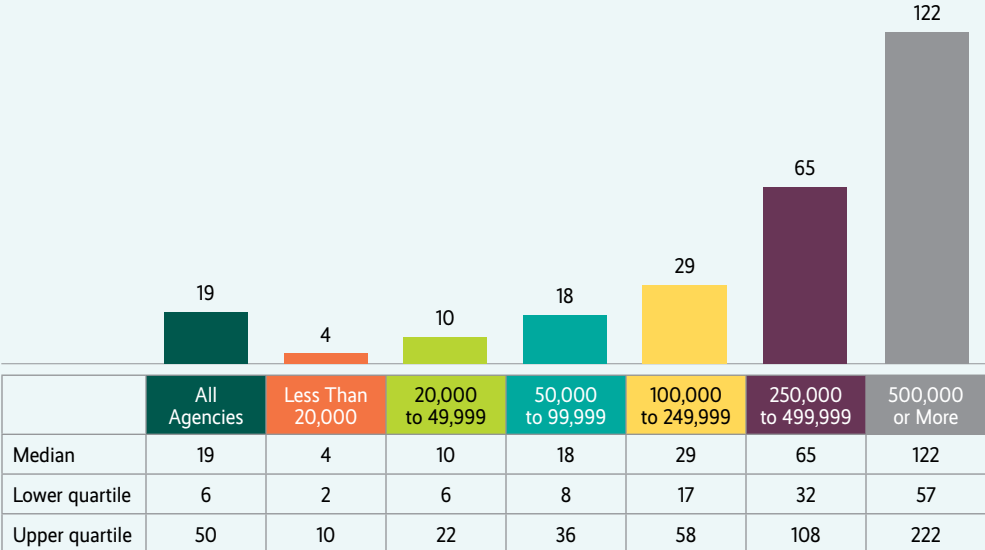
Types of Facilities	Percent of Agencies	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Permanent and semipermanent restrooms	76%	5,270	2,627	4,756	5,498	7,130	9,364	12,900
Recreation centers (including gyms)	67%	33,231	9,634	25,198	33,231	62,282	50,891	77,004
Community centers	60%	37,858	11,523	29,722	55,698	59,398	90,000	115,470
Performance amphitheaters	44%	68,658	12,000	34,858	60,675	109,350	266,056	491,026
Senior centers	43%	66,375	14,120	35,000	63,548	128,957	167,043	501,787
Facilities with restrooms available free of use to public not included above	39%	16,116	5,252	10,454	16,257	27,353	35,675	77,569
Nature centers	36%	151,731	9,715	37,066	64,096	148,322	278,226	499,374
Aquatics centers	32%	56,850	13,000	32,226	60,472	102,113	161,986	296,131
Stadiums	19%	102,647	5,435	33,597	62,314	138,333	246,246	780,995
Teen centers	13%	79,377	10,139	32,798	63,000	127,151	313,286	445,527
Indoor ice rinks	12%	58,308	9,700	22,696	51,000	106,395	305,344	604,735
Arenas	10%	100,382	7,000	25,000	66,898	123,102	ID	696,549

ID= insufficient data

Local park and recreation agencies connect communities through vast networks of trails. Whether for a leisurely bike ride or a walking commute to work, trails combine recreation and function by providing access to routes free from traffic. **The typical park and rec-**

reation agency is responsible for managing and/or maintaining 19 miles of trails. This figure increases as the jurisdiction population served by an agency increases. Agencies serving populations of 500,000 or more typically manage nearly 125 miles of trails.

FIGURE 6: MILES OF TRAILS
(MEDIAN) BY JURISDICTION POPULATION



People use a walking and bike trail in Orlando, Florida.

PHOTO COURTESY OF ADOBE STOCK

Programming and Responsibilities of Park and Recreation Agencies

Park and recreation professionals strive to understand the needs and wants of their communities and provide ample program opportunities that best suit those varied desires. **The typical park and recreation agency offers 300 programs annually, of which 80 percent**

are fee-based. Offering programs at low cost or no cost ensures more people will be able to take advantage of all that parks and recreation has to offer. In some jurisdictions, agencies have established a model of no-cost programming, while other agencies are expected to recoup all of their programming expenses or more.

FIGURE 7: NUMBER OF PROGRAMS OFFERED ANNUALLY (MEDIAN) BY JURISDICTION POPULATION

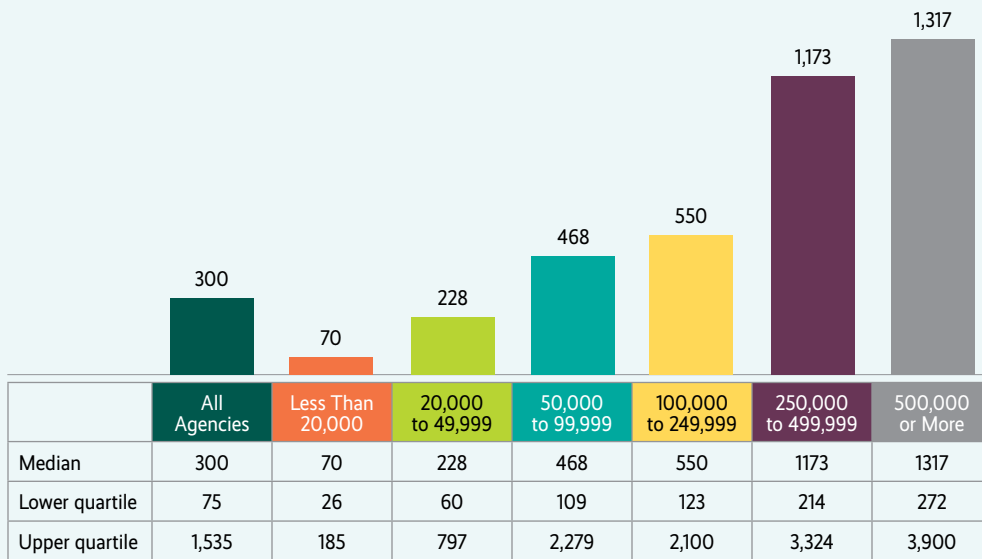


FIGURE 7.1: PERCENT OF ALL PROGRAMS THAT ARE FEE-BASED

	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	80%	83%	81%	84%	84%	70%	58%
Lower quartile	52%	67%	54%	67%	49%	40%	17%
Upper quartile	94%	92%	96%	93%	95%	92%	86%

A vast array of programming is offered through local parks and recreation. Programming can be activities, events, clubs, teams, classes or other types of group activities. **More than 9 in 10 park and recreation agencies (92%) offer themed special events such as**

movies or concerts in the park, cultural events and holiday festivities. Meeting people within the community, learning new skills and being active are some of the program outcomes in parks and recreation.

FIGURE 8: PROGRAMMING OFFERED BY PARK AND RECREATION AGENCIES
(PERCENT OF AGENCIES)

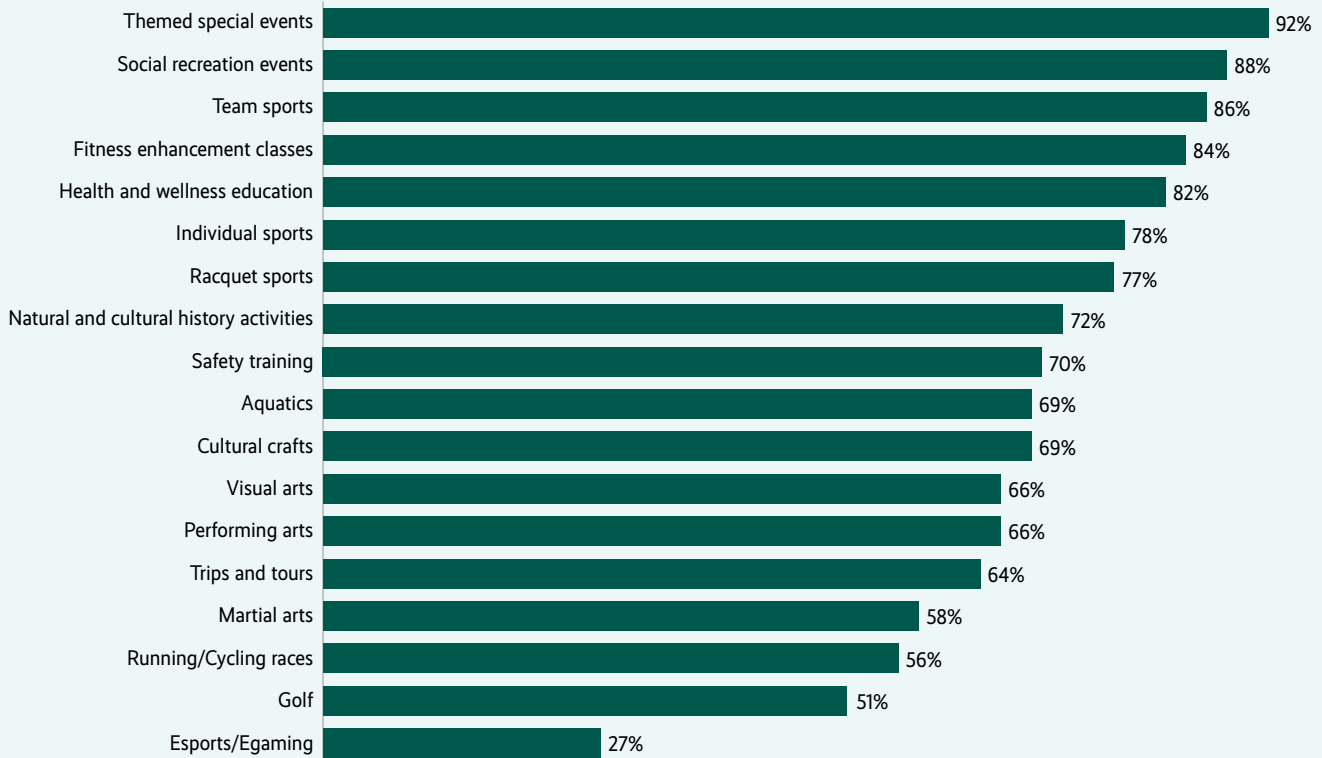


FIGURE 9: PROGRAMS FOCUSED ON CHILDREN, OLDER ADULTS AND PEOPLE WITH DISABILITIES
(PERCENT OF AGENCIES BY JURISDICTION POPULATION)

	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Summer camps	84%	68%	84%	92%	86%	92%	93%
Specific older adult programs	80%	64%	82%	89%	84%	84%	82%
Specific teen programs	71%	55%	66%	81%	76%	77%	77%
Programs for people with disabilities	70%	35%	68%	82%	78%	87%	82%
STEM* programs	62%	44%	50%	72%	69%	75%	75%
After-school programs	56%	50%	43%	57%	56%	74%	71%
Preschool	32%	22%	37%	42%	29%	35%	26%
Before-school programs	17%	13%	18%	22%	14%	17%	22%
Full-day care	9%	6%	4%	15%	7%	11%	11%

*STEM: science, technology, engineering and math

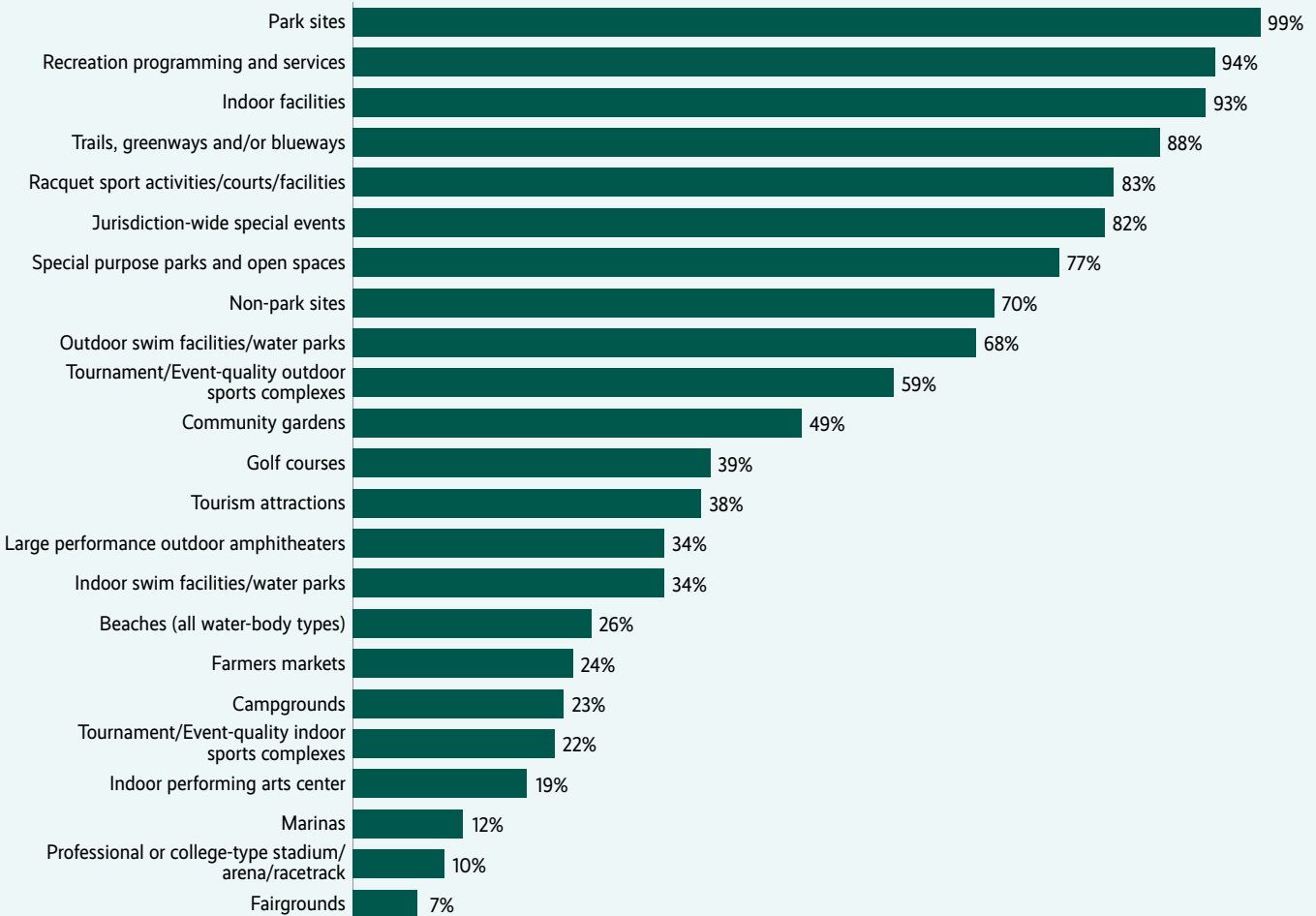
Most park and recreation agencies operate programs year-round for all ages and abilities. Summer camps, full-day care for youth and programs for older adults can provide reliable, low-cost and safe options for parents and caregivers. **Eighty-four percent of all park and recreation agencies offer summer camps, 80 percent offer older adult programming, and 70 percent offer programs for people with disabilities.**

Whether operating park sites, maintaining indoor facilities, contracting campgrounds, administering sports complexes or managing trails, local parks and recreation is responsible for a variety of community assets. Not every community has an agency that is responsi-

ble for both parks and recreation. **Nearly all agencies (99%) operate and maintain park sites, and 94 percent provide recreation services.**

The responsibilities that an agency assumes often can depend on jurisdiction type. While 23 percent of agencies overall operate, maintain or contract campgrounds, 53 percent of county park and recreation agencies are responsible for these spaces. County park and recreation agencies are also more likely than municipal agencies overall to manage, maintain or contract tourism attractions (53% versus 38%, respectively) and manage or maintain beaches (45% versus 26%, respectively).

FIGURE 10: RESPONSIBILITIES OF PARK AND RECREATION AGENCIES
(PERCENT OF AGENCIES)



Staffing



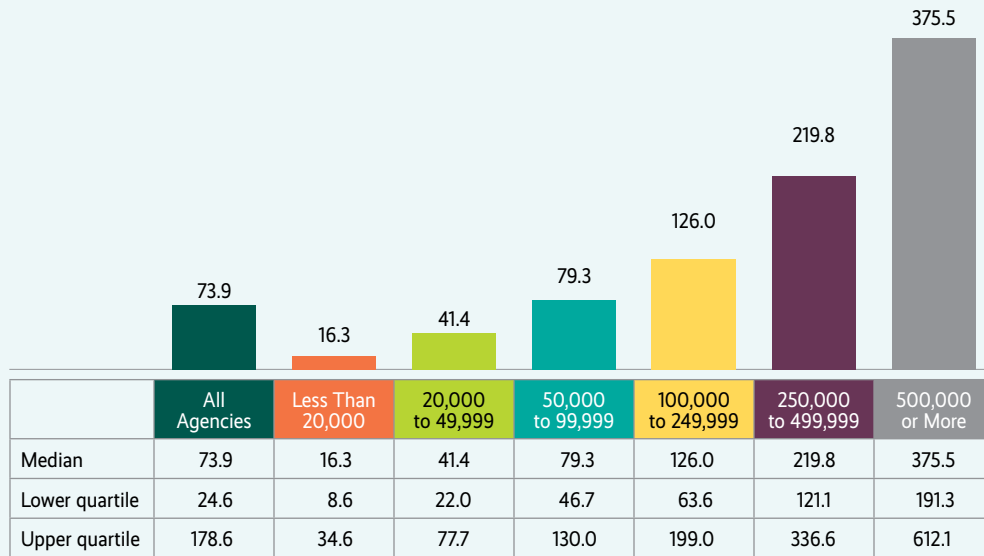
PHOTO COURTESY OF PANAMA CITY (FLORIDA) PARKS, CULTURE AND RECREATION

Members of FloridaCorps plant trees and give trees away during quarterly tree giveaways in Panama City, Florida.

Park and recreation professionals care for myriad facilities and programs, resulting in communities that are vibrant and enjoyable places to live. These professionals strive for safe and welcoming spaces for all, and it is imperative that agencies receive sufficient funding to adequately staff facilities, events and programs. **The**

typical park and recreation agency has 73.9 full-time equivalents (FTEs) on staff. This number increases as the population an agency serves increases. Agencies in jurisdictions with more than half a million residents have a median staff of 375.5 FTEs and more than 600 FTEs in the upper quartile of that same population group.

FIGURE 11: PARK AND RECREATION AGENCY STAFFING: FULL-TIME EQUIVALENTS (MEDIAN) BY JURISDICTION POPULATION



A different way to look at staffing levels is by number of FTEs per 10,000 residents. **The typical park and recreation agency has 9.2 FTEs for every 10,000 residents.** As seen in Figure 12, as population size increases, the ratio

of FTEs per 10,000 residents decreases. For example, jurisdictions of fewer than 20,000 people have 16 FTEs per 10,000 residents, while jurisdictions of 500,000 or more have 4.1 FTEs for every 10,000 residents.

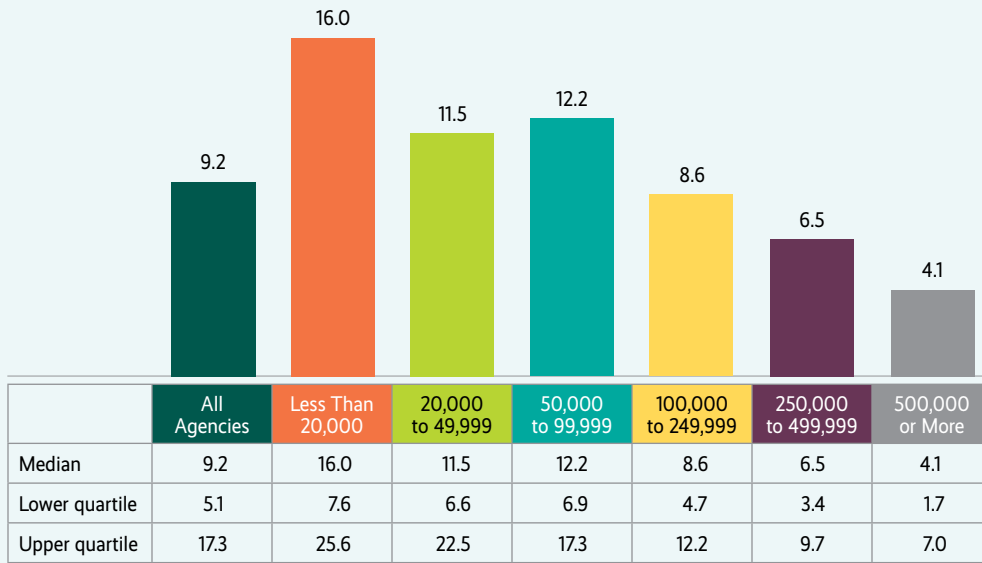
Data-Driven Staffing Decisions



A large city in the southern United States needs to cut 15 percent across the board from staff FTEs in the new municipal budget. The director of parks and recreation needs benchmarking data to determine where staffing cuts may be the least disruptive based on national benchmarks. In the *2026 NRPA Agency Performance Review*, the director examines Figure 11 to find that the agency's 575 total FTEs does, indeed, exceed the typical total number of FTEs for park and recreation agencies that serve similar populations across the nation. Still, the director wants more information about how the FTEs for agency roles compare to other agencies. Using the national rates of FTEs by role in Figure 13, the director learns that the agency's operations/maintenance FTE rates (21%) are much lower than those of the typical U.S. agency (45%) and the agency's programming FTE rate (41%) are higher than the typical U.S. agency (32%). To explore more deeply, the agency director uses the side-by-side custom report in the [Park Metrics](#) tool and learns that other agencies serving similar populations in the state are much closer to national benchmarks. Using this information, the director now has initial evidence to look more closely at cutting programming staffing instead of operations/maintenance staffing as an option for reductions.

FIGURE 12: PARK AND RECREATION AGENCY STAFFING: FULL-TIME EQUIVALENTS PER 10,000 RESIDENTS

(MEDIAN) BY JURISDICTION POPULATION

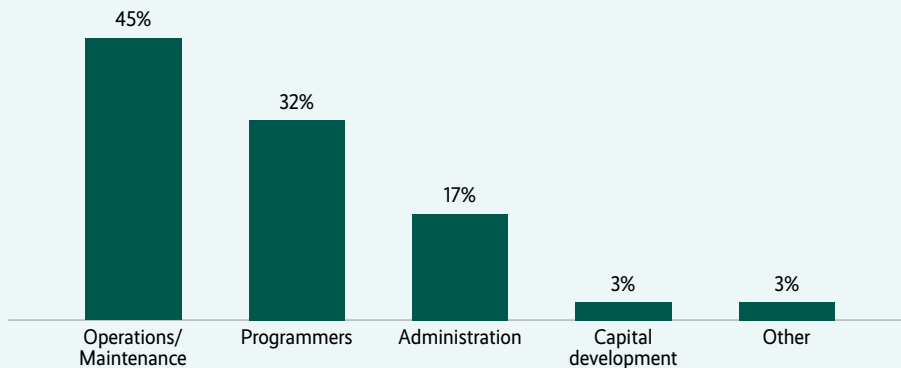


Park and recreation professionals have many titles and play many roles. Directors, maintenance foremen, aquatics specialists and many others make up the passionate and dedicated teams found within local parks and recreation. **Forty-five percent of park and recreation agency personnel are involved in operations/**

maintenance, and 32 percent are devoted to programming. Slightly less than a quarter of staff (23%) account for administrative, capital development or other roles. This division of roles changes little regardless of population, budget, jurisdiction type or region.

FIGURE 13: OPERATIONAL AREAS OF PARK AND RECREATION STAFF

(AVERAGE) PERCENTAGE DISTRIBUTION OF AGENCY FULL-TIME EQUIVALENTS



Budget



A person plants a fruit tree to combat food insecurity at Yerba Buena Gardens Conservancy in San Francisco, California.

PHOTO COURTESY OF SUBHAJEET GHOSE

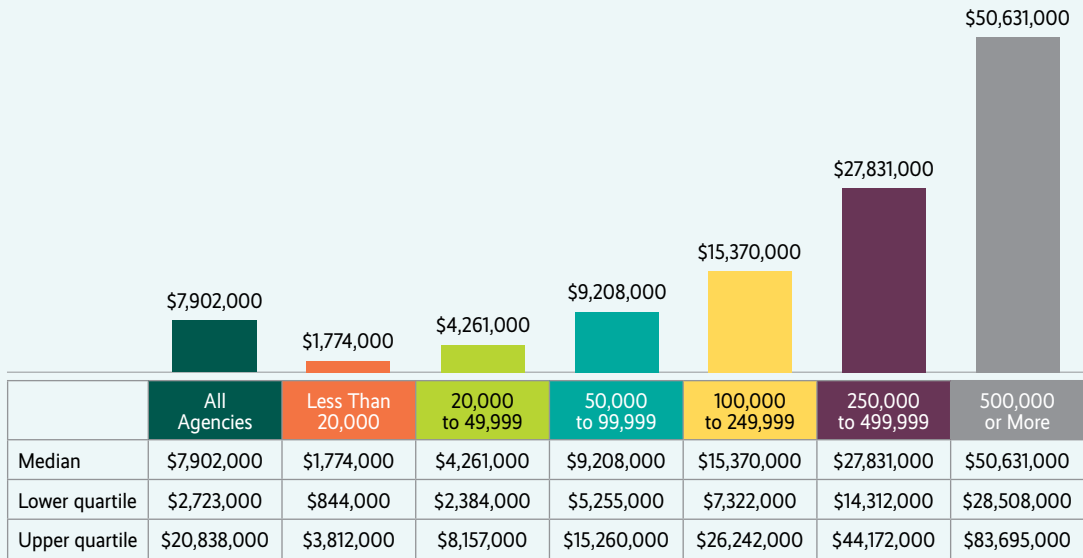
Annual Operating Budget

Determining the fiscal capabilities of a park and recreation agency requires in-depth knowledge of personnel services, contracts, commodities and supplies, and capital. Establishing an annual operating budget that, at a minimum, satisfies the needs of the community and meets the goals of key leaders of the

governing body (i.e., mayor, board of directors) is a vital balancing act.

The typical park and recreation agency has annual operating expenditures of \$7,901,989. Special park districts have the highest amount of median operating expenditures: more than \$12 million.

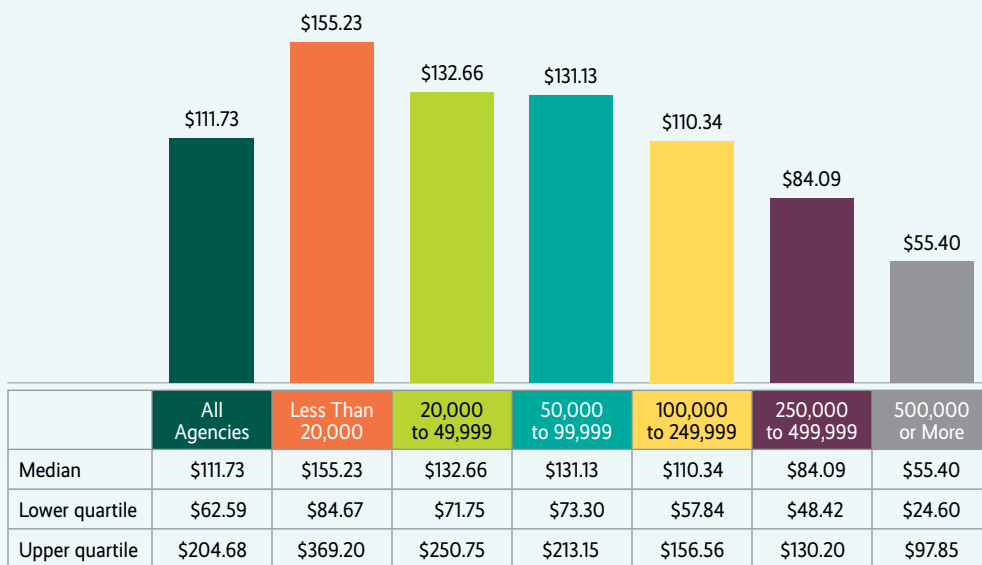
FIGURE 14: ANNUAL OPERATING EXPENDITURES
(ROUNDED MEDIAN) BY JURISDICTION POPULATION



Viewing annual operating budgets in a variety of ways gives a more complete picture of how and where budgeting and spending occur across parks and recreation. While total operating expenditures increase with population, that pattern nearly reverses when examining operating expenditures per capita (per person). **The typical park and recreation agency has operating**

expenditures of \$111.73 per capita. Agencies serving a population of 100,000 or more have lower operating expenditures per capita than those serving less populated jurisdictions. Special park districts report the highest operating expenditures per capita — a median of \$217.89 per capita.

FIGURE 15: OPERATING EXPENDITURES PER CAPITA
(MEDIAN) BY JURISDICTION POPULATION

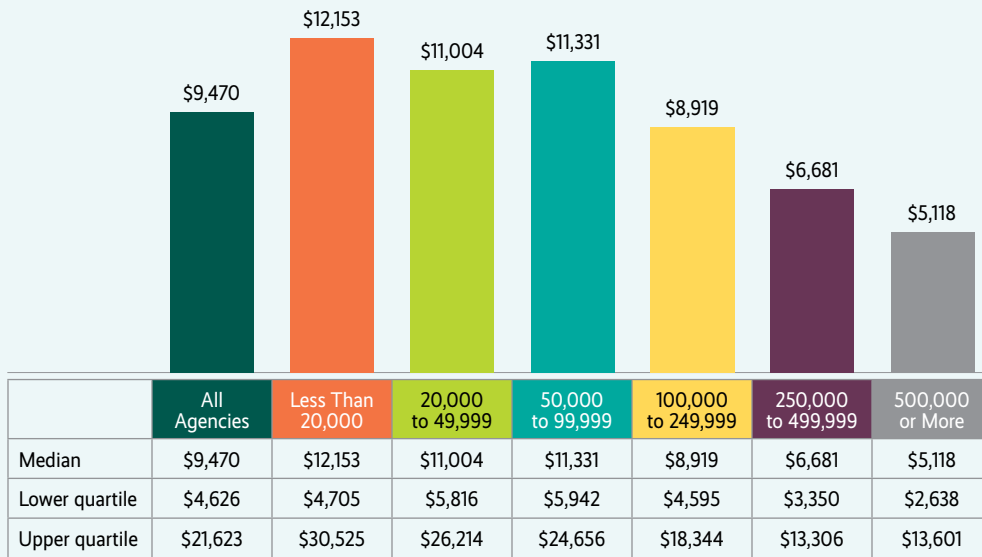


Evaluating operating expenditures by acre of park and non-park sites provides another look into where expenses occur. **The typical park and recreation agency has operating expenditures of \$9,470 per acre of park and non-park sites.**

agency manages or maintains than by only the number of parks managed or maintained. Park and recreation agencies that maintain 250 acres or less have a median operating expenditure per acre of park and non-park sites of \$21,094. Conversely, park and recreation agencies that maintain more than 3,500 acres have a median operating expenditure per acre of park and non-park sites of \$3,692.

Data show that operating expenditures are affected more by the number of park and non-park acres an

FIGURE 16: OPERATING EXPENDITURES PER ACRE OF PARK AND NON-PARK SITES (MEDIAN) BY JURISDICTION POPULATION



Personnel services account for the largest portion of operating expenditures at park and recreation agencies

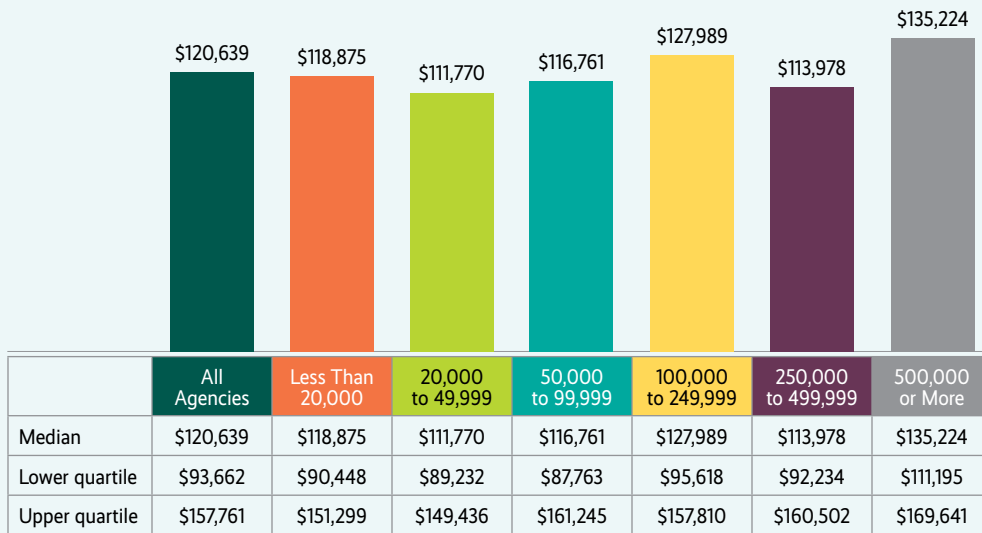
annually. **The typical park and recreation agency has operating expenditures of \$120,639 per FTE.**

A young person participates in a para-equestrian activity as part of the PlayLA Adaptive Youth Sports Program in City of Los Angeles.



PHOTO COURTESY OF MICHAEL HOWARD

FIGURE 17: OPERATING EXPENDITURES PER FULL-TIME EQUIVALENT (MEDIAN) BY JURISDICTION POPULATION



Members of a youth basketball team huddle with their volunteer coach in McCall, Idaho.

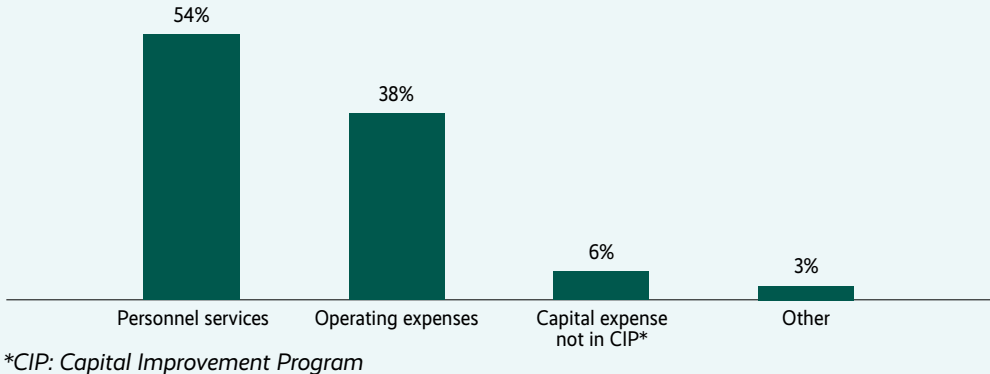


PHOTO COURTESY OF CITY OF MCCALL (IDAHO) PARKS AND RECREATION

Personnel services and operating expenses (e.g., program expenses, utilities, maintenance, transportation) account for 92 percent of park and recreation agencies' total budgeted operating expenditures. **Fifty-four percent of park and recreation operating expenditures**

are earmarked for personnel services, while 38 percent are for operating expenses. A similar split is seen throughout agencies of all population sizes, regions, jurisdiction types and budgets, with the exception of agencies with a budget under \$1 million.

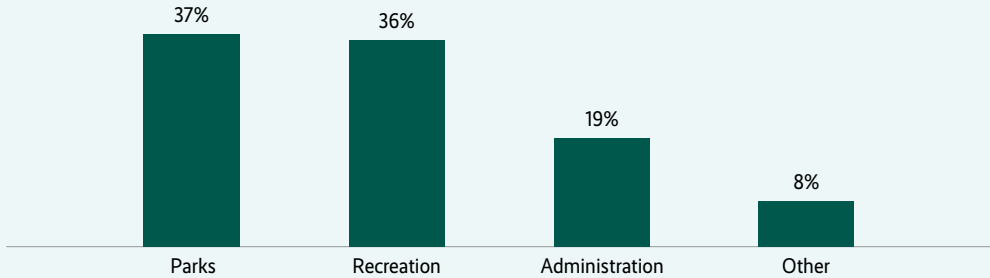
FIGURE 18: DISTRIBUTION OF OPERATING EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES



Dividing operating expenditures by dedicated areas is also an option. Park expenditures and recreation expenditures account for nearly three-quarters of operating expenditures (73%), with the distribution nearly evenly split. **The average percentage distribution of total operating expenditures devoted to parks is 37**

percent, while 36 percent is devoted to recreation. Administration accounts for 19 percent of total operating expenditures. Park and recreation agencies serving a population of 1 million or more devote 55 percent of their total operating expenses to parks and 23 percent to recreation.

FIGURE 19: DEDICATED OPERATING EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES



Agency Funding

PHOTO COURTESY OF BAINBRIDGE ISLAND METRO PARK AND RECREATION DISTRICT

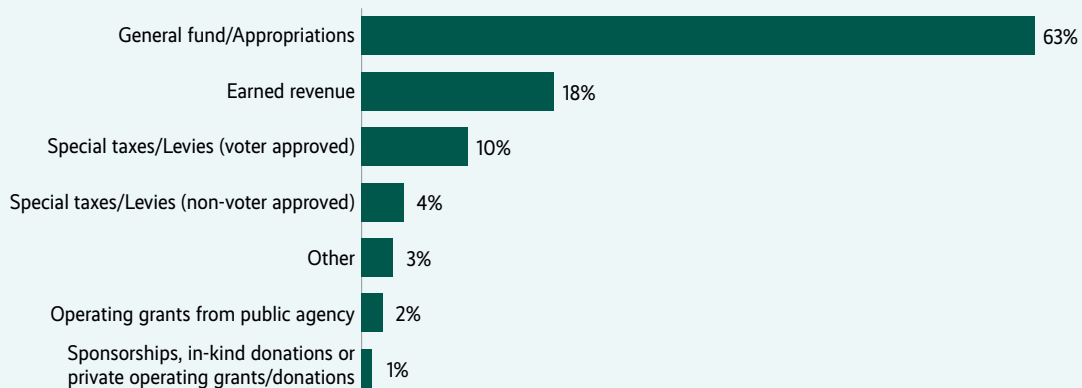


In Washington, the Bainbridge Island Metro Park and Recreation District's Neurodiverse Student Conservation Corps participants dedicate their summer to working with the park district's natural resource team.

Park and recreation agencies gain funding through a variety of sources. **At the average agency, 63 percent of available funds come from general fund tax support/appropriations, and 18 percent come from earned**

revenue. Outliers are found among agencies in various regions and certain jurisdiction types. An estimated 42 percent of agencies in the Great Lakes region source available funds from their general fund, compared to 80 percent of agencies in the South.

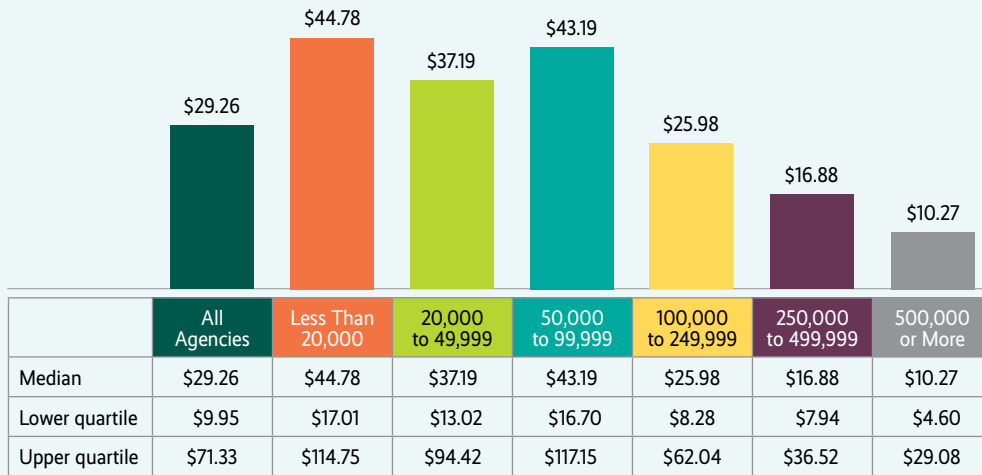
FIGURE 20: SOURCES OF OPERATING EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES



Revenue generation goals differ by agency. **The typical park and recreation agency annually generates \$29.26 of revenue per capita.** Agency locale and jurisdiction population play important roles in per capita revenue generation.

While per capita revenue of agencies in cities (\$29.26) closely aligns to the median, per capita revenue for agencies in counties is \$8.47. Special park districts generate \$80.87 of revenue per capita.

FIGURE 21: PARK AND RECREATION REVENUE PER CAPITA (MEDIAN) BY JURISDICTION POPULATION



Revenue as a percentage of operating expenditures (or cost recovery) can be an effective metric to evaluate pricing structure and guide future budgetary decisions. **The typical park and recreation agency recovers 26**

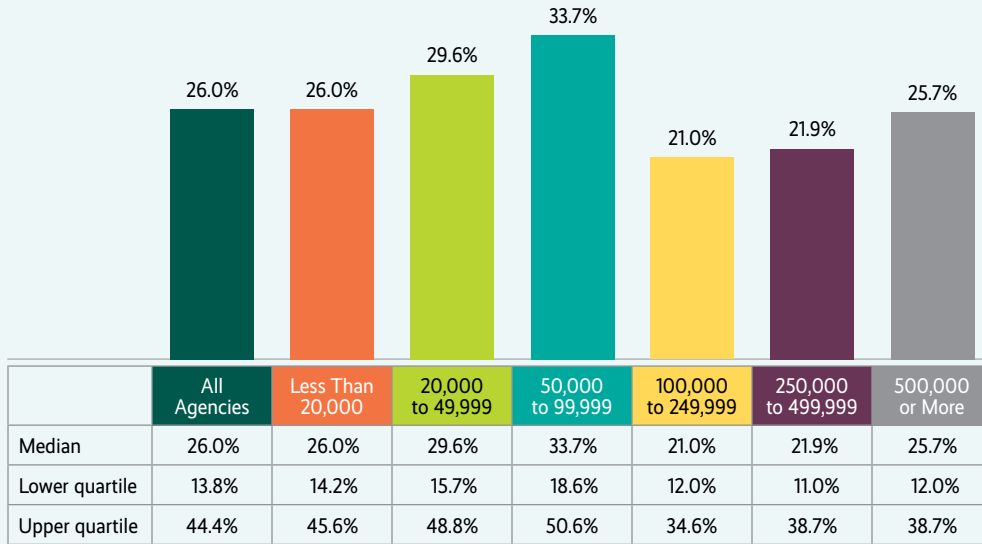
percent of its annual operating expenditures from non-tax revenue. Agencies in the Northeast see the highest cost recovery of all regions at 44 percent.

Benchmarking Performance



A new assistant director at a small park and recreation agency in the southeastern United States serving a population of almost 17,000 residents received a compliment from a peer agency on the agency’s excellent cost-recovery percentage of 47.6 percent. As a new leader in this agency, the assistant director became curious about typical cost-recovery rates for similar agencies. Using Figure 22 in the *2026 NRPA Agency Performance Review*, which shows that typical agencies with fewer than 20,000 residents have a 26 percent cost recovery, the assistant director learned that the agency was performing very well in this area compared to similarly sized agencies nationwide.

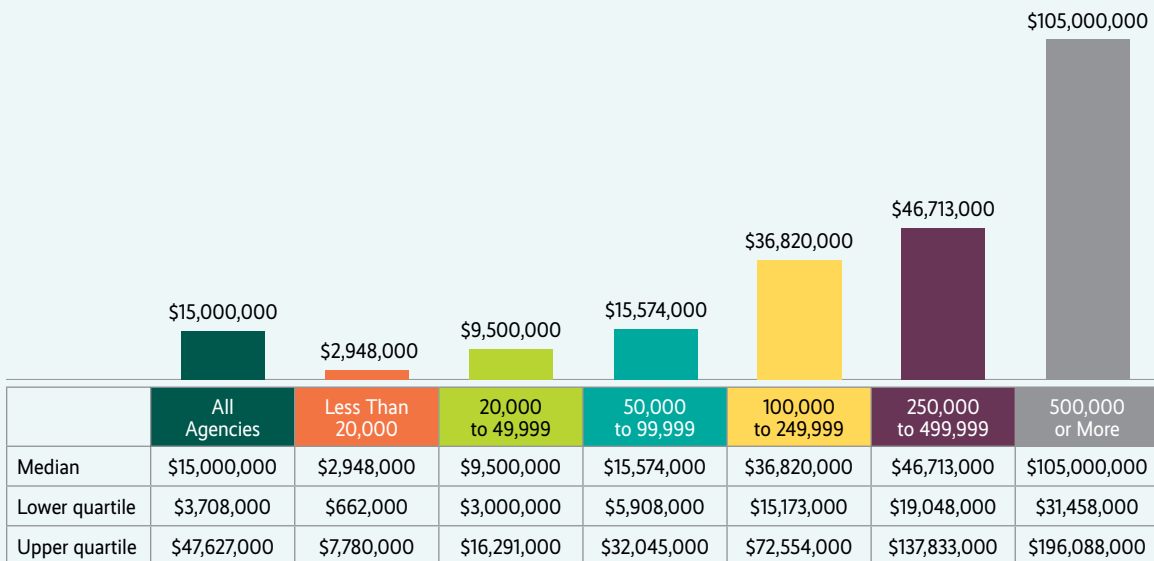
FIGURE 22: REVENUE AS A PERCENTAGE OF OPERATING EXPENDITURES (COST RECOVERY)
 (PERCENTAGE OF OPERATING EXPENDITURES BY JURISDICTION POPULATION)



As park and recreation agencies consider investing in new facilities or improving existing infrastructure, multiyear budgeting helps facilitate long-range planning. **The typical park and recreation agency has a five-year capital spending budget of \$15 million.** This figure is heavily influenced by population size.

Agencies serving a population of fewer than 20,000 people have a five-year capital budget of slightly less than \$3 million, while agencies serving a population of 500,000 or more typically have a five-year capital budget set at \$105 million.

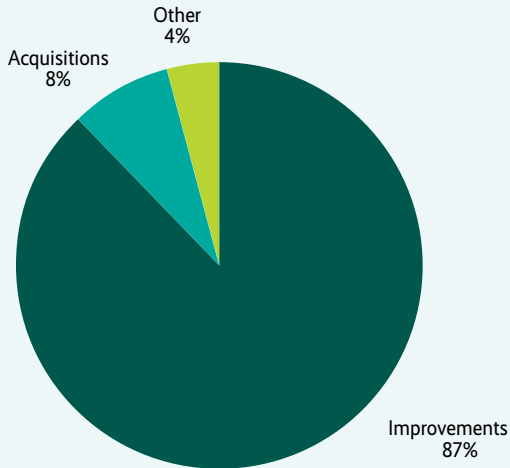
FIGURE 23: FIVE-YEAR CAPITAL BUDGET SPENDING
 (ROUNDED MEDIAN) BY JURISDICTION POPULATION



Park and recreation agencies manage, maintain and operate facilities of all sizes and functions. An agency may run the newest, most state-of-the-art recreation

center while also managing aging centers in need of costly attention. Funding for maintaining a level of service in existing facilities and identifying needs for new facilities, offerings and programming based on the requirements and wants of residents are targets for capital budgets. **The average park and recreation agency designates 87 percent of its capital expenditures to improvements and 8 percent to acquisitions.** Similar splits are found across agencies of all budget sizes, regions, jurisdiction types and populations.

FIGURE 24: TARGETS FOR CAPITAL EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF CAPITAL EXPENDITURES



Percentages may not total 100 due to rounding.

The nearly 90 percent of budgeted capital expenditures assigned to improvements can be broken down further — average percentage designated to renovation versus new development and average percentage designated to parks versus buildings. **Nearly two-thirds of designated improvement dollars (63%) are applied to renovation, while just more than a third (37%) are used for new development.** Further, 70 percent of improvement dollars go to parks, while 30 percent are allocated to buildings.

FIGURE 25: IMPROVEMENT DOLLARS SPLIT BETWEEN RENOVATION AND NEW DEVELOPMENT
(AVERAGE) PERCENTAGE DISTRIBUTION OF IMPROVEMENT DOLLARS

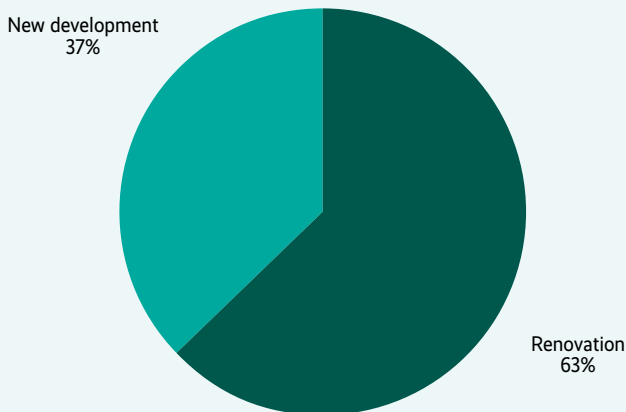
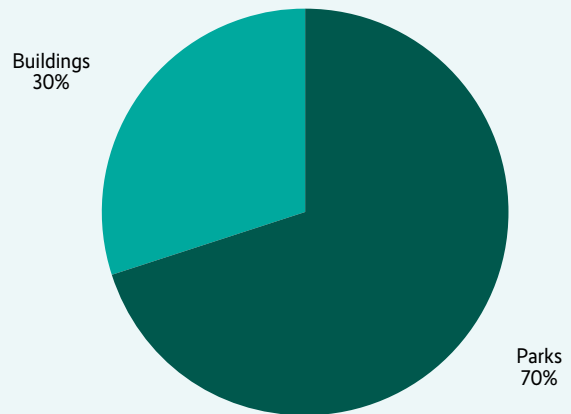


FIGURE 26: IMPROVEMENT DOLLARS SPLIT BETWEEN BUILDINGS AND PARKS
(AVERAGE) PERCENTAGE DISTRIBUTION OF IMPROVEMENT DOLLARS



Whether because of lack of funding, time, resources and/or available staff, park and recreation agencies expect to have some deferred maintenance projects. Deferred maintenance projects vary greatly, and tracking these projects is not a universal practice. **The typical park and recreation agency has an estimated \$1 million of deferred maintenance projects.** While median deferred maintenance values are lower at agencies with smaller populations and higher at

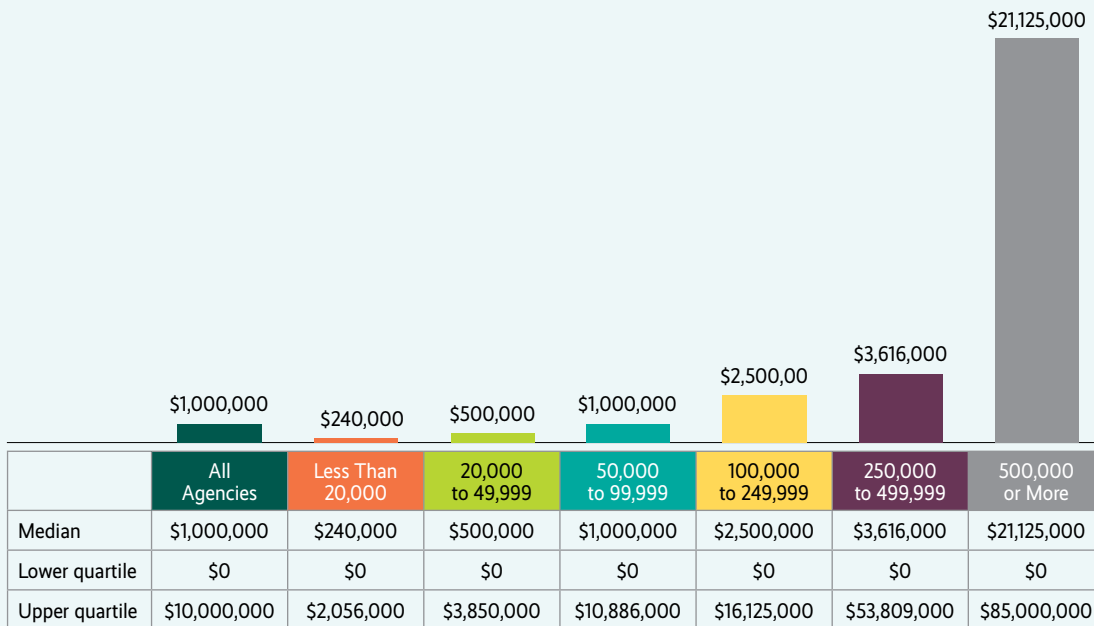
agencies serving larger jurisdictions, the pattern is consistent based on the number of park acres maintained. Park and recreation agencies maintaining 250 acres of parks have an estimated \$120,500 in deferred maintenance, while agencies maintaining 1,000 to 3,500 acres estimate this figure at \$4 million. Agencies maintaining more than 3,500 acres of parks have an estimated deferred maintenance value of more than \$10.5 million.

Considering Deferred Maintenance



The city council for a mid-sized city in the Midwestern United States asked its park and recreation superintendent if the reported \$6.5 million deferred maintenance in 2025 was typical of park and recreation agencies serving a similarly sized population. Using Figure 27 in the *2026 NRPA Agency Performance Review*, the superintendent reviewed the median deferred maintenance reported for agencies serving 50,000 to 99,999 residents to find that the park and recreation agency's deferred maintenance was more than six times the median, sparking conversations about future actions.

FIGURE 27: ESTIMATED VALUE OF DEFERRED MAINTENANCE PROJECTS PER AGENCY
(ROUNDED MEDIAN) BY JURISDICTION POPULATION



Conclusions

Data play a large role in championing parks and recreation. This *2026 NRPA Agency Performance Review* provides a high-level summary of nationwide data from park and recreation agencies that contributed budget, staffing, responsibilities, facilities, activities and policies data to [NRPA Park Metrics](#) during the past three years. It is an essential resource for comparing agency characteristics to nationwide statistics. For example, if a city's councilmembers value comparisons to nationwide data, this report is a ready source of high-level data for discussions and presentations. As the reader, you also can use data in this report to quickly obtain high-level information about "typical" park and recreation agencies to gain a first-line, general perspective.

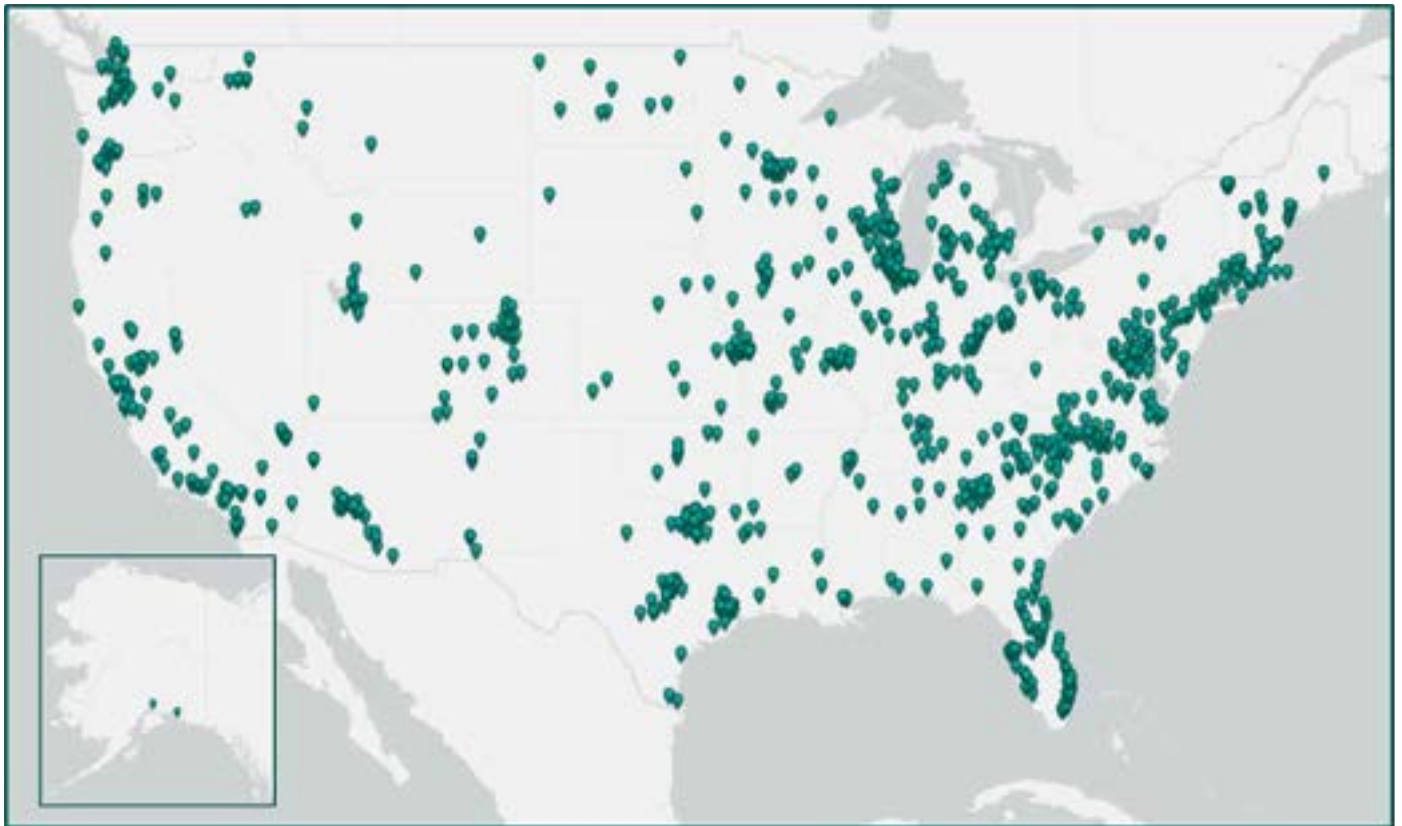
The benchmarks presented in this report serve as a snapshot of what is — not necessarily what should be — at local park and recreation agencies. If you want to explore the data more deeply, for example, comparing your agency's budget or facilities to agencies that are like yours, the [NRPA Park Metrics](#) system provides a variety of filters and custom reports to help you make specific comparisons to help with decision making. For example, pulling data from specific peer agencies for comparison may help you support your case for funding requests, explore operational improvements and better support your community's residents.

Additionally, regularly contributing to the NRPA Park Metrics Agency Performance Survey provides your agency with a one-stop platform to view year-over-year trends, easily identifying areas of success and tracking opportunities for improvement. This survey is also a requirement for all agencies applying for NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA). Generally, the usefulness of Park Metrics data relies upon nationwide agencies' willingness to share their data. More agencies sharing data means more complete benchmarking data for the entire field. We encourage all agencies to include contributing data to Park Metrics as part of their annual journey.

Are you new to NRPA Park Metrics or do you want to learn ways to more effectively use data at your agency? Take the [Park Metrics Skill Summit](#), a free, self-paced virtual learning course that walks learners through how to contribute to and take advantage of this valuable dataset.

Acknowledgements

We would like to give a huge thank you to the thousands of park and recreation professionals who participated in the annual NRPA Park Metrics campaign and completed their Agency Performance Survey. Thank you to Melissa May, Dianne Palladino, Samantha Serrano, Garrett Warfield, Danielle Doll, Lindsay Reeves, Alexandra Klein, Vitisia Paynich, Kim Mabon and Kate Anderson for making this report possible.



A map displays the agencies that contributed data for the 2026 NRPA Agency Performance Review.

About NRPA

The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, vibrant and resilient communities through the power of parks and recreation. With more than 60,000 members, NRPA advances this vision by investing in and championing the work of park and recreation professionals and advocates — the catalysts for positive change in service of equity, climate-readiness, and overall health and well-being.

NRPA brings strength to our message by partnering with like-minded organizations, including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places immense importance on research and data to raise the status of parks and recreation and conducts research with two goals. First, NRPA creates and analyzes data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA develops data and insights that support park and recreation professionals making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public. The NRPA Research and Evaluation team works closely with internal subject matter experts, respected industry consultants and the academic community to develop its reports and data resources. Learn more at nrpa.org/Research.



22377 Belmont Ridge Road, Ashburn, VA 20148
800.626.NRPA (6772) | nrpa.org



City of Homer

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Office of the City Manager

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citymanager@cityofhomer-ak.gov

(p) 907-235-8121 x2222

(f) 907-235-3148

Memorandum

TO: Mayor Lord and Homer City Council
 FROM: Melissa Jacobsen, City Manager
 DATE: May 20, 2026
 SUBJECT: City Manager's Report for May 26, 2026 Council Meeting

Draft Feasibility Study 30-Day Comment Period

The US Army Corps of Engineers (USACE) Draft Feasibility Report (DFR) for the Homer Harbor Expansion (HHE) Study is scheduled to open Friday, May 22nd. According to the information distributed to HHE website subscribers, the DFR summarizes the full body of the work completed during the general investigation study, including the engineering, environmental, and economic analysis of each alternative considered, the factors that led to the selection of the Alternative 2 as the Tentatively Selected Plan, and the proposed projects estimated cost and benefits.

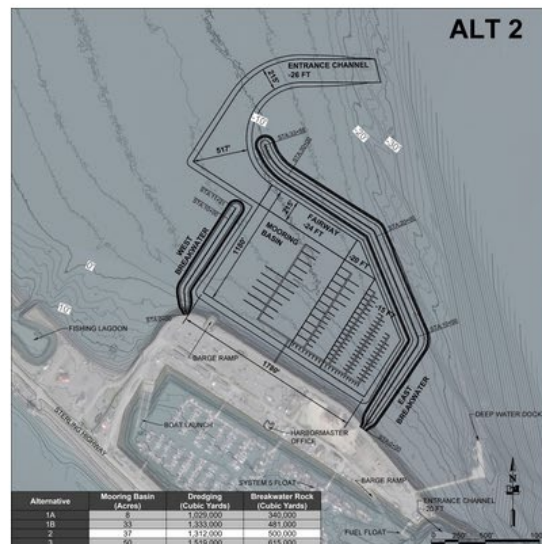
The USACE will publish the report and instructions for how to submit comments to the USACE on the Alaska District website under Reports and Studies and hard copies will be available for review at the Homer Public Library and the Clerks Office at Homer City Hall. The link was not available at the writing of this report, so check the City Website for more information on or after May 22nd.

There will be a Joint Worksession on June 8th at 4:00 p.m. at City Hall Cowles Council Chambers with the City Council and Port and Harbor Advisory Commission. It will be an opportunity to review components of the DFR and for City Leadership to ask questions of City and HDR staff involved in the development. If you'd like to join the HHE email list to receive updates like this, go to <https://homerharborexansion.com/>

Alternative 2 Details

- Mooring Basin: 37 acres
- Dredging: 1,312,000
- Breakwater Rock: 500,000 cy
- Breakwater alignments remain the same after geotechnical study results; breakwater cross-section widened from 15'-20'
- The parking area does not appear in the current diagram because the USACE considers it a Local Service Facility – not required for safe navigation and moorage and therefore outside the federal project scope. The City fully recognizes the importance of adequate parking to harbor users and the community and is committed to addressing this as a key consideration in future design phases.

USACE Design Alternatives



Alaska Remote Sellers Sales Tax Commission (ARSSTC) Changes

The ARSSTC was established in 2019 to coordinate sales tax collection for remote sales into Alaska, and the City of Homer is a member. The ARSSTC recently approved amendments to its Intergovernmental Agreement (IGA) and Uniform Code (UC). The primary IGA change authorizes the Commission to collect from marketplace facilitators if a member jurisdiction opts in. The UC amendments add definitions related to accommodations and room charges.

Currently, the Kenai Peninsula Borough (KPB) collects remote sellers' sales tax on behalf of the City for businesses with a physical presence in the borough, including short-term rentals and retailers such as Walmart and Home Depot. The Assembly introduced Ordinance 2026-24 at its May 19 meeting to opt out of the ARSSTC changes. This would allow KPB to continue collecting these taxes and enforcing sales tax obligations for entities with a borough presence.

As a member, the City must decide whether to opt in or out and I will bring forward an ordinance at the next meeting. A key consideration is fiscal impact: opting in would increase service fees. The fees are Because KPB currently collects taxes from businesses with a physical presence, the City does not pay service fees on those sales from short-term rentals and major retailers. If the City opts in, it will become responsible for the additional fees. Fees to participate in the program include GovOS (filing platform) base rate of 12% or lower based on annual tax revenue tier, ATR (Tax Technology and Research) fixed at 1.4% and ASSRTC Commission fee fixed at 2.25%.

2026 Cruise Ship Schedule

The Chamber of Commerce has provided a copy of the 2026 Cruise Ship schedule for Homer, and a copy is attached to my report. The first one arrived on May 19, the Viking Venus carrying 930 passengers, and despite the cool start to the day it was lovely to see our guests walking in town and enjoying all that Homer has to offer.

Short Term Rental Update

The EDC has commenced work at the Council's direction regarding short-term rentals. A work plan has been developed for the coming months so the Commission can complete their recommendations to the Council by late October. A city website dedicated to the EDC's work will be launched soon and will include meeting dates so that interested members of the public may stay informed. Short term rental regulation and housing were hot topics at the EDC's May meeting

Attachments:

- City of Homer Employee Anniversaries
- Homer Harbor Expansion Draft Feasibility Report Information Flyer
- Kenai Peninsula Borough Backup Memo to KPB Ordinance 2026-24
- 2026 Chamber of Commerce Cruise Ship Schedule
- Letter from the Division of Elections regarding Polling Place Changes for Homer-Area Precincts



City of Homer

www.cityofhomer-ak.gov

Office of the City Manager

491 East Pioneer Avenue
Homer, Alaska 99603

citymanager@cityofhomer-ak.gov

(p) 907-235-8121 x2222

(f) 907-235-3148

Memorandum

TO: MAYOR LORD AND CITY COUNCIL
FROM: Andrea Browning
DATE: May 26, 2026
SUBJECT: May Employee Anniversaries

I would like to take the time to thank the following employees for the dedication, commitment and service they have provided the City and taxpayers of Homer over the years.

Sean McGrorty	Port	10	Years
Ralph Skorski	Public Works	8	Years
Taylor Crowder	Police	5	Years
Sean Love	Public Works	5	Years
Galina Orlova	Fire	2	Years



Coming Soon!

Draft Feasibility Report and 30-day Public Comment Period

May 22

More info

From May 22 to June 20, review the report and comment. Are there operational, environmental, design or community factors the Corps should consider that aren't reflected in the report?



The report summarizes the economic, engineering and environmental analyses and why Alternative 2 was recommended to reduce overcrowding and improve safety in Homer Port & Harbor.

www.homerharborexpan.com

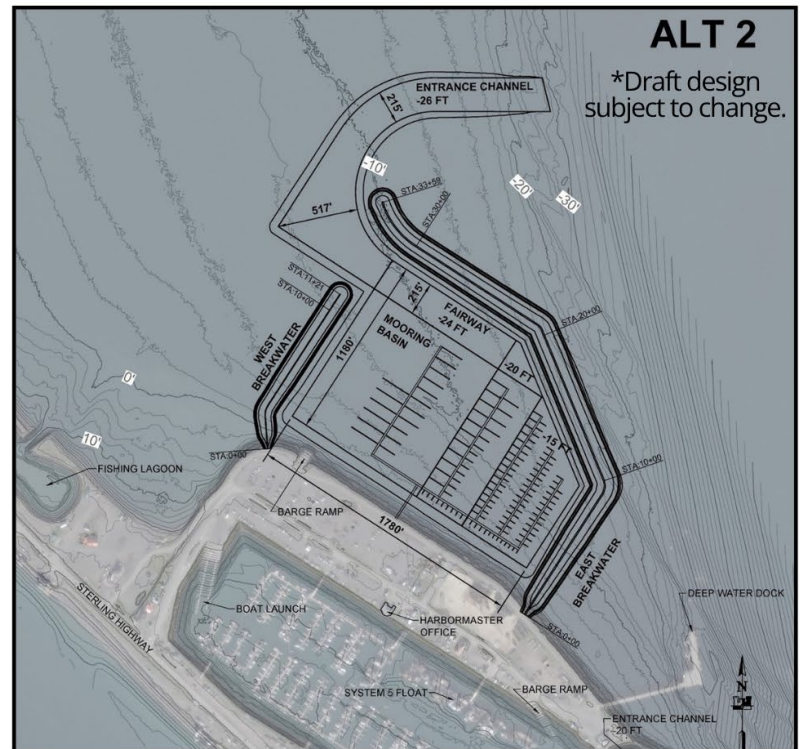
The US Army Corps of Engineers is wrapping up a feasibility study of options to alleviate navigational safety risks, overcrowding, and operational inefficiencies in Homer Port & Harbor.

They recommend Alternative 2, a new 37-acre basin adjacent to the existing harbor to accommodate:

- all large vessels on the overcrowded System 5 transient float,
- vessels relying on the Deep Water Dock for moorage, and
- all vessels on the Harbor's current waitlist.

Note: A parking area does not appear in Alt 2 because it is not required for safe navigation and moorage and therefore outside the federal design scope, but it will be addressed by the City in a future design phase.

On May 22, the Corps will publish the draft report and instructions on how to comment on the USACE Alaska District website under Reports and Studies: <https://www.poa.usace.army.mil/Library/Reports-and-Studies/>. Hard copies will be available at Homer Public Library and the Homer City Clerk's office at City Hall.



The Draft Feasibility Report is not a construction commitment — it is a study that recommends Alternative 2 as the path forward. Community members, harbor users, and stakeholders are encouraged to review the report and comment by June 20. The report is long, but the executive summary gives an overview, while the appendices provide backup data.

Kenai Peninsula Borough

Finance Department

MEMORANDUM

TO: Ryan Tunseth, Assembly President
Members, KPB Assembly

THRU: Peter A. Micciche, Borough Mayor *PMM*

FROM: Brandi Harbaugh, Finance Director *BH*

DATE: May 7, 2026

RE: Ordinance 2026-24, Amending KPB Chapter 5.19, Uniform Remote Seller Sales Tax Code, in Accordance with Amendments Adopted by the Alaska Remote Seller Sales Tax Commission (Mayor)

At its March 31, 2026, Alaska Remote Seller Sales Tax Commission (ARSSTC) members meeting, the membership, by majority vote, approved amendments to the Uniform Remote Seller Sales Tax Code (Uniform Code). The approved changes are intended to allow a municipality, if it so elects, to require certain marketplace facilitators that facilitate services and rentals within a municipality, to report and remit directly to the ARSSTC. This would require certain marketplace facilitators who service local businesses for qualifying services to file with the ARSSTC instead of locally with the Kenai Peninsula Borough.

Member jurisdictions requested the option to decide whether to opt-in to the revisions. It is in the best interest of the Kenai Peninsula Borough to retain current code changes related to businesses, including marketplace facilitators, that have a physical presence in the KPB and not elect to change current practices to require such business file with ARSSTC. Implementing a split reporting situation will impose complex and duplicative filing requirements on local businesses and require additional reconciliations between filings. The fees associated with the ARSSTC range between 15.65% at the beginning of each calendar year and 7.65% depending on where the tiered fee arrangement is at the time of the transaction. Therefore, opting-in would also reduce sales tax revenues available for funding education.

Your consideration is appreciated.

Homer, AK

2026 Cruise Ship Schedule



May

Tuesday
May 19, 2026
Viking
Venus
(930 guests)
08:00-18:00

Tuesday
May 26, 2026
Ritz Carlton
Luminera
(452 guests)
08:00-20:00

June

Sunday
June 7, 2026
Viking Orion
(930 guests)
08:00-18:00

Monday
June 22, 2026
Crystal
Symphony
(606 guests)
08:00-17:00

July

Tuesday
July 7, 2026
Hanseatic
Inspiration
(230 guests)
06:00-22:00

Saturday
July 11, 2026
Hanseatic
Inspiration
(230 guests)
06:00-22:00

August

Tuesday
Aug. 4, 2026
Hanseatic
Inspiration
(230 guests)
06:00-22:00

**Saturday -
Monday**
Aug. 8-10,
2026
World of
Residencea
(200 guests)
Saturday
09:00
Monday
22:00
Saturday
Aug. 22, 2026
Viking
Orion
(930 guests)
09:00-19:00

Sept

Friday
Sept. 4, 2026
Silversea
Silver Moon
(596 guests)
08:00-18:00

Saturday
Sept. 12, 2026
Viking
Venus
(930 guests)
08:00-18:00

Wednesday
Sept. 23, 2026
Holland
America
Zaandam
(1432 guests)
08:00-17:00

Oct

Thursday
Oct. 1, 2026
Viking
Orion
(930 guests)
08:00-18:00

For more information on the Cruise Ship Schedule please contact the Homer Chamber of Commerce & Visitor Center at 907-235-7740. Or visit us at 201 Sterling Highway, Homer AK 99603



Director's Office
PO Box 110017
Juneau, Alaska 99811-0017
907-465-4611 907-465-3203 FAX
elections@gov.state.ak.us



Region I Office
9109 Mendenhall Mall Rd, Ste 3
Juneau, AK 99801-7136
907-465-3021; 907-465-2289 FAX
electionsrl@alaska.gov

STATE OF ALASKA
Division of Elections
Office of the Lieutenant Governor

May 7, 2026

Amy Woodruff
City Clerk
491 E Pioneer Ave
Homer AK 99603-7624

Dear Amy:

As required by Alaska Statute 15.10.090, this letter serves notice that the Division of Elections has changed the Election Day polling place location for the following precinct:

Precinct	Old Location	New Location
06-210 Diamond Ridge	Homer Chamber of Commerce 201 Sterling Hwy Homer, AK 99603	Kachemak Bay Campus 500 E Pioneer Ave Homer, AK 99603
06-230 Homer No. 1	Homer City Council Chambers 491 E Pioneer Ave Homer, AK 99603	Kachemak Bay Campus 500 E Pioneer Ave Homer, AK 99603

The above changes will be in effect for the November 3rd, 2026 Kenai Peninsula Borough election and all future state and federal elections.

If you have questions or concerns about the above changes, please feel free to contact me.

Sincerely,
Region I Elections Staff



City of Homer

www.cityofhomer-ak.gov

Office of the City Manager

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Homer, Alaska 99603

citymanager@cityofhomer-ak.gov

(p) 907-235-8121 x2222

(f) 907-235-3148

Memorandum

TO: Mayor Lord and Homer City Council
FROM: Melissa Jacobsen, City Manager
DATE: June 3, 2026
SUBJECT: City Manager's Report for June 8, 2026 Council Meeting

Homer Terminal Update

Regarding the airport, we've issued an RFP for professional engineering services for airport water damage repair. The structural report has identified the cargo area, baggage claim, and bathrooms as the areas as the primary focus of repairs. There will be some work necessary in the waiting area and counter area as well. Dan and I are keeping the conversation about ADA accessibility active in the project and design. This work provides the opportunity to get the bathrooms in compliance and check it off in the Transition Plan.

Why Aren't we Improving the HERC?

At the May 26th worksession Council discussed some next steps for a Multi-Use Recreation Center and a question was raised as to why we aren't using the existing HERC building. A quick jaunt down memory lane turned up [Resolution 14-084](#) that acknowledges the potential expenses to bring the entire HERC facility up to city code exceeds the potential useful life of the facility and the results of PARC Needs Assessment supported that notion. Also the [HERC Feasibility Study](#) that was developed by the Council appointed HERC Task Force that was included with the May 26th materials recommends that *the 60-year-old HERC 1 building without substantial repairs may not have safe, ongoing or efficient use beyond 5 years. If a long term solution is not implemented over a five-year period, options for HERC 1 could range from planning a new facility, demolishing HERC 1 and 2 (or taking advantage of any major changes that are not foreseeable right now), while reserving the property as a park until a long term plan for the property is developed for the site.* It seems the Council and many in the community have recognized the limitations and challenges of attempting to renovate the big HERC.

Sterling Hwy MP 157-169 Rehabilitation - Phasing Update

In an email from the Central Region office of Alaska Department of Transportation and Public Facilities (DOT), the City has been advised that DOT leadership has given direction to combine the two phased projects back into a single project and DOT is working to get the project advertised this year. This is good news that the road improvements from Anchor Point all the way to Baycrest Hill will be completed more quickly,. Unfortunately, it means the discussion of an underpass and trail at Diamond Creek will need to be deferred to another project. I was advised that the best way to move that forward is to work with DOT's Planning section to develop a new project.

Summer Road Maintenance

After winter thaw, Homer's gravel roads are drying out, creating dusty conditions. Before applying dust control, Public Works must wait for roads to fully thaw and dry enough to support heavy equipment, then grade them to restore proper surface and drainage. Once ready, Calcium Chloride is applied to reduce dust and strengthen the road and applying it too early can cause costly damage. Because the product needs some moisture to be effective, crews may add water until rain helps. Treating about 30 miles of roads takes 2-3 weeks, and not all roads are ready at the same time due to varying conditions.

A summary of routine summer maintenance includes:

- Sweeping all paved City roads
- Cleaning storm drains using a vac truck and tool cat working from the roadside.
- Cutting brush in the Right of Ways as needed throughout City limits for visibility, equipment passage and ditch maintenance.
- Re-grading all the roads as they thaw and dry out enough to support the weight of the grader.

After the roads are graded and reshaped from winter break up:

- Apply dust control to all gravel roads
- Ditch areas with poor drainage
- Replace culverts damaged over the winter

Please stay clear of equipment when possible and drive with care when passing work crews. We appreciate the community's patience as we conduct this important maintenance. Your road safety awareness and keeping the right of ways clear allows our local Public Works crew to do their work safely and efficiently.

City of Homer Surplus Sale

Don't miss out! The City is having a Surplus Sale and the closing date is June 11th. All items will be sold online at Public Surplus and may be viewed at www.publicsurplus.com. After going to publicsurplus.com, select the Alaska Region and select City of Homer as the agency and you will see our surplus equipment, which includes items such as office-related equipment, printers, and other miscellaneous items. All items are sold in "as is, where is" condition, no warranties expressed or implied. Inspection of items may be arranged by contacting the respective department at the phone numbers shown on item listing during regular office hours through Thursday, June 11th, 2026.

Attachment:

- June Employee Anniversaries
- SBDC 2026 Jan-Mar Report

ECONOMIC DEVELOPMENT ADVISORY COMMISSION 2026 Calendar

	AGENDA DEADLINE	MEETING	CITY COUNCIL MEETING FOR REPORT*	ANNUAL TOPICS/EVENTS
JANUARY	Wednesday 1/7 5:00 p.m.	Tuesday 1/13 6:00 p.m.	Monday 1/26 6:00 p.m.	<ul style="list-style-type: none"> • City Mid-Biennium Budget Review/Develop Requests • Land Allocation Plan Review • KPEDD Industry Outlook Forum
FEBRUARY	Wednesday 2/4 5:00 p.m.	Tuesday 2/10 6:00 p.m.	Monday 2/23 6:00 p.m.	<ul style="list-style-type: none"> • KPC Job Fair
MARCH	Wednesday 3/4 5:00 p.m.	Tuesday 3/10 6:00 p.m.	Monday 3/23 6:00 p.m.	<ul style="list-style-type: none"> • Clerk Reappointment Notices Sent Out • Update from Public Works Director • KPEDD CEDS Review
APRIL	Wednesday 4/8 5:00 p.m.	Tuesday 4/14 6:00 p.m.	Monday 4/27 6:00 p.m.	<ul style="list-style-type: none"> • Terms Begin April 1st • Advisory Body Training Worksession
MAY	Wednesday 5/6 5:00 p.m.	Tuesday 5/12 6:00 p.m.	Tuesday 5/26 6:00 p.m.	<ul style="list-style-type: none"> • Annual Review of Commission's Bylaws • Election of EDC Officers
JUNE	Wednesday 6/3 5:00 p.m.	Tuesday 6/9 6:00 p.m.	Monday 6/22 6:00 p.m.	<ul style="list-style-type: none"> • Comprehensive Plan Review
JULY	No Regular Meeting			
AUGUST	Wednesday 8/5 5:00 p.m.	Tuesday 8/11 6:00 p.m.	Monday 8/24 6:00 p.m.	<ul style="list-style-type: none"> • Capital Improvement Plan Review • Update from Public Works Director
SEPTEMBER	Wednesday 9/2 5:00 p.m.	Tuesday 9/08 6:00 p.m.	Monday 9/21 6:00 p.m.	<ul style="list-style-type: none"> • Workforce Development Speaker
OCTOBER	Wednesday 10/7 5:00 p.m.	Tuesday 10/13 6:00 p.m.	Monday 10/26 6:00 p.m.	<ul style="list-style-type: none"> • Annual Review of EDC's Strategic Plan/Goals & BR&E
NOVEMBER	Wednesday 11/4 5:00 p.m.	Tuesday 11/10 6:00 p.m.	Monday 11/23 6:00 p.m.	<ul style="list-style-type: none"> • Chamber's Annual Presentation to EDC • Approve Meeting Schedule for Upcoming Year
DECEMBER	No Regular Meeting			

*The Commission's opportunity to give their report to City Council is scheduled for the Council's regular meeting following the Commission's regular meeting, under Agenda Item 8 – Announcements/ Presentations/ Borough Report/Commission Reports. If you are unable to attend your assigned meeting to give a report in person, you can submit a written report to the Clerk's office for inclusion in the Council packet.