



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

City of Homer Agenda

**Economic Development Advisory Commission Regular Meeting
Tuesday, January 14, 2020 at 6:00 PM
City Hall Cowles Council Chambers**

CALL TO ORDER, PLEDGE OF ALLEGIANCE, 6:00 P.M.

AGENDA APPROVAL

PUBLIC COMMENTS UPON MATTERS ALREADY ON THE AGENDA (3 Minute Time Limit)

RECONSIDERATION

APPROVAL OF MINUTES

A. EDC Regular Meeting Minutes for November 12, 2019

Page 3

VISITORS/PRESENTATIONS (10 Minute Time Limit)

STAFF & COUNCIL REPORT/COMMITTEE REPORTS

- A. Special Projects & Communications Coordinator Staff Report
- B. Chamber Director Report
- C. Homer Marine Trades Association Report
- D. Pioneer Avenue Task Force Report

PUBLIC HEARING

PENDING BUSINESS

- A. Ordinance 19-47(S) & the Restructuring of Economic Development City Code
 - i. Memo to City Council Re: Recommendations from EDC for Ordinance 19-47 to Repeal HCC 2.76 Economic Development Advisory Commission
 - ii. Ordinance 19-47(S)

Page 13

Page 15

Page 17

NEW BUSINESS

- A. EDC Economic Development Priorities for City Council Recommendation
 - i. Comprehensive Plan: Chapter 7 – Economic Vitality

Page 21

Page 23

INFORMATIONAL MATERIALS

- | | | |
|--------------------|--|-----------------|
| A. | Ordinance 19-54(S-2)(A-2), Developing a Wayfinding-Streetscape Plan | Page 35 |
| B. | Memo 19-161, Additional Info on WF-SS Plan Scope & Proposed Task Force | Page 39 |
| C. | City Manager's Report for November 25, 2019 | Page 43 |
| D. | City Manager's Report for December 9, 2019 | Page 85 |
| E. | EDC 2020 Meeting Calendar | Page 99 |
| F. | Commissioner Attendance at 2020 City Council Meetings | Page 101 |

COMMENTS OF THE AUDIENCE (3 Minute Time Limit)

COMMENTS OF THE CITY STAFF

COMMENTS OF THE CITY COUNCILMEMBER (If Present)

COMMENTS OF THE CHAIR

COMMENTS OF THE COMMISSION

ADJOURNMENT

Next Regular Meeting is **TUESDAY, FEBRUARY 11, 2020 at 6:00 p.m.** All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

Session 19-10 a Regular Meeting of the Economic Development Advisory Commission was called to order by Chair Karin Marks at 6:00 p.m. on November 12, 2019 at the Cowles Council Chambers, City Hall located at 491 E. Pioneer Avenue, Homer, Alaska, and opened with the Pledge of Allegiance.

PRESENT: COMMISSIONERS MARKS, BROWN, AREVALO, RICHARDSON, MINK, AND STUDENT REPRESENTATIVE BROWN

ABSENT: COMMISSIONER JOHNSON

STAFF: SPECIAL PROJECTS & COMMUNICATIONS COORDINATOR CARROLL
DEPUTY CITY CLERK TUSSEY

AGENDA APPROVAL

Chair Marks called for a motion to approve the agenda.

AREVALO/BROWN MOVED TO APPROVE THE AGENDA.

There was no discussion.

VOTE: NON OBJECTION: UNANIMOUS CONSENT.

Motion carried.

PUBLIC COMMENTS UPON MATTERS ALREADY ON THE AGENDA

RECONSIDERATION

APPROVAL OF MINUTES

A. EDC Regular Meeting Minutes for October 8, 2019

Chair Marks asked for a motion to approve the minutes.

BROWN/AREVALO MOVED TO APPROVE THE MINUTES AS AMENDED.

Commissioner Brown requested to strike her comments under Comments of the Commission as they were more personal and not germane to the discussion.

Commissioner Arevalo requested to revise the third bullet point under Staff and Council Reports, Item A, to read "...Commissioner Richardson to keep you informed on when sign code would be on their agenda".

Ms. Arevalo also requested to amend Staff and Council Reports, Item D, to clarify who is doing and completing the work to Pioneer Avenue.

VOTE: NON OBJECTION: UNANIMOUS CONSENT.

Motion carried.

VISITORS/PRESENTATIONS

STAFF & COUNCIL REPORT/COMMITTEE REPORTS

- A. Special Projects & Communications Coordinator Staff Report
- i. Planning Staff Report 19-87 Sign Code
 - ii. Planning Staff Report 19-88 Permitting

Special Projects and Communications Coordinator Carroll noted in her staff report the following items:

- Updating commission on the Grow Economy presentation; the group withdrew their proposal to City Council so the ordinance failed.
- Planning Commission updates; referenced the PC minutes on Sign Code and the new permitting process.

Ms. Carroll deferred to Commissioner Richardson who had attended the PC worksession on Sign Code. He briefed the commission on Planning Staff's work to propose some very straightforward changes and options for the PC to go over, and which of those changes were given to them by the EDC. Chair Marks noted City Planner Abboud's comments in the PC minutes regarding parking lot entrance and exit signs and how it was similar to wayfinding.

- B. Chamber Director Report

Amy Woodruff, Chamber of Commerce Marketing Director, introduced herself to the commission and reported on recent events that the Chamber of Commerce will be hosting/sponsoring:

- Small Business Saturday, event after Thanksgiving that focuses on shopping locally
- Information to local businesses on the transition away from plastic bags
- Holiday Tree Lighting Event
- Updates to the Visitor's Guide for 2020
- Renewing memberships
- Welcome Bags Project for people who just moved to town and are looking for information

Chair Marks commended the Chamber for their support on the Wayfinding-Streetscape Plan ordinance that will be going before City Council.

- C. Homer Marine Trades Association Report

Chair Marks noted the HMTA meeting minutes in the packet.

- D. Pioneer Avenue Task Force Report

PUBLIC HEARINGS

PENDING BUSINESS

- A. Wayfinding-Streetscape Plan Ordinance
 - i. Draft Ordinance 19-XX Developing Wayfinding-Streetscape Plan
 - ii. Planning Commission October 6, 2019 Meeting Minutes Excerpt
 - iii. PARCAC October 17, 2019 Meeting Minutes Excerpt

Chair Marks asked for a motion regarding the Wayfinding-Streetscape Plan Ordinance to begin discussion.

BROWN/MINK MOVED TO SUPPORT THE INITIATIVE TO CREATE A WAYFINDING-STREETScape PLAN AND FORWARD TO CITY COUNCIL.

Chair Marks mentioned a correction that needed to be made to the draft ordinance, Line 39-40, to include the Non-Motorized Trail Plan. Special Projects and Communications Coordinator Carroll confirmed the verbiage to be used to update the clause and said she would make sure the revised draft will be the one that goes before Council. Ms. Carroll also noted some of the changes she made after the commission's worksession, such as grammatical. Commissioner Arevalo stated her revision suggestions at that meeting were with the Clerk. In response to a question from Ms. Arevalo, Ms. Carroll clarified that adding the Non-Motorized Trail Plan to a draft already approved by other commissions (such as Planning Commission) does not change the substance so it is allowed without having to go back to all the other commissions.

VOTE: YES: AREVALO, MINK, MARKS, BROWN, RICHARDSON

Motion carried.

Chair Marks reminded the commissioners that this ordinance will be before City Council at their November meeting, and requested as many commissioners attend to voice their support.

- B. Ordinance to Repeal HCC 2.76 to Inactivate the EDC
 - i. Draft Ordinance to Repeal HCC 2.76

Chair Marks opened the floor for discussion regarding the ordinance to repeal HCC 2.76 to inactivate the EDC and noted the recommendations made by staff on the types of motions the commission could make.

MARKS/AREVALO MOVED TO RECOMMEND TO CITY COUNCIL THAT THE THREE FOLLOWING GOALS BE CONSIDERED WHEN RESTRUCTURING THE CITY'S ECONOMIC DEVELOPMENT STRATEGY.

Special Projects and Communications Coordinator Carroll spoke to her memo, describing how she came to her recommendations. Per the EDC's meeting minutes, she discerned that the commission wanted to give a statement to Council in agreement that things could be better, that they are open to

change, and to voice primary goals such as the EDC's mission statement and utilizing Staff/Commissioners' time most effectively. She condensed the commission's numerous discussions on the matter into three goals that the EDC can recommend to City Council for consideration when restructuring the City's economic development cycle:

- Create an effective annual cycle for review and action on economic issues
- Make sure the City of Homer is represented in the CEDS, which is now developed by the KPEDD
- To use people's time and resources effectively so we can move forward

Ms. Carroll noted that the four restructuring ideas she has provided to the commission were based on several brainstorming meetings with Councilmembers Lord, Erickson, and Smith, the City Manager, and Chair Marks. She emphasized that these ideas were all written keeping in mind the wishes the EDC has voiced throughout their meetings.

Chair Marks shared her thoughts and how these suggestions give feedback to Councilmember Lord, who is writing an ordinance to repeal the EDC, and City Council. She noted that this is the commission's opportunity to put forward suggestions not just on goals, but also on how the EDC will be restructured.

Commissioner Brown voiced her confusion on the whole process and inquired as to why the goals wouldn't be the EDC's bylaws. She read to the commission the "Purpose" section of the bylaws and voiced her feelings that it seems they are throwing away their main purpose and making something new. She opined why they can't just go back to what the EDC's purpose is and change that.

Ms. Carroll repeated that the goals being recommended are not for the EDC, they are for Councilmember Lord who is proposing an ordinance to disband the EDC. She reminded the commission that at their last meeting they agreed to craft a statement to Council accepting the change from a standing commission. She posed the question: if the structure is flawed and they agreed to a change, then how does that change look like to the commission? Ms. Carroll reiterated the three goals provided, the purpose and reasoning behind them, and that this is the commission's opportunity, as an advisory body, to recommend to City Council their combined thoughts/opinions on how the City should handle economic development. She clarified that she is not proposing bylaw changes for this body.

Commissioner Mink opined that the commission should be discussing the structure options first before the recommendation goals and making any type of recommendation to Council.

Chair Marks spoke to her motion and it possibly being too specific at this time before the commission had a better opportunity to have a more general discussion about the topic as a whole.

VOTE: NO: AREVALO, MINK, MARKS, BROWN, RICHARDSON

Motion failed.

Chair Marks repeated Ms. Carroll's reasoning behind the four restructuring ideas and reiterated that they are not talking about if there should be a change, but that there will be a change; they're just discussing what that change may look like.

Commissioner Mink questioned City Council's buy-in with the EDC, if any. Chair Marks shared the discussion that happened at the last meeting where Councilmember Smith voice his support of keeping a body of citizens available to participate in economic development. Councilmember Smith's idea was that councilmembers are independent citizens that may not have a professional economic background, and having a group of economic-related volunteers would better serve the need.

Chair Marks voiced her opinion on the reasoning for restructuring, noting the following:

- Conflicting ideas of needing more or less economic development activity.
- The Kenai Peninsula Economic Development District (KPEDD) has created a borough-wide Comprehensive Economic Development Strategy (CEDS), making the EDC's primary purpose of overseeing the City's CEDS duplicative and obsolete.
- Lack of buy-in to EDC's projects from the Council/breakdown in the EDC's advising duties.
- Needing to maintain some sort of system to handle economic issues while minimizing the impact to staff time/resources.

Commissioner Arevalo noted that there has not been any buy-in yet from Council since Councilmember Lord agreed to postpone her ordinance introduction to give EDC time to formulate their suggestions and solutions.

RICHARDSON/AREVALO MOVED TO RECESS FOR FIVE MINUTES.

Chair Marks confirmed the time.

VOTE: NON OBJECTION: UNANIMOUS CONSENT.

Motion carried.

The commission recessed at 6:55 p.m.¹

The commission reconvened at 6:57 p.m.

Chair Marks echoed Commissioner Richardson's opinion that the commission needs to agree on what their plan is for this meeting.

Commissioner Richardson shared his thoughts on what he heard from the councilmembers: "value vs. time spent and staff resources". He opined that groups (such as City Council) need to have a way to prioritize certain tasks to someone else who is dedicated to take care of those issues. It is not necessarily EDC's job to provide tasks/projects to work on, but to be present, to participate, and be

¹ Commissioner Richardson had requested to go "off record". The commission understood this to mean take a recess, which was voted for unanimously. Mr. Richardson wished to seek commissioners' candid opinions about the EDC being disbanded. Commissioner Richardson and Brown began to voice their personal opinions. Deputy City Clerk Tussey called for a point of order and explained that their comments are germane to the matter at hand and cannot be discussed off record. Chair Marks reconvened the meeting.

active, and that those tasks should be fed to them [from City Council]. He suggested that the commission recommend ideas of what Council can feed them that would help while specifically stating how that should be done.

Commissioner Brown opined that there's a lot of value to the EDC. She feels it's a great commission to start on for city involvement and pointed out the differences in opinion between councilmembers on the matter. She voiced her opposition to disbanding the commission at this time.

Commissioner Mink stated they need to look at the facts: they are an advisory commission, do not have much power, and lost their City Council representative. He explained that Council has more power and they as commissioners either find a great way to sell the EDC/restructuring, which will require a significant amount of work and tenacity, or put it in City Council's hands since this is their decision. He understands why Council would want to disband the commission given the amount of time/resources it takes for being such a nebulous group. He noted Mr. Richardson's comment that they need to focus on what is best for the City, and opined that the facts are clear that Council does not want this commission to remain in its current state.

Commissioner Arevalo echoed Mr. Mink's comments, reiterating that change is in the air and the EDC is not going to remain the same. She commented on what she learned from the meeting with Chair Marks, Councilmember Lord and Erickson, and Ms. Carroll. She explained one idea that came up was creating a yearly prioritization of issues and seeing if task forces were the best way to tackle those issues, which correlates with Option 4 in the memo. The idea still allows for community involvement and providing an opportunity for understanding city processes. She acknowledged the large amount of time Ms. Carroll puts into the EDC, how the Council is not seeing enough value there, and shared her confliction with the decision; she referenced Councilmember Smith's comments that the EDC can be a place that citizens can have a focus point for their concerns. She felt that having an organized, annual structure for review of economic issues/CEDS would still allow community involvement while using less resources.

Discussion ensued on the four restructuring options:

1. Disband the EDC and amend City Council operating manual to include a time on City Council's annual calendar when they consider Economic Development issues.
2. Replace the EDC with an Economic Development Committee.
3. EDC remains as a standing advisory commission but without a designated staff person and possibly meets quarterly and/or as needed.
4. Disband the EDC and establish an annual review/action-plan for Economic Development Priorities (EDP).

Commissioners shared their thoughts on each idea, directed questions of clarification to staff, and deliberated on what they would like to recommend to Councilmember Lord for consideration. Ms. Carroll pointed out that the commissioners have brought up important aspects they feel should be considered when restructuring the EDC. She reiterated staff's initial recommendation to the EDC about their top three goals outlined in her memo, and how she was looking for the commission to agree to those goals so she can properly translate the commission's recommendations to Councilmember Lord

and Council. She explained that the commission needs to figure out the core goals, and then determine how to accomplish them.

Deputy City Clerk Tussey outlined the two motions being requested: a motion agreeing on the important aspects/goals that the EDC would like to have incorporated into the statement that Ms. Carroll will be writing; and a motion in response to Councilmember Lord's request for feedback with the EDC's restructuring recommendation for her to consider when revising her draft ordinance.

There was discussion on what type of verbiage the commission wanted to use in a motion and where it would be appropriate to list out the EDC's important aspects versus where to outline the recommended actions.

AREVALO/MINK MOVE TO RECOMMEND THAT STAFF WRITE A MEMO TO CITY COUNCIL THAT READS "THE EDC RECOMMENDS THAT THE FOLLOWING IMPORTANT ASPECTS BE INCLUDED WHEN RESTRUCTURING THE EDC: 1) CREATE AN EFFECTIVE ANNUAL CYCLE FOR CITY COUNCIL REVIEW AND ACTION ON ECONOMIC ISSUES FACING THE CITY; 2) INCREASE ENGAGEMENT AND DRIVE CITY OF HOMER ISSUES INTO THE KPEDD BOROUGH-WIDE CEDS; AND 3) UTILIZE CITIZEN TIME AND CITY RESOURCES TO THE MAXIMUM POTENTIAL FOR EFFECTIVE DECISION-MAKING THAT MOVES FORWARD ECONOMIC DEVELOPMENT IN THE CITY" TO BE FOLLOWED BY THE EDC'S RECOMMENDATION.

There was no further discussion.

VOTE: YES: MINK, MARKS, BROWN, RICHARDSON, AREVALO

Motion carried.

BROWN/AREVALO MOVED TO GO WITH RECOMMENDATION NUMBER FOUR FOR THE RECOMMENDATION TO COUNCILMEMBER LORD.

There was discussion on the commission's consideration for action to disband the EDC and establish an annual review/action-plan (similar to the Capital Improvement Plan) for Economic Development Priorities. In response to Mr. Mink's concern that it was too lengthy of a recommendation, Chair Marks reiterated that the information they're agreeing on is a recommendation to Councilmember Lord for her to input into her draft ordinance; Councilmember Lord can wordsmith the detailed information the commission gives her. Ms. Carroll noted that councilmembers are also already familiar with the CIP process, so the additional description in the memo is to describe the process to the commission.

Ms. Arevalo requested clarification on Mr. Mink's statement. He explained that he wasn't sure if the commission should be recommending any type of action but instead make a statement acknowledging their intent to disband the EDC, along with the important aspects they discussed, and then leave it in the hands of City Council to decide.

Discussion ensued on the shorter statement in Option 1, if the commission wished to combine different aspects of other options into one, and the details listed in Option 4. Chair Marks clarified with Deputy

City Clerk Tussey that an amendment to the motion was not needed to include the BR&E Study to the list in 4.i.b. "These may include..."

VOTE: YES: MARKS, AREVALO, MINK, BROWN, RICHARDSON

Motion carried.

NEW BUSINESS

- A. Meeting Schedule for 2020
 - i. Draft Resolution 19-XXX Adopting 2020 Meeting Schedule

Chair Marks introduced the agenda item by reading of the title and opined if the commission should approve or postpone the schedule given the unknown future of the EDC. Deputy City Clerk Tussey noted that technically they are still a commission and recommended they pass the schedule, and if it changes in the future then it can be amended.

AREVALO/BROWN MOVED TO ACCEPT THE 2020 MEETING SCHEDULE.

There was no further discussion.

VOTE: NON OBJECTION: UNANIMOUS CONSENT.

Motion carried.

- B. 2020 Draft Land Allocation Plan
 - i. HCC 18.08.020 Land Allocation Plan
 - ii. Draft 2020 Land Allocation Plan (Supplemental Document Online)

Chair Marks introduced the agenda item and noted staff's request to recommend any changes to the draft LAP, and a recommendation on retaining Lot D-3 for a public purpose until such time as Council determines another use. Chair Marks described the location and brief history of the vacant lot. The commission used area maps to identify the parcel and briefly discussed its location. Commissioner Mink noted he had attended the last City Council meeting. He explained Council's decision to keep it City-owned was because of a potential offer for a 5G wireless tower.

Chair Marks confirmed that the commission mutually agreed they did not have any recommendations to change lands available for long term lease.

Chair Marks reiterated the second request: if the commission wanted to recommend Lot D-3 be retained for a public purpose, or made available on the market to sell.

MINK/AREVALO MOVED RECOMMEND TO CITY COUNCIL TO MAKE LOT D-3 AVAILABLE FOR SALE.

Commissioner Mink explained that Lot D-3 had been up for sale for a long time. A group came in with a request to Council and the Mayor to possibly put in a 5G wireless tower on the lot, and the City would generate revenue from the land lease. At that same time, a private business showed interest in buying it with a significant amount of public stepping up to show support for that business. Mr. Mink shared his perspective that if the City is going on a “maybe” versus someone who is highly interested in buying, has been a good citizen, and would help generate more revenue for the City in general, then he considers what the EDC is about: improving the vitality of the Pioneer Avenue/Downtown area. He stated that the EDC is here to foster that kind of economic growth.

In response to questions, Mr. Mink reiterated that the lot was taken off the market for the prospect of leasing the land to the wireless provider, which could generate approximately \$5,000/month in lease revenue. He shared some of the details regarding the tower that he knew and noted that at this time nothing further has been heard from the company.

Special Projects and Communications Coordinator Carroll confirmed whether the motion had to include verbiage referencing the Land Allocation Plan. It was agreed by the commission that it did not since it was a recommendation to sell the lot.

VOTE: YES: MARKS, RICHARDSON, AREVALO, MINK, BROWN

Motion carried.

INFORMATIONAL MATERIALS

- A. City Manager's Report for October 14, 2019
- B. City Manager's Report for October 28, 2019
- C. EDC 2019 Meeting Calendar
- D. Commissioner Attendance at 2019 City Council Meetings

Chair Marks noted the informational items provided. She confirmed the next City Council meeting date and encouraged the commissioners to attend.

COMMENTS OF THE AUDIENCE

COMMENTS OF CITY STAFF

Special Projects and Communications Coordinator Carroll commended the commission on what they have come up against and working through it. She voiced her appreciation for the input and everyone coming together to put in the additional work on the recommendations.

Deputy City Clerk Tussey thanked the commission for a productive meeting.

COMMENTS OF THE COUNCILMEMBER

COMMENTS OF THE CHAIR

Chair Marks thanked the commission and staff, noting it's been a great group to work with. She reminded the commission that there won't be a December meeting but will be in January. She also noted there might be an opportunity at the January meeting to see what Councilmember Lord will be proposing to Council in February.

COMMENTS OF THE COMMISSION

Commissioner Brown thanked Special Projects and Communications Coordinator Carroll and the commission for their participation.

Student Representative Brown commented that she has learned a lot in the two meetings she has participated in.

Commissioner Richardson wished everyone a great holiday season and thanked Special Projects and Communications Coordinator Carroll.

Commissioner Mink commented that he also has learned a lot in the two meetings he's participated in. He noted that they did their job and to see how things go.

Commissioner Arevalo commended Chair Marks for how much she reached out to businesses in the community to support the Wayfinding and Streetscape Plan. She said the commission should try to pull in more businesses that feel like the wayfinding/streetscape concept is worth pursuing at the City level.

ADJOURN

There being no further business to come before the Commission, Chair Marks adjourned the meeting at 8:22 p.m. The next regular meeting is scheduled for Tuesday, January 14, 2020 at 6:00 p.m. at the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

RACHEL TUSSEY, DEPUTY CITY CLERK I

Approved: _____



City of Homer

www.cityofhomer-ak.gov

Administration

491 East Pioneer Avenue
Homer, Alaska 99603

(p) 907-235-8121 x2222

(f) 907-235-3148

Memorandum

TO: ECONOMIC DEVELOPMENT ADVISORY COMMISSION

FROM: JENNY CARROLL, SPECIAL PROJECTS & COMMUNICATIONS COORDINATOR

DATE: JANUARY 6, 2020

SUBJECT: ORDINANCE 19-47(S)

BACKGROUND

The EDC discussed draft Ordinance 19-47 (to repeal HCC 2.76 Economic Development Advisory Commission) at their October 8, 2019 regular meeting. After discussion, the EDC agreed they could accept a change from a standing Commission, but requested time to work with the ordinance sponsor Councilmember Lord to recommend an amendment ensuring that economic development is addressed by the City and that it involves citizen input. Councilmember Lord proposed and Council agreed to postpone the ordinance until February 2020 to allow further consideration by the EDC.

After deliberating several options for amending Ordinance 19-47 at the November 12, 2019 meeting, the EDC agreed on a recommendation, which, at the EDC's direction, was provided to City Council at their November 25, 2019 meeting.

The ordinance sponsors, Councilmembers Lord and Venuti, followed the EDC's recommendations and will be bringing the attached substitute Ordinance 19-47(S) forward at the February 10, 2020 City Council meeting.

STAFF RECOMMENDATION

Review the attached Ordinance 19-47(S) and make a motion for a statement of support or other recommended City Council action.

Attached: Memo to City Council from EDC Re: Recommendations for Ord 19-47 dated 11/18/19
Ordinance 19-47(S)



City of Homer

www.cityofhomer-ak.gov

Administration

491 East Pioneer Avenue
Homer, Alaska 99603

(p) 907-235-8121 x2222

(f) 907-235-3148

Memorandum

TO: MAYOR CASTNER AND CITY COUNCIL MEMBERS
FROM: ECONOMIC DEVELOPMENT COMMISSION
THROUGH: JENNY CARROLL, SPECIAL PROJECTS & COMMUNICATIONS COORDINATOR
DATE: NOVEMBER 18, 2019
SUBJECT: RECOMMENDATIONS FOR ORDINANCE 19-47 TO REPEAL HCC 2.76 ECONOMIC DEVELOPMENT ADVISORY COMMISSION

BACKGROUND: The Economic Development Commission (EDC) discussed Ordinance 19-47 to repeal HCC 2.76 at their October 8, 2019 meeting. After lengthy discussion, the EDC generally agreed that there is value in addressing economic development as a City, and in involving citizen input, but that there are structural challenges to the EDC and some of the tasks outlined in the EDC bylaws are no longer needed.

Chair Marks inquired if the Commission would like to submit recommendations or a statement to City Council regarding the proposed disbanding of the commission. The EDC agreed to provide a statement to the Council in the positive, accepting the change from a standing Commission to a convened task force or other possibilities. The EDC requested time to work with the sponsors of the Ordinance to come up with restructuring recommendations. Councilmember Lord agreed to postpone the ordinance to allow further consideration by the EDC.

The EDC took the matter up again at their November 12, 2019 meeting and unanimously agreed to the following:

The EDC recommends that the following important aspects be included in any new restructuring of the City's economic development strategy:

- ***Create an effective annual cycle for City Council review and action on economic development issues facing the City;***
- ***Increase engagement and drive City of Homer issues into the KPEDD Borough-wide Comprehensive Economic Development Strategy (CEDS);***
- ***Utilize citizen time and City resources to the maximum potential for effective decision-making that moves economic development forward in the City.***

Keeping the three above criteria in mind, the EDC then deliberated several different restructuring ideas and ***recommends the following for consideration in revising the draft ordinance:***

Disband the EDC and establish an annual review/action-plan for Economic Development Priorities (EDP).

It was suggested that the annual review process could follow the model of the Capital Improvement Plan and the Land Allocation Plan in which:

- i. **Every year**, staff sets a review schedule approved by Council to:

a) Circulate economic development priorities amongst Departments, Commissions, Committees, Boards and other community stakeholders with a request to provide City Council with their top three economic projects/goals; any additional economic opportunities, needs, or concerns; and any suggestions for implementation

(City Council could use the Economic Vitality chapter of the City's Comprehensive Plan as the economic development priorities; or alternatively, Council could appoint a one-time, temporary Committee to create recommendations for the priorities list from information detailed in the "Economic Vitality" chapter and the City's CEDS documents for the initial Council review.)

b) Schedule an annual Economic Development Priorities (EDP's) worksession and presentation at a City Council Regular Meeting for public comment and for Council to set their top three EDP's for the year. During the worksession, Council will also brainstorm action items for working on EDP's during the year. These may include appointing one or more issue-specific Task Forces, sending requests for information and recommendations to commissions/boards, drafting resolutions or ordinances directly from Council, developing or revising/revisiting strategic partnerships, or conducting a Business, Retention & Expansion Survey/Report.

- ii. **Every 3 years**, the Mayor will appoint, and Council will confirm, a City representative to the Kenai Peninsula Economic Development District (KPEDD). This representative will attend KPEDD board meetings, and will report back to Council *at least quarterly*.
- iii. **Every 5 years**, the KPEDD City Representative will work with City Council, the Mayor, and the City Manager's office to strategically engage with KPEDD on their CEDS update in order to gather and promote inclusion of Homer-specific economic development information and needs.

This type of annual review process provides flexibility for City Council to decide the best mechanism for acting on economic development issue(s); provides a mechanism for working with KPEDD on CEDS; and has several points at which public input is solicited.

43
44 WHEREAS, The few tasks identified for the EDC in the Homer Comprehensive Plan are
45 providing reviews and updates; and
46

47 WHEREAS, CEDS reviews and updates should be completed in partnership with the
48 KPEDD, and Comprehensive Plan updates occur on a 5-10 year cycle and are not best suited
49 for the time and expense of a standing City Commission; and
50

51 WHEREAS, City Commissions can recommend to City Council and Council can appoint
52 Task Forces to address timely issues of concern to the community, including those related to
53 economic development; and
54

55 WHEREAS, Focusing limited City resources is critically important to ensure the efficient
56 and productive response to concerns and answering questions; and
57

58 WHEREAS, Maximizing citizen involvement to answer specific questions and provide
59 recommendations through the Task Force model will enhance public engagement and provide
60 for targeted efforts that are most viable for City action.
61

62 NOW, THEREFORE, THE CITY OF HOMER ORDAINS:
63

64 Section 1. HCC 2.76 is repealed.
65

66 Section 2. HCC 2.58.020 is amended as follows:
67

68 2.58.020 Creation of City boards and commissions.
69

70 The following commissions and boards have been created by City Council and are
71 subject to this chapter unless otherwise provided in this title:
72

- 73 a. Library Advisory Board;
74 b. Parks, Art, Recreation, and Culture Advisory Commission;
75 c. Port and Harbor Advisory Commission;
76 d. Planning Commission;
77 e. Economic Development Advisory Commission.
78

79 Section 3. ~~City Council shall consider creating Task Forces in accordance with the City~~
80 ~~Council Operating Manual (per Resolution 19-051) in proactive response to timely issues of~~
81 ~~concern to the community.~~ **Annually during the first quarter, staff shall circulate the**
82 **Comprehensive Plan's Economic Vitality Chapter, highlighting the implementation table,**
83 **amongst Departments, Commissions, Committees, Boards, and other community**

84 **stakeholders with a request to provide City Council with priorities, additional**
85 **opportunities, needs, concerns, and suggestions for implementation. The City Council**
86 **shall hold an annual Economic Development Priorities worksession, during which they**
87 **shall set their top three priorities and develop strategies for working on these EDPs over**
88 **the year.**

89
90 Section 4. Throughout the year, Recommendations to City Council from the
91 Planning Commission, Port & Harbor Advisory Commission and the Park, Arts, Recreation and
92 Culture Advisory Commission **City commissions** should include any relevant economic
93 development nexus information for City Council review.

94
95 Section 5. The Mayor shall appoint a member of the Homer Business Community to fill
96 the City of Homer seat on the KPEDD Board of Directors who shall report to the City Council on
97 a quarterly basis **at least annually and who shall additionally work with the City Council,**
98 **Mayor, and the City Manager’s office to strategically engage with KPEDD on the regional**
99 **CEDS update in order to gather and promote inclusion of Homer-specific economic**
100 **development priorities and needs.**

101
102 Section 6. This ordinance is of a permanent and general nature and shall be included in
103 Homer City Code, effective January 1, 2020.

104
105 ENACTED BY THE CITY COUNCIL OF HOMER, ALASKA, this __ day of _____, 2019**20**.

106
107
108 CITY OF HOMER

109
110
111 _____
112 KEN CASTNER, MAYOR

113
114 ATTEST:

115
116
117 _____
118 MELISSA JACOBSEN, MMC, CITY CLERK

119
120
121 YES:

122 NO:

123 ABSTAIN:

124 ABSENT:

125

126 Introduction:

127 Public Hearing:

128 Second Reading:

129 Effective Date:

130

131 Reviewed and approved as to form:

132

133

134 _____
Katie Koester, City Manager

Michael Gatti, City Attorney

135

136 Date: _____

Date: _____



City of Homer

www.cityofhomer-ak.gov

Administration

491 East Pioneer Avenue
Homer, Alaska 99603

(p) 907-235-8121 x2222

(f) 907-235-3148

Memorandum

TO: ECONOMIC DEVELOPMENT ADVISORY COMMISSION

FROM: JENNY CARROLL, SPECIAL PROJECTS & COMMUNICATIONS COORDINATOR

DATE: JANUARY 6, 2020

SUBJECT: ECONOMIC DEVELOPMENT PRIORITY RECOMMENDATIONS FOR CITY COUNCIL

Proposed Ordinance 19-47(S) provides a mechanism for city advisory bodies, departments, and the public to share their economic development priorities and recommendations for implementation with City Council at a scheduled Economic Development Priorities worksession. The worksession is designed for Council to select the top three economic projects/goals for the upcoming year and consider implementation options.

In the event City Council adopts Ordinance 19-47(S), Chair Marks asked that the Commission take time at their January 14, 2020 regular meeting to review Chapter 7 of the City's Comprehensive Plan and formally recommend areas of priority for City Council to consider at their proposed worksession.

The ordinance identifies Chapter 7 of the Comprehensive Plan as the suggested reference document for goals, objectives, and implementation options because the Comprehensive Plan articulates the community's vision for the future and provides a strategic map to reach that vision. Its policy statements, goals, objectives, and standards are intended to guide the day-to-day decisions of elected officials and government staff for physical, social, and economic development within the City. The ordinance also invites recommendations for other opportunities or needs that may fall outside the Comprehensive Plan.

Your packet contains the Economic Vitality chapter for your review. I recommend you read the summary of goals and objectives section and select the goal, objective, and implementation strategy/strategies you think are high priority for City attention and action. Staff will include your recommendations in a memo to City Council at the time of their worksession.

STAFF RECOMMENDATION

Discuss and make a motion identifying a prioritized list of Economic Development Priorities and provide suggestions for implementation, if any.

CHAPTER 7 ECONOMIC VITALITY

Vision Statement: Homer’s economic industries remain strong and show continued growth.

Overview

This chapter presents goals and objectives related to economic development. While the private and non-profit sectors, along with state and federal spending, ultimately drives much of the economic activity, local government plays an important role in stimulating and guiding growth through its land use and infrastructure policies and projects.

The 1989 comprehensive plan stated:

Though it is generally recognized that fishing has been the backbone of the Homer economy for the past forty years, diversification of the Homer economy has taken place, especially in the last few years. Tourism, commercial and government services, retail trade, and a retirement population have been added in [the 1980s]...

These trends have continued and perhaps accelerated in the years since the 1989 plan. Additionally, as state and federal funding has changed, local and regional governments are bearing increased costs in providing services. Private sector economic health and growth are required to build the tax base if residents want to maintain existing government services and facilities.

Most of the economic development actions presented here are tied to topics addressed in other chapters. For example, recommendations regarding commercial development are included in Chapter 4 – Land Use. As a result, much of the value of this chapter is for those readers who are focused on economic issues and want to see a compilation of plan policies regarding economic development together in a single chapter. In 2011, the city adopted the Community Economic Development Strategy (CEDS). The CEDS document is a broad document covering many sectors of Homer’s economy.

Homer’s quality of life is a principal economic asset. Maintaining and improving the quality of life in Homer is crucial to keeping existing business and attracting new business and professional activity. Quality of life is challenging to define because it involves many dimensions of a community to which people place varying degrees of importance. The elements of quality of life that are particularly valuable to economic development are those that make the community especially attractive to residents, visitors, and small businesses. While there is room for further improvement, Homer currently possesses many such elements.

Homer’s Quality of Life Elements

- A strikingly beautiful natural setting
- A diverse, engaged, involved community, and rich civic life
- Diverse culture and leisure activities, including ready access to parks and a wide range of year-round outdoor recreation
- Eclectic neighborhoods such as Old Town and Pioneer Ave.
- Access to education and lifelong learning
- A feeling of safety and freedom from crime
- A clean, healthy, natural environment
- An active arts community, tradition of skill and interest in performing and visual arts
- Multiple transportation and access options, a developing trail system, and road access to Anchorage
- Access to commercial and recreational activities in and around Kachemak Bay
- High quality, comprehensive healthcare service

Summary of Goals

GOAL 1: Define and encourage economic development that meets the desires and interests of Homer residents and supports the unique character of the community.

GOAL 2: Encourage the retention and creation of more year-round and higher wage employment.

GOAL 3: Identify and promote industries that show a capacity for growth.

GOAL 4: Support renewable and non-renewable energy services.

GOAL 5: Strengthen Homer as a tourism destination.

GOAL 6: Support community efforts to establish affordable housing.

Goals and Objectives for Economic Vitality

GOAL 1: Define and encourage economic development that meets the desires and interests of Homer residents and supports the unique character of the community.

Homer residents would like to foster economic development in its many existing sectors. Education, sustainable tourism, health care, construction, commercial fishing and marine industries, arts, and culture are the industries that Homer has been built upon. These industries are viable and stable today and offer good prospects for growth. The remainder of this chapter looks in more detail at steps to strengthen Homer's economy, and to do so in a manner that provides economic opportunity while sustaining Homer's unique character and high quality of life.

Implementation Strategies

- Support local businesses with internal and external policies.
- Partner with organizations that have interests in the success of local merchants and products.
- Review and update city economic plans.



GOAL 2: Encourage the retention and creation of more year-round, higher wage jobs.

Homer residents desire more year round, living wage jobs. This in turn will help support small businesses, and the tax base.

Objective A: Increase year-round employment that will enable local people to work, live, and raise their families in Homer.

While almost all city actions will ultimately affect the course of economic change and job growth, city actions to promote year-round jobs include those listed below:

Implementation Strategies

- Consider zoning regulations that support new business opportunities while minimizing negative impacts.
- Evaluate opportunities to create and support public and private infrastructure.
- Encourage science, information infrastructure, and technology-based business development.
- Evaluate regional or other successes for opportunity within Homer.

Objective B: Encourage retention of existing and the relocation of new Federal and State Government jobs and training programs to Homer.

Government jobs are an important part of the local and regional economy. Government employment, whether research, visitor or education related, comprises 17.5% of local jobs. (American Community Survey 2014). Some government employment is found in every community, such as local, borough and state jobs related to day-to-day activities (airports, roads, schools, etc.). In addition, Homer has many residents who are employed through state agencies such as state parks, the court system, public health, the university, including the Kachemak Bay Research Reserve, and federal agencies such as the U.S. Fish and Wildlife Service and the Alaska Maritime National Wildlife Refuge, which are headquartered in Homer. The Coast Guard also has a presence in the community. The City of Homer is also known as an important base for marine research and education activities.

Implementation Strategies

- Work to retain existing state and federal jobs.
- Promote Homer as a place to expand and attract government operations



Homer: Not just the Halibut Capital of the World

Objective C: Support efforts to increase the scale and scope of the education industry to support a skilled workforce.

Education is important to Homer’s economic vitality for two reasons. First, it provides residents with the ability to acquire the skills and knowledge (“human capital”) needed to succeed in the global economy, and find a local job. To the extent people can acquire these skills and knowledge without leaving home, they can earn higher incomes, create new businesses and jobs for others, keep their education expenditures circulating in the local economy, and provide the skilled workers needed for existing local jobs. Education is also an exportable product if people come to Homer to learn.

University of Alaska provides essential post-secondary and vocational education to Homer residents. The economic impact is broad and significant. Additional educational programs are provided by several nonprofit organizations operating in Homer and across Kachemak Bay. The marine environment and spectacular setting of Homer and Kachemak Bay are significant assets that could lead to growth of the education industry. The implementation strategies below apply not only to Kenai Peninsula College (KPC), but also to any other interested educational institution.

Implementation Strategies

- Support development of programs that prepare individuals through workforce development
- Support opportunities for partnerships and collaborative educational programs

GOAL 3: Identify and promote industries that show a capacity for growth.

Objective A: Recognize emerging industries.

Homer is a place of big ideas and entrepreneurial spirit. Examples include the fervor with which local agriculture has developed, particularly high tunnel cultivation and commercial peony growing. These are growing local and regional business opportunities. Over time, there will be new economic opportunities that arise; the city should be open to these new ideas and support those that show reasonable opportunities for growth.

Implementation Strategies

- Interact with those involved in introducing new industries and services to Homer

Objective B: Promote the marine trades including mariculture and shipping industries.

Homer’s harbor and associated marine trade and services activities are an important component of the local and regional economy. Marine related activities could be expanded to increase the number of living wage, skilled jobs in the community. Local seafood processing, boat building, and fabrication services offer a chance for a local product to reach the local, state and national markets. Homer’s public and private port facilities also serve as a staging area for freight destined to more remote parts of the coast.

Implementation Strategies

- Work to identify and support infrastructure for marine related industries

Objective C: Promote recreation, the arts, and non-governmental organizations as a complement to tourism and as an export industry.

Recreation and the arts are key components of the Homer economy and support the tourism industry and Homer's quality of life. Actions to promote the arts include those listed below. Some of these objectives are best carried out by the City, while others are best undertaken by local arts groups and tourism marketing organizations with City cooperation and encouragement.

Implementation Strategies

- Consider and review zoning for opportunities that support the arts industry
- Support sustainable recreational facilities and opportunities (*see Objective E of Chapter 6, Public Services and Facilities*)

Objective D: Support the health care and wellness industries.

Health care and wellness are a growing sector of Homer's economy. This is partially driven by an aging population, but also by resident's desire for improved health. Over the past decade, South Peninsula Hospital has completed a major expansion, several new dental clinics have been constructed, and the Seldovia Village Tribe constructed both a medical clinic and a wellness center. Specialized medical services such as surgeries, sleep studies, oncology and VA care are also available. As the health care industry continues to change, Homer can expect to see growth in the types of medical services available, and more jobs in this field.

Implementation Strategies

- Support allied programs and businesses that strengthen Homer's local health care opportunities

GOAL 4: Support regional renewable and non-renewable energy exploration and production.

Homer citizens support researching and pursuing renewable energy projects. Outside of the city, oil and gas exploration continues. Supporting the exploration, extraction, and renewable energy industries does not necessarily have to compromise Homer's scenery or quality of life. There are many opportunities to benefit from the construction, research, and extraction activities, whether through direct employment, or by providing services such as worker housing, catering, fuel, payroll, and transportation to local and non-local contractors who work on site (*also, see Chapter 8, Energy Plan*).

Implementation Strategies

- Consider Homer's ability to provide support services

GOAL 5: Strengthen Homer as a tourism, business travel, education and recreation event destination.

Homer is already one of Alaska's premier tourist destinations and appears to be enjoying continuing growth in visitation and expenditures. A trend is also emerging to hold professional conferences and educational events in the community in addition to the many athletic, cultural and recreation opportunities. City actions can have a significant impact on the economic importance of the visitor economy by promoting longer stays, increased expenditures per person, and more repeat visitation.

Equally important, City government plays a crucial role in guiding the growth of tourism to maximize its benefits and to minimize the costs imposed on the people of Homer.

Objective A: Invest in local infrastructure, parks, and civic improvements that will serve locals well as visitors by promoting longer stays, increased expenditures per person, and more repeat visitation as a form of economic development.

One economic development strategy is to find ways to encourage visitors to stay in the community longer during their visit, or to visit again in the future. The Farmer’s Market in downtown Anchorage is an example; visitors to the market also visit other downtown businesses. Even staying an hour or two longer in the community may result in visitors eating more meals in local restaurants or spending more money shopping. The City benefits through increased sales tax revenue. To keep Homer an attractive destination requires that the City and private business work in partnership to provide the basic services that visitors and locals expect. These improvements and public expenditures should also benefit local taxpayers.

Effort should be made in the future to have more tourists visit downtown Homer to support year round businesses. Seasonally, the Spit will continue to be a huge draw, but investment in tourist amenities should be equally focused on downtown Homer.

Implementation Strategies

- Maintain a welcoming environment that serves the needs of visitors

Objective B: Support efforts to improve community attractions, including land and water trails, and access to marine activities and the marine environment. Improve links between attractions.

Homer can be considered to have three main tourism destination areas: The downtown and Old Town area, the Spit, and the area across Kachemak Bay. While each of these areas currently attracts numerous visitors, it is likely that more tourists could be accommodated and more spending could be encouraged if the unique attributes of each area were further developed and if better connections were made among the three areas. Ideally, the enhancements that attract more tourists equally benefit local residents as well, resulting in an increase to business activity, tax receipts, and quality of life.

Implementation Strategies

- Improve the ability and convenience of travelers to travel throughout Homer

Objective C: Increase the net benefits that tourism brings to Homer.

Homer’s distinctive character and attractions create substantial economic benefits to the community in terms of jobs, business opportunities, and tax revenues. Tourism also helps the community host a greater number and diversity of businesses and services than what local spending alone can support. While tourism creates a wide array of benefits, it can also be disruptive to local life. For example, tourism may exacerbate traffic congestion, transform commercial areas from local to visitor-serving, cause crowding at recreation destinations enjoyed by residents, and potentially adversely affect fish, wildlife, and other elements of the natural environment. Community members have expressed a desire to encourage tourism activities that do not require extensive changes to the existing environment, but rather help to conserve Homer’s natural setting and improve the area.

As a result of this mix of positive and potential negative impacts, Homer should pursue a guided tourism growth policy. The community will promote tourism growth, but do so in a manner that helps sustain the qualities of the community that attract residents and visitors.

Implementation Strategies

- Promote tourist amenities that provide benefits beyond the tourist season
- Review the cost to maintain tourist amenities and minimize the amount of local subsidy
- Promote tourist activities that have the least negative impact to locals
- Promote Homer as a tourist destination

GOAL 6: Support community efforts to establish affordable housing.

Many residents expressed the view that economic development depends, at least in part, on a balance between income and the cost of living. Strategies to promote a diverse range of housing options are discussed in *Chapter 4, Land Use*. This goal is included as a component of economic vitality to explicitly reflect the connection between housing opportunities and the economic well-being of Homer.

City government has few tools to address the issue of affordable housing. The direct role of the City of Homer is limited by the fact the City is not a housing authority, and city taxation and development fees are relatively low. In recent years, the Economic Development Commission (EDC) has studied Homer's tax policies. The EDC found that the tax credits for housing that the city could institute do not significantly affect the cost of housing. The market demand is for homes that are more expensive, and the high cost of real estate and land development results in very few new 'affordable' housing units. However, the city can support the efforts of other groups in building new affordable housing units, which will free up units on the private rental market.

Implementation Strategies

- Consider support mechanisms for special population

Economic Vitality Implementation Table

Table 10. Chapter 7, Economic Vitality Implementation Table

Project	Timeframe			Ongoing	Primary Duty
	Near Term	Mid Term	Longer Term		
Goal 1 - Encourage Economic Development					
1-1 Support Chamber's Buy Local campaign and source city purchases locally when price competitive.				x	Administration
1-2 Continue the local bidders preference in city procurement policies.				x	City Council
1-3 Review and make zoning recommendations that promote local agriculture and other locally sourced products.	x			x	HAPC
1-4 Plan for economic development by partnering with organizations such as the Chamber of Commerce. Retain an active board role with the chamber, and involvement with Kenai Peninsula Economic Development District, Inc. (KPEDD), Homer Marine Trades, non-profits and other similar organizations.				x	Administration
1-5 Review the Community Economic Development Strategy (CEDS) Plan.		x			EDC
1-6 Create an action plan from the CEDS plan.	x				Administration, EDC
1-7 Stay abreast of the requirements of information technology infrastructure.				x	HAPC, EDC
Goal 2 - Encourage Year-round Jobs					
2-A-1 Review zoning regulations to ensure new businesses and development are not unduly restricted.				x	HAPC
2-A-2 Continue to invest in community infrastructure and transportation systems (see Chapter 5, Transportation).				x	City Council, Administration
2-A-3 Identify business needs through business retention program participation.				x	EDC
2-A-4 Stay abreast of the needs of technology-based business and review the ability of the city to support.				x	EDC
2-A-5 Partner with KPEDD to identify options for incentives to encourage local business growth.	x			x	EDC, Administration
2-A-6 Work with KPEDD to identify regional successes.	x			x	EDC, Administration
2-B-1 When local state or federal jobs are being considered for elimination or relocation, lobby to retain them.				x	City Council, Administration

Project	Timeframe			Ongoing	Primary Duty
	Near Term	Mid Term	Longer Term		
2-B-2 Actively work with the Coast Guard to support the retention and expansion of facilities in Homer.	x			x	City Council, Administration
2-B-3 Work with state and federal authorities to promote the expansion of their activities in Homer.				x	City Council, Administration
2-C-1 Keep abreast of KPC program offerings and consider resolutions of support.				x	City Council
2-C-2 Review zoning requirements in regard to student housing opportunities.		x			HAPC
2-C-3 Support collaborative educational programs.				x	City Council
2-C-4 Connect sources of information that contribute to identifying local job training needs.				x	EDC, Administration
Goal 3 – Promote Growing Industries					
3-A-1 Periodically review land use regulation effects upon new business opportunities.				x	HAPC, Planning
3-B-1 Make ice available year round for fish processing, when demand dictates.		x			Port
3-B-2 Continue to evaluate demands and plan to address ways to support the fishing industry.				x	Port and Harbor Commission
3-B-3 Continue efforts to expand the Deep Water Dock and other Harbor infrastructure.	x			x	Administration, Port, City Council
3-B-4 Continue East Boat Harbor expansion studies.				x	Administration, Port, City Council
3-C-1 Review zoning for opportunities that accommodates art studio, art education activities, and residential living (<i>also, see chapter 4, Land Use</i>).	x				Planning, HAPC
3-C-2 Investigate options for creating a new, multi-purpose cultural, performing arts and community center in Homer’s town center (<i>see the Town Center Plan and Park Art Recreation and Culture Needs Assessment</i>).			x		Administration
3-D-1 Lobby for support of Kenai Peninsula College (KPC) programs supporting the local healthcare industries.				x	City Council
3-D-2 Consider shared marketing opportunities to also include Homer as a healthcare destination.				x	Administration, Chamber of Commerce

Project	Timeframe			Ongoing	Primary Duty
	Near Term	Mid Term	Longer Term		
Goal 4 – Support Energy Exploration and Production					
4-1 Maintain and/or expand industrial zones.				x	Planning Commission
4-2 Support community efforts to remediate brownfield locations via letters and resolutions of support and technical assistance for grant applications.				x	Administration, City Council, other departments as appropriate
4-3 Continue to review zoning options for provisions of renewable energy systems in the City.				x	Planning Commission
4-4 Promote renewable energy development regionally with resolutions of support.				x	City Council
4-5 Review how land use policies may be used to support energy, mining, oil, and gas support services.				x	Planning Commission
Goal 5 – Strengthen Homer as a Destination					
5-A-1 Support and fund beautification efforts on Pioneer Avenue through budget appropriations, CIP, cost sharing and grant applications.				x	City Council, Administration
5-A-2 Ensure that City facilities are sufficient to support events that draw visitors such as festivals and activities (e.g., clean restrooms on the Spit, RV dump stations, adequate trash collection, park maintenance, etc.).				x	City Council, Administration, Public Works
5-B-1 Review opportunities to improve shuttle stops (also, see 5-B-3).				x	Public Works, City Council
5-B-2 Design and build a wayfinding system that includes the Spit, Pioneer Ave., and Old Town, consider a local partnership.		x			City of Homer, Chamber of Commerce, community partner
5-B-3 Consider constructing ADA accessible sidewalk improvements and installing benches and trashcans at central shuttle stops, such as the corner of Bunnell and Main.	x				Public Works, City Council
5-C-1 Adequately fund maintenance of public facilities.				x	City Council, Administration, Public Works
5-C-2 When planning new amenities, evaluate projects benefits for both residents and visitors (e.g., trails).				x	City Council, Administration, Public Works
5-C-3 Support eco-tourism concepts and passive or quiet low-impact recreation activities in marketing information.				x	City partnership with Chamber of Commerce

Project	Timeframe			Ongoing	Primary Duty
	Near Term	Mid Term	Longer Term		
5-C-4 When opportunities arise, work with private sector partners to support private sector establishment of conference and convention capabilities.				x	Administration
5-C-5 Review infrastructure capacity for the ability to meet current and future demands.				x	Public works
5-C-6 Recommend and support taxation policies and fee structures that result in revenues from tourism that cover the city's costs in providing services to tourists.	x			x	City Council and City Departments
5-C-7 Support shoulder season activities that are not seasonally dependent as a way to expand the local economy.				x	Public Works, Administration, City Council
5-C-8 Identify, promote and expand, and target visitor markets, including Alaska residents, out-of-state independent travelers, and small group package tour travelers.				x	Chamber of Commerce, KPTMC
5-C-9 Accommodate and encourage events such as the Shorebird Festival and Kachemak Bay Writers' Conference, professional and educational conferences, and sporting tournaments.				x	Administration, City Council, and community partners
Goal 6 – Support Efforts to Establish Affordable Housing					
6-1 Support the efforts of other organizations to provide housing for target populations such as seniors, low income and special needs residents. Write letters or pass resolutions of support.				x	City Council, Administration
6-2 Support senior housing that allows seniors to age within the community, such as assisted living and long term care. Write letters or pass resolutions in of support for grant applications to expand housing.				x	City Council, Administration
6-3 Maintain land use regulations that support cradle to grave housing options for special populations.				x	HAPC

1 CITY OF HOMER
2 HOMER, ALASKA

Venuti/Smith

3
4 **ORDINANCE 19-54(S-2)(A-2)**

5
6 AN ORDINANCE OF THE CITY COUNCIL OF HOMER, ALASKA
7 AMENDING THE 2019 CAPITAL BUDGET TO APPROPRIATE AN
8 AMOUNT NOT TO EXCEED \$50,000 FROM THE HART FUND FOR
9 THE PURPOSE OF DEVELOPING A WAYFINDING-STREETScape
10 PLAN FOR THE CITY OF HOMER, AUTHORIZING THE CITY
11 MANAGER TO PREPARE AN RFP FOR CONSULTANT SERVICES AND
12 ~~AUTHORIZING THE ESTABLISHMENT OF A WAYFINDING-~~
13 ~~STREETScape COMMITTEE TO WORK WITH THE CONSULTANT.~~
14

15 WHEREAS, The Homer City Council established the Economic Development Advisory
16 Commission (EDC) to advise City Council on ways to improve the local business climate; and
17

18 WHEREAS, The EDC completed a Business Retention & Expansion (BR&E) Survey with
19 the goal of identifying areas where the EDC can work to help improve the local business
20 climate; and
21

22 WHEREAS, Improved walkability, greenspace and initiatives that showcase Homer's
23 beauty (particularly in the Pioneer Avenue/Central Business District) were the most frequently
24 mentioned ideas for improving Homer's business climate and quality of life; and
25

26 WHEREAS, While a range of factors are important to business success, knowledge of
27 Homer's various commercial districts, ease of navigation, quality of the street environment
28 and pedestrian experience are critical to attracting business investment and encouraging
29 consumer engagement in Homer's commercial districts; and
30

31 **WHEREAS, Streetscape planning gives us the opportunity to increase business**
32 **activity, generate tax revenue and a high return on investment in our central business**
33 **district with pedestrian-friendly infrastructure and land use improvements such as a**
34 **connected, easily walkable set of sidewalks and trails that offer personal security and**
35 **traffic safety, public parking solutions, and public gathering or resting areas at**
36 **reasonable intervals; and**
37

38 WHEREAS, The EDC has determined that a wayfinding-streetscape plan (a plan and
39 design standards to guide City improvements and enhancements such as wayfinding signage,
40 landscaping, benches, trash receptacles, pocket parks, etc.) will support BR&E business
41 climate goals and be a catalyst for economic activity; and

42 WHEREAS, Establishing a wayfinding-streetscape (WF-SS) system is consistent with
43 goals in the City of Homer Comprehensive Plan, the Non-Motorized Transportation & Trail Plan
44 and the Homer Spit Comprehensive Plan; and

45
46 WHEREAS, A WF-SS plan builds upon citizen interest in Pioneer Avenue through the
47 Pioneer Avenue Revitalization Task Force's efforts to make a more attractive, vibrant Pioneer
48 Avenue business district; and

49
50 WHEREAS, The scope and objectives for a WF-SS plan have been proposed by the EDC
51 and have been endorsed by the Homer Planning Commission, Park Arts, Recreation and
52 Culture Advisory Commission and by community organizations and businesses; and

53
54 WHEREAS, Best practices for WF-SS plan development would utilize input from a broad-
55 based local steering committee and the design and outreach expertise of a professional
56 consultant to work with the public, the City and State agencies responsible for managing
57 public right-of-ways; **and**

58
59 **WHEREAS, Upon completion of the WF-SS Plan RFP, City Council will consider a**
60 **resolution authorizing staff to assemble a WF-SS Committee to serve as a communication**
61 **link between citizens, user groups, city staff and the consultant, provide input on current**
62 **conditions and actively promote the project and public participation by communicating**
63 **with community members and their respective user groups; and**

64
65 **WHEREAS, The HART Roads Fund Balance is \$6,243,285.25 and HART Trails Fund**
66 **Balance is \$636,834.84.**

67
68 NOW THEREFORE, The City of Homer supports the Wayfinding-Streetscape Plan
69 proposal and Ordains:

70
71 Section 1. The FY2019 Capital budget is hereby amended by appropriating no more
72 than \$50,000 from the HART Fund (split 50/50 between HART Roads and HART Trails) to secure
73 the services of a professional consultant to facilitate the development of a WF-SS Plan through
74 a competitive bidding process, as follows:

75

Account No.	Description:	Amount:
<u>160-0375</u>	<u>HART Roads Fund</u>	<u>\$25,000</u>
<u>165-0375</u>	<u>Hart Trails Fund</u>	<u>\$25,000</u>

76
77
78
79

80 Section 2. City Council authorizes the City Manager to prepare a Request for Proposals
81 to secure these consultant services.
82

83 **Section 3. City Council authorizes formation of a WF-SS Task Force to work with**
84 **the consultant as needed on the WF-SS Plan development.**


85
86 **Section 43.** This is a budget amendment ordinance is temporary in nature, and shall not
87 be codified.

88 CITY OF HOMER

89 

90 KEN CASTNER, MAYOR

91
92
93
94 ATTEST:

95 
96 MELISSA JACOBSEN, MMC, CITY CLERK



97
98
99 YES: 6

100 NO: 0

101 ABSTAIN: 0

102 ABSENT: 0

103
104 First Reading: 11.25.19

105 Public Hearing: 12.9.19


106 Second Reading: 12.9.19

107 Effective Date: 12.10.19

108
109
110 Reviewed and approved as to form:

111
112 
113 Katie Koester, City Manager

114
115 Date: 12.16.19

116

Michael Gatti, City Attorney

Date: 12/20/19



Memorandum 19-161

TO: City Council and Mayor Castner

THROUGH: Katie Koester, City Manager

FROM: Jenny Carroll, Special Projects & Communications Coordinator

DATE: December 4, 2019

SUBJECT: Additional Information on WF-SS Plan scope and proposed Task Force

This memo provides City Council with more information regarding the scope of the Wayfinding Streetscape Plan and proposes restructuring the WF-SS Task Force proposed in Ordinance 19-54(S)(A).

WF-SS Scope: The following provides a framework from which staff will develop a detailed RFP including specific project tasks, deliverables and timetable. The amendment adding public parking solutions to the streetscape scope expands the original scope of the project. If exploring public parking options/solutions in the Central Business District remains part of the scope, Council should consider authorizing more funds to cover this additional deliverable or have clear expectations about the limited nature of parking within a WF-SS plan (e.g. identify strategic locations for public parking that promote walkability within each primary commercial district).

WF-SS Task Force: The EDC proposed a Task Force for the purpose of bringing representatives of various user groups together to provide input to the consultant on current conditions, to provide information about specific user groups and their wayfinding/streetscape needs, and to promote robust citizen engagement in focus groups and public meetings. Items 4.b. and 5.b below address the envisioned role of the proposed WF-SS Task Force.

The purpose of the proposed WF-SS Task Force lacks specific criteria required by City Council Resolution 19-051 to authorize a Task Force, specifically deliverables to City Council. WF-SS Plan deliverables is the job of the consultant. Therefore, staff recommends an amendment to Ordinance 19-54(S)(A), striking Task Force authorization from Section 3 and adding a Whereas clause which supports creation of a WF-SS Committee.

The WF-SS Committee would meet monthly at a regular time to serve as a communication link between citizens, user groups, city staff and the consultant and actively promote the project and public participation by communicating with community members and their respective user groups. The Committee's function is better served by a more informal worksession setting with City staff and/or the consultant as facilitator. The City has successfully utilized a similar structure before,

namely for the PARC Needs Assessment in 2014, the Comprehensive Plan in 2006-7 and the Climate Action Plan in 2005.

Staff will work with user groups (e.g. Pioneer Avenue Revitalization Task Force, Independent Living Center, Senior Center, trail advocates, Park, Arts, Recreation and Culture Commission, Planning Commission, Chamber of Commerce, arts groups and community business owners, etc.) to solicit broad-based representation on the Committee. Committee membership will be solicited and completed during the time the WF-SS RFP is advertised. Meetings will be regularly scheduled and conclude when a final plan is ready for presentation to City Council. Staff will provide a follow-up informational memo to City Council at the time the WF-SS Committee is being formed.

Wayfinding-Streetscape Plan Objectives

1. Help distribute economic activity among Homer's primary commercial districts by:
 - Informing the travelling public about Homer's primary commercial districts; and
 - Assisting them in navigating between these districts and to key destinations within the central business district.
2. Encourage pedestrian activity and foster economic development along Pioneer Avenue and within the Central Business District by:
 - Providing realistic streetscape amenities that, when combined, create an inviting, safe, dynamic and desirable character and feel.

The City plans to use the plan to guide future City purchases and placements of wayfinding-streetscape enhancements.

Scope of Work:

1. Develop a wayfinding plan to include the following:
 - a. Identify appropriate location and propose sign design for permanent orientation signage at Homer's gateways: Baycrest Overlook and Pioneer Dock; and
 - b. Identify need for, appropriate locations for and propose sign design for minimal, but effective vehicular directional/gateway signage at route decision points (e.g. from the Sterling Highway onto Pioneer Avenue and to Old Town); and
 - c. Design and locate pedestrian route finding signage to main attractions and trail systems keeping safety, maintenance costs and replacement costs in mind; and
 - d. Propose sign designs that can be cohesive across the City while enhancing and reflecting the distinctive character of each economic district; and
 - e. Steps to reduce existing sign clutter.
2. Develop realistic streetscape and public space improvements to enhance the quality of the street environment and enhance pedestrian experience and safety in the Central Business District, primarily along the Pioneer Avenue corridor and on routes from Pioneer Avenue to main attractions:
 - a. Locations for street furniture to provide pedestrian rest stops that will not interfere with maintenance activities; and

- b. Propose designs for durable street furniture that can withstand the elements (e.g. benches or other seating, refuse receptacles, bicycle amenities); and
- c. Evaluate potential for landscaping/pocket parks to house rest stops; and
- d. Provide plant list of salt and moose tolerant vegetation along busy streets; and
- e. Design pole banners to utilize existing infrastructure on Pioneer Avenue; and
- f. Other realistic ways to improve quality of the street environment to help meet objectives.

3. Develop an Implementation Strategy

- a. To enable City staff to carry out the results contained in the WF-SS Plan in a manner that is fiscally and operationally logical.

4. Participation in Project Meetings

- a. Consultant will work with City staff to discuss project progress/direction and to acquire necessary materials already produced including but not limited to the Comprehensive Plan and the Non-Motorized Transportation and Trail Plan; and
- b. Consultant will work with WF-SS Task Force through City staff to gain input on current conditions and help identify user groups and their specific wayfinding/streetscape needs; and
- c. Consultant will be knowledgeable of and work with State of Alaska on ROW requirements/permissions.

5. Develop a Communications Program for Community Engagement

- a. Develop and establish a transparent and inclusive community engagement process to build upon previous community work to refine and articulate a shared vision of wayfinding-streetscape improvements;
- b. Consultant will work with WF-SS Task Force (through City staff) to promote robust citizen participate in public input meetings including Council and task force meetings and potential focus groups.
- c. Consultant will be expected to make multiple site visits to Homer for stakeholder engagement.

In response to the RFP, the Consultant may expand on these tasks, provide detail on how they are to be accomplished, and/or suggest additional tasks as warranted to meet the stated project objectives.

Estimated Timeframe subject to change:

January 2020: create RFP

February: Advertising and proposal submission and solicit for WF-SS Committee members

March: Selection of consultant, finalize contract

April: Project Kick-Off

September: Final deliverables due from consultant

October/Nov: Presentation of plan to City Council, plan adoption



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 Castner and Homer City Council
FROM: Katie Koester, City Manager
DATE: November 21, 2019
SUBJECT: City Manager's Report

Cyber Security

A few weeks ago, an employee clicked on a link in a phishing email and activated our virus detection software. Luckily our systems worked like they should and we were able to isolate the intrusion and keep it from doing any damage. This has prompted Councilmembers to ask questions about our cyber security.

From IT Manager Poolos: The City of Homer has implemented antivirus product that in the most current third party testing period (July/August 2019) blocked 100% of all malware samples in the test. This test include 368 emerging malware samples attacking known security flaws and an additional 13,521 samples that were widespread and prevalent in the prior 4 weeks. City IT has implemented all features of antivirus product in accordance with the vendor's recommended best practices. Recently a City user was tricked into clicking on a link within a phishing email. The City antivirus software isolated and contained the infection to that user's PC. City IT was able to remove the PC from the network with no further damage.

The antivirus product includes machine learning features that detect a ransomware attack encrypting files and can immediately restore the encrypted files with an unencrypted copy. City IT has these features tuned in such a manner that they have to use a manual process to update an application since the built-in update system tries to overwrite a large enough number of network files to trip this advanced detection.

The City of Homer has subscribed to an external email security service (a "cloud service"). Email from outside users pass through this service which inspects the message and attachments for malware. Additionally, the service inserts a warning that the email came from an external sender and to exercise caution. All City employees have completed a basic phishing and cybersecurity training so they have basic skills to inspect correspondence. City employees are scheduled to refresh this training yearly along with the other yearly safety training. City IT is augmenting this training with an ongoing targeted phishing test provided by a third party. IT will share the results of this testing with Council once results become available.

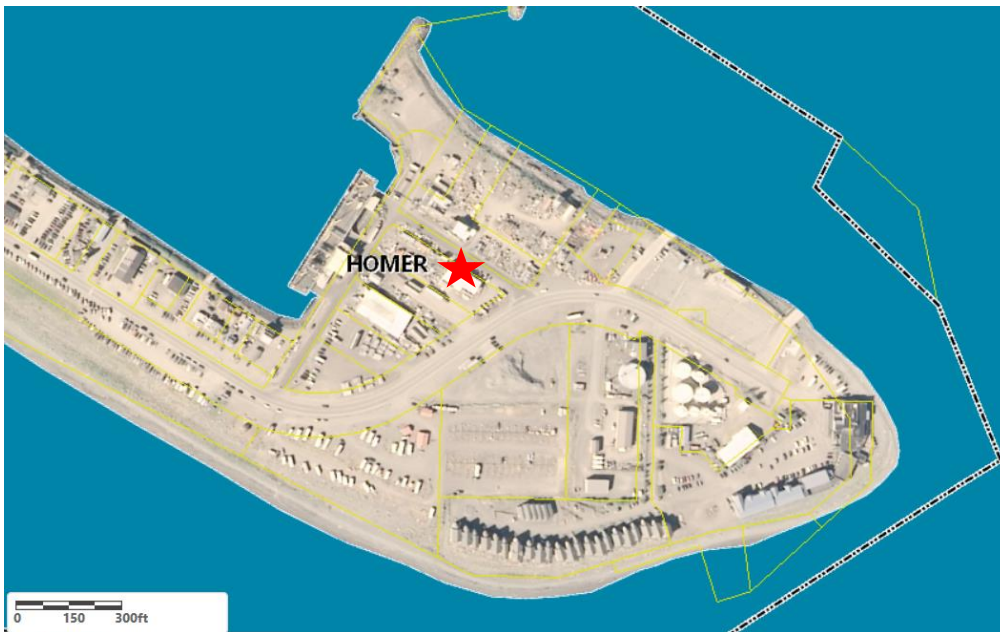
If the anti-malware software fails and an infection occurs, the City has implemented multiple layers of data protection and access controls. Recovery time will depend on how widespread and how long the attack may have laid dormant in the City works.

The City keeps an offsite back up of all files that is never more than a week old. While it could take some time to reboot this system to an operational status, records will not be lost. The City is hoping to apply for a grant for disaster recovery planning and will incorporate a recovery plan for a cyber-attack into that analysis, if the grant is successful. If we are not successful with the grant, it may be something Council wants to consider funding independently.

City of Homer State wide Professional Representation

I am proud to share with Council how engaged our employees are with their professional organizations on a statewide basis. Not only does this contribute to furthering the profession, it is an excellent opportunity for City of Homer employees to network and have resources available to them to help solve the complex problems their jobs send their way.

- Bryan Hawkins, President, Alaska Port and Harbor Association
- Melissa Jacobsen, President, Alaska Municipal Clerks Association
- Katie Koester, President, Alaska Municipal Manager's Association
- Mike Illg, President-Elect, Alaska Parks and Recreation Association
- Chief Kirko, Secretary/ Treasurer of Alaska State Fire Chiefs Associations
- Chief Robl, Member, Police Standards Council



Auction Block Update

Alaska Growth Capital (AGC), the bank that assumed the Auction Block property* after the previous owner declared bankruptcy, has been marketing the improvements with Spire Commercial in Anchorage. You can view the listing here:

www.spirecommercial.com.

The improvements were initially listed for \$750,000 but AGC recently reduced the asking price to \$650,000. AGC has expressed difficulty in

securing a tenant for the improvements. The building has been unoccupied for over a year, and although AGC has assumed the lease payments, it is in the best interest of the City to have the building functioning and contributing to the local economy.

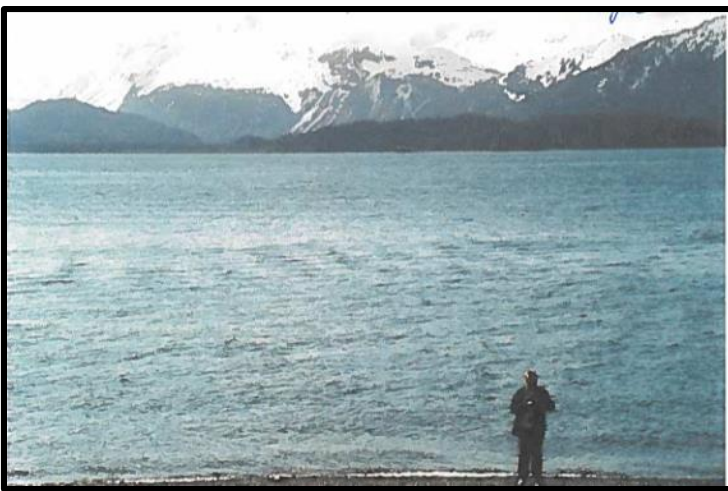
Continuing Discussion Regarding the Seawall

In my October 14th Manager's Report, I shared information with Council on increasing the Ocean Drive Loop Service Area (ODLSA) mil rate, expanding the ODLSA to include more properties, and a map showing the rate of erosion in the areas based on 2016 data. Input from Council on the body's appetite to explore taking on debt (or forward fund somehow) improvements to the Seawall, and under what terms and conditions, would help me respond to the ODLSA constituents. I welcome feedback from Council on potential next

steps and am happy to spend some time going over Seawall 101 for a member that wants take on this nuanced project.

Returning Olga Hallock's Rock to Kachemak Bay

My office received a request from Vermont residents Lionel and Ardys Fisher in regards to their dear friend Olga Hallock. Olga was a municipal employee for the Town of Huntington, Vermont who served as Town Clerk from 1969-2000 (please see the attached dedication). She first visited Alaska in the late 1990's and always knew she wanted to return, so in May of 2001 she and her two friends Lionel and Ardys ventured up to Homer. Lionel and Ardys shared that the Homer Spit seems to be a very special place for Olga and that she wanted to come back to Homer but was unable to do so and has since passed away. As such, these two friends asked if the City could assist them in returning a rock engraved with Olga's name to Kachemak Bay so that she may enjoy Homer in perpetuity. Last week, Harbormaster Hawkins did just that. May we take this moment to recognize just how lucky we are to call this beautiful place Home – it is a refuge for more than just our residents.



ISO Ratings for City of Homer

The City of Homer received our fire protection class rating back from the International Standards Organization (ISO) this week and I am pleased to report that we are remaining a 4/4Y rating, which means we should not see an increase to our insurance premiums. Next week, the Fire and Water Departments will be getting together to review the findings in detail and compare them to the previous rating conducted in 2014 to see where we need to focus our attention in order to prepare for the next visit. Administration's goal will be to continue to focus on lowering the rating to provide as much cost savings to the community as possible. After staff conducts an in-depth review of the report, Chief Kirko will develop a plan to determine next steps in preparation for the next ISO visit in 2024. I would like to acknowledge all the hard work that was put into the preparation of this review process by the City staff at the Fire Department, Water Division, and HPD Dispatch. 2024 will be here before we know it!

Spit Erosion

Staff has been working with ADOT and the Army Corps on solutions to mitigate erosion on the west side of the Homer Spit. One result of those conversations has been taking dredged materials from the Harbor and reintroducing them to the system near Mariner Park to help build the beaches back up over the long term ("beach re-nourishment"). The next step is to engage Army Corps in a Planning Assistance to States (PAS) study to explore long term solutions. A letter of engagement was included in my last report and an ordinance will be introduced at the next meeting to fund the City match for that effort. ADOT is actively involved as they are concerned about the threat to 45 Erling Highway and sent a coastal engineering firm

this summer to assess coastal erosion on the Spit and also explore long term solutions. This report is attached. I will be traveling to Anchorage in December with Harbormaster Hawkins to meet with ADOT on this topic. We are hopeful the State will be able to participate in the PAS grant with the Corps.

Alaska Municipal League

I am finishing up an action packed week in Anchorage with Alaska Municipal Manager's Association and Alaska Municipal League. I will provide a full travel report on the breakout sessions and take-aways in the next manager's report.

Project Updates for HERC Demolition Study and Airport Roof Replacement

HERC Demolition Cost Estimate

City staff are convinced that a hazardous materials survey is necessary to understand the cost of properly disposing of hazardous materials under the different demolition scenarios being considered. To this end, this month staff will be preparing an RFP to hire a firm to complete the survey. These services would include sampling, testing, and estimation of the cost to deal with hazardous waste during demolition. The City will consult with a project manager to manage the work of the selected firm and coordinate cost estimation of general demolition work.

Schedule:	December 1	Advertise RFP
	January 1	Select Firm
	January 10	Award Survey Contract
	March 15	Results of Haz. Material Survey Complete
	April 1	Complete Demolition Cost Estimate

(Note: The additional project management funds provided for in the 2019 mid-year adjustment expires at the end of the year. The project manager's efforts will extend into 2020. Additional authorization will be needed.)

Airport Roof Replacement

Nelson Engineering, under our term contract, is under contract to complete the preparation of the drawings needed to bid the roof replacement project. The City will consult with a project manager to manage the project and provide direction to Nelson Engineering regarding technical input/scope.

Schedule:	NTP	November 13, 2019
	Base Map Drawings Complete	November 26, 2019
	City Marks Up Base Map	December 4, 2019
	Incorporate City Markups (65% design)	December 13, 2019
	City Review of 65% design Complete	December 31, 2019
	100% Bid Ready Plans	January 15, 2020

(Note: The project manager's efforts will be complete before the end of the year. No additional budget authorization will be required.)

Enc:

Letter from ISO

Olga Hallock Dedication

Memo RE: Coastal Erosion Assessment on Homer Spit

Letter to Governor Dunleavy's Office regarding the Large Vessel Harbor Expansion Project

RCA Notice of Complete Application

Homer Trunk Line Surcharge Update for Quarter Ending September 30, 2019

Homer Foundation Quarterly Report

November Employee Anniversaries

2020 City of Homer Facility Tours Flyer



RECEIVED
NOV 01 2019

1000 Bishops Gate Blvd. Ste 300
Mt. Laurel, NJ 08054-5404

t1.800.444.4554 Opt.2
f1.800.777.3929

October 23, 2019

Mrs. Katie Koester, City Manager
Homer & Kachemak
491 E. Pioneer Ave
Homer, Alaska, 99603

RE: Homer & Kachemak, Kenai Peninsula County, Alaska
Public Protection Classification: 04/10, 4
Effective Date: February 01, 2020

Dear Mrs. Katie Koester,

We wish to thank you Chief Robert Ciciarella and Mr. Mark Kirko for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community's PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

Please note that as part of our analysis it was determined that the following fire station(s) did not meet the minimum requirements for recognition: Homer FS 2 Fire Station is not recognized.

ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to write, coverage's to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information on public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We've published the new classifications as "X" and "Y" – formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9."

- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B."
- Communities graded with single "9" or "8B" classifications will remain intact.
- Properties over 5 road miles from a recognized fire station would receive a class 10.

PPC is important to communities and fire departments as well. Communities whose PPC improves may get lower insurance prices. PPC also provides fire departments with a valuable benchmark, and is used by many departments as a valuable tool when planning, budgeting and justifying fire protection improvements.

ISO appreciates the high level of cooperation extended by local officials during the entire PPC survey process. The community protection baseline information gathered by ISO is an essential foundation upon which determination of the relative level of fire protection is made using the Fire Suppression Rating Schedule.

The classification is a direct result of the information gathered, and is dependent on the resource levels devoted to fire protection in existence at the time of survey. Material changes in those resources that occur after the survey is completed may affect the classification. Although ISO maintains a pro-active process to keep baseline information as current as possible, in the event of changes please call us at 1-800-444-4554, option 2 to expedite the update activity.

ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties. The PPC program is not intended to analyze all aspects of a comprehensive structural fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making loss prevention or life safety recommendations.

If you have any questions about your classification, please let us know.

Sincerely,

Alex Shubert

Alex Shubert

Manager -National Processing Center

cc: Mrs. Jona Lee Focht, Communications Supervisor, Homer Dispatch Center
Mr. Todd Cook, Water Superintendent, Homer Public Works
Chief Robert Ciccirella, Chief, Kachemak Emergency Services
Mr. Mark Kirko, Chief, Homer Fire Department

October 27, 2019

Katie Koester, City Manager
Homer City Hall
491 East Pioneer Ave.
Homer, AK 99603

Dear Ms. Koester,

We'd like to introduce you to a very special friend of ours, Olga Hallock.
(Please see the write up from the 1998 Huntington Town Report)

The following is a quote from the 1999 Huntington Town Report: "Olga Hallock is the only person in Vermont who has been named both Clerk of the Year (1999) and Treasurer of the Year (1995)."

Prior to her going to Holland for the International Clerks, Treasurers and Municipal Employees Convention in 2000, sometime in the late 1990's, Olga went to the same Conference held in Anchorage, AK. After the meetings she got a chance to tour the state with fellow clerks and completely fell in love with Alaska.

After her 2000 retirement she talked my husband and I into traveling there with her. So in May of 2001, we spent an incredible 3 weeks doing that — one week aboard a cruise ship from Vancouver to Anchorage and two weeks with a rental car on the George Parks, Richardson, Glen and Sterling Highways, ending up on the Homer spit just before returning to Vermont. She especially wanted to return to Homer and the spit. It seemed to a very special place for her. We have a picture of her standing on the beach by the Land's End Resort Hotel (on her birthday!) not seeming to get enough of the bay and the snow capped mountains in the distance.

The reason we're writing to you is to ask if you could do a special favor for us.

We have an oval, 7lb. granite rock from Scoodic Point, ME that we had engraved with the letters OLGA. We gave it to her as she also had a strong affinity for the ocean off Maine. It was returned to us after her passing in Nov. of 2004. My husband and I are 84 and 79 and aren't able to come to Alaska again. Is it at all possible that you could have one of your fishermen who go out on the bay on a regular basis toss "the rock" into the bay far enough out so it won't wash up? The symbolism of this act would mean so much to us.

An aside — Olga knew John Teal (associated with the Palmer Musk Ox Farm). She and my husband attended John's memorial service and burial in Huntington, VT where he had housed a pair of musk ox for several years on his farm.

Sincerely,

Lionel + Ardys Fisher
Lafisher@gmavt.net

Olga Hallock



When she retires in 2000, Olga Hallock will hold the record for the 20th century for time served as Huntington Town Clerk. She has held this office longer than any clerk in Huntington's recorded history except George W. Sayles (1874-1906), who served a year longer. In her time in this office, she has seen many changes.

Olga Hallock was the first woman to be elected Huntington Town Clerk. When she received the position in 1969, the clerk provided all her own materials (including pencils) and equipment. Olga bought two safes from her predecessor in which she stored town records going back 40 years. (She sold these to the Town in the 1980s.) The rest were stored in the vault located in the back third of the unheated building on the green in the lower village that later also housed the Town Library.

Until 1981, when the Huntington Center School was converted into the Town Office, the Clerk dealt with the business of the town in her home. Olga lived on the Roy Cleveland farm in Huntington Center until 1974 and the dining room was converted into an office for her. The Town Clerk had office hours, but Olga can't remember what hers were when she first started. She said, "When you have it in your home, it's different...they were there before breakfast and they were there when I was in my pajamas."

When the farm was sold, she and her employer moved into a mobile home next to the farmhouse; she put on an addition to house the town's business. She later initiated the move into the now Town Office.

Olga was really the first full-time clerk/treasurer Huntington had and her expertise evolved with the times. Said Roderick Ross, Huntington Selectman for 18 years, "Olga is one of the brightest people. She got there through self-education."

When the town business had to modernize, Olga attacked learning the computer with great determination. Ross points out that "when Olga learned this, computers were a different world. There weren't the programs that there are today." He went on, "it wasn't that long ago when even books were kept in a shoebox." The newest member of the selectboard also served as its clerk. When Ross was first elected in 1975, he received everything in a box from his predecessor.) All town ledgers for payments and other accounts were handwritten. Compare this to today's computer-generated receipts and fast-paced records retrieval.

The office has gotten much busier. Huntington land records are now into Volume 59. When Olga began as clerk, she started in Volume 25.

Olga Hallock was born "on the hill" in the Starksboro part of Hanksville. She attended the one-room school house in Hanksville, now the home of Penny Albright on Carse Road. Olga grew up with two brothers, Wayne and John. Her sister died in infancy before Olga was born. She walked to school with her brother, John, sometimes catching a ride down to the Parker Beane farm on the milk wagon. High school was not an option for her as Huntington



Olga and John Hallock on Grandfather Hallock's place (now owned by the MacIsaacs) around 1942. Photo courtesy of Lorraine Hallock

students usually attended either high school in Richmond or Bristol, which meant boarding in the town. She went to work on the Cleveland farm in Huntington Center after eighth grade. She helped Hazel Cleveland with the tasks associated with running the household for a large dairy farm, complete with live-in farmhands. She lived and worked there for 24 years. Later, she took and passed her General Equivalency Diploma exam in 1980 when she was 43.

As you can imagine, Olga has a great many stories of life on the farm. She tended to the poultry, which included dressing the birds as well as feeding them. There were incubators in the basement of the house. She remembers well the year (1957) that Roy Cleveland broke his leg on the hill and she incubated, hatched and cared for 97 goslings until they were prepared and delivered for Christmas dinner sales at Colodny's Market (now Burlington College) and Verrett's Market on Shelburne Road.

She decided to run for Town Treasurer in 1979, succeeding Nellie Jaques. When the Selectboard decided it needed an assistant to field calls for town-related business, Olga was their choice. She knows more intimate details of Huntington and its residents than anyone can imagine. Her institutional memory for the town's history makes her an invaluable resource when putting together newspaper articles or documents like the Town Report.

Details are her specialty. She runs a tight ship at the polls. Huntington has never had a vote recount where the number was any different than it was the first time.

Olga is active professionally and has served on the State Board of the Vermont Town Clerks and Treasurers Association. She is one of the few certified Town Clerks/Treasurers in the State of Vermont, an honor of which she is extremely proud (the license plate on her car reads CVC/CVT). She regularly attends conferences for town clerks and already has her hotel reservation for the conference in Amsterdam (yes, Holland) in 2000.

Olga's contribution to Huntington goes far beyond her elected offices. She was the moving force behind the Huntington holiday food boxes for many years. Every spring, she places the flags out on the veterans gravestones in all the town's cemeteries. For many years, she was a primary force in the Huntington Volunteer Fire Department Ladies Auxiliary. Olga, together with Edith Baughman, started the Friends on Richmond Rescue in 1979. She helped start *The Huntingtonian*, which later merged with *The Richmond Times*, spending many evenings for 11 years with a few neighbors collating, stapling and labelling the newsletters for mailing. The list is impossible to complete here.

Mention her name and people just can't say enough about her generosity and personal kindnesses.

Says Roderick Ross, "Olga weaves the fabric of the community together. She makes everybody feel like a friend."

When asked recently what her favorite part of being Huntington's Town Clerk for over 30 years has been, she answers without hesitation, "meeting with people."



Thanks to Roderick Ross and Lorraine Hallock for their help with this "surprise" dedication.

—H. Racht



Olga, with brothers, Wayne (left) and John (right) prepare to go hunting

Huntington Town Clerks*

1969-2000	Olga Hallock
1964-1969	Sheridan A. Coveau
1935-1964	P.C. Jaques
1916-1935	H.A. Alger
1906-1916	Bert Morrill
1874-1906	George W. Sayles
1871-1874	R.C. Bromley
1868-1871	George E. Johnson
1853-1868	J.M. Johnson
1848-1853	Royal Firman
1846-1848	Alexander Ferguson
1815-1846	James Ambler
1796-1815	William Hills
1793-1796	Ebenezer Ambler
1792-1793	Jehiel Johns
1791-1792	Ebenezer Ambler

*List derived from signatures on land records back through Volume I.

Memo

Date: Monday, September 30, 2019

Project: Coastal Erosion Assessment of Sterling Highway Termini on Homer Spit

To: Joselyn Biloan, Kenai Area Planner (DOT&PF)

From: Ruth Carter, PE, Coastal Engineer (HDR)

Subject: Analysis and Concept Alternative

The purpose of this technical memorandum is to provide a Coastal Erosion Assessment of Sterling Highway Termini on Homer Spit (herein referred to as the “Spit”) as well as provide concepts for long-term solution to help reduce maintenance costs and extend the functional life of the highway.

Metocean Conditions and Sediment Transport

The following provides a brief description of the meteorological and oceanographic (metocean) conditions as well as sediment transport trends along the Spit.

Tide

Tide datums for the area were gathered from the NOAA tide station located at Seldovia, AK and are provided in Table 1. Although this station is located across Kachemak Bay, the tide datums provide a good representation of conditions along the Spit.

Table 1. Tidal Datums at Seldovia NOAA Tide Gauge (NOAA 2019)

	Elevation, FT (MLLW)	Elevation, FT (NAVD88)
Mean Higher High Water	18.1	12.7
Mean High Water	17.2	11.9
Mean Sea Level	9.6	4.3
Mean Low Water	1.7	-3.6
Mean Lower Low Water (MLLW)	0.0	-5.3
North American Datum of 1988 (NAVD88)*	5.3	0.0

**NAVD88 conversion calculated using Alaska Department of Natural Resources – Alaska Tidal Datum Portal (DGGGS 2019).*

Wind

Figure 1 provides a wind rose from data gathered at the Homer airport. The wind rose graphically shows the wind direction, magnitude, and frequency of occurrence. A silhouette of the Homer spit is also included in the figure in the background. This provides a graphical orientation of the Spit shoreline in relation to the wind trends. From the figure, it can be seen that annually wind predominantly blows in two primary directions: northeast and west southwest.



[PAHO] HOMER MUNICIPAL (ASOS)
Windrose Plot [All Year]
Period of Record: 01 Jan 1970 - 27 Sep 2018

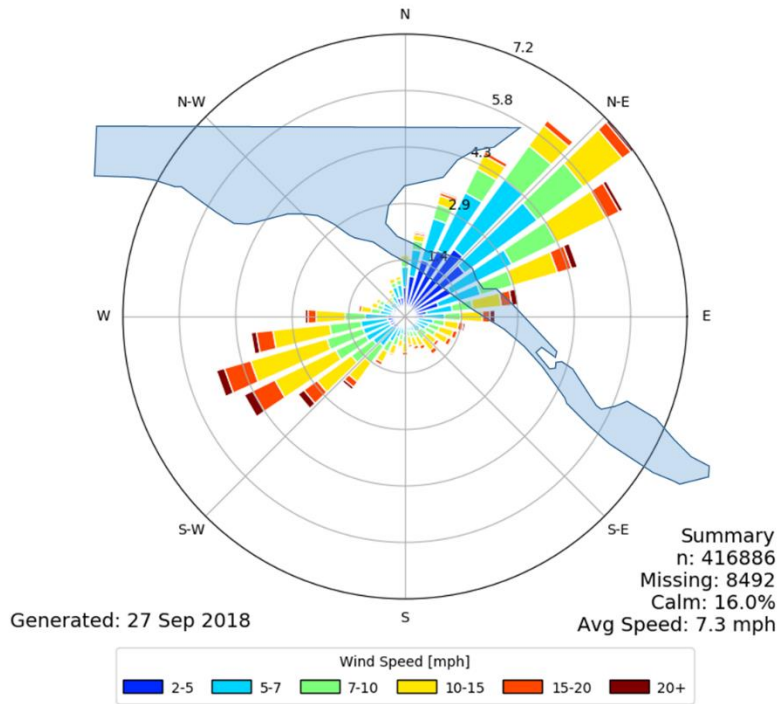


Figure 1. Wind rose showing predominant wind direction, frequency, and magnitude at Homer, AK (ISU 2019).

Waves

Kachekmak Bay is relatively shielded from open ocean swell coming from the Gulf of Alaska. Waves generated that impact the Spit are primarily wind-generated waves that have developed within the Kachekmak Bay/Cook Inlet water bodies. Because of this, wave directional trends will closely align with directional trends of the winds shown in Figure 1.

Homer Spit and the highway are partially protected by the Archimandritof Shoals, which forms off the terminus of the spit. The largest waves break offshore on the shoal. Nearshore, breaking waves form “offshore bars” that are visible at low tides; channels form on the beach from the strong return currents of these breaking waves.

Sediment Transport

For discussion purposes, sediment transport can be simplified as cross-shore transport and long shore transport.

Cross-shore transport is the movement of sediment up and down the beach profile. In typical open-ocean beaches, wave action from winter storms will cause cross-shore sediment transport to the lower part of the beach profile creating a skinner beach or lower beach elevations. During calmer summer periods, cross-shore transport will move this sediment back up into the higher portions of the beach profile creating a seasonally wider beach. This trend or some variation is likely occurring as seasonal variations of the Homer beach elevations are typical.

Long shore sediment transport is the movement of sediment parallel to the shoreline. Sediment will move along the shoreline as waves approach a shoreline from an oblique angle. The more oblique the angle and more wave energy, the more sediment is transported. Based on the wave directional trends and orientation along the Homer Spit, the beach experiences waves impacting the shoreline from a consistent oblique angle, thus a net sediment transport is southeastwardly as it moves around the tip of the Spit on incoming tides; outgoing tides send material westward off the end of the spit contributing to the Archimandritof Shoals. A 200 meter deep submarine trough at the end acts as a sediment trap limiting further spit extension.

Existing Observations

A site visit was conducted on September 17, 2019 with the Homer Port Administrator/ Harbormaster to observe the condition of the highway along the Spit. The state's Maintenance Superintendent also attended briefly while in the area. Photographs included represent the conditions present at the time of the site visit.

Background: The Homer Spit is a 4.5 mile long glacial spit composed of sands and gravel that offers recreational, commercial, industrial, and residential use. It is a valuable asset to the City of Homer and the State due to its economic and recreational opportunities. It is also a unique, coastal feature and a valuable environmental resource with its extensive bird and marine habitat.

While typically in equilibrium, it is apparent that the spit is undergoing a long period of erosion. This is evidenced by observing the piling structures located on the Spit, which are exposed an estimated ten feet more than three years ago, according to observations by the Harbormaster. Near Land's End, buried piling were exposed up to about 10-feet about three years ago, however only about one foot of piling was visible at the time of this site visit. Beach areas once used for camping and other recreation are now gone. Changes in storm patterns the past few years with milder summers and fewer strong southeasterly events may be affecting the sediment movement along the spit allowing greater erosion and less seasonal accretion (pers. comm. Bryan Hawkins, Homer Harbormaster).

The U.S. Army Corps of Engineers (USACE) rock revetment (Figure 2) appears exposed almost in its entirety (Figure 3), where in the past a greater portion of rock was buried. Originally, the Corps constructed 1000 feet of revetment in 1992, and extended it an additional 3700 feet in 1998. It is suspected that placement of the rock sections by the USACE affected the supply of

sediment, which impacted the overall littoral drift on the Spit. This caused beach lowering adjacent to the rock revetment and further south along the spit (i.e., down drift erosion).

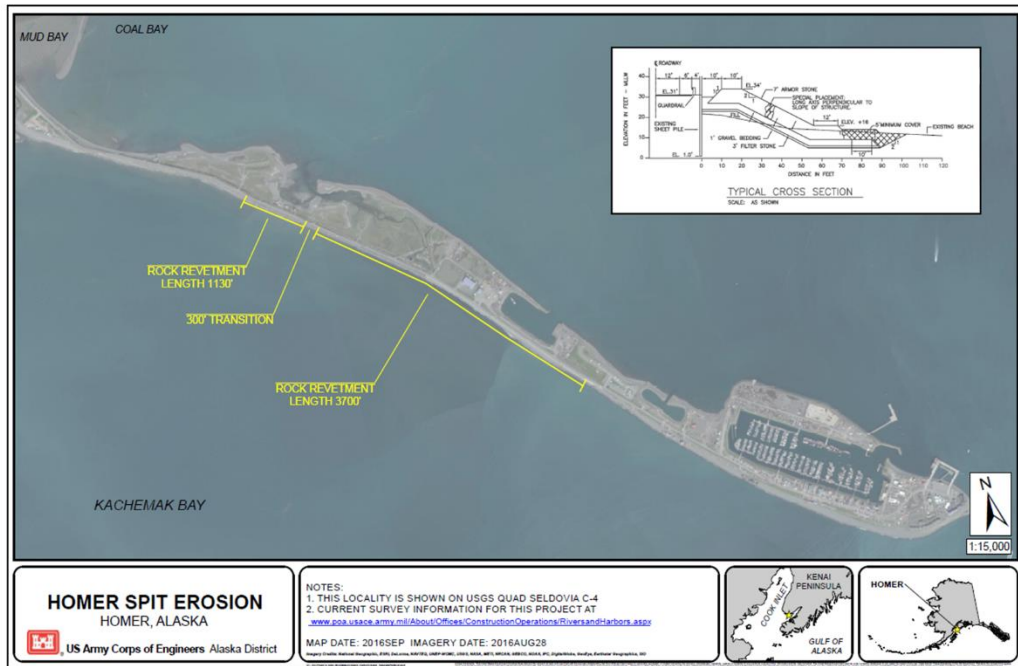


Figure 2. USACE rock revetment location maps (USACE 2019).



Figure 3. Condition of USACE revetment along the Spit.

Further to the south the Alaska Department of Transportation and Public Facilities (ADOT&PF) has armored the highway in two emergency projects. These areas are known to be subject to periodic overtopping; visible damage to the asphalt on the roadway shoulders was observed. The transition from USACE to the DOT&PF revetment projects is shown in Figure 4.



Figure 4. Transition of USACE and DOT&PF revetment projects.

A large lens of sand/gravel was noted near the DOT&PF revetment; it appears to be migrating southeast on the upper beach. The sand lens is shown in Figure 5.



Figure 5. Sand lens observed along DOT&PF revetment.

Dredged materials have been placed on the beach in various locations. This material was observed to be naturally sorted. Larger cobbles remain on the upper beach, while fines are washed out, migrate and are transported offshore or alongshore. This often leaves an escarpment that can be perceived as erosion, however it is a natural sorting effect that occurs when type of material is placed and exposed to wave/currents. Photograph of typical escarpment associated with eroding dredged material is shown in Figure 6.



Figure 6. Escarpment along Spit demonstrating natural sorting of placed dredged material.

Area between the boardwalk businesses near the end of the spit was damaged in a March 2019 storm, according to Bryan Hawkins. The City of Homer plans to place an estimated 40,000 cubic yards of dredged material from a privately-owned barge basin into this area to try to partially reclaim their city camping sites. Currently there is no camping area. It is expected that placement of this material will also provide a buffer for the highway embankment in this area. Figure 7 shows a former camping area; utility pole now exposed about 10-feet more than one year ago.



Figure 7. Former camping area along the Spit.

Near Land's End, a perched beach was created by placing large boulders on the upper beach and back-filling with dredged material (Figure 8). Only the cobbles remain and provide a more stable beach profile. The large rocks also act as a small groin and have helped rebuild the upper beach in this area. It is estimated that 10 to 30 percent of the material in dredged spoils is cobbles; the remainder is fines that get moved offshore or alongshore. Photo perched beach concept.

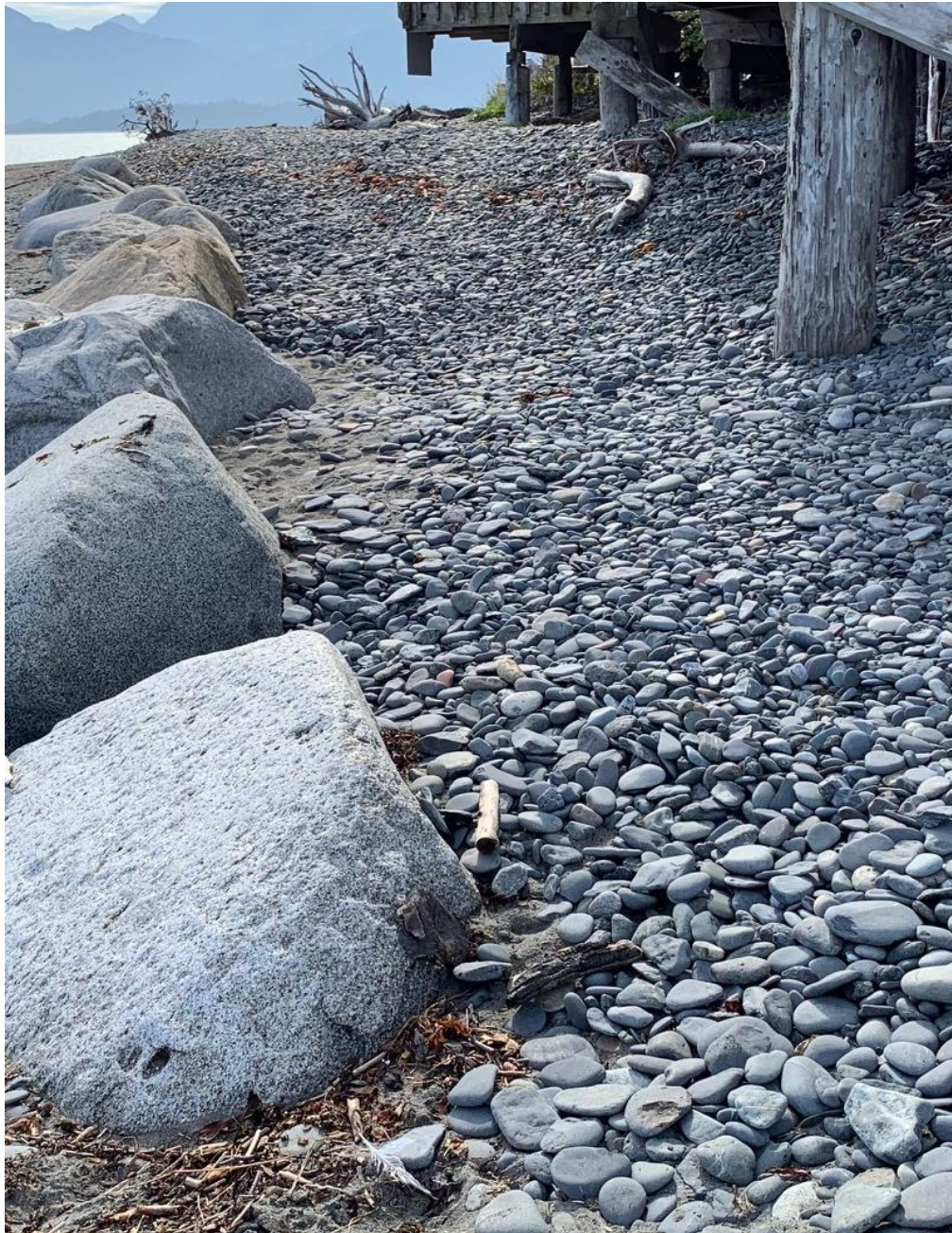


Figure 8. Boulders placed along Land's End.

Figure 9 provides an overall view of Homer Spit from the air with cruise ship at City of Homer dock.



Figure 9. Oblique aerial of the Homer Spit during the time of the site visit.

Coordination

State, federal and local agencies were contacted for this study. This included the DOT&PF Planning and Maintenance Sections, the U.S. Army Corps of Engineers Operations Branch, and the City of Homer Harbor Department. While this list is not extensive, sufficient information was gathered to address the needs herein.

In May of this year, there was a meeting held in Homer to address long term erosion concerns on Homer Spit; a copy of the meeting notes is attached. Overwhelmingly, the conclusion was

that a Long Term Management Plan is needed for material on the Spit and that there needs to be a Working Group involving state, federal and local agencies along with other interested parties.

Meeting on the Spit with the Homer Harbormaster and DOT&PF Maintenance Superintendent provided a view of city and state concerns. Additionally, efforts of both parties to address erosion were discussed onsite.

Highway Embankment Protection Concept

A number of concepts for improving the longevity of the existing roadway embankment were considered. Including a perched beach, a groin field, offshore breakwater, sediment management (beach nourishment), a traditional rock revetment and a combination of a revetment with sediment management.

Due to the importance of access on Homer Spit, a traditional revetment is recommended; however it is strongly encouraged to couple any rock project with a sediment management plan for long term viability of the spit. If the cost is similar, concrete armor units may be considered in lieu of rock to further reduce run-up and overtopping.

Armor Stone Revetment and Sediment Management

This concept is essentially a 'belt and suspenders' approach to protecting the department infrastructure and maintaining the recreational beach. This concept proposes to extend the existing armor stone revetment along the roadway and building the beach seaward of the larger rock.

The revetment would use at least two stone material classes: a filter stone and a primary armor stone. Filter stone would be placed between the primary armor stone and the road embankment. The larger primary armor stone would protect the roadway from large storm events; the beach nourishment would provide a buffer protecting the roadway from smaller events. A vertical cutoff wall would prevent undercutting of the asphalt on the shoulder of the road.

Figure 10 provides a schematic of this concept.

This concept include the following assumptions: Design High Water +18 feet, Design Low Water -3 feet, Design Wave Height 6 feet, Beach Slope 8H:1V, Highway Elevation +31 feet. 2H:1V revetment slope. Average weight armor stone 3,000 lb.; filter stone 300 lb.

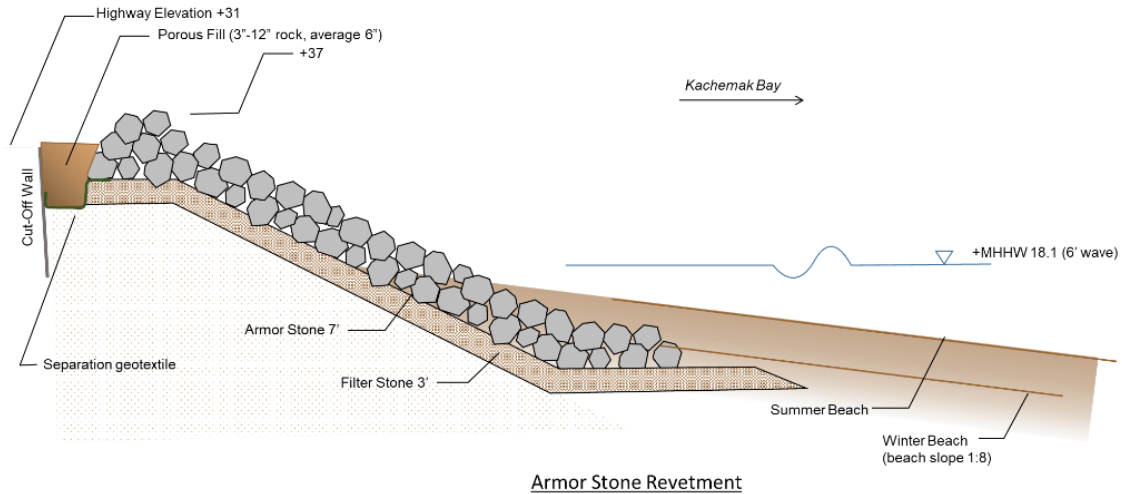


Figure 10. Armor stone revetment concept schematic.

Advantages

- Armor stone structures can be designed to have a long service life.
- Makes use of dredged materials; keeping them on the Spit.
- Reduce damage to edge pavement.

Disadvantages

- Armor stone can have a high construction cost.
- May require guardrail.
- Beach elevation will continue to lower in front of the rock revetments due to effect sediment cross-shore transport, so would need to be maintained.
- Down drift erosion will continue to occur due long-shore sediment transport.

Maintenance

- Conduct periodic surveys (every three to five years) to identify potential settlement of the structure and displaced stones.

Permits

Anticipated permits that would be required for this concept include: USACE 404/10, USACE 408, City of Homer, ADEC, U.S. Fish & Game Habitat, Endangered Species Act, Nation Marine Fisheries Service (NMFS)/Marine Mammal Compliance.

Rough Order Magnitude Costs

A rough order of magnitude (ROM) cost for this concept was developed. Quantities were determined through conceptual design and assumed rough unit rates were applied to develop the ROM costs. Note, no design has been performed to determine quantities, and comparable project costs were not reviewed. ROM costs should be used as a general “order of magnitude”

and not used for financial planning purposes. Costs associated with design and permitting of the concepts is include in the ROM cost values.

While in Homer there was a discussion with Bryan Hawkins, Homer Harbormaster, and Carl High, ADOT&PF Kenai Maintenance Superintendent, of rock availability and pricing briefly. Ouzinkie rock was used for a recently constructed Seward breakwater, according to Bryan Hawkins. Bryan also mentioned that there's a new quarry being tested in Kodiak. Carl stated that Dibble Creek out of Jakalof is producing crushed rock which is used to produce D-1 for highway projects. In addition, it was noted by both Bryan and Carl that there is the new Diamond Cape Quarry across the Inlet from Homer that may be able to provide armor rock.

The cost of this revetment would be roughly \$1.1M to \$1.5M per 100-foot station. Maintenance would be about 5% of cost of the revetment every three years.

Recommendations

The following provides some recommendations for advancing improvements to the Sterling Highway Terminus on Homer Spit.

- Due to the current state of erosion along the Spit, the roadway embankment should be protected with a hard structure. To develop an armor stone or concrete armor unit revetment, recommend advancing the project through a traditional design/bid/build or construction manager/general contractor (CM/GC) delivery project.
- The hard structure should be coupled with a Long Term Sediment Management Plan to improve the overall stability of the spit by keeping dredged materials in the system.
- Research and document historical and current studies to develop lessons learned prior to design.
- Work with City of Homer to establish a local observer network to install staffs to visibly measure the relative seasonal and annual changes in beach elevations. This could be as simple as a graduated staff attached to existing piling and was discussed with the Homer Harbormaster.
- Establish Working Group: City of Homer, DOT&PF, USACE, others, to meet annually and address immediate and long term needs.
- Develop a Long-Term Sediment Management Plan
 - Sediment Transport – determine where beach nourishment material is ending up and how long it takes to move from where it's placed.
 - Perform a Sediment Budget – determine how much material is needed to maintain the spit. Understand its origination. Determine the optimum placement and quantity for beach nourishment.
 - The Long-Term Sediment Management Plan should include extensive modeling and performance analyses to inform potential for erosion impacts. In addition, the plan should also include potential impacts/benefits of the Homer Harbor Expansion Project.

- Explore benefits of extending USACE revetment through a General Investigation as a Cooperative Project with state (ADOT&PF) and City of Homer as partners.

Attachments

- 2019-9-29 SUMMARY Homer Spit Erosion Tech Memo
- HOMER - May 21 Meeting Notes - USACE et al.
- 9-4-2019 Telephone Record-RCarter to JBiloon
- 9-16-2019 Telephone Record-RCarter to CHigh
- 9-16-2019 Teleconference Record-RCarter BHawkins JAnderson MTencza
- 9-17-2019 RAC Meeting Minutes - Field Observations-updated

References

DGGS, 2019. Alaska Department of Natural Resources, Division of Geological & Geophysical Surveys, Alaska Tidal Datum Port. Webpage, <http://dggs.alaska.gov/sections/engineering/ak-tidal-datum-portal/calculator.php>

ISU, 2019. Iowa State University, Iowa Environmental Mesonet. Webpage, <http://mesonet.agron.iastate.edu/sites/locate.php>

NOAA, 2019. Center for Operational Oceanographic Products and Services (CO-OPS), webpage, <http://tidesandcurrents.noaa.gov/>

USACE, 2019. United States Army Corps of Engineers, Alaska District. Webpage, <https://www.poa.usace.army.mil/>.



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

November 8th, 2019

Mr. Brett Huber, Sr.
Senior Policy Analyst
Executive Office of Governor Dunleavy
550 W 7th Ave.
Anchorage, AK 99501
Submitted electronically: Brett.Huber@alaska.gov

Mr. Huber,

Honorable Governor Dunleavy recently visited Homer to attend the Alaska State Home Builders Association conference but he also was able to share some of his time with Homer Mayor Ken Castner, Port and Harbor Advisory Commission Chair Steve Zimmerman, and myself to discuss the City of Homer's Large Vessel Harbor Expansion Project. During our meeting, the Governor recommended we continue our conversation with you as our next point of contact.

Brief background information: the Large Vessel Harbor Expansion Project is a regional economic development initiative that will allow vessels up to 250 feet in length safe moorage in Alaskan waters. The outcome will be hundreds of thousands of dollars in savings for large vessel owners that currently have to moor their boats elsewhere while letting Alaska keep more dollars in-state. Industries that have so far expressed interest in having central gulf region operations include oil and gas, commercial fishing, commercial transportation, research, enforcement, and adventure cruise ships. Homer's large vessel harbor will also provide safe moorage for the US Coast Guard, and result in high paying jobs for Alaska marine tradesmen since vessels could now be worked on and in Alaska instead of Washington.

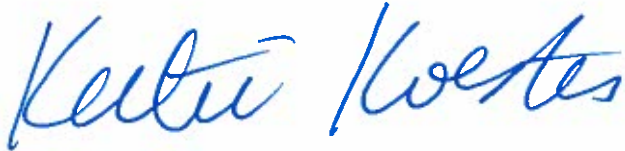
The State of Alaska has long been a partner with the City of Homer in the Large Vessel Harbor Expansion Project. In 2007, a General Investigation Study for the new harbor was initiated with funding shared 25% City, 25% State through the Alaska Department of Transportation (ADOT), and 50% Army Corps (see attached agreement). In 2009, this study was shelved due to project cost and demand however there is good news to share. The US Army Corps Planning Assistance to States (PAS) grant completed this year has determined variables like cost and demand have significantly improved, making this a feasible project. During their upcoming budget cycle, the Corps will be recommending funding to reinstate the General Investigation Study. The Study will be a three year commitment with a total cost of \$3 million dollars.

The City of Homer is asking for the State of Alaska to continue our longstanding partnership in this transportation project by contributing a 25% match over 3 years, totaling \$750,000. ADOT staff in the Central Region Planning office have recommended cruise ship passenger vessel tax dollars as the State's funding source for this match.

Given the positive momentum behind this project, I would appreciate any opportunity to further discuss the Large Vessel Harbor Expansion Project with you and the Governor as soon as possible. It would be a significant accomplishment to line out potential next steps to initiate the General Investigation Study with ADOT and reaffirm the City's important partnership with the State regarding this endeavor.

Thank you for your time and attention.

Best regards,



Katie Koester
Homer City Manager

Enc:

2007 MOA between ADOT and City of Homer for Payment of Matching Funds for Homer Harbor Feasibility Study

2020-2025 Capital Improvement Plan, New Large Vessel Moorage Facility

Memorandum of Agreement
 between the
 Alaska Department of Transportation and Public Facilities
 and the
 City Of Homer
 for
 Payment of Matching Funds
 For Homer Harbor Feasibility Study

This Memorandum of Agreement is by and between the Alaska Department of Transportation and Public Facilities, hereafter referred to as the Department, and the City of Homer, hereafter referred to as the City.

The City, as local sponsor, has requested State assistance in the funding of the feasibility study for a harbor expansion project in Homer.

The Alaska legislature in Chapter 82, SLA 2006, has appropriated funds that may be used as matching funds for the Army Corps of Engineers Harbor projects.

The Department has agreed to provide these funds in the amount of \$150,000 for the City's matching fund requirement.

The City requests the Department make payments directly to the Corps of Engineers.

Therefore, the Department agrees to issue payment directly to the Army Corps of Engineers, not to exceed \$150,000.

The City agrees that the Department has no obligation on the Homer Harbor Expansion Project beyond that specifically agreed to in this Memorandum of Agreement.

City Of Homer

Steve Dew, Acting City Manager

Date

11/28/07

Alaska Department of Transportation
& Public Facilities

Patricia M. Miller

Date

11.27.07

**State-Municipality Cooperation Agreement
Between the
State of Alaska Department of Transportation and Public Facilities
and**

The City of **Homer**

Project Name: **Homer** Navigation Improvements

Project No. #####

The Municipality and the State are entering a long term working relationship with the Corps of Engineers (hereinafter called the Corps) on the above reference project. The Municipality as project sponsor has requested State assistance.

This cooperation agreement is effective upon execution by the State of Alaska, Department of Transportation and Public Facilities, (hereinafter called the State) and City of **Homer**, Alaska (hereinafter called the Municipality). The State and Municipality are entering this Agreement pursuant to AS 35.15.080 et. seq. and any regulations promulgated thereunder.

The Municipality's coordinator for this Agreement is **Steve Dean, Harbormaster**. The State's coordinator for this Agreement is **Harvey Smith**, State Harbors Engineer. Each party agrees to notify the other party of any change in the coordinator.

1. This agreement defines and formalizes the State's role during the Corps' Feasibility Study process. It is our intent that the State's engineer will be a Technical Consultant to the Municipality and liaison between the State and the Corps. This function is reserved for a department representative on any project anticipating state funding for either design or construction, or for any project that may affect an existing state harbor facility.
2. The Municipality recognizes that:
 - a) It will be required to provide access, uplands, and tidelands sufficient to support construction, operation, and maintenance of the proposed facility and that the State will not participate in land acquisition and right of way purchases.
 - b) If not already in place, the Municipality shall adopt harbor ordinances that provide for the administration, management, operation, and maintenance of the completed facility for public purposes as a condition of receiving State construction funds for the proposed project.
 - c) The Corps process seeks to satisfy National Economic Development (NED) criteria to determine the national interest, which may not include local or state interest.
 - d) The State has unique professional coastal and harbor engineering expertise and considerable experience as sponsor that can provide substantial technical and administrative strength to the project.
3. The Municipality and the State agree to appoint members as appropriate to the project study team and one member each to the project executive committee.
4. The Municipality agrees to a joint review with the State of the draft Project Feasibility Cost Share Agreement (FCSA) before signature by the Municipality.

5. The Municipality agrees to a joint review of intermediate work products, study recommendations and final draft report.
6. The Municipality agrees to promote the project, support the team effort, and actively participate as a team member.
7. The State agrees to:
 - a) Provide review and consultation during FCSA development.
 - b) Act as technical advisor and consultant to the Municipality. This includes taking information presented by the study team and, working cooperatively with the Corps and Municipality, compile it into an optimum design representing the interests of the Municipality while conforming with State Policy and Corps' National Economic Development (NED) requirements.
 - c) Look at the whole harbor concept by integrating the necessary uplands, mooring basin, and protective structures into a fully functional harbor. This effort will strive to create harmony with the Corps' NED plan. The NED plan normally focuses on the General Navigation Features (GNF), consisting of only breakwaters and primary navigation channels. The harbor area recommended for upland development is approximately equal to that required for moorage and may have similar, or greater, potential for economic benefits.
 - d) Work in cooperation with state planning personnel providing technical guidelines for planning decisions. The planning objectives are to identify local and State benefits in addition to national benefits and to help the Municipality develop facilities that maximize the economic opportunities for the Municipality and the State.
 - e) Work with the study team to develop measurable criteria from which to evaluate harbor alternatives.
 - f) Work with environmental and other groups to resolve issues that may cause delay in the design development.
8. Subject to appropriation by the Legislature, the State will provide in-kind services. Financial obligations are understood to be obligations of the Municipality. Where State financial assistance is approved, payment (less in-kind services) will be made directly to the Corps of Engineers. Prepayment, when required by the federal program, will be made upon receipt of requests for payment accompanied by documentation submitted by the District Engineer, Alaska District Corps of Engineers, or his authorized representative. The required documents are the signed FCSA between the Corps of Engineers and the Municipality, and a letter from the District Engineer requesting payment.
9. In the event the final total amount of the local Municipality's financial obligation is less than the total amount estimated at the time of signing this agreement, then the State shall receive its proportionate share of any unused portion of the local Municipality funding returned by the Corps of Engineers at the completion of the project.

10. The State and Municipality will make no commitment for subsequent project development costs unless this agreement is amended in writing and signed by both parties.
11. If, due to changed circumstances, the State or the Municipality wishes to terminate this Agreement prior to its completion, the initiating party shall notify the other party in writing of its reasons for requesting the early termination. To terminate, both parties must agree in writing that it is in their mutual best interests to terminate. If the State and Municipality agree to terminate, the State assumes no further liability to the Municipality, the Corps of Engineers or any other party.
12. Before any party to this agreement may bring suit in any court concerning an issue relating to this agreement, such party must first seek in good faith to resolve the issue through negotiation or other forms of non-binding alternative dispute resolution mutually acceptable to the parties.
13. Unless changed by prior written notice, any correspondence required by this Agreement must be sent to the following addresses:

STATE:

Office of the State Harbors Engineer
 Department of Transportation and Public Facilities
 3132 Channel Drive
 Juneau, AK 99801

MUNICIPALITY:

City of Homer
 491 East Pioneer Avenue
 Homer, Alaska 99827

APPROVALS:

Authorized Signature for Municipality, Title	Date
(Director of Design and Engineering Services	Date

APPENDIX A

Scope of Project:

1. Description of Project: The Municipality plans to enter into a project feasibility cost share agreement (PFCSA) with the Corps of Engineers, Alaska District to investigate and report on the proposed project feasibility.
2. The Municipality has requested State assistance by letter dated August 27, 1998

APPENDIX B

Payment Schedule:

For Corps of Engineers Matching Funds

There is no appropriation for the Homer Navigation Improvements project at this time, however, the State agrees to transfer funds, if appropriated by the Legislature and approved by the Commissioner, for the project to a special account in the State Treasury. The funds transferred to this special account for the Municipality shall not exceed a total of \$ ##### or the amount actually appropriated by the Legislature for this project, whichever is less. In no case shall the amount expended on this project be more than 50% of the total non-federal cost including in-kind services. State will charge directly to this account for in-kind services provided under this agreement and the PFCSA.

Payment, less State incurred in-kind costs, will be made directly to the Corps of Engineer at FINANCE AND ACCOUNTING OFFICE, ALASKA DISTRICT, US ARMY CORPS OF ENGINEERS, PO BOX 898, ANCHORAGE AK 99506-0898. The check will be pay to the order "FAO, USAED, ALASKA"; memo "Homer Navigation Improvements"; Or, in the case where the Municipality has advance funded the project, the State may make payment directly to the Municipality.



2. Homer Port & Harbor: New Large Vessel Moorage Facility

Project Description & Benefit: This project will construct a new large vessel moorage facility to the north of Homer’s existing Port and Harbor. It will enhance port capabilities by:

- Accommodating large commercial vessels (fishing vessels, work boats, landing craft, tugs, etc.) outside the small boat harbor. Currently, large vessels are moored at System 4 and System 5 transient floats. Due to shortage of moorage space, large vessels are rafted two and three abreast constricting passage lanes, creating traffic congestion and overstressing the floats. The new facility will address overcrowding and associated navigational safety concerns and high maintenance costs in Homer’s small boat harbor,
- Enabling Homer to moor an additional 40 to 60 large commercial vessels that potentially would use Homer Port & Harbor as a home port, but have been turned away due to their overall size, draft, or that the systems are working beyond capacity and we simply lack the space;
- Positioning Homer’s Port and Harbor to meet the demands of emerging regional and national economic opportunities such as the Cook Inlet Oil & Gas industry, a possible LNG export plant in Nikiski, the opening of the Arctic for research, transportation and resource development and the US Coast Guard’s long-term mooring needs. Currently, the USCGC *Hickory* moors at the Pioneer Dock which provides inadequate protection from northeasterly storm surges. The large vessel harbor will be built to provide protected and secure moorage suitable to accommodate USCG assets.

Centrally located in the Gulf of Alaska, Homer’s Port & Harbor is the region’s only ice-free gateway to Cook Inlet, the port of refuge for large vessels transiting the Gulf of Alaska, Cook Inlet, and Kennedy Entrance, and is the marine industrial and transportation system hub for central and Western Alaska. The new moorage facility will fill the unmet needs of large commercial vessels operating in the maritime industrial, marine transportation and commercial fishing industries.

Plans & Progress: The City, State of Alaska ADOT, and Army Corps of Engineers (ACOE) partnered on a port expansion feasibility study in 2004. At that time, preliminary results indicated the project’s Benefit to Cost ratio would be non-competitive for Federal funding so the study was put on hold. High demand and favorable changes in cost drivers since then prompted the City and the ACOE to reexamine feasibility utilizing a Section 22 Planning Assistance to States Program Study grant in 2018. The study’s positive results led to a recommendation by the ACOE to resume work on the Navigational Improvement Feasibility Study to dredge and build the new moorage facility. The City has formally expressed its intent to work with the ACOE on the Study and renew our partnership with the State of Alaska for technical expertise and funding, with the understanding that costs are shared 50% Federal, 25% City, 25% State.

Total Project Cost: \$124,233,000

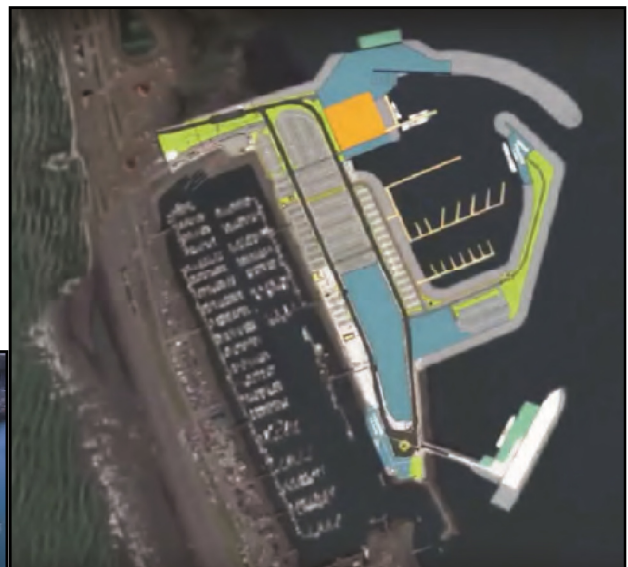
Design and Permitting: \$10,258,000

Breakwater Construction and Dredging: \$90,275,000

Inner Harbor Improvements: \$23,700,000

FY2021 State Request: \$10,258,000

(City of Homer 10% Match: \$1,025,800)



The large vessel port expansion adds a new basin with its own entrance adjacent to the existing Small Boat Harbor. It will relieve large vessel congestion in the small boat harbor and will provide secure moorage compatible with the USCG’s assets .

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26

STATE OF ALASKA

THE REGULATORY COMMISSION OF ALASKA

Before Commissioners:

Robert M. Pickett, Chairman
Stephen McAlpine
Antony G. Scott
Daniel A. Sullivan
Janis W. Wilson

In the Matter of the Application Filed by the CITY
OF HOMER to Amend Certificate of Public
Convenience and Necessity No. 140

U-19-092

ORDER NO. 1

ORDER ADDRESSING TIMEINE FOR DECISION, DESIGNATING COMMISSION
PANEL, AND APPOINTING ADMINISTRATIVE LAW JUDGE

BY THE CHAIRMAN:

The City of Homer (Homer) filed an application to amend its Certificate of Public Convenience and Necessity (Certificate) No. 140 by expanding its authorized water public utility service area to provide water to a single lot upon which a low income housing development will be built.¹ We issued public notice of the Application with comments due by November 15, 2019.

Decision Timeline

The commission is required by AS 42.05.175(a)(2) to issue a final decision regarding an application to amend a certificate not later than 180 days after the date a complete application is filed. The Application was reviewed under 3 AAC 48.648. The Application was complete as filed. Therefore, the commission will issue a final order in this proceeding no later than April 14, 2020.

¹Application for New or Amended Certificate of Public Convenience and Necessity filed October 17, 2019 (Application).

1 Commission Panel

2 I designate Commissioners Stephen McAlpine and Daniel A. Sullivan and
3 myself as the commission panel² and further designate Commissioner Sullivan as the
4 commission docket manager.

5 Administrative Law Judge

6 Under AS 42.04.070(b), the chairman appoints Administrative Law Judge
7 Jeffrey F. Davis to facilitate conduct in this docket. The administrative law judge will issue
8 procedural orders in this docket, unless the commission docket manager determines that
9 a particular procedural order should be issued by the commission panel.³ Orders issued
10 by the administrative law judge will be considered orders of the commission for purposes
11 of petitions for reconsideration under AS 42.05.171.

12 ORDER

13 THE CHAIRMAN FURTHER ORDERS:

14 1. Commissioners Stephen McAlpine, Robert M. Pickett, and Daniel A.
15 Sullivan are designated as the commission panel.

16 2. Commissioner Daniel A. Sullivan is designated as the commission
17 docket manager.

24 ²Under AS 42.04.080(a), the chairman designates a commission panel to hear, or,
25 if a hearing is not required, to otherwise consider and decide docketed matters.

26 ³The commission docket manager, after consultation with other members of the
panel, may delegate to the administrative law judge whatever authority to issue
procedural orders he or she considers necessary or advisable in this docket.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26

3. Jeffrey F. Davis is appointed to serve as administrative law judge.

DATED AND EFFECTIVE at Anchorage, Alaska, this 12th day of November, 2019.



Robert M. Pickett, Chairman



Regulatory Commission of Alaska
701 West Eighth Avenue, Suite 300
Anchorage, Alaska 99501
(907) 276-6222; TTY (907) 276-4533



3000 Spenard Road
PO Box 190288
Anchorage, AK 99519-0288
www.enstarnaturalgas.com

October 31, 2019

Regulatory Commission of Alaska
701 West Eighth Avenue, Suite 300
Anchorage, Alaska 99501

Re: 2019 Third Quarter Homer Surcharge Reconciliation

Dear Commissioners:

In compliance with Order No. U-19-014(9), ENSTAR Natural Gas Company, a division of SEMCO Energy, Inc. submits its Homer Surcharge Reconciliation to the Commission for the quarter ending September 30, 2019

Please contact me at 334-7620 if you have any questions concerning this filing.

Sincerely,

A handwritten signature in black ink that reads "Chelsea Guintu".

Chelsea Guintu
Senior Financial Analyst
Phone: 907-334-7620
Fax: 907-334-7657
Chelsea.Guintu@enstarnaturalgas.com

Enclosures:
Homer Surcharge Reconciliation ending September, 2019

CERTIFICATE OF SERVICE

I hereby certify that on October 31, 2019, a true and correct copy of the foregoing document was served by electronic mail on the following:

Janet Fairchild-Hamilton
Janet.fairchild-hamilton@alaska.gov

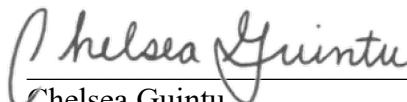
Lew Craig
Lew.craig@alaska.gov

Jeff Waller
Jeff.waller@alaska.gov

City of Homer Clerks
clerk@cityofhomer-ak.gov

Kachemak City Clerks
kachemak@xyz.net

Kenai Peninsula Borough Clerks
assemblyclerks@kpb.us



Chelsea Guintu
Senior Financial Analyst

HOMER FOUNDATION
 Quarterly Report to Fund Holders
Homer Foundation Fund Details - July through September 2019

Fund Holder City of Homer
 Fund City of Homer Fund

Fund Type: FIELD OF INTEREST
 Fund Code: 1305

PORTFOLIO SHARE (Corpus)

Beginning Balance	205,704.77
FY20 ATS	(6,570.47)
Contributions	-
Withdrawals	-
Quarterly Portfolio Change	1,610.19
Ending Balance	200,744.49

AMOUNT AVAILABLE TO SPEND (ATS)

Beginning Balance	7,012.80
FY19 ATS (posted annually in September quarter)	6,570.47
Grants Total	-
Transfer to restricted fund	-
Ending Balance	13,583.27



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 Castner and Council
FROM: Katie Koester
DATE: November 25, 2019
SUBJECT: November 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.

Dave Shealy,	Police	22	Years
Lisa Ellington,	Port	13	Years
Jenna deLumeau,	Finance	10	Years
Ian Overson,	Police	8	Years
Rachel Friedlander,	Admin	1	Year
Bill Noomah,	Library	1	Year

2020 CITY OF HOMER FACILITY TOURS

JANUARY

S	M	T	W	T	F	S
	1	2	3	4		
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

MARCH

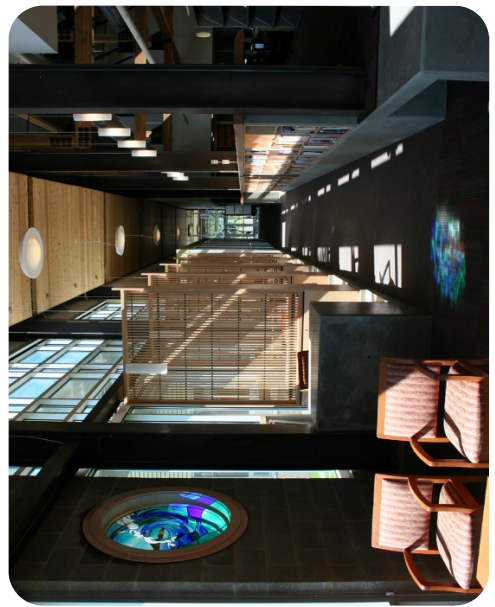
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



Old Police Station



Water Treatment Plant



Public Library



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 Castner and Homer City Council
FROM: Katie Koester, City Manager
DATE: December 4, 2019
SUBJECT: December 9 City Manager's Report

Alaska Municipal Manager Association/ Alaska Municipal League Travel Report

What an action packed week we had in Anchorage for AML! I was pleased so many members of Council and the Mayor could make it; we were well represented. I flew up Sunday morning to attend a planning meeting for Alaska Municipal Management Association (AMMA) and the 4th quarter meeting of the Southern Kenai Peninsula Managers. The Peninsula Manager meeting focused on regional alignment and the organizational structure of the Remote Sellers Tax governing body. Monday I helped lead a New Manager Orientation which was a great success; Managers of all stages turned out to provide support to our colleagues. We know that our communities are successful when their managers feel supported and have the tools they need to do their job. The afternoon session included a representative from our national organization, International City Manager Association (ICMA), presenting on implicit bias and a session on how to gain support in your community for projects. I learned some great tips on how to make sure the outspoken few don't derail a municipal priority.

All day Tuesday was spent "in the basement" on various professional development activities (where the managers are relegated to – AML likes to joke that it is because we represent the foundation of our municipalities...) Topics ranged from a panel discussion on council-manager relations to a joint session with the attorneys regarding the perils of social media (we have a social media guide on our website, if you are interested). During the business meeting, we reinforced our support of rural managers with a robust scholarship program for attendance to AMMA; appointed committees to work on conference planning, professional development and communications; and elected a board of directors for 2020. Along with many of you, I was fortunate enough to drop in on the Clerks dinner that evening and honor the Alaska Municipal Clerks Conference incoming president, Melissa Jacobsen.

Wednesday and Thursday were full days with breakout sessions and keynotes that many of you also attended (along with some City Council packet prep since AML falls on packet deadline). Highlights for me included the PERS reform policy group where municipalities discussed the threat of increased contribution rates and the bold proposals to reduce the unfunded liability and a panel on cyber security that made me aware of some other aspects where we are vulnerable to electronic manipulation, such as fraudulent electronic payments. I was on a panel that discussed city manager-council relations and felt proud to have many councilmembers and the Mayor in attendance. I hope I accurately represented some of the things we have right when it comes to 8 people working together for the betterment of our community and the

inherent different roles and responsibilities. I was also able to meet twice in person with City Attorney Gatti on various issues.



A major accomplishment of AML over the last year has been the formation of a Remote Sellers Tax (RST) governing board and signing of an agreement. Thus far, 15 municipalities have signed onto the agreement to create a central collection point for online sales tax transaction, including the City of Homer and Kenai Peninsula Borough (who has been a leader in the conversation). I am pleased that three members of the Peninsula were elected to the governing board: Scott Bloom, City Attorney for Kenai; Brandi Harborough, Finance Director for the Kenai Peninsula Borough; and Stephanie Queen, City Manager for Soldotna. I am confident that with this strong Peninsula representation, the interest of the Peninsula and cities that do not collect their own sales tax will be heard. Mayor Castner was able to participate in a ceremony signing the RST agreement. The collaboration and cooperation of so many different municipalities in such a short amount of time is truly impressive. Though there is much work to be done, it looks promising that at some point in 2020 municipalities will be collecting sales tax from online sales.

Those who attended AML were able to connect with innumerable colleagues and friends from across the state. Homer made a great showing at the Block Party table (thanks to Councilmembers Aderhold, Venuti and Lord for collecting different pieces to showcase Homer— see photo to the right). Homer was also generous at the auction held at AML, donating many lovely handcrafted and artistic items from our area to provide scholarships for Mayors attending from rural communities.

Meeting with ADOT on Baycrest Subdivision

While in Anchorage for AML, Mayor Castner arranged for a meeting with ADOT and Baycrest subdivision advocate Scott Adams and asked that I attend. On Thursday, November 21, we met with Public Information Officer and Special Projects Coordinator for the Central Region Jill Reese, Group Chief for Central Region Highway Design James Amundesen, and Hydrologist Paul Janke. The City has long advocated that ADOT redirect the runoff from Sterling Highway that collects in the beehive on the downslope of the highway (Resolution 18-008). During the meeting, the State maintained their position that the natural drainage patterns of the area were not altered with the highway improvements and that redirecting the flow from the beehive, as the City has suggested, would expose the State to potential unknown liability. While the City was not able to make headway on mitigating the outflow from the beehive, I appreciated the frankness of the ADOT employees, the time they have spent visiting and working on Baycrest, and their genuine concern for the residents that are experiencing damage due to slope instability in the neighborhood.



December 12th Travel to Anchorage with Harbormaster Hawkins

Next week, Harbormaster Hawkins and I have arranged meetings in Anchorage with various organizations to advance Homer priorities. Our meeting with Todd Vanhove (ADOT&PF Chief of Planning Central Region) and Joselyn Biloon (ADOT&PF Kenai Area Planner) will focus on the large vessel harbor and erosion on the Spit; the meeting with Ms. Biloon and Scott Thomas (ADOT&PF Central Traffic and Safety Engineer) will discuss Spit parking issues, Pioneer Ave., crosswalks, and other bike/pedestrian issues; and our meeting with Engineer Ronny McPherson at HDR will also discuss the large vessel harbor. While in Anchorage, we will take advantage of an in-person meeting with City Attorney Gatti and his colleague Cindy Cartledge to review the large vessel harbor funding packet and financing options. I am hopeful this jam-packed, whirlwind of a trip will continue progress being made on all of these projects and will provide a summary in my next manager's report.

Draft Summary Report for Low-Impact Development Planning for the City of Homer Published

Ordinance 19-018 approved the acceptance of a Low Impact Development Planning grant from the Alaska Department of Environmental Conservation, the purpose of which is to study the benefits of green infrastructure in Homer. Public Works has been working with Kinney Engineering to complete the study and the draft Summary Report has been completed and submitted to the grant agency for review and comment. The draft study's preliminary conclusion is that green infrastructure can protect runoff water quality and reduce "hard infrastructure" costs to the community. The study is available for public review at the City's Public Works web-site: <https://www.cityofhomer-ak.gov/publicworks/city-homer-study-integrate-green-infrastructure-stormwater-master-plan>. There you will also find a link to the "story map" that is intended to provide the public with an interactive, concise, and informative narrative regarding the study. The final summary report will be complete in June 2020.

Meeting with Representative Vance

Councilmember Smith arranged a meeting with Representative Vance and her staff, Lauren Simpson, with the objective of getting them both up to speed on the Large Vessel Harbor Expansion project so they can be our advocates with the State and others. Bryan did a great job giving Representative Vance talking points to emphasize the regional nature of the project and its importance to the state-wide economy. I appreciate her taking the time to champion this project and will keep her and her staff in the loop as we move forward.

Meeting with Homer Foundation Executive Director

I had the opportunity to meet with Mike Miller, Executive Director of the Homer Foundation, and learn about some of the exciting initiatives they are working on. I think it would be valuable for the Council to hear from Mr. Miller as the steward of the City of Homer endowment and grant program and head of an organization that has its finger on the pulse of our non-profit community. I will invite him to provide an update to Council as a visitor during an upcoming meeting in January.

Enc:

FY2019 3rd Quarter Report

Homer Police Station Progress Report



City of Homer

www.cityofhomer-ak.gov

Public Works

3575 Heath Street
Homer, AK 99603

publicworks@cityofhomer-ak.gov

(p) 907-235-3170

(f) 907-235-3145

Memorandum

TO: Katie Koester, City Manager
FROM: Pat McNary, Project Manager
DATE: December 3, 2019
SUBJECT: NEW HOMER POLICE STATION – STATUS UPDATE

The purpose of this memo is to update the City Manager on progress made thus far on the police station project.

Contract Status:

Phase 1 & 2 Contract, (site civil and final GMP), executed - \$6,064,758.00

Construction Status:

Site work Commenced May 7, 2019.

Estimated completion date June 1, 2020

Contract Completion date June 15, 2020

Estimated % complete to date: 38.5%

Structure is complete. Civil work is to subgrade. Building is dried in, windows in, roofing complete. Interior framing complete. Mechanical and electrical rough-in in progress. Parking structure complete, roofing complete. No exterior finishes commenced.

Progress for several Milestone stages has proceeded ahead of original schedule. While this has the potential to accelerate completion, the Contractual Completion date remains the same.

Budget Status:

Project budget: - \$7,500,000.00.

Costs to Date: - \$2,891,207.00

Balance to complete: - \$4,608,793.00

Project Completion: - 38.5%

Cornerstone payments through Pay Application #6 (October 2019) - \$1,893,527.00

Total Contingency: \$232,921.00. Contingency used to date: \$82,750.00.

Total Contingency Remaining: - \$150,171.00

35.5% of Contingency used to date.

Prepared by: Pat McNary
Project Manager

Quarterly General Fund
Expenditure Report
For Quarter Ended September 30, 2019

	Amended FY19 Budget	Actual As of 9/30/19	Budget Remaining	% Budget Used
Revenues				
Property Taxes	\$ 3,406,952	\$ 1,932,413	\$ (1,474,539)	56.72%
Sales and Use Taxes	5,408,322	4,129,092	(1,279,230)	76.35%
Permits and Licenses	34,963	30,097	(4,866)	86.08%
Fines and Forfeitures	24,865	19,868	(4,997)	79.90%
Use of Money	34,346	147,057	112,711	428.17%
Intergovernmental	569,700	373,050	(196,651)	65.48%
Charges for Services	610,305	353,048	(257,257)	57.85%
Other Revenues	-	40,643	40,643	100%
Airport	148,732	162,221	13,488	109.07%
Operating Transfers	2,012,178	1,406,585	(605,593)	69.90%
Total Revenues	\$ 12,250,363	\$ 8,594,071	\$ (3,656,291)	70.15%
Expenditures & Transfers				
Administration	\$ 1,099,661	\$ 764,158	\$ 335,503	69.49%
Clerks	751,823	610,540	141,283	81.21%
Planning	374,333	267,675	106,658	71.51%
Library	932,402	627,251	305,151	67.27%
Finance	697,254	480,150	217,103	68.86%
Fire	1,059,435	731,325	328,110	69.03%
Police	3,259,226	2,365,650	893,576	72.58%
Public Works	2,779,148	1,905,668	873,480	68.57%
Airport	219,842	139,172	80,671	63.31%
City Hall, HERC	185,584	128,062	57,522	69.00%
Non-Departmental	94,000	94,000	-	100.00%
Total Operating Expenditures	\$ 11,452,709	\$ 8,113,651	\$ 3,339,056	70.84%
Transfer to Other Funds				
Leave Cash Out	\$ 85,232	\$ 85,232	\$ (0)	100%
Debt Repayment	-	-	-	-
Energy	10,703	10,703	-	100%
Adjusting Entries	-	-	-	0%
Total Transfer to Other Funds	\$ 95,935	\$ 95,935	\$ (0)	100%
Total Transfer to Reserves	\$ 701,720	\$ 827,042	\$ (125,322)	118%
Total Expenditures & Transfers	\$ 12,250,363	\$ 9,036,628	\$ 3,213,734	73.77%
Net Revenues Over (Under) Expenditures	\$ 0	\$ (442,557)		

Quarterly Water and Sewer Fund
Expenditure Report
For Quarter Ended September 30, 2019

	Amended FY19 Budget	Actual As of 9/30/19	Budget Remaining	% Budget Used
Revenues				
Water Fund	\$ 2,116,651	\$ 1,913,053	\$ (203,598)	90.38%
Sewer Fund	1,722,014	1,396,204	(325,810)	81.08%
Total Revenues	\$ 3,838,665	\$ 3,309,257	\$ (529,408)	86.21%
Expenditures & Transfers				
<u>Water</u>				
Administration	\$ 186,554	\$ 134,488	\$ 52,066	72.09%
Treatment Plant	634,642	441,934	192,708	69.64%
System Testing	27,400	17,886	9,514	65.28%
Pump Stations	97,019	65,908	31,111	67.93%
Distribution System	303,476	204,439	99,037	67.37%
Reservoir	29,047	15,337	13,710	52.80%
Meters	239,973	166,539	73,434	69.40%
Hydrants	189,233	136,388	52,844	72.07%
<u>Sewer</u>				
Administration	\$ 170,836	\$ 113,542	\$ 57,294	66.46%
Plant Operations	673,035	510,387	162,648	75.83%
System Testing	14,500	6,075	8,425	41.90%
Lift Stations	199,213	126,723	72,490	63.61%
Collection System	242,448	163,922	78,527	67.61%
Total Operating Expenditures	\$ 3,007,375	\$ 2,103,567	\$ 903,809	69.95%
Transfer to Other Funds				
Leave Cash Out	\$ 14,859	\$ 14,859	\$ -	100%
GF Admin Fees	517,046	517,046	-	100%
Debt Repayment	-	943	(943)	100%
Other	59,969	59,969	-	100.00%
Total Transfer to Other Funds	\$ 591,874	\$ 592,817	\$ (943)	100.16%
Transfers to Reserves				
Water	\$ 84,252	\$ 84,252	\$ -	100%
Sewer	155,164	155,164	-	100%
Total Transfer to Reserves	\$ 239,416	\$ 239,416	\$ -	100%
Total Expenditures & Transfers	\$ 3,838,665	\$ 2,935,800	\$ 902,865	76.48%
Net Revenues Over(Under) Expenditures	\$ (0)	\$ 373,457		

Quarterly Port and Harbor Fund
Expenditure Report
For Quarter Ended September 30, 2019

	Amended FY19 Budget	Actual As of 9/30/19	Budget Remaining	% Budget Used
Revenues				
Administration	\$ 471,040	\$ 439,063	\$ (31,977)	93.21%
Harbor	2,958,349	2,495,727	(462,622)	84.36%
Pioneer Dock	363,326	238,936	(124,390)	65.76%
Fish Dock	553,500	517,261	(36,239)	93.45%
Deep Water Dock	262,500	193,136	(69,364)	73.58%
Outfall Line	4,800	4,800	-	100.00%
Fish Grinder	12,000	6,705	(5,295)	55.88%
Load and Launch Ramp	125,000	123,176	(1,824)	98.54%
Total Revenues	\$ 4,750,515	\$ 4,018,803	\$ (731,712)	84.60%
Expenditures & Transfers				
Administration	\$ 642,204	\$ 519,184	\$ 123,020	80.84%
Harbor	1,328,754	924,372	404,382	69.57%
Pioneer Dock	72,980	52,038	20,942	71.30%
Fish Dock	622,087	471,076	151,011	75.73%
Deep Water Dock	104,600	58,414	46,186	55.84%
Outfall Line	6,500	2,831	3,669	43.55%
Fish Grinder	25,475	20,036	5,439	78.65%
Harbor Maintenance	416,161	300,262	115,898	72.15%
Main Dock Maintenance	41,000	25,609	15,391	62.46%
Deep Water Dock Maintenance	51,500	28,063	23,437	54.49%
Load and Launch Ramp	86,699	58,895	27,804	67.93%
Total Operating Expenditures	\$ 3,397,959	\$ 2,460,781	\$ 937,179	72.42%
Transfer to Other Funds				
Leave Cash Out	\$ 29,241	\$ 29,241	\$ -	100%
Debt Service	-	-	-	0%
GF Admin Fees	592,576	592,576	-	100%
Other	420,454	420,454	-	100%
Total Transfer to Other Funds	\$ 1,042,271	\$ 1,042,271	\$ -	100.00%
Transfers to Reserves				
Administration	\$ -	\$ -	\$ -	-
Harbor	-	-	-	-
Pioneer Dock	271,984	-	-	0%
Fish Dock	-	-	-	0%
Deep Water Dock	-	-	-	-
Outfall Line	-	-	-	-
Fish Grinder	-	-	-	-
Load and Launch Ramp	38,301	-	-	0%
Total Transfer to Reserves	\$ 310,285	\$ -	\$ -	0%
Total Expenditures & Transfers	\$ 4,750,515	\$ 3,503,051	\$ 937,179	73.74%
Net Revenues Over(Under) Expenditures	\$ 0	\$ 515,752		

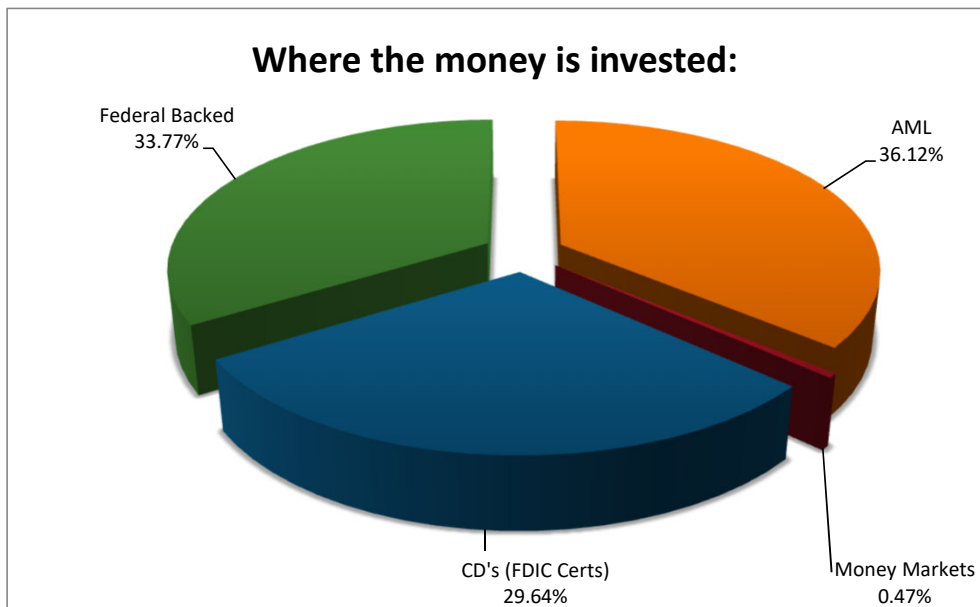
CITY OF HOMER Treasurer's Report

As of:

September 30, 2019

INVESTMENT BY INSTITUTION:	\$ Invested	% Of \$ Invested
Alaska Municipal League	\$ 9,169,701	36%
Pro-Equities	\$ 16,350,377	64%
Total Cash and Investments	\$ 25,520,078	100%

MATURITY OF INVESTMENTS:		AMOUNT	% Of Investment by Maturity Date
1 to 30 Days	10/30/2019	\$ 9,179,392	35%
30 to 120 Days	1/28/2020	\$ 1,411,930	25%
120 to 180 Days	3/28/2020	\$ 381,755	7%
180 to 365 Days	9/29/2020	\$ 1,396,652	3%
Over 1 Year		\$ 13,134,311	29%
TOTAL		\$ 25,504,041	100%



These investments are made in accordance with the City of Homer's investment policy pursuant to Ordinance 93-14, Chapter 3.10. The balances reported are unaudited.



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

December 9, 2019

RE: Resignation

Mayor Castner and Homer City Council,

Please consider this letter my official notice of resignation from my position as City Manager in Homer, Alaska. I have accepted a position as the Public Works and Engineering Director at the City and Borough of Juneau. This is not goodbye. I plan to spend the next few months with the City advancing key projects in order to ensure a solid foundation for my successor. Chief among them is institutionalizing some of the administrative gains we have made in communicating deferred maintenance, fleet management, project close out and the outcomes of the upcoming Council retreat. I have included recommendations for next steps in a memo to Council.

I will always call Homer home and am forever grateful for this special Cosmic Hamlet by the Sea. This town has raised me, the people have supported me and taught me about integrity, transparency and the value of relationships.

I want to give special thanks to the City of Homer employees whose work ethic and knowledge of their job has allowed me to do mine. You have a great organization and will have no trouble finding a qualified person to lead it.

I look forward to working with the Council to ensure a successful recruitment process and smooth transition.

Sincerely,

Katie Koester



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 19-163

TO: Mayor Castner and Homer City Council
FROM: Katie Koester, City Manager
DATE: December 9, 2019
SUBJECT: City Manager Search – Next Steps

The purpose of this memo is to give Council guidance on next steps for hiring a new City Manager.

My contract requires 60 days' notice, which would make my last day of employment February 7th. However, my new employer, the City and Borough of Juneau, has agreed to delay the start date and allow me to help the City of Homer through this transition.

In the past, Council appointed a City Manager Selection Committee consisting of the Mayor, City Clerk, Human Resources Director, and two Council members to work through the recruitment and selection process. More recently, when I was hired, the full Council served as the selection committee.

The advertising period may take several months, however you can consider opening up an internal search for a shorter time frame. Alaska Municipal League and the International City Manager Association both have job posting sites, and there are national executive search firms that provide the service. Human Resources Director Browning helped Council through the last City Manager search and will be an invaluable resource.

Recommendation: Select a date for a special meeting to establish a recruitment process and time line. Provide direction to staff in preparation for the special meeting.

Enc: City Manager Job Description

**CITY OF HOMER
JOB DESCRIPTION AND SPECIFICATIONS**

CITY MANAGER

Department:	Administration	Sub-Department:	
Reports To:	City Council	Backed Up By:	Acting City Manager
Supervises:	Assigned Staff	Backs Up:	
Pay Range:	Contract	Classification:	Full-Time Contract Exempt Position

GENERAL FUNCTIONS

Serves as chief administrative officer of the city and is responsible for the effective and efficient administration of all city services through the supervision of administrative staff and department heads. Performs duties under the directives of City laws and ordinances within policy guidelines from the City Council. Assists the City Council by providing prompt and accurate information on policy and legislative decisions. Maintains contact with the citizens of Homer to determine problems and provide information. Administers the City of Homer Personnel Regulations as adopted by the City Council.

JOB FUNCTIONS/MAJOR ACTIVITIES

1. Serves as chief administrative officer of the city and is responsible for the effective and efficient administration of all city services.
2. Supervises the enforcement of municipal law and carries out the directives of the governing body.
3. Develops and participates in community relations programs to explain the activities and functions of the City and to answer questions and investigate complaints from the public.
4. Exercises custody over all real and personal property of the municipality.
5. Aids the general planning of City Council meetings, content of the agenda and assists the Council in obtaining requested information.
6. Appoints directors of departments and directs the internal administration and operation of all City Departments through department directors.

7. Responsible for hiring and terminating all City employees subject to the provisions of the City of Homer Personnel Regulations.
8. Coordinates with outside consultants, federal, state and borough personnel and agencies as required.
9. Remains current in regard to federal, state and local laws, regulations and ordinances and pending legislation governing municipal operations.
10. Responsible for overall budget preparation and capital improvement program, as well as their presentation to the City Council and executes budget and capital improvement program as adopted. Makes monthly written reports to the council on city finances and operations.
11. Performs all other duties as required by the City Council and as prescribed by Homer Municipal Code and AS 29.20.500.

SKILLS, KNOWLEDGE AND ABILITIES

B.A. degree in business or public administration or related field required, relevant Master's degree desired. Minimum of five years of management and supervisory experience required, municipal management experience desired. Knowledge of the needs and special requirements of a coastal community ie; fishing and tourism issues desired. Possess proved leadership ability. Knowledge of the Alaska State Legislative process. Familiarity with water and wastewater utility and port and harbor operations.

Ability to: read, analyze and interpret common scientific and technical journals, financial reports and legal documents; respond to inquiries or complaints from the public, regulatory agencies or members of the business community; write speeches and articles for publication that conform to prescribed style and format; effectively present information to top management personnel, public groups, boards and commissions and the City Council.

DECISION MAKING RESPONSIBILITIES

Frequent exercise of independent judgment and initiative is required. Has overall responsibility for all city-owned property and facilities. Budgetary responsibility for an \$18 million operating budget.

SUPERVISORY AUTHORITY

Has direct responsibility (hire, terminate and direct) of the Department Directors and Administrative Staff.

EXTERNAL VISIBILITY/CONTACT

Frequent contact with public in community relations. Requires well developed written and oral communication skills and courtesy in maintaining effective relationships with the public, City Council and other municipal, state, and federal officials.

WORKING CONDITIONS

Office environment. Frequent attendance is required at City Council and other meetings held at night or out of town.

Economic Development Advisory Commission 2020 Meeting Calendar

MEETING	AGENDA DEADLINE	ANNUAL TOPICS/EVENTS
JANUARY 6:00 p.m. Tuesday, January 14	5:00 p.m. Wednesday, January 7	
FEBRUARY 6:00 p.m. Tuesday, February 11	5:00 p.m. Wednesday, February 4	
MARCH 6:00 p.m. Tuesday, March 10	5:00 p.m. Wednesday, March 3	Appointment Renewals Due
APRIL 6:00 p.m. Tuesday, April 14	5:00 p.m. Wednesday, April 7	Terms Expire April 1 st Election of Chair & Vice Chair Review of Strategic Plan/Goals
MAY 6:00 p.m. Tuesday, May 12	5:00 p.m. Wednesday, May 5	
JUNE 6:00 p.m. Tuesday, June 9	5:00 p.m. Wednesday, June 2	City Budget Review/Develop Requests
JULY 6:00 p.m. Tuesday, July 14	5:00 p.m. Wednesday, July 7	
AUGUST 6:00 p.m. Tuesday, August 11	5:00 p.m. Wednesday, August 4	Capital Improvement Plan Review
SEPTEMBER 6:00 p.m. Tuesday, September 8	5:00 p.m. Wednesday, September 1	
OCTOBER 6:00 p.m. Tuesday, October 13	5:00 p.m. Wednesday, October 6	
NOVEMBER 6:00 p.m. Tuesday, November 10	5:00 p.m. Wednesday, November 3	
DECEMBER 6:00 p.m. Tuesday, December 8	5:00 p.m. Wednesday, December 1	Upcoming Year Schedule Review Land Allocation Plan Review

**2020 HOMER CITY COUNCIL MEETINGS
ADVISORY COMMISSION/ BOARD ATTENDANCE**

Commissions are invited to report to the City Council at the Council’s regular meetings under Item 8 – Announcements/Presentations/Borough Report/Commission Reports. This is the Commission’s opportunity to give Council a brief update on their work. Generally the Commissioner who will be reporting will attend one of the two meetings for the month they are scheduled to attend.

The 2020 meeting dates for City Council is as follows:

January 13, 27	_____
February 10, 24	_____
March 9, 23*	_____
April 13, 27	_____
May 11, 26*	_____
June 8, 22	_____
July 27**	_____
August 10, 24	_____
September 14, 28	_____
October 12, 26	_____
November 23**	_____
December 14, 21****	_____

City Council’s Regular Committee of the Whole Meeting at 5:00 pm to no later than 5:50 pm prior to every Regular Meeting which are held the second and fourth Monday of each month at 6:00 pm.

*Tuesday meeting due to Memorial Day/Seward’s Day.

** There will be no first regular meeting in July or November.

***Council traditionally reschedules regular meetings that fall on holidays or high school graduation days, for the following Tuesday.

****Council traditionally cancels the last regular meeting in December and holds the first regular meeting and one to two special meetings as needed. Generally the second special meeting during the third week of December will not be held.