



Agenda

City Council Committee of the Whole

Monday, March 10, 2025 at 5:00 PM

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

Homer City Hall

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

Zoom Webinar ID: 953 097 829 Password: 234969

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

CALL TO ORDER, 5:00 P.M.

AGENDA APPROVAL (Only those matters on the noticed agenda may be considered, pursuant to City Council's Operating Manual, pg. 6)

CONSENT AGENDA

REGULAR MEETING AGENDA

DISCUSSION TOPIC(S)

- a. Strategic Planning Follow-up

City Council 2025 Priorities & Prioritization

COMMENTS OF THE AUDIENCE

ADJOURNMENT NO LATER THAN 5:50 P.M.

The next Regular Meeting is Monday, March 24, 2025 at 6:00 p.m., Committee of the Whole at 5:00 p.m. A worksession is scheduled for 4:00 p.m. All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska.

City Council 2025 Priorities & Prioritization

The following priorities were identified by the Council during our January strategic planning session. The language under each is a summary of the notes provided by Council members. I've included photos of all our sticky notes - we will update anything that you see possibly missing or misrepresented here before moving forward!

Once this list is reviewed by Council and discussed at the March 10 Committee of the Whole meeting, I would like to ask members to go through a prioritization exercise, using the framework provided at the bottom and using a form that we'll have for the meeting, using that same framework. After we've received everyone's prioritization scores, we will have a worksession to ensure that all priorities have reasonable timelines and accountability measures for assessing progress and Council/community engagement.

Notes from our conversation on overall communication

- Maximizing finite brainspace with tasking = progress
 - Make sure priorities are moved forward
- Process and communication matters. This includes expectations & timelines
- Sponsors of legislation will be the ones working directly with staff on those specific topics
- For larger issues, Champions are important (i.e. "recreation")
- Issues that crop up (i.e. HART) will have "champions" to work on them
- All of the above note that the Council expects to have involvement, keeping in mind the Open Meetings Act, on the development of policies that will come before them as a body to consider
- There needs to be a reasonable expectation of Council support for investment of staff time on a topic. Substantive investment of staff time should only happen with Council support for an idea.
- Council Reports and Updates
 - Topics need to be put on the agenda
 - Verbal or written - either are okay
 - Consider time sensitive

Council Priorities for 2025

Notes underneath each of these priorities are simply captured from the sticky notes from Council - they do NOT represent a full overview of the priorities! Photos of all of those sticky notes are at the end of this document.

FY26/27 Budget

- We are in the middle of that process, and it will be ramping up for the Council soon.

Comprehensive Plan Update

The public review draft is out for public comment until March 14.

- Engage all commissions and Council in a thorough review.
- Ensure alignment with long-term growth, infrastructure, and zoning needs.

Traffic Calming & Street Design

- Review and clarify street design guidelines.
- Assess progress on the road design update.
- Identify grant opportunities for infrastructure improvements.
- Brad & Shelly interested working further on this

Election Code Updates

- Conduct stakeholder engagement to ensure transparency and legal compliance.
- Responsive to Kenai Peninsula Borough (KPB) partnership.
- Donna is interested in working further on this

Procurement Policy Review

- Address policy-level questions regarding contract language.
- Evaluate strategies to prevent scope creep in contracts.

Lease Policies & Procedures

- Collaborate with the Port & Harbor Advisory Commission and staff.

Public Private Partnerships (PPP)

- Understand the history of PPPs in Homer, what are best practices, and are there policies that are needed to support them

Expanding Transportation Options

- Define the City's role in expanding transit services like CARTS.
- Engage with KPB to explore regional transportation solutions.
- Brad & Storm are interested in working further on this

Financial Policy Development

- Establish written financial policies for the General Fund and Enterprise Fund.
- Align with goals for the next two-year budget cycle.
- Donna & Rachel are interested in working further on this

Title 21 Rewrite

- Ensure a process for capturing other necessary code changes along the way.

HART Policy Manual Update

- Establish fund management strategies.
- Develop a long-term project growth plan.
- Donna and Brad are continuing to work on this

Cemetery Management

- Clarify policies and historical decisions.
- Evaluate columbarium options and landscape maintenance strategies.
- Caroline and Brad are interested in working on this.

Council & Commission Support

- Review commission structures and enhance training for new members.
- Hold an annual meeting with all commissioners and Council members.
- Rachel is interested in continuing to work on this.

Volunteerism at the City

- Ensure volunteer manuals are up to date.
- Identify funding sources for volunteer support programs.
- Shelly and Storm are interested in working on this.

Asset & Reserve Management

- Integrate Capital Improvement Planning (CIP) into City operations.
- Establish a comprehensive asset management system.

Strengthening City Functioning

- Improve civic engagement strategies.
- Conduct a staff morale survey and review department needs.
- Rachel is interested in continuing to work on this

Rec Center Development

- Identify land and location options.
- Establish a funding plan and budget.

- [Memorandum CC-25-011](#) from the January 10 Council meeting directs the EDC, Planning, and PARCAC commissions to take this up and directs staff to conduct neighborhood outreach.
- Shelly & Donna are interested in continuing to work on this

Town Center Planning & History Review

- Review past Council discussions and integrate planning with the Rec Center project.
-

II. Prioritization Framework

To ensure strategic and effective decision-making, I'd like the Council to attempt to prioritize projects based on four key factors:

1. Urgency

- Is there a pressing need for action?
- Are there regulatory deadlines or safety concerns?

2. Funding Availability

- Are funds currently allocated, or will external funding be required?
- Are there grant opportunities to support this initiative?

3. Impact

- Does this project have a significant impact on the community, economy, or City operations?
- Will it improve quality of life, safety, or efficiency?

4. Feasibility

- Is this initiative achievable within the City's staffing and resource capacity?
- Are there legal or logistical challenges that could delay implementation?

Prioritization Process

1. **Council Independent Review**
 - Council will evaluate each priority based on the above factors.
2. **Scoring System** (1-5 scale per category)
 - **Urgency:** 1 (long-term) – 5 (immediate need)
 - **Funding Availability:** 1 (no identified funding) – 5 (fully funded)

- **Impact:** 1 (low community effect) – 5 (high community benefit)
 - **Feasibility:** 1 (complex, long-term project) – 5 (easily implemented)
3. **Ranking & Implementation**
- Projects with the highest cumulative scores will receive priority.
 - Initiatives with lower scores may be deferred or reassessed in future budget cycles.
4. **Quarterly Review & Adjustments**
- Council and staff will revisit priorities each quarter to adjust based on progress and changing conditions.
-

COMMUNICATION - Clerk/Council relationship.

- Bringing ideas to CM → what happens next.
- OPEN MEETINGS ACT
- Broad subjects ("Finance") vs. individual issues
- Maximizing finite brain space w/ tasking = Progress.
↳ make some priorities are moved forward.
- Process Matters + Communication. expectations + timelines.
- Staff support / direction of staff time. roles/structure
Council - staff & roles.
- HISTORY: Champion = sponsor of legislation.
helping commissions know how to get leg → council.
- "Committee" (task force) to address issues.
(Ann Arbor example)
- Council liaisons to Commissions (history)
- Larger issues: "recreation" - Champions important.
- Issues that crop up to work on - i.e. Hater
- reasonable expectation of Council support for investment of staff time.

COUNCIL REPORTS / UPDATES

- EX 1, 2,
- o Topics need to be put on the agenda.
- o Verbal / written okay
- o consider time sensitive



SUPERSTICKY EASELPAD
TABLEAU À FEUILLES MOBILES SUPERCOLLANTES
SUPERADHESIVAS BLOC DE HOJAS REPOSICIONABLES



30

25
63
5.2

REC CTR

- high impact / high feasibility

Shelly +
Zoning

[THIS Year]: LAND / LOCATION

- Commissions + Staff

- SALES tax (HPD) / HART - timing w/ voters.
FY26? FY29
[Funding] PRICE TAG

location for
recreation
center

Recreation
Center move
forward with
land purchase

Secure the
multipurpose
rec center
land

Community
Rec Ctr - land,
10% design
Budget

Rec Center
site selection
& grant fund
search

Town Center
potential

Protect town
center -
green space,
pedestrian-
friendly

Kickstart
Town Center -
one street w/
utilities?

TOWN CENTER

- currently tied to

- Title 21 + Comp Plan

- Council history w/ Town Ctr 2008.

Capital

Get the harbor
float replacement
over the finish line
(grants)

- No grant award
- resubmit the grant.
- Costs ↑ every year.
- federal lobbyists
- Match. Big deal

STAFF

Continue work
on public
works building

• we bought
land.
• what needs
to happen next

• idea max KPB → East
Staff, feasibility
study \$ in budget.

GI started/
funded for
Spit erosion

Spit Road
Camp Plan

Spit erosion
- getting the
attention of the
Feds - to get
funding

- Continue to look @ outside the
box partners.
- relationship building.

Off site
cyber security
site

• Some
grant funding!

ADA

Assure all
people can
enter City
Buildings -

fix known deficiencies
(ramps) with trails,
ADA issues

Local Services
Plan
for Harbor
expansion

next step in
working towards
harbor expansion
studies

- PHAC
- Contractors
waiting for
Corps

Identify &
develop
pedestrian
routes
and Park a walk
opportunities

Work w/
changing east
fairview to
a pedestrian
destination
(High School)

Safe Roads/
Trails/Sidewalks
crosswalks

"Vibrant and
walkable
Downtown"

Way finding
navigation aids

Destination

• Realistically → what's
the priority for this year.

• more policy-based

• look @ shifting \$ to knock
off some of these projects
off each st/xwalk quick fix

• where to save \$/shift

• Staff bring projects
forward. Council review +
funding.

• Connect people ease

- dialogue
- w/s Master
Plan

Water response

Ensure
Match
Funding

Set up
budget
match
work

Budget Process

on city projects what is

selecting projects that check multiple boxes across different dept to better the city

understand city finances better

AK leg respond + engage

OPERATING

civic engagement

Interactive meeting video
close-captioned w/ agenda
morning Annen w/ agenda on video

State + Federal lobbyists

Fund the business development position w/ Chamber / Borough

parks # maintenance of parks

Asset mgt plan

CAEMT finding + deferred maintenance plan in FY2021 Budget

- See Donna's AUC trip report
- CIP planning
- operationalize.
- CM: asset mgmt city wide.

Better understanding of Fire Station Dept needs

Staff Retention
Modest Staff growth
Moore Survey (city staff)

funds allocated for volunteer projects within the city

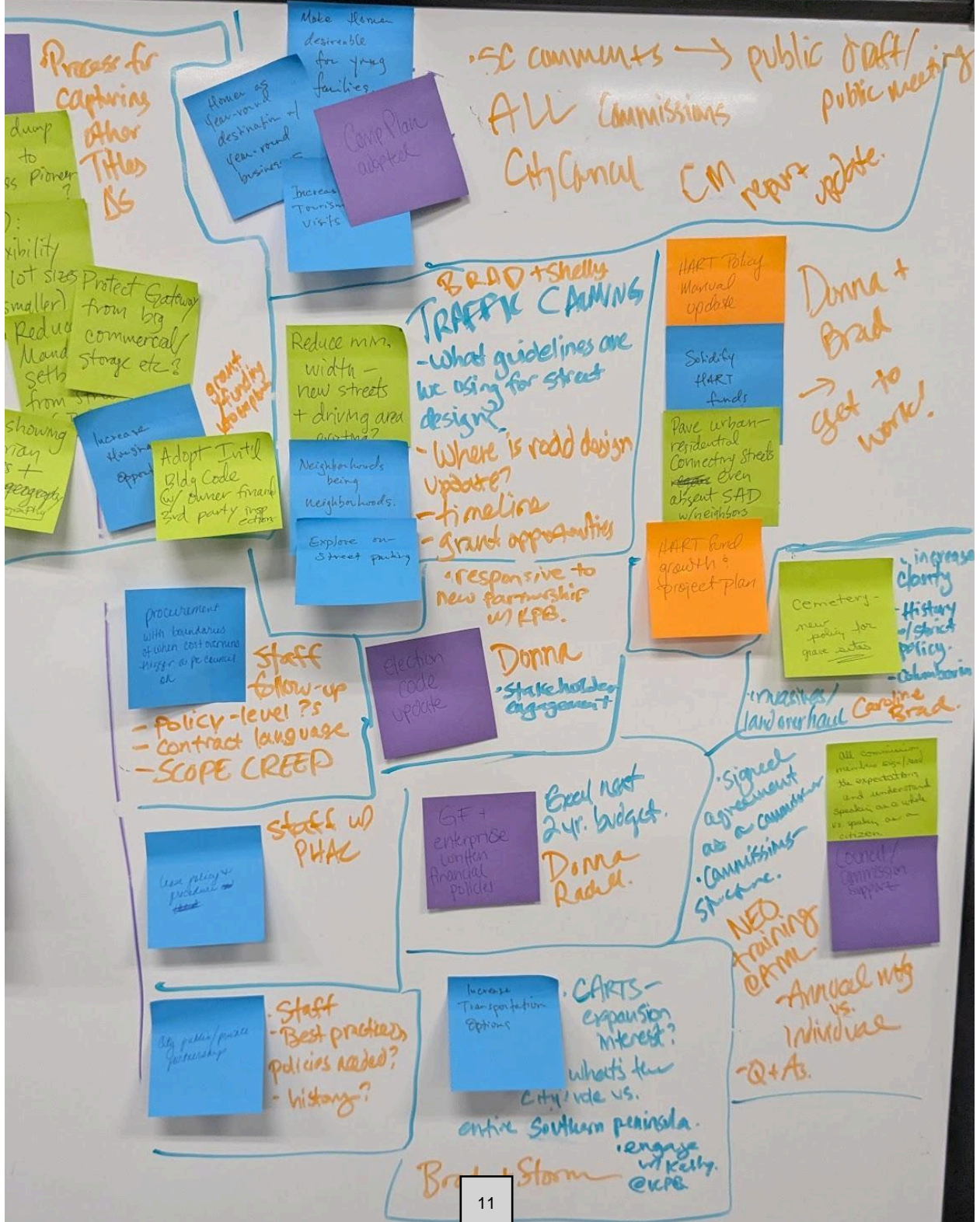
volunteer manuals
- for department
- HC + trails
- ~~transportation~~

- Rec + fire
- realistic
- plans

Shelly + Storm work

CM for ~~storm~~ needed rec's to Council.

within the city budget for public works, recreation



Pull back on
unnecessary projects
and do what is
necessary

selecting projects
that check
multiple boxes
across different dept
to better the city

Understand
city finances
better

Civic
engagement

Interactive
meeting
Video

close-captioned
moving cursor w/agenda
on video screen

State +
Federal
Initiatives

Title 2/
rewrite

Process for Capturing Other Titles DS

Home as
year-round
destination
year-round
business

Require dump
trucks to
bypass Pioneer?

CBD:
Flexibility
on lot sizes
(smaller)

Reduce
Mand
setback
from street

Protect Gateway
from big
commercial
storage etc?

grant
funding
to support

Plats showing
pedestrian
utilities +
Follow geography
topography

Increase
business
opport

Adopt Int'l
Bldg Code
w/ owner financial
3rd party inspe
ctions

1. Speak without being interrupted
2. Raise your hand to be recognized
3. No idea is a bad idea
4. Be Frank
5. Laugh & Have Fun!
6. Be Curious
7. Take Breaks
8. Set aside personal preferences