



## THE CITY OF KEY WEST

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# Executive Summary

### EXECUTIVE SUMMARY

**To:** Jim Scholl, City Manager

**Through:** Sarah Hannah Spurlock, Assistant City Manager

**From:** Donald Leland Craig, AICP, Consulting Planner  
Kevin Bond, AICP, Acting Planning Director / Senior Planner

**Meeting Date:** March 17, 2015

**RE:** Authorizing the City Manager to enter into an agreement with Zyscovich, Inc. to Prepare the Bahama Village Community Redevelopment Area Visioning and Capital Projects Works Plan, and authorizing the associated budget transfer.

### ACTION STATEMENT:

**Request:** That the City Commission approve the agreement with Zyscovich, Inc. for \$155,750.40 to prepare the Visioning and Capital Projects Works Plan for the Bahama Village Redevelopment Area.

**Location:** Bahama Village Sub-Area of the Key West Community Redevelopment Area

### BACKGROUND:

In 2014, the Caroline Street Corridor and Bahama Village Community Redevelopment Agency (CRA) determined that a long-range capital improvements plan was required for the Bahama Village Sub-Area of the CRA. This decision was based upon a recommendation from the Bahama Village Redevelopment Advisory Committee (BVRAC) that the plan be pursued in order to have a comprehensive schedule and approach for the use of Tax Increment Funds (TIF) and other funding sources held in the CRA Trust Fund (CRTF). At the same time, BVRAC recommended to the CRA the capital works plan be based on a visioning plan with wide community support, and that a highest and best use analysis be completed for the 3.2-acre vacant parcel at the end of Petronia Street, the largest vacant parcel in the Bahama Village sub-area. The reason for these recommendations was BVRAC's view, along with that of staff that spending of CRTF monies could be more efficient and directed in order to meet the requirements of eliminating blight and achieving the goals of the 2010 update of the CRA

Redevelopment Plan. Moreover, BVRAC and staff were convinced that long-range capital improvements plan would allow the CRA to better comply with statutory requirements for reporting CRA progress.

Also in 2014, the CRA determined that it would be in the best interest of the Bahama Village Sub-Area to defer all applications for individual projects requiring TIF funding until the Capital Improvements Plan and Community Visioning was well underway and complete.

As a result of these directions, and to deal with the issues raised, the City issued RFP #003-14 in the late summer of 2014.

#### **Previous City Actions:**

On October 6, 2014, the RFP evaluation team comprised of City Planner, Donald Craig, Planner II, Nicole Malo, Attorney and BVRAC Vice-Chair Patricia Eables, Property Manager Marilyn Wilbarger, Engineer Devon Steckley, former Commissioner and BVRAC Chair Carmen Turner, and former Assistant City Manager Mark Finigan ranked the respondents, with Zyscovich, Inc. ranked first.

On January 6, 2015, the CRA unanimously passed Resolution No. 15-026 approving the evaluation team's ranking of the firms submitting responses to RFP #003-14, with Zyscovich, Inc. as the top-ranked among four qualified respondents to prepare the Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan.

#### **ANALYSIS:**

Zyscovich, Inc. responded to the very detailed scope contained in RFP #003-14. The scope of services and deliverables in the agreement are:

#### **Scope of Services:**

The consultant's primary responsibilities include, but are not limited to, the preparation of the Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan. The Work Plan shall be for the 2014 – 2040/25 year planning horizon and based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea. The Work Plan shall include a capital projects prioritization, and a long range spending and implementation plan for the subarea with respect to the annual property tax increment finance (TIF) generation and potential available monetary leveraging methods. This Work Plan shall also be in a separately identified section inclusive of but not limited to a highest and best use analysis for the remaining 3.2 acres of the Truman Waterfront Parcel. The highest and best use analysis shall consider economically viable alternatives that create the highest additional tax increment for the site. This analysis shall be in a form and content such that the CITY may easily identify an alternative as the target for an RFQ or RFP for implementation and construction. As part of both the 2010, CRA Plan and the City's 2011 Strategic Plan the adoption of a Capital Projects Work Plan is required. The Visioning and Capital Project Work Plan (Capital Plan) shall be based on the Objectives of the BVRSA within the Community Redevelopment Plan considering current and projected tax increment revenue for the district. The Visioning and Capital Plan shall also be consistent with the local City Comprehensive Plan, the Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district.

Consultant shall conduct up to six (6) public participation meetings through adoption of the Capital Plan. It is anticipated that the visioning process will require up to four (4) of these six (6) meetings.

The consultant will perform the services in accordance with consultant's September 17, 2014, Response to City of Key West RFP #003-14.

**Deliverables:**

1. Audit – Land Use and Programs
  - a. Audit/Analysis of BVCRA Plan goals and objectives and Finding of Necessity achievements/progress to date and what still remains to be complete.
  - b. Identification of specific properties that remain to be redeveloped based on CRA Plan and Finding of Necessity.
  - c. A mechanism/product for recording, monitoring and measuring progress incrementally throughout the planning period.
2. Highest and Best Use with Cost Benefit Analysis
  - a. Highest and best use analysis of public, vacant and underutilized properties within the district with special emphasis on projects that further the objectives of the CRA Plan.
  - b. Highest and best use analysis for the Truman Waterfront Parcel.
  - c. Possible necessary Future Land Use Map and Zoning Amendments.
3. Capital Projects and/or Programs Priorities List
  - a. Identify and recommend projects within the BVCRA with highest potential to alleviate/eliminate blight throughout the BVCRA.
  - b. Alternatives - Provide a prioritization list that has three (3) (total) alternative courses of action including alternative strategies, methods and schedules for achieving the goals and objectives.
4. Implementation Program
  - a. A 25-year financial plan including preliminary budgets to implement the Capital Projects and/or Programs using the limited tax increment (CRTF) fund.
  - b. Recommend innovative monetary leveraging opportunities through the planning period to implement the Capital Priorities list.
5. Policy Recommendations
  - a. Identify any new essential policies to implement the existing Plan and/or update the Plan.
6. Final Report
  - a. Preparation of Final Draft Report shall include:
    - i. Items 1-5 above.
    - ii. Description of the relationship between Capital Work Plan and other local plans.
    - iii. A revision and update schedule for the Capital Work Plan.
    - iv. Maps indicating properties to be served.
    - v. Performance Criteria – a monitoring program to track performance measures using specific criteria.
    - vi. Recommendations for incorporating relevant new information and methodologies into the CRA Plan.

- vii. Presentation of Findings – Findings presented to BVRAC and CRA with relevant recommendations to be included on the final draft report.
- b. Final Reporting and Adoption
  - i. The Consultant shall present the report and findings to the CRA Board in a public meeting.

**Options / Advantages / Disadvantages:**

**Option 1:** Approve the agreement with Zyscovich, Inc. for \$155,750.40 to prepare the Bahama Village Community Redevelopment Area Visioning and Capital Projects Works Plan.

1. **Consistency with the City's Strategic Plan, Vision, and Mission:** The completion of the Visioning and Capital Works Plan is supported by and aids in the accomplishment of the following goals of the 2011 Strategic Plan: Culture, Goal 1; Infrastructure, Goals 3, 4 and 5; Government, Goals 4 and 5; and Quality of Life, Goal 2.
2. **Financial Impact:** The CRA Bahama Village Sub-Area FY 2014-15 budget has sufficient operating reserves to fund the Agreement. A budget transfer would be needed from 601-5502-555-9803 (Operating Reserves) to 601-5502-555-3100 (Professional Services). Staff would provide on-going support of the planning effort on a day-to-day basis with the funded positions.

**Option 2:** Do not approve the agreement with Zyscovich Inc.

1. **Consistency with the City's Strategic Plan, Vision, and Mission:** This option would not further any of the goals of the 2011 Strategic Plan.
2. **Financial Impact:** This option would result in funds within the CRA budget being unused or used for other purposes.

**RECOMMENDATION:**

The Planning Department recommends **approval** of Option 1.