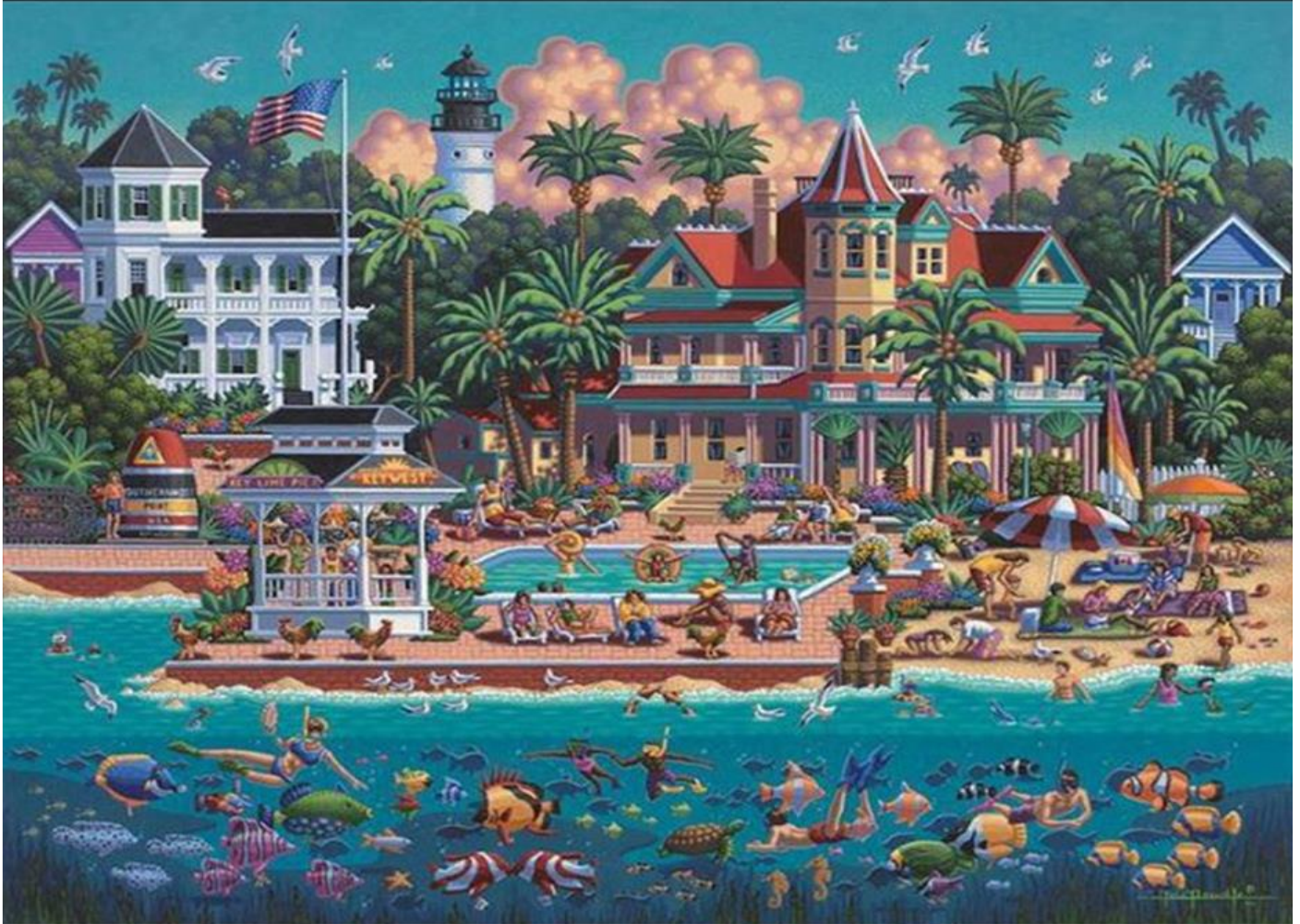


Key West Forward

The Strategic Plan for the City of Key West

2021-2024



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Acknowledgements

This plan was produced over a nine-month period, beginning in December 2020. The final document includes input from thousands of community members, City Commissioners, City of Key West staff, technical experts, personnel from non-profit organizations, academics, businesspeople, Key West High School students, Monroe County employees, and leaders from other municipalities. A list of names would take up volumes.

A huge thanks goes to the Department Heads in the City of Key West, who spent hours in meetings fine-tuning the plan, and engaging in lively and sometimes exhausting debates. The City Commission also played an integral part in the process. Without their initiative, vision and desire to preserve the future, this endeavor would never have taken place. We owe a special thanks to Sustainability Coordinator, Alison Higgins, to whom all strategic planning roads lead.

Throughout the process, a core group of people met almost every week. They spent much time in the weeds of the plan, pushing through small details, and reaching for big ideas. This team includes Mayor Teri Johnston, City Manager Patti McLaughlin, Assistant City Manager Todd Stoughton, Finance Director Mark Finigan, and Planning Director Katie Halloran. This small team of committed individuals has the intellect worthy of any great city's strategic plan, and the fortitude to see it through.



Table of Contents

Introduction	p.1
Part I: The Six Priorities	p.4
1. Affordable Housing	p.5
2. Sea Level Rise	p.12
3. Streets and Sidewalks	p.20
4. Environmental Protection	p.24
5. Cleanliness	p.33
6. Traffic & Pedestrian Friendliness	p.38
Part II: Major Projects	p.45
Part III: Communication Strategy	p.48
Part IV: Employee Plan	p.56
Annexes	p.64

The Rationale for a Strategic Plan

Many of the challenges the world faces today are exemplified in Key West. As temperatures increase globally and sea levels rise, Key West is amongst one of the most potentially imperiled areas in the nation. According to reports from the U.S. Army Corps of Engineers, Monroe is the third most vulnerable county in the U.S. for displaced persons due to sea level rise.¹

In housing, the island fares similarly. Key West is a prime example of a city with an affordable housing and concurrent labor crisis. Approximately 50% of residences are second and third homes, and the average median income (AMI) that qualifies for workforce housing (80%) is well above the average person's salary in Key West.² Many workers can't afford to live in Paradise. Between March 2020 and May 2021, Key West lost almost 2,000 members of the workforce, bringing the labor crisis to unprecedented heights.³

While residents cherish the island's beauty and the nearby coral reef, there is much more effort required to contribute to the circular economy. Only 50% of businesses recycle, solar power is used minimally and the City hauls out all of its solid waste.

These challenges are a call to action. Preserving the future of Key West requires a proactive approach, long-term thinking and financial forecasting. In 2021, a strategic plan for Key West is no longer an option; it's a necessity.

The Process for Creating *Key West Forward*

A sound strategic plan is like a good recipe: It requires the right ingredients to work. Those ingredients include in-depth community input, guidance from City staff, technical advice from subject matter experts, examples from other municipalities, a funding plan, a monitoring and accountability plan, and guidance from top level leadership. If even one of these ingredients is missing, the product will suffer, and potentially fail.

The City's strategic plan, named by a guiding committee, *Key West Forward*, followed the recipe. The process involved eight steps:

¹ U.S. Army Corps of Engineers, 2018

² According to Shimberg Center data in 2021, 80% of AMI equals a salary of \$56,000 per year, yet more than 10,000 jobs in Key West pay less than \$40,000.

³ Key West Chamber of Commerce data Spring, 2021



The Sections of *Key West Forward*

The format for this strategic plan was built on the unique needs of Key West. Most strategic plans focus on priority areas and major projects. In the case of *Key West Forward*, two additional sections were required: An Employee Plan and a City Communication Strategy. Following the January community survey, the City initiated an internal employee survey. The results confirmed the need for an internal plan to boost morale, increase pay, and hire more employees in some departments. Both the community and staff surveys confirmed the need for City leadership to do a better job of communication. As a result, these two non-traditional, but necessary sections have been added to *Key West Forward*. The sections of the entire plan include:

Section I: The 6 Priorities

1. Affordable Housing
2. Sea Level Rise
3. Roads and Sidewalks
4. Environmental Protection
5. Cleanliness
6. Traffic & Pedestrian Friendliness

Section II: Major Projects

Section III: The Communication Strategy

Section IV: The Employee Plan.



Ensuring the Success of *Key West Forward*: Commitment, Operational Plans and Funding

In August 2020, on the night the contract was awarded for the strategic plan, Commissioner Kaufman noted that he carried around the 2011 plan around in his backpack for months after he was elected, but was never asked about it. He ended his point by asking: “How can we be sure that I will take this plan out of my backpack?”

Taking the plan out of our backpacks means putting systems in place for monitoring and accountability. *Key West Forward* includes annual operational plans for every action item, and a process for regular monitoring guided by the consultant and the City Manager. (See annex 1).

Still, the plan is only as good as leadership’s support of it. To the greatest extent possible, *Key West Forward* should be followed as the main path in the coming years. If an initiative that requires major funding or staff time is deemed necessary, the Commission should consider which initiative(s) will be put on hold in exchange.

With operational plans in place, and support from the Commission, there is only one more requirement to see the plan through: Funding. Many of the projects the City may initiate on sea level rise and environmental protection will require resources that far exceed the capacity of the general fund. Long term financial forecasting of at least 10 years is a prerequisite for such endeavors as road and structural elevation, solar energy, and capital improvements to the Fire Station, MLK Pool, and Jose Marti Blvd. That financial forecasting must be completed during the life-span of the current plan.

The strategic plan laid out in this document was born from months of thorough exploration and discourse on best practices. The actions that follow will impact us now and for generations to come. The process was inclusive; the discussions were passionate and contentious; and the results are nothing less than vital. It is a work all those involved should be proud of, even before the real work begins.

Part I: The 6 Priorities

“Things which matter most must never be at the mercy of things which matter least.”

- Johanne Wolfgang von Goethe: German poet and playwright

1. Affordable Housing
2. Sea Level Rise
3. Streets and Sidewalks
4. Environmental Protection
5. Cleanliness
6. Traffic and Pedestrian Friendliness





PRIORITY 1: AFFORDABLE HOUSING

SUPPORT AFFORDABLE HOUSING IN KEY WEST

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – May 2021)

GOAL 1: BUILD MUNICIPAL CAPACITY TO ASSIST WITH HOUSING			
<i>Create the capacity for the City to take on a regulator role, and develop a long-term strategy for affordable housing.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Workforce Housing Consultants/Coordinator⁴ : Hire consultants and/or a full-time Workforce Coordinator to: <ul style="list-style-type: none"> a. Pursue regulatory/legal measures on affordable housing including zoning/LDRS, increasing and monitoring transient rentals, maximizing BPAS units for affordable housing, Etc. b. Ensure that all City approved resolutions related to affordable housing are upheld and maintained; c. Assist with City-managed housing developments/partnerships (E.g., 3.2 acres, Trumbo, Etc)⁵ d. Direct the City on funding streams at the State level for affordable housing 	By Spring 2022	HR, Planning	\$72K combined for two consultants (see footnote). \$149 for FTE Coordinator and Finance Consultant. School Board pledged to commit 30%.
2. City Wide Housing Assessment : Hire a consultant to conduct a Housing Assessment in Key West using existing data of available inventory and types of housing most needed for rental, home ownership, multi-family and single family housing in Key West. To the extent possible,	By Spring 2022	Planning	\$25K Budgeted for 2021/22.

⁴ As an alternative to a Coordinator, the Commission will pursue two consultants in year 1: The first, a Housing Finance Consultant to help navigate Federal Funding. The second, a Project Manager to drive major initiatives including the 3.2 acres, the housing assessment, Code revisions for ADUs, and Truman Annex.

⁵ See draft job description for FTE Coordinator attached



<p>the consultant should recommend a diverse scope of income levels and professional categories that most require housing. (If possible, the assessment should establish an accurate median income that is used to calculate an AMI based on W-2's, thereby eliminating income derived by 401K's and retirement funds.)</p>			
<p>3. The Long-Term “Housing for All” Plan: Establish a 10-year long-term strategy and funding plan that includes: 1) Potential sites that are most suitable for building based on floodplain elevations, and resilience to sea level rise for rental housing and home ownership; 2) support for efforts to expand supportive and transient housing, and 3) long term regulatory measures in partnership with the County to limit transient rentals.⁶</p>	<p>By Winter 2023</p>	<p>KWHA, Housing Coordinator, Planning, Planning Board, Engineering, Utilities, and community partners</p>	<p>No funding necessary.</p>
<p>4. “Housing for All” Working Group and/or Workshops: Create and chair a small Affordable Housing Group or conduct workshops comprised of: 1) KWHA, 2) Planning Department; 3) Private developers; 4) the Business Community; 5) the County, and, 6) Relevant non profit agencies (Habitat for Humanity, AHI, Catholic Charities, FKOC) to guide the long-term plan, and oversee goals 2 and 3 (below).⁷</p>	<p>Begin in Winter 2022</p>	<p>Housing Coordinator, Planning Board</p>	<p>No funding necessary.</p>

⁶ This action is contingent on a full-time Housing Coordinator. Should the Commission continue with a consultant, this item would need to be negotiated in addition to the job description prepared.

⁷ Same as above



<p>2) Mooring Balls in City Marinas: Improve coordination to ensure that all boats on mooring balls are inhabited by residents who are employed in Monroe County, and explore additional options for liveaboards.</p> <p>3) Poinciana property: Determine if the property is suitable for a multi-family housing unit, and assist with the design of a flood resilient, family friendly development.</p> <p>4) Porter Place/School Board Site: Pursue a partnership for affordable housing, and assist with the process of development. Currently, the School Board is conducting a land assessment.</p>	<p>Exploration beginning Winter 2022</p> <p>Begin Spring 2021, ongoing</p>	<p>Ports, KWPD Marine Unit, FWC, Housing Consultant</p> <p>Housing Consultant, Planning, KWHA</p> <p>Housing Consultant, Planning, KWHA</p>	<p>No funding necessary</p> <p>TBD</p> <p>TBD</p>
<p><u>Tier 2 Options:</u></p> <p>4) Shopping Centers: Initiate a dialogue with owners to understand if this is option is feasible and advisable.</p> <p>5) Sigsbee/Military property: Initiate a dialogue with Sigsbee leadership to understand if this is feasible. This will require working relationship with Federal representatives.</p> <p>6) Harris School: Initiate a new dialogue with the owners to determine the feasibility of a more cost effective purchase</p> <p>7)Smaller sites throughout the City: Explore properties that are outside of the flood plains.</p>	<p>Spring, 2022, ongoing</p>	<p>Housing Consultant takes the lead on exploring all tier 2 options</p>	



GOAL 3: PRESERVE AND RENOVATE EXISTING HOUSING

Partner with organizations to renovate, preserve or expand housing options, and repair/improve housing for vulnerable groups.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Support KWAH PNA Plan (Physical Needs Assessment): Remain apprised of and assist with the KWAH plans to preserve and rebuild affordable housing based on the PNA. Assist with plans for modifications to LDRs, zoning and density.	By Fall 2021, ongoing	KWAH, Housing Consultant, with relevant departments (Planning, Engineering)	KWAH will take the lead on funding efforts. Project is contingent on PNA results
2. Home Repair Program for Low Income Residents: Support the Habitat for Humanity program to repair homes owned by elderly and/or financially challenged residents.	Annually, beginning Fall 2021	Habitat for Humanity, Finance, monitored by Housing Consultant	Budgeted for 2021/22 \$50K
3. Supportive and Transitional Housing: Assist AH and FKOC in rebuilding 30 Permanent and 112 transitional group housing units. Approximate cost \$30M. AH is the developer for FKOC's project.	Fall 2021	FKOC, AHI, MARC House, Housing Coordinator	Budgeted for 2021/22 \$75K.

GOAL 4: LEGISLATIVE AND REGULATORY MEASURES

Initiate required changes to LDRs, zoning and density to support affordable housing, and advocate for legislative changes.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Site Control: Approve a charter amendment through a referendum to extend site control for affordable housing from 20 to at least 50 years for all entities seeking a lease from the City.</p>	<p>Begin organizing Feb 2022, complete by Spring 2022</p>	<p>Commission, City Attorney's Office</p>	<p>Funding may be required for referendum, TBD.</p>
<p>2. Maximize the Use of BPAS Units: Explore options for maximizing the use of BPAS units. Examples could include: 1) Setting aside existing units; 2) Applying for market rate units and dedicating them to affordable housing; 3) proposing an amendment that requires all BPAS units for affordable housing to be at least a 2 bedroom, 2 bath unit.</p>	<p>Begin Summer 2022</p>	<p>Housing Consultant, Planning</p>	<p>No funding necessary</p>
<p>3. Truman Annex Lease: Research legal and policy recommendations on the 162 transient licenses before the lease expires in 2025.</p>	<p>Begin Spring 2022</p>	<p>Housing Consultant</p>	<p>No funding necessary</p>
<p>4. Legal Advocacy: Advocate during the Legislative Session for House Bill 563 and Senate Bill 674 that authorize municipalities to adopt ordinances to grant ad valorem tax exemptions to property owners whose properties are used for the public or governmental purpose of providing affordable housing. Identify additional measures and coordinate with the County to lobby at the state level for change (E.g., 2nd home tax.)</p>	<p>During Winter 2022</p>	<p>City Attorney's Office in partnership with Monroe County/Land Authority</p>	<p>No funding necessary</p>

<p>5. Resource Mobilization: As part of the funding plan, propose and pass efforts to leverage funding from second home owners, such as: 1) A surcharge from home sales; 2) a floor area ratio bonus; 3) linkage fees; 4) additional closing fees for properties over a set value, and other examples.</p>	<p>For Budget Process May, 2022</p>	<p>Housing Consultant, with City Attorney and Finance</p>	<p>No funding necessary.</p>
<p>6. Up-Zoning, LDR and Density Plans: Approve and plan for higher density, LDRs and up-zoning that would allow for increased housing within zones that are best suited for resilience and sea level rise.</p>	<p>Begin Spring 2022, ongoing</p>	<p>Housing Consultant, Planning, Engineering</p>	<p>No funding necessary.</p>



PRIORITY 2: ADAPTATION/SEA LEVEL RISE

MITIGATE SHORT-TERM FLOODING AND ESTABLISH A LONG-TERM ADAPTATION PLAN

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2021)

GOAL 1: BUILD MUNICIPAL CAPACITY AND ESTABLISH LONG-RANGE FUNDING PLANS			
<i>Increase staffing and funds to implement a long term (10+ years) climate change strategy.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Build an Adaptation Team: Hire adequate staff to support the City’s efforts on adaptation.	Determine by Fall of 2023. Energy Assistant by Winter 2022.	Sustainability Coordinator, Director of Engineering, Planning Director	Salaries would depend on positions
2. Adaptation Fund and SLR Funding Consultant: Create and Adaptation Fund for annual budgeting purposes. Hire a consultant in Tallahassee to direct funding streams from to the City for current and future adaptation projects.	Fund and consultant by Spring 2022	City Manager, Sustainability Coordinator	\$24K per year for a consultant for funding.
3. Communication and Transparency: Increase communication with community members on projects mitigation efforts and long range plans. (See Key West Forward’s External Communication Plan).	Begin Fall of 2021, ongoing	Strategic Planning Consultant, PIO Sustainability Coordinator	Funding as approved in the SP Consultant’s contract and PIOs 2021/22 budget

GOAL 2: SHORT-TERM CRITICAL PROJECTS AND PLANS

Implement critical projects to mitigate storm and tidal flooding.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>5. Critical Infrastructure Projects: Identify and complete the most urgent projects in a 3 -10 year range as they relate to:</p> <ul style="list-style-type: none"> a) sea level rise; b) stormwater; c) floodproofing of structures; and, d) wind hardening of structures. 	<p>Varies, see separate list for all projects – Winter 2022</p>	<p>Adaptation Planning Team, Utilities Engineering, SLR Funding Consultant</p>	<p>Long-term forecasting and plan would assist in this process, and could include bonding and special taxing districts.</p>
<p>6. Protect Water Supply: Prevent an increase in salinity and keep water costs low by:</p> <ul style="list-style-type: none"> a) Continuing to support FCAA legislatively in legal battles with Turkey Point remediation plans and consent orders; b) Implementing the City’s Water Supply Plan to reduce water consumption; c) Increasing the number of cisterns in new building initiatives; and, d) Conducting a cost-benefit analysis of utilizing reclaimed water. (See priority on Environmental Protection). 	<p>Current, ongoing</p>	<p>Adaptation Planning Team, Engineering, Utilities</p>	<p>Lobbyist time</p>
<p>7. Non-Infrastructure Measures: Explore additional potential low-cost, low maintenance temporary measures for flood mitigation, such as: Geo-tubing; sandbags; grants for wet floodproofing and dry floodproofing homes and structures; aqua dams; water-inflated flood barriers, demountable flood barriers, etc.</p>	<p>Begin in Fall 2023</p>	<p>Sustainability Coordinator, the Adaptation Planning Team, SAB, Engineering</p>	<p>Funding is contingent on decisions</p>



8. Grade elevation: Support property owners' efforts to increase property elevation levels.	Begin in Summer 2022, ongoing	Engineering, Planning	No funding necessary.
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GOAL 3: LONG-TERM ADAPTATION PLAN

Establish a long-range plan that is monitored and adjusted on a continuous basis to promote the longevity of the island and its inhabitants.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Vulnerability Assessment: Utilize existing models from other coastal municipalities and Monroe County, identify the people, infrastructure and land uses that are most vulnerable to sea level rise. Include utilization of LiDAR data.</p>	<p>Begin Winter 2022 with LiDAR Data gathering, assessment</p> <p>Vulnerability Assessment in 2022/23</p>	<p>Engineering, Planning, Adaptation Planning Team, Utilities</p>	<p>\$410K for Vulnerability Assessment & LiDAR data combined</p> <p>\$280K for LiDAR Data</p> <p>\$130 for Vulnerability Assessment</p> <p>LiDAR Data budgeted for 2021/22</p>
<p>2. Long Term Adaptation Strategy and Implementation Plan:⁸ Using information from the vulnerability assessment, engage in a “deeper dive” into key issues that are impacted by climate change. Focus on a singular issue or “chapter” per year with a 10-year budget and</p>	<p>Begin Chapter 2 – Winter 2022</p>	<p>Engineering, Adaptation Planning Team, Planning, HARC, Utilities</p>	<p>Chapter 1: \$70K unfunded (seeking a grant)</p>

⁸ The NOAA Model/Florida Adaptation Planning Guidebook describes a comprehensive, integrative, long-term adaptation strategy and implementation plan in which all issues (infrastructure, roads, power & water, housing, Etc.) are symbiotic. The plan described was designed to accommodate the capacity constraints within the City of Key West, (E.g., a lack of staffing dedicated to adaptation and SLR.) If the Commission were willing to increase capacity with additional staff, it would be feasible to manage a comprehensive plan, see it through, and direct major funding opportunities. This would be a more effective and impactful approach.



<p>scope for each one. (E.g., Infrastructure & Roads; Historic and Cultural Preservation; Power & Water; Housing; Economic Development, Environmental Restoration and Health & Equity). Strategies include: protect, accommodate, avoid, and retreat.</p> <p>Chapter 1: Infrastructure & Roads (Includes LiDAR Data of Roads) Chapter 2: Historic and Cultural Preservation</p>	<p>Chapter - Fall 2022</p>		<p>Chapter 2: \$75K fully funded</p>
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GOAL 4: PARTNERSHIPS AND LINKAGES TO OTHER PLANS

Integrate SLR into all relevant long-term plans within the city, and coordinate with other coastal cities in and beyond Florida.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Implementation Plan for Post Disaster Recovery and Reconstruction (PDRRP): Begin execution of the plan in the 9 goal areas</p>	Winter, 2022	Sustainability Coordinator	As per the plan
<p>2. Integrate SLR into long range plans: Including the 10-year Stormwater Master Plan, Transportation Plan, Water Supply Plan, Pavement Management Plan and Energy Plan.</p>	Fall 2021, ongoing	Sustainability Coordinator works with relevant departments to ensure integration	No funding required
<p>3. Monroe County ACOE Coastal Storm Mitigation Project: Estimate and follow up to determine in what ways Key West should proceed, and establish a plan for cost share of ACOE recommended projects:</p> <ul style="list-style-type: none"> A. Elevation of 2,028 residences B. Floodproofing of 400 commercial buildings C. Floodproofing of 7 critical public facilities 	2024, ongoing	Sustainability Coordinator, Adaptation Planning Team, Monroe County	35% = a) \$1.003B b) \$145M c) \$5.4M Some funding for residences and commercial buildings will be raised by property owners
<p>4. Monroe County GreenKeys! Continue to review recommendations and integrate priorities into adaptation planning.</p>	Current, Ongoing	Sustainability Coordinator	No funding necessary.



<p>5. Key West Representation on Local and Regional Boards: Ensure that at least one individual from the City staff and/or a commissioner or committee member is included on the following boards:</p> <ul style="list-style-type: none"> a) Monroe County Regional Adaptation Coordination Team b) Monroe County Climate Change Advisory Committee (CCAC) c) Southeast Florida Regional Climate Compact Board d) FKA Climate Change Group e) Cities for Climate Protection Campaign (ICLEI) 	<p>Begin Fall 2022, ongoing</p>	<p>Sustainability Coordinator assigns individuals with input from the City Manager</p>	<p>No funding necessary.</p>
<p>6. Military Plans (Navy, Coast Guard and JIATF): Convene with military institutions that have a presence in Key West to share information, understand their long-range adaptation strategies and plans, and coordinate to the extent possible with the long-term plan.</p>	<p>By Summer 2022</p>	<p>Sustainability Coordinator, Adaptation Planning Team</p>	<p>No funding necessary.</p>
<p>7. Explore Best Practices and International Policy and Academic Forums: Conduct educational exchanges, attend international forums, and seek guidance from leading experts on municipal responses to SLR, particularly in coastal communities (E.g., Miami Beach, Charleston, New Orleans, Galveston, Maldives, The Netherlands, Etc.,)</p>	<p>Winter 2022, ongoing</p>	<p>Adaptation Energy Assistant makes recommendations to Sustainability Coordinator and City Manager for Adaptation Planning Team Members</p>	<p>Travel budget submitted annually.</p>
<p>8. State Plans (FDOT, FDEP and FDEO): Develop relationships and keep abreast of plans and funding opportunities. Lobby FDOT for stronger SLR policies.</p>	<p>Current, Ongoing</p>		<p>No funding required</p>



GOAL 5: REGULATORY MEASURES – LAND USE, PLANNING AND ZONING

Introduce regulatory changes and new measures to support long term resiliency.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Comprehensive Plan Updates: Hire a consultant to create the Evaluation and Appraisal Report (EAR) with strikethrough underline to capture state requirements, new plans and staff recommendations for changes to Comprehensive Plan as they relate to resiliency and adaptation.</p>	<p>Begin Fall 2022</p>	<p>Consultant as assigned by the Planning Director</p>	<p>\$150K (unfunded) (\$50K grant ask)</p>
<p>2. Regulatory Plans for Adaptation: Update ordinances and Land Development Regulations on: 1) Zoning and overlay zoning; 2) building codes & resilient designs; 3) setbacks/buffers; 4) conditional development and exactions; 5) rebuilding restrictions; 6) conservation easements; Etc.</p>	<p>Begin in Winter 2023</p>	<p>Consultant as assigned by the Planning Director</p>	<p>Consultant to make recommendations Approximately \$20K</p>



PRIORITY 3: ROADS AND SIDEWALKS

IMPROVE THE OVERALL CONDITIONS OF ROADS AND SIDEWALKS AND INTEGRATE PLANS INTO THE LONG-TERM STRATEGY FOR SEA LEVEL RISE⁹

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2021)

GOAL 1: 5 YEAR PAVEMENT PLANS			
<i>Establish long-term paving and elevation plans and corresponding schedules in 5-year increments to maintain an average PCI score of 70.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
4. Pavement Rehabilitation Schedule High and Dry: Prepare a schedule through the end of 2022/beginning of 2023 for repaving roads that are the least susceptible to flooding in coordination with relevant partners, (Keys Energy, FCAA, County, FDOT). ¹⁰ The plan should sync with ADA sidewalk plans, complete streets, parking modifications and improved signalization as necessary. (See priority on Traffic and Pedestrian Friendliness.)	Fall 2021, ongoing	Engineering, Planning, Sustainability Coordinator, Planning, Keys Energy, FCAA, Monroe County, FDOT	\$3.26 million annually beginning in FY 2022/23
5. Pavement Rehabilitation Schedule for Adaptation: Utilize the results of the vulnerability assessment on sea level rise to begin a comprehensive 5 year plan that includes measures for resiliency. The plan should sync with the High and Dry elements, and include right-of-way modifications as they relate to SLR and water re-use if relevant.	By Spring 2023, ongoing	Engineering, Planning, Sustainability Coordinator, FCAA, Monroe County, FDOT	\$3.26 million annually, other resiliency measures TBD

⁹ The strategic plan priority on sea level rise involves a vulnerability assessment and long-range adaptation plan and strategy, with an estimated date of December 2022. The results of that data will inform a broader, more comprehensive strategy, including road elevation and other resiliency measures.

¹⁰ For 2021/22 projects, see CIP plans major projects (Jose Marti, South Roosevelt, ADA sidewalks)

<p>6. Sidewalks and Surface Drainage: As part of the 5-year plans, and in accordance with the vulnerability assessment, identify sidewalk and stormwater infrastructure for construction and repair, and ensure ADA compliance.</p>	<p>By Spring 2023, ongoing</p>	<p>Engineering, Utilities</p>	<p>The \$3.26 million estimate does not include new sidewalks. Costs should be determined as part of the 5-year plan</p>
<p>7. Long-term Funding Plan: Establish a long-term financial forecasting plan to achieve an average \$3.26¹¹ million budget annually to reach the goal of a PCI score of 70, with a backlog of 11%.</p>	<p>Plans developed by Winter 2022</p>	<p>Finance, Engineering</p>	<p>\$1.5M budgeted for 2021/22. Goal for 2022/23 is \$3.26 million.</p>
<p>8. Develop Shovel Ready Projects: Complete engineering plans and designs for major initiatives to position them for federal and state infrastructure grand funding. (E.g., Atlantic Blvd. and Jose Marti, South and Eisenhower).</p>	<p>Current, ongoing</p>	<p>Engineering, Finance/Grant Writers</p>	<p>\$4 million estimated for Jose Marti. \$1 million for paving and \$500K for sidewalk allocated for FY 2021/22</p>
<p>9. Condition Assessment Perform condition assessment every 5 years to verify overall PCI and conditions of individual roadway segments. Modify paving plan as needed.</p>	<p>Next Assessment completed by 2023 in conjunction with Adaptation Focus</p>	<p>Engineering, consultants</p>	<p>TBD</p>

¹¹ As recommended by in the 2019 Jacobs "Pavement Management Analysis Report."

GOAL 2: PREVENTATIVE MAINTENANCE

Establish a preventative maintenance schedule in accordance with 5 years plans to limit the cost of future repairs.¹²

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Micro-sealing: Identify roads for micro-sealing to reduce damage from sun and flooding, and extend the life of roads.¹³</p>	<p>To be included in plan for 2019 - 2023</p>	<p>Engineering</p>	<p>Included in annual budget of \$3.26 million</p>
<p>2. Seal Coat Local Roads: Identify low volume local roads for seal coating to mitigate damage from high volume usage and weather, and promote their longevity.</p>	<p>To be included in plan for 2019-2023</p>	<p>Engineering</p>	<p>Included in annual budget of \$3.26 million</p>
<p>3. Pilot Test Crack Sealing in Streets: Identify and apply crack sealant and/or fill for identified cracks in sidewalks and streets.</p>	<p>Identify as needed, beginning in Fall 2022</p>	<p>Public Works</p>	<p>Cost TBD (not expensive)</p>

¹² Once roads fall beneath a PCI of a 60, they quickly and sharply decline.

¹³ Micros effectively seal, level, rejuvenate, and aid in skid resistance on existing paved surfaces. Micro-Surfacing can be applied in a wide range of thicknesses, allowing it to treat a large variety of road surfaces. It is a cold mix type paving system leaving minimal impact on the environment



GOAL 3: BUILD MUNICIPAL CAPACITY

Build the staff of the Engineering Department to maximize the efficiency of managing pavement plans, sea level rise, CIP projects and transportation.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Staffing for the Engineering Department: Identify the necessary staffing configuration for the Engineering Department to oversee major responsibilities (sea level rise, transportation, pavement management, CIP).¹⁴</p> <p>(E.g., Storm Water Engineer, with a PE who specializes in storm water management and has 10 years of experience in planning and design for sea level rise mitigation. This individual would work on SLR, traffic, pedestrian signalization, complete streets and integration of the Bike and Pedestrian Master Plan.)</p>	<p>Identify needs by Fall 2022 for FY 2023/24</p>	<p>Engineering, City Manager, Finance</p>	<p>Contingent on decisions.</p>
<p>2. Interactive GIS Map: Produce a page on the City’s website with information on the pavement plans, and an interactive map that indicates at time line for repair and re-paving.</p>	<p>Fall, 2021, ongoing</p>	<p>Engineering, IT, PIO</p>	<p>No funding necessary.</p>

¹⁴ Staffing plan should assess progress after 4 new positions have been created and filled as per FY 21-22 budget



PRIORITY 4: ENVIRONMENTAL PROTECTION

PROTECT THE HEALTH AND LONGEVITY OF THE ISLAND AND ITS INHABITANTS

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2021)

GOAL 1: ENERGY EFFICIENCY AND RESILIENCE			
<i>Pursue clean energy initiatives to reduce greenhouse gas emissions and increase participation in the circular economy.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Energy Plan: Complete the Key West 10 Year Energy Plan with a funding strategy and timeline, (to be approved.)	Fall 2022	Sustainability and Energy Coordinators	None funding necessary.
2. Energy Use Map: Produce a City-wide Energy Use Map to determine energy usage and greenhouse gas emissions. Utilize results to identify cost saving and protective measures.	Fall 2022	Sustainability and Energy Coordinators in partnership with Keys Energy	No funding necessary.
3. Energy Efficiency in City Buildings: Conduct energy efficiency projects in 5 City buildings annually, (including LED lighting, energy sealing and insulation and solar feasibility.)	Begin in Fall 2021, ongoing	Sustainability and Energy Coordinators, Engineering and Planning, HARC	FY 21/22: \$12,000 (budgeted) \$50,000 annual budget.
4. LED Streetlights: Continue to replace bulbs with the best ROI (1,158 in total.)	2022, ongoing	Engineering, Keys Energy	Cost TBD (Estimate was \$200,000, but reductions were necessary.



<p>5. Adhere to Resolution 19-328 on Solar Energy: Ensure that all development and re-development projects include options for solar energy. This should occur in the primary stages of project design through a checklist in Legistar.</p>	<p>Fall 2021, ongoing</p>	<p>Engineering, City Manager, Planning</p>	<p>No funding necessary.</p>
<p>6. Waste Energy: Explore a waste energy facility that utilizes and anaerobic digester to manage food waste and produce energy.¹⁵</p>	<p>Begin exploring Fall 2021, ongoing</p>	<p>Utilities, Engineering in partnership with Keys Energy and the Navy</p>	<p>On average, the cost is \$20 million.</p>
<p>7. Vehicle Electrification Readiness: Identify City buses and other City vehicles for electrician. Convene partners to set overall EV infrastructure goals. (See the Traffic and Pedestrian Friendliness Priority.)</p>	<p>Begin 2023</p>	<p>Transportation Coordination Team, Keys Energy and other partners</p>	<p>Funds TBD, in coordination with FDOT.</p>
<p>8. Electric Charging Stations: Increase the number of electric charging stations throughout the island in accordance with Keys Energy’s plans.</p>	<p>As per Keys Energy (2022)</p>	<p>Keys Energy, Transportation, Parking, Sustainability Coordinator</p>	<p>FY22: Research/Staff Time FY23: Budget request TBD.</p>

¹⁵ This is a very costly endeavor, but one that would drastically alter expenditures on waste removal. Anaerobic digestion is a process by which micro-organisms break down biodegradable material in the absence of oxygen. The process is used to manage waste and produce fuels that generate electricity and natural gas.

GOAL 2: RECYCLING AND COMPOSTING

Improve and increase participation in the City’s recycling programs and establish a composting capacity.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Wastewater Sludge Composting: Establish a composting wastewater facility that combines yard waste with sludge to create compost for community use.</p>	Pilot in 2022	Utilities, Solid Waste Technician in partnership with FCAA	Approximately \$6 million in FY 21-22 budget.
<p>2. Mandatory and Incentivized Recycling for Businesses: Require businesses to recycle <u>cardboard and aluminum</u>, and incentivize businesses to increase/improve recycling efforts through the following initiatives:</p> <ul style="list-style-type: none"> A. A “Green Business” Award and certification progress stickers for the windows of their storefronts; B. PR spotlights on “Green Businesses;” C. A City produced map for tourists identifying “Green Businesses” that participate in the recycling program; and, D. Shared accounts for small businesses. 	Summer 2022, ongoing	Sustainability and Energy Coordinators, Solid Waste Technician Waste Management, and Business Organizations (TDC, Chamber, Lodging, Business Guild, FLRA, Etc.,)	Suggested budget for awards, spotlights materials and map is \$15,000.
<p>3. Enforce Ban on Single Use Plastics: Enforce resolutions 19-22 and 19-174 to ban plastic straws, and polystyrene products from City events and property, and work with private businesses to adopt similar practices. Explore options to incorporate the bans into all future and existing City leases.</p>	Begin exploring options Fall 2021	Sustainability Coordinator, Utilities, Code Enforcement, Business Organizations	No funding necessary.

<p>4. Multi-Family Housing: Coordinate with Waste Management and relevant owners/operators of multi-family housing developments to make recycling easier and more accessible to tenants. Explore “pay as you throw” options and free dump/pick up days for bulk items.</p>	<p>As negotiations with WM ensue, Summer/Fall 2021, ongoing</p>	<p>Waste Management, Utilities, Building, Key West Housing Authority, Owner/Operators of Multi-Family Housing</p>	<p>No funding necessary.</p>
<p>5. Requirement of Plans for Recycling in all Development and Redevelopment Initiatives: Establish and enforce a requirement for all new and re-development projects to include plans for recycling.</p>	<p>Winter 2023</p>	<p>Legal, Planning, Building, Planning Board</p>	<p>No funding necessary.</p>
<p>6. “Love Your Island” Targeted PR Campaign for Schools/Youth: Create a short but powerful campaign in schools to message the importance of recycling and keeping the island clean. Utilize banners, videos and guest speakers to share the message. (See Priority on Cleanliness.)</p>	<p>Winter 2022, ongoing</p>	<p>PIO, Solid Waste Technician, MCSD</p>	<p>As per the PIO’s PR budget</p>
<p>7. Recycling Materials in City Infrastructure: Explore and recommend to the Commission a program for the use of recycled materials in City infrastructure, including glassphalt or glasscrete and an array of recycled materials to be used in building construction. (As per the Solid Waste Master Plan.)</p>	<p>Summer 2022, ongoing</p>	<p>Engineering, Utilities, Sustainability Coordinator</p>	<p>No funding required for recommendation, but pursuing would require long term projections and financial plans.</p>
<p>8. LEED Certification: Require new construction and redevelopment of City buildings to be LEED certified (gold for new, silver for redevelopment at a minimum). (As per the Energy Plan.)</p>	<p>With Energy Plan, 2022</p>	<p>Engineering, Building</p>	<p>3 -5% additional cost per project.</p>
<p>9. Green Procurement: Create a Green Procurement Policy to purchase goods and services with a reduced environmental impact.</p>	<p>Winter 2023</p>	<p>Finance, Sustainability Coordinator</p>	<p>No funding necessary.</p>

GOAL 3: NEAR SHORE WATERS

Improve water quality and the cleanliness of near shore waters.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Sediment Separators on Outfalls: Continue to put screens on outfalls to prevent debris and garbage from discharging to near shore waters. Include on the City’s website a user-friendly explanation, (video or graphic), to explain how pollutants are transported in stormwater runoff.</p>	<p>Underway, 2021, ongoing</p>	<p>Utilities, IT</p>	<p>Budgeted through Utilities.</p>
<p>2. Education for City Tenants and Liveaboard Owners: Conduct public education efforts through targeted PR efforts with:</p> <ul style="list-style-type: none"> A. Restaurants and bars in the marinas that blow debris and garbage into the water; B. Liveaboard owners to inform them of the free pump out and garbage disposal; and, City tenants on recycling requirements (bans on plastic straws, and polystyrene.) 	<p>Fall 2022, ongoing</p>	<p>PIO, Utilities, Sustainability Coordinator</p>	<p>As per PIO PR Budget (Workshop might involve a nominal fee).</p>
<p>3. Water Quality Posting at City-Owned Beaches and on the City’s Website: Place signage on the beaches to inform visitors and residents when the water quality is poor.</p>	<p>Summer 2022</p>	<p>Public Works, Utilities</p>	<p>May require for signage, TBD.</p>
<p>4. Neighborhood Watch/Key West Connect: Encourage community members to utilize Key West Connect when they witness individuals polluting waters.</p>	<p>Summer 2021, ongoing</p>	<p>PIO, IT</p>	<p>No funding necessary.</p>



<p>5. Bags and Trash Pick Up for Liveboards: Supply retailers throughout the island with bags for liveboards to deposit and contain their trash. Establish drop off points and pick up times with Waste Management for collection.</p>	<p>Fall 2022, ongoing (with education efforts).</p>	<p>Sustainability Coordinator, Public Works, Engineering</p>	<p>Price of bags TBD.</p>
<p>6. Evaluate Wastewater and Sewer Systems for Repair: Upgrade and maintain systems as per DEP compliance program.</p>	<p>Summer 2021, ongoing</p>	<p>Utilities</p>	<p>In budget.</p>
<p>7. Dive for Debris: Work with the College of the Florida Keys program to expand and encourage volunteers for their Dive for Debris Program.</p>	<p>Fall 2021, ongoing</p>	<p>Sustainability Coordinator, PIO, IT, CFK</p>	<p>No funding necessary.</p>



GOAL 4: WATER EFFICIENCY AND RESILIENCE

Pursue water efficiency and reuse initiatives to reduce impacts on the City's potable water supply.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Support Water Supply Plan: Pass and enforce upcoming Comprehensive Plan ordinances and mandates on irrigation schedules and water efficient fixtures.	Fall 2021, ongoing	City Commission Code, Building	No funding required.
2. Update City Buildings: Include water efficiencies alongside energy efficiency projects on 5 City buildings annually. (See goal 1, action item 3.)	Begin in Fall 2021, ongoing	Sustainability/Energy Coordinator	\$10,000 annually
3. Water Reuse Plan: Partner with FKAA to determine whether or not to pursue the recommendations of the 2019 and 2021/22 Water Reuse Studies including: a salinity intrusion study; estimates for UV disinfection and chlorine system upgrades; transmission main costs; and a more detailed analysis of alternatives.	Begin in Summer 2022, ongoing	Utilities, FKAA	No cost to explore the potential, but a water reuse plan would require a long term funding strategy
4. Protect Water Supply: Prevent an increase in salinity and keep water costs low by: a) Continuing to support FKAA legislatively in legal battles with Turkey Point remediation plans and consent orders; e) Implementing the Water Supply Plan to reduce water consumption; and, f) Increasing the number of cisterns in new building initiatives.	Current, ongoing	Adaptation Planning Team, FKAA	Lobbyist time



GOAL 5: BUILD MUNICIPAL CAPACITY, ACCOUNTABILITY AND PARTNERSHIPS

Increase the collective capacity of organizations to enforce regulations that protect the local environment.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Increase Street Cleaning Capacity: Plan for and fund the following positions:</p> <p>A. <u>Street Sweeper and Near Shore Water Crew/Individual</u> to clean streets, and collect litter in the mangroves, from seaweed, and shoreline.</p> <p>B. <u>Part Time Solid Waste Technician</u> (as per the priority on Cleanliness – Utilities)</p> <p>C. <u>Code Enforcement Specialist on Cleanliness</u> (as per the priority on Cleanliness – Code)</p>	<p>2022/23</p> <p>2021/22</p> <p>2021/22 (Done)</p>	<p>Public Works</p> <p>Utilities/Code</p>	<p>Avg. \$50K per person, annually.</p> <p>Completed/funded. Completed/funded.</p>
<p>2. Keep Key West Beautiful/Adopt a Spot: Work with a Volunteer Leader and the Solid Waste Technician to organize individuals, civic groups, and businesses to adopt spots on the island that they clean and maintain. The Volunteer Leader will create a master schedule and coordinate with participants. (See priority on Cleanliness.)</p>	<p>Begin in Fall 2021, ongoing</p>	<p>Assistant City Manager to identify and work with Volunteer Leader. Solid Waste Technician, PIO, City Manager</p>	<p>May require some funding for clean up supplies, TBD.</p>
<p>3. Increase Littering Fines: Re-evaluate and increase current littering fines and ensure accountability.</p>	<p>Spring 2021</p>	<p>Finance, Code Enforcement, KWPD, City Manager</p>	<p>No funding necessary.</p>
<p>4. Department Checklists: Establish checklists for all relevant Commission resolutions to ensure that all initiatives incorporate energy efficient directives. Integrate the checklists into Legistar.</p>	<p>Fall 2021</p>	<p>All relevant departments, Planning</p>	<p>No funding necessary.</p>



<p>5. Training and Resources for Landscapers, Electricians, Contractors and Plumbers: Train professionals and request agreements to adhere to proper waste disposal and recycling practices. Ensure that the Building and Licensing Departments share resources with relevant information.</p>	Spring 2022, ongoing	Building, Licensing, Monroe County	Cost associated for trainers TBD.
<p>6. Lease Agreements: If possible, introduce into all business leases from the City the requirement to manage waste, including recycling, and proper waste removal.</p>	Begin in Spring 2022	Legal	No funding necessary.
<p>7. Clean Marinas: Work with all private marinas, boatyards and retailers in Key West to join the FDEP's Clean Marina/Boatyard/Retailer program and achieve the designated status.</p>	Begin in Winter 2022, ongoing	Ports, PIO	No funding necessary.
<p>8. Enforcement and Accountability Partnerships: Bring together relevant partners (Coast Guard, Navy, Sheriff's Marine Unit, KWPD Marine Unit, FWC, Non-Profits), in a series of workshops to identify shared efforts to prevent littering of near shore waters and to improve the enforcement of regulations.</p>	Summer 2022	City Manager with partners	No funding necessary.
<p>9. Workshop on Green Businesses: Organize a workshop with businesses to identify strategies and collaborative efforts to contribute to the cleanliness and environmental wellness of the island.</p>	Winter 2022	City Manager with partners	No funding necessary.
<p>10. Water Quality Protection Program: Monitor and implement the 2021 recommendations, and ensure that City leadership is involved in meetings and educational opportunities for municipalities.</p>	Fall, 2021, ongoing	Sustainability Coordinator, Utilities	Funds for participation in workshops TBD.



PRIORITY 5: CLEANLINESS

IMPROVE THE CLEANLINESS OF STREETS, BUILDINGS, AND PUBLIC SPACE

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – May 2021)

GOAL 1: BUILD MUNICIPAL CAPACITY			
<i>Increase the capacity for the City to provide more thorough and consistent cleaning services by hiring additional, necessary staff.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Staff in Utilities, Code Enforcement and Public Works: Hire four new employees to meet the needs of the City, including: <ul style="list-style-type: none"> a. <u>Solid Waste Technician Part Time (Utilities Dept) (See Environmental Protection Priority)</u> b. <u>Mallory Square Bathroom Attendant/Security (Public Works)</u> c. <u>Code Enforcement Specialist on Cleanliness (Code) (See Environmental Protection Priority)</u> d. <u>Street Sweeper (Public Works)</u> 	By Fall 2021 By Fall 2021 Spring 2021 Fall 2023	Utilities Public Works Code HR	General Fund, A,B & C funded. .
2. Tree Maintenance: Explore options for outsourcing tree trimming and maintenance in the City and/or hire an additional staff member in Public Works.	Obtain Quotes by Winter 2022	Public Works/City Manager	Cost TBD.
3. Building Permit Applications and Accountability: Insert a question on building permits as follows: “How do you intend to get rid of waste?”	Winter 2022	Building	No funding necessary.



GOAL 2: ACCOUNTABILITY

Establish systems and agreements to ensure compliance and accountability for cleanliness standards.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Coordination and Communication with Waste Management: Improve efforts between the City and Waste Management, including more public garbage and recycling cans to prevent littering.</p>	<p>Beginning Spring 2021, ongoing</p>	<p>City Manager, Assistant City Manager, Code Staff, Utilities Staff</p>	<p>No funding necessary beyond contract</p>
<p>2. Code Enforcement Plan: Identify the top/priority Codes in Sections 26 and 58 of the Key West Code to enforce systematically.</p>	<p>By Spring 2022</p>	<p>Code Enforcement with Assistance from Legal</p>	<p>No funding necessary.</p>
<p>3. Key West Connect: Share the new easy-to-use system with the community to provide City staff with information on issues/problems around the island. (As per the priority on Environmental Protection)</p>	<p>Begin Summer 2021</p>	<p>IT, PIO</p>	<p>Funded.</p>
<p>4. Inspection Schedule for Parks and Public Space: Establish a checklist and inspection schedule for the condition of public space equipment on a regular basis. Examples include outdoor jungle gyms, trees that need trimming, missing signs, broken sidewalks, Etc.</p>	<p>By Spring 2022</p>	<p>Public Works Directors, Code Specialist, with the support of Risk Management</p>	<p>No funding necessary.</p>
<p>5. Increase Littering Fines: Re-evaluate current littering fines and ensure that the Code Enforcement and Police are following through to hold individuals accountable (As per the Environmental Protection priority)</p>	<p>By Fall 2023</p>	<p>Finance Department, Code</p>	<p>No funding necessary.</p>



GOAL 3: COMMUNITY ACTION

Partner with businesses, schools and civic organizations to partake in City Clean Up programs.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Keep Key West Beautiful/Adopt a Spot: Identify a Volunteer Leader to work with the Solid Waste Technician to organize individuals, civic groups, and businesses to adopt spots on the island to clean and maintain. The Volunteer Leader will create a master schedule and coordinate with participants. (See priority on Environmental Protection.)</p>	<p>Begin Winter 2022</p>	<p>Assistant City Manager to identify Volunteer Leader, Solid Waste Coordinator, Business Organizations, Community Members</p>	<p>May require limited funding for materials (\$2,000 annually).</p>
<p>2. Beautification Committee: Reinvigorate the Committee and develop a “Cleanliness” plan and time line for Key West.</p>	<p>Fall 2021</p>	<p>Mayor, Chair of the Beautification Committee</p>	<p>No funding necessary.</p>
<p>3. “Love Your Island” Targeted PR Campaign: Create a short but powerful campaign several times per year to message the importance of recycling and keeping the island clean. Utilize banners in designated areas, social media, traditional press, and business organizations to spread the message. (See Priority on Cleanliness.)</p>	<p>Begin Spring 2022</p>	<p>PIO, Solid Waste Technician, Utilities, Coordinator, IT</p>	<p>Funding from PIO budget (flyers or mailings).</p>

GOAL 4: IMPROVE STREETSCAPES

Standardize and control street furniture to create a cleaner, less cluttered streetscape in Old Town and in specified zones in New Town.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. News-racks: Reduce the number and establish a uniform look.	Begin in Fall 2021	HARC, Planning	Funding could come from a Special Taxing District in Old Town/BID.
2. Trash Corrals: Place trash corrals in designated locations to create a cleaner, sleeker street.		HARC, Planning, WM, Utilities	
3. Streetlights: Continue replacement of old streetlights with standardized architectural units with LED fixtures in all commercial corridors and waterfront. (See plan on Environmental Protection.)		HARC, Planning, Engineering	
4. Dumpsters: Work with landlords to move or screen dumpsters that are highly visible and clutter the streets in Old Town.		HARC, Planning, WM	
5. Bike Racks: Standardize the forms, colors and size of bike racks.		Transportation, HARC, Planning	
6. Signage: Re-design and standardize street signage in specified areas of the island (E.g., N. Roosevelt Corridor). (See plan on Traffic and Pedestrian Friendliness.)		Transportation, Public Works, Planning, Engineering, HARC	

PRIORITY 6: TRAFFIC & PEDESTRIAN FRIENDLINESS

IMPROVE THE EASE AND SAFETY OF RESIDENTS AND VISITORS AS THEY TRAVERSE THE ISLAND

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2021)

GOAL 1: COMPLETE STREETS: ENSURE SAFER AND MORE ACCESSIBLE BIKE AND PEDESTRIAN ROUTES IN ACCORDANCE WITH THE BICYCLE AND PEDESTRIAN MASTER PLAN¹⁶

Improve and expand bicycle and pedestrian trails and implement the three overarching goals of the Master Plan, (accessibility & mobility, safety & comfort and sustainability & stewardship.)¹⁷

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Wicker Bike Trail: Safely realign bike trail as part of the Crosstown Greenway (design and implementation)	Design by Fall 2021, implementation in 2022	Multimodal Coordinator, TCT	\$150K from the TAF for design \$400K for implementation, seeking a grant.
2. Crosstown Greenway Phase II: Add branding/wayfinding signage for Crosstown Greenway and other bike routes throughout the island.	Fall 2022	Multimodal Coordinator, TCT	\$60K - funding is contingent on 100% FDOT funding.

¹⁶ Two major initiatives from the Bicycle and Pedestrian Master Plan that were not included in the Strategic Plan for 2021 – 2025 are Shared Streets/Pedestrian Priority Streets and the Intermodal Center. Both of these initiatives should be explored, and potentially added at the annual review each year if possible.

¹⁷ Pages 81 and 82 of the Bicycle and Pedestrian Master Plan include “Phased Action Items” for the short (1 – 4 yrs.), medium (5 – 9 yrs.) and long term (10 + yrs.) It is advisable to look at this chart every year to identify major action items for the following year(s).

3. Gap Closures on Trails: Improve gap closures on trails, extend current trails and add additional trails. (See the Bicycle Pedestrian Master Plan.)	2023, ongoing	Multimodal Coordinator TCT, Planning and Engineering	\$400 in 2023, \$4.6M seeking a grant in by 2025 if feasible.
4. E-bikes, Scooters and Other Micro-Mobility Devices: Promote and regulate recreational rental vehicles to reduce traffic volumes.	Summer 2021, ongoing	Commission, Multimodal Coordinator, TCT	No funding necessary.
5. Additional Bike Racks: Place additional racks throughout the island.	2021, ongoing	TCT	\$45K budgeted for FY 21/22.
6. Investigate Alternative Parking Layouts: Establish test locations for alternate parking layouts such as reverse angled parking where applicable.	2022	Engineering, Planning, Parking	TBD
7. Sidewalk Repair: Ensure that all sidewalks are ADA compliant, and follow a schedule of priorities for maintenance and repair. (See priority on Streets and Sidewalks.)	2021, ongoing	Engineering, Public Works	\$500K annually, budgeted.
8. Sidewalk Circulation Plans: Establish guidelines and a plan in accordance with Complete Streets, (per the 2013 Comp Plan,) to establish continuity of sidewalks in highly trafficked areas. ¹⁸		Engineering, Planning, Sustainability Coordinator, Multimodal Coordinator	TBD based on selected areas.
9. Pedestrian Crossing and Intersection Enhancements: Include high-visibility markings at some of the island’s most congested crossings, including signage, lighting, walk/don’t walk indicators and High Intensity Activated Crosswalks (HAWK) (E.g., Palm Ave and N. Roosevelt).		Engineering, Planning, TCT, Multimodal Coordinator	TBD based on selected areas.

¹⁸ See page 41 of the Bicycle and Pedestrian Master Plan

<p>10. Wayfinding: Design and construct signs to help residents and visitors navigate the island.</p>	<p>Summer 2022 and 2023</p>	<p>Multimodal Coordinator, TCT</p>	<p>\$95K from the TAF for design \$150K for implementation, (seeking a grant).</p>
<p>11. Street Canopy: Conduct a canopy survey to identify key areas of right of way to identify areas in which shade can be secured. Develop public/private partnerships with local businesses to plant more street trees,</p>	<p>Fall 2021, ongoing</p>	<p>Urban Forester, Public Works, Tree Commission</p>	<p>\$39K Total for entire project without commitment from businesses \$9K TAF \$15K City Tree Fund \$15K Forestry Grant</p>
<p>12. “Share Street” Pilot in Old Town: Select a street (E.g., Southard or Fleming 500 blocks, or Petronia), to implement a shared street with a 5 mph speed limit, parklet, and outdoor seating for food establishments.</p>	<p>Begin planning in Spring 2022</p>	<p>Planning, Engineering, Parking, Business Community</p>	<p>TBD.</p>

GOAL 2: IMPROVE PUBLIC TRANSIT			
<i>Increase free and frequent bus routes to accommodate riders and expand usage in accordance with the Key West Transit Development Plan</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. On Demand Transit Pilot (“Key West Rides” “Key West After Hours”): Pilot for one year an on-demand, customer driven transit system at specified times of day utilizing existing stops on the island in which riders utilize an app to arrange for pick up at bus stops on the island. The program may include a “peak hours” component for the workforce during hours to accommodate schedules. (E.g., late night service for workers in food and beverage industry, 7:00 p.m. – 3:00 a.m.)</p> <p>Engage in extensive community marketing and education efforts (multi-lingual) to teach residents to learn about the process and related technology/application.</p>	2022/23	Transit Director, Transportation Team, PIO	\$47,000 for software application.
<p>2. Maps at Bus Stops: Create better signage and clearer maps at bus stops to help riders navigate</p>	Summer2022	TCT	\$415K, partial FDOT funds,
<p>3. Lower Keys Shuttle: Increase efficiency (times) for the lower keys Shuttle to achieve hourly service.</p>	Begin in Winter 2022	Transit Director	TBD.
<p>4. WiFi: Include WiFi on all buses to allow riders to access information on their phones with ease,</p>	Fall 2022	Transit Director, TCT	\$21K annually, partial FDOT funds.
<p>5. Gain & Retain Bus Drivers (CDLS and Cutaway Drivers): Reclassify drivers’ salaries to promote retention help retain drivers.</p>	Fall 2021	Transit Director, TCT, City Manager	TBD, partial FDOT funds.



GOAL 3: PARKING IMPROVEMENTS

Make parking easier and more accessible for drivers.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Explore Additional Options: Following recommendations of the Mobility Study. Review possibilities for:</p> <ul style="list-style-type: none"> a) Key West Intermodal Center (KWIC) b) Rooftop parking additions to existing City lots c) One way streets 	<p>Varies based on results of the Mobility Study (2023 and beyond)</p>	<p>TCT, Planning Engineering</p>	<p>Combination of TAF, Fuel Tax, FDOT funds.</p>
<p>2. Parking Garage App for Availability: Produce and advertise an App for drivers to identify spaces available in parking garages to prevent circling and to promote efficiency,</p>	<p>Fall 2022</p>	<p>TCT, Parking,</p>	<p>\$25K (TAF)</p>
<p>3. Pay By Phone: Increase the usability of paid parking by allowing drivers to pay by phone for parking.</p>	<p>2021, ongoing</p>	<p>Parking, PIO</p>	<p>No funding necessary.</p>

GOAL 4: REDUCE THE ISLAND’S CARBON FOOTPRINT

Identify policy and planning measures that will reduce the island’s carbon footprint.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Mobility Study:¹⁹ Conduct a study to accommodate growth and enhance pedestrian friendly policies, including recommendations on recreational rental vehicles, street types, street capacity enhancements, transit service, parking management, and funding.</p>	Completed by Fall 2023	TCT, Multimodal Coordinator, Planning, Engineering	\$200,000 total for year 1, dollar amount to change due to phased study.
<p>2. Explore additional E-vehicles for City Transportation: Review options for City owned vehicles and make recommendations to the City Commission for future procurement.</p>	Begin in Spring 2022, ongoing	TCT, Multimodal Coordinator, Planning	TBD
<p>3. Electronic Buses: Acquire electric buses for public transportation</p>	Begin 2024	Transportation	Funds TBD, in coordination with FDOT.
<p>4. Electric Charging Stations: Place charging station for e-vehicles strategically around the island. (See Environmental Protection Priority).</p>	Begin exploring in Winter 2022	TCT with partners (Keys Energy)	TBD
<p>5. Public Information Efforts to Encourage Green Methods of Transportation: Encourage residents and visitors to utilize alternative, green methods of transportation to reduce traffic and parking congestion.</p>	Begin Spring 2022, ongoing	PIO	Funds associated with the annual PIO budget,

¹⁹ Reconsider whether or not the study should be pursued.

<p>6. Policy and Code Changes: Update LDRs and planning codes for future to improve pedestrian accessibility and utility (E.g., relinquish parking requirement for expanded developments to create fewer parking spaces).</p>	<p>Begin Fall 2023, ongoing</p>	<p>Planning, TCT, Multimodal Coordinator</p>	<p>Funding TBD (a consultant may be required),</p>
<p>7. Raise Parking Rates: Increase fees for appropriate metered street parking, and the cost of the residential sticker (and 2nd sticker). Consider dynamic/surge pricing if possible.</p>	<p>By Spring 2022</p>	<p>Parking</p>	<p>Revenue generator</p>

Part II: Major Projects

“The best way to predict the future is to create it.”

- *Peter Drucker, Leaders in the development of management education*



MAJOR PROJECTS

The following projects were identified the community through the January 2021 survey and the Commission, and the Department Heads as the priorities for the next three years. The first four items below were identified as the most significant projects by the community in the January 2021 survey. A lead for each project was identified at the first Strategic Planning Workshop in February 2021.

Project	Major Actions for 2021-2024	Leads	Funding Notes
1. Duval St. Revitalization	<ul style="list-style-type: none"> RFP (completed) Public Input to determine what is needed (restructure?) Design and plan Sample Block should be completed 	Planning, Engineering	<p>\$1.5 million allocated for FY 21/22 Further funding TBD (\$500,00 CDBG Resiliency Plan).</p> <p>\$1.8 million planned for FY 22/23. Additional costs TBD based on plans.</p>
2. The Greenway Project (bike path)	<ul style="list-style-type: none"> Wickers Field – Usage study and public input Wayfinding & signage Extend to southwestern end of the island Tree planting/shade <p>Project should be completed in FY21/22.</p>	Engineering	\$550,000 allocated for FY21/22. (\$150,000 carry forward + \$400,000.)
3. Mallory	<ul style="list-style-type: none"> Public input (3 meetings completed) Impact study on sunshades (completed) Install sunshades Rebuild Bathrooms Plans should be completed 	Planning	TDC contribution: \$167,890 for sunshades and \$713,387 bathrooms, secured for FY21/22.

<p>4. Bayview Park</p>	<ul style="list-style-type: none"> • Design completed • Basketball courts - relocate • Tennis Courts – Move towards Truman • Update irrigation • Expand playground • Renovate bandstand <p>Project should be completed in 2024.</p>	<p>Public Works, Engineering</p>	<p>\$100,000 for design in FY21/22. \$1.4 million in FY22/23. \$1 million in FY23/24.</p>
<p>5. KOTS</p>	<ul style="list-style-type: none"> • Re-do agreement with Sherriff's Office • Determine appropriate infrastructure (concrete vs. prefabricated) <p>Project should be completed in 2023.</p>	<p>Engineering</p>	<p>\$1.5 million allocated for FY21/22 \$1.8 million allocated for FY22/23.</p>
<p>6. Douglass Gym</p>	<ul style="list-style-type: none"> • Construction drawing and design (completed) • Bid awarded <p>Project should be completed by Fall 2023.</p>	<p>Commissioner Lopez, Engineering</p>	<p>Funding allocated \$4.4 million.</p>
<p>7. Diesel Plant</p>	<p>Pending: Potentially part of 3.2 acres development.</p>	<p>Commissioner Lopez, Engineering, Planning</p>	<p>Cost TBD. Subsidy procured through FHFC, SHIP and Federal Funds (with assistance from developer).</p>
<p>8.3.2 Acres Housing Development</p>	<ol style="list-style-type: none"> 1. Complete RFP 2. Award bid to developer 3. Subsidy procurement 4. Begin implementation <p>Hopefully construction started by 2024.</p>	<p>Planning, Housing Coordinator</p>	<p>Cost TBD (Funding allocated for consultants and/or FTE.)</p>
<p>10. Fire Station 3</p>	<p>(In nascent stages)</p>	<p>Commissioner Wardlow, Fire Dept</p>	<p>\$260,000 allocated in FY21/22 for initial concept and design.</p>

	<ul style="list-style-type: none"> • Meetings with Fire Department to identify needs • Design and bid • Pursue grants <p>No estimated completion date.</p>		No further funding identified.
11.MLK Pool	<ul style="list-style-type: none"> • Structural architectural review – (Completed by Sept. 2021) • Minor repairs (Completed in 2021/22) • Determine needs for long term replacement (with HARC) • Public Meetings <p>Estimated completion in 2024-2026.</p>	Commissioner Lopez, Public Works	<p>\$250,000 allocated for repairs/assessment in FY21/22.</p> <p>No further funding identified. (This could be a project included in bonding efforts.)</p>
12.N. Roosevelt	<ul style="list-style-type: none"> • Improve signage and signalization 	Planning, Engineering	No funding identified, as the needs have yet to be discussed and clarified. The next step is a corridor study, timing TBD.
13. Clinton Square	<ul style="list-style-type: none"> • Concept complete <p>Estimated completion in 2024.</p>	Engineering	
14. Composting Facility	<ul style="list-style-type: none"> • Plans completed <p>Pilot to begin in 2022</p>	Utilities	\$6 million allocated in budget for FY21/22

*Indigenous Park poses an excellent opportunity for a community space, and should be explored/pursued if and when there is the capacity within the City to engage in a plan.

Part III: The Communication Strategy

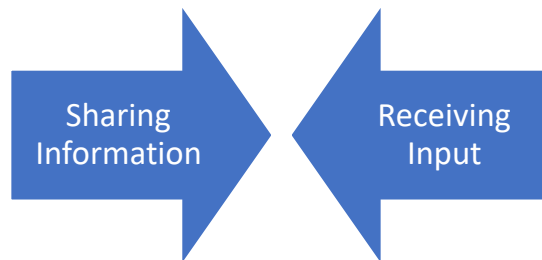
“The single biggest problem in communication is the illusion that it has taken place.”

- George Bernard Shaw



KEY WEST COCONUT TELEGRAPH

THE KEY WEST COMMUNICATION PLAN



I. Overview of the Communications Strategy for Key West

The Key West Community's Request for More Communication

For the City of Key West, fewer than half of community members who answered the 2021 survey rated communication positively. In fact, in the narrative portion of the survey the lack of “communication” was cited as the number one answer to the question “*What is one thing City Leadership (Mayor, City Manager, City Commission) could do to better serve our community?*”

According to respondents, the problem is two-fold. First, community members do not receive information about happenings, decisions and major initiatives in the City. Second, there are not enough opportunities for individuals to provide feedback and input. A sound communication strategy should be a “two-way street” in which information is given, and input is received and integrated.

Reaching People in the Information Age: Multiple Channels and the “Rule of 3”

Studies show that a typical PIO may use up to 16 different strategies to reach the community, and that individuals need to receive a message 3 times in 3 different ways to retain the information,. With those rules in mind, choosing our messages strategically and judiciously is essential. A sound strategy should include a multitude of direct and indirect communication channels to share just one important message.

Inclusion

For an island of only 26,000 residents, Key West is tremendously diverse. It is home to a substantial immigrant population from Haiti, Central America, Eastern Europe, Central Asia and other countries. Multilingualism is the norm, and many areas of the island contain national/regional enclaves in which English is not the first language. Communities of color are often left out of communication, and therefore not able to ensure their voices are heard and represented.



A critical component of the City's communication strategy is to reach non-native speaking, culturally diverse populations and communities of color. This can be done through message translation, as well as targeted marketing efforts through social, and religious institutions and within specific neighborhoods. (As an example, when administering the Community Survey, the team delivered the survey in Creole and Spanish to Pastors throughout the community to share with congregations, and hung flyers in neighborhoods in which large populations of Haitian and Central American community members live).

The strategies that follow aim to strengthen the City's process of sharing information and receiving input. Our current PIO is already utilizing many of the channels to get information out to the community.

Sharing Information – 12 Channels

There are 12 channels for communication we can use with the community. Some we already utilize, and others we can initiate as part of a larger strategy. As many channels as possible should be multilingual (English, Spanish, Creole).

DIRECT COMMUNICATION WITH COMMUNITY MEMBERS

Channels	Description	Emergency Prep	Major Decisions, Policies & Voters Education	Updates from the Commission	Events	Great initiatives	Assistance
1. Email	From Community Survey and Lists from the City, Tax Collectors Office & Voter Registration and/or sign Ups, Business tax receipts, FCAA & WM customer lists, Etc).	X	X	X	X	X	
2. Text Updates (Civic Send) For non emergencies	Community members sign up via the City's website to receive Text updates on a variety of options (they select) ²⁰		X	X	X	X	
4. Mailings	Direct mailings (community wide, or hubs in which individual may not have access to traditional media or computers)		X				X

²⁰ The blitz will include an effort to encourage community members to sign up for Civic Ready updates

INDIRECT COMMUNICATION WITH COMMUNITY MEMBERS						
Channels	Description	Emergency Prep	Major Decisions/Policies & Voter Ed	Updates from the Commission	Events	Great initiatives
1. Facebook (12 pages)	Posts and photos daily on events and happenings. Include "shorts" (2 minute Videos that showcase what the CITY IS DOING)	X	X	X	X	X
2. Twitter	Posts and photos daily on events and happenings	X	X	X	X	X
3. Print Media	Press releases to major print media sources, including "Human Interest Stories" (The Citizen, Keys Weekly, Etc.)	X	X	X	X	X
4. Radio	Organize interviews and PSAs on major radio stations	X	X	X	X	X
5. KeysTV	Interviews and ads for TV	X			X	X
6. City Website (in addition to what we have)	<u>"What you need to know"</u> An update with the "Top 10" most recent decisions, initiatives, or changes		X	X		
5. Civic, Religious and Business Group Channels	Continue and add new members to direct mailings to groups with a following, including: City Committees, Religious institutions, Chamber, Business Guild, FLRA, KW Schools, Keys Energy, Principals, Events Coordinators, Attractions Association, Etc.	X	X		X	
6. KW Ambassador Alumni	Request to send and social media re-posts	X	X		X	X



7. Signage and banners	Strategically place messages or ads for events on banners (Triangle, Duval St. Etc.,) and on message boards		X		X	
8. Flyers (multilingual)	Work with Non-profits and businesses frequented by locals to distribute and/or hang flyers in communities of color and in cultural hubs		X			

II. Receiving Input

There are five initiatives that are both formal and informal that the City Leadership (Commission and City Manager) could employ to gather input and build stronger connections with the community.

INPUT FROM COMMUNITY MEMBERS	
Channels	Description
1. Bi-annual District Town Halls	Each Commissioner holds a Town Hall in his/her district twice a year to get feedback and input from Community Members
2. Strategic Planning Community Survey	Every three years (as the City prepares for its update of the strategic plan), administer one comprehensive survey to guide the future directions.
3. See. Click. Fix./Key West Connect (and/or the City website)	Create and publicize the user-friendly app for community members to make a complaint or ask a question. (Continue with the website initiative to receive questions from the public.)
4. Commissioner Calendar: Relationship Building with the Community (Commissioners Attend Meetings and Events)	Using a centralized calendar, Commissioners commit to attending events and civic/business luncheons to meet and greet community members (E.g., Rotary meeting, Chamber events, but also visits to our non profits, major KW school events, Truman Waterfront Market and other places that many locals gather.)
5. “Tea with Teri” with the Mayor “Coffee Talk” with the City Manager	Groups from the community are invited to have breakfast with the City Manager and Mayor (separately) once every month (E.g., the first Monday of every month) to share ideas and input.



III. Budget (annually)

As of now, there are no funds allocated to the PIO activities in the budget (E.g., PR materials such as banners, graphic designer for flyers, direct mailings).

Items	Estimated Cost (Preliminary)
Direct mailings 2 per year (includes design)	\$30,000
Flyers 5,000 per year @.86 cents per copy	\$4,300
Banners 5 per year at \$90 per banner	\$450
Hanging Banners	\$3,000 (not confirmed)
Estimated Total	\$35,750

Part IV: The Employee Plan

“Leadership is not about being in charge, it’s about taking care of those in your charge.”
-Simon Sinek, Author on Leadership



INTERNAL PLAN FOR THE CITY EMPLOYEES

Introduction

A solid “internal architecture” within a municipality is the basis for success. Without adequate staff, fair compensation and consistent communication, it is impossible to be efficient and fully effective. In March 2021, the City of Key West conducted its first Employee Survey in many years. The survey results showed that while some aspects of the institution are highly regarded, (colleagues relationships, job enjoyment), morale is extremely low, scoring an average of 2.6 out of 5.

There are five primary reasons for that score (see below), all of which need to be addressed across most departments. In April 2021, the Interim City Manager, HR Director and Strategic Planning Consultant conducted focus groups with staff from each department to devise solutions. Those ideas are reflected in this document.

The most glaring need that emerged from the survey and the focus groups is compensation and staffing (grade and new positions). While other issues matter, without addressing this need, morale will more than likely continue to deteriorate. The potential repercussions are severe in terms of staff retention, motivation and the ability to deliver the City’s most fundamental services to residents. The plan will therefore require significant funds over the next three years and beyond.

Still, compensation alone does not lead to employee engagement. We must also address communication, employee recognition and teamwork. The recommendations that follow come directly from front line staff. They are do-able and feasible requests that are implemented in many institutions big and small. In the City of Key West, we must first get our own “house” in order, and only then can we better serve our community.

Results from the 2021 City of Key West Employee Survey

What’s Working? (Top 5 Wins)

- 1. Job Enjoyment**
- 2. Middle Management**
- 3. Diversity**
- 4. Benefits**
- 5. Teamwork Within Departments**

What’s Not Working? (Top 5 Challenges)

- 1. Compensation**
- 2. Staffing**
- 3. Communication**
- 4. Recognition**
- 5. Teamwork Between Departments**



Action Plan for Improving Employee Morale and Engagement for the City of Key West

(Additional points from the May 2021 retreat are highlighted)

Goal 1: Compensation and Staffing			
<i>Adjust compensation and identify changes in the organizational chart, (adding or changing positions), at all levels of the organization.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Compensation and Staffing Review: Contract with a consultant to conduct a comprehensive review of salaries. The review should take into account compression, and utilize other local public entities as a guideline. The recommendations should include changes (or additions) to the organization chart as needed.</p> <p>As part of the process, the following actions should be taken:</p> <ol style="list-style-type: none"> 1. Update job descriptions (see number 4 below) 2. Consultant should interview each Department Head 	Summer 2021	City Manager and Assistant City Manager	\$20,000 (Contract underway)
<p>2. Compensation/Staffing Plan & Budget: Using the results from the review, develop a multi-year plan that identifies funding sources for an increase compensation and positions.</p>	Winter 2022 (after October 1)	City Manager and Finance Director with assistance from the HR Director	It is not possible at this time to predict the costs, but the Commission should begin considering the methods they will employ to raise funds in FY 2021/22

<p>3. Communicate the Plan to all Employees: Ensure that all City employees are apprised of the plan and time line.</p>	<p>Winter/Spring 2022</p>	<p>City Manager and HR Director</p>	<p>No funding required</p>
<p>4. Review and Update Job Descriptions: Department Directors update their department’s job descriptions to accurately reflect positions and job duties.</p>	<p>Summer 2021 (Commensurate with Comp Review)</p>	<p>City Manager and HR Director</p>	<p>No funding required</p>

Goal 2: Communication

Improve communication in two ways: 1) Sharing information with employees, and 2) receiving input and feedback from employees.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Employee Text Application: Create a mass text application to update and inform employees of major happenings, decisions, events and emergencies within the City. Texts should be direct narrative with a link for more information. (Note: The app can be suggested by not mandatory for employees)</p>	<p>Summer 2021</p>	<p>City Manager and Assistant City Manager, IT</p>	<p>Already funded</p>
<p>2. “The Bottom Line” Post Commission Meeting Summaries: Send a “Bottom Line” with major highlights from each Commission meeting. This should be a quick list (top 5 things) with links to more information.</p>	<p>Fall 2021</p>	<p>PIO with Executive Assistant for City Manager</p>	<p>No cost</p>
<p>3. Department Head Meetings: Department heads will attend meetings every other week to share information and address major interdepartmental challenges.</p>	<p>Spring 2021</p>	<p>City Manager</p>	<p>No cost</p>
<p>4. Department Head Meeting Summaries for All Staff: Each department head will submit a system (short description of a couple of paragraphs) explaining how they will communicate information to their employees. Leadership follows up to see how it’s working.</p>	<p>Summer 2021</p>	<p>Executive Assistant to the City Manager to coordinate</p>	<p>No cost</p>
<p>5. Training SOPs for specific positions: As assigned by HR and the Assistant City Manager, relevant positions will be required to draft Standard Operating Procedures for front line positions. (E.g. Admin, Assistants, Purchasing, Payroll, Building Dept, Etc.,) to develop SOPs for new hires.</p>	<p>Identified by Winter 2022, Completed by Fall 2022</p>	<p>HR Directs and Assistant City Manager with each Department Head</p>	<p>No cost</p>

<p>6. Commissioner Front Line Visits: Commissioners visit departments at least once per year on a set calendar to better understand what they do and how they function.</p>	<p>Fall 2021</p>	<p>Mayor’s Assistant sets calendar for Commission and follows up for feedback</p>	<p>No cost</p>
<p>7. Suggestion Boxes (Physical and Digital): Anonymous suggestion boxes reviewed every month will be placed in: City Hall, Fire Dept, Police Dept, Transit, Marinas and Community Services. Ideas will be discussed at Dept. Head Meetings, and results will be shared by Department Heads.</p>	<p>Begin Summer 2021</p>	<p>HR and City Manager</p>	<p>No cost</p>
<p>8. Annual Employee Survey and mid-year Pulse: Conduct an anonymous survey annually to measure the morale and needs of the staff.</p>	<p>Pulse – October 2021 Annual Survey March 2022 (every March)</p>	<p>HR, City Manager</p>	<p>\$2,000 per year for platform</p>
<p>9. Improve File Management System: Include on the City Share Drive a folder entitled “Everything You Need to Know” with updates on major decisions and projects. Managers can use this information to share with their departments.</p>	<p>By Spring 2022</p>	<p>HR, PIO, IT</p>	<p>No cost</p>

Goal 3: Employee Recognition

Strengthen efforts to ensure that employees feel valued and recognized for their work.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Annual Employee Evaluations: Revamp the current evaluations (if needed) and ensure that all Department Heads deliver an evaluation to each subordinate annually.</p> <p>Note: For the future, explore Performance Based Evaluations, along with longevity pay. The Employee Evaluations should be a time for leadership to check in on succession/future plans and identify training needs and opportunities to help employees grow their skills.</p>	<p>Begin Fall of 2021, ongoing</p>	<p>HR to ensure accountability</p>	<p>No cost</p>
<p>2. “The Extra Mile” Program: Employees are asked to send a text (via the Employee App), email or verbally share with the Assistant to the City Manager anything they observe another employee doing well. The Assistant will apprise the City Manager, and offer the employees a variety of choices to thank them for their efforts. (E.g. Various gift cards to choose from)</p>	<p>Winter 2022</p>	<p>HR, Executive Assistant to the City Manager, City Manager</p>	<p>\$40 per employee each year on average = \$20,000</p>
<p>3. Informal Recognition from Leadership: Leaders and Commissioners make an effort to acknowledge the work of individual and departments (each in their own way). (Strategic Planning Consultant will share ideas and examples at a specific Department Head Meeting)</p>	<p>Spring 2021</p>	<p>All Supervisors and Managers as suggested by the City Manager</p>	<p>No cost</p>
<p>4. Employee of the Quarter: Department Heads choose one Employee of the Quarter, (nominated and decided upon at the Department Head Meetings). The winner chooses from a variety</p>	<p>Summer 2021</p>	<p>Department Heads and HR</p>	<p>4 rewards annually at \$200 each = \$800</p>

<p>of rewards: (Parking space, gift certificates to a restaurant, extra time off Etc.)</p>			
<p>5. Succession Plan: Meet with directors annually for recommendations on future roles within their departments, and identify training and development for skills building. Assign training per each budget year.</p>	<p>Every year prior to budget beginning in 2022</p>	<p>Department Heads, HR and City Manager</p>	<p>No cost</p>

Goal 4: Teamwork/Comradery Between Departments

Strengthen cooperation between departments, and increase opportunities for employees to know each other better

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Project Planning Meetings: Ensure there is a monthly (or twice a month) meeting to update major projects between:</p> <ol style="list-style-type: none"> 1. Planning, Engineering, Utilities, Transit and Ports 2. CRA, Planning and Engineering 	<p>Beginning Summer 2021</p>	<p>Assistant City Manager to Coordinate</p>	<p>No cost</p>
<p>2. Employee Committee: Form an employee committee of up to 7 members to:</p> <ol style="list-style-type: none"> 1. Generate new ideas on any of the topics in the plan 2. Monitor progress on the plan 3. Organize events, including an updated holiday party and a Spring/Summer employee picnic or event. 4. Create an Employee (Internal) Ambassador’s Program 5. Organize “Lunch and Learns” to learn about topics that are of interest to all staff (Sea Level Rise, Major Capital Improvement Project, etc.) 	<p>Committee established in Summer 2021, ongoing</p>	<p>City Manager and Assistant City Manager</p>	<p>Fund for 2 staff wide events annually: Note, the committee should consider whether funds allocated should be expanded for these events to make them more successful. (E.g., hire entertainment; change the venue, Etc)</p>

Annexes

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

- Margaret Mead

1. Monitoring and Accountability of the Plan
2. The budget for FY21/22
3. The January 2021 Community Survey Report



Annex 1

Monitoring and Accountability for the Strategic Plan

During the August 2021 retreat, Department Heads, City Leadership and the Commission were asked to establish agreements on how the Operation Plan each year will be monitored, measured and reported. Questions and answers in that conversations are listed below.

1. How often do you (Dept Heads) want to have check ins to monitor progress? (Monthly, quarterly, every other month?)

Every other month. (First check in – November 2021)

2. Would you (Dept Heads) like calendar reminders for “due dates” in addition to copies of the log frame?

Yes, Elisa will submit calendar updates as needed to each department head with due dates.

3. Would you like to use a shared project management software? (Wrike, Monday.com, Etc.,) or are the log frame, calendar and check in meetings enough?

No, the check in and calendar updates will suffice.

4. How can the Commission ensure that we stay on track? (If the Commission wants to do something that departs from the plan, who should address it and when?)

The City Manager will remind Commissioners when an item is not part of the strategic plan, and encourage them to stick to the plan in as far as possible. (It is expected that new needs will arise).

Further, all executive summaries should refer to the strategic plan when relevant.

5. How often should we have SP workshops? (Can we use them for other big picture topics?)

Three times per year. The morning for Commission, Department Heads and City Leadership and the afternoon for Commission and City Leadership. Workshops will focus on one or two major items that need to be examined and discussed (E.g., Accountability of Commission decisions, visions for the Diesel Plan, Improving relationships with our partners, working on housing with the Navy, Long-term Adaptation Strategies; Truman Annex housing; pursuing waste energy and water



re-use, Etc.) The City Manager will schedule the workshops at the start of each fiscal year. At least four to six weeks prior to each workshop, the focus will be decided based on input from the Commission.

6. How would the Commission and Dept. Heads like to be updated on the plan?

At the workshops as necessary, and a quarterly presentation at Commission meetings.

7. How can we ensure communication, accountability and follow-through on directives, decisions and resolutions from the Commission?

A. City Department Meetings: City Manager will update Department Heads at meetings on major decisions and actions.

B. Legal Department follow through on Decisions: The Legal Departments will work with each relevant department on decisions to see them through.

C. Orientation: A summary of all major resolutions will be incorporated into the new employee training.

D. Staff Updates: Staff will receive updates through “notify me” sign ups via text and the employee newsletter.

E. Checklists: Staff will create “checklists” to ensure that all decisions are adhered to (E.g., in licensing and building)

F. Accountability Meetings: Based on a new decision or resolution, the City Manager will convene a meeting with relevant parties to identify methods of enforcement and accountability (E.g., mandatory recycling for businesses would require a meeting with Code and WM.)

8. How can leadership develop a long-term (10-year) financial forecast to support the strategic plan?

The City Manager and Finance Director will organize a Working Group to identify and create a plan for developing a long term funding strategy. The group should include the Legal Affairs Coordinator from Monroe County. Funding streams and legislative actions to be considered include:

- Lobbying the County and State on 2nd home taxes, alcohol tax, a larger share of the bed tax, Etc.
- BIDs/Special Taxing Districts
- Bonding
- Fining illegal rentals
- Charging tourists for entry to Truman Waterfront, etc.

Annex 2:

The Strategic Plan Budget for FY21/22

PRIORITY #1: AFFORDABLE HOUSING		
Item	Description	Budget
Option 1: Workforce Housing Coordinator & Finance Consultant	<p>Workforce Housing Coordinator Duties: Regulatory, State and Federal Subsidy, Oversight of Non-Housing Authority Projects</p> <p>Finance Consultant Duties: Guide the City on opportunities from the Federal and State funding</p>	<p>Total: \$149K annually²¹</p> <p>\$125K annually for Coordinator: Potentially cost shared by Chamber & Lodging Association</p> <p>See job description attached, Annex A</p> <p>\$24K annually for Finance Consultant: \$100 per hour at 20 hours per month</p>
<p>Option 2: Two Short-Term Workforce Housing Consultants</p> <ol style="list-style-type: none"> Housing Finance Consultant City Projects Consultant 	<p>Two consultants:</p> <p>Finance Consultant Duties: Same as above</p> <p>City Projects Consultant Duties: 1) Oversee 3.2 acres, and City's participation in Trumbo; 2) Manage the housing assessment; 3) Provide the Commission with options on Truman Annex</p>	<p>Total: \$72K annually</p> <p>\$24K annually for Finance Consultant: \$100 per hour at 20 hours per month</p> <p>\$48K annually for Project Manager: \$100 per hour at 40 hours per month</p> <p>See job description in red, attached, Annex A</p>
Housing Assessment	Data on available inventory, types of housing needed, and an accurate assessment of AMI.	<p>\$25K (Planning)</p> <p>Grant pending</p>
Home Repair Program for Low Income Residents	Assist Habitat for Humanity home repairs for the elderly and low-income residents (Work would be island wide; not limited to Bahama Village)	<p>\$50K (Affordable Housing TF?)</p> <p>See description attached, Annex B</p>

²¹ Items in red have not been requested by a department in Budget Meetings

Zoning for ADUs	Hire a consultant to review current LDRs and building requirements to make recommendations to facilitate construction and rental of ADUs	\$50K (Planning) Grant pending
Supportive/Transitional Housing and Group Homes	Project to demolish and rebuild transitional housing (30 Permanent and 112 transitional group housing units) Approximate cost \$30M. AH is the developer for FKOC's project	\$75K (Affordable Housing TF?) See description attached, Annex C
PRIORITY #5: CLEANLINESS		
Item	Description	Budget
Solid Waste Technician - Utilities	Position will allow for the current technician to dedicate more time to the Keep Key West Beautiful (KKWB) program	\$37K annually (Utilities)
Mallory Square Bathroom Attendant/Security – Public Works	Full Time Attendant and Security Officer	\$31K annually (Public Works)
Code Enforcement Specialist on Cleanliness - Code	Full Time (Hired)	\$41K annually (Code) (2 nd person discussed – split between Utilities and Code)
Streetscape Furniture <ul style="list-style-type: none"> • Garbage/Recycling Receptacles • Trash Corrals • Streetlight/LED fixtures • Bike Racks 	Street furniture to improve the aesthetics of thoroughfare	Garbage/Recycling Receptacles: Total \$930K (465 x \$2,000 per can) ²² See list attached, Annex D Trash Corrals: \$35K (1 per block for 7 blocks at \$5K each) Street Lights: \$200K (Engineering) Bike Racks: \$45K (TCT)
Keep Key West Beautiful Programs (KKWB) & Volunteer Clean Up Program	Materials, advertising, signs for “Adopt a Spots”	Materials and Ads: \$7,654 (Utilities) Safety vests = \$400

²² The \$930K is an estimate for the total number of receptacles needed island wide. The FY21-22 budget requires further discussion.

		<p>Adopt A Spot Signs = \$1,000 (40 signs at \$25 each)</p> <p>General supplies = \$500 (Trash bags, gloves, hand sanitizer)</p> <p>D-clips= \$150 (50 clips at \$3.00 each. Use to connect small buckets)</p> <p>Facebook Advertising= \$504 (\$42 a month)</p> <p>The Citizen = \$5,100 (34 ads)</p>
PRIORITY #2: SEA LEVEL RISE/ADAPTATION		
Item	Description	Budget
Vulnerability Assessment for the Long-Term Adaptation Plan	Assessment of potential impacts of sea level rise on infrastructure, people and land use. A prerequisite for a long-term adaptation strategy and plan (Includes LiDAR data)	\$150K (Engineering) ²³
Long-Term Adaptation Plan: Chapter 1: Infrastructure & Roads	Identification of major initiatives to mitigate the impacts of climate change. The scope is 10 years, with updates every 5 years.	\$70K (Engineering) Seeking a grant
Education/Training on Best Practices – Policy and Academic Forums	Four conferences and other state/national opportunities for best practices	\$20,350 annually (Engineering) Annual Compact Summit (3 x \$900) = \$2,700 National Adaptation Forum (2 x \$2,000) = \$4,000 Compact Quarterly Workshops (5 x \$400) = \$2,000 LEED Accreditation (3 x \$150) = \$400 Other State Opportunities (8x \$400) = \$3,200 Other National Opportunities (4 x \$2,000) = \$8,000
Comprehensive Plan Updates on SLR	Hire a consultant to review and make recommendations for updates to chapters of the Comprehensive Plan that pertain to SLR	\$150K (Planning) (\$50K grant pending)

²³ Engineering is determining whether or not it is necessary to pursue new LiDAR Data at a cost of \$280K. If they determine that LiDAR as per the County is necessary, the cost of the Vulnerability Assessment (\$130K) will be a total of \$410K.

Adaptation/Energy Assistant	Grants development, Energy Plan, community education (50% of time on SLR)	\$64K (Engineering)
Communication	Public education via social media, direct mailings, ads, paid content in periodicals	\$4,900 (Engineering) \$900 forums \$2,000 social media event promotions \$2,000 outreach/education
SLR Finance Consultant	Finance consultant to guide/make recommendations on funding opportunities from the federal and state funding	\$24K \$100 per hour at 20 hours per month
PRIORITY #6: TRAFFIC AND PEDESTRIAN FRIENDLINESS		
Item	Description	Budget
Free and Frequent buses ²⁴	Part of the overall plan 2022 + to promote free and frequent bus service. <ul style="list-style-type: none"> • Lower Keys shuttle every hour, and include workforce fares • North Roosevelt Express 	\$124K annually (Transportation) FDOT Funded (2022)
Improved Signage/Maps at Bus Stops	Improve route usage for riders	\$415 K (Transportation) FDOT Funded for (2022)
Gain & Retain Bus Drivers	Reclassification	\$46K (Transportation) (50/50 Split City and FDOT)
Wicker Bike Trail	Realign bike trail as part of Greenway	\$550K (TCT/Engineering) \$150K Funded (TAF) for Design (2021) \$400 TCT applying for grant for Implementation (2022)
Crosstown Greenway Phase II	Additional ground signage for bike route	\$60K (TCT/Engineering) Funding contingent on FDOT funds (2022)

²⁴ Leadership is determining whether or not free fair in FY21-22 is feasible.

Sidewalk Repair	ADA compliance, maintenance and repair	\$500K annually (Engineering)
Street Trees	Increase shade for pedestrians and bikers	\$39K (Planning) \$15K City Tree Fund \$15K Forestry Grant \$9K TAF
Parking Garage App	Locates open spaces in parking garages	\$25K (TCT/Parking)
Mobility Study	Study to accommodate growth and enhance mobility	\$100K (TCT/Inter-Departmental) Funding cost shared between departments
COMMUNICATION STRATEGY²⁵		
Item	Description	Budget
Mailings, Banners, Flyers for PIO	Materials for sharing public information, including flyers about events and services, direct mailings for public education on recycling, trash disposal, bike/pedestrian travel; banners for community members to sign up for City Apps.	\$37,750 (PIO) \$30K - 2 per year, includes design (community education E.g., “What the City is doing for Tax Payers?” Encouraging households to recycle, bike instead of drive, Etc.) \$4,300 - 5,000 per year for events, workshops, services available at .86 per copy \$3,450 - Hanging costs and production for 5 banners

²⁵ The Communication Strategy is the second section of the overall Strategic Plan and is separate from the 6 Priorities. It refers to how we share and receive information with residents. The need for a communication strategy came from residents. Communication was the most common answer in the January 2021 Community Survey to the question “What has not been asked in this survey that the City could do better for residents?”

CITY EMPLOYEE PLAN ²⁶		
Item	Description	Budget
Compensation and Staffing Review	Evergreen Study in progress to address compensation, new classifications, additional positions	\$21,000 (City Manager)
Compensation Plan and Budget	The plan derived from the Evergreen Study recommendations (Funds to be determined, but may require a multi-year forecasting strategy)	TBD
The “Extra Mile” Program	Peer Recognition: Employees are asked to send a text, email or verbally acknowledge a colleague for efforts that go above and beyond. The City Manager offers a variety of choices for their efforts. (Gift certificates)	\$8K (City Manager) \$20 x 400 employees (City Manager)
Employee of the Quarter	Department Heads choose one employee of the Quarter for 1) City Hall, 2) In the “Field” (Transportation, Public Works, and 3) Police & Fire	\$2,400 (City Manager) 12 rewards annually at \$200 each (City Manager)
Summer Employee Appreciation Event	Hold a summer event (in addition to the holiday party) to honor city employees for all they do	\$12,000²⁷ (City Manager)

²⁶ The City Employee Plan is the third section of the overall Strategic Plan apart and is separate from the 6 Priorities. The efficacy of a Strategic Plan depends on the capacity to implement it fully. It is therefore necessary for the plan to have an “internal component” that focuses on the needs of employees. The goals and actions are a direct result of a City Employee survey conducted in March 2021.

²⁷ This estimate is based the cost of the Winter holiday party. A summer could cost substantially less.

Annex 3: Report from the Community Survey, 01/21

Executive Summary

“We cannot be mere consumers of good governance, we must be participants; we must be co-creators.”
- Rohini Nilekani, author and philanthropist

The Rationale for a Community Survey

In 2020, The City Commission of Key West initiated their first strategic plan in almost a decade. The process began by gathering citizen input to establish priorities and unite the community around a common cause. Data from the survey is the bedrock of any strategic plan, as it ensures that municipal leadership truly serves and partners with the community. The survey was designed and administered by Elisa Levy, the consultant selected to manage the project. The consultant, who is based in Key West, has worked for more than two decades as a trainer, facilitator and strategic planner for organizations ranging from the United Nations to Fortune 500 Companies.

The Process

City Commissioners and Department Heads provided input into the draft prepared the consultant, and the survey was administered in five languages, (English, Spanish, Russian, French and Creole), via a variety of communication outlets including traditional and social media. A **total of 3,776 community members completed the survey** during a four-week period in January 2021. The survey captured input from a broad range of citizens, spanning the diverse age, socio-economic, cultural, racial and ethnic groups that comprise Key West. The questionnaire was divided into three sections: **1) Major Issues of Concern; 2) Planned Projects; and, 3) City Services and Amenities.**

Survey Results

1. Major Issues of Concern

Two issues emerged from the survey with overwhelming community support: **Affordable Housing** was first, followed by **Sea Level Rise**. Respondents focused the need to build more housing, and regulate transient rentals. The emphasis for sea level rise was on flood mitigation and road elevation.

Two Priority Issues for Key West

1. Affordable Housing
2. Sea Level Rise

2. Planned Projects

In accordance with sea level rise as a major issue of concern, respondents identified stormwater, sewer maintenance and pavement management as their top priorities on planned projects in Key West. For capital improvement initiatives, the priorities in order of importance are: **1) Revitalization of Duval St.; 2) the Greenway Project; and, 3) Bayview Park.**

Three Top Rated Capital Improvement Projects

1. Revitalization of Duval St.
2. Greenway Project (Bike Route)
3. Bayview Park

3. City Services and Amenities

From 20 choices listed in the survey, 10 services and amenities emerged from respondents as the most significant challenges. (Each item below received more than 50% of combined ratings of “fair” and “poor.”)

City Services and Amenities That Need Improvement

1. Affordable Housing,
2. Parking,
3. Traffic Flow,
4. Eco-Tourism,
5. Fees,
6. Duval St.,
7. Code Enforcement,
8. Sidewalk & Streets,
9. Cleanliness,
- and 10. Communication

4. Additional Needs

Three additional needs came from the narrative questions on the survey, including: **1) The Arts; 2) Youth and Families; and, 3) Environment/Green Initiatives.** Respondents argued that the arts are central to any city, particularly Key West. Thus, there is a need to integrate the visual and performing arts into City initiatives when possible. (E.g., New housing, Duval St. Revitalization; re-purposing Mallory Square, Etc.) The point on youth and families focused on two needs: The first is to take into account youth and family when constructing new projects; the second is to introduce more youth and family friendly opportunities and programming. Many respondents argued for the need to take into the environment into account in capital improvement projects (E.g., net zero homes, utilizing recyclable materials when possible, Etc.,)

Additional Needs

1. The Arts
2. Youth and Families
3. Environment/Green Initiatives

Conclusion

The 2021 Community Survey results suggest that residents who have called Key West their home for decades, now ponder whether they can remain in the community for the long term. The data shows that cost of living and affordable housing are the main reasons that approximately 42% of respondents feel unsure about their future here.

The data gathered offers compelling, though not surprising results. It shows that the overwhelming majority of residents believe there is a vital and pressing need to have a long term plan in place for **affordable housing and adaptation for sea level rise** for years to come.

Beyond these two dire concerns, respondents believe there are quality of life issues that require more immediate action. It is clear a from the 2015 survey conducted by the NRC, and the current 2021 survey that the City has still to make more headway on services and amenities primarily in **parking, traffic control, and promoting eco-tourism.**²⁸

Despite these long and short term challenges, there is enthusiasm amongst community members about projects currently planned and underway in Key West. The data shows a clear set of priorities capital improvement projects with a focus on **Duval St., the Greenway Project, and Bayview Park.**

As City leadership moves forward with the plan, many residents believe the **arts, youth and families, and environmentally friendly efforts** should be in integrated in all initiatives to the extent possible. While there are substantial and even overwhelming challenges ahead, the 2021 Community Survey offers a solid starting place, and direction on a path to maintain an island that is arguably one of America's most precious assets.

²⁸ The National Research Center and the ICMA produced a survey in 2015 on the livability of Key West. Many of the main concerns in the report are similar to those cited the 2021 Community Survey.

I. Distribution and Demographics

Survey Totals

The January 2021 Community Survey resulted in the most prolific community input local government has received in recent history.²⁹ A total of 3,776 Key West residents completed the questionnaire: 3,048 adults took the electronic version; 26 adults completed a hard copy version; and 702 students from Key West High School completed a similar survey on-line. With a population of approximately 25,000, the percentage rate of completion is 14.8% with a 1.47 margin of error. (An average of 10% response rate is generally considered statistically significant).³⁰ From these numbers, it is reasonable to assume that the data is credible and representative of the community at large.

Survey Distribution

The goal of the survey was to reach a broad and diverse range of community members. Collection methods included:

- An online survey translated into Spanish, Creole, French and Russian
- Social media postings
- Business and civic organization e-newsletters (Chamber, Business Guild, SHRM, Etc)
- Advertisements in local newspapers
- PSAs on local radio stations
- A post and link on the City of Key West Website
- The Key West School system
- Public entities email lists (Keys Energy, FKA, FKCC)
- The Arts Community
- Social Service Organizations and Non profits

²⁹ In 2015, the NCS conducted a “Community Livability Report” for Key West with data from 376 respondents

³⁰ See <http://www.tools4dev.org/resources/how-to-choose-a-sample-size/>



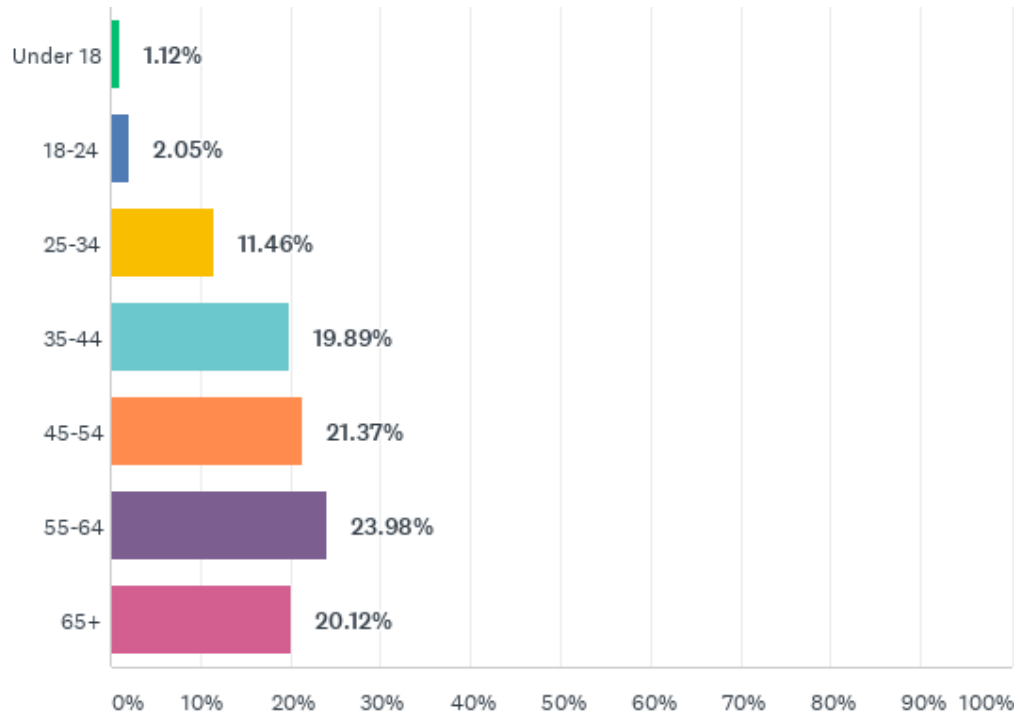
- Religious Leaders/IMA (to share with their congregations)
- Mailings to residents in Bahama Village
- Flyers to all residents living in dwellings managed by the KWHHA
- Verbal interviews with people who are literacy challenged (in Creole), and more.

Household Data on Survey Respondents

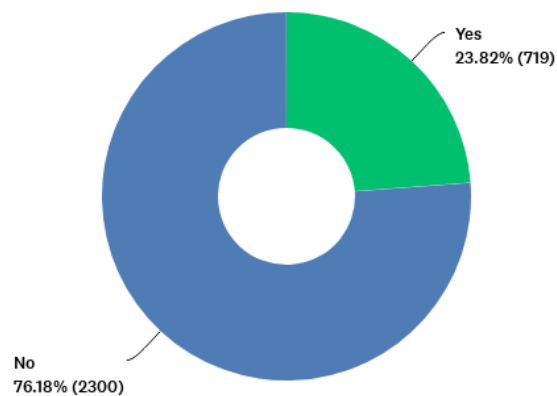
The majority of respondents, (65.24%), are between the ages of 35 and 64 years old, and are married or partnered. A smaller number of respondents, (23.82%), have children under the age of 17 living in the home. Most respondents live within the City limits of Key West, (80.91%), with an almost even split between residential property owners and renters. Approximately half of respondents have called Key West home for more than 16 years, (47.78%).

Personal Demographic Data from the Survey

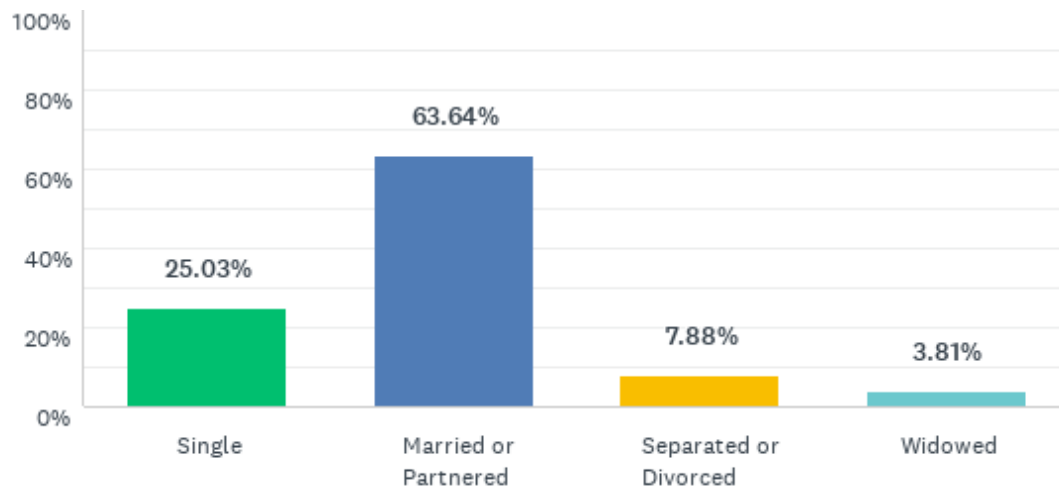
In what age demographic are you?



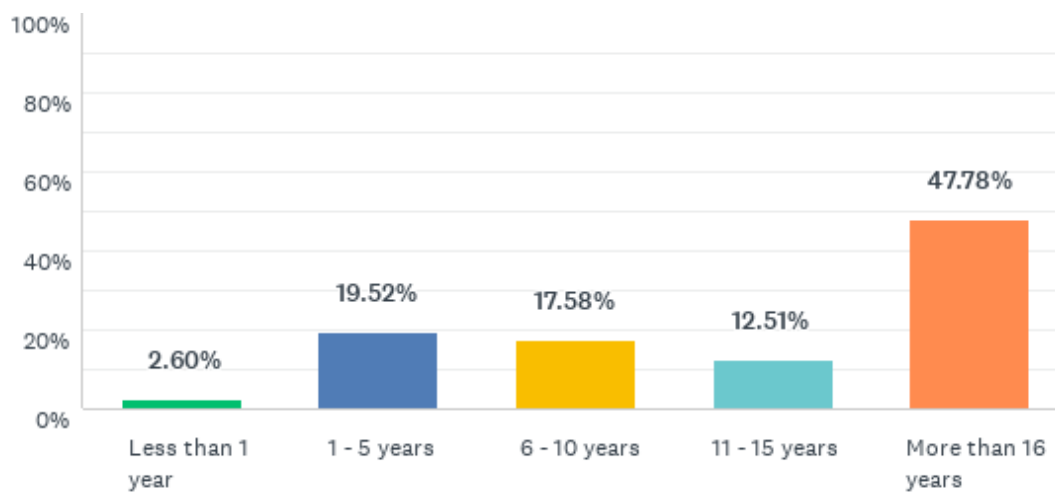
Do you have children under 17 living your household?



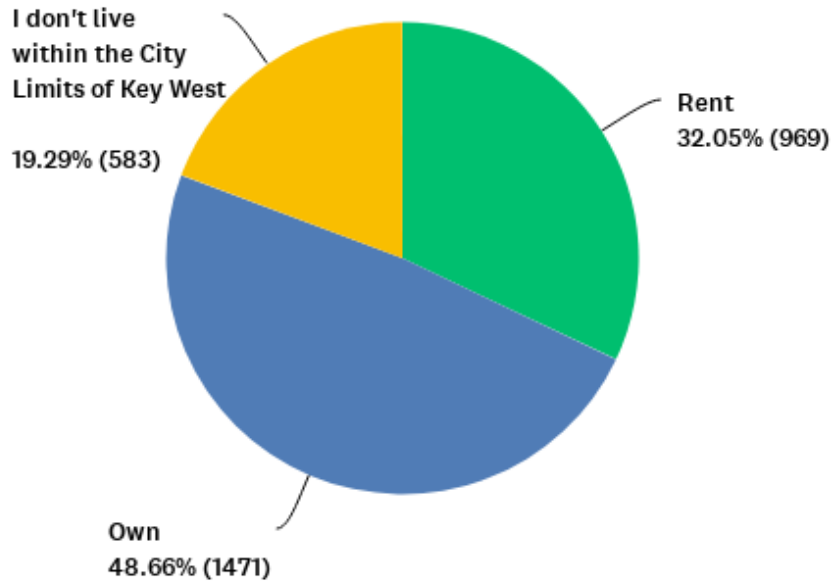
What is your marital status?



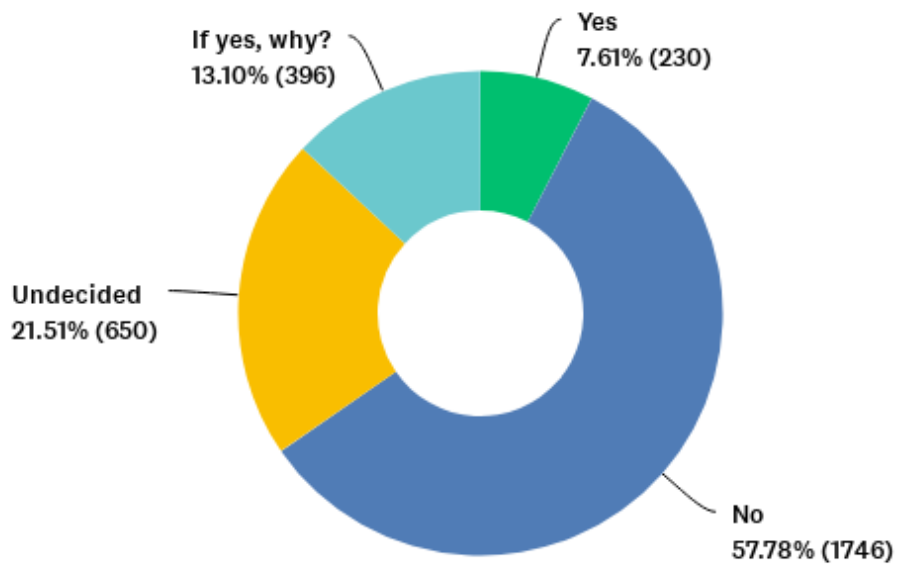
For how many years have you lived in Key West?



Do you own or rent your residence in the City Limits of Key West?



Do you plan to leave Key West in the next 5 years?





Professional Data on Survey Respondents

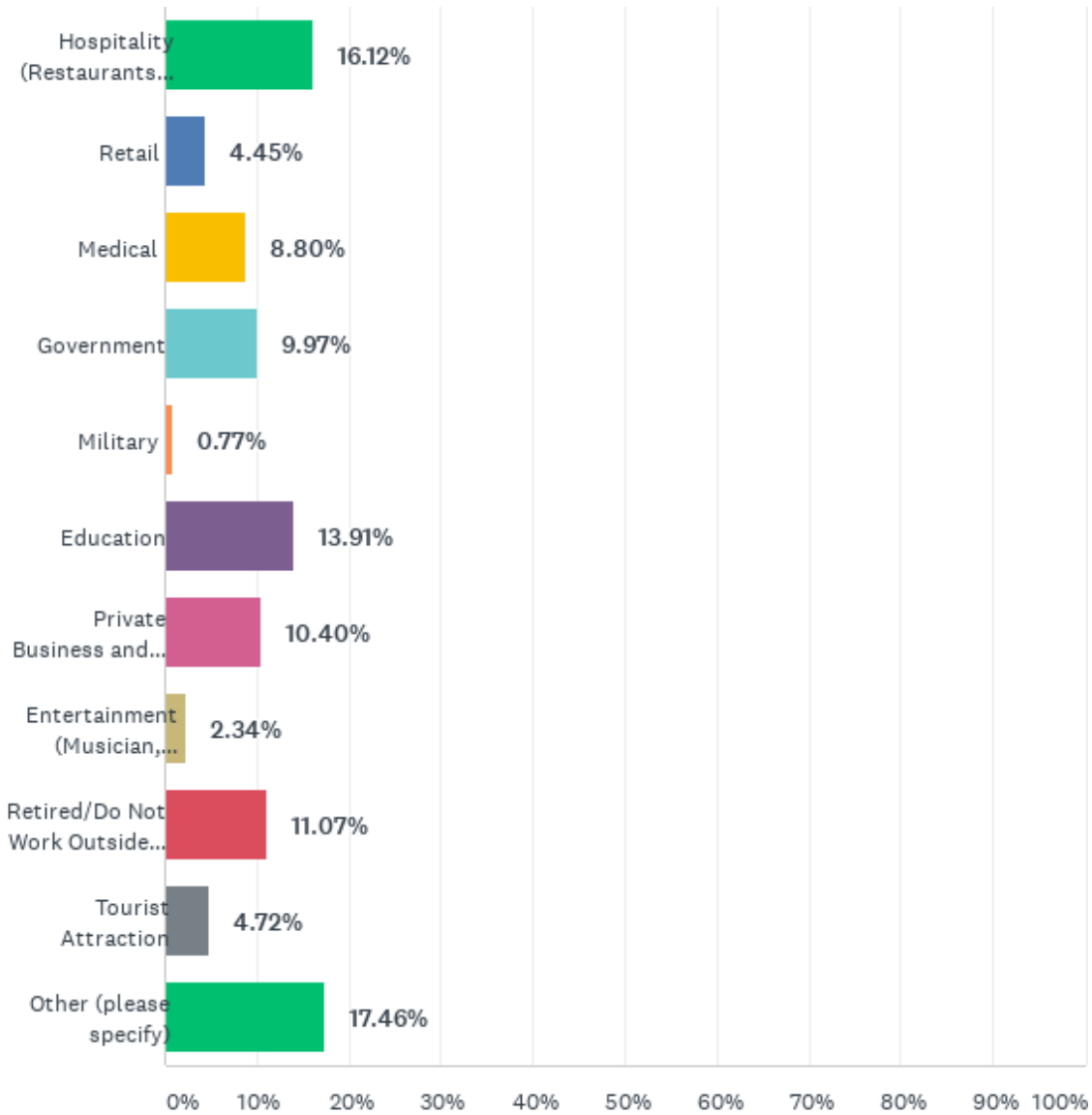
The majority of respondents, (81.4%), work within the City Limits of Key West. Professions run the gamut, with no single profession emerging as most prevalent. The “other” category includes freelance artists, self-employed individuals, social workers, and others. The average income of respondents is largely, (80.59%), above \$55,000 annually per household, and most individuals are paid annually as opposed to hourly. (See charts below).

Summary

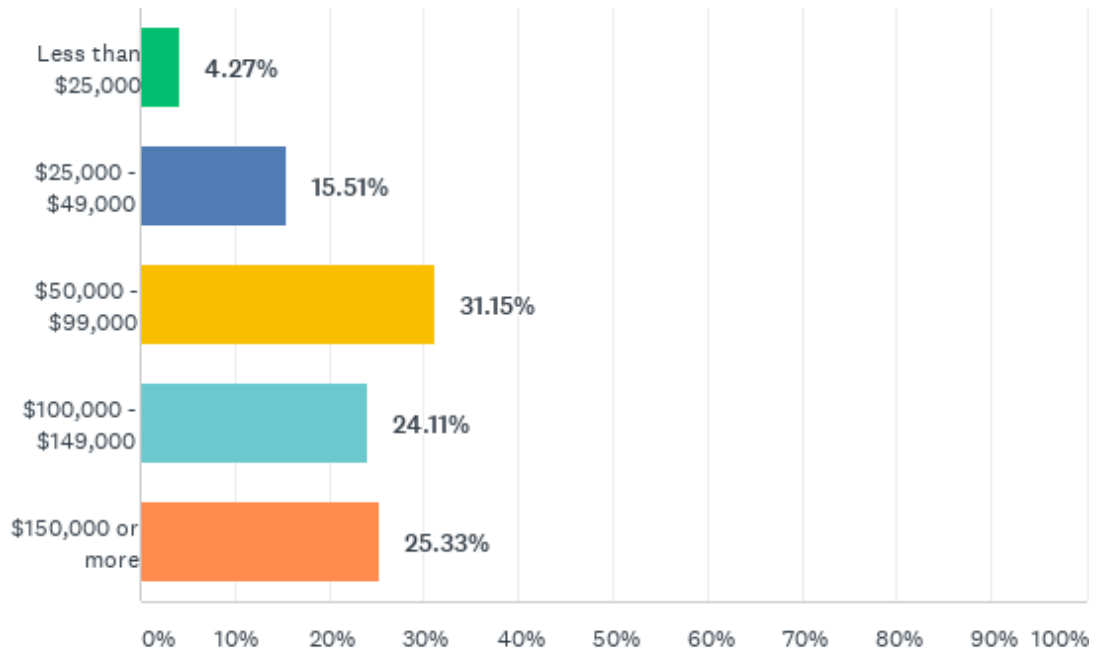
Community members who participated in the survey provide a credible snapshot of the Key West Community at large. The response rate is statistically significant; the diverse outreach resulted in comprehensive input from many diverse groups in our community.

Professional Demographic Data from the Survey

What industry best describes your work?

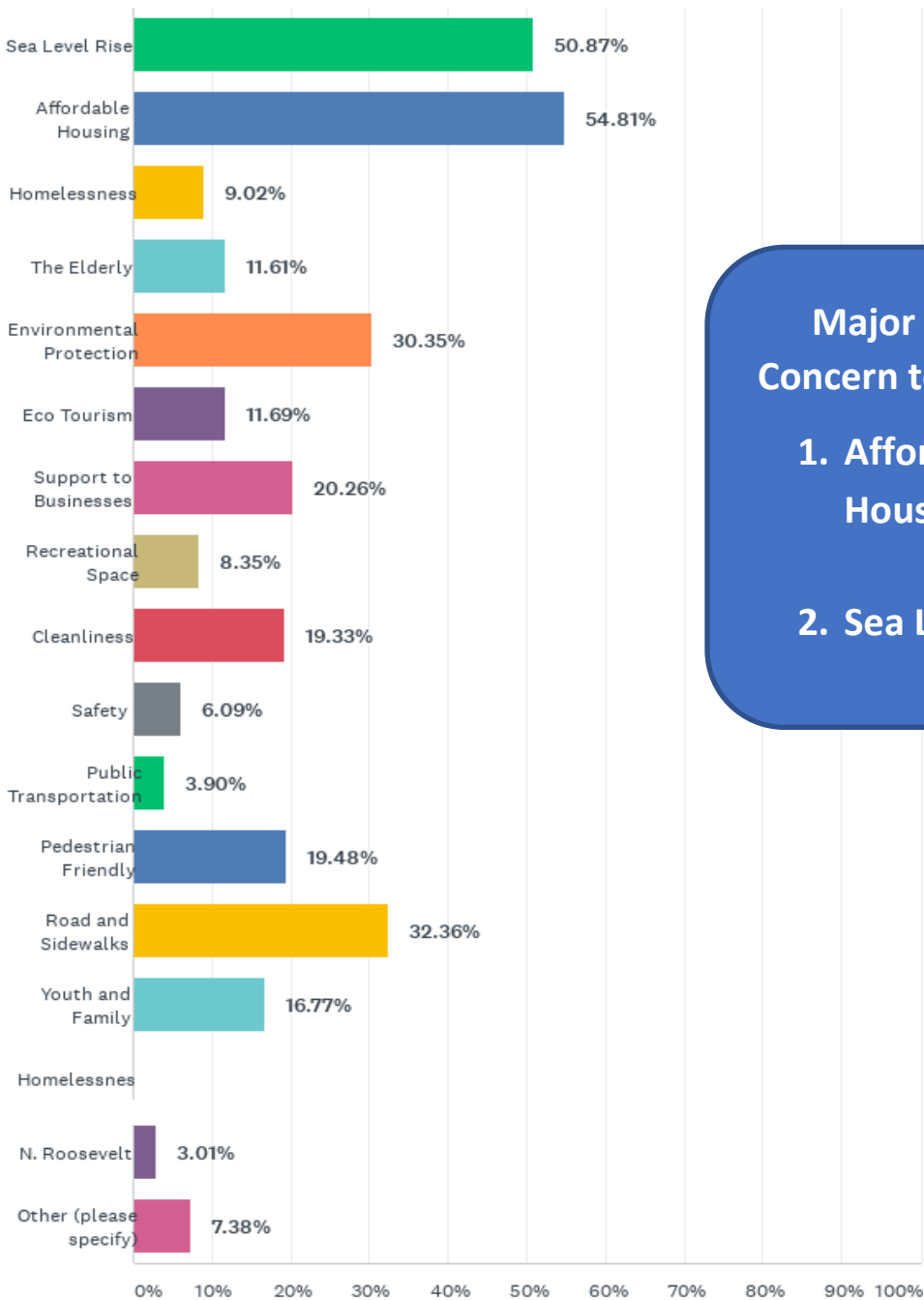


What is your household's average total income before taxes?



II. Major Issues of Concern

Respondents were asked to choose their top three areas of concern for the next three years. The overwhelming majority chose **affordable housing, (54.81%)**, and **sea level rise (50.87%)**. Following those two priorities were **road and sidewalk repair (32.36%)** and **environmental protection (30.35%)**.

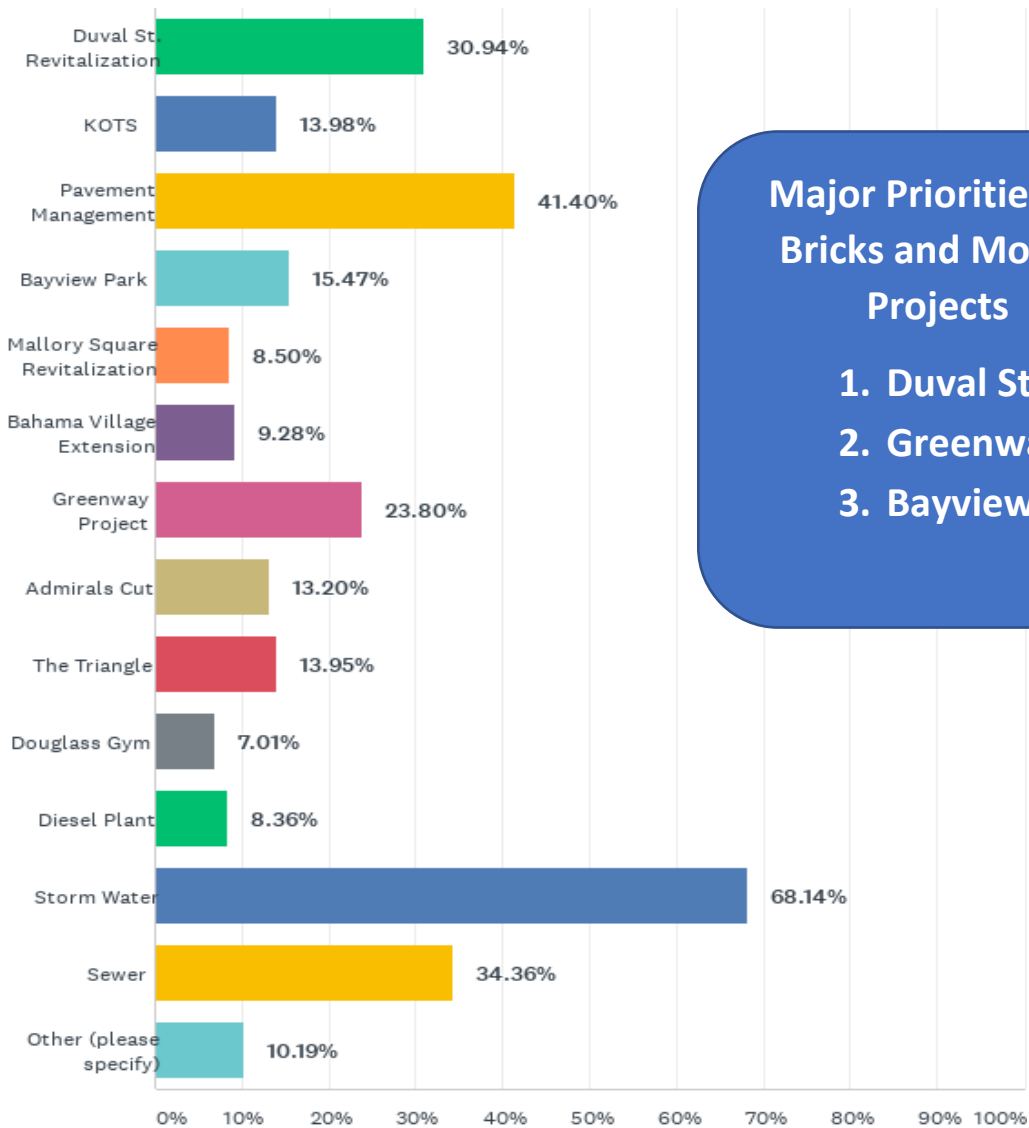


Major Areas of Concern to Residents

- Affordable Housing**
- Sea Level Rise**

III. Major Planned Projects

Respondents were asked to identify the top three projects planned or underway that are most important to them. The projects include major capital improvement initiatives that have already been planned. **Stormwater and sewer** combined received the most support, (68.34% and 34.36%), followed by **Pavement Management**. For **bricks and mortar projects**, the priorities were **Duval St. Revitalization**, (30.94%), the **Greenway Project** (23.80%) and **Bayview Park** (15.47%).



Major Priorities for Bricks and Mortar Projects

1. Duval St.
2. Greenway
3. Bayview Park

IV. City Services and Amenities

The majority of respondents believe that the quality of life is excellent or good in Key West, (20.13% excellent; 55.31% good.) The following chart shows the rankings and combined percentage scores of excellent and good ratings for each service or issue in this section of the survey.

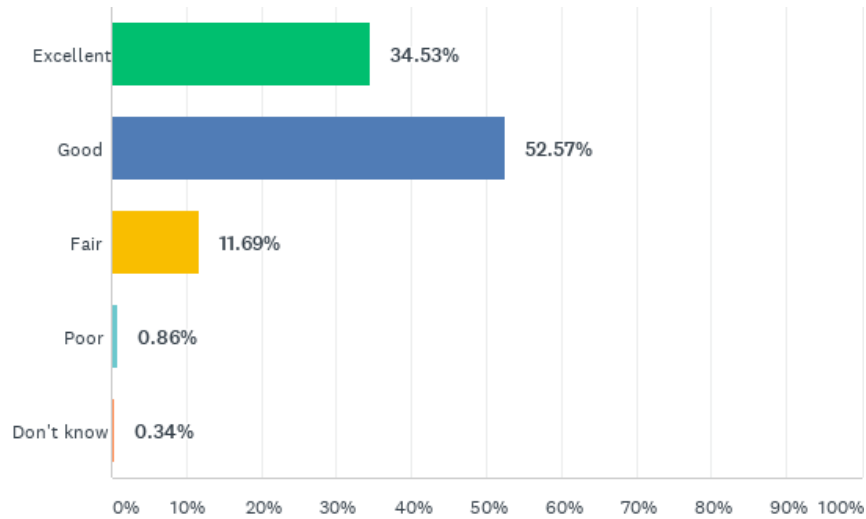
It should be noted that **the majority of respondents (66.08%) are in favor of closing parts of Duval St. for pedestrian traffic on evenings and/or weekends.**

Rank	Service/Issue	Percentage of Excellent and Good Rating from Respondents (above 50%)	Percentage of Excellent and Good Rating from Respondents (below 50%)
1	Safety	87.1	
2	Fire	86.36	
3	Diversity	82.6	
4	Police	81.92	
5	Closing Duval St. at designated times	64.08	
6	Customer Service from City	62.75	
7	Parks	58.27	
8	City Leadership	54.46	
9	Communication from City		48.1
10	Cleanliness		42.3
11	Sidewalks and Street Conditions		35.95
12	Code Enforcement		33.02
13	Appeal of Downtown/Duval St.		31.59
14	Fairness of Fees (taxes, utilities)		31.50
15	Efforts to Promote Eco-Tourism		30.25
16	Traffic Flow		29.25
17	Parking		14.61
18	Affordable Housing		7.08
	Public Transportation ³¹		

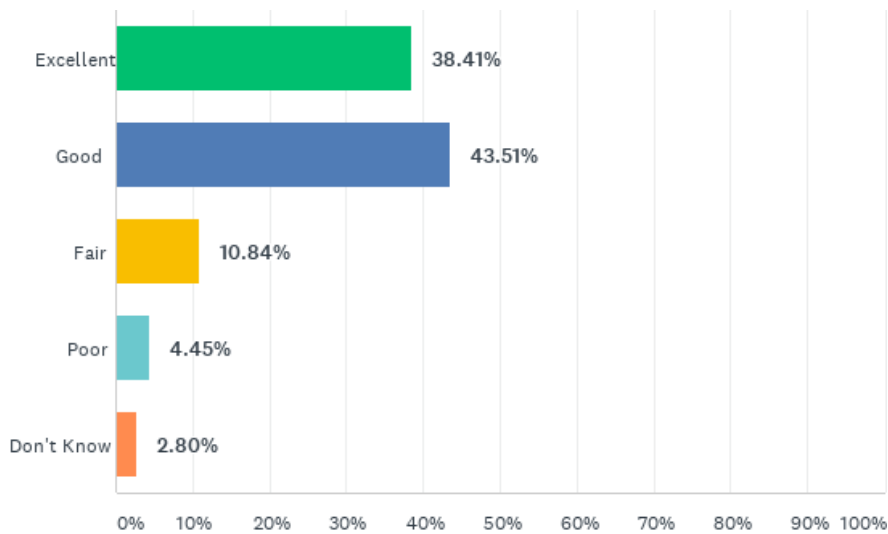
³¹ The data suggests that most respondents, (and most residents), do not utilize public transportation, as indicated by responding with “I don’t know” on questions regarding bus routes and fares (54.07% and 60.75% respectively).

Data on Services and Amenities

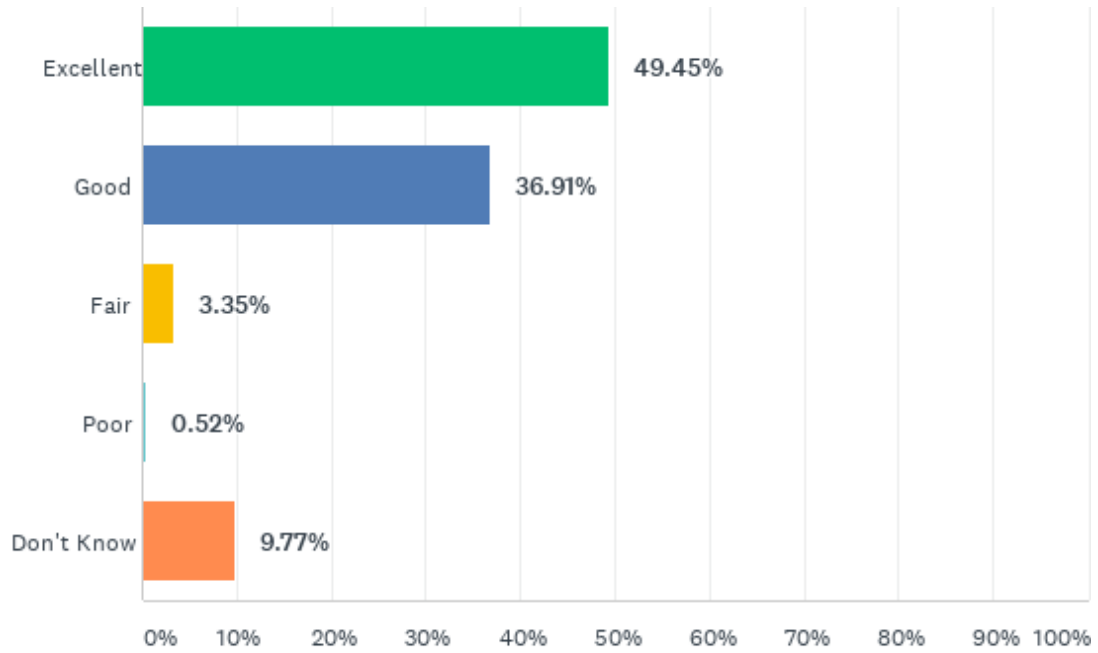
What is your overall feeling of personal safety in Key West?



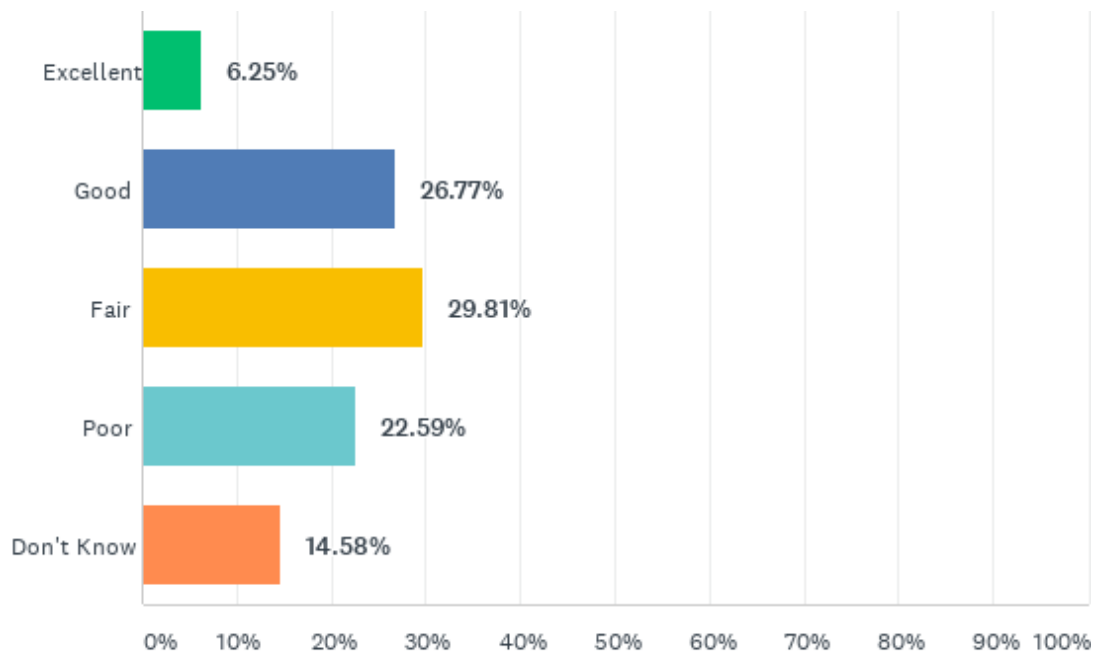
What is your overall rating of the Police services in Key West?



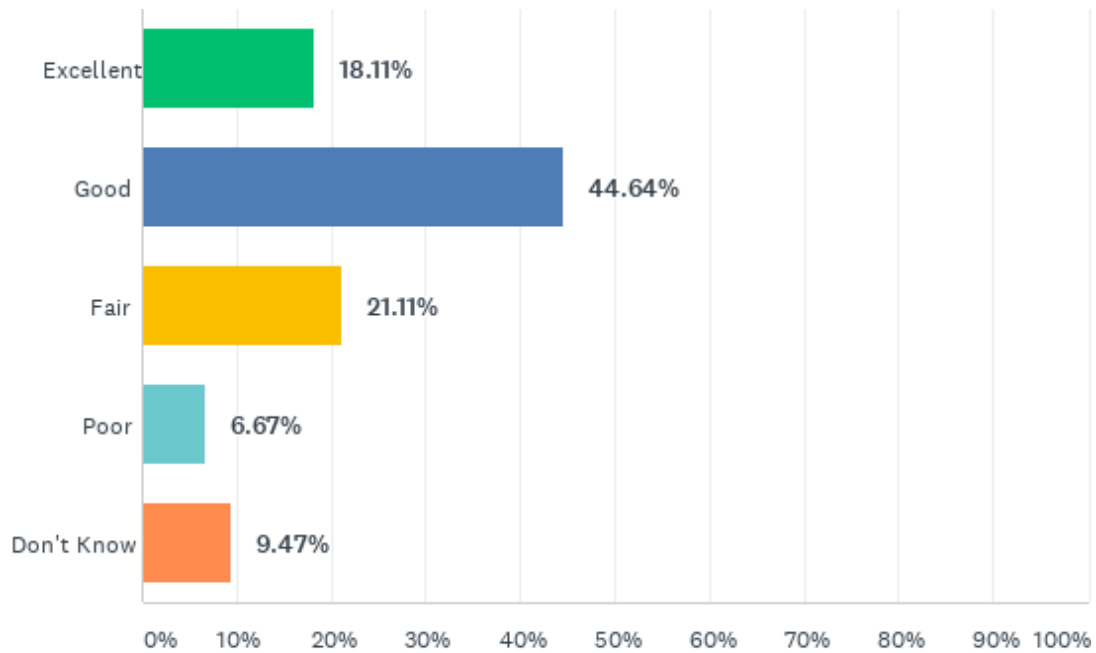
What is your overall rating of the Fire services in Key West?



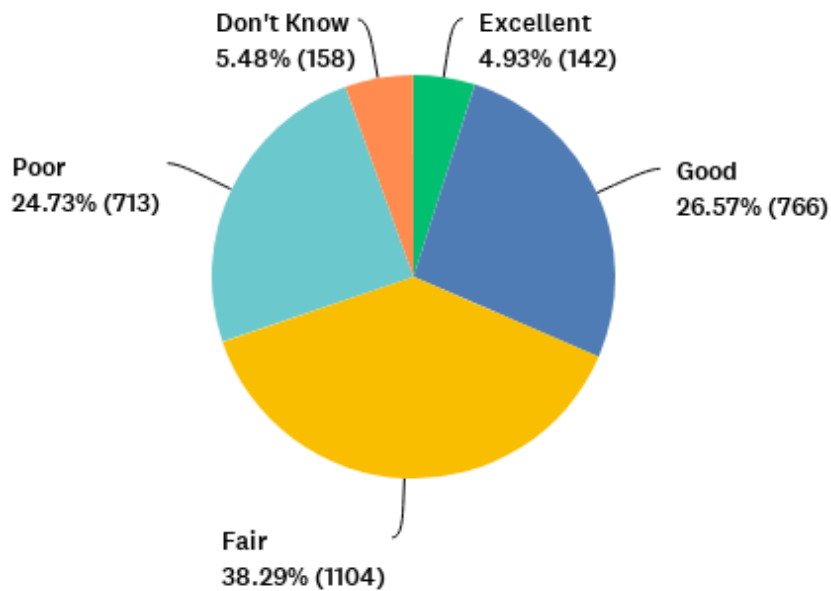
What is your overall rating of Code Enforcement?



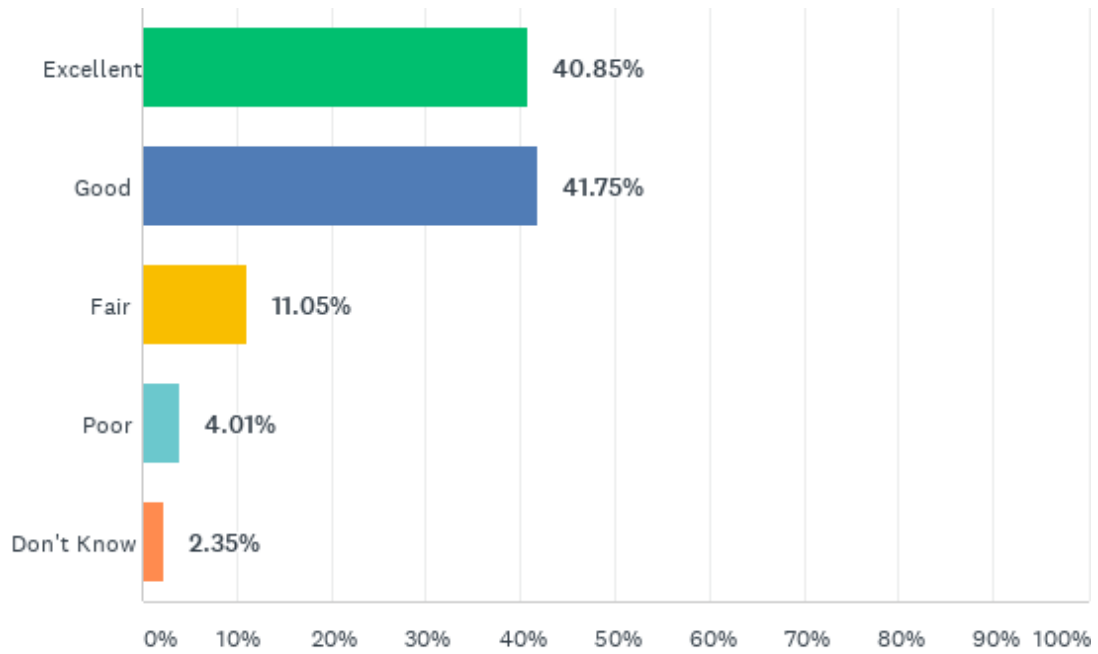
What is your overall rating of customer service you have received from City employees?



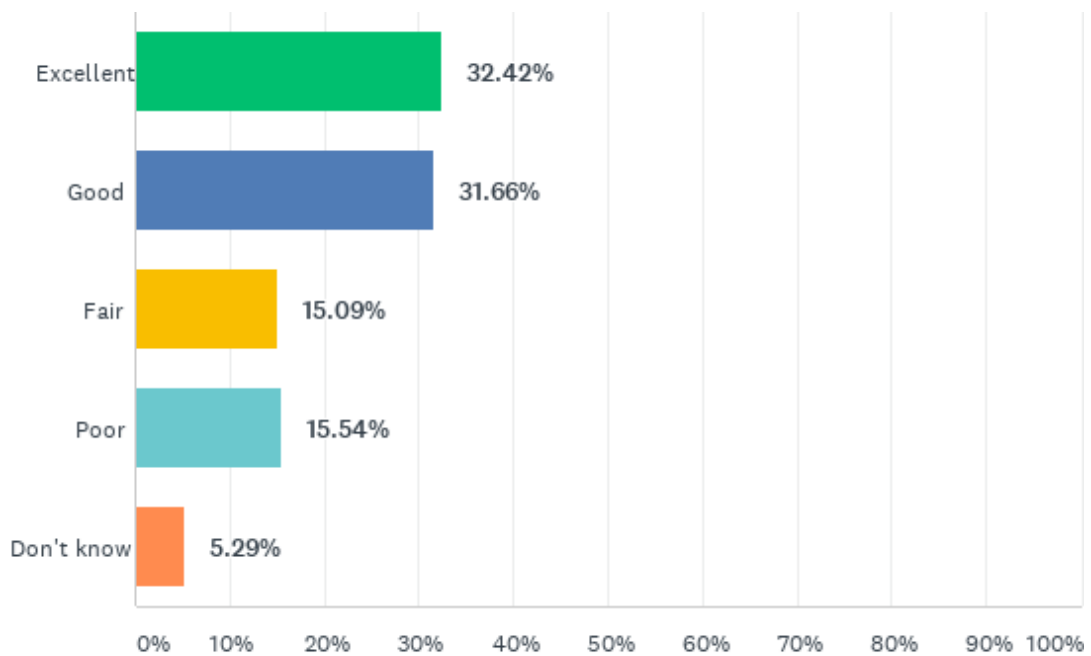
What is your overall rating of the fairness of the fees for City services? (taxes, parking, utilities?)



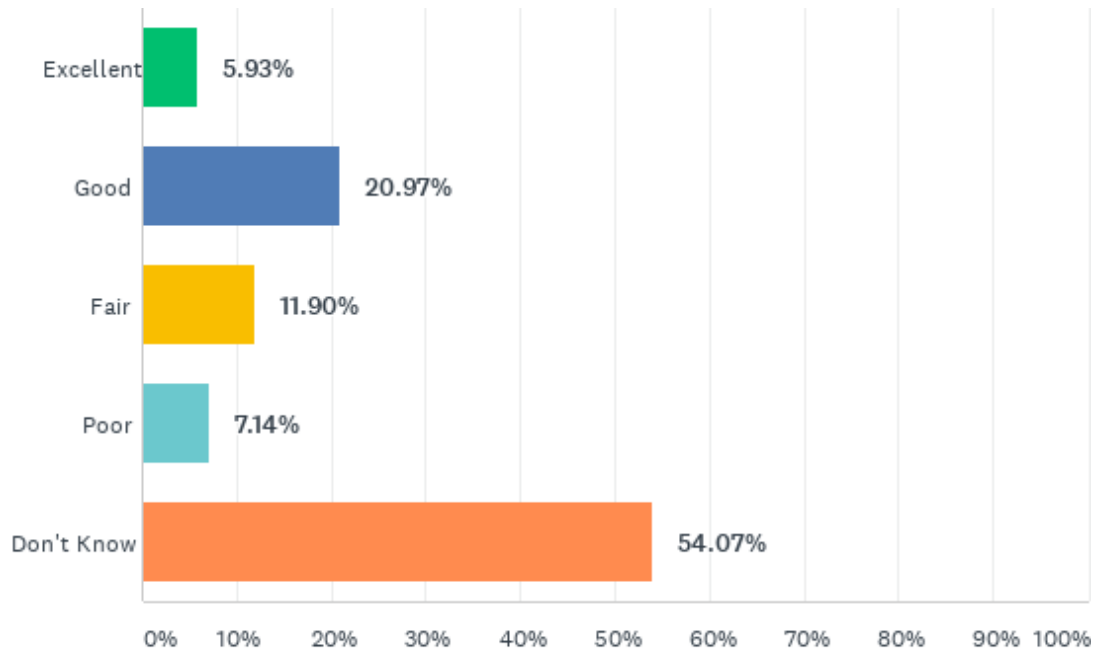
What is your overall rating of our community's openness towards people of diverse backgrounds?



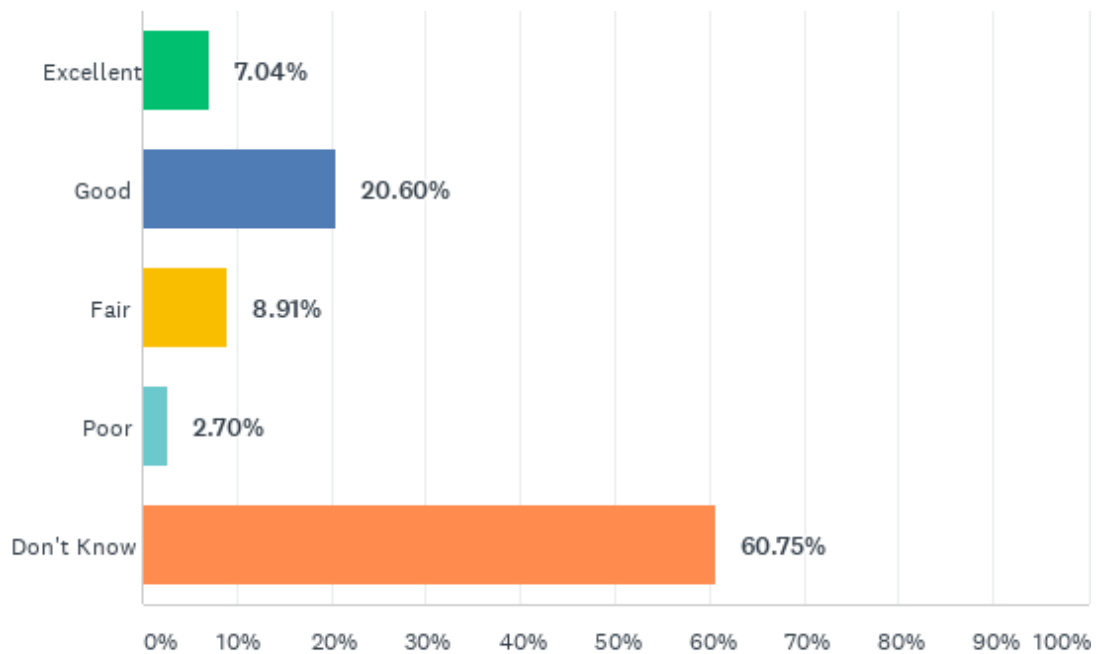
What is your overall rating of an effort to close parts of Duval St. for pedestrian traffic on evenings and/or weekends?



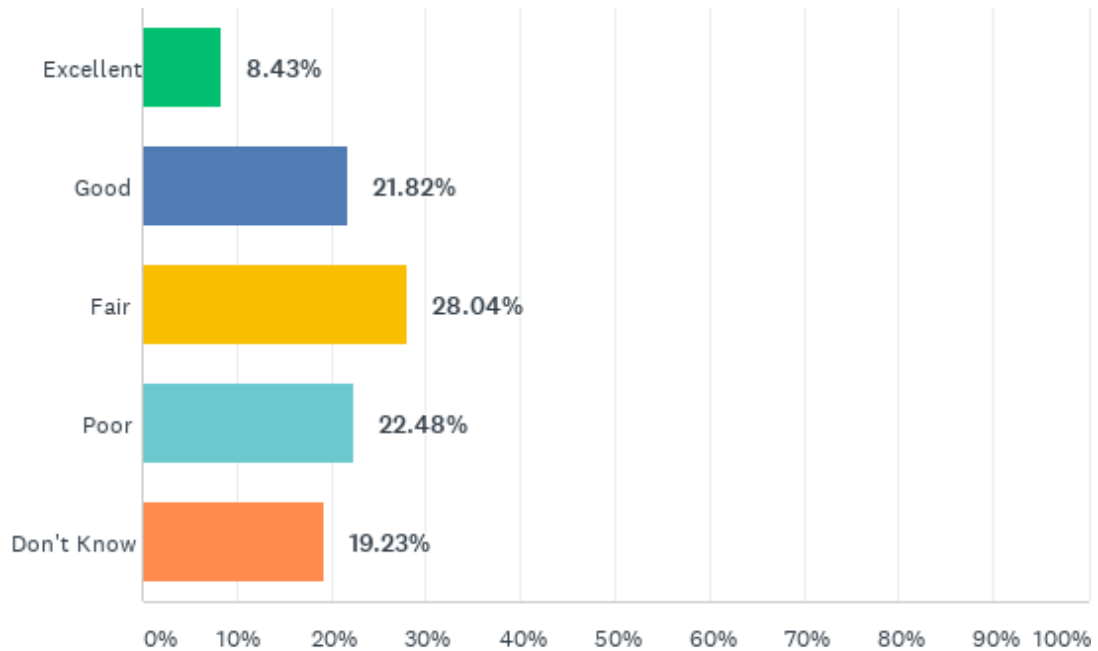
What is your overall rating of the frequency of the bus service in Key West?



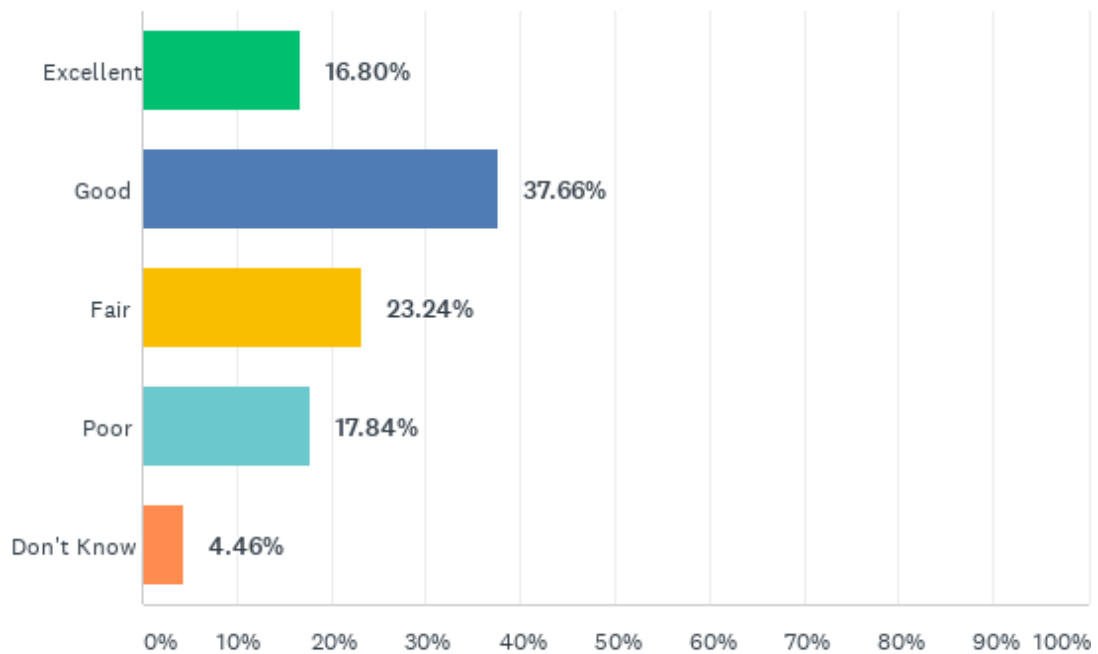
What is your overall rating of the bus fare in Key West?



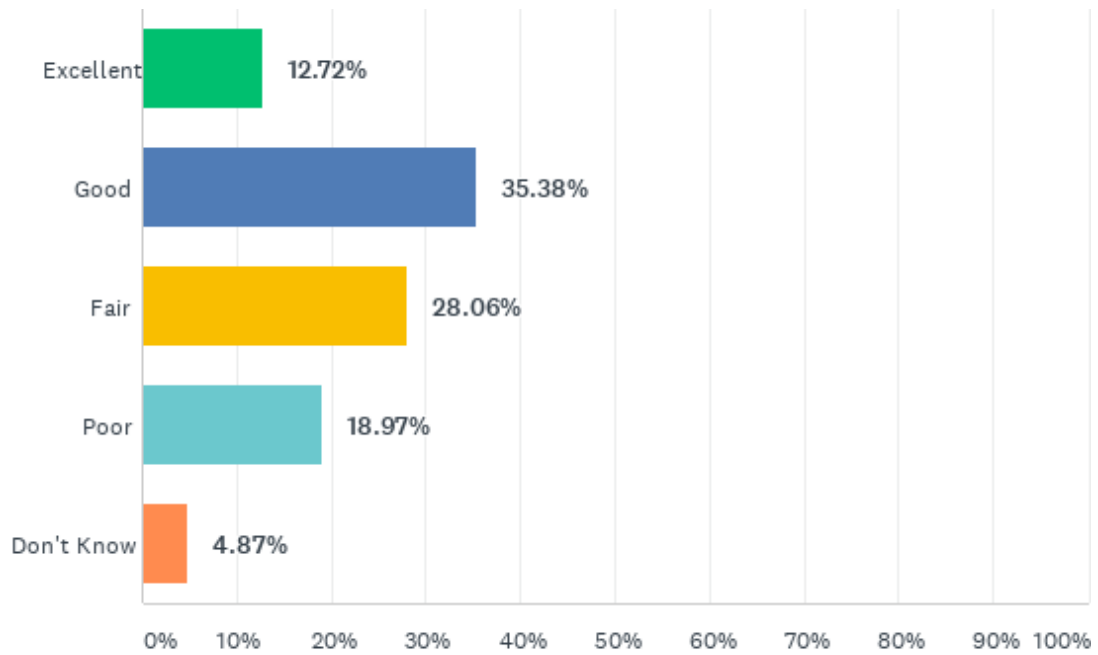
What is your overall rating of efforts to attract more eco-friendly tourists to Key West?



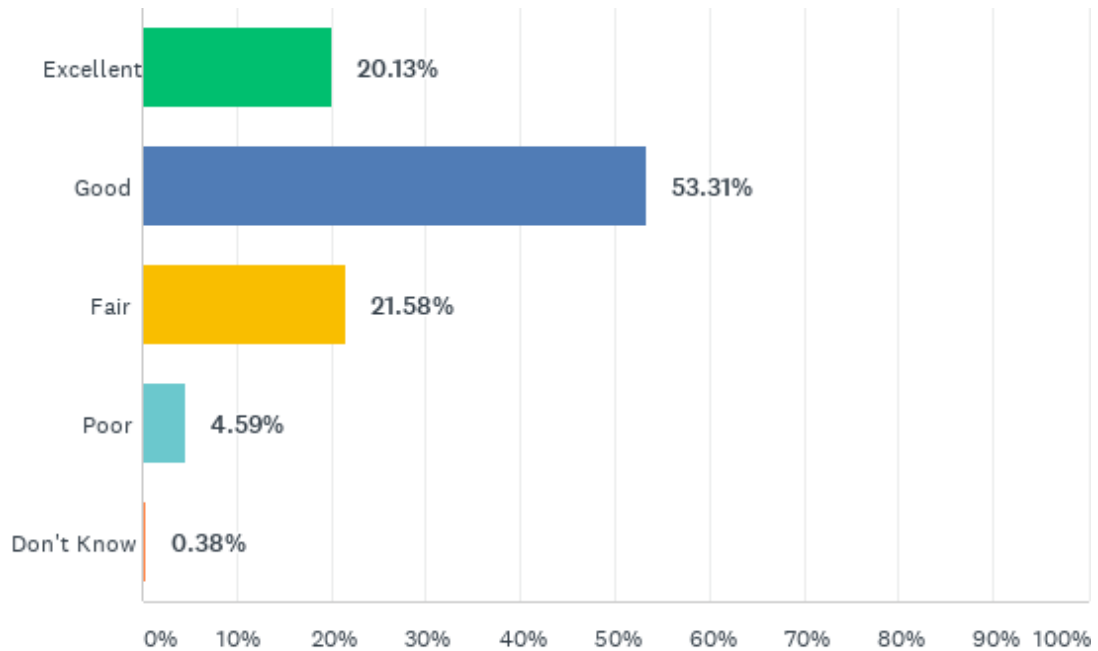
What is your overall rating of the City's leadership?



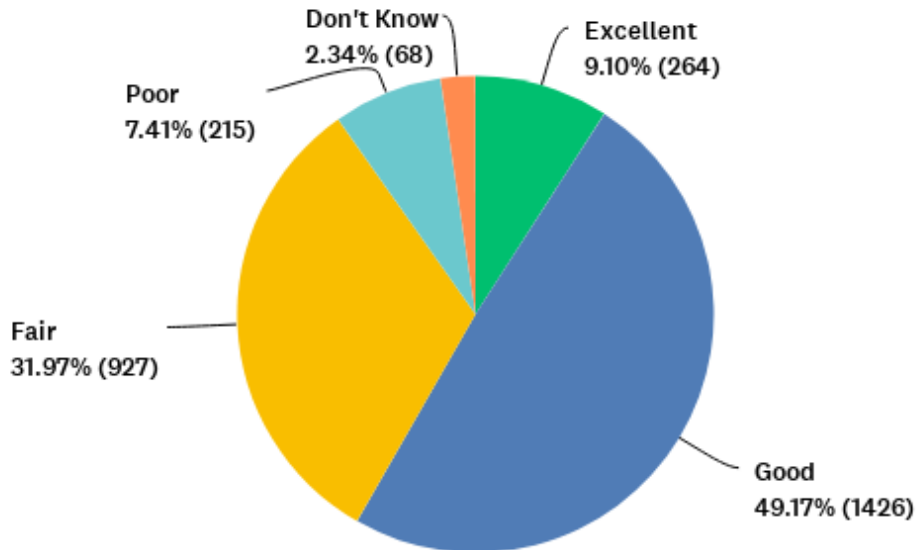
What is your overall rating of the communication you receive about City leadership's decisions and initiatives?



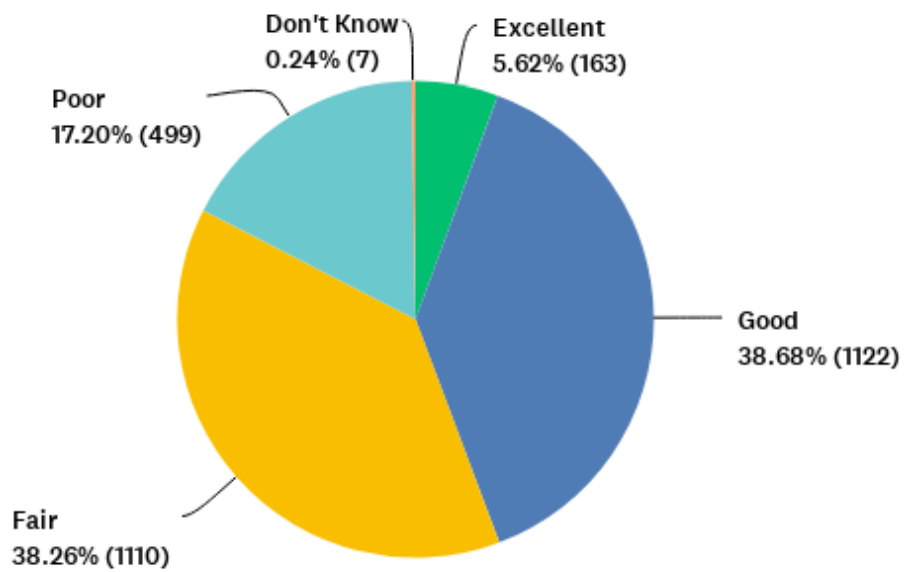
What is your overall rating of the quality of life in Key West?



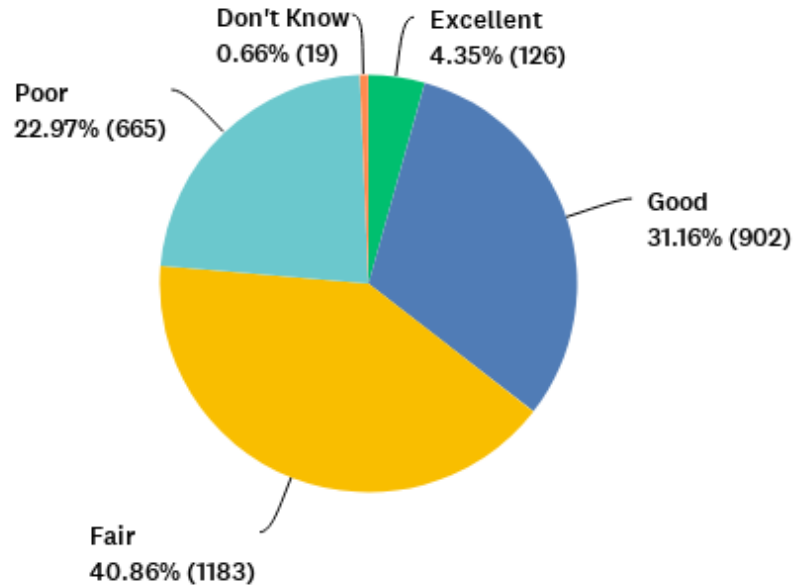
What is your overall rating of the parks in Key West?



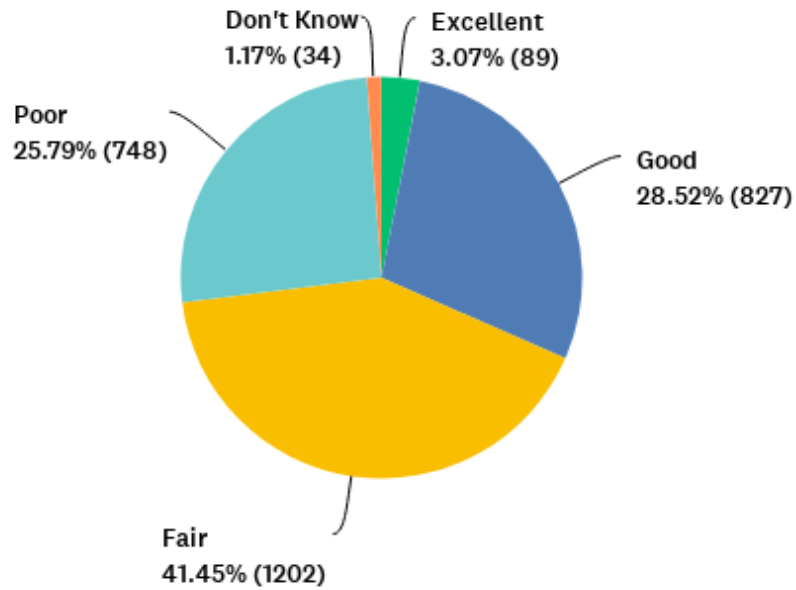
What is your overall rating of the cleanliness of public spaces in Key West? (streets, parks, Etc.,)



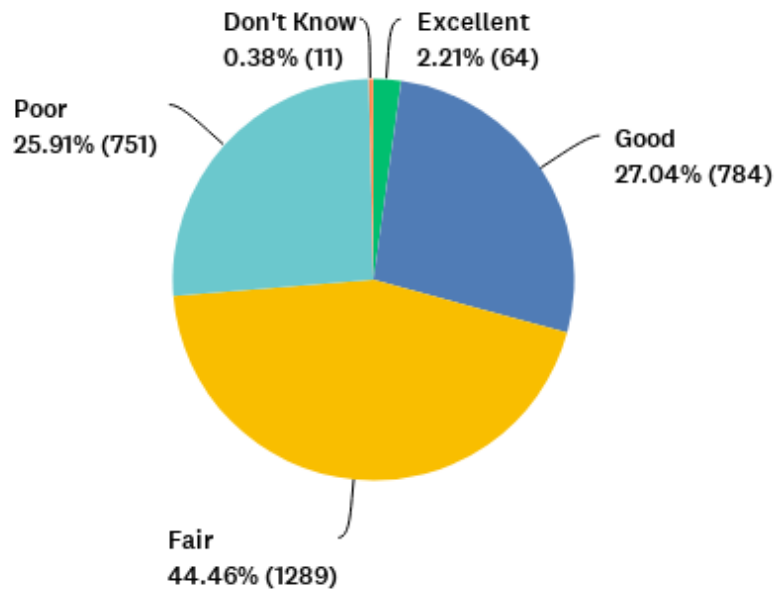
What is your overall rating of sidewalk and street maintenance in Key West?



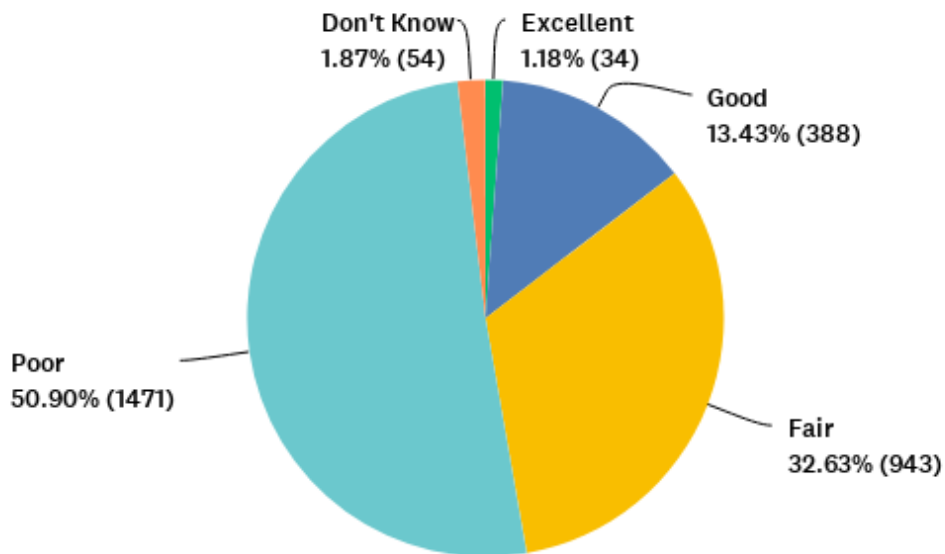
What is your overall rating of the aesthetics of the downtown/Duval St. area?



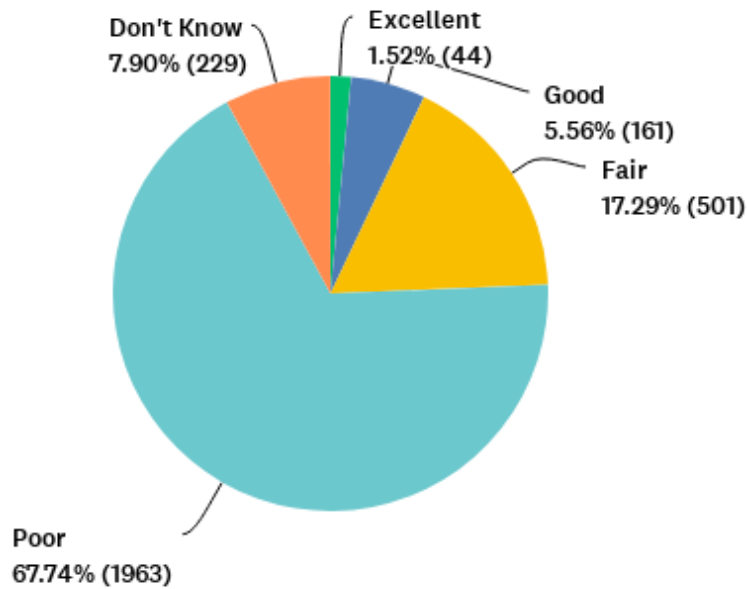
What is your overall rating of the traffic flow in Key West?



What is your overall rating of parking availability in Old Town Key West?



What is your overall rating of the availability of affordable housing in Key West?



V. Narrative Questions in the Survey

The survey included three narrative questions to allow for open-ended response from respondents. (The full list of comments can be accessed by contacting the consultant.) The information below encompasses the most common answers from respondents to each question.

1. [What is one thing City Leadership \(City Manager, Mayor, City Commission\) could do to better serve our community?](#)

A total of 1,499 respondents answered this question. Six themes emerged from the narrative data. They are listed below from high to low in order of the number of times they were mentioned:

1. **Communication:** This issue was by far the most commonly cited in the narrative. The answers covered three general areas: 1) Creating more forums to listen to the community, including surveys and meetings to gather community input; 2) sharing information with the community about happenings and decisions; and, 3) visibility in terms of attending community events to engage with community members.
2. **Affordable Housing:** Recommendations covered two primary areas: 1) Creating more affordable housing opportunities; and, 2) controlling transient rentals.

3. **Tourism:** Many of these comments focused on limiting tourists, paying more attention to the needs of residents than visitors, and placing more of an emphasis on eco-tourism to protect the island's resources.
4. **Sea Level Rise and Environment:** These comments focused being more proactive on adaptation efforts; and promoting more eco-friendly practices on the island.
5. **Youth and Family:** There was a heavy emphasis placed on providing more opportunities and activities for youth and families (including programming that is not sports related).
6. **The Arts:** These comments focused on ensuring that the visual and performing arts are central to the City with an emphasis on supporting the arts and integrating the arts into major City initiatives, (E.g., housing, new/rebuilding infrastructure, Etc.)

Comments Regarding Businesses and the Local Economy

There were many narrative comments on business, but no singular approach emerged. The data for clear direction was therefore inconclusive. For example, while some respondents advocated strongly for City Government to be more involved with business, others vehemently opposed it. Similarly, some individuals wanted City Government to enforce the vote on Cruise Ships, while others wanted them to retract it.

It would be advisable as we move forward with the strategic plan for City Leadership to confer with our business organizations (The Chamber, The Business Guild, Mom & Pops, Lodging, Etc.,) to identify specific measures the City can take to support the local economy. The business community should also be well represented when gathering input from residents on specific initiatives.

2. What is one thing the City Government of Key West could do (within their power) that would improve the quality of life for community members?

A total of 1,466 respondents answered this question. **Affordable housing** received the most mentions. Six additional topics received many mentions. They are listed below from most to least prevalent:

1. **Cleanliness:** Respondents mentioned the need for cleaner public spaces (parks and recreational spaces, Duval Street, and streets/sidewalks in general).
2. **Street/Road Repair:** These comments focused on the need for improvement streets and sidewalks in Old Town and New Town.
3. **Traffic:** There were many suggestions for curbing traffic by increasing public transportation offerings and by finishing efforts to create more bike lanes in Key West.
4. **Parking:** Many of the respondents called for the need for more parking availability and free parking for residents.
5. **Bike Friendliness:** In accordance with the need to stem traffic and congestion, respondents asked for the bike paths to be completed and enhanced.
6. **Opportunities for Youth and Families:** Respondents echoed sentiments similar to those expressed in the previous question, focusing on the need for opportunities, activities, and programming for families and youth.

Specific Mention from the Haitian Community

Many of the surveys distributed within the Haitian community were completed with the help of a translator in hard copy form. The results were similar in terms of priorities, but they added one point in the narrative questions: The **need for ESL classes** to help them better integrate into the community.

3. What issues have we not asked you about in this survey that you feel City Leadership needs to address?

A total of 1,106 respondents answered this question. There were many suggestions that had already been brought up in the survey, and are therefore not listed below (E.g., affordable housing, cleanliness, traffic, Etc.,)

The most prevalent comment from respondents to this question was that the **survey left out the arts**. There were many suggestions that the future of the City planning should include and engage the visual and performing arts.

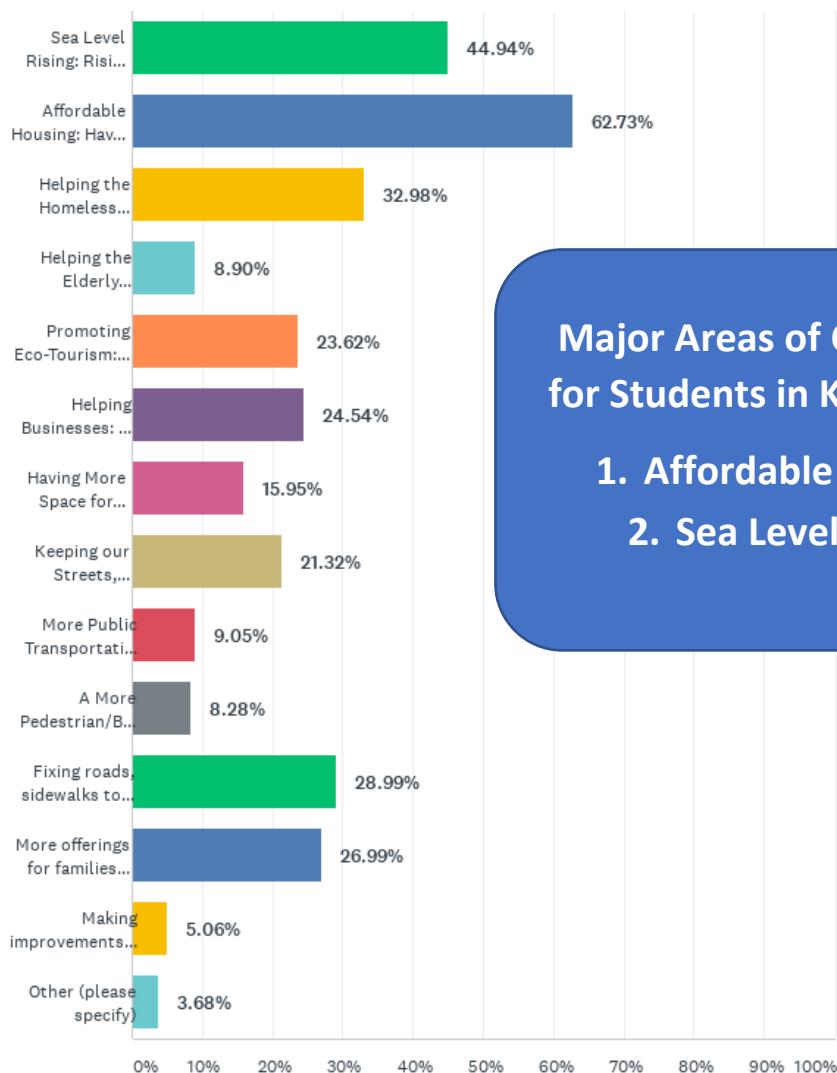
Additional topics that received multiple mentions, and were not featured in the survey, include:

Improving dog parks	Improving education	More COVID vaccinations
Larger street signage	Better street lighting	More attention to diversity and equality
Stop panhandling	Promote more recycling	Increase trash pick up (twice per week)
Get rid of T-shirt shops on Duval St.	Make sure the Cruise Ships don't come back	Allow the Cruise ships to come back
Stop favoritism from City Leaders	Improve hurricane preparedness	Improve access to health care
Offer more mental health services	Curb TDC efforts (we need fewer tourists)	Stop airport expansion
Ban leaf blowers	Stop cutting down trees	

VI. Results from the Key West High School Survey

A total of 702 from 1,235 students at Key West High School, (KWHS), responded to the survey. The student survey largely mirrored the version for the general community. Several questions were omitted, as they would not be relevant to the age demographic, (E.g., parking, and code enforcement). Major Projects were described in more detail. There was an almost even breakdown in the grade level of respondents, with the largest numbers represented by the Sophomore class.

Major Issues of Concern

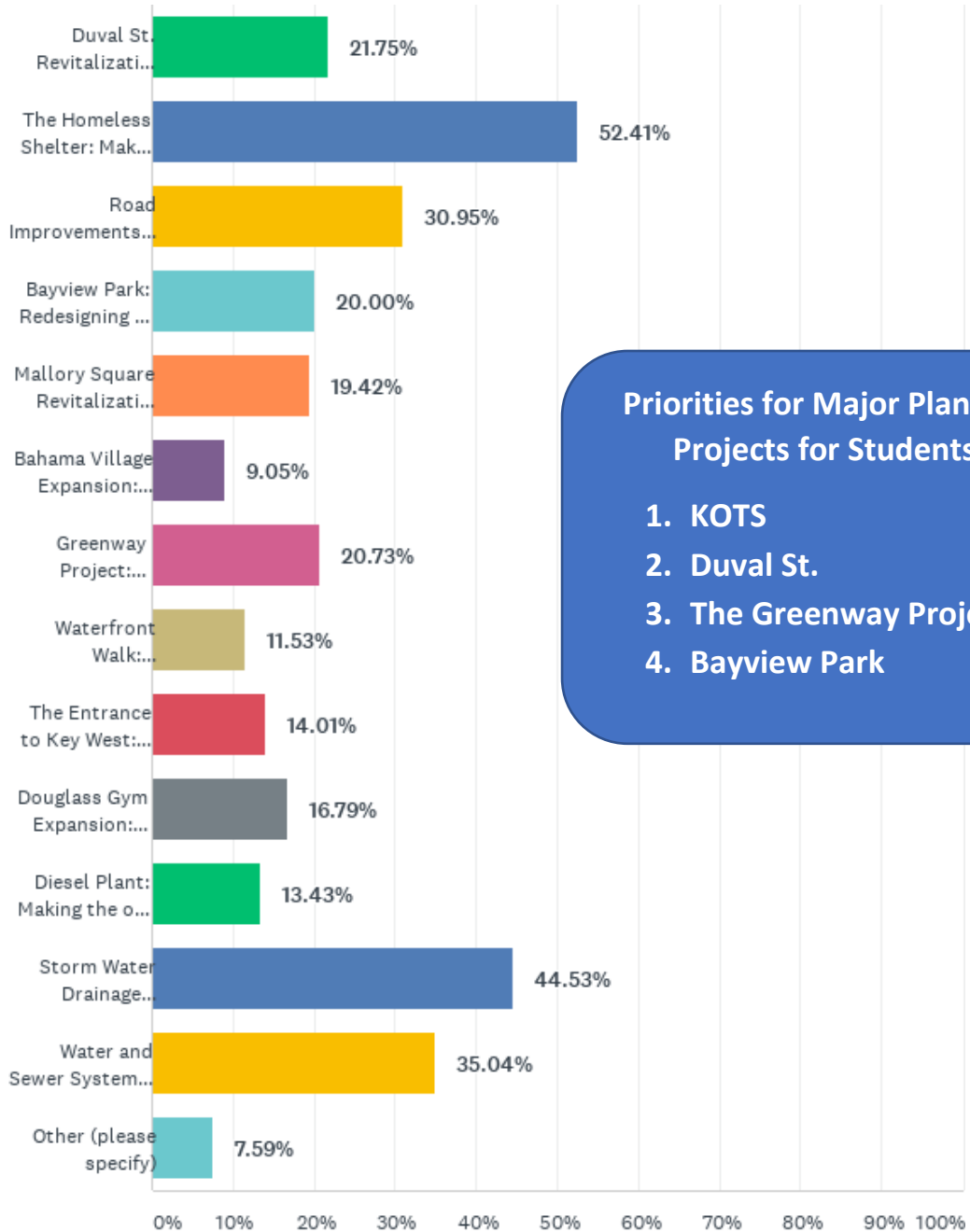


Major Areas of Concern for Students in Key West

1. Affordable Housing
2. Sea Level Rising

Major Planned Projects

As with the Community Survey, sewers, stormwater and roads/pavement management ranked high amongst students. Youth placed far more of an emphasis on the Homeless Shelter than the adult community (52.41% for youth and 13.98% for adults.) For bricks and mortar projects, after KOTS, the top priorities were the same in both surveys: 1) Duval St.; 2) The Greenway Project; and. 3) Bayview Park.



The Narrative

An average of 480 students responded to the narrative questions in the survey, (the same questions as in the general Community Survey.) The narrative from students was similar to the adult respondents, (affordable housing, cleaner streets, Etc.,) but there was much **more of an emphasis on helping the homeless and people in poverty.**

The most common need cited was for more programming, activities and places for youth.

Below is a sample of the narrative responses.

“There is a large population of kids in Key West with nothing to do after school, no fun activities for the weekends. I believe that because our city lacks these things people turn to other things.”

“I really like these surveys. I feel that having more input from the community can help leaders make better and decisions that citizens feel are beneficial to Key West.”

“Listen to the people and fund projects or organizations that actually matter. Don't just spend all the city's money on courthouses or government buildings or roads. Spend it on people that actually need it and something that doesn't just help the "appeal" of Key West to attract more tourists, it's quite clear that we have enough tourism each and every year with the things that we already, currently have to offer.”

“One suggestion is to create or improve a center for teen recreation. Maybe a place that promotes healthy physical activity (like a community center with a weight room or basket ball court), or somewhere that offers help with getting involved in community volunteering (as volunteering is a great way to get involved in the community and can be educational), or a place that facilitates socializing (for example, an arcade, bowling alley, or selection of shops/cafes that the youth and adults would enjoy alike).”

“Thank you for creating this survey, the youth's opinion on the future of Key West is very important! :)”

VII. Conclusion

In Key West, even as we continue to endure COVID 19, many community members are acutely aware of our good fortune to be a part of “one human family.” Residents still refer to the island by its alter-ego, “Paradise,” for both its aesthetic beauty and effervescent community spirit. For most



residents, the benefits of being in such a precious place outweigh the high cost of living, pending hurricanes, and a lack of access to the “real world.”

Despite our good fortune, our City Leadership must keep their finger on the pulse of the community to know the needs, and understand how residents think and feel about living here. We don’t do that very often. Prior to the 2021, the last time the community was polled was in 2015, with a Citizen Survey conducted by The National Research Center. A relatively small sum of 376 respondents were polled. Though the sample size was not statistically relevant, the snapshot of results in 2015 were similar to those in the 2021 survey, in which 3,776 citizens participated. (As an example, the percentage of respondents who gave affordable housing a rating of “excellent” or “good” was 6% in 2015 and 7.08% in 2021.) Residents were frustrated then, and still are now with traffic, parking, cleanliness and pavement/street management.

Some things, however, have changed. In 2015, sea level rise was apparent, but not on the minds of most residents. The topic did not appear on the 2015 survey, and was not addressed in any of the report narrative. Yet sea level rise emerged as the number two priority in the 2021 survey.

The comparison of the 2015 and 2021 surveys leads to two definitive conclusions: First, the community has not made great strides on key areas of concern, and second, we now have a “new” issue to add to the pile with sea level rise. In fairness, these challenges aren’t solved in six years, and sometimes not even in decades. Yet we are reminded when we see the repetition of old challenges, and the presentation of new ones, that we must continue to ask the questions, and use the information to refocus and refine our work; to make a plan for which we hold ourselves accountable; and to take measured steps towards solutions that will preserve and protect our “island paradise” and “one human family” now and for generations to come.