

# CITY OF KEY WEST POST DISASTER RECOVERY & RECONSTRUCTION PLAN



SEPTEMBER 2021

# FOREWARD

March 2021

Honorable Mayor and City Commission,

It is my pleasure to transmit to you the City's first Post Disaster Recovery and Reconstruction Plan (PDRRP). We live in paradise, but paradise is threatened by extreme weather, climate change, sea level rise, and flooding. We are a beautiful historic island community that is low-lying and, like many American cities, suffers from aging infrastructure. Our community is further stressed by the lack of affordable housing. In fact, the two top priority issues raised in the 2021 Strategic Plan Community Survey are affordable housing and sea level rise.

Even with these challenging conditions we are a strong, proud, and resilient community. A community that is aware of its vulnerabilities and risks and is doing something about them. For almost 10 years we have been active members in the Southeast Florida Regional Climate Compact, benefiting from regional planning resources. The Regional Climate Action Plan recommends that municipalities create Post Disaster Recovery Plans such as this one, which serves as an important planning tool adding additional value to our emergency management plans. A PDRRP is a framework created before a disaster occurs to guide post-disaster activities to accelerate recovery and reconstruction. It guides the redevelopment priorities and processes with decisions made in advance, in a non-emergency mode. This is our first plan, which identifies our recovery vision, goals, and recommended first steps. The plan will be operationalized by staff and stakeholders, reviewed annually, and updated in whole every five years, or as new information becomes available.

I appreciate the funding support from the State of Florida Department of Economic Opportunity and extend many thanks to all the stakeholders who shared their time and expertise, especially Sustainability Coordinator Alison Higgins. It is through her dedication to successfully pursuing and securing grant dollars and her leadership in resilience planning that the City of Key West is positioning itself to adapt to climate change and sea level rise and to invest in our future through hazard mitigation and adaptation.

Yours truly,

Patti McLauchlin  
City Manager

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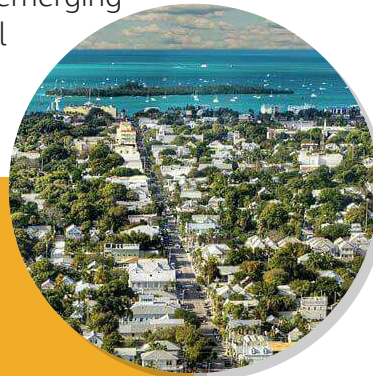
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# EXECUTIVE SUMMARY

Defined simply, resilience is the ability to bounce back after a shock to the system. A resilient system is strong enough to withstand and even thrive in difficult conditions. It is about risk reduction and reliability, which requires thoughtful planning.

This first city-wide post-disaster recovery and reconstruction plan has been developed to address the most pressing climate risks faced by the City of Key West: aging infrastructure, sea level rise, flooding, and storm surge. This framework provides flexibility in scope and scale to adjust as needed to address new or emerging risks. It is an important step and a critical tool in protecting the city, making it stronger and better positioned to bounce forward after disasters.



*"In the 21st century, building resilience is one of our most urgent social and economic issues because we live in a world that is defined by disruption. Not a month goes by that we don't see some kind of disturbance to the normal flow of life."*

*Judith Rodin, *The Resilience Dividend: Being Strong in a World Where Things Go Wrong*, 2014*

During the development of this plan, best practices for disaster recovery were reviewed, and more than 40 subject matter experts provided local context on vulnerabilities, a vision for a post-recovery Key West, and recommended actions to achieve the vision. Stakeholders prioritized the need for a number of key elements including: higher design standards, elevating infrastructure, stronger building materials, investments in infrastructure, redundant utilities, more multi-modal transportation options, balancing the built and natural environment, sustainable development, affordable housing, and protecting the economic tax base.

Through the process, a vision for a post-disaster city was crafted to inspire not only recovery, but also the pre-planning and mitigation work to reduce risk year-round.

***Key West is a resilient, self-sustaining island community with modern infrastructure, a sustainable natural environment, and a prosperous economy for all.***

This vision is intended to be realized through actions in nine focus areas. Each focus area identifies recommended actions, as well as roles and responsibilities to achieve the City's vision. Recommendations will be vetted with staff and stakeholders, and policy will be presented to the Mayor and City Commission as required.

The nine focus areas and their contribution toward the vision include the following:

### COMMUNICATIONS

Commit to two-way communication between City Hall and residents and communication among City agencies

### FUNDING

Ensure responsible fiscal policy and strong financial stewardship

### LAND USE & BUILDINGS

Modernize and streamline land use, zoning policy, and other regulations to reduce risk and promote sustainable development

### ECONOMY

Build resilience for local businesses and foster sustainable growth for local ecotourism

### HOUSING

Increase housing variety, resilience, and affordability for all residents

### PROCUREMENT

Maximize quick and efficient contracting options to support city needs

### ENVIRONMENT

Protect and preserve the natural environment as a layer of protection to reduce risk, for economic growth and recreational enjoyment

### INFRASTRUCTURE

Invest in updated infrastructure to reduce climate-related risk and increase self-sufficiency of critical systems

### TRANSPORTATION

Increase safe multimodal mobility and connectivity

This is the first version of the City of Key West PDRRP, which is expected to be operationalized and reviewed annually for minor adjustments. This will ensure that it is a living document that guides City efforts. A full review and update will take place every five years or as new information is available.



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# 1 | INTRODUCTION & BACKGROUND

## 1.1 WHAT IS A PDRRP?

As the southern-most island of the United States, the City of Key West is vulnerable to sea level rise, flooding, and storms, driving the City to establish a strong sustainability and climate program. The City is an active participant in the Southeast Florida Regional Climate Change Compact. One of the goals of the Compact's Regional Climate Action Plan is to "prepare for the inevitable shocks and stresses experienced in Southeast Florida through coordinated and interdisciplinary risk reduction and emergency management planning and investment." This work follows recommendation RR-3 to "create and invest in strategic pre-disaster plans for post-disaster recovery." A State of Florida Department of Economic Opportunity grant awarded to the City of Key West in fiscal year 2020-21 funded this first Post Disaster Recovery & Reconstruction Plan (PDRRP).

The Key West PDRRP is a comprehensive framework for managing recovery efforts and a consolidated reference to guide action and decision-making in order to expedite the city's recovery process. It is a framework to successfully achieve pre-determined recovery and redevelopment objectives that align with the City's vision and goals. It is not a tactical plan, but rather a flexible and scalable decision-making tool to support the various needs, post-event.

In 2011, and again in 2016, the Federal Emergency Management Agency (FEMA) released the National Disaster Recovery Framework (NDRF), a companion document to the National Response Framework (NRF). The NDRF promotes effective recovery, particularly for large-scale or catastrophic incidents. Similar to how the NRF is the overarching inter-agency response coordination structure for both Stafford Disaster Relief and Emergency Assistance Act and non-Stafford Act incidents, the NDRF provides a similar structure for the recovery phase for Stafford Act incidents, and elements of the framework may also be used for significant non-Stafford Act incidents.

**AS DEFINED BY THE NDRF:**

**RECOVERY** extends beyond simply repairing damaged structures. It also includes the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members. Recovery includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves.

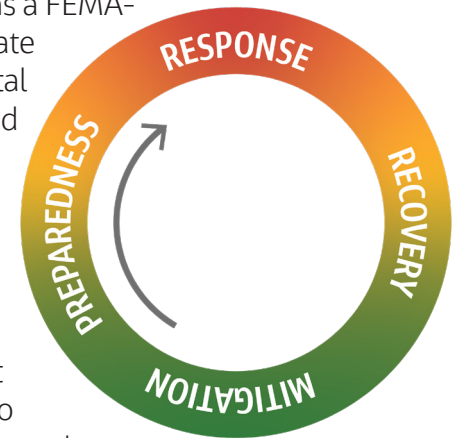
**RECONSTRUCTION** is rebuilding degraded, damaged, or destroyed social, economic, and physical infrastructure in a community, state, or tribal government to create the foundation for long-term development.

The PDRRP is a living document, to be reviewed annually and updated at least every five years

**PHASES OF REBUILDING**

**PHASES OF EMERGENCY MANAGEMENT**

The Monroe County Local Mitigation Strategy (LMS) identifies hazards that have (or are likely to result in) intra-county damage and disruption resulting from a hurricane or other disaster. The LMS identifies projects to mitigate those risks. The driving force of this mitigation plan is the LMS Working Group. Comprised of a coalition of representatives from the public and private sectors of Monroe County, the LMS Working Group identifies these risk areas, formulates LMS Mitigation Initiatives, and maintains a FEMA-approved LMS Plan. Municipalities initiate mitigation projects as part of their capital plans. The City of Key West has obtained many FEMA Hazard Mitigation grants to reduce flooding, shutter buildings, and elevate buildings.



**ALIGNMENT WITH OTHER PLANS**

The PDRRP is intended incorporate best practices from other communities and to work in parallel with other local initiatives and plans to most effectively build preparedness for emergency recovery and reconstruction in Key West. The following local plans were reviewed as part of this analysis:

1. City of Key West Comprehensive Plan, 2019
2. City of Key West Code of Ordinances, 2020
3. City of Key West Climate Action Plan, 2009
4. City of Key West Stormwater Masterplan, 2012
5. City of Key West Updated Policy Presentation
6. Monroe County Year 2030 Comprehensive Plan, 2016
7. Monroe County Climate Action Plan, 2013
8. Monroe County, FL FY 2020-2024 Capital Improvement Plan
9. Monroe County Comprehensive Emergency Management Plan, 2017
10. Monroe County United for Alice Report, 2018



## 1.2 RECOVERY OPERATIONS: FROM RESPONSE TO RECOVERY

The emergency response period includes activities that address the immediate and short-term effects of an emergency or disaster. Response activities are contained within the Emergency Support Functions of the Comprehensive Emergency Management Plan (CEMP) and include immediate actions to save lives; protect property; meet basic human needs; and begin to restore water, sewer, power, and other essential services. Milestones that typically mark the end of the emergency response period include:

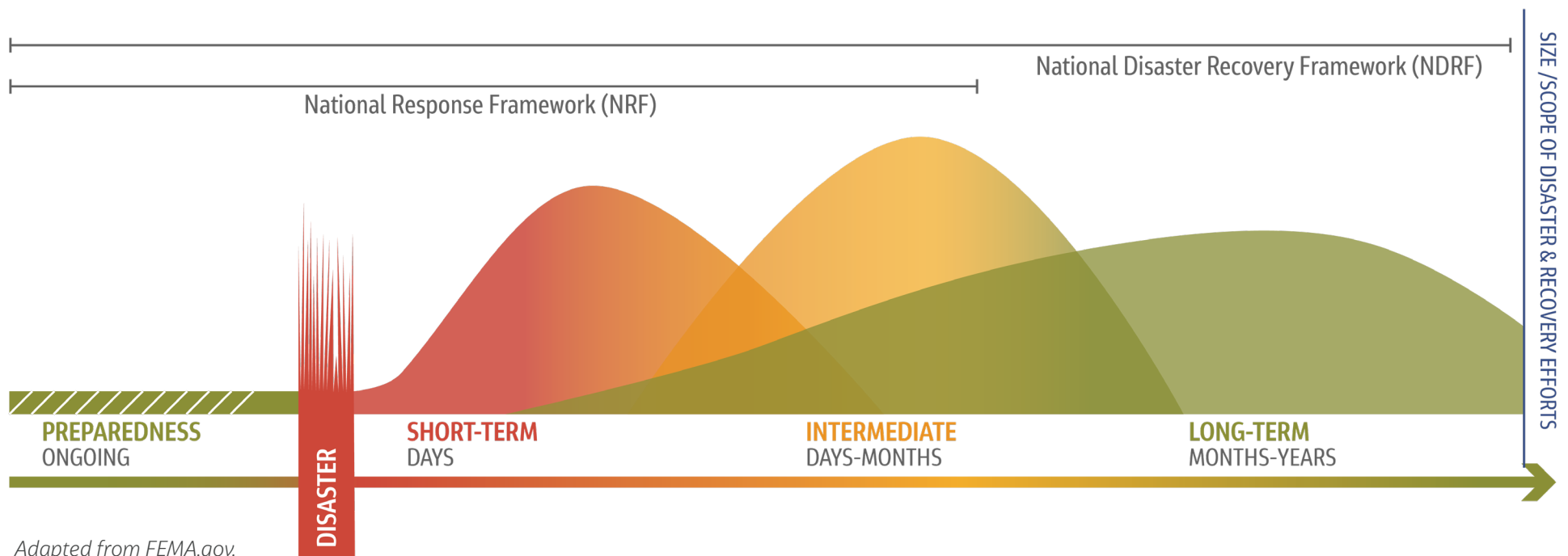
- Major streets are cleared of debris
- Reentry is allowed
- Curfews are reduced or lifted, as applicable

During the emergency response period, the PDRRP will play no role other than a determination if it should be activated.

The short-term recovery period includes damage assessments, public information, transition from shelters to temporary housing, re-established emergency medical services, open airport, utility restoration, and debris clearance. (Short-term recovery does not include the redevelopment of the built environment, economic sector, or normal social networks.) During this time the City Manager and team review these damage assessments to decide how to proceed with next steps. Typical milestones that mark transition include, but are not limited to:

- Building moratorium lifted
- Power and water restored to all but the destroyed structures
- Schools reopened
- Most of the road network and traffic signalization operational

Long-term recovery spans from reconstruction, to return to quality of life, and community enhancement, bouncing forward.



Adapted from FEMA.gov.

### 1.3 ROLES & RESPONSIBILITIES

The City Manager is the chief administrative/executive officer of the City and provides leadership to City departments. They report to the Mayor and City Commission that serve in a legislative capacity and serve the citizens of Key West. These roles are the basis of responsibilities for emergency management activities as well.

The City has an all hazards Comprehensive Emergency Management Plan (CEMP), 2017, that details roles and responsibilities for the four phases of emergency management and complies with FEMA requirements for:

- Incident Command System (ICS) model of emergency response and recovery management
- Consistency with the Florida Division of Emergency Management, Comprehensive Emergency Management Plan
- Federal Emergency Management Agency's National Incident Management System (NIMS)

For more detail on current City of Key West roles and responsibilities, visit the City Website linked here (ctrl+click).

### STAGES OF EMERGENCY MANAGEMENT

The PDRRP focuses on the recovery phase. It is a flexible and scalable framework depending on the need and extent of recovery. It is based on the normal organizational structure of the City and ICS and NIMS.

### POST DISASTER OPERATIONS

Post disaster, if the disaster scope warrants, the City Commission may implement the PDRRP by activation of the Recovery Task Force. The City Manager shall appoint the Recovery Task Force, which could be comprised of, but not limited to the following roles, depending on the disaster: Communications, Redevelopment of Land Use & Buildings, Economic Recovery, Transportation, Hazard Mitigation, and Environment. The Recovery Task Force will be responsible interfacing with the City's Incident Management Team to create and monitor the implementation of a disaster specific Incident Recovery Management Plan.

#### THE RECOVERY TASK FORCE WILL...

- Create a disaster specific Incident Recovery Management Plan
- Monitor plan implementation
- Ensure communication with the public and staff with Public Information Officer (PIO) and Human Resources (HR)
- Liaise with Count recovery efforts, if they exist

## PRE DISASTER OPERATIONS

The City's Adaptation Planning Team, in consultation with the Emergency Manager, shall create an Annual Disaster Mitigation Workplan to address pre-disaster hazard mitigation activities. The Adaptation Planning Team shall present the Annual Disaster Mitigation Workplan to the City Commission for review as part of the budget process.

The Annual Disaster Mitigation Workplan shall propose any needed updates to related plans, including, but not limited to, the Comprehensive Plan, the City and County Comprehensive Emergency Management Plans and Monroe County Local Mitigation Strategy. The Adaptation Planning Team will stay abreast of new recommendations contained in any inter-agency hazard mitigation reports or other reports prepared pursuant to Section 406, Disaster Relief Act of 1974 (PL 93-288).

### THE ADAPTATION PLANNING TEAM WILL...

- Compile an annual workplan and status report
- Coordinate pre-disaster activities for hazard mitigation
- Provide training and exercise opportunities for staff
- Periodically conduct public outreach efforts
- Lead the five-year major plan update

## STAFF CAPACITY

Following major disasters, it is critical for governments to ramp up capacity to support response and recovery operations. This is particularly important in order to support existing staff as they manage personal disaster response needs, to manage an influx in community needs, and to maximize opportunities to utilize grant funding while aligning with requirements for recovery funding and assistance.

Options for increasing staff capacity are most effective when prearranged. This could include identifying staff whose day-to-day work can be reduced during recovery to assist with critical recovery tasks, arranging contracts with staff from other communities to augment local government capacity, seeking opportunities to utilize allowances for administrative support from congressional appropriations, or other strategies for ramping up near-term staff capacity. Prearranging volunteer coordination is recommended to delineate responsibilities and manage capacity. This should be an ongoing effort during the preparedness phase, taking into account the lessons learned from previous efforts.



## COMMUNITY CAPACITY

According to the Urban Sustainability Directors Network (USDN) **resilience hubs** are “community-serving facilities augmented to support residents and coordinate resource distribution and services before, during or after a disruption” or shock such as a hurricane, pandemic, large-scale disaster, or infrastructure failure. USDN is a peer-to-peer network of local government professionals from communities across North America dedicated to creating a healthier environment, economic prosperity, and increased social equity.



Resilience hubs can be created in neighborhood community facilities that are used year-round as centers for community-building activities, or hubs can be designed into new developments – a new public facility, a new multi-modal mobility center, or a new public/private developed partnership – to name a few. Hubs can also be located on private property or in partnership with redevelopment efforts.

With the right design elements, a resilience hub can meet a variety of community needs, including, but not limited to: emergency planning, response and recovery, access to public health, access to job training and child-care, and seminars and training on home elevation and personal preparedness, and can serve as a trusted source of information and foster community-building. Hubs can also be tailored to address priority strategic plan items, such as addressing the needs of the homeless population. Additional co-benefits include reducing greenhouse gas emissions, improving local quality of life, neighborhood revitalization, and neighborhood empowerment.

Hubs are hyper local and designed to meet the needs of a community; therefore, no two hubs are identical. While there is a process to establish a hub, hubs are tailored to address a community's vulnerabilities, fit its cultural identity, and succeed, in large part due to the dedication of established trusted leaders and volunteers.

## Resilience Hubs: How Do They Work?

Resilience hubs play a crucial role in disaster preparation and response, but they also operate year-round as a community resource for improving health and social services. Hubs have four operation modes – normal phase, preparation phase, and response/recovery phases – following the same flow as the four phases of emergency management. Resilience hubs rely on trust, collaboration, and community respect. Successful hubs are dynamic and flexible to meet community needs. They are equipped and staffed to operate daily and nimble to shift gears to address sudden shock in the true spirit of resilience to allow the community to adapt, thrive, and bounce forward from an event.

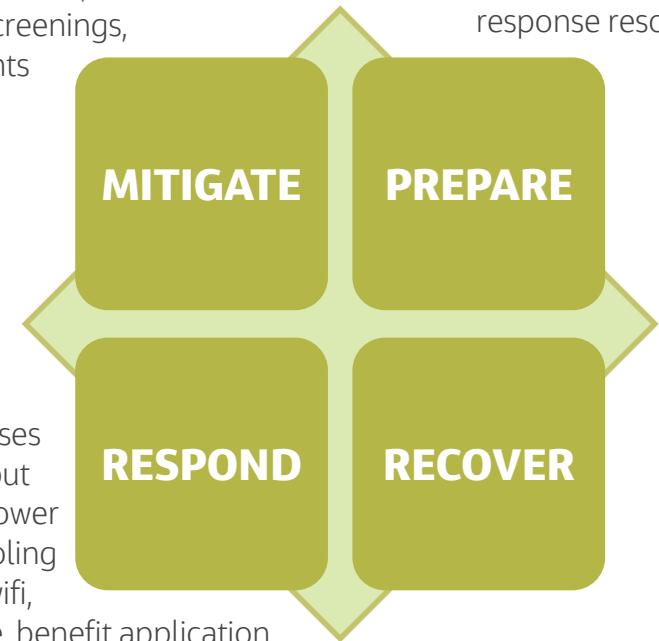
Resilience hubs are staffed by a combination of community-based organizations (CBOs) and local government agencies, including utilities and partners. Hubs can be a powerful tool in community preparedness and resilience-building, which leads to quicker recovery, and also supplement local resources in providing health and social services to residents based on the unique needs of the local community.

Facilities in Key West that could serve as effective resilience hubs include:

- City Hall
- Bahama Village Douglass Gym
- Bight Ferry Terminal
- City of Key West Fire Station 3 / Wickers Sports Complex

**Normal** Phase possibilities feature: water and energy savings workshops, Community Emergency Response Training (CERT), community gathering spaces, free tax preparation, health fairs, health screenings, recycling events

**Preparation** Phase varies depending on the shock, but may include sourcing supplies and organizing response resources



**Response/ Recovery** Phases will also vary, but may include power availability, cooling stations, free wifi, water, food, ice, benefit application assistance, medical testing

## RESOURCE INVENTORY

Understanding federal, state, and local resources available to fund and assist in the planning for and execution of preparedness and redevelopment activities is critical for implementation. A full list of resources and their ability to assist in resilience planning and redevelopment is included in the appendix and should be updated regularly.

## APA MODEL RECOVERY ORDINANCE

The American Planning Association (APA) has prepared an annotated model pre-event recovery ordinance designed to assist communities in preparing before a hazardous event for better managing the process of recovery after a disaster. The Model Recovery Ordinance focuses on actions found necessary to facilitate recovery, provides a structured format for capturing essential recovery requirements, and offers language adaptable to unique local circumstances.

The ordinance should be adopted by the City Commission during normal preparedness phase (before a disaster occurs) and should be periodically reviewed and amended, as needed.

View and download the most recent model ordinance through American Planning Association Website linked here (ctrl+click).

## THE MODEL ORDINANCE...

- Authorizes establishment and maintenance of a local recovery management organization, coordinated closely with the local government emergency management function
- Directs the preparation of a pre-event short- and long-term recovery plan in concert with the local emergency management organization and community stakeholder organizations
- Establishes emergency powers by which the local government staff can take extraordinary action to protect public health, safety, and welfare during post-disaster recovery
- Identifies methods for local government to take cooperative action with other entities to assure full access to all external financing resources as well as to facilitate recovery
- Specifies the means for consulting with and assisting citizens, businesses, and community stakeholder organizations during recovery planning and implementation



# 2 | RISKS & VULNERABILITIES

## 2.1 SHOCKS & STRESSES

To become more resilient, a community should build the capacity of its individuals, institutions, businesses, and systems to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. This requires addressing chronic stresses as they continue to occur and preparing for shocks ahead of their occurrence.

**Stresses** are those long-term conditions that contribute to an overall weakening of cities, such as unemployment, aging infrastructure, and sea level rise.

**Shocks** are devastating natural or human-made occurrences that impose significant danger to assets or life, such as hurricanes, floods, or disease outbreaks.

During the development of this plan stakeholder feedback was solicited from staff, residents, businesses, and local subject matter experts through a virtual workshop and survey. While natural disasters (hurricanes, sea level rise, and flooding and storm surge) are considered the greatest risks to Key West by PDRRP stakeholders, other shocks and stresses such as housing affordability, infrastructure failure, public health crises, and aging infrastructure were each considered noteworthy risks to Key West. This first PDRRP will focus on climate risks as required by the state grant. As the plan is updated, the framework is in place to scale and to add scope to address these other shocks and stresses.

In order to prepare for a post-disaster recovery and build resilience there was general consensus among stakeholders for robust planning and investing in infrastructure.

## 2.2 HAZARD VULNERABILITIES

The City of Key West’s location as a low-lying island separated from mainland Florida by more than 100 miles creates unique vulnerabilities for the City, its infrastructure, and its population. A formal vulnerability assessment has not yet been performed for all City infrastructure; however, a vulnerability assessment is planned in the coming months as part of a recent state grant award.

The following is a summary of vulnerabilities, which is intended to inform decision-making around City policy, capital projects, and post-disaster recovery planning activities with the objective of mitigating or reducing these vulnerabilities to the extent practicable.

## OVERARCHING THREATS

Some of the challenges in addressing these vulnerabilities to City and community assets are the lack of funding and awareness of these threats. Visibility and understanding of the importance of investing in the future must increase to drive capital plans and policies in a direction that will support resilience and redevelopment planning.

### RECOMMENDATIONS

#### Strategic Plan

Commit to long-term strategic master planning (2050, 2100) that identifies risk and risk reduction interventions that can be addressed in the five-year capital plan and annual operating budget.

#### Communications Plan

Develop a communications plan to inform decision makers, residents, and businesses about risk and vulnerabilities and pathways to public realm and private property risk reduction.

#### Funding Solutions

Explore innovative funding solutions in resilience to include: property taxes, fees, grants, public-private partnerships, philanthropy (and creative philanthropy such as crowd funding), surcharges, loans, state revolving funds, revenue bonds, general obligation bonds, environmental impact bonds, green bonds, resilience bonds, and parametric insurance.



## LAND USE & BUILDINGS

- Land use planning is the process of utilizing tools such as zoning to promote socially, environmentally, and economically appropriate land uses. Tools available for regulating land use include zoning adjustments made in line with Future Land Use maps, Peril of Flood requirements guided by state legislature intended to mitigate flooding and sea level rise impacts, Adaptation Action Areas designations used to identify high risk areas for adaptation to coastal flooding conditions, and several other tools.
- Land use planning and zoning requirements are a critical tool for managing development and reducing risk but currently do not factor in future conditions including sea level rise.
- Due to the continually evolving conditions such as sea level rise, driven by climate change, land use plans and development policies can become outdated quickly, which can lead to increased development risk, increased cost of ownership, reduced property values, and capital investment in stranded assets.
- Lack of adequate and adaptable coastal defenses along the coastline to protect near-shore properties from erosion, and damage from wave energy and flooding.



## HOUSING

- Much of the housing on Key West consists of older, single-family homes constructed as slab on grade concrete block with a few elevated wood frame structures. Other types of housing consist of multi-family dwellings and 393 mobile homes. Some structures are registered historical sites or designated as historically significant.
- Housing affordability for service-sector residents is the most pressing housing issue in Key West. These residents are disproportionately effected by storm surge, and many were not able to return after previous hurricanes. Affordability will be further exacerbated by insurance increases in the future.
- Many structures have floor elevations below the FEMA base flood elevation (BFE) ranging from 6-13 feet National Geodetic Vertical Datum (NGVD) 29, 4.65-11.65 feet North American Vertical Datum (NAVD) 88. Historic districts, however, are located on higher ground, outside of hazard flood zones.
- On December 27, 2019, FEMA published preliminary Flood Insurance Rate Maps (FIRM) maps with updated special hazard flood zone extents and base flood elevations. These new maps show an increase in flood zone coverage and flood elevations/depths ranging from 6 to 13 feet NAVD88. Once adopted, these maps will have implications for flood insurance requirements and premiums for policy holders and for design elevations that use BFE as a benchmark.
- Many neighborhoods in the City, especially those along the southern Atlantic Ocean shoreline, have experienced frequent flood inundation events in recent years, rendering some of the highest repetitive loss areas per capita in the state of Florida.



## ECONOMY

- Key West has a tourist-based economy with over 5 million visitors annually, and over a quarter of the local population working in hospitality, food and beverage, and retail.
- The cruise industry has historically been a contributor to the economy, which has seen an impact as a result of COVID-19 in 2020 and into 2021.
- However, the tax revenue quickly recovered once travel restrictions were lifted, demonstrating the robustness of the local economy.
- As a result of the reliance on tourism, the economy is vulnerable to major storm events or other types of disruptions that reduce the number of tourists visiting the City.
- There is a direct link between the local economy and the environment for recreational purposes.
- The local employee base is typically reduced after hurricanes; however, a recent surge in high-paying unfilled positions in Key West suggests a local challenge in retaining and recruiting employees for the local job market.



## TRANSPORTATION

- The primary form of transportation in Key West is vehicular travel from mainland Florida along the 150-mile-long US-1 Overseas Highway, including 43 bridges, each vulnerable to damage from major storms.
  - The road network consists of roads owned and maintained by Florida Department of Transportation (FDOT), Monroe County, and the City of Key West.
  - Portions of the roadway network are low-lying and subject to frequent flooding and are affected by degradation resulting from saturated base conditions.
- Air travel is another means of access to Key West, via the Key West International Airport. The airport runway and taxiways are vulnerable to flooding from intense rain storms, which can cause temporary suspension of flights.
  - Air travel evacuations are often limited as hurricanes approach, leaving many airport arrivals to find alternative means of transportation to evacuate.
- Water transport is another form of transportation via the Key West Express and other water taxi/ferry services from the Florida mainland, which are primarily used for recreational purposes.
  - Water travel is often curtailed as hurricanes approach, leaving many ferry arrivals to find alternative means of transportation to evacuate.



## INFRASTRUCTURE

- **Potable Water Supply:** Access to potable water is critical for resiliency. The potable water supply for Key West is provided by the Florida Keys Aqueduct Authority (FKAA) via a 120-mile long pipeline from the Homestead water treatment plant. This pipeline is vulnerable to damage from major storms and corrosion, which may cause outages and water contamination. Furthermore, the pipeline is threatened by long-term sea level rise and shorter-term environmental threats from the Turkey Point cooling canals. Water delivery is further affected by lateral lines to homes impacted by uprooted trees.
- **Wastewater Collection, Treatment, and Disposal:** The City of Key West collects and treats its own wastewater and disposes of the treated effluent via deep well injection. This system is vulnerable to sea level rise and flood events, which may cause increased inflow and infiltration into the collection system, corrosion of critical systems, and flood impacts to the treatment plant, leading to overflows or spills.
- **Stormwater Management:** The stormwater management system is vulnerable to extreme tides, sea level rise, and extreme rain events due to the system age and minimum capacity. The low elevation of the system results in portions of the system being submerged and the inability to drain via gravity to adjacent surface waters without pumping. This system is also limited in its ability to achieve the desired level of service during extreme tide events when water from the Atlantic Ocean backflow into the system or flow over the coastal defenses and into the streets.
- **Electric Power Supply:** The electric power is provided to Key West by Keys Energy Services from south of Marathon and Florida Keys Electric Cooperative from north of Marathon to mainland Florida via long transmission lines. These overhead power lines are designed for high winds and are reliable, however, the overhead local distribution lines are vulnerable to damage from falling trees and windborne debris. The lack of backup power sources for all critical infrastructure and public service infrastructure is also a vulnerability for service continuity of those services.
- **Communications:** Telephone, Internet, cable television, cellular telephone, and radio communications area all vulnerable to damage from major storm events, posing significant challenges in communicating with regional, state, and federal officials during post-disaster recovery. Communications infrastructure was identified as the weakest system by Monroe County following impacts from Hurricane Irma. Coordination of needs was limited for several hours following the storm due to wind speeds interference with satellite performance. The communications system lacks diversification necessary to serve residents and first responders during emergency weather events.



## ENVIRONMENT

- The outstanding natural resources around Key West, including reefs, mangrove forests, sea grass, wetlands, and other habitats, are significant contributors to the community's character and a major draw for ecotourism.
- Ecological System Vulnerabilities
  - Natural systems are vulnerable from major storm events causing erosion and flooding and from impacts associated with increased turbidity, pollutants, and nutrients from stormwater discharges, resulting in the growth of harmful algae and reduced dissolved oxygen, which can cause fish kills and health concerns. These ecosystems are nursery grounds for fish that become both fishery and sportfishing economic and sustenance resources.
  - Coral reefs are particularly vulnerable to rising temperatures, acidification, and introduction of harmful chemicals from sunscreen and other personal health care products. Systems are also at risk from acidification, increased temperatures, and certain sunscreen chemicals. Climate change also poses a threat to these environments from increased water temperatures, to changes in salinity, and the introduction of invasive species.
  - The living shorelines of Key West, including seagrass and coral reefs, have been shown to significantly protect coastlines from both shocks and ongoing stresses.



- Hazardous Materials
  - During major storms and flood events, fuel, oil and other harmful chemicals and bacteria can be transported to near-shore waters impacting the wildlife and humans that come in contact with it.
  - Storms can also cause significant damage from flying/floating debris.
  - Vectors are also a health concern when standing water persists for more than three days after rain or flood events.

## 2.3 REPETITIVE LOSS AREAS

According to the Community Rating System for the National Flood Insurance Program (NFIP), a repetitive loss property is any insurable building for which two or more claims of more than \$1,000 were paid by the NFIP within a 10-year period. Areas with a concentration of these properties indicate areas that should be analyzed as a part of future land use and resilience planning efforts with a focus on reducing flood risk for those areas.

Recognizing that repetitive loss does indicate areas that have experienced flooding in the City, this does not define all areas of the City that are vulnerable to flooding, but rather is limited to those areas that have resulted in insured property losses. However, given the correlation to flood insurance premiums and property values, focusing flood mitigation activities on repetitive loss areas does provide a direct benefit to the community. There are presently 180 declared repetitive loss buildings within the City, of which 12 have been declared “severe” repetitive buildings.

Figure 1 depicts priority action areas within Key West to focus flood mitigation and adaptation efforts to reduce flood risk in the City. In addition, these priority areas should be evaluated for land use planning, housing strategies, City policy, and targeted infrastructure enhancement projects to build broader community resilience for critical services.



Figure 1: Repetitive Loss Areas in Key West

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# 3 | OUR VISION, OUR PLAN

## 3.1 ACHIEVING OUR VISION

The following section outlines our vision for recovery and reconstruction and how that vision applies to nine goal areas. Each goal area provides recommendations for actions and further exploration required to achieve the City's vision.

Those actions and objectives outlined as well as the teams and resources dedicated to accomplishing them, are intended to be updated on a regular basis.

## 3.2 OUR VISION FOR RECOVERY & RECONSTRUCTION

### CITY OF KEY WEST'S VISION

Guiding the City's various departments in maintaining public safety and infrastructure, protecting quality of life, and ensuring preservation of natural, historic, and artistic assets, City's vision is:

***"A tropical island with unique community character in harmony with the diversity of its people and with its environment" and its mission is to "preserve and protect our island."***



### OUR VISION FOR RECOVERY & RECONSTRUCTION

Inspired and influenced by that vision and mission, our post-disaster recovery and reconstruction vision will guide actions and recommendations for each of the nine goal areas. Key West's vision for recovery and reconstruction is:

***"Key West is a resilient, self-sustaining island community with modern infrastructure, a sustainable natural environment, and a prosperous economy for all."***



### 3.3 GOAL AREAS

The PDRRP is the definitive recovery planning process for the City of Key West to meet the City's stated vision and goals. It is the framework to prioritize resilient rebuilding and promote balanced and sustainable development. This framework enables the community to bound back faster and stronger through engaging City departments, local resources, and partners within the community to best achieve each the action plan of each goal area.

Guided by stakeholder input and resilience considerations, the following goal area action plans are intended to guide further planning and preparation for a more resilient Key West. These ideas were created based on best management practices, subject matter expert input, and stakeholder guidance. Action plans are anticipated to be updated as priorities and information change over time. Additional resources and funding mechanisms for implementing goal area action items are located in Appendix 2.

#### COMMUNICATIONS

Commit to two-way communication between City Hall and residents and communication among City agencies

#### FUNDING

Ensure responsible fiscal policy and strong financial stewardship

#### LAND USE & BUILDINGS

Modernize and streamline land use, zoning policy, and other regulations to reduce risk and promote sustainable development

#### ECONOMY

Build resilience for local businesses and foster sustainable growth for local ecotourism

#### HOUSING

Increase housing variety, resilience, and affordability for all residents

#### PROCUREMENT

Maximize quick and efficient contracting options to support city needs

#### ENVIRONMENT

Protect and preserve the natural environment as a layer of protection to reduce risk, for economic growth and recreational enjoyment

#### INFRASTRUCTURE

Invest in updated infrastructure to reduce climate-related risk and increase self-sufficiency of critical systems

#### TRANSPORTATION

Increase safe multimodal mobility and connectivity

# COMMUNICATIONS

*Commit to two-way communication between City Hall and residents and communication among City agencies*

As the City transitions from Response to Recovery outreach, communications and stakeholder involvement continue to remain a priority. Creating a structure and routine for communications, as well as establishing responsibilities is critical to the success of post-disaster communications.

The CEMP Emergency Support Function 14 – PIO (ESF 14) responsibilities generally ensures flow and methods of information and responds to media requests. Communications recommendations have been developed to build upon ESF 14.

## VISION FOR RECOVERY

Routine external communication will create trust and transparency in the community and faith in the recovery process. Similarly, established communication with the internal City team will empower staff with facts and promotes City messaging through field employees. Establishing regular lines of communication in normal times will establish relationships to ensure the City is a trusted source of information.

### COMMUNICATIONS TEAM

- The Communications Team includes the City Public Information Officer (PIO), HR, and the City Manager's Office

### COMMUNICATIONS RESOURCES

- City Comprehensive Emergency Management Plan
- City of Key West Planning Department
- Monroe County Tourism Development Council
- Key West Chamber of Commerce
- Key West City Television

FOCUS AREA	OBJECTIVES	ACTIONS
External Communications - Resilience Awareness	Build resilience and redevelopment planning awareness	Engage local officials, key stakeholders, and the community to build awareness and understanding of the importance in planning for and funding resilience projects.
External Communications - Stakeholder Engagement	Stakeholder engagement strategy	<p>Create a stakeholder engagement strategy for all phases of emergency management.</p> <ul style="list-style-type: none"> <li>• Identify all audiences (residents, businesses, visitors, others)</li> <li>• State goals (inform, consult, involve, collaborate, or empower)</li> <li>• Develop tactics for each</li> </ul>
External Communications - Online Communications	Online communication resource	Develop a user-friendly online communications tool for ongoing resilience planning and disaster preparedness updates. Spread information about the online resource, and engage community groups in building awareness of the communication tool. Maintain website information and monitor efficacy of communicating with the community.
External Communications - Event Outreach	Increase event outreach	Post events more frequently and broadly for one-way communication sharing.
External Communications - Two-way Forum	Two-way communications forum	Create forums for two-way communications based on the stakeholder engagement strategy.
External Communications - Displaced Resident Strategy	Displaced resident and tourism communications strategy	Align with business organizations and other local organizations to develop a communications strategy for displaced residents and tourists.
Internal Communications - Staff Communication Plan	Create a staff communications plan	Determine the preferred means to communicate and create a routine and commit to share information with staff.

# ECONOMY

*Build resilience for local businesses and foster sustainable growth for ecotourism*

Tourism in Key West provides a strong base for the local economy and many opportunities for small and local businesses. This foundation in tourism, however, is susceptible to any down time following a disaster. Providing resources and opportunities for businesses to quickly respond following a disaster is a necessary investment for ensuring a quick stabilization of the Key West economy after a disaster.

## VISION FOR RECOVERY

Preparation and strong communication among the City and local businesses will empower the business community to seek funding for recovery projects, repair immediate damage, communicate the reopening of Key West, and continually adapt to become more resilient.

## ECONOMY TEAM

- The Economy Recovery Team includes the Planning Department, Chambers of Commerce, and local tourist industry representatives.

## ECONOMY RESOURCES

- Key West Chamber of Commerce
- United Way of Collier and the Keys
- Monroe County Tourism Development Council
- Florida Department of Economic Opportunity
- The Florida Small Business Development Center
- U.S. Economic Development Administration
- U.S. Small Business Administration
- U.S. Department of Commerce
- U.S. Department of Housing and Urban Development
  - Community Development Block Grant – Disaster Recovery
- Backcountry fishing guide/angler associations & fishery management
- Key West Business Guild and more recent “Shop Mom & Pop” business organization

FOCUS AREA	OBJECTIVES	ACTIONS
<b>State and Local Resources</b>	Identify and communicate state and local resources available to support business recovery	Coordinate with the Key West Chamber of Commerce, Key West Business Guild, Shop Mom & Pop, and other local business organizations to promote awareness of resources available for immediate and long-term recovery of businesses following a disaster.
<b>Unmet Needs Assessment</b>	Survey and evaluate unmet needs following a disaster to identify funding and recovery opportunities	Develop an action plan based on unmet needs for businesses following a disaster. Utilize the action plan to advocate for businesses to receive funding and assistance through programs such as CDBG-DR.
<b>Increase Economic Diversification</b>	Engage the community to identify appropriate opportunities for adding diversity to the Key West economy	Determine markets or industries most appropriate for providing diversity to the local economy, such as higher education, varied tourism attractions, remote working, etc.
<b>Small Business Engagement</b>	Increase awareness and preparedness for small businesses to respond to an event	Develop a small business continuity of operations program. Host meetings with local businesses and organizations to understand challenges related to disaster recovery and tourism.
<b>Tourism District Infrastructure</b>	Adjust tourism district infrastructure to enable faster storm clean-up and protect buildings and businesses from storm damage	Identify routes and infrastructure upgrades necessary for efficient emergency response and clean-up efforts.
<b>Ecotourism/Green Tourism Development</b>	Plan for long-term growth in ecotourism and carbon neutral vacations concepts	Develop an action and implementation plan for key projects to prepare for sustainable growth in local ecotourism. Identify and monitor vulnerable ecotourism sites. Promote carbon neutral vacations and green tourism through incentivizing businesses with green models.
<b>Employee Base</b>	Attract employees to Key West and plan for their retention and support and advocate for a local minimum wage to retain low-wage employees	Utilize Monroe County Tourist Development Council advertisers to advertise for new employees. Create more workforce housing. Revise local AMI to create more realistic affordable baseline numbers.

# ENVIRONMENT

*Protect and preserve the natural environment as a layer of protection to reduce risk, for economic growth, and for recreational enjoyment.*

The unique environment in and around Key West contributes to the city's sense of place, attracts a healthy tourism base, and protects the island from storms and other natural events. While the environment is a natural resource, investing in and protecting the health of the environment is critical to ensure that it continues to thrive and serve the island.

## VISION FOR RECOVERY

Key West will evaluate existing environmental conditions and threats to create an appropriate balance between ecotourism and conservation efforts to protect the environment for the future. The community will continue to identify opportunities to invest in the long-term health and growth of both land- and marine-based biodiversity and protect environmental assets from damage by storms, pollutants, and other threats.

## ENVIRONMENT TEAM

- The Environment Recovery Team includes local engineers, planners, architects, and environmental scientists.

## ENVIRONMENT RESOURCES

- Key West Botanical and Garden Club
- Environmental Lands Acquisition and Management Program (ELAMP)
- Monroe County Parks and Recreation
- Monroe County Planning and Environmental Resources
- Monroe County Tourism Development Council
- Monroe County Public Works
- Florida Division of Forestry
- Florida Fish and Wildlife Conservation Commission
- Florida Department of Environmental Protection
- U.S. Department of Agriculture
- National Oceanic and Atmospheric Administration (NOAA) Scientific Support Team
- The Nature Conservancy
- Last Stand
- Local schools and the school district

FOCUS AREA	OBJECTIVES	ACTIONS
<b>Marine-based Biodiversity</b>	Invest in, increase public awareness of, support, and protect marine flora/ fauna through scientific data and diverse conservation/restoration efforts	Partner with the Florida Keys National Marine Sanctuary on it's Mission Iconic Reef efforts. Secure restorations off shore of Key West to protect the built environment. Efforts such as this can be supported through eco-tourism (Mangrove and seagrass planting, coral restoration, beach erosion mitigation).
<b>Climate Change Policies</b>	Revise existing regulation in efforts of protecting natural areas	Revise building code, zones, and development contracts to design for future sea level conditions, consider partnering with Florida Keys National Marine Sanctuary to increase Marine Sanctuaries and No-Fishing Zones. Increase protectiveness of coastal shoreline.
<b>Tracking Ecosystem Health</b>	Develop a pre-disaster baseline standard of ecological health and an environmental assessment that can be assessed post disaster.	This includes marine and land biodiversity. The goals and assessment need to be simple enough to realistically perform annually and post disaster. Needs to have measureable metrics.
<b>Land-based Biodiversity</b>	Invest in, increase public awareness of, support, and protect native flora/ fauna through scientific data and diverse conservation/restoration efforts	Using the Ecosystem Baseline, determine areas for heightened protection and restoration. Efforts such as this can be supported through eco-tourism (rare species restoration, replant native initiatives, etc.).
<b>Water Quality Protection</b>	Identify, reduce and educate about most harmful pollutants leaching into coastal waters, especially after a storm.	Partner with the Water Quality Protection Program of the Florida Keys National Marine Sanctuary to help identify, mitigate, fund and montitor the most important marine contaminants affecting nearshore waters. Develop additional treatment methods for the urban landscape and waste water treatment plant.
<b>Increase Ecotourism and Green Practices</b>	Engage community to create more ecotourism opportunities and adopt more green practices.	Launch Green Business Certification Program. Educate residents about individual actions, ecotourism opportunities and business achievements.

# FUNDING

*Ensure responsible fiscal policy and strong financial resilience*

The most recent Comprehensive Annual Financial Report (CAFR) available is for the year ending September 30, 2019, published on March 30, 2020. The overall financial condition post Hurricane Irma in 2018 and again in 2019 was guarded optimism – a testament to the community's resilience. At that time the effects of the global COVID-19 pandemic were just beginning to surface, and therefore, were not addressed. Additionally, due to Irma and COVID-19, the contingency reserve has taken a hit, but is slowly being rebuilt.

The City's budget and financial strategy includes four policies: revenue, cash management and investment, debt, and fund management. Revenue, debt, and fund management are highlighted here.

## VISION FOR RECOVERY

By aligning the 2020 CAFF Review and resilience and recovery strategies, the City will continue to maintain low debt levels while establishing a more robust emergency contingency reserve. Contingency reserves in the future will increase from 14 percent of the budget to the desired 20-25 percent. These efforts will be achieved through revenue diversification, capital improvement planning, collaborative budgeting, and other strategies for building capacity within the budget for resilience-related investments and emergency response funding.

## FUNDING TEAM

- The Funding Team includes the Director of Finance, Grants Administrator, and CIP-related department heads.

## FUNDING RESOURCES

- [2020 Annual Budget \(PDF\)](#)
- [2020 CIP Breakdown \(PDF\)](#)
- [Comprehensive Annual Financial Report \(PDF\)](#)



FOCUS AREA	OBJECTIVES	ACTIONS
<b>Economic Development Strategy</b>	Encourage revenue diversification	Include revenue diversification as part of the economic development strategy during future strategy updates.
<b>Capital Improvement Plan</b>	Enforce or expand scope of Capital Improvement Plan	Comp plan states CIP should be a 5-year schedule, but 10 years should be attempted whenever possible. Complete as much design work as possible to be shovel ready for grants. Align projects with all possible grants when the CIP is written.
<b>Collaborative Budgeting</b>	Inform decision making with a collaborative budgeting process	Promote collaborative budgeting across departments to inform the decision-making process. For example, align annual priority projects across public works, utilizes, private development and transportation to maximize outcomes for city neighborhoods that need to adapt and reduce risk.
<b>Partners Agreements</b>	Partner with governments and organizations for fiscal recovery efforts	Identify and create partners agreements with county and any non-profits involved in fiscal recovery efforts.

# HOUSING

*Increase housing variety, resilience, and affordability for all residents*

Addressing the need for more diverse, affordable housing options within the Key West housing stock is an important step in ensuring all households have the opportunity to return to Key West after a disaster. With a thriving tourism economy, Key West housing must provide appropriate housing for service sector employees. Additionally, the housing stock in Key West must be built in areas and to a standard that is at a lower risk of damage during a storm. These special considerations require a more focused approach to resilient housing for the City.

## VISION FOR RECOVERY

The local housing system will play a critical role in the reopening of Key West, providing the transitional and temporary housing necessary for welcoming emergency response teams and displaced residents and guiding the process for repairing and rebuilding residential properties. Clear communication and education for residents will ensure homeowners are aware of necessary upgrades upon purchase and understand processes and resources available for housing repairs and recovery. More generally, housing in Key West will strive to provide affordable, resilient housing for all residents and guests.

## HOUSING TEAM

- The Housing Recovery Team includes the Planning Director, Building Director, and local architects, planners, engineers, historic preservationists, and the development community.

## HOUSING RESOURCES

- U.S. Department of Housing and Urban Development
  - Community Development Block Grant – Disaster Recovery
- Builders Association of South Florida
- State Housing Initiatives Partnership Program (SHIP)
- State Apartment Incentive Loan (SAIL) programs
- U.S. Small Business Administration
- Key West Housing Authority
- HOME Investment Partnerships Program and special appropriations from the State Legislature for the Hurricane Housing Recovery Program and the Rental Recovery Loan Program
- Bahama Village Redevelopment Advisory Committee
- United Way of Collier and the Keys

FOCUS AREA	OBJECTIVES	ACTIONS
<b>Housing Authority Properties</b>	Build resilience for housing authority assets	Identify vulnerabilities in existing housing authority properties including emergency response systems. Identify and plan for future housing authority projects within redevelopment zones.
<b>Workforce Housing Coordinator</b>	Hire a Workforce Housing Coordinator	Hire/Contract a Workforce Housing Coordinator to ensure comprehensive, seamless coordination of efforts across all partners and maximize grants and opportunities across all sectors.
<b>Eliminate Substandard or Vulnerable Housing</b>	Upgrade or replace existing substandard housing, including repetitive loss properties and Housing Authority properties	Identify minimum building codes for older buildings. Partner with County weatherization program for repairs. Reach out to homeowners about mitigation programs, voluntary buyout options or other strategies.
<b>Temporary and Transitional Housing</b>	Identify temporary sheltering options for use during disaster recovery	Identify available temporary housing options such as hotels and vacation rental properties. Compare temporary housing stock against projected demand for both displaced resident housing and emergency response housing. Align temporary housing plans with FEMA Disaster Housing guidance. Disseminate information through Resilience Hubs.
<b>Variety of Housing</b>	Increase variety of housing typologies to provide various levels of affordability and attract funding for redevelopment	Identify key areas for zoning adjustments to encourage mixed-use development for affordable housing and other variety in housing stock appropriate for Key West. Define the level of density, level of affordability, and other requirements for future development in these areas. Incorporate these findings into local zoning maps and planning documents.
<b>Disclosure Notices</b>	Build awareness of deficiencies and mitigation actions	Ensure that all homebuyers are made aware of deficiencies and mitigation actions required for a property during the homebuying process. Pursue Community Rating System points to reduce flood insurance rates.
<b>Housing Density and Elevation</b>	Develop multi-family and higher density housing in resilient areas	Determine appropriate areas for investment in higher density housing development and supporting enhanced infrastructure systems. Consider zoning requirements for resilient infrastructure.
<b>Landlord Incentives</b>	Understand community vulnerabilities and incentivize landlords to address challenges for renters	Engage with the community to understand vulnerabilities for rent-burdened families. Incentivize landlords to increase resilience and better accommodate recovery needs of renters.
<b>Houses Below BFE</b>	Elevate homes below BFE	Create multi-year plan for elevating all residences below BFE. Continue to challenge FEMA flood map models to ensure correct BFE.

# INFRASTRUCTURE

*Invest in updated infrastructure to reduce climate-related risks and increase self-sufficiency of critical systems*

Infrastructure plays an important role before, during, and after a disaster. Investing in aging infrastructure is imperative in ensuring that residents, businesses, and, most importantly, critical services such as hospitals and emergency response centers have the supplies they need for safety during a disaster event. Currently, aging infrastructure is a key risk to the Key West community.

## VISION FOR RECOVERY

In the future, infrastructure will be hardened and power sources will be more diverse to minimize system failures and provide consistent, high-quality utility services. Furthermore the City of Key West will build self-reliance where possible and will work with critical service providers where necessary to determine necessary investments to protect and improve critical services across the island.

## INFRASTRUCTURE TEAM

- The Infrastructure Team includes the planning director, architects, planners, engineers, public works staff, and emergency response staff.

## INFRASTRUCTURE RESOURCES

- City of Key West Public Works Department
- Monroe County Public Works Department
- Monroe County Emergency Management
- Monroe County Planning & Environmental Resources Department
- Florida Department of Environmental Protection – Florida Resilient Coastlines Grant
- Florida Fish and Wildlife Conservation Commission
- Builders Association of South Florida
- Verizon Wireless / AT&T
- U.S. Army Corps of Engineers
- U.S. Department of Housing and Urban Development
  - Community Development Block Grant (CDBG) – Disaster Recovery

FOCUS AREA	OBJECTIVES	ACTIONS
<b>Renewable Power Generation</b>	Explore options to use renewable energy and similar solutions during emergencies	Investigate opportunities to incorporate generation and storage of renewable power sources, incorporation of cisterns, and other strategies for maintaining operations of critical facilities during and after an emergency event.
<b>Power</b>	Invest in climate-resilient subgrade electrical lines. Invest in self-sufficient electricity provision post-disaster with built-in redundancies based on renewable energy and storage	Invest in and develop an emergency solar microgrid that can collect, store, and distribute power safely to critical facilities and homes in addition to subgrade electrical lines and supporting facilities where applicable.
<b>Telecommunications</b>	Introduce universal public access to emergency satellite-based phone and internet service. Invest in buried telecom lines resilient to wind and storm surge	Contract satellite phone and internet provider for aid in emergency response plan. Purchase and install backup satellite voice/data equipment for City Hall. Understand opportunities to increase resilience of communications system by buried infrastructure or other means.
<b>Coastal Defenses</b>	Develop coastal defense solutions that address the matter holistically, adopting natural and built solutions	Develop a Coastal Defense Strategy and Design Guide based on the best practices of living shorelines and built infrastructure such as seawalls and levies to be used by local contractors.
<b>Water (Storm/Sewer/Blue-Green Ways)</b>	Develop a resilient storm water management and treatment system	Develop a funding strategy to conduct further investment in desalination plants and technology run by renewable energy. Continue to defend our wellfield from Turkey Point discharges.
<b>Industrial Sites</b>	Protect Key West from future contamination	Identify and analyse industrial sites for possible historic underground contamination. Develop a remediation plan including funding.
<b>Water Supply</b>	Develop a resilient water supply system	Develop a funding strategy to conduct further investment in desalination plants and technology run by renewable energy. Continue to defend our wellfield from Turkey Point discharges. Harden lateral lines to residences.
<b>Waste Water System</b>	Decrease salt water intrusion into the waste water system	Survey and re-line collection lines.

# LAND USE & BUILDINGS

*Modernize and streamline land use, zoning policy, and other regulations to reduce risk and promote sustainable development*

Land use and building codes and guidelines contribute significantly to the resilience, function, and character of a community. Largely guided by local planning departments with input from a variety of stakeholders, land use and building initiatives should provide direction for resilient development as well as establish direction for recovery and reconstruction activities based on the level of damage incurred during a disaster.

## VISION FOR RECOVERY

Land Use and Building regulations will focus on implementing standards and design guidelines that balance feasibility of implementation and increasing resiliency through use of quality roofing, waterproof materials, and other resilient building strategies. Future development will be focused in strategic areas, increasing density and adding multi-use development where appropriate while preserving historic assets in the community. Building standards will increase focus on hardening and resilient materials and incentive programs will encourage retrofitting for existing buildings.

## LAND USE & BUILDINGS TEAM

- The Land Use & Buildings Coordinator Team includes the Building Director, Floodplain Administrator, local architects, urban planners, engineers, historic preservationists, and the development community.

## LAND USE & BUILDINGS RESOURCES

- Florida Department of Economic Opportunity
- Florida Department of State
- U.S. Department of Housing and Urban Development
  - Community Development Block Grant – Disaster Recovery
- Federal Economic Development Administration
- Key West Development Review Committee
- Buildings Association of South Florida
- City of Key West Planning Department
- Bahama Village Redevelopment Advisory Committee

FOCUS AREA	OBJECTIVES	ACTIONS
<b>Historic Districts and Properties</b>	Create an Adaptation Action Area (AAA) for historic properties	Inventory historic districts and properties. Address recovery, storage, and reuse of historic materials from historic structures that must be demolished due to extensive disaster damage.
<b>Conservation Areas</b>	Identify conservation areas based on resilience and environmental standards	Identify conservation areas with high concentrations of repetitive loss properties, flood risk areas, wildlife protection areas, and other factors.
<b>Redevelopment Permitting Staff Capacity</b>	Consider augmenting permitting staff to account for higher demands	Identify and train potential internal and external personnel for augmenting permitting staff during post-disaster recovery processes.
<b>Repetitive Loss</b>	Update repetitive loss area analysis (RLAA) mitigation plans and incorporate outcomes into resilience strategies	Plan for mitigation solutions for repetitive loss areas. Update RLAA regularly for use in FEMA grant-funded mitigation solutions, and review the list across all City agencies to develop recommendations for City Commission consideration.
<b>Comp Planning</b>	Update Peril of Flood, Future Land Use Maps, Adaptation Action Areas, Sea Level Rise predictions and resultant development guidance	Amend the Comp Plan with recommendations provided by PDRRP consultant team, Jacobs Engineering Group Inc., in spring 2021.
<b>Elevation &amp; Height</b>	Resolve conflicts between the need to elevate buildings and current height restrictions in the City Zoning Code	Amend City freeboard ordinance to allow flexibility for additional freeboard beyond the four feet currently allowed.
<b>Redevelopment Areas</b>	Prioritize redevelopment in key areas	Identify redevelopment areas based on vulnerability mapping, future land use planning, and other future development goals.
<b>Redevelopment Permitting</b>	Streamline planning/permitting process to expedite approvals for developments	Develop an ordinance for the City Commission to ensure safety and expedite the redevelopment process in line with the City's recovery vision.
<b>Build-back Standards</b>	Establish build-back standards for resilient building design and efficient redevelopment processes	Develop build-back standards (regulations to govern and expedite reconstruction following disasters). Consider location of utilities infrastructure to minimize disruptions and standards required for areas based on vulnerability.
<b>Wind Hardening</b>	Reduce building damage and safety risks associated with high wind events	Promote building updates to current through incentive programs. Set standards for roofing and window protection such as prohibiting asphalt shingles and increasing protections.
<b>Design Guidelines</b>	Establish resilient design guidelines to guide future character	Engage with the community to determine the preferred "style" for future development. Develop design guidelines to encourage development that supports a tourism economy and promotes a sense of place. Align design guidelines with build-back standards to ensure resilient redevelopment.
<b>Non-conforming Uses</b>	Enhance performance of buildings through risk reduction and enhanced resilience	Utilize APA model ordinance to establish policies and plan to address non-conforming buildings/uses through enhanced standards and financial incentives.

# PROCUREMENT

*Maximize quick and efficient contracting options to support City needs*

City purchasing is a functional area within the department of Finance/Budget. Municipal purchasing is responsible for the acquisition of goods, professional services, design, and construction activities. Through City ordinances, policies, and practice, purchasing offices and professionals ensure competition and transparency managing public funds.

While the City may have emergency contracting power during an emergency, purchasing during an event does require time and perhaps increases costs. It may also put the City at risk of not securing the services as needed. Typically, response activity contracts are in place for mutual aid debris removal for storms, food services for first responders, additional fleet, etc.

The National Institute of Governmental Purchasing, Inc. is a national, membership-based non-profit organization providing support to professionals in the public sector purchasing profession. NIGP provides resources, training, and certification for purchasing professionals.

## VISION FOR RECOVERY

Having access to contracts for goods and services immediately during response and recovery will allow the City to achieve the post-recovery vision. Prepositioning contracts ahead of an event will create competition among all qualified vendors and contractors, ensuring that the City is securing the best price and value.

### PROCUREMENT TEAM

- The Procurement Team includes the Director of Finance with the support of the purchasing division and purchasing liaisons in each City department.

### PROCUREMENT RESOURCES

- National Institute of Governmental Purchasing, <https://www.nigp.org/>



FOCUS AREA	OBJECTIVES	ACTIONS
Procurement Policy Review	Review and amend existing policies	Review existing procurement policies that may restrict speedy recovery and reconstruction, and amend as required through City Commission action.
Pre-qualified Contracts	Preposition pre-qualified contracts to be accessed during recovery and reconstruction	<p>Review role in recovery and work with the purchasing division to preposition pre-qualified contracts to be accessed during recovery and reconstruction. Contracts needed include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Damage assessment personnel and technology infrastructure</li> <li>• Temporary specialized personnel such as financial analysts familiar with emergency financing and FEMA requirements:               <ul style="list-style-type: none"> <li>• Building and zoning plan reviewers and field inspectors</li> <li>• Design consultants</li> <li>• Contractors</li> </ul> </li> </ul>
Annual Contract Review		Contracts should be reviewed on an annual basis.
City Purchasing	City purchasing staff to align with NIGP	City purchasing staff should avail themselves of the service offerings of NIGP.
Procurement Access	Increase accessibility for procurement processes	Enhance procurement website, access, and online vending logistics.

# TRANSPORTATION

*Increase safe, multimodal mobility and connectivity*

Transportation is a key function of any city and plays a particularly important role in ensuring community access to services and amenities for all. Furthermore, transportation is a critical component of emergency preparedness, making investments in transportation infrastructure key to safety and response strategies. Key West has a unique opportunity to leverage opportunities for increased marine transportation and enhance multi-modal infrastructure to create a more resilient, connected transportation system.

## VISION FOR RECOVERY

The vision of recovery for transportation focuses on connection, both to the mainland and across the island. In the future, transportation in Key West will utilize all modes of transportation available to diversity transportation options, incorporate green streets, and increase efficiency of transportation across Key West.

## TRANSPORTATION TEAM

- The Transportation Recovery Team includes Monroe County transportation staff, engineers, planners, transportation planners, and surveyors.

## TRANSPORTATION RESOURCES

- Key West Department of Transportation
- City of Key West Port and Marine Services
- Florida Department of Transportation
- U.S. Department of Transportation
- City of Key West Parking Department
- Tree Commission (and other local non-profits)

FOCUS AREA	OBJECTIVES	ACTIONS
Multi-modal Transportation	Reduce vehicle-only corridors and increase rights of way for pedestrians, bicycles, and other modes of transportation	Incorporate strategic multi-modal transportation projects into local transportation plans. Reduce vehicle-only corridors and increase rights of way for pedestrians, bicycles, and other modes of transportation.
Elevated Roads	Plan and fund the implementation of elevated roads	Determine areas appropriate for elevated road projects and funding sources for project development and ongoing maintenance.
Integrated Stormwater Management	Consider all possible interventions (grey/green/blue) to manage stormwater as a system, both in the public and private realm	Create appendix to Stormwater Master Plan. Determine feasibility of all forms of intervention, including cost, best use, etc. Integrate into building code.
Public Transportation	Continue utilizing the local bus system as an emergency evacuation option	Engage the community to understand evacuation needs. Outline routes and communication plans for emergency evacuation busing to the mainland.
Green Streets	Incorporate green streets to improve natural resilience, reduce infrastructure risk, and add to a sense of place	Create appendix to Stormwater Master Plan. Evaluate the need for, design of, and implementation plan for green streets across Key West such as infiltration trenches, canopy trees, elevated streets, pervious pavers, and other solutions. Develop incentives for property owners to increase pervious surface area.
Grid Adjustments	Use redevelopment opportunities to design the Key West grid system more strategically	Identify opportunities to adjust roadways to better accommodate efficient, multi-modal streets. Outline the process necessary to implement these changes as a post-disaster redevelopment project.
Marine Transportation	Increase marine transportation for both daily and emergency evacuation transportation	Study feasibility of increased shuttle and ferry capacities and routes to create a more robust marine transportation system.
Airports	Continue to maintain a viable airport and reduce severity and duration of flooding	Partner with the Monroe County Airport Department to elevate infrastructure and improve drainage were possible to reduce flooding.

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# 4 | NEXT STEPS

## 4.1 LOOKING FORWARD

The City of Key West has taken another important step in its road to risk identification, long-term planning, and resilience-building. This first version of the PDRRP is the foundation and framework for further stakeholder engagement and staff preparation. It is a living document that will be operationalized immediately, reviewed annually, and updated in full every five years. Roles and responsibilities have been identified and those tasked will begin to address the recommendations through internal and external feedback, draft policies and procedures, staff trainings, and exercises.

Thanks again to the Florida Department of Economic Opportunity for providing the funding to start this process, and many thanks to Sustainability Manager Alison Higgins for her dedication to our city.

Together we can ensure that Key West is a **resilient, self-sustaining island community with modern infrastructure, a sustainable natural environment, and a prosperous economy for all.**



## 4.2 KEY WEST ACTION PLAN

The following plan prioritizes actions necessary for the City of Key West to accomplish to ensure the implementation of resilience planning priorities outlined throughout the document. The action plan should be updated in-line with updates made to the PDRRP. Additional detail regarding action plan items can be found in Appendix 3.

### YEAR 1 ACTIONS

- External Communications (All)
- Internal Communications
- Tourism District Infrastructure
- Water Quality Protection
- Capital Improvement Plan
- Partners Agreement
- Housing Authority Projects
- Workforce Housing Coordinator
- Temporary & Transitional Housing
- Disclosure Notices
- Housing Density and Elevation
- Renewable Power Generation
- Telecommunications
- Water
- Redevelopment of Permitting Staff
- Repetitive Loss
- Design Guidelines
- Procurement Policy Review
- Pre-qualified Contracts
- City Purchasing
- Transportation Focus Areas (ALL)

### YEAR 2 ACTIONS

- State and Local Resources
- Increase Economic Diversification
- Small Business Engagement
- Climate Change Policies
- Increase Ecotourism and Green Practices
- Economic Development Strategy
- Long-term Housing Repair Assessment
- Variety of Housing
- Coastal Defences
- Industrial Sites
- Wind Hardening
- Procurement Access

### YEAR 3 ACTIONS

- Tracking Ecosystem Health
- Land-based Biodiversity
- Landlord Incentives
- Power
- Water Supply (Year 5)
- Redevelopment Permitting
- Build-back Standards

### ALL YEARS

- External Comms - Resilience
- External Comms - Event Outreach
- Ecotourism/Green Tourism Development
- Marine-based Biodiversity
- Collaborative Budgeting
- Comp Planning
- Elevation & Height
- Redevelopment Areas
- Non-conforming Uses
- Annual Contract Review
- Multi-modal Transportation

## 4.3 ACKNOWLEDGMENTS

### CITY OF KEY WEST CITY COMMISSIONERS

Mayor Teri Johnson  
 Vice Mayor Samuel Kaufman  
 Mary Lou Hoover, Commissioner  
 Gregory Davila, Commissioner  
 Clayton Lopez, Commissioner  
 Jimmy Weekley, Commissioner  
 Billy Wardlow, Commissioner  
 Monroe Halloway III, Executive Assistant

### CITY OF KEY WEST COMMUNITY LEADERS

Chris Gratton	Scott Miller
Rhonda Haag	Mel Montagne
Ann Henderson	Erica Poole
Caroline Horn	Stephen Russ
Mike Lalbachan	Lisa Tennyson
Elisa Levy	Carol Schreck
Jose Lopez	Timothy Staub
Jeffrey Manning	Alyssa Jones Wood

### JACOBS RESILIENCE PLANNING TEAM

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 Travis Flowers, Water Resources Engineer & Resilience Specialist  
 Olivia Norfleet, Urban Planner & Resilience Specialist  
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 Susy Torriente, Global Technology Leader, City Resilience

### CITY OF KEY WEST LEADERSHIP

Alan Averette, Fire Chief  
 Greg Barroso, Training  
 Scott Fraser, Floodplain and Damage Assessment Manager  
 Katie P Halloran, Planning Department Director  
 Allison Higgins, General Sustainability/Adaptation/Land Conservation  
 Steve McAlearney, Engineering Director  
 Kathleen McDonald, Historic Preservation Planner  
 Kenneth Wardlow, Emergency Mangement

### FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY

*Special thanks to the FDEO team for funding and guiding the development of this plan.*









# A1 | DEFINITIONS

**Adaptation Action Areas:** an optional comprehensive plan designation for areas that experience coastal flooding and are vulnerable to the related impacts of rising sea levels for the purpose of prioritizing funding for infrastructure needs and adaptation planning. Local governments that adopt an Adaptation Action Area may consider policies within the coastal management element to improve resilience to coastal flooding.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Blight:** An area in which there are a substantial number of deteriorated or deteriorating structures and conditions which endanger life or property by fire or other causes or, two (2) or more of the factors in Section 163.340, Florida Statutes, are present which substantially impairs or arrests the sound growth of a county and are a menace to the public health, safety, morals, or welfare in its present condition and use.

**Buffer Zone:** An area which shields a natural community or protected species habitat by limiting development activities, removal of native vegetation, and impervious surfaces.

**Building Codes:** Regulations adopted by State and local governments that establish standards for construction, modification, and repair of buildings and other structure.

**Building Permit:** An official document or certificate issued by the authority having jurisdiction authorizing the construction of any building. The term shall also include Tie Down/foundation Permits for those structures or buildings that do not require a Building Permit, such as a mobile home, in order to be occupied; along with floodplain permits for structures within the Special Flood Hazard Areas not covered by the building codes.

**Capital Improvement:** Any long-term investment of public funds for the acquisition, construction, or improvement of public lands or facilities which, by reason of its size and cost, is nonrecurring in the local budget.

**Catastrophic Disaster:** A disaster that will require massive state and federal assistance, including immediate military involvement.

**Catastrophic Incident:** Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/government functions.

**Climate Adaptation:** Activities to reduce risk to built and natural infrastructure from threats like severe weather events which are evolving as a result of climate change. Adapting to future conditions helps to position infrastructure investment to perform its intended function over its service life by anticipating the conditions at the end of the service life of the infrastructure asset.

**Climate Mitigation:** Activities to reduce carbon and other greenhouse gas emissions or to sequester (trap) carbon dioxide in an effort to mitigate climate change.

**Community Development Block Grants (CDBG):** A federal program. The objective of the CDBG program is the development of viable urban communities by providing decent housing and a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income. Funds must be used so as to give maximum feasible priority to activities which will carry out one of the three broad national objectives of benefit to low and moderate income families; or aid in the prevention or elimination of slums or blight; or activities designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs.

**Community Rating System (CRS):** An initiative of the Federal Insurance Administration to encourage increased efforts in the reduction of flood losses, facilitate accurate insurance ratings and promote the awareness of flood insurance.

**Comprehensive Emergency Management Plan (CEMP):** The CEMP describes the concept of operations for integrating and synchronizing personnel, organizational structures, leadership or management processes, facilities, and equipment to conduct emergency operations.

**Critical Facility:** A facility for which even a slight chance of flooding or other event causing downtime might be too great. Critical facilities include, but are not limited to, schools, nursing homes, hospitals, police, fire and emergency response installations, and installations that produce, use, or store hazardous materials or hazardous waste.

**Critical Infrastructure/Key Resources:** Systems, assets, and networks, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.

**Comprehensive Plan:** The City of Key West Comprehensive Plan, inclusive of all its Elements, Goals, Objectives, Policies, maps, and official amendments, which have been adopted pursuant to Chapter 163.3184, Florida Statutes. The Comprehensive Plan includes the following statutorily required and optional elements: Administration; Future Land Use; Conservation; Coastal Management; Recreation and Open Space; Housing; Transportation Public Schools Facilities; Capital Improvements; Public Facilities; Economic; and Intergovernmental Coordination.

**Damage Assessment:** A systematic procedure for evaluating damage to public and private property based on current replacement cost. This is used to determine if the area can qualify for federal or state disaster assistance.

**Development:** The carrying out of any building activity or mining operation, the making of any material change in the use or appearance of any structure or land, or the dividing of land into three or more parcels.

**Development Permit:** Any Building Permit, Zoning Permit, subdivision approval, rezoning, certification, special exception, variance, or any other official action of local government having the effect of permitting the development of land.

**Disaster:** Any natural, technological, or man-made emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows: Minor, Major and Catastrophic disaster.

**Disaster Mitigation:** Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

**Economic Development:** The process of improving the economic health of a city, county, region, or the state by bringing together its assets, resources, and political action into a strategy to bring wealth and prosperity to the area.

**Emergency:** Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management:** The coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other manmade disasters.

**Environmentally Sensitive:** Lands which, because some qualifying environmental characteristic, are regulated by the Florida Department of Environmental Protection, the Southwest Florida Water Management District, or any other governmental agency empowered by law for such regulation.

**Federal Emergency Management Agency (FEMA):** The federal agency within the US Department of Homeland Security responsible for coordinating disaster response.

**Floodplain :** Areas on the National Flood Insurance Program's "Flood Insurance Rate Maps" (FRIM) - identified as type "A" or type "V" flood zones - as having a 1 percent annual chance of flooding.

**Flood Insurance Rate Map (FIRM):** The official map of a community on which FEMA has delineated both the special hazard areas and the risk premium zones applicable to the community.

**Floodplain Management Plan:** The operation of a program of corrective and preventive measures for reducing flood damage, including, but not limited to, flood control projects, floodplain land use regulations, flood-proofing of buildings, and emergency preparedness plans.

**Floodplain-Management Regulations:** This section and other zoning ordinances, subdivision regulations, building codes, health regulations, special purpose ordinances, and other applications of police power which control development in flood-prone areas. This term describes Federal, State, or local regulations in any combination thereof, which provide standards for preventing and reducing flood loss and damage.

**Flood-Prone Areas:** Areas prone to inundation resulting from heavy rainfall, extreme tides, sea level rise or storm surge.

**Frontage Road:** A collector road (public or private) which has, as its specific function, the diversion of traffic from a parallel facility serving the same area.

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Hazard Mitigation:** Is the process of improvements that would potentially reduce or remove the hazard vulnerability of identified assets or areas.

**Hazardous Material:** Any substance or material in a quantity or form which may be harmful to humans, animals, crops, water systems, or other elements of the environment if accidentally released. Hazardous materials include: explosives, gases (compressed, liquefied, or dissolved), flammable and combustible liquids, flammable solids or substances, oxidizing substances, poisonous and infectious substances, radioactive materials, and corrosives.

**HAZUS-MH (Multi-Hazard):** GIS based nationally standardized loss estimation tool developed by FEMA

**Historic Resources or Historic Properties:** Any historic district, site, building, object, or other real or personal property of historical, architectural, or archaeological value as defined by a national, state or local designation. These properties or resources may include, but are not limited to, monuments, memorials, Indian habitations, ceremonial sites, abandoned settlements, sunken or abandoned watercraft, engineering works, treasure troves, artifacts, or other objects or features with intrinsic historical or

archaeological value, or any part thereof, relating to the history, government, and culture of the State and the County.

Historic structure (as pertains to Flood Damage Prevention) is any structure that is:

1. Listed individually in the National Register of Historic Places (a listing maintained by the United States Department of Interior) or preliminarily determined by the Secretary of the Interior as meeting the requirements for the National Register
2. Certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district
3. District preliminarily determined by the Secretary to qualify as a registered historic district
4. Individually listed on a state inventory of historic places in states with historic
5. In a preservation program which has been approved by the Secretary of the Interior; or Individually listed on a local inventory of historic places in communities with historic preservation programs that have been certified either:
  - By an approved state program as determined by the Secretary of the Interior
  - Directly by the Secretary of the Interior in states without approved programs

**Hurricane:** A tropical weather system characterized by pronounced rotary circulation with a constant minimum wind speed of 74 miles per hour (64 knots) that is usually accompanied by rain, thunder and lightning, and storm surge. Hurricanes often spawn tornadoes.

**Hurricane Season:** The six-month period from June 1st through November 30th is considered to be the Atlantic hurricane season.

**Impervious Surface:** Surface which has been compacted or covered with a layer of material so that it is highly resistant to infiltration by water, including surfaces, such as compacted sand, lime rock, shell, or clay, as well as most conventionally surfaced streets, roofs, sidewalks, parking lots, and other similar structures.

**Land Development Regulations:** For purposes of the Comprehensive Plan, “land development regulations” or “regulations for the development of land” include any County zoning, subdivision, building and construction, or other regulations controlling the development of land.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state 92 law), regional or interstate government entity, or agency or instrumentality of a local government.

**Local State of Emergency:** A governmental declaration that may suspend certain normal functions of government, alert citizens to alter their normal behaviors, or order government agencies to implement emergency preparedness plans. It can also be used as a rationale for suspending civil liberties. Such declarations usually come during a time of natural disaster, during periods of civil disorder, or following a declaration of war (in democratic countries, many call this martial law, most with non-critical intent).

**Long-Term Redevelopment:** Process of going beyond restoring all aspects of the community to normal functions by creating conditions improved over those that existed before the disaster. Long-term redevelopment is characterized by activities such as implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities.

**Long-Term Temporary Housing:** Tents, mobile homes, suitable rental housing, or other readily fabricated dwellings set up for residents to live in before they are able to return to their own homes or find a new home. Utilization of this type of housing can last up to two weeks or longer.

**Low Income:** Households whose annual income is between fifty (50) and eighty (80) percent of the median household income for The City of Key West as measured by the latest available decennial census. As of 2005, households with annual incomes between Twenty-Six Thousand One Hundred and 00/100 Dollars (\$26,100.00) and Forty-One Thousand Seven Hundred Sixty and 00/100 Dollars (\$41,760.00) are considered low income households, based on the adjusted moderate income of Fifty-Two Thousand Two Hundred and 00/100 Dollars (\$52,200.00) for a family of four (4).

**Moderate Income:** Households whose annual income is between 80 and 100 percent of the median household income for The City of Key West as measured by the latest available decennial census. As of 2005, households with annual incomes between Forty-One Thousand Seven Hundred Sixty and 00/100 Dollars (\$41,760.00) and Fifty-Two Thousand Two Hundred and 00/100 Dollars (\$52,200.00) are considered moderate income households, based on the adjusted moderate income of Fifty-Two Thousand Two Hundred and 00/100 Dollars (\$52,200.00) for a family of four (4).

**Mobile Home:** Residential structure that is transportable in one or more sections, which structure is 8 body feet (2.4 meters) or more in width, over 35 feet in length with the hitch, built on an integral chassis, and designed to be used as a dwelling when connected to the required utilities, and it includes the plumbing, heating, air-conditioning, and electrical systems contained in the structure.

**Multimodal Transportation:** Pertaining to several modes of transportation including, but not limited to, travel by single-occupant car; car- or vanpools; demand-response paratransit; and fixed-route, fixed-schedule, mass transit.

**Mutual Aid Agreement:** Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

**Natural Resources:** Biological, geological, or physical features which provide a range of benefits for all citizens of the city of Key West. These resources shall include, but not be limited to, bays, rivers, streams, lakes, swamps, springs, marshes, minerals, open-water impoundments, groundwater aquifers, forests, and all naturally occurring fauna thereof.

**National Flood Insurance Program (NFIP):** A federal program within FEMA which standardizes the definition of flood risk and provides flood insurance to help reduce the socio-economic impact of flood events.

**Non-Governmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

**Points of Distribution (POD):** Locations where food, water, and other supplies will be given directly to residents. Distribution Points may be located in parking lots or open fields in the disaster area, as close to victims as possible.

**Policy:** A guide to decision making derived from goals and objectives which represents the official position of the Board of County Commissioners.

**Post-Disaster Recovery:** Long-term activity designed to return life to normal or improved levels following a disaster.

**Post-Disaster Redevelopment Plan (PDRP):** A post-disaster redevelopment plan identifies policies, operational strategies, and roles and responsibilities for implementation that will guide decisions that affect long-term recovery and redevelopment of the community after a disaster. The plan emphasizes seizing opportunities for hazard mitigation and community improvement consistent with the goals of the local comprehensive plan and with full participation of the citizens. Recovery topics addressed in the plan should include business resumption and economic redevelopment, housing repair and reconstruction, infrastructure restoration and mitigation, short-term recovery actions that affect long-term redevelopment, sustainable land use, environmental restoration, and financial considerations as well as other long-term recovery issues identified by the community.

**Preparedness:** Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

**Public Access:** The ability of the public to physically reach, enter, or use recreation sites, including beaches and shores.

**Public Assistance:** Is the reimbursement and emergency assistance provided to state and local governments and private non-profit entities from the federal government.

**Public Facilities:** Transportation systems or facilities, sewer systems or facilities, solid waste systems or facilities, drainage systems or facilities, potable water systems or facilities, educational systems or facilities, parks and recreation systems or facilities, and public health systems or facilities.

**Public Services:** Services provided by the City of Key West which may or may not be associated with capital infrastructure, such as, but not limited to, police, fire, health, education, library, and social services.

**Reconstruction/Long-term Recovery:** Long-term process of rebuilding a community's destroyed or damaged housing stock, commercial and industrial buildings, public facilities, and infrastructure to similar levels and standards as existed before the disaster.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Repetitive loss:** Flood-related damages sustained by a structure on two (2) separate occasions during a ten (10) year period ending on the date of the event for which the second claim is made, in which the cost of repairing the flood damage, on the average, equaled or exceeded twenty-five (25) percent of the market value of the building at the time of each such flood event.

**Response:** Immediate actions to save lives, protect property and the environment, and meet basic human needs. Also includes the execution of emergency plans and actions to support short term recovery.

**Short-Term Recovery:** Encompasses activities such as damage assessments, public information, temporary housing, utility restoration and debris clearance. Short-term recovery does not include the redevelopment of the built environment, economic sector, or normal social networks. Emergency repairs and minor reconstruction, however, will occur during this phase as well as decisions that may affect long-term redevelopment.

**Storm Surge:** Arise of water associated with a low-pressure weather system, typically a tropical cyclone. Storm surge is caused primarily by high winds pushing on the ocean's surface. The wind causes the water to pile up against the shoreline higher than the ordinary sea level. Low pressure at the center of a weather system also has a small secondary effect causing water levels to further increase during a storm. It is this combined effect of low pressure and persistent wind over a shallow water body which is the most common cause of storm surge.

**Stormwater:** Flow of water overland resulting from a rainfall event.

**Stormwater Management System:** All natural- and artificial-drainage facilities which convey, store, or control the flow of stormwater runoff from one (1) or more drainage basins.

**Substantial Damage:**

1. As pertains to Flood Damage Prevention: Damage of any origin sustained by a structure whereby the cost of restoring the structure to its before damaged condition would equal or exceed fifty (50) percent of the market value of the structure before the damage occurred.
2. As pertains to Dock Construction: Damage of any origin sustained by a dock whereby the cost of restoring the dock to its pre-damaged condition would equal or exceed fifty (50) percent of the market value of the dock before the damage occurred.

**Substantial Improvement:**

1. As pertains to Flood Damage Prevention: Any reconstruction, rehabilitation, addition, or other improvement of a structure, the cost of which equals or exceeds, over a five (5) year period, a cumulative total of fifty (50) percent of the market value of the structure before the "start of construction" of the improvement. This term includes structures, which have incurred "substantial damage," regardless of the actual repair work performed. For the purposes of this definition, "substantial improvement" is considered to occur when the first alteration of any wall, ceiling, floor, or other structural part of the building commences, whether or not that alteration affects the external dimensions of the building. The term does not, however, include either:
  - Any project for improvement of a building required to comply with existing health, sanitary, or safety code violations which have been identified and cited prior to permit issuance by the City's Chief Building Official or designee, and which are solely necessary to ensure safe living conditions; or are required by changes in any health or safety code since the time of original construction; or

- Any alteration of a "historic structure" provided that the alteration would not preclude the structure's continued designation as a "historic structure."

2. As pertains to Dock Construction: The replacement of more than fifty (50) percent of the structure, or the lateral or lineal extension of any dock.

**Temporary Housing Areas:** Where tents or mobile home units may be set up for residents to live in before they are able to return to their own homes or find a new home.

**Threat:** An indication of possible violence, harm, or danger.

**Transportation Disadvantaged:** Those individuals who, because of physical or mental disability, income status, or age, are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, and other life-sustaining activities.

**Transportation Improvement Program:** A document which lists city, County, and State roadway improvements expected to be undertaken over a five (5) year period. The Transportation Improvement Program is updated and adopted annually by the Florida Department of Transportation.

**Volunteer:** Any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Wetlands:** Areas that are inundated or saturated by surface water or ground water at a frequency and duration sufficient to support, and under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soils.



**Workforce:** The workforce is the employed labor pool, used to describe those working for a single company or industry and generally excluding the employers or managers.

**Zoning:** In general, the demarcation of an area by ordinance (text and map) into zones and the establishment of regulations to govern the uses within those zones and the location, bulk, height, and coverage of structures within each zone.

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# A2 | RESOURCE & FUNDING INVENTORY

The following table outlines those resources available to assist Key West recovery and redevelopment efforts. Although the list includes a wide range of available resources, it is intended to be updated on a regular basis as availability and breadth of federal, state, and local resources change over time. Local resources contribute to the rich local history in Key West and are anticipated to serve the goals of the PDRRP in several ways including volunteer services, relevant education and programs, contributions to the local economy, and a variety of other services and contributions.

	RESOURCE	RELATIONSHIP TO PDRRP
<b>FEDERAL/NATIONAL</b>	National Institute of Governmental Purchasing (NIGP) The Institute for Public Procurement	NIGP has been supporting and promoting public procurement profession through educational and research programs, technical services, and advocacy initiatives.
	U.S. Army Corps of Engineers	USACE works under the direction of FEMA as a member of the federal team to support State and Local governments in responding to major disasters under the National Response Framework (NRF). Assistance involves specialized services, such as clearing or removing unreasonable obstructions to navigation in rivers, harbors, and other waterways. Current relationship with Florida Keys Coastal Storm Risk Management Feasibility Study.
	U.S. Department of Agriculture	USDA under the Agricultural Marketing Transition Act (AMTA) Program and the Business and Industrial Loan Program (B&I) grant direct payments to eligible producers of program corps as well as direct loans for possible disaster uses include - drilling wells, purchasing water, etc.
	U.S. Department of Commerce	The National Oceanic and Atmospheric Administration (NOAA) under DOC provides planning and technical assistance for strategic recovery planning and implementation. Resources include job retention strategies, economic recovery, leveraging private investment or creation to help offset the economic impacts of a disaster events.
	U.S. Department of Housing and Urban Development	HUD's Community Development Block Grant (CDBG) for Disaster Recovery addresses unmet needs related to housing, infrastructure and economic recovery. Provides financial support for neighborhood revitalization, economic development, affordable housing and energy conservation activities.
	U.S. Department of Transportation	Provides funding in restoring and repairing public transportation services following an emergency or a major disaster.
	U.S. Economic Development Administration	Provides a supplemental appropriation from Congress to help communities revitalize, expand and upgrade infrastructure to attract industries, encourage business expansions, diversify local economies, and retain jobs and investments.
	U.S. Small Business Administration	Economic Injury Disaster Loans (EIDLs) are loans and loan guarantees provided to small business, non-profit organizations and agricultural cooperatives that suffer economic impacts after a disaster.
	Verizon Wireless / AT&T	Increase and assist with long-term communication needs like repair, restoration, or mitigation of communication infrastructure.

	RESOURCE	RELATIONSHIP TO PDRRP
STATE & REGIONAL	Buildings Association of South Florida	Assistance with resilient building codes and guidelines for future development
	Florida Department of Economic Opportunity	The Florida DEO awards short- and long-term support after a disaster. The Community Planning Technical Assistance Grant (long-term) is used for recovery planning and the Emergency Bridge Loan Program (short-term), is an interest-free working capital loan that can be used between the time a disaster strikes and when a business has secured a longer-term recovery resource.
	Florida Department of Environmental Protection	Florida DEP awards a Florida Resilient Coastlines Grant on an annual basis that have supported long-term recovery planning after disasters.
	Florida Department of State	Florida DOS funds to support emergency repair and recovery for historic properties with the State Historic Preservation Grant and the Special Category Grants that provide aid to local governments and nonprofit organizations to cover emergency protective measures, restoration, rehabilitation, and hazard mitigation.
	Florida Department of Transportation	FDOT usual role following disasters consists in clearing debris, but the agency may be able to assist with long-term recovery and repair infrastructure through grants provided by the Federal Highway Administration.
	Florida Fish and Wildlife Conservation Commission (FWC)	The FWC through NOAA could provide relief to Florida's commercial and recreational fishing industry after disasters.
	Florida Housing Finance Corporation	The Florida Housing Finance Corporation assists in providing affordable housing opportunities, provide Disaster Relief Resources and Information and manages important programs for long-term recovery like the State Housing Initiatives Partnership (SHIP) and the State Apartment Incentive Loan (SAIL) programs.
	Florida State Legislature for the Hurricane Housing Recovery Program & Rental Recovery Loan Program	HOME Investment Partnerships Program provides grants to fund building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance.
	Volunteer Florida	The Volunteer Florida Foundation raises funds to support Volunteer Florida, helping administer high-impact national service programs and promote volunteerism throughout the state, while managing the Florida Disaster Fund, Florida's private fund established to assist communities with disaster recovery.
	Red Cross	The Red Cross provides Social Workers, basic needs and rebuilding
	BRACE (Be Ready Alliance for Coordinating for Emergencies)	<a href="https://www.bereadyalliance.org/">https://www.bereadyalliance.org/</a>

	RESOURCE	RELATIONSHIP TO PDRRP
STATE & REGIONAL	The Florida Small Business Development Center	The Florida Small Business Development Center provides on support for businesses to help them qualify for SBA low-interest disaster loans.
	Miami Dade Dept of Transportation	The Miami Dade Dept of Transportation and Public Works provides roads, bridges, canals, sidewalks, street signs, pavement markings, street lights, and stormwater drainage facilities. This resource is an opportunity for transportation coordination with Key West.
	United Way of Collier and the Keys	Local volunteer organization that advocates for Asset Limited, Income Constrained, and Employed (ALICE) residents providing them information and referral and supportive tools and resources, improving education, economic stability and health, as well as providing access to food and critical safety net services.
	Bahama Village Redevelopment Advisory Committee	BVRAC as a comprehensive plan assists with short- and long-term redevelopment projects plans for the neighborhood like affordable housing and mixed-use development, community services and infrastructure, connectivity and beautification improvements are some of the capital projects proposed between 2015-2040.
	Monroe County Emergency Management	Prepares to deal with any event that might threaten the safety of the Florida Keys' residents and visitors, or impact property or infrastructure.
	Monroe County Planning & Environmental Resources Department	Assistance with regulations and plans, as well as updating and amending the land development regulations before and after disasters.
	Monroe County Airport Department	Monroe County owns and operates both Key West International Airport and the Florida Keys Marathon International Airport. The Airport Department operates these facilities and provides comprehensive aviation services.
	Monroe County Tourism Development Council	Guides, reviews and make recommendations regarding County's tourism initiatives.
	Florida Keys Transportation Coordination Committee	This committee studies and researches traffic issues in an effort to create formal recommendations for the governing bodies of the five Monroe County municipalities and the Monroe County Board of County Commissioners.
	KeysStrong	The Keys Strong Relief Fund assists businesses and residents in the Florida Keys. Formed as a result of the devastation caused by Hurricane Irma in 2017. Today, Keys Strong continues its ongoing service to promote, adopt and implement best practices for community engagement and resiliency while additionally facilitating ongoing preparedness and subsequent rapid response in the event of disasters.

	RESOURCE	RELATIONSHIP TO PDRRP
LOCAL	Habitat for Humanity, Key West & Lower Keys	Habitat for Humanity is a nonprofit housing organization working in local communities to build and improve homes in partnership with families and individuals in need of a decent and affordable place to live. The local HFH serves the Key West and Lower Florida Keys area.
	Conch Republic Marine Army	The Conch Republic National Marine Army is a volunteer organization formed in 2018 following the devastation of Hurricane Irma. This organization works with communities to clean up and restore shallow mangrove habitats and other marine habitats of the Florida Keys, particularly following disasters.
	Florida Keys National Marine Sanctuary	The Florida Keys National Marine Sanctuary protects 3,800 square miles of waters surrounding the Florida Keys. The sanctuary was designated in 1990 and is one of only 16 marine protected areas that make up the National Marine Sanctuary System.
	Naval Air Station – Key West	The Naval Air Station Key West's national security mission supports operational and readiness requirements for several federal departments. The station is a premier training facility for tactical aviation squadrons located within the National Marine Sanctuary. NAS Key West's mission is carefully integrated with the environment and in concert with the community.
	NOAA National Weather Service Office	NOAA provides local climate information collected through a tidal gauge, barometric pressure gauge, and several other measures for the Florida Keys and surrounding areas. This organization is a local partner in providing climate data and other resources for tracking and anticipating local weather patterns.
	Coastguard Station – Key West	The Coastguard Station Key West has been part of the local community since 1824 and performs duties of Search and Rescue, Federal Maritime Security, Federal On-Scene Coordination, and Marine Inspection across 55,000 square miles bordering the territorial seas of Cuba and the Bahamas.
	Key West Tropical Forest and Botanical Garden	This organization preserves, develops, expands, and maintains the Key West Botanical Garden located on land owned by the City of Key West. Furthermore the Key West Botanical Garden Society is a non-profit organization providing educational programs and other resources for visitors and residents.
	The Nature Conservancy	The mission of the Nature Conservancy is to preserve the plants, animals and natural communities that represent the diversity of life on earth by protecting the lands and waters they need to survive.
	Shop Mom and Pop	This group was designed to give Mom and Pop business operations a voice to discuss what is going on in the city of Key West with our businesses, how we can improve things, and also speak as one voice to the city at meetings and with public officials.
	Key West Business Guild	The mission of the Key West Business Guild is to promote LGBT travel to Key West through marketing and the promotion of special events; to support gay-owned, gay-managed, and gay-friendly businesses; to strengthen the Gay community's position within the local community by supporting relevant LGBTQ+ issues.
	Key West Recovers	In response to the COVID-19 Pandemic, KW Recovers was formed to connect the community to resources for a quicker recovery.

	RESOURCE	RELATIONSHIP TO PDRRP
LOCAL	Key West Chamber of Commerce	The Key West Chamber of Commers provides services to member businesses to support growth and acts as a representative voice for businesses in local government affairs.
	Key West Ferry Terminal	The Key West Ferry Terminal not only presents opportunities to provide an economic and tourism asset, but also serves as an additional mode of transportation for recovery processes.
	Key West Housing Authority	The housing authority owns, manages, develops, and administers federal, state, and local affordable workforce housing programs for very low income to moderate income families in our community.
	City of Key West Comprehensive Emergency Management Plan	The Comprehensive Emergency Management Plan guides actions and resources available for short-term recovery activities. The PDRRP should utilize these resources and be updated in line with updated to the Comprehensive Emergency Management Plan.
	City of Key West Parking Department	The City of Key West Parking Division is responsible for oversight of the City's parking assets and management of the parking system.
	City of Key West Planning Department	The Department works with the community to craft policy documents, such as the adopted Comprehensive Plan, that guide future actions, and also works to create regulations to implement policy directives through the adopted Land Development Regulations (LDRs).
	City of Key West Port and Marine Services	Port and Marine Services is a long-standing part of the Key West community fabric. This department plays a role in the growth of ecotourism in Key West and also contributes to the history and culture of the city.
	City of Key West Public Works Department	The City of Key West Public Works Department is responsible for maintaining over 80 miles of City streets, associated sidewalks, storm drains, street signage and lighting fixtures.
	Key West Botanical and Garden Club	The Botanical and Garden Club contributes to the history, environment, and culture of Key West. This non-profit organization has been part of the community for more than 85 years and provides a variety of benefits to the community including education, programs, and other services.
	Key West City Television	KWCTV is the City's information station which runs listing of City events, programs, and resources for its residents 24/7. Programming includes live and pre-recorded presentations of City Meetings and Events.
	Key West Comprehensive Annual Financial Report	This report represents the official report of the City's financial operations and condition to the citizens, City Commission, management personnel of the City, rating agencies, and other interested parties.
	Key West Department of Transportation	This department provides many services to the community, visitors and our internal customers, which consist of over 400 city associates. The service areas or functions that KWDoT is responsible to provide are public transportation and the Park N Ride Garage.
	Key West Development Review Committee	The committee is composed of representatives from City departments responsible for reviewing land development proposals. The purpose of the committee is to facilitate and coordinate technical comments by the City staff on development applications.





# A3 | ACTION ITEM RESPONSIBILITIES

The following table outlines the action items detailed in Chapter 4 with additional information regarding the responsible party for executing each action item. This list should be updated on a regular basis.

FOCUS AREA		YEAR	RESPONSIBLE PARTY
COMMUNICATIONS	External Comms - Resilience Awareness	All	PDRRP Resilience Communications Team
	External Comms - Stakeholder Engagement	1	PDRRP Resilience Communications Team
	External Comms - Online Communications	1	PDRRP Resilience Communications Team
	External Comms - Event Outreach	All	PDRRP Resilience Communications Team & Key West City Television Department
	External Comms - Two-way Forum	1	PDRRP Resilience Communications Team
	External Comms - Displaced Resident Strategy	1	PDRRP Resilience Communications Team
	Internal Comms - Staff Communication Plan	1	City of Key West Human Resources
ECONOMY	State and Local Resources	2	Key West Planning Department & Key West Community Services Department
	Unmet Needs Assessment	NA	Key West Planning Department & Key West Community Services Department
	Increase Economic Diversification	2	Key West Planning Department & Key West Community Services Department
	Small Business Engagement	2	Key West Planning Department & Key West Community Services Department
	Tourism District Infrastructure	1	Key West Planning Department & Key West Community Services Department
	Ecotourism/Green Tourism Development	All	Key West Planning Department, Key West Community Services Department & Key West Historic Seaport/Marinas Department
	Employee Base	1	Workforce Housing Coordinator, Key West Planning Department
	Local Minimum Wage	3	Key West Mayors Office & City Commissioners

	FOCUS AREA	YEAR	RESPONSIBLE PARTY
ENVIRONMENT	Marine-based Biodiversity	All	Key West Engineering Department & Key West Planning Department
	Climate Change Policies	2	Key West Engineering Department & Key West Planning Department
	Tracking Ecosystem Health	3	Key West Engineering Department & Key West Planning Department
	Land-based Biodiversity	3	Key West Engineering Department & Key West Planning Department
	Water Quality Protection	1	Key West Engineering Department & Key West Planning Department
	Increase Ecotourism and Green Practices	2	Key West Community Services Department, Key West Engineering Department & Key West Planning Department
FUNDING	Economic Development Strategy	2	Key West Finance and Budget Department
	Capital Improvement Plan	1	Key West Finance and Budget Department
	Collaborative Budgeting	All	Key West Finance and Budget Department
	Partners Agreements	1	Key West Finance and Budget Department

FOCUS AREA		YEAR	RESPONSIBLE PARTY
HOUSING	Housing Authority Properties	Now	Key West Planning Department, Key West Building Department & Key West Code Compliance Department
	Workforce Housing Coordinator	1	Key West Planning Department & Key West Human Resources Department
	Eliminate Substandard or Vulnerable Housing	2	Key West Planning Department, Key West Building Department & Key West Code Compliance Department
	Temporary and Transitional Housing	1	Key West Planning Department, Key West Building Department & Key West Code Compliance Department
	Variety of Housing	2	Key West Planning Department
	Disclosure Notices	1	Key West Building Department & Key West Code Compliance Department
	Housing Density and Elevation	1	Key West Planning Department, Key West Building Department & Key West Code Compliance Department
	Landlord Incentives	3	Key West Planning Department, Key West Building Department & Key West Code Compliance Department
	Houses Below BFE	2	Key West Building Department & Key West Code Compliance Department
INFRASTRUCTURE	Renewable Power Generation	1	Key West Utilities Department & Key West Engineering Department
	Power	3	Key West Utilities Department & Key West Engineering Department
	Telecommunications	1	Key West Utilities Department & Key West Engineering Department
	Coastal Defenses	2	Key West Historic Seaport/Marinas Department, Key West Utilities Department & Key West Engineering Department
	Water (Storm/Sewer/Blue-Green Ways)	1	Key West Utilities Department & Key West Engineering Department
	Industrial Sites	2	Key West Utilities Department & Key West Engineering Department
	Water Supply	5	Key West Utilities Department & Key West Engineering Department
	Waste Water System	2	Key West Utilities Department & Key West Engineering Department

FOCUS AREA		YEAR	RESPONSIBLE PARTY
LAND USE & BUILDINGS	Historic Districts and Properties	1	Key West Planning Department Historic Preservation Division & Key West Buildings Department
	Conservation Areas	2	Key West Planning Department & Key West Community Services Department
	Redevelopment Permitting Staff Capacity	1	Key West Permitting Office & Key West Community Redevelopment Agency
	Repetitive Loss	1	Key West Planning Department & Key West Buildings Department
	Comp Planning	All	Key West Planning Department
	Elevation & Height	All	Key West Planning Department & Key West Buildings Department
	Redevelopment Areas	All	Key West Planning Department & Key West Community Redevelopment Agency
	Redevelopment Permitting	3	Key West Permitting Office
	Build-back Standards	3	Key West Buildings Department
	Wind Hardening	2	Key West Buildings Department
	Design Guidelines	1	Key West Planning Department
Non-conforming Uses	All	Key West Department of Code Compliance	
PROCUREMENT	Procurement Policy Review	1	Key West Finance/Budget Department
	Pre-qualified Contracts	1	Key West Finance/Budget Department
	Annual Contract Review	All	Key West Finance/Budget Department
	City Purchasing	1	Key West Finance/Budget Department
	Procurement Access	2	Key West Finance/Budget Department

FOCUS AREA				YEAR	RESPONSIBLE PARTY
TRANSPORTATION	Multi-modal Transportation	All	Key West Department of Transportation		
	Elevated Roads	1	Key West Department of Transportation & Key West Engineering Department		
	Integrated Stormwater Management	1	Key West Utilities Department, Key West Engineering Department & Key West Department of Transportation		
	Public Transportation	1	Key West Planning Department & Key West Department of Transportation		
	Green Streets	1	Key West Planning Department & Key West Department of Transportation		
	Grid Adjustments	1	Key West Planning Department & Key West Department of Transportation		
	Marine Transportation	1	Key West Department of Transportation & Key West Department of Cruise Ships/ Marine Services		
	Airports	3	Key West Department of Transportation & Monroe County Airport Department		