

A. Transmittal Cover Letter

Steven McAlearney
Interim Assistant City Manager
City of Key West
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305-809-3786

October 18, 2024

Mr. Steven Wood
Program Administrator – Military and Defense Contracts and Grants
FloridaCommerce
107 E. Madison Street
Tallahassee, FL 32399
Email: DefenseGrants@commerce.fl.gov

Subject: Transmittal Cover Letter for Application Submission: Request for Application (RFA) for Defense Infrastructure Projects, COM 25-RFA-002-DIG

Dear Mr. Wood,


I am pleased to submit the City of Key West's grant application for the Defense Infrastructure Grant (DIG) Program for Project Year 2024-2025, Solicitation Number COM 25-RFA-002-DIG. This proposal aims to secure funding to support the final phase of the Bahama Village Community Center Resilience Hub project, which will greatly enhance community resilience and operational support for Naval Air Station Key West.

By virtue of submission, I declare that all information provided in this application is true and correct, and I affirm that I am authorized to bind the applicant, the City of Key West, to this grant application.

We look forward to the opportunity to strengthen the collaboration between our community and the military installation, providing tangible benefits and increased resilience for both military and civilian populations.

Thank you for your consideration of our application. Please do not hesitate to reach out if additional information is required.

Sincerely,



Steven McAlearney
Interim Assistant City Manager
City of Key West

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C. Applicant Information: This section must be completed in its entirety.

The Applicant's Application must contain the following information in the format specified below:

1. **Project Title:** BV Community Center Final Resilience Hub Improvements
2. **RFA Title and Number:** Request for Application (RFA) for Defense Infrastructure Projects, COM 25-RFA-DIG
3. **County(ies) and Bases/Installation(s) Affected:** Monroe County/NASKW
4. **Applicant Legal Name and Contact Information**
 - a. Organization Name: City of Key West
 - b. Federal Tax Identification Number: 596000346
 - c. Mailing Address (including city, state, zip): PO BOX 1409, Key West, Florida 33041-1409
 - d. Contact Information (including telephone number and e-mail): Todd Stoughton, Interim City Manager, (305) 809-3811m tstoughton@cityofkeywest-fl.gov
5. **Primary Responsible Contact Information**
 - a. Name: Karen Wilman
 - b. Title: CRA Manager
 - c. Mailing Address (including city, state, zip): PO BOX 1409, Key West, Florida 33041-1409
 - d. Contact Information (including telephone number and e-mail): 305-809-3963, karen.wilman@cityofkeywest-fl.gov
6. **Secondary Responsible Contact Information**
 - a. Name: Carolyn Sheldon
 - b. Title: Senior Grants Administrator
 - c. Mailing Address (including city, state, zip): PO BOX 1409, Key West, Florida 33041-1409
 - d. Contact Information (including telephone number and e-mail): 305-809-3741, csheldon@cityofkeywest-fl.gov
7. **Applicant's Grant Manager Information**
 - a. Name of Grant Manager: Carolyn Sheldon
 - b. Title: Senior Grants Administrator
 - c. Mailing Address (including city, state, zip): PO BOX 1409, Key West, Florida 33041-1409
 - d. Contact Information (including telephone, fax, e-mail): 305-809-3741, csheldon@cityofkeywest-fl.gov
8. **Category of the Proposed Project (select all that apply)**
☐ Encroachment ☐ Transportation and Access ☐ Utilities ☐ Communications
☐ Housing ☐ Environment ☒ Security
9. **Project Role of the Applicant**
Is the Applicant an economic development organization serving in the official capacity of a governing board of a county, municipality, special district, or state agency which will have the authority and responsibility to maintain the project upon completion?
☒ Yes | ☐ No
10. **Amount of Funding Requested in the Application:** \$1,000,000.00
11. **Other Funding**
Does the project relate to other local, state, or federal budgets?
☒ Yes | ☐ No
 - a. If yes, what? Local match contribution of \$714,500.00

D. Project Description: This section must be completed in its entirety.

- i. **Executive Description:** The Applicant must provide, in a few sentences, a description which outlines the project purpose, approach and methodology to be employed. The Applicant must provide a brief summary describing how each of the activities listed will benefit the military installation and surrounding community and illustrate how the methodology will serve to accomplish the project requirements and meet the proposed project schedule.

Executive Description
<p>The City of Key West is requesting \$1,000,000 to complete the final phase of the Bahama Village Community Center Resilience Hub (BVCCRH) project, which has previously secured \$500,000 in Defense Infrastructure Grant (DIG) funding. This initiative is an integral part of the South Florida Military Resilience Strategy, focused on enhancing infrastructure resilience within communities that support military installations.</p> <p>The Frederick Douglass Community Center is currently ahead of schedule, with construction expected to finish by December 1, 2024, and closeout documents for the initial \$500,000 DIG funding will be submitted at the end of this month. The construction cost was \$7,982,000, exceeding the original estimate of \$5,500,000. As a result, some scope of work has been deferred to fiscal year 2025 funding. This includes an above-ground cistern, a clean water generator, and an upgraded communications system, all essential for completing the community's transformation into a fully operational resilience hub.</p> <p>Additionally, a new capital improvement project has been planned for the adjacent Frederick Douglass Gym. The scope of work includes electrical upgrades, concrete structural hardening, a new gym floor, and weatherizing the exterior envelope. Improvements will also be made to the drainage system along Olivia Street and Emma Street, addressing current flooding issues in front of the community center and gym, thereby enhancing accessibility and resilience.</p> <p>When we initially applied for DIG funding for this resilience project, the scope was more limited. However, the project has expanded significantly to include these additional critical components that will enhance the community's disaster preparedness and long-term resilience. The Bahama Village Community Center Resilience Hub will feature a 10,000-gallon cistern for non-potable water storage, a clean water generator, and upgraded communication systems, potentially incorporating technologies like Starlink to ensure uninterrupted connectivity during emergencies. These improvements will equip the facility to support both civilian and military populations in times of crisis, maintaining operational continuity in alignment with the Mutual Aid Agreement with Naval Air Station (NAS) Key West.</p> <p>The Frederick Douglass Gym, located on the same property, will undergo structural hardening, including addressing any existing spalling and structural issues to improve the gym's overall resilience. Exterior envelope improvements such as painting and caulking will further protect the building from environmental stressors. Electrical system upgrades are planned to enhance the facility's operational capacity, and the installation of a new gym floor will improve safety and usability. Additionally, a cistern system will be installed to provide water for sanitation needs, ensuring the facility remains functional even if municipal water services are disrupted. These enhancements will enable the gymnasium to function as a resilient post-disaster shelter and cooling center for both civilian and military populations.</p> <p>One key addition is the creation of a true community-wide resilience hub, separate from the John Jones Navigation Center (JJNC) homeless shelter. We recognize that while JJNC may be used as an emergency shelter, it is not an ideal location for a comprehensive resilience hub that all community members would feel comfortable accessing during a disaster. The new resilience hub we are proposing will serve as a central resource and gathering place that is welcoming to everyone.</p> <p>While this expanded scope will provide tremendous value, it also requires additional funding beyond what was originally awarded. We are therefore requesting supplemental DIG funds to ensure we can fully implement this</p>

enhanced resilience plan and deliver the maximum impact for the community. The additional resources will allow us to provide critical emergency services, offer secure shelters during disasters, and strengthen local economic stability through resilient infrastructure that supports both community and military needs.

These critical infrastructure enhancements will significantly bolster the community's emergency response capabilities and support NAS Key West's mission assurance by providing a secure, operational hub for military families and personnel during crisis events. The methodology for this project includes a phased procurement and installation process, meticulously coordinated with local authorities, contractors, and military representatives. This collaborative approach will ensure seamless integration with existing systems and compliance with resilience standards. By aligning project milestones with the proposed schedule, the initiative aims to mitigate climate-related risks and enhance the community's overall preparedness, thereby ensuring uninterrupted mission capability and contributing to the long-term resilience and operational readiness of NAS Key West and the surrounding community.

- ii. Economic Impact Statement:** A description of the positive economic impact the proposed infrastructure project will have on the local military value of the installation and surrounding community.

Economic Impact Statement

The Bahama Village Community Center Resilience Hub project will play a pivotal role in enhancing the economic stability and resilience of Key West by serving as a critical infrastructure hub that supports both the local community and Naval Air Station (NAS) Key West during and after disaster events. As outlined in the South Florida Military Resilience Strategy, maintaining the operational continuity of key facilities like the Resilience Hub is crucial for sustaining economic activity in this disaster-prone region. By equipping the center with a water maker, a 10,000-gallon cistern, advanced communication systems, and structural hardening of the adjacent Frederick Douglass Gym, this project ensures that both facilities remain fully functional as post-disaster shelters and cooling centers for military personnel, their families, and local residents.

Sunny Day Operations and Economic Contributions: Beyond its role in disaster resilience, the Bahama Village Community Center and the Frederick Douglass Gym are integral to the community's daily operations and economic development. The center's tutoring programs, and the Bahama Village Music Program are essential components of local workforce development. These programs provide local youth with the academic and creative skills necessary to succeed in school and in future careers, helping to build a more qualified and employable workforce. By investing in youth development and education, the center plays a direct role in improving the long-term economic health of the community.

The inclusion of the Florida International University (FIU) Florida Small Business Development Center within the community center is another key feature that fosters local entrepreneurship and supports the growth of new businesses. By offering resources and mentoring to emerging entrepreneurs, the center provides a unique opportunity for local businesses to thrive. The commercial kitchen, which is part of this incubator space, will serve as a hub for food-based startups and small businesses, allowing them to develop and contribute to the local economy. This space will create new job opportunities, stimulate economic activity, and attract further investment, reinforcing the community's economic resilience.

The Florida Small Business Development Center (FSBDC) at Florida International University (FIU) is a key partner in this economic ecosystem, providing one-on-one consulting and training to entrepreneurs in Monroe and Miami-Dade Counties. Since 2018, FSBDC at FIU has assisted 267 clients in Key West, delivering 2,862 consulting hours, resulting in \$9.27 million in revenue increases, \$18.7 million in capital accessed, \$7.2 million in government contracts secured, and the creation or retention of 1,597 jobs. The FSBDC circuit rider location within the community center will allow small businesses to access vital resources locally, fostering new business growth and resilience.

Additionally, the Black Educators Museum and Black History Museum, located within the Frederick Douglass Community Center, serve not only as cultural touchpoints but also as tourism and educational attractions that contribute to the local economy. These museums celebrate the rich history of the Bahama Village community, drawing visitors and fostering a sense of pride and belonging among residents. This cultural programming adds

to the economic vitality of the area by boosting tourism and creating jobs related to museum operations and maintenance.

Economic Recovery and Long-term Growth: The project's combined efforts will mitigate the economic disruption caused by natural disasters, enabling faster recovery for local businesses and the workforce, which includes many military families. The project will also stimulate the local economy through the creation of short-term construction jobs and by supporting local businesses involved in the supply chain. Moreover, the enhanced resilience and reliability of these community assets will make the area more attractive for future investments, contributing to sustained economic growth and stability.

Military and Community Integration: By enhancing the community's preparedness and response capacity, the project will reduce the financial burden on both local government and the military during disaster recovery efforts. This increased resilience directly supports NAS Key West's mission assurance and operational readiness, safeguarding its economic value to the region. Overall, the Resilience Hub will not only protect the community's economic interests but will also strengthen the strategic partnership between NAS Key West and the City of Key West, fostering a resilient, sustainable, and economically vibrant community.

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- iii. **Plan of Action:** Provide in one to two sentences a response to the items below.
(If additional space is needed, attach a PDF document with your entire answer)

Plan of Action	
a.	<p>How will this project benefit both the local community and the military installation? How will the actual impacts be measured after project completion?</p> <p>Additional space needed - please see the attached Plan of Action document.</p>
a.	<p>What is the community's commitment and support for the proposed plan of action and the interaction between the Applicant, local government, local economic development organization, local military facilities, and the public?</p> <p>Additional space needed - please see the attached Plan of Action document.</p>
b.	<p>How will the project improve community and military infrastructure through the following types of projects: encroachment, transportation and access, utilities, communications, housing, environment, and security? How will the actual impacts be measured after project completion?</p> <p>Additional space needed - please see the attached Plan of Action document.</p>
c.	<p>What are the current mission capabilities of the installation(s) and surrounding community(ies)?</p> <p>Please see the attached Plan of Action document.</p>
d.	<p>What is the impact on operational readiness of the U.S. Department of Defense's total force including the impact on joint warfighting, training, and readiness? How will the actual impacts be measured after project completion?</p> <p>Additional space needed - please see the attached Plan of Action document.</p>
e.	<p>What, if any, is the potential for changes to the mission of the military installation and the potential impacts such changes will have on the local community?</p> <p>Additional space needed - please see the attached Plan of Action document.</p>
f.	<p>What is the availability and condition of land, facilities, and associated airspace; including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas, and staging areas for the use of the Armed Forces in defense missions at existing military installations?</p> <p>Additional space needed - please see the attached Plan of Action document.</p>

<p>g. What is the ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving military installations to support operations and training? Additional space needed - please see the attached Plan of Action document.</p>
<p>h. How will the project reduce the cost of operations and manpower implications? Additional space needed - please see the attached Plan of Action document.</p>
<p>i. How will the project connect to a broader economic development vision of the community and military installation and benefit additional current or future businesses? Additional space needed - please see the attached Plan of Action document.</p>

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- iv. **Project Timeline:** The Applicant must provide a project schedule, which includes ALL projected milestones and final completion dates for each identified activity to support the budget provided in Section 4.3, Part E, to include:
- Proposed commencement date and number of days required to complete the project;
 - What permits are necessary for the commencement and/or completion of the project; and
 - Whether or not this project is ready to commence upon grant award approval and contract execution.

Project Timeline
<p>Proposed Commencement Date and Number of Days Required to Complete the Project: The project will commence on July 1, 2024 and will be completed over a span of 1,095 days (36 months), ending on June 30, 2027. The project is divided into three major phases: Design and Permitting, Construction, and Project Closeout.</p> <ol style="list-style-type: none"> Design and Permitting Phase: July 1, 2024 – December 31, 2024 (184 days) <ul style="list-style-type: none"> Finalize design plans and specifications. Obtain all necessary permits, including building, environmental, communication, and stormwater management permits. Deliverables: Final Design Plans, Permit Approvals. Construction Phase: January 1, 2025 – December 31, 2026 (730 days) <ul style="list-style-type: none"> Mobilization and site preparation, including grading and utility setup. Installation of the water maker, cistern, enhanced communication systems, and wind hardening measures. Conduct progress inspections and ensure compliance with project specifications. Deliverables: Site Preparation Completion, Infrastructure Installation. Project Closeout Phase: January 1, 2027 – June 30, 2027 (180 days) <ul style="list-style-type: none"> Conduct final inspections for all project components. Address any punch list items and ensure all systems are operational. Submit all required project completion documentation and reports for grant closeout. Deliverables: Final Inspections and Testing, Closeout Documentation. <p>Permits Required:</p> <ol style="list-style-type: none"> Building Permits: Necessary for structural modifications and installation of utilities. Environmental Permits: Required for the installation of the water maker and cistern to ensure compliance with environmental regulations. Communication Equipment Permits: For the installation of enhanced communication systems and antennas, if applicable. Stormwater Management Permits: Necessary for the construction related to the cistern and stormwater management system. <p>Project Readiness: The project is ready to commence upon grant award approval and contract execution. Preliminary planning and community engagement have been completed, and initial design concepts are in place. All required permits will be obtained during the Design and Permitting Phase, ensuring that construction can begin promptly. The City of Key West is committed to the timely and efficient execution of this project in alignment with the grant's period of performance.</p>

E. Application Scope of Work and Budget: This section must be completed in its entirety.

The Applicant must include a completed copy of each requirement requested in this RFA, within their initial Application. Application attachments and appendices should be kept to a minimum.

Each Applicant must include the following mandatory documents for Evaluation as Attachments to the Application using the Attachments' titles referenced below.

- i. Prepare a coordinated plan of action or scope of work delineating how the eligible project will be administrated and accomplished, which must include a plan for ensuring close cooperation between civilian and military authorities in the conduct of the funded activities and a plan for public involvement. If part of an existing strategic plan, a copy of the plan must be included with the Grant Application;
- ii. **Estimated Project Budget** –Applicant must submit an estimated budget for each cost associated with the proposed project. If the project is expected to be phased through multiple years, break out each phase and the associated costs. Administrative Costs shall be limited to no more than 10% of any grant issued pursuant to s. 288.980(7), F.S. All proposed costs for the project activities described in the Application are required to be presented in a line-item budget format that is accompanied by a budget narrative that supports, justifies, and clarifies the various line items. Any costs provided in the “Other” category must be specified.

Phase	Cost
Design and Engineering	\$ 258,400.00
Permitting	\$ 28,800.00
Construction	\$ 1,252,800.00
Other (Specify) Training Materials, IT Support Services, Equipment, Administration	\$ 174,500.00
Total: 1,714,500.00	\$ 1,714,500.00

iii. **Matching Funds Criteria and Documentation**

The Applicant must agree to match at least 30 percent of any grant awarded. Match documentation must include firm amounts and sources of local match; references to anticipated or expected matching funds availability will not be accepted. Matching funds demonstrate support for the proposed project’s compliance with s. 288.980(3)(c)2, F.S.

Matching funds contribution may either be cash or in-kind services:

- a. **“Cash Contributions”** may include cash contributions from the Applicant as well as cash contributions from outside sources that are: directly applied to the proposed project activities, directly support the proposed project through acquiring materials and supplies, buying equipment, paying for staff time used to work on the proposed project activities, and paying expenses such as travel, telephone, postage, or printing.
- b. **“In-Kind Contributions”** may include: the reasonable value of the partial use of equipment, software, or staff from other divisions of the Applicant or from participating partners; the reasonable rental value of office space; or the reasonable value of volunteer time and expenses, calculated based on the value of the work done, and not the amount charged in the performance of the volunteer’s normal occupation. For this purpose, the value of volunteer time shall be deemed not to exceed \$40 per hour.

A greater match amount will result in the awarding of bonus points, which will positively impact the scoring criteria.

Match Contributing Entity	Type of Contribution (Cash/In-Kind)	Amount Contributed
Federal	N/A	\$ 0
State	N/A	\$ 0
Local	Cash	\$ 714,500.00 (42%)
Private	N/A	\$ 0
Revenue Bonds	N/A	\$ 0
Other (Specify)	N/A	\$ 0

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Attachment I
Scope of Work

- i. The Applicant must submit a Scope of Work to cover the anticipated Agreement period. The applicant must provide, for each deliverable, a title and brief description of what the activity will accomplish.
 - a. List ALL proposed deliverables and defined objectives for each; and
 - b. If the proposed Application is a continuation of work completed through previously funded grant opportunities, describe the preceding outcomes and how the continuation directly relates to the prior work completed.
- ii. This section should have sufficient detail to allow FloridaCommerce to understand precisely what the Applicant will do for each individual task that will be a part of the project, when they will do it, how they will do it, for whom they will do it, by whom it will be done, where it will take place, what impact the funding will have, etc. Failure to provide specificity about the scope of the project may result in significant delays, or non-award.

Deliverable & Task Title What is the specific title of the task? What is the specific title of the deliverable?	Description What will be accomplished? What services/tasks will be provided?	Deliverable/What will be submitted to show completion of the task? What will need to be done to complete the project?	Cost of Activity
Task: 1 - Project Design and Planning. Finalize design plans and secure all necessary permits for the project.			
Deliverable 1: Final Design Plans	Develop and finalize all architectural and engineering design plans for the Resilience Hub.	Submission of final, approved design plans.	\$ 188,595.00
Deliverable 2: Permit Approvals - Description	Obtain building, environmental, and stormwater permits required for construction	Copies of all obtained permits and approval letters from relevant authorities.	\$ 34,290.00
Task: Construction. Conduct all construction activities including site preparation and installation of infrastructure elements.			
Deliverable 3: Site Preparation/Mobilization	Complete all necessary site preparation activities, including grading and utility setup.	Site preparation completion report, including photographic documentation.	\$ 274,320.00
Deliverable 4: Infrastructure Installation	Install critical infrastructure components such as the water maker, cistern, and wind hardening measures.	Progress reports and final inspection reports demonstrating the completion of installations.	\$ 1,097,280.00
Task: Project Closeout. Complete final inspections and submit all project documentation for grant closeout.			
Deliverable 5: Final Inspections and Testing	Conduct final inspections for all project elements to ensure compliance with project specifications.	Inspection reports and sign-off by the relevant authorities.	\$ 85,725.00
Deliverable 6: Closeout Documentation	Compile and submit all required project completion documents to the funding agency.	Final project report, financial documentation, and grant closeout checklist.	\$ 34,290.00
Total:			\$ 1,714,500.00

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Attachment II
Financial Summary

The Applicant must prepare and submit an itemized program budget, which includes the following:

- a. A detailed line-item breakdown of anticipated expenses and expenditures for both the local match and state funds.
- b. Breakout of activities in funding categories and specific activities.
- c. Cover only the anticipated Agreement period.

Line Items	Grantee Local Program/Match Expenditures	State of Florida DIG Expenditures	Total Program Expenditures
Personnel Services			
Salaries	\$ 0.00	\$ 0.00	\$ 0.00
Fringe Benefits	\$ 0.00	\$ 0.00	\$ 0.00
Expenses			
Professional Services	\$ 34,000.00	\$ 120,000.00	\$ 154,000.00
Subcontracted Services	\$ 580,000.00	\$ 780,000.00	\$ 1,360,000.00
Operating Supplies	\$ 26,000.00	\$ 0.00	\$ 26,000.00
Training Materials	\$ 2,000.00	\$ 0.00	\$ 2,000.00
IT Support Services	\$ 12,500.00	\$ 0.00	\$ 12,500.00
Equipment	\$ 60,000.00	\$ 0.00	\$ 60,000.00
Administration			
Administration (not to exceed 10% of grant total)	\$ 0.00	\$ 100,000.00	\$ 100,000.00
Total:	\$ 714,500.00	\$ 1,000,000.00	\$ 1,714,500.00

Attachment III
Previous Performance

The Applicant must include a list of ALL grants received, (Defense Infrastructure Grant, Defense Reinvestment Grant, Florida Defense Support Task Force Grant Program, etc.) within the past five years, including award amounts and current status of each project.

Contract Number	Grantee & Base/Installation	Project Title	Awarding Entity	State Fiscal Year Awarded	Amount Requested	Award Amount	Amount Returned	Status: Open, Closed, or Cancelled
P0401	City of Key West	Post Disaster Recovery and Reconstruction Plan	Florida Department of Economic Opportunity	2020 – 2021	\$ 44000	\$ 44000	\$ 0	Closed
NA18OAR4170080	City of Key West	Keyside Home Elevation Education and Organization	University of Southern Mississippi	2020 – 2021	\$ 28500	\$ 28500	\$ 0	Closed
N/A	City of Key West	COVID-19 Provider Relief Fund	US Department of Health and Human Services	2020 – 2021	\$ 30576	\$ 30576	\$ \$0	Closed
FM 435497-2-58-01 / G1X00	City of Key West	Southard Street Resurfacing and Sidewalks	Florida Department of Transportation	2021 – current	\$ 999409	\$ 999409	\$ 0	Closed
4337-501-R	City of Key West	Force Main Relocation	Florida Division of Emergency Management	2021 – current	\$ 540843.62	\$ 540843.62	\$	Open
MT010	City of Key West	Key West Comprehensive Adaptation and Resilience Implementation Plan	Florida Department of Economic Opportunity	2022 – current	\$ 500000	\$ 500000	\$	Open
MT011	City of Key West	Duval Street Economic Corridor Resiliency and Revitalization Plan	Florida Department of Economic Opportunity	2022 – current	\$ 500000	\$ 500000	\$	Open
MT050	City of Key West	Fogarty and 3rd	Fogarty and 3rd	2022 – current	\$ 6336165	\$ 6336165	\$	Open

22-CV-S14	City of Key West	John Jones Navigation Center	Florida Department of Economic Opportunity	2022 – current	\$ 4300000	\$ 4300000	\$	Open
22PLN64	City of Key West	Key West Comprehensive Adaptation and Resilience Implementation Plan	Florida Department of Environmental Protection	2022 – current	\$ 905500	\$ 905500	\$	Open
693JJ32340014	City of Key West	Key West City-Wide Comprehensive Safety Action Plan	Federal Highway Administration	2023 – current	\$ 400000	\$ 400000	\$	Open

Continued on the next page.

Attachment III
Previous Performance

The Applicant must include a list of ALL grants received, (Defense Infrastructure Grant, Defense Reinvestment Grant, Florida Defense Support Task Force Grant Program, etc.) within the past five years, including award amounts and current status of each project.


Contract Number	Grantee & Base/Installation	Project Title	Awarding Entity	State Fiscal Year Awarded	Amount Requested	Award Amount	Amount Returned	Status: Open, Closed, or Cancelled
2985	City of Key West	Southernmost Plaza	Monroe County Tourist Development Council	2023 – current	\$ 1000000	\$ 1000000	\$	Open
2023	City of Key West	KWFD Hazmat Technician Training	Florida Keys Health Ready Coalition	2023	\$ 25000	\$ 25000	\$	Open
EMW-2023-PU-00396-S01	City of Key West	Mobile Command Center and Communications Backup	FEMA/DHS Port Security Grant Program	2023 – current	\$ 944819	\$ 944819	\$	Open
IR2063-23-01	City of Key West	Key West Wastewater Resilience Plan	US Department of Defense Office of Economic Adjustment	2023 – current	\$ 404460	\$ 404460	\$	Open
N/A	City of Key West	Bulletproof Vest Program	US Department of Justice	2023 – current	\$ 17633	\$ 17633	\$	Open
G2O72	City of Key West	Drug Recognition Expert Call-Out	Florida Department of Transportation	2024	\$ 2450	\$ 2450	\$ \$1,980	Closed
G2T53	City of Key West	Keep Key West Beautiful	Florida Department of Transportation	2024	\$ 15000	\$ 15000	\$ 0	Closed
3231	City of Key West	Southernmost Plaza Phase 2	Monroe County Tourist Development Council	2024 – current	\$ 1865500	\$ 1865500	\$	Open
25.h.sm.100.074	City of Key West	Sustainability Assessment of City of Key West Historic Structures	Department of State Division of Historical Resources	2024 – current	\$ 50000	\$ 50000	\$	Open

S0230	City of Key West	Bahama Village Community Center Resilience Hub	Florida Department of Commerce	2024 – current	\$ 500000	\$ 500000	\$	Open
					\$	\$	\$	


Attachment IV**Signatures**

In accordance with s. 288.980(5), F.S., grant requests will be accepted only from economic development applicants that will have the authority to maintain the project upon completion. The Applicant and Local Economic Development Official must complete this section, as it is related to the proposed project specified in the submitted Grant Application.

Applicant

By	
	Signature
	Steven McAlearney
	Printed Name
Title	Interim Assistant City Manager
Date	

Local Economic Development Official (or Designee)

By	
	Signature
	Steven McAlearney
	Printed Name
Title	Interim Assistant City Manager
Date	

ATTACHMENT V
QUALIFICATION QUESTIONS

Applicant must submit a Yes/No response to the following Qualification Questions. Applicants are to meet the qualifications identified in the following Qualification Questions in order to be considered responsive. **FloridaCommerce will not evaluate Applications from Applicants who answer “No” or do not answer any of the Qualification Questions, following the RFA Completeness Check.**

Number	Qualification Questions	Yes	No
1.	Does the Applicant certify that the person submitting the Application is authorized to respond to this RFA on Applicant’s behalf?	X	
2.	Does the Applicant certify that it is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Sudan and Iran Petroleum Energy Section List, created pursuant to Section 215.473, F.S., or engaged in business operations in Cuba or Syria?	X	
3.	Does the Applicant certify that it is not on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, F.S., or engaged in a boycott of Israel?	X	
4.	Does the Applicant certify that it meets the criteria of an Eligible Applicant as defined in Section 288.980(5), F.S?	X	
5.	Does the Applicant certify that the proposal Application does <u>NOT</u> include on-base military construction projects?	X	
6.	Does the applicant have more than three open DIG grants?		X
7.	Does the applicant have an open DIG grant that has been extended two or more times?		X


*Authorized Representative's Signature

Steven McAlearney, Interim Assistant City Manager
*Typed Name and Title of Authorized Representative

*This individual must have the authority to bind the Applicant.

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D. Project Description

iii. Plan of Action

a. How will this project benefit both the local community and the military installation? How will the actual impacts be measured after project completion?

This project will provide substantial benefits to both the local community and Naval Air Station (NAS) Key West by enhancing mutual aid capabilities and strengthening the overall resilience of the area, as outlined in the Mutual Aid Agreement. The Bahama Village Community Center Resilience Hub and the adjacent Frederick Douglass Gym will serve as fortified command centers, enabling coordinated emergency response and resource sharing between civilian and military authorities. These facilities will function as critical support hubs during disaster events, providing a safe location for emergency operations, post-disaster shelter, and a cooling center for both military personnel and local residents.

The attached Vulnerability Assessment Map highlights several high-risk zones within the Bahama Village area, including key infrastructure and residential zones that are vulnerable to flooding, extreme weather, and other natural disasters. By addressing these identified vulnerabilities, the project will play a vital role in mitigating risks for the local community and NAS Key West. The map underscores the importance of the Community Center and Frederick Douglass Gym as critical assets within these high-priority areas, which are essential for both daily operations and emergency response.

Furthermore, insights from the MIRR - Resilience Hub Project (attached) emphasize the role of these facilities in supporting NAS Key West's mission assurance by ensuring consistent access to critical resources during crises. The Resilience Hub's robust infrastructure will include redundant communications systems, like Starlink, and essential utilities, such as the water maker and cistern, which will bolster the installation's operational readiness. The availability of these resources helps NAS Key West maintain its preparedness for mobilization and contingency operations, thereby safeguarding its capacity to fulfill national defense responsibilities, even during extreme weather events.

Beyond their disaster resilience role, both the Bahama Village Community Center and Frederick Douglass Gym are critical assets to the community's daily operations, offering programs that build long-term community capacity. The Community Center's tutoring program and Bahama Village Music Program provide vital educational and creative outlets for local youth, contributing directly to workforce development and the future prosperity of the community. These programs help to cultivate the next generation of leaders and entrepreneurs, improving the local workforce and economic resilience.

Additionally, the Business Improvement Center within the Community Center supports local entrepreneurship, fostering the growth of new businesses. This center, alongside the commercial kitchen, provides resources and facilities for food-based startups and small businesses to develop and thrive, ultimately contributing to the economic vitality of the area. These daily operations not only enhance the community's resilience but also align with the long-term goals of economic development and preparedness, ensuring that the area remains vibrant and economically stable, even in the face of disaster events.

Impact Measurement: The project's impact will be measured using a comprehensive set of metrics designed to evaluate both immediate and long-term outcomes. Key performance indicators will include reduced emergency response times, measured through data from 911 dispatch and emergency management logs, as well as the number of individuals served during emergencies, tracked through shelter usage records. The effectiveness of mutual aid operations will be assessed through post-incident reports, documenting the coordination and resource-sharing activities between NAS Key West and local emergency services. Additionally, stakeholder surveys will be conducted to gather feedback on the perceived improvements in community resilience and emergency preparedness.

To capture the broader community impact during non-crisis periods, additional metrics will include the number of new businesses supported by the business incubator space, the utilization rate of the commercial kitchen, and participation rates in educational and training programs offered at the community center. These metrics will provide a holistic view of how the enhanced facilities contribute to both economic development and community well-being during “sunny day” operations.

By reinforcing the community’s capacity to respond to and recover from natural disasters, especially in identified vulnerable areas, this project will ensure that both military and civilian populations are better protected, thereby safeguarding economic activity and operational readiness. The ability to maintain continuous operations and provide essential services during crises will directly support the mission assurance of NAS Key West, enhancing its strategic value to the region.

a. What is the community’s commitment and support for the proposed plan of action and the interaction between the Applicant, local government, local economic development organization, local military facilities, and the public?

The community’s commitment to the proposed plan of action is demonstrated through strong collaboration and unified support from key stakeholders, including the City of Key West, the Bahama Village Community Redevelopment Agency, Naval Air Station (NAS) Key West, and local residents. The City Commission has consistently backed the project, recognizing its importance for both community resilience and military readiness. This alignment of interests is reflected in the comprehensive support from local government and community organizations, ensuring that the project meets both civilian and military needs.

To foster active community engagement, a series of public meetings and workshops have been held, facilitated by the Bahama Village Advisory Committee and the Community Redevelopment Agency. These forums have provided a platform for residents, business owners, and community leaders to offer input and voice their support for the project. Additionally, the project team has maintained regular communication with NAS Key West, utilizing established channels such as the inter-agency resiliency forum to coordinate project details and secure military collaboration.

Coordination with Military Authorities will be actively managed throughout the project. Monthly progress reports will be generated by the contractor and shared with the project team, including any designated military representatives. These reports will provide updates on construction progress, test results, and project milestones, ensuring transparency and enabling the military to provide feedback as needed. Test results will also be shared during the invoicing process, allowing for real-time collaboration between military and civilian authorities. This structured communication process is designed to maintain alignment with NAS Key West’s strategic objectives and ensure that the project supports both civilian resilience and military operational readiness.

Local economic development organizations, such as the Florida Small Business Development Center and the Greater Key West Chamber of Commerce, have expressed support for the project’s business incubator and commercial kitchen components, recognizing their potential to spur economic growth and job creation. Letters of support from these entities, as well as from military representatives, local government officials, and community organizations, underscore the broad-based commitment to the successful implementation of the project.

Overall, the cohesive partnership between the applicant, local government, economic development organizations, NAS Key West, and the public reflects a strong, shared commitment to enhancing community resilience and supporting the operational readiness of the military installation. This unified support will be crucial in ensuring the project’s successful execution and long-term impact on both the community and the military.

b. How will the project improve community and military infrastructure through the following types of projects: encroachment, transportation and access, utilities, communications, housing, environment, and security? How will the actual impacts be measured after project completion?

This project will significantly improve community and military infrastructure by addressing multiple critical areas, including utilities, communications, environment, and security, through the development of the Bahama Village Community Center Resilience Hub and the adjacent Frederick Douglass Gym. These facilities will be equipped with resilient infrastructure that supports both civilian and military needs, enhancing the overall operational capacity and disaster response readiness of the region.

Utilities and Communications: The project will upgrade existing utilities by installing a water maker and a 10,000-gallon cistern to ensure a continuous water supply, even during disruptions to municipal services. Enhanced communication systems, potentially incorporating technologies like Starlink for redundant connectivity, will provide reliable channels for emergency coordination between civilian authorities and Naval Air Station (NAS) Key West. These upgrades will allow both facilities to serve as command centers during disaster events, supporting effective communication and resource allocation.

Environment and Security: By fortifying the structural integrity of the Frederick Douglass Gym, including addressing spalling and other structural issues, the project will create a secure environment capable of withstanding harsh weather conditions. Additional measures such as painting, caulking, and upgrading the building's exterior envelope will protect the facility from environmental stressors, ensuring its long-term resilience. The installation of security enhancements, including improved lighting and surveillance, will further safeguard these critical assets, making them reliable shelters and operational hubs for both the community and military personnel during emergencies.

Housing and Encroachment: The project indirectly supports the housing stability of military families and the local workforce by providing reliable shelter and community resources during disasters. By ensuring these facilities remain operational, the project helps prevent displacement and supports the continuity of housing in the area. Furthermore, the availability of these resilient facilities helps mitigate the risk of encroachment on military operations by providing alternative locations for emergency response and community support, reducing the likelihood of civilian activities disrupting military readiness.

Transportation and Access: The Resilience Hub and gym will be strategically positioned to provide accessible, centralized locations for emergency services and community support. Enhanced transportation access to these facilities, supported by resilient infrastructure, will ensure the rapid mobilization of resources and personnel during crisis events. This will facilitate efficient access to shelter, cooling centers, and command facilities, supporting the logistical needs of both military and civilian responders.

Impact Measurement: The effectiveness of these infrastructure improvements will be measured through several key indicators. Post-project evaluations will include tracking the facility's operational uptime during emergencies, the number of military and civilian personnel served, and the utilization of enhanced communication systems during crisis events. Infrastructure resilience will be assessed by comparing response times and the duration of service outages before and after project implementation. Additionally, community feedback and post-incident reports will be used to gauge the overall effectiveness of the upgrades in enhancing the region's disaster preparedness and response capabilities.

c. What are the current mission capabilities of the installation(s) and surrounding community(ies)?

Naval Air Station (NAS) Key West is a strategically vital installation that supports a wide range of mission capabilities, including advanced air-to-air combat training, operational readiness, and joint operations with various branches of the U.S. military, federal agencies, and allied forces. The installation is home to several critical assets such as the Tactical Combat Training System, which tracks and records aerial maneuvers, as well as tenant commands like the Joint Interagency Task Force South (JIATF-S), the

U.S. Coast Guard, and the U.S. Army Special Forces Underwater Operations School. These diverse operations contribute significantly to the national security and defense posture of the United States.

NAS Key West plays an integral role in joint military training exercises and is the southern anchor of the expansive Eglin Gulf Test and Training Range. The range provides one of the largest Department of Defense (DoD) air and sea training spaces in the continental U.S., supporting tactical aircrew training and development for 5th generation weapons systems, among other capabilities. NAS Key West's unique location and access to vast, controlled airspace make it essential for joint warfighting operations and military readiness.

The Joint Interagency Task Force South (JIATF-S), headquartered at NAS Key West, is a national-level asset responsible for coordinating multi-agency efforts in counter-narcotics and counter-terrorism operations across the Caribbean and Latin America. This interagency coordination plays a pivotal role in the security of the United States, further underscoring NAS Key West's critical mission capabilities. The installation also supports rapid deployment capabilities and intelligence operations that are vital to both U.S. national security and international defense cooperation.

The surrounding community, including the City of Key West, plays a crucial supportive role by providing essential services, housing, and infrastructure that directly contribute to the operational readiness of NAS Key West. However, according to the attached Vulnerability Assessment Map, the area faces significant risks from natural disasters, which can disrupt mission-critical support services and hinder the installation's operational capabilities. The map identifies various high-priority assets within the vicinity that are vulnerable to extreme weather events, highlighting the urgent need for fortified infrastructure.

The Bahama Village Community Center Resilience Hub and the Frederick Douglass Gym are essential community assets that, once fortified, will serve as resilient command centers and shelters. Positioned within these high-risk zones, these facilities will ensure that both civilian and military populations have access to secure, operational resources during crisis events, further supporting NAS Key West's mission assurance. By addressing these identified vulnerabilities, the project aims to safeguard both military and community infrastructure, thereby enhancing operational continuity.

This project will complement NAS Key West's mission capabilities by providing a fortified and resilient facility that can support coordinated emergency response efforts. By enhancing the community's disaster preparedness and ensuring continuity of operations during and after natural disasters, this project will directly support the installation's ability to maintain its training and operational missions without disruption. This improved resilience will not only safeguard the welfare of military families and local residents but also ensure that the community can continue to provide the vital support services necessary for NAS Key West to fulfill its mission capabilities effectively.

d. What is the impact on operational readiness of the U.S. Department of Defense's total force including the impact on joint warfighting, training, and readiness? How will the actual impacts be measured after project completion?

The Bahama Village Community Center Resilience Hub project will have a substantial impact on the operational readiness of the U.S. Department of Defense's total force, particularly in the areas of joint warfighting, training, and readiness. By establishing a fortified, resilient facility that can serve as an emergency operations center and shelter, the project will provide critical backup support for Naval Air Station (NAS) Key West and its associated joint operations, ensuring that military and emergency operations can continue unimpeded during and after disaster events.

NAS Key West is integral to the operational readiness of multiple military branches and federal agencies, supporting complex joint training exercises, intelligence operations, and rapid deployment capabilities. The installation serves as the southern anchor of the Eglin Gulf Test and Training Range, providing vast,

controlled air and sea space for joint training and tactical aircrew development for 5th generation weapons systems. Its unique access to both air and sea training areas is essential for joint warfighting readiness. Any disruption to these operations due to natural disasters could severely impact joint warfighting readiness and the overall mission effectiveness of the installation.

The enhanced resilience of the Bahama Village Community Center Resilience Hub and the adjacent Frederick Douglass Gym will mitigate this risk by providing a reliable alternative location for coordinating emergency response and recovery efforts, thereby reducing operational disruptions and enabling a quicker return to normal operations. By ensuring that critical support functions, such as emergency medical services, communication, and logistical coordination, are maintained even during adverse conditions, the project will directly support NAS Key West's operational tempo required for joint training exercises and mission-critical activities.

Furthermore, NAS Key West is home to the Joint Interagency Task Force South (JIATF-S), a national-level asset responsible for coordinating interagency efforts in counter-narcotics and counter-terrorism operations across the Caribbean and Latin America. The Resilience Hub will provide secure shelter and facilities for JIATF-S personnel during disaster events, ensuring that vital national security missions remain unaffected by local disruptions. This continuity of operations is critical for both regional and national defense efforts.

Specifically, the Resilience Hub will provide a shelter during storms and serve as a community hub and Red Cross station after the storm, ensuring that military personnel, their families, and local residents have access to a safe, resilient facility. This project will offer an alternative shelter during hurricanes, reducing the burden on other shelters such as the John Jones Navigation Center homeless shelter, allowing for more organized and efficient disaster response and resource allocation. By alleviating strain on other local shelters and supporting military families during critical times, the project will enhance the stability of military personnel and reduce operational costs for NAS Key West by preventing the need for additional deployments of support personnel during emergencies.

Impact Measurement: The effectiveness of the project in enhancing operational readiness will be measured through several key performance indicators. These will include response efficiency metrics, such as reduced response times and improved resource allocation during emergencies, as documented in post-incident reports. Additionally, the ability to maintain or quickly resume training and operational activities at NAS Key West during and after disaster events will be a critical measure of the project's success. This will be assessed through after-action reviews and stakeholder feedback from military and civilian emergency management agencies.

By providing a resilient backup facility that supports the continuity of operations for both military and civilian emergency services, this project will significantly enhance the operational readiness of NAS Key West and the U.S. Department of Defense's total force, ensuring that the installation can effectively support joint warfighting, training, and readiness in all conditions.

e. What, if any, is the potential for changes to the mission of the military installation and the potential impacts such changes will have on the local community?

While no immediate mission changes are anticipated, the upgraded facility will support potential future expansions or mission shifts without disrupting community operations.

f. What is the availability and condition of land, facilities, and associated airspace; including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas, and staging areas for the use of the Armed Forces in defense missions at existing military installations?

Naval Air Station (NAS) Key West is a premier training facility offering extensive air and maritime training areas that are vital for the U.S. Armed Forces. The installation includes specialized training zones such as the Tactical Combat Training System, which provides state-of-the-art air-to-air combat training for fighter aircraft from all branches of the military. Its unique geographical location, encompassing multiple islands and surrounded by vast maritime and airspace ranges, enables a diverse range of training operations under varying climate and terrain conditions. This environment is essential for realistic joint warfighting training, making it an invaluable asset for national defense.

NAS Key West is part of the expansive Eglin Gulf Test and Training Range, which offers one of the largest controlled air and sea training areas in the continental United States. This vast range supports tactical aircrew development for 5th generation weapons systems, joint training exercises, and other mission-critical activities for multiple branches of the military. The availability of this controlled airspace is crucial for conducting advanced training operations in air, naval, and ground maneuvers. The region's access to deep-water ports and surrounding maritime zones also facilitates vital anti-submarine warfare training and joint exercises with allied forces.

In addition, NAS Key West's role as the home of the Joint Interagency Task Force South (JIATF-S) further underscores the strategic value of the installation. JIATF-S coordinates interagency efforts in counter-narcotics and counter-terrorism operations across the Caribbean and Latin America, leveraging NAS Key West's airspace and facilities for operational staging and intelligence operations. The condition of the airspace and maritime zones, coupled with the availability of NAS Key West's specialized facilities, makes it a critical asset in national security efforts.

However, the infrastructure and surrounding community are susceptible to severe weather events, which can disrupt training and operational readiness. The Bahama Village Community Center Resilience Hub and the fortified Frederick Douglass Gym will play a critical role in supporting the installation by providing a resilient, strategically positioned facility capable of sustaining emergency operations and disaster response. This project will ensure that essential community and military support services remain operational, even during adverse conditions, thereby enhancing the installation's ability to continue its training missions without interruption.

The Resilience Hub's location within proximity to NAS Key West and its robust infrastructure improvements—including upgraded utilities, enhanced communications, and fortified structural elements—will provide a reliable staging area and command center for coordinating disaster response and recovery efforts. This capability is essential for maintaining the operational integrity of training areas and ensuring that the base can support defense missions across a diversity of climate and terrain conditions.

Impact Measurement: The effectiveness of these enhancements will be evaluated through the ability of the community and installation to maintain operational readiness and continuity of training activities during and after natural disasters. Metrics will include the operational uptime of the Resilience Hub and gym during emergencies, the capacity of these facilities to serve as staging areas for joint response efforts, and the degree to which training schedules and mission activities are sustained despite adverse weather conditions. These indicators will be tracked through post-incident reports, after-action reviews, and stakeholder feedback from military and civilian agencies.

By ensuring the availability and resilience of key support facilities, this project will significantly bolster the strategic value of NAS Key West, enabling it to continue providing unmatched training capabilities for the U.S. Armed Forces in all conditions.

g. What is the ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving military installations to support operations and training?

The Bahama Village Community Center Resilience Hub, along with the fortified Frederick Douglass Gym, will significantly enhance the ability of Naval Air Station (NAS) Key West to accommodate contingency, mobilization, and future total force requirements. These facilities are strategically positioned to serve as critical support centers during military operations and training exercises, providing a reliable contingency location for command and control activities

The attached Vulnerability Assessment Map identifies several high-priority zones within Bahama Village and the surrounding area that are susceptible to environmental hazards, such as flooding and severe weather. These vulnerabilities pose risks to NAS Key West's operational capabilities, especially when supporting contingency and mobilization efforts. By fortifying the Resilience Hub and Gym, the project directly addresses these risks, ensuring that NAS Key West can sustain its mission-critical operations even under adverse conditions.

NAS Key West plays a crucial role in supporting contingency operations and mobilization due to its location as the southern anchor of the Eglin Gulf Test and Training Range. This vast controlled air and sea space enables NAS Key West to support rapid deployment capabilities, joint training exercises, and anti-submarine warfare operations, all of which are critical for accommodating future total force requirements. The installation's ability to host large-scale, multi-branch training activities is bolstered by its access to deep-water ports and surrounding maritime zones, making it uniquely suited for sustaining mobilization efforts and large-scale defense operations

The Bahama Village Community Center Resilience Hub, with its upgraded infrastructure and enhanced communications systems—including potentially redundant technologies like Starlink—will offer secure, uninterrupted connectivity for both military and civilian authorities. This will ensure seamless coordination during complex contingency operations and mobilization efforts. The installation of a water maker and a 10,000-gallon cistern will provide essential utilities, further enhancing the facility's capacity to support prolonged operations in the face of infrastructure disruptions. This self-sufficiency is crucial in scenarios where external resources are limited, allowing NAS Key West to continue its operations without interruption.

The adjacent Frederick Douglass Gym, once structurally hardened, will serve as a critical resource for accommodating personnel during mobilizations or in the aftermath of a disaster. The gym's role as a post-disaster shelter and cooling center will be invaluable for housing military families and supporting personnel, ensuring that NAS Key West can maintain its operational tempo even in challenging conditions. These facilities will also be equipped to support the rapid deployment and sustainment of additional forces, making them key assets for future total force requirements.

Additionally, NAS Key West's home to the Joint Interagency Task Force South (JIATF-S) underscores its critical role in national security. JIATF-S coordinates interagency efforts across the Caribbean and Latin America, and the Resilience Hub will support these operations by providing a stable command center for mobilization and coordination during emergencies. The ability to maintain these capabilities during adverse conditions ensures NAS Key West's readiness to accommodate future total force requirements, both domestically and internationally.

Impact Measurement: The ability to accommodate contingency and mobilization requirements will be measured through the capacity and efficiency of the facilities in supporting emergency and operational activities. Metrics will include the number of personnel and resources managed, the duration and effectiveness of command and control operations conducted from the Resilience Hub, and feedback from after-action reviews and stakeholder assessments. The effectiveness of the communication and utility systems during contingency operations will also be evaluated to ensure they meet the needs of both military and civilian users.

By providing robust, adaptable infrastructure that supports both current and future operational requirements, the Resilience Hub and Gym will greatly enhance NAS Key West's capacity to sustain military readiness and respond effectively to any contingency or mobilization needs. This will not only support ongoing training and mission activities but also ensure the installation's ability to meet evolving defense requirements in the future.

h. How will the project reduce the cost of operations and manpower implications?

The Bahama Village Community Center Resilience Hub project will significantly reduce the cost of operations and minimize manpower implications for both the local community and Naval Air Station (NAS) Key West by incorporating several key strategies aimed at enhancing efficiency and resilience.

Energy Efficiency and Utility Cost Savings: The project will incorporate energy-efficient technologies and systems, including LED lighting, high-efficiency HVAC units, and the potential use of solar power to reduce energy consumption and operational costs. The installation of a water maker and a 10,000-gallon cistern will provide a self-sustaining water supply, reducing reliance on municipal water services and associated costs. These upgrades will not only lower utility expenses but also ensure the facilities remain operational during disruptions, eliminating the need for costly emergency measures.

Reduction in Post-Disaster Repair Costs: By fortifying the structural integrity of the Frederick Douglass Gym and enhancing the Bahama Village Community Center with resilient building materials and exterior improvements, the project will significantly decrease the need for extensive repairs following disaster events. These preemptive measures will protect the facilities from damage, thereby reducing maintenance costs and minimizing downtime, allowing for quicker resumption of normal operations.

Manpower Efficiency and Resource Management: During emergencies, the Resilience Hub and gym will serve as centralized command centers, streamlining resource allocation and emergency response activities. This will minimize the manpower needed for coordinating operations across multiple locations, reducing redundancy and optimizing the use of personnel. Enhanced communication systems will enable more effective coordination with NAS Key West and civilian emergency services, further improving manpower efficiency.

Support for Military Personnel and Families: The availability of a secure, resilient facility will also reduce the burden on military and civilian personnel by providing a reliable location for shelter, resource distribution, and family support. This will alleviate the need for additional deployments of personnel to manage off-base housing and logistics during emergencies, thereby reducing operational strain and associated costs.

Impact Measurement: The reduction in operational costs and manpower implications will be measured through metrics such as decreased utility bills, reduced post-disaster repair expenses, and enhanced efficiency in resource management during emergencies. Data from utility usage, maintenance logs, and emergency response records will be analyzed to quantify the cost savings achieved. Additionally, feedback from military and civilian emergency management agencies will provide insights into the effectiveness of manpower utilization and overall operational efficiency.

By enhancing the resilience and efficiency of these critical facilities, the project will deliver long-term cost savings and operational benefits, supporting both community and military readiness while reducing the financial and manpower burden on NAS Key West and the City of Key West.

i. How will the project connect to a broader economic development vision of the community and military installation and benefit additional current or future businesses?

The Bahama Village Community Center Resilience Hub project will serve as a cornerstone for the

broader economic development vision of Key West, creating a stable and resilient environment that supports both the community and Naval Air Station (NAS) Key West. By providing a fortified, multi-use facility, the project will not only enhance the area's disaster resilience but also stimulate economic growth and attract new investments that align with the community's long-term development goals.

Economic Stability and Business Recovery: The Resilience Hub and the fortified Frederick Douglass Gym will provide essential support services during and after disasters, enabling local businesses to recover more quickly and resume operations. This rapid recovery capability will help safeguard the local economy, preserving jobs and maintaining the flow of goods and services. The ability of the community to recover swiftly from disruptions will make the area more attractive to investors and business owners, promoting economic stability and growth.

Supporting Business Incubation and Entrepreneurship: The inclusion of a business incubator space within the Resilience Hub is a key element of this broader economic vision. This space will offer resources and support for local entrepreneurs and small businesses, particularly those in the food industry through the planned commercial kitchen. By providing a nurturing environment for startups, the incubator will encourage innovation and the development of new enterprises, contributing to job creation and economic diversification. This will complement the needs of military families and veterans, who may also benefit from these entrepreneurial opportunities.

Strengthening the Local Workforce: The community center will host educational and skills development programs, including tutoring and music education for local youth. By investing in the development of a qualified and employable workforce, the project will contribute to the community's long-term economic resilience. A stronger workforce not only supports local businesses but also aligns with the broader needs of NAS Key West, which relies on a stable and skilled civilian workforce to support its operations.

Future Business Attraction and Development: The enhanced resilience and reliability of the community infrastructure will create a favorable environment for future business development. The project's improvements will make the area more attractive for commercial and residential investments, as businesses are more likely to establish themselves in a community with strong disaster preparedness and recovery capabilities. This aligns with the strategic goals of NAS Key West, which benefits from a robust local economy that can support military families and operations.

Impact Measurement: The project's success in connecting to the broader economic development vision will be measured through indicators such as the number of new businesses established in the area, increased investment in local infrastructure, and the growth of community programs and services hosted at the Resilience Hub. Additionally, the utilization rates of the business incubator and commercial kitchen, as well as participation in workforce development programs, will be tracked to assess the project's contribution to local economic growth and resilience.

Overall, by creating a resilient, multi-functional facility that supports business recovery, incubation, and workforce development, the Bahama Village Community Center Resilience Hub will play a pivotal role in advancing the economic prosperity of Key West, supporting both the community and military installation in achieving their long-term development goals.

E. Application Scope of Work and Budget

i. Coordinated Plan of Action

The project grant administration will be executed by Carolyn Sheldon, Senior Grant Administrator for Key West. The City's CRA Manager, Karen Wilman, will be the primary project contact and Project Manager for the duration of this project. Procurement for vendors will be undertaken by the City's Purchasing Department. Construction will be conducted through a competitively procured contractor. Monitoring and quality control will be provided by a competitively procured Construction Engineering & Inspection (CEI). The City project team will ensure close cooperation between civilian and military authorities in the conduct of the funded activities. This will involve regular communication and coordination with Naval Air Station Key West (NAS Key West), as well as other relevant military and civilian entities, to ensure that the project is consistent with the overall mission and objectives of the base and the surrounding community.

Upon execution of the grant contract, the project will proceed over a 36-month period with three main phases: Design and Permitting, Construction, and Project Closeout. In the initial phase, City staff will finalize design plans and secure all necessary permits. The Construction phase will include mobilization, site preparation, and installation of resilience features such as the water maker, cistern, enhanced communication systems, and structural hardening measures. Finally, the Project Closeout phase will involve final inspections and completion of any punch list items. Final planning documents will be submitted to Florida Commerce for review, upon request.

The project is prepared to commence upon grant approval and contract execution, with initial design concepts and community engagement already in place. All permits will be obtained within the Design and Permitting Phase, allowing for a prompt start to construction.

Upon approval of planning documents by City Commission and other necessary entities, City staff will competitively procure a general contractor to implement Construction (Phase/Task 2). A request for bids will be put out based upon the approved design specifications. Upon evaluation of responses by staff and recommended vendor approval by the City Commission, a purchase order will be issued. The selected vendor(s) will be responsible for obtaining all materials necessary to complete the project. A Construction Engineering Inspector, also competitively procured, will conduct onsite inspections during the construction process to ensure work is being completed in a satisfactory manner, and will conduct final inspections upon project completion.

The grant manager will submit required progress and closeout reports and provide additional administrative support over the life of the grant period.

The City's Team for this project will manage the design and construction program and oversee the project through to completion. The Team includes representatives from City Management, Engineering, Facilities Maintenance, and Grant Administration. The City also manages the site even though the building is a Bahama Village Community Redevelopment Agency (CRA) asset. Upon completion the building will remain an CRA asset, managed by the City until the CRA establishes permanent management.

Key members of the City's project team include:

- Interim City Manager, Todd Stoughton: Oversees master planning and prioritizes capital improvement projects.
- CRA Manager, Karen Wilman: Responsible for project management of the budget, schedule, and overall team.

- Grant Manager, Carolyn Sheldon: Ensures procurement complies with Federal Register and grantor requirements, ensures schedules and budget requirements are maintained, assists with procurement and closeout.
- Building Manager, Ralph Major: Responsible for facility management and maintenance.
- General Contractor, TBD via competitive procurement: Provides construction services.
- Construction Engineering Inspector, TBD via competitive procurement: Ensures construction adheres to engineering, safety, and proposed outcomes.

The total project budget is \$1,714,500, with \$1,000,000 requested from the Florida Defense Infrastructure Grant Program. The local match contribution is \$714,500 (42%), provided in cash. The project phases include Design and Engineering, Permitting, Construction, and Other (such as Training Materials, IT Support Services, Equipment, and Administration). This project is structured to be completed within the designated timeframe from July 1, 2024, through June 30, 2027.

Map(s) of the property(ies) or project site(s), to include parcel identification number(s)



Site in relation to NAS-KW Truman Annex site:



Copy of an existing local, county, or military installation strategic plan

NAS-KW does not have a Plan that can be released publicly. The City of Key West is in the middle of our “Key West Forward” Strategic Plan, which specifically calls for adaptation and resiliency projects, and working with our regional partners to do so. We have included our Strategic Plan Overview below:

The entire plan can be found here:

<http://www.cityofkeywest-fl.gov/DocumentCenter/View/7468/Year-2-Updated---Key-West-Forward-Strategic-Plan-PDF>

Priority 1: Workforce Housing


- Build 200 – 500 new units
- Lobby for a tax on 2nd homes & tax breaks for landlords who rent to locals

Priority 2: Sea Level Rise

- Mitigate flooding through short term projects (up to 10 yrs.)
- Conduct a Vulnerability Assessment and identify strategies to protect the island and community
- Create a long-term Adaptation Strategy (15+ yrs.)

Priority 3: Roads & Sidewalks


- Implement a pavement plan for elevating flood-prone roads
- Build infrastructure for better sidewalk and surface drainage
- Conduct preventative maintenance to make our roads last longer




**KEY WEST
FORWARD**

The Strategic Plan for the City of Key West

2021-2024



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Click on “Notify Me” for text updates.

Priority 4: Environmental Protection

- Build our first yard waste composting facility
- Establish mandatory recycling for businesses
- Install sediment separators on outfalls to stop garbage from entering our waters



Priority 6: Traffic & Pedestrian Friendliness

- Pilot an “On Demand” Transit system that allows riders to schedule for pick ups
- Improve pedestrian crossings and signalization for safety
- Extend the Wicker Bike Trail
- Pilot a “closed” street for pedestrians in Old Town



Priority 5: Cleanliness

- Grow our “Adopt a Spot” program in which community members and institutions can watch over a park, street or beach
- Add trash cans, recycling cans and corrals to make garbage disposal easier
- Work with landscapers on proper waste disposal

Major Projects

- Duval St. & Mallory Square
- Bayview Park
- Douglass Gym
- Diesel Plant
- MLK Pool
- KOTS
- N. Roosevelt

The City’s Employee Plan

- Follow through on the Compensation Study and Plan
- Improve internal communication: “Patti’s Pen” – a newsletter from the City Manager
- Suggestion boxes
- Employee committee
- Succession planning

Our Communication Strategy

- Text messages through “notify me”
- Key West Connect: Take a photo of an issue and send to the City
- More social media, radio, and print in multiple languages





DEPARTMENT OF THE NAVY

NAVAL AIR STATION KEY WEST
PO BOX 9001
KEY WEST FLORIDA 33040-9001

5700
Ser N00/045
13 Apr 23

Ms. Allison Higgins
Sustainability Coordinator
City of Key West
P.O. Box 1409
Key West, Florida 33041-1409

Dear Ms. Higgins:

SUBJECT: LETTER FOR CITY OF KEY WEST GRANT APPLICATION

Naval Air Station (NAS) Key West has reviewed the scope for the Bahama Village Resilience Hub. The project location, directly adjacent to Truman Annex, is beyond all prescribed setbacks. The project scope affords our local community partner with a well-placed and much needed emergency refuge during extreme weather events. NAS Key West does not foresee any negative operational or mission impacts for the U.S. Navy.

If you have any questions or require additional information, please contact Ms. Christina A. Gardner, Community Planning Liaison Officer. She may be reached via telephone: (305) 293-2633 or e-mail: Christina.A.Gardner2.civ@us.navy.mil.

Sincerely,

E. A. REGOLI
Captain, U.S. Navy
Commanding Officer

October 14, 2024

Steven Wood, Program Administrator

Military and Defense Contracts and Grants, Florida Commerce

107 E. Madison Street

Tallahassee, FL 32399

Phone: 850-717-8528

Solicitation Number: COM 25-RFA-001-DRG, Florida Defense Reinvestment Grant Program

Dear Steven Wood,

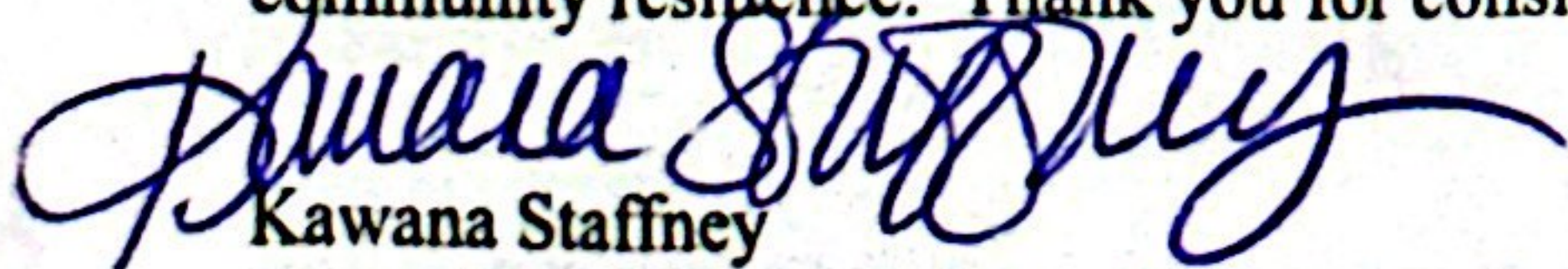
On behalf of the Bahama Village Music Program, I am writing to express our strong support for the BV Community Center Final Resilience Hub Improvements application for the Florida Defense Infrastructure Grant (DIG) program. This initiative is critical to enhancing the resilience and preparedness of our community, particularly in the face of increasing natural disasters that threaten the safety and economic stability of our residents and local businesses.

The BV Community Center Final Resilience Hub Improvements project aims to transform the Bahama Village Community Center and the adjacent Frederick Douglass Gym into fortified facilities capable of serving as emergency response hubs and post-disaster shelters. By providing essential infrastructure upgrades such as a water maker, a cistern, an enhanced communication system, and structural hardening of the gym, these facilities will ensure the continued operational readiness and safety of both civilian and military populations during crisis events.

As a key stakeholder in our community, Bahama Village Music Program, plays an essential role in our local economic development and social well-being. We believe that your support for this project will not only enhance community resilience but also strengthen our collective ability to recover swiftly from adverse events. The inclusion of a business incubator space and a commercial kitchen as part of the Bahama Village Community Center will also foster economic growth by supporting local entrepreneurs and food-based startups, creating new job opportunities and contributing to the long-term economic stability of the area.

We commend the City of Key West for spearheading this critical project and are committed to supporting its successful implementation. The BV Community Center Final Resilience Hub Improvements project will serve as an essential framework for enhancing disaster preparedness and community resilience in our area. By fortifying these community facilities, the project will not only safeguard the safety and well-being of our residents and military personnel during emergencies but will also provide crucial infrastructure that supports economic stability and growth.

We look forward to collaborating with the City of Key West on this initiative and are eager to witness the positive outcomes that these improvements will bring to our community, including enhanced emergency response capabilities, support for local entrepreneurs, and strengthened community resilience. Thank you for considering this letter of support.



Kawana Staffney

Executive Director, Bahama Village Music Program

Phone: 786-370-0266



October 16, 2024

Mr. Steven Wood
Program Administrator
Military and Defense Contracts and Grants
Florida Commerce
107 E. Madison Street
Tallahassee, FL 32399

Dear Mr. Wood:

I write this letter in strong support of the City of Key West's application for the Bahama Village Community Center Final Resilience Hub Improvements application for the Florida Defense Infrastructure Grant (DIG) program. This initiative is critical to enhancing the resilience and preparedness of our Key West community, particularly in the face of increasing natural disasters that threaten the safety and economic stability of our residents and local businesses..

The Florida Small Business Development Center (FSBDC) at Florida International University (FIU) mission is to help Monroe and Miami-Dade County businesses grow & succeed in the global marketplace. FSBDC at FIU is part of the Florida SBDC Network, a statewide program recognized in statute as "Florida's principal provider of business assistance" (F.S.288.001). Additionally, FSBDC at FIU operates the local Florida APEX Accelerator covering the Florida Keys and Miami-Dade. Since expanding to Monroe County in October 2018 through September 2024, the center has delivered 2,862 consulting hours to 267 Key West-based businesses. These entrepreneurs launched 19 new businesses; secured \$18.7 million in capital; obtained \$7.2 million in government contracts and increased revenues by \$9.27 million.

The City of Key West has been a key partner for our Keys-based consultants and FSBDC at FIU has been a regular user of the Frederick Douglass Gym in Bahama Village (BV) for trainings and business outreach. This project will transform the Gym and adjacent BV Community Center into fortified facilities capable of serving as emergency response hubs and post-disaster shelters. As an anchor tenant in the new facility, we believe this project will not just enhance community resilience but also strengthen economic recovery from future disasters. The incubator space and commercial kitchen in the new center will foster job creation and business growth in the nearby neighborhoods via additional resources for entrepreneurs and food-based startups. We are excited to resume community trainings, offer more regular office hours for clients, and bring regional small business resources to the center once it opens.

In closing, we thank you for your consideration of this transformational project.

Sincerely,

Brian Van Hook

Brian Van Hook
Regional Director

October 2, 2024

Board Chair
Peter Berry

Vice Chair
Maria Jones

Past Chair
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Sam Steele
Alex Siedow
Karen Woodbridge
Kitty Keane

President and CEO
Tiffani Mensch

Mr. Steven Wood
Military and Defense Contracts and Grants
Florida Commerce
107 E. Madison Street
Tallahassee, FL 32399
Phone: 850-717-8528
Solicitation Number: COM 25-RFA-001-DRG,
Florida Defense Reinvestment Grant Program

Dear Mr. Wood,

On behalf of the United Way of Collier and the Keys, I am writing to express our strong support for the BV Community Center Final Resilience Hub Improvements application for the Florida Defense Infrastructure Grant (DIG) program. This initiative is critical to enhancing the resilience and preparedness of our community, particularly in the face of increasing natural disasters that threaten the safety and economic stability of our residents and local businesses.

The BV Community Center Final Resilience Hub Improvements project aims to transform the Bahama Village Community Center and the adjacent Frederick Douglass Gym into fortified facilities capable of serving as emergency response hubs and post-disaster shelters. By providing essential infrastructure upgrades such as a water maker, a 10,000-gallon cistern, an enhanced communication system, and structural hardening of the gym, these facilities will ensure the continued operational readiness and safety of both civilian and military populations during crisis events.

We believe that your support for this project will not only enhance community resilience but also strengthen our collective ability to recover swiftly from adverse events. The inclusion of a business incubator space and a commercial kitchen as part of the Bahama Village Community Center will also foster economic growth by supporting local entrepreneurs and food-based startups, creating new job opportunities, and contributing to the long-term economic stability of the area.

We commend the City of Key West for spearheading this critical project and are committed to supporting its successful implementation. The BV Community Center Final Resilience Hub Improvements project will serve as an essential framework for enhancing disaster preparedness and community resilience in our area. By fortifying these community facilities, the project will not only safeguard the safety and well-being of our residents and military personnel during emergencies but will also provide crucial infrastructure that supports economic stability and growth for the long term.

We look forward to collaborating with the City of Key West on this initiative and are eager to witness the positive outcomes that these improvements will bring to our community, including enhanced emergency response capabilities, support for local entrepreneurs, and strengthened community resilience.

Thank you for considering this letter of support.

Sincerely,

A handwritten signature in black ink, reading "Tiffani Mensch". The signature is written in a cursive, flowing style.

Tiffani Mensch
President and CEO

County of Monroe

The Florida Keys



BOARD OF COUNTY COMMISSIONERS

Mayor Holly Merrill Raschein, District 5
Mayor Pro Tem James K. Scholl, District 3
Craig Cates, District 1
Michelle Lincoln, District 2
David Rice, District 4

October 8, 2024

Steven Wood, Program Administrator
Military and Defense Contracts and Grants
Florida Commerce
107 E. Madison Street
Tallahassee, FL 32399

Solicitation Number: COM 25-RFA-001-DRG,

Florida Defense Reinvestment Grant Program

Dear Mr. Wood,

On behalf of Monroe County, I am writing to express our strong support for the BV Community Center Final Resilience Hub Improvements application for the Florida Defense Infrastructure Grant (DIG) program. This initiative is critical to enhancing the resilience and preparedness of our community, particularly in the face of increasing natural disasters that threaten the safety and economic stability of our residents and local businesses.

The BV Community Center Final Resilience Hub Improvements project aims to transform the Bahama Village Community Center and the adjacent Frederick Douglass Gym into fortified facilities capable of serving as emergency response hubs and post-disaster shelters. By providing essential infrastructure upgrades such as a water maker, a 10,000-gallon cistern, an enhanced communication system, and structural hardening of the gym, these facilities will ensure the continued operational readiness and safety of both civilian and military populations during crisis events.

As a key stakeholder in our community, Monroe County plays an essential role in our local economic development and social well-being. We believe that your support for this project will not only enhance community resilience but also strengthen our collective ability to recover swiftly from adverse events. The inclusion of a business incubator space and a commercial kitchen as part of the Bahama Village Community Center will also foster economic growth by supporting local entrepreneurs and food-based startups, creating new job opportunities and contributing to the long-term economic stability of the area.

We commend the City of Key West for spearheading this critical project and are committed to supporting its successful implementation. The BV Community Center Final Resilience Hub Improvements project will serve as an essential framework for enhancing disaster preparedness and community resilience in our area. By fortifying these community facilities, the project will not only safeguard the safety and well-being of our residents and military personnel during emergencies but will also provide crucial infrastructure that supports economic stability and growth for the long-term.

We look forward to collaborating with the City of Key West on this initiative and are eager to witness the positive outcomes that these improvements will bring to our community, including enhanced emergency response capabilities, support for local entrepreneurs, and strengthened community resilience.

Thank you for considering this letter of support.

Rhonda Haag
Chief Resilience Officer
Monroe County

haag-rhonda@monroecounty-fl.gov

CITY OF KEY WEST
FY 24/25 CIP PROJECT DETAIL

Project No: BV601550224
Project Name: Douglass Gym Renovation & Olivia St. Drainage
Location: 111 Olivia Street
Department: Engineering
Account No: 601-5502-555-6200

Date: 05/01/24
Contact: K. Wilman
Project Start: 10/01/24
Project Complete: 09/30/25
Project Estimate: \$ 1,714,500
Project Funding: \$ 714,500

Project Description/Justification:

The Douglass Gym renovation- gym floor replacement, concrete repairs, electrical upgrades, courtyard connection, exterior weatherizing, communication upgrade for both buildings, above ground cistern, and clean water generator. Drawings are complete for the stormwater drainage project for Olivia and Emma St.

Reasons for Funding Modification (if applicable):

Operating Impact:

Related Projects:

Project Phase Summary

Phase	Committed To	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	
Design	\$ 50,000	\$ 208,400					
Equip/ Supplies		\$ 174,500					
Construction	\$ 250,000	\$ 1,031,600					
Total	\$ 300,000	\$ 1,414,500	\$ -	\$ -	\$ -	\$ -	\$ 1,714,500

Funding Source Summary

Phase	Committed To	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	
601		\$ 714,500					
Grant Funding		\$ 1,000,000					
Total	\$ -	\$ 1,714,500	\$ -	\$ -	\$ -	\$ -	\$ 1,714,500

HotSpot Prioritized Critical Assets-High&Medium Priority

Subsection 380.093, F.S.
Key West, Florida

0 500 1,000 Feet

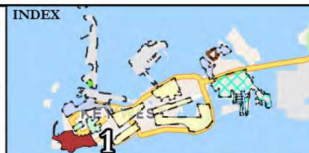
5/7/2024



Scenario: NIH 2070 SLR+HTF

Hot Spot: 1, Slide 0 of 1

Page: 2 of 41



PROJECT PARTNERS



Geospatial Intelligence DeLand, Florida
Environmental (386) 957-2314
IT Systems www.clearviewgeographic.com



Esri Community Maps Contributors, City of Key West, FDEP, © OpenStreetMap contributors, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS, FDEP, Esri, TomTom, Garmin, SafeGraph, METI/NASA, USGS, EPA, NPS, USDA, USFWS, Monroe County BOCC, Maxar, GIS analysis by Clearview Geographic LLC (www.clearviewgeographic.com)



NASKW Attainable Housing and Resilience Hub Projects

Project Need

This purpose of the Attainable Housing project is improve the availability of attainable housing near the installation for NASKW staff to mitigate the high rate of turnover. Listed as a top priority by installation representatives in the Kickoff Meeting, the growing lack of attainable housing is also noted as a concern from the municipalities and counties in South Florida. The importance of attracting and retaining talented servicemen and service women and civilian staff to carry out the installation's missions cannot be understated. Four prevalent factors influencing the affordability of living in the Keys include limited land availability, a robust tourism economy that competes for land, a housing supply that is limited by the Rate of Growth Ordinance, and a constricted supply chain that raises the cost of living. The Keys are a designated Area of Critical State Concern, which requires that the population must be able to evacuate within 24 hours during times of emergency. The City of Key West and Monroe County are actively engaged in efforts to alleviate the housing crisis.

As of August 2023, the U.S. Navy has applied for approval to issue an enhanced-use lease (EUL) for parcels on Dredgers Key that could be used for military housing. Because development of this project would occur inside the NASKW fence, the South Florida MIRR offers recommendations for next steps.

Interventions

Policy Actions

- **AH-PA-1.** The U.S. Navy should issue EUL for mixed-use affordable military housing on Dredgers Key.

Physical Infrastructure Improvements

- **AH-PI-1.** The City of Key West should design and construct the planned resilience hub in Bahama Village to support residents, including civilian staff and families for post-disaster support.

Recommendations for Installation

- **AH-RI-1.** Keep JPA apprised of Federal decision to approve EUL.
- **AH-RI-2.** Develop a program for Dredgers Key property for affordable military housing on the EUL site. The program should include a narrative and rough order-of-magnitude density, co-benefits, and compatibility with city and county priorities.
- **AH-RI-3.** Stay in communication with EWN regarding their nature-based projects at Sigsbee Causeway.
- **AH-RI-4.** Design and construct mixed-use affordable military housing on Dredgers Key.
- **AH-RI-5.** Partner with the City of Key West Community Development Office on new housing projects.
- **AH-RI-6.** Consider additional parcels inside the fence that could be utilized as mixed-use housing EUL opportunities to support staff and residents.

The Attainable Housing and Resilience Hub projects achieves mid scores, indicating that they will support the South Florida MIRR objectives for Mission Assurance through Community Resilience.