

Key West Forward

The Strategic Plan for the City of Key West

2021-2024

Updated, Year 2



Submitted by Elisa Levy Consulting

www.elisalevy.com

elisa@elisalevy.com

(305) 923-3348



Acknowledgements

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

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

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



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The Rationale for a Strategic Plan

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

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

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

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

The Process for Creating *Key West Forward*

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

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

¹ U.S. Army Corps of Engineers, 2018

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

³ Key West Chamber of Commerce data Spring, 2021



The Sections of *Key West Forward*

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

Section I: The 6 Priorities

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

Section II: Major Projects

Section III: The Communication Strategy

Section IV: The Employee Plan



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

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

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

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

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

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

Part I: The 6 Priorities

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

- Johanne Wolfgang von Goethe: German poet and playwright

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



PRIORITY 1: AFFORDABLE HOUSING

SUPPORT AFFORDABLE HOUSING IN KEY WEST

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

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

GOAL 1: BUILD MUNICIPAL CAPACITY TO ASSIST WITH HOUSING

Establish the capacity through proper staffing to develop a long-term strategy for affordable housing.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Workforce Housing Consultants/Coordinator : Hire a new Director of Housing and Community Development	By Winter 2023	HR, Planning	Seeking a new Director
2. Comp Plan Review/EAR & Housing Assessment : Hire a consultant to conduct a Housing Assessment in Key West and make recommendations to the city's Comprehensive Plan (EAR) on housing policies.	Selection by Spring 2023	Director of Housing and Community Development & Planning	\$150K (funded) Draft completed.
3. CDO/Compliance & Monitoring : Establish the role of CDO for housing stock managed by KWHHA within the city.	Winter, 2023	City Manager	Funds re-allocated from the KWHHA
4. The Long-Term "Housing for All" Plan : Establish a 10-year long-term strategy and funding plan that includes: 1) Potential sites that are most suitable for building based on floodplain elevations, and resilience to sea level rise for rental housing and home ownership; 2) support for efforts to expand supportive and transient housing, and, 3) long term regulatory measures in partnership with the County to limit transient rentals.	2024 (using the results of the Comp Plan Review/Housing Assessment	Director of Housing and Community Development & Planning	No funding necessary.



5. “Housing for All” Working Group: Create and chair a small Affordable Housing Group comprised of: 1) KWAH, 2) Planning Department; 3) Private developers; 4) the Business Community; 5) the County, and, 6) Relevant nonprofit agencies (Habitat for Humanity, AHI, Catholic Charities, FKOC) to guide the long-term plan, and oversee goals 2 and 3 (below). ⁴	Fall 2023	Director of Housing and Community Development & City Manager	No funding necessary.
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⁴ Same as above

GOAL 2: NEW HOUSING

Develop a plan for 200 - 500 new affordable housing units with key stakeholders.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Note and Updates
1. Home Sale Prices for The Lofts at Bahama Village: Work with the developers on resource allocation to ensure that home sale prices are affordable for buyers.	By Winter 2023	Planning, City Manager,	Funds to be requested from the Land Authority – Winter 2022
2. Site Identification for New Housing Developments: Identify locations and develop plans for affordable rental and home ownership. Prioritize these new developments based on updated floodplain maps. Note: BPAS units should be prioritized for shovel-ready projects. Explore the following options: <u>Options include:</u> 1) Accessory Dwelling Units: Amend the codes on setbacks and deed restrictions to make it feasible for homeowners, and approve acceptable plans thru HARC. 2) Poinciana property: Determine if the property is suitable for a multi-family housing unit, and assist with the design of a flood-resilient, family-friendly development. 3) Shopping Centers: Initiate a dialogue with owners to understand if this option is feasible and advisable.	Decisions by Fall 2023, building ongoing	Planning, Director of Housing and Community Development, Partnering agencies	Funds will depend on the scope of the projects.



4) <u>Sigsbee/Military property</u>: Initiate a dialogue with Sigsbee leadership to understand if this is feasible. This will require a working relationship with Federal representatives. 5) <u>Smaller sites throughout the City</u>: Explore properties that are outside of the flood plains.			
3. Support for Garden View Development: Assist with communication and advocacy to help bring the project to completion.	Spring 2023	KWHA, City Manager, Building, Legal	Under construction to open in Spring 2023
4. Support for Housing on Trumbo Road: Assist with School District requests to support the construction of workforce housing units on Trumbo Road.	Ongoing, as needed	Planning	No funding necessary.

GOAL 3: PRESERVE AND RENOVATE EXISTING HOUSING

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Support KWAHA PNA Plan (Physical Needs Assessment) : Remain apprised of and assist with the KWAHA plans to preserve and rebuild affordable housing based on the PNA. Assist with plans for modifications to LDRs, zoning and density.	Ongoing	KWAHA, Director of Housing and Community Development	KWAHA is waiting on results. They do not have a deadline.
2. Home Repair Program for Low Income Residents : Support the Habitat for Humanity program to repair homes owned by elderly and/or financially challenged residents.	Fall 2021, ongoing	Habitat for Humanity, Finance	Budgeted for 2022-23 \$50K
3. Supportive and Transitional Housing : Assist AH and FKOC in rebuilding 30 Permanent and 112 transitional group housing units. Approximate cost \$30M. AH is the developer for FKOC's project.	Fall 2021, ongoing	FKOC, AH, Commissioner Kaufman, Director of Housing and Community Development	Budgeted for 2022-23 \$100K.

GOAL 4: LEGISLATIVE AND REGULATORY MEASURES

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Short Term Rentals: Identify and enforce policy measures to limit the number of 2 nd home units used for rentals between 30 days and 6 months to create more inventory for workforce housing.	Spring 2023	Planning, Director of Housing and Community Development, Legal	No funding necessary.
2. Illegal Transient Rentals: Utilize a software to identify and fine illegal nightly rentals.	Winter 2023	Planning, Code, Legal, City Manager, Director of Housing and Community Development	Approx. \$100K
3. Increase Development/Re-Development Fees: Establish an increased fee that exceeds the current amount of \$200,000 paid by property owners in lieu of building workforce housing units in development/re-development initiatives.	Fall 2023	Legal, Director of Housing and Community Development	No funding necessary.
4. Site Control: Approve a charter amendment through a referendum to extend site control for affordable housing from 20 to at least 50 years for all entities seeking a lease from the City.	Completed	Planning, City Manager	Done in Winter 2022 for the 3.2 acres.
5. Maximize the Use of BPAS Units: Explore options for maximizing the use of BPAS units. Examples could include: 1) Setting aside existing units; 2) Applying for market-rate units and dedicating them to affordable housing; 3) proposing an amendment that requires all BPAS units for affordable housing to be at least a 2 bedroom, 2 bath unit.	Begin Spring 2023, ongoing	Planning, Director of Housing and Community Development	No funding necessary

6. Truman Annex Lease: Research legal and policy recommendations on the 162 transient licenses before the lease expires in 2025.	Begin Spring 2023	Director of Housing and Community Development, Legal	No funding necessary.
7. Legal Advocacy: Identify legislative priorities to promote workforce housing in collaboration with other municipalities/counties throughout the state of Florida. Communicate these priorities to the city's lobbyists to ensure they are priorities in annual legislative sessions.	By Summer 2023	Legal, Director of Housing and Community Development and Partners (County, Land Authority, South Florida)	No funding necessary.
8. Resource Mobilization for the Affordable Housing Trust Fund: Identify additional revenue streams to increase resources in the Trust Fund. Allocate a portion of ARPA funds in FY2023.	Winter 2023, ongoing	Finance, City Manager, Director of Housing and Community Development	No funding necessary. Funds should aim to exceed the average contribution of \$200K annually.
9. Up-Zoning, LDR, and Density Plans: (Change to "Municipal Policy and Regulatory Changes to Support Workforce Housing") Approve and plan for higher density, LDRs, and up-zoning that would allow for increased housing within zones that are best suited for resilience and sea level rise.	2021, ongoing	Commission, Planning, Legal, Director of Housing and Community Development, Finance	No funding necessary.

PRIORITY 2: ADAPTATION/SEA LEVEL RISE

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

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

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

GOAL 1: BUILD MUNICIPAL CAPACITY

Increase staffing and funds to implement a long-term (10+ years) climate change strategy.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Sea Level Rise Manager: Establish a full-time position within the Utilities Department to act as the focal point for Sea Level Rise, manage CIP adaptation projects, oversee the integration of adaptation into long-range plans, serve as a liaison with other agencies, and lead the city's Sustainability Team.	Fall 2023	Utilities Director, HR	Approx \$120K annually

GOAL 2: SHORT-TERM CRITICAL PROJECTS AND PLANS

Implement critical projects to mitigate storm and tidal flooding.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Regional Storm Drain Projects: In accordance with the stormwater master plan, update infrastructure to address sea level rise.	Begin Fall 2022, ongoing	Utilities	Grant funded
2. Plans for Major Evacuation Routes: Establish a plan to clear major evacuation routes in the event of flooding (Eaton, Truman)	Winter 2024	Engineering, Utilities	TBD
3. Temporary Flood Mitigation Emergency Measures: Identify and prepare to launch temporary mitigation efforts that protect the island's main roads for evacuation, and mitigate damage to vulnerable infrastructure.	Measures identified by Fall 2023	Utilities, Engineering	Contingent on projects
4. PR Sea Level Rise Major Initiatives 2022-2032: Produce a PR product for internal and external purposes that highlights the top 10 to 15 initiatives the city is undertaking in the next 3 to 10 years on SLR and flood mitigation. Distribute this information to the community via the press, social media, and business and civic organizations.	Winter 2023	Sustainability Coordinator, PIO	Funding assigned per project.
5. Protect Water Supply: Prevent an increase in salinity and keep water costs low by continuing to support FKAA legislatively in legal battles with Turkey Point remediation plans and consent orders and implementing the city's Water Supply Plan to reduce water consumption.	Current, ongoing	Adaptation Planning Team, Engineering, Utilities	Lobbyist time. Water Supply Plan has been drafted.

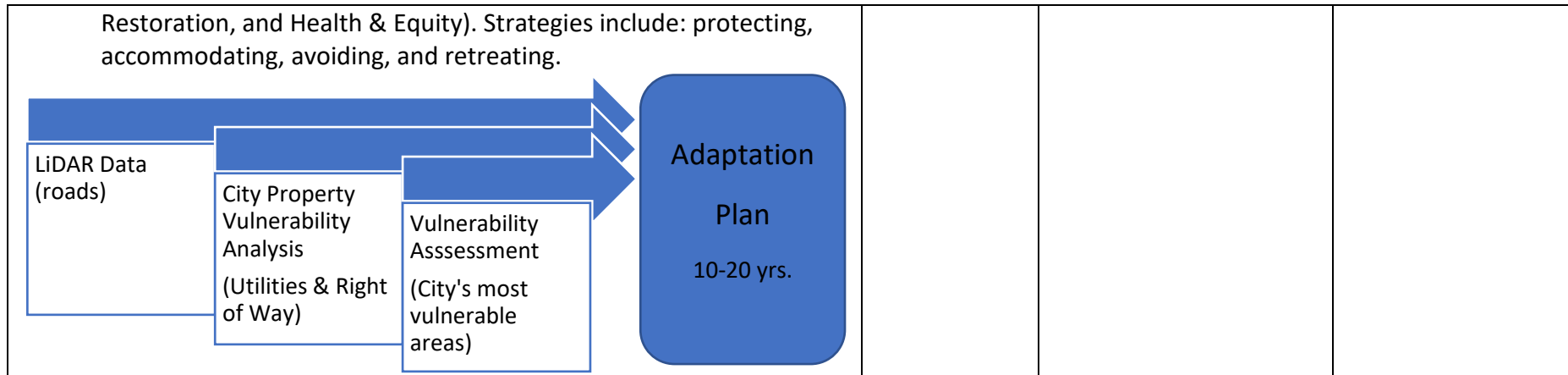
6. Informational Campaign for Property Owners on Grade Elevation: Conduct an informational campaign for property owners to increase awareness of ACOE grants and timelines to apply for grade elevation.	Ongoing (Increase efforts, Winter 2023)	City Manager, Marketing Firm/Consultant, PIO, Sustainability Coordinator	The city may utilize a marketing consultant for this initiative. Costs TBD.
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GOAL 3: LONG-TERM ADAPTATION PLAN

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. LiDAR Data Collection on Roads: Complete LiDAR data gathering in Key West to provide detailed information on the most vulnerable areas/roads. The data will be integrated into the Vulnerability Assessment and used to develop a Long-Term Adaptation Plan to protect the island from SLR.	Begin by end of November 2022	Sustainability Coordinator	Funded in FY21-22 for \$280K.
2. City Property Vulnerability Analysis (Utilities Department): Conduct a vulnerability analysis on the city's utilities, and right of ways. (LiDAR data feed into the vulnerability analysis, and the analysis can be integrated into the larger Vulnerability Assessment and Long Term Adaptation Plan.)	Beginning Winter 2023 (one year in duration)	Utilities, Sustainability Coordinator	Approximately, \$300K. Utilities Director is developing a plan.
3. Long Term Adaptation Strategy and Implementation Plan: ⁵ Establish a long-term climate change plan that includes initiatives on Infrastructure & Roads; Historic and Cultural Preservation; Power & Water; Housing; Economic Development, Environmental	Began in 2021, ongoing	Sustainability Coordinator, Utilities, Engineering, Planning	Grant secured. Waiting on state agencies to release RFP.

⁵ The NOAA Model/Florida Adaptation Planning Guidebook describes a comprehensive, integrative, long-term adaptation strategy and implementation plan in which all issues (infrastructure, roads, power & water, housing, Etc.) are symbiotic. The plan described was designed to accommodate the capacity constraints within the City of Key West, (E.g., a lack of staffing dedicated to adaptation and SLR.) If the Commission were willing to increase capacity with additional staff, it would be feasible to manage a comprehensive plan, see it through, and direct major funding opportunities. This would be a more effective and impactful approach.



GOAL 4: PARTNERSHIPS AND LINKAGES TO OTHER PLANS

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Implementation Plan for Post-Disaster Recovery and Reconstruction (PDRRP): Identify action items in the 9 areas of the plan on which to begin implementation. ⁶	TBD (Dependent on SLR Manager)	Adaptation Team	TBD
2. Integrate SLR into the city's long-range plans: Including the 10-year Stormwater Master Plan, Transportation Plan, Water Supply Plan, Pavement Management Plan, and Energy Plan.	Fall 2021, ongoing	Sustainability Coordinator works with relevant departments to ensure integration	No funding necessary. Ongoing.
3. Coordination with NASKW MIRR: Collaborate with the NASKW on the military's Vulnerability Assessment and Long-Term Adaptation Plan (MIRR) by including it in the city's RFQ for the plan, and by ensuring that all relevant staff attends MIRR meetings.	October 2022, ongoing	Sustainability Coordinator, Legal, relevant staff	No funding necessary
4. Quarterly Adaptation Interagency Meetings: Convene Adaptation meetings to update and coordinate on mitigation and resiliency efforts with: 1. Monroe County 2. NASKW 3. FCAA 4. Keys Energy	Winter 2022, ongoing	Sustainability Coordinator	No funding necessary.

⁶ The SLR Coordinator would take the lead on this item when hired.

5. KW Resort and Utilities (and others)			
5. Monroe County GreenKeys! Continue to review recommendations and integrate priorities into adaptation planning.	Current, Ongoing	Sustainability Coordinator	No funding necessary
6. Key West Representation on Local and Regional Boards: Ensure that at least one individual from the City staff and/or a commissioner or committee member is included on the following boards: a) Monroe County Regional Adaptation Coordination Team b) Monroe County Climate Change Advisory Committee (CCAC) c) Southeast Florida Regional Climate Compact Board d) FCAA Climate Change Group e) Cities for Climate Protection Campaign (ICLEI)	Begin Fall 2022, ongoing	Sustainability Coordinator	No funding necessary
7. Explore Best Practices and International Policy and Academic Forums: Conduct educational exchanges, attend international forums, and seek guidance from leading experts on municipal responses to SLR, particularly in coastal communities (E.g., Miami Beach, Charleston, New Orleans, Galveston, Maldives, The Netherlands, Etc.,)	Winter 2022, ongoing	Sustainability Coordinator, Utilities, Engineering, Planning.	Travel budgets submitted annually.
8. State Plans (FDOT, FDEP, and FDEO): Develop relationships and remain of plans and funding opportunities.	Current, Ongoing		No funding necessary.

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

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Comprehensive Plan Updates: Hire a consultant to create the Evaluation and Appraisal Report (EAR) with strikethrough underline to capture state requirements, new plans, and staff recommendations for changes to the Comprehensive Plan as they relate to resiliency and adaptation.	Begin 2024	Consultant as assigned by the Planning Director	\$150K (unfunded) (\$50K grant ask)
2. Regulatory Plans for Adaptation for Home Elevation: Update ordinances and Land Development Regulations in order to simplify and streamline the home elevation process.	Begin in Winter 2023	Consultant as assigned by the Planning Director	Consultant to make recommendations Approximately \$20K

PRIORITY 3: ROADS AND SIDEWALKS

IMPROVE THE OVERALL CONDITIONS OF ROADS AND SIDEWALKS

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

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

GOAL 1: PAVEMENT PLANS AND PREVENTATIVE MAINTENANCE

Establish long-term paving and elevation plans and corresponding schedules in 5-year increments to maintain an average PCI score of 70.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Pavement Plan High and Dry : Prepare a schedule for repaving. The plan should sync with ADA sidewalk plans, complete streets, and parking modifications, and improved signalization as necessary.	Fall 2021, ongoing	Engineering, Planning, Sustainability Coordinator, Planning, Keys Energy, FCAA, Monroe County, FDOT	\$3.26 million annually beginning in FY 2022/23
2. Rehabilitation Pilot/Preventative Maintenance : Establish a pilot for micro-sealing/crack-sealing.	Pilot by Winter 2023	Engineering, Planning, Sustainability Coordinator, FCAA, Monroe County, FDOT	TBD
3. Sidewalks and Surface Drainage : As part of the 5-year plans, and in accordance with the vulnerability assessment, identify sidewalk and stormwater infrastructure for construction and repair, and ensure ADA compliance.	By Spring 2023, ongoing	Engineering, Utilities	The \$3.26 million estimate does not include new sidewalks.

4. Condition Assessment Perform condition assessment every 5 years to verify overall PCI and conditions of individual roadway segments. Modify paving plan as needed.	Next Assessment completed by 2023 in conjunction with Adaptation Focus	Engineering, consultants	TBD
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PRIORITY 4: ENVIRONMENTAL PROTECTION

PROTECT THE HEALTH AND LONGEVITY OF THE ISLAND AND ITS INHABITANTS

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

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

GOAL 1: ENERGY EFFICIENCY AND RESILIENCE

Pursue clean energy initiatives to reduce greenhouse gas emissions and increase participation in the circular economy.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Energy Plan: Complete the Key West 10-Year Energy Plan with a funding strategy and timeline.	Spring, 2023	Sustainability Coordinator	No funding necessary.
2. Energy Efficiency in City Buildings: Conduct energy efficiency projects in 4 city buildings annually, (including LED lighting, energy sealing, insulation, and solar feasibility.)	Done, ongoing Summer, 2023	Sustainability Coordinator	\$80K budgeted for FY22-23
3. LED Streetlights: Continue to replace bulbs with the best ROI (1,158 in total.)	Done, ongoing 2022, ongoing	Engineering, Keys Energy	Cost TBD (Estimate was \$200,000, but reductions were necessary.)
4. Adhere to Resolution 19-328 on Solar Energy: Ensure that all development and re-development projects involving city buildings include options for solar energy.	Done, ongoing	Engineering, City Manager, Planning	No funding necessary.

5. Waste Energy: Explore a waste energy facility that utilizes and anaerobic digester to manage food waste and produce energy. ⁷	Begin exploring in FY24	Utilities, Engineering in partnership with Keys Energy and the Navy	On average, the cost is \$20 million. Utilities wants to pursue a feasibility assessment via RFP. To be drafted by January 2023.
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⁷ This is a very costly endeavor, but one that would drastically alter expenditures on waste removal. Anaerobic digestion is a process by which micro-organisms break down biodegradable material in the absence of oxygen. The process is used to manage waste and produce fuels that generate electricity and natural gas.

GOAL 2: RECYCLING AND COMPOSTING

Improve and increase participation in the City's recycling programs.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Mandatory and Incentivized Recycling for Businesses : Pilot a voluntary "Green Heroes" with businesses at the Key West Bight to engage in a recycling program.	Pilot up and running by Spring 2023	Utilities – Solid Waste Coordinator	Suggested budget forawards, spotlights materials and map is \$15,000. Funds available in the Utilities budget.
2. Enforce Ban on Single-Use Plastics : Enforce resolutions 19-22 and 19-174 to ban plastic straws and polystyrene products from city events and pproperties. Ensure that agreements are written into contracts on city property and enforced.	Spring 2023	Utilities – Solid Waste Coordinator	No funding necessary. Not done. See points above.
3. Composting : Based on the FY21-22 pilot and market research, determine if and how to move forward and explore additional options in conjunction with waste energy and recycling. Composting Pilot and Market Analysis complete. The major impediment is space and the need to consider this in the broader issue of how we manage waste.	Piloted in 2022. Explored further options in FY23-24	Utilities	Approximately \$6 million in FY 21-22 budget.

4. Requirement of Plans for Recycling in all Development and Redevelopment Initiatives: Establish and enforce a requirement for all new and re-development projects to include plans for recycling.	Winter 2024	Legal, Planning, Building, Planning Board	No funding necessary.
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GOAL 3: NEAR SHORE WATERS

Improve water quality and the cleanliness of near shore waters.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Wastewater Treatment Plant: Increase reserve capacity in case of a storm event.	Underway, ongoing in FY23-24	Utilities	TBD
2. Sediment Separators on Outfalls: Continue to put screens on outfalls to prevent debris and garbage from discharging to near shore waters.	Underway, 2021, ongoing	Utilities	Budgeted through Utilities.
3. Water Quality Posting at City-Owned Beaches and on the City's Website: Place signage on the beaches with a QR code that links to the Health Department to inform visitors and residents when the water quality is poor.	Summer 2023	Public Works, Sustainability Coordinator	May require for signage, TBD.
4. Evaluate Wastewater and Sewer Systems for Repair: Upgrade and maintain systems as per DEP compliance program.	Summer 2021, ongoing	Utilities	In budget. In process
5. Provide financial support to the College of the Florida Keys: Support the expansion of equipment to increase capacity to monitor near shore waters more	Spring 2022, ongoing	City Manager	Budgeted for FY22-23



GOAL 4: WATER EFFICIENCY AND RESILIENCE

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Asset Management System: Hire an Asset Manager and establish a system of maintenance and repair.	Fall 2023	Utilities	TBD
2. Education on the Water Supply Plan: Educate the community on mandates for irrigation schedules and water-efficient fixtures.	Spring 2023	Sustainability Coordinator, PIO	No funding necessary
3. Water Reuse for Greenspace: Explore water reuse to irrigate large areas of greenspace	Begin in Summer 2023, ongoing	Utilities, FCAA	No cost to explore the potential, but a water re-use plan would require a long-term funding strategy
4. Watershed Plan: Produce a plan to manage compounding issues of rain and tides on land.	Winter 2024	Sustainability Coordinator	No funding necessary.

PRIORITY 5: CLEANLINESS

IMPROVE THE CLEANLINESS OF STREETS, BUILDINGS, AND PUBLIC SPACE

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

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

GOAL 1: BUILD MUNICIPAL CAPACITY

Increase the capacity for the City to provide more thorough and consistent cleaning services by hiring additional, necessary staff.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Staff in Utilities, Code Enforcement and Public Works: Hire four new employees to meet the needs of the City, including: a. <u>Solid Waste Technician Part Time (Utilities Dept)</u> (See Environmental Protection Priority) b. <u>Mallory Square Bathroom Attendant/Security (Public Works)</u> c. <u>Code Enforcement Specialist on Cleanliness (Code)</u> (See Environmental Protection Priority) d. <u>Street Sweeper (Public Works)</u>	In accordance with Mallory Square Plans (B)	Planning, Public Works	General Fund, A,B & C funded. Street sweeper purchased. 2021. Bathroom attendant/cleanliness to be discussed in Mallory Square development plans (Self cleaning, paid, Etc)
2. Building Permit Applications and Accountability: Require building permits for single-family homes post-construction to include a plan in writing for waste removal.	Winter 2023	Building	No funding necessary.

GOAL 2: ACCOUNTABILITY

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Coordination and Communication with Waste Management: Maintain regular communication between the City and Waste Management, including more public garbage and recycling cans to prevent littering.	Ongoing	City Manager, Code, Utilities	No funding is necessary beyond contractual agreements.
2. Key West Connect: Continue to share the app with the community, and respond to complaints in a timely manner.	Ongoing	IT, PIO, Public Works	Funded.
3. Park and Public Space Inspections: Continue regularly (weekly and as needed) inspections of park and public space equipment to maintain safety.	Ongoing	Public Works.	No funding is necessary.
4. Cigarette Ban: Institute and enforce a policy to ban cigarettes from all public parks and spaces. Include clear signage and a plan for reinforcement.	By Spring 2023	Legal, City Commission, Special Projects Manager	Some funding is necessary for signage. (TBD)



GOAL 3: COMMUNITY ACTION

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Adopt a Spot: Continue to grow the Adopt a Spot Program throughout the island with a total number of 40 active adopters for FY22-23	Ongoing	City Manager, Volunteer Adopt a Spot Program Leader	Less than \$2,000 annually.
2. Beautification Committee: Establish a clear vision and action plan for committee projects (Eg., Painting garbage cans, cigarette butt receptacles, cemetery beautification, Etc.)	Winter 2023	Mayor, Special Projects Manager	Funding may be required per project
3. Keep Key West Beautiful: Support and publicize regularly scheduled island clean-ups.	Ongoing	Special Projects Manager, PIO	No funding is required.

GOAL 4: IMPROVE STREETSCAPES

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. News racks: Reduce the number of news racks by working with private owners.	Begin in Winter 2023	HARC, Planning, Legal	TBD
2. Trash Corrals in New Town: Place trash corrals in the most common dumping areas (Eg., Poinciana and Stadium Trailer Park)	Fall 2023	HARC, Planning, Public Works	TBD
3. Streetlights: Continue the replacement of old streetlights with standardized architectural units with LED fixtures in all commercial corridors and waterfronts.	Ongoing	HARC, Planning, Engineering	Funded, ongoing.
4. Dumpsters in Mallory Square and on Duval St.: Incorporate plans to address dumpsters into Duval St. and Mallory Square revitalization efforts.	As Mallory & Duval progress	HARC, Planning, WM	In conjunction with Duval St. and Mallory Square efforts
5. Signage on N. Roosevelt: In conjunction with efforts to improve N. Roosevelt corridor, work on standardized, aesthetically appealing signage.	TBD	HARC, Planning, Engineering	TBD

PRIORITY 6: TRAFFIC & PEDESTRIAN FRIENDLINESS

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

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

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

GOAL 1: COMPLETE STREETS: ENSURE SAFER AND MORE ACCESSIBLE BIKE AND PEDESTRIAN ROUTES IN ACCORDANCE WITH THE BICYCLE AND PEDESTRIAN MASTER PLAN⁸

Improve and expand bicycle and pedestrian trails and implement the three overarching goals of the Master Plan, (accessibility & mobility, safety & comfort, and sustainability & stewardship.)⁹

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Wicker Complex and Connectivity : Safely realign the bike trail as part of the Crosstown Greenway (design and implementation)	RFQ by Fall 2023, Design by Spring 2023	Engineering	
2. “Shared Street” Pilot in Old Town : Implement plans for Lazy Way, and proceed with community meetings and plans for additional streets.	Begin planning in Spring 2022	Engineering, Multimodal Transportation Coordinator	

⁸ Two major initiatives from the Bicycle and Pedestrian Master Plan that were not included in the Strategic Plan for 2021 – 2025 are Shared Streets/Pedestrian Priority Streets and the Intermodal Center. Both of these initiatives should be explored, and potentially added at the annual review each year if possible.

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

3. Impact Analysis of Micro-Mobility Devices: Complete the Impact Analysis (RFQ reissued in Spring 2022)			
4. Crosstown Greenway Phase II: Add branding/wayfinding signage for Crosstown Greenway and other bike routes throughout the island. In FY22-23, add signage on United, mill and pave, pursue bulb outs and add a stop sign on 1 st Street.	Fall 2022	Multimodal Coordinator, TCT	
5. Additional Bike Racks: Place additional 200 racks throughout the island.	2021, Done, ongoing	Multimodal Coordinator	\$45,000
6. Sidewalk Repair: Ensure that all sidewalks are ADA compliant, and follow a schedule of priorities for maintenance and repair. In FY22-23, focus on: 1) La Brisa, 2) United, 3) South and 4) Eaton St.	2021, ongoing	Engineering	\$500K annually, budgeted.
7. Pedestrian Crossing and Intersection Enhancements: Include high-visibility markings at some of the island's most congested crossings, including signage, lighting, walk/don't walk indicators and High Intensity Activated Crosswalks (HAWK) ¹⁰		Engineering, Planning, TCT, Multimodal Coordinator	TBD based on selected areas.
8. Wayfinding: Design and construct signs to help residents and visitors navigate the island in accordance with street repair initiatives	Began in 2022, ongoing	Engineering	

¹⁰ See list for FY22-23 per the Multimodal Coordinator

GOAL 2: IMPROVE PUBLIC TRANSIT

Increase free and frequent bus routes to accommodate riders and expand usage in accordance with the Key West Transit Development Plan

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. On-Demand Transit Pilot (“Key West Rides” “Key West After Hours”): Pilot for one year an on-demand, customer-driven transit system at specified times of day utilizing existing stops on the island in which riders utilize an app to arrange for pick up at bus stops on the island. The program may include a “peak hours” component for the workforce during hours to accommodate schedules. (E.g., late night service for workers in food and beverage industry, 7:00 p.m. – 3:00 a.m.) Engage in extensive community marketing and education efforts (multi-lingual) to teach residents to learn about the process and related technology/application.	Soft launch Winter 2023	Transit Director, Transportation Team, PIO	Funded through grants (received 2022)
2. Lower Keys Shuttle: Increase efficiency (times) for the lower keys Shuttle to achieve hourly service.	TBD (see notes)	Transit Director	Fund allocated for salary increases in FY21/22 and 22/33
3. Gain & Retain Bus Drivers (CDLS and Cutaway Drivers): Reclassify drivers’ salaries to promote retention help retain drivers, and promote retention by focusing on staff development, recognition, and succession planning.	Fall 2021, Ongoing	Transit Director, TCT, City Manager	Done in FY 21-22 and 22-23

GOAL 3: PARKING IMPROVEMENTS

Make parking easier and more accessible for drivers.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Key West Intermodal Center (KWIC): Pursue recommendations from a feasibility assessment to develop an intermodal center on Stock Island for residents and visitors. (KWIC assessment includes workforce housing.)	Began in 2022, ongoing	Transportation, Planning, Engineering	Feasibility study is underway Combination of TAF, Fuel Tax, FDOT funds.
2. Traffic and Parking Plans for New Housing: Conduct a transportation study and develop a plan accordingly for new housing at Trumbo and the Lofts at Bahama Village.			
3. Pay By Phone: Increase the usability pay by phone to reduce lines at pay stations.	2021, ongoing	Parking, PIO	No funding necessary.
4. Investigate Alternative and Additional Parking: Consider options for additional and alternative parking, including decks at Key West Bight, Fire Station 3, parking near the Lofts at Bahama Village, Virginia St. and others.	2022, ongoing	Engineering, Planning,	

GOAL 4: REDUCE THE ISLAND'S CARBON FOOTPRINT

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Electric Charging Stations: Place charging stations for e-vehicles strategically around the island.	Begin exploring in Winter 2023	TCT with partners (Keys Energy)	Did not make progress on this in FY21-22
2. Public Information Efforts to Encourage Green Methods of Transportation: Encourage residents and visitors to utilize alternative, green methods of transportation to reduce traffic and parking congestion.	Begin Spring 2022, ongoing	PIO	Funds associated with the annual PIO budget,
3. Raise Parking Rates: Increase fees for appropriate metered street parking, and the cost of the residential sticker (and 2 nd sticker). Consider dynamic/surge pricing if possible.	Done, Spring 2022	Parking	Revenue generator

Part II: Major Projects

"The best way to predict the future is to create it."

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



MAJOR PROJECTS

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

Project	Major Actions for 2021-2024	Leads	Funding Notes
1. Duval St. Revitalization	- RFP (completed) - Public Input to determine what is needed (restructure?) - Design and plan - Sample Block should be completed	Planning, Engineering	\$1.5 million allocated for FY 21/22 Further funding TBD (\$500,00 CDBG Resiliency Plan). \$1.8 million planned for FY 22/23. Additional costs TBD based on plans.
2. The Greenway Project (bike path)	- Wickers Field – Usage study and public input - Wayfinding & signage - Extend to southwestern end of the island - Tree planting/shade Project should be completed in FY21/22.	Engineering	\$550,000 allocated for FY21/22. (\$150,000 carry forward + \$400,000.)
3. Mallory	- Public input (3 meetings completed) - Impact study on sunshades (completed) - Install sunshades - Rebuild Bathrooms - Plans should be completed	Planning	TDC contribution: \$167,890 for sunshades and \$713,387 bathrooms, secured for FY21/22.

4. Bayview Park	- Design completed - Basketball courts - relocate - Tennis Courts – Move towards Truman - Update irrigation - Expand playground - Renovate bandstand Project should be completed in 2024.	Public Works, Engineering	\$100,000 for design in FY21/22. \$1.4 million in FY22/23. \$1 million in FY23/24.
5. KOTS	- Re-do agreement with Sherriff's Office - Determine appropriate infrastructure (concrete vs. prefabricated) Project should be completed in 2023.	Engineering	\$1.5 million allocated for FY21/22 \$1.8 million allocated for FY22/23.
6. Douglass Gym	- Construction drawing and design (completed) - Bid awarded Project should be completed by Fall 2023.	Commissioner Lopez, Engineering	Funding allocated \$4.4 million.
7. Diesel Plant	Pending: Potentially part of 3.2 acres development.	Commissioner Lopez, Engineering, Planning	Cost TBD. Subsidy procured through FHFC, SHIP and Federal Funds (with assistance from developer).
8. The 3.2 Acres Housing Development	- Complete RFP - Award bid to developer - Subsidy procurement - Begin implementation Hopefully construction started by 2024.	Planning, Housing Coordinator	Cost TBD (Funding allocated for consultants and/or FTE.)
10. Fire Station 3	(In nascent stages)	Commissioner Wardlow, Fire Dept	\$260,000 allocated in FY21/22 for initial concept and design.

	• Meetings with Fire Department to identify needs • Design and bid • Pursue grants No estimated completion date.		No further funding identified.
11. MLK Pool	• Structural architectural review – (Completed by Sept. 2021) • Minor repairs (Completed in 2021/22) • Determine needs for long term replacement (with HARC) • Public Meetings Estimated completion in 2024-2026.	Commissioner Lopez, Public Works	\$250,000 allocated for repairs/assessment in FY21/22. No further funding identified. (This could be a project included in bonding efforts.)
12.N. Roosevelt	• Improve signage and signalization	Planning, Engineering	No funding identified, as the needs have yet to be discussed and clarified. The next step is a corridor study, timing TBD.

Part III: The Communication Strategy

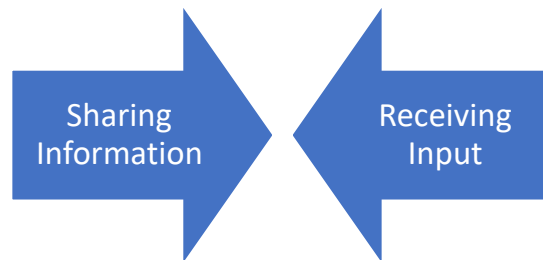
"The single biggest problem in communication is the illusion that it has taken place. "

- George Bernard Shaw



KEY WEST COCONUT TELEGRAPH

THE KEY WEST COMMUNICATION PLAN



I. Overview of the Communications Strategy for Key West

The Key West Community's Request for More Communication

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

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

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

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

Inclusion

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



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

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

Sharing Information – 12 Channels

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

DIRECT COMMUNICATION WITH COMMUNITY MEMBERS

Channels	Description	Emergency Prep	Major Decisions, Policies & Voters Education	Updates from the Commission	Events	Great initiatives	Assistance
1. Email	From Community Survey and Lists from the City, Tax Collectors Office & Voter Registration and/or sign Ups, Business tax receipts, FKAA & WM customer lists, Etc).	X	X	X	X	X	
2. Text Updates (Civic Send) For non emergencies	Community members sign up via the City's website to receive Text updates on a variety of options (they select) ¹¹		X	X	X	X	
4. Mailings	Direct mailings (community wide, or hubs in which individual may not have access to traditional media or computers)		X				X

¹¹ The blitz will include an effort to encourage community members to sign up for Civic Ready updates

INDIRECT COMMUNICATION WITH COMMUNITY MEMBERS

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



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

II. Receiving Input

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

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



III. Budget (annually)

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

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

Part IV: The Employee Plan

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



INTERNAL PLAN FOR THE CITY EMPLOYEES

Introduction

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

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

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

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

Results from the 2021 City of Key West Employee Survey

What’s Working? (Top 5 Wins)

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

What’s Not Working? (Top 5 Challenges)

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

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

(Additional points from the May 2021 retreat are highlighted)

(Issues of greatest importance to Commission Members and Department Heads are Highlighted – August 2022)

Goal 1: Compensation and Staffing			
<i>Adjust compensation and identify changes in the organizational chart, (adding or changing positions), at all levels of the organization.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Compensation, Benefits and Staffing Review and Plan: Conduct a review every other year to assess compensation and benefits and establish a plan per recommendations.	Completed in the Fall of 2021. Next review should be in March 2023.	City Manager, Finance, HR	\$20,000 (Contract for FY21-22)
2. Employee Housing & Retention Plan: Explore the purchasing of properties and allocation of BPAS units to provide opportunities for housing for city employees, and create a corresponding Recruitment Task Force to improve recruitment and retention efforts.	Establish a Plan and Task Force Fall 2023.	City Manager, Planning, HR, Finance, Legal	TBD
3. Review and Update Job Descriptions: Department Directors update their department's job descriptions to accurately reflect positions and job duties.	Ongoing	HR	No funding required. 182 Job descriptions have been re-written in FY21-22

Goal 2: Communication

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes & Updates
1. Notify Me (Civic Send) App: Encourage all existing and new city employees to sign up for the “Notify Me” app to be apprised of all relevant happenings and information that pertain to the city.	Ongoing	City Manager and Assistant City Manager, IT	90% of employees signed up in 2021.
2. “Patti’ Pen” Employee Newsletter: Send bi-monthly updates post Commission Meetings to update all staff on major developments and progress within the city	Ongoing	City Manager	No cost Done regularly.
3. Department Head Meetings: Department heads will attend meetings every other week to share information and address major interdepartmental challenges.	Ongoing	City Manager	No cost. Done regularly
4. System for Department Heads to Share Information with Staff: Each department head will submit a system (short description of a couple of paragraphs) explaining how they will communicate information to their employees. Leadership follows up to see how it’s working.	Winter 2023	City Manager	No cost
5. Training SOPs for specific positions: As assigned by HR and the Assistant City Manager, relevant positions will be required to draft Standard Operating Procedures for front-line positions. (E.g. Admin, Assistants, Purchasing, Payroll, Building Dept, Etc.,) to develop SOPs for new hires.	Ongoing	HR	No cost Completed in Finance, HR, Clerk’s Office and Building Dept.

6. Suggestion Boxes (Physical and Digital): Anonymous suggestion boxes reviewed every month will be placed in: City Hall, Fire Dept, Police Dept, Transit, Marinas and Community Services. Ideas will be discussed at Dept. Head Meetings, and results will be shared by Department Heads.	Ongoing	HR and City Manager	No cost. Done monthly.
7. Annual Employee Survey and mid-year Pulse: Conduct an anonymous survey annually to measure the morale and needs of the staff.	March 2023	HR, City Manager	\$2,000 per year for platform. Full survey in Feb 2021. Pulse in March 2022.

Goal 3: Employee Recognition and Growth

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

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Annual Employee Evaluations: Ensure that evaluations are done for all employees on an annual basis.	Ongoing	HR	No cost. Form and process revamped in 2021.
2. Leadership Training for Mid and Upper-Level Management: Organize 2 to 3 training sessions for employees on subjects that include Diversity, Communication Skills, Time/Stress Management, Delivering Productive Employee Evaluations, Etc.	Ongoing	HR	Leadership and Dealing with Difficult People done in 2022. Costs TBD
3. Informal Recognition from Leadership: City Manager acknowledges the work of individuals on a regular basis with the delivery of City Coins and public recognition	Ongoing	City Manager, HR	No cost.
4. Employee of the Quarter: Department Heads choose one Employee of the Quarter, (nominated and decided upon at the Department Head Meetings).	Ongoing	Department Heads and HR	No cost.
5. Succession Plan: Meet with directors annually for recommendations on future roles within their departments, and identify training and development for skills building.	Ongoing	HR, City Manager	No cost

Annexes

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

- Margaret Mead

1. Monitoring and Accountability of the Plan
2. The budget for FY21/22
3. The budget for FY22/23
4. The January 2021 Community Survey Report



Annex 1

Monitoring and Accountability for the Strategic Plan

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

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

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

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

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

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

No, the check in and calendar updates will suffice.

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

Annex 2:

The Strategic Plan Budget for FY21/22

PRIORITY #1: AFFORDABLE HOUSING		
Item	Description	Budget
Option 1: Workforce Housing Coordinator & Finance Consultant	Workforce Housing Coordinator Duties: Regulatory, State and Federal Subsidy, Oversight of Non-Housing Authority Projects Finance Consultant Duties: Guide the City on opportunities from the Federal and State funding	Total: \$149K annually¹² \$125K annually for Coordinator: Potentially cost shared by Chamber & Lodging Association See job description attached, Annex A \$24K annually for Finance Consultant: \$100 per hour at 20 hours per month
Option 2: Two Short-Term Workforce Housing Consultants - Housing Finance Consultant - City Projects Consultant	Two consultants: Finance Consultant Duties: Same as above City Projects Consultant Duties: 1) Oversee 3.2 acres, and City's participation in Trumbo; 2) Manage the housing assessment; 3) Provide the Commission with options on Truman Annex	Total: \$72K annually \$24K annually for Finance Consultant: \$100 per hour at 20 hours per month \$48K annually for Project Manager: \$100 per hour at 40 hours per month See job description in red, attached, Annex A
Housing Assessment	Data on available inventory, types of housing needed, and an accurate assessment of AMI.	\$25K (Planning) Grant pending
Home Repair Program for Low Income Residents	Assist Habitat for Humanity home repairs for the elderly and low-income residents (Work would be island wide; not limited to Bahama Village)	\$50K (Affordable Housing TF?) See description attached, Annex B

¹² Items in red have not been requested by a department in Budget Meetings

Zoning for ADUs	Hire a consultant to review current LDRs and building requirements to make recommendations to facilitate construction and rental of ADUs	\$50K (Planning) Grant pending
Supportive/Transitional Housing and Group Homes	Project to demolish and rebuild transitional housing (30 Permanent and 112 transitional group housing units) Approximate cost \$30M. AH is the developer for FKOC's project	\$75K (Affordable Housing TF?) See description attached, Annex C
PRIORITY #5: CLEANLINESS		
Item	Description	Budget
Solid Waste Technician - Utilities	Position will allow for the current technician to dedicate more time to the Keep Key West Beautiful (KKWB) program	\$37K annually (Utilities)
Mallory Square Bathroom Attendant/Security – Public Works	Full Time Attendant and Security Officer	\$31K annually (Public Works)
Code Enforcement Specialist on Cleanliness - Code	Full Time (Hired)	\$41K annually (Code) (2 nd person discussed – split between Utilities and Code)
Streetscape Furniture - Garbage/Recycling Receptacles - Trash Corrals - Streetlight/LED fixtures - Bike Racks	Street furniture to improve the aesthetics of thoroughfare	Garbage/Recycling Receptacles: Total \$930K (465 x \$2,000 per can) ¹³ See list attached, Annex D Trash Corrals: \$35K (1 per block for 7 blocks at \$5K each) Street Lights: \$200K (Engineering) Bike Racks: \$45K (TCT)
Keep Key West Beautiful Programs (KKWB) & Volunteer Clean Up Program	Materials, advertising, signs for “Adopt a Spots”	Materials and Ads: \$7,654 (Utilities) Safety vests = \$400

¹³ The \$930K is an estimate for the total number of receptacles needed island wide. The FY21-22 budget requires further discussion.

		Adopt A Spot Signs = \$1,000 (40 signs at \$25 each) General supplies = \$500 (Trash bags, gloves, hand sanitizer) D-clips= \$150 (50 clips at \$3.00 each. Use to connect small buckets) Facebook Advertising= \$504 (\$42 a month) The Citizen = \$5,100 (34 ads)
PRIORITY #2: SEA LEVEL RISE/ADAPTATION		
Item	Description	Budget
Vulnerability Assessment for the Long-Term Adaptation Plan	Assessment of potential impacts of sea level rise on infrastructure, people and land use. A prerequisite for a long-term adaptation strategy and plan (Includes LiDAR data)	\$150K (Engineering) ¹⁴
Long-Term Adaptation Plan: Chapter 1: Infrastructure & Roads	Identification of major initiatives to mitigate the impacts of climate change. The scope is 10 years, with updates every 5 years.	\$70K (Engineering) Seeking a grant
Education/Training on Best Practices – Policy and Academic Forums	Four conferences and other state/national opportunities for best practices	\$20,350 annually (Engineering) Annual Compact Summit (3 x \$900) = \$2,700 National Adaptation Forum (2 x \$2,000) = \$4,000 Compact Quarterly Workshops (5 x \$400) = \$2,000 LEED Accreditation (3 x \$150) = \$400 Other State Opportunities (8x \$400) = \$3,200 Other National Opportunities (4 x \$2,000) = \$8,000
Comprehensive Plan Updates on SLR	Hire a consultant to review and make recommendations for updates to chapters of the Comprehensive Plan that pertain to SLR	\$150K (Planning) (\$50K grant pending)

¹⁴ Engineering is determining whether or not it is necessary to pursue new LiDAR Data at a cost of \$280K. If they determine that LiDAR as per the County is necessary, the cost of the Vulnerability Assessment (\$130K) will be a total of \$410K.

Adaptation/Energy Assistant	Grants development, Energy Plan, community education (50% of time on SLR)	\$64K (Engineering)
Communication	Public education via social media, direct mailings, ads, paid content in periodicals	\$4,900 (Engineering) \$900 forums \$2,000 social media event promotions \$2,000 outreach/education
SLR Finance Consultant	Finance consultant to guide/make recommendations on funding opportunities from the federal and state funding	\$24K \$100 per hour at 20 hours per month
PRIORITY #6: TRAFFIC AND PEDESTRIAN FRIENDLINESS		
Item	Description	Budget
Free and Frequent buses ¹⁵	Part of the overall plan 2022 + to promote free and frequent bus service. - Lower Keys shuttle every hour, and include workforce fares - North Roosevelt Express	\$124K annually (Transportation) FDOT Funded (2022)
Improved Signage/Maps at Bus Stops	Improve route usage for riders	\$415 K (Transportation) FDOT Funded for (2022)
Gain & Retain Bus Drivers	Reclassification	\$46K (Transportation) (50/50 Split City and FDOT)
Wicker Bike Trail	Realign bike trail as part of Greenway	\$550K (TCT/Engineering) \$150K Funded (TAF) for Design (2021) \$400 TCT applying for grant for Implementation (2022)
Crosstown Greenway Phase II	Additional ground signage for bike route	\$60K (TCT/Engineering) Funding contingent on FDOT funds (2022)

¹⁵ Leadership is determining whether or not free fair in FY21-22 is feasible.

Sidewalk Repair	ADA compliance, maintenance and repair	\$500K annually (Engineering)
Street Trees	Increase shade for pedestrians and bikers	\$39K (Planning) \$15K City Tree Fund \$15K Forestry Grant \$9K TAF
Parking Garage App	Locates open spaces in parking garages	\$25K (TCT/Parking)
Mobility Study	Study to accommodate growth and enhance mobility	\$100K (TCT/Inter-Departmental) Funding cost shared between departments
COMMUNICATION STRATEGY¹⁶		
Item	Description	Budget
Mailings, Banners, Flyers for PIO	Materials for sharing public information, including flyers about events and services, direct mailings for public education on recycling, trash disposal, bike/pedestrian travel; banners for community members to sign up for City Apps.	\$37,750 (PIO) \$30K - 2 per year, includes design (community education E.g., “What the City is doing for Tax Payers?” Encouraging households to recycle, bike instead of drive, Etc.) \$4,300 - 5,000 per year for events, workshops, services available at .86 per copy \$3,450 - Hanging costs and production for 5 banners

¹⁶ The Communication Strategy is the second section of the overall Strategic Plan and is separate from the 6 Priorities. It refers to how we share and receive information with residents. The need for a communication strategy came from residents. Communication was the most common answer in the January 2021 Community Survey to the question “What has not been asked in this survey that the City could do better for residents?”

CITY EMPLOYEE PLAN ¹⁷		
Item	Description	Budget
Compensation and Staffing Review	Evergreen Study in progress to address compensation, new classifications, additional positions	\$21,000 (City Manager)
Compensation Plan and Budget	The plan derived from the Evergreen Study recommendations (Funds to be determined, but may require a multi-year forecasting strategy)	TBD
The “Extra Mile” Program	Peer Recognition: Employees are asked to send a text, email or verbally acknowledge a colleague for efforts that go above and beyond. The City Manager offers a variety of choices for their efforts. (Gift certificates)	\$8K (City Manager) \$20 x 400 employees (City Manager)
Employee of the Quarter	Department Heads choose one employee of the Quarter for 1) City Hall, 2) In the “Field” (Transportation, Public Works, and 3) Police & Fire	\$2,400 (City Manager) 12 rewards annually at \$200 each (City Manager)
Summer Employee Appreciation Event	Hold a summer event (in addition to the holiday party) to honor city employees for all they do	\$12,000¹⁸ (City Manager)

¹⁷ The City Employee Plan is the third section of the overall Strategic Plan apart and is separate from the 6 Priorities. The efficacy of a Strategic Plan depends on the capacity to implement it fully. It is therefore necessary for the plan to have an “internal component” that focuses on the needs of employees. The goals and actions are a direct result of a City Employee survey conducted in March 2021.

¹⁸ This estimate is based the cost of the Winter holiday party. A summer could cost substantially less.

Annex 3:



Budget for Key West Forward FY 22-23

PRIORITY #1: AFFORDABLE HOUSING		
Item	Description	Budget
Director of Housing and Community Development	Full-time, permanent position on site. Reports to the Planning Director and/or is in the position of Assistant City Manager	\$140K annually
Housing Assessment and Comprehensive Plan Review of Housing Policies	Recommendations on updates to the Comprehensive Plan Housing Policies, and Housing Needs Assessment	\$150 EAR/Comp Plan \$25 Housing Needs Assessment
Funds to support the Transitional Housing Project – FKOC and AH with workforce housing ¹⁹	The project has grown to include a Master Plan and survey of the entire site. The project will need additional funding for the following: • Survey of Entire Site – 6.45 Acres • Architectural Drawings to include the additional Phases on the site. • Planning and Development Fees • Landscape Architectural Design • Civil Engineering	\$100K

¹⁹ See annex A

	Legal Fees	
Home Ownership Course Community Members	Funds for advertising/flyers, materials and workbooks. Room rental fees (offered twice per year for 6 weeks)	\$1,000
Code Enforcement Officers to monitor illegal transient rentals	Additional staff being explored?	
PRIORITY #5: CLEANLINESS		
Item	Description	Budget
Materials for Adopt a Spot	\$100 per 50 “adopters” for pickers (\$15 each) and/or buckets (\$10 each)	\$5,000
Streetscape Furniture - Garbage/Recycling Receptacles²⁰ - Trash Corral	Street furniture to improve the aesthetics of thoroughfare	
Adopt a Spot Signs for Adopters	Materials, advertising, signs for “Adopt a Spots” (We have an in-house machine, so we need just to pay for materials)	\$500
PRIORITY #2: SEA LEVEL RISE/ADAPTATION		
Item	Description	Budget
Vulnerability Assessment for the Long-Term Adaptation Plan	Assessment of potential impacts of sea level rise on infrastructure, people and land use. A prerequisite for a long-term adaptation strategy and plan (Includes LiDAR data)	
PRIORITY #3 ROADS AND SIDEWALKS		
Item	Description	Budget
Micro-sealing	Preventative maintenance on roads to maintain the PCI	
Sidewalk Circulation Plan	Engineering to replace/fix sidewalks	\$750
PRIORITY #4: ENVIRONMENTAL AWARENESS		

²⁰ See Annex B

Item	Description	Budget
Waste Energy Feasibility Study	A study to determine the feasibility (financially and in spatially) if Key West could pursue an anaerobic digester system to convert some or all of the city's waste into electricity	\$80K
Composting Market Analysis	After the initial compost pilot, the next step is a market analysis to determine the extent to which the project can be scaled up	\$46,745 (FY 21/22?)
Near shore water Monitoring – College of the Florida Keys ²¹	This project involves a technology that can determine with ease and consistency the level of near shore water pollution, and provide information that Key West has long needed. The project would be executed by the College of the Florida Keys. Funds are allocated to fill holes in EPA Grant by purchasing sampling equipment we can use once grant is over.	\$180K
PRIORITY #6: TRAFFIC AND PEDESTRIAN FRIENDLINESS		
Item	Description	Budget
Signage for a closed street		
Wicker Bike Trail	Realign bike trail as part of Greenway, anchored in new fire station 3	\$539,728
Sidewalk Repair	ADA compliance, maintenance and repair	

²¹ This was not part of the original strategic plan, as the technology was utilized after the plan's approval, however, the near shore waters are a priority in the plan, and the Commission expressed interest in supporting the project with the College of the Florida Keys

Traffic Study	Study to understand traffic patterns for better planning	\$5,000
CITY EMPLOYEE PLAN²²		
Item	Description	Budget
Compensation and Staffing Review	Phase II	?
The “Extra Mile” Program	Peer Recognition: Employees are asked to send a text, email or verbally acknowledge a colleague for efforts that go above and beyond. The City Manager offers a variety of choices for their efforts. (Gift certificates)	\$8K (City Manager) \$20 x 400 employees (City Manager)
Employee of the Quarter	Department Heads choose one employee of the Quarter for 1) City Hall, 2) In the “Field” (Transportation, Public Works, and 3) Police & Fire	\$2,400 (City Manager) 12 rewards annually at \$200 each (City Manager)
Employee Appreciation Event (Holiday and Spring)	Hold a summer event (in addition to the holiday party) to honor city employees for all they do	(City Manager)

²² The City Employee Plan is the third section of the overall Strategic Plan apart and is separate from the 6 Priorities. The efficacy of a Strategic Plan depends on the capacity to implement it fully. It is therefore necessary for the plan to have an “internal component” that focuses on the needs of employees. The goals and actions are a direct result of a City Employee survey conducted in March 2021.

Annex 4: Report from the Community Survey, 01/21

Executive Summary

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

The Rationale for a Community Survey

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

The Process

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

Survey Results

1. Major Issues of Concern

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

Two Priority Issues for Key West

1. Affordable Housing
2. Sea Level Rise

2. Planned Projects

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

Three Top Rated Capital Improvement Projects

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

3. City Services and Amenities

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

City Services and Amenities That Need Improvement

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

4. Additional Needs

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

Additional Needs

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

Conclusion

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

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

Beyond these two dire concerns, respondents believe there are quality of life issues that require more immediate action. It is clear a from the 2015 survey conducted by the NRC, and the current 2021 survey that the City has still to make more headway on services and amenities primarily in **parking, traffic control, and promoting eco-tourism.**²³

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

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

²³ The National Research Center and the ICMA produced a survey in 2015 on the livability of Key West. Many of the main concerns in the report are similar to those cited the 2021 Community Survey.

I. Distribution and Demographics

Survey Totals

The January 2021 Community Survey resulted in the most prolific community input local government has received in recent history.²⁴ A total of 3,776 Key West residents completed the questionnaire: 3,048 adults took the electronic version; 26 adults completed a hard copy version; and 702 students from Key West High School completed a similar survey on-line. With a population of approximately 25,000, the percentage rate of completion is 14.8% with a 1.47 margin of error. (An average of 10% response rate is generally considered statistically significant).²⁵ From these numbers, it is reasonable to assume that the data is credible and representative of the community at large.

Survey Distribution

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

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

²⁴ In 2015, the NCS conducted a “Community Livability Report” for Key West with data from 376 respondents

²⁵ See <http://www.tools4dev.org/resources/how-to-choose-a-sample-size/>



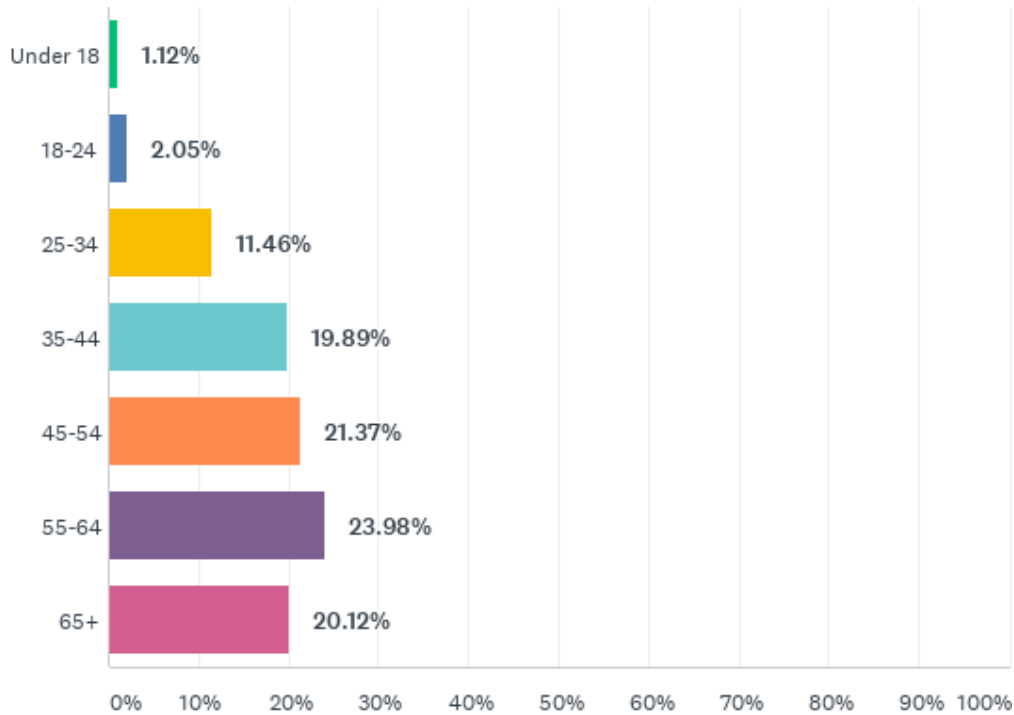
- Religious Leaders/IMA (to share with their congregations)
- Mailings to residents in Bahama Village
- Flyers to all residents living in dwellings managed by the KWHHA
- Verbal interviews with people who are literacy challenged (in Creole), and more.

Household Data on Survey Respondents

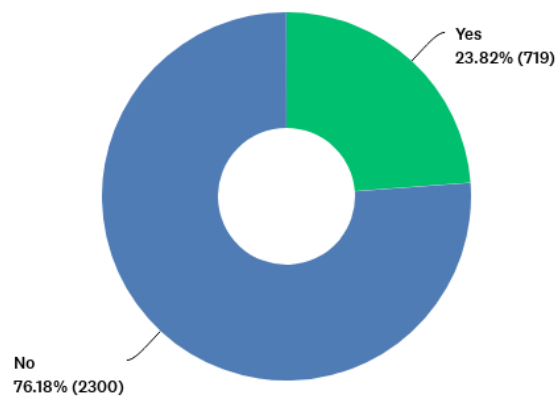
The majority of respondents, (65.24%), are between the ages of 35 and 64 years old, and are married or partnered. A smaller number of respondents, (23.82%), have children under the age of 17 living in the home. Most respondents live within the City limits of Key West, (80.91%), with an almost even split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

Personal Demographic Data from the Survey

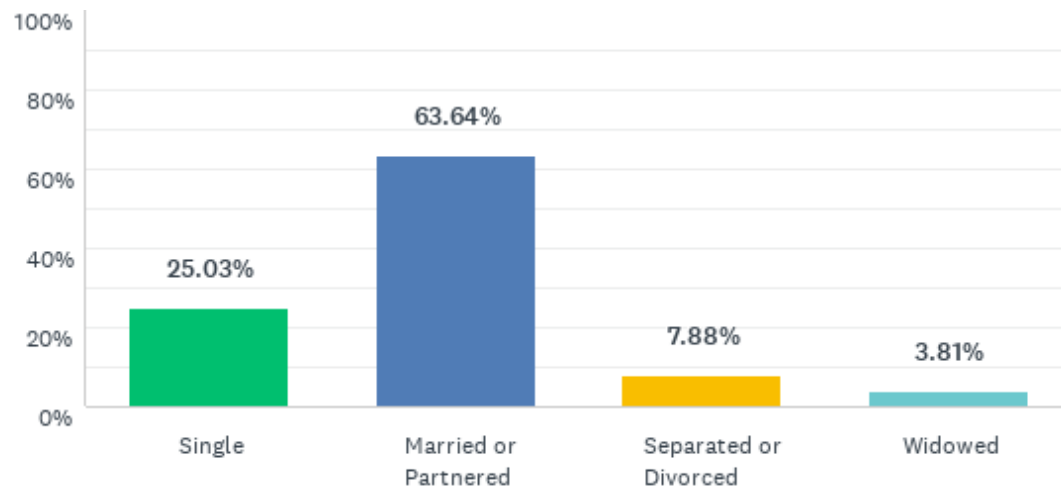
In what age demographic are you?



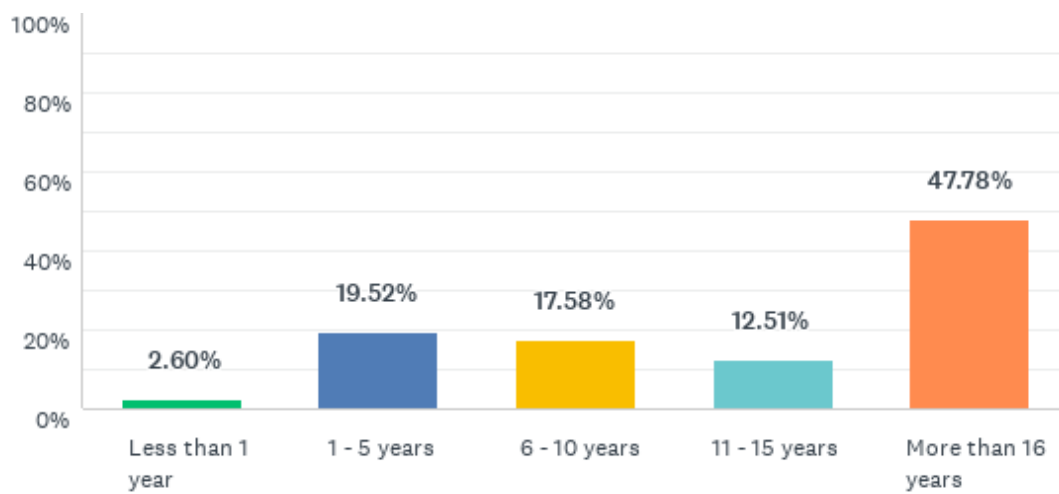
Do you have children under 17 living your household?



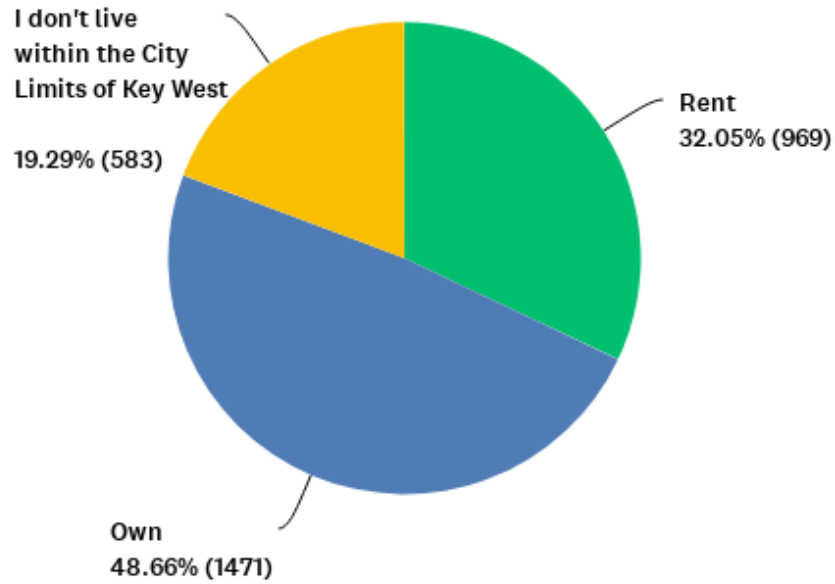
What is your marital status?



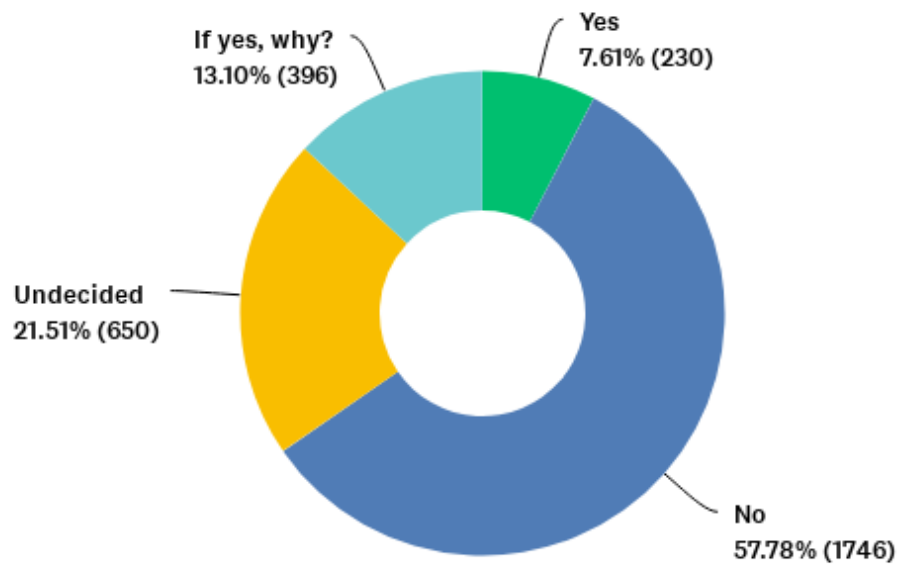
For how many years have you lived in Key West?



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



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





Professional Data on Survey Respondents

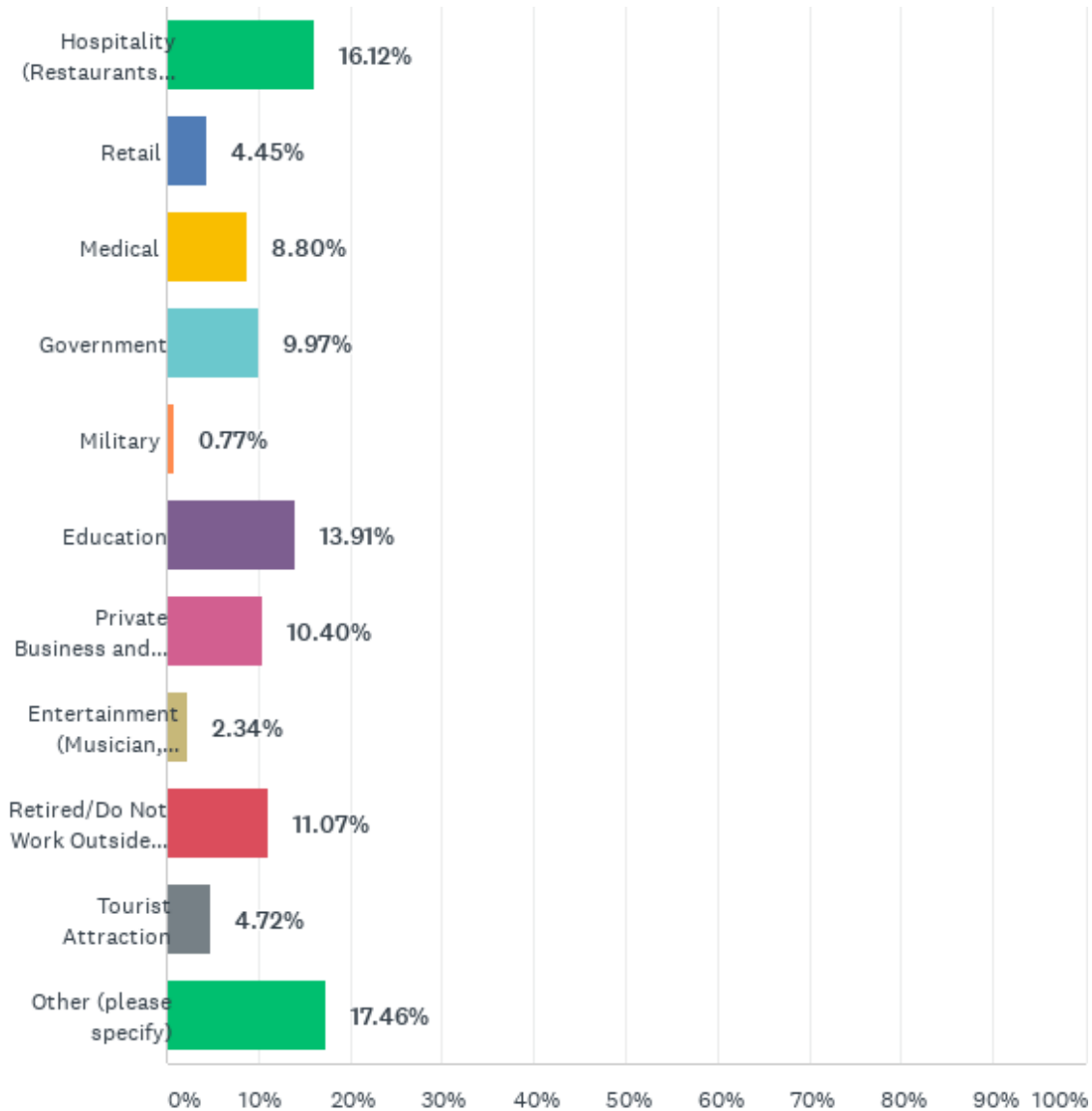
The majority of respondents, (81.4%), work within the City Limits of Key West. Professions run the gamut, with no single profession emerging as most prevalent. The “other” category includes freelance artists, self-employed individuals, social workers, and others. The average income of respondents is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

Summary

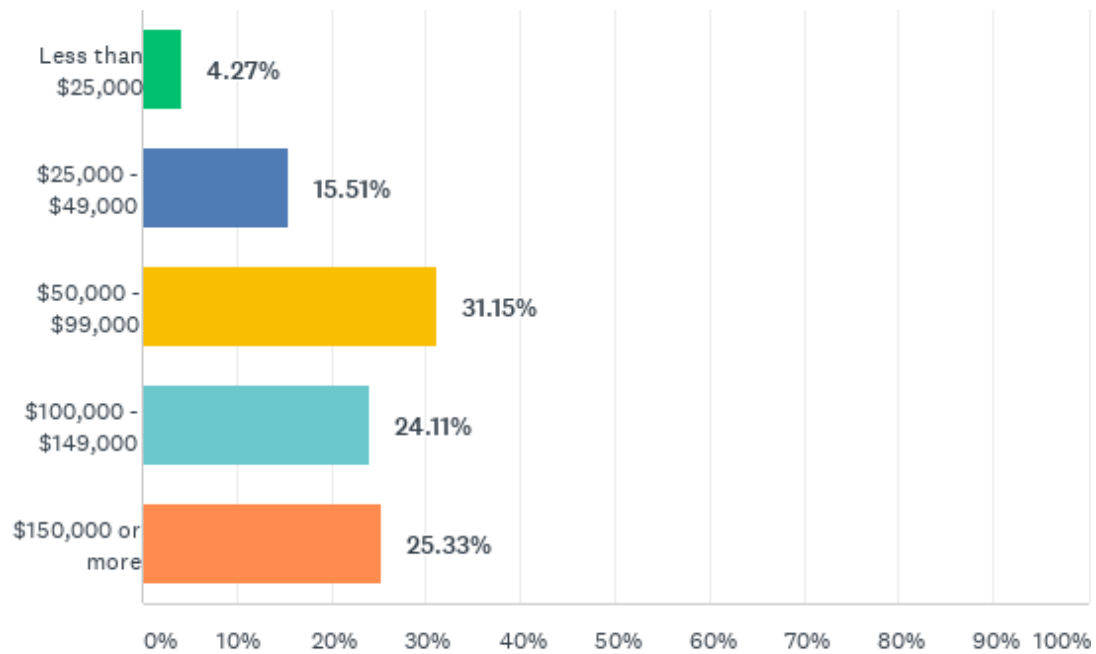
Community members who participated in the survey provide a credible snapshot of the Key West Community at large. The response rate is statistically significant; the diverse outreach resulted in comprehensive input from many diverse groups in our community.

Professional Demographic Data from the Survey

What industry best describes your work?

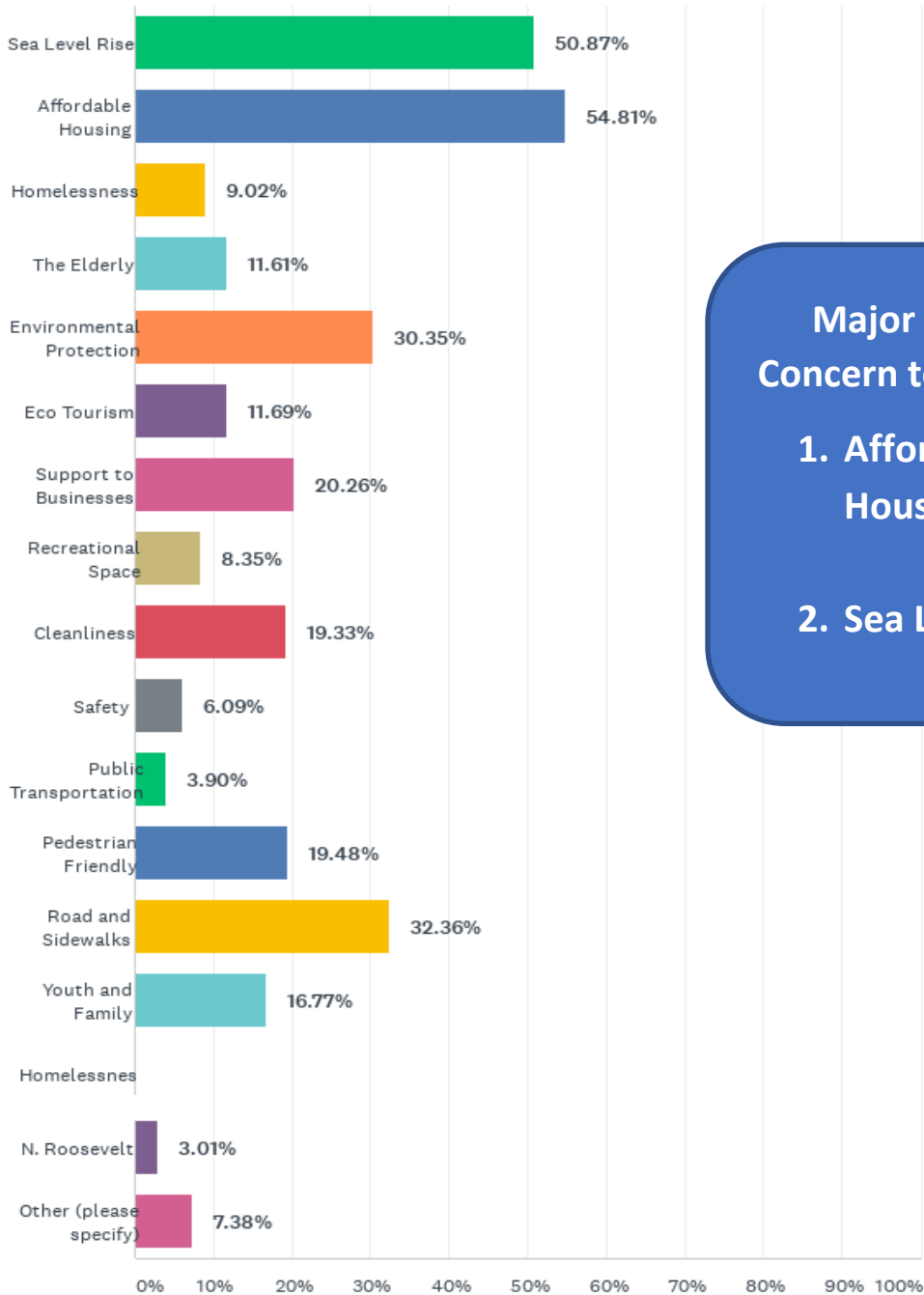


What is your household's average total income before taxes?



II. Major Issues of Concern

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



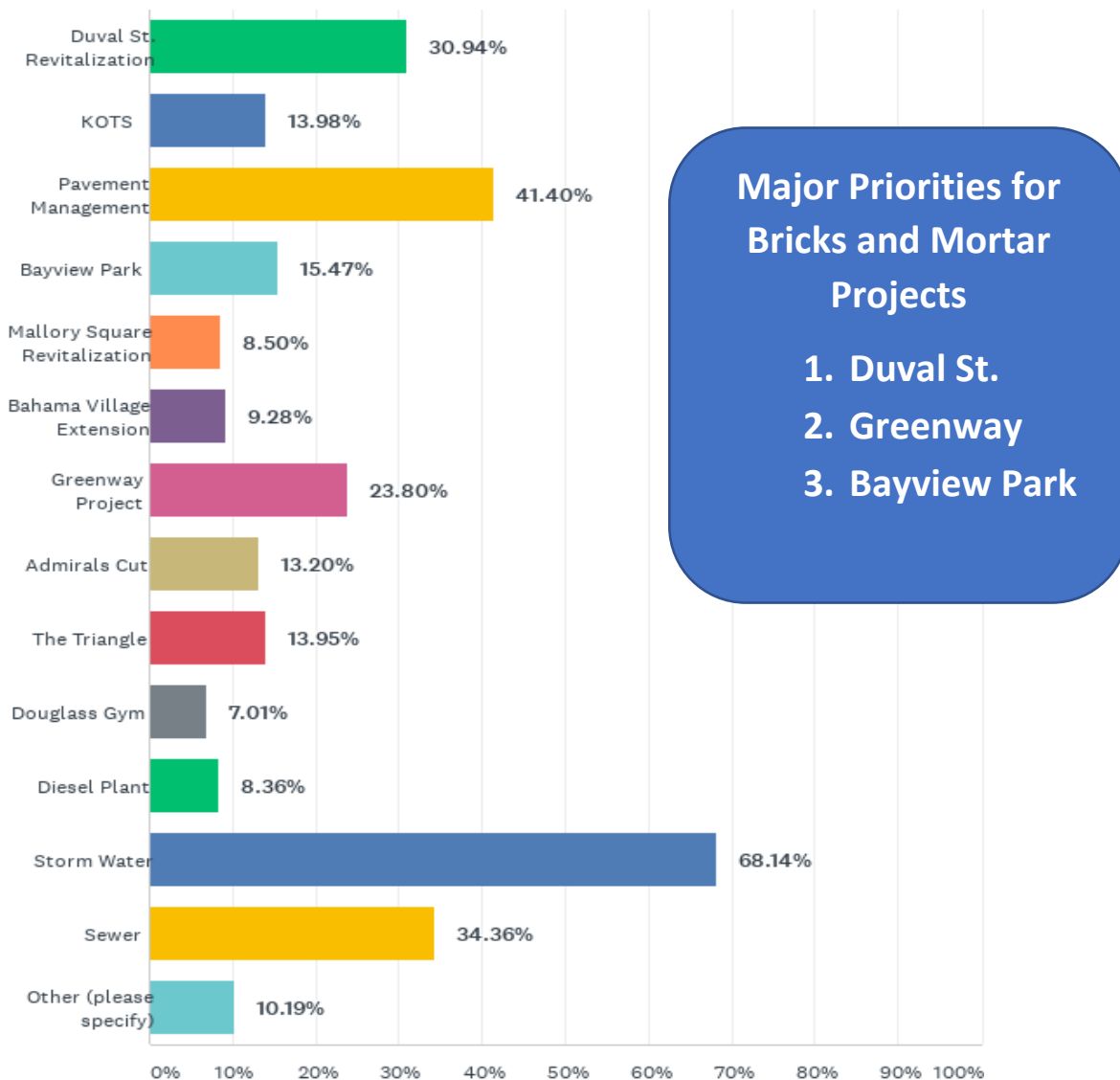
Major Areas of Concern to Residents

1. Affordable Housing

2. Sea Level Rise

III. Major Planned Projects

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



IV. City Services and Amenities

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

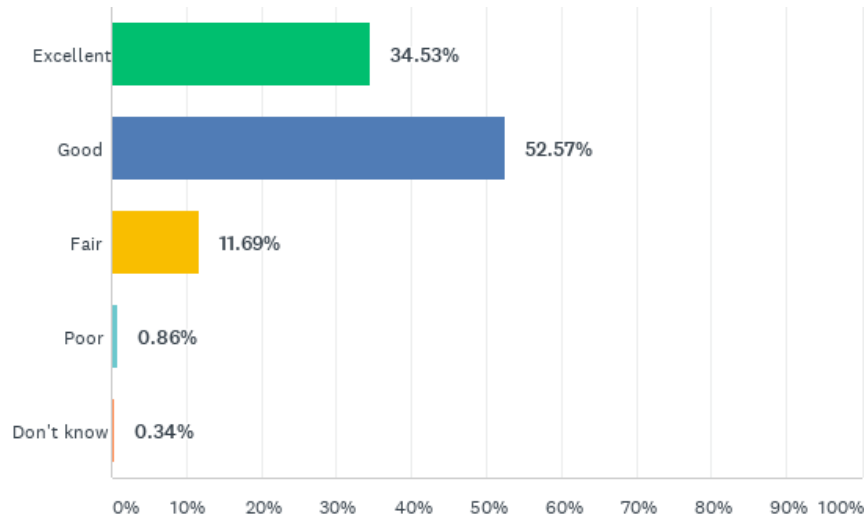
It should be noted that **the majority of respondents (66.08%) are in favor of closing parts of Duval St. for pedestrian traffic on evenings and/or weekends.**

Rank	Service/Issue	Percentage of Excellent and Good Rating from Respondents (above 50%)	Percentage of Excellent and Good Rating from Respondents (below 50%)
1	Safety	87.1	
2	Fire	86.36	
3	Diversity	82.6	
4	Police	81.92	
5	Closing Duval St. at designated times	64.08	
6	Customer Service from City	62.75	
7	Parks	58.27	
8	City Leadership	54.46	
9	Communication from City		48.1
10	Cleanliness		42.3
11	Sidewalks and Street Conditions		35.95
12	Code Enforcement		33.02
13	Appeal of Downtown/Duval St.		31.59
14	Fairness of Fees (taxes, utilities)		31.50
15	Efforts to Promote Eco-Tourism		30.25
16	Traffic Flow		29.25
17	Parking		14.61
18	Affordable Housing		7.08
	Public Transportation ²⁶		

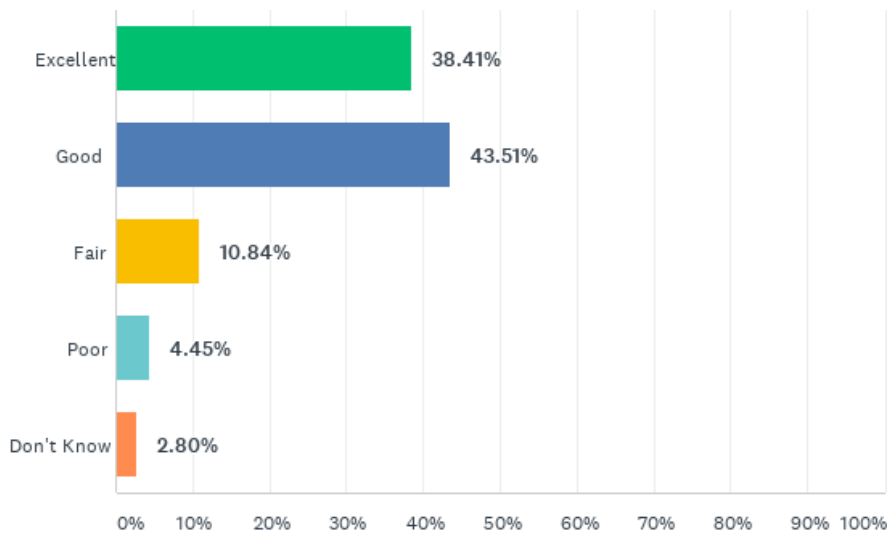
²⁶ The data suggests that most respondents, (and most residents), do not utilize public transportation, as indicated by responding with "I don't know" on questions regarding bus routes and fares (54.07% and 60.75% respectively).

Data on Services and Amenities

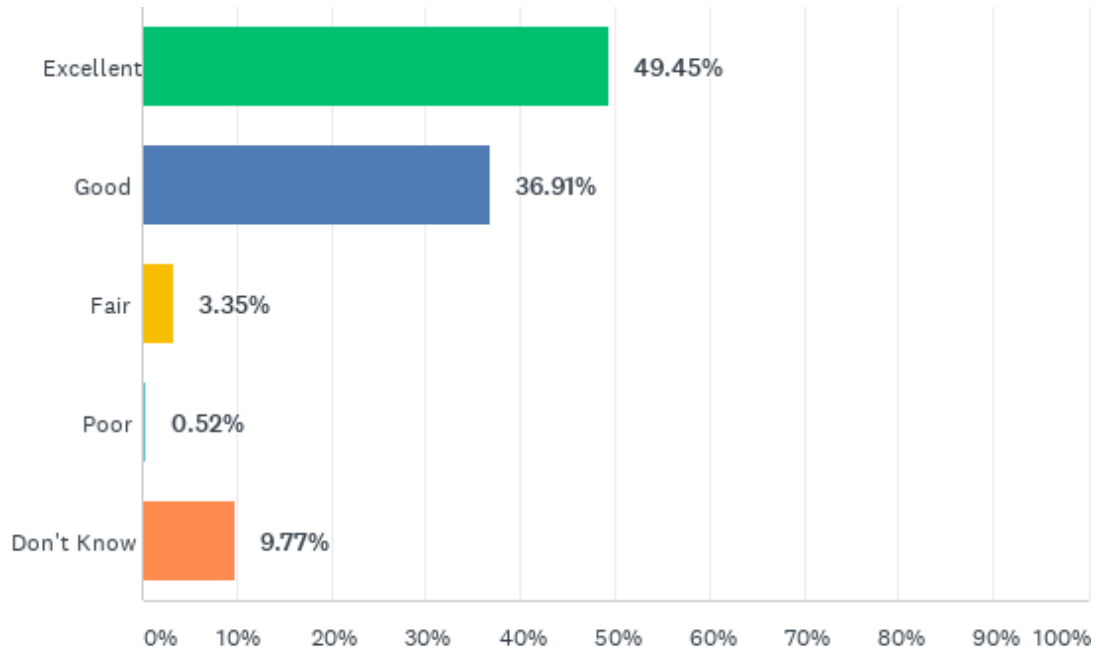
What is your overall feeling of personal safety in Key West?



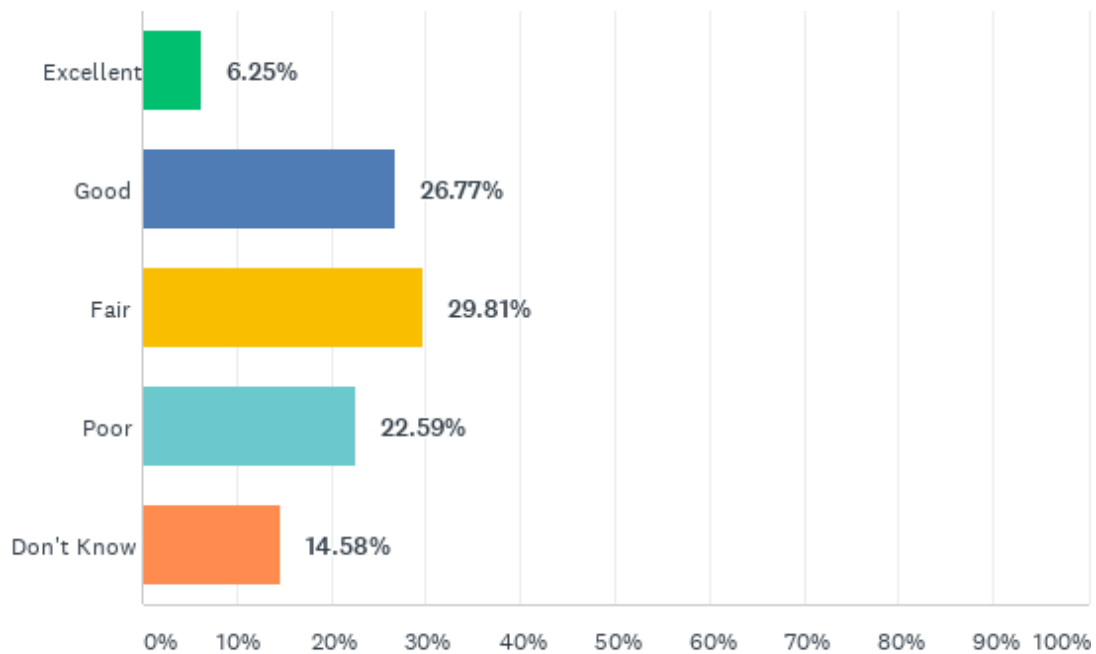
What is your overall rating of the Police services in Key West?



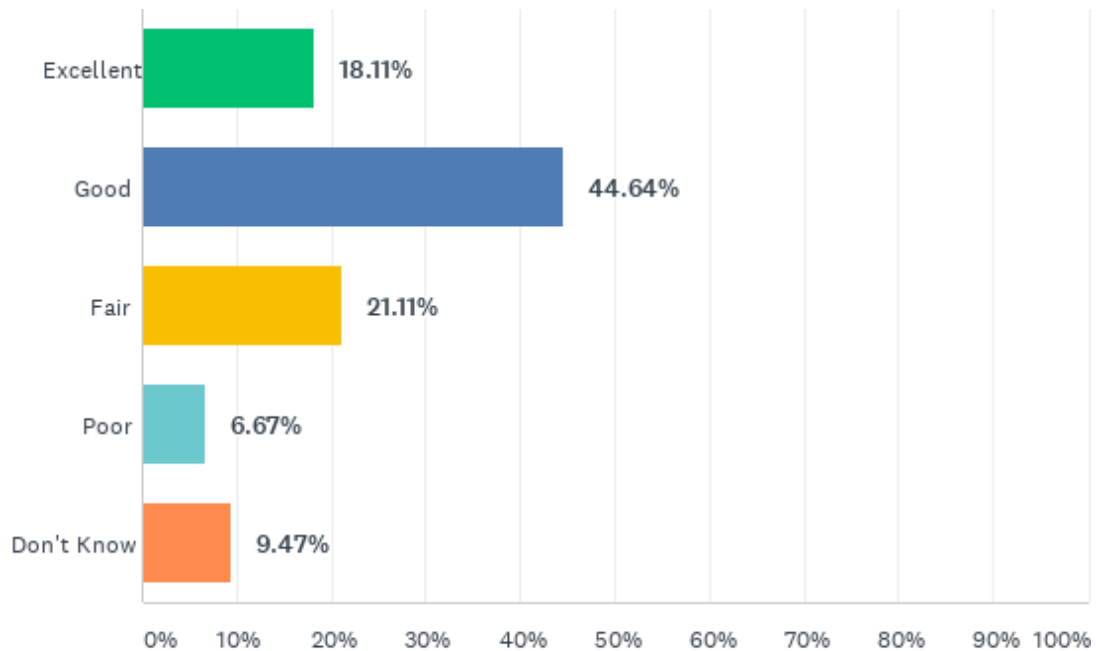
What is your overall rating of the Fire services in Key West?



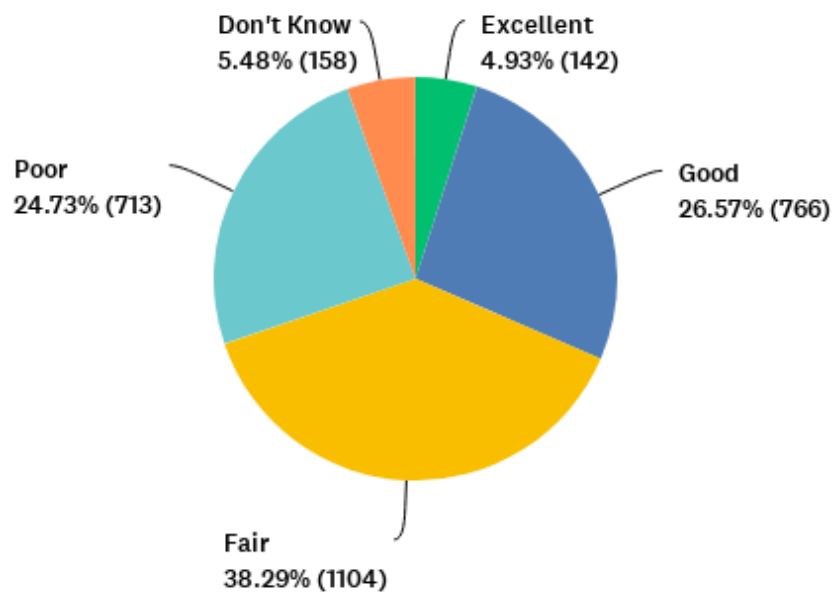
What is your overall rating of Code Enforcement?



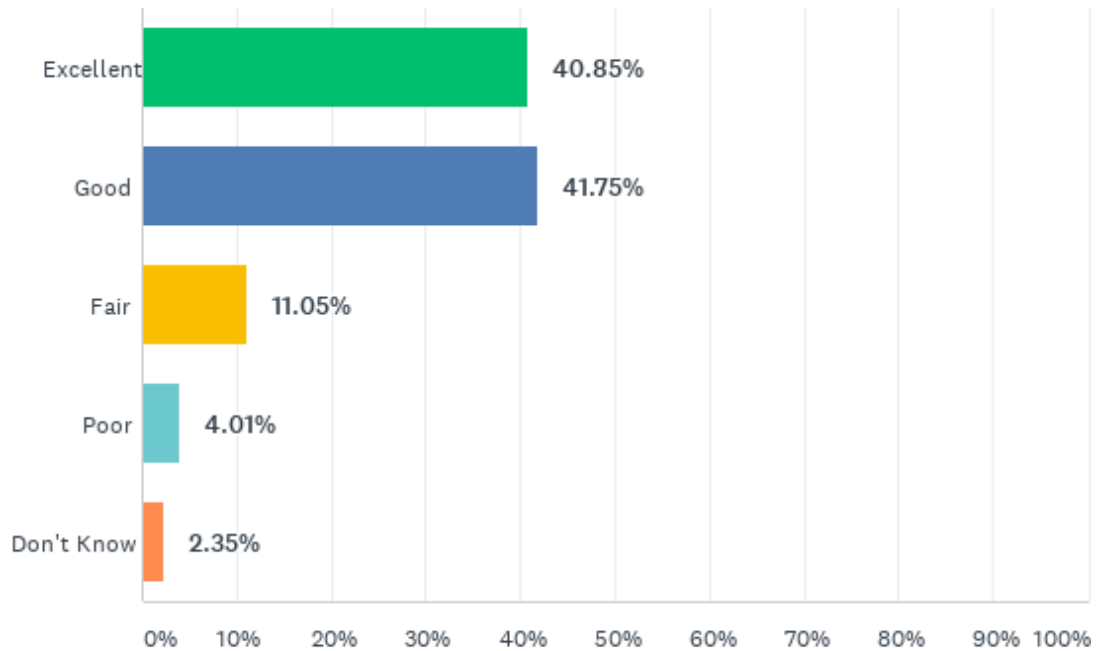
What is your overall rating of customer service you have received from City employees?



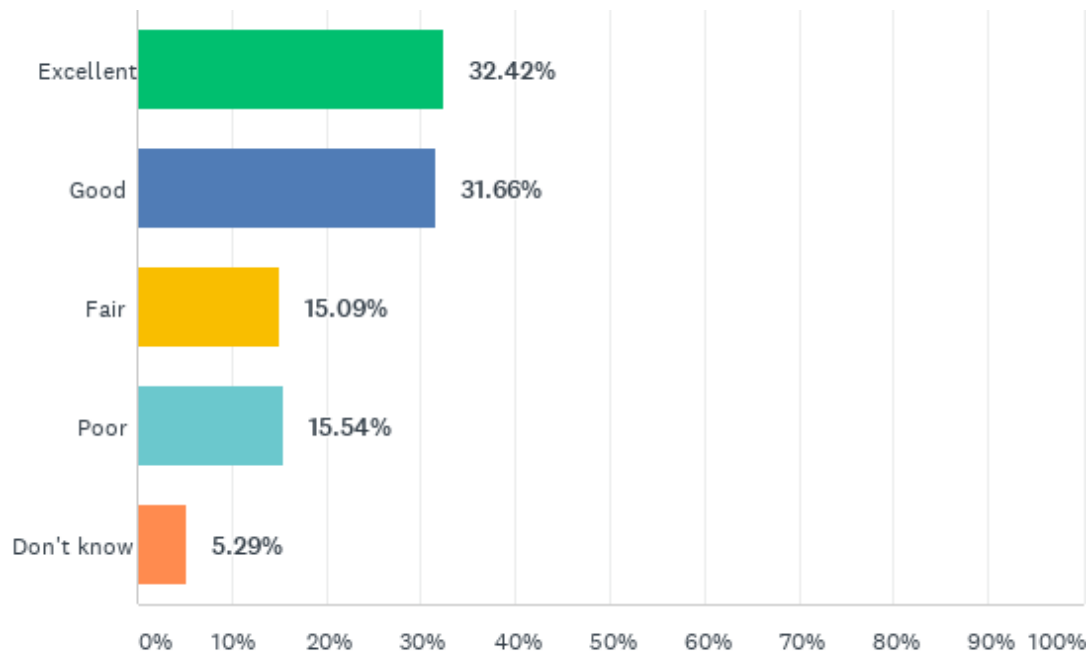
What is your overall rating of the fairness of the fees for City services? (taxes, parking, utilities?)



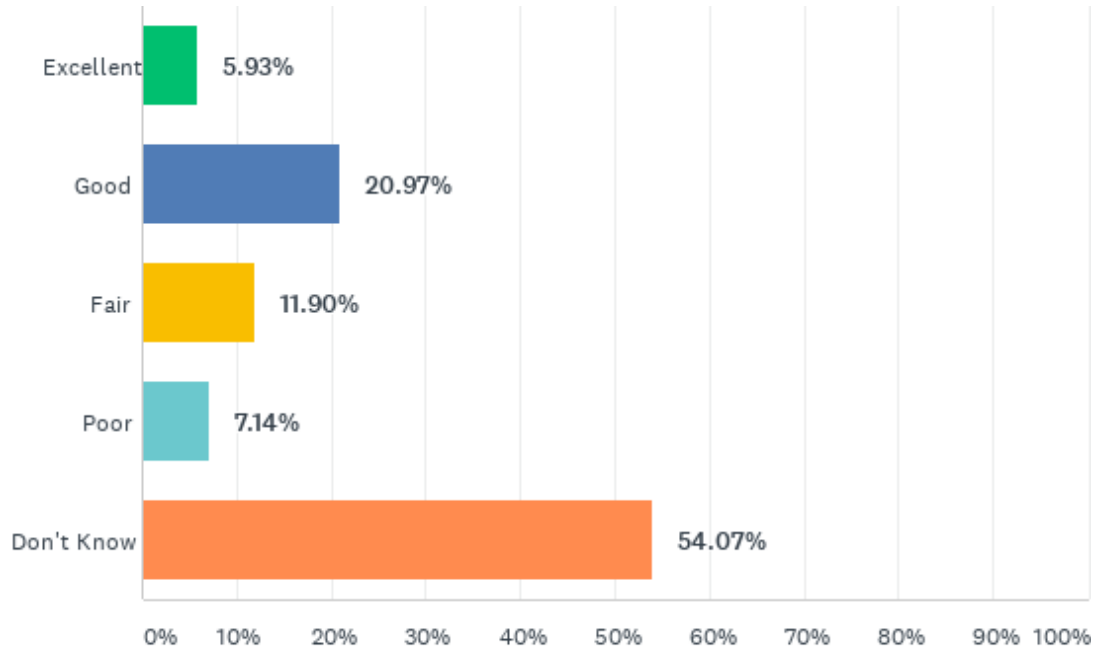
What is your overall rating of our community's openness towards people of diverse backgrounds?



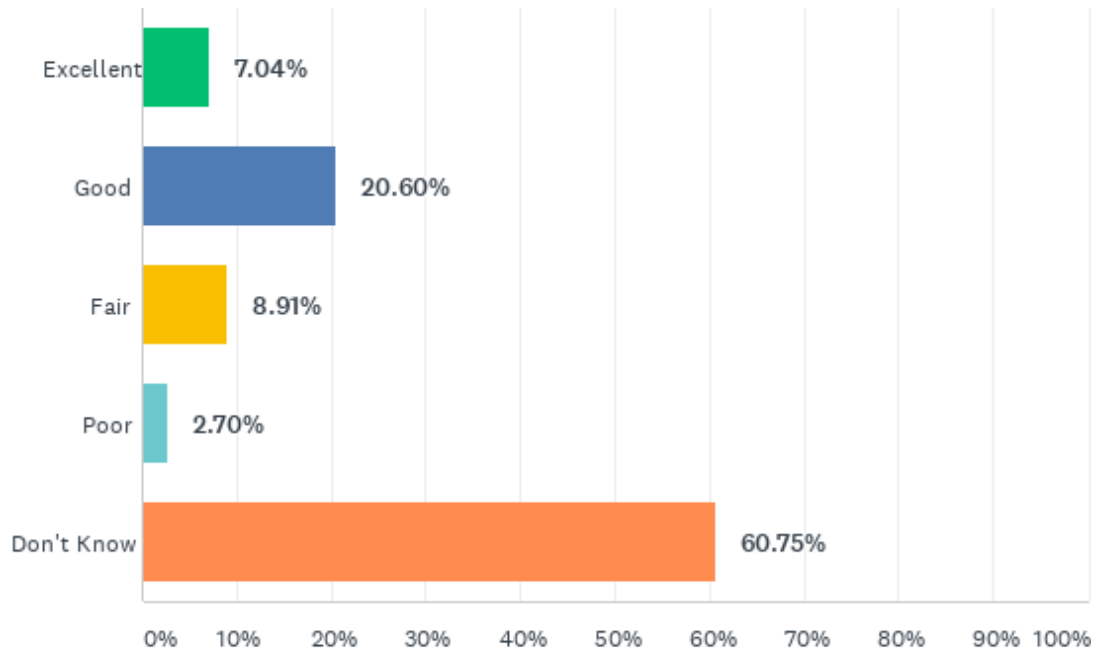
What is your overall rating of an effort to close parts of Duval St. for pedestrian traffic on evenings and/or weekends?



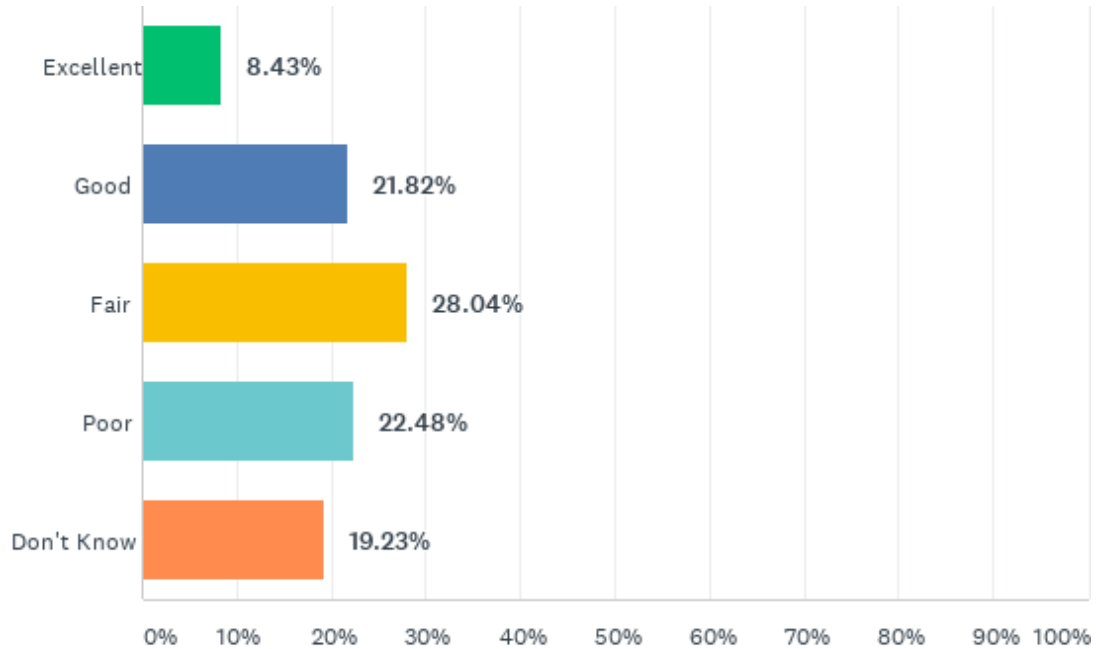
What is your overall rating of the frequency of the bus service in Key West?



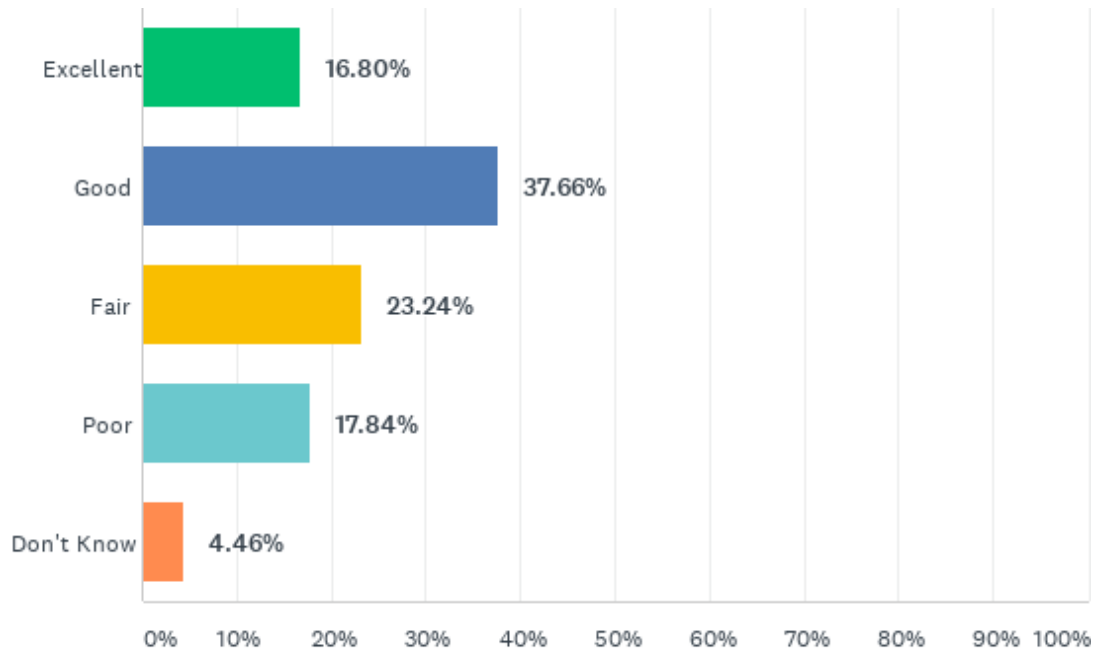
What is your overall rating of the bus fare in Key West?



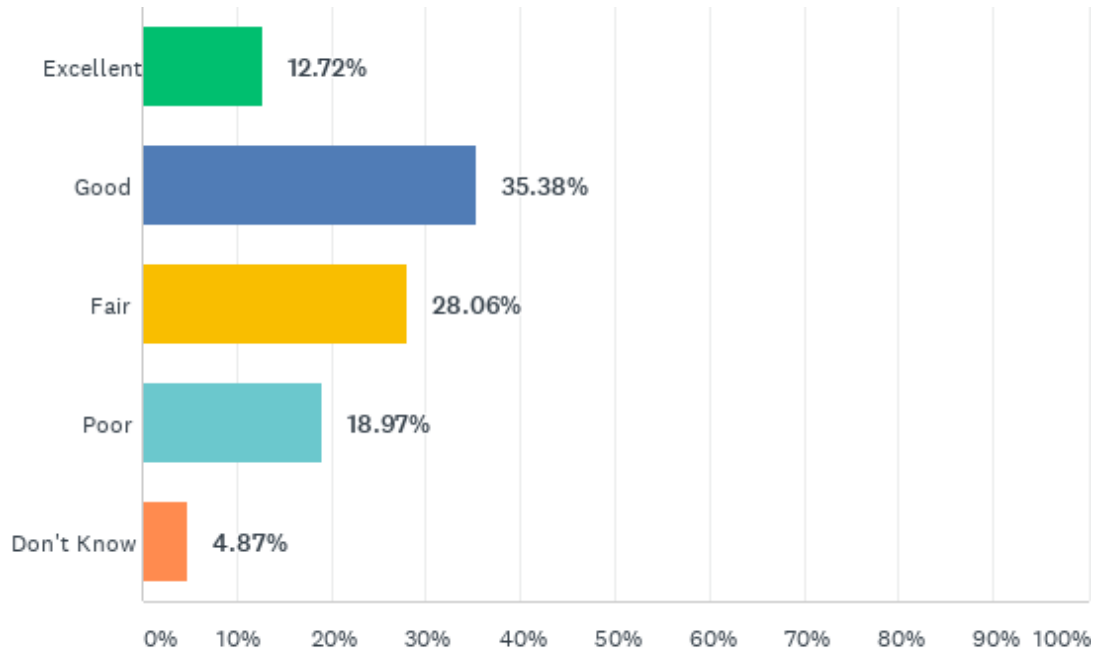
What is your overall rating of efforts to attract more eco-friendly tourists to Key West?



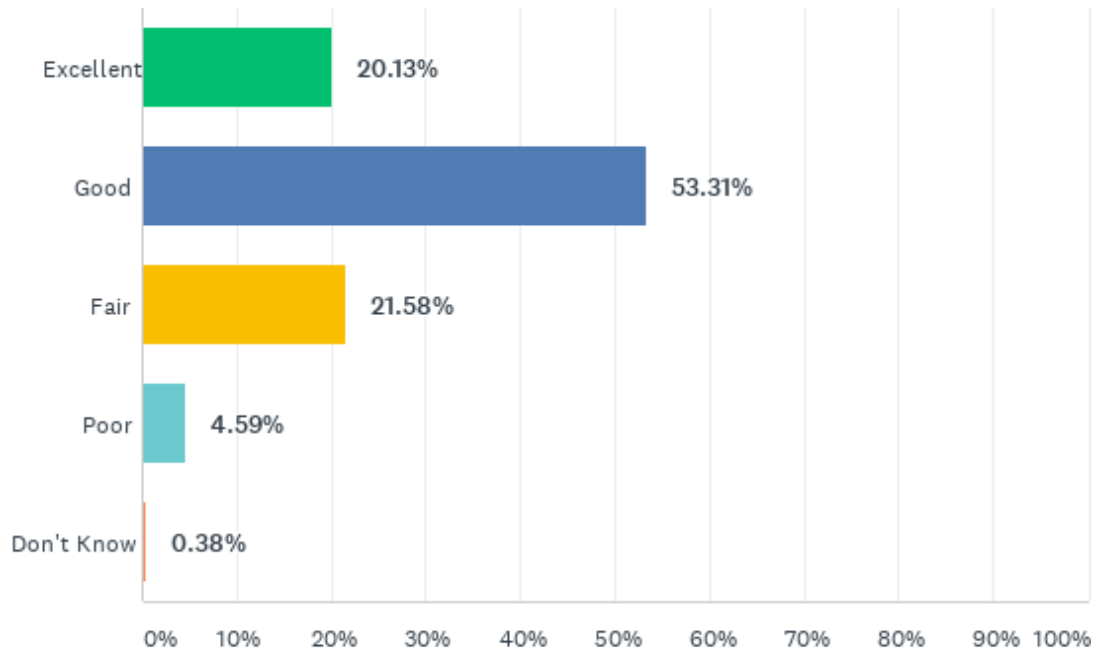
What is your overall rating of the City's leadership?



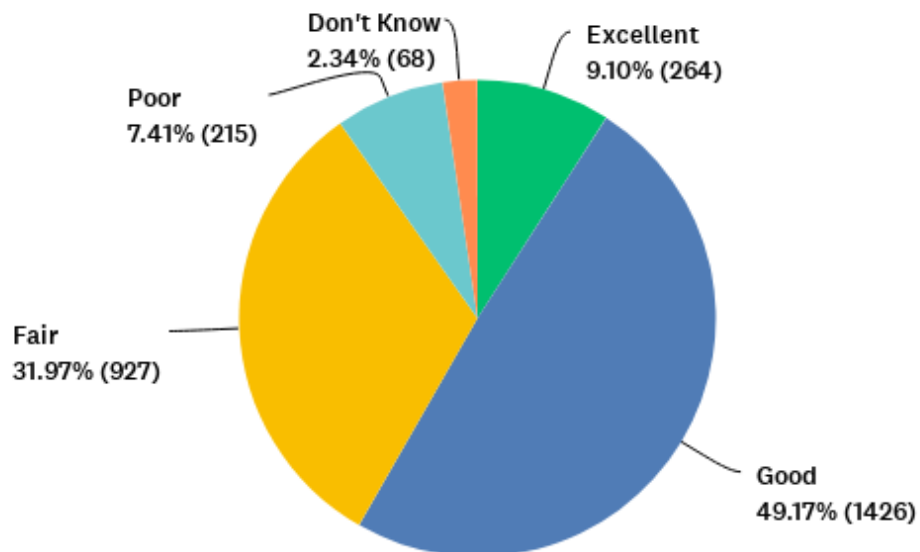
What is your overall rating of the communication you receive about City leadership's decisions and initiatives?



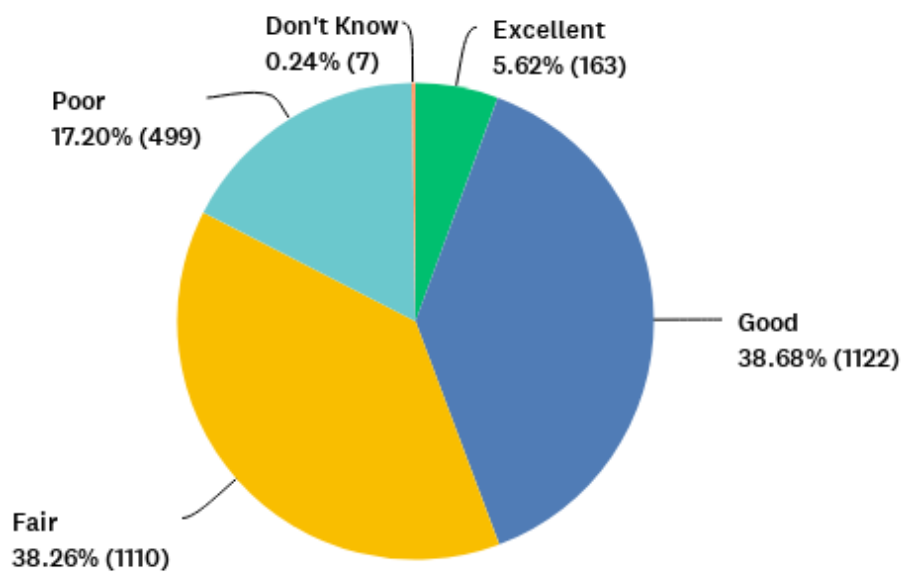
What is your overall rating of the quality of life in Key West?



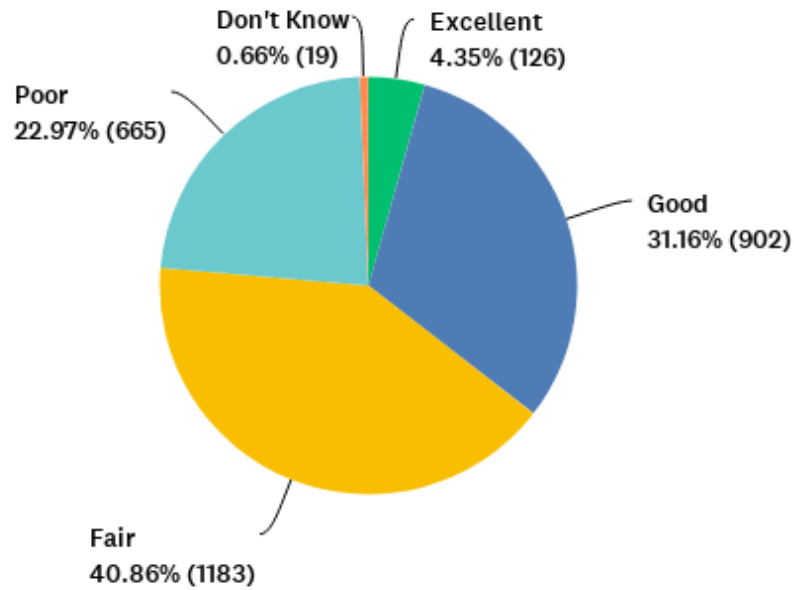
What is your overall rating of the parks in Key West?



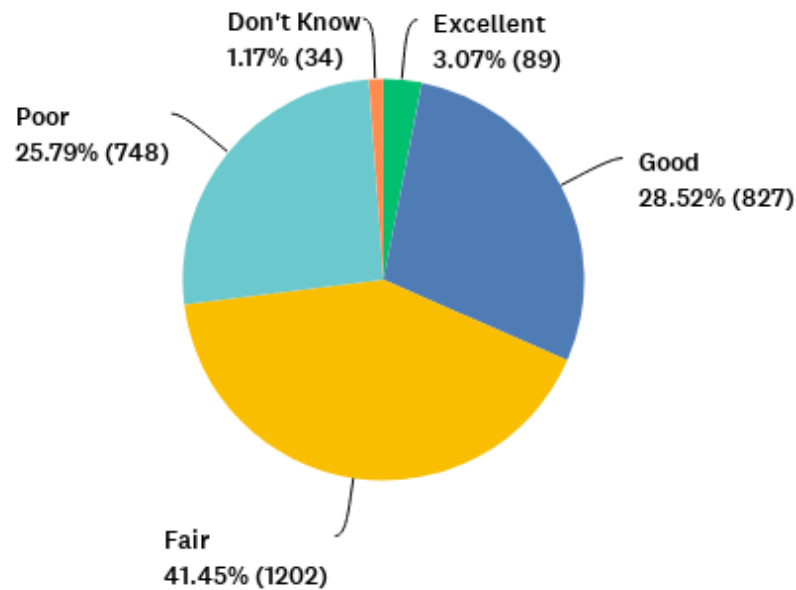
What is your overall rating of the cleanliness of public spaces in Key West? (streets, parks, Etc.,)



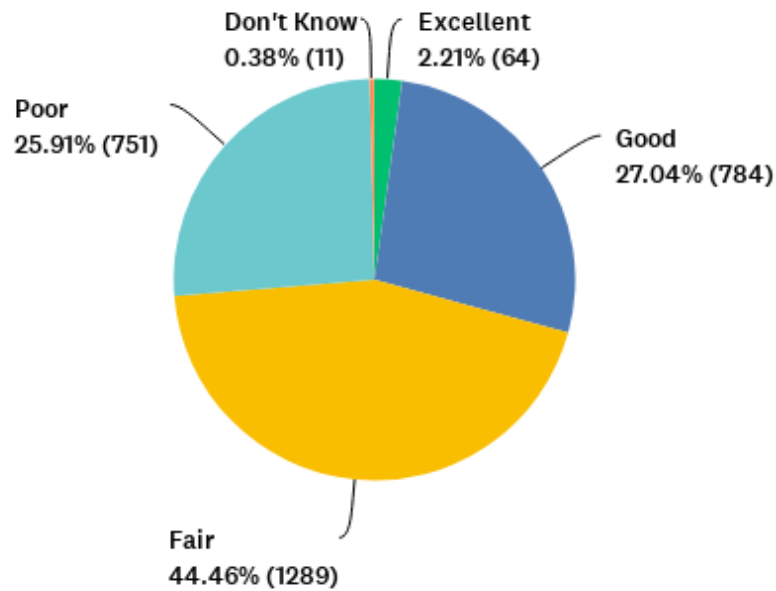
What is your overall rating of sidewalk and street maintenance in Key West?



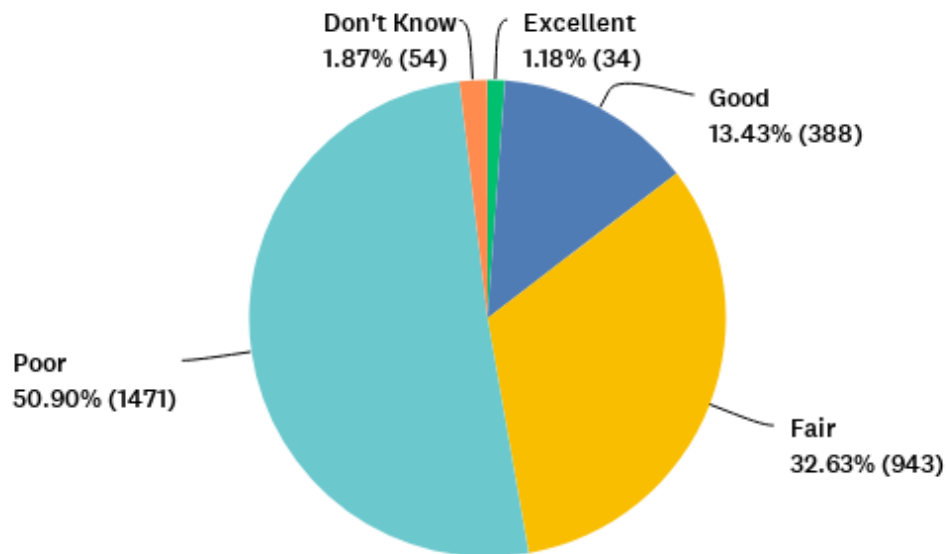
What is your overall rating of the aesthetics of the downtown/Duval St. area?



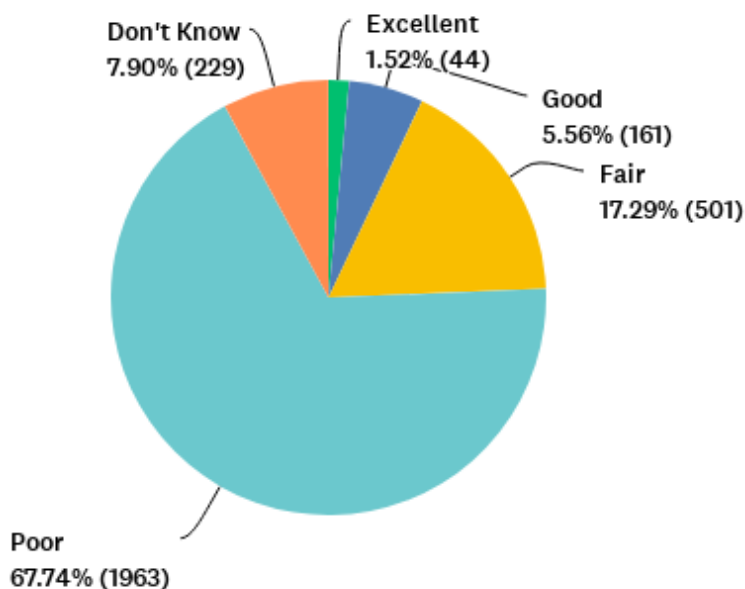
What is your overall rating of the traffic flow in Key West?



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



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



V. Narrative Questions in the Survey

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

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

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

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

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

Comments Regarding Businesses and the Local Economy

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

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

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

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

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

Specific Mention from the Haitian Community

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

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

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

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

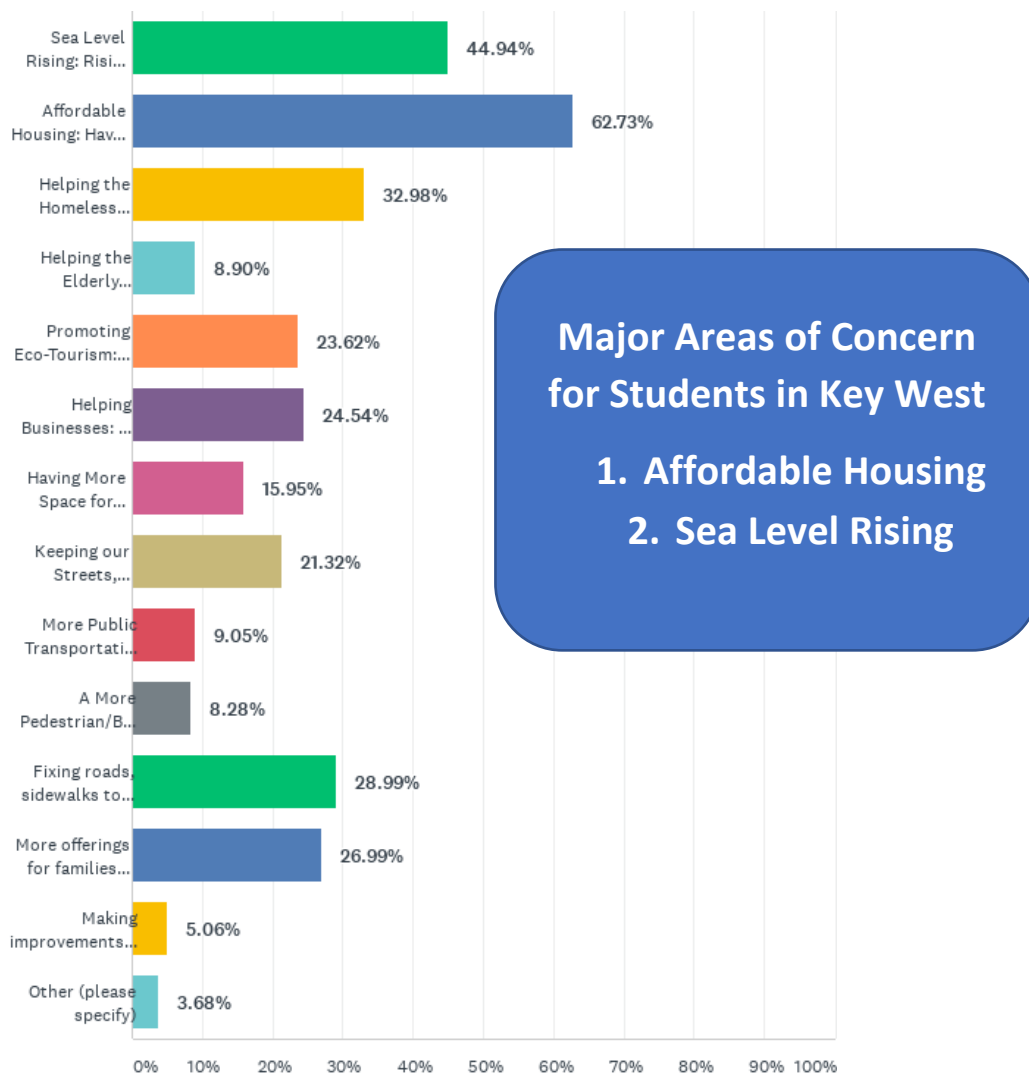
Additional topics that received multiple mentions, and were not featured in the survey, include:

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

VI. Results from the Key West High School Survey

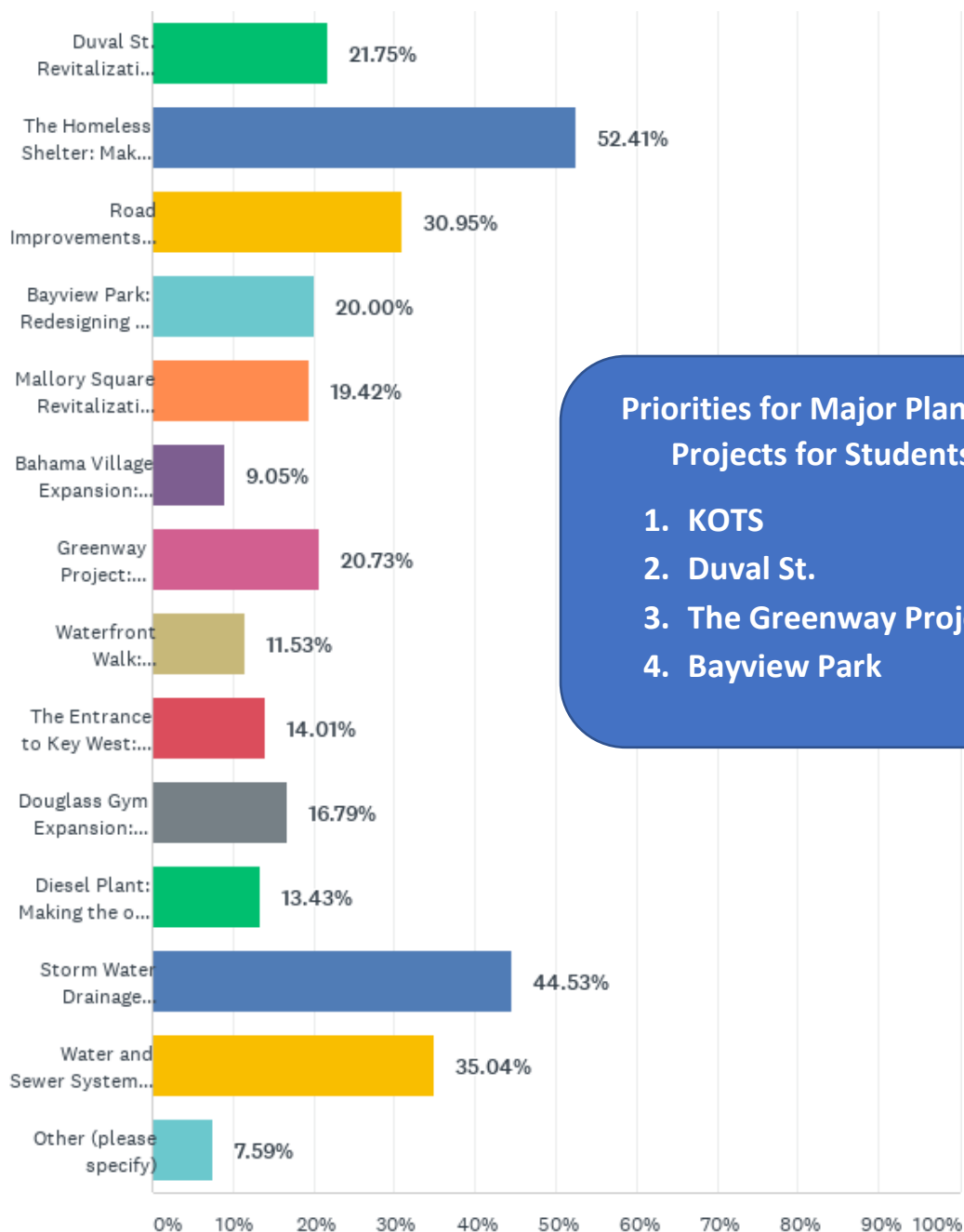
A total of 702 from 1,235 students at Key West High School, (KWHS), responded to the survey. The student survey largely mirrored the version for the general community. Several questions were omitted, as they would not be relevant to the age demographic, (E.g., parking, and code enforcement). Major Projects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

Major Issues of Concern



Major Planned Projects

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



The Narrative

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

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

Below is a sample of the narrative responses.

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

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

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

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

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

VII. Conclusion

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



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

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

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

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