



2011 Strategic Plan

City of Key West, Florida

May, 2011

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EXECUTIVE SUMMARY

The Key West City Commission initiated the development of the 2011 Strategic Plan in recognition of both a changing Key West and a desire to shape a broad vision for the future. This is intended as a five-year plan with a ten-year or longer perspective. The mayor expressed a deep concern that we maintain our identity as a community as we find a balance with the things that visitors and residents want. In seeking this balance, commissioners felt that we needed “an overarching vision or philosophy of what type of community we want to become,” or as another said, paying close attention to “what the community wants” and in the long-term, as another commissioner expressed, to “reinvent our image”. Clearly the intent was to focus on fundamental values that the entire community—government, business, nonprofits, individuals-- would strive to achieve.

The Strategic Planning Committee held an organizing meeting in April of 2010 and over the summer heard from various city officials and others who contributed background information and perspectives important to our task. While reviewing demographic and economic data on how Key West has changed in the first decade of the 21st century, the committee also began a review of a number of surveys and studies of what Key West residents have said about their core values, as well as what visitors have indicated are important to them. These studies reflected important trends affecting the city. A review of strategic plans done by other small cities in the U.S. and a review of studies from outside the Key West borders afforded a look at ourselves through the experience of others.

An outline of the Strategic Plan that we would offer gradually emerged, organized into six domains: Economy, Environment, Culture, Infrastructure, Government and Quality of Life. The development of goals, objectives, initiatives, and indicators of progress within each domain then became the primary focus of our work. As we were working through these sections of the plan, the detail involved seemed to the Committee and may well seem to the reader rather arduous and at times exceedingly fine-grained. But the cumulative effect, the Committee believes, paints a picture of a community that is supported by those things that both residents and visitors value, as well as a “to-do” list of things that must be done to enhance our community and economy over the long term.

In the end, we came to appreciate Key West all the more for the gem that it is. There is so much to love about it. There is also reason to understand that there are trends which are impacting the economy and the community which present opportunities—and challenges. Changes over which we have limited control will force us to action even as we try to maintain our identity and provide a measure of stability in our economy.

In summary, this document is the Committee's best effort to present to the citizens of Key West a strategic plan that will protect and enhance our core values while bending to economic and social realities.

INTRODUCTION

The Strategic Planning Committee, established by City Commission Resolution 10-036, called for each Commissioner to appoint one person from his or her district and directed the Strategic Planning Committee to appoint two additional members. The committee first met in late April, 2010 to organize, hire a consultant, and begin to study the past decade. Our charge took us beyond the 2005 Strategic Plan's focus on City government goals to include what type of society Key West was to become and what all residents collectively could do together to help create that society. We focused at first on our changing demographic context as well as a review of those surveys and studies of resident values and concerns. We then proceeded to examine strategic plans from other small U.S. cities, and began a limited consideration of nationwide research. Relevant data and insight from this material is cited and referenced in Attachment II. An early decision by the committee was to settle on a learn-as-you-go approach to planning. The more we learned about changes which had occurred, and values that were important for community and economic reasons, the better we understood the required parameters of a Strategic Plan for Key West.

From our background study and evolving concept of what needs to be protected and enhanced, we developed goals and actions that seemed both necessary and desirable. That is the backbone of our strategic plan. Following is a summary of what we learned to be of critical importance in developing the plan.*

Understandings:

- This plan will depend on mutual responsibilities for implementation among government, business, nonprofits, civic organizations and individuals.
- Though not new, we have underscored the importance of understanding the value congruence between residents and visitors: "the same things that make Key West a wonderful place to visit also make it a wonderful place to live".
- Demands from both today's residents and visitors are high: we want more and better quality everything, from infrastructure to art, "One Human Family" to a beautiful environment.
- The natural and built environment and unique culture are the essential building blocks of our "place-based" economy.
- Much of our total personal income is mobile—far above the average for other U.S. jurisdictions—and we must protect and enhance those values that draw people here.

Challenges:

- It will take skillful and thoughtful leadership to strike a long-term healthy balance between Key West tradition and vision—honoring history and becoming modern—as well as between community and commercial values.
- Key West has “destination” competitors at the state, national, and international levels who are increasingly investing in culture to spur economic growth.
- There is a documented concern from both Key West residents and visitors about “value for the price” – is Key West overpriced for “product” offered?
- When things are going well, it is difficult to spur action but our review has taught us that there will likely be a high price for inaction.

* The bullets under Understandings and Challenges are discussed in Attachment I.

UNDERSTANDING OUR PAST TO UNDERSTAND OUR FUTURE

Almost 200 years of boom and bust economic history suggests an inevitability in the fortunes and misfortunes of Key West. The 2011 Strategic Plan was framed around the idea that maybe this time it can turn out more to our advantage: **strategic investments of time and money, guided by a broad, well-informed resident and visitor-based plan, could enhance the quality of our lives and the lives of those who follow us for generations to come.**

To understand the lessons of history, it is necessary to hearken back to Key West's beginning in the early 19th century, when it was established as a base for controlling piracy in the Caribbean. Since that time it has seen periods of rapid growth and decline which were largely dependent on the decisions of entrepreneurs or the federal government. In the early to middle 1800s, Key West was the largest and purportedly the wealthiest city in Florida, built primarily on shipwrecking entrepreneurship. Those early glory years rather abruptly came to an end with the arrival of a string of lighthouses which effectively alerted ships to the dangerous reef. Within the next 100 years Key West experienced a series of ups and downs in successive economies, based on harvesting sponges, high paying jobs in the cigar industry, the coming of the railroad, turtle harvests, fishing, and the enduring military presence. But the good times have been invariably punctuated by decisions and events such as hurricanes and the Great Depression that crippled the local economy, tearing out all but the soul out of Key West.

Even the long-steadying influence of the military dramatically declined in the mid to late-20th century when the federal government decided that a federal security presence was no longer as critical as it once was in the southernmost city. A tourist industry began during the 1930s, and though helpful as a source of income for local residents, took decades to develop. Slowly, however, through persistent marketing, aided by the federal government and the unexpected but welcome arrival of writers and artists who got the word out in their own ways, visitors came and gradually the economy stabilized.

Leading up to and including the first decade of the 21st century, the Key West economy has done admirably well* with not only a flourishing tourism but also an influx of persons with wealth earned elsewhere to purchase both permanent and seasonal homes and to otherwise provide considerable sustenance to the economy. In an unusual but fortuitous development, these three crucial demographic groups—permanent residents, seasonal residents and visitors-- have formed a rare community of interests based on things many in each of these groups love about Key West. As the 2004 Key West Resident-Visitor Study put it, "The same things that make Key West a wonderful place to visit also make it a wonderful place to live." Together, our more recent demographics and those unique Key West qualities that have drawn so many to this island have become the engine of a productive economy. In short, ours has become

a “place-based economy”—an economy not reliant in the typical way on everyday things produced for export, not even cigars, turtles or sponges, but an indigenous economy dependent on where we live (natural and built environment), who we are (our history, an open and accepting and at times quirky culture) and what we do (arts, music, literature, cuisine, events and festivals).

Every epoch in Key West economic history has probably seemed at the time destined to last forever. But none did. Good times have been invariably followed by hard times—and the cycle has repeated. Perhaps the present economy will fare no better. Hurricanes will come and the larger U.S. and world economies will affect us. But the 2011 Strategic Plan suggests a vision that is practical, and aligns with predominant and stable resident and visitor values regarding our local economy as well as our quality of life. The realization of the plan depends on our willingness as a community to decide to work together to support long term interests. That is the essential lesson our Committee presents to the City Commission as it considers adoption of this Strategic Plan and our recommendation for a community-based implementation plan.

*The military continues to be a vital part of the economy and community, but is largely out of the purview of local planning.

VISION

Key West has a beautiful natural environment with a vibrant culture, interesting historical architecture, active neighborhoods, and community-wide interests that are supported by involved residents from all walks of life and a responsible and responsive government.

MISSION

Our mission is to protect our natural and built environment and honor our local heritage and cultural identity with citizens actively engaged in the life of our neighborhoods and community. Together we shall promote ongoing redevelopment of a sustainable economy, quality of life, and modern city infrastructure. Our government shall act on behalf of the long-term, generational interests of residents and visitors of Key West.

The Economy

Goal # 1: Economic growth and diversification that sustains a healthy economy

Objective: Support and nurture existing sources of income for the City and community while encouraging the development of new ventures

Initiatives:

- *Creation of a City Venture Development Office to facilitate and solicit new business ventures*
- *Initiate a study of policy alternatives that would support new economic ventures and focus on the ease of doing business for city clients and customers*
- *Recognize and nurture military and non-military government and government related employment and their contribution to the local economy*
- *The City Manager will call annual meetings of business and other interests to discuss what is happening in the U.S. and Cuba that can possibly impact the status quo*

Objective: Continue to develop the greater Duval Street area as the mixed use, vibrant, commercial and social center of the City

Initiatives:

- *Charge the Duval Street Committee to design a plan for the Duval Street corridor that reflects its multiple uses and protects its historic character*
- *Increase security through Chamber of Commerce and Business Guild programs educating employees and customers on how to stay safe*
- *Partner with local business owners and the Duval Street Committee to make streetscape improvements*
- *Review and adopt as deemed appropriate the recommendations of the Traffic Study*
- *Increase the number and ensure cleanliness of public restrooms*

Goal # 2: Commercial and residential (re)development that is appropriate to a small city and enhances the sociability of neighborhoods

Objective: City documents reflect a clear and cogent approach to development and re-development

Initiative:

- *The City Commission appoints representatives to study congruency of the development/re-development process and related documents*

Objective: Increase efforts among City, County and State governments to develop a vision for the Lower Keys area that enhances our larger regional sense of community as well as regional aesthetic appeal, environmental enhancement, and economic vitality

Initiative:

- *The City and County appoint representatives to study and recommend long-term goals for the area*

Goal # 3: Optimum 'Key West' experience

Objective: *The community understands the needs, issues and concerns of residents and visitors*

Initiatives:

- *Annual and decennial review of visitor perceptions*
- *Annual and decennial review of resident perceptions*

Goal # 4: Invest in the development of our workforce

Objective: *Understand the needs, issues and concerns of the hospitality workforce and employers*

Initiatives:

- *Review and update TDC report on the Hospitality Workforce*
- *Encourage our business community to intensely educate staff to become more knowledgeable and enthusiastic about the business, agency or interest with which they are engaged as well as about the City at-large*
- *Encourage businesses to educate their staff on the vision and ethics of the City*

INDICATORS OF SUCCESS:

- Increase in business ventures in the City
- Completion of a study of policy alternatives
- City Commission assigned contacts with the military to facilitate communication
- Meetings are held to discuss Key West/Cuban issues
- Design plan for Duval corridor is created and implemented
- Decrease in reported crimes
- Improvements undertaken by the Chamber of Commerce, the Business Guild, and Duval Street Committee
- Increase in the number of public restrooms
- Completion of a review of approach to development and redevelopment and related documents
- Annual Resident Survey
- Visitor feedback
- TDC reports
- NOAA Study
- Chamber of Commerce Annual Report

The Environment

Goal # 1: A natural environment that enhances the “Key West experience” for residents and visitors alike

Objective: Ongoing protection and monitoring of our local environment

Initiatives:

- Partner with local environmental groups to monitor the environment
- Conduct an environmental scan to provide a baseline for future environmental audits
- Develop and implement, in collaboration with special interest groups and the Monroe County School District, a comprehensive education plan for residents and visitors which focuses on protecting and enhancing the environment
- Implement the guidelines spelled out in the Key West Climate Action Plan in each city department using the recommended checklist process to be signed and posted on the city website annually
- Place recycling receptacles throughout town

Goal # 2: The City’s built environment reflects and supports Key West values, architectural history, and mixed uses

Objective: Strict adherence to HARC guidelines, land development regulations and the Comprehensive Plan

Initiative:

- Annual review of approvals which fall outside HARC guidelines, land development regulations, and the Comprehensive Plan

Objective: Establish a level of design excellence for the entire city

Initiatives:

- City Planning Office develops an Urban Design Plan as a part of the City’s Comprehensive Plan
- Consider design factors such as signage, lighting, shade trees and seating which makes streets inviting and adds to the residents’ and visitors’ experience in all development and redevelopment

Objective: Improve streetscapes

- Enforce existing littering laws and ordinances
- Educate and encourage homeowners to clean from their house to the curb

Goal # 3: The conservation and responsible consumption and disposal of all natural and manmade resources

Objective: Five percent increase in recycling per year

Initiatives:

- Adoption of mandatory recycling for all residents, businesses and non-profits and enforcement with applicable fees
- Implementation of the Vision and Mission of the Key West Clean and Green Committee

Objective: Municipal services which are environmentally sensitive and promote attractive spaces

Initiative:

- Partner with providers for monitoring purposes

Goal # 4: The City leads by example utilizing sustainable practices in city operations

Objective: Departmental action plans outlining green practices

Initiatives:

- Each city department keeps a record of efforts to go green
- Educate City department heads on 'Green Purchasing'
- Establish annual goals and develop an Action Plan for the reduction of fossil fuels by the City's fleet
- Construct all city facilities adhering to LEED or similar standards
- Establish a green house gas emission target and monitor and report on it annually

Goal # 5: Partnership with community groups to address environmental issues and increased public education about environmental concerns

Objective: A community-wide environmental agenda

Initiative:

- Collaboration with state, county, and community partners to develop a community-wide environmental Action Plan including goals and timetables

Goal # 6: Key West is seen as a viable destination for "Environmental Tourism"

Objective: Expand the brand Key West to include promoting the environmental aspects of the island

Initiative:

- Promote "Environmental Tourism" through the promotion of environmental events and festivals

INDICATORS OF SUCCESS:

- Statistics/Data collected on the condition of the reef, air and water quality
- Annual Resident Survey
- Annual report to the City Commission by the Tree Commission regarding extent of tree canopy
- Departmental checklists addressing key elements of the Key West Action Plan are developed, signed and posted on the City website
- Increase in number of recycling receptacles throughout town
- Annual Code Compliance reporting
- Number of HARC approvals granted which fall outside their guidelines
- Annual HARC report to the City Commission on issues and improvements in protecting historical architecture
- Increased percentage of solid waste being recycled
- Development and implementation of an Urban Design Plan for the City
- Annual report to the City Commission on responsible consumption by the Sustainability Advisory Board
- Reported progress by the Key West Clean and Green Committee
- Annual City Manager's Report to include green initiatives
- Development of a community-wide environmental agenda and annual reporting of progress towards goals

Culture

Goal # 1: The identification and promotion of the “unique” character and culture of Key West

Objective: Recognize and promote Key West as America’s Caribbean Island; a confluence of Bahamian/British aristocracy, African American, Cuban, European, and influences from across the U.S.

Initiatives:

- Key West’s cultural mix is reflected in marketing efforts
- Historical markers noting the community’s various cultural strains and their contribution to the community will be erected and maintained
- A map of cultural history points of interest will be created and distributed at lodging establishments, the Business Guild, and the Chamber of Commerce
- Capture our tradition of diversity through oral histories, documents, and historic images

Objective: Promote Key West as an open community in which socio-economic levels, ethnicity, and a variety of lifestyles readily mix

Initiative:

- Marketing efforts reflect images and language that depict Key West as a broadly open community – One Human Family

Objective: Promote our History

Initiative:

- Nurture and promote opportunities for learning about our history through the library, the community college as well as historical, archeological and cultural resources, programs and services

Goal # 2: Key West seen as a viable destination for “Cultural Tourism”

Objective: Expand the brand Key West to include promoting the cultural and creative spirit of the island

Initiative:

- Support “Arts Tourism” through the promotion of culture-related events and festivals

Goal # 3: The arts are an integral part of the living environment in Key West

Objective: Cooperative efforts among public and private art, music, dance, theater, literary and businesses and civic groups to promote the arts

Initiative:

- *Promote and support funding for the creative arts*
- *Partner with the Art in Public Places leadership to develop a Public Art Master Plan setting priorities for the locations and funding of projects and providing a framework for the shared financial and professional resources needed*

INDICATORS OF SUCCESS:

- Marketing strategies include references to our history and our culture
- Increase in the number of historical markers
- Cultural history maps have been developed and are being distributed
- Number of times “Bohemia in the Tropics” has been aired in a six month period
- Arts Council report to the City Commission
- Art in Public Places Board report to the City Commission
- Public Art Master Plan has been developed

Infrastructure

Goal # 1: A transportation system which is aesthetically attractive, functional, efficient, safe and environmentally sensitive

Objective: Completion of the Transportation Study and development of an Action Plan to address recommendations

Initiatives:

- Development and implementation of a Multimodal Transportation Plan
- Coordination with the county, state, and FDOT to provide for ongoing improvements, maintenance, and ADA compliance of streets and sidewalks

Objective: Increased usage of public transportation

Initiatives:

- Educate residents and visitors regarding available Public Transportation
- Provide bus schedules at bus stops
- Use technology to provide bus schedule information and trip planner

Goal # 2: Safe and secure neighborhoods and business districts

Objectives: Allocation of resources to support adequate personnel, facilities and equipment for:

Code Enforcement
Law Enforcement
Fire and Rescue
Hurricane Preparedness
Environmental Disaster Response
Homeland Security

Initiatives:

- Proactive planning to address community safety needs
- Compliance with existing codes
- Collaboration with neighborhood associations to establish crime watch areas

Goal # 3: Parks and recreation areas are accessible to all residents and visitors

Objective: Parks and recreation areas distributed throughout the community which are appropriately staffed and equipped to provide safe, healthy, and constructive recreational opportunities for children, youth and adults

Initiatives:

- *Conduct an assessment of the City's parks and recreational areas and develop an Action Plan to address deficiencies*
- *Develop Truman Waterfront Park*

Goal # 4: Long term sustainability of the City's hard assets

Objective: Accurate inventory of the City's hard assets including review of city-occupied dwellings

Initiative:

- *Development and maintenance of an ongoing inventory process for the City's hard assets*

Objective: The efficient and effective maintenance of the City's hard assets

Initiative:

- *Development and maintenance of an ongoing assessment and maintenance process for the City's hard assets*

Goal # 5: All of the City's destinations and resources are accessible to residents and visitors

Objective: Increase the visibility and viability of areas outside of the Duval Street corridor

Initiatives:

- *Create bicycle and pedestrian friendly pathways for accessing and connecting areas to each other and downtown*
- *Partner with the Key West Bicycle Association to have the City recognized as a 'Bicycle Friendly Community' by the League of American Bicyclists*
- *Install and maintain unmanned location and information kiosks throughout the city indicating attractions and available public services*
- *Bahama Village Redevelopment Advisory Committee will develop a long-term vision and plan for the development of Bahama Village and submit it to the City Commission within one year of the adoption of the 2011 Strategic Plan*
- *The City Commission will develop, or charge a committee with developing, a long-term vision and plan for the development of the Key West bight and Caroline Street corridor and submit it to the City Commission within one year of the adoption of the 2011 Strategic Plan.*

INDICATORS OF SUCCESS:

- Annual Resident Survey
- Visitor feedback
- Development and implementation of an ongoing inventory assessment and maintenance process for the City's hard assets
- Increase in number of bicycle pathways
- Key West's designation as a 'Bicycle Friendly Community' by the League of American Bicyclists
- The creation of a long-term plan for the ongoing maintenance and improvement of streets and sidewalks
- Installation of location/information kiosks
- Submission of a plan for the development of Bahama Village and ongoing annual progress reports until the plan is completed
- Submission of a long-term vision and plan for the Key West Bight and Caroline Street corridor and ongoing annual progress reports until the plan is completed
- Annual Report by the Truman Waterfront Advisory Board

Government

Goal # 1: An ethical, open and accountable relationship between City government and the citizens of Key West

Objective: A Code of Ethics governs the actions of the City Commission and all City employees and contractors

Initiatives:

- *Adoption of the Code of Ethics*
- *Citizen committee reviews adopted ethics ordinance every two years to recommend changes to the City Commission*

Goal # 2: A fair and equitable balance between those policies that address community values and those that relate to the economy

Objective: Our economy is enhanced while continuing to enhance our community values

Initiative:

- *Consider impact on the community and community values in all decision making*

Goal # 3: Team Key West - Cooperative planning efforts among organizations, businesses, and all government agencies

Objective: Collaboration among community partners to address specific concerns

Initiatives:

- *The Mayor of Key West or designee will invite members of various organizations to collaboratively address one area of need each year for the lower Keys region*
- *Development of an Action Plan for the selected area of need*

Goal # 4: The City is guided by one vision with resources focused on progress towards established goals

Objective: Alignment of the City's Comprehensive Plan, Action Plan, Capital Improvement Plan, departmental business and performance management plans and the City budget with the 2011 Strategic Plan

Initiative:

- *The City Manager and one Commissioner will co-chair a citizen and public employee appointed committee to align the plans*

Goal # 5: An operating and capital-improvement strategy which is structurally balanced over the long term and provides for the effective and efficient management of resources

Objective: Planned management

Initiative:

- *Implementation of the 5 Year Capital Improvement Plan*

Goal # 6: A legal and financial framework that develops and sustains a high performing workforce

Objective: Employee contracts and policies are fair and promote ethical conduct

Initiative:

- *Employee panel to conduct a review, every two years, of policies that affect conduct, work, and procedures*

Objective: A skilled and efficient workforce that delivers quality services and reflects the diversity of our community

Initiatives:

- *Maintain sufficiently competitive pay and benefits to attract quality employees to City government*
- *Development and implementation of an annual Employee Evaluation Process based on established performance metrics*

Goal # 7: Ongoing assessment of government functioning

Objective: Implementation of a formal citizen feedback mechanism

Initiative:

- *The City Commission shall appoint four citizens who, along with three persons appointed by the City Manager and assisted by IT, shall prepare an Annual Resident Survey, addressing issues contained in the 2011 Strategic Plan and other areas of concern for the City*

Objective: Enhance the City website

Initiatives:

- *Improve communication through increased usage of available internet tools*
- *Develop and implement a uniform resident response tracking system for all non-public safety departments*
- *Update the website format to make it more easily accessible and user friendly*

Goal # 8: The City grows and develops in a manner that supports existing values

Objective: Development in the City is guided by plans which protect and enhance the City

Initiatives:

- A Strategic Plan Implementation Committee will be created (see Page 24) to generate the ideas, energy, and resources to guide the efforts of public, nonprofit, civic, and private sectors to steer the future direction of Key West.
- The City Planning Department is staffed and adequately funded so as to support the development of a Comprehensive Plan within two years of the adoption of the 2011 Strategic Plan.

Objective: Growth and development efforts are guided by an established design plan for the entire city

Initiative:

- An Urban Design Plan is developed and incorporated into the City's Comprehensive Plan

INDICATORS OF SUCCESS:

- Adoption of a Code of Ethics by the City Commission
- Visitor feedback
- Development and Implementation of an Action Plan to address the area of need identified by the Mayor
- The City's Comprehensive Plan, Action Plan, Capital Improvement Plan, departmental business and performance management plans, and the City Budget have been aligned with the 2011 Strategic Plan
- Biannual report to the City Commission by the City Manager
- Formation of an employee panel to review policies that affect work, conduct and procedures
- Development and implementation of an ongoing Annual Resident Survey
- Development and implementation of a Comprehensive Plan within 2 years of the adoption of the 2011 Strategic Plan
- Development and implementation of an Urban Design Plan as part of the Comprehensive Plan

Quality of Life

Goal # 1: Key West protects and promotes the health of its residents and visitors

Objective: Community health care concerns are identified and addressed

Initiatives:

- The Monroe County Health Department will present to the City Commission a summary of the annual Health Profile
- In conjunction with the Monroe County Health Department, the City will proclaim 'Health Month' implementing a community awareness and education campaign by partnering with businesses, non-profits and the Monroe county School District

Goal # 2: Options for housing are available to meet the needs of our population demographic

Objective: Housing is available at various income levels

Initiatives:

- Support public and private efforts to make low and middle income housing attainable
- Explore means of managing insurance costs for those providing affordable housing
- Creation of tax benefits for existing affordable rental units
- Complete inventory of assigned existing affordable rental units and City owned property suitable for development as affordable housing
- The City Planning Department completes an analysis and needs assessment on the City's affordable housing

Goal # 3: Key West offers its children, youth and adults educational opportunities from early readiness through lifelong education

Objective: Increased awareness of and involvement in community educational opportunities

Initiative:

- Utilize the City's website to disseminate information on community educational opportunities

Goal # 4: Full and part-time residents (children, youth and adults) are actively involved in the community

Objective: Increased involvement in community service projects offered through schools, neighborhood associations, and civic and social groups

Initiative:

- *Utilize the City's website to disseminate information on volunteer opportunities*

Goal # 5: Improve the quality of life for all

Objective: Reduce homelessness

Initiative:

- *Partner with community groups to increase access to support services and medical care*
- *Partner with organizations working to prevent homelessness, provide outreach, support and services to the homeless population*

Objective: Reduce the impact of vagrancy

Initiative:

- *Strengthening and enforcement of existing laws and ordinances*

INDICATORS OF SUCCESS:

- Annual Health Profile is presented to the City Commission
- 'Health Month' declared and community awareness and education campaign takes place
- Development of inventory list of assigned affordable rental units
- How many homeless individuals have obtained permanent housing in the year
- Number of low and middle income housing units that have been added in the year
- Creation and implementation of tax benefits for existing affordable rentals
- The annual report of progress to the City Commission from SHAL in conjunction with the Mayor's Homeless Committee
- Ordinances dealing with vagrancy are strengthened and enforced

IMPLEMENTATION

Rationale:

The following recommendation follows the central idea that the 2011 Strategic Plan is a community plan, or as Commissioner Weekley expressed it, a “Plan of the citizens of Key West”. This recommendation for implementation assumes also that a successful plan will be by the citizens through the efforts of individuals, non-profit, and civic organizations as well as city government.

Implementation Plan:

The Commission will appoint a Strategic Plan Implementation Committee which will be charged with the overall implementation of the Strategic Plan. An early phase of their work might well include arranging for experienced leaders from other cities (e.g., Mayor, Commissioner, outstanding civic leader) to come to Key West to discuss lessons learned in carrying out strategic plans in their cities. The leaders’ visit to Key West may include holding discussions with the City Commission as well as with Key West community leaders invited to represent various organizations who wish to take part in implementation.

The purpose of these visits would be to help energize the political will and to demonstrate the feasibility of our shaping what we become as a community. Key West might also learn more about how other cities have supported community involvement and made discernible progress towards their goals.

Regardless of the decision to extend invitations to outside leaders, the Implementation Committee will be responsible for encouraging on-going community interest, establishing a framework for implementation, and for strategically managing the implementation process. The framework will provide for:

- a physical design of how Key West will look when the plan is implemented
- maintaining an on-going assessment of the Key West environment (e.g., demographic, economic, resident/visitor values)
- linking strategic planning to other decision-making (e.g., budgeting, planning)
- planning the over-all schedule for implementation of the initiatives (following Commission-approved priorities)
- coordinating the monitoring, evaluation, and reporting of the progress of each project
- reporting to the Commission on at least a quarterly basis, including an annual report which will summarize the annual resident surveys, progress on the Strategic Plan, and a status report on the required five year Evaluation and Appraisal Report (EAR).

Activities that are currently being carried out by city government – or clearly could best

be carried out under jurisdiction of city government --will proceed with only coordinating responsibilities with the Strategic Plan Implementation Committee.

Those community organizations that agree to take on strategic planning-related efforts, either solely or in partnership with other organizations or public agencies, will maintain management and operational independence.