

The 2017 Strategic Plan, June 2019 Update

March 31, 2021 Status Update

For ease of reference, each item is tagged as open, closed or completed and has been formatted in blue font for open items, black font for completed or closed items, and red font for new updates.

The 2017 Strategic Plan

The Strategic Plan is the product of a series of four public workshops in 2017 attended by the Village Council, Village Department Directors and other Village staff. The 2017 Plan was comprised of fourteen (14) Focus Areas, 30 Goals to address the Focus Areas and a total of 56 SMART Objectives to make progress toward accomplishing the Goals. The Strategic Plan was organized in priority order as ranked during the workshop process.

The Plan is intended to be utilized as a guiding document for annual goal setting, prioritizing, budgeting, and evaluation processes to direct the Village's actions, investments, and engagements with partners from October 1, 2017 to September 30, 2023.

The Plan also serves as a management tool to evaluate performance and progress made by the Village Manager and Village departments to achieve the Goals and Objectives set forth.

The fourteen Focus Areas were identified early in the strategic planning workshop are:

- Land Acquisition/Conservation Properties
- Streamline Business Processes/Code Review/Permit Extensions
- Parking/Traffic/Public Transportation
- Environmental Protection/Water Quality
- Financial Condition
- Village Character/Business Environment/Branding
- Infrastructure/Capital Projects/Parks/Technology
- Staffing: recruitment and retention
- Disaster Recovery
- Sea Level Rise/Climate Change
- Election Cycle
- Law Enforcement
- Affordable Housing
- What does 2023 look like?

The June 2019 Update

On June 5, 2019, a Village Council Workshop was held to review and update the 2017 Strategic Plan. During the workshop, each goal, objective and the progress made to date was reviewed. Also discussed was whether goals and objectives remained relevant.

The discussion and input from the workshop resulted in the addition of six (6) new Goals with a total of ten (10) new objectives to achieve the new goals. Eight (8) new objectives were added to the plan to achieve goals identified in 2017, for a total of 18 new objectives in the Strategic Plan June 2019 Update.

During the workshop, it was agreed that seven (7) goals with a total of ten (10) objectives had been completed and an additional six (6) objectives were complete for a total of 16 objective completed.

Further, one (1) Focus Area, two (2) goals, and a total of ten (10) objectives were removed from the Plan because they were determined to be no longer relevant or no longer a goal for the Village.

GOAL #1 (OPEN): BUILD A PUBLIC WORKS FACILITY

Focus Area: Infrastructure/Capital Projects/Parks /Technology.

OBJECTIVE 1A (CLOSED): Seek long-term lease of Monroe County facility at Mile Marker 89 Oceanside (MM 89 facility).

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: Monroe County informed the Village that property will not be available for lease or purchase in the foreseeable future. OBJECTIVE 1A REMOVED/CLOSED.

OBJECTIVE 1B (CLOSED): Prepare Layout for MM 89 facility.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: Monroe County informed the Village that property will not be available for lease or purchase in the foreseeable future. OBJECTIVE 1B REMOVED/CLOSED.

OBJECTIVE 1C (CLOSED): Determine cost for retrofit for MM 89 facility.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: Monroe County informed the Village that property will not be available for lease or purchase in the foreseeable future. OBJECTIVE 1C REMOVED/CLOSED.

OBJECTIVE 1D (OPEN): Identify alternative sites/properties.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: October 1, 2020. To be determined.

PROGRESS/COMPLETION: Existing Public Works maintenance building in Founders Park determined not to have adequate space for a retrofit. New facility on "the hill" behind the Administrative Center to be proposed as location for Public Works Facility and Council Chambers (Goal #31). Staff to request Village Council direction regarding proposed site during 2021 strategic planning session.

OBJECTIVE 1E (OPEN): Determine cost for retrofit or new construction.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: October 1, 2020. To be determined.

PROGRESS/COMPLETION: In June 2019, Public Works Director began seeking estimates for site plan for new facility on "the hill" behind the Administrative Center. Project costs for a Public Works facility, such as development of a site plan, were not included in fiscal year 2020-2021 budget due to unknown economic effects of the ongoing coronavirus pandemic. Staff to request Village Council direction during 2021 strategic planning session.

GOAL #2 (COMPLETE): STAY COMPETITIVE WITH LIKE AREAS

Focus Area: Staffing: recruitment and retention.

OBJECTIVE 2A (COMPLETE): Complete a salary and benefits comparison of like areas and Florida Keys municipalities by June 1, 2018.

RESPONSIBLE PARTY: Human Resources Manager.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: By March 2018, requests made to 36 like areas; received 23 responses. Raw data comparison in progress for presentation to Council in summer 2018. Salary study complete June 2018. Raw data for benefits study collected, processed and analyzed. OBJECTIVE 2A COMPLETE.

OBJECTIVE 2B (COMPLETE): Fund the June 2018 Salary Study conclusions.

RESPONSIBLE PARTY: Village Council.

COMPLETE BY: October 2, 2019.

PROGRESS/COMPLETION: Adjusted salaries of six employees and implemented with adoption of fiscal year 2019-2020 Budget. OBJECTIVE 2B COMPLETE.

GOAL #3 (COMPLETE): UNIFORM BUS STOPS & IMPROVEMENTS

Focus Area: Village Character/Business Environment/Branding.

OBJECTIVE 3A (COMPLETE): Perform study to determine appropriate locations for bus stops.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: April 2018.

PROGRESS/COMPLETION: Evaluation complete and locations finalized in 2018. Installation of benches, signs and trash cans completed January 15, 2019. OBJECTIVE 3A COMPLETE.

GOAL #4: (ONGOING) MORE PRESENCE ON THE WATER

Focus Area: Law Enforcement.

OBJECTIVE 4A (ONGOING): Have local officers boat certified by December 2018.

RESPONSIBLE PARTY: Monroe County Sheriff's Office (MCSO).

COMPLETE BY: December 2018.

PROGRESS/COMPLETION: As of June 30, 2018. 15 (of 18 total) Officers were Certified Boat Operators for Islamorada vessels. Numbers trained will vary with staff turnover; training offered at least annually to maintain high percentage of certified officers. OBJECTIVE 4A IS ONGOING.

OBJECTIVE 4B (ONGOING): Support county-wide resolution in support of increased presence on the water by the Florida Fish and Wildlife Commission and Monroe County Sheriff's Office.

Focus Area: Law Enforcement.

RESPONSIBLE PARTY: Village Council.

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: MCSO coordinated with Florida Fish and Wildlife Commission (FWC for additional officers during high-traffic weekends. (e.g., 20 FWC officers provided for 2018 lobster mini season.). OBJECTIVE 4B IS ONGOING.

OBJECTIVE 4C (CLOSED): Regulate liveaboard vessels.

RESPONSIBLE PARTY: Mayor and Council.

COMPLETE BY: September 2019.

PROGRESS/COMPLETION: Consensus during June 5, 2019 workshop to remove this Objective from the plan. OBJECTIVE 4A REMOVED/CLOSED.

GOAL #5 (CLOSED): ANCHORING SPOT STRATEGIES

Focus Area: Environmental Protection/Water Quality.

OBJECTIVE 5A (CLOSED): Research anchoring equipment.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 2019.

OBJECTIVE 5B (CLOSED): Identify sites for anchoring spots.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 2019.

PROGRESS/COMPLETION: During Keys Day 2018, the Mayor, Village Attorney and Village Manager met with FWC Boating and Waterways Section Leader Major Robert Rowe and FWC Legislative Affairs Director Jessica Crawford. Consensus during June 5, 2019 workshop to remove this Goal from Plan. GOAL #5 REMOVED/CLOSED.

GOAL #6 (OPEN): UPDATE IT INFRASTRUCTURE

Focus Area: Infrastructure/Capital Projects/Parks/Technology.

OBJECTIVE 6A (COMPLETE): Connectivity for Public Works building, Park office and Marina office by end of fiscal year 2017-2018.

RESPONSIBLE PARTY: Finance Department.

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: In March 2018, AT&T Internet Bandwidth expansion project to improve external facility connectivity in process. Connectivity project for PW, Park office and Marina completed September 2018. OBJECTIVE 6A COMPLETE.

OBJECTIVE 6B (COMPLETE): Create equipment replacement program by end of fiscal year 2018-2019.

RESPONSIBLE PARTY: Finance Department.

COMPLETE BY: September 2019.

PROGRESS/COMPLETION: Replacement program created with fiscal year 2018-2019 budget. OBJECTIVE 6B COMPLETE.

OBJECTIVE 6C (COMPLETE): Replacement audio and video equipment for meetings and broadcasts.

RESPONSIBLE PARTY: Finance Department.

COMPLETE BY: September 2019.

PROGRESS/COMPLETION: Project competitively bid through RFP 18-13. Council approved ranking & Agreement on 7/19/18. Project completed on 9/06/18. OBJECTIVE 6C COMPLETE.

OBJECTIVE 6D (OPEN): Server Infrastructure Upgrade to Hybrid Cloud.

RESPONSIBLE PARTY: Finance Department.

COMPLETE BY: December 31, 2020.

PROGRESS/COMPLETION: The IT& Communications Manager and Specialist obtained quotes from three vendors for upgraded servers needed to enhance the Village's ability to recover technologically following an emergency event, such as a hurricane, and any associated fees. A project scope and a request for use of additional funds from fund balance, if needed, for presentation to the Village Council for approval.

Quotes received Dec 2019. Purchase approved by the Village Council on June 18, 2020.

As of September 2020, new Hyperconverged server mounted and configured for production. Migrated File Server, APP servers (such as Antivirus and Backup) and Update/upgrade Servers to the New Environment. Final steps: complete migration of Islavii and IFR domain Active Directory and migrate ServerCV, onbase and Tyler.

Update March 31, 2021: Islavii and IFR domains were merged together and migrated along with OnBase (document retention). Remaining are CityView and Tyler (Finance) left to migrate. The final step is completing the disaster recovery plan; to be accomplished by December 2021.

GOAL #7: (OPEN) ACQUIRE FUNDING FOR LAND ACQUISITION

Focus Area: Land Acquisition/Conservation Properties.

OBJECTIVE 7A (COMPLETE): Research transfer tax; provide report to the Village Council regarding legality.

RESPONSIBLE PARTY: Village Attorney.

COMPLETE BY: November 2018.

PROGRESS/COMPLETION: Research completed August 2018. Tax would require legislation and possible County-wide referendum. OBJECTIVE 7A COMPLETE.

OBJECTIVE 7B (OPEN): Utilize transfer tax to purchase conservation properties and buildable upland properties.

RESPONSIBLE PARTY: Village Attorney.

COMPLETE BY: October 2020.

PROGRESS/COMPLETION: Requires adoption of legislation by Monroe County to implement transfer tax.

OBJECTIVE 7C (OPEN): Acquire Florida Keys Stewardship Funds dedicated to land acquisition.

RESPONSIBLE PARTY: Village Attorney.

COMPLETE BY: Annually 2018-2023.

PROGRESS/COMPLETION: During 2018 Florida Legislative Session \$5M Stewardship funds were committed to Monroe County for land acquisition. (Additional \$5M committed for water quality projects.)

During 2019 Florida Legislative Session \$5M Florida Forever funds committed for land acquisition. (Additional \$29.3M Stewardship funds committed to Monroe County for water quality projects.)

During 2020 Legislative Session, Stewardship Funds were included in the proposed budget but removed from the final budget by Governor DeSantis.

UPDATE March 31, 2021: During 2021 Legislative Session, Stewardship Funds are included in the proposed budget.

GOAL #8 (COMPLETE): BONUS POLICY

Focus Area: Staffing: recruitment and retention.

OBJECTIVE 8A (COMPLETE): Gather information from similar municipalities.

RESPONSIBLE PARTY: Human Resources Manager.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: Completed before March 31, 2018. OBJECTIVE 8A COMPLETE.

OBJECTIVE 8B (COMPLETE): Include in Employee Policy to be implemented during fiscal year 2018-2019.

RESPONSIBLE PARTY: Human Resources Manager/Village Attorney.

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: Policy finalized, presented, and approved by Council on September 27, 2018. OBJECTIVE 8B COMPLETE.

GOAL #9 (OPEN): BUILD-OUT FCT PARKS TO MASTER PLANS

Focus Area: Land Acquisition/Conservation Properties.

OBJECTIVE 9A (OPEN): Plantation Hammocks Preserve.

RESPONSIBLE PARTY: Environmental Resources Manager.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION:

OBJECTIVE 9B (OPEN): Southwinds Park.

RESPONSIBLE PARTY: Environmental Resources Manager.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION: In May 2019, staff worked with the Islamorada Foundation to develop a plan outline to complete park build out by the end 2022.

OBJECTIVE 9C (OPEN): Green Turtle Hammock Park.

RESPONSIBLE PARTY: Environmental Resources Manager.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION: Individual projects have been included in each Capital Improvement Plan (CIP) from fiscal year 2018-2019 to present. Work Authorization for conceptual design of remaining park build-out components executed September 2020.

UPDATE March 2021: Conceptual design was completed March 2021. A work authorization for final design and permitting is pending approval by the Council on April 29, 2021.

OBJECTIVE 9D (OPEN): Key Tree Cactus Preserve.

RESPONSIBLE PARTY: Environmental Resources Manager.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION: Individual projects included in each CIP from fiscal year 2018-2019 to present. December 2019: Design and permitting complete for phase 2 of 3 of park build out. June 2020: Phase 2 of project under construction. As of September 30, 2020: Phase 2 construction 70% complete. Phase 2 Project completion date adjusted from November 2020 to December 2020.

Update March 2021: Phase 2 construction was completed March 2021. Work Authorization for design and permitting of phase 3 was executed March 2021.

**GOAL #10 (COMPLETE): IMPLEMENT TRAFFIC & PARKING STUDY
RECOMMENDATIONS**

Focus Area: Parking/Traffic/Public Transportation.

OBJECTIVE 10A (COMPLETE): Address new Publix development and adjoining neighborhood.

[note: Council direction in May 2018 to increase vegetative buffer across highway from Publix, consider increased front fence height; and direction in June 2018 to test closure of Mile Marker 83.3 access point to/from US1 to be implemented.]

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: September 2022.

PROGRESS/COMPLETION: As of September 2019, 16 months after store opening, there was no noticeable impact to the surrounding areas and no direction received to make changes to traffic management.

[In response to May 2018 additional direction: Cost estimates and layout underway as of June 30, 2018. On 9/06/18, Council approved landscape plan. Installation completed in January 2019; plantings establish during the following three months.] **OBJECTIVE 10A COMPLETE.**

OBJECTIVE 10B (CLOSED): Specifically consider recommendations regarding traffic calming devices on the Old Highway.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: After further evaluation and discussions, no consensus reached by the Village Council. **OBJECTIVE 10B CLOSED.**

GOAL #11 (COMPLETE): ESTABLISH EXPECTED REVIEW AND APPROVAL TIMELINES FOR BUILDING AND PLANNING ITEMS

Focus Area: Streamline Business Processes/Code Review/Permit Extension

OBJECTIVE 11A (COMPLETE): Establish expected review and approval timelines for Building and Planning items.

RESPONSIBLE PARTY: Planning Department and Building Department.

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: Changes to work requiring permits and permit review requirements and approved by Council on 9/27/18. Building Department, reestablished walk-thru Wednesdays in August 2018 to expedite certain permits. Updated building permit review deadlines in CityView. Beginning September 2018, adherence to Planning timelines are reviewed on a weekly basis. Beginning January 2019, Building Department conducting bi-weekly meetings to review adherence to timelines. **OBJECTIVE 11A COMPLETE.**

GOAL #12 (OPEN): REVIEW OF LAND DEVELOPMENT REGULATIONS (LDRs)

Focus Area: Streamline Business Processes/Code Review/Permit Extensions.

OBJECTIVE 12A (CLOSED): Prepare and publish RFP for consulting services.

RESPONSIBLE PARTY: Planning Department.

COMPLETE BY: March 2018.

PROGRESS/COMPLETION: Project to be completed in-house. Removed objective from the plan. **OBJECTIVE 12A REMOVED/CLOSED.**

OBJECTIVE 12B (CLOSED): Award contract for services.

RESPONSIBLE PARTY: Planning Department.

COMPLETE BY: June 2018.

PROGRESS/COMPLETION: Project to be completed in-house. Removed objective from the plan. OBJECTIVE 12B REMOVED/CLOSED.

OBJECTIVE 12C (OPEN): Complete LDR amendments (include possible revisions to conservation easements, increased floor area ratio for certain properties, parking regulations for commercial uses, long dock regulations, building height increase for sea level rise).

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: June 2019.

PROGRESS/COMPLETION: Project underway in-house beginning September 2018.

Measurement of building height as it relates to base flood elevation addressed by Ordinance No. 19-01, effective March 14, 2019.

As of September 2019, remaining LDR amendments moving forward.

Following review and consideration, no revisions recommended to conservation easements, increased floor area ratio for certain properties, parking regulations for commercial uses or long dock regulations.

As of December 2019, continuing to work on Outdoor Storage & Display and Industrial Floor Area Ratio. As of June 30, 2020, continuing to work on Outdoor Storage & Display and storage containers.

Update March 31, 2021: Planning Director to request Village Council direction regarding current stance on Industrial Floor Area Ratio and Outdoor Storage & Display.

GOAL #13 (OPEN): EXAMINE PUBLIC TRANSPORTATION ALTERNATIVES

Focus Area: Parking/Traffic/Public Transportation.

OBJECTIVE 13A (COMPLETE): Utilize Freebee services for local transportation.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: (date not assigned)

PROGRESS/COMPLETION: Fiscal year 2018-2019 Budget included funds for 6-month trial period of Freebee transit for Upper Matecumbe. Entered into Agreement for trial period 11/29/2018 to 5/28/2019. Trial extended to 7/31/19.

On 6/27/2019, Council gave direction to expand the Freebee program with 2 large vehicles able to drive on the highway and cross bridges. On 7/18/19, Council adopted Resolution No. 19-07-48 to expand the program.

Funding for expanded program included in fiscal year 2019-2020 Adopted Budget and fiscal year 2020-2021.

Funding sources tentatively identified to be available spring/summer 2020; further research ongoing for program funding. No funding sources found for spring/summer 2020 for which the Village was eligible.

UPDATE March 2021: Potential funding sources will continue to be sought.

OBJECTIVE 13A COMPLETE.

OBJECTIVE 13B (OPEN): Partner with Monroe County for bus transportation from the airports.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: October 1, 2020.

PROGRESS/COMPLETION: Islamorada staff member and Council Member participating in the Florida Keys Transportation Coordination Committee established by Monroe County in 2019.

OBJECTIVE 13C (CLOSED): Create central drop-off locations for buses; restrict pull offs to those locations.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: October 1, 2020.

PROGRESS/COMPLETION: Determination made that this is a duplication of Objective 3A completed in 2018. OBJECTIVE 13C CLOSED.

GOAL #14 (OPEN): REDUCE INVENTORY OF OPEN PERMITS/ITEMS/EXTENSIONS

Focus Area: Streamline Business Processes/Code Review/Permit Extensions.

OBJECTIVE 14A (ONGOING): Close old permits.

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: March 2018.

PROGRESS/COMPLETION: Began progress in March 2018 – will be an ongoing process. May 1, 2019 began sending “expired permit letters” and “30-day ready to expire letter”. HB447 created procedures; to be implemented following amended building permit fee resolution in August 2019. Resolution No. 19-08-56 was adopted on August 8, 2019.

Progress closing permits is ongoing. A total of 299 permits administratively closed in 2019. Significant progress was made by Building Department staff working from home during closure of Village offices due to coronavirus. 539 permits administratively closed April through September 2020; 77 pre-expiration notices sent, and 59 expiration notices sent.

Update March 31, 2021: 43 permits administratively closed or renewed and closed October 2020 through March 2021; 133 pre-expiration notices sent, and 69 expiration notices sent. OBJECTIVE 14A IS ONGOING.

OBJECTIVE 14B (CLOSED): Implement fines and fees for non-compliance.

RESPONSIBLE PARTY: Building Department.

COMPLETE BY: March 2018.

PROGRESS/COMPLETION: December 2018 - worked on draft ordinance and Code amendments with DEM with goal of completion by January 31, 2019. Draft ordinance received from DEM March 15, 2019 and underwent staff review. It was found that HB447 prohibits implementing fines or fees to contractors that do not close permits. OBJECTIVE 14B REMOVED/CLOSED.

OBJECTIVE 14C (COMPLETE): Develop policy to limit permit extensions.

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: March 2018.

PROGRESS/COMPLETION: June 2018: researching code change.

September 2018: work on drafting ordinance to address Florida Building Code.

Approval of Florida Building Commission required before adoption.

December 2018 update: Code changes to be included with amendments being drafted in coordination with DEM for completion by January 31, 2019.

Implementation to follow amended building permit fee resolution in August 2019.

Resolution No. 19-08-56 adopted on August 8, 2019 created a one-time six-month extension and a limit of two 90-day extensions per permit. OBJECTIVE 14C COMPLETE.

GOAL #15 (COMPLETE): INVESTIGATE CHANGES TO THE ELECTION CYCLE

Focus Area: Election Cycle.

OBJECTIVE 15A (COMPLETE): Hold Special Call Village Council Meeting to gather public input regarding change to election cycle.

RESPONSIBLE PARTY: Village Attorney.

COMPLETE BY: March 2018.

PROGRESS/COMPLETION: On 3/01/18, Council directed Village Attorney to prepare an ordinance for public hearings. Ordinance 18-04 adopted on July 19, 2018. OBJECTIVE 15A COMPLETE.

OBJECTIVE 15B (COMPLETE): Meet deadlines for 2018 referendum.

RESPONSIBLE PARTY: Village Attorney.

COMPLETE BY: July 2018.

PROGRESS/COMPLETION: Met November 2018 General Election Ballot deadline: Public Hearings of ordinance held on 6/14/18 and 7/19/18. Charter amendment to increase length of terms from 2 to 4 years and create staggered terms was placed on the November 2018 General Election Ballot. Amendment did not pass. OBJECTIVE 15B COMPLETE.

GOAL #16 (COMPLETE): REVIEW AFFORDABLE HOUSING REGULATIONS FOR RELIEF POSSIBILITIES

Focus Area: Affordable Housing.

OBJECTIVE 16A (COMPLETE): Address during revisions to Land Development Regulations.

RESPONSIBLE PARTY: Planning Department.

COMPLETE BY: June 2019.

PROGRESS/COMPLETION: In 2018, Village paid impact fees and portion of land cost for Habitat for Humanity Windley Point project. Village purchased 4 lots on Gardenia St. for an affordable housing project 3/30/19.

Code Amendment to waive a percentage of Impact Fees adopted April 2019. Effective July 8, 2019 following review and appeal periods. OBJECTIVE 16A COMPLETE.

GOAL #17 (COMPLETE): GREATER CODE ENFORCEMENT & VACANT LOT USE THROUGH VISUAL CORRIDOR OF US 1

Focus Area: Village Character/Business Environment/Branding.

OBJECTIVE 17A (COMPLETE): Create Regulations to allow use of vacant lots on US 1 for business purposes with the requirement of the installation of opaque fences.

RESPONSIBLE PARTY: Planning Department.

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: Ordinance 19-07 to amend the Village Code adopted on April 4, 2019. Amendment to become effective following review and appeal period (approximately July 7, 2019). OBJECTIVE 17A COMPLETE.

GOAL #18 (OPEN): EXPAND LAW ENFORCEMENT DURING PEAK TOURIST SEASON

Focus Area: Law Enforcement.

OBJECTIVE 18A (ONGOING): Budget additional Funds for extra employee hours during peak times.

RESPONSIBLE PARTY: Finance Department and Village Council.

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: Fiscal year 2018-2019 Budget included overtime for officers. Village Budget to continue to include overtime for officers. OBJECTIVE 18A IS ACHIEVED AND ONGOING.

OBJECTIVE 18B: (ONGOING) Expand enforcement and patrols on the Fills and beaches.

RESPONSIBLE PARTY: Monroe County Sheriff's Office (MCSO).

COMPLETE BY: October 2018.

PROGRESS/COMPLETION: Implemented use of overtime to address expanded enforcement. Example: January – August 2018: 163 traffic stops; 26 boating stops; 20 watch orders (for specific areas); 3 overnight camping offenses; 3 bike patrols; 9 suspicious subjects; 38 public contacts. Expanded enforcement complete for 2018 and will continue.

Beginning July 2019, MCSO supported the Village's Fills management efforts with additional presence and enforcement continued through March 2020. Expanded enforcement during the same timeframe: 567 traffic stops; 121 watch orders; 17 boat/jet ski stops; 8 other contacts. OBJECTIVE 18B IS ONGOING.

OBJECTIVE 18C (OPEN): Police Department/Auxiliary/Create Park Ranger Position.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: October 1, 2020.

PROGRESS/COMPLETION: One additional full-time Facility Attendant position created in the adopted fiscal year 2019-2020 Budget for Fills Management.

Update March 31, 2021: Seeking professional security services contract; Request for Quotes to be released in April 2021 to firms eligible under state contracts.

GOAL #19: (CLOSED) EXPAND PEDESTRIAN ACCESSES

Focus Area: Infrastructure/Capital Projects/Parks/Technology

OBJECTIVE 19A: (CLOSED) Complete construction of overhead pedestrian walkway at Founders Park.

RESPONSIBLE PARTY: Public Works Department (coordinating with the Florida Department of Transportation (FDOT) on the state project.)

COMPLETE BY: FDOT Project estimated completion Spring 2022.

PROGRESS/COMPLETION: Staff/elected officials-level met with FDOT on 6/25/18 to review & comment on 60% plans. Project website posted 6/28/18. Public input meeting held 7/10/18. Work is expected to begin November 2019 and last approximately 12 months.

As of 9/30/19, project schedule changed to a start date of Spring 2020 to address utility relocates.

By September 30, 2020, AT&T relocates completed; Florida Keys Electric Cooperative (FKEC) and (Florida Keys Aqueduct Authority (FKAA) relocates nearing completion; 100% plans to be available in November; on track for project completion early 2022.

Project cancelled in January 2021 at the direction of the Village Council.
OBJECTIVE 19A REMOVED/CLOSED.

OBJECTIVE 19B (CLOSED): Complete construction of temporary overpass for US1 at Coral Shores High School.

RESPONSIBLE PARTY: Public Works Department.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION: Council consensus at the June 6, 2019 workshop to remove this Objective from the Plan. **OBJECTIVE 19B REMOVED/CLOSED.**

GOAL #20 (OPEN): SEEK STATE & FEDERAL FUNDING FOR WATER QUALITY PROJECTS

Focus Area: Environmental Protection/Water Quality.

OBJECTIVE 20A (OPEN): Obtain \$20M (county-wide) Florida Keys Stewardship funds.

RESPONSIBLE PARTY: Village Council.

COMPLETE BY: Annually 2018 to 2023.

PROGRESS/COMPLETION: During 2018 Florida Legislative Session \$5M Stewardship funds were committed to Monroe County for water quality projects. (Additional \$5M committed for land acquisition.)

During 2019 Legislative Session \$29.3M Stewardship funds were committed to Monroe County for water quality projects. (Additional \$5M committed for land acquisition through the Florida Forever program.)

During 2020 Legislative Session, Stewardship Funds were included in the proposed budget but removed from the final budget by Governor DeSantis.

UPDATE March 31, 2021: During 2021 Legislative Session, Stewardship Funds are included in the proposed budget.

OBJECTIVE 20B (OPEN): Amend scope of work with the Army Corps of Engineers (ACOE) to obtain additional funding.

RESPONSIBLE PARTY: Finance Department.

COMPLETE BY: September 2019.

PROGRESS/COMPLETION: Proposal to amend scope of work to include stormwater and canal projects submitted to ACOE September 2018. Coordination activities to have an amendment approved have continued.

GOAL #21 (OPEN): EXPLORE ADDITIONAL FOUNDERS PARK PROGRAMMING

Focus Area: Infrastructure/Capital Projects/Parks/Technology AND Village Character/Business Environment/ Branding

OBJECTIVE 21A (COMPLETE AND ONGOING): Research additional events at Founders Park.

RESPONSIBLE PARTY: Park and Recreation Department

COMPLETE BY: September 2018.

PROGRESS/COMPLETION: As of 3/31/18: Encouraged exercise instructor to expand class offerings. New programs included: Zumba, Beach Boot Camp, Chair Yoga and Moai Healthy Lifestyle Club. Organized and implemented new special events including Movie Under the Stars, Teen Beach Movie and Bonfire, My Fury Valentine's Day Dog Park Event, PE Pandemonium (Youth Rec Night). Hosted the following new community fund raiser events Good Health Clinic Beach Luau, Hurricane Irma Tennis Tournament and Islamorada Fire Fighter Benevolent "Give Back" Barbecue.

By 6/30/18, new events and programs included: Rett Syndrome Fundraiser in October; Florida Bay Music Fest in November; Mote's Ocean Fest in December; new tennis programs including T-Fit and Pickleball clinics; Special Olympics Monroe Games offering swim programs and hosting district area swim meet; MARC program

for use of Founders Park and the Aquatic Center for recreation. OBJECTIVE 21A COMPLETE AND ONGOING.

OBJECTIVE 21B (COMPLETE): Seek ownership of jetty at Founders Park for consideration of development of a fishing/recreation pier.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 2019.

PROGRESS/COMPLETION: On June 25, 2018, FDEP offered lease of jetty. Council approved moving forward with project on 7/19/18. Resolution accepting lease of jetty approved on 8/09/18. Agreement for survey, evaluation and conceptual design approved 12/13/18. 25-year Sovereign Submerged Lands Easement received from FDEP April 2019. OBJECTIVE 21B COMPLETE.

OBJECTIVE 21C (OPEN): Repair jetty at Founders Park.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 2021.

PROGRESS/COMPLETION: April 19, 2019 Breakwater Study, including mitigation design options and costs, presented to Council on 4/25/19. April 19, 2019 Breakwater Study was completed which included a sovereign submerged land easement, topographic survey, ecological report, design wave height analysis report, conceptual site plan, design options and costs. Information presented to Council on 4/25/19. Engineers opinion of probable costs ranged from \$1.7 million to \$3.4 million. August 2019 - a final design for option one of the repair was completed. This was the \$1.7 million option. Permitting would be the next step and the estimated cost of this is \$96,000. Founders Park Marina revenue is a potential funding source for permitting and construction. Staff to seek project funding.

OBJECTIVE 21D (COMPLETE AND ONGOING): Provide Senior Programming at Founders Park.

RESPONSIBLE PARTY: Park and Recreation Department.

COMPLETE BY: October 1, 2019.

PROGRESS/COMPLETION: Conducted 30-day targeted survey summer 2019 to gather input and researched the existing available senior programs in the community.

Developed and created social, educational and fitness activities to implement in November 2019. Also, designed a Senior Program Brochure announcing the new activities.

Implemented social, educational and fitness activities beginning November 2019 including: Nature Walks, Bird ID Classes, Lunch & Games Socials, Flex 101 and Chair Dance Fitness. Increased frequency of Nature Walks and Bird ID classes due to popularity. Fit& Fun Expo promotional/ educational event 2/13/2020, will consider annual event. Collaborated with the JOY Center for the Reliving Woodstock social event on 3/7/2020. OBJECTIVE 21D IS ACHIEVED AND ONGOING.

GOAL #22 (OPEN): INVESTIGATE AND IMPLEMENT SEA LEVEL RISE INFRASTRUCTURE SPECIFICATIONS

Focus Area: Sea Level Rise/Climate Change.

OBJECTIVE 22A (OPEN): Continue participation in Southeast Florida Climate Change Compact (SFRCCC).

RESPONSIBLE PARTY: Village Council.

COMPLETE BY: Annually 2017 to 2023.

PROGRESS/COMPLETION: Two Council Members and one staff member attended December 2017 SFRCCC Summit. Three Council Members and three staff attended October 2018 Summit. Village sponsored December 2019 Leadership Summit; four Council Members and four staff attended.

OBJECTIVE 22B (OPEN): Lower CRS Rating to 5.

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: September 2020.

PROGRESS/COMPLETION: Submitted preliminary items in March for 2020 recertification; final review to be conducted in August 2020. All items for recertification submitted 9/08/2020.

Update March 31, 2021: Awaiting results of review. The Insurance Services Office (ISO) CRS Specialist assigned to complete the review was out with a health issue which caused a delay.

GOAL #23 (OPEN): CONTINUITY OF OPERATIONS PLAN (COOP)

Focus Area: Disaster Recovery.

OBJECTIVE 23A (OPEN): Create COOP to be included as an addendum to the Comprehensive Emergency Management Plan (CEMP).

RESPONSIBLE PARTY: Fire Department.

COMPLETE BY: September 30, 2019.

PROGRESS/COMPLETION: Emergency Manager completed draft COOP in November 2018 for inclusion in update CEMP; pending approval by Village Council.

OBJECTIVE 23B (OPEN): Write a wastewater component for inclusion in the updated Emergency Management Plan.

RESPONSIBLE PARTY: Wastewater Department/ Fire Department.

COMPLETE BY: May 2018.

PROGRESS/COMPLETION: Determined that consultant assistance required to complete this wastewater component.

GOAL #24 (CLOSED): BE DESIGNATED AN ALL-AMERICAN CITY

Focus Area: What does 2023 look like

OBJECTIVE 24A (CLOSED): Apply for All-American City designation.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION: Consensus during the June 5, 2019 workshop to remove this Goal from the Plan. GOAL #24 REMOVED/CLOSED.

GOAL #25 (COMPLETE): INCREASE BPAS POINTS FOR LOT DONATIONS

Focus Area: Land Acquisition/Conservation Properties.

OBJECTIVE 25A (COMPLETE): Amend BPAS point system to increase number of points for lot donations.

RESPONSIBLE PARTY: Development Services Department

COMPLETE BY: September 2018

PROGRESS/COMPLETION: Objective to be addressed with LDR amendments (Objective 12C) with projected completion date of September 2019.

Amendments approved by Village Council through Ordinance No. 19-21 through 1st and 2nd readings in October 2019. DEO Final Order approved 3/12/2020 with an effective date of 4/04/2020. OBJECTIVE 25A COMPLETE.

GOAL #26 (OPEN): EXPLORE OPPORTUNITIES TO ENHANCE BUSINESS DISTRICTS

Focus Area: Village Character/Business Environment/Branding

OBJECTIVE 26A (OPEN): Develop and adopt a Master Plan for the Morada Way Art & Cultural District (to include additional parking).

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: September 30, 2020.

PROGRESS/COMPLETION: An additional 18 parking spaces were created through a 2014 Public Works Department request approved by the Village Council to change the design and engineering of an FDOT resurfacing project to relocate bike path to the opposite side of the Old Highway, thus creating a parking area. Costs to the Village were approximately \$136,000.00. FDOT resurfacing project complete in 2017.

Staff began coordination with District in November 2018. Preliminary District Boundary Maps created December 2018 to begin discussions regarding creation of a Special District.

Began researching street lighting project in May 2019. Lighting project design underway June 2020 through the Public Works Department. Construction to begin September or October 2020. Poles and lighting received September 2020. Permitting in progress. Expected completion by end of October 2020.

UPDATE September 30, 2020: Planning Department staff worked toward the creation of a Master Plan for the District to include setting District boundaries, creating branding, and creating parking/walking solutions. District Area property owners did not agree on the boundary nor did they want to form a special taxing district. Master Plan objective is closed.

Lighting project completion expected in November 2020 at which time Objective will be closed from the strategic plan.

UPDATE March 31, 2021: Lighting project held up during approval from FKEC regarding location of the lines. Updated completion estimation is summer 2021.

OBJECTIVE 26B (OPEN): Develop and adopt a Master Plan for North Plantation Key District.

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: September 2022.

PROGRESS/COMPLETION:

GOAL #27 (OPEN): ASK FOR MORE AFFORDABLE HOUSING PERMITS

Focus Area: Affordable Housing

OBJECTIVE 27A (OPEN): Ask for more Affordable Housing Permits

RESPONSIBLE PARTY: Village Council.

COMPLETE BY: February 2018.

PROGRESS/COMPLETION: Verbal request made to Barbara Powell, Planning Analyst Area of Critical State Concern (ACSC) Department of Economic Opportunity (DEO) Division of Community Planning and Development, followed with meeting week of 5/21/2018.

On 5/02/18, Governor Scott introduced initiative for up to 1,300 new affordable permits in the Florida Keys, including 300 for Islamorada.

Council approved Comprehensive Plan and Land Development Regulation (LDR) amendments through 1st reading on 12/13/18 and 2nd reading on 4/04/2019 to accept the 300 units. Units will be restricted to rentals and have hurricane evacuation requirements.

NOTE: Item will remain open until litigation is resolved.

As of June 30, 2020, the "appeal" to the administration commission is still pending.

DEO Final Order on Comp Plan Amendment expected by July 31, 2020.

Update September 30, 2020: The Administrative Law Judge issued an amended order on 9/25/2020 upholding her prior decision finding the Village amendments in compliance. Amended order was transmitted to DEO. DEO is expected to issue a Final Order on the Comprehensive Plan Amendments in the near future after which, the Village will render the LDRs for approval.

UPDATE March 31, 2021: The implementing ordinance for the Keys Workforce Housing Initiative (300 units) is still in legal challenge and is on appeal at the 3rd DCA. A decision is expected in late spring/early summer.

GOAL #28 (CLOSED): ADDRESS PLANTINGS AND OTHER ITEMS PLACED IN RIGHTS-OF-WAY

Item transferred from Action Report to Strategic Plan; not a 2017 workshop discussion item.

Focus Area: Village Character/Business Environment/Branding.

OBJECTIVE 28A (CLOSED): Create Right-of-Way Ordinance.

RESPONSIBLE PARTY: Village Attorney.

COMPLETE BY: February 2018.

PROGRESS/COMPLETION: Final was draft under review for consideration by the LPA. Due to impacts of and potential conflicts with proposed State legislation, item was on hold pending completion of the legislative session in May 2019.

After further review by staff, the necessary right-of-way regulations are substantively addressed within Chapters 30 and 50 of the Code. Consequently, the item has been closed. OBJECTIVE 28A CLOSED.

GOAL #29 (COMPLETE): AMEND IMPACT FEE SCHEDULE

Item transferred from Action Report to Strategic Plan; not a 2017 workshop discussion item.

Focus Area: Financial Condition. (*Action Report Item*)

OBJECTIVE 29A (COMPLETE): Amend Impact Fee Schedule.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: April 2018.

PROGRESS/COMPLETION: On 2/01/18, Council consensus to continue current Impact Fee Schedule and to collect Wastewater System Development Charges "up front" rather than adding new units to assessment roll.
OBJECTIVE 29A COMPLETE.

GOAL #30 (COMPLETE): TRANSITION FROM CONTRACTED TO IN-HOUSE WASTEWATER OPERATIONS AND MAINTENANCE SERVICES

Item transferred from Action Report to Strategic Plan; not a 2017 workshop discussion item.

Focus Area: Financial Condition.

OBJECTIVE 30A (COMPLETE): Terminate operation portion of Wastewater Agreement.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: February 2018.

PROGRESS/COMPLETION: Termination for convenience letter transmitted 12/12/17; effective date of termination is 3/12/18. Transition to in-house operation occurred 3/12/18. OBJECTIVE 30A COMPLETE.

OBJECTIVE 30B (COMPLETE): Implement back-up staffing requirements.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: February 2018.

PROGRESS/COMPLETION: Public Works Department staff cross-training with Wastewater Department Technicians. OBJECTIVE 30B COMPLETE.

GOAL #31 (OPEN): BUILD A DESIGNATED COUNCIL CHAMBERS

Focus Area: Infrastructure/Capital Projects/Parks /Technology.

OBJECTIVE 31A (OPEN): Identify sites/properties.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 30, 2020.

PROGRESS/COMPLETION: Council Chambers to be proposed as part of the Public Works facility on "the hill" behind the Administrative Center. (GOAL #1.) Staff to request Village Council direction regarding proposed site during 2021 strategic planning session.

OBJECTIVE 31B (OPEN): Determine cost for retrofit or new construction.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 30, 2020.

PROGRESS/COMPLETION: Project costs such as development of a site plan not included in fiscal year 2020-2021 budget due to unknown economic effects of the ongoing coronavirus pandemic. Staff to request Village Council direction during 2021 strategic planning session.

GOAL #32 (COMPLETE): WEEKEND CODE ENFORCEMENT

Focus Area: Village Character/Business Environment/Branding

OBJECTIVE 32A (COMPLETE): Fund additional position and establish rotating schedule.

RESPONSIBLE PARTY: Village Council/Development Services Director

COMPLETE BY: October 1, 2019

PROGRESS/COMPLETION: New full-time Code Enforcement position created with the adopted fiscal year 2019-2020 Budget. New employee hired December 2019. Rotating schedule to be established following full training of Code Officers.

Rotating schedule delayed due to resignation of Code Officer in March 2020 and COVID-19 pandemic. Two officers rotating weekend shifts while interviewing for new Code Officer.

Code enforcement weekend coverage schedule in place September 2020. GOAL and OBJECTIVE 32A COMPLETE.

GOAL #33 (OPEN): WASTEWATER UTILITY

Focus Area: Infrastructure/Capital Projects/Parks /Technology.

OBJECTIVE 33A (OPEN): Resolve problem with force main near MM 93.

RESPONSIBLE PARTY: Public Works and Wastewater Director.

COMPLETE BY: ASAP.

PROGRESS/COMPLETION: Engineering evaluation completed Aug 2019 and recommendations finalized Sep 2019. Initial adjustments to pump operation have proven successful. Permanent changes to pump operations included in fiscal year 2019-2020 adopted Budget.

Transfer station upgrades design phase began Jan 20, 2020. Design to be completed by November 2020 to be followed by RFP. Expected completion October 2021.

UPDATE March 31, 2021: DEP permitting took longer than expected. RFP for construction to be released spring 2021; updated completion date spring 2022.

OBJECTIVE 33B (COMPLETE): Increase sewer review fees (cost recovery, due to multiple reviews required).

RESPONSIBLE PARTY: Development Services Department.

COMPLETE BY: December 31, 2019.

PROGRESS/COMPLETION: Building Official to include the new fee in the fee schedule to be updated in 2019. Resolution No. 19-08-56 adopted on August 8, 2019 increased fees for Wastewater plans review and repeated reviews. OBJECTIVE 33B COMPLETE.

OBJECTIVE 33C (OPEN): Hardening of Wastewater System.

RESPONSIBLE PARTY: Public Works and Wastewater Director.

COMPLETE BY: September 30, 2021.

PROGRESS/COMPLETION: Wastewater system hardening included in the following applications for mitigation grants submitted between October 2018 and July 2019: CDBG/HUD, HMGP and CDBG/DR.

Approval notice for \$875,000 HMGP funds received from FDEM Dec 2019 for three 200 to 300-kilowatt trailer-mounted generators; quick connects; and floodproofing (dam boards) at all pump stations. Waiting for final contract before proceeding with bids/purchases.

HMGP Agreement executed in April 2020. As of September 30, 2020, RFQ was under FDEM review prior to releasing/advertising.

UPDATE March 31, 2021: FDEM approved; Council approved design and permitting by CPH on February 25, 2021.

GOAL #34 (OPEN): EMPLOYEE HOUSING

Focus Area: Staff recruitment and retention.

OBJECTIVE 34A: Employee housing on Village-owned lot on Orchid Street.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 2023.

PROGRESS/COMPLETION: UPDATE September 2020: Staff to request direction of new Village Council. Alternative to consider is selling property and use revenue toward planned Plantation Key Colony workforce/affordable housing projects.

OBJECTIVE 34A (OPEN): Identify other properties for employee housing including options outside the Village.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: Ongoing.

PROGRESS/COMPLETION: No additional properties identified to date.

GOAL #35 (OPEN): IMPLEMENT PLAN FOR “THE FILLS”

Focus Area: Environmental Protection/Water Quality AND Village Character/Business Environment/Branding

OBJECTIVE 35A (OPEN): Implement a plan for the Fills.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: September 1, 2019

PROGRESS/COMPLETION: July 4, 2019 through Labor Day, reduced vehicle parking on state ROW with barricades, cones, ropes and staffing on weekends and holidays. Also beginning 7/04/19, rented portable toilets with frequent cleanings.

Sublease Agreement with FDEP for upland portion of the Indian Key Fill Boat Ramp area fully executed June 16, 2020. Five-year lease with two five-year renewals began June 15, 2020.

Lease with FDOT for the remainder of the Fills area approved by Council June 18, 2020 and transmitted for execution. Five-year lease with one five-year renewal

Public Works Director created conceptual master plan and presented to Council for approval July 16, 2020.

UPDATE September 30, 2020: Utilization of new engineering “library” to develop a schematic/master plan for submittal to FDOT to begin October 2020.

Update March 2021: RFP for conceptual Master Plan released early 2021; firm approved by the Village Council on March 8, 2021.

GOAL #36 (CLOSED): INVESTIGATE PURCHASE OF A DREDGE

Focus Area: Disaster Recover

OBJECTIVE 36A (CLOSED): Investigate the purchase of a dredge.

RESPONSIBLE PARTY: Village Manager.

COMPLETE BY: October 1, 2020.

PROGRESS/COMPLETION: Determination made that the cost of purchase, maintenance and storage of a dredge and barge is far higher than the benefit of owning the equipment. OBJECTIVE 36A CLOSED 6/30/2020.