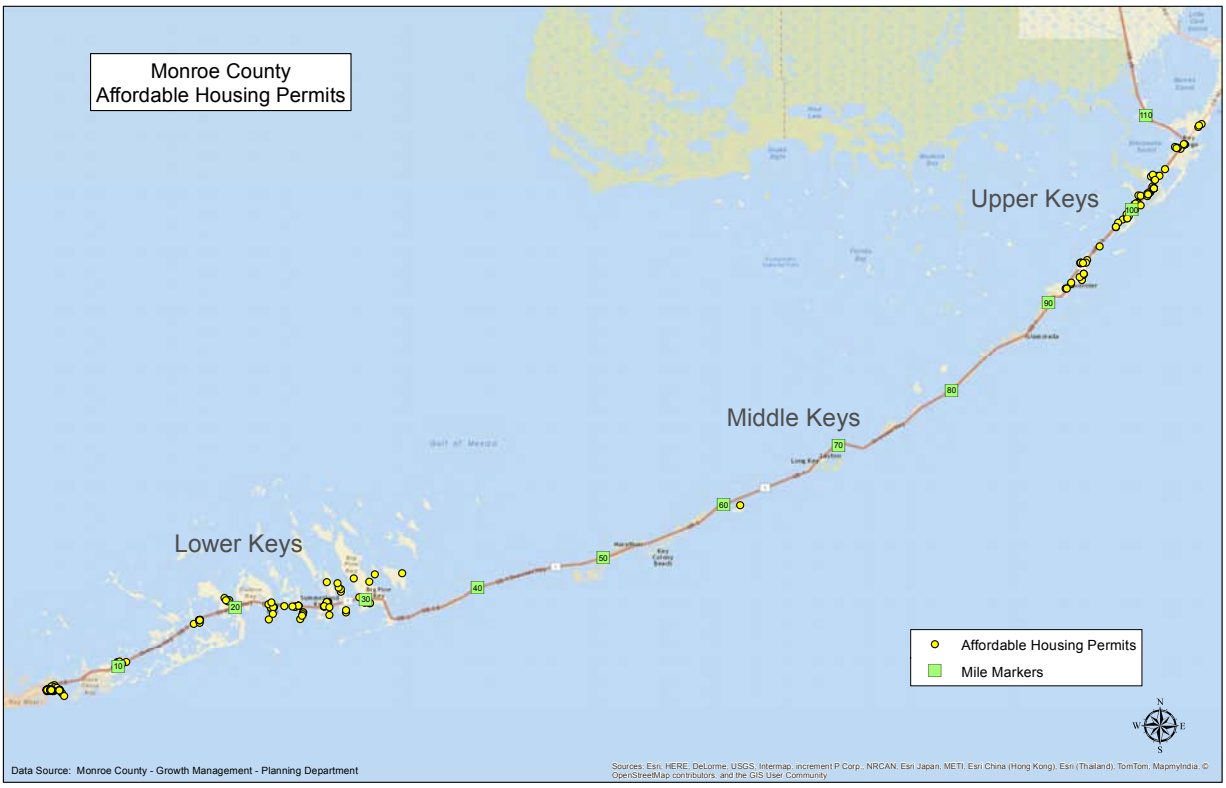
MONROE COUNTY WORKFORCE HOUSING STAKEHOLDER ASSESSMENT REPORT

APRIL 2015



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MONROE COUNTY WORKFORCE HOUSING STAKEHOLDER ASSESSMENT REPORT- EXECUTIVE SUMMARY

Monroe County faces the quadruple impact of high land values, land limited by geographic and environmental features, housing supply limited by controlled growth (the Rate of Growth Ordinance) and a tourism economy with a prevalence of lower paying service-sector employment. In August 2014 the Monroe County Commission approved a stakeholder assessment effort, to be conducted by the FCRC Consensus Center at Florida State University (Consensus Center), to solicit perspectives and ideas on workforce housing challenges and on whether a county-wide consensus building effort should be convened to address the complex issues surrounding workforce housing in the Florida Keys.

This assessment report sets out the context for addressing workforce housing issues and used interviews, meetings and review of data and documents to assess stakeholder perspectives on the County's workforce housing challenges. These perspectives include county, city, regional, state and federal government levels, housing and tourist development leaders in Monroe County, the business and tourist community and non-profit community and civic organizations. Based on this stakeholder input, the assessment report summarizes the themes, concerns, issues, and interests that stakeholders believe ought to be considered in addressing workforce housing needs in Monroe County. *(See below)*

The workforce housing affordability crisis in the Florida Keys identified by the Monroe County Commission in 2014 is real. "Cost-burdened" households pay more than 30% of income for rent or mortgage costs. In 2013, 51% (or 16,849) of Monroe County households pay more than 30% of income for housing while statewide that figure is 43%. More than half of Monroe County renters are cost burdened (8,350 of 14,002) while about 45% of Monroe County homeowners are cost burdened (8,499 of the 18,936).

In November 2014 the United Way of Florida released its report, ALICE (Asset Limited, Income Constrained, Employed: Study of Financial Hardship, which indicates that nearly half of all Monroe County households (14,221of 29,241) live above the federal poverty line but still struggle to afford basic expenses including housing, child care, food, transportation and health care.[1] The Report also evaluates community conditions for each of Florida's counties using a weighted "Economic Viability Dashboard" in three core areas using a scale of 1 (worst) to 100 (best).[2] Monroe County's results area as follows:

Core Areas	*Rating*	*Grade*
Housing Affordability (40%)	14 of 100	**Poor**
Job Opportunities (40%)	67 of 100	**Good**
Community Support (20%)	48 of 100	**Poor**

[1] The Report was initially developed in New Jersey and now five other states including Florida, California, Michigan, Indiana and Connecticut, have used the model and developed reports in 2014.
https://www.frbatlanta.org/commdev/publications/partnersupdate/2015/01/study-sheds-light-on-working-families-in-florida

[2] The Index provides the means to compare counties in Florida and to see changes over time. The Housing Affordability area includes three key indicators including: the Household Survival Budget (quantifying the cost of the housing, child care, food, health care, transportation); health insurance; and housing burden. The Job Opportunities area includes three key indicators including: Income Distribution; Employment Rate; and New Hire Wages. The Community Support area includes three key indicators: Violent crime rate; the annual payroll of human services nonprofits per capita; and Access to good basic health care.

The findings of all of several recent reports on Monroe County's current housing situation confirm that there is a significant and growing shortage of affordable workforce housing, both rental and ownership. In addition there exists a policy gap in that affordable housing for the working and middle classes is largely left to individual municipalities and counties to deal with.

Over 75 persons participated in the interviews and meetings and identified a range of workforce housing issues. While some offered perspectives from the same sector, they live and work in different parts of the Keys and the ideas they offer are not necessarily the same as others sharing that perspective. However, across the various perspectives the following emerged as six common themes regarding key workforce housing issues:

1. A Shared vision of success for Workforce Housing in Monroe County
2. Take Action on Workforce Housing
3. Build upon the past affordable housing studies and reports
4. Defining the problem first based on data
5. Seek a balanced package of options as there is no single strategy that will solve the workforce housing crisis
6. View housing as community infrastructure, like transportation and water supply

Issues generally identified as important from most perspectives included:

1. Addressing the ROGO system and workforce housing, including transfers and fractional ROGOs
2. Density and livable workforce housing
3. Relaxing height restrictions in light of Federal flood insurance changes and to create more workforce housing
4. Monroe Housing Authority role in workforce housing
5. Transportation and its relationship to and role in workforce housing
6. Workforce Housing site identification and audit of publicly owned property.
7. Creation of new workforce housing units that are both affordable and livable with development incentives and public private partnerships
8. Preservation and maintenance of existing workforce housing and incentives to preserve workforce housing
9. Related workforce issues due to high cost of housing (insurance, childcare, food insecurity etc.)
10. County, City and state affordable housing policies and regulations including length of deed restrictions
11. Explore and expand funding sources to expand workforce housing in Monroe County

The Stakeholder Assessment sought to identify how different stakeholders viewed the challenges of workforce housing facing Monroe County and its residents. The over 50 issues and ideas identified and summarized from the many interviews and meetings, help to shed light on the complexity of the issues and on the healthy diversity of views on how to best address the challenges even among those sharing the same stakeholder perspective. The assessment interviews were conducted with the understanding that the themes and ideas identified would be shared with the Commission and inform any committee that would engage in subsequent consensus building on workforce housing solutions. It was also understood that individual views would not be attributed but the related themes perspectives would be summarized. The report provides input from following perspectives: County Government; City Government; Education; Development; Lodging/Hospitality/Tourism; Business; Non Profit; and Military. Over 50 workforce housing ideas and

issues were identified in the Assessment from different perspectives in the following categories:

Overall	Workforce Housing Planning & Zoning
1. No single solution, menu of options 2. Build on work to date (studies, task forces, etc.) 3. Target different levels of workforce to provide WH 4. Engage private and public sector employers in finding WH solutions 5. Political will to implement solutions 6. Focus on rental housing 7. Addressing NIMBY and workforce housing 8. Encourage public private partnerships for WH 9. Encourage WH affordability and livability 10. Support living wages in the Keys 11. Expand the Keys economy beyond tourism 12. Address negative impacts on Keys communities of transient workforce 13. Clarifying workforce housing and affordable housing definitions	1. Create a County Workforce Housing Development Plan 2. Consider adjusting height restrictions to increase workforce housing 3. Allow increased density for WH 4. Tax Credit Property Management after 15 yrs. 5. Encourage mixed use 6. Explore "Micro Housing" 7. Enforce Housing Codes 8. ROGO Allocations and Transfers, Fractional ROGO for WH 9. ROGO Formula 10. Address redevelopment and WH 11. Encourage commercial construction of WH by reducing impact fee. 12. Explore and assess the role of live-aboard boats in WH 13. Encourage hospitality industry and the commercial sector to build WH
Workforce Housing Funding	**Preserve Existing Workforce Housing**
1. Workforce housing site identification and audit 2. Remedy Sadowski Trust Fund donor inequity 3. Land Authority funds for workforce housing construction 4. Dedicated local funding for workforce housing 5. Consider inclusionary WH fee 6. Address online marketplace for vacation rentals that connects users with property to rent with users looking to rent the space(e.g. AirBnB) and its impact on bed tax revenue 7. Provide assistance to workforce renters (down payment/deposit)	1. Preserve/maintain affordable units 2. Address "lost" AH/WH units 3. Revisit land trusts as a tool 4. Provide for "no net loss" principle of affordable & workforce housing in the County housing element 5. Adopt a "lease form" for local governments owning underlying land for WH 6. Address loss of deed restrictions for AH 7. Address RV/Trailer Parks as WH and conversion issues
Workforce Housing & Transportation	**Workforce Housing & Related Issues**
1. Increase highway capacity to adjust ROGO evacuation formula 2. Address related issues- Transportation options for employees 3. Address & improve transit issues in the upper and lower Keys	1. Address related issues insurance costs- wind 2. Address 2018 FEMA flood insurance issues. 3. Address related issues- Daycare 4. Homelessness & Workforce Housing 5. Protect military buffer areas 6. Address "food security" (i.e. access by all people at all times to enough food for an active, healthy life) and workforce housing.
Workforce Housing & Site Identification	**Workforce Housing Construction**
1. Audit Local Government owned public lands for WH 2. Re-purpose land owned by local government for WH 3. Focus all 3-tier properties on WH	1. Waive building fees for WH 2. Buy down interest rates for WH projects 3. Cut taxing rates on WH 4. Commercial properties for WH-tax and insurance breaks
Workforce Housing & the Education Sector	
1. Engage the school system as largest employer 2. Improve teacher housing needs data	

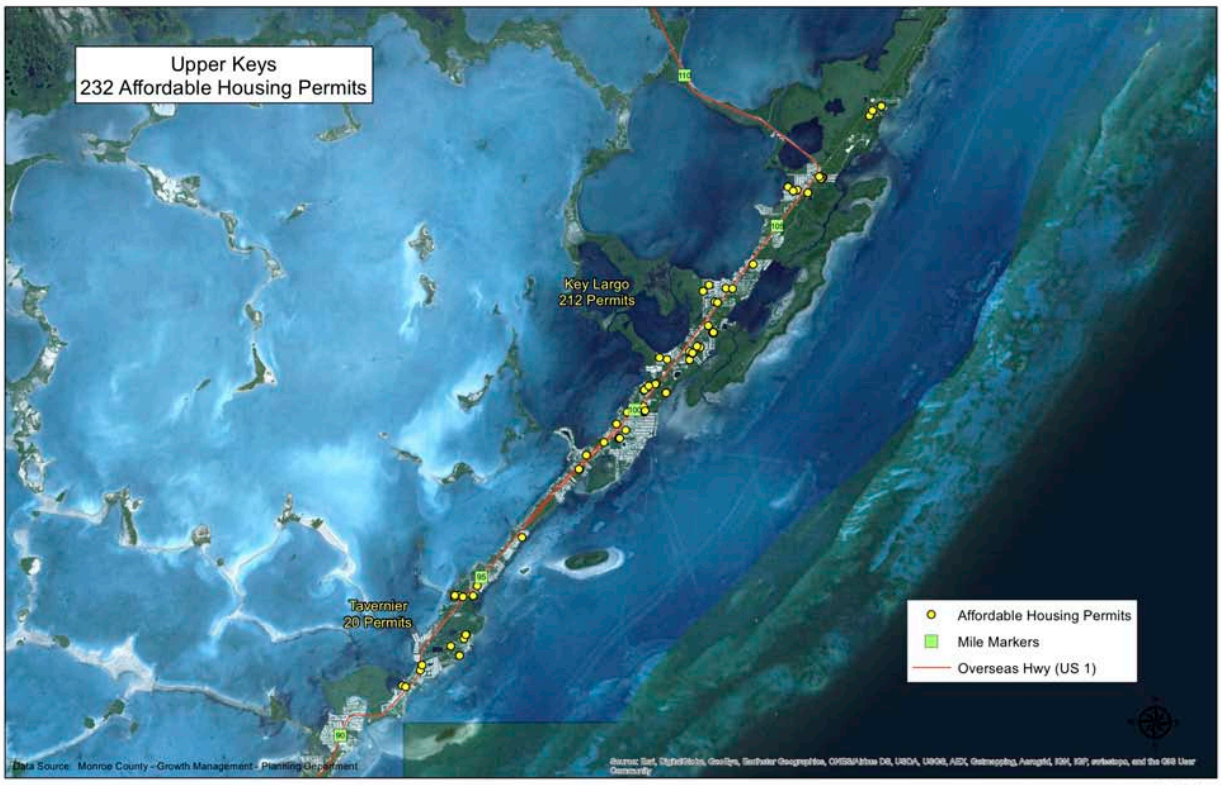
Monroe County staff has gathered detailed baseline data that included an inventory of affordable and workforce housing projects completed over the past 2 decades in Monroe County, along with the public incentives that were made to assist in the housing development. In the course of the assessment interviews and meetings, various studies and data sources were identified on best practices from other jurisdictions and ideas developed or considered but not implemented by previous affordable housing task forces. Among the range of stakeholders interviewed, all expressed the need for a focused and comprehensive county-wide workforce housing dialogue that involved those with a stake in the outcome. Many believed that such a committee should develop a package of consensus recommendations, informed by data and the range of stakeholder and public perspectives, that can provide for both short and longer term actions for the Board of County Commission's consideration.

While some of those interviewed remained skeptical that there will be sufficient "political will" to implement the Committee's recommendations as has been the case in the past, many believed that this was an urgent and timely issue for the County to address in light of hotel redevelopment and the economic upturn.

In the Fall of 2014, following the initiation of this Assessment, the Commission re-appointed members to the existing Affordable Housing Advisory Committee and with the thought of convening and charging them with addressing workforce housing issues and providing the County Commission with its recommendations. The reconvened committee would review this assessment report and other data as it addressed its charge. A workforce housing committee, ad hoc or otherwise, appointed and charged by the County Commission to address workforce housing issues in the Florida Keys was explored in the assessment interviews. A significant number of those interviewed applauded the County Commission's action in re-purposing the existing Affordable Housing Advisory Committee to focus, at least in the short term, on workforce housing. It was suggested that this approach could provide representation from each District in the County, offer workforce housing perspectives from the public, private and nonprofit sectors, and minimize confusion and any duplication of effort that an ad hoc workforce housing committee might create. It was also pointed out that this charge would be consistent with the Committee's current mission to address affordable housing opportunities in Monroe County for both "residents and workforce."

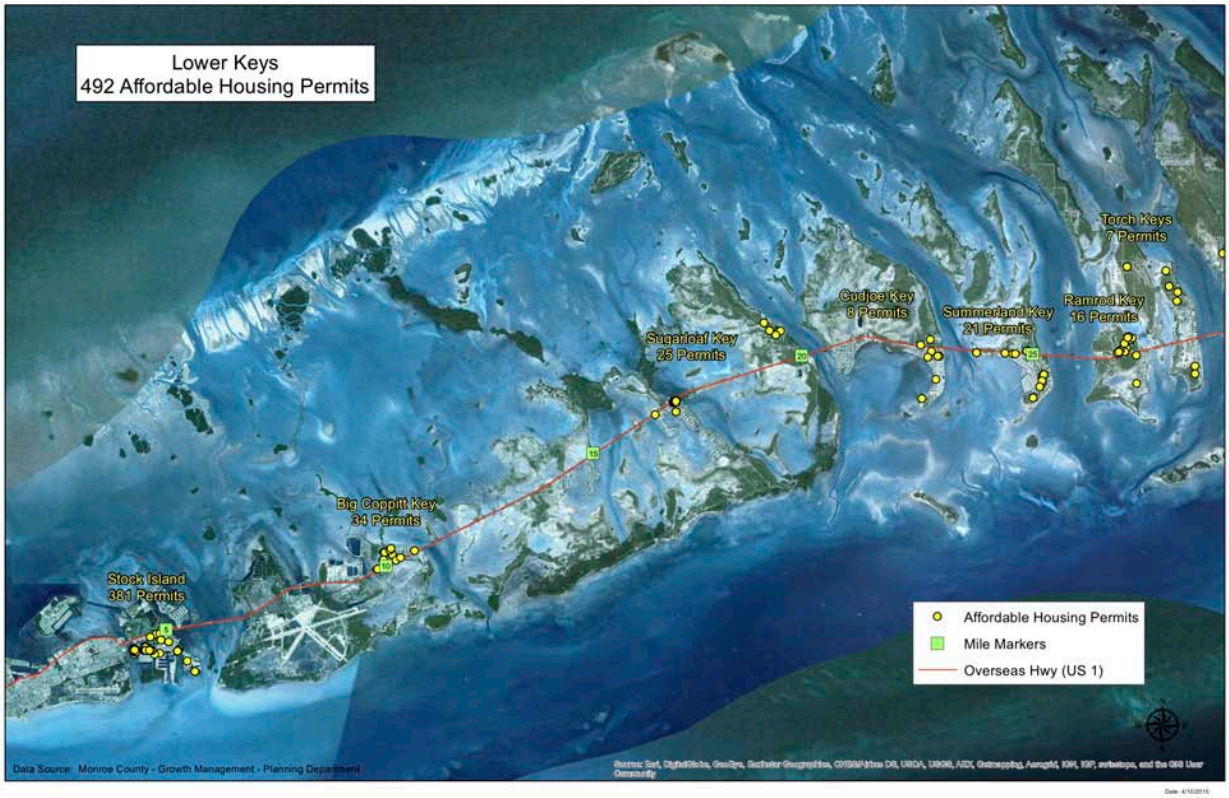
The Commission should review the current Committee appointments to ensure that a balance of workforce housing stakeholder perspectives are included in its membership. If the Commission charges the Affordable Housing Advisory Committee to develop consensus recommendations on workforce housing actions for consideration by the Monroe County BOCC, most stakeholders interviewed suggested there should be a sufficient range of stakeholder perspectives represented and participating in the consensus building. This would allow the Committee to develop informed workforce housing consensus findings and recommendations that stakeholders might support and the County Commission could act upon.

There is a great deal of public and stakeholder interest in the workforce housing issues the Committee will take up. The membership requirements, as set forth in both Florida statute and the Monroe County Resolution, do not reference representation of the municipalities in the County, the military, the School Board and perhaps other organizations impacted by workforce housing policies and programs and with a stake in contributing to solutions to improve the availability of workforce housing in the Florida Keys.


Upper Keys
232 Affordable Housing Permits
Key Largo
212 Permits
Tavernier
20 Permits
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department

Duck Key
1 Affordable Housing Permit
Duck Key
1 Permit
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department

Big Pine Key and No Name Key
16 Affordable Housing Permits
Big Pine Key
15 Permits
No Name Key
1 Permit
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department


Lower Keys
492 Affordable Housing Permits
Torch Keys
7 Permits
Cudjoe Key
8 Permits
Summerland Key
21 Permits
Ramrod Key
16 Permits
Sugarloaf Key
23 Permits
Big Coppitt Key
34 Permits
Stock Island
381 Permits
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department

The format for the Committee meetings should encourage constructive public and stakeholder input. The Commission might consider charging the Committee with establishing an engagement strategy to involve a broader range of stakeholders in their development of findings and recommendations. This might be accomplished through opportunities for public input during their own meetings, as well as through Committee sponsored advisory workgroups, joint workshops with municipal taskforces and city commissions, workshops at key moments in the development of options and recommendations, online surveys and other techniques.

It was observed by many that an advisory committee developing recommendations on workforce housing will require dedicated staff, including legal and planning expertise, and facilitation support for the Committee to do its work expeditiously. This is because of the complexity of the charge, the intense public interest in the issue, the linkages with other issues and programs and activities in the public, private and non-profit sectors, and the desire for timely actions to address the current workforce housing challenges.

The Monroe County Board of County Commissioners should review this Assessment Report and charge the Affordable Housing Committee to focus its efforts in the coming year on workforce housing. With a charge from the County Commission, the Committee should establish its procedures and approach and a schedule for meetings that would permit it to deliver back to the BOCC its workforce housing recommendations by mid-2016. The Committee should consider:

- Developing a shared vision of success;
- Jointly defining the workforce problems faced in the Florida Keys;
- Reviewing the range of issues and options identified in previous studies;
- Reviewing the experience and lessons learned with successful workforce housing projects developed in the Keys to date;
- Reviewing this Stakeholder Assessment Report; and
- Developing a package of consensus findings and recommended solutions for consideration by the Monroe County Board of County Commission.

This stakeholder assessment report confirms that there is wide agreement that Monroe County is facing a significant and growing workforce housing crisis with shortages for both affordable rental and ownership units. There is also agreement that no single strategy will solve the workforce housing crisis in Monroe County. Instead the challenge ahead is to craft a balanced package of targeted options that have been refined through discussion and debate and that can serve as a consensus framework for addressing and implementing solutions.

MONROE COUNTY WORKFORCE HOUSING STAKEHOLDER ASSESSMENT REPORT

I. ASSESSMENT SCOPE AND ORGANIZATION

Monroe County faces the quadruple impact of high land values, land limited by geographic and environmental features, housing supply limited by controlled growth (the Rate of Growth Ordinance) and a tourism economy with a prevalence of lower paying service-sector employment. In August 2014 the Monroe County Commission approved a stakeholder assessment effort, to be conducted by the FCRC Consensus Center at Florida State University (Consensus Center), to solicit perspectives and ideas on workforce housing challenges and on whether a county-wide consensus building effort should be convened to address the complex issues surrounding workforce housing in the Florida Keys.

The 2005 Harvard report, "Strengthening the Workforce and Communities through Housing Solutions" suggests, solutions to the workforce housing challenge require a broad-based, proactive approach.[3] This stakeholder assessment engaged a broad range of public, private and non profit stakeholders to clarify substantive issues involved, options to consider, information needed and process and coordination issues.

This assessment report sets out the context for addressing workforce housing issues and used interviews, meetings and review of data and documents to assess stakeholder perspectives on the County's workforce housing challenges. These perspectives include county, city, regional, state and federal government levels, housing and tourist development leaders in Monroe County, the business and tourist community and non-profit community and civic organizations. Based on this stakeholder input, the assessment report summarized the themes, concerns, issues, and interests that stakeholders believe ought to be considered in addressing workforce housing needs in Monroe County. The assessment seeks to address the following questions:

1. What are the range of affordable workforce housing and related issues from the perspectives of County, City, State and Federal housing and tourist development leaders, the business and tourist community and the non-profit community and civic organizations and residents?
2. What are the linkages with development and land use issues, transportation mobility?
3. What interests, organizations and individuals should participate in a stakeholder county-wide committee process to develop consensus recommendations on affordable workforce housing issues in Monroe County? How Should the County convene a stakeholder committee to develop recommendations on workforce housing in Monroe County and its cities?
4. What is needed in terms of base line current data on workforce housing programs in

[3] http://bit.ly/1kcpnfm, "By the time a workforce housing affordability problem begins to affect the bottom line, the forces that contribute to high housing costs have long been in place and are difficult to reverse. For the housing and business communities to forestall such an outcome, they must establish a working relationship characterized by respect, trust, and an awareness of each other's interests. They must have access to information about the causes of the affordability problem and data that demonstrate its effects."

Monroe County? What information and data on best practices should be considered in any subsequent stakeholder consensus building process?

II. WORKFORCE HOUSING[4] IN MONROE COUNTY- CONTEXT

The workforce housing affordability crisis in the Florida Keys identified by the Monroe County Commission in 2014 is real. "Cost-burdened" households pay more than 30% of income for rent or mortgage costs. In 2013, 51% (or 16,849) of Monroe County households pay more than 30% of income for housing while statewide that figure is 43%. More than half of Monroe County renters are cost burdened (8,350 of 14,002) while about 45% of Monroe County homeowners are cost burdened (8,499 of the 18,936).

In November 2014 the United Way of Florida released its report, ALICE (Asset Limited, Income Constrained, Employed: Study of Financial Hardship, which indicates that nearly half of all Monroe County households (14,221of 29,241) live above the federal poverty line but still struggle to afford basic expenses including housing, child care, food, transportation and health care.[5] The Report also evaluates community conditions for each Florida county using a weighted "Economic Viability Dashboard" in three core areas employing a scale of 1 (worst) to 100 (best).[6] Monroe County's results area as follows:

Core Areas	*Rating*	*Grade*
Housing Affordability (40%)	14 of 100	**Poor**
Job Opportunities (40%)	67 of 100	**Good**
Community Support (20%)	48 of 100	**Poor**

[4] Workforce housing can refer to any form of housing, including ownership of single or multi-family homes, as well as occupation of rental units. Workforce housing is generally understood to mean affordable housing for households with earned income that is insufficient to secure quality housing in reasonable proximity to the workplace. The term "workforce" is meant to connote those who are gainfully employed, a group of people who are not typically understood to be the target of affordable housing programs. Workforce housing, then, implies an altered or expanded understanding of affordable housing. Workforce housing is commonly targeted at "essential workers" in a community i.e. police officers, firemen, teachers, nurses, medical personnel. However resort communities generally define "essential" more broadly to include service workers, as they often are characterized by high real estate costs and a high number of low-paying service jobs essential to the local tourism economy.

[5] The Report was initially developed in New Jersey and now five other states including Florida, California, Michigan, Indiana and Connecticut, have used the model and developed reports in 2014. https://www.frbatlanta.org/commdev/publications/partnersupdate/2015/01/study-sheds-light-on-working-families-in-florida

[6] The Index provides the means to compare counties in Florida and to see changes over time. The Housing Affordability area includes three key indicators including: the Household Survival Budget (quantifying the cost of the housing, child care, food, health care, transportation); health insurance; and housing burden. The Job Opportunities area includes three key indicators including: Income Distribution; Employment Rate; and New Hire Wages. The Community Support area includes three key indicators: Violent crime rate; the annual payroll of human services nonprofits per capita; and Access to good basic health care.

KEY FACTS AND ALICE STATISTICS FOR MONROE COUNTY

(From the ALICE Florida Report: Study of Financial Hardship, Fall, 2014, Appendix H)

Big Coppitt Key /Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
2016	**833**	**12%**	**35%**	**53%**	**9%**	**55%**	**72%**
Big Pine Key/Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
3777	**1619**	**10%**	**35%**	**56%**	**4%**	**44%**	**42%**
Key Largo/Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
11409	**4517**	**15%**	**38%**	**47%**	**9%**	**44%**	**57%**
Key West							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
24870	**9322**	**9%**	**35%**	**56%**	**4%**	**44%**	**68%**
Lower Keys/Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
10394	**4314**	**8%**	**23%**	**62%**	**5%**	**42%**	**56%**
Marathon							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
8389	**3371**	**14%**	**41%**	**45%**	**9%**	**40%**	**65%**
Middle Keys/Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
9731	**4068**	**13%**	**40%**	**47%**	**10%**	**42%**	**64%**
North Key Largo/Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
1166	**510**	**11%**	**20%**	**69%**	**4%**	**36%**	**25%**
Stock Island/ Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
3736	**1111**	**14%**	**62%**	**24%**	**8%**	**53%**	**69%**
Tavernier/ Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
2491	**953**	**6%**	**46%**	**48%**	**7%**	**46%**	**37%**
Upper Keys/Monroe County							
Population	*Households*	*Poverty %*	*ALICE %*	*Above ALICE Threshold %*	*Unemployment Rate*	*Housing Burden over 35% Owner*	*Housing Burden over 35% Renter*
21234	**8633**	**13%**	**37%**	**50%**	**9%**	**43%**	**54%**

The findings of all of several recent reports on Monroe County's current housing situation confirm that there is a significant and growing shortage of affordable workforce housing, both rental and ownership. In addition there exists a policy gap in that affordable housing for the working and middle classes is largely left to individual municipalities and counties to deal with.

In Monroe County an hourly wage needed to afford a two-bedroom FMR is $26.27/hour.[7] In order not to pay more than 30% of family income on housing, a household must earn $4,553 monthly or $54,640 annually.

The findings of all of the reports on Monroe County's current housing situation confirm that there is a significant and growing shortage of affordable workforce housing, both rental and ownership. A significant portion of the current workforce housing in Monroe County is rental and there is a large rental housing deficit. As is the case throughout Florida, there has been increase in the demand for rental housing in Florida following the great recession and subsequent housing crisis, particularly among younger households and families with children. Statewide, the percent of households renting increased from 29.4 percent in 2007 to 34.4 percent in 2012 (American Community Survey, 2012; Shimberg Center for Housing Studies, University of Florida, 2013)." The Shimberg Center has found that affordable rental shortages are most pronounced in southeast Florida. (SCHS, 2013).

In an Affordable Housing Solutions White Paper (October 2014)[8] Donald Craig, Planning Director for the City of Key West, projected a deficit of amore than 6,500 units of affordable housing units in the City and characterized the affordability challenge as follows:

> "The City's Comprehensive Plan identified the City of Key West median household income as $52,004 while the average annual wages earned by a worker in the City are approximately $37,844 indicating that by standard guidelines for mortgage lending at the median level, a home should cost no more than $166,012, or three times the median income. This is clearly inconsistent with actual cost of housing in the City, when the Key West Board of Realtors reports that at the end of July 2014 the median sales prices of 162 single family homes sold in the preceding 7 months was $630,000 and the median sales prices for Condo/Townhouses was $368,000. Clearly persons and families making the median income or average wage cannot afford for-sale housing, even if such were being built. As to rental housing, the situation is not better. Even though dated and most assuredly higher, the 2010 reported median gross monthly rent in the City was $1,359. In order to be affordable to the average wage earner in the City, the monthly rent should be no more than $946. Rent such as this is not available in the City at this point and time and results in workers sharing housing in increasing numbers, or paying 40-50% of their income for housing."

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[7] "Out of Reach 2014: Florida", http://nlihc.org/oor/2014/FL, National Low Income Housing Coalition

[8] Affordable Housing White Paper- Donald Craig, AICP Director of Planning & Nicole Malo AICP,Planner, City of Key West: http://legistar1.granicus.com/KeyWest/meetings/2014/10/2491_A_City_Commission_14-10-07_Meeting_Agenda_Full_Detail.pdf

The 2015 Home Matters Report from the Florida Housing Coalition[9] confirms what other reports have found regarding rapid increases in rents for vacant units on the market while Florida's home ownership has declined steadily since its peak in 2007. Tighter mortgage lending standards, rising mortgage interest rates and fees, and a high percentage of cash sales have squeezed many low and moderate income homebuyers out of the market.

There currently exists a policy gap to fund workforce housing development. Federal programs through HUD or state governments are generally targeted towards low-income programs designed for people that make less than 60% of Area Median Income (AMI). The Low-Income Housing Tax Credit, which mainly spurs development of rental properties, is an example of this. Affordable housing for the working and middle classes has been largely left to individual municipalities and counties to deal with.

III. WORKFORCE HOUSING CHALLENGES- STAKEHOLDER IDEAS AND PERSPECTIVES

A. Critical Affordable Workforce Housing Common Themes

The over 75 persons participating in the interviews and meetings identified a range of workforce housing issues. While some offered a perspective from the same sector, they lived and worked in different parts of the Keys and the ideas they offered were not necessarily the same as others sharing that perspective. However, across the various perspectives the following six common themes regarding key workforce housing issues emerged:

1. **A Shared vision of success** for Workforce Housing in Monroe County will be important to guide and gauge the menu of strategies and actions needed to address workforce housing.

2. **Action orientation.** All acknowledge the workforce housing context is complex and challenging but needs immediate focus and attention and that addressing gaps in workforce housing throughout the Florida Keys will require immediate and longer term actions, even if those interviewed had differences in emphasis on those options and actions.

3. **Build upon the past affordable housing studies and reports.** Many agreed with the following statement, "The comprehensive studies, recommendations and published works on the topic do not need to be repeated. The metrics of this problem are well known and documented. The dynamics and facts have changed little over the years."

4. **Define the problem(s) first.** There needs to be a careful effort to define the shared workforce housing problem facing Monroe County in a multifaceted way (different levels and needs of workers, rental vs. ownership, different locations in the Keys) and then based on data and knowledge, move to identify, craft and implement "solutions.

[9] http://issuu.com/flhousing/docs/home_matters_report_02.2015_final

5. **No single strategy.** There does not appear to be a single strategy to pursue but rather a menu of combined strategies to address the workforce housing challenges in the Florida Keys. Any committee should seek to develop a balanced package of both short term and longer-term strategies and actions that are targeted to addressing the needs of different sections of the workforce and to different parts of Monroe County.

6. **Housing as community infrastructure.** Given its importance to the local economy, the County should consider workforce housing as it considers other critical infrastructure such as transportation and water supply. Workforce housing should receive the policy, planning and financial attention that other areas of local infrastructure receive. The County should seek to better integrate the housing element with other plan elements such as the future land use, public facilities, transportation and capital improvements.

B. Critical Affordable Workforce Housing Common Issues

Issues generally identified as important to address from most perspectives included:

1. Addressing the ROGO system and workforce housing, including transfers and fractional ROGOs

2. Density and livable workforce housing

3. Relaxing height restrictions in light of Federal flood insurance changes and to create more workforce housing

4. Strengthen Monroe County Housing Authority's role in workforce housing

5. Address transportation and its relationship to and role in workforce housing

6. Update Monroe County's workforce housing site identification and audit of publicly owned property

7. Create new workforce housing units that are both affordable and livable with development incentives and public private partnerships

8. Preserve and maintain existing workforce housing and provide incentives to preserve workforce housing

9. Address related workforce issues due to high cost of housing (insurance, childcare, food insecurity etc.)

10. Review and consider changes in the County, City and state affordable housing policies and regulations including length of deed restrictions

11. Explore and expand funding sources to expand workforce housing in Monroe County

C. Stakeholder Ideas and Perspectives on Workforce Housing Matrix

The Stakeholder Assessment sought to identify how different stakeholder perspectives viewed the challenges of workforce housing facing Monroe County and its residents. The over 50 issues and ideas identified and summarized from the many interviews and meetings, help to shed light on the complexity of the issues and on the healthy diversity of views on how to best address the challenges. The assessment interviews were conducted with the understanding that the themes and ideas identified would be shared with the Commission and inform any committee that would engage in subsequent consensus building on workforce housing solutions. It was also understood that individual views would not be attributed but related perspectives would be summarized.

Workforce housing ideas and issues identified in the Assessment from different perspectives and included issues displayed in the matrix below in the following nine categories:

1. Overall *(12 Issues/Ideas)*
2. Workforce Housing Funding *(7 Issues/Ideas)*
3. Workforce Housing Planning, Zoning & Enforcement *(13 Issues/Ideas)*
4. Workforce Housing & Transportation *(4 Issues/Ideas)*
5. Workforce Housing & Site Identification *(3 Issues/Ideas)*
6. Workforce Housing Construction *(4 Issues/Ideas)*
7. Workforce Housing- Preserve Existing *(7 Issues/Ideas)*
8. Workforce Housing & the Education Sector *(2 Issues/Ideas)*
9. Workforce Housing & Related Issues *(6 Issues/Ideas)*

ISSUES/IDEAS		STAKEHOLDER PERSPECTIVES (✔=*Noted as issue/idea in the interviews*)							
	County	*City*	*State*	*Education*	*Development*	*Lodging/Hospitality Tourism*	*Business*	*Non-Profit*	*Military*
OVERALL									
1. No single solution, menu of options	✔	✔	✔	✔	✔	✔	✔	✔	✔
2. Build on work to date (studies, task forces, etc.)	✔	✔	✔	✔	✔	✔	✔	✔	✔
3. Target different levels of workforce to provide WH	✔	✔	✔	✔	✔	✔	✔	✔	✔
4. Engage private and public sector employers in finding WH solutions	✔	✔	✔	✔	✔	✔	✔	✔	✔
5. Political will to implement solutions	✔	✔		✔	✔	✔	✔	✔	
6. Focus on rental housing	✔	✔	✔	✔	✔	✔	✔	✔	✔
7. Addressing NIMBY and workforce housing	✔	✔	✔	✔	✔	✔	✔	✔	
8. Encourage public private partnerships for WH	✔	✔	✔	✔	✔	✔	✔	✔	
9. Encourage WH affordability and livability	✔	✔	✔		✔			✔	
10. Support living wages in the Keys								✔	
11. Expand the Keys economy beyond tourism	✔						✔	✔	
12. Address negative impacts on Keys communities of transient workforce	✔							✔	
13. Collect data on WH provided by hoteliers	✔	✔				✔	✔		

ISSUES/IDEAS	STAKEHOLDER PERSPECTIVES								
	County	*City*	*State*	*Education*	*Development*	*Lodging/Hospitality Tourism*	*Business*	*Non-Profit*	*Military*
WORKFORCE HOUSING FUNDING									
14. Workforce housing site identification and audit	✔	✔	✔	✔	✔	✔	✔	✔	✔
15. Changing the Tourist Development Council (TDC) law to allow those dollars to be used for affordable housing development.	✔	✔	✔					✔	
16. Remedy Sadowski Trust Fund donor inequity	✔	✔	✔	✔	✔	✔	✔	✔	✔
17. Land Authority funds for workforce housing construction	✔	✔	✔	✔	✔	✔	✔	✔	
18. Dedicated local funding for workforce housing	✔	✔	✔	✔	✔	✔	✔	✔	
19. Consider inclusionary WH fee	✔	✔			✔			✔	
20. Address Air B&B and impact on bed tax revenue						✔			
21. Provide assistance to workforce renters (down payment/deposit)						✔	✔	✔	
WORKFORCE HOUSING- PLANNING, ZONING, ENFORCEMENT									
22. Create a County Workforce Housing Development Plan	✔	✔				✔	✔	✔	
23. Consider adjusting height restrictions for more WH	✔	✔	✔	✔	✔	✔	✔	✔	
24. Allow increased density for WH	✔	✔	✔		✔	✔	✔	✔	
25. Tax Credit Property Management after 15 years	✔	✔						✔	
26. Encourage mixed use	✔	✔			✔	✔	✔	✔	

ISSUES/IDEAS		STAKEHOLDER PERSPECTIVES							
	County	*City*	*State*	*Education*	*Development*	*Lodging/Hospitality Tourism*	*Business*	*Non-Profit*	*Military*
27. Enforce Housing Codes	✔	✔	✔						
28. Explore "Micro Housing"	✔				✔			✔	
29. ROGO Allocations and Transfers, Fractional ROGO	✔	✔	✔	✔	✔	✔	✔	✔	
30. ROGO Formula	✔	✔	✔	✔	✔	✔	✔	✔	
31. Address redevelopment and WH	✔	✔			✔	✔	✔		
32. Encourage commercial construction of WH by reducing impact fee.	✔	✔			✔	✔	✔	✔	
33. Explore the role of live-aboard boats in WH	✔	✔			✔				
34. Encourage hospitality industry to build WH	✔	✔	✔	✔		✔		✔	
WORKFORCE HOUSING & TRANSPORTATION									
35. Increase highway capacity to adjust ROGO evacuation formula	✔	✔	✔	✔	✔	✔	✔	✔	
36. Address related issues-Transportation options for employees	✔	✔		✔	✔	✔	✔	✔	
37. Address transit issues in the upper Keys	✔	✔				✔	✔		
38. Address & improve transit issues in the lower Keys	✔	✔				✔	✔	✔	
WORKFORCE HOUSING & SITE IDENTIFICATION									
39. Re-purpose land owned by local government for WH					✔	✔	✔	✔	
40. Focus all 3-tier properties on WH		✔							

ISSUES/IDEAS	STAKEHOLDER PERSPECTIVES								
	County	*City*	*State*	*Education*	*Development*	*Lodging/Hospitality Tourism*	*Business*	*Non-Profit*	*Military*
41. Audit Local Government owned public lands for WH	✔	✔	✔		✔	✔			
WORKFORCE HOUSING – CONSTRUCTION									
42. Waive building fees for WH	✔	✔			✔			✔	
43. Buy down interest rates for WH projects					✔	✔			
44. Cut taxing rates on WH					✔				
45. Commercial properties for WH-tax and insurance breaks					✔	✔	✔		
WORKFORCE HOUSING – PRESERVE EXISTING WH									
46. Preserve/maintain affordable units	✔	✔	✔	✔	✔	✔	✔	✔	✔
47. Address "lost" AH/WH units			✔					✔	
48. Revisit land trusts as a tool	✔	✔						✔	
49. Provide for "no net loss" of affordable & WH in County housing element	✔	✔							
50. Adopt a "lease form" for local governments owning underlying land for WH	✔	✔	✔		✔			✔	
51. Address loss of deed restrictions for AH	✔	✔	✔	✔	✔	✔	✔	✔	
52. Address RV/Trailer Parks as WH and conversion issues	✔	✔	✔		✔	✔	✔	✔	
WORKFORCE HOUSING – EDUCATION									
53. Engage the school system as largest employer in WH	✔	✔		✔					
54. Improve teacher housing needs data collection				✔					

ISSUES/IDEAS	STAKEHOLDER PERSPECTIVES								
	County	*City*	*State*	*Education*	*Development*	*Lodging/Hospitality Tourism*	*Business*	*Non-Profit*	*Military*
WORKFORCE HOUSING – RELATED ISSUES									
55. Address related issues insurance costs- wind	✔	✔		✔	✔	✔	✔	✔	
56. Address 2018 FEMA flood insurance issues.	✔	✔	✔	✔	✔	✔	✔	✔	
57. Address related issues- Daycare	✔							✔	
58. Homelessness & Workforce Housing	✔	✔				✔	✔	✔	
59. Protect military buffer areas			✔						✔
60. Address "food security" and WH								✔	

D. Stakeholder Ideas and Perspectives on Workforce Housing

Over 75 persons participated in the interviews and meetings and identified a range of workforce housing issues. Below is a compilation summary of the input received from individuals representing different sectors (public, private and non-profit) and residing in different parts of Monroe County.

1. County Government- Ideas and Perspectives

Build on affordable housing work to date

- We need to understand and build on what's been learned from various task forces and studies and apply to the current workforce housing situation in the Keys. Review what incentives are in ordinances and how have they worked. How do we retool to work better. What about inclusionary zoning? What about density bonuses and density waivers? What they are how they work. How to retool to work better. What doesn't work.
- Come up to speed on what was done previously so we know where things were when walked away.

No silver bullet, no easy fix

- We need a balanced menu of options. Acknowledge the broad range of different of solution and levels of housing.
- There is no easy fix, no one way to handle this problem.

Workforce Housing Shortages

- We are short over 6000 units and under ROGO we will get 700 over the next 10 years. That does not come close to solving the problem.
- The Affordable Housing Committee should focus initially on workforce.
- We are short 6,800 units of work- force housing. This is a crisis and housing is the most expensive item on the County's list.
- Housing affordability in the Keys includes insurance, the cost of food and the cost of daycare as well as housing.

Rental workforce housing focus

- Our most critical need is in lower income and service ranges and we should focus especially on rentals for this segment of the workforce.
- 98% of the residents of county-run public housing is workforce housing for working individuals (with the exception of the elderly and disabled). Rent is capped to 30% of household income and the remaining amount is subsidized.

Windstorm and Flood Insurance Rates

- The current windstorm and flood insurance situation is huge affecting all residents not just lower income.
- If you can't pay cash, you need insurance to secure a bank loan.
- FIRM- Fair insurance rates for Monroe- is engaged in grass roots advocacy work.
- The Federally subsidized program flood insurance program was amended and will set a new basis for Florida insurance rates, setting the stage for immediate dramatic increases flood insurance rates for both residential and commercial properties.

County growth management and affordable housing.

- Should affordable housing be part of the County growth management function

which is built more to slow growth or placed elsewhere with good staff support to allow it to be more active in identifying parcels and developers in getting the job done?

Empower and support the Affordable Housing Committee

- The Committee needs to consider a menu of recommended consensus workforce housing solutions as a package for the County Commission to consider and implement.

Protect and support the Committee's affordable housing staff.

- In the past considering the complex incentives and transactions for developers to build affordable housing has opened staff to attack by those opposing development in general. It has been a very public and vitriolic situation where staff have been personally attacked.

Site Identification.

- We should identify every piece of county property that is vacant, demolished, big enough for affordable housing and zoned properly.

Preserve and maintain affordable units.

- We've lost some affordable housing that was bought at low rates and sold at market rate and restrictions were ignored. We have to pay attention so games are not played with this and we lose these units.

Mixed Use.

- We should encourage this but it has not caught on except in Key West.
- We should explore mixed use and mixed income levels vs. low income property projects makes for better self policing and safer and more livable communities.
- The only exception to this is tax credit properties where everyone is low income with no one is over 60% AMI.

Address Management on Tax Credit Properties after 15 years.

- For the first 15 years, the developer is liable and responsible to maintain the tax credits and the housing. After the 15th year property management tends to deteriorate as less cash is devoted to upkeep.

Consider allowing Land Authority bed tax funds for construction.

- Currently they can only use the funding for land acquisition.
- Consider changing the Tourist Development Council (TDC) law to allow those dollars to be used for affordable housing development.

Height Restrictions.

- Should be open to relaxing this where this could produce more workforce housing.
- Consider handling this on a site specific basis.
- There are areas in town where building higher would not block views. The City of Key West would have the capacity to implement this although it would first have to be approved by referendum.

Explore Micro Housing.

- This is being implemented in cities such as New York. It might be applied in cities in the Keys to cut down on the commute time.
- Note that 1–bedroom units are the shortest in supply for the public housing and tend to be occupied longer, usually by elderly and disabled.

Enforce Housing Codes.

- Enforce housing codes in terms of illegal multiple occupancy.

ROGO

- ROGO allocation system for permits early on effectively eliminated affordable housing construction. Three things need to come together for successful workforce housing: funding, available land and allocations. However these have not coincided. Years ago funding was available but land and allocation were not.

Hospitality Industry and Workforce Housing.

- The industry should step up and participate in efforts to provide more affordable workforce housing. Some are, others should.
- Some wonder why County taxes would be used to subsidize the hotels' workforce housing. Hotels should do more.
- We should collect data on what hoteliers are doing in providing workforce housing for their employees.

Local Dedicated Funding Source.

- We need a local dedicated funding source (sales tax, "sin" tax, etc.) that can support the construction of workforce housing not just land acquisition.

Address Sadowski Trust Fund Donor Inequity.

- Monroe County contributes 60% and gets back 8%. This should be addressed when funding resumes.

AddressNIMBY

- Historically there has been community reactions to the old low income projects. This may continue to be an issue.

Related Affordability Issues

- Insurance and Day Care can figure in challenges for workers in terms of costs on tight family budgets.
- Many work 2-3 service jobs to be able to afford housing and other costs such as food.
- The "situationally" homeless are part of the workforce housing puzzle in Monroe County.

Hurricanes and Workforce Housing.

- In the last hurricanes in the Keys transportation from Miami stopped and restaurant and lodging businesses in the Upper Keys had to shut their doors for lack of employees.

2. Municipal Government- Ideas and Perspectives

Target the Levels of Workforce to Serve

- We need to define more clearly what kind(s) of workforce housing we want for the community. Hourly wage earners may always be renters in the Florida Keys. There is a shortage of decent, reasonably priced, available housing, especially one-bedroom rentals.

Engage Employers

- We need the businesses in Monroe County with the different types of employees (hourly, salaried) to be at the table and part of the solution. Hotels have the highest occupancy rate and the most profits of any place in the country. They have begun to help with workforce housing and they should continue to do

more.

Vacation rentals

- We need to address this challenging issue and its impact on workforce housing in the current marketplace.

Height restrictions

- Ease height restrictions where there aren't view issues to allow for more workforce housing.

Mixed use.

- Seek more mixed uses with the school board and other public properties.

Land Acquisition

- Focus land acquisition on workforce housing properties.

Focus on Redevelopment

- Key West is nearing build out and most construction is redevelopment and remodeling.

Loss of Deed Restrictions

- Address and audit the Loss of Deed Restrictions. ("Of the total 1,089 affordable units, 223 are expected to have their deed restrictions expire, or have expired by the end of 2015." *(See Appendix #6)*.

"No net loss" of existing workforce housing

- Amend the Comprehensive Plan's housing element so that future development will result in "no net loss" of existing workforce/affordable rental housing for households earning 80% or less than the area mean income.

High land values limit tax credit funded affordable units

- Difficult to both finance and construct units at any level except at the 60% of median through heavily subsidized tax credit funding. Lack of reasonably priced land has meant few of these projects have been built.
- In the City of Key West, its annual allocation of 91 affordable housing BPAS units.

Re-purpose land owned by local government

- Land owned by the county should be re-purposed for affordable and workforce housing.

Consider additional funding sources

- A tax on every alcoholic beverage sold or a 1% real estate transfer tax could generate funding for workforce housing. Relying upon the Land Authority funds won't be enough.

Development Plan and Funding for Workforce Housing

- We need to figure out how to put the land authority/Housing Authority and bed tax money together and form development plan for affordable housing.

ROGO AH Allocations

- Each year in City of Key West there are 90 affordable housing ROGO allocations with the City able to borrow up to 10 years ahead to create more affordable housing.
- Focus all tier-3 properties on workforce housing if it doesn't raise a property rights issue.

Adopt lease form

- Cities should consider adopting a lease form with the public sector owning the

underlying land.

Support non-profits and their work on affordable and workforce housing

- Provide funding for nonprofit affordable housing entities.

3. State Government- Ideas and Perspectives

FFHC Set Aside for Monroe County

- Work to preserve the Monroe County set aside Florida Finance Housing Corporation competitive applications for affordable housing tax credit

Sadowski Fund

- Sadowski Fund affordable housing funding has not been available for affordable housing since 2006. Work to bring that funding back.

Tourist Development Tax and Workforce Housing

- Tourist Development Tax should support the building of workforce housing. Funds go to the Monroe County Land Authority ($4 million) and Key West ($8 million).
- Consider changing the tourism bed tax statute to allow for supporting the construction of workforce housing.

Combination of Issues

- In the Keys need to consider four factors: hurricane evacuation; environmental protection of land and species; affordable housing; and water supply.
- During the economic downturn there was less interest in building AH.

Rising Rents

- Rising rents represent a big challenge for workforce housing and strategies to address this should be considered.

NIMBY issues and Workforce Housing

- Monroe County needs to address the NIMBY issue that is a barrier to workforce housing.

Protect Navy Noise and Crash Zone but look for workforce housing opportunities

- Work with the Navy to protect noise and crash zones while looking for opportunities to build workforce housing.

Support Deed Restrictions

- Support the use of 99 year leases for $1- Affordable forever.
- Assess current state of enforcement of deed restricted land and work to extend leases to 99 years.

Identify and Aggregate Workforce Housing Parcels

- More could be done to identify parcels of land and aggregate them and analyze opportunities for workforce housing on surplus lands.
- There may be opportunities for duplexes and quadaplexes on scarified small lots for rental units.

Height Restrictions

- Consider relaxing height restrictions especially in the center of the islands with existing tall buildings. This would provide additional workforce housing

FEMA Flood Maps

- Address the impacts of the new FEMA flood maps on Monroe County and workforce housing.

Homeless

- Homeless are an important issue to address in a tourist economy. How many of the homeless are there because of lack of affordable housing in the Keys?

ROGO System

- ROGO system has evolved and the modeling is scientifically and statistically defensible in terms of hurricane evacuation time.
- There are affordable housing ROGOs that have not been used.
- The most recent annual travel study that shows how long takes to get over the 22 segments of the U.S. 1 highway, indicates a segment starting to fail in Islamorada.

Engage the Hotel and Hospitality Industry

- Hoteliers should be more engaged in the workforce housing discussion. Convened a recent meeting for hoteliers in Islamorada to discuss this issue and only 3 came.

Enforcement of Housing Ordinances

- Need to address and enforce the ordinances regarding unlawful modifications of homes and overcrowding of residences.

Mobile Homes and RV Parks and Workforce Housing

- Need to address the question of the role of mobile/RV parks in supplying workforce housing and the impact of conversions of these parks on availability of affordable housing.

4. Education Sector Ideas and Perspectives

Target the kind of housing needed

- Education has the same levels of workforce housing needs as other sectors.
- Have to focus on the target population in terms of addressing gaps in workforce housing, e.g. Teachers, support and administrative staff, service industry workers, etc.

Partnerships for workforce housing

- Interested and exploring partnerships for workforce housing development on school board owned property.

Recruitment and Retention

- Recruiting and retaining teachers and professors in the Keys is a very challenging problem due to the relatively high cost of housing.
- Retention continues to be a problem and accessible and affordable workforce housing is part of it. There is a huge organizational cost to retrain.

Student Enrollment Stable

- The current context in terms of student enrollment is stable but not increasing, having decreased during the economic downturn.

Single vs. Family Teachers

- "We have lot of young employees with over 70 new teachers." Young single teachers may rent space with roommate(s), but teachers with family is another matter as there is very little family friendly workforce housing.
- Many teachers in Upper Keys commute to Miami Dade vs. secure housing in

Monroe County.

- In Key West and the lower keys, the property values are the highest and present a challenge for young teachers and teachers with families.

Involve the Public School System at the Workforce Housing Table

- Since the Public School system one of the larger employers in the County in terms of teachers, support and administrative staff, there should be place at a workforce housing table for this perspective.

Increasing reliability of teacher housing needs data

- The School system is working on improving the reliability of their data and its collection related to employee housing needs.

Public private partnerships

- Encourage and support public private partnerships as part of the workforce housing solution.

5. Development Stakeholder Ideas and Perspectives

Development Constraints

- The critical areas of state concern and environmental issues constrain the available land for workforce housing.
- The cost of labor and insurance is climbing so incentives for workforce housing will be an important stimulus.

Authorize Land Authority to Build Workforce Housing

- Fund the Monroe County Housing Authority or other similar successful organizations to build workforce housing.

Convert public land for workforce housing

- The school board and the city may have large tracts that can be converted for workforce housing.
- Need to use infrastructure $$ making land improvements for property we should own- RFPs for developers.

Tax credit housing and workforce

- Meridian West- 102 units for very low income. It has the lowest turnover of any very low-income housing project in Florida with 3 bedroom apartment renting for around $1100. The very low and low income are the best served in terms of affordable housing of the workforce population. Workforce housing is where the gaps are.

Livability and Affordability

- Tax credit developers- Designed for good purpose but because of bureaucratic overhead, can only do large scale projects that may look out of place and unattractive to the people living in and nearby the units/development.
- Livability ideas are secondary with landscaping and signage not given a high priority. Need to consider "livability" not just tax credits and affordability when building workforce housing.
- Scale is an issue here with smaller projects there is a greater chance of empowering residents to maintain their homes. The larger projects have ongoing maintenance and management costs

Address Spectrum of Workers and Housing Needs

- Have to clarify what workers want and need in terms of housing. What is the real need? Employees from Eastern Europe- Hawks Cay- Vast majority of employees- 6 months at a time. Is sharing an apartment for these workers a bad idea?
- What portion of staff/employers made up of transient migrant workers? What are their needs? How many are working in City of Key West and where can their housing needs be best addressed? What role might dormitories play?

Incentives for smaller unit projects

- Consider providing incentives for more smaller unit projects that will be more livable. The tax credit resource funding for this doesn't practically work below 20-25 units because of costs.
- Provide incentives for small apartment complexes, not big units, e.g. develop 10-20 units with multiple occupancy.
- They can be nicely done dorm style with shared kitchen consistent with character, built to code and also preserve green space.

Hotels re-openings and workforce housing impacts

- May not be new hotels coming on but those that were shut down are reopening. We need to be careful about what that means in terms of housing demand. There may not be growth in the population going forward.

Workforce Housing and Live Aboard Boats

- What are the City of Key West statistics on Mooring Fields. There may be more than 120 boats in mooring fields providing affordable housing. How many boats are there for a short or longer time? How many are providing workforce housing? What is the quality?

Addressing Trailer and RV Parks as Workforce Housing

- What role do existing trailer and RV parks play in affordable workforce housing in Monroe County?
- What has been the enforcement experience with the 30% rule in converting trailer parks in the County?

Waive building permit fees

- Have local governments waive building permit fees for affordable and workforce housing projects.

Political will

- Is there the political will to implement workforce housing solutions?
- There has been at times, for example the last Workforce Housing Task Force in 2007 had some of it recommendation implemented.

Encourage mixed use

- We should be encouraging mixed use in central areas throughout the Keys.

Consider greater use of an inclusionary affordable housing fee

- The County should set a fee for inclusionary housing such as the $40,000 per inclusionary housing credit that Marathon is proposing. This fee would be paid to the Monroe County Housing Authority in an affordable housing trust fund to be distributed to those who actually build affordable housing. This would create a subsidy paid from new market rate or transient (hotel) projects to be distributed to those who actually build the affordable housing.

- To assure the housing is built and completed, the subsidy would not be funded until the certificates of occupancy for the affordable housing are issued.
- This type of commitment would incentivize those who are willing to build affordable housing, and the funds would come from those building the projects that require inclusionary housing without the market rate developer from having to use some of his/her market rate allocations on affordable housing.
- All transient unit development and re-development should require inclusionary affordable housing ordinance, or impact fee assessment.

Increase density and height

- With limited lands on which to build affordable housing, increase the density and height (e.g. 40 feet vs. 35 feet) for affordable housing to make this feasible.
- Increased density in appropriate zoning districts within commercial areas to facilitate workforce housing.
- Increase height in appropriate areas.
- Build up! Build new! Much of the KWHA properties are old, ugly, small and inefficiently sparse. Density needs to increase.

Increase the capacity of highways

- To increase ROGO allocation work together to secure funding to increase the capacity of highways.

Review city and county owned lands for use as workforce housing

- Identify all city and county owned lands for workforce housing that do not present environmental issues and utilize for workforce housing.

Develop a workforce housing 10-year strategic plan.

- Look for early successes in the first 3-5 years in adjusting regulations. Set a goal of cutting the gap in workforce housing by 50%.
- The approach to "renter vs. ownership" should be "both/and."

Address the 2018 FEMA changes

- We need to prepare in required elevations (AE 7 becomes 9) and 60% of houses will be in jeopardy making them harder to resale or rebuild.

Surplus land

- The County and Cities should inventory surplus land and identify land that can be used for workforce housing.
- Lift the cap on the number of credits, keep construction costs per unit low ($25,000)
- Consider additional sales subsidy to help deals that are short.

Identify and Aggregate Parcels of Public Land

- County and the Cities haven't done enough to identify parcels of land and aggregate them. We need to do more surplus land analysis.

Additional density for workforce housing

- We have to be creative. We should consider giving additional density to developers who are constructing a workforce community/development with a couple market rate units.

Add commercial development and redevelopment

- Based on employees and square feet (use industry standards and sales tax codes) for an impact fee assessment.

ROGO Transfers

- Implement a ROGO transfer ordinance whereby a market rate unit may be dislodged if an affordable unit replaces the dislodged market rate.
- Issue no market rate ROGO units for multi-unit development projects, instead, issue "affordables" and require developers to take the affordable units and deed restrict existing market rate properties and then dislodge the market rate for use elsewhere as their market rates.

Buy Down Interest Rates for Workforce Housing Projects

- Use land authority money or impact fees to buy down interest rates for development costs for work force housing projects.

Cut Taxing Rates on Workforce Housing

- Legislation to cut taxing rates on affordable and workforce housing.

Commercial Properties for Workforce Housing

- Give commercial properties that are used for workforce housing rental the same tax and insurance (flood) breaks as primary homestead properties.

6. Lodging, Hospitality and Tourist Development-- Ideas and Perspectives

The Hospitality Economy

- Hospitality represents 80% of the economic activity in the Keys. Its workforce is very transient and generally looking to rent not purchase.

Lodging Industry and Workforce Housing

- Lodging industry may be only industry in the Keys that is trying to address workforce housing for new properties. For example the Westin in Key West has 75 units set aside housing 105 people from managers to cooks.

Marketing and the Keys

- Focusing on creating a year round destination with success in Key West. Spreading the marketing effort out over the year to increase visits and occupancy in the off season and slow season. Colorado recently decided it had marketed sufficiently and moved to disband their statewide marketing effort. The next season resulted in a big drop in tourism. Tourism remains the key part of the Key's economy.

Importance of continuing to market the Keys

- Colorado experience in cutting budget for statewide marketing led to big drop in the tourism economy.

Environmental Land Acquisition vs. Affordable Housing

- With the years in which funding was put towards environmentally land acquisition, relatively little was invested affordable housing. What is a smart split between the 2 purposes?

Transportation and the Keys.

- The transit service from Miami-Dade to Marathon and north in the Upper Keys is currently funded by the Dade County local transit ½ penny, state and federal dollars but no Monroe County support for the transit service.
- As job opportunities grow in Miami Dade, what impact will this have on the supply of lodging industry and related tourist industry employees in the Upper Keys? "Getting on bus at Walmart in Florida City to go south for work, the

question for workers is How available is work, where and how much does it pay."

- Homestead and Florida City provide high densities of immigrant populations which housing in Monroe County does not offer.
- Hotels in the Upper Keys are interested in working with Monroe and Dade Counties in finding a solution to sustaining and improving the transit service that provides lodging and hospitality works from Marathon and north. Some hotels are supplementing the bus routes with their own busses.
- We need better transit in the lower Keys to support the workforce transportation needs.
- Better public transportation in the lower keys. Reliability and cost of public transportation options to deal with fact that more affordable housing is further away from jobs.
- Need reliable transit from workforce housing to work especially with parking issues in Key West. Alternatives such as biking and scooters are not practical given weather. Consider using smaller and more transit vehicles in the Key West area.

Employee turnover

- Person dependent industries cannot outsource jobs. Need to find ways to reduce employee turnover which often relates to housing/rental costs.

Vacation rentals and Preserving Affordable Units

- This is a large problem throughout the Keys impacting the supply of workforce housing. However it may be that many are above the workforce housing price range.
- More important than building new workforce housing is how can we maintain what is affordable for the median income workers. During the downturn property values went down while rentals went up. Workforce housing is primarily the rental housing market. Consider whether there might be restrictions or new regulations creating some disincentives for converting units to vacation rentals.

Online Vacation Rentals Marketplace

- Address the online market place for vacation rentals that connects users with property to rent with users looking to rent the space(e.g. AirBnB) and its impact on bed tax revenue
- Also, related to this is the new addition of Air B&B and lack of regulation and enforcement. This raises safety issues as well as the "free ride" by not paying the bed tax. It may be much easier to rent through this approach than to a workforce tenant.

Help Workforce Renters

- Consider providing down payment/deposit assistance.

Hospitality Industry Data

- Hotels have been reluctant to share data on workforce housing as some is tied to employment contracts and privacy concerns.

Disseminating Workforce Housing Information

- We need more effective affordable housing information that is available to workers.

Height restrictions

- Can build more rental units on both 2nd and 3rd floors with first floor commercial in the lower Keys if the height restrictions are eased. For example consider strip malls with the upper level dedicated to housing.

Public Property

- County and Cities may be the biggest land owners and should identify public property with buildings that might be torn down to build housing.

Balance environmentally land acquisition with affordable housing

- investment. Historically, nothing or little has been allocated towards AH effort. What is a smart split between the 2 purposes.

NIMBYism ("Not in my back yard")

- Lodging industry did general marketing efforts focusing on nurses and police and workforce housing which helped. However, there continues to be a lack of creating new workforce housing.
- Give Land Authority the ability to devote some of the bed tax funding to purchase workforce housing.

Retention and the High Cost of Housing

- Tourist Development Council data shows that 94% of those leaving the County are leaving because of high cost of living and housing.

Rents going up

- While land values dropped down during the recession, rentals went up as many owners faced with increases in wind storm and flood insurance and property taxes passed these on to tourism workers.

7. Business Sector including Real Estate

Island economy and community

- Housing has always presented a dilemma and changes in an island community and economy. 100 years ago the cigar manufacturers had to address this.
- We have a dynamically changing environment with a finite piece of real estate and nothing else to fall back on. Over the past 15 years, credit should be given for successfully putting together affordable housing units in the face of regulatory and NIMBY hurdles, but we are still far short of bridging the gap and meeting the demand.
- "Checks and land" can solve the workforce housing problem.

Clarify our workforce targets for housing

- It is not clear what kind of workforce and housing are we seeking to provide? Hotel, motel, restaurant or managers- each with a different set of problems.
- We don't know anymore what the community needs. Do we need single residential occupancy for 500 guest workers in Key West? Probably not.
- We may not have an analytical feel for what we need in terms of workforce housing throughout the Keys.

Impact on community of transient workforce

- What are we doing to the cultural makeup of the community with a transient workforce? Children grow up and move to less expensive places instead of making Monroe County their home.

- Biggest concern is the character and flavor of Monroe county may be going away and losing our foundation. The next generation shrinking.

Wind and flood insurance

- Rising insurance costs are compounding the housing problem- driving rents up beyond affordability.

Political will

- We will need the political will to make changes to bridge the gap of workforce housing
- Previous Task Forces on affordable housing have been very difficult and challenging to serve on in terms of pleasing the elected leaders and citizens.
- Do we have the political will to continue grappling with this problem and implementing solutions? Is the problem only a shortage of affordable units suitable for workforce housing?
- We have opportunities but do we have the political will to get this done? There's too much, "I've got mine," in the community. How many of our elected leaders works or owns a business?

Land trusts as a tool

- The Bahama Land Trust debacle has made serious discussion of land trusts as part of the tool kit very difficult.

Prioritize units over "money in lieu of"

- Is it even possible to prevent gentrification on island that is 2X3 square miles? Don't look for $$ in lieu of as we need units.

Hold off major changes to workforce housing pending the Affordable Housing Committee's work

- The County appears to be getting ready to change income limitations to target working households at the middle level. Hold off implementing changes until we have reinstituted and charged the Affordable Housing Committee.

Permit Bed Tax to support purchase/building of workforce housing

- Change the law to allow purchase and building of workforce housing. Put it where people can get to work.

8. Non-Profit Sector Ideas and Perspectives

Living wages

- Affordable housing programs for low income earners range from 80 to 140 % of AMI, yet real wages for career type workers are closer to 60% AMI.
- Employers in Monroe County are not expected to pay a living wage. The wealth created in our tourist economy depends upon low wage, high turnover, and low skill employees.

Limited housing supply and investment wealth

- The outside wealth that purchases a second home or invests in real estate in the Keys drives up the asking and selling prices for all properties where the dynamic of a limited supply of land and great wealth seeking investment churns on constantly. This dynamic is shared with other resort locations. The compromises workers make then is to work several jobs and/or to live in substandard housing or to leave.

- We need to get more citizens of Monroe County invested in the future of this place.

ROGO and affordable housing

- The measured gap between the number of units needed and the available ROGOs demonstrates the futility of trying to build our way out of the crisis. The negotiations with DEO provide affordable housing units for the next 20 years within the frame work of evacuation limits. These new affordable units are critical but will not solve the need.
- The operative assumption for allowing more density for certain types of affordable housing is that all of the types of ROGOs are not necessarily equal. Consider assigning a ROGO value of less than one unit for affordable homes less than 600 square feet or so. The Comprehensive Plan, the DEO, and evacuation models can be examined for alternative methods to allow more density for affordable units that are smaller.
- The second home owners who are not necessarily in residence during the hurricane evacuation season is an example of units counted against evacuation times where the actual impact may not exist. The number of homes that are vacant in Monroe County due to second home ownership has been noted in several studies
- The Area of State Critical Concern uses the dwelling unit as its basic unit of control. The management of and regulation of all home types will become critical to assessing evacuation time. Monroe County should audit all housing types and create an inventory detailing the status of each ROGO. Benefits from an audit would include identifying flood prone structures, uninhabitable units, illegal units, etc.
- Change ROGO to square footage.

Affordable housing has not been protected

- When government has granted greater densities or used inclusionary zoning it has not always registered, audited or tracked compliance to ensure the permanency of these precious units. Deed restrictions were not monitored.
- The temptation to convert affordable units into market rate units, rental or ownership, is too great and with little penalty or notice.

Affordable housing "lost units"

- The community has a strong common interest in protecting those affordable units it has lost after subsidizing or underwriting their creation. If the will were to exist, these "lost "units could be investigated and the current owner asked to revert them to affordable status. Liens and other mechanisms exist to "take" on the public's behalf what was not proper to convert in the first place.

Redevelopment and inclusionary zoning

- Inclusionary zoning as a government policy has been in place for new development. It is time to explore requiring affordable housing units from redevelopment projects.

Lower and Middle Keys different workforce housing issues

- The lower and middle keys have different issues and solutions from the upper keys where day labor bused in from the mainland can assist in the workforce. But the market dynamics are found in common through all of the keys.

Funding inequity

- A strong argument can be made to correct the inequity of the donor/recipient that exists, based on the $6 million a year that Monroe County gives to The Sadowski Housing Trust Fund every year compared to the pittance of $300,000 in SHIP funds returned this year and in the past.

Transportation

- Lack of transportation infrastructure makes workforce housing more problematic.

New workforce housing partnerships needed

- Many differing approaches in scope and scale will be required with various partnerships between government, private, for profit and nonprofit developers.

Affordable yet substandard housing

- Rental housing that costs less than $900 a month, regardless of size or condition, is termed affordable despite being unsafe or substandard or very small.

Political will

- The political will to make real changes in policies, incentives, regulations and to commit resources remains to be sustained.

Don't repeat studies, focus on action

- The comprehensive studies, recommendations and published works on the topic do not need to be repeated. The metrics of this problem are well known and documented. The dynamics and facts have changed little over the years: outside wealth creates seasonal homes that are not available; the profit generated from transient units puts pressure on dense mobile home and RV parks; tourist industry wages are low, turnover is high, landlords can rent substandard units due to high demand for any type of housing, etc.

Other related issues

- While workforce housing is the focus of the moment, there are important related issues of food insecurity, education, child care for employees are critical to the workforce housing discussion.
- While addressing workforce housing, we should address homelessness (and the growing youth % of this population) and help with the path back to working for families.
- Where will the employees of the new lodging establishments be housed?
- There has been a huge uptick in the demand at food pantries across the County and not just among homeless people but with working families still in homes. 47% of families countywide with kids under 18 are eligible for reduced lunch. Of this population, 46% are minorities. Lack of affordable workforce housing has led to food insecurity. If we didn't have a housing problem we wouldn't have a food security issue.
- Many elected leaders are not aware of the childcare challenges faced by those working and living in the Keys. Those who haven't raised family here are not aware of the lack of child care options and its impact on the work force.
- If we can't control housing costs for working families, all other costs such as childcare, food prices, etc. are related and compounded.

Expand the Keys Economy.

- We need to think outside the box and expand our efforts to build a future Keys

economy beyond tourism.

- We need all parts of the demographic in Monroe County.

9. Military Sector Ideas and Perspectives

Recruitment and retention

- Workforce housing affects the recruitment and retention. The housing set aside for the base workforce has a long wait list. Housing is the #1 issue for their civilian workforce. There is not a week where the Commander is not involved in a family housing issue.

Communication and coordination

- In terms of the Naval Air Station lines of communication and coordination have been improved with the Commander now the point of contact for coordination.

Presence in the community

- In terms of presence in Monroe County, there are roughly 1600 military (including Coast Guard), 1000 civilians and 400 contractors or about 3000 employees and about 5500 including families, spouses and dependents.

Evacuation procedures

- In terms of evacuation, the Commanding Officer implements the recommendations of the County Emergency Manager and will close the base and issue evacuation orders for military personnel. Civilian workers are urged to evacuate and are provided travel orders and funds to evacuate. The 550 RV units in the Naval Air Station campgrounds evacuated first.

Need for buffer areas and workforce housing

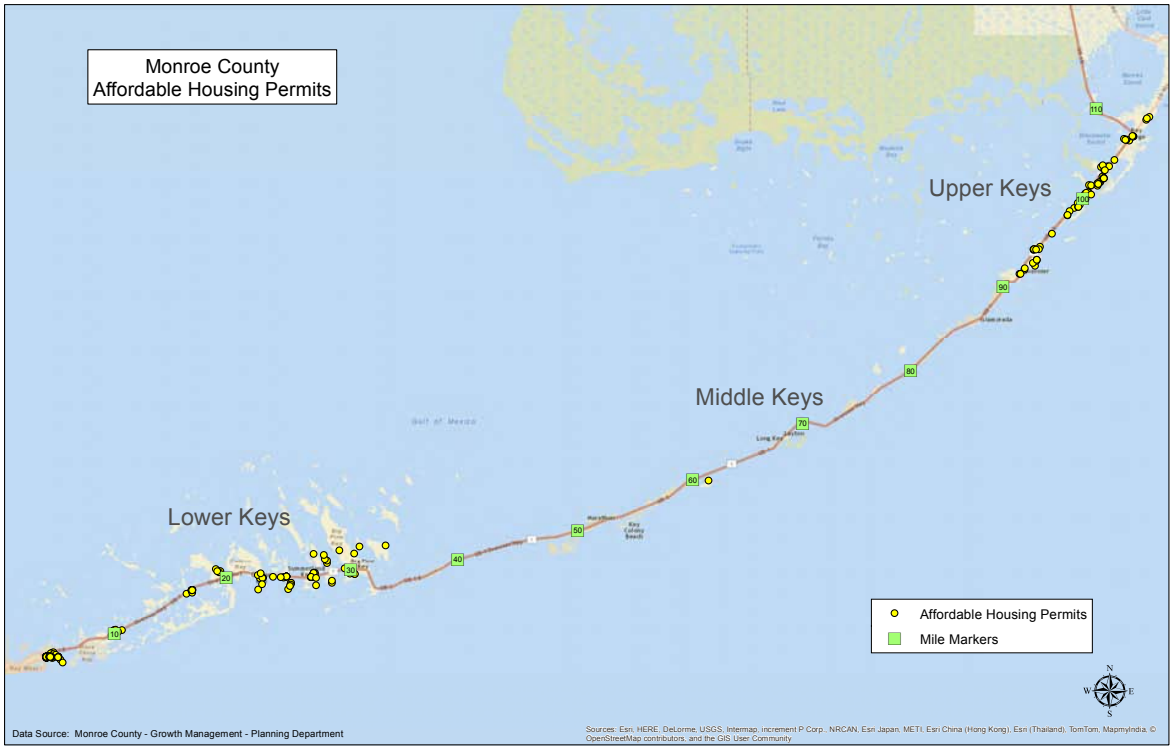
- In terms of searching for solutions to locating workforce housing in Key West, the Naval Air Station strives to protect public health and welfare and its mission by keeping buffer areas separate without housing in the high noise of unsafe areas surrounding the base.
- The Naval Air Station does not get directly involved in growth issues such as density and intensity unless it directly impacts the buffer areas. Only exception to this was their support for the widening of the 18-mile stretch of US 1.
- General concern with the impact of vacation rentals on the supply of workforce rental housing for the over 5,500 Base employees and their families, spouses and dependents.

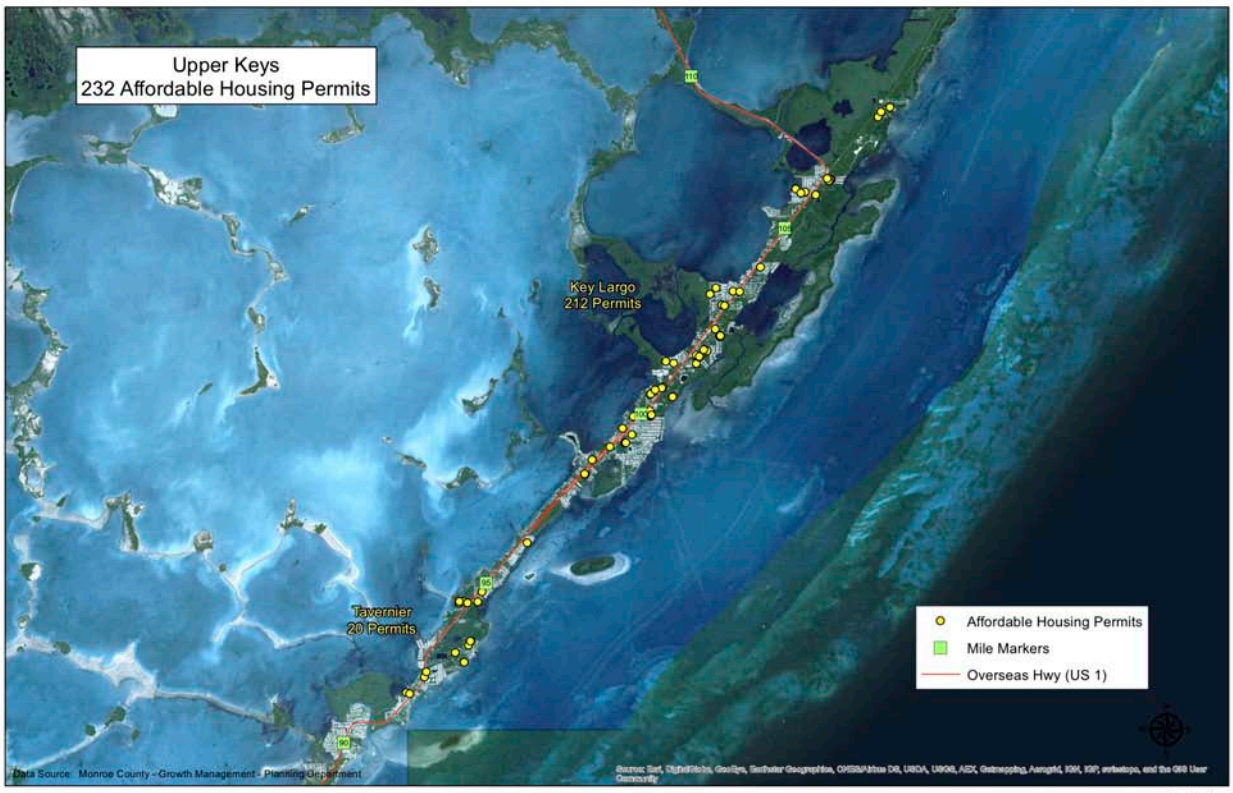
IV. WORKFORCE HOUSING PROCESS- STAKEHOLDER PERSPECTIVES

A. Information Needed to Inform Consensus Building on Workforce Housing

Monroe County staff has gathered a draft detailed baseline data that included an inventory of affordable and workforce housing projects completed over the past 2 decades in Monroe County, along with the public incentives that were made to assist in the housing development.
(See: http://consensus.fsu.edu/Workforce-Housing-Assessment/pdfs2/DRAFT_County_AFF_Housing_Developments_and_Incentives_v9-2.pdf

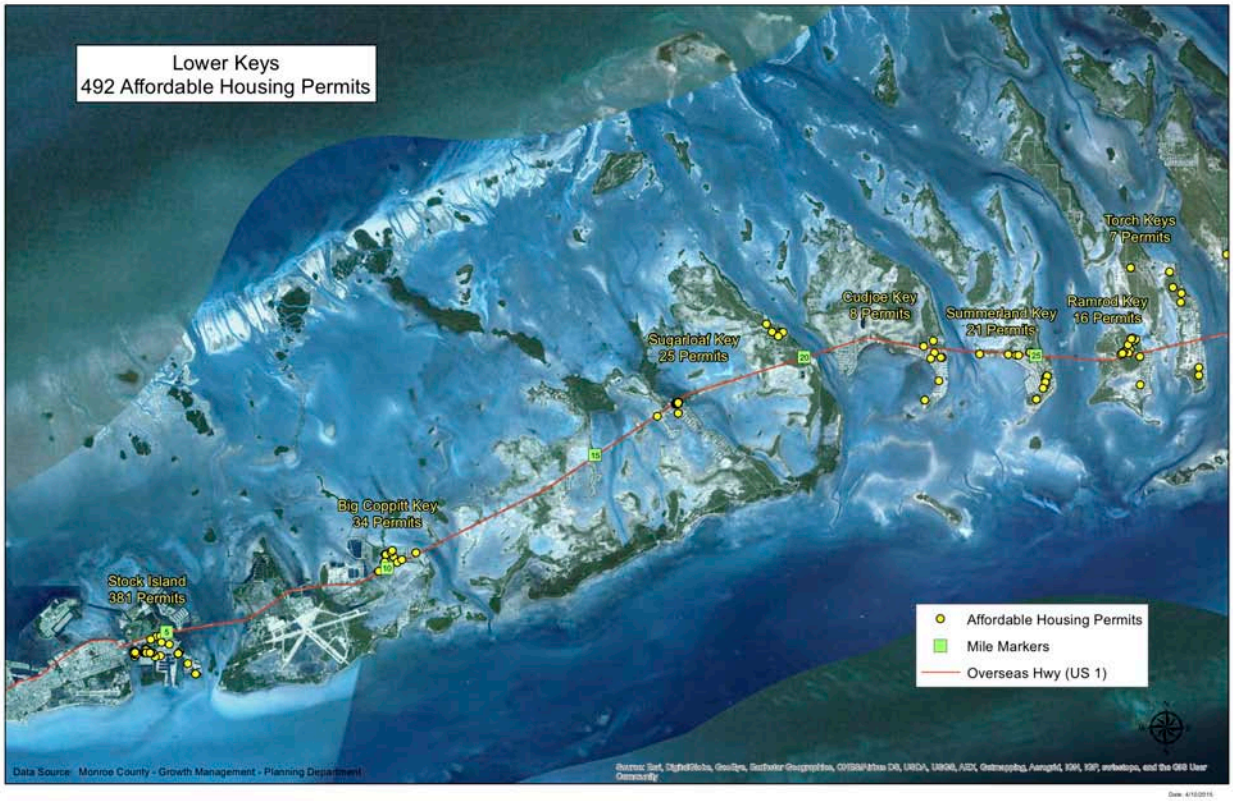
The maps that provide the locations of the developments included in the Table throughout Monroe County:




Upper Keys
232 Affordable Housing Permits
Key Largo
212 Permits
Tavernier
20 Permits
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department

Duck Key
1 Affordable Housing Permit
Duck Key
1 Permit
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department

Big Pine Key and No Name Key
16 Affordable Housing Permits
Big Pine Key
15 Permits
No Name Key
1 Permit
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)


Lower Keys
492 Affordable Housing Permits
Torch Keys
7 Permits
Cudjoe Key
9 Permits
Summerland Key
21 Permits
Ramrod Key
16 Permits
Sugarloaf Key
25 Permits
Big Coppitt Key
34 Permits
Stock Island
381 Permits
Affordable Housing Permits
Mile Markers
Overseas Hwy (US 1)
Data Source: Monroe County - Growth Management - Planning Department

Staff also provided information on the ROGO system and annual allocations. Based on the affordable housing units that are in the Affordable and Workforce Housing Projects Table, the distribution of deed restricted affordable housing units is currently:

ROGO Subarea[10]	**# Units**
Upper Keys	346
Lower Keys	431
Big Pine Key and No Name Key	19
Total	**796**
Now incorporated as Islamorada	5
Now incorporated as Marathon	4
Total including those now incorporated	**805**

The balances of Affordable Housing Allocation[11] available as of Quarter 3 Year 23 (Jan. 13, 2015-April 13, 2015) are:

a. Big Pine/No Name Key Subarea affordable housing allocation breakdown into the two income categories are as follows: 1) very low, low, & median income *8 allocations* and 2) moderate income *8 allocations*; and
b. Unincorporated Monroe County excluding the Big Pine/No Name Key Subarea affordable housing allocation breakdown into the two income categories are as follows: 1) very low income, low income and median income *114 allocations* and 2) moderate *112 allocations*.

The additional affordable allocations by Subarea up through 2023 include 710 total including 20 to Big Pine Key/No Name Key Subarea and 690 available for countywide allocation except for Big Pine Key/No Name Key subarea

10 The ROGO subareas are defined in Section 138-20 of the land development code as follows:
Sec. 138-20. - General provisions. (c) The ROGO allocation system shall apply within the unincorporated area of the county outside of the county mainland, and such area, for purposes hereof, has been divided into subareas as follows:
(1) Upper Keys: the unincorporated area of the county north of Tavernier Creek and corporate limits of the Village of Islamorada (approximately mile marker 90).
(2) Lower Keys: the unincorporated area of the county from the corporate limits of the Village of Islamorada (approximately mile marker 72) south to the corporate limits of the City of Key West at Cow Key Bridge on U.S. Highway 1 (approximately mile marker 4), excluding Big Pine Key and No Name Key.
(3) Big Pine Key and No Name Key: the islands of Big Pine Key and No Name Key within unincorporated the county.

11 Monroe County Code Sec. 138-24**. Residential ROGO allocations……**
(1) Yearly residential ROGO allocation ratio. Each subarea shall have its number of market rate residential ROGO allocations available per ROGO year. Affordable ROGO allocations shall be available for countywide allocation except for Big Pine Key and No Name Key. The annual allocations for Big Pine Key and No Name Key shall be eight market rate and two affordable dwelling units.

In the course of the assessment interviews and meetings, various studies and data sources were identified on best practices from other jurisdictions and ideas developed or considered but not implemented by previous affordable housing task forces. These background papers can be found at: http://consensus.fsu.edu/Workforce-Housing-Assessment/

B. Workforce Housing Stakeholder Perspectives on the Process Going Forward

Among the range of stakeholders interviewed, all expressed the need for a focused and comprehensive county-wide workforce housing dialogue that involved those with a stake in the outcome. Many believed that such a committee should develop a package of consensus recommendations, informed by data and the range of stakeholder and public perspectives, that can provide for both short and longer term actions for the Board of County Commission's consideration. While some of those interviewed remained skeptical that there will be sufficient "political will" to implement the Committee's recommendations as has been the case in the past, many believed that this was an urgent and timely issue for the County to address in light of hotel redevelopment and the economic upturn.

As one stakeholder put it, "the re-establishing of the Affordable Housing Committee is a good step. Funding staff to work with it will be a measure of the commitment to effect real solutions. The mix of expertise, perspective and operating experience that the committee can bring to bear has great potential value. However, the community support and political will must be nurtured for difficult decisions on the demonstrated effective approaches of density, height and permanent protection and the mix of rentals and ownership."

In the Fall of 2014, following the initiation of this Assessment, the Commission re-appointed members to the existing Affordable Housing Advisory Committee and with the thought of convening and charging them with addressing workforce housing issues and providing the County Commission with its recommendations. The reconvened committee would review this assessment report and other data as it addressed its charge.

A workforce housing committee, ad hoc or otherwise, appointed and charged by the County Commission to address workforce housing issues in the Florida Keys was explored in the assessment interviews. A significant number of those interviewed applauded the County Commission's action in re-purposing the existing Affordable Housing Advisory Committee to focus, at least in the short term, on workforce housing. It was suggested that this approach could provide representation from each District in the County, offer workforce housing perspectives from the public, private and nonprofit sectors, and minimize confusion and any duplication of effort that an ad hoc workforce housing committee might create. It was also pointed out that this charge would be consistent with the Committee's current mission to address affordable housing opportunities in Monroe County for both "residents **and workforce**." *(emphasis added)*

A workforce housing committee, ad hoc or otherwise, appointed and charged by the County Commission to address workforce housing issues in the Florida Keys was explored in the assessment interviews. A significant number of those interviewed suggested the County

Commission should consider utilizing and re-purposing the existing Affordable Housing Advisory Committee to focus at least in the short term on workforce housing.[12] It was suggested that this would provide representation from each District in the County and minimize confusion and any duplication of effort that an ad hoc workforce housing committee might create in relation to the Affordable Housing Advisory Committee. It was also pointed out that this would be consistent with the Committee's current mission to address affordable housing opportunities in Monroe County. The Ordinance also provides that, "The advisory committee may perform additional responsibilities related to affordable housing at the request of the BOCC, including creating best management practices for the development of affordable housing in the community." [2-701(c)]

The Commission should review the current Committee appointments to ensure that a balance of workforce housing stakeholder perspectives are included in its membership. If the Commission charges the Affordable Housing Advisory Committee to develop consensus recommendations on workforce housing actions for consideration by the Monroe County BOCC, most stakeholders interviewed suggested there should be a sufficient range of stakeholder perspectives represented and participating in the consensus building. This would allow the Committee to develop informed workforce housing consensus findings and recommendations that stakeholders might support and the County Commission could act upon.[13]

There is a great deal of public and stakeholder interest in the workforce housing issues the Committee will take up. The membership requirements, as set forth in both Florida statute and the Monroe County Resolution, do not reference representation of the municipalities in the County, the military, the Monroe County School Board and perhaps other organizations impacted by workforce housing policies and programs and with a stake in contributing to solutions to improve the availability of workforce housing in the Florida Keys.[14]

The format for the Committee meetings should encourage constructive public and stakeholder input. The Commission might consider charging the Committee with establishing an engagement strategy to involve a broader range of stakeholders in their development of findings and recommendations. This might be accomplished through opportunities for public input during their own meetings, as well as through Committee

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[12] This would be consistent with their responsibility for developing every three years an affordable housing incentive recommendations report to the BOCC. The next triennial report will be due December 31 2017

[13] The Current membership includes the following 11 members: Sylvia Murphy, Monroe County BOCC, Expires 11/2015, Tim Root, District 1, Expires 11/2016, Heather Roberts, District 1, Expires 11/2016, James D. Cameron, District 2, Expires 11/2018, Randy Wall, District 2, Expires 11/2018, Warren Leamard, District 3, Expires 11/2016, Ken Naylor, District 3, Expires 11/2016, Hana Eskra, District 4, Expires 11/2018, Edwin Swift III, District 4, Expires 11/2018, William Wiatt, District 4, Expires 11/ 2016, Jim Saunders, District 5, Expires 11/2016 and Stephanie Scuderi District 5, Expires 11/2016.

[14] http://www.monroecounty-fl.gov/DocumentCenter/Home/View/695 The membership follows the requirements of Florida Statute 420.9076 and Monroe County Resolution 062-2009, and calls for representation from those involved in affordable housing in: the residential home building industry from both a business and labor perspective, the mortgage and banking industry, the real estate industry, an advocate for low income persons, a for profit and a not for profit provider of affordable housing, a representative of employers in the County and a member of the local planning, and a representative of essential services personnel.

sponsored advisory workgroups, joint workshops with municipal taskforces and city commissions, workshops at key moments in the development of options and recommendations, online surveys and other techniques. *(See Appendix #7 for Advisory Group process recommendations).*

It was observed by many that an advisory committee developing recommendations on workforce housing will require dedicated staff, including legal and planning expertise, and facilitation support for the Committee to do its work expeditiously. This is because of the complexity of the charge, the intense public interest in the issue, the linkages with other issues and programs and activities in the public, private and non-profit sectors, and the desire for timely actions to address the current workforce housing challenges.

V. WORKFORCE HOUSING IN MONROE COUNTY--NEXT STEPS

The Monroe County Board of County Commissioners should review this Assessment Report and charge the Affordable Housing Committee to focus its efforts in the coming year on workforce housing.

With a charge from the County Commission, the Committee should establish its procedures and approach and a schedule for meetings that would permit it to deliver back to the BOCC its workforce housing recommendations by mid-2016. The Committee should consider:

- Developing a shared vision of success;
- Jointly defining the workforce problems faced in the Florida Keys;
- Reviewing the range of issues and options identified in previous studies;
- Reviewing the experience and lessons learned with successful workforce housing projects developed in the Keys to date;
- Reviewing this Stakeholder Assessment Report; and
- Developing a package of consensus findings and recommended solutions for consideration by the Monroe County Board of County Commission.

This stakeholder assessment report confirms that there is wide agreement that Monroe County is facing a significant and growing workforce housing crisis with shortages for both affordable rental and ownership units. There is also agreement that no single strategy will solve this crisis. Instead the challenge ahead for Monroe County and municipalities and the range of stakeholders interested in workforce housing, is to craft a balanced package of targeted options that have been refined through discussion and debate and that can serve as a consensus framework for addressing and implementing solutions.

APPENDIX #1
LIST OF MONROE COUNTY WORKFORCE HOUSING INTERVIEWS AND MEETINGS

Name	Organization	Position
1. Tony Allen	Allen-Beyer Funeral Home	Owner
2. Steven Auger	Florida Housing Finance Corporation	Executive Director
3. Debbie Swift Batty	Historic Tours of America	Director of Property Development
4. Jennifer Bennett	Tourist Development Council	Research Director
5. Kristen Brenner	American Caribbean Real Estate	Realtor
6. Dustan Carpenter	Divine Dining by Dustan	Caterer
7. Heather Carruthers	Monroe County Board of County Commissioners	Commissioner, District 3
8. J. Manuel Castillo*, Sr.*	Key West Housing Authority	*Executive Director*
9. Harold Cates	City of Key West	Mayor
10. Don Craig	City of Key West	Planning Director
11. Pornchai Davidson	Naval Air Station, Key West	Commander, Executive Officer
12. Ron Demes	Naval Air Station, Key West	Special Asst. Advisor to the Commanding Officer
13. Brenda Edmonds	Remax Realty, Marathon	Realtor
14. Hana Eskra	Gorman Development Inc.	Florida Market President
15. Debra Farrell,	21st Century Schwartz Realty	Realtor
16. George Garrett	City of Marathon	Planning Director
17. Roman Gastesi	Monroe County	Administrator
18. Karen Hamilton	South Florida Regional Planning Council	Regional Planner
19. Christine Hurley	Monroe County Growth Management	Division Director
20. Rebecca Jetton	Florida Department of Economic Opportunity	Planner
21. Derrick Johnson	Coco Plum Real Estate	Realtor
22. Danny Kolhage	Monroe County Board of County Commissioners	Commissioner, District 1 (Mayor Pro Tem)
23. Kurt Lewin	First State *Bank* of the Florida Keys	Executive Vice President
24. Kara Lundgren	The Islamorada Resort	General Manager
25. Ysela Llort	Miami-Dade Transit	Director
26. Capt. Steve McAlearney	Naval Air Station, Key West	Commanding Officer
27. Ashley Monnier	Naval Air Station, Key West	Community Planning Liaison Officer
28. Nancy Muller	Florida Housing Finance Corporation, Tallahassee	Policy & Special Programs Director
29. Jim Murley	South Florida Regional Planning Council	Executive Director
30. Sylvia Murphy	Monroe County Board of County Commissioners	Commission, District Five
31. Mark Moss	Habitat for Humanity Key West	Executive Director
32. Virginia Panico	Key West Chamber of Commerce	Executive Vice President
33. Mary Pecorino	Coast to Coast Real Estate Group	Realtor
34. Mark Porter	Monroe County Schools	Superintendent
35. Barbara Powell	Florida Department of Economic Opportunity	Planner

36. Dick Ramsey	City of Marathon	Mayor
37. Holly Raschein	Florida House of Representatives, District 120	Representative
38. David Rice	Monroe County Board of County Commissioners	Commissioner, District 4
39. Mark Rison	Citizen *(email comment)*	
40. *Tim Root	Mingo & Company	CEO, Commercial construction
41. Mark Rousch	Monroe County Land Authority	Director
42. Mayte Santamaria	Growth Management, Monroe County, Florida	Assistant Director of Planning and Environmental Resources
43. Jim Saunders	Bayview Land Development & Permitting	Manager
44. Stephanie Scuderi	Home BancShares- Centennial Bank	Senior VP, Director of Business Development
45. Jeff Sharkey	The Capitol Alliance Group, Tallahassee	CEO
46. Jeff Sharp, Ray Freis, & Christy Crooks	Florida Keys Seahorse Park, Homeowner's Association Big Pine Key	Homeowners Seahorse Park
47. Pritam Singh	The Singh Company, Key West	Developer
48. Andrew Spann	Mt. Carmel Communications, St. Louis, Real Estate Investment & Development	Developer
49. Terry Strickland	Yankee Freedom II	Manager
50. Ed Swift	Historic Tours of America	CEO
51. Lisa Tennyson	Monroe County	
52. David Thompson	Key Largo	Developer
53. Sandy Tuttle	American Caribbean Real Estate, Marathon and Lower Keys Assoc. of Realtors	Realtor
54. Jodi Weinhofer	The Lodging Association of the Florida Keys & Key West	President
55. Donna Windle	Southernmost Realty, Key West	Realtor

Monroe County Workforce Housing Roundtable Participants, August 2014

56. Debbie Swift Batty	Historic Tours of America/Habitat for Humanity
57. Richard Beal	Skeeter's Marine
58. Heather Carruthers	Monroe BOCC (District 3 Commissioner)
59. J. Manual Castillo Sr.	Key West and Monroe Co. Housing
60. Rita Cotter	Congressman Garcia's Office
61. Raymond Fries	Florida Keys Seahorse Park Association
62. Johnathan Gueverra	Florida Keys Community College
63. Derrick Johnson	Marathon and Lower Keys Assoc. of Realtors
64. Amber Ernst-Leonard	Florida Keys Community College
65. Mark Moss	Habitat for Humanity, Lower Keys and Key West
66. Jack Niedbalski	Habitat for Humanity, Upper Keys
67. Holly Raschein	Florida House of Representatives
68. David Rise	AOCC
69. Timothy W. Root	Utility Board Keys Energy/Workforce Housing member
70. Mark Rosch	Monroe Co. Land Authority
71. Jim Saunders	Bayview Homes/Development
72. Bob Shillinger	Monroe Co. Attorney's Office

73. Donna Stayton	Florida DOH, Monroe Co.
74. Jeff Stuncard	Village of Islamorada
75. Owen Trepanier	Trepanier and Associates, Inc.
76. Mark Warmouth	Individual Advocate/Wells Fargo Bank
77. Tim Wonderlin	Habitat for Humanity, Middle Keys
78. Charles Todd Young	Habitat for Humanity, Middle Keys

APPENDIX #2
MONROE COUNTY WORKFORCE HOUSING ASSESSMENT BACKGROUND DOCUMENTS

http://consensus.fsu.edu/Workforce-Housing-Assessment/

AFFORDABLE HOUSING STUDIES-FLORIDA

Sadowski Housing Coalition Press Release, 2015
Report from the Florida Housing Coalition, 2015
Out of Reach 2014: Florida- Link
ALICE Report: Study of Financial Hardship 2014 United Way of Florida

AFFORDABLE & WORKFORCE HOUSING MONROE COUNTY

Monroe County Affordable Housing Developments and Incentives DRAFT 3/25/2015
FCRC Consensus Center: Assessing A Workforce Housing Initiative, 2014
ALICE Report: Study of Financial Hardship 2014 Monroe County Excerpt
Monroe County 2014 Income Limits and Rent Limits Florida Housing Finance Corporation
Key West Data Updates, 2012
Affordable Housing Advisory Committee, 2012
Monroe County Housing Needs Assessment, 2008
Islamorada _Workforce Housing Support Study, 2007
Affordable Housing Presentation, 2007
Affordable Housing Background, 2006
Affordable Housing Needs Assessment 2006
Report on Retaining Tourism Workers II, 2006
Affordable Housing White Paper, Don Craig, City of Key West, 2014
Monroe County and Acquisition and Management Master Plan, 2006
Summary of Workforce Housing Task Force Recommendations I, 2006
Summary of Workforce Housing Task Force Recommendations II, 2006
Study of the Monroe County Tourism Workforce: Report on Retaining Tourism Workers, 2005
Florida Keys Strategy Paper, 2001
Operation Seamless, 2000 DCA

GENERAL INFORMATION- MONROE COUNTY

Monroe County Profile, 2012
Monroe County Population Projections 2010-2030, 2011
Housing and Population Chart, 2010

MONROE COUNTY AREA OF CRITICAL STATE CONCERN

Florida Keys Areas of Critical Concern, 2013
Florida Keys Areas of Critical Concern, 2012

AFFORDABLE HOUSING- BEST PRACTICES AND TOOLS

Affordable Housing Funding Sources, 2014 FHC
Workforce Housing Tools, 2009
Workforce Housing Best Practices

AFFORDABLE HOUSING- LOCAL MEDIA COVERAGE

Video Link: Key West Housing Crisis Part I-Video
Video Link: Key West Housing Crisis Part II Video

APPENDIX #3
MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE ORDINANCE
SECTION 2-700-703

Sec. 2-700. - Establishment of affordable housing advisory committee.

(a) The affordable housing advisory committee shall be established and operational by June 30, 2008. It shall comply with all requirements in F.S. § 420.9076 (2007) or as subsequently amended.

(b) The committee shall consist of 11 members who shall be appointed by the BOCC by resolution.

(c) The committee must include:

(1) One citizen who is actively engaged in the residential homebuilding industry in connection with affordable housing.

(2) One citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing.

(3) One citizen who is a representative of those areas of labor actively engaged in home building in connection with affordable housing.

(4) One citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.

(5) One citizen who is actively engaged as a for-profit provider of affordable housing.

(6) One citizen who is actively engaged as a not-for-profit provider of affordable housing.

(7) One citizen who is actively engaged as a real estate professional in connection with affordable housing.

(8) One citizen who actively serves on the local planning agency pursuant to F.S. § 163.3174.

(9) One citizen who resides within the jurisdiction of the local governing body making the appointments.

(10) One citizen who represents employers within the jurisdiction.

(11) One citizen who represents essential services personnel, as defined in the local housing assistance plan.

(d) All meetings of the advisory committee are public meetings, and all committee records are public records.

(e) Staff, administrative, and facility support to the advisory committee shall be provided by the BOCC. The advisory committee shall be cooperatively staffed by the local government department or division having authority to administer local planning or housing programs to ensure an integrated approach to the work of the advisory committee. (Ord. No. 014-2008, § 1)

Sec. 2-701. - Duties of the affordable housing advisory committee.

(a) The affordable housing advisory committee shall review established policies and procedures, ordinances, land development regulations, and the adopted local government comprehensive plan of the appointing local government and shall recommend specific actions or initiatives to encourage or facilitate affordable housing while protecting the ability of the property to appreciate in value. The recommendations may include the modification or repeal of exiting policies, procedures, ordinances, regulations, or plan provisions; the creation of exceptions applicable to affordable housing or the adoption of new policies, procedures, regulations, ordinances, or plan provisions, including recommendations to amend the local government comprehensive plan and corresponding regulations, ordinances and other policies.

(b) By December 31, 2008, the affordable housing advisory committee is required to submit its

incentive recommendations report to the BOCC. After this initial submission, the reports are required to be submitted triennially on December 31, of the year preceding the submission of the local housing assistance plan. At a minimum, the advisory committee shall submit a report to the local governing body that includes recommendations on, and evaluates the implementation of, affordable housing incentives in the following areas: (1) The processing of approvals of development orders or permits as defined in F.S. § 163.3164(7) and (8), for affordable housing projects is expedited to a greater degree than other projects; (2) The modification of impact fee requirements, including reduction or waiver of fees and alternative methods of fee payment for affordable housing; (3) The allowance of flexibility in densities for affordable housing; (4) The reservation of infrastructure capacity for housing for very low income, low income and moderate income persons; (5) The allowance of affordable accessory residential units in residential zoning districts; (6) The reduction of parking and setback requirements for affordable housing; (7) The allowance of flexible lot configurations, including zero-lot-line configurations for affordable housing; (8) The modification of street requirements for affordable housing; (9) The establishment of a process by which a local government considers, before adoptions, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing; (10) The preparation of a printed inventory of locally owned public lands suitable for affordable housing; (11) The support of development near transportation hubs and major employment centers and mixed-use developments; (12) Other affordable housing incentives as recommended.
(c) The advisory committee may perform additional responsibilities related to affordable housing at the request of the BOCC, including creating best management practices for the development of affordable housing in the community. (Ord. No. 014-2008, § 1)

Sec. 2-702. - Public hearing. The approval of the advisory committee of its local housing incentive strategies recommendations and its review of local government implementation of previously recommended strategies must be made by affirmative vote of a majority of the members of the advisory committee taken at a public hearing. Notice of time, dates, and place of public hearing of the committee to adopt final local housing incentive strategies recommendations must be published in a newspaper of general paid circulation, must contain a short summary of the incentives strategies recommendations to be considered by the committee, and must state the public place where a copy of the tentative recommendations can by obtained by interested persons. (Ord. No. 014-2008, § 1)

Sec. 2-703. - Commission action required.
(a) Within 90 days after the date of receipt of the local housing incentive strategies recommendations from the advisory committee, but no later than March 31, 2009, the BOCC shall adopt an amendment to its local housing assistance plan (LHAP) to incorporate the local housing incentive strategies it will implement within its jurisdiction. The BOCC must consider all of the strategies specified in subsection2-701 as recommended by the committee.
(b) However, the amendment at a minimum, must include:
(1) Assurance that permits for affordable housing are expedited to a greater degree than other projects. ("Permits" are defined by statute to include development orders, building permit, zoning permit, subdivision approval, rezoning, certification, special exception, variance, or any other official action of local government having the effect of permitting the development of land);
(2) An ongoing process for review of local policies, ordinances, regulations, and plan provisions that increase the cost of housing prior to their adoption; and
(3) A schedule for implementing the incentive strategies… b) By May 2, 2009, the BOCC shall notify the Florida Housing Finance Corporation by certified mail of its adoption of the amended LHAP and include a copy of the approved amended plan. (Ord. No. 014-2008, § 1)

APPENDIX #4
MONROE COUNTY WORKFORCE HOUSING ROUNDTABLE SUMMARY OF COMMENTS, AUGUST 2014

WORKFORCE HOUSING ROUNDTABLE
August 25, 2014 Marathon, Florida
Representative Holly Raschein, Florida House of Representatives District 120

ROUNDTABLE COMMENT FORM SUMMARY

Participants in the Workforce Housing Roundtable were invited to provide comments for consideration in the Workforce Housing Assessment being conducted by the FCRC Consensus Center at FSU. Below is a list of the respondents and the compiled responses for the Comment form questions:

1. **Debbie Swift Batty** Organization: **Historic Tours of America/Habitat for Humanity**
2. **Richard Beal** Organization: **Skeeter's Marine**
3. **Heather Carruthers** Organization: **Monroe BOCC (District 3 Commissioner)**
4. **J. Manuel Castillo Sr**., Organization: **Key West and Monroe Co. Housing**
5. **Rita Cotter** Organization: **Congressman Garcia's Office**
6. **Raymond Fries** Organization: **Florida Keys Seahorse Park Association**
7. **Derrick Johnson** Organization(s): **Marathon and Lower Keys Association of Realtors, American Legion, Overseas Village Homeowners Association.**
8. **Johnathan Gueverra,** Organization: **Florida Keys Community College**
9. **Amber Ernst-Leonard** Organization: **Florida Keys Community College**
10. **Mark Moss** Organization: **Habitat for Humanity, Lower Keys and Key West**
11. **Jack Niedbalski** Organization: **Habitat for Humanity, Upper Keys**
12. **Holly Raschein** Organization: **Florida House of Representatives**
13. **David Rice** Organization: **Monroe County Commission**
14. **Mark Rosch**, Organization- **Monroe County Land Authority**
15. **Timothy W. Root** Organization: **Member of Utility Board Keys Energy, Appointed member of Workforce Housing Committee by Commissioner Kohlage**
16. **Bob Schillinger** Organization: **Monroe Co. Attorney's Office**
17. **Donna Stayton** Organization: **Florida DOH, Monroe Co.**
18. **Jeff Stuncard** Organization: **Village of Islamorada**
19. **Jim Saunders** Organization: **Bayview Homes/Development**
20. **Owen Trepanier** Organization: **Trepanier and Associates, Inc**.
21. **Mark Warmouth** Organization: **Individual Advocate/Wells Fargo Bank**
22. **Tim Wonderlin** Organization: **Habitat for Humanity, Middle Keys**
23. **Chris Todd Young** Organization: **Habitat for Humanity, Middle Keys**

1. WHAT ARE THE MOST IMPORTANT ISSUES AFFECTING MONROE COUNTY'S WORKFORCE HOUSING?

What is working well?

- The 100-year deed restriction.
- Consideration of workforce housing.
- Collection of affordable housing (in-line) fees.
- When funded, Sadowski.
- Florida housing finance Corporation funding. Monroe County 40 funding. Key West housing authority and Munroe County Housing Authority's management of government owned apartments.
- Tax-credit housing has made gains recently, particularly in the Upper Keys. Building has slowed over the past several years and presently is proceeding but only at a moderate rate.
- Land Authority – somewhat.
- PPP's (public private partnerships)
- Our park provides for visitors accommodation and tourist revenues.
- Habitat does well because they use partnerships and provide permanent housing.
- Habitat for humanity.
- Gorman developments in Upper Keys.
- New projects on Stock Island.
- Habitat for humanity-- he is one of the leading builders and renters of homes. They need more assistance from government to provide land to build.
- Not enough information to know.
- Not much, if anything.
- Nothing.
- Nothing!

What's not?

- Confusion on definitions.
- Financing, high costs
- Cost of insurance.
- Set up funds for new construction, first time home buyers.
- Sadowski fund--replenished for Monroe County.
- Sadowski Act funding.
- Lack of incentives for building affordable housing.
- More work, fewer people to do it,
- Workforce/affordable housing programs do not cover the full range of individuals struggling to afford to live and work in the Keys.
- Insufficient collaboration and comprehensive county wide planning.
- I don't see a strategic plan all encompassing of all entities. This confusing topic must be simplified, and can be.
- We need to figure out how to put the land authority/Housing Authority and bed tax money together and form development plan for affordable housing.
- Workforce housing is not affordable for working people.

- Availability of housing to reduce out of pocket rental cost to less than 20% salary. Personally I am being priced out of housing as I do not qualify for affordable housing. My rent went up $350 in the past three years with 10 pay raises to offset.
- Tourism/service jobs with low salaries. Wages insufficient for high cost of living.
- Not enough housing.
- Lack of availability.
- Buildable land for affordable housing.
- More second-home owners eating up properties.
- Limitations with non-tier 3 land
- Regulations, density, height.
- Length of permitting time,
- State housing allocations, land development,
- Legislation to cut taxing rates on affordable housing.
- Connection with job creators and requirements for housing.
- Many affordable units historically approved had short-term (20 years) deed restrictions that are now expiring.
- Prior developers have not developed workforce housing as required.
- Housing for new businesses which require numerous employees. Identifying property to locate workforce housing and providing incentives to builders. Always being, as we are now, lagging behind the need.
- Landlords are having to raise their rent as they incur more costs for their properties through tax increases, sewer, etc.
- Needs to be split between rental and home ownership. Not a one-size-fits-all solution.
- Availability of rentals.
- HGTV.
- Affordable housing advisory committee,

2. WHAT DO YOU BELIEVE THE FUTURE HOLD FOR WORKFORCE HOUSING IN MONROE COUNTY?

What are the future challenges that need to be addressed?

- Affordable housing allocations.
- Limited land/permitting.
- Difficulty to get permits.
- Finding a formula that functions as a continuum. One size fits all will not work.
- Lack of land on which to build housing.
- Land acquisition. There are less vacant buildable lots available each year. The market rate applications/construction is increasing rapidly.
- Height ordinances
- Higher cost for rental properties, wind and flood insurance, plus higher taxes.
- Funding to offset housing costs.
- County requirements to match funding sources (HUD).
- Lack of funds to subsidize or offer incentives.

- Changing state legislation to Land Authority and Housing Authority money to be used for workforce housing. Using our bed tax money for workforce housing.
- Much of our current affordable housing is aging and not up to par for hurricanes which could lead to a future loss of workforce housing.
- Ways to bring in new workforce housing for those at the top of the wage spectrum.
- Environmental regulations often "trump" the ability to build.
- Rising sea levels.
- Insurance rates,
- Tax rates,
- The same as the past 15 years.
- Focus! We need heads down, rolled up sleeves, and accountability! Distinct set aside time and deliverables.

What are the future opportunities that should be leveraged?

- Funding is increasing.
- Land Authority money.
- Counties (municipalities) inclusionary housing requirements should be funded partly by business development with funding for employee/affordable housing.
- Sadowski fund--replenished for Monroe County. Set up funds for new construction, first time home buyers.
- Local, state and federal funds.
- State leverage for units to become allocated for affordable housing/workforce housing.
- Huge opportunities if we effectively link workforce housing to development and redevelopment projects.
- Housing units must be incorporated in new developments being constructed.
- Require developers to build housing for the workforce.
- As energy efficient technology becomes better and better it should be used to make new housing more affordable in the long term, especially since electricity is not cheap.
- Smoke free housing as an amenity for the health and safety of residence as a cost-saving benefit for refurbishing units.
- Explore increasing height limit of structures and increase densities in certain zonings. Use state and federal land for large affordable projects.
- Buildable land for affordable housing.
- Density requirements.
- Build up! Build new! Much of the KWHA properties are old, ugly, small and inefficiently sparse. Density needs to increase.
- The greatest opportunity is the current threat to our service economy. This threat has to be leveraged to bring this issue to the forefront.
- Need to greatly increase the affordable workforce rentals.
- Housing requirements for commercial development.
- Rising flood and windstorm insurance rates.

3. HOW SHOULD THE COUNTY BEST ADDRESS THESE OPPORTUNITIES AND CHALLENGES AS WELL AS THE NEEDS OF THE BUSINESS COMMUNITY AND RESIDENTS IN THE FLORIDA KEYS?

What strategies should Monroe County consider in addressing workforce housing issues going forward?

- Putting together a task force/committee.
- Task force with staff (and legal support). Suggestions:
  - All transient unit development and re-development to be inclusionary housing ordinance, or impact fee assessment.
  - Add commercial development and redevelopment based on employees/square feet (use industry standards and sales tax codes) for an impact fee assessment.
  - Fund the Monroe County Housing Authority or other similar successful organizations to build workforce housing.
  - Implement a ROGO transfer ordinance whereby a market rate unit may be dislodged if an affordable unit replaces the dislodged market rate.
  - Issue no market rate ROGO units for multi-unit development projects, instead, issue "affordables" and require developers to take the affordable units and deed restrict existing market rate properties and then dislodge the market rate for use elsewhere as their market rates.
  - Use land authority money or impact fees to buy down interest rates for development costs for work force housing projects.
  - Increased density in appropriate zoning districts within commercial areas to facilitate workforce housing.
  - Increase height in appropriate areas.
- Special considerations for landlords to make rental units affordable, while monitoring them to verify affordability.
- Again, unifying developers, county and Key West city government representatives and finding funding streams for us to define land acquisitions, builders to build on this land, and the Housing Authority to oversee these affordable units.
- Offer additional subsidies or incentives. Countywide effort to identify and acquire property to build.
- Work with DEO to increase ROGO allocations.
- Leveraging all resources.
- Many need more space.
- Focus all tier-3 properties on workforce housing.
- Give commercial properties that are used for workforce rental the same tax and insurance (flood) breaks as primary homestead properties.
- Focus land acquisition on workforce housing properties.
- Provide funding for nonprofit affordable housing entities.
- Develop a comprehensive plan that also deal with density and height restrictions.
- Create a strategy. There is no 1 year, 5 year, 10 year plan. Set goals. Consider "Outside the box" ideas.
- Keep our unique parks.
- Adding to the planning smoke free amenity to curb costs in renovation. it is a CDC best practice for reducing secondhand smoke and it's related to chronic health issues.

APPENDIX #5
EMAIL COMMENTS

From: Mike Rison <dfcmike@iserv.net>
Subject: **Re: Article in Key West Citizen regarding Affordable Housing Monroe County**
Date: August 28, 2014 11:28:02 AM EDT
To: Bob Jones rmjones@FSU.edu

I was reading an article in the Key West Citizen regarding "Affordable Housing" and your name was mentioned soliciting Citizen comments. I would like to submit a comment about the "Affordable Housing" issue in Monroe County. Please suggest the best way to submit a comment.

I might suggest some background information that could form the basis for your continued study of this issue.

As follows: The only place there is an "Affordable Housing" issue in the Florida Keys (Monroe County) is Key West). That pressure is caused by a 2 by 4 mile Island with 22,000 permanent residents that welcomes 2,000,000 Visitors per year. To service those 2,000,000 Visitors Key West has approximately 7000 lodging units.

In most areas across the country prices flow percentage wise from the cost of residential housing (for many different reasons) in the case of Key West because the Tourist Development Council has done such a spectacular job of enticing visitors to visit Key West all pricing flows from the room rates of lodging. Consider this; a company was formed to purchase 4 old and aging hotels, closed them down, spent 3 years re-constructing them and will soon add 700 additional rooms to the lodging supply! The first thing that appears necessary is a fee on all Lodging to build "Affordable Housing" for all working people as almost everyone in Key West is impacted by these huge numbers to support the Lodging Industry.

A solution put forward by (probably by Developers) was to provide cheap transportation to areas of Monroe County that have cheap housing costs, like Florida City. So enter the Lower Keys Shuttle (Key West to Marathon, $2.00), The Upper Keys Shuttle (Marathon to Florida City $0.50 with a transfer). So for a maximum $2.50 you can ride anywhere between mm1 and mm120, 120 miles the only problem is you could spend 2-4 hours on an air conditioned bus each way every day. All subsidized by the Federal Government with no cost borne by the recepientants of this great service. I have personally spent about $4.50 to ride to Fort Lauderdale International Airport (the Senior price). That's the Lower Keys Shuttle, The Upper Keys Shuttle, #38 Busway, The Metro Rail, The Tri Rail, free shuttle to Fort Lauderdale Int. Airport.

Also as printed in the news paper your e-mail address is listed incorrectly (rmjones@fsu.edu.) that last dot after edu will cause an e-mail program to "choke". This may be your first indication of how the "powers that be" try to impede your work while still appearing to support the idea of Citizen input! If you need a copy I have included as an attachment a copy of the Citizen containing your e-mail address as printed in the Citizen.

Regards
MR
dfcmike@iserv.net

APPENDIX #6
"AFFORDABLE HOUSING WHITE PAPER- CITY OF KEY WEST
DONALD CRAIG & NICOLE MALO

Affordable Housing White Paper- Donald Craig, AICP Director of Planning & Nicole Malo AICP,Planner, September 2014 City of Key West:
http://legistar1.granicus.com/KeyWest/meetings/2014/10/2491_A_City_Commission_14-10-07_Meeting_Agenda_Full_Detail.pdf

APPENDIX #7
SAMPLE COMMITTEE PROTOCOLS

There was a request for a sample of protocols that the Board of County Commission and any committee they charge with addressing workforce housing might consider as they develop the charge and organize the Committee's efforts. These are based on protocols developed and used by a variety of local , regional and statewide committees that have been charged with seeking consensus on policy options.

COMMITTEE PROCESS OVERVIEW

CONSENSUS

Defining Consensus

Consensus is a deliberative process where a group seeks a shared understanding of a problem considers and evaluates all options and strives to achieve a practical agreement that all can live with.

Consensus means that, to the extent possible, each member commits to work toward agreements that meet their own and other members needs so that all can support the outcome.

Consensus is a **process, an attitude and an outcome**. Consensus processes have the potential of producing better quality, more informed and better-supported outcomes.

As a **process**, consensus is a problem solving approach in which all members:

1. Jointly share, clarify and distinguish their concerns;
2. Educate each other on substantive issues;
3. Jointly develop alternatives to address concerns; and then;
4. Seek to adopt recommendations everyone can embrace or at least live with.

In a consensus process, members should be able to honestly say:

- I believe that other members understand my point of view;
- I believe I understand other members' points of view; and
- Whether or not I prefer this decision, I support it because it was arrived at openly and fairly and because it is the best solution we can achieve at this time.

Consensus as an **attitude** means that each member commits to work toward agreements that meet their own and other member needs and interests so that all can support the outcome.

Consensus as an **outcome** means that agreement on decisions is reached by all members or by a significant majority of members after a process of active problem solving. In a consensus outcome, the level of enthusiasm for the agreement may not be the same among all members on any issue, but on balance all should be able to live with the overall package. Levels of consensus on a committee outcome can include a mix of:

- Participants who strongly support the solution;
- Participants who can "live with" the solution; and,

- Some participants who do not support the solution but agree not to vote against it.

Successful Meetings

Successful Meetings Overview

A successful meeting is a collaboration between members, staff, chair, facilitator, consultants (if relevant) and affected stakeholder interest groups. Consensus-based processes and decisions, developed working with diverse stakeholder interests affected by the issue(s), takes time to educate members' on the range of issues and possible solutions. Members have different levels of expertise and knowledge on the issues and require different levels of preparation and education ("getting up to speed") before they are prepared to evaluate options and make decisions. This is especially relevant to consensus-based decisions that strive for unanimity, or at a minimum a 75% level of support. In consensus-based processes one is not dealing with a simple majority decision requirement, instead the full range of issues and options are evaluated with the goal of ensuring stakeholder interests are addressed to the extent possible, and at a minimum are fairly considered. The reality is that consensus decisions, once reached, are durable, efficacious, long-lasting, and will have achieved the support of most if not all of the stakeholder interests affected by the issue(s).

A meeting will be successful to the extent that staff, chair, facilitator(s) and project consultants plan meetings and meeting objectives, ensure members receive relevant materials, and design and prepare agenda packets, worksheets, surveys, and summary reports sufficiently in advance of meetings.

A meeting will be successful to the extent that members' review materials, study the issues, consult with constituent stakeholders between meetings, complete pre and between meeting assignments, and prepare prior to the meetings. If there are documents and/or information members believe should be evaluated they should let chair/staff/facilitator know. Similarly, if there are meeting objectives and/or agenda items member's think should be added to the agenda, they should identify them during "Agenda Review" and during the "Next Steps" phase of each meeting where next meeting agenda items are requested.

In summary, meeting success is a group effort requiring collaboration, cooperation, planning, commitment, time and resources. It is the responsibility of staff, chairs, facilitators, consultants, members, stakeholder groups, and the public to ensure meetings are productive and successful. In short, it is "our" responsibility.

Advisory Committee
Organizational and Procedural Polices and Guidelines

Consensus-Building and Decision-Making Procedures

The Monroe County Affordable Housing Committee (Committee) will seek consensus on guidance and recommendations to the Monroe County Board of County Commissioners (BOCC)

The Committee's consensus building and decision making process is participatory, on matters of substance, the members will jointly strive for agreements which all of the members can accept,

support or at least agree not to oppose. In instances where, after vigorously exploring possible ways to enhance the members' support for the final decision on an issue or package of advisory recommendations, and where 100% acceptance or support is not achievable, final recommendations of the Committee will require at least a 75% favorable vote of all members present and voting. This super majority decision rule underscores the Committee's view of the importance of seeking consensus. In the event the Committee can not reach consensus (75% in favor) on a decision, a minority report may be requested immediately following the vote, describing the rationales and preferences of those dissenting, to be included in the meeting summary report.

The Committee will make advisory recommendations only when a quorum is present. A quorum shall be constituted by at least 51% of the appointed members being present (simple majority).

The Committee will utilize Robert's Rules of Order, as modified by the Committee's adopted consensus guidelines and procedures, to make and approve motions; however, the 75% supermajority voting requirement will supercede the normal voting requirements used in Robert's Rules of Order for decision making on substantive motions and amendments to motions. In addition, the Committee will utilize their adopted meeting guidelines for conduct during meetings. The Committee will make substantive advisory recommendations using their adopted facilitated consensus-building procedures, and will use Robert's Rules of Order only for formal motions once a facilitated discussion is completed.

The Committee's facilitation team, in general, should use parliamentary procedures set forth in Robert's Rules of Order, as modified by Committee's adopted procedural guidelines.

Any voting member may make a motion when a quorum is present, and after a thorough discussion. A second is required to discuss the motion. If a motion is seconded, the Facilitator will open the floor for discussion. The Facilitator will recognize members wishing to speak on the motion. The Facilitator will, if time permits, recognize other participants wishing to speak on the motion.

The Facilitator may elect or be requested by the member making the motion to take a "straw poll" on the motion. Based on the result, the Facilitator may table the motion with the agreement of the member moving it, pending further discussion. The member making the motion may accept friendly amendments to the motion. After completing discussion, the Facilitator will call the discussion to a close and restate the motion, with any friendly amendments, and call for a vote. If the motion receives a 75% or more favorable vote of the members present and voting it will be approved.

COMMITTEE PROCEDURAL GUIDELINES

MEMBER'S ROLE

- ✓ Prepare for meetings. Review documents and background material prior to meetings.
- ✓ Keep to the agenda and meeting procedural polices and guidelines.
- ✓ The Committee process is an opportunity to explore possibilities. Offering or exploring an idea does not necessarily imply support for it.
- ✓ Listen to understand. Seek a shared understanding even if you don't agree.
- ✓ Be focused and concise—balance participation & minimize repetition. Share the airtime.
- ✓ Look to the facilitator(s) to be recognized. Please raise your hand (or tent card) to speak.
- ✓ Speak one person at a time. Please don't interrupt each other.
- ✓ Focus on issues, not personalities. *"Using insult instead of argument is the sign of a small mind."*
- ✓ Avoid stereotyping or personal attacks. *"Mud thrown is ground lost."*

- ✓ To the extent possible, offer options to address other's concerns, as well as your own.
- ✓ Participate fully in discussions, and complete meeting assignments as requested.
- ✓ Represent and communicate with member's constituent group(s).
- ✓ Refrain from using electronic devices during the meetings; Keep electronic devices turned off or silent.

FACILITATOR'S ROLE (FCRC Consensus Center @ FSU)

- ✓ Design and facilitate a participatory Committee process.
- ✓ Ensure a fair process during which all perspectives are considered.
- ✓ Enhance the opportunity for consensus building encouraging constructive discussions among the members.
- ✓ Assist the Committee to build consensus on advisory recommendations.
- ✓ Assist participants to stay focused and on task.
- ✓ Assure that participants follow ground rules.
- ✓ Prepare agenda packets and provide meeting summary reports.

MONROE COUNTY STAFF ROLE

- ✓ Respect meeting process and guidelines.

MEMBERS OF THE PUBLIC ROLE

- ✓ Respect meeting process and guidelines.
- ✓ Provide input during provided public comment opportunities.
- ✓ Consult and provide input to their representative stakeholder members to enhance the efficacy of the process.

GUIDELINES FOR BRAINSTORMING

- ✓ Speak when recognized by the Facilitator(s).
- ✓ Offer one idea per person without explanation.
- ✓ No comments, criticism, or discussion of other's ideas.
- ✓ Listen respectively to other's ideas and opinions.
- ✓ Seek understanding and not agreement at this point in the discussion.

THE NAME STACKING PROCESS

- ✓ Determines the speaking order.
- ✓ Participant raises hand to speak (or raise name tent). Facilitator(s) will call on participants in turn.
- ✓ Facilitator(s) may interrupt the stack (change the speaking order) in order to promote discussion on a specific issue or, to balance participation and allow those who have not spoken on an issue an opportunity to do so before others on the list who have already spoken on the issue.

GUIDELINES FOR REPORTS AND PRESENTATIONS

- ✓ Facilitator introduces presenter.
- ✓ Hold all questions until report or presentation is complete, unless invited by the speaker.
- ✓ Facilitator stacks names.
- ✓ Facilitator calls on members to speak.
- ✓ Clarifying questions only. (For discussions, see guidelines below.)

GUIDELINES FOR DISCUSSIONS AND PROPOSALS

- ✓ Facilitator guides process.
- ✓ Meeting guidelines remain in effect.
- ✓ Facilitator stacks names.
- ✓ Proposal is presented (no comments or discussion).
- ✓ Clarifying questions are taken (no comments or discussion of the proposal).
- ✓ Discussion of proposal (focus on issues, refine proposal, and consensus building).
- ✓ Consensus/Acceptability ranking as needed.
- ✓ Facilitator tests for consensus with a motion to approve and a vote.

ACCEPTABILITY RANKING SCALE

During the meetings, members will be asked to develop and rank options, and following discussion and refinement, may be asked to do additional rankings of the options if requested by members and staff. Please be prepared to offer specific refinements or changes to address your reservations. The following scale will be utilized for the ranking exercises:

ACCEPTABILITY RANKING SCALE	*4= Acceptable, I agree*	*3= Acceptable, I agree with **minor reservations***	*2= Not Acceptable, I don't agree unless **major reservations** addressed*	*1= Not Acceptable*

PRIORITIZATION RANKING SCALE

5 Highest Level of Priority; Urgent
4 High Priority
3 Moderate Level of Priority
2 Low Level of Priority
1 Lowest Possible Priority; Committee Should not Pursue

TOPIC	RANK	5	4	3	2	1	RAW SCORE	AVERAGE

AGENDA SUBMITTAL AND CONSIDERATION PROCEDURES

All agenda items must be submitted by close of business ten (10) days prior to the next scheduled Committee meeting.

The staff will review a proposed agenda item for a determination of whether the issue falls under the charge of the Committee. Staff will notify the member proposing the agenda item of the determination whether the issue will be placed on the Committee's next agenda.

Committee members will receive all proposed agenda items and supporting documentation at least seven days prior to the next scheduled Committee meeting.

No new agenda items will be considered at the Committee meeting with the exception of those issues raised by the staff that have been determined to require immediate Committee action, or by the unanimous (100%) approval of a quorum of the Committee through the Chair.

Agenda items that meet submittal criteria and arrive after the established deadline will be placed on the next regularly scheduled Committee meeting agenda.

Based on number of agenda items the Facilitator, in consultation with the Chair, may allocate a specific amount of time for each agenda item.

The Committee by a 75% favorable vote may discuss requested agenda items not meeting the submittal criteria requirements but may not take any formal action on the issue until the next scheduled Committee meeting.

Special meetings may be called by the staff in consultation with the Chair, based on urgency and necessity for immediate action.

Agenda Item Submittal Criteria

Agenda item must be submitted 10 days prior to regularly scheduled Committee meetings.
Proposed agenda item must clearly state the action requested of the Committee. If applicable, proponent should provide exact ordinance, rule or statutory references that the proposal addresses.
Proponent should provide all necessary supporting documentation required for Committee and staff to determine the merits of the request. Proponent must indicate that they have not requested any additional actions on the proposed agenda items such as an administrative hearing or declaratory statement. Proponent must provide the following contact and agenda information:

Contact Information	
Name:	
Organization/Representation:	
Address:	
Phone and Fax Numbers:	
E-Mail Address:	
Date Submitted:	

Agenda Item Information	
Date of Committee Meeting:	
Name of Presenter:	
Representation of Presenter:	
Agenda Item Title:	
Amount of Time Requested:	
Rationale for Agenda Item:	
Specific Action Requested:	
Background Documentation:	

Meeting Process—Agenda Item Consideration Procedures

1. Facilitator introduces the agenda item/proposal.
2. Proponent states the action requested and provides rationale for proposal.

3. Facilitator asks Committee members only for clarifying questions (a clarifying question addresses a specific point that is not understood, and should not indicate support or opposition to the proposal).
4. After questions, the facilitator opens the issue up for discussion. All Committee members and Staff wishing to speak raise their name tents and be acknowledged by the Facilitator prior to speaking. Committee approved meeting guidelines are in effect at all times.

FOR PROPOSALS (issues requiring Committee action): Following Committee member's preliminary discussion, the facilitator asks if any members of the public wishes to address the Committee on the current issue under Committee consideration. The facilitator serves as a moderator for public input. The facilitator asks for those who wish to speak in favor of the proposal or topic under discussion to offer brief comments, others who wish to speak in favor will be asked to offer new points or simply state agreement with previous speakers. The same opportunity and requirements will be offered for those who wish to speak in opposition to the proposal or topic under discussion. The facilitator ensures that all views are expressed and similar views are not repeated. Members may, through the facilitator or chair, ask clarifying questions to members of the public offering comments. The facilitator or chair may limit public comment to three (3) minutes per person. This process will be used for substantive Committee issues and not for procedural matters before the Committee.

FOR DISCUSSION ISSUES (no formal action required): Following Committee member's preliminary discussion, the facilitator asks if any members of the public wishes to address the Committee on the current issue under Committee consideration. The facilitator serves as a moderator for public input. Members of the public will be provided one opportunity to comment per discussion agenda item, and may be limited to three (3) minutes. Members may, through the facilitator or chair, ask clarifying questions to members of the public offering comments. This process is used for Committee substantive issues and not for procedural matters before the Committee.

FOR PROPOSALS AND DISCUSSION ISSUES (Substantive Agenda Items): After discussion and public comment, a Committee member may make a motion for an action on the issue. If there is a second to the motion, the facilitator will call for discussion. Once a motion is made and seconded the discussion will be restricted to only Committee members unless the facilitator or chair requests specific clarification from the staff or a member of the public. Members may request specific clarification from a member of the public through the facilitator/chair. A member may wish to second a motion for the purpose of Committee discussion and not necessarily as a show of support for the motion. If the motion involves an option that the public has already commented on, then the vote is taken, if the proposed action (motion) is materially different from what was discussed, an additional opportunity should be provided for public comment, and then the Committee votes on the motion.

Only motions to approve will be considered. There will be no motions to disapprove. If there is no motion after discussion or a motion with no second, the requested action is not approved.

MEETING PROCESS PROCEDURES

- Facilitator introduces each agenda item.
- Proponent/Presenter provides overview, rationale for proposal, and any requested action.
- Clarifying questions from members (i.e. something you don't understand). Names stacked (raise name tents).
- Committee begins discussion only after all questions are answered.
- General discussion by Committee members.
- When appropriate: Facilitator asks if any members of the public wishes to address the Committee on the current issue under Committee consideration. Facilitator asks for those who wish to speak in favor of the proposal or topic under discussion to offer brief comments, others who wish to speak in favor will be asked to offer new points or simply state agreement with previous speakers.
- The same opportunity and requirements will be offered for those who wish to speak in opposition to the proposal or topic under discussion.
- Facilitator ensures that all views are expressed and similar views are not repeated.
- Facilitator may instruct members of the public to avoid repeating points, and encourage them to summarize key points and to submit lengthy prepared statements into the record that will be included in the meeting summary (instead of reading them).
- When appropriate: Members of the public will be provided one opportunity to comment and may be limited to three (3) minutes.
- Members may, through the facilitator or chair, ask clarifying questions to members of the public offering comments.
- After public comment, facilitator calls for members' discussion and stacks names of members wishing to speak.
- Members explore the pros and cons of all options prior to making a formal motion.
- Any voting member may make a motion when a quorum is present which will require a second.
- If a motion is seconded, the facilitator opens the floor for discussion. The Facilitator will recognize members wishing to speak on the motion.
- Committee votes on the motion.
- Once a motion is on the floor discussion is restricted to Committee members except as allowed by the facilitator or chair for purposes of clarification.
- For Committee members offering a second, is it understood that they may be seconding for purposes of discussion, and not necessarily due to agreement with the motion.
- Committee members may offer friendly amendments. If accepted by maker of the motion, the friendly amendment becomes a part of the motion currently under discussion.
- In order to get a "read" on a motion, the Facilitator may elect or be requested by the member making the motion to take a "straw poll" on the motion. Based on the result, the Facilitator may suggest to the member moving that they withdraw or table the motion pending further discussion.
- Committee members may offer an amendment to the motion: second required, discussion, vote on the amendment only.
- The motion on the table is now the motion as amended (if amendment was accepted by the mover and approved by 75% or greater of the Committee). After completing discussion, the Facilitator will call the discussion to a close and restate the motion, with any friendly amendments or approved amendments, and the Facilitator will call for a vote. If the motion receives a 75% or greater favorable vote of the Committee members it will be deemed approved.

PUBLIC PARTICIPATION PROCEDURES POLICY

PUBLIC COMMENT PROCEDURES: Public comment opportunities provided during Committee meetings are for comments only. The public is also encouraged to provide their comments in writing using the Public Comment Forms to ensure accuracy. All written and or electronic comments will be included as in the Facilitator's Summary Report. Public comment provided orally during meetings will be summarized and included in the Facilitator's Summary Report.

TIME LIMITS FOR PUBLIC COMMENT POLICY: The minimum time allowed per person wishing to comment is three (3) minutes and the maximum is five (5) minutes. The facilitator will check for the number of people wishing to comment and the amount of time left in the meeting, and poll Committee members for the amount of time they prefer to allow for each person wishing to comment from three (3), four (4) or five (5) minutes.

PUBLIC OPPORTUNITY TO BE HEARD POLICY: The Committee will provide a regularly scheduled general public comment opportunity at each Committee meeting. In addition, the public will be provided an opportunity to comment prior to the Committee voting on substantive policy matters (actions that are not procedural or ministerial in content). If a decision is to be made over the course of multiple meetings (i.e., discussed at one meeting and voted on at another meeting) the public will be allowed an opportunity to speak on the issue during the regularly scheduled Public Comment opportunity. If a decision is to be made at the same meeting where the issue is first discussed the public will be provided an opportunity to speak after Committee discussion but before a vote is taken.

If there are a large number of individuals wishing to speak from the same group, the Committee Chair and facilitator may decide to require representatives of groups to speak on behalf of their respective groups, rather than all members of a group speaking. The group shall elect one person to speak on their behalf and notify the Committee of their selected representative prior to public comment.

PROCEDURE FOR REQUESTING TO MAKE PRESENTATIONS TO THE COMMITTEE: Members of the public wishing to make a presentation to the Committee should contact their constituent stakeholder representative on the Committee. If the Committee member agrees that the presentation is relevant and beneficial to the Committee they will discuss the presentation with staff, and staff will review the presentation for relevance, accuracy of data, and balance of perspective and if deemed beneficial to the Committee, they will present the request to the Committee for their consideration. If the Committee is interested in having the presentation it will be scheduled for a subsequent meeting with appropriate time set for the agenda per agenda submittal policy.

DISTRIBUTION OF INFORMATION TO COMMITTEE PROCEDURES: Members of the public wishing to distribute information to the Committee should provide the information to the facilitator or staff in electronic format for distribution to the Committee.

Committee Meeting Attendance Policy

Any members of the Committee who fails to attend two consecutive regularly scheduled meetings will be contacted by staff to determine why the member was not able to attend and if the member still wishes to serve on the Committee. If the member cannot demonstrate his or her absence was for good cause, which includes but is not limited to personal or family illness or military service, or no longer wishes to serve on the Committee, Staff will request the member submit a written resignation from the Committee to their appointing member of the County Commission. If the member refuses to resign, the Committee will recommend to the Board that the member's appointment be terminated and a new member be appointed as a replacement.

Committee Adopted Guiding Principles

1. The Committee will adhere to their charge and purpose by providing advisory recommendations to the County Commission
2. The Committee will strive to achieve consensus on the evaluation and development of substantive advisory recommendations submitted to the County Commission.
3. The Committee will operate under adopted policies and procedures that are clear and concise, and consistently and equitably applied.
4. Committee members will serve as liaisons between the stakeholder groups they have been appointed to represent on the Committee, and they should strive to both inform and seek input on issues the Committee is addressing from those they represent.

Meeting Frequency Policy

The Committee shall agree on a workplan and schedule consistent with meeting its charge at its organizational meeting. Additional meetings may be called by the Staff or Committee chair as required.

Absentee Committee Member Comment Policy

Any member of the Committee who wishes to have their comments/opinions read into the record at a meeting they will not be able to attend, may send their written comments by e-mail to the Facilitator and the Staff. The member should identify the agenda item(s) that the comment(s) pertains to. The Facilitator will read the absentee member's comments into the record during the discussion portion of the specific agenda item the member is commenting on, and the member's comments will be included in the Facilitator's meeting summary report. The Committee member may only make one comment per agenda item, and each comment will be limited to a maximum of five-hundred (500) words.

Chair Election Policy

The Committee will elect a chair from within the existing membership, who will serve in that position for a one-year term. The Chair will work with the facilitator to moderate the Committee meetings.

APPENDIX #8
INFORMATION ON FCRC CONSENSUS CENTER, FLORIDA STATE UNIVERSITY

CONSENSUS CENTER

"Facilitating Consensus Solutions, Supporting Collaborative Action."

The Florida State University
Morgan Building, Suite 236
2035 East Paul Dirac Drive
Tallahassee, FL 32310
Phone: (850) 644-6320
Fax: (850) 644-4968
http://consensus.fsu.edu

THE FLORIDA STATE UNIVERSITY

The FCRC Consensus Center serves as an independent public resource facilitating consensus solutions and supporting collaborative action.

The Consensus Center, based at Florida State University in Tallahassee and University of Central Florida in Orlando, provides consensus building and collaborative planning services, education, training and applied research. Through our work, we strive to build a broader understanding of the value of collaborative approaches and create a cadre of leaders, professionals, managers, stakeholders and students skilled in using collaborative consensus building processes to produce and implement solutions.

The Center offers neutral technical assistance to a wide range of public and private organizations, professionals, agency staff and private citizens engaged in collaboration on public and organizational challenges throughout Florida and the country. We help to design and implement efforts for strategic planning and public problem-solving. We have substantial experience assisting with a range of stakeholder collaborations on topics such as building codes, land use, water resources, environmental, energy, airspace.
Contact us if you'd like to explore utilizing a collaborative approach and the Center's services.

Robert M. Jones, Director FCRC Consensus Center rmjones@fsu.edu