

# *City of Cedar Key*

*The Island City*

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Phone (352) 543-5132 • Fax 1-866-674-2419 • P.O. Box 339 • Cedar Key, Florida 32625

## Cedar Key Community Redevelopment Agency Meeting

14 January 2026

5:00 PM

Call to Order

ACTION ITEM: Approval of Minutes

ACTION ITEM: Adoption of 2025 Goals, Objectives, and Performance Measures

ACTION ITEM: Adoption of 2026 Goals, Objectives, and Performance Measures

ACTION ITEM: Consulting Proposal, CRA Consultant, Thomas T. Ankersen

Discussion Item: Pocket Park Design, Dr Andrea Galinski, UF FIBER

ACTION ITEM: Anchor Consulting Scope of Work

Discussion Item: CRA Business Recovery, Resilience, and Redevelopment Grants Program  
Review of outstanding grant awards – Jessica Head and Norm Fugate

Adjourn

**CEDAR KEY COMMUNITY REDEVELOPMENT AREA  
REPORT ON PROGRESS TOWARD 2025 GOALS AND OBJECTIVES**

**JANUARY 2026**

**DRAFT 01-06-2026**

**Overview**

In 2025 Cedar Key Community Redevelopment Agency (CKCRA), pursuant to Section 189.0694, Florida Statutes, established a set of goals, objectives and performance measures/standards for the Year 2025. This report describes the progress towards those goals and objectives. It is important to note that the aftermath of the 2024 hurricanes lingered throughout 2025, exacerbating blight conditions, and in some cases hindering progress toward these goals. These post-storm conditions caused an ongoing reordering of priorities as the City and the CRA focused on storm recovery, within the context of the 2024 Amended Redevelopment Plan.

In addition to this report, Section 163.371, Florida Statutes, requires that CRAs must also prepare an annual report by March 31<sup>st</sup> for the preceding fiscal year with the local governing body that created it, and publish that report on the CRA's website. Due to the timing of different reporting requirements, this "Report on Progress toward Goals and Objectives" may not contain information that will be included in the annual report required by Section 163.371.

**1. CRA Administration**

**Goal 1.1** Establish a reliable and cost-effective method for CRA administration that reduces the burden of administrative responsibilities that falls on the Board and City Staff.

- **Objective:** Determine whether the CKCRA would be best served by retaining an outside administrator/manager to assist with CRA operations.
- **Measurement:** A review and analysis of small CRA forms of administration, including consultants and direct hires, has been conducted and presented to the Board for consideration.
- **Standard:** A Board decision is taken on whether to move forward to expend CRA funds on a CRA administrator.

*Progress Made. The hurricanes of 2024 reordered CRA priorities to focus on recovery and resilience initiatives. A CRA consultant was retained in January of 2025 to assist with broader strategic programming and compliance with statutory mandates. The CRA Board committed has committed funds from its FY 2025/2026 TIF allocation to retain a parttime CRA Operations Manager to undertake duties associated with CRA administration and capital improvements to address blight within the CRA.*

**Goal 1.2** Determine the feasibility of creating a CRA funded small grant program for businesses and/or residents to assist with hurricane recovery and enhance resiliency

- **Objective:** Identify an optimal framework for executing small grants given the CRA's limited administrative capacity
- **Measurement:** a review and analysis of Florida CRA internal grants programs and non-CRA analogs has been conducted to inform a Board's decision on whether to move forward
- **Standard:** A Board decision is taken on whether to implement and CRA small grants program for businesses and/or residents

*Achieved. A robust recovery and resiliency grant program for businesses was designed and executed. For this program the CRA developed detailed eligibility criteria, an application form and executed a competitive evaluation process. As a result, the CRA approved over \$500,000 in grant awards for structural and storm resilient improvements to businesses within the community. Eight Large Grants for essential businesses recovery and resiliency, and nine Small Grants for business resiliency were awarded. The CRA Attorney developed contracts and has been administering the grant process.*

**Goal 1.3** Support community events and activities that promote the City and CRA, generate community spirit and stimulate economic revenue for local businesses

**Objective:** To support community group efforts to promote the City of Cedar Key through annual themed events such as the Seafood Festival and the Arts Festival

**Measurement:** Develop an application form and funding cap or levels for community groups seeking CRA sponsorship of community wide activities and events

**Standard:** At least one community-wide event or activity is supported

*Not Pursued. Hurricanes of 2024 reordered CRA priorities to focus on recovery and resilience initiatives. In addition, the 2019 amendments to the CRA statute makes direct support to festivals and events legally problematic. A memo from the General Counsel for the Florida Redevelopment Association cautioned against these sorts of expenditures.*

## 2. Infrastructure Resiliency Projects

**Goal 2.1** Review and, if necessary, re-prioritize infrastructure resiliency projects in the 2024 amended CRA Plan considering the 2024 hurricanes, and identify any new ones that have arisen that may require amendment of the existing plan

- **Objective:** Establish or reestablish infrastructure priorities and identify external grant funding opportunities that may serve those priorities. Amend CRA plan as necessary.
- **Measurement:** CRA Plan resilient infrastructure priorities are confirmed for FY 2025 and grant sources, including Resilient Florida, are identified. CRA is amended if necessary
- **Standard:** At least one infrastructure development project identified in the 2024 amended CRA Plan has been submitted for external grant funding

*Achieved. A rolling prioritization exercise was undertaken, initial priorities were established by the CRA Board, and a process was developed for presenting projects contemplated by the Redevelopment Plan to the Board. External grant funding opportunities were identified. These included Community Development Block Grant Program and the Resilient Florida Grant Program. A Planning Grant for hydrologic restoration along Gulf Boulevard to alleviate flooding was submitted to the Resilient Florida Grants Program, which has been awarded. The CRA Consultant worked with the CRA Attorney to make the Resilient Florida Grant Program, and any future capital improvement projects, including the project that is the focus of the planning grant, eligible for the match waiver provided under the Florida Rural Economic Development Initiative (REDI) program. This was successful and grants going forward under the RFGP are eligible to have the matching fund requirement waived.*

**Goal 2.2** Strengthen City owned capital assets impacted by the 2024 hurricanes

- **Objective:** Identify, inventory and assess storm-damaged city owned assets within the CRA, and support repairs where appropriate
- **Measurement:** Storm-damaged assets have been inventoried
- **Standard:** Priority repairs have been undertaken.

*Progress Made. Storm-damaged asset inventories were conducted by the City of Cedar Key in order to secure funding from FEMA for storm recovery. CRA monies were allocated to numerous storm damage repair and infrastructure resiliency projects including replacement of destroyed playground equipment, replacement of public benches and bicycle racks, and most notably, a continuing effort to raise a main thoroughfare on the island (Gulf Blvd) to facilitate evacuation emergency response access to remote residents during extreme tides and storm events.*

### 3. Affordable Housing

**Goal 3.1** Increase the availability, viability and access to resilient affordable housing in Cedar Key

- **Objective:** Assess the potential for re-envisioning the existing public affordable housing as a more viable and resilient component of the City.
- **Measurement:** A planning and policy analysis of the existing public affordable housing in the City is conducted to determine options to ensure its mission and resiliency considering projections for increased storminess.
- **Standard:** A board workshop devoted to affordable housing generally, and existing public housing specifically, is conducted.

*Progress Made. A Board member, the City Attorney and the CRA consultant met with North Central Florida Housing Authority and, separately, with Tallahassee-based HUD consultants. The CRA commissioned a study by the Florida Institute for Built Environment Resilience (FIBER) to identify physical and planning options to make better use of existing public housing on Cedar Key. Preliminary results of the study were presented at the October 2025 meeting of the CRA Board, and workshopped at the December CRA meeting.*

#### 4. Commercial and Recreational Working Waterfront Activities

**Goal 4.1:** Preserve the working waterfront and support the recreational and commercial water-dependent business community by helping to ensure that the public maritime infrastructure is resilient to increased storminess, protective of water quality, and supports current activities and projected growth.

- **Objective:** Assess the working waterfront and existing maritime infrastructure to establish its economic impact and identify obstacles and opportunities for in-water and shoreside infrastructure improvements
- **Measurement:** An infrastructure suitability and economic viability analysis, with recommendations as appropriate, has been completed
- **Standard:** A board workshop on the working waterfront is conducted

*Progress Made. The pivot to hurricane recovery and resilience, including significant damage to the working waterfront, delayed progress on this goal. Two City sponsored workshops to discuss improvements to the working waterfront were held in January 2025 and a third in November 2025. Discussions included boat ramp expansion location, boat trailering traffic pattern, flow and parking, Dock Street through-traffic patterns and parking as well as pedestrian traffic patterns.*

#### 5. Land Acquisition

**Goal 5.1:** To identify and, if possible, acquire properties needed to fulfill the 2024 amended CRA Plan

**Objective:** Identify properties for potential acquisition that meet specific community needs, with specific reference to 2024 amended CRA Plan.

**Measurement:** A list of priority acquisition properties is created, along with potential external funding sources.

**Standard:** The 2024 amended CRA Plan is updated as necessary, in light of the 2024 hurricanes.

*Progress Made. Hurricanes of 2024 reordered CRA priorities to focus on recovery and resilience initiatives. However, two parcels needed to achieve the Gulf Boulevard hydrologic restoration and flood alleviation project were funded through a grant from the Florida Communities Trust. Final acquisition of these properties and completion of the recently approved Resilient Florida Planning Grant will put the City in position to apply for an infrastructure grant to remove impediments bottlenecking stormwater and alleviate flooding on Gulf Boulevard.*

#### 6. Public Meetings and Community Engagement

**Goal 6.1: CKCRA Board Public Meeting Compliance**

- **Objective:** Hold regular CRA Board meetings to conduct CRA related business. Regular meetings will be open to the public and agendas will include time for the public to make comments.
- **Measurement:** Number of public board meetings held per year as evidenced by meeting minutes and legal advertisements.
- **Standard:** A minimum of 6 Board meetings were held during the Fiscal Year.

**Achieved.** The CRA Board met regularly during FY 2025. Meeting notices, agendas, recordings and minutes are posted on the City website, and will be migrated to the new dedicated CRA page on the City's website - a process that is underway with the construction of a new City of Cedar Key website.

#### **Goal 6.2: Notice of Meetings Compliance**

- **Objective:** Provide public notice of each meeting in advance, and/or notice of annual meeting schedule as legally required. Notice to be shared on CKCRA and City website.
- **Measurement:** Timeliness and method of meeting notices as evidenced by posting to CKCRA and City website.
- **Standard:** 100% of regularly scheduled meetings are advertised with 7 days' notice or by annual notice of meeting schedule, and on CKCRA and City website.

**Substantially Achieved.** Meeting notices and agendas are posted to the CRA webpage hosted on the City's website. These are typically posted at least a week prior to the CRA meeting where they will be discussed. In a few cases, necessity or administrative/technical complications resulted in meetings being noticed less than 7 days prior to the meeting.

#### **Goal 6.3: Website Public Records**

- **Objective:** Ensure that meeting minutes, agendas, annual reports, annual budgets and amendments, and financial audit reports, CKCRA creation documents, public notices, boundaries and location map are readily available and easily accessible to the public on the CKCRA's website by completing quarterly website checks.
- **Measurement:** The number of website reviews completed to ensure meeting minutes and other public records are up to date as evidenced by CKCRA Management's records.
- **Standard:** Website checks completed by CKCRA at least once per quarter.

**Progress Made.** The 2024 Amended CRA Plan and documents incorporated by reference into the Plan were posted to the CRA webpage. A map of the CRA was developed by the CRA consultant in consultation with the City Attorney and posted to the CRA webpage. CRA public meeting agendas and minutes are posted on the City Website. Under the leadership of Commissioner Davis, the City and the CRA have begun collaborating on a new website.

### **7. Financial Transparency and Accountability**

#### **Goal 7.1: Annual Budget Requirements**

- **Objective:** Prepare and approve the annual proposed budget in accordance with statutory requirements.
- **Measurement:** Adoption of Final Budget as evidenced by meeting minutes and budget documents.
- **Standard:** Budget approval & adoption by September 30 and posted to the CKCRA's website two (2) days prior to City budget hearing and sent to the city and county at least 30 days after adoption.

*Substantially Achieved. The annual budget for FY 2025/2026 was prepared, workshopped and adopted at the October 28 meeting of the CRA.*

**Goal 7.2: Audited Financial Statements**

- **Objective:** Conduct an annual independent financial audit per statutory requirements.
- **Measurement:** Timeliness of audit completion and publication as evidenced by meeting minutes showing board approval and annual audit on the CKCRA's website and transmitted to the State of Florida.
- **Standard:** Audit completed by an independent auditing firm per statutory requirements and results were posted to the CKCRA's website and transmitted to the State of Florida.

*The independent audit for FY 2023/2024 was completed on June 26, 2025 and transmitted to the State of Florida.*

**Goal 7.3: Annual Financial Report**

- **Objective:** Complete Annual Financial Report (AFR) per Chapter 218, Florida Statutes.
- **Measurement:** Electronic submission of AFR only and email of Audited Financial Statements.
- **Standard:** Submit the AFR to the Department of Financial Services for local governments within nine (9) months after the close of the fiscal year or June 30th.

*The Annual Financial Report for FY 2023/2024 was completed by the City of Cedar Key on June 26, 2025 and submitted to the State of Florida. The Cedar Key CRA is reported as a special revenue fund within the Annual Financial Report.*

**Thomas T. Ankersen, Esq.**  
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Gainesville, FL 32605  
[ankersen@law.ufl.edu](mailto:ankersen@law.ufl.edu)

## SCOPE OF CONSULTING SERVICES

**Policy and Planning Assistance  
to the  
City of Cedar Key Community Redevelopment Agency**

**January, 2026**

### **Overview**

The City of Cedar Key Community Redevelopment Agency (CRA) seeks continuing policy and planning assistance with the implementation of its 2024 Amended Community Redevelopment Plan, particularly considering the changed circumstances resulting from the 2024 hurricane season. The consultant has specific expertise in community redevelopment law and policy, resiliency policy and in policy planning more generally.

In furtherance of the CRA's Amended Redevelopment Plan the consultant will advise and assist the CRA to accomplish the goals, objectives and performance measures for 2026, as approved by the CRA and listed below.

- 1) CRA administration
  - Support efforts to develop the CRA webpage to ensure CRA accountability, transparency and compliance with State law governing CRA's and special districts.
  - Monitor the 2026 legislative session for bills affecting CRA's.
- 2) Transportation, stormwater and resiliency
  - Support CRA long range planning efforts to prioritize transportation, stormwater and resiliency infrastructure needs.
- 3) Shoreline management / hydrologic restoration
  - Support Resilient Florida Grants Program Gulf Blvd. hydrologic restoration project development, as well as other efforts to promote ecologically sound shoreline management
- 4) Cultural and recreational facilities
  - Support CRA efforts to develop storm-damaged pocket parks and develop public recreational facilities consistent with the Amended CRA Plan
- 5) Private sector home and business
  - Support CRA efforts to attract a retail grocery business to Cedar Key
- 6) Affordable housing
  - Support CRA efforts to engage with the North Florida Regional Housing Authority, the State of Florida and HUD to pursue opportunities to address public and workforce housing in Cedar Key
- 7) Maritime infrastructure
  - Support CRA efforts to maintain and develop Cedar Key's marina and related infrastructure, consistent with the Amended CRA Plan
- 8) Land Acquisition

- Support CRA efforts to identify and acquire properties that further the goals of the Amended CRA Plan

**Deliverables:**

- Assist the CRA Board with statutorily required reporting requirements
- Assist the CRA Board with identifying grant opportunities to pursue the goals and objectives listed above.
- Assist the CRA Board with identifying, vetting and retaining consultants to carry out to goals and objectives outlined above
- Assist the CRA Attorney with questions that may arise in the context of the items listed above.
- Regular attendance at CRA Board meetings and workshops to advise the board and report on progress toward the goals and objectives listed above.
- Prepare and deliver a brief report outlining CRA progress toward the 2026 goals, objectives and performance measures through September of 2026.

**Payment and Payment Schedule**

The total sum for the tasks listed above shall be \$15,000, paid quarterly in equal amounts as follows:

- 1) Payment #1 - \$5,000 - Upon invoice after April 1, 2026
- 2) Payment # 2 – \$5,000 - Upon invoice after July 1, 2026
- 3) Payment # 3 – \$5,000 - Upon invoice after October 1, 2026

Agreed to this \_\_\_\_ day of January, 2026

\_\_\_\_\_  
Thomas T. Ankersen, Esq., Consultant  
[ankersen@law.ufl.edu](mailto:ankersen@law.ufl.edu)

Agreed to this \_\_\_\_ day of \_\_\_\_\_, 2026

\_\_\_\_\_  
Jim Wortham, Chair  
Cedar Key Community Redevelopment Agency

## **Cedar Key Community Redevelopment Area**

### **2026 Goals, Objectives and Performance Measures**

The Cedar Key Community Redevelopment Agency (CRA) has established the following goals, objectives and performance measures for 2026. These goals are based on the CRA Board's goal-setting budget decisions made at its October 2025 meeting and reflect the available unobligated TIF revenue for this fiscal year, after which the CRA's longstanding bond debt obligation will have been satisfied. In subsequent years, CRA TIF revenues will likely be substantially greater. As a result, the CRA Board has chosen to use this fiscal year's limited budget to focus on developing CRA administrative capacity and funding studies needed to move forward with projects in subsequent years, while allocating some funds for necessary infrastructure maintenance and continued storm recovery.

#### **1. CRA Administration (\$150,000 budgeted)**

##### **Goal 1.1 Increase professional staff capacity to manage CRA operations**

**Objective:** Retain part time planning and management professional

**Measurement:** Improved administration and project management

**Standard:** A part-time CRA operations professional is retained and trained

##### **Goal 1.2 Ensure CKCRA Board transparency, accountability and fiscal responsibility**

**Objective:** To hold regular meetings with adequate notice to the public

**Measurement:** Frequency and timeliness of meetings

**Standard:** At least 6 CRA meetings are held and agendas for each are posted at least 7 days in advance of each meeting

**Objective:** Create a FY 2026/2027 budget that reflects CRA and community priorities consistent with the Amended Redevelopment Plan

**Measurement:** Statutory mandated timelines and clear relationship to Amended CRA Plan

**Standard:** Annual budget is completed by October 1, 2026; budget allocations reflect Amended CRA Plan

##### **Goal 1.3 Enhance resident access to CRA information**

**Objective:** Develop a robust, accessible website that includes, at a minimum, all statutorily required information

**Measurement:** CRA webpage reflects statutory requirements, is regularly updated; user data reflects increased site visitation

**Standard:** CRA webpage completed and use data summarized

#### **2. Transportation, Stormwater and Resiliency (\$150,000 budgeted)**

**Goal 2.1- Ensure that the transportation needs of residents within the Cedar Key CRA are met**

**Objective:** Assess and prioritize road and related transportation and stormwater infrastructure maintenance needs within the CRA (long and short term)

**Measurement:** An infrastructure maintenance engineering/planning firm RFQ is issued

**Standard:** An infrastructure maintenance priorities report has been commissioned and workshopped

**Objective:** Within budgetary constraints, respond to short term road, stormwater and resiliency infrastructure needs within the CRA

**Measurement:** Responsiveness to immediate maintenance and infrastructure needs within budgetary constraints

**Standard:** Budgetarily feasible transportation maintenance needs are met

### 3. Shoreline Management / Hydrological Restoration (\$0 budgeted)

**Goal 3.1-** Continue to pursue resilience-based hydrologic restoration and shoreline management opportunities identified in amended CRA Plan through grant-based funding

**Objective:** Leverage the Gulf Blvd hydrologic restoration planning grant into an implementation grant through the Resilient Florida Grants Program and other available sources

**Measurement:** Application is made for an RFGP implementation grant

**Standard:** Submitted RFGP implementation grant application

### 4. Cultural and Recreational Facilities (\$57,000 budgeted)

**Goal 4.1-** Enhance cultural and recreational amenities within the CRA

**Objective -** Assess all existing and potential pocket parks within CRA

**Measurement -** A consultant is retained to develop design guidelines for pocket parks within CRA

**Standard -** Design guidelines for Pocket Parks within the CRA are developed and workshopped

**Objective:** Restore and improve the 6<sup>th</sup> Street storm-damaged pocket park

**Measurement:** A consultant is retained to design and cost engineer 6<sup>th</sup> Street pocket park

**Standard:** Work has been substantially completed on the 6<sup>th</sup> Street pocket park

### 5. Private Sector Home & Business (\$14,000 budgeted)

**Goal 5.1-** Explore and pursue options to encourage establishment of a grocery store and/or grocery delivery service within the CRA

**Objective:** Assess the feasibility of attracting a new grocery store to Cedar Key

**Measurement:** A food systems consultant is hired to assess community desires, market viability and context-specific business models

**Standard:** A market study has been completed and workshopped

**6. Affordable Housing (\$0 budgeted)**

**Goal 6.1-** Leverage FIBER public housing redevelopment study to determine feasibility of improving efficiency of public housing land use within the CRA

**Objective:** Gain support of North Central Florida Regional Housing Authority for redevelopment options to capture greater land use efficiency

**Measurement:** Meetings with NCFRHA staff and board

**Standard:** Decision taken regarding viability of public housing redevelopment plan

**7. Maritime Infrastructure (\$57,000 budgeted)**

**Goal 7.1-** Support City planning efforts relating to marina resiliency and shoreline protection

**Objective:** Add value to City's broader maritime infrastructure planning efforts by focusing on immediate inner marina needs

**Measurement:** identification of steps needed to address sedimentation in inner marina and grant funding opportunities to pursue them are also identified

**Standard:** Affirmative steps are taken to address sedimentation in inner marina

**8. Land Acquisition (\$75,000 budgeted)**

**Goal 8.1 -** Continue to explore both strategic and opportunistic approaches to acquiring land for redevelopment and resilience within the CRA.

**Objective:** Prioritize land acquisition and land acquisition grant funding opportunities for affordable housing and resilience

**Measurement:** properties are identified for acquisition and acquisition grant funding

**Standard:** A land acquisition priorities list is created and workshopped

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#### **Goal 6.2: Notice of Meetings Compliance**

- **Objective:** Provide public notice of each meeting in advance, and/or notice of annual meeting schedule as legally required. Notice to be shared on CKCRA and City website.
- **Measurement:** Timeliness and method of meeting notices as evidenced by posting to CKCRA and City website.
- **Standard:** 100% of regularly scheduled meetings are advertised with 7 days' notice or by annual notice of meeting schedule, and on CKCRA and City website.

*Substantially Achieved. Meeting notices and agendas are posted to the CRA webpage hosted on the City's website. These are typically posted at least a week prior to the CRA meeting where they will be discussed. In a few cases, necessity or administrative/technical complications resulted in meetings being noticed less than 7 days prior to the meeting.*

#### **Goal 6.3: Website Public Records**

- **Objective:** Ensure that meeting minutes, agendas, annual reports, annual budgets and amendments, and financial audit reports, CKCRA creation documents, public notices, boundaries and location map are readily available and easily accessible to the public on the CKCRA's website by completing quarterly website checks.
- **Measurement:** The number of website reviews completed to ensure meeting minutes and other public records are up to date as evidenced by CKCRA Management's records.
- **Standard:** Website checks completed by CKCRA at least once per quarter.

*Progress Made. The 2024 Amended CRA Plan and documents incorporated by reference into the Plan were posted to the CRA webpage. A map of the CRA was developed by the CRA consultant in consultation with the City Attorney and posted to the CRA webpage. CRA public meeting agendas and minutes are posted on the City Website. Under the leadership of Commissioner Davis, the City and the CRA have begun collaborating on a new website.*

### **7. Financial Transparency and Accountability**

#### **Goal 7.1: Annual Budget Requirements**

- **Objective:** Prepare and approve the annual proposed budget in accordance with statutory requirements.
- **Measurement:** Adoption of Final Budget as evidenced by meeting minutes and budget

documents.

- **Standard:** Budget approval & adoption by September 30 and posted to the CKCRA's website two (2) days prior to City budget hearing and sent to the city and county at least 30 days after adoption.

*Substantially Achieved. The annual budget for FY 2025/2026 was prepared, workshopped and adopted at the October 28 meeting of the CRA.*

#### **Goal 7.2: Audited Financial Statements**

- **Objective:** Conduct an annual independent financial audit per statutory requirements.
- **Measurement:** Timeliness of audit completion and publication as evidenced by meeting minutes showing board approval and annual audit on the CKCRA's website and transmitted to the State of Florida.
- **Standard:** Audit completed by an independent auditing firm per statutory requirements and results were posted to the CKCRA's website and transmitted to the State of Florida.

*The independent audit for FY 2023/2024 was completed on June 26, 2025 and transmitted to the State of Florida.*

#### **Goal 7.3: Annual Financial Report**

- **Objective:** Complete Annual Financial Report (AFR) per Chapter 218, Florida Statutes.
- **Measurement:** Electronic submission of AFR only and email of Audited Financial Statements.
- **Standard:** Submit the AFR to the Department of Financial Services for local governments within nine (9) months after the close of the fiscal year or June 30th.

*The Annual Financial Report for FY 2023/2024 was completed by the City of Cedar Key on June 26, 2025 and submitted to the State of Florida. The Cedar Key CRA is reported as a special revenue fund within the Annual Financial Report.*

## Cedar Key Pocket Park: Student Design Competition

### Project Proposal

By: Florida Institute for Built Environment Resilience (UF FIBER)

For: City of Cedar Key

Date: Jan 6, 2026

### Overview

Building on previous collaborations, the Florida Institute for Built Environment Resilience (FIBER) will develop and administer a multidisciplinary student design competition focused on the conceptual design (phase 1) and construction drawings (phase 2) of 2 pocket parks in Cedar Key, Florida. Cedar Key has a significant number of streets that dead end at the water's edge, affording opportunity for scenic vistas and passive recreation, some of which suffered damage during the 2025 storm season. The competition will be structured as an intensive, charrette-style design event and will engage University of Florida students in a community-centered design that addresses public space enhancement, stormwater management, and coastal resilience.

### Project Site + Context

The project sites are 2 small, publicly accessible parcels near to the Cedar Key Community Center at the end of 5<sup>th</sup> Street and 6<sup>th</sup> Street and along the waterfront. The site recently underwent shoreline improvements (new bulkhead) but faces ongoing issues of stormwater runoff toward the shoreline and potential storm surge impacts.

Key site considerations include:

- Management of stormwater runoff from adjacent high ground
- Management sun/heat/humidity in Florida's summer months
- Plantings and site features should support native ecosystems, emphasize sustainability, and resilience to coastal storms
- Accessibility (ADA compliance) and creation of a welcoming, comfortable public space for residents and visitors
- Relationship of park and its amenities with adjacent landowners
- Connection to existing community center/axis towards areas of possible future city redevelopment



While the competition focuses on a single pocket park site, the design brief will also encourage student teams to identify other potential areas for small-scale park development in the city as well as pertinent design guidelines, planting strategies, and material palettes that could be replicated at these locations.

### Competition Goals + Structure

The proposed competition aims to support the city to advance its public space resources with high-quality, implementable design concepts for a resilient pocket park, while providing UF students with an opportunity to gain experience in interdisciplinary collaboration on a real-world project. The project description below details for 1) teams, 2) phasing + deliverables, 3) awards, and 4) timeline.

- **(1) Teams.** Interdisciplinary teams should include 2–3 students. Disciplines may include Landscape Architecture, Architecture, Interior Design, Coastal and Environmental Engineering (or other related fields).
- **(2) Phasing + Deliverables.** The competition will have two phases: 1) Concept + Schematic Design and 2) Detailed Design.
  - o **Phase 1: Concept Design.** Teams will develop a concept-to-schematic-level proposal for the pocket park, including:
    - Site analysis and design concept proposal
    - Preliminary schematic design including planting plan, stormwater management plan, materials vision board
    - As appropriate, design teams may also consider opportunities for monitoring or performance metrics.
  - o **Phase 2: Detailed Design (Winning Team).** The first-place team will advance their proposal to a higher level of detail, producing:
    - Refined design development drawings
    - Construction documentation- site plan, planting plan, and material specifications
    - Cost specifications, targeting approximately XXXXX for construction
    - Report with generalizable design guidelines such as pocket-park features, layouts, plant lists, material palettes that could be replicated at other locations in the city.
- **(3) Student Awards + Faculty Support.** To encourage strong participation and high-quality outcomes, the competition will include the student awards and stipends for faculty guidance and support.
  - o **1st Place:** \$1,000 award plus an additional \$2,000 stipend for detailed design documentation
  - o **2nd Place:** \$750 award
  - o **3rd Place:** \$500 award
  - o Faculty stipend to mentor winning team and development of more detailed design documents (\$1,000)
- **(4) Timeline: (tentative)**
  - o **Feb 1-** Competition announced (Mon)
  - o **Feb 16-** Interdisciplinary Meet + Greet (Mon)
  - o **Feb 23-** Registration closes (Mon)
  - o **Feb 29-Mar 1-** Charrette (Sat), jury reviews on Sun
    - *Would take place in Cedar Key (space needed for teams to collaborate)*
  - o **Mar 16-27-** Detailed design documents
  - o **April 10-** Draft documents to City
  - o **May 10-** Submittal of final design deliverables to City

#### **Deliverables + Budget**

UF FIBER will provide the City of Cedar Key with:

- A formal competition brief and schedule
- An on-site facilitated community design charette
- Compiled digital copies of all student submissions (Phase 1)
- Final deliverables of winning team's Phase 2 construction documentation + cost estimations

Item	Cost
Student awards	\$4,250
Faculty stipend	\$1,000
Total	\$5,250

## **I. Purpose**

The purpose of this Scope of Work (“SOW”) is to outline the professional consulting services to be provided by Anchor Consulting, LLC (“Anchor Consulting”) to the City of Cedar Key, Florida (“the City”). These services are intended to support the City’s efforts to identify, pursue, and secure federal funding for priority redevelopment, resiliency, and economic development initiatives.

## **II. Federal Funding Focus**

Anchor Consulting shall provide advisory, strategic, and drafting assistance related to federal funding opportunities, including but not limited to programs administered by the following federal agencies:

- U.S. Department of Agriculture (USDA)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Army Corps of Engineers (USACE)
- U.S. Department of the Interior (DOI)
- U.S. Department of Health and Human Services (HHS)

Anchor Consulting’s role shall be consultative and supportive in nature, with the City retaining responsibility for all formal submissions.

## **III. Overarching Project Areas**

Work performed under this Scope of Work shall be organized around two (2) primary project areas:

### **A. Downtown / “Hill” Area Redevelopment and Revitalization**

Anchor Consulting shall assist the City in advancing federal funding strategies related to the redevelopment and revitalization of Cedar Key’s downtown or “hill” area, including but not limited to:

- Development of a combined supermarket, urgent care facility, and housing initiative
- Housing improvements, including workforce and first responder housing
- First responder training and support infrastructure
- Community facilities and services enhancements
- Resiliency and mitigation infrastructure associated with downtown redevelopment

### **B. Marina, Aquaculture, and Disaster Preparedness Improvements**

Anchor Consulting shall assist the City in pursuing federal funding strategies associated with waterfront and maritime priorities, including but not limited to:

- Marina redevelopment and modernization
- Aquaculture infrastructure and labor development programs
- Disaster preparedness, response, and recovery planning
- Resiliency infrastructure improvements requiring federal exceptions or waivers applicable to island communities

#### **IV. Scope of Services**

Anchor Consulting shall provide the following services, as requested and coordinated with the City:

##### **1. Strategic Advisory Services**

- Identification and evaluation of relevant federal funding programs
- Strategic guidance on funding eligibility, timing, and competitiveness
- Coordination of funding strategies across multiple federal agencies

##### **2. Project Development Support**

- Assistance in refining project concepts to align with federal program requirements
- Development of funding narratives, scopes, and justifications
- Advice on project phasing and bundling where appropriate

##### **3. Application and Submission Support**

- Drafting assistance for grant and funding applications
- Review and refinement of City-prepared submissions
- Advisory support during agency engagement and follow-up

##### **4. Intergovernmental and Agency Coordination**

- Guidance on communications with federal agencies and congressional offices
- Support for meetings, briefings, and information requests as appropriate

#### **V. Roles and Responsibilities**

##### **A. City of Cedar Key**

- The City shall retain sole authority and responsibility for submitting all funding requests and applications.
- The City shall designate **Jeff Webb** as its primary point of contact and conduit for coordination with Anchor Consulting.

- The City shall provide timely access to information, documents, and staff necessary to support funding efforts.

#### **B. Anchor Consulting, LLC**

- Anchor Consulting shall designate **Harry Henderson** as the primary consultant responsible for services under this Scope of Work.
- Anchor Consulting agrees to provide advisory and professional assistance in support of the City's funding objectives, recognizing that final funding determinations are made by the relevant federal agencies.

#### **VI. General Provisions**

This Scope of Work may be amended only by written agreement of both parties. All services shall be performed in a manner consistent with applicable federal, state, and local laws and regulations.

**IN WITNESS WHEREOF**, the authorized representatives of the City of Cedar Key ("Cedar Key") and Anchor Consulting, LLC ("Anchor") do hereby execute this contract, which shall become effective on the Effective Date first set forth above.

#### **Anchor Consulting, LLC**

Date \_\_\_\_\_, 2026

By: \_\_\_\_\_

Name: Catherine Harper  
Chief Executive Officer

#### **Cedar Key Community Redevelopment Agency**

Date: \_\_\_\_\_, 2026

By: \_\_\_\_\_

Name:  
Title:

## **PROFESSIONAL SERVICE AGREEMENT**

This **PROFESSIONAL SERVICE AGREEMENT** (this “Agreement”) is entered into by and between **ANCHOR CONSULTING, LLC** (hereinafter referred to as “Anchor”), a Virginia limited liability company with its principal place of business at 5101 Cherokee Avenue, Alexandria, Virginia, 22312, and **CITY OF CEDAR KEY, FLORIDA** (herein referred to as “Cedar Key”), whose principal office is 809 6th Street | P.O. Box 339, Cedar Key, FL 32625, to provide services for a period of twelve (12) months, commencing on December 1, 2024 (the “Effective Date”), and terminating November 30, 2025 (the “Termination Date”), in consideration for the total payment of Twelve Thousand and No/100 Dollars (\$12,000.00) (the Compensation”).

### **SECTION I. SERVICES TO BE PROVIDED / SCOPE OF WORK**

- A. Consulting.** In its capacity as a consultant, Anchor shall make its best effort to assist Cedar Key in pursuit of its government affairs and business objectives. Cedar Key shall determine the nature of these objectives (with focus on federal grants) and the scope of all work with the advice and assistance of Anchor. Anchor shall not subcontract with any other firm or person for the performance of services for Cedar Key without the express approval of Cedar Key.
- B. No Guarantee of Success.** While Anchor will use its best efforts to obtain the client’s goals, Anchor cannot guarantee the achievement of any particular goal or objective. The fees called for in this Agreement are for services rendered and are due regardless of the success or failure in achieving any particular goal or objective.
- C. Status of Parties.** The parties hereto intend to act and perform as independent contractors pursuant to this Agreement. The relationship between the parties is solely that of two independent persons contracting with each other at arm’s-length for the purpose of effectuating the terms of this Agreement. None of the provisions of this Agreement are intended to create, or shall be deemed or construed to create, any other relationship. Unless explicitly set forth in this Agreement, neither party, nor its agents, employees, or representatives, shall be deemed to be an agent, employee, or representative of the other party, and no joint venture or partnership shall result from this Agreement. Anchor and its principal(s) agree(s) to be solely responsible for related employment taxes, income withholding, unemployment compensation contributions, and other employment-related statutes applicable to Anchor and its principal(s).

### **SECTION II. COMPENSATION FOR SERVICES**

- A. Fees/Payment Schedule.** Payment shall be made to Anchor monthly, with twelve (12) payments due in total), following the payment schedule set forth on Exhibit A (the “Payment Schedule”), commencing on or about December 1, 2024; final payment is due on or around November 1, 2025. All payments are due in advance of services rendered.

- B. Invoices.** An invoice for monthly payments due shall be sent by Anchor to Cedar Key at the address listed in the Payment Schedule.
- C. Expenses.** Significant out-of-pocket expenses, such as travel outside of Washington D.C., will be approved in advance and shall be the responsibility of Cedar Key.
- D. Terms of Payment.** All fees to Anchor for services will be due on the dates specified in Section II, Subsection B. All balances not paid within ten (10) days of the dates specified will bear interest at the rate of one and one-half percent (1.5%) per month until paid. Should Anchor need to initiate legal proceedings to collect fees owed, Cedar Key shall reimburse Anchor for its reasonable attorneys' fees and costs of collection.

### **SECTION III. TERM; TERMINATION**

- A. Term.** The term (the "Term") of this Agreement shall begin on the Effective Date and end on the Termination Date unless this Agreement is otherwise terminated earlier pursuant to the terms and conditions set forth below.
- B. Termination.** Either party may terminate this Agreement, without further liability, by giving thirty (30) days prior written notice to the other party at the address specified in the introductory paragraph.

### **SECTION V. MISCELLANEOUS.**

- A. Notice.** A party shall provide written notice to the other party should the primary mailing address set forth above changes during the Term of this Agreement.
- B. Assignments.** Neither party shall assign any of its rights or delegate any of its duties nor obligations under this Agreement without the express written consent of the other party.
- C. Dispute.** The parties consent to the District or Circuit Court for Fairfax County, Virginia, and the United States District Court for the Eastern District of Virginia, Alexandria Division, as the sole and exclusive forum for any legal action arising out of this Agreement, and consent to the jurisdiction and venue of those courts in any such action.
- D. Indemnity.** Each party (the "Indemnifying Party") agrees to indemnify, defend, and save harmless the other party (the "Indemnified Party") from or against any and all liability for injury to persons or damage to or loss of property to the extent caused by the negligent act or omission of the Indemnifying Party, its lower-tier subcontractors, agents, or employees, including any and all expense and cost, legal or otherwise, incurred by the Indemnified Party in the defense of any claim, demand

or action arising out of the work performed under this Agreement; provided the Indemnifying Party shall not be liable for injury to persons or damage to or loss of property caused by the sole negligence of the Indemnified Party, its subcontractors, agents, or employees.

The Indemnified Party shall promptly notify the Indemnifying Party of any claim, demand, or action which is covered by this indemnification provision and shall authorize representatives of the Indemnifying Party, at its sole cost and expense, to settle or defend any such claim, demand, or action and to represent the Indemnified Party in, or take charge of, any litigation.

- E. Force Majeure.** Neither party shall be liable to the other party for non-performance or defective or late performance of any of its obligations under this Agreement to the extent and for such periods of time as such non-performance, defective performance, or late performance is due to acts of God, fire, flood, strikes, industrial disturbances, accidents, war (declared or undeclared), riots, acts of terrorism, revolution, explosions, sabotage, nuclear incidents, lightning, weather, earthquakes, storms, sinkholes, epidemics, pandemics, action of any governmental authority, or other causes beyond the reasonable control of the pertinent party, so long as such performance is commenced as soon as reasonably possible after the cessation of the cause of the failure to perform.
- F. Severability.** If any term, covenant, or condition of this Agreement or the application thereof to any person or circumstance shall be invalid or unenforceable, then the remainder of this Agreement and the application of any term or provision to any person or circumstances, other than those to which it is held invalid or unenforceable, shall not be affected thereby and all other terms shall be valid and enforceable to the fullest extent permitted by law.
- G. Waiver of Breach.** The waiver by either party of a breach or violation of any provision of this Agreement shall neither operate as nor be construed to be a waiver of any subsequent breach hereof.
- H. Third Party Rights.** Except as otherwise expressly stated herein, the parties do not intend to create any enforceable rights in any third party under this Agreement and there are no third-party beneficiaries to this Agreement.
- I. Entire Agreement.** This Agreement contains the entire understanding between the parties. It may be changed only by the written agreement signed by the parties. This agreement is entered into in the Commonwealth of Virginia and the parties agree that Virginia law shall govern the interpretation of this agreement, and any claims hereunder, without regard to any conflicts of law provisions.
- J. Counterparts.** This Agreement may be executed in duplicate counterparts, which will be deemed an original.
- K. Capacity to Enter into Agreement.** The person executing this agreement of behalf of the Client warrants that she/he is authorized to do so and that all corporate formalities attendant to such authorization have been completed.

**IN WITNESS WHEREOF**, the authorized representatives of the City of Cedar Key (“Cedar Key”) and Anchor Consulting, LLC (“Anchor”) do hereby execute this contract, which shall become effective on the Effective Date first set forth above.

Date \_\_\_\_\_, 2026

**Anchor Consulting, LLC**

By: \_\_\_\_\_

Name: Catherine Harper  
Chief Executive Officer

Date: \_\_\_\_\_, 2026

**Cedar Key Community Redevelopment Agency**

**By: \_\_\_\_\_**

Name:  
Title:

**EXHIBIT A**  
**Compensation Schedule**

Cedar Key agrees to the following schedule of payments to Anchor, to be made on or before the date indicated below:

<b>Pay #</b>	<b>Payment Due Date</b>		<b>Amount Due</b>
1	December 1, 2024	December 2024	\$1,000.00
2	January 1, 2025	January 2025	\$1,000.00
3	February 1, 2025	February 2025	\$1,000.00
4	March 1, 2025	March 2025	\$1,000.00
5	April 1, 2025	April 2025	\$1,000.00
6	May 1, 2025	May 2025	\$1,000.00
7	June 1, 2025	June 2025	\$1,000.00
8	July 1, 2025	July 2025	\$1,000.00
9	August 1, 2025	August 2025	\$1,000.00
10	September 1, 2025	September 2025	\$1,000.00
11	October 1, 2025	October 2025	\$1,000.00
12	November 1, 2025	November 2025	\$1,000.00
<b>TOTAL</b>		<b>TOTAL</b>	<b>\$12,000.00</b>