



STATE OF THE COUNTY 2017/18

MONROE COUNTY



HOME OF THE FABULOUS FLORIDA KEYS:
ON THE ROAD TO RECOVERY & RESILIENCE



MESSAGE FROM COUNTY ADMINISTRATOR ROMAN GASTESI



Monroe County – and all its citizens – have been through a lot these past few months. Our island paradise was hit by the strongest and largest storm to make landfall in the Keys in more than half a century.

Hurricane Irma and her Category 4 winds and storm surge struck with fury. From Ocean Reef to Key West, no part of the Keys was spared her wrath. Some of our citizens lost their homes. Some of our citizens lost their businesses. Some areas were hit much worse than others.

All of us saw our tropical island chain and blue waters transformed into a mess of barren trees, sunken boats and scattered debris.

Nearly a week before the storm struck on Sept. 10, 2017, Monroe County and its Emergency Management Team began preparing specifically for Irma. We worked simultaneously to help our visitors and citizens evacuate to safe locations and shelters for Hurricane Irma, while also preparing to respond to whatever the storm left in her wake.

As soon as the hurricane passed, Monroe County's Emergency Response was in high gear with help staged and ready to mobilize. It was a coordinated effort with our five municipalities and many other responding federal, state and local entities – as well as a small army of volunteers who came from around the country to lend support. And, of course in the Keys, neighbors helped neighbors.

Monroe County employees from all departments worked tirelessly to restore government services to its people.

Thanks to everyone's combined efforts, the County was ready within two days to begin a phased re-entry that occurred as quickly as utilities were restored, food and water resources were in place, and roads and bridges were made safe for travel.

The Keys officially reopened to visitors on Oct. 1, less than three weeks after the storm battered the island chain. Tourism is our number one economic engine and it was an important milestone for our businesses that needed the customers and our service workforce who needed to work.

By New Year's Day 2018, more than 2.2 million cubic yards of hurricane debris had been collected throughout the County with most of it hauled to the mainland for proper disposal.

While many parts of the Keys recovered quickly, our hardest hit areas from Big Pine Key to Big Coppitt Key will take longer to bounce back. Many people are still living in temporary housing situations.

But we are the Keys. We are resilient. We know this is a special place worth rebuilding. And this is an opportunity not just to rebuild as it was, but to rebuild better – and even more resiliently.

We already have some of the strongest building codes in the country, and this showed in the damage assessments. Many homes survived winds of 130 mph or more – and many elevated homes suffered limited damage from the same storm surge that destroyed or substantially damaged non-elevated homes.

The County is working on obtaining federal and state funding to help with resilient rebuilding and mitigation for our citizens' homes, local businesses and local government infrastructure, including our beloved community parks that were damaged by Irma.

Before the storm hit, Monroe County and its economy were booming. Your county government was working on many projects and service upgrades to improve the lives of our citizens and business owners, and to make the Keys an even more wonderful place for tourists to spend their vacation dollars.



We were almost finished with a \$7 million renovation project to overhaul Bernstein Park on Stock Island. We were moving forward on projects to build a new Marathon Library, a new Plantation Key Courthouse and Jail complex, a new Cudjoe Key Fire Station, a new Big Pine Swimming Hole Vista for the Heritage Trail Project and new amenities for Rowell's Waterfront Park in Key Largo.

In 2017, we completed construction of two roadway and drainage improvement projects and in 2018 we have two more similar projects in the works, all with sea level rise adaptation.

A new \$10 million runway renovation project is underway at the Key West International Airport, which is owned and operated by Monroe County.

While the County will need to work on repairing damage to County infrastructure, it will also continue to move forward on the projects mentioned above, as well as other projects that have been budgeted as part of a master capital improvement plan. This plan was designed to prepare and build for the future of the Keys.

The County knows it is especially important in 2018 not to add any financial burden to our citizens. We are evaluating and reprioritizing all

our operations to create our own austerity program, including a hiring freeze, to be prepared for lost revenue caused by the storm.

Our Budget and Finance Department has been working diligently to ensure the County receives every penny of possible FEMA reimbursement for the tens of millions spent on Irma's response and recovery efforts. We are in a good fiscal position to absorb this kind of disaster.

We are proud our Emergency Management led a unified hurricane response of thousands of first responders from local, state and federal agencies.

But we know there are areas for improvement, including the re-entry process, communication capability and debris removal. We will take the lessons learned and apply them as we update our emergency management preparation and plans.

In Monroe County, we share more than just the Overseas Highway. We share a love of the Keys.

We will continue to work to bring back the sense of island normalcy to our citizens. This includes getting all our parks and boat ramps opened. Together, we can get through this disaster and rebuild a better and more resilient paradise community for years to come.

MONROE: A UNIQUE HISTORY



Florida East Coast Railway, Key West Extension. Railroad motor car on Long Key Viaduct in 1926. Photo by C.L. Matlack, Gift of Albert Perez.

MONROE COUNTY'S HISTORY

Spanish Explorer Juan Ponce de Leon discovered the Keys in 1513 during his search for the "Fountain of Youth." During the next three centuries, Spain and Great Britain claimed Florida as a territory.

In 1821, Spain ceded Florida to the United States in accordance with the Adams-Onís Treaty. A year later, a small naval depot was created in Key West to help rid the area of pirates that were terrorizing the sea trade route.

Next, in 1823, the Territorial Legislature established Monroe County as the sixth county in Florida territory. It was named for the fifth President of the United States, James Monroe, who served from 1817 to 1825.

Key West became the County seat in 1828, when the population was less than 600 people and the main industries were salvaging shipwrecks on the coral reef and fishing. In 1845, Florida was granted statehood.

The Keys were perpetually changed with Henry Flagler's decision to build a railroad from Miami to Key West at the turn of the 20th century. His first train rolled into Key West in 1912. The railway was destroyed in the Category 5 Labor Day Hurricane of 1935, but the federal government rebuilt the rail lines as an automobile highway, helping tourism evolve into the major industry it is today.

The County's boundaries originally were the entire southern portion of Florida. Over the years, Dade, Broward, Collier, Lee Henry and parts of Charlotte, Glades and Palm Beach all formed within Monroe County.

MONROE COUNTY TODAY

Monroe County is the southernmost county in the continental United States and is made up of the entire Florida Keys island chain, its surrounding waters and a virtually uninhabitable region that includes sections of Everglades National Park and Big Cypress National Preserve. More than 99 percent of the county's population lives in the Keys, although these islands make up only 13 percent of the county's land mass.

MONROE: A UNIQUE COUNTY

Population:

79,077

(2016 Census Estimate)

Key West

County Seat

Median Household Income:

\$60,303

(2012–2016)

Area:

3,738

square miles

73%

(percent water)

Islands:

1,783

of 1 acre or larger

5 Districts

Districting:

Number of companies:

14,413

(2012 last data available)

46.8

Median Age:

The island chain is a special place, like none other in the United States, with the world's third largest living coral reef off its shoreline. The island chain is surrounded by the Florida Keys National Marine Sanctuary. The county is so environmentally diverse and historically important that it's worthy of 17 national and state parks.

One of the challenges for Monroe County government is due to the County's unique geography. No other County in the United States looks like a pearl necklace on a map – and juts more than 100 miles out into the wild blue sea. No other County has 1,783 islands.

Most counties with a residential population of only about 79,000 do not need three courthouses, three government centers and three garages for fixing County vehicles, as well as nine County firehouses. This latter number does not even include the municipal fire stations.

Most counties also don't have the added expense of having to provide governmental services to people who are spread out in a linear fashion for 120 miles – and rely on only one main road to get around. And that one road is not a turnpike, but a meandering "Main Street" that takes more than two hours to traverse with good traffic. It begins in Key Largo, which also serves as the gateway to mainland Florida, and ends in Key West, the County's population center.

For those of us who live and work on this island chain, and who everyday get to see the sun rise over the Atlantic and set over the Gulf of Mexico, this special place is worth it.

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The report was produced by Monroe County Public Information Officer Cammy Clark, and the staff of the Keys Weekly Newspapers – Jason Koler, Javier Reyes and Sara Matthis. Cover photo of 7 mile Bridge by Andy Newman. It was taken three weeks after Irma struck.

WAYS TO STAY IN THE KNOW ABOUT MONROE

There are several ways to get up-to-date information about your County government throughout the year.

MONROE COUNTY TV

MCTV is the television outlet for Monroe County government and is broadcast on Channel 76 on Comcast and on Channel 99 on AT&T U-verse. It also can be viewed live on the County website.

MCTV broadcasts live all regular and special meetings of the Board of County Commissioners, the Monroe County Planning Commission, Monroe County Code Enforcement Hearings and various other live, pre-recorded and original content.

Recordings of Board of County Commissioners and Planning Commission meetings can also be viewed on the Monroe County Video On Demand webpages of the County website. Please note that online content is available only from January 2007 to the present.

Duplication requests for recordings of Board of County Commissioners, Planning Commission and other meetings can be submitted via the online Duplication Request Form found at www.monroecounty-fl.gov/mctv.

MCTV broadcasts information during hurricane events or other local emergencies.

MONROE COUNTY SOCIAL MEDIA

Facebook page: www.facebook.com/MonroeCountyFLBOCC

Twitter: @MonroeCounty

Instagram: www.instagram.com/monroecountybocc



DID YOU KNOW? You can sign up on the website to receive County news releases directly to your email account. You also can sign up for custom alerts for a variety of topics, including meeting notifications for specific boards or advisory committees, bid notifications, employment openings and more.

MONROE COUNTY BOCC WEBSITE

The Monroe County website – www.monroecounty-fl.gov – has received a redesign makeover and now is more functional and user-friendly. It will launch on Feb. 12, 2018

At your fingertips is information about the County's Board of County Commissioners, the budget, all County departments, County projects, County parks and museums, legislative advocacy for the Keys, permitting rules and much more.

PUBLIC INFORMATION REQUESTS FOR MONROE COUNTY

Public record requests made under Florida Public Records' laws for Monroe County government are handled by the County Attorney's Office. Email your request to PublicRecords@monroecounty-fl.gov or call 305.292.3470.

MONROE COUNTY PUBLIC INFORMATION OFFICER

Monroe County's public information officer Cammy Clark can be reached by calling or texting 305.742.9687 during regular County work hours or anytime by email at clark-cammy@monroecounty-fl.gov. (More information about public information available on page 50).



BOARD OF COUNTY COMMISSIONERS

MAYOR DAVID RICE, DIST. 4

Marathon Airport Terminal
9400 Overseas Highway, #210
Marathon, FL 33050
305.289.6000
boccdis4@monroecounty-fl.gov

MAYOR PRO TEM SYLVIA MURPHY, DIST. 5

Murray Nelson Government Center
102050 Overseas Highway, Suite 234
Key Largo, FL 33037
305.453.8787
boccdis5@monroecounty-fl.gov

COMMISSIONER DANNY KOLHAGE, DIST. 1

530 Whitehead Street, Suite 102
Key West, FL 33040
305.292.3440
boccdis1@monroecounty-fl.gov

COMMISSIONER GEORGE NEUGENT, DIST. 2

25 Ships Way
Big Pine Key, FL 33043
305.872.1678
boccdis2@monroecounty-fl.gov

COMMISSIONER HEATHER CARRUTHERS, DIST. 3

500 Whitehead Street, Suite 102
Key West, FL 33040
305.292.3430
boccdis3@monroecounty-fl.gov

Constitutional Establishment

Article VIII, Section 1(e) of the Florida Constitution states that except when otherwise provided by county charter, the governing body of each county shall be a Board of County Commissioners composed of five members serving staggered terms of four years. After each decennial census, the BOCC shall divide the county into districts of contiguous territory as nearly equal in population as practicable. One commissioner residing in each district shall be elected by the voters.

Monroe County BOCC

Mission: Provide outstanding public service responsive to the needs of our citizens, our unique community and our environment.

Vision: Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit.

Value Statement: We believe in the highest of ethical behavior as we sail the Seven "Cs": Competence, Creativity, Commitment, Concern, Care, Communication and Continuity.

Monroe County BOCC Meetings

The Commission meetings are public and held once a month. The dates and agendas are posted on the County's website: www.monroecounty-fl.gov. Due to the geographical challenge of our 100-mile plus island chain, the meetings are held on a rotating basis at three sites:

Murray Nelson Government & Cultural Center

102050 Overseas Highway,
Key Largo, 305-852-7161

Marathon Government Center

2798 Overseas Highway,
Marathon, 305-289-6036

Harvey Government Center

1200 Truman Avenue, Key
West, 305-295-4385

YOUR COUNTY COMMISSIONERS SERVING YOU



1



2



3



4



5

1. Commissioner Danny Kolhage, left, tours Bernstein Park on Stock Island.

2. Commissioner David Rice, left, meets with Governor Rick Scott regarding legislative affairs during the annual Florida Keys Days in Tallahassee.

3. Heather Carruthers, right, testifies about matters affecting Monroe County.

4. Commissioner George Neugent, Pastor Ernie DeLoach and FEMA official Mark Landry are at a public meeting about Irma at the Keys Community Church on Big Pine Key.

5. Commissioner Sylvia Murphy is surrounded by veterans and other attendees of the Veterans Day festivities in Key Largo.



MONROE COUNTY ORGANIZATIONAL CHART

PUBLIC

Board of County Commissioners
 David Rice
 Sylvia Murphy
 Georgia Neugent
 Heather Carruthers
 Danny Kolhage

Sheriff
 Rick Ramsay

Tax Collector
 Danise Henriquez

Clerk of Courts
 Kevin Madok

Property Appraiser
 Scott Russell

Supervisor of Elections
 Joyce Griffin

Roman Gastesi
 County Administrator

Stacey Mitchell
 Tourist Development
 Council Executive Director

Robert Shillinger
 County Attorney

Dr. Michael
 Steckbauer
 Medical Examiner

Charles Pattison
 Land Authority Director

Christine Hurley, AICP
 Assistant County
 Administrator

Director Lisa Tennyson
 Office of Legislative Affairs

Tina Boan
 Director
 Budget & Finance

Kevin Wilson, P.E.
 Assistant County Admin.

Rick Griffin
 Director
 Building

Director Rhonda Haag
 Office of Sustainability

James Callahan
 Director
 Emerg. Services

Judith Clarke
 Department Head,
 Eng Services/Roads

Mayte Santamaria
 Director
 Planning & Env. Res.

Director Kimberly Matthews
 Office of Strategic Planning

Donald DeGraw
 Director
 Airports

Roy Sanchez
 Department Head,
 Fleet Management

Alan MacEachern
 Director
 Info Technology

Cammy Clark
 Public Information Officer

Sheryl Graham
 Director
 Social Services

Department Head,
 Solid Waste
 vacant

Cynthia McPherson
 Director
 Code Compliance

Director Alicia Betancourt
 Extension Services

Norma Kula
 Director
 Libraries

Cary Knight
 Proj Mgmt
 Interim Director

Bryan_Cook
 Director
 Employee Services

Director Alexsa Leto
 Guardian ad Litem

Gary Johnson
 Director
 Veterans Affairs

William DeSantis
 Facilities Interim
 Director

ABOUT MONROE COUNTY GOVERNMENT

The County Administrator, Roman Gastesi, has the overall responsibility of the daily operations of Monroe County's government – with the exception of the Constitutional offices. The Constitutional offices are: Clerk of Courts, Sheriff's Office, Tax Collector, Property Appraiser, and Supervisor of Elections.

The County Administrator – as well as the County Attorney, Land Authority, Tourist Development Council and Medical Examiner – answer directly to the elected Board of County Commissioners.

The County Administrator, with the help of two Assistant County Administrators – Christine Hurley and Kevin Wilson – oversee 21 departments and offices that cover a broad range of services and activities.

The County owns and is responsible for vital infrastructure throughout the Keys, including some infrastructure that is located within Monroe County's five municipalities (Key West, Islamorada, Marathon, Key Colony Beach and Layton).

The County's infrastructure responsibility includes:

- 2 airports
- 22 parks and beaches
- 8 boat ramps
- 1 community pool
- 312 miles of County roads
- 26 County bridges
- 5 libraries
- 3 government centers
- 3 courthouses
- 1 Medical Examiner's facility
- 1 assisted living facility
- 3 senior centers
- 4 museums
- 9 fire stations
- 1 fire training center
- Several historic buildings
- Facilities for the State Attorney and Public Defender
- Many other facilities throughout the Keys for County operations.

Monroe County provides a variety of services that include fire protection, emergency management, solid waste and recycling, wastewater, social services, planning, veteran's services, permitting, code compliance, library services and animal control.

Monroe County has a legislative team that works for the Keys at the state level in Tallahassee and the federal level in Washington, D.C.

Monroe County continues to work on issues that are important to its citizens and the economy of the Keys, including water quality, affordable housing and road adaptation to sea level rise.

And in 2017, Monroe County has the added responsibility of helping the Keys recover from Category 4 Hurricane Irma, the worst storm to strike the Keys since Hurricane Donna in 1960.



County Administrator
ROMAN GASTESI
 305.292.4441
 Gastesi-Roman@monroecounty-fl.gov



Assistant County Administrator
CHRISTINE HURLEY
 305.289.2517
 Hurley-Christine@monroecounty-fl.gov



Assistant County Administrator
KEVIN WILSON
 305.292.4529
 Wilson-Kevin@monroecounty-fl.gov

CONSTITUTIONAL OFFICERS

(More Information Page 83)

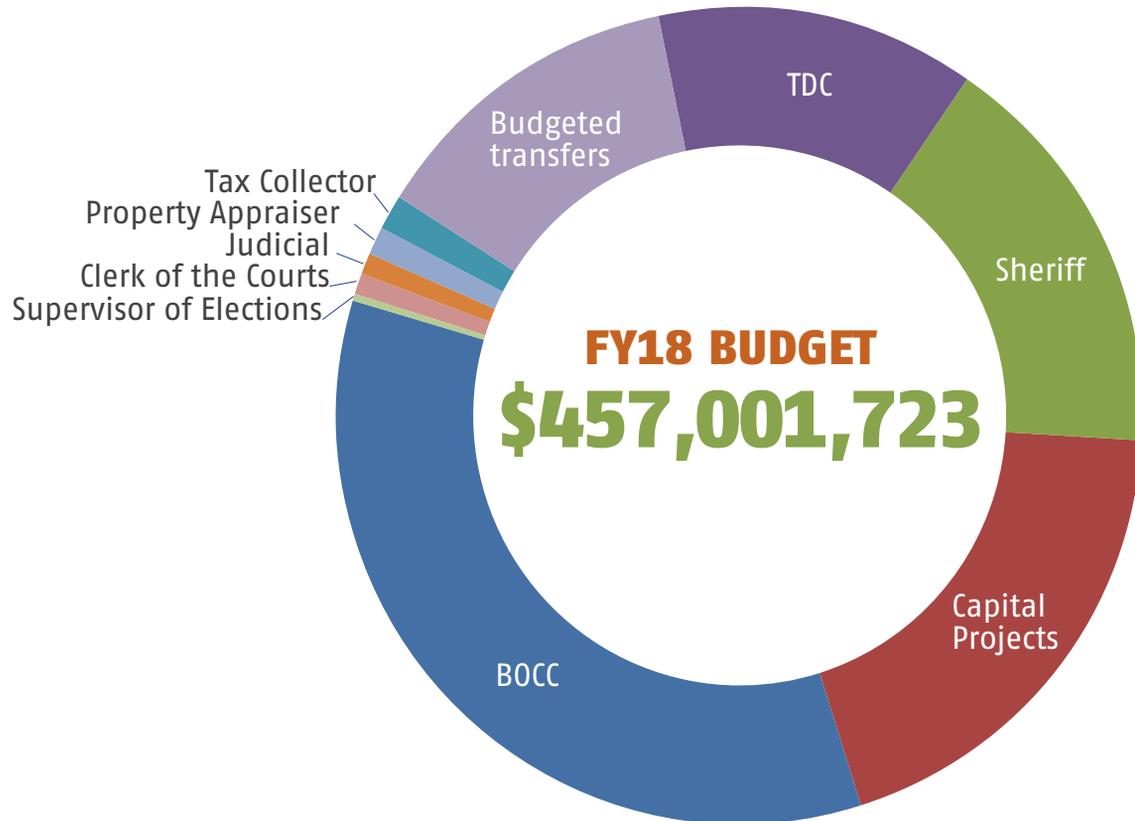
SHERIFF
 Rick Ramsay

PROPERTY APPRAISER
 Scott P. Russell

CLERK OF COURTS
 Kevin Madok

SUPERVISOR OF ELECTIONS
 Joyce Griffin

TAX COLLECTOR
 Danise Henriquez



- BOCC Operating Departments – 34.4%
- Tourist Development Council – 12.8%
- Property Appraiser – 1.0%
- Budgeted transfers, cash balance and reserves – 19.1%
- Capital Projects, including debt service – 16.3%
- Tax Collector – 1.3%
- Clerk of the Courts – 1.1%
- Sheriff – 12.9%
- Judicial, State Attorney, Public Defender – 0.8%
- Supervisor of Elections – 0.4%

BUDGET & FINANCE

The Budget and Finance Office, also known as the Office of Management and Budget, provides strategic planning, administrative tools, techniques and consultation to County departments to optimize performance in all areas of the County budget. It prepares, publishes and administers the annual budget.

The office develops, implements and monitors annual operating and capital budgets, providing financial analysis and revenue and expenditure forecasting. It performs multi-year budget forecasts; analyzes the effect of the State budget on the County budget; and prepares financial information for the Board of County Commissioners and the public.

The Grants Administration Office (described on page 16) and the Purchasing Office also are part of Budget and Finance. The Purchasing Office provides quality purchasing and contracting support to all County departments in a timely manner and while following a strict code of ethics. For Fiscal Year 2017, the Purchasing Office processed 2,703 requisitions and 53 bid openings for County projects and services.



Budget: \$4.6 Million
(includes \$3.6 million for non-profit funding that the department manages)

Director: Tina Boan
Employees: 8

305.292.4469
Boan-Tina
[@monroecounty-fl.gov](mailto:tboan@monroecounty-fl.gov)

www.monroecounty-fl.gov/budgetandfinance

The department also is responsible for financial management and administrative services in a disaster. As Fiscal Year 2017 was coming to a close, Hurricane Irma hit Monroe County. The Budget and Finance Department played an integral part in the emergency management activities of this incident before, during and after the storm.

The office led the Finance and Administration Section at the Emergency Operations Center, helping to process more than 570 requests for resources to aid in the county's ongoing recovery efforts.

The department's efforts will be focused on ensuring that hurricane-related work is properly planned and the associated expenses are properly documented to ensure maximum FEMA reimbursement.

2017 Accomplishments

- Provided coordination and development of Fiscal Year 2018 adopted budget of \$457 million, with a millage rate of 3.4149 that is -3.1% under the previous year's rate of 3.5244 and 3.84% above the rolled-back millage rate of 3.2877.

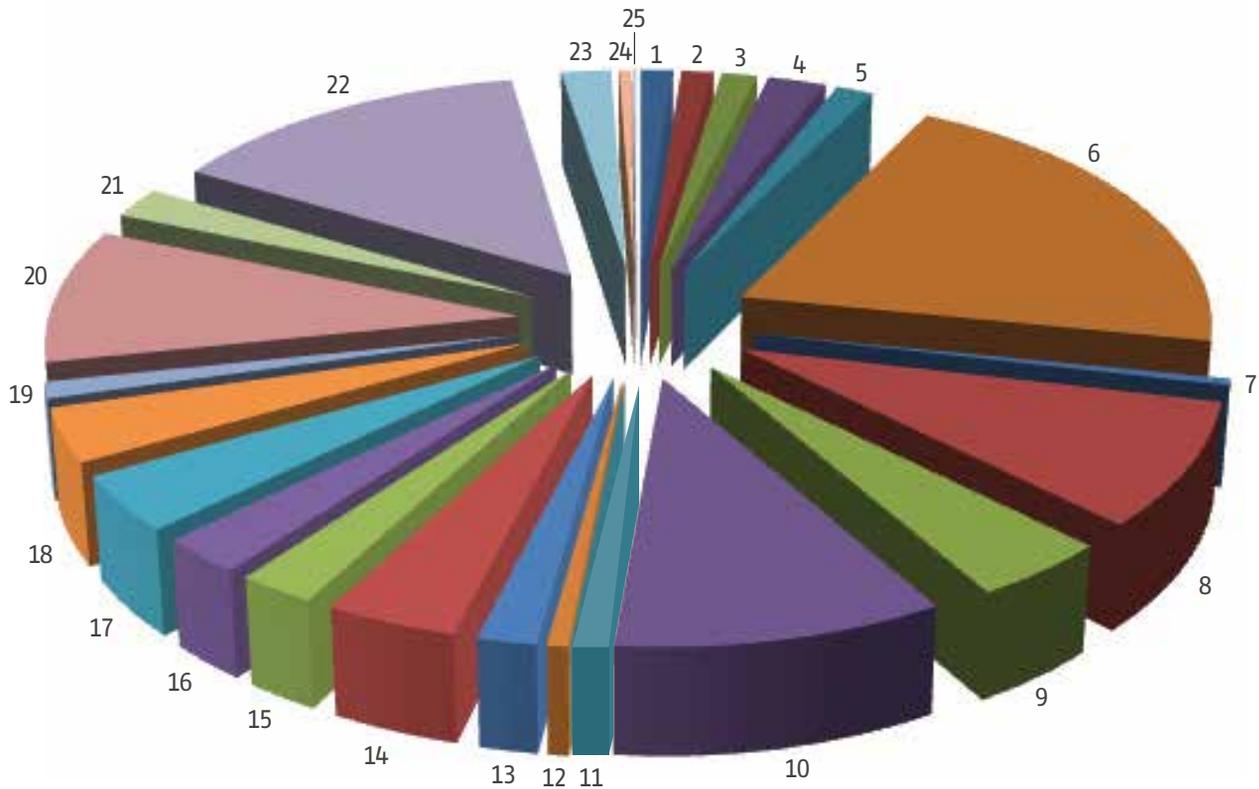
- For the 19th consecutive year, we received the Distinguished Budget Presentation Award from the Government Finance Officers Association.

- Maintained fund contingencies, reserves and fund balances forward for each of the property tax-supported funds.

- Performed an update to the Residential and Business Community Input Survey Report, which was last conducted in 2009. The surveys were part of an effort to gather the opinions and ideas of a county-wide range of stakeholders. They were performed in conjunction with 24 Community Outreach Meetings that solicited in-person feedback from constituents throughout the Keys.

- Developed the County's first stand-alone Capital Improvement Plan Report, which covers Fiscal Years 2018-2022. The plan is a resource that assists Monroe County in ensuring that decisions on projects and funding are made wisely and in a well-planned manner. The quality of life for Monroe County residents depends on the reliability of roads and bridges, the accessibility of culture and recreation, the efficiency of waste disposal, and many other essential public services.

- Produced the Departmental Business Development Plan for Fiscal Year 2018. This annual plan is a critical link between the overall direction and priority-setting of the Strategic Plan and the resource allocation done through the budget process. The linkage is made by tying the annual goals and projects of each department to the strategic priorities and their accompanying goals, as set forth by the Strategic Plan.

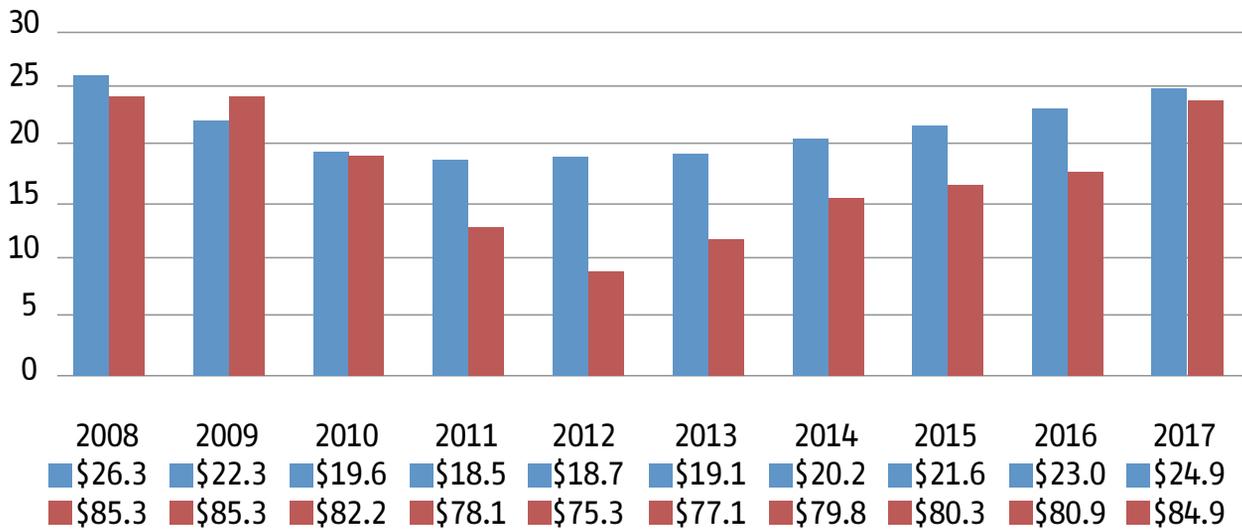


BOCC OPERATING BUDGET

\$157,126,812

- | | |
|--|---|
| 1. BOCC Administration – 1.2% | 14. County Attorney – 4.0% |
| 2. Housing Assistance & Employee Fair Share – 1.2% | 15. Social Services – 2.4% |
| 3. HSAB & Non-HSAB – 1.4% | 16. Library Services – 2.6% |
| 4. BOCC Miscellaneous – 2.2% | 17. Building Department – 4.0% |
| 5. County Administrator – 1.4% | 18. Planning and Environmental Resources – 3.8% |
| 6. Employee Services – 20.6% | 19. Code Compliance – 1.1% |
| 7. Veterans Affairs – 0.4% | 20. Project Management /Facilities – 9.4% |
| 8. Airport Services – 8.7% | 21. Engineering Services/Roads – 2.1% |
| 9. Emergency Medical Air Transport – 4.2% | 22. Solid Waste – 8.7% |
| 10. Fire & Rescue, Emergency Management – 10.0% | 23. Fleet Management – 1.9% |
| 11. Upper Keys Health Care Tax District – 0% | 24. Medical Examiner – 0.4% |
| 12. Budget & Finance – 0.6% | 25. Quasi-external Services – 0.1% |
| 13. Information Technology – 1.8% | |

COUNTYWIDE TAXABLE PROPERTY VS. AD VALOREM TAX LEVY



The blue bars represent the county-wide taxable property values in billions. The red bars are the Ad Valorem Tax Levy from that year's budget in millions.

Ad Valorem Tax Comparison 2017 (on a home with \$300,000 taxable value*)

HENDRY COUNTY
Tax Levy \$2,547.27
(Millage Rate 8.4909)

LEE COUNTY
Tax Levy \$1,215.18
(Millage Rate 4.0506)

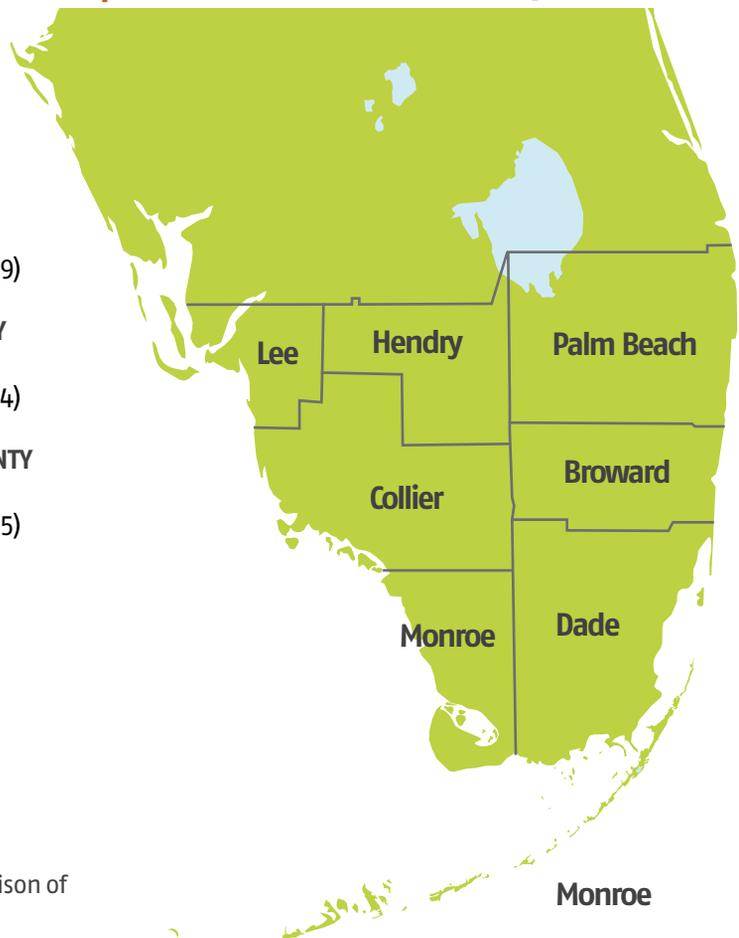
COLLIER COUNTY
Tax Levy \$1,069.35
(Millage Rate 3.5645)

MONROE COUNTY
FY17 Tax Levy \$848.91
(Millage Rate 2.8297)
2018 Adopted Tax Levy \$808.71
(Millage Rate 2.6957)

DADE COUNTY
Tax Levy \$1,400.07
(Millage Rate 4.6669)

BROWARD COUNTY
Tax Levy \$1,634.22
(Millage Rate 5.4474)

PALM BEACH COUNTY
Tax Levy \$1,434.45
(Millage Rate 4.7815)



* source: Florida Department of Revenue: Comparison of property taxes levied

GRANTS ADMINISTRATION

The Grants Administration office monitors grant applications and implementation processes. It oversees Monroe County funding of nonprofit organizations; applies for and administers some pass-through grants; and oversees contracts related to grant awards that are distributed or received by the County.

It provides grant administration assistance to other County departments and human service organizations; pursues funding opportunities and writes grant proposals; and ensures a coordinated response to grant assistance for hurricane recovery through the State and Federal Emergency Management Administration.

The office facilitates meetings for the Substance Abuse Policy Advisory Board (SAPAB), the Criminal Justice, Mental Health, Substance Abuse Planning Council (CJMHSAP) and the Human Services Advisory Board (HSAB).

In addition to facilitating the annual SAPAB meetings, staff is also responsible for application implementation and monitoring of the Florida Department of Law Enforcement, Edward Byrne Memorial Justice Assistance Grant program and the Clerk's Drug Abuse Trust Fund.

The CJMHSAP Planning Council meets quarterly; its membership is defined by and required by the Florida Department of Children and Families to oversee the implementation, by a private not-for-profit service provider, of the Criminal



Funding awarded to The Good Health Clinic helped the non-profit serve 623 patients and provided 2,265 health care visits for primary care and specialists in 2017.

Justice, Mental Health, Substance Abuse Reinvestment Grant Program.

The HSAB typically meets biannually and reviews applications submitted for funding by nonprofit organizations that provide health and human services to the citizens of Monroe County. The merits of each application are discussed and recommendations for funding are made to the County Commission. This year the HSAB application process was virtually paperless and was available via the County website.

Highest funded medical service provider: Hospice of the Florida Keys, Inc. – \$190,000

Highest funded core social services provider: Monroe Association for ReMARcable Citizens – \$190,000

Highest funded quality of life improvement services provider: Keys to Be the Change – \$55,000

Applications by nonprofit providers fall within three categories:

- **Medical Services:** This includes primary and secondary medical services, mental health, and dental care for the economically disadvantaged.

- **Core Social Services:** These are essential services such as food, clothing or housing; emergency disaster relief; family violence issues; and adult and child daycare.

- **Quality of Life Improvement Services:** These include educational, preventative, training, recreational and cultural services to improve the quality of life for individuals.

For Fiscal Year 2018, during the budget process, the Board of County Commissioners approved \$1,997,000 in property tax revenues to be awarded to 26 nonprofit human service organizations that provide needed services to vulnerable residents of Monroe County.

The Legislative Affairs Office's primary goal is to advocate for public policy decisions made at the state level in Tallahassee and the federal level in Washington that protect and benefit the interests of Monroe County and its citizens.

We serve as the primary communication link between the Board of County Commissioners, the County Departments and the professional contracted lobbying team regarding executive, legislative and agency advocacy.

As a local government in the Florida Keys, Monroe County operates in a unique and complex framework of state and federal regulations that create issues and challenges around policies and appropriations from Tallahassee and Washington, D.C.

Monroe County government functions and the levels of funding for local services and programs are impacted significantly by legislative actions, mandates and appropriations from the state and federal legislatures.

Local governments, like other special interest and stakeholder groups, have issues and needs that require state and federal attention and support. There is enormous competition among stakeholders for limited resources.

LEGISLATIVE AFFAIRS

If Monroe County representatives are not present to put our communities' needs before the lawmakers and policymakers, to meet with them, to provide them with information and justification for our requests, then the lawmakers and policymakers will direct their attention and resources elsewhere.

Along with advocating pro-actively for appropriations and policies, we also closely monitor and often oppose the passage of bills that have negative impacts for Monroe. These types of bills include creating new unfunded mandates; shifting costs from the state to local government; or pre-empting local control.

Each year the Monroe County Commission discusses and decides upon its legislative priorities for the state and federal governments. From this discussion, the Legislative Affairs office develops annual state and federal legislative agendas that outline the County's legislative priorities and guide our work throughout each legislative session. These are available on the Monroe County website. We also develop advocacy tools for state and federal issues and legislation.



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County Commissioner George Neugent, left, Legislative Affairs Director Lisa Tennyson, and State Rep. Holly Raschein at Florida Keys Days in Tallahassee.

RESTORE ACT

Legislative Affairs also manages the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act – better known as the RESTORE Act – for Monroe County. The RESTORE Act was signed into law in 2012. It is in response to the Deepwater Horizon oil spill of 2010 that caused significant environmental, ecological, and economic damage to the U.S. Gulf Coast.

In 2017, Legislative Affairs helped accomplish the following regarding the RESTORE Act:

- Drafted and submitted Monroe County's section of the Consortium's State Expenditure Plan (SEP) and positioned Monroe County for the first round of Consortium SEP funding.
- Secured \$12 million in Consortium SEP funding, after developing Monroe's position paper arguing for an equitable, geographic distribution of the funding in the State / Consortium pot.
- Submitted local project funding applications for \$1.3 million.
- Provided staff support to Commissioner George Neugent as an officer of the Gulf Consortium Executive Committee; attended monthly conference calls of the Executive Committee; and attended meetings of the full board of the Gulf Consortium.



LEGISLATIVE AFFAIRS – State

The state legislative session has a regular cycle each year. This year it meets from Jan. 9 to March 9, 2018.

Legislative Affairs developed and received approval from the Monroe County Board of County Commissioners for the FY 2017 State Legislative Agenda. We used this agenda to prioritize what issues we work on throughout the year.

In 2017, the Legislative Affairs Office achieved several of Monroe County's state legislative priorities with the leadership of our state delegation, Rep. Raschein and Sen. Flores. These include:

- \$13.3 million appropriation for water quality projects.
- \$500,000 appropriation for pump-out services that help keep raw sewage from vessels from entering our nearshore waters and degrading our marine habitat and water quality.
- Passage of the Vessel Pump Out bill (HB 7043) that gives Monroe County authority to require vessel proof of pump out, and the ability to assert this requirement in all waters surrounding the Florida Keys to protect Keys waters.
- Passage of Local Telecommunications bill (HB 1295) that enables participants in the County's citizen advisory boards to meet via telecommunications, making it easier, greener and more cost effective for our citizens to participate.
- Passage of Everglades bill (SB 10) that advances Everglades Restoration.
- A rate freeze in Citizen's Wind Storm insurance for Monroe County policyholders, thanks to FIRM.

- Opposed decertification of a county judgeship, which is important because fewer judges would result in denial of access to courts for residents and visitors.
- Increase in Clerks' funding, which will allow the Clerk's office to provide better and more efficient service to the public.

The Office also:

- Monitored additional issues of importance such as Constitutional Revision Commission, Turkey Point Nuclear Generating Station and Everglades Restoration, taking advocacy actions as necessary.
- Drafted and secured approval of numerous resolutions on state issues of importance to the Board of County Commissioners.
- Represented Monroe County in Tallahassee and Florida Association of Counties' conferences.
- Managed State lobbying team; held weekly conference calls with State lobbying team; and maintained weekly issue assignment tracking spreadsheet.

2018 STATE GOALS:

- Secure \$20 million appropriation for water quality projects
- Secure \$5 million appropriation within Florida Forever for land acquisition
- Secure \$15 million appropriation for construction of new Emergency Operation Center
- Secure \$20 million appropriation for acquisition of sites for affordable housing
- Secure \$500,000 appropriation for Vessel Pump Out Program
- Secure State Apartment Incentive Loan (SAIL) appropriation for the Florida Keys
- Secure additional tax credit projects for Florida Keys
- Passage of legislative policy bill to enhance State land-buying in the Florida Keys
- Passage of legislative policy bill to enable the County's Land Authority funds to be utilized for construction of affordable housing
- Advocate for implementation of SB 10 at State and Federal level and funding for continued Everglades Restoration

LEGISLATIVE AFFAIRS – Federal

At the federal level, lawmakers meet throughout the year. This legislative cycle is longer and slower. Congress is expected to pass an annual budget, however in recent years it has struggled to find consensus on bills and appropriations, and rarely passes a budget on time. The County's Legislative Affairs Office monitors these political cycles, appropriations and budgets very carefully.

Legislative Affairs developed and received approval from the Board of County Commissioners for the FY 2017 Federal Legislative Agenda that includes priorities such as the National Flood Insurance Program (NFIP) reauthorization, Payments in Lieu of Taxes (PILT) and Florida Keys Water Quality Improvement Program (FKWQIP) appropriations, and Everglades Restoration.

We provided aggressive, pro-active advocacy to fight reforms to the National Flood Insurance Program that could imperil the program and its affordability. As a coastal community, Monroe County has thousands of NFIP policy holders and much at stake.

These efforts included spearheading the Florida Association of Counties' state-wide advocacy, presentations, legislative meetings, conference calls, and monitoring and responding to proposed legislation. We provided staff support to Commissioner Heathers Carruthers, who chaired the Federal Committee of the Florida Association of Counties (FAC). We developed a white paper and successfully advocated to have Monroe's position reflected in FAC and the National Association of Counties (NACO) resolutions on NFIP reauthorization.



Keys officials visit with U.S. Rep. Carlos Curbelo, second from right, in Washington D.C.

Commissioner Carruthers represented Monroe County in Washington, D.C., testifying on NFIP/Endangered Species Act and Climate Change; participating in a White House meeting for Florida counties; and advocating for Payments in Lieu of Taxes, Florida Keys Water Quality Improvements Program, Everglades funding, delegation meetings, NACO and meetings of Gulf Counties and Parishes. Lisa Tennyson also sits on NACO's Public Lands Subcommittee.

The Office held weekly conference calls with the County's federal lobbying team. On a weekly basis, we tracked federal legislative issues on appropriations, Everglades, budget reductions, health care, tax reform and infrastructure/housing bonds. The Office drafted numerous issue advocacy letters to federal delegation members.

In 2017, Legislative Affairs' efforts helped achieve and/or advance several of Monroe County's federal legislative priorities. These include:

- \$1.2 million appropriation of Payments in Lieu of Taxes. These are federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within their boundaries.
- \$3 million appropriation of the Florida Keys Water Quality Improvements Program, which funds centralized sewer projects in the Keys.
- Florida Keys Marathon International Airport added to the list of airports in the "U.S. Special Customs Requirement" section of the FAA-published Airport Facility.
- Opposed a variety of cuts to programs of critical importance to Monroe County (EPA, NOAA, Sea Grant program, PILT and FKWQIP) in the FY 2017 supplemental and FY 2018 Administration budget.

2018 FEDERAL GOALS:

- Passage of National Flood Insurance Program reauthorization that protects affordability.
- Secure full funding of 2018 PILT and FKWQIP.

EMERGENCY SERVICES



Monroe County's Emergency Services works around-the-clock to protect paradise – its unique people and property – with well-trained firefighter emergency medical technicians (EMTs), firefighter paramedics, registered nurses and with well-prepared disaster planning and response to all emergencies.

We respond to fires, major traffic accidents and medical emergencies. Staff responds during storms and other events that threaten the health and safety of our residents and visitors – and that may damage property and affect the local economy.

We provide on-scene emergency medical treatment and transport patients to local area hospitals by land. For critically injured patients, Emergency Services uses their Trauma Star air ambulances, with bases in Marathon and

Key West, to transport them to trauma and specialty care facilities in Miami.

Staff also does extensive preparatory work and training before emergencies strike. Staff instructs and drills fire rescue members at the Joe London Fire Training Academy, as well as provide EMT and paramedic training. Staff works to prevent fires and accidents, with routine inspections of businesses and multi-unit residences for fire code and life-safety compliance.

The Emergency Management department keeps disaster response plans up-to-date, whether it's to deal with Mother Nature's wrath as with Hurricane Irma this past year, an act of terrorism, infectious diseases such as Zika, infestations of New World Screwworm or a man-made catastrophe.

DID YOU KNOW?

Every Monroe County fire station has an advanced life support (ALS) fire engine. These ALS engines can provide the same level of medical care as an ambulance, in the event that a station's ambulance already is committed to another emergency. ALS engine crewmembers stabilize and prepare patients for transport while they await the arrival of an ambulance from a neighboring zone.



Budget: \$22.5 Million

Division Director:
Fire Chief James Callahan
Employees: 145

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Monroe County Fire Rescue operates nine fire stations, covering from Tavernier to Key West International Airport. We also operate two Trauma Star air ambulance bases in Marathon and at the Lower Keys Medical Center. Our certified firefighters are cross-trained as paramedics, flight medics, emergency medical technicians (EMTs) and Aircraft Rescue and Fire Fighting personnel (ARFF).

In 2017, our firefighters responded to 4,991 calls. These included: structure fires, wild-land fires, brush fires, trash fires, vehicle fires, marine/boat fires, gas leaks, water-related rescues, vehicle extrication calls, hazardous material spills, aircraft incidents and medical emergency calls.

We mitigated propane and gasoline leaks – and oil and chemical spills. We assisted law enforcement in search and rescue and facility evacuations during bomb threats and other law enforcement operations. We also provided Aircraft Rescue and Firefighting from Station 7 at Key West International Airport.

In 2017, our firefighter paramedics responded by ground ambulances and Trauma Star to 4,116 calls, with 923 patients being air lifted to out-of-county hospitals. About 28% of these incidents were scene responses related to traffic accidents and other trauma-related incidents. The remaining transports were hospital-to-hospital transfers

FIRE RESCUE



for medical emergencies, including heart attacks, strokes, seizures, difficulty breathing and abdominal disorders.

2017 ACCOMPLISHMENTS

- Provided preparatory, response and recovery fire rescue operations for Category 4 Hurricane Irma.
- Continued multi-agency training between County career and volunteer firefighters and area departments to improve mutual aid responses.
- Provided lifesaving CPR and fire safety training to other County departments and community partners throughout the Keys.
- Purchased and placed into service a second Sikorsky S76 C+ air ambulance helicopter.
- Expanded the Trauma Star Program and opened a second Trauma Star air ambulance base in Key West at Lower Keys Medical Center.
- Purchased and placed into service new patient monitors and I-Stat Blood analyzers on both air ambulances to expand our critical care diagnostic capabilities. It includes the use of in-flight ultrasound.
- Utilizing grant funds, we placed pediatric kits on all frontline ALS rescues. Engines and helicopters were upgraded to the Handtevy pediatric Resuscitation system.
- We assisted charitable organizations with blood pressure checks, feeding the homeless, unloading and distributing pumpkins and Christmas trees here in our communities.

2018 GOALS

- Monitor agreement between Sugarloaf volunteers with Wi-Fi company to determine feasibility for the current fire station property to be used for rebuilding a new fire station facility.
- Expand existing Computer Aided Dispatch data feed to integrate data feed from our fire records management program to our electronic patient care reporting system.
- Purchase and take delivery of new rescue ambulance.

TRAUMA STAR

Trauma Star is the only air ambulance service in Monroe County. It is jointly operated by Monroe County Fire Rescue and the Monroe County Sheriff's Office.

For an island chain that is isolated from the mainland by distance and a busy single highway — Trauma Star saves critical minutes for patients to receive life-saving interventions. These precious minutes saved decrease the loss of heart and brain tissue, which reduces or eliminates permanent disabilities.

The Trauma Star program has two twin-engine Sikorsky helicopters. They are staffed by highly trained critical-care nurses, firefighters/paramedics and pilots. Each helicopter can transport up to two critically injured or ill patients at a time.

There are no out-of-pocket costs for County residents who use the life-saving service. In the past, private air ambulances in the Keys have charged County residents tens of thousands of dollars in out-of-pocket costs for transport to mainland hospitals.

Since the program began in 2001, Trauma Star has transported more than 3,500 patients to critical care not available in the Keys. Over the past few years, the need for the service by residents and visitors has increased.

2017 was another record year. Trauma Star flew 917 patients to mainland facilities: 196 for trauma, 29 for stroke, 27 for heart attacks and 3 first response flights to the Dry Tortugas. The remaining 662 transports were hospital-to-hospital transfers

of critically ill patients that required specialty care not available at Keys hospitals. In January 2017, the BOCC approved the purchase of a second Sikorsky S76C+ helicopter. In June 2017, a second Trauma Star base was opened in Key West at the Lower Keys Medical Center.

Trauma Star has been in the forefront of new standards of quality care, with a direct affiliation with the University of Miami Miller School of Medicine and the Army Trauma Training Department (ATTD), located at the Ryder Trauma Center.

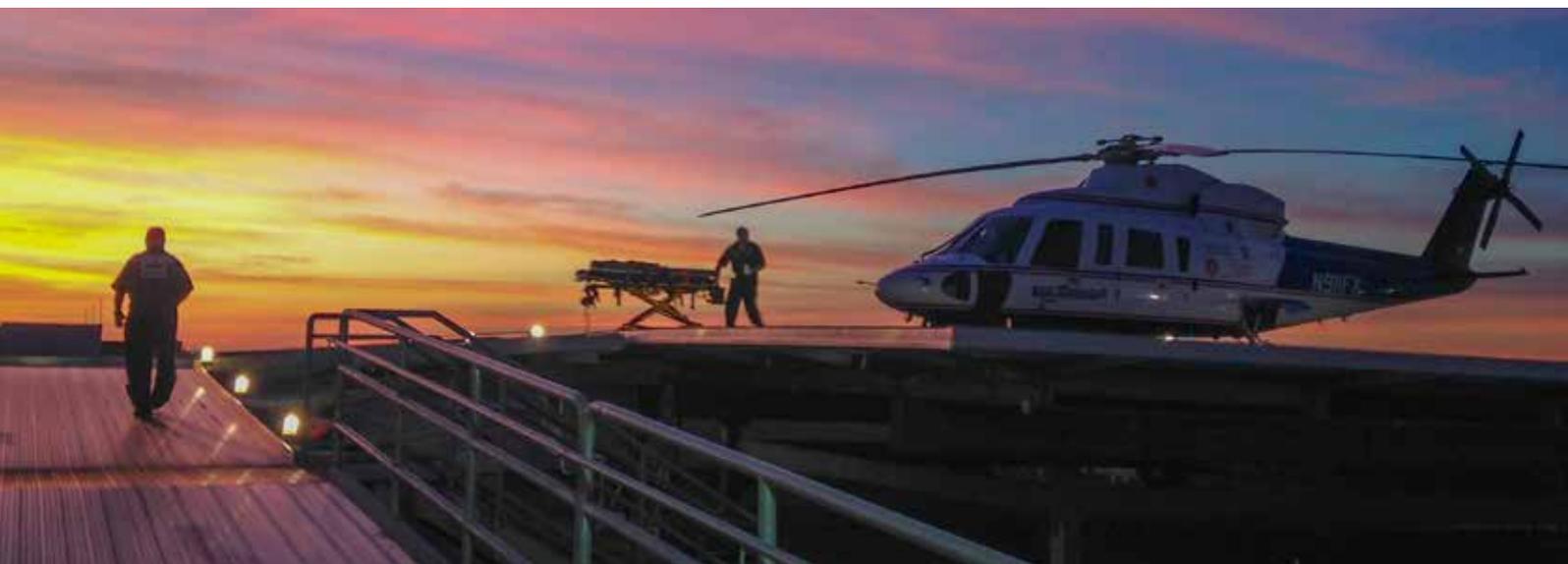
Trauma Star was the first air ambulance service to provide immediate access to the highest level of care to patients experiencing a myocardial infarction (heart attack) and has since flown more than 125 heart attack patients directly from the field.

Trauma Star was the first air ambulance service in the United States to transport patients exhibiting signs of a neurological deficit (stroke) to a comprehensive stroke center for immediate interventions and has since flown more than 180 stroke patients directly from the field.

Trauma Star was the first air ambulance service in the United States to combine the use of telemedicine in the field to perform neurological examinations by stroke physicians. It now is in the final stages of implementing new ultrasound transmission capabilities for trauma patients via telemedicine to surgeons at Ryder Trauma Center.

DID YOU KNOW?

Trauma Star provides 911 first response to areas within Monroe County not accessible by land, including the Dry Tortugas and Pigeon Key.



FIRE PREVENTION & FIRE TRAINING ACADEMY

Fire Prevention's mission is proactive. We take action and provide services to help eliminate fires and we work to prevent accidents from happening.

Our responsibilities include inspecting businesses and multi-unit residences for compliance with the Florida Fire Prevention Code. We provide complete and accurate fire protection engineering and plans review, definitive fire cause investigation, life-safety code enforcement, occupancy inspections and outreach and education, especially to children. Sparky, our mascot, helps us teach the kids fire safety.

Monroe County also owns and operates the Joe London Fire Training Academy, located on Crawl Key in the Middle Keys. It is one of only 43 certified firefighting training centers in Florida. The facility is named after Joe London, the County's first Fire Marshal from 1984 to 2003. The academy's newly built classroom facility for educating and training our firefighters opened in 2017.

The training academy also includes a training tower and burn building. We do basic and advanced level training up to and including certifying individuals to be state certified firefighters. The academy also offers medical training for our EMTs and paramedics.

2017 ACCOMPLISHMENTS

- The Monroe County Fire Marshal's Office conducted more than 650 building plan reviews for compliance with the Florida Fire Prevention Code. We also conducted accompanying site inspections for all commercial occupancy permits, many of which were large-scale projects that required daily or weekly inspections over several months.

- Responded to 27 fires that required formal investigation in unincorporated Monroe County.

- All public schools, adult and child day care facilities, and Mariners Hospital received annual fire inspections.

- Improved water supplies for firefighting through the installation of 16 new fire hydrants throughout unincorporated Monroe County.

- Continued to expand community outreach by providing fire prevention and safety programs to more than 1,000 area schoolchildren.

- Reviewed and approved 15 Special Events permits and 16 fireworks permits for safety compliance Keys-wide.



Monroe County Fire Chief Jim Callahan and County Administrator Roman Gastesi are at the grand opening of new training facility at the Joe London Fire Training Academy.

- Provided safety, logistical and operational support in the Emergency Operations Center before, during and after Hurricane Irma.

- Back-filled fire hydrants for proper water supply throughout unincorporated Monroe County.

- The Fire Academy continued our fire officer training and development program. In 2017, this program helped to prepare five firefighters for promotion to lieutenant, and two lieutenants for promotion to captain, in addition to training future candidates for promotion.

- The Fire Academy also continued multi-agency training between County career and volunteer firefighters and other area departments, to improve mutual aid responses and enhance working relationships with surrounding departments and firefighters.

- The Fire Academy initiated ongoing Firefighter II class.

- The Fire Academy also supports drill ground training for all county fire departments and numerous law enforcement agencies.

2018 GOALS

- Rebuild the burn building at the Fire Academy.

- Have the drill tower inspected by engineering for safety and compliance

- Host Fire Officer One and Fire Officer Two series courses.

- Conduct minimum standard firefighting course.

- Conduct quarterly officer training.

- Continue Facility training to ensure ISO (Insurance Services Office) compliance for all Monroe County Fire Rescue firefighters.

EMERGENCY MANAGEMENT

Emergency Management prepares Monroe County to deal with any event that might threaten the safety of the County's residents and visitors or impact property and infrastructure.

Emergency Management is the leader, coordinating all municipalities, private partners, and state and federal agencies during emergencies. To make the County less vulnerable, we create and implement comprehensive plans that build, sustain and improve the county's capability to mitigate against, prepare for, respond to and recover from disasters.

Emergency Management started 2017 deeply engaged in the New World Screwworm response in the Lower Keys. Fortunately, this event that threatened the endangered Key Deer population and potentially agriculture in Florida was worked to a successful conclusion. Screwworm was officially announced eradicated on March 23, 2017.

In January of 2017, Monroe County challenged its State partners to participate in a multi-month planning exercise that questioned "How would we handle a Category 4 impact in the Florida Keys, if U.S. 1 was damaged or destroyed?" This exercise was implemented using a

Statewide monthly conference call, allowing the participants to talk through their own specific challenges and how those challenges could be overcome.

This exercise proved invaluable, as just nine months later Monroe County was faced with just such a scenario. Each of these critical agencies were able to take the lessons learned from the exercise and implement the appropriate actions in a seamless manner, thereby contributing greatly to the successful response to Hurricane Irma.

In the Summer of 2017, Emergency Management introduced the new Zoom video teleconference system that enabled participants to log in through their computers to the County conference calls held during an emergency activation.

In September 2017, Emergency Management's plans and preparation were put to its biggest test in more than half a century when Monroe County suffered a direct hit from Category 4 Hurricane Irma.

Monroe County's Emergency Operations Center quickly activated to Level 1 on Sept. 5, 2017, as it became likely that the Keys would receive



Budget: \$737,000
(\$402,000 paid by grants)

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Employees: 5

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a direct hit from the monster storm in the Atlantic Ocean. Emergency Management managed the response and recovery throughout the rest of 2017. (More on Hurricane Irma on the following 12 pages).

Emergency Management also placed a heavy emphasis on strengthening Monroe County's adherence to the National Incident Management System, with a focus on interaction between the various municipalities, agencies and authorities throughout the County.

Many of these key partners developed internal Incident Management Teams and committed to following the Incident Command System (ICS). This allowed mutual aid Incident Management Teams from all over the nation to respond and seamlessly integrate within the Monroe County system for the Hurricane Irma activation.

Monroe County revised and submitted the 2017 Comprehensive Emergency Management Plan Emergency Management (FDEM). This plan is required to be updated every five years and was last revised in 2012. FDEM has subsequently approved the plan, and it has been ratified by the BOCC.

For 2018, the impact of Hurricane Irma creates the opportunity for additional evaluation and reflection on Monroe County's Emergency Management Program.

IRMA: BEFORE THE STORM

On Friday, Sept. 1, 2017, Monroe County's Emergency Management hosted a video meeting to provide emergency responders throughout the Keys with an update from the National Weather Service about a monster storm out in the Atlantic called Hurricane Irma.

After monitoring the situation over the holiday weekend, Monroe County Emergency Management Director Martin Senterfitt officially activated Emergency Operations at 7 a.m. on Labor Day, Sept. 4.

For the next six days, County staff and other emergency responders worked long hours to prepare for the hurricane that was fluctuating between Category 4 and 5, and whose eye was likely to directly strike the 120-mile island chain – somewhere.

The first priority was to prevent loss of life. Mandatory evacuation notices were issued for all visitors on Wednesday morning, Sept. 6, and for all residents that night.



Mayor George Neugent addresses the media about the storm.

The storm was forecast to pack a big punch to the Keys, with high winds of more than 130 mph and storm surge of several feet. The message was simple: "Get out of the Keys."

Emergency Management helped coordinate the evacuation of people with special needs, brought in military aircraft to transport hospital patients to other medical facilities, and arranged for extra transportation to take people to mainland shelters. It also worked to keep fuel trucks coming to the Keys as long as it was safe to resupply gas stations.



Patients from the Florida Keys Medical Center were evacuated by the military.

Emergency Management worked to open and stock preplanned emergency shelters on the mainland to house Monroe County residents – and their pets.

As a last resort for residents who did not leave despite the mandatory evacuation notice, Emergency Management worked with the School District to open several schools for residents to more safely shelter during the storm.

Simultaneously, Emergency Management worked on preparation for the response to the hurricane that undoubtedly would leave devastation and people needing help in its wake.

Preparation priorities included putting resources and responders in place to reopen the Marathon and Key West airports (so aircraft could arrive with emergency supplies and personnel) and to make U.S. 1 safe for emergency responders and utility crews to travel.

As Irma got closer to the Keys, a decision was made for the people working in the Emergency Operations Center, located in the BOCC chambers at the Marathon Government Center, to relocate to a safer place.

On Friday morning that safer place was Key West. But within hours the storm track changed drastically and by Friday evening it was safer to go to the other end of the Keys. On Saturday morning, about 125 people from the EOC and emergency responders caravanned to Ocean Reef in North Key Largo. It was a place not only safer to ride out the storm but also a place where the EOC could continue response preparations even while the storm was striking the Keys.

IRMA: CATEGORY 4 HURRICANE STRIKES THE KEYS

It could have been worse for Monroe County.



While Irma struck the Keys, preparation was being done at the makeshift Emergency Operations Center in employee housing at Ocean Reef.

As Hurricane Irma approached the Caribbean islands, the storm reached Category 5 status with peak winds of 185 mph. It was the strongest Atlantic basin hurricane on record outside the Gulf of Mexico and Caribbean Sea. Then Irma struck Cuba.

Initially, the official forecast track by the National Hurricane Center kept the eye of Irma over the open waters just north of Cuba – albeit the cone of uncertainty included the possibility that Irma's center could go over northern Cuba.

And it did. The eye of Irma spent about 24 hours bouncing right along the northern coast of Cuba, causing the hurricane to weaken from Category 5 to Category 3 status.

Once Irma was back over the warm waters of the Florida Straits, the hurricane began to strengthen. On Saturday about 12:15 a.m., the outer bands of the storm began reaching the Keys.

Irma barely regained Category 4 status when it struck the Keys. While still a strong hurricane, Irma did not pack as powerful a punch as it could have had it not gone over Cuba.

The National Hurricane Center reported Irma made landfall at 9:10 a.m. Sunday, Sept. 10, 2017 with the eye of the storm passing over Cudjoe Key. Strong winds continued throughout the Keys the rest of the day and subsided in the afternoon. The storm also brought storm surge, up to about 9 feet in some areas.

While the Keys were weathering Hurricane Irma, Monroe County's Emergency Management team was working out of the makeshift Emergency Operations Center set up Saturday morning at Ocean Reef's employee housing. When the power went out, everyone worked by flashlights and a few lights powered by small generators.

Video conferences using Zoom technology were hosted from this makeshift EOC with the Keys municipal emergency operation centers and other emergency responders throughout the Keys and the mainland.

Emergency Management Director Martin Senterfitt led the coordinated preparation effort to have local responders and out-of-county personnel and resources ready to go as soon as the storm passed.





IRMA: WAKE OF DESTRUCTION

Hurricane Irma left a path of destruction from Ocean Reef in North Key Largo to Key West. Some parts of the island chain fared far better than others, but all suffered some levels of damage.

Most sadly, the Medical Examiner reported there were 17 hurricane-related deaths in the Keys.

More than 4,000 homes were destroyed or badly damaged, most in the hardest hit areas between Cudjoe Key and Marathon. More than 1,800 boats were destroyed. The once beautiful island chain was left a mess.

Vegetative and property debris were strewn into the mangroves, across U.S. 1 and local roads, throughout neighborhoods, and into canals and nearshore waters.

Large trees toppled and those that survived lost branches and most of their leaves.

Almost all homes and businesses in the Keys lost power, water, sewer, cell service and Internet service.

The last time the Keys had experienced such a powerful storm was 1960, with Hurricane Donna.



IRMA: THE IMMEDIATE RESPONSE

In the late afternoon of Sept. 10, just hours after the eye had passed the Florida Keys and conditions were safe enough to go outside, Monroe County Emergency Management put into action all its planning and preparation to lead the Keys' coordinated response to Hurricane Irma.

One priority was re-opening Key West International and Florida Keys Marathon International airports so military and other aircraft could land with emergency supplies and personnel. Emergency responders gathered at the airports on the evening of Sept. 10 to start clearing the runways of tons and tons of debris. By the next morning both airports were ready to receive emergency aid. By the evening of Sept. 11, the U.S. Air Force, U.S. Marine Corps and Army National Guard were stationed on site to help with the response.

The Alaska National Guard was the first military aircraft to arrive. They positioned themselves in Louisiana and were able to fly around the storm to land as soon as the runway in Marathon was clear.

Another priority was inspecting all 42 bridges along U.S. 1, as well as clearing the highway of debris and making several quick repairs to washed out roadway to make the Keys' only main road safe for search and rescue crews,



other emergency responders and utility workers. Monroe County's public works, Fire Rescue and others began the effort on Sunday evening. The Florida Department of Transportation had crews ready to go the morning of Sept. 11.

At daybreak Sept. 11, Monroe County Emergency Management relocated its Emergency Operations Center back to the Marathon Government Center. Most communications (cell phone and broadband Internet) were knocked out and work began immediately to restore service.

By 10 a.m., search and rescue missions began, with crews going door to door to look for any survivors needing help. It required getting through many local roads that were impassable due to debris. Over six days about 15,000 homes were searched.

Food, water and temporary medical facilities began to arrive Sept. 11 to help the survivors who did not evacuate. Food and distribution sites were set up throughout the County. The County coordinated with the American Red Cross to set up and operate shelters at local schools for those whose homes were destroyed or too damaged to live in.

Monroe County Fire Rescue answered medical calls, assisted with search and rescue, put out fires and helped clear debris during the initial days of the response.

Florida Keys Electric Coop, Keys Energy Services and the Florida Keys Aqueduct Authority had local and out-of-county crews ready to mobilize as soon as the storm passed and worked tirelessly to restore water, power and sewer services as quickly as possible.

Monroe County's Sheriff Office worked alpha/bravo shifts and got help from law enforcement teams from around the country to prevent looting, answer calls, enforce the curfew and man checkpoints.

Much work was done as quickly as possible to make it safe and secure for residents who had evacuated to be able to return to the Keys to begin their own recovery.

Emergency Management worked with federal, state and local partners on the response. Gov. Rick Scott, U.S. Senators Bill Nelson and Marco Rubio, U.S. Representative Carlos Curbelo, state Representative Holly Raschein, FEMA Director Brock Long and other elected officials and agency leaders came to the Emergency Operations Center in Marathon to lend their support.

FEMA set up four Disaster Recovery Centers throughout the Keys, and sent crews door to door to help people with individual assistance.

Public information created a Keysrecovery.org website,

created and distributed flyers, provided several news releases each day to keep up with the evolving response information, posted regularly on social media sites and worked with the media to help get information out to the community.

Non-profit and religious-based organizations, with a small army of volunteers, helped provide meals, distribute donated goods and supplies, clear debris from people's houses and deliver smiles and hugs to the survivors.

Everyone who worked on the response tried to make the lives of the hurricane survivors better.



IRMA: FEMA AND SBA ASSISTANCE

Monroe County Emergency Management and County staff worked closely with the Federal Emergency Management Agency and the Small Business Administration during the response and recovery stages of Hurricane Irma.

Emergency Management helped FEMA to set up Disaster Recovery Centers throughout the Keys to sign up people for Individual Assistance and answer questions about the statuses of their accounts. FEMA also sent mobile crews into the neighborhoods to sign up people.

Entering 2018, FEMA conducted about 21,500 home inspections in Monroe County for assistance eligibility, resulting in more than 16,000 Monroe County residents impacted by Hurricane Irma receiving more than \$58 million in federal grants.

These grants include money for temporary rental assistance, home repairs and other needs not covered by insurance, such as replacing destroyed personal property.

More than 9,000 Monroe County households were provided with rental assistance money from FEMA. Many families received two months of rental assistance.

About 2,860 Monroe County households who have uninhabitable primary residences and encountered difficulty finding an appropriate place to rent stayed in hotels under FEMA's Transitional Sheltering Assistance program. That number was down to about 430 entering the new year.

As a last resort, 200 Monroe County households entered the new year staying temporarily in housing supplied by FEMA. This included 173 households that were licensed into temporary travel trailers and 27 households that were licensed into FEMA direct-lease properties. The County helped with these efforts.



Monroe County staff also helped with FEMA's Sheltering and Temporary Essential Power (STEP program), which provides up to \$20,000 in temporary emergency repairs, so survivors can remain in their homes while more permanent repairs are made. More than 250 households registered for the STEP program, which is at no-cost to the homeowner. Inspections and construction continued into 2018.

Before the STEP program was put in place, Monroe County worked with the National Guard on a "Demucking Program." About 500 households participated, with Guard members removing destroyed appliances, furniture and personal goods from people's homes and taking them curbside for collection. This program was another way to help people get a jumpstart on repairing their homes.

Additionally, the National Flood Insurance Program, which is part of FEMA, has paid more than \$60 million in flood insurance claims for Monroe County policyholders, according to preliminary data. The county worked diligently over the past few years to keep the Keys eligible for the National Flood Insurance Program.

Entering 2018, the Small Business Administration had approved \$130.3 million in low-interest disaster loans for residents and business owners in Monroe County. This included 1,840 home loans of \$98.7 million, 272 business loans of \$26.7 million and 71 business Economic Injury Disaster Loans of \$4.9 million.



As of early January, more than 2.3 million cubic yards of hurricane land debris (both vegetative and construction and demolition, C&D) and 19,000 white goods (destroyed large appliances) was collected throughout the Keys. More than half of this debris was collected in the hardest hit areas in the Lower Keys.

To help in the effort, Monroe County public works crews collected hurricane debris from private roads (which debris contractors cannot collect on due to FEMA rules) and took the debris to the closest County road right of way (so it could be collected by debris contractors for FEMA reimbursement).

At the same time, Unified Command, which consists of leaders from the U.S. Coast Guard and the Florida Fish and Wildlife Conservation Commission, has removed more than 1,670 displaced vessels from Florida Keys waterways. The response has been prioritized based on potential environmental impact.

The Florida Department of Environmental Protection is anticipated to lead the marine hurricane debris cleanup of the canals and nearshore waters of the Keys. The work was expected to begin in February. DEP is working with the County on a mutual aid agreement, and is also working with the municipalities on separate marine cleanup efforts.

IRMA: HURRICANE DEBRIS REMOVAL

One of the most challenging tasks following a major hurricane is the cleanup. This is especially the case on an island chain, where most of the debris ultimately must be hauled to the mainland for proper disposal.

Monroe County, the five municipalities of the Keys, and the Florida Department of Transportation (which maintains U.S. 1), each were responsible for cleanup of their jurisdictions. No area of the Keys was spared Hurricane Irma's wrath.

All entities worked under FEMA's hurricane debris removal guidelines in order to get reimbursed by the federal agency for the tens of millions of dollars the cleanup would cost.



A major challenge was securing temporary debris management sites, where the debris collected on local right of ways could be staged. Once at these temporary management sites, the debris was either mulched or ground to make it more compact. This is done to reduce the number of trucks required to haul the debris to the final disposal destinations on the mainland. This process greatly reduces cost and time to complete the cleanup.

Due to the lack of available properties that are big enough and in the right location of the Keys to be used as temporary debris management sites, several parks needed to be used in this capacity for the cleanup effort.

IRMA: MONROE COUNTY WORKERS BEHIND THE SCENES

Monroe County Emergency Management Director Marty Senterfitt has a full-time staff of four people who prepare year-round for disasters: Shannon Weiner, Jeff Manning, Vince Kalson and Alary Lutazzi.

For Hurricane Irma, Emergency Management's full-time crew began official operations on Labor Day, Sept. 4, and for the next 50 days worked an average of 12 to 16 hours a day, with only three days off, while "eating their weight in peanut butter and bathing in local swimming pools." Three of them worked these grueling, stressful hours despite Irma having damaged their own homes so badly that they were unlivable.

Emergency Management's staff had plenty of company during the hectic week leading up to the hurricane strike and during the difficult weeks of response that followed. More than 200 County employees worked similar long hours to help the Keys prepare for the hurricane and then, after the damage was done, to get back on its feet as quickly as possible. Many County employees continue to work long hours on the long-term recovery.

Here are a few of their stories:

Several of us in Growth Management/Planning were re-assigned to FEMA and County Inspectors to drive around the hardest-hit areas (Stock Island, Summerland Key and Big Pine Key) to conduct damage assessments. As "drivers," we helped navigate the maps (as some places just weren't THERE any more), took photos and helped the public with informational hand-outs ("how-to" file for help, get help, etc.) The days were hot and long, the conditions unbearable, but lots of us trudged through to get this first phase done so residents could obtain assistance asap! – *MARTINE VRAY*

Two of Fleet Management's finest (Mechanic/Generator Technician Craig Smith and Fleet Technician William Chapman) both worked with the EOC round the clock – before, during and after the storm. As soon as the storm passed, they both moved into and practically lived in the Marathon garage to keep fuel facilities on line, generators running and emergency recovery units in service. Several other members of Fleet fought their way back into the County to open all three garages Monday morning. – *ROY SANCHEZ*



Monroe County Fire Rescue crews began work before the storm had even completely passed the Keys, helping to clear U.S. 1 and other major roads needed for the recovery effort. They worked in the heat without water to shower or wash their sweaty clothing. This included search and rescue efforts and responding to an RV explosion in Bay Point called a BLEVE (boiling liquid expanding vapor explosion). And many firefighters helped residents clear debris from their homes and put tarps on their roofs. – *STEVE HUDSON*

I worked in the County's Emergency Operations Center for almost a month, 7 days a week, as part of the Situation Unit, within the Planning Section. I'm an attorney, so this was like a crash course in Turkish. I collected information from Incident Command, the other sections, law enforcement, the military, municipalities, hospitals, utilities, NGOs, and other outside groups – and disseminated the information so we all had "situational awareness." Every day I could see that we were making progress for the County, so it all was worthwhile. – *CYNTHIA HALL*

I contacted BOCC employees to determine if they needed hurricane recovery assistance. There were times when our phone conversations got a little emotional. Sometimes with grief and other times with joy. There were even times when it got to be fun connecting a “laundry” volunteer with someone who had been trying to find an open laundry to have clean underwear.
—*MERI-DE MERCADO*

I work at the Key Largo Library and lead Story Hour. Many parents who attend were searching for things to do with their children after the storm since the schools, parks, public pools and swimming areas were closed. I volunteered to hold several Story Hours at Coral Isles Church. It helped the children to see their friends and the parents were able to give and receive support from each other.
—*CHRIS MORGAN*

For Irma, I was the Chief of Logistics, responsible for ordering, tracking and addressing the many unmet needs of our small County for a hurricane of this magnitude. This included generators, light towers, disaster teams from outside the state to help victims of the storm, disaster medical assistance teams and barges with cranes for Keys Energy to access/repair power poles over the water. It also included food and water for everyone, lots of fuel and delivery of fuel for sanitation lift stations, generators to keep cellular/ communications towers working and handling of donated items to charities.
—*VINCE KALSON*



For Irma, I was the Planning Section Chief. I supervised a team that collected information to produce Situation Reports and Incident Action Plans that were important to the entire emergency response. I facilitated the Daily Operations Briefs, Command and General Staff Meetings, Tactics Meetings and Planning Meetings. I also coordinated and facilitated the County-wide coordinating Zoom calls. —*JEFF MANNING*

Before the storm, I contacted the County's debris contractor and DEP to get additional debris sites pre-approved so recovery activities could begin as soon as possible. When the winds died down, I coordinated with County crews, contractor crews and FDOT maintenance crews to assist with the initial road clearing effort throughout the Keys. I coordinated with FDOT to inspect the local bridges throughout the County once they had completed the inspection of the U.S. 1 bridges. I worked with our debris contractor and monitoring consultant to mobilize personnel to begin the months-long, 7-days-a-week debris collection. —*JUDY CLARKE*

As soon as the storm passed, at 8 p.m. Sunday, Monroe County Fire Authority, City of Marathon Fire Rescue and other county and city staff started clearing the runway. They worked through the night and by noon Monday, it was clear for military and humanitarian relief operations to begin landing. The airfield was occupied by U.S. Air Force, U.S. Marine Corps, and Army National Guard for approximately 10 days. Omar Iglesias was the only airport employee to not evacuate. Local citizens and airport tenants offered their help. Tony Daiuto, an aircraft mechanic at MTH, and Jim Barnhill, a local citizen and pilot, worked 12 hour days to assist me with any airport related needs for the first week after the storm.
—*TJ HENDERSON*

I returned immediately following the storm, and for two weeks conducted damage assessments traveling the path of destruction from Marathon through Saddlebunch Key. It was in Big Pine that I saw the worst of it, reminding myself how fortunate we were in Key Largo, with only 18 inches of seawater in my garage. The tools and equipment I lost paled in comparison to the utter devastation, and loss of everything families were unable to carry when evacuating. I saw firsthand the strength and resilience of my neighbors, and also the heartbreak of those who lost all, and would have to leave this paradise home. It is my sincere wish that the next one simply washes over my long dead bones. —*STEVE SULLIVAN*

IRMA: LONG-TERM MITIGATION AND HOUSING RECOVERY

After the hurricane winds subsided and the storm surge was gone, it was quickly clear that many homes in the Keys did not survive and that many people who make up the Keys workforce now had no place to live. It also became quickly clear that the homes built to the stronger building codes fared far better than ones built before the codes were in place.

Within a week of Hurricane Irma striking the Keys, Monroe County created a Housing Task Force that included municipal, state and federal partners to deal first with emergency housing and now with long-term housing recovery strategies.

The task force, headed by Monroe County's Director of Planning and Environmental Resources Mayte Santamaria, included members from each of the Keys' five municipalities, the U.S. Army Corps of Engineers and several branches of FEMA. Officials from the U.S. Department of Housing and Urban Development (HUD) and the States' Emergency Management also participated.

The "Approximate Damage Assessment Results" from Hurricane Irma detail that 1,179 homes were destroyed throughout the Keys, and another 2,977 homes suffered major damage of the 55,000 housing units in the Keys. These early numbers did not include some of the hard-hit mobile home parks that were difficult to assess.



As a condition to the County being in the National Flood Insurance Program – which assures homeowners are eligible for federally subsidized flood insurance – the County must adopt local regulations consistent with FEMA federal regulations. This means structures damaged more than 50 percent of the market value are considered substantially damaged and must be rebuilt to current building and flood codes. This is to assure the same structures will not be damaged in a future storm.

Failing to enforce FEMA floodplain requirements also could put the County in jeopardy of losing future federal disaster assistance and federal-backed loans and grants for our citizens.

Building to code is more expensive. The County has been working to receive as much grant funding as possible to help lessen the burden to homeowners.

The housing task force developed a Monroe County Housing Strategy document that communicates the County and Cities priorities for future grant programs with state and federal partners.

The Monroe County Board of County Commissioners held a Special Meeting on Nov. 29, 2017 to address Housing Recovery Strategies. The BOCC directed staff to further investigate upcoming grant opportunities and to look at all our options for housing recovery, which may include funding to elevate and/or harden existing residential structures by retro-fitting structures with hurricane shutters, impact windows, metal roofs and reinforced trusses.

The BOCC directed staff to work on Comprehensive Plan amendments that would be effective for two years to accelerate the workforce housing for storm recovery. The Board directed additional density bonuses, which allow more units in a space, for workforce housing for the lowest income groups: very low, low and median.

The Board directed changes to the development review procedures for workforce housing projects to help them move faster through the process to get to the construction phase.

The BOCC discussed changing the ratio distribution of Rate of Growth Ordinance (ROGO) allocations. They currently are about 50/50, with 50 percent moderate and the other 50 percent a combined very low, low and median. The BOCC discussed a 25/75 ratio with 25 percent moderate and the remaining 75 percent a combined very low, low and median.

All of these proposed changes are to help accelerate recovery. None are in effect yet. They must all go through the public process to get adopted.

The BOCC also directed staff to put out a Request for Qualifications to build a "tiny home" as a model home that people could tour and evaluate.

The County continues to work with the Land Authority and the state and federal agencies on increasing funding and partnerships for land acquisitions, as well as rebuilding our damaged housing stock.

Our shared goals are to find opportunities to harden existing housing; demo and replace private residences to meet or exceed Building Code and Floodplain requirements; purchase lands to create additional open space and natural buffers; and build and increase the supply of workforce housing and choice of rental housing opportunities.



PLANNING & ENVIRONMENTAL RESOURCES



The continued goal of the Monroe County Planning and Environmental Resources Department is to foster sustainable, quality development in the county while conserving and promoting stewardship of the county's fragile environment and the unique character of the diverse island communities. The functions of this department are handled by the following offices:

PLANNING OFFICE: It is responsible for the administration of the adopted Monroe County Comprehensive Plan and Land Development Code. In 2016, after a six-year effort, the County Commission approved the updated 2030 version of this plan and the implementing code.

It evaluates just about everything that would affect our island chain, including land use, housing, marine resources and conservation of environmentally sensitive land. It addresses transportation, including mass transit, ports, aviation and infrastructure (water, sewer, solid waste disposal, drainage and groundwater aquifer recharge). This plan also deals with recreation and open space, cultural resources, historic preservation and capital improvement for all County services.

The Department processes amendments to the Comprehensive Plan and Land Development Codes based on changing conditions and applicant requests. Additionally, the Department reviews all development proposals for compliance with these plans.

Transportation Planning manages the completion of Travel Time & Delay studies to ensure the county is maintaining traffic related levels of service. It also reviews traffic studies submitted with land use applications and coordinates with State agencies on roadway and trail projects.

ENVIRONMENTAL RESOURCES OFFICE: Its services include the review of applications for compliance with environmental regulations, such as: habitat identification,



Budget: \$5.8 million
Number of Employees: 31

Senior Director:
Mayte Santamaria

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www.monroecounty-fl.gov/planning

landscaping, storm water, land clearing and FEMA required review of potential endangered species impacts under the Permit Referral Process. Environmental Resources staff works to protect the sensitive environment and endangered species of the county, in coordination with state and federal environmental agencies.

ENVIRONMENTAL RESTORATION OFFICE:

The Land Steward manages the County's habitat restoration and improvement projects to enhance and preserve county-owned lands and partners with state and federal agencies on maintaining conservation lands, specifically covering the removal of invasive exotic species and planting of native species.

GEOGRAPHICAL INFORMATION SYSTEMS (GIS) OFFICE:

It develops, maintains and disseminates geographic data and GIS resources to enhance county functions and provides resources making geographic data available to the public. The office also prepares maps depicting various data. This includes the development of multiple web application map tools to assist the public in researching properties.

MARINE RESOURCES OFFICE: It focuses on the protection of the marine environment, channel markers and the preservation of public water access. This includes ensuring pump-out services are provided throughout unincorporated Monroe County; the removal and disposal of derelict and abandoned vessels that have become an environmental or navigational hazard; and working with the Florida Fish and Wildlife Conservation Commission on funded projects to replace regulatory buoys, channel markers and other waterway management needs to improve recreational boating access and safety.



PLANNING AND ENVIRONMENTAL RESOURCES

Monroe County has been dealing with a unique problem. Due to the geography of our one-of-a-kind island chain community and our sensitive environment and endangered species, we have warranted state and federal protections for both our land and waters. These protections include a finite number of available building permits due to state limits for evacuation and environmental reasons.

There are now about 11,000 vacant parcels throughout the Keys (and approximately 8,000 within unincorporated Monroe County) with private owners that may seek to develop them with one housing unit.

The State currently allows unincorporated Monroe County to issue 197 R0G0 (rate of growth ordinance) building units per year to stave off reaching the 24-hour evacuation limit in the event of an approaching hurricane. At that rate of issuing permits, unincorporated Monroe County will reach its maximum build-out allowed by evacuation limits in 2023. This is about 3,550 more housing units.



1,300

Approximate number of building permits unincorporated Monroe County can issue before "build out" in 2023.

11,000

Number of vacant parcels throughout the Keys.

In 2018, the Planning and Environmental Resources staff will continue to partner with the Land Authority and the Florida Department of Environmental Protection to enhance and facilitate the acquisition of land in the Florida Keys. The County has entered into Memorandum of Agreement related to negotiating and purchasing parcels for the Board of Trustees of the Internal Improvement Trust Fund. Additionally, the County is continuing to partner with the Land Authority, as the County's agent for purchases using the \$10 million budgeted by the County.

PLANNING AND ENVIRONMENTAL RESOURCES

2017 ACCOMPLISHMENTS:

- The County adopted amendments to both the Comprehensive Plan and the Land Development Code to provide certain exceptions to the height limit in order to further protect property from flooding and reduce flood insurance costs. This was done by establishing standards when a structure can elevate above FEMA base flood elevation (BFE), with an increase in the maximum height limit.
- The department continues to provide a mobile vessel pump-out service under the County's free pump-out program for boats anchored in designated areas of the Florida Keys waters. About 1.3 million gallons of sewage has been collected through the program.
- The department adopted a Proof of Pump-out ordinance, Keyswide, to enforce proof of pump-out regulations for vessels and floating structures anchored or moored for more than 10 consecutive days within federally established No Discharge Zones (NDZ).
- The department, with their consultants, completed a nexus study to support the expansion of the inclusionary housing program to require the provision of affordable housing with the development of new transient and commercial development in the County.
- The County entered into a 380 agreement with the State and the cities to receive 104 residential building rights known as Building Permit Allocation System units for an affordable housing project in the County.
- During Irma, the Planning and Environmental Resources Department drafted Special BOCC agenda items related to disaster. They included: suspension to deadlines for planning activities; suspension of permits for clearing exotics; suspension of enforcement for removal of native trees for safety purposes; suspension of ROGO expiration; approval of debris staging sites; approval of waiver of permit fees for 180 days; and allowing travel trailers for temporary housing.



DID YOU KNOW? The County funded a \$61,200 effort that restored shoreline and nearshore habitats in the Marquesas Keys – a group of islands located about 17 nautical miles west of Key West and within the Florida Keys National Marine Sanctuary and the Key West National Wildlife Refuge. The project removed 31 abandoned and derelict vessels from these remote islands.

- The department worked on emergency permitting and also participated in Preliminary Damage Assessments and Substantial Damage inspections of homes within unincorporated Monroe County. We coordinated with State and Federal agencies on removing vessels displaced by the storm.
- The department led the County's effort to coordinate closely with the State, FEMA and the municipalities to evaluate and identify sites for temporary housing and to develop a longer-term housing recovery strategy.

2018 GOALS

- Continue investigating and moving forward with the Land Authority and the Florida Department of Environmental Protection on increasing funding for acquisition and partnering on land acquisitions.
- Process amendments to the Comprehensive Plan to facilitate the development of workforce housing.
- Develop a Land Development Code amendment that will include a requirement for non-residential development to provide affordable housing to offset the impacts their development has on the community and to provide workforce housing for their future employees (inclusionary housing).
- Secure supplemental funds for derelict vessel removals, channel marker maintenance and the mobile pump-out service.
- Assist in securing funds for hurricane housing recovery efforts.

"Coming together is a beginning; keeping together is progress; working together is success."

—Henry Ford

STRATEGIC PLANNING

Our current Strategic Plan is in the process of being updated. Just as was the case with the first plan created in 2006, the County spent much of 2017 holding public meetings and surveying our residents and business owners to gather input on how they think things are going and what they would like to see happen in the future.

This information will help shape, under the guidance of our Board of County Commissioners, the priorities of the new five-year Strategic Plan. As the needs and priorities of our community evolve, so does our Strategic Plan.

In Monroe County, we believe that Strategic Planning is more than just a document. It is an organizational culture that keeps the Community's and Commission's priorities front and center of every decision.

Having a clear strategic direction enables all County divisions and departments to focus their actions, resources and budgets in support of our Community's shared vision of its desired future.

We also recognize that Hurricane Irma has literally and figuratively changed the landscape of our community. While the early priorities of your feedback were "traffic, affordable housing and

canal restoration," we know that Irma has added new priorities to that list, including "recovery and resiliency."

In the early months of 2018, we will be seeking additional input from you, our citizens and business owners, to include these elements into our vision and plan. We know that there is a long road ahead to rebuilding paradise; but we also know that together we will make it happen.

Be sure to keep an eye on the new Strategic Planning webpage for monthly surveys and opportunities to provide feedback and input at www.monroecounty-fl.gov/strategicplanning.



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Employees: 1
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SUSTAINABILITY CLIMATE CHANGE & SEA LEVEL RISE



■ *In the Florida Keys, some low-lying roads and areas now flood during King Tides due to sea level rise.*

Monroe County is ground zero for experiencing the impacts of global climate change and sea level rise. Along the chain of islands that barely juts above the sea, many streets already are flooding numerous times throughout the year from extreme fall tides.

Habitat for wildlife that once was high and dry continues to be encroached with seawater. Rising seas already have begun to affect some roads and other County infrastructure, as well as some homes and businesses – and will continue to do so into the future.

Over the past seven years, Monroe County has taken a leading role in the regional effort to combat climate change and adapt to rising seas. We continued our regional coordination and activities with the four-county Southeast Florida Climate Compact.

A revised Regional Climate Action Plan was issued in November 2017 and presented at the 2017 Climate Summit held in December in Fort Lauderdale. For the County, planning for climate change and sea level rise must be integrated into all of our decision-making for a cohesive response.

In 2017, we began the Year 1 projects listed in the GreenKeys Sustainability Action Plan, which is available to review at the website: www.GreenKeys.info. The larger projects include:

Mobile LiDAR data elevation



Budget: \$2.1 Million
Employee: 1

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www.GreenKeys.info

project: We are improving the elevation data of the County's roads and facilities. Before the County can more accurately project the effects of sea level rise on the County's roads and facilities, the County must first have accurate data on the exact elevation of all 300 miles of County roads and first-floor building elevations.

County-wide roads analysis: This project that identifies near-term roads subject to inundation risk, including nuisance flooding, will be solicited in early 2018. The elevation data from the mobile LiDAR work will be used in the conceptual engineering analysis phase of this project.

In 2017, we also began the process to adopt a PACE (Property Assessed Clean Energy) Program that provides alternative options for funding of projects that increase energy effectiveness or wind insurance. Homeowners can receive funds, based on specific parameters, and pay back the funds through their property taxes after the project is completed.

We continued our climate modeling research to better characterize damage assessments from sea level rise.

In 2017, we budgeted for the design of our first two pilot road elevation demonstration communities, one in the upper Keys and one in the Lower Keys. Progress was slightly delayed due to Hurricane Irma. Design will be completed in 2018 and construction will be completed in 2019.

SUSTAINABILITY CANAL RESTORATION

In 2014, Monroe County embarked on a canal restoration program after a study showed that 311 of the 502 canals throughout the island chain did not meet the State's minimum water quality criteria – and are a source of nutrients and other contaminants to near shore waters.

The County has funded \$7 million for 8 demonstration projects that used different methods for canal restoration. The purpose was to verify the applicability, feasibility, effectiveness and costs of the different methods. State and federal grants have contributed more than \$1 million to this program.

In 2017, a 3-year demonstration canal monitoring program was completed with funding through a \$300,000 U.S. Environmental Protection Agency grant to Florida International University. The final report details the effectiveness of the demonstration projects towards water quality improvements and other improvements such as sea-grass habitat.

In September 2017, Hurricane Irma filled many of the Keys' canals with debris. Three of the County's demonstration projects in Big Pine Key were majorly impacted.

The Sustainability Office is working with the State Department of Environmental Protection (DEP) and the Florida Fish and Wildlife Commission (FWC) to clean the canals of marine debris after the storm and enable work to continue with the canal restoration projects.



The County is exploring a variety of methods to restore keys canals to improve water quality.

In 2017, the County completed an additional \$3.5 million in canal restoration projects, with preliminary indications showing improvement in water quality. The projects include:

- An air curtain for Canal #290 on Big Pine Key on Avenue I that was partially funded by DEP.
- A combination muck removal and backfilling project for Canal #83 in Key Largo for \$1.5 million.
- Backfilling for Canal #75 in Key Largo at Rock Harbor, for \$1.2 million. Construction is slated to begin in February 2018.
- A Canal Skimming program slated to begin in early 2018 in Key Largo, with the potential to be extended to all of unincorporated Monroe County.
- Augmented Aeration projects were selected as an option that combines aeration with microbes to potentially remove organic muck at lower costs. The projects are on

hold for additional research on the potential environmental risks of introducing microbes into canal waters.

- The Eden Pines pumping project on Big Pine Key underwent additional research for alternative restoration options. The results indicated a gravity injection well system may be an effective alternate to help circulate water in the stagnant canal system.

Results from a U.S. Environmental Protection Agency grant – which provided funding to address data gaps and changes to the State's DEP dissolved oxygen methodology and criteria in the canal masterplan – showed a reduction in the number of "Poor" classified canals throughout the Keys. Based on this new information, the County is re-ranking and prioritizing canals for potential restoration projects.

EXTENSION SERVICE

The University of Florida Institute of Food and Agricultural Sciences' Monroe County Extension Service is your front door to the experts and to research from across the state and at the university.

In the Keys, we provide timely and relevant solutions to improve your life. Extension is dedicated to bringing you current, science-based answers to all your questions – for free. We focus on horticulture, climate change, energy, small business and water quality right here in your community.

UF- IFAS Monroe County Extension conducts research and provides education to the Keys community. Are you interested in science? We have several citizen science programs that can help you become a researcher for your community. Are you interested in Natural Resources, Gardening or Sustainability? We offer UF certification programs in the Keys. Our office is supported by Monroe County (37%), UF (56%) and the state Department of Agriculture (7%).

We provide great programs, including: Master Gardeners, Sustainable Floridians, Small Business and Florida Keys Water Watch, and the Florida Master Naturalist Program. Check out the Extension Facebook to join a program at <https://www.facebook.com/MonroeCountyExtension>.

Extension Services helped lobstermen by quickly locating the traps lost in Irma by organizing a rapid assessment of traps with funding from NOAA- Sea Grant. Spotter pilots flew planes the length of the Keys using the GPS-enabled cameras. The team found the lobster trap clusters in both the Atlantic Ocean and Gulf of Mexico then shared the location with fishermen to aid in recovering traps.

2017 ACCOMPLISHMENTS

- Monitored climate change indicators and trends and analyzed potential impacts providing support for the Climate Change Advisory Committee as staff coordinator.
- Developed the "Environmental Purchase Policy and Program" for adoption by the county in 2018.
- Worked with the Monroe County Sustainability Coordinator to implement five actions adopted in the 5-Year Sustainability Action Plan.
- Partnered in a large-scale sponge restoration project to restore more than 15,000 sponges in Florida Bay using an EPA grant of \$379,945.
- The Florida Keys Water Watch Program trained 355 citizens, students and teachers to collect water quality data at 41 sites from Key West to Key Largo and record 284 data points for Monroe County in 2017.



- Provided education on landscape recovery from Hurricane Irma. More than 200 residents and county staff received training on the issues of salty soil, salt tolerant plants and proper pruning techniques based on post-disaster recovery practices learned after Hurricane Wilma.
- Held and sponsored the Tropical Fruit Fiesta, which drew more than 2,000 people. We provided leadership and Master Gardener volunteers to manage the event.
- Conducted business planning classes. Topics included business strategy, public data, legal structure, marketing and benefit cost analysis. Twenty-eight entrepreneurs learned entrepreneurship skills specific to their needs.
- Established two bio-digesters to demonstrate an alternative energy technology to local businesses and public officials.
- Established a fishermen's cooperative nonprofit organization to strengthen local industry resilience.

2018 GOALS

- Continue to monitor climate change indicators, analyze potential impacts and assist in the implementation of the Monroe County Climate Action Plan and other sustainability efforts.
- Support partnerships of organizations, agencies, businesses and volunteers who wish to work toward the resolution of local problems.
- Provide leadership in developing energy efficiency strategies for county operations.



Budget \$278,700
Employees: 5 (4 UF and 1 County)

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DID YOU KNOW? The University of Florida IFAS spent \$539,000 in direct funding in 2017 to manage Monroe County Extension office, which included agent salaries, training and UF research and specialists support.

- Teach the Monroe County Sustainable Floridians Program.
- Expand the Florida Keys Water Watch Program, a volunteer-based water quality-monitoring program for local citizens and school groups.
- Teach the Florida Master Naturalist Program for local eco-guides, teachers, state park employees, and individuals.
- Partner to restore sponges in Florida Bay and hold public forums to educate citizens about the importance of sponge habitat.
- Educate residents about fertilizer and pesticide usage and its effects on Keys nearshore waters.
- Provide eight-week program on Florida Keys Friendly Landscape principles.
- Provide Florida Keys municipalities the state required Green Industries-Best Management Practices landscaper certification.
- Increase business education and efficiency by offering classes for small businesses.

AIRPORTS KEY WEST & MARATHON

Monroe County owns and operates two airports: Key West International and Florida Keys Marathon International.

On Sept. 10, 2017, both airports were struck by Hurricane Irma, suffering significant impacts. Our small but dedicated airport staff, with the assistance of the community, cleared runways and completed other tasks that enabled both airports to open to emergency aircraft operations by noon on Monday, Sept. 11.

Both airports are self-supporting Enterprise Funds using money generated by rates and charges levied on airport tenants and users to fund the operation of each airport. No general revenue or taxpayer property taxes are used.

At Key West in 2017, about 760,000 passengers flew in and out of the airport on flights from Delta, American, United and Silver Airways. Those carriers offer non-stop commercial service to nine large hub airports.

Key West Airport also handled approximately 55,000 general aviation aircraft operations and pumped more than 3 million gallons of aircraft fuel.

2017 ACCOMPLISHMENTS – KEY WEST

- The airport was found to be in full compliance with all Federal Aviation Administration and Transportation Security



The airport commercial apron reconstruction project is approximately 50% complete. This \$9 million project is removing old asphalt pavement and installing 12 feet of concrete for air carrier aircraft parking that can better handle the weight of our larger existing aircraft and improve apron drainage.

Administration requirements during the Annual Safety & Security Inspections.

- The Monroe County Sheriff's office successfully initiated the Air Carrier Ramp Liaison program, which is designed to assist airlines in the safe and orderly flow of passengers to/from the terminal and parked aircraft on the ramp.

- The Key West Airport Fire Department responded to about 150 calls: 12 aircraft incidents, 80 emergency medical calls, 8 fuel spills and 37 wildlife related issues.

- The Airport Master plan is approximately 90 percent complete. This document will help guide the airport in general planning and the implementation of its 5-, 10- and 20-year airport planning goals, thus providing direction for the Airport's future growth.

- The \$10 million airport runway reconstruction project started in December 2017 and will provide a mill and overlay of the airports aging single runway. The project also will take advantage of existing paved overrun area on the west end to allow aircraft departing on Runway 9 to enjoy an additional 271 feet of available runway for takeoff only.

- Phase 2 of the airfield drainage system project began in December and will provide increased storm water handling capacity for the airfield and general aviation areas.

- Completed passenger experience enhancements to the airport's departure area, including new seating with computer outlets, air conditioning upgrades and audio upgrades.

- The airfield fence upgrade project is 85% complete, with a new 10-foot high chain link security fence and new signage in the north waterway portion of the airport's perimeter.

- Successfully launched the start of Ground Transportation Networking companies such as UBER, LYFT and Ride KW.

- Applied for and received more than \$16 million in FAA and FDOT funding for Fiscal Year 2017.

KEY WEST 2018 GOALS

- Complete Phase III construction for the Customs and Border Protection Facility. This overall project will provide CBP with a state-of-the-art facility that will allow CBP the ability to process more passengers per hour, enhancing our ability to promote and accommodate more international traffic.

- Begin design/construction on Phase 2 of the Noise Insulation Program phases to minimize noise intrusion into approved residences around the airport.

- Complete the Airport Master Plan study.

- Complete the runway rehabilitation project.

- Complete the ramp re-construction project.

- Continue working with local business leaders to secure additional air service in order to enhance competition, lower airfares and establish service to new markets.

An Airforce C-170 at Marathon Airport a day after Irma hit, with supplies and support equipment.



AIRPORTS KEY WEST & MARATHON

The Florida Keys Marathon International Airport finished its first full year as an international airport after the opening of the U.S. Customs & Border Protection (CBP) facility in the spring of 2016. The CBP facility provides international passenger clearing services for both aircraft and mariners arriving from foreign countries.

For the year 2017, approximately 270 aircraft arriving from several countries (including 32 arrivals from Cuba) and numerous private boats cleared customs at the facility.

The Marathon Airport continues to serve as a busy general aviation Airport. In 2017, about 75,000 takeoffs and landings were conducted at the airport with a wide variety of aircraft.

DID YOU KNOW?

The largest aircraft to arrive at Marathon airport during the Hurricane Irma response was the C-17, flown in by the U.S. Air Force the day after the storm struck. With a length of 174 feet and a wingspan of 170 feet, the C-17 is one of the U.S. military's largest transport aircraft. Though the airfield at MTH is compact and difficult for a large aircraft to taxi there was no problem – the C-17 can reverse to line up for takeoff.

2017 ACCOMPLISHMENTS – MARATHON

- Began an Environmental Assessment in the Spring of 2017. This study will address any environmental issues created by the proposed shifting of Runway 7-25 about 40 feet to the north of its present location.
- Began the Airport's Master Plan Update in the Spring of 2017. Once complete, the new Master Plan will outline airport's responsible development over the next 15-20 years.
- Developed a long-term parking policy to increase airport revenue.
- Completed an 11-hangar facility for the storage of private aircraft.

2018 GOALS – MARATHON

- Continue to recover and repair all airport facilities and assets damaged by Hurricane Irma.
- Complete the Airport's Environmental Assessment.
- Complete the Airport's Master Plan update.



Employees: 20
Budget: \$8.4 Million

Director: Donald DeGraw
305.809.5200

DeGraw-Donald@
monroecounty-fl.gov

www.monroecounty-fl.gov/airports

SOCIAL SERVICES

Monroe County Social Services assists a diverse population with a number of long-standing programs. We are committed to offering basic and life-sustaining services to each citizen in need in Monroe County, regardless of his or her circumstances. In 2017, we had more than 3,000 office visits and more than 8,000 incoming calls from citizens inquiring about our wide variety of programs and assistance.

Low Income Home Energy Assistance Program (LIHEAP):

This program provides financial relief from high-energy costs to prevent services disconnection for families and individuals in crisis. Efforts are made to serve the elderly, those with special needs, and families with very young children. During federal fiscal year 2017 to date, Social Services has served 551 households countywide with more than \$211,000 in grant funding.

Alzheimer's Disease Initiative (ADI) and Older Americans Act (OAA):

Social Services provided nearly 21,500 hours of service to elderly and disabled citizens in Monroe County during 2017 via the Alzheimer's Disease Initiative and Older Americans Act with grant-funded programs.

The services provided under this program include homemaking, personal care, in-home respite, facility-based respite, chores, home improvement, and individual and group caregiver training. If our homebound seniors did not receive these services from us, they would be prematurely institutionalized and gone from our community. With our help, they are able to continue to live in their homes, near their family and friends.



Weatherization Assistance Program (WAP):

This federal program assists Monroe County's eligible low-income families improve the energy efficiency of their homes with repairs, renovation and installation of cost-saving energy measures.

During 2017, as a result of the partnership between Social Services and Monroe County Housing Authority, we administered more than \$525,000 in funding countywide to help 27 eligible homeowners. These funds provide for home repair, renovation and installation of cost-saving energy measures that can reduce energy bills by 20 to 30 percent.

Bayshore Manor Assisted Living Facility:

Bayshore Manor, Monroe County's 16-bed Assisted Living Facility, provides residents and adult day care guests with quality and compassionate care, while enhancing quality of life, preserving dignity, and meeting health, social and emotional needs. As the only Assisted Living Facility in Monroe County, Bayshore Manor remains at maximum capacity

and maintains a constant wait list. At Bayshore Manor, we also care for adult day guests. Last year, these guests spent more than 5,000 hours at our facility.

Nutrition Services:

Through Social Services' home delivered meal and congregate meal programs, our Nutrition Services allow clients to receive hot, healthy, nutritionally sound meals on a daily basis. For clients who are unable to leave their home or are bedridden, our meal delivery service also provides them with a daily check on their well-being.

Our four nutrition sites in Key West, Big Pine Key, Marathon and Plantation Key provide a variety of activities to promote health and wellness, socialization and personal enjoyment. In 2017, we delivered 2,544 hot meals and 24,000 frozen meals.

As a result of Hurricane Irma, our Big Pine Key Meal Site was damaged and temporarily closed for repairs. However, meals were still provided to all of our clients on Big Pine Key via our Nutrition and Transportation staff.





Budget: \$5.2 million
(which includes \$1.4 million in grants).

Senior Director:
Sheryl Graham
Employees: 46

305.292.4510
Graham-Sheryl@
monroecounty-fl.gov

www.monroecounty-fl.gov/socialservices

Indigent and Pauper Cremations:

Social Services handled more than 70 indigent and pauper cremations for Monroe County. We work with the Medical Examiner, law enforcement and the local funeral homes to ensure that all deceased individuals are identified properly.

We exhaust all avenues to locate family members or loved ones. If no one is available to take financial responsibility, Social Services handles the final arrangements and inters the cremated remains in a County-owned vault at the Key West Cemetery in perpetuity. Each year we co-host a memorial service with the Florida Keys Outreach Coalition at the cemetery for those who passed away during the year to ensure they are laid to rest with dignity, honor and respect.

Monroe County Transportation:

- Monroe County Transportation (MCT) provides door-to-door para transit service for any transportation-disadvantaged resident of Monroe County. In 2017, we provided more than 20,000 one-way trips, which ensure that our most vulnerable citizens are able to go to the doctor, grocery store, pharmacy and other necessary locations while maintaining a high degree of independence.

- MCT also maintains the Special Needs Registry for Monroe County residents who have been identified as having a special medical or transportation need. We transport these individuals who require assistance during evacuations. Hurricane Irma presented unique challenges during the evacuation due to such a high number of individuals wishing to be registered and evacuated at the last minute.

- For more information about the Special Needs Registry or to register yourself, call 305-292-4591 or go to www.monroecounty-fl.gov/specialneedsregistry.

GOALS:

- During 2018, one of our Social Services Bayshore Manor's goals is to add at least two annual social activities or field trips to the residents' schedules during the year. The outings are usually sponsored by vendors or businesses in our community.

- In 2018, one of Social Services Nutrition Program's goals is to increase the number of hot meals our homebound elderly citizens receive by a minimum of 10% during the year.

The Monroe County Department of Veterans Affairs provides veterans services in accordance with Florida Statute 292.11 and 38 C.F.R. from offices in Key West, Marathon and Key Largo.

The Department provides technical assistance, obtaining VA benefits for more than 9,500 Florida Keys veterans, as well as another 2,000 "snowbird" veterans, military retirees, active duty personnel and their families.

These benefits include monetary compensation for service-related disabilities, non-service connected pensions, burial benefits, widow's benefits, educational benefits, VA home loans and VA insurance claims. Non-monetary benefits include obtaining replacement Military Medals and VA Healthcare.

We also assist veterans in obtaining State of Florida benefits, including disabled veterans license tags, property tax exemptions and educational benefits – through the Florida Department of Veterans Affairs.

Our department's personnel, including administrative assistants, are trained in accordance with 38 CFR, Federal Veterans

VETERANS AFFAIRS

Laws Rules and Regulations by the Florida Department of Veterans Affairs.

2017 ACCOMPLISHMENTS

- Assisted veterans in receiving retroactive payments of \$2.4 million, with an increase to \$57.7 million per year in overall VA expenditures in Monroe County.
- Assisted 7,035 veterans seeking assistance through office visits: 10,346 by phone and 108 field visits.
- Added 572 new clients and made 357 referrals to other federal, state or local agencies for assistance.
- Received 3,999 calls for transportation and transported 1,353 veterans to the Miami VA hospital.
- Provided quarterly briefings to Naval Air Station, Key West and the Joint Interagency Task Force for veterans, retirees and active duty personnel leaving the military. Provided Benefits Delivery at Discharge (BDD) for SOC South personnel.
- Provided numerous briefings to organizations, including Rotary Club, VFW, American Legion and Moose Lodge on veteran's benefits and the overall veteran population to include the homeless veterans.
- Coordinated and hosted two "townhall" meetings throughout the Keys with the Director of the Miami VA Medical Center and his staff to provide updated information



on VA health care and future initiatives.

- Continued an open dialogue with the offices of U.S. Rep. Carlos Curbelo, FL 26th District and State Rep. Holly Raschein, 120th District by providing up-to-date VA information and identifying areas of concern for the veterans of the Florida Keys.

2018 GOALS

- Continue to monitor changes in veteran demographics within the County and make adjustments when and where necessary to ensure proper staffing is available to provide required services.



VETERANS AFFAIRS OFFICES IN THE KEYS:

Key Largo – Murray Nelson
Government Center, Suite 218, 102050 Overseas Hwy., 305-453-8777

Marathon – 490 63rd St.
Ocean, 305-289-6009

Key West – Harvey
Government Center, Suite 204, 1200 Truman Avenue, 305-295-5150.

Budget: \$668,000

Director: Gary E. Johnson
Employees: 10

305.295.5150 or
305.453.8777

Johnson-Gary
@monroecounty-fl.gov

www.monroecounty-fl.gov/veteransaffairs



GUARDIAN AD LITEM

The Guardian ad Litem (GAL) Program, established into Florida law in 1980, mandates that every abused, neglected or abandoned child who enters the dependency court system be provided with a Guardian Ad Litem.

The program is a complex system of volunteers, attorneys, staff, training, support, technology and state agencies – with the simplest of missions: “The best interest of the child is our only interest.”

While the Department of Children and Families (DCF) and the Guardian ad Litem Program both work to protect the safety and welfare of abused, abandoned and neglected children, the two entities serve different purposes. The Department of Children and Families is responsible for assessing risk and providing direct services to families, which is done through community-based care agencies.

The Guardian ad Litem Program advocates exclusively for the best interests of the children. GAL’s slogan: “I am for the Child.” In Monroe County, we have been able to accept all dependency cases, which has allowed us to represent 100 percent of the children involved in these proceedings.

Through our volunteers, staff, attorneys and public-private community partners, we worked to reach



Budget: \$210,000

Circuit Director: Alexa Leto
Employees: 11 (2 county, 9 state)

305-292-3485
Leto-Alexa
@monroecounty-fl.gov

www.monroecounty-fl.gov/guardianadlitem

permanent homes for 62 children through family reunifications, adoptions, permanent guardianships and age-out transitions.

In Monroe County, we had more than 271 children involved in our dependency system. They were served by 100 outstanding volunteers, who selflessly gave their time and talents to help these vulnerable kids. This volunteer work includes investigation, report writing and testimony about a child’s current situation and what has happened to the child.

The Guardian ad Litem takes a team approach: One volunteer, One attorney and One child advocate manager to achieve the highest standard of advocacy of the children we serve.

More than 12,526 citizens statewide have volunteered countless hours to advocate for 37,135 children. Research shows that children who are represented by a volunteer advocate are 50 percent less likely to return to foster care, and those who do spend less time in foster care. They have fewer placement changes when in care and do better in school.

I am for the child. Are you? You can make a difference in our community by becoming a volunteer for the Guardian ad Litem program. Being a volunteer is a rewarding opportunity because of the difference you make in a child’s life. If you are interested in volunteering please contact us at 305-292-3485.

The Public Information Office's primary responsibility is to provide information about the actions, policies and public meetings of Monroe County's Board of County Commissioners and the County's 21 departments to the media and the public. This includes serving as the primary public information officer for Monroe County's Key West International Airport, Monroe County Emergency Management and Monroe County Fire Rescue.

The best source for public information about Monroe County is on Monroe County's website: www.monroecounty-fl.gov. This office led the first redesign of the website in years, making it more functional and informational for the community.

Communication with the public also is done in many other ways, including: news releases that are used by local newspapers and radio stations, public meetings and posts on social media. Our accounts include Monroe County BOCC (Facebook), @MonroeCounty (Twitter) and we have implemented an Instagram account that will be used more in 2018.

Communication also is

PUBLIC INFORMATION



done via MCTV, operated by Information Technology (see page 51). The Public Information Office creates this annual State of the County report, which details the previous year's accomplishments and outlines goals for the upcoming year. It can be found digitally on the County website's homepage. The report also is available in hard copy at various County government buildings and libraries throughout the Keys.

The public information office also creates County presentations and helps facilitate access to government officials and staff members for the media.

Freedom of information requests made under Florida Public Records' laws for Monroe County government

are handled by the County Attorney's Office. Call 305-292-3470.

The County Attorney's Office also prepares and publishes the agenda for every BOCC meeting using the state-of-the-art Minutraq software system. This product allows residents to view agenda



Public Information Officer:
Cammy Clark
Employees: 1
305.742.9687

Clark-Cammy@
monroecounty-fl.gov

www.monroecounty-fl.gov/publicinformation

materials and the video of the BOCC's discussion on a particular item from one location.

For Hurricane Irma, the Public Information Office led the public information efforts for Monroe County Emergency Management before the storm hit and during the immediate response. Now, the office is leading the public information efforts regarding the long-term recovery efforts that will continue for months and even years.

During the response, the Public Information Office:

- Helped create a Keysrecovery.org website that provided information from all responding agencies.
- Answered more than 3,000 questions and information requests from the media, the public, responding agencies and staff of elected state and federal officials via emails, texts and phone calls
- Wrote about 250 press releases, which were also used for social media posts and website posts
- Worked with FEMA personnel to provide information about their programs and aid locations to the public and media.
- Helped coordinate VIP visits from Governor Scott, U.S. Senators Bill Nelson and Marco Rubio, FEMA Director Brock Long and others to the Emergency Operations Center.

INFORMATION TECHNOLOGY

Information Technology (IT) provides efficient, reliable and cost-effective technology services. We strive to be innovative and resourceful to support the IT needs of Monroe County.

The Service Desk manages the Exchange/Office 365 messaging environment as well as multiple enterprise applications. It also provides support for end users and manages the desktops, notebooks and other devices used by County employees.

The Server Administrator role supports the 78 physical and virtual servers in our environment. This includes managing operating systems, the applications that run on them and the storage they require. In addition, it manages the enterprise backup and recovery processes required to safeguard Monroe County's data.

The Network Analyst role supports our external connectivity, internal network and connectivity to more than 40 locations, the wireless

network for both internal and public use, phone services, firewalls and our Miami Data Center Infrastructure. Additionally, this role manages a private network that facilitates secure collaboration among the Board of County Commissioners and several other local government entities.

Information Technology operates Monroe County TV, the in-house television station that broadcasts on Comcast channel 76 and AT&T U-verse channel 99. We also manage the technical aspects of Monroe County's websites.

We also work with the Planning and Environmental Resources Department to manage Monroe County's Geographic Information System (GIS), which enables us to display geographic data in an intuitive manner on the county website and through the County's mobile app.

2017 ACCOMPLISHMENTS

- Significantly optimized our server environment – reduced overall server count from 120 to 78, upgraded all servers to Windows Server 2012R2, implemented automated Microsoft patching and deployed an enterprise backup solution supporting the entire server environment. This improved stability and data integrity, greatly enhanced security and lowered the maintenance costs.
- Upgraded County videoconferencing capabilities through the purchase, implementation and roll-out of Zoom videoconferencing. This prevents staff from having to travel to meetings throughout the Keys, saving time and money.
- Replaced more than 50 obsolete computers with new machines running Windows 10 and Office 2016 to provide the most productive work equipment to County employees.

- Worked with Comcast and AT&T to optimize Monroe County video stream output and enable the highest quality MCTV broadcast resolution/sound possible.

- Implemented, configured and rolled out Office 365 to senior management and Emergency Management – continuing to roll out to all employees through early 2018. Office 365 provides us with the highest level of availability for critical messaging, especially during disaster situations.

- Performed multiple significant updates to the network supporting Monroe County from a hardware, software and configuration perspective.

2018 GOALS

- Implement the Mitel VOIP phone system with approximately 1,500 desk phones deployed from Ocean Reef to Key West.

- Extend Monroe County's satellite capabilities to significantly improve our ability to communicate in disaster/emergency situations across multiple locations.

- Continue to roll out Office 365 and enable enhanced functionality as appropriate.

- Upgrade obsolete MCTV broadcast equipment in Key Largo and Key West to enable enhanced remote management capabilities and improve our ability to record and broadcast meetings.



Budget: \$2.7 million
Employees: 16

Director: Alan MacEachern
305.453.8792

MacEachern-Alan@monroecounty-fl.gov

www.monroecounty-fl.gov/informationtechnology



ENGINEERING SERVICES & ROADS

The Engineering Services and Roads Department is responsible for managing the engineering design, permitting and construction of County roads, sidewalks, bike paths, bridges, culverts and storm water infrastructure improvement projects.

We maintain 26 County bridges and approximately 312 miles of County roads and rights of way. We also maintain County sidewalks and bike paths – and the U.S. 1 traffic signals and streetlights within unincorporated Monroe County.

Engineering Services reviews right-of-way permit applications for work performed by residents and contractors on county roads and rights of way; issues the permits; and inspects the work to ensure it is done in accordance with County standards.

Staff provides support to the Planning Department through the Development Review Committee process by reviewing proposed development for impacts to County roads. We also review and provide comments on road abandonment requests.

The department oversees the Card Sound Toll Authority, which was responsible for operating the tollbooth on Card Sound Road near the Miami-Dade/Monroe County line that was demolished in December to make way for a new All Electronic Tolling System. The Toll Authority also maintains Card Sound Road, County Road 905 and the rights of way. Budget: \$ 24.2 million
Number of Employees: 32
Director: Judy Clarke
Clarke-Judith
@monroecounty-fl.gov



Budget: \$ 24.2 million

Director: Judy Clarke
Employees: 32

Clarke-Judith@
monroecounty-fl.gov

[www.monroecounty-fl.gov/
engineeringservices](http://www.monroecounty-fl.gov/engineeringservices)

2017 ACCOMPLISHMENTS – ENGINEERING SERVICES

- Completed construction of two roadway and drainage improvement projects, all with sea level rise adaptation included: Lake Surprise Estates Roadway and Drainage Improvements and Sexton Cove Estates Roadway and Drainage Improvements (both in Key Largo).
- Engineering design and permitting was completed and construction began on the Stock Island I and Key Largo I Roadway and Drainage Improvement projects.
- Roadway and Drainage Improvement Program continued with engineering design of the Stock Island II and Key Largo II projects nearing completion; construction of both will begin in early 2018, and engineering design and permitting of the 1st and Bertha Street project beginning.
- Bridge Program continued with completion of the Card Sound Bridge and the Garrison Bight Bridge construction projects; Garrison Bight achieved an early substantial completion date in spite of suffering delays due to Hurricane Irma.
- Engineering design of the Sugarloaf Boulevard Bridge Replacement continued and included an evaluation for additional sea level rise adaptation at the request of residents.
- Pigeon Key Ramp Restoration design is at 90%.
- Work on the Duck Key Bridges Cultural Resources Assessment project included a

public meeting that resulted in community consensus of a preferred design alternative, completion of the Section 106 Evaluation and Effects Case Study Report and acceptance of both by SHPO and the Coast Guard. Work. A draft Memorandum of Agreement between the county and SHPO is being prepared to facilitate repair/replacement of the four arch bridges.

- Card Sound Toll

Conversion is underway with contracts with Transcore for the electronic tolling system design and installation. Contract also is in place with Florida Turnpike Enterprise for the ongoing “backroom” operations and toll transaction processing services. And Halley Construction is set to do the design and construction of the toll and roadway infrastructure improvements.

- In conjunction with Sustainability Department, Engineering provided input and support for the Sea Level Rise Pilot Project to evaluate alternatives for seal level rise adaptation on county roads and develop a technical approach and design criteria for countywide SLR adaptation.

- In support of the County’s efforts in the Community Rating System program, which provides discounts for policyholders in the National Flood Insurance Program, Engineering/Roads geolocated existing county drainage structures and provided construction details for inclusion in the County’s GIS system. This documents drainage maintenance practices for the CRS program.

- Obtained grant funding to leverage local funds. This included: \$5.1 million Small County Outreach Program (SCOP) funds from the Florida Department of Transportation for construction and construction, engineering and inspection phases of the Key Largo II, Stock Island II and 1st and Bertha Streets Roadway and Drainage Improvement Projects and \$400,436 of Transportation Alternatives Program (TAP) grant funding from FDOT to design and construct a connection to the Overseas Heritage Trail from the Cudjoe Gardens community, beginning in FY 2019.

2017 ACCOMPLISHMENTS – ROADS

- Located all drainage structures with GPS coordinates and added locations to the County GIS system.

- Cleared 5,953 feet of wood line at Marathon Airport.

- Buzz-barred 402 miles, mowed 2,785 miles and conducted 75 miles of weed eating on County rights of way; swept 731 miles of County roads.

- Installed 522 new signs and 111 new sign posts, before and after Hurricane Irma.

- Performed 63 underground locates to check for utilities before some types of work are done in rights of way pre- and post-Irma.

- Picked up 1,413 bags of trash weighing 24,021 pounds and removed 43 tons of coconuts pre-Irma in Upper Keys.

- Performed 108 feet of road shoulder work using 797 pounds of material used in Upper Keys.

- Removed 19 tons of seaweed from Harry Harris Park pre-Irma.

- Took over Card Sound maintenance for C905 and Card Sound Road, and supervision of Card Sound road crew.

- Maintained Shared Use Path along U.S. 1 and C905 Bike lane.

- Cleared Hazel Street lot near County line and removed 104 tons of debris.

- Removed 52 tons of illegal dumping debris from 2nd Avenue in Key Largo.

- Built and installed new Sheriff’s department sign for Facilities and MCSO in Tavernier.

- Conducted Jet Ski Beach cleanup with MCSO.



The Card Sound Bridge Toll-booth was demolished in 2017 to make way for a new All Electronic Tolling System.

- Removed a Cuban raft from shoreline in Key Largo.
- Installed antennas at two fire stations for Key Largo Fire to change traffic signals from flashing yellow to red.
- Hauled and spread 12 truck loads of rock at base camp
- Cleaned all storm drains after the hurricane.
- Cleared and collected hurricane debris from private roads
- Conducted an inmate refresher training for work road crews
- Conducted temporary road repair and barricade placements on Long Beach Road on Big Pine Key
- Hauled 100 tons of rock to West Martello for repair work and hauled and distributed 20 trucks of sand at Higgs Beach in Key West following the hurricane.

2017 ACCOMPLISHMENTS – CARD SOUND TOLL AUTHORITY

- Collected \$1,075,237 in tolls for 11 months prior to suspension of tolling operations in August, 2017. This exceeded the comparable period in 2016 by



Public Works remove hurricane debris off private roads throughout the County.

2.8%. It was also the highest amount of revenue collected during a comparable period since 2009.

- Transitioned maintenance operations and personnel to Upper Keys Road Department due to termination of manual toll collection operations. Conducted manual toll collection operations until August 31, 2017, transitioned toll collection staff to open positions elsewhere in county system and managed relocation of office operations in anticipation of toll structure demolition.

2018 GOALS – ENGINEERING SERVICES AND ROADS

- Complete construction of Stock Island I, Key Largo I and Key Largo II Roadway and Drainage Improvement projects and initiate construction of Stock Island II project.

- Begin engineering design and permitting of the 1st and Bertha Streets Roadway and Drainage project with goal of starting construction in early 2019.

- Complete engineering design and permitting of the Twin Lakes/Sands Subdivision Sea Level Rise Pilot Program project and identify funds to proceed with construction. Begin construction of Pigeon Key Ramp Repair Project and Sugarloaf Boulevard Bridge Replacement Project.

- Construct the All Electronic Tolling (AET) system at Card Sound Road Toll. Finalize equipment and operations agreements with service providers and fully implement the new system.

- Continue to apply for and obtain grant funds for various projects.

- Continue implementation of a GIS-based Roadway Asset Management and work order system (GIS-based software program stores all our road

assets: roadways, signs, drainage structures, etc., so we can keep track of maintenance and issue work orders to crews).

- Initiate study and develop pavement maintenance and management program. Complete tasks for the Drainage Maintenance section of the Community Rating System program to facilitate maximization of awarded points to the County.

- Implement “lessons learned” from Hurricane Irma debris operations to increase department preparation for future events.

An aerial photo of the Cudjoe Regional Wastewater Treatment Plant.



WASTEWATER

In 1999, with nearshore water quality deteriorating around the Keys, the State of Florida mandated that the entire island chain install advanced wastewater treatment systems to eliminate the use of tens of thousands of septic tanks, illegal cesspits and ineffective small treatment units. It has been a daunting task for a small county spread over a series of 42 islands.

The price tag has reached about \$1 billion for the cost of the 12 major service areas systems and the individual hookups by homeowners and business owners. But now the finish line is in sight.

The final piece of the County's wastewater master plan – as well as its largest and most complex – was the \$196.5 million Cudjoe Regional Wastewater System. The system's treatment plant began operations in October 2015.

In 2017, the collection and transmission system was completed and available for connection for all but a few neighborhoods. In 2018, construction on No Name Key, Middle and Big Torch keys will be completed to close out the remainder of the Cudjoe Regional Wastewater construction.

In 2017, construction of a new \$7.1 million deep injection well was completed that disposes of treated effluent 2,000 feet below the surface.

Cudjoe Regional runs from Mile Marker 17 on Sugarloaf Key to Mile Marker 33 on Big Pine Key in unincorporated Monroe County. As of December 2017, more than 65 percent of the 7,500 homes and business have been hooked up. This is the last major area to hook up in the Keys.

Construction of the Long Key sewer system expansions to the East and West of Long Key was completed. The County worked with state and federal legislators to acquire grants and other funds for systems throughout the Keys. The County's portion of the project is fully funded.

The County also partnered with the Florida Keys Aqueduct Authority for the County portions of the system. The County's wastewater "department" manages the flow of funds to the Florida Keys Aqueduct Authority, which built, operates and maintains the County's systems.

It has been a long and expensive process, but the efforts to convert most of the county to central sewers was a necessity for the Keys marine ecosystem that is dependent on clear water with low nutrient levels. Without the new water systems, the water quality of the canals and near-shore waters would have continued to degrade and threaten tourism, our economy, the fragile environment and the Keys way of life.

PROJECT MANAGEMENT & FACILITIES

Project Management and Facilities contracts and builds all new public facilities for Monroe County. We currently have 109 projects on our worklist with a total construction budget of \$56.9 million.

Artist rendition of new Cudjoe Key Fire Station.



These projects include a new Plantation Key Courthouse and Detention Center, a new Marathon Library and Adult Education Center, a new Cudjoe Key Fire Station and a complete renovation of Bernstein Park on Stock Island.

Not included in this list are the numerous sites damaged by Hurricane Irma. Those sites are being grouped into projects as defined by FEMA's 406 Public Assistance Program. Project Management and Facilities also is responsible for maintaining and repairing more than 100 County buildings with more than one million square feet of space, as well as leased buildings throughout the Keys. These include our public facilities and offices, correctional facilities, historic properties, museums, parks, beaches and boat ramps. We test air quality, as well as certify and maintain alarm systems and elevators.



Budget: \$56.9 million
(projects)
Employees: 82

Project Management
Interim Director:
Cary Knight
305.292.4527

Knight-Cary
@monroecounty-fl.gov

[www.monroecounty-fl.gov/
projectmanagement](http://www.monroecounty-fl.gov/projectmanagement)



Budget: \$11.3 million
(facilities);
Employees: 82

Facilities
Interim Director:
William DeSantis
305.292.4534

Desantis-William
@monroecounty-fl.gov

[www.monroecounty-fl.gov/
facilities](http://www.monroecounty-fl.gov/facilities)

2017 ACCOMPLISHMENTS

- Finished design of the Big Pine and Reynolds Street Pier vistas. Advertised and selected Construction, Engineering and Inspection (CEI) services.
- Finished design of the Big Pine Swimming Hole Vista for the Heritage Trail Project.
- Finished construction on the Crawl Key fire training classroom facility.
- Finished repairs on the East Martello Museum in Key West and added Americans with Disabilities Act (ADA) access.
- Finished design of Marathon Library, Cudjoe Key Fire Station and relocation of Monroe County Sheriff's Office evidence storage room.
- Began construction of the new Sheriff's Office evidence storage room.
- Finished structural assessment of the Harvey Government Center.
- Hired construction management firm (CMAR) to review and consult on the Plantation Key Courthouse program.
- Finished design of the Plantation Key Courthouse sewer abandonment and cutover project.
- For Fire Alarm Systems, developed new monitoring guidelines; advertised Request for Proposals (RFP) for new systems monitoring; and hired contractor for upgrades and ongoing maintenance contract to these new systems.
- Completed site identification of all County buildings damaged by Irma as a part of the 406 Public Assistance Program.
- Revised Local Mitigation Strategies (LMS) 404 Hazardous Mitigation Grant list (HMGP). This is the list of identified projects that would qualify for hardening "mitigation" grants at a 75/25 cost share.

2018 GOALS:

- Finish major renovation project at Bernstein Park.
- Finish 6f conversion of use process for Higgs Beach Park. We previously accepted a Land & Water Conservation Fund Grant, which sets aside this land as outdoor recreation park space in perpetuity. The conversion is swapping park ground for roadway and vice versa to provide a better park layout as part of the master plan. We also will be preparing for 2019 construction of the road relocation and master plan.
- Finish Higgs Beach sand replenishing review and permitting by the Florida Department of Environmental Protection and the Army Corps of Engineers by mid-summer 2018 and prepare for construction.
- Begin construction of the Marathon Library and Adult Education Center and the Cudjoe Key Fire Station.
- Begin the Meal Site renovation/relocation on Plantation Key Courthouse site to the 1936 Historic Tavernier School property.
- Relocate Social Services from the Spottswood Building on Plantation Key Courthouse site to the 1936 Historic Tavernier School property.
- Finish construction documents for the Plantation Key Courthouse and prepare for 2019 construction.
- Finish construction of the Sheriff's Office evidence storage room on Stock Island.
- Begin and complete construction of the Big Pine and Reynolds Street piers.
- Finish Design of the new mechanical building for Jackson Square and prepare for construction.
- Finish master design and construction documents for the bathroom facility for Rowell's Waterfront Park in Key Largo.
- Make repairs to the Big Coppitt Boat Ramp and additional repairs to Harry Harris Park boat ramp in Tavernier.

Bernstein Park's renovation was almost complete when Hurricane Irma struck and caused damage that needed significant repairs before opening.



ONE-CENT SALES SURTAX FOR THE KEYS INFRASTRUCTURE FUND

In 1989, Monroe County citizens passed the first “infrastructure tax,” a one-cent addition to the sales tax – for a period of 15 years. It originally was earmarked to pay for construction of the Monroe County Detention Center on Stock Island, a much-needed facility to replace the overcrowded jail in Key West. At the time, the county was under federal court order to solve the overcrowding problem.

In 2012, the one-cent “infrastructure sales surtax” was extended to 2033 with the approval of 68 percent of the voters of Monroe County. The purpose of this extension was to fully fund the remaining state-mandated central sewer and storm water treatment upgrades; repair deteriorating county roads and bridges;

continue land acquisition efforts, and fund other county infrastructure projects that improve residents’ quality of life and restore or preserve the county’s natural resources. At the time, the Keys, the state of Florida and the entire country were just starting to recover from a national economic downturn, and the Keys were still tens of millions short of funding its sewer mandate.

Since 2012, the Keys economy has improved and funds from state and federal sources to help with the sewer projects have materialized. With the help of the surtax, which generated more than \$100 million to complete several wastewater systems throughout the island chain, the County’s sewer obligations are now fully funded.

For Fiscal Year 2017, the penny surtax generated about \$36.7 million of which about 60 percent is paid by tourists and day visitors. The ability to fund major capital projects with sales tax revenues significantly lowers the property tax burden of our residents. The funds are distributed among the County and five municipalities using a revenue-sharing formula mandated by statute. The County received \$21.5 million (60 percent) and the rest was divided among the five municipalities: Key West, Marathon, Islamorada, Key Colony Beach and Layton.

Last fiscal year, the County made good use of its surtax funds – spending \$24.6 million to follow its Capital Projects Plan, a multi-year blueprint. Projects using this funding included: parks, wastewater, canal restoration and road repairs.

For fiscal year 2018, the County is estimating conservatively that the surtax tax will raise about \$19.5 million for the County’s share of the fund.





COUNTY BOAT RAMPS

Unincorporated Monroe County has seven boat ramps that are now available for the public to use. All are free to County residents. Check the County website for more information.

- Sunset Point Park, Mile Marker 95.2
Bayside, Sunset Court, Key Largo
- Koehn Avenue Boat Ramp, Mile Marker 30.8
Bayside, Big Pine Key
- Eden Pines Boat Ramp, Mile Marker 30.8
Bayside, Big Pine Key
- State Road 4A Boat Ramp, Mile Marker 28.5
Bayside, Little Torch Key
- Blimp Road Boat Ramp, Mile Marker 21.2
Bayside, Cudjoe Key
- Geiger Boat Launch, next door to Geiger Marina, Geiger Key
- Barcelona Boat Ramp, Mile Marker 9.3,
Big Coppitt Key

Monroe County's boat ramp at Harry Harris Park, Mile Marker 92.5 Oceanside in Tavernier was closed following damage caused by Hurricane Irma. The boat ramp will be reopened as soon as possible in 2018.

COUNTY PARKS & BEACHES

Unincorporated Monroe County maintains 22 parks and beaches, covering more than 100 acres that showcase the beauty and culture of the island chain.

Unfortunately, Hurricane Irma wreaked havoc on most of them – and a few were

needed to be used as temporary hurricane debris management sites. The County knows how important parks and beaches are to our residents and has worked as quickly as possible with the resources available to repair the damage and make them available again for the community to enjoy.



UPPER AND MIDDLE KEYS

KEY LARGO

Friendship Park

This 3-acre park has a playground, baseball diamond, basketball courts and shaded structures. , Location: 69 Hibiscus Drive

Key Largo Community Park & Pool

This sprawling, 14-acre park features playing fields and a fitness course. It also has courts and surfaces for tennis, soccer, baseball, volleyball, basketball, handball and skateboarding. The Jacobs Aquatic Center is located on the edge of the park (admission fees apply for pool). The County runs the park in partnership with the YMCA. Location: 500 St. Croix Place.

Murray E. Nelson Government Center Park

This park is a bit hidden at the back of the government center, with a fabulous view of the Bay. It features five pavilions, restrooms and picnic tables. It is accessible for small boats and kayaks and canoes can be launched here. Location: 102050 Overseas Highway.

Rowell's Waterfront Park

This 8-acre park along the Bay opened as a passive park in 2016. The County was working on a scenic overlook and other plans to renovate the land into a more active park when Hurricane Irma struck. This park was turned into a temporary management site for land hurricane debris. That operation ended in December and in January it was turned into a temporary management site for marine hurricane debris. Location: 104.5 mile marker on U.S. 1.

Sunset Point Park

This nearly 3-acre park features a boat ramp, offering kayakers and canoers access to surrounding waters. Location: 20 Sunset Drive.

Sunset Point Park 2

Location: Corner of North Bay Harbor & Sunset Road

TAVERNIER

Old Settlers Park

This historic location has been transformed into a small park with a pavilion, picnic table, walking trail and playground. Benches scatter the park to provide visitors with a place to enjoy the scenic ocean views. Pets are allowed: Location: Mile Marker 92.5 of U.S. 1, oceanside

Burr Beach/Park

This is a vacant, sandy beach located at the end of Beach Road. Visitors can relax on the beach and access the water. Location: End of Beach Road.

Harry Harris Park

The 21-acre park along the ocean was heavily damaged during Irma and remained closed to the public through the end of 2017. It temporarily served as a staging site for damaged vessels that were removed from the waters by Unified Command. The park normally features a boat ramp, pavilions, barbeque grills, picnic tables, a playground, a basketball court and baseball fields, with a protected beach and swimming area. Work began in 2017 to restore the park and reopen it to the public as quickly as possible. Location: end of East Beach Road

LITTLE DUCK KEY

Veterans Memorial Park

Hurricane Irma decimated this small park along the ocean, eroding the sandy beach and destroying the picnic area and restrooms. It is closed indefinitely. Location: west end of the Seven Mile Bridge, Mile Marker 40 of U.S. 1.

LOWER KEYS

BIG PINE

Blue Heron Park

Due to Hurricane Irma, only the pickle ball courts are open as of January 2018. The County is working to restore its features, which included a community building with restrooms, three tiki pavilions with 6 barbeque grills, a basketball court and a volleyball court. It also was equipped with a foosball table, ping pong tables and tetherballs. Location: Intersection of Wilder Road and Lytton Way.

Watson Field Park and Big Pine Dog Park

This park serves as a dog park and has a grassy playing field. There is a baseball field, sandy volleyball court and two tennis courts. Location: 30150 South Street.

Palm Villa Park

This small park has a picnic table and playground. Location: End of Palm Avenue and Wilder.

Big Pine Key Community Park

This 10-acre park was hit hard by Hurricane Irma. It served as a FEMA Disaster Recovery Center during the recovery. Work began in December to repair the park, which has a roller hockey rink, basketball court, handball courts, baseball field, tennis courts, bocce courts, shuffleboard courts and pickleball courts. A fitness trail has views of the bay. There also is a playground, skate park and community center, which can be used for meetings and parties. Address: 31009 Atlantis Road, at the end of Sands Road.

RAMROD KEY

Ramrod Park

The park is vacant and sandy. Visitors can enjoy walking or relaxing on the sand while watching the sunset. Location: corner of Bay Shore Drive and Pruitt Drive.

SADDLEBUNCH KEY

Bay Point Park

The park behind Baby's Coffee at mile marker 15 features benches, picnic tables and barbeque pits. There is a sand volleyball court, a basketball court, a tennis court and a bocce court. It also has a sandy playground with swing sets and a jungle gym, a large grassy field and a soccer net. Location: 6 West Circle Drive

GEIGER KEY

Boca Chica Beach

This relatively secluded beach is a great spot to see a multitude of sea life. Location: 354 Boca Chica Road

BIG COPPITT KEY

Big Coppitt Volunteer Fire Department Park

The park includes a basketball court, roller hockey rink, bocce courts, horseshoe pits and a handball court. It also has six tables and benches. Location: 280 Avenue F

Wilhelmina Harvey Park

The family friendly park has a jungle gym, swing set and picnic area with a open grassy area and small walking trail. Dogs love the gated park. Location: 373 Avenue F

STOCK ISLAND

Bernstein Park

The park was about to reopen in the fall of 2017 after a one-year major renovation project to raise all the ballfields, build a new community center and construct a new playground and other amenities. But Hurricane Irma caused damage and has delayed the opening until 2018. Location: corner of 5th Street and 5th Avenue.

KEY WEST

Higgs Beach

The park along the ocean offers swimming, snorkeling, beach volleyball, tennis courts and pickle ball courts. It includes a dog park and Astro City, a large sandy playground with barbeque pits, a volleyball court and picnic tables. The County is working on a project to renovate the park, which includes relocating Atlantic Boulevard to make a larger beach area. Location: 1040 Atlantic Blvd.

Key West Pines Park

This picnic area under Australian Pines is a good place to watch planes take off from Key West International Airport or the beautiful sunrises over the water. Pets are allowed if owners pick up after them. Location: 3501 South Roosevelt Blvd.



COUNTY HISTORIC PROPERTIES & MUSEUMS

Monroe County owns and maintains multiple historic properties, four of which have been developed into museums: Pigeon Key, a small island two miles offshore of Marathon, the Key West Lighthouse and Keeper's Quarters, and the East and West Martello Civil War Forts in Key West. In Key West, other historic properties maintained by the County include the 1890 Courthouse, the 1916 Gato Cigar Factory, the 1914 Truman School now serving the public as the Harvey Government Center and the 1892 Key West Jail. The County also maintains the 1936 Tavernier School.

Pigeon Key

While Henry Flagler was building the Oversea Railway to Key West in the early 1900s, more than 400 workers lived in the railroad village on Pigeon Key, located in the path of the Old Seven Mile Bridge. Pigeon

Key had a post office, commissary and one-room school while the bridge was being built from 1908 to 1912.

When a hurricane destroyed the railway in 1925, Pigeon Key became the headquarters for the Florida Road and Toll Bridge District. Starting in 1968, the island served for 20 years as an environmental field station for international researchers studying tropical marine and island ecologies with the University of Miami. In 1993, the Pigeon Key Foundation assumed stewardship and began restoration efforts to turn it into a museum.

In 2017, Hurricane Irma caused substantial damage to the 1912 Commissary and the 1940 Honeymoon Cottage, knocking both structures off their foundations. Both buildings have been deemed repairable and will be fully restored in 2018.

The East and West Martello Civil War Forts

In 1822, the U.S. Navy surveyed sites to determine where would be good places for a fort whose guns could command the harbor in Key West. In 1836, U.S. Army Col. Joseph Gilmore Totten and Col. Simon Bernard, a French military engineer, drew up plans for a set of nine forts. The high cost led to revising the plan to one large fort (Fort Zachary Taylor) and two advanced batteries: East and West Martello Towers.

It was not until the mid-1860s that work began on the towers along what is now South Roosevelt Boulevard. They were never armed and involved in battle. In 1898, the West Tower was used during the Spanish American War for quartering troops, storage, signaling and as a lookout. In 1914-44, it was used for radio stations and an anti-aircraft battery on the beach. At the end of World War II, the troops departed.

In 1947, the Army-owned towers became the property of Monroe County. The West Tower had become an eyesore to the shoreline and there was pressure in 1949 to demolish it and put in a new beach area. Rep. Joe Allen convinced the County Commission to stop the demolition. The Key West Garden Club entered into a land-lease agreement with the County. In 1976, the West Tower was declared a National Historic Site by the State of Florida and is now listed in the National Register of Historic Places.

Under the guidance of Allen, the Key West Art & Historical Society restored the East Tower and opened the Fort East Martello Museum & Gardens in 1950 as the first museum of the Florida Keys. In 1972, it was added to the U.S. National Register of Historic Places. The museum now houses works by Cuban folk artist Mario Sanchez, and Robert the Doll, a supposedly haunted doll belonging to the late artist Robert Eugene Otto. The County is now renovating the facility with funding from the Monroe County Tourist Development Council.

The East fort had minimal damage from hurricane Irma, but the West fort suffered some structural and vegetative damage, including the loss of big trees.

In 2018 both the East and West Martello will have historic brick restoration work done. The East Martello will also receive drainage upgrades, road and parking repairs, and new roofing.

Key West Lighthouse and Keepers' Quarters Museum

After the first Key West Lighthouse was destroyed in an 1846 hurricane, a new lighthouse was completed in 1848. It stood 50 feet tall with 13 lamps in 21-inch reflectors. The growth of trees and taller buildings in Key West began to obscure the light, so in 1894 the tower was raised 20 feet, placing the light about 100 feet above sea level.

The Coast Guard decommissioned the Key West Lighthouse in 1969. It was turned over to Monroe County, which in turn leases it to the Key West Arts & Historical Society that operates it as a museum. On display is the first order Fresnel lens from the Sombrero Key Lighthouse. In 2016 a \$1 million dollar renovation was completed that repaired the slate roof, adding an ADA access to the Keeper's Quarters, and new paint for the entire site.



In 2018, the entrance will be renovated, HVAC systems will be updated and the foundation of the Keepers' Quarters will be restored. Future plans include restoration of the Oil House into exhibition space, which will display the manner in which the lighthouse was fueled.

1892/1910 Jail in Key West

The 1892 jail had been specifically designed to mimic the Monroe County Courthouse, built just two years earlier. Both the jail and courthouse were considered impressive civic accomplishments, and symbols of Monroe County's position as the most populous city in Florida at that time. Both were also built using red brick, although the front of the jail was later covered in stucco.

The 1892 jail was the fifth jail built at the Historic Jackson Square made from red brick. The first jail was built in 1828 and replaced in 1835. This process repeated itself in 1845, 1880 and 1892. In 1907, a 10-foot high concrete rear wall was built around the jail and in 1910 the jail was expanded to increase capacity with a two-story concrete cell block.

In 1952, the front of the old jail was demolished and replaced with a new jail and office for the Monroe County Sheriff. In 1965, the sheriff's office was replaced with a courthouse annex. This annex was subsequently expanded in the 1980s. At that time, the north section of the 1907 wall was removed. Today, only the most rear portion of the 1892 building remains, including the entire 1910 addition and the 1910 cell block.

In 2017, Monroe County commissioned a full historical structure report which will be the basis for a \$500,000 Historic Preservation Grant in 2018. If awarded, grant funding would become available in 2019 with work starting that fall.



Fleet Management's Craig Smith works on a generator.

FLEET MANAGEMENT

Fleet Management operates and manages three County garages that keep the County's approximately 800 cars, trucks, generators and anything else with a motor humming. The fleet includes approximately 250 units from the Sheriff's Department and 67 emergency power generators.

It is no easy task to keep everything running in normal times with the heat, humidity and salt air of the Florida Keys. But Hurricane Irma provided Fleet Management with its biggest challenge in decades.

Fleet Management's crews worked around-the-clock to provide fuel delivery for emergency generators, fuel facilities and fuel delivery tanker trucks. It also provided fuel for County workers, the Sheriff's Office and out-of-County emergency responders.

Crews prepped and opened all three of its garages – in Key West, Marathon and Plantation Key – on Monday morning, just hours after the storm had passed. Two of Fleet's mechanics rode out the storm at the Marathon garage.

Fleet Management provided in-house and contract generator mechanics to do emergency repairs, re-fueling and installation of portable generators.

In normal times, Fleet Management provides fuel 24 hours a day, 7 days a week – even during electrical power outages – at three fully automated sites. The Monroe County School District also uses these fuel sites. And Fleet administers County vehicle/equipment replacement programs for about 450 units.



BUDGET: \$3 million

Director: Roy Sanchez
Employees: 16
305.292.3572

Sanchez-Roy@
monroecounty-fl.gov

www.monroecounty-
fl.gov/fleet

2017 ACCOMPLISHMENTS

- Crews at the three County garages completed a combined 2,837 work orders while performing preventative maintenance, repairs and safety inspections.
- Garage personnel purchased, distributed and billed for 148,000 gallons of gasoline and diesel fuel.
- Purchased and/or replaced 37 outdated County vehicles.
- Replaced fuel tank fill intake housings at Marathon fuel facilities.
- Assisted Key West International Airport with purchase of new crash rescue truck.

2018 GOALS

- Improve quality of Fleet's work order documentation and update Fleet's budget and billing format.
- Revise Fleet's Policy and Procedures Manual.
- Begin replacement of outdated garage vehicle lifts.
- Perform pre-hurricane season preparation and be ready for storms by May 1, 2018.
- Catch up with work order backlog brought on by staff shortages and the hurricane.
- Replace vehicles and equipment destroyed by hurricane floodwater.
- Catch up with surplus vehicle disposal backlog brought on by staff shortages and the hurricane.



CODE COMPLIANCE

The Code Compliance Department provides an equitable and effective method of enforcement of building, zoning, land development, environmental and other County codes to ensure the health, safety and welfare of the citizens of Monroe County. We establish working partnerships with neighborhoods and outside agencies to assist with compliance.

In 2017, the department opened 1,127 new cases; conducted 13,688 inspections; and presented 397 cases before the Special Magistrate between January and August. The numbers are lower than usual due to Hurricane Irma response. However, collections of fines, costs and after-the fact fees remained strong, resulting in \$1,305,160.00.

In September, following Hurricane Irma, the Code Compliance department was reassigned from the normal daily activities of Code Compliance to conducting Damage Assessment inspections.

Code staff reported to the Murray E. Nelson Government Center each morning and were paired with other inspectors to complete about 19,600 initial windshield damage assessments, which document damage to structures and properties.

Upon completion, staff moved into the second phase of Damage Assessment: Placarding. Color-coded placards were put on homes that were deemed majorly damaged or destroyed resulting in unsafe conditions. Again, code inspectors were paired with Building inspectors to assist in the process by driving vehicles, taking photos and documenting results.

The third and final stage of Damage Assessment was Substantial Damage Assessment. Code inspectors participated in a three-day training provided by FEMA to become proficient at using the software and conducting these inspections. FEMA personnel accompanied the county



Budget: \$1.7 million

Director: Cynthia J. McPherson
Employees: 19

305.289.2508
McPherson-Cynthia
@monroecounty-fl.gov

[www.monroecounty-fl.gov/
codecompliance](http://www.monroecounty-fl.gov/codecompliance)

staff during inspections for a short time to assure accuracy until they reached the level of proficiency required. About xx such as assessments were completed.

The Code Compliance staff did not return to their offices or usual operations for more than two months. The Special Magistrate hearings were cancelled due to limited staffing.

Hurricane Irma recovery continues with the department focusing on work without permits and illegal land clearing. Inspectors have been assigned to address these complaints throughout the County. Inspectors will present the cases to the Special Magistrate seeking highest penalties allowed.

2017 ACCOMPLISHMENTS

- Code Compliance partnered with the Monroe County Sheriff's Office, Waste Management and the I Love Stock Island community group to complete a cleanup on Stock Island prior to scheduled street improvements. The cleanup addressed trash, debris, abandoned vehicles and parking.

- The department purchased software to improve research methods to enhance enforcement of illegal Vacation Rentals. Additional staff was hired to use the software. It has resulted in increased efforts to bring a greater number of cases into compliance at a quicker pace, improving the quality of life in neighborhoods.

2018 GOALS

- Continue efforts of enforcement of mandatory sewer connections.
- Work with the Building Official to abate unsafe structures.
- Review staffing patterns, area assignments and case priorities to assure adequate and consistent coverage of enforcement.

The Building Department protects public health and safety, property and the environment by providing efficient, effective and considerate permitting for construction in accordance with Monroe County Code and the Florida Statutes.

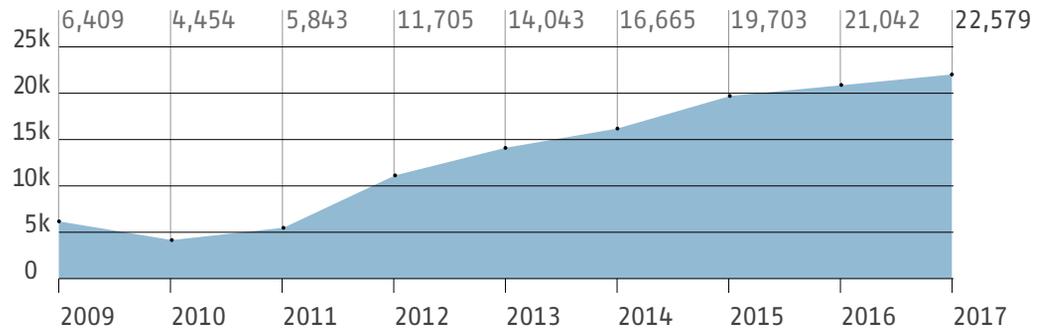
The permitting also is consistent with the Monroe County Comprehensive Plan. We review plans and provide permitting services for compliance with the Florida Building Code, the Monroe County Code and all other life safety codes.

We also provide inspection services in accordance with the Building Code, coordinated administration and enforcement of the County's floodplain regulations and a contractor licensing and testing program.

We coordinate unsafe structures abatement with the Code Compliance Department and the Office of the County Attorney. We provide staff support for the Contractors Examining Board and the Board of Adjustment and Appeals.

Our services have grown over the past several years. The total number of plan reviews on applied permits has increased steadily the past eight years. In 2010, we conducted 4,454 plan review on applied permits. In 2017, that number was 22,579. (See Chart)

BUILDING



Total number of plan reviews on applied permits by calendar year as of 12/27/2017

This year also brought a substantial challenge to the Department in the wake of Hurricane Irma. Given the widespread damage, staff were required to inspect each structure in unincorporated Monroe County for the level of damage to each structure.

2017 ACCOMPLISHMENTS

- Achieved Class 5 Community Rating System score, providing a 25 percent discount on National Flood Insurance Program premiums to most policyholders in unincorporated Monroe County, resulting in a \$5.1 million annual savings for the 15,000 citizens who have flood insurance. The average savings per policy is \$350 annually.
- Performed County-wide damage assessments post Hurricane Irma.



Budget: \$5.1 million

Director: Rick Griffin
Employees: 47

305.289.2521
Griffin-Rick@monroecounty-fl.gov

www.monroecounty-fl.gov/building

2018 GOALS

- Assist community members in permitting to build back stronger, Code compliant structures, including elevating structures that were substantially damaged above the minimum flood elevation required, given the damage that occurred in Hurricane Irma.
- Implement new software to provide notification to permit applicants that their permits are nearing expiration to allow them time to address inspections needed, prior to expiring the permits.
- Issuance of a Request for Proposals for a consultant to identify new permit software that will include electronic plan review.

DID YOU KNOW? When deciding on a contractor for your next job please know only licensed contractors have the ability to pull permits and are insured. Proof of permits can be essential when purchasing, refinancing, or selling your property; and after natural disasters involving insurance claims.

PERMITTING



Hurricane Irma presented many permitting challenges. Two weeks after the storm struck and electricity and water was restored to much of the County, the Building Department reopened for emergency permitting services.

Following the State of Local Emergency declared by the County Mayor, permit exemptions were allowed for work involving imminent danger to life or safety or to prevent further damage to the destruction caused by Hurricane Irma.

These exemptions included replacement of 300 square feet or less of storm damaged roofs until Nov. 12, 2017. They also included work involving drywall, cabinets and vanities, HVAC and electrical systems, floor coverings in flooded structures and demolition of storm damaged accessory structures or docks, seawalls, and lifts until Dec. 12, 2017.

The Board of County Commissioners, in an effort to provide the citizens of the County with the best possible services in the most cost effective and reasonable manner, enacted a 180-day temporary suspension of building permit application fees associated with 22 types of emergency permits, from Sept. 25, 2017 through March 24, 2018.

When do I need a building permit in unincorporated Monroe County?

A permit is required for:

- site preparation, including land clearing, placement of fill, and excavation
- demolition
- tie downs of habitable structures
- signs
- fences
- sheds
- any new construction and remodeling work of principal and accessory structures
 - all work in the electrical, mechanical and plumbing trades
 - all work subject to the County floodplain management requirements
 - resource extraction
 - any work involving life safety

There are certain residential exceptions for several of these categories. Please contact the County Building Department with specific questions. We have four offices throughout the County:

Marathon:

Marathon Government Center
2798 Overseas Highway, Suite 330
Marathon, FL 33050
305-289-2501

Key Largo:

Murray Nelson Government & Cultural Center
10205 Overseas Highway
Key Largo, FL 33037
305-453-8800

Ocean Reef:

11601 CR 905
Key Largo, FL 33037
305-453-8765

Stock Island:

5503 College Road, Suite 204
Key West, FL 33040
305-295-3990

DID YOU KNOW? The number of permits issued have been increasing steadily since 2013, and have reached records levels in 2016 and 2017. In 2017, we will have 65 percent more permits issued than in 2013.

SOLID WASTE & RECYCLING



The Solid Waste department provides trash, recycling and yard waste collections and processing services to our 32,000 households in unincorporated Monroe County, as well as to the Keys' millions of annual tourists.

The department works closely with four contracted haulers to provide fast, clean and dependable service to the residents and businesses of Monroe County.

In 2015, the collection of separated yard waste rolled out County wide. This has made it possible for the County to reach its goal of diverting yard waste away from landfills and to a more environmentally friendly use: conversion into mulch or compost at a facility on the mainland.

In November 2017, the County entered into a contract with Brownie Companies to process yard waste at a rate of \$64.75 per ton, which will save taxpayers about \$450,000 per year. The County currently is paying \$79.50 per ton.

Brownie Companies' proposal insures that the County will receive 100% recycling credits for our yard waste processed through them. Brownie Companies also is currently the subcontractor for yard waste processing services, which will make for a seamless transition.

In August 2017, Monroe County reached an overall recycling rate of 77 percent, exceeding our goal of 60 percent for the year and exceeding the statewide 2020 goal of 75 percent.

The County recycles tons of electronic waste, latex paint and batteries. Increased recycling saves the County money because processed materials are less expensive to transport than trash and also have long-term environmental and sustainability benefits.

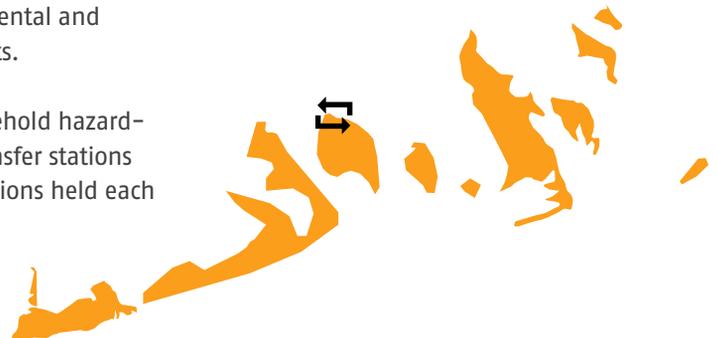
We also collect household hazardous waste at the transfer stations and at special collections held each quarter.

In July 2017, all three transfer stations began accepting credit/debit cards as a source of payment to better serve our customers.

In August 2017, construction began at all three transfer stations. New scale-house buildings are being built for our weighmaster's and solid waste staff. Construction is expected to be completed in 2018. For Hurricane Irma response, our Pollution Control and the rest of the solid waste staff helped clear roads and access to property. We cleared private roads of hurricane debris and have patrols on County roadways to collect any household hazardous waste left out in the elements.

For 2018, Pollution Control will continue to assist with clean up from Hurricane Irma until the County is free of debris and waste along County rights of way.

We will continue education on recycling, by visiting businesses and schools. Our goal is to maintain the recycle rate at or above the 75 percent goal.



City of Key West
Waste Management
305.296.8297

Stock Island to 7 Seven Mile Bride
Waste Management
305.296.8297

MONROE COUNTY HOUSEHOLD HAZARDOUS WASTE COLLECTION

Household hazardous waste is collected at each transfer station on specific days. Below is the schedule. For more information, call 305.745.4307.

Key Largo Transfer Station: First and third Wednesdays of each month, 10 a.m. to 2 p.m.

Long Key Transfer Station: First and third Fridays of each month 10 a.m. to 2 p.m.

Key Largo Transfer Station: Appointment only. Call 305.745.4307; and Key Largo (Corner of Atlantic Avenue and Homestead Avenue behind Walgreens): Second and fourth Wednesdays of each month 10 a.m. to 2 p.m.

Ocean Reef Club
305.367.5992

SERVICE PROVIDERS BY LOCATION

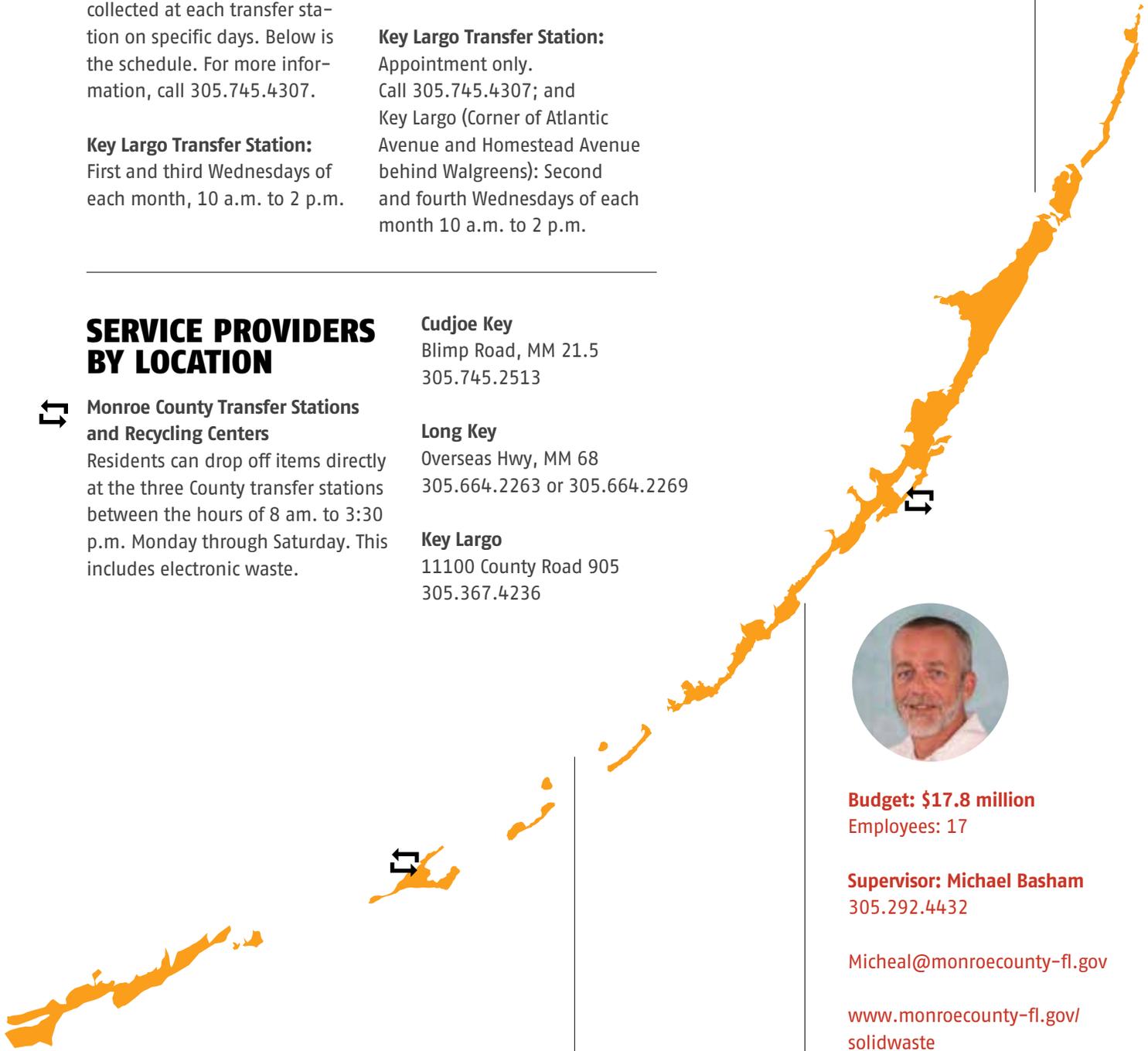
Monroe County Transfer Stations and Recycling Centers

Residents can drop off items directly at the three County transfer stations between the hours of 8 am. to 3:30 p.m. Monday through Saturday. This includes electronic waste.

Cudjoe Key
Blimp Road, MM 21.5
305.745.2513

Long Key
Overseas Hwy, MM 68
305.664.2263 or 305.664.2269

Key Largo
11100 County Road 905
305.367.4236



Budget: \$17.8 million
Employees: 17

Supervisor: Michael Basham
305.292.4432

Micheal@monroecounty-fl.gov

www.monroecounty-fl.gov/solidwaste

www.monroecounty-fl.gov/recycling

7 Seven Mile Bride to MM72.5
Marathon Garbage Service
305.743.5165

Islamorada
MM 75.2 to 91
Advanced Disposal
305.853.3433

MM 91 to County Line
Keys Sanitary Services
305.451.2025



Budget: \$4.9 Million
Employees: 43

Director: Norma Kula
305.853.7349,

Kula-Norma@monroecounty-fl.gov
www.keyslibraries.org

LIBRARY SERVICES—2017 ACCOMPLISHMENTS

- Implemented an ongoing program of collection analysis. This has resulted in weeding outdated print materials, replacing with updated materials where appropriate, and expansion of special areas of the collection such as non-English materials to reach that underserved part of our communities.

- Expanded our popular e-materials collection to more than 5,000 e-books available for easy download. E-materials circulation of nearly 28,000 accounts for almost 10% of our total circulated items.

- Weeded our print reference collections for unused and outdated materials, as our e-reference services have increased with growing usage of our online databases available for study and research.

- Continued plans for the new Marathon Library with staff exploring options for furnishings and maximizing use of space for patron projects.

- Expanded the use of our webpages and social media to become more inclusive of branch activities and reach a broader public audience.

LIBRARY SERVICES

In 1853, the Florida Keys first public library opened – in Key West. Today, Monroe County's libraries are as popular as ever. In 2017, we had more than 350,000 visitors, in spite of the extra closings due to Irma. We also had more than 4.7 million eVisits to our web resources.

Last year, the five branches offered 1,505 programs. This was down from the number in 2016 due to Hurricane Irma and her destruction, as well as a planned Key West branch renovation. But those programs were well attended, drawing 42,417 participants – nearly 25% more than the previous year.

This increase in participation is partly because we expanded our programs. They now cover all ages, from toddlers to senior citizens, and meet a broad base of interests, including: musical presentations, author talks, Lego clubs, art workshops and displays, 3D printing, scavenger hunts, a pizza cooking class, Fantasy Theatre, computer classes and programs at the Monroe County Sheriff's Office Animal Farm.

The libraries' main mission always is to meet the changing needs of our patrons for information, education and entertainment. To do so, we provide books, periodicals and audio and video materials for circulation, both in print format and through electronic access.

We have free access for the public to the internet, through library computers and through our wireless access that enables patrons to use their own laptops and other mobile devices. Our patrons have 24/7 access to our catalog information, giving them off-site ability to renew and request Library materials. They also have 24/7 access to the Library website: www.keyslibraries.org. The website has links to a variety of databases, also at no charge.

In 2017, the libraries' onsite and outreach users of our wireless computer access increased by more than 40%. Many of these users were seeking hurricane recovery information and assistance after Irma's devastating impact.



2018 GOALS

- Along with the focus on print materials for the non-English speaking community, we will expand our e-materials collection to include comparable resources for this underserved group.

- Resources in our children's and youth areas will be examined for currency and merit; the physical properties of these areas will be studied and improvements made where needed to increase the appeal as well as comfort and safety of the furnishings and rooms used by our young patrons.

- Programs for all ages will continue to expand in style and content, including stronger focus on bilingual presentations and involving more branch collaboration and joint planning.

- Plans for use of space and furnishings for the new Marathon Library will be focused on creativity and fiscal responsibility, as they become more tangible and geared to specific needs.

- In response to patron requests, we will expand our database resources to include a variety of media, involving appropriate staff in comparison studies and test trials, to ensure the best and most viable selections for our needs.

- More collaboration with the County public information officer will enhance our public presence and awareness of our activities and services.

- Digitization of Florida History materials in the branch collections will increase the web presence of these collections and enable better access to the information available system-wide; archival materials will be treated accordingly; systematic indexing and cataloging of content for study and research will be implemented, and promotion of these materials will be improved.

COUNTY LIBRARY BRANCHES

DID YOU KNOW? Since the inception in 2006 of the Library Flickr site, featuring digitized historic photos of people, places and events in Keys history, there have been more than 22 million views of these images.

Key West

Branch Manager: Nancy Howanitz
700 Fleming Street, Key West, FL 33040
305-292-3595

Big Pine

Branch Manager: Stephen Chambers
213 Key Deer Blvd., Big Pine Key, FL 33043
305-872-0992

Marathon

Branch Manager: Cristy Danford
3251 Overseas Highway, Marathon, FL 33050
305-743-5156

Islamorada

Acting Branch Manager: Margery Mohr
81830 Overseas Highway, Islamorada, FL 33036
305-664-4645

Key Largo

Branch Manager: Paulette Sullivan
101485 Overseas Highway, Tradewinds Shopping Center, Key Largo, FL 33037
305-451-2396

ANIMAL CONTROL



These two dogs were among the 252 animals evacuated by Keys shelter personnel for Hurricane Irma.

By Florida statute, each County, is responsible for its own Animal Control. Monroe County has three animal control shelters, which currently are managed by two independent contractors. The Florida Keys Society for the Prevention of Cruelty to Animals operates branches in Key West and Marathon, which cover Key West to mile marker 70 of the Overseas Highway. The Humane Animal Care Coalition in Key Largo covers the rest of the Keys.

Animal Control is responsible for enforcing State and County animal control regulations, protecting the public from the dangers and nuisances of uncontrolled, dangerous or feral animals, and protecting animals from cruelty, abuse and abandonment.

Animal Control Officers conduct investigations, issue citations and attend court proceedings related to alleged violations. The three County shelters provide all animals in their custody with proper care, nutrition and shelter. The contractors provide an adoption service for all adoptable animals.

DID YOU KNOW? A new \$8.4 million, 23,000 square-foot animal control facility in Key West is scheduled for completion in April 2018. The category 5 building will replace the crumbling, cramped and outdated existing facility that was built in 1970. It will provide many more kennels for cats and dogs, a new veterinary clinic, and enable many current functions now done outside in the elements to be done safely inside.

KEY WEST

The Florida Keys Society for the Prevention of Cruelty to Animals (SPCA)
5230 College Rd.
Key West, FL 33040
305.294.4857
After-Hours: 305.304.5964

MARATHON

The Florida Keys Society for the Prevention of Cruelty to Animals (SPCA)
10550 Aviation Blvd.
Marathon, FL 33050
305.743.4800
After-Hours: 305.394.7806

KEY LARGO

Humane Animal Care Coalition
105951 Overseas Hwy.
Key Largo, FL 33037
305.451.0088

In 2017, the Key West shelter served 2,040 animals, the Marathon shelter 896 and the Upper Keys shelter 1,921 through adoption, clinic visits, lost & found, cruelty investigations and animal control.

For Hurricane Irma, the three shelters evacuated a combined 252 animals to the mainland.

The hurricane did damage to all three shelters. Marathon lost all perimeter and play yard fencing along with some storage sheds. The FKSPCA repaired its facilities through an arrangement with Rescue Rebuild, which installed new fencing. GreaterGood.org assisted with the purchase of a new storage shed. The Key West location lost landscaping and one of its small animal housing areas.

The Upper Keys Animal Shelter lost landscaping and fencing and conducted its own repair work.

Post Irma, the FKSPCA worked to provide immediate emergency veterinary care for pet owners by working with the University of Florida vet team. The FKSPCA also arranged for free pet food drops and stations.

The FKSPCA also established free routine and medical care clinics for keys residents affected by Irma to keep animals in the home as opposed to surrender due to financial constraints.

EMPLOYEE SERVICES

The Employee Services Department provides guidance and information to the County's more than 575 employees and the public to maintain a workforce that is talented, healthy, diverse, safety-minded and fairly-compensated – while keeping pace with the evolving needs and goals of Monroe County.

There are three offices within the Employee Services Department: Human Resources, Workers' Compensation and Employee Benefits.

In addition to serving County employees, the Employee Benefits and Workers' Compensation offices provide services to six constitutional officer agencies: Monroe County Sheriff's Office, Property Appraiser, Land Authority, Clerk of the Court, Tax Collector and Supervisor of Elections.

Workers' Compensation supports more than 1,300 employees and volunteers, while Employee Benefits provides insurance coverage for more than 2,500 employees, retirees, and dependent spouses and children.

DID YOU KNOW? The County hires about 100 employees each year. Job openings and the employment application can be found at: <http://www.monroecounty-fl.gov/jobs.aspx>, or apply in person at computer kiosks

2017 ACCOMPLISHMENTS

- Established a new Health Plan Advisory Committee to develop recommendations for BOCC consideration on a group of changes to the health insurance plan with the goal of reducing expenses.

- Implemented several changes to the Group Health plan. This includes adding a new High Deductible Health Plan with Health Savings Account option to the existing Traditional Plan, which now provides employees a choice of cost structures to best meet their individual and family needs. Converted from Retirement Drug Subsidy (RDS) for Medicare-eligible retirees to an Employer Group Waiver Plan (EGWP) with wraparound benefits, which will improve timing of subsidy payments to the County and other administrative advantages, while providing equal coverage to applicable retirees.

- Established a minimum salary of \$15.00 per hour for all County employees as recommended by the Evergreen Solutions compensation analysis.

- Reviewed compliance with Title VI of the Civil Rights Act of 1964 and other nondiscrimination regulations which contributed to Monroe County's Local Agency Program (LAP) Recertification approval in 2017.

- Improved the Workers' Compensation service delivery model to include reporting services 24 hours per day, 7 days per week by providing telephonic case management services. The increased efficiency enabled the department to eliminate one full-time position.

- Fiscal year 2017 also saw the number of safety incidents/workers' compensation claims reduced by 18 (from 96 in FY16 to 78 in FY17) and the average claim cost reduced by \$2,301 (from \$7,731 in FY16 to \$5,430 in FY17, excluding one outlier significant claim).

- Supported the County, its employees and the public in recovery from Hurricane Irma.

2018 GOALS

- Automate software of department processes which may include a Human Resources Information System (HRIS) or other components.

- Complete an assessment of county services for effective communications with the Disabled Community.

- Conduct more training for a safer and competent workforce that is dedicated to providing the highest standards of service to the public.

- Contract with Evergreen Solutions for an update to The Evergreen Classification and Compensation Study, which originally was adopted in May 2014.



Budget: \$32.4 million

Director: Bryan Cook
Employees: 11

305.292.4557
EmployeeServices
@monroecounty-fl.gov

www.monroecounty-fl.gov/employeeservices

MONROE COUNTY EMPLOYEES OF THE QUARTER

Four times a year, Monroe County selects an Employee of the Quarter. These employees are chosen for going above and beyond their own work responsibilities, and showing continual demonstration of the values of Monroe County.

David Reeves, left



Caretakers of Cudjoe Key

For 2017, the four winners of Employee of the Quarter are Executive Administrator Tania Stoughton (Fleet Management), Transportation Driver Franklin Carey (Social Services), Supervisor Michael Basham (Solid Waste & Recycling) and Firefighter/EMT David Reeves (Emergency Services).

Monroe County's Employee of the Year is selected from these four people. For 2017, the winner of Employee of the Year is David Reeves.

MONROE COUNTY EMPLOYEE OF THE FOURTH QUARTER AND EMPLOYEE OF THE YEAR 2017

Firefighter/EMT David Reeves, Emergency Services Department
During Hurricane Irma, Reeves stepped up, took charge and led

teams of off-duty firefighters to assist anyone in need, despite having significant damage to his own home on Cudjoe Key. He also opened his house to host strangers flying in from the mainland so there would be a base for their operations.

Day after day they cleared debris and gutted houses, never asking for anything in return.

A personal account from Mary Napoli, whose home was badly damaged by Irma:

"My home received 4 feet of flooding and was full of mold. I had no idea how my husband and I would ever start our clean-up process while caring for our infant son and working full-time. Firefighter Reeves reached out to me

and told me not to worry, he had a team of people who would take care of business. He wasn't exaggerating."

Reeves came to her house with several others and in in one day completely gutted her house.

After Irma struck, Reeves also led an effort to get the badly damaged Big Pine Academy repaired enough for kids to be able to go back to school.

MONROE COUNTY EMPLOYEE OF THE FIRST QUARTER 2017

Executive Administrator Tania Stoughton, Fleet Management Department

Stoughton has worked for Monroe County in the Office of Management and Budget, Public Works and Fleet Management, providing versatility and a wide range of experience that has come in valuable.

Over the past 2-1/2 years, the Fleet Department has lost its only other full time administrative staff member three times, for several months at a time. On each occasion, Stoughton voluntarily worked extra hours to keep the department up to date with purchasing, accounts payables and any other duties left unattended. In the first quarter of 2017, Fleet was in a situation in which Stoughton was needed to step up again.

Michael Basham, center

Monroe County Employee of the Third Quarter 2017 Supervisor Michael Basham, Solid Waste and Recycling Department

While checking for dumped items along Blimp Road one May morning, Basham spotted something trapped in the water off Cudjoe Key. At first it seemed like a hunk of lumber. But as he got closer, the object grew larger. It was a truck with a woman inside.

Basham called out. A woman replied, "Help me. Get me out of here."

After taking off his shirt and boots, Basham waded chest-deep into the water to the Chevrolet Canyon to free the uninjured woman from Orlando. She had driven into the water at 11 the night before and did not leave the truck despite rising waters to her chin because she was worried about snakes and sharks.

Basham remained on site until law enforcement arrived to help the woman. This was all before reporting for work that morning.

MONROE COUNTY EMPLOYEE OF THE SECOND QUARTER 2017

Transportation Driver Franklin Carey, Social Services Department

Carey retired from Monroe County Social Services in 2008 as a transportation driver for Monroe County Transit, but rejoined our team in 2010 in the same role.

He is our most valued driver in the Lower Keys. Our elderly and disabled citizens ask for him by name when they are making their ride reservations.

Franklin goes out of his way to assist our frail elders on and off of his bus and into their homes, doctor's offices and other appointments. He helps them load groceries into the vehicle and makes sure their wheelchairs are strapped properly into the bus so that they are safe at all times.

Franklin knows all of his riders and their destinations extremely well, sometimes better than they know themselves. As we get older, sometimes we tend to forget places and things. Franklin knows where his riders are supposed to be when and where, even if they don't always remember.

Franklin's riders (and their family members) trust Franklin to take care of them and take them where they need to be on time and safely – and to get them home again.

Tania Stoughton*Franklin Carey, right*

COUNTY ATTORNEY

The County Attorney's Office provides high quality, cost-effective legal services to the Board of County Commissioners, the County Administrator, Senior Management Team members, County departments and various County advisory boards. The legal staff provides counsel on virtually every major decision made by the Board of County Commissioners and County staff.

The County's team of nine lawyers has more than 160 years of experience practicing law. The County's team also has the expertise to handle most matters in-house, which usually is less costly and more effective than using outside counsel. The use of in-house counsel avoids the conflicts of interest that used to arise when the County referred matters to local law firms.



Budget \$6.2 million
(\$3.9 for risk)

County Attorney:
Bob Shillinger
Employees: 16

305.292.3470
Shillinger-Bob@
monroecounty-fl.gov
www.monroecounty-fl.gov/county attorney

Six of our lawyers are board certified by the Florida Bar as experts in City, County and Local Government law. Only 259 of the more than 106,000 members of the Florida Bar (less than ¼ of a percent) have earned this distinction.

Staff attorneys review every contract, bid solicitation, resolution and ordinance considered by the County Commission. The office also prepares the agenda for County Commission meetings and processes every item approved by the Board.

Given the broad scope of services that Monroe County government provides to its residents and visitors, staff lawyers handle a wide range of topics ranging literally from A (airport law) to Z (zoning), with many topics in between. Whether it's the federal regulations associated with operating two international airports or ensuring that our community's character and precious environmental natural resources are adequately protected through enforcement of our Land Development Code and zoning rules, the County Attorney's office works hand-in-hand with County staff in carrying out their missions.

The County's Risk Management office is located within the County Attorney's Office. Risk Management team members ensure that the County and its contractors are insured properly with all appropriate coverages. The team reviews claims made against the County and determines the appropriate response.



During and following Hurricane Irma, the County Attorney's team members worked in the Emergency Operations Center, providing legal advice and support. Risk team members coordinated the assessment of damages to all county facilities and equipment and processed the appropriate insurance claims.

Other team members pitched in to assist with a variety of non-legal functions, including working on the EOC's planning team, helping distribute payroll, answering inquiries from the media and the public, distributing goods and supplies to storm survivors, as well as assisting other County departments in achieving their assigned tasks.

During 2017, staff lawyers represented the County in state and federal court as well as administrative hearings in hundreds of cases.

In 2015, the County Commission directed an increased emphasis on prosecuting Vacation Rental Ordinance violations and collecting outstanding code enforcement fines. Despite losing a month to Hurricane Irma, these efforts resulted in more than \$1.6 million in collections in FY17. This marks a 45% increase over the amount collected in FY16 and a 290% increase over the amount collected in FY15. Collected fines are deposited in the County's general fund, which offsets the need for property taxes.

In addition to representing the BOCC and County staff, the County Attorney's office provides legal counsel to the County Canvassing Board that will oversee the administration of the 2018 primary and general elections. The County Attorney's office also provides ethics training for elected officials, County staff and members of more than 20 advisory boards.



MEDICAL EXAMINER

In 1970, the State of Florida enacted Florida Statute 406, which establishes a statewide Medical Examiner System of death investigation. The state is divided into 25 "Districts." The Governor appoints a medical examiner to each district for three-year terms. A commission of gubernatorial appointees provides oversight.

By statute, the medical examiner determines cause and manner of death of a human being under the following circumstances: criminal violence; accident; suicide; a person in good health dies suddenly; unattended by a practicing physician or other recognized practitioner; in a prison or penal institution; in police custody; suspicious or unusual circumstance; criminal abortion; poison; disease that threatens public health; and employment-related disease, injury or toxic agent.

The medical examiner also determines cause and manner of death when a dead body is brought into the state without proper medical certification; when the body is to be

cremated, dissected or buried at sea; and when requested by the District Attorney.

To do so, the medical examiner's primary tool is the autopsy, which is a post mortem examination. During an autopsy, the body is examined externally and internally in a systematic way. All organs are examined and biopsied. Fluids and tissues are obtained for laboratory testing. Everything is documented in a "case file," with photographs taken at all stages of the process. When an investigation is complete, a death certificate listing the cause and manner of death is filed with the Department of Vital Records for the State of Florida.

In 2008, Monroe County built a state-of-the-art Medical Examiners facility on Grassy Key. The facility consists of two buildings separated by a breezeway. One building functions as office space and the other as the laboratory. In the administration building, we store records and conduct the daily business of the medical examiner. In the laboratory building, we store bodies and perform examinations and testing.

In 2017, the Medical Examiners' Office investigated 17 storm-related deaths due to Hurricane Irma. One of the challenges of Hurricane Irma, as well as the day-to-day operations of the Medical Examiners' Office, is the identification of decedents. Through cooperation with multiple law enforcement agencies, we were able to identify all but one of the storm-related decedents.

We also were able to identify an additional individual who was found dead in a homeless camp by comparison of arrest photos.



Budget: \$686,055

**Medical Examiner:
Dr. Michael R. Steckbauer
Employees: 2**

305.743.9011
ME0@monroecounty-fl.gov

[www.monroecounty-fl.gov/
medicalexaminer](http://www.monroecounty-fl.gov/medicalexaminer)

LAND AUTHORITY

LAND ACQUISITION

The Monroe County Board of County Commissioners created the Land Authority in 1986 to purchase property in the Florida Keys for conservation, recreation, the protection of property rights and affordable housing. The Land Authority assists in the implementation of the County's Comprehensive Plan and serves as an intermediary between landowners and government agencies that regulate land use.

In Fiscal Year 2017, the Land Authority closed 54 real estate transactions and acquired 63 parcels, totaling 46.2 acres of land, for \$3.1 million. Most of these properties were conservation lands consisting of tropical hardwood hammock, pinelands and wetlands, which provide many environmental benefits. These include habitat for endangered species and migrating birds, and lands that help protect water quality.

In addition to conservation land, one of the acquisitions was an affordable housing deed restriction to help make the rents more affordable at Eisenhower Apartments in Key West. Another acquisition was an addition to the Crane Point Museum and Nature Center site in Marathon to promote public awareness of that resource-based park.

Due to the significant impacts of Hurricane Irma, the Land Authority will be putting additional emphasis on identifying and purchasing workforce housing sites in the coming year. Project coordination with local, state and federal agencies to maximize the use of taxpayer funds is underway.

The Land Authority's funding for land acquisition comes from a half-cent of the tourist impact tax charged on lodging in the Keys and a surcharge on admissions and overnight camping at state parks in unincorporated Monroe County.



Budget: \$12.4 million
Employees: 4

Executive Director:
Charles Pattison, FAICP
305.295.5180

Pattison-Charles
@monroecounty-fl.gov

[www.monroecounty-fl.gov/
landauthority](http://www.monroecounty-fl.gov/landauthority)

DID YOU KNOW? The Land Authority has acquired or assisted in the acquisition of sites for approximately 1,100 units of affordable housing.

PARTNERSHIPS

The County Commission has entered into a partnership with the state Department of Environmental Protection to work jointly toward the purchase of Florida Forever conservation lands in the Keys. The Land Authority serves as the County's agent for this program and the first four partnership transactions will be closing in early fiscal year 2018.

Additionally, the County has begun using a portion of its local government infrastructure sales tax revenue to purchase non-conservation properties for density reduction and the retirement of building rights. This initiative is intended to help keep the County's hurricane evacuation clearance time below 24 hours. The Land Authority is assisting with this program by serving as the County's agent. In Fiscal Year 2017, the County closed six real estate transactions for density reduction and the retirement of building rights – and retired the development potential on seven Big Pine Key parcels at a total cost of \$310,140.

LAND STEWARDSHIP

The Land Authority oversees approximately 1,800 acres of conservation lands on 4,238 parcels owned by the Land Authority, the County or the State of Florida, including some individual lots within or adjacent to neighborhoods.

In most cases, newly purchased conservation land needs restoration. The Land Authority's Land Steward hires contractors to remove invasive exotic vegetation and, when necessary, to plant native vegetation. Conservation lands protect important wildlife areas, reduce housing density and preserve the character of neighborhoods.

Funding for land stewardship comes from mitigation fees the County charges on land clearing activities and also from state Fish and Wildlife Conservation Commission funds.

After Hurricane Irma struck, the Land Steward and the County's Facilities Maintenance crews began the arduous task of cleaning up Monroe County conservation lands that were impacted by the storm.



Crew cares for conservation lands after Hurricane Irma.

Monroe County owns and manages several hundred conservation lots within the hardest hit subdivisions and surrounding areas, including Sands Subdivision (aka "the Avenues"), Palm Villa Subdivision and Doctor's Arm Subdivision, all on Big Pine Key.

As a first priority, the County crew focused on these areas, removing down or leaning trees near the property lines with private residences or roads, and removing storm debris. It is anticipated that the cleanup of the County-owned properties throughout the Keys will take several months.

MONROE COUNTY LAND AUTHORITY LAND ACQUISITION PROJECTS AS OF 12/31/17

Project Type	Transactions	Parcels	Acres	Units	Expenditures
Conservation	1,534	3,976	3,692	0	\$44,713,392.53
Non-conservation Density Reduction	12	14	3	0	\$0.00
Affordable Housing	55	133	105	1,134	\$43,826,422.79
Recreation	29	154	125	0	\$6,770,323.93
Sold Waste	1	4	74	0	\$2,212,500.00
Total	1,631	4,281	3,999	1,134	\$97,522,639.25

Notes:

- 1 The table above reflects projects where MCLA has acquired or assisted in the acquisition of real property interests. For partnership acquisitions, the expenditures shown are MCLA's share of the acquisition costs.
- 2 The conservation acquisitions shown include eight Florida Forever parcels purchased in 2017 by the State of Florida. The purchase prices of these parcels totaled \$300,000, of which MCLA paid \$150,000 (50%).
- 3 The non-conservation density reduction acquisitions shown were purchased in 2017 by the BOCC at a total cost of \$876,515 using Infrastructure Sales Tax revenue (the County's 304 Fund). MCLA served as the BOCC's agent in these transactions pursuant to an interlocal agreement.

TOURIST DEVELOPMENT COUNCIL

The mission of the Monroe County Tourist Development Council is to set an overall direction for Florida Keys tourism marketing efforts. We do this in a manner that assures long-term, sustained growth in tourism revenues while also guaranteeing the sustainability and improvement of the Keys product. This includes both man-made and natural resources, as well as improvements to the quality of life of local residents.

2017 saw the retirement of longtime director Harold Wheeler, who departed after 21 years at the helm of the TDC. After an advertised search, he was replaced by Stacey Mitchell, who had been the TDC's sales director for 18 years.

Two days prior to Wheeler's retirement luncheon, Hurricane Irma struck the island chain and had a profound impact on the tourism industry, the lifeblood of the Florida Keys economy.

Wheeler and Mitchell, along with the TDC's contracted promotional agencies, enacted emergency marketing programs to communicate that the Keys, after recovery, would continue to be a viable destination.

TDC Board Chair Rita Irwin spearheaded two \$1 million funding requests to the Monroe County Board of County Commissioners – one for advertising and one to provide non-profits and municipal governments with financial resources to make repairs to facilities impacted by Irma. The commission granted the requests and the funds came from the TDC's \$4.1 million emergency reserves.

As 2017 concluded, the Florida Keys tourism industry and the TDC continued efforts to rebuild affected facilities and the island chain's image.

The year was also highlighted by more positive news. The TDC picked up five Flagler tourism



marketing awards, including two top honors, at the annual Florida Governor's Conference on Tourism.

The council received two elite "Henrys" in the Radio and Out-of-Home categories. The Out-of-Home initiative was a month-long Washington D.C.-based transit station domination campaign created by Tinsley Advertising, the TDC's ad agency.

The TDC also secured silver and bronze awards, respectively, for Television Advertising and Direct Marketing.



TDC Executive Director:
Stacey Mitchell
305.296.1552,
1.800.648.5510

stacey@fla-keys.com

www.monroecounty-fl.gov/TDC
www.fl-keys.com

The TDC was awarded silver honors in the Resource/Promotional Material – Consumer division for its 24-page "Keys Traveler" magazine created by NewmanPR, the council's public relations agency, for its sales department.

The TDC is a legislative extension of the BOCC, which appoints its nine members. Six of the council's nine members must represent the five taxing districts and be actively engaged in tourism marketing through ownership or managerial operation of a tourism-dependent business.

A county commissioner and two other elected municipal officials fill the remaining three seats to represent the interests of the public sector. The TDC is funded by a 4 percent bed tax on lodging accommodations that visitors pay. Revenues collected not only fund marketing efforts, but also infrastructure improvements such as beach maintenance and bricks-and-mortar projects.

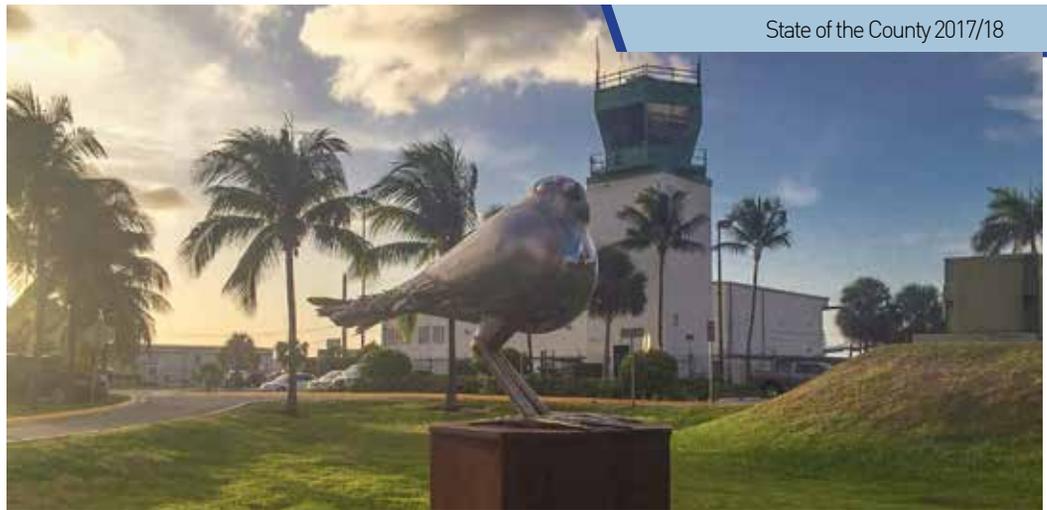
FLORIDA KEYS COUNCIL OF THE ARTS

The Florida Keys Council of the Arts is a non-profit, 501 (c) (3) corporation in a public-private partnership with Monroe County government since 1997. As the designated Local Arts Agency by Florida Statute #265.32, we are committed to our leadership role as the community's umbrella organization for arts and culture for the Keys.

A nine-member board of directors guides the council, assisted by three alternate directors, three directors emeritus and advisory members. Daily functions are carried out by the executive director, staff and valued volunteers.

The Arts Council provides services and grants to visual and performing artists, arts organizations, students and the public, striving to instill a passion for and participation in the arts.

Funding is provided by the National Endowment for the Arts, Florida Department of State – Division of Cultural Affairs, Monroe County Board of County Commissioners, Monroe County Tourist Development Council, the Community Foundation of the Florida Keys, South Florida Cultural Consortium and private donations.



Executive Director:
Elizabeth Young
305.295.4369

director@keysarts.com

www.keysarts.com

In 2017, we launched the Florida Keys Sculpture Trail, sponsored by local philanthropists John Padgett and Jacob Dekker. Nine monumental sculptures were resited to the Keys from New York City's Riverside Park. In February 2017, more than 2,000 elementary students attended the South Florida Symphony Orchestra sponsored by the Arts Council and Monroe County School District.

Continuing on last year's success, we partnered with the Waterfront Playhouse to bring 150 Key West High School students to the musical, "Forever Plaid."

The State of the Arts annual membership meeting celebrated the Council's 20th Anniversary with one of the founding Board members as our guest speaker, Nance Frank.

April 2017 was busy with our strategic planning board retreat, and we wrapped up the season in June 2017 with an exquisite exhibit at the Historic Gato building by the Tropical Botanic artists.

In November 2017, our members' exhibit, also at the Historic Gato building, was themed Changing Tides – and reflected on the ebb and flow of the water, sky and island living challenges and joys.

The Arts Council's annual Connections Project – A Mosaic of the Keys, provides 400 free 6- by 6-inch blank canvases for Monroe County artists and community members to create their own unique piece of art. We offer free workshops throughout the Keys to assist those that may need guidance and materials. We then collect, assemble and exhibit the 400 canvases as one large mosaic.

THE FINE PRINT

- **6,250** students impacted by arts education programs this year
- **35,000** arts events brochures distributed by volunteers throughout Monroe County annually
- **3,120** community members to date have contributed to The Connections Project: A Mosaic of the Keys
- **\$138,295** awarded to teaching artists for Artists in Schools grants to date
- **\$207,000** awarded to Monroe County artists to date through the South Florida Cultural Consortium Visual & Media Artists Fellowships
- **\$1,300,000** administered by FKCA for The Cultural Umbrella committee of the Tourist Development Council promoting arts events this year
- **10,975** total artists and audiences impacted by ArtReach grants this year

MUNICIPALITIES

Monroe County has five municipalities: City of Key West, City of Marathon, City of Key Colony Beach, City of Layton and Islamorada, Village of Islands. Each has its own municipal government. The rest of Monroe County is officially unincorporated Monroe County, and it is governed by the Monroe County Board of County Commissioners.



ISLAMORADA, VILLAGE OF ISLANDS

Mayor: Chris Sante

86800 Overseas Highway,
Islamorada FL 33036
305.664.6400
www.islamorada.fl.us



CITY OF KEY COLONY BEACH

Mayor: John DeNeale

P.O. Box 510141,
Key Colony Beach FL 33051
305.289.1212
www.keycolonybeach.net



CITY OF KEY WEST

Mayor: Craig Cates

1300 White St.,
Key West FL 30040
305.809.3700
www.cityofkeywest-fl.gov



CITY OF LAYTON

Mayor: Norman S. Anderson

68260 Overseas Highway
(P.O. Box 778), Long Key FL 33001
305.664.4667
www.cityoflayton.com



CITY OF MARATHON

Mayor: Michelle Coldiron

9805 Overseas Highway, Marathon
Florida 33050
305.743.0033
www.ci.marathon.fl.us

CONSTITUTIONAL OFFICERS



SUPERVISOR OF ELECTIONS

9 Employees

R. Joyce Griffin,

305.292.3416,

www.keys-elections.org

530 Whitehead Street #101

Key West, FL 33040



TAX COLLECTOR

53 Employees

Danise D. Henriquez

305.295.5010,

www.monroetaxcollector.com



CLERK OF COURTS

76 Employees

Kevin Madok

305.295.3130

www.clerk-of-the-court.com



SHERIFF

557 Employees

Rick Ramsay

305.292.7000

r Ramsay@keysso.net



PROPERTY APPRAISER

37 Employees

Scott P. Russell

305.292.3420

www.mcpafl.org

Main Office

500 Whitehead Street (rear of building)

Key West, FL, 33040

Middle Keys Satellite Office

305.289.2550

Mile Marker 48

2798 Overseas Hwy, Suite 310

Marathon, FL 33050

Upper Keys Satellite Office

305.852.7130

Mile Marker 88.7

88700 Overseas Hwy

Tavernier, FL 33070

Main Office:

Monroe County Tax Collector

1200 Truman Avenue,

Suite 101

Key West, FL 33040

305.295.5000

Marathon Branch Office:

3101 Overseas Highway

Marathon, FL 33050

305.289.6034

Plantation Key Branch Office:

Governmental Center Annex

Building

88800 Overseas Highway

Plantation Key, FL 33070

305.852.7150

Key Largo Branch Office:

Tradewinds Shopping Center

101487 Overseas Highway

Key Largo, FL 33037

305.853.3562

Key West Driver License:

3439 Roosevelt Blvd

Key West, FL 33040

305.293.6338

Marathon Driver License:

3384 Overseas Highway

Marathon, FL 33050

305-289-2306

Key West Traffic

500 Whitehead Street

Key West, FL 33040

305.295.3952

Key West Civil/Recording

530 Whitehead Street

Key West, FL 33040

305.292.3458

Marathon Office

3117 Overseas Highway

Marathon, FL 33050

305.289.6027

Plantation Key Office

88820 Overseas Highway

Plantation Key, FL 33070

305.852.7145

PK/Roth Office

50 High Point Road

Plantation Key, FL 33070

305.852.7145

Administration Headquarters

5525 College Road

Key West, FL 33040

Freeman Substation

20950 Overseas Highway

Cudjoe Key, FL 33042

Marathon Substation

3103 Overseas Highway

Marathon, FL 33050

Islamorada Substation

86800 Overseas Highway

Islamorada, FL 33036

Roth Building

50 High Point Road

Tavernier, FL 33070

CITIZEN BOARDS & COMMITTEES

Monroe County has 22 citizen boards and committees that contribute to the County government in a variety of ways; some serve as advisory groups to the Board of County Commissioners, while others work on issues and projects in the community.

Below is a brief description of each board or committee. More information, including agendas and meeting times, is provided on the county website: www.monroecounty-fl.gov/citizenboards.

AFFORDABLE HOUSING ADVISORY COMMITTEE

Works on affordable housing opportunities for residents and workforce, and fulfills Florida Statute requirements regarding the Local Housing Assistance Plan.

Contact: Mayte Santamaria,
305.289.2562;
Santamaria-Mayte@monroecounty-fl.gov

ART IN PUBLIC PLACES

The Committee of 5 members (appointed by the Commissioners) reviews and recommends proposals for commissioned permanent public

art. Projects are funded by the 1% for Art ordinance created in 2001. It strives to promote and support the vibrant arts community by enhancing public buildings throughout Monroe County.

Contact: Elizabeth Young,
305.295.4369; director@keysart.com

CLIMATE CHANGE ADVISORY COMMITTEE

Makes recommendations to Board of County Commissioners (BOCC) regarding appropriate mitigation and adaptation policies needed to address climate change issues.

Contact: Alicia Betancourt,
305.453.8774; Betancourt-Alicia@monroecounty-fl.gov

COMMUNITY DEVELOPMENT BLOCK GRANT CITIZENS ADVISORY TASK FORCE

Assists Monroe County by conducting neighborhood revitalization and housing rehabilitation programs using Community Development Block Grant funds.

Contact: Tina LoSacco,
305.292.4426; Losacco-Tina@monroecounty-fl.gov

CONSTRUCTION BOARD OF ADJUSTMENT & APPEALS

Hears discrepancies of interpretations of the current County building codes.

Contact: Maria Partington,
305-289-2583; Partington-Maria@monroecounty-fl.gov



CONTRACTORS EXAMINING BOARD

Interprets and makes rules and regulations, and hears public complaints and code compliance violations.

Contact: Maria Partington,
305-289-2583; Partington-Maria@monroecounty-fl.gov

DEVELOPMENT REVIEW COMMITTEE

Reviews applications for development approval and reviews applications for amendments to the text of the Comprehensive Plan, Land Development Code and map amendments.

Contact: Mayte Santamaria;
305.289.2562; Santamaria-Mayte@monroecounty-fl.gov

DUCK KEY SECURITY DISTRICT ADVISORY BOARD

Provides security services for the residential areas of Duck Key.

Contact: Sylvia R Hernandez,
sylviahdz@gmail.com

FLORIDA KEYS COUNCIL FOR PEOPLE WITH DISABILITIES

Implements special projects that advocate for residents and visitors with disabilities and their families.

Contact: Anna Haskins,
305.292.4591; Haskins-Anna@monroecounty-fl.gov

HISTORIC PRESERVATION COMMISSION

Designates and regulates historical properties within the unincorporated area of the County.

Contact: Diane E. Silvia,
305.292.6718;
hfkf@bellsouth.net

**HUMAN SERVICES
ADVISORY BOARD**

Reviews funding requests from non-profit human services agencies and makes recommendations to the BOCC.

Contact: Laura de Loach-Hartle,
305.292.4482; DeloachHartle-
Laura@monroecounty-fl.gov

**KEY WEST INTERNATIONAL AIRPORT AD
HOC COMMITTEE ON NOISE**

Acts as a conduit for information to and from their constituents on issues related to airport and aircraft noise.

Contact: Don Degraw,
305.809.5200; Degraw-Donald@
monroecounty-fl.gov

**LAND AUTHORITY
ADVISORY COMMITTEE**

Makes recommendations to BOCC on matters related to Land Authority property acquisitions.

Contact: Dina Gambuzza,
305.295.5180; Gambuzza-Dina@
monroecounty-fl.gov

LIBRARY ADVISORY BOARD

Provides the Board of County Commissioners with information and counsel concerning all matters relating to the libraries.

Contact: Valerie Moore,
305.809.5266; Moore-Valerie@
monroecounty-fl.gov

MARINE & PORT ADVISORY COMMITTEE

Makes recommendations to the Monroe County BOCC on matters relating to ports or marine issues, such as derelict vessels, anchoring and mooring and vessel sewage pump-out.

Contact Devin Tolpin,
305.289.2588, Tolpin-devin@
monroecounty-fl.gov

**OLDER AMERICANS
ADVISORY BOARD**

Make recommendations to BOCC regarding services or programs that would benefit older American citizens of the County.

Contact: Pam Martin,
305.853.0907; pmflkeys@aol.com

**PARKS & RECREATION
ADVISORY BOARD**

Reviews existing facilities, programs, expenditures and revenues and make recommendations for improvements and additional facilities and programs.

Contact: Chris Rivera,
305.292.4523; Rivera-Chris@
monroecounty-fl.gov

PLANNING COMMISSION

Serves as the local planning agency. Reviews proposed amendments to the text of the Comprehensive plan, Land Development Code and map amendments – and provides recommendations to the Board of County Commissioners. The Committee also reviews and either approves or disapproves applications for major conditional use permits, variances and Rate of Growth Ordinance awards.

Contact: Mayte Santamaria,
305.289.2562; Santamaria-Mayte@
monroecounty-fl.gov

**SHARED ASSET FORFEITURE FUND
ADVISORY BOARD**

Makes recommendations for grant funding to private, non-profit organizations using money from the Sheriff Office's forfeitures and seized assets.

Contact: Michelle Quad,
305.292.7090; mquad@keysso.net

**SUBSTANCE ABUSE
POLICY ADVISORY BOARD**

Reviews and recommends applications for funding under the Florida Department of Law Enforcement's Byrne Justice Assistance Grant Program and the Clerk's Drug Abuse Trust Fund. This board also serves as the County's Planning Council for the Florida Department of Children and Families Office of Criminal Justice, Mental Health and Substance Abuse purposes.

Contact: Laura de Loach-Hartle,
305.292.4482; DeloachHartle-
Laura@monroecounty-fl.gov

TOURIST DEVELOPMENT COUNCIL

Sets an overall direction for the Monroe County tourism marketing effort to assure long-term sustained growth in tourism revenues and sustainability of resources.

Contact: Katrina Cool, Office
Assistant, 305.296.1552; office-
asst@fla-keys.com

QUICK REFERENCES

BOARD OF COUNTY COMMISSIONERS

Mayor: David Rice, District 4
305.289.6000; boccdis4@monroecounty-fl.gov
Administrative Aide:
Tamara Lamarche
305.289.6000; Lamarche-Tamara@monroecounty-fl.gov

Mayor Pro Tem: Sylvia Murphy, District 5
305.453.8787; boccdis5@monroecounty-fl.gov
Administrative Aide:
Ptomey-Susie
305.453.8787; Ptomey-Susie@monroecounty-fl.gov

Commissioner: Danny Kolhage, District 1
305.292.3440; boccdis1@monroecounty-fl.gov
Administrative Aide:
Isabel DeSantis
305.292.3440; Desantis-Isabel@monroecounty-fl.gov
Commissioner: George

Neugent, District 2
305.292.4512; boccdis2@monroecounty-fl.gov
Administrative Aide:
Terri Colonna
305.292.4512; Colonna-Terri@monroecounty-fl.gov

Commissioner: Heather Carruthers, District 3
305.292.3430; boccdis3@monroecounty-fl.gov
Administrative Aide: Carol Schreck
305.292.3430; Schreck-Carol@monroecounty-fl.gov

COUNTY ADMINISTRATOR

County Administrator:
Roman Gastesi,
305.292.4441;
Gastesi-Roman@monroecounty-fl.gov
Administrative Aide:
Lindsey Ballard
305.292.4443;
Ballard-Lindsey@monroecounty-fl.gov

ASSISTANT COUNTY ADMINISTRATORS

Christine Hurley,
305.289.2517;
Hurley-Christine@monroecounty-fl.gov
Kevin Wilson,
305.292.4529; Wilson-Kevin@monroecounty-fl.gov

COUNTY DEPARTMENTS

AIRPORTS

Director: Donald DeGraw,
305.809.5210, Degraw-Donald@monroecounty-fl.gov

BUDGET & FINANCE

Director: Tina Boan,
305.292.4467; Boan-Tina@monroecounty-fl.gov

BUILDING

DIRECTOR: Rick Griffin,
305.453.8815,
Griffin-Rick@monroecounty-fl.gov

CODE COMPLIANCE

Director: Cynthia J. McPherson, 305.289.2508, McPherson-Cynthia@monroecounty-fl.gov

COUNTY ATTORNEY & RISK MANAGEMENT

County Attorney: Bob Shillinger, 305.292.3470; Shillinger-Bob@monroecounty-fl.gov

EMERGENCY SERVICES

Director: Fire Chief James Callahan, 305.289.6088; Callahan-James@monroecounty-fl.gov
 Storm Ready Hotline: 1.800.955.5504
 Emergency Management: 305.289.6018
 During emergencies, please only call the hotline.
 Fire Academy: 305.289.6004
 Fire Prevention:
 Upper Keys – 305.453.8726
 Lower Keys – 305.797.0875
 Fire Rescue Headquarters: 305.289.6004
 Trauma Star: 305.289.6008
 Trauma Star Billing: 305.289.6010

EMPLOYEE SERVICES

Director: Bryan Cook, 305.292.4558, Cook-bryan@monroecounty-fl.gov
Benefits: Maria Gonzalez, 305.292.4448; Gonzalez-Maria@monroecounty-fl.gov
Human Resources: Pam Pumar, 305.292.4559, Pumar-Pam@monroecounty-fl.gov
Safety: Mark Gongre, 305.292.4559; Gongre-Mark@monroecounty-fl.gov
Worker's Compensation: Meri-De Mercado, 305.292.4451; Mercado-Meri-De@monroecounty-fl.gov

ENGINEERING SERVICES & ROADS

Director: Judith Clarke; 305.295.4329; Clarke-Judith@monroecounty-fl.gov

EXTENSION SERVICES

Director: Alicia Betancourt, 305.453.8747; Monroe@ifas.ufl.edu, Betancourt-Alicia@monroecounty-fl.gov

FACILITIES

Interim Director: William DeSantis, 305.292.4532, Desantis-William@monroecounty-fl.gov

FLEET MANAGEMENT

Director: Roy Sanchez, 305.292.3571; Sanchez-Roy@monroecounty-fl.gov

GRANT ADMINISTRATION

Sr. Administrator: Laura deLoach-Hartle, 305.292.4482; grantsmanagement@monroecounty-fl.gov

GUARDIAN AD LITEM

Director: Alexa Corsi Leto, 305.292.3485, Leto-Alexa@monroecounty-fl.gov

INFORMATION TECHNOLOGY

Director: Alan MacEachern, 305.453.8792, Maceachern-Alan@monroecounty-fl.gov

LAND AUTHORITY

Executive Director: Charles Pattison, 305.295.5180; Pattison-Charles@monroecounty-fl.gov



QUICK REFERENCES

LEGISLATIVE AFFAIRS

Director: Lisa Tennyson,
305.292.4444; Tennyson-
Lisa@monroecounty-fl.gov

LIBRARY SERVICES

Director: Norma Kula,
305.853.7349; Kula-Norma@
monroecounty-fl.gov

MEDICAL EXAMINER

Dr. Michael Steckbauer,
305.743.9011; ME0@
monroecounty-fl.gov

MONROE COUNTY TELEVISION

Channel 76 on Comcast
Channel 99 on AT&T U-verse
305.295.5128

PLANNING & ENVIRONMENTAL RESOURCES

Director: Mayte Santamaria,
305.289.2500; Santamaria-
Mayte@monroecounty-fl.gov

PROJECT MANAGEMENT

Interim Director: Cary Knight,
305.292.4416; Knight-Cary@
monroecounty-fl.gov

PUBLIC INFORMATION

Public Information Officer:
Cammy Clark, 305.742.9687;
Clark-Cammy@monroecoun-
ty-fl.gov

SOCIAL SERVICES

**Senior Director: Sheryl
Graham,** 305.292.4510;
Graham-Sheryl@monro-
ecounty-fl.gov



SOLID WASTE & RECYCLING

**Supervisor : Michael
Basham,**305.745.4307;
Basham-Michael@monro-
ecounty-fl.gov

SUSTAINABILITY AND CLIMATE CHANGE

Director: Rhonda Haag,
305.453.8774; Haag-
Rhonda@monroecounty-fl.
gov

TOURIST DEVELOPMENT COUNCIL

**Executive Director: Stacey
Mitchell,** 305.296.1552;
www.fl-keys.com

VETERAN'S AFFAIRS

**Director: Gary
Johnson,**305.295.5150;
Johnson-Gary@monroecoun-
ty-fl.gov

OTHER COUNTY/STATE AGENCIES

STATE ATTORNEY

State Attorney: Dennis Ward,
305.292.3400; www.keyssao.
org

MOSQUITO CONTROL

Director: Andrea Leal,
305.292.7190; www.key-
smosquito.org

COUNTY ASSISTANCE

Florida Keys Council for People
with Disabilities
Anna Haskins, 305.292.4591;
Haskins-Anna@monroecoun-
ty-fl.gov

MONROE COUNTY TRANSIT

Reservations: 305.292.4424
Cancellations: 305.295.4373

MONROE COUNTY SPECIAL NEEDS REGISTRY

Anna Haskins, 305.292.4591,
Haskins-Anna@monroecoun-
ty-fl.gov



The J. Robert Dean Water Treatment Plant in Florida City treats the water that comes from the Biscayne Aquifer before it goes into the pipeline to supply water to all of the Florida Keys.

COUNTY LIBRARY BRANCHES

Key West

Branch Manager:
Nancy Howanitz
700 Fleming Street, Key West,
FL 33040
305.292.3595

BIG PINE

Branch Manager:
Stephen Chambers
213 Key Deer Blvd., Big Pine
Key, FL 33043
305.872.0992

MARATHON

Branch Manager:
Cristy Danford
3251 Overseas Highway,
Marathon, FL 33050
305.743.5156

ISLAMORADA

Acting Branch Manager:
Margery Mohr
81830 Overseas Highway,
Islamorada, FL 33036
305.664.4645

KEY LARGO

Branch Manager:
Paulette Sullivan
101485 Overseas Highway,
Tradewinds Shopping Center,
Key Largo, FL 33037
305.451.2396

ANIMAL CONTROL

KEY WEST

The Florida Keys Society for
the Prevention of Cruelty to
Animals (SPCA)
5230 College Rd.
Key West, FL 33040
305.294.4857
After-Hours: 305.394.7596

MARATHON

The Florida Keys Society for
the Prevention of Cruelty to
Animals (SPCA)
10550 Aviation Blvd.
Marathon, FL 33050
305.743.4800
After-Hours: 305.394.7806

KEY LARGO

Humane Animal Care Coalition
105951 Overseas Hwy.
Key Largo, FL 33037
305.451.0088

MONROE COUNTY SCHOOL DISTRICT

Superintendent: Mark Porter,
305.293.1400, Mark.Porter@
keysschools.com

Public Information

Officer: Lynsey Saunders,
305.293.1400 ext. 53307,
Lynsey.Saunders@keyss-
chools.com

UTILITIES

Keys Electric Cooperative
305.852.2431
Keys Energy 305.295-1000
Florida Keys Aqueduct
Authority 305.296.2454
Comcast 800.266.2278
AT&T 305.296.5007



MESSAGE FROM MONROE COUNTY MAYOR DAVID RICE

For all of us, 2017 was quite a year.

We were sailing along as a County and we were sailing along as a community. The County was strong financially. We were accomplishing things that were important to all of us. Then along came Irma.

As this powerful hurricane churned closer and closer to the Keys, there was little doubt it was going to be truly devastating. Probably, a record number of us evacuated the County. Wherever this storm was coming ashore, it was a place nobody needed to be.

Irma lived up to its hype. It was the strongest storm to hit the Keys since Hurricane Donna in 1960. I am very thankful that the loss of life was so minimal considering we are a chain of low-lying islands that was struck directly by a storm of this nature. Our recovery began with the hard work of our rescuers, many of whom were also victims. Some people

who were part of the Emergency Operations effort did their jobs days on end, even while knowing they had lost their own homes or had suffered major personal losses.

Going into the devastated neighborhoods was remarkable to me. I have a bit of a background in disaster response and the emotional impact it has on people. Initially, many people were shocked. Some people were just wandering around, trying to figure out what they could save and not thinking that clearly. But shortly after that, I saw people kicking into gear and realizing they needed to make progress.

What impressed me most was the community coming together as a group to help each other. That will stick with me.

The storm was destructive, but its path caused much more harm to some parts of the Keys than others. Our bookends of Key West and Key

Largo suffered less damage and did a great job to quickly return to full operation. In between, the Keys are still recovering to varying degrees, and many of our citizens still are hurting.

As a County, we're doing everything we can to help. Many of the solutions come through federal funding. We are applying for grants that I wish were here instantly to immediately be put to use to help people. Many of these grants we probably won't see for the better part of the year. But the need will still be here. Neighbors will continue to help neighbors. And the County will continue to lead this recovery effort.

One of the paramount issues of this storm is its destruction of what we refer to as our affordable housing. Many of our older, ground-level homes have been destroyed. They composed the major portion of our affordable housing.

Other homes were substantially damaged, and there are a lot of them. Because the County participates in the subsidized National Flood Insurance Program, homes that are substantially damaged will have to be demolished, elevated and constructed to today's strong building codes. Unfortunately, what that means is even after insurance payments, homeowners will be putting extra dollars into rebuilding that dwelling and it will likely force them to rent the units for more than they did before the storm.

I'm afraid that unless we are able to come up with some programs that take some of the burden off the homeowners, we're going to lose a lot of those dwellings that were affordable housing.

Irma has led to a new level of commitment by the County Commission to come up with solutions to our longtime affordable housing issues. We need less community resistance to neighborhood projects. We are looking at new ideas for housing and ways to speed up the progress to meet the immediate needs of our citizens.

We are even looking at tiny homes. We are building a model one so we all can see what can be possible. Many of us have lived in a small apartment at various stages of our lives. So we are going to be doing some exploratory work in the County to determine what alternative



housing options are possible and affordable, we hope. And to make any viable housing options available to our workforce.

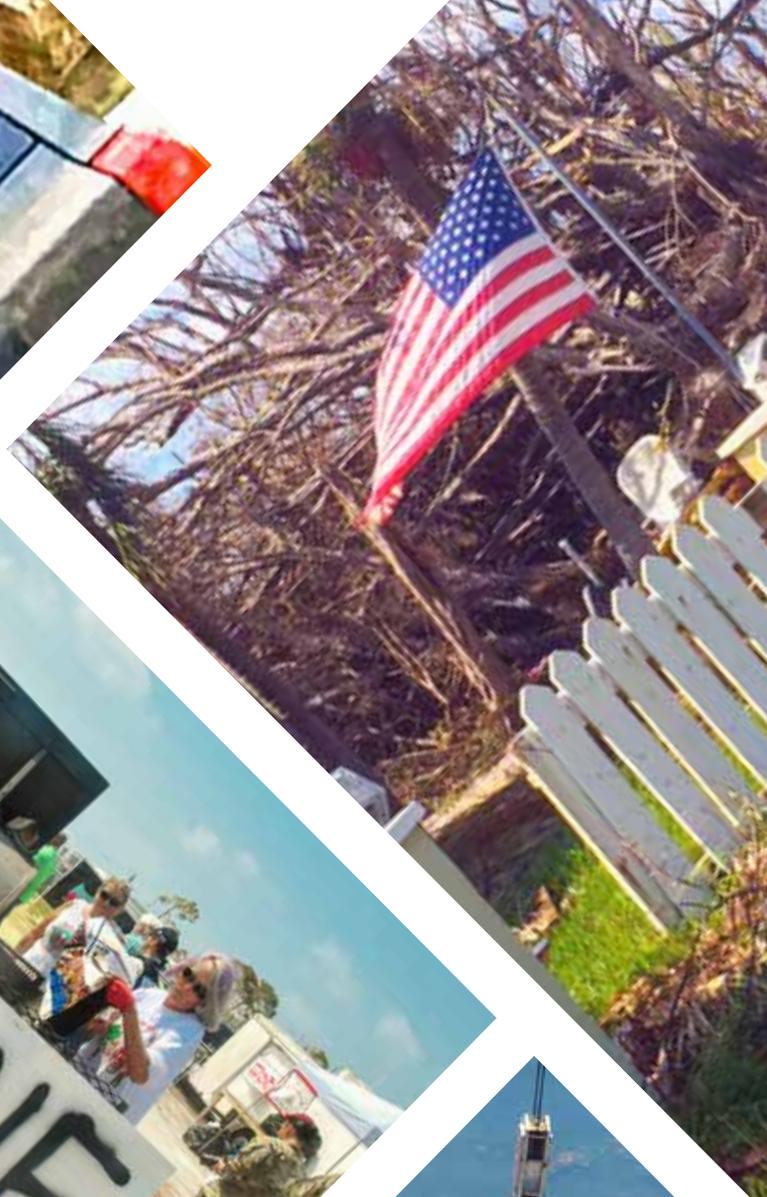
The storm also brings opportunity. Our housing stock will become stronger for the future. This will come painfully, however, because it also will be more expensive. In the long run, it will have a profound effect on further escalating the cost of living in Monroe County. Our workforce is going to be even more valuable to us. At this current moment, some of our major destination resorts that were damaged by the storm remain closed. As they reopen and need a large workforce to operate these large destination resorts, I think they will run into difficulty.

Our businesses are probably going to be compensating their employees more. We are going to need to look at enhancing our transportation system to get our workforce employees to their jobs from their homes in Big Pine, Homestead and other places. This needs to be reliable, timely and comfortable bus services that

delivers them to their work, not a mile away from it. We want people to take advantage of public transportation so they don't further clog our highway with traffic.

We all love the Keys. Every time I drive over the Seven Mile Bridge, I enjoy the scenery – and I've been here 45 years. It is a place where we all respect our environment, whether it is just admiring our island's beauty or participating in boating, fishing, diving and other water activities. It is a special place to live, work and play – and worth all the challenges.

As your mayor, I look forward to the next year – working with my fellow Commissioners, County staff and the community – to continue our recovery and build for our new future. Already, our devastated landscape with toppled trees and mangled mangroves is growing back greener and stronger. And when we look back years later, Irma will be a turning point for the Keys. Like our landscape, we will rebuild our community to be stronger.



MONROE
 **COUNTY**