

*State of the
County
Report
2010-2011*



*Monroe County
The Florida Keys*



MESSAGE FROM THE OFFICE OF MAYOR HEATHER CARRUTHERS

These are trying times for our country, our state and our communities. The recession, the bursting of the housing bubble, the BP oil spill – all have had a profound impact on our economy, political systems and social fabric. We've felt the impact here in the Keys, and will continue to feel it as support from State and Federal governments for local initiatives wanes and responsibilities continue to shift downstream to local governments.

While it is too soon to declare that we are completely out of the woods, Monroe County has survived the past year better than most counties. We are seeing positive indications in increased sales tax revenues, an apparent leveling in housing prices, and the lowest unemployment rate in the state. And thanks to some hard decisions made in years past, County government is well positioned to maintain our current levels of service without the need to increase ad valorem taxes.

Over the past few years, your County government has reduced its overhead, consolidated departments and streamlined processes, actually reducing the budget each of the past three years. In 2010, we continued to improve efficiencies and take other measures to improve our financial position. Previously depleted fund balances have for the most part been restored, our bond rating is excellent and we are financially stable. The State of your County Government is solid and healthy.

As you review this State of the County Report, you may be surprised at the breadth of services for which the County is responsible. I hope you are also impressed with the range of tasks your County employees provide. In difficult times, the demand for government services increases along with the desire to cut government expenditures. County staff has met this challenge, ably doing more with less for the past four years.

The State of the County Report details actions in each major functional area of the County for 2010-11. Here are some highlights:

SAVING. The difficult staffing decisions made in the past few years (cutting 67 positions and consolidating departments) continue to pay off in reduced recurring overhead expenses. We are also realizing savings in other significant ways.

- With help from FDOT, the FAA and greater passenger deplanements, we have reduced the bond debt on the Key West Airport from \$31 million to \$10 million.
- The County Attorney's office has eliminated a great deal of outside counsel, taking many cases in house and increasing their workload, saving the County a million dollars a year. Their success in defending the County in several cases upholding Growth Management regulations will save us untold dollars in the future.
- We have just completed an RFP for County employee health benefits, and expect to save \$3 million a year for the next three years with our new provider.
- We appealed a sewer assessment from the Key Largo Wastewater District for the Key Largo Park and the Nelson Government Center that saved us \$900,000.

FUNDING. County staff has been diligent and determined in ferreting out grant opportunities available in this difficult climate to support County programs and services.

- The Office of Management and Budget secured nearly \$10 million in state and federal grants this year, including \$2.5 million in ARRA (aka “stimulus”) funds and a \$2.6 million State Energy Program grant to help identify and implement energy efficiencies that will benefit us for years to come.
- A \$2 million Federal Staffing for Adequate Fire and Emergency Response (SAFER) grant has allowed us to increase the number of career firefighters at County stations.
- Our office of Transportation Planning secured over \$5 million in federal grants to improve pedestrian access and scenic qualities of US1.
- Grants through our Social Services Division help us provide services for the elderly, the transportation disadvantaged and low-income families. A \$350,000 grant from stimulus dollars helped us prevent evictions of over 300 Monroe County households.

EFFICIENCY. We continue to strive for better ways to do the business of the County in a more cost-effective and efficient manner.

- Our IT Department revamped our website to make it more appealing, user-friendly and much less costly to update.
- The Budget Office upgraded software to allow for more integrated, transparent and efficient accounting.
- With help from the Urban Security Initiative and the MCSO, we purchased upgraded radios to improve interagency communications among fire rescue, forestry and law enforcement agencies.
- Software in the Building Department was upgraded for the first time in eight years, allowing for better tracking of permits and faster response for customers.
- Our Library instituted a new Integrated Library System to increase capacity and improve management of databases for circulation, inventory and acquisition.

PLANNING. As anyone who has spent any time in the Keys knows, planning and development are extremely challenging in our environmentally sensitive islands. We continually strive to comply with required regulations while improving quality of life for residents.

- We have begun the revision of our Comprehensive Plan which will lay the groundwork for the Keys for the next 20 years.
- The Growth Management division completed a tedious and time-consuming “tier review,” analyzing thousands of parcels of land for their building potential in response to a lawsuit brought by environmental groups.
- The Office of Management and Budget completed a strategic plan for the County with the input of hundreds of residents from Key West to Ocean Reef.
- We are identifying and implementing strategies to help us adapt to climate change and projected sea level rise locally and regionally, including participating in the Southeast Florida Regional Climate Change Compact, and helping create a sustainable future through cooperation with the Southeast Florida Regional Partnership and our own planning process.

ACCESSIBILITY/TRANSPARENCY. We continue to strive to make it easy for you to understand the work we are doing on your behalf. Our meetings are publicly noticed and most are broadcast live and available on our website – re-designed to make it easy to navigate. Commissioners and other County leaders are accessible to the press. Our Public Library even has a Facebook page, and of course, there’s this new State of the County Report. I believe that making it easy for you to contact your government is a basic responsibility owed to taxpayers.

These are just a few of the accomplishments of the last year. We have much more room for improvement. We must continue to look for efficiencies in every department. We will proceed with the Comprehensive Plan update and ask for your input to help shape our common future. We can do much better with our recycling efforts and waste removal processes. We will continue to improve levels of customer service in Code Compliance. We have significant financial challenges ahead, particularly with regard to wastewater improvements, stormwater and aging infrastructure. And we will continue to build relationships at the State and Federal levels to garner assistance for the mandates these partners impose upon us.

I have been humbled and privileged to serve as your County Mayor this year. I am proud of the work our team has done during these difficult times (and cognizant of the stress these challenges have imposed on staff) and encouraged about what we can accomplish in the future. We live in a very special place, and we are lucky to have so many very special people working to preserve and protect it, and us.

If you have ideas that can help us provide you with better service, visit www.monroecounty-fl.gov and click “Report a Concern” or send an email to questions@monroecounty-fl.gov and we’ll review it. It’s YOUR County after all.

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OFFICE OF THE MONROE COUNTY
ADMINISTRATOR
ROMAN GASTESI



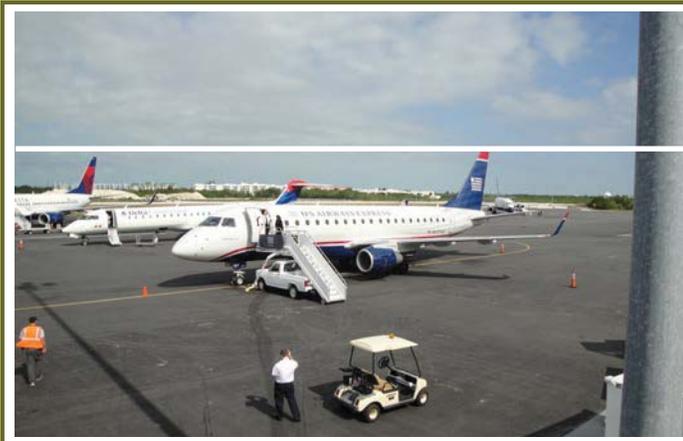
This past year has been filled with challenges and opportunities, not only for the Florida Keys, but for all local government. Yet, I have never been more optimistic about our future and I hope you share my optimism. The challenge of the past several years has led many of us to view this “new normal” (hence, doing more with less) as an opportunity to demonstrate the value of professional local government and the contribution we make to our community.

Recessionary times demanded that we take a hard look at how we do business. All Monroe County agencies have been challenged to examine their operations and evaluate what they do and how they do it. In our quest to deliver services that enhance quality of life, we must ensure customer satisfaction with our programs and services, develop our workforce and plan for the County’s future.

We have embarked on producing a Strategic Plan that will establish our priorities on what we will accomplish in the future, guide decision-making, improve performance and accountability, and communicate to everyone what is most important. We reached out to the citizenry for input and feedback. We held dozens of community meetings, conducted opinion surveys, customer satisfaction surveys, and continue to monitor “listening posts” that include the media, advisory boards, citizen complaints/feedback, and staff contacts with the public. We learned that the major issues that will drive our strategic priorities are the Environment, Cost of Living, Hurricane Preparedness, Wastewater and proper Governance. To that end, we have adopted a mission: *to provide outstanding public service responsive to the needs of our citizens, our unique community and our environment.*

We will continue to streamline the organization, and through the expansion of our website and e-government initiatives, we have made doing business with the County easier and more convenient.

I feel privileged that I am part of an improving Monroe County Government that will continue to raise the standard of excellence in the service we provide to the public.



Key West International Airport

The Key West International Airport serves travelers from all over the world.

Calendar Year 2010 was a particularly busy and successful time for the Key West International Airport. (EYW) It was the first full year of operation for the new Passenger Terminal Complex.

AirTran Airlines stepped up their operations from four flights a week to daily departures. American Eagle, UsAir and Delta also responded to the increased market demand by adding more flight frequency.

As a result, total passenger numbers for all twelve months of calendar year 2010 are up 22.2% over calendar year 2009. We ended the year with a total of 566,889 passengers.

At the beginning of 2010, the outlook was far dimmer than the final outcome of the year. It was thought that a lack luster economy and fear of a H1N1 Flu Virus epidemic would severely diminish the leisure travel market. However, due to free flu vaccination clinics, much like those held here at the airport in January, and a trend towards travel here rather than abroad, turned the tide and resulted in the best year that we've had since 2007.

For the first quarter of the year, we worked the Navy to stage the first Blue Angels Air Show since 2004. Since EYW and NAS Boca Chica have concentric airspaces, coordinating Airline traffic with the schedule of the demonstration teams was a real challenge.

With support from the FDOT and the FAA, we were able to continue on with our accelerated payment program for the Bonds that financed the construction of the New Terminal complex. By the end of the year, the 31 Million Dollar Bond Debt that was originally acquired in June of 2006 had been reduced to approximately 10 million dollars.

After eight years of permitting, including eighteen months of legal proceedings, we were finally able to start the two phase Runway Safety Area Project. The first phase was completed in October of 2010 when we became the 30th airport in the country to install an Engineered Material Arresting System (EMAS) at the East end of the field.

During July the U.S. Air Force conducted an extensive survey of Key West International to determine its readiness and availability to be used as an emergency facility for military operations and during disaster recovery. We must have impressed them because later on they sent us a huge C-17 cargo plane to conduct multiple operations here at the airport.



Florida Keys Marathon Airport

The Florida Keys Marathon Airport continued to be the preferred airport for General Aviation and Business Jets in the Florida Keys.

Air traffic activity increased for Calendar Year 2010 and was estimated to be 66,860 total operations, broken down as follows: Local Civil – 35,138; Itinerant General Aviation – 27,608; Itinerant Air Taxi – 3,958; Itinerant Military – 156. Aviation fuel sales were on the rise as 762,740 gallons were sold, an increase of 4.2% over the previous year.

The following aircraft were based at the airport during the year: Single Engine – 82; Multi Engine – 21; Jets – 3; Helicopters 9. Additionally, the Trauma Star Helicopter jointly operated by Monroe County Fire Rescue and the Monroe County Sheriff's Office is based at the airport due to its central location within the Keys. The Florida Keys Mosquito Control District has its Aviation Division with two (2) fixed wing aircraft and four (4) helicopters collocated with the airport, also due to its centralized location.

The airport took delivery of one of the first "Stinger" Quick Response - Airport Rescue Fire Fighting Vehicles ever produced by the Oshkosh Corporation, with funding support from FDOT. It incorporates the latest technology in a quad-agent, Index A, vehicle; it has water, dry chemical, CAFS foam system and clean-agent (Halatron) capabilities.





Aviation Day

The Experimental Aircraft Association co-hosted its annual Aviation Day at the airport with an estimated 1,500 attendees and Skydive Sebastian’s “Keys Boogie” annual event brought approximately 150 experienced skydivers to the Middle Keys Community for an entire week. Also, the airport’s terminal was used for another successful community event: the Zonta Club’s Christmas Festival of Trees.

After several years of discussions with the FAA, the airport’s layout plan was conditionally approved and an environmental assessment of the proposed runway relocation was begun. Additional development of the airport had been delayed pending that assessment.

The U.S. Air Force chose to use the airport for a second year for exercises using its C-130 aircraft from the 39th Rescue Squadron/920th Rescue Wing.

Florida Keys Marathon Airport continues to maintain a full Part 139 Operating Certificate for commercial operations; the airport successfully passed its annual inspection for the seventh consecutive year with no deficiencies being noted.





COUNTY ATTORNEY

In addition to reducing outside counsel fees even more during FY 2010, continuing to average over a million dollar savings a year by providing the bulk of legal services in-house instead of through outside counsel, some of the more remarkable achievements of this office include:

- 1) Obtained removal of scores of life safety code violations at the Key Largo Ocean Resorts RV park after well over a decade of litigation.
- 2) Obtained a number of appellate decisions in favor of Monroe County, most involving growth management regulations which were upheld, or the application of which was deemed not to be a compensatory taking. Such Rulings serve the taxpayers by a) requiring no compensation to the plaintiffs, and b) deterring future lawsuits involving the same issues which would incur the costs of litigation. Additionally, the rulings give the County staff guidance as to the proper interpretation of their regulations.
- 3) Settlement of many outstanding code enforcement cases.



Library

The Monroe County Public Library has a unique place in history as the oldest Library in South Florida. Its beginnings can be dated as far back as 1853. The first written record of the Key West Library Association is mentioned in the diary of William R. Hackley, who writes that he had paid his dues to that Association in July of 1853.

2010 was the year for a new ILS (Integrated Library System) for the Library. Staff and patrons alike enjoyed the increased capacity of this new management of our patron and materials databases, circulation, inventory, and acquisition processes. Staff went through extensive training and practice sessions throughout the implementation process, and the results are proving the worth of this major migration.

Public use of Library services continued to flourish in many areas, and Library staff rose to the challenge of serving over 463,000 visitors during the year, who borrowed over 412,00 items, took part in 233 programs for adults and 449 programs for children, and logged over 100,000 sessions on our public access computers and our wireless network. We are especially proud of our Summer FLYP (Florida Library Youth Program) presentations, which offered 51 special programs, enjoyed by over 2000 young participants, who logged more than 1200 hours of reading during those six weeks.



Captain Tommy Lones of the charter boat Gulfstream holding the fin of a 2300-pound Great White Shark he caught in 110-foot of water off Western Dry Rock on May 22, 1956. From the Dale McDonald Collection

Through the efforts of Library staff and some dedicated volunteers, several thousand images from our archive of historic photographs have been digitized and entered on our Flickr website. One group of photos in particular, from the 1890's, brought over 10,000 visits to the project in just one day. To date, over 500,000 views have been logged and many viewers have added favorable comments and their own personal recollections of the scenes and people immortalized there.

The Library has established a Facebook presence, which has come to be a valuable tool for public relations and marketing our services to a new audience. Our recently introduced new website has also been effective in presenting Library services and events in a venue which is updated regularly to present an ever-changing look at Library news.

This year was one of growth and positive change, and we are looking forward to continuing these trends for the coming year. Our goal remains to serve the educational, informational, and recreational needs of our County residents and visitors to improve the quality of their lives.

Employee Services

The mission of the Employee Services Division is to provide guidance and essential information to our employees and the public as we navigate through the challenges of a changing workforce by proactive management of our services.



The Employee Services Division is comprised of four offices that serve the county's employees and the public.

ACCOMPLISHMENTS 2010:

The Health Benefits Team was established to brain storm, evaluate and recommend health care strategies, participate in educating other County employees about health care options that encourages wellness through healthy lifestyle, and gain employee understanding and endorsement of the overall health insurance program. The Team ultimately recommended eleven plan changes which will result in an overall savings to the County's health care plan. The Team of 26 was made up of employees who represented all the divisions, departments and constitutional officers and who are covered under the health care plan.

A supplemental voluntary plan was implemented which provides benefits to employees in the case of an accident or illness with the American Family Life Assurance Company, Inc. (AFLAC).

A \$20 co-pay for physician office visits (In-network only) was implemented. Previously, a covered individual had to meet an individual deductible of \$300 (or \$600 per family). This change now allows the individual to go to the doctor for \$20 a visit which will also go towards his/her annual out of pocket cost (\$7,500). An individual not receiving care early on for a condition could possibly develop into a catastrophic illness or the condition could worsen where he/she would need to go to the emergency room or be admitted to the hospital which was more of a cost to the County as well as the individual. An individual that receives preventative care could save the County hundreds of thousands of dollars in the long run.

A request for Proposal was issued to ensure that we had the experience and resources available in a Consultant to adequately address issues surrounding the County's Health Insurance Benefits and the recently enacted Patient Protection Affordable Care Act, i.e., Health Care Reform. A thorough analysis of the County's health benefits programs was accomplished.

An ADA (Americans with Disabilities Act) Grievance Procedure was implemented for investigating complaints alleging noncompliance in addition to an ADA Request for Accommodation procedure.

GOALS 2011

Issue a Request for Proposal which will result in having the most efficient combination of medical and pharmacy administration vendors and networks for the County. In addition, it is expected that over a 12 month period following implementation a \$3.2 M savings will be realized.

Implement an ongoing long-term education initiative as it relates to the County's ADA Transition Plan.



PUBLIC WORKS

The mission of the Public Works Division is to maximize services in the most cost-effective manner through teamwork, sufficient staffing, and training, and to guide and direct the division with integrity and fiscal responsibility.

- In 2010 developed a recycling brochure entitled, “What Goes Into the Recycling Bin?”
- Distributed 2,500 copies of the recycling brochures, which is also available on the Monroe County website
- Pollution Control removed and disposed of over 400 tons of illegal waste
- 100,499.56 tons of recycling collected, up approximately 5% from 2009, possibly landing the County’s recycling rate between 18 to 21% for 2010
- Held E-Waste and Hazardous Waste Collection Events that generated 21,820 tons of Electronic Waste and 31,426 tons of Hazardous Waste
- Participated in the first annual Ecoweek, November 2010
- Partnered with Ecoweek to place recycling bins at parks, starting with Key Largo and Harry Harris Park
- Three tons of trash was picked up by volunteers during Earth Month
- Recycling Coordinator made over 100 recycling presentations, including chambers, schools and homeowners associations
- Key Largo School pilot composting project was a success. The project composted 5.46 cubic yards (3,822 lbs.) of food and landscape waste (1:3 ratio of food:landscape waste) to produce 2.15 cubic yards of compost weighing approximately 1,505 pounds and creating a 61% reduction in the volume of the food and landscape waste
- Successfully continued to publish five editions of the “Reduce, Reuse, Recycle, Think” Newsletter
- Lift station and force main completed at Long Key Transfer site
- Resurfaced entry roads to Key Largo and Long Key Transfer Stations
- In partnership with FDEP developed Hurricane Debris Staging Plan
- Began using synthetic blend motor oils in all County vehicles
- Boys & Girls Club moved into County lease space at Watson Field
- Resurfaced Watson Field and Higgs Beach Tennis Courts



- Renovated restrooms at Higgs Beach
- Installed recycling bins at Higgs Beach which capture about 175lbs of recycled materials per week.
- Completed clean up and installed five (5) new picnic tables and slabs to reopen Pines Park at the Key West Airport
- New roof installed at the PK Jail
- Major warranty repairs made to the Gato Building HVAC system
- Purchased Asset Management software system; received training and began inspections

FY2011 Goals

- Continue to increase residential recycling
- Increase business participation in recycling
- Secure another school composting project for a school in the Middle Keys
- Launch a business recognition program for businesses that recycle
- Renew Cudjoe Landfill Permit
- Continue partnership with Waste Management to upgrade and makeover all three transfer stations and the Recycling Center in Key Largo
- Complete transitioning of all Monroe County owned buildings to recycling
- Close the loop on several ordinances that prevent us from compiling accurate recycling information
- Continue public education and outreach on the 4Rs (Recycle, Reduce, Reuse and Rot) to residents, schools and businesses
- Connect various County-owned properties in Key Largo to the KLWTD system
- Complete County Facilities Energy Audit and Retrofit under the Florida Energy and Climate Commission Grant
- Award contract(s) for Big Pine Key and/or Marathon Animal Control Shelters and operations
- Award contract(s) for shade structures and/or playground equipment replacement at various County parks in the lower keys

UF/IFAS Monroe County Extension Services

Natural Resources –Extension Environmental Horticulture

The Monroe County Master Gardener program maintains a community volunteer base of 60 trained residents from Ocean Reef to Key West. During 2010 these volunteers reported 2037 volunteer hours valued at about \$37,000 assisting 1,561 Monroe County residents in answering their horticultural questions at regional plant clinics, horticultural educational booths, site visits, phone calls, and responding to emails.

The Extension lawn and garden website has attracted 67,234 hits with 215,010 downloads in 2010 and our horticulture blog, www.floridakeyslandscapeadvisor.com, currently has 82 subscribers, and 13,105 hits (USA and worldwide locations).

Extension taught 11 residential landscape workshops to 329 participants on the benefits of composting and insect pest control.

Extension exhibited at 15 community events in 2010 that reached about 1050 participants, promoting environmentally friendly landscaping practices, such as: “How to make compost”, and “Vermiculture” .

Natural Resources – Marine Fisheries Management

Extension partnered with the Florida Keys Commercial Fishermen’s Association to establish the Florida Keys Seafood Festival in 2006 to help the industry recover from the hurricane seasons of 2004-2005. The festival, now in its 6th year attracts over 6000 attendees, many from out of county, and provides funding for local scholarships and industry lobbying efforts to maintain the \$60-\$100 million fishing industry vital to the County’s economy and culture.

Extension collaborated with fishery management agencies and industry to increase fishery resource productivity and economic benefits to the local communities. Regulatory and scientific successes included establishment of a catch quota for the lobster fishery; elimination of unused permits in the king mackerel fishery; and designation of yellowtail and mutton snapper and black grouper as healthy fisheries. Other grouper fisheries, however, have been severely regulated with extended monthly closures to rebuild fish populations.

Community Financial Well Being

Financial Education is essential. Since 2006 Extension provided over 135 financial management workshops to over 2000 youth and adult residents to learn important aspects of budgeting and credit.

Climate Change, Energy Efficiency and Sustainability

The impact of the reduction in Monroe County's emissions provides "triple bottom line" economic, social, and environmental benefits including: cleaner air and water, cost savings through efficiency and conservation measures, reduced dependency on fossil fuels and pollution. A greenhouse gas emissions audit of county operations resulted in immediate savings of over \$37,000 per year through improved billings. Greenhouse gas emissions for municipal operations have been reduced up to 3.7% below 2005 levels or approximately 5,000 tons of CO₂ representing a savings of over \$105,000 to taxpayers.

Other Climate Change Actions

US Mayors Agreement on Climate Change - 2007 (Resolution 235-2007)

Resolution of the Board of County Commissioners of Monroe County, Florida endorsing the U.S. Mayors Climate Protection Agreement as amended to reduce global warming pollution; Authorizing full membership in the ICLEI local governments for sustainability and participation in the Cities for Climate Protection Campaign.

Establish the Green Building Code Task Force - 2008 (Resolution 177-2008)

A resolution by the Monroe County Board of County Commissioners establishing a Green Building Code Task Force to recommend green standards for new building codes.

Establish the Green Initiative Task Force - 2009 (Resolution 121-2009)

A resolution of the Board of County Commissioners of Monroe County renaming the Green Building Code Task Force to the Green Initiative Task Force; The Green Initiative Task Force effectively built a foundation for increased environmental sustainability through development of a Sustainable Vision Statement that is the basis for energy efficiency components of the Comprehensive Plan Amendment and the Community Action Plan as well as numerous recommendations adopted by the BOCC.





Establishment of the Monroe County Employee Green Team – December, 2009

The Monroe County Board of County Commissioners approved the establishment of an Employee Green Team to develop a government operations climate action plan.

Southeast Florida Regional Climate Compact - 2010 (Resolution 022-2010)

A resolution of the Board of County Commissioners of Monroe County Florida pledging their commitment to appropriate staff resources and expertise within budget constraints to participate in the regional climate team with Miami-Dade, Palm Beach and Broward counties toward the development of a Southeast Florida Regional Climate Change Action Plan.

Greenhouse Gas Target for County Operations - 2010 (Resolution 067-2010)

Resolution of the Board of County Commissioners of Monroe County Florida adopting a goal for reduction of greenhouse gas emissions to 20% by 2020 as measured from a 2005 baseline inventory. This ultimately will constitute a savings of nearly \$600,000 per year for the taxpayers.

Florida Green Building Coalition Commercial Building Standard - 2010 (Resolution 147-2010)

Resolution of the Board of County Commissioners of Monroe County, Florida adopting the Florida Green Building Coalition's green commercial building standard for county buildings in addition to the Florida Building Code as the standard to be used for construction of all public buildings from the date of this resolution.



Engineering & Project Management

The Engineering & Project Management Department provides technical leadership to implement the County's capital improvement plans and provide the facilities and road networks to cost effectively serve the needs of the County's residents and visitors. The department provides design, planning, construction, and contract management for County roads, bridges, and buildings in close collaboration with the Public Works Division. The department also manages the implementation of the Wastewater and Stormwater Master plans.

Engineering Services

- Completed repair of Geiger Key Bridge.
- Executed agreements for design & repair of two additional bridges (Tom's Harbor; Watson Blvd)
- Obtained FDOT agreement to include funding for two additional bridges in the tentative Work Plan (No Name Key & Similar Sound bridges)
- Designed, permitted, and contracted restoration of Boca Chica Road using FEMA funds.
- Implemented improved mechanisms for right of way permitting and identification of underground County utilities (traffic signals, drainage structures).

Project Management

- Developed a fiscally realistic transition plan to implement accessibility improvements identified by the ADA self-assessment process completed in 2009.
- Initiated funding requests and managed implementation of seven (7) TDC sponsored infrastructure projects
- Developed a master development plan for Higgs Beach & Park
- Negotiated settlement of longstanding litigation with Tower over Freeman Justice Center and a modification of the USACOE mitigation permit at the Medical Examiner to close out both projects.
- Completed design and permitting for Conch Key fire station and Marathon courthouse renovations and initiated construction for the latter

Wastewater

- Initiated Duck Key Wastewater Collection system and oversaw construction of Duck Key treatment system
- Appealed (with Public Works) sewer assessments in KLWTD that resulted in reductions of sewer assessments of more than \$900,000 for Key Largo Park & Murray E. Nelson Center
- Started (with Public Works) connection of County buildings to central sewers in Key Largo and Marathon
- Assisted Public Works with DOH permit to connect bathroom at Fire Training facility.
- Managed Wastewater master plan implementation with FKAA.
- Coordinated County-wide collaboration with FDEP & SFWMD to respond to USEPA nutrient rulemaking and USEPA review of the Reasonable Assurance documents.

General

- With partners from three other SE Florida counties, developed a unified projection of the effects of climate change to be used in developing a regionally consistent Climate Action Plan. (This involved Growth Management and Administrator and other County organizations)
- Continued refinement of the County's engineering resources by recombining the Engineering Services, Project Management, and Wastewater Departments to facilitate load leveling among these technical organizations.

Emergency Services Fire Rescue

Monroe County Fire Rescue (MCFR) provides fire and emergency medical services within the unincorporated areas of the county. Emergency services are provided from eight fire stations located throughout Monroe County. Monroe County's service area encompasses approximately 60 linear miles.

The mission of Fire Rescue is to provide fire suppression, emergency medical services, and other emergency services to the residents and visitors of Monroe County in a professional and effective manner.



Station 8 Stock Island, MM5

ISO Class 5/9



Station 9 Big Coppitt, MM10

ISO Class 5/9



Station 10 Sugarloaf, MM17

ISO Class 5/9



Station 11 Cudjoe, MM21

ISO Class 5/9



Station 13 Big Pine, MM30.5

ISO Class 5/9



Station 17 Conch Key, MM63

ISO Class 4/9



Station 18 Layton, MM68

ISO Class 5/9



Station 22 Tavernier, MM92

ISO Class 5/9

Emergency Services

Fire Rescue

Six rescues provide 9-1-1 advanced life support level medical care and transport to patients throughout the Keys.

Ground Transports by MCFR Firefighter/EMTs and Firefighter/ Paramedics	
2006	1,339
2007	1,301
2008	1,430
2009	1,406
2010	1,568

Station and Facilities Improvements

During the past few years improvements have been made to several fire stations and facilities.

- Station 22 Tavernier: Renovations to the station were completed in 2007
- Training Facility on Crawl Key, MM56.5: In 2008, repairs were made to the stairs and tower of the main training building. A project is in the planning stages for the addition of public restrooms and shower facilities, along with road improvements at the facility.
- Station 13 Big Pine: The station was rebuilt in 2009.
- Station 8 Stock Island: Funding and design plans are completed for the replacement of the station. Land is being acquired adjacent to the current facility, the construction services will be put out to bid.
- Station 17 Conch Key: Funding and design plans are completed for the rebuild of the station and the Board of County Commissioners has approved to solicit bids.



Emergency Services Fire Rescue

Staffing Improvements

In recent years, Monroe County Fire Rescue has continued to improve its ability to effectively mitigate fires and other emergencies. With the help of nearly \$2 million in grant funding from the Federal Staffing for Adequate Fire and Emergency Response (SAFER) grant, 18 additional firefighters were hired in FY 2009, increasing minimum staffing to 3 firefighters daily at Cudjoe and Tavernier stations and staffing to cover for vacation, sick, kelly days and other vacancies. In FY 2010, career staffing were hired to place 2 firefighters daily at the Layton Volunteer Fire Department. Minimum daily staffing now consists of 24 career firefighters at 8 stations (a 30% increase from pre-SAFER award).

Although the total number of Firefighter-I and Firefighter-II- trained volunteers has dropped, due to the increased state-mandated training requirements and the economic situation in the Keys, the department's response has always been, and continues to be augmented by volunteer firefighters.

FY 2008 (PRE-SAFER GRANT)			FY 2010 (POST-SAFER GRANT)		
STATION	DAILY STAFFING	X 3 SHIFTS	DAILY STAFFING	X 3 SHIFTS	CHANGE
STATION 8 - STOCK ISLAND	4	12	4	12	0
STATION 9 - BIG COPPITT	3	9	3	9	0
STATION 10 - SUGAR-LOAF	0	0	0	0	0
STATION 11 - CUDJOE	2	6	3	9	3
STATION 13 - BIG PINE	4	12	4	12	0
STATION 16 - TRAUMA STAR	1	3	1	3	0
STATION 17 - CONCH KEY	4	12	4	12	0
STATION 18 - LAYTON	0	0	2	6	6
STATION 22 - TAVERNIER	2	6	3	9	3
Subtotal	20	60	24	72	12
BATTALION CHIEF	1	3	1	3	0
FFs FOR Vacancy COVERAGE	0	0	4.3	13	13
TOTAL PERSONNEL	21	63	29.3	88	25

Emergency Services
Trauma Star Air Ambulance

Monroe County Fire Rescue and the Monroe County Sheriff’s Office jointly staff and operate an emergency medical air-ambulance helicopter service called Trauma Star. Because of limitations of medical care and long distances to mainland hospitals, air transport often provides critical medical care.

Trauma Star is based in Marathon and is staffed around the clock by SO helicopter pilot and MCFR flight firefighter/paramedics and nurses for immediate response to emergencies. Trauma Star’s primary mission is to provide emergency helicopter transportation for individuals who are critically injured either by natural causes, such as heart attacks or stroke, or by other causes, such as a vehicle crash. Trauma Star also provides interfacility hospital-to-hospital transfers when necessary. A fee waiver program is available to qualified residents who utilize Trauma Star’s services for critical medical air-transport.

Trauma Star Transports	
2006	7
2007	126
2008	158
2009	167
2010	203
TOTAL	661



2010 Statistics	
1	Dry Tortugas (medical evac.)
57	Trauma Alert
13	Cardiac Alert
26	Stroke Alert
106	Interfacility hospital-to-hospital transfer
203	Total

Emergency Services Training

Monroe County Fire Rescue is one of only 31 certified firefighter training centers in the State of Florida. The Joe London Fire Training Facility is located on Crawl Key at mile marker 56.5.

The facility hosts a variety of state recognized courses throughout the year, including Firefighter I and Firefighter II certification programs specifically designed for area volunteers and members of local municipalities. Various courses in fire and medical training are also offered through the academy. Firefighting personnel also utilize the tower and burn building to improve basic and advanced firefighter skills and abilities.

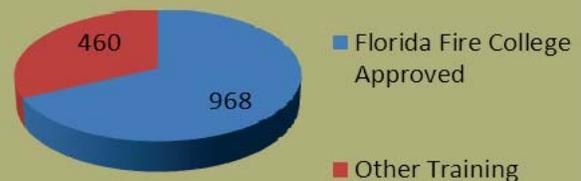
<u>2010 Course Offerings</u>
Firefighter I
FSFC 906 Firefighter II
(2) 1 st Responder
(3) PD 3605 EVOC
FSFC 3530 Live Fire I Instructor Course
FFP 1301 Apparatus Operations
(2) FFP 1301 Fire Service Hydraulics
FFP 1510 Codes and Standards (KW)
FFP 1540 Private Fire Protection (KW)
FFP 2120 Building Construction (KW)
FFP Construction Documents & Plans Review (KW)
(2) FSFC 703 Aerial Operations
BLS Course
Air Medical Crew Core curriculum Course
(3) Advanced EKG & 12-Lead Interpretation
ICS 300 Intermediate Incident Command System
ICS 400 Advanced Incident Command Systems
ICS 800 National Response Framework
Bioterrorism
PER 211 Operations & Planning for WMD Incidents



Formal Training Hours



2010 Formal Training Hours



Emergency Services

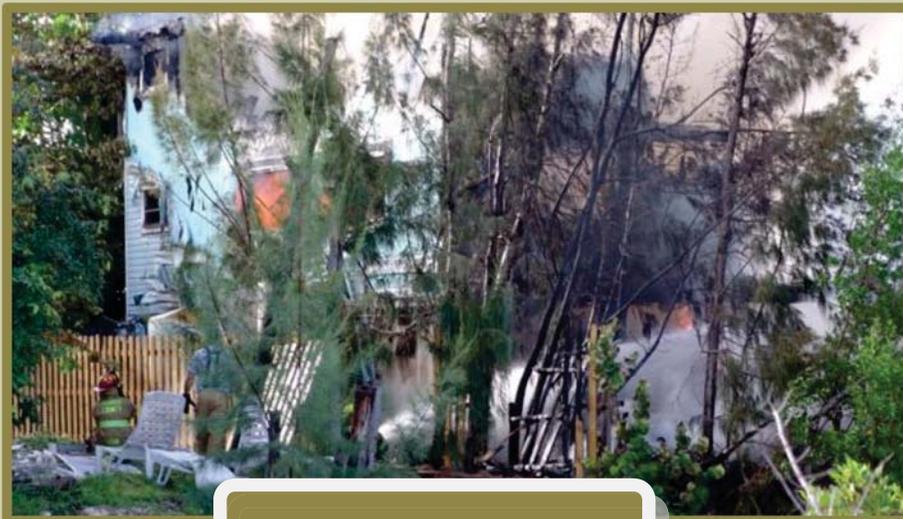
Fire Prevention

The Monroe County Fire Rescue Fire Marshal's office conducts inspections of businesses and multi-unit residences to ensure compliance with the Florida Fire Prevention Code.

Monroe County Fire Marshal's office is committed to providing the community with a professional fire prevention and safety program.

The mission is accomplished through:

- Fire protection engineering and plan reviews of new construction
- Fire cause investigation
- Fire and life safety code enforcement
- Occupancy inspections



Structure Fire on Big Pine Key

Emergency Services

Emergency Management

- Monroe County Emergency Management (MCEM), with funding assistance from the Urban Area Security Initiative and the Monroe County Sheriff's Office, assisted in the conversion of emergency communications from 400 MHz through the purchase of portable and mobile radios for Monroe County Fire Rescue, Municipal Fire Rescue Departments, and the Florida Division of Forestry. This upgrade improves interagency communications among fire rescue, forestry and law enforcement agencies.
- MCEM Department obtained Urban Area Security Initiative funding assistance to purchase and implement WebEOC. This interoperable communication tool enables South Florida Region 7 EOC emergency managers to share information with each other and with first responders such as fire, emergency medical services (EMS), public works and law enforcement.
- MCEM coordinated and conducted numerous training sessions, with approximately 500 participants:
 - WebEOC Basic Training
 - Radiological Emergency Preparedness Training
 - Joint Interagency Preliminary Damage Assessment
 - Rapid Assessment
 - Recovery from a Disaster
 - Incident Command System (ICS) training



Radiological



Marathon Airport Exercise

Emergency Services

Emergency Management

- Monroe County's Radiological Emergency Operations Center was relocated from the Key Largo Volunteer Fire Station to the Tavernier Fire Station #22. This facility provides enhanced communications capability. The Tavernier facility insures the capability of fully integrated technological capability with the growing 2011 FEMA radiological criteria. This is an important element in the County's emergency plan due to the proximity to the Turkey Point Nuclear Power Plant in Miami-Dade County.
- MCEM radiological emergency preparedness program demonstrated a coordinated response of all lead agencies in Monroe County to a radiological event during the Federally Evaluated Exercise. No corrective areas of improvement were cited by FEMA evaluators.



- When threatened by Tropical Storms and minimal Category 1 Hurricanes, MCEM has established an in-county Special Needs Shelter for the Lower and Middle Keys at the Harvey Government Center in Key West and for the Upper Keys at the San Pedro Catholic Church, in Tavernier for the Special Needs population. The establishment of these local shelters eliminates the need to transport special needs individuals to the mainland during minimal storm events.
- Established in cooperation with the Miami-Dade Animal Sheltering Services Department, the E. Maynard Fuchs Pavilion, and the Miami-Dade Department of Emergency Management, an agreement that allows all Monroe County's evacuating population to evacuate their pets as well for sheltering out of harms way in Miami-Dade.

Upper Keys Health Care Taxing District

The Upper Keys Health Care Taxing District, commonly referred to as the Trauma District, was created by ordinance in 1988 to ensure rapid transport and transfer of trauma alert victims to an appropriate state-certified trauma center. Participating centers include Jackson Memorial Hospital's Ryder Trauma Center or Miami Children's Hospital in Dade County. The district reaches from the Dade-Monroe County line south through Layton to the north end of the Long Key Bridge.

Voters supported the referendum that originally created three trauma districts and the associated tax rate. However, the plan was only implemented in the Upper Keys. A half-cent tax was collected from 1988 to 1992. In 1992, voters again supported the tax, which was a quarter of a cent. The tax has not been collected since 1995; the district currently relies upon the remaining balance plus interest to continue its operations.

The Trauma District is the payer of last resort for unfunded patient care. Staff members use every possible option (Medicare, Medicaid, personal, auto, or boat insurance) to secure funding for that care. If none is available, agreements are in place to pay at Medicaid rates. Additionally, the district has purchased ambulances and appropriate trauma / medical equipment, including the Jaws of Life, for all of the emergency services within this taxing district.

Advisory Board

The Upper Keys Health Care Taxing District Advisory Board was established by Ordinance 008-1988 to make budgetary and procedural recommendations to the Monroe County Board of County Commissioners in reference to matters concerning the Upper Keys Health Care Taxing District.

Technical Services

The Technical Services Department provides efficient, reliable, and cost-effective information management services through the application of computing technology and related technology resources. The Department plans, designs, implements, and supports, the

There are several accomplishments which Technical Services completed in the last year.

New County Website – In January of 2011, Technical Services completed the conversion to the new County website and brought it online for members of the public. This rollout was more than a year in the making. There are significant cost savings as we have reduced our ongoing maintenance costs by 75%. This website features a simplified layout, shows County events on an easy to read calendar and still provides the information contained on our old website. Another advantage of the new site is that County Staff will have a much easier time maintaining the sections of the site that they are responsible for. Also, we are well positioned for the future, as the site will allow easy additions of online payment modules, blogs and other types of features and content that will enhance the end user's experience and make it easier to do business with the County.

New County Desktops – In January of 2011, the Board of County Commissioners approved the purchase of new computers for County staff. Technical Services evaluated three vendors, Dell, HP and Lenovo over the course of 3 months. Lenovo's product was selected as the best for price, performance, features, and support over the other two competitors. These new machines contain the latest Microsoft Windows and Office software and are designed to be easily upgradeable in the future. Additionally many users will receive a second monitor with their new PC. This will increase their productivity by up to 35% as they will be able to keep multiple windows visible at the same time which will enhance their ability to complete their work faster.

New County Email Server – In September of 2010, Technical Services completed the migration of the County's email system to the latest version of Microsoft Exchange software. Although the transition was accelerated due to problems with the old server, all users were eventually converted to the new machine without any loss of data. The newest version of Microsoft Exchange is the most efficient mail server in terms of disk usage and provides complete integration with iPhones and other smartphones, enabling our staff to receive emails and calendaring services wherever they are. The new server allows for use of new collaborative tools such as Microsoft SharePoint. These tools will allow for virtual working groups to share information, work collaboratively and save resources as only single copies of work product are actually stored.

Microsoft Licensing – In April of 2010, the Board of County Commissioners approved a three year contract for Microsoft software. The significance of this agreement is that it will allow the County to install and use the latest versions of Microsoft software as they are released. In 2006, the County entered into our first Volume License Agreement with Microsoft. This included all of our Client Access Licenses for email and Windows servers but did not include the actual Server Licenses themselves or our office software. This new agreement includes all of this software now so that any time Microsoft releases a new version of software that we use, we are fully licensed to upgrade to it.

MCTV Encoders – In the summer of 2010, MCTV installed two new encoder systems into their broadcast facilities in Key West and Key Largo. These systems will allow our Broadcasts to be encoded and then streamed in broadcast quality video. This is part of a complete conversion of our broadcast facilities from analog to completely digital. The next phase will include a digital broadcast server from which all content for Channel 76 will originate and allow us to use the higher resolution streams.

Veterans Affairs



The office of the Veterans Affairs Department serves all Veterans within the Monroe County area. The approximate number of veterans residing in Monroe County is 13,014 full time Veterans. During the winter months we have an influx of “snow birds” which adds approximately another 2,000 veterans that we provide assistance to.

We assist veterans with initial applications for service connected benefits, enrollment in the VA health care system, applications for Non-service connected pensions, burial benefits and a host of other federal and state benefits that veterans are eligible for. Additionally, we provide assistance to active duty personnel in the area by assisting with applications for VA home loans, initial applications for veteran’s benefits upon discharge and briefings to the various military commands in the area on VA and state benefits available upon their discharge. We also assist active duty military personnel who were being discharged to complete all appropriate paperwork for benefits prior to their discharge so that they receive an early response from the VA on their disability claims (commonly referred to as the Benefits Before Discharge (BDD) program). We are the only county in Florida that completes these types of claims for the active duty military.

Additional initiatives over the past year have included more outreach to veterans who could not get to our office locations to include the elderly, indigent/homeless and veterans with transportation problems. We established an outreach location in Big Pine Key in June 2010 where a veteran’s counselor is available in the area once a week at the senior center. This has been a successful program with numerous vets providing positive feedback on our efforts to get to them and assist them in obtaining their benefits. We have also been advertising our services more over the past year through Public Service Announcements over the local radio stations and newspapers. We also are provided an on-air spot on a local radio station (WGMX 94.3) once monthly where we talk about services we provide and how we can help a veteran. These initiatives have been very successful in bringing more vets into the offices and utilizing our services.

All of the offices are active in local groups and stay in contact with the numerous local veterans organizations (i.e., VFW, DAV, American Legion etc.) so that we can assist any veterans in need. We are also active in attending SHAL meetings to keep a pulse on the local homeless population and assist any homeless veterans who may be having problems.



Our “Van Program” is one of the most popular programs that we have. This provides veterans with transportation to, not only the VA hospital in Miami, but also other specialty clinics that veterans or social service clients may need to go. Over the past year we have obtained a larger vehicle for handicapped veterans with more carrying capacity to get veterans to Miami. This program operates weekdays in full cooperation with, and assistance of, the Department of Veterans Affairs. This is a highly successful program and we will continue to work with the Department of Veterans Affairs to keep this program running as well as see if we can obtain even larger vehicles to transport more veterans to Miami.

Our office in Key Largo has provided some unique initiatives to deal with the veteran’s population. They have worked very closely with Judge Ptomey and the State’s Attorney to get a veterans court started. This has worked extremely well with a veteran’s representative accompanying the veteran to court for non-violent issues. Once a sentence is set the veterans representative then attends a meeting with court services to ensure the veteran is allowed to use VA services where appropriate (counseling, anger management classes, substance abuse evaluation, rehab services, etc.) which saves the county and the veteran money as the service is provided by the VA.

All offices integrate with the County Social Services programs to assist veterans in obtaining any available services and provide burial assistance for indigent veterans. We also work very closely with other organizations that may provide assistance to veterans.

We are a diverse group who are dedicated to our job and the veterans of the county. We are continuously looking for new and innovative ways to assist veterans and to ensure that all veterans within Monroe County are aware of benefits available to them through the Department of Veterans Affairs.

The three offices of the Veterans Affairs Division provided the following support for the veterans:

Initiated first time Service Connected Claims: 201

Initiated first time Non-service Connected Claims (Pensions for Vets): 28

Initiated Notice of Disagreements with VA decisions on behalf of Veterans: 138

Initiated Formal Appeals on behalf of veterans to the Board of Veterans Appeals: 18

Initiated Veterans with applications for VA Healthcare: 98

Number of Veterans and social services clients transported to Miami for medical appoints: 1,939

Total number of forms initiated on behalf of veterans: 2,785

Total number of Veterans interviewed for assistance/claims: 3,595

Total number of phone calls received: 10,777

Provided 7 briefs on VA benefits to a total of 230 persons

Total number of field/home visits: 110

Total number of meals served at the Veterans meal program: 287

Total amount of retroactive awards received: \$1,656,352.00



Additionally, to further show the financial impact that veterans have on the county, the following is taken from a yearly report that we receive from the Florida Department of Veterans Affairs showing income for Monroe County (latest statistical data available for Fiscal Year 2009/2010):

Total new revenue (this is through one time lump sum payments to veterans): \$2,578,642.00

Total recurring payments through monthly compensation and pension payments: \$15,467,000.00

This is a grand total of **\$18,045,642.00** that has been brought into the County by means of payments made to veterans in Monroe County which, we are happy to say, we are an integral part of ensuring the veterans receive these payments.

This number does not include the amounts of VA home loans that have been secured by veterans in the keys.

Goals for next year:

Continue to provide the best service possible to the veterans of Monroe County.

Provide more outreach to veterans who are unable to get to our offices and indigent veterans.

Work with the Department of Veterans Affairs in Miami to procure larger vehicles so that we may transport more veterans to Miami.

Work closer with the local clinics and VA Medical Center in Miami to provide services to veterans for in-house programs and other programs that are available through the Miami Medical Center.

Office of Management & Budget

Budget, Grants Management, Purchasing

We are a customer-focused team that is striving for excellence at all times, dedicated to sustainability by providing support to Monroe County's Government and the Citizens that we serve.

The Monroe County Office of Management and Budget is responsible for the coordination of all budget activities of county government. Specific responsibilities include:

- * Preparation of the annual \$330 million county budget and five year capital improvement program;
 - * Development of cost plans for county's services;
 - * Analysis of the fiscal impact of proposed county ordinances and relevant proposed state and federal legislation;
 - * Grants management and acquisition;
 - * FEMA reimbursement;
 - * Contract procurement;
 - * Purchasing Card Program management; and
 - * Oversight of the county's financial management system.
- In 2010, Monroe County is financially healthy and stable, with healthy reserves in funds, and an excellent bond rating, due to sound financial management and a pro-active stance early on and throughout the national economic downturn.
 - In 2010, the County reduced its budget (as it did in each of the two years previous) in response decreasing property values and lower revenues and without major impacts to services, largely due to workforce reductions, reduced spending and increased efficiencies.
 - In 2010, the Budget Office was awarded the Distinguished Budget Presentation Awards by the Government Finance Officers Association, for the 12th year in a row, recognizing Monroe County's annual budget as meeting the high quality standards established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.
 - In 2010, the Budget Office upgraded its budget development software to GovMax 5.0 with enhanced abilities to tie together annual budgeting, strategic planning, and performance management. The Office also began the implementation of a new fund balance reporting model, as required by the Statement of Governmental Accounting Standards No. 54 ("GASB 54") which applies to the five governmental funds used by state and local governments. The new accounting standard will improve the transparency and disclosure of fund balance information and reporting.

- This past year, the Budget office was successful in securing a host of federal and state funding awards including:
 - * A \$2.6 million grant from the State Energy Program that will enable the County to implement energy efficiency measures in our facilities and fleet that will yield significant cost energy cost savings for years to come;
 - * \$1.9 million from the Federal Emergency Management Agency to clean-up trap debris from the near-shore waters, and brought additional economic benefit by utilizing local commercial fisherman as the clean-up sub-contractors;
 - * An additional \$600,000 in FEMA reimbursement for expenses incurred during Hurricane Wilma;
 - * Coordinated with the County's Public Works and Social Services departments to secure approximately \$2.5 million in American Recovery and Reinvestment Act (ARRA) funds for transportation, drug and crime prevention, and social services;
 - * Worked with the County's Wastewater team and the Housing Authority to secure \$2 million in CDBG Disaster Recovery funds for sewer lateral assistance for homeowners; and
 - * Led Monroe County's collaboration with the HUD Sustainable Communities Initiative award, spearheaded by the South Florida Regional Planning Commission.
- In 2010, the Budget Office facilitated the disbursement and managed \$2 million in County funds to over 30 social and human services organizations that provide critical and invaluable medical, mental health, and social services to our most vulnerable citizens.
- In 2010, the Office completed the first draft of the Monroe County Strategic Plan. The plan, which outlines the County's priorities and goals, will be used to align county operations, as well as its financial resources, in furtherance of our stated priorities, goals and objectives.
- In the coming year the Budget Office will be working with the County Attorney's office to revise and update Monroe County's procurement and purchasing policy.
- The Budget Office also continues to monitor all state and federal legislation for budgetary impacts, and works closely with our state and federal lobbyists and to build relationships with elected officials in Tallahassee and Washington, D.C. in order to protect and promote the interests and concerns of our citizens, economy, and local government.
- The changing roles and relationships between state and local levels of government however remains a critical financial challenge. As state government continues to sort out its priorities and approaches to critical services, it is likely that local governments will be asked to share more of the burden. Revenue options available to local governments for these cost shifts and unfunded mandates are limited and largely controlled by state leaders reluctant to authorize new sources. Gaining public support for local option revenues and continuing to work with state leaders on revenue sources and service responsibilities will continue to be major challenges in the immediate years ahead.





SOCIAL SERVICES

Monroe County Social Services has had a busy and successful FY2010, serving a diverse population with a number of long standing programs and even exciting new ones. We have an extensive background in caring for the needs of our citizens. Our commitment to offering these basic and life-sustaining services comes from our confidence that each citizen in Monroe County, regardless of his or her circumstances, is valued and respected.

Each day in Monroe County, many of our citizens are faced with utility service disconnection. Low Income Home Energy Assistance Program (LIHEAP) is designed to provide financial relief from high energy costs to prevent service disconnection for families in crisis. Monroe County Social Services staff ensure maximum participation of the neediest families. Particular efforts are made to serve the elderly, those with special needs, and families with very young children.

Weatherization Assistance Program (WAP) assists Monroe County's eligible low-income families in improving the energy efficiency of their homes. Monroe County was awarded almost \$1 million to help lower energy usage and utility bills while reducing our Country's dependence on oil. Weatherized homes see a 20-30% decrease in their energy bills.

Bayshore Manor Assisted Living Facility provides residents and adult day care guests with quality and compassionate care, while striving to enhance quality of life, preserve dignity, and meet 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.



Through our home delivered meal and congregate meal programs, Nutrition Services allows clients to receive hot, healthy, nutritionally sound meals on a daily basis. For clients who are home or bed bound, our meal delivery service also provides them with a daily well-person check. Our four congregate sites throughout Monroe County provide a variety of activities to promote health and wellness, socialization, and personal enjoyment.

Monroe County Social Services, through our In-Home Services program, ensures that our elder population can age in place with an optimal degree of independent living with corresponding quality of life, in a manner that preserves dignity and human connectedness. These services are targeted to those seniors in greatest economic and social need. Services include, but are not limited to, personal care, respite, homemaking, shopping, chores, case management, and companionship. These programs are largely funded by Department of Elder Affairs grants.

Monroe County Transportation (MCT) provides door-to-door para-transit service for any transportation disadvantaged resident of Monroe County. Each month, we complete approximately 2,500 trips throughout the County. These trips ensure that our most vulnerable citizens are able to get to their doctor's appointments, grocery stores, pharmacies, etc., while maintaining a high degree of independence. Additionally, MCT 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 and sheltering.

We were awarded over \$350,000 in Homeless Prevention and Rapid Re-housing Program (HPRP) funding and were able to prevent evictions for over 300 households within Monroe County. The program was solely funded by stimulus dollars. Because there was such a need for this service, and because our staff served so many households so quickly, the State re-allocated additional funds to our County.

GROWTH MANAGEMENT

WE STRIVE TO BE CARING, PROFESSIONAL

The Growth Management Division includes the departments of Building, Code Compliance, and Planning and Environmental Resources. Programs within the Division include:

GROWTH MANAGEMENT ADMINISTRATION

- State of Florida Area of Critical State Concern (ACSC) Implementation including coordination of policy and programs that impact: Growth Management, Water Quality/Wastewater, Hurricane Evacuation, Land Acquisition, and Stormwater
- Coordination of Legal interpretations with Growth Management Division issues
- Budgeting and Operations of three (3) Departments, with three (3) physical locations in Key Largo, Marathon, and Stock Island with 79 employees and a budget of \$7,700,000
- Process evaluation, streamlining, and documentation of all program implementation to assure fair, consistent, and accurate permitting, development approvals, and code compliance
- Board of County Commission interaction, including agenda item preparation, presentation, and implementation
- Geographic Information System (GIS) including:
 - ◊ Land Use and Environmental Resource mapping
 - ◊ Property record/data management
- Hurricane Modeling and Rate of Growth Ordinance (ROGO) maximum development projections
- Environmental Land Restoration utilizing mitigation funds

BUILDING DEPARTMENT

- Building Permitting, Plan Review, and Inspections
- Flood Plain Program Implementation
- Contractor licensing including Contractor Examining Board (CEB)
- Construction Board of Adjustment and Appeals

CODE COMPLIANCE DEPARTMENT

- Code Compliance including specific focus on:
 - ◊ Overall County Code compliance
 - ◊ Vacation rental compliance
 - ◊ Contractor Licensing and Enforcement of those doing unlicensed contractor work
 - ◊ Floodplain enforcement – (downstairs enclosures, construction within Floodplain)



PLANNING AND ENVIRONMENTAL RESOURCES DEPARTMENT

- Planning including:
 - Development Review Committee and Planning Commission administration and implementation
 - Comprehensive Planning including:
 - Development, amendment, and implementation of the County Comprehensive Plan including:
 - Rewrite of the County Technical Document
 - Evaluation and Appraisal Report (EAR) required every 7 years by the State of Florida
 - Current Planning including:
 - Land Development, Code Development, amendment, and implementation
 - Development Review
 - Conditional Uses, Development Agreements, Variances, Permitting, Plan review, inspections
 - Residential and Non-Residential Rate of Growth Ordinance (ROGO) Implementation, program administration, and tracking
 - Capital Improvement Planning
- Environmental Resource Planning including:
 - Tier System (classification system that classifies land into tiers dependent upon their environmental sensitivity)
 - Climate Change/Energy Conservation/Sea Level rise
 - Development Review, Permitting, Plan review, Inspections, and Mitigation
 - Key Deer Habitat Conservation Plan/Incidental Take Permit Annual Monitoring and Reporting
 - Environmental components of Comprehensive and Current Planning functions detailed above
- Transportation Planning including:
 - FDOT coordination for US1 improvements
 - Grant writing and implementation of programs
- Historic Preservation Planning and Development review
- Marine Resource Planning including:
 - Permitting, Plan review
 - Derelict Vessel Removal Program
 - Sewage Pump Out Services Program
 - Grant writing and implementation
 - Management of Boater Improvement Funds
 - Marine Advisory Committee

Revenue within the Growth Management Division includes:

	Account	March, 10'	March, 11'	2007-2008	2008-2009	2009-2010
Administrative Engineering	001-000000-341921-SG	0.00	2,896.00	9,582.00	44,814.40	2,052.00
Impact Fees	130-131-132-133-134-135	26,688.00	10,110.00	314,544.44	326,206.06	177,100.48
Zoning/ROGO/Environmental	148-341905-SG	35,252.44	28,163.00	491,321.50	522,411.45	450,206.49
Fire Marshal	148-341906-SG	2,964.00	730.00	172,499.95	80,908.05	45,363.00
Flood Variance	148-341907-SG	0.00	0.00	100.00	0.00	50.00
Historic Preservation	148-341913-SG	0.00	0.00	600.00	200.00	0.00
Code Compliance	148-341916-SG/148-354	12,587.57	82,163.34	137,960.34	341,038.70	343,874.31
Planning Admin/Research/Copy/etc	148-369001-GM	212.40	473.95	25,102.06	3,671.90	3,593.19
Marine Resources	148-62610-343700-SP	425.00	420.00	3,060.00	4,090.00	3,605.00
Boat Improvement Fund	157-361005GI/369001SP	49,689.58	52,783.10	563,685.86	683,174.73	668,103.49
Education Fees - Building	158-322005-SG	3,388.00	2,165.08	22,559.00	28,287.75	27,148.00
Education Fees - Environmental	158-322006-SG	1,440.00	1,390.00	4,287.00	12,335.00	14,444.00
Environmental Mitigation	160-351400-SP	5,418.31	14,220.76	652,980.11	100,230.54	133,368.06
Deferred A/C Fees	180-223005-SG	0.00	0.00	15,052.00	2,541.00	0.00
Flood Review	180-322005-SG	4,940.00	5,880.00	68,220.00	76,027.00	64,700.00
Income from Permits/Applications	180-322005-SG	186,608.80	160,253.00	2,632,019.72	2,462,965.42	2,071,290.01
Certificate of Competency/Contract	180-322103-SG	4,325.00	1,285.00	174,110.00	29,782.50	159,942.50
Radon/DCA	180-341904-SG	236.66	2,084.28	5,219.18	2,925.34	2,459.97
Recovery/DBPR	180-341908-SG	236.66	2,084.28	5,219.18	2,922.32	2,459.97
Building Book/Copy/etc.	180-369001-GM	429.95	1,196.20	9,493.37	9,071.52	9,707.23
Total		334,842.37	368,297.99	5,307,615.71	4,733,603.68	4,179,467.70

2010 ACCOMPLISHMENTS

Growth Management Division Administration

In fiscal year 2010, the Growth Management Division Administration conducted an organizational structure overview, which included: Evaluating each department organization, eliminating certain positions, while utilizing those position numbers to create other positions where resources were needed to complete work in process analysis, floodplain evaluation and officer management in Key Largo, creation of Assistant Planning Director to focus on work under Area of Critical State Concern, and other changes in personnel to streamline resources and serve the customers and citizens of Monroe County.

Further, the administrative portion of the division invited members of the Construction and Development Industry to form a working group to completely evaluate the Divisions functions and recommend ways to improve services and work together to communicate how both sides (internal government and external contractors) can gain consistent and fair service delivery. The working group has developed three key documents:

- Documentation of industry comments focusing on desired improvement services
- Long Range Master Plan of all improvements or services that can be changed to increase efficiency and improve service delivery
- One Year Goals, which include the tasks that should be achieved in the first year to work toward meeting desired outcomes in the Long Range Master Plan

Administration also conducted a technical evaluation of codes and policies to assure Monroe County is better positioned from a liability aspect or for cost savings.

Over past year, managed team to re-designate 3000+ parcels in Tier System (final order was in 2007 that made parcels tierless) including management of advisory committee and process through Planning Commission and Board of County Commission; managed review and evaluation of USFWS/FEMA Biological Opinion to replace FEMA injunction list and impact on County; assisted staff in review of No Name Key (NNK) electric extension issues; managed Hurricane Evacuation Modeling preparation and coordination with State of Florida; participated in Statewide Regional Hurricane Evacuation Study results; and assisted staff with Navy Military Compatibility issues

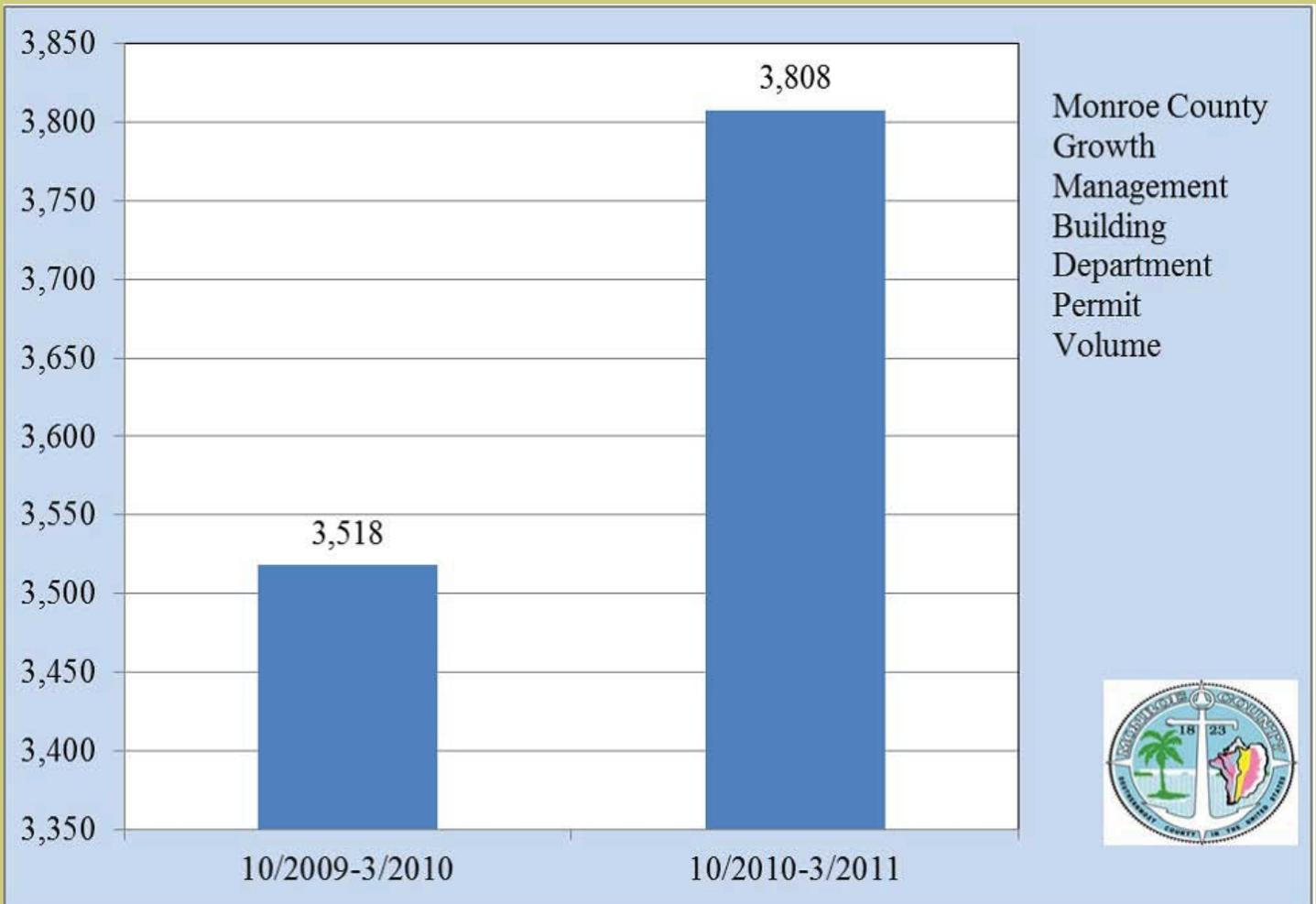
Building Department

In 2010, the Building Department served the community by conducting permit/plan review, permit issuance, and inspections. Further, they undertook an upgrade to the current software program, which had not been done for 8+ years.

In the Year 2010:

- 31,091 Inspections were performed
- 6,751 Permits were issued
- 6,539 Permits were scanned into the archival system

This compares to the prior 2 years:



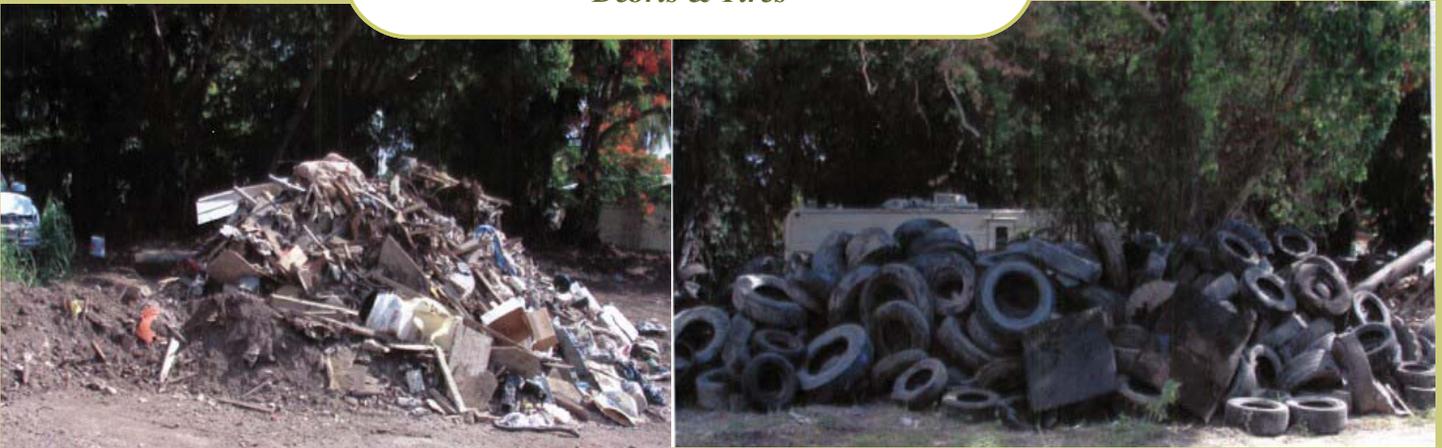
Code Compliance Department

Code Compliance Department received 1201 citizen complaints in fiscal year 2010. The Department initiated 418 proactive cases for a total of 1619 cases for the year. The Department is responsible for the application and enforcement of multiple County Codes and routinely works with local, State, and Federal agencies in achieving common goals.

The “top five codes” investigated in fiscal year 2010 were related to:

- Building Permits totaling 489,
- Flood Plain Inspections and Violations totaling 421,
- Unsafe Structures and Uses totaling 362,
- Trash, Debris and Mowing with a total of 333, and
- Abandoned Vehicles and Vessel cases totaled 122.

BEFORE—Illegal Dumping of Construction Debris & Tires



AFTER—All Debris Removed

Planning and Environmental Resources Department

The Planning and Environmental Resources Department strives to enhance the welfare of the residents and visitors alike by improving the built environment and preserving and protecting the natural environment. The Department works closely with the citizens of Monroe County in order to enrich the quality of life in the Florida Keys while ensuring that development, as well as the preservation of the natural resources are in compliance with the Monroe County Land Development Code, and the Goals, Objectives, and Policies of the Comprehensive Plan. The Department works with citizens on a County-wide scale to analyze conditions, determine needs, identify goals and develop their vision for the entire community through the Comprehensive Plan, as well as guide and assist individuals in accomplishing the implementation of their development plans in accordance with the Code and the Comprehensive Plan.

The facilitation of these processes, functions and duties is accomplished through the following authority and duties:

- Serve as staff to the Planning Commission and Board of County Commissioners and inform such bodies of all facts and information at its disposal with respect to applications for development approval or any other matters brought before it
- Assist the Planning Commission and Board of County Commissioners in the review of the Monroe County Comprehensive Plan, including the Capital Improvements Program, and the Monroe County Code
- Maintain and update the official Future Land Use and Land Use District (zoning) maps
- Maintain development review files and other public records related to the Department's affairs
- Review, or cause to be reviewed, all applications for major conditional use permits and plat approvals
- Review and approve, approve with conditions, or deny all applications for minor conditional use permits
- Recommend text amendments to the Monroe County Comprehensive Plan and Monroe County Code
- Render interpretations of the Monroe County Comprehensive Plan and Land Development Code within the Monroe County Code
- Render interpretations of the boundaries of the official Future Land Use and Land Use District (zoning) maps
- Evaluate and act upon claims of nonconforming uses and structures
- Work to coordinate all local, regional, state and federal environmental and other land development permitting processes affecting development in the County
- Plan for and evaluate all transportation improvements for the County, and coordinate such activities with the Florida Department of Transportation
- Issue certificates of compliance and sign pre-application conference letters of understanding

- Establish such rules of procedure necessary for the administration of his responsibilities under the Monroe County Comprehensive Plan and Monroe County Code; and
- Whenever requested to do so by the County Administrator or the Board of County Commissioners, with the assistance of other county departments, conduct or cause to be conducted surveys, investigations and studies, and to prepare or cause to be prepared such reports, maps, photographs, charts and exhibits as may be requested.

CURRENT PLANNING OFFICE

The Current Planning Office of the Planning & Environmental Resources Department is responsible for the administration of all ordinances applicable to land use planning for the unincorporated areas of the county. The main responsibilities include responding to inquiries and offering customer service to the community, reviewing planning applications for compliance with regulations and plans, and updating and amending the land development regulations.

Development Review Related Documents

Monroe County Code

Monroe County Year 2010 Comprehensive Plan

Monroe County Livable CommuniKeys Plans

Monroe County Land Use District Maps

Monroe County Tier Maps

Naval Air Station Key West 1977 Air Installations Compatible Use Zones (AICUZ) map

U.S. 1 Arterial Travel Time and Delay Study

Design Guidelines

Boat Storage Facility Design Guidelines

Tavernier Commercial Corridor Enhancements Master Plan

Big Pine Key/US1 Corridor Area Enhancement Plan

The Development Review Committee

The Development Review Committee (DRC) reviews applications for Conditional Use Permits, Development Agreements, Plats, Pre-plats, Variances and FLUM's. Meetings are held in the Marathon Government Center once or twice a month. The following is a remuneration of the procedures followed in preparation for the meetings:

The Planning Commission

The Planning Commission reviews applications after the DRC process is finished. They also hear appeals.

The Board consists of five Planning Commissioners for each of the five districts. Meetings are held in the Marathon Government Center once or twice a month. The meetings are now attended by a Court Reporter so the minutes are accurate & professional. We are caught up on the 2010 minutes that were in arrears & are up to date on current minutes.



The following new procedures were implemented during 2010 to improve processes for the storage, maintenance and retrieval of records:

- Implemented new checklist for creating new files
- Organized “New File Setup” system for all e-files to assure consistency within the system and ease of use and access
- Implemented tracking and notification of planners for ad deadlines, staff report due dates to supervisor and the Planning Commission Coordinator
- Began process of organizing all old conditional use files and scanning them into alchemy
- Began work on improving system for placement of old Planning Commission agendas on the new County website
- Organized packets for the Planning Commissioners to make it easier for them to see each item with its respective backup
- Develop tracking system for the DRC, PC & BOCC including scheduled meeting dates, agenda items, ad deadlines
- Reorganized physical filing system improving organization and ease of document retrieval and refiling
- Revised templates for all notices & letters assuring proper information is addressed, and improving consistency between documents and improving readability
- Reorganized the PC/DRC Logbook ease of use and improved information retrievable
- Began having a Court Reporter attend Planning Commission and DRC meetings for improved documentation of meetings and for efficient and timely development of meeting minutes.



COMPREHENSIVE PLANNING OFFICE

Comprehensive Planning is a process that determines community goals, needs and aspirations. The outcome of this process is the Comprehensive Plan which guides future growth and community development. The Comprehensive Plan contains elements that address future land use, housing, transportation, infrastructure, coastal management, conservation, recreation and open space, intergovernmental coordination, and capital improvements. The Monroe County Comprehensive Planning team is responsible for the preparation and implementation of the goals, objectives and policies of the adopted Comprehensive Plan.

The County is required by Florida Statute to annually update the Capital Improvement Element (CIE), Section 4.0 of Comprehensive Plan. In 2010, Monroe County received approval of the five-year schedule of capital improvements (Table 4.1 of the Monroe County Comprehensive Plan) of the Capital Improvement Element. This is the first time in almost 20 years that the Schedule of Capital Improvements for Monroe County has been found in-compliance by the Department of Community Affairs (DCA).

The County's Comprehensive Plan, the policy document governing future growth as well as a blue print for providing County infrastructure and facilities over a long term planning period, was adopted in the mid-1990's, projected community needs through the year 2010. In 2010, Monroe County embarked on a major undertaking to update the 2010 Comprehensive Plan and facilitate planning for the next 20 years. A consulting team led by Keith And Schnars, P A was retained to develop the 2030 Comprehensive Plan. The process includes a study of the 2010 Comprehensive Plan, as well as other reports and documents related to development and community vision. Documents such as the Florida Keys Carrying Capacity, various environmental reports, Livable CommuniKeys Plans, Arterial Travel time and Delay Studies, etc. are being used to complete a four phase project over a four to five year time period in order to update the Comprehensive Plan and Land Development code. The following elements will be included in the process:



1. Update of the County's Technical Document outlining existing conditions and projecting future needs through the year 2030 will include the following elements:
 - a. Development of populations projection
 - b. Future land use/zoning
 - c. Conservation and coastal management
 - d. Traffic Circulation
 - e. Mass Transit
 - f. Ports, Aviation, and related facilities
 - g. Housing
 - h. Water, Sanitary Sewer, Solid Waste, Drainage, and Natural Groundwater Aquifer Recharge
 - i. Recreation Open Space
 - j. Intergovernmental Coordination
 - k. Capital Improvements
 - l. Cultural Resources
 - m. Energy Conservation and Climate

2. Review of the County's current Comprehensive Plan policies success, through the production of an Evaluation and Appraisal Report (EAR), related to the above listed areas of interest. The EAR will evaluate how successful Monroe County has been in addressing major community land use planning issues through implementation of its Comprehensive Plan over the past 20 year period. Based on this evaluation, the EAR will suggest how the Comprehensive Plan should be revised to better address community objectives, changing conditions and trends affecting the community, and changes in State requirements for the 2030 Comprehensive Plan.

3. Recommending and processing amendments to the County's Comprehensive Plan and eventually the Land Development Code, based on the updated Technical Document and EAR to guide future growth and provision of public infrastructure and facilities through the year 2030.



In 2010, Monroe County Staff, Keith And Schnars, P.A. and the public participated in 36 events relating to the 2010 Comprehensive Plan update process as summarized in the below table.



2010 COMPREHENSIVE PLAN UPDATE EVENTS	# of Events
Public Participation meetings to introduce staff and identify major issues for inclusion in the Evaluation and Appraisal Report	1
County Division Directors-to introduce staff, identify major issues	1
County Staff Review Workshop	1
One on one interviews with the Board of County Commissioners to introduce staff and identify major issues for inclusion in the Evaluation and Appraisal Report	5
Staff Meeting (with Finance Department)	1
Public Workshops in the Upper, Middle and Lower Keys to survey participants	3
Public Workshop to confirm the final draft list of major issues	1
Department of Community Affairs (DCA) Courtesy Review	1
BOCC hearing to approve the Compilation Report of EAR issues	1
Public workshop on Sugarloaf Key	1
DCA Workshop (Teleconference To Review Tech. Document)	1
BOCC Project Overview Presentations	1
PC Project Overview Presentation	1
Scoping Meeting with agencies, adjacent cities and other municipalities	1
Teleconferences with Staff	10
Meetings with Staff	6
TOTAL EVENTS:	36

Monroe County received the following deliverables from Keith and Schnars, P.A. concerning the Comprehensive Plan Update in 2010:

- Project schedules
- Information database
- Technical Document Draft with map atlas for Existing and Future Conditions
- Second Draft of Technical Document for Existing and Future Conditions
- Initial Comments from DCA on the Population Projection Methodology
- Population Projection Methodology Submitted to DCA and County Staff
- Webpage designed specifically for the County Comprehensive Plan Update
- Draft of EAR Compilation Report
- Letter of Understanding for the EAR from DCA

The total project cost over a four year period for the Comprehensive Plan Updates \$1,031,985. Phase I of 4 is the update to the Technical Document which is almost complete with 3 of the 15 tasks remaining. Total spent to date is on Phase 1 is \$301, 898. Phase 2 of 4 is the Evaluation and Appraisal Report with 5 of the 20 tasks complete and 6 tasks partially complete. Total spent to date on Phase 2 is \$108,800.

ENVIRONMENTAL RESOURCES OFFICE

The Environmental Resources Office functions focus on the protection of the terrestrial and near shore resources of Monroe County. Biologists review applications for development approval for shoreline development activities such as boat docks and seawalls, as well as inland development proposals that may impact Tropical Hardwood Hammock and Pineland vegetation communities, which provide habitat for the many Federally endangered species that are endemic to the Florida Keys. The protection of these upland habitats is achieved through a unique conservation overlay system which categorizes each parcel in the Keys into a Tier based on the extent and quality of native upland habitat on the parcel. The Florida Key Deer is found only in the Lower Keys, primarily on Big Pine Key and No Name Key within the National Key Deer Refuge. Staff monitors development on these two islands and prepares annual reports to the U.S. Fish and Wildlife Service. The Environmental Resources Office also provides expertise in the assessment of potential climate change impacts to the Keys, particularly with regard to future sea level rise. Biologists also assist the Florida Department of Environmental Protection and the Florida Keys National Marine Sanctuary with marine mammal stranding and sea turtle rescue.

The Tier System

In order to more efficiently manage growth in the Florida Keys and protect our valuable natural resources, Monroe County restricts the number of new building permits that can be issued each year. Permits are issued based on the applicants score in the competitive permit system created by the Rate of Growth Ordinance (ROGO). ROGO scores are based primarily on the habitat value of the proposed development site, with the lowest scores being assigned to parcels with significant habitat value. The Tier System was adopted in 2006 to streamline the process of assigning habitat values to individual parcels. The Tier System designates all lands outside of mainland Monroe County, except for the Ocean Reef planned development, into four general categories for purposes of its Land Acquisition Program and smart growth initiatives. These four categories are: Natural Area (Tier 1); Transition and Sprawl Reduction Area (Tier II) on Big Pine Key and No Name Key only; and Infill Area (Tier III) and Special Protection Area (Tier III-A). Special Protection Areas are patches of hardwood hammock or pinelands of one acre or more, within a developed area that are important refuge for wildlife, particularly endangered species such as the Key Largo Cotton Mouse, the Key Largo Wood Rat and Schauss' Swallowtail Butterfly.

In 2010, the Environmental Resources Office undertook the enormous task of reevaluating the Tier designation of over three thousand four hundred (3400) parcels in the Keys. The process began with the development of new habitat mapping data, including newly acquired 2009 high resolution color aerial photography. The County, in association with the Florida Department of Community Affairs then established a committee of biologists from State and Federal agencies who were familiar with the habitats of the Keys to review the data and make recommendations for the Tier designations of the reviewed parcels. This committee, known as the Tier Designation Review Committee or TDRC, met on a monthly basis from February 2010 through December 2010 and made recommendations on each parcel. The Environmental Resources staff also participated in the Committee meetings and provided technical support to the TDRC. After the TDRC made their final recommendations, the Environmental Resources Office conducted further site specific reviews and provided additional recommendations for the Tier designations. As of the writing of this report, the proposed Tier Designations have been reviewed by the Monroe County Planning Commission and the Board of County Commissioners (BOCC). The BOCC has one reaming Public Hearing scheduled.



Tier Review Map depicting challenged areas and the proposed Tier designations for the parcels.

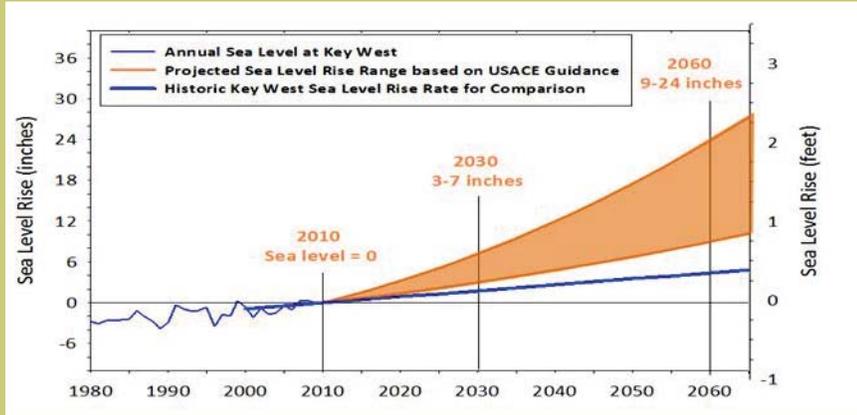
Climate Change

On January 20, 2010, Broward, Palm Beach, Miami-Dade and Monroe Counties (Compact Counties) ratified the Southeast Florida Regional Climate Change Compact (Compact). The Compact calls for the development of joint State and Federal policies representative of shared climate change challenges and priorities and to advocate for increased state and federal funding for mitigation and adaptation projects.



The Monroe County Environmental Resources Office provides the technical presence for Monroe County on the Climate Compact Steering Committee, while the Administrators Office provides the policy presence on the Committee.

The Climate Compact has established technical workgroups with the intent to gather the existing data and analyses and to develop a regional approach to mitigation and adaptation strategies to respond to the predicted changes, particularly with regard to sea level rise. The Sea Level Rise workgroup, including GIS staff from Monroe County, met in a series of workshops and developed a unified Sea Level Rise projection for South Florida, including Monroe County and the Florida Keys.



Sea Level Rise History and Projections Graph

Having a range of potential inundation levels from sea level rise, the Compact Counties are beginning to analyze the impacts of such rise to the built environment including infrastructure, transportation facilities and to natural habitats. Armed with the understanding of these potential impacts, the individual Counties can begin to plan for these eventualities.



Sea Level Rise Study Map

Projected inundation at Key West Airport based on 2' increase in sea level

Development Review & Permitting

The regulatory functions of the Environmental Resources Office include the review of permit applications for shoreline development activities such as seawalls and boat docks, and the review of commercial and residential development applications for consistency with Monroe County's landscaping, stormwater management, land clearing and shoreline setback codes.



Due to the breadth of regulatory responsibilities of the Office, virtually every application for new development is reviewed by a biologist. In 2010 the Environmental Resources Office approved applications for 119 boat davits, 70 boat docks and 19 seawalls.

Construction form work for sea wall



Staff also reviewed and approved 73 applications for land clearing, including 40 for exotic vegetation removal. In the process of monitoring the permitted land clearing activities in tropical hardwood hammocks, our biologists insure that only permitted vegetation is removed and that impacts to protected species such as the Stock Island Tree Snail or Keys Tree Snail are minimal.

Ligyus Tree Snail

The Monroe County Marine Resources Office

Monroe County's Marine Resources Office provides a variety of services focusing on protection of the marine environment, provision of maritime infrastructure, and the preservation of public water access. In addition to a Keys-wide system of aids to navigation and boating regulatory zones designed to assist and protect the recreational boating public, the Marine Resources Office performs several important functions which specifically address boating related environmental impacts including derelict vessels and illegal sewage discharge from vessels.

Derelict & Abandoned Vessel Program

Thousands of boaters enjoy the Keys waters every year. However, some boat owners end up neglecting their boats, leaving them at anchor to become derelict or abandoned. Unfortunately, those vessels typically present environmental or navigational hazards. The Marine Resources Office, in coordination with the Florida Fish & Wildlife Conservation Commission (FWC), has a well-established program that has been effective in addressing the large number of derelict vessels located throughout the Keys. Vessels which are identified by FWC as derelict or abandoned are posted as such, and the vessel owners are notified. After the notification period is complete FWC authorizes the Marine Resources Office to remove and destroy the vessel. Qualified marine contractors are hired by Monroe County to perform the removal the vessels and have them properly disposed of, including any fuel or hazardous materials found on the vessels.

In the last fiscal year the derelict vessel program:

- Provided for the removal and disposal of 83 derelict vessels throughout the Keys
- Spent a total of \$221,920 on vessel removals utilizing Boating Improvement Funds





The Marine Resources Office also discourages vessel owners from allowing their vessels from becoming derelict by assisting the public with disposal of their personal vessels at any of the County's three transfer stations. Citizens simply coordinate with Marine Resources staff and complete a Release for Disposal form to have their unwanted vessels properly disposed of.

- Twenty-nine vessels were properly disposed of during the last fiscal year
- The County spent \$10,767 on disposal of unwanted vessels utilizing Boating Improvement Funds

Mobile Vessel Sewage Pumpout Program

The Florida Keys are home to the largest population of liveaboard boaters in the state, including both cruising boaters and long-term liveaboards that live and work in the community. And while there are over thirty marinas in the Keys with pumpout facilities serving the needs of boaters, liveaboards at anchor typically do not move their boats to access sewage pumpout facilities on land. In response to this issue, and to assist with the implementation of the existing No Discharge Zone in the Keys, the County established a mobile pumpout vessel in the Key Largo area in 2005. This pumpout service is available to recreational boaters at a nominal charge of \$5, and is subsidized by the Florida Department of Environmental Protection (DEP) Clean Vessel Act Program.

In the last fiscal year the mobile pumpout program:

- Performed 520 pumpouts of liveaboard vessels in the Key Largo area
- Properly disposed of 19,441 gallons of sewage that may have otherwise been pumped into the nearshore waters
- Spent \$73,879 on staffing, operation and maintenance of the pumpout vessel utilizing Boating Improvement Funds and Clean Vessel Act Grant funding
- Generated \$2,600 in revenue from pumpout charges



In 2011 Monroe County is considering expanding its mobile pumpout services to include all of the Florida Keys. The provision of mobile pumpout service to all liveaboards in the Keys will further address the issue of illegal discharge of sewage and associated water quality impacts.

TRANSPORTATION PLANNING OFFICE

The Transportation Planning Office provides a vital coordination function for transportation issues in Monroe County. The County is bisected by US Highway 1 from the mainland to Key West, which creates numerous challenges and opportunities for the communities throughout the Keys. The Transportation Planning Office acts as a clearinghouse to disseminate vital transportation related information to other County offices, inform the public on transportation projects and programs, review upcoming Florida Department Of Transportation (FDOT) workprogram items, provide funding recommendations for transportation projects, and coordinate with state agencies, municipalities, and the Scenic Highway Corridor Management Entity on projects occurring within the US1 right of way.

FDOT Coordination for US1 Improvements

The US1 right of way is utilized for transportation, stormwater retention, water, wastewater, telecommunication utilities, a state recreational trail, transit, leases for adjacent properties, and landscaping. Additionally there are a variety of building, parking, and sign encroachments.

In the last fiscal year, the Transportation Planning Office has:

- Reviewed and commented on FDOT design phase plans for ten (10) upcoming road projects
- Reviewed and commented on Florida Department of Environmental Protection (FDEP) design phase plans for five (5) upcoming trail projects
- Attended monthly intergovernmental coordination meetings with FDOT, FDEP, Monroe County municipalities, and utility companies throughout the Keys to review and discuss construction projects along US 1
- Worked in conjunction with the County Engineering office and FDOT to allocate funding and coordinate the design and construction of the Bayside Shared Use Path in Key Largo
- Completed an inventory of signs on US 1 to address sign clutter within the US 1 Right-Of-Way
- Completed an inventory of bus shelters on US 1 to determine active and inactive shelter locations
- Participated in FDOT's 2060 Transportation Planning Process and hosted the webinar public viewing site for Monroe County

Grant Writing and Project Implementation

In the last fiscal year, the Office of Transportation Planning effectively secured over \$5 million in federal and state funding to enhance the scenic qualities and improve pedestrian access along the Florida Keys Scenic Highway. The transportation team also played a vital role in informing the public about various transportation issues throughout the Keys. Finally, the team was responsible for ensuring that state mandates relating to transportation concurrency were achieved. Accomplishments in this area for last fiscal year include:

- Securing a \$1.1 million grant to develop a comprehensive wayfinding program on US 1
- Securing a \$1.2 million grant to develop vistas at various locations along the Florida Keys Scenic Highway
- Securing a \$1.1 million grant to develop an ADA underpass at the old 7-mile bridge
- Assisting the City of Marathon and the Marathon Image Advisory Board in securing a \$1.6 million grant to close the gap in the Florida Keys Overseas Heritage Trail near the Dolphin Research Center on Grassy Key
- Initiating revisions to the fee structure for review of transportation concurrency issues
- Utilizing the competitive bid process to secure a \$250,000 grant funded and transportation planning contract to assist the Planning Department with technical, transportation issues
- Securing a \$45,000 grant to design, fabricate and install Florida Keys Scenic Highway Interpretive Panels
- Providing technical assistance for the Higgs Beach Master Plan and initiated grant procurement for the Visitor Orientation and Nature Center design
- Preparing a National Scenic Byways Grant application for Wayfinding Tools (maps and GPS database) in coordination with FDOT, FDEP and FKSCA
- Overseeing the completion of the 2010 US 1 Arterial Time Travel and Delay Study
- Administering, maintaining, and promoting the Florida Scenic Highway Program and National Scenic Byways Program for the Florida Keys Scenic Highway, including preparing the Florida Scenic Highway Program Annual Report to the FDOT, assisting with the annual meeting of the Florida Keys Scenic Corridor Alliance (FKSCA, the Corridor Management Entity), and supporting and coordinating with the FKSCA and its agency partners
- Facilitating seven (7) public workshops relating to transportation issues
- Securing and administered two FDOT Joint Participation Agreements to fund two Planning positions and a transportation planning contract
- Participating in the Southeast Florida Regional Partnership planning initiative
- Partnering with FDEP and oversaw the development and installation of panels for the Scenic Highway/ Overseas Heritage trail kiosks along US1
- Participating in the Conceptual Design Workshop for the Overseas Heritage Trail Trailhead and The Botanical Gardens Scenic Highway Visitor Orientation Center
- Participating in Nation Key Deer Refuge Transportation Planning Study stakeholder meetings
- Participating in the Greater Miami Chamber of Commerce Transportation and Infrastructure Committee meeting related to regional freight corridors (Miami-Dade, Palm Beach, Broward, and Monroe Counties)



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